

2008 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: Completed initial marketing brochure for distribution. Annual FY07 report updated and finalized.</p> <p>Qtr2: Final payment was made for brochures. Set airport tenant meeting for open forum discussion. Current workload and preparation for annual Sun 'n Fun Fly-In precluded additional work on this item.</p> <p>Qtr3:</p> <p>Qtr4: Tenant meeting was held in the third quarter. Ongoing meetings will be held on a periodic basis as is required. A memorandum was sent to tenants regarding improved procedures for tenant requests through Maximo, our new work order system. This is a continuing effort in communicating with the tenants at the Airport and improving quality of service.</p>	FY2008	\$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: Investigated additional venues and opportunities. Completed subscription in internet-based Part 139 compliance training at no cost. Completed training record-keeping forms, program binder and policy procedures.</p> <p>Qtr2: Staff training procedures for Federal Aviation Regulations, Part 139 training was completed.</p> <p>Qtr3:</p> <p>Qtr4: Completed 2nd quarter.</p>	FY2008	\$5,000	In Progress

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: Researched the acquisition of additional equipment needed for aviation/aircraft related emergency services. Hours recorded by Lakeland Fire Department (LFD).</p> <p>Qtr2: Firefighting equipment needed for aircraft fires was acquired.</p> <p>Qtr3:</p> <p>Qtr4: Project completed September 2008. Final Florida Department of Transportation (FDOT) grant close-out documentation to be completed in 1st quarter FY09.</p>	FY2008	\$750,000	Completed

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
	Airport / Aviation Business Marketing	Implement consultant-based marketing plan to expand on-airport aviation related businesses and pursue establishment of air carrier, air taxi and scheduled chartered service for passengers and/or cargo.	<p>Qtr1: Attended additional meetings with representatives from University of South Florida (USF), The Center for Urban Transportation Research(CUTR) and others considering the high-tech need for commercial service. Selected National Business Aviation Association (NBAA)conferences for attendance to pursue corporate aviation opportunities. Toured airport with new commercial service to observe operations and determine the possible impact on Lakeland Linder Regional Airport (LLRA). Costs are ongoing consultant fees.</p> <p>Qtr2: Aviation space marketing brochure is complete. Attended National Business Aviation Association (NBAA) Schedulers and Dispatchers conference in Georgia. Met with proposed sister city airport regarding scheduled charter operations. Meetings and phone conferences with national jet share company, airlines were held.</p> <p>Qtr3:</p> <p>Qtr4: Marketing brochures were distributed to prospective airlines as well as Maintenance and Repair Organization (MRO) type businesses. Continued efforts are being pursued with several companies resulting from leads received. Efforts are expected to continue with these prospects for a minimum of 12 months. Securing this type of commitment and investment is lengthy and is based on their current contractual obligations.</p>	FY2011	\$316,000	In Progress
	Airport Rates and Charges Document	Perform a comprehensive review of regional market rates and charges of airports of similar size and infrastructure level and prepare a formal rates and charges document that will promote competitive rates.	<p>Qtr1: 1st Draft complete and discussed at the Airport Advisory Board Meeting in Quarter 1, FY08. Research continuing on additional information.</p> <p>Qtr2: Continuing ongoing research from additional airports.</p> <p>Qtr3:</p> <p>Qtr4: Continued information gathering from industry to ascertain the most efficient method in correlating the rates and charges with lease activities. Attended a conference related to rates, charges and inclusion in lease clauses. Final rates, charges and implementation will be completed in the second quarter of 2009.</p>	FY2008	\$4,800	In Progress

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
	Airport Master Plan and related Infrastructure Development Plan	Revise the master plan and airport layout plan to reflect the timing of capital projects in concert with an implementation plan for proposed infrastructre development projects.	<p>Qtr1: Held planning meetings with Airport Engineering and Economic Development consultants. Revised the proposed terminal area layout plan options to meet existing and proposed future needs.</p> <p>Qtr2: Continue preparation of proposed terminal area layout for expanded ramp access to taxiway A. The meetings will include Florida Department of Transportation (FDOT) Aviation division.</p> <p>Qtr3:</p> <p>Qtr4: Met with Florida Department of Transportation (FDOT) and Airport Consulting Engineer regarding the terminal ramp configuration and the availability of aviation grant funding. Ramp redesign strategy has been discussed for incorporation into the Master Plan. Initial meetings regarding the priority of projects for the Master Plan have been discussed and the Master Plan update is currently in progress with new funding from Federal Aviation Administration (FAA) for \$190,000 in 2009. Completed September 2008.</p>	FY2008	\$15,000	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: FAA authorized additional airport markings to be funded with remaining grant dollars. Began process of preparing specifications for quotes.</p> <p>Qtr2: Layout of new Federal Aviation Administration (FAA) taxiway lead-in markings was completed. FAA approval of engineer contract related to required airfield striping is pending.</p> <p>Qtr3:</p> <p>Qtr4: Completed taxiway lead-in markings. Federal Aviation Administration (FAA) further authorized additional federally-mandated markings to utilize more of the previously unused grant dollars. Sealed bids were requested and received and the contract awarded. Work to be completed in 1st quarter, FY09.</p>	FY2008	\$4,087,318	In Progress

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
	Financial Trend Monitoring System	Research and make recommendations on how to move forward with the implementation of a Financial Monitoring System.	<p>Qtr1: Three meetings were held this quarter. Tracking initial KSIs in Excel rather than developing a database. Met with Purchasing Manager, IT Director, and PE Managers regarding purchasing a Performance Management System this year. System has been placed on IT project list and taking the next steps in Quarter 2 toward selection.</p> <p>Qtr2: Project listed as a level 2 on the Information Technology (IT) list. Spoke with Terry Brigman, IT is awaiting City Manager approval of project rankings. Once ranking is approved, a scope and business plan will be completed and the project moved to the next level.</p> <p>Qtr3:</p> <p>Qtr4: The funding for this Action was cut from the FY2008 Budget and not funded for the FY2009 budget.</p>	FY2008	\$100,000	Abandoned
Kindle Bowden	Government Finance Officers Association (GFOA) "Distinguished Budget Award"	Attain GFOA Distinguished Budget Award through adaptation of City budget as an effective policy-making, communications, financial, and operational tool.	<p>Qtr1: The 2008 Performance Budget packet was submitted to the Government Finance Officers Association (GFOA) for review. Results should be obtained by March 2008.</p> <p>Qtr2: Received the Government Finance Officers Association (GFOA's) Distinguished Budget Presentation Award for FY2008. Also received a summary of suggested enhancements for the FY2009 budget document.</p> <p>Qtr3:</p> <p>Qtr4: Complete</p>	FY2008	\$4,000	Completed
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: Performance Excellence will move this process forward in 2008.</p> <p>Qtr2: To be completed in conjunction with the City-wide Process Improvement program.</p> <p>Qtr3:</p> <p>Qtr4: Procedures being developed as Rapid Process Improvement Projects are completed. Additional methods will be incorporated into the other facets of process improvements as they progress.</p>	FY2009	\$5,000	In Progress
Kindle Bowden	Process Improvement Program (OCAT)	Implement a process improvement program throughout the organization.	<p>Qtr1: Performance Excellence will move this process forward in 2008.</p> <p>Qtr2: Tentative plan established to develop organizational task force, selection process, to serve as process improvement facilitators, participate in training, identify key processes in organization, prioritize processes, select pilot process teams, to begin in third quarter of fiscal year.</p> <p>Qtr3:</p> <p>Qtr4: Training has occurred for the Rapid Process Improvement (RPI) Process. As of year end, a list of suggested projects has been identified by Senior Management and 3 RPI's projects have been completed. For FY09, the RPI list will be further refined and those projects not falling into the RPI category will be identified and a plan of action developed for addressing those process improvement needs.</p>	FY2008	\$10,000	In Progress

COMMUNICATIONS

Communication Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
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: Survey instrument has been updated to include KSI-related questions.</p> <p>Qtr2: Survey instrument was amended to include specific Key Success Indicators (KSI) -related questions. The initial surveys were mailed the week of February 10th with a deadline for return on March 14, 2008. A follow-up reminder letter was sent the week of February 24th. Data will be compiled and analyzed by Florida Southern Market Research team under the guidance of Nick Nugent, Assistant Professor of Business Administration. Rough draft of report should be available by April 18, 2008. Final project will be completed on or before April 30th. Kevin Cook will present results to the City Commission at the Department Presentation on June 16, 2008.</p> <p>Qtr3: Survey results compiled and presented to the City Commission as a Department Head presentation on June 16, 2008. Final report is available upon request.</p> <p>Qtr4: Completed last quarter.</p>	FY2008	\$5,500	Completed
	COL Website - Design and Software Upgrades	Upgrade COL website software and add new features including design changes.	<p>Qtr1: IT is still working on the NovusGov upgrade. Recruitment efforts underway for a City-wide Electronic Media Specialist.</p> <p>Qtr2: The Communications Department finalized graphics and Novus Solutions is building the templates. The target date for the "new look" will be sometime this summer. The Electronic Communications Specialist came on-board March 24, 2008. His primary duties include updating the website.</p> <p>Qtr3: Delays with outside consultant took this project off track. IT still working with Novus regarding transition to our server. Possibility that a new company may be chosen if consultant cannot provide service outlined in original job specifications. Launch date of July 3rd fell through.</p> <p>Qtr4: Completed.</p>	FY2008	\$0	Not Started
	COL Website - Spanish Enhancements	Include an area on existing COL website with full Spanish capability.	<p>Qtr1: Due to budgetary constraints, this project was not funded for the FY '08. A Spanish front page will be built with the conversion to the new version of NovusGov. Additional pages and enhancements will be incorporated as budgets allow.</p> <p>Qtr2: See 1st quarter update for details.</p> <p>Qtr3: See 1st quarter update for details.</p> <p>Qtr4: Abandoned due to budgetary constraints.</p>	FY2008	\$5,000	Abandoned
	Help the Homeless	Develop and implement 10-year plan to end homelessness in Lakeland.	<p>Qtr1: The City of Lakeland has partnered with the County in producing a 10-Year Plan to end homelessness. This is a long-term plan that will take years to implement.</p> <p>Qtr2: The City of Lakeland has partnered with the County in producing a 10-Year Plan to end homelessness. This is a long-term plan that will take years to implement.</p> <p>Qtr3: The City of Lakeland has partnered with the County in producing a 10-Year Plan to end homelessness. This is a long-term plan that will take years to implement.</p> <p>Per STEve Bissonnetee there is "no progress to report at this time". He will be contacting a gentleman named Mark Spiker to find out where the RFP is for a facilitator to move the project forward.</p> <p>Qtr4: The City of Lakeland has partnered with the County in producing a 10-Year Plan to end homelessness. This is a long-term plan that will take years to implement. Per Steve Bissonnetee there is "no progress to report at this time". He will be contacting Mark Spiker to find out where the RFP is for a facilitator to move the project forward.</p>	FY2008	\$0	Not Started

COMMUNICATIONS

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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: Boxes are ordered and will be delivered sometime in February.</p> <p>Qtr2: Communications is working with Employee Relations to recognize employees on InSite. Please note: The suggestion box referenced under the 1st quarter details does not belong under this action item it belonged to an action item from FY 2007 (customer inquiry).</p> <p>Qtr3: Communications is working with Employee Relations to recognize employees on InSite. Please note: The suggestion box referenced under the 1st quarter details does not belong under this action item it belonged to an action item from FY 2007 (customer inquiry).</p> <p>Qtr4: See third quarter.</p>	FY2008	\$1,200	In Progress
	Video Segments - LGN	Produce a monthly segment that provides newsworthy topics of interest to our residents including an in-depth look at how our City departments operate as well as the latest events in the City of Lakeland.	<p>Qtr1: Several video segments have been produced to air on PGTV and were posted on Lakelandgov.net and the Ledger multimedia section. The Communications Department is making video news segments and publishing them on various websites as they are produced.</p> <p>Qtr2: Several video segments have been produced to air on PGTV and were posted on Lakelandgov.net and the Ledger.com multimedia section. The Communications Department is making video news segments and publishing them on various websites as they are produced.</p> <p>Qtr3: Several video segments have been produced to air on PGTV and were posted on Lakelandgov.net and the Ledger.com multimedia section. The Communications Department is making video news segments and publishing them on various websites as they are produced.</p> <p>Qtr4: Several video segments have been produced to air on PGTV and were posted on Lakelandgov.net and the Ledger.com multimedia section. The Communications Department is making video news segments and publishing them on various websites as they are produced.</p>	FY2008	\$0	In Progress

Economic Opportunity Goal

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Mimi Fernandez	Employee Appreciation Communication Program	Develop & Propose a City-wide Employee Appreciation Communication Program.	<p>Qtr1: The Communications group is discussing changes to the format of the City Manager employee meetings to include presentation of employee appreciation items. Communications will be working with Performance Excellence and a team to ensure all employee appreciations are included at some level.</p> <p>Qtr2: Employee meetings with City Manager will be held April 8th - 14th. T-Shirts were not approved this fiscal year due to budget constraints.</p> <p>Qtr3: No further action for FY '08.</p> <p>Qtr4: Completed second quarter.</p>	FY2008	\$2,500	Completed

COMMUNITY DEVELOPMENT

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: Worked with the Board of County Commissioners to expand Lakeland's Core Improvement Area to include the Medical Campus district in order to allow for the exemption of impact fees for expansion, alteration or new construction. Assisted in the relocation of one owner-occupant out of the medical area and into a more viable residential neighborhood.</p> <p>Qtr2: Work continues with the Watson Clinic and Lakeland Regional Medical Center to assist in the relocation of one owner-occupants out of the medical area and into more viable residential neighborhoods.</p> <p>Qtr3:</p> <p>Qtr4: Staff is working with the Watson Clinic on the Master Plan for their properties. The Master Plan includes a number of "community" commercial and office uses which are consistent with the Mid Town CRA Redevelopment Plan and residents' requests for access to goods and services.</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: Staff responded to a few private sector inquiries last quarter regarding Williams and/or USF. Staff participated in an all day USF sponsored "visioning" event led by M. Goodman and attended by many local leaders in government and economic development, business and education. Results of the visioning event will be monitored with possible future follow up meetings. The intent was to set a vision that can be communicated both to area land owners near the future campus and to local leadership throughout the community.</p> <p>Qtr2: Staff responds to occasional inquiries by potential buyers or developers of the Williams Development of Regional Impact (DRI). Staff also continues to coordinate as needed with the Florida Turnpike Enterprise on issues related to funding and constructing the Pace Road Interchange on the Polk Parkway. Review of the potential design, discussion on potential impact fee credits for and coordination with adjacent landowners regarding the Williams East-West roadway connector to SR 33 has been another staff review function this quarter. Multi-party funding solutions to capacity issues on SR 33 and/or the I-4/SR 33 Interchange are being explored.</p> <p>Qtr3:</p> <p>Qtr4: The City Commission approved Resolution 4714 on 9/15/08. This Resolution embodies the Joint Planning Area Agreement for the Pace Road Interchange on the Polk Parkway and was approved by the Polk County Board of County Commissioners (BoCC) on 9/24/08; the other signatories are the Florida Turnpike Enterprise and the Williams Company. The construction of the new Parkway interchange will need to proceed simultaneously with the first University of South Florida (USF) campus buildings. The Williams Company is responsible for constructing the so-called East-West Roadway that connects the Development of Regional Impact (DRI) and Campus to SR 33. The Williams Company has an approved Community Development District (CDD) to issue bonds for infrastructure improvements. The economic slowdown has seen no movement or proposals for vertical development within the DRI which received approval in July of 2007 for a substantial deviation.</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	Development Review Process	Complete fully automated development submission and review process for commercial site plans and subdivision plats.	<p>Qtr1: The Subdivision Review Team completed a draft of the revised Subdivision Regulations and a copy has been forwarded to the City Attorney for review. Work continues on a companion procedure manual and a proposed new fee schedule. We anticipate that a final draft of the new ordinance will be available for review and adoption during the next quarter. No action on automation this quarter.</p> <p>Qtr2: The Subdivision Review Team completed a process flow chart reflecting the proposed new review and approval process. Additional changes were made to the draft of the revised Subdivision Regulations. The draft is ready for public review and comment. Work continues on a procedure manual and revised fee schedule.</p> <p>Automation for site plan and subdivision review remains the ultimate goal but implementation will be time consuming and costly. In light of the current fiscal situation, staff is not pursuing automation at this time.</p> <p>Qtr3:</p> <p>Qtr4: The Subdivision Review Team revised the process flow chart and the text of the proposed Subdivision Regulations in response to input from the development community. The primary changes concern the bonding of infrastructure improvements. It is anticipated that the revised regulations will be presented to the City Commission for adoption in the next quarter. Automation for site plan and subdivision review remains the ultimate goal but implementation will be time consuming and costly. In light of the current fiscal situation, staff is not pursuing automation at this time.</p>	FY2008	\$25,000	In Progress

Growth Management Goal

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Robert Chen	Downtown Streetscape Program	Design and construct new streetscape projects in the Downtown as funds are budgeted and projects are identified.	<p>Qtr1: Public Works Department completed the design and obtained Florida Department of Transportation (FDOT) permit for the streetscape project on S. Florida Ave. between Walnut St. and Olive St. fronting the Pilot Bank. The construction of this project is currently on hold due to unavailable funding. All other FY 08 streetscape projects are currently on hold pending available funding.</p> <p>Qtr2: No activities to report this quarter. The Downtown Streetscape program is currently on hold pending City Administration's approval for funding.</p> <p>Qtr3: The funds for the S. Florida Ave., Pilot Bank Streetscape project has been authorized in June 2008. The Public Works Construction & Maintenance plans to begin construction in July 2008.</p> <p>Qtr4: The streetscape on South Florida Avenue in front of Pilot Bank has been completed. Other future streetscape projects are pending.</p>	FY2016	\$1,150,000	In Progress
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: Work continues on private structures. Staff reviewed a proposed office-residential mixed use project.</p> <p>Qtr2: The Garden District zoning overlay was adopted in 2005. Community Development staff considers this action item to be completed.</p> <p>Qtr3:</p> <p>Qtr4: The Garden District zoning overlay was adopted in 2005. Community Development staff considers this action item to be completed.</p>	FY2008	\$1,000	Completed
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: Worked with the Board of County Commissioners to expand the boundaries of Lakeland's Core Improvement Areas to include two neighborhoods, Parker Street and North Lake Wire, in order to facilitate the development of in-fill housing. The Core Improvement Area designation by the Board of County Commissioners (BOCC) allows for the exemption of impact fees for all expansion, alteration or new construction. The Lakeland Community Redevelopment Agency continues to acquire substandard residential properties for the purpose of housing redevelopment in more challenging neighborhoods.</p> <p>Qtr2: Expansion of Core Improvement Area is being marketed to try to incentivize new residential development in urban neighborhoods.</p> <p>Qtr3:</p> <p>Qtr4: Construction of new residential units in the Parker Street Neighborhood used impact fee exemptions plus Enterprise Zone tax credits for just under \$14,000 in savings per unit for new construction. Staff is exploring how to market these savings in order to encourage continued use of these two incentive programs.</p>	FY2008	\$53,000	In Progress
Nyla Campbell	Lot Acquisition Program	Pursue the acquisition and recycling of vacant and abandoned lots into the private housing market.	<p>Qtr1: Progress on action item has slowed. The program was initiated as part of the HOPE VI redevelopment plan. The City worked through outside legal counsel to obtain clear title to 20 in-fill lots for the Housing Authority to construct single-family, home ownership units. For the next few years we continued to obtain clear title to an average of 20 lots per year and carried this concept forward under the Urban Homesteading Program. These properties were typically obtained through the foreclosure of Special Assessment liens. However, in 2005 the City began placing Special Assessment liens on the property owners Ad Valorem tax bills. The result has been for many of these liens to be paid off in advance of foreclosure. Consequently, the acquisition process has slowed in favor of the private property owners paying off their liens.</p> <p>Qtr2: The Urban Homesteading Program is progressing slowly because of the Special Assessment liens process. Staff members of the Housing and Legal Divisions continue to monitor affordable buildable lots to clear title.</p> <p>Qtr3:</p> <p>Qtr4: Staff members of Neighborhood Services and Legal Divisions continue to monitor buildable lots to add to the Urban Homesteading program.</p>	FY2008	\$30,000	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 proposed by the Chamber of Commerce.	<p>Qtr1: Still in progress but no action to report this quarter.</p> <p>Qtr2: Community Development staff reviewed the proposed changes to the sign regulations and determined that no changes to the existing regulations are warranted at this time.</p> <p>Qtr3:</p> <p>Qtr4: Community Development staff reviewed the proposed changes to the sign regulations and determined that no changes to the existing regulations are warranted at this time.</p>	FY2008	\$1,000	Completed
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: Glatting Jackson was hired to perform the first phase of a major code rewrite. The first phase involves identifying and mapping various Design Districts that have a similar urban form. Staff met with and provided consultant with Geographic Information System (GIS) and other planning data.</p> <p>Qtr2: First phase of the project has been completed with the acceptance of a Development Form Study and a map illustrating the various Design Districts that will form the basis of the proposed new code. Budget support for future phases will be critical to the success of the effort.</p> <p>Qtr3:</p> <p>Qtr4: A consultant's proposed scope of work is under review for the second phase of a multi-year effort to create the next-generation of the City's land development regulations. Staff researched existing form-based codes and best coding practices. Elements of the code not assigned to the consultant will be developed in-house.</p>	FY2008	\$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: Data collection for the Southwest Lakeland Sector Plan was completed. Three community planning meetings were conducted. A public survey was distributed and posted on LakelandGov.net. We anticipate a draft final plan will be available for review during the next quarter.</p> <p>Qtr2: A review draft of the Southwest Sector Plan was completed. This draft was e-mailed to a list of stakeholders and posted on the City's website for review and comment. Background data and mapping was posted on the website. We are working with the Communications Department to design a colorful and easy-to-read brochure format for the plan. An update on the sector planning initiative was presented to the City Commission.</p> <p>Qtr3:</p> <p>Qtr4: The Southwest Sector Plan was completed and adopted by the City Commission. The final plan was posted on line and printed versions of the user-friendly brochure will be made available. Preliminary work has begun on a sector plan for Downtown which will be coordinated with updates to the Downtown Community Redevelopment Area (CRA) Master Plan. Due to the issues involved, staff will be assisted by a consultant in producing the Downtown Sector Plan.</p>	FY2015	\$225,000	In Progress
Bruce Kistler	Site Plan Review	Reorganize and automate the Site Plan Review and Subdivision Plat submission process.	<p>Qtr1: The new permit center conference room is now in use as the "home base" for the Development Review Team (DRT). The DRT review process is mature at this point although small improvements continue to be made. Survey data indicates the DRT process is well received by developers. No action on automation this quarter.</p> <p>Qtr2: The Development Review Team continues to operate effectively. A new Subdivision Review Team has been created to handle subdivision review and approval in a similar manner (details and staff hours are reported in a related action item).</p> <p>Automation for site plan and subdivision review remains the ultimate goal but implementation will be time consuming and costly. In light of the current fiscal situation, staff is not pursuing automation at this time.</p> <p>Qtr3:</p> <p>Qtr4: The Development Review Team continues to operate effectively. The process is resulting in better site plans and fewer conflicts with developers. Automation for Site Plan and Subdivision Review remains the ultimate goal but implementation will be time consuming and costly. In light of the current fiscal situation, staff is not pursuing automation at this time.</p>	FY2008	\$10,000	In Progress

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
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: The consultant contract was completed in September and initial work began in the last quarter of the year involving the City's pathways system. Focus group meetings were held with City staff including Parks Department which is partnering financially in this component in order to determine connectivity needs for the parks. Other focus groups included elected officials and community groups (bike/pedestrian groups, citizens and the Lakeland Neighborhood Association Coalition (NAC). Interested parties attended an Open House and workshop event held November 1, 2007. Mapping and a narrative summary of the outcomes is being finalized. The consultant has begun data collection and analysis of the roadway system including review of required functional classification changes. Staff is managing the contract. Development related workload limited staff-led work components last quarter in regard to data collection for non-road sections of the element update such as transit and aviation.</p> <p>Qtr2: This quarter the consultant team finalized the compiled public input received from various workshops held on the City's pathway system (bike/pedestrian) needs. The consultant conducted and completed a report on the "handlebar" survey (rode bicycles on our system) to evaluate bike system improvement needs within the City for example the Lake to Lake system. They are using all data on pathways exercise and surveys to develop a prioritization of recommended system improvements. The consultant has just about completed work on the recommended updates to the City's roadway functional classification system with a report pending.</p> <p>Qtr3:</p> <p>Qtr4: Approximately \$77,228.07 has been invoiced and paid for the Transportation Element Update and Parks Connectivity Plan; the total Element update project is estimated to cost twice that (the \$60K figure was an early estimate). During the third and fourth quarter the consultant primarily focused on performing the Functional Classification Update, responding to comments regarding the draft Pathways Prioritization component and completing a draft of the Parks Connectivity Plan. Progress on the project has slowed due to competing work priorities of the Project Manager.</p>	FY2008	\$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: At a special City Commission meeting held Dec. 21st, the City approved the Campus Development Agreement (CDA) with the University of South Florida (USF) officials and the agreement was fully executed. This allows USF to meet certain obligations within their land donation agreement with the Williams Company and allows USF to proceed with State funding of campus development. Changes to expand or intensify the campus plan would open up this agreement to new scrutiny and/or any official update to the Campus Master Plan could re-open the CDA. Costs cited are largely advertising, which may be subject to reimbursement by USF. In December, 2007, the COL committed \$5 million to the campus development cause.</p> <p>Qtr2: This action is primarily completed. The City signed a final agreement in December 2007 with the University of South Florida (USF) called a Campus Development Agreement. However, we do and will continue to coordinate with USF regarding any remaining challenges to final campus development including their ongoing state funding issues and/or transportation issues as may relate to agreements they have with the Williams Company.</p> <p>Qtr3:</p> <p>Qtr4: Other than continued coordination with University of South Florida (USF) on any required activity at the legislative or local levels, the physical development of the campus is primarily a USF task. This quarter the City received the \$5 million payment from the State University Concurrency Trust Fund to assist with level of service improvements needed on SR 33. On September 15, 2008, the Lakeland City Commission approved Resolution 4714 that reflects the Joint Planning Area (JPA) Agreement between the Florida Turnpike Enterprise, the City, the County and the Williams Land and Acquisition Holding Company. The JPA is intended to address responsibilities of each part as relates to the Pace Road Interchange on the Polk Parkway, its construction and maintenance. The City's next major role will be to continue to monitor and coordinate with the Williams Company and other parties to ensure the East-West Roadway connection from the Williams DRI to SR 33 will be constructed in a timely manner to ensure adequate connectivity to the City and fire as well as emergency services response times.</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: The task force has not been appointed to kick-off this process. City Management is waiting on Lakeland Police Department (LPD) and the state to ratify the latest union contract, which includes some significant changes to the pension plans that are a pre-requisite to the work contemplated by the task force.</p> <p>Qtr2: The task force will be in place by the end of April. This is one of a series of issues that will be addressed by the body over the course of the next few quarters.</p> <p>Qtr3:</p> <p>Qtr4: The Pension Task Force will hold it's inaugural meeting on October 15. This is a long-term project.</p>	FY2008	\$1,000	In Progress
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: Reviewing policies with the City Commission with respect to dividend levels paid from those funds that earn a profit. The only enterprise fund that has a material subsidy is the Lakeland Center. Cleveland Heights Golf Course is very close to requiring a subsidy.</p> <p>Qtr2: Continuing to evaluate subsidy levels in conjunction with the budget scrutiny being applied to the General Fund and Public Improvement Fund. At this point the financial outlook for those two funds requiring subsidy, Cleveland Heights and Lakeland Center, is not clear. We will re-evaluate over time.</p> <p>Qtr3:</p> <p>Qtr4: At present the Lakeland Center and Cleveland Heights Golf Course (CHGC) are requiring subsidies. It is likely that the Regional Airport operation may require subsidies in the near term based on a comparison of rental revenues to operating expenses. Subsidies for the Lakeland Center are to be expected. Few, if any, of these types of entities in the country can operate without a subsidy. CHGC has been very pro-active in evaluating expenses and operating costs and have made many adjustments. Numerous internal efficiency studies have helped to keep these subsidies at a minimum. At this point, I would recommend that we use the talents of the Performance Excellence (PE) office to conduct a comparative market analysis of staffing levels and operating procedures for the Regional Airport operation.</p>	FY2008	\$1,000	In Progress

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: Fire Station #4 was upgraded to Advanced Life Support service which puts us half way thru our departmental transition from Basic Life Support to Advanced Life Support.</p> <p>Qtr2: Two paramedics completed orientation and are currently operating in the field. Two firefighters are currently attending paramedic school.</p> <p>Qtr3:</p> <p>Qtr4: One paramedic graduated from paramedic school and is in the process of meeting medical director requirements. Two paramedics are enrolled in paramedic school.</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: Two Urban Search and Rescue (USAR) classes were taught this quarter. Four trainers are scheduled for "Train the Trainer" classes next quarter.</p> <p>Qtr2: Three classes were taught this quarter: Trench Rescue, Structural Collapse and Vehicle Machinery Rescue. Four trainers attended Urban Search and Rescue (USAR) Train the Trainer classes and two attended Team Leader training.</p> <p>Qtr3:</p> <p>Qtr4: Completed first Operational Readiness Evaluation performed by State of Florida, scored in the top statewide. Provided 1,000 contact hours of Urban Search and Rescue Training to members; completed 40 hour Confined Space Rescue Class; completed annual training requirements for Confined Space and Vehicle/Machinery Rescue.</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: Aircraft Rescue Fire Fighting (ARFF) station is complete. New fire station has been rescheduled for 2016.</p> <p>Qtr2: Aircraft Rescue Fire Fighting (ARFF) station is complete. New S/W Fire Station has been rescheduled for 2015.</p> <p>Qtr3:</p> <p>Qtr4: New SW Fire Station is scheduled for 2015.</p>	FY2015	\$2,850,000	In Progress

Communication Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Lynn Chisholm	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: The research on the completion status of Citywide annual reviews and the timeliness of the reviews are still underway. The task of 360 degree reviews currently is targeted for the Director and Assistant Director positions and is proposed to be part of the information gathering stage of the Annual Performance Review process within the Pay for Performance structure. The outline of this proposal to include 360 degree as part of the Performance Evaluation process was presented at the January 4, 2008 Department Head's meeting with approval to be obtained at a future meeting.</p> <p>Qtr2: A Computer Specialist has been hired in the Human Resource Department. We hope to have the data for the percent of Personnel Performance Reviews in time for the third quarter update.</p> <p>Qtr3: Pursuit of using 360 evaluations is on hold at this time pending implementation of Pay for Performance and clarification of desired outcomes and 360 resources.</p> <p>Qtr4: Pursuit of using 360 evaluations remains on hold pending clarification of desired outcomes and 360 resources.</p>	FY2008	\$1,000	In Progress

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Linda Silas	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: Continue to share the Retirement Eligibility results with the Civil Service and Pension Board and at Department Head (DH) meetings. Will give presentation to the Employee Association and revamp website with new (4th quarter) data. Participate in the annual Career Caravan day.</p> <p>Qtr2: We are currently offering a revamped Retirement Eligibility report to interested parties; work is progressing on making this report web-based. A presentation on the qualification process has been scheduled for the upcoming Department Head meeting.</p> <p>Qtr3: Presented overview of employment processes at Department Head meetings in an effort to educate high-level administrators on the process. Working to customize retirement eligibility reports for various departments.</p> <p>Qtr4: Revised Civil Service Rules document to include more information relating to evaluation process and substitution of experience for education. Worked with Human Resource (HR) staff to simplify qualification hierarchy in some job classes.</p>	FY2008	\$10,000	In Progress
Stephanie Hinson	Employment Webpage	Revise the assessment services webpage to provide more helpful information for job applicants, current employees, and interested citizens.	<p>Qtr1: The content for the update is complete and we are waiting on a class to be given on how to create and update web pages (no one in our office has knowledge in this area). My intern has sent several e-mails to City Communications to get answers and/or help but we have not been able to get the answers or help needed.</p> <p>Qtr2: Our Computer Applications Specialist is working on updating the webpage.</p> <p>Qtr3: New design and content for page is ready for review and posting.</p> <p>Qtr4: Content for page was rejected; revision is underway.</p>	FY2008	\$800	In Progress
Chuck Gerhart	Exit Interviews and Strategies (OCAT)	Conduct exit interviews, consolidate information and provide information to City management on a quarterly basis.	<p>Qtr1: Web based exit interview has been completed and administered. Data is collected and the first report is currently being written. The process for ensuring the timekeepers present the link to the separating employee needs to be developed.</p> <p>Qtr2: Data is being collected and the report will be compiled.</p> <p>Qtr3: Process continues. First report to City Manager will be forwarded shortly.</p> <p>Qtr4: Due to demands of the HR Specialist duties in Policy and Labor Relations, this action item has seen no activity since last quarter.</p>	FY2008	\$567	In Progress

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Tommy Hamrick	Hiring Toolkit	Develop toolkit for assisting hiring authorities with recruitment process	<p>Qtr1: Design goals for the toolkit are complete. The addition of a Computer Applications Specialist to our workgroup has reinvigorated efforts with regards to the completion of this action. Implementation of the toolkit will occur sometime in the second quarter.</p> <p>Qtr2: A draft design for the toolkit exists however, recent research and development has revealed new possibilities that warrant exploring. We hope to finalize our toolkit design by the fourth quarter and begin development.</p> <p>Qtr3: Refined an employment checklist document to serve as the underlying essential structure for the toolkit. Presented the checklist at a Department Head meeting.</p> <p>Qtr4: Work is underway to design the interface for the toolkit. Input is being taken from many internal and external sources.</p>	FY2008	\$10,000	In Progress
Lynn Chisholm	Performance Evaluation Process	Implement plans to expand the Performance Evaluation/Pay for Performance process to all City departments and prepare for a FY09 Beta Year rollout.	<p>Qtr1: The following departments have submitted the Competencies and Rating Criteria drafts for their positions under the new Pay for Performance (P4P) process: Communications, DOIT, Finance, Parks and Recreation, and Water. The following departments are in-progress: Community Development, Human Resources, Lakeland Electric, Fire (non-union), Police (non-union), Risk Management, Purchasing, and Airport. Clerical positions City-wide have been drafted. The Directors/Assistant Directors are in the editing phase. Work is in progress through the Leadership Team and assigned sub-committees to infuse the City Values into the process of evaluating performance. The Employee Association was provided a presentation on 11/15 and information has been posted on In-Site to inform employees. The Leadership Team has been intimately involved in the process with input also received through our Police and Fire P4P monitoring committees. The Police and Fire union positions have begun using P4P as their official tool as of 1/1/08. The next quarter update should include completion of drafts by other departments; process for infusing the Values; and development of the training plan.</p> <p>Qtr2: Competencies have been identified for all positions and rating criteria drafted to clarify each rating category under each competency (5 ratings under each of the 7 - 9 competencies). The rating criteria drafts are complete and summaries have been provided to enable rating templates to be built within PeopleSoft. The progress of the 2nd quarter has been achieved with the help of an Intern as we track the progress for each department and the completion of the rating information for each position. The draft of the Director/Assistant Director rating form is still under review by the group. The training process is on hold until Directors can be briefed on the roll-out plan which will occur within the 3rd and 4th quarters. The briefing is scheduled for the April 15th Director's meeting.</p> <p>Qtr3: As of the end of this quarter, 10 employee briefings have been held including a briefing to the Employee Association Board. A briefing to the Employee Association is scheduled for later in July and briefings will continue until 10/1/08, at which time, supervisory training will commence. Other work to prepare to launch the Pay for Performance process is taking place in order to assure that our resources are ready to support implementation at the beginning of FY09.</p> <p>Qtr4: The Beta Year roll-out for Pay for Performance (P4P) was achieved on schedule for all City departments on 10/1/08, with the exception of the union employees in Lakeland Electric who were delayed due to contract negotiations; however, it is expected that those employees will be included within the Beta year time-frame. Training is running concurrent with the roll-out with supervisors being given the opportunity to attend "just in time" training prior to completing a review using the new process and P4P resource documents.</p>	FY2008	\$6,000	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: Reconfiguration and consolidation of the human resource related activities into a singular HR Department is actively being pursued. With this will come the revamping and supplementing of both the Classification/Compensation as well as the Employee Engagement and Retention workgroups. These changes are occurring presently and will have a noticeable affect on how the incumbent employee perceives the organization.</p> <p>Qtr2: The Classification/Compensation workgroup has not been relocated, as such, no revamping has occurred in this area. Employee Engagement is functioning at approximately 80 percent as positions are solidified, though one position is frozen due to revenue cuts. The clarification of the responsibilities of this workgroup has paid dividends in their ability to focus on key issues. The filling of the Manager of Staffing and Compensation position will allow additional focus on the areas of recruitment, assessment and classification/compensation in the future. Employee perceptions of the abilities of these groups need to be enhanced through stringent hiring standards.</p> <p>Qtr3: Participated in the recruitment of a new Retirement Services Director in an effort to improve our benefit structure. Also participated in FBC Human Resource benchmarking study to identify our performance compared to our peers.</p> <p>Qtr4: Florida Benchmarking Consortium (FBC) study is complete for FY07. The report is available comparing City of Lakeland's performance on 39 Human Resource related measures to her peers. Compensation program is being updated to better allow us to compete for new employees and retain current employees.</p>	FY2008	\$5,000	In Progress

Economic Opportunity Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
	Succession Planning	Identify departmental needs and internal plans, as well as developing plans for a second City-wide Succession Planning program group for FY10.	<p>Qtr1: The City Commission was provided with an update on the Succession Planning Program 12/3/07, including current status of participants and future plans for the Fall 2008 participant selection. Surveys were sent to Department Heads and have been returned to provide a high-level view of Departmental Succession Planning and knowledge transfer activities and needs. Next Quarter update will include data from those surveys and the Succession Planning Coordinator will meet with Department Heads or designated personnel to follow-up on the results in order to develop more focused plans for meeting their and the City's needs.</p> <p>Qtr2: Monthly Mentoring sessions are held with the current Succession Planning Participants (SP2) focusing on the Sterling Criteria categories. The February session was facilitated by Commissioner Justin Troller on the topic of Leadership. The March session was facilitated by Dr. Larry Ross of Florida Southern College on the topic of Strategic Planning. The current group has completed the Certified Public Manager course and has given input towards identifying valuable components of the Succession Planning Process. Informal meetings with the Coordinator have occurred to outline the needs for the next City-wide SP2 group and plans to firm up the process will occur in the 3rd quarter.</p> <p>Qtr3: The FY09 budget for this program was cut as was funding for a future Certified Public Manager program for leadership training; however, plans to proceed with a second Succession Planning Program group with in-house support are in the works. Additionally, training to help facilitate development of position or work-group specific succession planning is being developed for the coming year. Monthly Mentoring meetings for the current Succession Planning Program group have followed the Sterling Criteria categories and the final meeting for this group will occur in August.</p> <p>Qtr4: This action will roll-over into the next strategic planning year as a result of priorities that affected Human Resource's ability to address various departmental needs with respect to Succession Planning. A briefing was provided in the 4th quarter on career development and succession planning through the training division's Lunch -N-Learn series and briefings to enable departments to establish plans to meet their succession planning needs will continue in FY09 despite budget cuts that affected the City's Succession Planning Program (SP2).</p>	FY2008	\$500	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: Process is on hold until the City budget and funding process clear.</p> <p>Qtr2: Continue to review budget process changes in order to determine what would be an acceptable program and establish a timeline.</p> <p>Qtr3:</p> <p>Qtr4: Current FY08 and FY09 budget calls for fiscal restraint. We will continue to develop options for future consideration in order to provide incentives for the staff. Implementation of Pay for Performance will provide opportunities for incentive.</p>	FY2008	\$10,000	Not Started

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: We continue to work with the Imperial Symphony Partnership (ISO) Executive Director towards developing joint programs for our organizations. To this point we have been unsuccessful in developing new programs.</p> <p>Qtr2: Met with Bev Hendrick, Imperial Symphony Partnership Director, to review possible options for the coming year. Programming discussions have been hampered due to budget restrictions.</p> <p>Qtr3:</p> <p>Qtr4: With changes coming from within the City process for providing grants to arts organizations, we will work with Symphony management towards developing additional revenue ideas to support their organizations use of the Lakeland Center. Competition for outside grant dollars (from the community) will push us to further develop joint opportunities with the Symphony.</p>	FY2008	\$25,000	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: First of four Customer Workshops was held with service territory builders.</p> <p>Qtr2: Hosted "Family" customer meeting on February 7, 2008.</p> <p>Qtr3:</p> <p>Qtr4: Held Key Account Customer meeting in August. Provided Power Quality luncheon.</p>	FY2008	\$16,000	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: Key Success Indicator (KSI) on workforce planning has been established and AGMs are working on their divisional plans. Individual Development Plans (IDP) are required for every employee to fill the skills/competency gaps identified in the workforce plans. Approximately 50 employee IDP's have been completed this quarter. Trained Team Leads by taking them through an analysis of the Computer Application Specialist position City-wide and made recommendations to Assistant General Manager (AGM). Prioritized employees in Deferred Retirement Option Program (DROP) and those eligible to retire to videotape interviews to capture their knowledge and to transfer knowledge to the remaining or new employees. Videotaping begins January 22.</p> <p>Qtr2: Executive coaching with four selected employees of Lakeland Electric (LE) began in February as a pilot for specific individual development plans. Interviews with employees in key/critical positions began. Currently reviewing software to recommend for the capture of knowledge in an organized and easily retrievable format. A recommendation is ready to go to the LE Technology Steering Committee for consideration in the FY 2009 budget. A limited pilot of the software is under consideration for this fiscal year.</p> <p>Qtr3:</p> <p>Qtr4: Purchase of the SuccessFactors software for workforce and succession planning was denied. Working with PeopleSoft SME's to determine cost of adding functions to that program for workforce and succession planning and skill/competency matching. Fifteen (15) employees began the Executive Coaching process. Executive Summary and 37 proposed action plans for retention, recruitment and knowledge capture/transfer were submitted for approval for action.</p>	FY2008	\$50,000	In Progress
Betsy Levingston	Lakeland Electric Power Academy	Develop power academy with area schools to attain a skilled workforce.	<p>Qtr1: Viewed Jaeger training equipment and made recommendations for use of grant money to purchase year 1 and 2 lab equipment. Developed flyer for billing stuff and promotion. Videotaping employees for career profiles to use in student recruitment. Hired a Trainer/School-to-Work employee to assist with the recruitment efforts, PR and career fairs.</p> <p>Qtr2: Developed a flyer and video for an academy presentation for Betsy Levingston at the Tenoroc High School (THS) orientation session in January. A ground breaking ceremony for the new Power Academy classroom and lab at THS was held on February 14, 2008. Information about the academy and application process was included in the March utility bill stuffer and many calls of interest were received. Two direct mailings were sent to current 8th graders parents. The student application process began mid-March and by the end of the month 106 applications had been received. Review of applications will take place on April 7th. The criteria for acceptance includes Grade Point Average (GPA), Florida Comprehension Assessment Test (FCAT) scores, last year's grades and attendance.</p> <p>Qtr3:</p> <p>Qtr4: Lakeland Electric Power Academy opened, as scheduled, in August 2008 at Tenoroc High School. Seventy-two (72) students were accepted from 135 applicants. An Open House was held in September. Over 50 parents, students, Lakeland Electric Representatives and School Board members attended. Recruitment of current 8th graders into the program for the 2009-2010 school year is under way. Lakeland Electric has provided 3 subject matter experts to speak to the students. All 5 classes have toured Units 3 & 5 and attended a demonstration of the Unit 3 simulator.</p>	FY2008	\$5,000	In Progress

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Tony Candaes	Electric Production Benchmarks	Implement and develop strategies for continuous improvement in energy production as recommended by the Navigant Study.	<p>Qtr1: 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 688 in December 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>Qtr2: Production formed a Process Improvement team to reduce the high number of pending work orders in June, 2006. In April, 2008 the planned (ready to work) work orders are 754 and the work orders waiting for planning are 468. This reflects a change in our process from last year where we were only tracking the work orders that were "ready to work". The Team continues to fine tune this process by reviewing work orders that deviate from the planning estimates by more than 20% either high or low. This has helped us focus on areas where additional improvements can be made. Expect to publish an update to our process this spring. This effort continues to require significant man-hours to monitor the process and provide reports. 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:</p> <p>Qtr4: Production formed a Process Improvement team to reduce the high number of pending work orders in June, 2006. In April 2008 the Planned (ready to work) Work Orders were 754 and the Work Orders waiting for planning were 468. In September 2008 the total planned and unplanned backlog has risen from 1,222 to 1,672. This is partly explained by planning for outages this Fall and for the Spring, but we are again looking at this creep and trying to determine what other changes are needed to bring this number back down. The Team continues to fine tune process by reviewing work orders that deviate from the planning estimates by more than 20% either high or low. We are in the process of adding a scoring system for the 20% over/under report to better define the weak areas. Published an update to our process this Spring. This effort continues to require significant man-hours to monitor the process and provide reports. Production continues to use Navigant's Generation Knowledge Service (GKS) Benchmarking software. We have received benchmark reports from GKS. Cost and operational data is submitted quarterly and results are compared to an industry peer group.</p>	FY2009	\$30,000	In Progress
	Electric Production Organizational Improvements	Develop and implement processes for continuous improvement.	<p>Qtr1: Current Process Improvement Initiatives include Budget Preparation, Engineering Project Management, Work Order Improvements. These have been done in-house, so there have been no non-salary expenditures. These initiatives involved employees from different work groups but the hours were not tracked.</p> <p>Qtr2: We continue to make progress on the process improvements identified in the first quarter.</p> <p>Qtr3:</p> <p>Qtr4: Production Statistics for Main Generating Units: Capacity Factor 46.33%; Equivalent Availability Factor (EAF) - YTD 83.98% above our goal of 83.50%; Equivalent Forced Outage Rate (EFOR) - YTD 12.79% above our goal of 7.76%. Current Process Improvement Initiatives include Budget Preparation, Engineering Project Management and Work Order Improvements. These have been done in-house, so there have been no non-salary expenditures. These initiatives involved employees from different work groups but the hours were not tracked. New FY09 initiatives include the Safety Task Force and the Maximo Utilization Task Force.</p>	FY2008	\$50,000	In Progress
Farzie Shelton	North American Electric Reliability Corporation (NERC) Compliance	Meet necessary requirements for compliance to NERC.	<p>Qtr1: Lakeland Electric (LE) underwent North American Electric Reliability Corp. (NERC) Readiness Evaluation and Florida Reliability Coordinating Council (FRCC) Compliance Audit in December. Although there were recommendations from the review there were no verified compliance violations to date. Physical and cyber security improvements will proceed for future compliance deadlines.</p> <p>Qtr2: Lakeland Electric (LE) responded to the Florida Reliability Coordinating Council (FRCC) regarding alleged deficiencies named in the December Draft Compliance Audit Report. Approval was received to fill the LE Manager of Electric Compliance position.</p> <p>Qtr3:</p> <p>Qtr4: Completed NERC/Florida Reliability Coordinating Council (FRCC) required training for FRCC Event Analysis Team (FEAT) and Electric System Operator. Attended FRCC workshop for Compliance Tracking System training. Continued to monitor standards and address known issues. Filled Manager of Electric System Compliance position. Participated in mock audit activities.</p>	FY2008	\$125,000	In Progress

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
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: Street lights are in the delivery pole inventory but the ownership fields are not complete. A plan to accomplish this with the required resources is being developed.</p> <p>Qtr2: Lighting assignments have been completed on approximately half of the distribution circuits within the City limits.</p> <p>Qtr3:</p> <p>Qtr4: The field inventory of all street and private area lights within the City limits was completed and the data is being analyzed for correction of billing to all municipal departments and external customers. The field inventory of the remaining system lighting continues.</p>	FY2008	\$25,000	In Progress
	Unit 5 Reliability Improvements	Install system improvements and upgrades to increase unit availability.	<p>Qtr1: Unit 5 has had three major forced outages with causes attributed to corrosion in the combustion turbine. The unit is currently derated because Heat Recovery Steam Generator (HRSG) boiler fouling attributed to corrosion. The corrosion occurs when the unit is cycled off for durations of longer than a few days. A dehumidification system was designed for when the unit is placed on cold standby to mitigate this corrosion. Dehumidifiers were installed this fiscal year during the last fall outage. The dehumidification system was fully commissioned and used for several weeks during December. The dehumidification system performed acceptably as indicated by absence of condensation found at monitoring points throughout the compressor, turbine and HRSG.</p> <p>Qtr2: Completed the design of the upgraded lighting protection and are finalizing installation, which are expected to be completed shortly. The Combustion Turbine batteries and turbine house are on order. The new battery house is expected to be delivered and installed in July 08 and the new batteries are expected in September 08. The new feed water control valve has been installed and we expect to complete the High Pressure Drum level control tuning in the next couple of months. The Heat Recovery Steam Generator Pipe penetrations are about 75% complete, we have a few more to purchase and install on the roof. The plan for the Attemperation Control valves is to purchase new valves that are a direct replacement of the existing so piping changes are not needed. Expect to purchase valves this summer for installation this fall. The cooling tower reinforcement has been delayed due to the need to hire an Engineering Firm to perform a structural analysis before we simply stiffen the structure, expect to get the engineering completed this summer. The plan for the corrosion mitigation project is to install a permanent start-up bypass strainer on the Rotor Air Cooling (RAC) piping and to retube the RAC cooler. We do not have a schedule on this activity at the present time.</p> <p>Qtr3:</p> <p>Qtr4: The upgraded lighting protection for the Unit 5 Cooling Tower (CT) was installed. The CT battery house is installed and batteries are being installed. The new feed water control valve has been installed and High Pressure (HR) Drum level control tuning is in progress. The Heat Recovery Steam Generator (HRSG) Pipe penetrations are about 75% complete, we have purchased a few more for those that have failed since the last outage to change out during the Fall outage. This is a continuing project to change out seals as they fail. New HP Attemperation Control valves have been purchased and will be installed during the Fall Outage. The cooling tower reinforcement has been delayed due to the need to hire an Engineering Firm to perform a structural analysis before we simply stiffen the structure, expect to get the engineering completed next Summer. The plan for the corrosion mitigation project is to have an inspection of the HRSG to evaluate if modifications to the tube bundles can be made to allow better cleaning access. There is a plan to install a permanent start-up bypass strainer on the Rotor Air Cooling (RAC) piping and to retube the RAC cooler. We do not have a schedule on this activity at this time.</p>	FY2010	\$7,020,000	In Progress

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
	Advanced Metering Infrastructure (AMI)	Conduct pilot project to demonstrate further and investigate the implementation of AMI for automated electric power metering and remote electric service reporting and control.	<p>Qtr1: Two hundred (200) electric meters were installed and in-service with central communications established and functioning. Water meter test solution is being finalized.</p> <p>Qtr2: Eighty (80) additional meters were installed. Sponsoring vendor was sold resulting in the loss of technical support. We are attempting to reestablish support with new owner.</p> <p>Qtr3:</p> <p>Qtr4: The sponsoring vendor chose not to proceed any further then what had been accomplished in the deployment and testing. Although not all goals of the project were met, the knowledge and experience gained will be used in the research, evaluation and planning for the Transmission & Distribution system wide AMI/Smart Grid strategic initiative.</p>	FY2008	\$5,000	Completed

LAKELAND ELECTRIC

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
	Clean Air Act Compliance	Meet necessary requirements for compliance to Clean Air Interstate Rule (CAIR).	<p>Qtr1: Low NOx Burners/Overfire Air System: Final Acceptance Testing of new equipment was completed during this quarter. Selective Catalytic Reactor (SCR): Installation of deep foundations has been underway. Foundation work has taken longer than projected due to subsurface issues encountered. The project schedule has been adversely affected and other portions of the project schedule will be accelerated to compensate. It is presently believed that the SCR will be operational before 12/31/08. Contracts for "SCR Ductwork Fabrication" (\$1.51M), "SCR Reactors" (\$1.09M), and "Reinforced Concrete Foundations" (\$0.378M) were awarded during this quarter.</p> <p>Qtr2: All deep foundation and pile cap installation work required to erect the Selective Catalytic Reactor (SCR) is complete. The General Contractor is on site and has established site offices and areas to receive, store and work with materials delivered to the site. Demolition work on the northside of plant and ground preparation to support large cranes has been completed. Two (2) large cranes have been received and are now operational. Erection of structural steel is currently underway. The project is currently on schedule and within budget. During this quarter, contracts have been awarded for ammonia vaporization system, ammonia storage tanks, structural analysis of ductwork, and structural and mechanical general work.</p> <p>Qtr3: Erection of the SCR structure is currently underway. The steel structure is now at its full height of approximately 200 feet above grade and more framing and support steel, grating, and handrail are still being added. The lowest section of the SCR reactor and its support girders have also been set in place on the structure. During this quarter, contracts were awarded for the Sorbent Injection System, SCR Electrical Building & Motor Control Centers, NOx Analyzers, Large Particle Ash Screens, and supply of Control Dampers. The project is currently on schedule and within budget.</p> <p>Qtr4: Work on the Selective Catalytic Reactor(SCR) continues with the pre-outage work expected to be complete by early December. The structure is at its full height of approximately 200 feet above grade. All sections of the SCR reactors and its support girders have been set in place on the structure. There is still much welding, piping, electrical and insulation work to be completed. The project is currently on schedule and within budget.</p>	FY2009	\$45,500,000	In Progress
	Electric Customer Satisfaction Survey	Conduct residential satisfaction surveys quarterly; maintaining a rating of 85% or above. Conduct commercial customer satisfaction surveys semi-annually; maintaining a rating of 80% or above.	<p>Qtr1: Customer satisfaction surveys have been revised and a new vendor commenced surveys in December. Year to date Customer Satisfaction rating is 85%. NOTE: Residential satisfaction survey is conducted monthly. Commercial customer satisfaction surveys are not being performed.</p> <p>Qtr2: Year to date Customer Service Satisfaction rating is 88%.</p> <p>Qtr3:</p> <p>Qtr4: Monthly residential satisfaction surveys were completed each month and finished fiscal year with 85% satisfaction rating. Initial quarterly commercial satisfaction survey completed, scored 77% satisfaction rating. Both surveys will continue in FY09.</p>	FY2008	\$12,000	Completed

LAKELAND VISION

Communication Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Shannon Lanier	Community Diversity Inclusion	Develop a public educational effort engaging the citizenry on diversity and inclusivity.	<p>Qtr1: Efforts are being focused on updating the Vision for Lakeland's future. The community-wide effort, which will revise the guiding document for Metro Lakeland, will conclude in 2009. The resulting feedback will influence the manner in which concerns about diversity and inclusiveness are approached.</p> <p>Qtr2:</p> <p>Qtr3:</p> <p>Qtr4: First of a 5-step community visioning process completed in September. Successfully reached out to the diversity of the community to gather input about Lakeland's future. Next step involves turning the public's ideas into goals and strategies.</p>	FY2008	\$8,000	In Progress

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Anne Furr	Lakeland Downtown Redevelopment	Implement redevelopment plans for the Lakeland Downtown Development Authority (LDDA) expansion areas.	<p>Qtr1: An "Agreement to enter into a Development and Disposition Agreement" between the City of Lakeland, Feltrim Developments, North America and the Lakeland Community Redevelopment Agency is being drafted. A total of \$8,346,490 has been spent to date. In the Eminent Domain Case, the City of Lakeland acting as the Community Redevelopment Agency (CRA) has possession of all but one property. The CRA will have possession of this property on January 1, 2008. Mediation concerning the value of two of the properties wasn't successful; a jury trial has been scheduled for March 2008. Monies have been deposited into the court system for one other property which has no clear title.</p> <p>Qtr2: The draft Agreement to enter into a Development and Disposition Agreement is being reviewed by Feltrim Developments, North America. A total of \$8,360,936 has been spent to date. In the Eminent Domain Case, the City of Lakeland acting as the Lakeland Community Redevelopment Agency (LCRA) has possession of all properties in the expansion area. The March 2008 jury trial was cancelled; one party no longer had legal representation. A case management meeting is scheduled before Judge Yancey on Thursday, April 10, 2008. The purpose of the meeting is to set a date for a jury trial that would determine the land value of two of the properties. One additional property, which the City of Lakeland has title to, continues to have money deposited into the Registry of the Court for whomever is determined to have been the title holder of the property at the time of the taking.</p> <p>Qtr3: The developer of choice, Feltrim Developments, NA, has been sent a draft of the Development and Disposition Agreement for their review. A total of \$8,364,303 has been spent to date on the project. A case management meeting is scheduled before Judge Yancey on Thursday, July 24, 2008. The jury trial to determine the land value of two of the properties has been tentatively scheduled for January 2009. Another property, which the Community Redevelopment Agency has title to, has money deposited into the Registry of the Court for whomever is determined to have been the title holder of the property at the time of the taking.</p> <p>Qtr4: Due to the current real estate market conditions, Feltrim Developments, NA (the developer identified through our 2005 Request for Qualifications (RFQ) process) and the Lakeland Community Redevelopment Agency are discussing alternatives to a formal document agreement. A total of \$8,365,042 has been spent to date on the project. The jury trial to determine the land value of two of the properties, which the Community Redevelopment Agency holds title to, has been set for the week of February 2, 2009. Another property, which the Community Redevelopment Agency has title to, has money deposited into the Registry of the Court for whomever is determined to have been the title holder of the property at the time of the taking.</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 processes.	<p>Qtr1: We have completed the preliminary review of the maintenance area and in the process of summarizing recommendations based on staffing changes maximizing the utilization of part-time employees in the operations. This should be completed in the second quarter.</p> <p>Qtr2: In the process of completing a staffing review in all areas of the golf course including full-time and part-time positions. Current budget reflects 22 full-time positions and the strategy being develop is to reduce the number of full-time positions to 17 over the next 24 months.</p> <p>Qtr3:</p> <p>Qtr4: TRAPS restaurant closed and full-time position was eliminated. Reorganized the maintenance area with the departure of the Greens Superintendent. Replaced the Superintendent with the Assistant and eliminated the Assistant Superintendent position. Full-time positions have been replaced with additional part-time hours in the maintenance area along with utilization of the Work Release Program. The strategy is to under fill positions if possible in the area in order to be at market levels with the surrounding golf courses. Underfilled the Accountant III position with an Office Associate II position. Reduction of capital projects.</p>	FY2008	\$18,000	Completed

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: Construction Management contractor selected. South West Florida Water Management District (SWFWMD) application was submitted. Architectural plans 50% complete.</p> <p>Qtr2: Made changes to the plan to fit the budget (most of the cuts came out of engineering costs).</p> <p>Qtr3:</p> <p>Qtr4: In construction approximately 65% complete. Scheduled completion date April 2009.</p>	FY2008	\$875,000	In Progress

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: Twenty-six (26) Seward Johnson sculptures have been installed in downtown Lakeland and on the Florida Southern College campus.</p> <p>Qtr2: Twenty-six (26) Seward Johnson sculptures have been installed in downtown Lakeland and on the Florida Southern College campus. Sculptures are scheduled for removal May 12, 2008.</p> <p>Qtr3:</p> <p>Qtr4: Lakeland Outdoor Invitational Sculpture show in place on Lemon Street. Peoples Choice award selected on October 3rd during the downtown 1st Friday event.</p>	FY2008	\$25,000	In Progress
Pam Page	Neighborhoods Beautification	Landscape and beautify neighborhoods in collaboration with neighborhood associations.	<p>Qtr1: Memorial Boulevard Highway Beautification Phase IV project has been completed. Kathleen/I4 and Memorial/I4 interchanges are in final design. Landscaped 3 sewer lift stations in neighborhoods. Renovated landscaping at the Polk Museum of Art. Landscaped South Florida Ave. Florida Department of Transportation (FDOT) renovations.</p> <p>Qtr2: I4/US98 interchange has been landscaped and irrigated with Florida Department of Transportation (FDOT) Beautification Grant funds. Memorial Boulevard FDOT Beautification Grant project Lake Parker Drive East to Lake Parker Drive West is complete.</p> <p>Qtr3:</p> <p>Qtr4: Medians and right-of-ways refurbished with plant material to reduce maintenance and minimize irrigation.</p>	FY2008	\$300,000	Completed

PARKS AND REC

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Pam Page	Parks and Trail Services Expansion	Expand Parks facilities and services pursuant to adoption of Parks and Trails Master Plan.	<p>Qtr1: Cypress Youth Sports Complex continues in the design process. Site assessment is complete and final design has commenced. Teneroc land swap is in process to facilitate a nature based North East Recreation Center site. Common Ground construction contract at risk has been selected.</p> <p>Qtr2: Cypress Youth Sports Complex continues in the design process, permit applications have been submitted. Teneroc land swap is in process to facilitate a nature based North East Recreation Center site, appraisals are underway to determine land value. Common Ground construction has commenced.</p> <p>Qtr3:</p> <p>Qtr4: Cypress Youth Sports Complex continues in the design process, permit applications have been submitted. Teneroc land swap is on process, appraisals have been received and approved by State Lands. Currently before Acquisition and Restoration Council (ARC) for approval. Common Ground is about 50% complete, expected completion by end of calendar year.</p>	FY2017	\$26,000,000	In Progress

POLICE

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
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 initial phase of this project identified the need for additional supervisory personnel to adequately implement the plan. In light of the passed portions of the property tax relief legislation and the proposed legislation in the January 29th election this project is on hold...not abandoned but on hold...until we have a better feel for the full impact of the tax reform legislation.</p> <p>Qtr2: No change from prior quarter. Amendment 1, passed on January 29th, precludes the hiring of any additional personnel to implement plan. No further activity is expected this fiscal year. The project is being carried over into the FY 2009 budget but it has been changed to a 5 year project with an anticipated implementation date of 2014.</p> <p>Qtr3: No change from prior quarter...no change is expected for the remainder of this fiscal year</p> <p>Qtr4: No change from prior quarter and no change is projected until there is an overall improvement in the economy or there is a significant increase in city population.</p>	FY2009	\$1,500,000	In Progress

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Greg James	Edgewood Drive Extension	Complete the extension of Edgewood Drive from South Florida Avenue to Harden Boulevard.	<p>Qtr1: City staff and consultant continue to work with Florida Department of Transportation (FDOT) to obtain approval of the Design/Build Request for Proposal and permits. Right-of-way acquisition is underway. Appraisal reports are being prepared and are due in February. The City successfully obtained a right-of-way donation from McDonald's at the intersection of S. Florida Av. and constructed a portion of the proposed curb and drainage improvements along McDonald's southern property line.</p> <p>Qtr2: The City received its permit from the Florida Department of Transportation (FDOT) for the traffic signal to be constructed at the intersection of Harden Boulevard and Grasslands Boulevard. Construction of the signal and intersection improvements began on March 10th. The City continues its efforts with the FDOT to obtain approval of the Design/Build Request for Proposal. Right-of-way acquisition is underway. Appraisal reports are being prepared and are due in April.</p> <p>Qtr3:</p> <p>Qtr4: The traffic signal at the Harden/Grasslands intersection has been completed and is operational. Right-of-way acquisition has commenced and we are 70% complete. Continue to negotiate with Drummond and Hough for the necessary right-of-way on the west portion of the project. As soon as negotiations are successful, we will move forward with the Design/Build contract to relocate the drainage ditch and remediate the soils.</p>	FY2011	\$20,000,000	In Progress

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Tom Blanke	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: Performance measures have been developed and submitted to the Florida Benchmarking Consortium (FBC). During the first quarter of FY08 we will be reporting measurements and analyzing these as to how they compare with other member agencies.</p> <p>Qtr2: Performance measures have been correlated by the Florida Benchmarking Consortium (FBC) and are in the process of being cleansed and charted. Once this process is completed the pertinent measures will be published in the FBC annual report. Measurements/Benchmarks will continue to be collected and analyzed as to how they compare with other member agencies.</p> <p>Qtr3:</p> <p>Qtr4: FY07 data has been received and charted by the Florida Benchmarking Consortium (FBC). The task is to develop demographics and characteristics of the reporting agencies so that an equitable comparison can be achieved.</p>	FY2008	\$1,000	In Progress

Quality of Life Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
Doug Gleckler	Lake Gibson Southwest Drainage Basin Project	Complete construction of a series of stormwater treatment facilities in the southwest drainage basin to Lake Gibson.	<p>Qtr1: Engineering design is 60% complete. The Environmental Resource Permit (ERP) application was submitted to the South West Florida Water Management District (SWFWMD). A request for information from the SWFWMD was received and is pending response by the City's engineering consultant. The land and right-of-way acquisition process was initiated through meetings with land owners, staff, and City's acquisition consultant. Appraisal activities are in progress and include title searches, surveys, current use and best use determination. A presentation is scheduled at Without Walls Church for January 17, 2008 to introduce the project to the general public. A SWFWMD Cooperative funding application was submitted requesting a District contribution of \$750,000 for continued funding of construction for FY09.</p> <p>Qtr2: A public meeting was held on 1/17/08 by the City to introduce the project to the general public. Twenty-two people attended and the response was positive. Plan development is at the 90% milestone. The City's response to the second Southwest Florida Water Management District (SWFWMD) Request for Additional Information (RAI) is being reviewed by District staff. Land acquisition is ongoing and survey data was finalized and submitted to the City's appraisal consultant for evaluation. Appraisals will be completed in late April 2008.</p> <p>Qtr3: Environmental Resource Permit was received from the Southwest Florida Water Management District. Final plans and bid specifications were developed. Appraisals for property acquisitions were completed. First offer letters were sent to all property owners. The City Commission approved a purchase agreement with one of the property owners and directed staff to proceed with purchase. Responses from the other two property owners have not been received to date. Projected funding from the Southwest Florida Water Management District is significantly lower than requested due to District revenue and budget reductions. Stormwater projects have been reprioritized to compensate for projected loss of grant revenue.</p> <p>Qtr4: Land acquisition activities continue. One of the four remaining parcels required for the project was purchased. Two parcels under single ownership are in agreement preparation. The final parcel owner has not accepted the City's offer nor has provided an official response. The Southwest Florida Water Management District, Peace River Basin Board approved their annual budget which included an additional commitment of \$187,632 toward the construction of this regional stormwater treatment project.</p>	FY2009	\$4,000,000	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: The 2007 benchmarking data has been submitted to the Florida Benchmarking Consortium (FBC) and the information will be available in the Summer of 2008.</p> <p>Qtr2: The benchmarks were established for the Road Repair and Storm Water Maintenance categories. The information for FY 2007 benchmarks was submitted and is in the compilation process. The annual meeting of the Florida Benchmarking Consortium is being held in May to discuss issues with benchmarking.</p> <p>Qtr3: Develop a computerized program to be used to enter bench marks and develop relationship for analysis. I will be work with Lisa McCall and IT to provide technical support on this endeavor.</p> <p>Qtr4: The Fall Meeting for the Florida Benchmarking Consortium is schedule for October 17, 2008. A new reporting computer program is being implemented and will help in the utilization of the data collected.</p>	FY2008	\$1,000	In Progress

Communication Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
	Electronic Messaging Upgrade in Emergency Operations Center (EOC) for Improved Overall Internal Communication Between All City EOC Stations	Finish upgrade of EOC with installation of electronic messaging system while targeting noise-reduction strategies.	<p>Qtr1: Intranet connected; training to commence on SharePoint.</p> <p>Qtr2: Sharepoint software program to be implemented commensurate with the State-wide Hurricane exercise in June 2008.</p> <p>Qtr3: Conducted Logistics Exercise in conjunction with State-wide Hurricane Exercise. SharePoint worked well; however, we did not have the participation necessary to give it a full test</p> <p>Qtr4: Based upon upgrades and the successful exercise of swapping 911 calls with Polk County, this goal is considered complete as of 09/05/08.</p>	FY2008	\$2,500	Completed
	National Purchasing Institute for Achievement of Excellence in Procurement Award for the City's Purchasing Department.	Attain the 2007-2008 National Purchasing Institute Achievement of Excellence in Procurement Award.	<p>Qtr1: Waiting on publication of requested award submission criteria & forms.</p> <p>Qtr2: Award submission criteria and forms were received; review of criteria and previous entity award-winning submissions is ongoing.</p> <p>Qtr3: Prepared application and associated documentation; submitted award packet before due date.</p> <p>Qtr4: Did not receive award this year.</p>	FY2008	\$840	Completed
	Supervisor Education Regarding Policy & Procedure of Reporting Workers Compensation Injuries	Provide training to supervisors regarding the policy and procedure of reporting workers' compensation injuries, including state law regarding the procedures.	<p>Qtr1: Risk Manager is currently working with attorneys at Dennis Ross' office to review and modify an existing powerpoint presentation.</p> <p>Qtr2: Risk Manager continues to confer with attorneys at Dennis Ross' office on PowerPoint presentation.</p> <p>Qtr3: Final information for presentation received June 2008 from Ross Vecchio, P.A.</p> <p>Qtr4: Completed June 2008.</p>	FY2008	\$1,000	Completed

Fiscal Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
James Olds	Comprehensive Review of Current City Safety Operational Plan	Gather input regarding safety concerns and/or suggestions from City managerial staff. Identify main issues and develop recommended plan of action for respective areas.	<p>Qtr1: Initial planning has started for the development of questionnaire.</p> <p>Qtr2: Fact-finding and needs assessment currently being conducted in concert with annual Safety Fair, April 7 - 10, 2008.</p> <p>Qtr3: Audit conducted during June 2008 Safety Fair; questionnaire now in development stage.</p> <p>Qtr4: Draft questionnaire prepared and sent out to staff. Once questionnaire is returned additional changes may need to be made.</p>	FY2008	\$1,300	In Progress

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: The pump stations are out to bid and are due February 15, 2008. In addition to pursuing easements, continuing negotiations with the Turnpike Authority. Contractor prequalifications for pipeline construction are in progress and prequalifications are due back from potential contractors on February 8, 2008.</p> <p>Qtr2: A purchase order in the amount of \$4,923,000 for RTD Construction, Inc. is in progress for construction of the two pump stations. Contractor prequalification is in progress for pipeline construction.</p> <p>Qtr3: Construction is underway for the English Oaks Phase II Pump Stations and Force Main. Design is in progress for English Oaks Phase III and final State Revolving Loan approval in progress.</p> <p>Qtr4: The English Oaks Pump Stations are underway and approximately 10% complete, the English Oaks Phase II pipeline is approximately 50% complete. A public participation meeting is being planned for English Oaks Phase III pipeline. Negotiations with the Florida Turnpike Enterprise for Polk Parkway right of way use is continuing.</p>	FY2009	\$11,000,000	In Progress
Gary Ross	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: Summaries were submitted by both counselors in October. The Judge's findings are still outstanding as of 12/31/07.</p> <p>Qtr2: Administrative Hearing Judge issued Recommended Order on January 4, 2008. Exceptions to Order due dates were extended until mid-March. An exception was filed by the City, and agreed upon by the Water Management District (WMD). Water Use Permit was approved by the Governing Board and issued March 25, 2008.</p> <p>Qtr3: *</p> <p>Qtr4: Permit issued. Project complete.</p>	FY2008	\$750,000	In Progress
Tom Mattiacci	Northside Chlorine Contact Chamber (NCCC) and AutoThermophilic Aerobic Digestion (ATAD) 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: Northside Chlorine Contact Chamber (NCCC) is complete. The Auto Thermophilic Aerobic Digestion (ATAD) tank is erected and internal piping and electrical is in progress. The ATAD project should be completed during the second quarter.</p> <p>Qtr2: Construction of the Glendale Waste Water Treatment Plant (WWTP) improvements continues. The Contractor for the Wastewater Treatment Division will be starting up the improvements over the next quarter and should achieve completion.</p> <p>Qtr3: *COMPLETE</p> <p>Qtr4: Completed 3rd quarter</p>	FY2008	\$2,152,000	Completed
	Skyview Utilities	Based upon the steps in the agreement with Polk County, eventual City ownership will improve reliability and performance through upgrades and final connection to the City's wastewater system.	<p>Qtr1: The process is governed by an inter-local agreement with Polk County. The County is responsible for the current phase of the project "acquisition of easements". It is our understanding there are some hold-outs which are endangering the project.</p> <p>Qtr2: Lakeland has completed the initial portion of the project and passed the information to Polk County for acquisition of easements. This process stalled last quarter. Polk County has not reported any progress this quarter.</p> <p>Qtr3: *Polk County informs us that three parcels have not yet provided easements.</p> <p>Qtr4: The County has not yet provided the final version of easements acquired. City staff has asked the original consultant to review the cost estimates provided several years ago to determine current costs to rehabilitate the system.</p>	FY2008	\$5,000,000	Not Started

Growth Management Goal

Owner	Action	Action Details	Milestones or Other Updates to this Action	Expect Completion	Cost	Status
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 City of Lakeland (COL) and Polk County Utilities are continuing the jointly commissioned study of storage areas and retreatment to maximize availability of reclaimed water. The work is being performed by Boyle Engineering. The COL has received a proposal from the University of South Florida (USF) to research the effect of high conductivity water on common landscape plants and turf grasses. This may allow COL effluent to be blended with County effluent to maximize the available water.</p> <p>Qtr2: The City has received a draft of the Boyle Report. It appears revisions will be needed before it is finalized. No action has been taken on the University of South Florida (USF) Proposal.</p> <p>Qtr3: *The Boyle Reports deficiencies have been reviewed with the County and the consultant. We have not recieved the updated version.</p> <p>Qtr4: The August 2008 final edition of the Boyle Report has been recieved. The project has been placed on hold as the TECO option is deemed more favorable, if it can be achieved.</p> <p>A decision on the future of this project should be reached by January 2009.</p>	FY2009	\$5,000,000	In Progress
Gary Ross	Water Transmission Mains	Expand the Southwest Water Transmission System in a timeframe to address anticipated growth.	<p>Qtr1: Initial Hydraulic modeling process has been completed. Additional areas of potential substantial future development have been identified. The scope of the modeling process has been modified to include these areas.</p> <p>Qtr2: Comprehensive water modeling has been completed and the written report is expected soon. Design considerations for water main enhancements in Southwest area will be made based upon report.</p> <p>Qtr3: *</p> <p>Qtr4: Indecisiveness with Polk County Road projects and progress of wastewater infrastructure construction are the dictating factors in delaying this area of water main development.</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: The purchase of the easement from Publix is complete and the plant is under construction. Currently, the Contractor is preparing the site for construction and the shop drawing review is in progress.</p> <p>Qtr2: The mitigation of suitable soils is complete. Work continues on the project by the Contractor and the major assets are in the submittal process.</p> <p>Qtr3: During this quarter, the headworks structure is virtually completed and the foundation work for the main treatment unit is underway.</p> <p>Qtr4: The West Lakeland Project is proceeding. The foundation slab has been completed for the main treatment unit and the main treatment unit construction will begin during the next quarter.</p>	FY2008	\$16,133,000	In Progress