

Annual Budget Fiscal Year 2020



City of Lakeland, Florida

City of Lakeland, Florida

Annual Budget

Fiscal Year 2020

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City of Lakeland, Florida Annual Budget Fiscal Year 2020

Vision

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

Mission

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



Seated: Commissioner Stephanie Madden, Mayor William “Bill” Mutz, Commissioner Phillip Walker
Standing: Commissioner Bill Read, Commissioner Justin Troller, Commissioner Sara Roberts McCarley, Commissioner Scott Franklin



Tony Delgado
City Manager



Shawn Sherrouse
Deputy City Manager



Emily Colon
Assistant City Manager

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

Lakeland City Commission



H. William "Bill" Mutz
Mayor

William.Mutz@lakelandgov.net
Term Expires: 12/31/2021



Phillip Walker
Commissioner, Northwest

Phillip.Walker@lakelandgov.net
Term Expires: 12/31/2019



Stephanie Madden
Commissioner, At-Large

Stephanie.Madden@lakelandgov.net
Term Expires: 12/31/2021



Sara Roberts McCarley
Commissioner, Southwest

Sara.Mccarley@lakelandgov.net
Term Expires: 12/31/2021



Bill "Tiger" Read
Commissioner, Northeast

Bill.Read@lakelandgov.net
Term Expires: 12/31/2019



Scott Franklin
Commissioner, Southeast

Scott.Franklin@lakelandgov.net
Term Expires: 12/31/2021



Justin Troller
Pro Tem & Commissioner, At-Large

Justin.Troller@lakelandgov.net
Term Expires: 12/31/2019

Commission members are elected in odd years for four year staggered terms. The City Commission meets on the first and third Monday of each month at 3:00 p.m. in the City Commission Chambers located in City Hall.

City of Lakeland Commissioner Districts

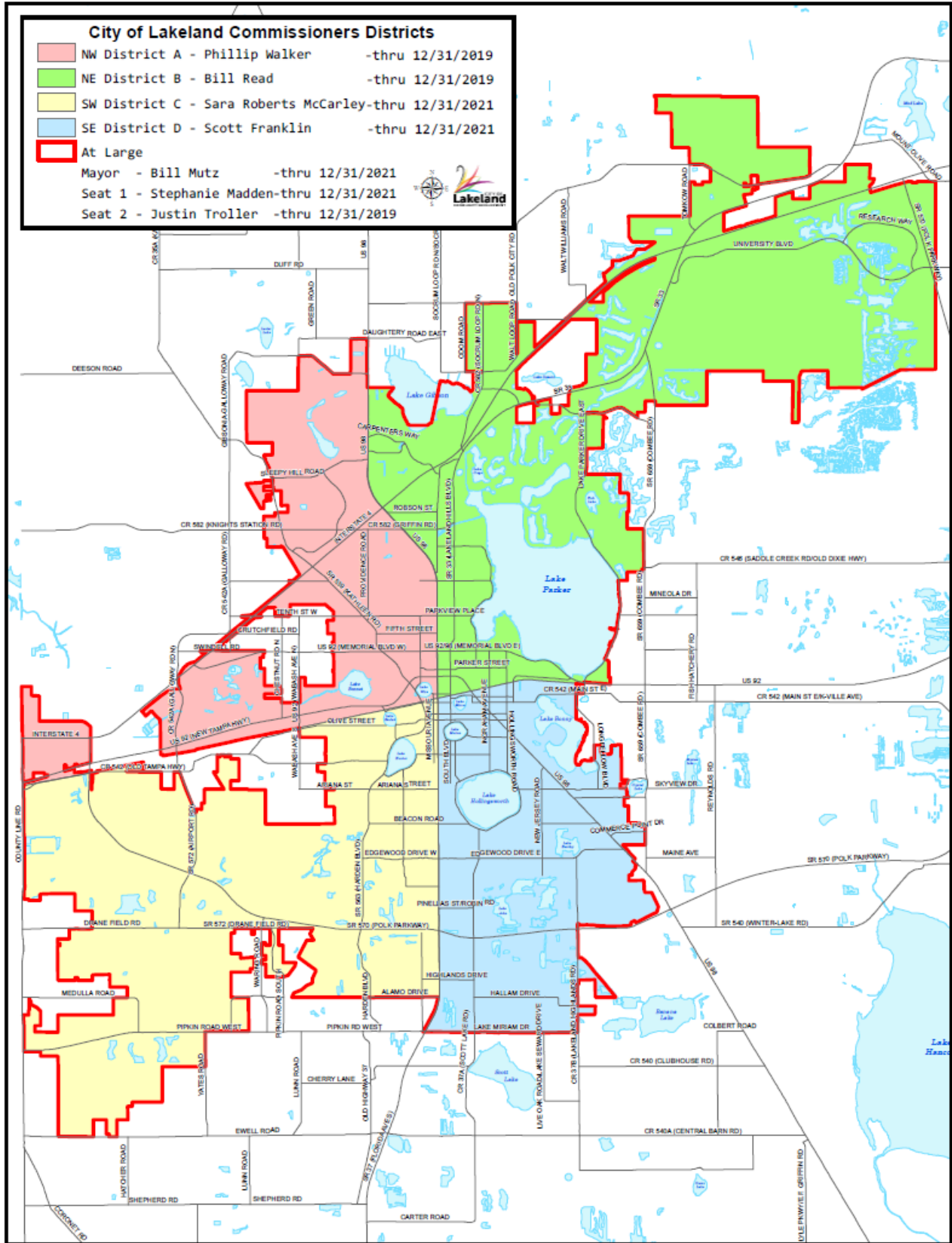


Figure A-1: Map of City Commission Districts inside Lakeland City Limits

City of Lakeland Contact Information

Website: www.lakelandgov.net

Mailing Address

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

Area Code: 863

Contact Telephone Numbers

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

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Lakeland, Florida** for the Annual Budget beginning **October 1, 2018**. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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

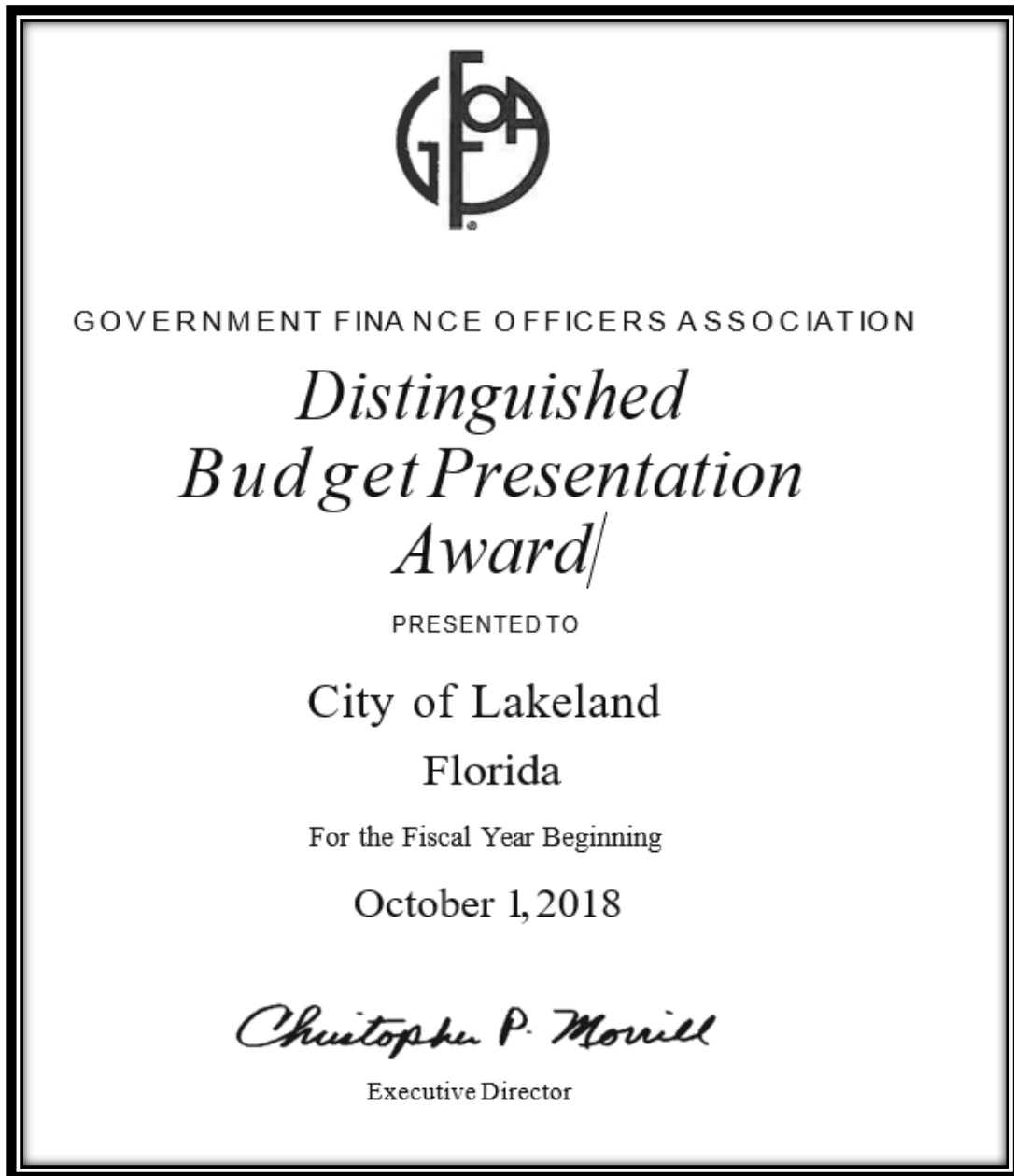


Figure A-2: GFOA Distinguished Budget Presentation Award

Using the Annual Budget

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

Organization of This Book

The City of Lakeland's Annual Budget is made up of two separate focuses: The Annual Budget and the Strategic/Business Operating Plan. The Annual Budget is divided into seven sections:

Introduction: Contains the Table of Contents, the City Manager's Letter of Transmittal, Organization Chart, the City's Vision, Mission and Values and a brief history of the City.

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

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

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

Line Item Budget: Detailed accounting of each fund.

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

Supplementary Information: Miscellaneous information regarding principal taxpayers, property tax rates/revenues and departmental tables of organization. A useful list of abbreviations and acronyms used in the book and a Figure Index, as well as a Glossary of the terminology used that is either technical in nature or unique to the City of Lakeland.

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City Manager's Letter

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



ANTHONY J. DELGADO
City Manager
863-834-6006

October 11, 2019

Honorable Mayor and City Commissioners:

Submitted herewith for your consideration is the City of Lakeland Fiscal Year (FY) 2020 Annual City Budget, including the 2020-2029 Capital Improvement Program Budgets. These documents comprise the financial, operational, performance management and capital plans prepared by the Administration following direction received at the Mayor and City Commission's Annual Strategic Planning and Business Planning Retreats held earlier this spring, coupled with Commission feedback from the Departmental Budget Workshops in July and August. This represents the fourth annual budget I have had the honor to prepare with City staff for your consideration as City Manager. As you are aware, the annual budgeting process has become more challenging in recent years as the Commission addresses the fiscal realities of the continued use of one-time reserves to fund ongoing general government services as well as evaluate new initiatives and stakeholders needs aimed at bettering the quality of life in our community. These decisions require both the Commission and staff to balance fiscal realities with the collective expectations of our constituents for exceptional municipal services and their associated costs.

Lakeland's Budgeting Process

The City has been operating and refining its innovative Strategic Operating Plan (SOP) since its development 14 years ago. The SOP is not only intended to be a statement of Lakeland's goals, values and desired outcomes that articulate what the community strives to attain, but also serves as the foundation on which the municipal organization can best align our programs, policies, procedures, human capital and resources in a coordinated fashion in support of the community's shared vision. Furthermore, Lakeland has implemented a Performance Budget that is designed to be easier for the reader to understand the true costs of the various municipal services we provide, regardless of the department or departments that ultimately provide these services. The Performance Budget allows the reader to focus on the costs of the services, the level of staff required to deliver the services as well as any revenues that are directly attributable to highlight net costs. This practice is significantly different than most municipal budgets that are presented in a historical department-based format which makes understanding the budget difficult, if not impossible.

The FY 2020 Annual Budget was created using the following budget parameters:

- Maintain, at minimum, 45 to 60 days cash-on-hand.
 - ❖ Equates to roughly \$23,826,115- or 66-days cash-on-hand.
- Maintain the millage rate to 5.4644 mills.
- No changes in current Enterprise Fund dividend philosophies.
- Maintain controllable costs increase for FY 2020 to 1.25%.

City Manager's Letter

- Given the emphasis on evaluating staffing levels, in a rising competitive labor market, include 2.0% Across-the-Board Pay Adjustment and 2.5% Merit (for those who are eligible and not subject to collective bargaining).
- Health Insurance rates were increased approximately 1.0%.
 - ❖ Both the City and members of the plan will see impacts of the actuarial supported increase. This is down from the 2.5% last fiscal year and 6% increase in FY 2018 and the 13% increase in the previous years.
- Identify funding sources to maintain the Lakeland Regional Health System lease payments at the current level through FY 2024 (\$14,378,615).
- Establish an Economic Catalyst Subsidy Fund of \$2,000,000 utilizing fund transfers from the Solid Waste Fund Surplus.
- A Retiree Subsidy program has been established providing for a General Fund subsidy of \$200,000 to be set aside for the upcoming and subsequent fiscal year. Funding for this annual \$200,000 retiree subsidy is allocated among all Funds based on current headcount and transferred to the General Fund for distribution every 2 years.
 - ❖ Distribution will be to retirees meeting the following parameters:
 - ✓ making less than \$40,500 per year from their retirement benefit,
 - ✓ retired prior to October 1, 2004, and
 - ✓ never entered the Deferred Retirement Option Program (DROP).

The subsidy will be scaled based on the total number of years the employee group has been employed by the City calculated into the individual employee tenure. The maximum amount of each individual subsidy will not exceed \$2,500, per distribution year.

FY 2020 Strategic Initiatives

As part of the City's SOP development for FY 2020, a variety of initiatives are provided on matters staff and/or the City Commission identified as emerging issues requiring attention in the upcoming year. The City Commission authorized the inclusion of the following highlighted initiatives in the development of the Budget:

Parks & Recreation Properties Program

- Approved to fund \$300,000 for a Cultural Enrichment Center Design and buildout co-managed by the Lakeland Historic Cultural Center Task Force and the City of Lakeland.

Transportation Services Program

- Approved reallocation of \$700,000 in the Transportation Fund to fund the purchase of mitigation credits for the South Wabash Avenue Project.

Funded \$15,000 for review and RFP/RFQ development for the Lakeland Police Department site parking garage and incorporation into a potential intermodal plan.

Governance Program

- Converted all City vehicles to WEX State fuel card program, saving lead times, near-zero cost increase and recovery of an estimated 1,000 hours in labor.
- \$20,000 approved for continued funding of a scholarship program for installation of Surf Lakeland in an additional not-for-profit center.
- \$20,000 approved for continued funding assistance in Lakeland Vision's Age-Friendly Lakeland.

City Manager's Letter

Community Safety Program

- Approved funding for the development of a Master Plan to relocate Lakeland Fire Department Station 3.
- Approved Funding for the evaluation of strategies for Community Policing with focus on expansion of the Neighborhood Liaison Unit program in FY 2021.

Economic & Community Development Program

- Funded \$250,000 for recurring Affordable Housing strategies.
- Established an Economic Catalyst Subsidy Fund of \$2,000,000 utilizing fund transfers from the Solid Waste Utility Fund Surplus.
- Funded \$500,000 for targeted Economic Investment Opportunity/Dispersion Criteria (\$50,000 from the General Fund, remainder from City Utilities).

Environmental & Utility Services Program

- The Annual Stormwater Utility Fee will increase 5% per the approved indexing analysis.
- The previously approved Water & Wastewater rates were affirmed in July 2019 following this year's annual review and adopted to extend through FY 2022 projections. The rates will be adjusted in FY 2020 4.5% for Water and 2.5% for Wastewater respectively.
- There is a continued commitment that Water Administration, Finance and the City Manager's Office will review plans annually for opportunities to adjust proposed rates as appropriate.

Description	Current 2019	Adopted 2020	Adopted 2021	Projected 2022
Water System	4.5%	4.5%	4.5%	2.0%
Wastewater System	2.5%	2.5%	2.5%	2.0%
Residential Water & Wastewater Bill – 8,000 Gallons	\$79.08	\$81.60	\$84.24	\$85.97
Proposed Increase per Bill - \$		\$2.52	\$2.64	\$1.73
Proposed Increase per Bill - %		3.2%	3.2%	2.1%

Figure A-3: Water and Wastewater Rates for 2019 Through Projected 2022

City Manager's Letter

FY 2020 Revenues by Source

The FY 2020 proposed budget of \$626,811,301 identifies that Charges for Services continue to provide the lion's share of the City's revenues (Utility Fees, Program Charges and User Fees, etc.). The new property tax millage (5.4644 mills) accounts for approximately 7% of the overall revenues.

Sources	Revenues
Charges for Services	\$433,217,706
All Other Revenue	39,545,571
Public Service, Communication and Gasoline Taxes	32,277,071
Intergovernmental	34,028,070
Property Taxes	42,354,505
Licenses and Permits	4,685,816
Prior Year Surplus	40,702,562
Total Revenues	\$626,811,301

Figure A-4: Revenue Sources

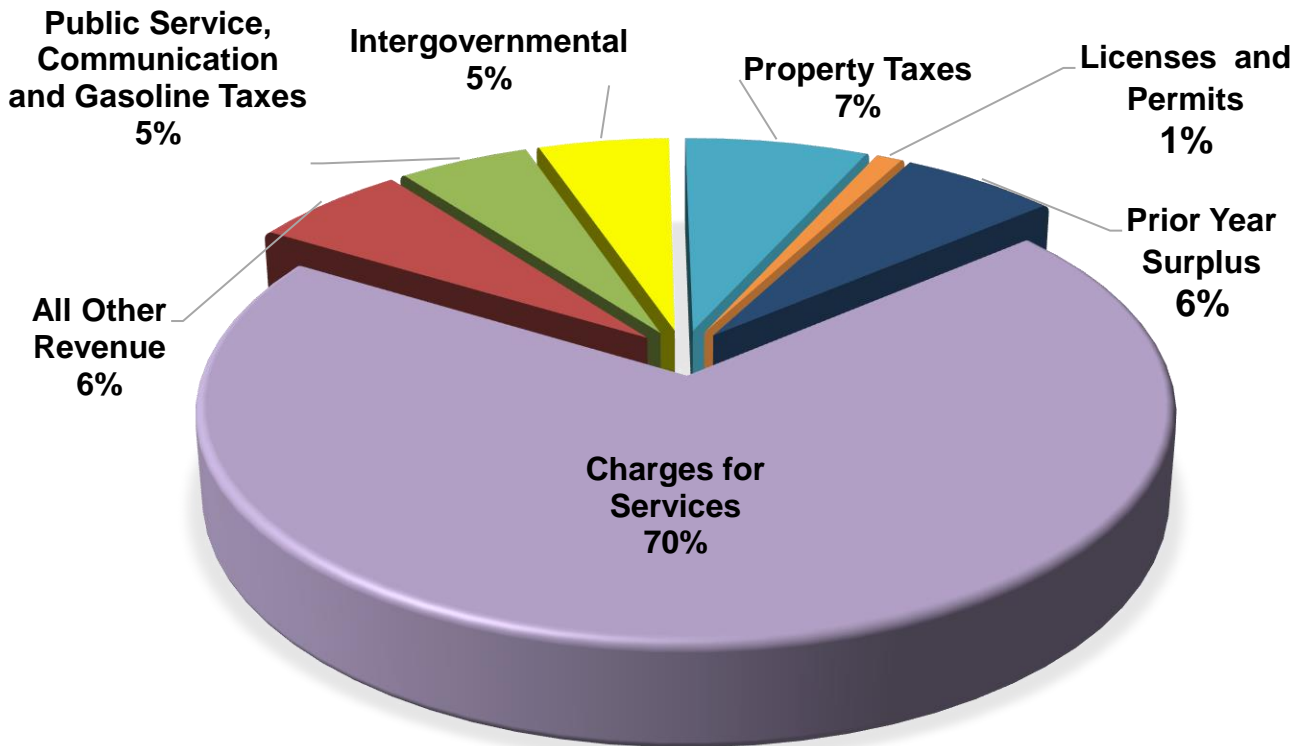


Figure A-5: Revenues by Source Pie Chart

City Manager's Letter

FY 2020 Expenses by Account

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

Accounts	Expenses
Fuel and Purchased Power	\$123,138,182
Personnel	181,242,198
Capital Outlay	117,471,951
Debt Service	61,038,452
All Other Operations and Maintenance	16,840,582
Internal Service Charges	58,281,347
Professional and Contractual	45,804,549
Utilities	13,706,002
Insurance and Fixed Charges	9,288,038
Total Expenditures	\$626,811,301

Figure A-6: Expenses by Account

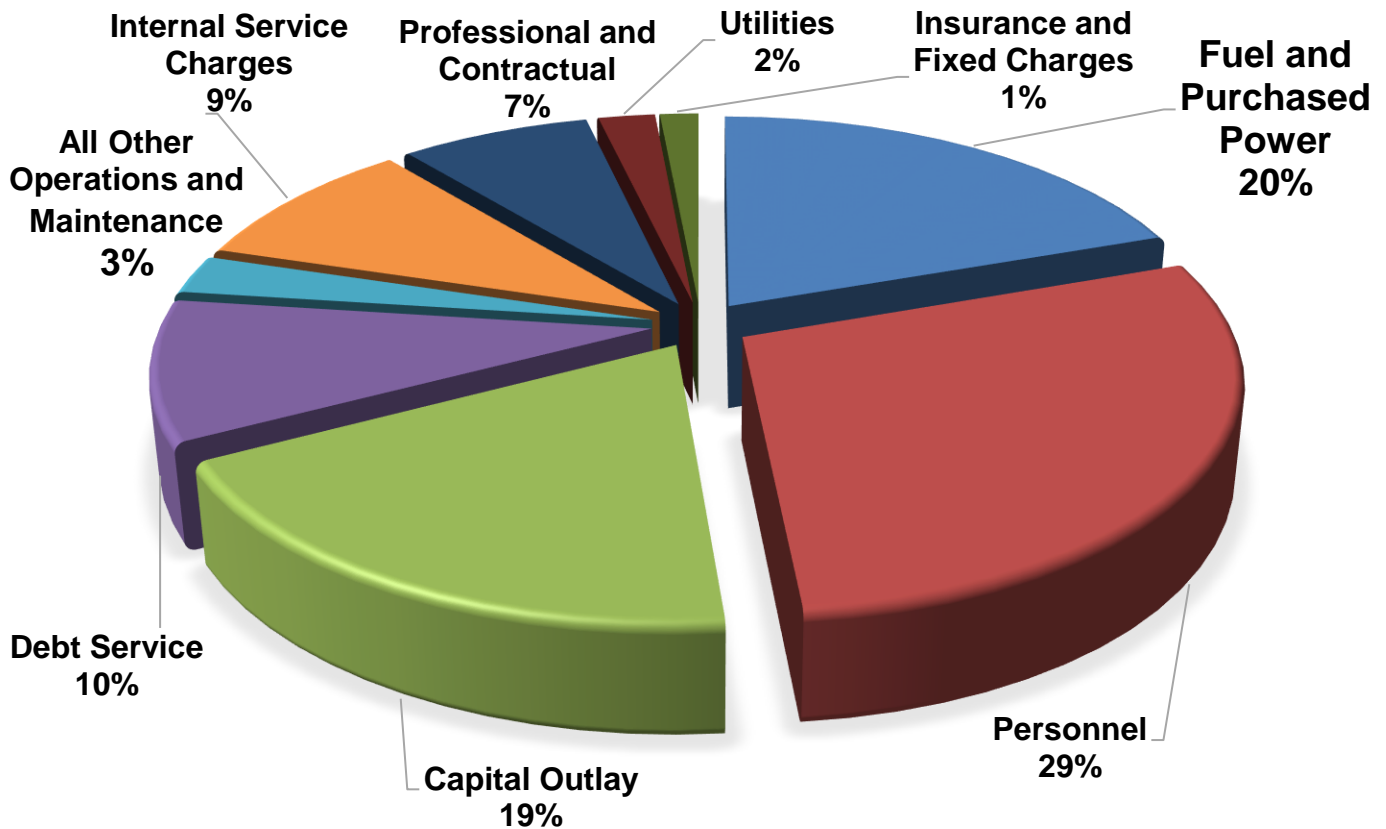


Figure A-7: Expenses by Account Pie Chart

City Manager's Letter

FY 2020 Property Values

The current millage rate of 5.4644 mills provides the General Fund approximately \$738,000 in new construction revenues and \$1.5m in increased property tax revenues.

Additional Revenues

Increase in Property Values	\$272,691,800	\$1,490,097
New Construction Taxable Value	\$134,997,577	\$737,681
Current Year Gross Taxable Value		\$6,879,175,997
Total Tax Levy @5.4644 mills		\$37,590,569

Figure A-8: Additional Revenues

Fiscal Year	Millage
2011	4.1644
2012	4.1644
2013	4.6644
2014	4.6644
2015	4.6644
2016	5.5644
2017	5.5644
2018	5.5644
2019	5.4644
2020	5.4644

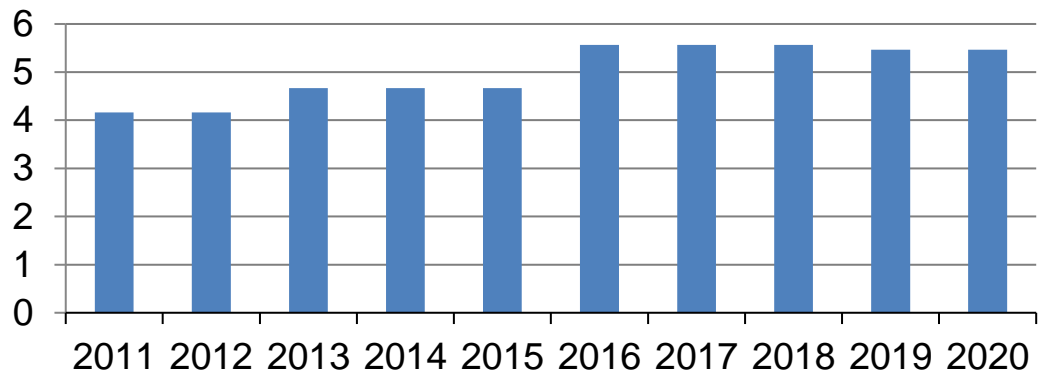


Figure A-10: Millage Rate Bar Graph

Figure A-9: Millage Rate for Last 10 Years

City Manager's Letter

FY 2020 General Fund Revenues

A quick review of General Fund revenues shows that property taxes provide 26% of the overall revenues associated with the proposed \$137,346,428 General Fund budget. Utility dividends again prove to be an important and integral part of the revenue base at 32%.

Sources	Revenues
Property Taxes	\$35,856,099
Utility Dividends	44,140,397
Charges for Services	5,739,529
Grants	1,850,376
Utility Taxes & Franchise Fees	15,784,530
State Shared Revenues	10,317,300
License and Permits	4,685,816
Fines and Forfeits	2,558,891
All Other	9,117,711
Prior Year Reserves	7,295,779
Total Revenues	\$137,346,428

Figure A-11: General Fund Revenues

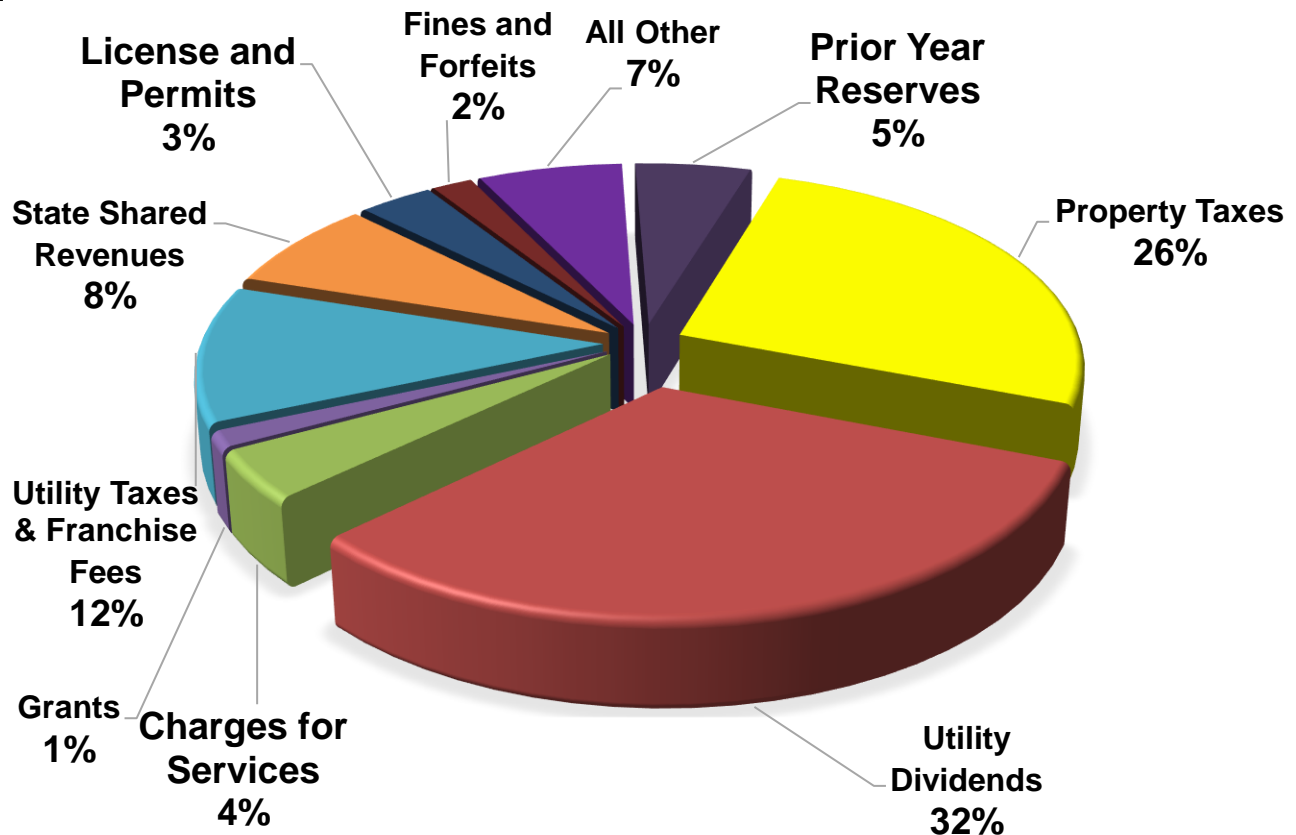


Figure A-12: General Fund Revenues Pie Chart

City Manager's Letter

FY 2020 General Fund Expenses

Municipalities are, by their nature, service providers to the community, therefore, personnel costs continue to be the primary cost-driver for the City. Police, Fire and Parks & Recreation operations make up 68% of the overall General Fund expenditures, in line with previous budget years.

Departments	Expenses
Police	\$45,032,613
Fire	21,400,509
Public Works	7,579,709
Parks & Rec	27,275,654
Debt Service	257,727
Capital Outlay	218,299
Community and Economic Development	7,597,236
General Government	10,153,460
Street Lighting	4,362,066
All Other	13,469,155
Total Expenditures	<u>\$137,346,428</u>

Figure A-13: General Fund Expenses

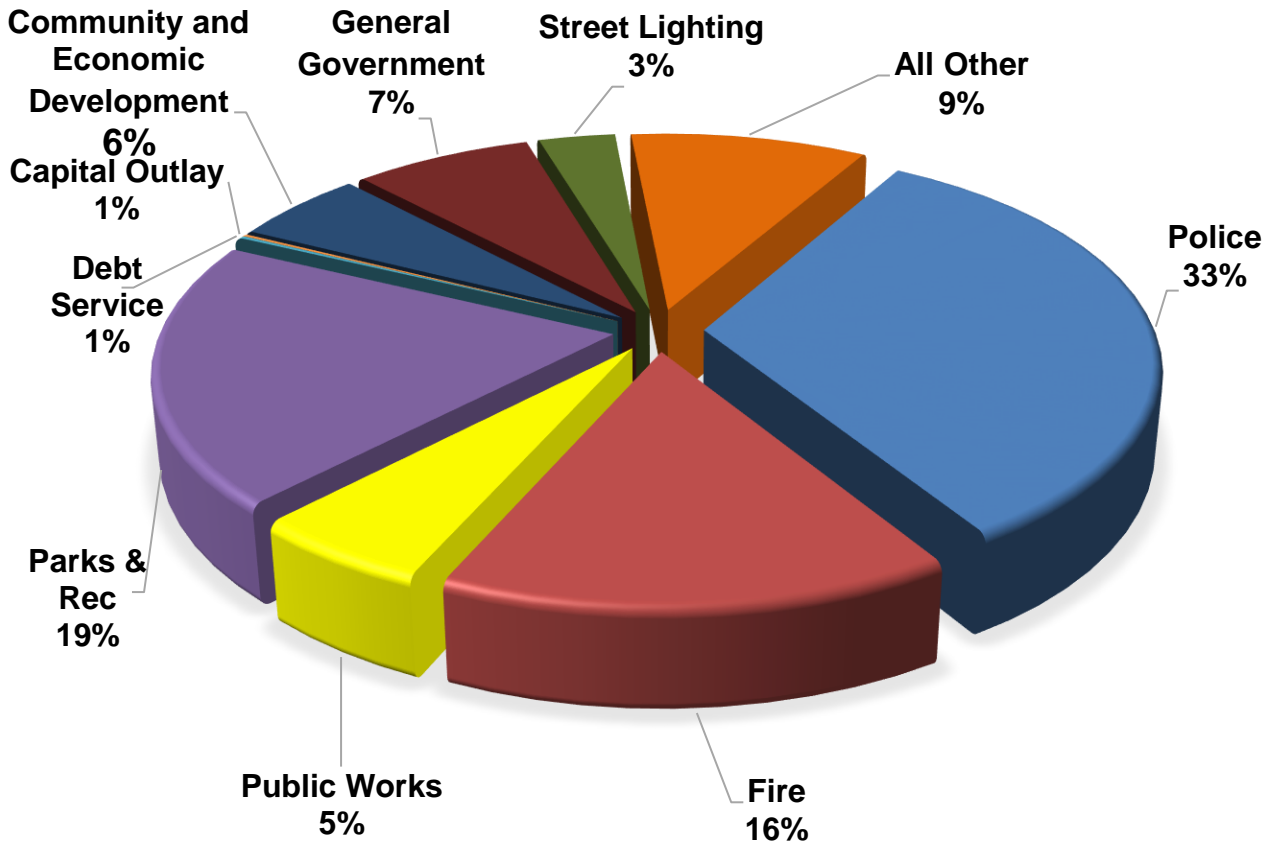


Figure A-14: General Fund Expenses Pie Chart

Comparative Annual Cost of Services

A comparative look at annual costs of services (with those municipalities we have annually compared ourselves to, who provide electric service as a generator or distributor, a sister community within the I-4 corridor and/or county seat) continues to provide data that Lakeland maintains a fair and true level of affordability. Based on average fees, property tax and sales and utility taxes, services provided by the City cost roughly \$4,250 - \$4,300 annually, per household.

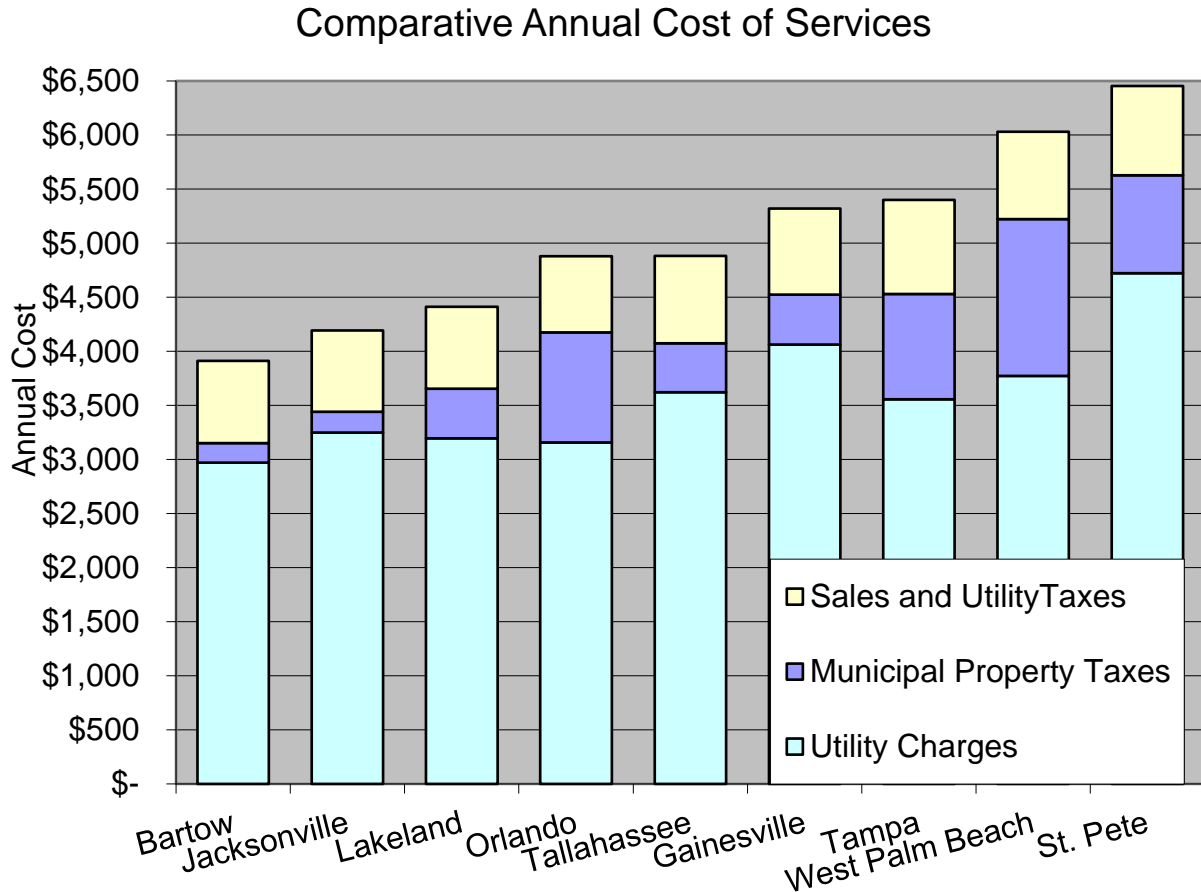


Figure A-15: Comparative Annual Cost of Services Chart

Conclusion

The format of the FY 2020 Annual Budget Book builds upon the success of the organization's previous Budgets that have received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award in recognition of its layout, planning, content and overall presentation. The award is noteworthy in that it is bestowed on only a small percentage of public organizations. The annual budget process which fully incorporates the City's Strategic

Planning process, with the yearly allocation of financial resources, represents an excellent opportunity for the City Commission, staff and residents to review the delivery of municipal services, in comparison to our effectiveness, to accomplish the collective desires of the community. We believe readers will continue to find the City's user-friendly Budget Document effectively serves as a reference throughout the year and as both a financial tool and operations guide.

City Manager's Letter

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

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

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

Sincerely,



Anthony J. Delgado
City Manager

Organizational Chart

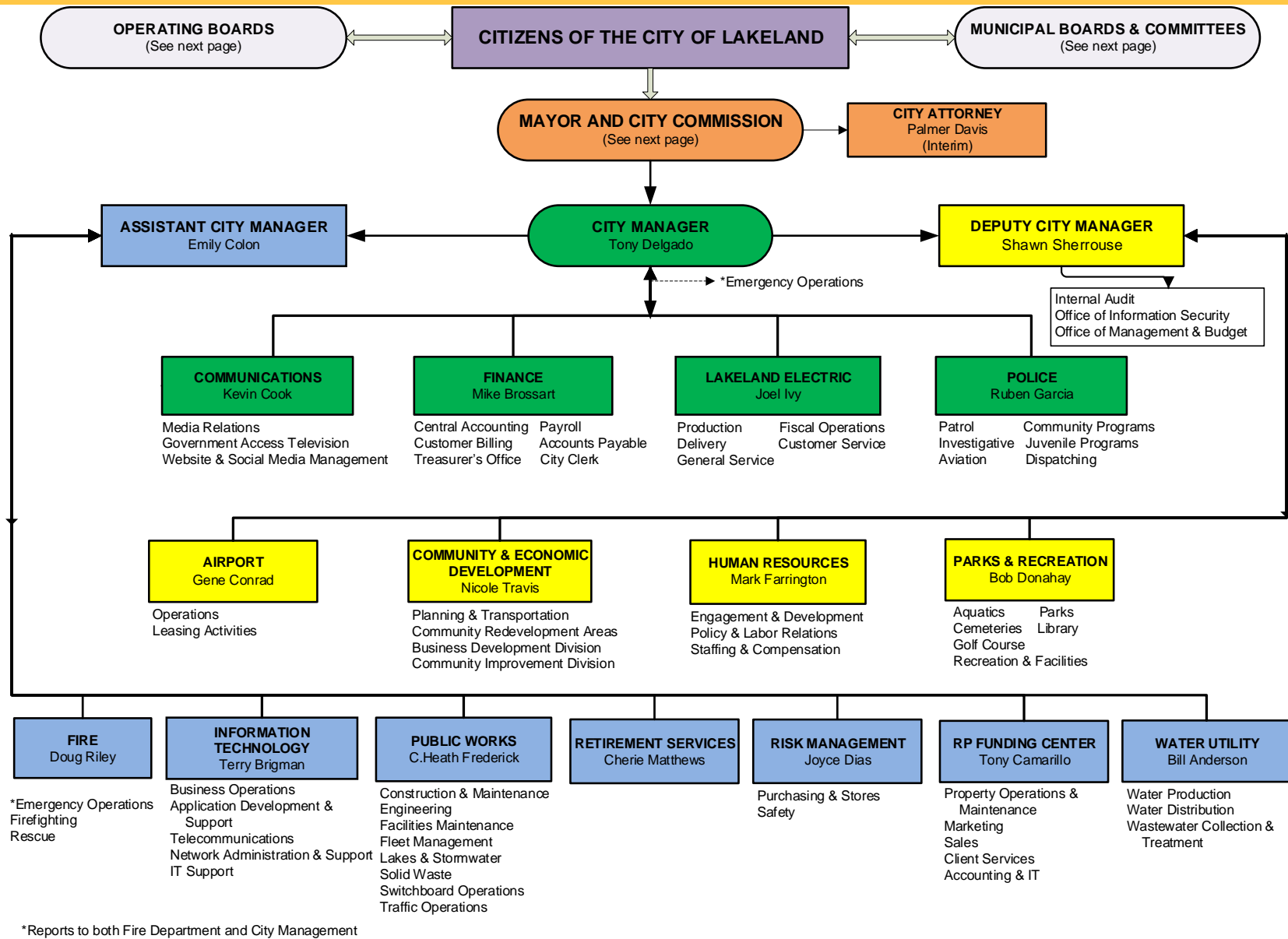


Figure A-16: Organizational Chart

Organizational Chart

CITIZENS OF THE CITY OF LAKELAND

MAYOR AND CITY COMMISSIONERS

William "Bill" Mutz, Mayor

Scott Franklin

Stephanie Madden

Sara Roberts McCarley

Bill Read

Justin M. Troller

Phillip E. Walker

REGIONAL OR PROFESSIONAL ASSOCIATIONS

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

MUNICIPAL BOARDS & COMMITTEES

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

Vision, Mission, Values

Vision

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

Mission

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

Core Values

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

Social Responsibility

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

Leadership

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

Integrity

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

Commitment to Excellence

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

Empowered Workforce

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

Diversity

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

Goals and Strategies

Quality of Life Goal

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

Strategies:

Provide outstanding public safety response and prevention services

Include police presence at recreational areas, street level, crime prevention through environmental design, safe neighborhoods, safe places for kids and pedestrian safety. Provide fire services with rapid response times for emergency services.

Enhance mobility options throughout the city

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

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

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

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

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

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

Continue to work with major medical service providers and encourage city/business wellness programs and incentives. Continue to support affordable housing in safe neighborhoods, the Housing and Urban Development Plan to address homelessness, more accessible/affordable mental healthcare and struggling families.

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

Goals and Strategies

Communication Goal

Develop an informed and engaged community.

Strategies:

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

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

Provide accurate and timely information

Be accountable to the public by sharing our performance goals and progress, Citizens/employees - shared vision, goals and transparency.

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

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

Economic Opportunity Goal

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

Strategies:

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

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

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

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

Goals and Strategies

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

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

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

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

Foster an inclusive and diverse environment that encourages entrepreneurial ventures

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

Fiscal Management Goal

Develop and effectively manage financial resources.

Strategies:

Continually monitor and evaluate business practices for cost effectiveness and efficiency

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

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

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

Maintain transparency in financial and operational reporting

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

Goals and Strategies

Growth Management Goal

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

Strategies:

Maintain diverse, safe, attractive neighborhoods throughout the City

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

Plan and direct investment in infrastructure necessary for growth and redevelopment

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

Effectively align resources to changing environments including “green initiatives”

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

Provide reliable and sustainable infrastructure

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

Goals and Strategies

Governance Goal

Provide for responsive and responsible governmental service.

Strategies:

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

With focus on policy review committee/process, consistency of services and occupational safety.

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

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

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

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

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

Focus on internal processes to support Citizen-facing goals, in-touch with the needs of the public, strategic and long-term planning, great communication of roles and responsibilities.

Lakeland at a Glance

Government

- Incorporated January 1, 1885
- Commission-Manager Form of Government
- Mayor and six Commissioners - Four elected by districts and two at-large
- City Manager appointed by the City Commission
- Standard & Poor's Bond Rating for Lakeland Electric is AA

Demographics

Population

2010	97,422
2011	97,690
2012	98,200
2013	98,733
2014	100,728
2015	101,517
2016	102,507
2017	104,185
2018	105,586
2019	107,552

(Bureau of Economic and Business Research)

Median Age 41.3
(U.S. Census Bureau-American Community Survey, 2018)

Residential Households

Single Family/Duplex	52.4%
Multi-Family	30.9%
Mobile Home/Boat/RV/Van	16.7%

(U.S. Census Bureau-American Community Survey, 2018)

Median Household Income \$43,691
(2019 Lakeland Demographic Guide)

Population by Race

White or Caucasian	73.1%
Black or African American	20.3%
Hispanic or Latino*	14.7%
Asian	2.6%
Two or more races	2.4%
Native American	0.2%

* Embedded within total population
(2019 Lakeland Demographic Guide)

Land Use

Land Area (sq. miles)	75.02
Residential	51%
Industrial	23%
Recreation/Open Space	17%
Commercial	8%
Public/Institutional	1%

Economics

Permitted Space (Square Feet)

Warehouse/Industrial Space	2,035,924
Retail Space	145,943
Commercial/Office Space	98,503

(2019 Lakeland Demographic Guide)

2018 Taxable Property Valuation

\$5,960,662,665
(City of Lakeland 2018 CAFR)

2018 Top 5 Principal Taxpayers

Publix Super Markets, Inc.	5.89%
Rooms To Go Furniture Corp.	1.61%
Amazon	1.59%
Lakeland Property Partners, LLC	1.08%
Watson Clinic	0.94%

(City of Lakeland 2018 CAFR)

FY 2020 Property Tax Millage Rate

\$5.4644

FY 2020 Proposed Budget

\$626,811,301

Education

Number of Public Schools

Elementary	34
Middle	13
High School	12
Public/Private Colleges, Trade and Technical Schools	8

Polk County Florida Standards

Assessment Results (2019) - Mean Scores

(Florida Department of Education 2019 Florida Standards Assessments Results)

Grade Level	County English Language Arts	State English Language Arts	County Math	State Math
Grade 3	299	302	298	302
Grade 4	309	313	311	316
Grade 5	317	322	319	324
Grade 6	323	326	321	325
Grade 7	326	332	321	330
Grade 8	334	338	326	333
Grade 9	338	343	-	-
Grade 10	344	349	-	-

Figure A-17: Polk County Schools FSA Scores



Figure A-18: Parks & Rec Supervisor Steve Platt during Swan Round Up

Service Statistics

Fire

Number of Rescue Calls for Service:	26,000
Fire Calls for Service	26,241
Number EMS of Responses:	21,000

Parks & Recreation

Parks & Facilities:	71
Acres Maintained (Active Parks)	643.64
Acres Maintained (Passive Parks)	97
Cleveland Heights Rounds:	57,369
Library Circulation:	994,500
Sports League Teams:	331
Swim Class Participants:	613
P&R Facility Rentals:	
Lake Mirror Auditorium	87
Peggy Brown	82
Magnolia	114
Coleman Bush Large Multi-purpose	92

Public Works

Recycling Curbside Tonnage:	5,104
Recycling Commercial Tonnage:	1,383
Resurfacing (Lane Miles):	13
Right of Way Maintenance (Acres)	321
Sidewalks Repaired (Linear Feet):	5,523

Police

Calls Received in Dispatch:	268,390
Police Calls for Service:	107,185
Response Time Priority 1 Calls (min.):	6.5

RP Funding Center

Total number of Events:	279
Total Attendance:	333,495

Water Utilities

Population Served: Water	183,648
Population Served: Wastewater	107,000
Water Peak Daily Flow:	31.763
Total Water Treated (million gallons):	7,888
Wastewater Peak Daily Flow:	22.81
Total Wastewater Treated (mg):	4,400

Airport

Air Traffic Itinerant Operations:	73,000
Air Traffic Local Operations	47,000

Lakeland Electric

Customer Accounts:	130,183
Customer Territory (sq. miles):	246
Miles of Wires:	1,956

History of Lakeland

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

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

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

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

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

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



Figure A-19:
Abraham Godwin Munn
Founder of Lakeland

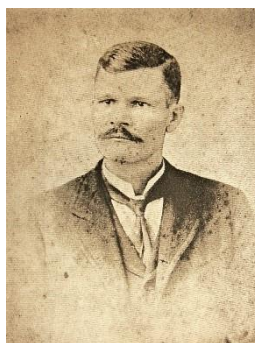


Figure A-20:
John Washington Trammell
First Mayor of Lakeland



Figure A-21:
Henry Plant
Railroad Builder

History of Lakeland

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

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

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

In 1965, a group of musicians, led by Florida Southern College professor Dr. Ken Anderson and Lakeland businessman Jay Erwin, organized the Imperial Symphony Orchestra to provide classical music for the community. Today, that small effort has grown into a highly-polished, regional orchestra that plays 15 concerts each season.

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

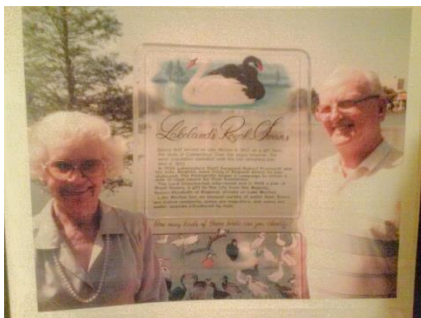


Figure A-22: Singhild and Robert Pickhardt



Figure A-23: Pickhardt Family with swans

History of Lakeland

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

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

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

2016 marked the Detroit Tigers’ 80th Spring Training season in Lakeland, extending the longest-lasting relationship between a Major League Baseball team and a current Spring Training host city. The Detroit Tigers began coming to Lakeland for Spring Training in 1934 and have been coming back each year since. Tigertown is the Spring Training headquarters for the Detroit Tigers as well as the regular season home of its Minor League Farm Team in the Class A Florida State League, the Lakeland Flying Tigers. In 2017, the Detroit Tigers began their 81st Spring Training Season on Publix Field at the newly renovated Joker Marchant Stadium.

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

Some of our **Notable Lakelanders**:

Andrew Reynolds, Professional Skateboarder
Chris Sale, MLB (Red Sox)
Faith Evans, Singer-Songwriter
Forrest Sawyer, American Broadcast Journalist
Frances Langford, Actress
George W. Jenkins, Founder of Publix
Joe Nemecek, NASCAR Camping World Series Driver
Lawton Chiles, US Senator, Governor of Florida
Lee Janzen, Professional Golfer
Lindsey Alley, Actress
Maurkice and Mike Pouncey, NFL (Steelers & Dolphins)
Nat Adderly, Jazz Musician
Neva Jane Langley, Miss America, 1953
Park Trammel, US Senator, Governor of Florida
Rhea Durham, Model

History of Lakeland

Interesting Facts About Our City

- Since 1934, the Detroit Tigers have called Lakeland their Spring Training home and have the longest relationship in history between a Town and a Team.
- The Lakeland Flying Tigers have been affiliated with the Detroit Tigers since 1967.
- The City of Lakeland was designated a Bronze Level Bicycle Friendly Community by the League of American Bicyclists in 2012 for its commitment to cycling as a means of recreation and as a mode of transportation.
- During Sun n' Fun, the Lakeland Linder International Airport becomes the busiest airport in the world.
- The Polk Museum of Art, built in 1988, encompasses over 35,000 square feet across ten galleries.
- Florida Southern College is home to the largest single collection of Frank Lloyd Wright structures in the world and is on the National Register of Historic Places.
- Lakeland made U.S. News and World Report's 2017 list of 100 Best Places to Live in the USA, coming in at #64 in the nation and #6 in Florida.
- In 2017, Lakeland was recognized by Kaboom! as a Playful City USA Community in recognition of its efforts to promote play in the community.
- Lakeland is designated as a Bronze-level Walk Friendly community due to its vibrant system of trails and parks, education and enforcement efforts focused on pedestrian safety.



Figure A-24 Bicycle Friendly Community Logo



Figure A-25: Playful City USA Logo



Figure A-26: Walk Friendly Communities Logo

Sources

- Brooke Pottery, *History of the Lakeland Swans*
City of Lakeland, *Lakeland Room Special Collections: A Brief History of Lakeland Florida*; 2007
Dunn, H., *Lakeland: A Pictorial History*; The Donning Company, Norfolk Virginia; 1990
Flekke, M. M. and MacDonald, R.M., *Lakeland: Postcard History Series*; 2005
History of Publix
Stacy Smith, City of Lakeland
The Ledger
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Photo Credit: Janneke Case Photography

The Budget Overview provides highlights of the FY2020 Budget, including the Budget Summary, Staffing Changes, and Financial Policies.

City of Lakeland, Florida

Annual Budget

Fiscal Year 2020

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



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Budget Overview

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Budget Overview

Introduction

The FY 2020 Annual Budget was adopted on September 12, 2019. It is the numerical representation of the FY 2020 Strategic/Business Operating Plan. By allocating resources through service prioritization based on strategic alignment with the City of Lakeland Strategies, this budget sets the stage for continued success into the future.

Budget Highlights

The net operating budget for FY 2020 for all funds totals \$626,811,301. This represents an increase of \$14,336,812 or 2.34% more than the FY 2019 budget. The FY 2020 budget is balanced, and responsive to the community needs identified in the Strategic/Business Operating Plan.

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

- Eroding levels of revenue in the Federal, State & Local Grants, Shared Revenues,
- Charges for Services, Licenses and Permits and All Other Revenues,
- Budget development based on Citizen needs, a prioritized Strategic Plan and responsive Actionable Items.

Building the Foundation

The Commission's Annual Retreat in April 2019 focused on:

- Review of the Strategic Operating Plan (SOP)
- Key Issues Facing the Community
- Results of the Community Values Survey
- Proposed Actionable Item presentations by Department Heads including a review of long-range potential financial projects and plans.

The Retreat included information gathering and participation from Community Stakeholders and Senior Leadership Staff. The Retreat resulted in reviewing and valuing the City's Goals and the identification of Actionable Items for meeting strategic initiatives.

True to the spirit of performance, the Strategic Operating Plan has evolved over the last several years, linking our day-to-day activities with the City Vision and level of services we aspire to achieve. Our next steps further into Performance Management will link our Goals to our Services through measurement, allowing us to benchmark against other communities and also proactively approach process improvement.

Financial Forecasting

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

Budget Overview

Budget Format

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

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

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

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

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

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

The FY 2020 budget includes an Introduction section followed by Budget Overview, Long-Range Planning, Performance Budget, Line Item Budget, Capital Improvement Plan (CIP) and Supplementary Information sections.

Approval Process

During the months of June - August, recommended operating and capital improvement program budget documents are prepared and presented to the City Manager, the Budget Review Team and ultimately to the City Commission for review. The City Commission either approves or makes changes in the recommended budgets and returns to staff for further study. Public hearings and final adoption of the budget occur in mid-September.

Monitoring Process

The Finance Chief Accountants are authorized to transfer budget amounts within individual departments. Actual expenditures and operating-transfers-out may not exceed the adopted budget at the individual fund level. The City Manager has authority to transfer budgeted amounts within their respective Funds.

Appropriations which are neither expended, encumbered, nor specifically designated to be carried over, lapse at the end of the fiscal year.

Budget Overview

Amending the Budget

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

The Director of Finance, through the City Manager, submits to the City Commission a budget amendment request. This request contains explanations written by the Director of the department needing additional funds.

The request also includes a proposal for financing the additional expenditures, usually either by appropriating from the fund balance or by submitting evidence of expected surplus current year revenues.

City Commission approval is required for budget amendments which alter the budget or workforce increases in any fund.

How the Budget Is Created

The City Commission begins an annual process of strategic planning designed to identify the issues that must be addressed to achieve our Mission and that will persist throughout the Strategic Plan. Reviewed and updated annually, the Strategic Plan creates a shared vision for the future of the community.

Long-range Strategies and Actionable Items are developed by the City Commission and reaffirmed in the Strategic Plan to emphasize the values of our customers.

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

In developing the fiscal year operating budget, departments analyze existing services and potential services keeping in mind the Strategic Plan Outcomes. The plan identifies added and removed services, which are then quantified in the line item budget. They reflect not only the Strategies as set by the City Commission, but also incorporate feedback from customer surveys and policy initiatives that contribute to the long-term financial health of the City.

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

Budget Overview

Program Budgeting

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

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

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

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

Operating Expenses

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

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

Capital Expenses

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

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

Budget Overview

Budget Methodology

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

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

Figure B-1: Performance Budget Components

Fiscal Year 2020

Strategic Planning & Budget Development Calendar

DATE	ACTION REQUIRED	RESPONSIBILITIES
Jan. 23 – Feb. 28	Community Values Survey	OMB
Jan. 2 -Feb. 1	Mid-Year PMFs Submitted to OMB	Departments/OMB
Jan. 2 – Mar. 31	Meet with departments and review materials and instructions for Department Capture of Measurements & KSI data	Departments/OMB
Feb. 29 – Mar. 31	Community Values Survey Data Analysis	OMB
March 1 - 15	Complete ALL FY 2020 Personnel Request Forms (PMFs) and Submit to OMB	Departments/OMB
Mar. 1 – Apr. 12	HR completes necessary Personnel PMF Review and Documentation. Output provided to OMB.	HR/Departments/OMB
March 1	DH's provide list of Strategic Planning Workshop Topics to CMO	Departments/CMO
March 11	Internal Services Line Item Budgets Available for Input	Finance/Departments
Mar. 15 – Apr. 30	PMF Preview Meetings	DCM, OMB & Finance
March 18 - 29	DH's City Commission Strategic Planning Workshop Presentation Rehearsals	Departments, CMO, OMB
April 16	City Commission Strategic Planning Workshop (Full Day/RP Funding Center)	City Commission, City Staff, Public
April 17	City Commission Strategic Planning Workshop (Full Day/RP Funding Center)	City Commission, City Staff, Public
April 22	Senior Leadership Workshop, Day 1 (PM 1/2 day/Tiger Admin)	CMO, OMB & Senior Leadership
April 22	Line Item & CIPs Available for Entry	Finance/Departments
May 2	Senior Leadership Workshop, Day 2/Business Planning Retreat Presentation Rehearsals (PM 1/2 day/Tiger Admin)	CMO, OMB & Senior Leadership
May 3	Line Item Budgets Completed/Finance Begins Review	Departments/Finance
May 7	City Commission Business Planning Retreat (Full Day/RP Funding Center)	City Commission, City Staff, Public
May 8	City Commission Business Planning Retreat (Full Day/RP Funding Center)	City Commission, City Staff, Public
May 10	Complete CIP Forms and notify Finance	Departments
May 10	Begin review of CIP Forms	Finance

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

Budget Overview

Fiscal Year 2020

Strategic Planning & Budget Development Calendar

DATE	ACTION REQUIRED	RESPONSIBILITIES
May 31	Begin finalizing or working on Budget Development Items (refer to Handbook): 1. Hyperion System: • Workforce Forms • Central Budget Forms • Performance Budget Forms • CIP Forms 2. Table of Organization Process (N: Drive)	OMB, Finance, Departments
May & June	O&M, Workforce, Core Services and TO Reconciliation to approved Budgets	Finance, OMB
One week prior to date of City Manager Review Meeting	1. Return Electronic Meeting Deliverables to OMB 2. Program Budget Development Forms	Departments
May 28 - June 28	Dept. Budget Meetings - Review Proposed Budgets & Accomplishments	Depts., City Manager, OMB, Finance
July 1	Tax Assessment delivered to the City	Property Appraiser
July 12	Commission Agenda Study - Obtain guidance for Maximum Millage Rate to publish and confirm dates for Public Hearings	City Manager, Finance, City Commission
July 14	Deliver proposed Tax Millage Rate, Roll-Back Rate, Public Hearing Schedule to Property Appraiser	Finance
July 18 & 19	City Commission Budget Workshop	Public, CC, CMO, Depts., OMB, Finance
Aug 12	Publish notice of public hearing on Mayor & Commission Salary	City Clerk
Aug 16	Publish TRIM Notice for 1st Public Hearing	Property Appraiser's Office
Aug 31	Complete all Performance Budget Allocations in Hyperion	Departments/OMB
Aug 31	Provide City Commission FY 2020 Proposed Budget Components for Review before Budget Workshops	OMB, Finance
Sept 5	First public hearing on tentative budget, proposed millage rate, adopt proposed millage rate	City Commission
Sept 8	Publish notice of public hearing on final budget	City Clerk
Sept 12	Second public hearing to adopt final budget and millage rate	City Commission
Prior to 10/1	Distribute FY 2020 Budget Document	OMB

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

Budget in Brief

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

Community Safety: \$ 69,880,478

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

Cultural & Community Services: \$15,917,259

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

Economic & Community Development: \$22,286,488

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

Non-Departmental: \$918

Environmental & Utility Services: \$412,773,336

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

Parks, Recreation and Properties: \$ 36,141,822

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

Transportation Services: \$ 52,376,159

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

Legislative Activities: \$ 5,932,951

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

Support Services: \$ 11,501,890

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

Adopted FY 2020 Budget: \$626,811,301

Budget in Brief

Expenditures by Activity

Community Safety \$69,880,478

Community Police Programs	7,553,028
Dispatching Services	6,009,563
Emergency Preparedness	147,854
Firefighting Services	13,429,882
Investigative Services	11,438,365
Patrol Services	20,804,843
Rescue Services	10,496,943

Economic & Community Dev. \$22,286,488

Affordable Housing Programs	1,218,867
Building Inspection & Permitting	1,255,672
Code Enforcement	1,447,419
CRA Districts	11,845,933
Development Review Services	3,570,175
Economic Development	230,750
Local Business Taxes	290,069
Neighborhood Programs	369,578
Planning Services	2,058,025

Environmental & Utility Svcs. \$412,773,336

Energy Production	213,628,659
Energy Transmission & Dist.	72,988,646
Energy Utility Billing & Cust. Svc.	18,516,306
Lakes and Stormwater Mgmt.	8,756,834
Solid Waste - Commercial	6,155,210
Solid Waste - Recycling	3,105,381
Solid Waste - Residential	7,149,437
Water Treatment & Distribution	33,701,131
Wastewater Collection & Treatment	48,771,732

Cultural & Community Svcs. \$15,917,259

Library Services	4,578,637
Public Information Services	753,275
The RP Funding Center	10,585,347

Parks, Rec. & Properties \$36,141,822

Aquatics	1,706,256
Cemeteries	1,403,763
Cleveland Heights Golf Course	2,633,281
Parks	15,942,695
Recreation & Facilities Services	14,455,827

Transportation Services \$52,376,159

Airport - Leasing Activities	4,123,757
Airport - Operations	28,418,746
Parking Services	1,805,058
Transportation Facilities – Const.	3,479,497
Transportation Facilities – Maint.	14,549,101

Legislative Activities \$5,932,951

City Clerk	654,263
City Commission	4,417,510
Community Relations	861,178

Support Services \$11,501,890

Facilities Maintenance	2,323,274
Fleet Management	104,244
Governance Administration	8,390,639
Information Technology	667,746
Purchasing and Stores	15,987

Non-Departmental \$918

Total Expenditures \$626,811,301

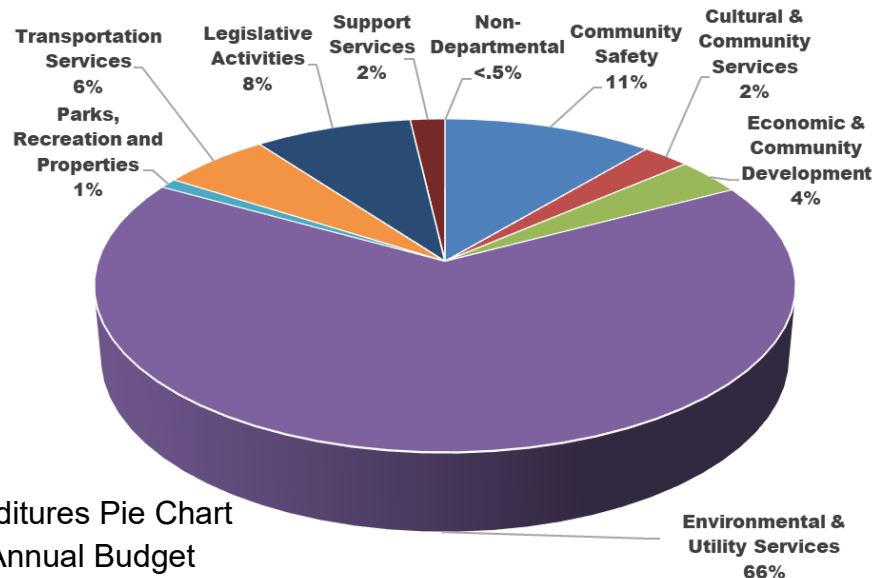


Figure B-4: Expenditures Pie Chart
Fiscal Year 2020 Annual Budget

Budget in Brief

Revenues by Activity

Community Safety \$ 5,013,627

Community Police Programs	1,260,079
Dispatching Services	87,065
Emergency Preparedness	0
Firefighting Services	1,059,523
Investigative Services	120,150
Patrol Services	2,068,814
Rescue Services	417,996

Cultural & Community Svcs. \$ 7,528,344

Library Services	1,396,323
Public Information Services	20,000
The RP Funding Center	6,112,021

Economic & Community Dev. \$ 15,913,464

Affordable Housing Programs	1,305,578
Building Inspection & Permitting	1,627,488
Code Enforcement	858,380
CRA Districts	8,793,093
Development Review Services	1,480,275
Economic Development	-
Local Business Taxes	1,721,200
Neighborhood Programs	-
Planning Services	127,450

Environmental & Utility Svcs. \$ 459,126,712

Energy Production	240,740,751
Transmission & Dist.	76,597,545
Utility Billing & Cust. Svc.	18,691,175
Lakes & Stormwater Mgmt.	7,821,730
Solid Waste - Commercial	11,685,400
Solid Waste - Recycling	1,499,559
Solid Waste - Residential	10,361,740
Water Treatment & Dist.	39,669,001
Wastewater Collection & Treatment	52,059,811

Parks, Rec. & Properties \$ 7,645,414

Aquatics	159,050
Cemeteries	686,805
Cleveland Heights Golf Course	1,356,118
Parks	1,491,140
Recreation and Facilities Services	3,952,301

Transportation Services \$ 42,169,113

Airport - Leasing Activities	7,161,063
Airport - Operations	25,418,724
Parking Services	1,665,386
Transportation Facilities - Const.	3,536,344
Transportation Facilities - Maint.	4,387,596

Legislative Activities \$ -

City Clerk	-
City Commission	-
Community Relations	-

Support Services \$ 2,516,026

Facilities Maintenance	-
Fleet Management	-
Governance Administration	161,200
Information Technology	0
Purchasing and Stores	2,354,826

Non-Departmental \$ 86,898,601

General Fund Services	86,503,637
Lakeland Regional Medical Center	394,964

Total Revenues \$626,811,301

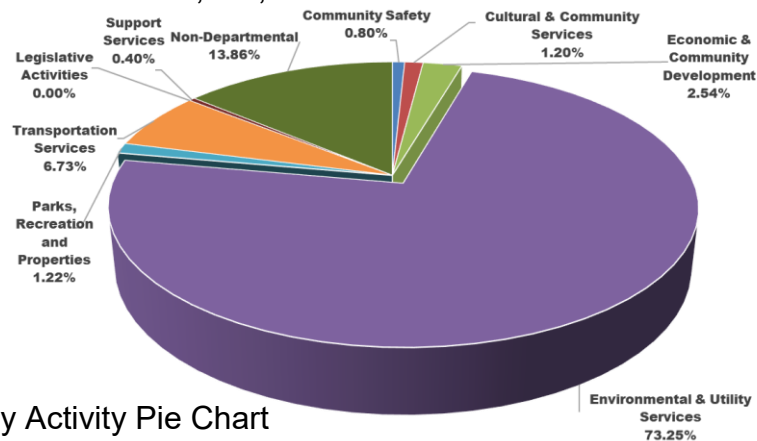


Figure B-5: Revenues by Activity Pie Chart
Fiscal Year 2020 Annual Budget

Budget Summary

Revenue Sources

Sources	Revenues
Charges for Services	\$433,217,706
All Other Revenue	39,545,571
Public Service, Communication, and Gasoline Taxes	32,277,071
Intergovernmental	34,028,070
Property Taxes	42,354,505
Licenses and Permits	4,685,816
Prior Year Surplus	40,702,562
Total Revenues	<u><u>\$626,811,301</u></u>

Figure B-6: Revenue Sources

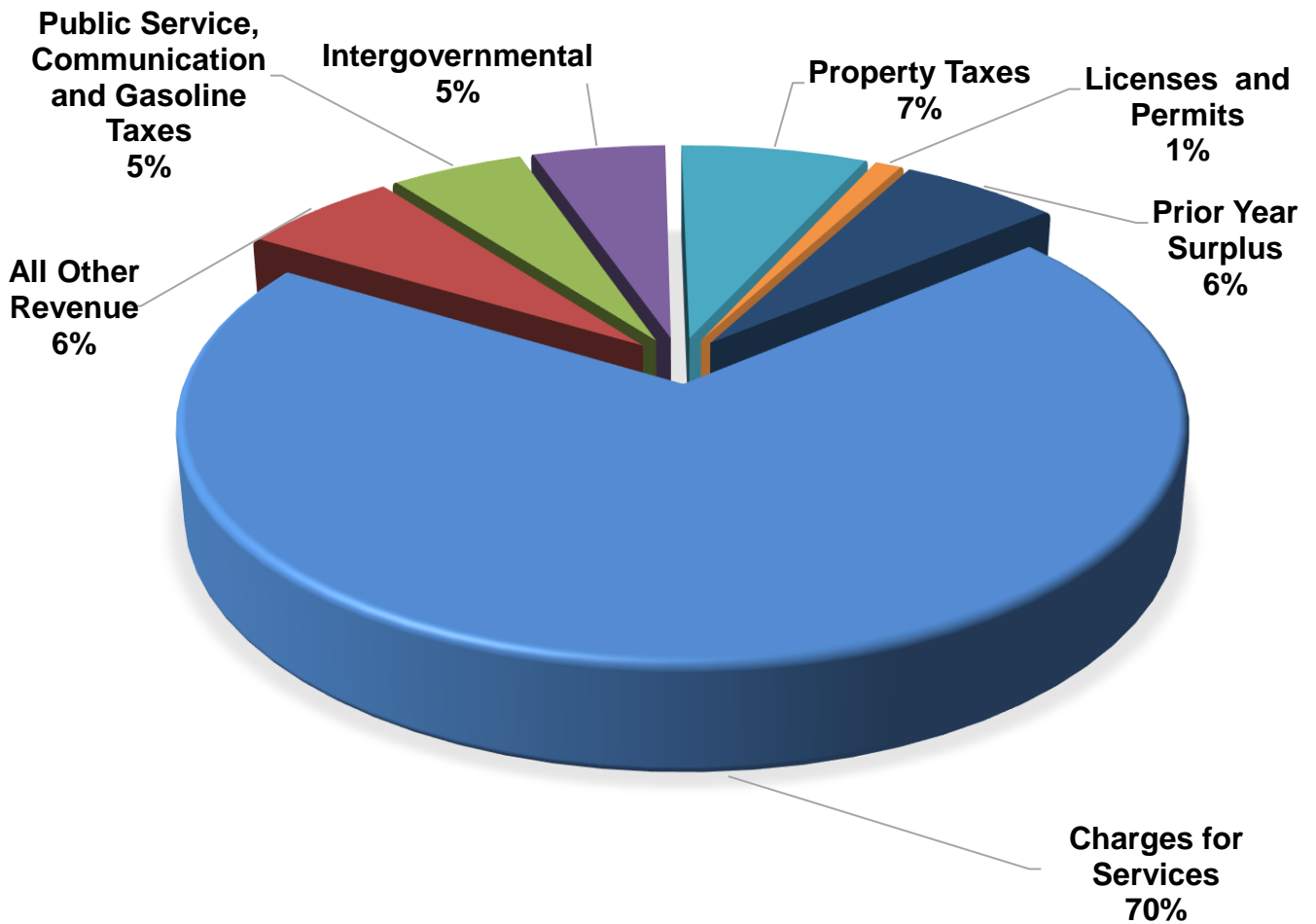


Figure B-7: Revenue Sources Pie Chart

Budget Summary

Expenses by Account

Account	Expenses
Fuel and Purchased Power	\$123,138,182
Personnel	181,242,198
Capital Outlay	117,471,951
Debt Service	61,038,452
All Other Operations and Maintenance	16,840,582
Internal Service Charges	58,281,347
Professional and Contractual	45,804,549
Utilities	13,706,002
Insurance and Fixed Charges	9,288,038
Total Expenditures	<u>\$626,811,301</u>

Figure B-8: Expenses by Account

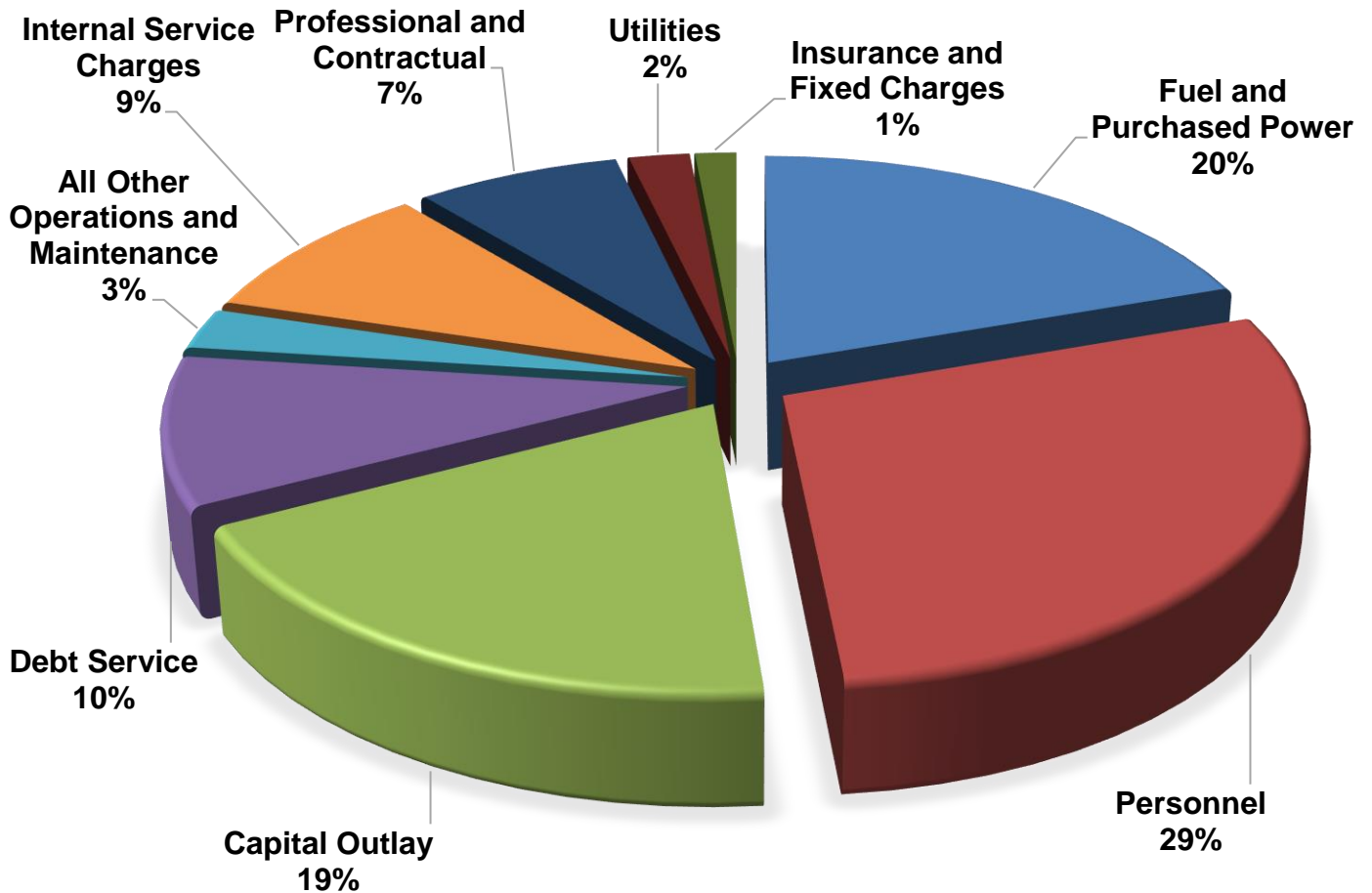


Figure B-9: Expenses by Account Pie Chart

Budget Summary

Summary of All Funds – Revenues

	Proposed Budget	Less Intracity Transactions	Net Budget
Revenues			
General	\$137,346,428	49,915,475	87,430,953
Transportation	13,812,212	25,000	13,787,212
Stormwater Utility	7,821,730		7,821,730
Public Improvement	20,510,896	575,633	19,935,263
Community Redevelopment Agency	8,793,092		8,793,092
Community and Economic Development	1,305,577		1,305,577
Fleet Management	16,540,022	16,540,022	
Purchasing and Stores	3,884,739	3,884,739	
Facilities Maintenance	7,101,101	7,101,101	
Information Technology	22,759,039	22,759,039	
Wastewater System	65,536,632	13,476,822	52,059,810
Water Utilities	51,926,504	12,257,503	39,669,001
Parking System	1,228,444	348,000	880,444
RP Funding Center	10,549,963	4,437,941	6,112,022
Lakeland Linder International Airport	33,739,377	1,159,590	32,579,787
Solid Waste Management	20,406,933		20,406,933
Lakeland Electric Utilities	452,704,307	116,674,830	336,029,477
Total Revenues	\$875,966,996	\$249,155,695	\$626,811,301

Figure B-10: List of Revenues by Funds

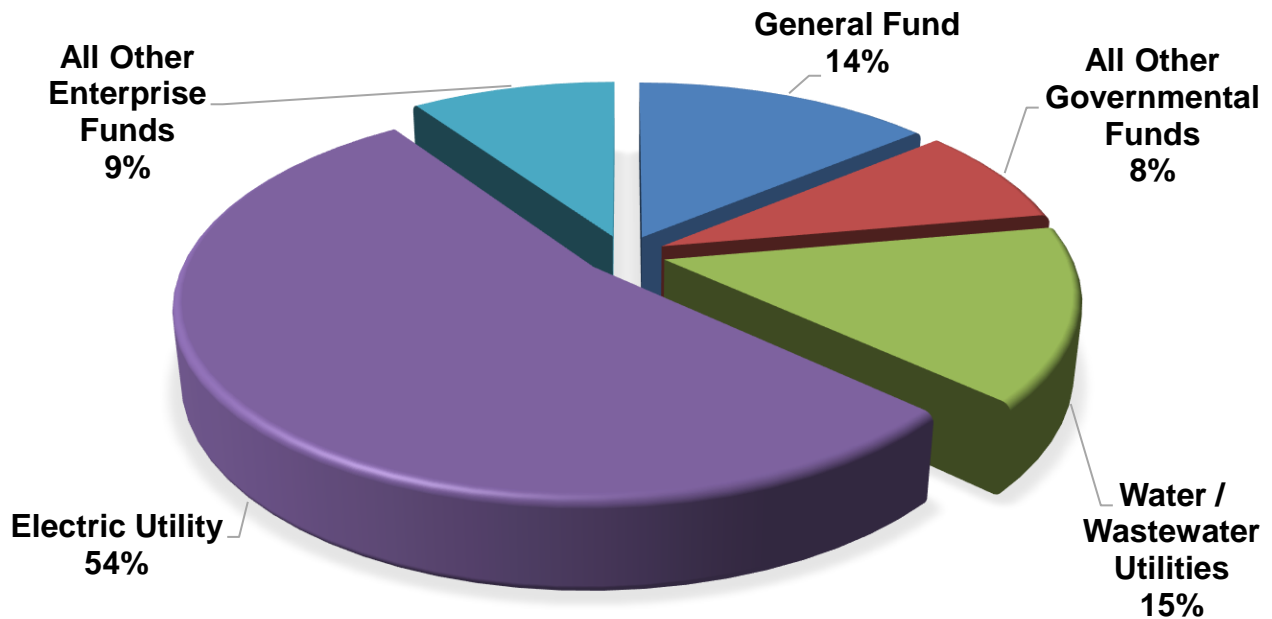


Figure B-11: Revenues by Funds Pie Chart

Budget Summary

Summary of All Funds – Expenditures

	Proposed Budget	Less Intracity Transactions	Net Budget
Expenditures			
General	\$137,346,428	3,679,358	133,667,070
Transportation	13,812,212	348,000	13,464,212
Stormwater Utility	7,821,730	918	7,820,812
Public Improvement	20,510,896	6,503,203	14,007,693
Community Redevelopment Agency	8,793,092	288,207	8,504,885
Community and Economic Development	1,305,577		1,305,577
Fleet Management	16,540,022	16,540,022	
Purchasing and Stores	3,884,739	3,884,739	
Facilities Maintenance	7,101,101	7,101,101	
Information Technology	22,759,039	22,759,039	
Wastewater System	65,536,632	18,113,364	47,423,268
Water Utilities	51,926,504	16,897,615	35,028,889
Parking System	1,228,444	85,715	1,142,729
RP Funding Center	10,549,963	5,609	10,544,354
Lakeland Linder International Airport	33,739,377	1,210,232	32,529,145
Solid Waste Management	20,406,933	4,106,833	16,300,100
Lakeland Electric Utilities	452,704,307	147,631,740	305,072,567
Total Revenues	\$875,966,996	\$249,155,695	\$626,811,301

Figure B-12: List of Expenditures by Funds

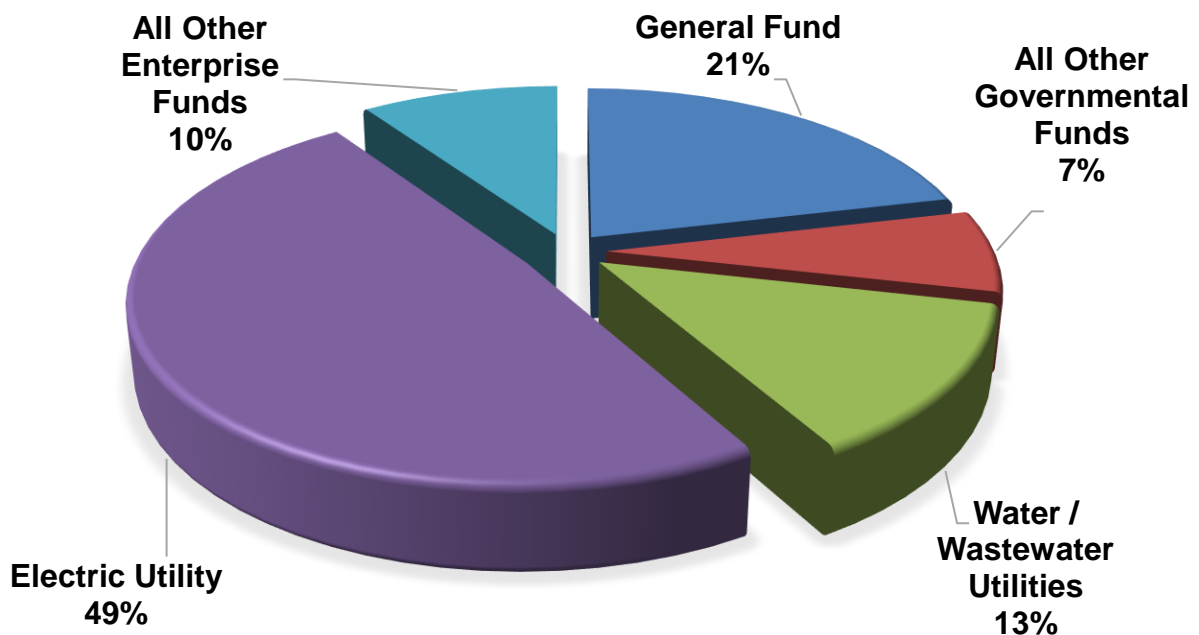


Figure B-13: Expenditures by Funds Pie Chart
Fiscal Year 2020 Annual Budget

Budget Summary

General Governmental Funds* - Revenues

Source	Revenues
Property Taxes	\$35,856,099
Utility Dividend	44,140,397
LRMC Lease	14,378,615
Charges for Services	19,184,071
Grants	7,514,821
Gas Taxes	5,634,000
Sales & Utility Taxes	15,784,530
CRA Tax Increment	6,498,406
Debt Proceeds	4,000,000
All Other	29,841,067
Prior Year Reserves	6,757,929
Total Revenues	<u>\$189,589,935</u>

*Non-Enterprise Funds

Figure B-14: General Government Funds Revenues

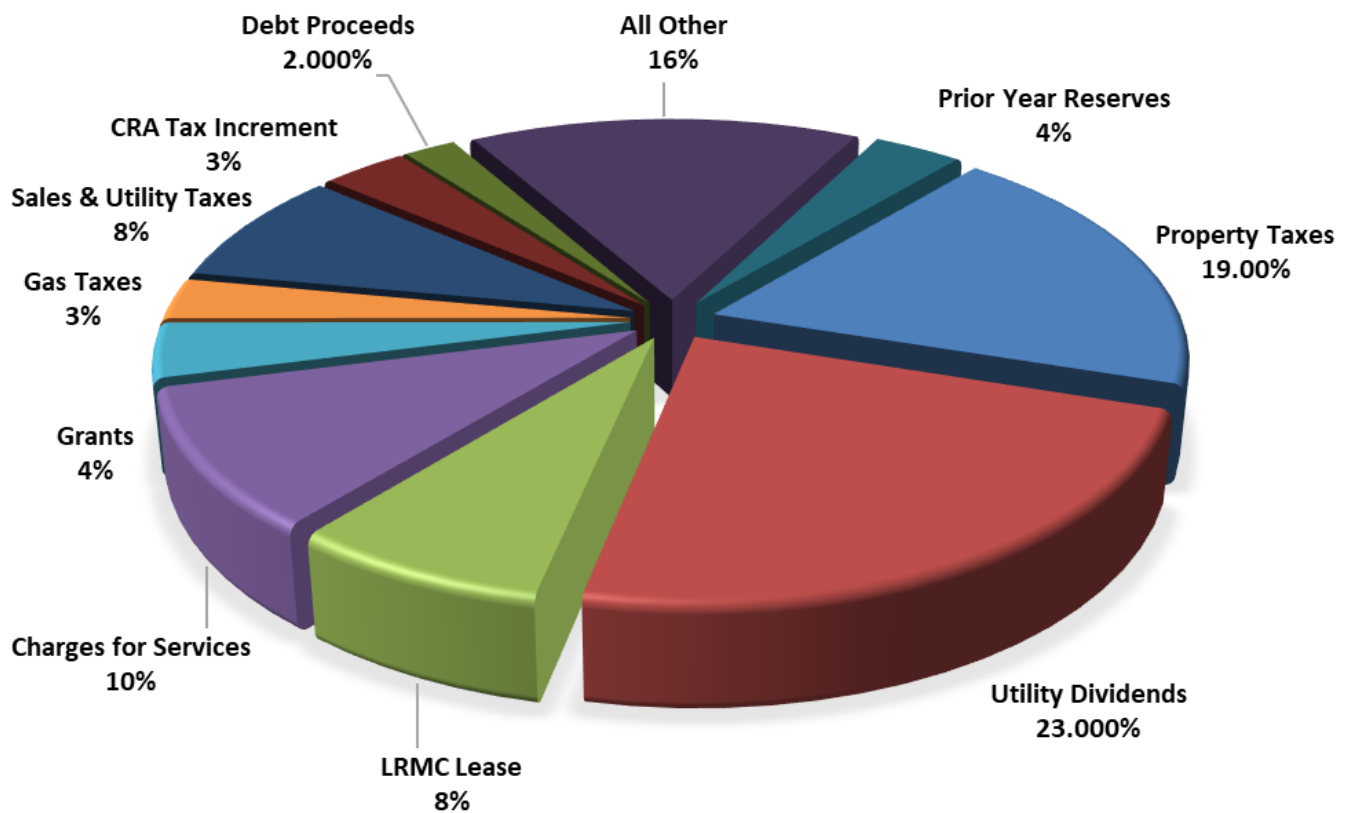


Figure B-15: General Governmental Funds Revenues Pie Chart

Budget Summary

General Governmental Funds* - Expenditures

Department	Expenses
Police	\$45,032,613
Fire	21,400,509
Public Works	7,579,709
Parks & Recreation	27,275,654
Debt Service	9,362,649
Capital Outlay	18,209,527
Community & Economic Development	8,902,813
General Government	10,153,460
Street Lighting	4,362,066
All Other	37,310,935
Total Revenues	<u>\$189,589,935</u>

*Non-Enterprise Funds

Figure B-16: General Governmental Funds Expenditures

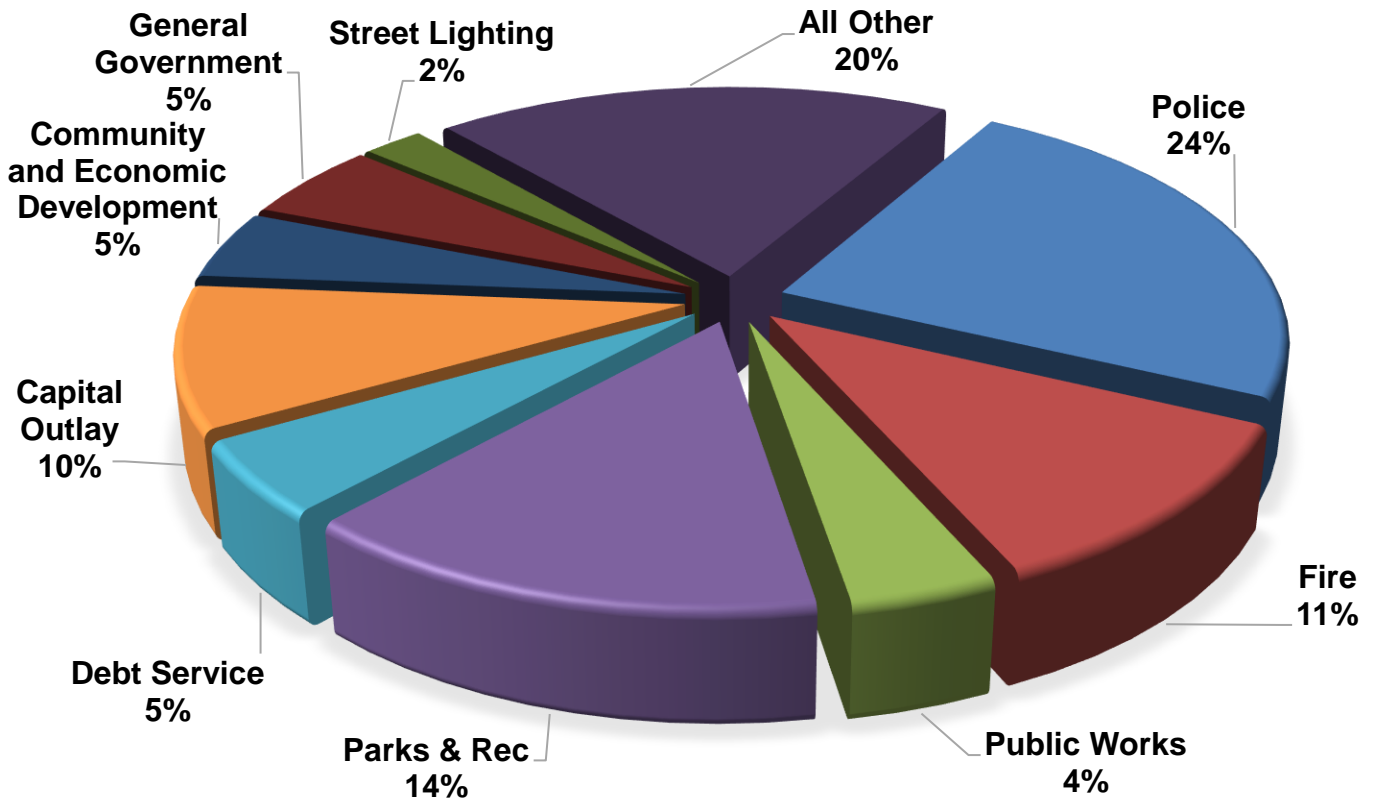


Figure B-17: General Governmental Funds Expenditures Pie Chart

Budget Summary

General Fund - Revenues

Source	Revenues
Property Taxes	\$35,856,099
Utility Dividend	44,140,397
Charges for Services	5,739,529
Grants	1,850,376
Utility Taxes & Franchise Fees	15,784,530
State Shared Revenues	10,317,300
Licenses and Permits	4,685,816
Fines and Forfeits	2,558,891
All Other	9,117,711
Prior Year Reserves	7,295,779
Total Revenues	<u>\$137,346,428</u>

Figure B-18: General Fund Revenues

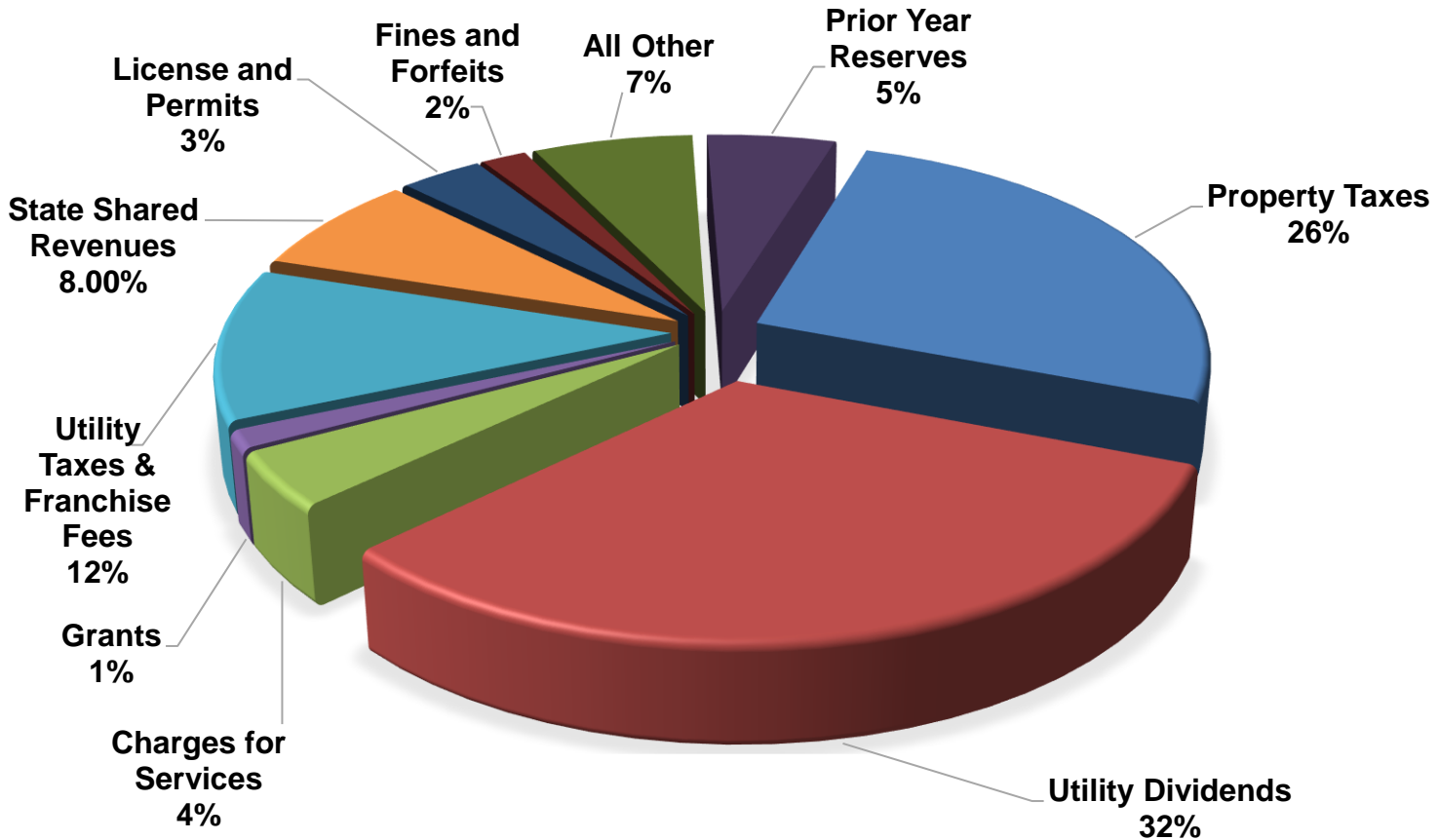


Figure B-19: General Fund Revenues Pie Chart

Budget Summary

General Fund - Expenditures

Department	Expenses
Police	\$45,032,613
Fire	21,400,509
Public Works	7,579,709
Parks & Recreation	27,275,654
Debt Service	257,727
Capital Outlay	218,299
Community & Economic Development	7,597,236
General Government	10,153,460
Street Lighting	4,362,066
All Other	13,469,155
Total Revenues	<u>\$137,346,428</u>

Figure B-20: General Fund Expenditures

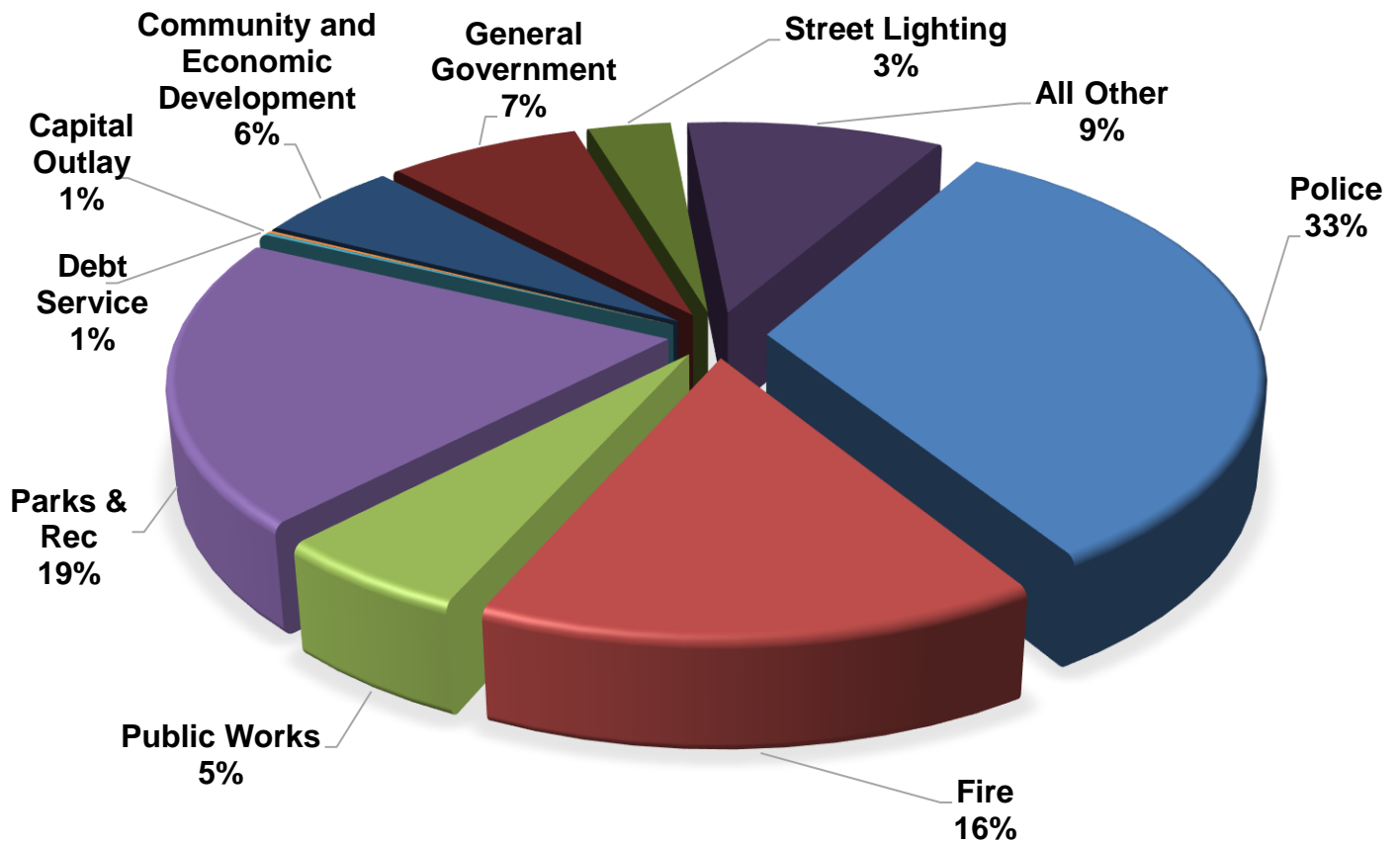


Figure B-21: General Fund Expenditures Pie Chart

Ad Valorem Taxes

Millage Rate

An ad valorem tax is a tax based on the value of real estate or personal property. One mill is the equivalent of \$1 per \$1,000 of value. During Fiscal Year 2019, the millage rate was 5.4644. The rate for Fiscal Year 2020 will continue to remain at 5.4644.

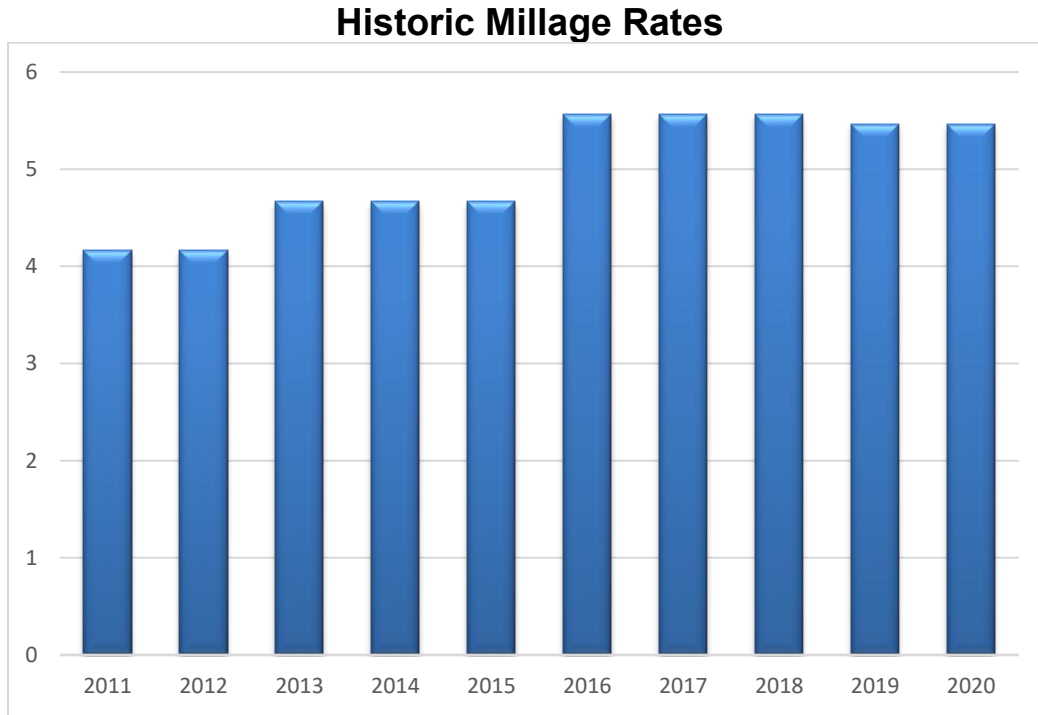


Figure B-22: Historic Millage Rates Graph

Fiscal Year	Millage
2011	4.1644
2012	4.1644
2013	4.6644
2014	4.6644
2015	4.6644
2016	5.5644
2017	5.5644
2018	5.5644
2019	5.4644
2020	5.4644

Figure B-23: List of Millage Rates by Year

Position Changes by Fund and Department

	FY 2018		FY 2019		FY 2020		FY19-20	
							Net	Change
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
City Commission	1	7	1	7	1	7	0	0
City Manager	14	0	14	0	15	0	1	0
Communications	8	0	8	0	7	0	-1	0
Legal	6	0	6	0	6	0	0	0
Retirement	3	0	3	0	4	0	1	0
Human Resources	25	1	25	1	25	1	0	0
Internal Audit	2	0	2	0	2	0	0	0
Risk Management	17	0	18	0	16	0	-2	0
Finance	42	1	43	1	44	1	1	0
Community Development	60	9	64	9	64	8	0	-8
Fire	171	1	177	1	178	1	1	0
Police	359	14	368	14	368	14	0	0
Public Works	115	0	116	0	117	0	1	0
Parks & Recreation	241	178	242	178	241	176	-1	-2
	1064	211	1087	211	1088	208	1	-3
Comm Development/Housing Program	6	0	5	0	5	0	0	0
Fleet Management	28	0	28	0	28	0	0	0
Purchasing & Stores	16	0	16	0	16	0	0	0
Facilities Maintenance	62	0	64	0	64	0	0	0
Information Technology	81	0	81	0	80	0	-1	0
	187	0	189	0	188	0	-1	0
RP Funding Center	50	305	51	305	51	305	0	0
Lakeland Linder International Airport	17	4	17	4	20	2	3	-2
Parking System	5	0	5	0	5	0	0	0
Stormwater	7	0	9	0	12	0	3	0
Solid Waste	65	0	66	0	66	0	0	0
Water	130	2	130	2	133	2	3	0
Wastewater	95	4	95	2	97	2	2	0
Lakeland Electric	547	27	538	27	531	27	-7	0
	916	342	911	340	915	338	4	-2
Grand Total	2173	553	2192	551	2196	546	4	-5

Figure B-24: Position Changes by Fund and Department

Historical FT and PT Changes

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

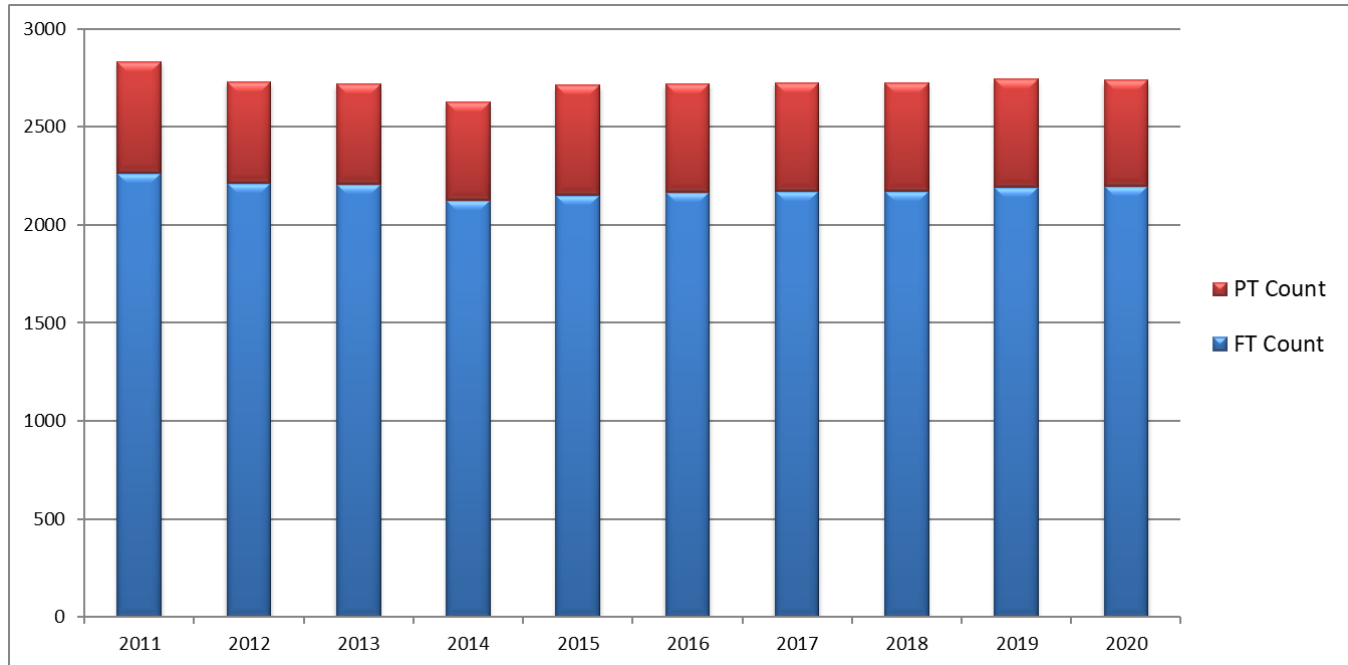


Figure B-25: Historical Full-time and Part-time Position Changes Graph

Position Changes

Fiscal Year	FT	PT
2012	-49	-52
2013	-5.5	-7
2014	-81.5	-12
2015	24	63
2016	13	-5
2017	9	-5
2018	0	2
2019	19	-2
2020	4	-5

Figure B-26: Full-time and Part-time Position Changes by Year

Residents Per Employee

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

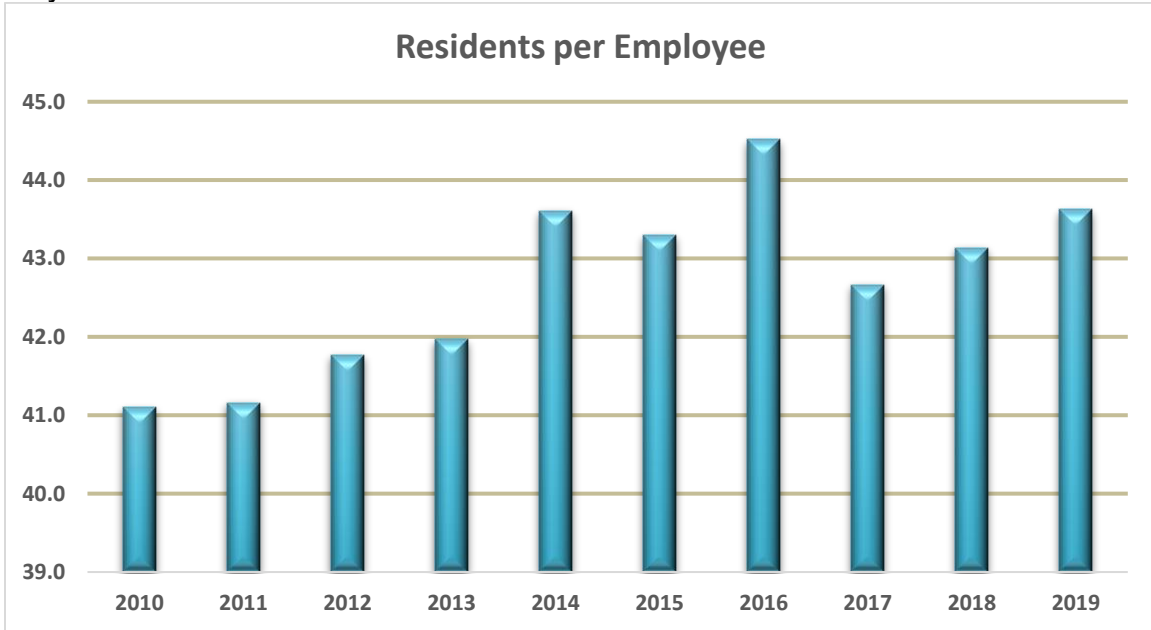


Figure B-27: Residents Per Employee Graph

Year	Lakeland Population*	LE Service Area Population	Lakeland FTE's	Residents per Employee
2010	97,422	253,084	2,370.50	41.1
2011	97,690	253,009	2,373.50	41.2
2012	98,200	260,567	2,351.00	41.8
2013	99,630	262,288	2,374.00	42.0
2014	100,728	264,023	2,310.00	43.6
2015	100,728	271,379	2,326.67	43.3
2016	101,517	274,861	2,280.39	44.5
2017	104,185	279,331	2,442.00	42.7
2018	105,586	283,626	2,448.00	43.1
2019	107,552	288,157	2,465.50	43.6

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

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

Budget Overview and Financial Policies

Operating Budget Policies

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

Budget Overview and Financial Policies

Operating Budget Policies Continued

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

Revenue Policies

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

Budget Overview and Financial Policies

Capital Improvement Policies

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

Budgeted Funds Relationship by Program

Accounting											
	Program	Activity	General	RP Funding Center	CRA	Electric Utility	Solid Waste	Stormwater	Parks, Recreation & Properties	Lakeland Linder Regional Airport	
Public Safety \$69.9 Million	Community Safety	Police Services	X	X					X	X	
		Firefighting Services	X	X					X	X	
Cultural & Community Services \$15.9 Million	Cultural & Community Services	Library Services	X		X						
		Public Information	X	X		X	X		X	X	
	RP Funding Center			X		X	X	X		X	
					X		X	X			X
Economic & Community Development \$22.3 Million	Economic & Community Development	Affordable Housing	X		X	X	X	X	X		
		Building Inspection	X	X	X	X			X		
		Code Enforcement	X	X	X	X		X		X	
		CRA									
		Development Review	X	X	X	X				X	X
		Planning Services	X	X	X	X				X	
Environmental & Utility Service \$412.8 Million	Environmental & Utility Service	Electric Utility				X					
		Lakes and Stormwater					X		X		
		Solid Waste			X	X				X	X
		Water			X	X	X			X	X
		Wastewater			X	X	X			X	X
Legislative Activities \$5.9 Million	Legislative Activities	City Clerk	X								
		City Commission	X								
		Community Relations	X								
Parks, Recreation and Properties \$36.1 Million	Parks, Recreation & Properties	Aquatics					X		X		
		Cemeteries							X		
		Cleveland Heights Golf Course	X				X	X		X	
		Parks					X	X		X	
		Recreation and Facilities					X	X	X	X	
Support Services \$11.5 Million	Support Services	Facilities Maintenance	X						X		
		Fleet Management	X	X	X	X	X	X	X	X	X
		Information Technology	X	X	X	X	X	X	X	X	X
		Purchasing and Store	X	X	X	X	X	X	X	X	X
		Governance Administration	X								
		Non-Departmental	X								
Transportation Services \$52.4 Million	Transportation	Lakeland Linder Regional				X	X	X		X	
		Parking Services		X		X				X	
		Facilities Construction								X	
		Facilities Maintenance								X	

Operations

Figure B-29: Budgeted Funds Relationship by Program



Photo Credit: Janneke Case Photography

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

City of Lakeland, Florida

Annual Budget

Fiscal Year 2020

Annual Budget

Fiscal Year 2020

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



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Long-Range Planning Overview

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

First, we recap the Strategic Plan of the City for Fiscal Year 2020. The Strategic Plan is developed at the City Commission Retreat and contains the Core Values of the City and Outcomes for each goal (See Introduction Section A for detailed definitions).

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

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

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



Figure C-1: Today, Tomorrow, Future

Environmental Scan – Demographic Trends

Demographic Trends

In 2018, the University of Florida's Bureau of Economic and Business Research (BEBR) estimated the City of Lakeland's population to be 105,586, making Lakeland the 21st most populated city in Florida. This estimate depicts a nominal but steady increase from the 2010 U.S. Census estimate of 97,422. Supporting a healthy job and housing market, Lakeland is continuing to grow at a pace of more than 1% per year. With the consistent pattern of residential construction, Lakeland's population has grown by nearly 35% from the previous decennial census which estimated the City's population to be 78,452 in 2000.

Households and Families

The U.S. Census Bureau American Communities Survey (ACS) for 2017 estimated that there were 40,443 occupied housing units in Lakeland, of which, 56.3% were owner-occupied and 43.7% renter-occupied. There were 8,929 vacant units, with a homeowner vacancy rate of 4.6% and a rental vacancy rate of 9.6%. The average Lakeland owner-occupied household size during this period was 2.39 people while the average family size was 3.15. Also, in 2017, the median age of residents in Lakeland was estimated to be 41.3.

Income

The 2017 ACS estimated Lakeland's median family income at \$53,187 while the per capita income for Lakeland was estimated at \$24,480 (these figures are based upon 2017 inflation-adjusted dollars).

Per Capita Personal Income

Year	Lakeland	Florida
2008	\$32,758	\$39,709
2009	\$31,307	\$37,350
2010	\$32,893	\$38,473
2011	\$34,873	\$40,215
2012	\$33,647	\$41,041
2013	\$34,393	\$41,497
2014	\$32,652	\$42,737
2015	\$33,723	\$44,429
2016	\$34,199	\$45,953
2017	\$34,213	\$47,648

Figure C-2: Per Capita Income

Environmental Scan – Demographic Trends

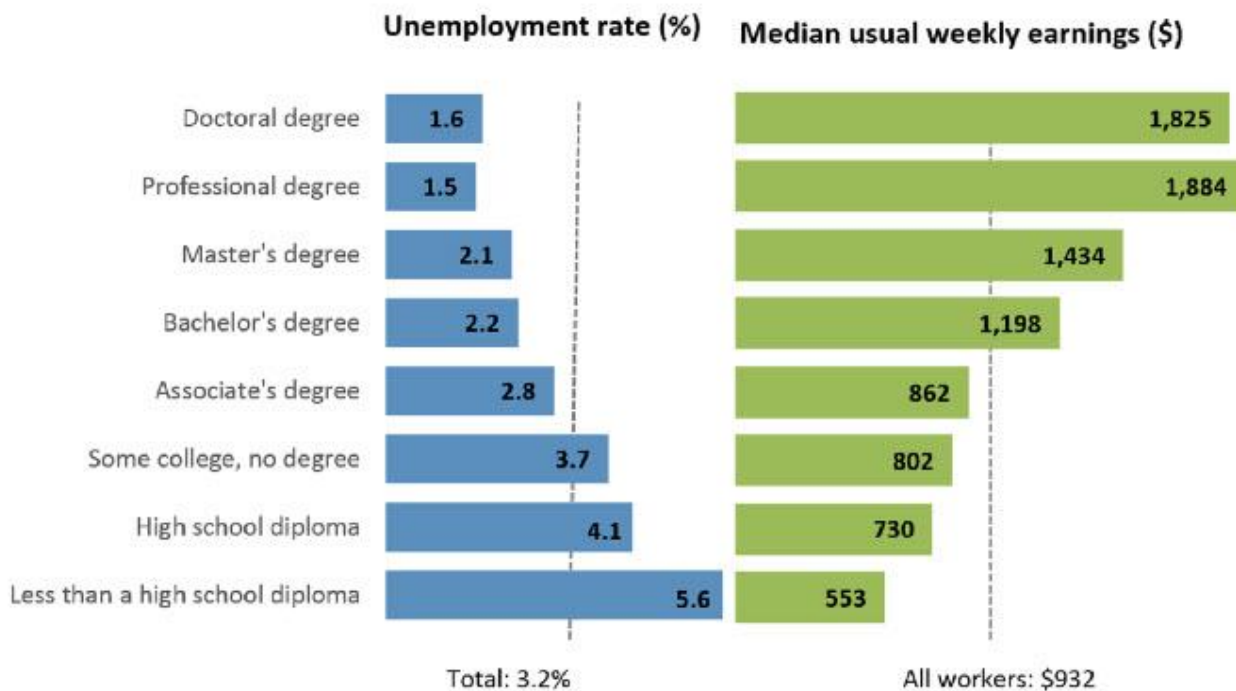
Cultural Factors

As Lakeland’s population continues to grow well beyond the 100,000 mark, the City is also seeing shifts in its diversity. The 2017 ACS data from the U.S. Census shows, 97.6% of Lakeland’s residents reported themselves as being of one race. Within this one race category, 73.7% were white, 20.1% were black or African American, 0.2% were American Indian or Alaska Native, 2.2% were Asian, and 4.3% listed other as a race. As part of the City’s total population, the 2017 ACS estimates there are 15,667 Hispanics or Latinos of any race embedded within the total figure. This number represents 14.5% of the City’s total population, which is a 26.8% increase in Lakeland’s Hispanic population since the 2010 U.S. Census.

Educational Attainment

With several public and private colleges located within the Lakeland Electric Service Area and the accessibility of online learning, Lakeland has seen a marked increase in the educational attainment of its residents. The 2017 ACS shows that 88.4% of Lakeland residents over the age of 25 had graduated from high school. This marked a 9.2% increase from the 79.2% number that was recorded in the 2000 Census. The 2017 survey also reported that 25.8% of Lakelands residents over age 25 had a bachelor’s degree or higher.

Unemployment rates and earnings by educational attainment, 2018



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

Figure C-3: Unemployment Rate and Earnings

Environmental Scan – Land Development

Land Development Trends

Single-Family Residential

Residential construction in Lakeland continues to gain strength and interest. Lakeland issued 400 single-family permits in 2018, marking last year the busiest for new activity since 2007. This activity is a 10% increase from the prior year and a 447% increase from 2012.

Based on the rise and fall of the single-family residential market in Lakeland over the past decade, it is widely believed that a healthy market in Lakeland could support 150-200 new single-family permits per year. Lakeland's stabilization and recent growth demonstrates strength in the core market and signals a resurging pattern for residential development. Prior to the most recent housing crash, Lakeland averaged approximately 350 single-family permits per year from 2002-2008. Inflated values and easily accessible financing drove up the volume of housing units as prices rose to a seemingly sudden and unmanageable peak. Understanding the combined cyclical effects of a historic recession and stagnant unemployment, economists are now seeing a recovery in Lakeland's residential real estate market that is both consistent and sustainable.

Consistent with new single-family construction, the residential resale market in Lakeland is very busy. Last year was marked as one of the most active real estate resale years over the past decade, with 4,013 residential units sold. Balancing this growth, the total units sold in 2018 marked a 116% increase from the markets most recent lowest point, which was recorded in 2008. This increase in the number of homes sold has also impacted the price of existing homes. In Lakeland, the average purchase price for a home in 2018 was \$202,768, which was a 13.4% increase from the prior year.

In 2008, when the real estate bubble burst and the market crash followed, the Lakeland Association of Realtors (LAR) reported that the local real estate market had peaked with more than 3,500 existing homes for sale within the current inventory. With a statistically steady number of buyers, and a defined number of homes for sale, it was estimated that Lakeland's real estate market had compiled almost 30 months of built up inventory during that period. Conversely, by the close the 2018 calendar year, the residential resale market had accelerated to a level that may be difficult to maintain. With current inventory levels 37% below where they were just three years ago, Lakeland's 957 existing units for sale in December of 2018 represent a market inventory that stands at a supply of just 3.1 months. Demand for existing inventory balanced with new construction have enhanced the local housing market. Steady home sales, balanced with increasing market prices, have solidified a turn towards a more level foundation that typically promotes a healthy and consistent residential market.

With this momentum, most economists agree that the residential real estate market reached its bottom in late 2012 and that moving forward stabilization and growth may look to become the new normal. Key statistics outlining real estate valuations, sales transactions and new construction starts all point to local and regional growth.

Complimenting these trends, mortgage interest rate growth has slowed, unemployment rates are historically low, and banks continue to loosen restrictions related to lending money. All these factors look to be positive in repositioning Lakeland's residential market for continued growth.

Environmental Scan – Land Development

Commercial and Industrial Properties

Lakeland's industrial market is heavily reliant on job growth. As the national and local economies remain sound and industry expands, demand in Lakeland will continue to grow thus helping to sustain a positive absorption rate. After several consistent years, leasing activity in Lakeland's industrial market slowed a bit in 2018 based on the lack of large blocks of contiguous space. Despite that, vacancy rates still dipped a bit to 3.8% based on the addition of several new large tenants to the market. Industrial market analysts project that Lakeland is positioned quite well, demonstrating strengths in both affordability and absorption.

In 2018, Lakeland lead the Tampa Bay region with 1.8 million square feet of new space delivered, which has marked the most active year since 2006. With many new industrial projects planned, 2019 is proving to be another active year. The influx of new space should help vacancy rates remain stable as new inventory is constructed and demand increases. With that, Lakeland's industrial market is positioned well and will continue to add square footage in 2019.

Though the market has not produced as much available inventory as past years, leasing activity is strong and will continue to erode available vacant space. Unemployment rates within the City of Lakeland continue to decline, with the year-end rate for 2018 dropping to 4.0%, which is 0.8% less than the 2017 rate and 1.5% less than the recorded rate for 2016. Lakeland's industrial market continues to expand as many organizations add jobs and make investments in new and existing facilities.

The Lakeland MSA more than doubled the number of new jobs added in 2018, with 9,200 new jobs added. From a percentage standpoint, several industry sectors experienced positive year-over-year gains, with the most substantial coming in professional and business services. This employment sector grew by 10.79% from 2017 to 2018, with 3,300 jobs added. Growth from all of Lakeland's professional industry sectors is a key indicator that aligns well with the fundamental health and expansion of the industrial market.

After seeing industrial vacancy rates peak in 2009 around 8%, Lakeland has experienced a continued drop in vacancy and currently registers one of the lowest overall vacancy rates in the U.S. primary industrial market. By the close of the fourth quarter of 2018, Lakeland's industrial vacancy rate was a very low 3.8%. Demonstrating the health of this sector, Lakeland has registered 29 straight quarters with a vacancy rate at or below 6%. Lakeland's consistency and demand can be partially attributed to the area's economical lease rates. Similar to absorption, lease rates peaked in 2009 and then went on a steady decline over the next several years. As vacancy rates dropped, rental rates began to expand as the amount of available industrial space became harder to find. Asking rates for 2018 in Lakeland were down by nearly 3% from the prior year as several higher valued products were taken out of the market. With this reduction, manufacturing, warehouse and distribution averaged a combined \$5.38 per square foot (psf) at year's end. This rate highlights a fair balance in availability, though new space is required to keep up with the demand shown in the Lakeland market. With several large speculative products under construction and being planned for, it is expected that rental rates to climb in 2019 as demand and interest continue.

Environmental Scan – Land Development

Downtown Activity

Lakeland's downtown is poised for a significant expansion in 2019. After a long wait without any significant new construction, downtown Lakeland will see many new projects beginning this year that will change the area and will add value for its Citizens. From a residential standpoint, the Mirrorton Development located just north of Lake Mirror broke ground this Spring. The project consists of 305 apartments and townhomes and will feature many amenities that will attract new residents to downtown Lakeland. More residential is planned in the Garden District, just east of Lake Mirror and north of Oak Street, between Tennessee and Kentucky Avenues as developers explore options for more units that can accommodate the increase in demand. The additional units will, in turn, help spur additional retail, office and entertainment in downtown.

Functioning as a successful urban area, Lakeland will see a new 850 space parking garage constructed in the City's downtown on the Heritage lot, south of Lemon Street and between Kentucky and Tennessee Avenues. This garage will also feature a 40,000-square foot speculative office building that will front Orange Street. Lakeland's growing office market will be supported by an additional 18,000 square foot building which will be constructed on the east side of Lake Mirror this year as well as the much-anticipated completion of Catapult 3.0 which will further infuse a culture of small business and entrepreneurialism in downtown Lakeland.

Lakeland is set up to offer a variety of mixed-use options utilizing the City's various shopping, dining and cultural amenities. For years, multi-story downtown buildings were utilized as retail and office components, standing as a crucial measure of the City's economic health. With both residential and office growth downtown, it is anticipated that 2019 will reveal a new wave of development and redevelopment opportunities in Lakeland's urban core.

Other Land Development Trends

With an increase in new residential construction balancing consistent commercial and industrial activities throughout the City's core, Lakeland is positioned well for growth. For nearly a decade all types of construction and development-related activities boomed in Lakeland. Projects in north, south and central Lakeland brought residential elements with retail, commercial and office to support. Though the most recent recession and economic turbulence brought many projects to a sudden and expected halt, today, development interests and projects are returning, as there is an overall great interest in Lakeland. Recognizing the community's interest in resurging neighborhoods, redevelopment activities in Lakeland continue to do well within a number of specifically targeted areas. Property acquisitions throughout the City's central core have begun to bring a pattern of change. Residential demolition and infill opportunities have brought new businesses, owners and families into previously established neighborhoods, while commercial, office and retail activities are bringing new jobs and industry. This rise and success of redevelopment activities is a trend that will endure. With well-designed neighborhoods and geographically significant areas with character and charm, redevelopment offers a number of opportunities that are certain to preserve and enhance certain targeted commercial corridors and residential neighborhoods by providing additional economic stability from within.

Environmental Scan – Population

Population

In 2018, the University of Florida’s Bureau of Economic and Business Research (BEBR) estimated Lakeland’s population at 105,586 and Polk County’s at 673,028. By all accounts, Florida’s recent population is growing by more than 1,000 residents per day. The US Census Bureau estimates Florida’s 2018 population at 20,840,568, which ranks the state as the 3rd most populated in the US. Though Lakeland’s growth is not as rapid as the state or county, it is averaging a pace of just over 1% annually since 2010. With regards to Lakeland Electric’s service territory, for 2018, the population is estimated at 288,157 which represents a 1.65% increase from the prior year. This increase indicates that the residential construction market in the unincorporated area is expanding at a greater pace than the in-city market.

“Lakeland saw a 58% increase in residents aged 45-64 from 2000 to 2018”

Population by Age-Most Current Data

Age	1990	2000	2018
Under 5	4,464	4,832	5,721
5 to 14	8,150	9,280	11,613
15 to 24	9,914	10,748	14,502
25 to 34	10,003	9,802	12,852
35 to 44	8,679	9,582	11,849
45 to 54	6,316	8,817	12,050
55 to 64	6,918	7,345	12,705
65 to 74	8,667	8,347	11,689
75 to 84	5,669	7,049	8,052
85+	1,796	2,650	3,082

Data from US Census Bureau ACS 2016-2018 (three-year rolling average)

Figure C-4: Population by Age

Environmental Scan - Employment

Employment

Local Employment

Existing and new companies in Lakeland are helping to fuel the City's growing population which has a direct correlation in the local unemployment rate. The average level of unemployment during 2018 declined month-over-month by 1.3% points, peaking at a high of 4.9% in January and dropping to 3.6% in December. Employment opportunities grew throughout the year thus allowing Lakeland's overall annual unemployment rate to drop from 4.8% in 2017 to 4% in 2018. This decrease marked the 8th consecutive annual drop in Lakeland's unemployment rate since it peaked at 11.7% in 2010.

Consistent with an expanding population, Lakeland's labor force grew to 47,407 in 2018. This represents a 1.76% increase from the previous year and a 9.7% increase since 2010. Lakeland's economic health relies on job growth. As new companies locate in Lakeland and existing ones continue to expand and grow their workforces, new jobs are required so that the City can balance available job opportunities with new residents, thus allowing the City's overall unemployment rate to remain stable and low. For 2019, Lakeland's unemployment will remain constant, dipping into the mid 3% range and stabilizing near 4% as an annual average.

National Employment

US unemployment ended 2018 at a very low 3.8%. For the first two months of 2019, the US averaged job gains of 180,000 per month. Forecasters believe that the labor market will continue to tighten as job growth continues, which will further shrink the national unemployment rate. Nationally, employment in the industries of health care, personal care, social assistance and construction continue to make the largest gains. Other areas of growth are in education, where 1.8 million jobs will be added by 2020. In line with the growth in education jobs, the Bureau of Labor and Statistics states that jobs requiring master's degrees will grow quicker than those that only need a high school diploma. The nation's unemployment rate will continue to fall throughout 2019, with economists predicting a rate of 3.4% by the end of the calendar year.

Economy

The National Economy

The US economy remains healthy as key economic indicators show positive growth and stability. The most essential measurement for this is the gross domestic product (GDP), which is the broadest of all economic indicators and is the standard for the Federal Reserve's interest rate policy. After finishing 2018 at 2.9% GDP looks to remain in the optimum range for 2019 hovering between 2% and 3%. This estimate is primarily reflected upon federal spending and import activity. Current economic policies, along with a gradual increase in federal interest rates and a US-China trade war and the aftereffects of the government shutdown, all factor into a projection that will see GDP shrink to 2.4% for 2019. Even with the talks of shrinking GDP, there seem to be more positive factors in the US economy than there are negatives. Consumer spending, which accounts for two-thirds of economic activity, grew at a pace of 2.6% in the 4th Quarter of 2018. This growth has outpaced early projections and is continuing to rebound since an unexpected decrease in December. This spending is being elevated by a strong labor market, higher home values and expanding wages. A moderately growing economy, along with a healthy job market and slowing inflation, will likely set a clear path for the Federal Reserve to gradually increase and stabilize interest rates throughout the course of the year.

Summary

The US economic outlook is healthy, and the national economy will continue to expand throughout 2019. Forecasters believe that US GDP will stay settled at 2.4% for 2019. Despite dropping a bit in the 4th Quarter of 2018, the year over year averages remain situated for positive growth. Consumer spending, housing and employment continue to lead the way as wages and income slowly begin to rise. The stability of interest rates will positively affect consumer confidence which will have a favorable impact on the housing market and general consumer spending. Inflation will rise slightly from 1.9% in 2018 to 2.2% in 2019. This will be an area to watch, as some businesses will absorb the costs while others will pass the increased expenses of material, equipment and labor along to their customers. Hiring demand has begun to outpace the available workforce entering the labor market. Gains in productivity will come as a result of increased business spending, which will ultimately benefit workers with efficiencies born out on new technologies. Unemployment numbers will continue to decrease to the mid 3% range which should continue to drive up employee wages. Most economists agree that 2019 will be a productive year with passive economic growth and little threat of a recession.

Environmental Scan - Technology

Technology

To the Citizens of Lakeland, we are one. We are not individual business departments. We are just “The City of Lakeland”. This requires that we act and serve as one. It requires coordination and communications among all City staff in our many different lines of business. Information Technology (IT) can help us achieve the vision of one coordinated, efficient and effective service organization.

Achieving a vision requires planning. To achieve our strategic business plan requires associated IT plans. Through these plans, we can properly scope prioritized IT projects which will result in measurable improvements for the City. Our IT systems are highly integrated which helps achieve the vision by enabling our City staff to share information across departmental boundaries and accomplish the right work, at the right time, with a high quality of performance.

We all know that a lack of coordination among team members creates chaos. Likewise, a lack of IT cross-departmental architecture planning will create technology chaos along with high costs and poor performance. We cannot afford to let this happen. As IT cloud vendors dominate the future of technology with lofty promises, we must be diligent about City of Lakeland IT planning and coordination. We must take advantage of the many great IT opportunities while avoiding the chaos that can be created by implementing disparate systems without a well-established IT plan.

The City of Lakeland has the business skills and the IT talent to accomplish the vision. We have many business and IT team members who are excited about the possibilities with the Internet-of-Things (IoT), data analytics and business-process-automation using web and mobile technologies that put IT services directly in the hands of our Citizens. Our challenge is to identify and prioritize the projects with the greatest potential and pay-back to our Citizens and then staff those projects with the right business and IT skill sets and management direction to accomplish great things.

The Department of Information Technology (DoIT) has implemented industry standard best practices for project management, IT architecture, requirements definition, development, testing and systems deployment. We manage service delivery using key success indicators to ensure timely resolution of problems and excellent business-customer service. The City has an excellent data center, hardware and fiber infrastructure for high performance IT delivery and timely disaster recovery in case of emergencies. We are well prepared to meet the IT needs of the City and we want to be the primary trusted partner for our business customers.

Environmental Scan - Legislation

Impact Fees

In the past several years, legislation has been filed that would prohibit Cities and Counties from applying impact fees for a period of 3 years, unless approved by a 2/3rd Commission vote. In addition, proportionate share mitigation for transportation and school concurrency could not be applied during the same period unless also approved by a 2/3rd Commission vote. These bills would have effectively prohibited the implementation of impact fees and were a direct assault on home rule authority. If such legislation were to pass, local governments would be unable to properly fund transportation and growth without collecting impact fees. To defer impact fees for 3 years would be to defer the cost to the taxpayers in the community.

Position: Oppose legislation that would prohibit the implementation of impact fees by cities and counties.

Affordable Housing – SHIP & SAIL

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

SHIP and SAIL funding are critical components of Lakeland's affordable housing and neighborhood stabilization efforts. The City is able to use these funds to leverage additional Federal dollars through CDBG and HOME grants to assist low-income families. However, since the recession in 2009, funding levels for cities through SHIP have been erratic as the funds have been diverted during the State Budget process, making it difficult to properly plan projects. In FY 2017-18, Lakeland received \$439,440, but in FY 2018-19, that number dropped to \$152,392. Lakeland is approximately 500-700 housing units short of the need in our community.

Position: Support increased funding of the State's SHIP and SAIL programs in the 2019-20 Budget. Identify opportunities to reduce the shortfall in low income housing units in Lakeland.

Environmental Scan - Legislation

Florida Polytechnic University

Florida Polytechnic University welcomed the first class of students to Florida's 12th University in August 2014. Currently, the 1,424 students are focusing their education on STEM programs, primarily technology and engineering, at the 530-acre campus located at the intersection of I-4 and the Polk Parkway.

Florida Polytechnic University is seeking operational funding from the Legislature in the 2019-20 Budget, as well as \$11 million for construction of an Applied Research Center.

In 2016, Florida Polytechnic University announced SunTrax, a partnership with the Florida Turnpike Enterprise to create a test track facility to the southeast of the main campus. The 2016-17 Budget provided \$48M to purchase right-of-way, all PD&E studies and construction of the new facility, as well as to 4-lane the last section of the Polk Parkway. The SunTrax facility should further the opportunity for Florida Polytechnic University to turn in to a catalyst for future development in northeast Lakeland.

Position: Support Florida Polytechnic University's 2019-20 funding requests, \$46 million in base budget as well as the \$11 million Applied Research Center Public Education Capital Outlay (PECO) project.

Polk State College

Polk State College is seeking an increase of \$2 million in recurring operating funds to lessen the academic advisor to student ratio. Polk State predominantly serves low-income and first-generation-in-college students that require comprehensive, personalized services to help them succeed.

In addition to the increase in operating dollars, Polk State College is seeking additional PECO funds in the 2019-20 Budget for projects currently underway. \$16 million is necessary for the Winter Haven Building Number Four maintenance and renovation.

Position: Support Polk State College's 2019-20 funding requests, \$22 million in base budget as well as PECO projects.

Environmental Scan - Legislation

Communications Services Tax

In 2001, the Legislature restructured taxes on telecommunications, cable, home satellite and related services. The changes replaced and consolidated seven different state and local taxes and fees into a single tax with two centrally administered parts – the state Communications Services Tax and the local Communications Services Tax (CST). The local CST is one of the main sources of general revenue for Cities, generating more than \$400 million annually statewide. Last year, the CST generated \$4.5 million for the City of Lakeland. The revenue may be used for any public purpose, including public safety and to secure bonds.

The CST Work Group, reviewed tax policy, historical trends, usage of the revenue source by local governments and fairness of the tax structure. The Group submitted recommendations to the Legislature that included complete elimination of the CST. During the 2015 Session, the Legislature reduced the State portion of the CST by 1.73%, without reducing the local portion.

Position: Oppose legislation which seeks to modify, restrict or eliminate the authority of municipalities to collect or spend the Communications Services Tax.

Local Business Tax

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

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

Commercial Lease Sales Tax

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

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

Environmental Scan - Legislation

Florida Sports Development Program

In 2018, Legislation was introduced that would repeal F.S. 288.11625, which governs the Florida Sports Development Program. Under the current statute, the Department of Economic Opportunity evaluates proposals from sport franchises and complexes seeking Florida tax revenue. Once a project is approved, the funding must be approved by the Legislative Budget Commission. The State can award up to \$13 million annually for all certified applicants, with a maximum distribution per franchise of \$3 million per year, for up to 30 years.

While this is not the same Statute that governs Spring Training funding, F.S. 288.11631, there is concern that eliminating the Statute for sports franchises could lead to further repeals, such as Spring Training funding. The City of Lakeland utilized 288.11631 back in 2014 to expand and remodel Joker Marchant Stadium. By doing so, Lakeland secured its relationship with the Detroit Tigers as their Spring Training home for another 20 years.

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

Municipal Election Dates

Legislation has been introduced for the past couple of years that would have preempted to the State the authority to establish municipal election dates. Cities would have four options to choose from for their election dates - the General Election date in November of even-numbered years, the first Tuesday in November of odd-numbered years, or the 3rd Tuesday in March of either even or odd numbered years. As a basic function of home rule authority, cities should retain the authority to determine when their elections are held.

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

Community Redevelopment Areas

Legislation introduced during the 2018 Session would have increased auditing, ethics and accountability measures on existing Community Redevelopment Areas (CRAs), as well as eliminate the ability for cities to create new CRAs to address blighted communities.

CRAs were established to encourage new development and growth in blighted areas of a city or county. Through the use of tax increment financing, projects specifically tailored to redeveloping the community are put in place to increase property values, without increasing or levying any new taxes. There are currently 222 CRAs throughout the State of Florida. The City of Lakeland has 3 highly successful CRAs – Dixieland, Downtown and Midtown – where property values have increased, on average, by 14% over the past 5 years.

The City of Lakeland recognizes the need for a common goal of accountability for CRAs and their governing boards to ensure that the public's money is being spent appropriately and effectively. However, eliminating CRAs as a tool for local governments to revitalize communities would do more harm than good.

Position: Oppose legislation which eliminate the ability for cities to utilize CRAs for revitalization of blighted communities.

Environmental Scan - Legislation

Public Broadband Access

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

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

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

Building Inspector Certifications

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

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

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

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

Environmental Scan - Legislation

Sovereign Immunity

Legislation presented in the House in 2013 attempted to revise the Claims Bill process and increased sovereign immunity limits for local governments. The bill would have increased limits from \$200,000 per person & \$300,000 per incident to \$1,000,000 per person and \$1,500,000 per incident. If a local government self-insured against negligence lawsuits, in an amount greater than 3x the cap on damages, then the local government is only responsible for the deductible under the policy. However, increases of this magnitude would result in dramatic increase in costs for cities and counties.

Position: Oppose legislation increasing sovereign immunity limits on local governments.

Presumptive Disability

In 2007, legislation passed that establishes lower compensability standards and increases workers' compensation benefits for Law Enforcement Officers, Firefighters, Emergency Medical Technicians, Paramedics and Volunteer Firefighters. In addition, the legislation furthers the existing provisions that create a presumption that certain conditions are work-related injuries by extending the presumption to certain mental conditions, without requiring proof of a physical injury.

Self-insured local governments, such as Lakeland, have experienced dramatic increases in their workers' compensation rates for conditions that are entitled to the statutory presumptions, and corresponding increases in the cost of claims against the City.

Since 2000, judicial decisions have eroded the ability of local governments to defend cases arising from the medical conditions of Law Enforcement Officers and Firefighters. Presumptive disability decisions create a high standard for the burden of proof for local governments to disprove any injury in cases related to some heart and lung conditions in Law Enforcement Officers and Firefighters.

In 2011, the Legislature created the Presumptive Disability Task Force to review all aspects of how presumptive disability is being applied in Florida and provide recommendations to the Legislature. Consensus issues included health and wellness factors, such as non-use of tobacco products, minimum fitness standards and increased counseling opportunities, as well as a legislative actuarial study to determine the funding costs of presumption claims. The Legislature has not yet addressed these recommendations.

In 2017, legislation was filed that would have provided that death or disability due to cancer suffered by a firefighter or paramedic is presumed work-related and would qualify them for workers' compensation and disability pension benefits. The bills did not pass during the Session.

Position: Oppose legislation which would expand presumptive disability standards to cancer without taking all factors into consideration first. Support legislation to address the Presumptive Disability Task Force findings.

Environmental Scan - Legislation

School Safety

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

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

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

Position: Support increased funding of the Safe Schools Allocation to include charter schools, as well as increased funding and flexibility for City Police Department officers to provide for safety of schools and students.

Automated Traffic Enforcement Systems

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

Position: Oppose legislative efforts, such as HB 6003, to repeal the Mark Wandall Traffic Safety Statute.

Environmental Scan - Legislation

Lakeland Regional Health

Lakeland Regional Health is the fifth largest hospital in the State of Florida and operates the busiest single-site Emergency Room in the State. LRH has provided health care for Lakeland's residents for more than 100 years. As such a large health care provider, legislative decisions, made in both Tallahassee and Washington DC, have a dramatic impact on their ability to provide services. LRH is actively involved in the legislative process and the City of Lakeland supports their efforts to maintain sufficient funding and stay ahead of the ever-evolving medical landscape.

A major issue that has presented itself in the Legislature relates to the Certificate of Need (CON) process. The CON program, administered by AHCA, requires health care facilities, such as hospitals, nursing homes and hospices, to obtain authorization from the State before offering certain new or expanded services. The health care facilities have to prove actual need before they can construct, expand, offer a new service or purchase equipment exceeding a certain cost. Primary functions of the CON program include ensuring quality of care and to prevent unnecessary duplication of services.

Position: Oppose legislation that would eliminate the Certificate of Need process.

Cannabis

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

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

A Snapshot of Lakeland's Budget

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

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

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

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

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

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

Financial Health

In the aggregate, Lakeland compares favorably to the other cities in this survey. At a property tax millage rate of 5.4644 mills, Lakeland's property tax burden is amongst the lowest in the State of Florida.

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

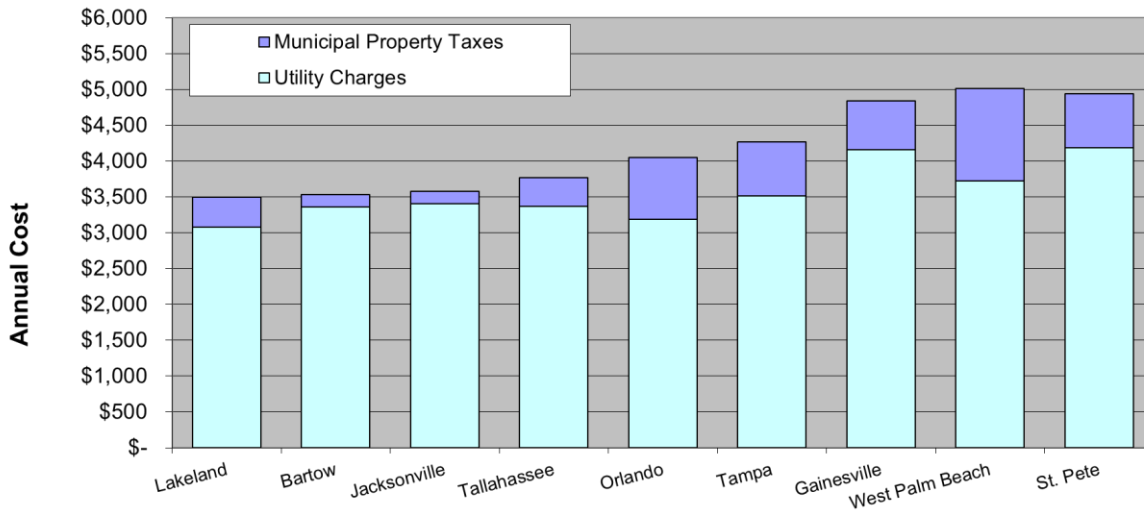


Figure C-5: Comparative Cost of Services

Three-Year Financial Forecast

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

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

Revenue Sources

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

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

Because of the relatively large annual percent increases in taxable values, the significance of this revenue source as a percentage of the General Fund budget had been growing. The impact of property tax reform starting in FY 2008 and the subsequent reduction in property values, resulting from the economic conditions, has reversed that trend somewhat. Total taxable values within the city limits are decreasing in FY 2020 compared to FY 2019. The proposed millage rate for FY 2020 is 5.4644, the same as FY 2019.

Public Service Taxes, Franchise Fees and Communications Services Tax

The City levies:

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

Half-Cent Sales Tax Revenues

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

Revenue Sources

State Revenue Sharing Revenues

The State of Florida distributes revenues to each county and municipal government based on a Revenue Sharing act adopted in 1972. At one time, this distribution was based on the dollar value of cigarette taxes collected within each county, however the methodology was changed in FY 2000 to remove the cigarette taxes as the basis for the distribution and now the basis for this distribution consists of a stated percentage of the general state-wide sales, use and other taxes. This calculation is performed by the State Department of Revenue, based on population data provided by each county. This revenue source has been relatively flat over the past ten years.

Business Tax Revenues

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

Building Permit and Inspection Fees

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

Federal, State and Local Grant Revenues

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

Charges for Service Revenues

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

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

Revenue Sources

Fines and Forfeits Revenues

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

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

Miscellaneous Revenues

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

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

This category also includes:

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

Gasoline Tax (1 Cent Municipal Fuel Tax) Revenues

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

Gasoline Tax (9th Cent Fuel Tax) Revenues

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

6 Cents Local Option Fuel Tax Revenues

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

Revenue Sources

5 Cents Additional Local Option Fuel Tax Revenues

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

Historical Revenues

Historical Revenues

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

CITY OF LAKELAND, FLORIDA

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

Fiscal Year	Property Tax	Utility & Communication Service Tax	Motor Fuel Tax	Franchise Tax	Half Cent Sales Tax	State Shared Revenues				Total
						State Revenue Sharing	Mobile Home License Fees	Alcoholic Beverage Tax	FF Comp Tax*	
2018	\$ 37,045,511	\$ 14,758,072	\$ 5,828,014	\$ 247,128	\$ 6,586,865	\$ 2,805,371	\$ 246,617	\$ 88,162	\$ 64,346	\$ 67,670,086
2017	33,362,591	14,735,018	5,584,212	234,659	6,292,201	2,699,611	232,445	93,563	69,520	63,303,820
2016	30,912,106	14,831,215	5,436,168	242,656	6,202,015	2,550,919	217,330	86,116	36,740	60,515,265
2015	23,935,374	14,644,431	5,214,687	225,994	5,656,163	2,443,691	208,150	89,776	58,355	52,476,621
2014	22,577,691	14,534,094	4,903,358	239,500	5,395,592	2,248,500	197,654	80,487	32,895	50,209,771
2013	21,784,397	14,523,106	4,879,101	234,959	5,098,715	2,078,795	188,449	76,919	39,182	48,903,623
2012	20,909,045	14,761,856	4,910,650	233,641	4,817,062	2,060,351	184,560	79,897	44,441	48,001,503
2011	22,641,400	15,057,722	4,943,075	247,092	4,486,691	1,799,097	189,840	71,750	26,410	49,463,077
2010	24,651,942	14,979,375	4,914,311	266,727	4,287,133	1,789,260	190,380	69,789	32,115	51,181,032
2009	25,618,865	15,202,390	4,932,542	251,344	4,478,244	1,801,908	192,284	71,405	46,630	52,595,612

*Firefighters' Compensation Tax

Figures C-6: Governmental Activities Tax Revenues by Source

Debt Management Overview

Debt Management Overview

For the purpose of funding capital improvements to City facilities and infrastructure, the City of Lakeland (the “City”) incurs long-term debt either in the form of bonds issued directly in the name of the City, or other loans obtained from pooled debt programs managed by third parties. The City also funds a significant amount of capital improvements through “pay-as-you-go” cash financing. Pay-as-you-go financing comes from cash outlays of various revenues including state and federal grants, impact fees, certain lease payments and other operating revenues, particularly those of the City’s utilities. As of September 30, 2018, the City had outstanding long-term debt of \$622.1 million.

Purpose of Debt

Debt issued by the City is incurred to fund capital improvements to three major categories of assets: the electric system, the water and wastewater system and all other projects. Some 66% of the City’s outstanding debt funded electric system improvements. Water and wastewater projects make up another 13%, while all other uses account for the remaining 21% of outstanding debt.

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

As shown, some 79% of the debt incurred by the City is for the provision of basic utilities, e.g., electricity, water and wastewater. The City operates a municipally owned electric system, including power generation as well as transmission and distribution. In many communities, these services are provided through private investor-owned utility companies. In those communities, the debt used to finance electric utilities would appear in the financial statements of the private corporations, not those of the city or town. Because the City of Lakeland owns and operates the electric utility, it incurs a much larger amount of debt than most other cities of comparable size.

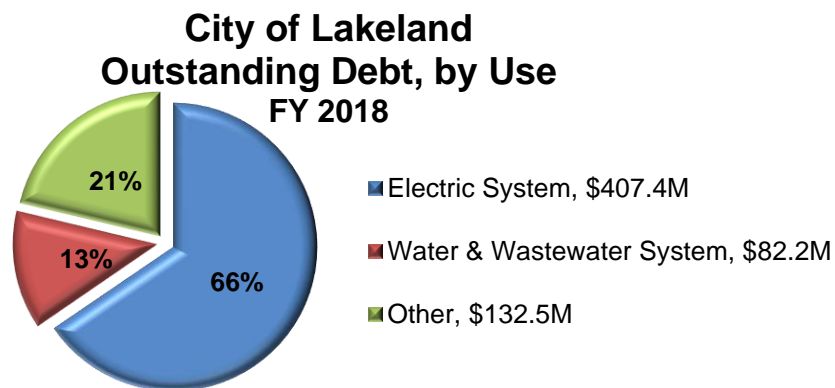


Figure C-7: Outstanding Debt by Use
Fiscal Year 2020 Annual Budget

Debt Management Overview

Types of Debt

The City’s long-term debt consists primarily of revenue debt. Revenue debt is issued under trust indentures that specify the security for and specific source of repayment for the debt. City debt is issued in one of two forms, bonds or loans. Bonds are formal borrowings issued publicly through Wall Street to investors. The City’s loans consist of certain bank loans which are negotiated directly with lenders and monies borrowed through the State Revolving Loan program. As of September 30, 2018, the City had \$440 million of bonds outstanding (76%) along with \$141 million of loans (24%).

The City of Lakeland has three distinct revenue debt programs which are summarized in the table below. Revenue debt consists of a promise to repay bonds from a specified revenue stream. As shown, the overwhelming portion of the City’s revenue debt (\$490 million - 79%) is utility system related. It is user-based debt, issued for utility system improvements and repaid from the fees charged to the users of those utilities. These forms of debt are not subject to specific legal debt limits but are instead limited by the competitiveness of the rates and charges which must be imposed to repay the debt and rating agency criteria related to such systems.

In contrast, general obligation debt entails a promise of the “full faith and credit” of a governmental entity and a requirement to repay any such debt from all available revenues, including the use of the entity’s taxing power. In Florida, local general obligation debt requires voter approval through a referendum. Florida Statute does not provide any limits on the amount of general obligation debt a city may issue. The City’s Charter does provide for a limit on the issuance of general obligation debt equal to 17% of the assessed value of the taxable real estate in the City. For FY 2018, that limit would have been approximately \$1.013 billion. However, the City has not had any general obligation debt outstanding since 1971.

City of Lakeland Revenue Bond Programs 9/30/2018				
Type	Source of Repayment	Amount Outstanding	Outstanding Through	Interest Rate [b]
Energy System	Rates, fees, charges and other operating revenues of the electric system – primarily payments from electricity customers	\$407.4M [a]	2037	2.00% to 5.25%
Water and Wastewater System	Rates, fees, charges (including impact fees) and other operating revenues of the electric system – primarily payments from water and wastewater users	82.2M [c]	2033	0.44% to 5.00%
Capital Improvement	Non-ad valorem revenues from any source legally available (not including ad valorem taxes on real and personal property), subject to availability and appropriation	132.5M [d]	2040	1.75% to 6.03%
[a] Includes \$97.0 million of variable rate debt [b] Coupon rates; effective yields differ due to original issue price and/or federal subsidies [c] Includes \$9.4 million bank loan and \$37.5 million of State Revolving Fund loans issued under bond indenture [d] Includes \$ 35.5 million of bank loans				

Figure C-8: Revenue Bond Programs

Debt Management Overview

Debt Trends

Overall Debt: Over the last decade the City's outstanding debt has dropped, declining by 15% (\$149 million) since FY 2008. The most significant increase in the City's outstanding debt (\$144 million) occurred in FY 2001 when the City issued bonds to fund the conversion of one of the Electric Department's major generating assets. Similarly, the City issued \$60 million of new debt in FY 2008, which was used to fund environmental remediation improvements to the City's coal-fired electric generation plant. City debt peaked in that year at \$733 million and has since declined by some \$149 million.

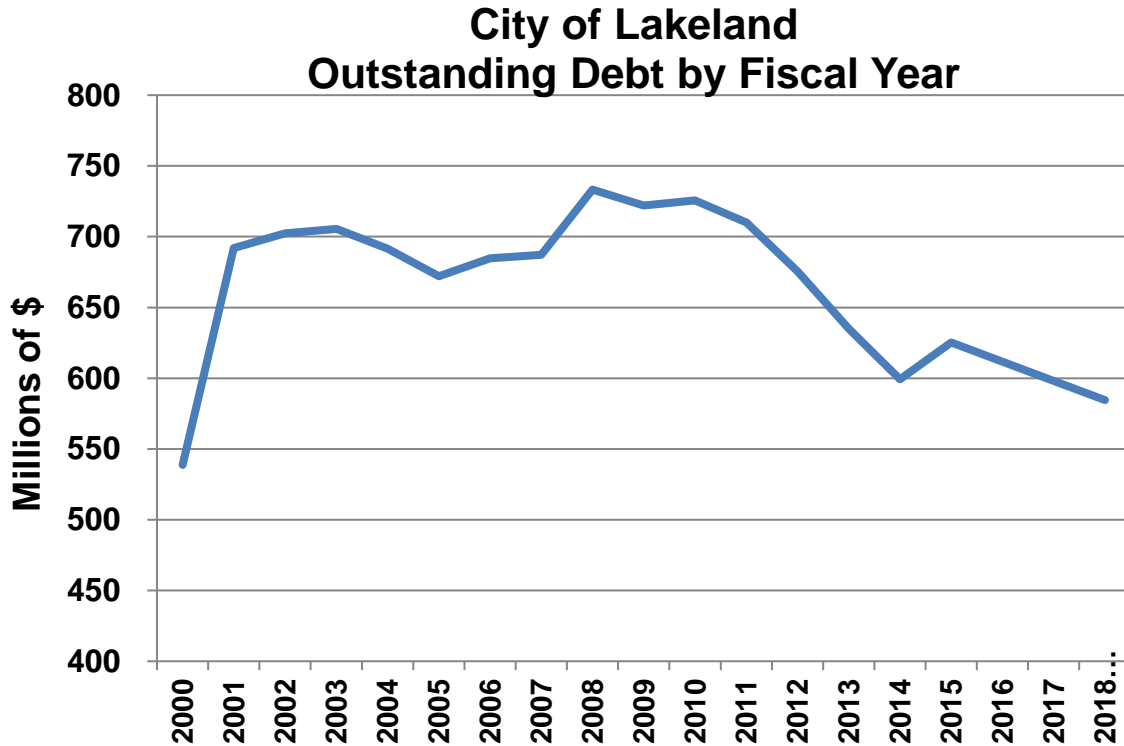


Figure C-9: Outstanding Debt by Fiscal Year

During FY 2018, overall debt declined by approximately \$14 million, because of regularly scheduled principal repayments exceeding new debt issuance. During FY 2019, outstanding debt is expected to decrease by about \$38 million due to scheduled principal repayments of \$39 million.

Other Measures of Debt: Over the last decade, the Lakeland area has experienced substantial development and population growth. Although the dollar volume of debt outstanding is important, other normative measures, such as debt per capita (per person) and debt as a percentage of personal income, provide a more accurate gauge of an area's debt burden. Debt per capita measures debt against the size and growth of the population served. Debt as a percentage of personal income measures outstanding debt against an area's ability to pay for projects. As shown on the following page, Lakeland's debt per capita has declined since 2002, reaching an estimated \$5,288 per person in 2018. Debt as a percentage of the area's annual personal income has also declined, dropping to an estimated 15.2% as of 2018. Both measures experienced a slight uptick during FY 2015 but have decreased since.

Debt Management Overview

Debt Trends (continued)

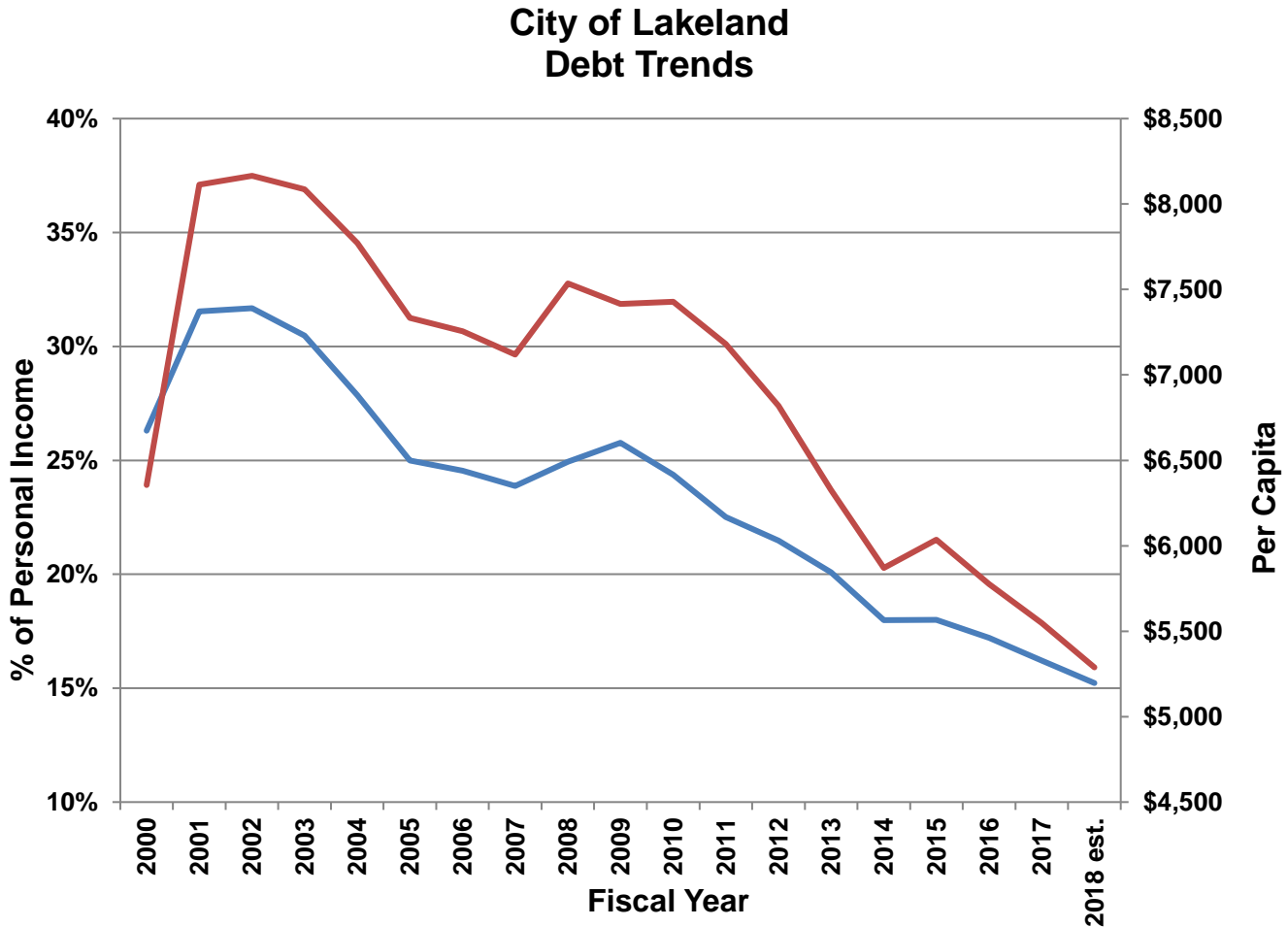


Figure C-10: Debt Trends Graph

As noted, most of the City’s debt has been incurred to finance electric system improvements. In other communities, these types of projects are financed through investor-owned utility companies. As such, any debt incurred to finance projects would not appear on that City’s books. If Lakeland’s electric system debt is excluded from the calculations, debt per capita would drop to \$1,591 and debt as a percentage of personal income would be about 4.5%.

Recent Debt Management Activities

During FY 2018, the City borrowed \$43.9 million through an issuance of Lakeland Electric revenue bonds. Contemporaneously, the City also terminated \$212.7 million of interest rate swap agreements, receiving a termination payment of \$2.4 million. The proceeds of these transactions are being used to fund the purchase and installation of a 125 MW gas-fired peaking unit for the utility and certain other system improvements.

During FY 2018, the City also borrowed \$10.8 million through a loan from the State Revolving Loan program to fund improvements to the City’s wastewater system.

There are no planned borrowings for the City during FY 2019.

Debt Management Overview

Debt Service Requirements

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

City of Lakeland Debt Service Requirements (FY 2018 CAFR)

Year	Governmental Activities		Business Type Activities	
	Principal	Interest	Principal	Interest
2019	4,538,293	1,915,493	33,458,337	18,329,034
2020	3,855,997	1,764,682	37,005,206	18,888,527
2021	8,117,992	1,843,905	39,889,155	17,386,268
2022	3,090,139	1,427,465	28,366,828	16,414,849
2023	5,678,215	2,004,164	24,864,919	14,514,108
2024-2028	12,303,838	5,042,853	136,586,249	57,927,668
2029-2033	10,791,936	2,690,014	135,016,189	31,543,302
2034-2038	7,600,649	503,989	126,397,141	9,523,073
2039-2043	-	-	4,571,377	221,571
	<u>55,977,059</u>	<u>17,192,565</u>	<u>566,155,401</u>	<u>184,748,400</u>

Figure C-11: Debt Service Requirements

Debt Management Overview

Ratings & Coverage

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

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

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

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

City of Lakeland Revenue Bond Ratings

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

Figure C-12: Revenue Bond Ratings



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Photo Credit: Janneke Case Photography

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

City of Lakeland, Florida Annual Budget Fiscal Year 2020

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



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Performance Management Overview

Introduction

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

- “Strategic Operating Plan” (SOP) is an overview of the Process and the timeline for developing the Strategic Plan, the Business Plan, the Capital Improvement Plan (CIP) and ultimately the Annual Budget.
- “Budgeting by Priorities” is a review of the steps involved in the SOP Process.
- “Service & Operations Strategy” outlines the 23 Strategies of the City.
- “KSI & Actionable Items” section provides an explanation of the performance measurement system developed to provide results for the City. Immediately following the explanation are pages outlined by Goal that provide the Outcomes, KSI’s, New Initiatives and Actionable Items for the new fiscal year. This section allows the reader a better explanation of how the City intends to meet the respective Goal.
- “Process Improvement & Efficiencies” section provides an overview of the various process improvement methodologies used by our organization and allows each department to report their significant accomplishments or efficiencies during the prior fiscal year.
- “Performance Measures” aligns departments’ services and programs with the City Commission strategies enabling departments to systematically measure results and adjust actions and resources.
- “Performance Budget” is separated by Programs along with a definition of the Activities and Services contained within. Each Program section begins with a summary page outlining the respective Activities, Personnel Counts, Expenditures and Revenues. Following the Program page, each Activity’s Mission and Services are defined. Additionally, respective Department Changes and Accomplishments are outlined along with Performance Measures. Each Activity will also have a breakdown of positions, Expenditures and Revenue (if applicable). This breakdown provides the detail to understand the net cost of each service provided by the City.

Strategic Operating Plan Process

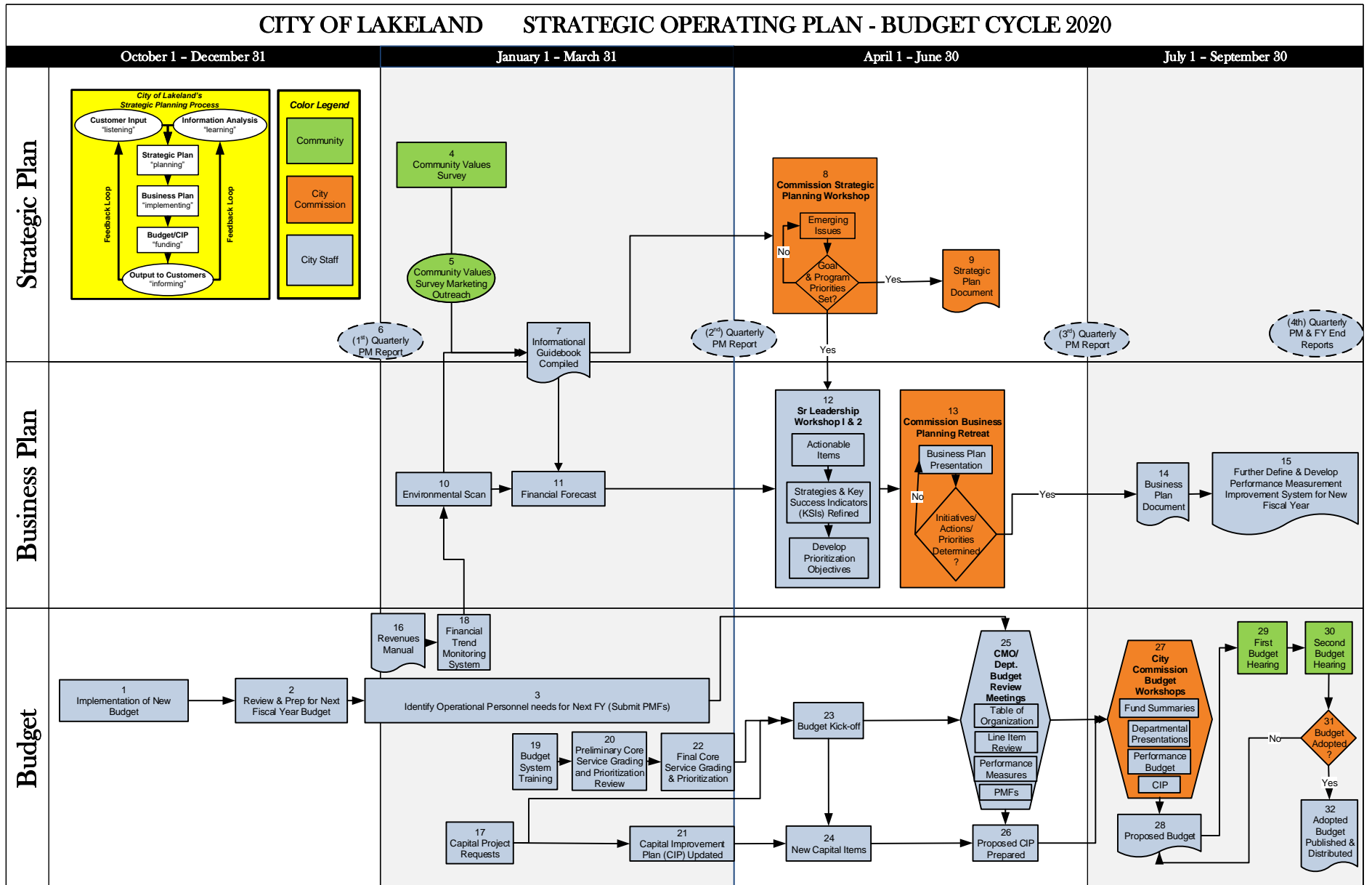


Figure D-1: Strategic Operating Plan and Budget Cycle Flow Chart
Fiscal Year 2020 Annual Budget

Strategic Operating Plan Tasks

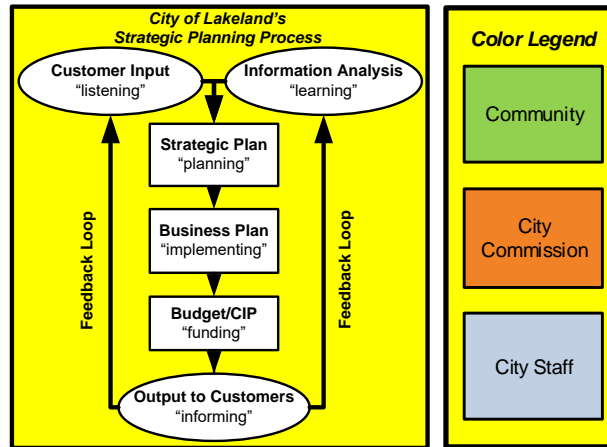


Figure D-2: Process Map Legend

Process Map Task	Description
<i>Budget:</i>	
1st Quarter	
1 Implementation of New Budget	Our fiscal year begins with the implementation of the new budget.
2 Review & Prep for Next Fiscal Year Budget	Preliminary feedback from internal users of City’s budgeting system for process improvement and optimal execution.
3 Identify Operational Personnel needs for Next FY (Submit PMFs)	City staff will identify operational personnel needs for next fiscal year. Program modification forms (PMFs) will be submitted for required personnel to allow time for PMF review and documentation.
<i>Strategic Plan:</i>	
2nd Quarter	
4 Community Values Survey	The Community Values Survey will be used to gauge how the community values/prioritizes City services. The survey data and information gathered at the subsequent workshops will be provided to the City Commission for their use in strategic planning.
5 Community Values Survey Marketing Outreach	The Community Values Survey Marketing Outreach is used to discuss the Values Survey with the Citizenry and provide marketing material to solicit participation.

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

Strategic Operating Plan Tasks

Process Map Task	Description
Strategic Plan Continued:	
2nd Quarter Continued <div style="background-color: #a0c0ff; padding: 5px; text-align: center; margin-top: 10px;"> 6 (1st) Quarterly PM Report </div>	City staff will be charged with the reinstatement of quarterly performance reporting to the City Commission and Lakeland Citizens based on the Strategic Operating Plan in meeting the City’s Vision, Mission, and Goals specifically tied to actionable items and key success indicators in support of those conceptual expectations.
<div style="background-color: #a0c0ff; padding: 5px; text-align: center; margin-top: 10px;"> 7 Informational Guidebook Compiled </div>	The Retreat Guidebook provides information for the Commissioners to use in the City’s strategic planning process including: descriptions of the elements of the Strategic Operating Plan; customer/stakeholder input via surveys and analysis; resources illustrating the City’s financial health; environmental scans identifying demographic trends, economic factors and forecasts, land development trends, legislative issues, technology, and internal COL threats and opportunities; and performance reporting include Key Success Indicators and Actionable Item updates.
3rd Quarter <div style="background-color: #ffa040; padding: 5px; text-align: center; margin-top: 10px;"> 8 Commission Strategic Planning Workshop </div>	The first City Commission Retreat day will include informational presentations on key issues, brainstorming and discussions of issues by stakeholder panels and annual assessment and direction of the Strategic Operating Plan by the City Commission. Based on the previously described strategic planning activities above, the workshop will focus high level analysis on emerging issues from those processes and the City Commission’s prioritizing of its top goal and program areas.
<div style="background-color: #ffa040; padding: 5px; text-align: center; margin-top: 10px;"> 9 Strategic Plan Document </div>	The Strategic Plan Document serves as a guide to the business and budgetary direction of the entire organization with overall community implications.
Business Plan:	
2nd Quarter <div style="background-color: #a0c0ff; padding: 5px; text-align: center; margin-top: 10px;"> 10 Environmental Scan </div>	Consideration of external and internal factors that could influence the direction and goals of the City such as demographic trends, economic analysis, land development trends, legislative issues, technology, and COL threats and opportunities.
<div style="background-color: #a0c0ff; padding: 5px; text-align: center; margin-top: 10px;"> 11 Financial Forecast </div>	The financial forecast tool is used to determine what level of risk the City will face over the next several years in its ability to pay for services provided to the public or customers. Revenues are projected over the period and compared to estimated cost adjustments in payroll, operating expenditures, and capital outlay.

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

Strategic Operating Plan Continued

Process Map Task	Description
Business Plan Continued:	
3rd Quarter <div style="background-color: #d9e1f2; padding: 5px; margin-top: 5px;"> 12 Senior Leadership Workshop 1 & 2 Actionable Items ↓ Strategies & KSIs Refined ↓ Develop Prioritization Objectives </div>	<p>The City's Senior Leadership Staff consisting of the City Manager's Office, City Attorney's Office, Department Directors, Assistant Directors and other key staff will convene in a special workshop following the City Commission's Strategic Planning Workshop to discuss the key business issues identified and develop proposed actionable items to address those issues. The staff will also develop budget prioritization objectives for the upcoming budgeting cycle premised on updated economic and fiscal conditions facing the community.</p>
<div style="background-color: #d9e1f2; padding: 5px; margin-top: 5px;"> 13 Commission Business Planning Retreat Business Plan Presentation ↓ Initiatives/Actions/Priorities Determined </div>	<p>A one-day workshop is proposed for the business planning phase preceded and followed by separate workshops during the strategic planning and budgetary phases, respectively. Based on the previously described business planning activities above from February through April, the workshop will focus intermediate level analysis on a staff drafted business plan with initiatives, actions and priorities derived from earlier planning processes of this cycle and the City Commission's valuing (prioritizing) of its top goal and program areas.</p>
4th Quarter <div style="background-color: #d9e1f2; padding: 5px; margin-top: 5px;"> 14 Business Plan Document </div>	<p>The Business Plan Document flows directly from the Strategic Plan Document with defined initiatives supporting the strategies and key success indicators based from operational performance.</p>
<div style="background-color: #d9e1f2; padding: 5px; margin-top: 5px;"> 15 Further Define & Develop Performance Measurement Improvement System for new Fiscal year </div>	<p>Using the Business Plan Document which includes Actionable Items and Key Success Indicators, develop a plan to assist in identifying improvements and/or determining the level of analysis needed for specific processes or services.</p>

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

Strategic Operating Plan Continued

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

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

Strategic Operating Plan Continued

Process Map Task	Description
Business Plan Continued:	
3rd Quarter 23 Budget Kick-off	Administration's directional strategy and preparation instructions for development of current cycle's budgetary resources premised on strategic and business planning results.
24 New Capital Items	Submission of new capital projects and related costs based on strategic priorities and actionable items.
25 CMO/Dept. Budget Review Meetings Table of Organization Line Item Review Performance Measures PMFs	Administrative review of comprehensive departmental operational budgets including program modification forms (PMFs), table of organizations (staffing structure), line items, and performance measures with tentative determination by City Manager of proposed budget.
26 Proposed CIP Prepared	Capital Improvement Plan recommended by Finance Department and City Manager's Office.
27 City Commission Budget Workshops Fund Summaries Dept. Presentations Performance Budget CIP	Legislative review of comprehensive budget recommended by departments and as proposed by City Manager including fund summaries (revenues and expenditures balance sheet), and presentation of each department's capital projects, operating and performance budgets.
28 Proposed Budget	Tentative budget prepared and made available to City Commission and all stakeholders.

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

Strategic Operating Plan Continued

Process Map Task	Description
Business Plan Continued:	
4th Quarter 29 First Budget Hearing	Legally required first public hearing with timetable prerequisites preceding setting of property tax millage rate and adoption of final budget.
30 Second Budget Hearing	Legally required second public hearing with timetable prerequisites preceding setting of property tax millage rate and adoption of final budget.
31 Budget Adopted	Legislative approval by the City Commission of final tax millage rate and budget.
32 Adopted Budget Published & Distributed	Publication of final approved budget by the City Commission. Budget is distributed and application is submitted to GFOA for Distinguished Budget Award.

Figure D-8: Process Map Task Descriptions – Part 6

Budgeting by Priorities

Getting Our Priorities Straight

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

During development of the Budget, the “Budget by Priorities” is the cornerstone in which individual departmental budgets are established. This process begins with our City Commission Retreat. At this Retreat, presentations are developed to understand what the expectations are for each of our desired Goal Outcomes. Presentations are from many diverse groups in the City (e.g. Economic Development, Arts and Culture, Education, Religion, Neighborhood Associations, Intergovernmental, Mayor, City Commissioners and Senior City Leadership Staff). A process is used where every presentation provides respective input. The feedback becomes the foundation for development of Outcomes for each of the Goals; the presentations change accordingly to ensure relevance to the Goal. The Mayor and City Commissioners also value the 6 goals. This ranking is completed prior to the Retreat, using the Analytic Hierarchy Process (AHP), a statistically based theory. This ranking is then used to prioritize the City’s services, strategically aligning the services in order of importance to meeting the Goals of the City. The FY 2020 ranking is as follows:

Goal	Averaged Score
Economic Opportunity	25.20
Fiscal Management	25.16
Growth Management	14.39
Quality of Life	12.23
Governance	12.09
Communication	10.94

Figure D-9: Ranking of City Goals

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

Budgeting by Priorities

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

Designing a Process that Fits

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

1. Identify Available Resources

Once the amount available to fund operations, one-time initiatives, and capital expenditure resources is identified, the forecasts should be used to educate and inform all stakeholders about what is truly available to spend for the next fiscal year. This information becomes the cornerstone for the COL Commission Retreat, held this year May 7th. Sharing the assumptions behind the revenue projections creates a level of transparency. This transparency establishes the level of trust necessary for success. The intended result is a common understanding throughout the organization about the amount of resources available, the baseline expenditures, necessary capital improvements and economic impacts.

2. Identify/Review Priorities

Budgeting by Priorities is built around a set of organizational Goals (pages A26-30). These Goals capture the fundamental purpose behind the organization or why it exists and are broad enough to have staying power from year-to-year. The priorities are very different from a mission statement; they should be expressed in terms of the results or outcomes that are of value to the public. These Goals should be specific enough to be meaningful and measurable, but not so specific that they outline how the result or outcome will be achieved. The COL Commissioners review these Goals prior to the Retreat for relevancy and to assign a level of priority, identifying which goals are most important to our Constituents. This prioritization is then used, during Retreat discussions, to determine how well a Core or Support Service aligns with the Goals.

3. Identify/Review Precise Strategies and Strategic Priorities

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

Budgeting by Priorities

4. Identify/Review Services

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

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

5. Identify/Review Service Alignment to Goals

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

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

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

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

6. Evaluate Budgeted Expenditures by Service

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

Budgeting by Priorities

7. Evaluate and Align Resources

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

The COL began utilizing the Budget by Priorities approach in FY 2010 during the economic downturn. Budget modifications were determined using two different methods. During FY 2010, reduction percentages were assigned to each quadrant and departments were required to make budget reductions in the aggregate, allowing more flexibility in deciding the precise reduction approach. In FY 2011 the prioritized Services were compared to vacant positions within the City to determine which were least-aligned with the Goals of the City. These positions were then identified as possible budget reductions. Of course, under any Budget by Priorities process, the prioritization and suggested reductions are a recommendation to the governing board, and there is give-and-take to negotiate a final budget. During the FY 2020 budget development, quadrants were not identified, and budgets were not reduced based on quadrant reductions. Use of the quadrant adjustment methodology will be revisited each fiscal year.

8. Reporting and Distribution

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

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

9. Creating Accountability

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

Conclusion

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

Service and Operations Strategy

The Strategic Plan is updated in a series of Senior Leadership workshops and a Commission Retreat workshop where the environmental issues impacting the City, customer requirements and past performance are explored. The resulting plan communicates the shared vision and direction for the City, which all subsequent tactical and financial planning supports. While the Strategic Plan sets out the Vision, the Business Plan outlines tangible plans for making the Vision a reality. In each of the Directional Outcome areas, Department Directors have connected Services that will direct the way the City operates in order to address the Strategies and implement the Vision expressed in the Strategic Operating/Business Plan. Definitions of each strategy are located in the Introduction Section.

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

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



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Actionable Items

Actionable Items

An Actionable Item is a task, typically for a specific City Goal, representing a project or series of projects for the upcoming fiscal year(s) that will assist the City in accomplishing the said City Goal. City Goal descriptions can be found in the Introduction Section of this Budget Book, pages A-26 through A-30.

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

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

- the purpose of the Actionable Item;
- a complete description of the Actionable Item;
- the City Goal(s) and Activities impacted by implementation;
- the funding budgeted;
- whether the Actionable Item will span multiple years; and
- a measurement to identify what defines a successful implementation.

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

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

Quality of Life – Actionable Items

Enhancing Public Access to the Downtown Core (Parking)

Lead Department: Public Works

Support Departments & Partners: Finance, Lakeland Police Department, Community Development and Community Redevelopment Area. Partners: Lakeland Downtown Development Authority (LDDA)/Downtown Lakeland Partnerships (DLP) and Lakeland Economic Development Council (LEDC), Lakeland Regional Health, Mid-Florida Credit Union, and Aspyre Properties

Estimated FY 2020 Budget: \$6,000,000

FY 2019 Budget: COL: \$5,000,000 to \$6,000,000/Partners: \$6,000,000 to \$7,000,000

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

Program: Transportation

Activity: Parking Services

Description: Downtown NEW Parking Garage: “Condominium Approach” to partnership – Minimum of two floors for City use; with 224 of the 834 proposed parking spaces. To enhance public access to the downtown core as an economic driver for future growth, to attract and retain a live/work/recreational environment while maintaining downtown’s vibrant and historical character.

Purpose: To enhance public access to the downtown core.

Measurable Progress Indicator(s):

FY 2019:

- Construction began on May 1, 2019

FY 2020:

- Construction completion is expected by December 31, 2019

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2019/2020	Yes
On-Going Beyond FY 2020	No

Figure D-10: Estimated Duration - Enhancing Public Access

Quality of Life – Actionable Items

Fire Training Center Master Plan

Lead Department: Fire

Support Departments: Public Works/Facilities Maintenance

Estimated FY 2020 Budget: FY19 funding to be carried over to FY20's budget. A funding gap of \$300,000 is to be included in the FY20 funding amount.

Goal Areas: Quality of Life

Program: Community Safety

Activity: Firefighting and Rescue Services

Description: Major upgrades and expansion of the existing 50-year-old Fire Training Center and buildings.

Purpose: To construct a Fire and EMS training facility that facilitates a classroom and hands-on skill training environment for firefighters to remain proficient at the various disciplines required as emergency responders.

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

FY 2020 Plan: TBD

Measurable Progress Indicator(s):

FY16 - \$40,000

- Complete civil engineering of existing site

FY17 - \$125,000

- Repair existing training tower
- Demo existing classroom
- Lease a modular building for temporary classroom use

FY18 - \$350,000

- Acquire an Architect for training center design

Quality of Life – Actionable Items

Fire Training Center Master Plan continued

FY19 - \$2,650,000

- Finalize plans for a new Fire Training Center
- Hire a contractor and break ground on a new Fire Training Center
 - A. Construct additional new training lay down area to complement existing lay down area
 - B. Construct a new burn building
 - C. Construct a new classroom
 - D. Construct a new storage area
 - E. Construct a new covered training area
 - F. Construct a new parking area

FY20 – FY19 funding to be carried over to FY20’s budget. A funding gap of \$300,000 is to be included in the FY20 funding amount.

- Hire a contractor and break ground on a new Fire Training Center
 - A. Construct additional new training lay down area to complement existing lay down area
 - B. Construct a new burn building
 - C. Construct a new classroom
 - D. Construct a new storage area
 - E. Construct a new covered training area
 - F. Construct a new parking area

Estimated Duration of Actionable Item:

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

Figure D-11: Estimated Duration – Fire Training Center Master Plan

Quality of Life – Actionable Items

Master Plan to Move Lakeland Fire Station 3

Lead Department: Fire

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

Estimated FY 2020 Budget: TBD

Goal Areas: Quality of Life

Program: Community Safety

Activity: Firefighting and Rescue Services

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

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

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

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

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

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2019/2020	No
On-Going Beyond FY 2020	Yes

Figure D-12: Estimated Duration – Master Plan to Move Fire Station 3

Quality of Life – Actionable Items

Lakeland History and Cultural Center

Lead Department: Parks & Recreation – Director’s Office

Support Departments & Partners: Public Works, Cultural Advisory Committee

Estimated FY 2020 Budget: \$300,000

Goal Areas: Quality of Life

Program: Cultural/Educational Programs

Activity: Library Services Activity

Description: Create a Lakeland History and Culture Center that will be housed in the Main Library. The 2020 budget will be utilized to retrofit the library to accommodate the center. Exhibits budget will be obtained through sponsorships.

Purpose: Cultural History

FY 2019 Activity: Concept Plan Designed

FY 2020 Plan: Retrofit the library to accommodate the center. Obtain budget for Exhibits through sponsorships.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2019/2020	No
On-Going Beyond FY 2020	Yes

Figure D-13: Estimated Duration – Lakeland History and Cultural Center

Quality of Life – Actionable Items

Police Athletic League (PAL) Building

Lead Department: Parks & Recreation – Director’s Office

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

Estimated FY 2020 Budget: TBD

Goal Areas: Quality of Life

Program: Parks, Recreation and Properties

Activity: Recreation and Facilities Services

Description: Assess future needs of the PAL organization.

Purpose: To provide PAL adequate facilities for programming.

FY 2019 Activity: No activity.

FY 2020 Plan: A plan of action will be completed based on PAL needs.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	No
To Be Completed in FY 2019/2020	No
On-Going Beyond FY 2020	Unknown

Figure D-14: Estimated Duration – Police Athletic League (PAL) Building

Quality of Life – Actionable Items

Long-Term Community Policing Strategies

Lead Department: Police

Support Departments: Community and Economic Development

Estimated FY 2020 Budget: None.

Goal Areas: Quality of Life

Program: Community Safety

Activity: Community Police Services

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

Purpose:

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

FY 2020 Proposed Activity:

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

Measurable Progress Indicator(s):

- Seek FY 2021 approval to move forward with requested additional funding to support the proposed program needs including the number of new officers being requested.

Estimated Duration of Actionable Item:

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

Figure D-15: Estimated Duration – Long-Term Strategies/Community Policing

Quality of Life – Actionable Items

Entrepreneurial Ecosystem Study

Lead Department: City Manager’s Office

Support Departments & Partners: Community & Economic Development

Estimated FY 2020 Budget: \$25,000

Goal Areas: Quality of Life

Program: Economic & Community Development

Activities: Economic Development

Description/Purpose: To provide support to entrepreneurs in building and establishing businesses within the City of Lakeland.

Measurable Progress Indicator(s): Annual number of new businesses established through support from the Entrepreneurial Ecosystem Program.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	No
To Be Completed in FY 2019/2020	Yes
On-Going Beyond FY 2020	Yes

Figure D-16: Estimated Duration – Entrepreneurial Ecosystem Study

Quality of Life – Actionable Items

Homelessness Initiative

Lead Department: City Manager’s Office

Support Departments: Lakeland Police Department

Estimated FY 2020 Budget: \$101,000

Goal Areas: Quality of Life

Program: Community Safety

Activities: Patrol Services

Description of Actionable Item: An effort to help Lakeland’s homeless population, extending work of existing caseworkers from January 2020 through September 2020.

Purpose: To provide caseworker funding for assistance to homeless single adults or adults with children.

Measurable Progress Indicator(s):

- Police reports completed
- Arrests this year
- Days in jail this year at a cost to taxpayers
- Baker Acts per year
- Arrests (everything from robbery to sexual battery)
- Trespass warnings from private property
- Referrals to service providers

Estimated Duration of Actionable Item: Evaluated annually for impact on homeless population

Estimated Duration of Actionable Item:

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

Figure D-17: Estimated Duration – Homeless Caseworker Extension

Economic Opportunity – Actionable Items

North 10 Acres Infrastructure & Downtown Infrastructure

Lead Department: Community & Economic Development

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

Estimated FY 2020 Budget: \$0

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

Program: Economic & Community Development

Activities: Economic Development & Community Redevelopment Area

Purpose:

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

Action Plan:

- Approval for utilities to set aside funding.
- Strategically enhance infrastructure with infill development.

Progress Indicators/Measures:

- Approval of the North 10-acre development agreement.
- The completion of the 10-acre development, 305 residential units.
- Upgraded infrastructure with infill development opportunities.

Estimated Duration of Actionable Item:

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

Figure D-18: Estimated Duration – North 10 Acres

Economic Opportunity – Actionable Items

Broadband Initiative

Lead Department: Information Technology

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

Estimated FY 2020 Budget:

Broadband Utility Business Plan - TBD

Digital Divide SurfLakeland Grant \$20,000 Annually

Goal: Economic Opportunity

Program: Economic & Community Development

Activity: Economic Development

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

Broadband:

FY 2016/FY 2017 Activity: Magellan Advisors, LLC completed the City of Lakeland's Engagement Plan for Broadband and provided copies to the COL Broadband Leadership Team for review and approval. The City Commission conceptually approved, funding will determine next steps:

FY 2018 Activity:

1. Developed and published a Broadband Utility Business Plan RFP.

FY 2019 Activity:

1. Evaluate potential partner responses October/November.
2. Recommendations presented to City Commission for decision to move forward with development of the Broadband Utility Business Plan November/December.
3. Contract negotiation, signing and allowing partner to begin developing the Business Plan December/January.
4. The Broadband Business Plan is complete and has been provided to the City Commissioners and City Management.

FY 2020 Proposed Activity:

1. The City Commission will decide to move forward or table this effort.

Economic Opportunity – Actionable Items

Broadband Initiative Continued

Digital Divide SurfLakeland Grant:

FY 2018 Activity:

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

FY 2019 Activity:

1. DoIT will then install SurfLakeland at the Parker Street facilities.
2. The plan is to repeat this process annually assuming an annual allocation of \$20,000 for the grant.

FY 2020 Proposed Activity:

1. \$20,000 is planned to be allocated for Alliance for Independence SurfLakeland implementation.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2019/2020	Unknown
On-Going Beyond FY 2020	Unknown

Figure D-19: Estimated Duration – Broadband Initiative

Economic Opportunity – Actionable Items

Providence Road Complete Street Improvements

Lead Department: Community & Economic Development

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

Estimated FY 2020 Budget: \$150,000

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

Program: Economic & Community Development

Activities: Economic Development & Community Redevelopment Area

Purpose: The Lakeland CRA programmed \$700,000 in FY 2017 and an additional \$400,000 in FY 2019 for “complete street” improvements such as sidewalks, bike lanes, transit stop enhancements and landscaping. The City’s Public Works Department has programmed an additional \$150,000 to resurface the current roadway. The CRA, Public Works and Community Development Departments are preparing an improvement strategy that will focus these local funds on the most critical improvement needs in the corridor, including the segment between 10th Street and 14th Street and in the vicinity of Providence Reserve and the Golden Wings Mobile Home Park. In Fall 2018, Public Works collected traffic counts in the corridor and City staff conducted a public information meeting to solicit feedback on what improvements should be implemented and the prioritization of those improvements. Providence Road is also being evaluated as part of the Florida Department of Transportation’s on-going Lakeland Area Alternatives Analysis for future Federal funding on those segments that are not addressed locally in a short-term timeframe.

Action Plan:

1. Data Collection—2018
2. Public Outreach—2019
3. Design—2019 to 2020
4. Construction—First Phase in 2020 or 2021

Estimated Duration of Actionable Item:

- Stage 1 - Three Months
- Stage 2 - Three Months
- Stage 3 - Six Months
- Stage 4 - One Year

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	No
To Be Completed in FY 2019	Yes
On-Going Beyond FY 2020	Yes

Figure D-20: Estimated Duration - Providence Road

Economic Opportunity – Actionable Items

Lakeland Linder International Airport Ultimate Plan

Lead Department: Lakeland Linder International Airport (LLIA)

Support Departments: Community Development and Public Works

Estimated FY 2020 Budget: Consultants expenses carried forward from 2019 no impact in 2020.

Goal: Economic Opportunity

Program: Transportation Services

Activity: LLIA/ Aviation Operations & Leasing

Description of Actionable Item: Provide funding for a Revenue Guarantee to promote Air Service Development at the Airport to Targeted Air Carriers (American, Delta, United and Jet Blue). The revenue guarantee and incentive agreement between Airport and airline beginning new service will be negotiated.

Purpose: In an effort to launch air service at the Airport from one of the Major carriers, the Airport would need to guarantee that the carrier would be able to cover the actual costs to operate the route for typically a one-year period. The Airport has engaged a consultant to analyze the revenue target against airline financial filings and work to develop a baseline of required revenue per segment and seats. Consultant will advise Airport, based on previous experience, in risk and reward of potential agreements.

Measurable Progress Indicator(s): Air Service to targeted market with high demand and occupancy.

Estimated Duration of Actionable Item: Two-year period.

Status Update: The Airport has engaged a consultant to assist in the marketing and one-on-one discussions with Airline personnel focusing on major hubs in Atlanta and Charlotte providing detail information relative to the analysis used by airlines in analyzing the overall profitability and success of new routes or service.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2019/2020	No
On-Going Beyond FY 2020	Yes

Figure D-21: Estimated Duration – Lakeland Linder International Airport
Fiscal Year 2020 Annual Budget

Economic Opportunity – Actionable Items

Lakeland Linder International Airport Growth & Support

Lead Department: Lakeland Linder International Airport (LLIA)

Support Departments: Community Development and Public Works

Estimated FY 2020 Budget: - Net impact to the Airport would be cost neutral.

Prior Year FY 2019 Budget: \$800,000 to be paid by Lessor

Goal: Economic Opportunity

Program: Transportation Services

Activity: LLIA/Operations & Leasing

Description of Actionable Item: One of our anchor tenants, NOAA, has requested that we enhance the space that they occupy by making some improvements to the property: (1) Add a Generator to back up the entire facilities operations (2) add a catwalk and antennae farm on the roof of the facility. NOAA will reimburse the Airport for the actual costs plus interest with repayment to be made over the remaining life of the lease agreement (approximately three years).

Purpose: Accommodate needs of NOAA by improving City's facility at no cost to Airport.

Activity: Leasing

Measurable Progress Indicator(s): The work is expected to be completed by January 2020 at which time a lease modification would be entered into for the repayment of the cost-plus interest over the remaining term of the lease.

Estimated Duration of Actionable Item: Six months

Status Update: The Airport has engaged contractors to complete the work with an estimated cost of \$995,000. The work is expected to be completed by January 2020 at which time a lease modification would be entered into for the repayment of the cost-plus interest over the remaining term of the lease.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2019/2020	Yes
On-Going Beyond FY 2020	No

Figure D-22: Estimated Duration – Airport Growth & Support

Economic Opportunity – Actionable Items

Affordable Housing Strategies

Lead Department: Community Development & Community Redevelopment Area

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

FY 2020 Budget: \$250,000

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

Program: Economic & Community Development

Activities: Economic Development & Community Redevelopment Area

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

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

Measurable Progress Indicator(s):

Fiscal Year 2019

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

Fiscal Year 2020

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

Fiscal Year 2021

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

Estimated Duration of Actionable Item:

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

Figure D-23: Estimated Duration – Affordable Housing Strategies

Economic Opportunity – Actionable Items

Catalyst Site Evaluations Plan Including Funding Sources

Lead Department: Community & Economic Development

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

Estimated FY 2020 Budget: \$2,500,000

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

Program: Economic & Community Development

Activities: Economic Development & Community Redevelopment Area

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

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

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

Estimated Duration of Actionable Item: Ongoing.

Estimated Duration of Actionable Item:

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

Figure D-24: Estimated Duration – Catalyst Site Evaluation

Economic Opportunity – Actionable Items

Development of Lakeland Police Department Garage

Lead Department: Community & Economic Development

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

Estimated FY 2020 Budget: \$15,000 for RFP

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

Program: Economic & Community Development

Activities: Economic Development & Community Redevelopment Area

Description of Actionable Item: 1,200 space Garage/Workshop

Purpose: The Community & Economic Development Department will solicit the services of a consultant to prepare a Request for Proposal (RFP) package for a new parking garage behind Lakeland Police Department’s Downtown headquarters. The RFP will be written to encourage innovation and alternative institutional and financial structures under public, public-private and completely private arrangements. The RFP will also ensure coordination with the adjacent Mirrorton apartment community and will reserve land and/or building area to support an intermodal center, office, retail and/or residential uses.

Measurable Progress Indicator(s):

- Consultant solicitation and selection: November-December 2019
- RFP Development Process: January 2020-March 2020
- Completion of RFP and Decision to Proceed Forward: Spring 2020
- Advertising of RFP (if decision to proceed is granted): Summer 2020
- Selection of Top Candidate Development Team: Late Summer/Fall 2020
- Execution of Contract/Agreements w/ Successful Team in FY 2021

Estimated Duration of Actionable Item:

The RFP will be written to support the selection of a development team in early FY 2021. The intermodal function of the garage will be dependent upon the selection of a preferred Intermodal Center site as part of FDOT’s master plan that is scheduled for completion in Fall 2020.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	No
To Be Completed in FY 2020/2021	RFP - Yes
On-Going Beyond FY 2020	Financing, Contract Negotiations Design and Construction - Yes

Figure D-25: Estimated Duration – Development of LPD Garage

Economic Opportunity – Actionable Items

Refresh the Face of Downtown - Lighting

Lead Department: Parks and Recreation

Support Departments: Public Works and Lakeland Electric

External Support: Lakeland Downtown Development Authority (LDDA)

Estimated FY 2020 Budget: No funding for FY 2020, completed using FY 2019 monies.

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

Program: Economic & Community Development

Activities: Economic Development & Community Redevelopment Area

Description of Actionable Item:

Lakeland Electric completed relocation of the outlets to the top of the existing light poles in Munn Park and provided LED fixtures. Also provided lighting options to LDDA for string lighting to be purchased and installed by LDDA.

Purpose:

To ensure electrical connectivity for downtown lighting as part of the refresh of downtown and the lighting in Munn Park. Actual lighting will be handled by LDDA.

Measurable Progress Indicator(s): Actionable item has been completed.

Estimated Duration of Actionable Item: Actionable item has been completed.

Estimated Duration of Actionable Item:

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

Figure D-26: Estimated Duration – Refresh the Face of Downtown - Lighting

Economic Opportunity – Actionable Items

Refresh the Face of Downtown - Parklets

Lead Department: Public Works

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

External Support: Lakeland Downtown Development Authority (LDDA)

Estimated FY 2020 Budget: Policy Discussion

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

Program: Economic & Community Development

Activities: Economic Development & Community Redevelopment Area

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

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

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

Estimated Duration of Actionable Item: Six months.

Estimated Duration of Actionable Item:

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

Figure D-27: Estimated Duration – Refresh the Face of Downtown - Parklets

Economic Opportunity – Actionable Items

Refresh the Face of Downtown - Wayfinding

Lead Department: Public Works

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

Estimated FY 2020 Budget: \$25,000 Consultant/\$35,000 Signage/Install

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

Program: Economic & Community Development

Activities: Economic Development & Community Redevelopment Area

Description of Actionable Item:

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

Purpose:

Implement a network of Wayfinding signs that demonstrate Public Venues, Places of Interest, and Government agency campuses; combining motorist and Pedestrian scale signage. This network should enhance visitors' downtown experience, improve business sales, and minimize circuitous traffic.

Measurable Progress Indicator(s):

Number of signs designed, fabricated and installed.

Estimated Duration of Actionable Item:

Six months.

Estimated Duration of Actionable Item:

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

Figure D-28: Estimated Duration – Refresh the Face of Downtown - Wayfinding

Economic Opportunity – Actionable Items

Targeted Economic Investment Opportunity

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

Support Departments: Public Works, Lakeland Electric, Water Utilities & Lakeland Fire Department

Estimated FY 2020 Budget: \$500,000

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

Program: Economic & Community Development

Activities: Economic Development & Community Redevelopment Area

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

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

Measurable Progress Indicator(s):

Economic Development

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

Estimated Duration of Actionable Item: Ongoing.

Estimated Duration of Actionable Item:

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

Figure D-29: Estimated Duration – Targeted Economic Investment Opportunity

Growth Management – Actionable Items

Wabash Avenue

Lead Department: Community & Economic Development

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

Estimated FY 2020 Budget: Redirected \$700,000 from FY19 CIP project

Goal Areas: Growth Management & Quality of Life

Program: Economic & Community Development

Activities: Economic Development & Community Redevelopment Area

Description of Actionable Item: Purchase mitigation credits for the South Wabash Avenue Extension Project.

Purpose: Mitigation credits to be purchased, as opposed to creating a wetland mitigation area, to address wetland impacts that will result from the new road project.

Measurable Progress Indicator(s): Approved SWFWMD, ACOE, and FDOT permits. Letter of purchase from a mitigation bank.

Estimated Duration of Actionable Item: 9 months.

Estimated Duration of Actionable Item:

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

Figure D-30: Estimated Duration – Targeted Economic Investment Opportunity

Process Improvement

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

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

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

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

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

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

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

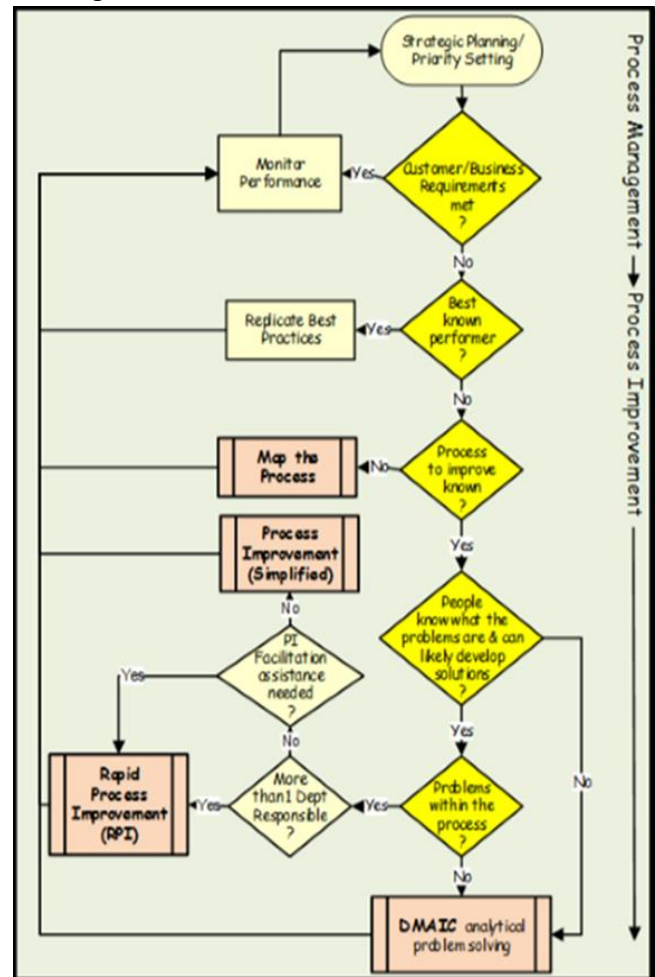


Figure D-31: Choosing the Right Process

Process Improvement Methodologies

Choosing the Right Methodology for your Improvement Project

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

Figure D-32: Process Improvement Project Types

City of Lakeland’s Process Improvement Methodologies:

1. Map the Process

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

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

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

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

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

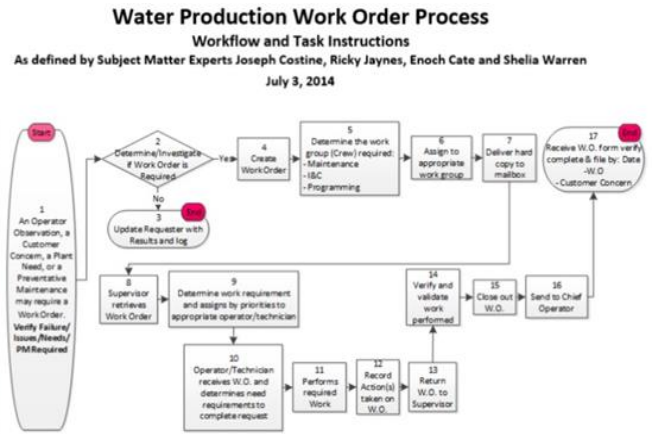


Figure D-33: Process Flow Map Example

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

Figure D-34: Process Flow Map Instructions

Process Improvement Methodologies

2. Map the Process

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

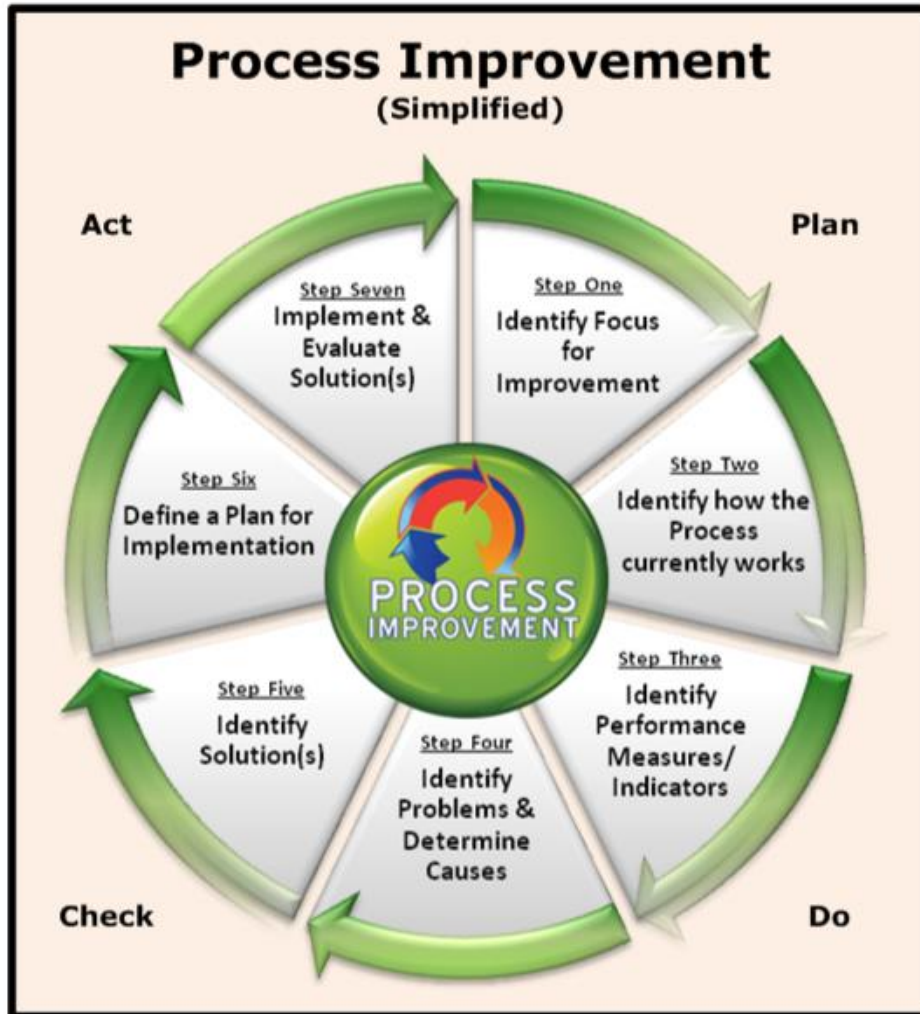


Figure D-35: Process Improvement

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

Process Improvement Methodologies

3. Rapid Process Improvement (RPI)

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

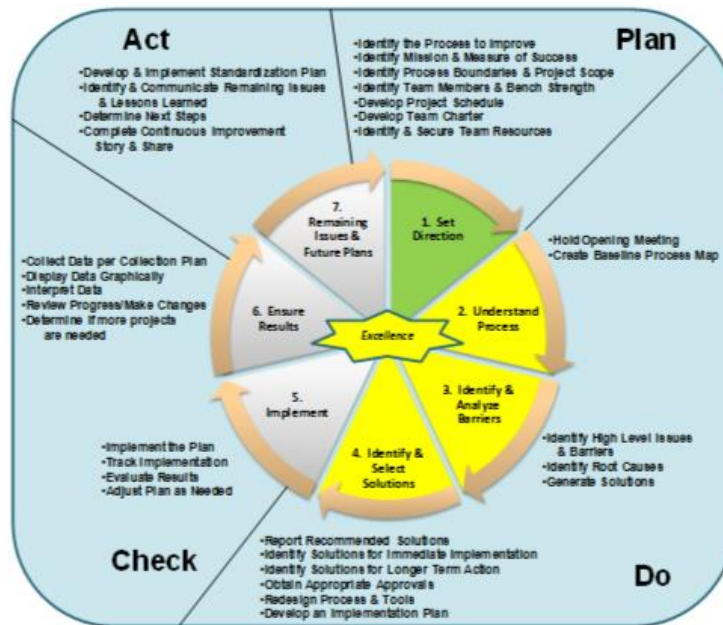


Figure D-36: Rapid Process Improvement Method Steps

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

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

NOTE: RPI Team meetings = two meetings totalling 11 hours

Process Improvement Methodologies

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

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

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

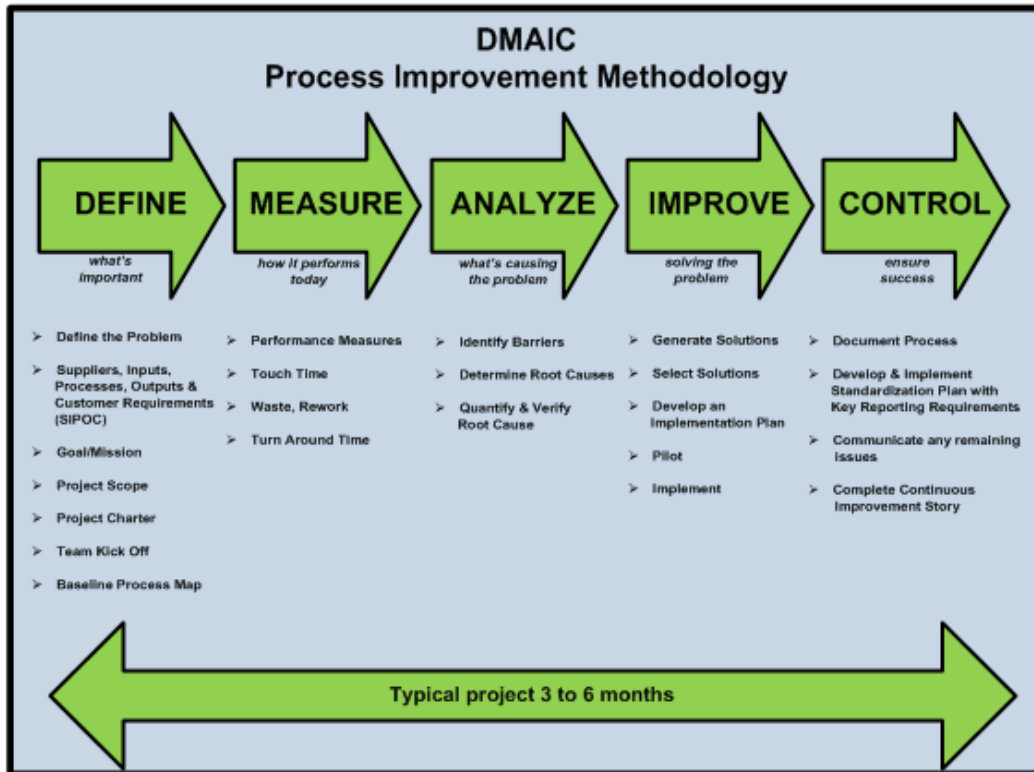


Figure D-37: DMAIC Process Improvement Methodology



Figure D-38: Fire Department Scheduling Project RPI Presentation

Process Improvement Methodologies

Process Improvement Workshop, Facilitation and Assistance

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

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

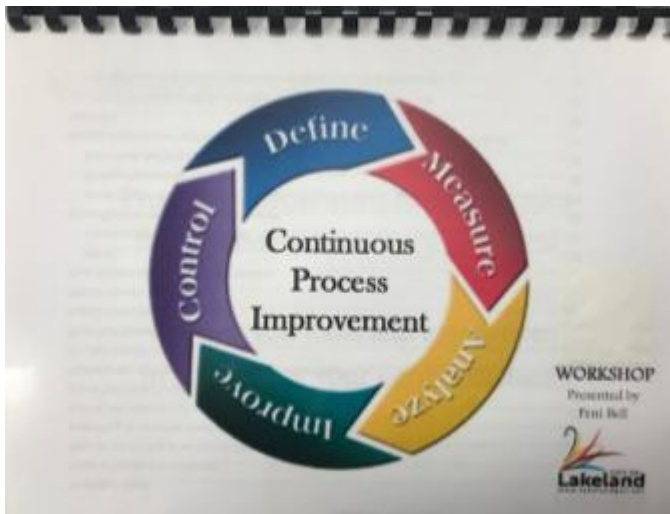


Figure D-39: Process Improvement Workbook

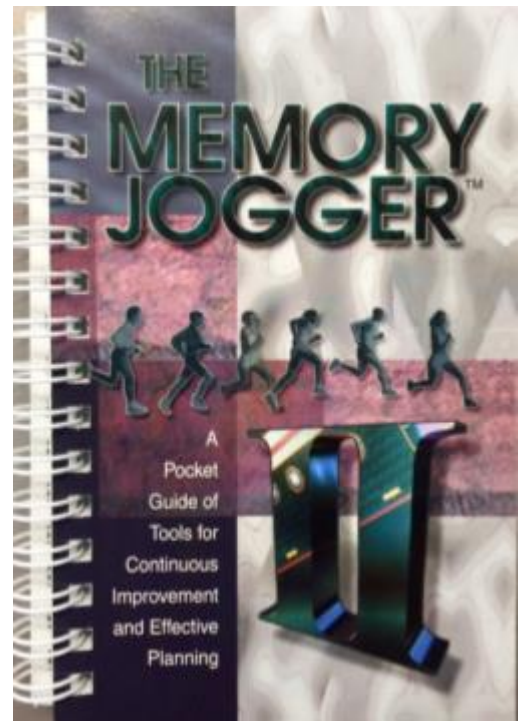


Figure D-40: Tools for Continuous Improvement

Efficiencies by Department

Efficiencies by Department

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

Airport

- New software implemented for maintaining and controlling Airport Operations Inspections and Regulatory requirements defined by FAA.
- Outsourcing of general routine maintenance and preventive maintenance for Generators, HVAC equipment now performed by staff.
- Newly acquired equipment has helped to decrease the time to complete full cycle of airfield grounds maintenance.

City Manager

Information Security (InfoSec)

- InfoSec has worked in strong partnership with Lakeland Electric to strengthen their cyber security compliance program. This includes network redesigns, firewall implementations, and process improvements.
- The InfoSec team has automated backup processes to save an estimated 10 hours per month, freeing staff to work on other priorities.
- The InfoSec team has established internal onboarding processes and knowledgebase to significantly expedite the learning curve for new InfoSec staff.

Efficiencies by Department

City Manager’s Office continued Office of Management and Budget

Process Improvement Projects (DMAIC, RPI, Mapping)	Departments Working with OMB
Printer/Copier Lease/Purchases	FIN/IT/Purchasing
IT/SmartGrid – AMI Billing Exception Handling & Daily Processing	IT/LE
LE/System Planning – Document Peak Report Process to allow for increased efficiency and effectiveness	LE
Mutual Aid Provider Process Documentation for Manual and Automated Process of Future State	LE
Water Utilities – Building and Fire Plan Review Process Review	WATER
Parking Citation - Cash Payment Issues	PWFIN/LPD/CD
LFD Uniform Process Improvement Project	LFD
Water Utilities Dispatching Project – Water Trouble Call Routing	WATER
Lakeland Operational Benchmarking OMB Support Action Plan – Met with all affected departments to provide support and assistance in completing their action items. As part of this initiative worked with IT on implementing technology to mitigate paper processes. Surveyed all department and gathered info on paper-based improvements and those needing assistance. Developed a continuous process improvement plan for automating paper-based processes	City-wide

Figure D-41: List of Process Improvement Projects for FY 2019

Communications

- Established presence on Waze outlining road closures and City projects impacting traffic.
- Continue to generate a great deal of content with a very limited number of staff. As good stewards with the tax payer’s money, the Department is always looking at cost saving measures. These measures include exploring ways to minimize staff levels through automation. Even though outputs and deliverables have grown drastically over the past 10 plus-years, the Communications Department is the same size now as it was when originally formed.
- Continue to develop the City’s website using in-house talent. This saves the City thousands of dollars compared to using an outside agency.
- Communications staff and members from the Department of Information Technology developed and successfully launched the Lakelandgov mobile app that is available for both major mobile phone platforms. This app makes it convenient to report an issue, find an important City phone number, see the latest news and view the community calendar for events.
- Systems buildouts for live meeting and event video coverage are done in house and all broadcast engineering services are completed by staff. These items alone have saved the City tens of thousands of dollars compared to hiring a company Productions to complete the work.

Efficiencies by Department

Community & Economic Development

Director's Office, Planning and Housing Division:

- Replaced hard copy printed agenda packets with digital copies accessed via tablet by members of the Planning and Zoning Board, Zoning Board of Adjustment and Appeals and Historic Preservation Board.
- Consolidated Planning and Housing Divisions and realigned Community Redevelopment Agency (CRA) housing program funds with Federal and State funding programs.
- Partnered with Polk County's Housing & Neighborhood Development Division to fund and contract a new State Housing Initiatives Partnership (SHIP) strategy, Rapid Rehousing, to assist homeless families and those in danger of becoming homeless. The new strategy encourages a set aside of up to 15% (\$25,000 from Lakeland combined with \$100,000 from Polk County), with a contract awarded to Peace River Center. The Housing Division opted to draft a separate RFP from the County for SHIP 2017-2018 funds of \$65,000 and has awarded the allocation to Society of St. Vincent de Paul to administer the project.
- Assisted Banyan Development to secure waiver of non-utility impact fees totaling \$676,930 to aid in the development of 139 affordable senior apartment units at Providence Reserve.
- Preparing closeout of NSP1 with approximately \$197,000 in program income to be shifted to CDBG-eligible activities. Once completed, both rounds of Neighborhood Stabilization Program funding first awarded in 2009 will be officially closed.

Business Development Division:

- The Business Tax Office downsized from two City vehicles to one as part of an effort to better use technology and our internal resources to contact and communicate with new and unlicensed businesses.
- The Property Information staff worked with the Department's GIS team to develop a database mapping of City-owned properties. This information will be shared with City Management with a policy suggestion that will help reduce excess undevelopable surplus properties.

Building Inspection:

- **Express Permitting:** In November 2018 the Building Inspection Division launched Express Permitting, a commitment to process 14 select permit types, residential with little to no plan review, in 30 minutes or less. Since that time, 1,714 express permits have been processed, 89% of them in 30 minutes or less, with an average processing time of 20.35 minutes.
- **ePlan:** ProjectDox or ePlan electronic plans review software remains the exclusive method for plans submission and review. Since October 1, 2018, 99.2% of plans for new construction were submitted and reviewed electronically through ePlan, up from 97.9% over the same period last year.
- **Permit Approval:** Of those permits for new construction issued between October 1, 2018 and May 20, 2019, 55.7% were approved in a single round of reviews in an average of 22.11 days, 24% were approved in two rounds at an average of 35.92 days, and 20.2% were approved in three or more review cycles at an average of 85.5 days.
- **Permit Clerk Rotation:** In February 2019, the Building Permit Coordinator implemented a more formal process of rotating Permit Clerks between tasks and workstations to improve proficiency in all aspects of permit processing and to ensure adequate coverage for walk-in customers, phone calls, emails, and plans review.

Efficiencies by Department

Community Development - Building Inspection continued

- **Inspections:** Hired two part-time inspectors to help relieve the heavy load (average 859 inspections per week) of the regular inspectors thus eliminating the need to hire more costly contract inspection providers, pay overtime or leave inspections uncompleted.

Code Enforcement:

- Partnered with Community Planning & Housing Division to replace hard copy hearing agendas with digital copies accessed by Board members via tablet.
- Developed a series of Summary Dispositions for the Code Enforcement Board Hearings allowing for negotiated resolution when agreeable to both staff and respondent, thus reducing the length of hearings.
- Began enforcing Business Tax Receipt Code where receipts cannot be issued because of zoning, property owner permission, access to facilities, etc.
- Changed initial compliance deadline for needed housing repairs from 30 to 60 days to provide additional time for initial compliance and to more effectively manage the number of cases scheduled for hearing.
- Trained 2 new Code Enforcement Officers due to unexpected staff turnover.

Community Redevelopment Agency Division:

- Consolidated Planning and Housing Divisions and realigned Community Redevelopment Agency (CRA) housing program funds with Federal and State funding programs.
- CRA Advisory Board converted to paperless system.

Finance

- Parking Citations - Centralized acceptance of payments and customer inquiries in Customer Billing using the new Parking system, NuPark.
- Created new in-house application to maintain CIP budgets more efficiently.

Fire

Maintenance:

- Placed Rescue 1, 42 and 62 into service – new rescue truck design saves \$50,000/vehicle on initial purchase – Another \$50,000 in maintenance and fuel savings over the life cycle of the vehicle.

Training:

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

Rescue:

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

Airport Rescue Firefighting:

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

Urban Search and Rescue:

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

Efficiencies by Department

Human Resources

Director's Office:

- Partnered with Public Works to change the overtime pay guidelines for 25 employees to mirror that of the Fair Labor Standards Act which provides a cost benefit and operational flexibility to the department.

Employment Services:

- Move the following tests from paper to online
 - Accountant – eliminated hand-graded test (Est. 22 hours of grading time)
 - Water Control Systems Program Integrator
 - Programmers
 - Systems and Network Administrator
 - Accounting Clerk Revalidate and Do KT Items
 - Police Records Clerk (Filing, proofreading, and Math?)
 - Recreation leader (validation needed)
 - Building Inspector In-basket
 - Crime Analyst
 - Management Analyst
 - Senior Management Analyst
 - Project Manager I-II
- Elimination of open-ended questions to reduce the amount of grading time and bias
 - Trades Worker
 - Equipment Operator
 - Chemical Process Technician I, II, & III
- Elimination of unnecessary tests
 - WW Water plant supervisor-in-basket
 - Accounting Clerk - In basket
 - Admin Assistant In-basket
 - Water Utilities (WW) Mechanic pipe assembly performance test
 - Water Utilities (WW) Mechanic cut the welding down by 2/3
 - Eliminated Risk Manager In-basket and replaced with an SJT
 - Wastewater Field Supervisor Work Order Test
 - Inspection and Sealing Technician Work Order Test
 - Water Utilities Field Supervisor – Scheduling Test
 - Equipment Operator

Employee Engagement & Development:

- Revised “New Hire Onboarding Program.” Streamlined the new hire onboarding program into a 3-consecutive day experience. All 5 mandatory classes were streamlined, the enrollment process for pension and benefits occurs in one location over the 3 days significantly reducing disruptions in operations. This has also increased the efficiency of the enrollment processes for both benefit’s and pension’s group presentations, while preserving the individualized one-on-one meetings with all new hires.

Efficiencies by Department

Human Resources - Employee Engagement & Development continued:

- Automation/Gamification - Adopting Quizmaker has increased the efficiency of our Booster Program in terms of sending out and tracking responses to post-training questions. The Booster program has now been expanded to New Hire “Onboarding” and will be a key component in the upcoming “48 Hours – Invest in You” Leadership Immersion Program. Kahoot has been integrated into the “48 Hours” series as an energizing and competitive knowledge check for the participants.
- Service Awards Program - Streamlining the invitation process and vendors/catalog gifts used in the program has begun. Preliminary data analyses have been completed.

Policy and Labor Relations:

- Revising antiquated City policies including 2-year updated Drug & Alcohol Policy & challenges by Unions.
- Creating an up-to-date Employee Handbook on expectations & City rules & regulations.

Information Technology

- On February 13, 2018, the Database Administration Team and the Network Administration Team were merged into the Infrastructure Services Team.
- On 10/26/2017 Systems and Programming was reorganized from four to three teams; SOA, MDM and UMS support was distributed among the three teams.
- 17,481 service requests were processed by DoIT for our customers during FY18: 336 SRs per week on average.
- Exadata replacement purchase 5 Year Total Cost Savings=\$845,637.77.
- Using ESRI GIS tools for Citizen surveys, DoIT staff assisted departments in saving \$105,000 on consultants.
- DoIT completed over 100 IT projects which supported business process improvement across the City in most all City Departments.

Lakeland Electric

- Reduced table of organization by 9 full-time positions across Lakeland Electric.
- Sourced a spare turbine rotor for U8 major inspection, cutting the outage from 120 to 61 days; saving significant money.
- Upgraded/storm hardened Northwest to Larsen Transmission line.
- Implemented cloud-based architecture for Harris-Cayenta Customer Information system. Change from local hosting and maintenance to cloud-based version will reduce information technology expenses \$400k per year effective next fiscal year.

Efficiencies by Department

Parks and Receptions

Cemeteries Office:

- Opened a new cremation area adding 64 cremation spaces to a half block.
- Installed 10" main irrigation line, with the completion of the water line, it allowed us to open an area with 392 regular burial spaces to sell.
- New signage installed throughout all city-owned cemeteries with the link to online burial search to assist visitors finding burial locations on their own.

Cleveland Heights Golf Course:

- New Irrigation System (Weekly Leaks/Healthier Turf for Playability/Less Water Usage).
- Pump House (Provide Consistent Water Pressures for Healthy Consistent Surfaces).

Library:

- Customer Convenience update. In April of 2018 the library implemented online fine/fee payments for customers from the library catalog page. In one year, the library has collected \$2,766 from this system. Another \$1,891 was generated from the self-check station payment option inside the library for a total of \$4,658.

Parks:

- Laser Grade Sports Fields (Saved \$12,000 on in-house Laser Grading of ball fields, \$1,000 per field).
- Additional 2 acres of land being maintained by our staff for multipurpose/soccer field at Tigertown.
- The tree crew got a clam shell truck added to their equipment inventory.

Recreation, Aquatics & Facilities Services:

- Improved Sports Management Application went live.
- Ungerboeck Facility Management is fully live.
- Brought in company to train Lake Mirror Staff to work on Terrazzo floors. Because our staff is now trained, we will no longer have to contract out the work.

Police

- LPD created a new Community Services Division with the addition of a Captain and Sergeant. These two positions were reclassifications of existing positions and the cost was absorbed within our operational budget. The focus of this new division will not only be Community Services, but the emphasis will be on School Safety.
- Included with the new Community Services Division were the addition of 4 School Resource Officer (SRO) positions during the FY 2019 budget that will be utilized as relief positions to cover the workload on the existing SRO's due to the passage of the MSDPSA and meeting requirements of the bill.
- Block Training for SRO's in the Summer – To accommodate the workload for the SRO's throughout the school year the General Services Section created a block training for the SRO's that will be done in the summer. Annually, all sworn positions are required to accomplish a variety of training throughout the year that will now take place during this block training when school is not in session.

Efficiencies by Department

Police continued

- New Fleet Gas Card – LPD was the test department for the fleet gas cards that will be assigned to each vehicle that can be used at various vendors throughout the City, State and Country. Normally, fleet vehicles were fueled at one location which was time consuming, so this new procedure has greatly enhanced the overall efficiency.
- Electronic Subpoenas - Electronic subpoenas were fully implemented this past FY. All subpoenas generated by the State Attorney's Office and the Clerk of Court are now electronically sent to the officer and the Court Liaison is copied. The Public Defender and private attorneys are starting to use this process as well. It has resulted in more prompt notification to the officer for court and reduced the amount of paperwork our Court Liaison must process. This use to be a fulltime position and with this efficiency change, the position was downgraded to part-time and a part-time Background Investigator was upgraded to full-time which was needed.
- Fleet vehicle savings – With the assistance of Fleet Management and City Hall Finance we purchased 27 Police Vehicles early to take advantage of a \$5,000 savings per vehicle totaling \$135,000. Additionally, LPD redeployed some vehicles and made modifications to paint and equipment to recognize an additional savings of around \$170,000. The total savings will be around \$300,000.
- UCR Reporting – during 2018 the process to report Uniform Crime Reports (UCR) was completely changed. The function was moved to the Records Section and we identified a module in our report writer software that had never been used, to assist with calculating the UCR data. This module was discovered during a process improvement exercise and these changes lessened the work that was previously done on the backend compiling data which greatly enhanced the efficiency of putting together the 2018 UCR.
- The Lakeland Police Planning & Research Supervisor analyses the number of patrol officers required to respond to citizen calls for service. This process is done in coordination with the Uniform Patrol Division Commander, the Neighborhood Services Bureau Assistance Chief of Police, and the Chief of Police as necessary. The goal is to determine the proper number of officers required to maintain a response time that is both acceptable to the citizens while remaining fiscally responsible. The annual number of calls for service are reviewed down to the level of "hour of day" for both proactive and reactive time as well as self-initiated policing activities. Officers are then distributed between the four Patrol Squads and two Relief Shifts to allow a balance of call response, self-initiated work, administrative time and vacation/sick leave.
- LPD added another SRO to Lakeland Montessori School. This position was funded 100% by the school. These partnerships have proven to be a very successful and continue to advance our efforts in community policing and problem solving.

Public Works

Director's Office:

- Implemented NuPark software for Parking and Finance Customer Billing replacing legacy system.
- Implemented the Assetworks Customer Portal for Fleet's internal customers.
- Upgraded Lucity asset management/work order application to a newer version.

Efficiencies by Department

Public Works continued

Construction & Maintenance Division:

- Reconstructed 78 ADA Accessible curb ramps or 2.1% of the total inventory of curb ramps.
- Constructed 1,577 Linear feet of new sidewalk for ADA Accessibility for a .1% increase in sidewalk inventory.
- Replace 2,309 Linear Feet of damaged sidewalk that is .16% of the total inventory.
- Constructed 2,430 Square Feet of New Streetscape.
- Removed and Replaced 6,120 Square feet of damaged streetscape.
- Cleaned 77,720 Linear feet of Storm Sewer that is 7.6% of the total inventory.
- Televised 58,405 Linear Feet of Storm Sewer that is 5.7% of the total inventory.
- Completed Kettles Avenue Sidewalk project.
- Installed a driveway to gain access of the communication tower on Lakeland Highland Road.
- Completed the Mall Hill Road Widening and storm pipe repair.
- Completed Lotus and Forrest Park storm pipe repair.
- Lake Morton Resurfacing Project.
- East Garden Street Sidewalk from Lakeland Hills Blvd to West Lake Parker Drive.
- Orange Street Streetscape from Florida Ave to Tennessee Ave/ Frontier Parking Lot.
- Derbyshire Brick Street Restoration from Edgewood Drive to Lk Hollingsworth Drive.
- Storm pipe replacement of 200 feet of 36" on E Highland Drive.

Engineering Division:

- Published updated Engineering Standards Manual.

Facilities Maintenance Division:

- 2018 Energy Savings = \$1,063,239.57
- Total Energy Savings since projects began in 2009 = \$7,623,677.21

Fleet Division:

- Metrics as of May 1, 2019: Vehicle uptime - 96%; 0-48-hour vehicle turnaround time – 82%; direct labor billing – 70%.
- Pass-through expense accounts--10% projected under budget at end of year.
- Fueling efficiencies:
 - Fuel cards virtually eliminate mission delays from extended refueling driving time—potential to recover 30,000+ lost labor hours.
 - Suspended fuel station rebuild construction indefinitely, net cost avoidance of \$712,000.
 - Purchased additional fuel tank wagon truck and two additional fuel tanker trailers for post-storm reserve fuel capability. Fuel reserves capability sufficient for 7-10 days.
- Robust technical training from Altec, Ford, and other sources continues to enable \$35,000-\$50,000 cost avoidance annually from excessive sublet maintenance.
- NAPA IBS efficiencies:
 - Sourced Interstate batteries, \$4,000-\$7,000 anticipated recovery annually with improved product sourcing against corporate desires.
 - Aggressive fluids procurement sourcing providing \$5,000 cost avoidance annually.
 - New direct purchasing contacts to reduce hydraulic hardware costs \$3,000-\$6,000 annually.

Efficiencies by Department

Public Works continued

Lakes & Stormwater Division:

- The City of Lakeland has developed a cooperative relationship with Polk County Natural Resources Division, the City of Winter Haven, and the Florida Fish and Wildlife Commission (FWC) to review aquatic plant management techniques and schedules to ensure each agency is not duplicating the efforts of other agencies. The cooperative also completes aquatic plant surveys in the City's lakes with public access, and Polk County has assisted the City in the herbicide application of invasive and nuisance vegetation in several lakes this year. The sharing of resources has benefited the City in many ways, including reducing the amount of time and effort to assess lake vegetation biomass and in invasive species control. These efforts have saved the Division up to \$50,000 annually on reduced staff time and pesticide purchases.

Solid Waste & Recycling Division:

- Residential recycling programs continue to provide a significant diversion rate of 41.2% as compared to Polk County's average recycling diversion rate of 26% (FDEP, Annual Report 2017).
- Bulk claw truck route changes have shown a proven savings in fuel costs by reducing miles driven and has significantly reduced customer wait times for service. Claw truck service has been fully converted to a Lucity paperless work order system to improve office staff, driver and customer communications.
- Roll-off and Front Loader commercial services are currently in process of being converted to the Lucity paperless work order system similar to bulk collection to improve office staff, driver and customer communications.

Traffic Division:

- Developed new reporting system of Measures of Effectiveness for the FDOT corridors in terms of traffic signal operations; delay reduction; and incident reporting.
- Deployed the "Bluetooth" sensing technology at 16 signalized intersections over three corridors (Sikes/Harden; S. Florida Avenue; and US 98 Bartow Road) to compute real-time operating speeds and delay.
- Parking several innovations have been implemented over the last 18 months. These innovations include: Installed four electronic multi-pay parking PayStations with a "Pay-by-Plate" operation. This new system provides the patron with several convenient payment options, is customer friendly, and the system provides effective data and financial management opportunities.
- License Plate recognition (LPR) hardware/software/hosting deployment resulted in citation efficiency and accuracy enhancements.
- Downtown NEW Parking Garage (P3) partnership: Heritage Plaza Property - "Condominium Approach" to partnership – Minimum of two floors for City use; about 399 of the 824 proposed parking spaces. Implemented "Free After 3" parking opportunities for persons utilizing the lower level of the Main Street garage: frees-up more spaces on-street.
- Implemented new on-street parking Zone "2725" for \$0.25 per hour (unlimited) to provide long-term parking outside the downtown core.
- Implement "Universal Valet" program with the CRA & LDDA.

Efficiencies by Department

Retirement Services

- No generic manual estimates.
- Accurate Data Reporting, through updates (retirement beneficiary panel).
- Minimizing margin of error for inaccurate data forwarded to third parties.
- Expedited access to produce core Census data for State Reporting, GASB, etc.
- Streamline process for OnBoarding.

Risk Management Department

Risk Management Division:

- Services provided by the City's on-site wellness program and clinic have resulted in a return on investment (ROI) of \$3.77 for every \$1 spent by the City of Lakeland.
- Saved approximately 15,120 manpower hours due to the utilization of the City's on-site wellness clinic by employees for treatment of episodic conditions versus outside medical care.
- Saved approximately 3,125 manpower hours due to utilization of the City's on-site wellness clinic by employees for treatment of on the job injuries versus outside medical care.
- Processed in-house, all mandatory Healthcare Reform notifications (1095C) to employees and retirees, regarding their health insurance coverage for the third year in a row, resulting in a savings of \$20,000.
- The first year of voluntary electronic benefits open enrollment, utilizing the City's PeopleSoft software, resulted in 900 employees utilizing self-enrollment. This resulted in a savings of operational hours in reduced time to enroll.
- Continue to utilize a light duty worker due to an on the job injury, to fill a position that supports both the Purchasing and Risk Management function in lieu of filling the position (Account Clerk I) when it became vacant. This saves the City a minimum of 42,804.00 per year.

Purchasing Division:

- Realized an annual savings of \$3,814,220 achieved through both the sealed bid and request for proposal (RFP) processes.
- Received a 0% error rating during the Internal Auditor's year-end inventory of approximately \$15 million worth of warehouse stock.

RP Funding Center

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

Efficiencies by Department

Water Utilities

- Water Utilities distributes free conservation kits which include showerheads, bath aerators, and kitchen aerators to our customers. 1,300 kits issued as of May 2019.
 - Average household saves 17,742 gallons per year
 - 10-year life expectancy of devices
 - Estimated water conserved - 231 million gallons
- Water Utilities issued or reserved 1,036 rebates as of May 2019. There were 1,200 rebates available under co-funding. The average household savings are 11,206 gallons per year and the 30-year life expectancy estimated water conserved is 403 million gallons
- An average of 11,578 MGD of industrial reuse water is provided to 3 customers:
 - McIntosh Power Plant
 - Matheson Tri-Gas
 - TECO Polk Power Station
- Water sent to TECO assists in reducing the nutrients discharged into the Alafia river.
- Wastewater Treatment completed 95% of the Schneider Cogeneration Project at the Glendale Facility. This generator is projected to offset up to 40% of Glendale's current electrical needs.
- Due to plant expansion Wastewater Collections had to install an alternative to drying bed. This bed is used to dewater grit and debris from line cleaning operations prior to the material being taken to the landfill for disposal. Two Debris Mate roll-off dumpsters were purchased, and a raised pad constructed. This allows the Vactor Trucks to back up to the ramp and empty their debris tank into the roll-off which allows water to drain off while containing the solid material.
- Wastewater Collections received a permit from FWC to relocate Gopher Tortoises on-site, resulting in an estimated savings of \$7,000 a year.
- Over 6 miles of fiber installed at the Se7en Wetlands, reducing paper, improving efficiency and accuracy in time management, asset management, inventories and inspections. Allowing for real-time monitoring of weather, water quality, flows and levels. Control Structure, SCADA and Security upgrades.

Measuring Results

Overview

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

The different system components are:

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

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

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

KSI Measurements

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

Departmental Operational Measures

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

Driving Improvements

Driving Improvements in our Organization

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

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

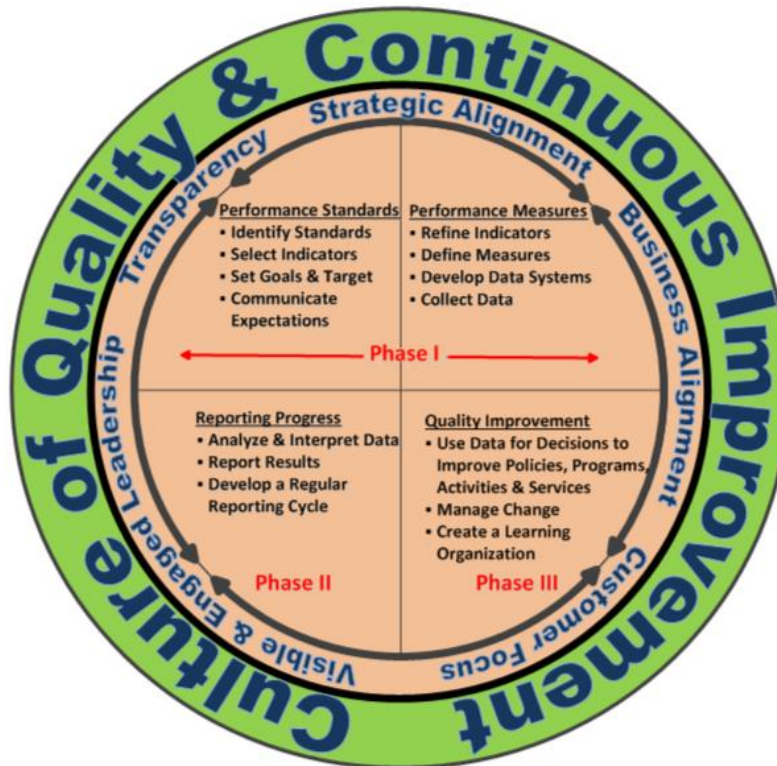


Figure D-42: Culture of Quality and Continuous Improvement Phases

Driving Improvements

Driving Improvements in our Organization

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

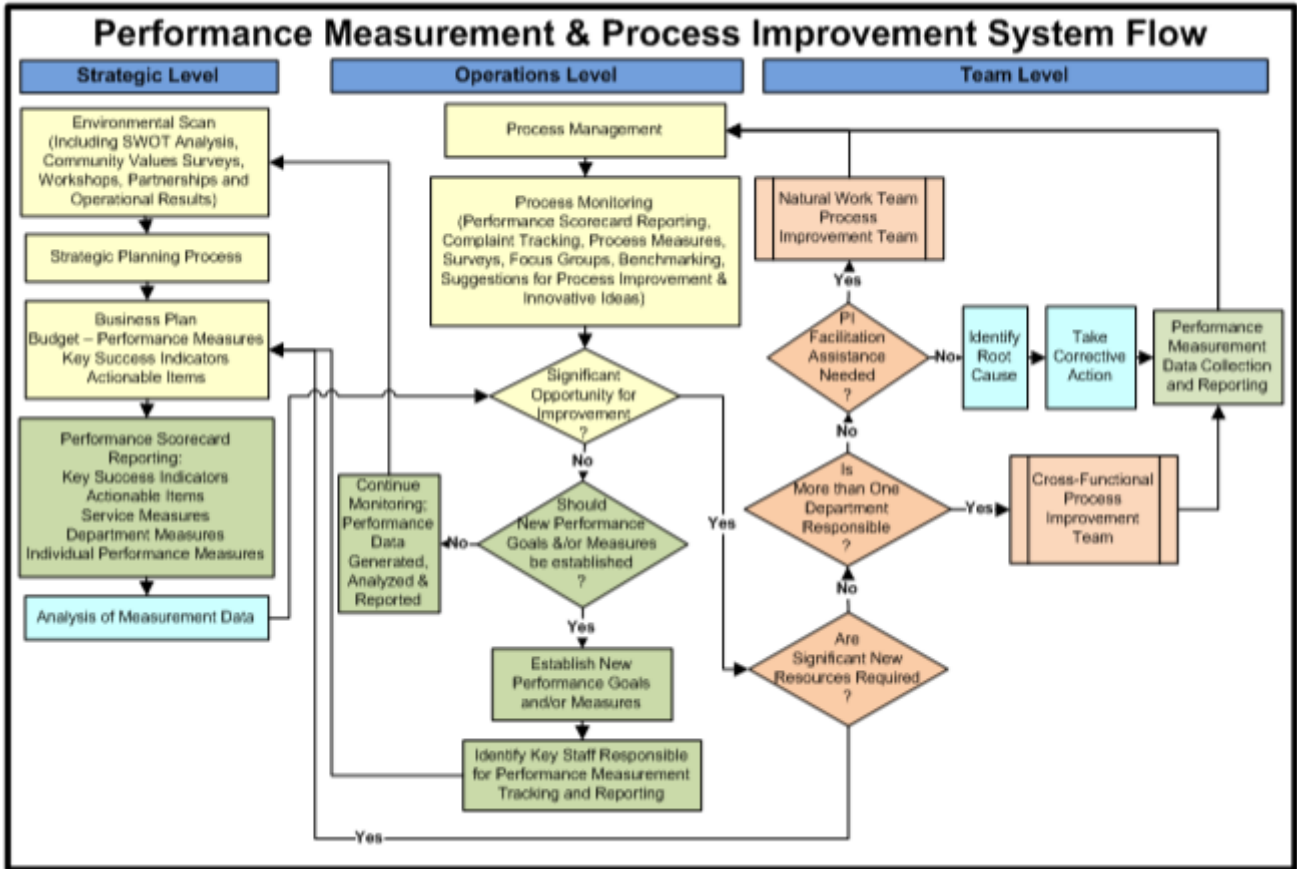
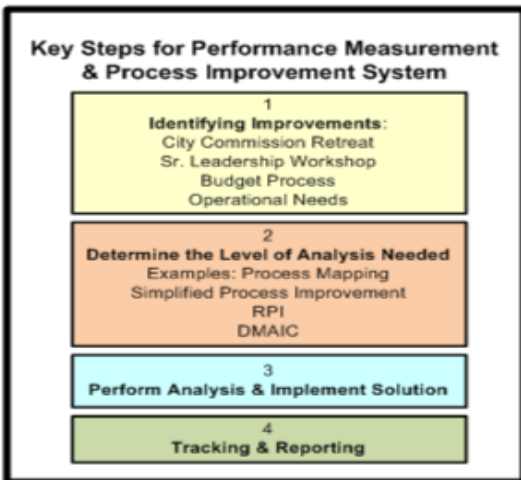


Figure D-43: Performance Measurement and Process Improvement System Flow



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

Figure D-44: Key Steps - Performance Measurement and Process Improvement System

Measuring Up and Transparency

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

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



Figure D-45 – Process Improvement Project Meeting

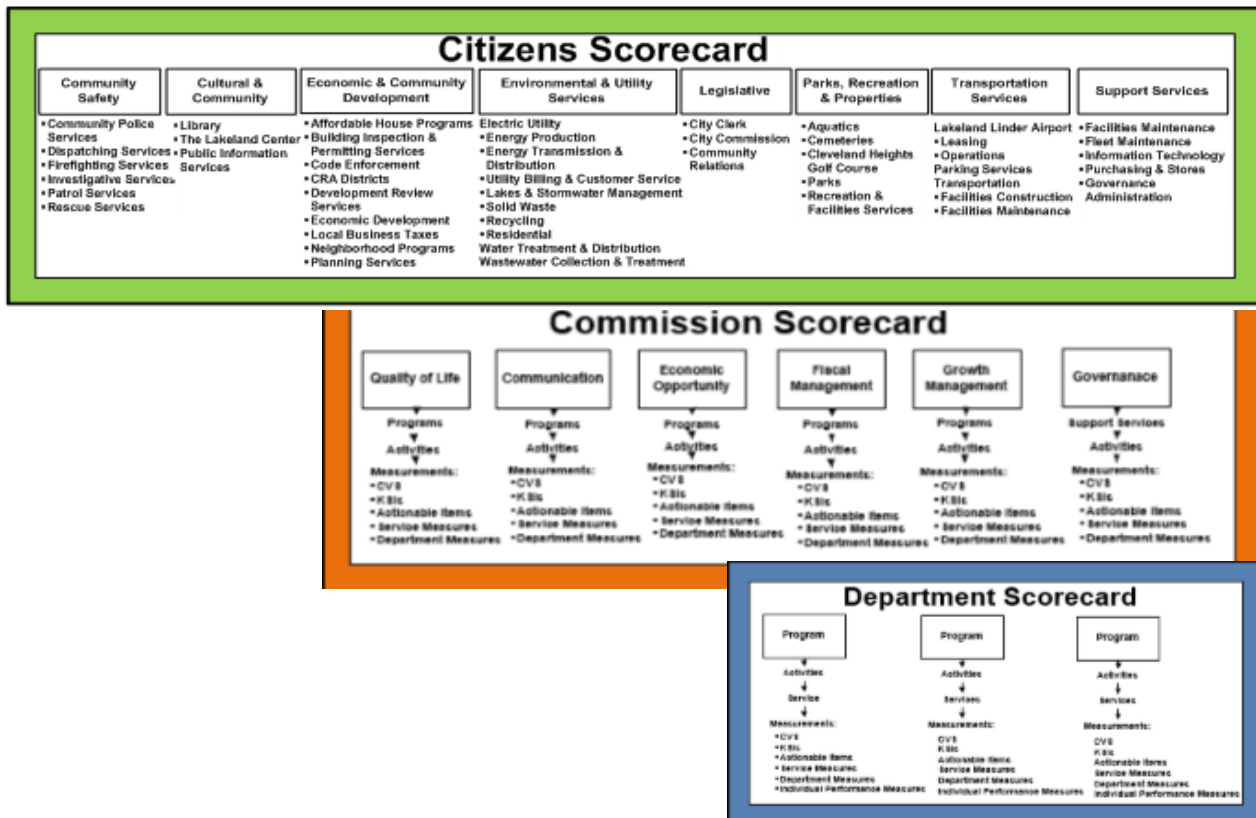


Figure D-46: Score Cards

Measuring Results

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

As one of the founding members of the Florida Benchmarking Consortium (FBC), the City of Lakeland collects and reports data for the following FBC Service Areas:

- Building and Development Review
- Code Enforcement
- Environmental Management
- Fire Rescue
- Fleet Management
- Human Resources
- Information Technology
- Parks and Recreation
- Purchasing
- Police Services
- Road Repair
- Stormwater Drainage Maintenance
- Traffic Engineering
- Water Wastewater

We also receive and utilize this same data from other FBC members allowing us to benchmark against a specific group of peers who are collecting defined measurements.

Quality of Life - Key Success Indicators

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

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

FY 2019*	Completely Agree	Mostly Agree	Somewhat Agree	Slightly Agree	Do Not Agree	NA
Good Place to Raise a Family	51.9%	29.7%	9.3%	2.5%	1.5%	5.1%
Good Place to Retire	44.7%	30.4%	12.9%	4.7%	3.1%	4.2%
Good Place to Live	58.1%	32.1%	6.9%	1.8%	0.9%	0.2%

Figure D-47: Quality of Life KSI - Community Values Survey, Lakeland

FY 2019*	Significant Value	Moderate Value	Little Value	No Value	No Opinion
Dispatching Services	86.5%	9.8%	1.6%	0.8%	1.3%
Patrol Services	83.1%	13.0%	2.1%	1.2%	0.7%
Transportation Construction	69.7%	24.9%	4.2%	0.7%	0.5%
Electric Utility	71.7%	21.8%	3.8%	1.4%	1.3%

*Data from 2019 Community Values Survey

Figure D-48: Quality of Life KSI - Community Values Survey, City Services

Key Success Indicators	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Response times to high danger (Priority 1) calls	Quarterly	6.4	6.5	<7
Reliability of utility services: electric customer average interruption duration (minutes)	Quarterly	79.7	76.16	≤ 60
New sidewalk constructed (Linear Foot)	Annually	8,245	8,785	4,775
New trail constructed (Linear Foot)	Annually	0	0	0
Bike lane construction (Linear Foot)	Annually	0	0	0
Number of crime prevention programs	Quarterly	334	355	315
Number of citizens engaged by a risk reduction or fire prevention education activity. (Does not include Social Media, PSAs, or flyer mail-outs.)	Quarterly	16,018	12,000	12,000

Figure D-49: Quality of Life KSI - Performance Measures

Communication - Key Success Indicators

Develop an informed and engaged community.

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

FY 2019*	Significant Value	Moderate Value	Little Value	No Value	No Opinion
Information available on City website	29.5%	45.9%	16.2%	3.9%	4.5%

Figure D-50: Communication KSI - Community Values Survey, City Website

FY 2019*	Significant Value	Moderate Value	Little Value	No Value	No Opinion
Information available on social media	19.6%	34.6%	21.7%	18.0%	6.1%

*Data from 2019 Community Values Survey

Figure D-51: Communication KSI - Community Values Survey, Social Media

Key Success Indicators	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Unique website visits	Quarterly	2.8 Million	2,228,000	2,235,000
Records Administration -Number of Department Records Requests Processed**	Annually	550	412	400
Social Media Annual Reach Facebook (Number of followers) ***	Annually	57,716	57,400	58,000
Social Media Annual Reach Twitter (Number of followers) ***	Annually	10,000	11,300	12,000
Live Meetings	Annually	140	140	140

** Measurement revised in 2018

*** Measurement revised/added in 2017

Figure D-52: Communication KSI - Performance Measures

Economic Opportunity - Key Success Indicators

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

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

FY 2019*	Completely Agree	Mostly Agree	Somewhat Agree	Slightly Agree	Do Not Agree	NA
Good Housing Choices	26.2%	37.8%	22.3%	7.0%	3.7%	3.0%
Good Place to Operate a Business	20.7%	28.3%	17.2%	5.4%	3.0%	25.4%
Affordable Community	29.6%	41.4%	19.1%	5.7%	2.9%	1.3%

Figure D-53: Economic Opportunity KSI - Community Values Survey, Lakeland

FY 2019*	Significant Value	Moderate Value	Little Value	No Value	No Opinion
Affordable Housing Programs	24.3%	23.8%	25.0%	20.9%	6.0%
Economic Development	45.4%	37.0%	12.2%	3.4%	2.0%

*Data from 2019 Community Values Survey

Figure D-54: Economic Opportunity KSI - Community Values Survey, City Services

Economic Opportunity - Key Success Indicators

Key Success Indicators	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Per Capita Income in Lakeland/MSA (Polk County) as a percentage of Florida	Annually	73.41%	71.70%	75.00%
Number of jobs: high skill/high wage development activity	Annually	320	190	250
Value of new commercial construction permits issued within Lakeland's redevelopment areas	Annually	23.01%	27%	26%
Number of new business openings in downtown district	Quarterly	54	58	75
Number of business closures in downtown district	Quarterly	17	9	12
Number of business licenses issued	Annually	4,655	4,908	5,000

Figure D-55: Economic Opportunity KSI - Performance Measures

Fiscal Management - Key Success Indicators

Develop and effectively manage financial resources.

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

FY 2019*	Completely Agree	Mostly Agree	Somewhat Agree	Slightly Agree	Do Not Agree	NA
Overall Economic health of Lakeland (affordable community)	29.6%	41.4%	19.1%	5.7%	2.9%	1.3%
Receive good value for taxes paid	23.2%	32.9%	22.7%	7.6%	6.1%	7.5%

*Data from 2019 Community Values Survey

Figure D-56: Fiscal Management KSI - Community Values Survey, Lakeland

Key Success Indicators	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Costs for municipal services comparing Lakeland among 8 benchmark communities in Florida	Annually	Lowest Quartile	Lowest Quartile	Lowest Quartile
Bond ratings average: Electric	Annually	AA/Aa3/AA-	AA/Aa3/AA	AA/Aa3/AA
Bond ratings average: Water/Wastewater	Annually	AA/Aa2/AA+	AA/Aa2/AA+	AA/Aa2/AA+
Bond ratings average: General City	Annually	NR/Aa3/AA-	NR/Aa3/AA-	NR/Aa3/AA-
Per capita General Fund spending	Annually	119,615,660	126,211,572	137,357,651

Figure D-57: Fiscal Management KSI - Performance Measures

Growth Management - Key Success Indicators

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

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

FY 2019*	Completely Agree	Mostly Agree	Somewhat Agree	Slightly Agree	Do Not Agree	NA
Good Place to Operate a Business	20.7%	28.3%	17.2%	5.4%	3.0%	25.4%

Figure D-58: Growth Management KSI - Community Values Survey, Lakeland

FY 2019*	Significant Value	Moderate Value	Little Value	No Value	No Opinion
Building Inspection	30.1%	41.8%	19.7%	5.5%	2.9%
Code Enforcement	38.6%	40.9%	14.7%	4.1%	1.7%
Solid Waste	74.3%	17.6%	2.7%	2.3%	3.1%
Water Treatment & Distribution	87.1%	7.9%	2.0%	1.6%	1.4%
Wastewater Collection & Treatment	72.4%	17.0%	4.1%	3.4%	3.1%

*Data from 2019 Community Values Survey

Figure D-59: Growth Management KSI - Performance Measures

Growth Management - Key Success Indicators

Key Success Indicators	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Active parkland acres ratio per 1,000 residents**	Quarterly	14.1 acres/ 1,000	14.1 acres/ 1,000	14.1 acres/ 1,000
Ratio of water demand to permitted capacity	Quarterly	0.5963	0.63	< 0.8
Ratio of wastewater demand to permitted capacity	Quarterly	0.5668	0.52	< 0.8
Percent of code enforcement cases resolved within 60 days	Quarterly	90.57%	59.77%	70%
New transit facilities (shelters, pads, access)	Annually	1	7	10
Number of new residential units in downtown (CRA boundary) Lakeland	Annually	0	0	NA
Overall safety of residents (Community Values Survey)	Annually	74.3%	76.4%	≥ 51.00%

** Measurement definition revised in 2016

Figure D-60: Growth Management KSI - Performance Measures and Lakeland

Governance - Key Success Indicators

Provide for responsive and responsible governmental service.

1. Provide services required by Federal, State, and Local laws for policies, or which meet an accreditation or industry standard.
2. Provide desired services based on customer's priority and availability of funding.
3. Foster a work environment that includes City Core Values and enriches, informs, encourages, and engages all employees to achieve their individual and collective potential.
4. Utilize best practices for timely decisions, transparency, and fiscally accountable governance.

Key Success Indicators	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
City U HR training hours (City-wide organizational development training hours both internal and external)	Quarterly	5,971	6,716	6,700
Total number of Value in Progress (VIP) Employee Recognitions	Quarterly	563	572	650
"Citizen perceived value for taxes paid" (Community Values Survey)	Annually	55.1%	56.1%	≥ 51.0
Dollars used for tuition reimbursement	Quarterly	\$148,989	\$109,963	\$150,000
Percentage of Promotions City-wide per total employee count	Quarterly	5.67%	7.19%	9%
The number of Comprehensive Annual Financial Reporting (CAFR) findings related to non-compliance with laws & regulation	Annually	0	0	0

Figure D-61: Governance KSI - Performance Measures and Assessment of Lakeland

Operational Measures - Community Safety Program

Community Police Services Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Number of Programs	Quarterly	334	355	315
Number of victims assisted	Annually	2,970	3,036	3,100
Number of Special Events	Quarterly	355	325	325

Figure D-62: Community Police Services Activity Performance Measures

Dispatching Services Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Number of Total calls received in dispatch	Quarterly	289,426	268,390	290,000
Police calls for service	Quarterly	106,946	107,185	105,000
Fire calls for service	Quarterly	25,883	26,241	26,000

Figure D-63: Dispatching Services Activity Performance Measures

Firefighting Services Activity

* Measurement definition added/ revised in 2016 to represent NFPA standards

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Number of Fires requiring a Fire Investigator to determine cause and origin	Annually	49	25	25
Number of Commercial Buildings Inspected	Annually	1,449	2,000	2,000
Number of Construction Plans Reviewed	Annually	1,629	750	750
Total Square Footage of Constructed Plans Reviewed	Annually	NA	NA	NA
Structure Fire Calls (100 series NFIRS)	Annually	163	150	150
NFPA 1710 Response to Deployment Analysis (Dispatch to arrival of first unit to building fire within 5 minutes 20 seconds, 90% of time)*	Annually	60%	60%	70%
NFPA 1710 Response to Deployment Analysis (Dispatch to arrival of full complement to building fire within 9 minutes 20 seconds, 90% of time)*	Annually	55%	60%	70%
Percentage of NFPA Mandated Training Hours Accomplished*	Annually	100%	100%	100%
Percentage of Population (citizens within City limits) reached by Public Education Programs	Annually	100%	100%	100%
FAR 139 Training Requirements (Percentage of monthly training competencies completed)*	Annually	100%	100%	100%

Figure D-64: Firefighting Services Activity Performance Measures

Operational Measures - Community Safety Program

Investigative Services Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Total Lab Cases Worked	Quarterly	1,319	1,252	1,300
Total Criminal Investigative Cases	Quarterly	2,016	2,106	2,000
Total Special Investigative Cases Worked	Quarterly	162	191	160

Figure D-65: Investigative Services Activity Performance Measures

Patrol Services Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Calls for Service (FBC)	Quarterly	84,399	84,046	85,000
Total Uniform Crime Rate Part 1 Crimes (FBC)	Quarterly	3.6 per 100	4 per 100	NA
Driving Under the Influence (DUI) Arrests (FBC)	Quarterly	197	223	NA
Traffic Citations (FBC)	Quarterly	10,720	10,344	NA

Figure D-66: Patrol Services Activity Performance Measures

Rescue Services Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Number of Emergency Medical Responses	Annually	18,756	21,000	21,000
Percentage of Mandated Medical training hours accomplished	Annually	100%	100%	100%

Figure D-67: Rescue Services Activity Performance Measures

Operational Measures - Cultural & Community Services Program

Library Services Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Circulation total	Annually	955,352	994,500	990,000
Digital Circulation total (percentage of Total Circulation attributed to Digital content)	Annually	17%	19%	20%
Visits to the facilities	Annually	579,499	603,340	600,000
Number of programs	Annually	900	905	850
Attendance at programs	Annually	21,975	24,669	22,000
Hours of public access computer use	Annually	79,555	78,665	74,000

Figure D-68: Library Services Activity Performance Measures

Public Information Services Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Unique website visits	Annually	2.8 million	2,228,000	2,235,000
Live Meetings	Annually	140	140	140
Social Media Annual Post Total Impressions (Facebook)	Annually	60,000 per day	10,550,000	10,750,000
Social Media Annual Post Total Reach (Facebook)*	Annually	12,000 per day	754,100	760,000
Social Media Annual Reach Facebook (number of followers) *	Annually	57,716	57,400	58,000
Post Engagement (Facebook)*	Annually	40,000 Likes 10,000 Shares 30,000 Comments	125,000 Likes 31,963 Shares 22,961 Comments	150,000 Likes 35,000 Shares 25,000 Comments
Response Time (Facebook)*	Annually	45 minutes	45 minutes	45 minutes
Social Media Annual Reach Twitter (number of followers) *	Annually	10,000	11,300	12,000
Social Media Annual Engagement (Twitter Likes)*	Annually	2,000	1,000	1,500
Social Media Annual Engagement (Twitter Retweets) **	Annually	1,300	700	1,000
Social Media Impressions (Twitter)*	Annually	760,000	1,000,000	1,025,000
Records Administration—Number of Department Requests Processed ***	Annually	550	412	400

* Measurement revised/added in 2016, ** Measurement revised/added in 2017

*** Measurement revised in 2018

Figure D-69: Public Information Services Activity Performance Measures

Operational Measures - Cultural & Community Services Program

RP Funding Center Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Number of events	Quarterly	374	279	280
Occupancy Percentage	Quarterly	33%	34%	34%
Attendance Number	Quarterly	449,683	333,495	350,000
Total Sales (in millions)	Quarterly	5.08	5.35	5.47
Gross Operating Profit (loss) %	Quarterly	-62.5%	-20.9%	-30.0%
Total sales of Food & Beverages (in hundred-thousands)	Quarterly	19.28	19.05	20.00
Food & Beverages Per Capita Sales	Quarterly	11.67	13.08	13.50
Total Commission (in hundred-thousands)	Quarterly	4.95	4.69	4.50
Ad Dollars Spent (in hundred-thousands)	Quarterly	2.82	2.55	2.50
# of Unique Visitors to Social Media Outlets	Quarterly	2,871	1,933	1,800
Total Revenue (in millions)	Quarterly	9.98	8.3	8.8

Figure D-70: RP Funding Center Activity Performance Measures

Operational Measures - Economic & Community Dev. Program

Affordable Housing Programs Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Private Investment Generated for Each Dollar of Home Purchase Assistance Awarded	Annually	\$9.38	\$9.31	\$9.50
Number of Units Rehabilitated/ Persons Assisted	Annually	14/36	22/49	27/54

Figure D-71: Affordable Housing Programs Activity Performance Measures

Building Inspection and Permitting Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Average Days for Commercial Building Permit Approval	Annually	2.77	2.81	2.8
Percent of Commercial Building Plans resubmitted more than once	Annually	18.50%	5%	10%
Average Days for Residential Building Permit Approval	Annually	2.9	1.91	2
Percent of Residential Building Plans resubmitted more than once	Annually	34.40%	35%	25%
Number and Value of Commercial Building Permits issued	Annually	1,750 \$290,105,187.1	1,659 \$333,003,635.6	1,750 \$300,000,000
Number and Value of Residential Building Permits issued	Annually	5,800 \$161,117,045.7	5,400 \$180,050,990.9	5,600 \$190,000,000

Figure D-72: Building Inspection and Permitting Activity Performance Measures

Code Enforcement Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Percent of Cases Brought into Compliance (FBC)	Quarterly	81.75%	85.08%	88%
Average Calendar Days from Complaint to First Inspection/Site Visit (FBC)	Quarterly	0.46	0.39	0.4
Median Calendar Days to Achieve Compliance	Quarterly	27	26	25
Percent of Cases Brought into Compliance After More than 6 Months	Quarterly	5.34%	5.12%	5.00%

Figure D-73: Code Enforcement Activity Performance Measures

Operational Measures - Economic & Community Dev. Program

CRA Districts Activity

Downtown:

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Percent Increase/(Decrease) in Downtown CRA Taxable Property Value	Annually	18%	6%	2%
Value of Building Permits Issued Within Downtown CRA	Annually	\$26,751,722.05	\$51,624,482.00	\$10,000,000

Figure D-74: CRA Districts Activity Performance Measures for Downtown

Dixieland:

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Percent Increase/(Decrease) in Dixieland CRA Taxable Property Value	Annually	11%	3%	2%
Value of Building Permits Issued Within Dixieland CRA	Annually	\$2,135,971.00	\$997,917.00	\$600,000
Number of Design Assistance Grants Awarded in Dixieland CRA	Annually	1	1	2
Amount of Dixieland Façade Improvement Matching Grant Funds Awarded	Annually	3	1	1
Amount of Dixieland Food Service Matching Grant Funds Awarded	Annually	1	1	1
Private Investment Generated for Each Dollar of Dixieland CRA Matching Grant Awarded	Annually	\$5.55	\$2.10	\$2.00

Figure D-75: CRA Districts Activity Performance Measures for Dixieland

Operational Measures - Economic & Community Dev. Program

CRA Districts Activity Continued

Midtown:

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Percent Increase/Decrease in Mid-town CRA Taxable Property Value	Annually	11%	8%	3.0%
Value of Building Permits Issued Within Midtown CRA	Annually	\$39,764,309.31	\$39,699,649	\$17,000,000
Amount of Midtown CRA Investment in Public Enhancements	Annually	\$292,339	\$311,947	\$150,000
Amount of Economic Development Incentives Awarded	Annually	\$3,202,332	\$468,765	\$250,000

Figure D-76: CRA Districts Activity Performance Measures for Midtown

Operational Measures - Economic & Community Dev. Program

Development Review Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Number of Site Plans Reviewed	Annually	82	63	60
Average Number of Days for Site Plan Approval	Annually	167	139	130
Total Residential Units Permitted	Annually	494	390	400
Total Square Feet Permitted: Industrial	Annually	1,694,850	2,510,557	2,000,000
Total Square Feet Permitted: Office	Annually	85,880	143,265	150,000
Total Square Feet Permitted: Retail	Annually	155,229	87,272	90,000
Total Square Feet Permitted: Institutional	Annually	49,472	143,740	100,000
Percent of Permits that Required a Variance	Annually	0.01%	0.01%	0.01%
Number of Subdivision Plats/Parcels Reviewed	Annually	9	9	7
Number of Historic Preservation Reviews Completed	Annually	234	250	220
Percent of Reviews Completed: Administrative/Historic Preservation Board	Annually	87.61%/12.39%	86%/14%	90%/10%
Average Days for Review: Administrative/Historic Preservation Board	Annually	0.72/21.36	1 / 25	1 / 25

Figure D-77: Development Review Activity Performance Measures

Economic Development Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Private Investment Generated for Each Public Incentive Dollar Awarded	Annually	\$101.03	\$67.70	\$100
Number of Incentivized Jobs Created	Annually	510	1,115	750
Public Investment per Job Created	Annually	\$981	\$115	\$1,500
Number of High Skill/High Wage Jobs Created	Annually	350	150	250
Public Investment per High Skill/High Wage Job Created	Annually	\$1,118	\$855	\$5,000

Figure D-78: Economic Development Activity Performance Measures

Operational Measures - Economic & Community Dev. Program

Local Business Taxes Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Number of Business Tax Receipts Issued	Annually	6,186	6,127	6,250
Total Business Tax Receipt Revenue	Annually	\$1,551,625.00	\$1,599,291.85	\$1,750,000

Figure D-79: Local Business Taxes Activity Performance Measures

Neighborhood Programs Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Number of Registered Neighborhood Associations	Annually	25	23	31
Number of Citizens in Attendance at Registered Neighborhood Association Meetings	Annually	755 attendees, 25 registered groups	689 attendees, 23 registered groups	NA
Funding Provided for Neighborhood Cleanup Activities	Annually	\$10,000	\$3,223.47	TBD
Value of Volunteer Service and In-Kind	Annually	23 Grants and \$33,285 in-kind labor	16 Grants And \$62,000 in-kind labor	TBD

*In 2016, a system was established to track the value of volunteer/in-kind labor.

Figure D-80: Neighborhood Programs Activity Performance Measures

Additional Explanation

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

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

Operational Measures - Economic & Community Dev. Program

Planning Services Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Percent Increase in City Limits Through Annexation	Annually	120.03 acres	0.0149 acres	0.015 acres
Number of Future Land Use Map Amendments	Annually	11	4	5
Increase in Miles of Bike Lanes and Sidewalks/Number of Transit Facilities	Annually	2.807 miles/ 1 transit stop improvement	.53 miles/ 7 transit stop improvements	3 miles/ 10 transit stop improvements
Number of Multi-Modal Facilities Approved on Private Development Sites*	Annually	53 site plans/ 8 subdivision plats- construction plans/ 20 zoning conditions	41 site plans/ 3 subdivision plats- construction plans/ 9 zoning conditions	35 site plans/ 5 subdivision plats- construction plans/ 8 zoning conditions
Grant Funding Awarded for Road, Trail and Other Transportation Improvements	Annually	\$1,155,400	\$4,150,460	\$1 million
Number of Rezoning Applications, including Planned Unit Developments	Annually	91	94	80
Number of Conditional Use Applications	Annually	14	12	20
Average Number of Calendar Days for Approval of Conditional Use	Annually	76.25	93	45

Figure D-81: Planning Services Activity Performance Measures

Operational Measures - Environmental & Utility Services Program

Electric Utility – Energy Production Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Equivalent Availability Rate U3 - Power Production	Quarterly	85.13%	60.98%	80%
Equivalent Availability Rate U5 - Power Production	Quarterly	71.69%	93.49%	87%
Safety-Power Production	Quarterly	2 LTI	3 LTI	0
Competitive ranking (FL). Fiscal Operations	Quarterly	1st Quartile	1st Quartile	1st Quartile

Figure D-82: Electric Utility Energy Production Activity Performance Measures

Electric Utility – Transmission and Distribution Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Service Reliability (availability)-Energy Delivery	Quarterly	97.02	81.74	75
Safety-Energy Delivery	Quarterly	2 LTI	2 LTI	0
Accounts Served-Systems Plan	Quarterly	130,183	131,810	133,644
GWhr Delivered-System Plan	Quarterly	3,064	3,142	3,126

Figure D-83: Electric Utility Transmission and Distribution Activity Performance Measures

Electric Utility – Billing and Customer Service Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Average Time to Answer (in seconds)-Customer Service	Quarterly	31	17	27
First Contact Resolution-Customer Service	Quarterly	97%	97%	96%
Uncollected % of Revenue-Customer Service	Quarterly	0.23%	0.19%	0.24%
Water Meter Reading Accuracy-Customer Service	Quarterly	99.93%	99.94%	99.96%
Safety-Customer Service	Quarterly	0	0	0

Figure D-84: Electric Utility Billing and Customer Service Activity Performance Measures

Operational Measures - Environmental & Utility Services Program

Lakeland and Stormwater Management Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Stormwater System Inspected (linear foot)	Annually	161,820	190,000	115,000
Number of industrial and City facilities inspected	Annually	10	14	12
Number of stormwater - related training classes taught	Annually	4	4	4
Number of water quality education events participated in	Annually	14	21	5
Street curb mile swept	Annually	22,046	20,000	20,000
Debris removed from streets & stormwater system (tons)	Annually	2,756	2,000	2,000
Number of lake monitoring/sampling events	Annually	24	24	24
Number of illicit discharge inspections conducted	Annually	418	200	150
Number of lake trash clean-up events	Annually	19	16	15

Figure D-85: Lakeland and Stormwater Management Activity Performance Measures

Solid Waste - Commercial Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Customers served	Annually	50,095	52,000	52,120
Garbage collected (tonnage)	Annually	28,819	30,200	30,000
Roll-off tonnage	Annually	8,874	10,400	10,000
Roll-off trips to the landfill	Annually	3,679	3,786	3,800

Figure D-86: Solid Waste Commercial Activity Performance Measures

Solid Waste - Recycling Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Residential Program Participation (%)	Annually	71.54%	73%	74%
Curbside tonnage	Annually	6,531	5,104	6,000
Commercial tonnage	Annually	1,434	1,383	1,550
Percentage of respondents on Community Values Survey reporting participation in recycling "11 Times or More" within 12-month period	Annually	68.5%	68.6%	≥ 51.0%

Figure D-87: Solid Waste Recycling Activity Performance Measures

Operational Measures - Environmental & Utility Services Program

Solid Waste - Residential Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Customers served	Annually	50,095	52,000	52,120
Garbage collected (tonnage)	Annually	28,819	30,200	30,000
Yard waste collected (tonnage)	Annually	14,426	16,371	15,000
Percentage of respondent on the Community Values Survey indicating "Significant Personal Value" rating for garbage collection service	Annually	73.5%	74.3%	≥ 51.0%

Figure D-88: Solid Waste Residential Activity Performance Measures

Water Treatment and Distribution Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Water losses (% of total)	Quarterly	5.67%	7.80%	< 7.00%
Distribution cost \$/1,000 gallons	Annually	1.28	1.2	1.25
Average Daily Flow (ADF) 12 month rolling (millions of gallons per day)	Quarterly	20.89	21.59	21
Peak Daily Flow (PDF)	Quarterly	29.371	31.763	27.00
Total Water treated (millions of gallons)	Quarterly	7,625.82	7,888.00	7,665.00
Treatment cost \$/1,000 per gallon	Annually	1.66	1.54	1.55
Cost of Service \$/1,000 per gallon	Annually	4.51	3.95	4.00

Figure D-89: Water Treatment and Distribution Activity Performance Measures

Wastewater Collection and Treatment Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Number of spills (count)	Quarterly	13	7	0
Cost of Collection \$/1,000 gallons	Annually	1.92	1.76	1.75
12 month rolling Average Daily Flow (millions of gallons)	Quarterly	12.3	12.00	12.00
Peak Daily Flow (PDF) (millions of gallons)	Quarterly	28.12	22.81	22.00
Wastewater Treated Total	Quarterly	4,478.46	4,400	4,200
Cost of Treatment (\$/1,000) per gallon	Annually	2.91	2.52	2.50
Cost of Service (\$/1,000) per gallon	Annually	7.02	4.95	5.00

Figure D-90: Wastewater Collection and Treatment Activity Performance Measures

Operational Measures - Legislative Activities Program

City Clerk Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Number of candidate handbooks issues & reviewed	Quarterly	0	19	0
Number of campaign reports received, reviewed, and published to the web	Biannually	102	67	36
Number of absentee ballot signatures verified	Biannually	11,956	5,579	6,000
Number of Boards and Committees Applications received and processed and appointments	Annually	65	52	50
Number of legal ads published each year	Annually	42	39	40
Number of meetings attended by Clerk's office (Commission, Boards, Task Force)	Quarterly	167	127	130
Number of boxes (Records) placed in storage	Annually	642	750	800
Number of boxes (Records) destroyed	Annually	1,104	370	400
Records Administration — Number of Department Records Requests Processed*	Quarterly	550	412	400

* Measure revised in 2018

Figure D-91: City Clerk Activity Performance Measures

City Commission Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Maintain a greater percentage of total Worker's Compensation medical claims vs. the percentage of total Worker's Compensation indemnity claims	Annually	62% Medical	78% Medical	75% Medical
Maintain or lower the percentage of total open auto & general liability claims based on a five-year running average	Annually	12% AL 8% GL	9% AL 4% GL	10% AL 8% GL

Figure D-92: City Commission Activity Performance Measures

Operational Measures - Park, Recreation & Properties Program

Aquatics Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Number of Swim lessons participants	Annually	1,066	613	650
Attendance-Gandy Pool	Quarterly	78,594	77,532	75,000
Attendance-Simpson Pool	Quarterly	16,627	11,038	12,000

Figure D-93: Aquatics Activity Performance Measures

Cemeteries Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Interments	Annually	416	399	425
Lot Sales	Annually	408	427	440
Memorial Installations	Annually	285	324	330

Figure D-94: Cemeteries Activity Performance Measures

Cleveland Heights Golf Course Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Rounds of Golf	Quarterly	64,460	57,396	64,000
Memberships	Annually	66	58	50
Tournaments	Annually	39	30	35

Figure D-95: Cleveland Heights Golf Course Activity Performance Measures

Park Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Acres Maintained (Active Parks)	Annually	722.04	720.84	720.84
Number of Special Events (permitted)	Annually	249	266	266
Acres Maintained (Passive Parks)	Annually	19	19.8	19.8
Acres Maintained (Right of Way Maintenance)	Annually	72	72	72
Volunteer Hours	Annually	10,278	7,753	8,000
Maintenance Cost per acre (FBC)	Annually	5,500.00	6,700.00	6,800.00
Trees Trimmed	Annually	3,243	3,257	3,200
Trees Removed	Annually	1,129	1,401	1,000
Operating Expenditures for Park Maintenance (Labor, Material Equipment- Value)	Annually	4,500,000.00	5,500,000.00	5,600,000.00

Figure D-96: Park Activity Performance Measures

Operational Measures - Park, Recreation & Properties Program

Recreation and Facilities Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Camp Participation	Annually	425	399	425
Number of building Rentals per area: Lake Mirror	Annually	123	87	125
Number of building Rentals per area: Peggy Brown	Annually	152	82	100
Number of building Rentals per area: Magnolia	Annually	94	114	125
Number of building Rentals per area: Coleman Bush Large Room	Annually	74	64	70
Number of building Rentals per area: Coleman Bush Small Room	Annually	37	28	30
Number of Instructional lessons (includes tiny tots)	Quarterly	305	400	350
Number of camp participants	Quarterly	138	126	125
Number of adult league participants	Quarterly	91	37	40
Attendance per Recreation Center: Kelly Rec	Quarterly	141,387	131,403.5	150,000
Attendance per Recreation Center: Simpson Park Community Center	Quarterly	207,694	165,782	175,000
Attendance per Recreation Center: Gandy Pool	Quarterly	78,594	77,532	75,000
Attendance per Recreation Center: Simpson Pool	Quarterly	16,627	11,038	12,000
Volunteer Hours (Recreation Programs)	Quarterly	0	0	NA

Figure D-97: Recreation and Facilities Activity Performance Measures – Part 1

Operational Measures - Park, Recreation & Properties Program

Recreation and Facilities Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Transaction by Facility: Kelly Rec Center	Quarterly	66,089	65,788	68,000
Transaction by Facility: Tennis Courts	Quarterly	888	865	850
Transaction by Facility: Simpson Park Community Center	Quarterly	20,747	31,304	30,000
Transaction by Facility: Gandy Pool	Quarterly	35,152	38,948	35,000
Transaction by Facility: Simpson Pool	Quarterly	5,039	3,595	3,750
Transaction by Facility: Coleman Bush	Quarterly	2,356	2,580	2,500
New Patron Sign-ups per Facility: Kelly Rec	Quarterly	2,549	2,538	2,200
New Patron Sign-ups per Facility: Tennis Courts	Quarterly	104	106	90
New Patron Sign-ups per Facility: Simpson Park Community Center	Quarterly	604	756	700
New Patron Sign-ups per Facility: Gandy Pool	Quarterly	1,910	1,794	1,500
New Patron Sign-ups per Facility: Simpson Pool	Quarterly	1,599	954	1,000
New Patron Sign-ups per Facility: Coleman Bush	Quarterly	134	87	100
New Patron Sign-ups: Online	Quarterly	68	59	50
Number of teams per league: Softball	Quarterly	217	227	225
Number of teams per league: Flag Football	Quarterly	9	6	10
Number of teams per league: Kickball	Quarterly	27	21	30
Number of teams per league: Adult Basketball	Quarterly	0	0	8
Number of teams per league: Summer Teen	Quarterly	0	0	8
Number of teams per league: Youth Basketball	Quarterly	52	38	50
Number of participants in each sport: Softball	Quarterly	2,604	3,405	3,000
Number of participants in each sport: Flag Football	Quarterly	60	70	70
Number of participants in each sport: Kickball	Quarterly	360	315	350
Number of participants in each sport: Adult Basketball	Quarterly	0	0	80
Number of participants in each sport: Summer Teen	Quarterly	0	0	72
Number of participants in each sport: Youth Basketball	Quarterly	476	472	450
PAL Participation - # of participants: Summer Teen Camp	Annually	48	50	50
PAL Participation - of participants: After School Program (K-5)	Annually	31	55	55
PAL Participation - of participants: Youth Leadership Mentoring	Annually	100	75	100

Figure D-98: Recreation and Facilities Activity Performance Measures – Part 2

Operational Measures - Park, Recreation & Properties Program

Recreation and Facilities Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
PAL Participation - of participants: Youth Football Hurricanes	Annually	131	150	175
PAL Participation - of participants: Hurricane Cheerleading	Annually	84	75	100
PAL Participation - of participants: Track & Field	Annually	0	25	30
PAL Participation - of participants: Boys Youth Basketball	Annually	39	45	45
PAL Participation - of participants: Girls Youth Basketball	Annually	28	25	30
PAL Participation - of participants: PAL Mentoring Day	Annually	1,812	1,500	1,000
PAL Participation - of participants: PAL GALA	Annually	375	200	450
PAL Participation - of participants: PAL Wrestling	Annually	20	10	20
PAL Baseball	Annually	30	40	35
PAL Participation - of participants: PAL Dance	Annually	23	10	25
Number of volunteer hours for Hurricane football	Annually	147	200	200

Figure D-99: Recreation and Facilities Activity Performance Measures – Part 3

Operational Measures - Transportation Service Program

Lakeland Linder International Airport – Leasing Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Gross Revenues	Annually	\$6,285,000	\$5,578,000	\$6,578,000
Square Footage Leased (Aviation Tenants)	Annually	705,000	678,600	722,600
Square Footage Leased (Non-Aviation Tenants)	Annually	294,000	294,000	294,000
Square Footage Vacant (Airport)	Annually	29,000	69,000	25,000
Number of Aviation Leases-T Hangars	Annually	65	75	75
Number of Aviation Leases-Other	Annually	41	42	42
Number of Non-Aviation Leases	Annually	18	18	18

Figure D-100: Lakeland Linder International Airport Leasing Performance Measure

Lakeland Linder International Airport - Operations Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Air Traffic Itinerant Operations (takeoffs and landings annually)	Annually	75,343	73,000	77,000
Air Traffic Local Operations (takeoffs and landings annually)	Annually	59,371	47,000	52,000
Based Aircraft (Total)	Annually	256	273	280
Based Aircraft (Jet)	Annually	42	85	90
Aircraft Fuel Flowage (gallons delivered to the Airport)	Annually	1,077,000	1,350,000	10,000,000
Dollar Amount of Grants Received	Annually	7,981,287	26,407,000	4,000,000

Figure D-101: Lakeland Linder International Airport Operations Performance Measures

Parking Services Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Parking Enforcement-Percentage Reduction of Citations	Annually	1003 or 15%	900 or 15%	≤ 12%
Leased parking spaces	Quarterly	100%	98%	100%
Revenue generated by Leases	Quarterly	\$615,233	\$608,433	\$615,000

Figure D-102: Parking Services Activity Performance Measures

Operational Measures - Transportation Service Program

Transportation – Facilities Construction Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Number of traffic calming projects	Annually	8	8	5
Parcels acquired	Annually	21	8	9
Parcels condemned	Annually	0	0	6
New sidewalk Constructed (Linear Foot)	Annually	8,245	8,785	4,775
New Trail constructed (Linear Ft.)	Annually	0	0	0
Bike Lane Construction (Linear Ft.)	Annually	0	0	0
New/Widened roadway lane miles	Annually	1	0	0

Figure D-103: Transportation Facilities Construction Activity Performance Measures

Transportation - Facilities Maintenance Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Resurfacing (Lane Miles)	Annually	32.19	8.97	20
Resurfacing Cost	Annually	\$1,969,369	\$1,134,012	\$3,000,000
Right-of-Way Maintenance (acres maintained)	Annually	640	321	321
Sidewalks Repaired (Linear Foot)	Annually	5,230	5,523	6,000
Response Time to Citizen Request for Stormwater and Drainage Maintenance—Average business days from work order to customer notification of work scheduled	Annually	1	1	1
Response Time to Citizen Request for Road Repair—Average number of hours per work order for asphalt repair	Annually	1	1	1
Traffic Signals Maintained	Annually	174	174	174
Traffic Signs Maintained	Annually	19,400	19,400	19,500
Number of traffic studies performed	Annually	130	130	130

Figure D-104: Transportation Facilities Maintenance Activity Performance Measures

Operational Measures - Support Service Program

Facilities Maintenance Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Number of Work Orders Completed (Facility Support, Fire Suppression, and Janitorial)	Annually	12,044	12,000	12,150
Work Orders Completion Time (Maintenance, Fire, Security, and Janitorial)	Annually	12 days	10 days	9 days
Capital Projects Completed (Facility Support)	Annually	68	68	65
Cost of Facility Maintenance (per sq. foot)	Annually	\$2.62	\$2.62	\$2.88
Cost of Security and Fire Maintenance (per sq. foot)	Annually	\$0.44	\$0.44	\$0.48
Cost of Janitorial Services (per sq. foot)	Annually	\$2.22	\$2.22	\$2.44
Money saved due to energy projects	Annually	\$1,063,000	\$900,000	\$950,000

Figure D-105: Facilities Maintenance Activity Performance Measures

Fleet Management Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Percentage of replacement eligible vehicles	Annually	18.60%	14.78%	20%
Vehicle turnaround time 0-24 hrs.	Annually	78.75%	75.50%	75%
Billed labor hours	Annually	66.53%	64.50%	70%
Vehicle Availability	Annually	96.45%	96.09%	95%
Annual fuel gallons dispensed	Annually	1,076,174	1,084,433	1,050,000

Figure D-106: Fleet Management Activity Performance Measures

Information Technology Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Planned Projects Requested vs. Completed Projects	Quarterly	133%	115%	100%
Incident Response Time	Quarterly	96.91%	97%	90%

Figure D-107: Information Technology Activity Performance Measures

Operational Measures - Support Service Program

Purchasing and Stores Activity

Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Total Number of Inventory Items Issued	Annually	7,610	8,257	+1.25%
Total Dollar Amount of Inventory	Annually	\$15,703,128	\$18,910,010	+1.25%
Internal Audit Error Percentage	Annually	0%	N/A	0%
Total Number of Sealed Bids/RFPs	Annually	120	133	+1.25%
Total Dollar Amount of Sealed Bids and RFPs	Annually	\$34,658,207	\$59,059,928	+1.25%
Total Annual Cost savings through sealed bids	Annually	\$3,814,220	\$9,716,480	+1.25%
Total annual number of purchase orders	Annually	3,987	3,958	+1.25%
Total number of quotes	Annually	986	104	+1.25%
Total annual contract purchase order amount	Annually	\$51,879,359	\$73,112,766	+1.25%
Annual Contract Percentage	Annually	25%	25%	≥ 25%

Figure D-108: Purchasing and Stores Activity Performance Measures

Operational Measures - Support Service Program

Governance Administration Activity

Service	Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Accounts Payable Invoice Processing	Ensure all Invoices from vendors are paid in compliance with the Local Government Prompt Payment Act.	Annually	No findings	No findings	NA
Audited Financials	Completion of Audit Work papers and Financial on a timely basis	Annually	Yes	NA	NA
Audited Financials	Clean Audit Opinion	Annually	No findings	NA	NA
Billing Operations - Solid Waste/Recycling	Accuracy of Billings (number of Customer Complaints & errors)	Annually	<1% of total customers	<1% of total customers	<1% of total customers
Billing Operations - Solid Waste/Recycling	Meeting Budgeted Revenues - Solid Waste	Annually	103.6%	100%	100%
Billing Operations - Stormwater	Accuracy of Billings (number of Customer Complaints & errors)	Annually	<1% of total customers	<1% of total customers	<1% of total customers
Billing Operations - Stormwater	Meeting Budgeted Revenues - Stormwater	Annually	102.7%	100%	100%
Billing Operations - Wastewater	Accuracy of Billings (number of Customer Complaints & errors)	Annually	<1% of total customers	<1% of total customers	<1% of total customers
Billing Operations - Wastewater	Meeting Budgeted Revenues - Wastewater	Annually	111.3%	100%	100%
Code Enforcement Collections	Percentage of Code Enforcement fines processed	Annually	100%	100%	100%

Figure D-109: Governance Administration Activity Performance Measures – Part 1

Operational Measures - Support Service Program

Governance Administration Activity

Service	Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Debt Management	Timely payments of Principal and Interest payments	Quarterly	Yes	Yes	
Grants and Contracts Regulation/ Monitoring	Number of Audit Findings concerning Grants Administration	Quarterly	No findings	NA	NA
Investments and Cash Management	Compliance with Investment Policies	Annually	Yes	Yes	Yes
Investments and Cash Management	Investment Earnings - Meet or exceed investment earnings benchmark	Annually	Yes	Yes	Yes
Budget Development and Financial Monitoring	GFOA Award	Annually	Awarded	Awarded	NA
Civil Service Rules and Compliance	Number Civil Service Hearings requested	Annually	2	2	3
Civil Service Rules and Compliance	Number of Civil Service Cases held	Annually	0	2	3
Civil Service Rules and Compliance	Number of Civil Service Cases upheld	Annually	0	2	3
Development/ Redevelopment Administration	Number of Site Plans reviewed by both the DRT & SRT	Annually	197	162	140
Emergency and Disaster Recovery and Preparedness	Number of Fire Drills and other Emergency Exercises	Annually	6	6	6

Figure D-110: Governance Administration Activity Performance Measures – Part 2

Operational Measures - Support Service Program

Governance Administration Activity

Service	Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Emergency and Disaster Recovery and Preparedness	Number of Events to which Safety Responded	Annually	2	0	0
Employee Engagement Activities	VIP Awards (Total Number of VIP Awards)	Quarterly	563	572	650
Employee Wellness Program	Return on Investment (Ratio of money spent vs. savings)	Annually	3.77:00	3.00:00	3.00:00
Employee Wellness Program	Percent of employees who have decreased risk factors	Annually	68%	65%	66%
Employment Recruitment and Selection	Number of Requisitions	Quarterly	477	461	450
Employment Recruitment and Selection	Number of internal transfers (including promotions and transfers)	Quarterly	163	156	207
Employment Recruitment and Selection	Number of external new hires	Quarterly	314	305	243
Employment Recruitment and Selection	Average number of minimally qualified applicants per requisition	Annually	33	22	25
Health Insurance/Other Benefits Management	Per member/ per year cost	Annually	\$11,126 PM/PY	\$12,140 PM/PY	\$13,172 PM/PY

Figure D-111: Governance Administration Activity Performance Measures – Part 3

Operational Measures - Support Service Program

Governance Administration Activity

Service	Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Health Insurance/Other Benefits Management	Total % of eligible reimbursements dollars from Medicare Part D and Stop Loss Insurance	Annually	100%	100%	100%
Investigative Audits	Commencement of investigation in a timely manner (within one business day of notification)	Annually	100%	100%	100%
Labor Relations	Number of Grievances Filed	Quarterly	16	40	40
Labor Relations	Number of Grievances Resolved	Quarterly	8	20	20
Occupational Safety Education, Training and Compliance	Number of citywide auto and general liability claims	Annually	150 AL 244 GL	109 AL 259 GL	121 AL 246 GL
Occupational Safety Education, Training and Compliance	Total Number of Observed Hazards from onsite surveys	Annually	40	41	37
Occupational Safety Education, Training and Compliance	Total Training Hours Provided to City Employees	Annually	7,497	7,612	8,000
Operational Audits	Implementation of at least 75% of suggested recommendations for changes to processes	Annually	90%	85%	90%

Figure D-112: Governance Administration Activity Performance Measures – Part 4

Operational Measures - Support Service Program

Governance Administration Activity

Service	Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Pension Board and Policy Administration	Number of Ordinance Changes as needed/ Actuary	Biannually	0	0	0
Pension Board and Policy Administration	Number of significant deficiencies or material weaknesses on the Annual Audit Report	Annually	0	1	0
Pension Board and Policy Administration	Timely/Efficient & Accurate filing the State Report, Valuation and Audit Reports with the F1 Division of Retirement	Annually	3	3	3
Pension Fund Support	Reporting efficiency: Number of Active, number of retired, deceased, number of transitions	Annually	1	1	1
Pension Fund Support	Actual Plan Assets	Annually	8.10%	7.25%	7.25%
Pension Fund Support	Gain/Loss Ratio	Annually	5.20	5.3	5
Retirement Enrollment and Benefit Services	Number of Retirement Actions: Drops, Retirements, Exit Drop, Survivors, Deceased, Refunds of Contributions	Quarterly	242	200	200
Retirement Enrollment and Benefit Services	Number of Educational Opportunity Events	Quarterly	199	198	200
Retirement Enrollment and Benefit Services	Retirement Readiness Metric	Annually	87%	90%	92%

Figure D-113: Governance Administration Activity Performance Measures - Part 5

Operational Measures - Support Service Program

Governance Administration Activity

Service	Performance Measure	Collection Frequency	FY 2018 Actual	FY 2019 Est./Actual	FY 2020 Proposed
Strategic Planning (Community Values Survey)	Citizen Perspective on how to fund maintained service Mean Score	Annually	Increase User Fees 2.47 Increase General Taxes 1.91 Decrease Service Levels 1.62	Increase User Fees 2.48 Increase General Taxes 1.90 Decrease Service Levels 1.63	NA

Figure D-114: Governance Administration Activity Performance Measures - Part 6



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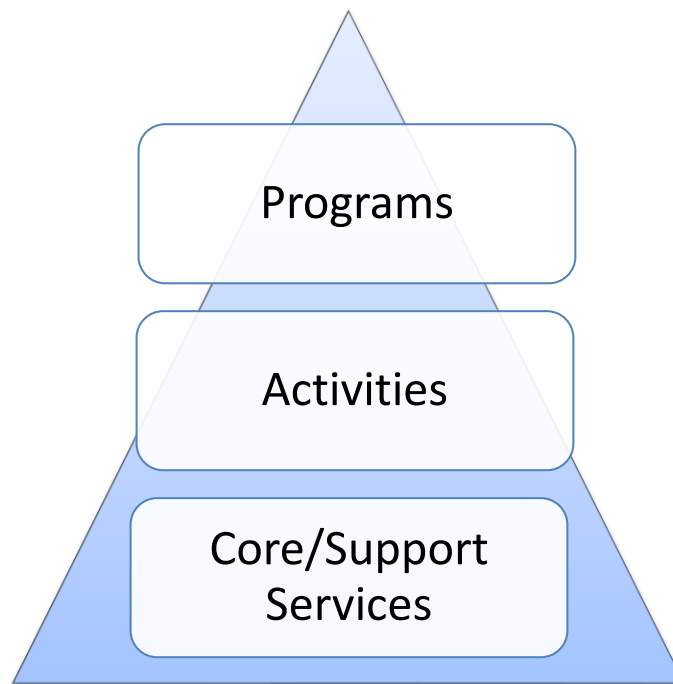
Core/Support Service Performance Reporting

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

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

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

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





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Community Safety Program

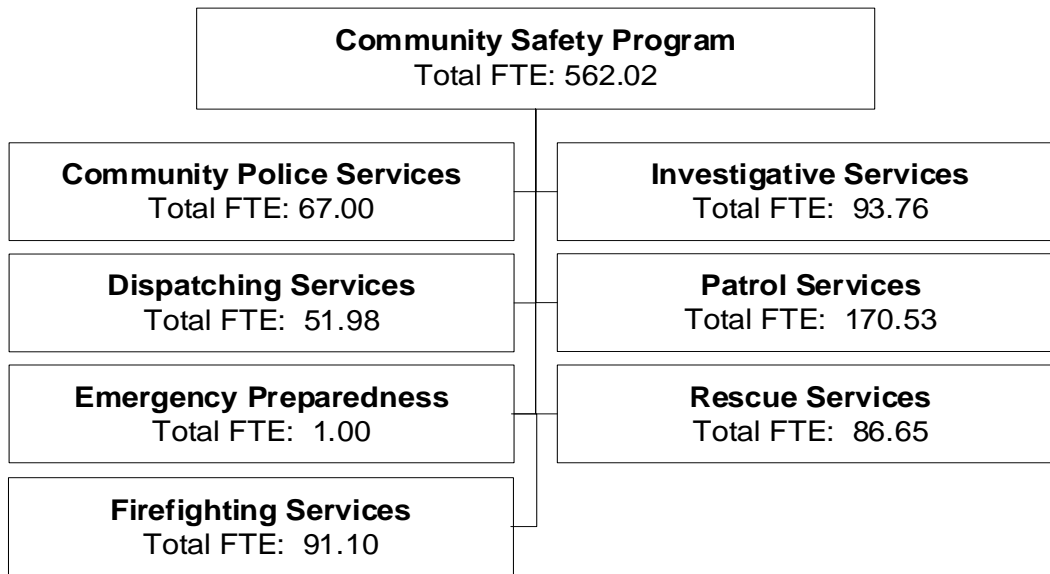


Figure D-115: Community Safety Program

Program Summary

This Program includes providing:

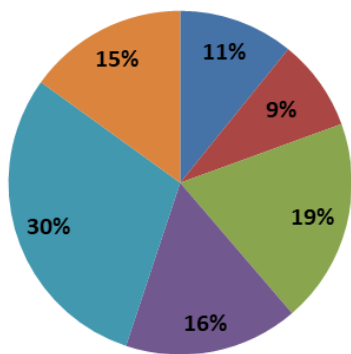
- Prompt, attentive and compassionate customer service in response to calls for police, emergency and non-emergency services from the residents and visitors of the City of Lakeland.
- Quality follow-up investigations of criminal incidents occurring within the City of Lakeland along with developing an informed and engaged community by providing education designed to help the public avoid becoming crime victims.
- Support for a vibrant, culturally diverse community by providing the youth of Lakeland with positive role models, mentors and educational lifestyle options, as alternatives to gang participation and drug use.
- Services to prevent and extinguish fires within the City and the greater Lakeland area by administering inspections and safety programs while providing the highest service standards of safety, suppression and disaster response.
- The most efficient and highest-level emergency medical and rescue services to the citizens of Lakeland in addition to providing professional, high-quality, effective patrol services while reducing crime, ensuring public safety and providing responsive customer service.

Community Safety Program Continued

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$65,618,617	\$73,243,804	\$69,880,478
Revenues Summary	\$6,320,512	\$9,557,277	\$5,013,627
Net Cost Summary	\$59,298,105	\$63,686,527	\$64,866,851
FTE Summary	538.59	553.82	562.02

Figure D-116: Community Safety Program Budget Summary

Program Expenditures



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

Program Revenues

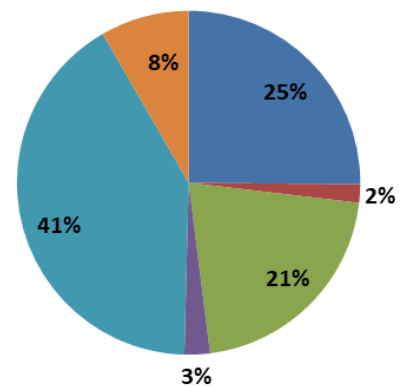


Figure D-117: Community Safety Program Pie Charts

Community Police Services Activity

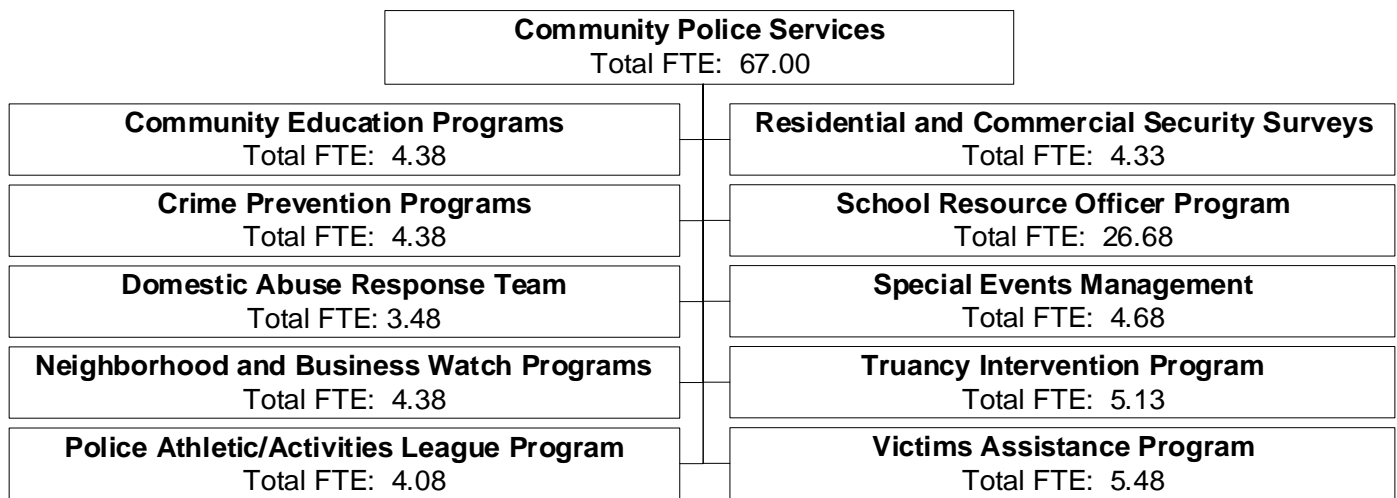


Figure D-118: Community Police Services Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$6,186,725	\$6,604,055	\$7,553,028
Revenues Summary	\$1,994,970	\$1,337,670	\$1,260,079
Net Cost Summary	\$4,191,755	\$5,266,385	\$6,292,949
FTE Summary	54.60	57.25	67.00

Figure D-119: Community Police Services Activity Budget Summary

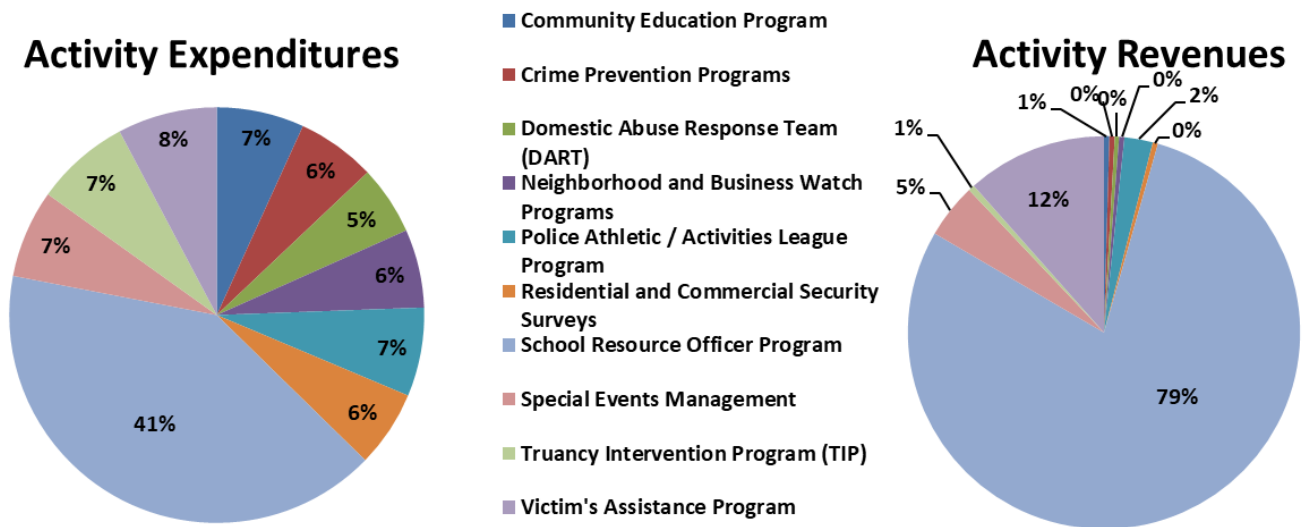


Figure D-120: Community Police Services Activity Pie Charts

Community Police Services Activity Continued

Core Services

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

Community Education Programs

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

Crime Prevention Programs

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

Domestic Abuse Response Team

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

Neighborhood and Business Watch Programs

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

Police/Athletic/Activities League Program

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

Residential and Commercial Security Services

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

School Resource Officer Program

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

Special Events Management

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

Truancy Intervention Program (TIP)

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

Victim's Assistance Program

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

Community Police Services Activity Continued

Changes and Accomplishments

- The Lakeland Police Department held its 19th Annual “Do the Right Thing” Ceremony in May 2019. During the ceremony, four students were awarded with \$1,000 college scholarships and 12 students were recognized for specific acts demonstrating “doing the right thing”.
- LPD is in the process of completing all required 2018 CALEA accreditation files for the department and the Communication Center. Annually, all proofs for compliance must be submitted to CALEA. LPD’s on-site CALEA reaccreditation process will take place in 2020.
- There were 3,778 crimes reported in 2018, as compared to 4,328 in 2017, a total reduction in reported crimes of 12.7%. The downward trend for lower crime rates in the City of Lakeland has remained consistent for the past four years. There were 5,285 crimes reported in 2014, as compared to 3,778 in 2018, a total reduction in reported crimes of 28.5%
- LPD’s K9 unit hosted agencies from across the state and competed in the 2019 USPCA Field Trial in February 2019. K9 Nox and his Officer took the Ron Bowling Top Dog award and the Fred Wheeler Award, finishing in first place overall. The Department also placed 1st and 2nd for the 2-man team award. This was the fifth overall Regional Top Dog title for K9 Nox.
- The Lakeland Police Foundation had its third LPD Fallen Heroes Memorial 5K run. The event was on Saturday, May 18th, 2019 and was very successful with 676 participants. A portion of the race proceeds will go to the Retired K9 Care Fund for veterinarian services rendered for our retired police canines.
- LPD’s Facebook page hit a milestone in 2016 reaching over 10,000 likes, however this was just the beginning for the Media Relations Office and its continued efforts to marketing the department. To date LPD has over 51,000 likes on Facebook, 22,700 followers on Twitter and continues its presence on a variety of social media platforms. The Department’s Facebook and Twitter accounts have a larger following than the local newspaper which shows we have successfully built the platform to tell our own stories.
- An Officer received the Polk County Police Chief’s 2018 Law Enforcement Officer of the Year and the Annual Polk County President’s Roundtable Officer of the Year. He received these honors for heroic actions he displayed apprehending a suspect after an armed carjacking incident in which he was shot.
- A Sergeant received a Meritorious Service Award by the Knights of Columbus, recognized for selflessly donating one of his kidneys to fellow Detective son, last year.
- Two Sergeants took the Top Team prize at the 15th Annual Sniper Shootout hosted by the Florida Swat Association in May 2019.
- A DUI Officer received the 2018 Lifesaver Award from MADD Polk County in recognition of his 110 DUI arrests made in 2017.
- Two Sergeants, a Detective and two Officers assisted with Hurricane Michael relief efforts in the Florida Panhandle area. One Lieutenant was also deployed to North Carolina to assist with relief efforts after Hurricane Florence.
- One Captain was recognized by executives from Amazon for spearheading active shooter training for the Lakeland fulfillment center.

Community Police Services Activity Continued

Changes and Accomplishments Continued

- The Lakeland Police Department held its first ever Halloween Truck-or-Treat event in October of 2018 in partnership with the Lakeland Fire Department. With an estimated 4,000 kids and families attending, it is one of the department's highest attended events.
- The Lakeland Police Department held its first ever High School Police Academy in June 2018. The one-week summer camp gave students an up-close and hands-on experience of careers available in law enforcement.
- The Lakeland Police Department received 300 Emergency Hammer and Seat Belt Cutter Tools, designed to prevent entrapments in vehicles, from the students at Lawton Chiles Middle Academy. The students raised \$1,500 to purchase the tools.
- The Lakeland Citizens Police Academy Alumni Association donated \$10,000 to the LPD K9 fund.
- The Lakeland Police Department partnered with Lakeland Regional Health's Trauma Team to conduct bleeding control classes for all sworn officers and first responder personnel.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Community Education Programs	4.38	359,817	155,133	514,950	5,529	509,421
Crime Prevention Programs	4.38	359,817	103,478	463,295	5,529	457,766
Domestic Abuse Response Team (DART)	3.48	324,756	80,797	405,553	4,411	401,142
Neighborhood and Business Watch Programs	4.38	359,817	100,978	460,795	5,529	455,266
Police Athletic/Activities League Program	4.08	362,256	159,306	521,562	29,546	492,016
Residential and Commercial Security Surveys	4.33	351,810	99,856	451,666	5,467	446,199
School Resource Officer Program	26.68	2,474,161	601,011	3,075,172	995,130	2,080,042
Special Events Management	4.68	394,964	122,833	517,797	56,750	461,047
Truancy Intervention Program (TIP)	5.13	438,679	117,795	556,473	6,461	550,012
Victims Assistance Program	5.48	411,669	174,096	585,765	145,727	440,038
FY 2020 Total:	67.00	\$5,837,746	\$1,715,283	\$7,553,028	\$1,260,079	\$6,292,949

Figure D-121: Community Police Services Activity Costs

Dispatching Services Activity

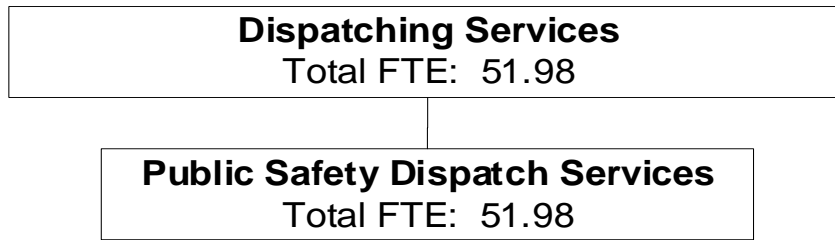


Figure D-122: Dispatching Services Activity

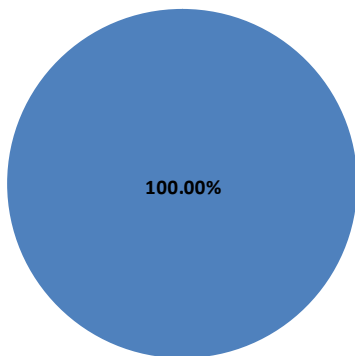
Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$5,864,918	\$6,700,473	\$6,009,563
Revenues Summary	\$741,169	\$1,095,320	\$87,065
Net Cost Summary	\$5,123,749	\$5,605,153	\$5,922,498
FTE Summary	53.88	53.93	51.98

Figure D-123: Dispatching Services Activity Budget Summary

Activity Expenditures



Activity Revenues

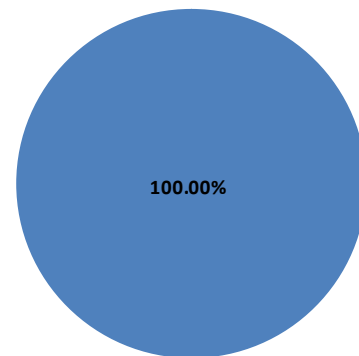


Figure D-124: Dispatching Services Activity Pie Charts

Dispatching Services Activity Continued

Core Services

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

Public Safety Dispatch Services

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

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Public Safety Dispatch Services	51.98	4,734,601	1,274,962	6,009,563	87,065	5,922,498
FY 2020 Total:	51.98	\$4,734,601	\$1,274,962	\$6,009,563	\$87,065	\$5,922,498

Figure D-125: Dispatching Services Activity Costs

Firefighting Services Activity

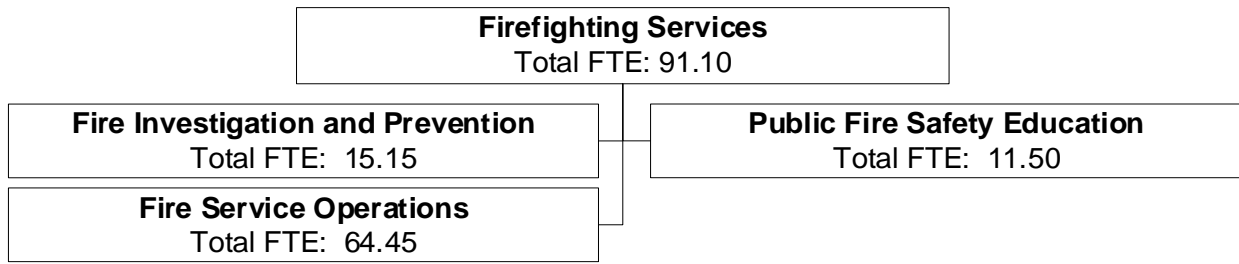


Figure D-126: Firefighting Services Activity

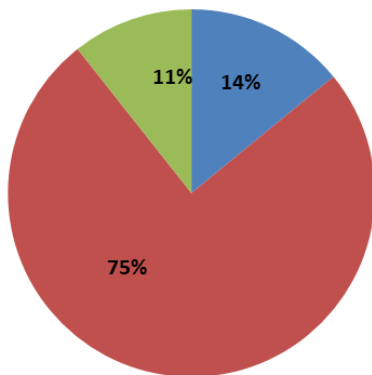
Mission

To prevent and extinguish fires within the City and the greater Lakeland area, by administering inspections and safety programs, while providing the highest service standards of safety, suppression and disaster response.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$12,739,723	\$16,824,156	\$13,429,882
Revenues Summary	\$851,093	\$2,661,952	\$1,059,523
Net Cost Summary	\$11,888,630	\$14,162,204	\$12,370,359
FTE Summary	87.50	89.85	91.10

Figure D-127: Firefighting Services Activity Budget Summary

Activity Expenditures



- Fire Investigation & Prevention
- Fire Service Operations
- Public Fire Safety Education

Activity Revenues

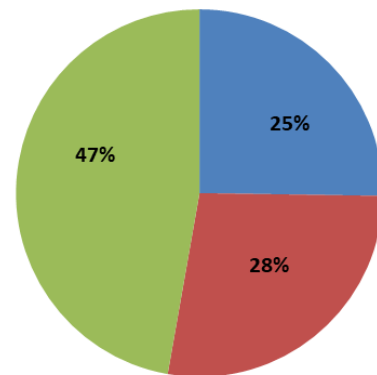


Figure D-128: Firefighting Services Pie Charts

Firefighting Services Activity Continued

Core Services

Perform the management and administration of the Lakeland Fire Department (LFD) budget, policies and procedures providing department-wide leadership and direction. Respond to calls for service through the Emergency-911 Central Dispatch System as well as calls in the greater Lakeland area through a county-wide contractual agreement. Technical Rescue services are provided by trained LFD personnel on a county-wide basis through a reciprocal agreement with the Polk County Fire Department who in turn provides county-wide hazardous materials response. Firefighting Services is uniquely joined with Rescue Services as the same personnel are required to perform both services.

Fire Investigation and Prevention

Fire investigation provides analysis of all fires in determining the cause and origin of an event where there was a loss of life and/or property damage from fire. Fire prevention is the act of reviewing building construction plans for compliance with local and state ordinances and conducting on site building inspections for fire safety and life safety compliance.

Fire Service Operations

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

Public Fire Safety Education

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

Changes and Accomplishments

Administration

- Implemented Fireworks, a new Records Management System
- Implemented a global calendar for our department
- Created a quarterly overtime report to show sick time trends and projections

Firefighting Services Activity Continued

Changes and Accomplishments Continued

- Pursuing new Firefighter Health, Wellness and Safety Initiatives
 - A. Active members with the Florida Safety and Health Collaborative
 - B. Active members of the Safety and Health Division with the State of Florida
 - C. Firefighter Mental Health
 - a. Created Mental Health Committee
 - b. Received Peer Support Training and Launched Peer Support Team
 - c. Incorporated as part of the Statewide Peer Support Team
 - d. Attended the Clinician Train the Trainer Mental Health course in May
 - e. LFD will host the Central West Region Collaborative quarterly meeting
 - D. Firefighter Cancer Prevention
 - a. F.A.C.E. Committee assembled and one of five recognized teams in the State
 - b. Taking delivery of first "Clean Cab Concept" fire truck in June
 - c. Placed into service our first pickup truck in place of a sedan for Inspectors to separate harmful carcinogens from the cab of the vehicle
 - d. Implemented new on scene Decontamination Policy for firefighters – leaves 85% of contaminants on scene
 - e. Placed new decontamination gear and equipment on apparatus and in fire stations
 - f. Installed new clothing washers and dryers in fire stations – cleans contaminated clothing so they are not brought home
- Our FOCUS sponsored student Ronaldo Alcocer was hired as a Lakeland Firefighter on February 4 of 2019.
- Upgraded Fire Administration Conference room with technology changes to better function as the Fire Department EOC

Public Relations

- New Public Education and Outreach character developed to tie in to the City's connection with swans
- Successful oversight of the FOCUS scholarship program for 5th year
- Positive news coverage of FD events – anything from emergency events such as the Lake Morton Plaza fire to Firefighter Cancer Prevention
- October is celebrated as fire safety month - we replaced Open House with Truck or Treat, a Public Safety themed event which drew over 5,000 Citizens, as opposed to 1,500 at Open House

Urban Search and Rescue

- Deployed to Mexico Beach during Hurricane Michael
- Completed joint Huey Helicopter training
- Attended Hurricane Exercise at State EOC
- Attended state USAR exercise at Camp Blanding

Prevention

- Changing Inspector vehicles from sedans to pickups – removing carcinogens from the vehicle cab First new vehicle went into service in April 2019

Maintenance

- Taking delivery of our first "Clean Cab" fire truck in May of 2019 - Clean Cab is removing the harmful dirty firefighting gear from the cab of the truck

Firefighting Services Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Fire Investigation & Prevention	15.15	1,566,426	324,624	1,891,050	267,418	1,623,632
Fire Service Operations	64.45	6,888,293	3,219,476	10,107,769	291,741	9,816,028
Public Fire Safety Education	11.50	1,172,863	258,200	1,431,063	500,364	930,699
FY 2020 Total:	91.10	\$9,627,582	\$7,508,439	\$13,429,882	\$1,059,523	\$12,370,359

Figure D-129: Firefighting Services Activity Costs

Investigative Services Activity

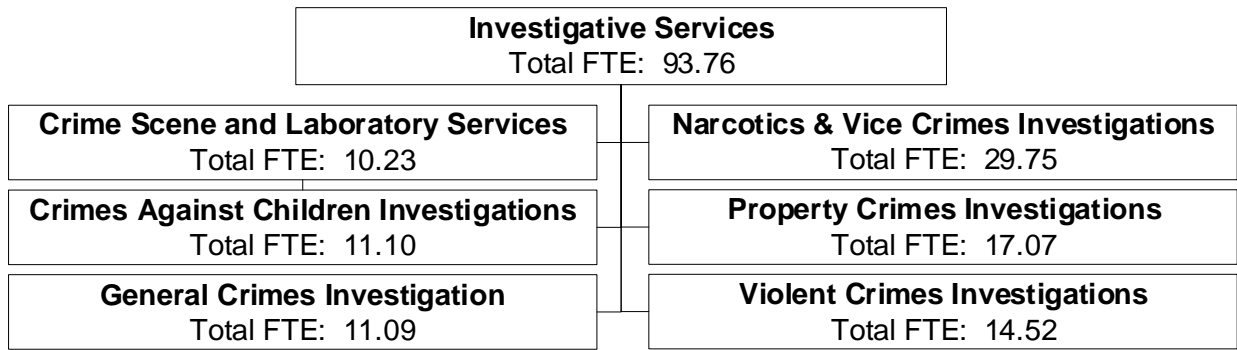


Figure D-130: Investigative Services Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$11,703,742	\$11,560,446	\$11,438,365
Revenues Summary	\$642,570	\$516,280	\$120,150
Net Cost Summary	\$11,061,172	\$11,044,166	\$11,318,215
FTE Summary	95.76	94.13	93.76

Figure D-131: Investigative Services Activity Budget Summary

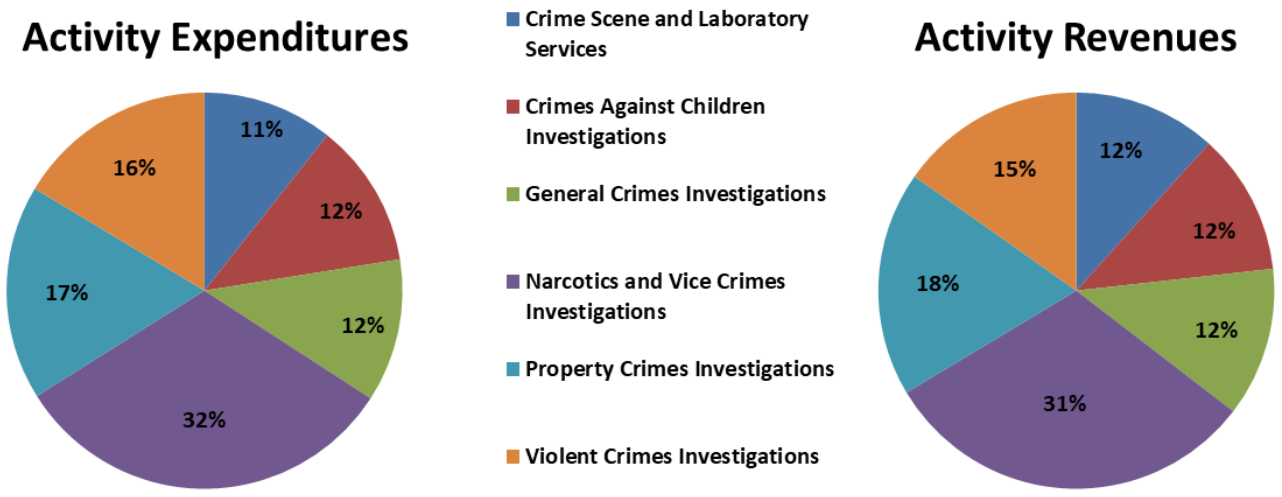


Figure D-132: Investigative Services Activity Pie Charts

Investigative Services Activity Continued

Core Services

Criminal Investigations (CIS) members conduct investigations related, but not limited to, crimes such as murder, sexual offenses, robbery, burglary, larceny, fraud and auto theft.

Juvenile Services (JSS) members conduct investigations related to child abuse and molestation.

Special Investigations (SIS) members conduct investigations into violations of laws related to narcotics and vice. Crime Lab is a part of CIS that provides crime scene services and forensic examinations.

Crime Scene and Laboratory Services

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

Crimes Against Children Investigations

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

General Crimes Investigations

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

Narcotics and Vice Crimes Investigations

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

Property Crimes Investigations

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

Violent Crimes Investigations

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

Investigative Services Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Crime Scene and Laboratory Services	10.23	927,718	289,895	1,217,613	14,040	1,203,573
Crimes Against Children Investigations	11.10	1,095,991	257,242	1,353,234	13,879	1,339,355
General Crimes Investigations	11.09	1,064,271	271,145	1,335,415	14,649	1,320,766
Narcotics and Vice Crimes Investigations	29.75	2,747,823	903,356	3,651,179	37,213	3,613,966
Property Crimes Investigations	17.07	1,601,509	405,234	2,006,743	22,079	1,984,664
Violent Crimes Investigations	14.52	1,537,337	336,844	1,874,181	18,290	1,855,891
FY 2020 Total:	93.76	\$8,974,649	\$2,463,716	\$11,438,365	\$120,150	\$11,318,215

Figure D-133: Investigative Services Activity Costs

Patrol Services Activity

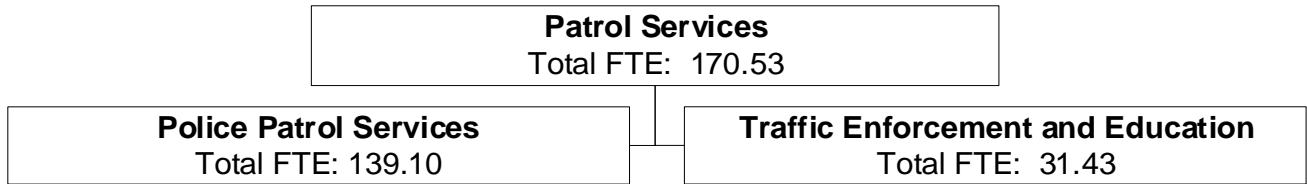


Figure D-134: Patrol Services Activity

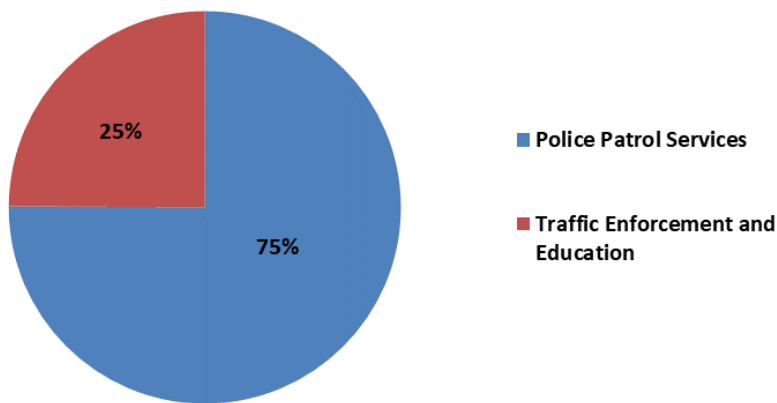
Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$19,565,227	\$21,301,339	\$20,804,843
Revenues Summary	\$1,959,026	\$2,617,138	\$2,068,814
Net Cost Summary	\$17,606,201	\$18,684,201	\$18,736,029
FTE Summary	162.85	170.51	170.53

Figure D-135: Patrol Services Activity Budget Summary

Activity Expenditures



Activity Revenues

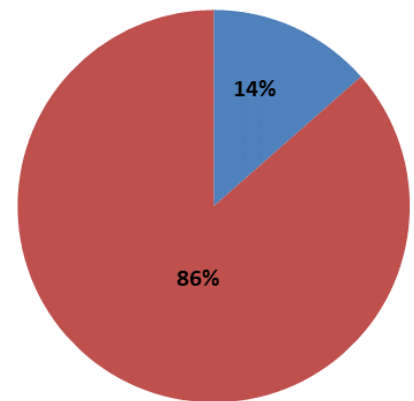


Figure D-136: Patrol Services Activity Pie Charts

Patrol Services Activity Continued

Core Services

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

The Patrol Services' Targeted Areas of Concentration (TAC) Crime-Control Program provides continuous crime reports and trends analysis that allows Commanders to target problematic areas with strategies and resources.

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

Police Patrol Services

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

Traffic Enforcement and Education

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

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Police Patrol Services	139.10	12,348,502	3,274,840	15,623,342	279,894	15,343,448
Traffic Enforcement and Education	31.43	2,991,778	2,189,723	5,181,501	1,788,920	3,392,581
FY 2020 Total:	170.53	\$15,340,280	\$5,464,563	\$20,804,843	\$2,068,814	\$18,736,029

Figure D-137: Patrol Services Activity Costs

Rescue Services Activity

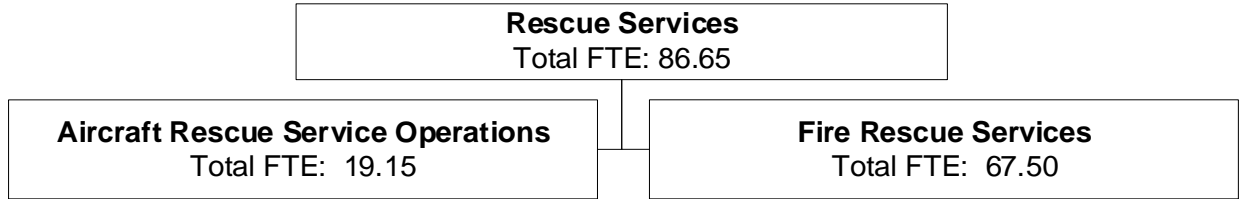


Figure D-138: Rescue Services Activity

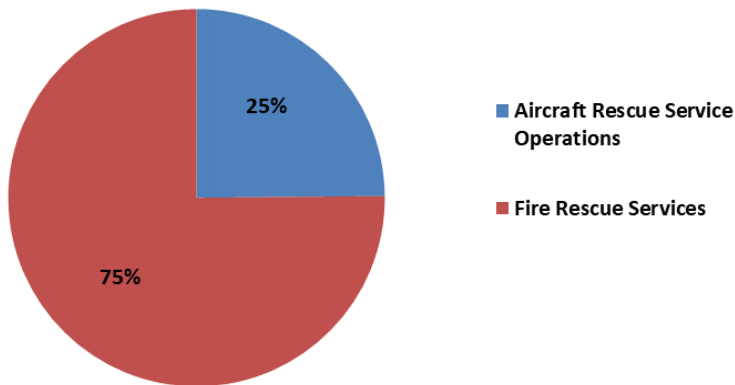
Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$9,558,282	\$10,253,335	\$10,496,943
Revenues Summary	\$131,684	\$1,328,917	\$417,996
Net Cost Summary	\$9,426,598	\$8,924,418	\$10,078,947
FTE Summary	84.00	88.15	86.65

Figure D-139: Rescue Services Activity Budget Summary

Activity Expenditures



Activity Revenues

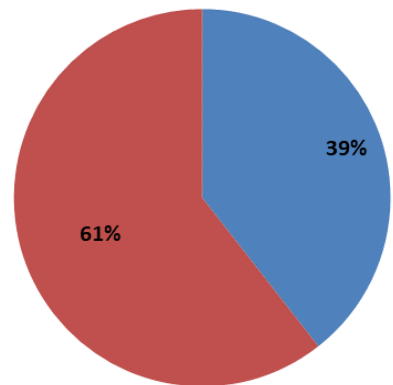


Figure D-140: Rescue Services Activity Pie Charts

Rescue Services Activity Continued

Core Services

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

Aircraft Rescue Service Operations

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

Fire Rescue Services

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

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Aircraft Rescue Service Operations	19.15	2,167,840	440,515	2,608,355	164,766	2,443,589
Fire Rescue Services	67.50	7,203,846	684,742	7,888,588	253,230	7,635,358
FY 2020 Total:	86.65	\$9,371,686	\$1,125,257	\$10,496,943	\$417,996	\$10,078,947

Figure D-141: Rescue Services Activity Costs

Emergency Preparedness Services Activity

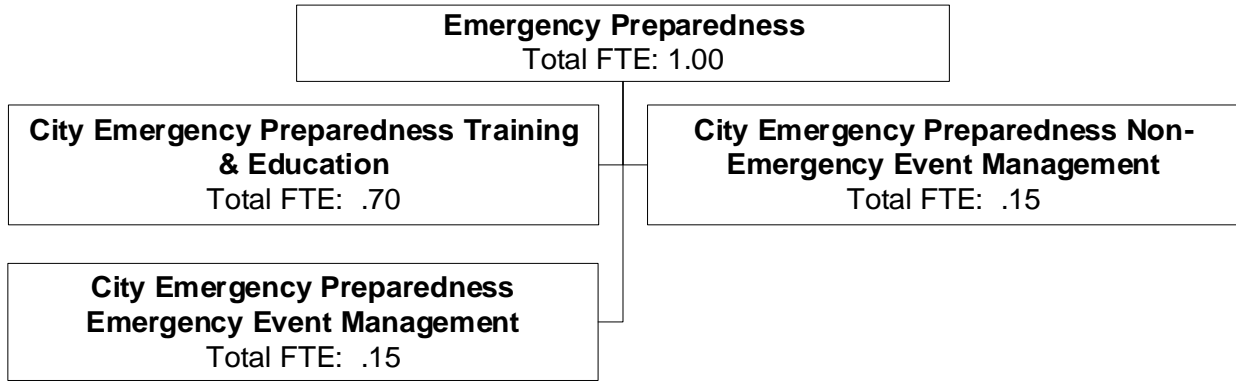


Figure D-142: Emergency Preparedness Services Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	-	-	\$147,854
Revenues Summary	-	-	-
Net Cost Summary	-	-	\$147,854
FTE Summary	-	-	1.00

Figure D-143: Emergency Preparedness Services Activity Budget Summary

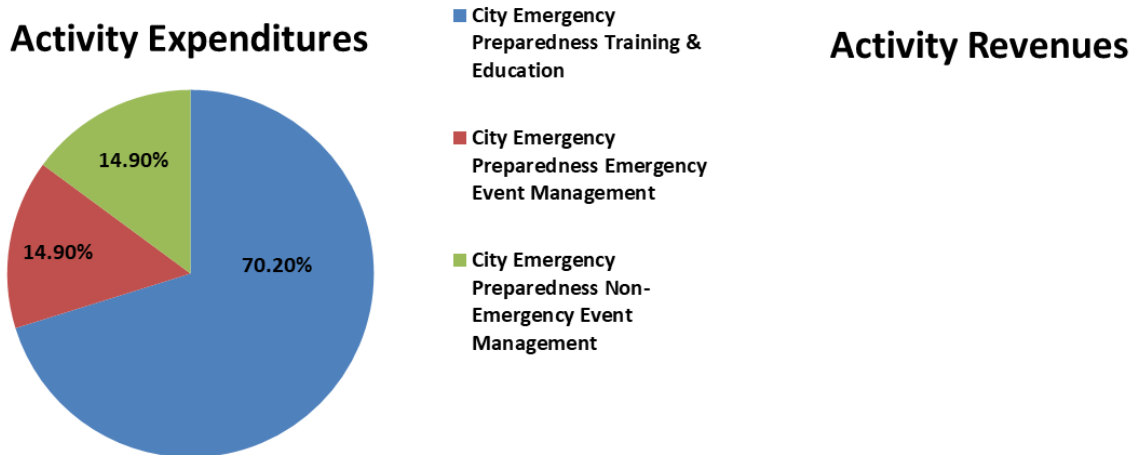


Figure D-144: Emergency Preparedness Services Activity Pie Charts

Emergency Preparedness Services Activity Continued

Core Services

City Emergency Preparedness Training & Education

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

City Emergency Event Management

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

City Non-Emergency Event Management

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

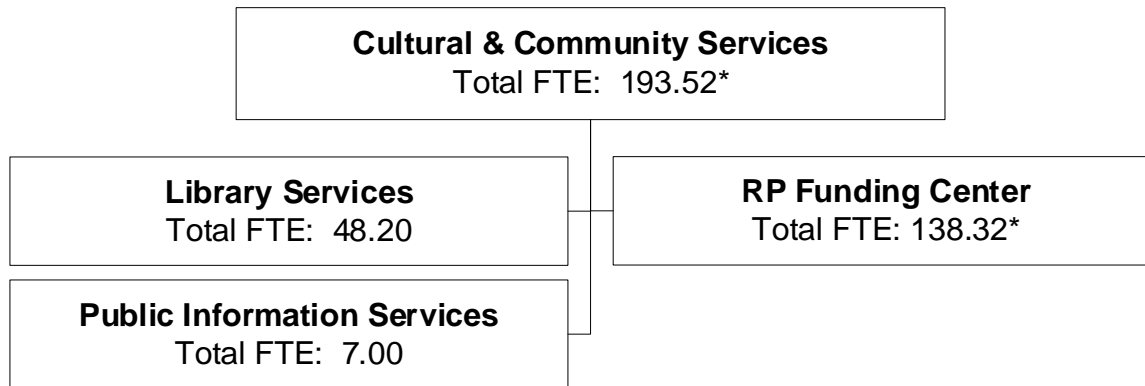
Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
City Emergency Preparedness Training & Education	.70	92,831	10,957	103,788	-	103,788
City Emergency Preparedness Emergency Event Management	.15	19,892	2,141	22,033	-	22,033
City Non-Emergency Preparedness Emergency Event Management	.15	19,892	2,141	22,033	-	22,033
FY 2020 Total:	1.00	\$132,615	\$15,239	\$147,854	\$0	\$147,854

Figure D-145: Emergency Preparedness Services Activity Costs



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Cultural and Community Services Program



*Includes Pooled Employees

Figure D-146: Cultural and Community Services Program

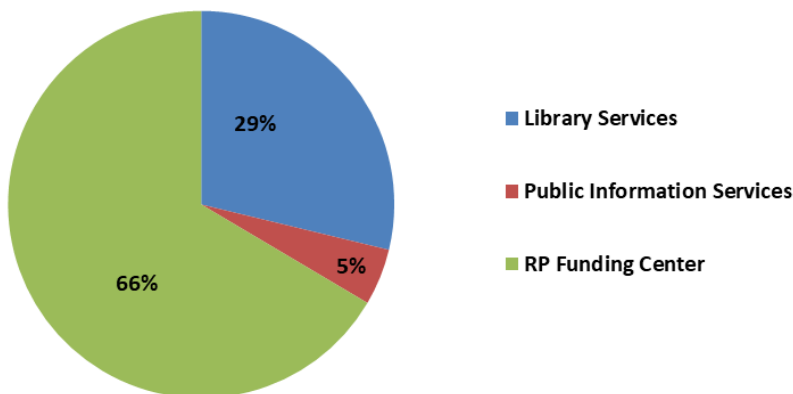
Program Summary

To improve the quality of life for our Citizens through cultural activities and community-based programs that enrich Lakeland by providing a stimulus for education, culture, community service and entertainment.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$14,940,164	\$16,723,391	\$15,917,259
Revenues Summary	\$7,276,762	\$7,976,308	\$7,528,344
Net Cost Summary	\$7,663,402	\$8,747,083	\$8,388,915
FTE Summary	134.02	214.31*	193.52*

Figure D-147: Cultural and Community Services Program Budget Summary

Program Expenditures



Program Revenues

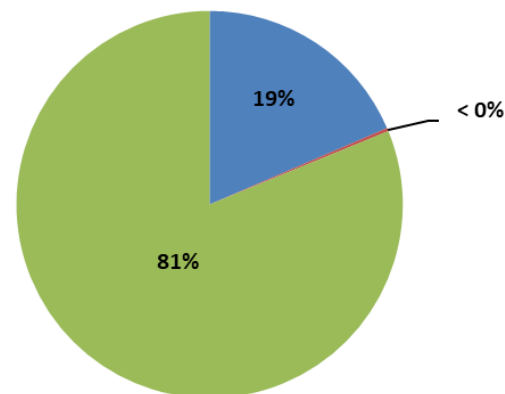


Figure D-148: Cultural and Community Services Program Pie Charts

Library Services Activity

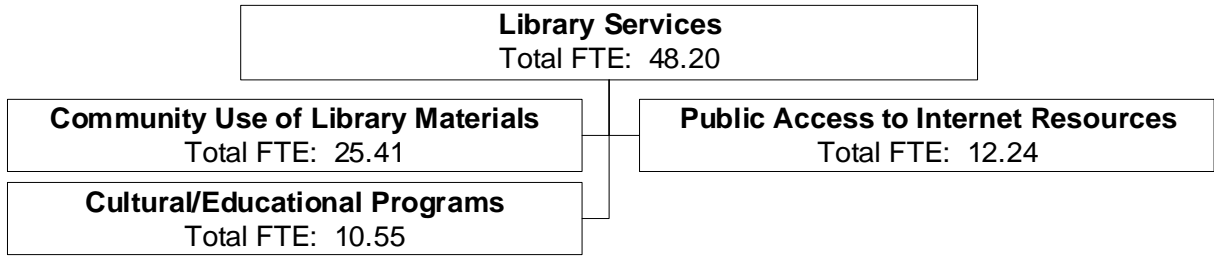


Figure D-149: Library Services Activity

Mission

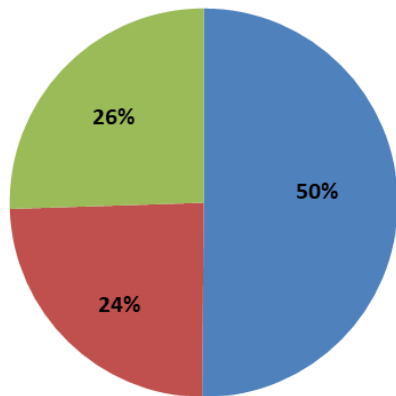
This Program includes providing:

- Residents, employees and the media, educational information regarding the City of Lakeland’s functions, challenges and achievements by building and maintaining open channels of communication.
- Customers with high quality public library services in response to the pursuit of their education, recreation and information needs.
- Improved quality of life for our Citizens through cultural activities and community-based programs that enrich Lakeland by providing a stimulus for education, culture, community service and entertainment.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$4,387,874	\$5,187,703	\$4,578,637
Revenues Summary	\$1,289,466	\$1,382,213	\$1,396,323
Net Cost Summary	\$3,098,408	\$3,805,490	\$3,182,314
FTE Summary	48.24	49.70	48.20

Figure D-150: Library Services Activity Budget Summary

Activity Expenditures



Activity Revenues

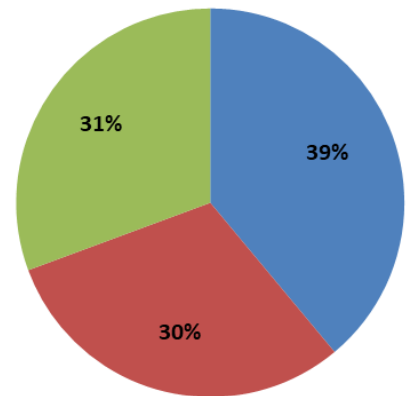


Figure D-151: Library Services Activity Pie Charts

Library Services Activity Continued

Core Services

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

Community Use of Library Materials

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

Cultural/Educational Programs

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

Public Access to Internet Resources

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

Changes and Accomplishments

Facility Improvements:

- Main Library
 - Black & Brew Coffee Shop opened October 2018
 - Lobby Restrooms remodeled.
 - Meeting Room audio improved, and projector ceiling mounted.
 - New exterior book drop installed.

- Larry R Jackson Branch
 - Carpet replaced throughout library.
 - Meeting room projector ceiling mounted.

Library Services Activity Continued

Changes and Accomplishments Continued

Programming:

- All locations migrated to a new public access computer reservation and print management system called Envisionware in April 2019. This was purchased by the Library Cooperative for all member libraries.
- *Lakeland History Lecture Series* featured local topics such as: San Gully, Temple Emmanuel, Publix history, Citrus Crate Labels, Origins of Lakeland, Lakeland encampments & Buffalo Soldiers.
- *Author Series* – Crystal Wilkinson, Wiley Cash, Jaime Ford and Therese Anne Fowler.
- *New programs:*
 - UrbanE - recycling of electronic waste.
 - Clean up Lakeland – litter pick up, coordinating volunteers and areas in the community.
 - Game of Thrones event.
 - Star Wars program.

Elibrary: Negotiated another three-year lease agreement with Publix for the storefront location. New lease term ends April 30, 2023.

Collection:

- *Digital* circulation continues to rise. Currently averaging 17-19% of total.
- On the horizon: Using our Lakeland History Room content to create exhibits of local interest.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Community Use of Library Materials	25.41	1,358,794	936,349	2,295,144	543,686	1,751,458
Cultural/Educational Programs	10.55	721,205	394,160	1,115,365	424,773	690,592
Public Access to Internet Resources	12.24	750,531	417,597	1,168,128	427,864	740,264
FY 2020 Total:	48.20	\$2,830,530	\$1,748,106	\$4,578,637	\$1,396,323	\$3,182,314

Figure D-152: Library Services Activity Costs

Public Information Services Activity

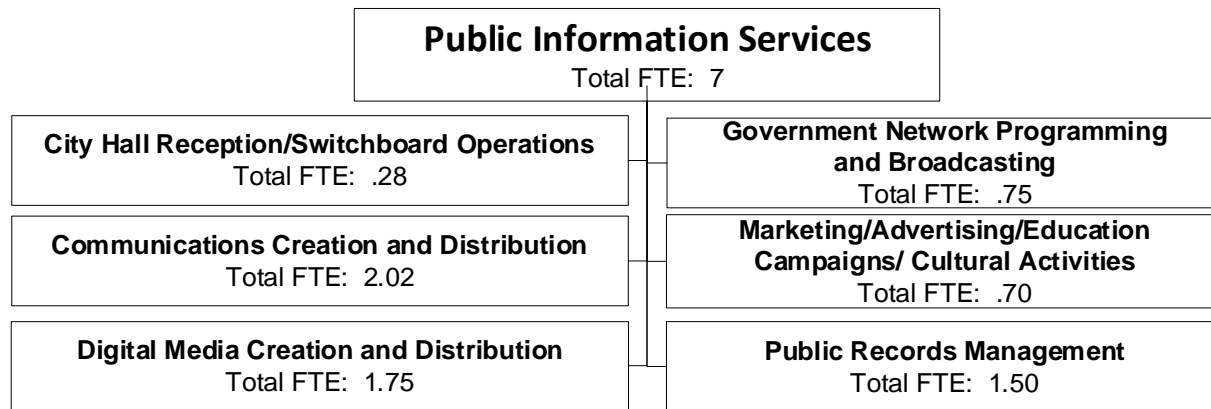


Figure D-153: Public Information Services Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$780,336	\$760,757	\$753,275
Revenues Summary	\$20,000	\$20,000	\$20,000
Net Cost Summary	\$760,336	\$740,757	\$733,275
FTE Summary	8.00	8.00	7.00

Figure D-154: Public Information Services Activity Budget Summary



Figure D-155: Public Information Services Activity Pie Charts

Public Information Services Activity Continued

Core Services

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

City Hall Reception/Switchboard Operations

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

Communications Creation and Distribution

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

Digital Media Creation and Distribution

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

Public Information Services Activity Continued

Core Services Continued

Government Network Programming and Broadcasting

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

Marketing/Advertising/Education Campaigns/Cultural Activities

A Coordinated series of linked efforts to increase service awareness. The effort can include promotion via print, TV or online and devoting significant resources to generate awareness. Provide an improved quality of life for our Citizens through cultural activities and community-based programs that enrich Lakeland by providing a stimulus for education, culture, community service and entertainment.

Public Records Management

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

Changes and Accomplishments

This past year, the Communications Department was awarded nine American Inhouse Design Awards from Graphic Design USA. The City of Lakeland is in the top five winners, nation-wide.

BROADCAST

The Communications Department broadcasted over 250 live meetings this past calendar year and produced 432 video projects on two government access stations also live streamed on the City's website www.lakelandgov.net. The City's channels can be found on Spectrum 643 and Frontier FiOS 43. Developed a number of videos that tell the City's story including the Hands-On video series that highlights various projects and initiatives. This fun series has the host experience "hands-on" what it's like to perform many tasks we all take for granted. Vibe is another series that focuses on the fun things to do around the community.

Public Information Services Activity Continued

Changes and Accomplishments Continued

PRINT

The City of Lakeland prints over 70,000 monthly newsletters that are distributed through Lakeland Electric utility statements and an electronic version is available online on the City's website www.lakelandgov.net. Access Lakeland is just one tool produced by the Communications Department that allows the City to better communicate with Citizens. Access Lakeland is a four-page newsletter with dedicated features on City of Lakeland Departments, projects and initiatives. The newsletter is written to share news stories and invite the reader to visit the City's website for additional information on each topic. The Communications Department also produces several flyers, brochures and posters to help promote City events, initiatives and programs. The Communications Department created over 175 printed projects over the past year.

INTERNET

The Communications Department oversees creative development and provides daily content to the City's website – lakelandgov.net. The site contains a clean responsive design with a focus on functionality through easy-to-use navigation. The top visited pages for each Department have been easily identified for a "one click" user interface. The site incorporates responsive design, so the screen size will modify to best fit on the end user device.

The site was developed to be aesthetic with the goal for users to find information quickly and efficiently. There are highlight buttons for apps at the bottom of the home page for Public Records, Open Gov, eTrakit, Citizens Action Center and Video on Demand. Over the past year lakelandgov.net has received over 2.5 million web visitors. The Communications Department is currently overseeing ADA compliancy for all web pages making sure logical structure and reading order are in place for those that are using web reader devices. This includes alternate text descriptions for images, compatible fonts, proper word spacing and the proper use of contrasting colors for assistive technology.

SOCIAL MEDIA

The City's social media efforts continue to expand as the Communications Department looks at all possible media channels to have an informed and engaged citizenry. Even though Facebook analytics are trending as stagnant nationally, the City's engagement statistics continue to grow. The City's Facebook account has 60,851 fans who have liked the page. During the past calendar year, Facebook activity has resulted in over 176,000 likes and or shares. This activity is known as fan engagement. The City Facebook posts in the past six months have made 9.7 million-page impressions and has resulted in 39,500 clicks with our fans visiting videos, pictures and links. Videos posted on the platform have received 415,000 views over the past calendar year.

The Communications Department has tried to increase the use of Twitter over the past year. The City's Twitter page has 10,983 followers and tweets have resulted in over 1.6 million impressions since January 2019. Twitter will continue to grow as the City expands on how we use the platform to communicate with citizens and the media.

Public Information Services Activity Continued

Changes and Accomplishments Continued

Instagram is a photograph centric social media platform that the City has been using for a few years. However, like Twitter this is a platform that the Communications Department is working hard to expand. The City's Instagram feed has grown from 2,800 followers last year to 6,711. The Communications Department has made a conscious effort to increase the fan base on Instagram with new initiatives like City Snaps that highlight employees working on various projects around the City. Over the past year Instagram posts have resulted in over 383,000 impressions and 4,500 fan engagements.

The Communications Department also uses Snapchat, Vimeo and Nextdoor. Snapchat is a video messaging platform that is used primarily by generation z and millennials. The Communications Department uses this platform for short 10-15 second informative videos with the intent to drive traffic to other locations for additional information. The Communications Department has used various Snapchat filters to help promote special events like the Green Celebration and Red, White & Kaboom.

Vimeo is a video platform much like YouTube. It is a video-sharing website in which users can upload, share and view videos in HD. The Communications Department is using Vimeo as a file share for programming. This move makes it more efficient to upload video for playback and it integrates with the digital broadcast platform. The switch saves the City approximately \$5,000 each year in hosting fees and the switch has reduced the need for an in-house video server that costs thousands of dollars. All videos produced by the City of Lakeland are posted on the City's Vimeo page. The Communications Department has built a Channels page, so videos are easy to find by subject matter and live meetings are cleverly indexed on Vimeo, so citizens can quickly find an agenda item.

Nextdoor is a neighborhood messaging application that allows neighborhood residents to connect with one another online, sharing notices and information. The City of Lakeland has really expanded the use of this platform. It is an easy way to communicate with very large blocks of our residents who may not use social media, but they do use Nextdoor to keep abreast of what is happening in their neighborhood. This platform has grown significantly over the past year. The City now has 10,171 members and each City post over the past calendar year received over 2,000 impressions.

TRANSPARENCY

As an organization, we continue to work on transparency. We are very responsive to assist with request and we have periodic meetings to proactively discuss issues to keep the pipeline of communication open. We work either directly or indirectly with groups like the Polk County School Board, Polk County Board of County Commissioners, the Dream Center, PAL, the Polk Museum of Art, Polk County Veterans Council, Platform Art and the Sheriff's Department to help tell a regional story with collaborative partnerships. Transparent government is a goal, and this is evident thru our efforts to broadcast every public meeting held at City Hall, established media days and Citizens Academies and the installation of GovQA our public record tracking software.

Public Information Services Activity Continued

Changes and Accomplishments Continued

NEW INITIATIVES

- LakelandGov App Launched
- LakelandGov Podcast – 27 Episodes Total
 - Over 1K listens globally to date
 - Listen Lakeland, Access Lakeland Live (Podcast Edition)
 - Downtown Lakeland Series
 - Legacies of Lakeland
- Continue to grow web video series such as VIBE
- Growing with the changing face of social media and beginning to regularly use “Stories” in Facebook and Instagram
- Established IGTV (Instagram TV) platform with plans for growth in the next fiscal year
- Began captioning all short-form videos and with the upcoming budget year, live video will be close captioned.
- Increased presence on Nextdoor with 14% of all Lakeland households (55,251) on the platform, The City has 10,171 members and that number is quickly growing.
- Established presence on Waze outlining road closures and City projects impacting traffic
- LAL Today Partner – daily digital newsletter that populates email feeds at 6 a.m.
- Citizen Perspectives Surveys: Lake Morton Traffic Calming, Recycling and Vendor Preferences for Purchasing - www.lakelandgov.net/citizenperspectives
- Red White & Kaboom Marketing: Donate cans of food for VISTE promotion with text-to-give promotion
- Installed an improved microphone system in the conference room this year. Just added a direct video feed from the conference room computer to replace shooting the TV during presentations
- Added live meeting coverage of the Historic Preservation board
- Added City Snaps on Instagram and other social media platforms
- Cross training staff in the execution of broadcast productions
- Added News blog postings to the breaks between programs on the access channel/live stream

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
City Hall Reception/Switchboard Operations	0.28	24,019	(17,467)	6,552	-	6,552
Communications Creation and Distribution	2.02	178,003	48,891	226,894	-	226,894
Digital Media Creation and Distribution	1.75	173,482	38,594	212,076	-	212,076
Government Network Programming and Broadcasting	0.75	76,303	457	76,761	20,000	56,761
Marketing/Advertising/Education Campaigns	0.70	68,608	(1,449)	67,158	-	67,158
Public Records Management	1.50	134,774	29,060	163,834	-	163,834
FY 2020 Total:	7.00	\$655,189	\$98,086	\$753,275	\$20,000	\$733,275

Figure D-156: Public Information Services Activity Costs

RP Funding Center Activity

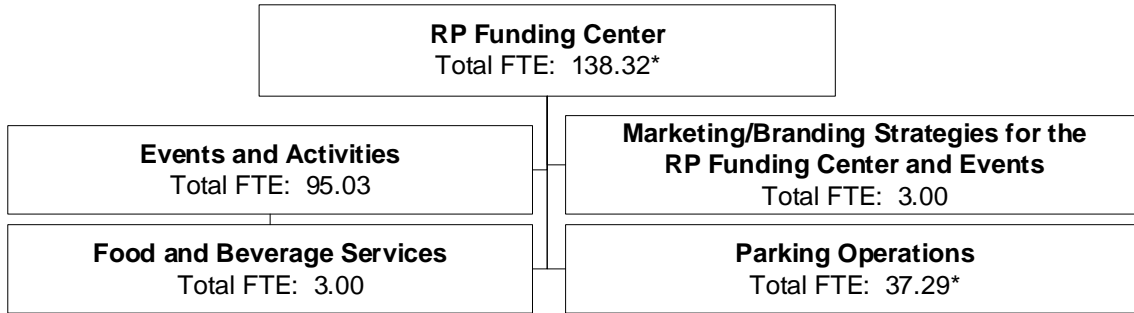


Figure D-157: RP Funding Center Activity

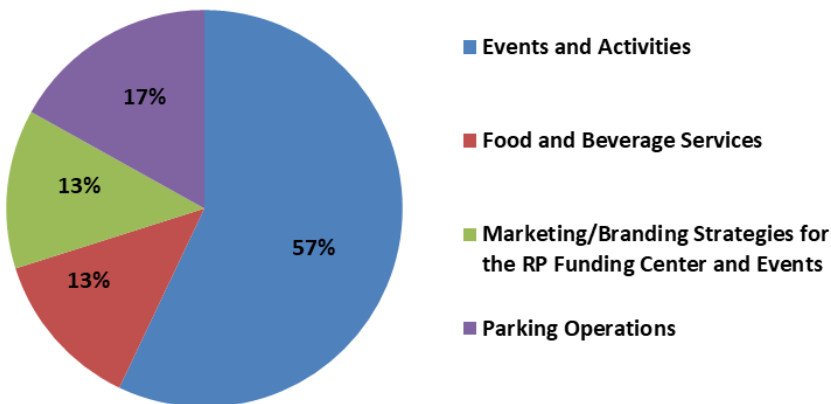
Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$9,771,954	\$10,774,931	\$10,585,347
Revenues Summary	\$5,967,296	\$6,574,095	\$6,112,021
Net Cost Summary	\$3,804,658	\$4,200,836	\$4,473,326
FTE Summary	77.78	156.61*	138.32*

Figure D-158: RP Funding Center Activity Budget Summary

Activity Expenditures



Activity Revenues

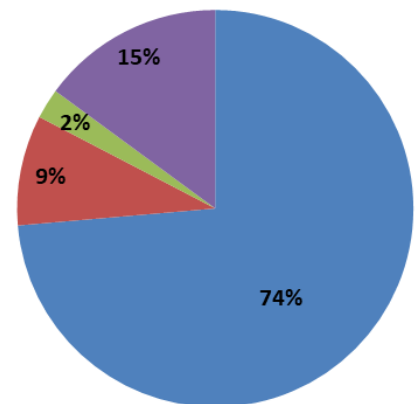


Figure D-159: RP Funding Center Activity Pie Charts

RP Funding Center Activity Continued

Core Services

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

- The Jenkins Arena hosts a variety of events including concerts, sporting events, family shows, and other multi-purpose events.
- Sikes Hall and The Exhibit Hall and associated spaces offer over 60,000 square feet of combined space for a variety of events as well as corporate trade shows and meetings.
- The Youkey Theatre seats 2,296 and is home to the City-sponsored Entertainment and Broadway series, the Imperial Symphony Orchestra and a number of special engagements.
- Smaller meeting rooms heavily utilized by community and non-profit groups.

Events and Activities

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

Food and Beverage Services

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

RP Funding Center & Events Marketing/Branding Strategies

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

Parking Operations

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

RP Funding Center Activity Continued

Changes and Accomplishments

The RP Funding staff has worked diligently around our renovation project, making the best of what space was available and keeping as much business as possible operational. The past year we again attracted over 400,000 attendees and our economic impact still is estimated above \$60 million. With the help of our partners on the renovation team: STA, Populous, Gilbane and Miller Construction, we wrapped up nearly all our renovation projects over the past year. After completing Phase I last year, we concentrated on Phase II, which included:

- New carpet, paint and wall coverings throughout our Convention Circulation Corridors
- Sikes and Exhibition getting paint and new carpet replacing the tile flooring
- All meeting rooms received new carpet and paint
- New Flex Walls in the Exhibition Hall
- Refurbishment of our current flexible Wall system
- A new loading docks
- Arena concourse has new tile flooring, ceiling and lighting
- Press Box expansion in the arena
- New concourse and meeting room furniture.

To finalize and stretch our dollars of our renovation project, our internal Engineering Staff is busy finishing some projects in lieu of using our General Contractor. These tasks include: LED fixtures installed throughout the building concourse and painting in the theatre. These projects will allow us to finish our renovation projects at a lower overall cost.

Throughout the year we have continued to find ways to eliminate as much outside contractor spending for Security and maintenance. We have done a good job of reducing that line item cost over the past fiscal year.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Events and Activities	95.03*	2,944,942	3,095,427	6,040,369	4,500,507	1,539,862
Food and Beverage Services	3.00	299,058	1,082,111	1,381,169	549,362	831,807
Marketing/Branding Strategies for RP Funding Center and Events	3.00	299,058	1,073,599	1,372,657	150,189	1,222,468
Parking Operations	37.29	707,994	1,083,159	1,791,152	911,964	879,188
FY 2020 Total:	138.32	\$4,251,052	\$6,334,296	\$10,585,347	\$6,112,021	4,473,326

Figure D-160: RP Funding Center Activity Costs



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Economic and Community Development Program

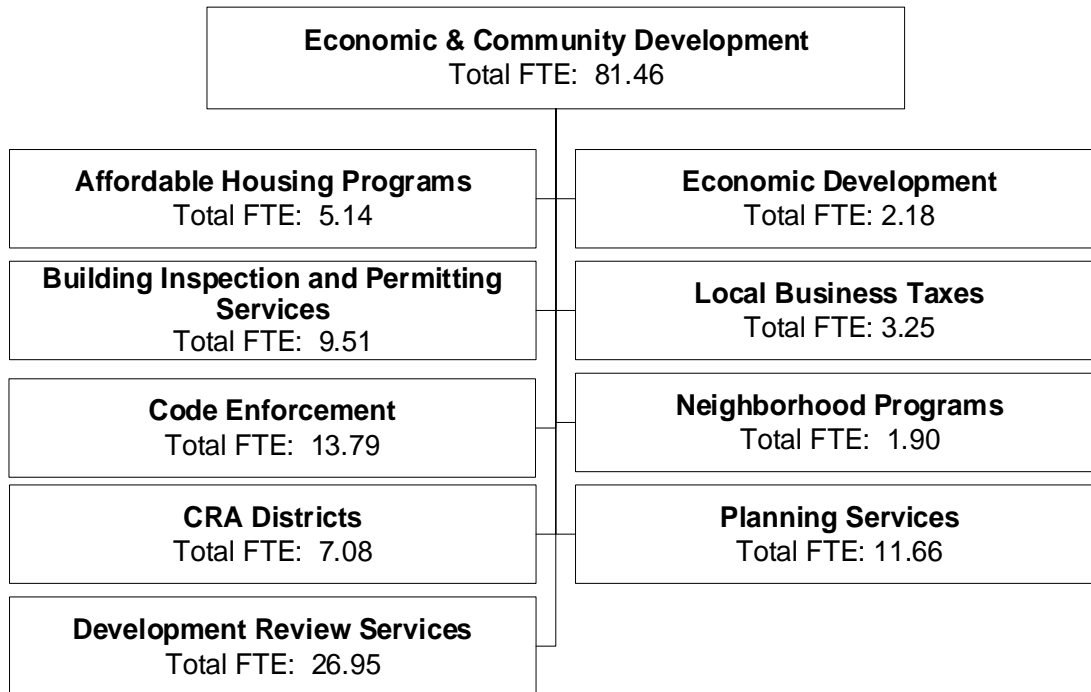


Figure D-161: Economic and Community Development Program

Program Summary

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

Economic and Community Development Program Continued

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$17,735,101	\$19,704,767	\$22,286,488
Revenues Summary	\$12,888,929	\$14,654,807	\$15,913,464
Net Cost Summary	\$4,846,172	\$5,049,960	\$6,373,024
FTE Summary	76.7	80.67	81.46

Figure D-162: Economic and Community Development Program Budget Summary



Figure D-163: Economic and Community Development Program Pie Charts

Affordable Housing Programs Activity

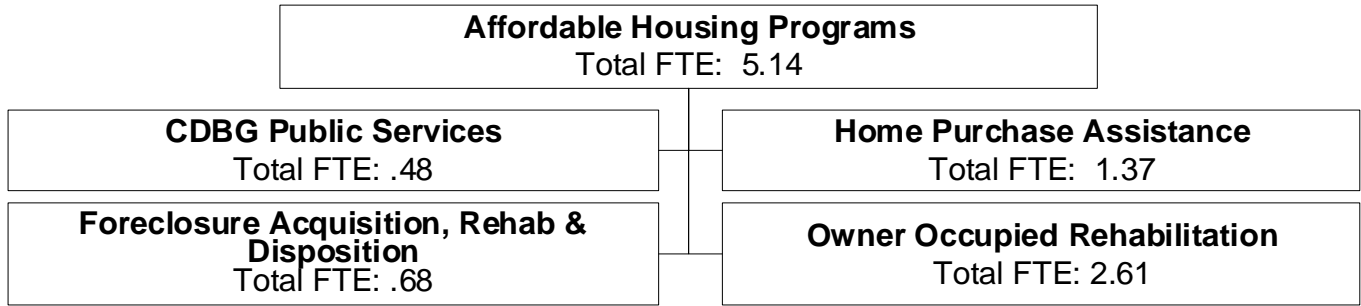


Figure D-164: Affordable Housing Programs Activity

Mission

To provide adequate, safe and affordable housing to very low and low to moderate income homeowners while supporting the City’s redevelopment efforts and promoting self-sufficiency.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$1,713,681	\$1,415,118	\$1,218,867
Revenues Summary	\$1,615,474	\$1,403,795	\$1,305,578
Net Cost Summary	\$98,207	\$11,323	(\$86,711)
FTE Summary	5.48	5.39	5.14

Figure D-165: Affordable Housing Programs Activity Budget Summary

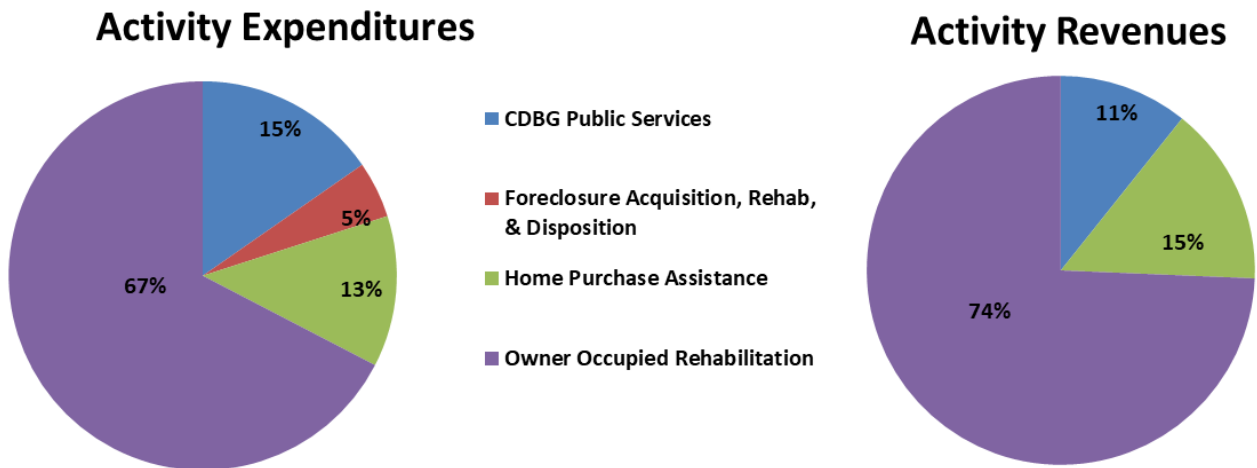


Figure D-166: Affordable Housing Programs Activity Pie Charts

Affordable Housing Programs Activity Continued

Core Services

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

Services are primarily provided through three programs:

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

CDBG Public Services

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

Foreclosure Acquisition, Rehab and Disposition

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

Home Purchase Assistance

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

Affordable Housing Programs Activity Continued

Core Services Continued

Owner Occupied Rehabilitation

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

Changes and Accomplishments

- Consolidated Planning and Housing Divisions and realigned Community Redevelopment Agency (CRA) housing program funds with Federal and State funding programs.
- Phase III & IV of the Lincoln Square homes is underway.
- Twenty-two property owners benefited from the down payment assistance program.
- Twenty-six homeowners have benefited from the Fix-It-Up Program.
- Six design assistance and four façade improvement grants were administered.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
CDBG Public Services	0.48	33,453	153,494	186,948	140,267	46,681
Foreclosure Acquisition, Rehab & Disposition	0.68	51,044	6,320	57,364	-	57,364
Home Purchase Assistance	1.37	84,799	68,274	153,073	194,712	(41,639)
Owner Occupied Rehabilitation	2.61	187,760	633,722	821,482	970,599	(149,117)
FY 2020 Total:	5.14	\$357,056	\$861,810	\$1,218,867	\$1,305,578	(86,711)

Figure D-167: Affordable Housing Programs Activity Costs

Building Inspection and Permitting Activity

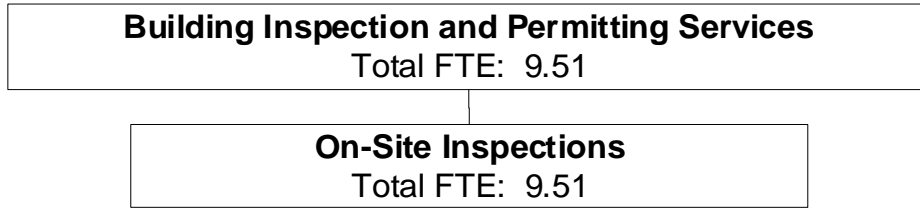


Figure D-168: Building Inspection and Permitting Activity

Mission

To ensure that the health, safety and welfare of the community is maintained within the construction or use of every public and private building by adhering to requirements established by law.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$916,016	\$1,129,083	\$1,255,672
Revenues Summary	\$1,510,472	\$1,560,411	\$1,627,488
Net Cost Summary	(\$594,456)	(\$431,328)	(\$371,816)
FTE Summary	6.86	9.57	9.51

Figure D-169: Building Inspection and Permitting Activity Budget Summary



Figure D-170: Building Inspection and Permitting Activity Pie Charts

Building Inspection and Permitting Activity Continued

Core Services

Building Plans Review and Permitting reviews permit applications and plans for adherence to applicable Federal, State and local building codes that are designed to protect the health, safety and welfare of the public during and after the construction of residential and commercial structures. Design safety is evaluated by Certified Plans Examiners to ensure adherence to minimum building design performance and structural standards. Administrative efforts are coordinated by qualified permit technicians and include contractor licensing, registration and permit processing. Additionally, preliminary zoning and construction plan reviews are conducted to expedite the construction and variance application process.

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

On-Site Inspections

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

Changes and Accomplishments

- Since October 1, 2018, issued 5,088 permits for a construction value at 289.3 million,
- representing a decrease of 22% in permits but a 4% increase in value.
- Of those 5,088 permits, 2,967 or 58.3% were approved the same day (up from 42.9% last year), 1,361 or 26.7% were approved in 1-10 days, 586 or 11.5% were approved in 11-60 days and 174 or 3.4% took more than 60 days to approve.
- Completed 23,025 inspections since October 1, 2018, 98.96% of which were completed the day they were requested by the customer.
- **Express Permitting:** In November 2018 the Building Inspection Division launched Express Permitting, a commitment to process 14 select permit types, residential with little to no plan review, in 30 minutes or less. Since that time, 1,714 express permits have been processed, 89% of them in 30 minutes or less, with an average processing time of 20.35 minutes.
- **ePlan:** ProjectDox or ePlan electronic plans review software remains the exclusive method for plans submission and review. Since October 1, 2018, 99.2% of plans for new construction were submitted and reviewed electronically through ePlan, up from 97.9% over the same period last year.
- **Permit Approval:** Of those permits for new construction issued between October 1, 2018 and May 20, 2019, 55.7% were approved in a single round of reviews in an average of 22.11 days, 24% were approved in two rounds at an average of 35.92 days, and 20.2% were approved in three or more review cycles at an average of 85.5 days.
- **Permit Clerk Rotation:** In February 2019, the Building Permit Coordinator implemented a more formal process of rotating Permit Clerks between tasks and workstations to improve proficiency in all aspects of permit processing and to ensure adequate coverage for walk-in customers, phone calls, emails, and plans review.

Building Inspection and Permitting Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
On-Site Inspections	9.51	931,969	323,703	1,255,672	1,627,488	(371,816)
FY 2020 Total:	9.51	\$931,969	\$323,703	\$1,255,672	\$1,627,488	\$(371,816)

Figure D-171: Building Inspection and Permitting Activity Costs

Code Enforcement Activity

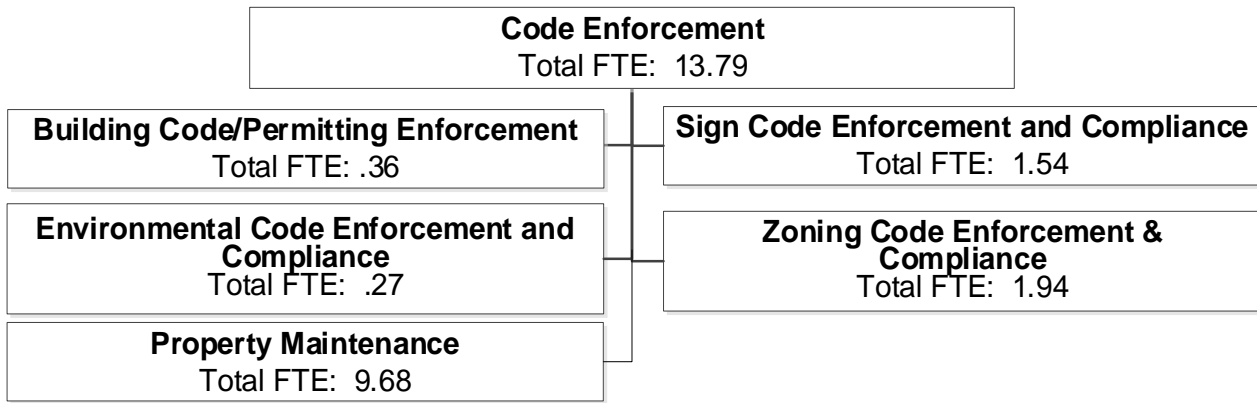


Figure D-172: Code Enforcement Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$1,632,251	\$1,512,209	\$1,447,419
Revenues Summary	\$1,142,235	\$971,049	\$858,380
Net Cost Summary	\$490,016	\$541,160	\$589,039
FTE Summary	15.42	14.66	13.79

Figure D-173: Code Enforcement Activity Budget Summary



Figure D-174: Code Enforcement Activity Pie Charts

Code Enforcement Activity Continued

Core Services

Assures physical conditions related to health, safety and general welfare are maintained throughout the City. Includes the enforcement of the housing code, codes prohibiting nuisances (overgrowth, trash, open storage and abandoned vehicles), and various zoning and land development regulations. Code Enforcement is responsible for the administration of sign and news rack regulations, administering contracts for regular maintenance of City-owned vacant infill properties and performs private property lot clearing and demolition activities through the special assessment process. Code Enforcement also manages the Community Clean-Up Fund by performing periodic neighborhood cleanups in conjunction with the Neighborhood Planning area of the Community and Economic Development Department and the Public Works Department including the Lakeland Clean and Beautiful volunteer group.

Building Code/Permitting Enforcement

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

Environmental Code Enforcement and Compliance

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

Property Maintenance

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

Sign Code Enforcement and Compliance

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

Zoning Code Enforcement and Compliance

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

Code Enforcement Activity Continued

Changes and Accomplishments

- Since October 1, 2018, opened 5,104 cases for code violations and investigated 1,277 citizen complaints with an average initial response of 0.4566 calendar days.
- Fiscal year-to-date, realized a compliance rate of 75.73%, with average calendar days for compliance of 72 days (median 28 days).
- Contracted for the cutting and cleaning of 324 private properties and demolished 2 blighted structures since October 1, 2018.
- Removed 7,302 illegally placed signs from the City's public rights-of-way since October 1, 2018.
- Since October 1, 2018, scheduled and completed hearings for 856 red light camera violations either contested or for which payment extensions were requested.
- Partnered with Community Planning & Housing Division to replace hard copy hearing agendas with digital copies accessed by Board members via tablet.
- Developed a series of Summary Dispositions for the Code Enforcement Board Hearings allowing for negotiated resolution when agreeable to both staff and respondent, thus reducing the length of hearings.
- Began enforcing Business Tax Receipt Code where receipts cannot be issued because of zoning, property owner permission, access to facilities, etc.
- Changed initial compliance deadline for needed housing repairs from 30 to 60 days to provide additional time for initial compliance and to more effectively manage the number of cases scheduled for hearing.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Building Code/Permitting Enforcement	0.36	31,268	7,194	38,463	35,691	2,772
Property Maintenance	9.68	667,396	437,501	1,104,897	667,775	437,122
Sign Code Enforcement and Compliance	1.54	103,720	40,616	144,336	51,638	92,698
Zoning Code Enforcement and Compliance	1.94	135,494	50,580	186,074	51,638	134,436
Environmental Code Enforcement and Compliance	0.27	19,864	(46,215)	(26,351)	51,638	(77,989)
FY 2020 Total:	13.79	\$957,742	\$489,676	\$1,447,419	\$858,380	\$589,039

Figure D-175: Code Enforcement Activity Costs

CRA Districts Activity

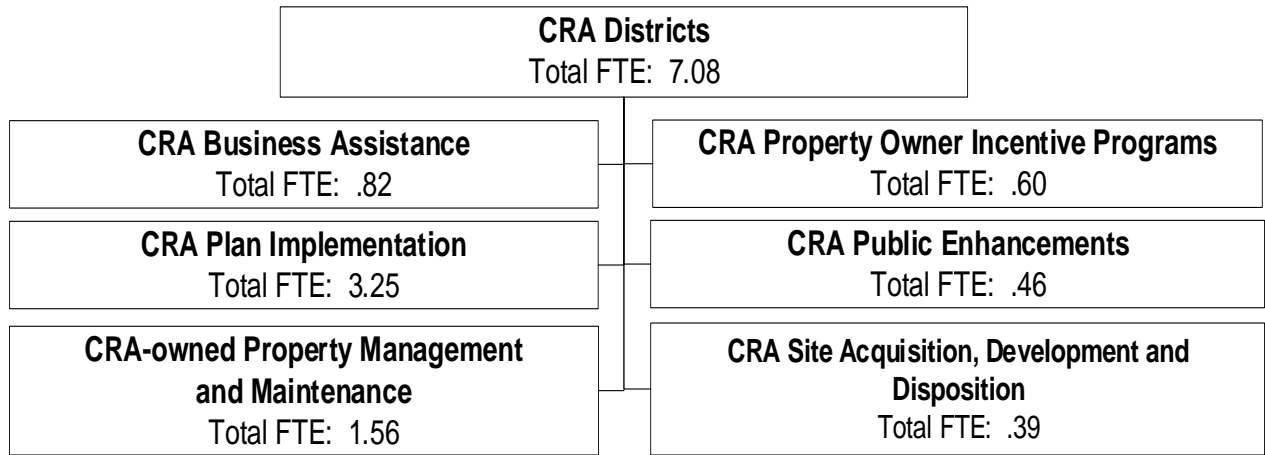


Figure D-176: CRA Districts Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$7,543,217	\$9,909,559	\$11,845,933
Revenues Summary	\$5,566,725	\$7,681,919	\$8,793,093
Net Cost Summary	\$1,976,492	\$2,227,640	\$3,052,840
FTE Summary	5.5	5.55	7.08

Figure D-177: CRA Districts Activity Budget Summary



Figure D-178: CRA Districts Activity Pie Charts

CRA Districts Activity Continued

Core Services

CRA Business Assistance

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

CRA Plan Implementation

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

CRA-owned Property Management and Maintenance

Management and maintenance of CRA-owned properties.

CRA Property Owner Incentive Programs

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

CRA Public Enhancements

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

CRA Site Acquisition, Development and Disposition

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

Changes and Accomplishments

- CRA Advisory Board converted to paperless system.

Downtown Changes and Accomplishments

- The CRA contributed to the expansion of Swan Brewery that will increase production and area distribution.
- The CRA allocated funding for the renovation of the defunct Lakeland Brewery on Lake Mirror and expects a multi-tenant food hall with active brewing operations to be housed on site.
- The CRA rolled out grant funding to support the buildout of 2nd floors and mixed-use development in the core.

CRA Districts Activity Continued

Changes and Accomplishments Continued

Dixieland Changes and Accomplishments

- One Design Assistance Grant, Infill Adaptive Reuse, Food-Related Grant and Three Façade Improvement Matching Grants were administered at a 5:1 ratio of private investment to CRA contribution.
- The CRA, Planning staff and Public Works is working closely with FDOT to identify measurable opportunities that will assist in the complete evaluation of the road diet.

Midtown Changes and Accomplishments

- Six design assistance and four façade improvement grants were administered.
- Strategic Acquisition and Disposition of property continues.
- Alley vacate & lighting installation projects improved quality of life for Midtown residents.
- Phase II of Lincoln Square completed.
- Kettles Avenue Sidewalk from Memorial to W. 10th St completed.
- Phase III & IV of the Lincoln Square homes is underway.
- Completed design and held public meetings for the Lake Beulah Roundabout.
- Completed design and plans for the Lake Parker Shared Use Path.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
CRA Business Assistance	0.82	121,712	731,713	853,426	76,716	776,710
CRA Plan Implementation	3.25	436,445	6,402,872	6,839,318	1,221,208	5,618,110
Community Redevelopment Property Owner Incentive Programs	1.56	203,140	2,071,170	2,274,310	2,122,674	151,636
Community Redevelopment Public Enhancements	0.46	53,475	520,039	573,515	1,789,563	(1,216,048)
Community Redevelopment Site Acquisition, Development and Disposition	0.39	60,780	357,645	418,425	3,146,450	(2,728,025)
CRA-owned Property Management and Maintenance	0.60	75,464	811,475	886,939	436,482	450,457
FY 2020 Total:	7.08	\$951,016	\$10,894,914	\$11,845,933	\$8,793,093	\$3,052,840

Figure D-179: CRA Districts Activity Costs

Development Review Activity

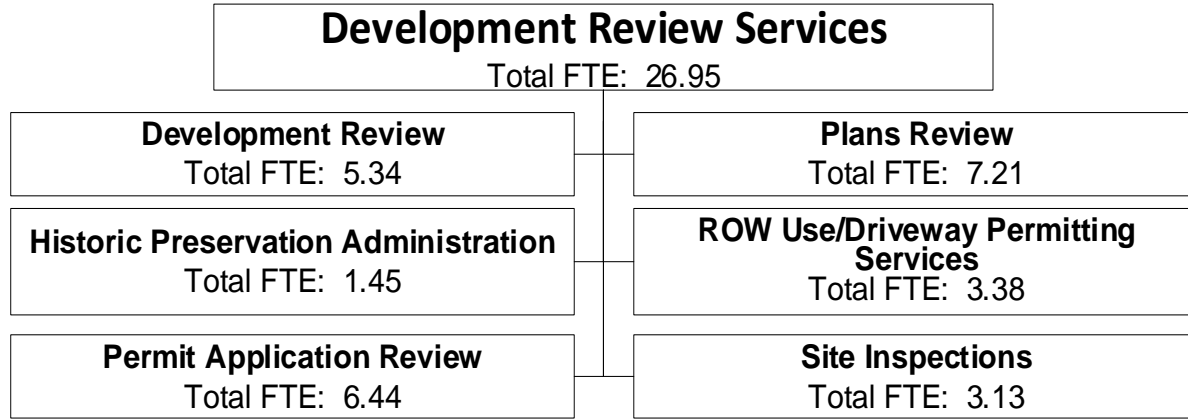


Figure D-180: Development Review Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$2,917,651	\$3,013,613	\$3,570,175
Revenues Summary	\$1,392,107	\$1,395,841	\$1,480,275
Net Cost Summary	\$1,525,544	\$1,617,772	\$2,089,900
FTE Summary	23.42	25.60	26.95

Figure D-181: Development Budget Summary

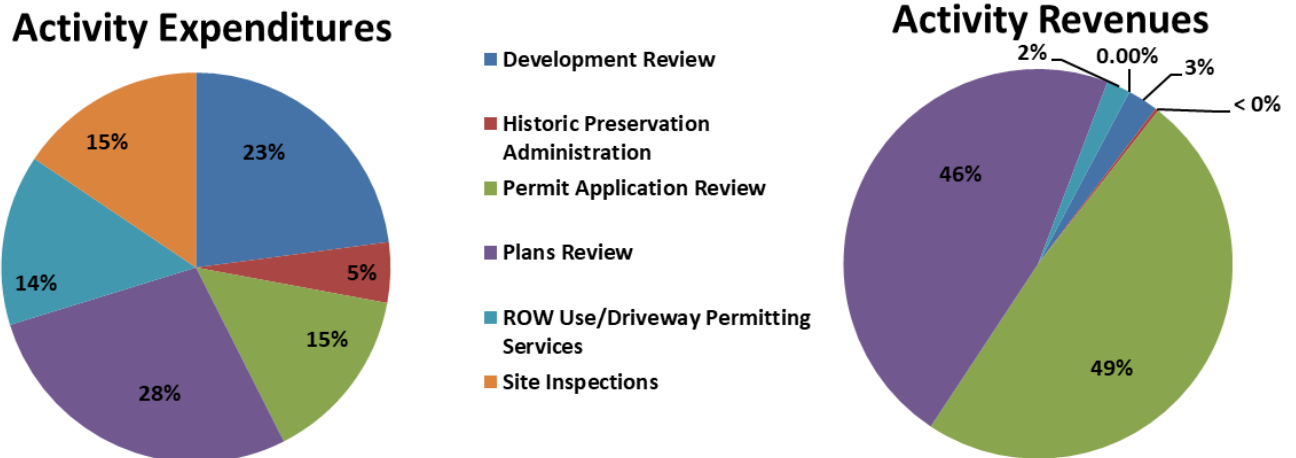


Figure D-182: Development Review Activity Pie Charts

Development Review Activity Continued

Core Services

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

Development Review

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

Historic Preservation Administration

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

Permit Application Review

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

Plans Review

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

ROW Use/Driveway Permitting Services

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

Site Inspections

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

Development Review Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Development Review	5.34	481,881	336,137	818,018	37,650	780,368
Historic Preservation Administration	1.45	140,798	37,955	178,753	4,200	174,553
Permit Application Review	6.44	399,212	112,716	521,928	720,835	(198,907)
Plans Review	7.21	860,272	128,836	989,108	688,425	300,683
ROW Use/Driveway Permitting Services	3.38	456,291	49,719	506,011	29,165	476,846
Site Inspections	3.13	543,053	13,304	556,357	-	556,357
FY 2020 Total:	26.95	\$2,881,507	\$688,667	\$3,570,175	\$1,480,275	\$2,089,900

Figure D-183: Development Review Activity Costs

Economic Development Activity

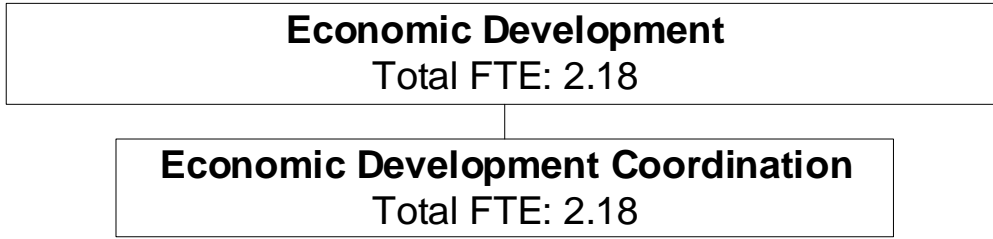


Figure D-184: Economic Development Activity

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$262,035	\$286,021	\$230,750
Revenues Summary	\$0	\$0	\$0
Net Cost Summary	\$262,035	\$286,021	\$230,750
FTE Summary	2.23	2.38	2.18

Figure D-185: Economic Development Budget Summary

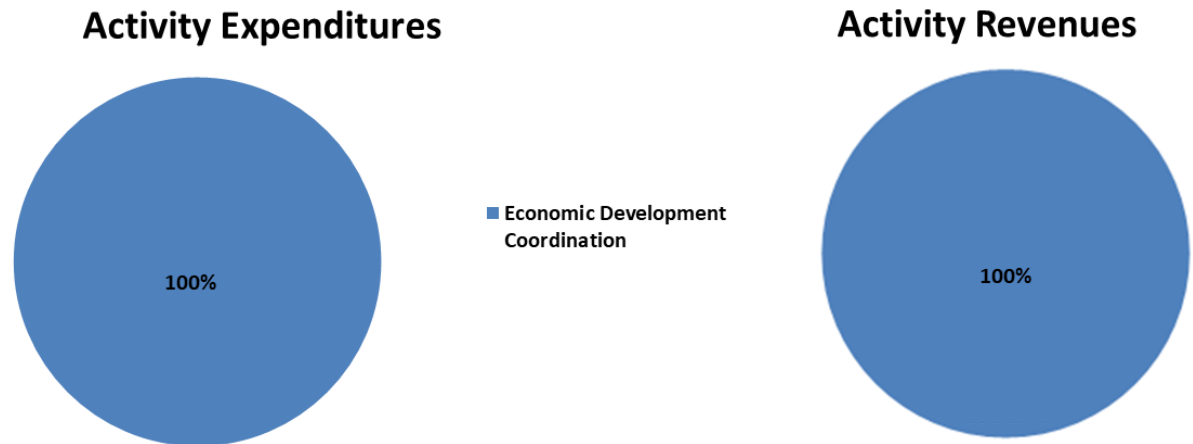


Figure D-186: Economic Development Activity Pie Charts

Economic Development Activity Continued

Core Services

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

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

Economic Development Coordination

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

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Economic Development Coordination	2.18	176,853	53,897	230,750	-	230,750
FY 2020 Total:	2.18	\$176,853	\$53,897	\$230,750	\$0	\$230,750

Figure D-187: Economic Development Activity Costs

Local Business Taxes Activity

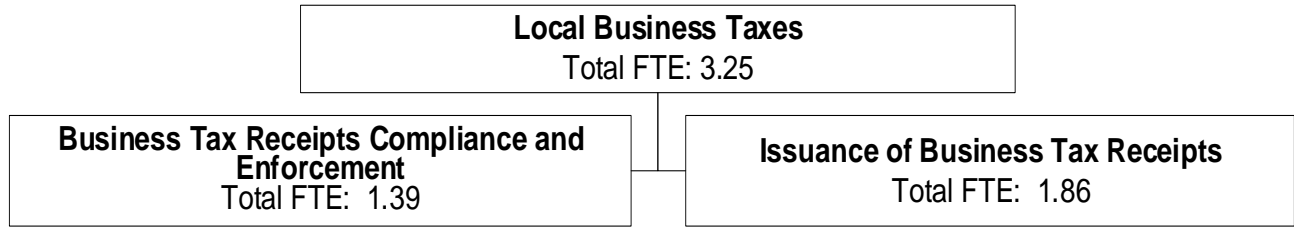


Figure D-188: Local Business Taxes Activity

Mission

To collect revenue through a Local Business Tax in the form of a yearly receipt which certifies an individual or business to engage in commercial activities in conformance with applicable zoning, building and development codes.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$284,460	\$281,748	\$290,069
Revenues Summary	\$1,596,600	\$1,589,925	\$1,721,200
Net Cost Summary	(\$1,312,140)	(\$1,308,177)	(\$1,431,131)
FTE Summary	3.19	3.20	3.25

Figure D-189: Local Business Taxes Budget Summary

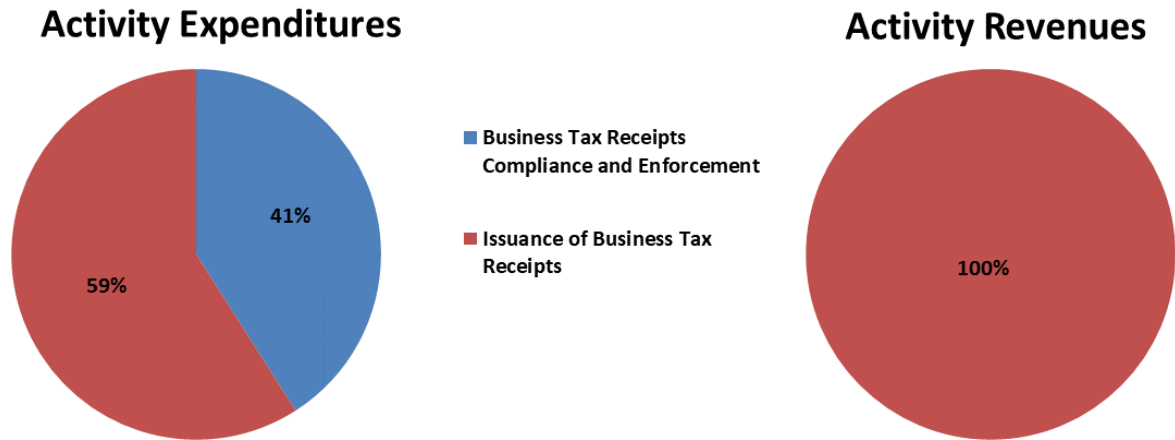


Figure D-190: Local Business Taxes Activity Pie Charts

Local Business Taxes Activity Continued

Core Services

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

Business Tax Receipts Compliance and Enforcement

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

Issuance of Business Tax Receipts

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

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Issuance of Business Tax Receipts	1.39	90,163	28,637	118,800	-	118,800
Business Tax Receipts Compliance and Enforcement	1.86	141,845	29,424	171,269	1,721,200	(1,549,931)
FY 2020 Total:	3.25	\$232,008	\$58,061	\$290,069	\$1,721,200	(\$1,431,131)

Figure D-191: Local Business Taxes Activity Costs

Neighborhood Programs Activity

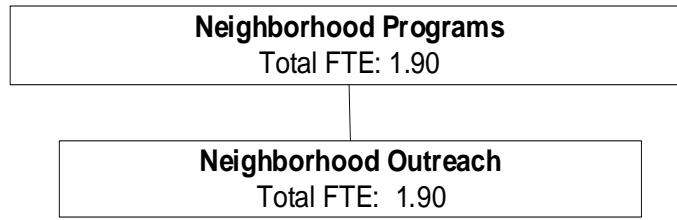


Figure D-192: Neighborhood Programs Activity

Mission

To plan for and support the revitalization of Lakeland neighborhoods by developing partnerships which align citizen and government action designed to strengthen these fundamental building blocks of a quality City.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$368,364	\$368,045	\$369,578
Revenues Summary	\$0	\$0	\$0
Net Cost Summary	\$368,364	\$368,045	\$369,578
FTE Summary	2.01	1.94	1.90

Figure D-193: Neighborhood Programs Activity Budget Summary

Activity Expenditures

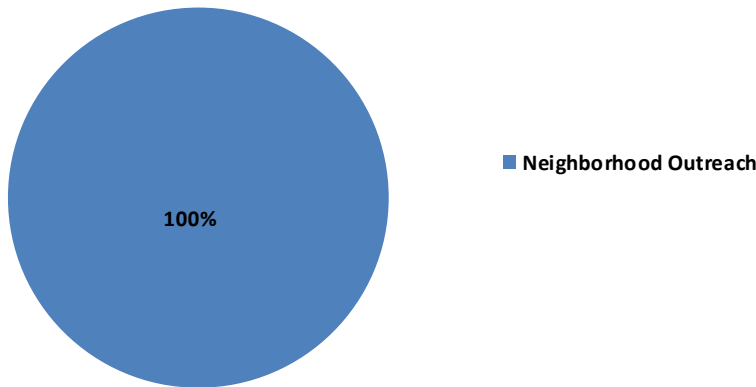


Figure D-194: Neighborhood Programs Activity Pie Chart

Neighborhood Programs Activity Continued

Core Services

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

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

Neighborhood Outreach

Principles:

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

Roles:

Facilitation:

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

Data Collection:

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

Training and Education:

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

Neighborhood Programs Activity Continued

Core Services Continued

Communication:

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

Resources and Referrals:

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

Changes and Accomplishments

- Replaced hard copy printed agenda packets with digital copies accessed via tablet by members of the Planning and Zoning Board, Zoning Board of Adjustment and Appeals and Historic Preservation Board.
- Consolidated Planning and Housing Divisions and realigned Community Redevelopment Agency (CRA) housing program funds with Federal and State funding programs.
- Partnered with Polk County's Housing & Neighborhood Development Division to fund and contract a new State Housing Initiatives Partnership (SHIP) strategy, Rapid Rehousing, to assist homeless families and those in danger of becoming homeless. The new strategy encourages a set aside of up to 15% (\$25,000 from Lakeland combined with \$100,000 from Polk County), with a contract awarded to Peace River Center. The Housing Division opted to draft a separate RPF from the County for SHIP 2017-2018 funds of \$65,000 and has awarded the allocation to Society of St. Vincent de Paul to administer the project.
- Assisted Banyan Development to secure waiver of non-utility impact fees totaling \$676,930 to aid in the development of 139 affordable senior apartment units at Providence Reserve.
- Preparing closeout of NSP1 with approximately \$197,000 in program income to be shifted to CDBG-eligible activities. Once completed, both rounds of Neighborhood Stabilization Program funding first awarded in 2009 will be officially closed.
- Processed impact fee payments totaling \$1,805,655.47 (Transportation - \$922,736.12; Fire - \$188,540.63; Law Enforcement - \$218,499.32; Parks and Recreation - \$405,879.40) through May 1, 2019.
- Streamlined the monthly reconciliation of County impact fees collected and established Automated Clearing House (ACH) payment method.
- Initiated 5-year Impact Fee Study, with consideration and adoption by the City Commission in the fall of 2019 (effective 1/1/2020).
- Initiated 10-year Comprehensive Plan Update. Public engagement is underway with final adoption planned for late 2020.
- Reviewed 48 concept plans totaling more than 2.4 million square feet of proposed development.
- Approved 42 commercial site plans totaling more than 1.8 million square feet of development.

Neighborhood Programs Activity Continued

Changes and Accomplishments Continued

- Prepared and submitted three funding requests to the Polk TPO totaling \$2.9 million. The applications were for the Chase Street Trail, Tenoroc Trail PD&E Study (Beyond Segment 1) and West Lake Hunter Trail Master Plan project proposals.
- Provided support to FDOT for the SR 37/Florida Avenue Road-Diet Test, Lakeland Intermodal Center and Lakeland Area Alternatives Analysis planning efforts. Prepared summaries and materials in support of improvements at the Interstate 4/State Road 33 Interchange (Exit 38) and the State Road 572/Drane Field Road Corridor
- Recorded three subdivision plats (one residential, two commercial). Lakeside Preserve Phase 1 (135 single-family residential lots) was recorded on 3/1/2019; Key Logistics Center was recorded on 11/8/18 and MidFlorida Facilities Center was recorded on 4/26/2019.
- Administered housing rehabilitation assistance to twenty (20) low income families (including nine (9) emergency repairs) at a cost of \$1,033,759. Three (3) additional projects totaling \$264,578 are currently in progress, to be completed by the end of FY2019.
- Administered \$66,183 in home purchase assistance to five (5) families leveraging \$607,181 in private investment (each \$1.00 of public assistance generated \$9.17 of private investment).
- Developed and implemented policy and process for \$20,000 allocated by the City Commission in FY18 budget for a new SurfLakeland Digital Divide grant program with which to aid qualified nonprofit agencies in providing Wi-Fi to clients and customers. Applications from three (3) organizations were received and are currently under review for consideration by the Affordable Housing Advisory Committee (AHAC) and recommendation will be forwarded to City Commission.
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- Preparing closeout of NSP1 with approximately \$197,000 in program income to be shifted to CDBG-eligible activities. Once completed, both rounds of Neighborhood Stabilization Program funding first awarded in 2009 will be officially closed.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Neighborhood Outreach	1.90	156,121	213,457	369,578	-	369,578
FY 2020 Total:	1.90	\$156,121	\$213,457	369,578	\$0	\$369,578

Figure D-195: Neighborhood Programs Activity Costs
Fiscal Year 2020 Annual Budget

Planning Services Activity

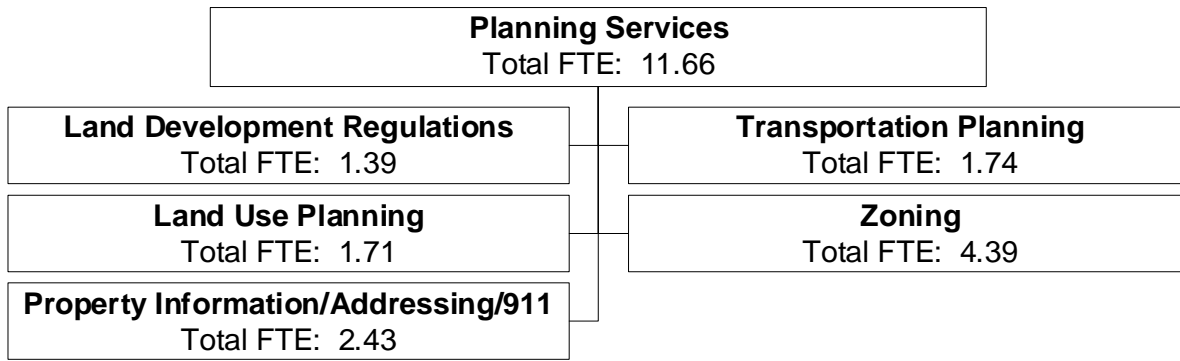


Figure D-196: Planning Services Activity

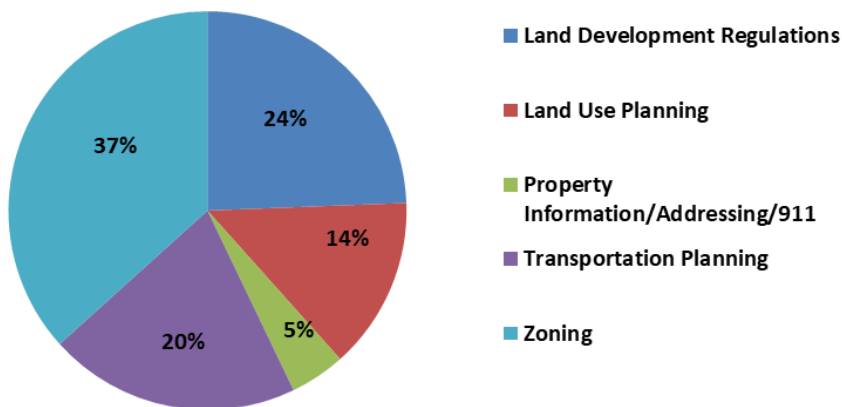
Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$2,097,426	\$1,789,371	\$2,058,025
Revenues Summary	\$65,316	\$51,867	\$127,450
Net Cost Summary	\$2,032,110	\$1,737,504	\$1,930,575
FTE Summary	12.59	12.38	11.66

Figure D-197: Neighborhood Programs Activity Budget Summary

Activity Expenditures



Activity Revenues

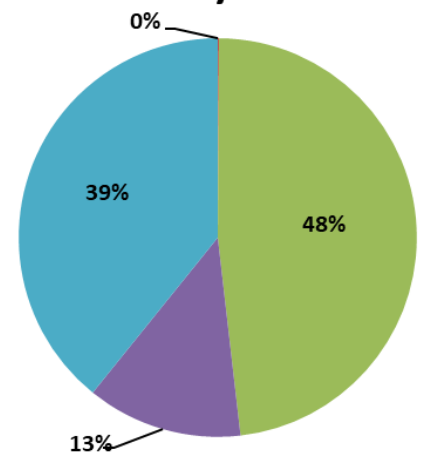


Figure D-198: Neighborhood Programs Activity Pie Charts

Planning Services Activity Continued

Core Services

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

Planning Services includes five Core Services in the following areas:

Land Development Regulations

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

Land Use Planning

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

Property Information/Addressing/E911 Standards

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

Planning Services Activity Continued

Core Services Continued

Transportation Planning

This service encompasses a wide range of activities ranging from site-specific traffic analysis to participation in the County-wide Transportation Planning Organization (TPO) that looks at long-range transportation needs over the next 20+ years. As Lakeland becomes increasingly urban in nature, transportation planning seeks to create a more walkable community that offers multiple means of connectivity to all major activity centers throughout the city.

Zoning

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

Changes and Accomplishments

- Processed impact fee payments totaling \$1,805,655.47 (Transportation - \$922,736.12; Fire - \$188,540.63; Law Enforcement - \$218,499.32; Parks and Recreation - \$405,879.40) through May 1, 2019.
- Streamlined the monthly reconciliation of County impact fees collected and established Automated Clearing House (ACH) payment method.
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Planning Services Activity Continued

Changes and Accomplishments Continued

- Administered \$66,183 in home purchase assistance to five (5) families leveraging \$607,181 in private investment (each \$1.00 of public assistance generated \$9.17 of private investment).
- Developed and implemented policy and process for \$20,000 allocated by the City Commission in FY18 budget for a new SurfLakeland Digital Divide grant program with which to aid qualified nonprofit agencies in providing Wi-Fi to clients and customers. Applications from three (3) organizations were received and are currently under review for consideration by the Affordable Housing Advisory Committee (AHAC) and recommendation will be forwarded to City Commission.
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- Preparing closeout of NSP1 with approximately \$197,000 in program income to be shifted to CDBG-eligible activities. Once completed, both rounds of Neighborhood Stabilization Program funding first awarded in 2009 will be officially closed.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Land Development Regulations	1.39	145,813	356,139	501,952	-	501,952
Land Use Planning	1.71	154,449	133,541	287,990	120	287,870
Property Information/ Addressing/911	2.43	179,912	(87,414)	92,498	61,280	31,218
Transportation Planning	1.74	189,027	231,615	420,643	16,100	404,543
Zoning	4.39	445,390	309,552	754,942	49,950	704,992
FY 2020 Total:	11.66	\$1,114,591	\$943,433	\$2,058,025	\$127,450	\$1,930,575

Figure D-199: Neighborhood Programs Activity Costs



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Environmental and Utility Services Program

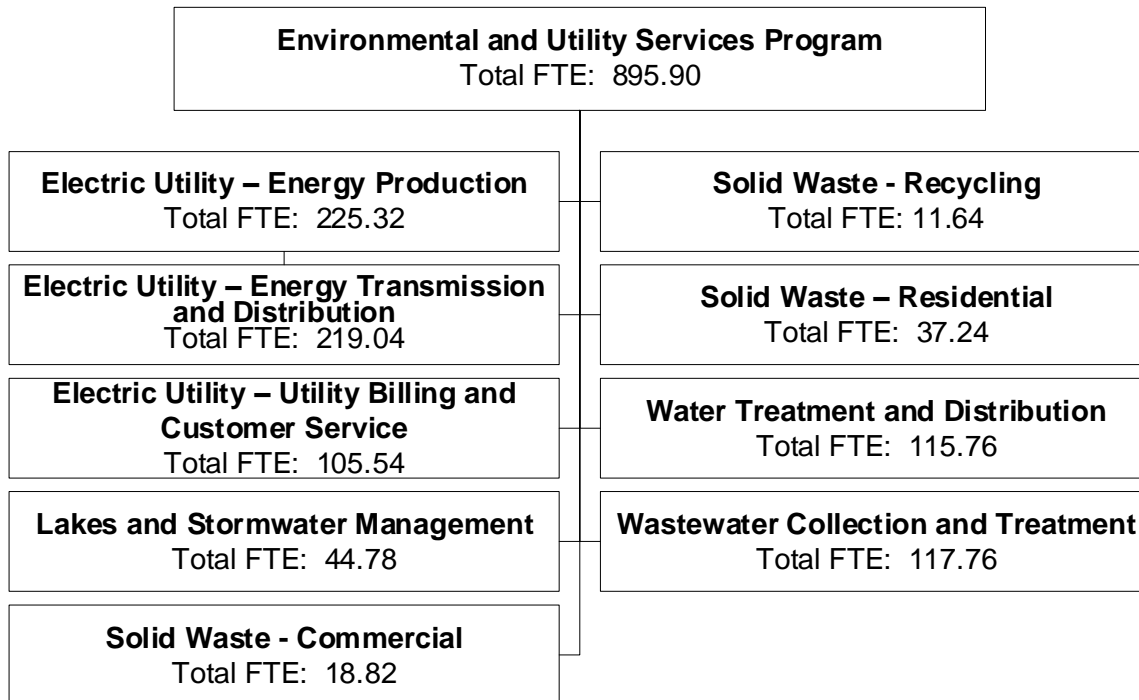


Figure D-200: Environmental and Utility Services Program

Program Summary

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$396,148,174	\$404,558,322	\$412,773,336
Revenues Summary	\$436,373,004	\$446,018,141	\$459,126,712
Net Cost Summary	(\$40,224,830)	(\$41,459,819)	(\$46,353,76)
FTE Summary	891.15	886.24	895.90

Figure D-201: Environmental and Utility Services Program Budget Summary

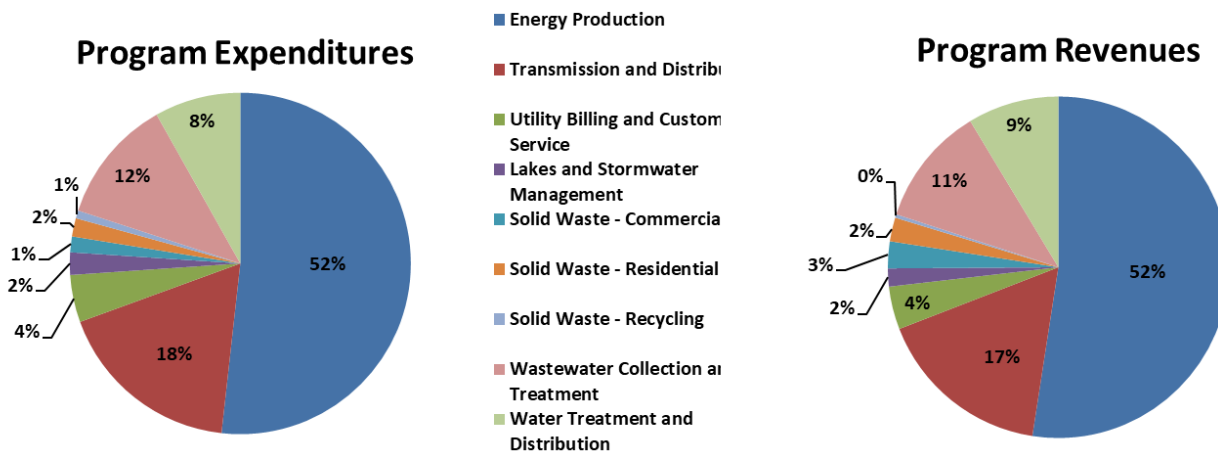


Figure D-202: Environmental and Utility Services Program Pie Charts

Electric Utility – Energy Production Activity

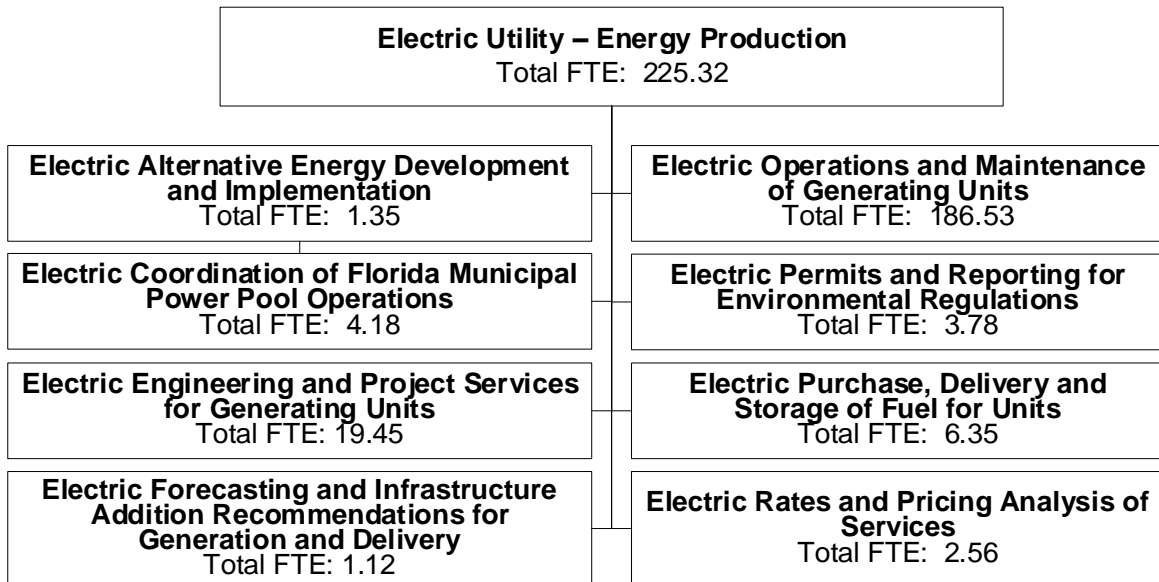


Figure D-203 Electric Utility – Energy Production Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$205,386,718	\$208,879,267	\$213,628,659
Revenues Summary	\$230,483,333	\$233,205,912	\$240,740,751
Net Cost Summary	(\$25,096,615)	(\$24,326,645)	(\$27,112,092)
FTE Summary	235.17	227.13	225.32

Figure D-204: Electric Utility – Energy Production Activity Budget Summary

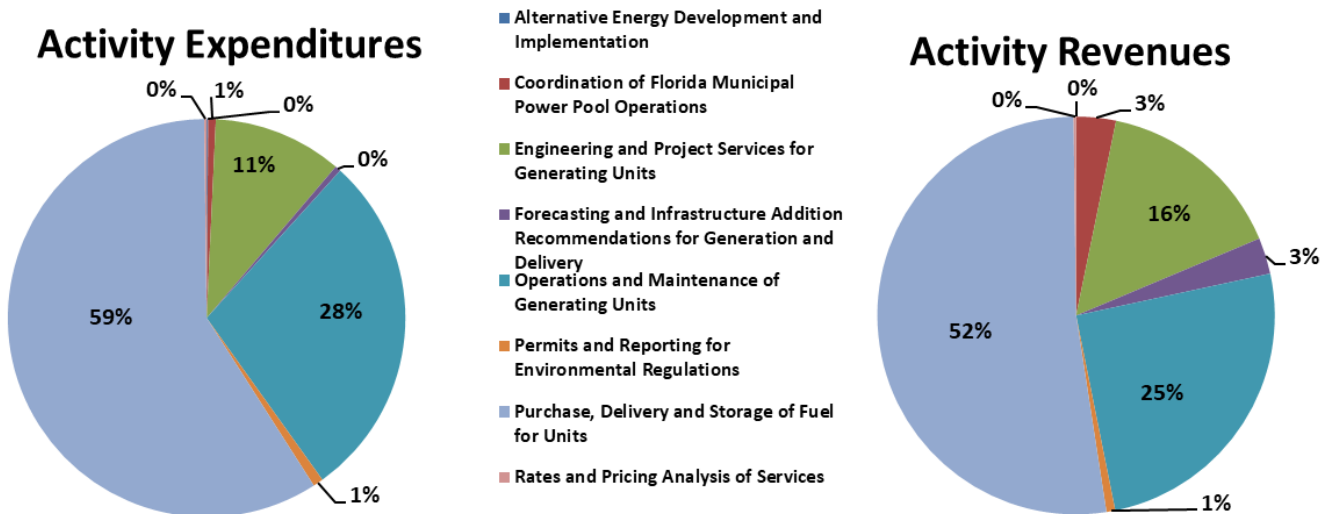


Figure D-205: Electric Utility – Energy Production Activity Pie Charts

Electric Utility – Energy Production Activity Continued

Core Services

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

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

Electric Alternative Energy Development and Implementation

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

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

Electric Coordination of Florida Municipal Power Pool Operations

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

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

Electric Utility – Energy Production Activity Continued

Core Services Continued

Electric Engineering and Project Services for Generating Units

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

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

Electric Forecasting and Infrastructure Addition Recommendations for Generation and Delivery

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

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

Electric Operations and Maintenance of Generating Units

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

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

Electric Permits and Reporting for Environmental Regulations

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

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

Electric Utility – Energy Production Activity Continued

Core Services Continued

Electric Purchase, Delivery and Storage of Fuel for Units

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

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

Electric Rates and Pricing Analysis of Services

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

Changes and Accomplishments

- Installation of 125 MW peaking unit at McIntosh is on target for start-up in January 2020.
- Announced the mothballing of McIntosh Unit 3 on or before Fall 2024.
- Reduced table of organization by 9 full-time positions across Lakeland Electric
- Sourced a spare turbine rotor for U8 major inspection, cutting the outage from 120 to 61 days; saving significant money.

Electric Utility – Energy Production Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Alternative Energy Development and Implementation	1.35	254,354	13,963	268,316	11,913	256,403
Coordination of Florida Municipal Power Pool Operations	4.18	767,115	555,362	1,322,477	7,774,453	(6,451,976)
Engineering and Project Services for Generating Units	19.45	3,196,697	19,250,069	22,446,766	37,175,167	(14,728,401)
Forecasting and Infrastructure Addition Recommendations for Generation and Delivery	1.12	174,989	849,114	1,024,103	7,080,687	(6,056,584)
Operations and Maintenance of Generating Units	186.53	21,154,569	39,454,226	60,608,794	60,708,206	(99,412)
Permits and Reporting for Environmental Regulations	3.78	781,732	988,282	1,770,014	1,721,538	48,476
Purchase, Delivery and Storage of Fuel for Units	6.35	925,077	124,855,921	125,780,998	125,791,861	(10,863)
Rates and Pricing Analysis of Services	2.56	277,318	129,874	407,191	476,926	(69,735)
FY 2020 Total:	225.32	\$27,531,851	\$186,096,811	\$213,628,659	\$240,740,751	(\$27,112,092)

Figure D-206: Electric Utility – Energy Production Activity Costs

Electric Utility – Transmission and Distribution Activity

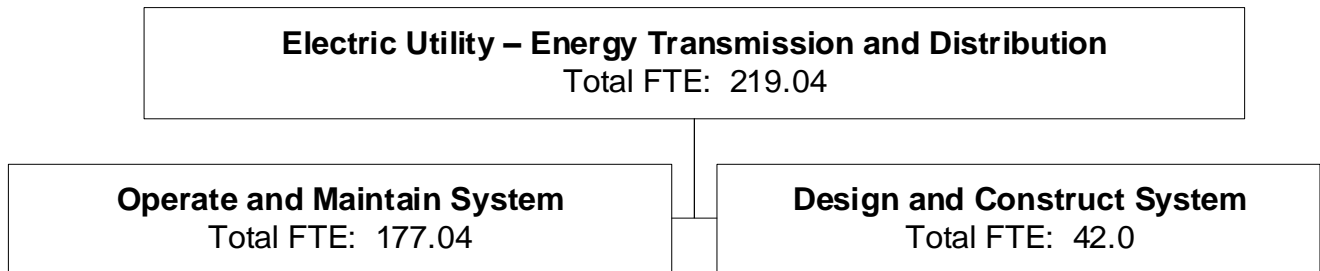


Figure D-207: Electric Utility – Transmission and Distribution Activity

Mission

To safely, reliably and efficiently deliver electric power from Lakeland Electric’s generation facilities and interconnections with other utilities to our customers throughout the 246 square mile utility service area.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$70,401,190	\$78,817,985	\$72,988,646
Revenues Summary	\$76,239,598	\$78,152,851	\$76,597,545
Net Cost Summary	(\$5,838,408)	\$665,134	(\$3,608,899)
FTE Summary	217.92	218.21	219.04

Figure D-208: Electric Utility – Transmission and Distribution Activity Budget Summary

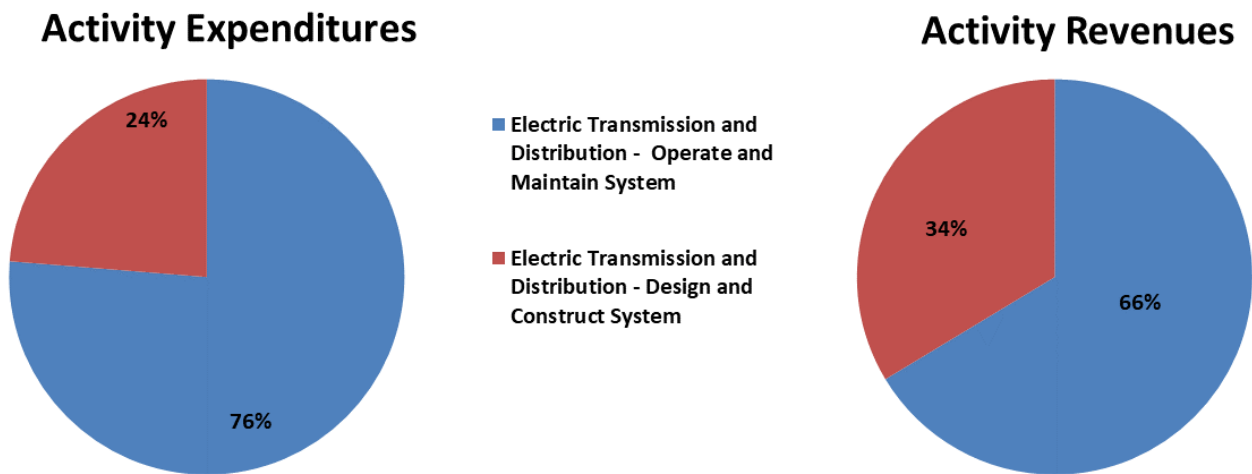


Figure D-209: Electric Utility – Transmission and Distribution Activity Pie Charts

Electric Utility – Transmission and Distribution Activity Continued

Core Services

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

Operate and Maintain System

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

Design and Construct System

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

Changes and Accomplishments

- Improved reliability metrics year-over year; beating goal for 2019.
- Upgraded/storm hardened Northwest to Larsen Transmission line.

Electric Utility – Transmission and Distribution Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Electric Transmission and Distribution - Operate and Maintain System	177.04	20,132,104	35,537,988	55,670,092	50,829,536	4,840,556
Electric Transmission and Distribution - Design and Construct System	42.00	6,396,152	10,922,401	17,318,554	25,768,009	(8,449,455)
FY 2020 Total: 219.04 \$26,528,256 \$46,460,359 \$72,988,646 \$76,597,545 (\$3,608,899)						

Figure D-210: Electric Utility – Transmission and Distribution Activity Costs

Electric Utility – Billing and Customer Service Activity

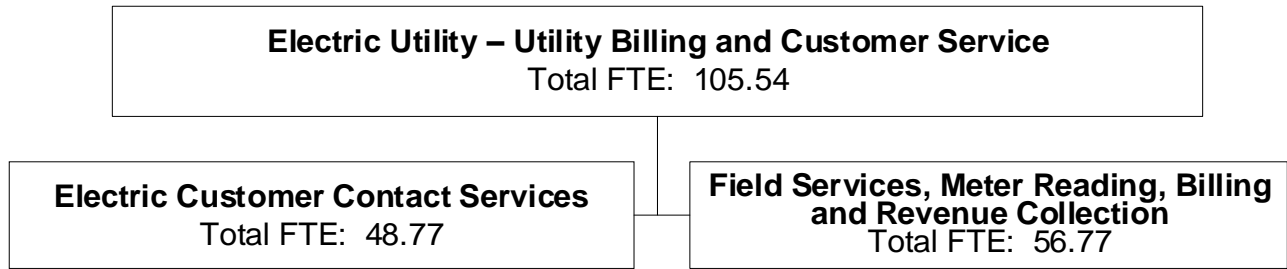


Figure D-211: Electric Utility – Billing and Customer Service Activity

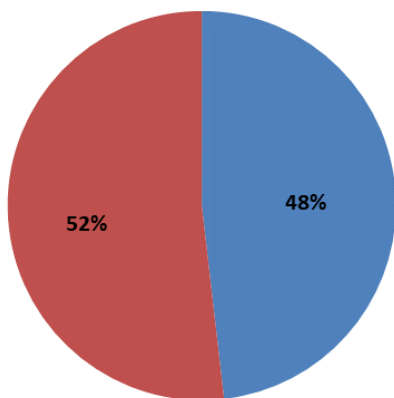
Mission

To create and maintain quality utility billing and customer service in a customer focused and cost-efficient environment which meets or exceeds customers’ needs and expectations while developing and managing resources vital to the City of Lakeland’s success and pursuit of excellence.

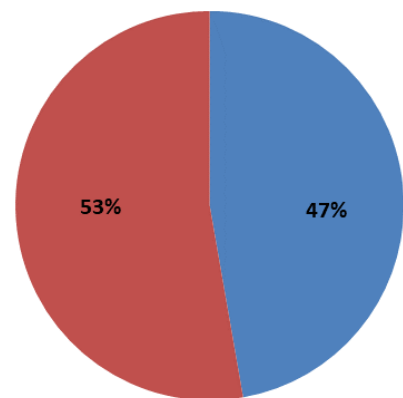
	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$21,497,050	\$15,082,842	\$18,516,306
Revenues Summary	\$20,263,919	\$22,183,854	\$18,691,175
Net Cost Summary	\$1,233,131	(\$7,101,012)	(\$174,869)
FTE Summary	104.44	103.84	105.54

Figure D-212: Electric Utility – Billing and Customer Service Activity Budget Summary

Activity Expenditures



Activity Revenues



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

Figure D-213: Electric Utility – Billing and Customer Service Activity Pie Charts

Electric Utility – Billing and Customer Service Activity Continued

Core Services

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

Electric Customer Contact Services

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

Field Services, Meter Reading, Billing and Revenue Collection

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

Changes and Accomplishments

- Continue to achieve top quartile performance in customer service metrics:
- First contact resolution (98%), CSR Productivity (97%), and Average Time to Answer (15 seconds) are all the best results on record
- Delinquent accounts and write-offs both top quartile in annual benchmarking survey.
- Implemented cloud-based architecture for Harris-Cayenta Customer Information system. Change from local hosting and maintenance to cloud-based version will reduce information technology expenses \$400k per year effective next fiscal year.

Electric Utility – Billing and Customer Service Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Electric Customer Contact Services	48.77	3,043,856	5,831,171	8,920,026	8,829,841.77	90,184.23
Electric Field Services, Meter Reading, Billing and Revenue Collection	56.77	4,099,934	5,496,346	9,596,280	9,861,332.93	(265,052.93)
FY 2020 Total:	105.54	\$7,143,790	\$11,372,517	\$18,516,306	\$18,691,175	(\$174,869)

Figure D-214: Electric Utility – Billing and Customer Service Activity Costs

Lakes and Stormwater Management Activity

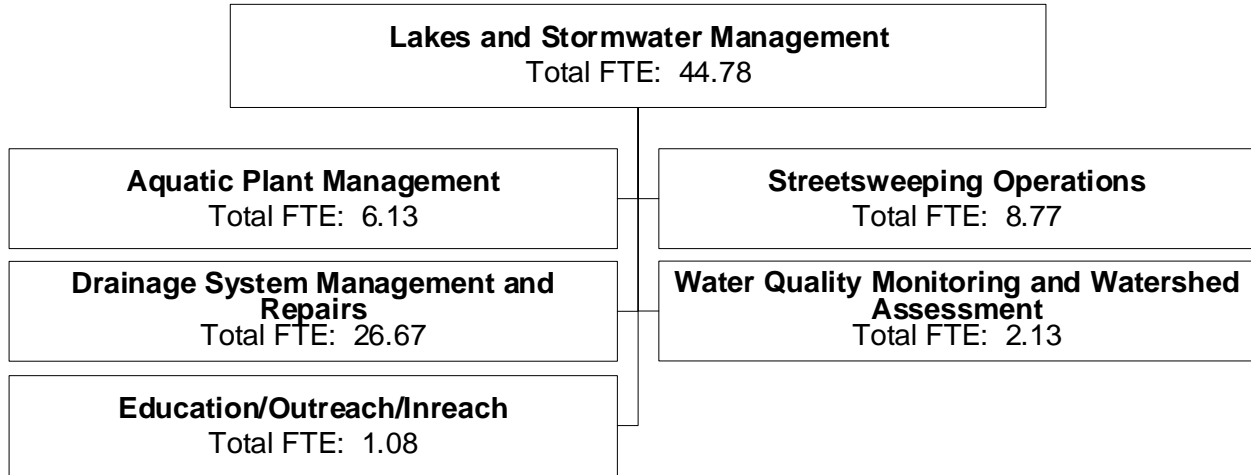


Figure D-215: Lakes and Stormwater Management Activity

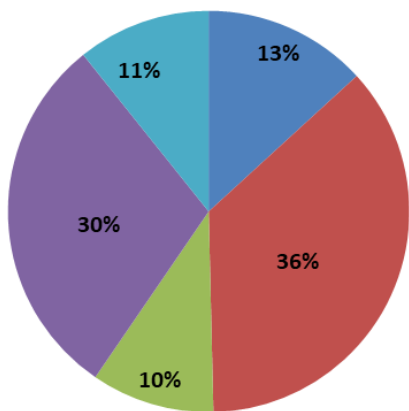
Mission

To provide programs and services for the preservation and enhancement of surface water and other natural resources in the City including flood control and stormwater infrastructure.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$6,787,526	\$8,247,448	\$8,756,834
Revenues Summary	\$5,425,922	\$6,933,895	\$7,821,730
Net Cost Summary	\$1,361,604	\$1,313,553	\$935,104
FTE Summary	40.01	40.96	44.78

Figure D-216: Lakes and Stormwater Management Activity Budget Summary

Activity Expenditures



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

Activity Revenues

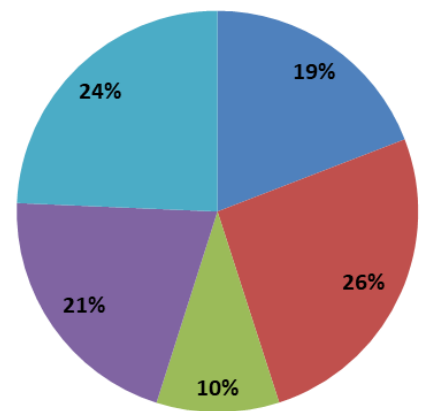


Figure D-217: Lakes and Stormwater Management Activity Pie Charts

Lakes and Stormwater Management Activity Continued

Core Services

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

The retrofitting of stormwater infrastructure to provide treatment of runoff is a major component of this service, as stormwater is a significant source of pollutant-loading to lakes and streams. Engineering studies and construction projects are being conducted to address local flooding problems. Lakes & Stormwater also works to control water levels in lakes and other water bodies through the development of fluctuation schedules and by operating water level control structures.

Lakes and Stormwater is also responsible for permitting and enforcement of City regulations pertaining to construction in lakes and discharges to the City's stormwater system required under the City's United States Environmental Protection Agency (USEPA) and Stormwater National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit.

Participates in a variety of educational programs throughout the community to create awareness and cooperation in the protection of the City's natural resources. Volunteers assist staff in implementing watershed projects through the Adopt-A-Lake program and the monitoring of water quality in the major lakes. Aquatic plant management involving both the planting of desirable vegetation and the removal of exotic and nuisance plants.

Aquatic Plant Management

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

Drainage System Management and Repairs

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

Lakes and Stormwater Management Activity Continued

Core Services Continued

Education/Outreach/Inreach

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

Streetsweeping Operations

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

Water Quality Monitoring and Watershed Assessment

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

Lakes and Stormwater Management Activity Continued

Changes and Accomplishments

- Lakes & Stormwater Division was awarded the 2018 Program of Excellence in Stormwater Management by the Florida Stormwater Association. The award was accepted by Lakes & Stormwater staff at the June 2018 Florida Stormwater Association annual conference.
- Successfully petitioned Florida Department of Environmental Protection to remove Crystal Lake from the Verified Impaired Surface Waters List for the term of five years. This will allow the City to complete further assessment of the lake and its nutrient loading source and present a restoration plan to FDEP that will focus on a lake specific nutrient reduction plan outside of the burden of the Total Maximum Daily Load (TMDL) requirements.
- Initiated Lake Hunter Stormwater BMP Improvement project under a Cooperative Funding Initiative grant from Southwest Florida Water Management District. The Stormwater BMP project will remove sediment and nutrients from previously untreated stormwater as a first phase of water quality restoration in Lake Hunter and is part of the approved TMDL Prioritization Plan for compliance requirements for Lake Hunter.
- Initiated Lake Hollingsworth TMDL assessment under the TMDL Prioritization Plan. Nutrient loading to the lake will be evaluated through surrounding land use categorization and collection and analysis of lake bottom sediments.
- Solicited RFQs and initiated a CCNA for a Stormwater Management Master Plan that will be utilized to prepare the City for stormwater management, treatment and flood control for future development and redevelopment.
- Completed the Comprehensive Lake Management Plan that will be utilized for the upcoming decade to assess the water quality and regulatory status of each of the City's priority water bodies, prioritize restoration plans and allow the Lakes & Stormwater Division to more actively pursue and focus water quality improvement projects based on the reports' findings and recommendations.
- Successfully completed the Cycle 4/Year 2 National Pollutant Discharge Elimination System (NPDES) Annual Report (FDEP indicated the report was exemplary)
- Submitted Updated Stormwater Management Plan to FDEP for FY19
- Submitted Updated TMDL Prioritization Plan to FDEP for FY19
- Completed lakeshore stabilization projects to repair significant erosion on Lake Morton and Lake Beulah
- Completed a successful new educational and public outreach Public Service Ad featuring Ollie the Otter, and developed associated educational materials for distribution
- Completed Lake Bonny Drainage Study to evaluate potential options to increase flow from Lake Bonny to Lake Parker to mitigate flood potential
- Completed monthly shoreline assessments of Lake Parker, Lake Gibson, Lake Crago, Lake Bonny, Lake John, Lake Somerset, Lake Wire, Lake Mirror, Lake Morton, Lake Hollingsworth, Lake Beulah, and Lake Hunter
- Completed quarterly water sampling of Lake Mirror, Lake Morton, Lake Beulah, Lake Bonnet, Lake Wire, and Lake Horney
- Initiated aquatic vegetation surveys utilizing sonar, GPS, Biobase software applications, and the FDEP Lakes Vegetation Index (LVI) system to accurately establish biomass in City lakes. Tracking changes in biomass over time will assist in establishing ecosystem biodiversity and lake health and assist the Lakes & Stormwater Division in focusing resources on improving lakes with poor quality habitats.

Lakes and Stormwater Management Activity Continued

Changes and Accomplishments Continued

- The City of Lakeland has developed a cooperative relationship with Polk County Natural Resources Division, the City of Winter Haven, and the Florida Fish and Wildlife Commission (FWC) to review aquatic plant management techniques and schedules to ensure each agency is not duplicating the efforts of other agencies. The cooperative also completes aquatic plant surveys in the City's lakes with Public Access, and Polk County has assisted the City in the herbicide application of invasive and nuisance vegetation in several lakes this year. The sharing of resources has benefited the City in many ways, including reducing the amount of time and effort to assess lake vegetation biomass and in invasive species control. These efforts have saved the Division up to \$50,000 annually on reduced staff time and pesticide purchases.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Aquatic Plant Management	6.13	396,494	760,130	1,156,624	1,497,475.00	(340,851)
Drainage System Management and Repairs	26.67	1,037,690	2,151,069	3,188,760	2,023,859.00	1,164,901
Education/Outreach/Inreach	1.08	109,378	760,130	869,508	774,134.00	95,374
Streetsweeping Operations	8.77	322,421	2,278,924	2,601,345	1,623,477.00	977,868
Water Quality Monitoring & Watershed Assessment	2.13	182,106	758,490	940,597	1,902,785.00	(962,188)
FY 2020 Total:	44.78	\$2,048,089	\$6,708,743	\$8,756,834	\$7,821,730	\$935,104

Figure D-218: Lakes and Stormwater Management Activity Costs

Solid Waste - Commercial Activity

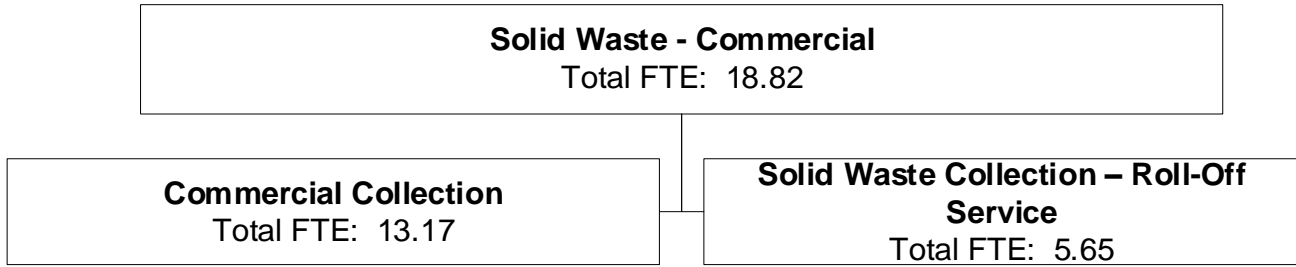


Figure D-219: Solid Waste - Commercial Activity

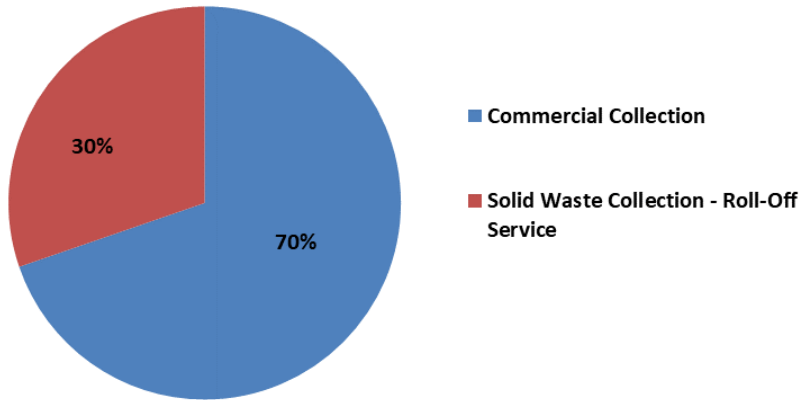
Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$5,232,366	\$5,494,394	\$6,155,210
Revenues Summary	\$8,484,258	\$9,232,264	\$11,685,400
Net Cost Summary	(\$3,251,892)	(\$3,737,870)	(\$5,530,190)
FTE Summary	18.49	17.82	18.82

Figure D-220: Solid Waste - Commercial Activity Budget Summary

Activity Expenditures



Activity Revenues

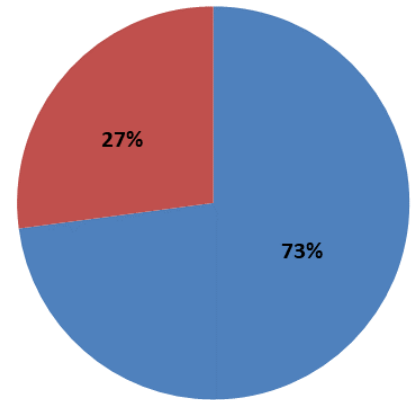


Figure D-221: Solid Waste - Commercial Activity Pie Charts

Solid Waste - Commercial Activity Continued

Core Services

Commercial Collection

The Solid Waste Management Division provides municipal solid waste collection for commercial customers one to six days per week by offering Front-Loader and Roll-Off service. Both services offer various sizes of dumpster containers. Commercial yard trash collection and recycling collection are available on a fee-based schedule.

Solid Waste Roll-off

The City of Lakeland Solid Waste Management Division offers roll-off service for high volume waste generators within the City's incorporated area. The City offers various size roll-off containers that will best fit your specific need. We offer 20, 30 and 40-yard roll-offs and we can provide service if you have your own container.

Changes and Accomplishments

- Compactor services installed in Terrace Hotel Alley has improved alley cleanliness, reduced wind-blown debris issues and is proving to be a more cost-effective solution for the customers utilizing the compactor.
- The BB&T Bank Alley compactor is in its pre-construction phase and is on schedule

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Commercial Collection	13.17	913,537	3,378,705	4,292,242	8,522,053	(4,229,811)
Solid Waste Collection - Roll-Off Service	5.65	458,379	1,404,590	1,862,968	3,163,347	(1,300,379)
FY 2020 Total:	18.82	\$1,371,916	\$4,783,295	\$6,155,210	\$11,685,400	(\$5,530,190)

Figure D-222: Solid Waste - Commercial Activity Costs

Solid Waste - Recycling Activity

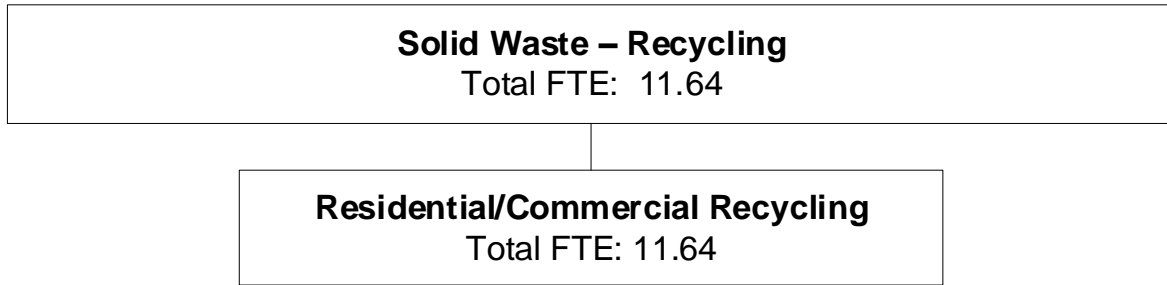


Figure D-223: Solid Waste - Recycling Activity

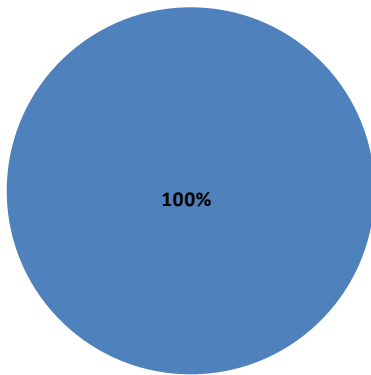
Mission

To provide Citizens and businesses of Lakeland with efficient, reliable, cost effective and environmentally conscious recycling collection services.

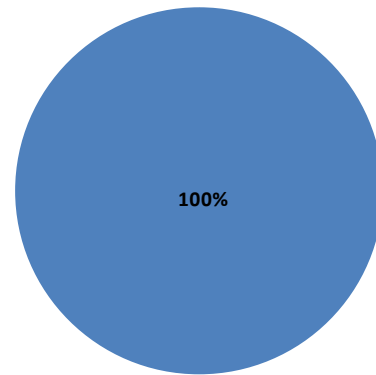
	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$2,073,958	\$3,027,040	\$3,105,381
Revenues Summary	\$1,691,948	\$555,817	\$1,499,559
Net Cost Summary	\$382,010	\$2,471,223	\$1,605,822
FTE Summary	11.03	11.62	11.64

Figure D-224: Solid Waste - Recycling Activity Budget Summary

Activity Expenditures



Activity Revenues



■ Residential/Commercial Recycling

Figure D-225: Solid Waste - Recycling Activity Pie Charts

Solid Waste - Recycling Activity Continued

Core Services

Residential/Commercial Recycling

The recycling program materials collected include aluminum and steel cans, clear and colored glass, newspapers, magazines, corrugated cardboard, #1 and #2 plastic bottles and phonebooks. Seven drop-off centers are located throughout the City for collection of magazines, clear and colored glass with three of these collection sites that accept all recyclables. Phonebooks are collected annually at curbside and established drop-off locations during January, February and March. Educational programs and recycling presentations are available upon request.

Changes and Accomplishments

- Commercial Mixed Recycling Program has seen steady growth in tons diverted, with an average of 30 additional tons per month. Commercial recycling continues to present itself as our largest opportunity for recycling growth.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Residential/Commercial Recycling	11.64	857,101	2,248,280	3,105,381	1,499,559	1,605,822
FY 2020 Total:	11.64	\$857,101	\$2,248,280	\$3,105,381	\$1,499,559	\$1,605,822

Figure D-226: Solid Waste - Recycling Activity Costs

Solid Waste - Residential Activity

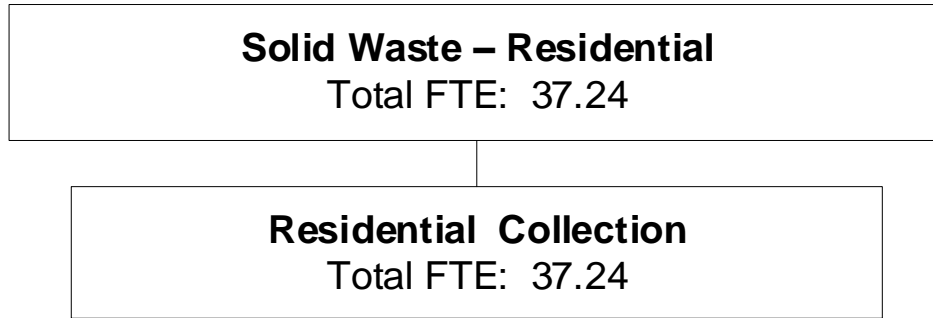


Figure D-227: Solid Waste - Residential Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$7,122,545	\$6,641,745	\$7,149,437
Revenues Summary	\$7,562,043	\$8,600,241	\$10,361,740
Net Cost Summary	(\$439,498)	(\$1,958,496)	(\$3,212,303)
FTE Summary	36.09	37.14	37.24

Figure D-228: Solid Waste - Residential Activity Budget Summary

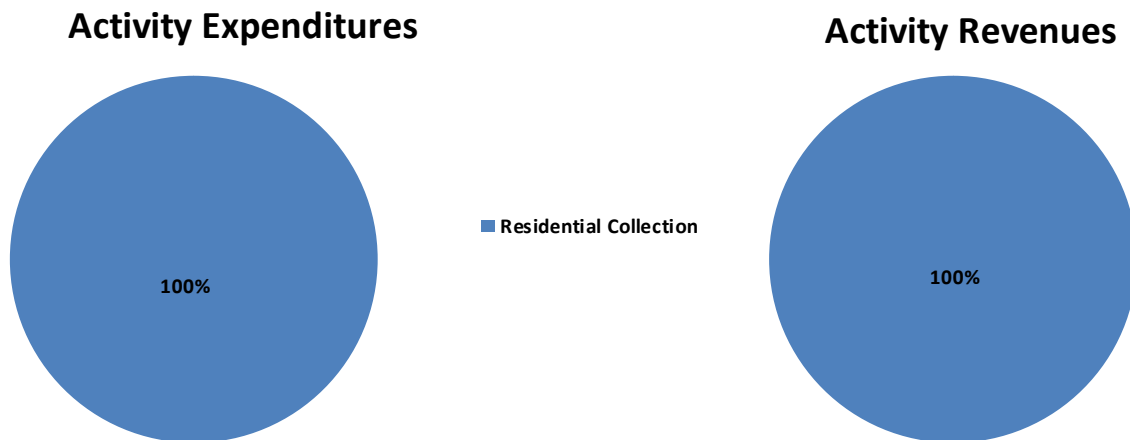


Figure D-229: Solid Waste - Residential Activity Pie Charts

Solid Waste - Residential Activity Continued

Core Service

Residential Collection

The Solid Waste Management Division provides curbside collection service to residential customers for municipal solid waste and regular yard trash collection. Also, bulk yard trash (limitation of up to 20 cubic yards once a quarter), appliances, junk, and tires (customer must call for pick-up) are collected at no additional cost to the residential customer. We have converted from a manual twice-per-week collection system to a once –per-week, pay-as-you-throw automated collection system.

Changes and Accomplishments

- Roll off services has continued to see positive sustainable growth with the addition of long-term regular customers. FY19 Revenue on track to exceed projected forecasts by 12%.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Residential Collection	37.24	2,551,242	4,598,195	7,149,437	10,361,740	(\$3,212,303)
FY 2020 Total:	37.24	\$2,551,242	\$4,598,195	\$7,149,437	\$10,361,740	(\$3,212,303)

Figure D-230: Solid Waste - Residential Activity Costs

Water Treatment and Distribution Activity

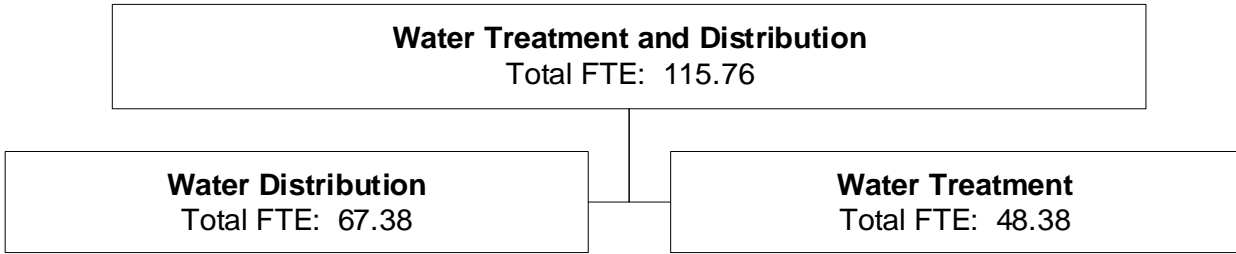


Figure D-231: Water Treatment and Distribution Activity

Mission

To provide an adequate amount of potable water for domestic use and fire protection services while meeting or exceeding required governmental guidelines at a cost competitive with comparable communities throughout the state.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$33,834,475	\$45,240,723	\$33,701,131
Revenues Summary	\$40,517,000	\$52,166,185	\$39,669,001
Net Cost Summary	(\$6,682,525)	(\$6,925,462)	(\$5,967,870)
FTE Summary	113.50	114.26	115.76

Figure D-232: Water Treatment and Distribution Activity Budget Summary

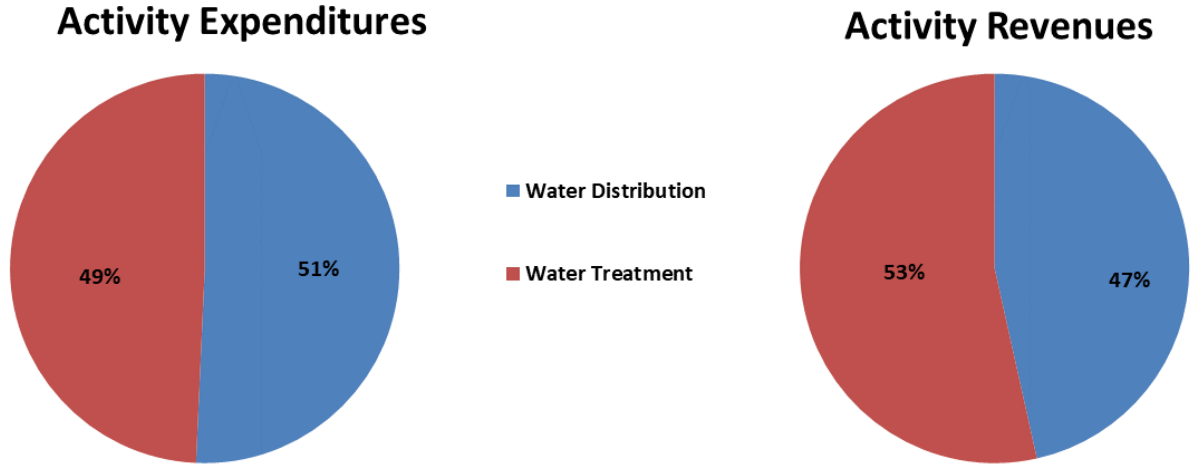


Figure D-233: Water Treatment and Distribution Activity Pie Charts

Water Treatment and Distribution Activity Continued

Core Services

Provide an excellent and reliable product, meeting public health standards by providing water plant maintenance and operations, water purification, cost effective treatment and related actions involving engineering and administration. Distribution facilities and associated equipment are maintained to provide reliable service at an established level of efficiency.

Water Distribution

Responsible for the operation, maintenance, and regulatory compliance of all City of Lakeland water distribution facilities within the water service territory. This includes all water mains, meter services, fire line services, fire hydrants, water meters, and backflow preventer assemblies. State-licensed personnel also maintain 24/7 stand-by duty for emergencies.

Water Treatment

Responsible for the operation, maintenance, and regulatory compliance of all City of Lakeland water production facilities. This includes two lime-softening water treatment plants, four ground storage tanks, nineteen potable water production wells, two well fields, three pumping stations, and over eighty environmental monitoring sites. State-licensed operators man the plants 24/7.

Changes and Accomplishments

- Water Utilities distributes free conservation kits which include showerheads, bath aerators, and kitchen aerators to our customers.
 - 1300 Kits issued (Oct. 17-May 19)
 - Average household saves 17,742 gallons per year
 - 10-year life expectancy of devices
 - Total water conserved 231 million gallons
- Due to plant expansion an alternative to drying beds had to be put into place, this is used to dewater grit and debris from line cleaning operations prior to the material being taken to the landfill for disposal. Two Debris Mate roll off dumpsters were purchased, and a raised pad constructed. This allows the Vactor Trucks to back up to the ramp and empty their debris tank into the roll off which allows water to drain off while containing the solid material.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Water Distribution	67.38	4,381,986	12,709,449	17,091,435	18,449,739	(1,358,304)
Water Treatment	48.38	4,898,562	11,711,134	16,609,696	21,219,262	(4,609,566)
FY 2020 Total:	115.76	\$9,280,548	\$24,420,583	\$33,701,131	\$39,669,001	(\$5,967,870)

Figure D-234: Water Treatment and Distribution Activity Costs

Wastewater Collection and Treatment Activity

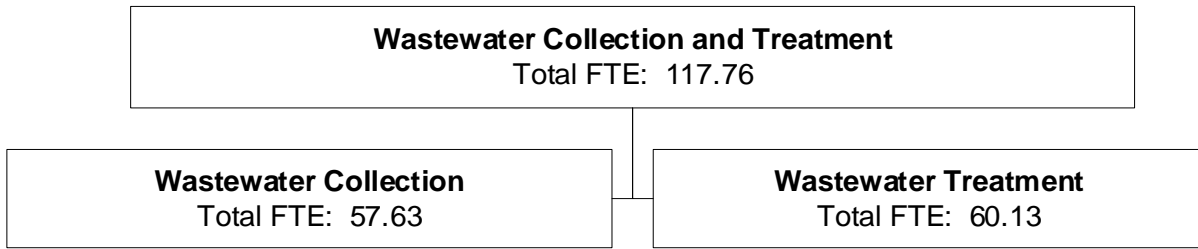


Figure D-235: Water Collection and Treatment Activity

Mission

To provide customers in the City of Lakeland’s service territory with a sufficient sewage collection and treatment system to treat and dispose of all wastewater and residual products.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$43,812,346	\$33,126,878	\$48,771,732
Revenues Summary	\$45,704,983	\$34,987,122	\$52,059,811
Net Cost Summary	(\$1,892,637)	(\$1,860,244)	(\$3,288,079)
FTE Summary	114.50	115.26	117.76

Figure D-236: Water Collection and Treatment Activity Budget Summary

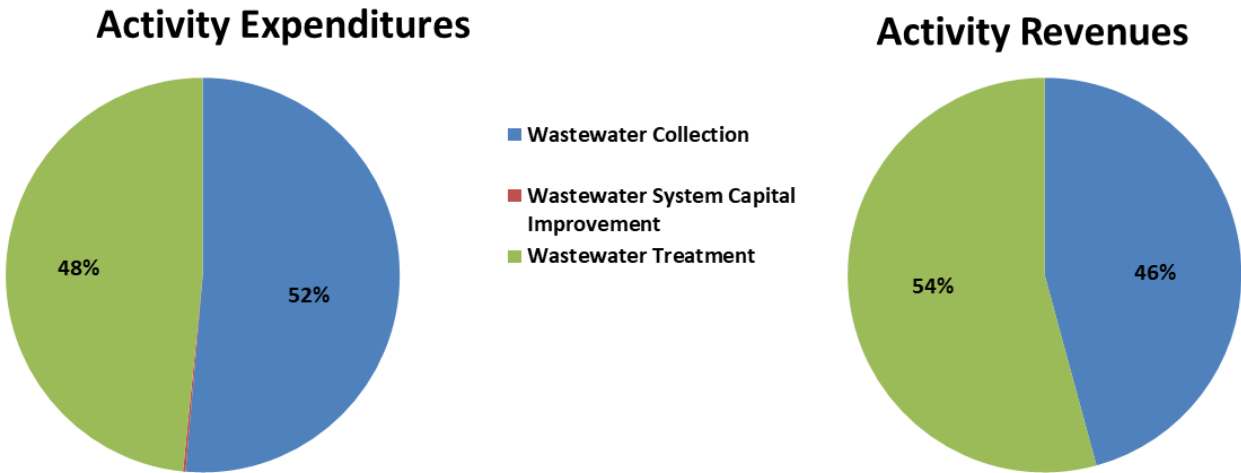


Figure D-237: Water Collection and Treatment Activity Pie Charts

Wastewater Collection and Treatment Activity Continued

Core Services

Utilizing the two Wastewater Treatment Plants (WWTP), Glendale and Northside, services include the cost-effective collection and treatment of wastewater products originating from household, commercial, and industrial establishments located within the City’s service territory. Included in the treatment process is the removal of solids which leads to the production of Class A/B sludge and reclaimed water meeting industrial reuse standards.

Wastewater Collection

The wastewater collection service is the conveyance system that delivers wastewater from the point of service to a treatment plant. Included in this operation are gravity sewers, lift stations and force mains. Auxiliary services are grease abatement, industrial pretreatment and the mechanical/electrical maintenance functions for wastewater.

Wastewater Treatment

Wastewater treatment services are provided by two major wastewater plants. Additional services are operation of a pretreatment plant and a wetlands treatment system. Also included in this function is sludge treatment/disposal and compliance with State/Federal permit conditions.

Changes and Accomplishments

- Received the following awards for the Se7en Wetlands Park:
 - Tampa Bay Association of Environmental Professionals *Award for Environmental Excellence, Project of the Year* for Se7en Wetlands.
 - Florida Water Environment Association *Public Education Award*
 - National Association of Environmental Professionals *Environmental Excellence Award for Public Involvement*

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Wastewater Collection	57.63	4,200,823	20,867,624	25,068,446	23,823,867	1,244,579
Wastewater Treatment	60.13	4,718,922	18,984,364	23,703,286	28,235,944	(\$4,532,658)
FY 2020 Total:	117.76	\$8,919,745	\$39,851,988	\$48,771,332	\$52,059,811	(\$3,288,079)

Figure D-238: Water Collection and Treatment Activity Costs



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Legislative Activities Program

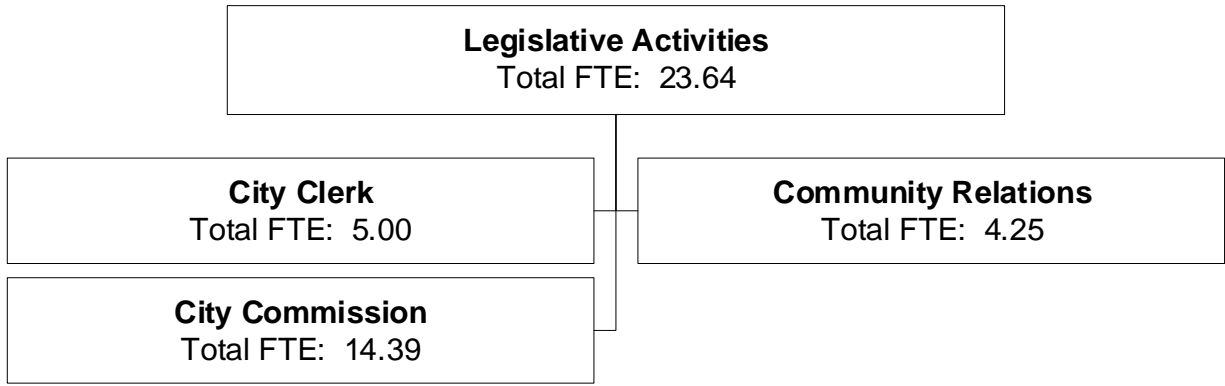


Figure D-239: Legislative Activities Program

Program Summary

This Program includes:

- Protecting and promoting a quality of life in Lakeland that includes the health, safety and general welfare of the citizenry.
- Support for an informed and engaged citizenry and staff by maintaining a timely and complete legislative history record of the City Commission’s activities and those related documents.
- An effective communications and networking system with representatives of federal, state and municipal governments and other local government agencies to advance interests of importance to the City of Lakeland.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$4,290,924	\$4,211,273	\$5,932,951
FTE Summary	24.54	26.31	23.64

Figure D-240: Legislative Activities Program Budget Summary

Program Expenditures

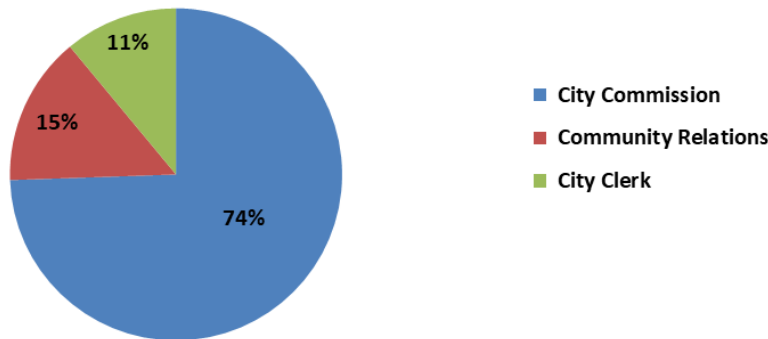


Figure D-241: Legislative Activities Program Pie Charts

City Clerk Activity

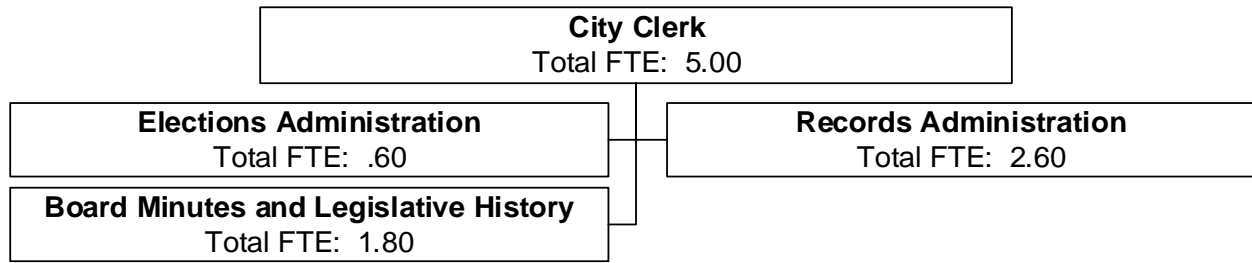


Figure D-242: City Clerk Activity

Mission

To be supportive of an informed and engaged citizenry by maintaining a timely and complete legislative history record of the City Commission’s activities and make those related documents accessible to staff and the public.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$594,844	\$488,190	\$654,263
Net Cost Summary	5.00	5.00	5.00

Figure D-243: City Clerk Activity Budget Summary

Activity Expenditures

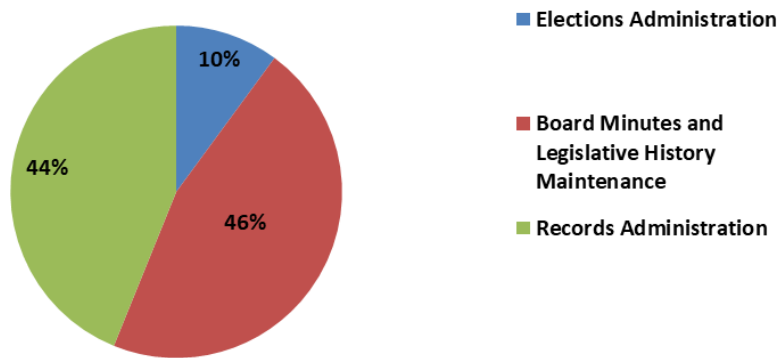


Figure D-244: City Clerk Activity Pie Chart

City Clerk Activity Continued

Core Services

Administers the Lakeland Municipal elections, the Lakeland Downtown Development Authority (LDDA) Board elections, Civil Service Board and the Pension Board elections. Maintains the legislative history of the City Commission, secures the City Seal and all City contracts, leases, deeds, easements and other legal documents while ensuring compliance with the State Statute for records storage and disposal. Process record requests from the public and City staff.

Elections Administration

The administration of municipal elections within the City of Lakeland, including the election of the Mayor and Commissioners, the Lakeland Downtown Development Authority election, the Employee Pension Board and Employee Civil Service Board elections. This also includes any referendums or issues on the ballot.

Board Minutes and Legislative History Maintenance

Responsibilities include maintaining written records of Municipal Board minutes as well as all legislative action taken by the Commission. Administers appointments to the various Municipal Boards.

Records Administration

Maintains the Records Management system for the City. Provides long-term records storage for departments as well as guidelines for management, retention and disposition of materials. Responds to public records requests in concert with the Communications Department and the City Attorney to ensure that all requirements and guidelines are followed. Maintains the official/record copy of all contracts/agreements with the City of Lakeland and maintains custody of the City Seal.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Elections Administration	0.60	65,677	426	66,103	-	66,103
Board Minutes and Legislative History Maintenance	1.80	169,788	131,415	301,203	-	301,203
Records Administration	2.60	203,125	83,832	286,957	-	286,957
FY 2020 Total:	5.00	\$438,590	\$215,673	\$654,263	\$0	\$654,263

Figure D-245: City Clerk Activity Costs

City Commission Activity

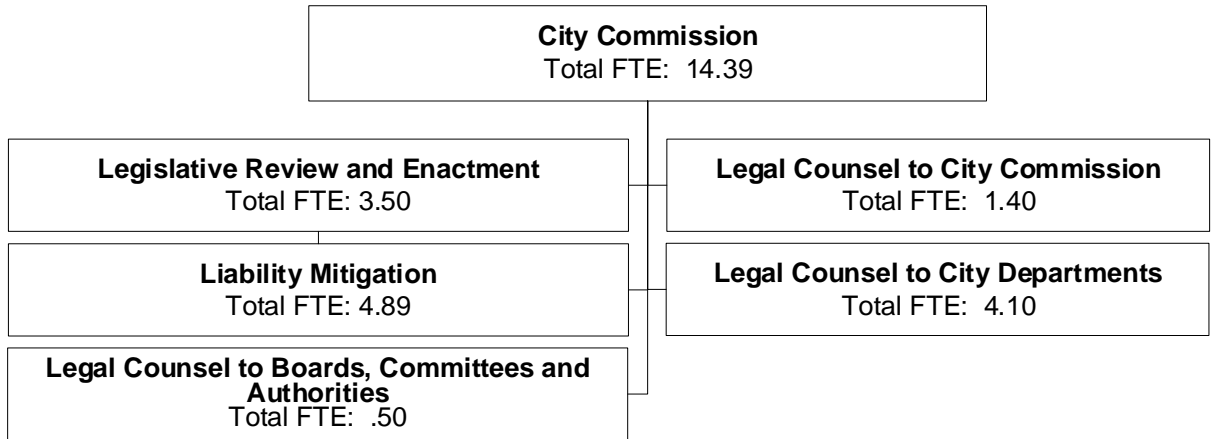


Figure D-246: City Commission Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$3,156,055	\$3,199,930	\$4,417,510
FTE Summary	14.99	16.76	14.39

Figure D-247: City Commission Activity Budget Summary

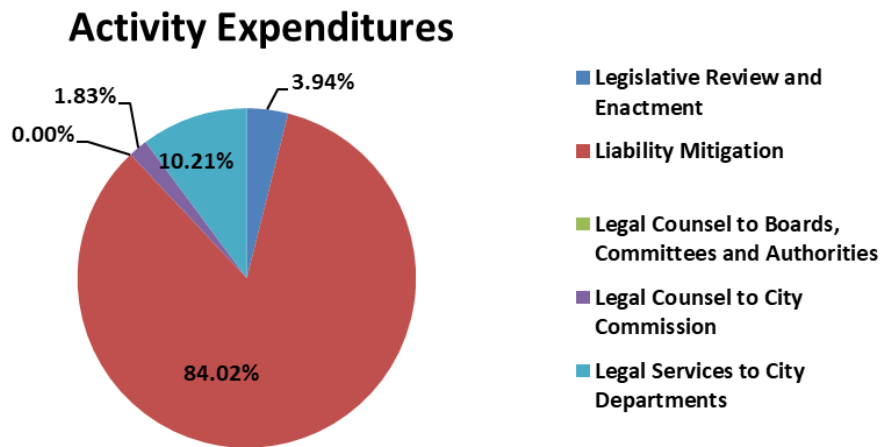


Figure D-248: City Commission Activity Pie Charts

City Commission Activity Continued

Core Services

Legislative Review and Enactment - Entails drafting and reviewing ordinances, resolutions and other legislation that impacts the City at the local, state and federal level.

Liability Mitigation - Providing legal counsel to City departments and staff regarding the development of programs, policies and other City matters to ensure that City operations and services are conducted in compliance with applicable regulations and laws at the local, state and federal level to reduce the City's overall exposure to risk and liability.

Legal Counsel to Boards, Committees and Authorities - Providing legal representation, which includes both verbal and written opinions of law, related to conducting matters that come before such entities and their representatives in their official capacity.

Legal Counsel to City Commission - Furnishes legal advice in all matters related to the City governance and to the City commission in its official capacity, which includes preparing and reviewing all necessary legal written instruments, initiating and defending litigation for and on behalf of the City and any other legal services necessary to ensure the effective and efficient administration of City government.

Legal Counsel to City Departments - Review and draft contracts and other legal documents necessary for carrying out City business. Furnish legal opinions to City staff relating to their duties, services being provided and other related City functions to ensure compliance with applicable local, state and federal laws, regulations and policies.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Legislative Review and Enactment	3.50	177,951	(\$3,806)	174,146	-	174,146
Liability Mitigation	4.89	382,475	3,329,029	3,711,504	-	3,768,682
Legal Counsel to Boards, Committees and Authorities	0.50	85,217	(\$85,217)	-	-	(57,178)
Legal Counsel to City Commission	1.40	223,404	(\$142,395)	81,009	-	81,009
Legal Services to Departments	4.10	593,246	(\$142,395)	450,851	-	450,851
FY 2020 Total:	14.39	\$1,462,293	\$2,955,216	\$4,417,510	\$0	\$4,417,510

Figure D-249: City Commission Activity Costs

Community Relations Activity

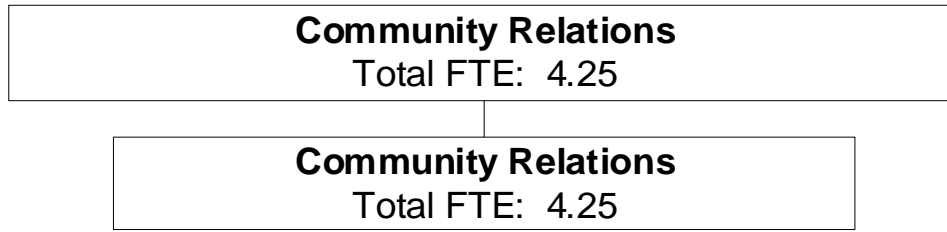


Figure D-250: Community Relations Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$540,025	\$523,153	\$861,178
FTE Summary	4.55	4.55	4.25

Figure D-251: Community Relations Activity Budget Summary

Activity Expenditures

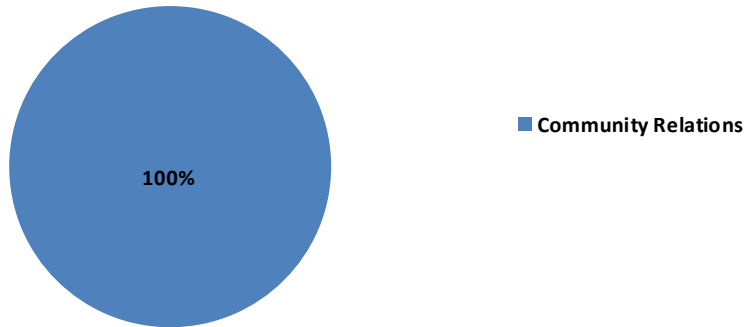


Figure D-252: Community Relations Activity Pie Chart

Community Relations Activity Continued

Core Services

Community Relations - Relations between different groups with a community, or between governmental agencies or other organizations and the community they serve.

As a local government, the City of Lakeland's vast and diverse operations and services are subjected to a litany of federal and state statutes, regulations and policies. To provide the most cost effective and responsive array of services, the City monitors and evaluates the potential positive and negative implications associated with proposed amendments to federal and state laws, statutes and regulations related to local operations.

To assist in this endeavor, the Mayor, City Commission, and City Managers actively participate in the organizations listed below. Each organization employs staff that offers research and advocacy assistance to member communities to provide timely information to local governments, which affords improved communications with key decision-makers as public policy issues are developed both in Washington, D.C. and in Tallahassee, Florida.

Organization Representatives

Airport Advisory Board – Mayor Mutz, Commissioner Franklin

American Public Power Association, Policy Makers Council (APPA) – Commissioner Madden, Alternate – Commissioner Read

Central Florida Development Council (CFDC) – Mayor Mutz

Central Florida Regional Planning Council – Commissioner Read

Community Redevelopment Area (CRA) – Commissioner Madden

Enterprise Zone Development Agency – Commissioner Troller

Florida City & County Management Association (FCCMA) – City Manager Delgado, Deputy City Manager Sherrouse, Assistant City Manager Colon

Florida League of Cities (FLC)

Florida Black Caucus of Local Elected Officials (FBC-LEO) – Commissioner Walker

Florida League of Mayors – Mayor Mutz

Florida Municipal Insurance Trust – Commissioner Walker

Legislative/Advocacy Policy Committees:

Advocacy – Commissioner Walker

Legislative – Commissioner Walker

Resolutions - Commissioner Walker

Ridge League of Cities

Board of Directors – Commissioner Walker

Regional Advocacy Team – Commissioner Walker

Community Relations Activity Continued

Organization Representatives Continued

Homeless Coalition of Polk County, Continuum of Care Governance Board – Mayor Mutz

International City/County Management Association (ICMA) – City Manager Delgado, Deputy City Manager Sherrouse, Assistant City Manager Colon

Lakeland Area Mass Transit District (LAMTD) – Mayor Mutz, Commissioners McCarley and Walker

Lakeland Downtown Development Authority (LDDA) – Commissioner Franklin

Lakeland Sister Cities, Inc. (LSCI) - Commissioner Troller

Lakeland Vision – Commissioner McCarley, City Manager Delgado

National League of Cities (NLC):

National Black Caucus of Local Elected Officials - Commissioner Walker

Polk Regional Water Cooperative Committee (PRWC) – Mayor Mutz, City Manager Delgado, Alternate—Commissioner Madden

Polk Transit Authority (PTA) – Commissioners McCarley and Walker

Sun ‘n Fun Board of Directors – Commissioner Franklin

Polk County Tourism and Sports Marketing (PCTSM):

Tourist Development Council (TDC) – Commissioner Madden

Arts, Culture & Heritage Committee – Commissioner McCarley

Transportation Planning Organization (TPO) - Mayor Mutz, Commissioners Franklin, McCarley, Read, Troller, and Walker

Metropolitan Planning Organization Advisory Council (MPOAC) - Commissioner Walker (Alternate for WH Commissioner Birdsong)

Parks, Recreation and Properties Program

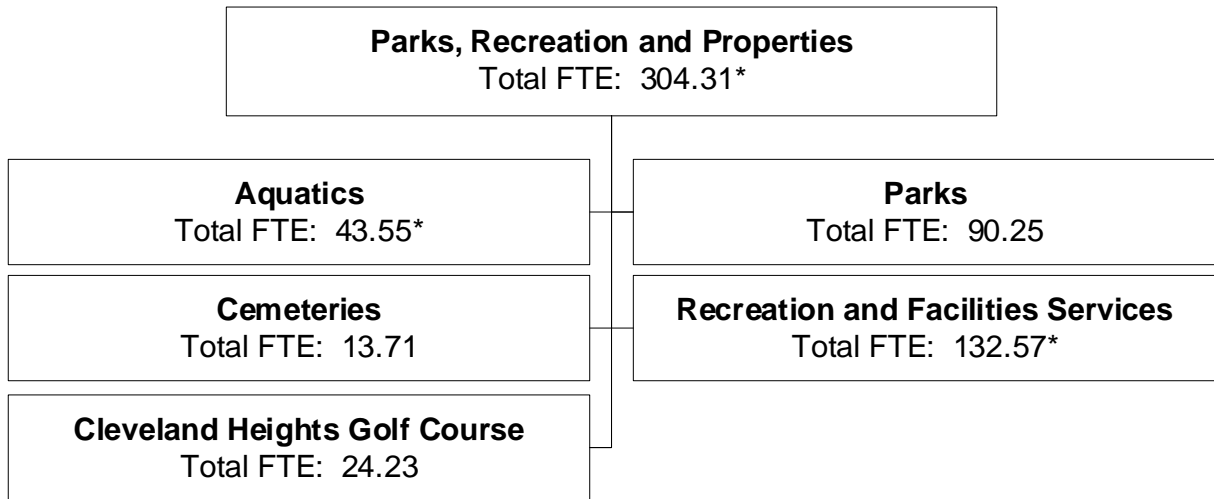


Figure D-253: Parks, Recreation and Properties Program

Program Summary

The Program includes providing:

- Citizens with safe, visually pleasing and enjoyable experiences utilizing public facilities, parks, athletic complexes and public rights-of-way.
- A variety of activities, programs, athletic leagues, day camps and special events.
- Publicly funded space and maintained and improved facilities and parks eligible for renting and reserving with the goal of improving the quality of life for Lakeland residents.
- Both family-oriented safe and secure aquatics facilities and superior golf-related recreation and leisure opportunities offering instructional classes and specialized programs for both recreational and competitive participants.
- Lakeland Citizens with respectful, attractive and well-maintained burial parks.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$36,624,762	\$40,762,840	\$36,141,822
Revenues Summary	\$8,651,083	\$13,808,918	\$7,645,414
Net Cost Summary	\$27,973,679	\$26,953,922	\$28,496,408
FTE Summary	245.09	305.39*	301.31*

*Includes Pooled Employees

Figure D-254: Parks, Recreation and Properties Program

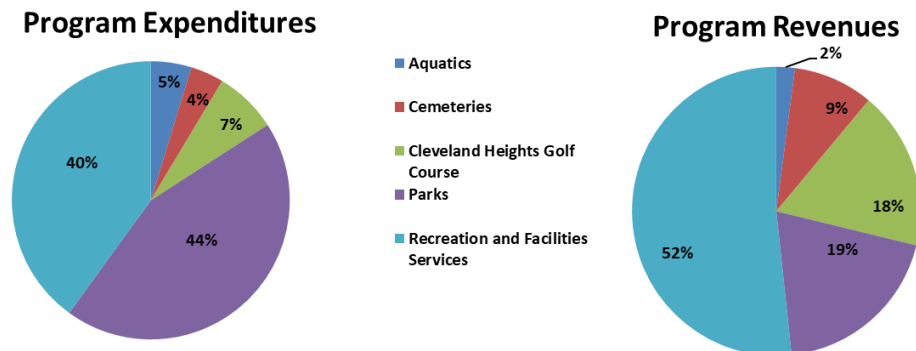


Figure D-255: Parks, Recreation and Properties Program Pie Charts

Fiscal Year 2020 Annual Budget

Aquatics Activity

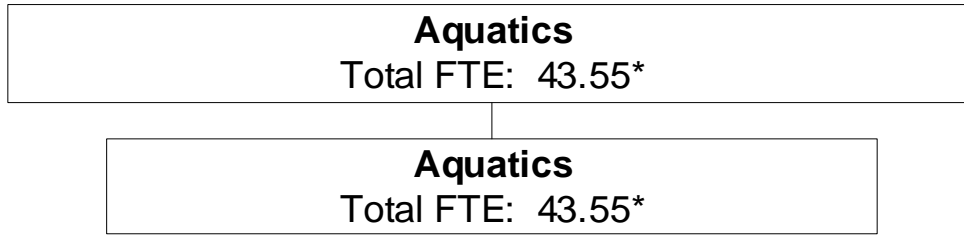


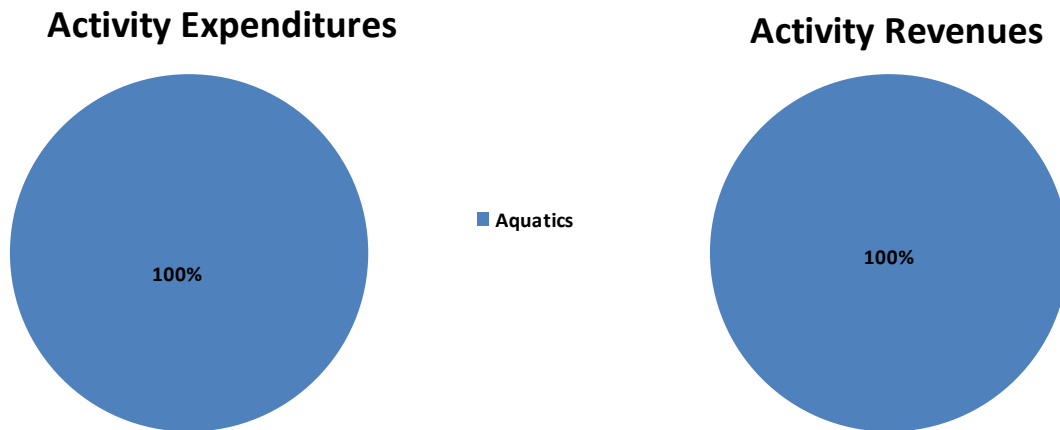
Figure D-256: Aquatics Activity

Mission

To enhance our Citizens' quality of life by providing family-oriented safe and secure aquatics facilities offering instructional classes and specialized programs for both recreational and competitive participants.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$1,671,351	\$1,961,005	\$1,706,256
Revenues Summary	\$155,285	\$167,965	\$159,050
Net Cost Summary	\$1,516,066	\$1,793,040	\$1,547,206
FTE Summary	23.98	43.25*	43.55*

Figure D-257: Aquatics Activity Budget Summary



*Includes Pooled Employees

Figure D-258: Aquatics Activity Pie Charts

Aquatics Activity Continued

Core Services

Aquatics offers fall and summer swim lessons beginning with Parent/Toddler ranging up to Adult lessons. Junior Lifeguard classes help develop a valuable resource for future applicants. The City benefits from a heated pool with year-round programs such as Splashercise, Aqua Therapy and Aqua Massage. The facilities are also home to several local high school swim teams and one competitive swim team. Specialty classes consist of scuba, Junior Lifeguard, Club Splash, and synchronized swimming.

Aquatics

Aquatics oversees two swimming pools, Gandy and Simpson, and an interactive fountain. Gandy Pool features a 10-lane, 25-yard short course heated pool with a one-meter diving board. Simpson Pool features a 10-lane, 50-meter long course pool and separate diving well with two one-meter diving boards. Swim lessons are offered year-round along with a fitness class for seniors called Splashercise. Specialty programs include Honor Roll for students, Dive-In Movies, Karaoke Idol, Junior Lifeguard, Club Splash, and Adult Bingo.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Aquatics	43.55	1,201,083	505,173	1,706,256	159,050	1,547,206
FY 2020 Total:	43.55	\$1,201,083	\$505,173	\$1,706,256	\$159,050	\$1,547,206

Figure D-259: Aquatics Activity Costs

Cemeteries Activity

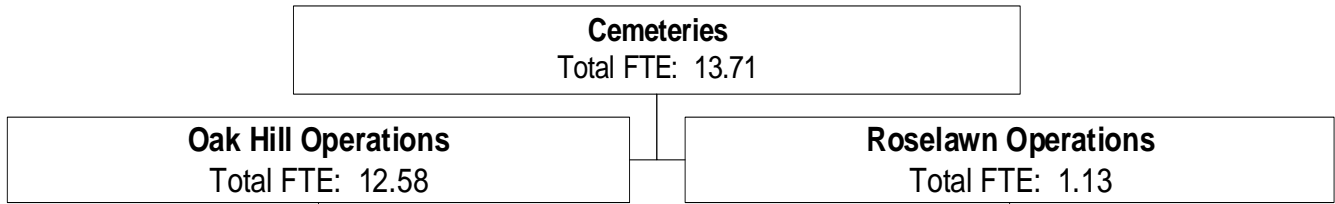


Figure D-260: Cemeteries Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$1,505,041	\$1,522,962	\$1,403,763
Revenues Summary	\$ 609,349	\$ 585,034	\$686,805
Net Cost Summary	\$ 895,692	\$ 937,931	\$716,958
FTE Summary	13.68	13.80	13.71

Figure D-261: Cemeteries Activity Budget Summary

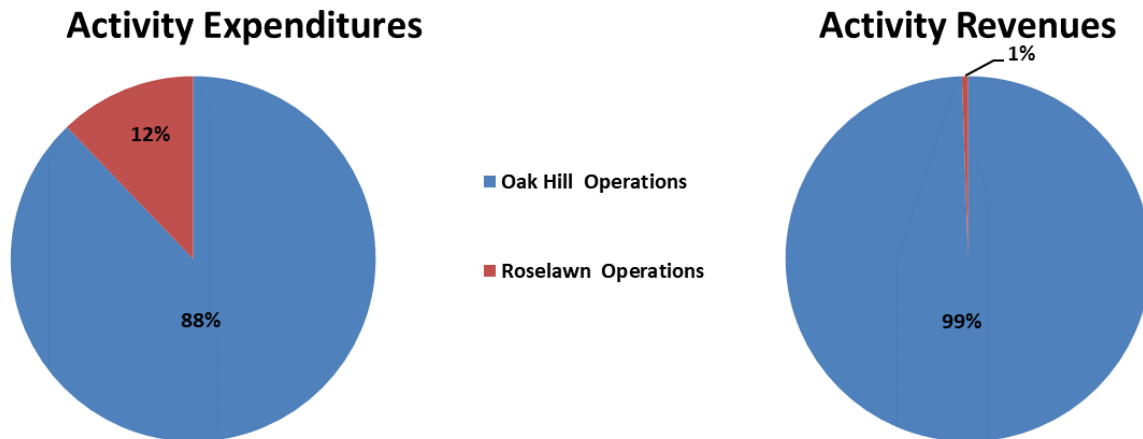


Figure D-262: Cemeteries Activity Pie Charts

Cemeteries Activity Continued

Core Services

Oak Hill Operations

Oak Hill Cemetery is approximately 120 acres of developed cemetery and 20 acres of open area. There are ten acres of space reserved for the next 12 years of burials, while the Cemetery Master plan has identified additional areas sufficient for 30 years of burials. Oak Hill has 312 spaces sold this year and has had 398 burials.

Roselawn Operations

Roselawn Cemetery is 50 acres, with 12 burials per year. All burial spaces are sold out.

Changes and Accomplishments

- Opened a new cremation area adding 64 cremation spaces to a half block
- Installed 10" main irrigation line
 - With the completion of the water line, it opened an area with 392 regular burial spaces to sell

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Oak Hill Operations	12.58	833,775	399,185	1,232,960	683,093	549,867
Roselawn Operations	1.13	78,223	92,581	170,803	3,712	167,091
FY 2020 Total:	13.71	\$911,998	\$491,766	\$1,403,763	\$686,805	\$716,958

Figure D-263: Cemeteries Activity Costs

Cleveland Heights Golf Course Activity

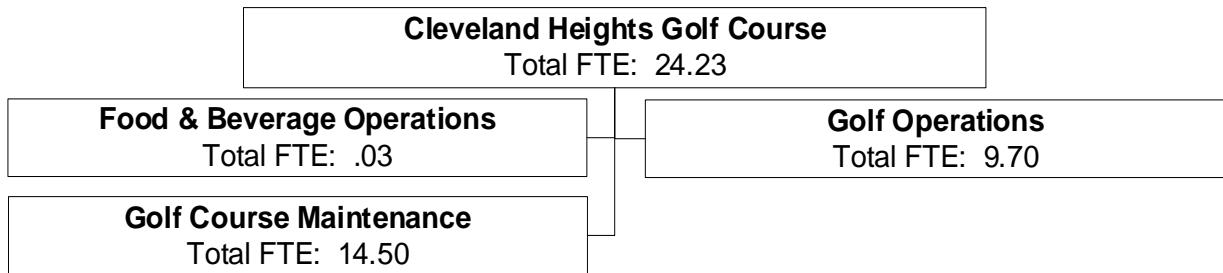


Figure D-264: Cleveland Heights Golf Course Activity

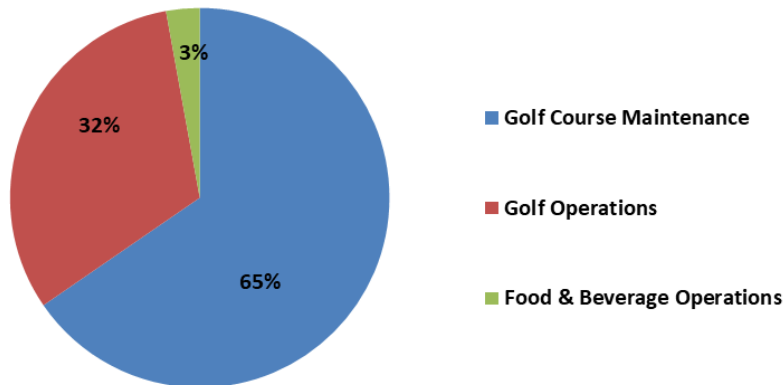
Mission

To provide quality public space and programming designed to offer superior golf-related recreation and leisure opportunities for quality family, individual and corporate experiences.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$2,401,293	\$2,768,756	\$2,633,281
Revenues Summary	\$1,321,024	\$1,503,141	\$1,356,118
Net Cost Summary	\$1,080,269	\$1,265,615	\$1,277,163
FTE Summary	26.28	25.08	24.23

Figure D-265: Cleveland Heights Golf Course Activity Budget Summary

Activity Expenditures



Activity Revenues

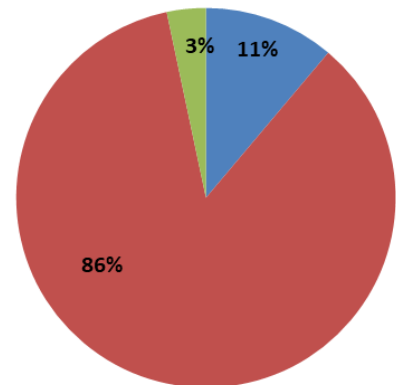


Figure D-266: Cleveland Heights Golf Course Activity Pie Charts

Cleveland Heights Golf Course Activity Continued

Core Services

Daily guest operations of pro-shop and clubhouse include managing tee times, directing golf lessons and clinics, tournament administration, merchandise sales and the stocking of golf apparel and supplies. Staffing for special events and catering activities are also offered. Maintenance of the 200-acre City facility, which includes a 27-hole golf course, includes mowing, trimming, weeding, pesticide applications and equipment maintenance.

Food & Beverage Operations

To offer quality food and beverage service experience to our customers through an on-sight restaurant partnership through contract.

Golf Course Maintenance

Maintaining 27-hole golf course exceeding 200 acres. The maintenance includes mowing, trimming, weeding, pesticide applications and equipment maintenance.

Golf Operations

Daily golf operations of the pro-shop and the clubhouse include managing tee times, directing golf lessons and clinics, tournament administration, merchandise sales and the stocking of golf apparel and supplies.

Changes and Accomplishments

Golf/Food Operations:

- Voted Best of the Best Golf Course in Polk County (3 yrs. In a row)
- Increase in public green fees \$1.50 (October thru September)
- Renovated (5) Weather Shelters on Golf Course
- Replaced Driving Range Matting
- RFP for New Food & Beverage Operation

Maintenance Operations:

- Force Main Utility Line Project (July thru December)
- Replaced Irrigation System (August thru December)
- New Maintenance Equipment Lease (4 yrs.)

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Golf Course Maintenance Food & Beverage Operations	14.50	861,203	861,354	1,722,557	151,309	1,571,248
Golf Operations	9.70	314,819	520,723	835,542	1,159,809	(324,267)
Food & Beverage Operations	0.03	1,301	73,881	75,182	45,000	29,264
FY 2020 Total:	24.23	\$1,177,323	\$1,455,958	\$2,633,281	\$1,356,118	\$1,277,163

Figure D-267: Cleveland Heights Golf Course Activity

Parks Activity

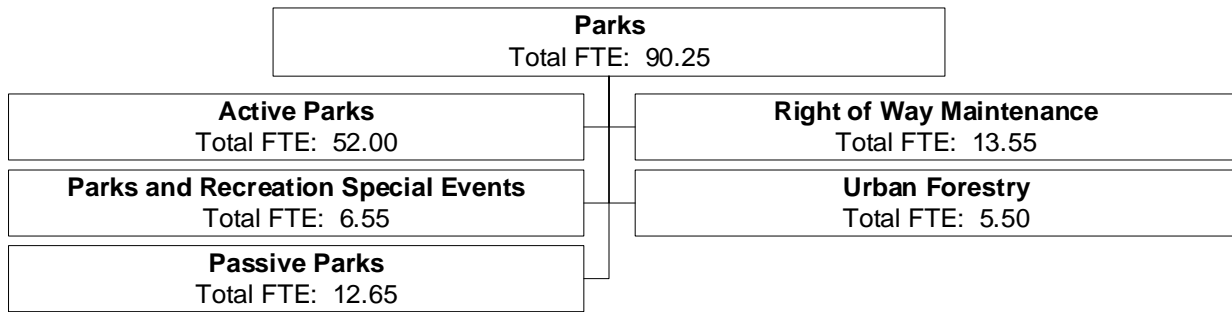


Figure D-268: Parks Activity

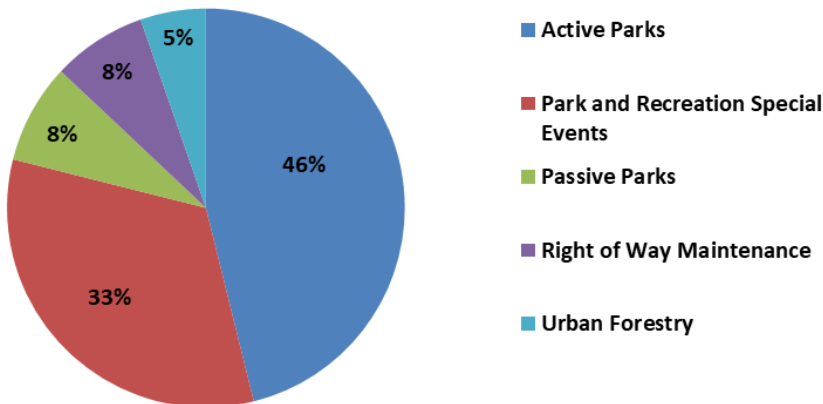
Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$15,125,259	\$18,262,359	\$15,942,695
Revenues Summary	\$2,405,594	\$7,469,076	\$1,491,140
Net Cost Summary	\$12,719,665	\$10,793,283	\$14,451,555
FTE Summary	90.18	89.00	90.25

Figure D-269: Parks Activity Budget Summary

Activity Expenditures



Activity Revenues

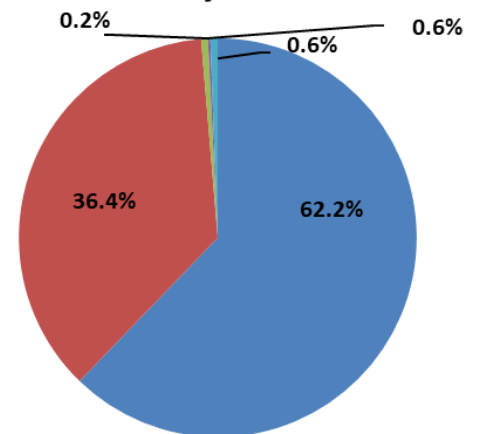


Figure D-270: Parks Activity Pie Charts

Parks Activity Continued

Core Services

Maintenance of 1,291 acres of public open space including: parks, athletic playing surfaces, neighborhood cul-de-sacs, medians, rights-of-way, parking, vacant lots, beautification gateways scenic areas and lake fronts, conservation sites, playgrounds and building facilities. A tree crew maintains the City's urban forest of approximately 55,000 trees. The Parks Division also maintains and facilitates the year-round Detroit Tigers' operation. Lakeland baseball program, athletic tournaments, facility rentals and special events which create over 4,700 annual facility rentals.

Active Parks

Park land that has active sports facilities located in the park such as ball fields, playgrounds, community centers, etc. Also includes neighborhood/pocket parks.

Parks and Recreation Special Events

A special event is any public gathering, festival, run/walk, parade, block party or citywide holiday celebration that takes place on public property.

Passive Parks

Park land that has at least 85% of its area maintained in its natural state, no active sports facilities. Amenities such as trails, bike paths, picnic areas would be appropriate.

Rights-of-Way Maintenance

Maintenance land that borders roadways. This includes medians.

Urban Forestry

Rights-of-way trees and trees located at City Parks and City buildings.

Changes and Accomplishments

- 60 Employees with Best Management Certifications from Cooperative Extension
- 33 Employees with 482 Pesticide License
- 6 Employees with 487 Pesticide License
- 7,898 hours of Community Service and work Release Volunteers used in Parks Division.
- Publix Marchant Stadium was named Best Grapefruit League Ballpark 2019 in the annual Ballpark Digest "Best of the Ballpark" Vote.
- 1,514 volunteer hours donated to the City Nursery
- Finalist for Best of the Best Wedding venue.
- Installation of Cameras at Cook Park, Tigertown Shop, Hanger #1 & 2, the parking areas at Common Ground Park.
- New Bio Friendly Pesticides: Sultan Miticide and Pageant Intrinsic Fungicide,
- Rose Garden Volunteer Program: 13 Volunteers who contribute 65 hours a month, 780 for the year.

Parks Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Active Parks	52.00	3,159,826	4,194,082	7,353,907	927,879	6,426,028
Park and Recreation Special Events	6.55	438,900	4,788,508	5,227,408	543,274	4,684,134
Passive Parks	12.65	857,944	431,366	1,289,310	8,074	1,281,236
Right of Way Maintenance	13.55	809,676	413,682	1,223,358	3,106	1,220,252
Urban Forestry	5.50	435,313	413,399	848,712	8,807	839,905
FY 2020 Total:	90.25	\$5,701,659	\$10,241,037	\$15,942,695	\$1,491,140	\$14,451,555

Figure D-271: Parks Activity Costs

Recreation and Facilities Activity

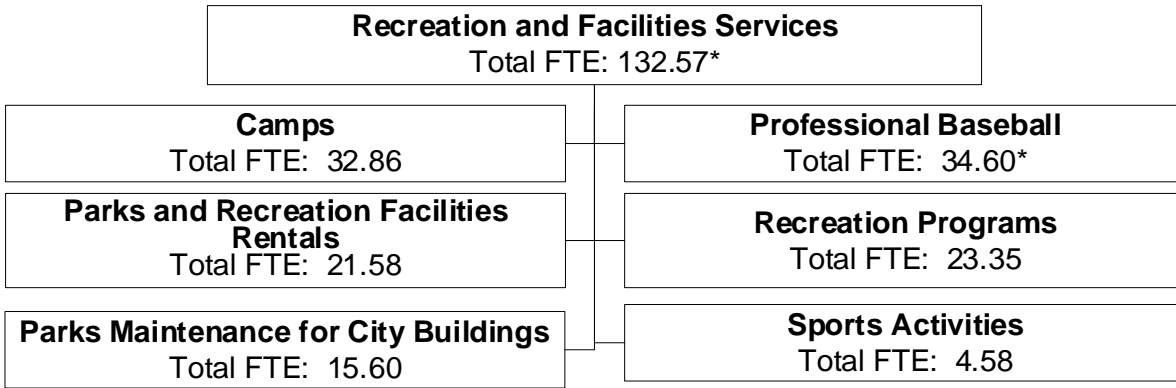


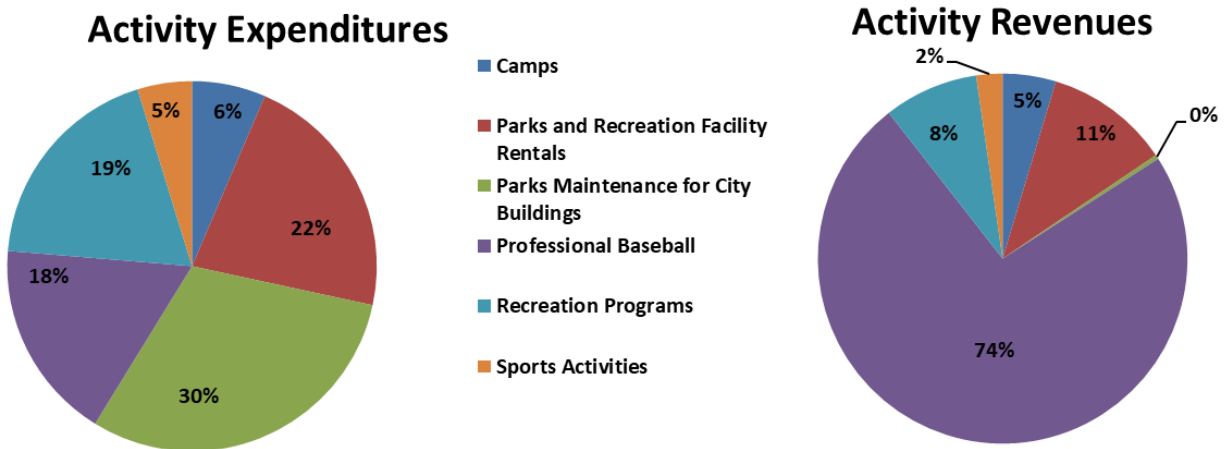
Figure D-272: Recreation and Facilities Activity

Mission

To offer and create a variety of activities, programs, athletic leagues, day camps and special events. To provide publicly funded space and to maintain and improve facilities and parks eligible for renting and reserving with the goal of improving the quality of life for Lakeland residents.

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget
Expenditures Summary	\$15,921,818	\$16,247,758	\$14,455,827
Revenues Summary	\$4,159,830	\$4,083,705	\$3,952,301
Net Cost Summary	\$11,761,988	\$12,164,053	\$10,503,526
 FTE Summary	 90.97	 134.26*	 132.57*

Figure D-273: Recreation and Facilities Activity Budget Summary



*Includes Pooled Employees

Figure D-274: Recreation and Facilities Activity Pie Charts

Recreation and Facilities Activity Continued

Core Services

The Recreation Division maintains eight recreational facilities; providing places for numerous social clubs to meet and which are available for public rental. The Division serves the needs of a diverse population by creating programming options to attract new customers and excite existing patrons. Programs and classes offered at the recreational facilities include: quilting, art, martial arts, dance, music, educational, etiquette, fitness programs and sport leagues tailored for children and adults. A website is maintained by staff, identifying programming options and schedules. The Recreation Division also oversees special events celebrating Martin Luther King Day, Independence Day and various other holidays.

Camps

Eight-week action packed summer camp for children who have completed Kindergarten through 5th grade; camp offers daily enrichment including games, activities, sports and arts and crafts. Weekly trips include bowling, swimming, and movies. Trips to Lakeland Community Theater, roller-skating, community-based tours and Circle B Bar Reserve educational sessions are also on the schedule. Incoming site programming includes voting education, and various community education partnerships. We also provide a community service-oriented camp for completed grades 6th through 8th - TASC-Teen Adventure Service Camp.

Parks and Recreation Facility Rentals

Recreation provides several rental locations indoor and outdoor for special occasions-family reunions, banquets, receptions, class reunions, trade fairs, etc. Lake Mirror Complex and Coleman Bush Building serves as the rental facilities provided under the Recreation Division. Reservations of the public spaces and buildings ensures equal availability to everyone. The rental staff also coordinates with the Police and Traffic Departments and business stakeholders to be sure that the public parks are a safe and clean place for the public to enjoy.

Parks Maintenance for City Buildings

Maintenance and Beautification for all land associated with City Buildings.

Professional Baseball

Baseball Operations that consist of Detroit Tigers Fantasy Camp, Spring Training, Florida State Minor League, Fall Instructional Baseball and Camps organized by the Tigers.

Recreation Program

The Recreation Division provides numerous leisure activities for a diverse population both young and old. Activities include classes in dance, martial arts, fitness and arts. We also provide educational opportunities, i.e. summer tutoring and after school tutoring. Recreation also provides computers for educational research and/or leisurely fun. Social clubs, such as Contract Duplicate Bridge, Buttons and Bows square dance club, Senior Recreation Club, Polk Golden Club of the Deaf, Stamp Collectors Club and Noah's Ark provide hobbies for many citizens. Lake Mirror Theatre is the home the Lakeland Community Theatre providing quality community theatre at an affordable price for the people of Lakeland.

Recreation and Facilities Activity Continued

Core Services Continued

Sports Activities

The Recreation Division provides a department for all our sporting activities which include a wide variety for all ages. Leagues for adults consist of Coed Softball, Coed Kickball, Men's Flag Football and Men's Basketball. Specialty programs include our Indoor Triathlon, Publix Cup Tournament, and a Coed Volleyball Tournament. Our youth sports programs consist of T-ball league, and a basketball league of approximately 450 kids each year.

Changes and Accomplishments

- The improved Sports Management Application went live
- Ungerboeck Facility Management is fully live
- Increased Silver Sneaker/Optum Fitness attendance by 70% (700 more members total from previous year)
- Added 11 new classes/times to the Activity Pass availability
- Added 18 new classes to the Recreation Facilities for the public
- Added Archery and Fishing to PAL programming
- Added New IT: supported Computers @ Simpson Park, Coleman-Bush and PAL
- Added Water bucket feature to Barnett Splash Pad
- Created yearly giving theme to Camp Blast Summer Recreation Enrichment Program
 - 2018 - supplies donated to Polk Senior Orphans
 - 2019 - School Supply drive for participating Camp Blast Locations
- Partnered with Polk County School Board and YMCA to teach 550 Kindergarten students in the kindergarten Learn to Swim program learn to swim
- Added security cameras in cash deposit areas
- Resurfaced 8 Tennis Courts between Beerman Tennis Facility and Kelly Recreation Complex
- Added vibrant graffiti wall art to the gym at Simpson Park Community Center

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Camps	32.86	626,914	305,309	932,223	184,051.34	748,172
Parks and Recreation Facility Rentals	21.58	1,319,985	1,851,156	3,171,141	430,931.84	2,740,209
Parks Maintenance for City Buildings	15.60	974,480	3,420,090	4,394,570	14,619.97	4,379,950
Professional Baseball	34.60	1,385,757	1,147,633	2,533,390	2,905,099.15	(371,709)
Recreation Programs	23.35	1,298,033	1,438,365	2,736,398	326,794.52	2,409,603
Sports Activities	4.58	301,596	386,509	688,105	90,804.21	597,301
FY 2020 Total:	132.57	\$5,906,765	\$8,549,062	\$14,455,827	\$3,952,301	\$10,503,526

Figure D-275: Recreation and Facilities Activity Costs



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Transportation Services Program

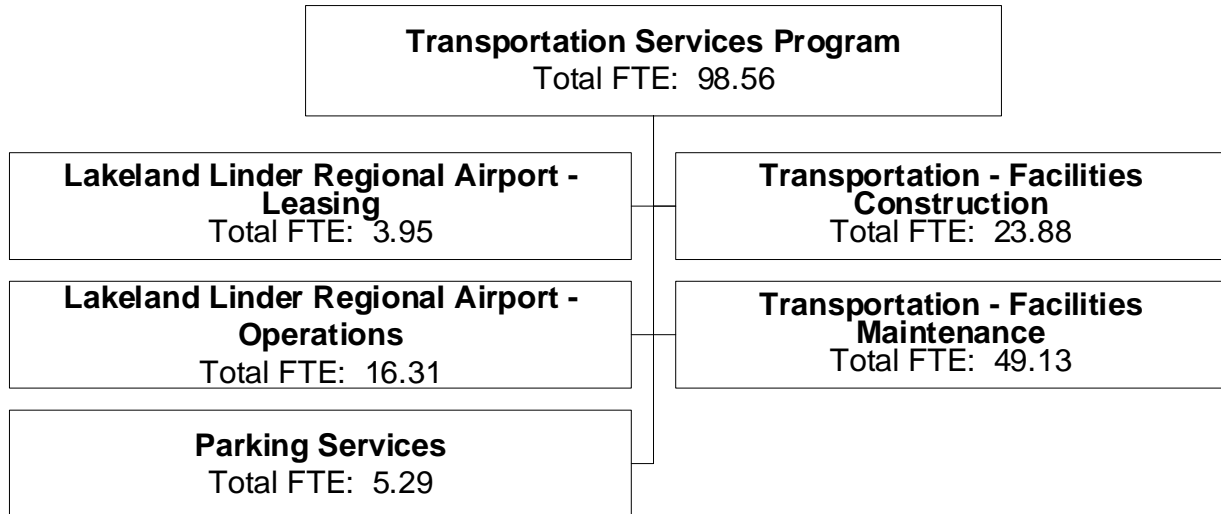


Figure D-276: Transportation Services Program

Program Summary

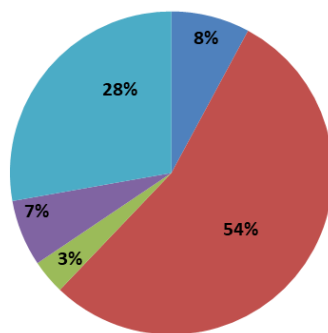
This Program includes providing:

- For the construction of transportation facilities throughout the City of Lakeland and to acquire the necessary right-of-way (ROW) for transportation-related facilities proposed throughout the City.
- Support for safe and attractive neighborhoods and public spaces through the continuous maintenance of all streets, sidewalks, drainage facilities and alleys within the City.
- Safe, convenient parking facilities to assist businesses within the Central Business District (CBD) by reducing parking issues through consistent enforcement.
- A safe, secure, self-sustaining and convenient airport that promotes compatible economic growth within a dynamic aviation market.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$21,744,180	\$45,018,195	\$52,376,159
Revenues Summary	\$14,388,888	\$37,425,784	\$42,169,113
Net Cost Summary	\$7,355,292	\$7,592,411	\$10,207,046
FTE Summary	95.26	98.20	98.56

Figure D-277: Transportation Services Program Budget Summary

Program Expenditures



Program Revenues

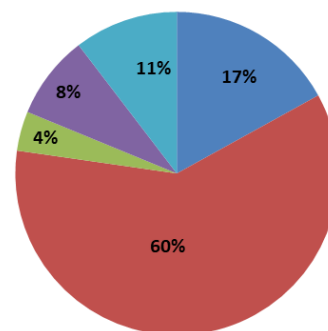


Figure D-278: Transportation Services Program Pie Charts
Fiscal Year 2020 Annual Budget

Lakeland Linder International Airport - Leasing Activity

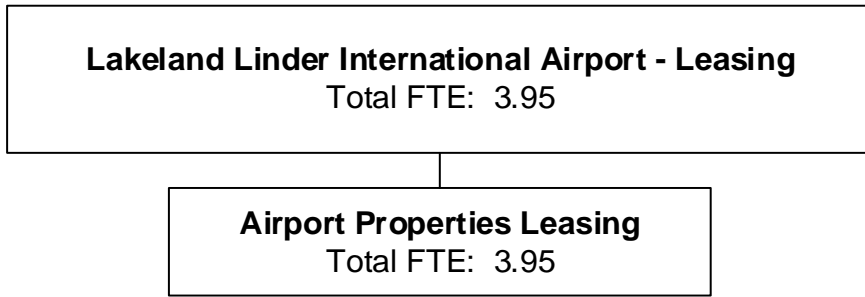


Figure D-279: Lakeland Linder International Airport – Leasing Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$3,368,912	\$3,931,585	\$4,123,757
Revenues Summary	\$6,642,721	\$5,630,899	\$7,161,063
Net Cost Summary	(\$3,273,809)	(\$1,699,314)	(\$3,037,306)
FTE Summary	4.50	3.95	3.95

Figure D-280: Lakeland Linder International Airport – Leasing Activity Budget Summary

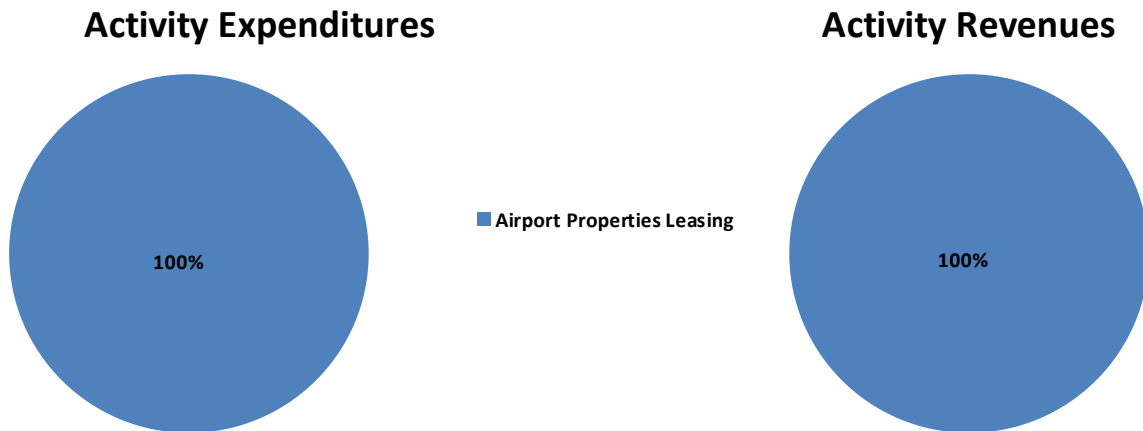


Figure D-281: Lakeland Linder International Airport – Leasing Activity Pie Charts

Lakeland Linder International Airport - Leasing Activity Continued

Core Services

Airport Properties Leasing

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

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

Changes and Accomplishments

- Airport obtained its International Designation in January 2019
- Lease with DL AERO for construction of a \$8-10m hangar
- Receipt of a DEO Grant for \$4.7m
- FDOT Grants supporting Cargo Initiative
- NW Site Improvements for \$8.5m
- ILS/RVR Cat II for \$2.2m
- Commitment for ILS/CAT III of approximately \$8m
- Addition of ten T -Hangars
- Completion of NW Building Site for Amazon
- Master Plan 75% complete with final reports to be distributed by December 2019
- Alternative Master Plan Options discussed with Preferred option selected

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Airport Properties Leasing	3.95	365,989	3,757,769	4,123,757	7,161,063	(3,037,306)
FY 2020 Total:	3.95	\$365,989	\$3,757,769	\$4,123,757	\$7,161,063	(\$3,037,306)

Figure D-282: Lakeland Linder International Airport – Leasing Activity Costs

Lakeland Linder International Airport - Operations Activity



Figure D-283: Lakeland Linder International Airport – Operations Activity

Mission

To provide the Lakeland community with a safe, secure, self-sustaining and convenient airport that promotes compatible economic growth within a dynamic aviation market for both General Aviation and Commercial Passenger Travel.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$4,983,770	\$23,181,513	\$28,418,746
Revenues Summary	\$1,760,219	\$21,451,564	\$25,418,724
Net Cost Summary	\$3,223,551	\$1,729,949	\$3,000,022
FTE Summary	13.26	14.81	16.31

Figure D-284: Lakeland Linder International Airport – Operations Activity Summary

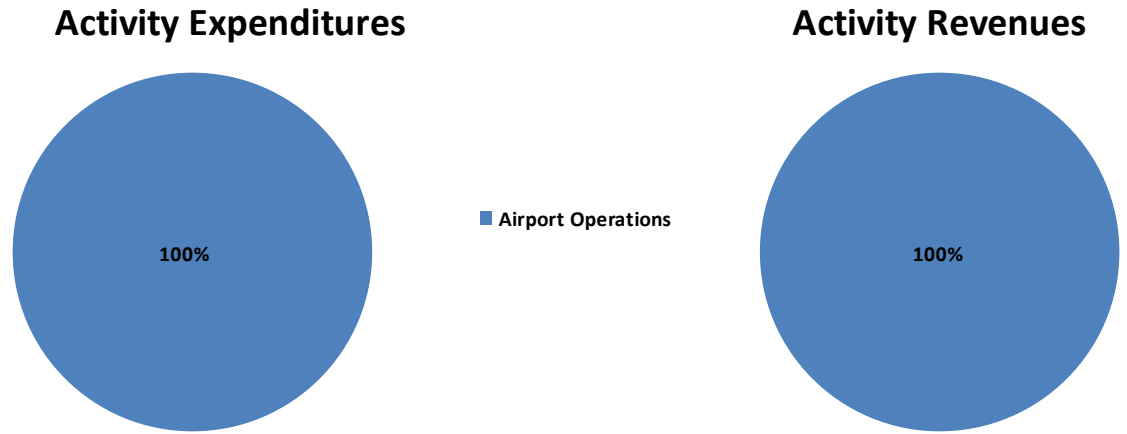


Figure D-285: Lakeland Linder International Airport – Operations Activity Pie Charts

Lakeland Linder International Airport - Operations Activity Cont'd

Core Services

Airport Operations

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

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Airport Operations	16.31	1,390,594	27,028,152	28,418,746	25,418,724	3,000,022
FY 2020 Total:	16.31	\$1,390,594	\$27,028,152	\$28,418,746	\$25,418,724	\$3,000,022

Figure D-286: Lakeland Linder International Airport – Operations Activity Costs

Parking Services Activity

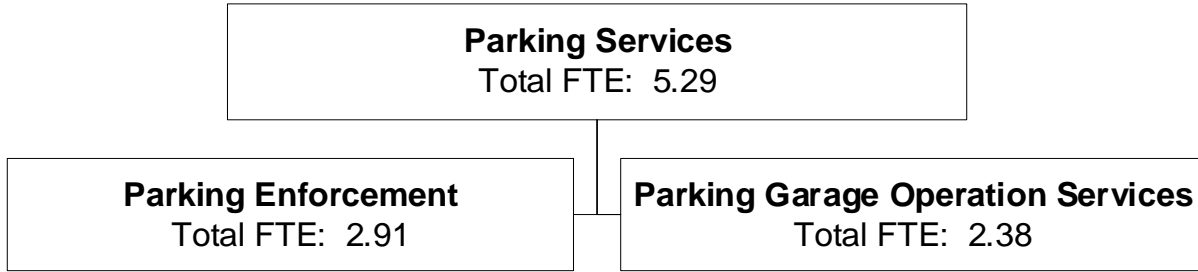


Figure D-287: Parking Services Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$1,031,975	\$894,201	\$1,805,058
Revenues Summary	\$1,330,335	\$1,273,666	\$1,665,386
Net Cost Summary	(\$298,360)	(\$379,465)	\$139,672
FTE Summary	5.16	5.19	5.29

Figure D-288: Parking Services Activity Budget Summary

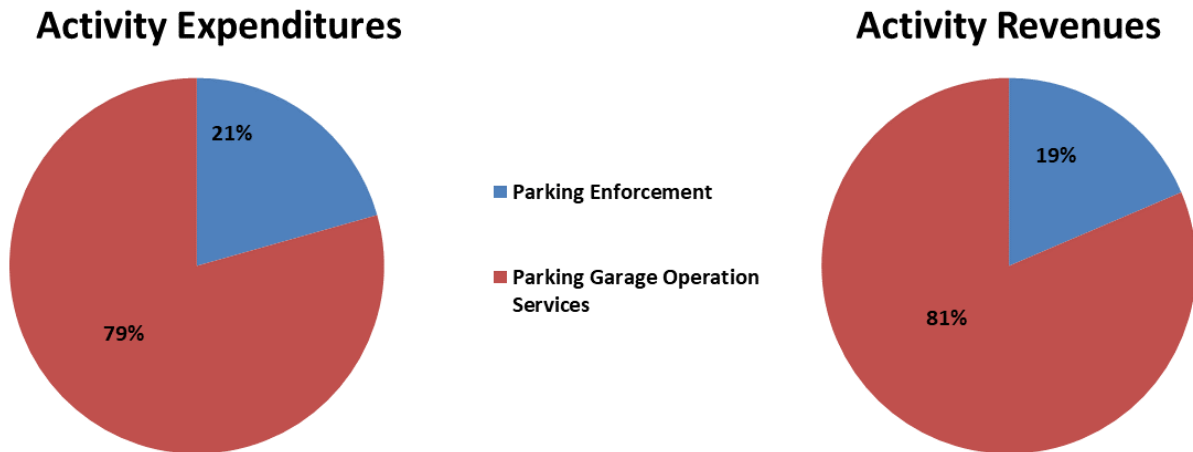


Figure D-289: Parking Services Activity Pie Charts

Parking Services Activity Continued

Core Services

Parking Services maintains three city-owned parking garages, lease spaces in the Peterson State Garage and eleven surface lots in addition to on-street parking within the City, thereby enhancing the downtown economic climate by ensuring turnover in customer parking spaces. The two-hour free on-street parking, known as the “Yellow Zone,” continues to be received favorably by customers to the downtown area and is supported by the Lakeland Downtown Development Authority, the Downtown Lakeland Partnership and the many other businesses within the CBD.

Parking Enforcement

Parking Enforcement provides a better “Quality of Life” by providing improved public space and supports safe areas for the public to park and safe areas for the walking and biking public. By enforcing both state law and city ordinance, as it pertains to parking services, “Economic Opportunity” is encouraged by providing businesses with areas to park and ensure the access to parking by their customers which encourage business with the Central Business District. “Governance” is possible by providing an essential link with the businesses in the City.

Parking Garage Operation Services

Parking Services provides operation and maintenance of the City-owned parking garages providing a clean and safe environment for public parking areas within the City owned parking garages. Parking Services ensures the public areas are maintained and structural integrity are kept to high standards. Parking Services now use video security installed in the Main St garage to enhance security and has been useful for vandalism. The Orange St garage has an automated gate on the Kentucky St side to provide security for the employees that use that garage.

Changes and Accomplishments

- Completed the implementation of the Massachusetts Avenue “Right-Sizing” plan. An additional 60 on-street parking spaces were created with a comparative cost of a \$900,000 garage. Year/year studies indicate that crashes are down by about 40-50%.
- Crash reduction benefits continue with the implementation of a 5 second advance walk signal, Leading Pedestrian Interval (LPI) at all the 24 intersections in the Central Business District (CBD). Up to 42% reduction in crashes have been recorded, at virtually no cost to the City. Presented our findings to the Florida State Institute of Transportation Engineers Annual Meeting; the International Active Living Research meeting; the Florida APWA meeting & the National APWA meeting (August 2017); the Transportation Research Board (D.C.); the Tampa Downtown Partnership; and the Hillsborough County MPO.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Parking Enforcement	2.91	154,398	218,157	372,555	309,717	62,838
Parking Garage Operation Services	2.38	159,310	1,273,193	1,432,503	1,355,669	76,834
FY 2020 Total:	5.29	\$313,708	\$1,491,620	\$1,805,058	\$1,665,386	\$139,672

Figure D-290: Parking Services Activity Costs
Fiscal Year 2020 Annual Budget

Transportation – Facilities Construction Activity

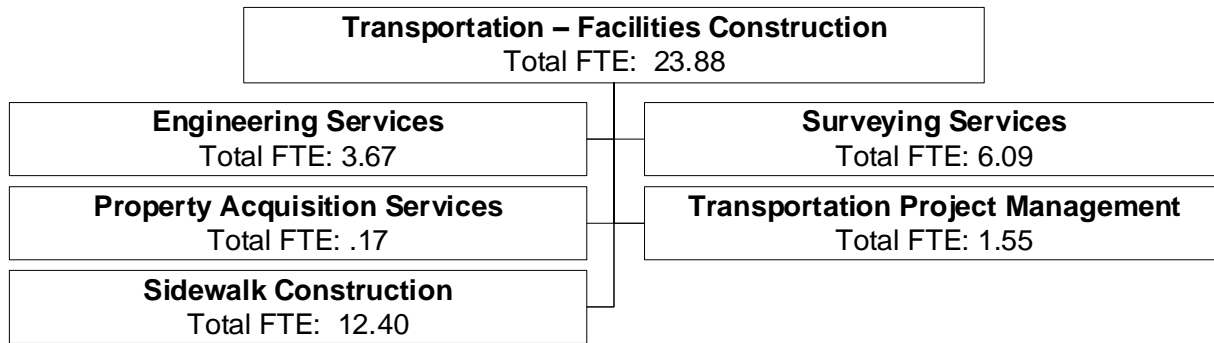


Figure D-291: Transportation – Facilities Construction Activity

Mission

To provide for the construction of transportation facilities throughout the City of Lakeland and to acquire the necessary rights-of-way (ROW) for transportation-related facilities proposed throughout the City.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$2,511,051	\$1,890,616	\$3,479,497
Revenues Summary	\$1,363,853	\$1,334,018	\$3,536,344
Net Cost Summary	\$1,147,198	\$556,598	(\$56,847)
FTE Summary	22.62	22.82	23.88

Figure D-292: Transportation – Facilities Construction Activity Budget Summary

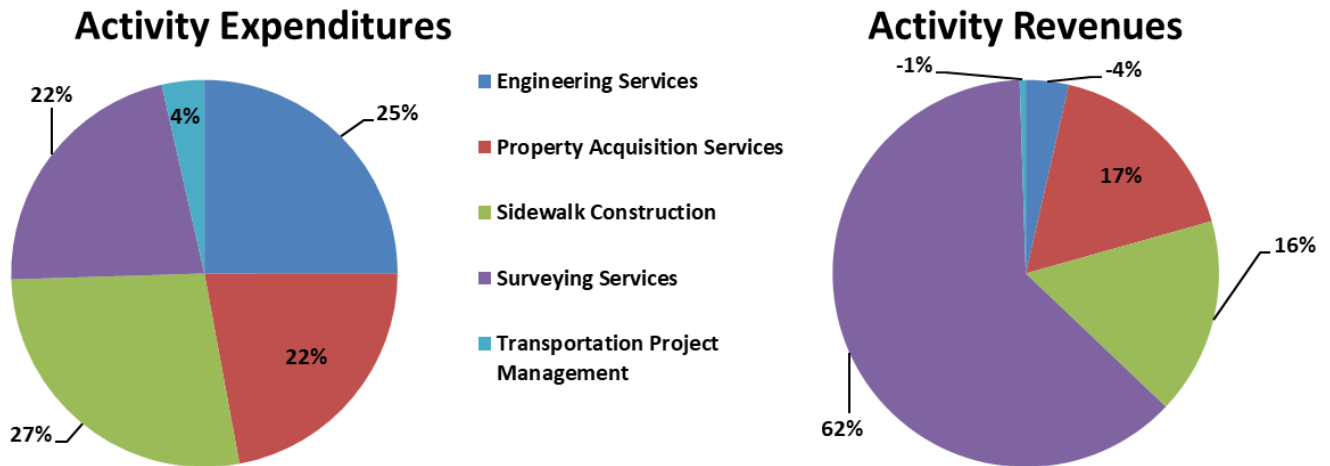


Figure D-293: Transportation – Facilities Construction Activity Pie Charts

Transportation – Facilities Construction Activity Continued

Core Services

Transportation facility projects are managed and constructed by the Public Works Department. Transportation Facilities Construction services include sidewalk construction, streetscape construction (enhanced sidewalk with pavers, landscaping and antique street lights), intersection improvements, traffic calming construction, traffic signalization, new road construction, street widening, preparation and management of contract documents for construction services, and construction management services associated with major transportation capital projects. To provide the necessary services for ROW acquisition for transportation related capital projects including the preparation of acquisition documentation, management of contractual services for survey and appraisal services, acquisition negotiations and management of eminent domain litigation.

Engineering Services

Public Works Engineering Division provides civil engineering services for the City in the areas of surveying, design, permitting and inspection for transportation and stormwater projects, and plans and plats review and inspection for subdivision and commercial development projects in the City.

Property Acquisition Services

The Public Works Director's Office manages and coordinates property acquisition services for Capital Improvement Plan (CIP) projects. Services include alignment studies, appraisal, negotiation, mediation, and management of eminent domain litigation. The Director's Office assembles the team of experts which may include planners, engineers, surveyors, appraisers, business damage experts, and legal counsel.

Sidewalk Construction

Sidewalks are constructed to current ADA Standards.

Surveying Services

Surveying and mapping for design of Transportation CIP projects and site layout for construction of these CIP projects. Also included in this function are surveying and preparation of legal documents for right-of-way or easement transactions for City properties and reviewing and approving plats of subdivision developments within the City limits.

Transportation Project Management

The Public Works Director's Office provides project management services for CIP projects. The projects are typically implemented using engineering consultant services and contractors.

Transportation – Facilities Construction Activity Continued

Changes and Accomplishments

Construction Projects Completed

- Reconstructed 78 ADA Accessible curb ramps or 2.1% of the total inventory of curb ramps
- Constructed 1577 Linear feet of new sidewalk for ADA Accessibility for a .1% increase in sidewalk inventory
- Replace 2309 Linear Feet of damaged sidewalk that is .16% of the total inventory.
- Constructed 2430 Square Feet of New Streetscape
- Removed and Replaced 6120 Square feet of damaged streetscape
- Completed Kettles Avenue Sidewalk project
- Installed a driveway to gain access of the communication tower on Lakeland Highland Rd
- Lake Morton Resurfacing Project
- East Garden Street Sidewalk from Lakeland Hills Blvd to West Lake Parker Drive
- Orange Street Streetscape from Florida Ave to Tennessee Ave/ Frontier Parking Lot
- Derbyshire Brick Street Restoration from Edgewood Drive to Lk Hollingsworth Drive
- Storm pipe replacement of 200 feet of 36" on E Highland Drive

Drainage Projects Completed

- Cleaned 77,720 Linear feet of Storm Sewer that is 7.6% of the total inventory
- Televised 58,405 Linear Feet of Storm Sewer that is 5.7% of the total inventory.
- Completed Lotus and Forrest Park storm pipe repair
- Completed the Mall Hill Road Widening and storm pipe repair

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Engineering Services	3.67	826,156	43,008	869,164	(137,932)	1,007,096
Property Acquisition Services	0.17	31,479	737,780	769,259	656,981	112,278
Sidewalk Construction	12.40	489,938	464,083	954,021	633,544	320,477
Surveying Services	6.09	672,087	91,262	763,349	2,403,382	(1,640,033)
Transportation Project Management	1.55	164,569	(\$40,865)	123,704	(19,631)	143,335
FY 2020 Total:	23.88	\$2,184,229	\$1,295,268	\$3,479,497	\$3,536,344	(\$56,847)

Figure D-294: Transportation – Facilities Construction Activity Costs

Transportation – Facilities Maintenance Activity

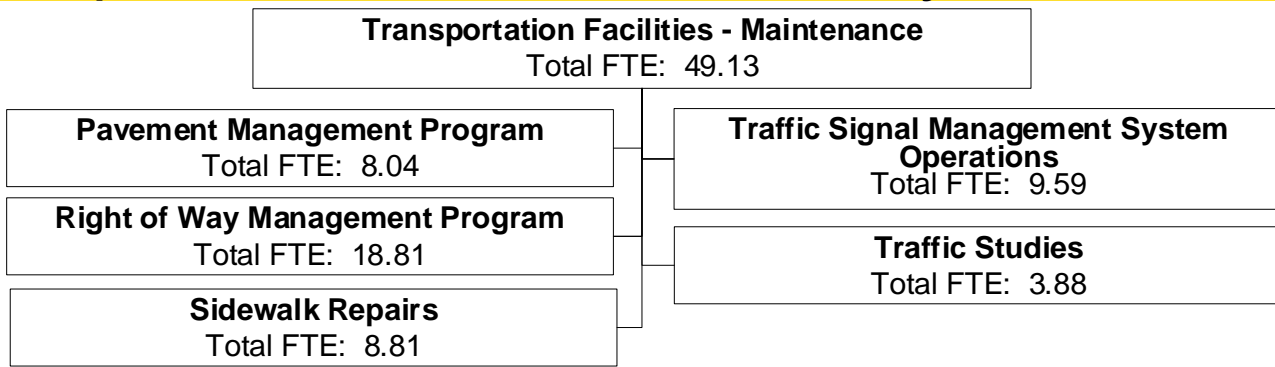


Figure D-295: Transportation – Facilities Maintenance Activity

Mission

To support safe and attractive neighborhoods and public spaces through the continuous maintenance of all streets, sidewalks, drainage facilities and alleys within the City.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	9,848,472	15,120,280	\$14,549,101
Revenues Summary	3,291,760	7,735,637	\$4,387,596
Net Cost Summary	\$6,556,712	\$7,384,643	\$10,161,505
FTE Summary	49.72	51.43	49.13

Figure D-296: Transportation – Facilities Maintenance Activity Budget Summary

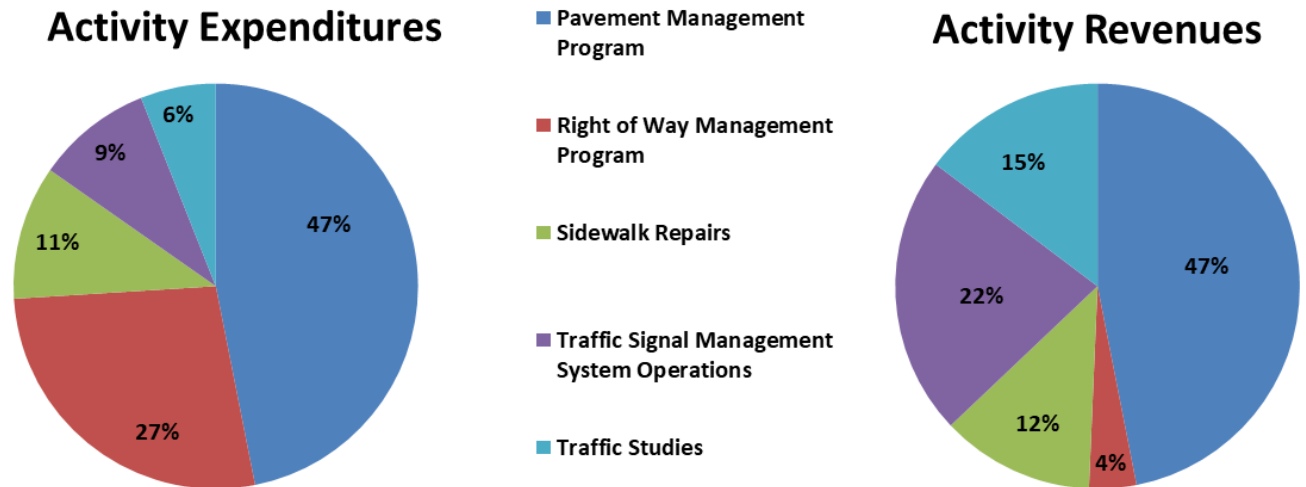


Figure D-297: Transportation – Facilities Maintenance Activity Pie Charts

Transportation – Facilities Maintenance Activity Continued

Core Services

The Transportation Facilities Maintenance Program includes, mowing and trimming along streets and alleys, repairs of damaged road surfaces, upkeep of sidewalks and streetscape, maintenance of traffic signals, traffic studies and pavement markings, installation and repair of street signs, maintenance of storm drains, catch basins, and retention ponds.

Pavement Management Program

Pavement Management is a computerized program named “Micropaver” that information about each street is entered and it analyzes the pavement conditions and provides a pavement condition index for each street section. Using this information, it develops the strategies for each street and when that strategy needs to be applied. The information is used to develop a yearly resurfacing program.

Rights-of-Way Management Program

Maintenance crews are used to keep the rights-of-ways along the street clean and safe for both vehicular and pedestrian traffic. Signs are being updated to the latest standards for both text height and visibility with improved reflective sheeting.

Sidewalk Repairs

Sidewalks are repaired to current ADA Standards.

Traffic Signal Management System Operations/Traffic Studies

Traffic Operations provides maintenance of traffic signals, traffic signs and traffic studies throughout the City of Lakeland. Efficient operation of traffic signals and clarity of signage improves the “Quality of Life” for the Citizens of Lakeland by reducing their commute time.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Pavement Management Program	8.04	3,010,521	3,810,563	6,821,084	2,057,965	4,763,119
Right of Way Management Program	18.81	1,127,567	2,818,975	3,946,543	165,646	3,780,897
Sidewalk Repairs	8.81	1,377,664	179,657	1,557,321	537,803	1,019,518
Traffic Signal Management System Operations	9.59	802,217	545,533	1,347,751	979,421	368,330
Traffic Studies	3.88	459,541	416,861	876,402	646,761	229,641
FY 2020 Total:	49.13	\$6,777,510	\$7,771,589	\$14,549,101	\$4,387,596	\$10,161,505

Figure D-299: Transportation – Facilities Maintenance Activity Costs

Support Services Program

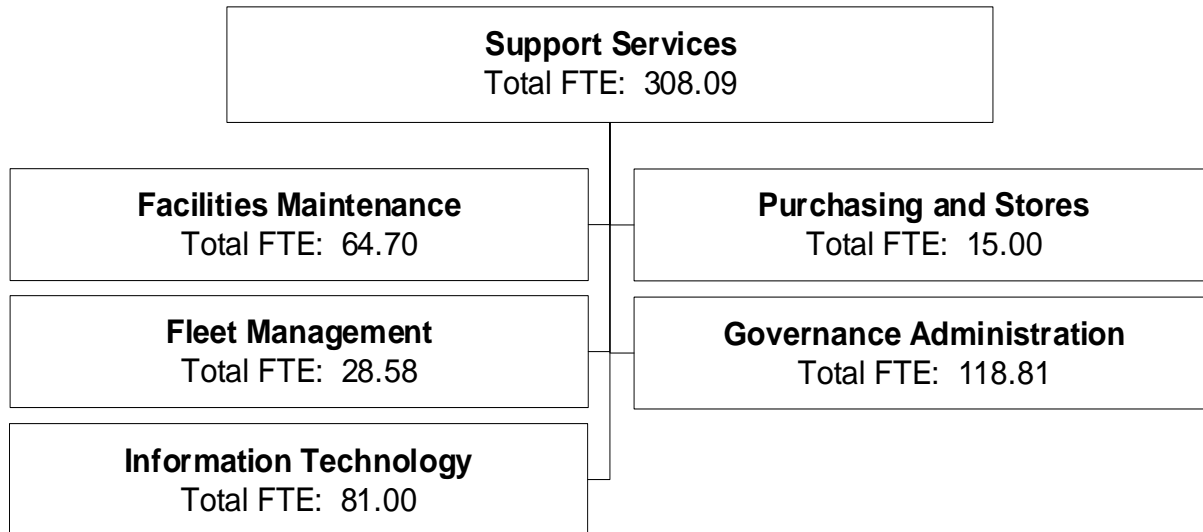


Figure D-300: Support Services Program

Program Summary

To provide the administrative overhead and structure to enable the City of Lakeland’s Departments and operational Divisions to effectively carry out their respective missions by:

- Maintaining and constructing safe, clean and secure City facilities for visitors and City employees in a cost effective and efficient manner.
- Acquiring and maintaining safe, reliable, cost effective vehicles and equipment which meet the specific needs of City Departments.
- Ensuring the acquisition of quality goods and services at the best value for the City in addition to providing a readily available supply of required items for immediate pick-up by City Departments as a support for their respective services.
- Working together to provide planning, implementation and support of information technologies enabling efficient City operations.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$7,092,308	\$6,754,967	\$11,501,890
Revenues Summary	\$1,417,988	\$1,355,764	\$2,516,026
Net Cost Summary	\$5,674,320	\$5,399,203	\$8,985,864
FTE Summary	290.91	298.56	308.09

Figure D-301: Support Services Program Budget Summary

Program Expenditures

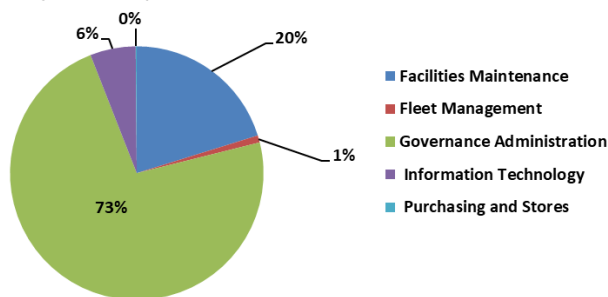


Figure D-302: Support Services Program Pie Chart
Fiscal Year 2020 Annual Budget

Facilities Maintenance Activity

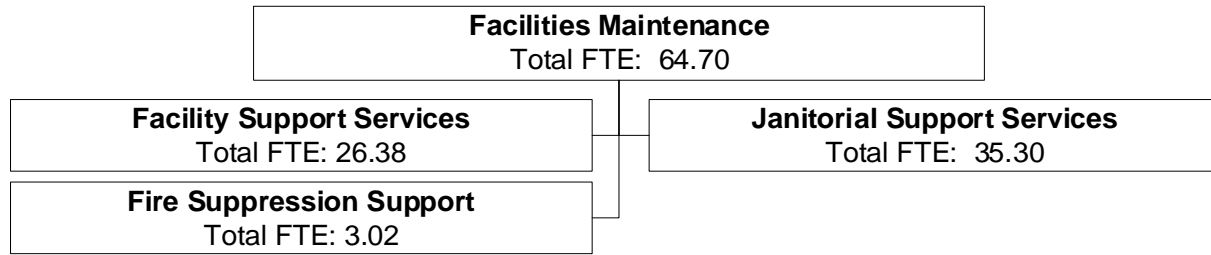


Figure D-303: Facilities Maintenance Activity

Mission

To maintain and construct safe, clean and secure City facilities for visitors and City employees in a cost effective and efficient manner.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$242,124	\$217,415	\$2,323,274
FTE Summary	62.00	64.29	64.70

Figure D-304: Facilities Maintenance Activity Budget Summary

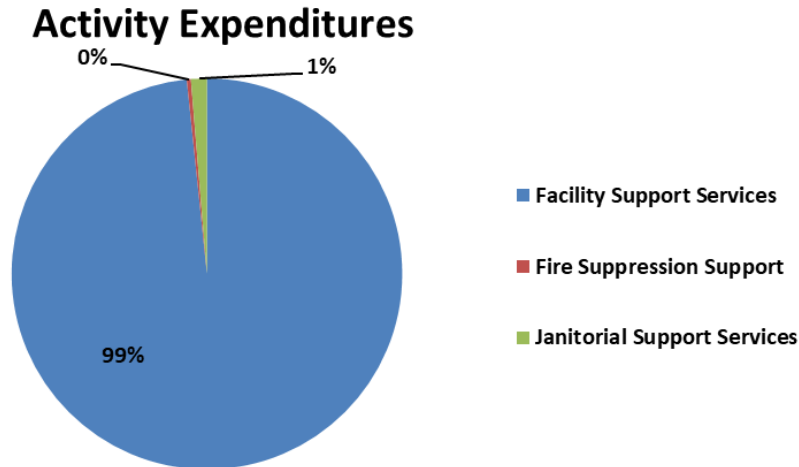


Figure D-305: Facilities Maintenance Activity Pie Chart

Facilities Maintenance Activity Continued

Support Services

Provide maintenance, janitorial, safety and construction support services for the City's 186 facilities to include: structural, heating, ventilation, air-conditioning (HVAC), plumbing, electrical, carpentry, painting, roofing, physical security and fire alarms and suppression systems.

Facility Support Services

Provide maintenance, construction and physical security support services for the City's 186 facilities.

Fire Suppression Support

Provide testing, maintenance, repairs and construction of the Fire Alarm and Suppression Systems for the City's Facilities excluding the Power Production areas of Lakeland Electric (LE).

Janitorial Support Services

Provide janitorial support services; regular cleaning, floor care and supplies to a majority of the City's facilities.

Changes and Accomplishments

- Upgrade Kitchen Hood at Simpson Recreation Complex
- Completed Roof Replacement on JMS Grandstand
- Paint and Seal Kelly Recreation Complex
- Paint and Seal Simpson Recreation Complex
- Upgraded Fire Sprinklers at Station #4
- Replace Roofs and Painted Course Shelters at CHGC
- Cleaned Sealed and Painted LE Admin and Iowa Garage Exterior
- Remodeled 5th Floor LE Control Room Video Wall
- Replace Emergency Generator LE Admin
- Main Library Coffee Shop and Community Room Addition
- Second Phase of RP Funding Center Remodel
- City Hall South Side Security Enhancements
- Fleet ADA Restrooms and Canopy Addition
- Traffic Operations ADA Restroom Addition
- Cook Park Concession Building
- Jackson Branch Library Carpet Replacement
- Barnett Park Splash Pad Controls Replacement
- Barnett Park Splash Bucket Install
- LE Substation Security Enhancements - Card Readers, Beams and Camera's
- Main Street Garage Fire Panel Replacement
- Completed Hurricane Irma Damage Repairs
- Installed Generator Vault Tank and Replaced Automatic Transfer Switch at City Hall
- Replaced Chiller Coils at LE Admin

Facilities Maintenance Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Facility Support Services	26.38	32,169	2,252,711	2,284,880	-	2,284,880
Fire Suppression Support	3.02	7,985	(63)	7,921	-	7,921
Janitorial Support Services	35.30	18,199	12,275	30,473	-	30,473
FY 2020 Total:	64.70	\$58,353	\$2,264,923	\$2,323,274	\$0	\$2,323,274

Figure D-306: Facilities Maintenance Activity Costs

Fleet Management Activity

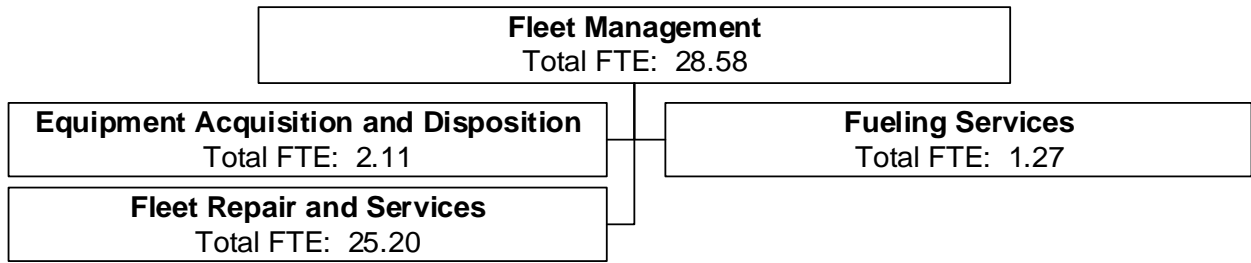


Figure D-307: Fleet Management Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$108,046	\$111,966	\$104,244
FTE Summary	28.00	28.58	28.58

Figure D-308: Fleet Management Activity Budget Summary

Activity Expenditures

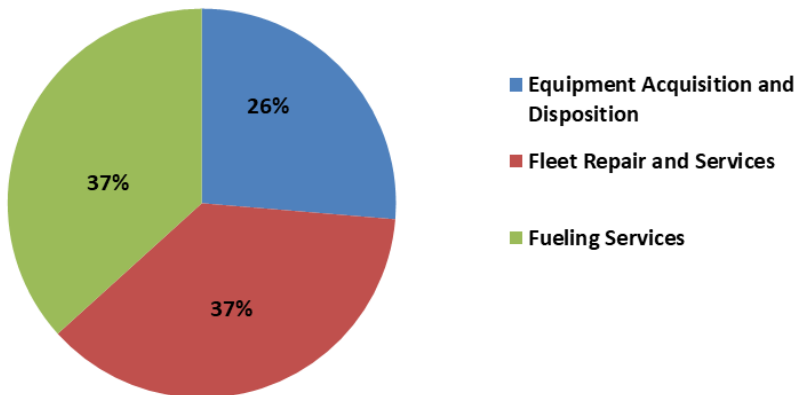


Figure D-309: Fleet Management Activity Pie Chart

Fleet Management Activity Continued

Support Services

City of Lakeland Fleet Management, selected as one of Government Fleet Magazine's "100 Best Fleets" in 2011, 2012, 2013, 2014, 2016, and one of the "50 Leading Fleets in 2014 and 2016," oversees the maintenance, acquisition, disposal, and fueling of the City's vehicle and equipment fleet, totaling over 1,300 units. Fleet Management incorporates public-private partnerships, teaming its staff of 28 City employees with commercial vendors such as Genuine Parts Company, GCR Tire Center, and several repairs, dealership, towing, and washing companies to accomplish its daily mission. Lakeland's vehicle fleet consists of automobiles, light, medium, and heavy trucks, construction and industrial equipment, utility and solid waste servicing vehicles, and other miscellaneous equipment. Annual fleet replacement purchases average 100 units, totaling \$5,000,000-\$6,000,000. Fleet Management dispenses over a million gallons of gasoline, diesel, and ethanol-85 fuel annually.

Equipment Acquisition and Disposition

Acquisition:

Fleet Management purchases all City vehicles and equipment—exceptions include Fire Department assets and several specialized pieces of equipment managed by Lakeland Electric, Parks and Recreation, and Water/Wastewater. Fleet utilizes existing State, Florida Sheriffs, and local government contracts approved for piggyback and writes specifications for unique applications if required. Fleet Management prepares all newly received vehicles for service prior to delivery to the customer.

Disposition:

Fleet Management disposes of vehicles, equipment, and obsolete installed equipment through Manheim Imperial Auctions. Additionally, Fleet has researched virtual auction companies such as Copart/Property Room for potential better auction revenue returns.

Fleet Repair and Services

Fleet Management provides the following repair and services for our customers:

- Preventive maintenance (In-house).
- Unscheduled minor, intermediate, and major repair (In-house).
- Warranty, recall, and overflow repair work (Privatized, various dealerships and OEM repair sites).
- Major component replacement (In-house and privatized, various dealerships and OEM repair sites).
- Minor and intermediate body repair (In-house).
- Major body, paint, and accident repair (Privatized, Lakeland Auto Mall).
- Fabrication and welding (In-house).
- Road service regular and after hours (in-house).
- Tire repair, replacement and servicing (Privatized In-house, GPC/NAPA and GCR Tire Center).
- Parts and material purchase support (Privatized in-house with GPC/NAPA).
- Analysis products for departments on demand (fuel consumption, maintenance trends, replacement analysis, etc.).
- Towing service (Privatized, Webb's Towing).
- Vehicle washing (Privatized, Superior Car Wash).

Fleet Management Activity Continued

Support Services Continued

Fueling Services

Fleet Management operates the City's only fuel station at the Evelyn Ave. facility. Unleaded gasoline, diesel, and E-85 fuel is provided. Additional fueling capability under emergency conditions is available at the Fleetwing facility on Combee Rd.

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

Changes and Accomplishments

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

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Equipment Acquisition and Disposition	2.11	24,152	3,277	27,430	-	27,430
Fleet Repair and Services	25.20	37,993	570	38,563	-	38,563
Fueling Services	1.27	44,048	(5,797)	38,251	-	38,251
FY 2020 Total:	28.58	106,193	(\$1,950)	\$104,244	\$0	\$104,244

Figure D-310: Fleet Management Activity Costs

Information Technology Activity

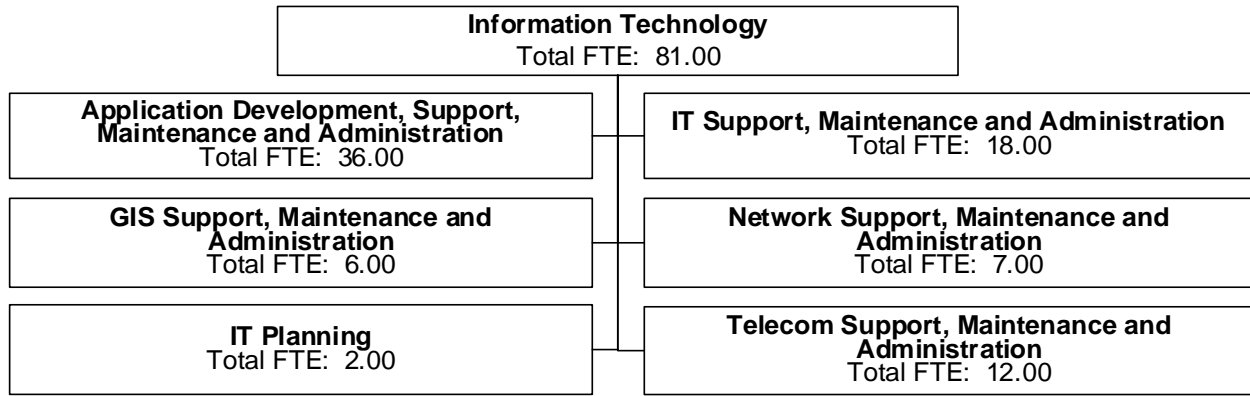


Figure D-311: Information Technology Activity

Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$717,431	\$673,465	\$667,746
FTE Summary	80.30	81.00	81.00

Figure D-312: Information Technology Activity Budget Summary

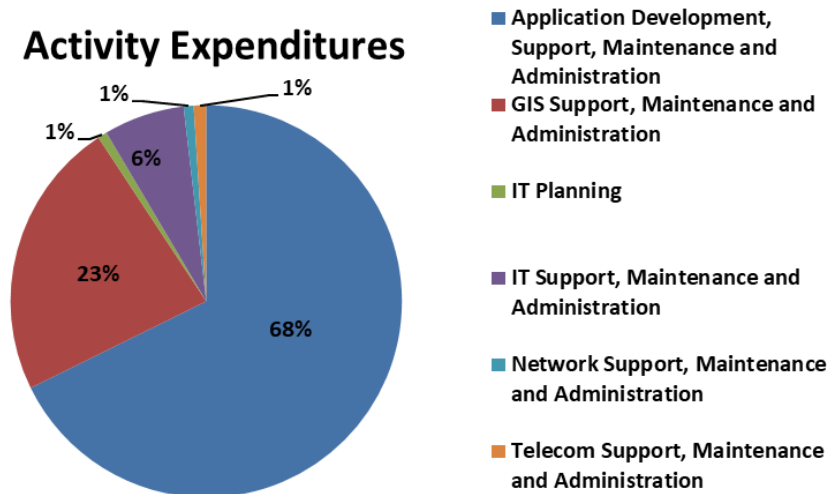


Figure D-313: Information Technology Activity Pie Chart

Information Technology Activity Continued

Support Services

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

Application Development, Support, Maintenance and Administration

Application design, selection, development, maintenance and support including enterprise (Oracle EBS, PeopleSoft, Maximo, UMS, etc.) and departmental applications (OMS, BICEPS, etc.). Database administration and support including Oracle and SQL technologies. Program and project management.

GIS Support, Maintenance and Administration

Geographic Information Systems (GIS) services, maintenance, administration and support. Coordination with other municipalities and Public Safety organizations.

IT Planning

Establishing Vision and Mission and directing planning for all IT Divisions. City-wide business process improvement developing information technology. Business operations including billing, vendor management, asset management, personnel administration and DOIT finance.

IT Support, Maintenance and Administration

Help Desk problem determination and resolution. Desktop administration, maintenance and support including workstation, laptop, display, wireless, smartphone, copier and printer technologies.

Network Support, Maintenance and Administration

Network administration and support including LAN, WAN and Wireless technologies; Server administration and support including UNIX and Windows technologies; Storage administration and support including SAN technologies. Backup and Recovery, Business Continuity and Security administration.

Telecom Support, Maintenance and Administration

Telecommunications administration, design and support including switch, phone, Sonet network, fiber and radio technologies.

Information Technology Activity Continued

Changes and Accomplishments

Operationally administered, maintained and supported:

- Application Systems
 - 20+ Large Enterprise wide OTS applications
 - 20+ Large internally developed applications
 - 200+ Departmental OTS and developed applications
- Systems and Network Infrastructure
 - 50+ Linux servers
 - 21 Physical servers
 - 300+ Virtual Servers
 - VCE VBlock (virtual server infrastructure)
 - Data Domain Tapeless Backup
 - Exagrid Tapeless Backup
 - 10Gb Backbone
 - 250+ switches, routers
 - 116 Locations
 - 2000+ nodes
 - 300 TB of SAN storage
 - 108 Wireless Access Points
 - Offsite Disaster Recovery Facilities
 - Cloud based systems
 - Applications
 - ✓ Exchange & Office 365
 - ✓ Systems Monitoring (Network, Server, Storage)
 - ✓ Spam Filter
 - ✓ TripWire Change Monitoring
- IT Support Infrastructure
 - 2140+ desktops and laptops
 - 195+ printers/copiers/plotters
 - 180+ tablets/iPads
- Telecommunications Infrastructure
 - 1500+ 800 MHz radios (mobile, portable, base stations)
 - 15,000 push-to-talk per day
 - 3 towers and one backup site
 - 2400+ VoIP phones and infrastructure
 - 36,000 calls per day
 - 39 OC48 SONET substation communication nodes

Information Technology Activity Continued

Changes and Accomplishments Continued

- Database Infrastructure
 - Oracle
 - ✓ 15 Production Clustered Databases
 - ✓ 14 Production Clustered Standby Databases
 - ✓ 53+ Clustered Test/Dev Databases (Total=106+)
 - Microsoft SQL Server
 - ✓ 14 Instances
 - ✓ 269 Databases
 - Storage
 - ✓ Production: 8.4TB
 - ✓ Test/Dev/DR: 33TB
 - Servers (Exadata)
 - ✓ Production: 5
 - ✓ Test/Dev/DR: 5

Certifications Attained:

- GIAC Security Leadership Certification
- VIP Awards received by DoIT staff for their excellent service – 40 VIP Awards

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Application Development, Support, Maintenance and Administration	36.00	7,383	444,807	452,190	-	452,190
GIS Support, Maintenance and Administration	6.00	4,951	148,575	153,526	-	153,526
IT Planning	2.00	4,627	459	5,086	-	5,086
IT Support, Maintenance and Administration	18.00	5,924	38,672	44,596	-	44,596
Network Support, Maintenance and Administration	7.00	5,032	459	5,491	-	5,491
Telecom Support, Maintenance and Administration	12.00	5,438	1,420	6,857	-	6,857
FY 2020 Total:	81.00	\$33,355	\$634,392	\$667,746	\$0	\$667,746

Figure D-314: Information Technology Activity Costs

Purchasing and Stores Activity

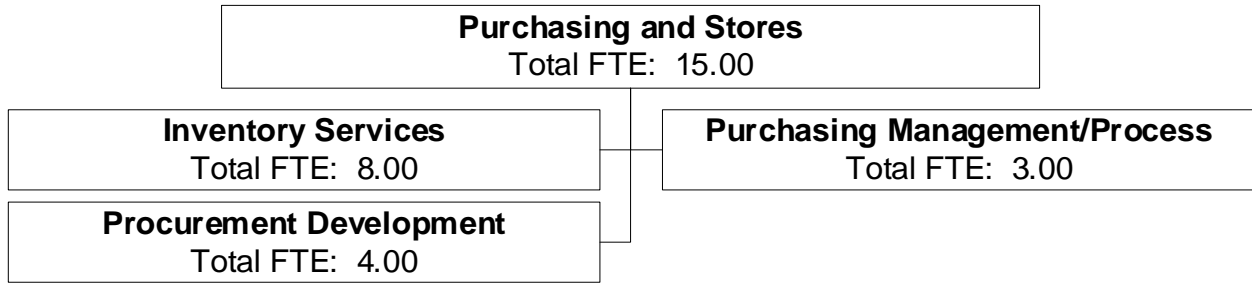


Figure D-315: Purchasing and Stores Activity

Mission

To ensure the acquisition of quality goods and services at the best value for the City in addition to providing a readily available supply of required items for immediate pick-up by City Departments as a support for their respective services.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$42,582	\$28,251	\$15,987
Revenues Summary	\$1,357,988	\$1,284,618	\$2,354,826
Net Cost Summary	(\$1,315,406)	(\$1,256,367)	(\$2,338,839)
FTE Summary	16.00	16.00	15.00

Figure D-316: Purchasing and Stores Activity Budget Summary

Activity Expenditures

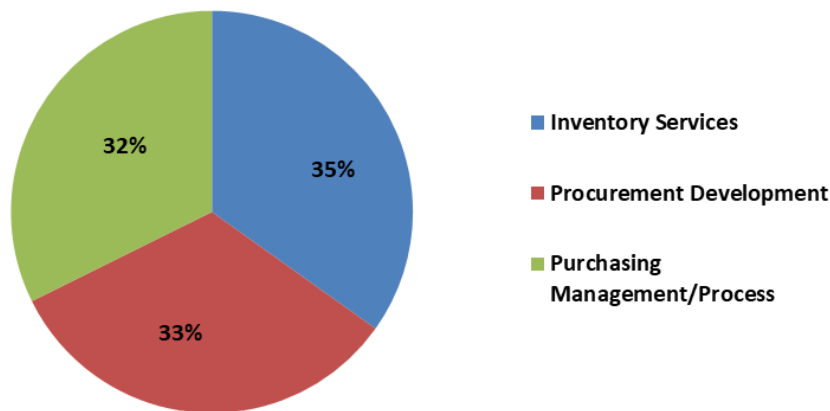


Figure D-317: Purchasing and Stores Activity Pie Chart

Purchasing and Stores Activity Continued

Support Services

The Purchasing and Stores Division is responsible for preparing all competitive solicitation for sealed bids and quotes for all City Departments. Administering the purchasing card (credit card) program which allows authorized City employees to make small purchases for their Department's regular needs with minimal paperwork. Responsible for annual contract process and management. Reviews, approves and processes all purchase requisitions, purchase orders and change orders. Maintains supervision and distribution of 3,700+ separate stock items. Central Stores stages and palletizes supplies and system components for the Electric and Water Utilities crew trucks daily. Inventory is carefully monitored, and re-orders are established based upon historical usage patterns. Central Stores maintains safety and emergency stock for out of the ordinary situations (e.g. hurricanes, tornados, etc.). Responsible for sale of scrap metal program and Used Material (Lamps, Ballasts, Bulbs, Cardboard) Recycling and Disposal Program.

Inventory Services

The accurate and timely application of these services are crucial to maintaining proper inventory levels in meeting the needs of our City departments; also, these services tie directly to the safeguarding and efficient management of \$10 million of centrally warehoused inventory used by City departments in the successful operation and maintenance of City utilities, roads, and environments.

Procurement Development

These services are responsible for obtaining competitive bidding; the cost savings thereby derived through this process ensures proper and efficient management of fiscal resources as well as transparent and efficient business practices and is key to efficient benchmarking and establishing best practices. Working with City staff to obtain goods and services through this process directly achieves an informed and engaged workforce based on the communication between agencies. This service also is effective and essential in maximizing leadership and decision-making in daily and strategic, long-term planning, and ensures compliance with federal, state and local policies and procedures, particularly State of Florida statutes regarding the Consultants' Competitive Negotiation Act (CCNA) as well as the City Charter.

Purchasing Management/Process

This is the key process used to initiate and document all requested materials, supplies, equipment, and services from all City departments as well as authorize vendors, suppliers and contractors to ship goods or perform services and subsequently invoice the City for such. Also, establishing annual contracts saves administrative costs by reducing the need for procurements for common needs while stabilizing prices over a period, which greatly impact these outcomes. Successful management of the multitudes of small dollar purchases made via P-cards is essential in achieving careful, responsible fiscal management of City funds, and maintaining efficient operational and business missions throughout the City. Focusing on benchmarking and other entities' best practices will increase the City's knowledge and understanding of best utilization of this process.

Purchasing and Stores Activity Continued

Changes and Accomplishments

- Received 2019 Florida Association of Public Procurement Officials (FAPPO) Award of Excellence in Public Procurement, one of only 18 agencies within the State of Florida.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Inventory Services	8.00	5,113	459	5,572	784,942	(779,370)
Procurement Development	4.00	4,789	459	5,248	784,942	(779,694)
Purchasing Management/Process	3.00	4,708	459	5,167	784,942	(779,775)
FY 2020 Total:	15.00	\$14,610	\$1,377	\$15,987	\$2,354,826	(\$2,338,839)

Figure D-318: Purchasing and Stores Activity Costs

Governance Administration Activity

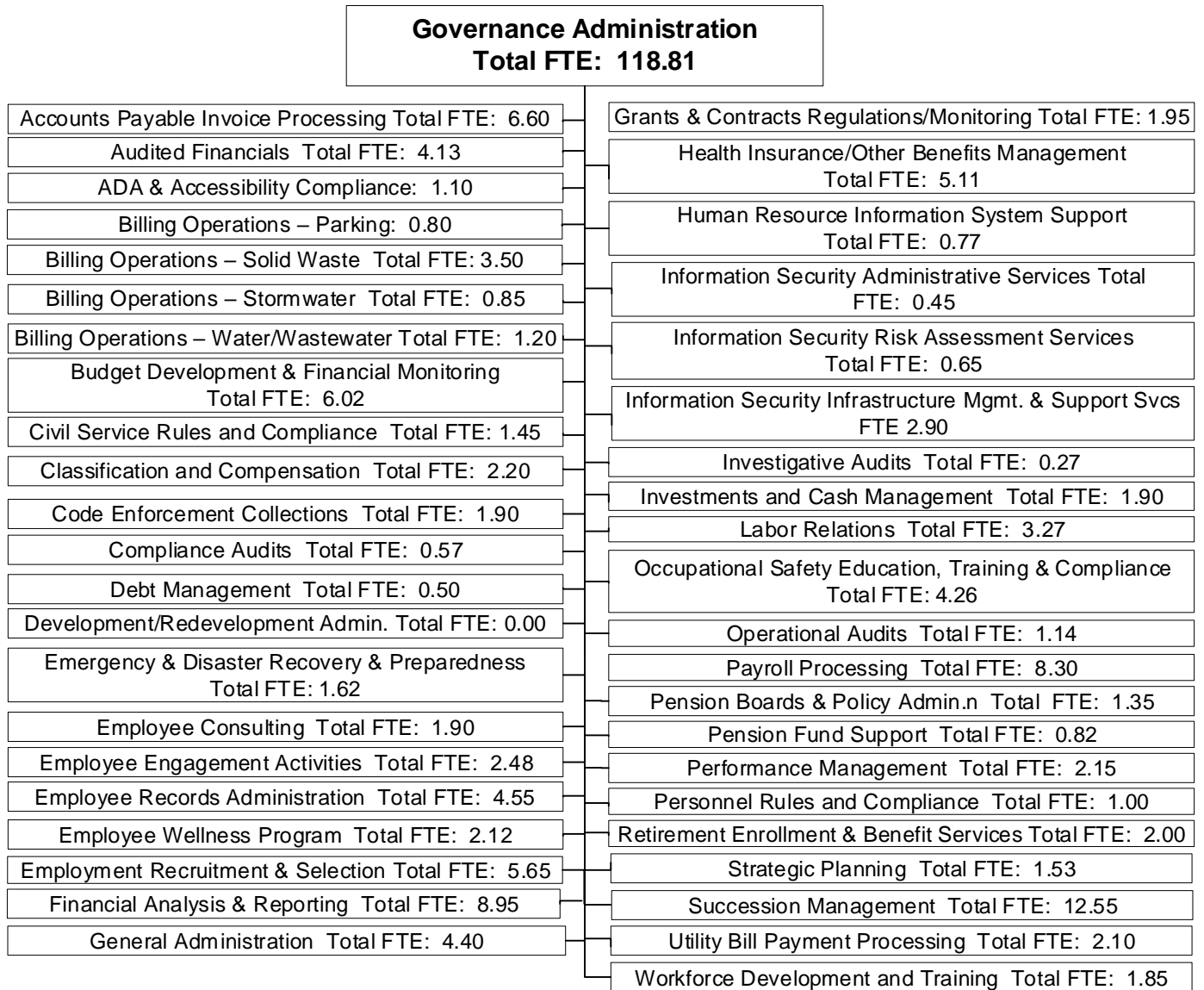


Figure D-319: Governance Administration Activity

Mission

The Governance Administration Support Services provide the administrative overhead and structure that enables the departments of the City of Lakeland to effectively carry out their respective missions.

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget
Expenditures Summary	\$5,982,125	\$5,723,870	\$8,390,639
Revenues Summary	\$60,000	\$71,146	\$161,200
Net Cost Summary	\$5,922,125	\$5,652,724	\$8,229,439
FTE Summary	104.61	108.69	118.81

Figure D-320: Governance Administration Activity Budget Summary

Governance Administration Activity Continued

Support Services

The Governance Administration section differs from the sections presented previously. The services in the following pages do not have outcomes or outputs that explicitly benefit external customers, but rather support the outcomes and outputs of the other departments. These services are broadly grouped under the Governance Administration Activity. Governance Administration services included in the following pages are: City Manager, Civil Service, Finance, Human Resources, Information Security, Internal Audit, Office of Management and Budget, Retirement Services and Risk Management.

Accounts Payable Invoice Processing

Auditing and processing of all payments to vendors for goods and services provided to the City.

ADA & Accessibility Compliance

Ensuring compliance with the Department of Justice's published Americans with Disabilities Act.

Audited Financials

This core service is comprised of two principal activities. First is the assistance to the external auditors in the planning and completion of the annual CAFR audit, the bi-annual Certified State of Florida Sales Tax audit and any other City of Lakeland audits they may be asked to perform. The second activity under this core service would be a review of financial transactions or activities from principally a financial aspect (supporting or proving the reasonableness of a balance). A project of this type could be either City-wide or departmental/divisional in nature.

Billing Operations - Parking

Processes monthly invoicing and collection of permit parking in addition to providing collections and general customer service for parking citations.

Billing Operations - Solid Waste

Assists in establishing and maintaining accounts for new commercial services and implementation of all rate changes for the Solid Waste System.

Billing Operations - Stormwater

Implements all rate changes for the Stormwater System.

Billing Operations - Water/Wastewater

Monitors usage and issues impact fee billings for Water and Wastewater customers. Implements all rate changes for the Water/Wastewater System.

Budget Development and Financial Monitoring

Performs professional budget and financial analysis work related to budget development, publication and financial monitoring. Develops financial forecasts for all City Departments. Preparation of funding plans for annual and multi-year proposed budget, including establishment of operating expense targets and associated revenue requirements. Compilation and verification of user charges for services provided by all Enterprise and Internal Service Funds of the City. Preparation of revenue forecast and ten-year spending plans for all capital improvement programs. Year-round management of the revenues and expenditures of the City to ensure that the Budget is complied with fully, including monitoring of workforce levels.

Governance Administration Activity Continued

Support Services Continued

Civil Service Rules and Compliance

The Civil Service Board shall adopt and may amend a code of rules and regulations which it shall enforce, providing for the selection, examination, qualification, registration, employment, promotion, removal, suspension, demotion, reduction and discharge of employees within Civil Service.

Classification and Compensation

Job descriptions, reclassifications, recommendations for pay grades or steps based on candidate qualification review. Validation of pay ranges through internal & external comparisons. Ensure compliance regarding FLSA (exempt and non-exempt classification). Analyze & design pay structures and systems.

Code Enforcement Collections

Collection of code enforcement fines and penalties levied by the Neighborhood Services Division of Community and Economic Development.

Compliance Audits

This core service represents review and testing of accounts and activities to determine whether they follow federal and state law or City policies.

Debt Management

Management of the long and short-term debt held by the City and its departments. This function includes oversight and recommendations for action based on past and current fiscal trends, management of all new bonded debt issuances, and verification of compliance with bond covenant requirements.

Development/Redevelopment Administration

Uses tax increment financing to improve the economic vitality and aesthetic appearance of Downtown, Dixieland and Midtown CRA districts. Promote and facilitate the implementation of the three redevelopment plans which were created to eliminate blight. Establish long-term partnerships with various agencies to improve all public infrastructure, enhance communication with business and property owners and leverage CRA resources to maximize impact within the districts.

Emergency and Disaster Recovery and Preparedness

To safeguard assets, which include but are not limited to the health and welfare of our Citizens and employees, the City of Lakeland's Office of Risk Management developed and maintains a clearly defined and understood emergency plan that will enable us to mitigate the impact of any emergency that may occur as well as expedite recovery.

Employee Consulting

Consultations with various employees regarding policies, employee benefits, recruitment, job forecasting, assessment processes, disciplines, EEOC compliance, etc.

Governance Administration Activity Continued

Support Services Continued

Employee Engagement Activities

City-wide Human Resource (HR) compliance training, orientation, HR initiative implementation and projects. Employee Recognition and Engagement support (Suggestion Awards). Work with Employee Engagement division to ensure recognition activities.

Employee Records Program

Digitized collection and maintenance of all employee records.

Employee Wellness Program

This program is essential to improving the overall health and welfare of the City of Lakeland's employees. This is accomplished by providing convenient, affordable access to disease management and episodic care, which is offered through the City's on-site wellness clinic. In addition, clinic personnel serve as facilitators between City employees and their physicians in the medical community to insure continuity of care as well as adherence to prescribed treatment regimes. Pre-employment and annually required firefighter physicals are also conducted at the clinic in addition to providing treatment for employees, who are injured on the job. Through its due diligence, and the offering of a health and wellness program and clinic to the City's employees, the Office of Risk Management has achieved a savings of an estimated total of 7 million dollars through a reduction in the medical claims trend, disease management, occupational medicine, and Workers' Compensation claims over the last year. Moreover, a total of \$418,770.00 in manpower hours by employees utilizing the clinic for treatment of episodic conditions was saved, and an additional \$275,246.00 in manpower hours was saved due to utilization of the clinic by employees for treatment of on the job injuries.

Employment Recruitment and Selection

All advertising/posting, review and qualification, testing and assessment, and other activities necessary to maintain an adequate and qualified workforce for the City of Lakeland shall be carried under this service.

Financial Analysis and Reporting

Providing analysis and recommendations based on the fiscal impacts of proposed policy actions.

General Administration

Operational costs not directly related to providing a Service.

Grants and Contracts Regulation/Monitoring

Ensuring compliance with all grant and contract requirements. This includes requests for drawdown and monitoring for compliance with fiscal requirements.

Health Insurance/Other Benefits Management

Through prudent fiscal management, the City of Lakeland's Office of Risk Management can maintain health and other insurances that are offered to safeguard our workforce and retirees. This is done through the utilization of efficient business practices as well as the implementation of plan modifications. Benefit education of employees and retirees is an important function of this office.

Governance Administration Activity Continued

Support Services Continued

Human Resource Information System Support

Support for PeopleSoft, Crystal, NeoGov, and Microsoft products necessary to ensure effective and efficient attainment of HR related goals. Maintain system for FMLA administration.

Information Security Administrative Services

Focuses on policy-making and enforcement, setting the direction for information technology risk management and oversight.

Information Security Risk Assessment Services

Includes the day-to-day operational support processes for information risk management, including vulnerability assessments and policy compliance audits.

Information Security Infrastructure Management & Support Services

The majority of cyber security engineering functions and day-to-day support of cyber security controls and infrastructure.

Investigative Audits

Investigative audits principally focus on potential or alleged employee misconduct. These reviews would include both attempting to determine whether actual misconduct has occurred and determining the financial impact of such misconduct has had on the City.

Investments and Cash Management

Day-to-day management of the City's investment instruments and cash reserves. The management of these assets is governed by adopted policies of the City based on risk and dollar amounts.

Labor Relations

Managing the relationships with the various collective bargaining units of the City. This includes contract negotiation for pay and benefits, performance measures, organizational structures and disciplinary actions. Labor relations also include the management of the individuals that work for the City that may not be covered by a collective bargaining agreement.

Occupational Safety Education, Training, and Compliance

Through the administration of prudent safety practices and training, injury to City employees as well as damage to City property is minimized. Strict compliance with state and federal regulations is stressed to avoid fines, resulting from violations.

Operational Audits

This core service includes procedures and testing performed in relation to City systems, processes and procedures. The focus of these types of projects would include reviews for improvements, efficiencies and redundancies. Also, instances in which departments/divisions are attempting to make such changes and request input as to whether the changes they are purposing make sense and still maintain adequate levels of controls to safeguard City assets. Note: Many Internal Audit projects may include several or all the above services.

Governance Administration Activity Continued

Support Services Continued

Payroll Processing

Biweekly processing of the payroll for all City's full and part-time employees and all retirees of the general pension plan.

Pension Boards and Policy Administration

Working knowledge of actuarial, legislative and legal aspects of Trust administration. Staff shall carry out the policies set forth in ordinance and City policy to administer plans in compliance with local, State and Federal laws.

Pension Fund Support

Administrative reporting, data analysis, etc. relating to Trusts. Works closely with Board, consultant, custodian and finance in the application of accurate recordkeeping, disbursements, contributions and mandate funding.

Performance Management

Includes activities to ensure that goals are consistently being met in an effective and efficient manner. Performance management focuses on performance of the organization, whether it is a department, processes or employees. These activities are targeted at improving the operations and realizing enhancements in the performance of the organization. Process Improvement is a part of Performance Management where processes are reviewed and/or revised, promoting a culture of continuous improvement.

Personnel Rules & Compliance

Provide Policy Manual to all new employee's along with revisions on a continual basis to ensure that all City of Lakeland employees are aware of the policies set forth by the City. Administer sick leave pool. Be available to interpret policies and rules for the different departments.

Retirement Enrollment and Benefit Services

Full-service model applied from initial communication, education, enrollment to retirement processing and on-going support to the Retirees (individual and COLAR).

Strategic Planning

Strategic planning is conducted through the City Commission in concert with the stakeholders and residents of the City. The strategic planning process lays out the long-term vision for the City and its operations. It is the responsibility of the City Manager's Office to transform the adopted vision into a reality through appropriate allocation of resources.

Succession Management

Includes costs associated with processes for identifying, selecting and managing successors, as well as the processes of career planning and talent migration.

Utility Bill Payment Processing

The Finance Department monitors the outsourcing of payment processing for customers of Lakeland Electric, Water, Wastewater, Solid Waste, and Stormwater utilities.

Governance Administration Activity Continued

Support Services Continued

Workforce Development and Training

Development of job analysis, competency models, and/or job audits leading to assessments, which in turn leads to training needs analysis and individual development plans.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Accounts Payable Invoice Processing	6.60	513,072	(113,410)	399,663	-	399,663
ADA & Accessibility Compliance	1.10	99,713	210,824	310,538	-	310,538
Audited Financials	4.13	371,008	(161,003)	210,005	-	210,005
Billing Operations - Parking	0.80	45,298	(114,102)	(68,804)	-	(68,804)
Billing Operations - Solid Waste	3.50	217,888	(111,904)	105,984	-	105,984
Billing Operations - Stormwater	0.85	66,437	(113,816)	(47,379)	-	(47,379)
Billing Operations - Water/Wastewater	1.20	77,341	(113,568)	(36,227)	-	(36,227)
Budget Development and Financial Monitoring	6.02	777,571	88,811	866,381	-	866,381
Civil Service Rules and Compliance	1.45	143,979	(52,709)	91,270	-	91,270
Classification and Compensation	2.20	203,543	(42,295)	161,248	-	161,248
Code Enforcement Collections	1.90	129,965	(112,977)	16,988	81,200	(64,212)
Compliance Audits	0.57	38,033	(26,393)	11,639	-	11,639
Debt Management	0.50	88,367	(155,111)	(66,744)	-	(66,744)
Development/Redevelopment Administration	-	4,465	459	4,924	-	4,924
Emergency and Disaster Recovery and Preparedness	1.62	160,352	(75,878)	84,474	-	84,474
Employee Consulting	1.90	196,377	(60,598)	135,779	-	135,779

Figure D-321: Governance Administration Activity Costs - Part 1

Governance Administration Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Employee Engagement Activities	2.48	224,748	139,489	364,238	-	364,238
Employee Records Administration	4.55	303,097	(97,061)	206,035	-	206,035
Employee Wellness Program	2.12	125,994	(75,878)	50,116	-	50,116
Employment Recruitment and Selection	5.65	421,707	80,482	502,189	-	502,189
Financial Analysis & Reporting	8.95	660,152	(344,559)	315,593	8,000	307,593
General Administration	4.40	901,227	1,142,135	2,043,362	-	2,043,362
Grants and Contracts Regulations /Monitoring	1.95	166,239	(113,410)	52,829	-	52,829
Health Insurance/ Other Benefits Management	5.11	401,485	(75,878)	325,607	-	325,607
Human Resource Information System Support	0.77	53,637	(33,248)	20,388	-	20,388
Investigative Audits	0.27	18,016	(12,261)	5,755	-	5,755
Investments and Cash Management	1.90	288,820	(239,013)	49,807	-	49,807
Labor Relations	3.27	406,135	(100,834)	305,301	-	305,301
Occupational Safety Education, Training and Compliance	4.26	379,013	(75,878)	303,135	-	303,135
Operational Audits	1.14	76,066	(53,247)	22,819	-	22,819
Payroll Processing	8.30	796,231	(134,489)	661,741	-	661,741
Pension Boards and Policy Administration	1.35	118,778	(65,466)	53,312	8,000	45,312
Pension Fund Support	0.82	105,703	(134,489)	(28,786)	-	(28,786)
Performance Management	2.15	268,018	(53,541)	214,476	-	214,476

Figure D-322: Governance Administration Activity Costs – Part 2

Governance Administration Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Personnel Rules and Compliance	1.00	100,334	(69,344)	30,991	-	30,991
Retirement Enrollment and Benefit Services	2.00	178,813	(69,536)	109,277	64,000	45,277
Strategic Planning	1.53	185,381	(37,113)	148,268	-	148,268
Utility Bill Payment Processing	2.10	164,309	(144,094)	20,215	-	20,215
Workforce Development and Training	1.85	162,391	45,042	207,434	-	207,434
Information Security Administrative Services	0.45	71,650	(102,910)	(31,260)	-	(31,260)
Information Security Risk Assessment Services	0.65	85,696	(56,322)	29,375	-	29,375
Information Security Infrastructure Management and Support Services	2.90	237,915	(154,823)	83,093	-	83,093
Succession Management	12.55	335,948	(190,359)	145,590	-	145,590
FY 2020 Total:	118.81	10,370,912.00	(1,980,275.00)	8,390,639.00	161,200.00	8,229,439.00

Figure D-323: Governance Administration Activity Costs – Part 3

Non-Departmental

Mission

Budgetary revenues and expenses that are not uniquely and exclusively attributable to another single, defined departmental cost center.

	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Expenditures Summary	\$1,946,799	\$1,496,930	\$918
Revenues Summary	\$76,877,066	\$81,677,490	\$86,898,601
Net Cost Summary	(\$74,930,267)	(\$80,180,560)	\$86,897,683

Figure D-324: Non-Departmental

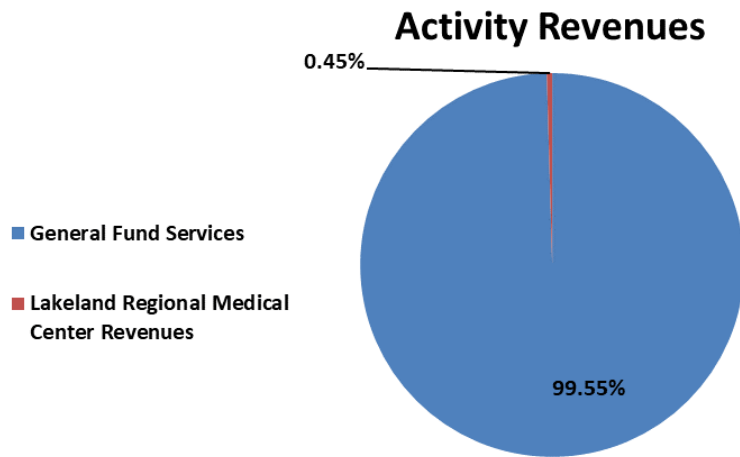


Figure D-323: Non-Departmental Pie Chart

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
General Fund Services	-	-	459	459	86,503,637	(86,503,178)
Lakeland Regional Medical Center Revenues	-	-	459	459	394,964	(394,505)
FY 2020 Total:	-	\$0	\$918	\$918	\$86,898,601	(\$86,897,683)

Figure D-325: Non-Departmental Costs



Photo Credit: Janneke Case Photography

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

City of Lakeland, Florida Annual Budget Fiscal Year 2020

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



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Funds Overview

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

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

Within the fund financial statements, funds are also classified into fund types. Certain funds, as denoted, are included for information purposes only and are not budgeted on an annual basis (see below and through page E7 for more information).

General Fund

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

Enterprise Funds

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

Electric Utility

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

Water Utility

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

Wastewater Utilities Fund

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

The Parking System Fund

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

Funds Overview

RP Funding Center Fund

Accounts for operating and maintaining the RP Funding Center for public shows, civic and cultural events, entertainment and other activities.

Lakeland Linder International Airport Fund

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

Solid Waste Management Fund

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

Internal Service Funds

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

Purchasing and Stores Fund

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

Fleet Management Fund

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

Internal Loan Fund[†]

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

Self-Insurance Fund[†]

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

Information Technology Fund

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

Facilities Maintenance Fund

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

Funds Overview

Fiduciary Funds

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

Employees' Pension and Retirement Fund[†]

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

Police Officers' Supplemental Pension and Retirement System Fund[†]

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

Firefighters' Supplemental Pension Plan Fund[†]

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

Alternate Employee Pension Plan Fund[†]

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

Death Benefit Fund[†]

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

Survivor's Benefit Trust Fund[†]

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

Funds Overview

Special Revenue Funds

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

Transportation Fund

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

Public Improvement Fund

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

Community Development and Affordable Housing Fund

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

Stormwater Fund

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

Lakeland Community Redevelopment Agency

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

Impact Fee Fund[†]

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

Debt Service Fund

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

Permanent Funds[†]

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

[†]Included for information purposes.

Budgeted Funds Structure

Modified Accrual Basis of Budgeting

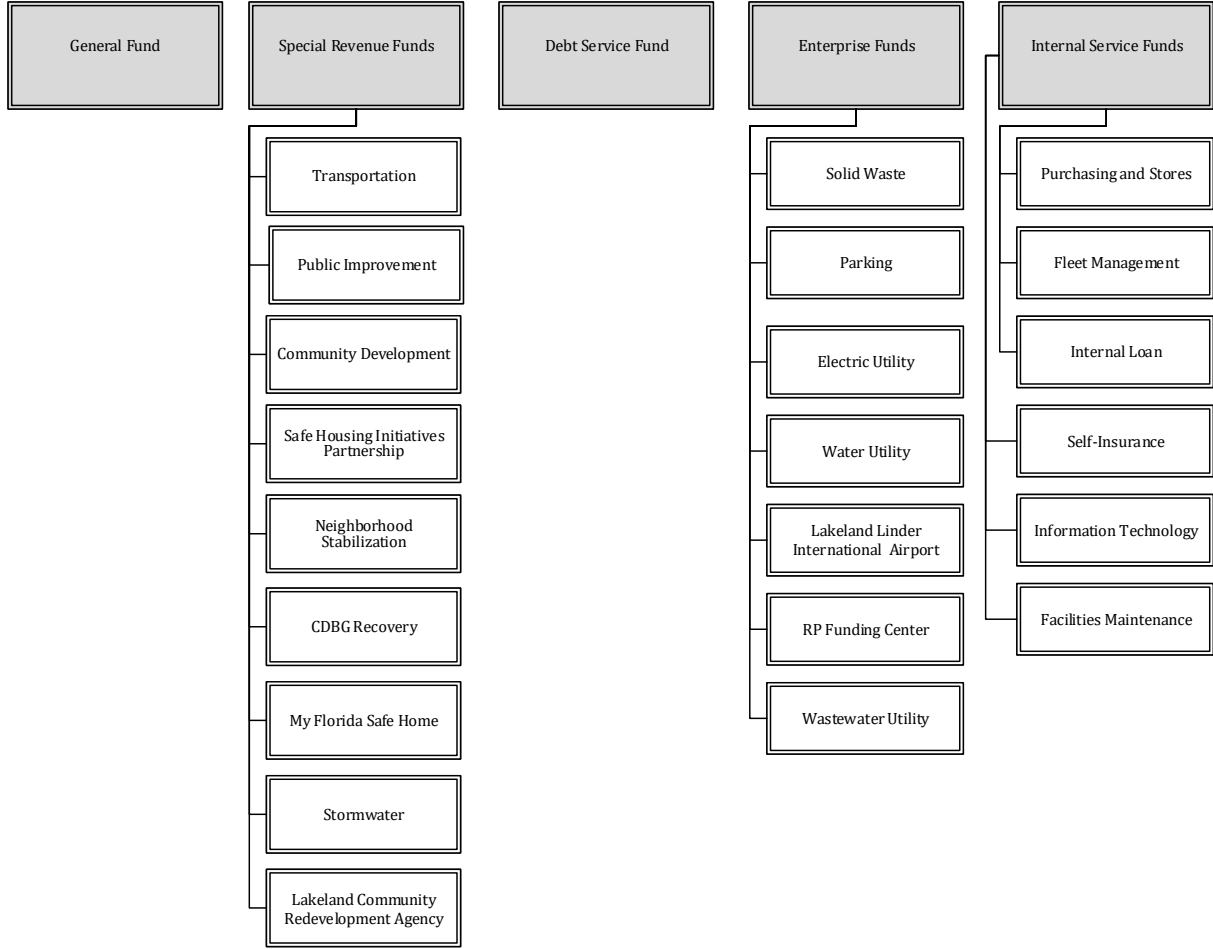


Figure E-1: Modified Accrual Basis of Accounting by Fund



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**REVENUE AND EXPENDITURE SUMMARY
GENERAL FUND**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	61,200,446	66,989,425	62,785,335	68,142,860
Fringe Benefits	22,400,599	24,328,506	23,170,175	24,616,532
Total Personnel	83,601,045	91,317,931	85,955,510	92,759,392
Non-Personnel				
Utilities	6,941,473	7,258,658	7,138,453	7,373,643
Professional and Contractual	1,629,873	1,744,629	1,789,279	1,514,827
Insurance and Fixed Charges	2,568,159	2,460,089	2,446,276	3,657,714
Grants and Aid	223,422	255,446	259,446	255,236
Arts and Cultural	252,212	250,839	250,000	250,000
Fuel and Purchased Power	11,403	25,000	25,000	25,000
Internal Service Charges	15,097,343	16,357,900	15,992,888	17,505,288
All Other Operations & Maintenance	7,376,233	9,121,470	7,977,931	8,517,126
Debt Service	558,274	262,015	477,289	257,727
Capital Outlay	573,634	873,077	87,363	218,299
Maintenance and Special Projects	7,212,280	10,639,495	10,283,977	11,307,505
Total Non-Personnel	42,444,305	49,248,618	46,727,902	50,882,365
Total Expenditures	126,045,350	140,566,549	132,683,412	143,641,757
Transfers				
Cost Allocations and Recoveries	(10,153,350)	(10,631,512)	(10,633,188)	(10,593,636)
Transfers In	45,606,293	46,905,178	46,905,876	49,934,751
Transfers Out	4,287,801	5,024,297	4,959,294	4,298,307
Net Transfers	51,471,841	52,512,393	52,579,770	56,230,080
Revenue Sources				
Taxes	47,094,215	48,922,502	49,467,547	51,640,629
License and Permits	4,682,161	4,534,656	4,260,924	4,685,816
Intergovernmental Revenues	12,324,404	11,897,187	12,047,938	12,167,676
Charges for Services	6,228,943	6,679,662	6,658,024	5,739,529
Debt Proceeds	421,921			
Interest Income	803,883	1,397,000	1,598,368	1,600,400
All Other Revenue	4,780,062	4,537,480	4,712,980	4,281,848
Total Revenue	76,335,589	77,968,487	78,745,781	80,115,898
Funding to be Provided	(1,762,080)	10,085,669	1,357,861	7,295,779

**GENERAL FUND
REVENUES**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
REVENUES				
TAXES				
Franchise Fees	247,128	230,643	234,731	254,600
Property Taxes	32,089,014	33,600,759	34,059,080	35,856,099
Utility Taxes	14,758,072	15,091,100	15,173,736	15,529,930
LICENSES & PERMITS				
Building Inspection Fee	3,146,194	3,004,095	2,701,916	3,035,316
Business Tax Licenses	1,535,968	1,530,561	1,559,008	1,650,500
INTERGOVERNMENTAL REVENUES				
Federal Grants	33,155	41,929	44,620	67,820
Local Grants	773,010		3,950	
State Grants	539,624	595,806	592,240	560,600
County Shared Revenues	1,187,255	1,197,785	1,220,302	1,221,956
State Shared Revenues	9,791,360	10,061,667	10,186,826	10,317,300
CHARGES FOR SERVICES				
Other Charges for Services	25,561	25,560	25,560	25,900
General Government Charges for Services	415,984	353,431	438,405	404,399
Public Safety Charges for Services	1,816,501	2,343,172	2,759,668	1,562,570
Other Physical Environment Charges for Services	237,368	275,298	185,694	263,248
Cemetery Charges for Services	686,514	580,049	729,163	682,300
Transportation Charges for Services	11,471	11,635	11,643	11,800
Libraries Charges for Services	50		50	
Parks & Recreation Activities Charges for Services	1,033,843	929,066	887,805	829,446
Golf Course Charges for Services	1,242,228	1,376,129	1,006,588	1,254,500
Special Facilities - Stadiums	383,912	295,752	364,957	335,443
Special Facilities - Buildings	311,725	418,315	197,844	301,952
Special Facilities - Other	63,882	71,255	50,936	67,971
FINES AND FORFEITS				
Court Cases	394,066	640,650	216,558	219,400
Library Fines	51,817	51,419	50,000	50,000
Violations of Local Ordinances	1,990,260	2,235,000	2,324,006	2,267,275
Other Miscellaneous Fines and Forfeits	98,219	14,197	22,807	22,216

**GENERAL FUND
REVENUES**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
MISCELLANEOUS REVENUE				
Interest Earnings	803,883	1,397,000	1,598,368	1,600,400
Contributions and Donations	121,712	83,122	113,743	20,000
Other Miscellaneous Revenue	821,703	803,715	1,108,021	1,017,488
Reimbursements	685,914	398,402	497,004	217,564
Rents and Royalties	151,171	160,147	169,947	174,296
Sale of Fixed Assets	359,178	18,000	78,066	61,000
NON-OPERATING REVENUES				
Transfers from Other Funds	45,712,313	47,038,006	47,038,704	50,167,360
PRIOR YEAR SURPLUS	<u>(1,762,080)</u>	<u>10,085,669</u>	<u>1,357,861</u>	<u>7,295,779</u>
TOTAL REVENUES	<u>120,179,801</u>	<u>134,959,334</u>	<u>127,009,518</u>	<u>137,346,428</u>

**GENERAL FUND
EXPENSES**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
City Commission	189,177	169,014	119,333	217,877
Office of the City Manager	346,028	400,481	315,591	2,855,152
Office of Management & Budget	275,411	292,679	296,339	302,763
Information Security	9,184	78,434	43,745	79,507
Communications Department	749,491	734,119	706,294	721,362
Legal Department	442,345	445,455	594,151	459,426
Retirement Services	221,567	281,919	236,665	228,827
Internal Auditor	18,204	76,171	(33,405)	58,601
Human Resources:				
Office of the Human Resources Director	408,681	507,089	191,013	307,553
Employment Services	498,088	570,996	616,589	713,143
Engagement and Development	513,632	609,323	608,741	804,523
Policy and Labor Relations	176,005	183,691	173,193	196,010
Risk Management Office	920,463	1,125,234	897,111	1,062,106
Community and Economic Development:				
Planning	2,481,451	3,695,239	3,661,964	3,623,839
Code Enforcement	1,323,044	1,423,037	1,255,758	1,363,385
Building Inspection	2,010,123	2,285,878	2,007,960	2,351,951
Business Tax Office	219,630	257,867	252,168	260,631
Finance Department:				
Central Accounting	1,200,543	1,266,231	1,212,727	1,451,193
City Treasurer	6,835	54,644	49,605	44,984
Finance - Customer Billing	82,429	114,773	54,680	3,173
City Clerk / Records Retention	586,871	618,373	558,407	652,482
Fire Department	18,858,473	20,725,989	20,506,483	21,405,509
Police Department	42,003,606	46,631,859	43,243,809	45,152,748
Public Works:				
Traffic Operations	1,561,684	1,631,646	1,609,127	1,763,475
Office Of The Public Works Director	522,167	522,555	553,849	558,462
Engineering	1,504,493	1,757,714	1,610,249	1,545,507
Public Works Construction & Maintenance	2,493,796	3,801,440	2,947,130	3,728,165

**GENERAL FUND
EXPENSES**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Parks and Recreation:				
Office Of Parks & Recreation Director	715,326	774,532	719,319	657,349
Parks	10,864,740	12,309,871	12,153,072	12,322,523
Recreation	5,403,899	6,542,215	5,667,859	6,801,135
Cleveland Heights Course	2,530,521	2,457,038	2,292,428	2,475,632
Libraries	3,444,402	4,221,175	3,779,563	3,626,033
Larry R. Jackson Branch Library	447,489	480,896	459,571	478,692
Cemeteries	1,047,916	1,105,420	1,112,959	1,141,489
Non-Departmental	16,102,087	16,806,337	16,535,471	17,931,221
TOTAL EXPENSES	120,179,801	134,959,334	127,009,518	137,346,428

**GENERAL FUND
REVENUES**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
REVENUES				
TAXES				
PROPERTY TAXES				
Current Ad Valorem Taxes	33,091,779	35,240,318	35,240,320	37,590,569
Delinquent Ad Valorem Taxes	133,363	72,424	25,350	74,959
Ad Valorem Tax Discounts & Costs	(1,202,812)	(1,762,016)	(1,275,608)	(1,879,529)
Interest On Delinquent Ad Valorem Taxes	66,684	50,033	69,018	70,100
	<u>32,089,014</u>	<u>33,600,759</u>	<u>34,059,080</u>	<u>35,856,099</u>
FRANCHISE FEES				
Gas Companies - Franchise	247,128	230,643	234,731	254,600
	<u>247,128</u>	<u>230,643</u>	<u>234,731</u>	<u>254,600</u>
UTILITY TAXES				
Utility Tax-Propane-7-Eleven, Inc.	2,492		3,215	2,600
Utility Tax-Comm-Global Tel Link	25		25	
Utility Tax-Propane-P.G.S.	121,052	550,000	141,371	124,700
Utility Tax-Propane - Ameri Gas	53,068		58,666	54,700
Utility Tax-Propane - Parker/Knowl	1,394		1,273	1,400
Utility Tax-Propane - Suburban Pro	36,125		48,709	37,200
Utility Tax-Propane - U-Haul	5,991		3,275	6,200
Utility Tax-Propane - Walmart	17,092		17,149	17,600
Utility Tax-Fuel - Sunoco (Speedway) SuperAmerica	355		178	400
Utility Tax-Fuel - Circle K Stores, Inc.	1,976		1,331	2,000
Utility Tax-Fuel - Target	134		143	100
Utility Tax - Fuel - Ferrellgas	5,170		5,364	5,300
Utility Tax - Fuel - BP Energy Co.	7,163		7,207	7,400
Utility Tax - Propane - Winn Dixie Stores	1,166		1,023	1,200
Utility Tax - Propane - CVS Caremark	16		433	230
Utility Tax-Propane-Publix	3,852		3,396	4,000
Utility Tax-Water	1,713,275	1,825,500	1,844,443	1,900,000
Utility Tax-Electric	8,413,141	8,350,000	8,532,548	8,789,000
Telecommunication Revenues	4,177,621	4,222,800	4,245,556	4,373,000
Telecommunications Revenues - Prior Year Catch Up	71,317	142,800	143,816	73,500
Utility Tax-Propane-Walgreens	1,435		1,556	1,500
Utility Tax - RaceTrac	676		631	700
Utility Tax - Tiger, Inc	3,637		3,059	3,700
Utility Tax-Infinite Energy	20,068		8,622	20,700
Utility Tax - Natural Gas - Interconn Resources	99,140		99,371	102,100
Utility Tax - Natural Gas - Gas South	691		1,376	700
	<u>14,758,072</u>	<u>15,091,100</u>	<u>15,173,736</u>	<u>15,529,930</u>
TOTAL TAXES AND FEES	<u>47,094,215</u>	<u>48,922,502</u>	<u>49,467,547</u>	<u>51,640,629</u>

**GENERAL FUND
REVENUES**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
LICENSE AND PERMITS				
BUILDING INSPECTION FEES				
Building Inspection Fees	1,872,764	2,040,000	1,570,616	2,065,500
Other Building Inspection Fees	440,924	351,920	453,114	349,388
Plumbing Inspection Fees	185,835	142,800	139,630	144,585
Mechanical Inspection Fees	226,100	197,982	179,384	200,457
Electrical Inspection Fees	350,432	214,200	302,998	216,878
Building Permit Surcharge Administration Fees	7,850	6,936	16,234	7,023
Driveway Permit Fee	27,115	28,805	17,600	29,765
Notice of Commencement Fee	25,982	15,300	20,300	15,491
Records Maintenance Fee	9,191	6,152	2,040	6,229
	<u>3,146,194</u>	<u>3,004,095</u>	<u>2,701,916</u>	<u>3,035,316</u>
BUSINESS TAX LICENSE				
Occupational License Tax	1,514,708	1,504,500	1,537,429	1,628,500
Penalties-Occupational License	21,032	25,500	21,348	21,700
Transfer & Dup Fees-Occupational License	250	510	254	300
Collection Fees-Occupational License	(23)	51	(23)	
	<u>1,535,968</u>	<u>1,530,561</u>	<u>1,559,008</u>	<u>1,650,500</u>
TOTAL LICENSE AND PERMITS	<u>4,682,161</u>	<u>4,534,656</u>	<u>4,260,924</u>	<u>4,685,816</u>
INTERGOVERNMENTAL REVENUE				
STATE REVENUE SHARING				
Alcoholic Beverage License Tax	88,162	96,900	110,850	110,000
11 Cent Cigarette Tax	2,805,371	2,750,000	3,094,155	3,100,000
Mobile Home License Fees	246,617	287,281	254,916	255,000
Local Government Half-Cent Sales Tax	6,586,865	6,895,152	6,661,594	6,786,000
Firefighters Compensation Tax	64,346	32,334	65,311	66,300
	<u>9,791,360</u>	<u>10,061,667</u>	<u>10,186,826</u>	<u>10,317,300</u>
OTHER LOCAL UNITS REVENUE SHARING				
County Occupation License Tax	64,096	56,100	65,057	66,000
County-Wide Library Revenues	1,123,159	1,141,685	1,155,245	1,155,956
	<u>1,187,255</u>	<u>1,197,785</u>	<u>1,220,302</u>	<u>1,221,956</u>

**GENERAL FUND
REVENUES**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
FEDERAL GRANTS				
DOJ-Justice Assistance Grant	31,706	29,018	31,709	56,688
Department of Health Child Care Food Program	1,449	12,911	12,911	11,132
	<u>33,155</u>	<u>41,929</u>	<u>44,620</u>	<u>67,820</u>
STATE GRANTS				
FDOT-Hwy Lighting & Traffic Signal Maint. Agreements	368,773	376,148	376,148	381,800
Urban Search and Rescue Team (USAR)	15,759	11,732	15,995	16,200
FOAG Victim Assistance (VOCA)	127,752	139,200	139,200	139,200
FDLE-Byrne Police Athletic League (PAL)	15,308	31,229	23,400	23,400
Mutual Aid - Florence Mission AHIMT Region 4/6	12,032			
FDOH - HEROS Program		37,497	37,497	
	<u>539,624</u>	<u>595,806</u>	<u>592,240</u>	<u>560,600</u>
LOCAL GRANTS				
Florida Southern College - SRO	153,377			
Polk County School Board-SRO	471,353			
New Beginnings - SRO	58,158			
NRPA - Healthy Out-of-School Time Program Grant	16,626		3,950	
SRO - Lakeland Christian	73,497			
	<u>773,010</u>		<u>3,950</u>	
TOTAL INTERGOVERNMENTAL	<u>12,324,404</u>	<u>11,897,187</u>	<u>12,047,938</u>	<u>12,167,676</u>
CHARGES FOR SERVICES				
GENERAL GOVERNMENT				
Zoning & Subdivision Fees	113,135	88,740	130,944	92,483
Sales- Maps & Publication	420	1,632	426	400
Certification Copying Research Fees	2,439	1,201	2,476	2,500
County Impact Fees-Administration	1,003		1,018	1,000
Garnishment Fees	7,087	7,804	7,193	7,300
LPD Union Dues Administration Fees	1,596	1,738	1,620	1,600
School Impact Fees Admin. Charges	15,279	10,200	15,509	15,700
Fire Union Dues Administration Fees	1,028	1,141	1,043	1,100
Zoning Verification Letters	4,260	3,315	4,324	4,400
Special Assessment/Application Fees/All other	4,080	5,100	4,141	4,200
UWUA Union Dues Administration Fees	1,077	1,192	1,093	1,100
Payoff Request Fee	78,750	71,145	80,000	81,200
IBEW Union Dues Administration Fees	16	19	16	16
Neighborhood Stabilization Service Fees	36,800	53,040	37,352	37,900
Transportation Impact Fee Admin Fee	15,653	4,590	15,888	16,100
Chauffeurs Permits	619	574	628	600
Transfer from Impact Fees	132,743	102,000	134,734	136,800
	<u>415,984</u>	<u>353,431</u>	<u>438,405</u>	<u>404,399</u>

**GENERAL FUND
REVENUES**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
PUBLIC SAFETY				
Police Services Reimbursement	1,337,075	1,906,077	2,273,051	1,068,770
Court Witness Fees	125	175	127	100
Other Public Safety Charges	108,442	92,820	110,068	111,700
Permitted Fire Inspections	84,687	51,000	85,957	87,200
One Time Fire Permits Fee	94,165	135,000	95,577	97,000
Construction Plan Review Fee	192,008	158,100	194,888	197,800
	<u>1,816,501</u>	<u>2,343,172</u>	<u>2,759,668</u>	<u>1,562,570</u>
OTHER PHYSICAL ENVIRONMENT				
Lot Clearing Prior To Assessment	141,431	181,458	126,918	183,726
Lot Mowing & Clearing Assessments	(7,243)	15,300		
Lot Mowing & Clearing-Interest	23,182	25,500	20,776	25,819
Demolition Of Bldgs-Prior	76,876	53,040	38,000	53,703
Demolition Of Bldgs-Assessments	3,123			
	<u>237,368</u>	<u>275,298</u>	<u>185,694</u>	<u>263,248</u>
CEMETERY				
Opening Graves-Oakhill	227,151	204,000	228,000	231,400
Opening Graves-Roselawn	2,860	6,018	2,900	2,900
Opening Graves-Laurel Hill	1,258	10,200	4,500	1,500
All Other Revenues-Oakhill	41,795	40,800	42,000	42,600
All Other Revenues -Laurel Hill	689	510	700	700
Cemetery Lots-Oak Hill	393,734	316,200	395,000	400,900
Cemetery Lots-Laurel Hill	988	2,040	2,000	2,000
All Other Revenues -Roselawn	237	281	250	300
Opening Graves-Oakhill-Overtime	17,803		53,813	
	<u>686,514</u>	<u>580,049</u>	<u>729,163</u>	<u>682,300</u>
TRANSPORTATION				
Other Transportation Receipts	11,471	11,635	11,643	11,800
	<u>11,471</u>	<u>11,635</u>	<u>11,643</u>	<u>11,800</u>
CULTURE & RECREATION - LIBRARIES				
Library Non-Resident Fees	50		50	
	<u>50</u>		<u>50</u>	

**GENERAL FUND
REVENUES**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
PARKS AND RECREATION				
Recreation:				
Program Activity Fees	470,104	469,445	427,819	454,234
Swimming Pools	122,402	137,190	118,700	127,500
Swimming Classes	21,407	18,076	20,500	21,050
Tennis Court Fees	9,179	5,100	9,736	9,516
Tournament Fees	25,217	26,700	18,780	21,215
Recreation Fees	108,785			
Concessions-Contractual	572	159	592	528
X-MAS Parade Entry Fee	4,000	2,845	4,330	4,450
Locker Rental	348	173	192	175
Weight Room Fees	60,362	69,666	77,712	77,712
Personal Trainer Facility Use Fees	11,336	9,783	11,800	13,200
Base Fee Surcharge		7,579	6,138	6,826
LCT Ticket Sales	4,845	5,000	4,800	5,063
Activity Card Fees	20,841	15,000	19,930	20,000
	859,397	766,716	721,029	761,469
Parks:				
All Other Park & Rec Fees	38,136	61,506	26,677	62,242
Overtime Charges - Parks	130,479	96,691	134,610	
Proceeds from Swan Feeders	5,736	3,230	4,400	4,800
Hourly Fee Surcharge		923	800	935
	174,351	162,350	166,487	67,977
Golf Course:				
Cart Fees	104,490	126,669	85,000	105,000
Green Fees	741,046	822,798	575,000	752,000
Range Fees	24,221	21,000	21,000	23,000
Membership Dues	70,685	62,000	50,000	50,000
Food Sales	32,087	29,693	28,000	30,000
Merchandise Sales	71,207	69,000	63,000	71,500
Greens Replacement Fee	97,884	143,971	100,000	123,000
Golf Lessons	7,576	6,500	8,000	8,000
Golf Course Tournament Fees	91,894	92,764	76,588	92,000
Golf Course Advertising Fees	1,137	1,734		
	1,242,228	1,376,129	1,006,588	1,254,500

**GENERAL FUND
REVENUES**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PARKS & RECREATION FACILITIES - STADIUMS				
Tigertown Dorm Rental		15,252	15,252	15,443
Marchant Stadium Parking	159,752	229,500	190,315	220,000
Marchant Stadium-Training	224,159	51,000	159,390	100,000
	<u>383,912</u>	<u>295,752</u>	<u>364,957</u>	<u>335,443</u>
SPECIAL PARKS & RECREATION FACILITIES - BUILDINGS				
Lake Mirror Center	57,430	81,600	45,000	70,000
Lake Mirror Theater	3,836	2,000	2,322	2,025
Lake Mirror Loggia	5,803	6,241	6,120	6,319
Lake Mirror Glass Lounge	689	1,100	1,768	1,114
Magnolia Building	90,330	141,000	68,538	90,000
Coleman-Bush Building-East	1,612	1,476	1,264	1,494
Coleman-Bush Building-West	24,421	40,000	20,000	25,000
Peggy Brown Building - Upstairs	62,309	71,604	40,000	60,000
Peggy Brown Building - Downstairs	313	200	232	
Facility Rentals	64,982	73,094	12,600	46,000
	<u>311,725</u>	<u>418,315</u>	<u>197,844</u>	<u>301,952</u>
SPECIAL PARKS & RECREATION FACILITIES - OTHER				
Lake Mirror Park Fees	11,999	18,870	16,548	19,106
Hollis Gardens Rentals	14,877	15,096	11,078	11,000
The Mirrors Pavilion	667	600	382	608
Common Ground Park-Pavilions	15,783	15,300	13,900	15,491
Railroad Pavilion	476	510	380	516
Lake Parker Park-Pavilions	18,921	17,850	5,438	18,073
Bowling Greens	233	306	400	310
Shuffleboard Club	735	1,499	1,500	1,518
Main St. Overlook Park	191		110	110
Skate Park		1,224	1,200	1,239
	<u>63,882</u>	<u>71,255</u>	<u>50,936</u>	<u>67,971</u>
OTHER CHARGES FOR SERVICES				
Building Leases - Other	1			
Parking Garage - Sun Trust - Leased	25,560	25,560	25,560	25,900
	<u>25,561</u>	<u>25,560</u>	<u>25,560</u>	<u>25,900</u>
TOTAL CHARGES FOR SERVICES	<u>6,228,943</u>	<u>6,679,662</u>	<u>6,658,024</u>	<u>5,739,529</u>

**GENERAL FUND
REVENUES**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
FINES AND FORFEITS				
Court Cases	185,771	185,000	188,558	191,400
Confiscated Property-Statute 932	1,208			
Confiscated Cash-Statute 932	177,870	427,650		
Police Education	29,217	28,000	28,000	28,000
Library Fines	51,817	51,419	50,000	50,000
Code Enforcement Board	270,715	510,000	599,006	516,375
Bad Check Charges	458	765	465	500
Red Light Camera Citation Revenue	1,719,545	1,725,000	1,725,000	1,750,900
Tree Fines and Fees	84,700	6,632	8,200	6,652
Penalties on Assessments	13,061	6,800	14,142	15,064
TOTAL FINES AND FORFEITS	2,534,363	2,941,266	2,613,371	2,558,891
MISCELLANEOUS REVENUES				
OTHER				
Insurance Proceeds			92,113	
Scrap Sales	8,397	6,694	2,900	5,000
Insurance Proceeds - Workers Comp Claims	1,126	71,400	139,085	120,000
All Other Misc Revenue	233,718	153,668	180,056	216,700
Refund of Prior Year Expenses	4,901		12,735	
Commissions	530,000	530,000	530,000	530,000
Prior Years Revenue	2,106			
DC Plan Forfeitures			84,475	80,000
Non-Utility Revenue - Fiber		19,560	19,560	19,560
Cash Over And Short	94		289	
Credit Card Convenience Fees	41,236	22,393	45,208	46,228
Cancellation Fees	125		1,600	
Transfer from Trust Funds	106,020	132,828	132,828	232,609
	927,723	936,543	1,240,849	1,250,097
SALES OF FIXED ASSETS				
Surplus Land Sales	300,000			
Surplus Furniture & Equipment Sales		18,000	18,000	
Proceeds from Sale of Easements & Right of Ways	59,178		60,066	61,000
	359,178	18,000	78,066	61,000

GENERAL FUND REVENUES

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
CONTRIBUTIONS & DONATIONS				
Community Events	3,500			
Program Activity Costs	6,373			
Do the Right Thing - Donations	4,000			
Red White & Kaboom Celebration	23,050	20,000	20,000	20,000
NAC/Summer Werx program	1,000	1,000	1,015	
Downtown Street Furniture		2,400	3,600	
Holly Jolly Jinglebell Jog	14,695	14,045	15,000	
Munn Park-Monument Relocation	25,753	2,250	2,395	
UHC Communications	234		10,000	
MLK Festivities		2,110	2,110	
Signage		18,061	18,061	
Miscellaneous Contributions & Donations	43,107	23,256	41,562	
	<u>121,712</u>	<u>83,122</u>	<u>113,743</u>	<u>20,000</u>
REIMBURSEMENTS				
All Other Reimbursements & Recoveries	5,952		2,843	
Investigative Cost Reimbursement	212,890	135,000	142,546	135,000
Sun'N' Fun Reimbursements	80,379	22,440	81,335	82,564
Reimbursements / Loss Recovery	386,693	240,962	270,280	
	<u>685,914</u>	<u>398,402</u>	<u>497,004</u>	<u>217,564</u>
RENTS AND ROYALTIES				
PCC Lease Of Police Vehicles	1,500	1,500	1,500	1,500
Tower Space Rental	21,044	17,376	21,360	21,700
Rental Income			5,380	6,462
Buildings-Amtrak Lease	59,372	69,258	69,258	70,300
Magnolia Building - Garden Bistro	16,095	16,095	16,631	17,717
Alltel Tower Rent	52,660	55,918	55,818	56,617
Leases - Sprintcom.Inc - Bryant Stadium	500			
	<u>151,171</u>	<u>160,147</u>	<u>169,947</u>	<u>174,296</u>
INVESTMENT INCOME				
Interest On Investments	190			
Interest on Pooled Investments	1,647,790	1,380,000	1,556,854	1,580,200
Interest From County	19,642	17,000	41,514	20,200
Market Value Restatement	(863,739)			
	<u>803,883</u>	<u>1,397,000</u>	<u>1,598,368</u>	<u>1,600,400</u>
TOTAL MISCELLANEOUS REVENUE	<u>3,049,582</u>	<u>2,993,214</u>	<u>3,697,977</u>	<u>3,323,357</u>

**GENERAL FUND
REVENUES**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
TRANSFERS FROM OTHER FUNDS				
Transfer from General Fund	259,038	298,291	298,898	311,987
Transfer from Public Improvement Fund	5,100,000	5,000,000	5,000,000	4,827,000
Transfer from Fleet Mgmt Fund	5,519			2,856
Transfer from Purchasing & Stores	3,219			1,632
Transfer from WW Operations	3,062,986	3,133,191	3,133,191	4,536,542
Transfer from WW R&R				100,000
Transfer from Parking System	664	25,223	25,223	60,715
Transfer from RP Funding Center	7,614			5,609
Transfer from Lakeland Linder International Airport	50,257	47,979	47,979	50,642
Transfer from Solid Waste Management	1,609,658	1,600,000	1,600,000	4,106,833
Transfer from Water Operations	5,512,172	5,656,220	5,656,220	4,540,112
Transfer from Water R&R				100,000
Transfer from Stormwater Utilities Fund	1,278			918
Transfer from Facilities Maintenance Fund	7,818			6,527
Transfer from Information Technology	23,813			8,261
Transfer from Electric Operations	29,701,896	30,850,393	30,850,393	30,956,910
Transfer from Employee Pension		29,549	29,549	
Transfer from Hollis Grnds. Maint. Trust	30,000	30,000	30,000	30,000
Transfer from CRA	230,361	234,332	234,423	288,207
TOTAL TRANSFERS FROM OTHER FUNDS	45,606,293	46,905,178	46,905,876	49,934,751
SUB-TOTAL	121,941,882	124,873,665	125,651,657	130,050,649
PRIOR YEAR SURPLUS	(1,762,080)	10,085,669	1,357,861	7,295,779
TOTAL REVENUES	120,179,801	134,959,334	127,009,518	137,346,428

**GENERAL FUND
City Commission**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	387,843	395,047	350,922	346,405
UTILITIES				
Water Service	205	213	212	222
Electric Service	3,814	3,566	3,643	3,752
Wastewater Service	238	229	244	250
Solid Waste Service	397	375	397	397
Solid Waste Service - Recycling	37	35	37	35
	<u>4,691</u>	<u>4,418</u>	<u>4,533</u>	<u>4,656</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	379	437	437	433
Intra-Departmental Charges - PC & Network Support	13,085	14,122	11,961	15,207
Intra-Departmental Charges - Telephone	5,316	6,170	6,170	6,123
Intra-Departmental Charges - Facilities	8,142	8,346	8,346	10,369
Intra-Departmental Charges - Janitorial	5,556	5,695	5,695	7,835
Intra-Departmental Charges - Training Ctr	49	49	49	49
Intra-Departmental Charges - IT Operations - Application Dev	4,055	4,612	4,612	5,252
Intra-Departmental Charges - IT Operations - Network Support	11,677	11,092	10,081	11,172
	<u>48,260</u>	<u>50,523</u>	<u>47,351</u>	<u>56,440</u>
ALL OTHER O&M				
Contractual Services	3,600	3,800	3,279	3,320
Advertising		570		577
Printing & Photography	736	580	580	587
Postage & Mailing	1,195	1,481	1,481	1,500
Subscription & Membership	23,136	21,679	21,679	21,950
Travel	28,913	25,827	25,827	26,150
Training	700			2,126
All Other Sundry Charges	7,902	6,348	6,869	6,955
Expense Allowance	13,841	15,729	13,800	13,800
Ridge League Meeting Expenses	12,781	11,398	11,398	11,540
Office Supplies	1,461	2,280	2,280	2,309
Equipment - Noncapital	1,157	579	579	586
	<u>95,421</u>	<u>90,271</u>	<u>87,772</u>	<u>91,400</u>
SPECIAL PROJECTS				
Youth Task Force		1,000	1,000	1,000
Gang Taskforce		7,500	7,500	10,000
Sister Cities International	5,000	5,000	5,000	5,000
City Commission Retreat	28,681	23,853	23,853	24,151
Citizen of the Quarter	1,000	2,000	2,000	2,000
	<u>34,681</u>	<u>39,353</u>	<u>39,353</u>	<u>42,151</u>

**GENERAL FUND
City Commission**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(5,100)	(5,403)	(5,403)	(4,252)
Cost Allocated - Purchasing	(5,100)	(5,403)	(5,403)	(4,252)
Cost Allocated - RP Funding Center	(15,301)	(16,208)	(16,208)	(12,757)
Cost Allocated - Solid Waste Management	(10,200)	(10,805)	(10,805)	(8,505)
Cost Allocated - Airport	(9,404)	(16,208)	(16,208)	(12,757)
Cost Allocated - Parking	(15,301)	(16,208)	(16,208)	(12,757)
Cost Allocated - Wastewater	(28,051)	(29,714)	(29,714)	(23,388)
Cost Allocated - Electric	(244,810)	(259,324)	(259,324)	(204,110)
Cost Allocated - Water	(28,051)	(29,714)	(29,714)	(23,388)
Cost Allocated - Stormwater Utility	(10,200)	(10,805)	(10,805)	(8,505)
Cost Allocated - Facilities Maintenance Fund	(5,100)	(5,403)	(5,403)	(4,252)
Cost Allocated - Information Technology	(5,100)	(5,403)	(5,403)	(4,252)
	<u>(381,718)</u>	<u>(410,598)</u>	<u>(410,598)</u>	<u>(323,175)</u>
GRAND TOTAL	189,177	169,014	119,333	217,877

**GENERAL FUND
City Manager**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	799,210	856,280	777,662	1,112,313
UTILITIES				
Water Service	336	306	349	365
Electric Service	5,490	5,134	5,245	5,402
Wastewater Service	342	330	352	361
Solid Waste Service	572	540	572	572
Solid Waste Service - Recycling	53	50	53	50
	<u>6,793</u>	<u>6,360</u>	<u>6,571</u>	<u>6,750</u>
INTER-CITY SERVICES				
Gasoline - Fleet Management	48			
Purchasing & Stores Service	12,132	27,520	27,520	53,328
Intra-Departmental Charges - PC & Network Support	12,886	14,001	13,061	11,164
Intra-Departmental Charges - Telephone	2,862	3,322	3,322	2,826
Intra-Departmental Charges - Radios	542	560	560	569
Intra-Departmental Charges - Facilities	12,224	12,530	12,530	15,568
Intra-Departmental Charges - Janitorial	8,342	8,551	8,551	11,763
Intra-Departmental Charges - Training Ctr	247	247	247	247
Intra-Departmental Charges - IT Operations - GIS	3,275	3,433	3,433	3,982
Intra-Departmental Charges - IT Operations - Application Dev	26,209	23,959	23,959	17,385
Intra-Departmental Charges - IT Operations - Network Support	11,321	12,100	10,809	9,063
	<u>90,088</u>	<u>106,223</u>	<u>103,992</u>	<u>125,895</u>
ALL OTHER O&M				
Contractual Services		98	98	
Advertising	372	652	652	
Postage & Mailing		324	324	100
Subscription & Membership	7,992	10,957	5,345	10,000
Telephone Communications	2,393	3,320	3,320	3,000
Travel	8,996	10,962	11,184	14,000
Training		1,792	2,194	2,000
All Other Sundry Charges	810	1,267	1,267	1,700
Software License & Maintenance	22,050	22,660	22,660	22,050
Relocation Payments & Assistance		3,000	3,000	
Office Supplies	1,853	1,829	3,709	2,500
Equipment - Noncapital		1,144		
	<u>44,466</u>	<u>58,005</u>	<u>53,753</u>	<u>55,350</u>

**GENERAL FUND
City Manager**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Targeted Economic Opportunities				250,000
Catalyst Site Evaluations				2,000,000
				<u>2,250,000</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(9,760)	(10,269)	(10,269)	(11,396)
Cost Allocated - Purchasing	(19,521)	(20,537)	(20,537)	(22,792)
Cost Allocated - RP Funding Center	(19,521)	(20,537)	(20,537)	(22,792)
Cost Allocated - Solid Waste Management	(19,521)	(20,537)	(20,537)	(22,792)
Cost Allocated - Airport	(18,670)	(20,537)	(20,537)	(22,792)
Cost Allocated - Parking	(19,521)	(20,537)	(20,537)	(22,792)
Cost Allocated - Wastewater	(107,363)	(112,955)	(112,955)	(125,356)
Cost Allocated - Electric	(214,727)	(225,911)	(225,911)	(250,712)
Cost Allocated - Water	(107,363)	(112,955)	(112,955)	(125,356)
Cost Allocated - Stormwater Utility	(9,760)	(10,269)	(10,269)	(11,396)
Cost Allocated - Facilities Maintenance Fund	(19,521)	(20,537)	(20,537)	(22,792)
Cost Allocated - Information Technology	(29,281)	(30,806)	(30,806)	(34,188)
	<u>(594,529)</u>	<u>(626,387)</u>	<u>(626,387)</u>	<u>(695,156)</u>
GRAND TOTAL	<u>346,028</u>	<u>400,481</u>	<u>315,591</u>	<u>2,855,152</u>

GENERAL FUND
Office of Management & Budget

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	527,140	542,513	546,264	563,582
INTER-CITY SERVICES				
Purchasing & Stores Service	379	437	437	466
Intra-Departmental Charges - PC & Network Support	8,322	8,040	7,943	8,463
Lakeland Electric Charges	23,904	24,329	24,329	26,376
Intra-Departmental Charges - Telephone	2,862	3,322	3,322	3,320
Intra-Departmental Charges - Training Ctr	297	297	297	297
Intra-Departmental Charges - IT Operations - Application Dev	22,081	19,121	19,121	20,121
Intra-Departmental Charges - IT Operations - Network Support	7,541	7,058	7,057	5,697
	<u>65,386</u>	<u>62,604</u>	<u>62,506</u>	<u>64,740</u>
ALL OTHER O&M				
Contractual Services	10,411	8,659	8,659	8,767
Annual Audit	690	708	715	733
Leases	0	3,215		1,875
Printing & Photography	5,226	8,190	8,190	8,292
Postage & Mailing		7	7	
Subscription & Membership	636	1,539	1,539	1,558
Telephone Communications	1,135	1,993	1,993	2,018
Travel	5,456	4,997	4,997	5,059
Training	250	3,951	3,951	4,000
All Other Sundry Charges	396	221	221	224
Office Supplies	2,034	1,630	1,630	1,650
Equipment - Noncapital		2,139	2,139	2,166
	<u>26,234</u>	<u>37,249</u>	<u>34,041</u>	<u>36,342</u>
DEBT SERVICE				
Interest Expense - Konica	207		116	
Principal Payment - Konica	2,999		3,099	
	<u>3,207</u>		<u>3,215</u>	
SPECIAL PROJECTS				
Florida Benchmarking Consortium (FBC)	3,000	3,398	3,398	3,441
Process Improvement Events	1,840	6,638	6,638	6,721
	<u>4,840</u>	<u>10,036</u>	<u>10,036</u>	<u>10,162</u>

GENERAL FUND
Office of Management & Budget

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(18,823)	(19,271)	(19,271)	(19,932)
Cost Allocated - Purchasing	(6,274)	(6,424)	(6,424)	(6,644)
Cost Allocated - RP Funding Center	(18,823)	(19,271)	(19,271)	(19,932)
Cost Allocated - Solid Waste Management	(31,372)	(32,118)	(32,118)	(33,220)
Cost Allocated - Airport	(12,581)	(12,847)	(12,847)	(13,288)
Cost Allocated - Parking	(12,549)	(12,847)	(12,847)	(13,288)
Cost Allocated - Wastewater	(31,372)	(32,118)	(32,118)	(33,220)
Cost Allocated - Electric	(125,486)	(128,473)	(128,473)	(132,879)
Cost Allocated - Water	(31,372)	(32,118)	(32,118)	(33,220)
Cost Allocated - Stormwater Utility	(12,549)	(12,847)	(12,847)	(13,288)
Cost Allocated - Facilities Maintenance Fund	(18,823)	(19,271)	(19,271)	(19,932)
Cost Allocated - Information Technology	(31,372)	(32,118)	(32,118)	(33,220)
	<u>(351,396)</u>	<u>(359,723)</u>	<u>(359,723)</u>	<u>(372,063)</u>
GRAND TOTAL	275,411	292,679	296,339	302,763

GENERAL FUND
Information Security

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	310,258	386,574	348,908	394,937
INTER-CITY SERVICES				
Purchasing & Stores Service		437	437	433
Intra-Departmental Charges - PC & Network Support	7,103	7,713	9,543	9,411
Lakeland Electric Charges	5,517	5,615	5,615	6,087
Intra-Departmental Charges - Telephone	818	949	949	1,413
Intra-Departmental Charges - Training Ctr	99	99	99	99
Intra-Departmental Charges - IT Operations - Application Dev	8,831	8,957	8,957	12,335
Intra-Departmental Charges - IT Operations - Network Support	5,483	5,042	6,499	5,586
	<u>27,850</u>	<u>28,812</u>	<u>32,099</u>	<u>35,364</u>
ALL OTHER O&M				
Contractual Services	13,750	90,250	90,250	13,750
Telephone Communications	1,556	1,484	1,484	1,500
Training	10,366	19,336	19,336	19,000
All Other Sundry Charges	42			1
Software License & Maintenance	157,778	79,167	79,167	158,000
Computer Software		30,450	30,450	30,450
Office Supplies	2,837	800	800	800
Equipment - Noncapital	3,157	2,722	2,722	2,790
Uniforms		310		
	<u>189,485</u>	<u>224,519</u>	<u>224,209</u>	<u>226,291</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(24,067)	(26,145)	(26,145)	(26,786)
Cost Allocated - Purchasing	(24,067)	(26,145)	(26,145)	(26,786)
Cost Allocated - RP Funding Center	(24,067)	(26,145)	(26,145)	(26,786)
Cost Allocated - Solid Waste Management	(24,067)	(26,145)	(26,145)	(26,786)
Cost Allocated - Airport	(18,277)	(26,145)	(26,145)	(26,786)
Cost Allocated - Parking	(24,067)	(26,145)	(26,145)	(26,786)
Cost Allocated - Wastewater	(24,067)	(26,145)	(26,145)	(26,786)
Cost Allocated - Electric	(139,127)	(143,151)	(143,151)	(148,511)
Cost Allocated - Water	(24,067)	(26,145)	(26,145)	(26,786)
Cost Allocated - Stormwater Utility	(24,067)	(26,145)	(26,145)	(26,786)
Cost Allocated - Facilities Maintenance Fund	(24,067)	(26,145)	(26,145)	(26,786)
Cost Allocated - Information Technology	(144,403)	(156,870)	(156,870)	(160,714)
	<u>(518,410)</u>	<u>(561,471)</u>	<u>(561,471)</u>	<u>(577,085)</u>
GRAND TOTAL	<u>9,184</u>	<u>78,434</u>	<u>43,745</u>	<u>79,507</u>

GENERAL FUND Communications

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	697,177	679,033	667,116	654,632
INSURANCES				
Uninsured Loss Reimbursement	250			
	250			
UTILITIES				
Water Service	175	226	180	188
Electric Service	4,055	3,792	3,874	3,990
Wastewater Service	253	243	260	267
Solid Waste Service	422	399	422	422
Solid Waste Service - Recycling	39	37	39	37
	4,944	4,697	4,775	4,904
INTER-CITY SERVICES				
Rental - Fleet Management	3,621	4,055	3,936	4,055
Gasoline - Fleet Management	135	210	210	177
Maintenance - Fleet Management	1,297	3,592	3,231	3,564
Purchasing & Stores Service	5,308	7,426	7,426	11,273
Intra-Departmental Charges - PC & Network Support	20,280	18,400	18,721	18,587
Intra-Departmental Charges - Telephone	4,498	5,221	5,221	5,181
Intra-Departmental Charges - Radios	542	560	560	569
Intra-Departmental Charges - Facilities	8,142	8,346	8,346	10,369
Intra-Departmental Charges - Janitorial	5,556	5,695	5,695	7,835
Intra-Departmental Charges - Training Ctr	396	396	396	396
Intra-Departmental Charges - IT Operations - Application Dev	168,374	113,727	113,727	123,584
Intra-Departmental Charges - IT Operations - Network Support	14,976	15,125	14,841	13,718
	233,124	182,753	182,310	199,308
ALL OTHER O&M				
Contractual Services	15,169	22,700	20,000	20,000
Leases		2,445		2,340
Repair Of Equipment		1,030		1,030
Printing & Photography	2,825	5,151	5,000	5,000
Postage & Mailing		310	200	300
Subscription & Membership	9,611	4,430	4,400	4,430
Telephone Communications	3,197	2,971	3,200	3,200
Travel	1,745	3,257	3,300	3,300
Training	1,225	3,498	3,498	3,498
All Other Sundry Charges	121	489		489
Car Washing		107	100	100
Office Supplies	10,788	7,212	7,200	7,300
Equipment - Noncapital	14,817	14,210	14,000	14,000

GENERAL FUND Communications

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Food Purchases	269	706	700	700
	<u>59,767</u>	<u>68,516</u>	<u>61,598</u>	<u>65,687</u>
DEBT SERVICE				
Interest Expense - Canon	671		461	
Principal Payment - Canon	1,652		1,879	
	<u>2,323</u>		<u>2,340</u>	
CAPITAL OUTLAY				
Equipment - Capital		10,000		
		<u>10,000</u>		
SPECIAL PROJECTS				
Music on the Promenade (Lk Mirror)	9,095	10,000	9,800	10,000
Employee / City Manager Annual Meeting	8,672	13,195	13,195	13,200
Web Re-Design	1,731	5,788	5,000	
Citizens' Academy	1,024	1,255	1,255	1,300
Red White & Kaboom Celebration	23,631	21,777	21,800	21,800
Access Lakeland Newsletter	41,225	51,500	51,500	51,500
Web & Social Media Monitoring	13,717	25,000	25,000	25,000
	<u>99,095</u>	<u>128,515</u>	<u>127,550</u>	<u>122,800</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(19,839)	(19,394)	(19,394)	(18,627)
Cost Allocated - RP Funding Center	(9,920)	(9,697)	(9,697)	(9,313)
Cost Allocated - Solid Waste Management	(69,437)	(67,879)	(67,879)	(65,194)
Cost Allocated - Airport	(19,841)	(19,394)	(19,394)	(18,627)
Cost Allocated - Parking	(9,920)	(9,697)	(9,697)	(9,313)
Cost Allocated - Wastewater	(49,598)	(48,485)	(48,485)	(46,567)
Cost Allocated - Electric	(79,356)	(77,576)	(77,576)	(74,508)
Cost Allocated - Water	(49,598)	(48,485)	(48,485)	(46,567)
Cost Allocated - Stormwater Utility	(9,920)	(9,697)	(9,697)	(9,313)
Cost Allocated - Facilities Maintenance Fund	(9,920)	(9,697)	(9,697)	(9,313)
Cost Allocated - Information Technology	(19,839)	(19,394)	(19,394)	(18,627)
	<u>(347,188)</u>	<u>(339,395)</u>	<u>(339,395)</u>	<u>(325,969)</u>
GRAND TOTAL	<u>749,491</u>	<u>734,119</u>	<u>706,294</u>	<u>721,362</u>

GENERAL FUND
Legal

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	<u>843,401</u>	<u>857,476</u>	<u>858,439</u>	<u>887,986</u>
UTILITIES				
Water Service	359	373	372	389
Electric Service	6,685	6,251	6,386	6,578
Wastewater Service	417	401	428	439
Solid Waste Service	696	657	696	696
Solid Waste Service - Recycling	65	61	65	61
	<u>8,222</u>	<u>7,743</u>	<u>7,947</u>	<u>8,163</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	379	437	437	433
Intra-Departmental Charges - PC & Network Support	11,286	14,478	11,827	11,254
Intra-Departmental Charges - Telephone	4,498	5,128	5,128	4,710
Intra-Departmental Charges - Facilities	14,266	14,623	14,623	18,168
Intra-Departmental Charges - Janitorial	9,735	9,978	9,978	13,728
Intra-Departmental Charges - Training Ctr	297	297	297	297
Intra-Departmental Charges - IT Operations - Application Dev	11,683	16,810	16,810	21,496
Intra-Departmental Charges - IT Operations - Network Support	10,952	10,779	10,959	9,994
	<u>63,096</u>	<u>72,530</u>	<u>70,059</u>	<u>80,080</u>
ALL OTHER O&M				
Contractual Services		8,223	8,223	8,325
Legal Fees	281,730	234,698	384,698	237,631
Professional Services	9,270	8,578	8,578	8,685
Repair Of Equipment		202	202	205
Printing & Photography	186	461	461	467
Postage & Mailing	994	1,552	1,552	1,571
Subscription & Membership	36,133	30,625	30,625	31,008
Telephone Communications	1,195	1,063	1,063	1,076
Travel	4,986	7,810	7,810	7,908
Training		122	122	124
Office Supplies	6,421	5,325	5,325	5,392
Equipment - Noncapital	2,335	965	965	977
	<u>343,249</u>	<u>299,624</u>	<u>449,624</u>	<u>303,369</u>

GENERAL FUND
Legal

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Purchasing	(24,347)	(24,747)	(24,747)	(25,630)
Cost Allocated - RP Funding Center	(12,173)	(12,374)	(12,374)	(12,815)
Cost Allocated - Solid Waste Management	(24,347)	(24,747)	(24,747)	(25,630)
Cost Allocated - Airport	(60,881)	(24,747)	(24,747)	(25,630)
Cost Allocated - Parking	(12,173)	(12,374)	(12,374)	(12,815)
Cost Allocated - Wastewater	(109,559)	(111,364)	(111,364)	(115,337)
Cost Allocated - Electric	(438,237)	(445,454)	(445,454)	(461,348)
Cost Allocated - Water	(109,559)	(111,364)	(111,364)	(115,337)
Cost Allocated - Information Technology	(24,347)	(24,747)	(24,747)	(25,630)
	<u>(815,623)</u>	<u>(791,918)</u>	<u>(791,918)</u>	<u>(820,172)</u>
GRAND TOTAL	442,345	445,455	594,151	459,426

**GENERAL FUND
Retirement Services**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	474,859	522,065	475,121	435,511
UTILITIES				
Water Service	71	77	54	56
Electric Service	761	730	683	703
Wastewater Service	82	81	64	66
Solid Waste Service	345	345	345	345
	<u>1,260</u>	<u>1,233</u>	<u>1,146</u>	<u>1,170</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	379	437	437	433
Intra-Departmental Charges - PC & Network Support	4,689	4,672	5,291	5,092
Intra-Departmental Charges - Telephone	2,045	2,373	2,373	2,355
Intra-Departmental Charges - Facilities	1,838	1,884	1,884	2,341
Intra-Departmental Charges - Janitorial	1,254	1,285	1,285	1,769
Intra-Departmental Charges - Training Ctr	148	148	148	148
Intra-Departmental Charges - IT Operations - Application Dev	11,302	13,108	13,108	13,560
Intra-Departmental Charges - IT Operations - Network Support	4,607	4,033	5,191	4,655
	<u>26,262</u>	<u>27,940</u>	<u>29,717</u>	<u>30,353</u>
ALL OTHER O&M				
Professional Services	800	812	812	822
Recruitment Expenses	150	152	152	154
Leases	99	1,218	1,218	
Rentals				1,236
Repair Of Equipment	106	203	203	206
Printing & Photography	353	204	102	103
Postage & Mailing		102	102	103
Subscription & Membership	73		102	103
Telephone Communications	845	863	863	874
Travel	2,358	2,639	2,639	2,672
Training	299	1,015	1,015	1,028
All Other Sundry Charges	64	152	152	154
Office Supplies	1,510	1,624	1,624	1,644
Equipment - Noncapital	3,305			
	<u>9,961</u>	<u>8,984</u>	<u>8,984</u>	<u>9,099</u>

GENERAL FUND
Retirement Services

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(5,200)	(4,917)	(4,917)	(4,303)
Cost Allocated - Purchasing	(3,120)	(2,950)	(2,950)	(2,582)
Cost Allocated - RP Funding Center	(41,602)	(39,335)	(39,335)	(34,425)
Cost Allocated - Solid Waste Management	(13,521)	(12,784)	(12,784)	(11,188)
Cost Allocated - Airport	(3,880)	(5,409)	(5,409)	(4,733)
Cost Allocated - Parking	(1,040)	(983)	(983)	(861)
Cost Allocated - Wastewater	(18,721)	(17,701)	(17,701)	(15,491)
Cost Allocated - Electric	(118,567)	(112,105)	(112,105)	(98,110)
Cost Allocated - Water	(26,522)	(25,076)	(25,076)	(21,946)
Cost Allocated - Stormwater Utility	(1,040)	(983)	(983)	(861)
Cost Allocated - Facilities Maintenance Fund	(11,961)	(11,309)	(11,309)	(9,897)
Cost Allocated - Information Technology	(15,601)	(14,751)	(14,751)	(12,909)
Cost Allocated-General Pension Plan	(30,000)	(30,000)	(30,000)	(30,000)
	<u>(290,775)</u>	<u>(278,303)</u>	<u>(278,303)</u>	<u>(247,306)</u>
GRAND TOTAL	<u>221,567</u>	<u>281,919</u>	<u>236,665</u>	<u>228,827</u>

**GENERAL FUND
Internal Audit**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	168,960	212,789	103,834	199,930
UTILITIES				
Water Service	97	100	100	105
Electric Service	1,802	1,685	1,722	1,774
Wastewater Service	112	108	115	118
Solid Waste Service	188	177	188	188
Solid Waste Service - Recycling	18	17	18	17
	<u>2,217</u>	<u>2,087</u>	<u>2,143</u>	<u>2,202</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	379	437	437	433
Intra-Departmental Charges - PC & Network Support	3,371	4,267	3,594	3,513
Intra-Departmental Charges - Telephone	1,227	1,424	1,424	1,413
Intra-Departmental Charges - Facilities	3,844	3,940	3,940	4,895
Intra-Departmental Charges - Janitorial	2,623	2,689	2,689	3,699
Intra-Departmental Charges - Training Ctr	99	99	99	99
Intra-Departmental Charges - IT Operations - Application Dev	11,015	11,819	11,819	8,406
Intra-Departmental Charges - IT Operations - Network Support	3,209	3,025	3,024	2,793
	<u>25,767</u>	<u>27,700</u>	<u>27,026</u>	<u>25,251</u>
ALL OTHER O&M				
Contractual Services	858	250		
Subscription & Membership	100	376	376	381
Telephone Communications		20	20	704
Travel		51	51	52
Training		1,726	1,726	1,748
Office Supplies	51	718	965	977
	<u>1,009</u>	<u>3,141</u>	<u>3,138</u>	<u>3,862</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(12,848)	(12,286)	(12,286)	(12,511)
Cost Allocated - Purchasing	(12,848)	(12,286)	(12,286)	(12,511)
Cost Allocated - RP Funding Center	(10,278)	(9,829)	(9,829)	(10,008)
Cost Allocated - Solid Waste Management	(5,139)	(4,914)	(4,914)	(5,004)
Cost Allocated - Airport	(10,158)	(7,372)	(7,372)	(7,506)
Cost Allocated - Wastewater	(7,709)	(7,372)	(7,372)	(7,506)
Cost Allocated - Electric	(102,782)	(98,287)	(98,287)	(100,084)
Cost Allocated - Water	(10,278)	(9,829)	(9,829)	(10,008)
Cost Allocated - Facilities Maintenance Fund	(2,570)	(2,457)	(2,457)	(2,502)
Cost Allocated - Information Technology	(5,139)	(4,914)	(4,914)	(5,004)
	<u>(179,749)</u>	<u>(169,546)</u>	<u>(169,546)</u>	<u>(172,644)</u>
GRAND TOTAL	<u>18,204</u>	<u>76,171</u>	<u>(33,405)</u>	<u>58,601</u>

GENERAL FUND
Human Resources - Office of the Director

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	578,837	641,671	337,538	355,732
UTILITIES				
Water Service	259	269	268	280
Electric Service	4,820	4,507	4,604	4,742
Wastewater Service	300	289	309	317
Solid Waste Service	502	474	502	502
Solid Waste Service - Recycling	67	44	67	44
	<u>5,948</u>	<u>5,583</u>	<u>5,750</u>	<u>5,885</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	7,962	3,495	3,495	433
Intra-Departmental Charges - PC & Network Support	11,320	12,087	10,434	10,112
Intra-Departmental Charges - Telephone	6,543	8,068	8,068	7,536
Intra-Departmental Charges - Facilities	10,289	10,546	10,546	13,103
Intra-Departmental Charges - Janitorial	7,021	7,197	7,197	9,901
Intra-Departmental Charges - Training Ctr	297	297	297	297
Intra-Departmental Charges - IT Operations - Application Dev	20,049	41,165	41,165	42,799
Intra-Departmental Charges - IT Operations - Network Support	10,519	11,092	9,801	9,063
	<u>73,999</u>	<u>93,947</u>	<u>91,003</u>	<u>93,244</u>
ALL OTHER O&M				
Contractual Services	2,543	5,385	5,385	5,466
Contract Labor	7,515	5,600	10,100	17,357
Leases		270	270	
Rentals				274
Printing & Photography		4,000	4,000	4,060
Postage & Mailing	951	1,200	1,000	2,030
Subscription & Membership	5,244	6,463	5,500	6,560
Telephone Communications	2,126	7,000	3,000	7,105
Travel	8,725	8,078	8,078	8,199
Training	6,533	10,231	8,000	3,279
All Other Sundry Charges	3,288	4,031	3,500	3,279
Relocation Payments & Assistance	1,000			
Office Supplies	7,274	8,741	7,500	8,872
Equipment - Noncapital	5,661	5,577	1,077	1,093
	<u>50,859</u>	<u>66,576</u>	<u>57,410</u>	<u>67,574</u>

GENERAL FUND
Human Resources - Office of the Director

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Background Checks	13,356	19,819	19,819	19,819
General Employee Pay Analysis	83,650	95,500	95,500	
	<u>97,006</u>	<u>115,319</u>	<u>115,319</u>	<u>19,819</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(8,506)	(8,886)	(8,886)	(5,013)
Cost Allocated - Purchasing	(5,413)	(5,654)	(5,654)	(3,190)
Cost Allocated - RP Funding Center	(60,315)	(63,007)	(63,007)	(35,547)
Cost Allocated - Solid Waste Management	(20,878)	(21,810)	(21,810)	(12,305)
Cost Allocated - Airport	(6,691)	(7,270)	(7,270)	(4,102)
Cost Allocated - Parking	(1,547)	(1,616)	(1,616)	(911)
Cost Allocated - Wastewater	(27,838)	(29,080)	(29,080)	(16,406)
Cost Allocated - Electric	(181,720)	(189,828)	(189,828)	(107,097)
Cost Allocated - Water	(40,210)	(42,004)	(42,004)	(23,698)
Cost Allocated - Stormwater Utility	(1,547)	(1,616)	(1,616)	(911)
Cost Allocated - Facilities Maintenance Fund	(18,559)	(19,387)	(19,387)	(10,938)
Cost Allocated - Information Technology	(24,745)	(25,849)	(25,849)	(14,583)
	<u>(397,969)</u>	<u>(416,007)</u>	<u>(416,007)</u>	<u>(234,701)</u>
GRAND TOTAL	408,681	507,089	191,013	307,553

GENERAL FUND
Human Resources - Employment Services

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	835,070	880,193	943,823	1,042,748
UTILITIES				
Water Service	304	331	229	239
Electric Service	3,255	3,121	2,921	3,009
Wastewater Service	352	346	272	279
Solid Waste Service	1,474	1,474	1,474	1,474
	5,385	5,272	4,896	5,001
INTER-CITY SERVICES				
Gasoline - Fleet Management	92	145	100	165
Maintenance - Fleet Management	1,967	1,896	432	1,992
Purchasing & Stores Service	379	437	437	433
Intra-Departmental Charges - PC & Network Support	20,332	21,207	20,662	20,926
Intra-Departmental Charges - Telephone	6,543	8,068	8,068	8,478
Intra-Departmental Charges - Facilities	21,374	21,908	21,908	27,220
Intra-Departmental Charges - Janitorial	14,586	14,951	14,951	20,568
Intra-Departmental Charges - Training Ctr	396	396	396	396
Intra-Departmental Charges - IT Operations - Application Dev	39,364	32,803	32,803	9,743
Intra-Departmental Charges - IT Operations - Network Support	16,098	15,125	15,122	13,965
	121,132	116,936	114,879	103,886
ALL OTHER O&M				
Contractual Services	9,270	8,757	8,757	8,888
Professional Services	2,308	1,546	1,546	1,569
Advertising	11,355	9,788	9,788	9,935
Visa/Mastercard Bank Charges	119	361	361	366
Contract Labor		15,704		16,731
Leases		6,650		
Rentals			6,750	6,750
Printing & Photography	42	333	333	338
Postage & Mailing	260	516	516	524
Subscription & Membership	4,776	7,727	7,727	7,843
Telephone Communications	543	2,730	2,730	2,771
Travel	1,525	4,637	4,637	4,707
Training	4,718	4,993	4,993	5,068
All Other Sundry Charges	550	999	999	1,014
Office Supplies	8,808	8,566	9,066	9,202
Equipment - Noncapital	597	2,138	1,638	1,663
	44,873	75,445	59,841	77,369

GENERAL FUND
Human Resources - Employment Services

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Internship Program				31,762
JobAps Online Employment Center	31,252	32,120	32,120	32,120
LPD/Fire Position Testing Materials	1,522	5,735	5,735	5,750
	<u>32,774</u>	<u>37,855</u>	<u>37,855</u>	<u>69,632</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(10,793)	(10,786)	(10,786)	(11,594)
Cost Allocated - Purchasing	(7,555)	(7,550)	(7,550)	(8,116)
Cost Allocated - RP Funding Center	(79,865)	(79,818)	(79,818)	(85,795)
Cost Allocated - Solid Waste Management	(30,219)	(30,202)	(30,202)	(32,463)
Cost Allocated - Airport	(6,913)	(10,786)	(10,786)	(11,594)
Cost Allocated - Parking	(2,159)	(2,157)	(2,157)	(2,319)
Cost Allocated - Wastewater	(37,774)	(37,752)	(37,752)	(40,579)
Cost Allocated - Electric	(246,069)	(245,927)	(245,927)	(264,341)
Cost Allocated - Water	(55,042)	(55,010)	(55,010)	(59,129)
Cost Allocated - Stormwater Utility	(3,238)	(3,236)	(3,236)	(3,478)
Cost Allocated - Facilities Maintenance Fund	(28,061)	(28,044)	(28,044)	(30,144)
Cost Allocated - Information Technology	(33,457)	(33,437)	(33,437)	(35,941)
	<u>(541,145)</u>	<u>(544,705)</u>	<u>(544,705)</u>	<u>(585,493)</u>
GRAND TOTAL	498,088	570,996	616,589	713,143

GENERAL FUND
Human Resources - Engagement and Development

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	522,802	554,228	560,775	667,206
UTILITIES				
Water Service	390	399	422	441
Electric Service	23,707	25,867	17,800	18,334
Wastewater Service	736	734	778	797
Solid Waste Service	3,274	3,274	3,274	3,274
	<u>28,107</u>	<u>30,274</u>	<u>22,274</u>	<u>22,846</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	379	437	437	433
Intra-Departmental Charges - PC & Network Support	41,631	43,569	44,729	44,129
Intra-Departmental Charges - Telephone	2,454	2,848	2,848	2,826
Intra-Departmental Charges - Facilities	13,515	13,853	13,853	17,211
Intra-Departmental Charges - Janitorial	9,223	9,454	9,454	13,005
Intra-Departmental Charges - Training Ctr	297	297	297	297
Intra-Departmental Charges - IT Operations - Application Dev	22,229	25,614	25,614	24,142
Intra-Departmental Charges - IT Operations - Network Support	39,578	38,317	38,028	35,131
	<u>129,307</u>	<u>134,389</u>	<u>135,260</u>	<u>137,174</u>
ALL OTHER O&M				
Contractual Services	23,979	33,462	33,462	33,964
Tuition Refund Program	162,909	145,782	145,782	147,969
Leases		2,500	2,500	
Rentals				2,538
Subscription & Membership	1,650	3,446	3,446	3,498
Telephone Communications		523	523	531
Travel	5,343	4,592	4,592	4,661
Training	31,134	5,203	5,203	5,281
All Other Sundry Charges	588	2,154	2,154	2,186
Office Supplies	172	16,694	16,694	16,944
Equipment - Noncapital	569	4,308	4,308	4,373
Service Awards & Plaques	33,098	49,975	49,975	50,725
	<u>259,443</u>	<u>268,639</u>	<u>268,639</u>	<u>272,670</u>
CAPITAL OUTLAY				
Equipment - Capital	7,039			
	<u>7,039</u>			

GENERAL FUND
Human Resources - Engagement and Development

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Employee Programs	20,406	28,738	28,738	29,170
Internship Program	23,460	31,293	31,293	31,762
Succession Management	4,975	32,677	32,677	33,167
CityU Program	9,764	20,973	20,973	21,288
Leadership Development	11,184	16,691	16,691	16,941
	<u>69,789</u>	<u>130,372</u>	<u>130,372</u>	<u>132,328</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(10,770)	(10,863)	(10,863)	(9,135)
Cost Allocated - Purchasing	(6,854)	(6,913)	(6,913)	(5,813)
Cost Allocated - RP Funding Center	(76,372)	(77,027)	(77,027)	(64,778)
Cost Allocated - Solid Waste Management	(26,436)	(26,663)	(26,663)	(22,423)
Cost Allocated - Airport	(7,419)	(8,888)	(8,888)	(7,474)
Cost Allocated - Parking	(1,958)	(1,975)	(1,975)	(1,661)
Cost Allocated - Wastewater	(35,248)	(35,551)	(35,551)	(29,898)
Cost Allocated - Electric	(230,094)	(232,070)	(232,070)	(195,165)
Cost Allocated - Water	(50,914)	(51,352)	(51,352)	(43,185)
Cost Allocated - Stormwater Utility	(1,958)	(1,975)	(1,975)	(1,661)
Cost Allocated - Facilities Maintenance Fund	(23,499)	(23,701)	(23,701)	(19,932)
Cost Allocated - Information Technology	(31,332)	(31,601)	(31,601)	(26,576)
	<u>(502,854)</u>	<u>(508,579)</u>	<u>(508,579)</u>	<u>(427,701)</u>
GRAND TOTAL	513,632	609,323	608,741	804,523

GENERAL FUND
Human Resources - Policy and Labor Relations

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	346,118	354,445	343,703	365,835
UTILITIES				
Water Service	111	115	115	120
Electric Service	2,064	1,930	1,972	2,031
Wastewater Service	129	124	132	135
Solid Waste Service	215	203	215	215
Solid Waste Service - Recycling		19		19
	2,519	2,391	2,434	2,520
INTER-CITY SERVICES				
Purchasing & Stores Service	379	437	437	433
Intra-Departmental Charges - PC & Network Support	1,293	1,250	1,301	1,366
Intra-Departmental Charges - Telephone	409	475	475	471
Intra-Departmental Charges - Facilities	4,410	4,520	4,520	5,616
Intra-Departmental Charges - Janitorial	3,009	3,084	3,084	4,243
Intra-Departmental Charges - Training Ctr	148	148	148	148
Intra-Departmental Charges - IT Operations - Network Support	1,270	1,008	1,158	931
	10,917	10,922	11,123	13,208
ALL OTHER O&M				
Subscription & Membership	498	1,001	1,001	1,016
Telephone Communications	2,017	1,045	1,045	1,061
Travel	868	3,877	3,877	3,935
Training		5,063	5,063	5,139
	3,383	10,986	10,986	11,151
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(3,997)	(4,166)	(4,166)	(4,201)
Cost Allocated - Purchasing	(2,543)	(2,651)	(2,651)	(2,674)
Cost Allocated - RP Funding Center	(28,340)	(29,542)	(29,542)	(29,792)
Cost Allocated - Solid Waste Management	(9,810)	(10,226)	(10,226)	(10,313)
Cost Allocated - Airport	(3,086)	(3,409)	(3,409)	(3,438)
Cost Allocated - Parking	(727)	(757)	(757)	(764)
Cost Allocated - Wastewater	(13,080)	(13,635)	(13,635)	(13,750)
Cost Allocated - Electric	(85,382)	(89,005)	(89,005)	(89,758)
Cost Allocated - Water	(18,893)	(19,695)	(19,695)	(19,861)
Cost Allocated - Stormwater Utility	(727)	(757)	(757)	(764)
Cost Allocated - Facilities Maintenance Fund	(8,720)	(9,090)	(9,090)	(9,167)
Cost Allocated - Information Technology	(11,627)	(12,120)	(12,120)	(12,222)
	(186,932)	(195,053)	(195,053)	(196,704)
GRAND TOTAL	176,005	183,691	173,193	196,010

**GENERAL FUND
Risk Management**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,292,105	1,525,194	1,333,080	1,443,790
UTILITIES				
Water Service	158	161	157	164
Electric Service	4,645	4,253	4,955	5,104
Wastewater Service	299	297	292	299
Solid Waste Service	2,183	2,183	2,183	2,183
Solid Waste Service - Recycling	102	102	102	102
	7,386	6,996	7,689	7,852
INTER-CITY SERVICES				
Rental - Fleet Management	9,545	9,605	9,325	9,410
Gasoline - Fleet Management	5,422	5,668	4,557	7,131
Maintenance - Fleet Management	9,183	6,384	8,922	8,092
Purchasing & Stores Service	6,824	17,036	17,036	23,846
Intra-Departmental Charges - PC & Network Support	23,311	23,346	26,375	26,159
Intra-Departmental Charges - Telephone	13,085	14,918	14,918	14,602
Intra-Departmental Charges - Radios	3,792	3,847	3,847	3,980
Intra-Departmental Charges - Facilities	10,015	10,265	10,265	12,754
Intra-Departmental Charges - Janitorial	6,834	7,005	7,005	9,638
Intra-Departmental Charges - Training Ctr	841	841	841	866
Intra-Departmental Charges - IT Operations - Application Dev	47,753	37,680	37,680	33,945
Intra-Departmental Charges - IT Operations - Network Support	23,004	21,408	24,064	21,166
	159,609	158,003	164,835	171,589
ALL OTHER O&M				
Contractual Services	840	5,822	5,822	5,895
Professional Services	51,907	46,463	26,463	36,794
Contract Labor	125,880	94,491	94,491	
Leases	1,209	2,685	1,184	
Repair Of Equipment		209	209	212
Printing & Photography	3,793	2,816	2,816	2,851
Postage & Mailing	1,403	2,380	2,380	2,410
Subscription & Membership	973	1,043	1,043	1,056
Telephone Communications	998	4,345	4,345	4,399
Travel	367	1,494	1,494	1,513
Training	418	2,086	2,086	2,112
All Other Sundry Charges		130	130	132
Licenses & Permits	233	187	187	189
Office Supplies	6,458	8,674	8,674	8,782
Equipment - Noncapital	498	2,829	2,607	2,640
All Other Materials & Supplies	577	4,262	4,484	4,540
Uniforms	441	1,827	1,827	1,850

GENERAL FUND Risk Management

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Use Tax Allocation	(3)			
	195,992	181,743	160,242	75,375
CAPITAL OUTLAY				
Equipment - Capital	2,910			5,222
	2,910			5,222
SPECIAL PROJECTS				
Safety Program	29,613	34,888	36,204	35,324
Emergency Management	23,092	32,967	32,967	33,232
HealthStat Clinic Services	95,261	111,897	111,897	113,296
Drivers License Checks	4,012	5,130	5,130	5,194
UHC Wellness Program	45,862	79,868	79,868	80,866
Non-Departmental Environmental Clean-Up	8,649	31,726	8,000	52,373
UHC Communications	2,992		377	
	209,482	296,476	274,443	320,285
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(13,852)	(14,283)	(14,283)	(11,981)
Cost Allocated - Purchasing	(6,926)	(7,141)	(7,141)	(5,823)
Cost Allocated - RP Funding Center	(76,183)	(78,555)	(78,555)	(74,593)
Cost Allocated - Solid Waste Management	(105,618)	(108,905)	(108,905)	(103,768)
Cost Allocated - Airport	(12,042)	(12,497)	(12,497)	(11,114)
Cost Allocated - Parking	(3,463)	(3,571)	(3,571)	(3,163)
Cost Allocated - Wastewater	(74,452)	(76,769)	(76,769)	(69,069)
Cost Allocated - Electric	(462,295)	(543,285)	(543,285)	(507,548)
Cost Allocated - Water	(124,664)	(128,544)	(128,544)	(118,012)
Cost Allocated - Stormwater Utility	(3,463)	(3,571)	(3,571)	(2,827)
Cost Allocated - Facilities Maintenance Fund	(27,703)	(28,565)	(28,565)	(23,289)
Cost Allocated - Information Technology	(36,360)	(37,492)	(37,492)	(30,820)
	(947,021)	(1,043,178)	(1,043,178)	(962,007)
GRAND TOTAL	920,463	1,125,234	897,111	1,062,106

GENERAL FUND
Community & Economic Development - Planning

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	<u>2,063,397</u>	<u>2,186,833</u>	<u>2,220,399</u>	<u>2,272,350</u>
INSURANCES				
Self-Insurance Services	<u>2,688</u>	<u>2,729</u>	<u>2,729</u>	<u>2,517</u>
	<u>2,688</u>	<u>2,729</u>	<u>2,729</u>	<u>2,517</u>
UTILITIES				
Water Service	712	773	738	771
Electric Service	13,872	12,972	13,253	13,651
Wastewater Service	865	833	889	911
Solid Waste Service	1,445	1,364	1,445	1,445
Solid Waste Service - Recycling	<u>135</u>	<u>127</u>	<u>135</u>	<u>127</u>
	<u>17,029</u>	<u>16,069</u>	<u>16,460</u>	<u>16,905</u>
INTER-CITY SERVICES				
Rental - Fleet Management	4,605	4,721	4,583	4,721
Gasoline - Fleet Management	860	1,229	880	1,111
Maintenance - Fleet Management	3,870	3,792	2,323	3,814
Purchasing & Stores Service	32,983	31,015	31,015	22,112
Intra-Departmental Charges - PC & Network Support	46,143	48,796	46,733	43,928
Intra-Departmental Charges - Telephone	11,053	13,289	13,289	13,188
Intra-Departmental Charges - Facilities	34,853	35,724	35,724	44,385
Intra-Departmental Charges - Janitorial	19,436	19,922	19,922	27,407
Intra-Departmental Charges - Training Ctr	1,386	1,386	1,386	1,386
Intra-Departmental Charges - IT Operations - GIS	44,649	48,733	48,733	54,884
Intra-Departmental Charges - IT Operations - Application Dev	99,720	145,184	145,184	164,438
Intra-Departmental Charges - IT Operations - Network Support	<u>41,355</u>	<u>37,309</u>	<u>37,900</u>	<u>33,516</u>
	<u>340,913</u>	<u>391,100</u>	<u>387,672</u>	<u>414,890</u>

GENERAL FUND
Community & Economic Development - Planning

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	2,647	10,000	5,000	5,000
Advertising	3,603	7,200	4,700	4,700
Visa/Mastercard Bank Charges	1,623	1,600	1,600	1,600
Contract Labor	16,748	20,000	20,000	20,000
Printing & Photography	7,028	7,500	10,000	10,000
Postage & Mailing	3,159	4,170	4,170	3,500
Subscription & Membership	6,462	8,500	10,000	10,000
Telephone Communications	1,388	1,600	1,600	1,600
Travel	4,071	3,500	5,000	6,000
Training	4,097	5,200	5,200	6,000
Office Supplies	16,637	20,650	20,650	18,662
Equipment - Noncapital	4,366	6,500	3,500	5,500
	<u>71,830</u>	<u>96,420</u>	<u>91,420</u>	<u>92,562</u>
CAPITAL OUTLAY				
Equipment - Capital		2,538	2,538	2,570
		<u>2,538</u>	<u>2,538</u>	<u>2,570</u>
SPECIAL PROJECTS				
Community Events	2,500	1,000	1,196	1,000
Neighborhood Clean Up Project	1,767	10,000	10,000	10,000
Historic Preservation Board	2,483	5,924	5,924	129,770
Comprehensive Plan Update & Reprint	25,469	261,699	261,699	255,400
Planning-Affordable Housing Incentive Plan		9,991	9,991	9,991
Title Clearing Expense - Foreclosed Property	347	855	855	750
Transportation & Planning Consultant	66,319	188,289	188,289	225,400
Annexation Referendum		1,000	1,000	1,000
Land Development Regulation Update		56,368	56,368	
Enterprise Zone	77	100	100	
NAC/Summer Werx program	9,500	11,500	10,500	10,000
Neighborhood Stabilization & Revitalization		365,922	365,922	
Bike Share Program		63,000		
Downtown Master Plan		145,000	150,000	50,000
Affordable Housing Strategies				250,000
LPD Parking Garage Site Development				15,000
	<u>108,462</u>	<u>1,120,648</u>	<u>1,061,844</u>	<u>958,311</u>
ALLOCATIONS				
Cost Allocated - Electric	(122,869)	(121,098)	(121,098)	(136,266)
	<u>(122,869)</u>	<u>(121,098)</u>	<u>(121,098)</u>	<u>(136,266)</u>
GRAND TOTAL	<u>2,481,451</u>	<u>3,695,239</u>	<u>3,661,964</u>	<u>3,623,839</u>

GENERAL FUND
Community & Economic Development - Code Enforcement

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	775,822	821,502	790,555	801,473
UTILITIES				
Water Service	367	438	277	289
Electric Service	2,397	2,237	2,428	2,501
Wastewater Service	317	366	293	300
Solid Waste Service	348	348	348	348
	3,428	3,389	3,346	3,438
INTER-CITY SERVICES				
Rental - Fleet Management	20,002	19,659	20,544	19,156
Gasoline - Fleet Management	16,116	14,819	14,568	17,818
Maintenance - Fleet Management	40,082	13,757	24,004	32,688
Purchasing & Stores Service	34,121	35,820	35,820	27,065
Intra-Departmental Charges - PC & Network Support	22,435	26,391	24,245	23,642
Intra-Departmental Charges - Telephone	3,271	3,797	3,797	3,794
Intra-Departmental Charges - Radios		6,718	6,718	6,852
Intra-Departmental Charges - Facilities	6,371	6,530	6,530	8,114
Intra-Departmental Charges - Janitorial	10,455	10,716	10,716	10,984
Intra-Departmental Charges - Training Ctr	544	544	544	544
Intra-Departmental Charges - IT Operations - GIS	26,816	27,917	27,917	32,068
Intra-Departmental Charges - IT Operations - Application Dev	68,597	87,341	87,341	89,931
Intra-Departmental Charges - IT Operations - Network Support	18,112	19,159	17,866	16,619
	266,922	273,168	280,610	289,275
ALL OTHER O&M				
Contractual Services	13,801	29,350	20,000	16,350
Printing & Photography	920	1,000	624	800
Postage & Mailing	7,094	10,000	6,015	10,000
Subscription & Membership	480	860	850	800
Telephone Communications	10,194	8,500	7,995	8,500
Travel	3,410	3,600	765	4,500
Training	3,435	4,400	4,577	4,000
Office Supplies	5,114	7,000	5,654	6,000
Equipment - Noncapital	4,685	7,500	7,305	7,500
Uniforms	1,352	2,400	2,150	2,600
	50,485	74,610	55,935	61,050

GENERAL FUND
Community & Economic Development - Code Enforcement

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Lot Clearings	85,254	103,000	65,796	103,200
Demolition of Condemned Buildings	75,028	58,250	15,835	68,250
Code Enforcement Board Exp	25,495	31,350	34,439	31,850
Orangewood Land Maintenance	3,500	3,500	3,500	3,500
Red Light Cameras	31,627			
Neighborhood Stabilization & Revitalization	54,745	123,476	74,950	72,634
	<u>275,650</u>	<u>319,576</u>	<u>194,520</u>	<u>279,434</u>
ALLOCATIONS				
Cost Allocated - Solid Waste Management	(16,737)	(16,988)	(16,988)	(17,498)
Cost Allocated - Stormwater Utility	(50,212)	(52,220)	(52,220)	(53,787)
	<u>(66,949)</u>	<u>(69,208)</u>	<u>(69,208)</u>	<u>(71,285)</u>
TRANSFERS TO OTHER FUNDS				
Transfer To Fleet Mgmt Reserve	17,685			
	<u>17,685</u>			
GRAND TOTAL	<u>1,323,044</u>	<u>1,423,037</u>	<u>1,255,758</u>	<u>1,363,385</u>

GENERAL FUND
Community & Economic Development - Building Inspection

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	<u>1,528,457</u>	<u>1,792,195</u>	<u>1,475,921</u>	<u>1,816,094</u>
UTILITIES				
Water Service	630	654	653	682
Electric Service	11,735	10,973	11,211	11,547
Wastewater Service	731	704	752	771
Solid Waste Service	1,222	1,154	1,222	1,222
Solid Waste Service - Recycling	114	108	114	108
	<u>14,433</u>	<u>13,593</u>	<u>13,952</u>	<u>14,330</u>
INTER-CITY SERVICES				
Rental - Fleet Management	25,099	23,988	24,396	23,882
Gasoline - Fleet Management	14,508	15,938	13,854	18,798
Maintenance - Fleet Management	31,246	19,782	36,306	29,184
Purchasing & Stores Service	379	437	437	433
Intra-Departmental Charges - PC & Network Support	39,503	39,664	41,576	39,353
Intra-Departmental Charges - Telephone	7,770	9,324	9,324	10,362
Intra-Departmental Charges - Facilities	25,056	25,682	25,682	31,909
Intra-Departmental Charges - Janitorial	17,098	17,525	17,525	24,111
Intra-Departmental Charges - Training Ctr	742	742	742	742
Intra-Departmental Charges - IT Operations - GIS	18,628	19,335	19,335	21,807
Intra-Departmental Charges - IT Operations - Application Dev	58,885	112,085	112,085	130,457
Intra-Departmental Charges - IT Operations - Network Support	30,373	27,356	28,247	25,821
	<u>269,286</u>	<u>311,858</u>	<u>329,509</u>	<u>356,859</u>
ALL OTHER O&M				
Contractual Services		25,091	25,091	25,405
Advertising		8,430	9,930	10,054
Visa/Mastercard Bank Charges	28,634	15,084	35,500	35,000
Contract Labor	100,744	34,704	34,704	35,138
Leases	651	1,000	930	
Repair Of Equipment		677	677	685
Printing & Photography	226	599	599	606
Postage & Mailing	180	690	690	699
Subscription & Membership	3,624	3,551	3,551	3,595
Telephone Communications	8,819	11,951	11,951	12,100
Travel	5,465	4,637	4,637	4,695
Training	12,391	7,519	7,519	7,613
Office Supplies	5,822	18,575	18,575	18,807
Equipment - Noncapital	9,318	9,305	7,805	7,903
Uniforms	3,307	2,339	2,339	2,368
	<u>179,182</u>	<u>144,152</u>	<u>164,498</u>	<u>164,668</u>

GENERAL FUND
Community & Economic Development - Building Inspection

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
ProjectDox Software		24,080	24,080	
		24,080	24,080	
TRANSFERS TO OTHER FUNDS				
Transfer To Fleet Mgmt Reserve	18,764			
	18,764			
GRAND TOTAL	2,010,123	2,285,878	2,007,960	2,351,951

GENERAL FUND
Community & Economic Development - Business Tax Office

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	176,128	203,845	206,434	208,353
UTILITIES				
Water Service	77	80	80	84
Electric Service	1,435	1,342	1,371	1,412
Wastewater Service	89	86	92	94
Solid Waste Service	150	141	150	150
Solid Waste Service - Recycling	14	13	14	13
	<u>1,765</u>	<u>1,662</u>	<u>1,707</u>	<u>1,753</u>
INTER-CITY SERVICES				
Rental - Fleet Management	3,672	5,991	3,857	5,861
Gasoline - Fleet Management	263	2,215	243	349
Maintenance - Fleet Management	4,011	5,688	2,209	4,864
Purchasing & Stores Service	379	437	437	433
Intra-Departmental Charges - PC & Network Support	4,699	7,492	6,745	6,709
Intra-Departmental Charges - Telephone	1,636	1,898	1,898	2,355
Intra-Departmental Charges - Facilities	3,061	3,138	3,138	3,898
Intra-Departmental Charges - Janitorial	2,089	2,141	2,141	2,945
Intra-Departmental Charges - Training Ctr	148	148	148	148
Intra-Departmental Charges - IT Operations - Network Support	4,368	6,050	6,049	5,586
	<u>24,326</u>	<u>35,198</u>	<u>26,865</u>	<u>33,148</u>
ALL OTHER O&M				
Visa/Mastercard Bank Charges	3,610	3,380	3,380	3,422
Printing & Photography	2,686	1,274	1,274	1,290
Postage & Mailing	6,942	6,924	6,924	7,011
Subscription & Membership	85	133	133	135
Telephone Communications	951	933	933	945
Travel	405	987	840	850
Training	340	620	562	569
Office Supplies	954	562	562	569
Equipment - Noncapital	919	1,777	1,777	1,799
Uniforms	517	572	777	787
	<u>17,410</u>	<u>17,162</u>	<u>17,162</u>	<u>17,377</u>
GRAND TOTAL	<u>219,630</u>	<u>257,867</u>	<u>252,168</u>	<u>260,631</u>

GENERAL FUND
Finance - Central Accounting

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	2,106,628	2,302,281	2,248,467	2,594,461
UTILITIES				
Water Service	589	611	610	637
Electric Service	10,959	10,248	10,470	10,784
Wastewater Service	683	658	702	720
Solid Waste Service	1,142	1,077	1,142	1,142
Solid Waste Service - Recycling	107	101	107	101
	<u>13,479</u>	<u>12,695</u>	<u>13,031</u>	<u>13,384</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	379	5,679	5,679	433
Intra-Departmental Charges - PC & Network Support	40,365	42,056	42,056	45,973
Intra-Departmental Charges - Telephone	13,903	16,136	16,136	16,486
Intra-Departmental Charges - Facilities	22,885	23,457	23,457	29,144
Intra-Departmental Charges - Janitorial	15,617	16,007	16,007	22,022
Intra-Departmental Charges - Training Ctr	1,138	1,138	1,138	1,138
Intra-Departmental Charges - IT Operations - Application Dev	337,606	384,639	384,639	372,324
Intra-Departmental Charges - IT Operations - Network Support	36,388	33,276	33,276	31,654
	<u>468,281</u>	<u>522,388</u>	<u>522,388</u>	<u>519,174</u>
ALL OTHER O&M				
Contractual Services		664	664	672
Banking Service	12,701	15,996	13,082	13,474
Professional Services		516	516	522
Advertising		516	516	522
Annual Audit	32,241	35,171	38,059	43,300
Repair Of Equipment	5,758	2,030	2,030	2,055
Printing & Photography	3,658	5,048	5,048	5,111
Postage & Mailing	23,912	24,406	24,406	24,711
Subscription & Membership	4,739	4,568	4,568	4,625
Telephone Communications	1,306	2,060	2,060	2,086
Travel	948	2,653	2,653	2,686
Training	4,316	4,290	4,290	4,344
All Other Sundry Charges	1,498	1,320	1,320	1,337
Software License & Maintenance	5,000	5,000	5,000	5,063
Office Supplies	13,055	14,939	14,939	15,126
Equipment - Noncapital	5,940	5,400	5,400	5,468
	<u>115,072</u>	<u>124,577</u>	<u>124,551</u>	<u>131,102</u>

GENERAL FUND
Finance - Central Accounting

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(84,528)	(94,782)	(94,782)	(100,999)
Cost Allocated - Purchasing	(60,754)	(68,125)	(68,125)	(72,593)
Cost Allocated - RP Funding Center	(100,377)	(112,554)	(112,554)	(119,936)
Cost Allocated - Solid Waste Management	(71,320)	(79,972)	(79,972)	(85,218)
Cost Allocated - Airport	(60,664)	(78,491)	(78,491)	(83,639)
Cost Allocated - Parking	(39,622)	(44,429)	(44,429)	(47,343)
Cost Allocated - Wastewater	(84,528)	(94,782)	(94,782)	(100,999)
Cost Allocated - Electric	(665,655)	(746,409)	(746,409)	(795,364)
Cost Allocated - Water	(116,225)	(130,325)	(130,325)	(138,873)
Cost Allocated - Stormwater Utility	(44,905)	(50,353)	(50,353)	(53,655)
Cost Allocated - Facilities Maintenance Fund	(68,679)	(77,010)	(77,010)	(82,061)
Cost Allocated - Information Technology	(105,660)	(118,478)	(118,478)	(126,248)
	<u>(1,502,917)</u>	<u>(1,695,710)</u>	<u>(1,695,710)</u>	<u>(1,806,928)</u>
GRAND TOTAL	1,200,543	1,266,231	1,212,727	1,451,193

GENERAL FUND
Finance - Customer Billing

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	<u>711,601</u>	<u>761,811</u>	<u>702,181</u>	<u>686,718</u>
UTILITIES				
Water Service	218	226	226	236
Electric Service	4,055	3,792	3,874	3,990
Wastewater Service	253	243	260	267
Solid Waste Service	422	399	422	422
Solid Waste Service - Recycling	39	37	39	37
	<u>4,987</u>	<u>4,697</u>	<u>4,821</u>	<u>4,952</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	21,231	10,484	10,484	433
Intra-Departmental Charges - PC & Network Support	15,200	16,217	15,866	15,377
Intra-Departmental Charges - Telephone	5,725	6,644	6,644	6,594
Intra-Departmental Charges - Facilities	8,663	8,880	8,880	11,033
Intra-Departmental Charges - Janitorial	5,912	6,060	6,060	8,336
Intra-Departmental Charges - Training Ctr	495	495	495	495
Intra-Departmental Charges - IT Operations - GIS	19,652	20,595	20,595	23,891
Intra-Departmental Charges - IT Operations - Application Dev	36,736	51,159	51,159	52,083
Intra-Departmental Charges - IT Operations - Network Support	14,247	13,109	13,109	12,103
	<u>127,861</u>	<u>133,643</u>	<u>133,292</u>	<u>130,345</u>
ALL OTHER O&M				
Repair Of Equipment	924	1,200	1,200	1,200
Printing & Photography	1,131	1,550	1,050	1,289
Postage & Mailing	6,225	6,750	7,000	7,100
Subscription & Membership	185	125		125
Travel	8,086	4,650	4,650	4,650
Training		2,700	2,700	2,700
Office Supplies	3,206	3,361	3,500	3,768
Equipment - Noncapital		239	239	
	<u>19,756</u>	<u>20,575</u>	<u>20,339</u>	<u>20,832</u>
ALLOCATIONS				
Cost Allocated - Solid Waste Management	(173,728)	(179,101)	(179,101)	(186,594)
Cost Allocated - Parking	(26,059)	(26,865)	(26,865)	(27,989)
Cost Allocated - Wastewater	(173,728)	(179,101)	(179,101)	(186,594)
Cost Allocated - Electric	(130,296)	(134,325)	(134,325)	(139,946)
Cost Allocated - Water	(173,728)	(179,101)	(179,101)	(186,594)
Cost Allocated - Stormwater Utility	(104,237)	(107,460)	(107,460)	(111,957)
	<u>(781,776)</u>	<u>(805,953)</u>	<u>(805,953)</u>	<u>(839,674)</u>
GRAND TOTAL	<u>82,429</u>	<u>114,773</u>	<u>54,680</u>	<u>3,173</u>

GENERAL FUND
Finance - Treasurer

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	432,506	444,140	445,829	450,744
INSURANCES				
Insurance - Position Bond				685
				685
UTILITIES				
Water Service	16	16	16	17
Electric Service	293	274	280	288
Wastewater Service	18	18	19	19
Solid Waste Service	31	29	31	31
Solid Waste Service - Recycling	3	3	3	3
	361	340	349	358
INTER-CITY SERVICES				
Purchasing & Stores Service	379	874	874	433
Intra-Departmental Charges - PC & Network Support	4,103	4,237	4,115	4,238
Intra-Departmental Charges - Telephone	2,045	2,848	2,848	3,297
Intra-Departmental Charges - Facilities	501	514	514	638
Intra-Departmental Charges - Janitorial	201	206	206	283
Intra-Departmental Charges - Training Ctr	198	198	198	198
Intra-Departmental Charges - IT Operations - Application Dev	14,576	17,162	17,162	17,343
Intra-Departmental Charges - IT Operations - Network Support	3,729	3,025	3,024	2,793
	25,732	29,064	28,941	29,223
ALL OTHER O&M				
Contractual Services	103,723	148,440	142,451	141,500
Repair Of Equipment	135	555	555	650
Printing & Photography	329	719	700	700
Postage & Mailing	2,197	3,098	2,750	2,650
Subscription & Membership	295	1,001	500	500
Telephone Communications	362	370	400	400
Training	410	1,012	1,025	1,025
Office Supplies	1,401	2,883	3,083	3,100
	108,852	158,078	151,464	150,525

GENERAL FUND
Finance - Treasurer

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(11,132)	(11,449)	(11,449)	(11,639)
Cost Allocated - Purchasing	(302)	(311)	(311)	(316)
Cost Allocated - RP Funding Center	(665)	(684)	(684)	(696)
Cost Allocated - Solid Waste Management	(36,241)	(37,270)	(37,270)	(37,889)
Cost Allocated - Airport	(1,270)	(1,742)	(1,742)	(1,771)
Cost Allocated - Parking	(1,815)	(1,867)	(1,867)	(1,898)
Cost Allocated - Wastewater	(48,704)	(50,088)	(50,088)	(50,919)
Cost Allocated - Electric	(368,037)	(378,492)	(378,492)	(384,771)
Cost Allocated - Water	(58,204)	(59,857)	(59,857)	(60,850)
Cost Allocated - Stormwater Utility	(32,188)	(33,102)	(33,102)	(33,651)
Cost Allocated - Facilities Maintenance Fund	(424)	(436)	(436)	(443)
Cost Allocated - Information Technology	(1,633)	(1,680)	(1,680)	(1,708)
	<u>(560,616)</u>	<u>(576,978)</u>	<u>(576,978)</u>	<u>(586,551)</u>
GRAND TOTAL	<u>6,835</u>	<u>54,644</u>	<u>49,605</u>	<u>44,984</u>

GENERAL FUND
Finance - City Clerk

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	407,686	423,547	422,031	438,185
UTILITIES				
Water Service	327	334	314	328
Electric Service	11,663	11,528	11,951	12,310
Wastewater Service	471	453	438	449
Solid Waste Service	4,167	4,000	4,804	4,804
Solid Waste Service - Recycling	116	116	116	116
	<u>16,744</u>	<u>16,431</u>	<u>17,623</u>	<u>18,007</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	379	1,310	1,310	433
Intra-Departmental Charges - PC & Network Support	9,770	11,685	10,412	10,081
Intra-Departmental Charges - Telephone	2,454	2,848	2,848	2,826
Intra-Departmental Charges - Facilities	38,922	39,895	39,895	49,568
Intra-Departmental Charges - Janitorial	41,867	42,914	42,914	59,039
Intra-Departmental Charges - Training Ctr	247	247	247	247
Intra-Departmental Charges - IT Operations - Application Dev	13,245	13,590	13,590	14,831
Intra-Departmental Charges - IT Operations - Network Support	8,707	8,067	8,215	7,448
	<u>115,592</u>	<u>120,556</u>	<u>119,431</u>	<u>144,473</u>
ALL OTHER O&M				
Advertising	16,925	14,399	13,967	14,142
Repair Of Equipment	927	985	985	997
Postage & Mailing	383	396	396	401
Subscription & Membership	1,106	1,250	1,250	1,266
Telephone Communications	362	360	360	360
Travel	1,596	5,347	5,347	5,414
Training	336	554	554	554
All Other Sundry Charges		160	160	160
Software License & Maintenance	1,912	1,912	1,912	1,912
Office Supplies	2,543	2,504	2,504	2,535
Equipment - Noncapital	3			
	<u>26,094</u>	<u>27,867</u>	<u>27,435</u>	<u>27,741</u>
CAPITAL OUTLAY				
Equipment - Capital		1,636	1,635	
		<u>1,636</u>	<u>1,635</u>	

GENERAL FUND
Finance - City Clerk

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Easy Vote Software				3,250
Boards & Committee Dinner	4,810	10,656	5,120	10,656
Election Expense	130,026	131,892	79,574	133,000
Document Shredding	767	1,030	800	1,030
	<u>135,603</u>	<u>143,578</u>	<u>85,494</u>	<u>147,936</u>
ALLOCATIONS				
Cost Allocated - Purchasing	(18,750)	(18,815)	(18,815)	(20,222)
Cost Allocated - Solid Waste Management	(1,758)	(1,764)	(1,764)	(1,896)
Cost Allocated - Airport	(592)	(588)	(588)	(632)
Cost Allocated - Wastewater	(15,820)	(15,875)	(15,875)	(17,062)
Cost Allocated - Electric	(53,905)	(54,093)	(54,093)	(58,139)
Cost Allocated - Water	(16,992)	(17,051)	(17,051)	(18,326)
Cost Allocated - Stormwater Utility	(586)	(588)	(588)	(632)
Cost Allocated - Facilities Maintenance Fund	(5,859)	(5,880)	(5,880)	(6,319)
Cost Allocated - Information Technology	(586)	(588)	(588)	(632)
	<u>(114,848)</u>	<u>(115,242)</u>	<u>(115,242)</u>	<u>(123,860)</u>
GRAND TOTAL	<u>586,871</u>	<u>618,373</u>	<u>558,407</u>	<u>652,482</u>

**GENERAL FUND
Fire**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
		ADMINISTRATION		
PERSONAL SERVICES	1,034,545	984,950	1,039,416	1,062,459
INSURANCE				
Uninsured Loss Reimbursement	500	500	250	250
	500	500	250	250
INTER-CITY SERVICES				
Purchasing & Stores Service	14,407	10,484	10,484	15,608
Intra-Departmental Charges - PC & Network Support	24,432	27,995	26,801	26,570
Intra-Departmental Charges - Telephone	10,632	11,390	11,390	10,362
Intra-Departmental Charges - Radios	63,374	65,498	65,498	66,517
Intra-Departmental Charges - Facilities	18,628	19,094	19,094	23,723
Intra-Departmental Charges - Janitorial	12,712	13,030	13,030	17,926
Intra-Departmental Charges - Training Ctr	6,411	8,411	8,411	8,411
Intra-Departmental Charges - IT Operations - GIS	10,974	13,639	13,639	13,388
Intra-Departmental Charges - IT Operations - Application Dev	129,534	144,914	144,914	141,110
Intra-Departmental Charges - IT Operations - Public Safety	47,835	73,228	73,228	60,819
Intra-Departmental Charges - IT Operations - Network Support	22,538	23,192	24,362	22,534
	361,477	410,875	410,851	406,968
ALL OTHER O&M				
Contractual Services	1,237		592	594
Leases		566	566	
Rentals				574
Printing & Photography	2,751	2,685	2,685	2,719
Postage & Mailing	121	450	450	156
Subscription & Membership	1,264	1,195	1,195	1,210
Telephone Communications	3,288	4,060	4,060	4,411
Travel	2,083	1,986	1,986	2,584
Laundry & Dry Cleaning	2,200	4,060	4,060	4,111
All Other Sundry Charges	486	704	704	713
Licenses & Permits		417	417	422
Office Supplies	2,723	3,002	3,002	3,039
Equipment - Noncapital	4,369	15,153	8,911	9,022
All Other Materials & Supplies	2,846	1,298	1,298	1,314
Uniforms	1,560	1,794	1,794	1,816
	24,926	37,370	31,720	32,685
CAPITAL EQUIPMENT				
Equipment - Capital				5,000
				5,000

GENERAL FUND**Fire**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Emergency Manager				20,152
Fire Prevention Week	1,267	3,241	3,241	3,282
Public Education	19,213	20,910	20,596	21,161
	<u>20,480</u>	<u>24,151</u>	<u>23,837</u>	<u>44,595</u>
TRANSFERS TO OTHER FUNDS				
Transfer To Public Impr Fund	135,173	135,173	135,173	135,173
Transfer To Fleet Mgmt Reserve				26,198
	<u>135,173</u>	<u>135,173</u>	<u>135,173</u>	<u>161,371</u>
SUB-TOTAL	<u>1,577,102</u>	<u>1,593,019</u>	<u>1,641,247</u>	<u>1,713,328</u>
OPERATIONS				
PERSONAL SERVICES	<u>14,650,439</u>	<u>16,074,928</u>	<u>15,888,440</u>	<u>16,645,333</u>
UTILITIES				
Water Service	33,013	31,232	30,147	31,504
Electric Service	107,181	102,765	110,531	113,847
Wastewater Service	31,810	29,866	32,835	33,656
Solid Waste Service	17,327	16,137	19,099	19,099
Solid Waste Service - Recycling	918	918	918	918
	<u>190,250</u>	<u>180,918</u>	<u>193,530</u>	<u>199,024</u>
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	60,763	61,376	59,948	59,208
Intra-Departmental Charges - Telephone	35,985	41,765	41,765	41,921
Intra-Departmental Charges - Facilities	230,369	236,128	236,128	293,376
Intra-Departmental Charges - Janitorial	14,070	14,422	14,422	19,845
Intra-Departmental Charges - IT Operations - Network Support	45,020	43,359	41,333	38,171
	<u>386,207</u>	<u>397,050</u>	<u>393,596</u>	<u>452,521</u>
ALL OTHER O&M				
Contractual Services	7,522	3,183	3,183	6,223
Leases	1,801	1,600		
Printing & Photography	924	1,092	1,092	606
Postage & Mailing	24	110	110	
Subscription & Membership	475	104	104	716
Telephone Communications	10,337	22,524	22,524	19,806
Travel	2,156	4,182	4,182	4,234
Laundry & Dry Cleaning	10,209	17,655	17,655	17,371
Training	955			
All Other Sundry Charges	321	956	956	968
Repair Of Motor Equipment	258			
Office Supplies	3,657	2,225	2,225	2,253
Equipment - Noncapital	5,825	11,136	11,136	11,275

**GENERAL FUND
Fire**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
All Other Materials & Supplies	11,485	10,241	10,241	10,369
Uniforms	62,326	64,295	64,295	65,099
Chemicals	2,840	5,369	5,369	5,436
Fire Fighting Accessories	66,828	154,603	154,603	95,563
	187,943	299,275	297,675	239,919
CAPITAL EQUIPMENT				
Equipment - Capital	5,113			
	5,113			
SPECIAL PROJECTS				
EMS Operations	10,558	11,216	11,216	11,356
Maintenance & Replacement of Fire Hose		6,565	6,565	6,565
Urban Search and Rescue Team (USAR)	11,732	17,553	18,333	17,772
ARFF Training	46,560	43,685	57,918	44,231
Replace AED & Accessories		1,255	1,255	1,255
Special Event Sponsorship	3,364	9,857	18,054	
Mutual Aid - Michael Mission - State			122,665	
Special Events - Reimbursable		13,756	18,144	
Mutual Aid - Florence Mission AHIMT Region 4/6	12,032			
	84,246	103,887	254,150	81,179
SUB-TOTAL	15,504,198	17,056,058	17,027,391	17,617,976
			TRAINING	
PERSONAL SERVICES	282,012	293,859	286,528	294,381
UTILITIES				
Water Service	14,611	15,524	15,462	16,158
Electric Service	9,592	9,519	8,169	8,414
Wastewater Service	10,353	10,536	10,749	11,018
Solid Waste Service	2,995	4,365	1,091	1,091
	37,551	39,944	35,471	36,681
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	3,802	4,208	4,208	4,400
Intra-Departmental Charges - Telephone	3,680	4,746	4,746	4,710
Intra-Departmental Charges - Facilities	17,005	17,430	17,430	21,656
Intra-Departmental Charges - IT Operations - Network Support	3,209	3,025	3,024	2,793
	27,696	29,409	29,408	33,559
ALL OTHER O&M				
Contractual Services	750	127	127	129
Printing & Photography		405		
Subscription & Membership	15,487	15,767	15,767	15,681
Telephone Communications	82	292	292	296
Laundry & Dry Cleaning	979	547	547	554

GENERAL FUND**Fire**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Training	34,160	28,417	28,417	33,772
All Other Sundry Charges		224	224	224
Equipment - Noncapital	3,468	7,340	7,340	3,432
All Other Materials & Supplies	1,021	1,017	1,017	1,030
Uniforms	150	508	508	514
Fire Fighting Accessories	362	347	347	351
	<u>56,461</u>	<u>54,991</u>	<u>54,586</u>	<u>55,983</u>
SPECIAL PROJECTS				
Paramedics Training	24,147	69,321	31,330	27,258
City University	2,239	3,764	3,764	3,811
Fire Academy		290	290	290
	<u>26,386</u>	<u>73,375</u>	<u>35,384</u>	<u>31,359</u>
SUB-TOTAL	<u>430,106</u>	<u>491,578</u>	<u>441,377</u>	<u>451,963</u>
FIRE SAFETY MANAGEMENT				
PERSONAL SERVICES	<u>673,808</u>	<u>692,439</u>	<u>672,332</u>	<u>679,613</u>
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	11,910	13,642	11,924	11,770
Intra-Departmental Charges - Telephone	409	475	475	942
Intra-Departmental Charges - Facilities	18,628	19,094	19,094	23,723
Intra-Departmental Charges - Janitorial	12,712	13,030	13,030	17,926
Intra-Departmental Charges - IT Operations - Network Support	8,647	9,075	7,057	6,517
	<u>52,305</u>	<u>55,316</u>	<u>51,580</u>	<u>60,878</u>
ALL OTHER O&M				
Contractual Services	130	1,092	1,092	1,106
Printing & Photography	240	328	328	332
Subscription & Membership	805	1,639	1,639	1,659
Telephone Communications	6,298	6,090	6,090	6,166
Travel	1,561	1,468	1,468	1,486
Laundry & Dry Cleaning	1,113	3,826	3,826	3,873
Office Supplies	1,928	2,202	2,202	2,230
Equipment - Noncapital	1,235	1,842	1,842	1,865
All Other Materials & Supplies	4,157	1,932	1,932	1,956
Uniforms	593	1,523	1,523	1,542
	<u>18,060</u>	<u>21,942</u>	<u>21,942</u>	<u>22,215</u>
SPECIAL PROJECTS				
Fire Safety Management	515	523	523	530
	<u>515</u>	<u>523</u>	<u>523</u>	<u>530</u>
SUB-TOTAL	<u>744,688</u>	<u>770,220</u>	<u>746,377</u>	<u>763,236</u>

**GENERAL FUND
Fire**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
MAINTENANCE				
PERSONAL SERVICES	285,603	294,942	298,927	298,608
INTER-CITY SERVICES				
Gasoline - Fleet Management		172,111		163,337
Intra-Departmental Charges - PC & Network Support	1,191	1,146	1,163	1,250
Intra-Departmental Charges - IT Operations - Network Support	1,070	1,008	1,008	931
	2,261	174,265	2,171	165,518
ALL OTHER O&M				
Contractual Services	13,512	3,356	3,356	3,398
Rentals		394		
Repair Of Equipment	30,224	39,518	44,018	44,568
Printing & Photography		197		
Postage & Mailing		547		
Telephone Communications		301	301	
Laundry & Dry Cleaning	2,056	1,421	1,421	1,744
Repair Of Motor Equipment	125,351	143,142	144,542	146,349
Software License & Maintenance		866	866	877
Auto/Heavy Equipment Fuel	139,265	145,754	145,754	147,576
Office Supplies	171	547	547	554
Equipment - Noncapital		3,931	3,931	3,980
All Other Materials & Supplies	791	909	909	920
Uniforms	566	761	761	771
Tools & Implements	3,226	3,935	3,935	3,984
License Tags	50	328	328	332
Use Tax Allocation	(4)			
Recoveries-Other Funds	(692)		(1,676)	
	314,516	345,907	348,993	355,053
SPECIAL PROJECTS				
Emergency Manager				39,827
				39,827
SUB-TOTAL	602,380	815,114	650,091	859,006
GRAND TOTAL	18,858,473	20,725,989	20,506,483	21,405,509

**GENERAL FUND
Police**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	<u>30,404,359</u>	<u>32,463,372</u>	<u>30,942,747</u>	<u>32,256,707</u>
INSURANCE				
Uninsured Loss Reimbursement	1,250	500	500	513
	<u>1,250</u>	<u>500</u>	<u>500</u>	<u>513</u>
UTILITIES				
Water Service	13,361	14,777	10,803	11,289
Stormwater Service	623	654	654	687
Electric Service	217,626	218,911	204,519	210,655
Wastewater Service	10,012	11,339	9,408	9,643
Solid Waste Service	9,558	9,500	9,500	9,500
	<u>251,180</u>	<u>255,181</u>	<u>234,884</u>	<u>241,774</u>
INTER-CITY SERVICES				
Rental - Fleet Management	1,294,639	1,352,800	1,304,176	1,378,804
Gasoline - Fleet Management	579,722	652,541	567,700	660,170
Maintenance - Fleet Management	1,381,920	1,214,470	1,136,278	1,219,432
Purchasing & Stores Service	13,648	23,152	23,152	14,466
Intra-Departmental Charges - PC & Network Support	653,593	692,919	764,682	742,197
Intra-Departmental Charges - Telephone	130,855	150,924	150,924	149,313
Intra-Departmental Charges - Radios	350,452	364,435	364,435	370,105
Intra-Departmental Charges - Facilities	262,013	268,563	268,563	333,676
Intra-Departmental Charges - Janitorial	207,385	212,570	212,570	292,439
Intra-Departmental Charges - Training Ctr	8,706	17,567	17,567	17,567
Intra-Departmental Charges - IT Operations - GIS	20,517	24,384	24,384	25,148
Intra-Departmental Charges - IT Operations - Application Dev	309,636	437,540	437,540	445,948
Intra-Departmental Charges - IT Operations - Public Safety	908,868	996,124	996,124	1,155,568
Intra-Departmental Charges - IT Operations - Network Support	516,223	483,449	508,460	463,771
	<u>6,638,177</u>	<u>6,891,438</u>	<u>6,776,555</u>	<u>7,268,604</u>
ALL OTHER O&M				
Contractual Services	155,020	158,409	138,600	165,056
Professional Services	11,266	17,000	10,440	17,000
Advertising	232	800	200	500
Visa/Mastercard Bank Charges	504	500	450	500
Contract Labor	69,140	75,000	35,000	
Leases	192,477	205,762	206,562	
Rentals				209,750
Repair Of Equipment	48,013	57,950	46,300	54,528
Printing & Photography	12,622	20,500	17,000	20,500
Postage & Mailing	10,087	13,654	10,000	10,545

**GENERAL FUND
Police**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Subscription & Membership	23,534	36,854	28,789	31,178
Telephone Communications	59,438	68,212	63,200	76,128
Laundry & Dry Cleaning	111,220	128,000	110,000	123,000
All Other Sundry Charges	5,223	9,908	9,100	7,600
Relocation Payments & Assistance		2,500	2,500	
Refund Of Prior Years Revenue		922	782	
Confidential Informants	20,000	40,000	40,000	40,000
Gift Certificates	660	880	660	880
Computer Software	11,736	2,964	1,990	
Office Supplies	78,297	91,673	83,500	91,377
Equipment - Noncapital	86,345	159,989	137,400	84,949
All Other Materials & Supplies	36,676	47,594	33,800	44,723
Uniforms	161,705	162,375	140,000	150,000
License Tags	1,008	1,500	1,200	1,500
Crime Prevention Material	3,557	5,000	4,000	5,000
Use Tax Allocation	(26)	(30)	(36)	(40)
Food & Supplies for Animals	10,626	9,500	9,500	10,500
Training - Ammunition	14,991	15,000	14,000	14,000
	<u>1,124,351</u>	<u>1,332,416</u>	<u>1,144,937</u>	<u>1,159,174</u>
DEBT SERVICE				
A/C Chiller Replacements	120,135	120,135	120,135	120,135
	<u>120,135</u>	<u>120,135</u>	<u>120,135</u>	<u>120,135</u>
CAPITAL OUTLAY				
Equipment - Capital	19,538	10,404		
	<u>19,538</u>	<u>10,404</u>		
SPECIAL PROJECTS				
Florida Southern College - SRO	114,256	274,189	193,299	296,819
Polk County School Board-SRO	853,490	968,645	996,652	1,234,455
Crime Watch	13,802	17,717	15,992	17,685
Special Overtime	62,743	79,664	109,014	74,000
Emergency Preparedness	840	2,500	1,971	2,500
Recruitment	34,077	40,582	32,625	40,582
Victim Assistance Program	25,000	25,000	25,000	25,000
Training Center	77,418	83,442	84,300	92,342
Police Educations	29,217	28,000	28,000	28,000
Canine Training - Donations	17,000	49,894	49,894	
Investigative Costs Reimbursement	208,545	208,357	166,628	135,000
Do the Right Thing - Donations	3,251	8,077	5,000	
School Resource Officers - Donations		4,216	4,216	
Polk Community College IPS Coordinator	110,892	114,730	118,740	117,641
Drug Prevention Resource Center	42,000	42,000	42,000	42,000
Red Light Cameras	1,043,428	954,945	933,928	957,345

**GENERAL FUND
Police**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
LPD Explorer Program - Donations	2,938	5,761	5,704	
COPS For Christmas - Donations	8,854	15,382	11,365	
Lakeland Police Dept. - Donations		3,875		
SWAT Medic Program	6,067	6,000	7,727	6,000
AED Units for LPD Patrol Cars	2,780	8,840	7,500	15,000
Special Event Sponsorship	29,164	29,060	33,344	28,000
FOAG Victim Assistance (VOCA)	178,474	150,622	121,934	172,536
FDLE-Byrne Police Athletic League (PAL)	15,308	31,229	22,000	23,400
DOJ-Justice Assistance Grant	41,461	105,385	76,397	115,000
Community Policing Innovation	159,571	168,499	162,992	169,457
New Beginnings - SRO	72,953	115,649	112,733	112,713
Ballistic Vest Replacements	29,345	40,011	35,000	47,000
SRO - Lakeland Christian	7,795	90,197	74,045	98,340
Accommodations for Programs and Services	3,975	15,025	7,500	10,000
SRO ? Magnolia Montessori Academy		41,992	45,570	80,026
Mutual Aid - Michael Mission - State		22,290	22,289	
Conducted Electrical Weapon Replacements		15,000	15,000	15,000
Mutual Aid - Michael Mission # FL-218859		10,292	10,292	
Mutual Aid - Florence Mission AHIMT Region 4/6	9,506			
Mutual Aid - Michael Mission # FL-758415		11,478	11,478	
FDOH - HEROS Program		37,497	37,497	
	<u>3,204,148</u>	<u>3,826,042</u>	<u>3,627,626</u>	<u>3,955,841</u>
TRANSFERS TO OTHER FUNDS				
Transfer To Public Impr Fund				150,000
Transfer To Fleet Mgmt Reserve		238,025	185,225	
Transfer To Fleet Mgmt Reserve		211,200	211,200	
		<u>449,225</u>	<u>396,425</u>	<u>150,000</u>
SUB-TOTAL	<u>41,763,138</u>	<u>45,348,713</u>	<u>43,243,809</u>	<u>45,152,748</u>

**GENERAL FUND
Police**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
LAW ENFORCEMENT TRUST FUND				
ALL OTHER O&M				
All Other Administrative	24,712	120,905		
	<u>24,712</u>	<u>120,905</u>		
CAPITAL OUTLAY				
Equipment - Capital	23,297	188,132		
	<u>23,297</u>	<u>188,132</u>		
SUB-TOTAL	<u>48,009</u>	<u>309,037</u>		
FEDERALLY FORFEITED PROPERTY				
ALL OTHER O&M				
Contractual Services		6,000		
Training	4,000			
All Other Administrative		418,458		
Equipment - Noncapital	82,030	105,963		
	<u>86,030</u>	<u>530,421</u>		
CAPITAL OUTLAY				
Equipment - Capital	37,383	438,970		
	<u>37,383</u>	<u>438,970</u>		
SUB-TOTAL	<u>192,460</u>	<u>974,109</u>		
GRAND TOTAL	<u>42,003,606</u>	<u>46,631,859</u>	<u>43,243,809</u>	<u>45,152,748</u>

**GENERAL FUND
Public Works - Traffic**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,083,893	1,069,619	1,107,994	1,250,598
UTILITIES				
Water Service	1,027	1,123	1,305	1,364
Electric Service	15,241	14,917	15,519	15,985
Wastewater Service	591	677	493	505
Solid Waste Service	1,637	1,637	1,637	1,637
Solid Waste Service - Recycling	102	102	102	102
	18,598	18,456	19,056	19,593
INTER-CITY SERVICES				
Rental - Fleet Management	51,712	55,540	54,602	56,031
Gasoline - Fleet Management	17,521	20,000	14,516	20,782
Maintenance - Fleet Management	36,478	44,989	35,296	45,534
Purchasing & Stores Service	9,099	10,047	10,047	18,210
Intra-Departmental Charges - PC & Network Support	30,785	32,833	33,023	31,659
Intra-Departmental Charges - Telephone	5,725	6,993	6,993	7,065
Intra-Departmental Charges - Radios	7,042	7,145	7,145	7,391
Intra-Departmental Charges - Facilities	25,062	25,689	25,689	31,916
Intra-Departmental Charges - Janitorial	15,173	15,552	15,552	21,395
Intra-Departmental Charges - Training Ctr	891	891	891	891
Intra-Departmental Charges - IT Operations - GIS	11,427	13,204	13,204	13,037
Intra-Departmental Charges - IT Operations - Application Dev	38,327	43,534	43,534	48,736
Intra-Departmental Charges - IT Operations - Network Support	23,942	23,191	23,914	22,097
	273,183	299,608	284,406	324,744
ALL OTHER O&M				
Contractual Services	88	210	210	213
Rentals	255	3,849	4,000	4,050
Repair Of Equipment	7,501	7,100	7,100	7,189
Printing & Photography	72	42	100	101
Postage & Mailing	56	200	200	203
Subscription & Membership	2,496	2,893	2,734	2,768
Telephone Communications	6,838	5,500	5,500	5,569
Travel	2,103	1,788	1,450	1,458
Training	5,025	5,116	5,100	5,164
All Other Sundry Charges	14		50	51
Refund Of Prior Years Revenue		2,465	1,465	
Auto/Heavy Equipment Fuel		68	50	51
Office Supplies	2,630	2,450	2,450	2,481
Equipment - Noncapital	997	2,800	2,800	2,835
All Other Materials & Supplies	71,804	94,600	81,200	82,215
Uniforms	4,682	5,341	5,050	5,113

**GENERAL FUND
Public Works - Traffic**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Tools & Implements	1,663	1,585	1,500	1,519
Use Tax Allocation	(47)			
	<u>106,176</u>	<u>136,007</u>	<u>120,959</u>	<u>120,980</u>
SPECIAL PROJECTS				
ITS Maintenance	24,092	61,251	19,560	19,560
Sign Fabrication	34,694	19,175	17,815	
Special Event Sponsorship	21,048	27,530	39,337	28,000
	<u>79,833</u>	<u>107,956</u>	<u>76,712</u>	<u>47,560</u>
GRAND TOTAL	<u>1,561,684</u>	<u>1,631,646</u>	<u>1,609,127</u>	<u>1,763,475</u>

GENERAL FUND
Public Works - Director

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	711,772	731,153	763,051	826,800
UTILITIES				
Water Service	227	235	235	246
Electric Service	4,222	3,948	4,034	4,155
Wastewater Service	263	253	270	277
Solid Waste Service	440	415	440	440
Solid Waste Service - Recycling	41	39	41	39
	<u>5,193</u>	<u>4,890</u>	<u>5,020</u>	<u>5,157</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	6,066	12,231	12,231	15,608
Intra-Departmental Charges - PC & Network Support	9,863	10,849	10,403	10,055
Intra-Departmental Charges - Telephone	3,271	3,797	3,797	3,297
Intra-Departmental Charges - Radios	1,083	1,120	1,120	1,137
Intra-Departmental Charges - Facilities	9,011	9,236	9,236	11,475
Intra-Departmental Charges - Janitorial	6,149	6,303	6,303	8,671
Intra-Departmental Charges - Training Ctr	297	297	297	297
Intra-Departmental Charges - IT Operations - GIS	15,171	17,341	17,341	18,547
Intra-Departmental Charges - IT Operations - Application Dev	61,899	41,378	41,378	44,762
Intra-Departmental Charges - IT Operations - Network Support	9,007	8,067	8,515	7,448
	<u>121,817</u>	<u>110,619</u>	<u>110,621</u>	<u>121,297</u>
ALL OTHER O&M				
Contractual Services	328	5,508	5,000	5,000
Contract Labor		500	500	500
Repair Of Equipment	270	1,464	1,464	1,464
Printing & Photography	26	157	159	159
Postage & Mailing	54	471	475	475
Subscription & Membership	835	1,568	1,575	1,575
Telephone Communications	3,138	2,195	2,230	2,230
Travel	10,243	7,700	7,900	7,900
Training	2,075	7,873	8,000	8,000
All Other Sundry Charges	2,563	3,136	3,175	3,175
Office Supplies	2,469	2,614	2,647	2,647
Equipment - Noncapital	2,400	1,986	3,500	3,500
Uniforms	115	314	320	320
	<u>24,516</u>	<u>35,486</u>	<u>36,945</u>	<u>36,945</u>

**GENERAL FUND
Public Works - Director**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
CAPITAL OUTLAY				
Equipment - Capital		5,992	3,797	3,000
		5,992	3,797	3,000
SPECIAL PROJECTS				
Limited English Proficiency	1,023	978	978	1,000
	1,023	978	978	1,000
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(90,267)	(87,946)	(87,946)	(101,859)
Cost Allocated - Purchasing		(4,045)	(4,045)	(6,047)
Cost Allocated - RP Funding Center		(4,045)	(4,045)	(6,047)
Cost Allocated - Solid Waste Management	(134,971)	(129,496)	(129,496)	(149,309)
Cost Allocated - Airport		(4,045)	(4,045)	(6,047)
Cost Allocated - Parking	(15,474)	(18,428)	(18,428)	(22,472)
Cost Allocated - Wastewater		(4,045)	(4,045)	(6,047)
Cost Allocated - Electric		(4,045)	(4,045)	(6,047)
Cost Allocated - Water		(4,045)	(4,045)	(6,047)
Cost Allocated - Stormwater Utility	(50,721)	(51,189)	(51,189)	(59,884)
Cost Allocated - Facilities Maintenance Fund	(50,721)	(51,189)	(51,189)	(59,884)
Cost Allocated - Information Technology		(4,045)	(4,045)	(6,047)
	(342,154)	(366,563)	(366,563)	(435,737)
GRAND TOTAL	522,167	522,555	553,849	558,462

GENERAL FUND
Public Works - Engineering

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,204,825	1,330,248	1,190,556	1,296,931
UTILITIES				
Water Service	392	407	407	425
Electric Service	7,303	6,829	6,977	7,186
Wastewater Service	455	438	468	480
Solid Waste Service	761	718	761	761
Solid Waste Service - Recycling	71	67	71	67
	8,982	8,459	8,684	8,919
INTER-CITY SERVICES				
Rental - Fleet Management	23,778	26,535	25,762	25,610
Gasoline - Fleet Management	4,440	18,981	2,910	4,838
Maintenance - Fleet Management	23,901	12,505	20,798	4,296
Purchasing & Stores Service	10,994	2,184	2,184	3,468
Intra-Departmental Charges - PC & Network Support	23,128	24,552	24,416	24,102
Intra-Departmental Charges - Telephone	5,725	4,662	4,662	5,652
Intra-Departmental Charges - Radios	3,792	3,847	3,847	3,980
Intra-Departmental Charges - Facilities	15,588	15,978	15,978	19,852
Intra-Departmental Charges - Janitorial	10,638	10,904	10,904	15,001
Intra-Departmental Charges - Training Ctr	841	841	841	841
Intra-Departmental Charges - IT Operations - GIS	36,893	41,546	41,546	45,058
Intra-Departmental Charges - IT Operations - Application Dev	52,039	51,333	51,333	52,658
Intra-Departmental Charges - IT Operations - Network Support	18,297	16,427	16,427	15,827
	230,054	230,295	221,608	221,183
ALL OTHER O&M				
Recruitment Expenses	1,441	4,250	1,000	
Repair Of Equipment	1,493	2,000	2,000	2,000
Printing & Photography	200	200	100	200
Postage & Mailing	57	100	100	100
Subscription & Membership	1,539	3,500	3,500	3,500
Telephone Communications	4,937	5,400	5,500	5,400
Travel	7,209	6,000	6,000	6,000
Training	3,294	9,000	9,000	9,853
All Other Sundry Charges		100	100	100
Software License & Maintenance	6,198	10,000	10,000	10,000
Relocation Payments & Assistance	3,000			
Office Supplies	2,920	4,800	4,000	4,800
Equipment - Noncapital	1,386	4,200	3,900	4,200
Uniforms	3,506	4,200	4,000	4,200
Tools & Implements	1,897	2,500	1,900	1,700
	39,077	56,250	51,100	52,053

GENERAL FUND
Public Works - Engineering

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
CAPITAL OUTLAY				
Equipment - Capital	2,717	5,000	5,000	4,900
	<u>2,717</u>	<u>5,000</u>	<u>5,000</u>	<u>4,900</u>
SPECIAL PROJECTS				
Other Projects - City Departments			5,685	
FDOT County Line Rd @ US 92	26,115	48,645	48,645	
Tenoroc Trail Phase 1 - Design			154	
Lakes at Laurel Highland Quality Control		30,000	30,000	
FDOT-Tenoroc Trail - Segment 1		87,297	87,297	
	<u>26,115</u>	<u>165,942</u>	<u>171,781</u>	
ALLOCATIONS				
Cost Allocated - Stormwater Utility	(37,000)	(38,480)	(38,480)	(38,479)
	<u>(37,000)</u>	<u>(38,480)</u>	<u>(38,480)</u>	<u>(38,479)</u>
TRANSFERS TO OTHER FUNDS				
Transfer To Fleet Mgmt Reserve	29,724			
	<u>29,724</u>			
GRAND TOTAL	<u>1,504,493</u>	<u>1,757,714</u>	<u>1,610,249</u>	<u>1,545,507</u>

GENERAL FUND
Public Works - Construction & Maintenance

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,543,419	2,570,446	1,587,933	2,399,639
UTILITIES				
Water Service	16,403	16,924	17,169	17,942
Electric Service	35,028	29,694	30,835	31,760
Wastewater Service	18,965	19,725	17,811	18,256
Solid Waste Service	27,823	33,019	22,343	22,343
Solid Waste Service - Recycling	102	102	102	102
	<u>98,321</u>	<u>99,464</u>	<u>88,260</u>	<u>90,403</u>
INTER-CITY SERVICES				
Rental - Fleet Management	52,851	151,431	213,691	409,494
Gasoline - Fleet Management	92,094	82,795	121,942	283,863
Maintenance - Fleet Management	73,705	162,685	104,487	459,056
Fleet Mgmt Project Charges	6,138			
Fleet Mgmt Charges Recoveries				(700,000)
Purchasing & Stores Service	41,703	51,545	51,545	65,035
Other City Department Charges	(99,219)			
Intra-Departmental Charges - PC & Network Support	28,027	32,371	30,839	30,172
Intra-Departmental Charges - Telephone	8,587	9,324	9,324	9,891
Intra-Departmental Charges - Radios	26,000	25,832	25,832	27,289
Intra-Departmental Charges - Facilities	120,604	123,619	123,619	153,590
Intra-Departmental Charges - Janitorial	20,707	21,225	21,225	29,199
Intra-Departmental Charges - Training Ctr	3,463	3,463	3,463	3,463
Intra-Departmental Charges - IT Operations - GIS	59,135	67,497	67,497	71,224
Intra-Departmental Charges - IT Operations - Application Dev	70,283	84,264	84,264	98,447
Intra-Departmental Charges - IT Operations - Network Support	24,716	24,307	25,800	23,712
	<u>528,794</u>	<u>840,358</u>	<u>883,528</u>	<u>964,435</u>
ALL OTHER O&M				
Contractual Services	15,040	10,259	10,000	10,259
Contract Labor	4,054	1,000	1,000	1,000
Leases	8,337	35,961		113,160
Rentals		3,346	3,346	3,346
Repair Of Equipment	2,972	3,420	13,420	10,000
Printing & Photography	4	481	481	481
Postage & Mailing	49	412	412	412
Subscription & Membership	1,587	1,030	1,030	1,500
Telephone Communications	11,853	12,449	12,449	12,465
Travel	6,489	9,180	6,180	6,257
Training	11,779	15,246	15,246	17,000
All Other Sundry Charges	139	144	144	144

GENERAL FUND
Public Works - Construction & Maintenance

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Software License & Maintenance	328	2,500	2,500	2,500
Fines & Penalties		205		
Auto/Heavy Equipment Fuel		1,700	1,700	1,700
Office Supplies	5,323	6,489	6,489	6,489
Equipment - Noncapital	13,688	15,975	15,475	8,640
All Other Materials & Supplies	48,989	21,995	26,495	30,000
Uniforms	26,681	35,000	35,000	35,000
Construction Material	35,254	35,900	30,900	40,000
Chemicals	150	5,635	4,635	4,635
Tools & Implements	8,475	10,300	10,300	10,300
Personal Safety Equipment	6,263	11,330	11,330	11,330
Parts For Equipment	8,279	15,300	10,300	15,000
Use Tax Allocation	(4)			
Recoveries-From Outside City	(1,465)			
	<u>214,263</u>	<u>255,257</u>	<u>218,832</u>	<u>341,618</u>
DEBT SERVICE				
Interest Expense - Leasing2	18,183		15,758	
Principal Payment - Leasing2	94,756		97,402	
	<u>112,939</u>		<u>113,160</u>	
CAPITAL OUTLAY				
Equipment - Capital		4,600	1,619	8,000
		<u>4,600</u>	<u>1,619</u>	<u>8,000</u>
SPECIAL PROJECTS				
Other Projects - City Departments	(31,060)		(263)	(107,245)
Cleaning & Painting Downtown Streetscape	27,120	31,315	31,315	31,315
Mutual Aid-Michael Mission Blountstown			22,746	
	<u>(3,940)</u>	<u>31,315</u>	<u>53,798</u>	<u>(75,930)</u>
GRAND TOTAL	<u>2,493,796</u>	<u>3,801,440</u>	<u>2,947,130</u>	<u>3,728,165</u>

GENERAL FUND
Parks and Recreation - Director

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	558,247	566,022	513,404	447,895
UTILITIES				
Water Service	128	133	133	139
Electric Service	2,389	2,234	2,282	2,350
Wastewater Service	149	143	153	157
Solid Waste Service	249	235	249	249
Solid Waste Service - Recycling	23	22	23	22
	<u>2,938</u>	<u>2,767</u>	<u>2,840</u>	<u>2,917</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	9,857	19,220	19,220	19,944
Intra-Departmental Charges - PC & Network Support	7,562	8,877	7,853	8,106
Intra-Departmental Charges - Telephone	3,271	3,729	3,729	3,768
Intra-Departmental Charges - Facilities	5,102	5,230	5,230	6,497
Intra-Departmental Charges - Janitorial	3,482	3,569	3,569	4,909
Intra-Departmental Charges - Training Ctr	297	297	297	297
Intra-Departmental Charges - IT Operations - Application Dev	37,485	32,847	32,847	27,927
Intra-Departmental Charges - IT Operations - Network Support	8,150	12,712	9,968	9,937
	<u>75,207</u>	<u>86,481</u>	<u>82,713</u>	<u>81,385</u>
ALL OTHER O&M				
Leases	363	1,100	1,100	
Rentals				1,100
Repair Of Equipment	1,500	750	750	1,000
Printing & Photography	2,347	900	2,000	1,600
Postage & Mailing		150	150	300
Subscription & Membership	1,888	3,560	3,560	3,560
Telephone Communications	3,664	4,000	4,000	4,500
Travel	2,352	6,600	6,600	6,600
Training	456	5,672	5,672	5,672
Software License & Maintenance		50,000	50,000	50,000
Office Supplies	908	1,600	1,600	1,600
Equipment - Noncapital	2,365	2,000	2,000	2,454
	<u>15,843</u>	<u>76,332</u>	<u>77,432</u>	<u>78,386</u>
CAPITAL OUTLAY				
Equipment - Capital	8,000			4,836
	<u>8,000</u>			<u>4,836</u>

**GENERAL FUND
Parks and Recreation - Director**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Sculpture Competition	41,580	26,000	26,000	26,000
Advertising & Promotions	4,282			
Volunteers in Public Service		500	500	500
Downtown Wayfinding	5,754	7,000	7,000	7,000
Downtown Street Furniture	2,427	8,430	8,430	8,430
Sculpture Damage Repairs	1,048	1,000	1,000	
	<u>55,090</u>	<u>42,930</u>	<u>42,930</u>	<u>41,930</u>
GRAND TOTAL	<u>715,326</u>	<u>774,532</u>	<u>719,319</u>	<u>657,349</u>

GENERAL FUND
Parks and Recreation - Parks

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	6,794,071	7,727,186	7,299,574	7,719,248
INSURANCE				
Uninsured Loss Reimbursement	500			
Insurance - Fire	1,915	2,202	2,202	2,422
	<u>2,415</u>	<u>2,202</u>	<u>2,202</u>	<u>2,422</u>
UTILITIES				
Water Service	449,924	533,592	562,691	588,012
Stormwater Service	3,179	3,338	3,338	3,505
Electric Service	264,899	302,665	271,604	279,752
Wastewater Service	60,932	62,860	56,503	57,916
Solid Waste Service	122,382	140,439	134,074	134,074
Solid Waste Service - Recycling	23	23	23	23
	<u>901,339</u>	<u>1,042,917</u>	<u>1,028,233</u>	<u>1,063,282</u>
INTER-CITY SERVICES				
Rental - Fleet Management	439,206	479,176	458,433	486,142
Gasoline - Fleet Management	153,850	216,663	139,232	189,297
Maintenance - Fleet Management	348,059	312,750	356,862	316,600
Purchasing & Stores Service	19,714	22,715	22,715	34,252
Intra-Departmental Charges - PC & Network Support	26,926	27,960	31,718	34,457
Intra-Departmental Charges - Telephone	11,859	13,763	13,763	14,131
Intra-Departmental Charges - Radios	40,083	41,426	41,426	42,070
Intra-Departmental Charges - Facilities	890,214	912,469	912,469	1,133,691
Intra-Departmental Charges - Janitorial	8,306	8,514	8,514	11,712
Intra-Departmental Charges - Training Ctr	5,987	5,987	5,987	5,987
Intra-Departmental Charges - IT Operations - GIS	15,171	17,341	17,341	18,547
Intra-Departmental Charges - IT Operations - Application Dev	153,137	175,227	175,227	187,118
Intra-Departmental Charges - IT Operations - Network Support	26,656	25,209	29,066	29,051
	<u>2,139,168</u>	<u>2,259,200</u>	<u>2,212,753</u>	<u>2,503,055</u>

GENERAL FUND
Parks and Recreation - Parks

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	178,430	190,326	188,326	190,479
Rentals		1,121	1,121	1,134
Maintenance Of Facilities	29,582	24,679	27,666	28,011
Repair Of Equipment	44,292	45,286	45,438	46,005
Printing & Photography	122	1,661	1,661	1,682
Postage & Mailing	26	82	82	83
Subscription & Membership	1,035	1,106	1,106	1,120
Telephone Communications	18,109	13,973	13,973	14,148
Travel	445	1,581	1,581	1,601
Training	7,768	6,874	5,874	4,675
All Other Sundry Charges	24,998	18,712	14,265	11,383
Ad Valorem Taxes	714		706	
Refund Of Prior Years Revenue	4,968		4,528	
Bad Debt Expense	13,700			
Auto/Heavy Equipment Fuel	1,916	2,279	2,279	2,307
Office Supplies	5,990	7,689	7,927	8,229
Equipment - Noncapital	11,335	9,124	7,376	7,022
All Other Materials & Supplies	54,344	40,477	38,059	26,286
Uniforms	45,273	49,674	49,674	50,295
Cleaning & Janitor Supply	37,002	48,305	51,330	55,671
Construction Material	6,628	2,786	2,786	2,818
Chemicals	91,454	85,020	96,520	97,768
Tools & Implements	18,984	13,649	13,613	13,779
Electrical Hardware & Plumbing Supplies	11,129	19,727	19,382	19,650
Agricultural & Horticultural Supplies	111,484	121,382	125,233	129,115
Recreational Supplies	20,751	20,713	20,713	20,971
Use Tax Allocation	(58)			
Food & Supplies for Animals	10,042	12,415	11,367	11,205
Irrigation Supplies	24,403	26,977	24,290	24,553
	<u>774,867</u>	<u>765,618</u>	<u>776,876</u>	<u>769,990</u>
DEBT SERVICE				
Parks & Recreation Energy Conservation	97,843	99,782	99,782	99,782
	<u>97,843</u>	<u>99,782</u>	<u>99,782</u>	<u>99,782</u>
CAPITAL EQUIPMENT				
Contingency		4,499		15,929
Equipment - Capital	19,371	24,635	24,635	23,171
	<u>19,371</u>	<u>29,134</u>	<u>24,635</u>	<u>39,100</u>

GENERAL FUND
Parks and Recreation - Parks

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Tigers Spring Training	70,850	65,000	65,000	80,000
Special Overtime	176,373	130,000	448,337	200,000
Replace Parks Equipment	36,781	40,387	40,000	50,000
Holiday Decorations	2,911	2,613	2,613	2,645
Tree And Palm Program	15,617	18,590	18,590	18,882
Landscape Renovations	21,882	22,153	22,128	22,404
Irrigation Modernization	17,327	16,590	16,590	16,797
Resigning Of Parks	2,878	3,318	3,318	3,318
Replace Swan Pens	760	1,105	1,105	1,105
Spring Training Preparation	83,478	89,122	89,122	75,047
Install Master Key System - Tigertown Peterson & Lake Parker Park		546	546	546
Landscape Renovations - FDOT	19,195	21,860	21,860	22,133
Maintenance Container Gardens	1,546			
Hollis Garden	21,319	22,128	22,128	22,404
Sportsfield Lighting	39,915	50,000	50,000	50,000
Tree Trust Fund	37,098	91,096	90,846	
SOF-Lake Mirror Park/Dixie Hwy Landing Column Repair	2,625			
Munn Park-Monument Relocation		225,000	191,028	
Signage		18,061	18,061	
	550,555	817,569	1,101,272	565,281
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(11,126)	(11,734)	(11,734)	(12,074)
Cost Allocated - Purchasing	(33,378)	(35,202)	(35,202)	(36,222)
Cost Allocated - RP Funding Center	(300,403)	(316,819)	(316,819)	(325,995)
Cost Allocated - Parking	(55,630)	(58,670)	(58,670)	(60,370)
Cost Allocated - Electric	(133,512)	(140,808)	(140,808)	(144,887)
Cost Allocated - Water	(22,252)	(23,468)	(23,468)	(24,148)
	(556,301)	(586,701)	(586,701)	(603,696)
TRANSFERS TO OTHER FUNDS				
Transfer To Fleet Mgmt Reserve		18,600	10,000	
		18,600	10,000	
SUB-TOTAL	10,723,328	12,175,507	11,968,626	12,158,464

**GENERAL FUND
Parks and Recreation - Parks**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Detroit Minor League				
PERSONAL SERVICES	48,328	47,034	21,932	43,309
ALL OTHER O&M				
Ad Valorem Taxes	257	266	328	350
SUB-TOTAL	48,585	47,300	22,260	43,659
Detroit Major League				
PERSONAL SERVICES	92,828	87,064	162,186	120,400
SUB-TOTAL	92,828	87,064	162,186	120,400
GRAND TOTAL	10,864,740	12,309,871	12,153,072	12,322,523

GENERAL FUND
Parks and Recreation - Recreation

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	3,337,274	3,953,408	3,219,776	4,265,377
UTILITIES				
Water Service	34,324	40,135	39,543	41,320
Stormwater Service	445	467	468	491
Electric Service	266,539	261,386	256,113	263,796
Wastewater Service	32,154	34,814	31,139	31,917
Solid Waste Service	37,104	36,496	36,414	36,414
Solid Waste Service - Recycling	431	430	431	430
	370,997	373,728	364,108	374,368
INTER-CITY SERVICES				
Rental - Fleet Management	37,810	38,992	37,855	38,847
Gasoline - Fleet Management	8,095	16,686	6,736	10,738
Maintenance - Fleet Management	21,629	21,294	57,788	21,538
Purchasing & Stores Service	11,751	14,416	14,416	3,898
Intra-Departmental Charges - PC & Network Support	50,473	63,585	54,179	82,586
Intra-Departmental Charges - Telephone	21,674	24,708	24,708	25,905
Intra-Departmental Charges - Facilities	459,052	470,530	470,530	584,606
Intra-Departmental Charges - Janitorial	14,092	14,444	14,444	19,870
Intra-Departmental Charges - Training Ctr	2,424	2,424	2,424	2,424
Intra-Departmental Charges - IT Operations - Application Dev	128,112	126,829	126,829	139,834
Intra-Departmental Charges - IT Operations - Network Support	52,730	116,398	54,378	69,711
	807,842	910,306	864,287	999,957
ALL OTHER O&M				
Contractual Services	99,366	114,423	114,423	118,531
Visa/Mastercard Bank Charges	16,443	20,000	20,000	20,000
Leases	265	804		
Maintenance Of Facilities	7,725	14,535	13,535	14,035
Repair Of Equipment	47,232	84,290	86,790	81,821
Subscription & Membership	734	1,900	1,900	2,335
Telephone Communications	6,848	14,740	14,740	13,190
Travel	4,570	5,219	5,219	5,500
Training	10,059	13,865	13,865	20,640
Licenses & Permits	936	760	760	760
Refund Of Prior Years Revenue	1,101		507	
Office Supplies	18,992	20,552	20,752	21,077
Equipment - Noncapital	25,560	17,083	16,500	13,850
All Other Materials & Supplies	22	1,000	1,000	500
Uniforms	18,601	19,690	19,690	22,090
Cleaning & Janitor Supply	63,177	79,800	78,800	78,800

**GENERAL FUND
Parks and Recreation - Recreation**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Chemicals	45,593	67,000	67,000	67,000
Tools & Implements	2,693	3,353	3,362	3,362
Electrical Hardware & Plumbing Supplies	218	1,750	1,750	1,750
Recreational Supplies	3,144	9,115	9,115	9,115
Recoveries-Intra Department Charges	(10,455)	(10,716)	(10,716)	(10,984)
	<u>362,824</u>	<u>479,163</u>	<u>478,992</u>	<u>483,372</u>
FUEL				
Fuel-Pool Operations	11,403	25,000	25,000	25,000
	<u>11,403</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
DEBT SERVICE				
Parks & Recreation Energy Conservation	18,346	18,710	18,710	18,710
	<u>18,346</u>	<u>18,710</u>	<u>18,710</u>	<u>18,710</u>
CAPITAL OUTLAY				
Equipment - Capital	15,547	25,000	24,079	29,307
	<u>15,547</u>	<u>25,000</u>	<u>24,079</u>	<u>29,307</u>
SPECIAL PROJECTS				
Resurface Tennis Courts	625	62,528	62,528	30,000
Christmas Parade	14,066	14,140	13,563	13,900
Special Events Program	41,912	49,650	49,650	49,650
Program Activity Costs	306,594	345,825	327,600	339,028
Tournament Costs	16,117	75,565	20,800	20,800
Martin Luther King Parade	9,089	9,500	8,369	9,500
Weight Room Equipment Replacement	4,059	75	921	75
Expanded Cultural Opportunities	4,826	5,000	5,049	5,000
Special Event Sponsorship	11,802	114,104	114,104	114,104
Holly Jolly Jinglebell Jog	10,107	20,116	9,926	9,745
Lake Mirror Theater Renovations	47,344	6,205	6,205	
NRPA - Healthy Out-of-School Time Program Grant	11,346	3,950	3,950	
Department of Health Child Care Food Program	1,779	11,132	11,132	11,132
Recreation Users Computer Replacements		37,000	37,000	
MLK Festivities		2,110	2,110	2,110
	<u>479,667</u>	<u>756,900</u>	<u>672,907</u>	<u>605,044</u>
GRAND TOTAL	<u>5,403,899</u>	<u>6,542,215</u>	<u>5,667,859</u>	<u>6,801,135</u>

GENERAL FUND
Parks and Recreation - Cleveland Heights Golf
Course

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	971,142	1,107,444	982,655	1,115,170
INSURANCES				
Insurance - Fire	9,785	11,426	11,142	10,955
Insurance - Position Bond		193	193	202
Self-Insurance Services	20,767	21,075	21,075	28,967
Insurance Consultant	468	468	468	390
Insurance - Excess Liability (Auto, General)	1,302	1,367	1,332	909
	32,322	34,529	34,210	41,423
UTILITIES				
Water Service	33,048	7,302	45,811	47,872
Stormwater Service	11,496	12,070	12,070	12,674
Electric Service	81,976	82,809	76,470	78,765
Wastewater Service	8,821	8,274	9,842	10,087
Solid Waste Service	15,907	15,091	17,598	17,598
	151,249	125,546	161,791	166,996
INTER-CITY SERVICES				
Rental - Fleet Management	9,821	13,581	10,627	11,799
Gasoline - Fleet Management	19,933	20,433	22,500	26,673
Maintenance - Fleet Management	15,700	5,684	13,192	15,892
Purchasing & Stores Service	7,962	5,679	5,679	5,203
Intra-Departmental Charges - PC & Network Support	8,091	9,189	7,867	7,497
Intra-Departmental Charges - Telephone	5,726	6,644	6,364	7,065
Intra-Departmental Charges - Facilities	72,858	74,679	74,679	92,786
Intra-Departmental Charges - Janitorial	21,860	22,407	22,407	30,826
Intra-Departmental Charges - Training Ctr	742	742	742	742
Intra-Departmental Charges - IT Operations - Application Dev	18,279	22,428	22,428	22,114
Intra-Departmental Charges - IT Operations - Network Support	8,023	10,083	8,512	7,885
	188,994	191,549	194,997	228,482
ALL OTHER O&M				
Contractual Services	30,213	37,030	49,000	44,500
Banking Service	1,157	1,498	1,191	1,227
Advertising	8,759	11,500	11,500	11,500
Annual Audit	3,942	4,020	4,020	4,948
Visa/Mastercard Bank Charges	21,639	20,909	20,909	21,000
Leases		204,064	85,824	179,223
Rentals		575	575	5,000
Repair Of Equipment	6,614	10,150	7,000	9,500
Printing & Photography	1,449	3,086	2,500	3,000
Postage & Mailing	10	356	240	240

GENERAL FUND
Parks and Recreation - Cleveland Heights Golf
Course

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Subscription & Membership	2,851	5,714	3,800	4,600
Telephone Communications	1,456	4,472	3,000	4,400
Training	471	1,371	1,100	1,500
Maintenance of Lakes		2,030	2,000	2,000
Bad Check Expense		122	100	100
Bad Debt Expense	25,283			
Tournament Expenses	361	3,045	2,500	2,500
Gift Card Adjustment	940			
Office Supplies	2,889	7,866	6,760	6,760
Equipment - Noncapital	1,698	5,583	3,500	5,000
All Other Materials & Supplies	35,368	35,120	34,000	36,000
Uniforms	9,196	6,821	6,682	6,500
Cleaning & Janitor Supply	942	1,038	2,000	2,000
Chemicals	92,193	93,863	88,800	90,000
Tools & Implements	2,685	2,285	4,000	4,000
Agricultural & Horticultural Supplies	38,824	41,591	36,500	40,000
Merchandise	61,661	87,024	50,000	80,000
Tires & Tubes	719	1,015	1,000	1,000
Parts For Equipment	43,094	43,214	34,000	35,500
Food Purchases	18,603	16,727	16,000	18,000
Fertilizer	86,170	87,136	83,000	85,000
Irrigation Supplies	17,282	9,530	11,500	9,000
	<u>516,470</u>	<u>748,755</u>	<u>573,001</u>	<u>713,998</u>
DEBT SERVICE				
CHGC Maintenance Equipment	17,151	17,152	17,152	12,863
Operations	<u>180,216</u>		<u>96,559</u>	
	<u>197,367</u>	<u>17,152</u>	<u>113,711</u>	<u>12,863</u>
CAPITAL OUTLAY				
Equipment - Capital	3,867	4,060	4,060	2,500
Capital Lease Purchases	<u>421,921</u>			
	<u>425,788</u>	<u>4,060</u>	<u>4,060</u>	<u>2,500</u>
SPECIAL PROJECTS				
CHGC Course Maintenance	<u>19,000</u>	<u>30,450</u>	<u>30,450</u>	
	<u>19,000</u>	<u>30,450</u>	<u>30,450</u>	
TRANSFERS TO OTHER FUNDS				
Transfer To Public Impr Fund	27,885	197,266	197,266	193,913
Transfer To Information Technology	<u>304</u>	<u>287</u>	<u>287</u>	<u>287</u>
	<u>28,189</u>	<u>197,553</u>	<u>197,553</u>	<u>194,200</u>
GRAND TOTAL	<u>2,530,521</u>	<u>2,457,038</u>	<u>2,292,428</u>	<u>2,475,632</u>

GENERAL FUND
Parks and Recreation - Main Library

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES	MAIN LIBRARY			
PERSONAL SERVICES	1,621,562	1,769,892	1,684,199	1,916,875
UTILITIES				
Water Service	5,295	6,440	4,837	5,055
Electric Service	50,856	47,369	51,517	53,063
Wastewater Service	2,292	2,255	2,685	2,752
Solid Waste Service	2,198	2,150	3,968	3,968
	<u>60,641</u>	<u>58,214</u>	<u>63,007</u>	<u>64,838</u>
INTER-CITY SERVICES				
Rental - Fleet Management	2,302	2,268	2,529	2,268
Gasoline - Fleet Management	62	100	80	80
Maintenance - Fleet Management	1,483	796	432	762
Purchasing & Stores Service	63,692	72,513	72,513	75,016
Intra-Departmental Charges - PC & Network Support	40,129	43,002	42,421	42,549
Intra-Departmental Charges - Telephone	15,948	17,560	17,560	17,899
Intra-Departmental Charges - Facilities	110,521	113,284	113,284	140,749
Intra-Departmental Charges - Training Ctr	1,583	1,583	1,583	1,583
Intra-Departmental Charges - IT Operations - Application Dev	68,381	60,002	60,002	62,872
Intra-Departmental Charges - IT Operations - Network Support	35,032	33,276	32,260	29,792
	<u>339,133</u>	<u>344,384</u>	<u>342,664</u>	<u>373,570</u>
ALL OTHER O&M				
Contractual Services	25,100	27,500	27,500	27,000
Visa/Mastercard Bank Charges	3,223	2,500	3,300	3,500
Repair Of Equipment	166	200	200	250
Postage & Mailing	882	1,200	1,200	1,385
Subscription & Membership	275	300	300	300
Telephone Communications	692	720	720	750
Travel	315	500	500	500
Training	650	350	350	250
All Other Sundry Charges	2,821	2,977	2,977	3,100
Binding & Processing	1,649	2,000	2,000	2,000
Office Supplies	9,728	11,000	11,000	11,500
Equipment - Noncapital	4,492	6,000	6,000	5,000
Cleaning & Janitor Supply	8,092	7,500	7,500	8,000
Library Materials	194,780	164,548	140,000	97,500
	<u>252,866</u>	<u>227,295</u>	<u>203,547</u>	<u>161,035</u>
DEBT SERVICE				
Parks & Recreation Energy Conservation	6,115	6,236	6,236	6,237
	<u>6,115</u>	<u>6,236</u>	<u>6,236</u>	<u>6,237</u>

GENERAL FUND
Parks and Recreation - Main Library

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Library Foundation - Reference Section		3,351	3,351	
Library Foundation - Special Collections Section	306	1,967	1,967	
Library Foundation - Fine Arts Collections Section		5,189	5,189	
Serena Bailey Foundation - Reference Section	30,164	75,109	74,770	
Serena Bailey Foundation - Special Collections Section	4,101	131,270	131,006	
Serena Bailey Foundation - Fine Arts Collections Section	5,250	150,576	150,236	
Louise K Padar Bequest		65,658	65,658	
	<u>39,821</u>	<u>433,120</u>	<u>432,177</u>	
SUB-TOTAL	<u>2,320,139</u>	<u>2,839,141</u>	<u>2,731,830</u>	<u>2,522,555</u>
E- LIBRARY				
PERSONAL SERVICES	<u>192,437</u>	<u>192,630</u>	<u>160,290</u>	<u>199,078</u>
UTILITIES				
Water Service	228	269	212	222
Electric Service	4,731	4,442	4,498	4,633
Wastewater Service	974	1,073	908	931
Solid Waste Service	273	273	273	273
	<u>6,206</u>	<u>6,057</u>	<u>5,891</u>	<u>6,059</u>
INTER-CITY SERVICES				
Intra-Departmental Charges - Facilities	<u>13,329</u>	<u>13,662</u>	<u>13,662</u>	<u>16,975</u>
	<u>13,329</u>	<u>13,662</u>	<u>13,662</u>	<u>16,975</u>
ALL OTHER O&M				
Contractual Services	5,429	6,800	6,800	6,800
Leases	76,508	79,500	76,880	79,500
All Other Sundry Charges				1,000
Office Supplies	2,656	4,000	3,500	3,000
Equipment - Noncapital	568	1,500	1,000	1,500
Cleaning & Janitor Supply	666	1,500	1,500	1,500
	<u>85,827</u>	<u>93,300</u>	<u>89,680</u>	<u>93,300</u>
SUB-TOTAL	<u>297,799</u>	<u>305,649</u>	<u>269,523</u>	<u>315,412</u>

GENERAL FUND
Parks and Recreation - Main Library

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
COUNTY-WIDE LIBRARY COOPERATIVE				
PERSONAL SERVICES	364,439	622,735	328,860	338,566
ALL OTHER O&M				
Contractual Services	62,553	36,000	36,000	36,000
Repair Of Equipment	820	1,000	1,000	1,000
Subscription & Membership	805	1,850	1,850	2,000
Travel	263	10,000	10,000	10,000
Training	5,260	3,800	3,500	3,500
All Other Sundry Charges	2,112	3,500	3,500	4,000
Binding & Processing	119	3,500	3,500	3,500
Office Supplies	19,947	16,500	16,500	16,000
Equipment - Noncapital	9,516	10,000	8,000	8,000
Uniforms	1,981	2,500	2,500	2,500
Cleaning & Janitor Supply	7,423	8,000	8,000	8,000
Library Materials	348,297	345,000	345,000	345,000
	459,096	441,650	439,350	439,500
CAPITAL EQUIPMENT				
Equipment - Capital	2,930	12,000	10,000	10,000
	2,930	12,000	10,000	10,000
SUB-TOTAL	826,465	1,076,385	778,210	788,066
GRAND TOTAL				
	3,444,402	4,221,175	3,779,563	3,626,033

GENERAL FUND
Parks and Recreation - Branch Library

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	328,590	357,286	333,282	340,358
UTILITIES				
Water Service	1,244	1,292	1,321	1,380
Electric Service	23,272	21,897	26,506	27,301
Wastewater Service	1,683	1,692	1,752	1,796
Solid Waste Service	1,604	1,604	1,604	1,604
	27,803	26,485	31,183	32,081
INTER-CITY SERVICES				
Rental - Fleet Management	2,303	2,225	2,160	2,160
Gasoline - Fleet Management	150	220	227	226
Maintenance - Fleet Management	1,202	796	476	832
Purchasing & Stores Service	379	437	437	433
Intra-Departmental Charges - PC & Network Support	3,678	3,892	3,260	3,287
Intra-Departmental Charges - Telephone	5,316	7,119	7,119	6,123
Intra-Departmental Charges - Facilities	46,438	47,599	47,599	59,139
Intra-Departmental Charges - Training Ctr	247	247	247	247
Intra-Departmental Charges - IT Operations - Application Dev	2,575	3,645	3,645	3,765
Intra-Departmental Charges - IT Operations - Network Support	3,922	4,033	3,024	2,793
	66,210	70,213	68,194	79,005
ALL OTHER O&M				
Contractual Services	16,344	19,488	19,488	19,648
All Other Sundry Charges	254	284	284	300
Office Supplies	3,487	3,500	3,500	3,600
Cleaning & Janitor Supply	3,468	3,640	3,640	3,700
Library Materials	1,333			
	24,886	26,912	26,912	27,248
GRAND TOTAL	447,489	480,896	459,571	478,692

GENERAL FUND
Parks and Recreation - Cemeteries

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	804,768	858,440	859,473	874,677
UTILITIES				
Water Service	18,843	14,784	22,688	23,709
Electric Service	3,477	3,361	10,263	24,324
Wastewater Service	3,137	2,893	1,528	1,566
Solid Waste Service	9,176	7,928	9,861	9,861
	<u>34,632</u>	<u>28,966</u>	<u>44,340</u>	<u>59,460</u>
INTER-CITY SERVICES				
Rental - Fleet Management	26,022	29,275	26,700	29,532
Gasoline - Fleet Management	14,167	28,494	14,199	21,902
Maintenance - Fleet Management	29,184	31,400	46,094	30,752
Purchasing & Stores Service	1,896	437	437	433
Intra-Departmental Charges - PC & Network Support	5,504	6,290	5,599	5,466
Intra-Departmental Charges - Telephone	2,862	3,322	3,322	3,297
Intra-Departmental Charges - Facilities	17,220	17,651	17,651	21,930
Intra-Departmental Charges - Janitorial	4,237	4,343	4,343	5,975
Intra-Departmental Charges - Training Ctr	594	594	594	594
Intra-Departmental Charges - IT Operations - Application Dev	12,148	14,190	14,190	10,953
Intra-Departmental Charges - IT Operations - Network Support	5,401	5,042	5,041	4,655
	<u>119,235</u>	<u>141,038</u>	<u>138,170</u>	<u>135,489</u>
ALL OTHER O&M				
Contractual Services	26,329	22,888	16,888	18,955
Visa/Mastercard Bank Charges	4,273	3,885	3,885	3,885
Repair Of Equipment	6,400	6,900	6,900	7,003
Printing & Photography	1,285	1,442	1,442	1,442
Postage & Mailing	416	515	515	416
Subscription & Membership	52	150	150	156
Telephone Communications	3,442	3,255	3,255	3,255
Training	330	100	100	100
All Other Sundry Charges	99	54	54	215
Refund Of Prior Years Revenue	15,845			
Office Supplies	2,657	2,060	2,060	3,209
Equipment - Noncapital	4,567	3,159	3,059	3,200
All Other Materials & Supplies	2,243	2,128	2,128	3,160
Uniforms	4,753	4,803	4,803	4,803
Construction Material	1,912	2,200	2,200	2,200
Tools & Implements	1,249	1,555	1,555	2,000
Agricultural & Horticultural Supplies	7,622	8,241	8,341	10,000
Merchandise	1,805	3,641	3,641	4,000

GENERAL FUND
Parks and Recreation - Cemeteries

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
	85,279	66,976	60,976	67,999
CAPITAL OUTLAY				
Equipment - Capital	4,003	10,000	10,000	3,864
	4,003	10,000	10,000	3,864
GRAND TOTAL	1,047,916	1,105,420	1,112,959	1,141,489

**GENERAL FUND
Non-Departmental**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	991,117	801,907	781,813	966,951
INSURANCES				
Uninsured Loss Reimbursement	116,979			
Insurance - Fire	280,302	289,663	280,291	320,722
Insurance - Position Bond	6,168	6,681	6,681	6,382
Self-Insurance Services	1,962,531	1,953,465	1,953,465	3,115,325
Insurance Consultant	21,450	21,450	21,450	19,656
Insurance - Excess Liability (Auto, General)	106,171	111,480	108,594	110,120
Insurance - Cyber Liability	35,133	36,890	35,904	37,699
	<u>2,528,734</u>	<u>2,419,629</u>	<u>2,406,385</u>	<u>3,609,904</u>
UTILITIES				
Fire Hydrants	602,824	626,937	626,937	652,014
Street Lights & Christmas	3,910,560	4,096,415	3,975,396	4,094,658
Traffic Signals	102,492	107,366	98,357	100,325
Solid Waste Service	10,018	10,018	10,018	10,018
	<u>4,625,894</u>	<u>4,840,736</u>	<u>4,710,708</u>	<u>4,857,015</u>
INTER-CITY SERVICES				
Rental - Fleet Management	5,871	6,024	5,847	6,024
Gasoline - Fleet Management	1,174	765	1,540	1,720
Maintenance - Fleet Management	5,500	4,788	2,869	6,000
	<u>12,545</u>	<u>11,577</u>	<u>10,256</u>	<u>13,744</u>
ALL OTHER O&M				
Agency Commission	1,035	1,000	1,000	1,000
Telephone Communications	435	436	436	436
Ad Valorem Taxes	7,973	8,531	8,194	8,685
Licenses & Permits		775		
Downtown CRA Tax Increment	666,990	726,748	713,132	770,183
Refund Of Prior Years Revenue			486	
Bad Check Expense	(2,540)	5,000	3,497	5,000
Midtown CRA Tax Increment	1,445,935	1,715,487	1,661,856	1,794,804
Dixieland CRA Tax Increment	121,010	128,265	125,592	135,639
Hardin CRA	499,652	501,158	492,151	531,523
Polk Commerce CRA Tax Increment	29			
Transfer To Trust Funds	41,417	49,548	49,548	59,208
	<u>2,781,937</u>	<u>3,136,948</u>	<u>3,055,892</u>	<u>3,306,478</u>

**GENERAL FUND
Non-Departmental**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
GRANTS AND AID TO AGENCIES				
Coalition For Homeless	7,500	7,000	7,000	10,000
Armory Lease - Airport	13,852	13,852	13,852	13,852
Game/Fresh Water Fish-Airport	17,688	17,688	17,688	17,688
Economic Expo - RP Funding Center	2,496	2,496	2,496	2,496
Girls Incorporated	10,000	10,000	10,000	10,000
Sunrise Communities	3,726	11,500	11,500	
Peace River Center		10,000	10,000	12,014
Senior Olympics - RP Funding Center	1,200	1,200	1,200	1,200
Drug Prevention Center-Say No Walk	4,210	4,210	4,210	
Catholic Social Services	10,000	10,000	10,000	7,500
Florida Economic Development Trust Fund	40,250	55,000	55,000	55,000
New Life Ministries				10,000
Talbot House Ministries	11,000			
Wilson House		7,000	7,000	
Polk County Vision	20,000	20,000	24,000	20,000
Faith In Action - North	3,500			
Women's Resource Center	8,000	5,000	5,000	5,000
Elder Point Ministries	7,500	2,500	2,500	5,000
Lakeland Vision Seniors Project	20,000	20,000	20,000	20,000
The Dream Center	7,499	15,000	15,000	12,500
Big Brothers & Big Sisters	5,000	5,000	5,000	5,986
Lakeland Economic Development Council (LEDC)	25,000	25,000	25,000	25,000
Florida Prosperity Partnership - Polk County	5,000			
Harvest Church		5,000	5,000	
Achievement Academy		4,000	4,000	16,000
Wings of Eagles International, Inc.		4,000	4,000	
KidsPACK, Inc				6,000
	223,422	255,446	259,446	255,236

**GENERAL FUND
Non-Departmental**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
CULTURAL ARTS				
Lakeland Imperial Symphony	47,055	48,892	48,892	
Polk Theatre	33,531	28,662	28,662	
Explorations Inc.	25,595	24,872	24,872	
Lakeland Community Band	8,400	7,717	7,717	
Florida Dance Theatre	10,059	10,890	10,890	
Platform Florida	12,392	11,751	11,751	
Lakeland Community Theatre	14,278	14,687	14,687	
Polk Museum Of Art	88,689	90,526	90,526	
Contributions To Other Agencies	10,588			250,000
Givewell Community Foundation	1,625	12,842	12,003	
	<u>252,212</u>	<u>250,839</u>	<u>250,000</u>	<u>250,000</u>
CAPITAL OUTLAY				
Contingency		125,611		100,000
		<u>125,611</u>		<u>100,000</u>
SPECIAL PROJECTS				
FDOT-Hwy Lighting & Traffic Signal Maint. Agreements	337,435	320,029	421,511	434,156
Community Visioning Project	38,600	38,600	38,600	38,600
Train Station-Maintenance	49,494	50,133	49,611	58,833
Legislative Advisory Services	60,000	60,255	60,225	60,000
Sun Trust Parking Garage - Lease	25,560	25,560	25,560	25,943
Chamber of Commerce	21,338	21,871	21,871	27,175
Retiree's Association Expenses	700	700	700	700
Red Light Cameras		5,000	5,000	5,000
VIP Volunteer Program		2,000	2,000	2,000
Leadership Lakeland - City Day	69	750	750	750
Homeless Initiative	94,765	190,000	190,000	101,000
Accommodations for Programs and Services		25,000	25,000	25,000
	<u>627,961</u>	<u>739,898</u>	<u>840,828</u>	<u>779,157</u>
TRANSFERS TO OTHER FUNDS				
Transfer To Other Funds	9,038	48,291	44,688	61,987
Transfer To General Fund	30,000	30,000	30,000	30,000
Transfer To Public Impr Fund	385,135	450,000	450,000	
Transfer To RP Funding Center	2,762,147	2,825,919	2,825,919	2,858,285
Transfer To Information Technology	586,788	584,378	584,378	584,378
Transfer To IT Equip Replacement Fund	35,158	35,158	35,158	8,086
Transfer To Cultural Activities Fund	250,000	250,000	250,000	250,000
	<u>4,058,266</u>	<u>4,223,746</u>	<u>4,220,143</u>	<u>3,792,736</u>
GRAND TOTAL	<u>16,102,087</u>	<u>16,806,337</u>	<u>16,535,471</u>	<u>17,931,221</u>



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**REVENUE AND EXPENDITURE SUMMARY
COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE HOUSING**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	260,681	353,232	238,699	299,809
Fringe Benefits	91,425	93,353	90,032	109,120
Total Personnel	352,106	446,585	328,731	408,929
Non-Personnel				
Utilities	3,429	6,685	6,438	530
Professional and Contractual	860,077	3,003,760	3,060,929	603,727
Insurance and Fixed Charges		290	290	
Internal Service Charges	14,250	25,562	29,129	9,242
All Other Operations & Maintenance	255,245	765,302	682,220	283,149
Total Non-Personnel	1,133,001	3,801,599	3,779,006	896,648
Total Expenditures	1,485,107	4,248,184	4,107,737	1,305,577
Transfers				
Transfers In		242,751	242,751	
Transfers Out		242,751	242,751	
Net Transfers				
Revenue Sources				
Intergovernmental Revenues	1,286,210	3,863,392	3,707,120	1,298,077
Investments	63,403	9,248	21,792	
All Other Revenue	154,145	178,755	210,738	7,500
Total Revenue	1,503,757	4,051,396	3,939,650	1,305,577
Funding to be Provided	(18,650)	196,788	168,087	

COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE HOUSING

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
REVENUES				
INTERGOVERNMENTAL REVENUE				
FEDERAL GRANTS				
CDBG-Grant Activities	718,357	1,633,609	1,633,609	935,111
HUD - Home	172,751	811,393	811,393	362,966
CDBG - Neighborhood Stabilization Program Part 1	8,751	198,182	198,182	
CDBG - Neighborhood Stabilization Program Part 3	(13,980)	242,751	242,751	
	<u>885,878</u>	<u>2,885,935</u>	<u>2,885,935</u>	<u>1,298,077</u>
STATE GRANTS				
FDOS-SHIP - Administration	400,332	977,457	821,185	
	<u>400,332</u>	<u>977,457</u>	<u>821,185</u>	
TOTAL INTERGOVERNMENTAL	<u>1,286,210</u>	<u>3,863,392</u>	<u>3,707,120</u>	<u>1,298,077</u>
MISCELLANEOUS REVENUES				
OTHER				
All Other Misc Revenue			100	
Principal Payments - Rehab Loans	27,317	138,066	170,443	7,500
Principal Payments-FHOP	2,186	4,375	4,180	
Principal Payments - Housing Loans	109,642	36,314	29,814	
	<u>139,145</u>	<u>178,755</u>	<u>204,537</u>	<u>7,500</u>
REIMBURSEMENTS				
Miscellaneous Reimbursements	15,000		6,201	
	<u>15,000</u>		<u>6,201</u>	
INVESTMENT INCOME				
Interest on Pooled Investments	40,993		8,950	
Other Interest Revenue	2,950			
Interest on Money Market Account		8,914	12,500	
Interest on Loan Programs	1,100	334	292	
Interest on Affordable Housing Loan Programs	33		50	
Market Value Restatement	18,327			
	<u>63,403</u>	<u>9,248</u>	<u>21,792</u>	
TOTAL MISCELLANEOUS REVENUE	<u>217,548</u>	<u>188,004</u>	<u>232,530</u>	<u>7,500</u>
TRANSFERS FROM OTHER FUNDS				
Transfer from Other Funds		242,751	242,751	
TOTAL TRANSFERS FROM OTHER FUNDS		<u>242,751</u>	<u>242,751</u>	
SUB-TOTAL	<u>1,503,757</u>	<u>4,294,147</u>	<u>4,182,401</u>	<u>1,305,577</u>
PRIOR YEAR SURPLUS	<u>(18,650)</u>	<u>196,788</u>	<u>168,087</u>	
TOTAL REVENUES	<u>1,485,107</u>	<u>4,490,935</u>	<u>4,350,488</u>	<u>1,305,577</u>

COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE HOUSING

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
PROJECTS				
CDBG Programs:				
CDBG-Administration	81,885	125,000	82,246	125,000
CDBG-Code Enforcement	37,425	72,132	46,834	57,637
CDBG-Housing Division	180,712	175,000	180,529	200,000
CDBG-Coleman Bush Tutoring Program	11,250	11,300	11,300	11,300
CDBG-Rehabilitation of Private Property	304,947	1,409,028	1,507,059	330,773
Summer Recreation Program - Simpson Park/Lincoln Academy	23,542	25,546	25,546	31,350
CDBG-Talbot House		10,000	10,000	10,000
CDBG-Boys & Girls Club Keystone	10,000	10,000	10,000	10,000
CDBG - Coleman Bush Summer Tutoring Program	3,200	3,200	3,200	3,200
Swimming Lessons - NW Area	2,960	4,200	4,200	4,200
VISTE - Hot Meals for the Elderly	20,000	22,500	22,500	20,000
Simpson Park - Art Classes	840	2,740	2,740	2,740
Coleman Bush Bldg - After School Program	1,469	3,150	3,150	3,687
Lakeland Volunteers in Medicine	20,000	22,500	22,500	20,000
CDBG - Simpson Park - Cultural Dance	460	2,180	2,180	2,180
CDBG - Salvation Army - Homeless Intervention Worker	8,000	10,000	10,000	10,000
CDBG - Sunrise Community of Polk County	10,372	3,391	3,391	
CDBG-Wilson House	5,000			10,000
Peace River Center for Personal Development, Inc				7,986
Choctaw Avenue Sidewalk Project				77,558
Rental Rehabilitation Program:				
HUD-Rental Rehabilitation-Grant Activities	3,249	42,329	42,329	
Dixieland Program:				
Dixieland-Affordable Housing Program	18,416	149,137	150,137	
Dixieland-Rehabilitation	30	5,220	5,220	
DCA Elderly Homeowner Rentals:				
DCA Grant-Elderly Homeowner Rehab Program	3,245	102	102	
SHIP Program:				
FDOS-SHIP - Administration	42,781	62,197	38,580	
FDOS-SHIP- Affordable Housing Program	475,325	1,062,737	912,409	
Home Program:				
HUD - Home - Administration	35,552	50,880	27,534	50,446
HUD - Home - Affordable Housing Program	175,696	648,135	668,371	113,520
HUD - Home - Keystone Challenge		117,398	117,398	204,000
Neighborhood Stabilization Program:				
CDBG - Neighborhood Stabilization Program Part 1	8,751	198,066	198,166	
CDBG - Neighborhood Stabilization Program - Acquisition		116	116	
CDBG - Neighborhood Stabilization Program Part 3		242,751	242,751	
GRAND TOTAL	1,485,107	4,490,935	4,350,488	1,305,577



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**REVENUE AND EXPENDITURE SUMMARY
FLEET MANAGEMENT**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	1,553,358	1,711,925	1,618,775	1,790,694
Fringe Benefits	556,572	646,501	577,371	642,850
Total Personnel	2,109,929	2,358,426	2,196,146	2,433,544
Non-Personnel				
Utilities	49,847	59,238	49,662	50,836
Professional and Contractual	618,771	762,545	795,288	774,948
Insurance and Fixed Charges	79,542	81,637	81,335	88,359
Internal Service Charges	682,518	663,543	663,543	710,027
All Other Operations & Maintenance	5,107,705	5,587,131	5,193,000	5,638,428
Debt Service	1,178,724			
Capital Outlay	7,130,537	11,682,772	11,491,035	6,830,962
Maintenance and Special Projects	202,205	31,909	31,909	2,356
Total Non-Personnel	15,049,848	18,868,775	18,305,772	14,095,916
Total Expenditures	17,159,778	21,227,201	20,501,918	16,529,460
Transfers				
Transfers In	597,951	1,875,887	1,681,888	1,092,798
Transfers Out	13,798	8,220	153,220	10,562
Net Transfers	584,153	1,867,667	1,528,668	1,082,236
Revenue Sources				
Intergovernmental Revenues	179,662	80,000	80,000	82,400
Charges for Services	15,311,629	16,598,584	15,849,726	16,796,077
Interest Income	785,672	1,019,800	1,529,722	29,501
All Other Revenue	2,222,847	705,000	303,200	5,063
Total Revenue	18,499,810	18,403,384	17,762,648	16,913,041
Funding to be Provided	(1,924,185)	956,150	1,210,602	(1,465,817)

FLEET MANAGEMENT

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
REVENUES				
INTERGOVERNMENTAL REVENUE				
STATE REVENUE SHARING				
Motor Fuel Tax Rebate	179,662	80,000	80,000	82,400
	<u>179,662</u>	<u>80,000</u>	<u>80,000</u>	<u>82,400</u>
TOTAL INTERGOVERNMENTAL	<u>179,662</u>	<u>80,000</u>	<u>80,000</u>	<u>82,400</u>
CHARGES FOR SERVICES				
OTHER CHARGES FOR SERVICES				
Depreciation Reserve Billings	6,625,801	7,025,908	6,716,726	7,022,908
Maintenance of Fleet Mgmt Equipment	5,450,328	5,683,234	5,500,000	5,734,965
Repair Of Fleet Mgmt Equipment	5,005	200,000	15,000	202,500
Fleet Mgmt Fuel Billings	2,736,556	3,198,798	3,050,000	3,274,968
Equipment Fees	493,939	490,644	568,000	560,736
	<u>15,311,629</u>	<u>16,598,584</u>	<u>15,849,726</u>	<u>16,796,077</u>
TOTAL CHARGES FOR SERVICES	<u>15,311,629</u>	<u>16,598,584</u>	<u>15,849,726</u>	<u>16,796,077</u>
FINES AND FORFEITS				
Penalties on Assessments	14			
TOTAL FINES AND FORFEITS	<u>14</u>			
MISCELLANEOUS REVENUES				
OTHER				
Scrap Sales	2,483	5,000	3,200	5,063
Refund of Prior Year Expenses	1,993			
Principal Payments - Interfund Loans	1,089,237			
	<u>1,093,714</u>	<u>5,000</u>	<u>3,200</u>	<u>5,063</u>
SALES OF FIXED ASSETS				
Sale Of Rental Equipment	1,116,685	700,000	300,000	
	<u>1,116,685</u>	<u>700,000</u>	<u>300,000</u>	
REIMBURSEMENTS				
Damage Reimbursements	10,368			
Reimbursements / Loss Recovery	2,066			
	<u>12,435</u>			
INVESTMENT INCOME				
Interest on Interfund Loans	10,071			
Interest on Pooled Investments	1,617,173	1,019,800	1,528,642	29,501
Other Interest Revenue			1,080	
Market Value Restatement	(841,572)			
	<u>785,672</u>	<u>1,019,800</u>	<u>1,529,722</u>	<u>29,501</u>
TOTAL MISCELLANEOUS REVENUE	<u>3,008,505</u>	<u>1,724,800</u>	<u>1,832,922</u>	<u>34,564</u>

FLEET MANAGEMENT

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
TRANSFERS FROM OTHER FUNDS				
Transfer from General Fund	66,173	459,225	450,425	26,198
Transfer from Transportation Fund	103,995	67,146	67,146	115,000
Transfer from Public Improvement Fund	14,450			
Transfer from Uninsured Loss Fund	100,528		115,961	
Transfer from Fleet Mgmt Fund			145,000	
Transfer from WW Operations		55,600	28,500	
Transfer from WW R&R	79,300	178,500	205,600	110,200
Transfer from Lakeland Linder International Airport		120,000	120,000	
Transfer from Solid Waste Management		646,160	200,000	215,000
Transfer from Water R&R	70,000	285,156	285,156	53,500
Transfer from Stormwater Utilities Fund	71,820	64,100	64,100	362,300
Transfer from Facilities Maintenance Fund	74,000			
Transfer from Electric Operations				210,600
Transfer from CRA	17,685			
TOTAL TRANSFERS FROM OTHER FUNDS	<u>597,951</u>	<u>1,875,887</u>	<u>1,681,888</u>	<u>1,092,798</u>
SUB-TOTAL	<u>19,097,761</u>	<u>20,279,271</u>	<u>19,444,536</u>	<u>18,005,839</u>
PRIOR YEAR SURPLUS	<u>(1,924,185)</u>	<u>956,150</u>	<u>1,210,602</u>	<u>(1,465,817)</u>
TOTAL REVENUES	<u><u>17,173,576</u></u>	<u><u>21,235,421</u></u>	<u><u>20,655,138</u></u>	<u><u>16,540,022</u></u>

FLEET MANAGEMENT

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	232,866	255,177	257,140	274,059
INSURANCE				
Insurance - Fire	4,988	5,852	5,663	7,077
Insurance - Position Bond	140	156	140	153
Self-Insurance Services	69,220	70,257	70,257	75,295
Insurance Consultant	1,638	1,638	1,638	1,482
Insurance - Excess Liability (Auto, General)	3,556	3,734	3,637	4,352
	<u>79,542</u>	<u>81,637</u>	<u>81,335</u>	<u>88,359</u>
UTILITIES				
Water Service	1,791	1,866	1,819	1,901
Electric Service	34,221	42,295	34,086	35,109
Wastewater Service	2,820	2,855	2,776	2,845
Solid Waste Service	10,710	11,916	10,675	10,675
Solid Waste Service - Recycling	306	306	306	306
	<u>49,847</u>	<u>59,238</u>	<u>49,662</u>	<u>50,836</u>
INTER-CITY SERVICES				
Rental - Fleet Management	14,208	15,394	15,394	29,146
Gasoline - Fleet Management	35,709	31,057	31,057	38,851
Maintenance - Fleet Management	90,808	88,000	88,000	86,500
Purchasing & Stores Service	82,269	49,798	49,798	35,119
General Fund Services	340,608	352,580	352,580	368,658
Intra-Departmental Charges - PC & Network Support	25,346	26,270	26,270	27,886
Intra-Departmental Charges - Telephone	6,952	8,068	8,068	8,007
Intra-Departmental Charges - Radios	2,167	2,239	2,239	2,274
Intra-Departmental Charges - Facilities	21,980	22,530	22,530	27,992
Intra-Departmental Charges - Janitorial	10,051	10,302	10,302	14,173
Intra-Departmental Charges - Training Ctr	1,484	1,484	1,484	1,484
Intra-Departmental Charges - IT Operations - Application Dev	27,403	29,604	29,604	45,788
Intra-Departmental Charges - IT Operations - Network Support	23,533	26,217	26,217	24,149
	<u>682,518</u>	<u>663,543</u>	<u>663,543</u>	<u>710,027</u>
ALL OTHER O&M				
Banking Service	1,231	1,588	1,268	1,306
Annual Audit	3,542	4,214	4,020	4,948
Leases		650		
Printing & Photography	411	800	1,000	506
Postage & Mailing	8			
Subscription & Membership	3,844	3,500	2,000	3,000
Telephone Communications	3,075	3,000	3,100	3,038

FLEET MANAGEMENT

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Travel	992	6,000	4,000	3,000
Training	4,652	9,000	12,000	10,000
All Other Sundry Charges	375	600	1,500	608
Software License & Maintenance	24,013	20,000	20,000	20,250
Bad Debt Expense	503			
Loss On Disposal of Fixed Assets	152,794			
Office Supplies	1,814	2,800	2,000	2,835
Equipment - Noncapital	3,024	5,000	4,000	5,063
All Other Materials & Supplies	2,027	4,000	3,400	4,050
Uniforms	11,290	23,500	16,000	20,000
Personal Safety Equipment	2,338	8,000	7,000	8,100
Use Tax Allocation	(7)			
Increase/Decrease In Inventory	(30,344)			
	<u>185,581</u>	<u>92,652</u>	<u>81,288</u>	<u>86,704</u>
SUB-TOTAL	<u>1,230,355</u>	<u>1,152,247</u>	<u>1,132,968</u>	<u>1,209,985</u>

MAINTENANCE

PERSONAL SERVICES	<u>1,877,063</u>	<u>2,103,249</u>	<u>1,939,006</u>	<u>2,159,485</u>
ALL OTHER O&M				
Contractual Services	406,788	559,343	530,000	568,826
Body Shop Services	183,422	162,400	220,000	164,430
Towing	23,789	35,000	40,000	35,438
Maintenance Of Facilities	29,723	30,000	25,000	30,375
Licenses & Permits	13,591	15,000	14,000	15,188
Car Washing	30,365	35,525	33,000	35,969
Auto/Heavy Equipment Fuel	2,661,322	3,080,000	2,750,000	3,099,703
All Other Materials & Supplies	81,692	90,000	80,000	91,125
Tools & Implements	21,235	57,356	50,000	65,813
Tires & Tubes	482,884	609,000	600,000	616,613
Parts For Equipment	1,557,054	1,522,500	1,500,000	1,541,531
Use Tax Allocation	(2)			
Lubricants	49,032	60,900	65,000	61,661
	<u>5,540,894</u>	<u>6,257,024</u>	<u>5,907,000</u>	<u>6,326,672</u>
SUB-TOTAL	<u>7,417,958</u>	<u>8,360,273</u>	<u>7,846,006</u>	<u>8,486,157</u>

FLEET MANAGEMENT

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
DEBT SERVICE				
Fleet Reserve Vehicle Purchases	1,178,724			
	<u>1,178,724</u>			
CAPITAL EQUIPMENT				
Contingency		76,704		
Equipment - Capital		45,594	40,000	46,164
Motor Equipment	7,130,537	11,560,474	11,451,035	6,784,798
	<u>7,130,537</u>	<u>11,682,772</u>	<u>11,491,035</u>	<u>6,830,962</u>
SPECIAL PROJECTS				
OPERATIONS:				
Emergency Manager				2,356
ADA Compliance	147,843			
FleetFocus & FuelFocus	48,807	31,909	31,909	
MAINTENANCE:				
MDO3076 Santee Cooper Mutual Aid Assistance	5,556			
	<u>202,205</u>	<u>31,909</u>	<u>31,909</u>	<u>2,356</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	5,519			2,856
Transfer To Fleet Mgmt Reserve			145,000	
Transfer To Information Technology	7,612	7,553	7,553	7,553
Transfer To IT Equip Replacement Fund	667	667	667	153
	<u>13,798</u>	<u>8,220</u>	<u>153,220</u>	<u>10,562</u>
GRAND TOTAL	<u><u>17,173,576</u></u>	<u><u>21,235,421</u></u>	<u><u>20,655,138</u></u>	<u><u>16,540,022</u></u>

**REVENUE AND EXPENDITURE SUMMARY
PURCHASING AND STORES**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	783,310	860,243	836,571	889,120
Fringe Benefits	325,814	366,082	285,663	324,500
Total Personnel	1,109,123	1,226,325	1,122,234	1,213,620
Non-Personnel				
Utilities	60,472	59,159	65,367	66,712
Professional and Contractual	124,174	82,708	60,634	62,042
Insurance and Fixed Charges	30,630	32,341	31,989	35,796
Internal Service Charges	1,012,107	1,151,248	1,148,855	1,137,688
All Other Operations & Maintenance	987,762	1,336,862	1,097,759	1,353,573
Capital Outlay				3,368
Maintenance and Special Projects			2,109	1,346
Total Non-Personnel	2,215,145	2,662,318	2,406,713	2,660,525
Total Expenditures	3,324,268	3,888,643	3,528,947	3,874,145
Transfers				
Transfers Out	17,485	9,552	9,552	10,594
Net Transfers	(17,485)	(9,552)	(9,552)	(10,594)
Revenue Sources				
Charges for Services	3,244,694	3,799,937	3,396,994	4,000,402
Interest Income	9,079	2,741	19,628	2,823
All Other Revenue	13,581	9,513	15,000	9,362
Total Revenue	3,267,355	3,812,191	3,431,622	4,012,587
Funding to be Provided	74,398	86,004	106,877	(127,848)

PURCHASING AND STORES

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
MISCELLANEOUS REVENUES				
OTHER				
Scrap Sales	13,492	9,513	15,000	9,362
	13,492	9,513	15,000	9,362
REIMBURSEMENTS				
Reimbursements / Loss Recovery	89			
	89			
INVESTMENT INCOME				
Interest on Pooled Investments	11,874	2,741	19,628	2,823
Market Value Restatement	(2,795)			
	9,079	2,741	19,628	2,823
TOTAL MISCELLANEOUS REVENUE	22,661	12,254	34,628	12,185
SUB-TOTAL	3,267,355	3,812,191	3,431,622	4,012,587
PRIOR YEAR SURPLUS	74,398	86,004	106,877	(127,848)
TOTAL REVENUES	3,341,753	3,898,195	3,538,499	3,884,739

PURCHASING AND STORES

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
REVENUES				
OTHER CHARGES FOR SERVICES				
Sales-General Fund	69,252	54,822	72,269	215,058
Sales-Fleet Mgmt	2,705	4,027	2,819	12,627
Sales-Purchasing & Stores	9,160	130	6,172	132
Sales-CDBG		650	650	132
Sales-RP Funding Center	765	390	252	1,315
Sales-Transportation Fund	431			
Sales-Solid Waste Mgmt	5,947	4,807	7,574	11,312
Sales - Airport	2,919	1,689	2,743	8,155
Sales-Parking System	125	130	80	1,841
Sales-Wastewater	47,964	130	62,683	148,239
Sales-Electric Utilities	(14,797)	15,882	(21,407)	
Allocation - Cleveland Heights Golf Course		5,679	5,679	5,203
Allocation - General Fund	336,655	384,847	384,847	407,980
Allocation - Fleet Mgmt	82,269	49,798	49,798	35,119
Allocation - Wastewater	107,291	110,954	110,954	101,888
Allocation - Parking	379	437	437	433
Allocation - Airport	65,209	66,398	66,398	75,005
Allocation - RP Funding Center	18,198	7,426	7,426	5,203
Allocation - Solid Waste	8,720	20,968	20,968	21,678
Allocation - Electric	1,444,449	1,528,016	1,528,016	1,689,167
Allocation - Water	82,269	72,076	72,076	107,958
Sales - Water	701,887	1,206,054	759,474	886,146
Sales - Stormwater Utilities	4,270	650	357	2,499
Sales-Ship	240		233	
Allocation - Facilities Maintenance	173,258	161,189	161,189	153,482
Sales - Facilities Maintenance	2,231	6,366	1,939	18,941
Allocation - Information Technology	73,170	90,860	90,860	81,511
Sales - Information Technology Fund	1,237	3,248	185	8,813
Allocation - Stormwater	3,791	2,184	2,184	433
Sales-Health Insurance Fund	117	130	139	132
Sales - Disaster 6 Fund - Irma	14,583			
	<u>3,244,694</u>	<u>3,799,937</u>	<u>3,396,994</u>	<u>4,000,402</u>
TOTAL CHARGES FOR SERVICES	<u>3,244,694</u>	<u>3,799,937</u>	<u>3,396,994</u>	<u>4,000,402</u>

PURCHASING AND STORES

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	588,600	628,773	566,273	670,077
INSURANCE				
Insurance - Fire	7,482	8,778	8,494	10,616
Insurance - Position Bond	75	83	75	87
Self-Insurance Services	19,858	20,154	20,154	20,344
Insurance Consultant	1,014	1,014	1,014	1,092
Insurance - Excess Liability (Auto, General)	2,201	2,312	2,252	3,657
	<u>30,630</u>	<u>32,341</u>	<u>31,989</u>	<u>35,796</u>
UTILITIES				
Water Service	2,234	2,317	2,183	2,281
Electric Service	38,627	38,136	40,742	41,964
Wastewater Service	1,195	1,085	1,006	1,031
Solid Waste Service	18,029	17,234	21,049	21,049
Solid Waste Service - Recycling	387	387	387	387
	<u>60,472</u>	<u>59,159</u>	<u>65,367</u>	<u>66,712</u>
INTER-CITY SERVICES				
Rental - Fleet Management	30,648	33,286	32,318	32,597
Gasoline - Fleet Management	2,662	853	2,703	1,183
Maintenance - Fleet Management	19,455	18,768	17,123	18,996
General Fund Services	237,752	254,899	254,899	263,559
Intra-Departmental Charges - PC & Network Support	24,678	27,865	27,250	27,207
Intra-Departmental Charges - Telephone	11,450	13,289	13,289	13,188
Intra-Departmental Charges - Facilities	39,469	40,456	40,456	50,265
Intra-Departmental Charges - Janitorial	117,507	120,445	120,445	165,700
Intra-Departmental Charges - Training Ctr	792	792	792	792
Intra-Departmental Charges - IT Operations - Application Dev	494,999	607,771	607,771	534,310
Intra-Departmental Charges - IT Operations - Network Support	27,277	27,226	26,211	24,206
	<u>1,006,690</u>	<u>1,145,650</u>	<u>1,143,257</u>	<u>1,132,003</u>
ALL OTHER O&M				
Banking Service	781	1,008	804	828
Annual Audit	2,568	2,915	2,915	3,588
Contract Labor	120,825	78,785	56,915	57,626
Repair Of Equipment	4,674	9,083	9,083	9,197
Postage & Mailing	1,925	2,297	2,297	2,325
Subscription & Membership	1,347	1,378	1,378	1,395
Telephone Communications	1,759	2,966	4,766	4,826
Travel	3,908	2,782	2,782	2,817
Training	176	532	473	479
Refund Of Prior Years Revenue	1,180			

PURCHASING AND STORES

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Office Supplies	5,607	8,981	8,981	9,093
Equipment - Noncapital	6,082	4,650	2,850	2,886
All Other Materials & Supplies	138	622	622	630
Uniforms	3,738	3,882	3,941	3,990
Tools & Implements	361	586	586	593
Merchandise	859,283	1,299,103	1,060,000	1,315,342
Use Tax Allocation	(1)			
Increase/Decrease In Inventory	97,586			
	<u>1,111,936</u>	<u>1,419,570</u>	<u>1,158,393</u>	<u>1,415,615</u>
SUB-TOTAL	<u>2,798,328</u>	<u>3,285,493</u>	<u>2,965,279</u>	<u>3,320,203</u>
WAREHOUSE				
PERSONAL SERVICES	<u>520,523</u>	<u>597,552</u>	<u>555,961</u>	<u>543,543</u>
INTER-CITY SERVICES				
Intra-Departmental Charges - Radios	5,417	5,598	5,598	5,685
	<u>5,417</u>	<u>5,598</u>	<u>5,598</u>	<u>5,685</u>
SUB-TOTAL	<u>525,940</u>	<u>603,150</u>	<u>561,559</u>	<u>549,228</u>
CAPITAL EQUIPMENT				
Equipment - Capital				3,368
				<u>3,368</u>
SPECIAL PROJECTS				
Emergency Manager				1,346
Mutual Aid - Michael Mission - Tallahassee			2,109	
			<u>2,109</u>	<u>1,346</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	3,219			1,632
Transfer To Information Technology	13,500	8,786	8,786	8,786
Transfer To IT Equip Replacement Fund	766	766	766	176
	<u>17,485</u>	<u>9,552</u>	<u>9,552</u>	<u>10,594</u>
GRAND TOTAL	<u>3,341,753</u>	<u>3,898,195</u>	<u>3,538,499</u>	<u>3,884,739</u>



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**REVENUE AND EXPENDITURE SUMMARY
FACILITIES MAINTENANCE**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	2,562,720	2,938,777	2,699,995	3,024,712
Fringe Benefits	1,193,361	1,340,220	1,206,064	1,323,322
Total Personnel	3,756,081	4,278,997	3,906,059	4,348,034
Non-Personnel				
Utilities	17,174	16,469	20,327	20,772
Professional and Contractual	376,658	330,547	318,157	322,332
Insurance and Fixed Charges	98,225	108,332	107,811	163,903
Internal Service Charges	866,644	872,568	872,568	900,438
All Other Operations & Maintenance	682,861	658,289	658,679	676,684
Capital Outlay	6,159	65,585	69,585	70,625
Maintenance and Special Projects	379,163	564,830	572,830	588,227
Total Non-Personnel	2,426,883	2,616,620	2,619,957	2,742,981
Total Expenditures	6,182,965	6,895,617	6,526,016	7,091,015
Transfers				
Transfers Out	85,917	4,073	4,073	10,086
Net Transfers	(85,917)	(4,073)	(4,073)	(10,086)
Revenue Sources				
Charges for Services	5,474,222	5,621,796	5,621,796	7,134,811
Interest Income	75,963	85,000	54,114	55,737
All Other Revenue	6		7,190	
Total Revenue	5,550,191	5,706,796	5,683,100	7,190,548
Funding to be Provided	718,691	1,192,894	846,989	(89,447)

FACILITIES MAINTENANCE

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
REVENUES				
CHARGES FOR SERVICES				
Facility Maintenance Services to City Funds				
Allocation - Cleveland Heights Golf Course	72,858	74,679	74,679	92,786
Allocation - General Fund	2,545,342	2,608,978	2,608,978	3,241,510
Allocation - Fleet Mgmt	21,980	22,530	22,530	27,992
Allocation - Wastewater	50,877	52,149	52,149	64,793
Allocation - Parking	16,976	17,400	17,400	21,619
Allocation - Airport	44,648	45,764	45,764	80,000
Allocation - RP Funding Center	22,324	22,882	22,882	23,838
Allocation - Solid Waste	9,322	9,555	9,555	11,871
Allocation - Electric	879,442	901,428	901,428	1,075,384
Allocation - Water	59,853	61,349	61,349	76,224
Allocation - Facilities Maintenance	22,249	22,805	22,805	28,334
Allocation - Purchasing & Stores	39,469	40,456	40,456	50,265
Allocation - Information Technology	27,400	28,085	28,085	34,894
Allocation - Self Insurance	202,861	207,932	207,932	217,014
Allocation - Stormwater	3,965	4,064	4,064	5,049
Allocation - Downtown CRA	374	383	383	476
Allocation - Mid-Town	2,980	3,055	3,055	59,110
Allocation - Dixieland	48	49	49	60
	<u>4,022,968</u>	<u>4,123,543</u>	<u>4,123,543</u>	<u>5,111,219</u>
Janitorial Services to City Funds				
Allocation - Cleveland Heights Golf Course	21,860	22,407	22,407	30,826
Allocation - General Fund	517,120	540,766	540,766	729,209
Allocation - Fleet Mgmt	10,051	10,302	10,302	14,173
Allocation - Wastewater	43,980	45,080	45,080	62,017
Allocation - Airport	66,000	67,650	67,650	68,665
Allocation - Solid Waste	7,458	7,644	7,644	10,516
Allocation - Electric	627,596	643,286	643,286	884,996
Allocation - Water	5,275	5,407	5,407	7,438
Allocation - Facilities Maintenance	3,122	3,200	3,200	4,402
Allocation - Purchasing & Stores	117,507	120,445	120,445	165,700
Allocation - Information Technology	24,930	25,552	25,552	36,689
Allocation - Self Insurance	1,327	1,360	1,360	1,871
Allocation - Stormwater	2,706	2,774	2,774	3,816
Allocation - Downtown CRA	255	261	261	360
Allocation - Mid-Town	2,034	2,085	2,085	2,869
Allocation - Dixieland	33	34	34	45
	<u>1,451,254</u>	<u>1,498,253</u>	<u>1,498,253</u>	<u>2,023,592</u>
TOTAL CHARGES FOR SERVICES	<u>5,474,222</u>	<u>5,621,796</u>	<u>5,621,796</u>	<u>7,134,811</u>

FACILITIES MAINTENANCE

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
MISCELLANEOUS REVENUES				
OTHER				
Insurance Proceeds - Workers Comp Claims			5,738	
			5,738	
REIMBURSEMENTS				
Reimbursements / Loss Recovery	6		1,452	
	6		1,452	
INVESTMENT INCOME				
Interest on Pooled Investments	79,014	85,000	54,114	55,737
Market Value Restatement	(3,051)			
	75,963	85,000	54,114	55,737
TOTAL MISCELLANEOUS REVENUE	75,969	85,000	61,304	55,737
SUB-TOTAL	5,550,191	5,706,796	5,683,100	7,190,548
PRIOR YEAR SURPLUS	718,691	1,192,894	846,989	(89,447)
TOTAL REVENUES	6,268,882	6,899,690	6,530,089	7,101,101

FACILITIES MAINTENANCE

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES	FACILITIES MAINTENANCE			
PERSONAL SERVICES	2,138,429	2,272,953	2,111,939	2,335,995
INSURANCE				
Insurance - Fire	2,494	2,926	2,831	3,217
Insurance - Position Bond	262	321	262	349
Self-Insurance Services	90,997	100,097	100,097	155,562
Insurance Consultant	624	686	686	546
Insurance - Excess Liability (Auto, General)	3,848	4,302	3,935	4,229
	<u>98,225</u>	<u>108,332</u>	<u>107,811</u>	<u>163,903</u>
UTILITIES				
Water Service	797	898	957	1,000
Electric Service	10,908	9,981	12,379	12,750
Wastewater Service	1,002	1,123	1,233	1,264
Solid Waste Service	4,365	4,365	5,656	5,656
Solid Waste Service - Recycling	102	102	102	102
	<u>17,174</u>	<u>16,469</u>	<u>20,327</u>	<u>20,772</u>
INTER-CITY SERVICES				
Rental - Fleet Management	96,902	101,473	101,473	101,473
Gasoline - Fleet Management	31,069	34,789	34,789	42,048
Maintenance - Fleet Management	82,846	67,532	67,532	68,276
Purchasing & Stores Service	173,258	161,189	161,189	153,482
General Fund Services	324,187	338,121	338,121	343,037
Intra-Departmental Charges - PC & Network Support	26,034	27,368	27,368	30,052
Intra-Departmental Charges - Telephone	8,379	9,017	9,017	9,891
Intra-Departmental Charges - Radios	2,167	2,239	2,239	2,274
Intra-Departmental Charges - Facilities	22,249	22,805	22,805	28,334
Intra-Departmental Charges - Janitorial	3,122	3,200	3,200	4,402
Intra-Departmental Charges - Training Ctr	2,770	2,770	2,770	2,770
Intra-Departmental Charges - IT Operations - GIS	7,164	7,321	7,321	7,871
Intra-Departmental Charges - IT Operations - Application Dev	46,791	54,460	54,460	64,142
Intra-Departmental Charges - IT Operations - Network Support	25,505	23,192	23,192	24,149
	<u>852,443</u>	<u>855,476</u>	<u>855,476</u>	<u>882,201</u>

FACILITIES MAINTENANCE

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	177,982	175,350	162,850	165,300
Annual Audit	1,239	1,507	1,507	1,732
Rentals	9,907	20,550	20,550	20,550
Maintenance Of Facilities	363,361	260,100	263,100	276,000
Repair Of Equipment	68	585	585	750
Printing & Photography	2,193	2,350	2,350	2,385
Postage & Mailing	614	415	415	420
Subscription & Membership	3,266	1,215	715	750
Telephone Communications	22,141	21,740	21,740	22,000
Travel	1,382	2,565	2,565	2,600
Training	6,084	5,150	5,650	5,700
All Other Sundry Charges	1,206	1,425	1,425	1,450
Licenses & Permits	450	715	715	750
Loss On Disposal of Fixed Assets	2,201			
Office Supplies	3,654	4,622	4,622	4,622
Equipment - Noncapital	2,753	9,697	9,697	9,697
Uniforms	8,154	7,700	7,700	7,850
Tools & Implements	7,165	6,430	6,430	6,525
Agricultural & Horticultural Supplies	4,421	4,860	2,360	2,400
Parts For Equipment	16,358	71,450	71,450	72,500
Use Tax Allocation	(1)			
	634,598	598,426	586,426	603,981
CAPITAL EQUIPMENT				
Equipment - Capital	4,525	62,485	66,485	67,425
SPECIAL PROJECTS				
Emergency Manager				5,386
HVAC Maintenance - Various Bldgs	128,233	133,610	133,610	135,610
Air Quality Investigations - City Buildings		14,000	14,000	14,200
Property Management				1
Generator/UPS Maintenance	19,132	23,100	23,100	23,500
Security Systems Controls Maintenance	84,594	67,075	72,075	73,155
Electric Chiller HVAC Maintenance	10,700	11,330	12,330	12,500
Garage Door/Operator Maintenance	38,777	35,530	24,530	30,000
Plumbing Repairs / Replacement	41,624	38,335	33,335	33,375
Elevator Maintenance	52,707	194,000	180,000	180,000
SMA For Security Camera/Card Reader Software		22,350	37,350	37,900
Work Order Software & Technology Upgrade	3,395	25,500	35,000	35,100
Asset Management Training			7,500	7,500
	379,163	564,830	572,830	588,227
SUB-TOTAL	4,124,557	4,478,971	4,321,294	4,662,504

FACILITIES MAINTENANCE

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
	JANITORIAL			
PERSONAL SERVICES	1,295,485	1,675,286	1,474,736	1,688,192
ALL OTHER O&M				
Contractual Services	44,536	45,000	45,000	45,500
Contract Labor	24,670	41,890	42,000	42,000
Repair Of Equipment	433	1,780	1,780	1,800
Telephone Communications	1,559	2,670	2,670	2,700
Training		1,535	1,535	1,600
Equipment - Noncapital	1,154	1,300	1,300	1,300
Uniforms	7,411	6,910	6,800	6,900
Cleaning & Janitor Supply	174,099	156,700	156,700	159,050
	<u>253,863</u>	<u>257,785</u>	<u>257,785</u>	<u>260,850</u>
CAPITAL EQUIPMENT				
Equipment - Capital	1,633	3,100	3,100	3,200
	<u>1,633</u>	<u>3,100</u>	<u>3,100</u>	<u>3,200</u>
SUB-TOTAL	<u>1,550,982</u>	<u>1,936,171</u>	<u>1,735,621</u>	<u>1,952,242</u>
	FIRE SAFETY			
PERSONAL SERVICES	322,167	330,758	319,384	323,847
INTER-CITY SERVICES				
Rental - Fleet Management	6,406	8,465	8,465	8,465
Gasoline - Fleet Management	3,588	3,839	3,839	4,976
Maintenance - Fleet Management	4,207	4,788	4,788	4,796
	<u>14,201</u>	<u>17,092</u>	<u>17,092</u>	<u>18,237</u>
ALL OTHER O&M				
Contractual Services	128,231	66,800	66,800	67,800
Repair Of Equipment	148	1,780	1,780	1,785
Subscription & Membership	1,370	750	750	755
Telephone Communications	7,216	6,265	6,265	6,350
Training	1,249	7,150	7,150	7,250
Licenses & Permits	521	1,050	1,050	1,065
Office Supplies	105	510	510	515
Equipment - Noncapital	844	2,285	2,285	2,300
Uniforms	1,620	1,550	1,550	1,570
Tools & Implements	327	1,280	1,280	1,295
Parts For Equipment	8,763	23,180	23,180	23,400
Material	20,663	20,025	20,025	20,100
	<u>171,058</u>	<u>132,625</u>	<u>132,625</u>	<u>134,185</u>
SUB-TOTAL	<u>507,426</u>	<u>480,475</u>	<u>469,101</u>	<u>476,269</u>

FACILITIES MAINTENANCE

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	7,818			6,527
Transfer To Fleet Mgmt Reserve	74,000			
Transfer To Information Technology	3,432	3,406	3,406	3,406
Transfer To IT Equip Replacement Fund	667	667	667	153
	<u>85,917</u>	<u>4,073</u>	<u>4,073</u>	<u>10,086</u>
GRAND TOTAL	<u>6,268,882</u>	<u>6,899,690</u>	<u>6,530,089</u>	<u>7,101,101</u>



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**REVENUE AND EXPENDITURE SUMMARY
INFORMATION TECHNOLOGY**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	6,507,694	6,937,552	6,545,224	7,173,866
Fringe Benefits	2,742,774	2,641,172	2,423,429	2,507,558
Total Personnel	9,250,467	9,578,724	8,968,653	9,681,424
Non-Personnel				
Utilities	58,431	73,841	72,855	75,199
Professional and Contractual	1,018,562	773,687	612,745	623,585
Insurance and Fixed Charges	154,938	174,091	165,485	158,411
Internal Service Charges	2,458,471	2,450,617	2,441,090	2,489,679
All Other Operations & Maintenance	4,787,695	5,290,818	5,365,684	5,179,306
Debt Service	1,368,201	1,385,913	1,363,071	1,326,122
Capital Outlay	2,143,689	83,368	19,203	
Maintenance and Special Projects	118,907	5,693,175	4,917,759	3,215,580
Total Non-Personnel	12,108,893	15,925,510	14,957,892	13,067,882
Total Expenditures	21,359,360	25,504,234	23,926,545	22,749,306
Transfers				
Cost Allocations and Recoveries	(185,145)		(82,920)	
Transfers In	1,366,906	1,349,520	1,349,520	1,289,838
Transfers Out	30,211	256,398	256,398	9,733
Net Transfers	1,521,840	1,093,122	1,176,042	1,280,105
Revenue Sources				
Charges for Services	20,330,586	20,601,771	20,666,960	21,010,186
Interest Income	157,182	330,000	531,300	339,500
All Other Revenue	41,681	46,877	31,331	
Total Revenue	20,529,450	20,978,648	21,229,591	21,349,686
Funding to be Provided	(691,929)	3,432,464	1,520,912	119,515

INFORMATION TECHNOLOGY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
REVENUES				
OTHER CHARGES FOR SERVICES				
Radios				
Allocation - General Fund	498,870	521,744	520,988	530,428
Allocation - CDBG	1,082			
Allocation - Fleet Mgmt	2,167	2,239	2,238	2,274
Allocation - Wastewater	39,118	43,665	43,665	44,344
Allocation - Parking	542	560	550	569
Allocation - Airport	8,667	9,517	9,344	9,665
Allocation - Solid Waste	36,833	38,067	37,374	38,659
Allocation - Electric	214,500	220,565	220,565	224,565
Allocation - Water	57,417	56,541	56,541	57,420
Allocation - Facilities Maintenance	2,167	2,239	2,238	2,274
Allocation - Purchasing & Stores	5,417	5,598	5,598	5,685
Allocation - Information Technology	7,042	7,277	7,277	7,391
Allocation - Stormwater	2,167	2,239	2,239	2,274
	<u>875,989</u>	<u>910,251</u>	<u>908,617</u>	<u>925,548</u>
Telecommunications				
Allocation - General Fund	384,238	431,413	441,844	433,807
Allocation - CDBG	500			
Allocation - Fleet Mgmt	6,952	8,068	8,067	8,007
Allocation - Wastewater	21,673	25,152	25,152	26,848
Allocation - Parking	818	949	932	942
Allocation - Airport	14,721	13,289	13,053	13,660
Allocation - RP Funding Center	42,937	49,359	49,359	48,986
Allocation - Solid Waste	5,725	6,644	6,525	6,594
Allocation - Electric	1,680,118	1,756,425	1,756,891	1,749,942
Allocation - Water	43,346	49,833	49,833	50,399
Allocation - Facilities Maintenance	8,178	9,017	9,017	9,891
Allocation - Purchasing & Stores	11,450	13,289	13,289	13,188
Allocation - Information Technology	52,751	60,748	60,748	60,290
Allocation - Stormwater	2,862	3,322	3,322	3,297
Allocation - Downtown CRA	88		470	466
Allocation - Mid-Town	1,333	3,322	3,741	3,713
Allocation - Dixieland	488	949	60	60
	<u>2,278,177</u>	<u>2,431,779</u>	<u>2,442,303</u>	<u>2,430,090</u>

INFORMATION TECHNOLOGY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Application Development				
Allocation - General Fund	2,104,145	2,405,025	2,405,025	2,460,419
Allocation - Fleet Mgmt	27,403	29,604	29,604	45,788
Allocation - Wastewater	503,900	481,870	481,870	489,312
Allocation - Parking	49,006	46,365	32,475	39,951
Allocation - Airport	31,632	34,506	34,320	35,438
Allocation - RP Funding Center	89,093	105,057	105,057	116,894
Allocation - Solid Waste	69,613	78,703	90,106	87,890
Allocation - Electric	4,613,643	4,060,564	4,060,563	4,255,671
Allocation - Water	825,911	804,984	804,984	816,743
Allocation - Facilities Maintenance	46,791	43,057	54,459	64,142
Allocation - Purchasing & Stores	494,999	607,771	607,771	534,310
Allocation - Information Technology	963,392	888,351	888,351	890,985
Allocation - Stormwater	31,471	28,724	24,164	33,365
Allocation - Downtown CRA				185
Allocation - Mid-Town	3,366	3,591	775	1,473
Allocation - Dixieland			60	24
	9,854,365	9,618,172	9,619,584	9,872,590
Network Support				
Allocation - General Fund	1,130,645	1,087,454	1,112,113	1,036,712
Allocation - CDBG	4,279	4,034	4,760	4,410
Allocation - Fleet Mgmt	23,533	26,217	26,937	24,156
Allocation - Wastewater	84,873	84,702	85,951	82,829
Allocation - Parking	2,407	2,017	2,744	2,793
Allocation - Airport	20,324	22,184	22,177	19,747
Allocation - RP Funding Center	48,799	48,401	49,887	43,714
Allocation - Solid Waste	13,947	14,117	14,113	12,791
Allocation - Electric	706,511	678,346	680,416	609,852
Allocation - Water	124,333	115,961	117,705	108,716
Allocation - Facilities Maintenance	25,505	23,192	26,118	24,156
Allocation - Purchasing & Stores	27,277	27,226	26,490	24,214
Allocation - Information Technology	130,083	132,095	130,360	121,944
Allocation - Telecommunications	18,240		13,570	
Allocation - Stormwater	12,788	12,101	12,097	11,176
Allocation - Downtown CRA				1,127
Allocation - Mid-Town	450		450	11,688
Allocation - Dixieland	9,521	11,092	11,388	143
	2,383,514	2,289,139	2,337,276	2,140,168

INFORMATION TECHNOLOGY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
IT Support				
Allocation - Cleveland Heights Golf Course	35,173			
Allocation - General Fund	1,316,646	1,440,673	1,460,953	1,487,170
Allocation - CDBG	4,840	3,536	4,449	4,791
Allocation - Fleet Mgmt	28,063	26,270	27,182	27,646
Allocation - Wastewater	104,531	113,421	115,015	118,945
Allocation - Parking	3,369	2,854	3,767	4,043
Allocation - Airport	22,331	23,494	23,493	22,591
Allocation - RP Funding Center	46,253	48,282	48,280	48,537
Allocation - Solid Waste	37,850	16,934	16,933	15,652
Allocation - Electric	817,763	863,711	855,003	836,005
Allocation - Water	151,309	161,925	162,833	162,773
Allocation - Facilities Maintenance	25,786	27,368	28,280	29,824
Allocation - Purchasing & Stores	28,231	27,864	27,863	26,980
Allocation - Information Technology	147,142	177,005	166,038	179,542
Allocation - Telecommunications	17,773			
Allocation - Stormwater	14,873	15,618	15,617	15,458
Allocation - Downtown CRA				1,732
Allocation - Mid-Town	95			13,794
Allocation - Dixieland	9,922	12,202	12,202	220
	<u>2,811,950</u>	<u>2,961,157</u>	<u>2,967,908</u>	<u>2,995,703</u>
GIS				
Allocation - General Fund	282,308	314,963	314,964	341,275
Allocation - Wastewater	126,067	142,926	142,926	154,034
Allocation - Solid Waste	11,896	13,908	13,908	14,565
Allocation - Electric	572,320	649,114	649,113	704,365
Allocation - Water	124,430	141,210	141,210	152,043
Allocation - Facilities Maintenance	7,164	7,321	7,321	7,871
Allocation - Telecommunications	23,576	26,869	26,869	28,816
Allocation - Stormwater	22,127	25,610	25,609	26,732
	<u>1,169,888</u>	<u>1,321,921</u>	<u>1,321,920</u>	<u>1,429,701</u>
Public Safety				
Allocation - General Fund	956,703	1,069,352	1,069,352	1,216,386
	<u>956,703</u>	<u>1,069,352</u>	<u>1,069,352</u>	<u>1,216,386</u>
Fiber				
TOTAL CHARGES FOR SERVICES	<u>20,330,586</u>	<u>20,601,771</u>	<u>20,666,960</u>	<u>21,010,186</u>

INFORMATION TECHNOLOGY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
MISCELLANEOUS REVENUES				
OTHER				
Scrap Sales	11,722	29,751	6,131	
Non-Utility Revenue - Fiber	23,100	16,800	25,200	
	<u>34,822</u>	<u>46,551</u>	<u>31,331</u>	
REIMBURSEMENTS				
Warranty Work Reimbursement	1,235	326		
Reimbursements / Loss Recovery	5,624			
	<u>6,859</u>	<u>326</u>		
INVESTMENT INCOME				
Interest on Pooled Investments	452,166	330,000	531,300	339,500
Market Value Restatement	(294,983)			
	<u>157,182</u>	<u>330,000</u>	<u>531,300</u>	<u>339,500</u>
TOTAL MISCELLANEOUS REVENUE	<u>198,863</u>	<u>376,877</u>	<u>562,631</u>	<u>339,500</u>
TRANSFERS FROM OTHER FUNDS				
Transfer from General Fund	622,250	619,823	619,823	592,751
Transfer from Fleet Mgmt Fund	8,279	8,220	8,220	7,706
Transfer from Purchasing & Stores	14,266	9,552	9,552	8,962
Transfer from WW Operations	2,233	2,233	2,233	514
Transfer from WW R&R	83,004	81,796	81,796	81,796
Transfer from Parking System	835	834	834	782
Transfer from RP Funding Center	4,644	4,494	4,494	3,031
Transfer from Lakeland Linder International Airport	12,103	12,078	12,078	11,616
Transfer from Solid Waste Management	65,562	64,518	64,518	64,210
Transfer from Water Operations	3,033	3,033	3,033	698
Transfer from Water R&R	100,212	98,682	98,682	98,682
Transfer from Stormwater Utilities Fund	2,817	2,804	2,804	2,548
Transfer from Facilities Maintenance Fund	4,099	4,073	4,073	3,559
Transfer from Information Technology	6,398	6,398	6,398	1,472
Transfer from Electric Operations	437,038	430,849	430,849	411,480
Transfer from CRA	133	133	133	31
TOTAL TRANSFERS FROM OTHER FUNDS	<u>1,366,906</u>	<u>1,349,520</u>	<u>1,349,520</u>	<u>1,289,838</u>
SUB-TOTAL	<u>21,896,355</u>	<u>22,328,168</u>	<u>22,579,111</u>	<u>22,639,524</u>
PRIOR YEAR SURPLUS	<u>(691,929)</u>	<u>3,432,464</u>	<u>1,520,912</u>	<u>119,515</u>
TOTAL REVENUES	<u>21,204,426</u>	<u>25,760,632</u>	<u>24,100,023</u>	<u>22,759,039</u>

INFORMATION TECHNOLOGY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	543,364	558,891	563,471	563,430
INSURANCE				
Insurance - Fire	9,975	11,704	11,326	14,476
Insurance - Position Bond	384	470	384	442
Insurance - Data Processing	54,116	62,233	55,023	60,525
Self-Insurance Services	76,844	84,528	84,528	71,343
Insurance Consultant	3,822	4,204	4,204	3,042
Insurance - Excess Liability (Auto, General)	9,796	10,952	10,020	8,583
	<u>154,938</u>	<u>174,091</u>	<u>165,485</u>	<u>158,411</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	73,170	90,860	90,860	81,511
General Fund Services	520,482	554,293	554,293	556,137
Intra-Departmental Charges - PC & Network Support	7,956	8,411	8,523	8,753
Lakeland Electric Charges	352,771	359,039	359,039	389,250
Intra-Departmental Charges - Telephone	4,907	5,695	5,695	5,181
Intra-Departmental Charges - Training Ctr	4,057	4,057	4,056	4,107
Intra-Departmental Charges - IT Operations - Application Dev	152,332	136,922	136,922	38,194
Intra-Departmental Charges - IT Operations - Network Support	6,968	6,050	6,050	5,586
	<u>1,122,643</u>	<u>1,165,327</u>	<u>1,165,438</u>	<u>1,088,719</u>
ALL OTHER O&M				
Annual Audit	2,213	2,691	2,691	3,093
Leases	1,410	765	334	
Repair Of Equipment		4,159	4,159	4,500
Postage & Mailing	26	75	75	75
Subscription & Membership	200	200	200	200
Telephone Communications	1,714	1,704	1,704	1,704
Travel	759	1,500	1,500	1,500
Training	3,083	3,000	3,000	3,000
All Other Sundry Charges	427	500	500	500
Loss On Disposal of Fixed Assets	47,322			
Office Supplies	952	3,000	3,000	3,000
Office Supplies		1,419	2,000	
Equipment - Noncapital	119	200	200	200
All Other Materials & Supplies		3,726		
	<u>58,225</u>	<u>22,939</u>	<u>19,363</u>	<u>17,772</u>

INFORMATION TECHNOLOGY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
CAPITAL EQUIPMENT				
Equipment - Capital		19,200	19,203	
		19,200	19,203	
SUB-TOTAL	1,879,169	1,940,448	1,932,960	1,828,332
RADIO COMMUNICATIONS				
PERSONAL SERVICES	258,714	264,827	267,074	267,143
UTILITIES				
Water Service		675		
Electric Service	27,071	30,275	30,152	31,057
Wastewater Service		1,270		
	27,071	32,220	30,152	31,057
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	2,626	2,593	2,601	2,686
Intra-Departmental Charges - Telephone	6,134	7,119	7,119	7,065
Intra-Departmental Charges - Radios	1,625	1,679	1,680	1,706
Intra-Departmental Charges - Facilities	9,791	10,036	10,036	12,469
Intra-Departmental Charges - Janitorial	2,177	2,231	2,231	3,070
Intra-Departmental Charges - IT Operations - Application Dev	4,805	4,747	4,747	6,050
Intra-Departmental Charges - IT Operations - Network Support	2,192	2,017	2,017	1,862
	29,350	30,422	30,431	34,908
ALL OTHER O&M				
Contractual Services	3,099	3,000	3,000	3,000
Repair Of Equipment	454,712	480,866	480,166	492,819
Postage & Mailing		525	325	325
Subscription & Membership	85	250	250	250
Telephone Communications	1,700	1,720	1,720	1,720
Training		2,000	2,000	2,000
Office Supplies	208	350	350	350
Equipment - Noncapital		750	750	750
All Other Materials & Supplies	4,141	1,300	1,100	1,100
Uniforms	97	870	870	870
Tools & Implements	158	900	800	200
Parts For Equipment	24,593	27,000	27,500	27,500
Material		900	900	900
Recoveries-Other Funds	(2,246)			
	486,548	520,431	519,731	531,784
CAPITAL EQUIPMENT				
Equipment - Capital		3,872		
		3,872		
SUB-TOTAL	805,556	847,900	847,388	864,892

INFORMATION TECHNOLOGY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
TELECOMMUNICATIONS				
PERSONAL SERVICES	1,411,706	1,448,141	1,445,333	1,433,747
UTILITIES				
Water Service	1,302	2,255	2,534	2,648
Stormwater Service	6,051	9,348	9,348	9,815
Electric Service	10,797	15,001	15,511	15,976
Wastewater Service	2,692	4,630	5,131	5,259
Solid Waste Service	273	273	273	273
Solid Waste Service - Recycling	102	102	102	102
	<u>21,218</u>	<u>31,609</u>	<u>32,899</u>	<u>34,073</u>
INTER-CITY SERVICES				
Rental - Fleet Management	38,685	39,357	38,532	39,227
Gasoline - Fleet Management	11,189	13,691	9,717	14,371
Maintenance - Fleet Management	21,636	25,856	18,738	25,184
Intra-Departmental Charges - PC & Network Support	18,197	18,396	18,828	19,222
Intra-Departmental Charges - Telephone	9,814	10,916	10,916	10,833
Intra-Departmental Charges - Radios	5,417	5,598	5,598	5,685
Intra-Departmental Charges - Janitorial	10,736	11,004	11,004	15,140
Intra-Departmental Charges - IT Operations - GIS	23,576	26,869	26,869	28,816
Intra-Departmental Charges - IT Operations - Application Dev	59,323	56,519	56,519	63,719
Intra-Departmental Charges - IT Operations - Network Support	18,240	16,134	16,134	15,333
	<u>216,813</u>	<u>224,340</u>	<u>212,855</u>	<u>237,530</u>
ALL OTHER O&M				
Contractual Services	246,229	228,538	232,238	363,523
Repair Of Equipment	5,144	2,800	3,000	3,000
Postage & Mailing		100	100	100
Subscription & Membership	888	675	375	375
Telephone Communications	95,276	118,308	116,934	4,934
Travel	972	600		
Training	400	728	12,000	12,000
All Other Sundry Charges				250
Software License & Maintenance		10,500	10,500	
Office Supplies	1,973	3,300	3,300	3,000
Equipment - Noncapital	4,237	5,698	4,000	4,000
All Other Materials & Supplies	732	1,500	1,500	1,500
Uniforms	2,942	3,010	3,010	3,010
Tools & Implements	387	1,000	1,000	1,000
Parts For Equipment		800	800	800
Material	9,636	7,200	7,000	3,000
Use Tax Allocation	(48)			

INFORMATION TECHNOLOGY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
DATABASE ADMINISTRATION				
PERSONAL SERVICES	742,233	740,394	629,990	746,076
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	10,027	10,649	9,888	10,004
Intra-Departmental Charges - Telephone	1,636	1,898	1,898	2,355
Intra-Departmental Charges - IT Operations - Application Dev	10,412	18,111	18,111	12,336
Intra-Departmental Charges - IT Operations - Network Support	8,188	7,058	7,058	6,517
	<u>30,263</u>	<u>37,716</u>	<u>36,955</u>	<u>31,212</u>
ALL OTHER O&M				
Telephone Communications	5,011	6,240	6,240	6,240
Travel	3,651	1,000	1,000	2,000
Training	16,830	5,000	5,000	10,000
All Other Sundry Charges		300	300	300
Software License & Maintenance	412,010	490,106	490,106	306,832
Cloud Subscriptions				3,000
Office Supplies		360	360	360
	<u>437,502</u>	<u>503,006</u>	<u>503,006</u>	<u>328,732</u>
SUB-TOTAL	<u>1,209,998</u>	<u>1,281,116</u>	<u>1,169,951</u>	<u>1,106,020</u>
NETWORK ADMINISTRATION & SUPPORT				
PERSONAL SERVICES	824,966	765,335	690,179	816,573
UTILITIES				
Water Service	218	234	226	236
Electric Service	4,055	4,018	3,874	3,990
Wastewater Service	253	252	260	267
Solid Waste Service	422	412	422	422
Solid Waste Service - Recycling	39	38	39	38
	<u>4,987</u>	<u>4,954</u>	<u>4,821</u>	<u>4,953</u>
INTER-CITY SERVICES				
Rental - Fleet Management	2,634	2,713		2,713
Gasoline - Fleet Management	1,182	297	174	297
Maintenance - Fleet Management	7,540	1,596	4,149	1,582
Intra-Departmental Charges - PC & Network Support	18,550	19,125	19,224	19,560
Intra-Departmental Charges - Telephone	4,089	4,746	4,746	4,239
Intra-Departmental Charges - Facilities	17,609	18,049	18,049	22,425
Intra-Departmental Charges - Janitorial	12,017	12,317	12,317	16,945
Intra-Departmental Charges - IT Operations - Application Dev	9,625	12,722	12,722	18,938
Intra-Departmental Charges - IT Operations - Network Support	16,001	16,134	16,134	14,402
	<u>89,246</u>	<u>87,699</u>	<u>87,515</u>	<u>101,101</u>

INFORMATION TECHNOLOGY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	739,971	355,717	254,775	248,969
Contract Labor	17,480	139,320	68,920	
Leases		150		
Repair Of Equipment		1,000	1,000	1,000
Postage & Mailing		95		
Subscription & Membership		1,272		
Telephone Communications	7,117	7,348	7,348	7,348
Travel	633	406		
Training	10,823	6,594	7,000	15,000
Software License & Maintenance	59,666	123,899	125,266	120,613
Computer Software	700	150		
Cloud Subscriptions	59,623	78,000	78,000	80,340
Equipment - Noncapital	76,797	28,936	25,000	25,000
All Other Materials & Supplies		513		
Uniforms	1,592	572	500	2,450
Parts For Equipment	3,341	22,265	23,000	23,000
Materials - Default Purchasing Card	(237)			
Recoveries-Other Funds	(8,815)		(4,000)	
	<u>968,690</u>	<u>766,237</u>	<u>586,809</u>	<u>523,720</u>
CAPITAL EQUIPMENT				
Equipment - Capital	<u>1,196,794</u>	<u>53,868</u>		
	<u>1,196,794</u>	<u>53,868</u>		
SUB-TOTAL	<u>3,084,683</u>	<u>1,678,093</u>	<u>1,369,324</u>	<u>1,446,347</u>
			PC SUPPORT	
PERSONAL SERVICES	<u>766,247</u>	<u>810,195</u>	<u>823,955</u>	<u>935,680</u>
INTER-CITY SERVICES				
Rental - Fleet Management	4,838	4,873	5,163	4,873
Gasoline - Fleet Management	(103)	429	363	804
Maintenance - Fleet Management	(1,656)	3,192	945	3,164
Intra-Departmental Charges - PC & Network Support	21,061	21,193	22,014	20,242
Intra-Departmental Charges - Telephone	8,996	10,441	10,441	10,362
Intra-Departmental Charges - IT Operations - Application Dev	18,437	23,827	23,827	36,623
Intra-Departmental Charges - IT Operations - Network Support	17,593	15,125	15,125	13,965
	<u>69,166</u>	<u>79,080</u>	<u>77,878</u>	<u>90,033</u>

INFORMATION TECHNOLOGY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	8,502		8,502	
Repair Of Equipment	7,328	7,307	8,000	8,000
Subscription & Membership		238		
Telephone Communications	8,973	10,588	10,588	10,492
Travel	334			
Training	3,419	3,000	3,000	3,000
All Other Sundry Charges		100	100	100
Software License & Maintenance	3,424	21,800		
Cloud Subscriptions	506,487	579,369	602,562	613,062
Office Supplies	231	1,200	1,200	1,200
Equipment - Noncapital	361,838	5,000	5,000	5,000
All Other Materials & Supplies	1,546	2,655	1,500	1,500
Uniforms	1,252	1,500	1,000	1,600
Parts For Equipment	3,008	3,193	3,000	3,000
Recoveries-Other Funds	(168,883)		(78,920)	
	<u>737,459</u>	<u>635,950</u>	<u>565,532</u>	<u>646,954</u>
CAPITAL EQUIPMENT				
Equipment - Capital	<u>936,215</u>			
	<u>936,215</u>			
SUB-TOTAL	<u>2,509,087</u>	<u>1,525,225</u>	<u>1,467,365</u>	<u>1,672,667</u>
GIS				
PERSONAL SERVICES	<u>601,619</u>	<u>646,464</u>	<u>646,371</u>	<u>634,257</u>
INTER-CITY SERVICES				
Rental - Fleet Management	2,529	2,605		2,605
Gasoline - Fleet Management	191	182	75	445
Maintenance - Fleet Management	3,005	1,596	2,994	1,582
Intra-Departmental Charges - PC & Network Support	13,007	13,085	14,988	13,418
Intra-Departmental Charges - Telephone	2,045	2,373	2,373	2,355
Intra-Departmental Charges - IT Operations - Application Dev	10,414	14,996	14,996	31,705
Intra-Departmental Charges - IT Operations - Network Support	9,139	8,067	8,067	7,448
	<u>40,329</u>	<u>42,904</u>	<u>43,493</u>	<u>59,558</u>
ALL OTHER O&M				
Contractual Services	48	41,150	42,312	5,000
Repair Of Equipment	3,082	750	750	1,500
Telephone Communications	2,220	3,080	3,080	2,815
Travel	8,004	8,225	2,000	7,000
Training	2,128	937	6,000	2,000
Software License & Maintenance	323,166	378,413	378,413	381,870
Computer Software	901	700	700	1,000

INFORMATION TECHNOLOGY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Cloud Subscriptions		2,950	2,950	
Equipment - Noncapital	646	1,000	1,000	1,000
All Other Materials & Supplies	2,731	3,100	3,100	3,500
Uniforms	1,155	850	850	1,000
Parts For Equipment	240	750	750	1,000
	<u>344,323</u>	<u>441,905</u>	<u>441,905</u>	<u>407,685</u>
SUB-TOTAL	<u>986,271</u>	<u>1,131,273</u>	<u>1,131,769</u>	<u>1,101,500</u>

PUBLIC SAFETY

PERSONAL SERVICES	<u>301,960</u>	<u>420,404</u>	<u>435,094</u>	<u>436,895</u>
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INTER-CITY SERVICES

Intra-Departmental Charges - PC & Network Support	8,738	8,799	8,913	8,933
Intra-Departmental Charges - Telephone	1,227	1,424	1,424	1,884
Intra-Departmental Charges - IT Operations - Application Dev	6,412	5,500	5,500	13,034
Intra-Departmental Charges - IT Operations - Network Support	7,375	6,050	6,050	5,586
	<u>23,751</u>	<u>21,773</u>	<u>21,887</u>	<u>29,437</u>

ALL OTHER O&M

Contractual Services		307	307	
Subscription & Membership		525	525	525
Telephone Communications	146,456	152,468	152,468	152,468
Travel	1,113	1,927	1,927	1,950
Training	4,154	4,000	4,000	4,000
All Other Sundry Charges		40	40	40
Software License & Maintenance	315,903	301,244	301,244	357,152
Cloud Subscriptions	14,367	81,825	81,825	84,493
Office Supplies	225	350	350	350
Equipment - Noncapital	4,895	8,000	8,000	8,000
Uniforms		300	300	300
Parts For Equipment		3,000	3,000	3,000
	<u>487,114</u>	<u>553,986</u>	<u>553,986</u>	<u>612,278</u>
SUB-TOTAL	<u>812,825</u>	<u>996,163</u>	<u>1,010,967</u>	<u>1,078,610</u>

FIBER

INTER-CITY SERVICES

Intra-Departmental Charges - Janitorial				<u>1,534</u>
				<u>1,534</u>
SUB-TOTAL				<u>1,534</u>

INFORMATION TECHNOLOGY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
DEBT SERVICE				
Parker Street Complex Renovation		30,458	7,616	30,456
Radio Replacement 2011	1,057,815	1,057,815	1,057,815	1,057,815
DOIT Switch Replacement	220,025	220,025	220,025	219,917
Network Data Storage	12,746			
Virtual Server Platform Replacement	77,615	77,615	77,615	17,934
	<u>1,368,201</u>	<u>1,385,913</u>	<u>1,363,071</u>	<u>1,326,122</u>
SPECIAL PROJECTS				
Emergency Manager				6,816
Oracle Upgrade				500,000
Citywide Phone & Pager Charges	(1)			
ProjectDOX Software Upgrade		20,000	20,000	
Interactive Shared Account Mgmt -Password Vault		90,000	90,000	
OnBase Software Upgrade	2,667	2,333	2,333	
GIS Upgrade	24,358	123,833	123,833	
PC Replacements	1,543	1,893,595	578,920	347,100
Lease - Telecom/Code Enforcement	52,800	58,800	58,800	60,000
Fiber Network Revenues	8,910	30,990		
LPD - CAD Reporting System		69,911	69,911	69,911
Minor GIS Upgrade		52,000	52,000	52,000
Public Records Requests Management		20,341	20,341	
Maximo V7 Upgrade with Cloud Hosting	34,661			
Oracle EBS iSupplier & Sourcing	4,640			
FL Polytechnic Licensing	(10,672)			
Oracle Application Testing Suite (OATS) Implementation		55,000	55,000	
Broadband Business Plan		200,000	200,000	
Network Core Switch Move		250,000	250,000	
Reinstate Enterprise Licensing for Microsoft Windows				117,684
Oracle Software Compliance				298,689
Implement FastPath Assure GRC Tool				35,000
GIS Equipment Upgrade				60,000
CS1000e PBX Replacement		1,300,000	1,300,000	200,000
GIS Upgrade		80,000	80,000	140,000
PC Replacements		29,751	600,000	875,200
Networks Replacements		1,416,621	1,416,621	453,180
	<u>118,907</u>	<u>5,693,175</u>	<u>4,917,759</u>	<u>3,215,580</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	23,813			8,261
Transfer to Water Renewal and Replacement		250,000	250,000	
Transfer To IT Equip Replacement Fund	6,398	6,398	6,398	1,472
	<u>30,211</u>	<u>256,398</u>	<u>256,398</u>	<u>9,733</u>
GRAND TOTAL	<u>21,204,426</u>	<u>25,760,632</u>	<u>24,100,023</u>	<u>22,759,039</u>

**REVENUE AND EXPENDITURE SUMMARY
WASTEWATER UTILITY OPERATING FUND**

	FY 18	FY 19	FY 19	FY20
	Actual	Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	3,979,771	4,827,306	4,069,982	4,778,670
Fringe Benefits	1,865,797	2,101,571	1,736,883	2,027,573
Total Personnel	5,845,568	6,928,877	5,806,865	6,806,243
Non-Personnel				
Utilities	1,955,492	1,933,999	1,936,050	1,994,284
Professional and Contractual	872,426	674,088	656,962	662,308
Insurance and Fixed Charges	468,490	503,178	502,464	570,030
Internal Service Charges	4,244,931	4,766,489	4,486,096	4,796,175
All Other Operations & Maintenance	1,527,906	1,996,437	1,591,852	1,983,884
Debt Service	2,971,267	3,423,183	3,184,788	3,826,514
Capital Outlay		50,000	100,000	100,000
Maintenance Projects	3,197,524	3,779,392	2,336,150	3,483,807
Total Non-Personnel	15,238,037	17,126,766	14,794,362	17,417,002
Total Expenditures	21,083,604	24,055,643	20,601,227	24,223,245
Transfers				
Cost Allocations and Recoveries	(1,244)			
Transfers Out	9,365,219	9,635,424	9,635,424	14,587,056
Net Transfers	(9,363,975)	(9,635,424)	(9,635,424)	(14,587,056)
Revenue Sources				
Charges for Services	32,702,314	30,104,005	33,576,237	30,874,425
Interest Income	167,191	225,000	250,554	260,000
All Other Revenue	1,394,579	70,071	5,328	4,000
Total Revenue	34,264,085	30,399,076	33,832,119	31,138,425
Funding to be Provided	(3,816,505)	3,291,991	(3,595,468)	7,671,876

**WASTEWATER UTILITY
OPERATING FUND**

	FY 16	FY 17	FY 17	FY20
	Actual	Budget	Forecast	Proposed Budget
REVENUES				
	CHARGES FOR SERVICES			
OTHER CHARGES FOR SERVICES				
Wastewater Service Charges	28,033,765	26,369,730	28,812,896	26,897,125
Pretreatment Surcharge	3,703,204	3,000,000	3,881,721	3,250,000
CDBG Fund - WW Service	79	100	75	100
HOME Fund - WW Service	51		75	
SHIP Fund - WW Service	79		75	
NSP Part 1 Fund - WW Service	79		75	
Wastewater Re-use water charges	514,229	300,000	493,167	350,000
General Fund -WW Service	183,023	200,000	163,161	175,000
Fleet Mgmt-WW Service	2,820	3,000	2,800	3,000
Purchasing-WW Service	1,195	1,000	1,086	1,000
RP Funding Center-WW Service	23,668	20,000	22,914	20,000
Airport-WW Service	45,491	40,000	46,827	45,000
Parking System-WW Service	6,475	6,200	6,483	6,200
Electric Utilities-WW Service	77,223	90,000	62,934	70,000
Solid Waste - WW Service	11,857	10,000	11,025	11,000
Cleveland Heights Golf Course - WW Service	8,067	7,500	10,290	8,000
Water Utilities - WW Service	1,877	1,500	13,809	5,000
Facilities & Construction Management - WW Service	1,002	800	1,068	900
Information Technology - WW Service	3,206	1,500	4,659	2,000
Stormwater Utility - WW Service	30	25	31	30
Self Insurance Fund - WW Service	87	100	67	70
Downtown CRA - WW Service	19		18	
Connection Fees	78,326	50,000	32,598	30,000
WW Service - Dixieland CRA	2	50	3	
WW Service Mid-Town CRA	6,460	2,500	8,380	
	<u>32,702,314</u>	<u>30,104,005</u>	<u>33,576,237</u>	<u>30,874,425</u>
TOTAL CHARGES FOR SERVICES	<u>32,702,314</u>	<u>30,104,005</u>	<u>33,576,237</u>	<u>30,874,425</u>
	FINES AND FORFEITS			
Bad Check Charges	4,330	3,500	5,328	4,000
Penalties on Assessments	3,850			
TOTAL FINES AND FORFEITS	<u>8,180</u>	<u>3,500</u>	<u>5,328</u>	<u>4,000</u>

**WASTEWATER UTILITY
OPERATING FUND**

	FY 16	FY 17	FY 17	FY20
	Actual	Budget	Forecast	Proposed Budget
MISCELLANEOUS REVENUES				
OTHER				
Refund of Prior Year Expenses	204			
MSBU Assessment - Skyview SRL Debt Service	138,953	66,571		
	<u>139,157</u>	<u>66,571</u>		
CONTRIBUTIONS & DONATIONS				
Contribution from Developers - Pump Stations	382,016			
Contribution from Developers - Sewer Lines	865,206			
	<u>1,247,222</u>			
REIMBURSEMENTS				
Reimbursements / Loss Recovery	20			
	<u>20</u>			
INVESTMENT INCOME				
Interest on Pooled Investments	653,322	225,000	250,554	260,000
Interest on Deposits	(27,765)			
Market Value Restatement	(458,366)			
	<u>167,191</u>	<u>225,000</u>	<u>250,554</u>	<u>260,000</u>
TOTAL MISCELLANEOUS REVENUE	<u>1,553,590</u>	<u>291,571</u>	<u>250,554</u>	<u>260,000</u>
SUB-TOTAL	34,264,085	30,399,076	33,832,119	31,138,425
PRIOR YEAR SURPLUS	(3,816,505)	3,291,991	(3,595,468)	7,671,876
TOTAL REVENUES	<u><u>30,447,579</u></u>	<u><u>33,691,067</u></u>	<u><u>30,236,651</u></u>	<u><u>38,810,301</u></u>

WASTEWATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	86,495	46,719	44,657	60,231
INSURANCE				
Insurance - Position Bond	472	531	531	606
Self-Insurance Services	266,868	270,810	270,810	316,773
Insurance - Excess Liability (Auto, General)	26,259	27,572	26,858	28,512
	293,599	298,913	298,199	345,891
INTER-CITY SERVICES				
Purchasing & Stores Service	107,291	110,954	110,954	109,664
General Fund Services	887,612	922,532	922,532	932,968
Utility Billing Service	433,330	445,818	445,818	462,758
Intra-Departmental Charges - Telephone	3,680	4,271	4,271	4,239
Intra-Departmental Charges - Radios		1,120	1,120	1,137
Allocation Shared Cost - Water Utilities	499,528	585,402	482,643	594,183
Intra-Departmental Charges - Training Ctr	4,403	4,403	4,403	4,403
Intra-Departmental Charges - IT Operations - GIS	126,067	142,926	142,926	154,034
Intra-Departmental Charges - IT Operations - Application Dev	503,900	481,870	481,870	489,312
Intra-Departmental Charges - IT Operations - Network Support		1,008	1,008	684
	2,565,811	2,700,304	2,597,545	2,753,382
ALL OTHER O&M				
Contractual Services		5,000	8,000	10,000
Legal Fees		10,000	10,000	10,000
Banking Service	3,078	3,877	2,994	3,266
Annual Audit	11,510	17,565	13,065	16,082
Telephone Communications	456	500	498	500
Ad Valorem Taxes	55	60	56	60
Licenses & Permits	500	1,000	1,000	1,000
Fines & Penalties		500		
Bad Debt Expense	46,812	80,000	65,945	77,800
Office Supplies	51			
All Other Materials & Supplies	(48,208)			
	14,254	118,502	101,558	118,708

WASTEWATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Emergency Manager				7,994
LAL Today		2,400	2,400	2,400
Safety Incentive Prgm	7,660	7,500	4,500	3,750
Nitrogen Credits towards TMDL/BMAP		302,000		75,000
Southwest Lakeland Capacity Study		142,071	75,000	75,000
Rates & Fees Study	13,322	18,000	13,500	25,200
Annual Bond Holders Report	18,250	20,000	10,000	20,000
	<u>39,232</u>	<u>491,971</u>	<u>105,400</u>	<u>209,344</u>
SUB-TOTAL	<u>2,999,392</u>	<u>3,656,409</u>	<u>3,147,359</u>	<u>3,487,556</u>
ENGINEERING				
ALLOCATIONS				
Allocation Shared Cost - Water Utilities	495,709	651,589	623,352	652,241
Intra-Departmental Charges - Radios		2,799	2,799	2,843
	<u>495,709</u>	<u>654,388</u>	<u>626,151</u>	<u>655,084</u>
SUB-TOTAL	<u>495,709</u>	<u>654,388</u>	<u>626,151</u>	<u>655,084</u>
GLENDALE TREATMENT PLANT				
PERSONAL SERVICES	<u>1,340,933</u>	<u>1,475,172</u>	<u>1,294,092</u>	<u>1,390,909</u>
INSURANCE				
Insurance - Fire	169,587	198,961	198,961	219,069
Insurance Consultant	5,304	5,304	5,304	5,070
	<u>174,891</u>	<u>204,265</u>	<u>204,265</u>	<u>224,139</u>
UTILITIES				
Water Service	30,197	37,018	19,073	19,931
Stormwater Service	5,396	5,666	5,666	5,949
Electric Service	789,772	779,086	757,312	780,031
Solid Waste Service	18,971	18,943	22,956	22,956
Solid Waste Service - Recycling	510	510	510	510
	<u>844,846</u>	<u>841,223</u>	<u>805,517</u>	<u>829,377</u>
INTER-CITY SERVICES				
Rental - Fleet Management	11,629	27,526	27,526	12,161
Gasoline - Fleet Management	2,187	35,320	1,914	48,737
Maintenance - Fleet Management	7,232	27,202	27,202	7,320
Intra-Departmental Charges - PC & Network Support	24,997	25,443	25,443	27,760
Intra-Departmental Charges - Telephone	5,725	6,644	6,644	6,594
Intra-Departmental Charges - Radios	8,125	8,397	8,397	8,528
Intra-Departmental Charges - Facilities	43,460	44,547	44,547	55,347
Intra-Departmental Charges - Janitorial	38,271	39,228	39,228	53,967

WASTEWATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Intra-Departmental Charges - IT Operations - Network Support	20,770	19,159	19,159	18,620
	<u>162,395</u>	<u>233,466</u>	<u>200,060</u>	<u>239,034</u>
ALL OTHER O&M				
Contractual Services	314,373	99,500	90,833	143,000
Sludge Disposal	25,425	1,686	25,000	40,000
Contract Labor	3,607		5,000	2,000
Rentals	10,450	11,400	11,400	5,000
Maintenance Of Facilities	8,188	9,500	2,223	10,000
Repair Of Equipment	83,785	78,317	66,346	130,000
Subscription & Membership	208	800	203	800
Telephone Communications	2,591	3,000	2,630	3,500
Travel	3			2,100
Training	3,245	10,000	8,748	22,000
Licenses & Permits	8,825	9,200	7,507	8,000
Solid Waste Disposal Charges		4,800		
Auto/Heavy Equipment Fuel	34,706	33,417	25,365	35,000
Office Supplies	6,204	9,000	9,000	7,500
Equipment - Noncapital	1,142	3,000	1,500	10,000
All Other Materials & Supplies	9,077	8,000	7,200	1,000
Uniforms	6,137	7,000	4,890	14,000
Construction Material	1,762			
Chemicals		5,970		10,470
Tools & Implements	5,034	4,500	4,000	2,000
Laboratory Supplies	34,306	37,700	33,872	37,000
Material	14,646	26,100	8,974	20,000
Chemicals - Effluent Disinfection	125,702	162,974	162,973	170,000
Chemicals - Odor - Corrosion Control	26,496	70,000	49,353	76,000
Chemicals - Sludge Thickening	24,420	49,125	49,125	49,125
Chemicals - Sludge Bacterial Control	25,521	25,000	21,239	25,000
Chemicals - Methane Treatment		10,080		3,500
Chemicals - Upset Stabilization		12,000		12,000
	<u>775,853</u>	<u>692,069</u>	<u>597,381</u>	<u>838,995</u>

WASTEWATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Repair of Glendale Hot Water Boiler System	50,450			
Maintenance General Support	662,905	530,500	509,354	542,450
Operators Training Program		7,500		7,500
Glendale Sludge Dewatering	801,283	997,503	819,801	997,503
Emergency Repair of Primary # 3	410,545			
Warranty for Glendale Blower System	35,024			
ARC Flash Study		112,698	54,900	112,698
Repair of Wetlands Motor #2	8,768			
Glendale WRF Effluent Pump Study	15,160	7,931	7,930	
Wetlands Pump Station Liner Repairs	4,500	2,500	2,500	
Glendale WRF Wetlands Pump Replacement		114,827	114,827	
Glendale Lab Building Addition	14,800	50,089	195	25,245
Glendale Digester #1 Cleaning		32,000		
	<u>2,003,436</u>	<u>1,855,548</u>	<u>1,509,507</u>	<u>1,685,396</u>
SUB-TOTAL	<u>5,302,354</u>	<u>5,301,743</u>	<u>4,610,822</u>	<u>5,207,850</u>
NORTHSIDE TREATMENT PLANT				
PERSONAL SERVICES	<u>807,287</u>	<u>872,946</u>	<u>772,682</u>	<u>827,537</u>
UTILITIES				
Water Service	14,901	13,395	13,520	14,128
Stormwater Service	1,644	1,726	1,726	1,812
Electric Service	454,323	480,834	444,647	457,986
Solid Waste Service	2,130	1,637	1,637	1,637
	<u>472,997</u>	<u>497,592</u>	<u>461,530</u>	<u>475,563</u>
INTER-CITY SERVICES				
Rental - Fleet Management	9,079	9,624	9,624	9,684
Gasoline - Fleet Management	11,919	2,780	2,899	5,356
Maintenance - Fleet Management	5,338	17,090	17,090	12,290
Intra-Departmental Charges - PC & Network Support	8,406	8,452	8,452	6,944
Intra-Departmental Charges - Telephone	3,271	3,322	3,322	3,297
Intra-Departmental Charges - Radios	1,625	1,679	1,679	1,706
Intra-Departmental Charges - Facilities	7,417	7,602	7,602	9,446
Intra-Departmental Charges - Janitorial	5,709	5,852	5,852	8,050
Intra-Departmental Charges - IT Operations - Network Support	7,541	8,067	8,067	6,270
	<u>60,304</u>	<u>64,468</u>	<u>64,587</u>	<u>63,043</u>

WASTEWATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	29,127	32,976	30,000	30,000
Sludge Disposal	96,127	141,000	129,675	40,000
Contract Labor	15			
Rentals	12,743	6,000	14,400	5,000
Maintenance Of Facilities				5,000
Repair Of Equipment	14,988	55,000	25,000	70,000
Subscription & Membership		500		500
Telephone Communications	1,598	2,500	1,500	2,000
Travel				1,400
Training	1,271	7,000	3,000	14,000
Licenses & Permits	25,122	18,978	18,978	8,000
Solid Waste Disposal Charges		27		
Auto/Heavy Equipment Fuel		6,000	1,000	
Office Supplies	1,715	3,200	2,244	1,500
Equipment - Noncapital	1,877	500		10,000
All Other Materials & Supplies	8,219	9,000	7,802	1,000
Uniforms	2,109	7,000	6,378	7,000
Cleaning & Janitor Supply	915	500	300	500
Tools & Implements	1,540	2,000	1,850	2,000
Laboratory Supplies	17,131	21,500	9,540	21,500
Material	1,220	6,200	1,580	6,500
Chemicals - Effluent Disinfection	32,956	48,912	37,362	54,000
Chemicals - Odor - Corrosion Control	3,344	20,000	7,000	23,000
Chemicals - Sludge Thickening	30,912	35,000	32,614	35,000
	<u>282,928</u>	<u>423,793</u>	<u>330,223</u>	<u>337,900</u>
SPECIAL PROJECTS				
Maintenance General Support	182,561	202,600	202,397	198,850
Repair Northside Effluent Pumps	91,972	95,234		
ARC Flash Study		142,000	95,200	142,000
	<u>274,533</u>	<u>439,834</u>	<u>297,597</u>	<u>340,850</u>
SUB-TOTAL	<u>1,898,049</u>	<u>2,298,633</u>	<u>1,926,619</u>	<u>2,044,893</u>

WASTEWATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
WESTSIDE TREATMENT PLANT				
PERSONAL SERVICES	115,929	127,675	146,133	
UTILITIES				
Water Service	19,000	20,258	20,008	20,908
Electric Service	322,933	286,058	351,113	361,646
Solid Waste Service	1,637	1,637	1,637	1,637
	<u>343,570</u>	<u>307,953</u>	<u>372,758</u>	<u>384,191</u>
INTER-CITY SERVICES				
Rental - Fleet Management	6,277	6,302	6,302	6,519
Gasoline - Fleet Management	12,985	18,970	1,287	7,767
Maintenance - Fleet Management	6,147	7,568	4,820	3,680
Intra-Departmental Charges - PC & Network Support	4,273	4,239	4,239	4,354
Intra-Departmental Charges - Telephone	1,227	1,424	1,424	1,413
Intra-Departmental Charges - Radios	1,083	1,120	1,120	1,137
Intra-Departmental Charges - IT Operations - Network Support	3,209	3,025	3,025	2,793
	<u>35,201</u>	<u>42,648</u>	<u>22,217</u>	<u>27,663</u>
ALL OTHER O&M				
Contractual Services	7,177	6,913	3,070	7,500
Maintenance Of Facilities		400		4,000
Repair Of Equipment	1,359	7,087	1,500	38,000
Subscription & Membership	100			
Telephone Communications	513	1,000	500	300
Travel				500
Training	816	1,500	500	1,000
Auto/Heavy Equipment Fuel		10,000	5,000	
Office Supplies	1	200	50	
Equipment - Noncapital		12,159	2,500	10,000
All Other Materials & Supplies	658	1,000	500	1,000
Uniforms		1,500	250	750
Chemicals	800	662		
Tools & Implements	108	1,000		1,000
Laboratory Supplies	4,040	1,600		500
Material	46	800		2,000
Chemicals - Odor - Corrosion Control	7,123	17,238	8,700	18,000
	<u>22,741</u>	<u>63,059</u>	<u>22,570</u>	<u>84,550</u>
SPECIAL PROJECTS				
Maintenance General Support	132,098	157,930	62,071	161,967
ARC Flash Study		100,000	9,600	100,000
	<u>132,098</u>	<u>257,930</u>	<u>71,671</u>	<u>261,967</u>
SUB-TOTAL	<u>649,539</u>	<u>799,265</u>	<u>635,349</u>	<u>758,371</u>

WASTEWATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
PRETREATMENT PROGRAM				
PERSONAL SERVICES	94,679	205,161	147,771	185,464
INTER-CITY SERVICES				
Rental - Fleet Management	4,094	8,613	8,613	8,640
Gasoline - Fleet Management	2,849	4,514	2,463	3,478
Maintenance - Fleet Management	19,052	4,498	3,763	3,765
Fleet Mgmt Charges Recoveries				(10,000)
Intra-Departmental Charges - PC & Network Support	5,401	4,794	4,794	6,484
Intra-Departmental Charges - Telephone	818	949	949	1,413
Intra-Departmental Charges - Radios	2,166	2,799	2,799	2,843
Intra-Departmental Charges - IT Operations - Network Support	3,744	3,025	3,025	3,724
	38,123	29,192	26,406	20,347
ALL OTHER O&M				
Contractual Services	16,926	14,520	21,154	15,000
Advertising	393	200		200
Repair Of Equipment		1,000		1,000
Postage & Mailing	85	200	210	200
Subscription & Membership		150		150
Telephone Communications	1,864	1,500	1,500	1,500
Travel		300		300
Training	3,409	2,500	2,500	2,000
All Other Sundry Charges	175			
Office Supplies	232	300	500	300
Equipment - Noncapital	8,450	4,000		3,000
All Other Materials & Supplies		200		200
Uniforms	1,416	1,800	1,300	1,800
Tools & Implements	1,107	1,000	1,300	1,000
Laboratory Supplies	232	500	50	500
Material	686	1,900	2,700	1,400
	34,975	30,070	31,214	28,550
SPECIAL PROJECTS				
Reimbursable Sampling Analysis	13,827	23,000	(85,000)	9,500
Maintenance General Support	12,250	6,450	3,700	7,750
	26,077	29,450	(81,300)	17,250
SUB-TOTAL	193,853	293,873	124,091	251,611

WASTEWATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
WETLANDS MANAGEMENT				
PERSONAL SERVICES	387,379	442,043	407,706	541,319
UTILITIES				
Electric Service - TECO	7,435	10,000	10,000	10,000
	7,435	10,000	10,000	10,000
INTER-CITY SERVICES				
Rental - Fleet Management	56,722	59,817	59,817	69,091
Gasoline - Fleet Management	5,743	13,340	3,366	20,085
Maintenance - Fleet Management	43,920	54,328	32,500	24,995
Intra-Departmental Charges - PC & Network Support	4,301	8,063	4,663	9,466
Intra-Departmental Charges - Telephone	818	949	949	2,826
Intra-Departmental Charges - Radios	2,708	2,799	2,799	2,843
Intra-Departmental Charges - IT Operations - Network Support	3,922	4,033	4,033	6,517
	118,134	143,329	108,127	135,823
ALL OTHER O&M				
Contractual Services	38,464	37,100	40,500	40,500
Contract Labor	3,520			
Rentals	142	413	1,013	1,000
Maintenance Of Facilities	3,129	3,863	5,063	5,100
Repair Of Equipment	5,269	10,125	10,125	10,200
Subscription & Membership	80	600	400	400
Telephone Communications	1,224	1,288	588	600
Travel	321	1,513	1,113	500
Training	860	1,524	1,924	2,600
All Other Sundry Charges	86	600	100	100
Auto/Heavy Equipment Fuel	3,861	4,731	5,000	3,070
Office Supplies	461	400	400	700
Equipment - Noncapital	5,157	2,531	2,531	3,600
All Other Materials & Supplies	1,891	6,245	4,245	5,000
Uniforms	1,252	1,600	1,600	2,150
Construction Material		50	50	
Chemicals	1,654	4,050	4,050	4,120
Tools & Implements	583	1,519	1,519	1,540
Laboratory Supplies	3,361	5,000	5,000	5,000
Material	1,776	6,806	2,606	2,900
	73,091	89,958	87,827	89,080

WASTEWATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Wetlands Environmental Outreach Program	2,546	3,000	3,000	3,500
Summer College Intern	734	5,300	5,300	5,300
Wetlands Algae Solids		6,000	12,000	30,000
Mowing Services - Reimbursable	(24,954)	(11,250)	3,750	3,750
Maintenance General Support	20,849	17,375	17,375	22,100
	(826)	20,425	41,425	64,650
SUB-TOTAL	585,213	705,755	655,085	840,872
LABORATORY ANALYSIS				
PERSONAL SERVICES	348,113	442,937	307,582	386,993
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	4,084	4,864	4,864	6,302
Intra-Departmental Charges - Telephone	1,636	1,898	1,898	1,884
Intra-Departmental Charges - IT Operations - Network Support	4,279	4,033	4,033	5,586
	9,999	10,795	10,795	13,772
ALL OTHER O&M				
Contractual Services	6,553	6,421	7,306	10,000
Leases	254	1,000	750	
Rentals	775	1,320	950	1,750
Repair Of Equipment	10,847	13,714	15,800	10,000
Subscription & Membership	1,788	2,837	1,500	2,000
Telephone Communications		51		
Training		1,000	700	1,000
Office Supplies	767	711	175	250
Equipment - Noncapital		1,213	1,213	500
All Other Materials & Supplies		701	250	500
Uniforms		711	480	500
Laboratory Supplies	54,125	49,735	58,210	60,000
Material	1,702	6,015	6,046	2,500
	76,813	85,429	93,380	89,000
SPECIAL PROJECTS				
WW Laboratory Renovation				75,000
SUB-TOTAL	434,925	539,161	411,757	564,765

WASTEWATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
MAINTENANCE SUPPORT				
PERSONAL SERVICES	227,357	316,598	266,547	324,099
INTER-CITY SERVICES				
Rental - Fleet Management	7,318	19,377	37,377	63,494
Gasoline - Fleet Management	8,611	12,221	12,027	16,498
Maintenance - Fleet Management	55,615	15,415	16,977	26,503
Fleet Mgmt Charges Recoveries				(41,800)
Intra-Departmental Charges - PC & Network Support	14,427	15,878	15,878	14,886
Intra-Departmental Charges - Telephone	818	949	949	942
Intra-Departmental Charges - Radios	4,999	5,598	5,598	5,685
Intra-Departmental Charges - IT Operations - Network Support	10,340	10,084	10,084	9,310
	102,129	79,522	98,890	95,518
ALL OTHER O&M				
Contractual Services	13,918	14,320	2,000	12,000
Contract Labor	1,778	3,000	4,700	2,500
Rentals	1,527	2,500	3,000	2,500
Repair Of Equipment	1,013	2,100	700	2,000
Subscription & Membership	95	385	600	385
Telephone Communications	5,082	3,800	4,100	4,000
Training	31	4,500	1,000	5,000
All Other Sundry Charges	200	250		250
Auto/Heavy Equipment Fuel	94	500		500
Office Supplies	549	800	500	500
Equipment - Noncapital	8,943	9,500		9,000
All Other Materials & Supplies		200	320	200
Uniforms	2,009	11,120	7,000	11,120
Tools & Implements	6,721	8,000	6,100	8,000
Material	15,275	10,000	9,000	9,000
Meal Allowance	14			
	57,249	70,975	39,020	66,955
SUB-TOTAL	386,735	467,095	404,457	486,572

WASTEWATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
WASTEWATER COLLECTION ADMINISTRATION				
PERSONAL SERVICES	743,946	773,282	697,894	767,946
INTER-CITY SERVICES				
Rental - Fleet Management	10,833	10,889	10,539	13,119
Gasoline - Fleet Management	1,207	1,029	1,095	1,834
Maintenance - Fleet Management	4,679	5,585	5,353	6,290
Intra-Departmental Charges - PC & Network Support	19,509	22,475	22,475	19,630
Intra-Departmental Charges - Telephone	3,271	4,271	4,271	3,768
Intra-Departmental Charges - Radios	4,332	2,239	2,239	2,274
Intra-Departmental Charges - IT Operations - Network Support	16,004	18,150	18,150	15,333
	<u>59,837</u>	<u>64,638</u>	<u>64,122</u>	<u>62,248</u>
ALL OTHER O&M				
Contractual Services	16,110	40,260	39,058	40,260
Advertising		500		
Repair Of Equipment	948	2,100	1,200	2,100
Postage & Mailing	1,259	1,750	1,000	2,250
Subscription & Membership	219	475	550	325
Telephone Communications	2,898	3,600	2,500	3,600
Travel	459	800		300
Training	1,251	2,500	2,200	3,000
All Other Sundry Charges	225	450	500	300
Auto/Heavy Equipment Fuel	57	1,000	100	1,000
Office Supplies	5,717	5,700	4,400	4,000
Equipment - Noncapital	2,638	400	400	400
Uniforms	1,249	1,200	1,542	1,200
Material	3,350	3,000	2,100	3,000
Meal Allowance		60	60	60
	<u>36,382</u>	<u>63,795</u>	<u>55,610</u>	<u>61,795</u>
SPECIAL PROJECTS				
Hepatitis Vaccination Program	7,151	3,850		
Maintenance General Support	9,360	9,200	4,050	8,300
	<u>16,510</u>	<u>13,050</u>	<u>4,050</u>	<u>8,300</u>
SUB-TOTAL	<u>856,674</u>	<u>914,765</u>	<u>821,676</u>	<u>900,289</u>

WASTEWATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SEWAGE PUMPING STATIONS				
PERSONAL SERVICES	488,758	535,366	463,832	566,669
UTILITIES				
Water Service	20,487	20,447	21,326	22,286
Electric Service	266,157	256,784	264,919	272,867
	286,644	277,231	286,245	295,153
INTER-CITY SERVICES				
Rental - Fleet Management	42,791	58,496	58,496	55,385
Gasoline - Fleet Management	20,947	47,210	20,622	38,335
Maintenance - Fleet Management	34,332	36,320	34,567	43,905
Fleet Mgmt Charges Recoveries				(3,500)
Intra-Departmental Charges - PC & Network Support	6,581	6,358	6,358	6,485
Intra-Departmental Charges - Radios	4,332	4,478	4,478	4,548
Intra-Departmental Charges - IT Operations - Network Support	4,368	4,033	4,033	3,724
	113,350	156,895	128,554	148,882
ALL OTHER O&M				
Contractual Services	23,447	36,000	44,000	37,000
Contract Labor	56,811	45,000	7,500	30,000
Rentals	244	500	480	500
Maintenance Of Facilities		1,500	100	1,500
Repair Of Equipment	109,026	211,325	172,882	90,000
Subscription & Membership	81	150		150
Telephone Communications	2,372	2,000	20,000	2,000
Travel		200		200
Training	620	2,000		2,000
All Other Sundry Charges	75	200	300	200
Auto/Heavy Equipment Fuel	9,212	14,000	100	14,000
Office Supplies	168	500	150	400
Equipment - Noncapital	15	1,000	700	1,000
All Other Materials & Supplies	2,337	500	400	500
Uniforms	975	7,000	3,000	7,000
Cleaning & Janitor Supply		100		100
Construction Material	18	1,000		1,000
Chemicals	354,000	382,000	354,000	382,000
Tools & Implements	867	1,500	600	1,500
Material	61,763	50,000	25,000	50,000
Meal Allowance	729	500		500
Recoveries-From Outside City	(1,244)			
	621,517	756,975	629,212	621,550

WASTEWATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Master Pump Station Rebuilds		30,000	49,900	90,000
Maintenance General Support	410,194	279,700	117,350	406,700
Lift Station Generator Maintenance	132,657	167,983	78,500	158,000
Pump Station Grinder Repairs	27,006	17,290		
L4430 Woodbrook Lift Station Rebuild	13,522	3,698		
L3440 County Line Rd Pump No 2	27,270			
Woodbrook I Piping Rehab	12,087			
L2670 Well Level Re-Route		1,577		
L3790 Yates Rd Station Well Level Re-Route		5,017		
	622,735	505,265	245,750	654,700
SUB-TOTAL	2,133,005	2,231,732	1,753,593	2,286,954
SEWER LINE MAINTENANCE				
PERSONAL SERVICES	985,310	1,161,057	891,954	1,184,433
INTER-CITY SERVICES				
Rental - Fleet Management	175,402	221,007	221,007	228,995
Gasoline - Fleet Management	44,298	62,065	42,597	59,262
Maintenance - Fleet Management	120,097	111,379	132,738	136,115
Fleet Mgmt Charges Recoveries				(8,200)
Intra-Departmental Charges - PC & Network Support	14,595	15,102	15,102	15,123
Intra-Departmental Charges - Telephone	409	475	475	471
Intra-Departmental Charges - Radios	9,206	10,077	10,077	10,233
Intra-Departmental Charges - IT Operations - Network Support	9,627	9,075	9,075	8,379
	373,635	429,180	431,071	450,378
ALL OTHER O&M				
Contractual Services	16,915	28,000	36,690	28,000
Contract Labor	80,054	50,000	78,720	57,000
Rentals	1,177	5,000	3,500	5,000
Repair Of Equipment	2,465	5,500	2,100	5,500
Subscription & Membership	378	300		300
Telephone Communications	4,957	5,000	4,000	5,000
Travel		300		300
Training	1,621	5,000		3,000
All Other Sundry Charges	207	300	400	300
Auto/Heavy Equipment Fuel	1,558	6,000	4,400	6,000
Office Supplies	484	500	250	500
Equipment - Noncapital	2,586	1,000	60	1,000
All Other Materials & Supplies	32	200		200
Uniforms	5,571	6,900	7,240	6,900
Construction Material	2,793	7,000	5,100	6,000

WASTEWATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Chemicals	5	4,000		3,000
Tools & Implements	4,493	5,000	7,470	5,000
Material	43,928	47,000	40,000	47,000
Meal Allowance	206	500	300	500
	<u>169,429</u>	<u>177,500</u>	<u>190,230</u>	<u>180,500</u>
SPECIAL PROJECTS				
Utility Relocation Engineering & Surveying		40,000	45,000	45,000
Root Treatment Of Sewer System	41,304	40,000	40,000	40,000
Manhole Adjustments	17,427	51,000	37,500	51,000
System Maintenance & Repairs - Reimbursable		3,100	1,750	3,100
Maintenance General Support	17,804	17,800	7,800	17,250
City Support	7,169	14,019	10,000	10,000
Scandinavia USA Forcemain Testing	25			
	<u>83,728</u>	<u>165,919</u>	<u>142,050</u>	<u>166,350</u>
SUB-TOTAL	<u>1,612,103</u>	<u>1,933,656</u>	<u>1,655,305</u>	<u>1,981,661</u>
WASTEWATER TREATMENT OPERATIONS SUPPORT				
PERSONAL SERVICES	<u>219,381</u>	<u>529,921</u>	<u>366,015</u>	<u>570,643</u>
INTER-CITY SERVICES				
Rental - Fleet Management	38,158	45,590	45,590	60,722
Gasoline - Fleet Management	22,566	24,613	12,558	15,658
Maintenance - Fleet Management	46,917	84,742	46,704	49,828
Intra-Departmental Charges - PC & Network Support	1,053	1,151	1,151	2,362
Intra-Departmental Charges - Radios	542	560	560	569
Intra-Departmental Charges - IT Operations - Network Support	1,070	1,008	1,008	1,862
	<u>110,305</u>	<u>157,664</u>	<u>107,571</u>	<u>131,001</u>
ALL OTHER O&M				
Contractual Services		250		
Contract Labor	107,099	80,000	57,697	88,000
Repair Of Equipment	2,408	3,600	2,000	11,250
Telephone Communications	175	900	672	
Travel				2,100
Training	1,649	300	150	6,000
Office Supplies	36	250	250	
Equipment - Noncapital	3,025	2,850	1,250	9,009
Uniforms	636	3,250	3,120	7,000
Tools & Implements	3,222	2,000	1,200	4,000
Material	4,262	5,000	4,250	1,250
	<u>122,513</u>	<u>98,400</u>	<u>70,589</u>	<u>128,609</u>
SUB-TOTAL	<u>452,198</u>	<u>785,985</u>	<u>544,175</u>	<u>830,253</u>

WASTEWATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
NON-DEPARTMENTAL				
OTHER OPERATING				
Contingency		50,000	100,000	100,000
OP Expenses	111,344			
	<u>111,344</u>	<u>50,000</u>	<u>100,000</u>	<u>100,000</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	3,062,986	3,133,191	3,133,191	4,536,542
Transfer To Wastewater R&R	6,300,000	6,500,000	6,500,000	10,050,000
Transfer To IT Equip Replacement Fund	2,233	2,233	2,233	514
	<u>9,365,219</u>	<u>9,635,424</u>	<u>9,635,424</u>	<u>14,587,056</u>
DEBT SERVICE				
2002 Wastewater Bonds	(204,869)			
Skyview Wastewater Upgrades	77,984	316,825	78,429	78,429
FDEP West LklnD Wasteload Reduction Facility FY04	1,214,338	1,220,620	1,220,620	1,220,620
FDEP Glendale Class A Sludge Stabilization	711,798	711,812	712,283	712,284
English Oaks Accommodations (E.O. 1)	178,998	180,377	180,101	180,101
FDEP Chlorine Contact Chamber	38,280	37,582	37,388	37,388
SW Area-Booster Pump & Airpark Upgrade(E.O. 2)	543,469	547,926	547,926	547,926
Energy Efficiencies / Digestion System Improvements (SRL)				562,564
Glendale Aeration System Upgrades (Trane project)	411,269	408,041	408,041	409,692
English Oaks Phase III - Design	4,443			77,510
	<u>2,975,709</u>	<u>3,423,183</u>	<u>3,184,788</u>	<u>3,826,514</u>
GRAND TOTAL	<u>30,447,579</u>	<u>33,691,067</u>	<u>30,236,651</u>	<u>38,810,301</u>

**REVENUE AND EXPENDITURE SUMMARY
WATER UTILITY OPERATING FUND**

	FY 18	FY 19	FY 19	FY20
	Actual	Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	4,696,833	5,558,713	4,744,103	5,804,515
Fringe Benefits	2,067,887	2,409,643	1,737,056	2,205,208
Total Personnel	6,764,720	7,968,356	6,481,159	8,009,723
Non-Personnel				
Utilities	1,210,496	1,271,325	1,233,504	1,269,999
Professional and Contractual	209,706	449,761	408,820	409,969
Insurance and Fixed Charges	362,318	369,715	367,096	423,188
Fuel and Purchased Power	22,926	48,600	47,100	48,500
Internal Service Charges	4,021,160	4,306,651	4,226,583	5,144,694
All Other Operations & Maintenance	1,610,086	2,017,009	1,879,496	2,061,750
Debt Service	5,268,061	5,639,439	5,627,439	4,652,776
Capital Outlay		68,261	91,000	120,000
Maintenance Projects	5,070,407	18,896,335	6,130,092	5,915,988
Total Non-Personnel	17,775,160	33,067,096	20,011,130	20,046,864
Total Expenditures	24,539,880	41,035,452	26,492,289	28,056,587
Transfers				
Cost Allocations and Recoveries	(2,234,964)	(2,850,748)	(2,534,729)	(2,783,228)
Transfers In	1,000,000	1,000,000	987,328	1,000,000
Transfers Out	13,027,205	11,809,253	11,809,253	12,690,810
Net Transfers	(9,792,241)	(7,958,505)	(8,287,196)	(8,907,582)
Revenue Sources				
Intergovernmental Revenues	276,010	13,103,026	103,698	103,689
Charges for Services	30,762,490	29,104,348	31,392,763	29,559,760
Interest Income	654,004	154,000	145,961	154,000
All Other Revenue	1,214,813		10,429	
Total Revenue	32,907,318	42,361,374	31,652,851	29,817,449
Funding to be Provided	1,424,803	6,632,583	3,126,634	7,146,720

WATER UTILITY

	FY 16	FY 17	FY 17	FY20
	Actual	Budget	Forecast	Proposed Budget
INTERGOVERNMENTAL REVENUE				
FEDERAL GRANTS				
Federal Grant	103,247	103,026	103,698	103,689
	<u>103,247</u>	<u>103,026</u>	<u>103,698</u>	<u>103,689</u>
STATE GRANTS				
State Grant	172,763	13,000,000		
	<u>172,763</u>	<u>13,000,000</u>		
TOTAL INTERGOVERNMENTAL	<u>276,010</u>	<u>13,103,026</u>	<u>103,698</u>	<u>103,689</u>
CHARGES FOR SERVICES				
All Other Revenue	7,980			
	<u>7,980</u>			
OTHER CHARGES FOR SERVICES				
Water Sales	20,711,451	19,774,689	21,113,964	20,071,308
Water Sales-Commercial	5,378,937	4,702,863	5,299,992	4,773,406
Water Sales-Industrial	81,475	75,000	78,344	75,000
Water Sales-Sprinklers	1,866,742	2,028,463	2,083,056	2,058,889
Water Sales-Fire Hydrant-Flat Fee	27,183	25,580	28,281	25,964
Water Sales-Fire Protection	1,148,122	1,039,824	1,191,163	1,047,921
Water Utility Service - General Fund	594,994	631,512	681,597	640,985
Water Utility Service - Fleet Management	1,791	1,840	1,800	1,868
Water Utility Service - Purchasing & Stores	2,234	2,060	2,178	2,091
Water Utility Service - Cleveland Heights	33,048	36,347	50,132	36,892
Water Utility Service - Parking Fund	12,932	7,211	7,992	7,317
Water Utility Service - RP Funding Center	40,592	35,760	33,548	36,296
Water Utility Service - Lakeland Linder International Airport	62,705	58,700	62,271	59,581
Water Utility Service - Solid Waste	7,248	6,500	6,201	6,598
Water Utility Service - Wastewater Fund	84,584	76,234	75,054	77,377
Water Utility Service - Water Operations	1,155	1,200	8,106	5,000
Water Utility Service - Electric Operations	125,903	125,000	131,742	126,875
Water Utility Service - Facilities Maintenance	797	800	858	812
Water Utility Service - Information Technology	1,745	1,350	1,650	1,370
Water Utility Service - Stormwater Utility Fund	26	25	27	25
Water Utility Service - Self Insurance Fund	75	90	60	60
Water Utility Service - CDBG	92	100	70	75
Water Utility Service - HOME	59	100	70	75
Water Utility Service - SHIP	92	100	70	75
Water Utility Service - NSP Part I	92	100	70	75
Water Utility Service- Downtown CRA	326	200	381	225
Customer Late Charges	83,835	80,000	62,881	80,000
Connection Fees	319,079	275,000	325,151	300,000
Connection Fees-Delinquent Accounts	155,909	110,000	134,727	115,000
Water Utility Service-Dixieland CRA	113	100	100	100

WATER UTILITY

	FY 16	FY 17	FY 17	FY20
	Actual	Budget	Forecast	Proposed Budget
Water Utility Service-Mid-town CRA	11,177	7,600	11,227	8,500
	30,754,510	29,104,348	31,392,763	29,559,760
TOTAL CHARGES FOR SERVICES	30,762,490	29,104,348	31,392,763	29,559,760
	FINES AND FORFEITS			
Bad Check Charges	5,412		2,221	
Penalties on Assessments	988		1,510	
TOTAL FINES AND FORFEITS	6,400		3,731	
	MISCELLANEOUS REVENUES			
OTHER				
Scrap Sales	19,966		1,225	
All Other Misc Revenue	163			
Commissions	9,911		5,473	
	30,040		6,698	
CONTRIBUTIONS & DONATIONS				
Contribution from Developers - Water Lines	1,177,773			
	1,177,773			
REIMBURSEMENTS				
Reimbursements / Loss Recovery	600			
	600			
INVESTMENT INCOME				
Interest on Pooled Investments	873,154	154,000	145,961	154,000
Market Value Restatement	(219,149)			
	654,004	154,000	145,961	154,000
TOTAL MISCELLANEOUS REVENUE	1,862,417	154,000	152,659	154,000
	TRANSFERS FROM OTHER FUNDS			
Transfer from Water Impact Fees	1,000,000	1,000,000	987,328	1,000,000
TOTAL TRANSFERS FROM OTHER FUNDS	1,000,000	1,000,000	987,328	1,000,000
SUB-TOTAL	33,907,318	43,361,374	32,640,179	30,817,449
PRIOR YEAR SURPLUS	1,424,803	6,632,583	3,126,634	7,146,720
TOTAL REVENUES	35,332,121	49,993,957	35,766,813	37,964,169

WATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	137,254	52,072	52,257	65,924
INSURANCE				
Insurance - Fire	49,878	58,518	56,624	63,694
Insurance - Position Bond	561	630	561	655
Self-Insurance Services	275,262	279,373	279,373	327,147
Insurance Consultant	5,850	5,850	5,850	5,616
Insurance - Excess Liability (Auto, General)	24,138	25,344	24,688	26,076
	355,689	369,715	367,096	423,188
UTILITIES				
Water Service	1,717	2,000	1,867	1,951
Electric Service		1,763		
	1,717	3,763	1,867	1,951
INTER-CITY SERVICES				
Rental - Fleet Management	4,723	4,830	4,830	4,830
Gasoline - Fleet Management	850	968	441	603
Maintenance - Fleet Management	2,207	3,321	2,800	1,332
Purchasing & Stores Service	82,269	72,076	72,076	116,197
General Fund Services	1,063,934	1,106,138	1,106,138	1,112,355
Allocation Shared Cost - Water Utilities	610,534	724,435	623,896	724,435
Intra-Departmental Charges - Training Ctr	6,432	6,432	6,432	6,432
Intra-Departmental Charges - IT Operations - GIS	124,430	141,210	141,210	152,043
Intra-Departmental Charges - IT Operations - Application Dev	825,911	804,984	804,984	816,743
	2,721,290	2,864,394	2,762,807	2,934,970
ALL OTHER O&M				
Contractual Services	369	30,000	35,000	30,000
Banking Service	11,547	14,979	11,893	12,250
Annual Audit	12,395	19,068	14,068	17,319
Travel		1,000	750	1,000
Training	350	4,000	2,400	2,500
All Other Sundry Charges	1,055	500	425	500
Licenses & Permits	12,900	15,000	12,900	15,000
Office Supplies		3,000	1,500	1,500
Recoveries-From Outside City	(1,000)			
	37,616	87,547	78,936	80,069
SPECIAL PROJECTS				
Vulnerability Assessment Study				100,000
MWA0902 Water Billing Services	1,206,054	1,237,855	1,240,725	1,335,995
MWA1131 Water Support - training / safety incentives	2,500	3,000	3,000	3,750
MWA1155 Bond Holders Report	17,890	20,000	11,829	20,000
MWA1157 Hepatitis Vaccination Series		2,500	2,500	2,500
Emergency Manager - Water Support				11,024
MWA1219 Water Conservation Program	19,570	59,417	17,128	26,879
MWA1225-CROW Retainer Work		1,200	500	1,200

WATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
MWA1305 Permitting Support	100,279	100,000	396,810	100,000
MWA1306 Rates & Fees Study	13,322	30,000	13,500	30,000
MWA1307 Efficiencies & Performance Measures		5,000	5,000	2,500
MWA1751 Water Building Maintenance Support	242,353	246,660	246,660	250,340
MWA1753 Records Management	30,455	40,000	35,455	40,000
Conservation Grants - Matching Funding	24,766	34,285	25,595	25,000
Polk Regional Water Co-Op (PRWC)	133,060	115,000	233,629	150,000
Billing System (UMS) Modification	7,600	7,600		
LAL Today - Water		2,400	2,400	2,400
Capital outlay		15,000		20,000
	<u>1,797,850</u>	<u>1,919,917</u>	<u>2,234,731</u>	<u>2,121,588</u>
SUB-TOTAL	<u>5,051,415</u>	<u>5,297,408</u>	<u>5,497,694</u>	<u>5,627,690</u>
	ADMINISTRATION - SHARED			
PERSONAL SERVICES	<u>1,031,422</u>	<u>1,213,062</u>	<u>1,005,052</u>	<u>1,213,236</u>
UTILITIES				
INTER-CITY SERVICES				
Rental - Fleet Management	2,404	2,225	2,225	2,318
Gasoline - Fleet Management	347	349	300	10,783
Maintenance - Fleet Management	688	1,664	1,738	14,606
Intra-Departmental Charges - PC & Network Support	16,771	17,245	17,245	18,313
Intra-Departmental Charges - Telephone	4,498	5,221	5,221	5,652
Intra-Departmental Charges - Radios	542	560	560	569
Intra-Departmental Charges - IT Operations - Network Support	18,118	16,134	16,134	14,896
	<u>43,368</u>	<u>43,398</u>	<u>43,423</u>	<u>67,137</u>
ALL OTHER O&M				
Contractual Services	2,648	5,373	4,577	6,000
Legal Fees	878	50,000	50,000	50,000
Professional Services		5,000	2,500	2,500
Advertising		1,500	800	1,500
Printing & Photography	677			1,000
Postage & Mailing	810	1,000	793	1,000
Subscription & Membership	6,950	14,627	9,861	10,000
Telephone Communications	1,675	2,600	1,800	2,000
Travel	8,912	10,000	4,895	17,000
Training	9,684	14,000	3,500	10,000
All Other Sundry Charges	541	1,000	750	1,000
Office Supplies	1,358	4,000	3,504	4,000
Equipment - Noncapital	1,753	4,100	3,015	4,000
All Other Materials & Supplies	214	2,000	750	1,000
	<u>36,099</u>	<u>115,200</u>	<u>86,745</u>	<u>111,000</u>
ALLOCATIONS				
Cost Allocated - Wastewater	(499,528)	(592,719)	(528,643)	(592,719)
Cost Allocated - Water	(610,534)	(724,434)	(623,896)	(724,434)
	<u>(1,110,062)</u>	<u>(1,317,153)</u>	<u>(1,152,539)</u>	<u>(1,317,153)</u>

WATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SUB-TOTAL	827	54,507	(17,319)	74,220
	ENGINEERING - SHARED			
PERSONAL SERVICES	967,313	1,348,827	1,057,355	1,539,129
INTER-CITY SERVICES				
Rental - Fleet Management	253			3,100
Gasoline - Fleet Management				1,500
Maintenance - Fleet Management				1,500
Intra-Departmental Charges - PC & Network Support	35,238	39,733	39,733	40,364
Intra-Departmental Charges - Telephone	10,223	11,390	11,390	11,775
Intra-Departmental Charges - Radios	11,375	8,957	8,957	9,096
Intra-Departmental Charges - IT Operations - Network Support	27,997	26,717	26,717	24,206
	85,086	86,797	86,797	91,541
ALL OTHER O&M				
Consultant Fees		1,920		
Contract Labor	1,462	151,538	99,782	100,000
Leases	3,736	10,000	8,998	
Rentals				10,000
Repair Of Equipment	28,823	8,580	17,500	30,000
Postage & Mailing	398	500	638	500
Subscription & Membership	413	15,000	1,400	2,000
Telephone Communications	2,999	5,200	1,913	5,500
Travel		100	65	100
Training	1,772	7,500	2,500	5,000
Software License & Maintenance	819	9,000	500	15,000
Licenses & Permits	1,456	2,500	1,953	5,000
Office Supplies	5,906	11,000	6,978	11,000
Equipment - Noncapital	12	23,000	7,620	11,500
All Other Materials & Supplies	96	2,500	2,100	2,500
Uniforms	2,481	2,500	1,850	3,000
Tools & Implements	318	750	500	750
Recoveries-From Outside City		(48,000)		
	50,689	203,588	154,297	201,850
ALLOCATIONS				
Cost Allocated - Wastewater	(495,709)	(659,734)	(593,651)	(659,734)
Cost Allocated - Water	(605,866)	(806,341)	(788,539)	(806,341)
	(1,101,575)	(1,466,075)	(1,382,190)	(1,466,075)
SUB-TOTAL	1,514	173,137	(83,741)	366,445

WATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ENGINEERING				
INTER-CITY SERVICES				
Allocation Shared Cost - Water Utilities	605,866	745,893	688,542	745,893
	<u>605,866</u>	<u>745,893</u>	<u>688,542</u>	<u>745,893</u>
SPECIAL PROJECTS				
MWE1309 Auto CAD Training		23,500		
Inhouse Legal Services	17,982	25,000	31,536	35,000
Temporary cubicle Modification		1,500	1,500	
	<u>17,982</u>	<u>50,000</u>	<u>33,036</u>	<u>35,000</u>
SUB-TOTAL	<u>623,848</u>	<u>795,893</u>	<u>721,578</u>	<u>780,893</u>
WATER PRODUCTION - GENERAL				
PERSONAL SERVICES	2,257,225	2,412,201	2,204,213	2,476,670
UTILITIES				
Water Service	1,039	1,091	1,226	1,281
Stormwater Service	4,038	4,240	4,240	4,452
Electric Service	905,558	944,754	922,153	949,818
Wastewater Service	1,652	1,685	1,733	1,776
Solid Waste Service	3,275	3,986	2,726	2,726
	<u>915,561</u>	<u>955,756</u>	<u>932,078</u>	<u>960,053</u>
INTER-CITY SERVICES				
Rental - Fleet Management	37,498	35,551	35,551	34,332
Gasoline - Fleet Management	22,719	21,995	18,166	27,034
Maintenance - Fleet Management	40,089	30,229	27,822	28,112
Other City Department Charges	1,350			
Intra-Departmental Charges - PC & Network Support	27,716	28,506	28,506	28,130
Intra-Departmental Charges - Telephone	7,770	9,017	9,017	8,949
Intra-Departmental Charges - Radios	11,375	11,756	11,756	11,939
Intra-Departmental Charges - Facilities	19,721	20,214	20,214	25,115
Intra-Departmental Charges - IT Operations - Network Support	21,569	20,167	20,167	18,620
	<u>189,807</u>	<u>177,435</u>	<u>171,199</u>	<u>182,231</u>
ALL OTHER O&M				
Contractual Services	126,834	101,855	120,000	120,000
Advertising		200	200	200
Rentals	3,320	4,500	4,500	4,500
Repair Of Equipment	3,458	3,000	3,000	4,500
Postage & Mailing	258	200	200	200
Telephone Communications	1,754	2,100	2,100	2,100
Training	1,864	7,500	7,500	7,500
Licenses & Permits	2,238	3,500	3,500	3,500
Office Supplies	9,307	6,500	6,500	6,500
Equipment - Noncapital	17,675	15,000	15,000	15,000
All Other Materials & Supplies	18,000	18,000	18,000	18,000
Uniforms	10,959	13,000	13,000	13,000
Chemicals	476,488	722,032	722,000	760,000
Tools & Implements	33,112	20,000	20,000	22,000

WATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Electrical Hardware & Plumbing Supplies	52,934	51,000	51,000	52,000
Personal Safety Equipment	3,695	4,000	3,500	3,500
Parts For Equipment	89,889	77,000	42,000	50,000
Material	204,236	200,000	165,000	170,000
	<u>1,056,020</u>	<u>1,249,387</u>	<u>1,197,000</u>	<u>1,252,500</u>
FUEL				
#2 Oil	18,225	34,100	34,100	35,000
	<u>18,225</u>	<u>34,100</u>	<u>34,100</u>	<u>35,000</u>

SPECIAL PROJECTS

Mutual Aid-Michael Mission Blountstown		11,731		
Diesel Spill Remedial Action Plan	14,176	90,825	90,825	75,000
MWP1527 Hach Wimms Support	3,370	4,200	4,200	4,200
MWP1528 ASCO Switchgear Maintenance	4,118	77,083	78,000	78,000
MWP1002 PICS Expendables		54,500	54,500	54,500
MWP1005 Painting Of Structures		10,000	10,000	10,000
MWP1008 Well Preventative Maintenance	111,594	165,000	165,000	165,000
MWP1011 Emergency Generator Service	22,153	29,847	30,000	30,000
MWP1012 Mandatory Certification Require	30	4,000	4,000	4,000
MWP1013 Outside Laboratory Services	2,338	13,500	13,500	13,500
MWP1014 Caco3 Transport	76,822	141,776	142,000	150,000
MWP1015 Cleaning Of Upflow Internals	14,500	45,000	45,000	45,000
Chlorine Safety Training		10,000	10,000	10,000
MWP1020 High Service Preventive Maintenance	90,000	165,000	165,000	165,000
MWP1518 Contract Wtr Plt Op/Maint		8,000	8,000	8,000
MTR1708 Technical Training-Wtr Prod		8,000	8,000	8,000
MWP2018 Water Facilities Security	119,521	135,000	135,000	142,000
MWP2022 Delta V Operations Software Maintenance	24,180	16,000	16,000	16,000
MWP2035 Consumer Confidence Report	655	2,500	2,500	2,500
MWP2036 Environmental Mitigation at Williams Water Plant		2,500	2,500	2,500
MWP2037 Spill Prevention Controls & Countermeasures Plan		1,000	1,000	1,000
Capital Outlay		19,137	56,000	60,000
	<u>483,457</u>	<u>1,014,599</u>	<u>1,041,025</u>	<u>1,044,200</u>
SUB-TOTAL	<u>4,920,295</u>	<u>5,843,478</u>	<u>5,579,615</u>	<u>5,950,654</u>

WATER PRODUCTION - WATER TREATMENT

ALL OTHER O&M

Material	<u>333</u>
SUB-TOTAL	<u>333</u>

WATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
PERSONAL SERVICES				
	1,084,455	1,127,931	1,039,116	1,130,355
UTILITIES				
Water Service	116	122	117	122
Stormwater Service	2,103	2,208	2,208	2,318
Electric Service	247,063	256,901	241,063	248,295
Wastewater Service	226	231	225	231
Solid Waste Service	2,405	2,236	2,183	2,183
Solid Waste Service - Recycling	208	306	102	102
	<u>252,120</u>	<u>262,004</u>	<u>245,898</u>	<u>253,251</u>
INTER-CITY SERVICES				
Rental - Fleet Management	182			
Gasoline - Fleet Management	1,118			
Maintenance - Fleet Management	1,029	561		
Intra-Departmental Charges - PC & Network Support	10,629	11,971	11,971	11,046
Intra-Departmental Charges - Telephone	10,632	12,340	12,340	12,246
Intra-Departmental Charges - Facilities	20,717	21,235	21,235	26,383
Intra-Departmental Charges - IT Operations - Network Support	9,680	9,075	9,075	8,379
	<u>53,987</u>	<u>55,182</u>	<u>54,621</u>	<u>58,054</u>
ALL OTHER O&M				
Contractual Services	22,165	45,000	45,000	45,000
Rentals	69	2,750	750	750
Repair Of Equipment	1,171	2,000	2,000	2,000
Postage & Mailing	539	200	200	200
Telephone Communications		500	500	500
Training	433	3,500	2,500	2,500
Licenses & Permits	1,025	2,500	2,500	2,500
Office Supplies	3,168	5,000	5,000	5,000
Equipment - Noncapital	3,183	9,000	8,500	9,000
All Other Materials & Supplies	17,008	15,000	15,000	15,000
Uniforms	5,586	6,500	6,500	6,500
Chemicals	219,272	174,000	201,000	215,000
Tools & Implements	6,163	10,000	10,000	20,000
Electrical Hardware & Plumbing Supplies	3,782	10,000	10,000	20,000
Personal Safety Equipment	2,080	2,400	2,400	2,400
Parts For Equipment	1,458	88,250	88,000	90,000
Material	54,985	70,000	70,000	75,000
	<u>342,088</u>	<u>446,600</u>	<u>469,850</u>	<u>511,350</u>
FUEL				
#2 Oil	2,010	12,000	12,000	12,000
	<u>2,010</u>	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>

WATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Capital outlay		34,124	35,000	40,000
MWP1001 NE Wellfield Monitoring	42,933	107,909	75,000	75,000
MWP1002 PICS Expendables		83,000	83,000	75,000
MWP1006 Maintenance Of NE Wellfield	37,772	54,500	54,500	54,500
MWP1011 Emergency Generator Service	5,710	14,291	15,000	17,000
MWP1012 Mandatory Certification Require	45	2,000	2,000	2,000
MWP1014 Caco3 Transport	48,819	55,000	55,000	55,000
MWP1015 Cleaning Of Upflow Internals	30,068	38,100	38,100	42,000
MWP1020 High Service Preventive Maintenance	34,129	80,000	80,000	80,000
MWP2018 Water Facilities Security	119,906	132,000	132,000	142,000
MWP2022 Delta V Operations Software Maintenance	14,630	16,000	16,000	16,000
Combee Ground Storage Tank Repairs		59,997	60,000	
	334,012	676,921	645,600	598,500
SUB-TOTAL	2,068,672	2,580,638	2,467,085	2,563,510
	WATER T&D - GENERAL			
PERSONAL SERVICES	1,287,051	1,814,263	1,123,166	1,584,409
INSURANCE				
Uninsured Loss Reimbursement	6,629			
	6,629			
UTILITIES				
Water Service	5,021	5,649	4,960	5,183
Electric Service	10,241	17,622	18,543	19,099
Wastewater Service	11,618	11,850	12,157	12,461
Solid Waste Service	14,116	14,579	17,899	17,899
Solid Waste Service - Recycling	102	102	102	102
	41,098	49,802	53,661	54,744
INTER-CITY SERVICES				
Rental - Fleet Management	22,562	23,041	108,241	341,904
Gasoline - Fleet Management	9,127	14,153	11,241	141,166
Maintenance - Fleet Management	24,670	19,525	39,658	287,780
Fleet - New Equip - O&M Charges				5,600
Intra-Departmental Charges - PC & Network Support	64,821	65,471	65,471	66,083
Lakeland Electric Charges	84,568	94,554	77,775	100,000
Intra-Departmental Charges - Telephone	10,223	11,865	11,865	11,775
Intra-Departmental Charges - Radios	34,125	35,268	35,268	35,817
Intra-Departmental Charges - Facilities	19,415	19,900	19,900	24,726
Intra-Departmental Charges - Janitorial	5,275	5,407	5,407	7,438
Intra-Departmental Charges - IT Operations - Network Support	46,969	44,368	44,368	42,579
	321,756	333,552	419,194	1,064,868

WATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	20,199	17,128	20,000	20,000
Contract Labor	8,552	6,200	5,000	5,200
Leases	359	700	700	
Rentals		3,000	3,000	3,700
Repair Of Equipment	5,331	12,680	10,000	10,000
Postage & Mailing	56	100	150	150
Subscription & Membership	710	1,200	750	750
Telephone Communications	16,393	17,190	17,000	17,000
Travel	776	1,500	1,500	1,500
Training	14,014	12,000	10,000	10,000
All Other Sundry Charges	100			
Licenses & Permits	704	2,000	2,000	2,000
Office Supplies	6,295	6,500	6,000	5,500
Equipment - Noncapital	4,072	7,000	2,500	2,800
All Other Materials & Supplies	5,560	11,650	12,000	10,250
Uniforms	22,308	23,300	24,000	23,000
Tools & Implements	36,722	30,000	32,000	32,000
Personal Safety Equipment	30,500	23,000	25,000	26,000
Parts For Equipment	7,436	4,000	4,500	4,500
Material	11,135	1,300	6,000	6,000
Use Tax Allocation	(11)			
Meal Allowance	14,849	14,700	17,000	17,000
Recoveries-From Outside City	(20,617)	(15,620)		
	<u>185,442</u>	<u>179,528</u>	<u>199,100</u>	<u>197,350</u>
FUEL				
LP Gas	2,691	2,500	1,000	1,500
	<u>2,691</u>	<u>2,500</u>	<u>1,000</u>	<u>1,500</u>
SPECIAL PROJECTS				
MWD0687 Trans/Dist Mt-Services	397,412	487,952	464,000	434,000
MWD0688 Trans/Dist Mt-Mains	478,604	598,107	574,000	568,500
MWD0696 Dist Mt-Hydrants	464,643	390,750	384,500	380,000
Purchasing Card - Default Liability	4,544			
MWD1006 Equipment Maintenance	4,491	6,000	5,000	5,000
MWD1007 Sunshine One-Call Locates	197,169	150,100	137,200	142,200
MWD1012 Leak Detection/Main Repair	63			
MWD1014 Valve Maintenance Prog	1,275	250		
	<u>1,548,202</u>	<u>1,633,159</u>	<u>1,564,700</u>	<u>1,529,700</u>
SUB-TOTAL	<u>3,392,869</u>	<u>4,012,804</u>	<u>3,360,821</u>	<u>4,432,571</u>

WATER UTILITY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
WATER T&D - METERS				
ALL OTHER O&M				
Repair Of Equipment	617			
Equipment - Noncapital	37			
All Other Materials & Supplies	196	2,600	2,400	2,100
Tools & Implements	3,667	5,000	5,000	5,000
Personal Safety Equipment	5,335	9,600	9,000	6,500
Parts For Equipment	248			
Material	7,177	4,100	4,000	4,000
Construction Advances	(1,710)	(3,900)		
	<u>15,569</u>	<u>17,400</u>	<u>20,400</u>	<u>17,600</u>
SPECIAL PROJECTS				
Rebuild Water Meters - Maintenance	716,142	670,000	702,000	707,000
	<u>716,142</u>	<u>670,000</u>	<u>702,000</u>	<u>707,000</u>
SUB-TOTAL	<u>731,710</u>	<u>687,400</u>	<u>722,400</u>	<u>724,600</u>
NON-DEPARTMENTAL				
OTHER OPERATING				
Bad Debt Expense	72,610	100,000	81,988	100,000
	<u>72,610</u>	<u>100,000</u>	<u>81,988</u>	<u>100,000</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	5,512,172	5,656,220	5,656,220	4,540,112
Transfer to Water Renewal and Replacement	7,512,000	6,150,000	6,150,000	8,150,000
Transfer To IT Equip Replacement Fund	3,033	3,033	3,033	698
	<u>13,027,205</u>	<u>11,809,253</u>	<u>11,809,253</u>	<u>12,690,810</u>
DEBT SERVICE				
Interest Expense	2,326,723	2,211,152	2,199,152	2,049,371
Capitalized Interest Expense	(410,204)			
Interest on Meter Deposits	48,455			
Principal Retirement	3,303,087	3,428,287	3,428,287	2,603,405
	<u>5,268,061</u>	<u>5,639,439</u>	<u>5,627,439</u>	<u>4,652,776</u>
GRAND TOTAL	<u>35,332,121</u>	<u>49,993,957</u>	<u>35,766,813</u>	<u>37,964,169</u>

**REVENUE AND EXPENDITURE SUMMARY
PARKING**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	198,054	229,652	175,589	212,413
Fringe Benefits	70,326	69,038	56,856	69,828
Total Personnel	268,380	298,690	232,445	282,241
Non-Personnel				
Utilities	66,747	63,081	62,383	64,407
Professional and Contractual	21,078	36,678	17,871	17,041
Insurance and Fixed Charges	44,928	51,130	49,788	53,885
Internal Service Charges	328,510	330,417	332,874	349,447
All Other Operations & Maintenance	32,122	28,659	36,490	32,809
Capital Outlay		36,358		
Maintenance and Special Projects	35,620	115,526	54,127	2,421
Total Non-Personnel	529,005	661,849	553,533	520,010
Total Expenditures	797,385	960,539	785,978	802,251
Transfers				
Cost Allocations and Recoveries	(21,152)	(23,517)	(21,929)	(8,304)
Transfers In	22,771	62,757	62,757	
Transfers Out	26,511	51,057	51,057	86,497
Net Transfers	17,411	35,217	33,629	(78,193)
Revenue Sources				
Charges for Services	618,892	630,056	625,220	633,276
Interest Income	9,620	15,000	18,000	15,188
All Other Revenue	194,488	182,400	172,540	178,507
Total Revenue	823,001	827,456	815,760	826,971
Funding to be Provided	(43,027)	97,866	(63,411)	53,473

PARKING

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
REVENUES				
CHARGES FOR SERVICES				
OTHER CHARGES FOR SERVICES				
Parking Garage- Main Street-Daily	17,988	17,750	19,000	17,972
Parking Garage- Main Street-Leased	251,589	252,000	260,000	255,150
Parking Garage- Orange Street-Publix	53,233	58,072	67,000	58,798
Parking Garage- Orange Street-Watkins	59,904	59,904	60,000	60,653
Parking Lot-Chamber Comm-Citrus Mutual		10,500		10,631
Parking Lot-Dixieland	420	420	420	425
Parking Lot-Munn Park / Cedar St. Lot	49,678	47,800	50,000	48,398
Parking Lot-Lot C / N. Florida Avenue	47,791	47,400	46,000	47,993
Parking Lot-South Massachusetts Ave.	11,271	12,295	14,400	12,449
Parking Lot-South Tennessee - Leased	38,892	35,500	33,000	35,944
Parking Lot-South Tennessee Avenue	25,150	25,465	24,200	25,783
Parking Lots - Missouri Ave	12,800	15,600	14,500	15,795
Mass. & Main Temp Parking Lot	34,046	31,500	31,500	31,894
Parking Lot D - Kentucky Ave	11,756	11,250	5,200	11,391
Parking Fees - Special Events	4,375	4,600		
	<u>618,892</u>	<u>630,056</u>	<u>625,220</u>	<u>633,276</u>
TOTAL CHARGES FOR SERVICES	<u>618,892</u>	<u>630,056</u>	<u>625,220</u>	<u>633,276</u>
FINES AND FORFEITS				
Bad Check Charges		50	50	51
Parking Fines	165,940	165,000	160,000	167,063
Penalties on Assessments	1,603	1,500	1,800	1,519
TOTAL FINES AND FORFEITS	<u>167,543</u>	<u>166,550</u>	<u>161,850</u>	<u>168,633</u>
MISCELLANEOUS REVENUES				
OTHER				
All Other Misc Revenue	15,080	14,050	8,042	8,051
Refund of Prior Year Expenses	9,800			
Cash Over And Short	(2)		48	
Credit Card Convenience Fees	2,067	1,800	2,600	1,823
	<u>26,946</u>	<u>15,850</u>	<u>10,690</u>	<u>9,874</u>

PARKING

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES	MAIN STREET GARAGE			
PERSONAL SERVICES	97,817	99,406	110,542	177,082
INTER-CITY SERVICES				
Rental - Fleet Management	1,612	2,312	2,090	2,312
Gasoline - Fleet Management	4			
Maintenance - Fleet Management	4,029	3,098	5,101	1,432
Intra Departmental Charges		433		
Intra-Departmental Charges - PC & Network Support	2,926	2,826	4,000	4,076
Intra-Departmental Charges - Telephone	818	932	932	942
Intra-Departmental Charges - Radios	542	550	550	569
Intra-Departmental Charges - Facilities	4,331	4,439	4,439	5,515
Intra-Departmental Charges - Training Ctr	247	247	247	247
Intra-Departmental Charges - IT Operations - Application Dev	49,006	32,475	32,475	39,951
Intra-Departmental Charges - IT Operations - Network Support	2,407	2,017	3,024	2,793
	<u>65,922</u>	<u>49,329</u>	<u>52,858</u>	<u>57,837</u>
ALL OTHER O&M				
Contractual Services	4,347	22,000	1,500	2,000
Repair Of Equipment	665	1,650	1,650	2,500
Subscription & Membership	500	400	500	506
Travel	1,104	934	1,100	1,114
Training	519		500	506
All Other Sundry Charges	104		131	133
Ad Valorem Taxes	2,912	4,407	11,027	6,000
Office Supplies	745	1,000	1,000	1,013
All Other Materials & Supplies	3,070	3,347	3,070	3,000
Uniforms	535	1,146	1,146	1,800
	<u>14,500</u>	<u>34,884</u>	<u>21,624</u>	<u>18,572</u>
SUB-TOTAL	<u>178,239</u>	<u>183,619</u>	<u>185,024</u>	<u>253,491</u>
	ORANGE STREET GARAGE			
PERSONAL SERVICES	53,377	57,590	49,350	54,426
INTER-CITY SERVICES				
Rental - Fleet Management	5,641	6,077	5,900	6,077
Gasoline - Fleet Management	27	25	27	16
Maintenance - Fleet Management	872	896	432	1,057
Intra Departmental Charges		433		
Intra-Departmental Charges - Facilities	7,306	7,489	7,489	9,305
	<u>13,846</u>	<u>14,920</u>	<u>13,848</u>	<u>16,455</u>

PARKING

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	844			
Repair Of Equipment	80	85	85	100
Telephone Communications	804	1,462	1,462	1,462
Ad Valorem Taxes	35	3,507	3,507	2,013
Equipment - Noncapital		66	66	66
All Other Materials & Supplies	665	60	60	500
	<u>2,429</u>	<u>5,180</u>	<u>5,180</u>	<u>4,141</u>
SUB-TOTAL	<u>69,651</u>	<u>77,690</u>	<u>68,378</u>	<u>75,022</u>
IOWA AVENUE GARAGE				
PERSONAL SERVICES	<u>15,813</u>	<u>17,502</u>	<u>16,079</u>	<u>1,000</u>
INTER-CITY SERVICES				
Intra-Departmental Charges - Facilities	<u>5,339</u>	<u>5,472</u>	<u>5,472</u>	<u>6,799</u>
	<u>5,339</u>	<u>5,472</u>	<u>5,472</u>	<u>6,799</u>
ALL OTHER O&M				
Contractual Services		378	378	500
Cost Allocated - Electric	(21,152)	(23,517)	(21,929)	(8,304)
	<u>(21,152)</u>	<u>(23,139)</u>	<u>(21,551)</u>	<u>(7,804)</u>
SUB-TOTAL		<u>(165)</u>		<u>(5)</u>
PARKING ENFORCEMENT				
PERSONAL SERVICES	<u>99,196</u>	<u>122,320</u>	<u>54,687</u>	<u>48,417</u>
ALL OTHER O&M				
Visa/Mastercard Bank Charges	2,383	2,000	2,393	2,500
Agency Commission	2,966	3,025	3,025	3,025
Repair Of Equipment	1	650	650	900
Printing & Photography	3,136	3,544	3,544	3,588
Telephone Communications	1,880	3,028	3,028	3,028
Software License & Maintenance	2,965	2,569	3,200	2,880
Uniforms	607	304	304	1,200
	<u>13,938</u>	<u>15,120</u>	<u>16,144</u>	<u>17,121</u>
SUB-TOTAL	<u>113,134</u>	<u>137,440</u>	<u>70,831</u>	<u>65,538</u>

PARKING

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
PARKING LOTS				
INTER-CITY SERVICES				
Intra Departmental Charges		1,133	1,133	
		1,133	1,133	
ALL OTHER O&M				
Visa/Mastercard Bank Charges	8,474	7,000	8,500	6,613
	8,474	7,000	8,500	6,613
SUB-TOTAL	8,474	8,133	9,633	6,613
OTHER CASH DISBURSEMENTS				
PERSONAL SERVICES	2,177	1,872	1,787	1,316
INSURANCE				
Insurance - Fire	34,915	40,962	39,637	43,749
Insurance - Position Bond	23	26	23	27
Self-Insurance Services	9,333	9,460	9,460	9,410
Insurance Consultant	156	156	156	156
Insurance - Excess Liability (Auto, General)	501	526	512	543
	44,928	51,130	49,788	53,885
UTILITIES				
Water Service	12,932	7,874	7,841	8,194
Stormwater Service	5,625	5,906	5,906	6,201
Electric Service	40,078	40,604	40,128	41,332
Wastewater Service	6,475	7,060	6,871	7,043
Solid Waste Service	1,637	1,637	1,637	1,637
	66,747	63,081	62,383	64,407
INTER-CITY SERVICES				
Purchasing & Stores Service	379	437	437	433
General Fund Services	243,025	259,126	259,126	267,923
	243,404	259,563	259,563	268,356
ALL OTHER O&M				
Banking Service	749	972	772	795
Annual Audit	1,314	1,303	1,303	1,608
Refund Of Prior Years Revenue	10,108		32	
Bad Check Expense		250	250	250
Bad Debt Expense	1,687	250	178	250
	13,859	2,775	2,535	2,903
SUB-TOTAL	371,115	378,421	376,056	390,867

PARKING

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Emergency Manager				421
License Plate Reader Technology	1,358			
ADA Compliance		24,976	24,976	
Structural Inspection		19,927		
NuPark	21,413	41,472		
Parking Lot C Landscape	12,849	29,151	29,151	2,000
	<u>35,620</u>	<u>115,526</u>	<u>54,127</u>	<u>2,421</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	664	25,223	25,223	60,715
Transfer To Transportation Fund	25,012	25,000	25,000	25,000
Transfer To Information Technology	768	767	767	767
Transfer To IT Equip Replacement Fund	67	67	67	15
	<u>26,511</u>	<u>51,057</u>	<u>51,057</u>	<u>86,497</u>
GRAND TOTAL	<u>802,744</u>	<u>988,079</u>	<u>815,106</u>	<u>880,444</u>



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**REVENUE AND EXPENDITURE SUMMARY
RP FUNDING CENTER**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
PERSONAL SERVICES				
Salaries and Wages	2,824,987	3,164,759	3,081,713	3,091,869
Fringe Benefits	1,151,775	1,150,461	1,124,895	1,128,710
Total Personnel	3,976,761	4,315,220	4,206,608	4,220,579
INSURANCE				
Utilities	577,118	638,268	610,819	629,594
Professional and Contractual	1,885,629	1,915,409	1,863,255	1,932,587
Insurance and Fixed Charges	147,143	161,711	158,619	180,495
Internal Service Charges	1,279,112	1,305,482	1,303,380	1,293,897
All Other Operations & Maintenance	628,493	586,147	586,147	580,883
Debt Service	1,381,564	1,528,530	1,518,074	129,192
Capital Outlay	13,000			
Maintenance and Special Projects	495,025	77,044	87,744	88,199
Total Non-Personnel	6,407,083	6,212,591	6,128,037	4,834,847
Total Expenditures	10,383,845	10,527,811	10,334,645	9,055,426
UTILITIES				
Cost Allocations and Recoveries	(9,034)			
Transfers In	3,948,039	2,908,503	3,408,503	3,493,285
Transfers Out	12,258	4,494	4,494	8,640
Net Transfers	3,944,815	2,904,009	3,404,009	3,484,645
INTER-CITY SERVICES				
Intergovernmental Revenues	504,655	50,000	50,000	50,000
Charges for Services	5,279,292	4,993,761	5,135,727	5,257,001
Interest Income	25,716	65,440	66,753	67,403
All Other Revenue	230,422	287,001	229,254	229,900
Total Revenue	6,040,084	5,396,202	5,481,733	5,604,304
Funding to be Provided	398,945	2,227,600	1,448,903	(33,523)

RP FUNDING CENTER

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
REVENUES				
INTERGOVERNMENTAL REVENUE				
STATE REVENUE SHARING				
Tourist Development Tax	459,655			
	<u>459,655</u>			
LOCAL GRANTS				
PCCVB-Reimbursable Expenses	45,000	50,000	50,000	50,000
	<u>45,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
TOTAL INTERGOVERNMENTAL	<u>504,655</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
CHARGES FOR SERVICES				
MISC CHARGES FOR SERVICES				
Concessions	169,725	157,173	150,964	155,100
	<u>169,725</u>	<u>157,173</u>	<u>150,964</u>	<u>155,100</u>
OTHER CHARGES FOR SERVICES				
Conference Hall	295,828	288,374	243,232	250,600
Exhibit Hall	182,276	185,733	235,304	242,400
Arena	102,208	105,274	251,855	259,500
Theater	234,461	242,155	218,348	224,900
Catering	133,418	130,505	109,699	113,000
Beverage Sales	98,991	106,111	83,688	86,100
Program Sales	33,233	30,019	40,899	42,100
Set Up Charges	16,318	15,510	7,942	8,200
Forfeited Deposits	20,791	9,476	6,988	7,200
Vending Machines & Sales	514			
Facility Surcharge & Service Charge	291,984	262,577	262,516	265,200
Box Office Charges	16,530	11,490	10,371	10,500
Net Income/Loss on Promotion	(3,345)		(3,043)	(3,100)
Payroll Recovery - Other	1,379,555	1,322,031	1,362,929	1,403,800
All Other Fixed Revenue	30,345	18,310	9,791	10,100
State Sales Tax Collection Fee	625	494	359	400
Equipment Rental & Misc Supply	244,053	252,277	238,202	245,400
Telephone Charges-Equipment	29,628	21,472	23,310	23,600
Products For Resale			750	800
Personal Food Service Recovery	15,831	5,526	12,975	13,400
Contract Labor Revenue	129,346	128,893	34,130	35,200
Piano Tuner	1,160	1,195	1,190	1,300
Advertising Charges	126,726	112,423	102,476	104,000
TM Ticket Commissions	6,820	4,497	5,377	5,500
Talent Fees - Promotions	273	13,874		
Parkings	578,995	520,891	599,482	611,500
Energy and Utility Hookup	85,907	96,401	59,931	61,800
Packaging and Shipping	4,311	4,536	3,598	3,700

RP FUNDING CENTER

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Over Sized Vehicle Parking	300	309		
Overnight Parking	15,064	15,170	411	500
Pre-Paid Parking	152,707	149,780	148,138	151,200
Leases - Land	1	1	1	1
Ticket Sales - Theatre	814,485	708,951	913,912	923,100
Ticket Sales - Arena	70,226	72,333		
	<u>5,109,567</u>	<u>4,836,588</u>	<u>4,984,762</u>	<u>5,101,901</u>
TOTAL CHARGES FOR SERVICES	<u>5,279,292</u>	<u>4,993,761</u>	<u>5,135,727</u>	<u>5,257,001</u>
MISCELLANEOUS REVENUES				
OTHER				
Refund of Prior Year Expenses	382			
Commissions	60,026	90,222	32,465	33,500
Cash Over And Short	(1,399)	(1,171)	(761)	(600)
	<u>59,008</u>	<u>89,051</u>	<u>31,704</u>	<u>32,900</u>
SALES OF FIXED ASSETS				
Surplus Furniture & Equipment Sales	<u>11,883</u>			
	<u>11,883</u>			
CONTRIBUTIONS & DONATIONS				
Contributions & Donations	<u>19,663</u>	<u>17,000</u>	<u>13,600</u>	<u>14,000</u>
	<u>19,663</u>	<u>17,000</u>	<u>13,600</u>	<u>14,000</u>
REIMBURSEMENTS				
Reimbursements / Loss Recovery	<u>22,585</u>			
	<u>22,585</u>			
RENTS AND ROYALTIES				
Naming Rights & Non-event Sponsorships	<u>117,283</u>	<u>180,950</u>	<u>183,950</u>	<u>183,000</u>
	<u>117,283</u>	<u>180,950</u>	<u>183,950</u>	<u>183,000</u>
INVESTMENT INCOME				
Interest on Pooled Investments	58,690	65,440	66,753	67,403
Market Value Restatement	(32,975)			
	<u>25,716</u>	<u>65,440</u>	<u>66,753</u>	<u>67,403</u>
TOTAL MISCELLANEOUS REVENUE	<u>256,138</u>	<u>352,441</u>	<u>296,006</u>	<u>297,303</u>
TRANSFERS FROM OTHER FUNDS				
Transfer from General Fund	2,762,147	2,825,919	2,825,919	2,858,285
Transfer from Public Improvement Fund	1,185,892	82,584	582,584	635,000
TOTAL TRANSFERS FROM OTHER FUNDS	<u>3,948,039</u>	<u>2,908,503</u>	<u>3,408,503</u>	<u>3,493,285</u>
SUB-TOTAL	<u>9,988,124</u>	<u>8,304,705</u>	<u>8,890,236</u>	<u>9,097,589</u>
PRIOR YEAR SURPLUS	<u>398,945</u>	<u>857,719</u>	<u>89,478</u>	<u>(33,523)</u>
TOTAL REVENUES	<u>10,387,069</u>	<u>9,162,424</u>	<u>8,979,714</u>	<u>9,064,066</u>

RP FUNDING CENTER

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,141,846	1,147,203	1,121,651	1,177,401
INSURANCE				
Insurance - Fire	77,312	90,703	87,768	98,436
Insurance - Position Bond	234	281	234	300
Insurance Consultant	1,872	1,872	1,872	1,716
	<u>79,418</u>	<u>92,856</u>	<u>89,874</u>	<u>100,452</u>
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	46,732	48,283	48,348	48,958
Intra-Departmental Charges - Telephone	6,543	9,311	9,311	48,986
Intra-Departmental Charges - Facilities	22,324	22,882	22,882	23,838
Intra-Departmental Charges - Training Ctr	2,474	2,474	2,474	2,474
Intra-Departmental Charges - IT Operations - Application Dev	89,093	105,057	105,057	116,894
Intra-Departmental Charges - IT Operations - Network Support	48,799	48,401	48,768	43,700
	<u>215,964</u>	<u>236,408</u>	<u>236,840</u>	<u>284,850</u>
ALL OTHER O&M				
Contractual Services	2,340	2,340	2,340	2,387
Banking Service	1,814	1,868	1,868	1,924
Advertising	3,932	4,469	4,469	4,559
Annual Audit	4,093	4,300	4,300	4,948
Leases	1,441	1,698	1,698	
Repair Of Equipment	2,166			
Printing & Photography	2,863	2,351	2,351	2,398
Postage & Mailing	2,087	1,500	1,500	1,530
Subscription & Membership	6,634	8,200	8,200	8,364
Telephone Communications	23,666	25,073	25,073	25,575
Travel	18,710	7,000	7,000	8,000
Training	250			
All Other Sundry Charges	1,491	200	200	204
Software License & Maintenance	12,811	1,149	2,500	2,550
Licenses & Permits	1,950	2,000	2,000	2,040
Office Supplies	4,247	7,000	7,000	7,140
Equipment - Noncapital	1	4,351	3,000	
Cost Allocated - Other Centers	(34)			
	<u>90,463</u>	<u>73,499</u>	<u>73,500</u>	<u>71,619</u>
SUB-TOTAL	1,527,691	1,549,966	1,521,864	1,634,322

RP FUNDING CENTER

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
PROPERTY				
PERSONAL SERVICES	1,361,498	1,329,900	1,413,310	1,317,139
INTER-CITY SERVICES				
Rental - Fleet Management	5,585	4,928	4,928	5,075
Gasoline - Fleet Management	1,898	2,858	2,858	2,601
Maintenance - Fleet Management	1,671	1,817	1,817	8,899
Intra-Departmental Charges - Telephone	8,587	10,550	10,550	
	17,741	20,153	20,153	16,575
ALL OTHER O&M				
Contractual Services	56,015	58,000	58,000	139,160
Contract Labor	2,828	11,410	11,410	11,639
Rentals	34,357	26,018	26,018	26,538
Maintenance Of Facilities	54,840	30,000	30,000	30,600
Repair Of Equipment	33,581	70,000	70,000	71,400
Subscription & Membership	150	300	300	306
Telephone Communications	9,022	8,800	8,800	8,976
Travel	1,859	5,000	5,000	5,100
Software License & Maintenance	602	900	900	918
Auto/Heavy Equipment Fuel	5,800	5,000	5,000	5,100
Office Supplies	8,975	4,954	4,954	5,053
Equipment - Noncapital	28,857	25,000	25,000	25,500
All Other Materials & Supplies	34,863	34,000	34,000	34,680
Uniforms	2,683	9,800	9,800	9,996
Cleaning & Janitor Supply	56,210	60,000	60,000	61,200
Paints & Paint Supplies	6,718	6,000	6,000	6,120
Tools & Implements	4,752	5,000	5,000	5,100
Electrical Hardware & Plumbing Supplies	38,491	40,000	40,000	40,800
	380,602	400,182	400,182	488,186
CAPITAL EQUIPMENT				
Equipment - Capital	13,000			
	13,000			
SUB-TOTAL	1,772,841	1,750,235	1,833,645	1,821,900

RP FUNDING CENTER

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
CLIENT SERVICES				
PERSONAL SERVICES	995,663	1,295,122	1,128,622	1,171,414
INTER-CITY SERVICES				
Other City Department Charges	114,238	76,313	76,313	73,000
Intra-Departmental Charges - PC & Network Support		2,534		
Intra-Departmental Charges - Telephone	6,952	7,693	7,693	
	121,189	86,540	84,005	73,000
ALL OTHER O&M				
Contractual Services	2,793			
Advertising	68,147	16,549	16,549	16,880
Piano Tuner Expenses	500	658	658	671
Talent Fees-Promotions	273			
Visa/Mastercard Bank Charges	30,306	29,509	29,509	31,000
Contract Labor	488,031	526,284	474,131	483,614
Rentals	16,417	5,000	5,000	5,100
Printing & Photography	14,830	15,463	15,464	15,773
Postage & Mailing	609	132	132	1,000
Travel	1,251	4,166	4,166	4,249
Software License & Maintenance	440	2,080	2,080	2,122
Licenses & Permits	8,315	2,101	2,101	2,143
Other Reimbursable Event Costs	88	703	703	717
Bad Debt Expense	10,007	5,740	5,740	6,000
Office Supplies	699	913	913	931
Equipment - Noncapital	2,677	544	544	3,555
Food Purchases	40,266	2,727	2,727	2,781
	685,648	612,569	560,415	576,536
SUB-TOTAL	1,802,500	1,994,231	1,773,042	1,820,950

RP FUNDING CENTER

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
PARKING				
PERSONAL SERVICES	139,237	173,301	173,329	150,181
INTER-CITY SERVICES				
Other City Department Charges		500	500	500
Intra-Departmental Charges - Telephone	2,862	972	973	
	2,862	1,472	1,473	500
ALL OTHER O&M				
Contractual Services	148			
Visa/Mastercard Bank Charges	1,593	4,527	4,527	4,700
Repair Of Equipment	1,409	3,000	3,000	3,060
All Other Sundry Charges	108			
Software License & Maintenance	105	444	444	453
Office Supplies	3,919	1,000	1,000	1,020
	7,282	8,971	8,970	9,233
SUB-TOTAL	149,382	183,744	183,772	159,914
BOX OFFICE				
PERSONAL SERVICES	338,518	369,694	369,697	404,444
INTER-CITY SERVICES				
Other City Department Charges	10,960	17,203	17,203	17,500
Intra-Departmental Charges - Telephone	5,725	6,609	6,609	
	16,685	23,812	23,812	17,500
ALL OTHER O&M				
Contractual Services	13,278	3,000	3,000	3,060
Advertising	193,129	225,200	225,200	180,204
Piano Tuner Expenses	375	1,000	1,000	1,020
Talent Fees-Promotions	692,008	632,347	632,347	644,994
Visa/Mastercard Bank Charges	61,493	68,948	68,948	70,327
Contract Labor	262,534	325,000	325,000	331,500
Leases	718	848	848	
Rentals	8,544	9,000	9,000	9,180
Repair Of Equipment	63			
Printing & Photography	20,262	20,000	20,000	15,000
Postage & Mailing	2,953	1,500	1,500	1,530
Subscription & Membership	286	600	600	612
Travel	10,989	15,000	15,000	15,300
Software License & Maintenance	600			
Licenses & Permits	8,241	15,000	15,000	15,300
Refunds On Settled Shows	1,736	500	500	510
Other Reimbursable Event Costs	8,796	10,066	10,066	10,267

RP FUNDING CENTER

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Office Supplies	3,916	6,000	6,000	6,120
Food Purchases	28,862	40,000	40,000	30,000
Cost Allocated - Other Centers	(9,000)			
	<u>1,309,784</u>	<u>1,374,009</u>	<u>1,374,008</u>	<u>1,334,924</u>
SUB-TOTAL	<u>1,664,987</u>	<u>1,767,515</u>	<u>1,767,517</u>	<u>1,756,868</u>
COMMUNICATIONS				
INTER-CITY SERVICES				
Intra-Departmental Charges - Telephone	12,268	14,224	14,224	
	<u>12,268</u>	<u>14,224</u>	<u>14,224</u>	
ALL OTHER O&M				
Communications - Other Costs	25,658	25,383	25,383	25,890
	<u>25,658</u>	<u>25,383</u>	<u>25,383</u>	<u>25,890</u>
SUB-TOTAL	<u>37,926</u>	<u>39,607</u>	<u>39,606</u>	<u>25,890</u>
NON-DEPARTMENTAL				
INSURANCE				
Self-Insurance Services	63,661	64,588	64,588	75,901
Insurance - Excess Liability (Auto, General)	4,064	4,267	4,157	4,142
	<u>67,725</u>	<u>68,855</u>	<u>68,745</u>	<u>80,043</u>
UTILITIES				
Water Service	40,592	47,194	43,884	45,859
Stormwater Service	24,416	25,637	25,637	26,919
Electric Service	468,304	526,635	496,441	511,334
Wastewater Service	23,668	23,814	25,015	25,640
Solid Waste Service	18,915	13,764	18,618	18,618
Solid Waste Service - Recycling	1,224	1,224	1,224	1,224
	<u>577,118</u>	<u>638,268</u>	<u>610,819</u>	<u>629,594</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	18,198	7,426	7,426	5,203
General Fund Services	874,205	915,447	915,447	896,269
	<u>892,403</u>	<u>922,873</u>	<u>922,873</u>	<u>901,472</u>
ALL OTHER O&M				
Rentals	5,650	6,893	6,893	7,031
Fines & Penalties		50	50	51
	<u>5,650</u>	<u>6,943</u>	<u>6,943</u>	<u>7,082</u>
SUB-TOTAL	<u>1,542,896</u>	<u>1,636,939</u>	<u>1,609,380</u>	<u>1,618,191</u>

RP FUNDING CENTER

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
DEBT SERVICE				
RP Funding Center Roof Replacement	140,019			
RP Funding Center Energy Conservation	127,043	129,192	129,192	129,192
Capital Improvement Refunding Note, Series 2012B	10			
RP Funding Center AC Chillers	29,457	29,457	29,457	
Capital Improvement Revenue Note, Series 2017A	1,186,577			
Golf Carts and Radio	32,806			
Utility Tax/Tourist Development Tax	(134,348)			
	1,381,564	158,649	158,649	129,192
SPECIAL PROJECTS				
PCCVB-Reimbursable Expenses	47,864	50,000	50,000	50,000
Marketing Committee	6,726	11,744	11,744	11,979
Sales Expense	6,155	8,600	8,600	8,772
Concessionaire Marketing Reserve	8,432	4,300	15,000	15,000
RP Funding Center Expansion	249,817			
Rebranding Costs	64,374			
Trash Receptacles - Green Initiative	28,870			
Replace and Repair Line Set	16,478			
General Replacements	13,436			
Arena Heat	49,992			
LAL Today		2,400	2,400	2,448
Storage Containers	2,881			
	495,025	77,044	87,744	88,199
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	7,614			5,609
Transfer To Information Technology	2,744	2,594	2,594	2,594
Transfer To IT Equip Replacement Fund	1,900	1,900	1,900	437
	12,258	4,494	4,494	8,640
GRAND TOTAL	10,387,069	9,162,424	8,979,714	9,064,066



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REVENUE AND EXPENDITURE SUMMARY
LAKELAND LINDER INTERNATIONAL AIRPORT OPERATING FUND

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
PERSONAL SERVICES				
Salaries and Wages	1,009,341	975,038	985,511	1,259,569
Fringe Benefits	326,318	431,852	348,473	495,373
Total Personnel	1,335,659	1,406,890	1,333,984	1,754,942
INSURANCE				
Utilities	430,399	419,173	502,865	509,686
Professional and Contractual	221,302	209,088	203,222	185,491
Insurance and Fixed Charges	207,332	263,771	263,480	268,403
Internal Service Charges	577,930	593,233	588,521	665,662
All Other Operations & Maintenance	341,830	354,066	374,443	354,900
Debt Service	3,148,862	2,962,414	7,879,326	3,144,156
Maintenance and Special Projects	10,154,915	31,032,337	32,003,498	514,096
Total Non-Personnel	15,082,570	35,834,082	41,815,356	5,642,394
Total Expenditures	16,418,230	37,240,972	43,149,339	7,397,336
UTILITIES				
Transfers In		356,039	356,039	
Transfers Out	308,661	1,231,534	1,231,534	1,037,930
Net Transfers	(308,661)	(875,495)	(875,495)	(1,037,930)
INTER-CITY SERVICES				
Intergovernmental Revenues	7,959,671	12,091,934	20,440,614	
Charges for Services	6,470,785	6,226,862	6,962,239	7,693,688
Debt Proceeds	315,000	16,364,711	13,704,711	
Interest Income	(115,791)		12,381	197,486
All Other Revenue	2,251,881	1,220,997	1,722,881	115,950
Total Revenue	16,881,546	35,904,504	42,842,826	8,007,124
Funding to be Provided	(154,656)	2,211,963	1,182,008	428,142

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
REVENUES				
LOCAL GRANTS				
Air Service Development		117,000	117,000	
		117,000	117,000	
CHARGES FOR SERVICES				
MISC CHARGES FOR SERVICES				
Concessions	418	250	285	
	418	250	285	
OTHER CHARGES FOR SERVICES				
Gasoline Sales	110,439	119,000	113,477	192,700
Airport Landing Fees				148,920
Rental Car Privilege Fees	12,754	24,000	16,453	20,000
Security Fees	3,697	3,000	2,834	2,800
Other Service Revenue		2,000		
Leases - Land	863,190	1,021,970	999,533	1,407,665
Building Leases - Other	5,480,288	5,056,642	5,829,657	5,921,603
	6,470,368	6,226,612	6,961,954	7,693,688
TOTAL CHARGES FOR SERVICES	6,470,785	6,226,862	6,962,239	7,693,688
FINES AND FORFEITS				
Bad Check Charges			150	
TOTAL FINES AND FORFEITS			150	
MISCELLANEOUS REVENUES				
OTHER				
All Other Misc Revenue	102,361	60,000	73,254	70,950
	102,361	60,000	73,254	70,950
SALES OF FIXED ASSETS				
Surplus Land Sales	824,986			
	824,986			
CONTRIBUTIONS & DONATIONS				
Contributions & Donations	32,500	52,619	36,710	35,000
	32,500	52,619	36,710	35,000

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
REIMBURSEMENTS				
Sun'N' Fun Reimbursements	9,882	15,000	10,000	10,000
Reimbursements / Loss Recovery	272,903		2,175	
	<u>282,785</u>	<u>15,000</u>	<u>12,175</u>	<u>10,000</u>
INVESTMENT INCOME				
Interest on Pooled Investments	289,154		12,381	197,486
Market Value Restatement	(404,953)			
	<u>(115,791)</u>		<u>12,381</u>	<u>197,486</u>
TOTAL MISCELLANEOUS REVENUE	<u>1,093,681</u>	<u>127,619</u>	<u>134,520</u>	<u>313,436</u>
SUB-TOTAL	7,845,466	6,471,481	7,213,909	8,007,124
PRIOR YEAR SURPLUS	<u>(1,147,510)</u>	<u>1,301,788</u>	<u>482,307</u>	<u>428,142</u>
TOTAL REVENUES	<u><u>6,697,956</u></u>	<u><u>7,773,269</u></u>	<u><u>7,696,216</u></u>	<u><u>8,435,266</u></u>

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
		ADMINISTRATION		
PERSONAL SERVICES	404,179	415,864	390,009	488,351
INSURANCE				
Insurance - Fire	112,227	127,405	127,405	144,116
Insurance - Airport Liability	34,700	36,435	36,435	38,257
Insurance - Position Bond	98	104	98	115
Self-Insurance Services	45,615	84,611	84,611	81,296
Insurance Consultant	4,212	4,212	4,212	936
Insurance - Excess Liability (Auto, General)	10,480	11,004	10,719	3,683
	<u>207,332</u>	<u>263,771</u>	<u>263,480</u>	<u>268,403</u>
UTILITIES				
Water Service	62,705	66,073	77,709	81,206
Stormwater Service	55,186	26,774	28,773	30,212
Electric Service	239,873	253,862	314,391	315,000
Wastewater Service	45,491	45,931	51,057	52,333
Solid Waste Service	26,635	26,023	30,425	30,425
Solid Waste Service - Recycling	510	510	510	510
	<u>430,399</u>	<u>419,173</u>	<u>502,865</u>	<u>509,686</u>
INTER-CITY SERVICES				
Rental - Fleet Management	51,965	53,197	53,202	53,456
Gasoline - Fleet Management	34,182	22,000	27,000	33,000
Maintenance - Fleet Management	31,375	43,424	33,261	58,708
Purchasing & Stores Service	65,209	66,398	66,398	75,005
General Fund Services	252,369	260,375	260,375	263,361
Intra-Departmental Charges - PC & Network Support	21,998	23,258	23,625	22,777
Intra-Departmental Charges - Telephone	14,721	13,053	13,053	13,660
Intra-Departmental Charges - Radios	8,667	9,344	9,344	9,665
Intra-Departmental Charges - Facilities	44,648	45,764	45,764	80,000
Intra-Departmental Charges - Training Ctr	841	841	841	851
Intra-Departmental Charges - IT Operations - Application Dev	31,632	34,321	34,321	35,438
Intra-Departmental Charges - IT Operations - Network Support	20,324	21,258	21,337	19,741
	<u>577,930</u>	<u>593,233</u>	<u>588,521</u>	<u>665,662</u>
ALL OTHER O&M				
Contractual Services	24,940	59,585	40,443	36,400
Legal Fees		10,000	20,000	10,000
Banking Service	3,746	1,516	1,236	1,561
Advertising	170			
Annual Audit	3,262	3,687	3,517	4,330
Visa/Mastercard Bank Charges	497	2,300	3,163	3,200
Rentals	26,091	25,287	25,769	26,000

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Maintenance Of Facilities		854	854	
Printing & Photography	3,383	1,778	1,522	1,500
Postage & Mailing	2,838	2,334	1,751	1,700
Subscription & Membership	6,302	7,848	7,697	7,500
Telephone Communications	5,086	3,491	2,936	3,000
Travel	10,803	7,788	6,532	6,500
Training	857	1,434	1,845	2,000
All Other Sundry Charges	357	31	30	
Ad Valorem Taxes	4,039	6,372	6,372	6,000
Software License & Maintenance			6,400	
Bad Debt Expense	21,984			
Auto/Heavy Equipment Fuel	3,962	11,000	9,080	12,000
Office Supplies	1,732	3,488	3,424	3,000
Equipment - Noncapital	1,591	1,635	1,687	
All Other Materials & Supplies	1,307	3,503	2,959	3,000
Uniforms	150	153	150	
	123,096	154,084	147,367	127,691
SUB-TOTAL	1,742,937	1,846,125	1,892,243	2,059,793

AIRSIDE

PERSONAL SERVICES	775,580	828,349	801,640	1,108,670
ALL OTHER O&M				
Contractual Services	101,901	72,000	68,927	65,000
Rentals	2,096	4,688	2,000	2,000
Maintenance Of Facilities	46,117	71,629	88,610	78,000
Repair Of Equipment	12,270	15,000	8,237	12,000
Printing & Photography		265		
Subscription & Membership	248			
Telephone Communications	7,865	7,599	6,942	8,000
Training	1,845		1,714	
Office Supplies	143		97	
Equipment - Noncapital	830	3,060	2,308	3,000
All Other Materials & Supplies	9,613	20,400	15,014	15,000
Uniforms	421	429	623	1,000
Chemicals		2,550	2,500	2,500
Tools & Implements	1,878	2,550	4,534	3,000
	185,227	200,170	201,506	189,500
SUB-TOTAL	960,807	1,028,519	1,003,146	1,298,170

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
AIRPORT OPERATIONS				
PERSONAL SERVICES	155,900	162,677	142,334	157,921
ALL OTHER O&M				
Contractual Services	86,787	60,000	65,936	65,000
Rentals	14,301	10,100	4,726	4,700
Maintenance Of Facilities	145,504	129,000	152,614	148,000
Telephone Communications	2,375	2,300	2,076	2,100
Equipment - Noncapital		1,000		
All Other Materials & Supplies	2,836	4,500	1,387	1,500
Uniforms			150	
Tools & Implements	918	2,000	1,903	1,900
	252,721	208,900	228,792	223,200
SUB-TOTAL	408,621	371,577	371,126	381,121
NON-DEPARTMENTAL				
ALL OTHER O&M				
Bad Check Expense	2,088			
	2,088			
SUB-TOTAL	2,088			
DEBT SERVICE				
Tail Enclosure - Airside Center	85,144	85,144	85,144	85,144
2010A CBA Bonds Payable	585,385	585,384	585,385	585,385
LLRA General Electric Work	6,682			
RDI Interiors Paint Booth	11,024			
FMS Improvements	18,190			
Draken Improvement	41,561			
Polk State College Facility Improvements	55,412			
Northside Hanger Improvements	38,791			
Airport Facility Expansion	66,502	33,251	33,251	
Miscellaneous Airport Capital Project Expenditures	390,976	390,976	390,976	390,977
Capital Improvement Revenue Note, Series 2017A	184,174	185,862	184,036	183,918
Capital Improvement Revenue Note, Series 2017B	1,120,605	1,476,105	1,536,442	1,535,167
Amazon				363,565
Operations	(10,764)			
	2,593,682	2,756,722	2,815,234	3,144,156

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Emergency Manager				1,431
Airport Maintenance-Sun 'N Fun	14,962	10,000	2,735	
Airport Advertising / Promotions	86,553	116,619	83,910	65,000
FAA Controllers for Sun N Fun	270,942			
Lease - NOAA	172,439	164,083	166,674	167,665
US Customs	124,614	137,940	127,512	135,000
Air Service Development	11,651	227,750	120,302	97,500
LAL Today		2,400	1,800	
Amazon				47,500
	<u>681,161</u>	<u>658,792</u>	<u>502,933</u>	<u>514,096</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	50,257	47,979	47,979	50,642
Transfer To Fleet Mgmt Reserve		120,000	120,000	
Transfer To Information Technology	11,503	11,478	11,478	11,478
Transfer To IT Equip Replacement Fund	600	600	600	138
Transfer to Airport R&R Fund	246,301	1,051,477	1,051,477	975,672
	<u>308,661</u>	<u>1,231,534</u>	<u>1,231,534</u>	<u>1,037,930</u>
GRAND TOTAL	<u>6,697,956</u>	<u>7,773,269</u>	<u>7,696,216</u>	<u>8,435,266</u>



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**REVENUE AND EXPENDITURE SUMMARY
SOLID WASTE**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	2,908,891	3,098,139	2,831,303	3,292,256
Fringe Benefits	1,350,006	1,430,900	1,237,430	1,383,489
Total Personnel	4,258,897	4,529,039	4,068,733	4,675,745
Non-Personnel				
Utilities	36,432	37,706	35,281	36,264
Professional and Contractual	438,820	472,467	456,293	457,399
Insurance and Fixed Charges	431,427	439,472	438,335	443,802
Internal Service Charges	5,465,640	5,923,507	5,600,498	6,244,428
All Other Operations & Maintenance	2,906,104	3,411,700	3,848,000	3,868,700
Capital Outlay	64,240	90,760	65,000	67,500
Maintenance and Special Projects	101,913	130,988	135,988	227,052
Total Non-Personnel	9,444,576	10,506,600	10,579,395	11,345,145
Total Expenditures	13,703,472	15,035,639	14,648,128	16,020,890
Transfers				
Transfers Out	1,870,220	2,310,678	1,864,518	4,386,043
Net Transfers	(1,870,220)	(2,310,678)	(1,864,518)	(4,386,043)
Revenue Sources				
Charges for Services	16,147,322	16,121,994	16,546,900	16,713,040
Interest Income	138,481	275,000	228,000	235,000
All Other Revenue	64,403	7,700	8,518	9,018
Total Revenue	16,350,206	16,404,694	16,783,418	16,957,058
Funding to be Provided	(776,514)	941,623	(270,772)	3,449,875

SOLID WASTE

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
INVESTMENT INCOME				
Interest on Pooled Investments	358,662	275,000	228,000	235,000
Interest on Deposits	(19,151)			
Market Value Restatement	(201,030)			
	<u>138,481</u>	<u>275,000</u>	<u>228,000</u>	<u>235,000</u>
TOTAL MISCELLANEOUS REVENUE	<u>199,619</u>	<u>279,500</u>	<u>232,500</u>	<u>240,000</u>
SUB-TOTAL	<u>16,350,206</u>	<u>16,404,694</u>	<u>16,783,418</u>	<u>16,957,058</u>
PRIOR YEAR SURPLUS	<u>(776,514)</u>	<u>941,623</u>	<u>(270,772)</u>	<u>3,449,875</u>
TOTAL REVENUES	<u>15,573,692</u>	<u>17,346,317</u>	<u>16,512,646</u>	<u>20,406,933</u>

SOLID WASTE

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	568,681	557,904	469,032	546,752
INSURANCE				
Insurance - Fire	1,247	1,463	1,415	1,608
Insurance - Position Bond	304	339	304	366
Self-Insurance Services	388,285	394,140	394,140	400,215
Insurance Consultant	2,808	2,808	2,808	2,574
Insurance - Excess Liability (Auto, General)	38,783	40,722	39,668	39,039
	<u>431,427</u>	<u>439,472</u>	<u>438,335</u>	<u>443,802</u>
UTILITIES				
Water Service	7,248	7,823	6,505	6,798
Stormwater Service	1,486	1,560	1,560	1,638
Electric Service	10,999	10,824	10,540	10,856
Wastewater Service	11,857	12,657	11,834	12,130
Solid Waste Service	4,638	4,638	4,638	4,638
Solid Waste Service - Recycling	204	204	204	204
	<u>36,432</u>	<u>37,706</u>	<u>35,281</u>	<u>36,264</u>
INTER-CITY SERVICES				
Rental - Fleet Management	4,548	4,320	4,363	4,320
Gasoline - Fleet Management	2,024	2,046	1,895	2,497
Maintenance - Fleet Management	1,403	2,606	917	2,864
Purchasing & Stores Service	8,720	20,968	20,968	21,678
General Fund Services	808,583	825,338	825,338	846,051
Other City Department Charges	4,365			
Utility Billing Service	207,445	213,423	213,423	229,954
Intra-Departmental Charges - PC & Network Support	15,525	16,767	16,049	15,783
Intra-Departmental Charges - Telephone	5,725	6,526	6,526	6,594
Intra-Departmental Charges - Radios	36,833	37,374	37,374	38,659
Intra-Departmental Charges - Facilities	9,322	9,555	9,555	11,871
Intra-Departmental Charges - Janitorial	7,458	7,644	7,644	10,516
Intra-Departmental Charges - Training Ctr	3,216	3,216	3,216	3,216
Intra-Departmental Charges - IT Operations - GIS	11,896	13,908	13,908	14,565
Intra-Departmental Charges - IT Operations - Application Dev	69,613	90,106	90,106	87,890
Intra-Departmental Charges - IT Operations - Network Support	13,947	13,528	13,833	12,787
	<u>1,210,622</u>	<u>1,267,325</u>	<u>1,265,115</u>	<u>1,309,245</u>
ALL OTHER O&M				
Contractual Services	9,934	12,000	12,000	12,000
Banking Service	1,962	2,546	2,021	2,082
Professional Services	9,878	31,330	10,000	10,000
Advertising	16,576	30,094	30,750	30,750

SOLID WASTE

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Annual Audit	3,984	4,522	4,522	5,567
Contract Labor	7,205	12,000	12,000	12,000
Toll Fees	21,005	37,000	36,000	36,000
Repair Of Equipment	9,126	16,300	16,000	16,000
Printing & Photography	594	750	750	750
Postage & Mailing	600	800	2,800	3,000
Subscription & Membership	465	700	1,000	1,000
Telephone Communications	3,537	4,200	4,200	4,200
Travel	4,577	3,600	3,600	3,600
Training	1,737	1,900	1,900	1,900
All Other Sundry Charges	1,868	7,000	7,500	7,500
Software License & Maintenance	39,000	46,200	46,000	46,000
Bad Debt Expense	31,346	40,000	35,000	35,000
Loss On Disposal of Fixed Assets	646			
Office Supplies	3,993	5,000	5,000	5,000
Equipment - Noncapital	1,154	2,500	2,500	2,500
All Other Materials & Supplies	8,679	9,000	9,000	9,000
Uniforms	23,619	32,000	30,000	30,000
Chemicals	17,249	21,000	23,000	23,000
Tools & Implements	3,535	5,500	5,500	5,500
Personal Safety Equipment	3,091	5,300	5,300	5,300
Parts For Equipment	1,609	3,600	3,600	3,600
	<u>226,969</u>	<u>334,842</u>	<u>309,943</u>	<u>311,249</u>
SUB-TOTAL	<u>2,474,131</u>	<u>2,637,249</u>	<u>2,517,706</u>	<u>2,647,312</u>

RECYCLING

PERSONAL SERVICES	<u>513,455</u>	<u>568,291</u>	<u>534,140</u>	<u>589,250</u>
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INTER-CITY SERVICES

Rental - Fleet Management	480,016	444,536	500,103	444,536
Gasoline - Fleet Management	113,845	125,486	128,302	132,046
Maintenance - Fleet Management	181,127	448,677	156,930	473,888
	<u>774,988</u>	<u>1,018,699</u>	<u>785,335</u>	<u>1,050,470</u>

ALL OTHER O&M

Advertising	6,170	32,475	30,000	30,000
Contract Labor	17,993			
Printing & Photography	175	750	750	750
Postage & Mailing	357	3,600	2,600	2,600
Subscription & Membership	314	400	400	400
Travel	3,263	2,000	2,500	2,500
Training	1,275	1,500	2,000	2,000
Recycling Disposal Charges	104,216	345,000	365,000	384,000

SOLID WASTE

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Office Supplies	667	600	600	600
All Other Materials & Supplies	3,752	5,500	5,500	5,500
	138,183	391,825	409,350	428,350
SUB-TOTAL	1,426,626	1,978,815	1,728,825	2,068,070
RESIDENTIAL - MANUAL				
PERSONAL SERVICES	1,445,789	1,502,364	1,370,594	1,538,137
INTER-CITY SERVICES				
Rental - Fleet Management	331,606	368,463	443,150	411,971
Gasoline - Fleet Management	195,554	212,391	214,446	260,214
Maintenance - Fleet Management	502,234	379,776	534,848	607,450
	1,029,394	960,630	1,192,444	1,279,635
ALL OTHER O&M				
Contract Labor	305,786	287,500	295,000	295,000
Solid Waste Disposal Charges	333,671	420,000	455,000	455,000
	639,457	707,500	750,000	750,000
SUB-TOTAL	3,114,640	3,170,494	3,313,038	3,567,772
RESIDENTIAL - AUTOMATED				
PERSONAL SERVICES	773,656	819,367	727,897	861,030
INTER-CITY SERVICES				
Rental - Fleet Management	490,681	503,576	447,908	518,683
Gasoline - Fleet Management	148,342	169,501	106,523	162,228
Maintenance - Fleet Management	299,741	377,224	290,292	408,820
	938,764	1,050,301	844,723	1,089,731
ALL OTHER O&M				
Solid Waste Disposal Charges	682,539	705,000	865,000	865,000
	682,539	705,000	865,000	865,000
SUB-TOTAL	2,394,959	2,574,668	2,437,620	2,815,761
COMMERCIAL				
PERSONAL SERVICES	739,567	792,348	720,811	848,382
INTER-CITY SERVICES				
Rental - Fleet Management	460,946	514,646	396,815	514,646
Gasoline - Fleet Management	178,102	237,557	150,530	221,677
Maintenance - Fleet Management	626,260	616,257	632,815	477,184
	1,265,307	1,368,460	1,180,160	1,213,507
ALL OTHER O&M				
Contractual Services	39,958	50,000	50,000	50,000

SOLID WASTE

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Contract Labor	14,894			
Solid Waste Disposal Charges	1,231,573	1,295,000	1,430,000	1,430,000
Equipment - Noncapital	88,064	90,000	90,000	91,500
	<u>1,374,489</u>	<u>1,435,000</u>	<u>1,570,000</u>	<u>1,571,500</u>
CAPITAL EQUIPMENT				
Equipment - Capital				2,500
				<u>2,500</u>
SUB-TOTAL	<u>3,379,363</u>	<u>3,595,808</u>	<u>3,470,971</u>	<u>3,635,889</u>
			ROLL-OFF	
PERSONAL SERVICES	<u>217,749</u>	<u>288,765</u>	<u>246,259</u>	<u>292,194</u>
INTER-CITY SERVICES				
Rental - Fleet Management	62,643	65,487	83,873	65,487
Gasoline - Fleet Management	72,456	65,200	90,669	91,761
Maintenance - Fleet Management	111,465	127,405	158,179	144,592
	<u>246,564</u>	<u>258,092</u>	<u>332,721</u>	<u>301,840</u>
ALL OTHER O&M				
Contractual Services	4,480	10,000	10,000	10,000
Solid Waste Disposal Charges	278,808	300,000	390,000	390,000
	<u>283,287</u>	<u>310,000</u>	<u>400,000</u>	<u>400,000</u>
CAPITAL EQUIPMENT				
Equipment - Capital	64,240	90,760	65,000	65,000
	<u>64,240</u>	<u>90,760</u>	<u>65,000</u>	<u>65,000</u>
SUB-TOTAL	<u>811,841</u>	<u>947,617</u>	<u>1,043,980</u>	<u>1,059,034</u>
SPECIAL PROJECTS				
Emergency Manager				5,554
Solid Waste Renovation, Demo & Addition	3,369		5,000	5,000
GPS Units and Access Charges	9,759	20,000	20,000	20,000
Environmental Code Enforcement Officer	16,737	16,988	16,988	17,498
Cart Replacement	59,908	70,000	70,000	75,000
Solid Waste/Lakes - 305 Eastside Property	12,139	20,000	10,000	10,000
GPS Units and Access Charges		4,000	14,000	94,000
	<u>101,913</u>	<u>130,988</u>	<u>135,988</u>	<u>227,052</u>

SOLID WASTE

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	1,609,658	1,600,000	1,600,000	4,106,833
Transfer To Fleet Mgmt Reserve		646,160	200,000	215,000
Transfer To Information Technology	65,162	64,118	64,118	64,118
Transfer To IT Equip Replacement Fund	400	400	400	92
Transfer to Stormwater Utility Fund	195,000			
	<u>1,870,220</u>	<u>2,310,678</u>	<u>1,864,518</u>	<u>4,386,043</u>
GRAND TOTAL	<u>15,573,692</u>	<u>17,346,317</u>	<u>16,512,646</u>	<u>20,406,933</u>

**REVENUE AND EXPENDITURE SUMMARY
LAKES AND STORMWATER**

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	408,443	490,924	433,758	561,918
Fringe Benefits	183,102	241,917	199,381	282,286
Total Personnel	591,545	732,841	633,139	844,204
Non-Personnel				
Utilities	593	558	573	588
Insurance and Fixed Charges	33,937	34,579	34,460	28,058
Grants and Aid	10,000	10,000	10,000	10,000
Internal Service Charges	501,993	511,946	528,297	550,138
All Other Operations & Maintenance	71,295	67,568	72,613	74,480
Capital Outlay	449,223	2,665	938	72,234
Maintenance and Special Projects	3,585,814	8,401,418	8,341,629	5,876,262
Total Non-Personnel	4,707,064	9,028,734	9,042,774	6,611,760
Total Expenditures	5,298,609	9,761,575	9,675,913	7,455,964
Transfers				
Transfers In	195,000			
Transfers Out	75,915	66,904	66,904	365,766
Net Transfers	119,085	(66,904)	(66,904)	(365,766)
Revenue Sources				
Intergovernmental Revenues	32,809	873,979	434,181	135,000
Charges for Services	6,071,842	6,399,000	6,396,898	6,716,000
Interest Income	60,237	249,679	194,675	207,000
All Other Revenue	25,742		2,173	
Total Revenue	6,190,630	7,522,658	7,027,927	7,058,000
Funding to be Provided	(1,011,106)	2,305,821	2,714,890	763,730

LAKES AND STORMWATER

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
REVENUES				
INTERGOVERNMENTAL REVENUE				
LOCAL GRANTS				
Aquatic Harvester				75,000
SWFMD - Lake Hunter BMP	32,809	873,979	434,181	60,000
	<u>32,809</u>	<u>873,979</u>	<u>434,181</u>	<u>135,000</u>
TOTAL INTERGOVERNMENTAL	<u>32,809</u>	<u>873,979</u>	<u>434,181</u>	<u>135,000</u>
CHARGES FOR SERVICES				
OTHER CHARGES FOR SERVICES				
Stormwater Fees - Commercial/Municipal	2,627,703	2,781,000	2,788,752	2,928,000
Stormwater Fees - Residential	3,302,213	3,440,000	3,487,712	3,662,000
Stormwater Fees - Interfund	141,926	178,000	120,434	126,000
	<u>6,071,842</u>	<u>6,399,000</u>	<u>6,396,898</u>	<u>6,716,000</u>
TOTAL CHARGES FOR SERVICES	<u>6,071,842</u>	<u>6,399,000</u>	<u>6,396,898</u>	<u>6,716,000</u>
FINES AND FORFEITS				
Bad Check Charges	1,082		1,173	
Citations / Fines	18,771		1,000	
	<u>19,853</u>		<u>2,173</u>	
TOTAL FINES AND FORFEITS	<u>19,853</u>		<u>2,173</u>	
MISCELLANEOUS REVENUES				
SALES OF FIXED ASSETS				
Surplus Furniture & Equipment Sales	5,836			
	<u>5,836</u>			
REIMBURSEMENTS				
Reimbursements / Loss Recovery	54			
	<u>54</u>			
INVESTMENT INCOME				
Interest on Pooled Investments	216,821	249,679	194,675	207,000
Interest on Deposits	(8,837)			
Market Value Restatement	(147,748)			
	<u>60,237</u>	<u>249,679</u>	<u>194,675</u>	<u>207,000</u>
TOTAL MISCELLANEOUS REVENUE	<u>66,126</u>	<u>249,679</u>	<u>194,675</u>	<u>207,000</u>
TRANSFERS FROM OTHER FUNDS				
Transfer from Solid Waste Management	195,000			
TOTAL TRANSFERS FROM OTHER FUNDS	<u>195,000</u>			
SUB-TOTAL	<u>6,385,630</u>	<u>7,522,658</u>	<u>7,027,927</u>	<u>7,058,000</u>
PRIOR YEAR SURPLUS	<u>(1,011,106)</u>	<u>2,305,821</u>	<u>2,714,890</u>	<u>763,730</u>
TOTAL REVENUES	<u><u>5,374,524</u></u>	<u><u>9,828,479</u></u>	<u><u>9,742,817</u></u>	<u><u>7,821,730</u></u>

LAKES AND STORMWATER

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ADMINISTRATION				
EXPENSES				
PERSONAL SERVICES	591,545	732,841	633,139	844,204
INSURANCE				
Insurance - Position Bond	33	36	33	49
Self-Insurance Services	28,389	28,814	28,814	23,887
Insurance Consultant	1,248	1,248	1,248	858
Insurance - Excess Liability (Auto, General)	4,267	4,481	4,365	3,264
	<u>33,937</u>	<u>34,579</u>	<u>34,460</u>	<u>28,058</u>
UTILITIES				
Water Service	26	27	27	28
Electric Service	482	451	460	474
Wastewater Service	30	29	31	32
Solid Waste Service	50	47	50	50
Solid Waste Service - Recycling	5	4	5	4
	<u>593</u>	<u>558</u>	<u>573</u>	<u>588</u>
INTER-CITY SERVICES				
Rental - Fleet Management	44,173	51,122	48,866	53,629
Gasoline - Fleet Management	13,855	14,377	13,077	17,412
Maintenance - Fleet Management	34,963	29,434	48,694	36,708
Fleet Mgmt Project Charges	236		938	
Purchasing & Stores Service	3,791	2,184	2,184	433
General Fund Services	311,273	324,593	324,593	340,326
Intra-Departmental Charges - PC & Network Support	15,269	15,618	15,330	15,579
Intra-Departmental Charges - Telephone	2,862	3,322	3,322	3,297
Intra-Departmental Charges - Radios	2,167	2,239	2,239	2,274
Intra-Departmental Charges - Facilities	3,965	4,064	4,064	5,049
Intra-Departmental Charges - Janitorial	2,706	2,774	2,774	3,816
Intra-Departmental Charges - Training Ctr	346	346	346	346
Intra-Departmental Charges - IT Operations - GIS	22,127	25,609	25,609	26,732
Intra-Departmental Charges - IT Operations - Application Dev	31,471	24,164	24,164	33,365
Intra-Departmental Charges - IT Operations - Network Support	12,788	12,100	12,097	11,172
	<u>501,993</u>	<u>511,946</u>	<u>528,297</u>	<u>550,138</u>

LAKES AND STORMWATER

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Repair Of Equipment	3,346		938	
Printing & Photography	872	325	325	1,038
Postage & Mailing	208	513	513	519
Subscription & Membership	3,162	4,100	4,100	4,151
Telephone Communications	4,170	3,923	5,683	4,332
Travel	8,606	7,150	7,150	6,227
Training	12,056	9,560	9,560	10,692
Licenses & Permits	4,471	5,125	5,125	5,189
All Other Administrative	578	365	365	1,382
Bad Debt Expense	11,376	8,078	10,425	12,500
Contribution to the Water Atlas		5,000	5,000	5,000
Office Supplies	2,679	4,597	4,597	2,629
Equipment - Noncapital	6,273	4,788	4,788	7,323
All Other Materials & Supplies	9,108	7,175	7,175	7,265
Uniforms	3,388	5,766	5,766	6,129
Personal Safety Equipment	1,002	1,103	1,103	104
	<u>71,295</u>	<u>67,568</u>	<u>72,613</u>	<u>74,480</u>
GRANTS AND AID TO AGENCIES				
Contribution To LEAD	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
CAPITAL EQUIPMENT				
Equipment - Capital	<u>2,338</u>	<u>2,665</u>	<u>938</u>	<u>2,698</u>
	<u>2,338</u>	<u>2,665</u>	<u>938</u>	<u>2,698</u>
SUB-TOTAL	<u>1,211,701</u>	<u>1,360,157</u>	<u>1,280,020</u>	<u>1,510,166</u>
NON-DEPARTMENTAL				
CAPITAL EQUIPMENT				
Land Acquisition	<u>390,900</u>			
	<u>390,900</u>			
SUB-TOTAL	<u>390,900</u>			
DEBT SERVICE				
TV Truck Lease	<u>54,209</u>		<u>54,264</u>	
	<u>54,209</u>		<u>54,264</u>	

LAKES AND STORMWATER

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Aquatic Harvester				150,123
Stihl Line Trimmers				2,450
Four Tool Cordless Combo Kit				750
Drainage Maintenance Non-Capital Equipment				3,229
Emergency Manager				757
TV Truck Lease	2,762	60,000	211	54,264
NPDES Permitting - Administration	37,000	38,480	38,480	38,479
Public Education Programs	75,672	90,000	90,000	90,000
Flood Control Automation Feasibility Study	56,972	12,021	12,021	
Retrofit Existing Storm Sewers	434,541	763,822	763,822	700,000
TV & Clean Storm Drain Structures	305,149	426,628	426,628	414,750
General Lake Improvements	46,646	229,739	229,739	450,000
GIS Storm Sewer Inventory	76,507	85,000	85,000	75,000
Install / Maintain Pollution Control Devices	41,049	104,500	104,500	90,000
Lake Hunter - Watershed Management	9,138	5,863	5,863	100,000
Lake Bonny Watershed Management Plan & Projects	5,647	342,943	342,943	125,000
Lake Parker TMDL Project - WQ Treatment	109,926	361,941	361,941	300,000
Wayman St. Ditch Repairs	31,560	329,476	329,476	
GIS Technician - Engineering	77,352	73,510	73,510	76,451
Drainage Maintenance Operations	864,485	852,602	852,602	962,000
Streetsweeping Operations	830,792	1,199,076	1,199,076	1,139,222
Highlands Hills Ditch Maint & Repairs	67,049	172,210	172,210	
CLMP - 2016 Update	15,302	126,579	126,579	
Lake Hollingsworth Southside Shoreline Stab	3,129	94,738	94,738	
Crystal Lake TMDL	26,746	172,438	172,438	250,000
Environmental Code Enforcement Officer	50,212	52,220	52,220	53,787
Lake Beulah Shoreline Restoration	20,637	20,000	20,000	20,000
Lake Wire Hydrilla Removal	3,125	48,194	48,194	5,000
Lake Morton Shoreline Restoration	13,603	20,000	20,000	30,000
Contrib to FL Friendly Landscaping	15,040	10,000	10,000	10,000
Street Sweeping Study		64,968	64,968	
Southern Landings Repairs	80	19,220	19,220	10,000
Upgrades to C&M/L&S Office Facility	138,586	50,000	50,000	
Aquatic Plant Management Plans		10,000	10,000	
Buckingham Ditch Pipe Replacement	1,500			
Lake Bonnet Water Quality Improvement	147,850	153,587	153,587	25,000
Solid Waste/Lakes - 305 Eastside Property	12,139	40,000	40,000	
SWFMD - Lake Hunter BMP	65,619	1,503,216	1,503,216	300,000
Emergency Pump Lake Bonny		108,447	108,447	
Lake Bonny Drainage Project		50,000	50,000	
Lake Hollingsworth TMDL Program		50,000	50,000	150,000

LAKES AND STORMWATER

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Bathymetric Mapping Project		50,000	50,000	
Water Quality Improvement Project		190,000	190,000	200,000
Lake Beulah Boat Ramp		20,000	20,000	
Stormwater Management Master Plan		400,000	400,000	50,000
CST/Berger Electronic Digital Theodolite Transite 56-DGT10				1,500
Generator				2,029
Hustler Super Z 60 in				12,000
High Efficiency Nozzle				5,798
EnviroLight Air HD Pole Camera				15,729
Cue's Mplus Camera				9,980
Office Furniture				2,500
Drainage Spray Airboat				20,000
General Lake Improvements	52,625			
GIS Storm Sewer Inventory	3,360			
	<u>3,641,799</u>	<u>8,401,418</u>	<u>8,341,629</u>	<u>5,945,798</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	1,278			918
Transfer To Fleet Mgmt Reserve	71,820	64,100	64,100	362,300
Transfer To Information Technology	2,484	2,471	2,471	2,471
Transfer To IT Equip Replacement Fund	333	333	333	77
	<u>75,915</u>	<u>66,904</u>	<u>66,904</u>	<u>365,766</u>
GRAND TOTAL	<u>5,374,524</u>	<u>9,828,479</u>	<u>9,742,817</u>	<u>7,821,730</u>

**REVENUE AND EXPENDITURE SUMMARY
ELECTRIC UTILITY**

	FY18	FY19	FY19	FY20
	Actual	Original Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	37,025,134	39,080,566	36,045,315	40,988,098
Fringe Benefits	12,612,196	13,461,666	12,207,921	13,834,393
Total Personnel	49,637,331	52,542,232	48,253,236	54,822,491
Non-Personnel				
Internal Service Charges	18,579,789	18,747,497	17,988,633	19,416,818
Professional and Contractual	21,883,414	17,716,381	19,782,556	18,993,325
Utilities	1,312,383	1,004,545	1,043,242	1,198,089
Insurance and Fixed Charges	2,896,066	3,131,781	3,259,602	3,651,489
Grants and Aid	881,181	768,693	937,769	1,006,279
Fuel and Purchased Power	123,619,287	123,673,459	122,036,846	123,064,682
All Other Operations & Maintenance	21,125,074	22,093,380	20,992,250	22,470,420
Cost Allocations and Recoveries	(19,452,280)	(15,938,365)	(17,299,860)	(17,052,005)
Capital Outlay	38,093,888	38,846,778	39,577,962	39,941,208
Debt Service	39,141,341	39,674,996	40,154,520	36,937,691
Total Non-Personnel	248,080,141	249,719,145	248,473,519	249,627,996
Total Expenditures	297,717,472	302,261,377	296,726,756	304,450,487
Transfers				
Transfers from Other Funds	110,486,174	118,691,293	121,307,944	116,674,830
Transfers to Other Funds	(117,859,266)	(149,972,535)	(152,614,736)	(148,253,820)
Net Transfers	(7,373,092)	(31,281,242)	(31,306,792)	(31,578,990)
Revenue Sources				
Charges for Services	313,960,905	315,479,817	313,875,673	322,807,445
Fines and Forfeits	112,356	97,096	98,753	103,561
Miscellaneous Revenues	6,390,349	6,461,470	7,502,341	6,000,703
Total Revenue	320,463,611	322,038,383	321,476,767	328,911,709
Funding to be Provided	15,373,047	(11,504,236)	(6,556,781)	(7,117,768)

**REVENUE AND EXPENDITURE SUMMARY
ELECTRIC UTILITY**

	FY18	FY19	FY19	FY20
	Actual	Original Budget	Forecast	Proposed Budget
TOTAL REVENUE FROM SERVICES	315,143,888	316,692,797	315,046,880	324,030,521
ELECTRIC EXPENSES:				
O&M Expenses				
Fuel and Purchased Power	127,076,304	127,277,245	125,401,695	126,613,834
Production	30,130,929	29,660,112	30,148,278	31,421,951
Transmission/Distribution	30,397,644	31,184,738	28,145,388	31,894,101
Customer Service and Accounting	8,433,506	9,213,665	9,172,656	9,458,466
Administrative and General	24,871,707	28,483,593	24,774,515	30,265,236
Total O&M Expenses	220,910,090	225,819,353	217,642,532	229,653,588
Depreciation	35,945,153	39,017,452	37,017,468	39,766,828
TOTAL OPERATING EXPENSE	256,855,243	264,836,805	254,660,000	269,420,416
TOTAL OPERATING INCOME	58,288,644	51,855,992	60,386,880	54,610,105
NON-OPERATING INCOME/EXPENSE				
Investment Income	2,525,254	4,993,199	6,134,889	4,580,537
Other Income	2,794,469	352,387	294,998	300,651
Interest Expense	15,317,078	15,669,058	16,078,328	14,092,765
Amortization	452,367	478,545	112,226	124,234
Net Non-Operating Items	(10,449,722)	(10,802,017)	(9,760,667)	(9,335,811)
INCOME BEFORE TRANSFERS	47,838,922	41,053,975	50,626,213	45,274,294
OPERATING TRANSFERS				
City Dividend	29,701,896	30,850,393	30,850,393	30,900,000
Other Operating Transfers Out	88,157,370	119,122,142	121,764,343	117,353,820
Other Operating Transfers In	110,486,174	118,691,293	121,307,944	116,674,830
Net Transfers	(7,373,092)	(31,281,242)	(31,306,792)	(31,578,990)
OPERATING NET INCOME	40,465,830	9,772,733	19,319,421	13,695,304

**REVENUE AND EXPENDITURE SUMMARY
ELECTRIC UTILITY**

	FY18	FY19	FY19	FY20
	Actual	Original Budget	Forecast	Proposed Budget
CASH BASIS FINANCIAL INFORMATION				
NET INCOME - FULL ACCRUAL	40,465,830	9,772,733	19,319,421	13,695,304
Adjustments to convert full accrual-based net income to Cash Available for Future Expansion				
Add Back Non-cash Expenses:				
Depreciation, Amortization	36,397,520	39,495,997	37,129,694	39,891,062
Other Post Employment Benefits (Gasb 68)		2,000,000		
Other Post Employment Benefits (Gasb 68)	444,995		444,996	2,000,000
Deduct Cash Disbursements Excluded				
From Expenses:				
Capitalized Interest Expense	(1,263,850)	(1,720,938)	(1,781,891)	(2,664,926)
Capital Transfers to other funds:				
Rate Funded Capital Projects	(38,098,935)	(38,752,028)	(39,369,000)	(39,844,208)
Bond Principal Payments	(21,250,000)	(22,300,000)	(22,300,000)	(20,195,000)
Balance Available for Reserve for Future Expansion	<u>16,695,560</u>	<u>(11,504,236)</u>	<u>(6,556,781)</u>	<u>(7,117,768)</u>

ELECTRIC UTILITY

	FY18	FY19	FY19	FY20
	Actual	Original Budget	Forecast	Proposed Budget
SALES OF ELECTRICITY				
Customer Charge	4,155,100	11,901,063	4,900,345	4,921,400
Energy Charge	86,354,153	79,701,291	85,144,390	90,532,190
Surcharge	6,234,671	6,285,268	6,465,381	6,515,146
	<u>96,743,925</u>	<u>97,887,622</u>	<u>96,510,116</u>	<u>101,968,736</u>
Commercial & Industrial Sales				
General Services	14,424,477	13,565,045	12,920,577	13,551,045
General Service Demand	25,620,249	27,613,365	26,427,668	28,852,133
General Service Large Demand	12,662,458	13,176,525	13,491,028	13,729,426
Interruptible	3,169,330	3,255,300	3,056,633	3,295,130
Extra Large Demand	3,562,188	3,613,264	3,774,163	3,756,487
	<u>59,438,703</u>	<u>61,223,499</u>	<u>59,670,069</u>	<u>63,184,221</u>
Lighting				
Private Area Lights	2,874,914	3,106,939	2,830,026	3,009,439
Public Street & Highway Lighting (incl, FDOT)	3,617,831	3,617,832	3,617,440	3,617,834
Roadway Lighting	1,489,213	1,412,915	854,705	1,418,688
	<u>7,981,959</u>	<u>8,137,686</u>	<u>7,302,171</u>	<u>8,045,961</u>
Fuel & Conservation Charges				
Fuel Adjustment	121,005,213	125,857,365	121,587,490	116,844,871
Environmental Costs	6,407,563	6,534,726	6,482,751	8,678,518
Conservation	729,364	740,841	738,938	751,279
	<u>128,142,140</u>	<u>133,132,932</u>	<u>128,809,179</u>	<u>126,274,668</u>
Other Charges for Sales				
Sales for Resale	7,951,566	5,570,020	7,626,075	8,268,000
Capacity Charges	670			
Accrued Electric Charges	63,222	(3,937,405)	(1,468,344)	2,151,040
	<u>8,015,459</u>	<u>1,632,615</u>	<u>6,157,731</u>	<u>10,419,040</u>
TOTAL SALES OF ELECTRICITY	<u>300,322,185</u>	<u>302,014,354</u>	<u>298,449,266</u>	<u>309,892,626</u>
Other Electric Revenues				
PSC & Gross Receipts Tax	7,298,868	7,434,646	7,417,820	7,472,245
Penalty Charges	1,506,104	1,424,167	1,553,102	1,657,218
	<u>8,804,972</u>	<u>8,858,813</u>	<u>8,970,922</u>	<u>9,129,463</u>
Miscellaneous Service Revenue				
Pole Attachments	1,527,639	1,546,393	1,527,639	1,527,639
Facilities Charges	1,053,538	1,088,065	1,091,382	1,130,585
Connection Fees	612,686	621,865	660,517	712,082
Wheeling Fees	751,912	995,277	387,752	
Electric Portion of Bad Check Charges	94,168	97,096	98,753	103,561
ByProduct Revenue	883,572	366,000	499,145	426,000
All Other	5,853			
	<u>4,929,367</u>	<u>4,714,696</u>	<u>4,265,188</u>	<u>3,899,867</u>
TOTAL OTHER ELECTRIC REVENUES	<u>13,734,339</u>	<u>13,573,509</u>	<u>13,236,110</u>	<u>13,029,330</u>
TOTAL ELECTRIC OPERATING REVENUES	<u>314,056,525</u>	<u>315,587,863</u>	<u>311,685,376</u>	<u>322,921,956</u>

ELECTRIC UTILITY

	FY18	FY19	FY19	FY20
	Actual	Original Budget	Forecast	Proposed Budget
Other Retail Services				
Facilities Tower Rental	140,307	120,720	127,290	166,609
Surge Suppression	442,680	434,214	434,214	441,956
Fiber Rental	502,912	550,000	500,000	500,000
	<u>1,085,899</u>	<u>1,104,934</u>	<u>1,061,504</u>	<u>1,108,565</u>
NON-OPERATING REVENUES				
Interest on Grant Funds	2,128			
Interest on Meter Deposits	745,811	427,292	543,181	454,063
Interest on Operating Funds	6,162,572	4,132,802	5,380,376	3,881,680
Interest on Emergency Repair	282,537	433,105	211,332	244,794
Market Value Restatement	(4,667,795)			
	<u>2,525,254</u>	<u>4,993,199</u>	<u>6,134,889</u>	<u>4,580,537</u>
Other				
Billing Commissions	216,386	227,387	194,998	180,651
All Other	204,547	125,000	100,000	120,000
	<u>420,934</u>	<u>352,387</u>	<u>294,998</u>	<u>300,651</u>
TOTAL NON-OPERATING REVENUES	<u>4,032,086</u>	<u>6,450,520</u>	<u>7,491,391</u>	<u>5,989,753</u>
Transfers from Other Funds	<u>110,486,174</u>	<u>118,691,293</u>	<u>121,307,944</u>	<u>116,674,830</u>
TOTAL REVENUE	<u>428,574,785</u>	<u>440,729,676</u>	<u>440,484,711</u>	<u>445,586,539</u>
EXPENSES				
PERSONNEL SERVICES	<u>50,082,326</u>	<u>54,542,232</u>	<u>48,698,232</u>	<u>56,822,491</u>
INSURANCE				
Automobile Insurance Premiums	3,610			
Insurance - All Other		900	900	900
Insurance - Excess Liability (Auto, General)	103,317	108,482	103,317	123,348
Insurance - Fire	1,884,739	2,074,458	2,231,170	2,445,923
Insurance - Position Bond		3,078		2,997
Insurance Consultant		27,534	6,885	33,462
Self-Insurance Services	904,400	917,329	917,329	1,044,859
	<u>2,896,066</u>	<u>3,131,781</u>	<u>3,259,602</u>	<u>3,651,489</u>
UTILITIES				
Electric Service	469,161	414,212	431,712	482,069
Solid Waste Service	104,900	113,327	94,929	94,627
Solid Waste Service - Recycling	959	1,500	704	959
Stormwater Service	20,008	14,375	13,426	18,915
Wastewater Re-use Charges	514,229	322,500	323,347	396,014
Wastewater Service	77,223	53,546	71,844	72,192
Water Service	125,903	85,085	107,280	133,313
	<u>1,312,383</u>	<u>1,004,545</u>	<u>1,043,242</u>	<u>1,198,089</u>

ELECTRIC UTILITY

	FY18	FY19	FY19	FY20
	Actual	Original Budget	Forecast	Proposed Budget
INTER-CITY SERVICES				
Gasoline - Fleet Management	240,711	443,258	238,553	302,775
General Fund Services	4,142,926	4,369,666	4,369,666	4,345,033
Intra Departmental Charges	1,170,943	1,015,260	910,314	1,001,542
Intra-Departmental Charges - Facilities	881,268	901,428	901,428	1,075,384
Intra-Departmental Charges - IT Operations - Application Dev	4,613,643	4,060,564	4,060,564	4,255,671
Intra-Departmental Charges - IT Operations - GIS	572,320	649,113	649,112	704,365
Intra-Departmental Charges - IT Operations - Network Support	706,630	678,343	615,362	609,653
Intra-Departmental Charges - IT Projects	1,239,943	1,253,349	1,263,349	1,269,363
Intra-Departmental Charges - Janitorial	627,596	643,286	643,286	884,996
Intra-Departmental Charges - PC & Network Support	835,803	867,348	817,808	842,465
Intra-Departmental Charges - Radios	214,500	220,565	220,284	224,568
Intra-Departmental Charges - Telephone	440,301	503,543	490,538	496,921
Intra-Departmental Charges - Training Ctr	27,743	28,002	28,003	28,002
Legal Fees - City To Electric	1,224	3,000		3,000
Maintenance - Fleet Management	587,258	661,332	527,860	697,767
Other City Department Charges	36,710	51,650	40,586	48,350
Purchasing & Stores Service	1,444,449	1,528,016	1,528,016	1,689,167
Rental - Fleet Management	795,821	869,774	683,903	937,796
	<u>18,579,789</u>	<u>18,747,497</u>	<u>17,988,633</u>	<u>19,416,818</u>
ALL OTHER O&M				
Ad Valorem Taxes	1,035	3,100	834	1,000
Advertising	185,441	143,026	148,551	149,425
All Other Materials & Supplies	328,481	381,230	398,358	367,087
All Other Sundry Charges	(369,892)	54,905	36,577	54,536
Annual Audit	83,246	90,440	90,440	111,339
Architectural / Design Services	725			
Auto/Heavy Equipment Fuel	258,661	263,901	265,856	227,652
Bad Debt Expense	509,748	635,000	635,000	635,000
Banking Service	101,882	125,551	88,471	88,471
Car Washing	15,054	19,250	10,914	17,200
Chemicals	1,402,367	1,315,131	1,366,968	1,371,307
Computer Software	8,028	18,116	5,944	15,300
Consumable Materials	14,778	1,200	22,634	9,125
Contract Labor	1,348,812	983,728	1,282,944	1,384,497
Contractual Services	16,874,990	15,068,989	16,707,652	16,259,091
Debt Issue Costs	9,250			
Engineering - Basic	103,979	22,400	26,292	134,500
Equipment - Noncapital	138,100	157,111	97,601	136,161
Fines & Penalties		5,966		
Florida Public Service Commission	46,624	45,024	49,922	45,252
Gross Receipts Tax Expense	7,465,072	7,389,622	7,372,898	7,426,993
Leases	1,516,383	1,524,249	1,504,304	1,603,561
Legal Fees	10,622	47,600	5,225	41,500
Legal Settlements	190	150	175	300
Licenses & Permits	132,447	147,879	134,485	141,547
Lubricants	106,002	91,945	60,114	107,570

ELECTRIC UTILITY

	FY18	FY19	FY19	FY20
	Actual	Original Budget	Forecast	Proposed Budget
Material	2,910,661	2,082,065	2,087,348	2,390,072
Materials - Default Purchasing Card			7,753	
Meal Allowance	36,593	35,465	41,175	36,266
Office Supplies	97,686	131,490	104,961	114,691
Paints & Paint Supplies	4,401	250	575	125
Parts For Equipment	1,712,688	2,019,867	1,713,023	1,733,983
Paying Agent Trustee Fees	3,868	15,000	5,700	15,000
Personal Safety Equipment	122,575	115,888	145,273	108,205
Postage & Mailing	575,168	588,686	559,593	577,146
Printing & Photography	4,629	10,850	8,555	13,092
Professional Services	100	9,500		
Promotions/Public Relations	76,845	108,700	90,138	109,700
Refund Of Prior Years Revenue	5,766			
Relocation Payments & Assistance	2,500	17,500		17,500
Rentals	399,499	239,854	477,497	389,045
Repair Of Equipment	350,980	532,081	175,830	354,485
Safety Footwear	38,243	37,651	36,969	39,545
Software License & Maintenance	1,360,526	2,089,045	1,775,855	2,049,983
Solid Waste Disposal Charges		450		50
Subscription & Membership	947,096	915,161	889,411	936,185
Telephone Communications	128,013	144,566	139,500	130,069
Temporary Contract Labor	3,083,655	1,101,447	1,337,143	699,802
Tools & Implements	190,014	210,001	140,501	224,009
Training	360,705	586,320	465,265	784,220
Travel	32,927	36,939	43,324	30,202
Truck Wire	132,827	82,895	92,831	150,175
Uniforms	149,387	118,779	154,634	224,952
Use Tax Allocation	(10,887)	43,798	(30,207)	6,829
	<u>43,008,487</u>	<u>39,809,761</u>	<u>40,774,806</u>	<u>41,463,745</u>
FUEL				
#2 Oil	106,339	177,560	86,525	109,998
Coal	55,258,524	52,487,378	43,017,448	52,729,647
Fuel Hedging Activity	3,399,582	5,833,000	(687,619)	4,419,000
Fuel-Pool Operations	1,220,544	1,400,000	1,438,990	1,500,000
Limestone	2,580,226	2,158,612	2,483,430	2,249,430
Natural Gas	45,311,379	51,459,134	56,034,768	52,435,511
Natural Gas Demand Charge	14,429,616	16,938,767	12,175,150	16,348,771
OUC Coal Expense	(22,103,410)	(20,994,952)	(17,206,979)	(21,091,859)
OUC Other Fuel Expense	(1,938,620)	(1,772,880)	(2,565,270)	(1,982,411)
Purchased Power	23,678,391	14,819,946	24,913,847	15,180,002
Purchased Transmission	53,672	300		
Sale of Fuel -- NG	1,285,761	1,166,594	1,639,365	1,166,593
Sale of Fuel - Oils	337,283		707,191	
	<u>123,619,287</u>	<u>123,673,459</u>	<u>122,036,846</u>	<u>123,064,682</u>

ELECTRIC UTILITY

	FY18	FY19	FY19	FY20
	Actual	Original Budget	Forecast	Proposed Budget
GRANTS AND AID TO AGENCIES				
Contribution to Chamber of Commerce	25,000	25,000	25,000	25,000
Customer Rebates	841,181	728,693	912,769	716,279
Miscellaneous Contributions and Donations	15,000	15,000		265,000
	<u>881,181</u>	<u>768,693</u>	<u>937,769</u>	<u>1,006,279</u>
Capitalized Interest Expense	(1,263,850)	(1,720,938)	(1,781,891)	(2,664,926)
Interest Expense - on Capital Leases	823			
Analytical Services - Rating Agencies	4,500	20,000	20,000	20,000
Interest Expense	<u>16,622,169</u>	<u>17,354,996</u>	<u>17,834,520</u>	<u>16,722,691</u>
RETIREMENT OF DEBT	<u>15,363,641</u>	<u>15,654,058</u>	<u>16,072,628</u>	<u>14,077,765</u>
CAPITAL EQUIPMENT				
Equipment - Capital	(5,048)	94,750	208,962	97,000
	<u>(5,048)</u>	<u>94,750</u>	<u>208,962</u>	<u>97,000</u>
DEPRECIATION				
Amortization	452,367	478,545	112,226	124,234
Depreciation-Plant	<u>35,945,153</u>	<u>39,017,452</u>	<u>37,017,468</u>	<u>39,766,828</u>
	<u>36,397,520</u>	<u>39,495,997</u>	<u>37,129,694</u>	<u>39,891,062</u>
ALLOCATIONS				
OUC Admin & General Expense	(1,093,684)	(1,169,544)	(1,175,293)	(1,204,675)
OUC Expense	(11,354,097)	(10,515,832)	(11,459,431)	(11,472,612)
Recoveries-For Water Allocations	(305,593)	(304,531)	(301,912)	(328,383)
Recoveries-From Outside City	(1,407,613)	(648,975)	(1,627,783)	(906,870)
Recoveries-Intra Department Charges	(2,948,253)	(895,989)	(312,470)	(562,718)
Recoveries-Materials		(2,900)	(14,158)	(300)
Recoveries-Other Funds	<u>(2,343,040)</u>	<u>(2,400,594)</u>	<u>(2,408,813)</u>	<u>(2,576,447)</u>
	<u>(19,452,280)</u>	<u>(15,938,365)</u>	<u>(17,299,860)</u>	<u>(17,052,005)</u>
TOTAL EXPENSES BEFORE TRANSFERS	<u>272,683,351</u>	<u>280,984,408</u>	<u>270,850,554</u>	<u>283,637,415</u>

ELECTRIC UTILITY

	FY18	FY19	FY19	FY20
	Actual	Original Budget	Forecast	Proposed Budget
TRANSFERS TO OTHER FUNDS				
Transfer to 2010 Interest Sinking Fund	6,853,550	6,404,888	6,404,888	5,610,050
Transfer to 2010 Principal Sinking Fund	17,950,000	17,950,000	17,950,000	13,840,000
Transfer to 2016 Bond Sinking Interest	5,604,169	5,495,419	5,495,418	5,272,669
Transfer to 2016 Bond Sinking Transfer Principal	4,350,000	4,350,000	4,350,000	4,560,000
Transfer to 2017 Bond Sinking Principle			1,795,000	
Transfer to 2018 Bond Sinking Interest		1,531,810	1,974,005	1,952,313
Transfer to Communications Fund	(26,557)	25,550	51,100	40,550
Transfer To Electric R & R	12,142,443	38,726,478	38,474,001	39,803,658
Transfer To Electric Sys Gen Purp	35,778,834	38,752,028	38,752,028	39,844,208
Transfer To Fleet Mgmt Reserve				210,600
Transfer to Floating Rate Notes Fund	3,963,529	4,081,978	3,937,792	5,751,382
Transfer To General Fund	29,701,896	30,850,393	30,850,393	30,956,910
Transfer To Information Technology	411,777	405,588	405,588	405,588
Transfer To IT Equip Replacement Fund	25,261	25,261	25,261	5,892
Transfer To Other Funds	761,852	1,373,142	2,149,262	
Transfers to Electric Meter Deposit Fund	342,512			
	<u>117,859,266</u>	<u>149,972,535</u>	<u>152,614,736</u>	<u>148,253,820</u>
TOTAL EXPENSES	<u>390,542,618</u>	<u>430,956,943</u>	<u>423,465,290</u>	<u>431,891,235</u>



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REVENUE AND EXPENDITURE SUMMARY
LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	373,797	440,688	277,622	419,722
Fringe Benefits	141,906	148,448	129,945	178,444
Total Personnel	515,703	589,136	407,567	598,166
Non-Personnel				
Utilities	3,389	3,193	3,420	3,516
Professional and Contractual	101,667	421,525	688,754	737,262
Insurance and Fixed Charges	82	94	94	10,871
Internal Service Charges	30,808	37,611	39,062	36,669
All Other Operations & Maintenance	223,246	307,068	284,205	286,928
Debt Service	400,000	400,000	400,000	400,000
Capital Outlay		9,249	9,249	4,711
Maintenance and Special Projects	6,846,536	10,286,637	10,290,093	6,426,731
Total Non-Personnel	7,605,729	11,465,377	11,714,877	7,906,688
Total Expenditures	8,121,432	12,054,513	12,122,444	8,504,854
Transfers				
Transfers Out	248,179	284,465	284,465	288,238
Net Transfers		(284,465)	(284,465)	(288,238)
Revenue Sources				
Taxes	4,956,497	5,077,000	6,131,790	6,498,406
Charges for Services	40,830		46,721	46,000
Interest Income	398,771	150,976	306,430	320,150
All Other Revenue	372,867	926,002	1,476,263	1,000,000
Total Revenue	5,768,965	6,153,978	7,961,204	7,864,556
Funding to be Provided	2,352,467	6,185,000	4,445,705	928,536

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
REVENUES				
TAXES				
PROPERTY TAXES				
Current Ad Valorem Taxes	4,956,497	5,077,000	6,131,790	6,498,406
	<u>4,956,497</u>	<u>5,077,000</u>	<u>6,131,790</u>	<u>6,498,406</u>
CHARGES FOR SERVICES				
OTHER CHARGES FOR SERVICES				
Application Fee	1,350		150	
Parking Lot - Oak Street	39,480		46,571	46,000
	<u>40,830</u>		<u>46,721</u>	<u>46,000</u>
TOTAL CHARGES FOR SERVICES	<u>40,830</u>		<u>46,721</u>	<u>46,000</u>
FINES AND FORFEITS				
Penalties on Assessments	198		125	
TOTAL FINES AND FORFEITS	<u>198</u>		<u>125</u>	
MISCELLANEOUS REVENUES				
OTHER				
All Other Misc Revenue	2,851	926,002	1,270,176	1,000,000
Refund of Prior Year Expenses	1,389		22,263	
Principal Payments - Housing Loans	56,000		56,000	
	<u>60,239</u>	<u>926,002</u>	<u>1,348,439</u>	<u>1,000,000</u>
SALES OF FIXED ASSETS				
Surplus Land Sales	52,229			
	<u>52,229</u>			
REIMBURSEMENTS				
All Other Reimbursements & Recoveries	6,375		13,400	
Reimbursements / Loss Recovery	3,132		27,439	
	<u>9,507</u>		<u>40,839</u>	
RENTS AND ROYALTIES				
Rental Income	250,694		86,860	
	<u>250,694</u>		<u>86,860</u>	
INVESTMENT INCOME				
Interest on Pooled Investments	511,239	150,976	304,900	320,150
Other Interest Revenue	1,530		1,530	
Market Value Restatement	(113,998)			
	<u>398,771</u>	<u>150,976</u>	<u>306,430</u>	<u>320,150</u>
TOTAL MISCELLANEOUS REVENUE	<u>771,441</u>	<u>1,076,978</u>	<u>1,782,568</u>	<u>1,320,150</u>
SUB-TOTAL	<u>5,768,965</u>	<u>6,153,978</u>	<u>7,961,204</u>	<u>7,864,556</u>
PRIOR YEAR SURPLUS	<u>2,600,646</u>	<u>6,185,000</u>	<u>4,445,705</u>	<u>928,536</u>
TOTAL REVENUES	<u>8,369,611</u>	<u>12,338,978</u>	<u>12,406,909</u>	<u>8,793,092</u>

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES				
	57,176	70,020	43,350	61,463
INSURANCE				
Insurance - Position Bond				4
Self-Insurance Services				678
Insurance Consultant				154
Insurance - Excess Liability (Auto, General)				360
				<u>1,196</u>
UTILITIES				
Water Service	16	17	17	18
Electric Service	303	283	306	315
Wastewater Service	19	18	19	19
Solid Waste Service	32	30	32	32
Solid Waste Service - Recycling	3	3	3	3
	<u>373</u>	<u>351</u>	<u>377</u>	<u>387</u>
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	1,055	342	1,378	1,369
Intra-Departmental Charges - Telephone	210		470	466
Intra-Departmental Charges - Facilities	374	383	383	476
Intra-Departmental Charges - Janitorial	255	261	261	360
Intra-Departmental Charges - Training Ctr	27	27	27	27
Intra-Departmental Charges - IT Operations - Application Dev	370		475	188
Intra-Departmental Charges - IT Operations - Network Support	1,068		1,302	1,127
	<u>3,359</u>	<u>1,013</u>	<u>4,296</u>	<u>4,013</u>
ALL OTHER O&M				
Contractual Services	16,663	37,605	38,483	45,242
Advertising	0			
Contract Labor	7,904	5,000	5,000	5,000
Printing & Photography	773	1,482	632	32
Subscription & Membership	256	1,542	1,440	1,561
Training	719	5,138	5,138	5,202
All Other Sundry Charges	4,125	713	113	114
Refund Of Prior Years Revenue	7		18	
Tax Increment Financing Agreements	161,319	183,351	166,624	174,955
Equipment - Noncapital		123	123	125
Food Purchases		257	257	260
	<u>191,768</u>	<u>235,211</u>	<u>217,828</u>	<u>232,491</u>
SUB-TOTAL	<u>252,676</u>	<u>306,595</u>	<u>265,851</u>	<u>299,550</u>

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
MID-TOWN CRA				
PERSONAL SERVICES	452,491	499,038	357,368	528,053
INSURANCE				
Insurance - Position Bond				29
Self-Insurance Services				5,396
Insurance Consultant				1,230
Insurance - Excess Liability (Auto, General)				2,868
				<u>9,523</u>
UTILITIES				
Water Service	130	135	134	140
Electric Service	2,414	2,257	2,433	2,506
Wastewater Service	150	145	155	159
Solid Waste Service	251	237	251	251
Solid Waste Service - Recycling	24	22	24	25
	<u>2,969</u>	<u>2,796</u>	<u>2,997</u>	<u>3,081</u>
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	8,402		10,970	10,901
Intra-Departmental Charges - Telephone	1,672	3,322	3,741	3,713
Intra-Departmental Charges - Facilities	2,980	3,055	3,055	3,796
Intra-Departmental Charges - Janitorial	2,034	2,085	2,085	2,869
Intra-Departmental Charges - Training Ctr	217	216	216	216
Intra-Departmental Charges - IT Operations - Application Dev	2,949	3,591	3,781	1,681
Intra-Departmental Charges - IT Operations - Network Support	8,767		10,371	8,971
	<u>27,021</u>	<u>12,269</u>	<u>34,219</u>	<u>32,147</u>
ALL OTHER O&M				
Contractual Services	12,937	240,359	506,710	532,046
Professional Services		1,519	1,519	1,538
Advertising	3	5,063	5,063	5,126
Contract Labor	63,005	97,359	97,359	98,576
Rentals		2,025	2,025	2,050
Printing & Photography	6,159	6,203	1,953	1,977
Postage & Mailing		4,050	4,050	4,101
Subscription & Membership	2,043	1,748	1,748	1,770
Telephone Communications	3,712	1,874	1,522	832
Travel		1,542	1,542	1,561
Training	5,729	19,732	19,732	19,979
All Other Sundry Charges	33,471	6,786	6,786	1,026
Office Supplies		5,063	5,063	5,126
Equipment - Noncapital	2,604	32,064	32,064	32,465
Food Purchases		1,519	1,519	1,538
	<u>129,663</u>	<u>426,906</u>	<u>688,655</u>	<u>709,711</u>

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
SUB-TOTAL	612,145	941,009	1,083,239	1,282,515
DIXIELAND CRA				
PERSONAL SERVICES	6,036	20,078	6,849	8,650
INSURANCE				
Insurance - Fire	82	94	94	
Self-Insurance Services				86
Insurance Consultant				20
Insurance - Excess Liability (Auto, General)				46
	<u>82</u>	<u>94</u>	<u>94</u>	<u>152</u>
UTILITIES				
Water Service	2	2	2	2
Electric Service	39	36	37	38
Wastewater Service	2	2	2	2
Solid Waste Service	4	4	4	4
Solid Waste Service - Recycling	0	2	1	2
	<u>47</u>	<u>46</u>	<u>46</u>	<u>48</u>
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	134	12,202	175	174
Intra-Departmental Charges - Telephone	27	949	60	60
Intra-Departmental Charges - Facilities	48	49	49	60
Intra-Departmental Charges - Janitorial	33	34	34	45
Intra-Departmental Charges - Training Ctr	3	3	3	3
Intra-Departmental Charges - IT Operations - Application Dev	47		60	24
Intra-Departmental Charges - IT Operations - Network Support	136	11,092	166	143
	<u>428</u>	<u>24,329</u>	<u>547</u>	<u>509</u>
ALL OTHER O&M				
Contractual Services	207	26,015	26,015	28,871
Advertising	0			
Contract Labor	948	8,605	8,605	20,863
Printing & Photography	98	464	464	470
Postage & Mailing		1,015	1,015	1,028
Subscription & Membership	32	722	722	731
Training	90	15,453	15,453	15,646
All Other Sundry Charges	860	10,729	10,729	10,863
Office Supplies		2,941	2,941	2,978
Equipment - Noncapital		16	16	16
Food Purchases		516	516	522
	<u>2,235</u>	<u>66,476</u>	<u>66,476</u>	<u>81,988</u>
SUB-TOTAL	8,828	111,023	74,012	91,347

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
DEBT SERVICE				
Residential Redevelopment	400,000	400,000	400,000	400,000
	400,000	400,000	400,000	400,000
CAPITAL EQUIPMENT				
Equipment - Capital		9,249	9,249	4,711
		9,249	9,249	4,711
SPECIAL PROJECTS				
DOWNTOWN CRA:				
Catalyst Development				500,000
Downtown Infill Incentive				100,000
Downtown Infrastructure		182,055	182,055	100,000
Small Project Assistance		144,900	144,900	150,000
Residential Redevelopment	49,563	75,000	75,000	100,000
Property Management	1,103	40,000	39,886	42,285
Mowing	1,797	25,612	25,612	10,718
Oak Street Parking Lot		16,000	16,000	18,000
CRA Annual Report	1,107	2,388	2,388	2,459
SFLA Corridor Improvements		201,911	201,911	150,000
North Downtown Master Plan	125,426	240,980	240,980	
Five Points Roundabout	18,563	18,965	18,937	80,000
Arts & Entertainment	833	5,100	5,100	8,000
The Joinery Incentive		67,945	67,945	
Mirrorton Development		612,472	612,472	300,000
MID-TOWN CRA:				
Job Creation Incentives.				210,000
Affordable Housing Partnerships				400,000
717 N. Florida Renovation				500,000
Planning-Affordable Housing Incentive Plan		15,000	15,000	15,000
Small Project Assistance	171,799	400,000	400,000	400,000
Property Management	184,220	270,000	271,904	200,000
MLK - Memorial to 10th St	1,146	9,447	9,447	9,454
Providence Rd - W 10th St to Griffin Rd		160,000	160,000	550,000
W Lake Parker/Lakeshore Trail Improvements	84,321	106,269	106,269	820,000
Landscape - US 98 - Memorial to 10th St	2,335	16,779	16,779	17,558
Landscape - US 98 - Griffin to 10th St	4,497	17,047	20,894	17,558
Landscape - Parker Street	1,009	9,179	9,179	9,454
Landscape - Ingraham Ave	783	12,057	10,813	11,017
Landscape - Intown Bypass Phase 1 Outparcels	2,623	9,179	9,179	9,454
Northwest Neighborhood	513,884	503,080	502,967	126,018
E. Main Street Landscaping Maintenance	7,403	13,659	13,659	14,069
Redevelop Massachusetts Ave Properties	2,190,325	1,415,812	926,041	506,744
Memorial Blvd				50,000

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY18	FY19	FY19	FY20
	Actual	Budget	Forecast	Proposed Budget
Northeast Neighborhood	563,313	199,099	132,586	375,000
CRA Annual Report	3,537	6,663	6,415	6,607
East Main Street Master Plan	22,919	5,000	2,500	200,000
Citrus Connection Services (LAMTD Agreement)	171,136	180,000	90,000	
Sidewalk - Kettles Avenue	69,514	82,573	82,573	
Job Creation Incentives	210,000			
Five Points Roundabout	5,330	32,198	32,170	120,000
Arts & Entertainment	6,636		2,500	10,000
Mass Ave/Parker St. Intersection Improvement		34,000	34,000	
Pegasus Incentive		165,000	165,000	
Fusion Transport Incentive		165,000	165,000	
Lincoln Square Development	2,335,404	3,847,033	4,492,796	
DIXIELAND CRA:				
Dixieland Sign Maintenance				5,103
Small Project Assistance	78,956	280,000	280,000	150,000
Landscaping Maintenance by Other City Departments	111	1,951	1,952	2,133
Alley Improvement Project		194,334	194,334	10,000
Publications and Promotions		2,500	2,500	2,500
Alley Maintenance	922	4,400	4,400	2,600
CRA Annual Report	914	5,000	5,000	5,000
SFLA Corridor Improvements		471,050	471,050	
Infill Adaptive Reuse Program	15,000	15,000	15,000	100,000
Arts & Entertainment	106	5,000	5,000	10,000
	<u>6,846,536</u>	<u>10,286,637</u>	<u>10,290,093</u>	<u>6,426,731</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	230,361	234,332	234,332	288,207
Transfer To Public Impr Fund		50,000	50,000	
Transfer To Fleet Mgmt Reserve	17,685			
Transfer To IT Equip Replacement Fund	133	133	133	31
	<u>248,179</u>	<u>284,465</u>	<u>284,465</u>	<u>288,238</u>
GRAND TOTAL	<u>8,369,611</u>	<u>12,338,978</u>	<u>12,406,909</u>	<u>8,793,092</u>



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Photo Credit: Samantha Hoffelder

The Capital Improvement Plan (CIP) section provides an explanation of the 10-year CIP, its guidelines and policies and how it is directly related to the City's strategic planning process.

City of Lakeland, Florida

Annual Budget

Fiscal Year 2020

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



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Capital Improvement Plan Overview

The adopted 10-year Capital Improvement Plan (CIP) provides the necessary components of a comprehensive plan to foster long-term growth for the City of Lakeland. It is an economical and responsible financial plan to ensure quality public services today and in the future. The CIP contains information on how the City plans to invest available resources into Lakeland's infrastructure and facilities. The CIP is updated annually as needs and priorities change within the City.

What are Capital Improvements?

A capital improvement is a major addition to the City's inventory of assets which has an expenditure that goes beyond the operational budget as well as an extended life expectancy. Capital improvements may consist of a major construction expansion, purchase or major repair/replacement of buildings, infrastructure or other property. More specifically, a wide variety of projects can be deemed as capital items, such as:

- roads, sidewalks, bicycle lanes, traffic calming and street resurfacing projects;
- parks, trails, recreation centers, playground equipment and beautification projects;
- fire stations, police stations, training facilities and major equipment purchases;
- stormwater, drainage and lakes and environmental projects;
- power, water and wastewater treatment plants.

Capital improvement projects are developed from departmental requests, based upon known operational and project needs. They are also based upon the City's Comprehensive Master Plan and master plans developed for certain core services provided by the City.

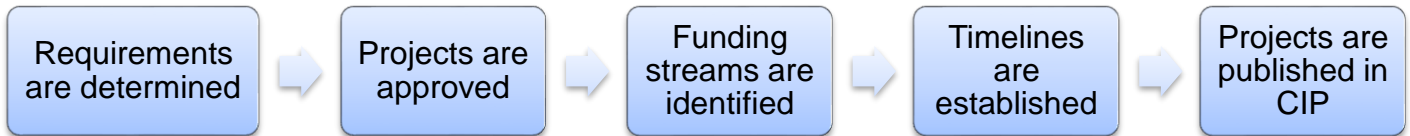


Figure F-1: Capital Improvement Project Process

Capital Improvement Project Funds

Lakeland's Capital Improvement Projects Funds are used to account for and report financial resources that are restricted, committed or assigned to expenditures for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

Below are the City of Lakeland's Capital Improvement Project Funds:

- **Transportation**
- **Public Improvement (includes Joker Marchant Stadium Fund)**
- **Downtown Community Redevelopment Area (CRA)**
- **Midtown CRA**
- **Dixieland CRA**
- **Stormwater**
- **Parking**
- **RP Funding Center**
- **Airport**
- **Water**
- **Wastewater (WW)**
- **Lakeland Electric**

Capital Improvement Plan Overview

Comprehensive Planning

The Capital Improvement Plan is used as part of the long-range planning process by providing the regulatory framework to ensure there is sufficient infrastructure, either planned or already in place, to support the current and future population of our community.

The City of Lakeland's Comprehensive Plan, among other functions, examines the population projections and capacity of public facilities to serve future development as well as the financial capacity of the City to make improvements to those facilities. Lakeland's Comprehensive Plan is made up of various elements that address topics of growth management. One element, titled Capital Improvements Element (CIE), is intended to relate the costs and funding necessary to help prepare for the anticipated growth in Lakeland over the next five or more years.

On an annual basis, City staff reviews and updates the CIE in concert with the annual adoption of the City's Budget and CIP. Together they outline the timing, location and funding of capital projects to achieve or maintain adopted level of service standards for public facilities that are necessary to implement the goals, objectives and policies of the Comprehensive Plan.

Capital Improvement Plan Guidelines and Policies

Capital improvements are programmed and scheduled based upon the City's projected financial ability to purchase and maintain the capital project or equipment, except in the case of emergency repairs.

The City of Lakeland's Capital Improvement Plan is developed using the following guidelines and policies:

- The City develops a 10-year Capital Improvement Plan.
- Capital project budgets are adopted on a project basis at the inception of the project.
- The City will coordinate the development of the Capital Improvement/Replacement Budget with the development of the annual Operating Budget. Each capital project is reviewed for its future impact on the Operating Budget.

Capital Improvement Project Evaluation & Prioritization

Capital projects are evaluated and prioritized using the following criteria:

- Projects specifically included in an approved capital asset replacement schedule will receive priority consideration.
- Capital Projects that will reduce recurring operating costs will receive priority consideration.
- The worthiness of the capital improvement project in relation to factors such as financial feasibility, safety, welfare, fulfillment of City Goals and impact on operational costs.
- Fulfillment of the city's legal commitment to provide facilities and services, to preserve or achieve full use of existing facilities and to eliminate existing capacity deficits.
- Increase in effective use of existing facilities, whether or not it prevents or reduces future improvement costs, provides service to developed areas lacking full service or promotes infill development.
- The project must be consistent with the location needs based on the projected growth patterns, the accommodation of new development and redevelopment of facility needs.

Capital Improvement Plan Overview

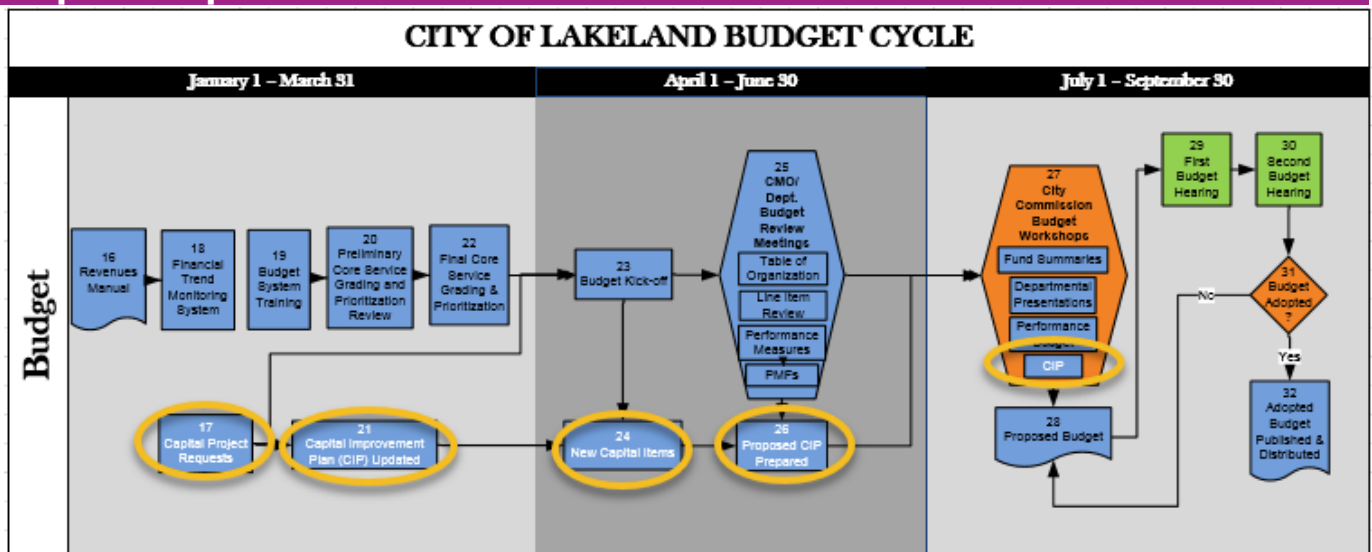


Figure F-2: City of Lakeland Budget Cycle

Annual CIP Process

The Capital Improvement Plan is only one portion of Lakeland’s multi-faceted budget process. While each step of the budget process is explained in the Budget Overview and the Performance Budget sections, the image above simply highlights the steps related to the CIP and their relation to the overall process.

The capital project request process begins in February of each year when all departments are asked to identify their projected needs. Departments evaluate all existing equipment, facilities and other capital items, to determine if useful life has been exceeded, or will be exceeded, in the coming budget year. The assessment compiles information about the requesting party, the justification for the project or equipment, the amount required, date required, implications of not proceeding with the request and any sources of revenue associated with funding the request.

An informal Capital Improvement Plan review committee is formed to review requests for changes or additions. This committee consists of representatives from the City Manager’s office, the Finance Department and the requesting department.

During June and July, the CIP is updated with annual adjustments and approved capital items. The new Capital Improvement Plan is then proposed to the Lakeland City Commission during Budget Workshops in August. Public hearings and final adoption of the Budget, including the Capital Improvement Plan, occur in mid-September.

The Capital Improvement Plan is a plan and therefore can be subject to change based on a variety of reasons. Priorities can change, service needs can shift, etc., and because of this, planned projects shown in later years are not necessarily guaranteed funding. Funding is appropriated by the City Commission only for the current fiscal year of the Capital Improvement Plan. However, it is important to present and approve a 10-year plan in order to establish funding priorities and for long-range planning and coordinating purposes.

CIP Impact on the Operating Budget

Capital Budget Impact on the Operating Budget

CIP projects can serve to increase costs or decrease costs on the basis of whether they are capital or labor intensive. Installation of new technology may serve to decrease operating expenditures by reducing reliance upon labor. Alternatively, new facilities and land acquisitions typically increase operating expenditures due to a high reliance upon labor, vacant parcels that will likely require fencing, security, weed control, etc., until the land is ready to be converted into a park, used for right-of-way, etc. Although it may be prudent to purchase land in advance of immediate need, such land banking practices increase operating costs.

Operating costs are carefully considered and included in deciding which projects move forward in the CIP budget. Although it may be possible to pay for the capital costs of projects, it is typically impossible to absorb many large increases in operating costs at once. Therefore, projects are programmed to prevent great shocks to operating budgets.

Many improvements make a positive contribution to the fiscal well-being of the City. Capital projects, such as the redevelopment of underperforming or underutilized areas of the City and infrastructure expansions needed to support new development, help promote the economic development and growth that generates additional operating revenues. These new revenue sources provide the funding needed to maintain, improve, and expand the City's infrastructure.

The City's operating budget is directly affected by the CIP budget. As a rule, any new capital improvement will impact ongoing expenses on routine operations, repairs, and maintenance, either positively or negatively. New facilities, such as libraries and fire stations, or new service vehicles, often require additional staff. Existing facilities and equipment typically require increased expenditures for rehabilitation, renovation, and upgrades. Changes in best practice or regulation may result in changing costs to improve safety and concerns regarding structural integrity. Financing of new capital through, pay-as-you-go, grant funds, debt service, or other methods, will also impact the operating budget depending upon the selected method and available financing capacity.

Operating and maintenance costs associated with capital projects are reviewed at the time of approval. Departments may be required to absorb increases in operating costs within their budgets. Alternatively, supplemental requests for operating funds may be approved in the annual operating budget. Supplemental requests for operating funds are reviewed and balanced against all other requests for additional funding needs.

Each City department along, with the Finance department, provides estimates of future costs associated with the operation and maintenance of capital assets. Some of the current considerations in the creation of the CIP Budget are provided in the discussion below and the following pages:

Airport Fund

Maintenance of runways, taxiways, terminal areas, as well leased hangars, facilities, and other leased areas impact the operating budget. These facilities and infrastructure help to broaden the airport revenue base and create new employment opportunities for Lakeland. Development initiatives are coordinated with Federal Aviation Administration (FAA) and Florida Department of Transportation (FDOT) for CIP.

CIP Impact on the Operating Budget

Community Redevelopment Agency (CRA) Funds

Provide small project assistance, corridor enhancements, alley improvement projects, owner-occupied rehabilitation and residential redevelopment in the CRA Districts of Dixieland, Downtown and Midtown.

Lakeland Electric Fund

Lakeland Electric provides electric service to a population of over 280,000 with over 108,000 residential and over 13,000 commercial accounts. The maintenance, updating of equipment and infrastructure enhancements, reduce service outages and required repairs, increasing efficiency in operations.

Public Improvement Fund

Facilities Maintenance - Lakeland's Facilities Maintenance provides maintenance, construction, janitorial, safety, and fire suppression system support services for the City's 186 facilities. These services include structural, heating, ventilation and air-conditioning (HVAC), plumbing, electrical, carpentry, painting, roofing, physical security, and fire suppression systems. Facilities Maintenance maintains approximately 2,900,000 square feet of various building space and performs over 10,000 work orders, per year, with a staff of 67 full-time employees.

Cemeteries - The Cemeteries Division operates and maintains six cemeteries at two locations. Three of the older cemetery locations, downtown, have been sold out for several years; however, approximately 10 burials occur each year. The remaining cemeteries at Oak Hill Burial Park consist of 200 acres of property, 120 acres of which are developed. Oak Hill Burial Park has approximately 400 burials each year and is the largest perpetual care cemetery in Polk County.

Library - Lakeland's three public library locations contribute to our community's Quality of Life. Our libraries are active spaces where all ages can come to learn. Many attend our life-skills and technology classes or participate in our popular children's programs. Use of the library's collection remains steady and purchases of digital content continue to grow. Typically, the library records over 700,000 visits and circulation tops 975,000 items. Monies in the Public Improvement Fund allow for new equipment, updates to library facilities and special projects to enhance customer services.

Lakeland Fire Department - The Lakeland Fire Department strives to provide high-service standards of safety, suppression, and disaster response. Refurbishing the Fire Training Facility will provide our Firefighters with the training they need to continue their high-service standard. Continual replacement of fire equipment and service vehicles also ensures our Firefighters are prepared to respond to over 25,000 calls for service annually.

Lakeland Police Department - The Lakeland Police Department Communications Center is often our Citizens' first-line of public safety. Annually, the Communications Center handles over 300,000 calls for service, with over 90,000 of them being citizen-generated calls resulting in a police unit being dispatched. The current FY 2020 CIP project replacing the CAD/Reporting System, will enable our Emergency Communications Specialists and Police Officers to better serve and protect our Citizens.

Parks & Recreation - Lakeland's Parks & Recreation maintain more than 71 parks and facilities, tennis courts, two swimming pools, 87 walking/jogging paths, and 9 sports complexes. These amenities serve residents and visitors to the greater Lakeland area.

CIP Impact on the Operating Budget

Parking Fund

Parking Services provide operation and maintenance of the City-owned parking garages and lots (three garages with over 1,500 spaces, 11 parking lots with about 700 spaces, and almost 600 on-street parking spaces) ensuring a clean and safe parking environment. Garages and public parking areas are maintained for cleanliness and structural integrity and kept to high standards.

RP Funding Center Fund

As a key part of Lakeland's Cultural and Community Services, the RP Funding Center is a venue of choice for the greater Lakeland and Polk County area, as well as touring artists and events. By replacing aging equipment, the RP Funding Center can enhance sales, reduce repairs and increase efficiency in its operations.

Transportation Fund

Construction & Maintenance

The infrastructure inventory consists of approximately:

- 804 miles of paved City streets
- 22 miles of alleys
- 267+ miles of sidewalks
- A city-wide storm drainage system that includes roughly:
 - 160 miles of underground storm sewer pipe
 - 60+ miles of ditches
 - Approximately 8,000 storm inlets
 - 170 detention/retention ponds
 - 419 outfall structures
 - 10 City-maintained lakes

Construction - Our Construction & Maintenance Division provides services for a wide range of construction projects, including major roadways, parking lots, stormwater drainage systems, sidewalks, curbing, sanitary sewer projects, and City parks. The City of Lakeland is committed to ensuring that every service, program, activity, and facility open to the public or operated or funded by the City is fully accessible to all visitors and members of the community.

Maintenance - The Construction & Maintenance Division is responsible for resurfacing and striping all City streets, grading roadways and alleys, cleaning pedestrian walkways and storm drain inlets, making roadway repairs, restoring utility cuts, and repairing or replacing damaged sidewalks, curb sections, stormwater inlets, and other concrete structures.

Engineering - Oversees roadway and stormwater facilities CIP projects, provides design and project management, obtains necessary permits for the design projects from agencies, such as Southwest Florida Water Management District (SWFWMD), Florida Department of Environmental Protection (FDEP), Florida Department of Transportation (FDOT), and Polk County.

Fleet Management - Our Fleet Management Division is responsible for the maintenance, fuel, purchase, and disposal of over 1,300 vehicles and pieces of equipment each year.

CIP Impact on the Operating Budget

Transportation Fund Continued

Traffic - Traffic Operations maintains and operates, 174 traffic signals (107 owned by FDOT and 67 owned by the City), 16 “Bluetooth” sensors, 14 Railroad by-pass “blank-out” signs, and 89 real-time closed-circuit television cameras (CCTV). These devices allow personnel to monitor the traffic signals from the City's Traffic Management Center (TMC). All of these devices are interconnected by a redundant fiber network which provides desktop electronic access from the TMC. The major corridors in the City, such as Florida Avenue (SR 37) and Memorial Boulevard (US 92) have their traffic signals coordinated to maximize traffic flow and enhance operational safety.

Stormwater Fund

The Stormwater CIP Fund allows the City to operate 6 street sweepers that maintain 551 lane miles of curbed streets. Annually, they clean the equivalent of 20,000 street miles and collect 2,500 tons of debris, preventing it from entering the storm-sewer system. The removal of the debris, via street sweeping, has a positive impact on the surface water quality in the City's lakes. Other activities undertaken to improve the surface water quality in the City's lakes includes the operation of 15 pollution control devices (PCD) placed at the end of stormwater outfall pipes, utilized to remove sediment and trash from the stormwater flow prior to its discharge to a surface water body. The PCDs are cleaned by City crews using vacuum trucks on a monthly basis. The City monitors surface water quality and ecosystem health through quarterly sampling and monthly field testing of the City's surface water bodies.

Wastewater Utilities Fund

CIP projects to replace aging Wastewater Pump Station equipment and update controls, which are no longer supported and different from other panels throughout our system, help bring savings in operational costs and improve efficiency.

Water Utilities Fund

CIP project expenditures on water-line replacements help reduce the number of leaks and breaks per linear mile. Additionally, replacement of leak detection equipment is vital to Water Distribution's ongoing leak detection program. New equipment will help pinpoint locations of water loss, that are not necessarily seen, resulting in a reduction in hours to complete repairs and areas of excavation. This effort helps us comply with state regulations that are mandated by South Florida Water Management District SFWMD.

CIP Impact on the Operating Budget

Relationship between the Operating Budget and the CIP

There are many characteristics that differentiate the City's operating budget from the Capital Improvement Program. The operating budget provides funding for the day-to-day operations of providing services to our residents on an annual basis but does not result in the purchase of physical assets of the City. Resources for the operating budget include ad valorem and other taxes, licenses and permits, intergovernmental revenues, charges for services, fines and forfeitures, interest and other miscellaneous revenues.

The Capital Improvement Plan includes one-time costs for capital projects that can last many years. These projects result in the purchase or construction of major assets for the City. Although resources for the capital budget can be the same as the operating budget, depending on the size and scope of the project, it may be prudent to finance the project versus the pay-as-you-go method.

Aside from the noted differences above, the operating budget and Capital Improvement Program are closely linked. The most obvious connection is the fact that the operating budget assumes the costs of maintaining and operating new facilities or equipment that are built or procured under the Capital Improvement Program through recurring and non-recurring projects.

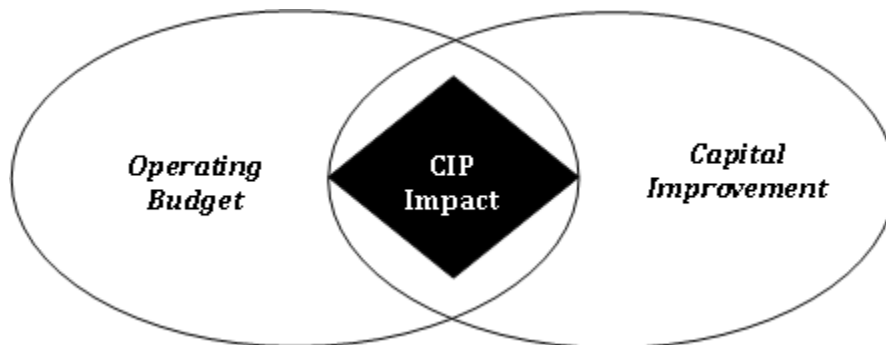


Figure F-3: CIP Impact

CIP Impact on the Operating Budget

CIP Non-Recurring Projects Impact on Operating Budget

Below is an estimated impact of operating costs for all Non-Recurring Significant Capital Projects budgeted for FY 2020 by Fund. If it is possible to identify at this time in the project's life cycle, the individual projects include an estimated future operating budget impact.

Fund	2020 Capital Budget		Annual Operating Budget Impact	
	Capital Expenditures	Personnel Costs	Other Operating Costs	Total
Transportation	\$ 13,812,212	\$ -	\$ 5,290	\$ 13,817,502
Public Improvement*	20,414,349	-	(119,200)	20,295,149
Downtown CRA	2,290,872	-	-	2,290,872
Midtown CRA	6,120,159	-	-	6,120,159
Dixieland CRA	382,061	-	-	382,061
Stormwater	7,821,730	-	5,200	7,826,930
Parking	348,000	-	-	348,000
RP Funding Center	1,485,897	-	-	1,485,897
Airport	25,120,193	-	-	25,120,193
Wastewater	23,299,509	-	5,000	23,304,509
Water	10,854,832	-	8,100	10,862,932
Lakeland Electric	39,844,208	-	18,000	39,862,208
Total	\$ 151,794,022	\$ -	\$ (77,610)	\$ 151,716,412

* Public Improvement Fund includes expenditures and costs of Joker Marchant Stadium Fund

Figure F-4: CIP Non-Recurring Projects Impact on Operating Budget

An overview of the City's **Debt Management** policies is included in the Long-Range Planning Section (Section-C). The Section includes explanations and definitions of the:

- Purpose of Long-Term Debt
- Types of Debt/Revenue Debt Programs
- Debt Trends
- Recent Debt Management Activities
- Debt Service Requirements
- Ratings and Coverage

A more detailed explanation of the City's **Debt** and **Debt Management** activities can be found in the **City's Comprehensive Annual Financial Report** and its **Annual Report to Bondholders**, both of which are available on the City's website at www.lakelandgov.net.

Capital Expenditure Summary

Below are the approved capital project totals by fund for the upcoming fiscal year and the project totals for the 10-year plan.

FY2020 Capital Improvement Fund Totals

Fund	Total	Percentage
Transportation	\$13,812,212	9%
Public Improvement	20,414,349	13%
Downtown CRA	2,290,872	2%
Midtown CRA	6,120,159	4%
Dixieland CRA	382,061	0.3%
Stormwater	7,821,730	5%
Parking	348,000	0.2%
RP Funding Center	1,485,897	1%
Airport	25,120,193	17%
Wastewater	23,299,509	15.3%
Water	10,854,832	7.2%
Lakeland Electric	39,844,208	26%
FY2020 Total	\$151,794,022	100%

Figure F-5: Capital Improvement Fund Totals

10-Year Capital Improvement Fund Totals

Fund	Total	Percentage
Transportation	\$83,261,153	7.2%
Public Improvement	190,775,004	16.4%
Downtown CRA	17,848,032	1.5%
Midtown CRA	48,270,075	4.2%
Dixieland CRA	4,309,959	0.4%
Stormwater	84,408,926	7.3%
Parking	1,308,575	0.1%
RP Funding Center	15,770,964	1.4%
Airport	121,489,107	10.5%
Wastewater	102,371,261	9%
Water	60,808,238	5%
Lakeland Electric	431,692,715	37%
10-Year Total	\$1,162,314,009	100%

Figure F-6: 10-Year Capital Improvement Fund Totals

The following pages provide graphical representations identifying where the CIP dollars came from, are being spent and historical/future projections.

Capital Funding - Sources

Where City of Lakeland CIP Dollars Come From

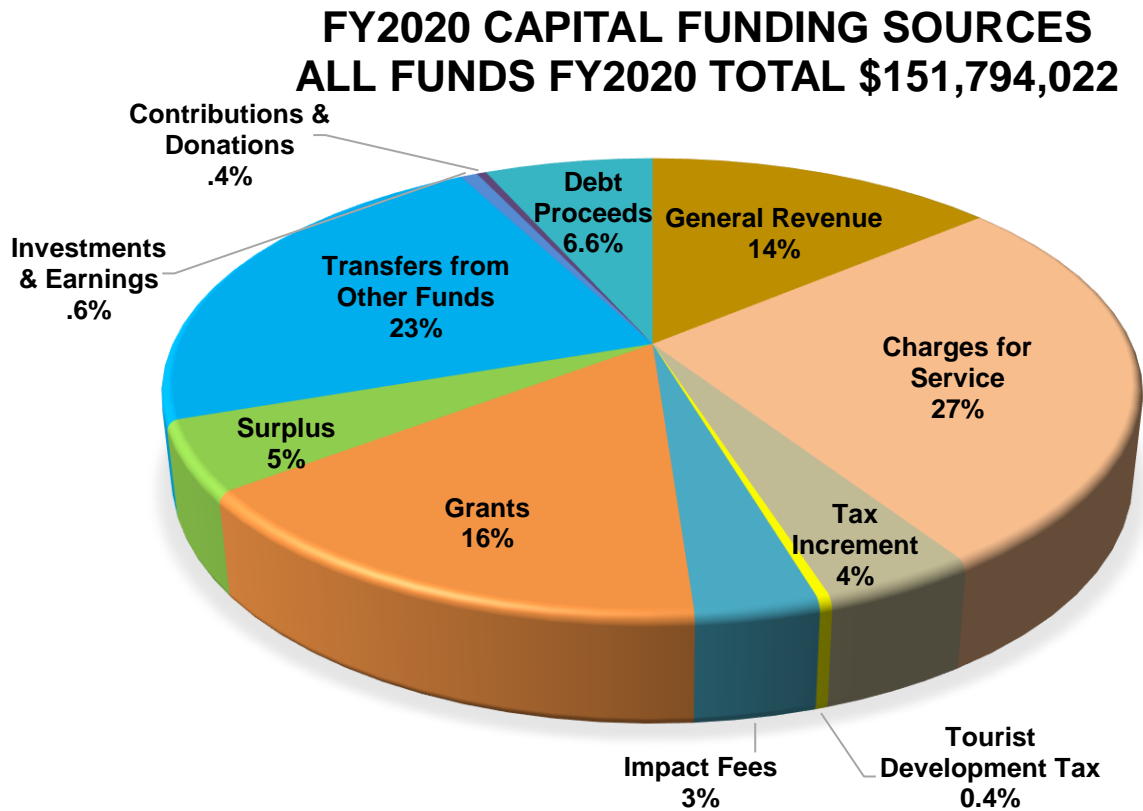
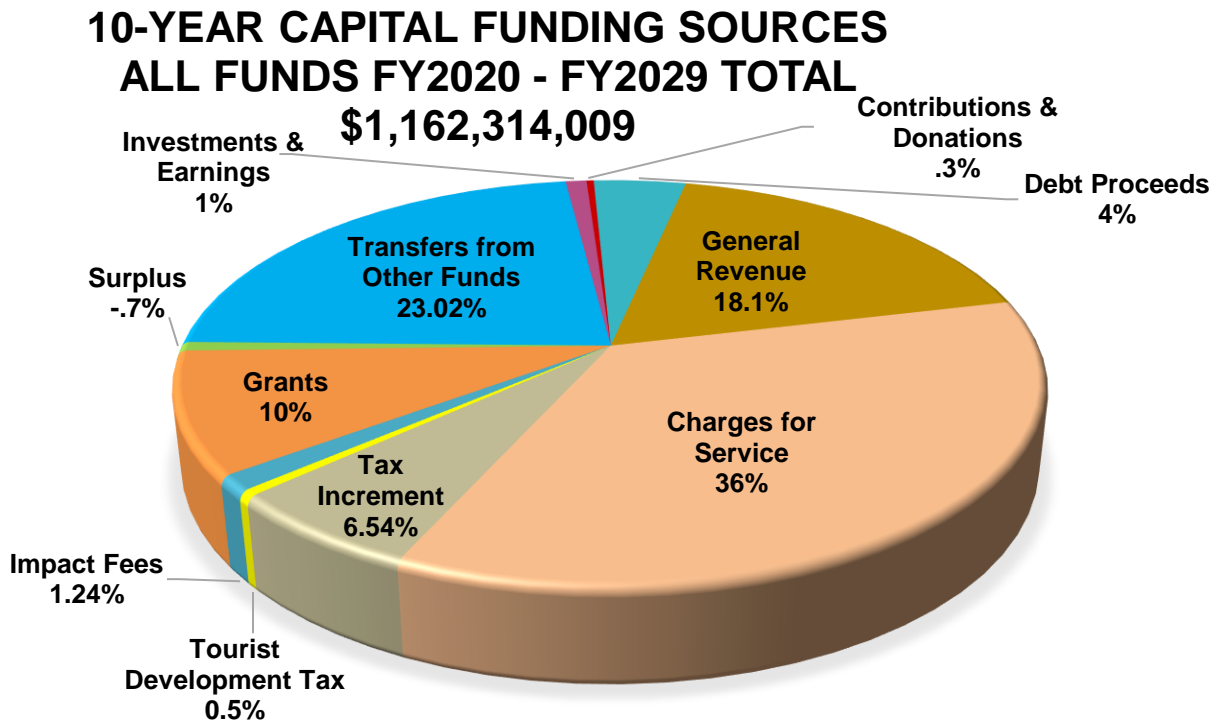


Figure F-7: Capital Funding Sources Pie Chart



Negative Surplus Balance contributes to dollars held in unappropriated surplus.

Figure F-8: 10-Year Capital Funding Sources Pie Chart

Capital Funding - Uses

Where City of Lakeland CIP Dollars Go

CAPITAL FUNDING USES ALL FUNDS FY2020 TOTAL \$151,794,022

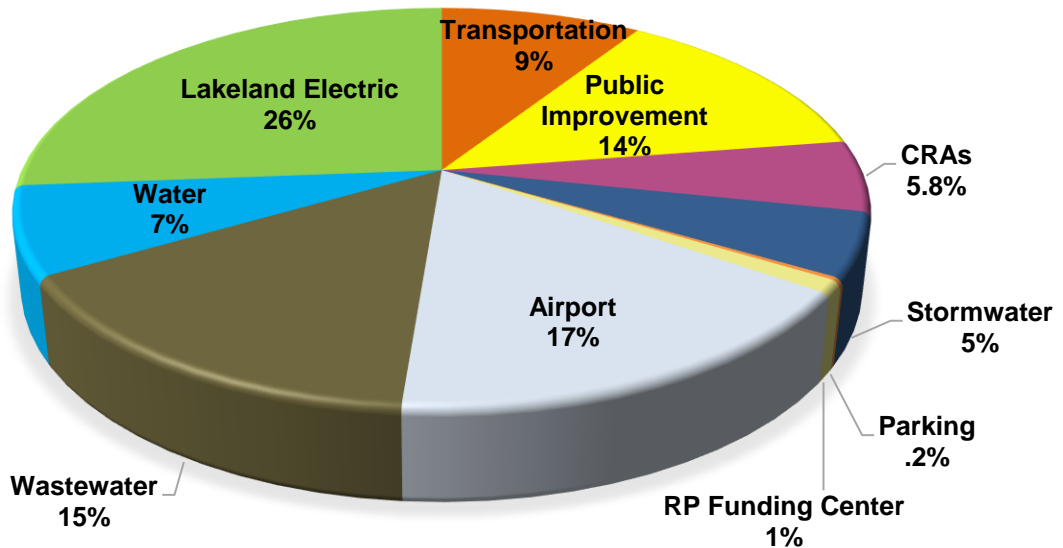


Figure F-9: Capital Funding Uses All Funds Pie Chart

10-YEAR CAPITAL FUNDING USES ALL FUNDS FY2020 - FY2029 TOTAL \$1,162,314,009

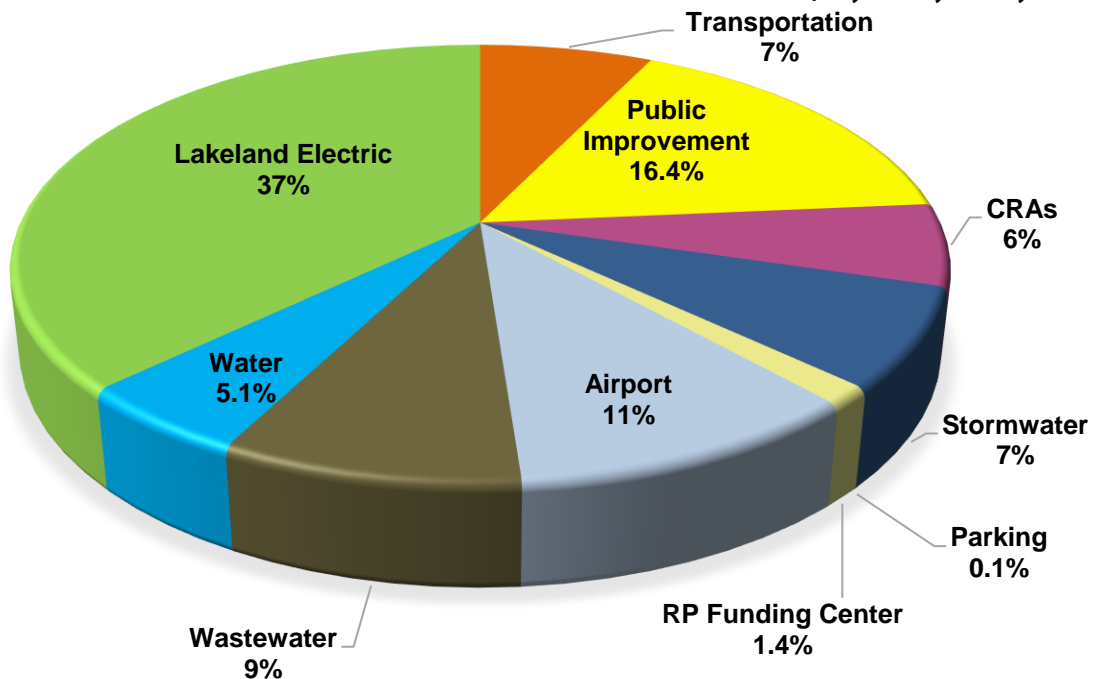


Figure F-10: 10-Year Capital Funding Uses Pie Chart

Capital Improvement Projects by Fund Color Legend

The chart below identifies each CIP fund and the color used in the following charts and maps to differentiate each fund.

City of Lakeland - CIP Funds
TRANSPORTATION
PUBLIC IMPROVEMENT
DOWNTOWN CRA
MIDTOWN CRA
DIXIELAND CRA
STORMWATER
PARKING
RP FUNDING CENTER
LAKELAND LINDER INTERNATIONAL AIRPORT
WASTEWATER
WATER
LAKELAND ELECTRIC

Figure F-11: City of Lakeland - CIP Funds Color Legend

Historical and Projected CIP Expenditures

The graph below reflects the historical and projected expenditure trends for the Capital Improvement Program. Fiscal Years 2013 through 2019 reflect actual expenditures. Fiscal Year 2020 is the amount budgeted for capital outlay from the General Fund. Fiscal Years 2021 through 2029 are projected amounts as per the Ten-Year Capital Improvement Plan.

Figure F-12: CIP Funds Color Legend

CIP Funds Legend
TRANSPORTATION
PUBLIC IMPROVEMENT
CRAs
STORMWATER
PARKING
RP FUNDING CENTER
AIRPORT
WASTEWATER
WATER
LAKELAND ELECTRIC

City of Lakeland Historical & Projected CIP Expenditures

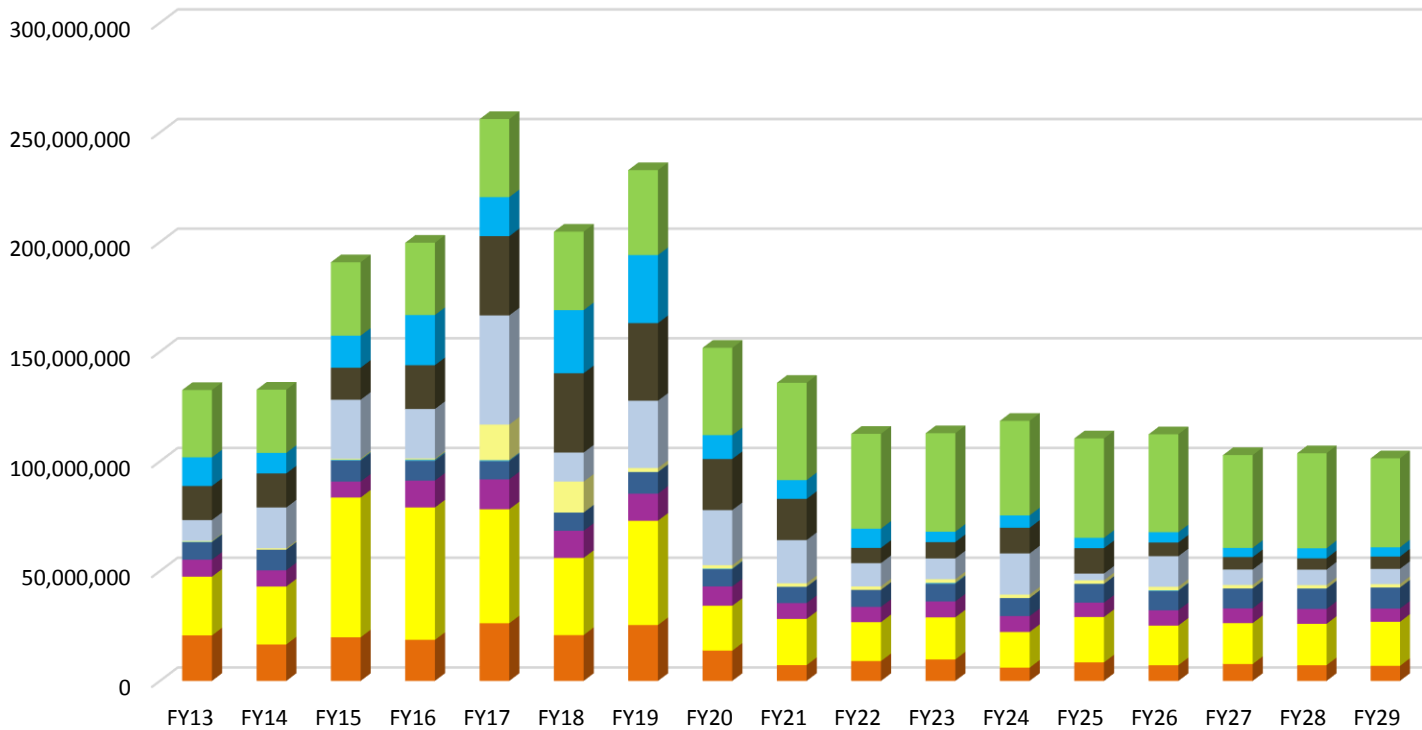


Figure F-13: Historical and Projected CIP Expenditures Graph

Historical and Projected CIP Expenditures

The chart below gives numerical reference to the trending bar chart on previous page. An example, for reference, is Fiscal Years 2015 (\$63,659,924) and 2016 (\$60,252,926) reflect an increase in the Public Improvement Fund Expenditures in comparison to FY2013 and FY2014. Expenditures reflect Design and Construction to Marchant Stadium. Financing the project allowed the City to accelerate the project rather than utilize the standard Pay-As-You-Go method, which would have spread the cost of the project over several years, causing multiple disruptions in service to our Detroit Tigers and our baseball patrons. Additional information can be found, using prior year budget documents, in the individual fund worksheets located in the CIP Worksheets tab.

City of Lakeland Historical & Projected CIP Expenditures	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
TRANSPORTATION	20,726,881	16,617,960	19,852,202	18,706,273	26,266,871	20,879,620	25,440,181	13,812,212	7,211,344	9,053,746	9,777,927	6,071,863	8,442,476	7,178,688	7,702,422	7,155,052	6,855,423
PUBLIC IMPROVEMENT	26,749,799	26,342,189	63,659,924	60,252,926	51,869,389	35,116,396	47,482,104	20,414,349	21,032,383	17,715,325	19,186,520	16,205,899	20,667,007	17,998,397	18,642,132	18,830,747	20,082,245
CRA's	7,718,480	7,411,049	7,292,793	12,293,153	13,661,634	12,359,107	12,338,978	8,793,092	7,211,899	6,928,766	7,230,264	7,253,399	6,552,371	6,989,990	6,704,457	6,768,878	5,994,950
STORMWATER	7,956,353	9,364,075	9,480,874	8,925,953	8,243,335	8,287,470	9,828,479	7,821,730	7,372,409	7,749,804	8,001,406	8,216,509	8,527,719	8,761,155	9,054,066	9,304,565	9,599,563
PARKING	217,243	24,000	514,000	699,230	532,866	39,527	62,757	348,000	36,000	16,000	495,500	1,000	17,000	358,075	1,000	36,000	0
RP FUNDING CENTER	360,170	619,695	456,958	466,590	16,226,602	14,083,550	1,813,742	1,485,897	1,595,458	1,595,009	1,594,549	1,594,078	1,593,596	1,593,102	1,592,597	1,563,597	1,563,081
AIRPORT	9,474,317	18,586,886	26,850,507	22,557,464	49,758,571	13,269,837	30,699,237	25,120,193	19,652,872	10,584,893	9,486,398	18,710,765	3,064,987	13,896,254	7,022,171	7,022,172	6,928,402
WASTEWATER	15,563,200	15,547,785	14,592,664	19,985,987	36,143,364	36,143,364	35,386,654	23,299,509	18,777,938	6,932,938	7,432,938	11,677,938	11,577,000	6,242,000	5,667,000	5,147,000	5,617,000
WATER	13,056,404	9,330,459	14,592,664	22,859,208	17,794,935	28,769,852	31,028,854	10,854,832	8,546,414	8,708,414	4,751,414	5,651,414	4,679,150	4,679,150	4,179,150	4,579,150	4,179,150
LAKELAND ELECTRIC	30,717,200	28,861,475	33,506,740	32,976,696	35,605,447	35,785,334	38,752,028	39,844,208	44,403,876	43,284,861	44,878,222	43,084,161	45,345,257	44,662,245	42,306,101	43,322,358	40,561,426
Total	132,540,047	132,705,573	190,799,326	199,723,480	256,103,014	204,734,057	232,833,014	151,794,022	135,840,593	112,569,756	112,835,138	118,467,026	110,466,563	112,359,056	102,871,096	103,729,519	101,381,240

Figure F-14: List of Historical and Projected CIP Expenditures

Capital Improvement Projects by Fund

The following pages includes aerial maps of all CIP projects in total and by fund. These maps help to identify where CIP dollars are being spent throughout the City. In addition, each fund includes a master list of appropriated capital projects.

A project is considered to be a Significant Non-Recurring Project if it has a considerable impact on the operating budget, and it rarely occurs. In the Master List for each fund, each project is identified as either recurring or non-recurring.

Each fund having significant non-recurring projects includes, where available, special pages highlighting project details including impact on operating budget.

Map of Significant CIP Projects by Fund

This map shows CIP Fund projects with a specific location. All CIP projects are listed on the individual Fund Master Sheets beginning on page F-20.

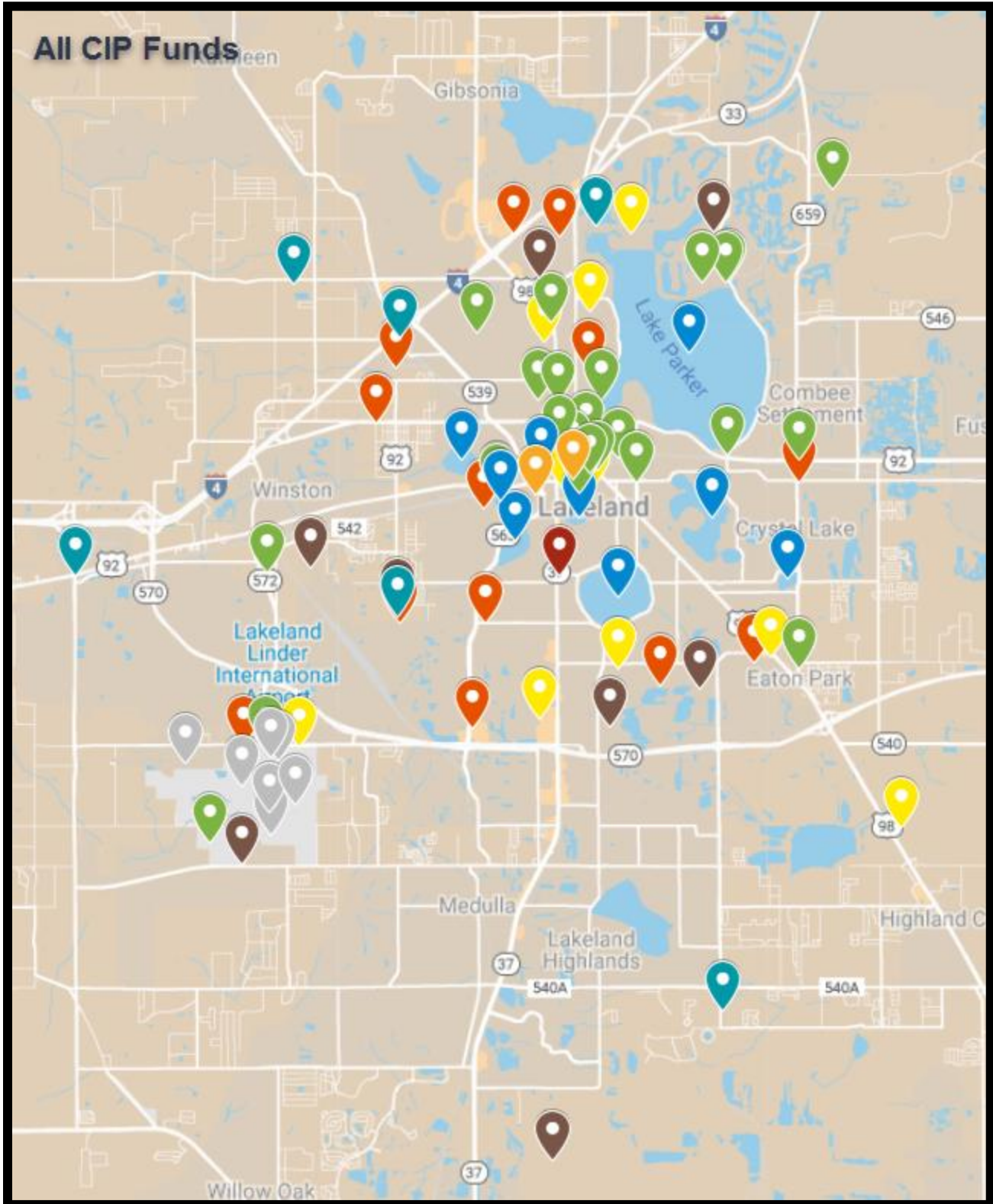


Figure F-15: CIP Project Map – All Funds

Map of Transportation Fund CIP Projects

This map shows Transportation Fund projects at a specific location. All Transportation Fund projects are listed on the Master Sheets following this page.

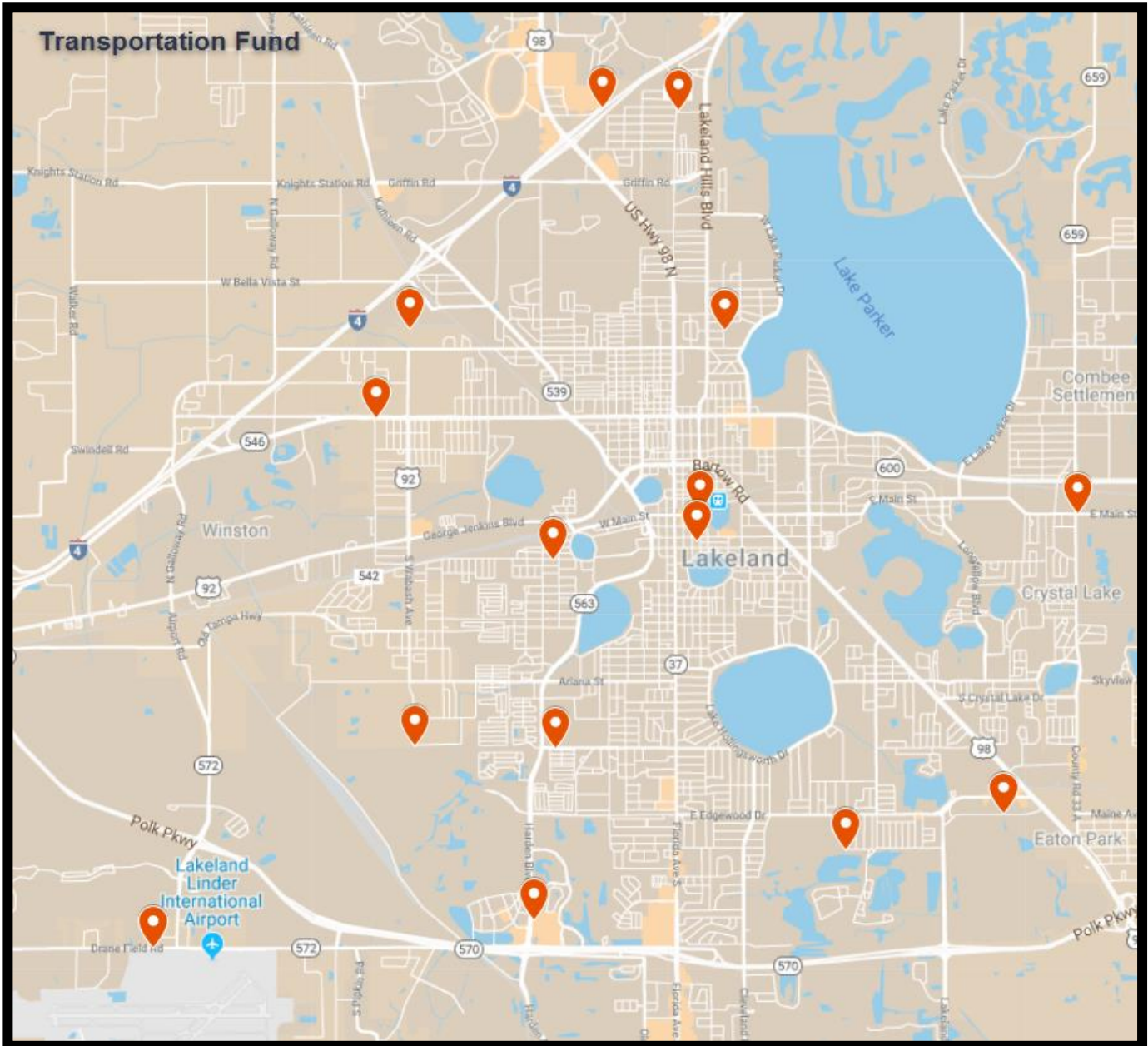


Figure F-16: CIP Map – Transportation Fund

Transportation Master List of CIP Projects

Master List of Appropriated Capital Projects Transportation Fund		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Sidewalk Projects		
FDOT-Main Street Pathways	Recurring	\$ 855,111
FDOT-Three Parks Trail E	Recurring	470,776
Sidewalk Repair & Replacement	Recurring	776,250
Accessible Sidewalks Repair & Replacement	Recurring	72,800
Sidewalk Plateau Ave (Hickory to Olive)	Recurring	60,000
Glendale Trail	Recurring	55,000
Olive St (Cornelia Ave to Central Ave)	Recurring	26,250
S. Edgewood Drive (Taft St to US 98S)	Recurring	34,300
Beacon Road Sidewalk	Recurring	22,000
Chestnut Rd Sidewalk (US 92 to Chestnut Woods Dr.)	Non-Recurring	100,000
Gilmore Avenue (Parkview to E. Crawford)	Recurring	79,450
Street Resurfacing and Sealing Projects		
Pavement Management Information System	Recurring	120,000
Resurfacing & Sealing	Recurring	2,573,500
Street Resurfacing & Sealing Project - Pavement Markings	Recurring	155,000
Accessible Curb Ramps	Recurring	250,000
Street Improvement Projects		
Alley Improvement Project	Recurring	80,000
N. Lakeland East. Connector - Crevasse St. Ext.	Non-Recurring	75,000
Medulla Road Extension	Recurring	150,000
South Wabash Ave Extension	Recurring	500,000
Drane Field Rd Corridor Improvement Phase I	Non-Recurring	1,500,000
Transportation Impact Fee District 1 Projects		
N. Lakeland East. Connector - Crevasse St. Ext.	Recurring	300,000
North Wabash Ave Extension	Recurring	200,000
N Florida Ave (Robson St to Carpenter's Way)	Non-Recurring	170,000
Hwy 33 Road Improvements I-4 to City Limits	Non-Recurring	1,515,494
Transportation Impact Fee District 2 Projects		
Florida/Harden East-West Connector	Recurring	350,000
South Wabash Ave Extension	Recurring	336,232
Drane Field Rd Corridor Improvement Phase I	Recurring	188,290
Traffic Projects		
Pedestrian Safety Awareness Campaign	Recurring	10,000
ITS Maintenance	Recurring	20,000
Traffic Operations Projects	Recurring	10,000
Traffic Calming Projects	Recurring	40,000
Traffic Signal Rehabilitation	Recurring	50,000

Figure F-17: Master List of Appropriated Capital Projects Transportation - Part 1
Fiscal Year 2020 Annual Budget

Transportation Master List of CIP Projects

Master List of Appropriated Capital Projects Transportation Fund		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Traffic Projects Continued		
LED Traffic Signal Retrofit	Recurring	\$ 31,000
Barricades/Traffic Cones	Recurring	5,000
Solar Power Battery Maintenance	Recurring	10,000
Cabinets	Non-Recurring	17,000
COBALT Traffic Signal Controller Upgrade	Recurring	75,000
Rectangular Rapid Flashing Beacons	Recurring	30,000
Intersection Video Detectors	Recurring	75,000
Traffic Project - Traffic Studies & Analysis	Recurring	45,000
Traffic Project-Advanced Traffic Management System O&M	Recurring	420,500
Network Core Routing Switches	Non-Recurring	90,000
Traffic Signal Conflict Monitors	Non-Recurring	75,000
Traffic Sign Cutting Table	Non-Recurring	21,000
Traffic Signal Data Collection Devices	Recurring	52,500
Intersection Conversion - Main/Sloan/Lemon/Lk Beulah	Non-Recurring	175,000
Miscellaneous Improvement Projects		
Concrete Crushing	Recurring	75,000
Capital Contingency	Recurring	100,000
CSX Railroad Crossing Maintenance	Recurring	23,000
Right-of-Way Mowing	Recurring	47,434
Capital Equipment	Recurring	55,000
APWA Accreditation	Recurring	20,000
Miscellaneous Improvement Projects	Recurring	544,500
GIS Staff	Recurring	67,600
Contributions to other Funds		
Main St Garage Vault Cleaning	Recurring	1,000
Orange St Garage - Exterior Coating	Recurring	172,500
Main St. Parking Garage - Ext. Coating	Recurring	138,000
NuPark	Recurring	36,500
Purchase of Chipper Truck	Non-Recurring	115,000
Accommodations for Programs and Services		
ADA Compliance	Recurring	99,225
Streetscape		
Main Street Streetscape - Catapult	Recurring	50,000

Figure F-18: Master List of Appropriated Capital Projects Transportation - Part 2

CIP Non-Recurring Significant Projects

Project Title: Chestnut Road Sidewalk (US 92 to Chestnut Woods Drive)

ChPriority: High
 Department: Public Works/Director's Office
 Project Manager: Assistant Director
 City Goal: Quality of Life Goal
 Funding Source: Gas Tax



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		100,000
Equipment		
Total	\$	\$ 100,000

Figure F-19: Funding – Chestnut Road Sidewalk

Project Description (Justification and Explanation):

Construction of a new sidewalk between US 92 and Chestnut Woods Drive. This project is a partnership with Polk County. Polk County will administer the project and the City will provide funding.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-20: Budget Impact – Chestnut Road Sidewalk

Description of Future Operating Budget Impacts:

The City will be responsible for maintaining the new sidewalk. No impact to the operating budget thru FY 2024.

CIP Non-Recurring Significant Projects

Project Title: N. Lakeland East Connector - Crevasse Street Ext.

Priority: High
 Department: Public Works/Director's Office
 Project Manager: Assistant Director
 City Goal: Quality of Life Goal
 Funding Source: Transportation Impact Fees



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		75,000
Equipment		
Total	\$	\$ 75,000

Figure F-21: Funding – N. Lakeland East Connector - Crevasse Street Ext.

Project Description (Justification and Explanation):

This project will extend Lakeland Park Drive (Fields BMW) west to Carpenters Way

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating	950	950	950	950	950	4,750
Equipment						
Other						
Total	\$ 950	\$ 950	\$ 50	\$ 950	\$ 950	\$ 4,750

Figure F-22: Budget Impact – N. Lakeland East Connector - Crevasse Street Ext.

Description of Future Operating Budget Impacts:

The roadway will require resurfacing in 2035 or later. The annual Roadway lighting estimated cost is \$950.

CIP Non-Recurring Significant Projects

Project Title: Drane Field Road Corridor Improvement Phase I

Priority: High
 Department: Public Works/Director's Office
 Project Manager: Assistant Director
 City Goal: Quality of Life Goal
 Funding Source: Transportation Impact Fees



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$ 550,000
Construction		950,000
Equipment		
Total	\$	\$ 1,500,000

Figure F-23: Funding - Drane Field Road Corridor Improvement Phase I

Project Description (Justification and Explanation):

Improvements to the Drane Field Road corridor between Airport Road and Waring Road.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-24: Budget Impact - Drane Field Road Corridor Improvement Phase I

Description of Future Operating Budget Impacts:

Drane Field Road is a Florida Department of Transportation facility, therefore, no future expense to the City.

CIP Non-Recurring Significant Projects

Project Title: N. Florida Avenue (Robson St. to Carpenters Way)

Priority: High
 Department: Public Works/C&M
 Project Manager: C&M Manager
 City Goal: Quality of Life Goal
 Funding Source: Transportation Impact Fees



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		170,000
Equipment		
Total	\$	\$ 170,000

Figure F-25: Funding - N. Florida Avenue

Project Description (Justification and Explanation):

New sidewalk construction between Robson Street and Carpenters Way.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-26: Budget Impact - N. Florida Avenue

Description of Future Operating Budget Impacts:

The City will be responsible for maintaining the new sidewalk. No operating budget impacts thru FY 2024.

CIP Non-Recurring Significant Projects

Project Title: Hwy 33 Road Improvements I-4 to City Limits

Priority: High
 Department: Public Works/ Director's Office
 Project Manager: Assistant Director
 City Goal: Quality of Life Goal
 Funding Sources: Transportation Impact Fees



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		1,515,494
Equipment		
Total	\$	\$ 1,515,494

Figure F-27: Funding – Highway 33 Road Improvements

Project Description (Justification and Explanation):

SR 33 Widening and Improvements from Interstate 4 Interchange at Exit 38 to First Park Blvd.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-28: Budget Impact – Highway 33 Road Improvements

Description of Future Operating Budget Impacts:

This is a Florida Department of Transportation facility and will not impact the City's operating budget.

CIP Non-Recurring Significant Projects

Project Title: Type 333 Traffic Signal Controller Cabinet

Priority: Medium
 Department: Public Works/Traffic Operations
 Project Manager: Traffic Ops Manager
 City Goal: Quality of Life Goal
 Funding Sources: Transportation Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment	15,962	17,000
Total	\$ 15,962	\$ 17,000

Figure F-29: Funding – Traffic Signal Controller Cabinet

Project Description (Justification and Explanation):

Type 333 Traffic Signal Controller Cabinet for field implementation (spare).

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-30: Budget Impact – Traffic Signal Controller Cabinet

Description of Future Operating Budget Impacts:

Cabinets protect the integrity of the signalized intersection, reducing maintenance of traffic needs and the safety of the travelling public. A spare cabinet would be deployed if an existing field cabinet was damaged by hurricane, lightning strike, or motor vehicle crash. For example, a spare cabinet was utilized last year to replace the cabinet that was destroyed by a vehicle in a crash. The spare minimized down time to replace the cabinet from six weeks to a matter of hours. This almost instant replacement resulted in the intersection (Lakeland Highlands/Polk Parkway) back in operation within six hours. No impact on the operating budget is expected.

CIP Non-Recurring Significant Projects

Project Title: Routing Switches

Priority: High
 Department: Public Works/Traffic Operations
 Project Manager: Traffic Ops Manager
 City Goal: Quality of Life Goal
 Funding Sources: Transportation Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		90,000
Total	\$	\$ 90,000

Figure F-31: Funding – Routing Switches

Project Description (Justification and Explanation):

Replacement of existing core routing switches (which are over 10 years old) for eight network hub sites. These switches ensure interconnectivity of all 174 signalized intersections to the Traffic Management Center

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-32: Budget Impact – Routing Switches

Description of Future Operating Budget Impacts:

Routing switches are part of the information technology communication system. They are virtually maintenance cost neutral and ensure the integrity of the network for all devices. Existing Routing Switches are beyond their life-span and cannot be warrantied nor accept any firm-ware upgrades. If the network fails, we lose available connectivity to all signals, CCTV cameras and sensors. Since the City has a contract with FDOT to maintain and operate their 107 traffic signals, the City may be liable for the loss of connectivity and the potential loss of FDOT funding proportionate to the number of signal connectivity lost. No impact on the operating budget is expected.

CIP Non-Recurring Significant Projects

Project Title: Traffic Signal Conflict Monitors

Priority: High

Department: Public Works/Traffic Operations

Project Manager: Traffic Ops Manager

City Goal: Quality of Life Goal

Funding Sources: Transportation Fund

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		75,000
Total	\$	\$ 75,000

Figure F-33: Funding – Traffic Signal Conflict Monitors

Project Description (Justification and Explanation):

Replacement of Traffic signal conflict monitors (for example, prevents green-to-green conflict occurrence). These devices are no longer certifiable by the manufacturer and need to be replaced. The new devices will be certified by the manufacturer.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-34: Budget Impact – Traffic Signal Conflict Monitors

Description of Future Operating Budget Impacts:

The conflict monitors are part of a safety issue system; their presence is virtually maintenance free (except for testing) and ensure the integrity of the signalized intersection. These monitors prevent opposing conflicts in the intersection such as: opposing "greens" to be on at the same time; conflicting walk and vehicle movements and left-turn signals with opposing straight movements. Any such failures could result in serious injury or death with significant potential for liability claims. Further, the traffic signal cannot operate without the monitor in place. No impact on the operating budget is expected.



CIP Non-Recurring Significant Projects

Project Title: Traffic Sign Cutting Table

Priority: Medium
 Department: Public Works/Traffic Operations
 Project Manager: Traffic Ops Manager
 City Goal: Quality of Life Goal
 Funding Sources: Transportation Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		21,000
Total	\$	\$ 21,000

Figure F-35: Funding – Traffic Sign Cutting Table

Project Description (Justification and Explanation):

Traffic sign fabrication cutting table for signage vinyl, lamination, and rolling sign faces.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating	(5,732)	(5,732)	(5,732)	(5,732)	(5,732)	(28,660)
Equipment						
Other						
Total	\$ (5,732)	\$ (5,732)	\$ (5,732)	\$ (5,732)	\$ (5,732)	\$ (28,660)

Figure F-36: Budget Impact – Traffic Sign Cutting Table

Description of Future Operating Budget Impacts:

This cutting table will increase productivity of the traffic signage fabrication and should result in operational budget savings by reducing per unit signage costs by about 5-10%. Further, the table will help make for a safer working environment for the employees

CIP Non-Recurring Significant Projects

Project Title: Intersection Conversion - Main/Sloan/Lemon/Lake Beulah

Priority: High
 Department: Public Works/Engineering
 Project Manager: Engineering Manager
 City Goal: Quality of Life Goal
 Funding Sources: Gas Tax



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		175,000
Equipment		
Total	\$	\$ 175,000

Figure F-37: Funding – Main/Sloan/Lemon/Lake Beulah

Project Description (Justification and Explanation):

Construction of a roundabout at this intersection.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-38: Budget Impact – Main/Sloan/Lemon/Lake Beulah

Description of Future Operating Budget Impacts:

Milling and resurfacing the intersection would be required in 10-15 years.

CIP Non-Recurring Significant Projects

Project Title: Purchase Chipper Truck

Priority: High
 Department: Public Works/C&M
 Project Manager: C&M Manager
 City Goal: Quality of Life Goal
 Funding Sources: Gas Tax

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		115,000
Equipment		
Total	\$	\$ 115,000

Figure F-39: Funding – Purchase Chipper Truck



Project Description (Justification and Explanation):

Replacement of wood chipper and truck.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating	33,000	33,000	33,000	33,000	33,000	165,000
Equipment						
Other						
Total	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000	\$ 165,000

Figure F-40: Budget Impact – Purchase Chipper Truck

Description of Future Operating Budget Impacts:

The annual expense for this vehicle will require a rent payment of \$10,000, Fuel \$18,000, and maintenance \$5,000.

Map of Public Improvement Fund CIP Projects

This map shows Public Improvement Fund projects with a specific location. All Public Improvement Fund projects are listed on the Master Sheets following this page.

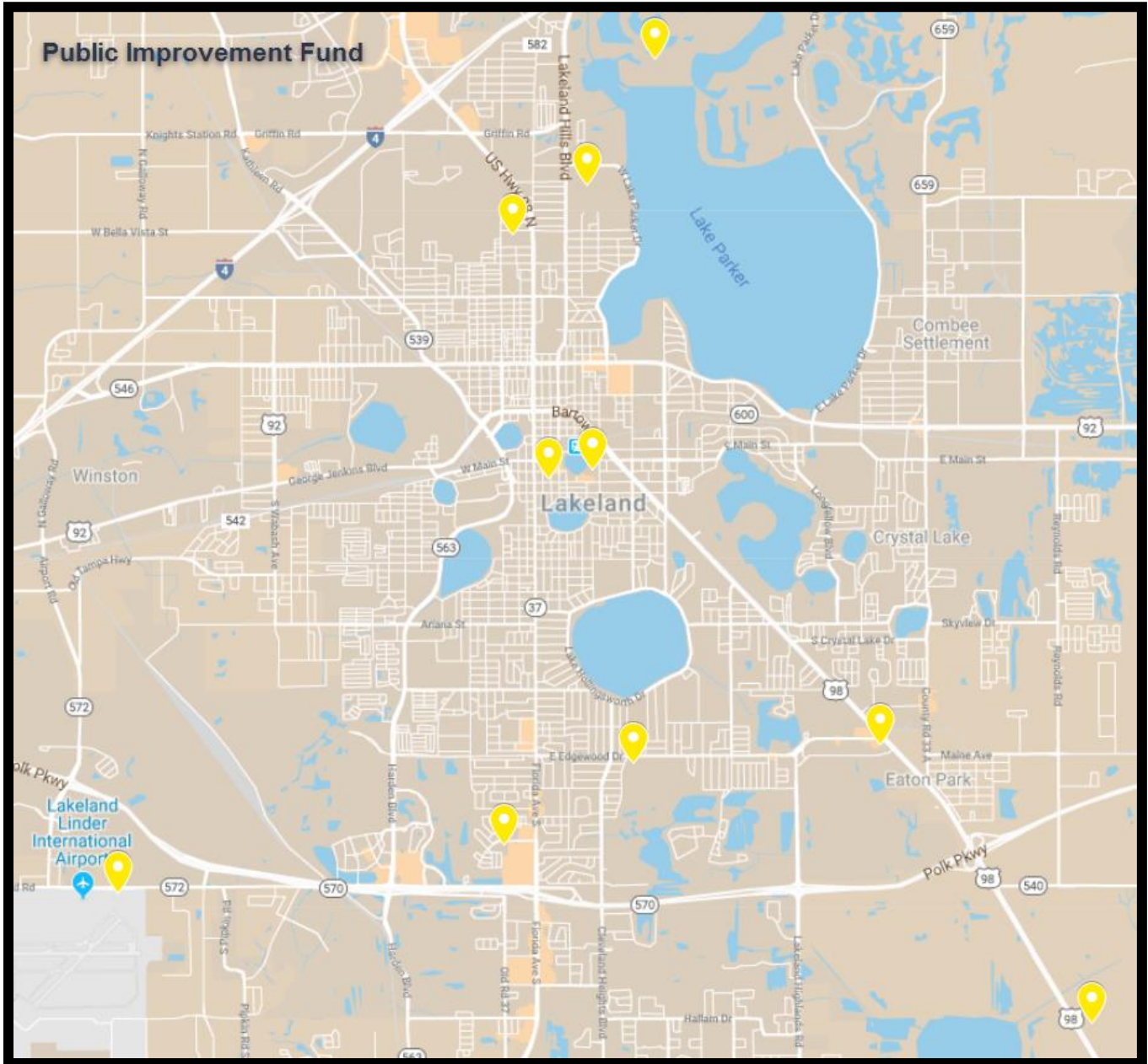


Figure F-41: CIP Map – Public Improvement Fund

Public Improvement Master List of CIP Projects

Master List of Appropriated Capital Projects Public Improvement Fund		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Operating Expenses		
Non-Departmental	Recurring	\$ 731,547
Fire Department - Administration	Recurring	1,081,660
Cleveland Heights Administration	Recurring	800,000
Simpson Pool Operations		
Annual Pool Contingency	Recurring	8,000
Lake Mirror Complex		
A/C Chiller Replacements	Non-Recurring	754,423
Replace Stage Curtains	Non-Recurring	115,000
Kelly Recreation Complex		
Annual Pool Contingency	Recurring	8,000
Lake Crago Park		
Lake Crago Park	Recurring	1,763,823
Cleveland Heights Golf Course		
Golf Course Irrigation	Recurring	193,913
Marchant Stadium Renovation Berm and Shade		
Joker Marchant Stadium Renovations	Recurring	2,599,843
Marchant Stadium - Field Replacement	Recurring	50,000
Police Department		
LPD - CAD Reporting System	Recurring	60,165
Parking		
Heritage Plaza Parking Garage	Recurring	600,000
Contributions to Other Funds		
Dividend Assistance	Recurring	4,027,000
Capital Improvement Revenue Note, Series 2017A	Recurring	654,656
RP Funding Center Capital Contingency	Recurring	290,000
Beautification Project (Grant & City)		
Neighborhood Beautification	Recurring	50,000
Lake Mirror Park		
Lake Mirror Tower - Purchase Subsidy	Recurring	71,445
Marchant Stadium		
Joker Marchant Stadium Renovations	Recurring	2,599,843
Marchant Stadium - Field Replacement	Recurring	448,944
Batter's Eye Replacement (Fields 1, 3 & Kaline)	Recurring	28,000
West/SW Complexes		
Playground Equipment Replacement	Recurring	75,000

Figure F-42: Master List of Appropriated Capital Projects Public Improvement - Part 1

Public Improvement Master List of CIP Projects

Master List of Appropriated Capital Projects Public Improvement Fund Continued		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Sports Field Projects		
City Sports Field Lighting	Recurring	30,000
Miscellaneous Parks Projects		
Christmas Decorations	Recurring	\$ 12,500
Consultant Services	Recurring	30,000
Pavement Management System - Re-pave Park Paths	Recurring	25,625
Parks Maintenance Projects	Recurring	67,000
Security Cameras	Non-Recurring	44,500
Repair and Maintenance of Park Boardwalks and Walkways	Recurring	50,000
Lucity Application	Recurring	20,000
Miscellaneous Recreation Projects		
Renovate Building & Playgrounds	Recurring	228,000
Parks & Recreation Impact Fee - District 1		
Lake Crago Park	Recurring	830,000
Parks & Recreation Impact Fee - District 2		
Cypress Youth Complex	Recurring	79,206
Co-op Funded Projects		
Library - Carpet Replacement	Recurring	75,000
Computer Equipment Upgrade	Recurring	22,000
Future Expansion Reserve	Recurring	20,000
Closed Circuit Camera System Upgrade	Recurring	5,000
Library Furniture (Co-op Funded)	Recurring	20,000
Meeting Room Renovation	Recurring	10,000
Lakeland Historic Cultural Center Exhibits and Displays	Recurring	20,000
Interior Finishes/Improvements	Recurring	15,000
City Funded Projects		
Cultural Room	Recurring	200,000
Oak Hill Cemetery		
Oakhill Routine Maintenance	Recurring	30,200
Roadway Construction	Recurring	75,000
Oak Hill Expansion VII	Recurring	25,000

Figure F-43: Master List of Appropriated Capital Projects Public Improvement - Part 2

Public Improvement Master List of CIP Projects

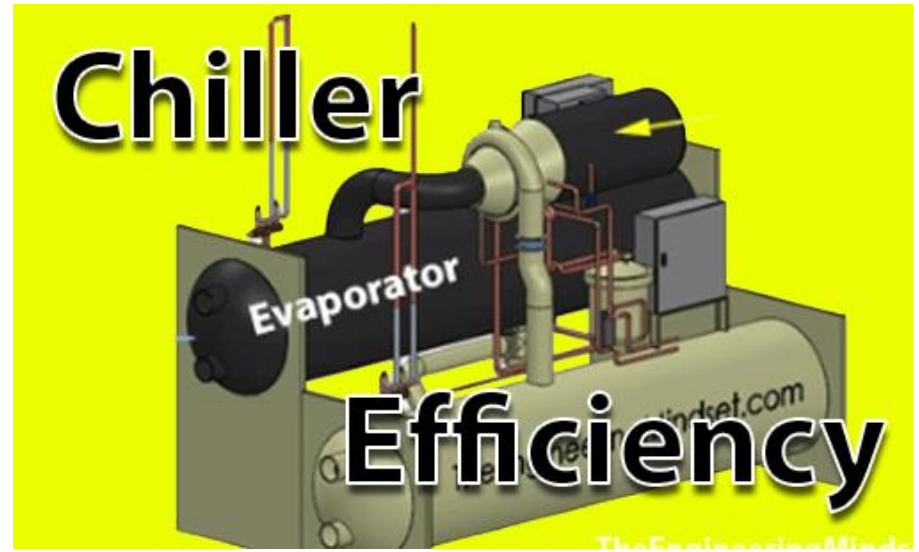
Master List of Appropriated Capital Projects Public Improvement Fund Continued		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Fire Department		
Hurst Hydraulic Tool/Saws	Recurring	34,000
Thermal Imaging Camera	Recurring	5,000
Refurbish Training Facility	Recurring	326,721
Exercise Equipment	Recurring	25,000
HVAC Controls Replacement	Non-Recurring	323,601
Neighborhood Projects		
Neighborhood Preservation	Recurring	\$ 100,000
Neighborhood Matching Grants Program	Recurring	65,000
City Hall		
HVAC Controls Replacement	Non-Recurring	13,994
All Other General Fund Buildings		
Paint & Seal	Recurring	406,498
Security Enhancements	Recurring	60,000
City Buildings - Roof Replacements	Recurring	391,448
Air Conditioner Replacements	Recurring	271,086
Carpet Replacements	Recurring	83,000
Town Center Rehabilitation Phase II	Non-Recurring	200,000
City Roof Audit	Non-Recurring	15,000
Ice Machine Replacements	Recurring	8,000
Fire Panel Replacements	Recurring	75,000
LED Lighting Upgrade	Non-Recurring	507,258
Miscellaneous Non-Departmental Projects:		
Capital Contingency	Recurring	300,000
SurfLakeland - Contributions to the Community	Recurring	20,000
Fire Station #7		
FDOT ARFF Station/Fire Station #7	Recurring	60,000
ARFF/Fire Station #7	Recurring	235,173
Accommodations for Programs and Services		
Accommodations for Programs and Services	Recurring	103,000
Closed Captioning Software	Non-Recurring	70,000

Figure F-44: Master List of Appropriated Capital Projects Public Improvement - Part 3

CIP Non-Recurring Significant Projects

Project Title: A/C Chiller Replacements Lake Mirror Complex

Priority: High
 Department: Public Works/FACM
 Project Manager: FACM Manager
 City Goal: Quality of Life Goal
 Funding Source: Public Improvement Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		754,423
Other		
Total	\$	\$ 754,423

Figure F-45: Funding – A/C Chiller Replacements

Project Description (Justification and Explanation):

Replacement of antiquated chiller with new energy efficient equipment. Installation of building automation to reduce energy cost.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(175,000)
Equipment						
Other						
Total	\$ (35,000)	\$ (35,000)	\$ (35,000)	\$ (35,000)	\$ (35,000)	\$ (175,000)

Figure F-46: Budget Impact – A/C Chiller Replacements

Description of Future Operating Budget Impacts:

Decrease in future energy consumption.

CIP Non-Recurring Significant Projects

Project Title: Lake Mirror Complex Replace Curtains

Priority: High
 Department: Parks & Recreation/Recreation
 Project Manager: Parks & Recreation Director
 City Goal: Quality of Life
 Funding Source: Public Improvement Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		115,000
Other		
Total	\$	\$ 115,000

Figure F-47: Funding – Lake Mirror Complex Curtains

Project Description (Justification and Explanation):

Replacement of existing curtains that no longer meet fire safety code.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-48: Budget Impact – Lake Mirror Complex Curtains

Description of Future Operating Budget Impacts:

One-time capital expense. No impact to the operating budget.

CIP Non-Recurring Significant Projects

Project Title: Security Cameras
Priority: High
Department: Public Works/FACM
Project Manager: FACM Manager
City Goal: Quality of Life Goal
Funding Source: Public Improvement Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		44,500
Other		
Total	\$	\$ 44,500

Figure F-49: Funding – Security Cameras

Project Description (Justification and Explanation):

Add Security Cameras at City Hall.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-50: Budget Impact – Security Cameras

Description of Future Operating Budget Impacts:

No impact to the operating budget.

CIP Non-Recurring Significant Projects

Project Title: Town Center Rehabilitation Phase II

Priority: High

Department: Public Works/FACM

Project Manager: FACM Manager

City Goal: Quality of Life Goal

Funding Source: Public Improvement Fund

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		200,000
Equipment		
Other		
Total	\$	\$ 200,000

Figure F-55: Funding – Town Center Rehabilitation Phase II

Project Description (Justification and Explanation):

Increase square footage for Healthstat.



Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-56: Budget Impact – Town Center Rehabilitation Phase II

Description of Future Operating Budget Impacts:

No impact to the operating budget anticipated.

CIP Non-Recurring Significant Projects

Project Title: City Roof Audit
Priority: High
Department: Public Works/FACM
Project Manager: FACM Manager
City Goal: Quality of Life Goal
Funding Source: Transportation Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		
Other		15,000
Total	\$	\$ 15,000

Figure F-57: Funding – City Roof Audit

Project Description (Justification and Explanation):

Roof condition assessment for general fund facilities. Audit will inspect and put together a recommendation of roof replacement and repairs.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-58: Budget Impact – City Roof Audit

Description of Future Operating Budget Impacts:

No impact to the operating budget at this time.

CIP Non-Recurring Significant Projects

Project Title: LED Lighting Upgrade

EnePriority: High
 Department: Public Works/FACM
 Project Manager: FACM Manager
 City Goal: Quality of Life Goal
 Funding Source: Public Improvement Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		507,258
Other		
Total	\$	\$ 507,258

Figure F-59: Funding – LED Lighting Upgrade

Project Description (Justification and Explanation):

Replace older inefficient lighting with LED technology.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating	(73,500)	(73,500)	(73,500)	(73,500)	(73,500)	(367,500)
Equipment						
Other						
Total	\$ (73,500)	\$ (73,500)	\$ (73,500)	\$ (73,500)	\$ (73,500)	\$ (367,500)

Figure F-60: Budget Impact – LED Lighting Upgrade

Description of Future Operating Budget Impacts:

Decrease Energy Consumption.

CIP Non-Recurring Significant Projects

Project Title: Closed Captioning Software

Priority: High
 Department: Public Works/FACM
 Project Manager: Communications Director
 City Goal: Quality of Life Goal
 Funding Source: Public Improvement Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		70,000
Other		
Total	\$	\$ 70,000

Figure F-61: Funding – Closed Captioning Software

Project Description:

A closed captioning system is needed so live meeting coverage will be ADA compliant. A closed caption system will allow the City of Lakeland to be ADA compliant with live meeting coverage

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating		\$7,000	7,000	7,000	7,000	28,000
Equipment						
Other						
Total	\$	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 28,000

Figure F-62: Budget Impact – Closed Captioning Software

Description of Future Operating Budget Impacts: There is a \$7,000 advanced warranty over parts and labor that includes 24/7 technical support. The first year is covered but if we want the warranty, it costs \$7000/year after the initial first year of operation.

Map of Downtown CRA Fund CIP Projects

This map shows Downtown CRA Fund projects with a specific location. All Downtown CRA Fund projects are listed on the Master Sheets following this page.

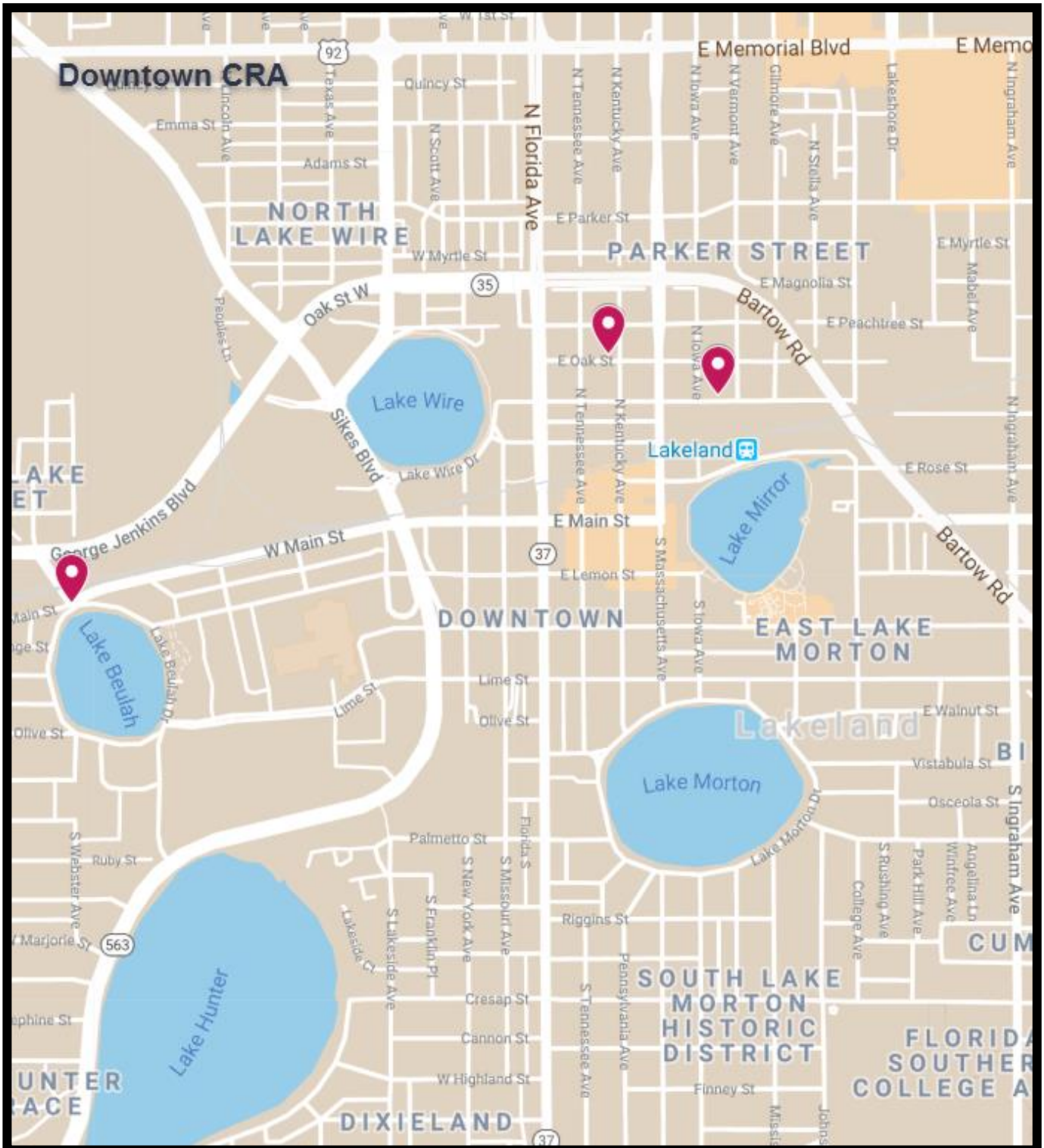


Figure F-63: CIP Map – Downtown CRA Fund

Downtown CRA Master List of CIP Projects

Master List of Appropriated Capital Projects Downtown Community Redevelopment Area Fund		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Operating Expense		
Community Redevelopment Agency	Recurring	\$ 299,550
Neighborhood Projects		
Small Project Assistance	Recurring	150,000
Downtown Infrastructure	Recurring	100,000
Catalyst Development	Recurring	500,000
Downtown Infill Incentive	Recurring	100,000
Debt Service		
Debt Service-Residential Redevelopment	Recurring	400,000
Miscellaneous Projects		
Residential Redevelopment	Recurring	100,000
Property Management	Recurring	42,285
Mowing	Recurring	10,718
Arts & Entertainment	Recurring	8,000
Oak Street Parking Lot	Recurring	18,000
CRA Annual Report	Recurring	2,459
Community Policing Innovation	Recurring	29,860
Mirrorton Development	Recurring	300,000
Corridor Enhancements		
SFLA Corridor Improvements	Recurring	150,000
Five Points Roundabout	Recurring	80,000

Figure F-64: Master List of Appropriated Capital Projects Downtown CRA

There were no significant non-recurring Downtown CRA Fund projects identified in FY 2020 for highlighting.

Map of Dixieland CRA Fund CIP Projects

This map shows Dixieland CRA Fund projects with a specific location. All Dixieland CRA Fund projects are listed on the Master Sheets following this page.

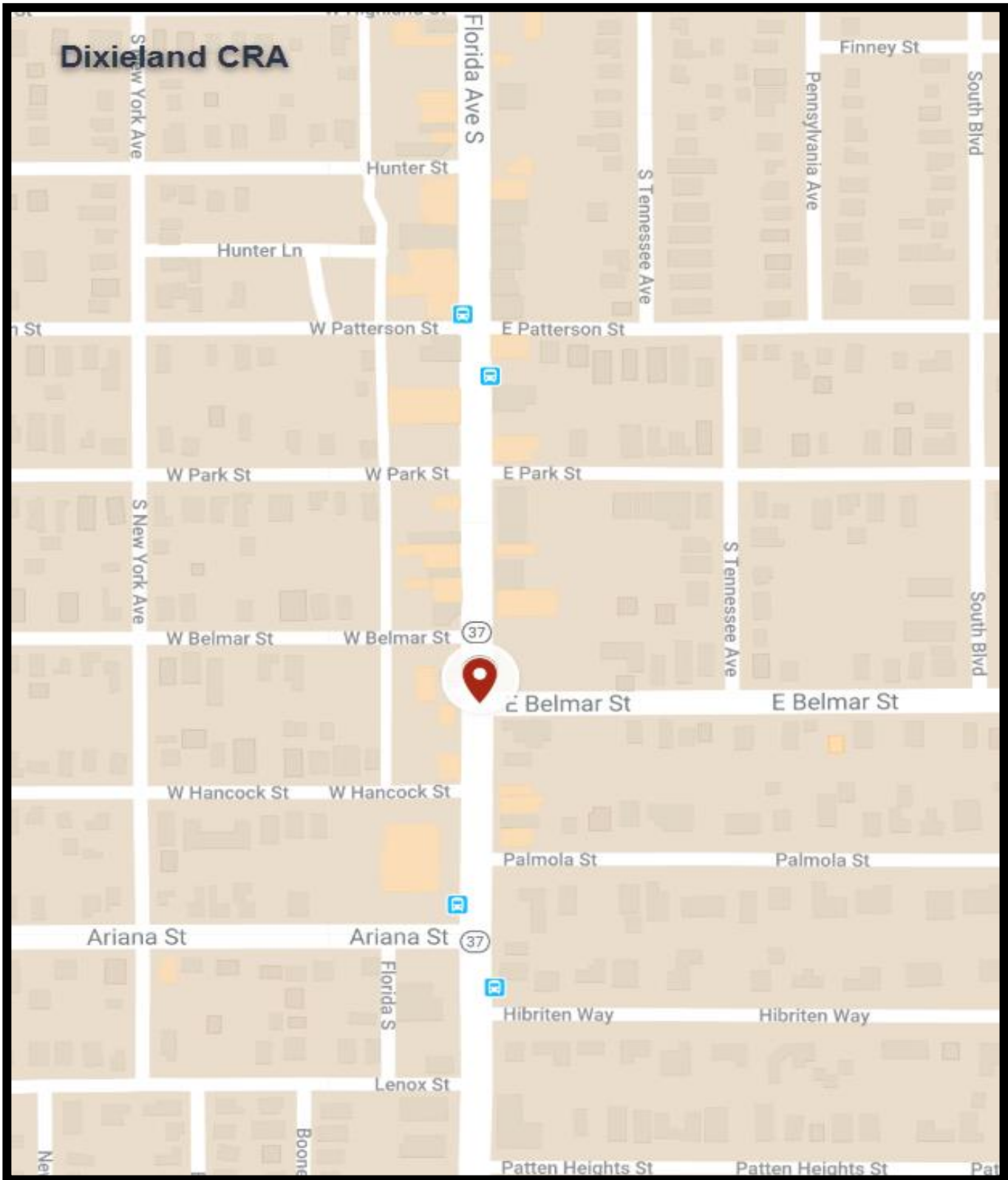


Figure F-65: CIP Map – Dixieland CRA Fund

Dixieland CRA Master List of CIP Projects

Master List of Appropriated Capital Projects Dixieland Community Redevelopment Area Fund		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Operating Expense		
Community Redevelopment Agency	Recurring	\$ 91,347
Miscellaneous Projects		
Small Project Assistance	Recurring	150,000
Landscaping Maintenance by Other City Departments	Recurring	2,133
Publications and Promotions	Recurring	2,500
Alley Maintenance	Recurring	2,600
Arts & Entertainment	Recurring	10,000
Infill Adaptive Reuse Program	Recurring	100,000
CRA Annual Report	Recurring	5,000
Virtual Server Platform Replacement	Recurring	31
Community Policing Innovation	Recurring	3,347
Dixieland Sign Maintenance	Recurring	5,103
Corridor Enhancements		
Alley Improvement Project	Recurring	10,000

Figure F-66: Master List of Appropriated Capital Projects Dixieland CRA

There were no significant non-recurring Dixieland CRA Fund projects identified in FY 2020 for highlighting.

Map of Midtown CRA Fund CIP Projects

This map shows Midtown CRA Fund projects with a specific location. All Midtown CRA Fund projects are listed on the Master Sheets following this page.

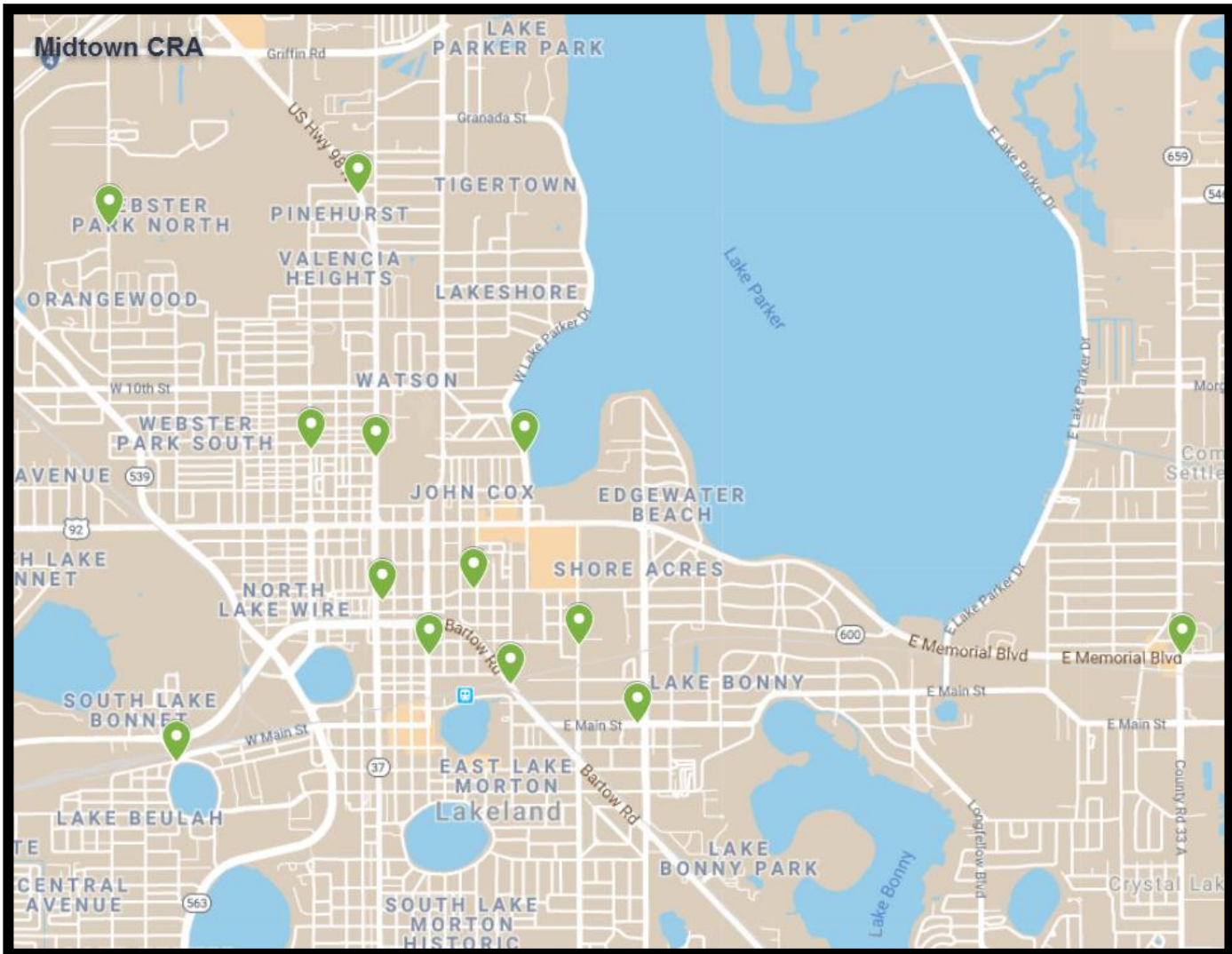


Figure F-67: CIP Map – Midtown CRA Fund

Midtown CRA Master List of CIP Projects

Master List of Appropriated Capital Projects Midtown Community Redevelopment Area Fund		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Operating Expense		
Community Redevelopment Agency	Recurring	\$ 1,287,617
Neighborhood Projects		
Northwest Neighborhood	Recurring	126,018
Northeast Neighborhood	Recurring	375,000
Miscellaneous		
Planning-Affordable Housing Incentive Plan	Recurring	15,000
Small Project Assistance	Recurring	400,000
Property Management	Recurring	200,000
Arts & Entertainment	Recurring	10,000
CRA Annual Report	Recurring	6,607
Community Policing Innovation	Recurring	255,000
Job Creation Incentives	Recurring	210,000
Affordable Housing Partnerships	Recurring	400,000
Corridor Enhancements		
MLK - Memorial to 10th St	Recurring	9,454
Providence Rd - W 10th St to Griffin Rd	Recurring	550,000
W Lake Parker/Lakeshore Trail Improvements	Recurring	820,000
Landscape - US 98 - Memorial to 10th St	Recurring	17,558
Landscape - US 98 - Griffin to 10th St	Recurring	17,558
Landscape - Parker Street	Recurring	9,454
Landscape - Ingraham Ave	Recurring	11,017
Landscape - Intown Bypass Phase 1 Outparcels	Recurring	9,454
E. Main Street Landscaping Maintenance	Recurring	14,069
Redevelop Massachusetts Ave Properties	Recurring	506,744
Memorial Blvd.	Recurring	50,000
Five Points Roundabout	Recurring	120,000
717 N. Florida Renovation	Recurring	500,000
Redevelopment Plan MUAC		
East Main Street Master Plan	Recurring	200,000

Figure F-68: Master List of Appropriated Capital Projects Midtown CRA

There were no significant non-recurring Midtown CRA Fund projects identified in FY2020 for highlighting.

Map of Stormwater Fund CIP Projects

This map shows Stormwater Fund projects with a specific location. All Stormwater Fund projects are listed on the Master Sheets following this page.

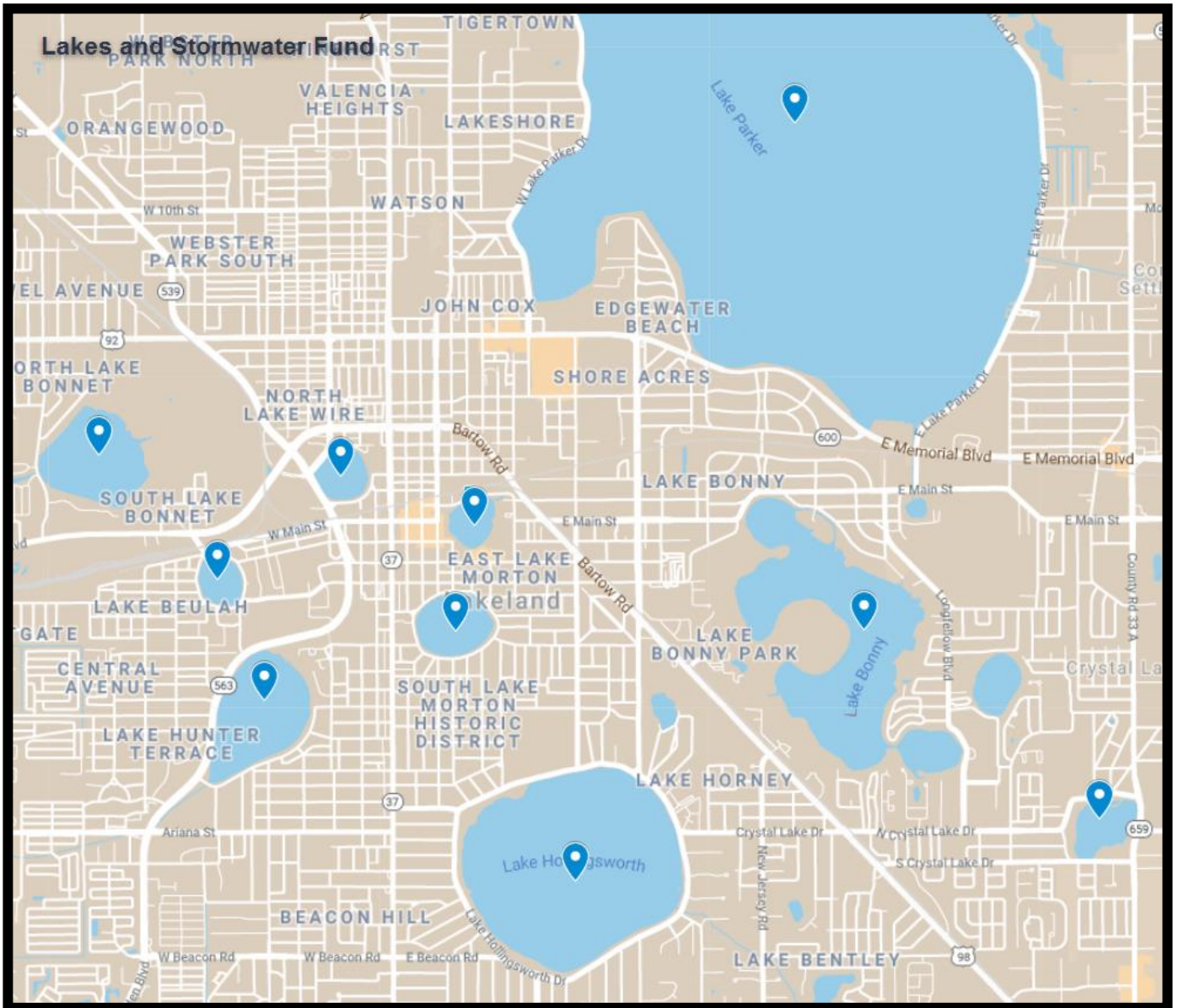


Figure F-69: CIP Map – Lakes and Stormwater Fund

Stormwater Master List of CIP Projects

Master List of Appropriated Capital Projects Stormwater Fund		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Operating Expense		
Non-Departmental	Recurring	\$ 29,300
Lakes and Environmental	Recurring	1,510,161
Emergency Manager	Non-Recurring	757
Contributions to Other Funds		
Retiree Bonus	Non-Recurring	918
Radio Replacement 2011	Recurring	2,251
DoIT Switch Replacement	Recurring	220
Virtual Serve Platform Replacement	Recurring	77
Lake Bonny		
Lake Bonny Watershed Management Plan & Projects	Recurring	125,000
Lake Hollingsworth		
Lake Hollingsworth TMDL Program	Recurring	150,000
Hunter/Beulah/Wire Watershed		
SWFMD - Lake Hunter BMP	Recurring	300,000
Lake Hunter - Watershed Management	Recurring	100,000
Lake Parker		
Lake Parker TMDL Project - WQ Treatment	Recurring	300,000
Miscellaneous		
Install/Maintain Pollution Control Devices	Recurring	90,000
Southern Landings Repairs	Recurring	10,000
Stormwater Management Master Plan	Recurring	50,000
Drainage Maintenance Operations	Recurring	962,000
Environmental Code Enforcement Officer	Recurring	53,787
Crystal Lake		
Crystal Lake TMDL Program	Recurring	250,000
Lake Morton		
Water Quality Improvement Project	Recurring	150,000
Lake Mirror		
Water Quality Improvement Project	Recurring	50,000

Figure F-70: Master List of Appropriated Capital Projects Stormwater – Part 1

CIP Non-Recurring Significant Projects

Master List of Appropriated Capital Projects Stormwater Fund		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Drainage Projects		
Retrofit Existing Storm Sewers	Recurring	\$ 700,000
TV & Clean Storm Drain Structures	Recurring	414,750
GIS Storm Sewer Inventory	Recurring	75,000
GIS Technician - Engineering	Recurring	76,451
Street sweeping Operations	Recurring	1,139,222
TV Truck Lease	Recurring	54,264
CST/Berger Elec Digital Theodolite Transite 56-DGT10	Non-Recurring	1,500
Stihl Line Trimmers	Non-Recurring	2,450
Four Tool Cordless Combo Kit	Non-Recurring	750
Generator	Non-Recurring	2,029
Hustler Super Z 60 in	Non-Recurring	12,000
High Efficiency Nozzle	Non-Recurring	5,798
EnviroLight Air HD Pole Camera	Non-Recurring	15,729
Cue's Mplus Camera	Non-Recurring	9,980
Office Furniture	Non-Recurring	2,500
Drainage Maintenance Non-Capital Equipment	Non-Recurring	3,229
Lakes and Environmental Projects		
NPDES Permitting - Administration	Recurring	38,479
Public Education Programs	Recurring	90,000
General Lake Improvements	Recurring	450,000
Lake Beulah Shoreline Restoration	Recurring	20,000
Lake Wire Hydrilla Removal	Recurring	5,000
Lake Morton Shoreline Restoration	Recurring	30,000
Contribute to FL Friendly Landscaping	Recurring	10,000
Lake Bonnet Water Quality Improvement	Recurring	25,000
Aquatic Harvester	Recurring	483,123
Drainage Spray Airboat	Non-Recurring	20,000

Figure F-71: Master List of Appropriated Capital Projects Stormwater – Part 2

CIP Non-Recurring Significant Projects

Project Title: CST/Berger Electronic Digital Theodolite Transit 56-DGT10

Priority: High
 Department: Public Works/Stormwater
 Project Manager: Stormwater Manager
 City Goal: Quality of Life Goal
 Funding Source: Stormwater Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		1,500
Other		
Total	\$	\$ 1,500

Figure F-72: Funding – CST/Berger Electronic Digital Theodolite Transit

Project Description (Justification and Explanation):

To take elevation shots to determine proper grade for storm sewer installations.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment		300		300		600
Other						
Total	\$	\$ 300	\$	\$ 300	\$	\$ 600

Figure F-73: Budget Impact – CST/Berger Electronic Digital Theodolite Transit

Description of Future Operating Budget Impacts:

Anticipate \$300 equipment costs in 2021 and 2023 impacting the operating budget.

CIP Non-Recurring Significant Projects

Project Title: Stihl Line Trimmers
Priority: High
Department: Public Works/Stormwater
Project Manager: Stormwater Manager
City Goal: Quality of Life Goal
Funding Source: Stormwater Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		2,450
Other		
Total	\$	\$ 2,450

Figure F-74: Funding – Stihl Line Trimmers

Project Description (Justification and Explanation):

The line trimmers are used to cut grass and weeds around fence and other objects.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating	100	100	100	100	100	500
Equipment						
Other						
Total	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 500

Figure F-75: Budget Impact – Stihl Line Trimmers

Description of Future Operating Budget Impacts:

Anticipate operating costs of \$100 per year.

CIP Non-Recurring Significant Projects

Project Title: Four Tool Cordless Combo Kits

Priority: High
 Department: Public Works/Stormwater
 Project Manager: Stormwater Manager
 City Goal: Quality of Life Goal
 Funding Source: Stormwater Fund

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		750
Other		
Total	\$	\$ 750



Figure F-76: Funding – Four Tool Cordless Combo Kits

Project Description (Justification and Explanation):

Cordless drills and saws that are used to in concrete work. By using cordless tools no generator is needed onsite.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$		\$	\$	\$
Operating	100	100	100	100	100	500
Equipment						
Other						
Total	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 500

Figure F-77: Budget Impact – Four Tool Cordless Combo Kits

Description of Future Operating Budget Impacts:

Anticipate operating costs of \$100 per year.

CIP Non-Recurring Significant Projects

Project Title: Generator

Priority: High
 Department: Public Works/Stormwater
 Project Manager: Stormwater Manager
 City Goal: Quality of Life Goal
 Funding Source: Stormwater Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		2,029
Other		
Total	\$	\$ 2,029

Figure F-78: Funding – Generator

Project Description (Justification and Explanation):

Generator to run tools and pumps for the drainage crews.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating	100	100	100	100	100	500
Equipment						
Other						
Total	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 500

Figure F-79: Budget Impact – Generator

Description of Future Operating Budget Impacts:

Annual operating costs of \$100 per year.

CIP Non-Recurring Significant Projects

Project Title: Hustler Super Z 60 Inch

Priority: High
 Department: Public Works/Stormwater
 Project Manager: Stormwater Manager
 City Goal: Quality of Life Goal
 Funding Source: Stormwater Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		12,000
Other		
Total	\$	\$ 12,000

Figure F-80: Funding – Hustler Super Z 60 Inch

Project Description (Justification and Explanation):

This equipment will be used to maintain drainage conveyances and drainage rights-of-way.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating	2,500	2,500	2,500	2,500	2,500	12,500
Equipment						
Other						
Total	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 12,500

Figure F-81: Budget Impact – Hustler Super Z 60 Inch

Description of Future Operating Budget Impacts:

Annual operating costs of \$2,500 per year.

CIP Non-Recurring Significant Projects

Project Title: High Efficiency Nozzle

Priority: High
 Department: Public Works/Stormwater
 Project Manager: Stormwater Manager
 City Goal: Quality of Life Goal
 Funding Source: Stormwater Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		5,798
Other		
Total	\$	\$ 5,798

Figure F-82: Funding – High Efficiency Nozzle

Project Description (Justification and Explanation):

This equipment will be used to save fuel and increase production. The nozzle allows the vacuum truck to run at 1200 rpms instead of 2000 rpms saving fuel and wear on the truck. The nozzle allows for faster cleaning, increasing production of storm lines being cleaned.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-83: Budget Impact – High Efficiency Nozzle

Description of Future Operating Budget Impacts:

An undetermined amount of labor savings, allowing crews to work on more storm lines or other projects.

CIP Non-Recurring Significant Projects

Project Title: Envirolight Air HD Pole Camera

Priority: High
 Department: Public Works/Stormwater
 Project Manager: Supervisor of Maintenance
 City Goal: Quality of Life Goal
 Funding Source: Stormwater Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		15,729
Other		
Total	\$	\$ 15,729

Figure F-84: Funding – Envirolight Air HD Pole Camera

Project Description (Justification and Explanation):

The pole mounted camera allows the drainage team to inspect the interior of storm drains and catch basins via manhole access to evaluate and document their condition

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-85: Budget Impact – Envirolight Air HD Pole Camera

Description of Future Operating Budget Impacts:

No foreseeable impact on the operating budget.

CIP Non-Recurring Significant Projects

Project Title:

Priority: High
 Department: Public Works/Stormwater
 Project Manager: Maintenance Supervisor
 City Goal: Quality of Life Goal
 Funding Source: Stormwater Fund

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		9,980
Other		
Total	\$	\$ 9,980

Figure F-86: Funding – Cue's Mplus Camera



Project Description (Justification and Explanation):

The Cues Mplus lateral push camera will be used to inspect storm drain pipes that are 2" in diameter and larger to inspect and evaluate the condition of the drainage lines.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-87: Budget Impact – Cue's Mplus Camera

Description of Future Operating Budget Impacts:

No foreseeable impact on the operating budget.

Fiscal Year 2020 Annual Budget

CIP Non-Recurring Significant Projects

Project Title: Office Furniture

Priority: High
 Department: Public Works/Stormwater
 Project Manager: Stormwater Maintenance Supervisor
 City Goal: Quality of Life Goal
 Funding Source: Stormwater Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		
Other		2,500
Total	\$	\$ 2,500

Figure F-88: Funding – Office Furniture

Project Description (Justification and Explanation):

Furniture for new GIS Analyst position.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-89: Budget Impact – Office Furniture

Description of Future Operating Budget Impacts:

No foreseeable impact on the operating budget.

CIP Non-Recurring Significant Projects

Project Title: Drainage Maintenance Non-Capital Equipment

Priority: High
 Department: Public Works/Stormwater
 Project Manager: Stormwater Maintenance Supervisor
 City Goal: Quality of Life Goal
 Funding Source: Stormwater Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		3,229
Other		
Total	\$	\$ 3,229

Figure F-90: Funding – Drainage Maintenance Non-Capital Equipment

Project Description (Justification and Explanation):

Tools and Equipment for the drainage maintenance crews: 2 cordless impact wrenches, 5 gas meters, dewatering pump, fiberglass level rod.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating	100	100	100	100	100	500
Equipment						
Other						
Total	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 500

Figure F-91: Budget Impact – Drainage Maintenance Non-Capital Equipment

Description of Future Operating Budget Impacts:

Annual operating expense of approximately \$100 per year.

CIP Non-Recurring Significant Projects

Project Title: Drainage Spray Airboat

Priority: High

Department: Public Works/Stormwater

Project Manager: Stormwater Manager

City Goal: Quality of Life Goal

Funding Source: Stormwater Fund

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		20,000
Other		
Total	\$	\$ 20,000



Figure F-92: Funding – Drainage Spray Airboat

Project Description (Justification and Explanation):

Management of overgrowth of invasive and nuisance aquatic vegetation occurs throughout the City maintained drainage systems including retention ponds and drainage canals. It is imperative that these features remain free of debris, including excessive amounts of vegetation so they function properly and assist with the storage and movement of stormwater and reduce the risk of flooding of streets and properties. The drainage maintenance crews in the Public Works Department will utilize the spray airboat to control invasive and overgrown aquatic vegetation in ponds, canals and other drainage conveyances that can't be treated from shore.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating	2,300	2,300	2,300	2,300	2,300	11,500
Equipment						
Other						
Total	\$ 2,300	\$ 2,300	\$ 2,300	\$ 2,300	\$ 2,300	\$ 11,500

Figure F-93: Budget Impact – Drainage Spray Airboat

Description of Future Operating Budget Impacts:

Annual lease/replacement costs of approximately \$2,000 a year. Annual operating expense for fuel/parts of approximately \$300 a year.

Parking Master List of CIP Projects

Master List of Appropriated Capital Projects Parking Fund		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Main Street Garage		
Main St. Parking Garage - Ext. Coating	Recurring	\$ 138,000
NuPark	Recurring	36,500
Orange Street Garage		
Main St Garage Vault Cleaning	Recurring	1,000
Orange St Garage - Exterior Coating	Recurring	172,500

Figure F-95: Master List of Appropriated Capital Projects Parking

There were no significant non-recurring Parking System Fund projects identified in FY 2020 for highlighting.

Map of RP Funding Center Fund CIP Projects

This map shows the RP Funding Center. All RP Funding Center Fund projects are listed on the Master Sheet following this page.

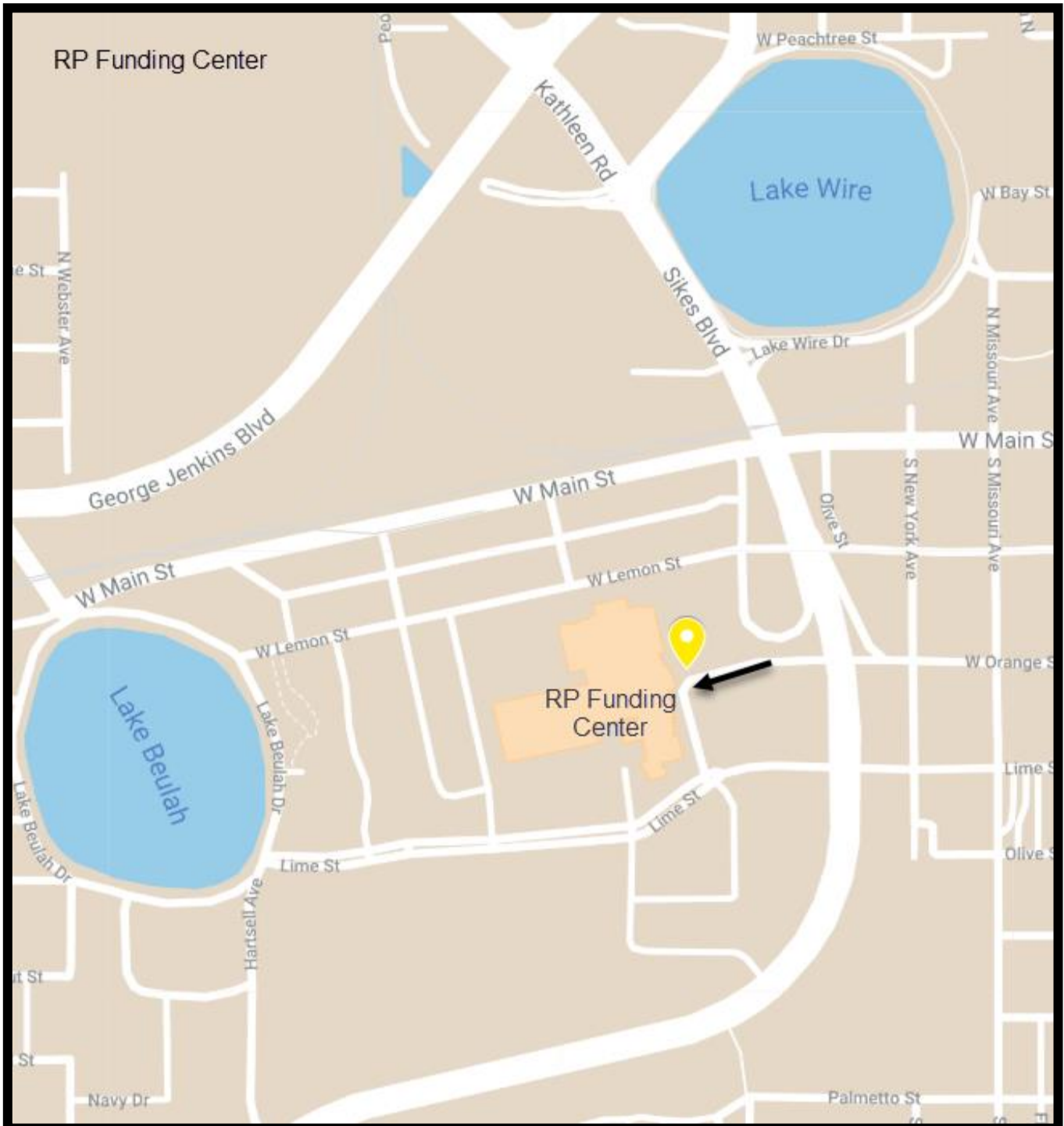


Figure F-96: CIP Map – RP Funding Center Fund

RP Funding Center Master List of CIP Projects

Master List of Appropriated Capital Projects RP Funding Center Fund

Project Title	Recurring or Non-Recurring	FY2020 Cost
TLC Golf Carts and Radio	Recurring	\$ 32,806
Capital Improvement Revenue Note, Series 2017A	Recurring	1,195,897
RP Funding Center Capital Contingency	Recurring	21,890
RP Funding Center Roof Replacement	Recurring	140,304
Capital Equipment	Non-Recurring	25,000
General Replacements	Recurring	30,000
Roof Repair	Non-Recurring	40,000

Figure F-97: Master List of Appropriated Capital Projects RP Funding

CIP Non-Recurring Significant Projects

Project Title: Capital Equipment

Priority: High
 Department: RP Funding Center
 Project Manager: RP Funding Operations Manager
 City Goal: Quality of Life Goal
 Funding Source: RP Funding Center

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		25,000
Other		
Total	\$	\$ 25,000

Figure F-98: Funding – Capital Equipment



Project Description (Justification and Explanation):

Funding needed equipment replacements.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-99: Budget Impact – Capital Equipment

Description of Future Operating Budget Impacts:

No impacts to the operating budget anticipated.

CIP Non-Recurring Significant Projects

Project Title: Roof Repair

Priority: High
 Department: RP Funding Center
 Project Manager: RP Funding Operations Manager
 City Goal: Quality of Life Goal
 Funding Source: RP Funding Center



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		40,000
Equipment		
Other		
Total	\$	\$ 40,000

Figure F-100: Funding – Roof Repair

Project Description (Justification and Explanation):

Needed interim repair of various roof leaks until a permanent solution is identified.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-101: Budget Impact – Roof Repair

Description of Future Operating Budget Impacts:

No impacts to the operating budget anticipated.

Airport Master List of CIP Projects

Master List of Appropriated Capital Projects Airport Fund

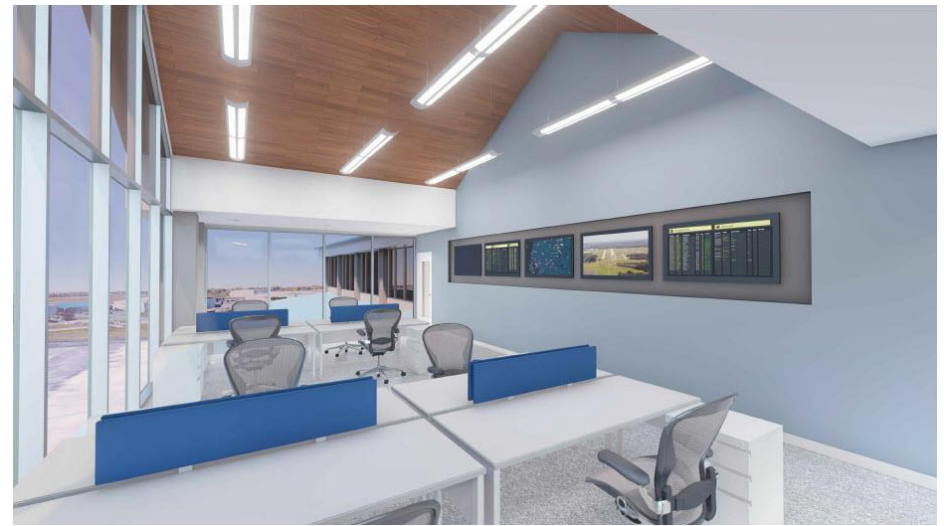
Project Title	Recurring or Non-Recurring	FY2020 Cost
FDOT-Site Prep & Utility Installation for Intermodal Center	Recurring	\$ 286,170
FAA/FDOT Terminal Apron	Recurring	28,530
FAA/FDOT Master Plan	Recurring	50,000
FAA/FDOT Rehab TWY H	Recurring	24,731
FAA/FDOT Rehab & Strengthening of Runway 9-27	Recurring	12,027,176
NOAA Lease Improvements	Recurring	358,532
ILS Upgrade to Cat III	Recurring	6,035,000
Miscellaneous Maintenance Projects	Recurring	206,000
Office Renovation	Non-Recurring	225,000
FAA/FDOT Rehab TWY E1	Recurring	1,900,000
FAA/FDOT Rehab NE Quadrant	Recurring	3,691,871
Fuel Site Generator	Recurring	275,000
Airport Fuel Farm	Recurring	12,183

Figure F-103: Master List of Appropriated Capital Projects Airport

CIP Non-Recurring Significant Projects

Project Title: Office Renovation

Priority: High
 Department: Lakeland Linder International Airport
 Project Manager: Airport Director
 City Goal: Quality of Life Goal
 Funding Source: Airport Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		
Other		225,000
Total	\$	\$ 225,000

Figure F-104: Funding – Office Renovation

Project Description (Justification and Explanation):

The need for the Airport to be operational 24/7 will be required once the Amazon operations commence. The Airport will be adding several positions and the existing facility configuration will no longer support the staff and various departments within the organization. The Airport is seeking to modify its current configuration and provide for additional staff as well as realign the security and training areas that it requires.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-105: Budget Impact – Office Renovation

Description of Future Operating Budget Impacts:

No impact to the operating budget anticipated.

Map of Wastewater Utility Fund CIP Projects

This map shows Wastewater Utility Fund projects with a specific location. All Wastewater Utility Fund projects are listed on the Master Sheets following this page.

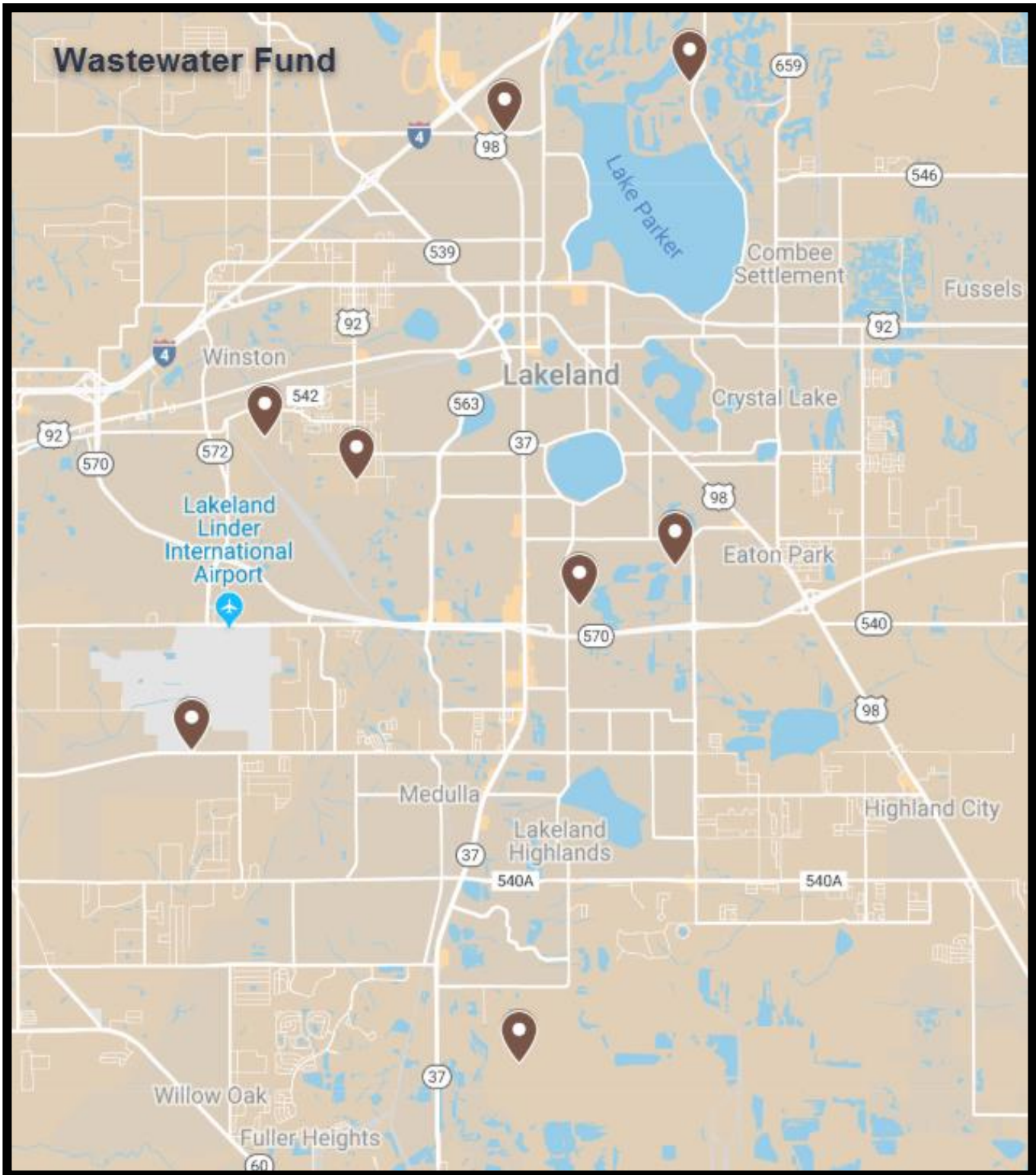


Figure F-106: CIP Map – Wastewater Utility Fund

Wastewater Master List of CIP Projects

Master List of Appropriated Capital Projects Wastewater Utility Funds		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Collection System Sewer Maintenance Renewal and Replacements Fund		
Western Trunk Manhole Rehabilitation	Recurring	\$ 250,000
Northside 30" Force Main ARVs Rehabilitation	Recurring	225,000
Griffin Rd 24" Sanitary Sewer Lining	Recurring	175,000
Rehabilitate Sewer Lines	Recurring	1,000,000
Oakpark/Summerfield Wastewater System Remediation	Recurring	100,000
COL Sewer Line Easement Purchases	Recurring	50,000
Northside Plant Dump Pad	Non-Recurring	150,000
Flushing SW Basin Force Mains	Recurring	25,000
Inflow Reduction	Recurring	40,000
Sewer Maintenance - Manhole Rehabilitation	Recurring	75,000
Collection System Monitoring	Recurring	50,000
Other Construction Projects	Recurring	50,000
Other Replacement Projects	Recurring	70,000
Capital Equipment - Sewer Line Maintenance	Recurring	45,000
Contingency - Collection	Recurring	100,000
Impact Fee Fund		
Lunar Circle 'L3865 Force Main Upsizing	Recurring	200,000
Citrus Wood 'L3845 Force Main Upsizing	Recurring	650,000
Pump Stations - Renewal and Replacement Fund		
Replace Publix Pump Station Pumps and Controls	Non-Recurring	300,000
Replace Westside Pump Station Pumps and Controls	Non-Recurring	200,000
Telemetry System Upgrades	Recurring	100,000
Wet Well Rehab	Recurring	100,000
Undesignated Pump/Panel Replacements	Recurring	200,000
Undesignated Generator Replacements	Recurring	75,000
Capital Equipment	Recurring	25,000
Glendale Treatment Plant - Renewal and Replacement Fund		
Generator & Switch Gear Replacement	Recurring	200,000
Control Panel Upgrade Glendale	Recurring	100,000
Rehab & Repair of Wetland Lift Station Pumps	Non-Recurring	100,000
Replacement of ARV's (Reuse/Return/Wetlands)	Recurring	225,000
Transfer to Fleet - Wastewater Vehicle Purchase	Non-Recurring	150,000
Capital Equipment - Glendale	Recurring	65,000
Undesignated Pumps & Motors	Recurring	250,000

Figure F-107: Master List of Appropriated Capital Projects Wastewater Utility - Part 1

Wastewater Master List of CIP Projects

Master List of Appropriated Capital Projects Wastewater Funds		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Wastewater System Administration		
Wastewater Capacity Study	Non-Recurring	\$ 100,000
Sewer Line Maintenance		
Southwest Lakeland Sewer Upgrade	Non-Recurring	3,500,000
Wastewater Engineering		
Subdivision and Commercial Development	Recurring	350,000
Undesignated Capacity Expansion	Recurring	150,000
Southwest Lakeland Sewer Upgrade	Non-Recurring	500,000
West Lakeland Waste Load Facility Expansion Study	Non-Recurring	105,000
Southwest Wastewater Expansion	Recurring	350,000
WASTEWATER RENEWAL AND REPLACEMENT FUND		
Non-Departmental		
Radio Replacement 2011	Recurring	60,938
Capital Contingency	Recurring	150,000
DOIT Switch Replacement	Recurring	20,858
Wastewater Collection Administration		
Security Enhancements	Recurring	50,000
Wastewater System Administration		
Local Limits Headworks Study	Recurring	80,000
Tampa Bay Nitrogen Management Consortium	Recurring	6,000
Facilities Upgrades/Repairs and Replacements	Recurring	50,000
Conductivity Study	Recurring	100,000
Targeted Economic Opportunities - Wastewater	Recurring	100,000
Undesignated Growth - Wastewater	Recurring	150,000
Glendale Sewage Treatment Plant		
Replacement of Magnetic Flow Meters	Non-Recurring	65,000
Capital Equipment	Recurring	50,000
Undesignated Pumps, Motors and Controls	Recurring	250,000
SCADA HACH WIMS Interface	Recurring	100,000
New Odor Control & Intermediate Station	Non-Recurring	125,000
Replacement of ARV's (Reuse/Return/Wetlands)	Recurring	125,000
Glendale Generator & Switch Gear Replacement	Recurring	200,000
Glendale Control Panel Upgrades	Recurring	100,000

Figure F-108: Master List of Appropriated Capital Projects Wastewater Utility - Part 2

Wastewater Master List of CIP Projects

Master List of Appropriated Capital Projects Wastewater Funds		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Northside Sewage Treatment Plant		
Northside Controls	Recurring	\$ 150,000
Replacement of Magnetic Flowmeters.	Recurring	100,000
Replacement of Sludge Pumping Equipment	Recurring	100,000
Capital Equipment	Recurring	15,000
Undesignated Pumps, Motors and Controls	Recurring	200,000
Northside Generator & Switch Gear Replacement	Recurring	200,000
Odor Control Rehab & Upgrade	Recurring	125,000
Sewage Pumping Stations		
Telemetry System Upgrades	Recurring	100,000
Wet Well Rehab	Recurring	100,000
Undesignated Pump/Panel Replacements	Recurring	200,000
Undesignated Generator Replacement	Recurring	50,000
Capital Equipment	Recurring	25,000
Replace NS Pump Station Pump & Controls	Non-Recurring	3,200,000
Northwest PS Rehab	Recurring	350,000
Martins Landing Pumps & Panel Rehab	Non-Recurring	150,000
Undesignated Generator Installation	Recurring	150,000
Sewer Line Maintenance		
Rehabilitate Sewer Lines	Recurring	1,000,000
Inflow Reduction	Recurring	40,000
Sewer Maintenance - Manhole Rehabilitation	Recurring	75,000
Capital Contingency	Recurring	100,000
Collection System Monitoring	Recurring	50,000
Other Construction Projects	Recurring	50,000
Other Replacement Projects	Recurring	50,000
Transfer to Fleet - Wastewater Vehicle Purchases	Non-Recurring	110,200
Capital Equipment	Recurring	45,000
Western Trunk Manhole Rehab	Recurring	250,000
Northside 30inch Force Main ARV Rehab	Recurring	225,000
Griffin Rd 24" Sanitary Sewer Lining	Recurring	175,000
S. Florida Ave Gravity Line Repair	Recurring	200,000
Smartcover Installation	Recurring	25,000
Rehabilitate Sewer Lines	Recurring	1,000,000

Figure F-109: Master List of Appropriated Capital Projects Wastewater Utility - Part 3

Wastewater Master List of CIP Projects

Master List of Appropriated Capital Projects Wastewater Funds		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Wastewater Engineering		
Cataloging of Permits, Easements and Service Agreements	Recurring	\$ 6,000
County Projects	Recurring	20,000
D.O.T. Projects	Recurring	20,000
Wastewater Support - Other City Departments	Recurring	50,000
Undesignated Utility Relocations	Recurring	200,000
South Wabash Ave Extension (included in Water Project)	Non-Recurring	50,000
Repair/Replace Splitter Box 2	Recurring	45,000
FDOT Proposed Wastewater Projects	Recurring	500,000
Northside ATAD Study	Non-Recurring	800,000
Wetland Management		
Security Enhancements	Recurring	20,000
Capital Contingency	Recurring	50,000
Effluent Usability Study	Non-Recurring	100,000
Capital Equipment	Recurring	10,000
Wetlands Park	Recurring	75,000
Wetland Data Automation	Recurring	50,000
Land Management	Recurring	30,000
Laboratory Analysis		
Capital Equipment	Recurring	25,000
West Lakeland Roughing Plant		
Undesignated Pumps, Motors and Controls	Recurring	75,000
Westside Control Panel Upgrades	Recurring	50,000
Wastewater Treatment Operations Support		
Capital Equipment	Recurring	25,000
WASTEWATER DEP FUND		
Glendale Sewage Treatment Plant		
Wetlands/Reuse Pump Station Replacement	Recurring	2,000,000
Sewer Line Maintenance		
English Oaks Phase III - Construction	Recurring	4,650,513

Figure F-110: Master List of Appropriated Capital Projects Wastewater Utility - Part 4

Wastewater Master List of CIP Projects

Master List of Appropriated Capital Projects Wastewater Funds		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Miscellaneous - Renewal and Replacement Fund:		
Facilities Upgrade/Repairs and Replacements	Recurring	\$ 50,000
Tampa Bay Nitrogen Management Consortium	Non-Recurring	6,000
Conductivity Abatement (Center 289)	Recurring	100,000
Contingency	Recurring	150,000
Wastewater FDEP Fund:		
Glendale Sewage Treatment Plant:		
Wetlands/Reuse Pump Station Replacement	Recurring	2,000,000
Sewer Line Maintenance		
English Oaks Phase III Construction	Recurring	4,650,513

Figure F-111: Master List of Appropriated Capital Projects Wastewater Utility - Part 5

CIP Non-Recurring Significant Projects

Project Title: Wastewater Capacity Study

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Water Engineering
 City Goal: Quality of Life Goal
 Funding Source: Wastewater Impact Fee Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$ 100,000
Construction		
Equipment		
Other		
Total	\$	\$ 100,000

Figure F-112: Funding – Wastewater Capacity Study

Project Description (Justification and Explanation):

Wastewater Capacity Study is being performed to evaluate our ability to meet the current and future demands of our wastewater treatment facilities.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-113: Budget Impact – Wastewater Capacity Study

Description of Future Operating Budget Impacts:

No future costs.

CIP Non-Recurring Significant Projects

Project Title: Southwest Water Expansion

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Water Engineering
 City Goal: Quality of Life Goal
 Funding Source: Wastewater Impact Fee Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$ 350,000
Construction		3,800,000
Equipment		
Other		
Total	\$	\$ 4,150,000

Figure F-114: Funding – Southwest Water Expansion

Project Description (Justification and Explanation):

To provide water to the Southwest section of Lakeland, along Drain Field and County Line Rd.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-115: Budget Impact – Southwest Water Expansion

Description of Future Operating Budget Impacts:

Anticipate future increase in revenues as service territory expands.

CIP Non-Recurring Significant Projects

Project Title: Southwest Wastewater Expansion

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Water Engineering
 City Goal: Quality of Life Goal
 Funding Source: Wastewater Impact Fee Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$ 350,000
Construction		4,000,000
Equipment		
Other		
Total	\$	\$ 4,350,000

Figure F-116: Funding – Southwest Wastewater Expansion

Project Description (Justification and Explanation):

To provide wastewater to the Southwest section of Lakeland.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-117: Budget Impact – Southwest Wastewater Expansion

Description of Future Operating Budget Impacts:

Anticipate future increase in revenues as service territory expands.

CIP Non-Recurring Significant Projects

Project Title: West Lakeland Waste Load Facility Expansion Study

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Water Engineering
 City Goal: Quality of Life Goal
 Funding Source: Wastewater Impact Fee Fund

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$ 105,000
Construction		
Equipment		
Other		
Total	\$	\$ 105,000

Figure F-118: Funding – West Lakeland Waste Load Facility



Project Description (Justification and Explanation):

To study the effects of growth on the West Lakeland facility.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-119: Budget Impact – West Lakeland Waste Load Facility

Description of Future Operating Budget Impacts:

No future impacts.

CIP Non-Recurring Significant Projects

Project Title: Replacement of Magnetic Flow Meters

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Manager of WW Treatment
 City Goal: Quality of Life Goal
 Funding Source: Wastewater Renewal & Replacement Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		65,000
Other		
Total	\$	\$ 65,000

Figure F-120: Funding – Replacement of Magnetic Flow Meters

Project Description (Justification and Explanation):

This is to replace aging flow meters at the Northside Water Reclamation Facility. Although they are calibrated annually, meters are replaced due to age as parts become more difficult to procure.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-121: Budget Impact – Replacement of Magnetic Flow Meters

Description of Future Operating Budget Impacts:

Except for the initial cost of the units and their installation, this will have negligible impacts on the budget.

CIP Non-Recurring Significant Projects

Project Title: New Odor Control & Intermediate Station

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Manager of WW Treatment
 City Goal: Quality of Life Goal
 Funding Source: Wastewater Renewal & Replacement Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		125,000
Other		
Total	\$	\$ 125,000

Figure F-122: Funding – New Odor Control & Intermediate Station

Project Description (Justification and Explanation):

This is to replace and upgrade the existing intermediate odor control system at the Glendale Water Reclamation Facility.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-123: Budget Impact – New Odor Control & Intermediate Station

Description of Future Operating Budget Impacts:

This project should have negligible impacts on the operating budget.

CIP Non-Recurring Significant Projects

Project Title: Replace Northwest Pump Station Pump & Controls

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Manager of WW Collection
 City Goal: Quality of Life Goal
 Funding Source: Wastewater Renewal & Replacement Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$ 75,631	\$
Construction		
Equipment		3,200,000
Other		
Total	\$ 75,631	\$ 3,200,000

Figure F-124: Funding – Replace Northwest Pump Station Pump & Controls

Project Description (Justification and Explanation):

Originally installed in 1962 Northside Pump Station is the City's second largest pump station servicing most of the northern portions of the City. The station has been upgraded in the past but is now more cost effective to replace with a submerged pump station on existing property.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-125: Budget Impact – Replace Northwest Pump Station Pump & Controls

Description of Future Operating Budget Impacts:

Replacement of this aging large pump station will eliminate the need for frequent costly retro fit upgrades which are needed to maintain this station in good working order over the next 20 years.

CIP Non-Recurring Significant Projects

Project Title: Martins Landing Pumps & Panel Rehab

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Manager of WW Treatment
 City Goal: Quality of Life Goal
 Funding Source: Wastewater Renewal & Replacement Fund

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		150,000
Other		
Total	\$	\$ 150,000



Figure F-126: Funding – Martins Landing Pumps & Panel Rehab

Project Description (Justification and Explanation):

Replacement of pumps and panels.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-127: Budget Impact – Martins Landing Pumps & Panel Rehab

Description of Future Operating Budget Impacts:

No future impact on the operating budget.

CIP Non-Recurring Significant Projects

Project Title: Transfer to Fleet – WW Vehicles Purchases

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Manager of WW Treatment
 City Goal: Quality of Life Goal
 Funding Source: Wastewater Renewal & Replacement Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		110,200
Other		
Total	\$	\$ 110,200

Figure F-128: Funding – Transfer to Fleet – WW Vehicles Purchases

Project Description (Justification and Explanation):

Wastewater currently has 2 boom trucks ready for replacement. The current trucks are not equipped to handle the work efficiently therefore Wastewater is requesting they be upgraded.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating	5,000	5,000	5,000	5,000	5,000	25,000
Equipment						
Other						
Total	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000

Figure F-129: Budget Impact – Transfer to Fleet – WW Vehicles Purchases

Description of Future Operating Budget Impacts:

\$25,000 Impact on the Operating Budget over the next 5 years.

CIP Non-Recurring Significant Projects

Project Title: Western Trunk Manhole Rehabilitation

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Manager of WW Treatment
 City Goal: Quality of Life Goal
 Funding Source: Wastewater R&R Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction	340,674	250,000
Equipment		
Other		
Total	\$ 340,674	\$ 250,000

Figure F-130: Funding – Western Trunk Manhole

Project Description (Justification and Explanation):

Rehab of manhole.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-131 Budget Impact – Western Trunk Manhole

Description of Future Operating Budget Impacts:

No future impacts to operating budget.

CIP Non-Recurring Significant Projects

Project Title: Northside WTP ATAD Study

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Water Engineering
 City Goal: Quality of Life Goal
 Funding Source: Wastewater Impact Fee Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$ 800,000
Construction		
Equipment		
Other		
Total	\$	\$ 800,000

Figure F-132: Funding – Northside WTP ATAD Study

Project Description (Justification and Explanation):

To determine if there are alternatives to biosolids disposal.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-133: Budget Impact – Northside WTP ATAD Study

Description of Future Operating Budget Impacts:

No future impacts.

CIP Non-Recurring Significant Projects

Project Title: Effluent Usability Study
Priority: High
Department: Water Utilities/Wastewater
Project Manager: Env. Scientist/Prof. Engineer
City Goal: Quality of Life Goal
Funding Source: Wastewater Renewal & Replacement Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$ 100,000
Construction		
Equipment		
Other		
Total	\$	\$ 100,000

Figure F-134: Funding – Effluent Usability Study

Project Description (Justification and Explanation):

The wetland effluent structure has been in service for over 30 years. Over time, seepage and runoff have caused erosion underneath and surrounding the concrete structure and sheet piling has corroded. This study will compare alternatives for either rehab or replacement of the structure and provide geotechnical exploration and seepage analysis.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-135: Budget Impact – Effluent Usability Study

Description of Future Operating Budget Impacts:

No future operating budget impacts anticipated.

Map of Water Utility Fund CIP Projects

This map shows Water Utility Fund projects with a specific location. All Water Utility Fund projects are listed on the Master Sheets following this page.

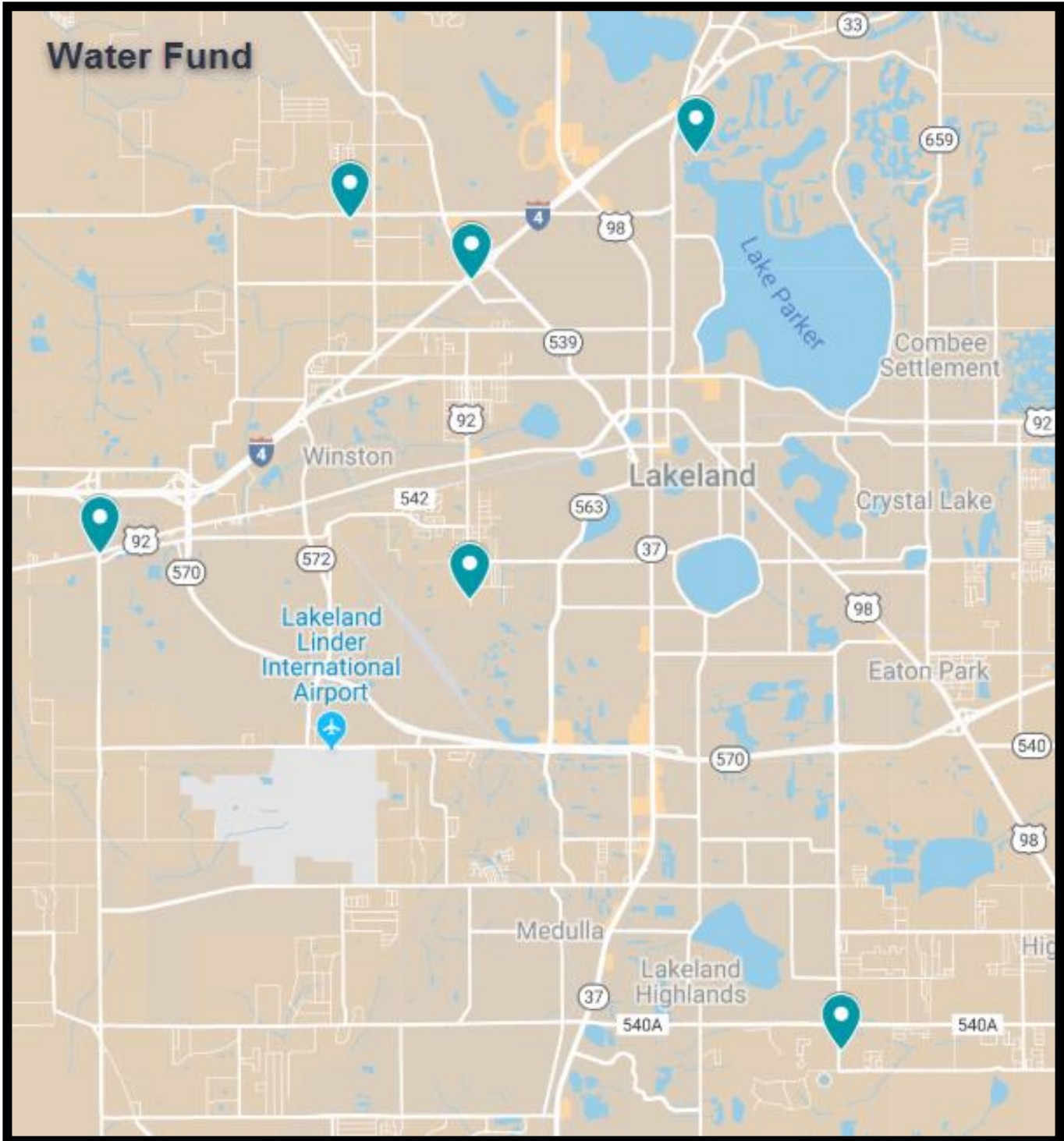


Figure F-136: CIP Map – Water Utility Fund

Water Utility Master List of CIP Projects

Master List of Appropriated Capital Projects Water Utility Funds		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Operating Expense		
Non-Departmental	Recurring	\$ 1,000,000
Water Administration		
Capital Contingency	Recurring	100,000
Polk Regional Water Cooperative	Recurring	500,000
S/W Water Expansion	Recurring	350,000
WATER RENEWAL AND REPLACEMENT FUND		
Non-Departmental		
2010A CBA Bonds Payable	Recurring	1,450
DOIT Switch Replacement	Recurring	26,418
Water Production General		
CWP4001 Production - Tools & Equip	Recurring	40,000
CWP4002 PICS Capital Equipment	Recurring	90,000
CWP5030 Equipment Replacement (007)	Recurring	215,000
CWP5505 NW Plant Auxiliary System Upgrades	Recurring	100,000
CWP5519 NE Monitoring Well Equipment Replacement	Recurring	10,000
Transmission and Distribution - General		
Capital Contingency	Recurring	200,000
CWE4001 Subdivision & Commercial Dev. Capital Projects	Recurring	100,000
CWD4002 New Service Connections	Recurring	50,000
CWE4004 Minor Ext & Sys Improvements (007)	Recurring	300,000
CWD4009 Hydrant Install-New Annex (007)	Recurring	30,000
CWD4011 City Project Support (007)	Recurring	250,000
CWD4018 Distribution Facilities Replacement	Recurring	80,000
CWD4021 New Water Meters	Recurring	50,000
CWE4022 Tools & Equip	Recurring	30,000
CRR4023 Central Controlled Irrigation	Recurring	6,000
CWD5039 Undesignated Long-Term Project Support (007)	Recurring	250,000
CWD5067 Meter Relocation/Improvement	Recurring	7,500
CWD15100 Traffic Control Support Capital	Recurring	10,000
CWE5146 Purchase of Radios	Recurring	7,700
Transfer to Fleet - Water Vehicle Purchases	Recurring	25,000
CWD5230 Smart Grid Installation	Recurring	3,000,000
Indian Trails Subdivision AC Replace & Fire Improv	Non-Recurring	265,000
Chabett Ave. W.L Replace-6 inch-Fire Improv	Non-Recurring	90,000
Repair Damaged Shed Area	Non-Recurring	60,000
Office Furniture for Water Distribution	Non-Recurring	80,000

Figure F-137: Master List of Appropriated Capital Projects Water Utility - Part 1

Water Utility Master List of CIP Projects

Master List of Appropriated Capital Projects Water Utility Funds		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Water T&D Meters		
Water Meter Replacement - Capital	Recurring	\$ 100,000
Water T&D – Cross Connection Control		
CWD4010 Backflow Prevention	Recurring	75,000
Water Engineering		
Capital Contingency	Recurring	250,000
CWE4001 Subdivision. & Commercial Dev. Capital Projects	Recurring	350,000
CWE4004 Minor Ext & Sys Improvements (007)	Recurring	25,000
CWD4011 City Project Support (007)	Recurring	35,000
CWD4012 Polk County Project Support	Recurring	35,000
CWD4013 State/FDOT Project Support	Recurring	45,000
CDA5096 CROW Water Projects Easements	Recurring	45,000
Transfer to Fleet - Water Vehicle Purchases	Non-Recurring	28,500
US 92 at County Line Rd (Widening & Intersection)	Recurring	500,000
South Wabash Extension	Non-Recurring	50,000
I-4/CSX Bridge Replacement	Non-Recurring	30,000
FDOT Proposed Water Projects	Recurring	500,000
Water Administration		
Radio Replacement 2011	Recurring	72,264
Sixth Floor Furnishings	Non-Recurring	400,000
Targeted Economic Opportunities - Water	Recurring	100,000
Southwest Water Expansion	Recurring	350,000
Water Asset Management Plan	Non-Recurring	200,000
Undesignated Growth - Water	Recurring	300,000
Lake Crago Park - Water Support	Recurring	40,000

Figure F-138: Master List of Appropriated Capital Projects Water Utility - Part 2

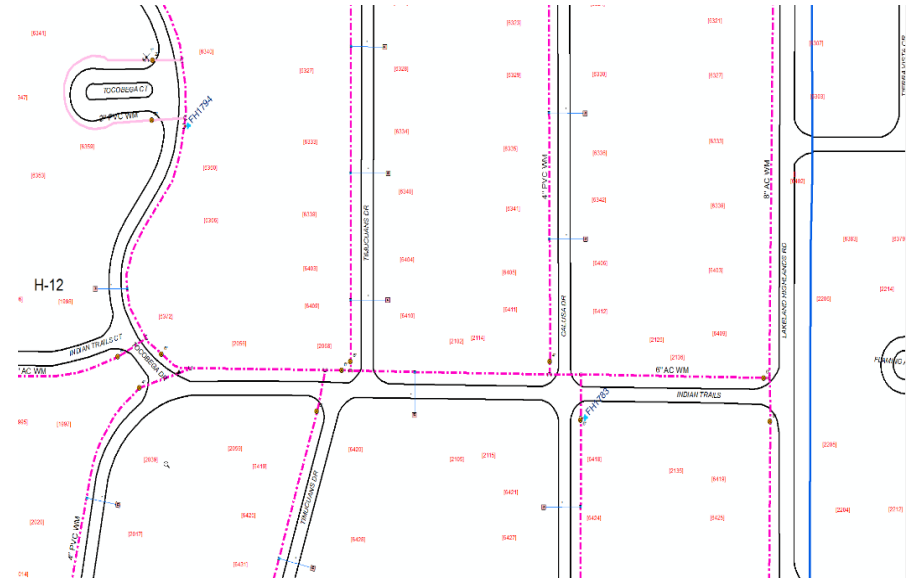
CIP Non-Recurring Significant Projects

Project Title: Indian Trails Subdivision AC Replace & Fire Improv

Priority: High
 Department: Water Utilities/Water
 Project Manager: Manager of Water Distribution
 City Goal: Quality of Life Goal
 Funding Source: Water Renewal & Replacement Fund

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		265,000
Equipment		
Other		
Total	\$	\$ 265,000

Figure F-139: Funding – Indian Trails Subdivision



Project Description (Justification and Explanation):

Existing water system does not provide adequate fire protection to the residents in this area. Larger diameter water mains will be installed along with additional fire hydrants. Engineering for this project has been completed.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-140: Budget Impact – Indian Trails Subdivision

Description of Future Operating Budget Impacts:

This project should not impact any future operating budgets.

CIP Non-Recurring Significant Projects

Project Title: Chabett Ave. W.L. Replace 6” Fire Improv

Priority: High
 Department: Water Utilities/Water
 Project Manager: Manager of Water Distribution
 City Goal: Quality of Life Goal
 Funding Source: Water Renewal & Replacement Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		90,000
Equipment		
Other		
Total	\$	\$ 90,000

Figure F-141: Funding – Chabett Ave. W.L. Replace

Project Description (Justification and Explanation):

Replace 6” Water Line to improve fire protection to the residents in this area.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-142: Budget Impact – Chabett Ave. W.L. Replace

Description of Future Operating Budget Impacts:

This project should not impact any future operating budgets.

CIP Non-Recurring Significant Projects

Project Title: Repair Damaged Shed Area

Priority: High
 Department: Water Utilities/Water
 Project Manager: Manager of Water Production
 City Goal: Quality of Life Goal
 Funding Source: Water Renewal & Replacement Fund

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		60,000
Equipment		
Other		
Total	\$	\$ 60,000

Figure F-143: Funding – Repair Damaged Shed Area

Project Description (Justification and Explanation):

Repair damaged shed area.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-144: Budget Impact – Repair Damaged Shed Area

Description of Future Operating Budget Impacts:

This project should not impact any future operating budgets.

CIP Non-Recurring Significant Projects

Project Title: Water Distribution Office Furniture

Priority: High
 Department: Water Utilities/Water
 Project Manager: Manager of Water Distribution
 City Goal: Quality of Life Goal
 Funding Source: Water Renewal & Replacement Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		80,000
Equipment		
Other		
Total	\$	\$ 80,000

Figure F-145: Funding – Water Distribution Office Furniture

Project Description (Justification and Explanation):

Water Administration, Engineering and Water Distribution were in the works to have a building built to house the 3 divisions and have a conference room big enough to hold department-wide meetings. Costs quickly became out of reach but due to staff changes, Administration and Engineering need to reconfigure the space they are currently in to make it more efficient. Facilities Maintenance will engage a construction company to start building new offices for Water Distribution, at this time no furniture has been picked out.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-146: Budget Impact – Water Distribution Office Furniture

Description of Future Operating Budget Impacts:

This project should not impact any future operating budgets.

Fiscal Year 2020 Annual Budget

CIP Non-Recurring Significant Projects

Project Title: Transfer to Fleet - Water Vehicle Purchases

Priority: High
 Department: Water Utilities/Water
 Project Manager: Manager of Water Distribution
 City Goal: Growth Management Goal
 Funding Source: Water Renewal & Replacement Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		28,500
Equipment		
Other		
Total	\$	\$ 28,500

Figure F-147: Funding – Transfer to Fleet - Water Vehicle Purchases

Project Description (Justification and Explanation):

Water Distribution asked for and received permission to hire an Operations Support Technician I to perform tasks that in the past have been performed by existing Water Pipefitter employees. Due to the demands of maintaining the system and providing customer service, it is not cost effective to use existing staff. This person will be performing multiple tasks that will require them to be mobile, therefore a truck was requested for this person to perform their duties.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating	5,600	5,600	5,600	5,600	5,600	28,000
Equipment						
Other	2,500					2,500
Total	\$ 8,100	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 30,500

Figure F-148: Budget Impact – Transfer to Fleet - Water Vehicle Purchases

Description of Future Operating Budget Impacts:

Future costs will include Replacement costs, fuel and maintenance.

CIP Non-Recurring Significant Projects

Project Title: South Wabash Extension
Priority: High
Department: Water Utilities/Water/Wastewater
Project Manager: Water Engineering
City Goal: Growth Management Goal
Funding Source: Water & Wastewater Renewal & Replacement Funds



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$ 50,000
Construction		90,432
Equipment		
Other		
Total	\$	\$ 140,432

Figure F-149: Funding – South Wabash Extension

Project Description (Justification and Explanation):

Future FDOT project. The City of Lakeland must be prepared to relocate Water and Wastewater lines, on short notice, at the request of the Florida Department of Transportation.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-150: Budget Impact – South Wabash Extension

Description of Future Operating Budget Impacts:

No Future impact at this time.

CIP Non-Recurring Significant Projects

Project Title: I-4/CSX Bridge Replacement
Priority: High
Department: Water Utilities/Water
Project Manager: Water Engineering
City Goal: Quality of Life Goal
Funding Source: Water Renewal & Replacement Fund

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$ 30,000
Construction		
Equipment		
Other		
Total	\$	\$ 30,000

Figure F-151: Funding – I-4/CSX Bridge Replacement



Source: U.S. Conference of Mayors

Project Description (Justification and Explanation):

Future FDOT project. The FDOT plans to construct two new CSX railroad bridges over Interstate 4 that would include plans for high-speed rail. The bridges would go between the Bella Vista Street overpass and the Kathleen road interchange, which will replace the existing bridge, according to plans submitted by the Southwest Florida Water Management District.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-152: Budget Impact – I-4/CSX Bridge Replacement

Description of Future Operating Budget Impacts:

No future costs.

Fiscal Year 2020 Annual Budget

CIP Non-Recurring Significant Projects

Project Title: Six Floor Furnishings

Priority: High
 Department: Water Utilities/Water
 Project Manager: Director of Water Utilities
 City Goal: Quality of Life Goal
 Funding Source: Water Renewal & Replacement Fund

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		400,000
Other		
Total	\$	\$ 400,000

Figure F-153: Funding – Six Floor Furnishings



Project Description (Justification and Explanation):

Water Administration, Engineering and Water Distribution were in the works to have a building built to house the 3 divisions and have a conference room big enough to hold department-wide meetings. Costs quickly became out of reach but due to staff changes Administration and Engineering need to reconfigure the space they are currently in to make it more efficient.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-154: Budget Impact – Six Floor Furnishings

Description of Future Operating Budget Impacts:

No future impact on the annual operating budget.

CIP Non-Recurring Significant Projects

Project Title: Water Asset Management Plan

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Water Engineering
 City Goal: Quality of Life Goal
 Funding Source: Wastewater Impact Fee Fund



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$ 200,000
Construction		
Equipment		
Other		
Total	\$	\$ 200,000

Figure F-155: Funding – Water Asset Management Plan

Project Description (Justification and Explanation):

A plan to identify and manage infrastructure capital assets to minimize the total cost of owning and operating them, while delivering the service level customers desire.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-156: Budget Impact – Water Asset Management Plan

Description of Future Operating Budget Impacts:

No future impacts to the operating budget.

Map of Electric Utility Fund CIP Projects

This map shows Lakeland Electric Fund projects with a specific location. All Lakeland Electric Fund projects are listed on the Master Sheets following this page.

Locations marked with an arrow **➔** have multiple projects. See Master Sheets for a complete list of projects.

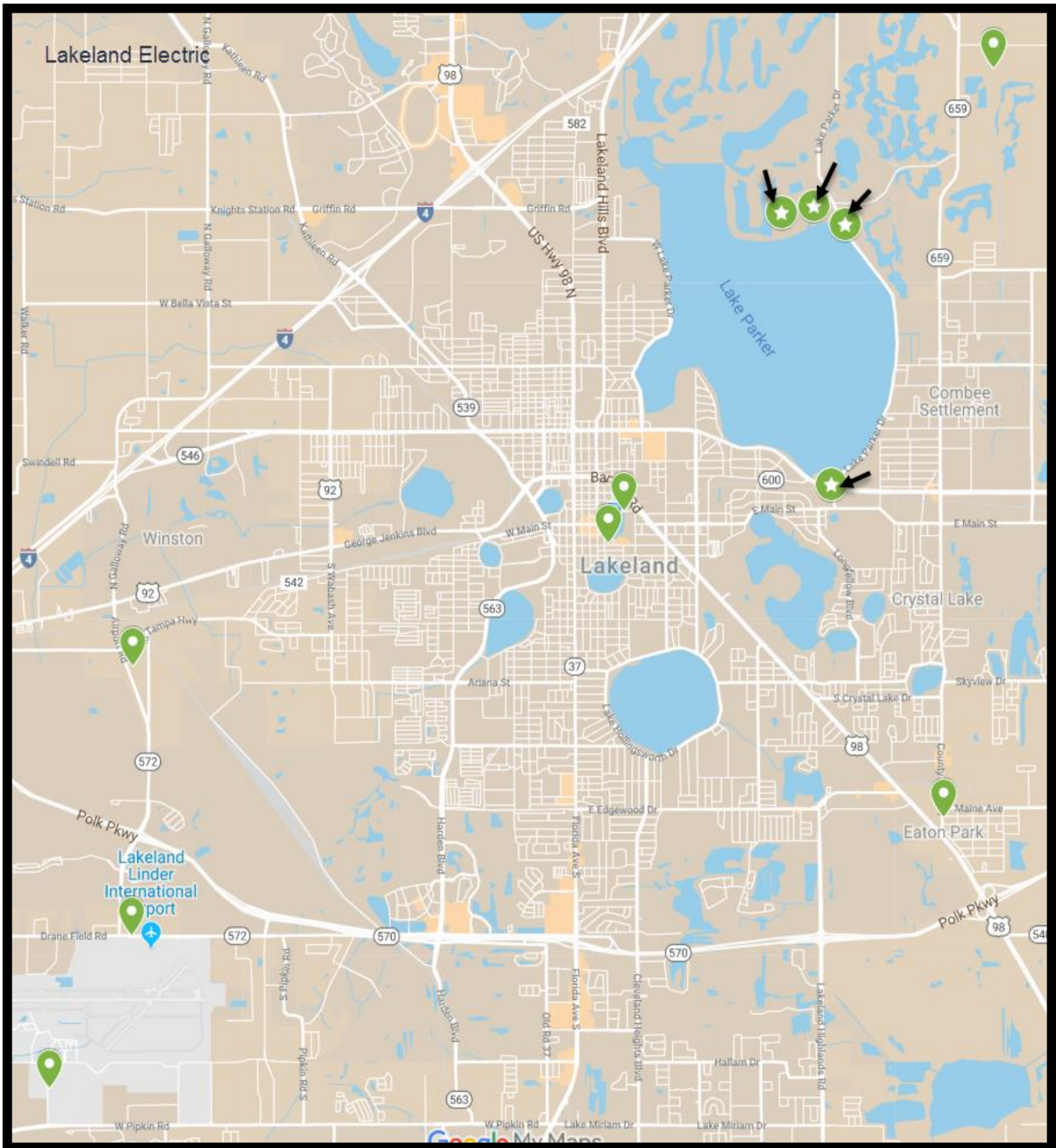


Figure F-157: CIP Map – Electric Utility Fund

Electric Utility Master List of CIP Projects

Master List of Appropriated Capital Projects Electric Utility Fund

Project Title	Recurring or Non-Recurring	FY2020 Cost
McIntosh Plant:		
CMP5637 JT U3 Air Compressor Replacement	Non-Recurring	\$ 60,000
McIntosh Unit 3:		
LMP5549 JT U3 Turbine Refurbishment	Recurring	1,502,400
LMP9211 JT U3 Mobile Equipment Replacement (MBFA)	Recurring	167,400
CMP4066 JT U3 Insulation Improvement (Outage)	Recurring	60,000
CMP4071 JT U3 Coal Trestle Refurbishment	Recurring	72,000
CMP4084 JT U3 Facilities Recoating	Recurring	60,000
CMP5313 JT U3 CEMS Analyzer Replacement	Recurring	30,000
CMP5354 JT U3 Stack & Scrubber Elevators	Non-Recurring	180,000
CMP5415 JT U3 Revitalization of Mobile Heavy Equipment	Recurring	90,000
LMP9858 JT U3 Sed Pond Repaving	Recurring	180,000
CPE9864 JT U3 Voltage Regulator & Rectifier Replacement	Recurring	270,000
CPE9276 JT U3 4160V/480V Electric Equip Ratings	Recurring	1,054,117
CMP9041 JT U3 Pulverizer Mill Rebuild	Recurring	300,000
FY2 CMP5488 JT U3 Ash Hopper Housing (Dog House)	Non-Recurring	60,000
FY20CMP5490 JT U3 Ash Hopper Level Indicators	Recurring	15,000
FY20CMP5494 JT U3 Scrubber Structure Recoating	Recurring	120,000
FY20CMP5503 JT U3 Scrubber Duct Wk Replace 31&32	Recurring	600,000
CMP6613 JT U3 Breaker Overhauls	Recurring	30,000
CPE4174 JT U3 Cooling Tower MCC Switchgear Replace	Recurring	300,000
CMP5611 JT U3 Scrubber Module Headers	Recurring	120,000
CMP5610 JT U3 Absorber Tower Ref Tank & Struct/Coat	Recurring	300,000
CMP5602 JT U3 PWTS Recoating	Recurring	120,000
LMP9303 JT U3 Pipe Hanger Replacement	Recurring	75,000
FY20 CMP5616 JT U3 HVAC Upgrades	Recurring	18,000
FY20 CMP5617 JT U3 PWTS Upgrades	Non-Recurring	102,000
FY20 CMP5618 JT U3 Polisher PLC Replacement	Non-Recurring	90,000
LMP9866 JT U3 Boiler Expansion Joints Replacements	Recurring	60,000
FY20 CMP5646 JT U3 Motor Rewind/Refurbish	Recurring	60,000
FY20 CPE7250 JT U3 STG Area Fire Prot Foam Supply	Non-Recurring	15,000
FY20 CMP5650 JT U3 32 & 34 PA Fans Rotor Overhaul	Non-Recurring	48,000
FY20 CMP5651 JT U3 Control Room Roof	Non-Recurring	90,000
FY20 CMP5653 JT U3 Gantry Crane Overhaul	Non-Recurring	30,000
FY20 CMP5654 JT U3 Hoist Replacement	Recurring	12,000
FY20 CMP5655 JT U3 Isophase Dehumidifier	Non-Recurring	18,000
FY20 CMP5656 JT U3 Sump Pumps	Recurring	36,000
FY20 CMP5657 JT U3 Pipe Rack Recoating	Recurring	18,000
FY20 CMP5675 JT U3 OS Upgrade	Non-Recurring	210,000

Figure F-158: Master List of Appropriated Capital Projects Electric Utility - Part 1

Electric Utility Master List of CIP Projects

Master List of Appropriated Capital Projects Electric Utility Fund

Project Title	Recurring or Non-Recurring	FY2020 Cost
McIntosh Unit 5:		
LMP9250 U5 LTMA Assets	Recurring	\$7,955,525
LPE9781 U5 SCR Catalyst	Recurring	800,000
CMP4085 U5 Facilities Recoating	Recurring	15,000
CMP5545 U5 Expansion Joint	Recurring	150,000
CMP5608 U5 Sample Panel Restoration	Recurring	10,000
CMP5623 U5 LP Economizer Tube Replacement	Recurring	2,000,000
FY20 CMP5666 U5 Valve Replacements	Recurring	40,000
FY20 CMP5668 U5 Pulse Air System	Non-Recurring	30,000
Larsen Plant:		
FY20 CLP4145 U8 Torque Converter Overhaul	Non-Recurring	50,000
FY20 CLP4159 U8 Major Motor Overhauls	Recurring	30,000
CLP4178 U8 Gas Turbine MKIV Upgrade to MKVIe or Eq	Recurring	1,200,000
FY20 CLP4169 U8 Breaker Overhauls	Recurring	20,000
Winston Plant:		
CMP4082 Winston Facilities Recoating	Recurring	5,000
FY20 CMP6604 Winston OS Upgrade	Non-Recurring	13,000
Other Production Projects:		
LPE9859 PCM NERC Compliance	Recurring	303,053
CMP4105 PCM Engineering Capital Tool Replacement (MBFA)	Recurring	10,596
CMP4107 PEGC Capital Tool Replacement (MBFA)	Recurring	15,000
CPP6501 PCM Maintenance Tools (MBFA)	Recurring	63,577
CPP6506 PCM Lab Test Equipment (MBFA)	Recurring	139,870
CPP6509 PCM Plant A/C and Air Handler Contingency	Recurring	63,577
CPP6526 PCM JLG Man-Lift Purchase	Non-Recurring	18,649
CPP6529 PCM Industrial Coatings Plan	Recurring	21,192
CPP7219 COL R&R Capital Resources	Recurring	739,357
CPE4249 Capital Equipment Replacement (MBFA)	Recurring	15,000
FY20 CMP5670 COL Upgrade Delta V Software/Processors	Non-Recurring	70,000
FY20 CMP6546 PCOM Refurbish Crane	Non-Recurring	16,954
FY20 CMP6548 PCOM Common Fencing/Security	Non-Recurring	101,724
Transmission Lines:		
FY19 LDE8135 Grove-Highland City 69kV Ln - THP	Recurring	150,000
FY19 LDE8137 Grove-Medulla 69kV Ln - THP	Recurring	50,000
CDE4010 Transmission Pole Replace (007)	Recurring	25,000
CDE4045 Transmission Wood Poles Inspection/Retreatment	Recurring	10,000
Distribution Lines:		
CDE4001 Major Road Improvements/Relocations (007)	Recurring	200,000
CDS4011 Capital Equipment Purchases (007)	Non-Recurring	30,000
CDE4003 Transformer Replace-OH Dist.	Recurring	40,000

Figure F-159: Master List of Appropriated Capital Projects Electric Utility - Part 2

Electric Utility Master List of CIP Projects

Master List of Appropriated Capital Projects Electric Utility Fund

Project Title	Recurring or Non-Recurring	FY2020 Cost
Distribution Lines continued:		
CDE4004 Transformer Replace-UG Dist. (007)	Recurring	50,000
CDE4006 Dist. System Eq Replace	Recurring	5,000
CDE4007 Line Switch Installation	Recurring	30,000
CDE4008 Padmount Switch Install (007)	Recurring	50,000
CDE4011 Distribution Pole Replace	Recurring	3,200,000
CDE4020 Roadway Lighting Installations	Recurring	100,000
CDE4030 City Facilities Lighting Installations	Recurring	5,000
CDE4040 Private Area Lighting Installation	Recurring	200,000
CDE4045 Distribution Wood Poles Inspection/Retreatment	Recurring	300,000
CDE4232 Capacitor Station Installation	Recurring	25,000
CDE4500 Subdivision & Comm Development (007)	Recurring	300,000
CDE4502 New OH Residential Svc	Recurring	30,000
CDE4503 New UG Residential Svc	Recurring	75,000
CDE4504 Upgrade OH Residential Svc (007)	Recurring	10,000
CDE4505 Upgrade UG Residential Svc	Recurring	5,000
CDE4506 OH Line Extensions (007)	Recurring	3,000
CDE4507 UG Line Extensions (007)	Recurring	10,000
CDE4508 OH New Comm Svc GS	Recurring	10,000
CDE4509 UG New Comm Svc GS	Recurring	70,000
CDE4510 OH Upgrade Comm Svc	Recurring	15,000
CDE4511 UG Upgrade Comm Svc	Recurring	30,000
CDE4512 OH New Comm Svc GSD	Recurring	50,000
CDE4513 UG New Comm Svc GSD	Recurring	227,000
CDE4515 UG New Comm Svc GSLD	Recurring	300,000
CDE6251 Reliability-Recloser Installation	Recurring	100,000
CDE6260 Fault Indicator Installation	Recurring	3,000
CDE6268 General Reliability Improvements	Recurring	200,000
CDE6340 Minor Line Extensions	Recurring	10,000
CDE5125 URD Cable Replacement	Recurring	100,000
CDE8133 Downtown Overhead to Underground Conversion	Recurring	200,000
FY20 CDE4154 Drane Field D384 Line Extension	Non-Recurring	150,000
FY20 CDE8123 Eaton Park R364 Ln Upgrade	Non-Recurring	60,000
Transmission Substations:		
CDS6085 Various Transmission Breaker Replacements	Recurring	180,000
CDS4232 Various Transmission Capacitors	Recurring	125,000
Distribution Substations:		
CDP4006 Purchase New Electric Meters	Recurring	509,000
CDS4122 Substations Animal Protection	Recurring	15,000
CDS4222 Battery Bank Replacement	Recurring	30,000
CDS4226 Substation Integration	Recurring	250,000

Figure F-160: Master List of Appropriated Capital Projects Electric Utility - Part 3

Electric Utility Master List of CIP Projects

Master List of Appropriated Capital Projects Electric Utility Fund

Project Title	Recurring or Non-Recurring	FY2020 Cost
Distribution Substations continued:		
CDS6346 Various Distribution Breaker Replacement	Recurring	20,000
CDS5126 12KV Switch Replacement	Recurring	5,000
FY20 CDS5135 Highland City Bus Tie Switch Installation	Non-Recurring	700,000
CDS6036 Sub. Trans Power Transformer Equip.	Recurring	100,000
DCS6036 Sub. Dist. Power Transformer Equip.	Recurring	75,000
FY20 CDS4157 Lk Mirror Voltage Regulator Z334 Upgrade	Non-Recurring	60,000
FY19 CDS4843 Mobile Transformer Replacement	Recurring	263,850
FY20 LDS8117 Highland City Transformer 2 Upgrade	Non-Recurring	800,000
FY20 CDS8161 Tenoroc-NW 69kV Line Subst Eqp Upgrade	Non-Recurring	25,000
Other Delivery Projects:		
CDG6138 R&R Capital Project Resources	Recurring	\$ 6,507,704
CDG4005 Tool & Safety Equip-Capital (MBFA) (007)	Recurring	55,000
CDO4128 Pole Yard Improvements	Recurring	20,000
CDP5124 Radio Communication to Reclosers	Recurring	20,000
CDE4235 Distribution Automation	Recurring	20,000
CDE5032 Fast Transfer Switch Gear Replacement	Recurring	50,000
CDP5034 SI Installed Inventory/Replacement	Recurring	50,000
CDP5134 RTU Power Supply Upgrade/Redundancy	Recurring	15,000
CSG4857 SmartGrid Tower Project	Non-Recurring	250,000
Miscellaneous Projects:		
CCS5013 Capital Project Resources	Recurring	55,238
CDS4123 Substations Fence Replacement & Upgrades	Recurring	100,000
CDS4124 Substations Grid Rock Addition	Recurring	50,000
CDO3018 Rate Case Study	Recurring	100,000
CDA5096 CROW Water Projects Easements	Recurring	(45,000)
Building Improvements:		
CTR5704 ADA Building Modifications	Recurring	150,000
CTR5727 Carpet Replacement Lakeland Electric	Non-Recurring	150,000
CMP5014 LE-Security Enhancement	Recurring	256,250
CFM4651 Security Systems for E&W Building (007)	Recurring	25,625
CTS5720 Furniture Requirements - Capital (MBFA)	Recurring	10,000
CFM4306 Admin Building Capital Improvement	Recurring	400,000
CFM5712 Major Equipment Purch (MBFA)	Recurring	15,000
CFM5713 Admin Building Space Study & Modifications	Non-Recurring	500,000
CFM5718 LE Admin Building Chillers	Recurring	70,000
CFM5723 Electric Fleet Infrastructure - LE Admin Garage	Recurring	3,000

Figure F-161: Master List of Appropriated Capital Projects Electric Utility - Part 4

Electric Utility Master List of CIP Projects

Master List of Appropriated Capital Projects Electric Utility Fund

Project Title	Recurring or Non-Recurring	FY2020 Cost
Technology Improvements:		
CCS4125 Web/eCommerce Upgrades	Recurring	90,000
CDC6284 SCADA/EMS Upgrade	Recurring	500,000
CDC6396 NERC CIP Compliance-Cyber Sec Needs EMS	Recurring	50,000
CTC5111 Fiber Services Connections	Recurring	40,550
CCS4121 Web IVR	Non-Recurring	200,000
CCS4135 Call Recording Upgrade	Non-Recurring	60,000
CCS4136 Electric Vehicle Charging Stations	Non-Recurring	20,000
CFM5723 Electric Fleet Infrastructure - LE Admin Garage	Recurring	3,000

Figure F-162: Master List of Appropriated Capital Projects Electric Utility - Part 5

CIP Non-Recurring Significant Projects

Project Title: U3 Stack & Scrubber Elevators

Priority: High
 Department: Lakeland Electric
 Project Manager: Work Force Management Coordinator
 City Goal: Growth Management
 Funding Source: Utility Rates



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Services		180,000
Equipment		
Other		
Total	\$	\$ 180,000

Figure F-163: Funding – U3 Stack & Scrubber Elevators

Project Description (Justification and Explanation):

The elevator for the Unit 3 stack is in need of refurbishment. The track bolts, car and gear assembly will be replaced. This is a safety issue for employees and required for maintenance of the stack lights for airplane safety.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-164: Budget Impact – U3 Stack & Scrubber Elevators

Description of Future Operating Budget Impacts:

There will be no additional operating costs associated with this upgrade of existing elevators.

CIP Non-Recurring Significant Projects

Project Title: U3 Operating System Upgrade

Priority: High
 Department: Lakeland Electric
 Project Manager: Engineer IV
 City Goal: Growth Management
 Funding Source: Utility Rates

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Services		
Equipment		210,000
Other –		
Total	\$	\$ 210,000

Figure F-165: Funding – U3 Operating System Upgrade



Project Description (Justification and Explanation):

Upgrade operating system (OS) software on all workstations and servers associated with the Foxboro I/A on McIntosh unit 3. Upgrade computer hardware where necessary to support the new OS. Computers are running Windows 7/Server 2008 which Microsoft will end support of in January 2020. To maintain cybersecurity, we must upgrade the OS to a currently supported version. Some computer hardware must also be upgraded to support the new OS.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$					\$
Operating						
Equipment						
Other						
Total	\$					\$

Figure F-166: Budget Impact – U3 Operating System Upgrade

Description of Future Operating Budget Impacts:

Anticipate computer hardware and possible annual maintenance costs to impact the operating budget for the upgrade.

Fiscal Year 2020 Annual Budget

CIP Non-Recurring Significant Projects

Project Title: Drane Field D384 Line Extension

Priority: High
 Department: Lakeland Electric
 Project Manager: Engineering Manager
 City Goal: Anticipate Future System Requirements Through Proactive Planning
 Funding Source: Rates



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		72,000
Other		78,000
Total	\$	\$ 150,000

Figure F-167: Funding – Drane Field D384 Line Extension

Project Description (Justification and Explanation):

Extend a new line on West Pipkin Road from pole# 508441 to County Line Road. This project is needed to handle load growth from Morgan Creek, Hawthorne Park, and Town Park subdivisions. This line extension will also provide backup support.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-168: Budget Impact – Drane Field D384 Line Extension

Description of Future Operating Budget Impacts:

There will be no ongoing operating budget impacts related to this project.

CIP Non-Recurring Significant Projects

Project Title: Highland City Substation Transformer & Switch Upgrades

Priority: High
 Department: Lakeland Electric
 Project Manager: Manager of Substation Operations
 City Goal: Manage Assets and Resources to Optimize Return
 Funding Source: Rates



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		1,450,000
Other		50,000
Total	\$	\$ 1,500,000

Figure F-169: Funding – Highland City Substation

Project Description (Justification and Explanation):

This includes two projects to be done at the Highland City Substation. The first is to upgrade Highland City transformer #2 from 22.4 to a 33.6 MVA Load Tap Changing transformer, bus and bus breaker. The second project is to replace the existing 12kV Bus 2 with switchgear and reconfigure feeder exits from substation. These upgrades are necessary for reliability improvements and to take advantage of newer technologies.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-170: Budget Impact – Highland City Substation

Description of Future Operating Budget Impacts:

No impact to operational budget once the upgrades are completed.

Fiscal Year 2020 Annual Budget

CIP Non-Recurring Significant Projects

Project Title: Smart Grid Tower Project

Priority: High
 Department: Lakeland Electric
 Project Manager: Manager of System Control
 City Goal: Manage Assets and Resources to Optimize Return
 Funding Source: Rates



CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment	300,000	
Other		250,000
Total	\$ 300,000	\$ 250,000

Figure F-171: Funding – Smart Grid Tower Project

Project Description (Justification and Explanation):

Upgrade existing Tower Gateway Base station to latest Smart Grid receivers and install several additional 100' towers. This project is needed to increase radio frequency bandwidth and coverage for transporting Smart Grid data.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-172: Budget Impact – Smart Grid Tower Project

Description of Future Operating Budget Impacts:

There will be no ongoing operating budget impacts once this project is completed.

CIP Non-Recurring Significant Projects

Project Title: Carpet Replacement LE Admin Building
Priority: Medium
Department: Electric Department
Project Manager: Assistant General Manager – Fiscal Op's
City Goal: Growth Management
Funding Source: Utility Rates

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		
Other		150,000
Total	\$	\$ 150,000

Figure F-173: Funding – Carpet Replacement LE Admin Building



Project Description (Justification and Explanation):

The carpet in LE Administration's Building was last replaced fifteen years ago in 2005. As a result, it is exhibiting considerable wear and tear and needs to be replaced to keep the building adequately maintained.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-174: Budget Impact – Carpet Replacement LE Admin Building

Description of Future Operating Budget Impacts:

There will be no additional operating costs associated with this upgrade of existing elevators

CIP Non-Recurring Significant Projects

Project Title: Admin Building Space Study and Modifications

Priority: Medium

Department: Electric Department

Project Manager: Assistant General Manager – Fiscal Op’s

City Goal: Growth Management

Funding Source: Utility Rates

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$ 50,000
Construction		
Equipment		
Other		450,000
Total	\$	\$ 500,000



Figure F-175: Funding – Admin Building Space Study and Modifications

Project Description (Justification and Explanation):

Since 2010, LE’s focus on productivity has allowed it to reduce its personnel by 15%. However, the layout of its administration building is basically unchanged and not conducive to optimal workplace efficiency. Better use of the facility would improve productivity and free up space that could be used to forgo rent expense incurred by other departments. The vacant space could also be leased out to the private sector, given the building’s favorable location downtown.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-176: Budget Impact – Admin Building Space Study and Modifications

Description of Future Operating Budget Impacts:

Savings from the optimization of space have not yet been determined. Once the space study is finalized, LE will have better insight into potential productivity improvements and how much space could be freed up for City or private sector use

CIP Non-Recurring Significant Projects

Project Title: IVR, Call Recording System, and WFM Update
Priority: High
Department: L.E. Customer Service
Project Manager: L.E. IT Manager
City Goal: Quality of Life Goal
Funding Source: Utility Rates

CIP Funding	Prior Year	FY 2020
Design/Study	240,000	
Construction		
Equipment		
Other		225,000
Total	240,000	225,000

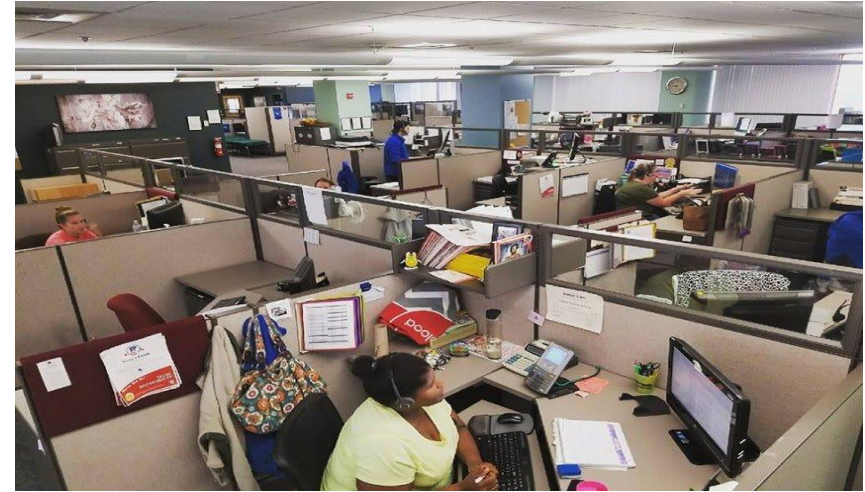


Figure F-177: Funding – IVR, Call Recording System, and WFM Update

Project Description (Justification and Explanation):

Update L.E.'s Interactive Voice Response Unit (IVR), Call Recording System and Workforce Management System (WFM) with superior system upgrades and features. Some of these new features are: Customers can now be informed if there is an outage in their area without speaking to a customer service representative (CSR); brand new WFM System; and allows for Outbound Recording.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel						
Operating						
Equipment						
Other	18,000	36,000	36,000			
Total	18,000	36,000	36,000			

Figure F-178: Budget Impact – IVR, Call Recording System, and WFM Update

Description of Future Operating Budget Impacts:

The new Centurion system will replace the existing one by Telstrat but featuring superior upgrades that will help L.E. CSR performance.



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**100 - TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue											
General Revenue											
8th Cent Motor Fuel Tax	852,000	855,000	858,000	861,000	864,000	867,000	870,000	873,000	876,000	879,000	882,000
Local Option Gas Tax - 6 Cents	2,650,000	2,658,000	2,666,000	2,674,000	2,682,000	2,690,000	2,698,000	2,706,000	2,714,000	2,722,000	2,730,000
9th Cent Gas Tax	436,000	437,000	438,000	439,000	440,000	441,000	442,000	443,000	444,000	445,000	446,000
Local Option Gas Tax - 5 Cents	1,679,000	1,684,000	1,689,000	1,694,000	1,699,000	1,704,000	1,709,000	1,714,000	1,719,000	1,724,000	1,729,000
Special Assessment - Streets	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Interest on Pooled Investments	114,210	114,435	114,659	114,884	115,108	115,332	115,557	115,781	116,006	116,230	116,454
Federal Grants											
FDOT-Main Street Pathways		855,111									
FDOT-Three Parks Trail E		470,776									
State Grants											
FDOT-Hwy Lighting & Traffic Signal Maint. Ageements	524,673	529,920	535,219	540,571	545,977	551,436	556,951	562,520	568,145	573,827	579,509
FDOT LAP - New York Avenue Cycle Track	989,221										
FDOT-Main Street Pathways	67,945										
FDOT-Three Parks Trail E	64,031										
FDOT-Tenoroc Trail - Segment 1	500,000										
FDOT County Line Rd @ US 92	2,534,052										
Traffic Project - Advanced Traffic Managment System O&M	159,000	159,000	159,000								
SR 572 (DraneField Rd) at Waring Rd Roundabout					2,000,000						
Transfer from Internal Loan Fund											
South Wabash Ave Extension		2,500,000									
Drane Field Rd Corridor Impr Phase I		1,500,000									
SR 572 (DraneField Rd) at Waring Rd Roundabout				2,000,000							
Transfer from Parking System											
ADA Compliance	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Transfer from Impact Fees											
Florida/Harden East-West Connector	350,000	2,000,000									
Wabash Ave Extension Project Development & Environment Study	160,347										
N. Lakeland East. Connector - Crevasse St. Ext.	5,946,240	300,000									
Hwy 33 Road Improvements - Parkview to Granada	1,000,000										
Mall Hill Rd Widening/Bike Lanes (Griffin Rd to Hampton Hills)	(6,000)										
Corridor Study from SR 33 to Walt Loop Rd	450,000										
Douglas Cook Park Perimeter	55,760										
North Wabash Ave Extension	4,514,050	200,000									
South Wabash Ave Extension		336,232	336,232	336,232	336,232	336,232	336,232	336,232	336,232	336,232	336,232
N Florida Ave (Robson St to Carpenter's Way)		170,000									
Drane Field Rd Corridor Impr Phase I		188,290	188,290	188,290	188,290	188,290	188,290	188,290	188,290	188,290	188,290
Hwy 33 Road Improvements - I4 to City Limits		1,515,494									
Sidewalks for Collector Streets					400,000		400,000		400,000		
N. Florida Ave Sidewalk (Robson St to Carpenters Way)		170,000									
Unappropriated Surplus	2,369,652	(2,861,046)	196,944	175,769	477,320	(851,427)	1,096,446	209,865	310,749	140,473	342,460
Total Revenue	25,440,181	13,812,212	7,211,344	9,053,746	9,777,927	6,071,863	8,442,476	7,178,688	7,702,422	7,155,052	6,855,423

Expense											
Operating Expense											
Public Works Construction & Maintenance	67,146										
Sidewalk Projects											
FDOT-Main Street Pathways	67,946	855,111									
FDOT-Three Parks Trail E	64,032	470,776									
FDOT - N. Crystal Lake Dr From Willow Point Dr to Longfellow Blvd	5,000										
Sidewalk Repair & Replacement	670,000	776,250	803,419	831,539	860,642	890,765	921,941	954,209	987,607	1,022,173	1,052,840
Sidewalk Contingency - Developer Contributions	77,507										
Sidewalk - Kettles Avenue	65,528										
Sidewalk - East Garden St (Lkld Hills Blvd to W Lk Parker Dr)	172,955										
Sidewalk - Lakeland Highlands Rd (Lowe's to Polk Parkway)	202,403										
Sidewalk - Lincoln Ave Sidewalk (SW Middle School to Beacon Rd)	223,000										
Sidewalk - Luce Rd. (Hallam Dr. to Lk. Miriam Dr.)	296,254										
Accessible Sidewalks Repair & Replacement		72,800	75,712	78,740	81,890	85,166	88,572	92,115	95,800	99,632	100,000
Sidewalk - Chestnut Rd (US 92 to Chestnut Woods Dr)	50,000										
Sidewalk - Ariana Street @ Dixieland Elementary School	116,000										

**100 - TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Sidewalk - Plateau Ave (Hickory to Olive)	72,000	60,000									
Glendale Trail	10,000	55,000									
Chase Street Trail						50,000					
Olive St (Cornelia Ave to Central Ave)		26,250	75,750								
S. Edgewood Drive (Taft St to US 98S)		34,300	98,700								
7th Street Sidewalk			5,500	84,500							
Beacon Road Sidewalk		22,000	342,000								
Sandpipers Drive Sidewalk			16,500	256,500							
Sylvester Road Sidewalk - Phase 2			103,600	296,400							
Sidewalks for Collector Streets								400,000	400,000		
Chestnut Rd Sidewalk (US 92 to Chestnut Woods Dr)		100,000									
Gilmore Avenue (Parkview to E. Crawford)		79,450	227,550								
Lakehurst Street				84,700	242,300						
Street Resurf & Sealing											
Pavement Management Information System		120,000			120,000			120,000			120,000
Resurfacing & Sealing	2,446,528	2,573,500	2,649,205	2,727,181	2,807,497	2,890,221	2,975,428	3,063,191	3,153,587	3,246,694	3,406,530
Street Resurfacing & Sealing Project - Pavement Markings	183,946	155,000	155,000	155,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000
North Ten Acres Resurfacing	300,000										
Accessible Curb Ramps	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Providence Road Milling and Resurfacing	150,000										
East Edgewood Drive (Troy to New Jersey Rd)				320,000							
N. Socrum Loop Rd (I-4 to Daughtery)					665,000						
University Blvd (SR 33 to Polk Parkway)							1,400,000				
Cleveland Heights Blvd (Westover to Lk. Miriam)							547,000				
Sleepy Hill Rd (N 98 to Kathleen)									524,000		
East Edgewood Dr (New Jersey to 98S)										525,000	
Street Improvements											
FDOT LAP - New York Avenue Cycle Track	772,485										
USF Campus Development Agreement - SR 33	1,009,401										
FDOT - Upgrades to US 92 at Wabash Ave	415,253										
FDOT County Line Rd @ US 92	1,267,933										
Alley Improvement Project	75,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
N. Lakeland East. Connector - Crevasse St. Ext.		75,000									
New York Avenue Cycle Track	1,576										
Main Street Pathways	40,000										
Medulla Road Extension	170,000	150,000									
Airside Center Drive Improvements	700,000										
Old Combee Rd Bus Pull-Out Lane	25,000										
Lake Beulah Dr Cul-De-Sac	8,000										
South Wabash Ave Extension	13,851	500,000									
Drane Field Rd Corridor Impr Phase I		1,500,000									
SR 572 (Drane Field Rd) at Waring Rd Roundabout				2,000,000	2,050,000						
Trans Impact Fee-Dist 1											
N. Lakeland East. Connector - Crevasse St. Ext.	5,934,239	300,000									
Hwy 33 Road Improvements - Parkview to Granada	1,000,000										
Mall Hill Rd Widening/Bike Lanes (Griffin Rd to Hampton Hills)	19,000										
Corridor Study from SR 33 to Walt Loop Rd	450,000										
Douglas Cook Park Perimeter	55,760										
North Wabash Ave Extension	4,514,051	200,000									
N Florida Ave (Robson St to Carpenter's Way)		170,000									
Hwy 33 Road Improvements - I4 to City Limits		1,515,494									
Sidewalks for Collector Streets					400,000		400,000		400,000		
Trans Impact Fee-Dist 2											
Florida/Harden East-West Connector	350,000	350,000									
Wabash Ave Extension Project Development & Environment Study	160,347										
South Wabash Ave Extension		336,232	336,232	336,232	336,232	336,232	336,232	336,232	336,232	336,232	336,232
Drane Field Rd Corridor Impr Phase I		188,290	188,290	188,290	188,290	188,290	188,290	188,290	188,290	188,290	188,290
Traffic Projects											
Pedestrian Safety Awareness Campaign	9,926	10,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
ITS Maintenance	11,576	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Computer Equipment Upgrade	1,495										

**100 - TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Traffic Operations Projects	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Traffic Calming Projects	62,415	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Traffic Signal Rehabilitation	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
LED Traffic Signal Retrofit	31,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
Socrum Loop @ Daughtery Rd Traffic Signal Re-build	120,000										
Traffic Control Devices	60,000										
Barricades/Traffic Cones	5,000	5,000	5,000	5,000							
Solar Power Battery Maintenance	5,000	10,000									
Cabinets	15,962	17,000									
TMC Service Maintenance Agreement (SMA)				65,000							
COBALT Traffic Signal Controller Upgrade	75,000	75,000	75,000								
Pedestrian Button Replacements	2,572										
Rectangular Rapid Flashing Beacons	29,978	30,000	30,000								
Intersection Video Detectors	92,174	75,000	75,000								
Accessible Sidewalks Repair & Replacement	130,000										
Socrum Loop Rd @ Old Combee Rd (Signal Re-Build)	70,006										
Traffic Project - Traffic Studies & Analysis	35,000	45,000	45,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Traffic Project - Advanced Traffic Management System O&M	350,000	420,500	431,013	441,788	452,833	464,153	475,757	487,651	499,842	512,338	525,147
Restroom Renovation	34,250										
Pavement Marking Inventory & Assessment	1,312										
BlueToad Traffic Signal data Collection Devices	49,170										
Pedestrian Traffic Signal "Push Buttons" replacements	23,352										
Gas Powered Generators for Traffic Signal Power Back-up Purposes	11,000										
Traffic Operations Personnel	44,000										
SR 33 @ Lake Crago Drive Signalization			60,000								
Network Core Routing Switches		90,000									
Traffic Signal Conflict Monitors		75,000									
Traffic Sign Cutting Table		21,000									
Traffic Signal Data Collection Devices		52,500	7,500	7,500	7,500						
Intersection Conversion - Main/Sloan/Lemon/Lk Beulah		175,000									
Misc Improvements											
FDOT-Tenoroc Trail - Segment 1	515,000										
Concrete Crushing		75,000		75,000		75,000		75,000		75,000	
ADA Compliance	94,500										
SR 472 LFA	62,200										
Capital Contingency	2,800	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CSX Railroad Crossing Maintenance	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
Right of Way Mowing	46,504	47,434	48,383	49,350	50,337	51,344	52,371	53,418	54,487	55,576	56,690
Capital Equipment	6,900	55,000									
Sleepy Hill Road Median - Ferber Development (US 98 N to Mall Enterpri	1,844										
APWA Accreditation	23,372	20,000				10,000				20,000	
Misc Improvement Projects	564,500	544,500	524,500	189,513							
GIS Staff		67,600	70,304	73,117	76,041	79,083	82,246	85,536	88,957	92,516	96,216
Contrib to Other Funds											
Main St Garage Vault Cleaning		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Structural Inspection	19,927			15,000			16,000				17,000
Main Street Garage Vault Inspection	1,000										
Capital Contingency	358										
Orange St Garage - Exterior Coating		172,500			264,500			198,375			265,000
Main St. Parking Garage - Ext. Coating		138,000			230,000			158,700			230,000
NuPark	41,472	36,500	35,000								
Purchase of Chipper Truck		115,000									
Accommodations for Programs and Services											
ADA Compliance	124,475	99,225	104,186	109,396	114,865	120,609	126,639	132,971	139,620	146,601	150,000
Drainage Projects											
Lagoon & Mariner Drainage Study	6,000										
Streetscape											
Main Street Streetscape - Catapult	24,000	50,000									
Orange Street Streetscape	80,000										
Total Expenses	25,440,181	13,812,212	7,211,344	9,053,746	9,777,927	6,071,863	8,442,476	7,178,688	7,702,422	7,155,052	6,855,423

**100 - TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Unappropriated Surplus											
Beginning Balance	5,885,847	3,516,195	6,377,241	6,180,297	6,004,528	5,527,208	6,378,635	5,282,189	5,072,324	4,761,575	4,621,102
Sources / (Uses)	(2,369,652)	2,861,046	(196,944)	(175,769)	(477,320)	851,427	(1,096,446)	(209,865)	(310,749)	(140,473)	(342,460)
Ending Balance	3,516,195	6,377,241	6,180,297	6,004,528	5,527,208	6,378,635	5,282,189	5,072,324	4,761,575	4,621,102	4,278,642

**110 - PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue											
General Revenue											
Fire Protection, Outside City Limits	543,000	563,320	583,939	604,559							
Refund of Prior Year Expenses	30,629										
LRMC - Annual Lease	14,378,615	14,378,615	14,378,615	14,378,615	14,378,615	14,378,615	14,774,027	15,180,313	15,597,772	16,026,711	14,467,446
Interest on Pooled Investments	323,519	394,964	323,519	323,519	323,519	323,519	332,416	341,557	350,950	360,601	370,518
State Grants											
Mobile Production Conversion - Analog to Digital	7,295										
Seven Wetlands Park	492,705										
Joker Marchant Stadium Renovations	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Local Grants											
Joker Marchant Stadium Renovations	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561
County-Wide Library Revenues											
County-Wide Library Cooperative	161,960	172,000	185,000	200,000	200,000	180,000	200,000	200,000	200,000	200,000	200,000
Contributions & Donations											
Volunteer Monument Maintenance	2,101										
Joker Marchant Stadium Renovations	516,667	516,667	516,667	516,667	516,667	266,667	266,667	266,667	266,667	266,667	266,667
Reimbursements / Loss Recovery											
Future Expansion Reserve	2,693										
Transfer from Other Funds											
Lake Mirror Tower - Purchase Subsidy			2,250,000								
Transfer from General Fund											
Golf Course Irrigation	197,266	193,913	193,916	193,916	193,916	193,913	193,916	193,916	193,916	176,715	
ARFF/Fire Station #7	135,173	135,173	135,173	135,417							
Cultural Room		150,000									
Transfer from Internal Loan Fund											
Lake Crago Park-	2,650,000										
LPD - CAD Reporting System	1,500,000										
Refurbish Training Facility	2,650,000										
Heritage Plaza Parking Garage	5,078,970										
Transfer from New Recreation Facilities Fund											
Lake Crago Park-	450,000										
Transfer from Joker Marchant Stadium Capital Reserve Fund											
Tigertown Stadium Sign-Board Replacement	62,060										
Transfer from CRA											
Downtown Central Bark	50,000										
Transfer from Impact Fees											
Sportsfield Lighting	528,780										
Lake Crago Parks	4,600										
Lake Crago Park-	3,447,972	830,000	525,000				750,000				
Station Renovation (Impact Fees)	1,035,744										
Simpson Park - Land Acquisition	253										
Cypress Youth Complex	411,902	79,206									
ARFF/Fire Station #7	100,000	100,000	100,000	100,000							
Refurbish Training Facility	250,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	825,000	179,917	
Downtown Central Bark	250,000										
Space Utilization Study	4,000										
LPD Firing Range	375,000										
Comm Center Expansion	600,000										
Concession/Restroom Renovation				300,000							
Station Expansion					600,000						
Southwest Land Multi-purpose Fields							1,000,000				
Unappropriated Surplus	9,231,126	727,477	(332,460)	(1,200,182)	920,909	(1,189,709)	1,097,087	(236,950)	(620,067)	(207,758)	2,949,720
Total Revenue	47,516,591	20,510,896	21,128,930	17,822,072	19,403,187	16,422,566	20,883,674	18,215,064	18,858,799	19,047,414	20,298,912
Expense											
Operating Expense											
Non-Departmental	396,547	731,547	96,547	96,547	106,747	216,667	216,667	216,667	216,667	216,667	216,667
Fire Department - Administration	1,497,556	1,081,660	800,000	900,000	900,000	950,000	950,000	1,000,000	1,000,000	1,000,000	1,100,000
Cleveland Heights Administration	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Simpson Park Rec Center											

**110 - PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
ade Awnings-Gandy & Simpson Pools				50,000							
Simpson Park - Replace Weight Rm Equipment			100,000								
Simpson Park - Facility Improvements				75,000							
Room Divider	27,900										
Playground Equipment Replacement										125,000	
Simpson Pool Operations											
Annual Pool Contingency	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Simpson Park Pool Repairs	767,098										
Lake Mirror Complex											
A/C Chiller Replacements		754,423									
Furniture Replacement					100,000						
Lake Mirror Auditorium Renovations						500,000					
Replace Stage Curtains		115,000									
Kelly Recreation Complex											
Kelly Rec - Replace Weight Rm Equipment			100,000								
Annual Pool Contingency	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Elevator Rehabilitation	75,000										
Rock Climbing Walls and Equipment									75,000		
Gandy Pool Operations											
Gandy Pool Resurfacing					300,000						
Tennis Courts											
Resurface Tennis Courts						200,000					
Lake Crago Park											
Lake Crago Park-	3,609,644	1,763,823									
Mulch Relocation	30,000										
Publix Charities (Formerly Common Ground Park)											
Playground Equipment Replacement					200,000						
Barnett Family Park											
Splash Pad Grout Repair	20,000										
Sunflower Preschool Playground Park			200,000							200,000	
Playground Equipment Replacement						250,000					
Splash Pad Replacement									750,000		
Cleveland Heights Golf Course											
Golf Course Irrigation	1,130,905	193,913	193,916	193,916	193,916	193,913	193,916	193,916	193,916	176,715	
Sertoma Park											
Sertoma Park Renovation			50,000								
Marchant Stadium Renovation Berm and Shade											
Joker Marchant Stadium Renovations	370,120	370,120	370,120	370,120	359,920						
Marchant Stadium - Field Replacement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Douglas M. Cook Park											
Douglas M. Cook Park	14,242										
Administration											
Training Center Safety Improvements	10,000										
Police Department											
Station Renovation (Impact Fees)	1,035,745				600,000						
UPS Replacement							26,500				
LPD - CAD Reporting System	1,544,877	60,165	60,000	1,515,123							
Refurbish Training Facility									600,000		
Locker Room Shower Pan Repairs	12,910										
Space Utilization Study	4,000										
LPD Firing Range	375,000										
Comm Center Expansion	600,000										
Ballistic Helmet Replacement				79,530					91,460		
SWAT Handgun Replacement							35,100				
Parking											
Heritage Plaza Parking Garage	6,396,669	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Contrib to Other Funds											
Dividend Assistance	4,200,000	4,027,000	4,077,000	4,127,000	4,177,000	4,227,000	4,277,000	4,327,000	4,377,000	4,427,000	4,477,000
Capital Improvement Revenue Note, Series 2017A	654,891	654,656	654,415	654,169	653,916	653,658	2,583,439	1,870,550	622,932		
Lakeland Center Capital Contingency	400,000	290,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	450,000	450,000
Beautif Proj (Grant & City)											

**110 - PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Neighborhood Beautification	68,377	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Cypress Youth Complex											
Soccer Complex	500,000										
Phase II - Multi-Purpose Fields						500,000					
Dobbins Park											
Playground Equipment Replacement							250,000				
Tigertown Stadium Sign-Board Replacement	62,060										
Freedom Park											
Playground Equipment Replacement										120,000	
Horney Park											
Playground Equipment Replacement				75,000							
Fletcher Park at Lk Bonny											
Playground Equipment Replacement						250,000					
Lake Mirror Park											
Lake Mirror Tower - Purchase Subsidy		71,445	5,000,000								
Lake Parker Park											
Playground Equipment Replacement	23,062						250,000				
Maintenance Building					75,000						
Marchant Stadium											
Joker Marchant Stadium Renovations	2,696,390	2,696,390	2,696,390	2,696,390	2,946,390	2,946,390	4,671,830	2,574,561	2,574,561	2,574,561	2,574,561
Marchant Stadium - Field Replacement	65,835	448,944							125,000		
Fetzer Hall Renovation	4,000,000										
Marchant Stadium Renovation ? Phase II	36,015										
Batter's Eye Replacement (Fields 1, 3, & Kaline)		28,000	28,000	28,000							
Miami Park											
Playground Equipment Replacement										100,000	
Peterson Park											
Playground Equipment Replacement				150,000							
Washington Park											
Playground Equipment Replacement									180,000		
West/SW Complexes											
Playground Equipment Replacement		75,000		225,000							
Southwest Complex - Clubhouse Remodel				225,000							
Westside Complex Concession Stand Rehab				225,000							
Woodlake Park											
Playground Equipment Replacement					125,000						
Tennis Court Lighting					275,000						
Lights for Pickle Ball Courts				125,000							
Irrigation Projects											
Centralized Irrigation System	43,201			50,000					50,000		
Sportsfield Projects											
City Sportsfield Lighting	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Misc Parks Projects											
Holiday Decorations	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
Consultant Services	63,919	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Pavement Management System - Re-pave Park Paths	25,000	25,625	26,266	26,922	27,595	28,285	28,992	29,717	30,460	31,222	32,002
Tree Replacement	14,173										
Signage	5,950		40,000								
Volunteer Monument Maintenance	67,101										
Parks Maintenance Projects	65,832	67,000	68,000	69,000	70,000	71,000	72,000	73,000	74,000	75,000	76,000
Seven Wetlands Park	169,944										
Downtown Central Bark	56,742										
Security Cameras		44,500									
Repair and Maintenance of Park Boardwalks and Walkways		50,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Laser Engraving Equipment	26,661										
Lucity Application		20,000	41,000								
Misc Recreation Projects											
Renovate Building & Playgrounds	202,484	228,000	230,000	232,000	234,000	236,000	238,000	240,000	242,000	244,000	246,000
P&R Impact Fee-Dist 1											
Sportsfield Lighting	528,780										
Lake Crago Parks	4,600										

**110 - PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Lake Crago Park-	3,447,972	830,000	525,000				750,000				
Simpson Park - Land Acquisition	253										
Downtown Central Bark	250,000										
P&R Impact Fee-Dist 2											
Cypress Youth Complex	411,902	79,206					1,000,000				
Concession/Restroom Renovation				300,000							
Co-op Funded Projects											
Library - Carpet Replacement	121,656	75,000						100,000	75,000		
Computer Equipment Upgrade	30,564	22,000	30,000	20,000	20,000			30,000		30,000	
Ceiling & Lighting Replacement (Main)	36,937									30,000	
Future Expansion Reserve	82,673	20,000	12,500	35,000	40,000	120,000	50,000	50,000	105,000	75,000	160,000
Lobby Restroom Renovation	45,397		30,000		20,000						20,000
Closed Circuit Camera System Upgrade		5,535	10,000			10,000					
Library Furniture (Co-op Funded)	11,976	20,000	80,000				15,000				
Sound System Upgrade - Meeting Room	11,894			15,000			5,000			15,000	
Meeting Room Renovation		10,000				10,000					
Design New Entry	1,650		2,500	10,000							
RFID Project	333										
Learning Commons/Coffee Shop Project	114,671										
LHCC Exhibits and Displays		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Enclose Patio								130,000			
Fixture Replacement (Northside Branch)				100,000	100,000						
Interior Finishes/Improvements	20,376	15,000	15,000			20,000				30,000	
City Funded Projects											
A/C Ductwork Maintenance	775,000										
Cultural Room	100,000	200,000									
Oak Hill Cemetery											
Oak Hill Cemetery Expansion	22,318										
Resurface Roadways	18,700			20,570			22,627				
Oakhill Routine Maintenance	26,531	30,200	31,700	33,300	35,000	36,800	38,600	40,500	42,500	44,600	46,800
Maintenance Storage Shed				75,000							
Roadway Construction	150,000	75,000									
48 Niche Columbarium			30,000								
Oak Hill Expansion VII	50,000	25,000									
Lowering Devices	12,669										
Fire Department											
SCBA Replacement	74,251										
Hurst Hydraulic Tool / Saws	33,000	34,000		36,000	37,000	38,000	39,000	80,000		43,000	44,000
Thermal Imaging Camera	5,000	5,000	6,000	6,000	12,000	6,000	6,000	7,000	7,000	7,000	7,000
Mobileyes Inspection Software	13,293										
Commercial Washer and Dryer Replacement					24,000					28,000	
Refurbish Training Facility	3,415,236	326,721	326,721	326,721	326,721	326,721	326,721	326,721	326,721	179,917	
Holomatro Tool		2,000				9,000	15,000	9,000	19,000	10,000	
1935 Fire Truck Restoration	4,030										
Exercise Equipment	25,000	25,000	25,000								
Station #3 Design and Construction			1,000,000	300,000	3,000,000						
HVAC Controls Replacement		323,601									
Neighborhood Projects											
Neighborhood Preservation	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Neighborhood Matching Grants Program	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
City Hall											
Office Renovation	5,000										
IA/City Clerk Switch Office Move	3,300										
HVAC Controls Replacement		13,994									
All Other Gen Fund Bldgs											
Paint & Seal	529,961	406,498	411,498	416,498	421,498	426,498	431,498	436,498	441,498	446,498	451,498
Security Enhancements	31,416	60,000									
City Buildings - Roof Replacements	525,893	391,448	409,448	427,448	445,448	463,448	481,448	499,448	517,448	535,448	553,448
Air Conditioner Replacements	395,003	271,086	276,086	281,086	286,086	291,086	296,086	301,086	306,086	311,086	316,086
Carpet Replacements	80,000	83,000	86,000	89,000	92,000	95,000	98,000	101,000	104,000	107,000	110,000
Town Center Rehabilitation ? Phase II		200,000									

**110 - PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
City Roof Audit		15,000									
Ice Machine Replacements	9,000	8,000	8,150	8,300	8,450	8,600	8,750	8,900	9,050	9,200	9,350
Mobile Production Conversion - Analog to Digital	25,000										
Fire Panel Replacements	133,340	75,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Federal Building Restoration	510,823										
Energy Efficiency Projects	350,668										
LED Lighting Upgrade		507,258									
Misc Non-Dept Projects											
Land Development Regulation Update	75,000										
USF Contribution/Loan through LEDC	574,750										
Lakeland Center Shortfall	474,248										
Future Expansion Reserve					500,000	500,000	500,000	3,000,000	3,000,000	5,000,000	7,100,000
Capital Contingency	648,162	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Elevator Rehabilitation	149,250										
SurfLakeland - Contributions to the Community	41,210	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Generator Purchase/Rehab	75,000										
Jackson Park											
Playground Equipment Replacement				80,000							
Fire Station #7											
FDOT ARFF Station/Fire Station #7	60,000	60,000	60,000	45,515							
ARFF/Fire Station #7	235,173	235,173	235,173	235,417							
Accommodations for Programs and Services											
ADA Compliance	160,934										
Accommodations for Programs and Services	100,000	103,000	106,000	109,000	112,000	115,000	118,000	121,000	124,000	127,000	130,000
Fan Seating - ADA Upgrades				85,000							
Closed Captioning Software		70,000									
7th Street Park											
Playground Equipment Replacement							100,000				
Parker Street Park											
Playground Equipment Replacement									100,000		
Interlachen Park											
Playground Equipment Replacement						125,000					
Hanley Park											
Playground Equipment Replacement							100,000				
Lake Hollingsworth											
Lake Hollingsworth Restrooms Contributions	6,913										
Streetscape											
Frontier Lot Streetscape	25,000										
Total Expenses	47,516,591	20,510,896	21,128,930	17,822,072	19,403,187	16,422,566	20,883,674	18,215,064	18,858,799	19,047,414	20,298,912
Unappropriated Surplus											
Beginning Balance	11,960,423	2,729,297	2,001,820	2,334,280	3,534,462	2,613,553	3,803,262	2,706,175	2,943,125	3,563,192	3,770,950
Sources / (Uses)	(9,231,126)	(727,477)	332,460	1,200,182	(920,909)	1,189,709	(1,097,087)	236,950	620,067	207,758	(2,949,720)
Ending Balance	2,729,297	2,001,820	2,334,280	3,534,462	2,613,553	3,803,262	2,706,175	2,943,125	3,563,192	3,770,950	821,230

**121 - JOKER MARCHANT STADIUM CAPITAL RESERVE
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue											
General Revenue											
Transfer from Public Improvement Fund	96,547	96,547	96,547	96,547	106,747	216,667	216,667	216,667	216,667	216,667	216,667
Unappropriated Surplus	(34,487)	(96,547)	(96,547)	(96,547)	(106,747)	(216,667)	(216,667)	(216,667)	(216,667)	(216,667)	(216,667)
Total Revenue	62,060										
Expense											
Non-Departmental											
Tigertown Stadium Sign-Board Replacement	62,060										
Total Expenses	62,060										
Unappropriated Surplus											
Beginning Balance	203,595	238,082	334,629	431,176	527,723	634,470	851,137	1,067,804	1,284,471	1,501,138	1,717,805
Sources / (Uses)	34,487	96,547	96,547	96,547	106,747	216,667	216,667	216,667	216,667	216,667	216,667
Ending Balance	238,082	334,629	431,176	527,723	634,470	851,137	1,067,804	1,284,471	1,501,138	1,717,805	1,934,472

**405 - DOWNTOWN CRA FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue											
General Revenue											
Current Ad Valorem Taxes	1,524,000	1,762,954	1,777,000	1,813,000	1,849,000	1,886,000	1,924,000	1,962,000	2,001,000	2,041,000	2,082,000
Interest on Pooled Investments	35,766	69,400	71,500	71,500	71,500	71,500	71,500	71,500	71,500	71,500	71,500
Parking Lot - Oak Street											
Oak Street Parking Lot		46,000									
Unappropriated Surplus	856,764	412,518	(2,007)	(26,149)	(1,950)	(3,408)	(421,423)	(447,991)	(475,114)	(504,788)	(538,510)
Total Revenue	2,416,530	2,290,872	1,846,493	1,858,351	1,918,550	1,954,092	1,574,077	1,585,509	1,597,386	1,607,712	1,614,990
Expense											
Operating Expense											
Community Redevelopment Agency	306,595	299,550	312,700	319,100	325,800	332,800	299,200	307,000	315,200	323,800	329,195
Neighborhood Projects											
Small Project Assistance	144,900	150,000	100,000	100,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000
North Downtown Master Plan	235,000		250,000	250,000	300,000	300,000	200,000	200,000	200,000	200,000	200,000
Downtown Central Bark	50,000										
Downtown Infrastructure	182,055	100,000	250,000	250,000	250,000	250,000	250,000	350,000	350,000	350,000	350,000
Catalyst Development		500,000	100,000	100,000	100,000	100,000	100,000				
Downtown Infill Incentive		100,000	100,000	100,000	100,000	100,000					
Debt Service											
Residential Redevelopment	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Misc Projects											
Residential Redevelopment	75,000	100,000	100,000	100,000	100,000	75,000	75,000	75,000	75,000	75,000	75,000
Property Management	40,000	42,285	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191	53,757
Mowing	25,612	10,718	10,825	10,934	11,043	11,154	11,265	11,378	11,491	11,606	11,838
North Downtown Master Plan	5,980										
Arts & Entertainment	5,100	8,000	8,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
The Joinery Incentive	67,945										
Oak Street Parking Lot	16,000	18,000	20,000	22,000	24,000	26,000	28,000	30,000	32,000	32,000	32,000
CRA Annual Report	2,388	2,459	2,532	2,608	2,687	2,767	2,850	2,936	3,024	3,115	3,200
Community Policing Innovation	26,607	29,860									
Mirrorton Development	612,472	300,000									
Corridor Enhancement											
SFLA Corridor Improvements	201,911	150,000	150,000	150,000	150,000	150,000					
Five Points Roundabout	18,965	80,000									
Total Expenses	2,416,530	2,290,872	1,846,493	1,858,351	1,918,550	1,954,092	1,574,077	1,585,509	1,597,386	1,607,712	1,614,990
Unappropriated Surplus											
Beginning Balance	1,697,106	840,342	427,824	429,831	455,980	457,930	461,338	882,761	1,330,752	1,805,866	2,310,654
Sources / (Uses)	(856,764)	(412,518)	2,007	26,149	1,950	3,408	421,423	447,991	475,114	504,788	538,510
Ending Balance	840,342	427,824	429,831	455,980	457,930	461,338	882,761	1,330,752	1,805,866	2,310,654	2,849,164

**406 - MID-TOWN CRA FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue											
General Revenue											
Current Ad Valorem Taxes	3,279,000	4,433,101	4,566,100	4,703,075	4,844,170	5,067,000	5,320,000	5,586,000	5,865,000	6,158,000	6,466,000
Interest on Pooled Investments	96,000	225,750	232,500	239,500	246,700	254,100	261,700	269,600	277,700	286,000	294,600
Other General Government Charges											
Property Management				147,580							
All Other Misc Revenue											
Lincoln Square Development	926,002	1,000,000									
Unappropriated Surplus	4,527,787	461,308	116,328	(462,486)	(224,171)	(519,080)	(1,032,967)	(833,756)	(1,471,345)	(1,721,632)	(2,786,300)
Total Revenue	8,828,789	6,120,159	4,914,928	4,627,669	4,866,699	4,802,020	4,548,733	5,021,844	4,671,355	4,722,368	3,974,300
Expense											
Operating Expense											
Community Redevelopment Agency	950,258	1,287,226	1,326,900	1,366,700	1,407,700	1,449,900	1,493,400	1,538,200	1,584,300	1,631,800	1,680,800
Neighborhood Projects											
Lincoln Square Development	3,847,033										
Northwest Neighborhood	503,080	126,018	125,000	250,000	250,000	250,000	300,000	300,000	400,000	400,000	400,000
Northeast Neighborhood	199,099	375,000	375,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Misc Projects											
Planning-Affordable Housing Incentive Plan	15,000	15,000	15,000	15,000	60,000	60,000	60,000	60,000	60,000	60,000	
Small Project Assistance	400,000	400,000	400,000	400,000	400,000	400,000	400,000	500,000	500,000	500,000	500,000
Property Management	270,000	200,000	200,000	175,000	175,000	175,000	175,000	150,000	150,000	150,000	125,000
Arts & Entertainment		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Pegasus Incentive	165,000										
Fusion Transport Incentive	165,000										
CRA Annual Report	6,663	6,607	6,805	7,009	7,219	7,436	7,659	7,889	8,126	8,370	8,500
Community Policing Innovation	204,457	255,000	255,000								
Job Creation Incentives		210,000	210,000	210,000	210,000						
Affordable Housing Partnerships		400,000	300,000	500,000	500,000	500,000	500,000	500,000	250,000	250,000	250,000
Corridor Enhancement											
MLK - Memorial to 10th St	9,447	9,454	9,738	10,030	10,331	10,641	10,960	11,289	11,628	11,977	
Providence Rd - W 10th St to Griffin Rd	160,000	550,000	550,000								
W Lake Parker/Lakeshore Trail Improvements	106,269	820,000									
Sidewalk - Kettles Avenue	82,573										
Mass Ave/Parker St. Intersection Improvement	34,000										
Landscape - US 98 - Memorial to 10th St	16,779	17,558	18,085	18,628	19,187	19,763	20,356	20,967	21,596	22,244	
Landscape - US 98 - Griffin to 10th St	17,047	17,558	18,085	18,628	19,187	19,763	20,356	20,967	21,596	22,244	
Landscape - Parker Street	9,179	9,454	9,738	10,030	10,331	10,641	10,960	11,289	11,628	11,977	
Landscape - Ingraham Ave	12,057	11,017	11,348	11,688	12,039	12,400	12,772	13,155	13,550	13,957	
Landscape - Intown Bypass Phase 1 Outparcels	9,179	9,454	9,738	10,030	10,331	10,641	10,960	11,289	11,628	11,977	
E. Main Street Landscaping Maintenance	13,659	14,069	14,491	14,926	15,374	15,835	16,310	16,799	17,303	17,822	
Redevelop Massachusetts Ave Properties	1,415,812	506,744	300,000	250,000	250,000	250,000					
Memorial Blvd		50,000	50,000	250,000	400,000	500,000	500,000	500,000	500,000	500,000	500,000
Citrus Connection Services (LAMTD Agreement)	180,000										
Five Points Roundabout	32,198	120,000									
Parkview Place Pedestrian Improvements					300,000	300,000		350,000			
Gilmore Ave - Parkview to Bella Vista				250,000							
717 N. Florida Renovation		500,000	500,000								
Redevelopment Plan - MUAC											
East Main Street Master Plan	5,000	200,000	200,000	350,000	300,000	300,000	500,000	500,000	600,000	600,000	
Total Expenses	8,828,789	6,120,159	4,914,928	4,627,669	4,866,699	4,802,020	4,548,733	5,021,844	4,671,355	4,722,368	3,974,300
Unappropriated Surplus											
Beginning Balance	5,479,981	952,194	490,886	374,558	837,044	1,061,215	1,580,295	2,613,262	3,447,018	4,918,363	6,639,995
Sources / (Uses)	(4,527,787)	(461,308)	(116,328)	462,486	224,171	519,080	1,032,967	833,756	1,471,345	1,721,632	2,786,300
Ending Balance	952,194	490,886	374,558	837,044	1,061,215	1,580,295	2,613,262	3,447,018	4,918,363	6,639,995	9,426,295

**407 - DIXIELAND CRA FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue											
General Revenue											
Current Ad Valorem Taxes	274,000	302,351	332,000	349,000	366,000	384,000	403,000	423,000	444,000	466,000	489,000
Interest on Pooled Investments	19,210	25,000	25,800	26,600	27,400	28,200	29,000	29,900	30,800	31,700	32,700
Unappropriated Surplus	800,449	54,710	92,678	67,146	51,615	85,087	(2,439)	(70,263)	(39,084)	(58,902)	(116,040)
Total Revenue	1,093,659	382,061	450,478	442,746	445,015	497,287	429,561	382,637	435,716	438,798	405,660
Expense											
Operating Expense											
Community Redevelopment Agency	111,023	91,347	118,000	120,000	122,000	124,000	126,000	129,000	132,000	135,000	138,000
Misc Projects											
Small Project Assistance	280,000	150,000	100,000	100,000	100,000	100,000	100,000	100,000	150,000	150,000	150,000
Landscaping Maintenance by Other City Departments	1,951	2,133	2,070	2,132	2,196	2,262	2,330	2,399	2,471	2,546	
Publications and Promotions	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Alley Maintenance	4,400	2,600	2,800	3,000	3,200	3,400	3,600	3,600	3,600	3,600	
Arts & Entertainment	5,000	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Infill Adaptive Reuse Program	15,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CRA Annual Report	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Virtual Server Platform Replacement	133	31									
Community Policing Innovation	3,268	3,347									
Dixieland Sign Maintenance		5,103	5,108	5,114	5,119	5,125	5,131	5,138	5,145	5,152	5,160
Corridor Enhancement											
Alley Improvement Project	194,334	10,000	10,000				30,000	30,000	30,000	30,000	
Redevelopment Plan Update						50,000	50,000				
SFLA Corridor Improvements	471,050		100,000	100,000	100,000	100,000					
Total Expenses	1,093,659	382,061	450,478	442,746	445,015	497,287	429,561	382,637	435,716	438,798	405,660
Unappropriated Surplus											
Beginning Balance	1,233,381	432,932	378,222	285,544	218,398	166,783	81,696	84,135	154,398	193,482	252,384
Sources / (Uses)	(800,449)	(54,710)	(92,678)	(67,146)	(51,615)	(85,087)	2,439	70,263	39,084	58,902	116,040
Ending Balance	432,932	378,222	285,544	218,398	166,783	81,696	84,135	154,398	193,482	252,384	368,424

**451 - PARKING SYSTEM FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue											
Transfer from Transportation Fund											
Main St Garage Vault Cleaning		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Structural Inspection	19,927			15,000			16,000				
Main Street Garage Vault Inspection	1,000										
Capital Contingency	358										
Orange St Garage - Exterior Coating		172,500			264,500			198,375			
Main St. Parking Garage - Ext. Coating		138,000			230,000			158,700			
NuPark	41,472	36,500	35,000								
Garage Maintenance										35,000	
Unappropriated Surplus											
Total Revenue	62,757	348,000	36,000	16,000	495,500	1,000	17,000	358,075	1,000	36,000	
Expense											
Parking System - Main Street Garage											
Structural Inspection	19,927			15,000			16,000				
Main Street Garage Vault Inspection	1,000										
Main St. Parking Garage - Ext. Coating		138,000			230,000			158,700			
NuPark	41,472	36,500	35,000								
Garage Maintenance										35,000	
Parking System - Orange Street Garage											
Main St Garage Vault Cleaning		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Capital Contingency	358										
Orange St Garage - Exterior Coating		172,500			264,500			198,375			
Total Expenses	62,757	348,000	36,000	16,000	495,500	1,000	17,000	358,075	1,000	36,000	
Unappropriated Surplus											
Beginning Balance	42,401	42,401	42,401	42,401	42,401	42,401	42,401	42,401	42,401	42,401	42,401
Sources / (Uses)											
Ending Balance	42,401	42,401	42,401	42,401	42,401	42,401	42,401	42,401	42,401	42,401	42,401

**480 - RP FUNDING CENTER
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue											
General Revenue											
Transfer from Public Improvement Fund	217,416										
Tourist Development Tax											
Capital Improvement Revenue Note, Series 2017A	541,435	541,241	541,043	540,840	540,633	540,420	540,203	539,980	539,752	539,518	539,279
Transfer from Public Improvement Fund											
Capital Improvement Revenue Note, Series 2017A	654,891	654,656	654,415	654,169	653,916	653,658	653,393	653,122	652,845	624,079	623,802
Lakeland Center Capital Contingency	400,000	290,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Unappropriated Surplus											
Total Revenue	1,813,742	1,485,897	1,595,458	1,595,009	1,594,549	1,594,078	1,593,596	1,593,102	1,592,597	1,563,597	1,563,081
Expense											
Non-Departmental											
TLC Golf Carts and Radio	32,805	32,806	32,806								
Capital Improvement Revenue Note, Series 2017A	1,196,327	1,195,897	1,195,458	1,195,009	1,194,549	1,194,078	1,193,596	1,193,102	1,192,597	1,163,597	1,163,081
Lakeland Center Capital Contingency	20,116	21,890	30,713	1,274		10,000					
Lakeland Center Roof Replacement	140,749	140,304	126,981								
Lakeland Center Admin.											
Capital Equipment		25,000									
Lakeland Center Property											
Lakeland Center Expansion	78,090										
HAZMAT - Ammonia and Brine Removal - Ice Plant	34,000										
Theatre Curtain	78,575										
Scissor Lift			28,000								
Replace and Repair Line Set				50,000	50,000						
General Replacements	1,740	30,000	20,000	30,000	30,000	25,000	25,000	25,000	25,000	25,000	25,000
Carpet Care Equipment	13,700			15,000							
Building & Parking Security Upgrades			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Theatre Seats	184,887										
RFPC Additional 4th Parking booth	10,504										
Replacement/Repairs/Upgrades - Mechanical Systems					180,000	200,000	200,000	200,000	200,000	200,000	200,000
Replacement/Repairs/Upgrades - Lighting Systems						45,000	50,000	50,000	50,000	50,000	50,000
Replacement/Repairs/Upgrades - Water & Plumbing Systems							50,000	50,000	50,000	50,000	50,000
LED Up Lights			5,500								
Scrubber			40,000								
Concourse Furnishings				15,000							
Theater - Intercom			31,000								
AV Equipment Upgrades				25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Portable Chairs				95,000	100,000						
Stage Equipment			35,000	30,000							
Electronic Signage - Parking				50,000							
1/2 Ton Motor for Convention Rigging			15,000								
Digital Audio Consoles - Youkey Theatre				60,000							
Portable Electrical System			20,000	20,000							
Remodel Restrooms						80,000	35,000	35,000	35,000	35,000	35,000
Roof Repair		40,000									
Architectural Services			10,000	3,726	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Scissor Lift Purchase	22,249										
Total Expenses	1,813,742	1,485,897	1,595,458	1,595,009	1,594,549	1,594,078	1,593,596	1,593,102	1,592,597	1,563,597	1,563,081
Unappropriated Surplus											
Beginning Balance											
Sources / (Uses)											
Ending Balance											

**510 - LAKELAND LINDER INTERNATIONAL AIRPORT RENEWAL REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue											
General Revenue											
Transfer from Lakeland Airport	511,713	75,696									
Federal Grants											
FAA/FDOT Terminal Apron	2,241,584										
FAA/FDOT Customs Apron	71,450										
FAA/FDOT Southeast Apron	66,792										
FAA/FDOT Master Plan	356,006										
FAA/FDOT Rehab TWY H	2,065,400										
FAA/FDOT Rehab of Taxiway A & Connectors	72,047										
FAA/FDOT EA Runway 9L-27R	360,000										
FAA/FDOT Rehab & Strengthening of Runway 9-27		10,800,000									
FAA/FDOT Rehab TWY E1		1,710,000	4,590,000								
FAA/FDOT Rehab NE Quadrant		3,509,550									
FAA/FDOT ARFF Equipment					1,620,000						
FAA/FDOT Rehab TWY P				1,579,500							
FAA/FDOT Rehab and Extend RWY 9-27						9,022,500					
FAA/FDOT Construct Parallel RWY 9R-27L				2,250,000							
FAA Projects								3,600,000	3,600,000	3,600,000	3,600,000
Environmental Assessment Rwy 9L - 27R				382,500							
State Grants											
FDOT-Site Prep and Utility Installation for Intermodal Center	4,662,983										
FDOT-Construction of T-Hangars	491,807										
FAA/FDOT Terminal Apron	124,532										
FAA/FDOT Customs Apron	4,462										
FAA/FDOT Southeast Apron	357,510										
FAA/FDOT Master Plan	22,385	40,000									
FAA/FDOT Rehab TWY H	597,009										
FDOT RPZ Clearing	247,397										
FDOT-Tractor and Flail Mower	120,000										
FAA/FDOT Rehab of Taxiway A & Connectors	33,570										
FDOT ILS and RVR	40,000										
FAA/FDOT EA Runway 9L-27R	20,000										
FAA/FDOT Rehab & Strengthening of Runway 9-27	20,000	652,176	580,000								
ILS Upgrade to Cat III		2,500,000	1,400,000	1,000,000	2,000,000	4,000,000	1,100,000				
FAA/FDOT Rehab TWY E1		95,000	255,000								
FAA/FDOT Rehab NE Quadrant		182,321									
FAA/FDOT ARFF Equipment					90,000						
FDOT Construct New T Hangars						2,200,000					
FAA/FDOT Rehab TWY P				87,750							
FAA/FDOT Rehab and Extend RWY 9-27						501,250					
FAA/FDOT Construct Parallel RWY 9R-27L				125,000							
FDOT Land Purchase				2,250,000							
FDOT Terminal Expansion/FIS								5,600,000			
FAA Projects								1,000,000	1,000,000	1,000,000	1,000,000
Fuel Site Generator		220,000									
Rehab Runway 5-23					3,200,000						
Environmental Assessment Rwy 9L - 27R				21,250							
Reimbursements / Loss Recovery											
Airport Ramp Damage	1,093,378										
Transfer from Other Funds											
FAA/FDOT Rehab & Strengthening of Runway 9-27	4,113										
Miscellaneous Maintenance Projects	351,926	184,950	180,763								
Office Renovation		225,000									
Transfer from Internal Loan Fund											
FDOT-Site Prep and Utility Installation for Intermodal Center	7,035,878										
FAA/FDOT Terminal Apron	124,532										
FDOT NOAA	995,311										
FAA/FDOT Rehab & Strengthening of Runway 9-27	822,590	575,000									
FAA/FDOT Rehab TWY E1		95,000									
FDOT Construct New T Hangars			6,000,000			550,000					

**510 - LAKELAND LINDER INTERNATIONAL AIRPORT RENEWAL REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Fuel Site Generator		55,000									
Transfer from Lakeland Airport											
FDOT-Site Prep and Utility Installation for Intermodal Center	43,649		495,196	495,196	495,196	823,970	823,970	823,970	823,969	823,970	733,710
FAA/FDOT Terminal Apron		28,530	28,530	28,530	28,529	26,052					
FAA/FDOT Master Plan		10,000									
FAA/FDOT Rehab TWY H	110,099	24,731	24,731	24,731	24,731	24,731					
FDOT NOAA	4,977	358,532	464,772	232,386							
FAA/FDOT EA Runway 9L-27R	20,000										
FAA/FDOT Rehab & Strengthening of Runway 9-27	5,000		48,965	53,965	53,965	53,965	53,965	53,965	53,965	53,965	53,965
ILS Upgrade to Cat III		35,000	140,000	284,000	204,000	44,000					
Miscellaneous Maintenance Projects		21,050	69,237	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
FAA/FDOT Rehab TWY E1			276,340	21,340	21,340	21,340	21,340				
FAA/FDOT Rehab NE Quadrant			35,511	35,511	35,512	35,511	35,513				
FAA/FDOT ARFF Equipment					90,000						
FDOT Construct New T Hangars			441,491	441,491	441,491	441,491	565,036	565,036	565,036	565,036	565,036
FAA/FDOT Rehab TWY P				87,750							
FAA/FDOT Rehab and Extend RWY 9-27						501,250					
FAA/FDOT Construct Parallel RWY 9R-27L				125,000							
FDOT Land Purchase				15,000	92,468	92,468	92,468	92,468	92,468	92,468	92,468
FDOT Terminal Expansion/FIS									125,918	125,918	125,918
FAA Projects								400,000	400,000	400,000	400,000
Fuel Site Generator			10,154	10,561	10,983	11,422	11,880				
Airport Fuel Farm		12,183	12,182	12,182	12,183	12,182	12,182	12,182	12,182	12,182	8,672
Rehab Runway 5-23					16,000	98,633	98,633	98,633	98,633	98,633	98,633
Environmental Assessment Rwy 9L - 27R				21,250							
Proceeds Issuance of Long Term Debt											
FDOT-Site Prep and Utility Installation for Intermodal Center	4,626,400										
FDOT ILS and RVR	2,760,000										
ILS Upgrade to Cat III		3,500,000	4,600,000								
FDOT Land Purchase				750,000							
FDOT Terminal Expansion/FIS								1,400,000			
Rehab Runway 5-23					800,000						
Unappropriated Surplus	214,737	210,474									
Total Revenue	30,699,237	25,120,193	19,652,872	10,584,893	9,486,398	18,710,765	3,064,987	13,896,254	7,022,171	7,022,172	6,928,402

Expense											
Unspecified											
FDOT-Site Prep and Utility Installation for Intermodal Center	16,254,984	286,170	495,196	495,196	495,196	823,970	823,970	823,970	823,969	823,970	733,710
FDOT-Construction of T-Hangars	767,712										
FAA/FDOT Terminal Apron	2,490,648	28,530	28,530	28,530	28,529	26,052					
FAA/FDOT Customs Apron	3,094										
FAA/FDOT Southeast Apron	502,884										
FAA/FDOT Master Plan	400,779	50,000									
FAA/FDOT Rehab TWY H	2,897,719	24,731	24,731	24,731	24,731	24,731					
FDOT RPZ Clearing	299,574										
Airport Ramp Damage	1,093,378										
FDOT-Tractor and Flail Mower	120,000										
FAA-Taxiway A,B,C	256,360										
FAA/FDOT Rehab of Taxiway A & Connectors	8,188										
FDOT ILS and RVR	2,800,000										
FAA/FDOT EA Runway 9L-27R	400,000										
FAA/FDOT Rehab & Strengthening of Runway 9-27	851,703	12,027,176	628,965	53,965	53,965	53,965	53,965	53,965	53,965	53,965	53,965
NOAA Lease Improvements	1,000,288	358,532	464,772	232,386							
ILS Upgrade to Cat III		6,035,000	6,140,000	1,284,000	2,204,000	4,044,000	1,100,000				
Miscellaneous Maintenance Projects	551,926	206,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Office Renovation		225,000									
FAA/FDOT Rehab TWY E1		1,900,000	5,121,340	21,340	21,340	21,340	21,340				
FAA/FDOT Rehab NE Quadrant		3,691,871	35,511	35,511	35,512	35,511	35,513				
FAA/FDOT ARFF Equipment					1,800,000						
FDOT Construct New T Hangars			6,441,491	441,491	441,491	3,191,491	565,036	565,036	565,036	565,036	565,036
FAA/FDOT Rehab TWY P				1,755,000							

**510 - LAKELAND LINDER INTERNATIONAL AIRPORT RENEWAL REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
FAA/FDOT Rehab and Extend RWY 9-27						10,025,000					
FAA/FDOT Construct Parallel RWY 9R-27L				2,500,000							
FDOT Land Purchase				3,015,000	92,468	92,468	92,468	92,468	92,468	92,468	92,468
FDOT Terminal Expansion/FIS								7,000,000	125,918	125,918	125,918
FAA Projects								5,000,000	5,000,000	5,000,000	5,000,000
Fuel Site Generator		275,000	10,154	10,561	10,983	11,422	11,880				
Airport Fuel Farm		12,183	12,182	12,182	12,183	12,182	12,182	12,182	12,182	12,182	8,672
Rehab Runway 5-23					4,016,000	98,633	98,633	98,633	98,633	98,633	98,633
Environmental Assessment Rwy 9L - 27R				425,000							
Total Expenses	30,699,237	25,120,193	19,652,872	10,584,893	9,486,398	18,710,765	3,064,987	13,896,254	7,022,171	7,022,172	6,928,402
Unappropriated Surplus											
Beginning Balance	425,211	210,474									
Sources / (Uses)	(214,737)	(210,474)									
Ending Balance	210,474										

**596 - STORMWATER UTILITY FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue											
General Revenue											
Stormwater Fees - Commercial/Municipal	2,781,000	2,928,000	3,074,000	3,228,000	3,325,000	3,425,000	3,528,000	3,634,000	3,743,000	3,855,000	3,971,000
Stormwater Fees - Residential	3,440,000	3,662,000	3,845,000	4,037,000	4,158,000	4,283,000	4,411,000	4,543,000	4,679,000	4,819,000	4,964,000
Stormwater Fees - Interfund	178,000	126,000	132,000	139,000	143,000	147,000	151,000	156,000	161,000	166,000	171,000
Interest on Pooled Investments	249,679	207,000	213,000	219,000	226,000	233,000	240,000	247,000	254,000	262,000	270,000
Local Grants											
SWFMD - Lake Hunter BMP	873,979	60,000									
Aquatic Harvester		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Unappropriated Surplus	2,305,821	763,730	33,409	51,804	74,406	53,509	122,719	106,155	142,066	127,565	148,563
Total Revenue	9,828,479	7,821,730	7,372,409	7,749,804	8,001,406	8,216,509	8,527,719	8,761,155	9,054,066	9,304,565	9,599,563
Expense											
Operating Expense											
Non-Departmental	64,100	29,300									
Lakes and Environmental	1,360,157	1,510,166	1,427,200	1,469,600	1,513,200	1,558,100	1,604,400	1,652,100	1,701,200	1,751,800	1,803,900
Unspecified											
Emergency Manager		757									
Contrib to Other Funds											
Retiree Bonus		918									
Radio Replacement 2011	2,251	2,251	2,251	2,251	2,251	2,251	2,251	2,251			
DOIT Switch Replacement	220	220									
Virtual Server Platform Replacement	333	77	333								
Lake Bonny											
Lake Bonny Watershed Management Plan & Projects	342,943	125,000	150,000	100,000	150,000	100,000	50,000				
Emergency Pump Lake Bonny	108,447										
Lake Gibson											
Water Quality Improvement Project					25,000	50,000	50,000	250,000	150,000	250,000	100,000
Lake Hollingsworth											
Lake Hollingsworth TMDL Program	50,000	150,000	300,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Hunter/Beulah/Wire Watershed											
SWFMD - Lake Hunter BMP	1,503,216	300,000	100,000	50,000							
Lake Hunter - Watershed Management	5,863	100,000	150,000	150,000	100,000	100,000	150,000	150,000	100,000	100,000	100,000
Lake Parker											
Lake Parker TMDL Project - WQ Treatment	361,941	300,000	250,000	500,000	500,000	750,000	750,000	500,000	500,000	500,000	500,000
Miscellaneous											
Flood Control Automation Feasibility Study	12,021										
Install / Maintain Pollution Control Devices	104,500	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Southern Landings Repairs	19,220	10,000	10,000	10,000	30,000		10,000		10,000		
Stormwater Management Master Plan	400,000	50,000	50,000	50,000							
Drainage Maintenance Operations	852,602	962,000	975,000	1,000,000	1,025,000	1,024,413	1,075,633	1,129,415	1,185,886	1,245,180	1,307,439
Environmental Code Enforcement Officer	52,220	53,787	56,482	58,741	61,091	63,534	66,076	68,719	71,467	74,326	77,299
Highlands Hills Ditch Maint & Repairs	172,210										
CLMP - 2016 Update	126,579										250,000
Upgrades to C&M/L&S Office Facility	50,000										
Crystal Lake											
Crystal Lake TMDL	172,438	250,000	150,000	100,000	200,000				50,000	50,000	
Lake Morton											
Water Quality Improvement Project	140,000	150,000	150,000	100,000	50,000	50,000	50,000	50,000	150,000	100,000	50,000
Lake Mirror											
Water Quality Improvement Project	50,000	50,000	150,000	50,000	25,000	50,000	50,000	50,000	50,000	50,000	50,000
Lake Beulah											
Water Quality Improvement Project				30,000	25,000	20,000	20,000	100,000	100,000		
Lake Beulah Boat Ramp	20,000										
Drainage Projects											
Retrofit Existing Storm Sewers	763,822	700,000	750,000	775,000	825,000	875,000	925,000	975,000	1,025,000	1,075,000	1,125,000
TV & Clean Storm Drain Structures	426,628	414,750	435,488	457,262	480,125	504,131	529,338	555,805	583,595	612,775	643,413
GIS Storm Sewer Inventory	85,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Wayman St. Ditch Repairs	329,476										
GIS Technician - Engineering	73,510	76,451	79,509	82,689	85,997	89,437	93,014	96,735	100,604	104,628	108,813
Street Sweeping Study	64,968										

**596 - STORMWATER UTILITY FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Lake Bonny Drainage Project	50,000										
Streetsweeping Operations	1,199,076	1,139,222	1,173,398	1,208,600	1,244,858	1,282,204	1,320,670	1,360,290	1,401,099	1,443,132	1,443,132
TV Truck Lease	60,000	54,264									
CST/Berger Electronic Digital Theodolite Transite 56-DGT10		1,500									
Stihl Line Trimmers		2,450									
Four Tool Cordless Combo Kit		750									
Generator		2,029									
Hustler Super Z 60 in		12,000									
High Efficiency Nozzle		5,798									
Envirolight Air HD Pole Camera		15,729									
Cue's Mplus Camera		9,980									
Office Furniture		2,500									
Drainage Maintenance Non-Capital Equipment		3,229									
Lakes and Environmental											
NPDES Permitting - Administration	38,480	38,479	41,620	43,285	45,016	46,817	48,690	50,638	52,664	54,771	56,896
Public Education Programs	90,000	90,000	90,000	95,000	95,000	95,000	100,000	100,000	100,000	100,000	100,000
General Lake Improvements	229,739	450,000	450,000	500,000	550,000	600,000	700,000	750,000	750,000	800,000	800,000
Lake Hollingsworth Southside Shoreline Stab	94,738										
Lake Beulah Shoreline Restoration	20,000	20,000	20,000	20,000					25,000	25,000	
Lake Wire Hydrilla Removal	48,194	5,000	15,000	5,000	15,000	5,000	15,000	7,500	15,000	7,500	15,000
Lake Morton Shoreline Restoration	20,000	30,000	30,000	30,000						30,000	20,000
Contrib to FL Friendly Landscaping	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Aquatic Plant Management Plans	10,000		10,000		10,000		10,000		10,000		10,000
Lake Bonnet Water Quality Improvement	153,587	25,000	25,000	25,000	100,000	100,000	50,000	50,000	50,000	50,000	50,000
Bathymetric Mapping Project	50,000										
Solid Waste/Lakes - 305 Eastside Property	40,000										
Aquatic Harvester		483,123	156,128	162,376	168,868	175,622	182,647	189,953	197,551	205,453	213,671
Replace Jon Boat											100,000
Drainage Spray Airboat		20,000									
Total Expenses	9,828,479	7,821,730	7,372,409	7,749,804	8,001,406	8,216,509	8,527,719	8,761,155	9,054,066	9,304,565	9,599,563
Unappropriated Surplus											
Beginning Balance	4,989,787	2,683,966	1,920,236	1,886,827	1,835,023	1,760,617	1,707,108	1,584,389	1,478,234	1,336,168	1,208,603
Sources / (Uses)	(2,305,821)	(763,730)	(33,409)	(51,804)	(74,406)	(53,509)	(122,719)	(106,155)	(142,066)	(127,565)	(148,563)
Ending Balance	2,683,966	1,920,236	1,886,827	1,835,023	1,760,617	1,707,108	1,584,389	1,478,234	1,336,168	1,208,603	1,060,040

**721 - WASTEWATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue											
General Revenue											
Contribution From Developers	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Interest on Pooled Investments	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Transfer from WW Operations	6,500,000	10,050,000	6,850,000	6,700,000	6,900,000	6,900,000	6,900,000	7,100,000	7,100,000	7,100,000	7,300,000
Reimbursements / Loss Recovery											
Oakpark / Summerfield Wastewater System Remediation	200,000										
Proceeds Issuance of Long Term Debt											
Northside Biosolids						5,000,000	5,000,000				
Unappropriated Surplus	13,081,000	1,338,996	372,938	(852,062)	(172,062)	(927,062)	(1,058,000)	(1,563,000)	(2,138,000)	(2,688,000)	(2,388,000)
Total Revenue	19,986,000	11,593,996	7,427,938	6,052,938	6,932,938	11,177,938	11,047,000	5,742,000	5,167,000	4,617,000	5,117,000
Expense											
Non-Departmental											
Radio Replacement 2011	60,938	60,938	60,938	60,938	60,938	60,938					
Capital Contingency	149,167	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
DOIT Switch Replacement	20,858	20,858									
Engineering											
PW Survey Services - Water Utilities Projects											
Wastewater Collection Administration											
Security Enhancements	119,068	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Wireless Work Order System Interface	152,933										
Wastewater Collection Vehicles GPS	7,410										
Glendale Parking Addition	49,924										
Pretreatment Building Rehab & Replace	696,845										
Wastewater System Administration											
Local Limits Headworks Study		80,000					80,000				
Tampa Bay Nitrogen Management Consortium	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Facilities Upgrades / Repairs and Replacements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Catapult Support - Wastewater	95,345										
Mirrorton Development	199,370										
Conductivity Study	100,000	100,000									
Undesignated Improvement Projects - Wastewater	95,000										
Lake Crago Park - WW Support	70,000										
Targeted Economic Opportunities - Wastewater		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Undesignated Growth - Wastewater		150,000	150,000								
Glendale Sewage Treatment Plant											
Glendale Controls				100,000					100,000		
Repair and replace Odor control blowers	82,325										
Replacement of Sludge Pumping Equipment			150,000	150,000	150,000	150,000	150,000	150,000			
Replacement of Magnetic Flow Meters		65,000									
Transfer to Fleet - Wastewater Vehicle Purchases	205,600										
Capital Equipment	25,397	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Repair and Repave Service Roads	58,084			100,000					100,000		
Climber Screen Replacement					750,000						
Glendale Sludge Dewatering Process Improvements	384,616										
Undesignated Pumps, Motors and Controls	77,898	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Rehab and Repair Primary Clarifiers					150,000	150,000	150,000	150,000	150,000		
SCADA HACH WIMS Interface		100,000			100,000	100,000	100,000	100,000			
New Odor Control & Intermediate Station		125,000									
Replacement of ARV's (Reuse/Return/Wetlands)	321,363	125,000	125,000	125,000	125,000	125,000	125,000				
Repair/Replace Splitter Box 2	1,907,212										
Primary #1 Replace Clarifier Equipment at Glendale	580,000										
Rehab & Repair Wetland Lift Station Pumps	1,683										
Glendale Generator & Switch Gear Replacement	200,000	200,000	200,000	200,000	200,000						
Glendale Control Panel Upgrades	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Odor Control Replacement of Flowmeter	3,373										
Replace Level Control Sensor at Headworks	48,900										
Replacement of Digester Hot Water Valves	30,092										
Blower Building Improvements	14,998										
Installation of Return Flowmeter from NS to Glendale	20,000										

**721 - WASTEWATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Egg Digester PLC Replacement	89,000										
Digester Gas Flow Meters	20,000										
Northside Sewage Treatment Plant											
Northside Controls	367,185	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000		
Replacement of Magnetic Flowmeters.		100,000	100,000								
Replacement of Sludge Pumping Equipment		100,000	100,000								
Northside Replacement of Clarifier Drive Mechanisms					500,000	475,000	475,000	475,000			
Capital Equipment	19,750	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Undesignated Pumps, Motors and Controls	155,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Grit Removal Improvements	450,000										
Northside Operations Building Improvements	26,362										
Northside Generator & Switch Gear Replacement	267,596	200,000	200,000	100,000							
Odor Control Rehab & Upgrade	125,000	125,000									
Repair of Headworks Splitter Box	1,069,510										
Northside ATAD Study	50,000										
Replace Influent Screen/Headworks			500,000	500,000							
Northside Biosolids						5,000,000	5,000,000				
Rehab & Repair Digester Blowers			200,000	200,000							
Sewage Pumping Stations											
Telemetry System Upgrades	238,931	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Skyview Utility Sys (City / PC - Reimb TetraTech)	6,853										
Wet Well Rehab	78,188	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Undesignated Pump / Panel Replacements	19,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Undesignated Generator Replacement	90,270	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Capital Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Upgrade North East Pump Station	8,225										
Replace NS Pump Station Pump & Controls	75,631	3,200,000									
Upgrade SW Pump Station	221,848										
Pump Station ARC Flash Study	249,689										
L4520 Pine Chase Rehab	32,477										
Northwest PS Rehab	30,000	350,000									
Replace Publix Pump Station Controls	270,000										
Replace Westside Pump Station Controls	220,000										
Woodbrook I Bypass Pump Installation	85,000										
VFD Conversions	10,000										
Repiping of Bonny Apartments L3860	50,000										
L3840 Honeytree Wet Well Coating	12,913										
Ariana Street FM Relocation Lotus to Wabash	1,000										
L3415 Airport II Coating & Repipe	26,810										
Pumps & Panels for L3860 Lk Bonny Apts	75,000										
Martins Landing Pumps & Panel Rehab		150,000									
Undesignated Generator Installation		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
L0320 Martins Landing Pump Replacement	16,000										
Woodbrook I Pump Replacement	20,000										
Yankee Place Generator Replacement	40,000										
Edgewood Extension Rehab			350,000								
Sewer Line Maintenance											
Rehabilitate Sewer Lines	145,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Sewer Maintenance - Contractor Installed Liners	700,000										
Sewer Maintenance - Contractor Cleaning & Televising	60,000										
Sewer Maintenance - City Installed Short Liners	25,000										
Sewer Maintenance - City Performed Point Repairs	50,000										
Wastewater New Line Connections	16,099										
Inflow Reduction	60,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Skyview Utility Sys (City / PC - Reimb TetraTech)	98,498										
Flushing of Southwest Basin Force Mains	25,000		50,000			50,000		50,000		50,000	
Sewer Maintenance - Manhole Rehabilitation	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Capital Contingency	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Collection System Monitoring	47,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Construction Projects		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Replacement Projects	29,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000

**721 - WASTEWATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Business 92 Airport Rd to Intown Bypass	100,000										
Transfer to Fleet - Wastewater Vehicle Purchases		110,200									
Capital Equipment	36,200	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Oakpark / Summerfield Wastewater System Remediation	175,000										
Western Trunk Manhole Rehab		250,000									
Northside 30inch Force Main ARV Rehab	225,000	225,000	225,000								
State Road 33 Relocation	2,000,000										
Grit / Sand Drying Bed Replacement	197,476										
Griffin Rd 24" Sanitary Sewer Lining	877,469	175,000	175,000								
Lakeland Park Drive Sewer Relocation	47,085										
Citrus Woods Emergency SFM Repair	500,558										
S. Florida Ave Gravity Line Repair	300,000	200,000	200,000								
Private System Monitoring	18,332										
Smartcover Installation	15,866	25,000		25,000		25,000		25,000		25,000	
RP Funding Center Sewer Line Relocation	44,356										
COL Sewer Line Easement Purchases	50,000		50,000		50,000		50,000		50,000		
Northside Plant Dump Pad	25,000										
Georgetown Forcemain Replacement	154,644										
FDEP In-Kind Penalty August 2018	18,173										
English Oaks Booster Station Odor Control Pilot	60,000										
Wedgewood Estates Blvd Line Repair	50,000										
Howard Ave Gravity Line Repair	65,000										
South Florida Ave Manhole Replacement	76,000										
FDEP In-Kind Penalty May 2019	61,214										
Wastewater Engineering											
Cataloging of Permits, Easements and Service Agreements	5,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
County Projects	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
D.O.T. Projects	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
US 92 at County Line Road (Intersection & Widening)	50,000		250,000	250,000	500,000	500,000	500,000	500,000	500,000	500,000	1,000,000
Wastewater Support - Other City Departments	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Undesignated Utility Relocations	25,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Utility Relocation - West Pipkin, Medulla to Harden.	50,000										
Oakpark / Summerfield Wastewater System Remediation	39,016										
Downtown Redevelopment Prep.- WW	99,438										
South Wabash Ave Extension	40,432	50,000									
Energy Efficiencies / Digestion System Improvements (SRL)	20,097										
Wastewater Asset Management Plan	38,907										
English Oaks Phase III - Design	51,392										
Griffin Rd 24" Sanitary Sewer Lining	229,325										
Citrus Woods Emergency SFM Repair	15,251										
Repair/Replace Splitter Box 2	26,322	45,000									
RP Funding Center Sewer Line Relocation	5,000										
English Oaks Phase III - Construction	1,658										
Payne AC	20,608										
Georgetown Forcemain Replacement	26,000										
Josephine St.Wastewater Connection	1,000										
W Lake Parker Path (1st St to Bella Vista)	18,392										
Ariana Street FM Relocation Lotus to Wabash	5,000										
FDOT Proposed Wastewater Projects	50,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Northside ATAD Study	5,000	800,000									
Maintenance Support											
Capital Equipment	8,800										
Wetlands Management											
Security Enhancements	31,008	20,000									
Fire Panel	30,000										
Capital Contingency	23,700	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Effluent Usability Study		100,000									
Undesignated Generator Replacement					30,000						
Wetlands Gopher Tortoise Relocation	17,582		25,000				25,000		25,000		25,000
Transfer to Fleet - Wastewater Vehicle Purchases	28,500										
Capital Equipment	39,552	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000

**721 - WASTEWATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Repair of Northwest Cell 3 Berm	85,380										
Wetlands Fiber Installation	112,685										
Wetlands Park	147,212	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Canopy for Parking Area	39,300										
North Boundary Fence adjacent to Eaglebrook						250,000					
Wetland Data Automation	74,202	50,000									
Replacement of Control Gates	184,566										
Effluent Ditch Rehabilitation	187,704										
Reverse Eutrophication/Wetlands Ecosystem	300,000										
Connect to Public Water Supply	25,000										
Land Management	50,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Wetland Entrance Road	30,000										
Wetland Renewable Energy			75,000								
Laboratory Analysis											
Capital Equipment	127,190	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Conductivity Study	100,000										
West Lakeland Roughing Plant											
Undesignated Pumps, Motors and Controls	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Westside Control Panel Upgrades	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
lower Rebuild						100,000	100,000	100,000	100,000		
Wastewater Treatment Operations Support											
Capital Equipment	10,500	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Expenses	19,986,000	11,593,996	7,427,938	6,052,938	6,932,938	11,177,938	11,047,000	5,742,000	5,167,000	4,617,000	5,117,000
Unappropriated Surplus											
Beginning Balance	15,950,698	2,869,698	1,530,702	1,157,764	2,009,826	2,181,888	3,108,950	4,166,950	5,729,950	7,867,950	10,555,950
Sources / (Uses)	(13,081,000)	(1,338,996)	(372,938)	852,062	172,062	927,062	1,058,000	1,563,000	2,138,000	2,688,000	2,388,000
Ending Balance	2,869,698	1,530,702	1,157,764	2,009,826	2,181,888	3,108,950	4,166,950	5,729,950	7,867,950	10,555,950	12,943,950

**724 - WASTEWATER IMPACT FEES
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue											
General Revenue											
Interest on Pooled Investments	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Impact Fees	409,000	409,000	409,000	409,000	409,000	409,000	409,000	409,000	409,000	409,000	409,000
Unappropriated Surplus	1,907,073	4,546,000	341,000	371,000	(9,000)	(9,000)	21,000	(9,000)	(9,000)	21,000	(9,000)
Total Revenue	2,416,073	5,055,000	850,000	880,000	500,000	500,000	530,000	500,000	500,000	530,000	500,000
Expense											
Non-Departmental											
Wastewater Impact Fee Study	30,000			30,000			30,000			30,000	
Wastewater System Administration											
Wastewater Capacity Study		100,000									
Sewer Line Maintenance											
SW Lkind Capacity Enhancement (English Oaks)	35,281										
Force Main Parkway to Glendale	20,000										
Glendale In-plant Force Main	52,886										
Lunar Circle Force Main Upsizing	350,000										
Citrus Wood L3865 Forcemain Upsizing	1,071,243										
Skyview Drive L3845 Forcemain Upsizing	15,000										
Citrus Wood L3865 Pumps & Panel	145,000										
Skyview Drive L3845 Pumps & Riser Pipe Upgrades	75,000										
Eight Iron Drive L3880 Pump Upgrades	75,000										
Southwest Lakeland Sewer Upgrade		3,500,000									
Wastewater Engineering											
Subdivision and Commercial Development	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Undesignated Capacity Expansion	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Utility Relocation - West Pipkin, Medulla to Harden.	50,000										
Glendale In-plant Force Main	11,663										
Skyview Drive L3845 Forcemain Upsizing	35,000										
Southwest Lakeland Sewer Upgrade		500,000									
West Lakeland Waste Load Facility Expansion Study		105,000									
Southwest Wastewater Expansion		350,000	350,000	350,000							
Total Expenses	2,416,073	5,055,000	850,000	880,000	500,000	500,000	530,000	500,000	500,000	530,000	500,000
Unappropriated Surplus											
Beginning Balance	8,588,401	6,681,328	2,135,328	1,794,328	1,423,328	1,432,328	1,441,328	1,420,328	1,429,328	1,438,328	1,417,328
Sources / (Uses)	(1,907,073)	(4,546,000)	(341,000)	(371,000)	9,000	9,000	(21,000)	9,000	9,000	(21,000)	9,000
Ending Balance	6,681,328	2,135,328	1,794,328	1,423,328	1,432,328	1,441,328	1,420,328	1,429,328	1,438,328	1,417,328	1,426,328

**725 - WASTEWATER FDEP
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue											
State Grants											
Energy Efficiencies / Digestion System Improvements (SRL)	3,138,346										
English Oaks Phase III - Design	678,172										
English Oaks Phase III - Construction	9,168,063	4,650,513									
Wetlands/Reuse Pump Station Replacement		2,000,000	10,500,000								
Northside Biosolids						5,000,000	5,000,000				
Unappropriated Surplus						(5,000,000)	(5,000,000)				
Total Revenue	12,984,581	6,650,513	10,500,000								
Expense											
Glendale Sewage Treatment Plant											
Energy Efficiencies / Digestion System Improvements (SRL)	3,138,346										
Wetlands/Reuse Pump Station Replacement		2,000,000	10,500,000								
Sewer Line Maintenance											
English Oaks Phase III - Design	678,172										
English Oaks Phase III - Construction	9,168,063	4,650,513									
Total Expenses	12,984,581	6,650,513	10,500,000								
Unappropriated Surplus											
Beginning Balance	54,055	54,055	54,055	54,055	54,055	54,055	5,054,055	10,054,055	10,054,055	10,054,055	10,054,055
Sources / (Uses)							5,000,000	5,000,000			
Ending Balance	54,055	54,055	54,055	54,055	54,055	54,055	5,054,055	10,054,055	10,054,055	10,054,055	10,054,055

**753 - WATER IMPACT FEES
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue											
General Revenue											
Connection Fees	470,000	490,000	510,000	510,000	530,000	530,000	530,000	530,000	550,000	550,000	550,000
Interest on Pooled Investments	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Unappropriated Surplus	1,980,000	1,360,000	340,000	340,000	(180,000)	(180,000)	(180,000)	(180,000)	(200,000)	(200,000)	(200,000)
Total Revenue	2,550,000	1,950,000	950,000	950,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
Expense											
Operating Expense											
Non-Departmental	1,000,000	1,000,000									
Water Production-General											
Combee WTP Ground Storage Tank #2	1,000,000										
Water T&D-General											
Lakeland/Auburndale Water Interconnection at Pace Road	430,000										
Water Engineering											
LWE9592 W. Pipkin Widening (Medulla to Harden)	50,000										
Ruthven Warehouse Park - N Combee Rd	55,115										
Crown Healthcare Facility Line Upsize	13,711										
Water Administration											
Capital Contingency	1,174	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Polk Regional Water Cooperative		500,000	500,000	500,000							
Southwest Water Expansion		350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Total Expenses	2,550,000	1,950,000	950,000	950,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
Unappropriated Surplus											
Beginning Balance	4,275,574	2,295,574	935,574	595,574	255,574	435,574	615,574	795,574	975,574	1,175,574	1,375,574
Sources / (Uses)	(1,980,000)	(1,360,000)	(340,000)	(340,000)	180,000	180,000	180,000	180,000	200,000	200,000	200,000
Ending Balance	2,295,574	935,574	595,574	255,574	435,574	615,574	795,574	975,574	1,175,574	1,375,574	1,575,574

**781 - WATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue											
General Revenue											
Interest on Pooled Investments	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer from Water Operations	6,150,000	8,150,000	8,150,000	7,012,000	4,700,000	4,700,000	4,900,000	4,900,000	4,900,000	5,100,000	5,100,000
Transfer from Information Technology											
Water Utilities Facility	250,000										
Unappropriated Surplus	21,978,854	654,832	(653,586)	646,414	(498,586)	401,414	(770,850)	(770,850)	(1,270,850)	(1,070,850)	(1,470,850)
Total Revenue	28,478,854	8,904,832	7,596,414	7,758,414	4,301,414	5,201,414	4,229,150	4,229,150	3,729,150	4,129,150	3,729,150
Expense											
Non-Departmental											
2010A CBA Bonds Payable	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450
DOIT Switch Replacement	26,418	26,418									
Engineering											
PW Survey Services - Water Utilities Projects											
Water Production-General											
CWP4001 Production - Tools & Equip	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
CWP4002 PICS Capital Equipment	4,000	90,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
CWP5030 Equipment Replacement (007)		215,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CWP5505 NW Plant Auxiliary System Upgrades		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CWP5519 NE Monitoring Well Equipment Replacement	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Williams Filter Rehabilitation			400,000	400,000							
Williams Liquid Chlorine Conversion					500,000	500,000	500,000	500,000	500,000	500,000	500,000
Softening Basins Recoating	554,977										
Combee WTP Filter Rehabilitation	258,935									400,000	
Williams Ground Storage Tank Cleaning and Repairs			250,000								
Combee WTP Ground Storage Tank #2	1,557,443										
Williams WTP Entrance Relocation	348,450										
Williams WTP Storage Building	605,548										
Water T&D-General											
Capital Contingency	164,844	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
CWE4001 Subdv. & Comm. Dev. Cap. Proj.	130,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CWD4002 New Service Connections	33,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CWE4004 Minor Ext & Sys Improvements (007)	549,856	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
CWD4009 Hydrant Install-New Annex (007)	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
CWD4011 City Project Support (007)	310,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
CWD4018 Dist Facilities Replacemnt	110,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
CWD4021 New Water Meters	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CWE4022 Tools & Equip	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
CRR4023 Central Controlled Irrigation	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
CWD5039 Undesignated Long Term Project Support (007)	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
CWD5067 Meter Relocation/Improvement	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
CWD15100 Traffic Control Support Capital	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CWE5146 Purchase of Radios	5,200	7,700	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200
CWD5171 SmartGrid Automated Water Meter	22										
Transfer to Fleet - Water Vehicle Purchases	40,000	25,000									
CWD5230 SmartGrid Installation	8,149,941	3,000,000	3,000,000	2,312,000							
SR 563 (Harden Blvd) - N/S Route - 36 inch Relocate				750,000							
Pinewood Ave. 6 inch AC Pipe Replacement	35,383										
Lakeland/Auburndale Water Interconnection at Pace Road	550,000										
Maplewood Av 6" AC Replacement (Between E. Edgewood Drive and Glendale	179,040										
Redwood Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St	181,158										
Swindell Rd. 8" tie (East of County Line Rd.)	212,077										
E. Fern Rd. Replace 6 inch AC Water Main (btwn Interlachen & Dixie Pl)	180,197										
Skyview 6" FL Protection Improv/Waterview Blvd W/Add Valves	190,000										
New Water Meter Test Bench	181,700										
Scott Lake Manor 6" Fire Improvement (Martha St, Donald St & Jay St)	253,576										
Skyview System Fire Improvement	299,847										
Indian Trails Subdivision AC Replace & Fire Improv		265,000									
Glendale St. 6" AC WM Replace (Willow to New Jersey)	168,900										
Skyview 6" Fire Protection Improv (Six Iron-Fairway Dr)	175,000										

**781 - WATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Skyview 6" Fire Protection Improv (Watersedge Dr)	175,000										
W. Lk Parker AC W.L. Replace (Valencia to Bonaire)	280,000										
24" J&B/12" Water Main @ Bella Vista CSX Crossing	100,000										
Leak Detection Correlator/Hydrophone	35,000										
Outsourcing Engineering Design Work for Projects	40,000										
Lakeland Hills Blvd (Parkview to Granada)						900,000					
1600 Gal Vacuum with Tandem Axle Truck	285,156										
Hardin Combee Rd Sidewalk Improvement	22,000										
Chabett Ave. W.L. Replace-6 inch-Fire Improv		90,000									
Repair Damaged Shed Area		60,000									
Office Furniture for Water Distribution		80,000									
LWE9592 W. Pipkin Widening (Medulla to Harden)				500,000							
Water T&D-Meters											
Water Meter Replacement - Capital	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Water T&D-Cross Connection Control											
CWD4010 Backflow Prevention	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Water Engineering											
Capital Contingency	50,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Combee Ground Storage Tank Repairs	2,251										
Diesel Spill Remedial Action Plan	1,900										
Softening Basins Recoating	12,843										
Combee WTP Filter Rehabilitation	9,157										
Combee WTP Ground Storage Tank #2	29,802										
Williams WTP Entrance Relocation	5,000										
Williams WTP Clearwell Reliability Study	194										
Williams WTP Clearwell Design & Construction (SRL)	34,344										
Lakeland Park Drive Water Relocation	1,017										
CWE4001 Subdv. & Comm. Dev. Cap. Proj.	392,613	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
CWE4004 Minor Ext & Sys Improvements (007)	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
CWD4011 City Project Support (007)	65,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
CWD4012 Polk County Project Support	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
CWD4013 State/FDOT Project Support	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
CWD4014 City Parks & Rec Support (007)			40,000	40,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
CDA5096 CROW Water Projects Easements	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Skyview Utility System (City costs / Design & Eng)	11,291										
Transfer to Fleet - Water Vehicle Purchases		28,500									
Water Engineering GPS conversion	20,000										
Downtown Redevelopment Prep. - WTR	95,214										
Williams WTP Storage Building	10,000										
Lakeland/Auburndale Water Interconnection at Pace Road	25,235										
Maplewood Av 6" AC Replacement (Between E. Edgewood Drive and Glendale	3,238										
Redwood Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St	4,716										
Willow Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St	5,000										
Swindell Rd. 8" tie (East of County Line Rd.)	10,000										
Utility relocation SR33 at I-4 Interchange	17,654										
Utility relocation SR33 / Old Combee to University Blvd.	24,383										
Polk County-Bartow-US 98 Interconnect	76,000										
N Florida Ave 10th to Crawford	10,000										
I-4/County Line Rd Drainage	10,000										
US 92 Galloway to Wabash S/W	30,000										
Robson Street Drainage	40,000										
North Wabash Extension	50,000										
US 92 at County Line Rd (Widening & Intersection)	50,000	500,000		500,000	500,000	500,000	500,000	500,000			
US 92 at Wabash	20,000										
Scott Lake Manor 6" Fire Improvement (Martha St, Donald St & Jay St)	10,000										
Engineering Scanning	23,467										
Indian Trails Subdivision AC Replace & Fire Improv	161										
Glendale St. 6" AC WM Replace (Willow to New Jersey)	6,029										
Lakeland Hills Blvd (Parkview to Granada)	200,000										
Memorial Blvd (Wabash to Ingraham)	10,000										
Hardin Combee Rd Sidewalk Improvement	7,000										

**781 - WATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2019 Budget	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
South Wabash Extension		50,000									
I-4/CSX Bridge Replacement		30,000									
LWE9592 W. Pipkin Widening (Medulla to Harden)	50,000										
FDOT Proposed Water Projects	50,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Water Administration											
Radio Replacement 2011	72,264	72,264	72,264	72,264	72,264	72,264					
Sixth Floor Furnishings		400,000									
Water Utilities Facility	6,745,807										
Undesignated Improvement Projects	563,201										
Polk Regional Water Cooperative	1,287,110										
Polk County-Bartow-US 98 Interconnect	854,000										
Catapult Support - Water	95,345										
Mirrorton - Water Support	200,000										
Targeted Economic Opportunities - Water		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Southwest Water Expansion		350,000	350,000								
Water Asset Managment Plan		200,000									
Undesignated Growth - Water		300,000	300,000								
Lake Crago Park - Water Support	40,000	40,000									
Total Expenses	28,478,854	8,904,832	7,596,414	7,758,414	4,301,414	5,201,414	4,229,150	4,229,150	3,729,150	4,129,150	3,729,150
Unappropriated Surplus											
Beginning Balance	23,377,914	1,399,060	744,228	1,397,814	751,400	1,249,986	848,572	1,619,422	2,390,272	3,661,122	4,731,972
Sources / (Uses)	(21,978,854)	(654,832)	653,586	(646,414)	498,586	(401,414)	770,850	770,850	1,270,850	1,070,850	1,470,850
Ending Balance	1,399,060	744,228	1,397,814	751,400	1,249,986	848,572	1,619,422	2,390,272	3,661,122	4,731,972	6,202,822

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY19 Original Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget
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REVENUES:

Transfer from Operating Fund	32,202,172	32,541,909	37,577,817	32,028,349	32,246,333	32,125,586	31,424,159	32,288,086	33,146,004	34,085,534	35,020,026
Payroll & Motor Pool Transfers	6,549,856	7,302,299	6,826,059	7,071,651	7,353,667	7,674,414	7,951,841	8,268,914	8,627,996	8,941,466	9,297,974
Capital Reserves				4,184,861	5,278,222	3,284,161	5,969,257	4,105,245	532,101	295,358	-3,756,574
TOTAL REVENUES	38,752,028	39,844,208	44,403,876	43,284,861	44,878,222	43,084,161	45,345,257	44,662,245	42,306,101	43,322,358	40,561,426

EXPENDITURES:

McIntosh Plant	59,338	60,000	233,026	17,390	17,390	17,390					
McIntosh Plant Unit 2						30,000		20,000			
McIntosh Plant Unit 3	6,004,986	6,512,917	5,262,900	5,200,200	4,339,200	6,752,400	8,730,000	7,111,290	4,965,000	2,830,800	3,555,180
McIntosh Plant Unit 5	7,144,676	11,000,525	14,704,946	12,180,713	13,959,841	14,843,249	8,986,916	13,926,576	11,769,332	8,991,540	8,420,000
McIntosh Gas Turbine 2										7,000,000	
McIntosh GT						30,000					
Larsen Plant	5,859,000	1,300,000	1,048,000	1,020,000	2,030,000	495,000	250,000				
Winston Plant	65,000	18,000	225,000	100,000	80,000	295,000	75,000	95,000	275,000	75,000	75,000
Other Production Projects	1,285,499	1,578,549	1,365,624	3,270,580	2,609,611	549,244	4,206,437	1,263,810	3,821,367	2,829,113	7,087,055
Transmission Lines	2,197,545	235,000	3,355,525	2,901,002	1,226,599	537,148	37,705	1,563,271	801,845	39,427	715,019
Distribution Lines	4,838,045	6,193,000	7,207,401	7,202,215	7,203,248	6,719,138	6,540,380	7,222,841	7,913,539	6,806,492	6,552,719
Transmission Substations	103,000	305,000	60,000	60,900	311,814	222,741	63,682	64,637	65,607	66,591	2,121,590
Distribution Substations	1,545,000	2,852,850	1,764,525	1,775,273	3,686,248	2,297,456	5,308,902	3,305,591	1,832,528	1,844,720	1,007,171
Other Delivery Products	7,608,891	6,987,704	7,014,184	7,604,151	7,564,917	9,026,914	9,660,591	8,946,414	8,804,871	10,216,466	9,821,724
Build	1,120,000	1,576,875	1,573,847	1,329,130	1,182,730	678,503	854,528	510,813	1,448,139	1,919,962	551,288
Tech	761,410	963,550	404,773	461,273	411,773	393,273	458,273	361,773	399,273	518,273	368,523
Misc. Projects	159,638	260,238	184,125	162,034	254,852	196,705	172,843	270,229	209,602	183,974	286,157
TOTAL EXPENDITURES	38,752,028	39,844,208	44,403,876	43,284,861	44,878,222	43,084,161	45,345,257	44,662,245	42,306,101	43,322,358	40,561,426

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY19 Original Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget
McIntosh Plant											
CMP4276 MCOM CEMS Server Upgrade - McIntosh						17,390					
CPP6611 PCM Area Spectrophotometer Replacement	12,715										
CPP6528 PCM Purchase Borescope	46,623										
CMP5637 JT U3 Air Compressor Replacement		60,000									
FY21 CMP5671 MCOM Warehouse Roof Repairs			208,680								
FY21 CMP5672 MCOM Fuel Tank w/ Secondary Containment			6,956								
FY21 CMP5673 MCOM Sump Pumps			17,390	17,390	17,390						
Total	59,338	60,000	233,026	17,390	17,390	17,390					
McIntosh Plant Gas Turbines											
FY24 CMP6616 MGT1 Industrial Coatings						30,000					
FY28 CMP6617 MGT2 Hot Gas Path/Major Outage										7,000,000	
Total						30,000				7,000,000	
McIntosh Unit 2											
CMP4090 U2 CT Acid Tank Repl						30,000					
FY26 CMP5627 U2 Cooling Tower Bleach Tank								20,000			
Total						30,000		20,000			
McIntosh Unit 3											
LMP5549 JT U3 Turbine Refurbishment	402,000	1,502,400	630,000	1,032,000	1,101,000	1,800,000		1,579,290	1,089,000		1,299,180
LMP9203 JT U3 Controls Replacement (Outage)					300,000	720,000					
LMP9211 JT U3 Mobile Equipment Replacement (MBFA)	167,400	167,400	266,400	233,400	323,400	377,400	288,000	384,000	276,000	186,000	186,000
LPE9855 JT U3 MBFP Rebuild			241,500						273,000		
FY21 CPE4147 JT U3 Coal Trestle Recoating			420,000						420,000		
CMP5279 JT U3 Circ Water Line Interior Coat Repl				900,000							
CMP5569 JT U3 Condensate System Renewal						105,000	105,000				

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY19 Original Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget
CMP4066 JT U3 Insulation Improvement (Outage)	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
CMP4071 JT U3 Coal Trestle Refurbishment	72,000	72,000	72,000	72,000	72,000	90,000	90,000	90,000	90,000	90,000	90,000
CMP4084 JT U3 Facilities Recoating	30,000	60,000	180,000	60,000	300,000	240,000	300,000	360,000	240,000	300,000	240,000
CMP5313 JT U3 CEMS Analyzer Repl		30,000	30,000				120,000				
CMP5349 JT U3 Circulating Water Pumps Rebuild										210,000	
CMP5354 JT U3 Stack & Scrubber Elevators		180,000									
CMP5380 JT U3 Cooling Tower Rebuild						360,000	360,000	360,000	360,000	360,000	
CMP5399 JT U3 Condensate Polisher Vessel Relining	21,000		21,000		21,000		21,000		24,000		24,000
CMP5415 JT U3 Revitalization of Mobile Heavy Equipment	90,000	90,000	135,000	135,000	135,000	114,000	90,000	90,000	90,000	90,000	90,000
CMP5422 JT U3 Stack Renewal						600,000					
FY21 CMP5511 JT U3 Air Preheater Basket Replacement			180,000	720,000				600,000			
CMP7264 JT U3 Precipitator Refurbish	40,500		240,000								
LMP9858 JT U3 Sed Pond Repaving	270,000	180,000	240,000								
CPE9862 JT U3 SCR Catalyst Replacement	480,000										
CPE9864 JT U3 Voltage Regulator & Rectifier Replacement	450,000	270,000									
CPE9276 JT U3 4160V/480V Electric Equip Ratings	978,862	1,054,117									
CMP9041 JT U3 Pulverizer Mill Rebuild	300,000	300,000	300,000	300,000	300,000	300,000	450,000	450,000	450,000	450,000	450,000
FY20 CMP5488 JT U3 Ash Hopper Housing (Dog House)		60,000									
FY20 CMP5490 JT U3 Ash Hopper Level Indicators		15,000	15,000	15,000							
FY25 CMP5492 JT U3 Scrubber Modules Upgrade							1,200,000				
FY21 CMP5493 JT U3 Boiler Structure Recoating			300,000	300,000					240,000		

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY19 Original Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget
FY20 CMP5494 JT U3 Scrubber Structure Recoating		120,000	180,000	180,000	120,000	120,000	120,000	120,000	240,000	120,000	120,000
FY21 CPE4161 JT U3 CSI Surge Tank Interior Recoating			105,000						105,000		
FY23 LPE4162 JT U3 Replace Fiberglass Pipe with HDPE					150,000						
FY21 CMP5500 JT U3 Gantry Crane Recoating			150,000						150,000		
FY25 CMP5501 JT U3 Economizer Upgrades							3,900,000	2,100,000			
FY20 CMP5503 JT U3 Scrubber Duct Work Replacement (31 & 32 Inlet)		600,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
CMP5591 JT U3 Scrubber Crossover Duct Repl						900,000					
CMP5603 JT U3 Sample System Restoration	27,000										
CMP5604 JT U3 Phosphate Pump Replace	18,000										
CMP5605 JT U3 PWTS SCB Mixer replacement	19,200										
CMP5606 JT U3 Replace CSI blowers	30,000										
CMP5607 JT U3 Replace 132 Pug Mill	54,000										
CMP5609 JT U3 Ignitor Upgrade (Breen)	363,000										
CMP6613 JT U3 Breaker Overhauls	15,259	30,000	30,000	30,000							
CMP6614 JT U3 Linear Drive Overhaul/Refurbish	31,365										
CMP5600 JT U3 Beck Drive For Wingports	30,000										
CMP4175 U3 JT CSI Filter Feed Pump Repl	400,000										
LMP9301 JT U3 Coal Yard Upgrades/Asphalt	254,400		60,000	60,000			180,000	180,000			180,000
CPE9302 JT U3 Start-Up Boiler Feed Pump	210,000									268,800	
CPE4174 JT U3 Cooling Tower MCC Switchgear Replacement	105,000	300,000									
CPE4172 JT U3 Slurry Storage Tank Dust Collector	12,000										

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY19 Original Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget
CMP5611 JT U3 Scrubber Module Headers	120,000	120,000	120,000				300,000				
CMP5610 JT U3 Absorber Tower Refurbish Tank & Structural or Coat	300,000	300,000	300,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
CMP5602 JT U3 PWTS Recoating	60,000	120,000					180,000				240,000
CMP4173 JT U3 O2 Probe Modifications	57,000										
CMP5612 JT U3 CSI Refurb/Replace	360,000		180,000	180,000	360,000		180,000				
CMP5613 JT U3 Condensate Polisher Acid Tank Replacement	42,000										
LMP9303 JT U3 Pipe Hanger Replacement	75,000	75,000	75,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
FY22 CMP5615 JT U3 Condensate Tank Recoat (Interior)				28,800	28,800						
FY20 CMP5616 JT U3 HVAC Upgrades		18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
FY20 CMP5617 JT U3 PWTS Upgrades		102,000									
FY20 CMP5618 JT U3 Polisher PLC Replacement		90,000									
FY24 CMP5619 JT U3 Install Filter Press						180,000			60,000		
FY24 CMP5620 JT U3 ID & FD Fan Motors						30,000	30,000	30,000			
FY25 CMP5621 JT U3 Scale Upgrade							60,000				
FY26 CMP5622 JT U3 Polisher Resin Replacement								12,000	12,000		
CPE7211 JT U3 Coal Sys Improvement						120,000	120,000	120,000	120,000	120,000	
CMP5162 JT U3 Demin Monitor & Controls			18,000								
CPE7228 JT U3 PWTS PLC Controls Upgrade			18,000								
CMP5244 JT U3 Cooling Tower Acid Tank & Equip. Repl.						24,000					
LMP9866 JT U3 Boiler Expansion Joints Replacements	60,000	60,000	150,000	150,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
FY20 CMP5646 JT U3 Motor Rewind/Refurbish		60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY19 Original Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget
CMP5055 JT U3 Ball Mill Liner Replace					90,000				90,000		
FY20 CPE7250 JT U3 STG Area Fire Protection Foam Supply		15,000									
FY21 CMP5648 JT U3 Reheater Steam Coil			90,000	90,000	90,000						
FY23 CMP5649 JT U3 Ammonia Heater					24,000						
FY20 CMP5650 JT U3 32 & 34 PA Fans Rotor Overhaul		48,000									
FY20 CMP5651 JT U3 Control Room Roof		90,000									
FY22 CMP5652 JT U3 Northside Ash Pond Distribution Header				30,000							
FY20 CMP5653 JT U3 Gantry Crane Overhaul		30,000									
FY20 CMP5654 JT U3 Hoist Replacement		12,000	12,000	12,000	12,000						
FY20 CMP5655 JT U3 Isophase Dehumidifier		18,000									
FY20 CMP5656 JT U3 Sump Pumps		36,000	36,000	36,000	36,000	36,000					
FY20 CMP5657 JT U3 Pipe Rack Recoating		18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
FY21 CMP5658 JT U3 Circ Water Line Exterior Coat Repl			180,000	180,000	240,000						
FY20 CMP5675 JT U3 OS Upgrade		210,000									
LMP9261 JT U3 Limestone System Improvements			12,000								
Total	6,004,986	6,512,917	5,262,900	5,200,200	4,339,200	6,752,400	8,730,000	7,111,290	4,965,000	2,830,800	3,555,180
McIntosh Unit 5											
LMP9035 U5 Combustion Turbine Inspection Outage (Outage)	338,000		2,011,000	422,000	2,500,000	3,777,402	387,000		2,011,000		
LMP9250 U5 LTMA Assets	6,741,676	7,955,525	8,058,946	8,163,713	8,269,841	8,377,349	7,284,916	8,596,576	8,708,332	8,821,540	8,000,000
LMP9262 U5 STG Outage			830,000	30,000	2,500,000	1,973,498	30,000		430,000	30,000	
LPE9781 U5 SCR Catalyst		800,000	300,000								
CPE4142 U5 Inlet Filters Replacement			230,000			175,000			180,000		
CMP4085 U5 Facilities Recoating	15,000	15,000	310,000	200,000	250,000		320,000		300,000		

**Lakeland Electric
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	FY19 Original Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget
CMP5372 U5 Cooling Tower Structure Reinforcement						100,000	100,000	100,000	100,000	100,000	100,000
CMP5539 U5 CEMS Upgrade							75,000				
CMP5545 U5 Expansion Joint		150,000			150,000			150,000			150,000
CMP5478 U5 Cooling Tower Acid Tank Replacement								40,000			
CMP5485 U5 Circulating Water Pump Rebuilds			325,000								
CMP5608 U5 Sample Panel Restoration	20,000	10,000									
CMP5601 U5 Upgrade Waterbox Cathodic Protection System	30,000										
CMP5623 U5 LP Economizer Tube Replacement		2,000,000	2,600,000								
FY24 CMP5624 U5 Condensate Pump/Motor Upgrades						200,000	200,000				
FY25 CMP5625 U5 Controls Upgrade							500,000				
FY29 CMP5626 U5 Cooling tower Bleach Tank											30,000
FY23 CMP5659 U5 Boiler Feed Pump Motor Overhauls					100,000						
FY23 CMP5660 U5 Inlet Recoating					50,000		50,000				
FY22 CMP5661 U5 Turbine Exhaust Diffuser				3,000,000							
FY26 CMP5662 U5 HRSG HP Superheater								5,000,000			
FY23 CMP5663 U5 Start Up Motor					100,000						100,000
FY24 CMP5664 U5 Circ Water Pumps						200,000					
FY22 CMP5665 U5 Auxillary Circ Water Pump				75,000							
FY20 CMP5666 U5 Valve Replacements		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
FY22 CMP5667 U5 Fire System Louvers				150,000							
FY20 CMP5668 U5 Pulse Air System		30,000									
FY22 CMP5669 U5 Air Filters				100,000							
Total	7,144,676	11,000,525	14,704,946	12,180,713	13,959,841	14,843,249	8,986,916	13,926,576	11,769,332	8,991,540	8,420,000
Larsen Plant											
LMP9036 U8 CT Turbine Major Inspection (Outage)	4,369,000										
FY24 CLP4134 U8 Condensate Tank Recoat (Interior)						20,000					
FY23 CLP4141 U8 Potable Water Replacement					50,000						
FY20 CLP4145 U8 Torque Converter Overhaul		50,000									
FY21 CPE4146 U8 Overdutied U8 Electrical Equipment			500,000								

**Lakeland Electric
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	FY19 Original Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget
FY21 CLP4149 U8 CT Hydraulic Pump Replacement			28,000								
FY21 CLP4150 U8 Nox Water Pumps			50,000	50,000							
FY21 CLP4151 U8 ST Air Ejector/Hogger Jet			100,000								
CMP4083 Larsen Facilities Recoating			200,000	200,000	200,000	200,000	200,000				
CMP5318 U8 CEMS Analyzer Repl							50,000				
CLP4158 U8 Atomizing Air Cooler Replacement	100,000										
CLP4277 CEMS Server Upgrade - Larsen						25,000					
FY20 CLP4159 U8 Major Motor Overhauls		30,000	30,000	30,000	30,000	30,000					
FY22 CLP4160 U8 Boiler Feed Pumps				250,000							
FY23 CLP4163 U8 Circ Water Pumps					50,000	50,000					
FY22 CLP4165 U8 Fuel Oil Flow Divider				100,000							
CLP7080 U8 Water Chemistry Equipment Replacement	40,000										
CLP4178 U8 Gas Turbine MKIV Upgrade to a MKVle or Equivalent	1,200,000	1,200,000									
CLP4176 U8 Replace Gutters on Building	150,000										
FY21 CLP4166 U8 Voltage Regulators			120,000	120,000							
FY23 CLP4167 U8 Wing Cowl Plenum					1,500,000						
FY23 CLP4168 U8 Bypass Damper					50,000						
FY23 CLP4179 U8 Air Compressor					40,000						
FY23 CLP4180 U8 Air Dryer					15,000						
FY22 CLP4181 U8 Air Filters				50,000							
FY23 CLP4182 U8 Mee Fogging System					30,000	30,000					
FY24 CLP4183 U8 CT Lube Oil Cooler						50,000					
FY23 CLP4184 U8 ST Make Up Pumps					25,000						
FY24 CLP4185 U8 CT Fuel Oil Pump and Clutch						90,000					
FY23 CLP4186 U8 Booster Atomizing Air Compressor					20,000						
FY20 CLP4169 U8 Breaker Overhauls		20,000	20,000	20,000	20,000						
LLP9019 U8 Traveling Screens				200,000							
Total	5,859,000	1,300,000	1,048,000	1,020,000	2,030,000	495,000	250,000				

**Lakeland Electric
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	FY19 Original Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget
Winston Plant											
LPE9272 WIN NOx Catalyst Replacement			200,000			200,000			200,000		
CMP4082 Winston Facilities Recoating	15,000	5,000	25,000	5,000	5,000						
CPE4171 Insulate Winston Stacks	50,000										
FY20 CMP6604 Winston OS Upgrade		13,000									
FY22 CMP6605 Winston Generator Rewind				75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
FY22 CMP6606 Winston Air Conditioners				20,000		20,000		20,000			
Total	65,000	18,000	225,000	100,000	80,000	295,000	75,000	95,000	275,000	75,000	75,000
Other Production Projects											
LPE9859 PCM NERC Compliance	296,695	303,053	309,570	316,250	323,097	330,115	337,308	344,681	352,238	359,984	367,926
CMP4105 PCM Engineering Capital Tool Replacement (MBFA)	10,596	10,596	10,596	10,596	10,596	10,596	10,596	10,596	10,596	10,596	10,596
CMP4107 PECG Capital Tool Replacement (MBFA)	15,000	15,000	15,000	15,000	15,000						
CPP6501 PCM Maintenance Tools (MBFA)	63,577	63,577	63,577	63,577	63,577	63,577	63,577	63,577	63,577	63,577	63,577
CPP6506 PCM Lab Test Equipment (MBFA)	127,155	139,870	190,732	105,962	63,577	63,577	63,577	63,577	63,577	63,577	63,577
CPP6509 PCM Plant A/C and Air Handler Contingency	63,577	63,577	63,577	63,577	63,577	63,577	63,577	63,577	63,577	63,577	63,577
CPP6526 PCM JLG Man-Lift Purchase		18,649									
CPP6529 PCM Industrial Coatings Plan		21,192	84,770	67,816	42,385						
CPP7219 COL R&R Capital Resources	486,327	739,357	600,000	2,600,000			3,650,000	700,000	3,250,000	2,250,000	6,500,000
CPP6543 PCM Plant Transportation (MBFA)	17,802		17,802	17,802	17,802	17,802	17,802	17,802	17,802	17,802	17,802
CPE4249 Capital Equipment Replacement (MBFA)	35,000	15,000	10,000	10,000	10,000						
CPP6610 PCOM Air Compressor Replacements	84,770										
CPE4170 COL Gas Pipeline Regulator Replacement	60,000										
FY23 CPE4279 COL Gas Pipeline Casing Removal					2,000,000						
CPE4177 COL Nat. Gas Pipeline Delta-V Controls Back-Up Power Supply	25,000										
FY20 CMP5670 COL Upgrade Delta V Software/Processors		70,000									
FY20 CMP6546 PCOM Refurbish Crane		16,954									
FY20 CMP6548 PCOM Common Fencing/Security		101,724									
Total	1,285,499	1,578,549	1,365,624	3,270,580	2,609,611	549,244	4,206,437	1,263,810	3,821,367	2,829,113	7,087,055

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Transmission Lines											
LDE8119 Bridgewater 69kv and 12kv Lines			450,000								
LDE8120 Hamilton to Dranefield 69 and 12 kv Lines								1,525,000	763,000		
LDE8151 New Indian Lakes To Galloway 69KV Line					500,000	500,000					
FY21 LDE8123 Orangedale-Mt Olive-Polk City 69kV Ln			1,300,000								
CDE8130 Gibsonia-Galloway 69kV Ln - THP	750,000										
CDE8131 Northwest-Larsen 69kV Ln - THP	420,545										
LDE8133 Northwest-West 69kV Ln - THP			1,500,000								
FY22 CDE8134 Highland City-Eaton Park 69kV Ln - THP				700,000							
FY19 LDE8135 Grove-Highland City 69kV Ln - THP	542,000	150,000									
FY22 CDE8136 Southwest-West 69kV Ln - THP				1,300,000							
FY19 LDE8137 Grove-Medulla 69kV Ln - THP	450,000	50,000									
FY22 CDE8138 Southwest-Medulla 69kV Ln - THP				514,944	500,000						
FY29 CDS8144 County Line Rd S-Winston 69kV Ln-Winston Sub Equip											275,000
FY23 CDE8145 County Line S-Christina/Dranefield 69kV Ln					190,000						
FY29 CDE8146 Galloway-Sutton 69kV Ln											400,000
FY22 CDS8148 County Line Rd S Reconfig				350,000							
CDE4010 Transmission Pole Repl (007)	25,000	25,000	25,375	25,756	26,142	26,534	26,932	27,336	27,746	28,162	28,585
CDE4045 Transmission Wood Poles Inspection/Retreatment	10,000	10,000	10,150	10,302	10,457	10,614	10,773	10,934	11,098	11,265	11,434
CDE8115 Tenoroc-Bridgewater-Orangedale 69kV Ln			70,000								
Total	2,197,545	235,000	3,355,525	2,901,002	1,226,599	537,148	37,705	1,563,271	801,845	39,427	715,019
Distribution Lines											
FY24 CDE8137 Larsen N314 Ln Upgrd						450,000					
CDE8138 Hemphill H384 Ln Upgrd				105,000							
FY22 CDE8139 Medulla M364 Line Upgrade - Part 2				250,000							
CDE8140 Gibsonia B334 Ln Upgrd	100,000										
CDE8141 Combee Rd C344 Ln Upgrd				50,000							
CDE8142 Galloway G344 Ln Upgrd	50,000										

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	FY19 Original Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget
FY23 CDE8143 Sutton S354 Ln Upgrd					175,000						
CDE8145 Southwest J374 Ln Upgrd - Part 1				50,000							
CDE8146 Southwest J374 Ln Upgrd - Part 2							75,000				
CDE8151 Medulla M384 and Christina CA334 Ln Upgrd				70,000							
FY21 CDE8153 West W374 Ln Upgrd			80,000								
FY24 CDE8154 Southwest J384 Ln Upgrd						75,000					
FY26 CDE8157 Winston T384 Ln Upgrd								285,000			
FY26 CDE8158 Winston T364 Ln Upgrd								50,000			
FY22 LDS8120 Christina Terminal for County Ln S				200,000							
FY23 CDE8127 Grove E374 New Circuit					150,000						
FY27 CDE8128 Orangedale V354 New Circuit									260,000		
FY24 CDE8130 Orangedale V384 New Circuit						60,000					
FY22 County Line Rd S Circuits CL334, CL344, CL354				400,000							
FY26 CDE8132 Hamilton Circuits HA334, HA344, HA354								400,000			
CDE4001 Major Road Improv/Reloc (007)	200,000	200,000	84,856	86,977	89,151	90,000	90,000	90,000	90,000	90,000	90,000
CDS4011 Capital Equipment Purchases (007) (30,000	30,000	30,450	30,907	31,370	31,841	32,319	32,803	33,295	33,795	34,302
CDE4003 Transformer Repl-OH Dist	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
CDE4004 Transformer Repl-UG Dist (007)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CDE4006 Dist System Eq Replace	5,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CDE4007 Line Switch Installation	30,000	30,000	30,450	30,907	31,370	31,841	32,319	32,803	33,295	33,795	34,302
CDE4008 Padmount Switch Install (007)	50,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
CDE4011 Distribution Pole Repl	500,000	3,200,000	3,248,000	3,296,720	3,346,171	3,396,363	3,447,309	3,499,018	3,551,504	3,604,776	3,658,848
CDE4020 Roadway Lighting Installations	70,000	100,000	101,500	103,022	104,568	106,136	107,728	109,344	110,984	112,649	114,339
CDE4030 City Facilities Lighting Installations	5,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CDE4040 Private Area Lighting Installation	175,000	200,000	203,000	206,045	209,136	212,273	215,457	218,689	221,969	225,299	228,678
CDE4045 Distribution Wood Poles Inspection/Retreatment	300,000	300,000	304,500	309,067	313,704	318,409	323,185	328,033	332,953	337,948	343,017
CDE4115 New Socrum Circuit Q334					200,000						
CDE4232 Capacitor Station Installation	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
CDE4500 Subdiv & Comm Development (007)	300,000	300,000	304,500	309,067	313,704	318,409	323,185	328,033	332,953	337,948	343,017

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CDE4502 New OH Residential Svc	20,000	30,000	30,450	30,907	31,370	31,841	32,319	32,803	33,295	33,795	34,302
CDE4503 New UG Residential Svc	200,000	75,000	76,125	77,267	78,426	79,602	80,796	82,008	83,238	84,487	85,754
CDE4504 Upgr OH Residential Svc (007)	25,000	10,000	10,150	10,302	10,457	10,614	10,773	10,934	11,098	11,265	11,434
CDE4505 Upgr UG Residential Svc	5,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CDE4506 OH Line Extensions (007)	3,000	3,000	3,045	3,091	3,137	3,184	3,232	3,280	3,330	3,379	3,430
CDE4507 UG Line Extensions (007)	5,000	10,000	10,150	10,302	10,457	10,614	10,773	10,934	11,098	11,265	11,434
CDE4508 OH New Comm Svc GS	10,000	10,000	10,150	10,302	10,457	10,614	10,773	10,934	11,098	11,265	11,434
CDE4509 UG New Comm Svc GS	80,000	70,000	71,050	72,116	73,197	74,295	75,410	76,541	77,689	78,854	80,037
CDE4510 OH Upgr Comm Svc	15,000	15,000	15,225	15,453	15,685	15,920	16,159	16,402	16,648	16,897	17,151
CDE4511 UG Upgr Comm Svc	30,000	30,000	30,450	30,907	31,370	31,841	32,319	32,803	33,295	33,795	34,302
CDE4512 OH New Comm Svc GSD	70,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
CDE4513 UG New Comm Svc GSD	380,000	227,000	177,625	180,289	182,994	185,739	188,525	191,353	194,223	197,136	200,093
CDE4515 UG New Comm Svc GSLD	400,000	300,000	304,500	309,067	313,704	318,409	323,185	328,033	332,953	337,948	343,017
CDE6251 Reliability-Recloser Installation	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CDE6260 Fault Indicator Installation	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
CDE6268 General Reliability Improvements	236,145	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
CDE6340 Minor Line Extensions	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CDE5125 URD Cable Replacement	2,900	100,000	101,500	103,022	104,568	106,136	107,728	109,344	110,984	112,649	114,339
FY21 CDE4143 Dranefield D374 Ln Upgrd			100,000								
CDE8133 Downtown Overhead to Underground Conversion	333,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
CDE5137 Dranefield D334 Line Upgrade	75,000										
FY19 CDE5138 Lake Mirror Z334 Line Upgrade	75,000										
FY23 CDE5139 Orangedale V374 Line Upgrade					350,000						
FY28 CDE5140 Dranefield D364 Line Upgrade										250,000	
FY25 CDE5141 Galloway G384 Line Upgrade							250,000				
FY27 CDE5142 Palmetto A334 Line Upgrade									150,000		
FY22 CDE4153 Grove E354 Line Upgrade				100,000							
FY20 CDE4154 Dranefield D384 Line Extension		150,000									
FY23 CDE4155 Winston T374 Line Upgrade					275,000						

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FY27 CDE4156 Southwest J354 Line Upgrade									900,000		
CDE4165 Polk County - Clubhouse LED Lighting Improvements			300,000								
FY19 CDE4844 Mirrorton Undergrounding of Utilities	610,000										
CDE4837 Polk City Step Down Transformer	100,000										
FY19 CDE4838 Orangedale V364 Line Upgrade Part 2	80,000										
FY19 CDE4168 Lake Crago Park Street & Parking Lot Lighting	35,000										
FY21 CDE8223 Orangedale V334 Line Upgrade Part 2			185,000								
FY21 CDE4169 Northwest K344 Line Upgrade			400,000								
FY26 CDE8156 Medulla M344 Ln Upgrd								25,000			
FY20 CDE8123 Eaton Park R364 Ln Upgrd		60,000									
FY21 Orangedale V344 Line upgrade			250,000								
FY22 East X344 Line Upgrade				5,000							
FY26 Palmetto A364 and West W384 Line Upgrade								165,000			
FY27 Christina CA344 line upgrade									160,000		
FY27 Gibsonia B354 and Hemphill H364 Line Upgrade									12,000		
FY27 Combee Road C354 line and switch upgrades									50,000		
FY28 Southwest J364/Medulla M354 Line Upgrade										90,000	
Total	4,838,045	6,193,000	7,207,401	7,202,215	7,203,248	6,719,138	6,540,380	7,222,841	7,913,539	6,806,492	6,552,719
Transmission Substations											
FY29 CDS8139 Galloway-Sutton 69kV Ln-Galloway Sub Equip											27,000
FY29 CDS8140 Galloway-Sutton 69kV Ln-Sutton Sub Equip											27,000
FY29 CDS8141 Generic 230/69kV Substation											2,000,000
FY23 LDS8158 Indian Lakes-Galloway 69kV Ln-Indian Lakeland Sub Equip					250,000						
P168159						20,000					
P168161						140,000					
CDS6085 Various Transmission Breaker Replacements	60,000	180,000	60,000	60,900	61,813	62,741	63,682	64,637	65,607	66,591	67,590

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CDS4232 Various Transmission Capacitors	43,000	125,000									
Total	103,000	305,000	60,000	60,900	311,814	222,741	63,682	64,637	65,607	66,591	2,121,590
Distribution Substations											
LDS8025 Hamilton Substation							2,000,000				
LDS8251 Bridgewater Substation, TX & Feeders							600,000	1,500,000			
FY23 CDS8113 FY18 Grove Sub Upgrade (Add 2nd Transformer)					1,750,000						
FY24 LDS8114 West Transformer 2 Upgrade						1,000,000					
FY21 LDS8115 Southwest Xfrm 1 Upgrd			850,000								
LDS8116 Medulla Transformer 1 Upgrade				850,000							
FY26 CDS8118 Indian Lakes Capacitor Bank Addition								25,000			
FY26 CDS8121 Interstate 12kV Feeders for TX #2								500,000			
CDS8124 Interstate Sub Upgrade (Add 2nd Transformer)							1,750,000				
FY23 LDS8126 Socrum Sub Xfmr 1 Upgrade					1,000,000						
CDP4006 Purchs New Electric Meters	200,000	509,000	519,225	529,668	540,335	551,229	562,356	573,722	585,331	597,190	609,303
CDS4122 Substations Animal Protection	15,000	15,000	15,225	15,453	15,685	15,920	16,159	16,402	16,648	16,897	17,151
CDS4222 Battery Bank Replacement	80,000	30,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
CDS4226 Substation Intergration	100,000	250,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CDS6346 Various Distribution Breaker Replacement	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
CDS5126 12KV Switch Replacement	5,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
FY20 CDS5135 Highland City Bus Tie Switch Installation		700,000									
CDS6036 Sub. Trans Power Transformer Equip.	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
DCS6036 Sub. Dist. Power Transformer Equip.	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
FY20 CDS4157 Lake Mirror Voltage Regulator Z334 Upgrade		60,000									
FY26 CDS4158 New Hamilton - Dranefield 69kV Line's Substation Equipme								250,000			
FY24 CDS4159 Substation Equipment for Indian Lk - Socrum 69kV Line						250,000					
FY19 CDS4842 Bushing Room	100,000										
FY19 CDS4843 Mobile Transformer Replacement	750,000	263,850									

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY19 Original Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget
FY19 CDS4839 Eaton Park Auto TX (Subst. Grating)	100,000										
FY20 LDS8117 Highland City Xfmr 2 Upgrd		800,000									
FY20 CDS8161 Tenoroc-NW 69kV Line Substation Equip. Upgrade		25,000									
FY24 Orangedale New Circuit V384 substation equipment						100,000					
FY26 Lake Mirror Z344 Voltage Regulator Upgrade								60,000			
FY27 Orangedale Transformer #1 Upgrade									850,000		
FY28 Sutton Transformer #2 Upgrade										850,000	
Total	1,545,000	2,852,850	1,764,525	1,775,273	3,686,248	2,297,456	5,308,902	3,305,591	1,832,528	1,844,720	1,007,171
Other Delivery Projects											
LDE8281 Hamilton - Winston 69kv line							1,500,000	150,000			
CDG4003 Engineering Project Support			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
CDG6001 Lt Proj Resources			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CDG6138 R&R Capital Project Resources	6,008,891	6,507,704	6,749,184	7,019,151	7,299,917	7,591,914	7,895,591	8,211,414	8,539,871	8,881,466	9,236,724
CDG4005 Tool & Safety Equip-Capital (MBFA) (007)	45,000	55,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
CDO4128 Pole Yard Improvements	30,000	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CEE6224 Distribution System Audit										750,000	
CDP5124 Radio Communication to Reclosers	20,000	20,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CDE4235 Distribution Automation	50,000	20,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CDE5032 Fast Transfer Switch Gear Replacement	200,000	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CDP5034 SI Installed Inventory/Replacement	50,000	50,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
CDP5035 Dell SecureWorks IDS/IPS	100,000			320,000		320,000		320,000		320,000	320,000
CDP5134 RTU Power Supply Upgrade/Redundancy	15,000	15,000									
CDS5136 West W384 Voltage Regulator Upgrade	60,000										
CDS8111 Northwest Transformer 2 Upgrade	850,000										
CDS4840 Current Transformer (CT) Test Equipment	70,000										
CDS4841 Transformer Neutral Reactor Pilot Project	50,000										
FY19 CDS8162 Lake Mirror Z354 Voltage Regulator	60,000					850,000					
CSG4857 SmartGrid Tower Project		250,000									

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY19 Original Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget
Total	7,608,891	6,987,704	7,014,184	7,604,151	7,564,917	9,026,914	9,660,591	8,946,414	8,804,871	10,216,466	9,821,724
Miscellaneous Projects											
CCS5013 Capital Project Resources	54,638	55,238	76,875	52,500	53,750	82,500	56,250	57,500	88,125	60,000	61,250
CDS4123 Substations Fence Replacement & Upgrds	100,000	100,000	101,500	103,022	104,568	106,136	107,728	109,344	110,984	112,649	114,339
CDS4124 Substations Grid Rock Addition	50,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
CDO3018 Rate Case Study		100,000			89,250			93,713			98,399
CDA5096 CROW Water Projects Easements	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
Total	159,638	260,238	184,125	162,034	254,852	196,705	172,843	270,229	209,602	183,974	286,157
Building Improvements											
CTR5704 ADA Building Modifications		150,000	150,000	150,000	150,000	150,000					
CTR5727 Carpet Replacement Lakeland Electric		150,000									
CMP5014 LE-Security Enhancement	250,000	256,250	262,656	269,222	275,953	282,852	289,923	297,171	304,600	312,215	320,020
CFM4309 LE Roof Improvements			500,000	500,000	150,000						
CFM4651 Security Systems for E&W Building (007)	25,000	25,625	26,266	26,923	27,596	28,286	28,993	29,718	30,461	31,223	32,004
CTS5720 Furniture Requirements - Capital (MBFA)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CFM4306 Admin Building Capital Improvement	150,000	400,000	403,000	156,060	159,181	162,365	165,612	168,924	172,303	175,749	179,264
CFM5712 Major Equipment Purch (MBFA)	5,000	15,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
CTS4307 T&D Building Capital Improvements	500,000										
CFM5707 HVAC System Upgrades (Substations) - Replace Project 315707	5,000		5,000		5,000		5,000		5,000		5,000
CFM5713 Admin Building Space Study & Modifications		500,000									
FY23 CFM5715 Seal Admin Building Windows					400,000						
CFM5716 T&D Elevator	55,000										
FY24 CFM5717 LE Admin Building & Garage - Seal Concrete						40,000	350,000				
CFM5718 LE Admin Building Chillers	70,000	70,000								750,000	
CFM4652 LE Admin Building Hurricane Readiness	50,000										
FY21 CPP6615 PCM Building Upgrades			211,925	211,925					635,775	635,775	
FY27 CFM5719 Storm Vault Media Replacement									35,000		

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY19 Original Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget
FY27 CFM5721 Fire Alarm System Replacement									250,000		
Total	1,120,000	1,576,875	1,573,847	1,329,130	1,182,730	678,503	854,528	510,813	1,448,139	1,919,962	551,288
Technology Improvements											
CCS4125 Web/eCommerce Upgrades	90,000	90,000			96,750			103,500			110,250
CDC6284 SCADA/EMS Upgrade	350,000	500,000	182,723	382,723	182,723	182,723	382,723	182,723	182,723	382,723	182,723
CDC6396 NERC CIP Compliance-Cybe Sec Needs for EMS Sys	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CTC5111 Fiber Services Connections	25,550	40,550	25,550	25,550	25,550	25,550	25,550	25,550	25,550	25,550	25,550
CCS4004 ITRON Replacement			20,500								
CCS4114 UMS Upgrade			123,000			132,000			141,000		
CCS4121 Web IVR		200,000									
CSG4238 Sensus Analytics	114,000										
CDC8160 ADMS	131,860										
CCS4134 UMS Cloud Computing					53,750					60,000	
CCS4135 Call Recording Upgrade		60,000									
CCS4136 Electric Vehicle Charging Stations		20,000									
CFM5723 EV Charging Station LE Admin Garage		3,000	3,000	3,000	3,000	3,000					
Total	761,410	963,550	404,773	461,273	411,773	393,273	458,273	361,773	399,273	518,273	368,523
TOTAL CAPITAL IMPROVEMENT PLAN	38,752,028	39,844,208	44,403,876	43,284,861	44,878,222	43,084,161	45,345,257	44,662,245	42,306,101	43,322,358	40,561,426



Photo Credit: Janneke Case Photography

The Supplementary Section contains Property Tax information, commonly used Abbreviations and Acronyms, a Glossary of Terms and Tables of Organization by department.

City of Lakeland, Florida

Annual Budget

Fiscal Year 2020

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



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Principal Taxpayers

TEN PRINCIPAL TAXPAYERS (UNAUDITED) SEPTEMBER 30, 2018

Taxpayer Name	Type of Business	2018 Assessed Value of Real and Personal Property	Percentage of Total Assessed Value of Real and Personal Property
Publix Supermarkets, Inc.	Retail/Distribution-Grocery	\$ 351,052,673	5.89%
RTG Furniture Corp.	Retail/Distribution-Furniture	96,146,107	1.61%
Amazon	Retail/Distribution	94,899,076	1.59%
Lakeland Property Partners LLC	Real Estate	64,303,475	1.08%
Watson Clinic	Medical Facility	56,006,331	0.94%
Pepperidge Farm Inc. - Lakeland	Retail/Distribution-Bakery	45,123,754	0.76%
Casto Oakbridge Venture LTD	Real Estate	44,755,784	0.75%
Lakeland Square Mall LLC	Retail/Gen. Merchandise	40,945,892	0.69%
Lakeland Multifamily Partners LLC	Real Estate-Apt. Complex	40,809,093	0.68%
Walmart	Retail/Distribution-Grocery	37,815,792	0.63%
		\$ 351,052,673	5.89%

Source: Polk County Property Appraiser

Figure G-1: Principal Tax Payers

Principal Employers

TEN PRINCIPAL EMPLOYERS (UNAUDITED) SEPTEMBER 30, 2018

Employer	Type of Business	Employees	% of Total
Publix Supermarkets, Inc.	Retail/Distribution-Grocery	8,008	30.65%
Lakeland Regional Health	Hospital	5,500	21.05%
Government Employees Insurance Co. (GEICO)	Insurance	3,300	12.63%
City of Lakeland	Government	2,724	10.42%
Watson Clinic	Medical Clinic	1,857	7.11%
Sykes	Telemarketing	1,150	4.40%
GC Services	Telemarketing	1,000	3.83%
Amazon	Retail/Distribution	900	3.44%
Saddle Creek Logistics	Trucking & Logistics	872	3.34%
Rooms To Go Furniture	Retail/Distribution-Furniture	820	3.14%
Total		26,131	100.00%

Source: Polk County Property Appraiser

Figure G-2: Principal Employers

Schedule of Property Tax Rates

SCHEDULE OF PROPERTY TAX RATES - DIRECT AND OVERLAPPING GOVERNMENTS (UNAUDITED) LAST TEN FISCAL YEARS

MILLS (\$1 PER \$1,000 VALUATION)

Fiscal Year Ending September 30	Municipal	Lakeland Area Mass Transit District	Lakeland Downtown Development District	Total	County	Southwest Florida Water Management District	Polk County School Board	Peace River Water Basin	Total Direct & Overlapping Rates
2018	\$5.564	\$0.500	\$2.000	\$8.064	\$6.782	\$0.313	\$6.514	-	\$21.673
2017	\$5.564	\$0.500	\$2.000	\$8.064	\$6.782	\$0.332	\$6.780	-	\$21.958
2016	\$5.564	\$0.500	\$2.000	\$8.064	\$6.782	\$0.349	\$7.149	-	\$22.344
2015	\$4.664	\$0.500	\$2.000	\$7.164	\$6.867	\$0.366	\$7.208	-	\$21.605
2014	\$4.664	\$0.500	\$2.000	\$7.164	\$6.867	\$0.382	\$7.547	-	\$21.960
2013	\$4.664	\$0.500	\$1.995	\$7.159	\$6.867	\$0.393	\$7.492	-	\$21.911
2012	\$4.164	\$0.500	\$2.000	\$6.664	\$6.867	\$0.393	\$7.670	-	\$21.594
2011	\$4.164	\$0.500	\$1.874	\$6.538	\$6.867	\$0.377	\$7.792	\$0.183	\$21.757
2010	\$3.654	\$0.500	\$1.874	\$6.028	\$6.867	\$0.387	\$7.586	\$0.183	\$21.051
2009	\$3.403	\$0.500	\$1.874	\$5.777	\$6.867	\$0.387	\$7.634	\$0.183	\$20.848

Source: Polk County Property Appraiser

Figure G-3: Schedule of Property Rates

General Fund Property Tax Levies and Collections

GENERAL FUND PROPERTY TAX LEVIES, TAX COLLECTIONS, ASSESSED VALUATIONS AND PROPERTY TAX RATES (UNAUDITED) LAST TEN FISCAL YEARS

Fiscal Year Ending September 30	Real Property	Tangible Property	Railroad Property	Adjustments	Less: Tax Exempt Real Property	Total Taxable Assessed Value
2018	\$8,275,942,113	\$845,944,658	\$9,819,966	\$(12,758,422)	\$3,158,285,650	\$5,960,662,665
2017	\$7,470,286,970	\$855,102,507	\$9,518,567	\$(8,299,667)	\$2,869,022,296	\$5,457,586,081
2016	\$6,978,652,027	\$849,218,740	\$8,893,616	\$(8,883,088)	\$2,742,795,786	\$5,085,085,509
2015	\$6,450,121,917	\$766,023,882	\$9,491,549	\$12,180,119	\$2,529,644,082	\$4,708,173,385
2014	\$6,029,544,930	\$694,944,816	\$9,322,964	\$2,218,998	\$2,318,246,201	\$4,417,785,507
2013	\$5,717,402,332	\$678,256,876	\$4,170,924	\$(2,317,304)	\$2,135,322,232	\$4,262,190,596
2012	\$6,011,568,956	\$704,558,301	\$4,037,506	\$(4,714,474)	\$2,235,629,322	\$4,479,820,967
2011	\$6,347,423,303	\$735,988,173	\$3,833,023	\$263,361	\$2,327,716,616	\$4,759,791,244
2010	\$7,496,927,845	\$797,882,468	\$4,011,704	\$33,810,496	\$2,784,803,140	\$5,547,829,373
2009	\$8,232,870,282	\$842,392,409	\$4,095,467	\$26,130,612	\$3,127,769,383	\$5,977,719,387

Source: Polk County Property Appraiser

Figure G-4: General Fund Property Tax Levies, Collections, Valuations, and Rates

COLLECTED WITHIN THE FISCAL YEAR OF THE LEVY

Total Direct Tax Rate	Total Tax Levy (2)	Amount	Percent of Levy	Delinquent Tax Collections	Total Tax Collections
8.064	\$31,962,315	\$31,932,914	99.91	\$133,363	\$32,066,277
8.064	\$29,269,819	\$29,137,412	99.55	\$85,883	\$29,223,295
8.064	\$27,282,157	\$27,165,521	99.57	\$126,554	\$27,292,075
7.164	\$21,174,556	\$21,081,639	99.56	\$63,577	\$21,145,216
7.164	\$19,882,769	\$19,844,964	99.81	\$49,587	\$19,894,551
7.164	\$19,186,053	\$19,079,925	99.45	\$50,459	\$19,130,384
6.659	\$18,006,725	\$17,905,063	99.44	\$53,239	\$17,958,302
6.664	\$19,139,967	\$19,074,651	99.58	\$82,951	\$19,157,602
6.028	\$19,593,509	\$19,475,083	99.40	\$55,682	\$19,530,765
5.778	\$19,668,005	\$19,543,935	99.37	\$93,745	\$19,637,680

Source: Polk County Property Appraiser

Figure G-5: Taxes Collected Within Fiscal Year of Levy

Governmental Activities Tax Revenues by Source

GOVERNMENTAL ACTIVITIES TAX REVENUES BY SOURCE (UNAUDITED) LAST TEN FISCAL YEARS (ACCRUAL BASIS)

Fiscal Year	Property Tax	Utility & Communication Service Tax	Motor Fuel Tax	Franchise Tax	Half Cent Sales Tax	State Shared Revenues				Total
						State Revenue Sharing	Mobile Home License Fees	Alcoholic Beverage Tax	Firefighters' Compensation Tax	
2018	\$37,045,511	\$14,758,072	\$5,828,014	\$247,128	\$6,586,865	\$2,805,371	\$246,617	\$88,162	\$64,346	\$67,670,086
2017	\$33,362,591	\$14,735,018	\$5,584,212	\$234,659	\$6,292,201	\$2,699,611	\$232,445	\$93,563	\$69,520	\$63,303,820
2016	\$30,912,106	\$14,831,215	\$5,436,168	\$242,656	\$6,202,015	\$2,550,919	\$217,330	\$86,116	\$36,740	\$60,515,265
2015	\$23,935,374	\$14,644,431	\$5,214,687	\$225,994	\$5,656,163	\$2,443,691	\$208,150	\$89,776	\$58,355	\$52,476,621
2014	\$22,577,691	\$14,534,094	\$4,903,358	\$239,500	\$5,395,592	\$2,248,500	\$197,654	\$80,487	\$32,895	\$50,209,771
2013	\$21,784,397	\$14,523,106	\$4,879,101	\$234,959	\$5,098,715	\$2,078,795	\$188,449	\$76,919	\$39,182	\$48,903,623
2012	\$20,909,045	\$14,761,856	\$4,910,650	\$233,641	\$4,817,062	\$2,060,351	\$184,560	\$79,897	\$44,441	\$48,001,503
2011	\$22,641,400	\$15,057,722	\$4,943,075	\$247,092	\$4,486,691	\$1,799,097	\$189,840	\$71,750	\$26,410	\$49,463,077
2010	\$24,651,942	\$14,979,375	\$4,914,311	\$266,727	\$4,287,133	\$1,789,260	\$190,380	\$69,789	\$32,115	\$51,181,032
2009	\$25,618,865	\$15,202,390	\$4,932,542	\$251,344	\$4,478,244	\$1,801,908	\$192,284	\$71,405	\$46,630	\$52,595,612

Source: Polk County Property Appraiser

Figure G-6: Governmental Activities Tax Revenues by Source

Fund Balances of Governmental Funds

CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS (UNAUDITED) - LAST FIVE FISCAL YEARS

(Modified Accrual Basis of Accounting)

	2014	2015	2016	2017	2018
REVENUES					
Taxes	\$ 42,254,643	\$ 44,020,486	\$ 51,422,145	\$ 53,916,480	\$ 57,878,725
Licenses and permits	3,563,220	3,962,233	4,289,098	3,886,903	4,843,389
Intergovernmental	15,231,913	14,101,765	15,147,483	18,190,572	16,949,916
Charges for services	10,639,264	12,613,562	12,264,132	13,924,987	17,743,319
Fines and forfeits	1,859,682	1,718,661	2,525,373	2,458,706	2,454,914
Miscellaneous	21,586,436	16,444,991	52,854,535	29,752,209	23,363,404
Total revenues	95,135,158	92,861,698	138,502,766	122,129,857	123,233,667
EXPENDITURES					
General government	12,332,196	12,580,992	28,769,624	14,148,310	16,046,396
Public safety	54,826,981	56,737,346	58,731,548	61,224,273	64,305,992
Physical environment	5,757,799	6,546,813	6,803,399	8,372,184	11,753,636
Transportation	10,359,390	11,047,810	12,320,329	11,483,530	13,433,261
Economic environment	3,639,445	2,766,183	4,113,926	4,842,624	10,681,175
Human services	156,787	164,557	162,184	201,972	292,272
Culture/recreation	18,215,386	18,736,157	19,490,098	23,667,143	23,677,487
Capital outlay	12,584,688	12,119,034	36,598,813	34,608,536	9,997,104
Debt service					
Principal	5,612,655	8,838,625	7,988,031	12,173,785	7,464,339
Interest	2,052,163	2,052,163	1,349,127	2,495,109	2,207,623
Total expenditures	125,537,490	131,589,680	176,327,079	173,217,466	159,859,285
Excess (deficiency) of revenues over (under) expenditures	(30,402,332)	(38,727,982)	(37,824,313)	(51,087,609)	(36,625,618)
OTHER FINANCING SOURCES (USES)					
Proceeds from issuance of long-term debt	6,540,041	46,824,935	7,470	3,302,556	1,901,613
Transfers from other funds	42,944,955	44,604,939	45,284,417	49,407,313	47,161,790
Transfers to other funds	(14,613,622)	(13,511,571)	(12,210,614)	(13,393,423)	(12,526,295)
Total other financing sources and (uses)	34,871,374	77,918,303	33,081,273	39,316,446	36,537,108
Net change in fund balances	\$4,469,042	39,190,321	(4,743,040)	\$ (11,771,163)	(88,510)
Debt Service as a percentage of noncapital expenditures	7%	9%	7%	11%	7%

Figure G-7: Changes in Fund Balances of Governmental Funds

Glossary of Terms

The budget document uses many terms and words that have specific meaning in the context of governmental finance or to the City of Lakeland. The glossary defines words and terms that may have very specific meaning or may not be in common usage.

Accrual Basis: A basis of accounting using the economic resources measurement focus. Revenues are recorded when earned. Expenses are recorded when a liability is incurred. Fixed assets are capitalized (i.e. recorded on the balance sheet, not the income statement). Depreciation is recorded on fixed assets.

Actionable Item: Department initiatives (project/processes) that require additional development or communication to ensure constituent and/or City Commission expectations are met.

Activity: A specific and distinguishable service performed by one or more organizational components of the City to accomplish a function for which the City is responsible.

Ad Valorem Taxes: Taxes levied on both real and personal property according to the property's valuation and the tax rate.

Adoption: The formal action taken by the City Commission to authorize or approve the budget.

American Public Power Association (APPA): A service organization for the nation's more than 2,000 community-owned electric utilities that serve more than 48 million Americans.

Appropriation: The spending limit adopted or authorized by the City Commission.

Arbitrage: Practice of taking advantage of a price difference between two or more markets, capitalizing on the imbalance between the markets.

Asset: Resources owned or held by governments that have monetary value.

Attrition: A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

Authorized Position: An employee position, authorized in the adopted budget to be filled.

Available (Undesignated) Fund Balance: Refers to the funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

Bad Debt: The estimated amount of accounts owed to the City (receivables) that will not be collected during the year. This includes utility accounts, accident damage repair accounts and other miscellaneous account receivables, which are deemed uncollectible.

Balanced Budget: Total estimated receipts, including appropriated fund balance/reserve, shall equal total of appropriations and reserves for future use.

Base Budget: Cost of continuing the existing levels of service in the current budget year.

Bond: A long term promissory note or IOU. The note includes a specific principal amount and stated interest rate. Bonds are used to finance capital projects.

Bond Refinancing: A payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

Budget: A financial plan approved by the City Commission that includes estimates for revenues and limits on expenditures.

Budget Calendar: The schedule of key dates that the City follows in the preparation and adoption of the budget.

Budgetary Control: The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Capital Assets: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Expenditure: Money spent to acquire or upgrade physical assets such as buildings and machinery.

Glossary of Terms

Capital Improvement Plan (CIP): A capital improvement project is defined as a major construction expansion, purchase or major repair/replacement of buildings, infrastructure or other property which has an estimated total expenditure of \$25,000 or more. Except for emergency repairs, capital improvements are programmed and scheduled based upon the City's projected financial ability to purchase and maintain the capital project or equipment.

Capital Outlay: Fixed assets which have a value of \$1,000 or more and have a useful economic lifetime of more than one year or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project: Major construction, acquisition, or renovation activities that add value to a government's physical assets or significantly increase its useful life.

Central Business District (CBD): The core area of Lakeland's downtown.

Charges for Services: A user fee or rate levied against a person or entity that has received an identifiable benefit in exchange. Examples would include utility service or a parking space.

Collective Bargaining Agreement: A legal contract between the City and representative of a recognized bargaining unit for specific terms and conditions of employment (e.g. hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Component Unit: A legally separate organization for which the elected officials of the City are financially accountable. A component unit can be another organization for which the nature and significance of its relationship with the City is such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

Consumer Price Index (CPI): A statistical description of price levels provided by the U.S. Department of Labor. The index is used to measure the increase in the cost of living economic inflation.

Contingency: A budgetary reserve for emergencies or unanticipated expenditures/opportunities.

Contractual Services: Services rendered to the City by private firms, individuals, or other governmental agencies (e.g. maintenance agreements and professional consulting services).

Core Service: Products or services provided to the public (external customer) as an actual deliverable and not as a supporting service or step in the process. (Applicable to General Fund Operating Departments and Enterprise Funds).

Debt Service: Principal and interest payments for outstanding debt such as bonds or notes payable.

Debt Service Fund: Funds used to record the payment of general debt.

Dedicated Tax: A tax levied to support a specific government program or purpose.

Deficit: The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department: Organizational unit of government, which is functionally unique in its delivery of services.

Depreciation: The portion of the cost of a fixed asset (e.g. a car or treatment plant) charged as an expense during the fiscal year. Eventually the entire cost of the fixed asset will be charged off as an expense. Only Enterprise and Internal Service funds have depreciation.

Derivative: A financial instrument whose value depends on underlying variables.

Employee Benefits: Costs incurred by the City for pension, health insurance, and other benefits provided to employees.

Encumbrance: An amount of money committed for the payment of goods and services not received or paid.

Glossary of Terms

Enterprise Fund: Certain activities are treated as self-supporting businesses (e.g. water and sewer utilities). The accounting for these activities is accounted for in separate funds called enterprise funds.

Expenditure: The payment of cash or the transfer of property or services for the purpose of acquiring goods and/or services or settling a loss.

Expense: Charges incurred (whether paid immediately or to be paid at a later date) for operations, maintenance, interest or other charges.

Fiduciary Funds: Used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, and/or other governmental units.

Fiscal Year: The time period for which the budget is authorized and measured by the accounting records. The City of Lakeland's fiscal year begins on October 1st and ends on September 30th.

Fixed Assets: Assets of long-term character that are used for the government, such as land, buildings, machinery, furniture, and other equipment.

Florida Municipal Power Agency (FMPA): A wholesale power company owned by municipal electric utilities. FMPA provides economies of scale in power generation and related services to support community-owned electric utilities.

Full-Time Equivalent (FTE): The number of employee hours (2,080) needed to be equal to one full-time employee. Several part-time employees may be combined to make one full-time equivalent.

Fund: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.

Fund Balance: The difference between a fund's assets and liabilities, sometimes referred to as the amount carried over from one year to the next year.

General Fund: General purpose fund supported by taxes, fees and other revenues. The funds may be used for any lawful purpose.

General Obligation (GO) Bond: A type of bond that is backed by the full faith, credit and taxing power of the City.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

Goal: A general and timeless statement of direction, purpose or intent based on the community's needs.

Governmental Funds: Typically used to account for tax-supported (i.e., governmental) activities.

Grants: A contribution by a government or other organization to support a particular function.

Impact Fee: A fee charged to a developer or individual to fund the future cost of improvements associated with the development's impact on various City services, charged as a condition for obtaining a building permit.

Indirect Cost: A cost necessary for the functioning of the organization as a whole that cannot be directly assigned to one service.

Infrastructure: Vital facilities such as roads, sewers, bridges, water lines, public buildings, parks and airports that are fixed in location.

Inter-Fund Transfer: Legally authorized transfers from a fund receiving revenue to a fund through which resources are to be expected.

Intergovernmental: Revenue from another governmental agency such as the State of Florida or the United States Federal Government. Some revenues from local units are treated as Charges for Service.

Glossary of Terms

Internal Service Charges: Charges to user departments for financing goods or service provided by one department to another on a cost-reimbursement basis.

Internal Service Fund: Centralized services that serve all or many established in separate funds. The other funds are charged a fee for the services provided by the Internal Service Fund.

Lakeland Area Mass Transit District: A component unit of the City that accounts for all activities necessary to provide modern bus transportation in the Lakeland area. The City does not have any ownership claim against the assets of this entity; however, the City does maintain some control over operations in that the majority of its governing board is composed of members of the City Commission.

Lakeland Downtown Development Authority: A Component Unit of the City that has the responsibility of improving the economic condition in the Central Business District.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Major Fund: As defined by the Governmental Accounting Standards Board and based upon the value of assets, liabilities, revenues, and expenditures. Lakeland's major funds include the General Fund, Electric Utility, Water Utility, and Wastewater Utility.

Mill: One one-thousandth of a dollar of assessed value.

Millage: Rate used in calculating taxes based upon the value of the property, expressed in mills per dollar of property value.

Mission: A description of the purpose, values, strategies, and behavior standards that guide an organization and move it toward its vision. A mission states what the organization is, what it does, for whom and why.

Modified Accrual: A basis of accounting using the current financial resources as a measurement focus. Revenues are recognized when both measurable and available. Expenditures are recorded when a liability is incurred. Fixed assets are recorded as an expenditure in the period the asset is acquired.

Objective: A specific/quantifiable statement of what the City, a department or a unit expects to accomplish in a fiscal year.

Outcome: Desired output-oriented accomplishments, which can be measured and achieved within a set time-period. Achievement of the outcome advances the organization toward a goal.

Operating Budget: The day-to-day cost of providing City services. The operating budget does not include capital purchases, for items of \$1,000 or greater.

Operating Expenses: The cost for personnel, materials and equipment required for a department to function.

Operating Revenue: Funds that the government receives as income for day-to-day services including taxes, fees from specific services, interest earnings, and grant revenues.

Peace River Water Basin: The Peace River Basin is the region of land in Central and Southwest Florida that includes portions of Charlotte, Hardee, Desoto, Highlands and Polk Counties from which water drains into the lakes and streams that ultimately supplies water to the Peace River.

Performance Budget: A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Measure: Data collected to determine a program's effectiveness or efficiency in achieving its objectives.

Prioritization: To list or rate in order of priority according to the City's Goals.

Program: Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Property Tax: A tax levied on real estate as well as commercial and industrial personal property based on the value of the property.

Glossary of Terms

Repurchase Agreements: An agreement where the City transfers cash to a broker-dealer or bank; the broker-dealer or bank transfers the securities to the City and promises to repay the cash plus interest in exchange for the same securities.

Reserve: An account used to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Retreat: City Commission goal setting meeting held around January of each year. City Manager communicates City Commission goals and sets parameters for budget preparation with Department heads.

Revenue: Money coming into a fund, other than a transfer, such as taxes, user fees, grants, fines and any other source of money.

Revenue Bond: A bond that is backed by a particular revenue source such as water user fees.

Rolled-Back Rate: The millage necessary to raise the same amount of ad valorem tax revenue as the previous year, excluding taxes from new construction.

Southwest Florida Water Management District (SWFMD): Responsible for water resources in sixteen west central Florida counties: Charlotte, Citrus, DeSoto, Hardee, Hernando, Highlands, Hillsborough, Lake, Levy, Manatee, Marion, Pasco, Pinellas, Polk, Sarasota and Sumter.

Special Assessment: A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Special Revenue Fund: A fund used to account for the revenues and expenditures of special earmarked or legally restricted monies.

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

Support Service: Resources or assistance in support of a core service or deliverables provided to a City of Lakeland operation or internal customer [e.g. technology, equipment or special resources including administrative, technical, maintenance, financial, legal or other skilled and professional categories.] (Applicable to General Fund Governance Departments and Internal Service Funds).

Target Budget: Desirable expenditure levels provided to departments to develop a recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues and reserve requirements.

Tax Base: The total property valuations on which each taxing agency levies its tax rates.

Tax Levy: The total amount of revenue raised from general property taxes.

Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation. Often called millage rate.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

Transfer: A transfer is movement of money or assets from one fund to another that is not a payment for service. Sometimes a transfer is one fund subsidizing another fund.

Unencumbered Balance: The amount of an appropriation that was not expended or encumbered and is still available for future purposes.

User Fee: Revenue paid by a party directly benefiting from the use of receipt of a public service.

Utility Tax: A consumer tax levied by cities on the use of utilities such as electricity, telephone or gas.

Glossary of Terms

Vision: The ideal to which the City of Lakeland and its employees strive to achieve. Developed by and adopted by the City Commission.

Working Capital: A common measure of liquidity, efficiency, and overall health. Includes cash, inventory, accounts receivable, accounts payable, the portion of debt due within one year, and other short-term accounts. Reflects the results of a host of activities, including inventory management, debt management, revenue collection, and payments to suppliers.

Abbreviations and Acronyms

AADF	Annual Average Daily Flow	CLMP	Comprehensive Lakes Management Plan
ACA	Affordable Care Act	CM	City Manager
ACH	Automated Clearing House	COLA	Cost of Living Allowance
ADA	Americans with Disabilities Act	CONST	Construction
AD&D	Accidental Death & Dismemberment	CPR	Cardiopulmonary Resuscitation
AI	Actionable Item	CRA	Community Redevelopment Agency
AP	Accounts Payable	CROW	Contracts Right of Way
ALS	Advance Life Support	CSU	Community Services Unit
AMI	Average Median Income	CUST SVC	Customer Service
AOA	Airport Operating Area	DARE	Drug Abuse Resistance Education
APPA	American Public Power Association	DART	Domestic Abuse Response Team
ARA	Aramark Food Services	DCA	Department of Community Affairs
ARFF	Aircraft Rescue & Fire Fighting	DEP	Department of Environmental Protection
ATC	Airport Traffic Control	DEV	Development
BCE	Business Cooperative Education	DIST	Distribution
BEMP	Building, Electrical, Mechanical, Planning	DOT	Department of Transportation
BICEP	Building Inspection Code Enforcement Program	DNA	Dinoclaustic Nucleic Acid
BITS	Building Inspection Transportable System	DoIT	Department of Information Technology
BEBR	Bureau of Economic & Business Research	DOJ	Department of Justice
BJA	Bureau of Justice Assistance	DRI	Development of Regional Impact
BLS	Basic Life Support	DRT	Design Review Team
BMP	Best Management Practices	DUI	Driving Under the Influence
BOD	Biological Oxygen Demand	DV	Digital Video
CACO3	Calcium Carbonate	EAA	Experimental Aircraft Association
CADD	Computer Assisted Design and Drafting	ECS	Emergency Communications Specialists
CAFR	Comprehensive Annual Financial Report	EMS	Energy Management System
CAIR	Clean Air Interstate Rule	EMT	Emergency Medical Technicians
CBD	Commercial Business District	EDWMIS	Energy Delivery Work Order Management Information System
CBE	Cooperative Business Education	EPA	Environmental Protection Agency
CBIR	Community Budget Issue Request	EVDO	Evolution Data Optimized
CDBG	Community Development Block Grant	EZ	Enterprise Zone
CDC	Community Development Corporation	FAA	Federal Aviation Authority
CE	Code Enforcement	FAR	Federal Aviation Regulation
CIP	Capital Improvement Plan	FDLE	Federal Department of Law Enforcement
CPI	Consumer Price Index	FDOT	Florida Department of Transportation
CIS	Criminal Investigations	FEMA	Federal Emergency Management Agency
		FHFC	Florida Housing Finance Corporation

Abbreviations and Acronyms

FHSAA	Florida High School Athletic Association	LDDA	Lakeland Downtown Development Authority
FLC	Florida League of Cities	LDR	Land Development Regulation
FMPA	Florida Municipal Power Agency	LEAD	Lakes Education Action Drive
FMPF	Florida Municipal Power Pool	LEDC	Lakeland Economic Development Council
FOAG	Florida Office of the Attorney General	LFD	Lakeland Fire Department
FRCC	Florida Reliability Coordinating Council	LGN	Lakeland Government Network
FRDAP	Florida Recreation Development Assistance Program	LLC	Limited Liability Corporation
FT	Full-Time	LLIA	Lakeland Linder International Airport
FTE	Full-Time Equivalent	LPD	Lakeland Police Department
FWC	Florida Water Conservation	LRMC	Lakeland Regional Medical Center
FY	Fiscal Year	LTC	Long Term Capital
GAAP	Generally Accepted Accounting Principles	LTMA	Long Term Maintenance Agreement
GASB	Governmental Accounting Standards Board	MAINT	Maintenance
GFOA	Government Finance Officers Association	M/WBE	Minority/Women-Owned Business Enterprises
GIS/CAD	Geographic Information System/Computer Aided Design	MDT	Mobile Data Terminal
GKS	General Knowledge Study	MGD	Million Gallons per Day
GM	General Manager	MGMT	Management
GPS	Global Positioning System	MLK	Martin Luther King
gWh	Giga-watt Hour	MSG	Main Street Garage
HHR	Hurricane Housing Relief	MSTU	Municipal Service Taxing Unit
HOME	HOME Investment Partnership Program	MSW	Municipal Solid Waste
HR	Human Resources	MWA	Maintenance Water Administration
HVAC	Heating, Ventilation & Air Condition	NAMI	National Alliance for the Mentally Ill of Polk County
HRMS	Human Resources Management System	NCAN	National College Access Network
IDS	Intrusion Detection System	NERC	N. American Reliability Corporation
ILS	Instrument Landing System	NET	Neighborhood Enforcement Team
IRP	Integrated Resource Plan	NLC	National League of Cities
IT	Information Technology	NPDES	National Pollution Discharge Elimination System
JSS	Juvenile Services	O&M	Operating & Maintenance
KIO	Key Intended Outcome	OCAT	Organizational Communications Advisory Team
KSI	Key Success Indicator	OH	Overhead
kWh	Kilowatt Hour	OMB	Office of Management & Budget
LAC	Lakeland Airside Center	OMS	Outage Management System
LCRA	Lakeland Community Redevelopment Agency	OSG	Orange Street Garage
		OUC	Orlando Utility Commission
		P&R	Parks and Recreation
		PAL	Police Athletic League
		PSC	Polk State College
		PCCVB	Polk County Convention & Visitors Bureau

Abbreviations and Acronyms

PCD	Pollution Control Device	SWOT	Strengths, Weaknesses, Opportunities and Threats
PDA	Personal Digital Assistants	TAC	Targeted Areas of Concentration
PE	Performance Excellence	TBD	To Be Determined
PIAT	Process Improvement Advisory Team	T&D	Transmission & Delivery
PIF	Public Improvement Fund	TD	Tourist Development
PM	Preventative Maintenance	TDT	Tourist Development Tax
PSC	Public Service Commission	TEA-LU	Transportation Efficiency Act-A Legacy for Users
PW	Public Works	TECO	Tampa Electric Company
PSN	Project Safe Neighborhood	TIP	Truancy Interdiction Program
PT	Part-Time	TMDL	Total Maximum Daily Load
PUD	Planned Unit Development	TO	Table of Organization
QTI	Qualified Target Industry	TPO	Transportation Planning Organization
R&R	Repair and Replace	U&CF	Urban & Community Forestry
RPI	Rapid Process Improvement	UCM	United Conference of Mayors
ROI	Return on Investment	UG	Underground
SAIDI	System Average Interruption Duration Index	UMS	Utility Management System
SANS	Storage Area Network	USEPA	United States Environmental Protection Agency
SCADA	System Control Data Acquisition	USF	University of South Florida
SEOC	State Emergency Operation Center	UT	Utility Tax
SHIP	State Housing Initiative Program	VISTE	Volunteers in Service to the Elderly
SIS	Special Investigations	VOCA	Victims of Crime Act
SOAT	Strategic Operating Activity Team	VTR	Video Tape Recorder
SOP	Strategic Operating Plan	WA	Water
SOS	Special Operations Section	WC	Workers Comp
SPCC	Simpson Park Community Center	WTP	Water Treatment Plant
SRO	School Resource Officer	WW	Wastewater
SVC/SVCS	Service/Services	WWTP	Wastewater Treatment Plant
SWAT	Special Weapons and Tactics	YTD	Year to Date
SWFWMD	Southwest Florida Water Management District		

Position Changes by Fund and Department

	FY 2018		FY 2019		FY 2020		FY19-20	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Net	Change
City Commission	1	7	1	7	1	7	0	0
City Manager	14	0	14	0	15	0	1	0
Communications	8	0	8	0	7	0	-1	0
Legal	6	0	6	0	6	0	0	0
Retirement	3	0	3	0	4	0	1	0
Human Resources	25	1	25	1	25	1	0	0
Internal Audit	2	0	2	0	2	0	0	0
Risk Management	17	0	18	0	16	0	-2	0
Finance	42	1	43	1	44	1	1	0
Community & Econ. Dev.	60	9	64	9	64	8	0	-1
Fire	171	1	177	1	178	1	1	0
Police	359	14	368	14	368	14	0	0
Public Works	115	0	116	0	117	0	1	0
Parks & Recreation	241	178	242	178	241	176	-1	-2
	1064	211	1087	211	1088	208	1	-3
Comm & Econ. Development/Housing Program	6	0	5	0	5	0	0	0
Fleet Management	28	0	28	0	28	0	0	0
Purchasing & Stores	16	0	16	0	16	0	0	0
Facilities Maintenance	62	0	64	0	64	0	0	0
Information Technology	81	0	81	0	80	0	-1	0
	187	0	189	0	188	0	-1	0
RP Funding Center	50	305	51	305	51	305	0	0
Lakeland Linder International Airport	17	4	17	4	20	2	3	-2
Parking System	5	0	5	0	5	0	0	0
Stormwater	7	0	9	0	12	0	3	0
Solid Waste	65	0	66	0	66	0	0	0
Water	130	2	130	2	133	2	3	0
Wastewater	95	4	95	2	97	2	2	0
Lakeland Electric	547	27	538	27	531	27	-7	0
	916	342	911	340	915	338	4	-2
Grand Total	2173	553	2192	551	2196	546	4	-5

Figure G-8: Position Changes by Fund and Department

Airport – Table of Organization

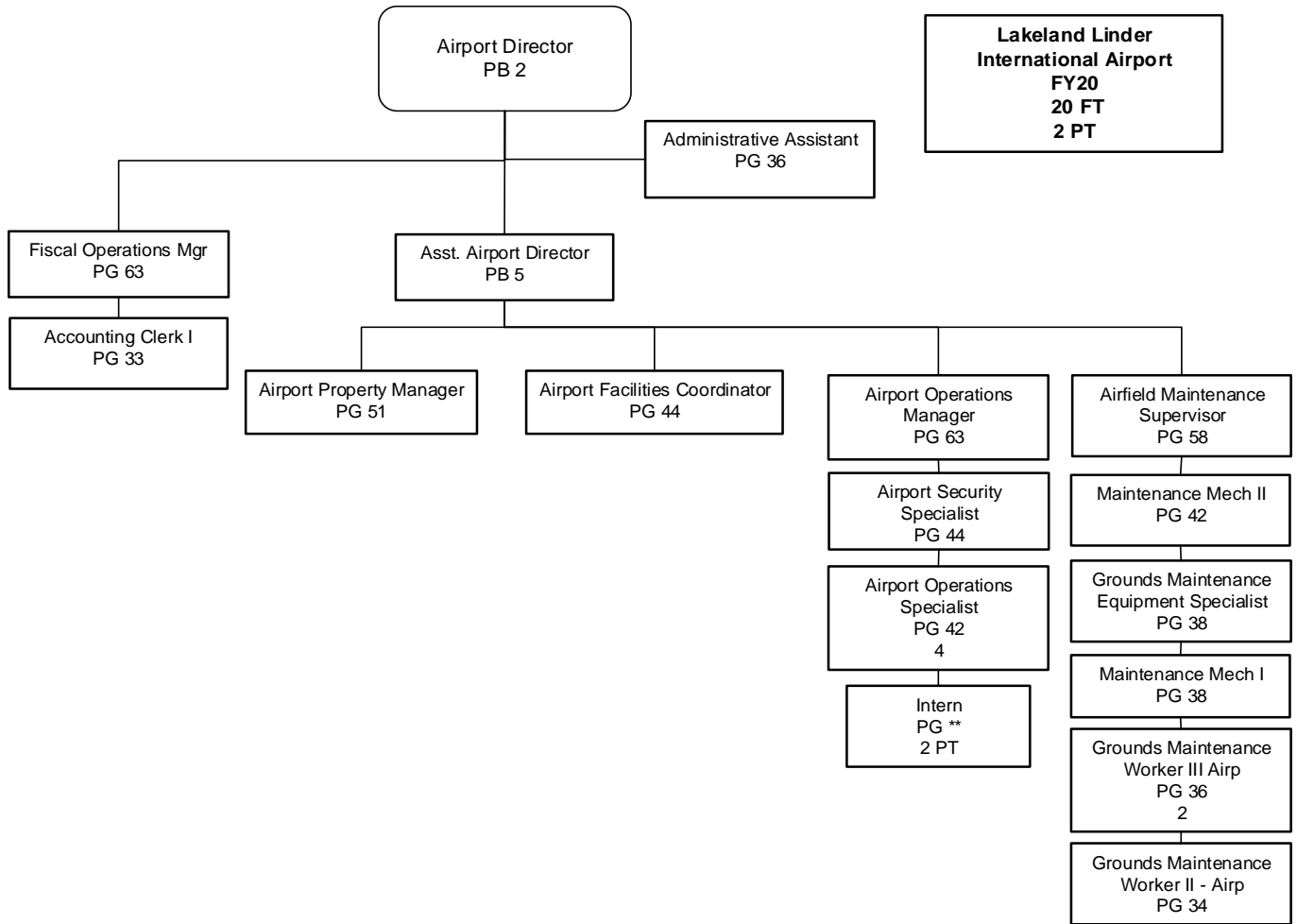


Figure G-9: Airport Table of Organization

Airport – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Airport Director	1	1	PB2	\$93,713.48 - \$174,072.63
Assistant Airport Director	1	1	PB5	\$68,799.35 - \$127,763.57
Airport Engineer	1	0	69	\$80,187.26 - \$124,396.75
Airport Operations Manager	1	1	63	\$69,268.76 - \$107,458.59
Fiscal Operations Manager	1	1	63	\$69,268.76 - \$107,458.59
Airfield Maintenance Supervisor	1	1	58	\$61,314.64 - \$95,119.14
Airport Property Manager	1	1	51	\$51,689.42 - \$80,187.26
Airport Facilities Coordinator	1	1	44	\$43,575.16 - \$67,599.39
Airport Security Specialist	1	1	44	\$43,575.16 - \$67,599.39
Airport Operations Specialist	2	4	42	\$41,500.17 - \$64,380.37
Maintenance Mechanic II	1	1	42	\$41,500.17 - \$64,380.37
Grounds Maintenance Equip Specialist	0	1	38	\$37,641.88 - \$58,394.91
Maintenance Mechanic I	1	1	38	\$37,641.88 - \$58,394.91
Administrative Assistant	0	1	36	\$35,849.40 - \$55,614.18
Grounds Maintenance Worker III Airport	2	2	36	\$35,849.40 - \$55,614.18
Grounds Maintenance Worker II	1	1	34	\$34,142.28 - \$52,965.90
Accounting Clerk I - Airport	1	1	33	\$33,319.46 - \$51,689.42
TOTAL FULL TIME EMPLOYEES	17	20		
Airport Operations Specialist	1	0	42	\$41,500.17 - \$64,380.37
Administrative Assistant	1	0	36	\$35,849.40 - \$55,614.18
College Intern	2	2	*	\$18,106.39 - \$162,686.01
PART TIME EMPLOYEES	4	2		
TOTAL FT	17	20		
TOTAL PT	4	2		

Figure G-10: Airport Positions

City Attorney – Table of Organization

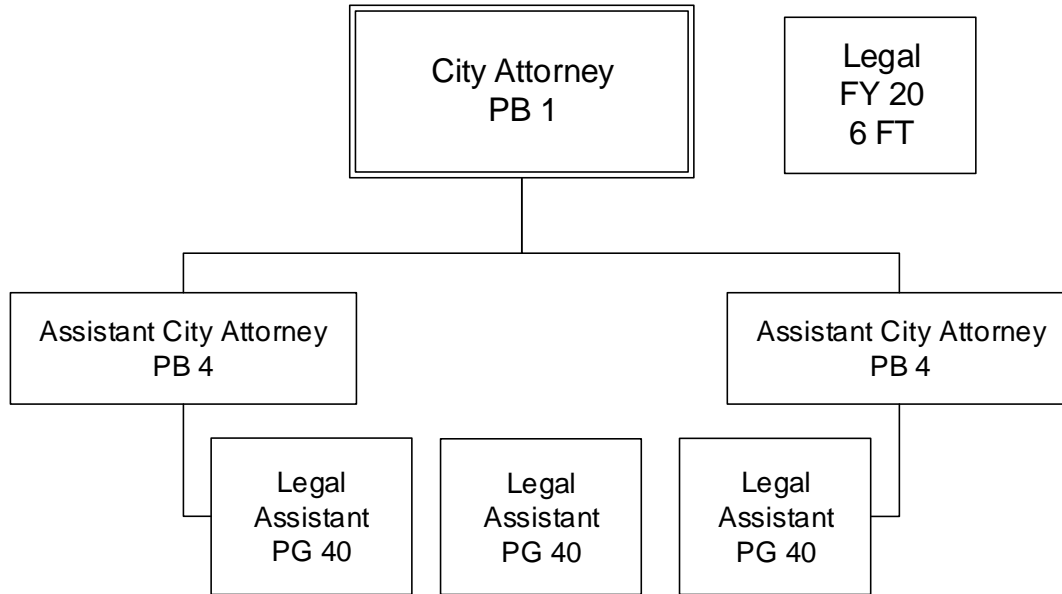


Figure G-11: City Attorney Table of Organization

City Attorney– Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
City Attorney	1	1	PB1	\$126,877.95 - \$235,623.80
Assistant City Attorney	2	2	PB4	\$76,303.89- \$141,723.88
Legal Assistant	3	3	40	\$39,523.97 -\$61,314.64
TOTAL FULL TIME EMPLOYEES	6	6		
TOTAL FT	6	6		

Figure G-12: City Attorney Positions

City Manager – Table of Organization

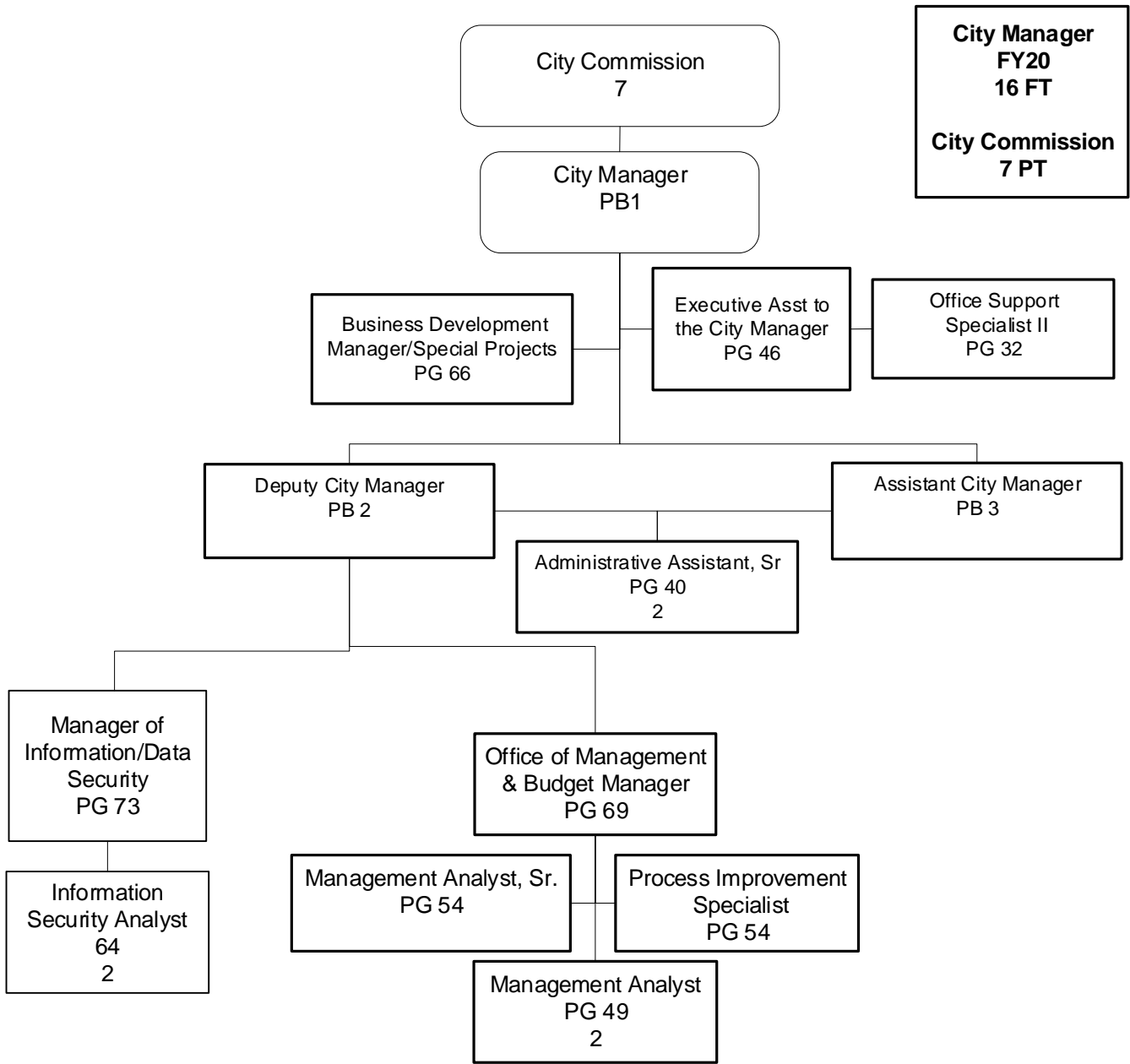


Figure G-13: City Manager Table of Organization

City Manager – Positions

City Commission		FY19	FY20		
	Personnel	Current	Proposed	PG	Salary Range
	Administrative Assistant, Sr	1	1	40	\$39,523.97 - \$61,314.64
	TOTAL FULL TIME EMPLOYEES	1	1		
	Mayor	1	1	*P	\$18,106.39 - \$162,686.01
	City Commissioner	6	6	*P	\$18,106.39 - \$162,686.01
	TOTAL PART TIME EMPLOYEES	7	7		
City Manager's Office		FY19	FY20		
	Personnel	Current	Proposed	PG	Salary Range
	City Manager	1	1	PB1	\$126,877.95 - \$235,623.80
	Deputy City Manager	1	1	PB2	\$93,713.48 - \$174,072.63
	Assistant City Manager	1	1	PB3	\$86,651.77 - \$160,928.04
	Business Development Manager/Special Projects	0	1	66	\$74,528.33 - \$115,617.91
	Executive Assistant to the City Manager	1	1	46	\$45,753.94 - \$70,979.36
	Administrative Assistant, Sr.	1	1	40	\$39,523.97 - \$61,314.64
	Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
	TOTAL FULL TIME EMPLOYEES	6	7		
Office of Management & Budget		FY19	FY20		
	Personnel	Current	Proposed	PG	Salary Range
	Office of Management & Budget Manager	1	1	69	\$80,187.26 - \$124,396.75
	Management Analyst, Sr.	1	1	54	\$55,614.18 - \$86,275.86
	Process Improvement Specialist	1	1	54	\$55,614.18 - \$86,275.86
	Management Analyst	2	2	49	\$49,228.02 - \$76,368.81
	TOTAL FULL TIME EMPLOYEES	5	5		
Information Security Office		FY19	FY20		
	Personnel	Current	Proposed	PG	Salary Range
	Manager of Info/Data Security	1	1	73	\$88,406.45 - \$137,147.42
	Information Security Analyst	2	2	64	\$70,979.36 - \$110,112.29
		3	3		
	TOTAL FT	15	16		
	TOTAL PT	7	7		

Figure G-14: City Manager Positions

Communications – Table of Organization

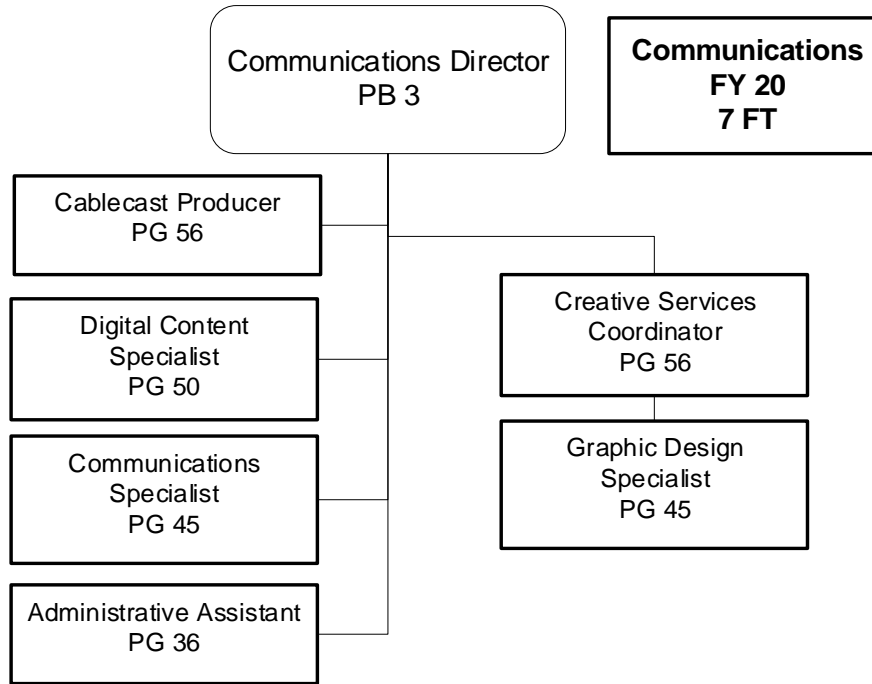


Figure G-15: Communications Table of Organization

Communications – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Communications Director	1	1	PB3	\$86,651.77 - \$160,928.04
Cablecast Producer	1	1	56	\$58,394.91 - \$90,589.66
Creative Services Coordinator	1	1	56	\$58,394.91 - \$90,589.66
Digital Content Specialist	1	1	50	\$50,443.71 - \$78,254.75
Communications Specialist	1	1	45	\$44,651.27 - \$69,268.76
Graphic Design Specialist	1	1	45	\$44,651.27 - \$69,268.76
Administrative Assistant	1	1	36	\$35,849.40 - \$55,614.18
Office Support Specialist I	1	0	28	\$29,493.39 - \$45,753.94
TOTAL FULL TIME EMPLOYEES	8	7		
TOTAL FT	8	7		

Figure G-16: Communications Positions

Community and Economic Development – Table of Organization

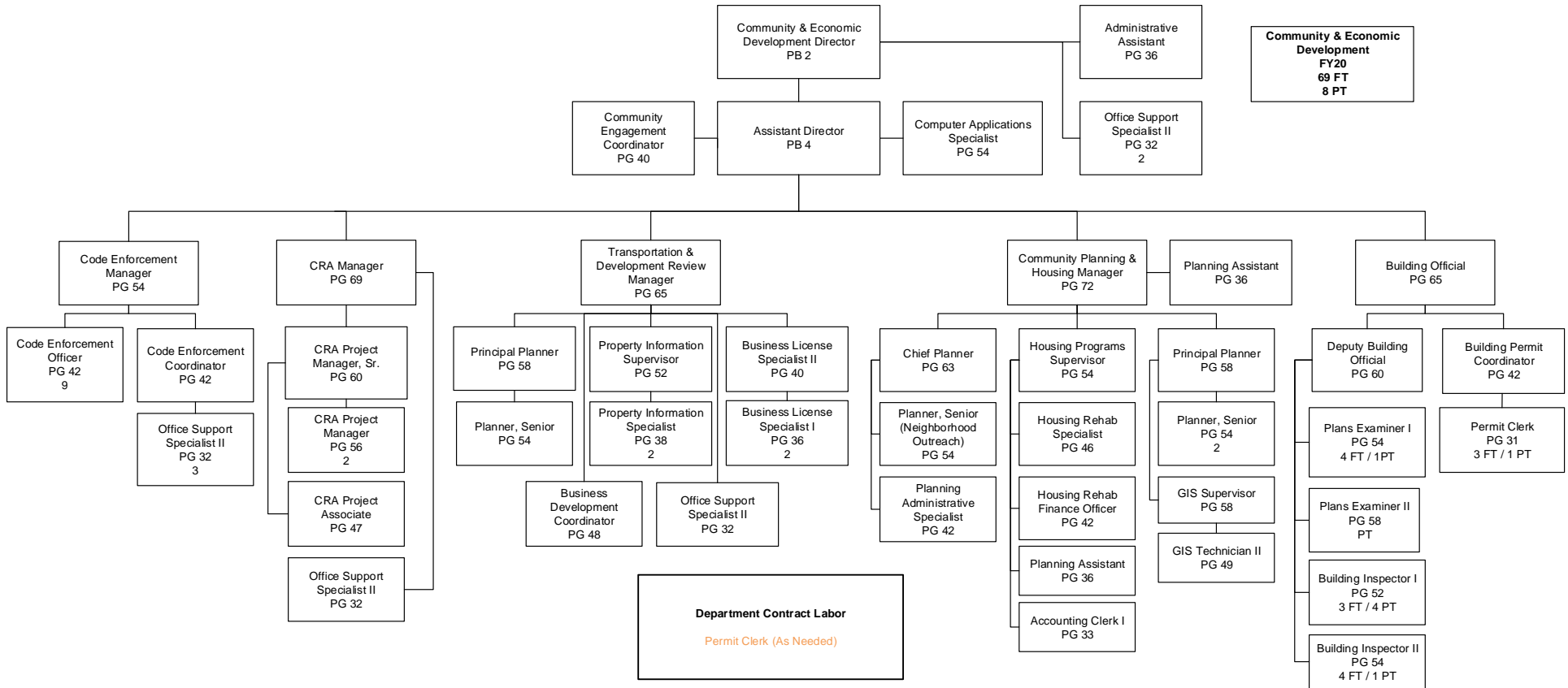


Figure G-17: Community and Economic Development Table of Organization

Community and Economic Development – Positions

<i>Planning</i>	FY19	FY20		
Personnel	Current	Proposed	PG	Salary Range
Director of Community & Economic Development	1	1	PB2	\$93,713.48 - \$174,072.63
Assistant Director of Community & Economic Dev.	1	1	PB4	\$76,303.89- \$141,723.88
Community Planning & Housing Manager	1	1	72	\$86,275.86 -\$133,842.18
Business Development Manager	1	0	66	\$74,528.33 -\$115,617.91
Transportation & Dev Review Manager	1	1	65	\$72,732.20 -\$112,831.53
Chief Planner	1	1	63	\$69,268.76 -\$107,458.59
Principal Planner	2	2	58	\$61,314.64 -\$95,119.14
GIS Supervisor	1	1	58	\$61,314.64 -\$95,119.14
Computer Application Specialist	1	1	54	\$55,614.18 -\$86,275.86
Planner, Sr.	4	4	54	\$55,614.18 -\$86,275.86
Property Information Supervisor	1	1	52	\$52,965.90 -\$82,167.49
GIS Technician II	1	1	49	\$49,228.02 -\$76,368.81
Business Development Coordinator	1	1	48	\$48,041.62 -\$74,528.33
Planning Administrative Specialist	1	1	42	\$41,500.17 -\$64,380.37
Community Engagement Coordinator	1	1	40	\$39,523.97 -\$61,314.64
Property Information Specialist	2	2	38	\$37,641.88 -\$58,394.91
Planning Assistant	1	1	36	\$35,849.40 -\$55,614.18
Administrative Assistant	1	1	36	\$35,849.40 -\$55,614.18
Office Support Specialist II	2	3	32	\$32,516.47 -\$50,443.71
TOTAL FULL TIME EMPLOYEES	25	25		
<i>Code Enforcement</i>	FY19	FY20		
Personnel	Current	Proposed	PG	Salary Range
Code Enforcement Manager	1	1	54	\$55,614.18 -\$86,275.86
Code Enforcement Coordinator	1	1	42	\$41,500.17 -\$64,380.37
Code Enforcement Officer	9	9	42	\$41,500.17 -\$64,380.37
Office Support Specialist II	3	3	32	\$32,516.47 -\$50,443.71
TOTAL FULL TIME EMPLOYEES	14	14		

Figure G-18: Community and Economic Development Positions – Part 1

Community and Economic Development – Positions

<i>Affordable Housing</i>	FY19	FY20		
Personnel	Current	Proposed	PG	Salary Range
Housing Programs Supervisor	1	1	54	\$55,614.18 -\$86,275.86
Housing Rehabilitation Specialist	1	1	46	\$45,753.94 -\$70,979.36
Housing Rehabilitation Finance Officer	1	1	42	\$41,500.17 -\$64,380.37
Planning Assistant	1	1	36	\$35,849.40 -\$55,614.18
Accounting Clerk I	1	1	33	\$33,319.46 -\$51,689.42
TOTAL FULL TIME EMPLOYEES	5	5		
<i>Building Inspection</i>	FY19	FY20		
Personnel	Current	Proposed	PG	Salary Range
Building Official	1	1	65	\$72,732.20 -\$112,831.53
Deputy Building Official	1	1	60	\$64,380.37 -\$99,875.09
Plans Examiner I	3	3	56	\$58,394.91 -\$90,589.66
Building Inspector II	4	4	54	\$55,614.18 -\$86,275.86
Building Inspector I	3	3	52	\$52,965.90 -\$82,167.49
Business License Specialist II	1	1	40	\$39,523.97 -\$61,314.64
Building Permit Coordinator	1	1	42	\$41,500.17 -\$64,380.37
Business License Specialist I	2	2	36	\$35,849.40 -\$55,614.18
Permit Clerk	3	3	31	\$31,732.81 -\$49,228.02
TOTAL FULL TIME EMPLOYEES	19	19		
<i>Plans Examiner II</i>	1	1	58	\$61,314.64 -\$95,119.14
<i>Plans Examiner I</i>	1	1	56	\$58,394.91 -\$90,589.66
<i>Building Inspector II</i>	1	1	54	\$55,614.18 -\$86,275.86
<i>Building Inspector I</i>	4	4	52	\$52,965.90 -\$82,167.49
<i>Permit Clerk</i>	1	1	31	\$31,732.81 -\$49,228.02
TOTAL PART TIME TEMP EMPLOYEES	8	8		
<i>Community Redevelopment Agency</i>	FY19	FY20		
Personnel	Current	Proposed	PG	Salary Range
CRA Manager	1	1	69	\$80,187.26 -\$124,396.75
CRA Project Manager, Sr.	1	1	60	\$64,380.37 -\$99,875.09
CRA Project Manager	2	2	56	\$58,394.91 -\$90,589.66
CRA Project Associate	1	1	47	\$46,883.83 -\$72,732.20
Office Support Specialist II	1	1	32	\$32,516.47 -\$50,443.71
TOTAL FULL TIME EMPLOYEES	6	6		
TOTAL FT	69	69		
TOTAL PT	8	8		

Figure G-19: Community and Economic Development Positions – Part 2

Electric – General Manager – Table of Organization

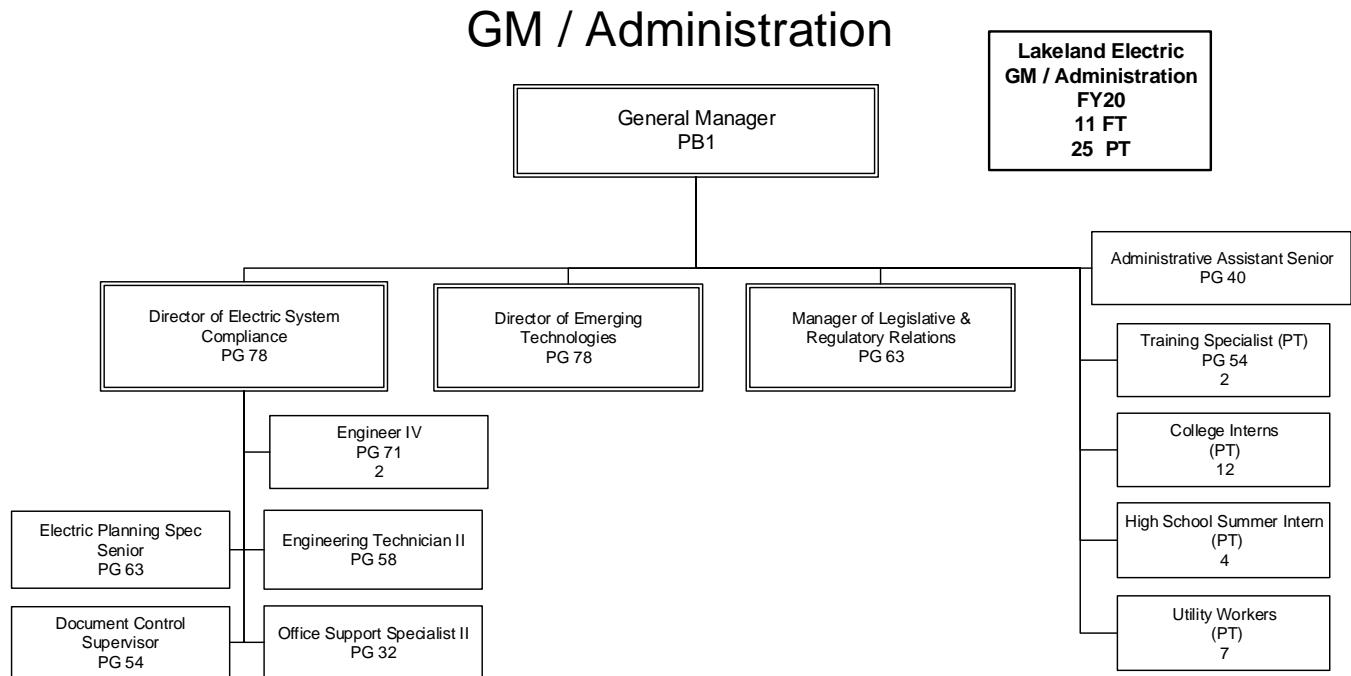


Figure G-20: Electric General Manager Administration Table of Organization

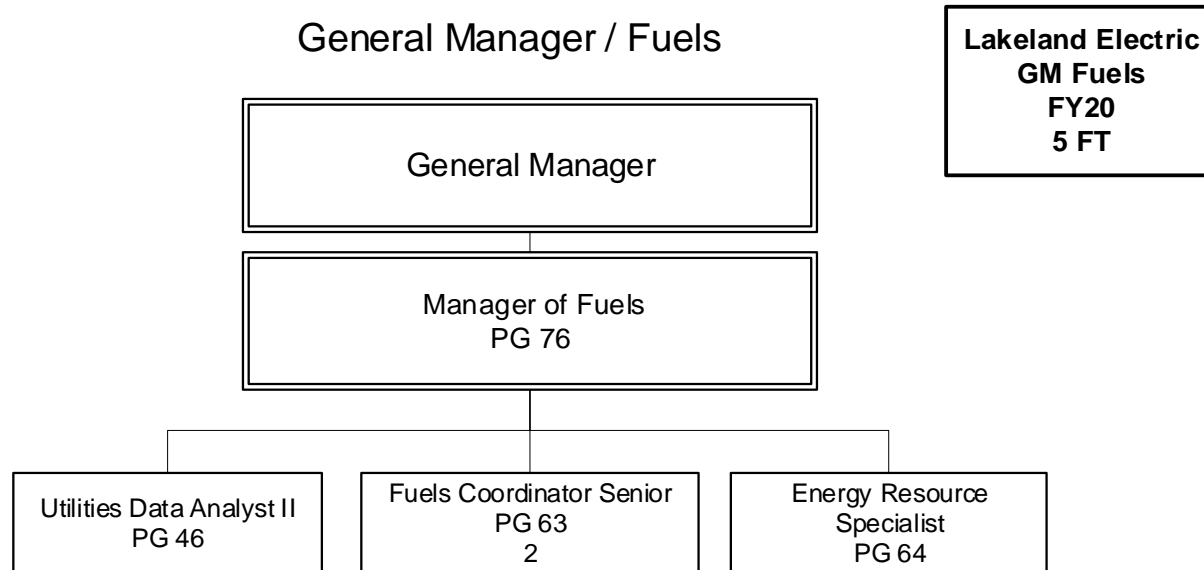


Figure G-21: Electric General Manager Fuels Table of Organization

Electric – General Manager – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
General Manager	1	1	PB1	\$126,877.95 - \$235,623.80
Manager of Legislative & Regulatory Relations	1	1	63	\$69,268.76 - \$107,458.59
Administrative Assistant, Sr.	1	1	40	\$39,523.97 - \$61,314.64
Director of Electric System Compliance	1	1	78	\$99,875.09 - \$154,939.05
Manager of Emerging Technologies	0	1	78	\$99,875.09 - \$154,939.05
Engineer IV	3	2	71	\$84,196.63 - \$130,616.60
Electric Planning Specialist Sr	0	1	63	\$69,268.76 - \$107,458.59
Engineering Tech II	1	1	58	\$61,314.64 - \$95,119.14
Document Control Supervisor	1	1	54	\$55,614.18 - \$86,275.86
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
TOTAL FULL TIME EMPLOYEES	10	11		

General Manager/Production Fuels	FY19	FY20	PG	Salary Range
	Current	Proposed		
Manager Fuels	1	1	76	\$95,119.14 - \$147,561.00
Energy Resource Specialist	1	1	64	\$70,979.36 - \$110,112.29
Fuels Coordinator, Sr.	2	2	63	\$69,268.76 - \$107,458.59
Utility Data Analyst II	1	1	46	\$45,753.94 - \$70,979.36
TOTAL FULL TIME EMPLOYEES	5	5		

	FY19	FY20	PG	Salary Range
	Current	Proposed		
LE Training Specialist	2	2	54	\$55,614.18 - \$86,275.86
Training Specialist	0	0	54	\$55,614.18 - \$86,275.86
Students (GM)				
College Interns	12	12	*	\$18,106.39 - \$162,686.01
High School Summer Interns	4	4	4	\$17,596.80 - \$25,477.50
Power Academy Interns	7	0	*	\$18,106.39 - \$162,686.01
Utility Worker	0	7	*	\$18,106.39 - \$162,686.01
GM PT Sub-total	25	25		

TOTAL FT	15	16		
TOTAL PT	25	25		

Figure G-22: Electric General Manager Positions

Electric – Customer Service – Table of Organization

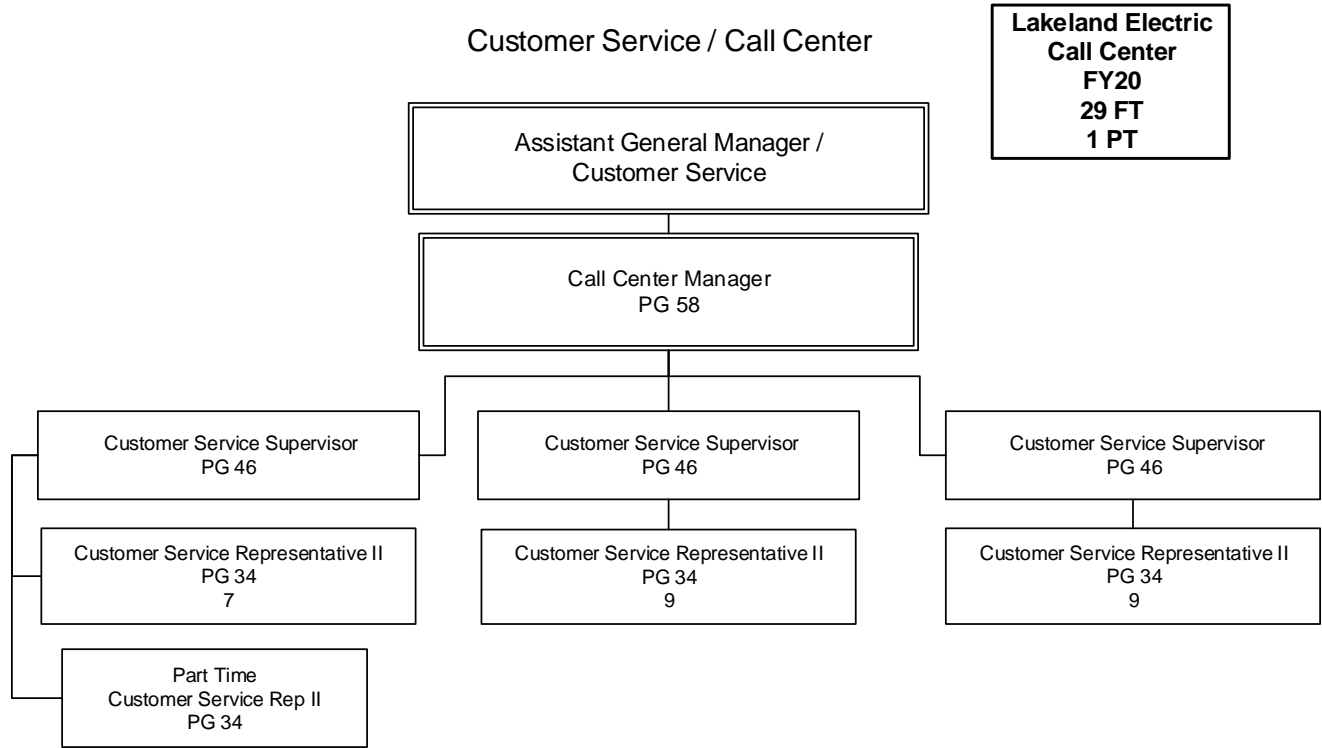


Figure G-23: Electric Customer Service Call Center Table of Organization

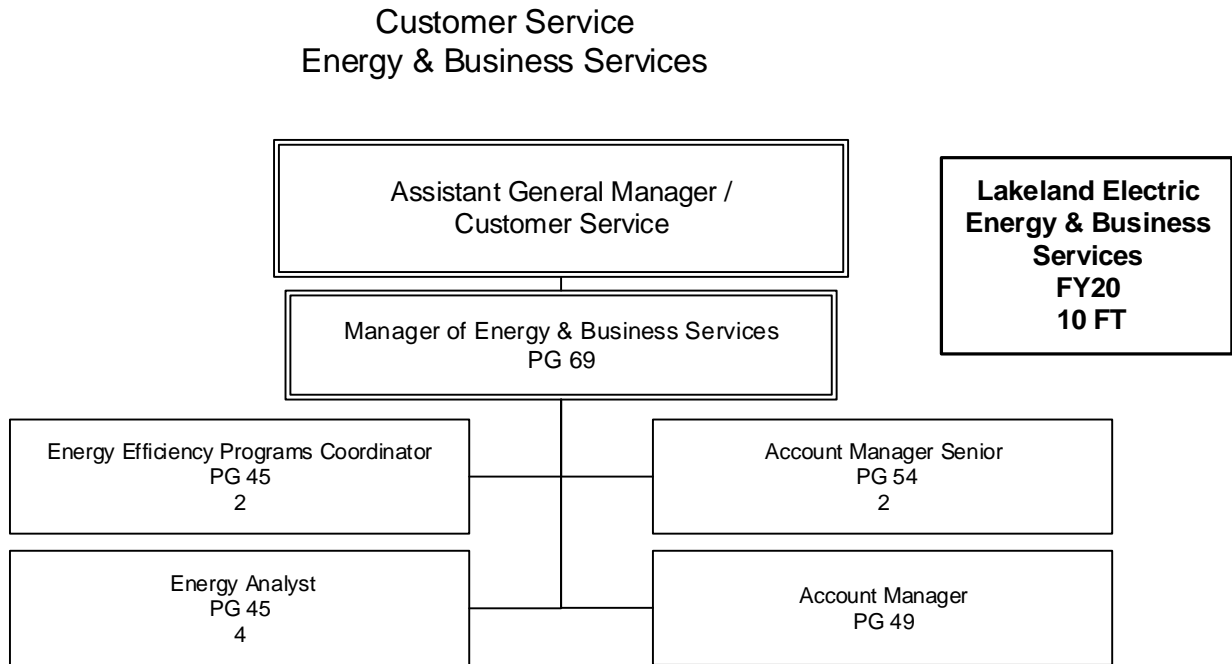


Figure G-24: Electric Customer Service Energy & Business Serv. Table of Organization

Electric – Customer Service – Table of Organization

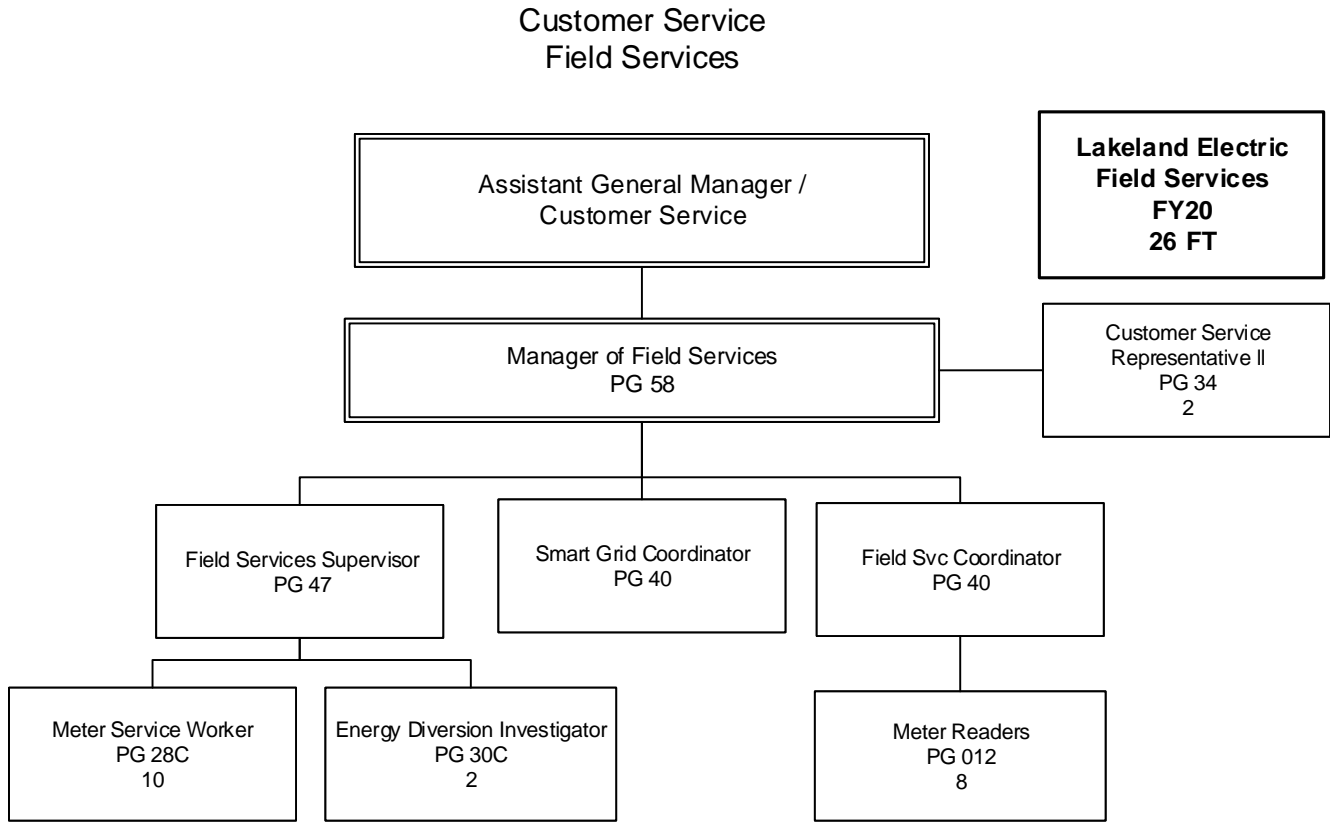


Figure G-25: Customer Service Field Services Table of Organization

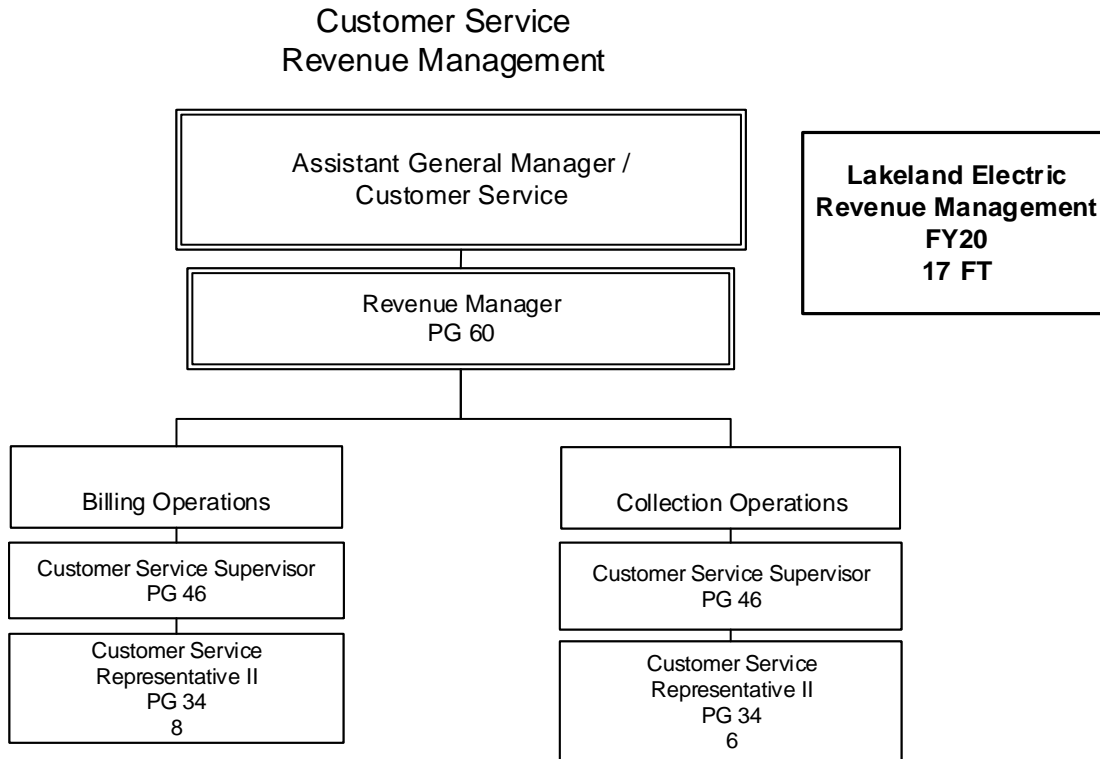


Figure G-26: Electric Customer Service Revenue Management Table of Organization
Fiscal Year 2020 Annual Budget

Electric – Customer Service – Table of Organization

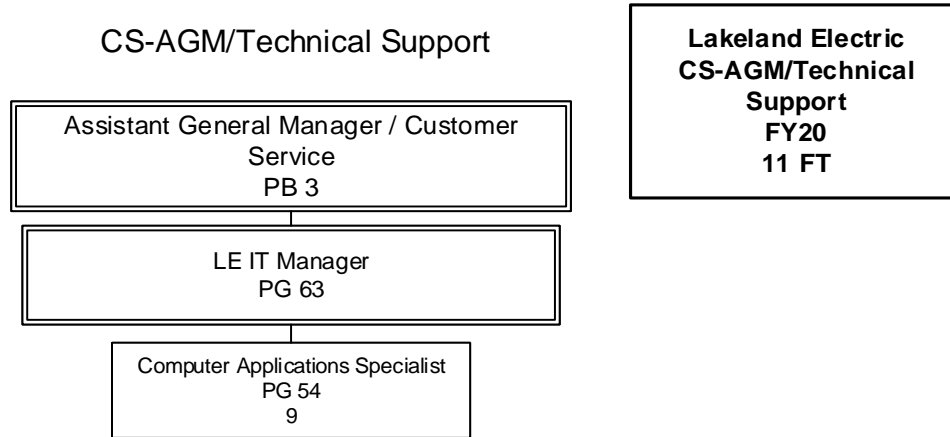


Figure G-27: Electric Customer Service AGM/Technical Support Table of Organization

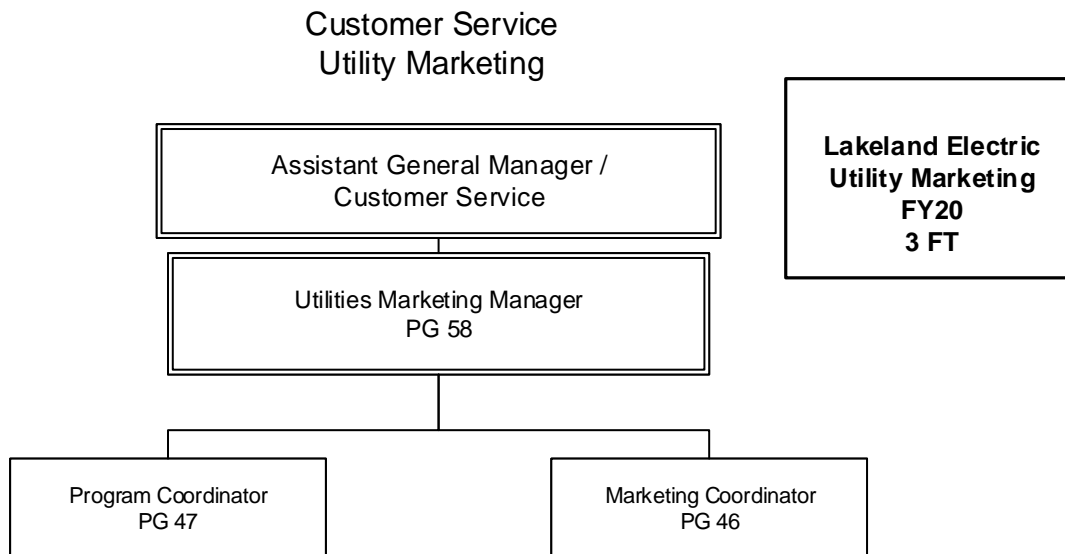


Figure G-28: Electric Customer Service Utility Marketing Table of Organization

Electric – Customer Service – Positions

AGM Customer Service		FY19	FY20		
	Personnel	Current	Proposed	PG	Salary Range
Assistant GM - Customer Service		1	1	PB3	\$86,651.77 - \$160,928.04
		1	1		
Customer Services/Technical Support		FY19	FY20		
	Personnel	Current	Proposed	PG	Salary Range
LE/IT Manager		1	1	63	\$69,268.76 - \$107,458.59
Computer Applications Specialist		9	9	54	\$55,614.18 - \$86,275.86
	CS/Technical Support FULL TIME EMPLOYEES	10	10		
Customer Service/Utility Marketing		FY19	FY20		
	Personnel	Current	Proposed	PG	Salary Range
Utilities Marketing Manager		1	1	58	\$61,314.64 - \$95,119.14
Program Coordinator		1	1	47	\$46,883.83 - \$72,732.20
Marketing Coordinator		0	1	46	\$45,753.94 - \$70,979.36
Webmaster		1	0	46	\$45,753.94 - \$70,979.36
	CS/Utility Marketing FULL TIME EMPLOYEES	3	3		
Customer Service/Energy & Business Services		FY19	FY20		
	Personnel	Current	Proposed	PG	Salary Range
Manager of Energy & Business Services		1	1	69	\$80,187.26 - \$124,396.75
Account Manager, Sr.		2	2	54	\$55,614.18 - \$86,275.86
Account Manager		1	1	49	\$49,228.02 - \$76,368.81
Energy Analyst		4	4	45	\$44,651.27 - \$69,268.76
Energy Efficiency Programs Coordinator		2	2	45	\$44,651.27 - \$69,268.76
	CS/Energy & Business Services FULL TIME EMPLOYEES	10	10		
Customer Service/Call Center		FY19	FY20		
	Personnel	Current	Proposed	PG	Salary Range
Call Center Manager		1	1	58	\$61,314.64 - \$95,119.14
Customer Service Supervisor		3	3	46	\$45,753.94 - \$70,979.36
Customer Service Representative II		25	25	34	\$34,142.28 - \$52,965.90
	CS/Call Center FULL TIME EMPLOYEES	29	29		

Figure G-29: Electric Customer Service Positions – Part 1

Electric – Customer Service – Positions

Customer Service/Field Services		FY19	FY20		
Personnel		Current	Proposed	PG	Salary Range
Manager of Field Services		1	1	58	\$61,314.64 - \$95,119.14
Field Service Supervisor		1	1	47	\$46,883.83 - \$72,732.20
Field Services Coordinator		1	1	40	\$39,523.97 - \$61,314.64
Smart grid Coordinator		1	1	40	\$39,523.97 - \$61,314.64
Customer Service Representative II		2	2	34	\$34,142.28 - \$52,965.90
Energy Diversion Investigator		2	2	PB030c	\$49,798.62 - \$59,733.17
Meter Service Worker		10	10	PB028c	\$47,434.48 - \$56,888.73
Meter Reader		7	8	PB012	\$32,291.36 - \$50,360.52
CS/Field Services FULL TIME EMPLOYEES		25	26		
Customer Service/Revenue Management		FY19	FY20		
Personnel		Current	Proposed	PG	Salary Range
Revenue Manager		1	1	60	\$64,380.37 - \$99,875.09
Customer Service Supervisor		2	2	46	\$45,753.94 - \$70,979.36
Customer Service Representative II		15	14	34	\$34,142.28 - \$52,965.90
CS/Billing and Collections FULL TIME EMPLOYEES		18	17		
PT-Call Center					
Customer Service Representative II		1	1	34	\$34,142.28 - \$52,965.90
Customer Service PART TIME EMPLOYEES		1	1		
TOTAL FT		96	96		
TOTAL PT		1	1		

Figure G-30: Electric Customer Service Positions – Part 2

Electric – Delivery – Table of Organization

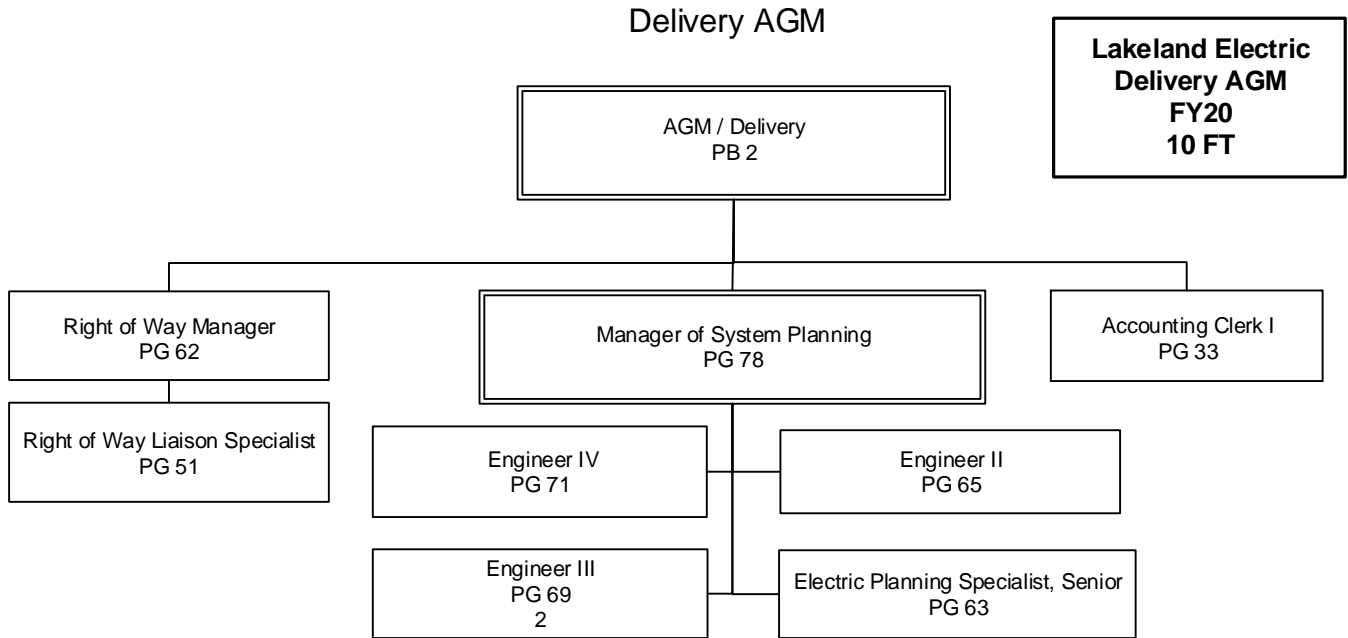


Figure G-31: Electric Delivery AGM Table of Organization

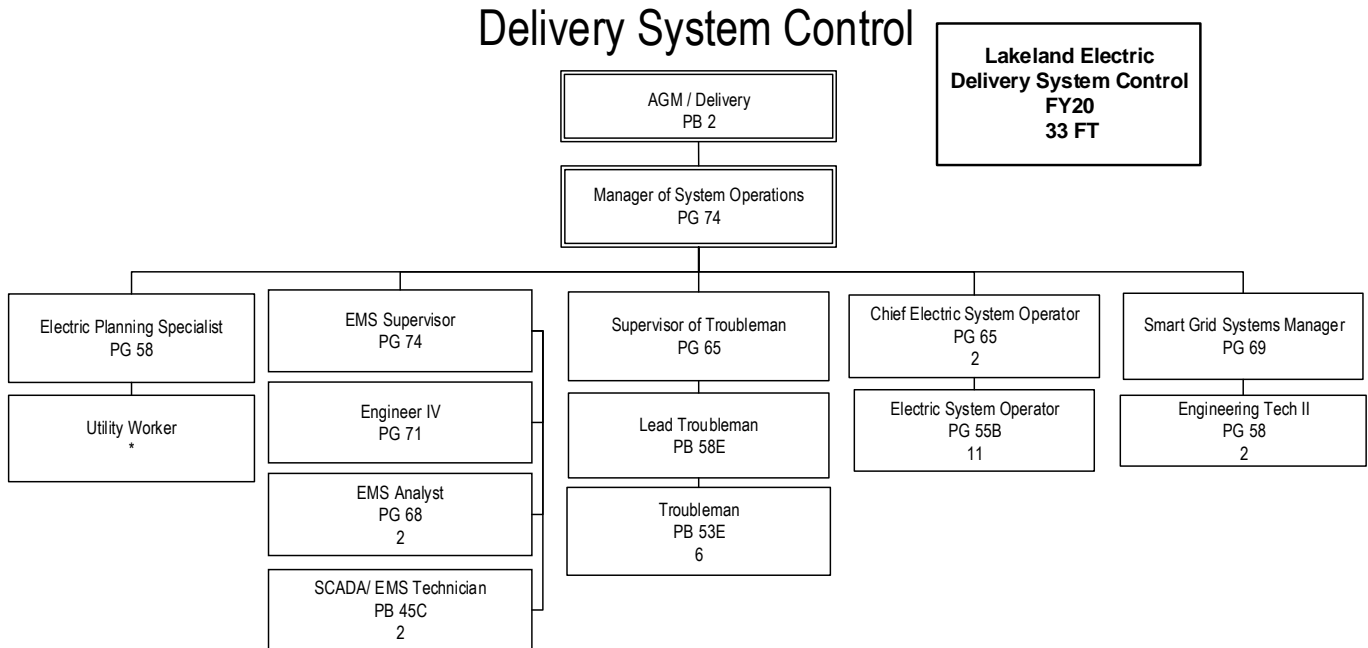


Figure G-32: Electric Delivery System Control Table of Organization

Electric – Delivery – Table of Organization

Delivery Substation Operations

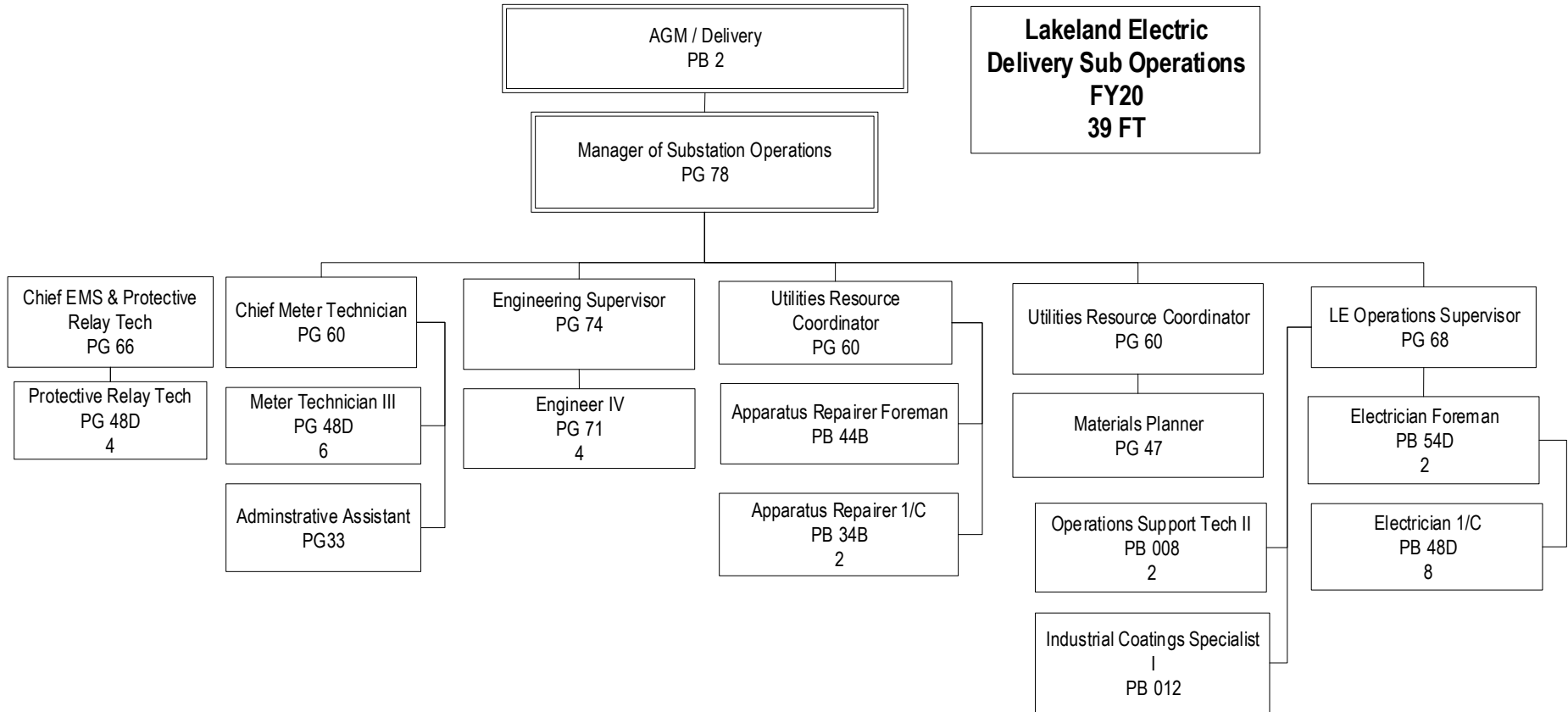
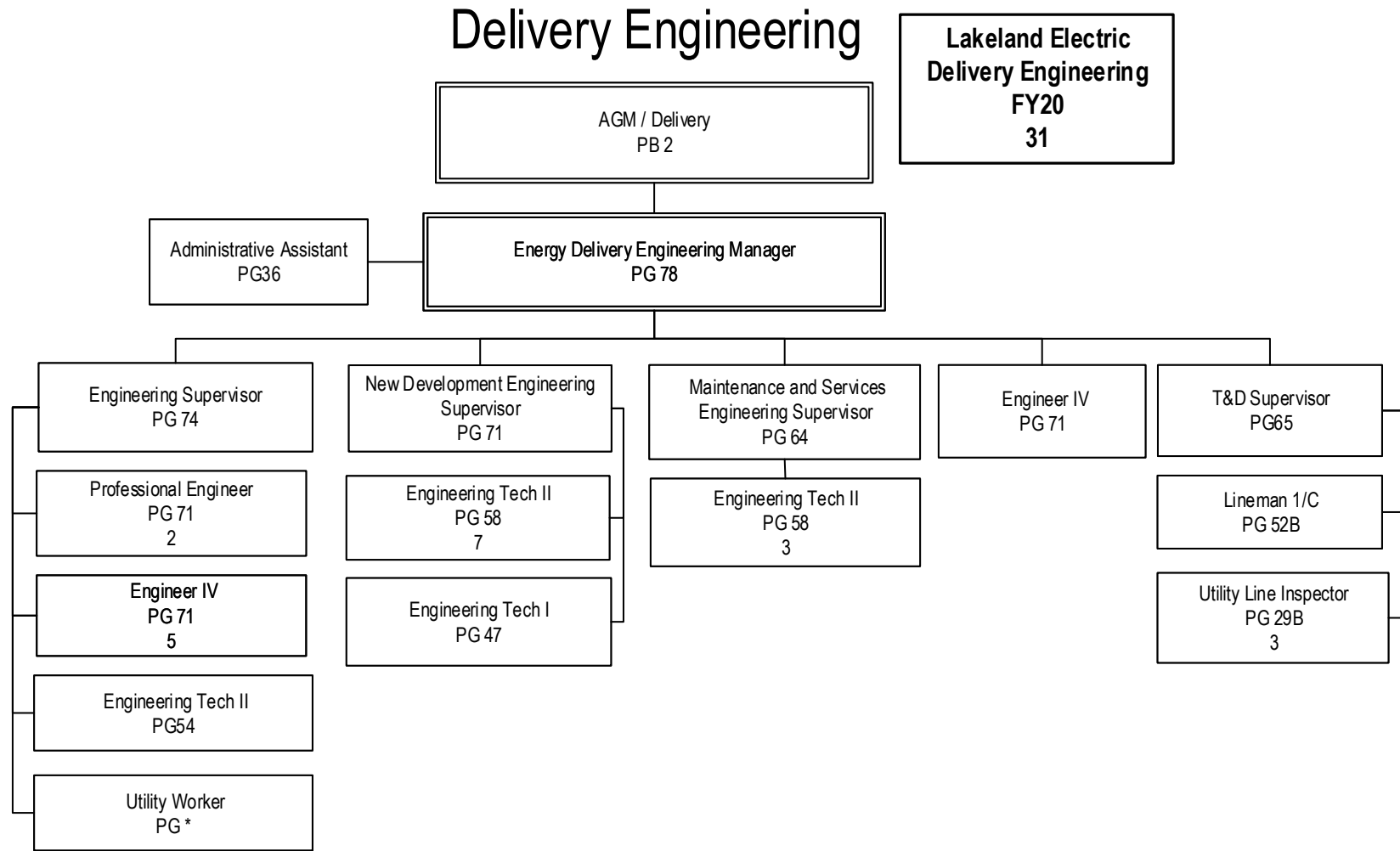


Figure G-33: Electric Delivery Substation Operations Table of Organization

Electric – Delivery – Table of Organization



**Lakeland Electric
Delivery Engineering
FY20
31**

Figure G-34: Electric Delivery Engineering Table of Organization

Electric – Delivery – Table of Organization

Delivery T&D Operations

Lakeland Electric
Delivery Operations
FY20
80

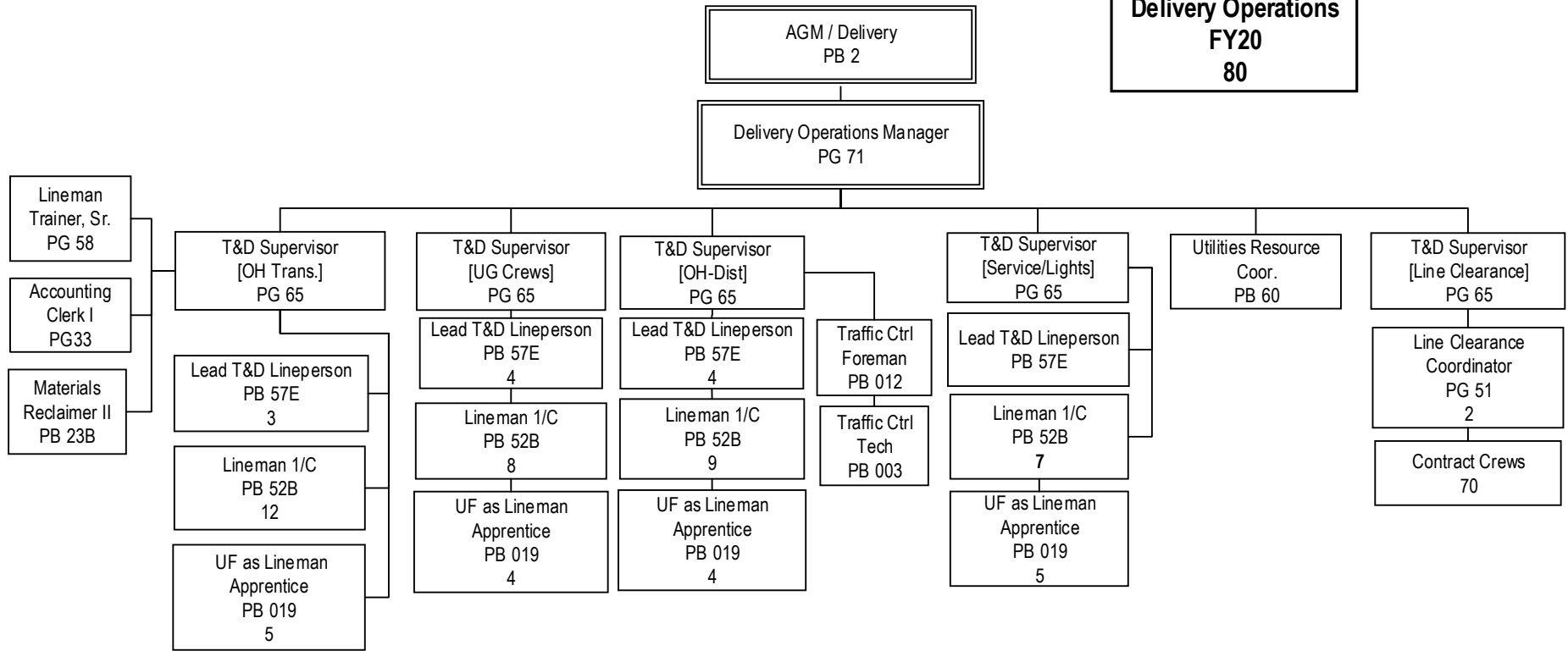


Figure G-35: Electric T&D Operations Table of Organization

Electric – Delivery – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Assistant GM-Delivery	1	1	PB2	\$93,713.48 - \$174,072.63
Manager of System Planning	1	1	78	\$99,875.09 - \$154,939.05
Engineer IV - Lakeland Electric	1	1	71	\$84,196.63 - \$130,616.60
Engineer III - Lakeland Electric	2	2	69	\$80,187.26 - \$124,396.75
Engineer II - Lakeland Electric	1	1	65	\$72,732.20 - \$112,831.53
Electric Planning Specialist, Sr.	1	1	63	\$69,268.76 - \$107,458.59
Right of Way Manager	1	1	62	\$67,599.39 - \$104,868.85
Right of Way Liaison Specialist	1	1	51	\$51,689.42 - \$80,187.26
Accounting Clerk I	0	1	33	\$33,319.46 - \$51,689.42
Delivery/ AGM/Right-of-Way	9	10		

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Energy Delivery Operations Manager	1	1	71	\$84,196.63 - \$130,616.60
T&D Supervisor	6	5	65	\$72,732.20 - \$112,831.53
Utility Resource Coordinator	1	1	60	\$64,380.37 - \$99,875.09
Lineman Trainer, Sr.	1	1	58	\$61,314.64 - \$95,119.14
Line Clearance Coordinator	2	2	51	\$51,689.42 - \$80,187.26
Accounting Clerk 1	2	1	33	\$33,319.46 - \$51,689.42
Lead T&D Lineperson	12	12	PB057e	\$83,202.11 - \$92,677.35
Lineman 1/C	55	54	PB052b	\$78,226.67 - \$84,004.16
Lineman Trainer	1	0	PB049c	\$70,031.96 - \$84,001.07
Materials Reclaimer II	1	1	PB023b	\$41,687.32 - \$54,160.88
Traffic Control Foreman	1	1	PB012	\$32,291.36 - \$50,360.52
Traffic Control Technician	1	1	PB003	\$25,926.34 - \$40,428.30
Delivery/Operations	84	80		

Figure G-36: Electric Delivery Positions – Part 1

Electric – Delivery – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Manager of System Operations	1	1	78	\$99,875.09 - \$154,939.05
Smart Grid Operations Manager	1	0	78	\$99,875.09 - \$154,939.05
Energy Management System (EMS) Supervisor	1	1	74	\$90,589.66 - \$140,534.29
Engineer IV	2	1	71	\$84,196.63 - \$130,616.60
EMS Analyst	2	2	68	\$78,254.75 - \$121,398.80
SmartGrid System Manager	1	1	69	\$80,187.26 - \$124,396.75
Chief Electric System Operator	2	2	65	\$72,732.20 - \$112,831.53
Supervisor of Troubleman	1	1	65	\$72,732.20 - \$112,831.53
Electric Planning Specialist	1	1	58	\$61,314.64 - \$95,119.14
Engineering Tech II - LE	1	2	58	\$61,314.64 - \$95,119.14
Lead Troubleman	1	1	PB058e	\$85,291.15 - \$95,008.86
Electric System Operator	11	11	PB055b	\$80,604.80 - \$104,754.54
Troubleman	6	6	PB053e	\$79,253.34 - \$88,270.80
SCADA/EMS Technician	3	2	PB045c	\$70,045.44 - \$84,027.47
Utility Worker	1	1	*	\$18,106.39 - \$162,686.01
Delivery/ EMS/System Control/Reliability	35	33		

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Energy Delivery Engineering Manager	1	1	78	\$99,875.09 - \$154,939.05
Engineering Supervisor	1	1	74	\$90,589.66 - \$140,534.29
New Development Engineering Supervisor	1	1	71	\$84,196.63 - \$130,616.60
Professional Engineer	2	2	71	\$84,196.63 - \$130,616.60
Engineer IV	4	6	71	\$84,196.63 - \$130,616.60
T&D Supervisor	0	1	65	\$84,196.63 - \$130,616.60
Maintenance & Services Engineering Supervisor	1	1	64	\$70,979.36 - \$110,112.29
Engineering Tech II - LE	13	11	58	\$61,314.64 - \$95,119.14
Lineman 1/C	0	1	PB052b	\$78,226.67 - \$84,004.16
Engineering Technician I	1	1	47	\$46,883.83 - \$72,732.20
Administrative Assistant	0	1	36	\$35,849.40 - \$55,614.18
Utility Line Inspector	2	3	PB029b	\$48,290.14 - \$62,717.51
Utility Worker	1	1	*	\$18,106.39 - \$162,686.01
Delivery/Engineering	27	31		

Figure G-37: Electric Delivery Positions – Part 2

Electric – Delivery – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Manager of Substation Operations	1	1	78	\$99,875.09 -\$154,939.05
Engineering Supervisor	1	1	74	\$90,589.66 -\$140,534.29
Engineer IV	3	4	71	\$84,196.63 -\$130,616.60
LE Operations Supervisor	1	1	68	\$78,254.75 -\$121,398.80
Chief EMS & Protective Relay Technician	1	1	66	\$74,528.33 -\$115,617.91
Utilities Resource Coordinator	2	2	60	\$64,380.37 -\$99,875.09
Chief Meter Technician	1	1	60	\$64,380.37 -\$99,875.09
Administrative Assistant	1	1	36	\$35,849.40 -\$55,614.18
Materials Planner	1	1	47	\$46,883.83 -\$72,732.20
Electrician Foreman	2	2	PB054d	\$80,230.60 -\$92,677.35
Electrician 1/C	5	8	PB048d	\$72,739.49 -\$84,027.47
Meter Technician III	6	6	PB048d	\$72,739.49 -\$84,027.47
Protective Relay Technician	4	4	PB048d	\$72,739.49 -\$84,027.47
Apparatus Repairer Foreman	1	1	PB044b	\$67,930.76 -\$88,270.80
Apparatus Repairer 1/C	2	2	PB034b	\$54,529.24 -\$70,854.45
Electrician Apprentice	3	0	PB024	\$43,296.05 -\$67,497.08
Industrial Coatings Specialist	2	1	PB012	\$32,291.36 -\$50,360.52
Operations Support Technician II	2	2	PB008	\$29,307.03 -\$45,674.20
Delivery/ Substation Operations	39	39		
ED TOTAL FT	194	193		

Figure G-38: Electric Delivery Positions – Part 3

Electric – Fiscal Operations – Table of Organization

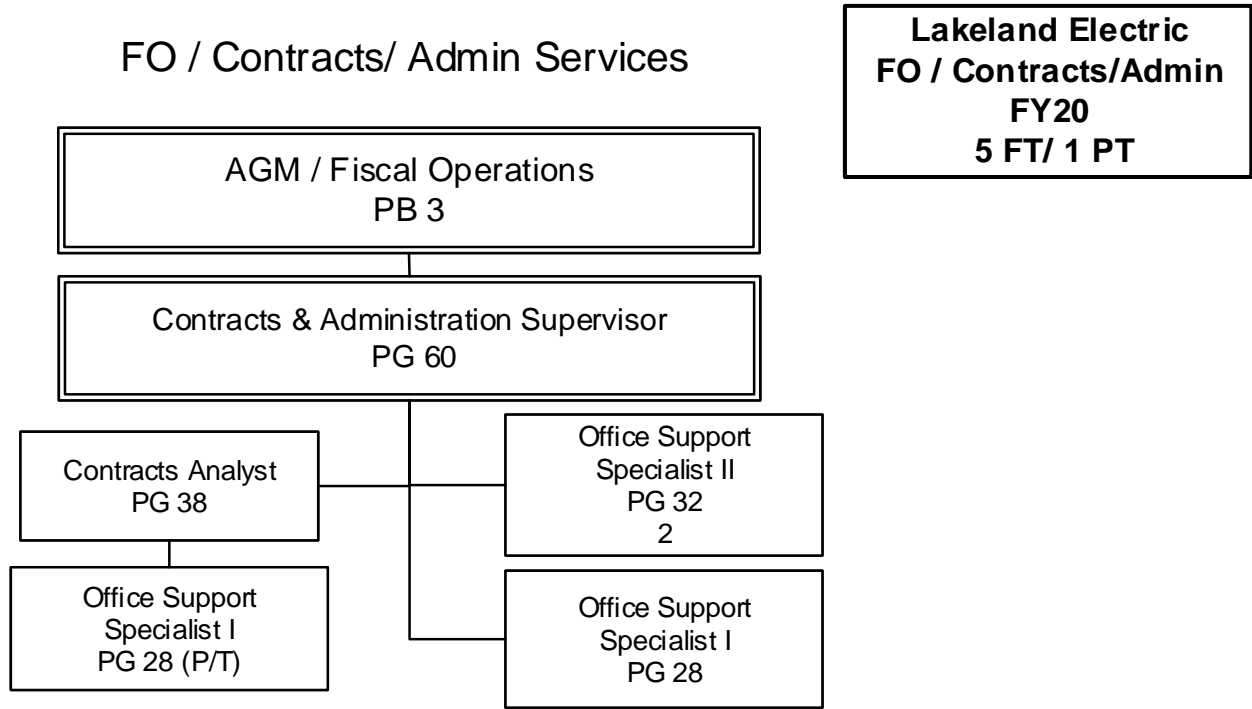


Figure G-39: Electric Fiscal Operations, Contracts, Admin Serv. Table of Organization

Fiscal Operations Delivery

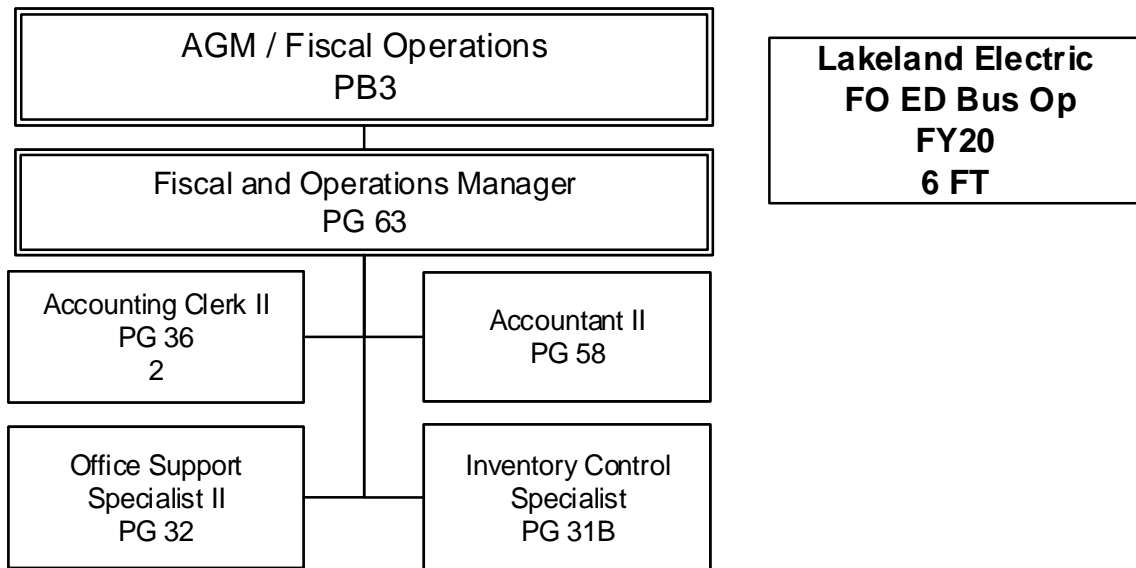


Figure G-40: Electric Fiscal Operations Delivery Table of Organization

Electric – Fiscal Operations – Table of Organization

Fiscal Operations Finance

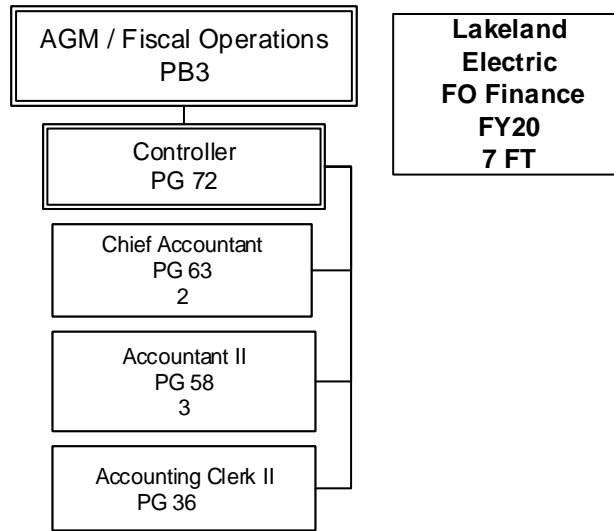


Figure G-41: Electric Fiscal Operations Finance Table of Organization

Fiscal Operations

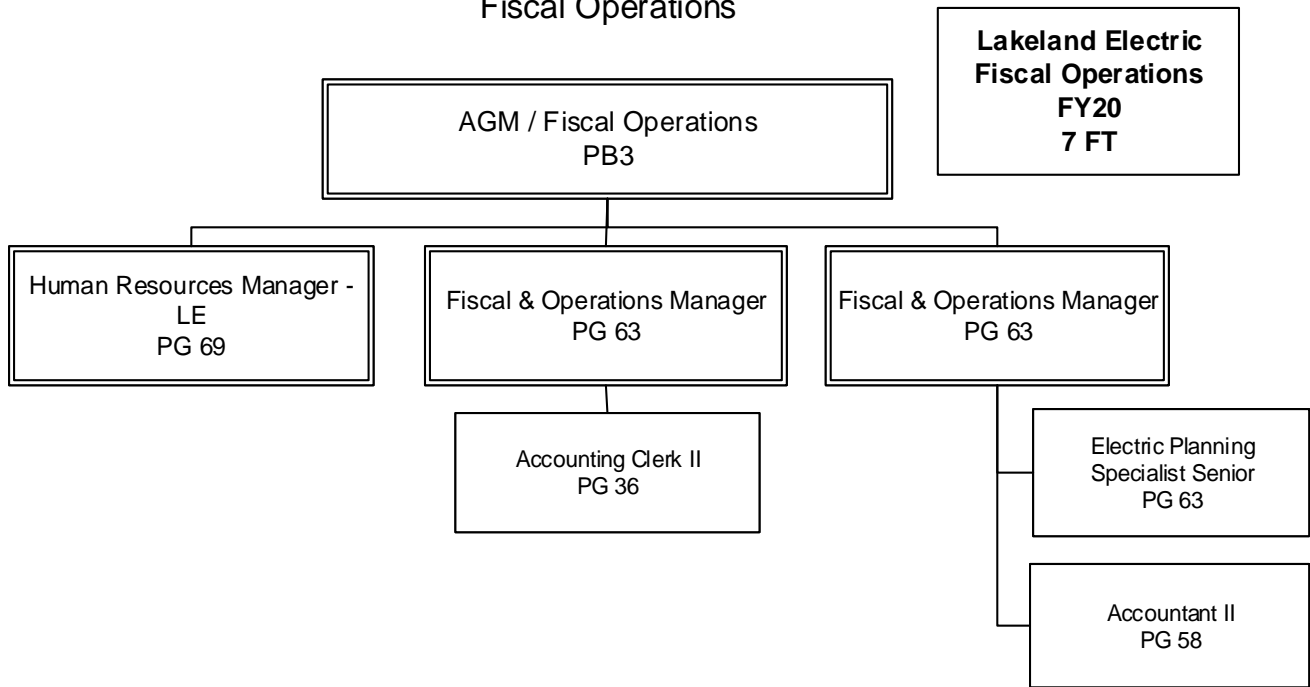


Figure G-42: Electric Fiscal Operations AGM Table of Organization

Electric – Fiscal Operations – Table of Organization

Fiscal Operations Production

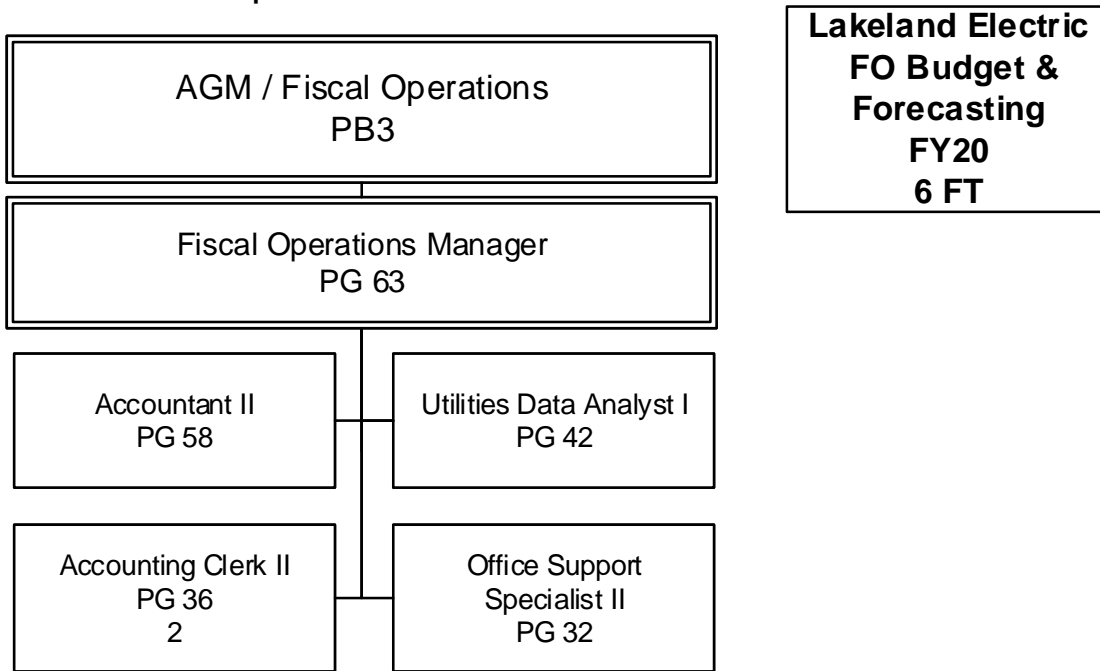


Figure G-43: Electric Fiscal Operations Production Table of Organization

Fiscal Operations Pricing & Reporting

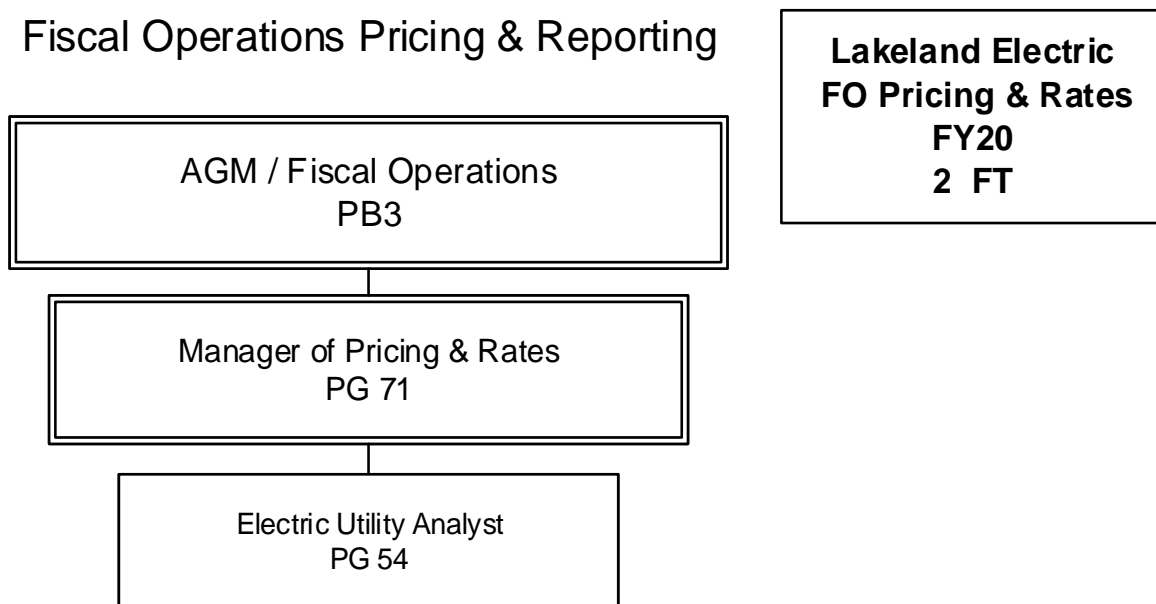


Figure G-44: Electric Fiscal Operations Pricing & Reporting Table of Organization

Electric – Fiscal Operations – Positions

Fiscal Operations	FY19	FY20		
Personnel	Current	Proposed	PG	Salary Range
AGM/Fiscal Operations	1	1	PB3	\$86,651.77 - \$160,928.04
HR Manager - Lakeland Electric	1	1	69	\$80,187.26 - \$124,396.75
Fiscal Operations Manager	1	2	63	\$69,268.76 - \$107,458.59
Electric Planning Specialist, Sr	2	1	63	\$69,268.76 - \$107,458.59
Accountant II	1	1	58	\$61,314.64 - \$95,119.14
Accounting Clerk II	1	1	36	\$35,849.40 - \$55,614.18
FULL TIME EMPLOYEES	7	7		

Fiscal Operations/Delivery	FY19	FY20		
Personnel	Current	Proposed	PG	Salary Range
Fiscal Operations Manager	1	1	63	\$69,268.76 - \$107,458.59
Accountant II	1	1	58	\$61,314.64 - \$95,119.14
Accounting Clerk II	2	2	36	\$35,849.40 - \$55,614.18
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
Inventory Control Specialist	1	1	PB031b	\$50,704.67 - \$65,853.38
FULL TIME EMPLOYEES	6	6		

FO/Contracts/Admin Services	FY19	FY20		
Personnel	Current	Proposed	PG	Salary Range
Contracts & Administration Supervisor	1	1	60	\$64,380.37 - \$99,875.09
Contracts Analyst	1	1	38	\$37,641.88 - \$58,394.91
Office Support Specialist II	2	2	32	\$32,516.47 - \$50,443.71
Office Support Specialist I	1	1	28	\$29,493.39 - \$45,753.94
FULL TIME EMPLOYEES	5	5		

P/T FO/Contracts/Adm Services	FY19	FY20		
Personnel	Current	Proposed		
Office Support Specialist I	1	1	28	\$29,493.39 - \$45,753.94
PART TIME EMPLOYEES	1	1		

Figure G-45: Electric Fiscal Operations Positions – Part 1

Electric – Fiscal Operations – Positions

FO/Finance		FY19	FY20		
	Personnel	Current	Proposed	PG	Salary Range
Controller		1	1	72	\$86,275.86 - \$133,842.18
Chief Accountant		2	2	63	\$69,268.76 - \$107,458.59
Accountant II		3	3	58	\$61,314.64 - \$95,119.14
Accounting Clerk II		1	1	36	\$35,849.40 - \$55,614.18
	FULL TIME EMPLOYEES	7	7		
Fiscal Operations/Pricing & Reporting		FY19	FY20		
	Personnel	Current	Proposed		
Manager of Pricing and Rates		1	1	71	\$84,196.63 - \$130,616.60
Electric Utility Analyst		1	1	54	\$55,614.18 - \$86,275.86
	FULL TIME EMPLOYEES	2	2		
Fiscal Operations/Budget and Forecasting		FY19	FY20		
	Personnel	Current	Proposed		
Fiscal Operations Manager		1	1	63	\$69,268.76 - \$107,458.59
Accountant II		1	1	58	\$61,314.64 - \$95,119.14
Utility Data Analyst I		1	1	42	\$41,500.17 - \$64,380.37
Accounting Clerk II		2	2	36	\$35,849.40 - \$55,614.18
Office Support Specialist II		1	1	32	\$32,516.47 - \$50,443.71
	FULL TIME EMPLOYEES	6	6		
	Total FT	33	33		
	Total PT	1	1		

Figure G-46: Electric Fiscal Operations Positions – Part 2

Electric – Production – Table of Organization

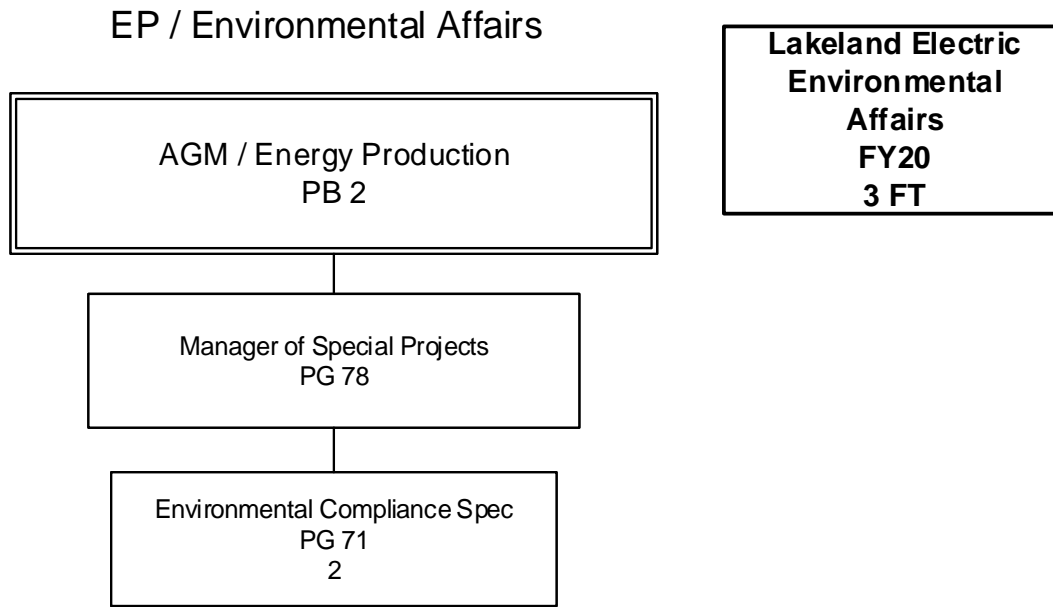


Figure G-47: Electric Production Environmental Affairs Table of Organization

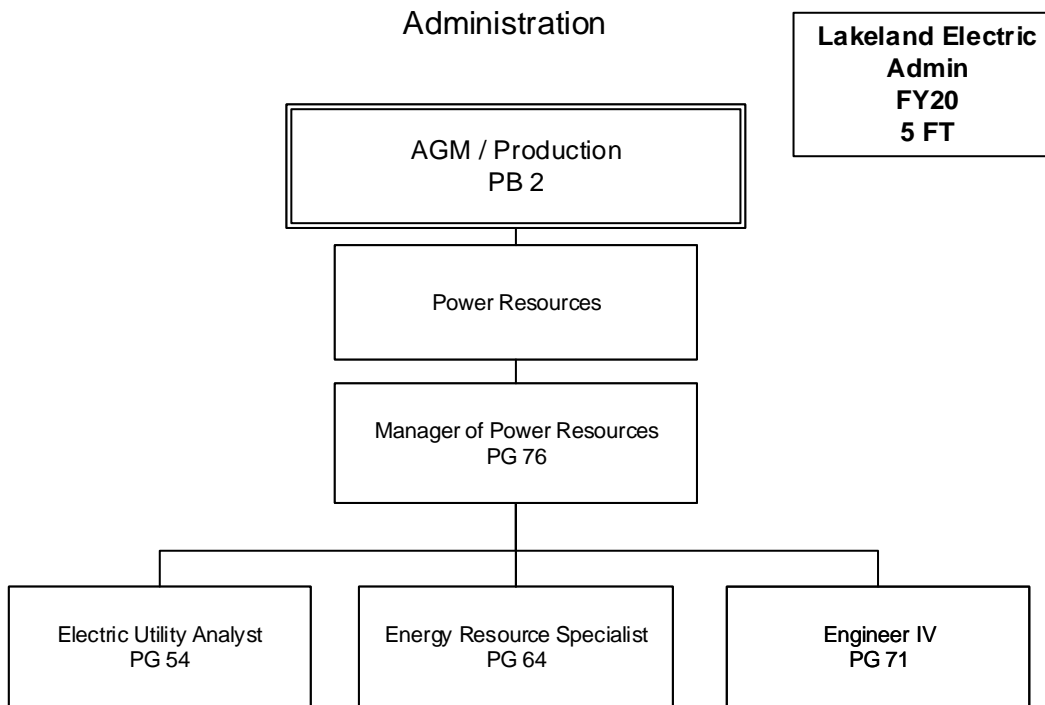


Figure G-48: Electric Production Administration Table of Organization

Electric – Production – Table of Organization

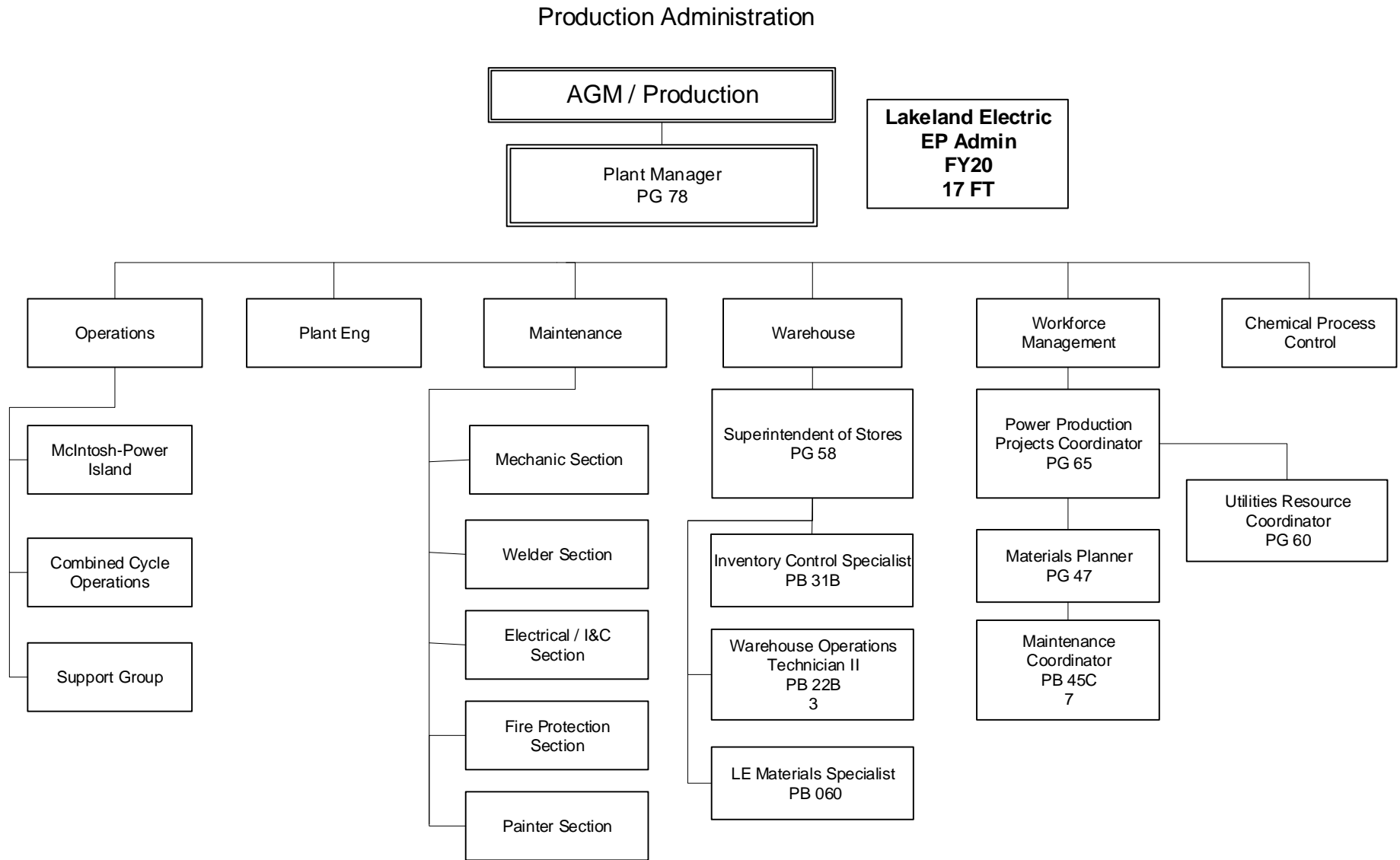


Figure G-49: Electric Production Administration Table of Organization

Electric – Production – Table of Organization

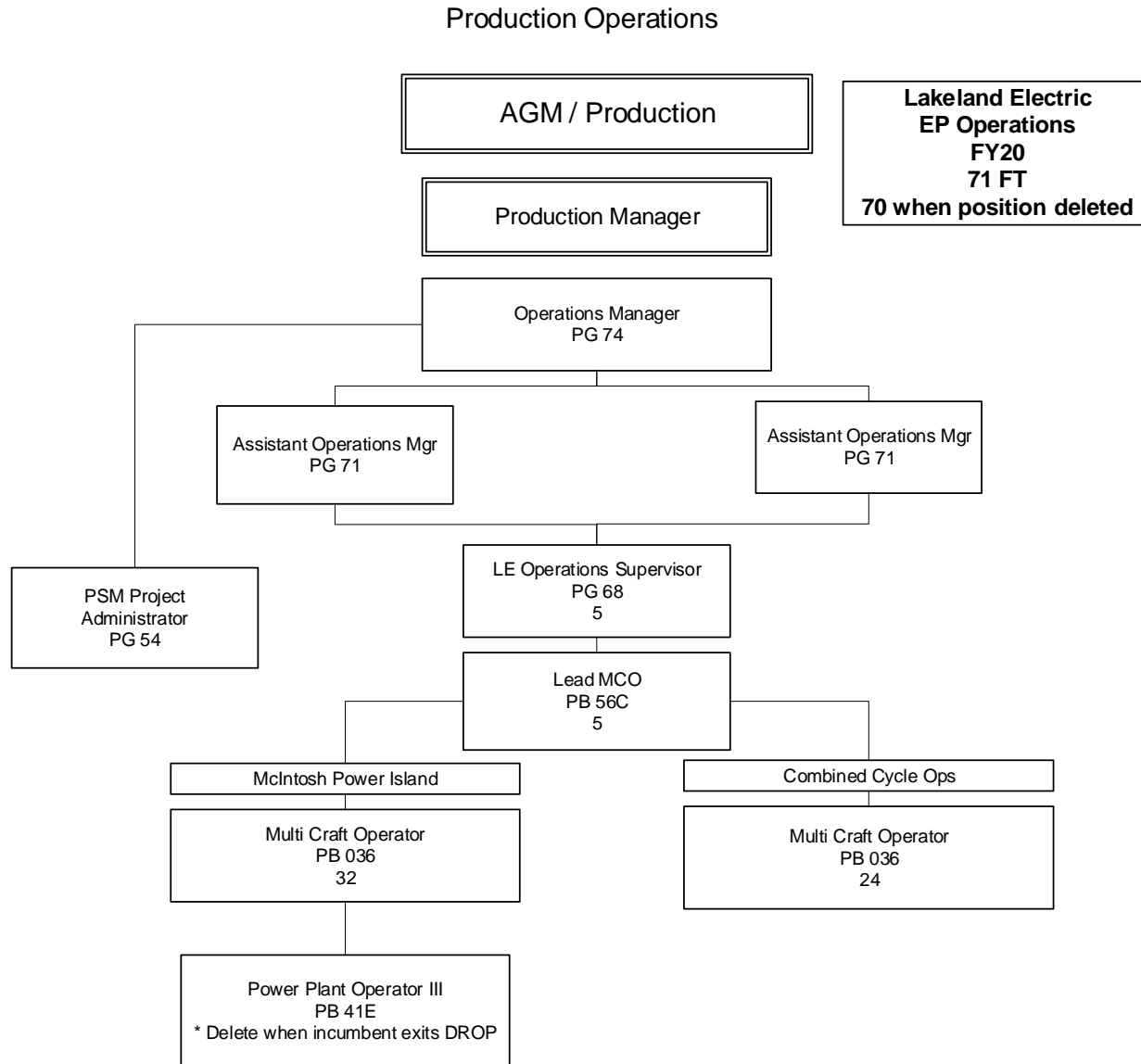


Figure G-50: Electric Production Operations Table of Organization

Electric – Production – Table of Organization

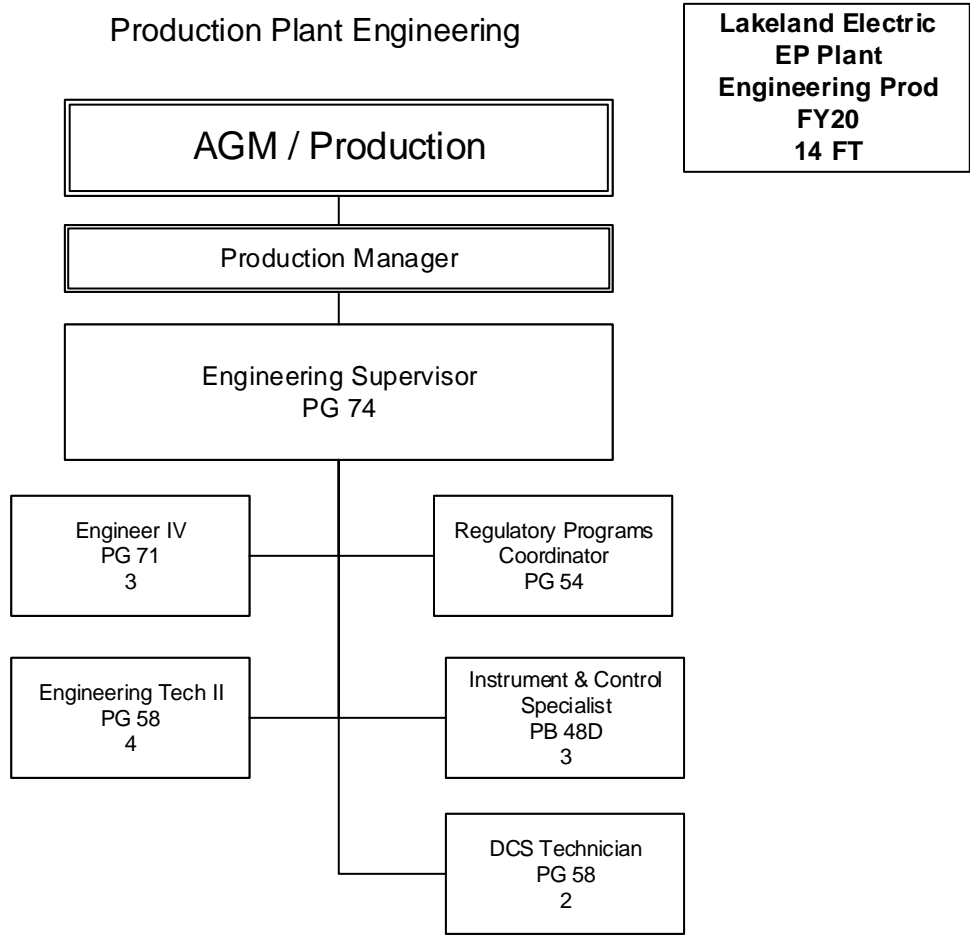


Figure G-51: Electric Production Plant Engineering Table of Organization

Electric – Production – Table of Organization

Production Maintenance

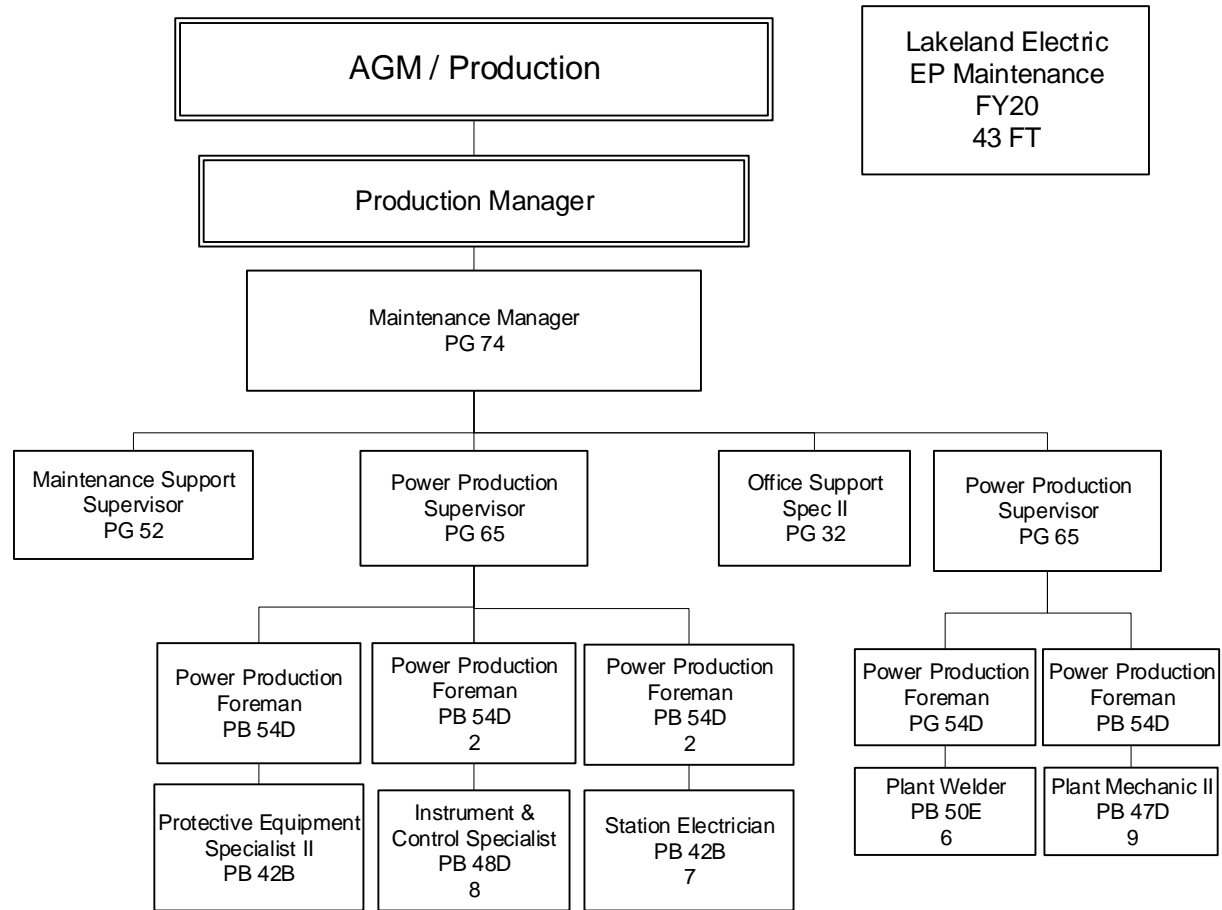


Figure G-52: Electric Production Maintenance Table of Organization

Electric – Production – Table of Organization

Production Chemical Process Control

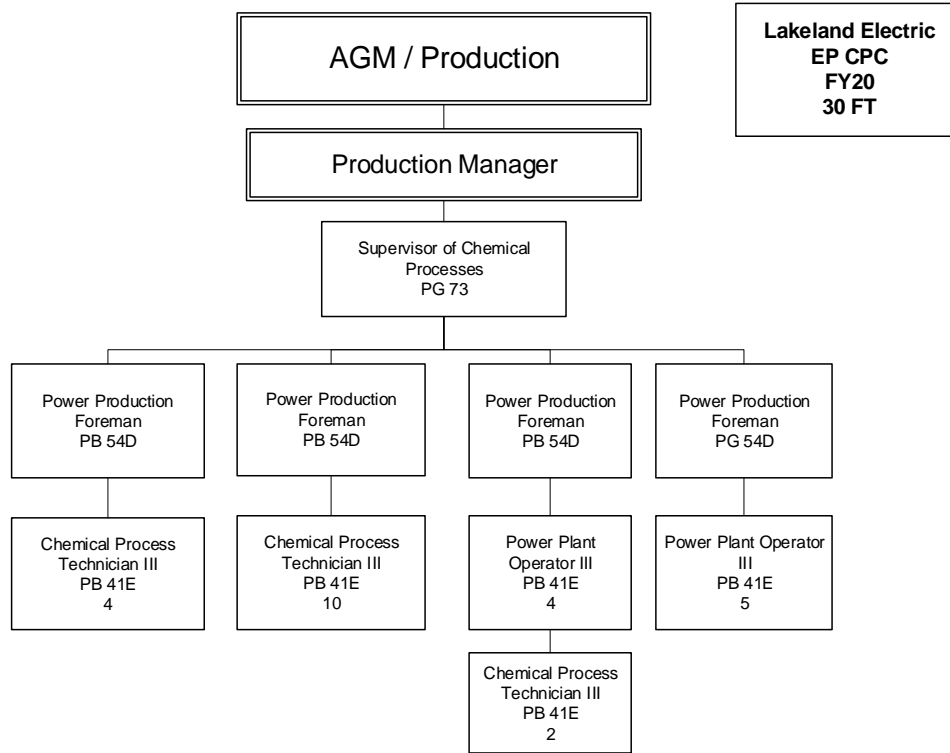


Figure G-53: Electric Production Chemical Process Control Table of Organization

Electric – Production – Table of Organization

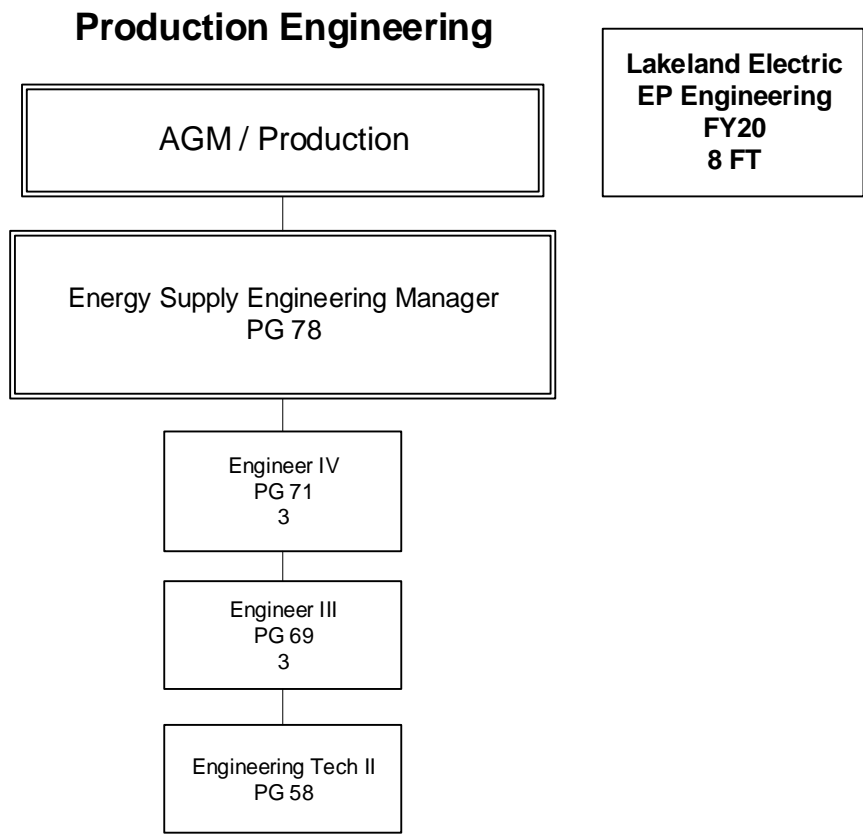


Figure G-54: Electric Production Engineering Table of Organization

Electric – Production – Positions

Production AGM	Current	Proposed	PG	Salary Range
Assistant General Manager Production	1	1	PB2	\$93,713.48 - \$174,072.63
Manager Power Resources	1	1	76	\$95,119.14 - \$147,561.00
Engineer IV	1	1	71	\$84,196.63 - \$130,616.60
Energy Resource Specialist	1	1	64	\$70,979.36 - \$110,112.29
Electric Utility Analyst	1	1	54	\$55,614.18 - \$86,275.86
FULL TIME EMPLOYEES	5	5		

Personnel	FY19	FY20	PG	Salary Range
Production Environmental Affairs	Current	Proposed		
Manager of Special Projects	1	1	78	\$99,875.09 - \$154,939.05
Environmental Compliance Specialist	2	2	71	\$84,196.63 - \$130,616.60
FULL TIME EMPLOYEES	3	3		

Personnel	FY19	FY20	PG	Salary Range
Production Administration	Current	Proposed		
Plant Manager	1	1	78	\$99,875.09 - \$154,939.05
Power Production Projects Coordinator	1	1	65	\$72,732.20 - \$112,831.53
Utilities Resource Coordinator	1	1	60	\$64,380.37 - \$99,875.09
Superintendent Stores	1	1	58	\$61,314.64 - \$95,119.14
Materials Planner	1	1	47	\$46,883.83 - \$72,732.20
Maintenance Coordinator	7	7	PB045c	\$70,045.44 - \$84,027.47
Inventory Control Specialist	1	1	PB031b	\$50,704.67 - \$65,853.38
LE Materials Specialist	0	1	PB060	\$56,247.57 - \$67,497.08
Warehouse Operations Technician II	4	3	PB022b	\$40,687.11 - \$52,878.55
FULL TIME EMPLOYEES	17	17		

Figure G-55: Electric Production Positions – Part 1

Electric – Production – Positions

Personnel	FY19	FY20		
Production Operations	Current	Proposed	PG	Salary Range
LE Operations Manager	1	1	74	\$90,589.66 - \$140,534.29
Assistant Operations Manager	2	2	71	\$84,196.63 - \$130,616.60
LE Operations Supervisor	8	5	68	\$78,254.75 - \$121,398.80
LE Training Specialist	1	0	54	\$55,614.18 - \$86,275.86
PSM Project Administrator	1	1	54	\$55,614.18 - \$86,275.86
Lead Multi-Craft Operator	5	5	PB056c	\$81,138.72 - \$97,340.36
Power Plant Operator III	1	0	PB041e	\$63,617.46 - \$70,854.45
Multi-Craft Operator	56	56	PB036	\$56,608.96 - \$88,270.80
FULL TIME EMPLOYEES	75	70		

Personnel	FY19	FY20		
Production Plant Engineering	Current	Proposed	PG	Salary Range
Engineering Supervisor	1	1	74	\$90,589.66 - \$140,534.29
Engineer IV	3	3	71	\$84,196.63 - \$130,616.60
Distributed Control System Technician	0	2	58	\$61,314.64 - \$95,119.14
Engineering Tech II	4	4	58	\$61,314.64 - \$95,119.14
Regulatory Programs Coordinator	1	1	54	\$55,614.18 - \$86,275.86
Instrument & Control Specialist	3	3	PB048d	\$72,739.49 - \$84,027.47
FULL TIME EMPLOYEES	12	14		

Personnel	FY19	FY20		
Production Chemical Process Control	Current	Proposed	PG	Salary Range
Supervisor Chemical Process Control	1	1	73	\$88,406.45 - \$137,147.42
Power Production Foreman	3	3	PB054d	\$80,230.60 - \$92,677.35
Power Production Foreman (CSI)	1	1	PB054d	\$80,230.60 - \$92,677.35
Chemical Process Technician III	16	16	PB041e	\$63,617.46 - \$70,854.45
Power Plant Operator III (CSI)	4	4	PB041e	\$63,617.46 - \$70,854.45
Power Plant Operator III	5	5	PB041e	\$63,617.46 - \$70,854.45
FULL TIME EMPLOYEES	30	30		

Figure G-56: Electric Production Positions – Part 2

Electric – Production – Positions

Personnel Production Maintenance	FY19 Current	FY20 Proposed	PG	Salary Range
Maintenance Manager	1	1	74	\$90,589.66 - \$140,534.29
Power Production Supervisor/Maintenance	2	2	65	\$72,732.20 - \$112,831.53
Maintenance Support Supervisor	1	1	52	\$52,965.90 - \$82,167.49
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
Power Production Foreman	7	7	PB054d	\$80,230.60 - \$92,677.35
Plant Welder II	6	6	PB050e	\$73,638.28 - \$82,022.37
Instrument & Control Specialist	8	8	PB048d	\$99,875.09 - \$154,939.05
Plant Mechanic II	10	9	PB047d	\$71,008.33 - \$82,022.37
Protective Equipment Specialist II	1	1	PB042b	\$64,657.33 - \$84,027.47
Station Electrician	7	7	PB042b	\$64,657.33 - \$84,027.47
FULL TIME EMPLOYEES	44	43		

Personnel Production Engineering	FY19 Current	FY20 Proposed	PG	Salary Range
Energy Supply Engineering Manager	1	1	78	\$99,875.09 - \$154,939.05
Engineer IV	3	3	71	\$84,196.63 - \$130,616.60
Engineer III	4	3	69	\$80,187.26 - \$124,396.75
Engineering Tech II	1	1	58	\$61,314.64 - \$95,119.14
FULL TIME EMPLOYEES	9	8		

TOTAL FULL TIME EMPLOYEES	195	190		
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Figure G-57: Electric Production Positions – Part 3

Finance – Table of Organization

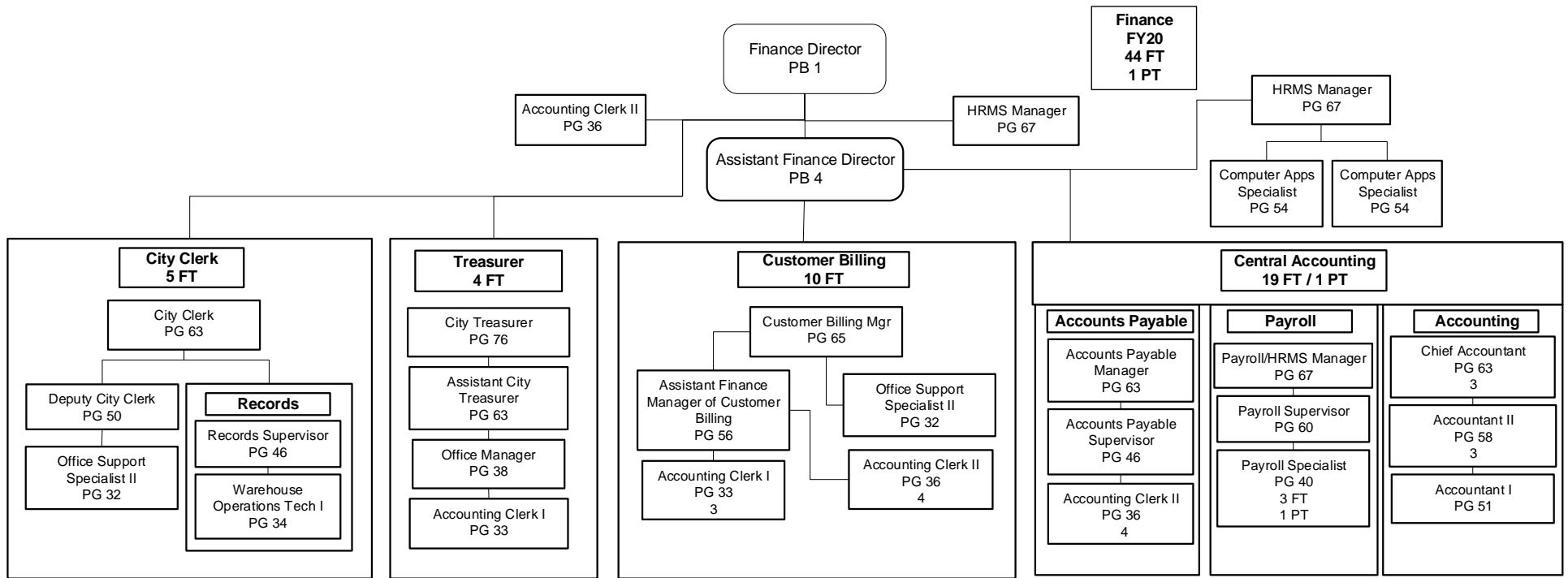


Figure G-58: Finance Table of Organization

Finance – Positions

Central Accounting	FY19	FY20		
Personnel	Current	Proposed	PG	Salary Range
Finance Director	1	1	PB1	\$126,877.95 - \$235,623.80
Assistant Finance Director - General	1	1	PB4	\$76,303.89- \$141,723.88
HRMS Manager	1	2	67	\$76,368.81 -\$118,473.10
Payroll/HRMS Manager	1	1	67	\$76,368.81 -\$118,473.10
Accounts Payable Manager	1	1	63	\$69,268.76 -\$107,458.59
Chief Accountant	3	3	63	\$69,268.76 -\$107,458.59
Payroll Supervisor	1	1	60	\$64,380.37 -\$99,875.09
Accountant II	3	3	58	\$61,314.64 -\$95,119.14
Computer Applications Specialist	2	2	54	\$55,614.18 -\$86,275.86
Accountant I	1	1	51	\$51,689.42 -\$80,187.26
Accounts Payable Supervisor	1	1	46	\$45,753.94 -\$70,979.36
Payroll Specialist	3	3	40	\$39,523.97 -\$61,314.64
Accounting Clerk II	5	5	36	\$35,849.40 -\$55,614.18
TOTAL FULL TIME EMPLOYEES	24	25		
Payroll Specialist - regular part time	1	1	40	\$39,523.97 -\$61,314.64
TOTAL PART TIME EMPLOYEES	1	1		
City Clerk	FY19	FY20		
Personnel	Current	Proposed	PG	Salary Range
City Clerk	1	1	63	\$69,268.76 -\$107,458.59
Deputy City Clerk	1	1	50	\$50,443.71 -\$78,254.75
Records Supervisor	1	1	46	\$45,753.94 -\$70,979.36
Warehouse Operations Technician	1	1	34	\$34,142.28 -\$52,965.90
Office Support Specialist II	1	1	32	\$32,516.47 -\$50,443.71
TOTAL FULL TIME EMPLOYEES	5	5		

Figure G-59: Finance Positions – Part 1

Finance – Positions

Treasurer		FY19	FY20		
Personnel	Current	Proposed	PG	Salary Range	
City Treasurer	1	1	76	\$95,119.14 - \$147,561.00	
Assistant City Treasurer	1	1	63	\$69,268.76 - \$107,458.59	
Office Manager	1	1	38	\$37,641.88 - \$58,394.91	
Accounting Clerk I	1	1	33	\$33,319.46 - \$51,689.42	
TOTAL FULL TIME EMPLOYEES	4	4			

Customer Billing		FY19	FY20		
Personnel	Current	Proposed	PG	Salary Range	
Finance Customer Billing Manager	1	1	65	\$72,732.20 - \$112,831.53	
Assistant Finance Manager of Customer Billing	1	1	56	\$58,394.91 - \$90,589.66	
Computer Application Specialist	1	0	54	\$55,614.18 - \$86,275.86	
Accounting Clerk II	4	4	36	\$35,849.40 - \$55,614.18	
Accounting Clerk I	3	3	33	\$33,319.46 - \$51,689.42	
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71	
TOTAL FULL TIME EMPLOYEES	10	10			

TOTAL FT	44	44		
TOTAL PT	1	1		

Figure G-60: Finance Positions – Part 2

Fire – Table of Organization

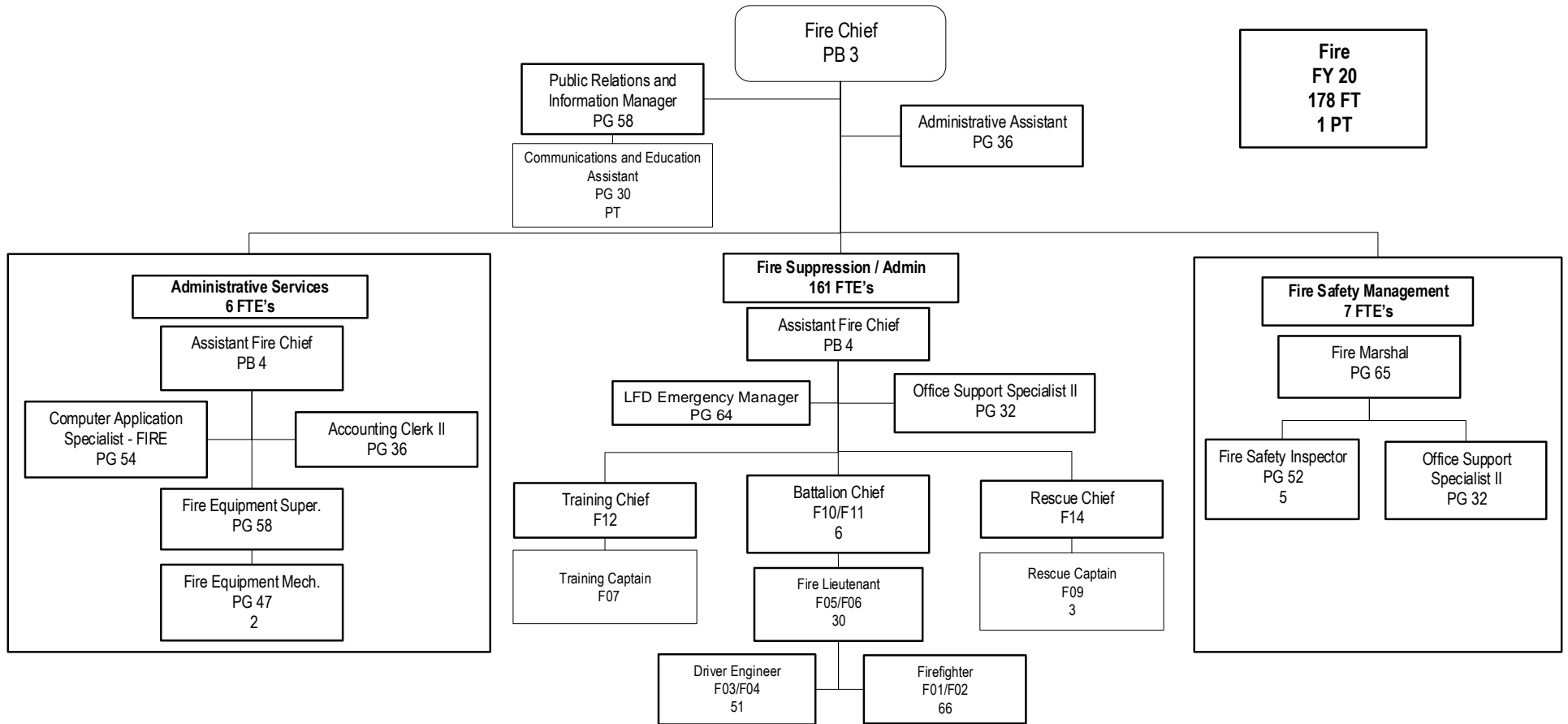


Figure G-61: Fire Table of Organization

Fire – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Fire Chief	1	1	PB3	\$86,651.77 - \$160,928.04
Assistant Fire Chief	2	2	PB4	\$76,303.89- \$141,723.88
Fire Marshall	1	1	65	\$72,732.20 -\$112,831.53
LFD Emergency Manager	0	1	64	\$70,979.36 -\$110,112.29
Fire Equipment Supervisor	1	1	58	\$61,314.64 -\$95,119.14
Public Relations & Information Manager	1	1	58	\$61,314.64 -\$95,119.14
Computer Application Specialist	1	1	54	\$55,614.18 -\$86,275.86
Fire Safety Inspector	5	5	52	\$52,965.90 -\$82,167.49
Fire Equipment Mechanic	2	2	47	\$46,883.83 -\$72,732.20
Accounting Clerk II	1	1	36	\$35,849.40 -\$55,614.18
Administrative Assistant	1	1	36	\$35,849.40 -\$55,614.18
Office Support Specialist II	2	2	32	\$32,516.47 -\$50,443.71
Rescue Chief - Paramedic	1	1	F14	\$85,345.24 -\$132,398.29
Training Chief - EMT	1	1	F12	\$77,410.42 -\$120,088.79
Battalion Chief - Paramedic	2	1	F11	\$60,960.88 -\$89,954.19
Battalion Chief - EMT	4	5	F10	\$55,293.15 -\$81,590.89
Rescue Captain - Paramedic	3	3	F10	\$55,293.15 -\$81,590.89
Training Captain - Paramedic	1	1	F12	\$77,410.42 -\$120,088.79
Fire Lieutenant Paramedic	16	17	F06	\$49,409.65 -\$73,348.93
Fire Lieutenant EMT	14	13	F05	\$42,343.41 -\$62,859.01
Driver Engineer Paramedic	23	27	F04	\$42,605.79 -\$63,248.54
Driver Engineer EMT	25	24	F03	\$36,512.60 -\$54,203.14
Firefighter Paramedic	24	20	F02	\$36,738.85 -\$54,539.02
Firefighter EMT	45	46	F01	\$31,484.70 -\$46,739.20
TOTAL FULL TIME EMPLOYEES	177	178		
Communication & Education Assistant	1	1	30	\$30,968.06 -\$48,041.62
TOTAL PART TIME EMPLOYEES	1	1		
	TOTAL FT	177	178	
	TOTAL PT	1	1	

Figure G-62: Fire Positions

Human Resources – Table of Organization

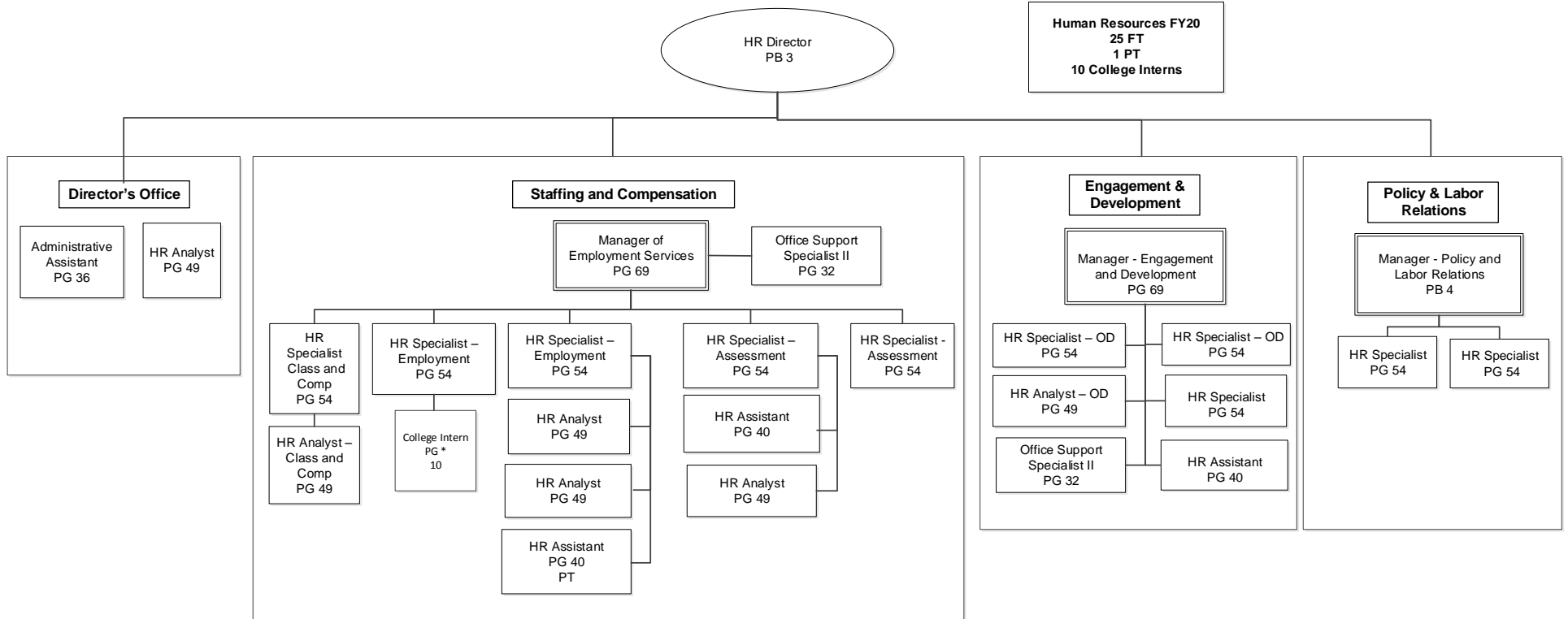


Figure G-63: Human Resources Table of Organization

Human Resources – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
HR Director	1	1	PB3	\$86,651.77 - \$160,928.04
Manager Policy and Labor Relations	1	1	PB4	\$76,303.89- \$141,723.88
HR Manager - Employment Services	1	1	69	\$80,187.26 -\$124,396.75
HR Manager - Engagement & Dev	1	1	69	\$80,187.26 -\$124,396.75
HR Specialist	10	10	54	\$55,614.18 -\$86,275.86
HR Analyst	5	6	49	\$49,228.02 -\$76,368.81
HR Assistant	3	2	40	\$39,523.97 -\$61,314.64
Administrative Assistant	1	1	36	\$35,849.40 -\$55,614.18
Office Support Specialist II	2	2	32	\$32,516.47 -\$50,443.71
TOTAL FULL TIME EMPLOYEES	25	25		
HR Assistant	1	1	40	\$39,523.97 -\$61,314.64
TOTAL PART TIME EMPLOYEES	1	1		
	TOTAL FT	25	25	
	TOTAL PT	1	1	
College Intern	10	10	*	\$18,106.39 -\$162,686.01

Figure G-64: Human Resources Positions

Information Technology – Table of Organization

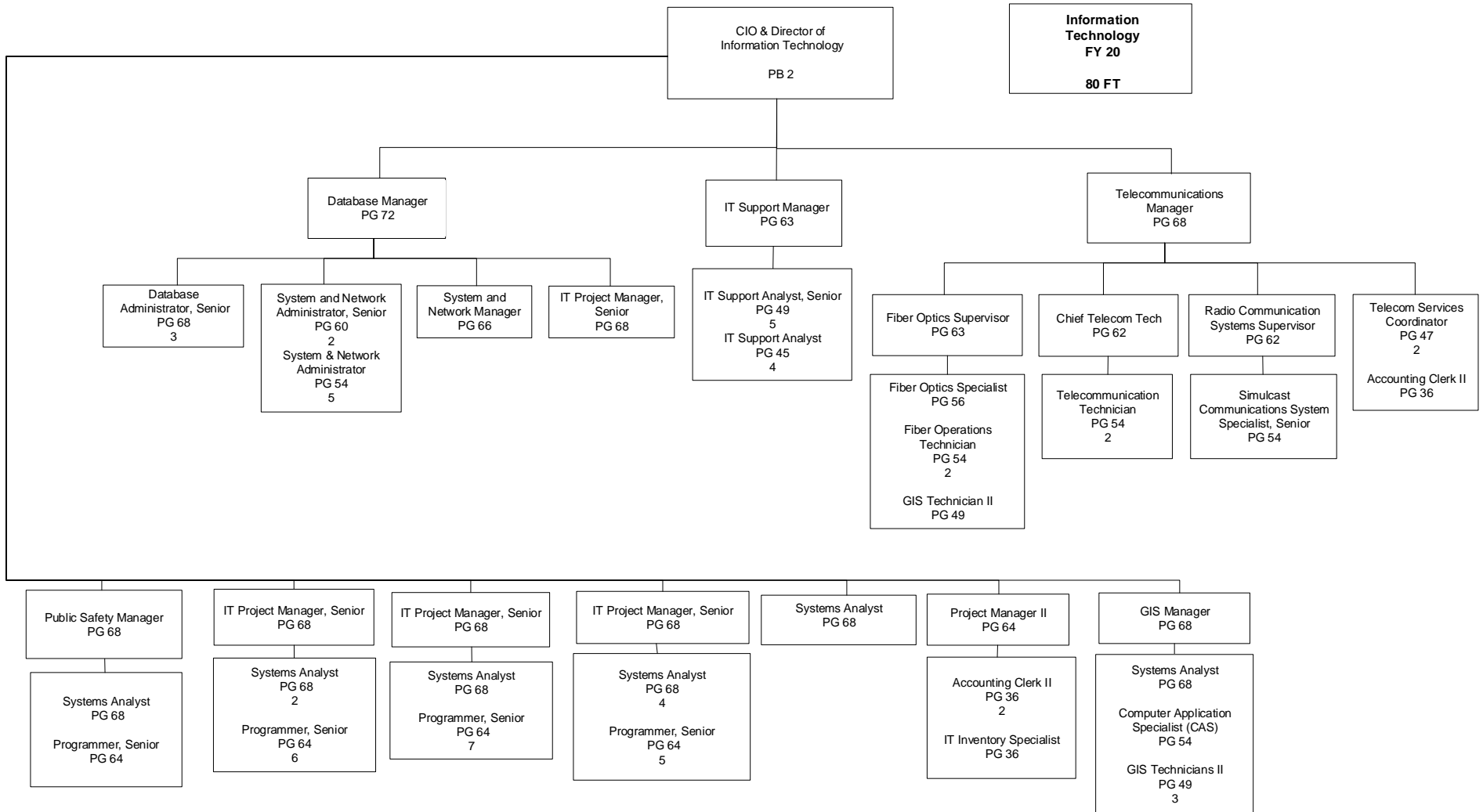


Figure G-65: Information Technology Table of Organization

Information Technology – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
CIO & Director of Information Technology	1	1	PB2	\$93,713.48 - \$174,072.63
IT Inventory Specialist	1	1	36	\$35,849.40 - \$55,614.18
Accounting Clerk II	2	2	36	\$35,849.40 - \$55,614.18
ADMINISTRATION FULL TIME EMPLOYEES	4	4		
Radio Communications System Supervisor	1	1	62	\$67,599.39 - \$104,868.85
Simulcast System Spec, Sr.	1	1	54	\$55,614.18 - \$86,275.86
COMMUNICATIONS FULL TIME EMPLOYEES	2	2		
Telecommunications Manager	1	1	68	\$78,254.75 - \$121,398.80
Fiber Optics Supervisor	1	1	63	\$69,268.76 - \$107,458.59
Chief Telecommunications Technician	1	1	62	\$67,599.39 - \$104,868.85
Fiber Optics Specialist	1	1	56	\$58,394.91 - \$90,589.66
Telecommunications Technician	2	2	54	\$55,614.18 - \$86,275.86
Fiber Operations Technician	2	2	54	\$55,614.18 - \$86,275.86
GIS Technician II	1	1	49	\$49,228.02 - \$76,368.81
Telecommunications Service Coordinator	2	2	47	\$46,883.83 - \$72,732.20
Accounting Clerk II	1	1	36	\$35,849.40 - \$55,614.18
TELECOMMUNICATIONS FULL TIME EMPLOYEES	12	12		

Figure G-66: Information Technology Positions – Part 1

Information Technology – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Systems and Programming Manager	1	0	72	\$86,275.86 - \$133,842.18
Database Manager	1	1	72	\$86,275.86 - \$133,842.18
IT Project Manager Sr.	4	4	68	\$78,254.75 - \$121,398.80
Systems Analyst	7	8	68	\$78,254.75 - \$121,398.80
Database Administrator Sr.	4	3	68	\$78,254.75 - \$121,398.80
Project Manager II	1	1	64	\$70,979.36 - \$110,112.29
Programmer Sr.	18	18	64	\$70,979.36 - \$110,112.29
APPLICATION DEV & SUPPORT FULL TIME EMPLOYEES	36	35		
System & Network Manager	1	1	66	\$74,528.33 - \$115,617.91
System & Network Administrator, Sr.	2	2	60	\$64,380.37 - \$99,875.09
Systems & Network Administrators	4	5	54	\$55,614.18 - \$86,275.86
NETWORK ADMIN & SUPPORT FULL TIME EMPLOYEES	7	8		
IT Support Manager	1	1	63	\$69,268.76 - \$107,458.59
IT Support Analyst Sr.	6	5	49	\$49,228.02 - \$76,368.81
IT Support Analyst	4	4	45	\$44,651.27 - \$69,268.76
PC SUPPORT FULL TIME EMPLOYEES	11	10		
GIS Manager	1	1	68	\$78,254.75 - \$121,398.80
System Analyst	1	1	68	\$78,254.75 - \$121,398.80
Computer Application Specialist	1	1	54	\$55,614.18 - \$86,275.86
GIS Technician II	3	3	49	\$49,228.02 - \$76,368.81
GIS FULL TIME EMPLOYEES	6	6		
Public Safety IT Manager	1	1	68	\$78,254.75 - \$121,398.80
System Analyst	1	1	68	\$78,254.75 - \$121,398.80
Programmer Sr.	1	1	64	\$70,979.36 - \$110,112.29
PUBLIC SAFETY FULL TIME EMPLOYEES	3	3		
TOTAL FT	81	80		

Figure G-67: Information Technology Positions – Part 2

Internal Audit – Table of Organization

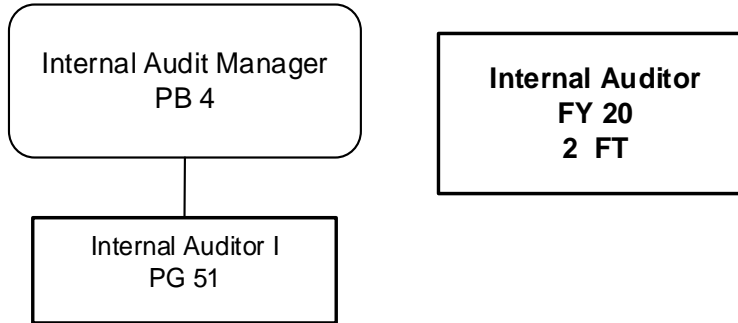


Figure G-68: Internal Audit Table of Organization

Internal Audit – Positions

Personnel	FY19 Current	FY20 Proposed	PG	Salary Range
Internal Audit Manager	1	1	PB4	\$76,303.89- \$141,723.88
Internal Auditor I	1	1	51	\$51,689.42 -\$80,187.26
TOTAL FULL TIME EMPLOYEES	2	2		
TOTAL FT	2	2		

Figure G-69: Internal Audit Positions

Parks & Recreation – Table of Organization

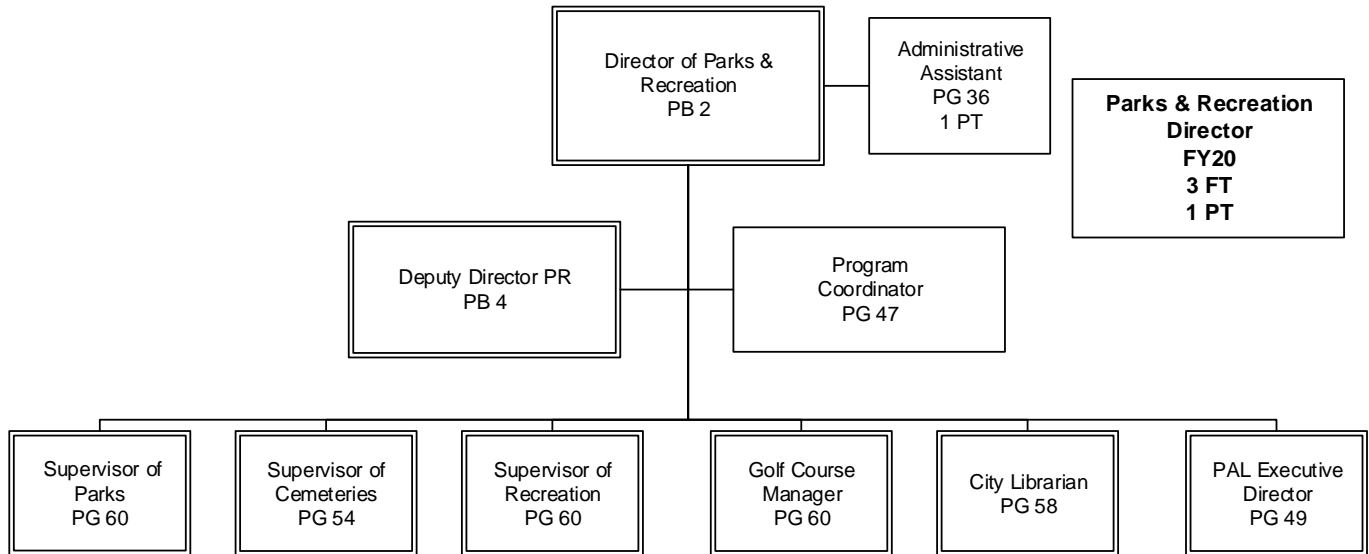


Figure G-70: Parks & Recreation Director Table of Organization

Parks & Recreation – Positions

Personnel	FY19		FY20		PG	Salary Range
	Current	Proposed	Current	Proposed		
Parks & Rec. Director	1	1			PB2	\$93,713.48 - \$174,072.63
Deputy Director P & R	1	1			PB4	\$76,303.89- \$141,723.88
Fiscal Operations Manager	1	0			63	\$69,268.76 -\$107,458.59
Program Coordinator	1	1			47	\$46,883.83 -\$72,732.20
TOTAL FULL TIME EMPLOYEES	4	3				
Administrative Assistant	1	1			36	\$35,849.40 -\$55,614.18
TOTAL PART TIME TEMP EMPLOYEES	1	1				
	TOTAL FT	4	3			
	TOTAL PT	1	1			

Figure G-71: Parks & Recreation Director Positions

Parks & Recreation – Table of Organization

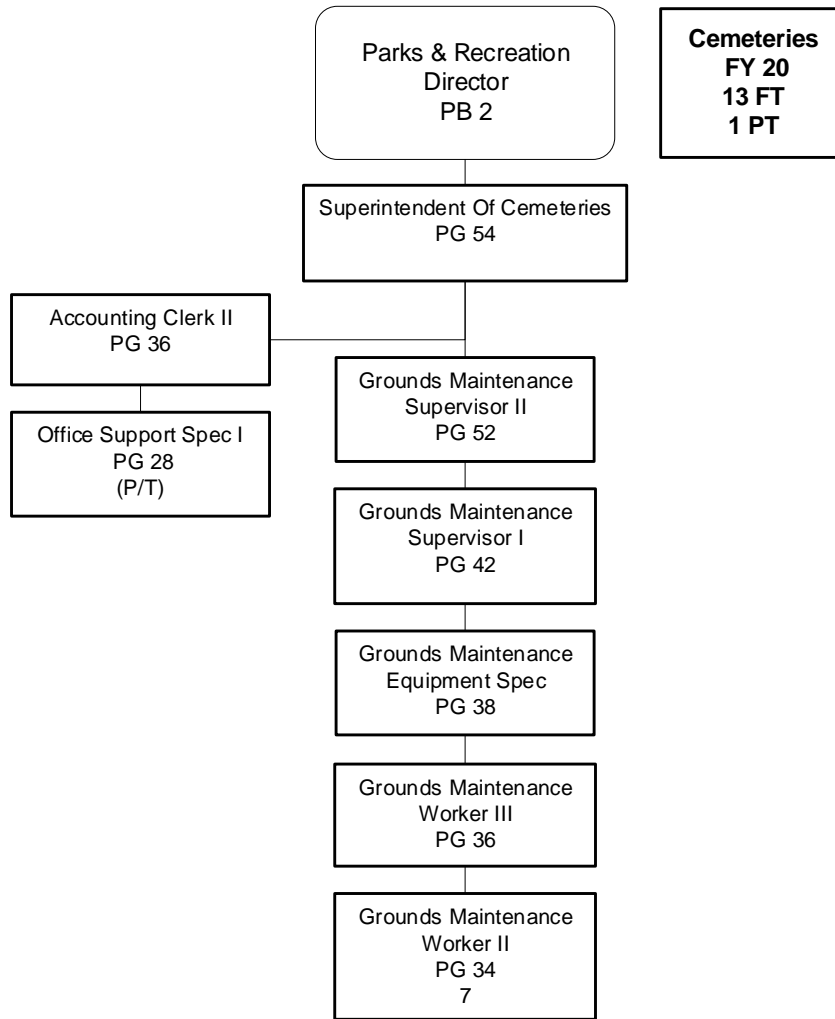


Figure G-72: Parks & Recreation Cemeteries Table of Organization

Parks & Recreation – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Superintendent of Cemeteries	1	1	54	\$55,614.18 - \$86,275.86
Grounds Maintenance Supervisor II	1	1	52	\$52,965.90 - \$82,167.49
Grounds Maintenance Supervisor I	1	1	42	\$41,500.17 - \$64,380.37
Grounds Maintenance Equipment Spec	1	1	38	\$37,641.88 - \$58,394.91
Grounds Maintenance Worker III	1	1	36	\$35,849.40 - \$55,614.18
Accounting Clerk II	1	1	36	\$35,849.40 - \$55,614.18
Grounds Maintenance Worker II	7	7	34	\$34,142.28 - \$52,965.90
TOTAL FULL TIME EMPLOYEES	13	13		
Office Support Specialist I	1	1	28	\$29,493.39 - \$45,753.94
TOTAL PART TIME EMPLOYEES	1	1		
TOTAL FT	13	13		
TOTAL PT	1	1		

Figure G-73: Parks & Recreation Cemeteries Positions

Parks & Recreation – Table of Organization

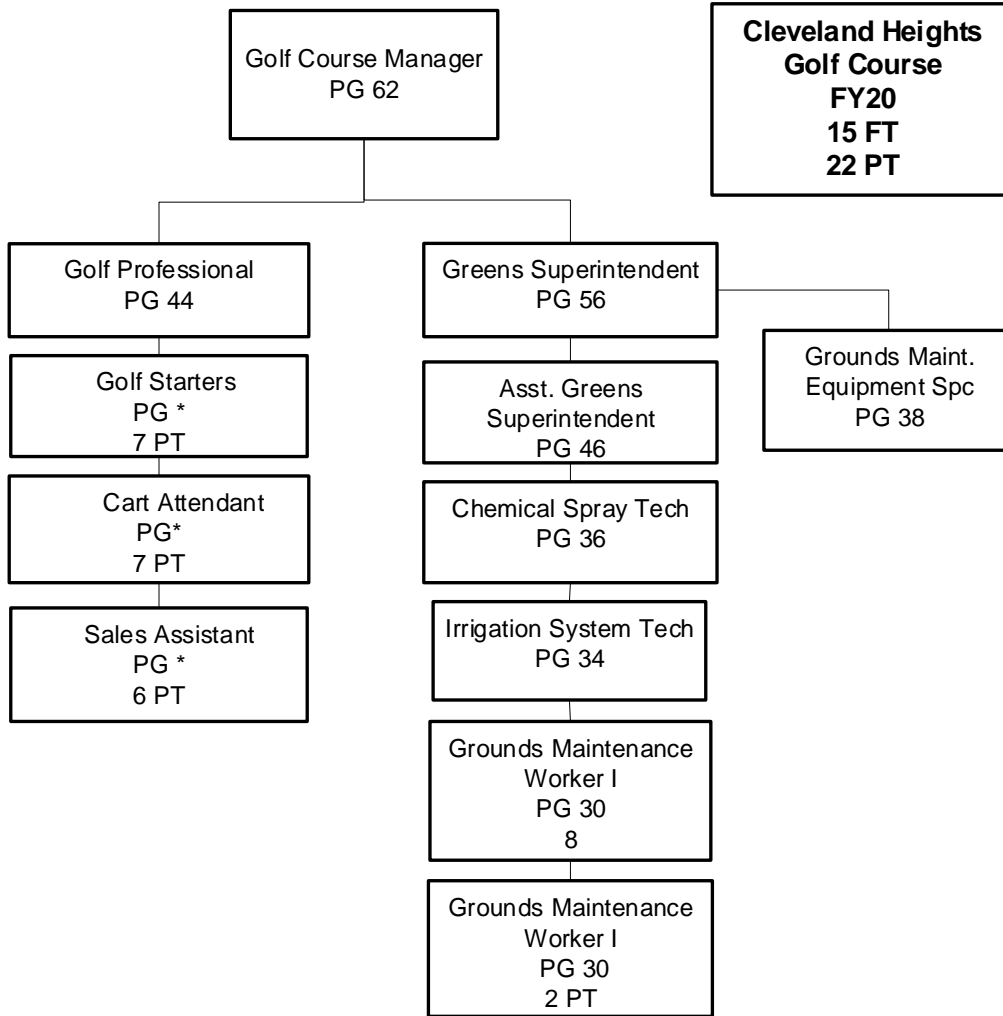


Figure G-74: Parks & Recreation Cleveland Heights Golf Course Table of Organization

Parks & Recreation – Positions

Personnel	FY19 Current	FY20 Proposed	PG	Salary Range
Golf Course Manager	1	1	62	\$67,599.39 - \$104,868.85
ADMINISTRATION FULL TIME EMPLOYEES	1	1		
Golf Professional	1	1	44	\$43,575.16 - \$67,599.39
COURSE OPERATIONS FULL TIME EMPLOYEES	1	1		
Greens Superintendent	1	1	56	\$58,394.91 - \$90,589.66
Asst. Greens Superintendent	1	1	46	\$45,753.94 - \$70,979.36
Grounds Maintenance Equip Spec	1	1	38	\$37,641.88 - \$58,394.91
Chemical Spray Tech	1	1	36	\$35,849.40 - \$55,614.18
Irrigation System Technician	1	1	34	\$34,142.28 - \$52,965.90
Grounds Maintenance Worker I - CHGC	8	8	30	\$30,968.06 - \$48,041.62
COURSE MAINTENANCE FULL TIME EMPLOYEES	13	13		
Sales Assistant	6	6	*P	\$18,106.39 - \$162,686.01
Golf Starters	7	7	*P	\$18,106.39 - \$162,686.01
Cart Attendant	7	7	*P	\$18,106.39 - \$162,686.01
Grounds Maintenance Worker 1-CHGC	2	2	30	\$30,968.06 - \$48,041.62
PART TIME EMPLOYEES	22	22		
TOTAL FT	15	15		
TOTAL PT	22	22		

Figure G-75: Parks & Recreation Cleveland Heights Golf Course Positions

Parks & Recreation – Table of Organization

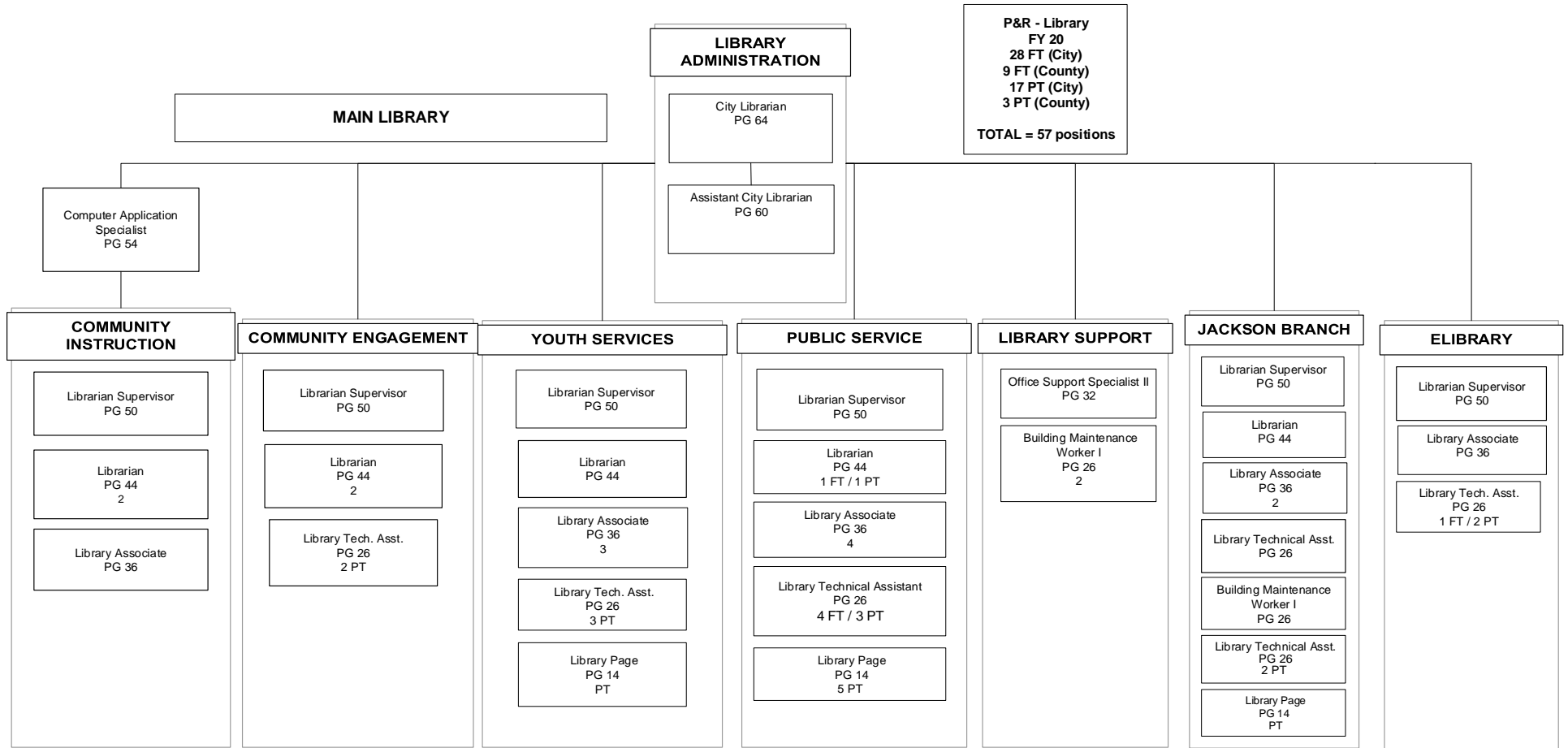


Figure G-76: Parks & Recreation Library Table of Organization

Parks & Recreation – Positions

Main Library	Personnel	FY19	FY20	PG	Salary Range
		Current	Proposed		
	City Librarian	1	1	64	\$70,979.36 -\$110,112.29
	Assistant City Librarian	1	1	60	\$64,380.37 -\$99,875.09
	Computer Application Specialist	1	1	54	\$55,614.18 -\$86,275.86
	Librarian Supervisor	2	2	50	\$50,443.71 -\$78,254.75
	Librarian	4	4	44	\$43,575.16 -\$67,599.39
	Library Associate	7	7	36	\$35,849.40 -\$55,614.18
	Office Support Specialist II	1	1	32	\$32,516.47 -\$50,443.71
	Library Technical Assistant	4	4	26	\$28,088.94 -\$43,575.16
	Building Maintenance Worker I	2	2	26	\$28,088.94 -\$43,575.16
	TOTAL FULL TIME EMPLOYEES	23	23		
	Librarian	3	3	44	\$43,575.16 -\$67,599.39
	Library Associate	1	1	36	\$35,849.40 -\$55,614.18
	Library Technical Assistant	2	2	26	\$28,088.94 -\$43,575.16
	TOTAL FULL TIME COUNTY FUNDED POSITIONS	6	6		
	Librarian Supervisor	1	1	50	\$50,443.71 -\$78,254.75
	Library Associate	1	1	36	\$35,849.40 -\$55,614.18
	Library Technical Assistant	1	1	26	\$28,088.94 -\$43,575.16
	TOTAL eLibrary FULL TIME COUNTY POSITIONS	3	3		
	Library Technical Assistant	2	2	26	\$28,088.94 -\$43,575.16
	TOTAL eLIBRARY PART TIME COUNTY POSITIONS	2	2		
	Librarian	1	1	44	\$43,575.16 -\$67,599.39
	Library Technical Assistant	7	7	26	\$28,088.94 -\$43,575.16
	Library Page	6	5	14	\$20,960.40 -\$32,516.47
	TOTAL PART TIME EMPLOYEES	14	13		

Figure G-77: Parks & Recreation Library Positions – Part 1

Parks & Recreation – Positions

Branch Library	Personnel	FY19 Curren t	FY20 Propose d	P G	Salary Range
Librarian Supervisor		2	3	50	\$50,443.71 - \$78,254.75
Library Associate		2	1	36	\$35,849.40 - \$55,614.18
Building Maintenance Worker I		1	1	26	\$28,088.94 - \$43,575.16
TOTAL FULL TIME EMPLOYEES		5	5		
Library Technical Assistant		1	1	26	\$28,088.94 - \$43,575.16
TOTAL PART TIME COUNTY FUNDED POSITIONS		1	1		
Library Technical Assistant		2	2	26	\$28,088.94 - \$43,575.16
Library Page		3	2	14	\$20,960.40 - \$32,516.47
TOTAL PART TIME EMPLOYEES		5	4		
TOTAL FT		28	28		
TOTAL PT		18	17		
TOTAL FT COUNTY		9	9		
TOTAL PT COUNTY		4	3		

Figure G-78: Parks & Recreation Library Positions – Part 2

Parks & Recreation – Table of Organization

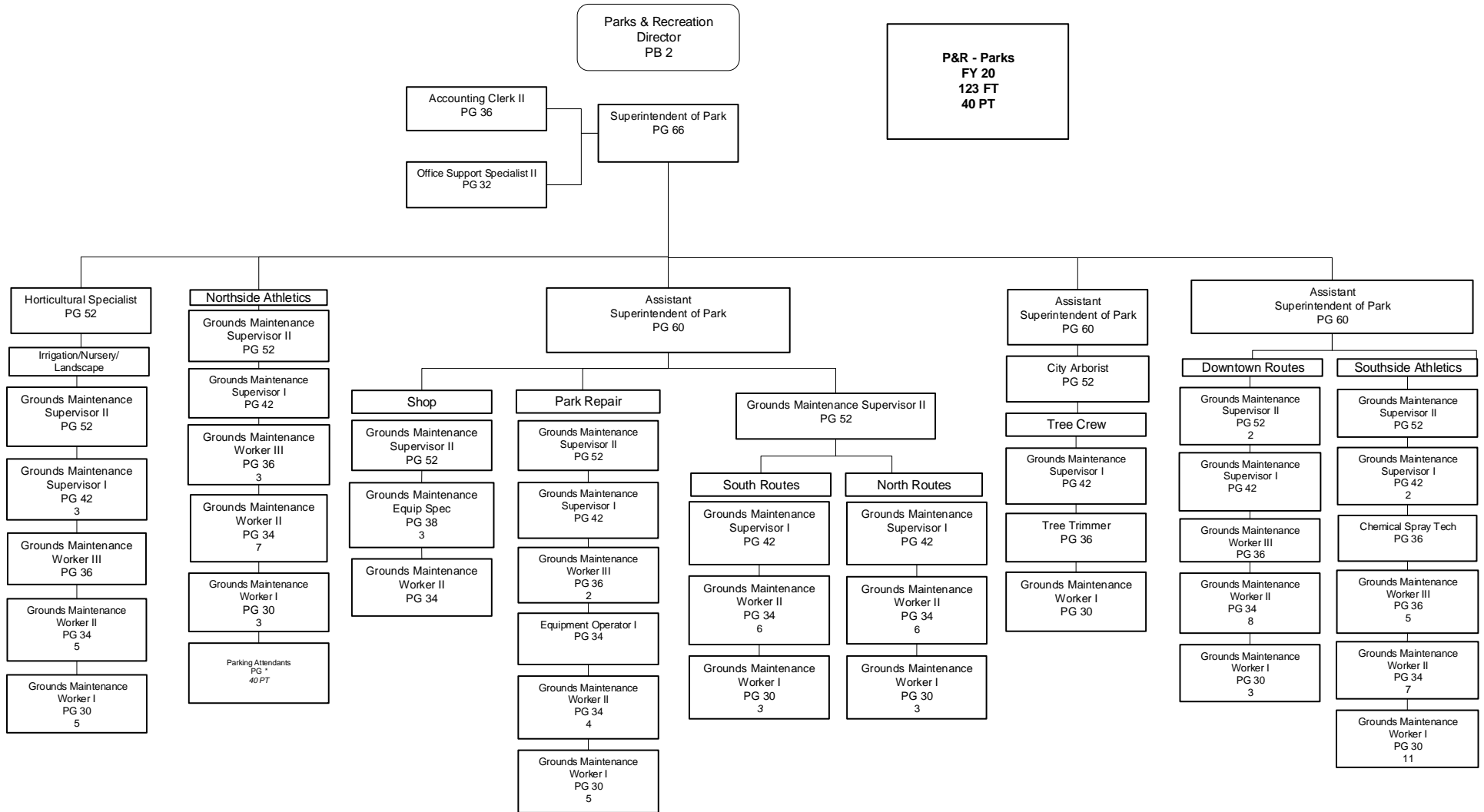


Figure G-79: Parks & Recreation Parks Table of Organization

Parks & Recreation – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Superintendent of Parks	1	1	66	\$74,528.33 -\$115,617.91
Assistant Superintendent of Parks	3	3	60	\$64,380.37 -\$99,875.09
City Arborist	1	1	52	\$52,965.90 -\$82,167.49
Grounds Maintenance Supervisor II	8	8	52	\$52,965.90 -\$82,167.49
Horticultural Specialist	1	1	52	\$52,965.90 -\$82,167.49
Grounds Maintenance Supervisor I	11	11	42	\$41,500.17 -\$64,380.37
Grounds Maintenance Equip Specialist	3	3	38	\$37,641.88 -\$58,394.91
Accounting Clerk II	1	1	36	\$35,849.40 -\$55,614.18
Chemical Spray Tech	1	1	36	\$35,849.40 -\$55,614.18
Grounds Ma Maintenance int Worker III	11	11	36	\$35,849.40 -\$55,614.18
Tree Trimmer	1	1	36	\$35,849.40 -\$55,614.18
Equipment Operator I	1	1	34	\$34,142.28 -\$52,965.90
Grounds Maintenance Worker II	38	38	34	\$34,142.28 -\$52,965.90
Office Support Specialist II	1	1	32	\$32,516.47 -\$50,443.71
Grounds Maintenance Worker I	34	34	30	\$30,968.06 -\$48,041.62
TOTAL FULL TIME EMPLOYEES	116	116		
Grounds Maintenance Worker III	1	1	36	\$35,849.40 -\$55,614.18
Grounds Maintenance Worker II	6	6	34	\$34,142.28 -\$52,965.90
TOTAL GRANT FUNDED POSITIONS	7	7		
Parking Attendant (Parks & Rec.)	40	40	*	\$18,106.39 -\$162,686.01
TOTAL PART TIME EMPLOYEES	40	40		
	TOTAL FT	123	123	
	TOTAL PT	40	40	

Figure G-80: Parks & Recreation Parks Positions

Parks & Recreation – Table of Organization

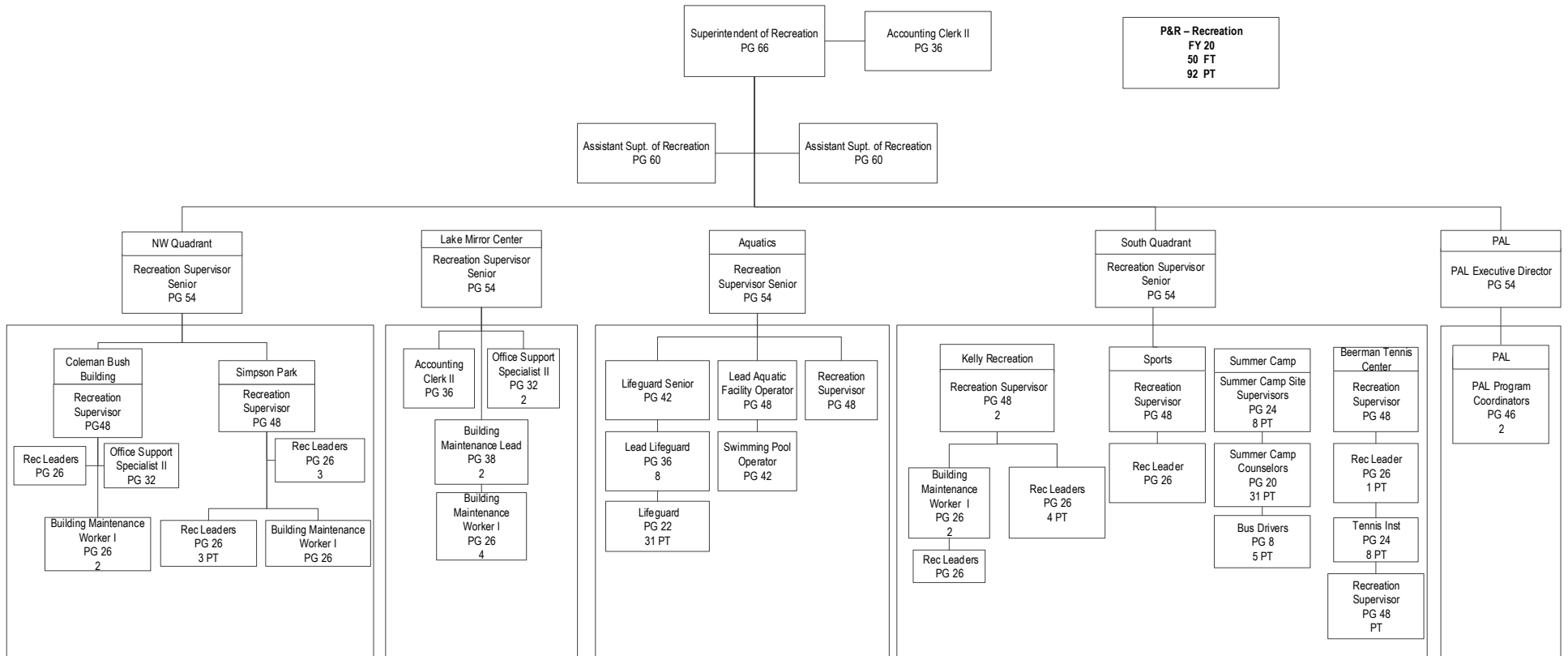


Figure G-81: Parks & Recreation Table of Organization

Parks & Recreation – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Superintendent of Recreation	1	1	66	\$74,528.33 - \$115,617.91
Asst Superintendent of Recreation	2	2	60	\$64,380.37 - \$99,875.09
Recreations Supervisor, Sr	4	4	54	\$55,614.18 - \$86,275.86
PAL Executive Director	1	1	54	\$55,614.18 - \$86,275.86
Lead Aquatic Facility Operator	1	1	48	\$48,041.62 - \$74,528.33
Recreations Supervisor	7	7	48	\$48,041.62 - \$74,528.33
PAL Program Coordinator	2	2	46	\$45,753.94 - \$70,979.36
Swimming Pool Operator	1	1	42	\$41,500.17 - \$64,380.37
Lifeguard, Sr	1	1	42	\$41,500.17 - \$64,380.37
Building Maintenance Lead	2	2	38	\$37,641.88 - \$58,394.91
Accounting Clerk II	2	2	36	\$35,849.40 - \$55,614.18
Lead Lifeguard	8	8	36	\$35,849.40 - \$55,614.18
Office Support Specialist II	3	3	32	\$32,516.47 - \$50,443.71
Recreation Leader	6	6	26	\$28,088.94 - \$43,575.16
Building Maintenance Worker I	9	9	26	\$28,088.94 - \$43,575.16
TOTAL FULL TIME EMPLOYEES	50	50		
Recreations Supervisor	1	1	48	\$48,041.62 - \$74,528.33
Recreation Leader	8	8	26	\$28,088.94 - \$43,575.16
Summer Camp Site Supervisor	8	8	24	\$26,751.38 - \$41,500.17
Tennis Instructor	8	8	24	\$26,751.38 - \$41,500.17
Lifeguard	31	31	22	\$25,477.50 - \$39,523.97
Summer Camp Counselor	31	31	20	\$24,264.28 - \$37,641.88
Bus Driver	5	5	8	\$18,106.39 - \$28,088.94
TOTAL PART TIME EMPLOYEES	92	92		
	TOTAL FT	50	50	
	TOTAL PT	92	92	

Figure G-82: Parks & Recreation Positions

Police – Table of Organization

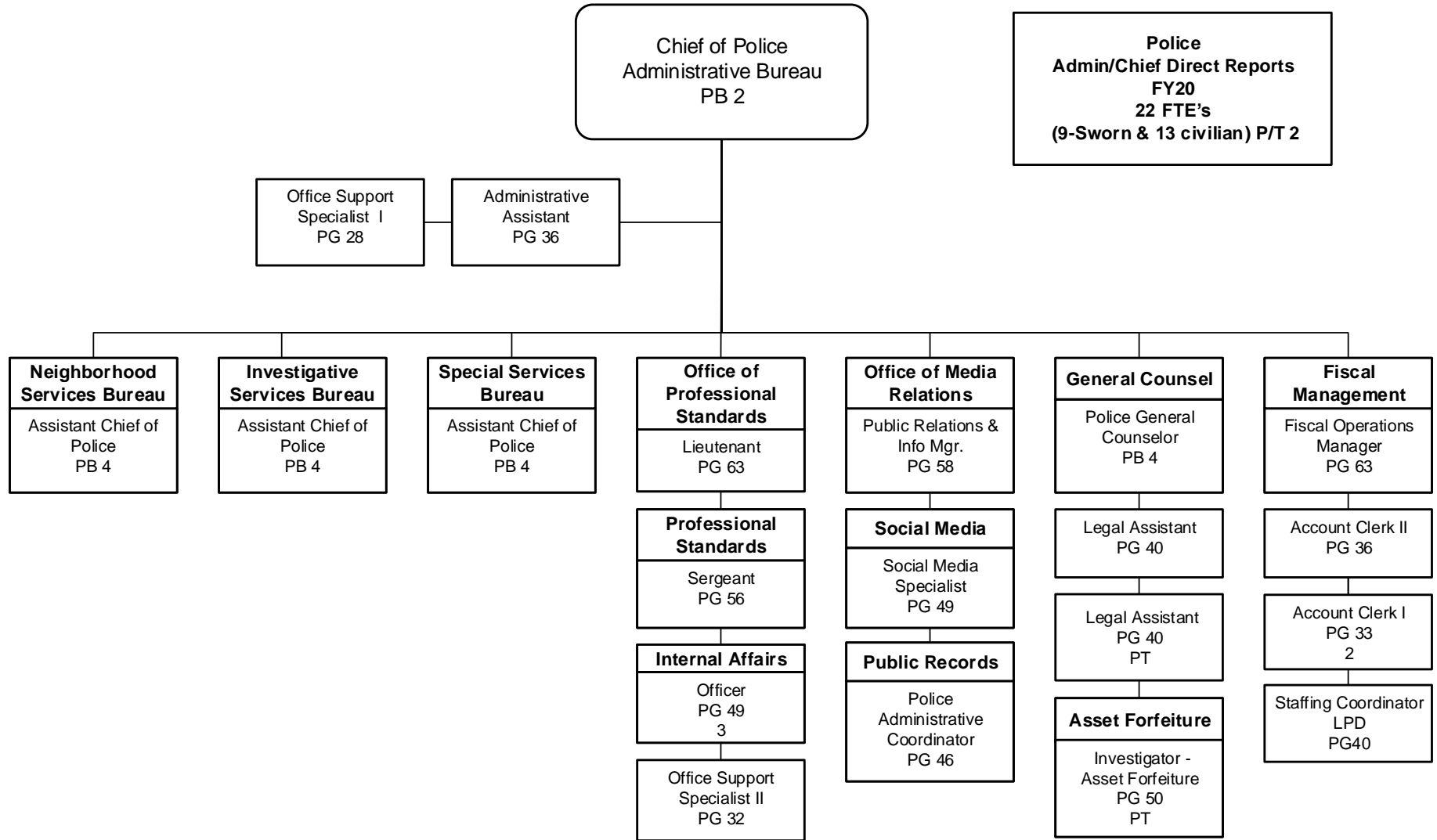


Figure G-83: Police Administration Table of Organization

Police – Table of Organization

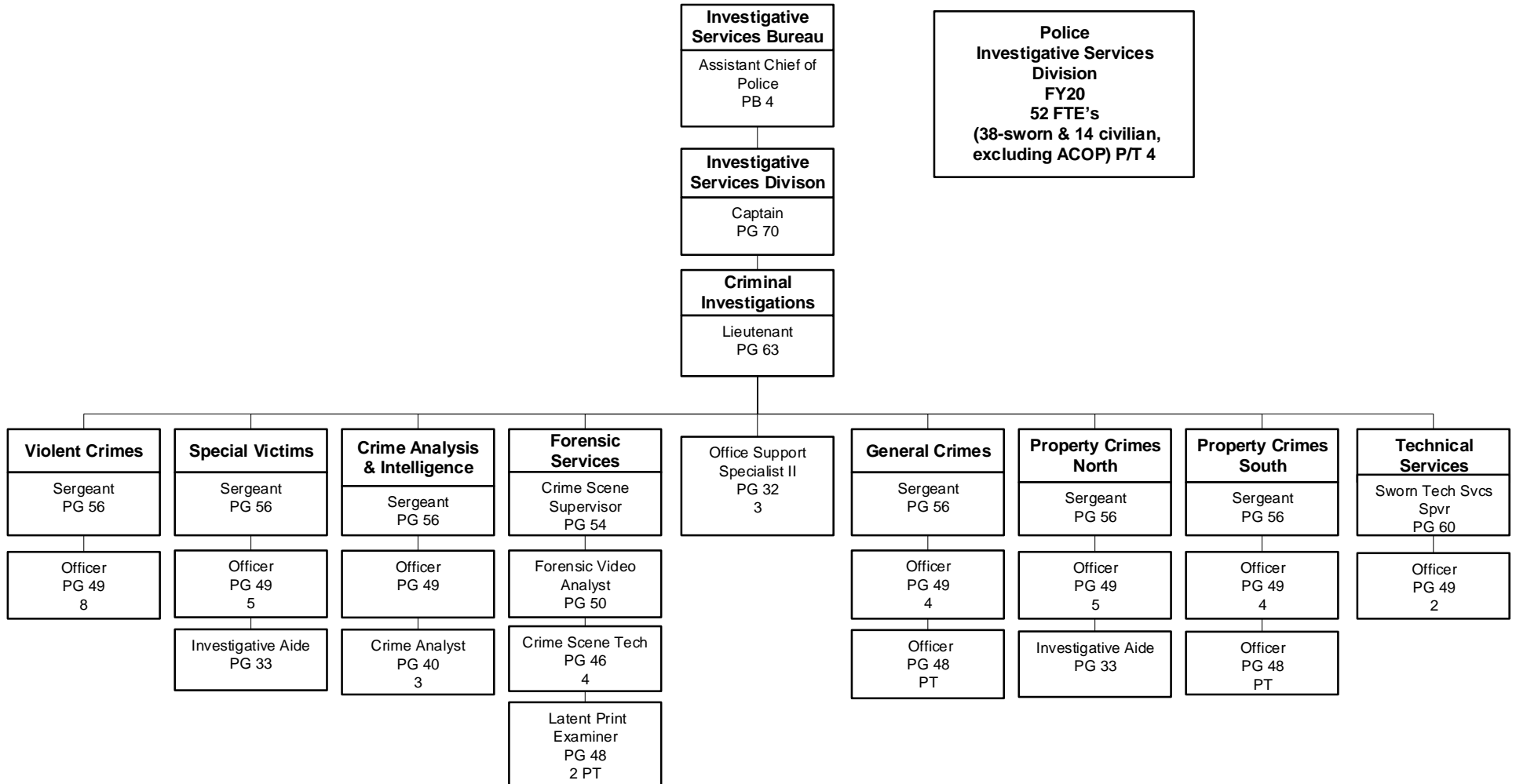


Figure G-84: Police Investigative Services Division Table of Organization

Police – Table of Organization

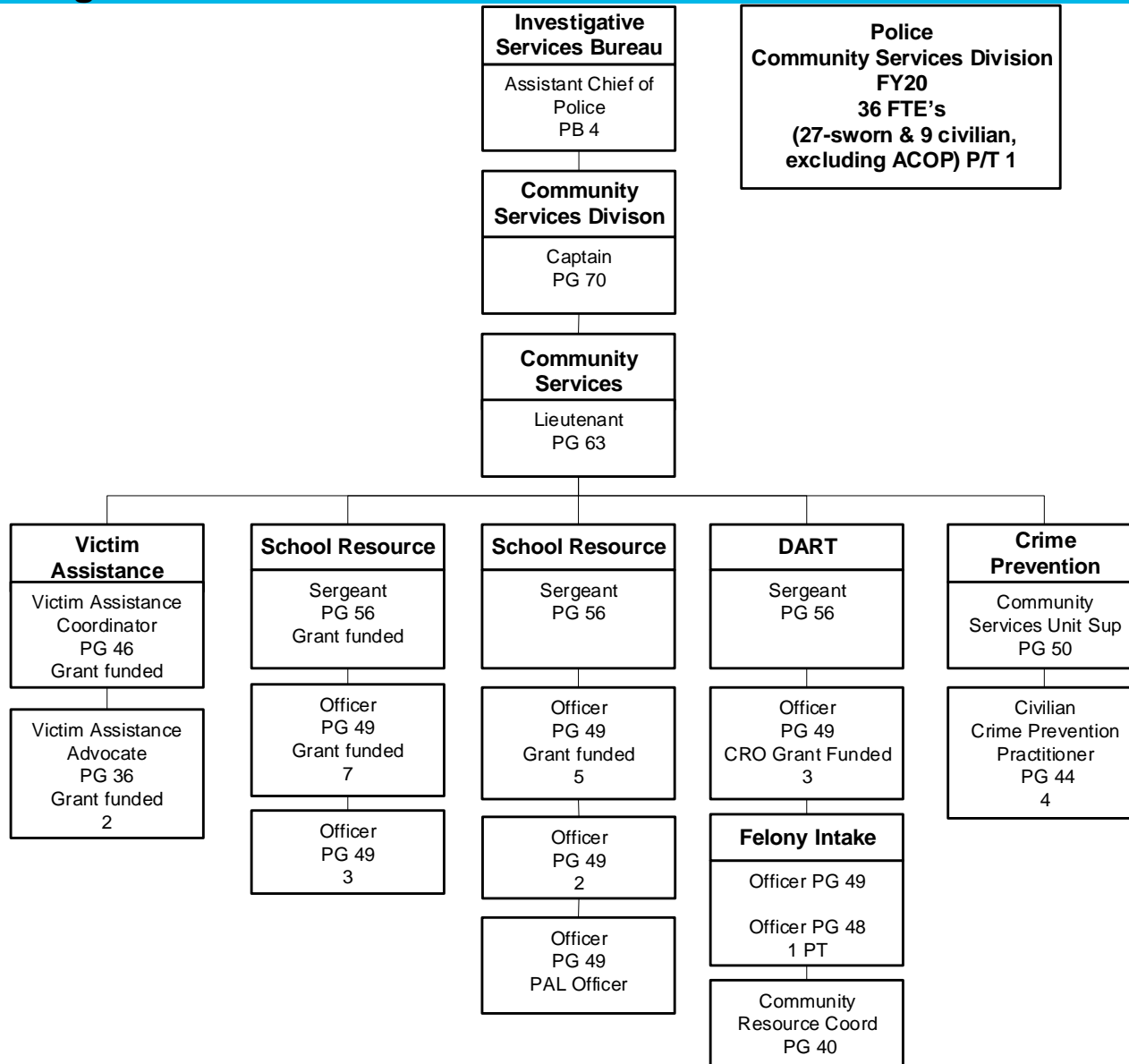


Figure G-85: Police Community Services Division Table of Organization

Police – Table of Organization

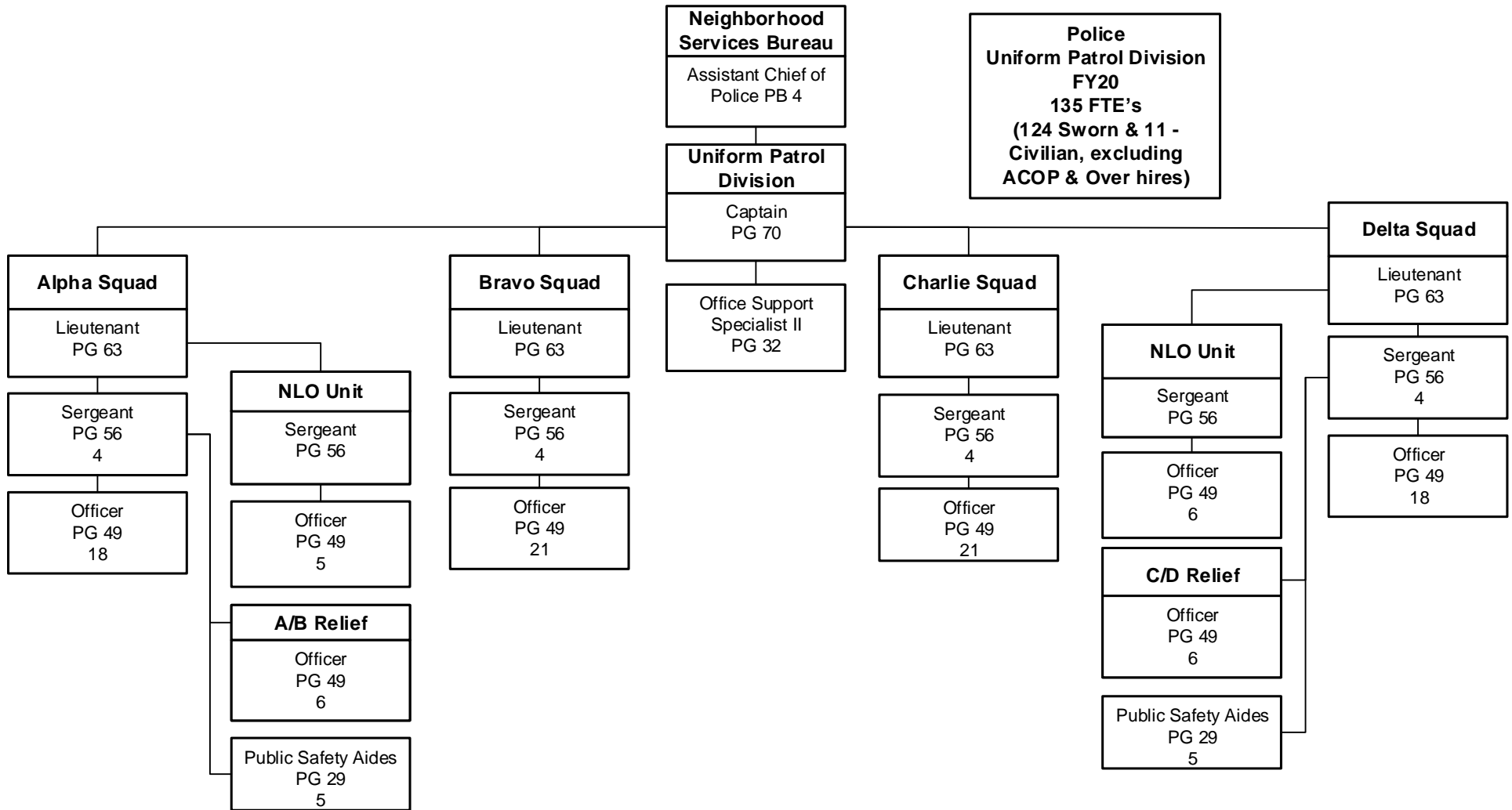


Figure G-86: Police Uniform Patrol Division Table of Organization

Police – Table of Organization

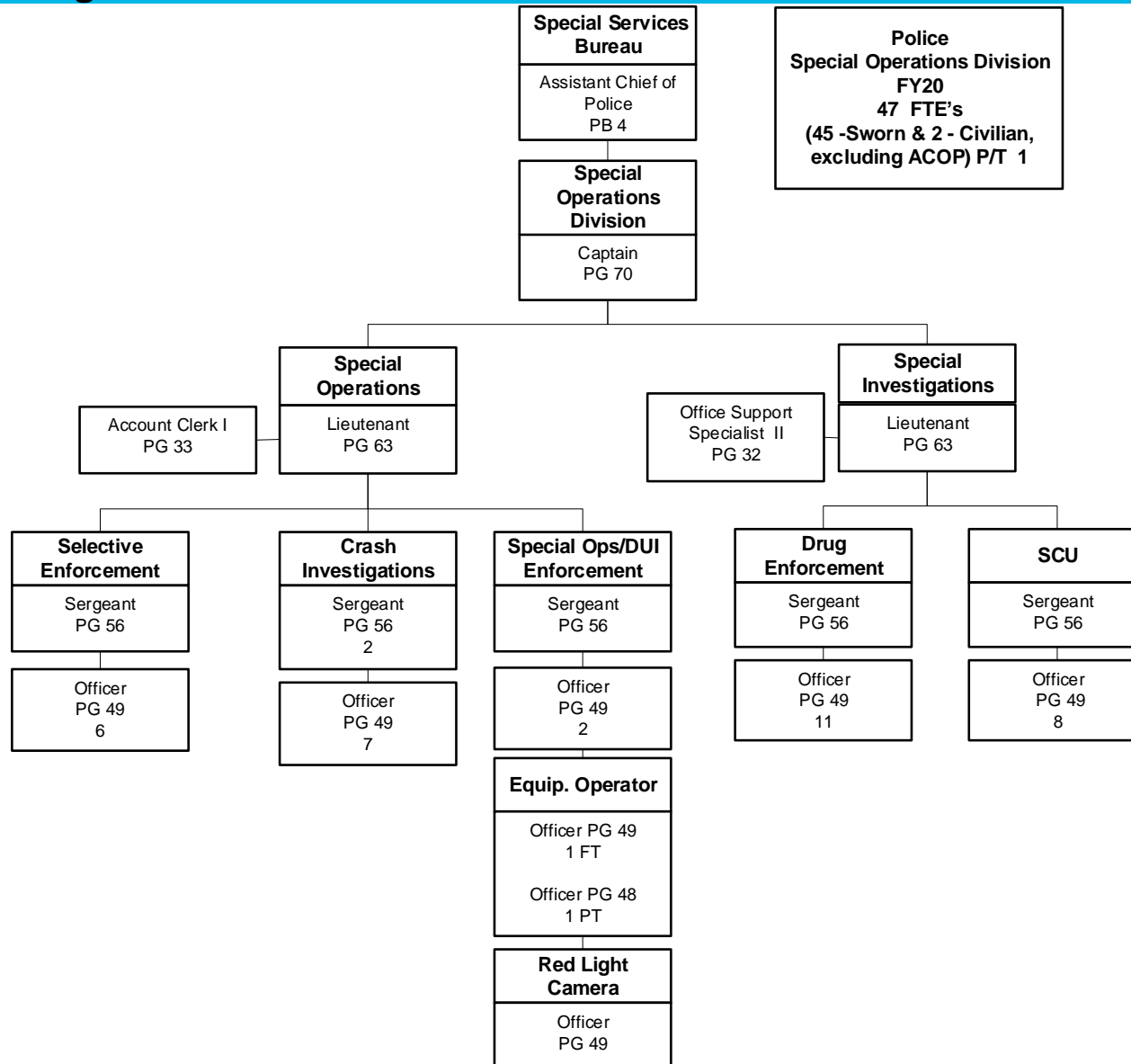


Figure G-87: Police Special Operations Division Table of Organization

Police – Table of Organization

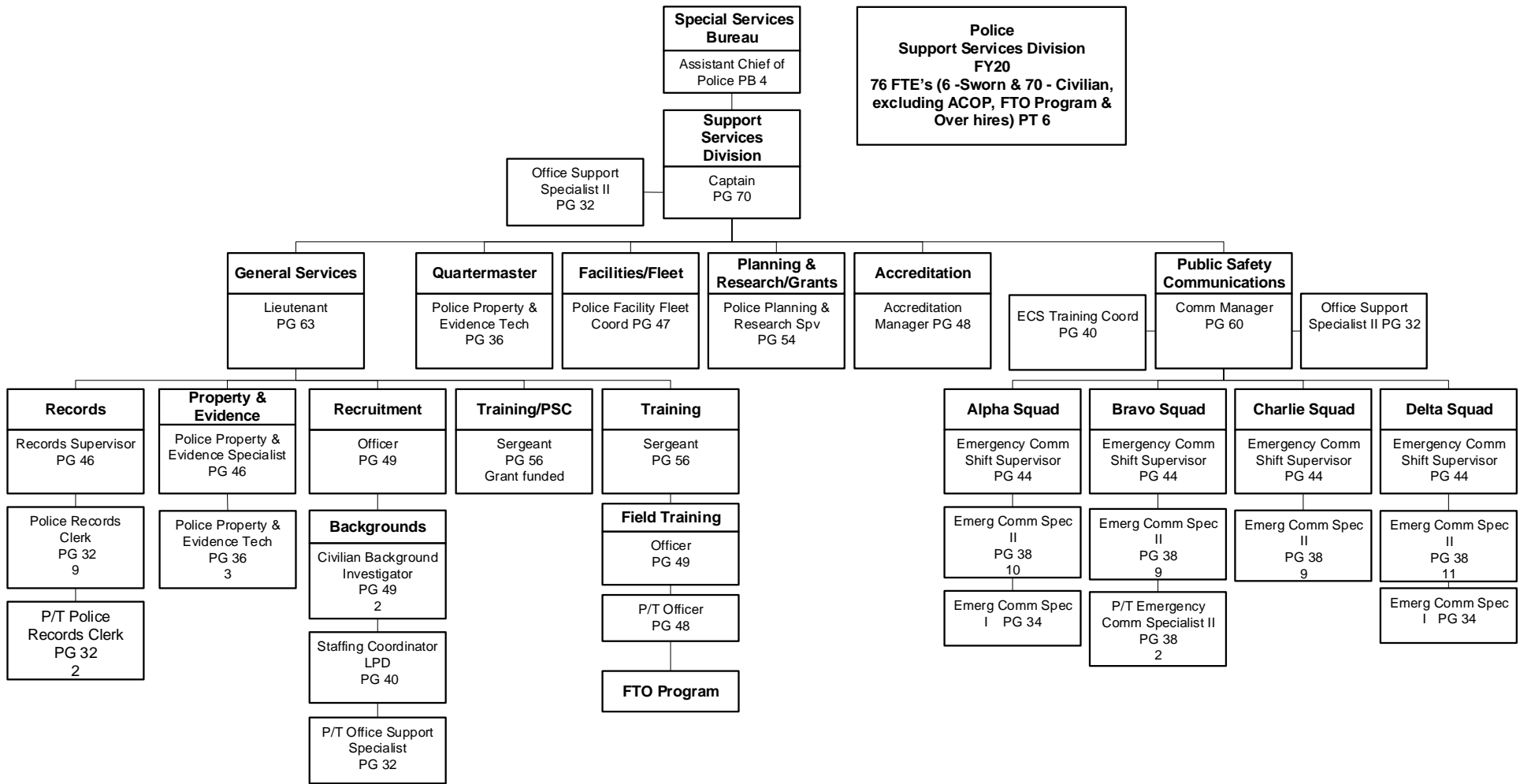


Figure G-88: Police Support Services Division Table of Organization

Police – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Police Chief	1	1	PB2	\$93,713.48 - \$174,072.63
Assistant Police Chief	3	3	PB4	\$76,303.89- \$141,723.88
Police General Counselor	1	1	PB4	\$76,303.89- \$141,723.88
Police Lieutenant	11	10	P63	\$60,565.03 -\$97,315.85
Police Sergeant	33	34	P56	\$51,715.51 -\$83,096.47
Police Officer	183	182	P49	\$42,863.52 -\$68,873.08
Police Captain	4	5	70	\$82,167.49 -\$127,468.75
Fiscal Operations Manager	1	1	63	\$69,268.76 -\$107,458.59
Communications Center Manager	1	1	60	\$64,380.37 -\$99,875.09
Sworn Tech Services Supervisor	1	1	60	\$64,380.37 -\$99,875.09
Public Relations & Information Manager	1	1	58	\$61,314.64 -\$95,119.14
Crime Scene Supervisor	1	1	54	\$55,614.18 -\$86,275.86
Police Planning & Research Supervisor	1	1	54	\$55,614.18 -\$86,275.86
Community Services Unit - Supervisor	1	1	50	\$50,443.71 -\$78,254.75
Forensic Video Analyst	1	1	50	\$50,443.71 -\$78,254.75
Civilian Background Investigator	2	2	49	\$49,228.02 -\$76,368.81
Red Light Camera Monitoring Officer	1	1	49	\$49,228.02 -\$76,368.81
Social Media Specialist	1	1	49	\$49,228.02 -\$76,368.81
Accreditation Manager	1	1	48	\$48,041.62 -\$74,528.33
Police Facility Fleet Coordinator	1	1	47	\$46,883.83 -\$72,732.20
Crime Scene Technician	4	4	46	\$45,753.94 -\$70,979.36
Police Administrative Coordinator	1	1	46	\$45,753.94 -\$70,979.36
Records Supervisor	1	1	46	\$45,753.94 -\$70,979.36
Property & Evidence Specialist	1	1	46	\$45,753.94 -\$70,979.36
Civilian Crime Prevention Practitioner	4	4	44	\$43,575.16 -\$67,599.39
Emergency Communications Shift Supervisor	4	4	44	\$43,575.16 -\$67,599.39
Community Resources Coordinator	1	1	40	\$39,523.97 -\$61,314.64
Crime Analyst	3	3	40	\$39,523.97 -\$61,314.64
ECS Training Coordinator	1	1	40	\$39,523.97 -\$61,314.64
Legal Assistant	1	1	40	\$39,523.97 -\$61,314.64
Staffing Coordinator LPD	2	2	40	\$39,523.97 -\$61,314.64

Figure G-89: Police Positions – Part 1

Police – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Emergency Communications Specialist II	39	39	38	\$37,641.88 -\$58,394.91
Accounting Clerk II	1	1	36	\$35,849.40 -\$55,614.18
Administrative Assistant	1	1	36	\$35,849.40 -\$55,614.18
Police Property & Evidence Tech	4	4	36	\$35,849.40 -\$55,614.18
Emergency Communications Specialist I	2	2	34	\$34,142.28 -\$52,965.90
Accounting Clerk I	3	3	33	\$33,319.46 -\$51,689.42
Investigative Aide	2	2	33	\$33,319.46 -\$51,689.42
Police Records Clerk	9	9	32	\$32,516.47 -\$50,443.71
Office Support Specialist II	8	8	32	\$32,516.47 -\$50,443.71
Public Safety Aide I	10	10	29	\$30,221.73 -\$46,883.83
Office Support Specialist I	1	1	28	\$29,493.39 -\$45,753.94
TOTAL FULL TIME EMPLOYEES	353	353		

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Police Sergeant - IPS Coordinator	1	1	56	\$58,394.91 -\$90,589.66
Police Sergeant - SRO	1	1	56	\$58,394.91 -\$90,589.66
Police Officer - SRO	10	10	49	\$49,228.02 -\$76,368.81
Victim Assistance Coordinator -VOCA	1	1	46	\$45,753.94 -\$70,979.36
Victim Assistance Advocate - VOCA	2	2	36	\$35,849.40 -\$55,614.18
TOTAL GRANT FUNDED POSITIONS	15	15		

Investigator Asset Forfeiture	1	1	50	\$50,443.71 -\$78,254.75
Latent Print Examiner	2	2	48	\$48,041.62 -\$74,528.33
Police Officer	5	5	48	\$48,041.62 -\$74,528.33
Legal Assistant	1	1	40	\$39,523.97 -\$61,314.64
Emergency Communications Specialist II	2	2	38	\$37,641.88 -\$58,394.91
Office Support Specialist II	1	1	32	\$32,516.47 -\$50,443.71
Police Records Clerk	2	2	32	\$32,516.47 -\$50,443.71
TOTAL PART TIME EMPLOYEES	14	14		

TOTAL FT	368	368		
TOTAL PT	14	14		

Figure G-90: Police Positions – Part 2

Public Works – Table of Organization

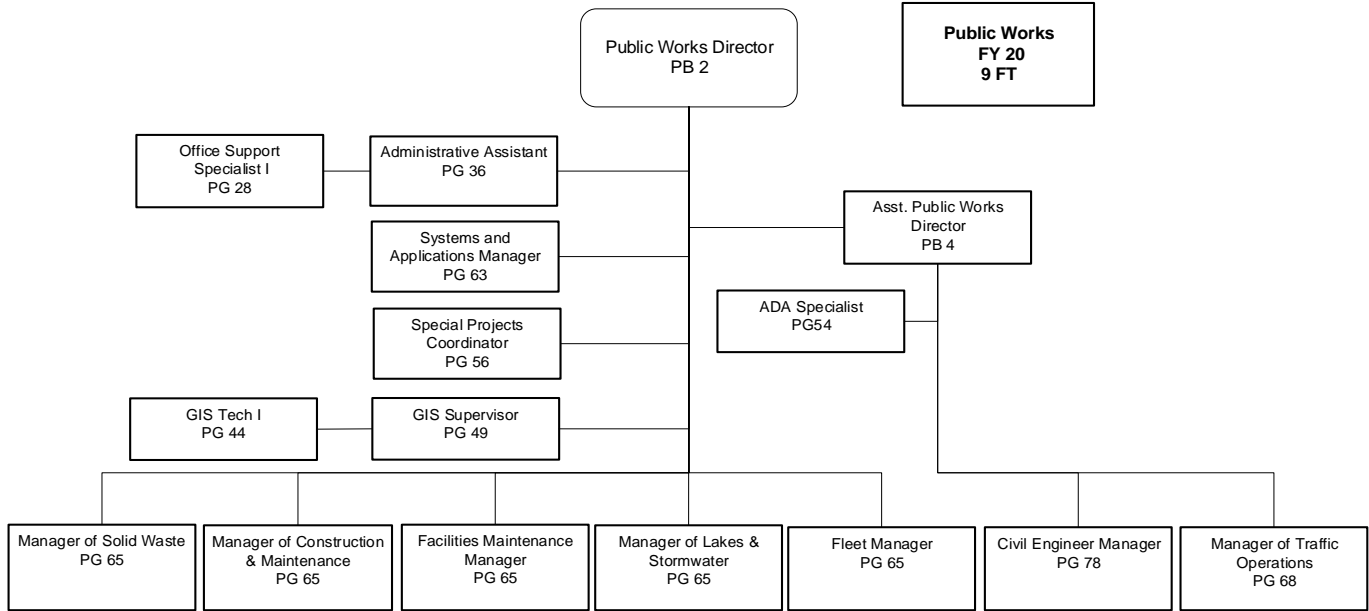


Figure G-91: Public Works Director Table of Organization

Public Works – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Public Works Director	1	1	PB2	\$93,713.48 - \$174,072.63
Assistant Director of Public Works	1	1	PB4	\$76,303.89- \$141,723.88
Systems & Applications Manager	1	1	63	\$69,268.76 - \$107,458.59
GIS Supervisor	0	1	58	\$61,314.64 - \$95,119.14
Special Projects Coordinator	1	1	56	\$58,394.91 - \$90,589.66
ADA Specialist	1	1	54	\$55,614.18 - \$86,275.86
GIS Tech I	1	1	44	\$43,575.16 - \$67,599.39
Office Support Specialist I	0	1	28	\$29,493.39 - \$45,753.94
Administrative Assistant	1	1	36	\$35,849.40 - \$55,614.18
TOTAL FULL TIME EMPLOYEES	7	9		
TOTAL FT	7	9		

Figure G-92: Public Works Director Positions

Public Works – Table of Organization

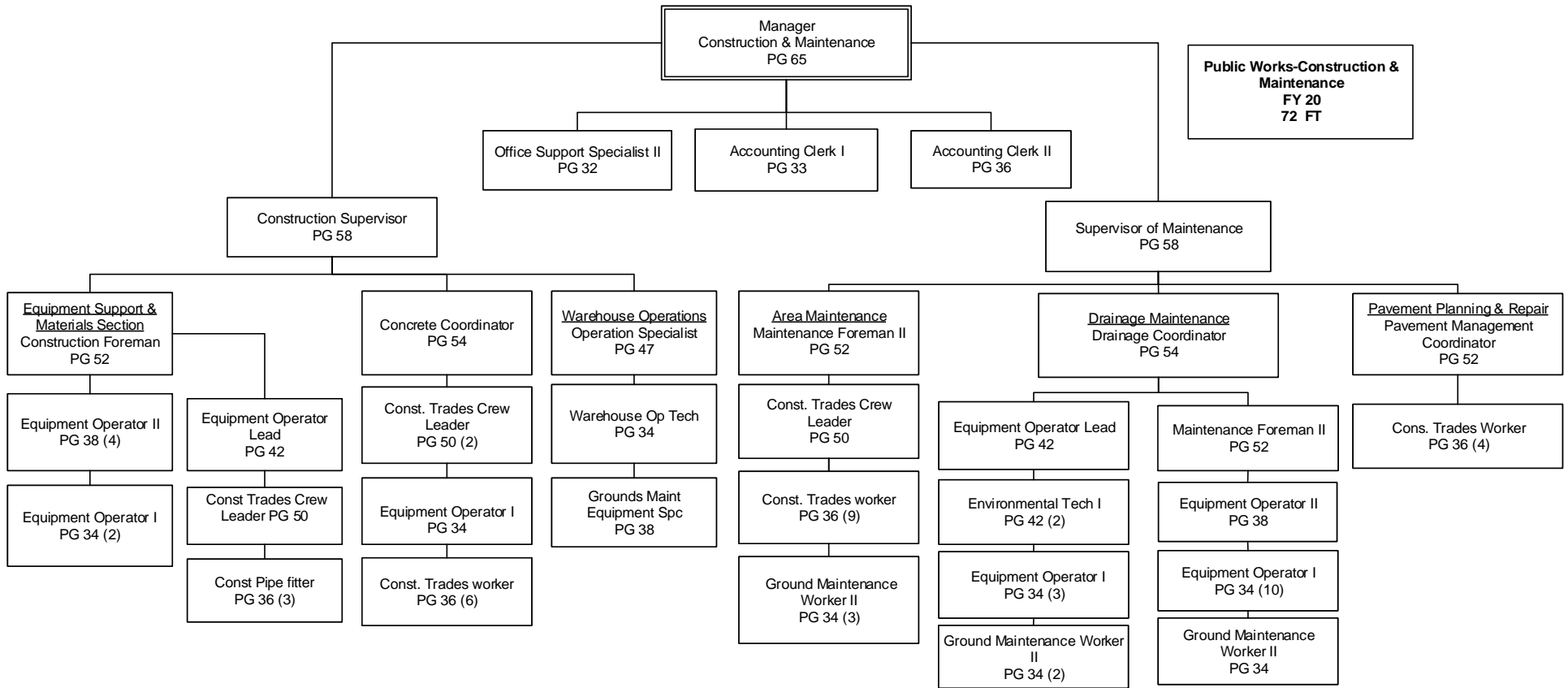


Figure G-93: Public Works Construction & Maintenance Table of Organization

Public Works – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Manager of Construction & Maintenance	1	1	65	\$72,732.20 - \$112,831.53
Construction Supervisor	1	1	58	\$61,314.64 - \$95,119.14
Supervisor of Maintenance-Public Works	1	1	58	\$61,314.64 - \$95,119.14
Concrete Coordinator	1	1	54	\$55,614.18 - \$86,275.86
Drainage Coordinator	1	1	54	\$55,614.18 - \$86,275.86
Construction Foreman	1	1	52	\$52,965.90 - \$82,167.49
Maintenance Foreman	2	2	52	\$52,965.90 - \$82,167.49
Pavement Management Coordinator	1	1	52	\$52,965.90 - \$82,167.49
Construction Trades Crew Leader	4	4	50	\$50,443.71 - \$78,254.75
Operations Specialist	1	1	47	\$46,883.83 - \$72,732.20
GIS Tech I	1	0	44	\$43,575.16 - \$67,599.39
Environmental Technician I	2	2	42	\$41,500.17 - \$64,380.37
Equipment Operator, Lead	2	2	42	\$41,500.17 - \$64,380.37
Equipment Operator II	5	5	38	\$37,641.88 - \$58,394.91
Grounds Maintenance Equipment Specialist	1	1	38	\$37,641.88 - \$58,394.91
Accounting Clerk II	1	1	36	\$35,849.40 - \$55,614.18
Construction Pipefitter	3	3	36	\$35,849.40 - \$55,614.18
Construction Trades Worker	19	19	36	\$35,849.40 - \$55,614.18
Equipment Operator I	16	16	34	\$34,142.28 - \$52,965.90
Grounds Maintenance Worker II	6	6	34	\$34,142.28 - \$52,965.90
Warehouse Operations Technician	1	1	34	\$34,142.28 - \$52,965.90
Accounting Clerk I	1	1	33	\$33,319.46 - \$51,689.42
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
TOTAL FULL TIME EMPLOYEES	73	72		
	TOTAL FT	73	72	

Figure G-94: Public Works Construction & Maintenance Positions

Public Works – Table of Organization

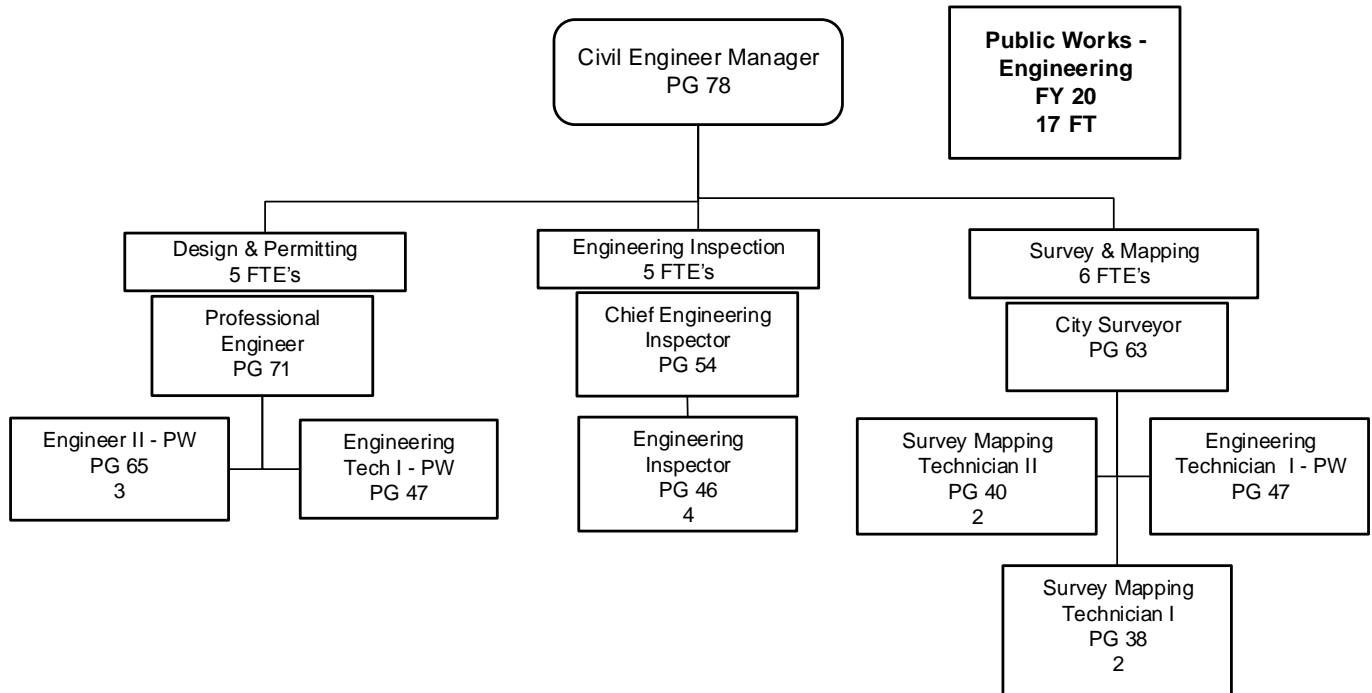


Figure G-95: Public Works Engineering Table of Organization

Public Works – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Civil Engineer Manager	1	1	78	\$99,875.09 - \$154,939.05
Professional Engineer - Public Works	1	1	71	\$84,196.63 - \$130,616.60
Engineer II - Public Works	3	3	65	\$72,732.20 - \$112,831.53
City Surveyor	1	1	63	\$69,268.76 - \$107,458.59
Chief Engineering Inspector	1	1	54	\$55,614.18 - \$86,275.86
GIS Tech II	1	0	49	\$49,228.02 - \$76,368.81
Engineering Technician I - PW	2	2	47	\$46,883.83 - \$72,732.20
Engineering Inspector	4	4	46	\$45,753.94 - \$70,979.36
Survey Mapping Technician II	2	2	40	\$39,523.97 - \$61,314.64
Survey Mapping Technician I	2	2	38	\$37,641.88 - \$58,394.91
TOTAL FULL TIME EMPLOYEES	18	17		
TOTAL FT	18	17		

Figure G-96: Public Works Engineering Positions

Public Works Table of Organization

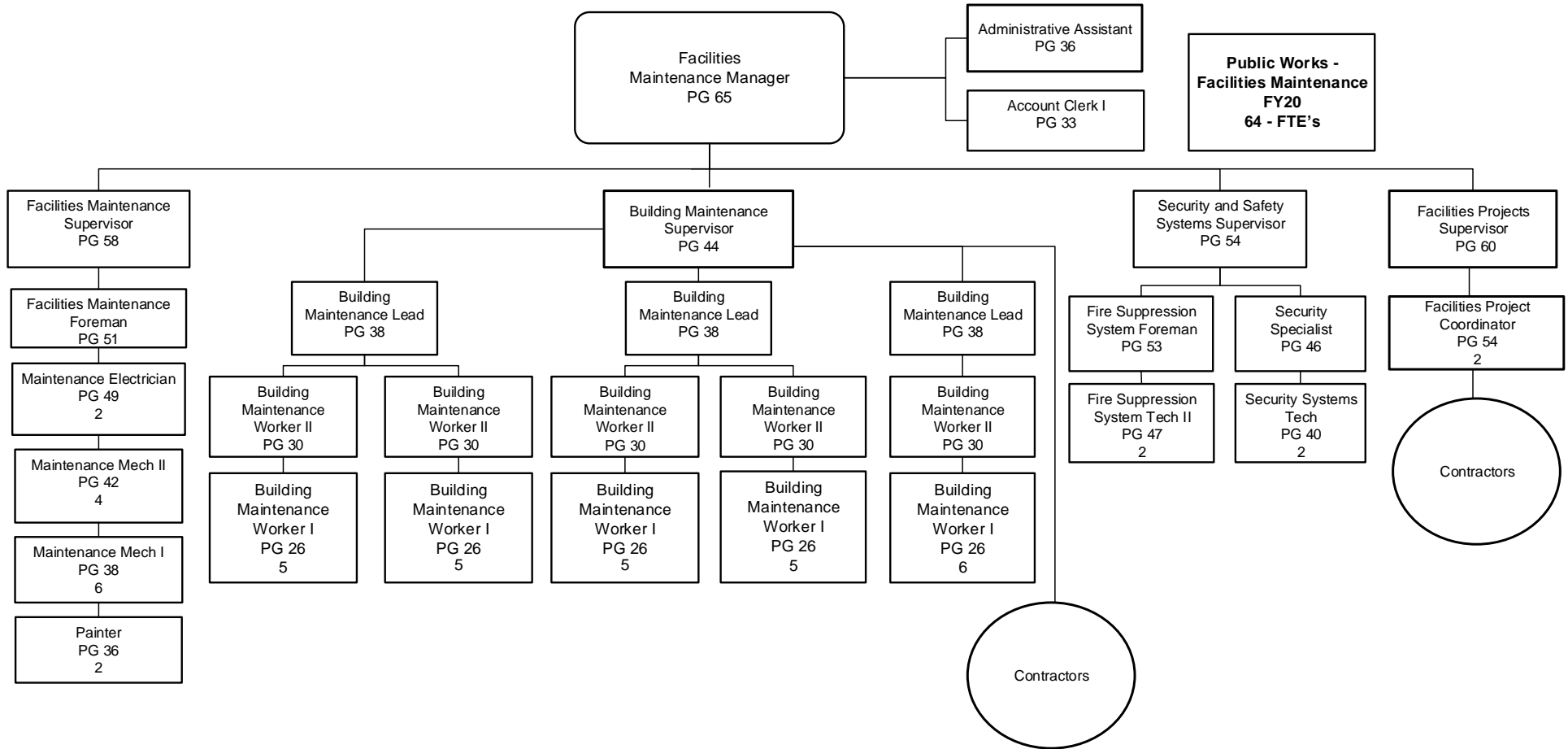


Figure G-97: Public Works Facilities Maintenance Table of Organization

Public Works - Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Facilities Maintenance Manager	1	1	65	\$72,732.20 - \$112,831.53
Facilities Project Supervisor	1	1	60	\$64,380.37 - \$99,875.09
Facilities Maintenance Supervisor	1	1	58	\$61,314.64 - \$95,119.14
Facilities Project Coordinator	2	2	54	\$55,614.18 - \$86,275.86
Security and Safety Systems Supervisor	1	1	54	\$55,614.18 - \$86,275.86
Facilities Maintenance Foreman	1	1	52	\$52,965.90 - \$82,167.49
Maintenance Electrician	2	2	49	\$49,228.02 - \$76,368.81
Security Specialist	1	1	46	\$45,753.94 - \$70,979.36
Maintenance Mechanic II	3	4	42	\$41,500.17 - \$64,380.37
Security Systems Tech	2	2	40	\$39,523.97 - \$61,314.64
Maintenance Mechanic I	7	6	38	\$37,641.88 - \$58,394.91
Administrative Assistant	1	1	36	\$35,849.40 - \$55,614.18
Painter	2	2	36	\$35,849.40 - \$55,614.18
Accounting Clerk I	1	1	33	\$33,319.46 - \$51,689.42
TOTAL MAINTENANCE FULL TIME EMPLOYEES	26	26		
Building Maintenance Supervisor	1	1	44	\$43,575.16 - \$67,599.39
Building Maintenance Lead	3	3	38	\$37,641.88 - \$58,394.91
Building Maintenance Worker II	5	5	30	\$30,968.06 - \$48,041.62
Building Maintenance Worker I	26	26	26	\$28,088.94 - \$43,575.16
TOTAL JANITORIAL FULL TIME EMPLOYEES	35	35		
Fire Suppression System Foreman	1	1	53	\$54,273.89 - \$84,196.63
Fire Suppression System Technician	2	2	47	\$46,883.83 - \$72,732.20
TOTAL FIRE SAFETY TEAM FULL TIME EMPLOYEES	3	3		
TOTAL FT	64	64		

Figure G-98: Public Works Facilities Maintenance Positions

Public Works – Table of Organization

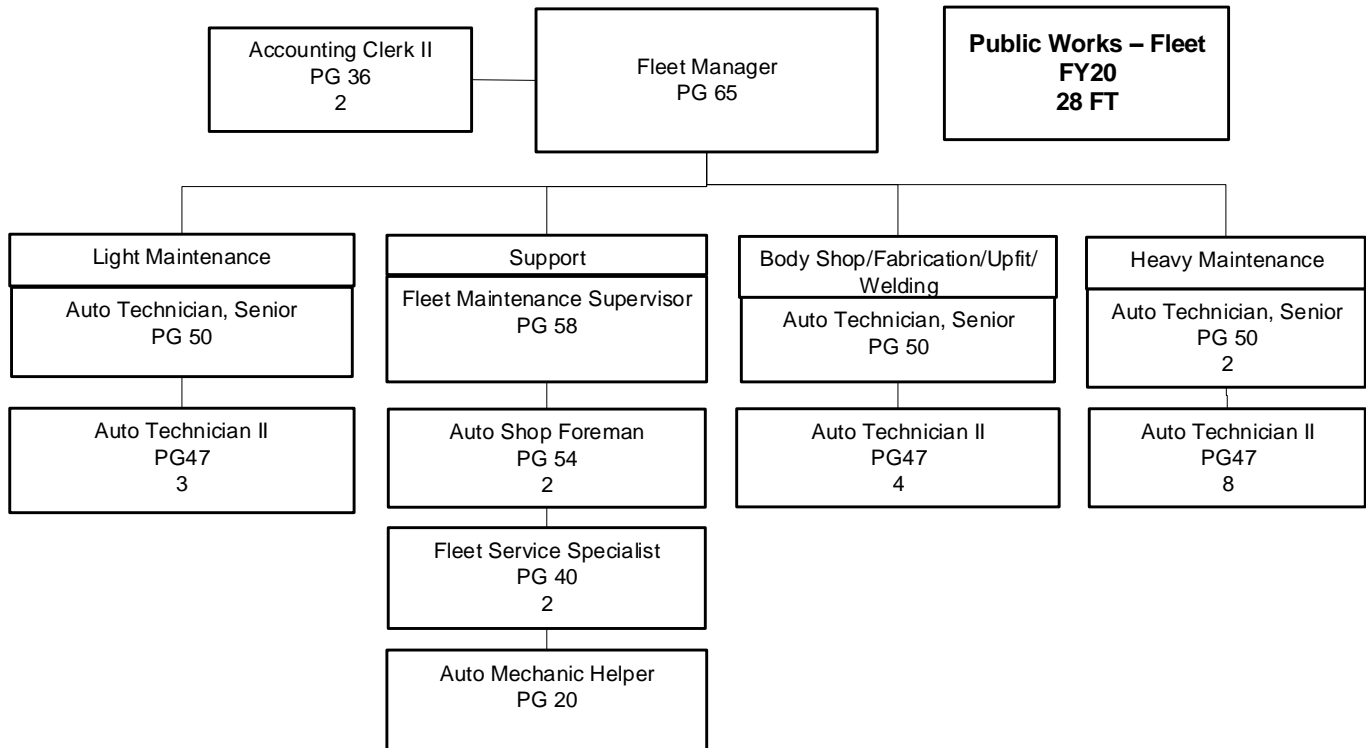


Figure G-99: Public Works Fleet Table of Organization

Public Works - Positions

Public Works - Positions

Personnel	FY19 Current	FY20 Proposed	PG	Salary Range
Fleet Manager	1	1	65	\$72,732.20 - \$112,831.53
Fleet Maintenance Supervisor	1	1	58	\$61,314.64 - \$95,119.14
Automotive Shop Foreman	2	2	54	\$55,614.18 - \$86,275.86
Automotive Technician, Sr	4	4	50	\$50,443.71 - \$78,254.75
Automotive Technician II	15	15	47	\$46,883.83 - \$72,732.20
Fleet Service Specialist	2	2	40	\$39,523.97 - \$61,314.64
Accounting Clerk II	2	2	36	\$35,849.40 - \$55,614.18
Automotive Mechanic Helper	1	1	20	\$24,264.28 - \$37,641.88
TOTAL FULL TIME EMPLOYEES	28	28		
TOTAL FT	28	28		

Figure G-100: Public Works Fleet Positions

Public Works – Table of Organization

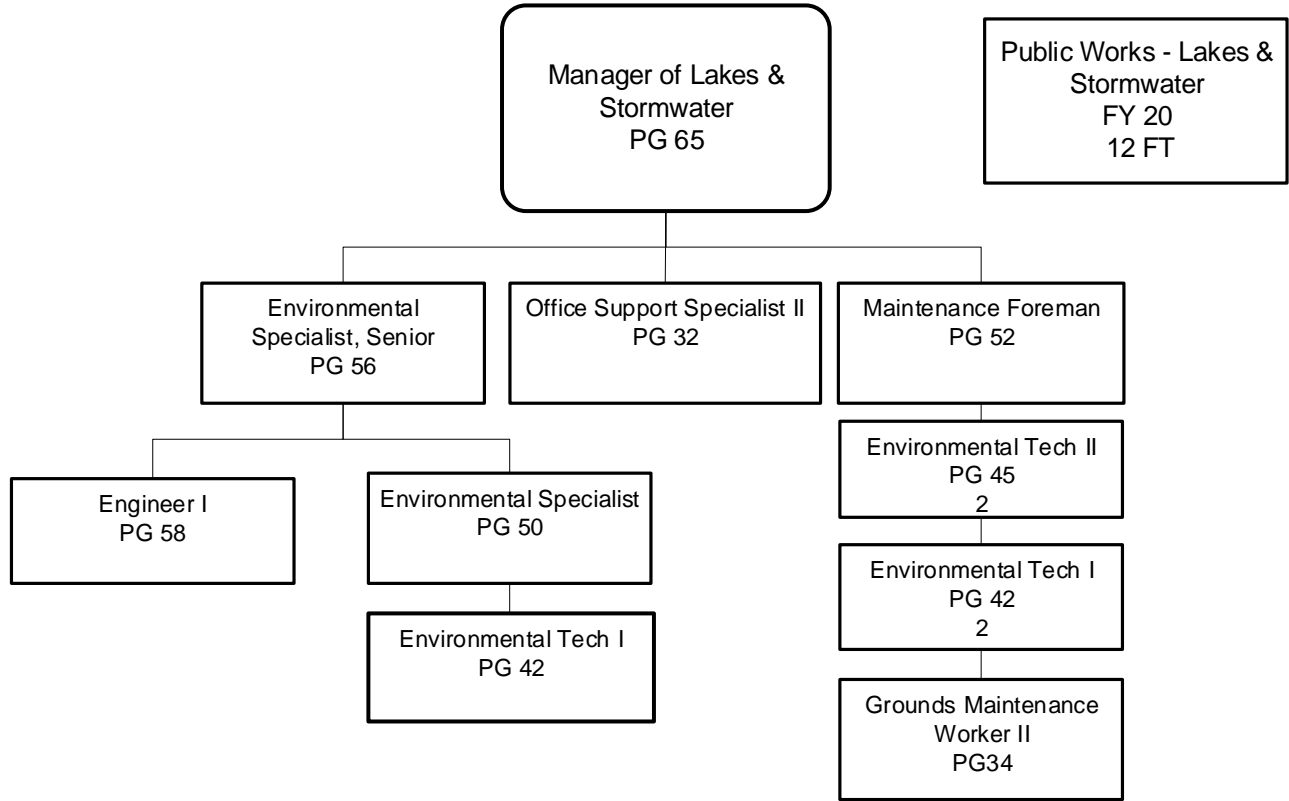


Figure G-101: Public Works Lakes & Stormwater Table of Organization

Public Works - Positions

Personnel	FY19 Current	FY20 Proposed	PG	Salary Range
Manager of Lakes & Stormwater	1	1	65	\$72,732.20 - \$112,831.53
Engineer I	1	1	58	\$61,314.64 - \$95,119.14
Environmental Specialist, Sr	1	1	56	\$58,394.91 - \$90,589.66
Maintenance Foreman	1	1	52	\$52,965.90 - \$82,167.49
Environmental Specialist	1	1	50	\$50,443.71 - \$78,254.75
Environmental Tech II	1	2	45	\$44,651.27 - \$69,268.76
Environmental Tech I	1	3	42	\$41,500.17 - \$64,380.37
Grounds Maintenance Worker II	1	1	34	\$34,142.28 - \$52,965.90
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
TOTAL FULL TIME EMPLOYEES	9	12		
TOTAL FT	9	12		

Figure G-102: Public Works Lakes & Stormwater Positions

Public Works – Table of Organization

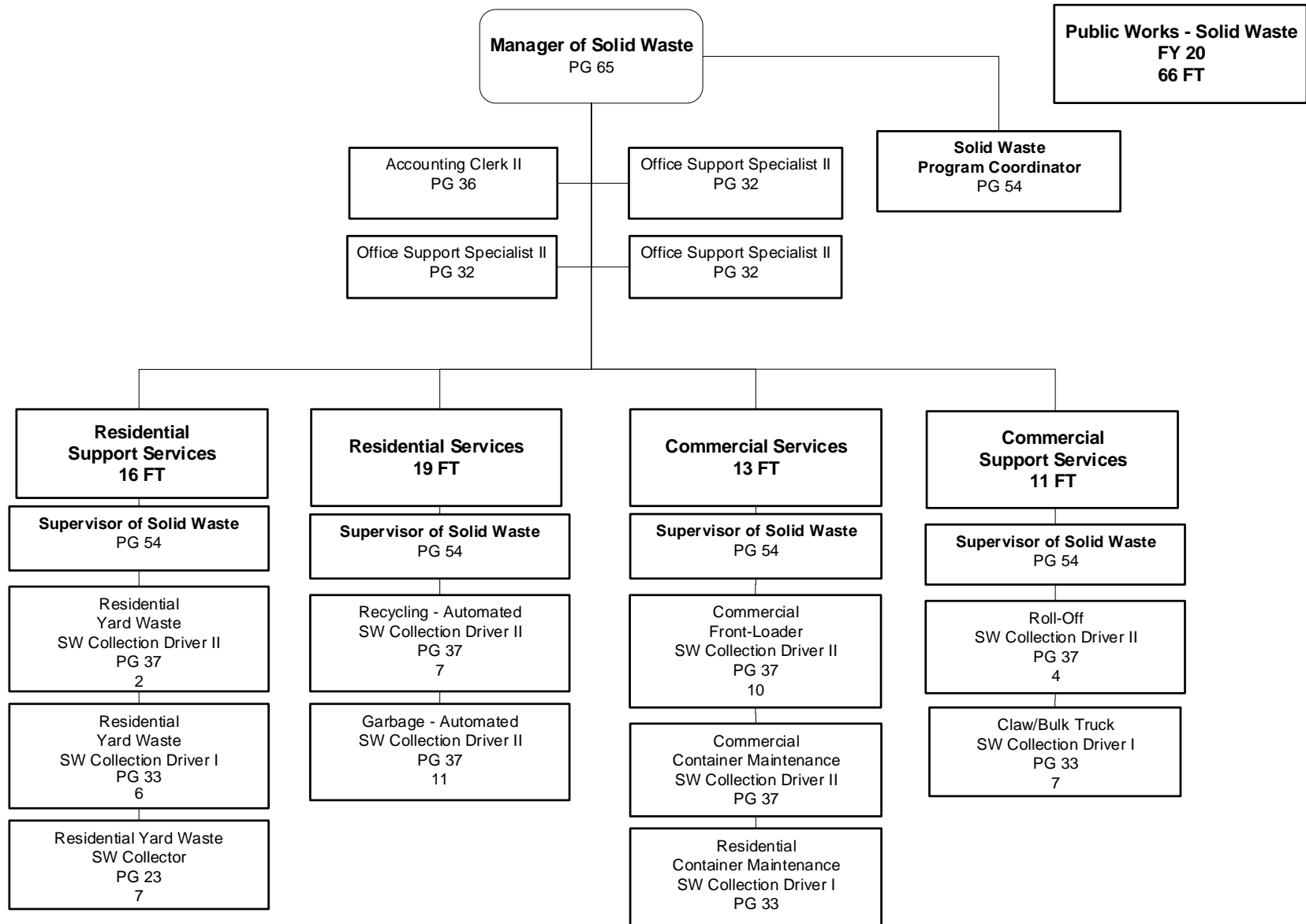


Figure G-103: Public Works Solid Waste Table of Organization

Public Works - Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Manager of Solid Waste	1	1	65	\$72,732.20 - \$112,831.53
Solid Waste Program Coordinator	1	1	54	\$55,614.18 - \$86,275.86
Supervisor of Solid Waste	4	4	54	\$55,614.18 - \$86,275.86
Solid Waste Collection Driver II	35	35	37	\$36,734.70 - \$56,987.59
Accounting Clerk II	1	1	36	\$35,849.40 - \$55,614.18
Solid Waste Collection Driver I	14	14	33	\$33,319.46 - \$51,689.42
Office Support Specialist II	3	3	32	\$32,516.47 - \$50,443.71
Solid Waste Collector	7	7	23	\$26,106.67 - \$40,500.01
TOTAL FULL TIME EMPLOYEES	66	66		
<hr/>				
TOTAL FT	66	66		

Figure G-104: Public Works Solid Waste Positions

Public Works – Table of Organization

Traffic Operations & Parking Services (TOPS)

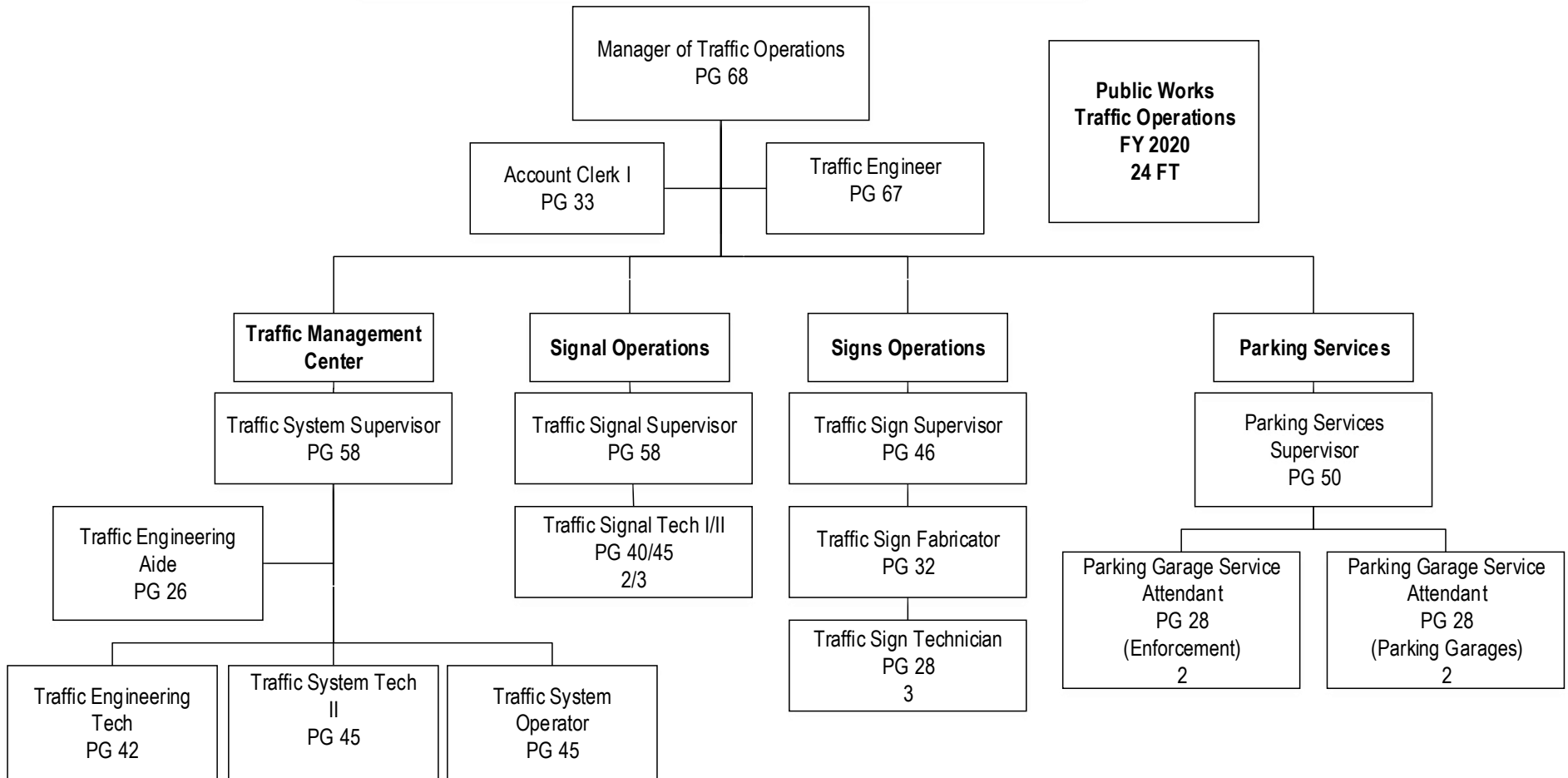


Figure G-105: Public Works Traffic Operations Table of Organization

Public Works - Positions

<i>Traffic</i>		FY19	FY20		
	Personnel	Current	Proposed	PG	Salary Range
	Manager of Traffic Operations	1	1	68	\$78,254.75 - \$121,398.80
	Traffic Engineer	1	1	67	\$76,368.81 - \$118,473.10
	Traffic Signal Supervisor	1	1	58	\$61,314.64 - \$95,119.14
	Traffic System Supervisor	1	1	58	\$61,314.64 - \$95,119.14
	Traffic Sign Supervisor	1	1	46	\$45,753.94 - \$70,979.36
	Traffic Signal Technician II	5	5	45	\$44,651.27 - \$69,268.76
	Traffic System Operator	1	1	45	\$44,651.27 - \$69,268.76
	Traffic System Technician II	1	1	45	\$44,651.27 - \$69,268.76
	Traffic Engineering Technician	1	1	42	\$41,500.17 - \$64,380.37
	Accounting Clerk I	1	1	33	\$33,319.46 - \$51,689.42
	Traffic Sign Fabricator	1	1	32	\$32,516.47 - \$50,443.71
	Traffic Sign Technician	3	3	28	\$29,493.39 - \$45,753.94
	Traffic Engineering Aide	1	1	26	\$28,088.94 - \$43,575.16
	FULL TIME EMPLOYEES	19	19		

<i>Parking</i>		FY19	FY20		
	Personnel	Current	Proposed	PG	Salary Range
	Parking Services Supervisor	1	1	50	\$50,443.71 - \$78,254.75
	Parking Garage Svc Attendant	4	4	28	\$29,493.39 - \$45,753.94
	FULL TIME EMPLOYEES	5	5		

TOTAL FT		24	24		

Figure G-106: Public Works Traffic Operations Positions

Purchasing & Risk Management – Table of Organization

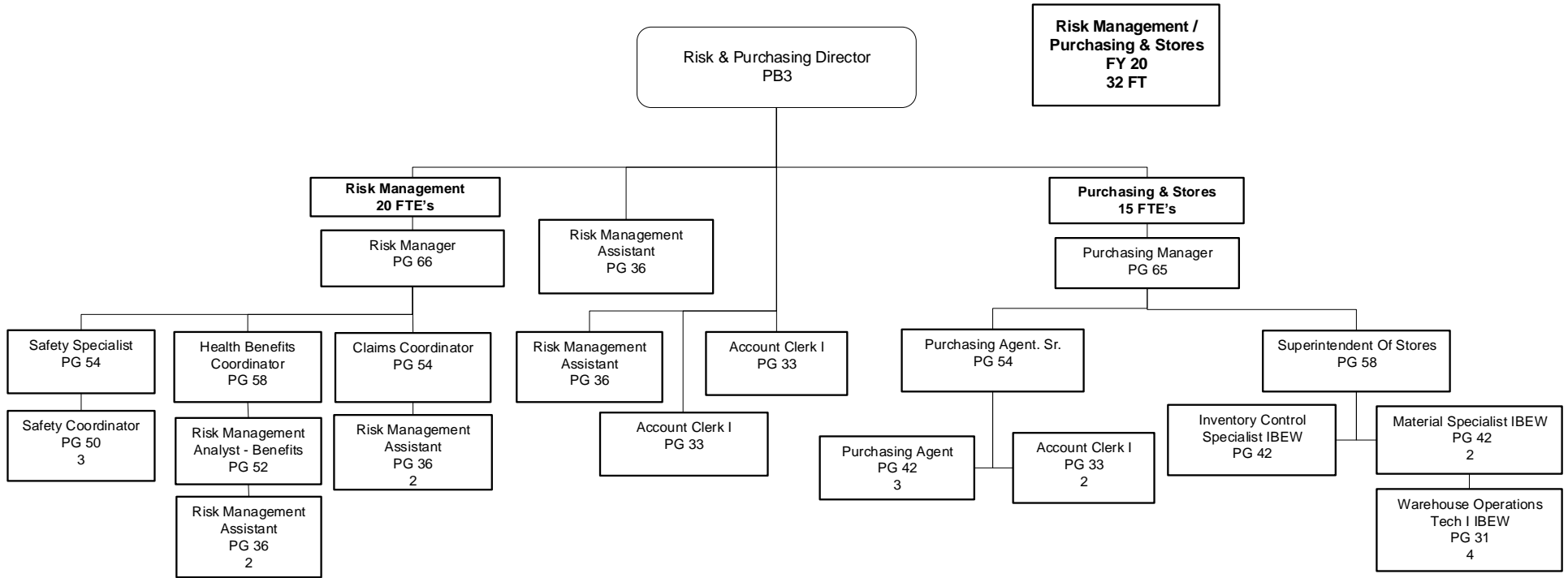


Figure G-107: Purchasing & Risk Management Table of Organization

Purchasing & Risk Management - Positions

<i>Risk Management</i>	FY19	FY20		
Personnel	Current	Proposed	PG	Salary Range
Risk & Purchasing Director	1	1	PB3	\$86,651.77 - \$160,928.04
Risk Manager	1	1	66	\$74,528.33 - \$115,617.91
Health Benefits Coordinator	1	1	58	\$61,314.64 - \$95,119.14
Safety & Loss Prevention Supervisor	1	0	56	\$58,394.91 - \$90,589.66
Claims Coordinator	1	1	54	\$55,614.18 - \$86,275.86
Safety Specialist	1	1	54	\$55,614.18 - \$86,275.86
RM Analyst - Benefits	1	1	52	\$52,965.90 - \$82,167.49
Wellness Coordinator	1	0	51	\$51,689.42 - \$80,187.26
Safety Coordinator	3	3	50	\$50,443.71 - \$78,254.75
Administrative Assistant	1	0	36	\$35,849.40 - \$55,614.18
Risk Management Assistant	5	6	36	\$35,849.40 - \$55,614.18
Accounting Clerk I	1	1	33	\$33,319.46 - \$51,689.42
TOTAL FULL TIME EMPLOYEES	18	16		

<i>Purchasing and Stores</i>	FY19	FY20		
Personnel	Current	Proposed	PG	Salary Range
Purchasing Manager	1	1	65	\$72,732.20 - \$112,831.53
Superintendent of Stores	1	1	58	\$61,314.64 - \$95,119.14
Purchasing Agent, Sr	1	1	54	\$55,614.18 - \$86,275.86
Inventory Control Specialist IBEW	1	1	42	\$41,500.17 - \$64,380.37
Material Specialist IBEW	2	2	42	\$41,500.17 - \$64,380.37
Purchasing Agent	3	3	42	\$41,500.17 - \$64,380.37
Warehouse Operations Tech I - IBEW	4	4	PU34	\$34,142.28 - \$52,965.90
Accounting Clerk I	3	3	33	\$33,319.46 - \$51,689.42
TOTAL FULL TIME EMPLOYEES	16	16		

TOTAL FT	34	32
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Figure G-108: Purchasing & Risk Management Positions

RP Funding Center – Table of Organization

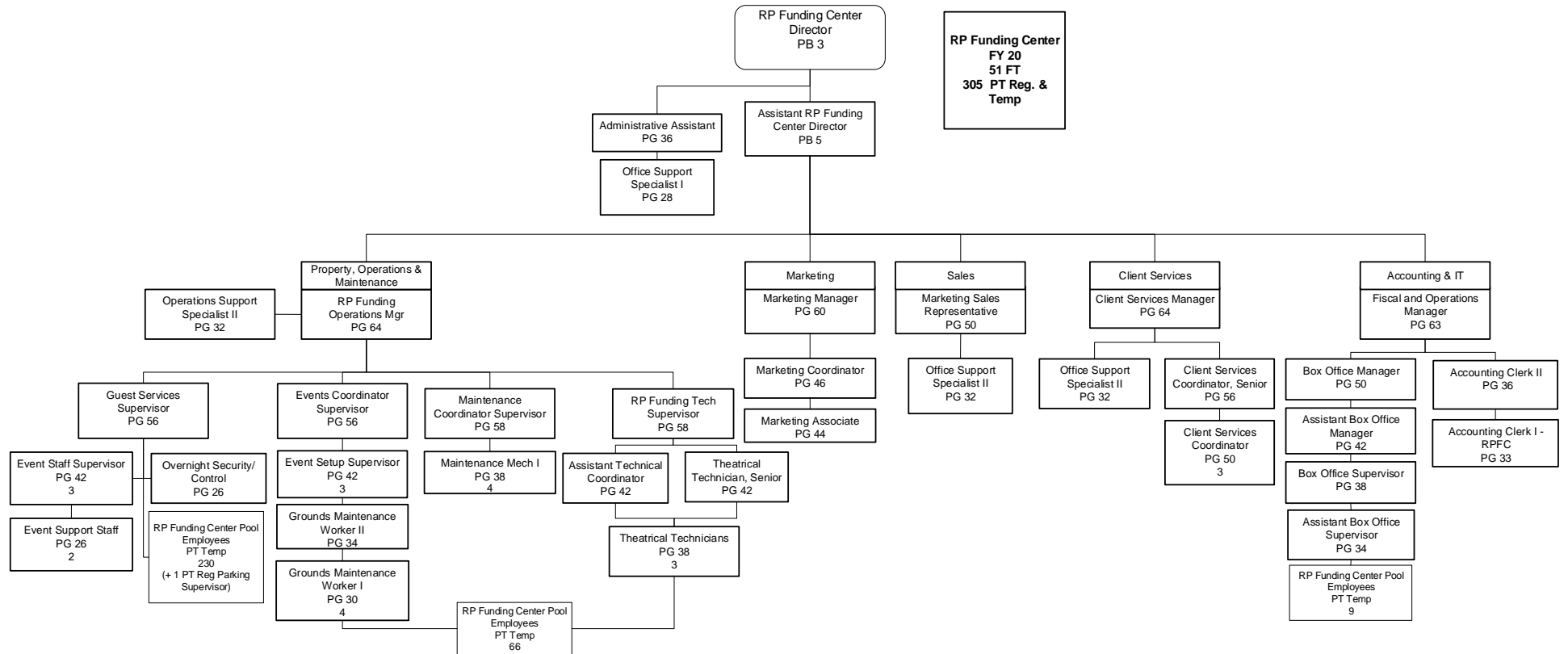


Figure G-109: RP Funding Center Table of Organization

RP Funding Center - Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
RP Funding Center Director	1	1	PB3	\$86,651.77 - \$160,928.04
Assistant RP Funding Center Director	1	1	PB5	\$68,799.35 - \$127,763.57
Client Services Manager	1	1	64	\$70,979.36 - \$110,112.29
Fiscal Operations Manager RPFC	1	1	63	\$69,268.76 - \$107,458.59
Marketing Manager	1	1	60	\$64,380.37 - \$99,875.09
Client Services Coordinator, Sr.	1	1	56	\$58,394.91 - \$90,589.66
Guest Services Supervisor	1	1	56	\$58,394.91 - \$90,589.66
Client Services Coordinator	3	3	50	\$50,443.71 - \$78,254.75
Marketing Sales Representative	1	1	50	\$50,443.71 - \$78,254.75
Marketing Coordinator	1	1	46	\$45,753.94 - \$70,979.36
Marketing Associate	1	1	44	\$43,575.16 - \$67,599.39
Accounting Clerk II - RPFC	1	1	36	\$35,849.40 - \$55,614.18
Administrative Assistant -RPFC	1	1	36	\$35,849.40 - \$55,614.18
Accounting Clerk I -RPFC	1	1	33	\$33,319.46 - \$51,689.42
Office Support Specialist II - RPFC	2	2	32	\$32,516.47 - \$50,443.71
Office Support Specialist I	1	1	28	\$29,493.39 - \$45,753.94
ADMINISTRATION FULL TIME EMPLOYEES	19	19		

Figure G-110: RP Funding Center Positions – Part 1

RP Funding Center - Positions

Personnel	FY19	FY20		
	Current	Proposed		
RP Funding Center Operations Manager	1	1	64	\$70,979.36 -\$110,112.29
Maintenance Coordinator Supervisor	1	1	58	\$61,314.64 -\$95,119.14
RP Funding Tech Supervisor	1	1	58	\$61,314.64 -\$95,119.14
Events Coordinator Supervisor	1	1	56	\$58,394.91 -\$90,589.66
Assistant Technical Coordinator	1	1	42	\$41,500.17 -\$64,380.37
Event Setup Supervisor	3	3	42	\$41,500.17 -\$64,380.37
Event Staff Supervisor	3	3	42	\$41,500.17 -\$64,380.37
Theatre Technician, Sr	1	1	42	\$41,500.17 -\$64,380.37
Maintenance Mech I	4	4	38	\$37,641.88 -\$58,394.91
Theatrical Technician	3	3	38	\$37,641.88 -\$58,394.91
Grounds Maintenance Worker II - RPFC	1	1	34	\$34,142.28 -\$52,965.90
Office Support Specialist II - RPFC	1	1	32	\$32,516.47 -\$50,443.71
Grounds Maintenance Worker I - RPFC	4	4	30	\$30,968.06 -\$48,041.62
Event Support Staff	2	2	26	\$28,088.94 -\$43,575.16
Overnight Security/Control	1	1	26	\$28,088.94 -\$43,575.16
OPERATIONS FULL TIME EMPLOYEES	28	28		
Box Office Manager	1	1	50	\$50,443.71 -\$78,254.75
Assistant Box Office Manager	1	1	42	\$41,500.17 -\$64,380.37
Box Office Supervisor	1	1	38	\$37,641.88 -\$58,394.91
Assistant Box Office Supervisor	1	1	34	\$34,142.28 -\$52,965.90
BOX OFFICE FULL TIME EMPLOYEES	4	4		
RP Funding Center Pool Employee	305	305	*P	\$18,106.39 -\$162,686.01
PART TIME EMPLOYEES	305	305		
TOTAL FT	51	51		
TOTAL PT	305	305		

Figure G-111: RP Funding Center Positions – Part 2

Retirement Services – Table of Organization

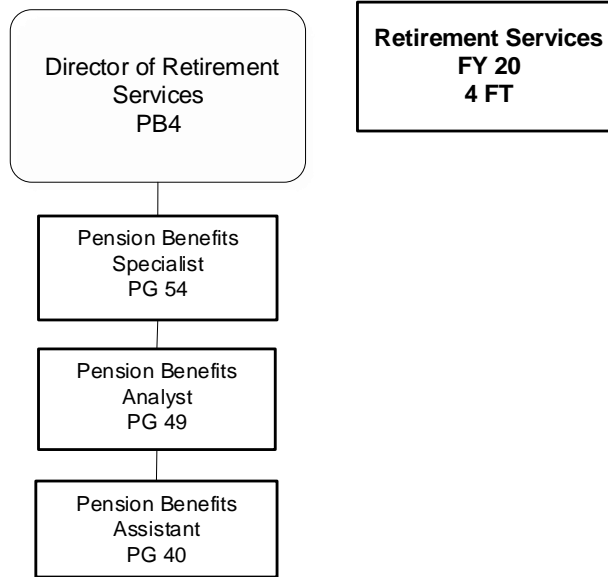


Figure G-112: Retirement Services Table of Organization

Retirement Services – Positions

Personnel	FY19 Current	FY20 Proposed	PG	Salary Range
Director of Retirement Services	1	1	PB4	\$76,303.89- \$141,723.88
Pension Benefits Specialist	1	1	54	\$55,614.18 -\$86,275.86
Pension Benefits Analyst	1	1	49	\$49,228.02 -\$76,368.81
Pension Benefits Assistant	0	1	40	\$39,523.97 -\$61,314.64
TOTAL FULL TIME EMPLOYEES	3	4		
TOTAL FT	3	4		

Figure G-113: Retirement Services Positions

Wastewater – Table of Organization

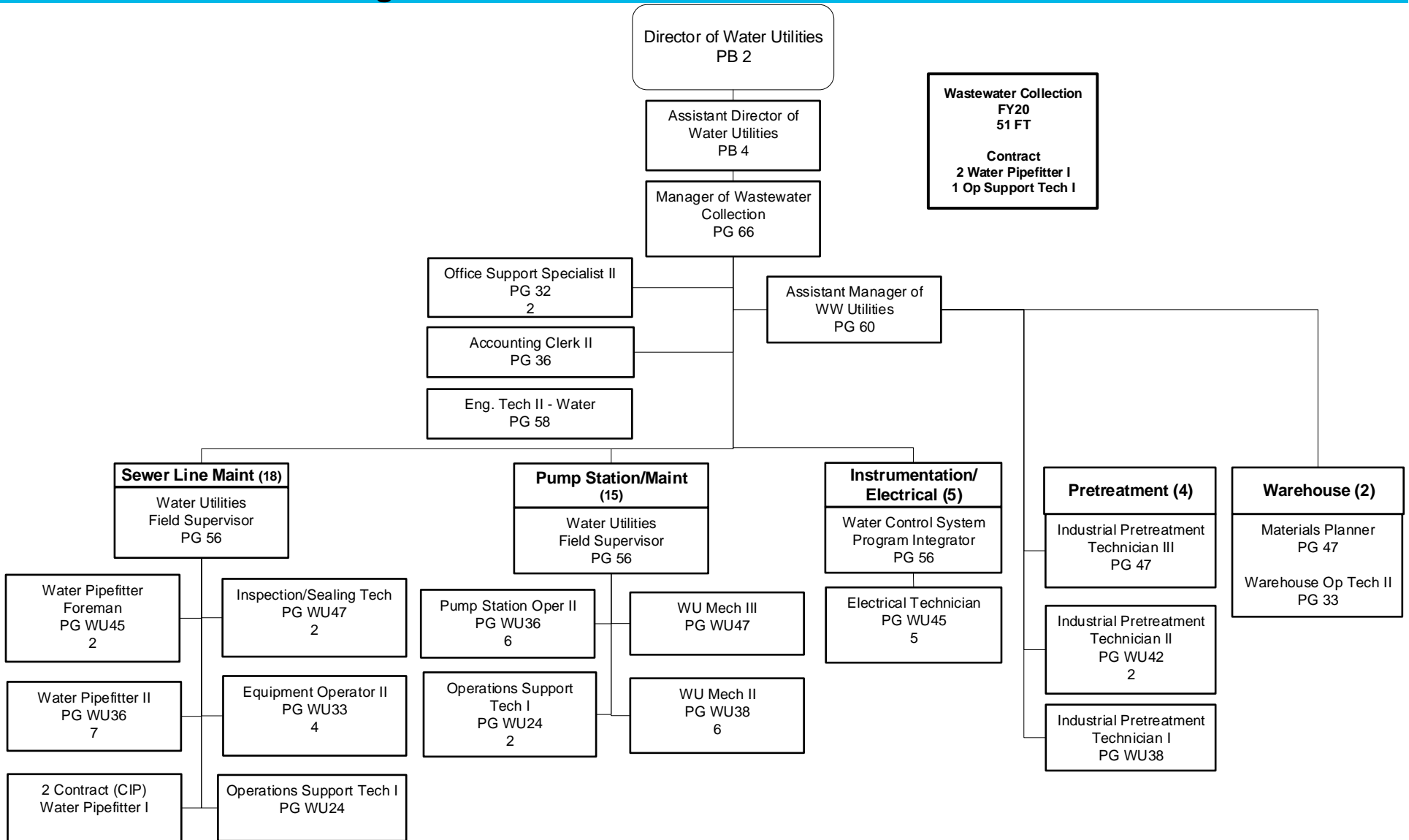


Figure G-114: Wastewater Collection Table of Organization

Wastewater – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Manager of Wastewater Collection	1	1	66	\$74,528.33 -\$115,617.91
Assistant Manager of WW Utilities	0	1	60	\$64,380.37 -\$99,875.09
Wastewater Collection Superintendent	1	0	60	\$64,380.37 -\$99,875.09
Engineering Technician II - Water	1	1	58	\$61,314.64 -\$95,119.14
Water Control System Program Integrator	1	1	56	\$58,394.91 -\$90,589.66
Materials Planner	1	1	47	\$46,883.83 -\$72,732.20
Accounting Clerk II	1	1	36	\$35,849.40 -\$55,614.18
Warehouse Operations Technician II	1	1	WU33	\$40,500.23 -\$51,699.50
Office Support Specialist II	2	2	32	\$32,516.47 -\$50,443.71
COLLECTION ADMIN FULL TIME EMPLOYEES	9	9		
Water Utilities Field Supervisor	1	1	56	\$58,394.91 -\$90,589.66
Inspection & Sealing Technician	2	2	WU47	\$57,002.01 -\$72,726.70
Water Utilities Pipefitter Foreman	2	2	WU45	\$54,282.19 -\$69,275.49
Water Utilities Pipefitter II	7	7	WU36	\$43,562.88 -\$55,607.82
Equipment Operator II Streets	4	4	WU33	\$40,500.23 -\$51,699.50
Operations Support Technician I	2	2	WU24	\$32,500.74 -\$41,483.02
SEWER MAINTENANCE FULL TIME EMPLOYEES	18	18		
Water Utilities Field Supervisor	1	1	56	\$58,394.91 -\$90,589.66
WU Mechanic III	1	1	WU47	\$57,002.01 -\$72,726.70
Electrical Technician	5	5	WU45	\$54,282.19 -\$69,275.49
Water Utilities Mechanic II	6	6	WU38	\$45,734.17 -\$58,373.35
Pumping Station Operator II	6	6	WU36	\$43,562.88 -\$55,607.82
Operations Support Technician I	1	1	WU24	\$32,500.74 -\$41,483.02
PUMPING STATIONS FULL TIME EMPLOYEES	20	20		
Industrial Pretreatment Tech III	1	1	47	\$46,883.83 -\$72,732.20
Industrial Pretreatment Tech II	2	2	WU42	\$50,442.43 -\$64,361.53
Industrial Pretreatment Technician I	1	1	WU38	\$45,734.17 -\$58,373.35
PRETREATMENT FULL TIME EMPLOYEES	4	4		
COLLECTION TOTAL	51	51		

Figure G-115: Wastewater Collection Positions

Wastewater – Table of Organization

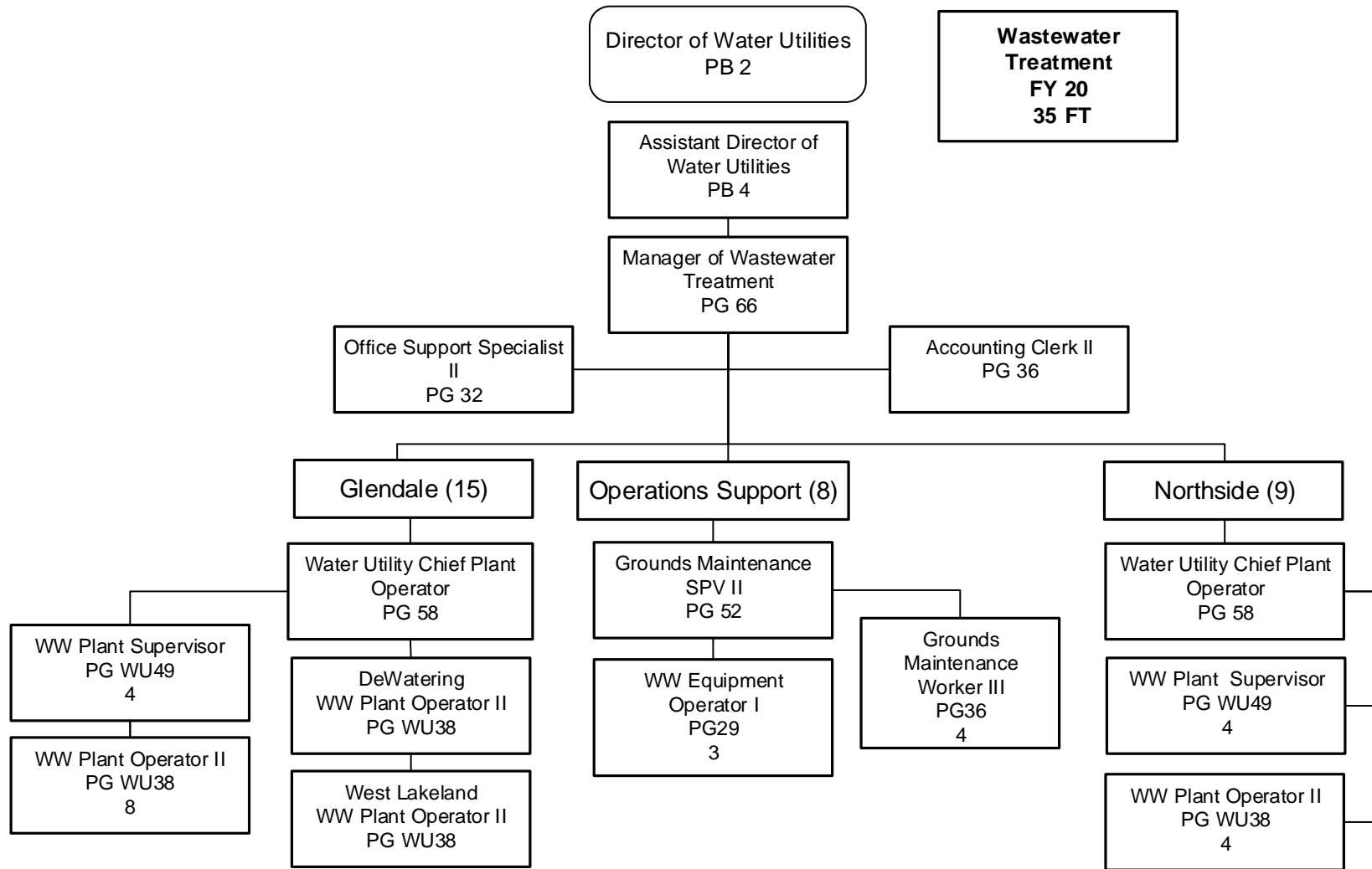


Figure G-116: Wastewater Treatment Table of Organization

Wastewater – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Manager of Wastewater Treatment	1	1	66	\$74,528.33 - \$115,617.91
Water Utility Chief Plant Operator	1	1	58	\$61,314.64 - \$95,119.14
Grounds Maintenance Supervisor II	1	1	52	\$52,965.90 - \$82,167.49
Wastewater Plant Supervisor	4	4	WU49	\$59,836.11 - \$76,383.60
Wastewater Plant Operator II	7	7	WU38	\$45,734.17 - \$58,373.35
GLENDALE PLANT FULL TIME EMPLOYEES	14	14		
Water Utility Chief Plant Operator	1	1	58	\$61,314.64 - \$95,119.14
Wastewater Plant Supervisor	4	4	WU49	\$59,836.11 - \$76,383.60
Wastewater Plant Operator II	7	7	WU38	\$45,734.17 - \$58,373.35
Accounting Clerk II	1	1	36	\$35,849.40 - \$55,614.18
Equipment Operator I	3	3	34	\$34,142.28 - \$52,965.90
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
NORTHSIDE PLANT FULL TIME EMPLOYEES	17	17		
Water Utility Chief Plant Operator	1	0	58	\$61,314.64 - \$95,119.14
Grounds Maintenance Worker III	0	4	36	\$35,849.40 - \$55,614.18
Operations Support Tech II	3	0	WU29	\$36,729.03 - \$46,876.95
WEST LAKELAND WASTELOAD FACILITY FT EMP	4	4		
TREATMENT TOTAL	35	35		

Figure G-117: Wastewater Treatment Positions

Wastewater – Table of Organization

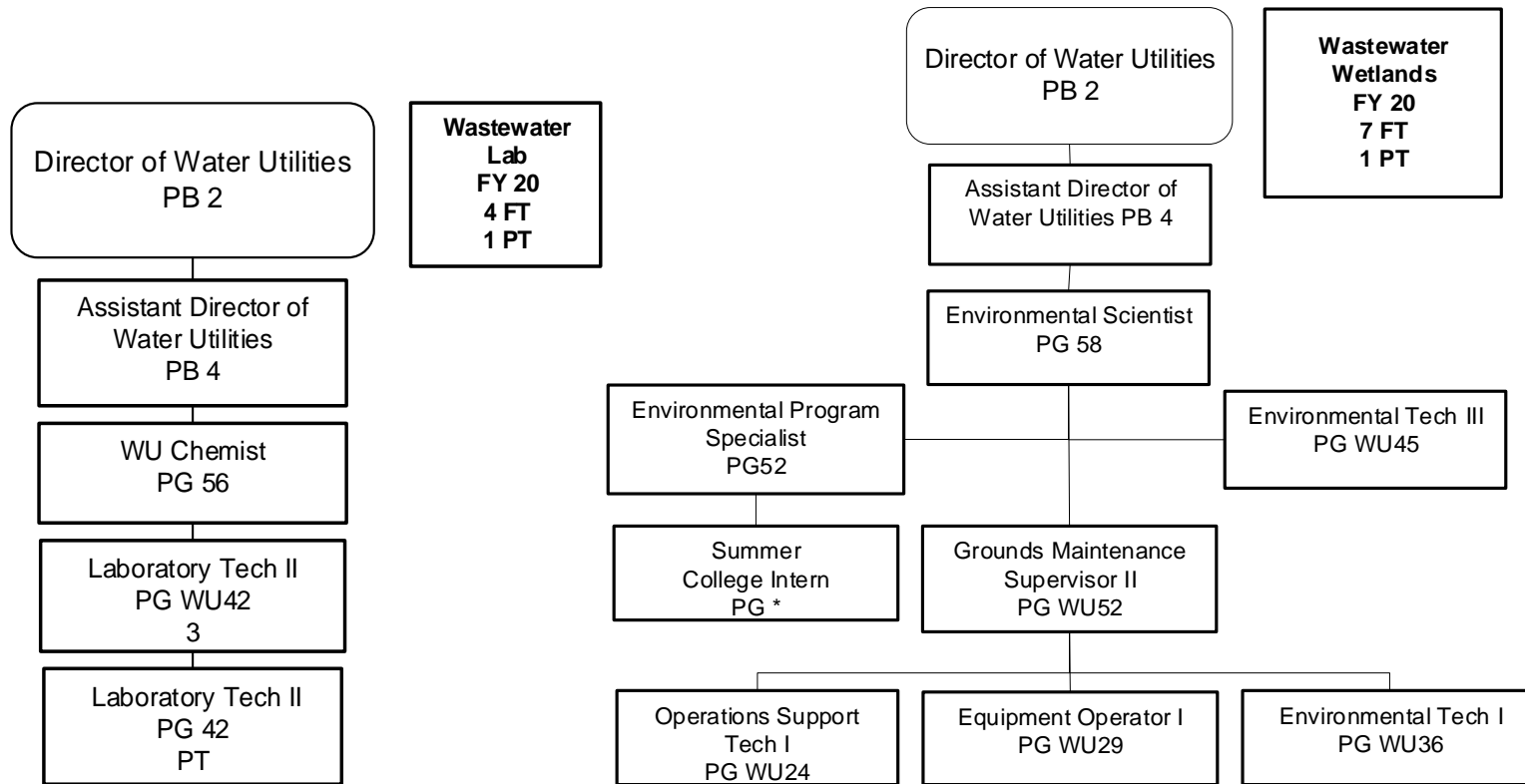


Figure G-118: Wastewater Lab & Wetlands Table of Organization

Wastewater – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Water Utility Chemist	1	1	56	\$58,394.91 - \$90,589.66
Laboratory Technician II	3	3	WU42	\$50,442.43 - \$64,361.53
LABORATORY FULL TIME EMPLOYEES	4	4		
Environmental Scientist	1	1	58	\$61,314.64 - \$95,119.14
Environmental Program Specialist	1	1	52	\$52,965.90 - \$82,167.49
Grounds Maintenance Supervisor II	0	1	52	\$52,965.90 - \$82,167.49
Environmental Technician III	1	1	WU45	\$54,282.19 - \$69,275.49
Environmental Technician I	1	1	WU36	\$43,562.88 - \$55,607.82
Equipment Operator I	1	1	WU29	\$36,729.03 - \$46,876.95
Operations Support Technician I	1	1	WU24	\$32,500.74 - \$41,483.02
WETLANDS MANAGEMENT FULL TIME EMP	6	7		
<hr/>				
WETLANDS MANAGEMENT TOTAL	10	11		
Laboratory Technician II	1	1	42	\$41,500.17 - \$64,380.37
College Intern	1	1	*	\$18,106.39 - \$162,686.01
PART TIME EMPLOYEES	2	2		
<hr/>				
Wastewater TOTAL FT	96	97		
Wastewater TOTAL PT	2	2		

Figure G-119: Wastewater Lab & Wetlands Positions

Water – Table of Organization

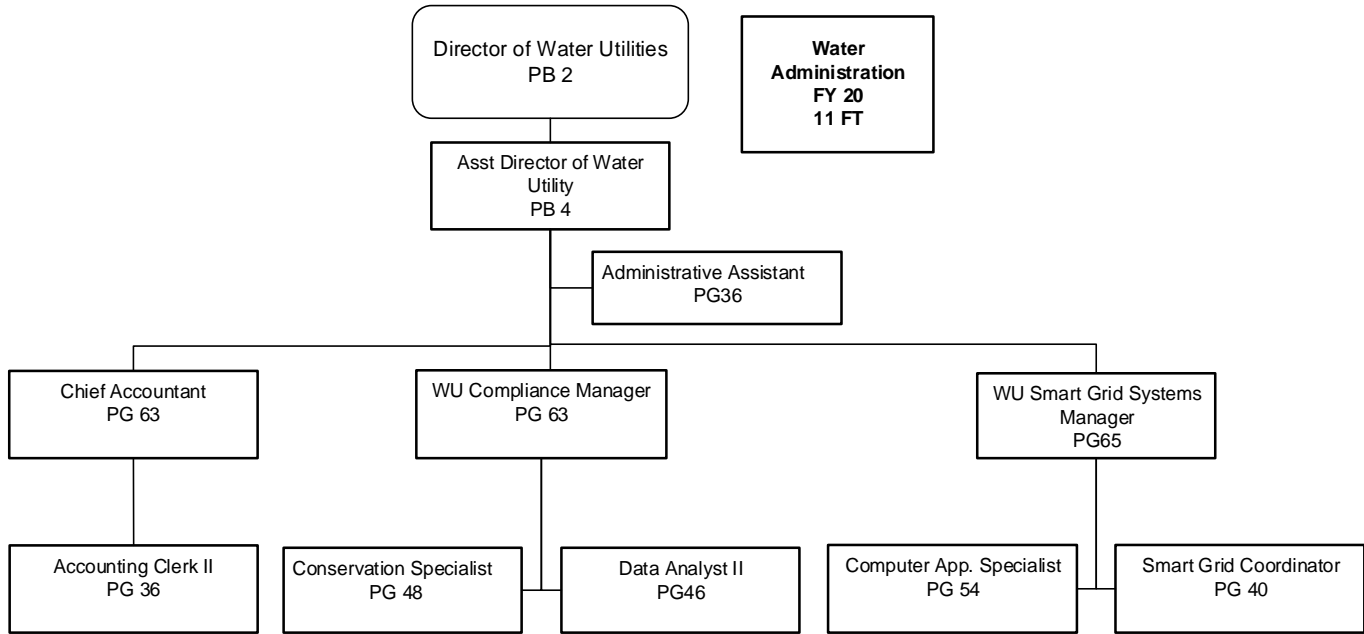


Figure G-120: Water Administration Table of Organization

Water – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Water Utilities Director	1	1	PB2	\$93,713.48 - \$174,072.63
Assistant Director of Water Utilities	1	1	PB4	\$76,303.89- \$141,723.88
WU Smart Grid Systems Manager	1	1	65	\$72,732.20 -\$112,831.53
Chief Accountant	1	1	63	\$69,268.76 -\$107,458.59
WU Compliance Manager	1	1	63	\$69,268.76 -\$107,458.59
Computer Applications Specialist	1	1	54	\$55,614.18 -\$86,275.86
WU Conservation Specialist	1	1	48	\$48,041.62 -\$74,528.33
Utilities Data Analyst II	1	1	46	\$45,753.94 -\$70,979.36
Smart Grid Coordinator	1	1	40	\$39,523.97 -\$61,314.64
Accounting Clerk II	1	1	36	\$35,849.40 -\$55,614.18
Administrative Assistant	1	1	36	\$35,849.40 -\$55,614.18
ADMINISTRATION FULL TIME EMPLOYEES	11	11		

Figure G-121: Water Administration Positions

Water – Table of Organization

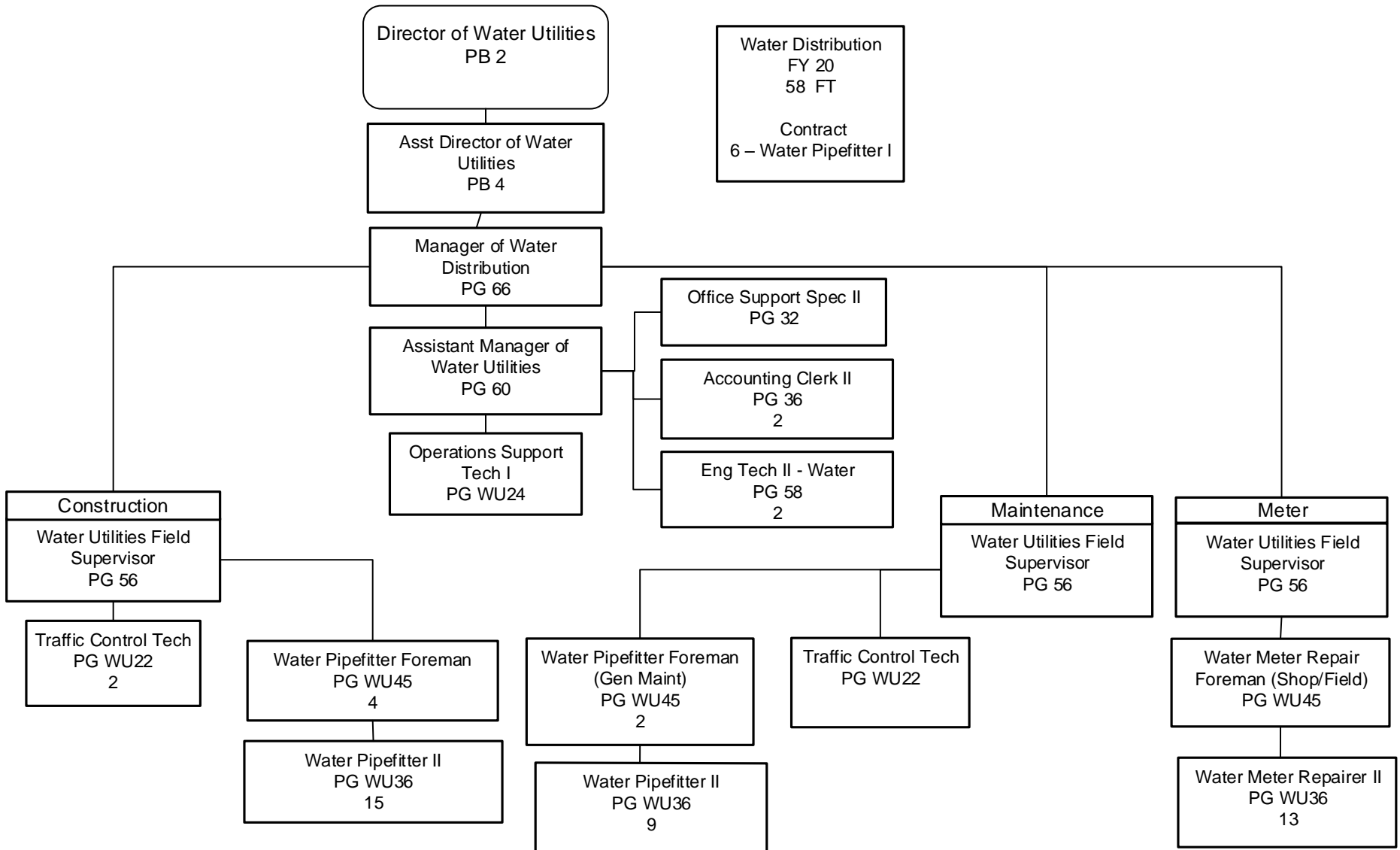


Figure G-122: Water Distribution Table of Organization

Water – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Manager of Water Distribution	1	1	66	\$74,528.33 - \$115,617.91
Assistant Manager Water Utilities	1	1	60	\$64,380.37 - \$99,875.09
Engineering Technician II - Water	2	2	58	\$61,314.64 - \$95,119.14
WU Field Supervisor	3	3	56	\$58,394.91 - \$90,589.66
Water Meter Repairer Foreman	1	1	WU45	\$54,282.19 - \$69,275.49
Water Utilities Pipefitter Foreman	6	6	WU45	\$54,282.19 - \$69,275.49
Water Meter Repairer II	13	13	WU36	\$43,562.88 - \$55,607.82
Water Utilities Pipefitter II	24	24	WU36	\$43,562.88 - \$55,607.82
Accounting Clerk II	2	2	36	\$35,849.40 - \$55,614.18
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
Office Support Tech I	1	1	WU24	\$32,500.74 - \$41,483.02
Traffic Control Technician	3	3	WU22	\$30,969.42 - \$39,512.93
DISTRIBUTION FULL TIME EMPLOYEES	58	58		

Figure G-123: Water Distribution Positions

Water – Table of Organization

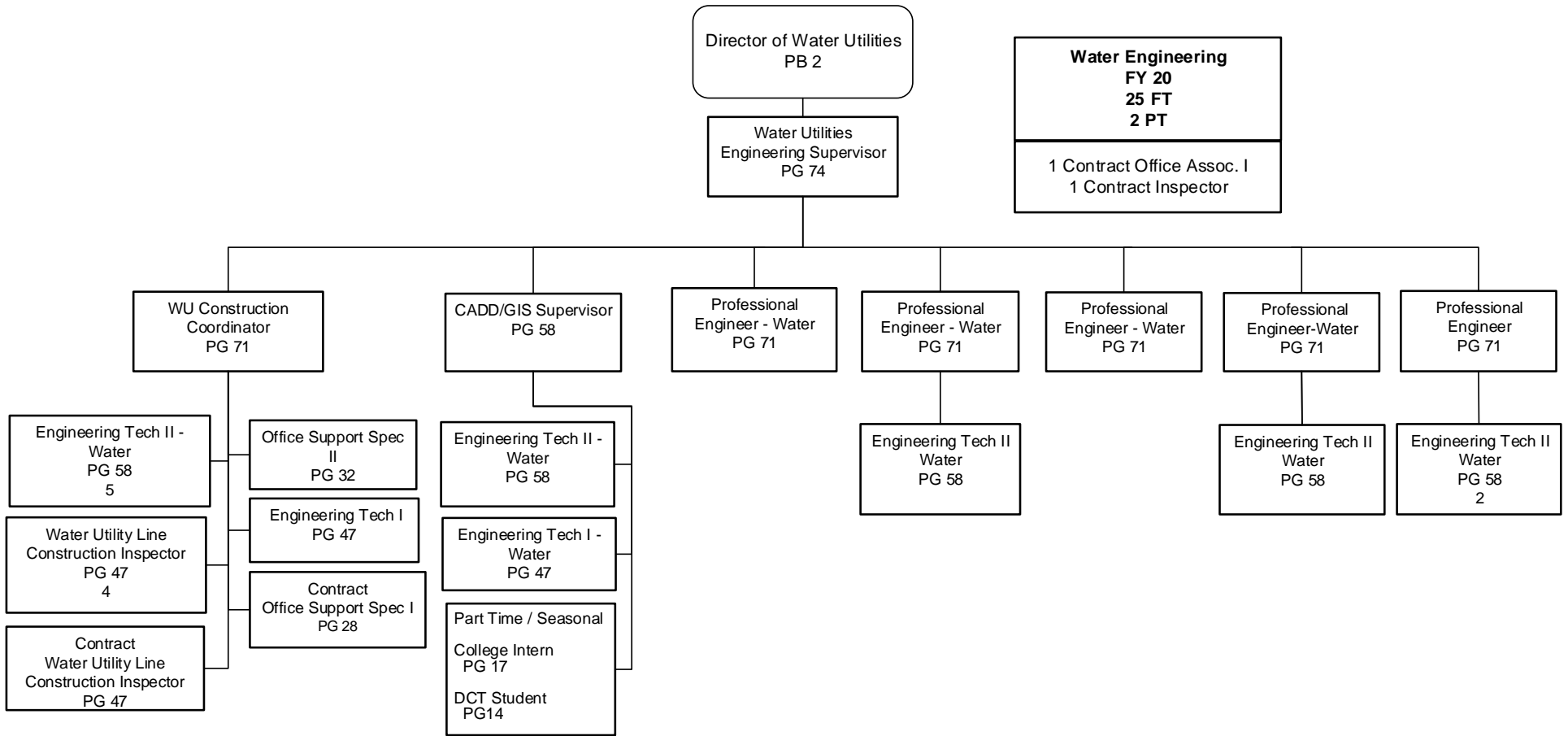


Figure G-124: Water Engineering Table of Organization

Water – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Water Utilities Engineering Supervisor	1	1	74	\$90,589.66 - \$140,534.29
Water Utility Construction Coordinator	1	1	71	\$84,196.63 - \$130,616.60
Professional Engineer - Water	5	5	71	\$84,196.63 - \$130,616.60
CADD/GIS Supervisor	1	1	58	\$61,314.64 - \$95,119.14
Engineering Technician II - Water	10	10	58	\$61,314.64 - \$95,119.14
Water Utilities Line Construction Inspector	3	4	47	\$46,883.83 - \$72,732.20
Engineering Technician I - Water	2	2	47	\$46,883.83 - \$72,732.20
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
ENGINEERING FULL TIME EMPLOYEES	<u>24</u>	<u>25</u>		
College Intern	1	1	*	\$18,106.39 - \$162,686.01
High School Intern	1	1	4	\$17,596.80 - \$25,477.50
PART TIME EMPLOYEES	<u>2</u>	<u>2</u>		

Figure G-125: Water Engineering Positions

Water – Table of Organization

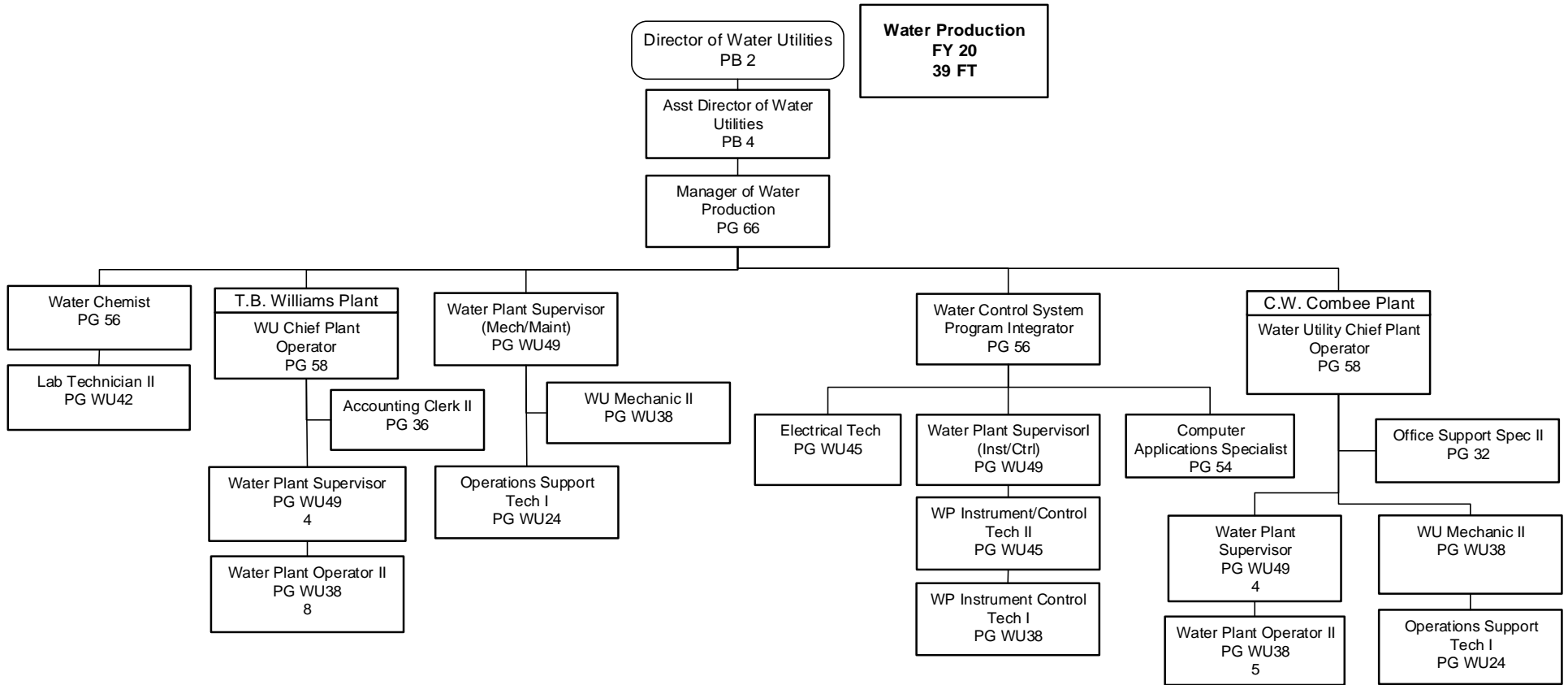


Figure G-126: Water Production Table of Organization

Water – Positions

Personnel	FY19	FY20	PG	Salary Range
	Current	Proposed		
Manager of Water Production	1	1	66	\$74,528.33 - \$115,617.91
WU Chief Plant Operator	2	2	58	\$61,314.64 - \$95,119.14
Water Chemist	1	1	56	\$58,394.91 - \$90,589.66
Water Control Systems Program Integrator	1	1	56	\$58,394.91 - \$90,589.66
Computer Application Specialist	1	1	54	\$55,614.18 - \$86,275.86
Water Plant Supervisor	10	10	WU49	\$59,836.11 - \$76,383.60
Electrical Technician	1	1	WU45	\$54,282.19 - \$69,275.49
Water Plant Instrument/Control Technician II	1	1	WU45	\$54,282.19 - \$69,275.49
Lab Technician II	1	1	WU42	\$50,442.43 - \$64,361.53
Water Plant Operator II	13	13	WU38	\$45,734.17 - \$58,373.35
Water Utilities Mechanic II	2	2	WU38	\$45,734.17 - \$58,373.35
Water Plant Instrument/Control Technician I	1	1	WU38	\$45,734.17 - \$58,373.35
Accounting Clerk II	1	1	36	\$35,849.40 - \$55,614.18
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
Operations Support Technician I	2	2	WU24	\$32,500.74 - \$41,483.02
PRODUCTION FULL TIME EMPLOYEES	39	39		
Water TOTAL FT	132	133		
Water TOTAL PT	2	2		

Figure G-127: Water Production Positions

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