

2007 4th Quarter Action Update

AIRPORT

Communication Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
John DuBose	Airport Communications Plan	Establish methods to educate and inform both aviation and non-aviation residents of the Airport's ongoing and changing role within the community.	<p>Qtr1: Awaiting completion of initial annual report. Anticipated publish date is March 1, 2007.</p> <p>Qtr2: Created and implemented a system for tracking and responding to community noise complaints. Revised the publish date of the Annual Report to June 1st.</p> <p>Qtr3: Met with community and helicopter operators regarding noise complaints. In the process of adopting new community friendly flight routes. Annual Report preparation is in progress awaiting final external input.</p> <p>Qtr4: Annual Report is still in progress. Conducted numerous tours of the airfield and air traffic control tower to promote awareness of airport activities.</p>	FY2007	\$2,400	In Progress

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Sandra "Nan" Walsh	Airport Training Program	Establish an ongoing training program in Airport operational areas to promote and ensure the safety of airport personnel and airport users.	<p>Qtr1: Participated in first two Federal Department of Transportation seminars regarding pavement evaluation and maintenance control. Began identification process of staff needs to allow for more in-house work.</p> <p>Qtr2: Opened discussions with Polk Community College Corporate College regarding local airport operations training. Instituted a system to track continued training to ensure compliance with federal requirements. Identified airports to participate in maintenance and operational job training.</p> <p>Qtr3: We met with other airport operators to determine the best practices at the lowest cost for continuing operational education.</p> <p>Qtr4: Developed a comprehensive airport training program to enhance opportunities for professional development for airport employees while meeting compliance requirements of federal, state and local agencies.</p>	FY2007	\$5,000	In Progress
John DuBose	Small Aircraft Transportation System (SATS)	Establish the small aircraft transportation program with a goal of achieving an active and expanding role in this new aviation transportation system.	<p>Qtr1: Ongoing negotiation with DayJet for beginning point-to-point on demand jet service. Current estimated start date is April 1, 2007. Received bids for required DayJet electrical needs.</p> <p>Qtr2: Delivered contract proposal to DayJet. Provided a venue for the Small Aircraft Transportation System (SATS) Air Company to display its aircraft and promote small airport transportation.</p> <p>Qtr3: We renegotiated and executed the final contract with DayJet for on-demand pay-per-seat transportation services from Lakeland Linder Regional Airport.</p> <p>Qtr4: DayJet began trial operations with on-demand charter service from Lakeland Airport in Qtr 4.</p>	FY2007	\$7,500	Completed

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
John DuBose	Aircraft Rescue and Fire Fighting (ARFF) Vehicle	Acquire an Aircraft Rescue and Fire Fighting (ARFF) vehicle to help increase the level of aviation safety and to promote new business development.	<p>Qtr1: Delivered cost of the Aircraft Rescue and Fire Fighting (ARFF) vehicle is \$713,000+. Balance of cost estimate to be used for special gear and required equipment. Truck was ordered in prior FY. Funding is through a joint participation agreement with the Federal Department of Transportation (FDOT) at an 80/20 (Federal Department of Transportation/City) cost sharing for approved costs.</p> <p>Qtr2: The Lakeland Fire Department has inspected the vehicle for final delivery, anticipated during the last week in April. (Hours shown are LFD hours). Fire fighting protective clothing has been purchased.</p> <p>Qtr3: Took delivery of the Aircraft Rescue and Fire Fighting vehicle. Held discussions with Police and Fire and began revision of operational and emergency operations manuals.</p> <p>Qtr4: Received FAA approval of revised operational and emergency operations manuals. Inventoried Aircraft Rescue and Fire Fighting (ARFF) equipment with the expectation of enhancing fire fighting capabilities with additional equipment purchases.</p>	FY2007	\$750,000	In Progress
John DuBose	Auxiliary Air Services	Investigate the costs and benefits of establishing scheduled charter air taxi service for passenger and/or cargo service.	<p>Qtr1: This is a coordinated effort through the Economic Development Consultant. Work has been expended obtaining existing airport conditions, tenant information, including facilities, identifying targets, ascertaining appetite for service with feasibility, and continuing to assess demand.</p> <p>Qtr2: This action is pending completion of an annual report and target specific marketing brochures. Anticipated start date is the first week in May.</p> <p>Qtr3: Prepared for and conducted an initial meeting with other airports to discuss charter proposal.</p> <p>Qtr4: Two meetings with a Florida 135 charter to determine viability of service to/from Lakeland.</p> <p>Held meetings and conferences with Canadian airport to re-open investigation into establishing charter service.</p> <p>Awaiting completion of annual report identified in Quarter 2</p>	FY2011	\$100,000	In Progress
John DuBose	Aviation Marketing Plan	Implement a three-year contract for consultant-based marketing plan to expand aviation and aviation-related industries and operations.	<p>Qtr1: Ongoing process coordinated with Economic Development Consultant; attended National Business Aviation Association (NBAA) annual convention in Orlando, initiated contact with aviation businesses; Note: costs included a portion of fees incurred in FY06 but paid in FY07.</p> <p>Qtr2: An unsolicited proposal was submitted to Honda in pursuit of their manufacturing and assembly plant for the Very Light Jet (VLJ) prototype plane. Upon submittal we learned that Honda was mainly looking at Greensboro. Eventhough Honda did not accept our proposal, the materials we gathered for Honda were also used for the recently prepared Maintenance, Repair and Overhaul (MRO) submittal. We are now pursuing other developments. Submitted Request For Qualification in conjunction with Lakeland Economic Development Council (LEDC) for a MRO facility to locate here at Lakeland Linder Regional Airport (LLRA).</p> <p>Qtr3: Continued the ongoing process coordination with the Economic Development Consultant; continued pursuit of other developments.</p> <p>Qtr4: Met with USF to explore joint participation for expanded air services to attract potential high-tech employers.</p> <p>Met with national company to explore expansion of operational activities at Lakeland Linder Regional Airport (LAL).</p>	FY2009	\$216,000	In Progress

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
John DuBose	Airport Infrastructure Development Plan	Develop an implementation plan for proposed infrastructure development projects.	<p>Qtr1: Met with consultant and staff. Coordinating meeting with other departments regarding new utilites route.</p> <p>Qtr2: Finalized consultant's scope of work. Reviewed preliminary tasks authorization language.</p> <p>Qtr3: Issued the contract to the consultant, held initial meetings on preliminary cost estimates and the impact on sub-task priorities.</p> <p>Qtr4: Awaiting outcome of potential land sale for impact on airport priorities to infrastructure needs and changes.</p>	FY2007	\$6,500	In Progress

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
John DuBose	Airport Master Plan	Revise the master plan and airport layout plan to reflect the timing of capital projects.	<p>Qtr1: Held initial meeting with operations/economic advisor and consultant regarding project priorities.</p> <p>Qtr2: Held multiple progress meetings and modified the airport's five-year Joint Automated Capital Improvement Program (JACIP) to reflect better financial sequencing of needed capital improvements. Submitted Federal Aviation Administration(FAA) application for the project identified as highest priority that would favorably compete for available federal airport grant funding.</p> <p>Qtr3: Continued meetings with the Airport advisor/consultant and awaiting notification from the Federal Aviation Administration on future grant funding.</p> <p>Qtr4: Awaiting outcome of potential land sale for impact to Airport Layout Plan (ALP) revision.</p>	FY2007	\$8,500	In Progress
Sandra "Nan" Walsh	Airport Security Access Systems	Install and implement additional measures of security required by current regulations.	<p>Qtr1: Held meetings/phone discussions with Federal Aviation Administration Regulations Part 139 Inspector regarding access control issues. Entered contract for installation of new access system for terminal and terminal ramp. Began issuance of badges.</p> <p>Qtr2: Installed Badge Security Access System for Terminal, Air Traffic Control Tower and one terminal access gate. Issued 100 badges.</p> <p>Qtr3: The contractor installed additional door access controls on the temporary fire station/tower building.</p> <p>Qtr4: Conducted sealed-bid for installation of additional security equipment. Issued agreement to begin work in FY08.</p>	FY2011	\$430,000	In Progress
John DuBose	Runway 5-23 Rehabilitation project	Complete the reconstruction of Runway 5-23 to include new Precision Approach Path Indicators (PAPIs) on runways 5 and 23.	<p>Qtr1: Construction was completed in late FY06 substantially under budget. Related work for earlier Federal Emergency Management Agency (FEMA) damage repair has been completed in December 2006. Federal Aviation Administration (FAA) has approved use of some of the remaining federal grant funds to provide for new airfield markings required by Federal Aviation Administration. This work is almost ready to go out to bid.</p> <p>Qtr2: Completed markings/stripping drawings and submitted to Federal Aviation Administration (FAA). Finalized accounting for runway portion of project.</p> <p>Qtr3: The FAA allowed grant budget underruns to be utilized for mandated revisions in airfield markings and runway striping. Completed the engineering agreement and bid package.</p> <p>Qtr4: Completed the airfield markings and runway striping project. Additionally, FAA is considering funding additional taxiway marking enhancements to promote runway safety utilizing this project's unspent funds.</p>	FY2007	\$4,087,318	In Progress

COMMUNICATIONS

Communication Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Kevin Cook	Benchmark Web (OCAT)	Establish a section on City website that provides information on City Services and how the City compares to other benchmark organizations.	<p>Qtr1: Waiting on approval and funding for all Organization Communication Advisory Team (OCAT) items. City Management has the content proposal for review and an anticipated start date is June 1, 2007.</p> <p>Qtr2: We have produced a demographic guide for Community Development that compares Lakeland to other cities and highlights items such as tax rates, population, school ratings, etc. Working on a detailed cost of living index comparing Lakeland to surrounding communities. This atlas will be distributed to the Organizational Communications Advisory Team (OCAT) at the April 18th meeting.</p> <p>Qtr3: The demographic information has been compiled and placed on the City website. Future benchmarking data will be linked accordingly once received from various departments.</p> <p>Qtr4: Completed 3rd quarter</p>	FY2009	\$3,780	Completed
Jessica Hawks	Boards and Committees Programs	Explore and develop citizen education and increased involvement in the process of local government through the efforts of the Boards and Committees program.	<p>Qtr1: The first quarterly training session was held in October of 2006 with a second session planned in March of 2007. The Annual Boards and Committee dinner is in the planning stage.</p> <p>Qtr2: The second training session was held on Friday, March 23rd. The Annual Dinner was held on Tuesday, February 27th. This action item is complete.</p> <p>Qtr3: Action completed. No further update needed.</p> <p>Qtr4: See 3rd quarter update</p>	FY2007	\$40,500	Completed
Kevin Cook	Citizen Survey Feedback (OCAT)	Conduct annual evaluation of city operations by residents using qualitative and quantitative social science research techniques showcased on City and employee websites.	<p>Qtr1: The City-wide citizen survey is scheduled for FY08. However, we are waiting on approval and funding for all Organization Communication Advisory Team (OCAT) items. An anticipated start date is June 1, 2007.</p> <p>Qtr2: Still on track for 2nd quarter FY 08. Kevin Cook, Director of Communications, met with Ed Hacker, Organizational Development Specialist, to discuss options. Kevin contacted several Sterling Award winners to inquire about the frequency and methodology used to survey their residents.</p> <p>Qtr3: Still on track for 2nd quarter FY08. We have received budget approval for FY08, however, this item may be at risk if further budget cuts are required by the city manager's office</p> <p>Qtr4: Will finalize questionnaire in mid-December. Still on track for February mail-out.</p>	FY2007	\$5,500	In Progress
Kevin Cook	City Services Student Outreach	Explore programs to make students aware of City services and highlight the City as a possible employer.	<p>Qtr1: Met with Lakeland High School to establish Student Citizen Academy for the 2008 school year as part of the high school civics/government requirements.</p> <p>Qtr2: Program will be initiated during the 2008 school year.</p> <p>Qtr3: Program will be initiated during the 2008 school year.</p> <p>Qtr4: Program will be initiated during the 2008 school year.</p>	FY2008	\$2,520	In Progress
Kevin Cook	Customer Feedback Program (OCAT)	Provide customer survey cards at City Facilities and develop procedure to collect and respond to customer satisfaction/dissatisfaction feedback.	<p>Qtr1: We need further direction from the Organizational Communications Advisory Team; Anticipated by the end of the 3rd quarter FY07.</p> <p>Qtr2: "How Are We Doing" postcard developed and approved by Organizational Communication Advisory Team (OCAT). Location sites have been identified and costs for drop boxes have been obtained. The option of a postage-paid card will be suggested to the committee. Once a decision has been made cards and/or boxes will be ordered.</p> <p>Qtr3: Waiting on OCAT's "How We Are Doing" postcard.</p> <p>Qtr4: Cards were printed and delivered 1st week of October and will be distributed to City facilities with walk-in traffic. OCAT has been tasked with determining who collects, surveys, compiles data, distributes information to departments and responds to customers.</p>	FY2008	\$3,780	Completed

COMMUNICATIONS

Communication Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Kevin Cook	Digital Divide	Reduce the socio-economic differences in communication between those in the community with regular, effective access to digital technologies and those without.	<p>Qtr1: The digital divide action item is being addressed as the City of Lakeland renews its cable franchise agreement with Brighthouse Networks. The City is requesting Brighthouse provide broadband access as part of the program. The cable franchise agreement is due to be completed by late summer in 2007.</p> <p>Qtr2: The cable franchise agreement is due to be completed by late summer in 2007.</p> <p>Qtr3: The cable franchise agreement is due to be completed by late summer in 2007.</p> <p>Qtr4: Abandoned due to the Senate/House Bill 529 "Consumer Choice Act". This removes any ability to negotiate with Brighthouse for our contract renewal to offer free Roadrunner to lower socio-economic families.</p>	FY2008	\$6,300	Abandoned
Kevin Cook	Emergency (Storm) Operations Plan (OCAT)	Add Emergency (Storm) Operations Plan area to website to allow employees to see contact and related information for emergency (storm) preparation.	<p>Qtr1: We are waiting for the content that needs to be published - anticipate receipt by end of 3rd quarter FY07.</p> <p>Qtr2: A section has been created on Lakelandgov.net so employees can access storm information from home. Currently finalizing updates to website prior to the 2007 storm season.</p> <p>Qtr3: A section has been created on Lakelandgov.net so employees can access storm information from home and will be updated annually prior to June 1st.</p> <p>Qtr4: Completed 3rd quarter</p>	FY2007	\$800	Completed
Kevin Cook	Employee Survey/Feedback	Conduct periodic surveys and provide feedback from surveys to employees via In-Site, Access and employee forums. First internal communications benchmark survey completed in June 2006.	<p>Qtr1: The first online InSite survey is to be posted in January 2007.</p> <p>Qtr2: Employees were surveyed on use of Intranet site. Deadline to receive completed survey was 3/23/07. Results will be published on InSite first week of April.</p> <p>Qtr3: Action completed. Employees will be surveyed annually every March.</p> <p>Qtr4: Action completed. Employees will be surveyed annually every March.</p>	FY2008	\$7,560	Completed
Robin Tillett	In-Site Tutorial (OCAT)	Add tutorial area to In-Site for common City of Lakeland administrative tasks.	<p>Qtr1: This is a group project. The Organizational Communications Advisory Team members from each respective department are responsible for the project - anticipated start date is the end of the 3rd quarter FY07.</p> <p>Qtr2: Organizational Communication Advisory Team (OCAT)is compiling a list of tutorials for InSite and will submit that list to the Communications Department for appropriate action.</p> <p>Qtr3: The Organizational Communication Advisory Team (OCAT)is compiling a list of tutorials for InSite and will submit that list to the Communications Department for appropriate action.</p> <p>Qtr4: Forms received and will be posted by October 31, 2007</p>	FY2007	\$800	In Progress
Kevin Cook	Lakeland Branding Campaign	Develop City of Lakeland branding campaign incorporating "Close to Everything, Away From It All" slogan throughout the City using a variety of marketing techniques.	<p>Qtr1: The Communications Department is preparing samples to show how the slogan will look as part of the existing City logo. Once approved, the slogan will be included on all printed mediums.</p> <p>Qtr2: Slogan promoted at the Polk County Government Day in February, 2007. Employees attending Annual Meetings with the City Manager also received a t-shirt with the new slogan.</p> <p>Qtr3: The development of a City of Lakeland Branding campaign, incorporating "Close to Everything Away From It All", is complete and is being used in miscellaneous respects throughout the City. The slogan is now operational and the effort will continue in future years.</p> <p>Qtr4: The development of a City of Lakeland Branding campaign, incorporating "Close to Everything Away From It All", is complete and is being used in miscellaneous respects throughout the City. The slogan is now operational and the effort will continue in future years.</p>	FY2008	\$17,560	Completed

COMMUNICATIONS

Communication Goal

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Kevin Cook	Lakeland Government Network (LGN)	Develop Lakeland Government Network as a media brand that includes a stand alone cable television station and internet webcast channel to encourage community spirit, educational progress, and local government support.	<p>Qtr1: This project will not be started until FY09 depending on direction from the City Commission. A variety of opportunities will be explored in order to present several options to the City Commission for their consideration.</p> <p>Qtr2: Ten-year plan in development.</p> <p>Qtr3: The City of Lakeland currently partners with Polk County Government (PGTV) to share air time on Brighthouse Channel 19. LGN currently airs all City Commission, Utility Committee and Code Enforcement meetings live. A 10-year plan to further this effort has been submitted with the FY08 budget and is under review.</p> <p>Qtr4: We are in the process of fiber connectivity directly to Brighthouse for a cleaner signal and we will be able to be a stand alone station in the future if we desire to do so.</p>	FY2010	\$110,000	In Progress
Kevin Cook	Organizational Communication Initiatives	Explore and develop internal organization communication methods by incorporating new initiatives as well as those suggested by the Organization Communication Advisory Team (OCAT) using a variety of internal communication techniques.	<p>Qtr1: This action step needs to be deleted as it is not an individual action item. All the action items covered under this plan have been included in the Strategic Operating Plan as separate Organizational Communications Advisory Team items i.e., InSite tutorial, Values Campaign, etc.</p> <p>Qtr2: This action step needs to be deleted as it is not an individual action item. All the action items covered under this plan have been included in the Strategic Operating Plan (SOP) as separate Organizational Communications Advisory Team (OCAT) items i.e., InSite tutorial, Values Campaign, etc</p> <p>Qtr3: Action abandoned.</p> <p>Qtr4: See 3rd quarter update</p>	FY2007	\$26,500	Abandoned
Kevin Cook	Public Inquiry and Complaint Process (OCAT)	Standardize the complaint process in order to allow tracking and facilitate a process to assist in routing of calls to the responsive City agency.	<p>Qtr1: The program is written and the software is in place. Waiting on City Management for approval to begin implementation.</p> <p>Qtr2: This action item has now been moved to Information Technology (IT) - not a Communications effort - approved by the Organizational Communications Advisory Team (OCAT). This item now appears under IT.</p> <p>Qtr3: Action abandoned...task transferred to the Information Technology Department.</p> <p>Qtr4: see 3rd quarter updates. This is no longer a Communications item. Please move to IT.</p>	FY2007	\$16,380	Abandoned
Kevin Cook	Strategic Plan Employee Forums (OCAT)	Establish monthly meetings between City of Lakeland Department Heads/Directors and their respective workgroups, e.g., brown-bag lunches, to discuss how their department aligns to the City Strategic Plan (City Manager's office representative will attend one of these meetings annually).	<p>Qtr1: In 2006 the City Manager met with Water/Wastewater on September 28th, Parks and Recreation on November 2nd and Lakeland Electric line crews on December 14th. Plans are underway for the 2007 annual meetings with all City employees on February 27th and March 1st.</p> <p>Qtr2: Annual employee meetings with City Manager were held on February 27th and March 1st. T-shirts were distributed to all employees in attendance. Power Production employees will be meeting with the City Manager on April 5th at the McIntosh Resource Center.</p> <p>Monthly meetings between City Of Lakeland Department Heads and Directors and their respective workgroups to discuss how their department aligns to the City Strategic Plan is now the responsibility of each Department.</p> <p>Qtr3: The annual employee meetings in addition to the coordination of the monthly employee meetings for City Management (i.e. "field meetings" where City Management talks to employees on their job sites) are the responsibility of the Communications Department. However, Communications is unclear of their role in establishing meetings within City departments. This issue will be discussed at the next Organizational Communications Advisory Team (OCAT) meeting on August 22.</p> <p>Qtr4: Monthly meetings between City Manager's Office and Department Heads have been established. Department Heads will coordinate meetings within their workgroups.</p>	FY2007	\$4,300	Completed

COMMUNICATIONS

Communication Goal

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Kevin Cook	Strategic Plan Public Outreach (OCAT)	Inform the public on initiatives aimed at achieving strategic goals using annual calendar, Lakelandgov.net and other pro-active techniques.	<p>Qtr1: The goals included within the Strategic Operating Plan were included in the 2007 City calendar (Kaleidoscope: Butterflies in Flight) along with key accomplishments in each area. The complete strategic operating plan will be posted on lakelandgov.net.</p> <p>Qtr2: We are continuing to publish updated information about completed action items on the Intranet and the Internet.</p> <p>Qtr3: We are continuing to publish updated information about completed action items on the Intranet and the Internet.</p> <p>Qtr4: 2008 City calendar was cut from budget. However, we are continuing to publish updated information about completed action items on the Intranet and the Internet.</p>	FY2007	\$7,268	Completed
Kevin Cook	Suggestion Box (OCAT)	Develop a campaign promoting the Suggestion-Box program using intranet In-Site, Access newsletter and other proactive tools of communication.	<p>Qtr1: This needs further direction from the Organizational Communications Advisory Team - anticipate receiving this by the end of the 3rd quarter of FY07.</p> <p>Qtr2: Action is still on track to be started in June 2007. Plans include promoting in June issue of ACCESS, InSite and other internal communication methods such as posters and flyers.</p> <p>Qtr3: Waiting on further direction from OCAT.</p> <p>Qtr4: Waiting on further direction from OCAT.</p>	FY2007	\$1,200	In Progress
Kevin Cook	Values Campaign (OCAT)	Develop campaign to promote values throughout City organizations; (i.e., badges, posters, employee meetings, etc).	<p>Qtr1: Communications and roll-out plan completed by Organizational Communications Advisory Team (OCAT). Waiting on budget approval from the City Manager.</p> <p>Qtr2: Newsletter article kicking off campaign will appear in the April Access newsletter and on InSite. Posters have been distributed to City Departments. We have begun working on the first of a 6-part employee video. Shooting begins April 12th. Over the next 5 months, one value per month will be highlighted.</p> <p>Qtr3: Campaign officially kicked off in April and will end in November 2007. Videos posted on InSite.</p> <p>Qtr4: Monthly values are highlighted in Access newsletter. Nominations for employees who are exemplifying values are received on InSite and entered in a drawing for a gift.</p>	FY2007	\$11,500	Completed

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Tamara Sakagawa	Medical Corridor Plan	Develop Medical District Master Plan in partnership with stakeholders including Watson Clinic and Lakeland Regional Medical Center; this is a real estate master plan to address uses, buildout and creation of a larger more dense medical district.	<p>Qtr1:</p> <p>Qtr2: The Mid-Town Community Redevelopment Area (CRA) Advisory Board has approved the Acquisition and Relocation Assistance Pilot Program to help Lakeland Regional Medical Center (LRMC) and Watson Clinic to assemble property to fulfill the concept of a medical district. Watson Clinic's planning consultant has submitted a proposal to complete a Medical District Master Plan. Staff for the Clinic and the Mid Town CRA are reviewing the scope of work to determine whether or not the proposal is complete and appropriate.</p> <p>Qtr3: Through the Acquisition and Relocation Assistance Pilot Program, the Mid Town CRA has been able to commit to providing three homeowners with assistance. LRMC and Watson Clinic continue to work with remaining property owners.</p> <p>Qtr4: LRMC and Watson Clinic continue to use the Acquisition and Relocation Assistance Pilot Program to work with property owners between the hospital and the clinic. The Watson Clinic is moving forward with a conceptual master plan for their main site which will include retail/commercial components consistent with the Mid Town CRA Redevelopment Plan.</p>	FY2010	\$200,000	In Progress
Celeste Deardorff	USF Lakeland Research/Commerce Park	Explore potential of related research business/industry park development opportunities to expand employment and community tax base.	<p>Qtr1: Planning staff worked and will continue to work diligently toward the fruition of all required components of the Williams Development of Regional Impact (DRI) and agreements for the University of South Florida (USF) campus as may indirectly relate to this strategy; however, this action was not directly addressed during the first quarter. Adequate funding for transportation infrastructure represents the key obstacle at this time and may delay the opening of the campus until at least 2010.</p> <p>Qtr2: Planning staff continues to field calls and inquiries from commercial and residential developers interested in future development related to the University of South Florida (USF) campus and surrounding properties located within the Williams Development of Regional Impact (DRI) or adjacent lands. The key obstacle to development remains the funding of the Pace Road Interchange at the Polk Parkway. Several new funding options are being explored by private, County and State/legislative officials. The USF campus opening remains targeted for 2010. In the next quarter staff needs to assemble some type of informational package to expedite response to development interests such as a summary of the issues, development entitlements and key maps. Key contact information will also be included.</p> <p>Qtr3: One obstacle to on time development of the USF Campus at Williams DRI was funding for Pace Road and this was addressed by the legislature but unfortunately no appropriation was made by Florida Dept of Transportation. However, additional options for developer contributions may be possible via the recently City approved Community Development Districts for the Williams DRI.</p> <p>The Governor vetoed funding for this coming year's projected USF campus building plan needs due to technical issues with the funding request. Thus the project is delayed until at least 2010. Staff will continue to field inquiries from interested developers and has sent 6 or more parties a summary package of information.</p> <p>Qtr4: A meeting was called by Senator Dockery on August 3, 2007 to discuss funding issues for the Pace Rd Interchange. The outcome included additional revenue pledged by the FL Turnpike Enterprise but a gap of several million dollars remained. The Williams Company was due to consider this gap in August but no response has been received to date. Campus planning continues and additional dollars (\$5 million) were recently pledged by Polk County. The number of developer inquiries waned this quarter but in mid August staff met with an International real estate firm interested in investing in the Williams project.</p>	FY2009	\$1,000	In Progress

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Celeste Dearnorff	Impact Fee Study	Complete and implement the results of new Impact Fee Study to be undertaken by a consultant to evaluate fire protection, law enforcement and parks.	<p>Qtr1: City staff met with the consultant team to review the needs for parks, fire and law impact fee studies. The Parks Impact Fee study was fully drafted by the end of December and staff review is on-going. Staff met with the Lakeland Police Department to review their facility planning concepts. City staff is collecting data and providing feedback to the consultant on a continuous basis.</p> <p>Qtr2: A half day meeting with the Consultant, City Manager, Finance, Lakeland Police Department, Lakeland Fire Department, Parks & Rec. and all involved department staff was held in March to review and discuss the consultant's findings, including a draft presentation for a City Commission workshop on all three impact fee studies. Costs expended to date are for the consultant contract with Tindale-Oliver. A tentative date has been set for a City Commission workshop in late April.</p> <p>Qtr3: The City Commission has not taken action on the recommended impact fees for fire, law or parks per the completed fee studies. Some delay was due to the need for the City to ascertain what type of property tax revenue cuts would be passed by the legislature in their special session held in late June. The next step for this project will be for the City Commission to formally consider the recommended fee increases in the form of a revised ordinance. The fee increases require a 90 day notice period prior to taking effect.</p> <p>Qtr4: The impact fee studies for Parks, Fire and Law were completely updated by Tindale-Oliver, with recommended fees contained in each study. The City Commission voted to adopt 100% of the recommended new fire and law enforcement fees, and 85% of the recommended Parks fee. The City Commission had a first reading of the applicable ordinances on 9/17/07 and adopted the fees as of October 1, 2007. Collection of the new fees can begin in January 2008 per adopted ordinances 4910, 4911 and 4912.</p> <p>The consultant has been retained under a new contract to update ordinance provisions for the City's transportation impact fee ordinance but that does not involve a change to the actual impact fee.</p>	FY2008	\$100,000	Completed

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Jason Wiley	Annexation Impact Analysis	Evaluate future annexations to incorporate the goal of achieving enhanced community development and municipal services for affected residents within the subject area.	<p>Qtr1:</p> <p>Qtr2: The topic of annexation was discussed briefly during the City Commission retreat in January. Since then staff has revised our annexation strategies to take into account the relative cost of annexing developed properties. In the near-term, annexations will focus on responding to requests from owners of vacant land immediately adjacent to the City limits. These requests often result in more efficient provision of municipal services at less cost to the City. More aggressive annexation referendums are not being considered at this time.</p> <p>Qtr3: The process for developing an Annexation Impact Analysis has slowed with the uncertainties created by this year's heavily debated property tax reform. The tax reform may reshape Lakeland's annexation outlook. City staff continues to evaluate the cost impacts and feasibility of individual requests for annexation.</p> <p>Qtr4: Similar to the 3rd quarter update, this process has slowed due to the uncertainties surrounding this year's property tax reform. The tax reform may reshape Lakeland's annexation outlook. City staff continues to evaluate the cost impacts and feasibility of individual requests for annexation.</p>	FY2009	\$1,000	In Progress
Bruce Kistler	Built Environment Sustainability	Review planning development and design standards to ensure every new development is sustainable and enhances the City's built environment.	<p>Qtr1: This action will be identified as Abandoned but only as a line item. The Action has been merged with the Planning, Development and Design Standard Action. Future updates will be combined.</p> <p>Qtr2: This action has been merged with the Planning, Development and Design Standard action item. Future quarterly updates will be combined with that quarterly report.</p> <p>Qtr3: This Action being merged with the Planning, Development and Design Standard action item.</p> <p>Qtr4: This action being merged with the Planning, Development and Design Standard action item.</p>	FY2009	\$1,000	Abandoned

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Bruce Kistler	Development Review Process	Complete fully automated development submission and review process for commercial site plans and subdivision plats.	<p>Qtr1: The Department of Information Technology (DOIT) continued to improve automating the commercial site plan review process for internal users and began evaluating off-the-shelf software designed for use by external customers. No action was taken regarding automating the subdivision review process pending proposed changes from the Subdivision Review Team.</p> <p>Qtr2: No action was taken regarding automating the subdivision review process pending proposed changes from the Subdivision Review Team. Pending the proposed changes, an informal presentation to the City Manager's office and Department Heads is planned for the 3rd quarter. Additional review and stakeholder meetings will occur prior to bringing anything to the City Commission, perhaps in the first quarter of FY08.</p> <p>Qtr3: No action taken regarding automation, pending the Subdivision Review Team's proposed changes.</p> <p>Qtr4: No action taken regarding automation.</p>	FY2007	\$25,000	Not Started
Robert Chen	Downtown Streetscape Program	Design and construct new streetscape projects in the Downtown as funds are budgeted and projects are identified.	<p>Qtr1:</p> <p>Qtr2: The Public Works Engineering staff completed the design of South Florida Avenue streetscape fronting the Pilot Bank property. The design has been submitted to the Florida Department of Transportation (FDOT) for a permit. Anne Furr of Lakeland Development Downtown Authority (LDDA) has obtained verbal agreement from the Pilot Bank property owners to allow the City to construct the streetscape partially on the Pilot Bank property. The City staff is preparing an easement agreement with the property owner for such purpose.</p> <p>Qtr3: Public Works (PW) Engineering obtained the FDOT permit for the construction of the Pilot Bank streetscape on Florida Avenue. Construction will be scheduled once easement agreement is received from the Pilot Bank property owners.</p> <p>Qtr4: The Public Works Engineering is designing the streetscape project for Oak Street between Florida Ave. and Massachusetts Ave.</p>	FY2016	\$1,150,000	In Progress
Celeste Deardorff	Fiscal Impact Analysis Model	Develop a computerized fiscal impact analysis model that will allow financial and operational analysis to be conducted for selected development proposals.	<p>Qtr1: The City signed a minor contract for technical assistance from the Central Florida Regional Planning Council for \$2,500 but has not engaged a major firm to develop a computerized program. Staff had hoped to internally manage the required database pre-developed by Fishkind & Associates and staff has attended two or more training sessions. However, this database, known as the Fiscal Impact Analysis Model, (FIAM), continues to require modification to the software, according to State and Regional officials. Staff will inquire with these officials during the 2nd quarter as well as with Polk County officials who have contracted with Fishkind to calibrate the Fiscal Impact Anaysis Model (FIAM) for Polk's needs.</p> <p>Qtr2: The Fishkind Financial Impact Analysis Model (FIAM) has now been delayed. State officials are not providing clear direction. Some pending legislative bills include a one year delay, to late 2008, for local governments to provide a financially feasible Capital Improvements Element to the state. Staff have begun exploring how to adjust the five year Capital Improvements plan to meet the Florida Department of Community Affairs (FDCA) expectations. A review of the FDCA Guidelines for Capital Improvements Element update includes a hard copy template of how to do a financial feasibility analysis. More guidance on this issue may be forthcoming at the annual FDCA growth management conference in late May.</p> <p>Qtr3: The Florida Legislature has delayed required financial feasibility analyses until Dec. 2008 per House Bill (HB) 7203. The State continues to work on a revised computerized fiscal impact model spreadsheet program; the FDCA has tentatively scheduled training on the revised model for August/September of this year. City staff will attend that training and explore options of a consultant developed model as we learn more from the State about what is required.</p> <p>Qtr4: Staff attended a training session on the State Dept. of Community Affairs' latest version of instructions regarding best practices for the required 2008 CIE updates. Training tips were utilized to effectuate some of the changes in the 2007 CIE update and others will be implemented as feasible in 2008. A computerized program no longer appears to be suggested. However, some consultant assistance or advise may be necessary. The 2008 City Capital Improvements Element (CIE) update will require greater integration with the preliminary City 2008 budget process to identify capital projects and their components. Most City departments will need to participate by filling out forms for their capital projects.</p>	FY2009	\$30,000	In Progress

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Bruce Kistler	Garden District Plan	Continue to implement the Garden District Plan and publicize related zoning amendments to encourage high-value residential reinvestment in this central city neighborhood.	<p>Qtr1: City staff conducted an analysis of potential private alley systems that could improve development potential for this area. Staff is also reviewing potential amendments to the Special Public Interest (SPI) overlay zoning during the 1st quarter, one structure was under construction and others were being renovated.</p> <p>Qtr2: The conversion of Lime Street to a two-way street has begun. This will make Lime Street a more attractive residential street. The project cost is reflected under other action items. Work continued on the private structures begun during the last quarter.</p> <p>Qtr3: Lime Street two-way project completed. Orange Street and Lake Avenue four-way stop completed. Work continues on private structures including rehabilitation of former Garden Club building and the conversion of a residence into an office.</p> <p>Qtr4: Brick crosswalks installed at key intersections. Work continues on private structures.</p>	FY2007	\$1,000	In Progress
Tamara Sakagawa	In-Fill Housing	Consider additional programs to incentivize the development of in-fill housing and expand the availability of varied housing types for new residents including streamlined approval; waivers of impact and other fees; changes in traditional zoning standards; enhanced public infrastructure and neighborhood amenities.	<p>Qtr1:</p> <p>Qtr2: There is more in-fill construction because of the increase in the price of housing, water/wastewater impacts, and increases in impact fees. The City is currently conducting an impact fee study which will likely result in higher increases. Waivers or reimbursements of impact fees, and expedited permitting, are typically limited to low income development. Neighborhood Amenities – Public Works continues to provide traffic calming, new sidewalks, street resurfacing, etc... but they have a significant funding shortfall for projects. Parks and Recreation adds or enhances neighborhood parks, but funding is limited. The Lakeland Community Redevelopment Agency continues to purchase properties in the Parker Street target area to be used for new, in-fill construction. The Model Block Homebuyer Assistance Program is being tested in the Parker Street target area and is being refined for eventual use throughout the Mid-Town Community Redevelopment Area (CRA) district.</p> <p>Qtr3: The Lakeland Community Redevelopment Agency (LCRA) is in the process of initiating a master plan for the Parker Street Target Area. Planning efforts will include the identification of appropriate in-fill housing sites, above and beyond properties already assembled by the LCRA. The Model Block Homebuyer Assistance Program is being tested in the Parker Street Target area. Since the program's inception in November 2006, three families have been able to buy and rehabilitate homes within the target area. In addition, the LCRA is working on developing an in-fill housing incentive program intended to encourage builders to develop housing throughout the Mid Town CRA district.</p> <p>Qtr4: The Lakeland Community Redevelopment Agency (LCRA) continues to work in the Parker Street Neighborhood. In the last quarter, the LCRA has purchased five (5) distressed properties to be rehabilitated or demolished for new single-family residential units to be sold to low or moderate-income families. The Parker Street Master Plan is in the development stages and is anticipated to be complete within the next month.</p>	FY2007	\$1,000	In Progress

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Nyla Campbell	Lot Acquisition Program	Pursue the acquisition and recycling of vacant and abandoned lots into the private housing market.	<p>Qtr1: The City-owned twenty-two (22) vacant lots through previous special assessment foreclosures, which were placed with outside attorneys to get marketable title through quiet title suits. The status of the 22 cases are: Properties previously sold---2; City now has marketable title---7; Final hearings set for 1/19/07---3; Hearings being scheduled---6; and Cases pending---4; Status of Urban Homesteading Program: No lots sold this quarter. Two lots under contract for sale and Housing Division reconstructions. Two lots going to Acquisition and Disposition (A&D) Committee in January 2007. City Property Inventory: Community Development is nearing completion of an inventory of all City-owned properties. This listing will have details including current use and size. From this listing, staff will be able to extract a listing of any vacant surplus properties in City ownership. Comment: As the cost of land, construction, and impact fees increase and with the uncertain issues of water/wastewater, infill lots become more valuable and throughout the City many new homes are being constructed on lots held vacant for many years. With the exception of lots with high special assessment liens and questionable title, many lots are being utilized without City intervention.</p> <p>Qtr2: Outside attorney is working on finalizing quiet title suits on several City-owned lots. Marketable title should be available in approximately 30 days on remaining lots.</p> <p>Qtr3: Outside attorney is finalizing quiet title lawsuits and will issue title insurance to the City on said lots.</p> <p>Qtr4: Title clearing is complete on latest list provided to outside counsel. Expense below represents balance due on title clearing and title insurance policies. Three lots are being utilized to relocate Housing Rehab clients from the redevelopment areas. An additional six vacant parcels are pending final release for use in the Urban Homesteading program. Three lots are being held for CRA redevelopment. City Attorney's office is reviewing remaining 5 title policies to release for use.</p>	FY2007	\$30,000	In Progress
Tamara Sakagawa	Metro-Lakeland Housing Study	Utilize the Metro-Lakeland Housing Study to directly influence housing initiatives in ways that enhance and implement Community Redevelopment Area (CRA) and Neighborhood Improvement Plans.	<p>Qtr1:</p> <p>Qtr2: The Lakeland Community Redevelopment Agency is using the results of the Metro-Lakeland Housing Study to guide the development of in-fill housing initiatives which will support neighborhood revitalization efforts in Mid-Town and Downtown Community Redevelopment Areas (CRAs). The initiatives in Parker Street including the development of new, in-fill housing and the Model Block Homebuyer Assistance Programs, are based on recommendations from the study. The Housing Division continues to work with the CRA Coordinator in efforts to relocate eligible low income residents from CRA areas of interest.</p> <p>Qtr3: The Lakeland Community Redevelopment Agency continues to move forward with the recommendations of the Metro Lakeland Housing Study. Efforts in particular are in-fill housing initiatives in the Mid-Town CRA which are intended to support neighborhood revitalization efforts. The Model Block Homebuyer Assistance Program is being tested in the Parker Street target area. Since the program's inception in November 2006, three families have been able to buy and rehabilitate homes within the target area. Per the Housing Study's recommendations, all programs are intended to create true mixed-income neighborhoods. As such, the Model Block Homebuyer Assistance Program does not currently have income restrictions, but does have the ability to be combined with other State and Local housing subsidy programs. Within the Downtown CRA, staff and the Lakeland Downtown Development Authority continue to work with the selected development team to create a set aside for "workforce housing" units as part of the downtown residential project. Again, this is in response to the desire to create mixed-income residential neighborhoods.</p> <p>Qtr4: The Lakeland Community Redevelopment Agency continues to refine the Model Block Homebuyer Assistance Program. Staff is attempting to work with local lenders to streamline the mortgage application and approval process. Many of the properties selected by buyers in the program were difficult to insure or had appraisal problems; all issues that needed to be addressed in order to have a more viable program. In addition, staff is working on a marketing and outreach strategy to more widely advertise the program. Within the Downtown CRA, staff and the Lakeland Downtown Development Authority continue to work with the selected development team to create a set aside for "workforce housing" units as part of the downtown residential project. Again, this is in response to the desire to create mixed-income residential neighborhoods.</p>	FY2009	\$1,000	In Progress

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Bruce Kistler	Municipal Sign Ordinance Review	Submit recommendations to the City Commission regarding changes to sign ordinance that are being proposed by the Chamber of Commerce.	<p>Qtr1: A draft of revised sign regulations for Downtown has been approved by the Lakeland Downtown Development Authority (LDDA) and are under review by the Historic Preservation Board. Separate rules for sidewalk signs are under discussion with no clear consensus at this time.</p> <p>Qtr2: This topic was discussed at the LDDA retreat in February with no formal action taken at that time. On-going discussions continue between the LDDA, City staff, the Chamber of Commerce and downtown business owners with a clear consensus yet to emerge. Discussions will continue during the 3rd quarter with the intent of bringing resolution to this issue before the end of the fiscal year.</p> <p>Qtr3: Do to continued discussions, no action was taken during the 3rd quarter.</p> <p>Qtr4: No action this quarter.</p>	FY2007	\$1,000	In Progress
Bruce Kistler	Planning, Development and Design Standards	Review planning, development and design standards to ensure non-traditional housing development can be pursued to accommodate international, transnational and creative class residential interests.	<p>Qtr1: City staff has begun researching other communities for commercial development design standards that might be applicable to Lakeland. Minor modifications to the Garden District Plan were approved to accomodate a greater mix of land uses, including various types of residential development.</p> <p>Qtr2: A number of incremental changes to the Land Development Regulations were adopted during this quarter impacting the design of proposed developments. During the coming quarter, consultants will be sought to help develop proposed standards for Quality Residential Developments and Design Guidelines for Commercial Projects.</p> <p>Qtr3: A consultant's proposed scope of work was prepared for the Commercial Design Review Guidelines project.</p> <p>Qtr4: A consultant contract was authorized to identify and map various "design districts" throughout the City. This is the first phase of a multi-phase effort to create a more design-based zoning code. This will address both commercial and residential development and pre-empts the initial effort of the 3rd quarter that focused on commercial development only.</p>	FY2007	\$50,000	In Progress
Celeste Deardorff / Bruce Kistler	Sector Planning	Implement a transition from the development of individual neighborhood plans to a more comprehensive sector planning approach.	<p>Qtr1: Staff completed an in-house map-visioning exercise to identify major area-wide growth issues. The results will be used in planning meetings with Polk County and other nearby jurisdictions. The next phase will identify a particular City-sector for which to establish an individual sector plan. Ideally, this would occur during the next quarter but will depend upon both City and County staff resources and other competing priorities. Polk County's 2008 Evaluation and Appraisal Report will require the City to work with Polk County on components such as population projection, utility service areas and land use which will lay a foundation for, and feed into, the sector planning process.</p> <p>Qtr2: Work began on a Sector Plan for Southwest Lakeland (Sector 8). A draft Existing Land Use Map was prepared, the results of other planning studies affecting this area were compiled, and a mailing list of "stakeholders" (interest groups, major businesses, large landowners, government agencies etc.) was created. A workshop with stakeholders is being planned in order to develop a common vision for dealing with urban growth in this sector. Work on an associated evaluation of the County Line Road corridor continues in conjunction with Plant City and Hillsborough County planners.</p> <p>Qtr3: A public survey was developed; A plan was developed to get information regarding the sector planning effort in front of the public, including on the web. Staff-level meetings were held with Airport administrations, Parks and Recreation administration, Water Utilities administration and Polk County Long Range Planning staff.</p> <p>Qtr4: Work continues on the Southwest Lakeland Sector Plan. The public survey was finalized and a Community Planning Exercise is scheduled for November, 2007</p>	FY2015	\$225,000	In Progress

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Bruce Kistler	Site Plan Review	Reorganize and automate the Site Plan Review and Subdivision Plat submission process.	<p>Qtr1: Analysis of data has shown that the Development Review Team (DRT) process is meeting its stated objectives. A separate Subdivision Review Team (SRT) has begun a process improvement regimen to upgrade the review and approval of subdivision plats. Representatives of the review departments have agreed to pursue document management software that could greatly improve information sharing. The Department of Information Technology (DOIT) is exploring funding options for implementation.</p> <p>Qtr2: The Development Review Team (DRT) continued to make procedural refinements, resulting in more efficient scheduling and less wasted time at review meetings. The DRT process continues to pay dividends in the form of better site plans and improved inter-departmental coordination. The next step in this improvement process is to automate the new work flow process in order to provide greater internal efficiencies and remote access to outside customers.</p> <p>Qtr3: Incremental improvements continue to be made to the process. No action on automation this quarter. The new permit center conference room will provide a much needed "home base" for the DRT.</p> <p>Qtr4: User Survey results indicate overwhelming approval of the new Development Review Team process. ("...better than any other I've attended." "...one of the best and well conducted meetings..." "...impressed with your efficiency." "...very friendly process. Refreshing." "...informative and helpful..." "...compares very favorably to similar reviews in other jurisdictions") Fee collections increased nearly 600% over pre-DRT. No action on automation this quarter.</p>	FY2007	\$10,000	In Progress
Bruce Kistler	Subdivision Plat Review Process	Reorganize existing subdivision plat review process, update the Land Development Regulations relating to the review and approval of subdivision plats, then automate the review process.	<p>Qtr1: The Subdivision Review Team (consisting of representatives from all departments involved in the review and approval of subdivision plats and construction plans) continued to analyze the "as is" review process versus the process outlined in the subdivision regulations. This information provides the base data needed to reconcile differences that exist, and to identify areas in need of improvement. Out of this will come recommended changes to the review process which will then be fully automated. It is anticipated the Subdivision Review Team's work to analyze and improve this process will continue throughout FY07.</p> <p>Qtr2: Drafting proposed changes to the Subdivision Regulations (Article 37 of the Land Development Regulations). Several rounds of revisions away from completing a recommended final document. A separate Administrative Procedures document has been developed which includes proposed changes to the review fee schedule and new procedures for the submission, and review of conceptual plats and construction plans prior to the submission of preliminary plats and construction plans.</p> <p>Qtr3: The Subdivision Review Team (SRT) continues to draft proposed revisions to the subdivision regulations. The revisions include redefining the preliminary and final plat stages and making major changes to sections regarding construction performance guarantees. It is anticipated that a final draft will be ready for the City Attorney review during the 4th quarter.</p> <p>Qtr4: Proposed revisions to the subdivision regulations almost complete. Draft is under review by City Attorney's office. Anticipate adoption during first quarter of FY '08.</p>	FY2008	\$10,000	In Progress
Celeste Deardorff	Transportation Plan	Update the Transportation Element in the Comprehensive Plan to identify priority improvement projects encompassing traditional roadway, transit, aviation and rail projects, coupled with the development of an exceptional system of non-vehicular facilities including paths, trails, bikeways and sidewalks to connect the City's lakes, cultural and recreational facilities, regional trails, schools and other activity centers.	<p>Qtr1: Staff is 90% complete with a scope of work to send the to consultant teams. Work has stalled due to current development review workload in the 1st quarter and limited staff. The newly approved Senior Planner position may assist in moving this further along during the 2nd quarter.</p> <p>Qtr2: This item will have to be moved to a FY 2009 completion date. The scope of work to draft a complete element can not be completed in less than 1 year and processing the amendment will take at least another 6 to 9 months. The scope of work has been fully drafted and will be sent to several firms that are on a continuing consultant contract with the City. Responses are due back to purchasing and will be reviewed by the Community Development Department in late April. The target to take the contract to Commission for approval is late May or early June.</p> <p>Qtr3: Staff developed a detailed scope of work for the project with the help of Purchasing. This scope was issued in May, 2007, and sent to five consultant firms on the City's continuing contract list. Three firms responded with written proposals; two firms have been short-listed for presentations. The intent is to find one of the two firms as most qualified and proceed to negotiate a cost for services in time to encumber funds for this project in August, 2007.</p> <p>Qtr4: The Transportation Element update work is now in progress. The Consultant firm RPG, Inc. was selected and approved in September. All funds are now encumbered (approx. \$171,000+ for the 1.5 year long project). GIS data was sent to the consultant for base condition analyses. Pathways workshops to identify desired bike, trail and/or sidewalk improvements which enhance connectivity of land uses and existing pathways are scheduled for October and early November 2007. City Parks Dept. is partnering financially on this component of the scope of work. Expenditures will begin as of Oct. 2007.</p>	FY2007	\$60,000	In Progress

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Celeste Deardorff	USF Campus Development	Play active role in master planning and development of proposed USF campus to encourage meeting the educational and workforce development needs in concert with the High Skills Initiative.	<p>Qtr1: During the 4th quarter of 2006 the City submitted formal comments concerning the public hearing for the Pace Road interchange and attended Transportation Planning Organization (TPO) meetings associated with same. In the 2nd quarter of 2007 meetings with Dr. Paveeza, University of South Florida (USF) officials, the City Attorney and other officials will be coordinated to begin consideration of the Campus Development Agreement (CDA), required by Statute.</p> <p>Qtr2: The City Attorney and Community Development staff coordinated a multi-departmental meeting held on February 28th with University of South Florida (USF) representatives to discuss the issues which would be addressed in a Campus Development Agreement (CDA) between the City and USF. USF officials sent a draft shell agreement to the City for review and input. Utilities staff have given input to date. After receiving review comments from the City, the USF Board of Trustees adopted a final Campus Master Plan on March 7th. The City Attorney has scheduled the next meeting with USF for April 25th. Approval of the CDA is targeted by USF for mid-September, 2007.</p> <p>Qtr3: The City Attorney's office called a meeting on May 25th with various city officials and USF representatives. Utility, park, road, transit and other infrastructure and service issues (re: cost, maintenance authority etc) were discussed. The next meeting is scheduled for July 24th. Negotiations are intended to result in a completed "Campus Development Agreement" or CDA approved by City of Lakeland (COL) and USF.</p> <p>Qtr4: A meeting in August between City and USF representatives resulted in a full draft of the CDA. All portions are now primarily completed except the section on Transportation Impacts and Costs. Dr. Paveeza, Interim USF Campus Dean and key participant in the USF CDA negotiations, has taken another job and will be replaced by Dr. A. Murray. The target for completion of the CDA is late October or early November 2007.</p>	FY2008	\$1,000	In Progress

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Greg Finch	Defined Contribution Retirement Program	Analyze retirement plans for possible expansion of defined contribution form of benefits.	<p>Qtr1: Need to research before moving forward. Research will begin during the 2nd quarter of 2007.</p> <p>Qtr2: The consideration of a defined contribution versus defined benefit funding policy should be directed towards the retirement health insurance issue. The cost of maintaining a defined benefit approach versus what we are currently funding has been identified. A presentation will be prepared for the City Commission in the 3rd quarter.</p> <p>Qtr3: No further progress made in the 3rd quarter due to budget planning needs as a result of proposed property tax cuts. Please see 2nd Quarter update for progress to date.</p> <p>Qtr4: We've identified that some changes to the ordinance are possible and a decision has been made to create a task force to work on this. We need something by the end of the 2nd quarter FY 2008.</p>	FY2008	\$1,000	In Progress
Greg Finch	Financial Benchmarks	Develop financial benchmarks for all municipal operations and services.	<p>Qtr1: Will begin to evaluate after the 2008 budget process. Evaluation to be concluded by the end of September 2007.</p> <p>Qtr2: Benchmarking data will begin to be compiled by the intern for the City Manager's office during the 3rd quarter of 2007.</p> <p>Qtr3: No progress made in 3rd quarter due to budget planning priorities as a result of proposed property tax cuts. Please see 2nd Quarter update for progress made to date.</p> <p>Qtr4: No progress made in 4th quarter. We are benchmarking rates, but no targets have been developed.</p>	FY2009	\$10,000	In Progress
Kindle Bowden	GFOA "Distinguished Budget Award"	Attain Government Finance Officers Association Distinguished Budget Award through adaptation of City budget as an effective policy-making, communications, financial, and operational tool.	<p>Qtr1: Continuing to compile information necessary to become compliant with the Government Finance Officers Association Distinguished Budget Award. Also, working on the development of those sections or requirements identified as missing.</p> <p>Qtr2: New Program Narrative format rolled-out to Departments, with a completion date of May 14th.</p> <p>Qtr3: Modeling budget format using Coral Springs Budget as a template. Budget document will be printed in August.</p> <p>Qtr4: Budget adopted September 2007. Will submit for award within 90 days.</p>	FY2008	\$4,000	In Progress
Kindle Bowden	Procedural Documentation (OCAT)	Establish and facilitate inter-departmental process to develop written documentation for distinct or unique positions and operational functions.	<p>Qtr1: Need to further evaluate and research before moving forward. Evaluation to begin during the 2nd quarter of 2007.</p> <p>Qtr2: Procedural documentation is being discussed as part of the process improvement (PIAT) meetings. Documentation will be developed upon completion of the new City-wide Process Improvement Program.</p> <p>Qtr3: Procedural documentation has been included in the Process Improvement Advisory Team (PIAT) proposed methodology. The methodology is being presented to City Management on July 23, 2007.</p> <p>Qtr4: With the development of the Performance Excellence Division, the PIAT proposal will move forward in 2008.</p>	FY2009	\$5,000	In Progress
Kindle Bowden	Process Improvement Program (OCAT)	Implement a process improvement program throughout the organization.	<p>Qtr1: Will evaluate required staffing levels during the budget process. Evaluation should be concluded by the end of the 4th quarter of 2007.</p> <p>Qtr2: The Process Improvement Advisory Team (PIAT) has been formed. The team's objective is the development of a process improvement methodology to be used throughout the City. Several meetings have occurred and the team has begun to review existing industry standards and develop a methodology to fit the City's needs.</p> <p>Qtr3: The PIAT has developed a City-wide process improvement methodology. The methodology includes a department consisting of internal resources and includes employee mentoring and training, project team management, department-team and employee assistance, communications, reporting and recognitions. The methodology has been presented to the Strategic Operating Activity Team (SOAT) and a meeting is scheduled with the City Manager and Deputy City Manager for presentation of the proposed methodology.</p> <p>Qtr4: With the development of the Performance Excellence Division, the PIAT proposal will move forward in 2008.</p>	FY2008	\$10,000	In Progress

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Greg Finch	Program-Based Revenues	Develop and implement a methodology to recover the cost of municipal services that are being financed from general tax revenues; providing an improved process for matching revenues to programs.	<p>Qtr1: Will evaluate during the budget process. Evaluation to be concluded by the end of the 4th quarter of 2007.</p> <p>Qtr2: Due to lack of clarity, this Action is being abandoned. A better structured and more strategically aligned Action is being developed for FY08. This abandonment was approved by Greg Finch, Director of Finance.</p> <p>Qtr3: Abandoned in 2nd quarter, no update required.</p> <p>Qtr4: Abandoned in 2nd quarter, no update required.</p>	FY2008	\$1,000	Abandoned
Greg Finch	Proprietary Funds Efficiency Study	Evaluate historic subsidies across funds and develop an action plan with the goal of minimizing any subsidies.	<p>Qtr1: Will begin to evaluate during the budget process. Evaluation should be concluded by the end of the 4th quarter of 2007.</p> <p>Qtr2: A policy will be written to identify those funds that will be subsidized by the end of the 4th quarter.</p> <p>Qtr3: A policy will be written to identify those funds that will be subsidized by the end of the 4th quarter.</p> <p>Qtr4: I will have a draft policy written by the end of the 1st quarter FY 2008 - not yet started</p>	FY2008	\$1,000	In Progress
Kindle Bowden	Revenue Expansion	Develop public/private initiatives to enhance City's revenue capacity.	<p>Qtr1: Further investigation and evaluation to concluded in the 2nd quarter of 2007.</p> <p>Qtr2: The scope of this Action is not well defined. The purpose will be revisited during the development of the FY2008 Action Items and if necessary a new Action Item will be developed with a clearer action statement.</p> <p>Qtr3: Abandoned in 2nd quarter, no update required.</p> <p>Qtr4: Abandoned in 2nd quarter no update required.</p>	FY2007	\$2,000	Abandoned
Greg Finch	Revenue Policies	Establish written policies defining City revenue sources and adapting administrative guidelines to National and State benchmark standards where appropriate.	<p>Qtr1: To be continued after the budget process concludes in the 4th quarter of 2007.</p> <p>Qtr2: The new intern for the City Manager's office may begin work to update and complete the revenue policies manual during the 3rd quarter.</p> <p>Qtr3: The intern began work on this project but no progress for 3rd quarter.</p> <p>Qtr4: Given the audit schedule and Tory's transfer, it is unlikely this will be updated by the end of the 4th quarter. The target will be the end of 2nd quarter FY 2008.</p>	FY2008	\$4,000	In Progress

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Greg Finch	Cultural Assistance Trust Fund	Develop \$2 million Trust Fund producing financial support for community programs.	<p>Qtr1: The 2007 transfer is complete with the next transfer occurring in 2008. The final transfer will be in 2011.</p> <p>Qtr2: Next transfer to occur in 2008 - FY2007 actions complete.</p> <p>Qtr3: Completed in 2nd quarter, no update necessary.</p> <p>Qtr4: Completed in 2nd quarter, no update necessary. The FY 2008 transfer will be made in the 1st quarter of FY2008.</p>	FY2007	\$0	Completed

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Mike Mohler	Advanced Life Support (ALS)Service	Provide Advanced Life Support (ALS) level service from all fire stations requiring paramedic training and certification status and necessary equipment.	<p>Qtr1: Six additional paramedics have completed Advanced Life Support (ALS) schooling and the required ride-time is currently in progress. All supplies and consumables were allocated from Polk County Emergency Medical Services. Station #4 is scheduled to become Advanced Life Support capable on January 23, 2007.</p> <p>Qtr2: Six additional firefighters are currently in paramedic school. Station 4 (215 Brunnell Parkway) has been rescheduled to convert to Advanced Life Support in November, 2007.</p> <p>Qtr3: Six firefighter paramedic students are scheduled to graduate in September. Following ambulance ride time they will be on the street in November. A priority dispatch system has been identified and we are working with the Lakeland Police Department (LPD) to implement it.</p> <p>Qtr4: New paramedics have completed Polk County Emergency Medical Service orientation and are in the process of completing mandated ambulance ride time. State of Florida Advanced Life Support permits have been applied for Lakeland Fire Department Engine 41 and Rescue 42. Emergency medical dispatch (medical triage system) continues to evolve and is scheduled for implementation in 2008.</p>	FY2010	\$100,000	In Progress
Mike Mohler	Technical Rescue Team	Upgrade Technical Rescue Team to Urban Search and Rescue Team Standards by 9/30/2008 through procuring equipment and conducting requisite training.	<p>Qtr1: One required class was taught during the 1st quarter and two additional required classes are scheduled for the 2nd quarter of 2007.</p> <p>Qtr2: Two required Urban Search and Rescue classes were taught this quarter. The first was a 40 hour vehicle machinery operations class. The second was a 40 hour building collapse class.</p> <p>Qtr3: 672 hours of training in confined space operations, vehicle machinery rescue, and rope rescue were completed during the 3rd quarter.</p> <p>Qtr4: Completed 400 hours of confined space, rope, and trench rescue. Completed 40 hour instructor training course to facilitate team training moving forward.</p>	FY2009	\$60,000	In Progress

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Gary Ballard	Fire Services Expansion	Expand fire rescue services in southwest Lakeland through the design and construction of a new fire station, and the hiring of new personnel also trained in aircraft rescue and firefighting.	<p>Qtr1: Remodeling for the temporary fire station has started. The contract for Aircraft Rescue and Firefighting (ARFF) training has been started and training is to begin in February of 2007. The architect has been selected and the civil engineering study has begun.</p> <p>Qtr2: Temporary fire station is 90% complete. Aircraft rescue and firefighting training is complete. Aircraft rescue and firefighting truck is scheduled for delivery May 1. Permanent station architectural and pre-engineering continues.</p> <p>Qtr3: ARFF truck was delivered and driver training has been completed. Temporary Airport station was opened June 4th and is currently being staffed 24 hours a day, 7 days a week.</p> <p>Qtr4: Airport/community fire station has been moved back due to lack of development in S/W Lakeland. Interim fire protection options are currently under consideration.</p>	FY2009	\$2,850,000	In Progress

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Gary Ballard	Fire Services Benchmarks	Establish best practices benchmarks and report activity using those measures by participating in the Florida Benchmarking Consortium.	<p>Qtr1: Benchmark criteria and performance measures were established. Participating cities and counties were defined.</p> <p>Qtr2: Benchmarking is in progress. No meetings were scheduled this quarter.</p> <p>Qtr3: Initial phase of benchmarking completed. The Lakeland Fire Department (LFD) is fully participating in the Florida Benchmarking Consortium.</p> <p>Qtr4: Fire department personnel attended workshops conducted by the Florida Benchmark Consortium and continue to collect data for established benchmarks. The fire department will remain a member of the consortium and compile data internally in the LFD strategic plan.</p>	FY2008	\$3,000	Completed

Communication Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Ed Hacker	360 Degree Performance Reviews (OCAT)	Implement a 360 degree feedback process and enforce the mandatory, annual review/Personnel Performance Review (PPR) process for all employees.	<p>Qtr1: A Meeting has been set with City Management to discuss the process & timeliness of enforcing the mandatory annual/personnel performance review process for all employees. Forming a committee to develop a standardized organizational Plan-Do-Check-Act process for 360 Degree Performance Reviews.</p> <p>Qtr2: No new progress on this action. Awaiting settlement of Human Resources Functions to determine where this Action will be housed.</p> <p>Qtr3: No new progress on this action. Awaiting settlement of Human Resources Functions to determine where this Action will be housed.</p> <p>Qtr4: Implement a 360 degree feedback process and enforce the mandatory, annual review/Personnel Performance Review (PPR) process for all employees. No action on this action due to lack of personnel replacement for HRIS position.</p>	FY2008	\$1,000	In Progress
Ed Hacker	Organizational Values (OCAT)	Develop organizational values to connect Vision and Mission to the Strategic Operating Plan.	<p>Qtr1: Organizational Values have been developed by Organizational Communication Advisory Team (OCAT) and are currently in the planning process of how to communicate values to employees.</p> <p>Qtr2: Values have been completed by the committee. One value will be highlighted each month for the next six months.</p> <p>Qtr3: Completed in 2nd Quarter, no update required.</p> <p>Qtr4: Continued roll-out of Values, including various departments contributing to the production of videos relating to Leadership, Commitment to Excellence and Diversity.</p>	FY2007	\$21,168	Completed

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Stephanie Hinson	Career Development Opportunities (OCAT)	Educate employees about positions' qualifications, eligibility and certification in concert with employment needs where there will be high turnover and therefore career and promotional opportunities.	<p>Qtr1:</p> <p>Qtr2: Employment Eligibility: Updated employment eligibility data and graphs (Nov.'06), and gave presentation at the Department Head (DH) meeting. Have since generated analysis of retirement eligibility for the Lakeland Center, Police Department, and Lakeland Electric. Qualifications/Certification: Contacted other county Personnel Departments as well as other municipalities and performed legal review (Griggs Vs. Duke Power, etc.) necessary for revamping of "Evaluation for Experience" memo. We now have a working copy in use with Civil Service Staff. Still needed: post on website, share at DH meeting and give presentation to the Employee Association.</p> <p>Qtr3: Continued participation in Career Caravan days. Sharing of the Retirement Eligibility results with the Civil Service and Pension Board. Also shared results at Department Head (DH) meeting. Still to come: give presentation to the Employee Association and revamp website with new (3rd quarter) data.</p> <p>Qtr4: Continue to share the Retirement Eligibility results with the Civil Service and Pension Board and at Department Head (DH) meeting. Will give presentation to the Employee Association and revamp website with new (3rd quarter) data. Participate in the annual Career Caravan day.</p>	FY2007	\$10,000	In Progress

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Linda Silas	College Partnerships	Work closely with area schools and colleges to develop special class offerings for City of Lakeland Employees.	<p>Qtr1:</p> <p>Qtr2: Discussed/identified special class offerings with representatives of Florida Southern that would assist City Of Lakeland (COL) employees. Also involved in active discussions with Wendy Lamoreaux of Barry University about having special classes utilizing the COL Training Center and other City Of Lakeland resources. No classes are finalized yet.</p> <p>Qtr3: Completed discussions with Wendy Lamoreaux of Barry University about having special classes utilizing the COL Training Center and other COL resources. New Bachelors in Public Administration courses to begin soon at Lakeland Police Department (LPD) Community Room.</p> <p>Qtr4: The City will continue to cultivate partnerships with area schools in order to develop mutually beneficial programs. The program mentioned in the 3rd Quarter update has been initiated. The program that inspired this action item never came to fruition as a result of said college's change in focus. Area college representatives attended the Vendor/College Fair and relationships continue to be developed with area colleges with COL employee needs in mind.</p>	FY2007	\$500	Completed
Vickie Canny	Employee Recognition/Reward Programs	Facilitate and promote inter-departmental development and utilization of employee recognition/reward programs.	<p>Qtr1: The Pay Study has consumed a lot of time during the first quarter of 2007. A meeting has been scheduled for February 9, 2007, to discuss implementation of this action.</p> <p>Qtr2: Project is in the planning stage, however it is anticipated that the project will be completed on time and within budget.</p> <p>Qtr3: No action in this quarter due to other projects.</p> <p>Qtr4: The status of this item remains abandoned; however, as the Pay for Performance process moves forward, Departments will be encouraged to implement processes to recognize and reward employees who embody the City Values, achieve their goals, and/or go above and beyond in some notable manner.</p>	FY2008	\$500	Abandoned
Chuck Gerhart	Employment Manual	Implement uniform method to provide new employees information beyond orientation; i.e., benefits package, City University, Employee Assistance Program, Retirement Planning and also including the City's Vision, Mission, Strategic Goals and Values.	<p>Qtr1: A meeting has been set with Tommy Hamrick and Bryan Riley to plan the project and its implementation.</p> <p>Qtr2: Held two planning meetings and sampled two groups of new employees for input: one in-processing session and one new employee orientation session. Distributed this information to team members for consideration.</p> <p>Qtr3: Efforts were coordinated between Civil Service and Benefits. Employee packets were expanded to provide employees with more information in their orientation packets.</p> <p>Qtr4: Completed July 12th. Information is being distributed at New Employee Orientation.</p>	FY2008	\$3,600	Completed
Stephanie Hinson	Employment Webpage	Revise the assessment services webpage to provide more helpful information for job applicants, current employees, and interested citizens.	<p>Qtr1: A new employee began work during the first part of January, 2007. Until that time, due to Tommy Hamrick being assigned as the Interim Civil Service Director, there were no resources available to work on this action. Therefore, this project was put on hold until a staff member was hired to assist.</p> <p>Qtr2: Reviewed 37 websites of various cities, states, and county governments. Have determined pros and cons of each site. Next step will be utilizing the ideas gleaned from other sites to begin writing the revisions to our current site.</p> <p>Qtr3: Ready to present to Director for review and then make appropriate changes to current website. This item should be accomplished before the next quarterly update.</p> <p>Qtr4: Our revisions and additions have been finalized. My intern has been communicating with our Communications Department (Robin Tillet) and Eric Vaughn to get their assistance in updating our webpage. Will be taking webpage design training in the near future.</p>	FY2007	\$800	In Progress

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Chuck Gerhart	Exit Interviews and Strategies (OCAT)	Conduct exit interviews, consolidate information and provide information to City management on a quarterly basis.	<p>Qtr1: Many Employee investigations have been ongoing and consuming the majority of time during the first quarter. This action will be in progress prior to the 2nd quarter update deadline.</p> <p>Qtr2: Completed a draft for compiling a web-based administration of the exit interview. Will craft the web-based exit interview and pilot.</p> <p>Qtr3: Converted pen and paper questionnaire to online survey software. In process of piloting. Questionnaire will begin to be administered immediately and report issued at the end of this quarter.</p> <p>Qtr4: Interview piloted, functioning well. Will collaborate with Payroll/timekeepers to ascertain most effective method to have separating employees supply exit data.</p>	FY2007	\$567	In Progress
Tommy Hamrick	Hiring Toolkit	Develop toolkit for assisting hiring authorities with recruitment process	<p>Qtr1:</p> <p>Qtr2: New Action Item owner resulting in progress beginning during the third quarter.</p> <p>Qtr3: Survey for Department Heads (DH), Senior Management and other hiring authorities has been prepared. Will be administered during third quarter. This survey will identify the areas needing to be addressed with toolkit.</p> <p>Qtr4: A survey to identify areas in need of clarification/streamlining has been developed and is in the process of being administered to supervisors/hiring authorities. Results will be used to develop the hiring toolkit.</p>	FY2007	\$10,000	In Progress
Pam Jones	Leadership Training (OCAT)	Establish a requirement that Department Head incumbents complete at least 15 hours of Leadership/Management Education per year.	<p>Qtr1:</p> <p>Qtr2: Training will initiate action to define the requirement during the third quarter.</p> <p>Qtr3: All supervisory job descriptions were reviewed and minimal supervisory/leadership training requirements, via the appropriate CityU training Level, were added. Tools to assist individuals in identifying and tracking their training needs were enhanced within In-Site under the CityU page. A second Certified Public Manager program was initiated in April consisting of all City of Lakeland supervisors/managers/leaders.</p> <p>Qtr4: Leadership and Supervisory training requirements have been added to all supervisor and management job descriptions City-wide. Additionally, the requirement for Department Heads to complete at least 15 hours of leadership/management training/education per year and/or completion of the Certified Public Manager program (funds permitting) was also established on their job descriptions. This requirement will be communicated to Department Heads along with information regarding their current training record and future CityU and Certified Public Manager training opportunities as indicated or needed accordingly.</p>	FY2007	\$2,200	Completed

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Dana Blydenburgh	Pension Benefit Structure	Structure a competitive retirement benefits package to attract and retain specific highly skilled market segments.	<p>Qtr1: The first quarter of 2007 provided the opportunity to further the offering of those newly hired, over the age of 52, to elect participation in a city sponsored DC Plan in lieu of participation in the pension plan. This has proved to be very well received since inception April 2006. Over time, this elective feature will save the plan dollars since there is no future liability accounted for in a DC Plan. Other items of study is the supplemental plans and the actions forthcoming from those groups regarding plan separation and creation of singular retirement plans representing the safety classified personnel.</p> <p>Qtr2: Worked with the actuarial assumptions for the Employees' Pension System, to provide better funding for the System. No benefit changes planned in the foreseeable future. Supplemental boards have focused on issues surrounding collective bargaining. An effort is underway to explore the design of separate plans for each of the collective bargaining units. Should such occur, future benefit structures will have to be negotiated under the parameters of Chapters 175 and 185. A new FY08 Action with obtainable and quantifiable measurements will be developed in conjunction with this effort.</p> <p>Qtr3: Per the 2nd quarter update, the Retirement System as a whole has completed an entire valuation cycle with the newly hired actuaries. The Employees' Pension Board adopted new actuarial assumptions, including an update of the mortality tables, while the supplemental board remained with assumptions utilized in FY2005. The financial impact relating to this adjustment has yet to be realized, the expectation is minimal. The State Division of Retirement has approved FY2006 reports relating to Police Officer Retirement Fund (PORF) and Fire Pension Plan. The insurance premium excise taxes will be received by the end of the fiscal year for both of those plans with an estimated amount of 1.2M. We continue to see those newly hired employees over the age of 52 electing to participate in the 401a plan, thus opting out of the pension plan. I believe this is serving the employee and the City well. The supplemental plan members are working toward resolve among the membership, bargaining unit and City Management to enhance pension plan benefits. The eventual cost associated with this can not be estimated at this time.</p> <p>Qtr4: In an ordinance effective May 15, 2006, those newly hired over the age of 52 can opt into the defined contribution 401a plan in lieu of the pension plan. The contribution rate and shorter vesting schedule have made the option an attractive recruiting tool.</p>	FY2007	\$9,600	Completed

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Lynn Chisholm	Performance Evaluation Process	Pilot a new performance evaluation model incorporating pay for performance and 360 degree evaluation principles and implementation of employee performance goals and measurements.	<p>Qtr1: Met with Fire subcommittee every two weeks to facilitate development of rating criteria - draft completed; Met with Police subcommittee monthly to monitor progress with pilot; Met with Stakeholders group monthly to further groom the performance evaluation process. Updated New Performance Evaluation Handbook and supplemental materials to reflect current process. Established general 2007-2008 timelines for City-wide roll-out. Established training modules on new Performance Evaluation process and Performance Goal setting, which was piloted with Police subcommittee and will be delivered to Police and Fire in 2nd Quarter.</p> <p>Qtr2: The Pilot Year was officially initiated for the pay for performance process in the Departments of Fire and Police on January 1, 2007. Completed training over 6 days and 3 shifts for the Fire Department (LFD) with involvement of the performance evaluation committee members from Lakeland Fire Department (LFD), including Fire Fighters, Driver-Engineers and Lieutenants. Provided 3 hours of update training at the Police Department for Lieutenants and Captains. Presented the pay for performance plan overview to the City Commission and the Department Heads. Provided Manager training to The Department of Information Technology. Plans have been developed to begin the process of identifying the competencies and rating criteria for other City positions and departments.</p> <p>Qtr3: Meetings were held with the Police and Fire performance evaluation monitoring committees and/or representatives to address needs and problems during the 2nd quarter of the pilot. Feedback on the process lead to several process improvements. The pay for performance task force has had regular meetings to firm up plans for expanding the pilot. Rating criteria for positions and departments city-wide will be developed following the Department Head briefing scheduled for 7/24/07.</p> <p>Qtr4: The following departments have been formally briefed on the Pay for Performance (P4P) tasks to be accomplished in this calendar year and in FY08: Airport, Communication, Community Development, Finance, LE, Risk, Public Works, P&R, Police, Fire, Water, Lakeland Center, and DOIT. The Department Head positions are being developed with input from Directors and to provide an example City-wide. A City-wide effort including representatives from clerical positions also met to establish consensus on competency content for those positions. A news piece was posted on the In-Site discussion board, and a presentation has been scheduled for the November Employee Association meeting. A P4P Toolkit with several resources and examples was provided on In-Site. Departments are currently drafting their competencies and rating criteria for positions citywide with assistance from the P4P Task Force. Drafts are estimated to be completed by 1/1/08 with training to begin on 3/1/08. Efforts have concluded for this year with completion of the document, format, training plan and P4P Manual. Efforts in the next fiscal year will focus on development of department specific resources and training.</p>	FY2008	\$6,000	In Progress
Vickie Cannoy	Promotional Certification (OCAT)	Establish a requirement that candidates selected for promotions within the City of Lakeland possess the requisite CityU certification level, or obtain same within a twelve-month period.	<p>Qtr1:</p> <p>Qtr2: Future changes in the Human Resource structure has delayed the identification of the action owner. The City University staff will seek clarification during the third quarter.</p> <p>Qtr3: Added CityU to specific job descriptions as a requirement.</p> <p>Qtr4: Requirements were established through Job Description updates for all supervisory and management positions that target a recommended City University training level commensurate with the level of responsibility for the position. New hires and incumbents are required to complete their prescribed supervisory/leadership training within 12 months for in-house training and 24 months for the Certified Public Manager program, pending available funds. This information is communicated through posted job descriptions, the CityU In-Site page, and promotional materials provided to applicants.</p>	FY2007	\$4,500	Completed

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Tommy Hamrick	Recruitment/Hiring Process Review (OCAT)	Conduct process analysis and development project in an effort to improve the recruitment and hiring process as well as a checklist/process to coordinate system information when employees are hired or change positions, departments, divisions, etc.	<p>Qtr1:</p> <p>Qtr2: Process review completed for Civil Service/Recruitment portion. Areas left for review include Employee Relations and Timekeeper portions. Six areas identified for significant improvement in Civil Service Sections including implementation of version 2.0 of our Application Import Tool (AIT) to eliminate redundant data entry for electronic applications (complete), non-linear application-qualification-testing-certification chain design/implementation (in progress), cross training of key staff functions to speed up scheduling of process steps (in progress), securing of annual account on governmentjobs.com for postings completed), etc.</p> <p>Qtr3: Process review completed for Civil Service/Recruitment portion. Areas left for review include Employee Relations and Timekeeper portions. Six areas identified for significant improvement in Civil Service Sections including implementation of version 2.0 of our Application Import Tool (AIT) to eliminate redundant data entry for electronic applications (complete), non-linear application-qualification-testing-certification chain design/implementation (in progress), cross training of key staff functions to speed up scheduling of process steps (in progress), securing of annual account on governmentjobs.com for postings completed), etc.</p> <p>Qtr4: The final elements of this project as described in the 3rd Quarter update have been completed. The improved process will be implemented and worked through process improvement cycles using data collected during and at the completion of recruitment and hiring efforts.</p>	FY2007	\$50,000	Completed
Tommy Hamrick	Retention Strategies	Focus efforts on retainment strategies for new and longer term employees, as well as for highly competitive jobs in the market.	<p>Qtr1:</p> <p>Qtr2: Update Civil Service information with new pay-study data (completed), review parameters relating to Deferred Retirement Option plan (DROP) impact and possible changes to DROP plan (in progress), generate new employee section on InSite for FAQ's (in progress), revamp "Evaluation of Education" guidelines to clarify Civil Service's procedures in this area (complete).</p> <p>Qtr3: Update Civil Service information with new pay-study data (completed), review parameters relating to Deferred Retirement Option Plan (DROP) impact and possible changes to DROP plan (in progress), generate new employee section on InSite for FAQ's (in progress), revamp "Evaluation of Education" guidelines to clarify Civil Service's procedures in this area (complete). Facilitate discussion and eventual adoption of procedure enabling the rehire of retirees. (in progress)</p> <p>Qtr4: The "Frequently Asked Questions" section for In-Site is a work in progress. The rehire of retirees process is progressing. We have been successful in rehiring several retirees for some mission critical positions.</p>	FY2007	\$5,000	In Progress
Rene Gregory	Time Management Curriculum (OCAT)	Add mandatory Time Management Class into City University curriculum for Levels I, II, and III.	<p>Qtr1: Developed Time Management Class for all City University (CityU) Levels. Class will be first offered as an elective for all City University (CityU) levels. Class is about 99% completed. Will do a pilot class sometime in February with a roll out date for the class sometime in March 2007.</p> <p>Qtr2: Class development is complete. Due to scheduling problems, the pilot class has been rescheduled from February to May 11, 2007. The new roll-out date for the class is June 2007.</p> <p>Qtr3: First class was held on June 7th, 20 students enrolled and attended the class. We have two sessions scheduled in the first quarter of FY-08. Classes will be offered in the months of January, March, May and July of FY08.</p> <p>Qtr4: Class is now offered on a regular basis as part of City University courses. Action item is completed.</p>	FY2007	\$10,350	Completed

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Lynn Chisholm	Work Education and Internship Partnerships	Conduct activities with educational and business partners to target increased participation from employees in educational and internship opportunities to increase the number of technical and highly-skilled individuals available in the workforce.	<p>Qtr1: Drafted 2 position proposals for internships in Parks and Recreation and Police; held 12 hours of Career Development Week presentations and activities in October to stimulate career development and educational opportunities and plans; helped establish position/career specific succession plans for positions in Police and Electric; met with 7 employees to help them draft Individual Development Plans; met with a local university rep who plans to develop a City of Lakeland (COL) scholarship for our employees and to provide classes on site; gained initial approval from a key community college to use City University (CityU) for credits; established In-Site discussion site for employees who are furthering their education.</p> <p>Qtr2: Interviewed and approved 2 interns for hire. In total for this quarter, there have been 7 prospective interns and 4 internship positions at various stages of the process. Numerous other inquiries were fielded and internship-related tasks were completed. Met with University representatives from the University of South Florida and Barry University to discuss ways to partner.</p> <p>Qtr3: In this quarter a Point of Delivery Agreement was established to enable Barry Univeristy to provide courses toward a Bachelor's of Public Administration using our Police Department community room. In exchange, our employees can receive a 20% discount in tuition and can use CityU training toward college credit through Barry's portfolio program. Classes will begin in the fall and are open to the public. There are currently 7 Municipal Interns working within the City, although numerous other student interns/workers are also in place. Two other Municipal Interns are being in-processed and are scheduled to begin within this month.</p> <p>Qtr4: While the intent of this goal will be on-going, the targeted activities under this goal have been completed. We used all Internship money available to fund the intern positions noted in previous quarter updates and gained funding for the Municipal Internship program for next fiscal year. We will be mapping out the internship process to improve clarity and will be reviewing program feedback for any needed improvements to the program. The Vendor/College Fair was held in August providing an opportunity to update the local reps on programs and needs for the City, and to plan for future career development events and activities.</p>	FY2007	\$10,000	Completed

Rene Gregory	Workforce Diversity Campaign	Launch a comprehensive multi-faceted approach to sensitizing and educating workforce on diversity issues with cultural diversity class becoming mandatory for all employees by FY08.	<p>Qtr1: Researched material to develop Diversity in the Workplace course. Developed training course about working successfully with others in the workplace. Three classes taught with 61 employees attending classes.</p> <p>Qtr2: This class has been offered a total of 8 times so far in this Fiscal Year. A total of 143 City of Lakeland employees have attended this class as of April 30, 2007. As of FY 08, this class will be mandatory for all new City of Lakeland employees.</p> <p>Qtr3: Beginning in August the first of a series of articles about diversity and diversity issues will be in placed ACCESS. The goal is to have an article addressing a Diversity issue every other month.</p> <p>Qtr4: First article was published in September issue of Access. Further articles will be published in the electronic version of Access in FY08. Action item completed.</p>	FY2009	\$1,000	Completed
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Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Ed Hacker	Strategic Planning Execution	Develop key success indicators (KSI's) aligned to key intended outcomes (KIO's) of City's Vision and Strategic Goals and execution through a system and structure to integrate budgetary planning with performance management.	<p>Qtr1: FY2007 Strategic Operation Plan (SOP) finalized; Key Success Indicators (KSI) Developed by Sub-committee and connected to Strategic Goal Outcomes; Completed initial draft of Key Success Indicators. Currently in the process of identifying each indicator to clarify: Key Success Indicators, Measures, Reason(s) for Measure, Operational Definition, Definition Source, Formula/Calculation, Data Source and Frequency of Measure.</p> <p>Qtr2: Strategic Organizational Advisory Team (SOAT) Key Success Indicators (KSI) sub-committee had added identifying factors to KSI's and will be presenting them to SOAT and City Management on 4/11/07. SOAT Performance Management sub-committee has scheduled 2 hour meetings from three vendors for 4/26 & 27 to present their Performance Management Systems to City Management & SOAT.</p> <p>Qtr3: Key Success Indicators identified and presented to City Manager and Department Heads 3 Performance Management System Vendors made presentations to the SOAT.</p> <p>Qtr4: Produced FY2008 Strategic Plan Document Met with departments responsible for Key Success Indicators – reviewed, revised, and agreed on formula, calculation, and tracking expectations. FY2008 Key Success Indicators attached to Outcomes and placed in Strategic Plan Document & Business Plan Document.</p>	FY2008	\$3,000	Completed

Communication Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Eric Vaughn	Citizen Action Center	Provide a website for citizens to provide feedback to City officials.	<p>Qtr1: The visible portion (front-end) of the application is complete, but the technical (back-end) portion of the application development will get underway during the next quarter.</p> <p>Qtr2: Internal processes have been identified and addressed. We had to order a server and database licensing, network agents, etc. to host the solution. Current status is 90% complete.</p> <p>Qtr3: No progress made in this quarter due to other priorities. Please see 2nd Quarter update for progress made to date.</p> <p>Qtr4: Core application has been completed and ready for 'soft' rollout expected mid-November. Will continue to make minor enhancements as needed prior to large-scale announcement of its availability.</p>	FY2007	\$3,950	Completed
Jason Arnold	Employee Information Kiosks (OCAT)	Facilitate placement of information kiosks in each department for employees to access.	<p>Qtr1: Surveyed departments for needs analysis and received written requests for a total scope of 6 kiosks to be installed. All 6 have been installed. There was no cost for the kiosk (old computers were used) but network drops were provided in 3 locations. Staff time is Personal Computer Support and Telecommunications. Future requests will be handled outside the scope of this action as maintenance items.</p> <p>Qtr2:</p> <p>Qtr3: Completed 2nd Quarter, no further reports needed.</p> <p>Qtr4: Task Completed 1st quarter.</p>	FY2007	\$1,697	Completed
Richard Hesse	Voice-Over-Internet Protocol (VOIP)	Implement Voice-Over-Internet Protocol System for City operational departments providing open platform for multiple end-user equipment, voice mail replacement, and network consolidation and efficiency of capital and operational expenses.	<p>Qtr1: The project will not be started until a specific option or approach is approved and approximately \$800,000 in funding is allocated.</p> <p>Qtr2: Abandoned due to lack of funding in meeting with James Stanfield, Lakeland Electric (LE) General Manager, James Pennington, LE Deputy Manager, Tony Delgado, Deputy City Manager, Stanley Hawthorne, Assistant to the City Manager, Richard Hesse, Telecommunications Engineering Supervisor, Steve Long, Director IT, and Chet Wade, Engineer II.</p> <p>Qtr3: This action was abandoned 2nd Quarter, please see 2nd Quarter update for details.</p> <p>Qtr4: This action was postponed to FY2009, please see 2nd Quarter update for details.</p>	FY2008	\$850,299	Abandoned

Communication Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Erica Smith	Lakeland Center Community Marketing	Develop a marketing program to increase awareness of the local community with increased attention towards developing events that will attract the Lakeland/Polk County demography.	<p>Qtr1: Initiated a group sales program that is beginning to result in higher sales per event. Continuing to grow our internet blog efforts to a point where we presently have passed 1,000 members. Our Sales and Marketing Representative has attended two regional conferences in an effort to develop contacts for trade show and regional meetings and conferences.</p> <p>Qtr2: No significant milestones during quarter 2. Group sales continue to increase over last seasons events. We continue to find difficulty in developing a strategy that "fits" the City of Lakeland and Polk County demographics. We are working towards developing the series for the 07/08 season. This will provide us an opportunity to review results against 06/07.</p> <p>Qtr3: We are making significant progress with the changes within our Marketing plan. Email list has grown by over 50% during the past 6 months. Hits on our web page have exceeded 100,000 for the year. Our Lakeland Center My Space page continues to grow, its list of "friends" has increased by over 100%. These all add to our efforts to improve our direct approach marketing to potential clients.</p> <p>Qtr4: The current emphasis of the marketing plan is to revamp the web site to make it more informative and user-friendly. This is in progress and is projected to result in increased sales activity from the public.</p>	FY2007	\$54,000	In Progress

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Mike LaPan	Client Services Incentive Program	Develop an incentive program in order to increase sales and financial return on facility and equipment rentals.	<p>Qtr1: The employment status for the Lakeland Center Sales position has recently been changed. Planning will be developed for review of plan types that will "fit" into the Lakeland Center's operation and organization. The anticipated begin date for the process will be during the slower scheduled time in the summer of 2007.</p> <p>Qtr2: We have begun a survey of regional facilities in order to determine what types of programs are offered (if applicable). To date we have received responses from 12 facilities.</p> <p>Qtr3: In light of the projected budget changes for the city, we expect to continue to develop the program but hold off on initial roll out until later in 2008.</p> <p>Qtr4: We continue to research models for implementation of this item. Reorganization of the Client Services department has been completed. This will allow us to determine (with more accuracy) how the business flows through this department. This is important in determining what model can be effectively used to initiate reward and recognition.</p>	FY2008	\$10,000	In Progress
Tom Prais	Lakeland Center Renovation	Improve the aesthetic appearance and readiness of the Lakeland Center.	<p>Qtr1: To date we have begun the Jenkins Arena (back of the house) renovation. Demolition began in late December of 2006. Arena concourse painting is in progress. Two painters are working 40 hours per week to keep up with demand.</p> <p>Qtr2: The renovation to the lockerrooms is 90% complete. This project has been worked on while balancing scheduled events in the Arena (open dates and event dates). The refinishing of the Basketball floor is complete, however, still waiting on final punch-list items to be completed. Graphics are being installed into the Arena concourse during the 3rd quarter.</p> <p>Qtr3: Arena renovation is 85% completed. Graphics and Signage are being held off in order to review budget for 07/08.</p> <p>Qtr4: Locker room and backstage areas of the Jenkins Arena have been completed. New directional signage has been installed. Punch list is complete.</p>	FY2009	\$500,000	Completed

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Mike LaPan	Imperial Symphony Partnership	Work with the Imperial Symphony towards developing a joint grant application with the Community Foundation in order to develop a funding source that will provide additional arts programming for the Lakeland Center and the Community.	<p>Qtr1: Participated in the required Community Development Grant Training program and scheduled a meeting with the Director of the Imperial Symphony Orchestra, the second week of January 2007, to review potential programs.</p> <p>Qtr2: Reviewed event opportunities with Bev Hendrick (symphony Director), because of the limitations of the grant process we are working towards focusing our efforts on programming geared to children. Bev is reviewing potential opportunities with her Board before we move forward.</p> <p>Qtr3: No action during the 3rd quarter. The Symphony is reviewing budget concerns for 07/08.</p> <p>Qtr4: No progress in the quarter. Funding continues to be a major issue for the non-profit organizations. It is our expectation that this will continue until after the first of the calendar year.</p>	FY2007	\$25,000	In Progress
Mike LaPan	Lakeland Center Community Partnerships	Develop a partnership with local artists (through Polk Cultural Arts Board) in order to showcase local artists work on an on-going basis through public art displays.	<p>Qtr1: This project will commence AFTER the renovations of the Arena and Concourse are complete (sometime after March of 2007).</p> <p>Qtr2: Waiting on completion of Arena renovation project (Graphics and signage are being installed in the Arena) which is estimated to be completed during the 3rd quarter.</p> <p>Qtr3: Stalled, no additional action taken during the quarter. We are evaluating the potential for Community grant support in order to develop the concept further. We hope to work with the Polk Museum in order to move this forward during the 4th Qtr.</p> <p>Qtr4: Project continues to be stalled. Budget issues surrounding the various non-profit organizations have developed from the States adjustment of property taxes. New initiatives are being replaced as a priority by developing operating funds. We will continue to work with Polk Museum towards developing the concept for public art in the facility.</p>	FY2007	\$15,000	In Progress

Communication Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
David Kus	Lakeland Electric Customer Workshops	Conduct residential customer and commercial educational workshops.	<p>Qtr1: A large customer "Family" meeting was held on January 4, 2007 and a presentation was given on the Cost of Service Study and Rate Proposals.</p> <p>Qtr2: Rate Presentation meetings were held throughout the quarter with multiple groups including large customers and the Lakeland Economic Development Committee (LEDC). Presenters included City Manager, Lakeland Electric's General Manager, Customer Services' Assistant General Manager and Energy & Business Services Manager among others.</p> <p>Qtr3: Energy and Business Services is planning a seminar on new lighting and energy saving roof coating technologies for our large commercial customers during Quarter 4.</p> <p>Qtr4: On September 12, a commercial customer seminar was held presenting topics such as commercial roofing coating and efficient lighting technology. Approximately 40 attendees.</p>	FY2007	\$16,000	In Progress
Stacie Jones	Lakeland Electric Open House	Increase public participation at Open House event at the McIntosh Plant to allow community to learn about the utility.	<p>Qtr1: A theme has been developed and artwork has begun to be created for advertising. Need to appoint a committee to assist in the planning process.</p> <p>Qtr2: Held event on March 31, 2007. Not all expenditures have hit the account; still completing paperwork. Had 900-1,000 in attendance with 115 Lakeland Electric employees participating in the event.</p> <p>Qtr3: Event held on March 31, 2007. Completed on time and under budget.</p> <p>Qtr4: No necessary follow-up actions.</p>	FY2007	\$23,000	Completed

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Betsy Levingston	Lakeland Electric Leadership Development Plan	Develop and implement plan to address aging workforce issues.	<p>Qtr1: Retention: Developed a course to be rolled out in 2007 entitled, "Basic Respect". The class was piloted and will roll-out to the Lakeland Electric Assistant General Manager's in 2007. Submitted various proposals for retention to the City Manager for review. The current policy committees are looking at ways to include some of these recommendations. Recruit: The Production Trainee program is being revised to include non-traditional recruiting resources such as Veterans and the Disabled. Career Profiles are being developed for the Lakeland Electric website as well as other recruiting information. Defined and interviewed incumbents in critical positions and all Assistant General Manager's. The plan will be rolled out to the divisional level in late January, 2007.</p> <p>Qtr2: Requesting various options from the City Manager to handle "At Risk" positions. Developing Individual Development Plans for all Lakeland Electric employees. Training Team Leads to conduct analysis of critical functions to capture and transfer knowledge prior to expected retirements. Recruiting ex-military and other non-traditional applicant pools. Strategically placing student interns to address upcoming retirements.</p> <p>Qtr3: City Manager approved actions to address many "At Risk" positions. Progressive pay plans are being developed for several key positions. Work Force Planning & Development Team Leads are working through positions for knowledge capture and transfer and/or recommendations for alternative methods for performing functions. Developed spreadsheet to capture required training for every Lakeland Electric position--will be rolled out in September to supervisors for use in developing Individual Development Plans for each employee--which will then be tied to their performance appraisal goals.</p> <p>Qtr4: Completed evaluation of software to assist in the identification and capture of current employees' skills and competencies. The software would speed up the planning process for workforce and succession planning. It would assist in the process to identify gaps of what we have and what is needed for the utility to have the appropriate workforce in the future. So far funding has not been available. Re-evaluation of critical positions is underway. Flexibility options are under consideration for retention.</p>	FY2008	\$50,000	In Progress

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Betsy Levingston	Lakeland Electric Power Academy	Develop power academy with area schools to attain a skilled workforce.	<p>Qtr1: Partnered with Florida Department of Education (FDOE), Florida Department of Labor (FDOL), Florida Utilities and Florida Workforce Boards to develop a Florida Energy Workforce Development Consortium. Partnered with Polk County School Board to develop and design a Power Academy in the new high school being opened in 2008. A presentation was made to the Utility Committee regarding the need for the Academy. In addition, a presentation was made to the Polk County School Board and area utility representatives to kick-off a Polk County Energy Workforce Consortium.</p> <p>Qtr2: Accompanied Polk County School Board members on tour of Gulf Power Academy (which we are modeling our Power Academy after). Presented Power Academy program to 2007 Leadership Lakeland class. Finalizing curriculum and interviewing candidates for the School Board's faculty position to serve as teacher/coordinator. Shopping for equipment and tools for the lab. Finalizing building and facility plans. Secured grant money to help with funding facility and equipment needs.</p> <p>Qtr3: Interviews of Power Academy Coordinator currently underway. Recommendation to relocate the site of the academy closer to the academic facilities was accomplished. Hosted Tenorac High School principal, facility planner and curriculum coordinator on three (3) tours of Lakeland Electric work areas related to Power Academy plans. Working with Communications to develop marketing plan. Continue to work on grants to help with funding the program, through Center for Energy Workforce Development and Florida's Energy Workforce Development Group.</p> <p>Qtr4: Position of Trainer/School-to-Work approved--currently evaluating candidates. Curriculum design and National Center for Construction Education and Research (NCCER) certification requirements are being established and documented. Design of Energy Lab and classroom completed. Marketing campaign started. Students currently providing feedback on options for logo/branding. Brochures for Parent/Teacher Association presentations under development. DVDs and web site are also being developed. Academy Summit planned and scheduled for November 2, 2007.</p>	FY2007	\$5,000	In Progress

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Alan Shaffer	Distribution Reliability Improvement	Install additional distribution line switches to improve power restoration flexibility.	<p>Qtr1: Resources were spent on repairs to existing switches during the 1st quarter. New switches will begin to be addressed in quarter 2.</p> <p>Qtr2: The repair of existing switch locations continued to be the higher priority use of the available resources. Additional distribution line switches will begin to be installed during the 3rd quarter of 2007.</p> <p>Qtr3: Four switches have been installed in association with distribution circuit upgrades.</p> <p>Qtr4: Six switches were installed</p>	FY2007	\$55,000	Completed
Jeff Sprague	Electric Cost of Service Rate Study	Evaluate existing tariffs and contracts for offering equitably allocated and competitive rate structures for all customer classes.	<p>Qtr1: Phase I analysis completed and Phase II analysis substantially completed. Scheduled for the 2nd quarter FY07.</p> <p>Qtr2: Phase II report final draft accepted. Project scope expanded into a Phase III which was required to complete analysis responsive to concerns of major customer groups. Administrative details remain to close Phase III in early 3rd quarter.</p> <p>Qtr3: Phase III of the project completed on April 27.</p> <p>Qtr4: No action required.</p>	FY2007	\$150,000	Completed

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Tony Candales	Electric Production Benchmarks	Implement and develop strategies for continuous improvement in energy production as recommended by the Navigant Study.	<p>Qtr1:</p> <p>Qtr2: Production formed a Process Improvement team to reduce the high number of pending Work Orders in June, 2006. To date, the Work order backlog has been reduced from over 2,000 in May, 2006 to less than 900 in March, 2007. The Team continues to fine tune this very important process by starting to account for how many Work Orders go over 33% of the estimate and why. This effort required significant man-hours but the hours were not tracked. Production continues to use Navigant's Generation Knowledge Service (GKS) Benchmarking software. Cost and operational data is submitted quarterly. Results are compared to an industry peer group.</p> <p>Qtr3: Production formed a Process Improvement team to reduce the high number of pending work orders in June, 2006. To date, the work order backlog has been reduced from over 2,000 in May, 2006 to 800 in June, 2007. The team continues to fine tune this very important process accounting for how many work orders go over 33% of the estimate and why. This effort required significant man-hours but the hours were not tracked. Production continues to use Navigant's Generation Knowledge Service (GKS) Benchmarking software. Cost and operational data is submitted quarterly. Results are compared to an industry peer group.</p> <p>Qtr4: Production formed a Process Improvement team to reduce the high number of pending work orders in June, 2006. To date, the work order backlog has been reduced from over 2,000 in May, 2006 to 922 in September, 2007. The team continues to fine tune this very important process accounting for how many work orders go over 33% of the estimate and why. This effort required significant man-hours but the hours were not tracked. Production continues to use Navigant's Generation Knowledge Service (GKS) Benchmarking software. Cost and operational data is submitted quarterly. Results are compared to an industry peer group.</p>	FY2009	\$30,000	In Progress
Alan Shaffer	Street Lights Inventory	Develop an inventory of street lights within the Electric Service territory, including an assessment of the unrecovered capital costs for each unit.	<p>Qtr1: 25% of the lighting inventory has been assigned ownership in the Pole Asset Database.</p> <p>Qtr2: There was no progress made the 2nd quarter due to the lack of staff resources to devote to this project. Plan to resume work over quarters 3 and 4 with student intern.</p> <p>Qtr3: No progress was made as a student intern was not available until July. Very little progress is expected the fourth quarter with the resource's limited availability.</p> <p>Qtr4: No progress was made the fourth quarter. We will proceed when resources are made available.</p>	FY2008	\$25,000	In Progress

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Alan Shaffer	Private Area Lighting	Provide electric commercial and residential customers with a means to add lighting to premises.	<p>Qtr1: 132 private area lights were installed during the 1st quarter.</p> <p>Qtr2: 174 private area lights were installed during the 2nd quarter.</p> <p>Qtr3: 115 private area lights were installed the 3rd quarter.</p> <p>Qtr4: 147 Private Area Lights were installed the 4th quarter. A total of 715 were installed in 2007.</p>	FY2007	\$250,000	Completed

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Steve Marshall	Clean Air Act Improvements	Meet necessary requirements for compliance to Clean Air Interstate Rule.	<p>Qtr1: Completed conceptual report and presented it to the Utility Commission. City Commission approved the Engineering contract budgeted for \$7.8 million in mid December 2006. January 5, 2007, issued invitation to bid for installation of Low NOx Burners (LBN) with Over-Fired Air. Commenced the services of Tom J. Riley (TJR) Technical Services budgeted for \$180,000.00. Prepared and submitted the permit application to the Department of Environmental Protection (DEP) for installation of the pollution control equipment.</p> <p>Qtr2: Phase 1: Installation contract (\$1.34M) was awarded to Epic Constructors, Inc. in Feb. and the project is currently on schedule with all 32 burners and waterwall panels received. Air Construction permit was issued by FDEP on 3/22/07. Phase 2: Sargent & Lundy began design work on 1/2/07 under Engineering Services Contract (\$4.68M). The initial general arrangement drawings are substantially complete and structural design work is underway. The catalyst specification (\$2.4M) was issued for bid. Next specification to be issued will be "ID Fan Modifications" (\$1.02M).</p> <p>Qtr3: Low NOx Burners/Overfire Air System: Installation of low NOx burners and overfire air system was completed on 5/18/07. Testing and tuning is currently underway. Selective Catalytic Reactor (SCR): Sargent & Lundy continues design work under Engineering Services Contract (\$4.68M). Contract (\$1.66M) to supply catalyst for SCR was awarded to Haldor Topsoe, Inc. Bids were received to furnish "ID Fan Modifications" and "ID Fan Motors & Variable Frequency Drives." Project is on schedule.</p> <p>Qtr4: Low NOx Burners/Overfire Air System: Tuning of new equipment was completed during this quarter. Selective Catalytic Reactor (SCR): Air Construction permit was issued by FDEP on 9/5/07. Sargent & Lundy continues design work on SCR. Contracts were placed for "ID Fan Modifications" (\$0.46M), "ID Fan Motors & Variable Frequency Drives" (\$1.87M), "Fabricated Structural Steel" (\$4.14M), and "Deep Foundations" (\$1.3M). Bids have been received for "Fabricated Ductwork & SCR Reactors," "Ammonia Vaporizer," and "Chemical Sorbent for SO3 Mitigation." Installation of deep foundations has begun. Project is on schedule.</p>	FY2009	\$70,000,000	In Progress
David Kus	Customer Satisfaction Surveys	Conduct residential customer satisfaction surveys maintaining a rating of 85% or above and conduct commercial customer satisfaction surveys semi-annually maintaining a rating of 80% or above.	<p>Qtr1: October through December's customer transaction records have been assembled. Customer calls will be made during week of January 16, 2007. The results of 400 calls are due by the end of January, 2007.</p> <p>Qtr2: Calls made during the week of January 16, 2007 resulted in a rating of 82% overall for residential.</p> <p>Qtr3: Conducted residential customer satisfaction survey during the month of April with a result of 84%. Next survey is scheduled for month of July. Next Commercial customer satisfaction survey scheduled for October.</p> <p>Qtr4: Conducted residential customer satisfaction survey during the month of July with a result of 82% out of 100%. Next survey is scheduled for month of October. Commercial customer satisfaction survey is also scheduled for month of October.</p>	FY2007	\$14,000	Completed
Stacie Jones	Lakeland Electric School Programs	Visit local schools promoting utility programs, electrical safety and conservation.	<p>Qtr1: Conducted an in-house tour for a local high school. Presented education programs to one high school and one middle school.</p> <p>Qtr2: Made presentations to 5 elementary classes and attended 5 community events.</p> <p>Qtr3: Made presentations to 3 classes and attended 4 community events</p> <p>Qtr4: Attended one community event. No necessary follow-up actions needed.</p>	FY2007	\$2,000	Completed

Communication Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Shannon Lanier	Diversity Education (Lakeland Vision)	Develop a public educational effort engaging the citizenry on tolerance and diversity.	<p>Qtr1: Begin meeting with focus groups this Spring, 2007. We are planning the 'State of Diversity' Summit for April, 2007 which is a free event for the community.</p> <p>Qtr2: Diversity and Inclusion Alliance to reconvene May 2007 to discuss an updated approach to encouraging community dialogue. Proposed structure is based on a program developed by Study Circles Resource Center. Second annual Multicultural Festival is being planned for September 2007 at Lake Mirror Promenade. A three day mini-conference focusing on key diversity concerns will occur in conjunction with the festival.</p> <p>Qtr3: Mini-conference executed in collaboration with USF Lakeland's Diversity Office. Second Annual Multicultural Festival taking place on September 21st. Event will coincide with other multicultural-themed events from September 20th to 23rd. Study Circles Resource Center program accepted by Diversity & Inclusion Alliance as a viable approach towards building greater community inclusion. A steering committee is being formed to guide efforts.</p> <p>Qtr4: Multicultural Festival ran from September 20 to 23, 2007 with support from City of Lakeland, University of South Florida Lakeland, Polk Community College, Florida Southern College, Polk County Community Health & Social Services, Polk Museum of Art, and the School Board of Polk County. Lakeland Vision is preparing for a comprehensive community outreach ("visioning") effort to gather public input regarding current and anticipated needs of metro Lakeland. The input will influence how Lakeland Vision approaches diversity concerns. If appropriate, the proposed Study Circles program will be held in conjunction with or directly after the conclusion of the vision update effort.</p>	FY2007	\$8,000	In Progress
Kevin Cook	Diversity Education/Series (Lakeland Vision)	Develop active participation in Diversity Task Force to improve attitudes and respect for individuality through a series of events celebrating all cultures.	<p>Qtr1: The first multi-cultural festival was held on September 15, 2006. The multi-cultural committee is in the process of planning the 2007 event.</p> <p>Qtr2: Continuing to serve on Diversity committee and actively participate in the planning for Cultural Diversity Day in September.</p> <p>Qtr3: The Communications Department has turned over the action item to Lakeland Vision (separate 2007 Action item) and all progress will be reported by Lakeland Vision.</p> <p>Qtr4: No further action required.</p>	FY2007		Completed

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Anne Furr	Lakeland Downtown Redevelopment (LDDA)	Implement redevelopment plans for the Lakeland Downtown Development Authority (LDDA) expansion areas.	<p>Qtr1: Of the 5 properties that are part of the eminent domain case, 2 properties were purchased by the City acting as the Lakeland Community Redevelopment Association. The Order of Taking (OT) for December 2006 was cancelled by the Judge and rescheduled for a March 2007 hearing. We continue to work through our attorney to negotiate the sale of these 3 remaining properties prior to the Order of Taking (OT). Meetings were held with Wilson Miller (part of the Feltrim Developments Team), Public Works, Lakeland Electric and Water/Wastewater to discuss a proposed roadway cross section. Feltrim Developments continues to move forward with this urban housing project. The Disposition & Development Agreement continues to be drafted. A total of \$7,878,032 has been spent to date.</p> <p>Qtr2: The Disposition & Development Agreement between the City of Lakeland, the Community Redevelopment Agency (CRA) and the LDDA is a few weeks away from being submitted to the Feltrim Developments Team for the downtown redevelopment project. In the Eminent Domain action, three of the five properties have been purchased by the City of Lakeland acting as the CRA. The Order of Taking (OT) has been rescheduled for May 8 and 9, 2007. Staff continues to work with legal counsel in an effort to negotiate the purchase of the two remaining properties prior to the OT.</p> <p>Qtr3: The draft Disposition and Development Agreement between the City of Lakeland, the Lakeland Community Redevelopment Agency and Feltrim Developments has been submitted to the Feltrim Developments Team for their review. A total of \$8,274,684 has been spent on the project to date. In the Eminent Domain Case, the City of Lakeland acting as the Community Redevelopment Agency (CRA) was successful in getting title to all five properties. The CRA will take possession of the properties within the next five months.</p> <p>Qtr4: The draft Disposition and Development Agreement between the City of Lakeland, the Lakeland Community Redevelopment Agency and Feltrim Developments, NA continues to be revised. A total of \$8,325,123 has been spent on the project to date. In the Eminent Domain Case, the City of Lakeland acting as the Community Redevelopment Agency (CRA) has possession of all but two properties. The CRA will have possession of one of the properties October 2007 and the other January 1, 2008.</p>	FY2020	\$10,000,000	In Progress

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Brock Witmyer	Parks and Recreation Operation Streamline	Reduce third party and internal expenses while streamlining operational process.	<p>Qtr1: Traps restaurant was opened in the first quarter. We are in the process of defining specific objectives and areas that will be reviewed in depth. Action plans will be defined in early second quarter.</p> <p>Qtr2: Completed the review of the Mechanic area and consolidated the functions under the Parks & Recreation Mechanic area at Tigertown. Completed the first purchase of used equipment as we continue to strive to reduce the overall cost per hour on equipment. In the process of reviewing the summer period Food & Beverage menu so we can streamline the process and reduce costs during the slower cyclical period.</p> <p>Qtr3: The Food and Beverage Operations have been completely reviewed during the third quarter. We are in the process of updating the final procedural changes that we will be implementing during the fourth quarter. This will encompass process changes as well as menu changes for the unit. We will be introducing a more streamlined menu to help to reduce operational costs along with providing a higher quality menu.</p> <p>Qtr4: We have set up a payroll model to facilitate the staffing levels required to be needed to support the Food & Beverage core business as well as events. This process is being implemented October 1st with the new fiscal year.</p> <p>We are currently starting the review and planning of the chemical plan that will be followed for the new fiscal year, shifting to slow release granular. Overall financial impacts have not yet been determined</p>	FY2007	\$18,000	In Progress

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Pam Page	Kelly Recreation Complex Expansion	Design and construct additional recreational space to accommodate programming demands.	<p>Qtr1: First meeting is scheduled for January, 2007.</p> <p>Qtr2: Preliminary meeting held with facility staff to inventory and assess expansion needs. Next step is to meet with Facilities to create a scope of service for selection of the architectural team.</p> <p>Qtr3: Straughn Trout was selected as the architect for this project. They are currently surveying the facility and completing a building analysis. Program/class study meetings are scheduled.</p> <p>Qtr4: Schematic plans are complete and we are currently in the construction document phase.</p>	FY2008	\$875,000	In Progress
Bob Donahay	Landscape Projects Facility	Expand beautification efforts by establishing a facility in south Lakeland in order to de-centralize and improve support for landscaping projects.	<p>Qtr1: Funding is unavailable. The Municipal Services Taxing Unit (MSTU) was to fund this project, and funding will be sought for next year.</p> <p>Qtr2: Funding is unavailable for this project for this Fiscal Year. The Municipal Services Taxing Unit (MSTU) was to fund this project; however, since funding was not obtained, this action will be abandoned until funding is available. Funding will be sought for next Fiscal Year.</p> <p>Qtr3: This action has been abandoned; please see 2nd Quarter action update for details.</p> <p>Qtr4: Unfunded / abandoned.</p>	FY2007	\$500,000	Abandoned

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Bill Tinsley/Pam Page	Art in Public Places	Encourage continued placement of public art as recommended by the Public Art Committee.	<p>Qtr1: Soliciting new submittals for the 2007 Lemon Street Sculpture Exhibit in collaboration with Polk Museum of Art.</p> <p>Qtr2: The 8th Annual Lemon Street Sculpture Show has been selected and installed in partnership with The Polk Museum of Art. The Lemon Street Celebration which unveils the show to the public and offers an opportunity for the public to select their favorite piece is scheduled for Thursday, April 12, 2007.</p> <p>Qtr3: No further activity this Quarter, please see the 2nd Quarter update for current status.</p> <p>Qtr4: Private funding for the 2008 Lemon Street Sculpture Show is in the process of being secured.</p>	FY2007	\$25,000	In Progress

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Mindi Fitch	Community Center Computer Program	Partnership with Polk County School Board to supply computer training to residents at community centers.	<p>Qtr1: Through the Polk County School Board initiatives for community centers in Polk County, the Coleman-Bush facility has received 12 computers supplied through their computer lab replacement program and a trainer for Monday classes (the trainer is paid by the Polk County School Board). There is space for 12 students; all overflow are assigned to classes in upcoming months. Presently, we have assignments from October through December, 2006. All participants are involved in the Introduction to Computers class.</p> <p>Qtr2: We've replaced 13 old computers, added a laser printer, and have been connected to the internet. The computers and peripherals were funded by Parks & Rec, internet access is via Brighthouse at a rate of \$169 per month which is also covered by P&R. Microsoft Office is being provided by Polk County School Board (PCSB) which was researched and obtained by our IT Department. We continue to need "waiting" lists for Intro to Computer classes. Our attendance levels for the 2nd quarter were as follows: Nov/Dec-12; Jan.-9; Feb-12; The instructor is paid by the PCSB. During February, because of the new computers and internet access, 39 of our after school tutoring students were able to study and practice for the FCAT.</p> <p>Qtr3: Classes concluded in May with the end of the school year, and we are hoping to be able to replace the last 13 computers by the end of the budget year. Summer Tutoring classes currently have access to this lab. Contracted instructors provide assistance to participants. Monthly expenditures consist of \$169 for Bright House internet service.</p> <p>Qtr4: On September 10th, the first of many sessions to come began in the lab. Users of the lab totaled 43. Of this number, nine (9) were adults in the Introduction to Computers class. The remaining were students in our After School Tutoring Program.</p> <p>Given the fact that this month marks the beginning of a new school year, with eight months ahead, participant levels are expected to rise. The advantages afforded students to help excel in class work and FCAT skills are tremendous. The bank of computers with internet access also opens up avenues for increased classes in varying computer programs.</p> <p>We are encouraged monthly that we are making an impact by aiding the Lakeland community in becoming increasingly more technically knowledgeable.</p>	FY2007	\$1,500	Completed
Pam Page	Lake Mirror Masterplan Construction	Construct Lake Mirror Park and facilities elements including North Promenade, Longreen, The Mirrors, pedestrian connection from the Iowa Street garage to the promenade, Main Street Overlook, and renovation of the Lake Mirror Center.	<p>Qtr1: Construction documents are 90% complete.</p> <p>Qtr2: Construction documents are 95% complete and are scheduled to go to bid May 1, 2007 for the remaining park elements which are The Long Green, The Mirrors, Main St Overlook, the North Promenade and gateways. The Lake Mirror Center Renovation bids came in over budget and the project is currently in architectural redesign.</p> <p>Qtr3: The remainder of the Lake Mirror project is out to bid. The bids are due August 2, 2007. The Lake Mirror Renovation has been put on hold, due to costs, until the rest of the project bids come in.</p> <p>Qtr4: Project bid has been awarded to Rodda Construction. Construction will commence in October 2007 with estimated completion of October 2008.</p>	FY2009	\$5,252,422	In Progress
Lisa Lilyquist	Library Facilities Expansion	Expand and improve Library facilities and services in response to community partnerships and identified needs.	<p>Qtr1: The E-library contractor has been selected for the facility build-out.</p> <p>Qtr2: The build-out of the storefront at 4740 South Florida Ave. (unit #3 at Lake Miriam Shopping Plaza) began February 19, 2007 and will continue until early May. Purchase of the materials collection for the E-library is also in progress. Staff has been hired to run the facility and have started training.</p> <p>Qtr3: Build-out of E-library space at Lake Miriam Square continued during third quarter. Flooring issues and late arrival of lights for stack areas have held up opening. Staff are trained and have been working at the Main Library. The collection has been delivered and some furniture is installed. Grand opening will occur in July. The total cost of this project is estimated at \$400,000, with \$160,000 set aside for purchase of the collection. Upon completion, the County will be reimbursing the City of Lakeland \$250,000 for this project.</p> <p>Qtr4: Grand opening of the elibrary South Lakeland was July 16, 2007. Facility build-out complete. Minor punch list items remain. One capital item, an outdoor book drop, is on order after approval received from landlord for placement. Collection purchase continues from city allocation. Build-out costs in 4th quarter = \$40,088.00. Collection expenditures in 4th quarter = \$6,707.00.</p>	FY2007	\$400,000	Completed

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Pam Page	Neighborhoods Beautification	Landscape and beautify neighborhoods in collaboration with neighborhood associations.	<p>Qtr1: The Lake Morton Flowering Tree Arboretum is 85% complete. Bid documents for the Martin Luther King (MLK) and the Memorial Blvd Beautification project have been sent out. The beautification project for US 98 from Memorial Boulevard to 8th Street is 75% complete.</p> <p>Qtr2: The Lake Morton Flowering Tree Arboretum has been completed. A list of the trees will be added to the Parks & Recreation web page. The Martin Luther King Jr. beautification project is under construction. The medians and paver inspirational words have been installed. The landscape and irrigation contract has been awarded and will commence this Spring. The Memorial Ave beautification project bids have been evaluated and are pending Commission approval. The US 98, Memorial to 8th street beautification project has been completed. A FDOT Beautification Grant has been submitted for Memorial Blvd from Wabash to the I-4 Intersection. Construction documents are currently underway for the I-4 Memorial and I-4 Kathleen interchange.</p> <p>Qtr3: The Martin Luther King Beautification Project has been completed. The Memorial Beautification project is pending irrigation well installation. Federal Department of Transportation (FDOT) Beautification Grant for Memorial Blvd from Wabash to I-4 Intersection has received funding. I-4 Memorial Intersection construction documents have been completed. I-4 Kathleen Interchange documents pending.</p> <p>Qtr4: The Martin Luther King Jr. Boulevard beautification has been completed. The Memorial Boulevard Beautification project from the Larsen Power Plant to West Lake Parker is under construction. The beautification grant application for Memorial Boulevard from Wabash Ave to I-4 received funding from FDOT and is scheduled for construction this year. I-4 & 98 beautification is pending. I-4 Memorial and Kathleen are construction documents are in progress.</p>	FY2007	\$300,000	In Progress
Pam Page	Parks and Trail Services Expansion	Expand Parks facilities and services pursuant to adoption of Parks and Trails Master Plan.	<p>Qtr1: The Municiple Services Taxing Unit (MSTU) proposal has been postponed. The draft of the Impact Fee Study was under review by the Consultants and their report was received January 19, 2007, it is currently under internal review.</p> <p>Qtr2: Presented the proposed Parks Impact Fee Study to Staff. A commission workshop is scheduled in April. Collaborating with The Polk County School Board, Polk Sports Marketing and Polk County Leisure Services for potential park development partnerships on school board properties. Pursuing a land swap with the State on the Teneroc site which would reduce infrastructure costs of the future community park. Jackson Park renovation is approximately 25% complete.</p> <p>Qtr3: Parks Impact fee workshop held with City Commission in April further action pending. Teneroc land swap pending state approval. Jackson Park Renovation is substantially complete.</p> <p>Qtr4: Construction of Jackson Park completed. Teneroc land swap proceeding north of Lake Parker. Private donation of 33.5 acres accepted and currently in design for development of Cypress Youth Sports Complex. Collaborative development of the PCSB site for the Teneroc High School stadium and soccer complex proceeding with TDC.</p>	FY2017	\$26,000,000	In Progress

Communication Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Stan Martin	Law Enforcement Citizen Education	Educate citizens as to the Vision, Mission, Goals, Objectives, and operation of the department through citizen education programming.	<p>Qtr1: On November 30, 2006, forty-seven students graduated from the Lakeland Police Department's Citizens Police Academy. The sixteen week academy is designed to educate the public as to the Vision, Mission, Goals and Operations of the Lakeland Police Department. A second task in this action, the annual open house, is scheduled for March 17, 2007. Planning for the event is in progress.</p> <p>Qtr2: The annual open house was held on Saturday, March 17, 2007 at the police headquarters building. The event, which featured a wide variety of displays and activities, was well attended by the public.</p> <p>Qtr3: Completed on March 17, 2007. No further action necessary.</p> <p>Qtr4: Completed on March 17, 2007. No further action necessary.</p>	FY2007	\$1,200	Completed
Stan Martin	Web Site Performance Measures	Promote effective communications with all residents and stakeholders of the City of Lakeland by publishing law enforcement monthly performance measures.	<p>Qtr1: Every month the various sections, units, and divisions of the Lakeland Police Department report their monthly performance measures to the Planning and Research Supervisor. This information is compiled into a summary report which is then posted on the department's internet site. The process is complete for both October and November of 2006 and December's numbers should be in place by the end of January 2007.</p> <p>Qtr2: The performance measures for December 2006 and January and February 2007 have been posted to the Lakeland Police Department's website.</p> <p>Qtr3: Monthly performance measures continue to be posted on the department's web site.</p> <p>Qtr4: Monthly performance measures continue to be posted on the department's web site. Action item is completed for FY07.</p>	FY2007	\$1,200	Completed

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Stan Martin	Law Enforcement Annual Awards Ceremony	Conduct a department-wide annual awards program in recognition of the achievements of law enforcement personnel.	<p>Qtr1: The Annual Awards Ceremony for Lakeland Police Department personnel has been scheduled for February 15, 2007, at 6:30 P.M. in the Community Room at the Lakeland Police Department headquarters on North Massachusetts Avenue.</p> <p>Qtr2: Annual awards ceremony held on Thursday, February 15, 2007 in the Community Room at the Lakeland Police Department (LPD) headquarters. Sworn and civilian members of the LPD were recognized for their 2006 achievements.</p> <p>Qtr3: Completed on February 15, 2007. No further action needed.</p> <p>Qtr4: Completed on February 15, 2007. No further action needed.</p>	FY2007	\$1,000	Completed

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Stan Martin	Neighborhood Association Coalition Meetings	Empower residents to address neighborhood safety concerns through activities of the Neighborhood Association Coalition (NAC).	<p>Qtr1: The first quarter Neighborhood Association Coalition Meeting was held on December 11, 2006 in the Community Room at the Lakeland Police Department Building on North Massachusetts Avenue. The scope of the meeting changed slightly from those in the past, in that, more emphasis was placed on high-level strategic issues impacting the neighborhoods rather than tactical issues that are better handled by the Neighborhood Liaison Officers.</p> <p>Qtr2: The second quarter Neighborhood Association Coalition Meeting was held on Monday, March 12, 2007 in the Community room at the Lakeland Police Department building. The discussion focused on strategic issues facing the neighborhoods and the tactical issues as referred to and handled by the Neighborhood Liaison Officers.</p> <p>Qtr3: The third quarter Neighborhood Association Coalition (NAC) meeting was held on June 11, 2007. The discussion focused on the department's Hispanic Outreach Program and the recent classes conducted by the NAC involving human trafficking and the Neighborhood Emergency Action team (NEAT).</p> <p>Qtr4: The fourth quarter Neighborhood Association Coalition (NAC) meeting was held on September 10, 2007. The discussion continued to focus on strategic rather than tactical issues. The Hispanic Festival held on October 6 was an example of the department's involvement and support of the Hispanic Outreach portion of this action item. This action is completed for Fiscal Year 2007.</p>	FY2007	\$500	Completed
Stan Martin	Regional Police Services	Develop and implement a plan for regional distribution of police services to obtain optimal efficiency of police resources, personnel, and services in transition to regional sub-stations.	<p>Qtr1: The first part of this project, gathering information from neighboring agencies, has been completed. Site visits were conducted at the Clearwater, Tampa, and Jacksonville police departments. The project is now moving into its second phase in which we closely examine the unique characteristics of Lakeland and propose organizational solutions to meet our current and projected needs.</p> <p>Qtr2: Meetings were held on February 9, 2007 and February 23, 2007 to discuss the proposed rough organization drafts and to identify those issues that kept this concept from working well several years ago.</p> <p>Qtr3: A meeting was held on May 17, 2007 to examine the detail proposals for department reorganization to support the regionalization plan. Further analysis of the alternatives continues at this time.</p> <p>Qtr4: A meeting was held on July 23, 2007 to examine a proposed Table of Organization for the department. Further analysis continues. The entire process has been impacted by the effects of the proposed property tax cuts and the resulting resources that will be available to support this reorganization.</p>	FY2009	\$1,500,000	In Progress

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Richard Baker	Energy Efficiency Program	Implement enhanced energy-efficient equipment including Heating Ventilation and Air Conditioning, plumbing, lighting and other electrical components for City of Lakeland facilities by studying one major facility each year.	<p>Qtr1: Facilities Maintenance has met with both Siemens and Trane corporations to discuss the Lakeland Electric Administration Building as the first City Building to be studied for the energy efficiency program. Both Siemens and Trane have spent time looking at the building and have made presentations to the City about their recommendations for energy saving programs. City representatives must now meet to discuss the next step which will be to either enter into a guaranteed or stipulated contract with one of the above referenced corporations. Once a decision has been made as to which company will perform the study, Facilities will work with that representative to complete the survey and analysis of the Heating Ventilation Air Conditioning (HVAC), Electrical and Plumbing systems in the building. The next meeting for discussion on this item is set for January 19, 2007.</p> <p>Qtr2: Contract awarded to Trane Corporation, to perform the Energy Savings Audit of the Lakeland Electric Administration Building. Trane is scheduled to start meetings with various departments to develop the building model in early April. This computer model of the building will simulate various conditions of time of day, season, building occupancy and peak electrical and water use to develop a replacement recommendation of energy saving HVAC, electrical and plumbing equipment creating a guaranteed savings that will pay for such replacement over a given period of time. Facilities Maintenance will be working with Trane to determine which City building or group of buildings will be the next in line to study for the continuation of this action step.</p> <p>Qtr3: The Trane Company has developed the computer model of the Lakeland Electric Administration Building and has been running time of day and season schedules on the HVAC, Electrical and Plumbing components within the building. Trane is in the final analysis stage of their study and plans to present their analysis and proposed program changes and cost on July 19, 2007. Discussion with Trane during this quarter has lead to the decision to have City Hall be the 2008 building next on the list for an energy saving audit. Facilities Maintenance has included the cost for this audit in the 2008 budget.</p> <p>Qtr4: The analysis on the Lakeland Electric Administration Building has been completed. Budget figure for the proposed scope of work was presented to Lakeland Electric for review and consisted of Chiller replacement, HVAC control upgrades, Air Handler repairs and Lighting upgrades. Upon discussion by City and LE staff direction was given to Trane to develop bid documents and submit quotes for an agreed upon scope of work. This scope was based upon the most economically sound components of the suggested changes that were proposed by Trane. The final proposal from Trane consisting of solid figures for the proposed work is due the week of October 22, 2007. Decisions will be made at that time on if the proposed work will be completed in the 07' fiscal year or spread over a two year period.</p>	FY2007	\$20,000	In Progress

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Robert Chen	Brick Street Policy	Create a new City Brick Street Policy to allow property owners to petition for conversion of asphalt streets to brick streets and to share the cost for the upgrade.	<p>Qtr1: The newly developed Brick Street Policy has been final reviewed by representatives from Public Works and Community Development departments and the City Attorney's office. A memorandum is being prepared for the City Manager's review for the official adoption of the policy.</p> <p>Qtr2: A memorandum and the proposed Brick Street Policy have been submitted to the City Manager's office for review and approval.</p> <p>Qtr3: The City Manager's office is still reviewing the proposed Brick Street Policy.</p> <p>Qtr4: The task has been completed by the Public Works Engineering Division. The recommended policy is being reviewed by the City Manager's office for implementation.</p>	FY2007	\$5,000	Completed

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Robert Chen	City-wide Sidewalk Program	Implement the City-wide sidewalk program including planning, budgeting, designing, permitting, obtaining needed rights of way, construction and maintaining the existing sidewalks.	<p>Qtr1: Completed the design and construction of the following sidewalks during this quarter: Second Street from Lincoln Ave. to Omohundro Ave.; Kennedy Blvd. from Williams Blvd. to Valencia Senior Center; Lake Hollingsworth Dr. from Buckingham Ave. to Cleveland Heights Blvd.; New York Ave. from Pear St. to Memorial Blvd.. Several other sidewalk projects are currently in various stages of design or construction.</p> <p>Qtr2: We completed the design and construction of the sidewalks on Main Street from Lake Beulah to Central Avenue and on Central Avenue from Main Street to Olive Street. We completed the design of N. Socrum Loop Road sidewalk from Arteva Avenue to a major drainage culvert at the County park with boat ramps, and submitted the design to FDOT for a permit. We mailed out 100 survey letters to the New Jersey Road neighborhood for a determination of the neighborhood support of the New Jersey Road sidewalk project from Bartow Road to Crystal Lake Drive.</p> <p>Qtr3: The City received favorable support of the New Jersey Road sidewalk project and began the construction in June 2007. We received a Notice to proceed from Federal Department of Transportation (FDOT) for the construction of the sidewalk improvements project on Bartow Road and Main Street. The project is scheduled for construction in the spring of 2008.</p> <p>Qtr4: The Public Works Department completed the construction of New Jersey Road sidewalk project and the Robson Street Neighborhood sidewalk project. We are actively planning for City sidewalk projects on a continuing basis.</p>	FY2016	\$4,779,250	In Progress
Greg James	Edgewood Drive Extension	Complete the extension of Edgewood Drive from South Florida Avenue to Harden Boulevard.	<p>Qtr1: In December of 2006 the Public Works staff presented an update to the City Commission. The City Commission gave staff the approval to move forward with right of way acquisition and completion of the construction documents. The intent is to construct the project in two phases. The first phase will include relocation of the San Gully Ditch and soil remediation of the old San Gully road area. The second phase will construct the roadway. Phase 1 will be implemented in December 2007. A right of way consultant should be on board by June 2007 to start right of way acquisition. The design for the proposed traffic signal at the Harden/San Gully intersection is 90% designed and will be submitted to Federal Department Of Transportation (FDOT) for permit approval during the first quarter of 2007.</p> <p>Qtr2: The design for the proposed traffic signal at the Harden/San Gully intersection is 90% designed and will be submitted to Florida Department of Transportation (FDOT) for permit approval by May 2007. TBE Group is developing a design/build criteria package which will be advertised for proposals in August 2007. The intent is to have the ditch relocation and soil remediation underway by December 2007. City staff is working with FDOT on getting the Local Agency Program agreement in place for the Federal funds. Right of way acquisition procedures are being reviewed by FDOT and City staff hopes to receive a notice to proceed on right of way in July 2007.</p> <p>Qtr3: The right-of-way maps have been modified to accommodate the phasing of this project. The Design/Build criteria package is close to completion and will be ready for advertising in August. It is still our goal to move forward with right-of-way acquisition in July.</p> <p>Qtr4: The City Commission approved an agreement with American Acquisition Group in September for the acquisition of the required right of way. Details for the Design/Build contract are being finalized so that it can advertise for bids in Nov.</p>	FY2011	\$20,000,000	In Progress
Robert Chen	Lime Street Two-way Conversion	Complete conversion of Lime Street between Florida Avenue and Ingraham Avenue into a two-way street.	<p>Qtr1: This is a Florida Department of Transportation (FDOT) Local Agency Program (LAP) agreement project with joint fundings from the City and Federal grants. The design has been reviewed and approved by Florida Department of Transportation (FDOT). We are currently in the process of acquiring needed right of way for the construction of this project. Phase 1 of this project (Florida Avenue to Ingraham Avenue) is now totally City funded and Phase 2 (Florida Avenue to Massachusetts Avenue) is funded by the Local Agency Program (LAP) grants. Florida Department of Transportation's (FDOT's) notice to proceed for construction will not be issued for Phase 2 until the right of way acquisition has been completed. We anticipate right-of-way (ROW) acquisition for Phase 1 will be completed in the first quarter of 2007 and construction can then commence. Phase 2 right-of-way (ROW) acquisition involves more complicated properties and will require more time to complete.</p> <p>Qtr2: The City's Construction & Maintenance Department is in the process of reconstructing several turning radii along Phase 1 of Lime Street in preparation of the two-way conversion. The City passed a resolution to proceed with condemnation of property for needed right of way for the project, if necessary.</p> <p>Qtr3: The Public Works Department completed the improvements of turning radii of Lime Street between Ingraham Ave. and Massachusetts Ave. and converted this Phase 1 segment into two-way traffic. We are in the process of acquiring the last two pieces of right-of-way at the intersection of Lime St. and Florida Ave.</p> <p>Qtr4: The Public Works Director's office is continuing the right of way acquisition and coordination with FDOT for the authorization of construction for the Phase 2 segment of the project.</p>	FY2008	\$920,000	In Progress

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Robert Chen	North Lakeland Stormwater Improvements	Complete the North Lakeland master plan stormwater improvements project.	<p>Qtr1: We have received approval for grants from Federal Emergency Management Agency (FEMA) Hazardous Mitigation Grant Program in the amount of \$2,176,171 for the total project (Design and construction for Basins A, B, C and D). The subgrant agreements for the Phase 1 scope (Design) for Basins A and C have been executed. The subgrant agreements for Phase 1 of Basins B and D are being executed. The design for Basin C has been completed and a South West Florida Management District (SWFWMD) permit has been obtained. We are currently in the process of acquiring needed properties and easements for the construction of a retention pond and outfall conveyance system within Basin C. Task Authorizations will be issued to a consultant to begin design work for Basins A, B and D.</p> <p>Qtr2: Task authorizations have been issued to Keith & Schnars to complete design work for Basin C, and to begin design work for Basins A, B and D. The City passed a resolution to proceed with condemnation for properties needed for the retention pond in Basin C if necessary.</p> <p>Qtr3: Basin A - Design 95% complete. Application submitted to SWFWMD for a permit. Legal descriptions being prepared for needed easements. Construction specifications being prepared. Basin B - Design 90% complete. The consultant is inquiring for an exemption from SWFWMD. Basin C - Construction bid selected. Properties for the retention pond site and easements for the drainage ditch construction obtained by the City. The City consultant is preparing a Phase 1 completion package to be submitted to FEMA/DCA by 7/31/07. Basin D - Design 90% complete. The consultant is inquiring for an exemption from SWFWMD.</p> <p>Qtr4: The Phase 1 completion package for Basin C was submitted to FEMA State Department of Emergency Management office on July 13, 2007. The acquisition of needed right of way and easement for the construction of Basin C project has been completed. The City has selected a low bidder, Kamminga & Roodvoets, for the construction of Basin C project. We plan to enter into a contract with Kamminga & Roodvoets when we receive authorization for Phase 2 (Construction) from FEMA. The Public Works Department met with FEMA and State Department of Emergency Management representatives to review the comments of Basin C Phase 1 completion package. We are awaiting approval for Phase 2 (Construction) of Basin C.</p>	FY2010	\$2,200,000	In Progress
Greg James	Sleepy Hill Road Widening	Complete the widening of Sleepy Hill Road from 2 lanes to 4 lanes.	<p>Qtr1: Construction is 58% complete. In early December, traffic was shifted to the new eastbound lanes and construction of the westbound lanes is underway. The new signal at the Mall entrance has been constructed and is in flash mode. The proposed signal at Mall Hill Dr. has been designed and materials have been ordered. Community Development is in the process of collecting funds for the signal from the two (2) adjacent developments. Lakeland Electric will be installing the street lighting. Public Works will fund the capital cost out of the Transportation Fund. Street light installation should begin in late January. The contractor is about 3 weeks behind schedule.</p> <p>Qtr2: Construction is 72% complete. The contractor is completing concrete work for the center medians. The new signal at the Lakeland Square Mall entrance has been constructed and is operational. The new signal at Mall Hill Dr. is constructed and in flash mode. We are waiting for LE to begin street light installation. The contractor is about 3 weeks behind schedule. We are anticipating substantial completion on May 1st and the permanent pavement markings to be installed in June.</p> <p>Qtr3: The project is substantially complete. The new roadway is fully operational and only a few items remain to be addressed by the contractor. We are still waiting on Lakeland Electric to install the street lighting. We are targeting Final Acceptance in August.</p> <p>Qtr4: Road construction is complete. Lakeland Electric has completed the street lighting. Restoration of the right of way is underway by the lighting contractor.</p>	FY2007	\$5,000,000	In Progress
Greg James	Waring Road Extension	Complete the extension of Waring Road from Old Medulla Road to West Pipkin Road.	<p>Qtr1: American Acquisition Group (AAG) continues to acquire right of way for this project. Out of 24 parcels needed, we have settled 3, 5 parcels are pending, 4 parcels have been non-responsive and we continue to negotiate with 12 parcels. In December, the City Commission authorized eminent domain proceedings. The suit will be filed in January. The estimated date for the Order of Taking Hearing is June 2007.</p> <p>Qtr2: American Acquisition Group (AAG) continues to acquire right of way for this project. To date, of the 24 parcels, we have settled 9, 1 is pending, 12 are represented by attorneys and going to suit, and 2 have been non-responsive and are going to suit. The suit will be filed in April or May 2007. The estimated date for the Order of Taking Hearing is July 2007.</p> <p>Qtr3: Right-of-way acquisition is moving forward. The eminent domain case will be filed late Summer.</p> <p>Qtr4: Preparation for the filing of the Eminent Domain lawsuit continues. The suit is set to be filed in October 2007.</p>	FY2008	\$6,900,000	In Progress

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Lynn Chisolm	Fleet Program Benchmarks	Participate in the development of a Fleet repair performance measures benchmark tool that participating government agencies will be able to utilize.	<p>Qtr1: Initiated contact with several agencies throughout the State to see if they had any interest in being a participant in the program. At present, only one response has been received (The City of Cape Coral is willing to be involved) but we are waiting on several others to reply. We will continue to solicit participants in the next quarter.</p> <p>Qtr2: Continued contacting other agencies as to their interest in participating in the program. To date we have received 5 positive responses for participation while waiting on others to commit. An initial kickoff meeting is scheduled for late April.</p> <p>Qtr3: Information meeting held in late April. Discussions started to determine what measurements will be used.</p> <p>Qtr4: Continued to solicit participants for the study. Several have signed up and discussions were held considering what measurements to use. Many will attend the Fall Conference of the FBC at which time we hope to finalize the measurements for the study.</p>	FY2008	\$1,000	In Progress
Doug Gleckler	Lake Gibson Southwest Drainage Basin Project	Complete construction of a series of stormwater treatment facilities in the southwest drainage basin to Lake Gibson.	<p>Qtr1: Invoicing for South West Florida Water Management District (SWFWMD) grant funds (\$115,463) for the Watershed Management Plan – Conceptual Design (2006) was completed. The District's requests for additional information and refinement of the invoicing format were satisfied and the funds received. Grant applications for FY08 SWFWMD funding were prepared and submitted. The City is requesting \$1,250,000 in grant funding for land acquisition and construction to be matched by the City. Another request for an additional \$1,250,000 will be submitted for FY09. The total estimated project cost for land acquisition and construction will be \$4,500,000. Project scope proposals for final design and permitting were submitted by the project consultant, reviewed by staff, and the task authorization approved by the City Commission. The FY07 cooperative funding agreement for \$75,000 between SWFWMD and the City was finalized then approved by the City Commission. The Lakes & Stormwater Capital Improvement Plan (CIP) has \$75,000 in matching funds budgeted to match the District's funds. Surveying by Public Works engineering will begin when permission to enter private property is obtained.</p> <p>Qtr2: Approval from SWFWMD regarding FY08 Cooperative funding application is pending decision by District. Survey permissions were received from property owners and site survey work performed by PW Engineering is complete. Compilation of survey data is in progress by City of Lakeland Public Works (PW) Engineering for submittal to design and permitting consultants Environmental Consulting & Technology, Inc. (ECT). Appraisal and Phase I Environmental Assessment completed for Hall property and land (4.676 acres) purchased by City.</p> <p>Qtr3: Conceptual Design is complete and a meeting was held with Public Works, the consultant, and the Water Management District. 30% of plans are in progress. The City received a \$113,666.88 reimbursement from the SWFWMD per the cooperative funding agreement for the Watershed Management Plan. The Florida Department of Environmental Protection (FDEP) reimbursed the City for \$241,181 (50%) per the Cooperative Funding Agreement for the Urban Lakes Restoration Initiative to purchase property to be used for the Lake Gibson project.</p> <p>Qtr4: The 30% design plans were reviewed. The project update was presented at the City Commission meeting as part of Lakes Appreciation Month. The scope of work for the FY08 Southwest Florida Water Management District (SWFWMD) cooperative funding agreement for \$562,500 in District funds was developed for and subsequently approved by the City Commission. Meetings were held with representatives from Without Walls and the Estates at Carpenters to present the project concept and request permission to conduct geotechnical work currently underway by Universal Engineering Services.</p>	FY2009	\$4,000,000	In Progress

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Doug Gleckler	Lake Hollingsworth Westside Treatment Strands Project	Complete construction of stormwater treatment retention strands between the path and the lake on the western side of Lake Hollingsworth.	<p>Qtr1: A public meeting was held where photographic renderings of the site, before and after construction, were displayed along with a formal presentation and Question & Answer session. A meeting was also held with Public Works Administration, the City's consulting Attorney, and the City Attorney staff to discuss issues that may arise during the land acquisition phase of the project. Additional investigation into the ownership limitations of the property was deemed necessary. The City Attorney's office is conducting a thorough review of the titlework to determine factors that will affect the valuation of the required easements. The Land Acquisition Consultant's proposal was received and the task authorization was approved by the City Commission. Work is on-hold pending determinations from the City Attorney's office regarding the title review. A proposal was received by the engineering consultant regarding surveying, staking and writing legal descriptions for the construction and temporary easements. Task authorization submission and execution of the work is pending the outcome of the title work.</p> <p>Qtr2: Land acquisition services are proceeding following the approval of a task authorization with Chastain Skillman, Inc. to perform survey services for permanent and temporary construction easements. A kick-off meeting was held with the City's land acquisition services firm, Gulf Coast Property Acquisition Services, Inc. City staff are providing necessary documentation to Gulf Coast to support their activities. Appraisal work is in progress. Only staff hours were expended this quarter as no invoices were received from consultants. A lag period was experienced waiting for the appraisers schedule to accommodate the City's needs. Updated title work was ordered at the end of the quarter and not yet received.</p> <p>Qtr3: Significant public feedback was received regarding the proposed project subsequent to staking the easements for appraisal services. An update presentation was given to the City Commission. An alternatives analysis is underway to investigate best management practices that did not exist or were otherwise not considered within the initial study. Moduss Engineering, Inc., a local firm in Bartow, is conducting the study.</p> <p>Qtr4: An assessment review of the Alternatives Analysis Study originally developed by CH2MHill was completed by Moduss Engineering. A review meeting was held with Public Works staff to discuss the findings and determine the next phase of the project. A conceptual plan representing the recommended alternative is being prepared from which an engineering design and permitting services proposal will be developed. Staff time was spent accumulating data and information to be evaluated by the consultant.</p>	FY2008	\$900,000	In Progress
Mike Whigham	Road Repair and Stormwater/Drainage Maintenance Benchmarks	Participate in the development of a road repair and stormwater/drainage benchmark tool that can be used by all participating government agencies.	<p>Qtr1: In October the Road Repair and the Storm water/ Drainage Maintenance Committees met and established the benchmarks for the categories. The information for 2005/2006 will be input by the end of February 2007. By May 2007, the information will be available to analyze. Object of the information is to benchmark against other like communities and is a method to see if someone has a better way of doing maintenance.</p> <p>Qtr2: The 2006 information was submitted to the Florida Benchmarking Consortium in January, 2007. The information will be compiled into a database. Once the information is checked by the Consortium then the process of selecting other like communities to evaluate will begin. After the evaluation we can determine what successes we have in different areas and the successes of other similar communities. In May, 2007, the Annual Florida Benchmarking Consortium will meet in Orlando to discuss the current information and uses of the information. Also, new areas to benchmark will be discussed to expand the information database.</p> <p>Qtr3: The data is being cleaned up and will be ready next quarter for review. We will look at data submitted by Tallassee and Gainesville to benchmark with as these two cities are similar geographically and demographically.</p> <p>Qtr4: A meeting was held with the SOAT committee to discuss the benchmarks that the City will use and which cities will be benchmark against. Annual meeting for the Florida Benchmarking Consortium will be held on October 12, 2007.</p>	FY2008	\$1,000	In Progress

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Bryan Riley/Karen Lukhaub	Benefits Summary Booklet	Develop a booklet of benefits that would provide a brief summary of coverages available to City employees.	<p>Qtr1: A Welcome letter has been developed, the 2007 premiums updated and staff is in the process of obtaining bids from 3 vendors for printing services for the booklet.</p> <p>Qtr2: The "Welcome Booklet" continues to be used successfully in new-hire orientation sessions. In addition to the booklet, a Power Point presentation which explains all benefits was developed and is being used at in-processing with all new employees beginning in February 2007. This user-friendly presentation assists new employees with the selection of available benefits, making signing up for their choices at orientation less complicated. This helps to ensure that the employee is enrolled in all elected benefit programs on a timely basis, at the level they desire.</p> <p>Qtr3: 1) The pension, employee relations and health/life benefits information prepared for newly hired employees was consolidated to streamline the orientation process, with the goal of reducing confusion experienced by new employees overwhelmed by the mass of detail covered at their orientation meetings. 2) Provided new employees with a user-friendly matrix listing key contact numbers to use for specific concerns, i.e., "Who do I call for Employees Assistance Program assistance?", etc.</p> <p>Qtr4: Prepared Medicare Part D application and revised health insurance premiums for FY 2008. GASB 45 (Government Accounting Standards Board) Valuation; provided census and updated rates - actuary to calculate City's liability for future claims. Prepared a City-wide announcement for employees on new rates. Met with City retirees to provide update on health premium rates, Medicare Part D and GASB 45. Mailed out change to the City's health plan document for HealthSTAT to employees & retirees.</p>	FY2007	\$1,000	Completed
Karen Lukhaub	Employee Wellness Clinic	First year's implementation cost to provide an on-site alternative for City employees to handle minor emergencies and injuries, as well as preventive health maintenance.	<p>Qtr1: In December 2006 the bid for Wellness Services was awarded to HealthStat. In January, 2007 meetings will be held to determine the clinic location, employee incentives and timeline for implementation.</p> <p>Qtr2: Renovation of Civil Service conference room to house the Wellness Clinic has begun. Wellness program guidelines have been established. Currently developing a schedule and booking locations for employee education sessions and employee health risk assessments.</p> <p>Qtr3: Wellness Clinic's Grand Opening will be August 3, 2007</p> <p>Qtr4: City Wellness Clinic's grand opening was held on Friday, August 3, 2007, and was open for utilization on Monday, August 6, 2007.</p>	FY2010	\$459,128	Completed
James Olds	Safety Training Records	Maintain Safety training records in a central location so that each employee can access their own training history and determine what classes they need in order to be in compliance with their department's requirements.	<p>Qtr1: Last year's (2006) Safety Fair training data has been included but we still need to work more closely with Department of Information Technology to the ensure database is user-friendly.</p> <p>Qtr2: The recent addition of a new Office Associate position to the Safety team is anticipated to help expedite goal progress. Training to access the Safety records needs to be set up to accommodate this year's Safety Fair, scheduled for May 2007.</p> <p>Qtr3: All training scorecards from both Safety Fairs conducted this year have been added to the centralized database as of July 12, 2007.</p> <p>Qtr4: Safety file cards are being updated and we are adding other areas of interest to the cards.</p>	FY2007	\$700	In Progress

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Karen Lukhaub	City Property Value Database	Implement database to keep track of new City buildings, expansions and demolitions to ensure no lapse in insurance coverage by adding, revising or deleting values as needed.	<p>Qtr1: In January an electronic version of Appraisal was placed on Risk Management computers and reviewed for accuracy.</p> <p>Qtr2: Trial period continues.</p> <p>Qtr3: Property Appraisal report now available online utilizing Assetmaxx software. Provides numerous reports including insurance, accounting transactions, system building and adhoc.</p> <p>Qtr4: Action item was completed on September 30, 2007.</p>	FY2007	\$59,100	Completed

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
James Olds	Disaster Response Training	Expand focus of disaster response plan to include all disasters, either natural or man-made.	<p>Qtr1: Hurricane plan has been updated with the necessary references, however, formatting of such still needs work. The National Incident Management System/Incident Command System (NIMS/ICS) compliance for 2006 deadline was accomplished and records maintained, however, additional training for 2007 is now required.</p> <p>Qtr2: Hurricane plan is currently being formatted and will soon be ready for dissemination. Following the Federal Emergency Management Agency (FEMA) guidelines for local leaders to be compliant with the National Response Plan, leaders in "key" positions must complete the intermediate level Incident Command Courses by September 30, 2007. These courses are Incident Command System (ICS) 300 and 400. This mandate affects those Police and Fire personnel who are ranked Lieutenants and above.</p> <p>Qtr3: Hurricane Plan has been completed and distributed to various departments. Plan's name changed to Emergency Operations Plan (EOP). However, based upon feedback received after publishing, a few areas need to be changed.</p> <p>Qtr4: Necessary changes to the City Emergency Operations Plan have been made. However, more recent guidance from both FEMA/Department of Homeland Security and the Federal Highway Administration (FHVA) require additional changes that affect reimbursement along federally-aided roads. Both LPD and City Property Information are assisting in the collection of the necessary data.</p>	FY2007	\$500	In Progress

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Mark Raiford	Purchasing & Central Stores Process Improvement	Work towards achievement of The Florida Association of Public Purchasing Officers (FAPPO) 2006-07 Award for Excellence & Best Practice in Public Procurement, which recognizes local agency contributions to the public purchasing profession.	<p>Qtr1: Review application for Florida Association of Public Purchasing award (FAPPA). Applicable explanation and documentation have been developed for Sections 1, 2, 3 and 5 of the application.</p> <p>Qtr2: In March 2007 Completed the application for the "Award for Excellence & Best Practice in Public Procurement" for 2006-07. Submitted the application to the Florida Association of Public Purchasing Officers for consideration.</p> <p>Qtr3: "Award for Excellence & Best Practice in Public Procurement" for 2006-07 was earned by Purchasing in April 2007.</p> <p>Qtr4: Completed 3rd Quarter 2007 and noted on database.</p>	FY2007	\$520	Completed

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Tom Mattiacci	English Oaks Force Main Construction	Expansion of the Southwest Wastewater Collection and Transmission Systems in a timeframe to address anticipated growth.	<p>Qtr1: An initial route has been developed by the design firm and presented to the Polk Parkway authorities. The Water Utilities Department staff is now addressing the Parkway authorities' concerns. Black & Veatch has developed preliminary plans and cost estimates for the booster pump station.</p> <p>Qtr2: Revised plans forwarded to Polk Parkway authorities to address their concerns. The next meeting should be held in late April 2007. Black & Veatch has submitted 60% plans for review.</p> <p>Qtr3: The Parkway Authority has tentatively approved our submittal. Staff is currently arranging meetings with the Florida Department of Transportation (FDOT), Polk County, and City of Lakeland Right-Of-Way (ROW) agents. Black & Veatch has submitted 90% of plans for review.</p> <p>Qtr4: Design in progress for pump stations and pipelines. The Turnpike Authority is refusing to allow access to their right of way. Consultant directed to pursue design in easements. The pump stations should go to bid next quarter.</p>	FY2009	\$11,000,000	In Progress
Chuck Garing	Northeast Wellfield Permit Process	Complete the water use permitting process to obtain additional supply which in turn will allow continual growth in the greater Lakeland area.	<p>Qtr1: Water Utilities Department staff met with South West Florida Management District (SWFWMD) on October 27, 2006, and developed the framework for an agreement which would facilitate issuance of a permit. South West Florida Management District (SWFWMD) staff reversed some of the agreed upon terms. The City of Lakeland Administration is now seeking legal relief. NOTE: Project Estimated Cost should have been listed as \$1,508,538.80.</p> <p>Qtr2: Legal staff is proceeding with the Discovery Phase and is developing the City's position for the administrative hearing in June 2007.</p> <p>Qtr3: The administrative hearing has been delayed until August 2007.</p> <p>Qtr4: The administrative hearing ended on August 21 and the Judge asked both counselors to submit a summary by mid October. The Judge anticipates making his findings public by mid December 2007.</p>	FY2007	\$750,000	In Progress
Tom Mattiacci	Northside Chlorine Contact Chamber (NCCC) and AutoThermophilic Aerobic Digestion (A-TAD) Construction	Ensure treatment capacity is available for future development and increase the rating of the plant with construction to meet Florida Department of Environmental Protection (FDEP) permit requirements.	<p>Qtr1: The chlorine chamber was placed into operation on October 6, 2006. To date, the chlorine chamber is functioning efficiently and meets the requirements of the Florida Department of Environmental Protection (FDEP).</p> <p>Qtr2: During the second quarter the facility was tested hydraulically and put into operation and is substantially complete. The Contractor is engaged in the completion of support and clean-up activities.</p> <p>Qtr3: The Northside Chlorine Contact Chamber construction has been completed. A purchase order has been issued for AutoThermophilic Aerobic Digestion (A-TAD) chamber. Construction is scheduled to begin in Fall 2007.</p> <p>Qtr4: Equipment continues to arrive for A-TAD. Contractor to mobilize after hurricane season due to insurance concerns.</p>	FY2007	\$2,152,000	In Progress
Robert Conner	Southwest Irrigation Utility	Develop an alliance with Polk County Utilities and area municipalities to share information and develop alternative water resource and reuse strategies.	<p>Qtr1: The Utility Consultant is developing a conceptual report to indicate the design, location and costs of the alternative irrigation supply system. Staff has met with the City of Mulberry to discuss both Water and Wastewater cooperative initiatives.</p> <p>Qtr2: The final report has been received. Negotiations with Polk County continue. Project is to include on-site storage of wet-weather reuse quantities.</p> <p>Qtr3: Negotiations with Polk County continue.</p> <p>Qtr4: The COL and Polk County have jointly commissioned a preliminary design and water balance (Boyle Engineering) which will determine the present and future maximum number of customers to be effectively served by the new system. There have been discussions with the City of Auburndale about establishing similar reuse system in the NE Growth Area. The just published Design Standards for Subdivisions includes a section on provision of non-potable irrigation water. Expenditures are total for the year, as none had been posted to date.</p>	FY2009	\$5,000,000	In Progress
Gary Ross	Water Balance Study	Complete Water Balance study to adequately prepare for projected near and long-term growth demands.	<p>Qtr1: Project not started yet. The Utility is waiting on the new water use permit to clearly define the scope of the study.</p> <p>Qtr2: This project is on hold pending approval of our Water Use Permit.</p> <p>Qtr3: This project is on hold pending approval of our Water Use Permit.</p> <p>Qtr4: This project is on hold pending approval of our Water Use Permit. Resolution expected early 2008.</p>	FY2007	\$100,000	Not Started

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Gary Ross	Water Transmission Mains	Expand the Southwest Water Transmission System in a timeframe to address anticipated growth.	<p>Qtr1: Water Utilities Department staff has developed a priority sequencing of several water transmission line segments.</p> <p>Qtr2: This project is on hold pending approval of our Water Use Permit.</p> <p>Qtr3: An outside engineering firm has been hired to update the hydraulic model and size new water mains.</p> <p>Qtr4: Hydraulic modeling continues by Chastain-Skillman. Modeling process is approximately 60% complete.</p>	FY2009	\$2,175,000	In Progress
Tom Mattiacci	West Lakeland Wasteload Reduction Facility (WLWRF)	Complete design, permitting, financing and construction of proposed Wastewater High Strength Pre-Treatment Plant.	<p>Qtr1: Completed design and supporting documentation was sent to the State Revolving Loan committee in December 2006.</p> <p>Qtr2: The State loan has been approved for the construction. A pre-bid meeting will be held April 11, 2007 to obtain construction services. All construction permits have been obtained and notice has been sent to obtain the final easement.</p> <p>Qtr3: Bids have been received. Low bid was approximately \$17 million. Staff is awaiting direction from City Administration.</p> <p>Qtr4: Purchase orders have been issued and the Contractor given the Notice to Proceed. Shop Drawing reviews are in progress. Publix agreed to sell an easement for \$60,000.</p>	FY2008	\$16,133,000	In Progress