

City of Lakeland, Florida

Annual Budget

Fiscal Year 2024

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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, 2022. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION
*Distinguished
Budget Presentation Award*

PRESENTED TO

**City of Lakeland
Florida**

For the Fiscal Year Beginning

October 1, 2022

Christopher P. Morill

Executive Director

Figure 1: GFOA Distinguished Budget Presentation Award

Using the Annual Budget

Organization of This Book

The Annual Budget is divided into seven sections:

Introduction: Contains the Table of Contents, the City Manager’s Letter of Transmittal, the City’s Vision, Mission, and Values and the community profile

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

Departments: Provides information on each City Department including a description, table of organization, budget summary, and performance measures

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: 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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Fiscal Year 2024 Budget Message

CITY MANAGER'S OFFICE

228 S Massachusetts Ave
Lakeland, FL 33801-5086



SHAWN SHERROUSE

City Manager

863-834-6006

September 21, 2023

Honorable Mayor and City Commissioners:

I am pleased to present you the City of Lakeland Fiscal Year (FY) 2024 Annual Budget and 2024-2033 Capital Improvement Plan (CIP) Budgets.

This document reflects the direction that was provided by the City Commission throughout the strategic planning and budgeting processes. It demonstrates the dedication of the City Team to the continual improvement of Lakeland, in alignment with our Vision and Mission.

FY 2024 Strategic Initiatives

The FY 2024 Budget includes funding for City Commission initiatives linked to Strategic Objectives established in the 2020 – 2024 Strategic Plan. Each Strategic Objective is related to specific Strategic Target Areas, established as:

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

Strategic Initiative funding for FY 2024 totals over \$9.8 million. This total spending has been committed from various funding sources, including the Community Redevelopment Agency (CRA), General Fund, Transportation Fund, and others. Additionally, the City Commission allocated General Fund and CRA expenditures of \$1.725 million for the following initiatives:

- \$1,000,000 Affordable Housing
- \$275,000 Mayor's Council on the Arts
- \$250,000 Polk Museum of Art Expansion
- \$200,000 Small Business Development

Fiscal Year 2024 Budget Message

FY 2024 Budgeted Expenses

In addition to the budgeted Strategic Initiative expenditures and Commission Initiative expenditures, the FY 2024 Budget includes the following expenditures:

- \$210,213 for cybersecurity and information technology upgrades including multifactor authentication tokens and new software for building inspection
- \$1,437,400 for infrastructure support equipment including a new oil tanker, semi- tractor truck, Vactor truck, transportation equipment truck, compact boring machine, generator tank replacement, drainage equipment, and a Communications office reconfiguration
- \$54,000 for police stationary license plate reader
- \$113,600 for one additional vehicle in Lakes and Stormwater and one additional vehicle in Wastewater Wetlands
- \$2,814,541 in operating and maintenance funding resulting from inflationary impacts on the costs of chemicals, agriculture and horticulture supplies, gas, materials, software licenses, and contractual services

For more than twenty years, the City of Lakeland had not conducted, nor implemented, a complete wage study for the General Class employees. In FY 2018, pay ranges were adjusted but resulting pay increases were only applied to those falling below the minimum of the adjusted pay ranges. Prior to that, a 2006 pay study had been applied similarly to the 2018 method. These methods created and compounded compression issues.

Over the same twenty-year timeframe, standard Across-the-Board pay increases were applied that were not reflective of actual labor market conditions. This resulted in a pay system that fell below competitive market demand for far too long. Additionally, vast exceptions were made within the pay system. Most of these exceptions related to the placement of experienced new hires within the system and the movement of promoted employees within the system. Throughout this span of time, these exceptions deteriorated consistency, parity, and equity.

The 2024 Wage Study and new pay system implementation restores consistency, parity, and equity. The new pay system establishes open range structures for

management and specialist career groups. These ranges have fewer pay grades with larger pay differences

between each grade. The new system retains a step pay plan for technicians, trades, operations, and support career groups that satisfies a longstanding request from the General Class employees to reduce the number of steps within the system. The new system reduces from 19 to 15 steps, from minimum to maximum, of the step plan. Most importantly, the new pay system is calibrated to reflect competitive labor market wages for our General Class employees.

These pay system adjustments result in the following increased costs:

- \$3,000,000 Implementation of the Wage Study, including:
 - Across the board increase of 3% for all eligible general employees
 - Merit increases of 2.5% or 3.0% for eligible general employees based upon their placement within their pay range/steps
 - Market-based adjustments for General Class employees

Pursuant to negotiated Collective Bargaining Agreements, the following pay adjustments for represented members include:

- Across the board salary adjustments
 - Fraternal Order of Police (FOP) - 1.5%
 - International Association of Fire Fighters (IAFF) - 1.5%
 - Utility Workers Union of America - Electric (UWUAE) - 3.0%
 - Utility Workers Union of America - Water (UWUAW) - 3.0%
 - International Brotherhood of Electrical Workers (IBEW) – To be determined (TBD)
- Merit Increases
 - FOP – 2.5%
 - IAFF – 2.5%
 - IBEW – TBD
 - UWUAE – 2.5%
 - UWUAW – 2.5%
- Market Adjustments
 - UWUAE - 7.0%
 - UWUAW - 3.5%

In addition to FY 2024 wage adjustments, an increase of 7.5% in health insurance rates is budgeted for calendar year 2024.

Fiscal Year 2024 Budget Message

FY 2024 Expenses by Account

Account	Expenses
Fuel and Purchased Power	\$178,313,162
Personnel	192,535,498
Capital Outlay	113,943,581
Debt Service	74,137,470
All Other Operations and Maintenance	34,596,445
Internal Service Charges	66,943,406
Professional and Contractual	58,110,142
Utilities	15,600,044
Insurance and Fixed Charges	12,783,090
Total Expenditures	<u>\$746,962,838</u>

Figure 2: Expenses by Account

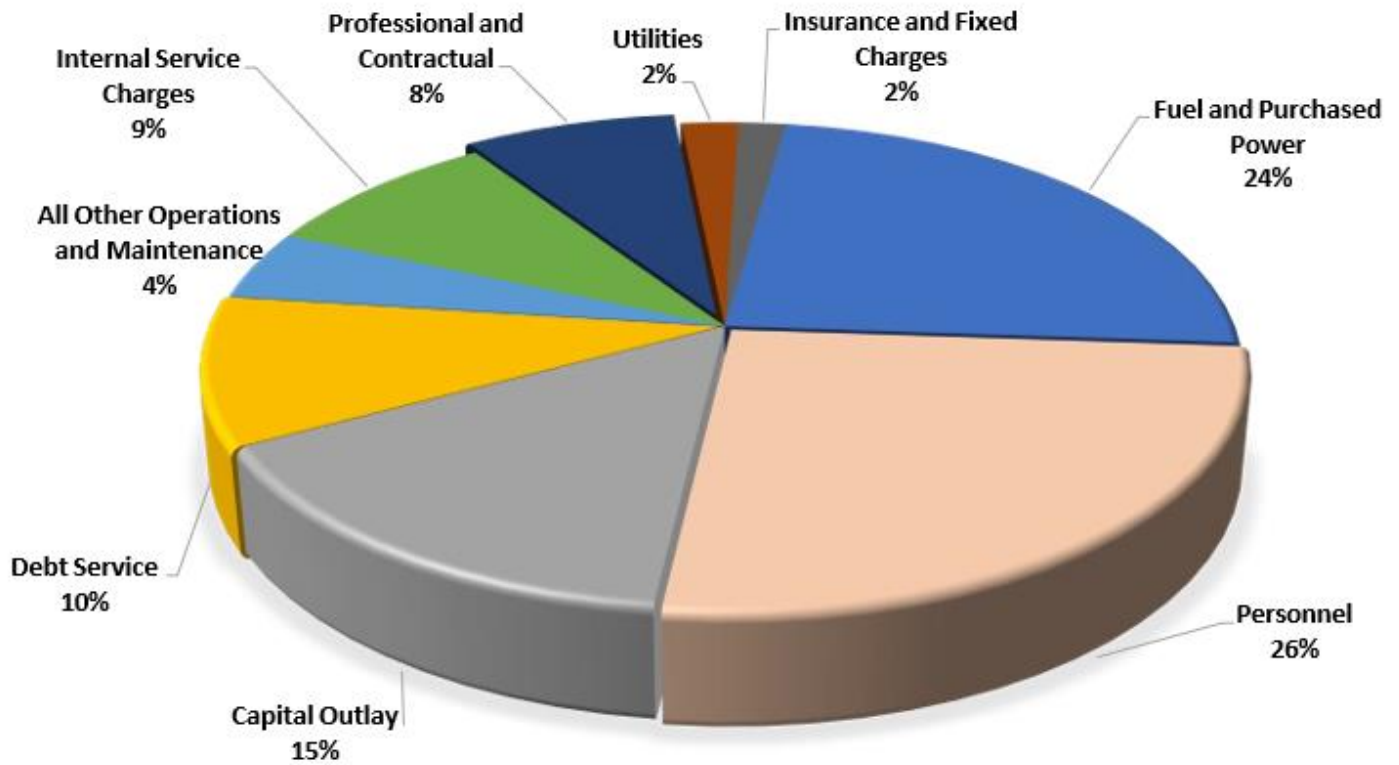


Figure 3: Expenses by Account Pie Chart

Fiscal Year 2024 Budget Message

FY 2024 Budgeted Revenues

Despite a 12.15% increase in taxable values and 1.8% decrease in charges for services, total budgeted revenues (net of prior year surplus) decreased by \$3.36 million from FY 2023. The decrease in revenues is primarily attributed to one-time grant revenues for various capital projects in FY 2023, that were not recognized in FY 2024.

Although the FY 2024 millage rate remained unchanged, the increase in property values generated an additional \$6.2 million in property tax revenues.

Millage Rate

Fiscal Year	Millage
2015	4.6644
2016	5.5644
2017	5.5644
2018	5.5644
2019	5.4644
2020	5.4644
2021	5.4644
2022	5.4323
2023	5.4323
2024	5.4323

Figure 4: List of Millage Rates for the Last 10 Years

Fiscal Year 2024 Budget Message

FY 2024 Revenues by Source

Sources	Revenue
Charges for Services	\$518,649,048
All Other Revenue	34,182,737
Public Service, Communication and Gas Taxes	38,587,542
Intergovernmental	24,425,957
Property Taxes	55,201,868
Licenses and Permits	4,011,602
Prior Year Surplus	71,904,084
Total Revenues	<u>\$746,962,838</u>

Figure 5: Revenue Sources List

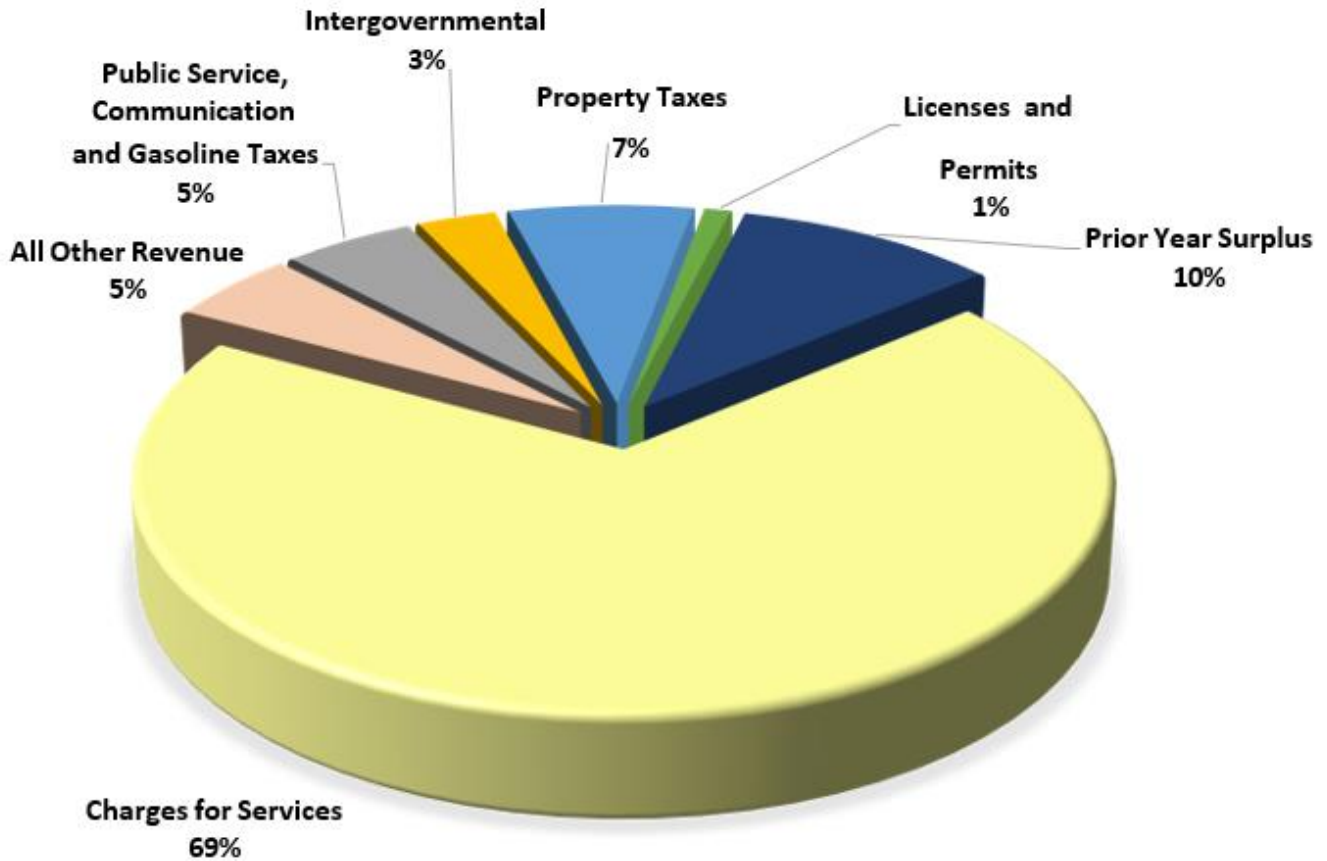


Figure 6: Revenues by Source Pie Chart

Fiscal Year 2024 Budget Message

FY 2024 Budget

The FY 2024 Budget total is almost \$747 million, including \$171 million in balanced General Fund revenues and expenses. General Fund revenues and surplus reserves are maintained at a minimum of 45 to 60 days cash-on-hand by FY 2026. The budgeted property value growth for FY 2024 is programmed at 12.15%. The millage rate is maintained at 5.4323 mills.

The transmittal of this FY 2024 Budget is the culmination of collaborative efforts from our citizens, city team, and the City Commission. The process included five public meetings, concluding with the second Budget Adoption Public Hearing on September 21, 2023. I would like to thank the City Commission and our highly talented City Team of public servants for their dedication to this process and this resulting annual budget.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read 'M. Sherrouse', with a long horizontal flourish extending to the right.

M. Shawn Sherrouse
City Manager

Organizational Chart

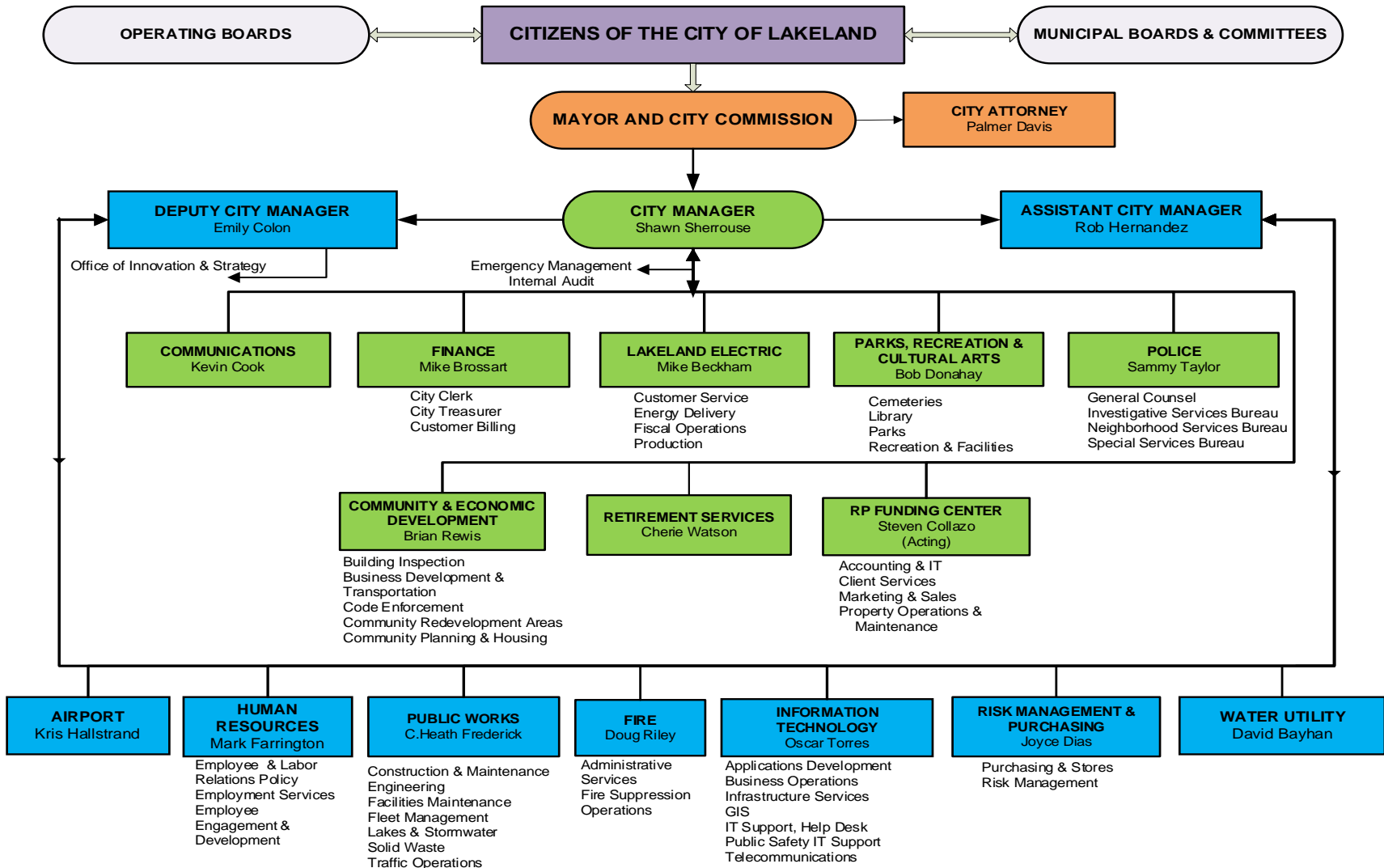


Figure 7: Organizational Chart

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.

Values*

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.



*Each feather of the swan in the multicolor logo represents a City of Lakeland value.

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

Prevent crime 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 way 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 and business wellness programs and incentives. Continue to address homelessness through the HUD plan and support affordable housing in safe neighborhoods, accessible/affordable mental healthcare, and assistance to 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.

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 the public, become a one-stop-shop for information (website) for citizens and residents, provide updated Lakeland Government Network (LGN) programming, improve/upgrade our websites, and utilize all available media means to inform the community.

Goals and Strategies



Economic Opportunity Goal

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

Strategies:

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

Draw new companies to the area. Bridge workforce loss in the 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 individuals 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 area, encourage interesting retail and more mixed-use space to support downtown retail and office employment.

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

Continue our strong partnership with the Lakeland Economic Development Council, building partnerships regionally and strengthening our Tampa Bay partnerships. Develop partnerships among 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 to improve 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 population. Establish strong arts support and related creative class amenities such as the availability of diverse housing, education, and lifestyle opportunities.

Goals and Strategies



Fiscal Management Goal

Develop and effectively manage financial resources.

Strategies:

Continually monitor and evaluate business practices for cost effectiveness and efficiency

Create core business enhancements with good environment of internal controls and best management practices while meeting or 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 in the 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 controlled 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 partnerships 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

Focus on utilizing policy review processes to ensure 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. Provide oversight, and support of performance management systems and cost-effective business practices. Ensure that overhead costs are efficiently managed and are effective in providing support and eliminating 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 that are in-touch with the needs of the public, utilizing strategic and long-term planning and clear communication of roles and responsibilities.

Community Profile



What began as a small town driven by the railroad industry and agriculture has blossomed into a city. Today more than 112,000 people of varying cultures, professions, and interests call Lakeland home. Known for its convenient location, vibrant business community, and beautiful parks, Lakeland remains an oasis for those who desire to be close to everything and away from it all.

Fast Facts



138 Years Old

Incorporated January 1, 1885



121,968 Citizens

Approximate Population



74.85 Square Miles

Land Size inside City Limits



2,696 Employees

City of Lakeland Workforce



\$746,962,838

Million

Adopted Budget for FY 2024



5.4323

FY 2024 Millage Rate

Demographics

Population

2019	107,552
2020	110,494
2021 (US Decennial Census)	112,641
2022 ¹	120,279
2023	121,968

Median Age

(U.S. Census Bureau, 2019) 41.1

Median Household Income

\$53,151

(2023 Lakeland Demographic Guide)

Population by Race

White or Caucasian	70.8%
Black or African American	19.4%
Hispanic or Latino*	16.4%
Asian	1.9%
Two or more races	3.3%
Native American	0.3%

* Embedded within total population
(2023 Lakeland Demographic Guide)

¹ 2022 and 2023 population estimates are from the University of Florida Bureau of Economic and Business Research (BEBR)

Community Profile

Government

Lakeland utilizes a council-manager form of government. The public elects the City Commission which is composed of six commissioners and one mayor. The City Commission decides policies, creates ordinances, and appoints and oversees the City Manager. The City Manager oversees the day-to-day running of the organization including preparing the budget, making recommendations to the commissioners, and hiring department heads. The Deputy City Manager and Assistant City Manager (currently vacant) report to the City Manager and assist in the organization's administration.

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 9:00 a.m. in the City Commission Chambers located in City Hall.



Seated left to right: Commissioner Stephanie Madden, Mayor Bill Mutz, Commissioner Sara Roberts McCarley. Standing left to right: Commissioner Sam Simmons, Commissioner Chad McLeod, Commissioner Bill Read, Commissioner Mike Musick.



Shawn Sherrouse
City Manager



Emily Colón
Deputy City Manager



Rob Hernandez
Assistant City Manager

Community Profile

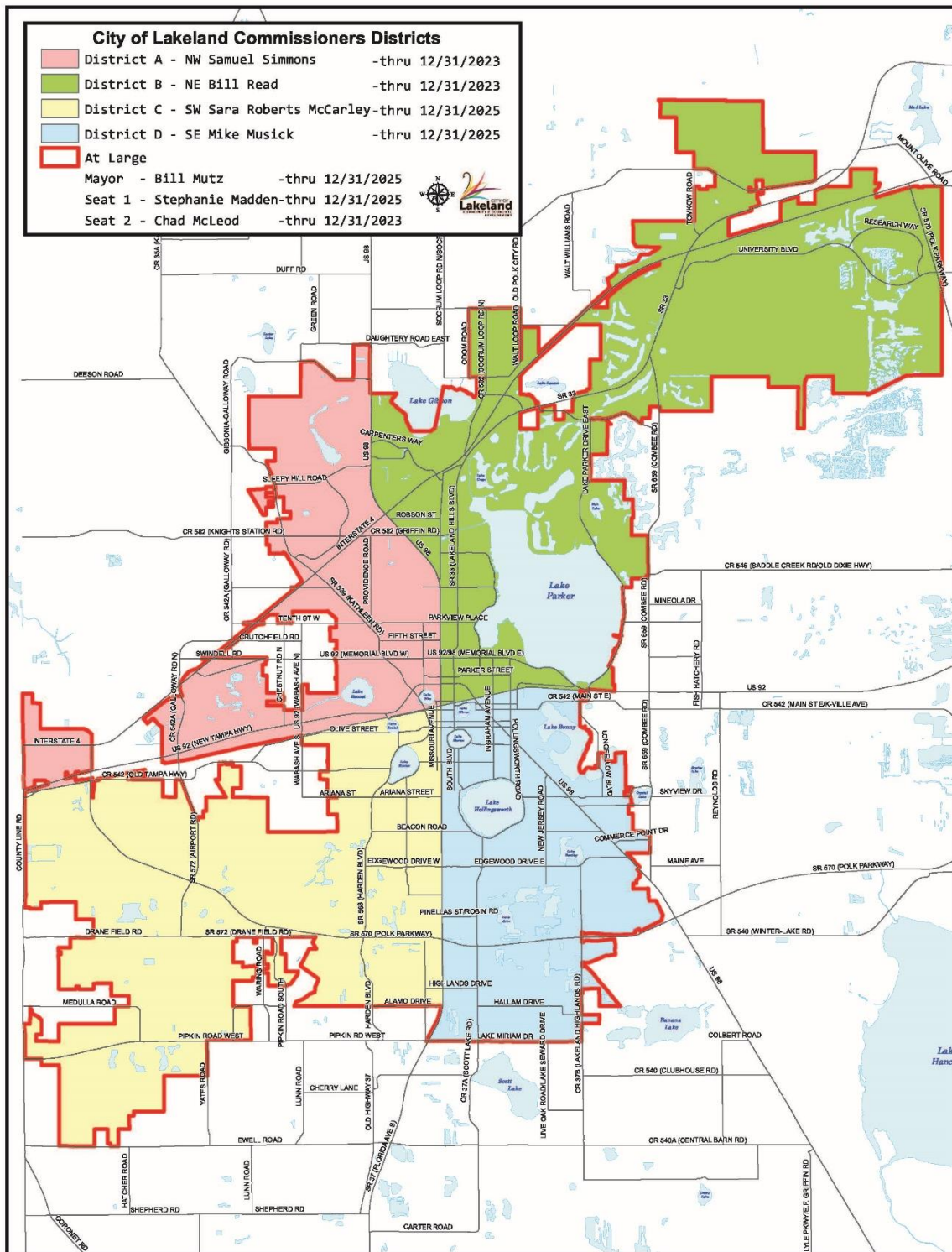


Figure 8: Map of City Commission Districts inside Lakeland City Limits

For more information on the Mayor and City Commission please visit our website at: <https://www.lakelandgov.net/government/mayor-city-commission/>

Community Profile

Economy

Ideally located along Interstate 4 between Tampa and Orlando, Lakeland has a diverse and robust economy. Home to startups and large corporations alike, Lakeland's top industries are manufacturing, distribution, health care, and tourism.

Permitted Space (Square Feet)

Warehouse/Industrial Space	113,419
Retail Space	6,332
Commercial/Office Space	12,263

(2023 Lakeland Demographic Guide)

Principal Taxpayers

Taxpayer Name	Type of Business	2022 Taxable Assessed Value	Percentage of Total Taxable
Publix Supermarkets, Inc.	Retail/Distribution-Grocery	\$ 460,561,904	5.58%
Amazon	Retail/Distribution-Furniture	223,471,085	2.71%
RTG Furniture Corp	Retail/Distribution	128,151,256	1.55%
SPUS9 Centerstate Logistics Park East	Retail/Distribution	70,250,255	0.85%
Watson Clinic	Medical Facility	65,810,575	0.80%
VR Lakeland Limited Partnership	Real Estate-Apt. Complex	57,890,542	0.70%
CPT University Park at Bridgewater LLC	Retail/Distribution	56,438,674	0.68%
Lakeland Property Partners	Real Estate-Apt. Complex	55,572,158	0.67%
Lakeland Florida Distribution Center	Retail/Distribution	55,291,579	0.67%
Pepperidge Farm	Retail/Distribution-Bakery	55,101,750	0.67%
		\$1,228,539,778	14.88%

Source: Polk County Property Appraiser
Figure 9: Principal Taxpayers

Community Profile

Principal Employers

Employer	Type of Business	Employees	% of Total
Publix Supermarkets, Inc.	Retail/Distribution-Grocery	8,008	28.50%
Lakeland Regional Health	Hospital	6,000	21.36%
Government Employees Insurance Co. (GEICO)	Insurance	3,800	13.53%
City of Lakeland	Government	2,627	9.35%
Amazon	Retail/Distribution	2,000	7.12%
Watson Clinic	Medical Clinic	1,857	6.61%
Saddle Creek Logistics	Trucking & Logistics	1,289	4.59%
Southeastern University	Education	1,072	3.82%
Rooms To Go Furniture	Retail/Distribution-Furniture	827	2.94%
Advanced Auto Parts	Retail/Distribution	615	2.18%
Total		28,095	100.00%

Source: Polk County Property Appraiser
 Figure 10: Principal Employers

Community Profile

Education

The Polk County Public School System serves students in Lakeland. There are fifty-seven public schools in Lakeland offering elementary, middle, high school, and adult options. Students seeking a private school education may be served by one of the more than twenty private schools in the community.

Lakeland is also home to nine higher learning institutions. Florida Polytechnic University is the state's only public polytechnic university and is the newest school in the State University System of Florida. Other campuses found in Lakeland include Florida Southern College, Southeastern University, and Polk State College.



Transportation

Residents and visitors have access to a variety of transportation modes in Lakeland. Travel by train is available through Amtrak and the Lakeland Linder International Airport allows for private flights.

Citrus Connection provides local bus service. Through this county system riders can travel throughout Lakeland, Winter Haven, and other communities in the area.



Figure 11: Citrus Connection Bus

Community Profile

Interesting Facts About Our City

- Two royal swans from Queen Elizabeth II were donated to the City of Lakeland in 1957. Today around 75 swans reside on Lake Morton and the swan is incorporated into City of Lakeland branding.
- 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 Minor League baseball team, Lakeland Flying Tigers, have been affiliated with the Detroit Tigers since 1967.
- The City of Lakeland is designated a Bronze Level Bicycle Friendly Community by the League of American Bicyclists for its commitment to cycling as a means of recreation and as a mode of transportation.
- During the annual Sun n' Fun Aerospace Expo, the Lakeland Linder International Airport becomes the busiest airport in the world.
- 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 was recognized by Kaboom! as a Playful City USA Community in recognition of its efforts to promote play in the community.
- Lakeland is designated as a Bronze-level Walk Friendly community due to its vibrant system of trails and parks, education, and enforcement efforts focused on pedestrian safety.
- The Arbor Day Foundation named Lakeland a 2021 Tree City USA for our commitment to effective urban forest management.



Budget Overview

Introduction

The FY 2024 Annual Budget was adopted on September 21, 2023. The following sections provide details on how this task was accomplished.

Public Involvement

The annual community survey is the first step in the City's Strategic Planning and Budget Development Process. It provides City leaders insight into citizen concerns and priorities. In addition to the annual survey, residents may provide their input via departmental customer surveys, by contacting City Commissioners, and participation in the budget hearings.

Building the Foundation

The Commission's Annual Retreat held in February 2023 focused on:

- Results of the Lakeland View Community Survey
- Key Issues Facing the Community
- Strategic Plan Target Areas and Initiatives

The Strategic Planning Retreat included citizen feedback from the Community Survey as well as interview sessions held before the retreat by the Facilitator with each City Commissioner, which resulted in Eight Key Target Areas the City will focus on in the short and long term. During the retreat, the City Commission established strategic objectives and Prioritized Initiatives for each Target Area. From these objectives and initiatives, City Staff developed an action plan for each Target Area. The action plans were presented to the City Commission during the Budget Workshop held in July 2023.

The Strategic Operating Plan links the City's vision, mission, and goals with the key target areas. Additionally, our performance management links our Goals to our Services through measurement, allowing us to benchmark against other communities and proactively approach process improvement.

How the Budget Is Created

With the Strategies set, the operations of the city are reviewed and redirected to bring the Strategic Plan to life. Departments analyze existing services and potential services, keeping in mind the Strategic Plan Outcomes. They reflect not only on 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. Specific services, capital purchases, staffing requirements, and funding levels are developed in response to the needs identified in the Strategic Plan.

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

Approval Process

Starting in June and ending in August recommended operating and capital improvement program budget documents are prepared by the departments. These documents are presented to the City Manager's Office and the Finance Department for review. Ultimately the City Commission either approves or makes changes in the recommended budgets and returns to City staff for further study. Public hearings and final adoption of the budget occur in September.

Monitoring Process

The Finance Chief Accountants are authorized to transfer budget amounts within individual departments. Actual expenditures and operating-transfers-out may not exceed the adopted budget at the individual fund level. The City Manager has the authority to transfer budgeted amounts within their respective funds. Appropriations, which are neither expended, encumbered, nor specifically designated to be carried over, lapse at the end of the fiscal year.

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, the budget may be amended.

The Director of Finance, through the City Manager, submits to the City Commission a budget amendment request. This request contains explanations written by the Director of the department needing additional funds. The request also includes a proposal for financing the additional expenditures, usually either by appropriating from the fund balance or by submitting evidence of expected surplus current year revenues. City Commission approval is required for budget amendments that alter the budget or workforce increases in any fund.

Operating Expenses

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

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

Capital Expenses

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

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

Budget Calendar

Fiscal Year 2024

Strategic Planning and Budget Development Calendar

Date	Action	Dept/Division
Oct 15-Nov 15 2022	Lakeland Community Survey (COLCsurvey.com)	OIS
Dec	Lakeland Community Survey Data Analysis	OIS
Jan 3- Feb 6	Mid-Year PMFs Submitted to OIS	Depts, OIS
Feb 7 & 8	City Commission Strategic Planning Retreat	Commission, Staff
March 10	Internal Services Line-Item Budgets Available for Input	Finance, Depts
April 3-28	Submit Completed FY 2024 Personnel Requests (PMFs) to OIS	Depts, OIS
April 3-May 1	HR Completes necessary Personnel PMF Review and Documentation. Output provided to OIS.	HR, Depts, OIS
April 21	Line Item and CIPs Available for Entry	Finance, Depts.
May 1	Line-Item Budgets Completed/Finance Begins Review	Finance, Depts.
May 9	Complete CIP Forms and notify Finance	Departments
May 10	Begin review of CIP Forms	Finance
May 9-June 6	PMF Review Team Meetings	DCM, ACM, OIS, HR, Finance
One-week prior mtg. w/ CMO	1. Return Electronic Meeting Deliverables to OIS 2. Budget Development Forms	Departments
June 19-23	Department Budget Meetings - Review Proposed Budgets, PMFs & Accomplishments	Depts., CMO, OIS, Finance
June-July	Finalize Budget Development Items: 1. Hyperion System: • Workforce Forms • Central Budget Forms • CIP Forms 2. Table of Organization (TO) Process (N: Drive)	Finance, Departments
End of June- Early July	O&M, Workforce, Core Services and TO Reconciliation to approved Budgets	Finance, OIS
July 3	Tax Assessment delivered to the City	Property Appraiser
July 17	Deliver to Property Appraiser the proposed Tax Millage Rate, Roll- Back Rate and Public Hearing Schedule	Finance
July 23	Publish notice of Public Hearing on Mayor & City Commission Salary	City Clerk
July 28	City Commission Budget Workshop City Commission to provide City Manager/Finance Director with proposed Maximum Tax Millage, Establish time and dates for Public Hearings	CC, CMO, Depts., OIS, Finance
August 14	Publish TRIM Notice for 1st Public Hearing	Property Appraiser
Sept-Oct	Tentative Budget on Website 2 days before 1 st hearing (45 days total)	Finance

Figure 12: Strategic Planning and Budget Development Calendar - Part 1

Fiscal Year 2024

Strategic Planning and Budget Development Calendar Continued

Before 1st hearing	Provide City Commission FY 2024 Proposed Budget (Line Item & CIP) prior to Budget Hearings	Finance
Sept 7	1st Public Hearing on tentative budget, Proposed Millage Rate, adopt Proposed Millage Rate	City Commission
Sept 17	Publish both the Notice of Proposed Tax Increase/ Decrease or Notice of Budget Hearing and adjacent Budget Summary	City Clerk
Sept 21	2nd Public Hearing to adopt final budget and Millage Rate	City Commission
Oct 2	Approved Budget on Website	Finance
Nov	Distribute FY 2024 Budget Document	OIS

Figure 13: Strategic Planning and Budget Development Calendar - Part 2

Budget Summary

Summary of All Funds – Revenues

	Proposed Budget	Less Intracity Transactions	Net Budget
Revenues			
General	\$172,672,720	\$51,241,197	\$121,431,523
Transportation	11,597,319	1,025,000	10,572,319
Stormwater Utility	11,529,489	116,485	11,413,004
Public Improvement	36,652,062	15,641,774	21,010,288
Community Redevelopment Agency	15,538,290		15,538,290
Community and Economic Development	1,322,993		1,322,993
Building Inspection	3,728,957		3,728,957
Debt Service	3,576,927	3,576,927	
Fleet Management	19,895,208	19,895,208	
Purchasing & Stores	3,502,335	3,502,335	
Facilities Maintenance	9,291,690	9,291,690	
Information Technology	26,451,334	26,451,334	
Wastewater System	76,838,793	18,589,054	58,249,739
Water Utilities	58,817,197	11,733,525	47,083,672
Parking System	1,676,459	876,000	800,459
Lakeland Linder International Airport	23,495,403	5,485,992	18,009,411
Solid Waste Management	20,781,745		20,781,745
Lakeland Electric Utilities	461,878,717	44,858,279	417,020,438
Total Revenues	\$959,247,638	\$212,284,800	\$746,962,838

Figure 14: List of Revenues by Funds

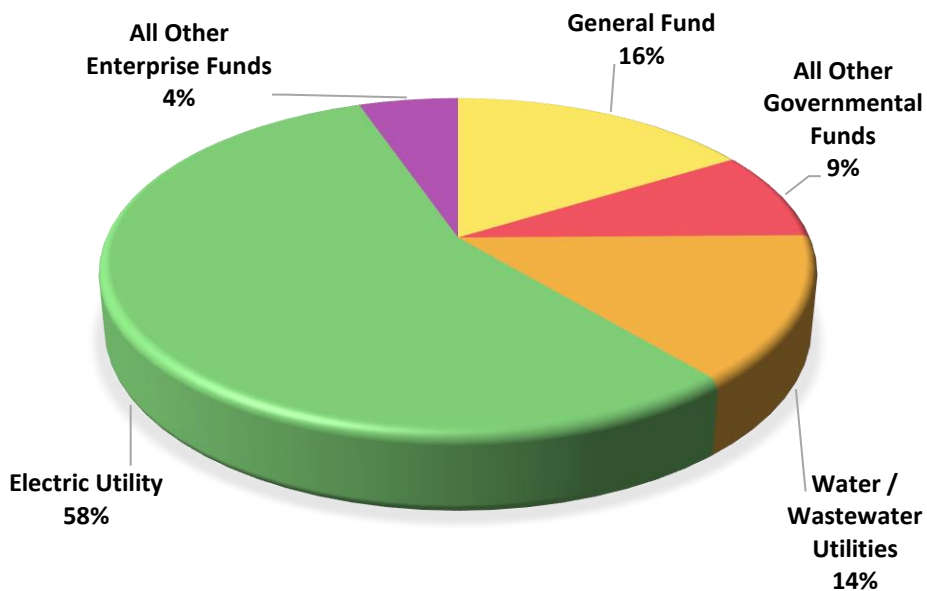


Figure 15: Revenues by Funds Pie Chart

Budget Summary

Summary of All Funds – Expenditures

	Proposed Budget	Less Intracity Transactions	Net Budget
Expenditures			
General	\$172,672,720	\$7,080,489	\$165,592,231
Transportation	11,597,319	876,000	10,721,319
Stormwater Utility	11,529,489	146,810	11,382,679
Public Improvement	36,652,062	18,491,774	18,160,288
Community Redevelopment Agency	15,538,290	554,462	14,983,828
Community and Economic Development	1,322,993	12,456	1,310,537
Building Inspection	3,728,957	45,435	3,683,522
Debt Service	3,576,927		3,576,927
Fleet Management	19,895,208	19,895,208	
Purchasing & Stores	3,502,335	3,502,335	
Facilities Maintenance	9,291,690	9,291,690	
Information Technology	26,451,334	26,451,334	
Wastewater System	76,838,793	23,684,797	53,153,996
Water Utilities	58,817,197	16,829,268	41,987,929
Parking System	1,676,459	91,903	1,584,556
Lakeland Linder International Airport	23,495,403	5,999,742	17,495,661
Solid Waste Management	20,781,745	1,710,418	19,071,327
Lakeland Electric Utilities	461,878,717	77,620,679	384,258,038
Total Expenditures	\$959,247,638	\$212,284,800	\$746,962,838

Figure 16: Expenditures by Funds List

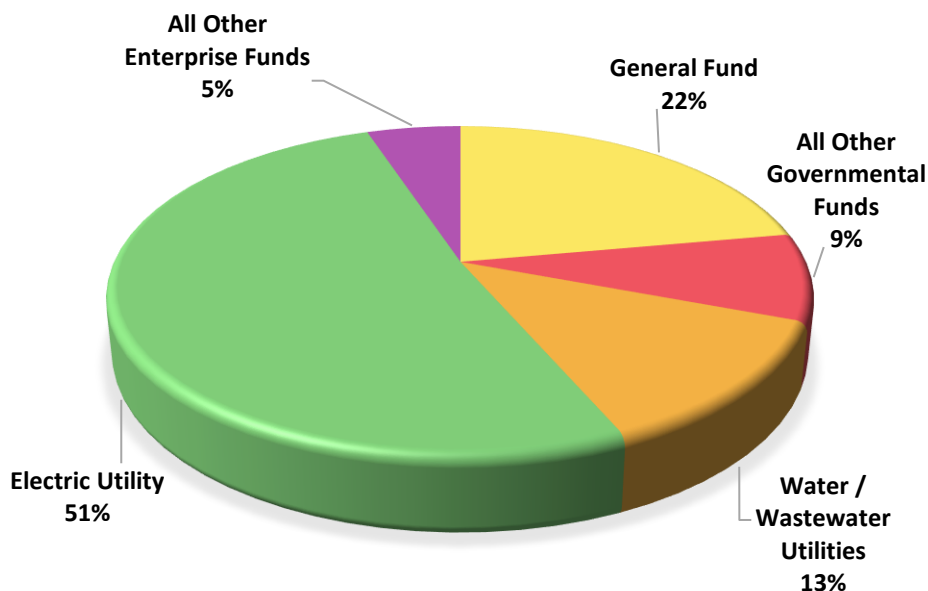


Figure 17: Expenditures by Funds Pie Chart

Budget Summary

General Governmental Funds* - Revenues

Source	Revenues
Property Taxes	\$55,201,868
Utility Dividend	44,464,304
LRH Lease	14,215,434
Charges for Services	21,040,465
Grants	7,201,809
Gas Taxes	6,506,790
Sales & Utility Taxes	17,674,432
CRA Tax Increment	-
Debt Proceeds	905,371
All Other	58,106,639
Prior Year Reserves	31,301,645
Total Revenues	<u>\$256,618,757</u>

*Non-Enterprise Funds

Figure 18: General Government Funds Revenues List

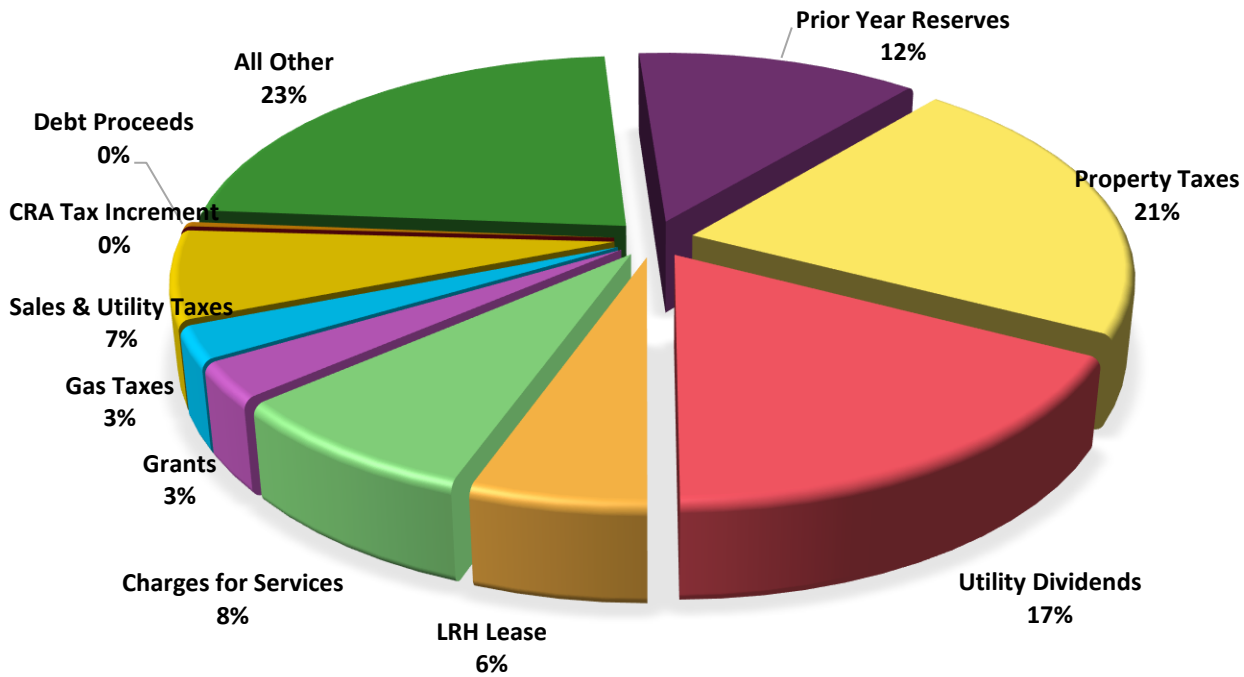


Figure 19: General Governmental Funds Revenues Pie Chart

Budget Summary

General Governmental Funds* - Expenditures

Department	Expenses
Police	\$55,395,615
Fire	29,480,379
Public Works	10,429,878
Parks and Recreation	29,791,209
RP Funding Center	6,678,856
Debt Service	12,544,835
Capital Outlay	29,037,232
Community and Economic Development	10,751,128
General Government	9,928,515
Street Lighting	4,362,066
All Other	58,219,044
Total Expenditures	<u>\$256,618,757</u>

*Non-Enterprise Funds

Figure 20: General Government Funds Expenditures List

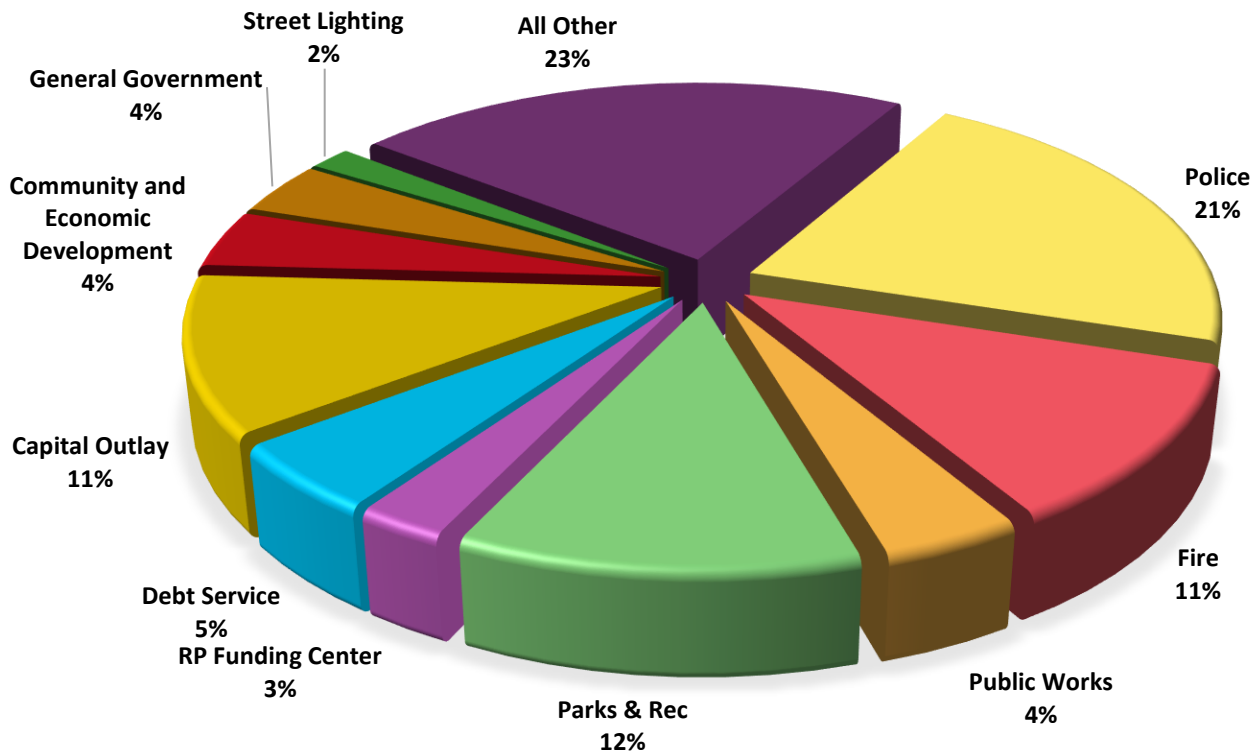


Figure 21: General Governmental Funds Expenditures Pie Chart

Budget Summary

General Fund - Revenues

Source	Revenues
Property Taxes	\$55,201,868
Utility Dividend	44,464,304
Charges for Services	12,263,865
Grants	2,160,482
Utility Taxes and Franchise Fees	17,674,432
State Shared Revenues	14,406,320
Licenses and Permits	1,664,775
Fines and Forfeits	2,220,680
All Other	10,313,345
Prior Year Reserves	12,302,649
Total Revenues	<u>\$172,672,720</u>

Figure 22: General Fund Revenues List

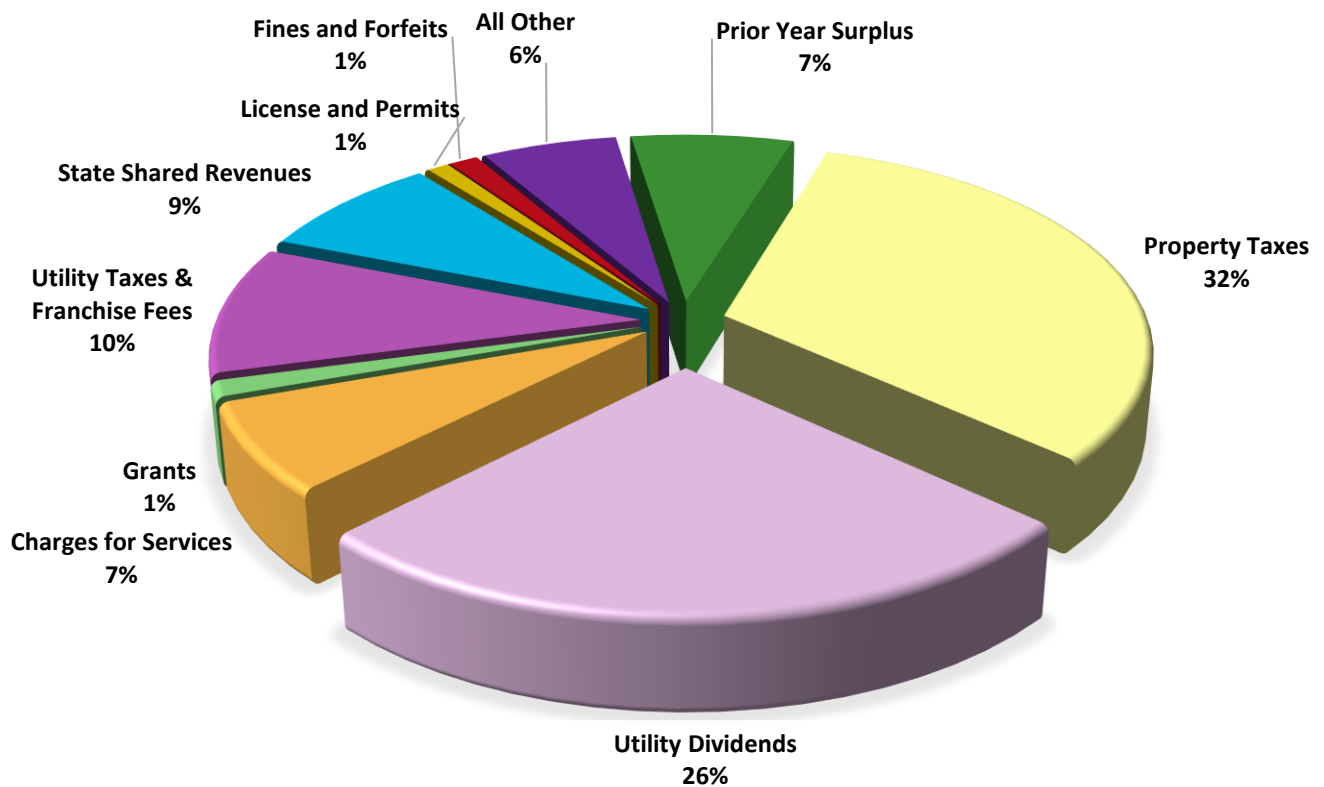


Figure 23: General Fund Revenues Pie Chart

Budget Summary

General Fund - Expenditures

Department	Expenses
Police	\$55,395,615
Fire	29,480,379
Public Works	10,429,878
Parks and Recreation	29,791,209
Debt Service	575,143
Capital Outlay	339,875
Community and Economic Development	5,699,178
General Government	16,607,371
Street Lighting	4,036,069
All Other	20,318,003
Total Revenues	<u>\$172,672,720</u>

Figure 24: General Fund Expenditures List

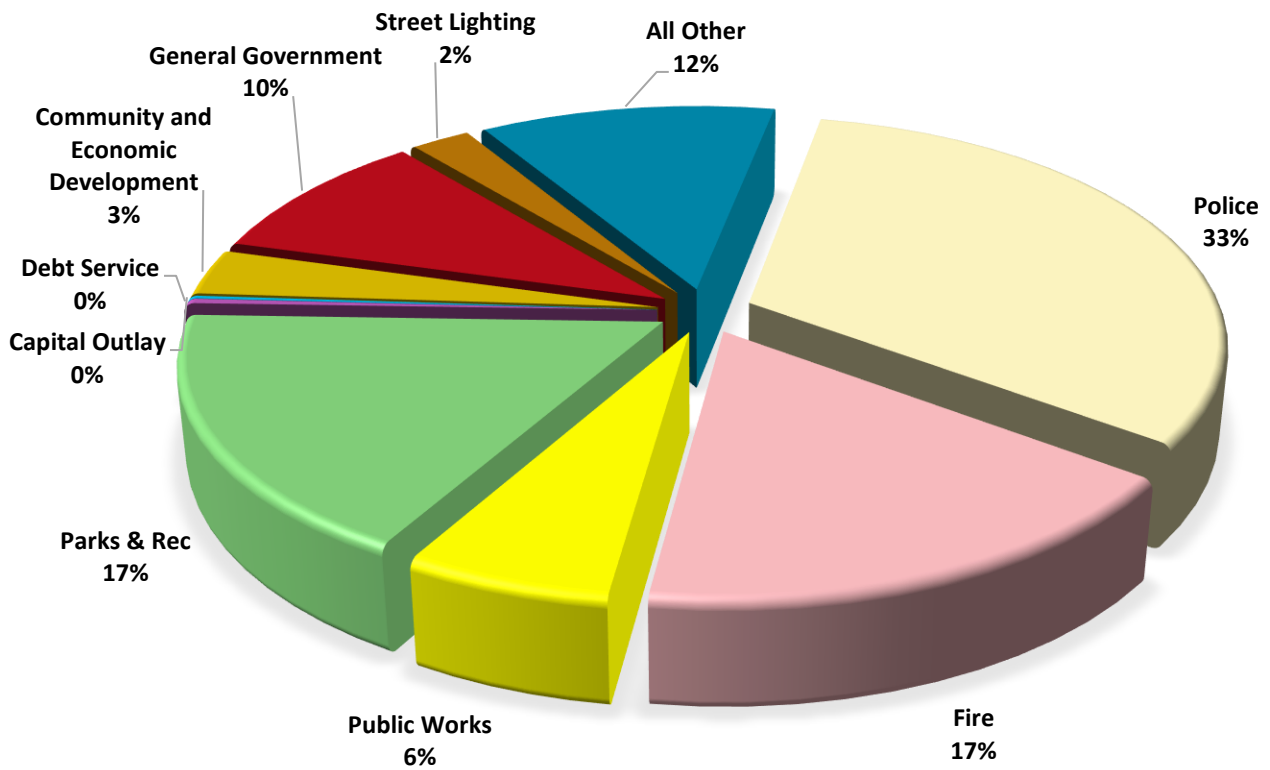


Figure 25: General Fund Expenditures Pie Chart

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.

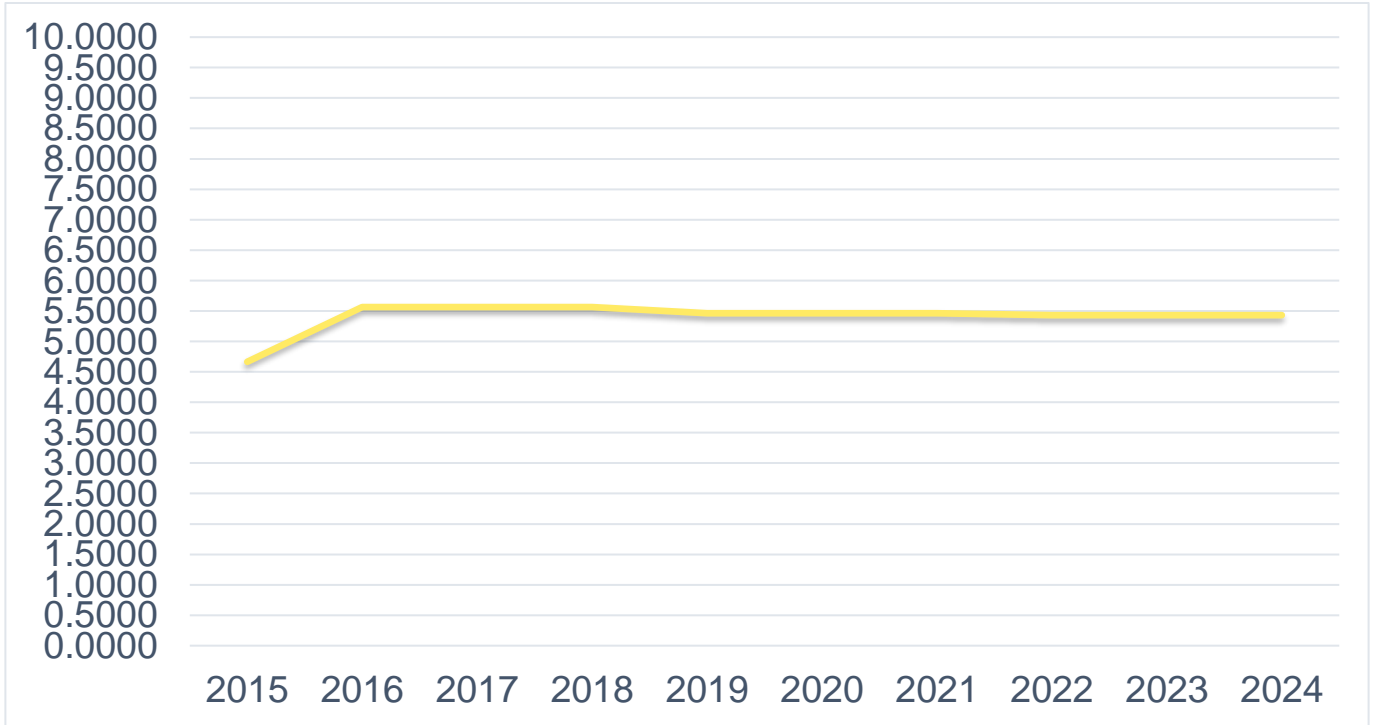


Figure 26: Historic Millage Rates Graph

Position Changes by Fund and Department

	FY2022		FY2023		FY2024		Net Differences	
	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	15	0	11	0	12	0	1	0
Communications	7	0	7	0	7	0	0	0
City Attorney	6	0	6	0	7	0	1	0
Retirement	4	0	4	0	4	0	0	0
Human Resources	25	1	26	0	26	0	0	0
Internal Audit	2	0	2	0	2	0	0	0
Risk Management	16	0	17	0	17	0	0	0
Finance	43	1	43	1	42	1	-1	0
Community Development	64	8	66	8	67	8	1	0
Fire	182	1	212	1	224	1	12	0
Police	373	11	392	9	394	9	2	0
Public Works	117	0	105	0	105	0	0	0
Parks & Recreation	240	173	241	172	242	170	1	-2
RP Funding Center	45	305	43	305	37	305	-6	0
	1140	507	1176	503	1187	501	11	-2
Comm Development/Housing Program	5	0	5	0	5	0	0	0
Fleet Management	28	0	28	0	27	0	-1	0
Purchasing & Stores	15	0	15	0	16	0	1	0
Facilities Maintenance	64	0	64	0	64	0	0	0
Information Technology	82	0	84	0	84	0	0	0
	189	0	191	0	191	0	0	0
Lakeland Linder International								
Airport	21	1	23	1	25	1	2	0
Parking System	5	0	5	0	5	0	0	0
Stormwater	12	0	28	0	28	0	0	0
Solid Waste	66	0	66	0	67	0	1	0
Water	136	2	139	2	143	2	4	0
Wastewater	101	1	102	1	102	1	0	0
Lakeland Electric	413	27	412	26	412	26	0	0
	754	31	775	30	782	30	7	0
Grand Total	2088	538	2147	533	2165	531	18	-2

Figure 27: 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.

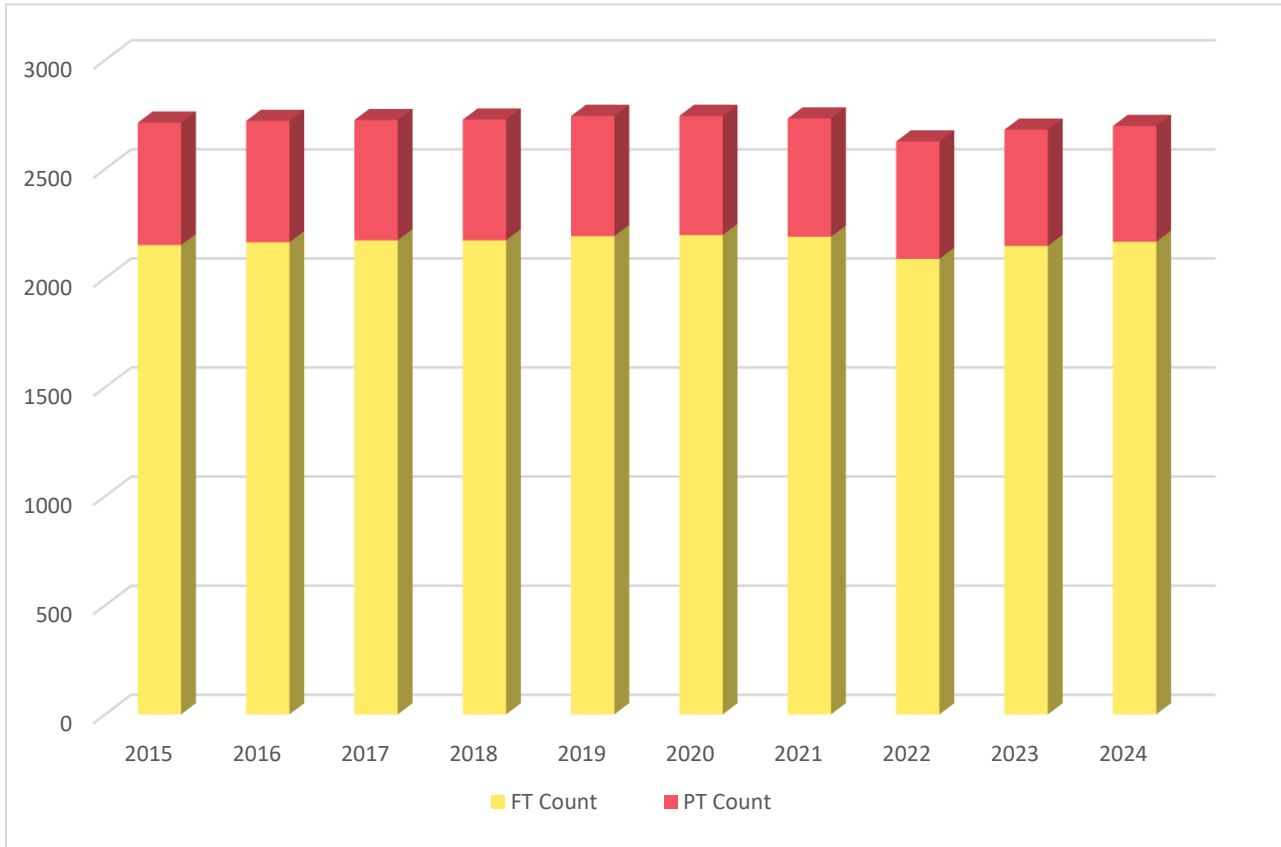


Figure 28: Historical Full-time and Part-time Position Changes Graph

Position Changes

Fiscal Year	Full-Time	Part-Time
2015	24	63
2016	13	-5
2017	9	-5
2018	0	2
2019	19	-2
2020	5	-5
2021	-8	-4
2022	-100	-4
2023	59	-4
2024	18	2

Figure 29: Full-time and Part-time Position Changes by Year

Residents Per Employee

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

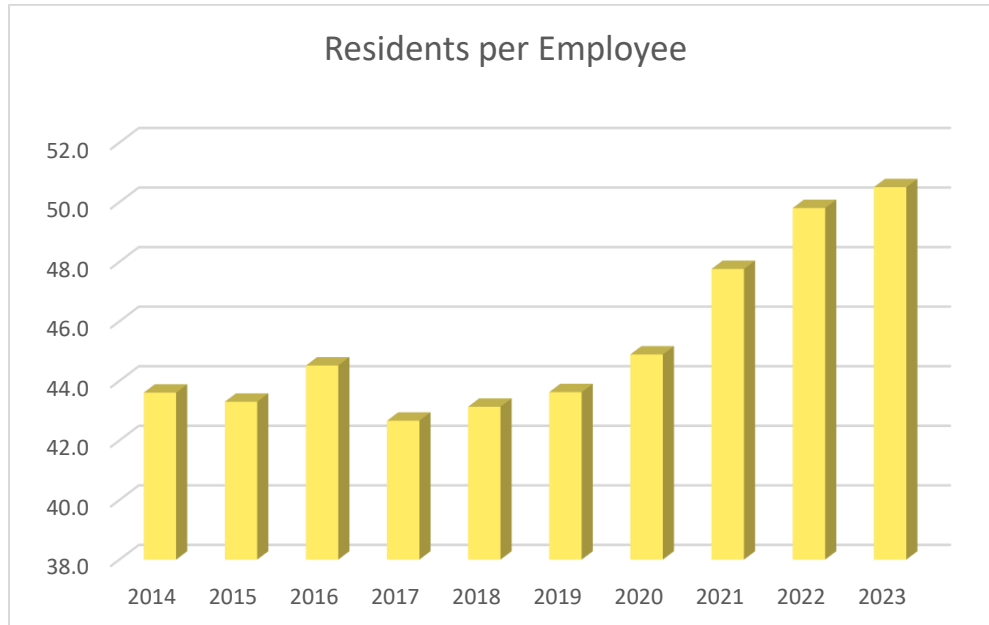


Figure 30: Residents Per Employee Graph

Year	Lakeland Population*	Lakeland FTE's	Residents per Employee
2014	100,728	2,310.00	43.6
2015	100,728	2326.67	43.3
2016	101,517	2,280.39	44.5
2017	104,185	2,442.00	42.7
2018	105,586	2,448.00	43.1
2019	107,552	2,465.50	43.6
2020	110,494	2,461.50	44.9
2021	112,641	2,358.50	47.8
2022	120,279	2,415.00	49.8
2023	121,968	2,415	50.5

*BEBR estimates unless a Census year (latest 2020).

Figure 31: Population, Full-Time Equivalents and Residents per Employee by Year

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 plans and equipment and for their orderly replacement.
- The city will maintain a budgetary control system to ensure it adheres to the Budget.
- Appropriation requests will be made by departments (i.e., City Manager, Police, etc.) in the General Fund and by all other funds. These requests are approved by the City Commission.
- Fund balance is the difference between assets and liabilities in a governmental fund. Resources in a fund other than the General Fund are either (1) required to be used for the purpose of the fund or (2) intended by the government to be used for that purpose. The governmental funds account for typically tax-supported activities of a government (as opposed to the proprietary funds, which account for self-financing or business-like activities) and include:
 - The General Fund where a government accounts for everything not reported in another fund.
 - Special Revenue Funds for reporting specific revenue sources that are limited to being used for a particular purpose.
 - Debt Service Funds which account for the repayment of debt.
 - Capital Project Funds that track the accumulation and use of resources for constructing, acquiring, and rehabilitating capital assets, such as buildings and roads.
 - Permanent Funds where a government reports principal amounts that are restricted to being invested to produce income but cannot be spent.
- Unreserved Fund Balance should be approximately 45-60 days of the budgeted expenses of the General Fund to account for unforeseen items and events that occur during 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.

Financial Policies

Operating Budget Policies Continued

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

Revenue Policies

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

Financial Policies

Capital Improvement Policies

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

Funds Overview

The financial transactions of the City are reported in individual funds within the City's accounting system. Each fund is accounted for by providing a separate, self-balancing set of accounts comprised of the assets, liabilities, reserves, fund equity, revenues, and expenditures/expenses of each fund.

GASB 34 sets forth the minimum criteria used to determine whether the individual funds are considered major versus non-major. The criteria are based on the value of assets, liabilities, revenues, and expenditures/expenses of each fund in relation to all funds taken as a whole. Detailed information on these funds is provided in the basic financial statements.

Within the fund financial statements, funds are also classified into fund types. Certain funds, as denoted, are included for information purposes only and are not budgeted on an annual basis.

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 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

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.

[†]Included for information purposes.

Funds Overview

Fiduciary Funds

Used to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government's own programs. Fiduciary funds include both pension trust funds and agency funds. Fiduciary Funds are measured by the Finance Department but are included in the budgeting process only to the extent that related transactions affect other budgeted funds.

Employees' Pension and Retirement Fund[†]

Accounts for the accumulation of resources used for retirement payments for City employees.

Police Officers' Supplemental Pension and Retirement System Fund[†]

Accounts for the accumulation of resources used for retirement annuity payments to police officers. Resources are contributed by police officers at a rate of 1% of their salary and by the State of Florida from the proceeds of an excise tax imposed by the City on casualty insurance companies.

Firefighters' Supplemental Pension Plan Fund[†]

Accounts for the accumulation of resources used for retirement annuity and death benefit payments for firefighters. Resources are contributed by firefighters at a rate of 3% of their salary and by the State of Florida from proceeds of an excise tax imposed by the City on fire insurance companies. The tax is collected by the State of Florida and remitted to the fund.

Alternate Employee Pension Plan Fund[†]

Accounts for the accumulation of assets designated for providing post-employment benefits for certain eligible employees enrolled in the plan. The assets of the City's Alternate Pension Plan were transferred to a third-party administrator in the name of the participants. The city no longer has any fiduciary responsibilities concerning the plan. The City's involvement in the plan is limited to remitting the amounts paid by the participants to the third-party.

Death Benefit Fund[†]

Accounts for the accumulation of resources used to provide continued life insurance to certain City employees after retirement. The maximum liability at year-end is completely funded.

Survivor's Benefit Trust Fund[†]

Accounts for the accumulation of resources used for payment of a death benefit to the surviving spouses of certain retired employees.

[†]Included for information purposes.

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 city-owned land to a not-for-profit hospital. The revenues are used to finance a variety of capital improvement projects not assignable to an enterprise operation and to pay debt service on long-term debt issued for the same purpose.

Community and Economic Development and Affordable Housing Fund

Accounts for the various federal and state grant programs for improvement projects and economic development assistance in low to moderate-income areas.

Stormwater Fund

Accounts for revenues received primarily through the collection of residential and commercial fees as well as transfers from the Transportation Fund for drainage and lake projects and are used for projects approved by the City Commission for stormwater capital activities.

Lakeland Community Redevelopment Agency

Accounts for revenues received primarily from the tax increment of the special taxing district established for the purpose of revitalizing the downtown Lakeland area.

Impact Fee Fund[†]

Accounts for impact fees collected for transportation, law enforcement, fire protection and parks and recreation.

Debt Service Fund

Accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Permanent Funds[†]

Used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the reporting government's programs. Cash flows in and out of the Permanent Funds are measured by the Finance Department but are not included in the budgeting process except to the extent those cash flows affect other budgeted funds. The Permanent Funds include: The Oak Hill Burial Park Fund, the Cemetery Perpetual Care Fund, the Scott Morris Mausoleum Fund, the Webster Book Fund, and the Baldwin Book Fund.

†Included for information purposes.

Budgeted Funds by Department

DEPARTMENT	FUND TYPE				
	General	Special Revenue	Debt Service	Enterprise	Internal Service
Airport				X	
City Attorney	X				
City Manager's Office	X				
Communications	X				
Community and Economic Development	X	X			
Electric				X	
Finance	X				
Fire	X				
Human Resources	X				
Information Technology					X
Internal Audit	X				
Parks, Recreation, and Cultural Arts	X				
Police	X				
Public Works	X	X		X	X
Purchasing and Risk Management	X				X
Retirement Services	X				
RP Funding Center	X				
Water Utilities				X	

Figure 32: Budgeted Funds Relationship by Department

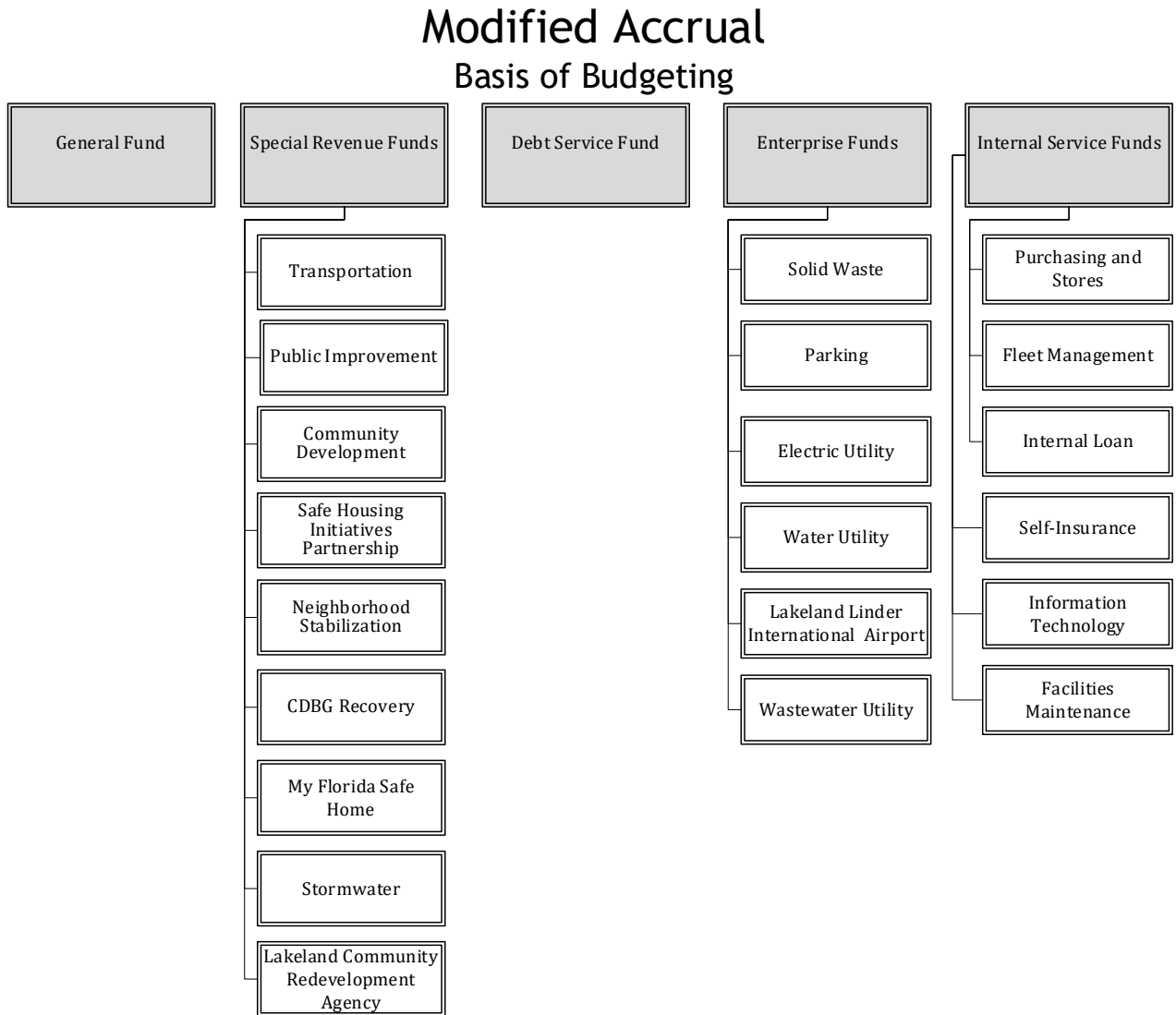


Figure 33: Modified Accrual Basis of Budgeting by Fund



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Long-Range Planning Overview

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

First, a new Strategic Plan for the City, beginning with Fiscal Year 2021, was developed. The Strategic Plan is the outcome of the City Commission Retreat and contains the seven Target Areas the City will focus on in the long and short-term. The Strategic Plan also ties the Vision, Mission, and Core Values of the City to the Strategic Objectives and Prioritized Initiatives of each Target Area.

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

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

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



Environmental Scan – Demographic Trends

Demographic Trends

In 2023, the University of Florida’s Bureau of Economic and Business Research (BEBR) estimated the City of Lakeland’s population to be 121,968, moving Lakeland up to the 18th most populated city in Florida. This estimate depicts a steady 25% increase from the 2010 U.S. Census population estimate of 97,422. Looking back 20 years to the 2000 decennial Census, the City’s population was estimated to be 78,452. Since that estimate, Lakeland’s population has expanded by just over 55%, as the city added 43,516 new residents. Supporting an outstanding quality of life along with a healthy job and housing market, Lakeland’s population has grown at an average annualized rate of 2.7% over the previous 5-years, from 2019-2023.

Households and Families

The U.S. Census Bureau for 2022 estimated that there were 45,562 households in Lakeland. Of which, 54.8% were owner-occupied and 45.2% renter occupied. Numerically, 5,585 units were unoccupied, with a homeowner vacancy rate of 4.5% and a rental vacancy rate of 7.7%. The average Lakeland owner-occupied household size during this period was 2.42 people per household while the average family size was 3.21. Also, for 2022, the percentage of families that have occupied the same house for more than 1 year was just below 80%.

Income

In 2022, economic data estimates prepared by the Federal Reserve showed the Lakeland MSA median household income to be \$61,941 while the personal per capita income for the Lakeland MSA was estimated at \$43,223 by the US Bureau of Economic Analysis. The Lakeland MSA experienced an 8.7% increase in per capita personal income from 2020 to 2022, which was 7.7% less than that of the state. Florida recorded a 16.4% increase in per capita personal income from 2020 to 2022 according to the US Bureau of Economic Analysis which was estimated at \$64,806.

Personal Per Capita Income

Year	Lakeland MSA	Florida
2013	\$31,997	\$41,069
2014	\$32,947	\$43,388
2015	\$33,814	\$45,493
2016	\$33,774	\$46,253
2017	\$35,236	\$48,774
2018	\$36,048	\$51,150
2019	\$37,183	\$53,034
2020	\$39,760	\$55,675
2021	\$43,915	\$63,078
2022	\$43,223	\$64,806

Figure 34: Per Capita Income

Environmental Scan – Demographic Trends

Demographic Trends Continued

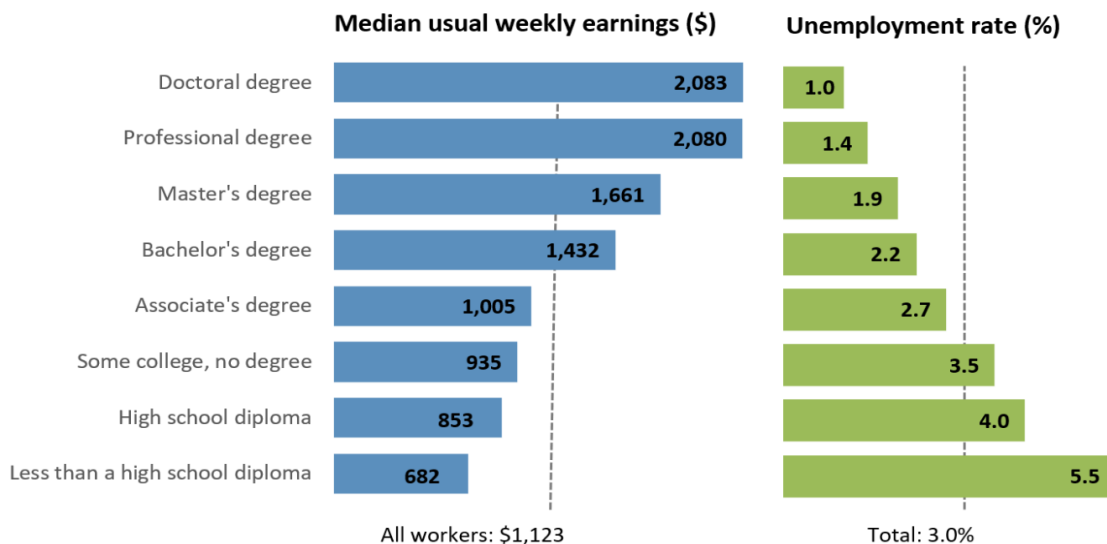
Cultural Factors

As Lakeland’s population surpasses 120,000, the city continues to see a shift in diversity. The 2022 QuickFacts data from the U.S. Census shows, 87.6% of Lakeland’s residents reported themselves as being of one race. Within this single race category, 65.1% were white, 19.8% were African American, 0.3% were American Indian or Alaska Native, 0.1% Native Hawaiian or Pacific Islander, 2.3% were Asian. 6.5% of the population reported as two or more races. As part of the City’s total population, the 2022 Census estimates there to be 21,372 Hispanics or Latinos of any race embedded within the total figure. This number represents 17.8% of the City’s total population, according to the 2022 Census population estimate for Lakeland. This equates to a 23.2% increase in Lakeland’s Hispanic population since the 2010 U.S. Census.

Educational Attainment

With several colleges and universities located within the Lakeland Electric Service Area and the accessibility and growth of online learning, Lakeland has seen a marked increase in the educational attainment of its residents. According to the 2022 Census 90.1% of Lakeland residents over the age of 25 had graduated from high school, which marked an 10.2% increase from the 2000 Census estimate. The 2022 survey also reported that 26.7% of Lakelands residents over age 25 had a bachelor’s degree or higher.

Earnings and unemployment rates by educational attainment, 2022



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 35: Unemployment by Education

Environmental Scan – Land Development

Land Development Trends

Single-Family Residential Construction

Residential construction activity in Lakeland remains busy in an effort to keep up with demand. Lakeland issued 388 new single-family permits and 577 multi-family permits in 2023. Individually, single-family activity recorded just a slight year-over-year decrease of 3.5% from the permits issued in 2022. Over the past 20 years, Lakeland averaged 337 single family permits issued annually, that figure balances the highs of 2020 and 2021 with the lows of 2011 and 2012. Considered healthy and active, Lakeland’s single-family activity for 2023 was approximately 14% higher than that 20-year average. Multi-family permitting remained strong with 577 permits issued in 2023. This was a marked 23% increase from the 458 recorded in 2022. Over the past 5-years, from 2019-2023, Lakeland has issued 2,619 multi-family permits for projects to be constructed within the City limits.

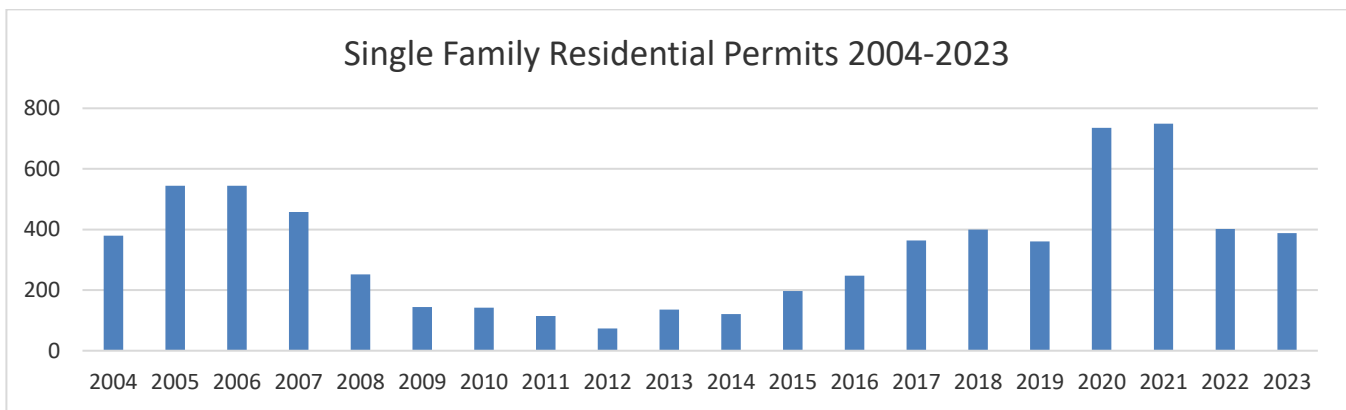


Figure 36: Chart of Single-Family Residential Permits Issued

Lakeland continues to demonstrate a great deal of core strength as the real estate market signals an expanding pattern for residential development. The right balance of a growing population, new buyers and shifting demographics have Lakeland positioned well for growth. Despite climbing interest rates, single and multi-family activity is steady with new units helping to keep pace with demand. Understanding that normalization of the economy may be sustained, many economists recognize that the biggest concerns for new residential construction in 2024 will remain to be an under abundance of qualified skilled labor, increasing costs of building supplies and materials and high interest rates.

Single-Family Residential Resale

Running parallel with new single-family construction, the residential resale market in Lakeland was extremely active in 2023 considering the outside impacts of the national economy, interest rates and inflation. Year-over-year totals for 2023 show that there were 3,825 single-family residential units sold last year. Balancing this demand, the total units sold in 2023 marked a 57% increase from the post-recession mark established in 2010, but approximately still 15% less than the highs established in the post COVID market. This increase in the number of homes sold impacted the price of existing homes. In Lakeland, the average purchase price for a home in 2023 was \$364,280, which was a 6% year-over-year increase from the prior year and a dramatic net increase of 216% since 2010 when the average sales price was \$115,075.

Environmental Scan – Land Development

The Lakeland Association of Realtors (LAR) reported that Lakeland’s local real estate market closed out 2023 with an average of just 2.5 months of inventory available, which equates to just 802 units. Compare that number to 220 units for sale representing .5 months of available inventory in Lakeland at the conclusion of 2021 and the impact of interest rates and prices are evident. Though with a steady increase in the number of new buyers, and a defined number of homes for sale, Lakeland’s residential resale market today can be categorized as a strong seller’s market. With this continued momentum, most economists agree that Lakeland’s residential real estate market has not peaked and will continue to grow in 2024. Key statistics outlining real estate valuations, sales transactions, and new construction starts all point to continued local and regional growth in the single-family and multi-family residential market.

Price Range	Sold Units	Market Share	Average List Price	Average Sale Price	% List to Sell	Avg DOM	Inventory
\$ 1 - 49,999	2	0.05%	60,450	35,000	58%	74	
\$ 50,000 - 59,999	1	0.03%	55,125	50,000	91%	55	
\$ 60,000 - 69,999	9	0.24%	71,711	65,389	91%	59	
\$ 70,000 - 79,999	15	0.39%	82,787	72,693	88%	35	
\$ 80,000 - 89,999	10	0.26%	103,300	82,200	80%	33	
\$ 90,000 - 99,999	20	0.52%	106,780	94,605	89%	45	
\$ 100,000 - 119,999	33	0.86%	123,992	110,917	89%	35	4
\$ 120,000 - 139,999	73	1.91%	138,535	129,615	94%	36	5
\$ 140,000 - 159,999	90	2.35%	156,843	148,855	95%	26	10
\$ 160,000 - 179,999	114	2.98%	175,805	169,224	96%	27	13
\$ 180,000 - 199,999	103	2.69%	196,786	189,171	96%	27	23
\$ 200,000 - 249,999	446	11.66%	232,065	227,651	98%	34	72
\$ 250,000 - 299,999	694	18.14%	279,580	275,422	99%	35	141
\$ 300,000 - 349,999	732	19.14%	327,877	323,297	99%	41	124
\$ 350,000 - 399,999	547	14.30%	377,894	372,447	99%	44	119
\$ 400,000 - 499,999	522	13.65%	446,637	438,900	98%	53	139
\$ 500,000 - 599,999	199	5.20%	550,104	538,418	98%	41	46
\$ 600,000 - 699,999	85	2.22%	656,848	641,582	98%	51	41
\$ 700,000 - 799,999	42	1.10%	759,786	743,498	98%	59	18
\$ 800,000 - 899,999	30	0.78%	863,007	840,217	97%	89	15
\$ 900,000 - 999,999	25	0.65%	955,915	943,711	99%	58	6
\$ 1,000,000 - and over	33	0.86%	1,706,320	1,628,452	95%	56	26
Total	3825	100.00%	354,134	347,037	98%	41	802

Figure 37: Average Home Prices and Units Sold

Commercial and Industrial Properties

Lakeland’s industrial real estate market is heavily reliant on demand. With that, leasing activity in Lakeland cooled a bit in 2023, as interest in large industrial spaces greater than 250,000 square feet paused with an apparent economic deceleration. As such, industrial construction slowly continues to expand, as both demand and supply have waned from previous years. Lakeland has added approximately 10 million square feet of new industrial space over the past 5-years, of which, three quarters of that has been built as speculative space. That spike in inventory has caused vacancy rates to surge to 8.4%, which is down from 2022, but still high. Despite that, analysts project that Lakeland’s industrial market is positioned well, demonstrating strengths in both relative affordability and absorption. Through the 3rd quarter of 2023, users leased 750,000 square feet of new space, which was a sharp decline from the historic levels reached in 2020. Demand, balanced

Environmental Scan – Land Development

with the availability of new space could impact vacancy rates as new inventory is completed without tenants. With new inventory being added, I-4, SR 33, County Line Road, and Lakeland Central Park continue to be attractive for tenants locating to, and expanding within, the region.

In 2023, industrial vacancy rates in Lakeland hovered above 8%, close to the 10-year high established in 2021. This increase follows a recent trend which previously marked the end of an extended period which identified Lakeland as an area that was consistently regarded as the geography with the lowest overall vacancy rates in the U.S. primary market. Despite the elevated vacancy rate, Lakeland's industrial market is still very healthy as this rate is tied to the net volume in new industrial space being permitted and constructed. By the start of the third quarter of 2023, Lakeland saw 705,000 square feet of new industrial space completed and another 905,000 square feet permitted.

Lakeland's consistent demand can be partially attributed to its historically attractive lease rates. However, after several years of steady interest and activity, lease rates are increasing with 2023 seeing an average asking rate of \$6.79 per square foot, which is the highest rate ever recorded in the market. This rate is driven by the market demand which correlates with the delivery of new space. Industrial developers continue to have a defined interest in Lakeland which will continue to foster speculative projects and new industrial construction in 2024.

Downtown Activity

Lakeland's downtown continues to grow. After a long period without many significant new multi-family construction projects in and around downtown, Lakeland is seeing new residential projects that support office, retail and entertainment which will add value for the citizens and downtown. In the Garden District, Royal Oak apartments added 22 units, while Orange Street Apartments and Lime Street apartments are constructing 32 and 48 units respectfully. Demand for multi-family products will bring several new projects that will offer benefits in varying parts of Downtown, stretching its geographic boundaries. On Lake Wire, Prospect Lake Wire is a two-phase mixed-use development which will initially include 300+ new apartments and 15,000 square feet of retail space on the previous Florida Tile site, adjacent to Bonnet Springs Park. Also, on Lake Wire, Peachtree Flats is approved for 84 units which should break ground this year. Finally, in the core of downtown on Oak Street, a proposal to construct 205 apartment units and a 400-car parking garage on a 1.49-acre property owned by the Lakeland CRA has been approved and should move towards construction in the summer of 2024. Multi-family interests in downtown continue to expand as developers explore options for more residential units to accommodate growth and demand.

Functioning as a successful urban area, Lakeland's downtown is hitting every major economic segment with office, commercial, retail, and redevelopment projects all creating opportunities. Supporting job growth in downtown, Publix Supermarkets has purchased the former FedEx Building located at 333 E. Lemon Street and is planning a large renovation that will add hundreds

Environmental Scan – Land Development

of new high wage jobs. This acquisition is part of a larger move that will expand Publix’s existing IT presence downtown by consolidating the new building with their current operation. The result will be a significant expansion in downtown serving as a downtown IT campus.

Lakeland’s downtown is set up to offer a variety of mixed-use options utilizing the city’s various shopping, dining, and cultural amenities. For years, multi-story buildings were utilized as retail and office components, standing as a crucial measure of the city’s economic health. With both residential and office growth occurring downtown, and several historic buildings being purchased/leased and renovated, it is anticipated that this growth will reveal a new wave of development and redevelopment opportunities that will continue to inspire Lakeland’s changing urban core. Recognizing the community’s interest in redevelopment activities and the resurgence of neighborhoods, Lakeland continues to do well within a number of specifically targeted areas. Property acquisitions throughout the city’s central core have begun to bring a pattern of change. Residential demolition and infill opportunities have brought new businesses, owners, and families into previously established neighborhoods while commercial, office, and retail activities are bringing about new jobs and industry. This rise and success of redevelopment activities is a trend that will endure. With well-designed neighborhoods and geographically significant areas with character and charm, redevelopment offers several opportunities that are certain to preserve and enhance certain targeted commercial corridors and residential neighborhoods by providing additional economic stability from within.

Population

The City of Lakeland’s population is growing at a very rapid pace despite global conditions. In 2023, the University of Florida’s Bureau of Economic and Business Research (BEBR) estimated Lakeland’s population at 121,968 and Polk County’s at 797,616. By all accounts, Florida’s population is growing by nearly 1,000 residents per day. BEBR estimates that Florida’s 2023 population of 22,634,867, grew by 1,096,680 from 2020, ranking the state of Florida as the 3rd most populated in the US. Though Lakeland’s growth is not as rapid as the state, the city has been growing at an annual pace of approximately 1.66% since 2010. With regards to Lakeland Electric’s service territory, for 2023, its population is estimated at 307,320 which represents a 2.3% annual increase from the previous year’s estimate of 300,258. The increase is in line with expectations and demonstrates that residential growth inside the City limits is on pace with new construction starts in unincorporated areas which are located within the Lakeland Electric service territory.

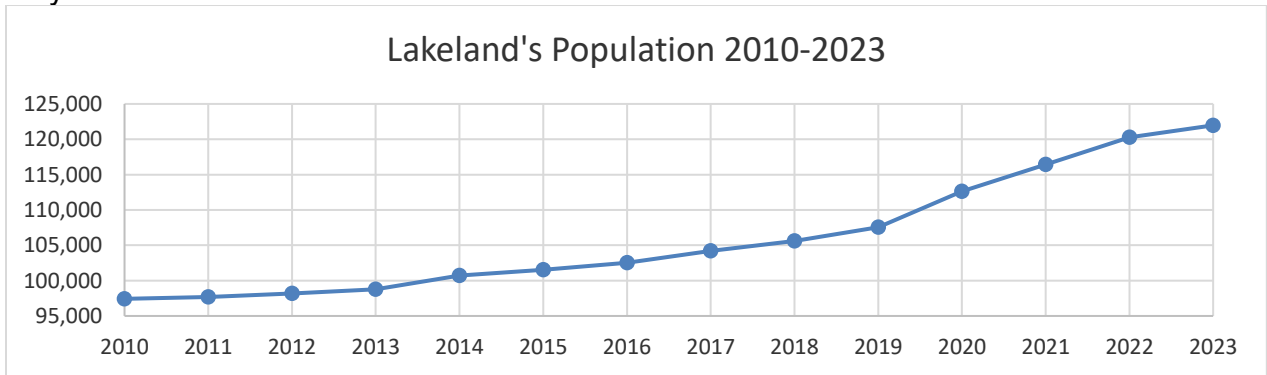


Figure 38: Lakeland’s Population Growth

Environmental Scan – Population and Employment

Local Employment

Existing and new companies in Lakeland are helping to fuel the City’s growing population which has a direct correlation with employment opportunities and the local unemployment rate. The impacts of the global pandemic have caused unemployment rates to continue to fluctuate from 2019-2021. As a stabilization continues, Lakeland’s monthly unemployment rates began the year at 3.1% in January of 2023 before gradually increasing to 4% in October before dropping back into the 3’s to close the year. The relative consistency seen in local unemployment figures also mirrors the state and national economy as it is tied to the state’s economic outlook. Closing out 2023 at 3.5%, Lakeland’s month-over-month unemployment rate was balanced by job growth that kept pace with the City’s population growth.

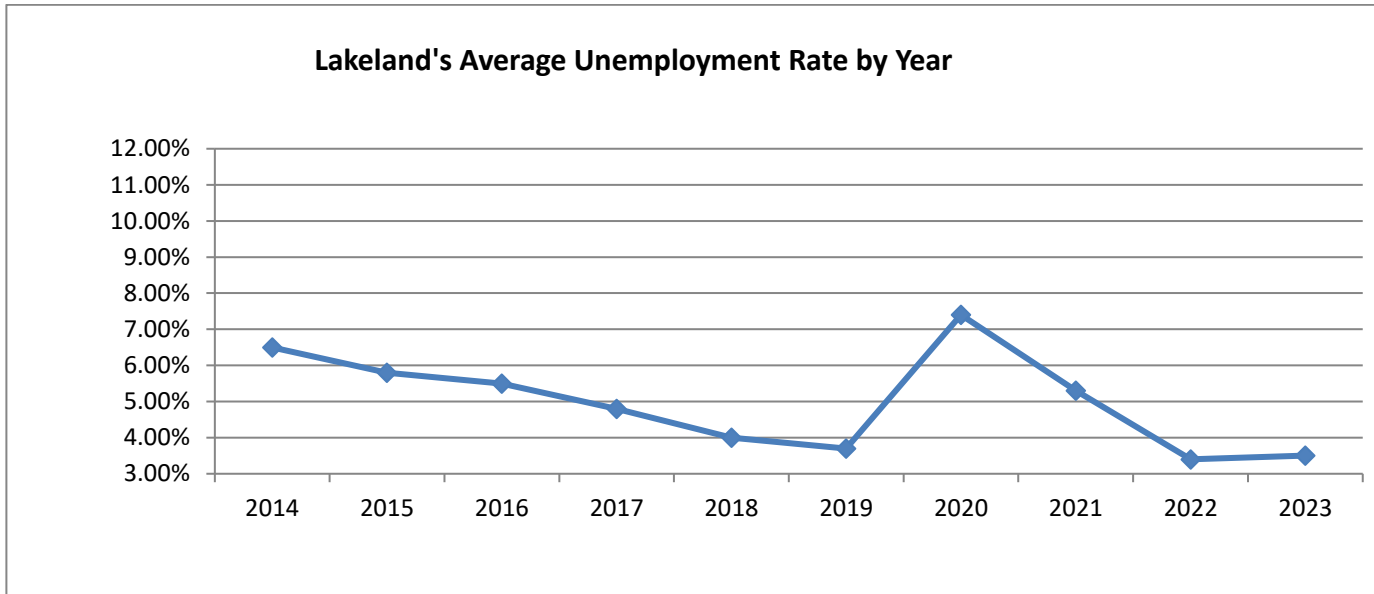


Figure 39: Unemployment Rate Lakeland 2014-2023

Complimenting Lakeland’s expanding population, the City’s month-over-month labor force for 2023 experienced a stable expansion, starting the year at 52,293 and ending at 53,178. This is better illustrated by tracking the actual number of unemployed persons within the workforce. In 2023, Lakeland began the year with a monthly January unemployment rate of 3.1% and 1,639 individuals within the local workforce seeking work. The year closed with a monthly December unemployment rate of 3.8% and 2,018 individuals unemployed and actively seeking work. This minimal increase illustrates Lakeland’s economic health as determined by job growth compared to population. As new companies locate, and existing ones expand and grow their workforces, new jobs are required. These new jobs help balance available opportunities for residents, thus allowing the City’s overall unemployment rate to remain stable and low. For 2024, Lakeland’s unemployment will continue to remain steady with a strong economic performance and growth keeping annual unemployment rates in the 4% range.

Environmental Scan – Population and Employment

The National Economy

The post COVID economy has been a roller-coaster ride that saw panic in 2020 that rolled into a sharp comeback in 2021 and 2022. Last year was supposed to be the year of an impending recession, after sharp increases in interest rates and a dramatic spike in inflation. Though 2023 closed with above goal job growth and a strong stock market which has led economists to talk more of a “soft landing” in lieu of a full-blown recession. The most essential measurement for the U.S. economy is the gross domestic product (GDP), which is the broadest of all economic indicators and is the standard for the Federal Reserve’s interest rate policy. After registering a severe decline and correction in Q2 and Q3 of 2020, GDP has remained steady in corresponding quarters with marginal increases that lead to a drop-off in 2022 followed by small incremental increases. Q3 of 2023 saw the largest percentage quarter-over quarter increase since COVID which has given way to some economic optimism. Many economists believe that the economy will grow in 2024, just a slower 1.5% pace than previous year 2%+ average.

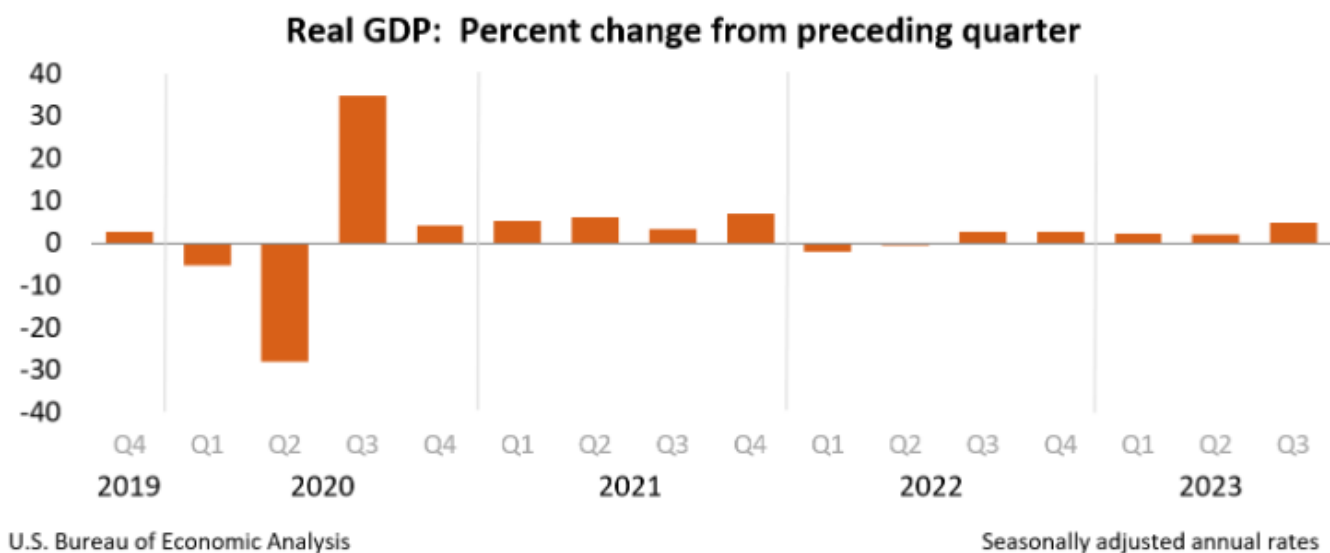


Figure 40: Real GDP, Quarter 3, 2023

An active year is expected in 2024, with many external factors such as the slowing of inflation, record high stock and home prices, and anticipated interest rate cuts all provide a boost of optimism that could keep the economy positive. The uptick in Q3 GDP was partly related to the Fed’s decision to stop the aggressive interest rate hikes that occurred over the past 18 months. Inflation has been one of the biggest stories of 2023 as consumer prices rose by 9% annually, which measured the highest in nearly four decades. Reductions in prices have begun to stabilize, though consumers will still see price increases in 2024, just at a reduced pace of the previous year. With inflation beginning to ease, there are concerns about the timing and aggressiveness of the Fed’s impending rate decisions. If inflation continues to fall at a quicker more corrective pace than anticipated, the Fed may have to hold off on rate cuts longer than planned. That mix of could have an adverse economic impact, delaying the balanced recovery that has been projected. To be impactful the Fed could be calling for up to six quarter point rate adjustments that could drop mortgage rates back into the 5.5% to 6% range rather than the near 8% spike that occurred in 2023.

Environmental Scan – Population and Employment

Consumer spending, which accounts for two-thirds of economic activity remained steady in 2023. Despite the reality of inflation, consumer spending increased by 3.4% for 2023. The purchase of goods helped to fuel the current economy more than anticipated, however economists believe that restricted demand from increased income and stimulus checks has vanished and will affect spending. Also, quietly impacting consumer spending, is record breaking credit card debt. Interest rates are up, and banks are further tightening standards making it harder for consumers to catch up much less get ahead. Contributing to the problem moving forward, wage and job growth may slow in 2024. Annual wage growth is projected to fall to 3.5% from the previous year which is closely in-line with expected inflation estimates. This variation could have a deeper impact, neutralizing the gains seen in 2023. Consumer spending is expected to increase by 1.4% in 2024.

Chart 1. One-month percent change in CPI for All Urban Consumers (CPI-U), seasonally adjusted, Dec. 2022 - Dec. 2023
Percent change

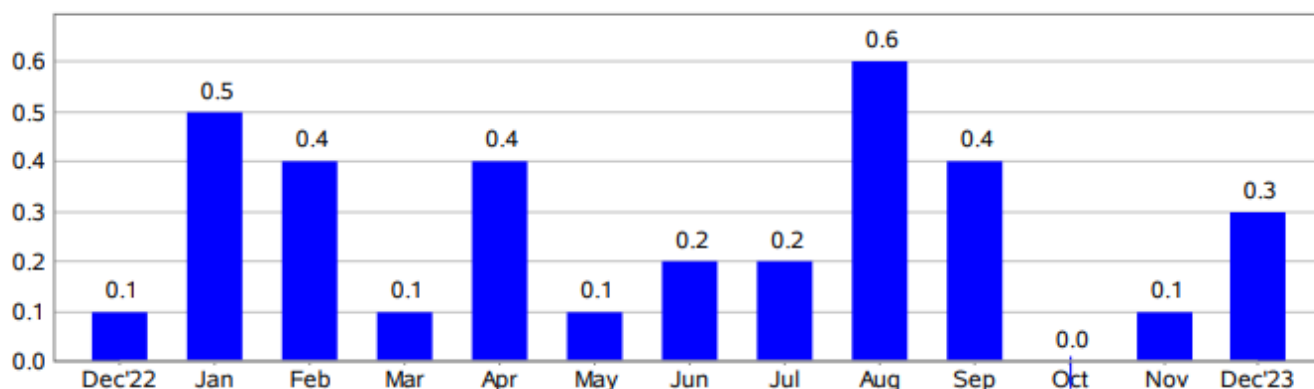


Figure 41: Change in CPI by Month

National Employment

After the dramatic spike in unemployment associated with the sudden eruption of the COVID pandemic in 2020, employment numbers began to recover quickly in 2021. Since that time, the US unemployment rates have held relatively steady at a below 4% average. Throughout 2023 the month-over-month rate hovered between 3.4% and 3.8% and held at 3.7% for December of 2023. With an extended period of low unemployment, the job market is starting to slide as payroll growth slows along with the workplace stabilization. The US labor supply has grown with more entering the workforce compared to the post COVID era. The general state of the economy could encourage employees to remain in the workforce for longer and thus tightening the market. 2023 was a better labor market than originally thought and 2024 will see a stiffening. It is predicted that job gains will be positive but will average just around 100,000 per month which is nearly half of the gains experienced in 2023 and the exact number needed to keep the unemployment rate at 3.7%. Understanding where strengths exist, the US unemployment rate should increase above 4% but ideally remain below 4.5% for 2024.

Environmental Scan - Economy



Figure 42: National Unemployment Rate by Month

Summary

Inevitably there are still many unexpected positives occurring in the national economy, such that forecasters believe that 2024 will be a good performing year, maybe not as strong as 2023, but solid statistically speaking. As economic forces stabilize, forecasters are optimistic that healthy conditions will continue to expand. It is believed that US GDP will continue its pullback from the 5.6% peak reached in 2021 but will remain positive for 2024 growing at just under 2%. Despite conditions, many external factors will play a role in the progress that is anticipated. Inflation has peaked and appears to be dropping consistently and that reduction appears to have come without a significant change in the demand for consumer goods. Based on that, economists predict a moderate 1.4% increase in consumer spending for 2024. This slowdown in spending and the general cooling of the economy will have an impact on relative job gains. Monthly payrolls will challenge the market to keep year-over-year unemployment for 2024 below 4.2%. With positive job growth and an unemployment rate just above the 50-year low, the Federal Reserve will look to begin reducing interest rates in 2024 in an attempt to control inflation. This activity could start in June and may take more than six rounds of reductions before consumers begin to see inflation rates waiver near the 3% target rate established by the Fed. With this realization and the predicted positive GDP, the US economy will look to stabilize in 2024 with moderate growth.

Environmental Scan - Technology

Technology

The Department of Information Technology (IT) stands ready to serve as a technology leader, expert, and trusted partner with strategic objectives that align with business and departmental goals, resulting in world-class municipal services in support of our Citizens. The City of Lakeland IT staff are among the finest technology professionals in the industry, with the skills, knowledge, and experience to successfully accomplish our mission.

The Information Technology guiding principles for 2024 are carried over as follows: 1) Internet is the network 2) Cloud is the data center 3) Any device is a work device 4) Identity is the perimeter. Our guiding principles will help us align to the 2024 trend landscape listed below. Therefore, allowing IT to stand poised and postured to meet current and future demands to ensure we keep pace with the evolution and progression of technology, innovation, and cyber security landscapes.

2024 Trends:

- Cybersecurity and Risk Management
 - Governance – Policy review & updates
 - Industry frameworks (NIST, CoBIT)
 - Training and awareness
 - Cyber risk
 - Zero trust

- Modernization
 - Legacy platform renovation
 - Process improvement (On/Off Boarding, Work Intake)
 - Service delivery (dashboard, reliability, availability)
 - Digital services (focus on data)

- Cloud Services
 - Cloud smart (clouds integration)
 - Scalability and elasticity
 - Service model options

- Identity and Access Management
 - Access control
 - Authentication
 - Credentialing

Environmental Scan - Legislation

Municipal Electric Utilities

Municipal utilities in the State of Florida collectively serve more than 3 million Floridians, the third largest source of electric power in the State. As community-owned and locally managed organizations, these utilities focus on serving local needs and profits are reinvested into the local community to fund the needs of the community, such as police and fire protection.

In recent years, legislation has been filed which would prohibit municipal electric utilities from returning profits to the local government to pay for city services. On an annual basis, Lakeland Electric returns approximately \$30 million to the City to fund governmental services. If these funds were to be removed, the millage rate would need to be increased substantially to replace the funds.

SB 182 relating to renewable energy, was filed in 2022, but did not pass. We could see a similar bill filed in 2023. The bill would authorize third parties to sell electricity generated from a renewable energy device to other businesses, regardless of whether the device is located within a utility's service territory. Currently, private entities are not allowed to put power on the grid to directly service other businesses.

Position: Oppose legislation which prohibits municipal electric utilities from returning profits to their local government for city services.

Monitor legislation relating to renewable energy and oppose provision relating to third party electricity generation and sales.

Sovereign Immunity

Legislation has been introduced the past several years to significantly increase sovereign immunity limits for both State and local governments. The bills would have eliminated the \$200,000 per person limit and increased the limit on per incident claims from \$300,000 to \$1,000,000. The bills would have further allowed governmental entities to settle claims in any amount, without a Claims Bill approved by the Legislature. Increases of this magnitude would result in a dramatic increase in costs for cities and counties.

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

Environmental Scan - Legislation

Traffic and Pedestrian Safety

F.S. 316.130(7)(b) requires motorists to come to a complete stop for a pedestrian in a crosswalk. Marked crosswalks at mid-block locations are accompanied by signs, both in advance of and at the crosswalk location, to further emphasize the presence of the crosswalk to the driver. Unfortunately, too many drivers ignore both the markings and signs, endangering the pedestrians attempting to use the crosswalk. The Rectangular Rapid Flashing Beacon (RRFB) was intended to increase the visibility of the existing crosswalk markings and signs. Pedestrians activating the RRFBs alert the driver to their presence in the crosswalk. RRFBs were never intended to serve as a traffic control device by itself.

In the past couple of years, legislation has been introduced that would require the removal of RRFBs from pedestrian crosswalks. The RRFBs would either be replaced by red, rectangular rapid flashing beacon traffic control devices, at a much greater cost, or removed entirely. By eliminating the availability of the RRFB as a crosswalk enhancing tool, the concern is that many crosswalks will need to be removed, thus having a negative effect on pedestrian safety.

Position: Oppose legislation that would eliminate the ability to use Rectangular Rapid Flashing Beacons (RRFB) at midblock pedestrian crossings.

Regional/Intercity Transit Management & Funding

Due to the explosive population, employment, and tourism growth in the Interstate 4 corridor, there is a distinct need for alternative transit modes in the region to ensure economic success and sustainability. Regularly scheduled intercity commuter bus transportation relies on coordination among independent transit operators. Commuter rail transportation (such as SunRail) requires the turnover of operations and maintenance funding to local governments several years after service is initiated. This patchwork of managing entities and funding is not a viable strategy to provide long-term mobility options to commuters and visitors.

FDOT is currently preparing a Transit Concept & Alternatives Review for the extension of SunRail to Polk County, beginning with Haines City and, ultimately, terminating in Lakeland. In anticipation of favorable recommendations supporting the extension of SunRail to Lakeland, the City supports an evaluation of long-term funding and management strategies that could result in the establishment of an entity, similar to Florida Turnpike Enterprise, to finance, construct, and operate bona fide interregional transit systems throughout Florida.

Position: Support legislation to evaluate long-term funding and management strategies for intercity transit in the central Florida region.

Environmental Scan - Legislation

Local Ordinances

Legislation introduced in 2022 would have required a city or county to prepare a business impact statement for every ordinance introduced at the local level. The bills also allowed anyone to file a legal challenge to the proposed ordinance, whether they have standing or not, and would have awarded attorney fees to the complainant instead of to the “prevailing party”. SB 280, relating to the business impact statements, did not pass the Legislature and SB 620, relating to business damages, was vetoed by the Governor.

Position: Oppose legislation requiring a business impact statement for every local ordinance introduced by cities and counties, permitting unfettered legal challenges and awarding attorney fees to claimants.

I-4/State Rd. 33 Interchange Funding

A top priority in the Polk Transportation Planning Organization’s (TPO) 2045 Long-Range Transportation Plan is the reconstruction of the I-4 / S.R. 33 interchange (Exit 38). The interchange is functionally obsolete and requires a full reconstruction. For the past decade, FDOT has been funding and performing the PD&E Study, Design, Right-of-Way, and Utility Relocation phases of this project, but only recently programmed construction funding. Exit 38 is the only interchange in FDOT District One (inclusive of I-4 and I-75) to not have been improved, or received funding to be significantly improved, in 50 years. The City of Lakeland has committed \$2,000,000 to FDOT to expedite improvements.

The SR 33 interchange is a critical component for freight movement for existing and future providers in central Florida. During the COVID pandemic, e-commerce activity has increased around the U.S. and new logistics complexes are under development in the vicinity of this interchange in Lakeland, Polk City, and unincorporated Polk County. A new modern interchange, built with current design standards and capacity to accommodate this growth, is critical to the short and long-term economic viability of this area and the nearby Innovation District adjacent to Florida Polytechnic University.

Position: Request the Florida Department of Transportation to advance to an earlier year the more than \$140 million for construction funding in FY2028 of the Draft Tentative Work Program.

Polk Regional Water Cooperative Funding

In 2017, the Heartland Headwaters Protection & Sustainability Act was enacted to provide for the protection and sustainability of water resources in Polk County, recognize the Green Swamp Area as a critical state concern, and recognize the area is the headwaters of six major river systems in the State, including the Alafia, Hillsborough, Kissimmee, Ocklawaha, Peace, and Withlacoochee. The act also recognizes the importance of partnering with the Polk Regional Water Cooperative (PRWC) and local governments to protect water resources.

Position: Support continued funding for PRWC priorities and local projects that protect water resources.

Environmental Scan - Legislation

Lakeland Se7en Wetlands

The City of Lakeland's Se7en Wetlands is an existing wastewater treatment facility consisting of 1,640 acres. Se7en Wetlands is a regional facility impacting the surface waters of Polk, Hardee, Highlands, Hillsborough, and Manatee counties, both the Alafia River and Peace River watersheds, and ultimately, the Tampa Bay and Charlotte Harbor Estuaries. In operation since 1987, Lakeland opened the property to the public in 2018 for educational and recreational opportunities, with over 22 miles of pedestrian trails. The facility also connects three existing Polk County parks – Lakeland Highland Scrub, Loyce Harpe Park, and Mulberry Park. Se7en Wetlands secured State funding in 2019 for the design of an Education Center. Funding in succeeding years has not been approved.

Position: Support \$950,000 funding request for the City of Lakeland's Water Education Center in the 2023-24 Budget.

Historic Preservation Grant Funding

The City of Lakeland is applying for funding from the Department of State's Historic Preservation Grant Program for small matching grants in 2023-24 and 2024-25 for Phases 2 and 3 of the City's Historic District Resurvey Program.

Position: Support full funding for the 2023-24 Historic Preservation Grant List.

Lakeland Linder Airport Job Growth Grant Application

Lakeland Linder International Airport submitted a funding request through the Florida Department of Economic Opportunity's (DEO) Job Growth Grant Fund for development of a new Maintenance, Repair, and Overhaul (MRO) facility. Funding secured through the Grant would allow the airport to develop the infrastructure required for the project, including a taxiway extension, aircraft ramp, and stormwater systems. This project would add approximately 150 high skill / high wage jobs at the airport and see a \$30 million private investment for the construction of a new hangar facility. Lakeland Linder International Airport was awarded a Job Growth Grant in 2019 which was associated with the Amazon Air Regional Air Cargo Hub that brought more than 800 new jobs to the City.

Position: Support Lakeland Linder International Airport's funding request of \$6 million through DEO's Job Growth Grant Fund for improvements needed to establish a new MRO facility at the airport.

Financial Health

A Snapshot of Lakeland's Budget

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

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

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

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

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

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

Financial Health

Overall, Lakeland compares favorably to the other cities in this survey. At a property tax millage rate of 5.4323 mills, Lakeland’s property tax burden is among the lowest in the State of Florida.

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

Comparative Annual Cost of Services

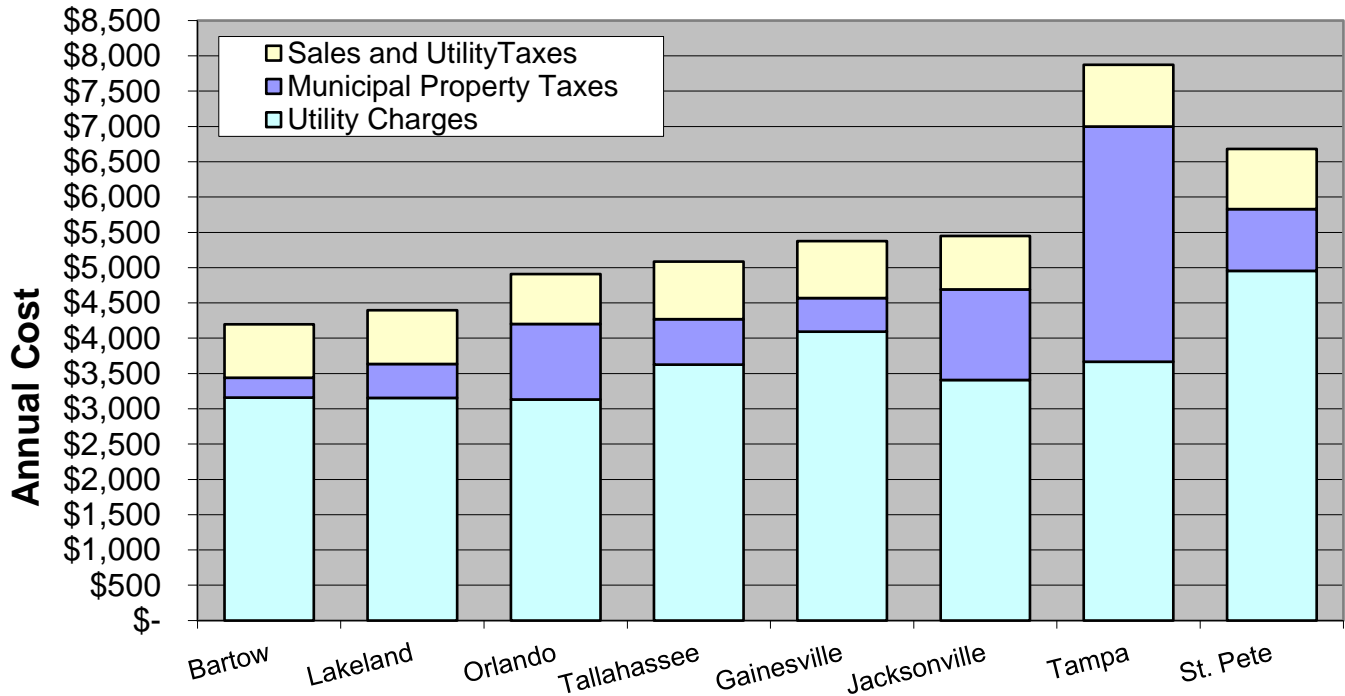


Figure 43: Comparative Cost of Services

Three-Year Financial Forecast

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

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

Revenue Sources

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

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

Because of the relatively large annual percentage increases in taxable values, the significance of this revenue source as a percentage of the General Fund budget had been growing. The impact of property tax reform starting in FY2008 and the subsequent reduction in property values, resulting from the economic conditions, has reversed that trend somewhat. The proposed millage rate for FY2023 is 5.4323, remaining stable from FY2022.

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 FY2000 to remove the cigarette taxes as the basis for the distribution, and now the basis for this distribution consists of a stated percentage of the general state-wide sales, use, and other taxes. This calculation is performed by the State Department of Revenue, based on population data provided by each county. This revenue source has been relatively flat over the past ten years.

Business Tax Revenues

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

Building Permit and Inspection Fees

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

Federal, State, and Local Grant Revenues

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

Charges for Service Revenues

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

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

Revenue Sources

Fines and Forfeits Revenues

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

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

Miscellaneous Revenues

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

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

This category also includes:

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

Gasoline Tax (1 Cent Municipal Fuel Tax) Revenues

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

Gasoline Tax (9th Cent Fuel Tax) Revenues

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

6 Cents Local Option Fuel Tax Revenues

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

Revenue Sources

5 Cents Additional Local Option Fuel Tax Revenues

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

Historical Revenues

Historical Revenues

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

CITY OF LAKELAND, FLORIDA

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

Fiscal Year	Property Tax	Utility & Communication Service Tax	Motor Fuel Tax	Franchise Tax	Half Cent Sales Tax	State Shared Revenues				Total
						State Revenue Sharing	Mobile Home License Fees	Alcoholic Beverage Tax	FF Comp Tax*	
2021	\$46,338,892	\$16,080,526	\$6,112,157	\$296,954	\$8,110,355	\$3,358,557	\$273,521	\$117,189	\$65,512	\$80,753,663
2020	43,066,426	15,814,492	5,802,331	221,492	6,894,873	2,764,644	267,367	\$111,735	74,119	75,017,479
2019	40,355,438	15,436,866	6,060,873	265,961	6,997,382	2,943,228	260,395	92,373	70,124	72,482,640
2018	37,045,511	14,758,072	5,828,014	247,128	6,586,865	2,805,371	246,617	88,162	64,346	67,670,086
2017	33,362,591	14,735,018	5,584,212	234,659	6,292,201	2,699,611	232,445	93,563	69,520	63,303,820
2016	30,912,106	14,831,215	5,436,168	242,656	6,202,015	2,550,919	217,330	86,116	36,740	60,515,265
2015	23,935,374	14,644,431	5,214,687	225,994	5,656,163	2,443,691	208,150	89,776	58,355	52,476,621
2014	22,577,691	14,534,094	4,903,358	239,500	5,395,592	2,248,500	197,654	80,487	32,895	50,209,771
2013	21,784,397	14,523,106	4,879,101	234,959	5,098,715	2,078,795	188,449	76,919	39,182	48,903,623
2012	20,909,045	14,761,856	4,910,650	233,641	4,817,062	2,060,351	184,560	79,897	44,441	48,001,503

*Firefighters' Compensation Tax

Figure 44: Governmental Activities Tax Revenues by Source

Debt Management Overview

Debt Management Overview

For the purpose of funding capital improvements to City facilities and infrastructure, the City of Lakeland (the “City”) incurs long-term debt either in the form of bonds or notes issued directly in the name of the City, direct loans from banks, or other loans obtained from pooled debt programs managed by third parties. The City also funds a significant amount of capital improvements through “pay-as-you-go” cash financing. Pay-as-you-go financing comes from cash outlays of various revenues including state and federal grants, impact fees, certain lease payments, and other operating revenues, particularly those of the City’s utilities. As of September 30, 2022, the City had outstanding long-term debt of \$743.4 million.

Purpose of Debt

Debt issued by the City is incurred to fund capital improvements to three major categories of assets: the electric system, the water and wastewater system, and all other projects. Some 60% of the City’s outstanding debt funded electric system improvements. Water and wastewater projects make up another 14%, while all other uses account for the remaining 26% 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 74% 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. 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.

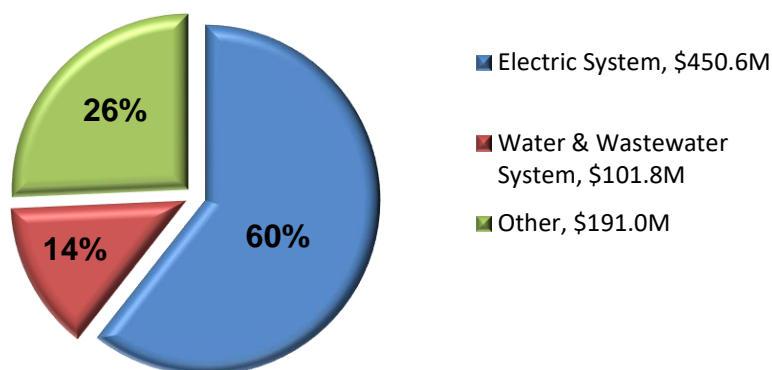


Figure 45: Outstanding Debt by Use

Debt Management Overview

Types of Debt

The City's long-term debt consists primarily of revenue debt. Revenue debt is issued under trust indentures that specify the security for and specific source of repayment for the debt. City debt is issued in one of two forms, bonds or loans. Bonds are formal borrowings issued publicly through Wall Street to investors. The City's loans consist of certain bank loans which are negotiated directly with lenders, and monies borrowed through the State Revolving Loan program. As of September 30, 2022, the City had \$453.8 million of bonds outstanding (61%) along with \$289.6 million of loans or leases (39%).

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 (\$552.4 million or 74%) 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 FY2022, that limit would have been approximately \$1.404 billion. However, the city has not had any general obligation debt outstanding since 1971.

City of Lakeland Revenue Bond Programs 9/30/2022				
Type	Source of Repayment	Amount Outstanding	Outstanding Through	Interest Rate [b]
Energy System [a]	Rates, fees, charges and other operating revenues of the electric system – primarily payments from electricity customers	\$450.6M	2048	2.00% to 5.25%
Water and Wastewater System [c]	Rates, fees, charges (including impact fees) and other operating revenues of the electric system – primarily payments from water and wastewater users	101.8M	2044	0.00% to 2.96%
Capital Improvement [d]	Non-ad valorem revenues from any source legally available (not including ad valorem taxes on real and personal property), subject to availability and appropriation	191.0M	2040	1.75% to 6.03%
<p>[a] Does not include \$18.0M allocable share of pension related debt. [b] Coupon rates; effective yields differ due to original issue price and/or federal subsidies. [c] Does not include \$6.4M allocable share of pension related debt. [d] Includes \$71.4M of pension related debt, including shares allocable to the Electric and Water & Wastewater systems.</p>				

Figure 46: Revenue Bond Programs

Debt Management Overview

Debt Trends

Overall Debt: The City’s outstanding debt has dropped, declining by 1.4% (\$10 million) since FY2008. The most significant increase in the City’s outstanding debt (\$144 million) occurred in FY2001 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 FY2008, which was used to fund environmental remediation improvements to the City’s coal-fired electric generation plant.

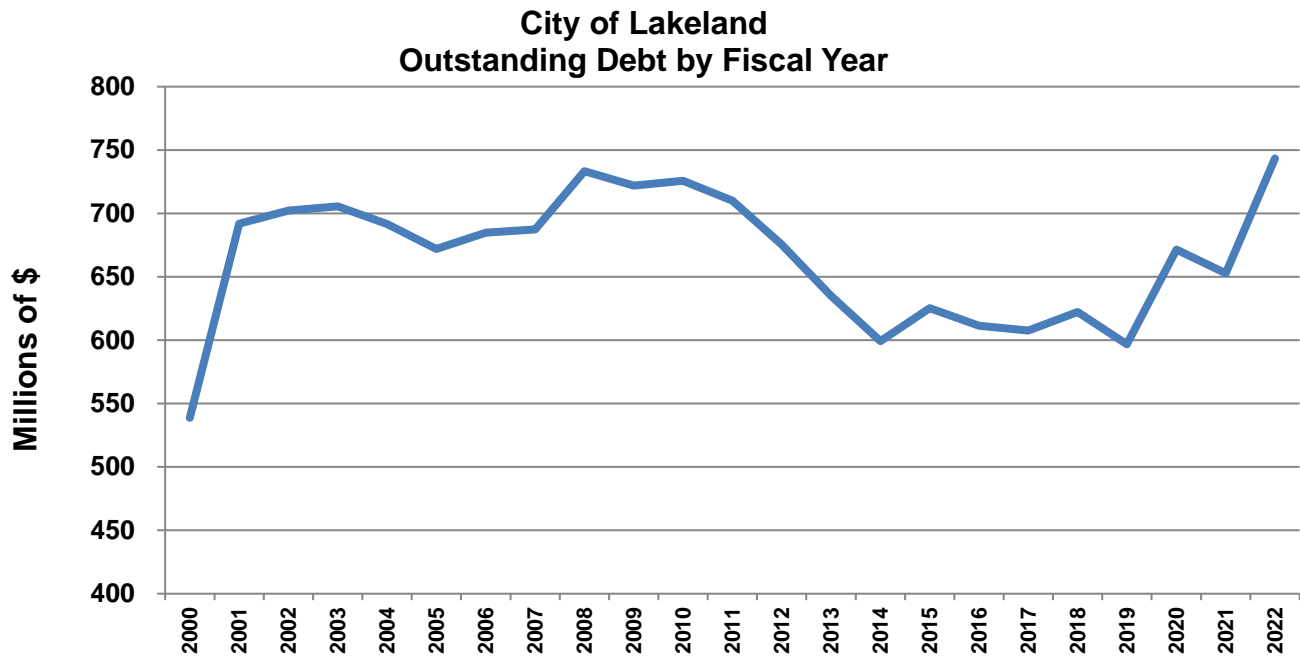


Figure 47: Outstanding Debt by Fiscal Year

During FY2020, overall debt increased by approximately \$62 million, primarily due to the issuance of \$81 million of Pension Liability Reduction Notes. During FY2021, outstanding debt decreased by \$18.5 million, notwithstanding the issuance of \$46.2 million in new debt, primarily related to projects at the City’s airport. During FY2022 debt increased by \$90.5 million due to the issuance of additional Electric System debt to finance the construction of new generating assets.

Other Measures of Debt: Over the last decade, the Lakeland area has experienced substantial development and population growth. Although the dollar volume of debt outstanding is important, other normative measures, such as debt per capita (per person) and debt as a percentage of personal income, provide a more accurate gauge of an area’s debt burden. Debt per capita measures debt against the size and growth of the population served. Debt as a percentage of personal income measures outstanding debt against an area’s ability to pay for projects. As shown on the following page, Lakeland’s debt per capita has declined by 24% since peaking in 2002, reaching an estimated \$6,191 per person in 2022. Debt as a percentage of the area’s annual personal income declined by 55% over the same period, dropping to an estimated 14.3% as of 2022. Both measures increased during FY2020 and FY2022 as the result of the City issuing Pension Liability Reduction Notes and new debt to finance electric generation assets, respectively. (See “Recent Debt Management Activities”).

Debt Management Overview

Debt Trends (continued)

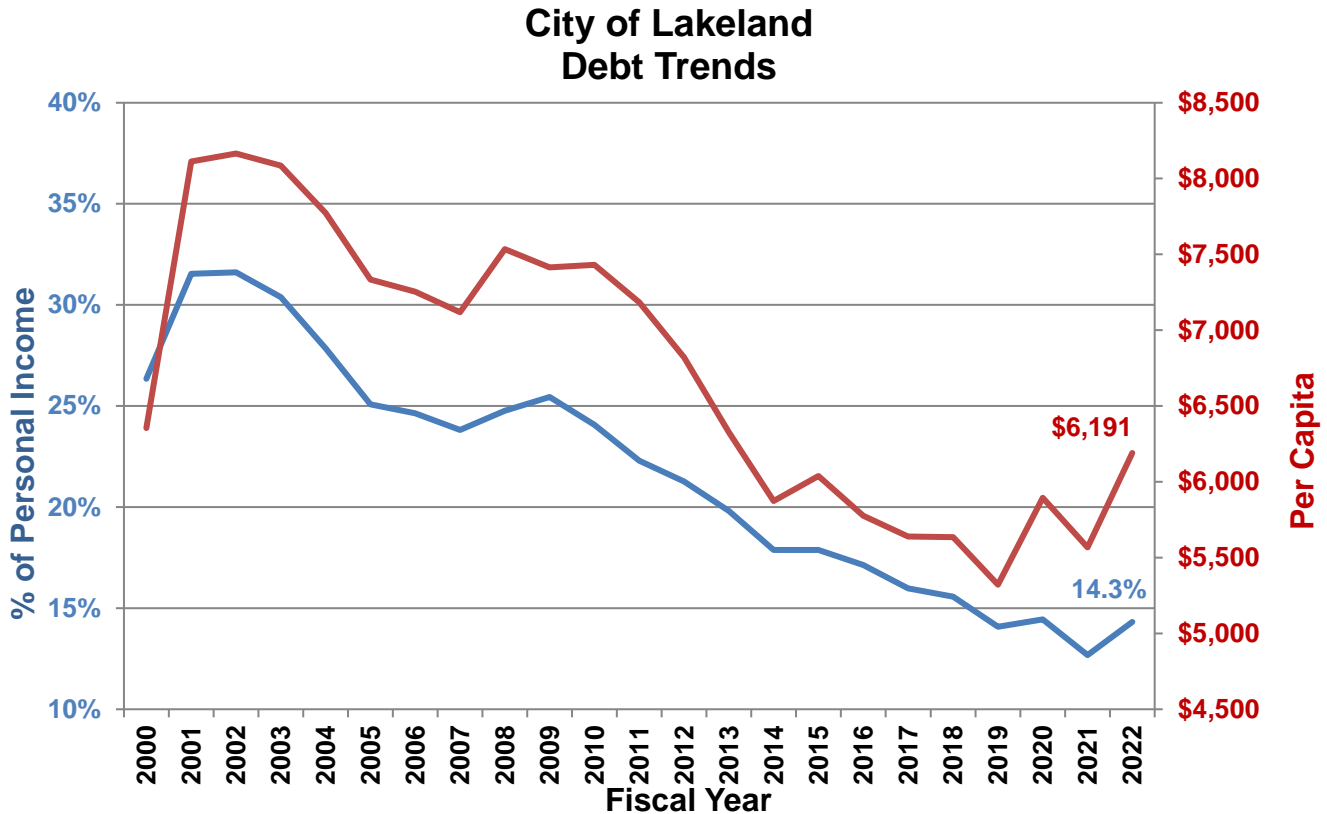


Figure 48: Debt Trends Graph

As noted, most of the City’s debt has been incurred to finance electric system improvements. In other communities, these types of projects are financed through investor-owned utility companies. As such, any debt incurred to finance projects would not appear on that city’s books. Similarly, few communities have issued notes to reduce their unfunded pension liability. Instead they carry that obligation as a liability but not as formal debt. If Lakeland’s electric system debt and the City’s pension notes are excluded from the calculations, debt per capita would drop to \$1,844 and debt as a percentage of personal income would be about 4.3%.

Recent Debt Management Activities

During FY2020, the City executed three significant debt transactions.

In October 2019, The City of Lakeland entered into a forward delivery agreement with a bank for the issuance and delivery of the Water and Wastewater Refunding Bond, Series 2021 in the amount of \$28.2 million. The bond, which will take the form of a fixed rate loan, will be issued to refund the outstanding Water and Wastewater Revenue Refunding and Improvement Bonds, Series 2012A maturing on and after October 1, 2022. The bonds were issued on October 1, 2021.

Debt Management Overview

In November 2019, the City of Lakeland issued a Florida Revenue Note, Series 2019. The Note takes the form of a line of credit loan from a bank in an amount not to exceed \$32 million. Proceeds of the line were used to temporarily finance certain improvements at the Lakeland Linder International Airport. The Notes paid a variable rate of interest based on the utilization of the line of credit. The city subsequently permanently financed the aforementioned projects and retired the line of credit.

In March 2020, the City issued its Taxable Pension Liability Reduction Note, Series 2020 in the amount of \$81,000,000. The Note, which was issued in the form of a bank loan from Toronto Dominion Bank, N.A, is a fixed rate obligation which amortizes over a period of 20 years. Proceeds of the Note are being used to reduce the unfunded liabilities in the City's three pension plans. Issuance of the note will result in net savings in that required contributions to the various pension plans were reduced by amounts exceeding the allocable debt service on the bonds.

During FY2021, the City issued \$45.5 million of Capital Improvement Revenue and Refunding Bonds, in three series. The proceeds of the issuance were used to permanently finance a number of development and rehabilitation projects at the Lakeland Linder International Airport, as well as several other smaller projects in the city. The issue also refunded certain bonds and loans for savings.

In December of 2021 (FY2022), the City issued \$123.3 million in electric system debt to fund the construction and installation of approximately 120MW of new generating capacity.

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 (FY2022 ACFR)

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023	42,434,926	25,372,624	67,807,550
2024	39,946,686	23,917,689	63,864,375
2025	41,865,044	22,387,719	64,252,763
2026	47,351,940	20,746,910	68,098,850
2027	44,679,623	18,880,230	63,559,853
2028-2032	213,409,358	70,981,704	284,391,062
2033-2037	200,787,902	36,031,665	236,819,567
2038-2042	71,629,414	13,529,768	85,159,182
2043-2047	26,967,965	6,544,302	33,512,267
2048-2052	<u>12,480,000</u>	<u>631,500</u>	<u>13,111,500</u>
	<u>741,552,858</u>	<u>239,024,111</u>	<u>980,576,969</u>

Figure 49: Debt Service Requirements

Debt Management Overview

Ratings & Coverage

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

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

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

After review, the rating agencies assign a letter grade which represents their assessment of the relative creditworthiness of the bond program. For investment grade credits, the scale runs from a low of **BBB** to **A** to **AA** to a high of **AAA**, with either a **+** or **-** added to indicate gradations within each category. As shown below, all the City's revenue bond programs are rated in AA categories, which is very high. 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 projects.

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 50: Revenue Bond Ratings



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Airport

Lakeland Linder International Airport (LAL) is located approximately five (5) miles southwest of the central business district of the City of Lakeland. Classified as a National Airport by the Federal Aviation Administration (FAA) and an International User Fee Airport by U.S. Customs and Border Protection, LAL has emerged as a dynamic aerospace hub in central Florida. In 2022 alone, LAL saw a record operational year with 141,537 landings / takeoffs earning it the position of 22nd busiest airport in the State of Florida and 108th busiest airport in the United States.

Supporting infrastructure includes three runways, nine miles of taxiways, aprons / ramps, two million square feet of facilities, a passenger terminal, an air traffic control tower, an aircraft rescue and firefighting station, navigational aids, a U.S. Customs general aviation facility, internal / external service roads, vehicle parking lots, and security infrastructure. Additional support services include 24/7/365 airport operations, air traffic control, and aircraft rescue firefighting capabilities.

LAL's diverse tenants include avionics shops, aircraft exporting / ferrying firms, aviation clubs / organizations, aircraft interior / exterior shops, aircraft maintenance / repair / overhaul (MRO) facilities, aircraft management firms, an aircraft painting company, airlines / air cargo / charter operators, colleges / educational facilities, defense contractors, fixed base operators, flight schools, governmental agencies, hangar rental facilities, aerospace manufacturing, hotels, restaurants, and a host of other non-aviation tenants. In all, LAL's 65+ businesses and organizations employ 3,000+ personnel which, when combined, contribute \$1.5 billion in annual economic impact to the region.

Several tenants of note include the NOAA Hurricane Hunters, Draken International, Amazon Air, as well as the Aerospace Center for Excellence (ACE) which hosts the nation's second largest aerospace expo each spring as a fundraiser for their year-round educational programs; the SUN 'n FUN Aerospace Expo. Other aerospace events hosted at LAL include pilot fly-ins, collegiate flying competitions, and remote-control aviation meets each year.

As an enterprise fund, LAL generates its operating revenues through leasing activities including unimproved ground and Airport owned facilities; while additional revenues are generated through fuel flowage and landing fees charged to airport operators. Future development is guided by the FAA approved Airport Master Plan which outlines additional MRO facilities, ground leases, air cargo operations, and commercial air service as key developmental targets.

Airport – Table of Organization

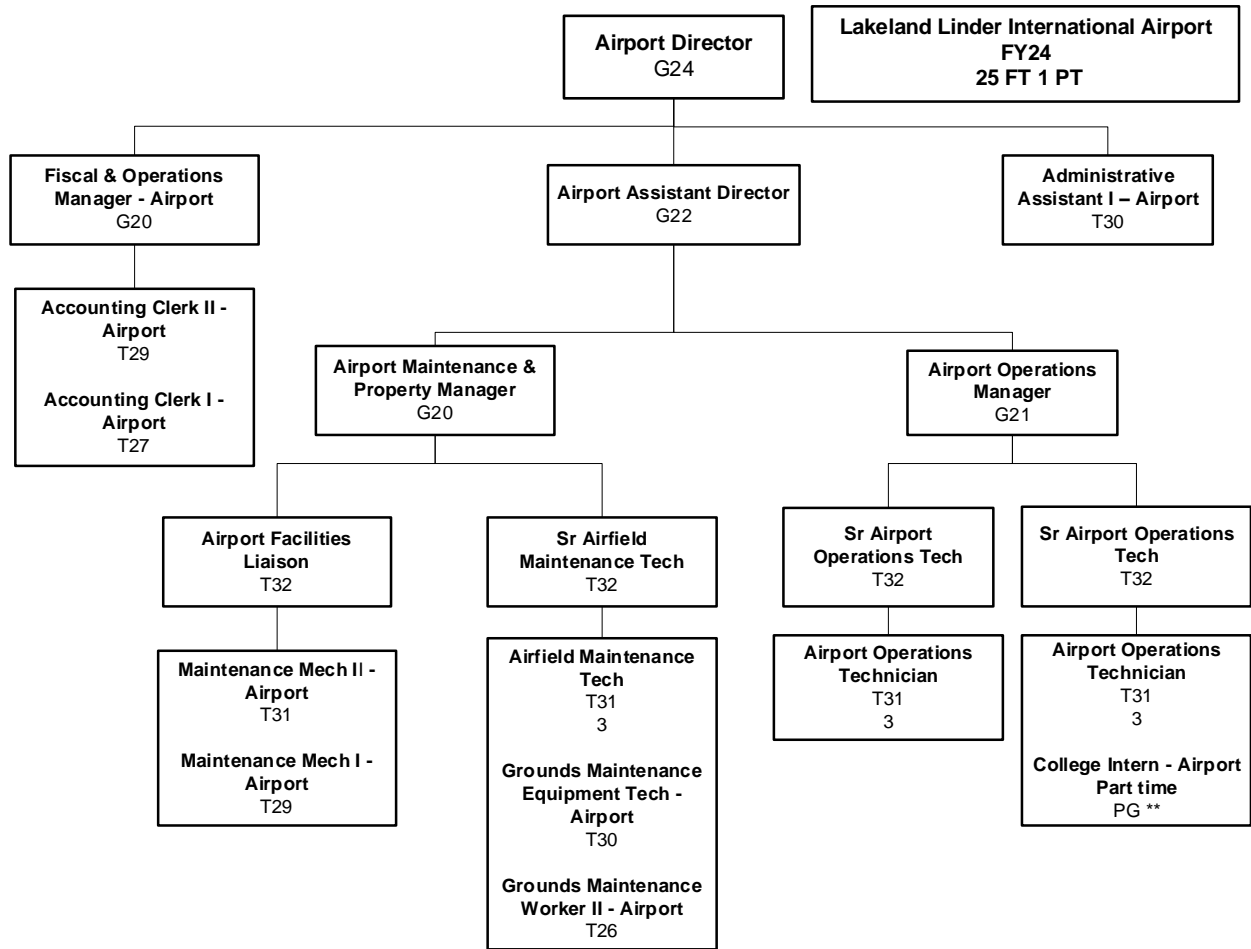


Figure 51: Airport Table of Organization

Airport – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Airport Director	1	1	1	G24	\$114,384.59 - \$183,015.55
Airport Assistant Director	1	1	1	G22	\$93,992.65 - \$140,989.49
Airport Operations Manager	1	1	1	G21	\$85,447.77 - \$128,172.17
Airport Maintenance & Property Mgr.	1	1	1	G20	\$77,680.54 - \$116,520.81
Fiscal and Operations Mgr. Air	1	1	1	G20	\$77,680.54 - \$116,520.81
Airport Facilities Coordinator	1	1	0	◆	
Airport Facilities Liaison	0	0	1	T32	\$51,757.50 - \$76,035.63
Airfield Maintenance Coordinator	1	1	0	◆	
Sr Airfield Maintenance Tech	0	0	1	T32	\$51,757.50 - \$76,035.63
Airport Operations Coordinator	1	1	0	◆	
Sr Airport Operations Tech	0	0	2	T32	\$51,757.50 - \$76,035.63
Grounds Maintenance Worker III Air	3	0	0	◆	
Airfield Maintenance Tech	0	3	3	T31	\$49,292.71 - \$72,414.15
Airport Operations Specialist	6	6	0	◆	
Airport Operations Technician	0	0	6	T31	\$49,292.71 - \$72,414.15
Maintenance Mechanic II Air	1	1	1	T31	\$49,292.71 - \$72,414.15
Administrative Assistant	1	1	0	◆	
Administrative Assistant I Air	0	0	1	T30	\$46,946.37 - \$68,966.74
Grounds Maintenance Equip Specialist	1	1	0	◆	
Grounds Maintenance Equip Tech Air	0	0	1	T30	\$46,946.37 - \$68,966.74
Accounting Clerk II Air	0	0	1	T29	\$44,709.21 - \$65,681.04
Maintenance Mechanic I Air	1	1	1	T29	\$44,709.21 - \$65,681.04
Accounting Clerk I Air	1	1	1	T27	\$40,553.16 - \$59,575.20
Grounds Maintenance Worker II Air	1	1	1	T26	\$38,621.91 - \$56,737.55
TOTAL FULL TIME EMPLOYEES	23	23	25		
College Intern	1	1	1	*	\$22,880.00 - \$165,126.30
TOTAL PART TIME EMPLOYEES	1	1	1		
TOTAL FT	23	23	25		
TOTAL PT	1	1	1		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 52: Airport Positions

Airport – Budget Summary

Expenses

<i>Fund</i>	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>LLIA</i>	\$13,133,943	\$9,899,504	\$9,863,852	\$13,312,181

Figure 53: Airport Budget Summary Expenses

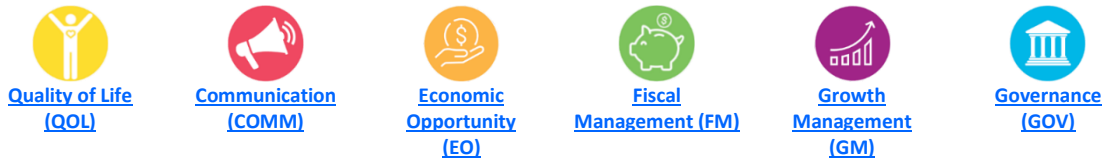
Revenues

<i>Fund</i>	FY22	FY23 Revised	FY22 Forecast	FY24 Proposed
<i>LLIA</i>	\$13,133,943	\$9,899,504	\$9,863,852	\$13,312,181

Figure 54: Airport Budget Summary Revenues

Airport – Performance Management

Airport Key Success Indicators (KSIs) Linked to City Goals



KSI Measure	Goal - Strategy Link	Frequency	CY2021 Actual	CY2022 Actual	CY2023 Actual	Chart	CY2024 Target
Economic Impact from Airport Operations	EO-4	CY Annually	\$1,500,000,000 ¹	\$1,500,000,000	Not Available	Chart 1	Increase
Jobs Increased on Airport Property	EO-1, 3, 4	CY Annually	40	35	Not Available	Chart 2	Increase
Private capital investment at Lakeland Linder International Airport	GM-2	CY Annually	\$7,000,000	\$5,000,000	Not Available	Chart 3	Monitor Only
Grant dollars awarded by FAA/FDOT in economic development and expansion projects	GM-3	CY Annually	\$0	\$6,500,000	Not Available	Chart 4	Monitor Only

Figure 55: Lakeland Linder International Airport – Key Success Indicators

Department Objectives – Airport

1. Provide airport funding sources for both operational and capital needs through leasing, maintaining aviation and non-aviation facilities increasing fuel flowage and landing fees and securing capital grants.
2. 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.

Airport Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Airport Properties Leasing						
Gross Revenues	1	Annually	\$10,000,000	\$10,824,000	\$10,795,000	\$11,094,000
Square Footage Leased (Aviation Tenants)	1	Annually	729,000	730,000	730,000	730,000
Square Footage Leased (Non-Aviation Tenants)	1	Annually	294,000	299,000	299,000	320,000
Square Footage Vacant (Airport)	1	Annually	26,000	21,000	21,000	0
Number of Aviation Leases-T Hangars	1	Annually	75	75	75	75
Number of Aviation Leases-Other	1	Annually	44	45	46	46
Number of Non-Aviation Leases	1	Annually	18	19	19	21
Airport Operations						
Air Traffic Itinerant Operations (takeoffs and landings annually)	2	Annually	71,263	78,076	79,000	83,000
Air Traffic Local Operations (takeoffs and landings annually)	2	Annually	52,225	63,101	64,000	67,000
Based Aircraft (Total)	2	Annually	304	309	312	331
Based Aircraft (Jet)	2	Annually	73	61	65	59
Aircraft Fuel Flowage (gallons delivered)	1	Annually	12,300,000	15,460,085	15,883,584	16,191,000
Dollar Amount of Grants Received	1	Annually	\$6,600,000	\$9,164,327	\$5,685,535	\$7,078,701

Figure 56: Lakeland Linder International Airport – Performance Measures

¹ Data updated every three years by Florida Department of Transportation (FDOT).

Airport – Performance Management

Changes, Accomplishments and Efficiencies – Airport

- Landed over 83 million pounds of cargo in FY2023.
- Pumped over 16.1 million gallons of fuel (Jet-A and 100LL) in FY2023.
- LAL was awarded with the 2023 FDOT GA Airport of the year.
- LAL was awarded with the 2023 SEC-AAAE General Aviation Airfield Project of the Year Award for the construction of the CAT III Instrument Landing System.
- Successfully completed the reconstruction of approximately 3,200 feet of Taxiways P, P1, P2, and F to meet Taxiway Design Group (TDG) 3 design standards. New taxiway edge lights were added.
- Modernized three (3) Hydraulic Passenger Elevators to meet the requirements of ASME A17.3- 2020 and decommissioned one (1) freight elevator.
- Replaced approximately 60,000 square feet of damaged TPO roof at Flightline Drive.
- Converted deluge system at 3131 Flightline Drive (Hangars 1 through 7) to new wet pipe systems.
- Upgraded the lighting in Hangar 1 at 3131 Flightline Drive to include 18 LED high bay 33,000 lumen lights.
- Repainted 7,500 square feet of hangar space.
- Completed approximately 4,900 square feet of interior office repairs.
- Designed and started construction on new 10,000 square foot Hangar.
- Raised \$14,000 during the annual SUN 'n RUN 5K which contributed to sponsorships for the Lakeland Aero Club, Women in Aviation, and the CFAA Planes Organization.
- Sponsored and hosted Polk County Public Schools Flying Classroom engaging students in STEM activities and encouraging careers in aviation.
- Sponsored the ACE's High achievement program encouraging students to pursue careers in aviation.
- Completed a comprehensive update of the Airport Certification Manual, Airport Emergency Plan, Wildlife Hazard Management Plan, and SMGCS Plan to maintain compliance. Completed a complete update to our Airport security plan. Updated or Airport rules and regulations.
- Developed Hydrazine SOP to ensure the safety of Airport personnel, guests, and tenants.
- Procured a new drone for the Airport's sUAS program and updated the Airport's training and SOP for the program.
- Worked with the Airport FBO's to develop and submit a Diesel Exhaust Fluid Safety Mitigation and Exclusion Plan to the Florida Department of Transportation.
- Created GIS mapping for airfield assets to assist in regular maintenance.
- Procured a BobCat ToolCat increasing maintenance capabilities.

City Attorney's Office

The Office of the City Attorney oversees all legal activities of the City, serving as legal counsel for the City Commission and administrative staff, City Departments, and Boards, Committees, and Authorities, and representing and promoting the interest of the City before State committees and elected representatives. The Office drafts and reviews all City Ordinances, Resolutions, deeds, easements, conveyances, and all other legal documents for city business.

City Attorney – Table of Organization

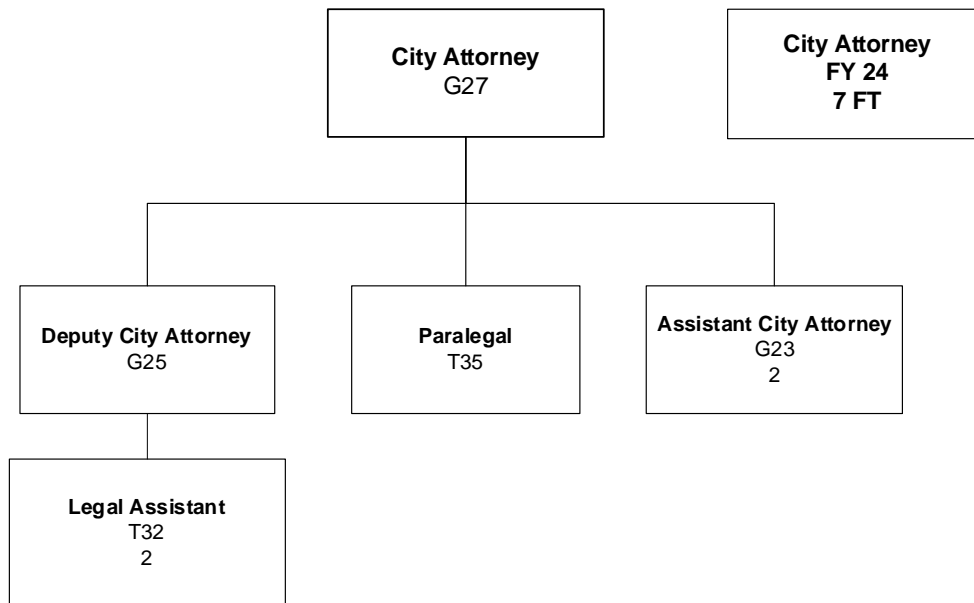


Figure 57: City Attorney Table of Organization

City Attorney– Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
City Attorney	1	1	1	G27	\$160,317.44 -\$272,540.06
Deputy City Attorney	1	1	1	G25	\$128,683.05 -\$205,892.88
Assistant City Attorney	1	2	2	G23	\$101,675.42 -\$162,680.26
Paralegal	1	1	1	T35	\$59,917.16 -\$88,018.65
Legal Assistant	2	2	2	T32	\$51,757.50 -\$76,035.63
TOTAL FULL TIME EMPLOYEES	6	7	7		
TOTAL FT	6	7	7		

Figure 58: City Attorney Positions

City Attorney's Office – Budget Summary

Expenses

<i>Fund</i>	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>General</i>	\$750,632	\$505,224	\$487,107	\$731,435

Figure 59: City Attorney's Office Budget Summary - Expenses

City Commission and City Manager

The City Manager's Office directs and integrates all City departments to achieve strategic goals and ensure efficiency and effectiveness in all operations. The office oversees Business Development and Special Projects, Information Security, Innovation & Strategy, and Emergency Management divisions.

The City Manager's Office and City Commission work together to ensure the efficient and effective operation of the City of Lakeland government. The City Manager's Office oversees the Strategic Planning and budgeting process, city planning and management of city staff, conducts Strategic Planning in concert with the City Commission, 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.

Core Activities:

Community Relations

Grants & Contracts Regulations/Monitoring

Performance Management

Strategic Planning

Succession Management

City Emergency Preparedness Training & Education

City Non-Emergency Event Management

City Emergency Event Management

General Administration



City Commission and City Manager – Table of Organization

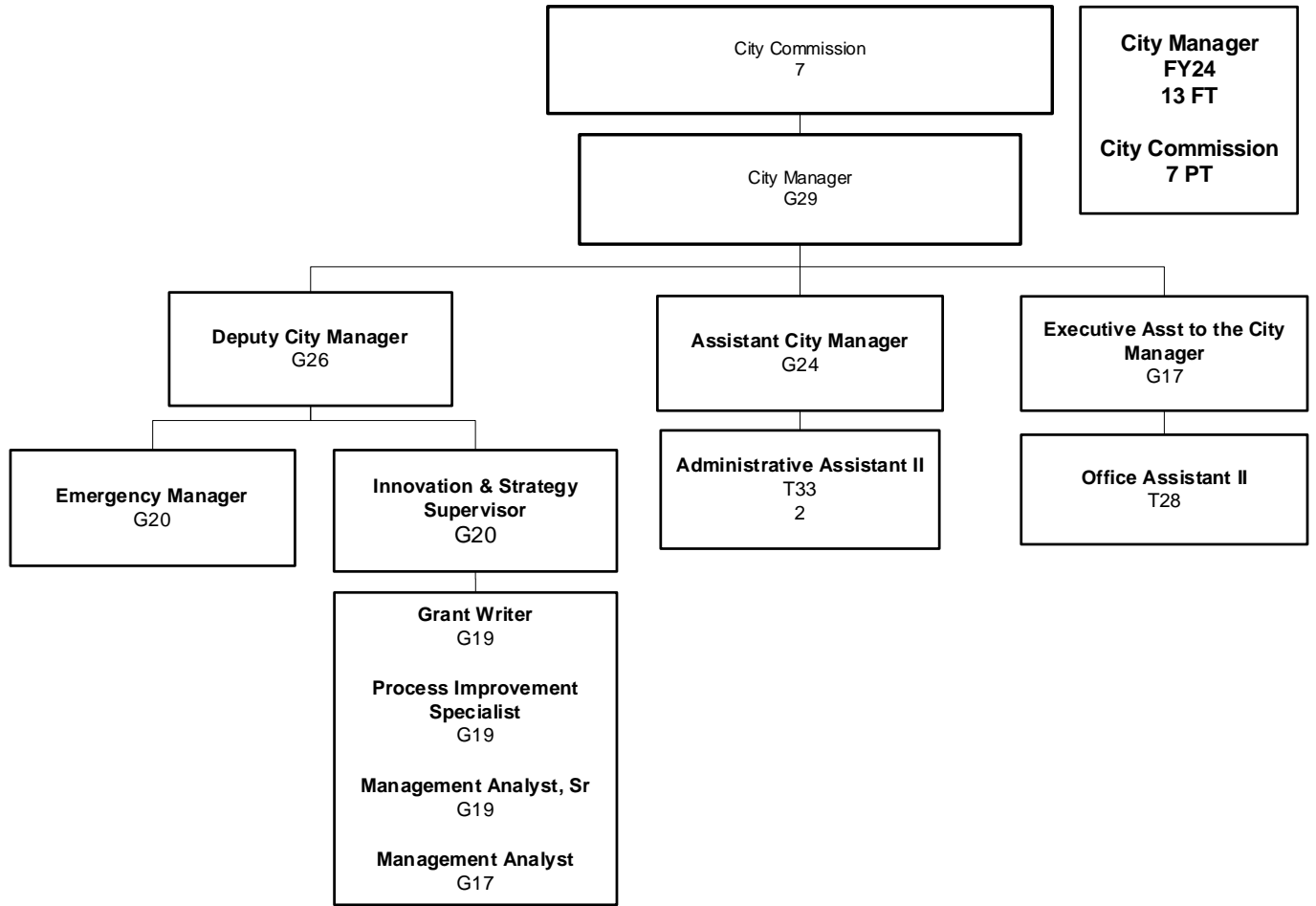


Figure 60: City Manager Table of Organization

City Commission and City Manager – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
City Manager	1	1	1	G29	\$199,844.72 - \$339,736.23
Deputy City Manager	1	1	1	G26	\$144,768.56 - \$231,629.49
Assistant City Manager	1	1	1	G24	\$114,384.59 - \$183,015.55
Emergency Manager	0	1	1	G20	\$77,680.54 - \$116,520.81
Innovation & Strategy Supervisor	1	1	1	G20	\$77,680.54 - \$116,520.81
Grant Writer	1	1	1	G19	\$70,618.86 - \$105,928.29
Management Analyst, Sr.	1	1	1	G19	\$70,618.86 - \$105,928.29
Process Improvement Specialist	1	1	1	G19	\$70,618.86 - \$105,928.29
Executive Assistant to the City Manager	1	1	1	G17	\$58,361.86 - \$87,542.79
Management Analyst	1	1	1	G17	\$58,361.86 - \$87,542.79
Administrative Assistant, Sr.	2	2	0	◆	
Administrative Assistant II	0	0	2	T33	\$54,344.86 - \$79,837.36
Office Support Specialist II	1	1	0	◆	
Office Assistant II	0	0	1	T28	\$42,581.23 - \$62,552.93
TOTAL FULL TIME EMPLOYEES	12	13	13		
Mayor	1	1	1	*	\$51,957.87
City Commissioner	6	6	6	*	\$34,438.59
TOTAL PART TIME EMPLOYEES	7	7	7		
TOTAL FT	12	13	13		
TOTAL PT	7	7	7		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 61: City Manager Positions

City Commission and City Manager – Budget Summary

City Commission Expenses

Fund	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
General	\$139,426	\$216,269	\$170,204	\$170,027

Figure 62: City Commission Budget Summary Expenses

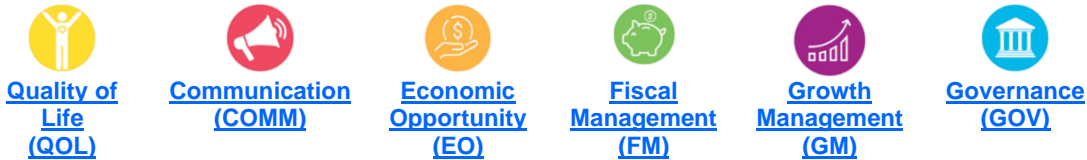
City Manager Expenses

Fund	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
General	\$780,532	\$2,263,390	\$2,037,939	\$1,218,343

Figure 63: City Manager’s Office Budget Summary Expenses

City Commission and City Manager – Performance Management

City Commission and City Manager Key Success Indicators (KSIs) Linked to City Goals



KSI Measure	Goal, Strategy Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	Chart	FY2024 Target
Percentage of surveyed respondents indicating “Satisfied” or “Very Satisfied” with access to information about city services ¹	COMM-2	FY Annually	Data Not Available	Data Not Available	61% Baseline Year	Chart 5	Increase
Percentage of surveyed respondents indicating “Satisfied” or “Very Satisfied” with recent the city’s efforts to keep them informed ²	GOV-4	FY Annually	Data Not Available	Data Not Available	60% Baseline Year	Chart 6	Increase

Figure 64: City Manager’s Office – Key Success Indicators

Department Objectives – City Manager’s Office

1. Works in collaboration with the City Commission, and with the support of departments to develop the Strategic Plan and annual Budget.
2. Provides organizational leadership and guidance to City staff in the delivery of City services, and in achieving the City’s Mission, Vision, Values and Goals.
3. Directs and supervises the administration of all departments to ensure City services are provided to Lakeland’s citizens in an effective and efficient manner.

City Manager’s Office Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Government Finance Officers Association (GFOA) Award	1	Annually	Awarded	Awarded	Awarded	Applied

Figure 65: City Manager’s Performance Measure

¹ Data collected via City survey conducted October 15th – November 15th, 2022 (FY2023). Data reflects the percent who were “Very Satisfied” or “Satisfied” in response to the item: “Please indicate your level of satisfaction with the quality of your access to information about City services.” The number of survey respondents for FY2023 was 1,106.

² Data collected via City survey conducted October 15th – November 15th, 2022 (FY2023). Data reflects the percent who “Strongly Agree” or “Agree” in response to the item: “Please indicate your level of satisfaction with the quality of the city’s efforts to keep citizens informed.” The number of survey respondents for FY2023 was 1,106.

Communications

The Communications Department oversees the City's public relations, marketing, and advertising related functions, as well as the distribution of public information, internal and external communications, media relations, crisis management, digital media, video/television production, branding, design, public record processing and audio/visual support. The Department creates and distributes news releases, produces print materials, manages the City's government access television station, oversees the City's switchboard operations, administers the maintenance and updates to the City's web and social media sites and participates in special event planning. Working directly with the City Commission, City Manager's Office and City Departments, the Communications staff delivers timely and accurate information about services, projects, and initiatives to keep Residents, businesses, and visitors informed through open and transparent communications.

The Department develops and produces government access television programming on Lakeland Government Network (LGN), broadcasting throughout the County on Frontier Communications Channel 43, Spectrum channel 643, and streaming on the web at www.Lakelandgov.net. Live broadcasts include: City Commission, Utility Committee, Planning and Zoning, Code Enforcement Board, Zoning Board of Adjustments and other specially called meetings. Meetings and City of Lakeland videos can also be viewed on-demand at www.Lakelandgov.net. Communications creates and distributes marketing materials used to support the City of Lakeland's initiatives and on-going public education efforts, including digital media content designed for web and social media consumption. Digital media is distributed through www.Lakelandgov.net, the City's intranet and the City's social media channels. The Department also fields all public record requests and provides reception and switchboard operations at City Hall, which is managed through the Public Work's Director's Office.



Communications – Table of Organization

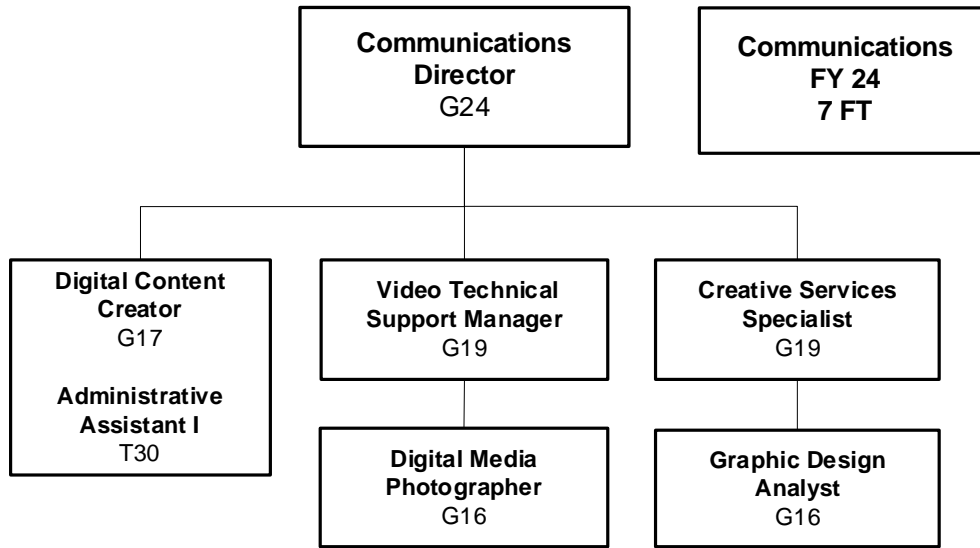


Figure 66: Communications Table of Organization

Communications – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Communications Director	1	1	1	G24	\$114,384.59 - \$183,015.55
Creative Services Coordinator	1	1	0	◆	
Creative Services Specialist	0	0	1	G19	\$70,618.86 - \$105,928.29
Cablecast Producer	1	1	0	◆	
Video Technical Support Manager	0	0	1	G19	\$70,618.86 - \$105,928.29
Digital Content Specialist	1	1	0	◆	
Digital Content Creator	0	0	1	G17	\$58,361.86 - \$87,542.79
Communications Specialist	1	1	0	◆	
Digital Media Photographer	0	0	1	G16	\$53,056.33 - \$79,585.01
Graphic Design Specialist	1	1	0	◆	
Graphic Design Analyst	0	0	1	G16	\$53,056.33 - \$79,585.01
Administrative Assistant	1	1	0	◆	
Administrative Assistant I	0	0	1	T30	\$46,946.37 - \$68,966.74
TOTAL FULL TIME EMPLOYEES	7	7	7		
TOTAL FT	7	7	7		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 67: Communications Positions

Communications – Budget Summary

Budget Summary

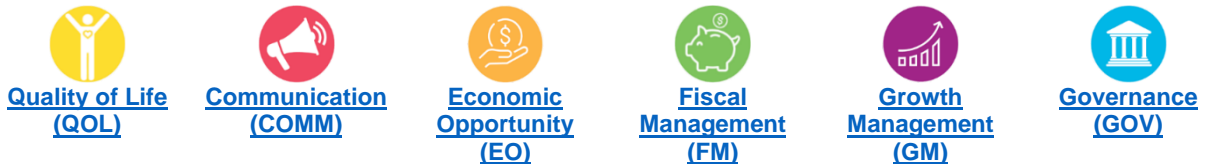
Expenses

Fund	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
General	\$642,959	\$693,137	\$704,190	\$762,593

Figure 68: Communications Budget Summary - Expenses

Communications – Performance Management

Communications Key Success Indicators (KSIs) Linked to City Goals



KSI Measure	Goal, Strategy Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	Chart	FY2024 Target
Percent of change in unique page views to Lakelandgov.net	COMM-2	FY Annually	↑ 18.72%	↑ 7.55%	↑ 69.76%	Chart 7	Increase
Citywide social media fans/followers	COMM-2, 3	FY Annually	Facebook: ↑ 1.61% Instagram: ↑ 15.16% Twitter: ↑ 0.89% Next Door: No change	Facebook: ↑ 7.96% Instagram: ↑ 10.28% Twitter: ↑ 7.24% Next Door: ↑ 41.57%	Facebook: ↑ 4.15% Instagram: ↑ 9.458% Twitter: ↑ 1.20% Next Door: ↑ 19.47%	Chart 8	Increase
Citywide social media engagement	COMM-2, 3	FY Annually	Facebook: ↓ -30.64% Instagram: ↑ 6.89% Twitter: ↑ 14.38%	Facebook: ↑ -48.97% Instagram: ↑ 15.67% Twitter: ↑ 1.83%	Facebook: ↑ -18.55% Instagram: ↑ 12.33% Twitter: ↓ 32.09%	Chart 9	Increase
Citywide social media impressions ¹	COMM-2, 3	FY Annually	Facebook: ↓ 4.72% Instagram: ↑ 21.46% Twitter: ↓ 19.80% Next Door: No change	Facebook: ↑ 11.36% Instagram: ↑ 5.05% Twitter: ↑ 5.96% Next Door: No change	Facebook: ↑ 13.95% Instagram: ↑ 23.07% Twitter: ↓ 96.87% Next Door: No change	Chart 10	Increase

Figure 69: Communications – Key Success Indicators

¹ Impression is defined as the number of times City of Lakeland content is displayed.

Communications – Performance Management

Department Objective – Communications

1. Enhance internal and external communications, making sure that accurate information is shared, in appropriate formats, in a consistent, timely and cost-effective manner. Ensure that key messages, or themes, are incorporated into those communications.

Communications Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Live Meetings	1	Annually	175	147	141	150

Figure 70: Communications Performance Measures

Changes, Accomplishments and Efficiencies – Communications

- Added a messenger feature on the City’s website that allows visitors to send a message directly to the city.
- Produced 141 live meetings on two government access stations, and live streamed on www.lakelandgov.net, YouTube and Facebook Live.
- Produced 299 videos over the past year.
- Produced 158 stand-alone video projects.
- Completed 115 graphic design projects.
- Attained over 6.5 million impressions across all social media platforms.
- Attained 500,000 fan engagements on social media.
- Received 30,000 direct messages across social media platforms.
- Worked with other Departments on a long-term ADA compliancy goal for all web pages.
- Processed over 870 public records.
- Notable projects include working on the McGee Park signage, the Cemeteries Division History Display, and the Arboretum Signage.

Community and Economic Development

The department of Community & Economic Development (CED) collaborates with businesses and neighborhoods to improve the standard of living for all citizens in Lakeland. Within the business community, CED works to attract jobs to Lakeland, provides services in support of local businesses and encourages entrepreneurship. CED also partners with neighborhoods to address issues such as affordable housing and rehabilitation, revitalization, and preserving historical elements. CED is also responsible for code enforcement that keeps our city clean and free of nuisances that threaten the health and safety of residents.

Community Development services include:

- Planning: includes long-range and current planning, administration of the Land Development Code and related proposed amendments, and development and application of City of Lakeland Comprehensive Plan: Our Community 2030, which incorporates Goals, Objectives and Policies and the Future Land Use Map to guide growth and development within incorporated Lakeland.
- Transportation Planning: 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 and sets related funding priorities for the next 20+ years.
- Housing: administers the City's federally funded Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Neighborhood Stabilization Program (NSP), and State Housing Initiatives Partnership Program (SHIP). The Housing Office delivers a variety of services aimed at increasing the supply of income-based affordable units, both single and multi-family for ownership and rent, and preserving existing affordable units occupied by income qualified households.
- Code Enforcement: 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.

Economic Development services include:

- Building Inspection and Permitting: reviews permit applications and plans for adherence to applicable Federal, State and local building codes 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.
- Community Redevelopment Agency (CRA) Districts: use tax increment financing to improve the economic vitality and aesthetic appearance of Downtown, Dixieland and Midtown CRA districts. CRA works to establish long-term partnerships with various agencies to improve public infrastructure, enhance communication with business and property owners and leverage CRA resources to maximize impacts within the districts.
- Business Development: focuses on assisting Lakeland business owners by providing collaborative support, connecting them with available resources, and expanding and diversifying Lakeland's economy.

Community and Economic Development – Table of Organization

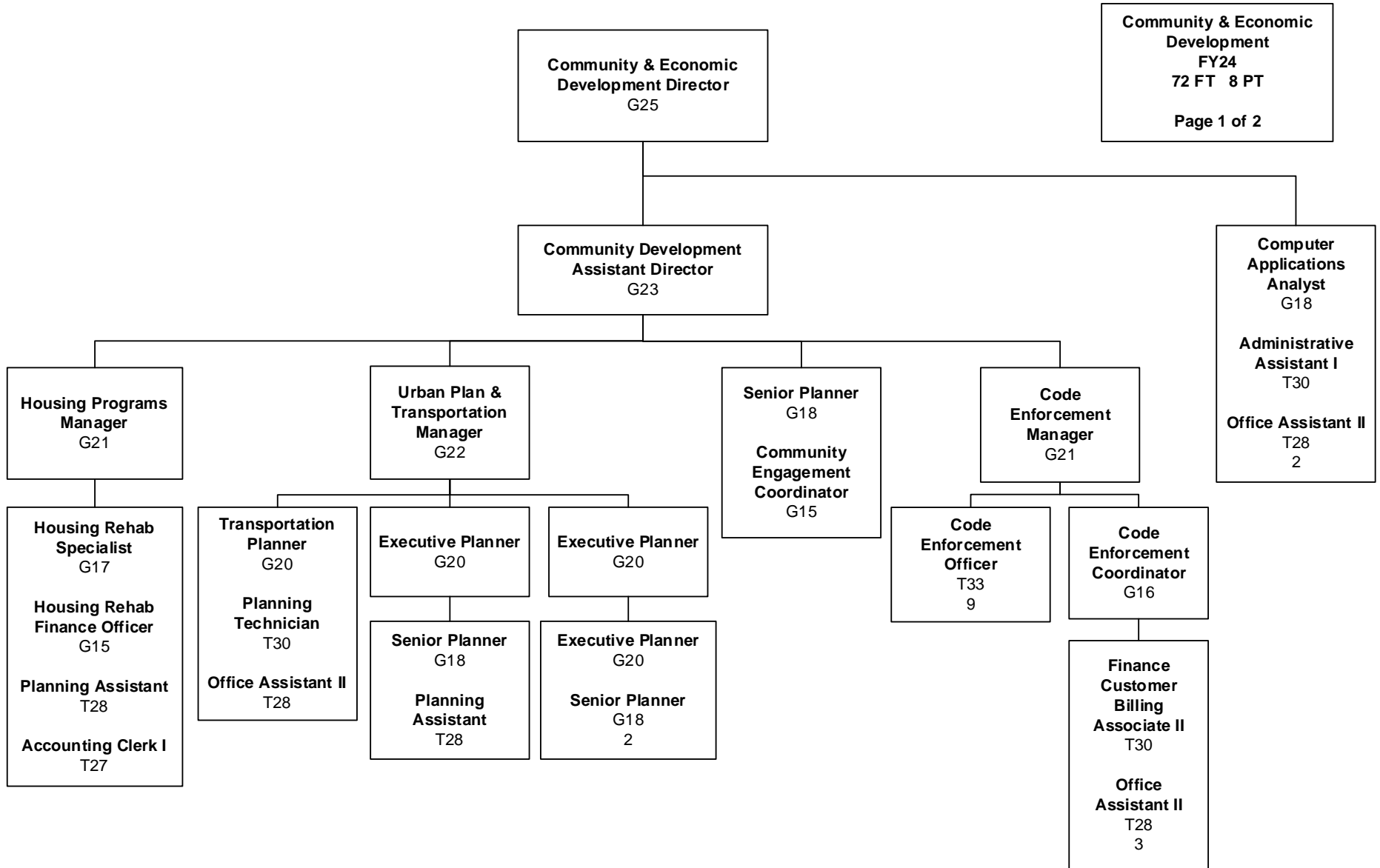


Figure 71: Community and Economic Development Table of Organization

Community and Economic Development – Table of Organization

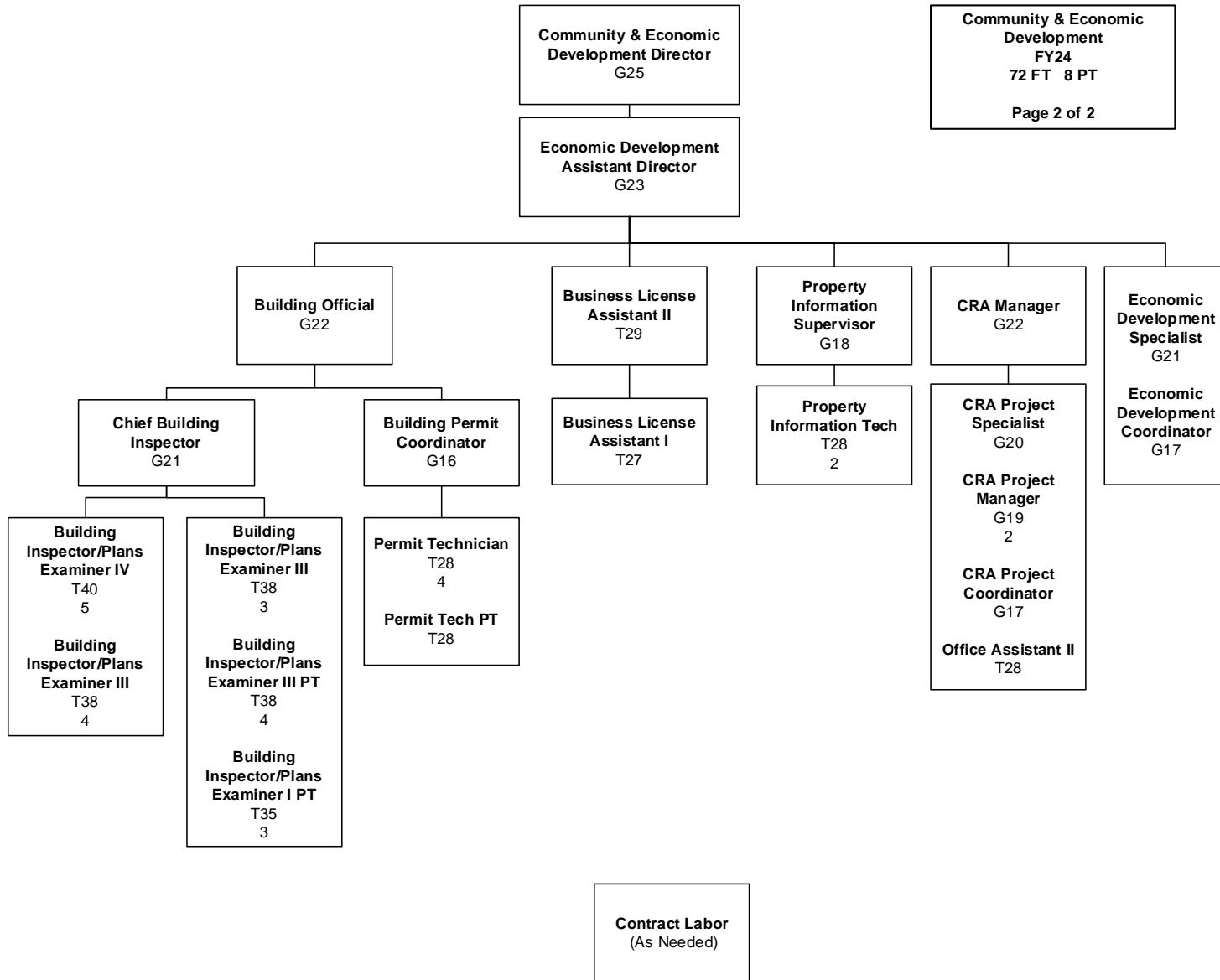


Figure 72: Community and Economic Development Table of Organization

Community and Economic Development – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Director of Community & Economic Development	1	1	0	◆	
Community & Economic Development Director	0	0	1	G25	\$128,683.05 - \$205,892.88
Assistant Director of Community Development	1	1	0	◆	
Community Development Assistant Director	0	0	1	G23	\$101,675.42 - \$162,680.26
Assistant Director of Economic Development	1	1	0	◆	
Economic Development Assistant Director	0	0	1	G23	\$101,675.42 - \$162,680.26
Building Official	1	1	1	G22	\$93,992.65 - \$140,989.49
CRA Manager	1	1	1	G22	\$93,992.65 - \$140,989.49
Planning & Transportation Manager	1	1	0	◆	
Urban Plan & Transportation Manager	0	0	1	G22	\$93,992.65 - \$140,989.49
Chief Building Inspector	1	1	1	G21	\$85,447.77 - \$128,172.17
Code Enforcement Manager	1	1	1	G21	\$85,447.77 - \$128,172.17
Economic Development Supervisor	1	1	0	◆	
Economic Development Specialist	0	0	1	G21	\$85,447.77 - \$128,172.17
CRA Project Manager, Sr.	1	1	0	◆	
CRA Project Specialist	0	0	1	G20	\$77,680.54 - \$116,520.81
Chief Planner	1	1	0	◆	
Principal Planner	2	2	0	◆	
Executive Planner	0	0	3	G20	\$77,680.54 - \$116,520.81
Transportation Planner	1	1	1	G20	\$77,680.54 - \$116,520.81
CRA Project Manager	2	2	2	G19	\$70,618.86 - \$105,928.29
Computer Application Specialist	1	1	0	◆	
Computer Application Analyst	0	0	1	G18	\$64,198.87 - \$96,298.82
Property Information Supervisor	1	1	1	G18	\$64,198.87 - \$96,298.82
Planner, Sr.	4	4	0	◆	
Sr. Planner	0	0	4	G18	\$64,198.87 - \$96,298.82
CRA Project Associate	1	1	0	◆	
CRA Project Coordinator	0	0	1	G17	\$58,361.86 - \$87,542.79
Economic Development Coordinator	1	1	1	G17	\$58,361.86 - \$87,542.79
Building Permit Coordinator	1	1	1	G16	\$53,056.33 - \$79,585.01
Code Enforcement Coordinator	1	1	1	G16	\$53,056.33 - \$79,585.01
Community Engagement Coordinator	1	1	1	G15	\$48,232.84 - \$72,349.26

Figure 73: Community and Economic Development Positions – Part 1

Community and Economic Development – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Building Inspector/Plans Examiner IV	5	5	5	T40	\$76,469.26 - \$112,336.95
Building Inspector/Plans Examiner III	7	7	7	T38	\$69,360.20 - \$101,896.87
Code Enforcement Officer	9	9	9	T33	\$54,344.86 - \$79,837.36
Administrative Assistant	1	1	0	◆	
Administrative Assistant I	0	0	1	T30	\$46,946.37 - \$68,966.74
Finance Customer Billing Specialist II	1	1	0	◆	
Finance Customer Billing Associate II	0	0	1	T30	\$46,946.37 - \$68,966.74
Planning Administrative Specialist	1	1	0	◆	
Planning Technician	0	0	1	T30	\$46,946.37 - \$68,966.74
Business License Specialist II	1	1	0	◆	
Business License Assistant II	0	0	1	T29	\$44,709.21 - \$65,681.04
Office Support Specialist II	7	7	0	◆	
Office Assistant II	0	0	7	T28	\$42,581.23 - \$62,552.93
Permit Technician	4	4	4	T28	\$42,581.23 - \$62,552.93
Planning Assistant	1	1	1	T28	\$42,581.23 - \$62,552.93
Property Information Specialist	2	2	0	◆	
Property Information Tech	0	0	2	T28	\$42,581.23 - \$62,552.93
Business License Specialist I	1	1	0	◆	
Business License Assistant I	0	0	1	T27	\$40,553.16 - \$59,575.20
TOTAL FULL TIME EMPLOYEES	67	67	67		
Affordable Housing					
Housing Programs Manager	1	1	1	G21	\$85,447.77 - \$128,172.17
Housing Rehabilitation Specialist	1	1	1	G17	\$58,361.86 - \$87,542.79
Housing Rehabilitation Finance Officer	1	1	1	G15	\$48,232.84 - \$72,349.26
Planning Assistant	1	1	1	T28	\$42,581.23 - \$62,552.93
Accounting Clerk I	1	1	1	T27	\$40,553.16 - \$59,575.20
TOTAL FULL TIME EMPLOYEES	5	5	5		
<i>Building Inspector/Plans Examiner III</i>	4	4	4	T38	\$69,360.20 - \$101,896.87
<i>Building Inspector/Plans Examiner I</i>	3	3	3	T35	\$59,917.16 - \$88,018.65
<i>Permit Technician</i>	1	1	1	T28	\$42,581.23 - \$62,552.93
TOTAL PART TIME TEMP EMPLOYEES	8	8	8		
TOTAL FT	72	72	72		
TOTAL PT	8	8	8		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 74: Community and Economic Development Positions – Part 2

Community and Economic Development – Budget Summary

Expenses

<i>Fund</i>	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>General</i>	\$3,347,252	\$5,832,703	\$5,433,858	\$5,699,178
<i>Affordable Housing</i>	\$1,800,894	\$7,522,824	\$7,619,258	\$1,322,993
<i>Lakeland CRA</i>	\$5,617,341	\$19,444,629	\$19,073,936	\$15,538,290
<i>Building Inspection</i>	\$3,343,311	\$4,593,397	\$4,046,978	\$3,728,957

Figure 75: Community and Economic Development Budget Summary – Expenses

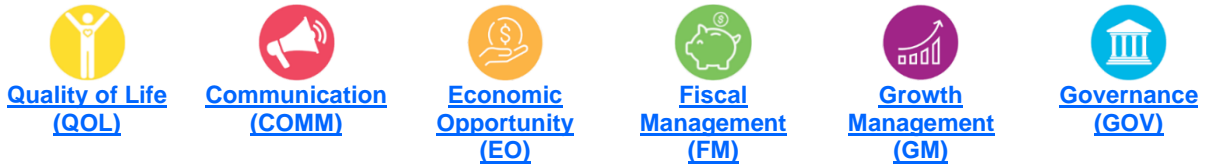
Revenues

<i>Fund</i>	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>Affordable Housing</i>	\$1,800,894	\$7,522,824	\$7,619,258	\$1,322,993
<i>Lakeland CRA</i>	\$5,617,341	\$19,444,629	\$19,073,936	\$15,538,290
<i>Building Inspection</i>	\$3,343,311	\$4,593,397	\$4,046,978	\$3,728,957

Figure 76: Community and Economic Development Budget Summary – Revenues

Community and Economic Development – Performance Management

Community & Economic Development Key Success Indicators (KSIs) Linked to City Goals



KSI Measure	Goal, Strategy Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	Chart	FY2024 Target
Zoning applications approved within 45 days	COMM-1, 2 EO-2, 4	FY Quarterly	Q4 = 42.86% (64.50% Average)	Q4 = 66.67% (82.29% Average)	Q4 = 87.5% (75.11% Average)	Chart 11	95%
Residential permit reviews completed within 7 calendar days	COMM-1, 2 EO-2	FY Quarterly	Q4 = 89.25% (85.58% Average)	Q4 = 84.33% (87.18% Average)	Q4 = 87.46% (86.91% Average)	Chart 12	90%
Civil engineered site plans approved within 2 submittals	COMM-1, 2 EO-2,4	FY Quarterly	Q4 = 22.22% (29.72% Average)	Q4 = 33.33% (46.20% Average)	Q4 = 40.00% (37.21% Average)	Chart 13	95%
Commercial building plans approved within 2 submittals	COMM-1, 2 EO-2, 4	FY Quarterly	Q4 = 65.6% (70.33% Average)	Q4 = 65.14% (59.53% Average)	Q4 = 83.26% (76.46% Average)	Chart 14	80%
Building permit applications approved within 30 days	COMM-1, 2 EO-2, 4	FY Quarterly	Q4 = 88.78% (90.42% Average)	Q4 = 87.14% (87.62% Average)	Q4 = 87.79% (90.16% Average)	Chart 15	100%
Commercial permit reviews completed within 7 calendar days	COMM-1 EO-2, 4	FY Quarterly	Q4 = 69.32% (86.25% Average)	Q4 = 68.53% (77.44% Average)	Q4 = 89.58% (82.93% Average)	Chart 16	90%
Per Capita Income in Lakeland/MSA (Polk County) as a percent of Florida	EO-1, 4	CY Annually	69.90%	71.4%	70.1	Chart 17	Monitor Only
Lakeland business tax renewals	EO-3, 5	FY Annually	92.86%	94.10%	88.22%	Chart 18	90%
Number of new businesses in Lakeland	EO-3, 4 GM-2	FY Annually	766	618	626	Chart 19	750
Building Inspection Customer Experience ¹	COMM-1, 2 EO-4	FY Quarterly	Q4 = 89.57% (93.66% Average)	Q4 = 93.2% (90.89% Average)	Q4 = 96.00% (93.54% Average)	Chart 20	90%
Code Enforcement cases brought into compliance	GM-1	FY Annually	85.12%	86.75%	87.13%	Chart 21	Increase
Code Enforcement cases resolved within 60 days	GM-1	FY Annually	58.50%	68.51%	69.20%	Chart 22	Increase
Home Purchase – Number of units and clients assisted	GM-1	CY Annually	Units 14 Clients 25	Units 8 Clients 20	Units 7 Clients 10	Chart 23	Increase
Rehabilitation – Number of units and clients assisted	GM-1	CY Annually	Units 18 Clients 30	Units 13 Clients 26	Units 13 Clients 34	Chart 24	Increase

Figure 77: Community and Economic Development – Key Success Indicators

¹ Data collected via department survey. Data reflects the percent of customers who indicate they are “Satisfied” or “Very Satisfied” with their Building Inspector experience.

Community and Economic Development – Performance Management

Department Objectives – Community & Economic Development

1. Provide excellent long-range and current planning services used to guide future development of the City as a quality urban environment.
2. Ensure proposed development adheres to all requirements and conditions including zoning, concurrency, and engineering standards.
3. 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.
4. Maintain safe, attractive neighborhoods and commercial/industrial districts by ensuring compliance with the City’s codes and ordinances.
5. Ensure 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.
6. 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.
7. 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.
8. Create self-sustaining environments to grow, attract and retain a creative, talented, educated and technically qualified workforce.
9. 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, and encouraging the preservation of the area’s historic character.

Community & Economic Development Performance Measures

Performance Measure	Department Objectives Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Affordable Housing Programs						
Private Investment Generated for Each Dollar of Home Purchase Assistance Awarded	7, 9	Annually	\$7.48	\$10.84	\$6.08	\$8.10
Local Business Taxes						
Number of Business Tax Receipts Issued	6	Annually	6,281	5,882	6,031	6,550
Total Business Tax Receipt Revenue	6	Annually	\$1,750,096	\$1,762,231	\$1,800,896	\$1,820,000

Figure 78: Community & Economic Development Performance Measures, Part 1

Community and Economic Development – Performance Management

Performance Measure	Department Objectives Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Building Inspection and Permitting						
Average Days for Commercial Building Permit Approval	2, 5	Annually	5.39	4.67	4.93	4.5
Percent of Commercial Building Plans resubmitted more than once	2, 5	Annually	63.50%	68.42%	50.30%	50%
Average Days for Residential Building Permit Approval	2, 5	Annually	3.58	2.76	3.4	2.5
Percent of Residential Building Plans resubmitted more than once	2, 5	Annually	22.02%	46%	47.52%	40%
Number and Value of Commercial Building Permits issued	2	Annually	2,037 \$379,564,967	1954 \$327,473,164	1410 \$242,610,092	1500 \$300,000,000
Number and Value of Residential Building Permits issued	2	Annually	7,259 \$244,594,506	7814 \$204,050,933	6737 \$271,487,790	7000 \$300,000,000
Code Enforcement						
Average Calendar Days from Complaint to First Inspection/Site Visit	3, 4	Quarterly	0.6	0.6	0.6	0.5
Median Calendar Days to Achieve Compliance	3, 4	Quarterly	23	23	18	23
Percent of Cases Brought into Compliance After More than 6 Months	3, 4	Quarterly	14.21% ²	5.23%	4.32%	5.00%
CRA Districts: Downtown						
Percent Increase/Decrease in Downtown CRA Taxable Property Value	9	Annually	10%	38%	18%	10%
Value of Building Permits Issued Within Downtown CRA	9	Annually	\$20,777,971	\$6,984,938	\$73,152,258	\$10,000,000
CRA Districts: Midtown						
Percent Increase/Decrease in Mid-town CRA Taxable Property Value	9	Annually	8%	16%	10%	8%
Value of Building Permits Issued Within Midtown CRA	9	Annually	\$75,074,731	\$62,414,523	\$63,957,410	\$25,000,000
Amount of Midtown CRA Investment in Public Enhancements	9	Annually	\$477,790	\$1,298,126	\$815,312	\$750,000
Amount of Economic Development Incentives Awarded	9	Annually	\$1,149,952	\$1,009,398	\$841,665	\$750,000
CRA Districts: Dixieland						
Percent Increase/Decrease in Dixieland CRA Taxable Property Value	9	Annually	1%	10%	6%	3%
Value of Building Permits Issued Within Dixieland CRA	9	Annually	\$445,358	\$556,920	\$643,484	\$200,000
Private Investment Generated for Each Dollar of Dixieland CRA Matching Grant Awarded	9	Annually	\$2.90	\$2.81	\$1.66	\$1.75
Amount of Economic Development Incentives Awarded	9	Annually	\$148,717	\$255,914	\$123,391	\$100,000

Figure 79: Community & Economic Development Performance Measures, Part 2

² COVID-19 affected violations cited, total cases were down, and impacted compliance inspection response.

Community and Economic Development – Performance Management

Performance Measure	Department Objectives Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Development Review						
Number of Site Plans Reviewed	2	Annually	42	55	54	50
Average Number of Days for Site Plan Approval	2	Annually	148	132	169	150
Total Residential Units Permitted	2	Annually	1,287	858	1,116	950
Total Square Feet Permitted: Industrial	2	Annually	1,039,843	728,892	270,370	500,000
Total Square Feet Permitted: Office	2	Annually	5,400	4,210	14,618	7,500
Total Square Feet Permitted: Retail	2	Annually	23,505	10,080	15,666	12,000
Total Square Feet Permitted: Institutional	2	Annually	125,183	141,356	130,618	300,000
Percent of Permits that Required a Variance	2	Annually	0.39%	0.39%	0.32%	0.30%
Number of Subdivision Plats/Parcels Reviewed	2	Annually	7	14	4	4
Number of Historic Preservation Reviews Completed	2	Annually	259	145	236	230
Number of Site Plans reviewed by both the DRT & SRT	2	Annually	155	140	170	150
Percent of Reviews Completed: Administrative/Historic Preservation Board	2	Annually	79%/21%	83% / 17%	83.68% / 16.32%	90% / 10%
Average Days for Review: Administrative/Historic Preservation Board	2	Annually	2.61 / 33.23	1.05 / 24.45	1.67 / 28.69	2 / 30
Economic Development						
Private Investment Generated for Each Public Incentive Dollar Awarded	8	Annually	\$395	\$220	\$100	\$100
Number of Incentivized Jobs Created	8	Annually	331	1,050	300	500
Public Investment per Job Created	8	Annually	\$970	\$650	\$2,821	\$1,500
Number of High Skill/High Wage Jobs Created	8	Annually	400	845	140	300
Public Investment per High Skill/High Wage Job Created	8	Annually	\$892	\$807	\$2,641	\$2,500
Neighborhood Programs						
Number of Registered Neighborhood Associations	3	Annually	27	31	30	30
Number of Citizens in Attendance at Registered Neighborhood Association Meetings	3	Annually	400	800	500	500
Value of Volunteer Service and In-Kind	3	Annually	15 grants, 5 Neighborhood Preservation Projects, and 7 Sponsorships	15 grants, 4 Neighborhood Preservation Projects, and 2 community sponsorships	14 grants, 4 Neighborhood Preservation Projects, and 3 community sponsorships	10 grants, 2 Neighborhood Preservation Projects, and 3 community sponsorships

Figure 80: Community & Economic Development Performance Measures, Part 3

Community and Economic Development – Performance Management

Performance Measure	Department Objectives Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Planning Services						
Percent Increase in City Limits Through Annexation	1	Annually	0	0.0174	0.016	0.015
Number of Future Land Use Map Amendments	1	Annually	3	8	3	5
Increase in Miles of Bike Lanes and Sidewalks/Number of Transit Facilities	1	Annually	10.1 miles; 3 transit stop improvements	6.56 miles; 2 transit stop improvements	5.05 miles of sidewalk; 2.4 miles of bike lanes	5 miles of sidewalk; 3 miles of bike lanes; 5 transit stop improvements
Number of Multi-Modal Facilities Approved on Private Development Sites	1	Annually	15 site plans/13 subdivisions/15 zoning conditions	32 site plans/16 zoning conditions/1 subdivision	40 site plans/20 zoning conditions/3 subdivisions	30 site plans/15 zoning conditions/5 subdivisions
Grant Funding Awarded for Road, Trail and Other Transportation Improvements	1	Annually	\$1,010,000	\$4,080,641	\$1,675,998	\$2 million
Number of Rezoning Applications, including Planned Unit Developments	1	Annually	80	97	101	80
Number of Conditional Use Applications	1	Annually	9	10	27	20
Average Number of Calendar Days for Approval of Conditional Use	1	Annually	107.8	94.57	105	90

Figure 81: Community & Economic Development Performance Measures, Part 4

Changes, Accomplishments & Efficiencies – Community & Economic Development

Building Inspection

- From October 1, 2022, through May 31, 2023, the Building Inspection Division issued 6,141 permits for construction valued at \$313.9 million. For the same period in the prior fiscal year, this represents an increase of 2.5% in permits issued with an associated decrease of 17% in value.
- Of those 6,141 permits, 3,614 or 58.85% were approved on the same day as they were applied for, 1,498 or 24.40% were approved in 1-10 days, 733 or 11.94% were approved in 11-60 days and 296 or 4.82% took more than 60 days to approve.
- Building Inspectors within the Division have completed 27,971 inspections since October 1, 2022. 99% of these inspections were completed on the same day they were requested by the customer.
- The Division has issued 185 solar permits since the beginning of the fiscal year. Of those, 100 or 54% were approved 1 review, 55 or 29% were approved in 2 review, 30 or 16% were approved in in 3+ review.
- Express Permitting: Since October 1, 2022, 3,126 express permits were processed in an average of 36.98 minutes, with 95% processed in 30 minutes or less. This represents an increase of 88% in express permits processed from the same period in 2021.

Community and Economic Development – Performance Management

- ePlan: ProjectDox or ePlan electronic plans review software remains the exclusive method for plans submission and review. Since October 1, 2022, 99.9% of plans for new construction were submitted and reviewed electronically through ePlan, up slightly from 99.8% over the same period last year.
- Permit Approval: Permits for new construction issued between October 1, 2022, and May 31, 2023, 55% were approved in a single round of reviews, 31% were approved in two rounds, and 14% were approved in three or more review cycles.

Economic Development

- The Office of Real Estate and Property (OREPI) processed and managed the sale of 1 city property, collecting \$500.00 in revenues. Two additional pending projects will be collected in this fiscal year and will collect a minimum of \$16,612.80.
- OREPI has processed and successfully completed 3 applications to request the vacation of public utility easements, collecting \$350.00 in revenues from fees.
- OREPI processed and completed 2 applications to request the vacation of public right-of-way, collecting \$17,168.00. There are 9 requests to vacate public utility easements and/or public right-of-way at various stages of the vacate process.
- OREPI verified 2,122 New Location Addresses for Lakeland Electric Accounts and assigned 3,164 new addresses for Residential/Commercial subdivisions. OREPI also completed 4 individual address changes for E9-1-1 and utility billing purposes.
- The City of Lakeland participates in the Florida Department of Revenue Point Match Program, which involves OREPI submitting an updated Address Database to the FDOR twice a year. Accurate address records are vital to cities collecting the appropriate revenue from communications services tax. The revenues collected are used to support the Lakeland Police and Fire Pension Funds. In 2022, the Distribution Amount for LPD was \$1,175,144.64 and the Distribution Amount for LFD was \$964,435.18.
- Business Tax Office received 632 new business applications and collected \$1,789,449.57 in business tax receipts for new and renewal applications.
- Since October 1, 2022, the Department facilitated 73 Conceptual projects which have been reviewed by the City's multi-departmental Development Review Team (DRT).
- In addition to managing and facilitating development projects from concept to Certificate of Occupancy (CO), the Economic Development Coordinator reviewed and approved 57 Alcoholic Beverage Licenses, 4 Site Work Permits, and 4 Site Alteration Permits.
- Managed Economic Development Incentive Programs, including Impact Fee Mitigation (EDIFM), Qualified Target Industry (QTI) and Polk County Bonus Incentive (PCBI).
- Produced annual update of annual Demographic Atlas and Environmental Scan for city budget.
- Completed 2 separate Brownfield designations which will aid in the construction of 148 new multi-family units supporting the City's initiative to increase affordable housing options.
- Worked as facilitator on numerous new industrial, commercial, institutional, and multi-family development projects including Lakeland Central Park, Keymark, Prospect Lake Wire, Orlando Health, Airpark Commerce Center, Parkway Preserve and Florida Southern College. Together these projects will create jobs, add new industrial square footage and expand Lakeland's multi-family unit count at an anticipated capital investment that exceeds \$100 million.

Community and Economic Development – Performance Management

Code Enforcement

- Between October 1, 2022 and September 30, 2023, opened 7701 cases for code violations and investigated 1021 citizen complaints, with an average initial response of 0.90 calendar days.
- Revised work process relative to input of complainant information in response to Legislative action through Senate Bill 60 and added City Administration as liaisons to Officer investigated complaints
- Due to Hurricane Ian and Tropical Storm Nicole a 120-day grace period was afforded to properties that sustained damage, this resulted in the realized compliance rate of 69.33% with average 60.64 calendar days for compliance.
- Contracted for the cutting and cleaning of 352 private properties.
- Executed 1 injunction in response to extreme cases impacting public health and safety.
- Executed demolition of 1 structure with extensive fire damage
- Removed 5675 illegally placed signs from the City's public rights-of-way
- Since October 1, 2022, Code Enforcement scheduled and completed hearings for 740 red light camera violations, either contested, or for which payment extensions were requested.
- With increased awareness, active public engagement and collaboration with Solid Waste Division, we were able to confirm and resolve 39 Illegal Dumping violations witnessed by citizens. Other illegal dumping "in progress" were referred to law enforcement.
- Code Enforcement hired and trained 2 new Code Enforcement Administrative staff members to fill vacancies. 1 new hire resigned leaving 1 vacancy to fill.
- Code Enforcement hired and trained 2 Code Enforcement Officers for previously vacant positions.
- Transferred the Finance Customer Billing Specialist II from FIN to CED.
- Developed and adopted a new Standard Operational Procedure, S.O.P., to improve processes between The Code Enforcement and Building Division for the Permits & Sign C.E. Officer
- Updated and improved the formalized officer training program that includes:
 - A Code Enforcement Field Training Officer role
 - Information Guide to Code Enforcement
 - Field Training Checklist
 - TRAKiT Code Case workflow
 - Workflow, and Affidavit Chronology Quick Guide.
- Participating in an updated program for Damage Assessment Training to coincide with Polk County's EOC and FEMA assessment requirements for Individual Assistance and the use of DA survey via smart device or computer.
- Piloting iMS software, a major project planned for FY22 and FY23 TRAKiT replacement software
- Selected and onboarded 4 new Code Enforcement Board Members, including a new Chair for The Board.
 - Preparing and scheduling a CEB Workshop

Community and Economic Development – Performance Management

Community Redevelopment Agency

- In 2023, CRA generated tax increment revenue exceeding \$10.6 million over its three districts.
- Provided \$891,836 in Tax Increment Rebates to nine catalyst developments contributing to downtown redevelopment. Three additional developments have been awarded the rebate program that will yield 384 new multi-family residential units in the district.
- The CRA Team initiated over 87 projects and programs including commercial property improvement matching incentives, public enhancements, and community improvement projects.
- CRA hired and trained the CRA Manager, 1 Project Coordinator, and 2 Project Managers, filling all vacancies within the division.
- While rebuilding the CRA staff, new monthly reporting standards have been implemented for additional public accountability and transparency.
- CRA Incentives are in process to be implemented with the new iMS software as a major project planned to replace TRAKiT, for online incentive applications, reviews and streamlined public information. This platform will be utilized for tracking project data, reporting and internal reviews of CRA projects.
- Developed and adopted procedures for CRA Incentives to improve procedures for receiving applications, establishing clear criteria for matching funds requirements, scoring and ranking, as well as establishing a Review Committee.
- Onboarding of 5 new CRA Advisory Board Members, conducting 2 Board retreats, district tours and coordination of Florida Redevelopment Association trainings.

Planning

- Prepared round of Land Development Code Text Amendments to allow for affordable, multi-family residential uses on properties located in C-1, C-2, C-3, C-4, C-5, and I-1 zoning districts subject to the development standards outlined in a new Section 5.26 and a compatibility review before the Planning & Zoning Board. The second part of the proposed changes includes the draft language for a new Section 5.26 which establishes the definitions, location criteria, development standards and process for the approval of affordable, multi-family projects in non-residential zoning districts.
- Between October 1, 2022 and May 31, 2023, CED staff reviewed applications for 167 historic preservation projects; 34 zoning cases; 25 variances; 6 administrative adjustments; 79 concept plan reviews totaling 1,978,698 million sq. ft.; 34 site plans totaling approximately 1.2 million sq. ft.; and 19 plats. Notable projects include the Orlando Health's hospital at its new Lakeland Highlands Road campus; Griffin Lofts (affordable), Peachtree Flats and Prose Lakeland apartment communities; Home2Suites hotel and Miller's Ale House restaurant at Lakeland Park Center.
- Worked with the City Manager Office's Office of Innovation & Strategy to prepare and submit a \$29 Million Federal RAISE Grant application for the South Wabash Avenue Extension and a \$386,000 EPA Environmental Justice Government-to-Government Program grant pertaining to planning/outreach/education efforts centered on the Dr. Martin Luther King Jr. Avenue corridor. Both of these funding applications are pending, with decisions expected to be made in Summer 2023. On behalf of the City, the Central Florida Regional Planning Council prepared a \$2 Million Federal Reconnecting Communities Pilot Program planning grant request for the Downtown West Planning Area between Downtown and North Lake Wire Neighborhood to Bonnet Springs Park and surrounding neighborhoods west of Downtown.

Community and Economic Development – Performance Management

This grant request was unsuccessful. City staff also prepared a successful \$20,000 funding request through AARP for the Hillcrest Street Connection project, a senior-focused pedestrian improvement package between South Florida Avenue and Drane Park.

- Prepared City Commission Resolution #5732 in support of the New York Avenue Bicycle/Pedestrian Overpass and the Lake Beulah-Chase Street Trail Underpass, which was approved on December 6, 2021.
- Prepared Development Agreements for adjacent Pipkin Creek Properties (426 single-family dwelling units, cumulatively) and Prose Lakeland Owner (391 multi-family dwelling units) projects, which were approved by the City Commission on April 3, 2023.
- Presented data and staff recommendations to the City Commission for the South Florida Avenue Road-Diet Test at a December 2, 2022 workshop and on December 19, 2022 when the City Commission approved Resolution 5793. This Resolution asks FDOT to implement a three-lane cross-section between Lime and Ariana Streets with other operational and safety improvements within the corridor and surrounding neighborhoods.
- Administered and completed analyses/recommendations for controversial zoning cases, including the Wedgewood Golf Course redevelopment project approved on December 5, 2022 and the Harden Boulevard Self-Storage zoning action approved on April 3, 2023.
- Assisted LAMTD/Citrus Connection with an annexation petition for the JDA South Pipkin Road warehouse development. Annexation petitions for the Mosaic apartment community and West Pipkin Road flex building sites are being scheduled for first reading before the Lakeland City Commission on July 3, 2023.
- Resurvey Project: Completed resurvey of East and South Lake Morton Historic Districts in March 2023, the first phase of the Lakeland Historic Districts Resurvey Project, which resulted in the finding of 990 buildings recommended as contributing to these Districts and the filing of 1042 new or updated Florida Master Site File forms. The final report and recommendations will be presented to the Historic Preservation Board on June 22, 2023 at a workshop for their discussion and action. A Florida Division of Historical Resources grant application was submitted in May 2023 for the partial funding of the second phase of this project, resurveying the Dixieland and Munn Park Historic District.
- Worked with CED team members to modify the Planner on Demand phone call prioritization protocol to improve customer service and efficiencies for the Department's planners.

Housing

- During fiscal year 2023, processed 316 applications through the Coronavirus Aid for Residential Expenses (CARE) program and disbursed \$17,079 in mortgage, rent, and utility payments for income-eligible households.
- Completed rehabilitation of 15 homes (two reconstruction, three major rehabilitation and ten emergency repair) and assisted 24 persons.
- Provided down payment and closing costs in the amount of \$309,000 for the purchase of eleven homes and assisted 29 persons.
- Awarded Home-ARP funds totaling \$1,401,159 for new affordable multifamily development to two builders who will use the funds to finance 108 new multi-family units that will utilize the Homeless Coalitions Continuum of Care list to help those at risk of homelessness.
- Closed with affordable housing builders on 30 land bank properties for new construction of affordable housing units. 14 homes have been completed and sold to low to moderate income home buyers; five homes are nearing completion; and ten more homes are under construction.

Community and Economic Development – Performance Management

- Launched second round of Infill Land Bank with 57 additional lots available for construction of affordable housing.
- Increased down payment assistance available to low- and moderate-income households to \$20,000 with an additional \$10,000 available in the Mid-town CRA district.
- Reconfigured Housing Division office layout to include a selection studio for major rehab and reconstruction clients. The new layout will make the process more efficient for clients to select materials and finishes. As part of the reconfiguration new more durable materials are offered including tile flooring and metal roofing.
- Configured Neighborly software to provide a consolidated platform for application intake, processing, and scoring of infill land bank applications. This eliminates the need for paper applications allowing the review committee to easily access and navigate each application. The system also includes a scoring module that makes ranking the applications more efficient.

Electric

Lakeland Electric (LE) serves 137,000 customers, making it Florida's third-largest public power utility, and the 24th largest in the United States. To meet the electric needs of its customers, LE's power generation is fueled by natural gas, oil and solar power. The Mission of LE is: To safely provide our customers with affordable, dependable and sustainable electric services. LE strives to provide the lowest rates possible for all customers while being able to support operations, capital improvement, and customer service objectives. LE is a member of the Florida Municipal Power Pool (FMPP) with Orlando Utility Commission (OUC) and Florida Municipal Power Agency (FMPA).

Divisions

- General Manager
- Customer Service
- Delivery
- Fiscal Operations
- Production

Electric – General Manager – Table of Organization

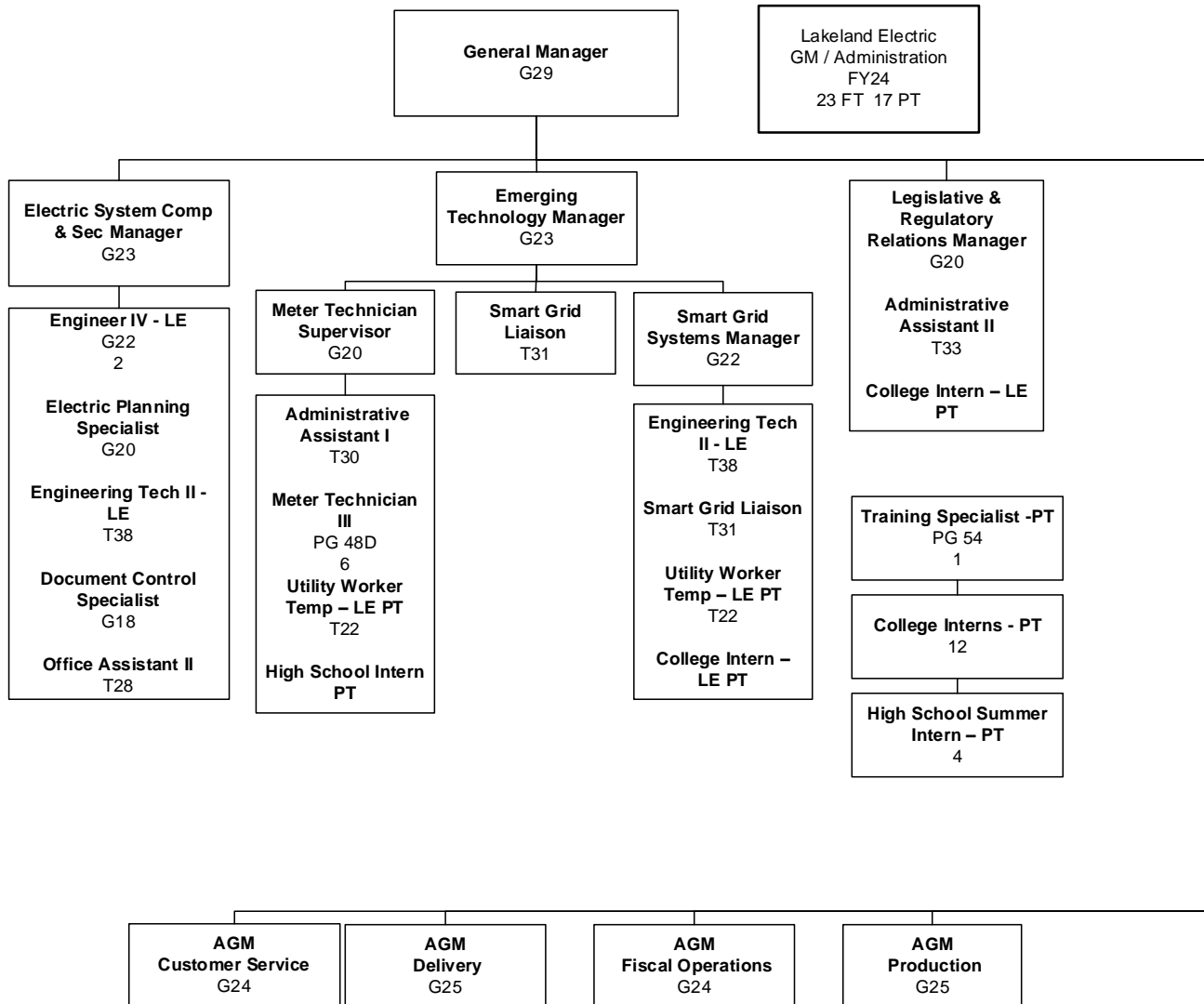


Figure 82: Electric General Manager Administration Table of Organization

The fuels group was moved to
Production from Gen. Mgr. Office

Figure 83: Electric General Manager Fuels Table of Organization

Electric – General Manager – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
General Manager	1	1	0	G29	\$199,844.72 -\$339,736.23
Electric System Compliance & Security Manager	1	1	1	G23	\$101,675.42 -\$162,680.26
Manager of Emerging Technologies	1	1	0	◆	
Emerging Technology Manager	0	0	1	G23	\$101,675.42 -\$162,680.26
Engineer IV	2	2	2	G22	\$93,992.65 -\$140,989.49
SmartGrid System Manager	1	1	1	G22	\$93,992.65 -\$140,989.49
Electric Planning Specialist Sr	1	1	0	◆	
Electric Planning Specialist	0	0	1	G20	\$77,680.54 -\$116,520.81
Manager of Legislative & Regulatory Relations	1	1	0	◆	
Legislative & Regulatory Relations Manager	0	0	1	G20	\$77,680.54 -\$116,520.81
Chief Meter Technician	1	1	0	◆	
Meter Technician Supervisor	0	0	1	G20	\$77,680.54 -\$116,520.81
Document Control Supervisor	1	1	0	◆	
Document Control Specialist	0	0	1	G18	\$64,198.87 -\$96,298.82
Meter Technician III	6	6	6	PB048D	\$87,589.08 -\$96,347.98
Engineering Tech II - LE	2	2	2	T38	\$69,360.20 -\$101,896.87
Administrative Assistant, Sr.	1	1	0	◆	
Administrative Assistant II	0	0	1	T33	\$54,344.86 -\$79,837.36
Smart Grid Coordinator	0	2	0	◆	
Smart Grid Liaison	0	0	2	T31	\$49,292.71 -\$72,414.15
Administrative Assistant	1	1	0	◆	
Administrative Assistant I	0	0	1	T30	\$46,946.37 -\$68,966.74
Office Support Specialist II	1	1	0	◆	
Office Assistant II	0	0	1	T28	\$42,581.23 -\$62,552.93

Figure 84: Electric General Manager Positions Part 1

Electric – General Manager – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Manager of Fuels	1	1	0	G23	\$101,675.42 - \$162,680.26
Energy Resource Specialist	1	0	0		
Energy Trader Analyst, Sr.	2	3	0	◆	
Energy Trader Analyst	0	0	0	G20	\$77,680.54 - \$116,520.81
Electric Utility Analyst	0	1	0	G19	\$70,618.86 - \$105,928.29
Utility Data Analyst II	1	0	0		
Accounting Clerk I	1	0	0		
TOTAL FULL TIME EMPLOYEES	27	28	23		
LE Training Specialist	2	1	1	54	\$59,270.81 - \$91,948.50
Students (GM)					
College Interns	12	12	12	*	\$32,943.52 - \$41,263.52
High School Summer Interns	4	4	4	*	\$32,943.52 - \$41,263.52
Utility Worker	7	7	7	T24	\$35,031.33 - \$51,462.92
PART TIME Sub-total	25	24	24		
TOTAL FT	27	28	23		
TOTAL PT	25	24	24		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 85: Electric General Manager Positions Part 2

Electric – Customer Service – Table of Organization

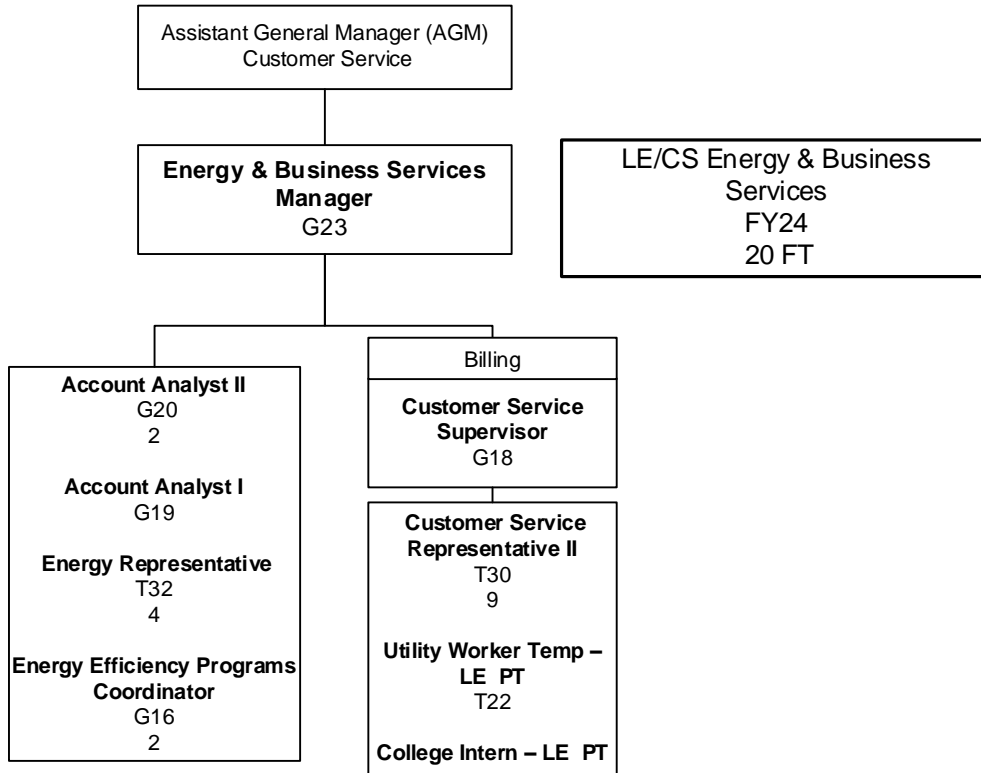


Figure 86: Electric Customer Service Energy & Business Serv. Table of Organization

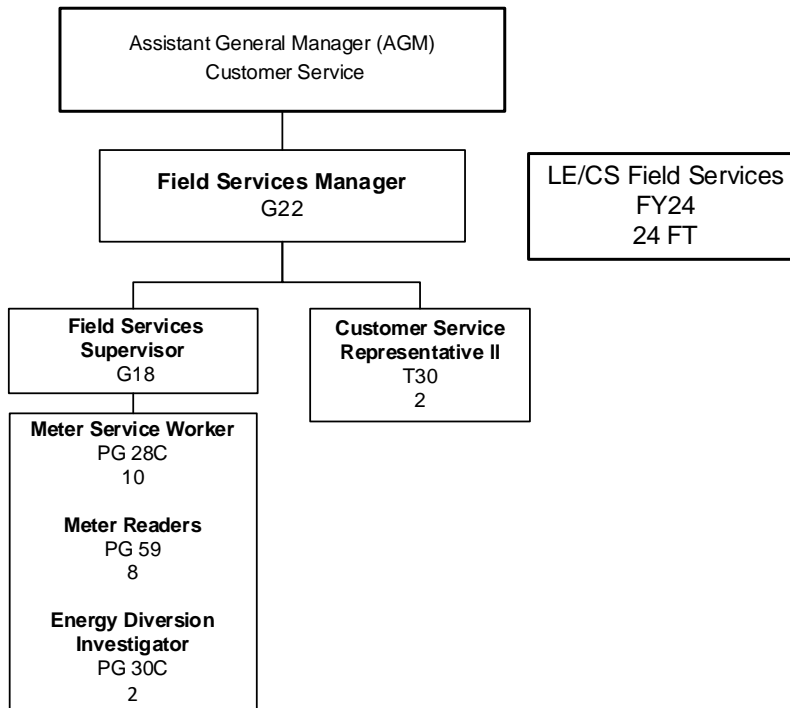


Figure 87: Customer Service Field Services Table of Organization

Electric – Customer Service – Table of Organization

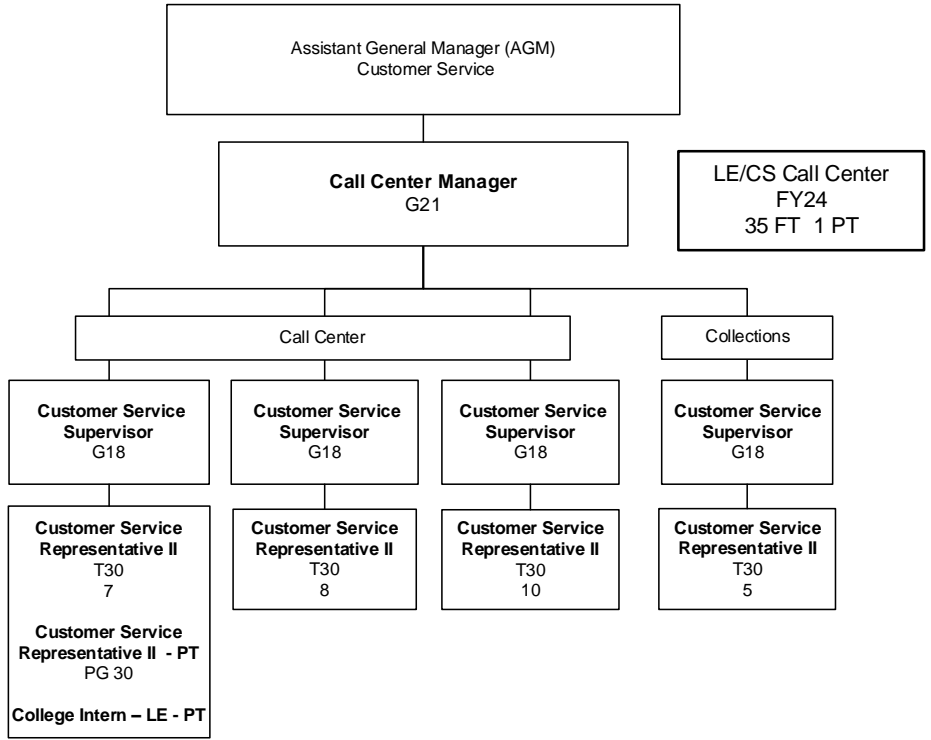


Figure 88: Electric Customer Service Call Center Table of Organization

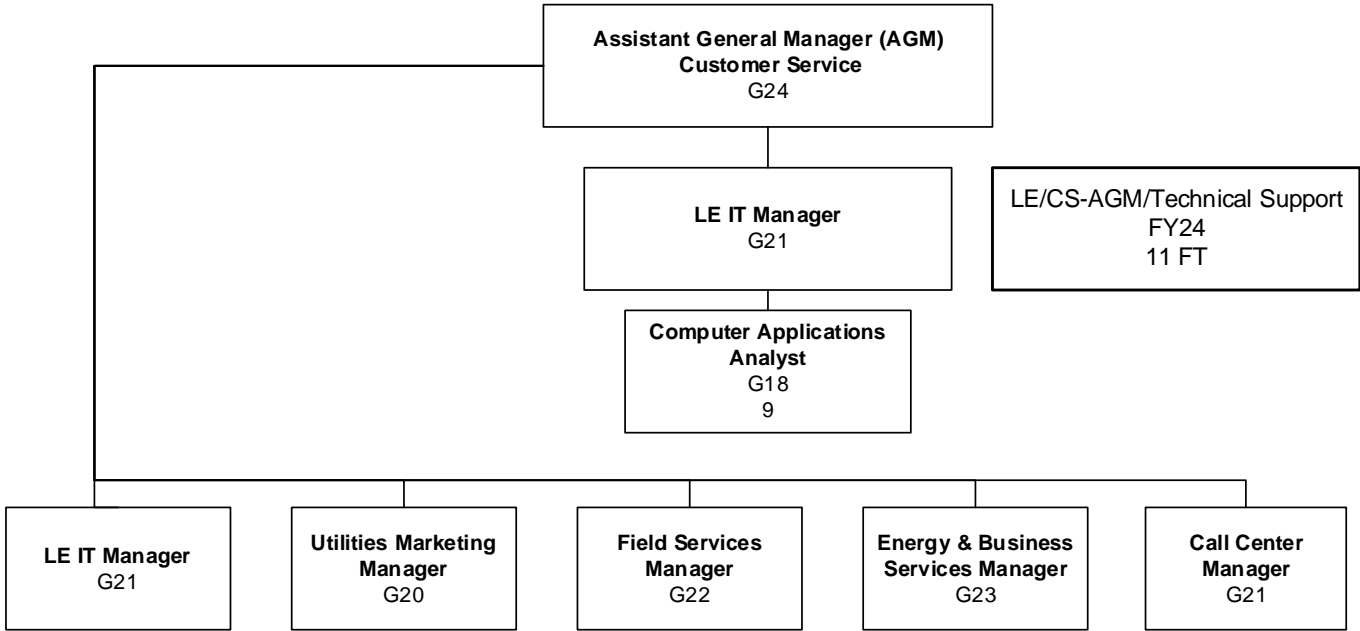


Figure 89: Electric Customer Service AGM/Technical Support Table of Organization

Electric – Customer Service – Table of Organization

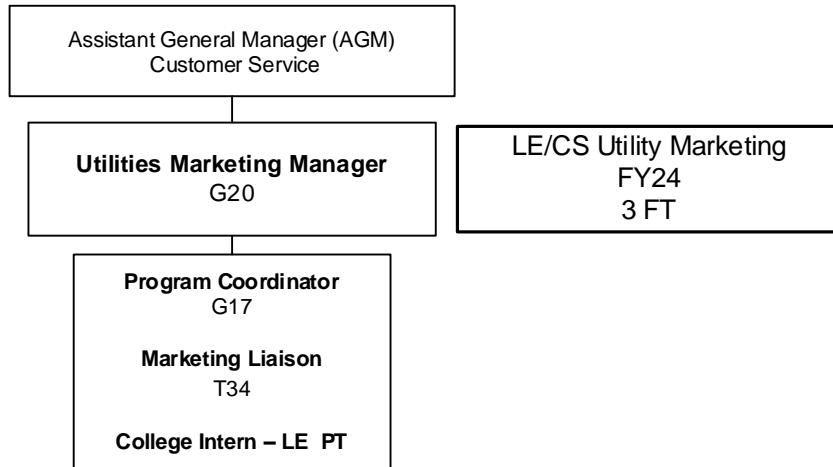


Figure 90: Electric Customer Service Utility Marketing Table of Organization

Electric – Customer Service – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Assistant GM - Customer Service	1	1	0	G24	\$114,384.59 - \$183,015.55
Manager of Energy & Business Services	1	1	0	◆	
Energy & Business Services Manager	0	0	1	G23	\$101,675.42 - \$162,680.26
Manager of Field Services	1	1	0	◆	
Field Services Manager	0	0	1	G22	\$93,992.65 - \$140,989.49
Customer Operations Manager	1	0	0	◆	
Call Center Manager	0	1	1	G21	\$85,447.77 - \$128,172.17
LE/IT Manager	1	1	1	G21	\$85,447.77 - \$128,172.17
Account Manager, Sr.	2	2	0	◆	
Account Analyst II	0	0	2	G20	\$77,680.54 - \$116,520.81
Utilities Marketing Manager	1	1	1	G20	\$77,680.54 - \$116,520.81
Account Manager	1	1	0	◆	
Account Analyst I	0	0	1	G19	\$70,618.86 - \$105,928.29
Computer Applications Specialist	9	9	0	◆	
Computer Applications Analyst	0	0	9	G18	\$64,198.87 - \$96,298.82
Field Service Supervisor	1	1	1	G18	\$64,198.87 - \$96,298.82
Customer Service Supervisor	5	5	5	G17	\$58,361.86 - \$87,542.79
Program Coordinator	1	1	1	G17	\$58,361.86 - \$87,542.79
Energy Efficiency Programs Coordinator	2	2	2	G16	\$53,056.33 - \$79,585.01
Energy Diversion Investigator	2	2	2	PB030C	\$62,265.03 - \$68,491.55
Meter Service Worker	10	10	10	PB028C	\$59,300.04 - \$65,230.03
Meter Reader	8	8	8	PB059	\$52,495.11 - \$57,744.62
Marketing Coordinator	1	1	0	◆	
Marketing Liaison	0	0	1	T34	\$57,062.00 - \$83,828.61
Energy Analyst	4	4	0	◆	
Energy Representative	0	0	4	T32	\$51,757.50 - \$76,035.63
Customer Service Representative II	41	41	41	T30	\$46,946.37 - \$68,966.74
Smart Grid Coordinator	1	0	0		
CS FULL TIME EMPLOYEES	94	93	93		
Customer Service Representative II	1	1	1	T27	\$40,553.16 - \$59,575.20
CS PART TIME EMPLOYEES	1	1	1		
TOTAL FT	94	93	93		
TOTAL PT	1	1	1		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 91: Electric Customer Service Positions

Electric – Delivery – Table of Organization

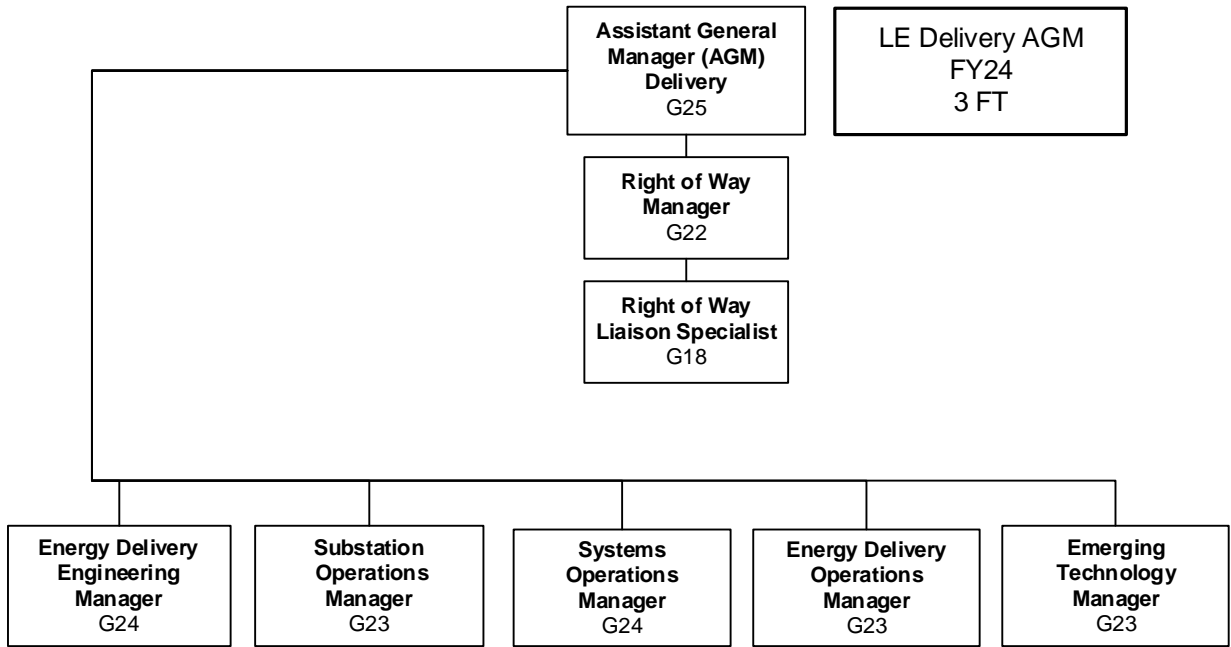


Figure 92: Electric Delivery AGM Table of Organization

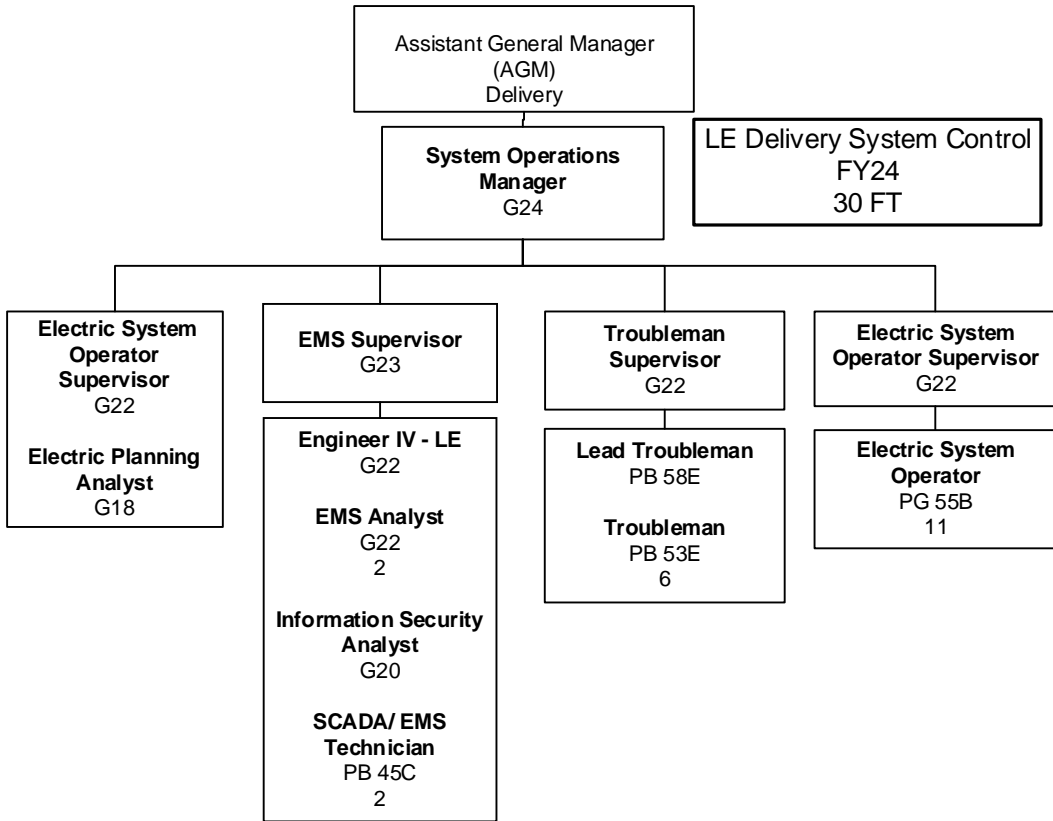


Figure 93: Electric Delivery System Control Table of Organization

Electric – Delivery – Table of Organization

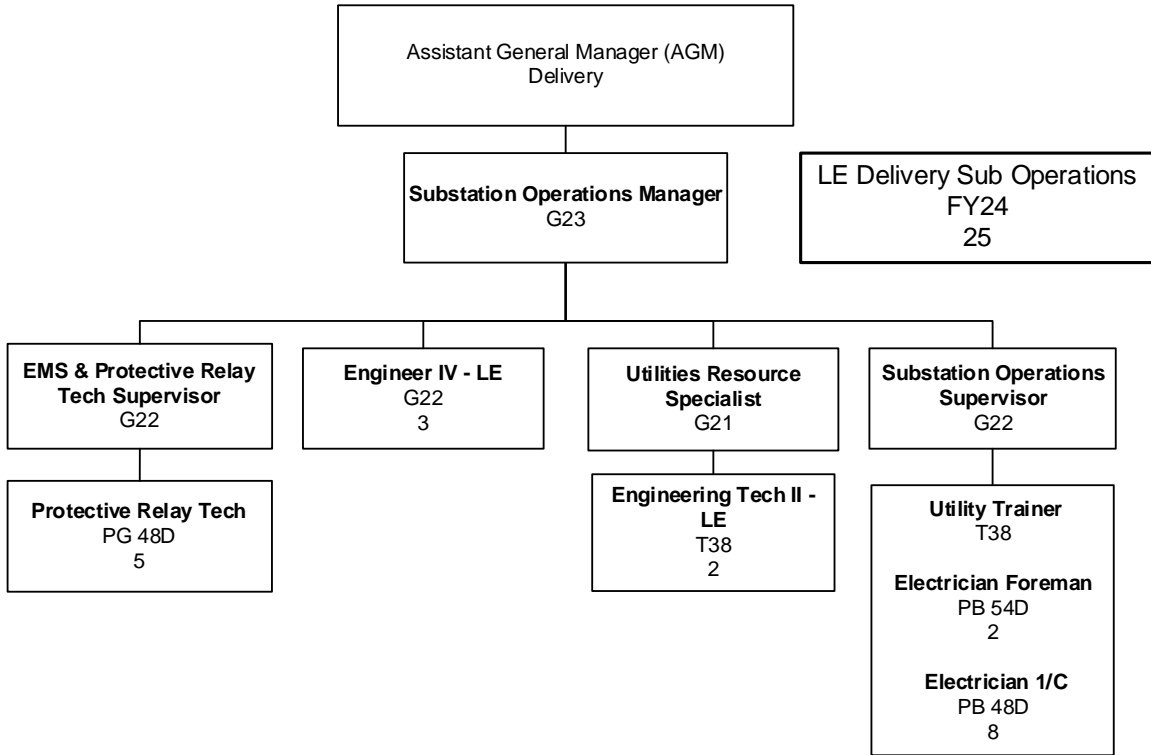


Figure 94: Electric Delivery Substation Operations Table of Organization

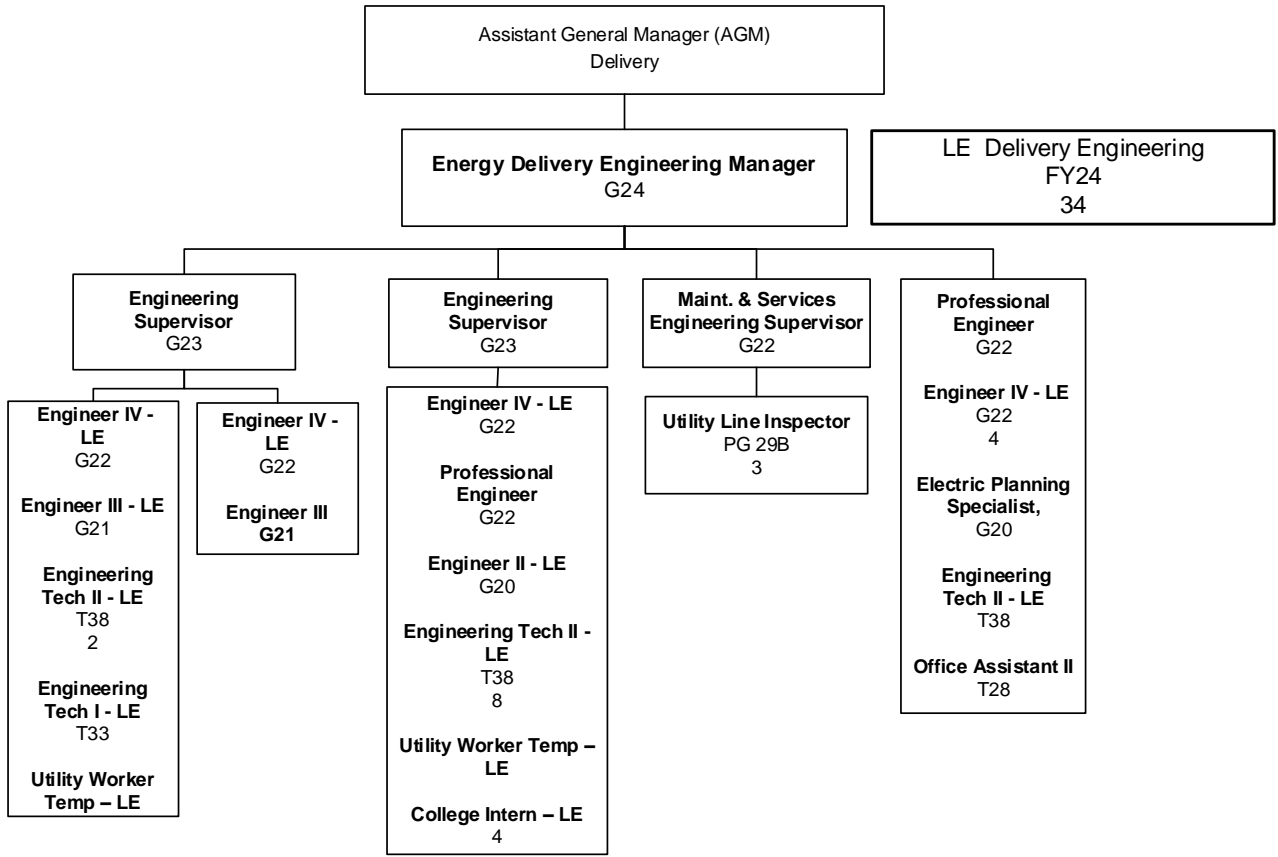


Figure 95: Electric Delivery Engineering Table of Organization Fiscal Year 2024 Annual Budget

Electric – Delivery – Table of Organization

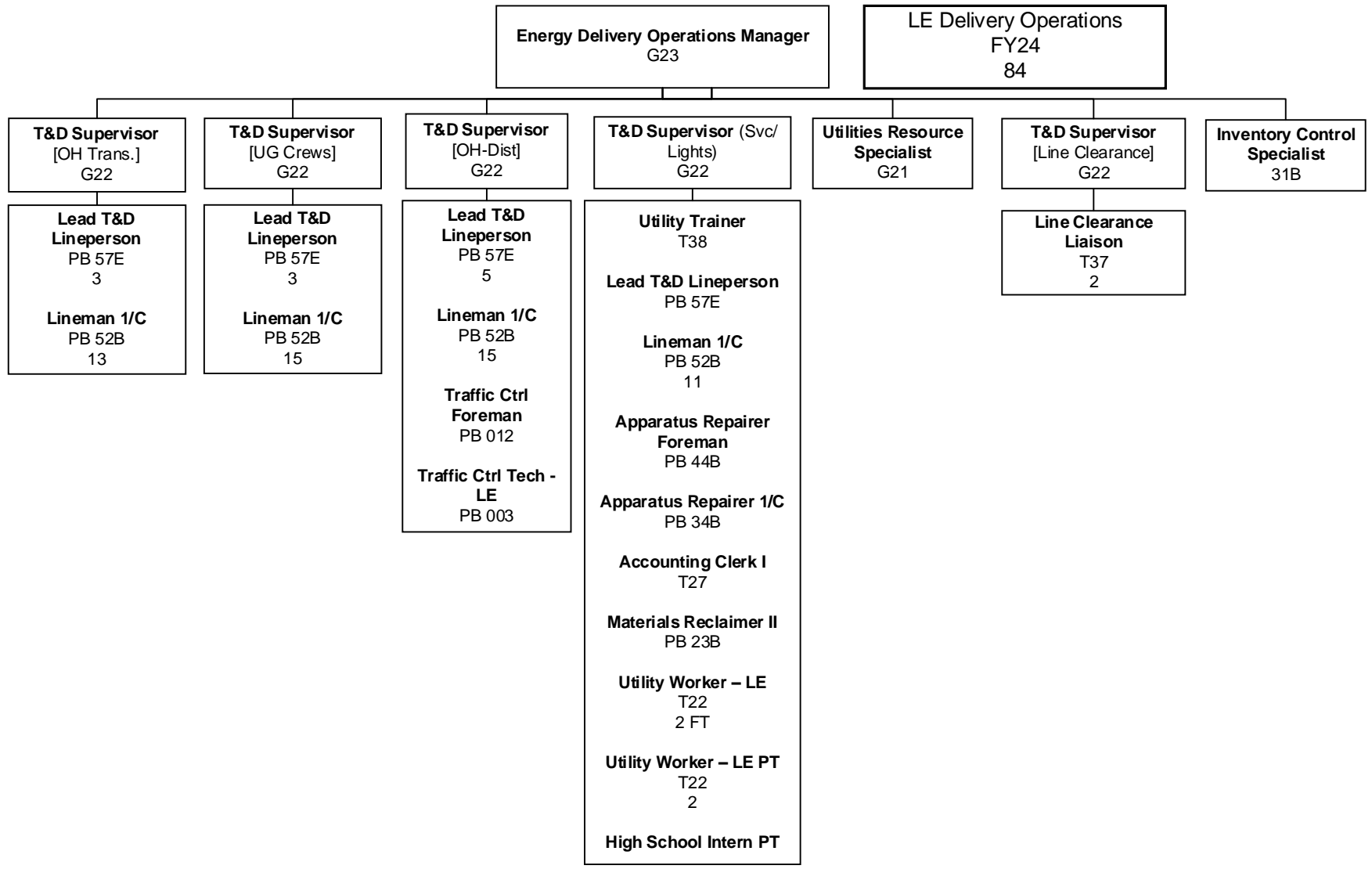


Figure 96: Electric T&D Operations Table of Organization

Electric – Delivery – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Assistant GM-Delivery	1	1	1	G25	\$128,683.05 - \$205,892.88
Energy Delivery Engineering Manager	1	1	1	G24	\$114,384.59 - \$183,015.55
Manager of System Operations	1	1	0	◆	
System Operations Manager	0	0	1	G24	\$114,384.59 - \$183,015.55
Energy Delivery Operations Manager	1	1	1	G23	\$101,675.42 - \$162,680.26
Energy Mgmt. System (EMS) Supervisor	1	1	1	G23	\$101,675.42 - \$162,680.26
Engineering Supervisor	2	2	2	G23	\$101,675.42 - \$162,680.26
Manager of Substation Operations	1	1	0	◆	
Substation Operations Manager	0	0	1	G23	\$101,675.42 - \$162,680.26
Chief Electric System Operator	2	2	0	◆	
Electric System Operator Supervisor	0	0	2	G22	\$93,992.65 - \$140,989.49
Chief EMS & Protective Relay	1	1	0	◆	
EMS & Protective Relay Tech Supervisor	0	0	1	G22	\$93,992.65 - \$140,989.49
EMS Analyst	2	2	2	G22	\$93,992.65 - \$140,989.49
Engineer IV - LE	13	13	11	G22	\$93,992.65 - \$140,989.49
T&D Supervisor	1	0	0	◆	
Maint & Services Engineering Supervisor	0	1	1	G22	\$93,992.65 - \$140,989.49
Professional Engineer	2	2	2	G22	\$93,992.65 - \$140,989.49
Right of Way Manager	1	1	1	G22	\$93,992.65 - \$140,989.49
LE Operations Supervisor	1	1	0	◆	
Substation Operations Supervisor	0	0	1	G22	\$93,992.65 - \$140,989.49
T&D Supervisor	5	5	5	G22	\$93,992.65 - \$140,989.49
Chief Troublemaker	1	1	0	◆	
Troublemaker Supervisor	0	0	1	G22	\$93,992.65 - \$140,989.49
Engineer III - LE	1	1	2	G21	\$85,447.77 - \$128,172.17
Utilities Resource Coordinator	2	2	0	◆	
Utilities Resource Specialist	0	0	2	G21	\$85,447.77 - \$128,172.17
Electric Planning Specialist, Sr.	1	1	0	◆	
Electric Planning Specialist	1	1	1	G20	\$77,680.54 - \$116,520.81
Engineer II - LE	1	1	1	G20	\$77,680.54 - \$116,520.81
Information Security Analyst	1	1	1	G20	\$77,680.54 - \$116,520.81
Electric Planning Specialist	1	1	0	◆	
Electric Planning Analyst	0	0	1	G18	\$64,198.87 - \$96,298.82
Right of Way Liaison Specialist	1	1	1	G18	\$64,198.87 - \$96,298.82

Figure 97: Electric Delivery Positions – Part 1

Electric – Delivery – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Lead Troublemán	1	1	1	PB058e	\$105,968.44 - \$116,565.39
Lead T&D Lineperson	12	12	12	PB057e	\$103,367.99 - \$113,704.78
Electric System Operator	11	11	11	PB055b	\$109,194.69 - \$120,114.16
Electrician Foreman	2	2	2	PB054d	\$96,605.58 - \$106,266.16
Troublemán	6	6	6	PB053e	\$98,453.13 - \$108,298.44
Lineman 1/C	54	54	54	PB052b	\$95,975.40 - \$103,063.74
Electrician 1/C	8	8	8	PB048d	\$87,589.08 - \$96,347.98
Protective Relay Technician	5	5	5	PB048d	\$87,589.08 - \$96,347.98
SCADA/EMS Technician	2	2	2	PB045c	\$87,589.08 - \$96,347.98
Apparatus Repairer Foreman	0	1	1	PB044b	\$92,012.27 - \$101,213.50
Apparatus Repairer 1/C	2	1	1	PB034b	\$73,857.71 - \$81,243.47
Inventory Control Specialist	0	1	1	PB031B	\$68,644.66 - \$75,509.12
Utility Line Inspector	3	3	3	PB029b	\$65,375.85 - \$71,913.46
Materials Reclaimer II	1	1	1	PB023b	\$51,751.82 - \$62,102.20
Traffic Control Foreman	1	1	1	PB012	\$48,120.52 - \$57,744.62
Traffic Control Technician	1	1	1	PB003	\$38,630.07 - \$46,356.09
Engineering Tech II - LE	13	13	13	T38	\$69,360.20 - \$101,896.87
Utility Trainer, Sr	2	2	0	◆	
Utility Trainer	0	0	2	T38	\$69,360.20 - \$101,896.87
Line Clearance Coordinator	2	2	0	◆	
Line Clearance Liaison	0	0	2	T37	\$66,058.02 - \$97,042.48
Materials Planner	1	0	0	T34	\$57,062.00 - \$83,828.61
Engineering Tech I - LE	1	1	1	T33	\$54,344.86 - \$79,837.36
Office Support Specialist II	1	1	0	◆	
Office Assistant II	0	0	1	T28	\$42,581.23 - \$62,552.93
Accounting Clerk I	1	1	1	T27	\$40,553.16 - \$59,575.20
Utility Worker - LE	2	2	2	T22	\$32,726.19 - \$46,675.48
Energy Delivery Operations	177	177	176		
ED TOTAL FT	177	177	176		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 98: Electric Delivery Positions – Part 2

Electric – Fiscal Operations – Table of Organization

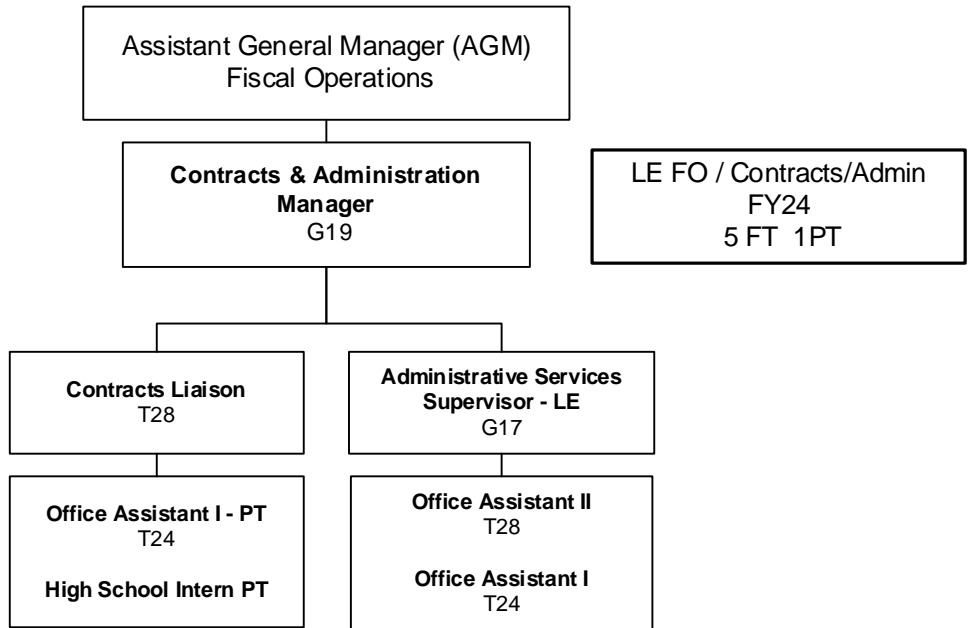


Figure 99: Electric Fiscal Operations, Contracts, Admin Serv. Table of Organization

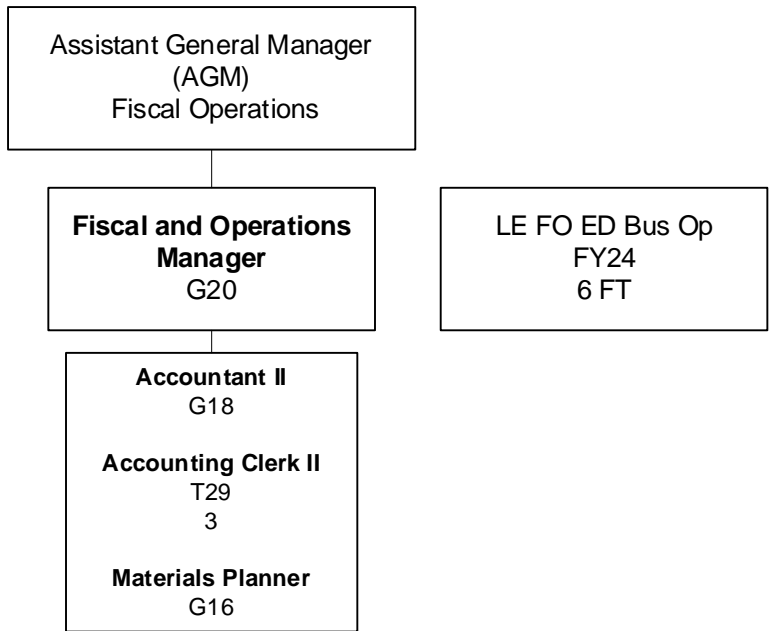


Figure 100: Electric Fiscal Operations Business Operations Table of Organization

Electric – Fiscal Operations – Table of Organization

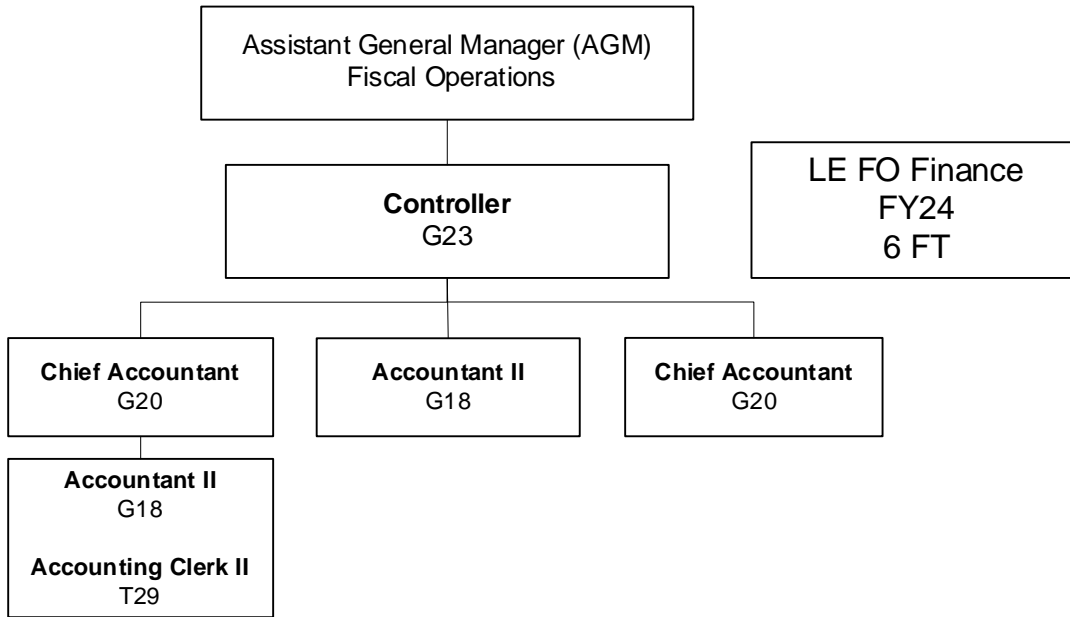


Figure 101: Electric Fiscal Operations Finance Table of Organization

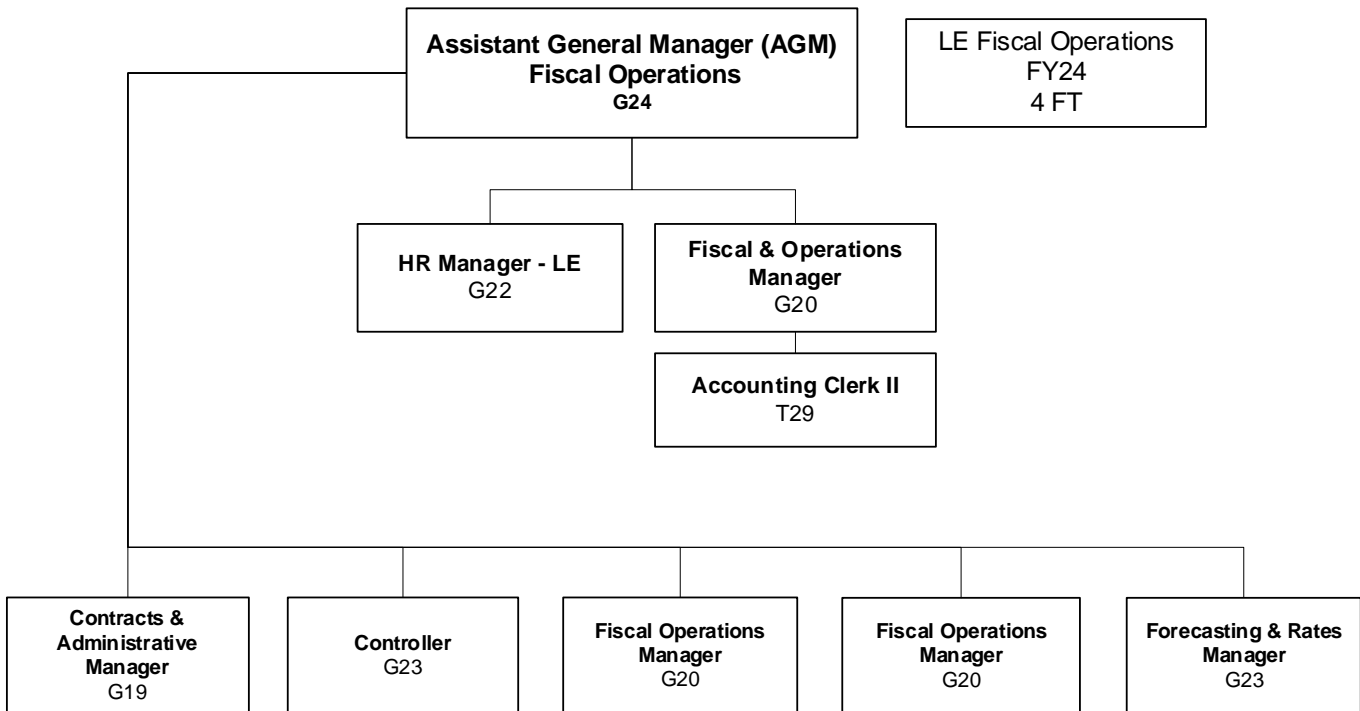


Figure 102: Electric Fiscal Operations AGM Table of Organization

Electric – Fiscal Operations – Table of Organization

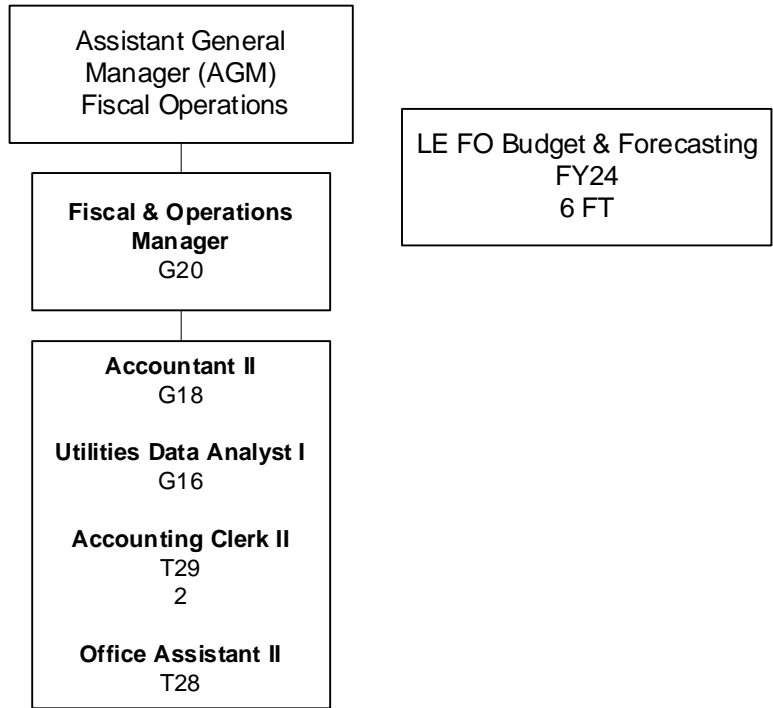


Figure 103: Electric Fiscal Operations Production Table of Organization

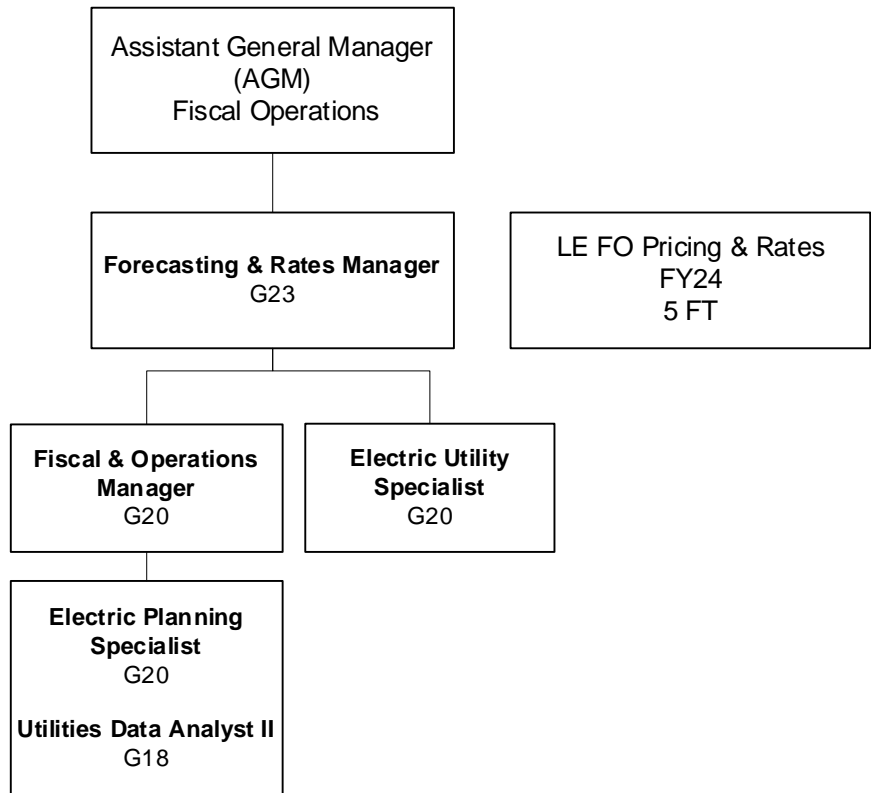


Figure 104: Electric Fiscal Operations Pricing & Reporting Table of Organization

Electric – Fiscal Operations – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
AGM / Fiscal Operations	1	1	0	G24	\$114,384.59 - \$183,015.55
Controller	1	1	1	G23	\$101,675.42 - \$162,680.26
Manager of Forecasting & Rates	1	1	0	◆	
Forecasting & Rates Manager	0	0	1	G23	\$101,675.42 - \$162,680.26
HR Manager - Lakeland Electric	1	1	1	G22	\$93,992.65 - \$140,989.49
Chief Accountant	2	2	2	G20	\$77,680.54 - \$116,520.81
Electric Planning Specialist, Sr	1	1	0	◆	
Electric Planning Specialist	0	0	1	G20	\$77,680.54 - \$116,520.81
Fiscal & Operations Manager	4	4	4	G20	\$77,680.54 - \$116,520.81
Electric Utility Analyst, Senior	1	1	0	◆	
Electric Utility Specialist	0	0	1	G20	\$77,680.54 - \$116,520.81
Contracts & Administration Supervisor	1	1	0	◆	
Contracts & Administration Manager	0	0	1	G19	\$70,618.86 - \$105,928.29
Accountant II	4	4	4	G18	\$64,198.87 - \$96,298.82
Utilities Data Analyst II	0	1	1	G18	\$64,198.87 - \$96,298.82
Administrative Services Coordinator	1	1	0	◆	
Administrative Services Supervisor LE	0	0	1	G17	\$58,361.86 - \$87,542.79
Materials Planner	0	1	1	G16	\$53,056.33 - \$79,585.01
Utility Data Analyst I	1	1	1	G16	\$53,056.33 - \$79,585.01
Accounting Clerk II	7	7	7	T29	\$44,709.21 - \$65,681.04
Contracts Analyst	1	1	0	◆	
Contracts Liaison	0	0	1	T28	\$42,581.23 - \$62,552.93
Office Support Specialist II	2	2	0	◆	
Office Assistant II	0	0	2	T28	\$42,581.23 - \$62,552.93
Office Support Specialist I	1	1	0	◆	
Office Assistant I	0	0	1	T24	\$35,031.33 - \$51,462.92
Electric Utility Analyst	1	0	0		
Inventory Control Specialist	1	0	0		
FULL TIME EMPLOYEES	32	32	32		
Office Support Specialist I	1	1	0	◆	
Office Assistant I	0	0	1	T24	\$35,031.33 - \$51,462.92
PART TIME EMPLOYEES	1	1	1		
Total FT	32	32	32	*	\$22,880.00 - \$165,126.30
Total PT	1	1	1		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 105: Electric Fiscal Operations Positions – Part 1
Fiscal Year 2024 Annual Budget

Electric – Production – Table of Organization

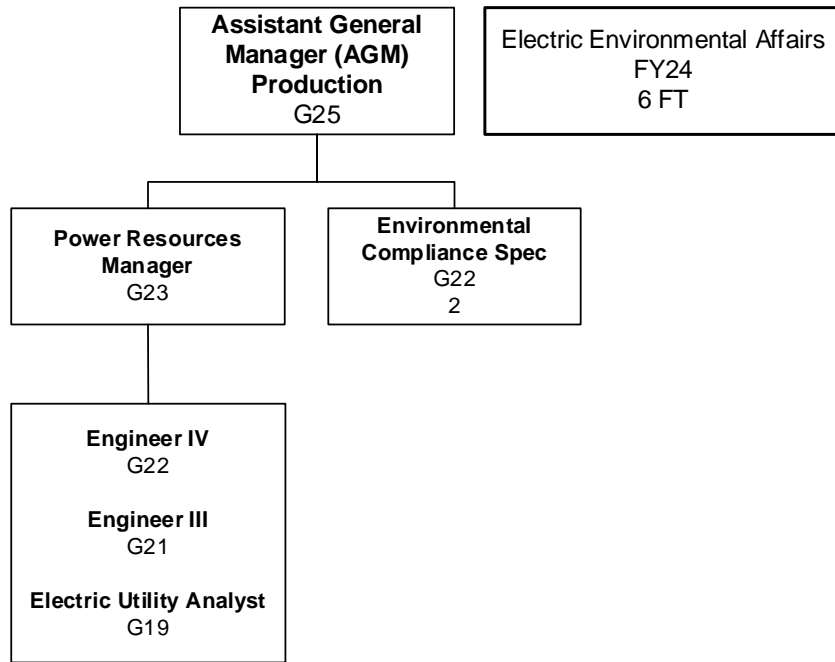


Figure 106: Electric Production Environmental Affairs & Power Resources Table of Organization

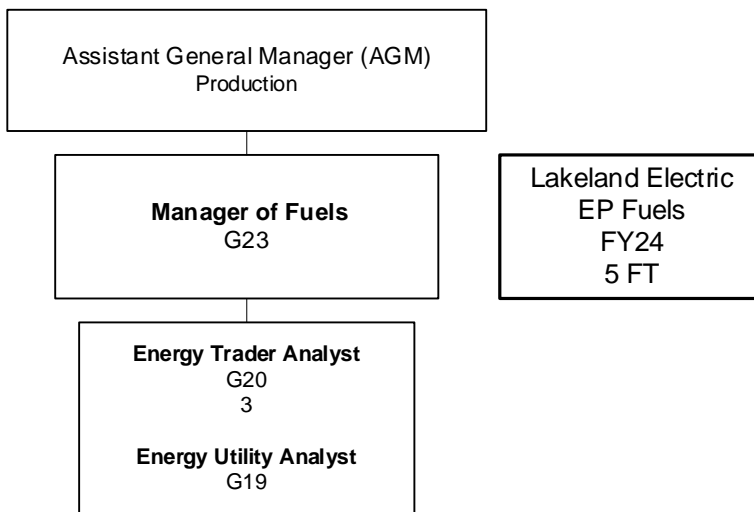


Figure 107: Electric Production Fuels Table of Organization

Electric – Production – Table of Organization

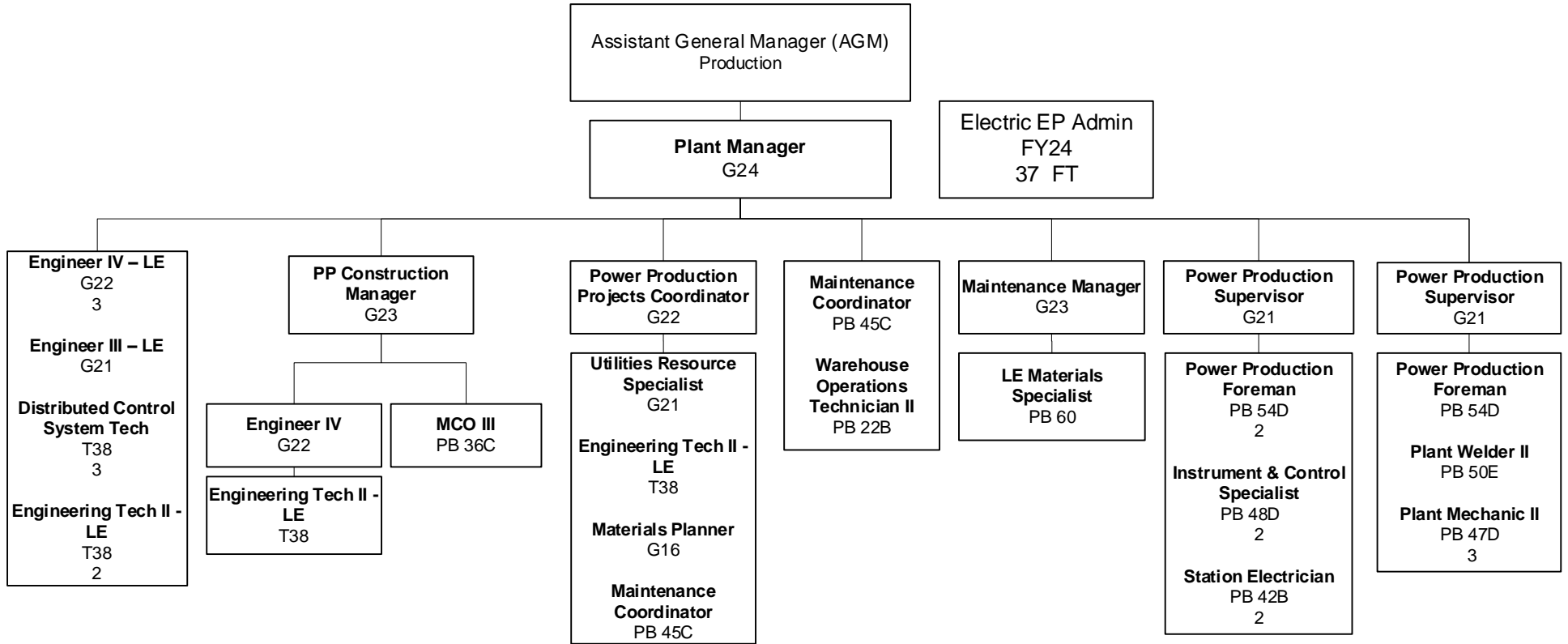


Figure 108: Electric Production Admin/WFM/Maintenance Table of Organization

Electric – Production – Table of Organization

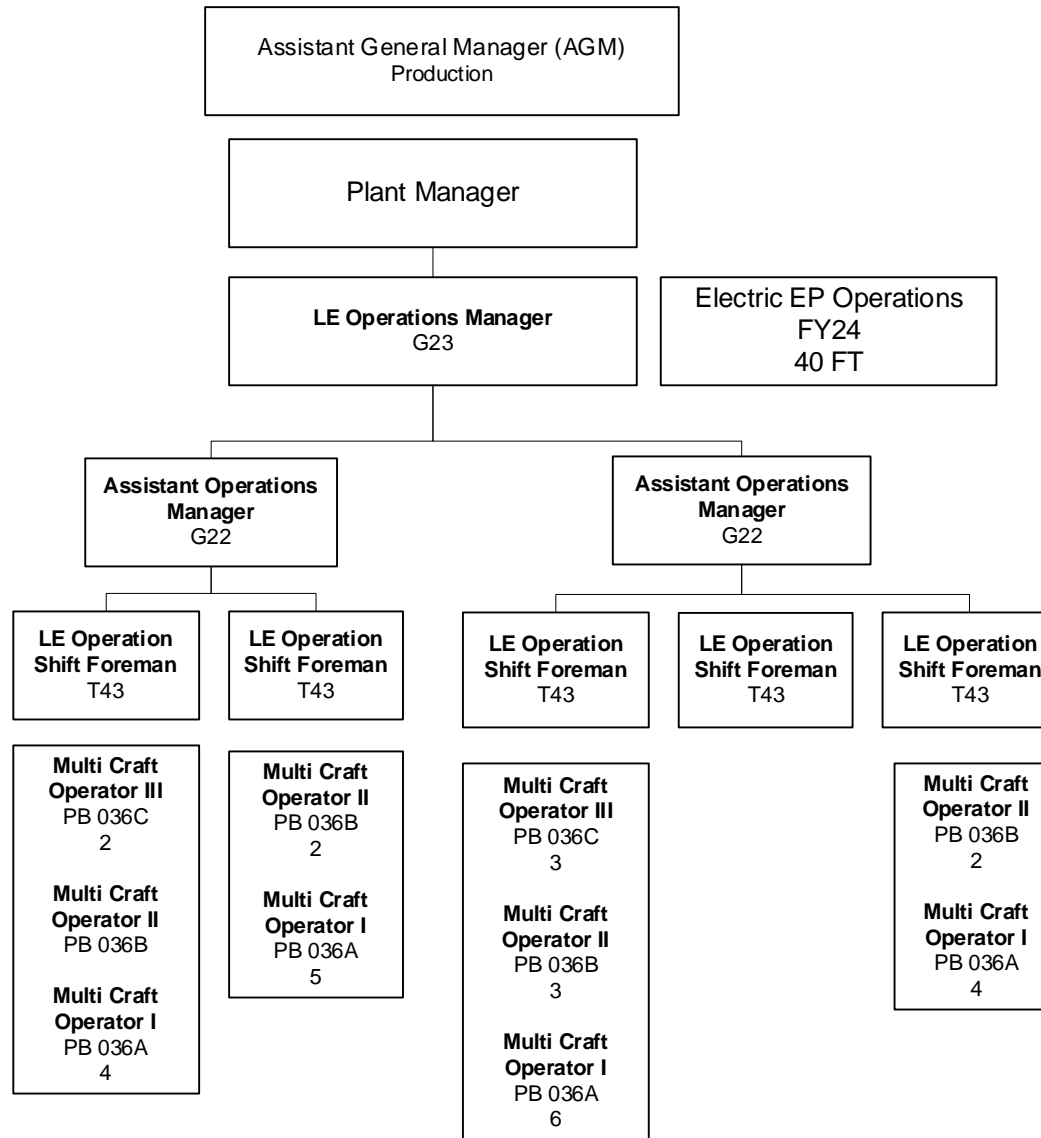


Figure 109: Electric Production Operations Table of Organization

Electric – Production – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Assistant General Manager Production	1	1	1	G25	\$128,683.05 -\$205,892.88
Plant Manager	1	1	1	G24	\$114,384.59 -\$183,015.55
Operations Manager	1	1	0	◆	
LE Operations Manager	0	0	1	G23	\$101,675.42 -\$162,680.26
Maintenance Manager	0	0	1	G23	\$101,675.42 -\$162,680.26
Manager of Fuels	0	0	1	G23	\$101,675.42 -\$162,680.26
Power Plant Construction Manager	1	1	1	G23	\$101,675.42 -\$162,680.26
Manager Power Resources	1	1	0	◆	
Power Resources Manager	0	0	1	G23	\$101,675.42 -\$162,680.26
Assistant Operations Manager	2	2	2	G22	\$93,992.65 -\$140,989.49
Engineer IV - LE	3	3	5	G22	\$93,992.65 -\$140,989.49
Environmental Compliance Specialist	2	2	2	G22	\$93,992.65 -\$140,989.49
Power Production Projects Coordinator	2	2	1	G22	\$93,992.65 -\$140,989.49
PP Supervisor/Maintenance	2	2	0	◆	
Power Production Supervisor	0	0	2	G21	\$85,447.77 -\$128,172.17
Engineer III - LE	3	3	2	G21	\$85,447.77 -\$128,172.17
Utilities Resource Coordinator	1	1	0	◆	
Utilities Resource Specialist	0	0	1	G21	\$85,447.77 -\$128,172.17
Engineer II - LE	1	1	0	G20	\$77,680.54 -\$116,520.81
Energy Trader Analyst	0	0	3	G20	\$77,680.54 -\$116,520.81
Electric Utility Analyst	1	1	2	G19	\$70,618.86 -\$105,928.29
Materials Planner	1	1	1	G16	\$53,056.33 -\$79,585.01
LE Materials Specialist	1	1	1	PB060	\$64,494.86 -\$77,393.83
Lead Multi-Craft Operator	3	3	0	PB056c	\$101,466.25 -\$111,612.86
Power Production Foreman	3	3	3	PB054d	\$96,605.58 -\$106,266.16
Plant Welder II	1	1	1	PB050e	\$85,498.99 -\$94,048.90
Instrument & Control Specialist	2	2	2	PB048d	\$87,589.08 -\$96,347.98
Plant Mechanic II	3	3	3	PB047d	\$85,498.99 -\$94,048.90
Maintenance Coordinator	2	2	2	PB045c	\$87,589.08 -\$96,347.98
Station Electrician	2	2	2	PB042b	\$87,589.08 -\$96,347.98

Figure 110: Electric Production Positions – Part 1

Electric – Production – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Multicraft Operator III	0	0	7	PB036C	\$98,510.92 - \$108,362.00
Multicraft Operator II	0	0	7	PB036B	\$80,767.00 - \$103,178.81
Multicraft Operator I	0	0	19	PB036A	\$63,018.68 - \$98,265.53
Multi-Craft Operator	31	31	0	PB036	\$58,895.96 - \$91,836.94
Warehouse Operations Technician II - LE	1	1	1	PB022b	\$50,526.56 - \$60,631.86
LE Operations Supervisor	4	4	0	◆	
LE Operations Shift Foreman	0	0	5	T43	\$88,523.35 - \$130,045.74
Distributed Control System Technician	3	3	3	T38	\$69,360.20 - \$101,896.87
Engineering Tech II - LE	4	4	4	T38	\$69,360.20 - \$101,896.87
FULL TIME EMPLOYEES	83	83	88		
TOTAL FULL TIME EMPLOYEES	83	83	88		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 111: Electric Production Positions – Part 2

Electric – Budget Summary

<i>Fund</i>	Expenses			
	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>Electric Utility</i>	\$332,985,412	\$401,532,160	\$374,408,415	\$384,699,367

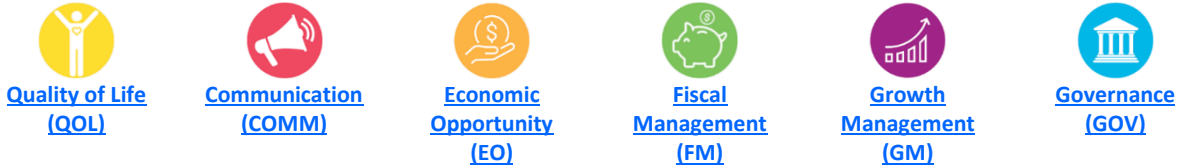
Figure 112: Electric Budget Summary – Expenses

<i>Fund</i>	Revenues			
	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>Electric Utility</i>	\$359,332,988	\$414,725,508	\$391,234,582	\$404,159,505

Figure 113: Electric Budget Summary – Revenues

Electric – Performance Management

Electric Key Success Indicators (KSIs) Linked to City Goals



KSI Measure	Goal, Strategy Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	Chart	FY2024 Target
Electric System Average Interruption Duration (minutes)	QOL-3 GM-4	FY Quarterly	52.2	68.01	51.98	Chart 25	75.00 or <
Electric System Average Interruption Frequency	QOL-3 GM-4	FY Quarterly	0.86	1.13	1.10	Chart 26	1.25 or <
Overall competitive ranking of Lakeland Electric rates	QOL-3 FM-3	FY Quarterly	Residential: 1 st Quartile Commercial: 1 st Quartile Commercial Demand: 1 st Quartile Industrial: 1 st Quartile	Residential: 2 nd Quartile Commercial: 2 nd Quartile Commercial Demand: 2 nd Quartile Industrial: 2 nd Quartile	Residential: 2 nd Quartile Commercial: 1 st Quartile Commercial Demand: 1 st Quartile Industrial: 2 nd Quartile	Chart 27	1 st Quartile all rates
Lakeland Electric Customer Service percent of first contact resolution	COMM-1, 2	FY Annually	98%	97%	97%	Chart 28	96%
Lakeland Electric spending on infrastructure as a percent of total revenues	GM-4	FY Annually	15%	17.6%	37.8%	Chart 29	Monitor Only

Figure 114: Electric – Key Success Indicators

Department Objectives – Lakeland Electric

1. Provide reliable, cost effective and environmentally compliant electric generation in a safe work environment to service the needs of our customers.
2. 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.
3. 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.

Electric – Performance Management

Lakeland Electric Performance Measures

Performance Measure	Department Objectives Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Energy Production						
Equivalent Availability Rate U5 - Power Production (Average)	1	Quarterly	78%	84.00%	63.98%	85.00%
Safety-Power Production	1	Quarterly	1 LTI	1 LTI	0 LTI	0 LTI
Safety Energy Delivery						
Safety-Energy Delivery	2	Quarterly	0 LTI	0 LTI	0 LTI	0 LTI
Accounts Served-Systems Plan	2	Annually	136,403	139,096	140,704	141,982
GWhr Delivered-System Plan	2	Annually	3,236	2,880	3,455	3,293
Billing and Customer Service						
Average Time to Answer (in seconds)-	3	Quarterly	26	58	147	27
Uncollected % of Revenue	3	Quarterly	0.14%	0.13%	0.20%	0.24%
Water Meter Reading Accuracy	3	Quarterly	99.98%	99.97%	99.96%	99.97%
Safety	3	Quarterly	2	2	3	0

Figure 115: Lakeland Electric Performance Measures

Changes, Accomplishments & Efficiencies – Lakeland Electric

Affordability

- Residential, Commercial and Industrial rates continue to rank among the lowest in Florida as the 2.25% base rate increase implemented in FY23 was offset by a substantially lower fuel rate.
- Through September, Write-Offs as a % of Revenue (0.20%) continues to be in the 1st Quartile.
- Implemented Google/Apple Pay and Retail Cash Payment options for our customers so they can pay their bill.

Dependability

- Restored power in six days following Hurricane Ian.
- Completed the underground construction phase for the new RICE engines. The above ground construction phase contract was awarded in June. 5 of 6 MAN engines will have transferred ownership to COL as of 11/30. Commercial operation expected in fourth quarter 2024 bringing an additional 120 MW of efficient generation into Energy Production’s portfolio.
- Unit 5 Rotor Air Cooler was retubed, restoring the remaining useful life of the asset and eliminating a number of other operational concerns.
- Unit 5 CT lube oil supplemental cooler was placed in service, allowing one fan to be in standby and greatly improving the reliability of the system.
- Performed extensive non-destructive testing on Unit 5 HRSG tubes and high energy piping. Several findings were identified and corrected that could have otherwise resulted in forced outage.
- Continued to set T&D reliability records with goal-exceeding reliability indices.
- Successfully navigating the industry-wide supply chain issue such that LE has not had a work order that it has not been able to fill due to lack of materials.

Electric – Performance Management

- Completed the Overhead Transmission, Overhead Distribution, and Underground Distribution facilities for the West Pipkin road project; this was a 300-day relocation project.
- Upgraded bus capacity at Orangedale Substation to support large, anticipated Amazon charging station need. Due to system load requirements, this required performing major construction work with half the station still powered.
- Completed the design and mostly completed the construction of the Tenoroc to the new Rice Engines 69kV transmission line.

Sustainability

- Units 1, 2, 3 and the coal yard equipment have been completely demolished. Processing and shipping of recycled material continues. LE anticipates substantial completion of the project by the end of 2023 with final site remediation and project completion in the 1st quarter of 2024.
- Exploring a variety of emerging technologies, including a public-private partnership to develop a 75 MW solar farm, a public-private partnership to implement a micro-grid and integrating the next level MDM system with LE's smart grid.
- S&P affirmed Lakeland Electric AA rating in FY23.

Energy Production

- Unit 5 HRSG Economizer finned tubes were cleaned which removed over 6000 lbs of debris that was impeding heat transfer.
- Restored Larsen Unit 8 fogging system, gaining over 3 MW's of capacity when combined with peak fire.
- Procured a spare starting motor for Larsen Unit 8 CT which reduced potential forced outage duration from about 8 weeks to 4 days
- Added expansion loops to Unit 8 HRSG economizer tubes which eliminated the risk of corrosion fatigue failure for the foreseeable future of the plant.

Energy Delivery

- Interstate autotransformer internal fault – normally this transformer would have been scrapped, but due to LE's efforts (which included detailed oil analysis and extended communication with Doble engineering support), the utility was able to drain, inspect and call in a GE team to perform internal repairs and save the transformer. Lead time to purchase another transformer is at least 1.5 years at an estimated price of \$2.5 – \$3 million.

Finance

The Finance Department strives to manage, control, and accurately report on the financial matters of the City of Lakeland efficiently and effectively. The department operates under the direction and management of the City Commission and the City Manager's Office through which the needs, concerns, and desires of the citizens are ultimately expressed.

As a support function, the Finance Department works in partnership with other City departments to develop budgets, implement control measures, and establish policies and procedures aimed at accurately accounting for, safeguarding, and maximizing the value of the City's assets.

The department is responsible for the 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. Finance prepares the funding plans for the annual and multi-year proposed budget, the establishment of operating expense targets and associated revenue requirements, the revenue forecast, and ten-year spending plans for all capital improvement programs. Finance also conducts year-round monitoring of workforce levels, and the biweekly processing of the payroll for all full-time and part-time employees, and retirees of the general pension plan.

Finance also administers municipal elections, including the election of the Mayor and Commissioners, the Lakeland Downtown Development Authority election, the Employee Pension Board and Employee Civil Service Board, and maintains the written records of Municipal Board minutes and all legislative action taken by the Commission.

Finance – Table of Organization

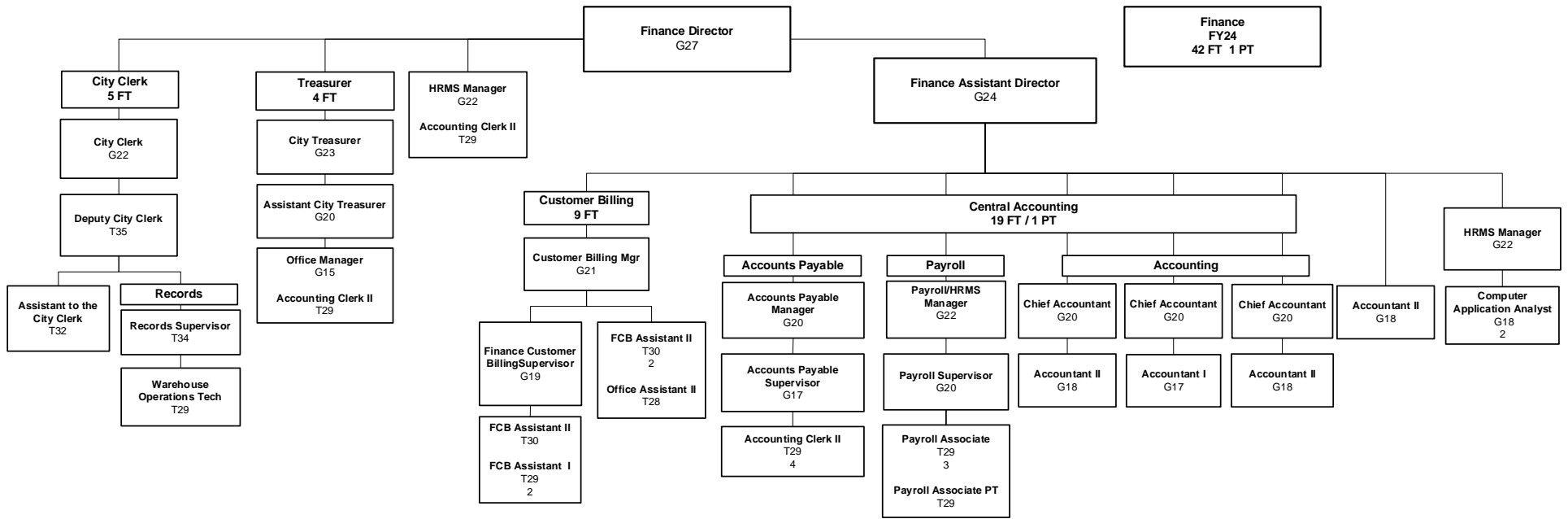


Figure 116: Finance Table of Organization

Finance – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Finance Director	1	1	1	G27	\$160,317.44 - \$272,540.06
Assistant Finance Director - General	1	1	0	◆	
Finance Assistant Director	0	0	1	G24	\$114,384.59 - \$183,015.55
City Treasurer	1	1	1	G23	\$101,675.42 - \$162,680.26
City Clerk	1	1	1	G22	\$93,992.65 - \$140,989.49
HRMS Manager	2	2	2	G22	\$93,992.65 - \$140,989.49
Payroll/HRMS Manager	1	1	1	G22	\$93,992.65 - \$140,989.49
Finance Customer Billing Manager	1	1	1	G21	\$85,447.77 - \$128,172.17
Accounts Payable Manager	1	1	1	G20	\$77,680.54 - \$116,520.81
Assistant City Treasurer	1	1	1	G20	\$77,680.54 - \$116,520.81
Chief Accountant	3	3	3	G20	\$77,680.54 - \$116,520.81
Payroll Supervisor	1	1	1	G20	\$77,680.54 - \$116,520.81
Finance Customer Billing Assistant Manager	1	1	0	◆	
Finance Customer Billing Supervisor	0	0	1	G19	\$70,618.86 - \$105,928.29
Accountant II	3	3	3	G18	\$64,198.87 - \$96,298.82
Computer Applications Specialist	2	2	0	◆	
Computer Applications Analyst	0	0	2	G18	\$64,198.87 - \$96,298.82
Accountant I	1	1	1	G17	\$58,361.86 - \$87,542.79
Accounts Payable Supervisor	1	1	1	G17	\$58,361.86 - \$87,542.79
Office Manager	1	1	1	G15	\$48,232.84 - \$72,349.26
Deputy City Clerk	1	1	1	T35	\$59,917.16 - \$88,018.65
Records Supervisor	1	1	1	T34	\$57,062.00 - \$83,828.61
Assistant to the City Clerk	1	1	1	T32	\$51,757.50 - \$76,035.63
FCB Specialist II	4	3	0	◆	
FCB Associate II	0	0	3	T30	\$46,946.37 - \$68,966.74
Accounting Clerk II	6	6	6	T29	\$44,709.21 - \$65,681.04
FCB Specialist I	2	2	0	◆	
FCB Associate I	0	0	2	T29	\$44,709.21 - \$65,681.04
Payroll Specialist	3	3	0	◆	
Payroll Associate	0	0	3	T29	\$44,709.21 - \$65,681.04
Warehouse Operations Technician	1	1	1	T29	\$44,709.21 - \$65,681.04
Office Support Specialist II	1	1	0	◆	
Office Assistant II	0	0	1	T28	\$42,581.23 - \$62,552.93
TOTAL FULL TIME EMPLOYEES	43	42	42		

Figure 117: Finance Positions – Part 1

Finance – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Payroll Specialist - regular part time	1	1	0	◆	
Payroll Associate - regular part time	0	0	1	T29	\$44,709.21 - \$65,681.04
TOTAL PART TIME EMPLOYEES	1	1	1		
TOTAL FT	43	42	42		
TOTAL PT	1	1	1		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 118: Finance Positions – Part 2

Finance – Budget Summary

Expenses

<i>Fund</i>	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>General</i>	\$1,824,822	\$2,296,436	\$1,978,051	\$2,523,489

Figure 119: Finance Budget Summary

Finance – Performance Management

Finance Key Success Indicators (KSIs) Linked to City Goals



[Quality of Life \(QOL\)](#)



[Communication \(COMM\)](#)



[Economic Opportunity \(EO\)](#)



[Fiscal Management \(FM\)](#)



[Growth Management \(GM\)](#)



[Governance \(GOV\)](#)

KSI Measure	Goal, Strategy Link	Frequency	FY2021 Actual I	FY2022 Actual	FY2023 Actual	Chart	FY2024 Target
Costs for municipal services (comparison of nine cities)	FM-1	FY Annually	3 rd Lowest (of 9)	2 nd Lowest (of 8)	2 nd Lowest (of 8)	Chart 30	Monitor Only
Number of Days Cash on Hand (General Fund)	FM-2	FY Annually	76	114	99	Chart 31	45-60 Days
Bond Ratings: General City ¹	FM-2	FY Annually	Standard & Poor's: NR Moody's: Aa3 Fitch: AA –	Standard & Poor's: NR Moody's: Aa3 Fitch: AA –	Standard & Poor's: NR Moody's: Aa3 Fitch: AA –	Chart 32	Monitor Only
Bond Ratings: Electric ²	FM-2	FY Annually	Standard & Poor's: AA Moody's: Aa3 Fitch: AA	Standard & Poor's: AA Moody's: Aa3 Fitch: AA	Standard & Poor's: AA Moody's: Aa3 Fitch: AA	Chart 33	Monitor Only
Bond Ratings: Water/Wastewater ³	FM-2	FY Annually	Standard & Poor's: AA Moody's: Aa2 Fitch: AA +	Standard & Poor's: AA Moody's: Aa2 Fitch: AA +	Standard & Poor's: AA Moody's: Aa2 Fitch: AA +	Chart 34	Monitor Only
Comprehensive Annual Financial Reporting (CAFR) audit findings	GOV-1	FY Annually	0	0	Not Available	Chart 35	0

Figure 120: Finance – Key Success Indicators

Department Objectives – Finance

1. Develop and effectively manage financial resources.
2. Achieve measurable success and continuous improvement through investment of resources, a focus on efficiency and accountability, and high expectations for quality.
3. Support 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 and make those related documents accessible to staff and the public.

¹ All years: Fiscal Year End data. Covenant to Budget and Appropriate Revenue Debt.

² All years: Fiscal Year End data.

³ All years: Fiscal Year End data.

Finance – Performance Management

Finance Performance Measures

Performance Measure	Department Objectives Link	Frequency	FY2021 Actual I	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Ensure all Invoices from vendors are paid in compliance with the Local Government Prompt Payment Act.	1	Annually	No findings	No findings	No findings	No findings
Clean Audit Opinion	2	Annually	No Findings	No Findings	Not Available	No Findings
Accuracy of Billings (number of Customer Complaints & errors)	1	Annually	<1% of total customers	0.10%	0.12%	<1% of total customers
Meeting Budgeted Revenues - Solid Waste	2	Annually	100.6%	105.7%	99.7%	100%
Accuracy of Billings (number of Customer Complaints & errors)	1	Annually	<1% of total customers	0.06%	0.07%	<1% of total customers
Meeting Budgeted Revenues - Stormwater	2	Annually	104.7%	104.53%	101.8%	100%
Accuracy of Billings (number of Customer Complaints & errors)	1	Annually	<1% of total customers	0.10%	0.05%	<1% of total customers
Meeting Budgeted Revenues – Wastewater	2	Annually	131.5%	124.0%	109.7%	100%
Percent of Code Enforcement fines processed	2	Annually	100%	132.3%	100%	100%
Timely payments of Principal and Interest payments	1	Quarterly	Yes	Yes	Yes	Yes
Number of Audit Findings concerning Grants Administration	1	Quarterly	No Findings	No Findings	Not Available	No Findings
Compliance with Investment Policies	1	Annually	Yes	Yes	Yes	Yes
Investment Earnings - Meet or exceed investment earnings benchmark	2	Annually	Yes	Yes	Yes	Yes
Government Finance Officers Association (GFOA) Award	2	Annually	Awarded	Awarded	Awarded	Applied
Operational Audits: Implementation of at least 75% of suggested recommendations for changes to processes	2	Annually	90%	90%	90%	90%
Investigative Audits: Commencement of investigation in a timely manner (within one business day of notification)	1	Annually	100%	100%	100%	100%
Number of candidate handbooks issued & reviewed	3	Quarterly	18	0	20	0
Number of campaign reports received, reviewed, and published to the web	3	Biannually	31	30	60	6
Number of absentee ballot signatures verified	3	Biannually	15,798	9,767	20,612	0
Number of Boards and Committees Applications received and processed and appointments	3	Annually	61	96	84	80

Figure 121: Finance Performance Measures, Part 1

Finance – Performance Management

Performance Measure	Department Objectives Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Number of legal ads published each year	3	Annually	62	37	34	40
Number of meetings attended by Clerk's office (Commission, Boards, Task Force)	3	Quarterly	170	113	102	130
Number of boxes (Records) placed in storage	3	Annually	674	445	279	400
Number of boxes (Records) destroyed	3	Annually	686	549	627	500
Records Administration — Number of Department Records Requests Processed	3	Quarterly	495	984	301	400

Figure 122: Finance Performance Measures, Part 2

Changes, Accomplishments & Efficiencies – Finance

Accounts Payable

- All yearly milestones (Yearend close, 1099 issuance, audit, etc.) were accomplished flawlessly.
- Existing staff was maintained and supported through the departure of an employee and the subsequent training of one new hire and ever evolving tasks and workloads.
- Working with vendors that have readily available ACH information to switch them from paper checks to ACH. This is a cost saving measure as it costs roughly a third less in labor costs per ACH.
- Collaborating with the purchasing department to ensure external departmental adherence to both Accounts Payable and Purchasing policies and redirecting those that were not in compliance.
- Restructured one of the four clerk positions to handle all travel, P-Card, and Vendor maintenance instead of those tasks being separated between all four clerks. That has given departments one contact person and better control of issues that arise.

City Clerk

- Succession Planning: Promoted Heather Bradman last year and hired Trish Edwards as Assistant to the City Clerk. Trish is a former city clerk from New Hampshire.
- Succession Planning: Cross training Heather Bradman on elections.
- Historic cassette project. Migrated old cassette recordings to digital to ensure records compliance.
- Hand delivering clerk of court packets to Lakeland branch office to speed up the return time. Electronically recording those documents that require a fast turnaround.
- Using OneNote to share information in the office. It has become our office manual.
- Created a PowerPoint presentation for the website to educate citizens considering running for city commission. Created a second PowerPoint for use during candidate training.
- Provided candidate photos and contact information on the website for citizens.

Finance – Performance Management

Payroll

- Continuing implementation of Finance staff to PeopleSoft Time and Labor self-service into additional business areas. This was a very successful transition that has helped create greater efficiencies for the Community Development Timekeeping staff. New business areas are also being coordinated with for implementation this year contingent upon a good fit for mutual operational needs. Human Resources is next on the list to move to this self-service functionality.
- Enhancing documentation for every business process that Payroll is involved in. Master document identifies each business process with additional information to assist in better management of each for our operations.
- Continuing to enhance automated report functionality and sharing it with other business divisions.
- Continuing to enhance report functionality and sharing it with other business divisions. These reports extract the information directly from the system in the format they are needed. These approaches will save considerable time and improve accuracy as program populates needed fields for templates.
- Designed and developed additional resource to allow visibility and search capabilities for all reporting needs currently supported by Finance. This includes several other business areas also as we continue to work towards centralized information and support. This approach continues to be effective.
- Continuing to design and deploy or enhance additional dashboard tools for Timekeepers, City U, Supervisors, Retirement Services, Risk Management, Finance, etc. to help improve efficiencies in the completion of their work tasks.
- Continuing to review and assess documentation for Payroll and Retirement Services business areas to ensure ease of access and knowledge transfer for personnel changes. Documentation links are tied to dashboards also.
- Continuing to establish new controls points with the Third-Party Administrators to better account for distributions through them.
- Assisting in monitoring TPA activity for general ledger reporting and reconciliations.
- Continuing to collaborate with several key departments to assess and improve existing business processes related to CBA changes for improved communication and efficiencies between all required to participate. Also includes non-CBA for mass updates such as Across the Boards.
- W2's, 1099-R's and other regulatory reporting were completed on time. New functionality was introduced and implemented for CY2022 1099-R reporting that allows Retirement Services in addition to Payroll to be able to provide timely service to those needing reprints or have questions about their regulatory reporting.

Fire

Established in 1916, the Lakeland Fire Department has seven stations serving approximately 100,000+ people in its 84 square-mile response area, which includes the city limits as well as portions of unincorporated Lakeland. The department offers a wide range of services which includes heavy rescue, technical rescue, fire prevention, fire code enforcement, fire investigation, aircraft rescue and firefighting, and in-house fleet maintenance; all in addition to the high-quality level of fire suppression and emergency medical response that the department is known for. The Lakeland Fire Department is also passionate about being an active participant in its community and consistently giving back through philanthropic efforts and through non-emergency services such as community outreach and preventative public education.

The Lakeland Fire Department (LFD) responds 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. LFD provides firefighting response, and mitigates threats including building collapse, high angle rescue, confined space rescue, trench rescue, vehicle and/or machinery extraction, hazardous materials response, and water rescue. LFD also provides rescue services on a county-wide basis, through an agreement with the Polk County Fire Department, who in turn provides county-wide hazardous materials response. Firefighters trained to the level of emergency medical technician (EMT) provide basic life support techniques, and/or firefighters trained to the level of paramedic provide advanced life support techniques. LFD aircraft rescue and firefighting (ARFF) operations respond to any potential aircraft emergency or rescue event at the Lakeland Linder International Airport. Fire investigation conducts 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. LFD also reviews building construction plans for compliance with local and state ordinances, and on-site building inspections for fire safety and life safety compliance.

LFD promotes public fire safety education through a community-wide outreach program that teaches children and adults about hazards of fire, how to protect themselves from potential fire loss, and provides them with a safety plan in case a fire occurs in their home. Fire safety educational classes are also provided to local businesses and institutions on the proper use and maintenance of fire extinguishers and fire alarms.

Fire – Table of Organization

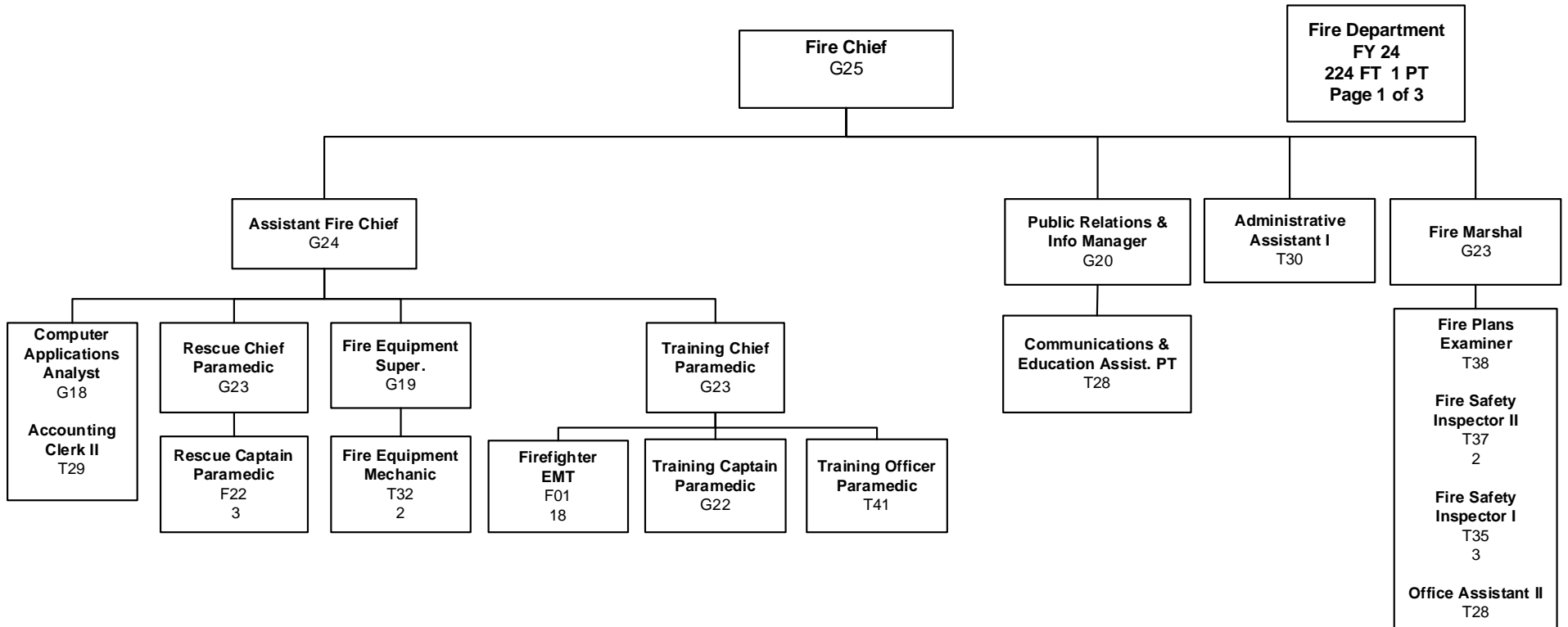


Figure 123: Fire Table of Organization Part 1

Fire – Table of Organization

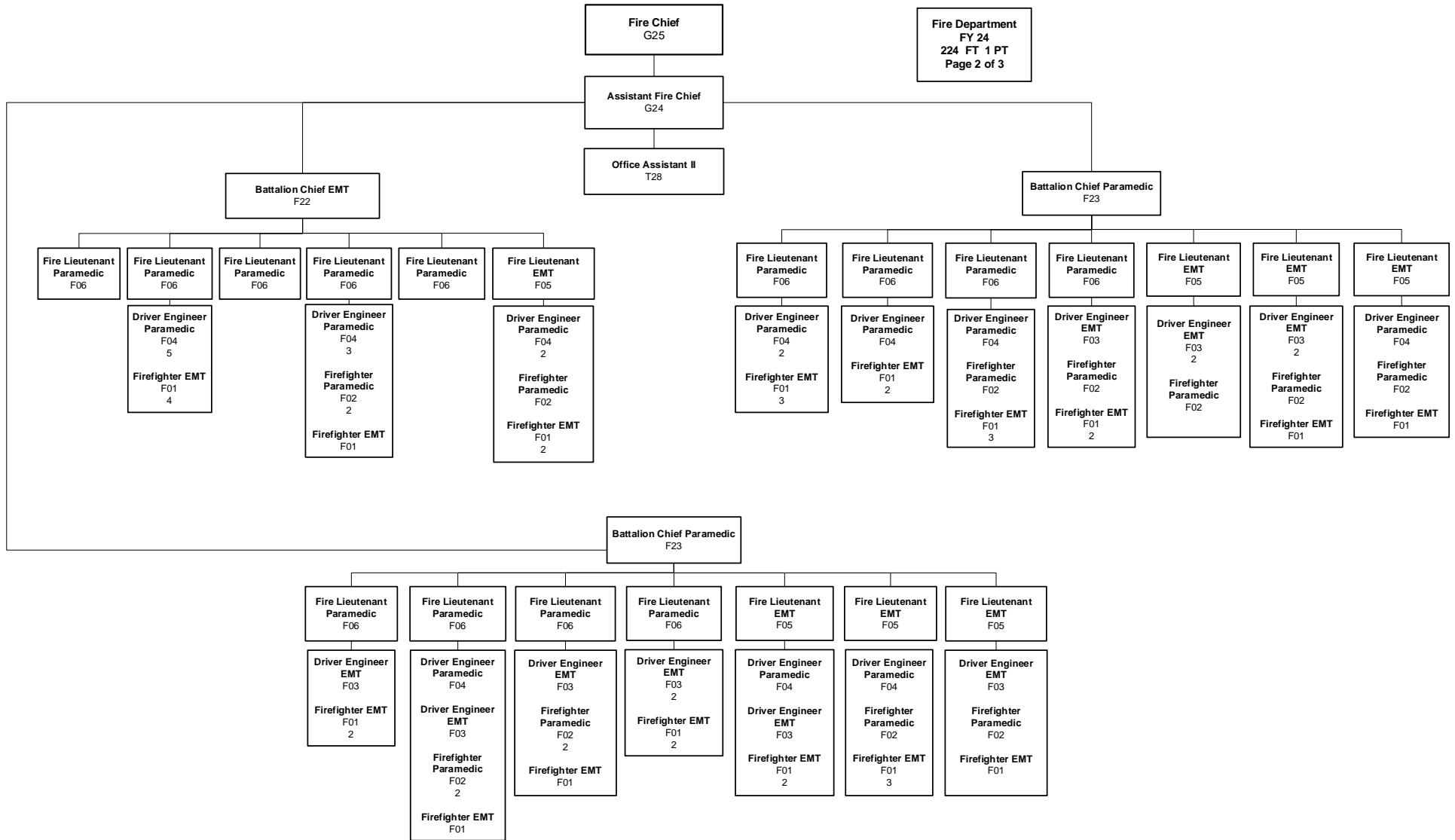


Figure 124: Fire Table of Organization Part 2
Fiscal Year 2024 Annual Budget

Fire – Table of Organization

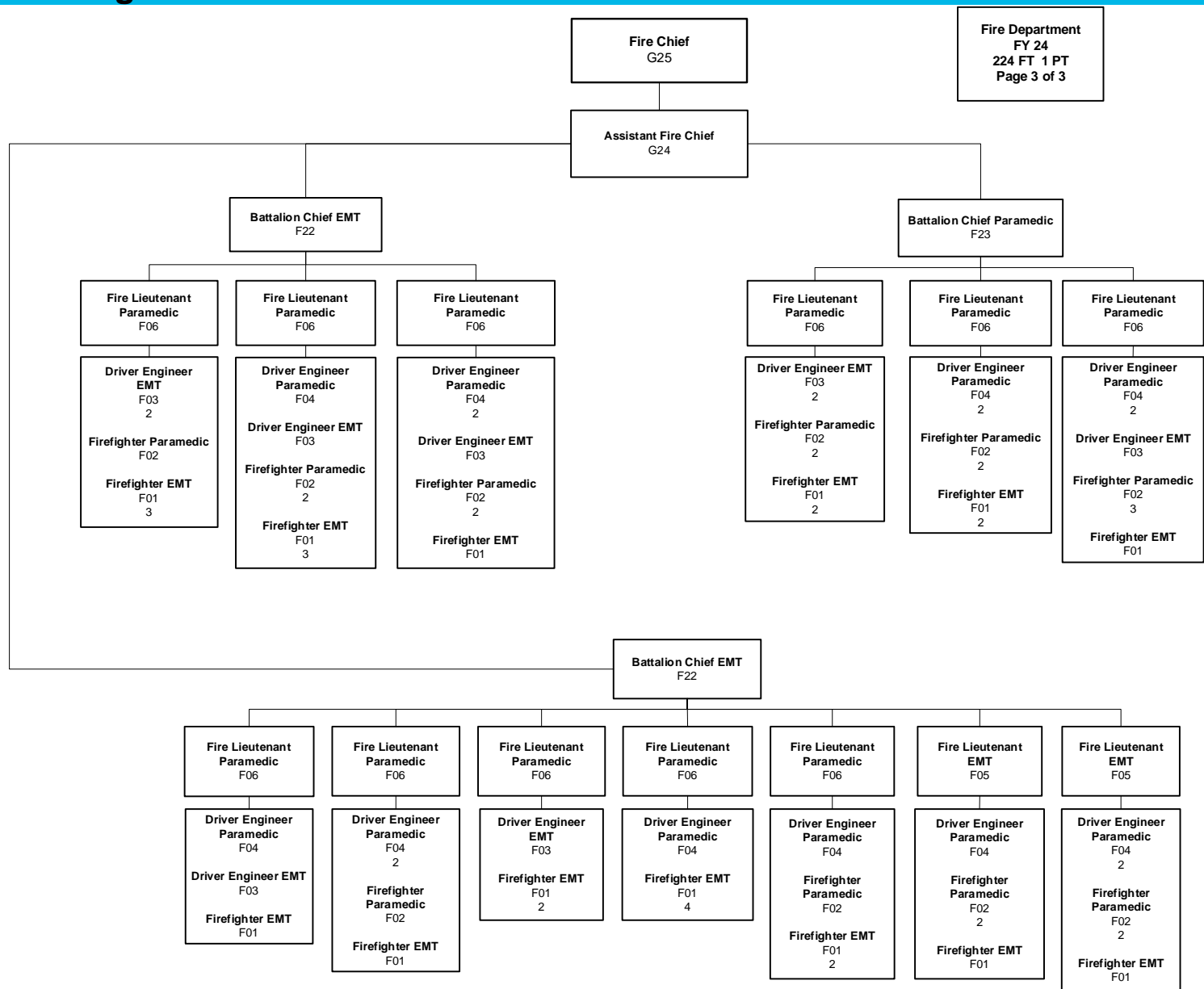


Figure 125: Fire Table of Organization Part 3

Fire – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Fire Chief	1	1	1	G25	\$128,683.05 -\$205,892.88
Assistant Fire Chief	2	2	2	G24	\$114,384.59 -\$183,015.55
Fire Marshal	1	1	1	G23	\$101,675.42 -\$162,680.26
Rescue Chief - Paramedic	1	1	1	G23	\$101,675.42 -\$162,680.26
Training Chief - EMT	1	1	0	◆	
Training Chief - Paramedic	0	0	1	G23	\$101,675.42 -\$162,680.26
Training Captain - Paramedic	1	1	1	G22	\$93,992.65 -\$140,989.49
Public Relations & Information Manager	1	1	1	G20	\$77,680.54 -\$116,520.81
Fire Equipment Supervisor	1	1	1	G19	\$70,618.86 -\$105,928.29
Computer Application Specialist	1	1	0	◆	
Computer Application Analyst	0	0	1	G18	\$64,198.87 -\$96,298.82
Battalion Chief - Paramedic	3	3	3	F23	\$78,211.86 -\$125,138.64
Battalion Chief - EMT	3	3	3	F22	\$72,302.04 -\$108,453.45
Rescue Captain - Paramedic	3	3	3	F22	\$72,302.04 -\$108,453.45
Fire Lieutenant Paramedic	24	24	24	F06	\$80,487.45 -\$113,726.68
Fire Lieutenant EMT	9	9	9	F05	\$68,976.66 -\$97,462.18
Driver Engineer Paramedic	33	33	33	F04	\$69,081.28 -\$97,610.01
Driver Engineer EMT	21	21	21	F03	\$59,201.72 -\$83,650.46
Firefighter Paramedic	31	32	32	F02	\$59,745.07 -\$86,528.70
Firefighter EMT	62	73	73	F01	\$51,200.73 -\$74,153.92
Fire Training Officer - Paramedic	0	0	1	T41	\$80,292.62 -\$117,954.57
Fire Plans Examiner	1	1	1	T38	\$69,360.20 -\$101,896.87
Fire Safety Inspector II	2	2	2	T37	\$66,058.02 -\$97,042.48
Fire Safety Inspector I	3	3	3	T35	\$59,917.16 -\$88,018.65
Fire Equipment Mechanic	2	2	2	T32	\$51,757.50 -\$76,035.63
Administrative Assistant	1	1	0	◆	
Administrative Assistant I	0	0	1	T30	\$46,946.37 -\$68,966.74
Accounting Clerk II	1	1	1	T29	\$44,709.21 -\$65,681.04
Office Support Specialist II	2	2	0	◆	
Office Assistant II	0	0	2	T28	\$42,581.23 -\$62,552.93
Emergency Manager	1	0	0		
TOTAL FULL TIME EMPLOYEES	212	223	224		
Communication & Education Assistant	1	1	1	T28	\$42,581.23 -\$62,552.93
TOTAL PART TIME EMPLOYEES	1	1	1		
TOTAL FT	212	223	224		
TOTAL PT	1	1	1		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 126: Fire Positions

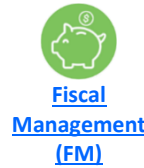
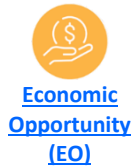
Fire – Budget Summary

<i>Fund</i>	Expenses			
	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>General</i>	\$22,361,494	\$ 26,551,063	\$25,000,011	\$29,971,453

Figure 127: Fire Budget Summary – Expenses

Fire – Performance Management

Fire Key Success Indicators (KSIs) Linked to City Goals



KSI Measure	Goal, Strategy Link	Frequency	CY2021 Actual	CY2022 Actual	CY2023 Actual	Chart	CY2024 Target
Percent of fires kept to room of origin	QOL-1 GM-1	CY Annually	85%	78%	Not Available	Chart 36	75% or >
Percent of Fire inspection violations brought into compliance	GM-1 GOV-1	CY Annually	85%	50%	Not Available	Chart 37	Increase
Total number of emergency responses (LFD)	QOL-1 GM-1 GOV-1	CY Annually	29,530	27,786	Not Available	Chart 38	Monitor Only
Percent of building and Fire Department permits reviewed by due date	GOV-1	FY Quarterly	98.57% (Average)	96.33% (Average)	96.50% (Average)	Chart 39	95%

Figure 128: Fire – Key Success Indicators

Department Objectives – Fire

1. Provide 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.
2. Provide the most efficient and highest-level emergency medical and rescue services to the citizens of Lakeland.

Fire Performance Measures

Performance Measure	Department Objectives Link	Frequency	CY2021 Actual	CY2022 Actual	CY2023 Actual	CY2024 Proposed
Firefighting						
Number of Fires requiring a Fire Investigator to determine cause and origin	1	Annually	79	62	Not Available	25
Number of Commercial Buildings Inspected	1	Annually	1,469	2,197	Not Available	2,500
Number of Construction Plans Reviewed	1	Annually	1,829	1,734	Not Available	1,500
Structure Fire Calls (100 series NFIRS)	2	Annually	191	169	Not Available	150
Non-structure Fire Calls (100 series NFIRS)	2	Annually	347	310	Not Available	325

Figure 129: Fire Performance Measures, Part 1

Fire – Performance Management

Performance Measure	Department Objectives Link	Frequency	CY2021 Actual	CY2022 Actual	CY2023 Actual	CY2024 Proposed
Firefighting						
NFPA 1710 Response to Deployment Analysis (Dispatch to arrival of first unit to building fire within 5 minutes 20 seconds, 90% of time)	2	Annually	33%	38%	Not Available	70%
NFPA 1710 Response to Deployment Analysis (Dispatch to arrival of full complement to building fire within 9 minutes 20 seconds, 90% of time)	2	Annually	70%	73%	Not Available	70%
Percent of NFPA Mandated Training Hours Accomplished	2	Annually	100%	100%	Not Available	100%
FAR 139 Training Requirements (Percent of monthly training competencies completed)	2	Annually	100%	100%	Not Available	100%
Rescue						
Number of Emergency Medical Responses	2	Annually	29,516	17,105	Not Available	22,000
Percent of Mandated Medical training hours accomplished	2	Annually	100%	100%	Not Available	100%

Figure 130: Fire Performance Measures, Part 2

Changes, Accomplishments & Efficiencies – Fire

Fire Administration

- Reduced exposure to PFAS through alternative foam purchase and policy revisions.
- Conducted a 2-day Mental Health Clinician Awareness program.
- Chief Riley served second year as Florida Fire Chief Association President.
- Leadership attended Executive Development Conference.
- Successfully awarded grants of over \$60,000 for decontamination washers, toxic gas monitors, USAR equipment, and fire prevention education materials.
- Two additional members of leadership attended Emergency Service Leadership Institute program.
- Chief Riley attended Leadership Polk program.
- Supported two deployment operations related to Hurricane Idalia.
- Development and implementation of new scheduling software to include payroll tracking.
- Hosted annual Trunk or Treat with several thousand children attending.
- An additional mobile radio repeater was purchased to provide radio coverage in large commercial buildings.
- Hired additional 12 firefighters to include two interns.
- Kelly Day (12 hour) implemented July 2023.
- Received delivery of new Pierce Skyboom with 55' ladder.
- Ordered two Pierce Enforcer apparatus, to include Engine 81.
- Purchased two staff vehicles, Maintenance truck, Training vehicle, Rescue vehicle, thermal imaging camera, and extrication tool set with CIP replacement plan.
- Participated in Tim Tebow Foundation Night to Shine.
- Continued support of fund-raising efforts with local SPCA.
- Assisted LLIA with grant for replacement of ARFF 1. Grant was awarded with anticipated 12-month vehicle build.

Fire – Performance Management

- Development and implementation of shift scheduling/payroll software for the department.
- Obtained significant cost savings (\$90K) by ordering duplicate fire engines with Pierce Manufacturing.
- Implemented radio repeater notifications in CAD so that a battalion chief is alerted when responders are enroute to a location with known radio strength deficiencies.

Fire Maintenance

- Took delivery and placed in service Engine 61 a Pierce Skyboom with 55' ladder, affording the community reliable and safe fire apparatus well into the future. In addition, this continues to support the fire department's Insurance Service Office (ISO) Public Protection Classification of a 1, the best possible score.
- Placed new vehicles into service to include Battalion truck, training truck, rescue unit, (2) staff cars and Prevention pick-up truck.
- Converted all frontline apparatus to F-500 a PFAS free encapsulating agent from AFFF.
- Maintained functional apparatus and service delivery during difficult periods with supply chain deficiencies. Provided continued savings by harvesting used parts from off-line apparatus instead of sending apparatus to auction with limited return on monies.
- Placed new Rescue (Rescue 22) into service. This pick-up truck design continues to yield financial savings and increased dependability over the traditional large rescue units once utilized. Anticipated savings of \$50,000.

Public Relations & Education

- LFD established a partnership with Bonnet Springs Park to host a STEM-in-the-Park event.
- Continued partnership with Lakeland Police Department to host Truck-or-Treat and support their efforts by attending National Night Out events.
- Hosted several community groups at Station 1, such as Big Brothers Big Sisters, Lakeland Sister Cities International, Lakeland Leadership, and Citizen's Academy.
- Participated in the Nationally recognized Great American Teach-in at several local schools from elementary to high school.
- Coordinated and marketed the annual LFD Toy Drive benefiting hundreds of Lakeland children through the Children's Home Society of Florida and the Dream Center of Lakeland.
- Public Relations & Information Manager (PRIM) Stephanie Lewis earned FEMA Advance Public Information Officer designation.
- PRIM Stephanie Lewis served as Lead Public Information Officer at Sun N Fun 2023.
- PRIM Stephanie Lewis collaborated with other PIOs from local agencies at the City of Tampa UASI Tabletop Exercise.
- Hired and trained a new Communications and Education Assistant.
- A total of 70 public education programs were offered to the Lakeland community.
- The Public Relations & Communications division employed a summer Public Relations internship.
- Enhanced participation in multiple career fairs and to disseminate information about LFD career opportunities.

Fire – Performance Management

- COVID-19 led to a 30% increase in US homeschool enrollments, with Florida ranking among the top three states in America. To provide fire safety education to this growing demographic, LFD partnered with local homeschool groups, including Lakeland Homeschool Events and Heritage Homeschooling, in the summer of 2023, with a combined reach of 2,500 homeschooled families.
- Created & produced a marketing packet for career opportunities and a website for contact requests to support the Training Division in recruitment efforts.
- A total of 363 social media posts were on LFD Meta platforms reaching more than 3.75 million people.

Fire Prevention

- One Inspector/Investigator earned Fire Inspector II Certification. On-going effort maintained to scan all historical paper-based plans into a digital format within OnBase.
- Fire Marshal Edwards participated in Big Brothers Big Sisters School to Work program as a mentor.
- Fire Marshal succession planning/training in place. Two in-house qualified individuals wishing to apply for the Fire Marshal position have been trained on all aspects of the position and involved in higher-level functions to prepare them for the role. This will aid in a seamless transition when Fire Marshal Edwards retires at the end of her DROP.
- Continued In-Vehicle Repeater system, resulting in cost savings to local businesses owners. In many cases, this device eliminates the requirement of business to purchase and install two-way radio enhancement systems.
- Utilized high school student volunteers to assist with scanning of historical documents required to be maintained under Florida Public Records rules.
- Utilized seven in-house personnel, certified as Fire Inspectors, to perform routine fire inspections beginning in May. Worked one individual a day, weekdays that one of the seven were available. These seven completed 539 inspections, billing \$35,525, resulting in a profit of \$12,418.95 over the payroll costs.

Fire Operations

- Lakeland Fire Department received a perfect evaluation from the Federal Aviation Administration, continuing to maintain airport ARFF index.
- ARFF 1 replacement grant awarded with 12 months build time.
- Annual Sun N Fun Fly In was successfully planned, managed, and executed without any significant incidents. Attendance of event set records.
- Policy revisions limiting firefighter exposure to PFOS put into place.
- Assisted Training Division with recruitment and training of 12 new firefighters.
- Assisted with implementation of Kelly Day.
- Achieved benchmark of 85% of all structure fires limited to only the room of origin consumed by fire.
- Responded to 27,786 emergency calls for service.

Fire – Performance Management

Fire Rescue/Training

- Conducted talent searches, interviewed, and hired 13 additional firefighters to reduce employee fatigue due to pandemic, reduce overtime costs, and fill positions vacated by retirements.
- The Rescue Division rolled out comprehensive protocol changes to include review and modification of training programs.
- Mental Health Peer Support training with Lakeland Regional Medical Health.
- Placed technology (Airtag) on cardiac monitors and AED devices to provide accountability of inventory.
- Successfully managed annual Life Scan firefighter physicals for the department.
- Delivered paramedic orientation training for 12 new paramedics.
- Developed and conducted radio repeater training for impacted employees.
- Co-hosted Fire Leadership Conference with St. Petersburg/Tampa Fire Departments.
- Developed and administered driver engineer assessment in January.
- Chief Brown began the Certified Public Manager program.
- Modified new hire orientation and PQS testing to accommodate small hiring groups.
- Implemented recruitment program to assist in filling future job openings.
- Facilitated 2,255 facility training hours for our firefighters.
- Purchased new USAR equipment through receipt of \$12,000 state grant.
- The Training Division obtained Program Manager course for Instructor III certification.
- Utilized the 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.
- In house new hire orientation producing job ready employees that can safely function as Lakeland firefighters.

Aircraft Rescue and Firefighting (ARFF)

- Completed all required annual training to include a live fire scenario for all 45 members.
- Live fire training completed in cooperation with Charlotte County Fire & EMS at minimal cost. LFD served as evaluators of their new live fire prop and training program.
- Assisted with planning for purchase of an ARFF replacement apparatus.
- Annual assessment of ARFF by Federal Aviation Authority received a 100% score.
- Conducted research on PFOS free military specification foam options.
- All EMS Training is done in house - annual cost savings is \$40,000 by doing in house.
- Completed new paramedic orientation for twelve (12) new responders

Urban Search and Rescue

- New rope equipment purchased through a state grant.
- Conducted annual required training for all 45 members of the USAR team.
- Deployed 5 USAR members to Orlando for Hurricane Idalia response.
- The use of In-house instructors for additional mandated training yielded a cost savings of \$3,630, compared to the use of an outside training vendor.
- Provided confined space rescue standby services for 451 confined space entries conducted by City of Lakeland employees, in both Wastewater and Lakeland Electric.



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Human Resources

Human Resources (HR) supports all departments City-wide by performing the services necessary to maintain an adequate and qualified workforce for the City of Lakeland. HR serves departments and employees in personnel matters throughout all stages of employment. HR services include analyzing and validating job classification and compensation, administering testing and assessment of employees, providing workforce development and training, managing labor relations, performing succession management, conducting investigative audits, and interpreting civil service rules and City policy regarding employees. HR also maintains systems for FMLA administration, ensures FLSA compliance (regarding exempt and non-exempt job classification), and EEOC compliance. HR is responsible for the collection and maintenance of all employee records.

Human Resources – Table of Organization

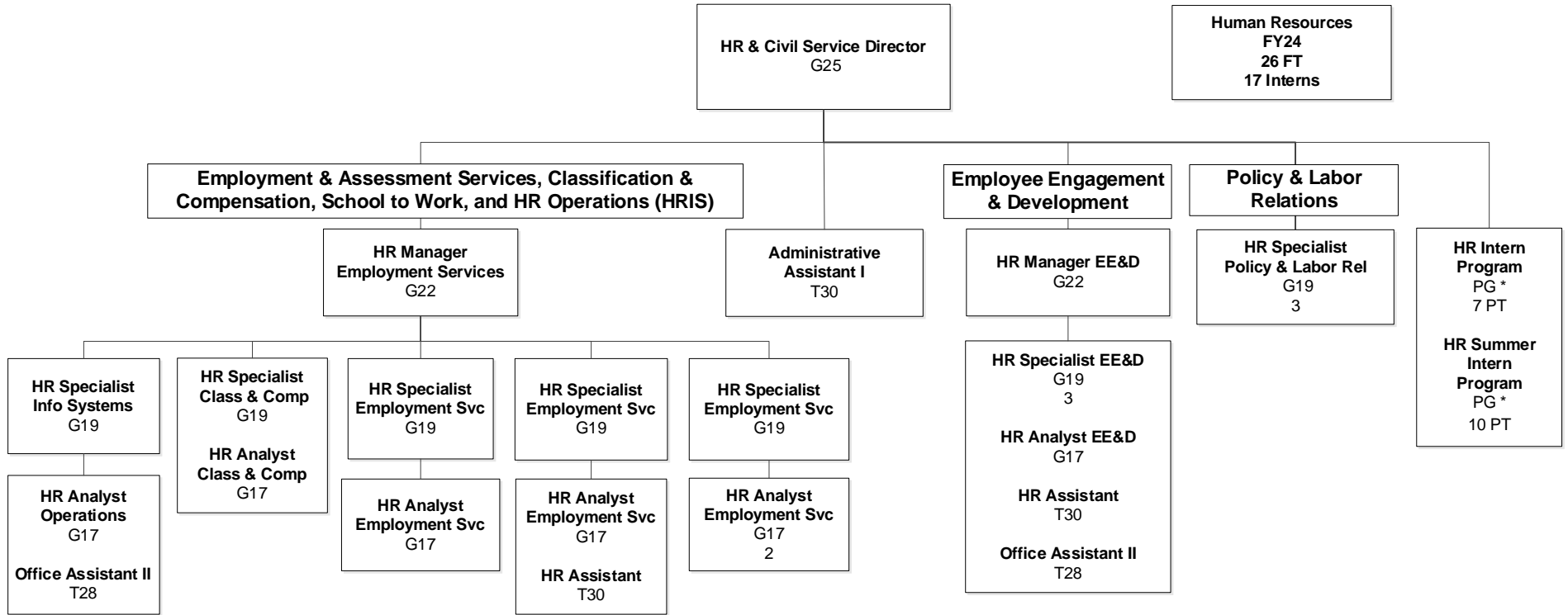


Figure 131: Human Resources Table of Organization

Human Resources – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
HR Director	1	1	0	◆	
HR & Civil Service Director	0	0	1	G25	\$128,683.05 - \$205,892.88
Manager Policy & Labor Relations	1	1	0	G22	\$93,992.65 - \$140,989.49
HR Manager - Employment Services	1	1	1	G22	\$93,992.65 - \$140,989.49
HR Manager - Engagement & Dev	1	1	0	◆	
HR Manager - EE&D	0	0	1	G22	\$93,992.65 - \$140,989.49
HR Specialist	10	10	0	◆	
HR Specialist Class & Comp	0	0	1	G19	\$70,618.86 - \$105,928.29
HR Specialist EE&D	0	0	3	G19	\$70,618.86 - \$105,928.29
HR Specialist Employment Svc	0	0	3	G19	\$70,618.86 - \$105,928.29
HR Specialist Info Systems	0	0	1	G19	\$70,618.86 - \$105,928.29
HR Specialist Policy & Emp Labor Rel	0	0	3	G19	\$70,618.86 - \$105,928.29
HR Analyst	7	7	0	◆	
HR Analyst Class & Comp	0	0	1	G17	\$58,361.86 - \$87,542.79
HR Analyst EE&D	0	0	1	G17	\$58,361.86 - \$87,542.79
HR Analyst Employment Svc	0	0	4	G17	\$58,361.86 - \$87,542.79
HR Analyst Operations	0	0	1	G17	\$58,361.86 - \$87,542.79
Administrative Assistant	1	1	0	◆	
Administrative Assistant I	0	0	1	T30	\$46,946.37 - \$68,966.74
HR Assistant	2	2	2	T30	\$46,946.37 - \$68,966.74
Office Support Specialist II	2	2	0	◆	
Office Assistant II	0	0	2	T28	\$42,581.23 - \$62,552.93
TOTAL FULL TIME EMPLOYEES	26	26	26		
TOTAL FT	26	26	26		
College Intern	17	17	17		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 132: Human Resources Positions

Human Resources – Budget Summary

<i>Fund</i>	Expenses			
	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>General</i>	\$1,337,112	\$2,514,068	\$2,003,492	\$2,549,714

Figure 133: Human Resources Budget Summary – Expenses

Human Resources – Performance Management

Human Resources Key Success Indicators (KSIs) Linked to City Goals



[Quality of Life \(QOL\)](#)



[Communication \(COMM\)](#)



[Economic Opportunity \(EO\)](#)



[Fiscal Management \(FM\)](#)



[Growth Management \(GM\)](#)



[Governance \(GOV\)](#)

KSI Measure	Goal, Strategy Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	Chart	FY2024 Target
Total number of Human Resource policies reviewed and/or revised	GOV-1	FY Annually	11	12	4	Chart 40	Monitor Only
New hires completing compliance training	GOV-3	FY Annually	100%	100%	100%	Chart 41	95%
Leadership and development training content retained	GOV-3	FY Annually	97%	97%	98%	Chart 42	75%
Percent of employees utilizing tuition reimbursement benefit	GOV-3	FY Annually	5.55%	4.04%	4.50%	Chart 43	6.2%
Time to fill position vacancies	GOV-3	FY Annually	Average Number of Days: 82 Requisitions: 432	Average Number of Days: 87 Requisitions: 590	Average Number of Days: 82 Requisitions: 654	Chart 44A Chart 44B	Average Days – Decrease Number of Requisitions - Increase

Figure 134: Human Resources – Key Success Indicators

Department Objectives – Human Resources

1. Provide fair and impartial consideration of employee concerns and work to resolve them without third-party intervention.
2. Provide clear, consistent, and current standards and performance expectations to an everchanging workforce.
3. Provide a means to acknowledge and recognize employees living the values.
4. Hire and onboard a motivated, qualified workforce while recognizing the contributions and achievements of tenured talent while supplementing with outside hires.
5. Provide a forum for employees to challenge perceived interpretations and applications of policies and collective bargaining agreements.

Human Resources – Performance Management

Human Resources Performance Measures

Performance Measure	Department Objectives Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Number of Public Employers Relations Commission (PERC) Hearings	1	Annually	2	2	0	2
Number of Arbitration & Mediation Hearings	1	Annually	4	7	0	2
Number of Policy Developments / Revisions (Labor Relations)	2	Annually	22	12	4	10
VIP Awards (Total Number of VIP Awards)	3	Quarterly	283	208	211	Increase
Number of positions filled with existing employees (promotions from within ranks)	4	Quarterly	238	300	236	218
Number of external new hires	4	Quarterly	205	436	438	400
Average number of minimally qualified applicants per requisition	4	Annually	10	17	13	12
Number of Grievances Filed	5	Quarterly	43	25	4	30
Number of Grievances Resolved	5	Quarterly	32	12	3	28

Figure 135: HR Performance Measures

Changes, Accomplishments & Efficiencies – Human Resources

- Completed and implemented recommendations from the General Employee Wage and Classification Study for all classifications with the goal of developing a wage structure based on a competitive marketplace while reducing the time required to progress from the minimum to the maximum of the range. This included the equally critical element of developing and objectively articulating how appropriate placement in the pay range was done for all exempt and nonexempt employees.
- Hybrid Work Team Project Co-sponsored the COL Distributed lead to the City’s First designed non-Covid related telecommuting arrangements since Lakeland Electric began in 2009. By the end of the fiscal year 24% of our employees were on Hybrid Work Arrangements. The Project Team was unique because it was led by graduates of the “48 Hours, Invest in You” class. It was a very strong cohesive effort which will be replicated.
- Completed the year with no Civil Service appeal hearings regarding the loss of employee property rights.
- No sustained discrimination charge rulings in FY23.
- Redesigned the Milestone Service Award Program to include two additional service anniversaries which nearly doubles the number of employees recognized for their years of continuous service and outstanding contributions to the City of Lakeland. The monetary amount for all milestones anniversaries was also increased.
- Planned, organized, coordinated, and hosted the “make-up” Milestone Service Award Celebration/Breakfast for the 388 current employees who reached a service anniversary in 2020, 2021, and 2022.
- Now allowing employees to take advantage of the tuition reimbursement benefit on day one of employment and increasing the reimbursement amount by \$500 (now \$2,500 annually).
- Designed, developed, and facilitated Alumni Leadership and Networking Forums for both the “New To” Supervision and the “48 Hours: Invest in You” leadership programs.
- Prepared to launch a newly designed Reward and Recognition Program that includes both refereed and non-referred components, with a primary focus on recognizing above and beyond behaviors/actions outside the scope of one’s job. “Above City Expectations (A.C.E.)”

Human Resources – Performance Management

- Expanded the marketing and use of “True Colors” assessments as a tool for use with our strategic partners requesting Organizational Developing consulting regarding team building, organizational effectiveness, cultural norms, and professional awareness.
- Launched the “Get R.E.A.L.” (Resilient, Energized, Agile Leadership) workshops that target the five pivotal areas identified from a comprehensive needs analysis: Developing Big Picture Thinking, Creating a Culture of Accountability, Developing an Empowered Workforce, Navigating Difficult Conversations, and Servant Leadership.
- Employment Services:
 - Time to Fill (Posting to Offer)

Fiscal Year	Number of Days
2023	82
2022	68
2021	70

Figure 136: Average number of days to fill positions since 2021.

- Number of Positions Filled

Fiscal Year	Number of Positions	Number of Positions (not including temporary/seasonal)
2023	693	654
2022	591	561
2021	522	447

Figure 137: Number of positions filled by year since 2021.

- Number of Veterans Hired

Fiscal Year	Number of Veterans Hired
2023	31
2022	35
2021	77

Figure 138: Number of veteran’s hired by year since 2021.

- School to Work Programs: Power Academy

Graduating Year	Number of Students	Hired at COL	Percentage Hired
2023	13	3	23%
2022	14	5	36%
2021	10	1	10%

Figure 139: Number of students hired from the Power Academy by year since 2021.

- Streamlined the Milestone Service Award processes impacting gift notification and selection, disbursement of certificates, and communications regarding monthly recipients.
- Continued use of “boosters” to reinforce key learnings from new hire onboarding events, “New To” Supervision (99% success rate) and “48 Hours: Invest in You” programs (100% success rate).
- Transitioned HR Manager/Employee Labor Relations Policy headcount to the City Attorney Office without a disruption of services.

Human Resources – Performance Management

- Staffing
 - Combined Assessment Services with Employment Services to provide a seamless process for hiring managers with one point of contact.
 - Continued reduction of unnecessary testing that is not adding value to the hiring process.
 - Rapid Process Improvement on the background checks performed for LPD access.
 - Identification of positions requiring LPD access to be able to retain and remove fingerprints from CJIS.
 - Taught 4 Selecting Excellence Courses with a total of 60 participants to improve applicant interviewing standards.
 - Transitioned Preemployment Drug Screening results from LPD to reduce wait time on pre-employment results.
 - Implemented innovative sourcing and talent recruitment techniques for hard-to-fill positions.

- Human Resources Operations:
 - Created a process to ensure stipends are turned off if a person is leaving a position.
 - Identification of CDL drivers and maintaining information in PeopleSoft
 - Managing FLMA within PeopleSoft
 - Moving individuals based on schedule requests to a standard FLSA.

- Compensation:
 - Provided a seamless interface to General Employee Wage study consultants.
 - Conducted more than three dozen supplemental wage analyses requested by the CMO and Department Heads.
 - Updated 161 job descriptions.
 - Wage preparation for UWUA Water, UWUA Lakeland Electric, Fire and Police union negotiations

- School to Work:
 - Expansion and execution of Big Brothers Big Sisters
 - Expansion and enhancement of school internships
 - Partnership with McKeel for job shadowing experience

Information Technology

The Department of Information Technology (DoIT) is responsible for managing and maintaining the technology infrastructure, systems, services, telecommunications, and cyber security within the City of Lakeland. DoIT provides technology services and support that aligns with departmental needs to enable productivity, innovation, and growth. Our primary role is to ensure technology aligns with City's goals and objectives in support of our Citizens.

DoIT services provided:

- **Geographical Information Systems:** Enables the correlation of critical data and infrastructure into charts, graphs and digital maps to maximize the understanding and visualization of patterns and relationships to drive decision-making within the city.
- **Infrastructure Management:** Enables seamless communication, data sharing, and efficient workflows, improving productivity and enabling growth.
- **Service Desk:** The face of DoIT, that enables users to work efficiently through service management to reduce downtime and enhance productivity.
- **Application Services and Support:** Automates processes and improves data accuracy through integrations and configuration enhancements enabling better decision-making and delivering of services.
- **Data Management:** Provides accurate, available, efficient, and secure data resources, while also ensuring backup, restore and recovery capabilities support the enterprise.
- **IT Project Management:** Maximizes project success, minimizes risks, and ensures alignment with organizational goals, resulting in efficient implementation of new technologies or system enhancements.
- **Cybersecurity:** Ensures integrity, confidentiality, and availability of systems to maintain governance, compliance, and mitigating enterprise risk.
- **Strategy and Architecture:** Drives digital transformation, enhances fiscal operations efficiency, and supports strategic decision-making, ultimately contributing to innovation and growth.
- **IT Governance and Compliance:** Develop and implement policy and processes to address statutory, regulatory and contractual obligations, reduce risk and align efforts with business objectives to maximize value.
- **Training and Education:** Empowers employees to leverage technology effectively, boosts productivity, and strengthens cybersecurity defenses.
- **Telecommunications and Fiber:** Ensures reliable and high-quality communication infrastructure to enhance public safety and city operations.
- **Cloud Solutions:** Promotes scalability, cost efficiency, agility, reliability, data security, compliance, disaster recovery, collaboration, and innovation to optimize IT, drive growth and improve efficiency across the city.

Information Technology – Table of Organization

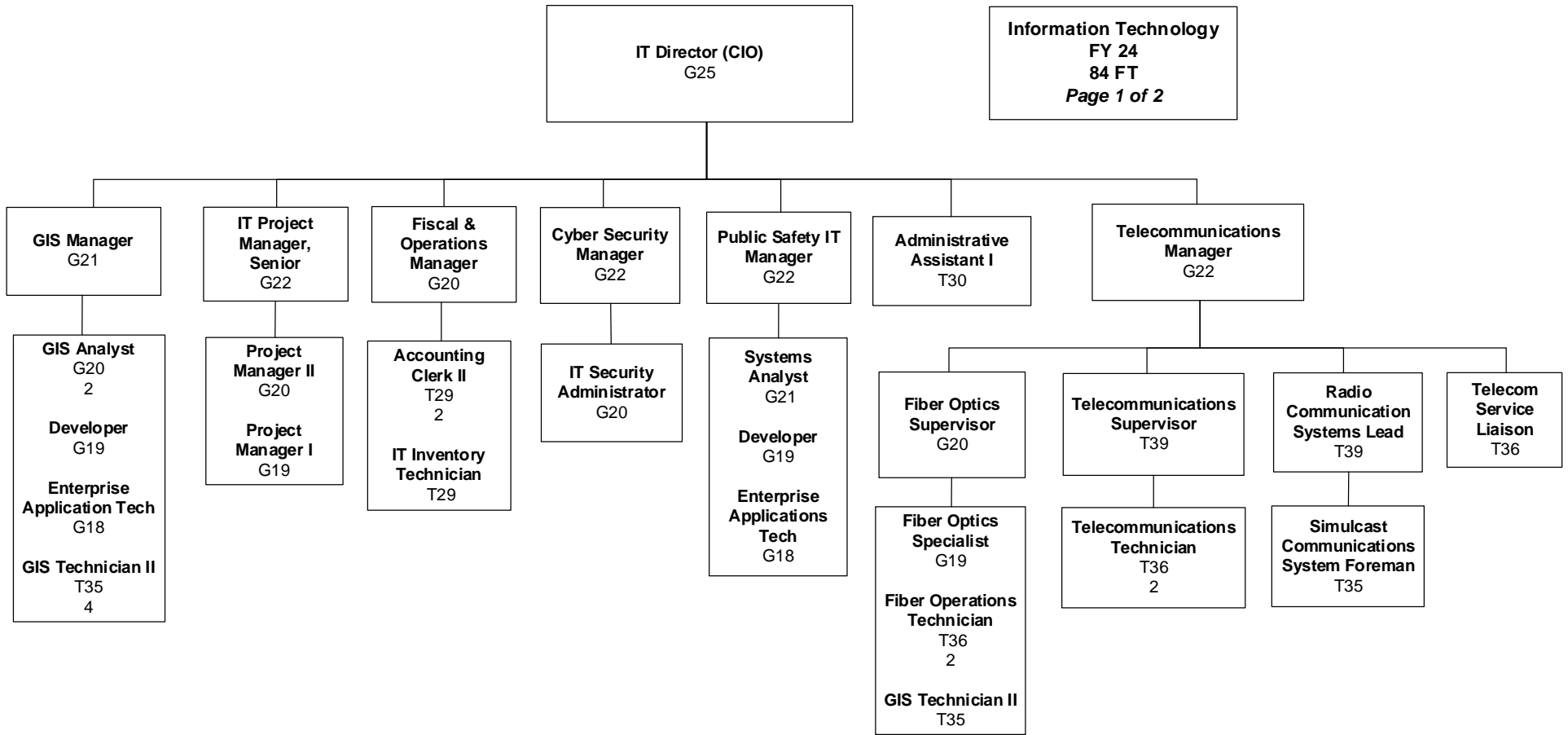
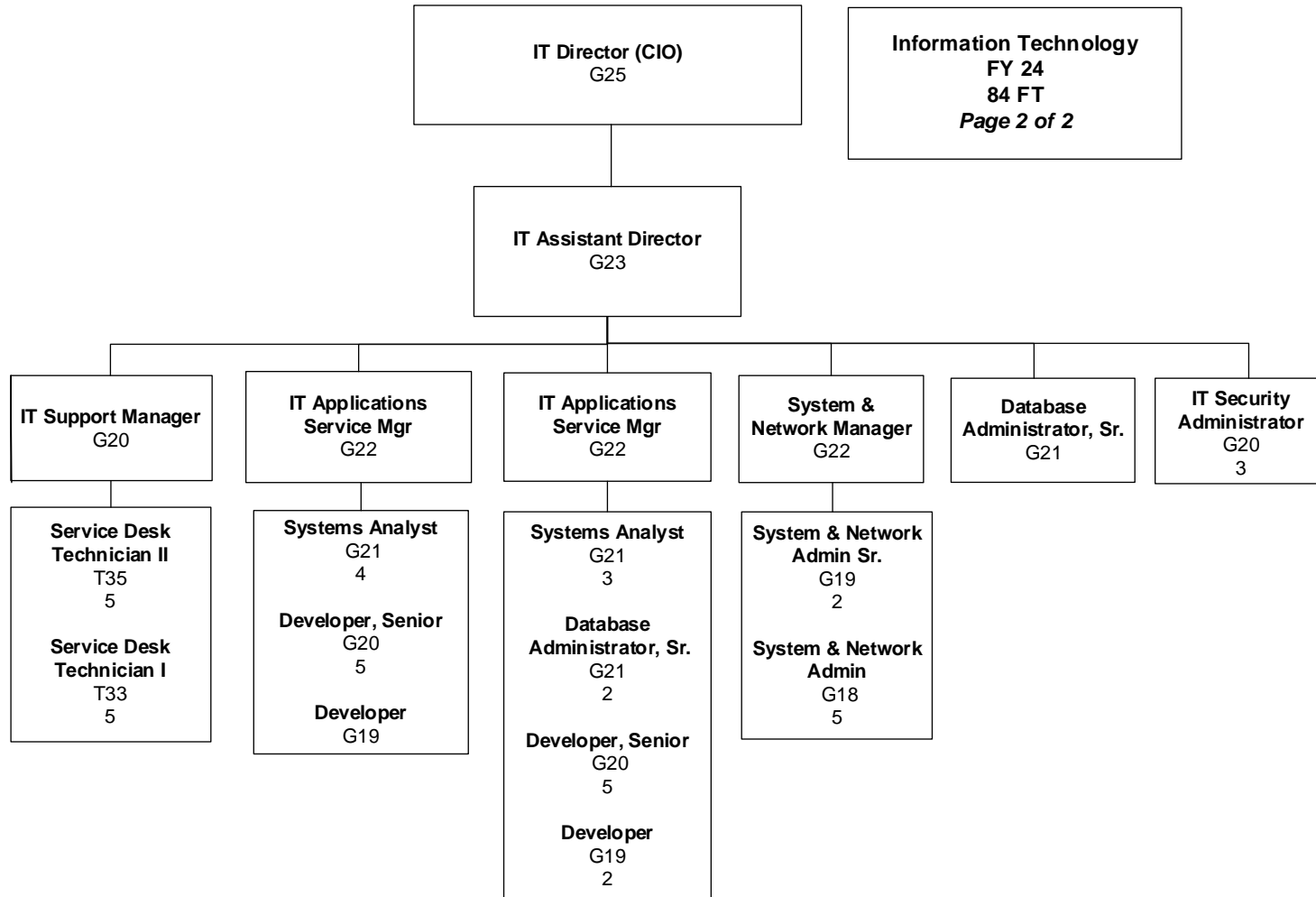


Figure 140: Information Technology Table of Organization Part 1

Information Technology – Table of Organization



Information Technology
FY 24
84 FT
Page 2 of 2

Figure 141: Information Technology Table of Organization Part 2

Information Technology – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
CIO & Director of Information Technology	1	1	0	◆	
IT Director (CIO)	0	0	1	G25	\$128,683.05 -\$205,892.88
Assistant IT Director	1	1	0	◆	
IT Assistant Director	0	0	1	G23	\$101,675.42 -\$162,680.26
Cyber Security Manager	1	1	1	G22	\$93,992.65 -\$140,989.49
IT Applications Service Manager	2	2	2	G22	\$93,992.65 -\$140,989.49
IT Project Manager Sr.	1	1	1	G22	\$93,992.65 -\$140,989.49
Public Safety IT Manager	1	1	1	G22	\$93,992.65 -\$140,989.49
System & Network Manager	1	1	1	G22	\$93,992.65 -\$140,989.49
Telecommunications Manager	1	1	1	G22	\$93,992.65 -\$140,989.49
Database Administrator Sr.	3	3	3	G21	\$85,447.77 -\$128,172.17
GIS Manager	1	1	1	G21	\$85,447.77 -\$128,172.17
Systems Analyst	8	8	8	G21	\$85,447.77 -\$128,172.17
Programmer Sr.	11	11	0	◆	
Developer Senior	0	0	10	G20	\$77,680.54 -\$116,520.81
Fiber Optics Supervisor	1	1	1	G20	\$77,680.54 -\$116,520.81
Fiscal and Operations Manager	1	1	1	G20	\$77,680.54 -\$116,520.81
GIS Analyst	1	1	2	G20	\$77,680.54 -\$116,520.81
IT Security Administrator	3	3	4	G20	\$77,680.54 -\$116,520.81
IT Support Manager	1	1	1	G20	\$77,680.54 -\$116,520.81
Project Manager II	1	1	1	G20	\$77,680.54 -\$116,520.81
Programmer II	5	5	0	◆	
Developer	0	0	5	G19	\$70,618.86 -\$105,928.29
Fiber Optics Specialist	1	1	1	G19	\$70,618.86 -\$105,928.29
Project Manager I	1	1	1	G19	\$70,618.86 -\$105,928.29
System & Network Administrator, Sr.	2	2	2	G19	\$70,618.86 -\$105,928.29
Enterprise Applications Technician	1	1	2	G18	\$64,198.87 -\$96,298.82
Systems & Network Administrators	5	5	5	G18	\$64,198.87 -\$96,298.82
Chief Telecommunications Technician	1	1	0	◆	
Telecommunications Supervisor	0	0	1	T39	\$72,829.24 -\$106,989.19
Radio Comm. System Supervisor	1	1	0	◆	
Radio Communications System Lead	0	0	1	T39	\$72,829.24 -\$106,989.19
Fiber Operations Technician	2	2	2	T36	\$62,913.43 -\$92,421.90
Telecommunications Service Coordinator	1	1	0	◆	
Telecomm Service Liaison	0	0	1	T36	\$62,913.43 -\$92,421.90
Telecommunications Technician	2	2	2	T36	\$62,913.43 -\$92,421.90

Figure 142: Information Technology Positions – Part 1

Information Technology – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
GIS Technician II	5	5	5	T35	\$59,917.16 -\$88,018.65
IT Support Analyst Sr.	5	5	0	◆	
Service Desk Technician II	0	0	5	T35	\$59,917.16 -\$88,018.65
Simulcast System Spec, Sr.	1	1	0	◆	
Simulcast Comm System Foreman	0	0	1	T35	\$59,917.16 -\$88,018.65
IT Support Analyst	5	5	0	◆	
Service Desk Technician I	0	0	5	T33	\$54,344.86 -\$79,837.36
Administrative Assistant	1	1	0	◆	
Administrative Assistant I	0	0	1	T30	\$46,946.37 -\$68,966.74
Accounting Clerk II	2	2	2	T29	\$44,709.21 -\$65,681.04
IT Inventory Specialist	1	1	0	◆	
IT Inventory Technician	0	0	1	T29	\$44,709.21 -\$65,681.04
Computer Application Specialist	1	1	0		
GIS Supervisor	1	1	0		
TOTAL FULL TIME EMPLOYEES	84	84	84		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 143: Information Technology Positions – Part 2

Information Technology – Budget Summary

Fund	FY22	Expenses		
		FY23 Revised	FY23 Forecast	FY24 Proposed
Information Technology	\$22,606,324	\$26,455,819	\$25,121,545	\$26,451,334

Figure 144: Information Technology Budget Summary – Expenses

Fund	FY22	Revenues		
		FY23 Revised	FY23 Forecast	FY24 Proposed
Information Technology	\$22,606,324	\$26,455,819	\$25,121,545	\$26,451,334

Figure 145: Information Technology Budget Summary - Revenues

Information Technology – Performance Management

Information Technology Key Success Indicators (KSIs) Linked to City Goals



Quality of Life
(QOL)



Communication
(COMM)



Economic
Opportunity
(EO)



Fiscal
Management
(FM)



Growth
Management
(GM)



Governance
(GOV)

KSI Measure	Goal, Strategy Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	Chart	FY2024 Target
Technology Incident Response Time (Percent Resolved within Timeframe) Urgent calls (Internal to City of Lakeland Departments)	GOV-2	FY Quarterly	98.78%	100.00%	100%	Chart 45A Chart 45B	90%
Technology Incident Response Time (Percent Resolved within Timeframe) High Priority calls (Internal to City of Lakeland Departments)	GOV-2	FY Quarterly	91.78%	98.57%	98.71	Chart 46	90%
Technology Incident Response Time (Percent Resolved within Timeframe) Medium Priority calls (Internal to City of Lakeland Departments)	GOV-2	FY Quarterly	99.45%	94.24%	98.83%	Chart 47	90%
Technology Incident Response Time (Percent Resolved within Timeframe) Low Priority calls (Internal to City of Lakeland Departments)	GOV-2	FY Quarterly	88.70%	99.30%	98.36%	Chart 48	90%

Figure 146: Information Technology – Key Success Indicators

Department Objective – Information Technology

- Promote an enterprise approach to ensuring IT projects meet the defined requirements including timeliness, budget, and minimize project scope creep.

Information Technology Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Planned Projects Requested vs. Completed Projects	1	Quarterly	54% ¹	54%	Not Available	Increase

Figure 147: Information Technology Performance Measure

¹ Due to COVID-19 many Departments put projects on hold.

Information Technology – Performance Management

Changes, Accomplishments & Efficiencies – Information Technology

- Fastpath deployment for PeopleSoft and Enterprise Business Suite to support enterprise user access validation, ensuring that users have the right application access.
- DARTS application modified with enhanced features for Lakeland Electric in support of Hurricane Nicole and 2023 storm season.
- Tyler CAD for LPD software upgraded to resolve issues and provide expanded capabilities to improve operational efficiencies.
- Managed LPD BWC project to include body cams, tasers, vehicle integration, cradle points cloud storage and interview rooms.
- Augmented new access points within the LPD breezeway to facilitate BWC wireless data connectivity.
- Implemented Axon interface to Tyler CAD to automatically tag in car videos with CAD data.
- Implemented Peoplesoft year-end tax bulletins to conform to new year tax regulations.
- Implemented Enterprise Business Suite 1099 bulletins to ensure finance meets regulatory requirements.
- Implemented ADT alarm systems to text for 911.
- Deployed Wi-Fi access points for gates at Lakeland Linder Airport in support of ticketing for Sun n Fun.
- Upgraded Peoplesoft to 8.59 toolset for current capabilities and life cycle management.
- Implemented Team Dynamix an Information Technology Service Management solution to improve end to end delivery of IT services.
- Awarded and implemented four cyber capabilities from Florida LDS valued at over \$390K.
- Saved 2.3% from our annual cyber security premium due to our cyber security practices.
- Saved approximately \$80k a year in operational expenditures resulting from a grant funded cyber capability that was implemented.
- Created the 2023 Lakeland Community Survey in partnership with Office of Innovation and Strategy.
- Developed/Deployed a new Insite intranet site for the city in partnership with communications.
- Connected 12 cell tower locations to the City of Lakeland network in support of Summit Broadband.
- Coordinated MSL financial audit of systems with all audit requests completed on-time.
- Realized approximately \$100k in equipment capital savings for procurement of laptops due to changing manufacturer and vendor.
- Completed software update on Avaya phone system: Software updated from release 8.x to 10.x on the Avaya phone system providing new features and capabilities.
- Replaced air-conditioner units at two radio tower sites to ensure continued uptime of the critical radio system.
- Updated 120 Lakeland Fire Department radios with new firmware and channel changes to improve communications security.
- Conducted two workshops on business email compromise for 41 high-risk users from the Finance, Purchasing, and Risk Management teams, creating and delivering interactive presentations that prompted a critical review of financial controls and processes to reduce risk for the organization.

Information Technology – Performance Management

- Supported a cybersecurity capture the flag event for over 120 cyber savvy students from four high schools in collaboration with Congressman Scott Franklin, Cyber Florida, Florida Southern College, and EC Council, by setting up a booth, providing prizes, and discussing cybersecurity career opportunities with high school and college students at the request of Scott Franklin's office.
- Implemented ArcGIS Urban for the Downtown West CRA. ArcGIS Urban is a web-based solution that applies GIS technology to urban planning to streamline plan creation, analyze the impact of plans, visualize current projects, and facilitate public engagement. This allows you to visualize citywide plans and projects in one place for collaboration among stakeholders.
- Airport & Utilities GIS Build Out: Through the process of adding all Airport spatial data to GIS, we were able to create a web-based map application that is private for the use of the Airport personnel contained within the overall GIS platform. The data sets include Airfield paving & striping, All Utilities, Ductwork and Signage.
- Streetlight Incident Reporting – In a joint effort between DoIT divisions, a website was designed for reporting streetlight incidents for Lakeland Electric. The report then generates a work request to Maximo and updates occur as the repairs are done.
- Deployed cloud-based archive storage in support of Human Resources to meet requirements of assessment videos.

Internal Audit

The Internal Audit Department supports and promotes honest and transparent operations through independent and objective auditing services, ensuring accountability within all City of Lakeland governance activities.

Core Activities:
 Compliance Audits
 Operational Audits

Internal Audit – Table of Organization

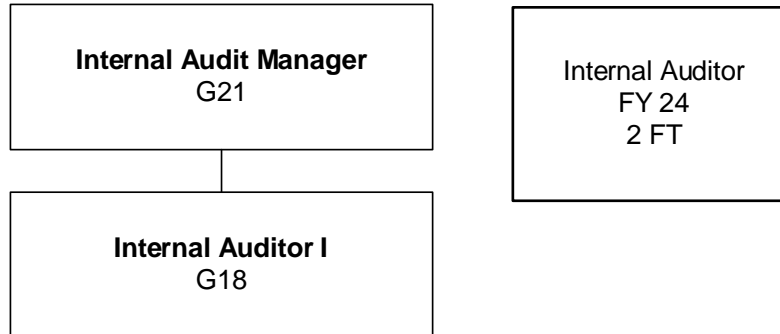


Figure 148: Internal Audit Table of Organization

Internal Audit – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Internal Audit Manager	1	1	1	G21	\$85,447.77 - \$128,172.17
Internal Auditor I	1	1	0	◆	
Internal Auditor	0	0	1	G18	\$64,198.87 - \$96,298.82
TOTAL FULL TIME EMPLOYEES	2	2	2		
TOTAL FT	2	2	2		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 149: Internal Audit Positions

Internal Audit – Budget Summary

Expenses				
Fund	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
General	\$76,795	\$84,257	\$87,013	\$98,893

Figure 150: Internal Audit Budget Summary – Expenses

Internal Audit – Performance Management

Changes, Accomplishments & Efficiencies – Internal Audit

- Verified and traced revenues to the bank totaling \$56.7 M for Fiscal Year Ended 9/30/2022 and \$65.2M for Fiscal Year 2023.
- Verified and documented proper support for Purchasing Card (P-Card) and fuel card (WEX) expenditures totaling:
 - P-Card \$7.9M for Fiscal Year Ended 9/30/22 and \$8M for Fiscal Year 2023.
 - WEX Fuel Card \$4M for Fiscal Year Ended 9/30/22 and \$3.7M for Fiscal Year 2023.
- Reviewed expenditures for Amazon Business Account.
- Reviewed daily Accounts Payable Vouchers and investigated numerous invoices for propriety, tracing to the appropriate Purchase Order, Requisition, Request for Quote, and/or Commission or CMO approval.
- Completed all scheduled projects on time.

Parks, Recreation, and Cultural Arts (PRCA)

The Parks, Recreation and Cultural Arts (PRCA) Department is made up of five unique divisions which strive to promote and enhance the quality of life for Lakeland citizens. In that effort the department maintains and manages an inventory of more than seventy (70) buildings and spaces such as libraries, recreations centers, cemeteries, swimming pools, ball fields – to include a Major League Baseball spring training site, neighborhood and community parks and a public golf course. The department is committed to support of the arts, whether through the provision of gallery space, art classes or the Florida Outdoor Sculpture Competition which helps to provide residents a variety of cultural experiences.

Lakeland is known as a beautifully landscaped city. The Parks Division staff serve as our horticulture and greenspace specialists. They maintain the lawns and plant beds at all local parks and at city facilities. Sporting leagues appreciate the well-maintained ball fields. From the Detroit Tigers to local little league and softball teams, participants benefit from playing on well-groomed clay and grass fields. Parks staff also select and maintain the playground equipment at larger parks such as Publix Charities Park, Lake Parker Park as well as other smaller neighborhood parks.

The Recreation Division provides opportunities for participation in fitness and wellness activities. From weightlifting and dance to pickleball, tennis and swimming, the interests of adults and children are met through a wide variety of programming. Recreation staff plan and participate in community wide special events. From the annual Snowfest to the Martin Luther King Jr. Parade, the recreation staff ensure that all ages can participate.

In addition to programming the recreation division maintains an inventory of public rental spaces to host events such as weddings, quinceaneras, receptions and large meetings. Event spaces include Lake Mirror Auditorium, Lake Crago, Magnolia Building and the Coleman-Bush Building. The Cleveland Heights Golf Course, a twenty-seven (27) hole public course in central Lakeland, hosts more than thirty-five (35) golf tournaments annually. These tournaments raise over \$300,000 for local area non-profits. Partnerships with 4-Ball Inc. and school golf programs help make golf more accessible. Golfers can take advantage of food and beverage on site after a day on the course.

Open from dawn to dusk, the Oak Hill, Laurel Hill, Temple Emanuel, Tiger Flowers and Roselawn cemeteries are all managed by the Cemeteries Division staff. Families can pre-purchase spaces for end of life needs as both burial and cremation spaces are available. Staff work to provide a peaceful and well-maintained burial park for Lakeland citizens.

With three public library locations in Lakeland the Library Division offers reading and research materials as well as internet access to all residents in Polk County free of charge. In addition, staff prepare Storytimes for young children and a variety of classes for adults to expand their knowledge and learn new skills. The Lakeland History and Culture Center, which opened in 2022 inside the Lakeland Public Library, features local history exhibits.

PRCA – Director – Table of Organization

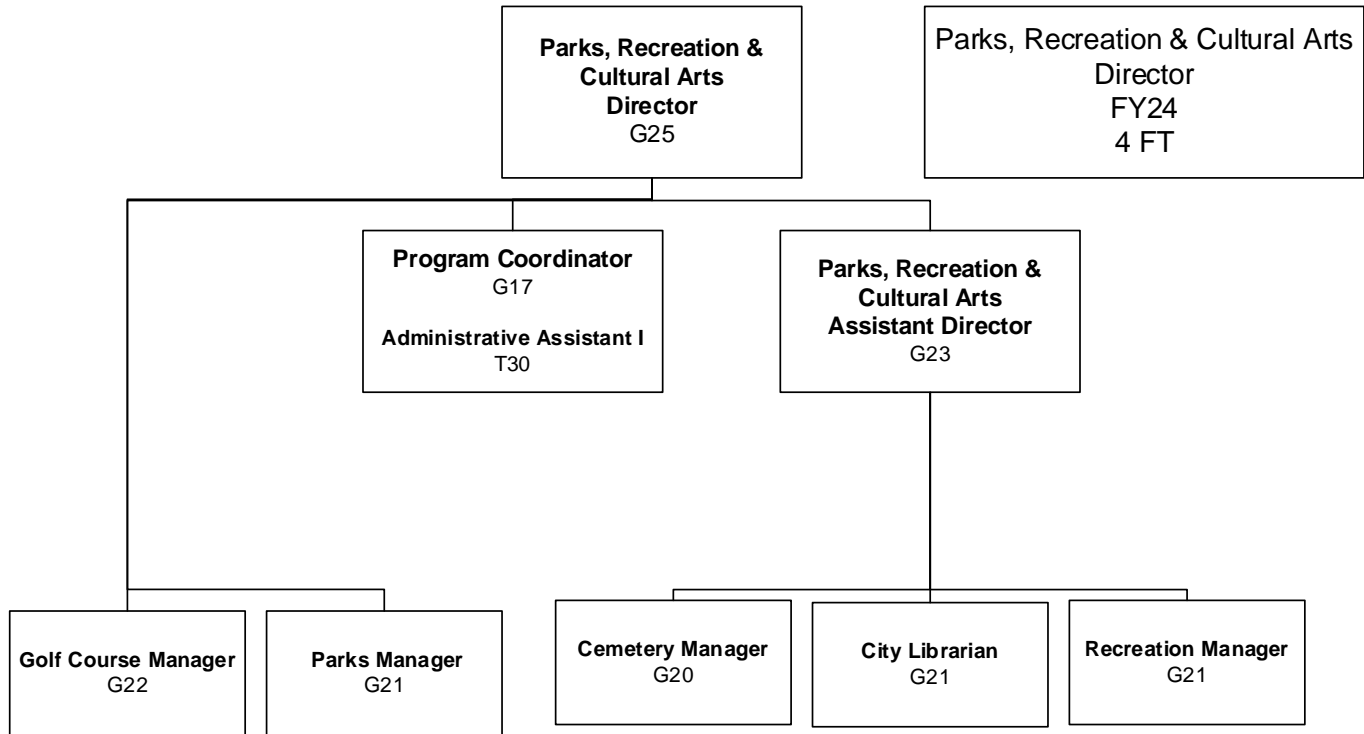


Figure 151: PRCA Director Table of Organization

PRCA – Director – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Parks & Rec. Director	1	1	0	◆	
Parks, Rec & Cultural Arts Director	0	0	1	G25	\$128,683.05 -\$205,892.88
Deputy Director P & R	1	1	0	◆	
Parks, Rec & Cultural Assitant. Director	0	0	1	G23	
Program Coordinator	1	1	1	G17	\$58,361.86 -\$87,542.79
Administrative Assistant	0	0	0	◆	
Administrative Assistant I	0	0	1	T30	\$46,946.37 -\$68,966.74
FULL TIME EMPLOYEES	3	3	4		
Administrative Assistant	1	1	0		
PART TIME TEMP EMPLOYEES	1	1	0		
TOTAL FT	3	3	4		
TOTAL PT	1	1	0		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 152: PRCA Director Positions

PRCA – Cemeteries – Table of Organization

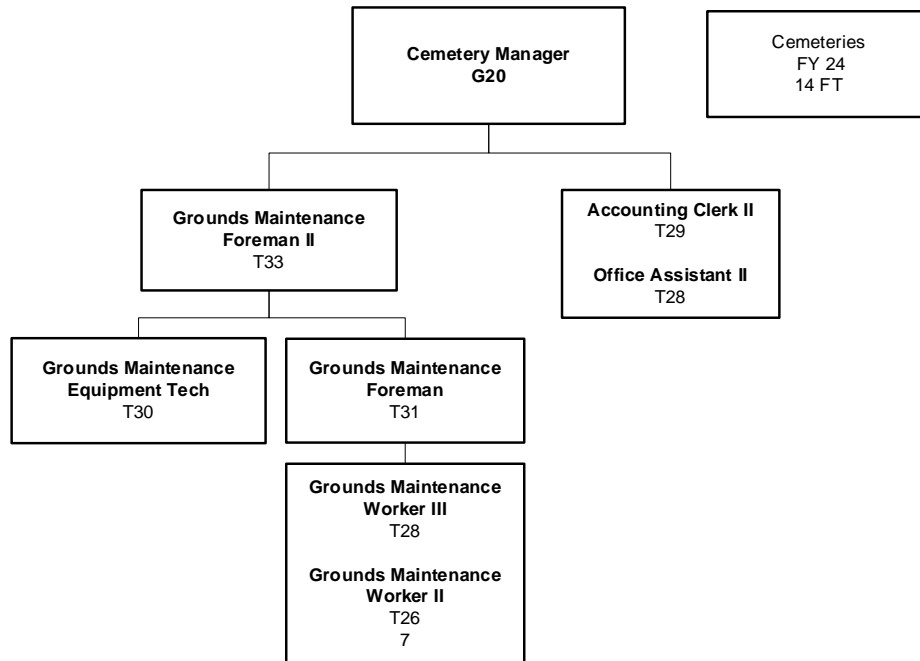


Figure 153: PRCA Cemeteries Table of Organization

PRCA – Cemeteries – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Superintendent of Cemeteries	1	1	0	◆	
Cemetery Manager	0	0	1	G20	\$77,680.54 - \$116,520.81
Grounds Maint Supervisor II	1	1	0	◆	
Grounds Maintenance Foreman II	0	0	1	T33	\$54,344.86 - \$79,837.36
Grounds Maint Supervisor I	1	1	0	◆	
Grounds Maintenance Foreman	0	0	1	T31	\$49,292.71 - \$72,414.15
Grounds Maint Equipment Spec	1	1	0	◆	
Grounds Maint Equipment Tech	0	0	1	T30	\$46,946.37 - \$68,966.74
Accounting Clerk II	1	1	1	T29	\$44,709.21 - \$65,681.04
Grounds Maint Worker III	1	1	1	T28	\$42,581.23 - \$62,552.93
Office Support Specialist II	1	1	0	◆	
Office Assistant II	0	0	1	T28	\$42,581.23 - \$62,552.93
Grounds Maint Worker II	7	7	7	T26	\$38,621.91 - \$56,737.55
FULL TIME EMPLOYEES	14	14	14		
TOTAL FT	14	14	14		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 154: PRCA Cemeteries Positions

PRCA – Cleveland Heights – Table of Organization

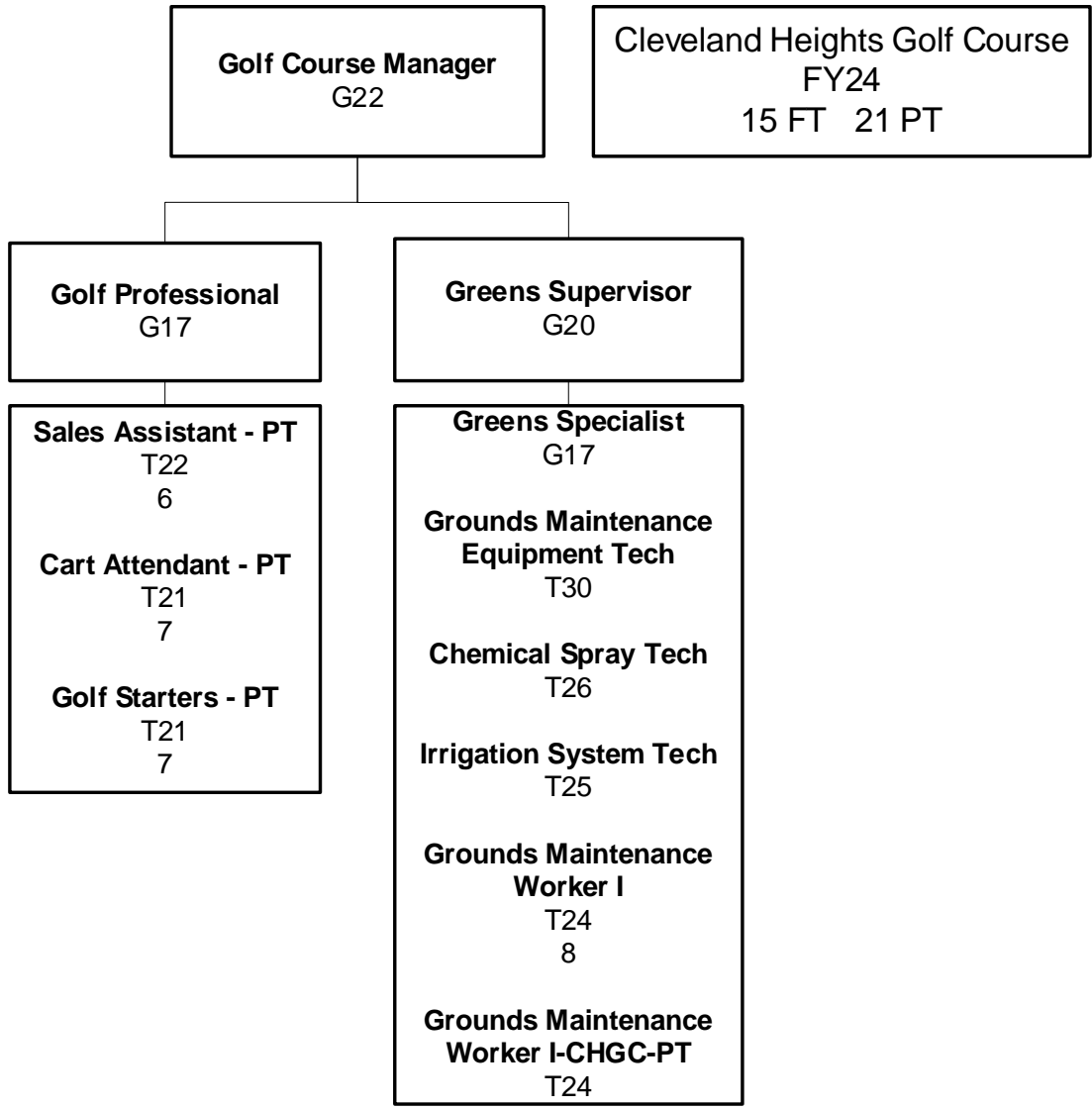


Figure 155: PRCA Cleveland Heights Golf Course Table of Organization

PRCA – Cleveland Heights – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Golf Course Manager	1	1	1	G22	\$93,992.65 - \$140,989.49
Greens Superintendent	1	1	0	◆	
Greens Supervisor	0	0	1	G20	\$77,680.54 - \$116,520.81
Golf Professional	1	1	1	G17	\$58,361.86 - \$87,542.79
Asst. Greens Superintendent	1	1	0	◆	
Greens Specialist	0	0	1	G17	\$58,361.86 - \$87,542.79
Grounds Maint Equip Spec	1	1	0	◆	
Grounds Maintenance Equipment Tech	0	0	1	T30	\$46,946.37 - \$68,966.74
Chemical Spray Tech	1	1	1	T26	\$38,621.91 - \$56,737.55
Irrigation System Technician	1	1	1	T25	\$36,782.33 - \$54,035.86
Grounds Maintenance Worker I	8	8	8	T24	
FULL TIME EMPLOYEES	15	15	15		
Grounds Maint Worker I	2	2	1	T24	\$35,031.33 - \$51,462.92
Sales Assistant	6	6	6	T22	\$32,726.19 - \$46,675.48
Golf Starters	7	7	7	T21	\$32,103.04 - \$44,454.80
Cart Attendant	7	7	7	T21	\$32,103.04 - \$44,454.80
PART TIME EMPLOYEES	22	22	21		
TOTAL FT	15	15	15		
TOTAL PT	22	22	21		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 156: PRCA Cleveland Heights Golf Course Positions

PRCA – Library – Table of Organization

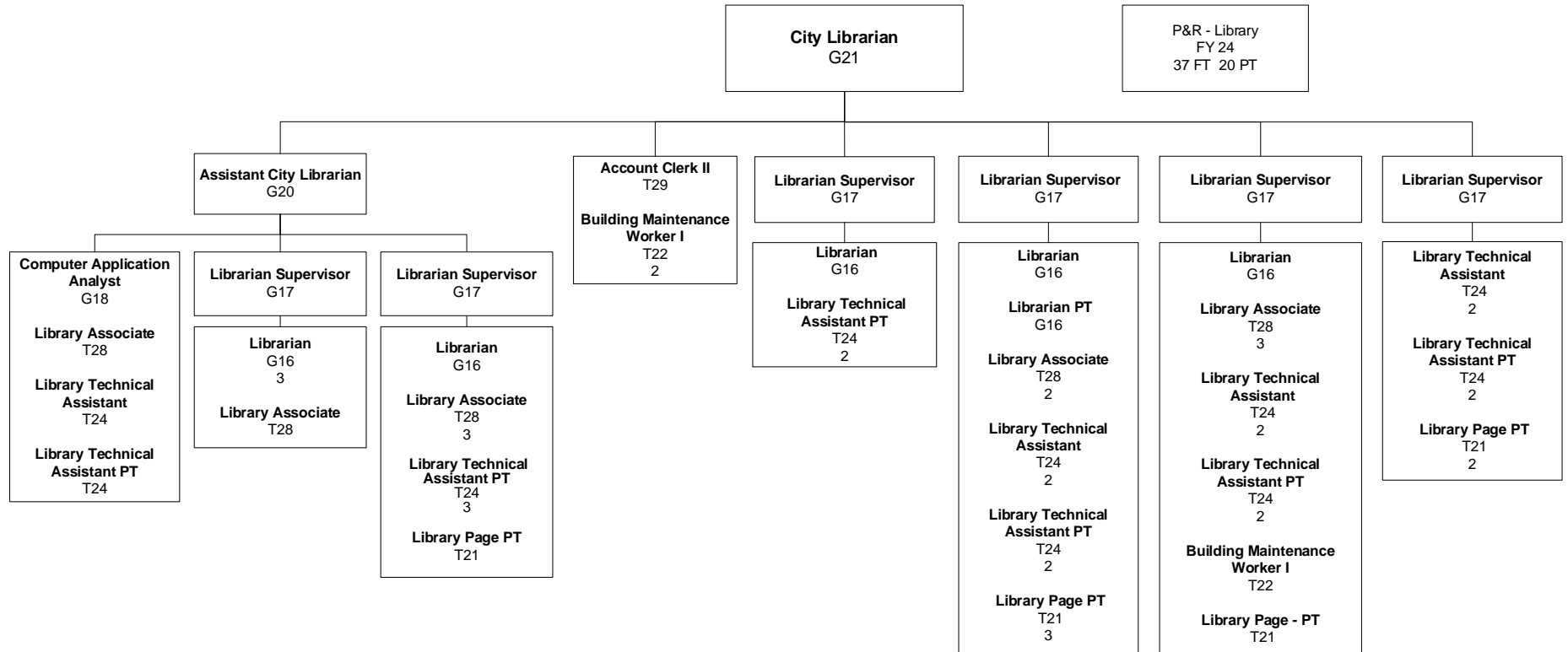


Figure 157: PRCA Library Table of Organization

PRCA – Library – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
City Librarian	1	1	1	G21	\$85,447.77 - \$128,172.17
Assistant City Librarian	1	1	1	G20	\$77,680.54 - \$116,520.81
Computer Application Specialist	1	1	0	◆	
Computer Application Analyst	0	0	1	G18	\$64,198.87 - \$96,298.82
Librarian Supervisor	6	6	6	G17	\$58,361.86 - \$87,542.79
Librarian	7	7	7	G16	\$53,056.33 - \$79,585.01
Library Associate	10	10	10	T28	\$42,581.23 - \$62,552.93
Accounting Clerk II	1	1	1	T29	\$44,709.21 - \$65,681.04
Library Technical Assistant	7	7	7	T24	\$35,031.33 - \$51,462.92
Building Maint Worker I	3	3	3	T22	\$32,726.19 - \$46,675.48
TOTAL FULL TIME EMPLOYEES	37	37	37		
Librarian	1	1	1	G16	\$53,056.33 - \$79,585.01
Library Technical Assistant	12	12	12	T24	\$35,031.33 - \$51,462.92
Library Page	7	7	7	T21	\$32,103.04 - \$44,454.80
TOTAL PART TIME EMPLOYEES	20	20	20		
TOTAL FT	37	37	37		
TOTAL PT	20	20	20		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 158: PRCA Library Positions

PRCA – Parks – Table of Organization

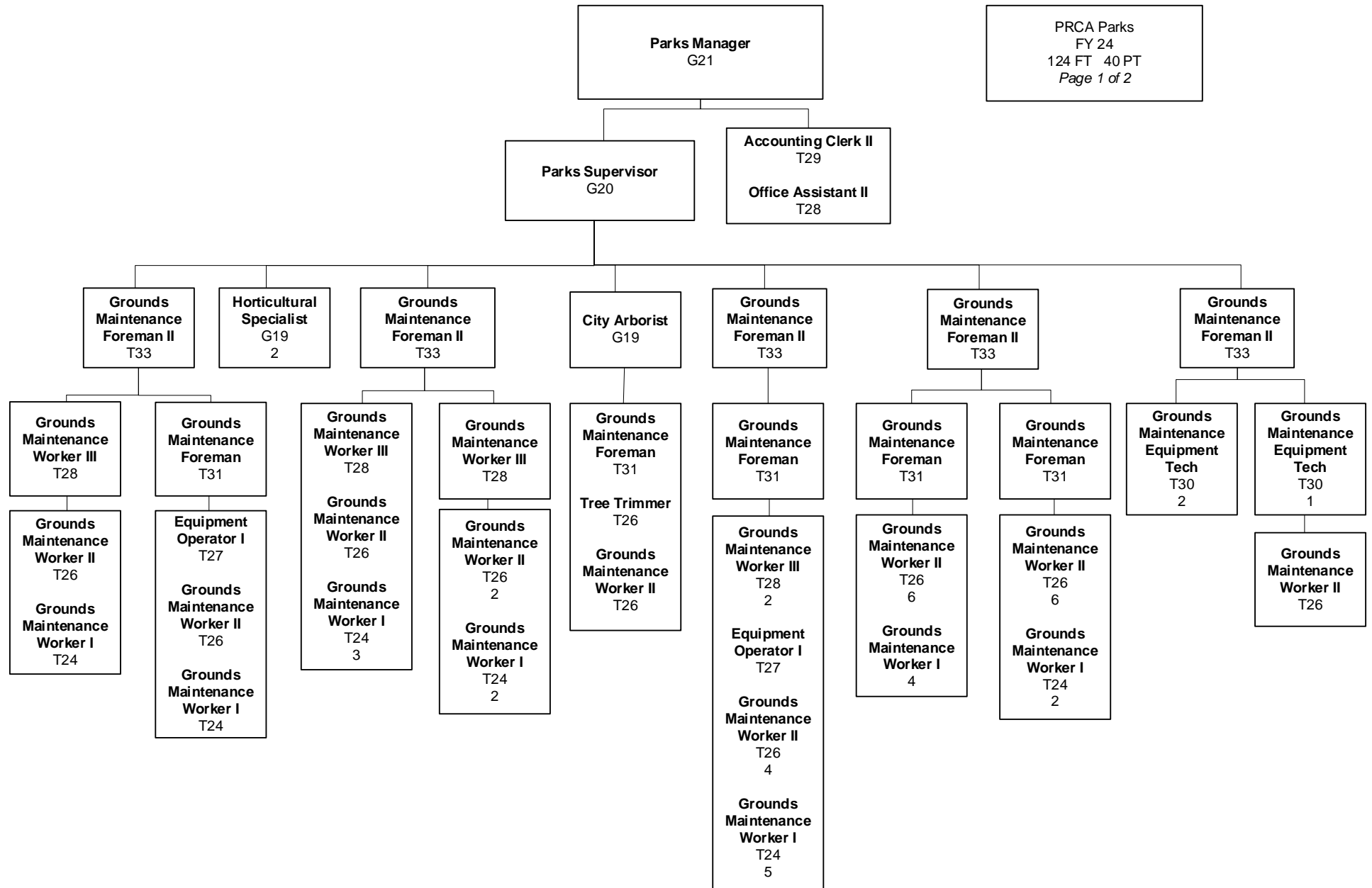


Figure 159: PRCA Parks Table of Organization
Fiscal Year 2024 Annual Budget

PRCA – Parks – Table of Organization

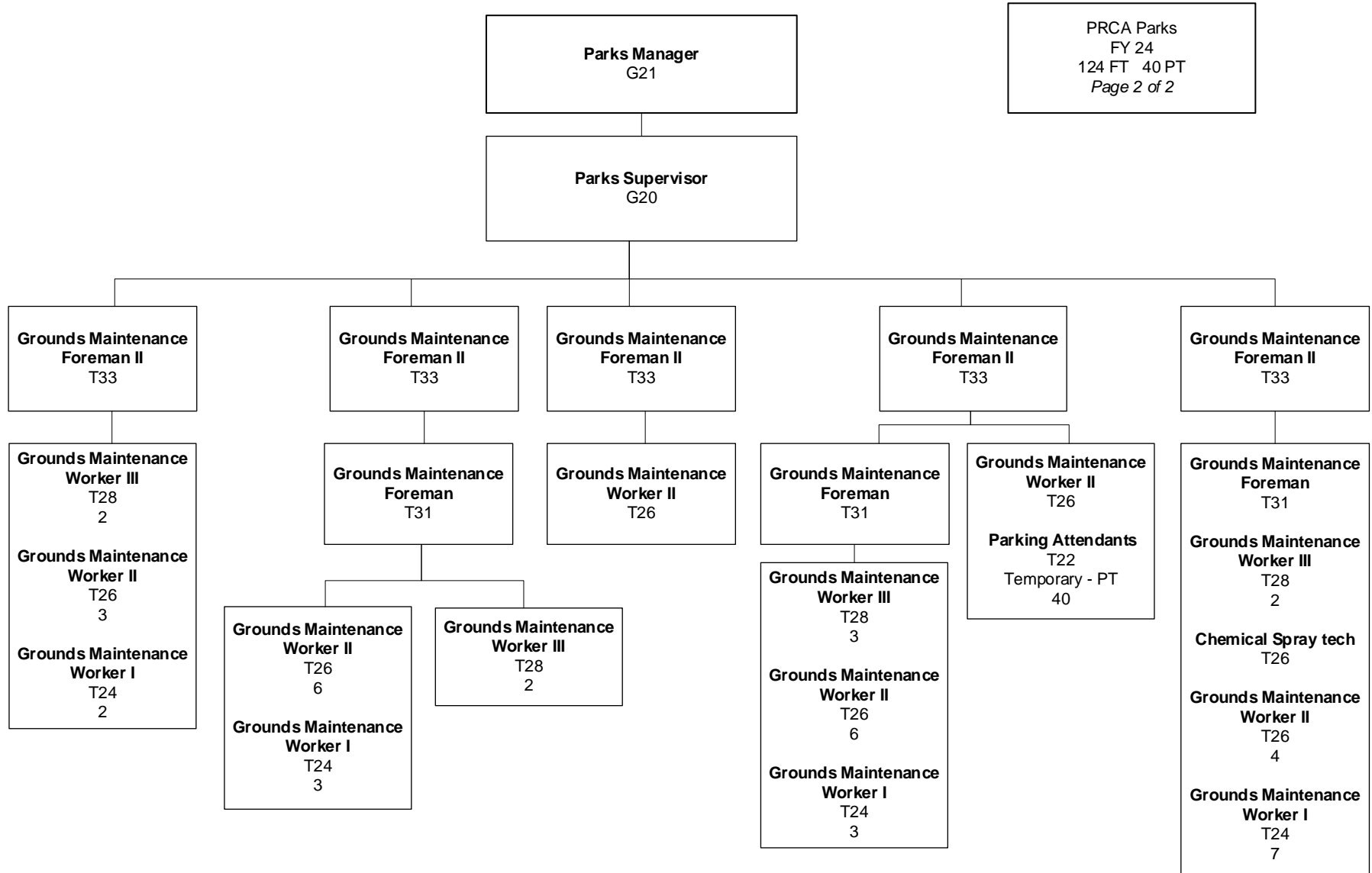


Figure 160: PRCA Parks Table of Organization

PRCA – Parks – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Superintendent of Parks	1	1	0	◆	
Parks Manager	0	0	1	G21	\$85,447.77 - \$128,172.17
Assistant Superintendent of Parks	3	2	0	◆	
Parks Supervisor	0	0	2	G20	\$77,680.54 - \$116,520.81
City Arborist	1	1	1	G19	\$70,618.86 - \$105,928.29
Horticultural Specialist	2	2	0	◆	
Horticulturalist	0	0	2	G19	\$70,618.86 - \$105,928.29
Grounds Maint Supervisor II	7	10	0	◆	
Grounds Maintenance Foreman II	0	0	10	T33	\$54,344.86 - \$79,837.36
Grounds Maint Supervisor I	11	8	0	◆	
Grounds Maintenance Foreman	0	0	8	T31	\$49,292.71 - \$72,414.15
Grounds Maint Equip Specialist	3	3	0	◆	
Grounds Maint Equipment Tech	0	0	3	T30	\$46,946.37 - \$68,966.74
Accounting Clerk II	1	1	1	T29	\$44,709.21 - \$65,681.04
Grounds Maint Worker III	12	14	14	T28	\$42,581.23 - \$62,552.93
Office Support Specialist II	1	1	0	◆	
Office Assistant II	0	0	1	T28	\$42,581.23 - \$62,552.93
Equipment Operator I	2	2	2	T27	\$40,553.16 - \$59,575.20
Chemical Spray Tech	1	1	1	T26	\$38,621.91 - \$56,737.55
Grounds Maint Worker II	44	44	44	T26	\$38,621.91 - \$56,737.55
Tree Trimmer	1	1	1	T26	\$38,621.91 - \$56,737.55
Grounds Maint Worker I	33	33	33	T24	\$35,031.33 - \$51,462.92
TOTAL FULL TIME EMPLOYEES	123	124	124		
Parking Attendant (Parks & Rec.)	40	40	40	T22	\$32,726.19 - \$46,675.48
TOTAL PART TIME EMPLOYEES	40	40	40		
TOTAL FT	123	124	124		
TOTAL PT	40	40	40		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 161: PRCA Parks Positions

PRCA – Recreation – Table of Organization

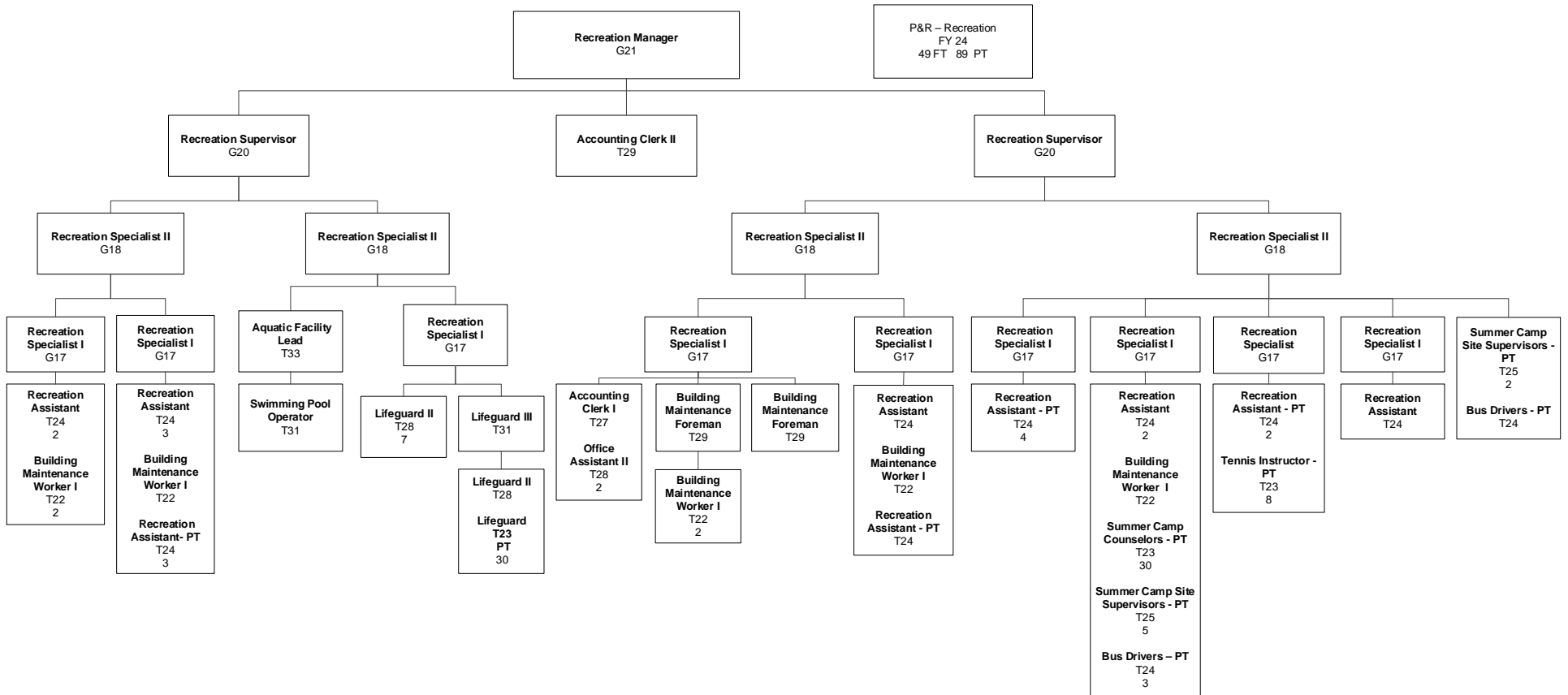


Figure 162: PRCA Recreation Table of Organizations

PRCA – Recreation – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Superintendent of Recreation	1	1	0	◆	
Recreation Manager	0	0	1	G21	\$85,447.77 - \$128,172.17
Asst Superintendent of Recreation	2	2	0	◆	
Recreation Supervisor	0	0	2	G20	\$77,680.54 - \$116,520.81
Recreations Supervisor, Sr	4	4	0	◆	
Recreation Specialist II	0	0	4	G18	\$64,198.87 - \$96,298.82
Recreations Supervisor	9	9	0	◆	
Recreations Specialist I	0	0	9	G17	\$58,361.86 - \$87,542.79
Lead Aquatic Facility Operator	1	1	0	◆	
Aquatic Facility Lead	0	0	1	T33	\$54,344.86 - \$79,837.36
Lifeguard, Sr	1	1	0	◆	
Lifeguard III	0	0	1	T31	\$49,292.71 - \$72,414.15
Swimming Pool Operator	1	1	1	T31	\$49,292.71 - \$72,414.15
Accounting Clerk II	1	1	1	T29	\$44,709.21 - \$65,681.04
Building Maint Lead	2	2	0	◆	
Building Maintenance Foreman	0	0	2	T29	\$44,709.21 - \$65,681.04
Lead Lifeguard	8	8	0	◆	
Lifeguard II	0	0	8	T28	\$42,581.23 - \$62,552.93
Office Support Specialist II	3	2	0	◆	
Office Assistant II	0	0	2	T28	\$42,581.23 - \$62,552.93
Accounting Clerk I	1	1	1	T27	\$40,553.16 - \$59,575.20
Recreation Leader	8	9	0	◆	
Recreation Assistant	0	0	9	T24	\$35,031.33 - \$51,462.92
Building Maint Worker I	7	7	7	T22	\$32,726.19 - \$46,675.48
TOTAL FULL TIME EMPLOYEES	49	49	49		
Recreations Supervisor	1	0	0		
Summer Camp Site Supervisor	7	7	7	T25	\$36,782.33 - \$54,035.86
Bus Driver	4	4	4	T24	\$35,031.33 - \$51,462.92
Recreation Leader	9	10	0	◆	
Recreation Assistant	0	0	10	T24	\$35,031.33 - \$51,462.92
Lifeguard	30	30	30	T23	\$33,361.70 - \$49,011.52
Summer Camp Counselor	30	30	30	T23	\$33,361.70 - \$49,011.52
Tennis Instructor	8	8	8	T23	\$33,361.70 - \$49,011.52
TOTAL PART TIME EMPLOYEES	89	89	89		
TOTAL FT	49	49	49		
TOTAL PT	89	89	89		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 163: PRCA Recreation Positions

PRCA – Budget Summary

<i>Fund</i>	Expenses			
	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>General</i>	\$25,078,532	\$30,764,126	\$27,519,088	\$ 29,984,361

Figure 164: Parks, Recreation, & Cultural Arts Budget Summary – Expenses

PRCA Performance Management

Parks, Recreation and Cultural Arts Key Success Indicators (KSIs) Linked to City Goals



[Quality of Life \(QOL\)](#)



[Communication \(COMM\)](#)



[Economic Opportunity \(EO\)](#)



[Fiscal Management \(FM\)](#)



[Growth Management \(GM\)](#)



[Governance \(GOV\)](#)

KSI Measure	Goal, Strategy Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	Chart	FY2024 Target
Acreage of parks per 1,000 population	QOL-4	FY Annually	16.76	16.11	15.9	Chart 49	15.9
Change in urban forestry	QOL-4	FY Annually	Planted: 408 Removed: 241	Planted: 344 Removed: 170	Planted: 307 Removed: 137	Chart 50	Increase
Total Library circulation	QOL-4	FY Annually	881,217 ¹	875,467 ²	1,113,891	Chart 51	1,115,000
Recreation class or program participation	QOL-4	FY Annually	Attendance: 278,163 Transactions: 116,696	Not Available ³	Attendance: 417,090 Transactions: 198,585	Chart 52A Chart 52B	Increase

Figure 165: Parks, Recreation and Cultural Arts – Key Success Indicators

Department Objectives – Parks, Recreation and Cultural Arts

1. Provide customers with high quality public library services and collections in response to the pursuit of their education, recreation, and information needs.
2. Provide access to internet resources through public access computers and high speed wi-fi connections.
3. 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.
4. Provide citizens with safe, visually pleasing, and enjoyable experiences utilizing public facilities, parks, athletic complexes, and public rights-of-way.
5. Provide a variety of activities, programs, athletic leagues, day camps and special events.
6. Provide 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.
7. Provide Lakeland Citizens with respectful, attractive, and well-maintained burial parks.
8. 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.
9. To provide quality public space and programming designed to offer superior golf-related recreation and leisure opportunities for quality family, individual and corporate experiences.
10. 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.

¹ Main Library under construction

² Extended construction at Main Library

³ Data report Not Available due to new software system implementation.

PRCA Performance Management

Parks, Recreation and Cultural Arts Performance Measures

Performance Measure	Department Objectives Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Aquatics						
Number of Swim lessons participants	5,8	Annually	333	Not Available	240	240
Cemeteries						
Interments	7	Annually	520	472	473	475
Lot Sales	7	Annually	623	645	503	500
Memorial Installations	7	Annually	330	291	339	300
Cleveland Heights Golf Course						
Rounds of Golf	3,9	Quarterly	74,631	87,231	75,985	76,000
Memberships	3,9	Annually	45	53	81	85
Tournaments	3,9	Annually	33	37	35	38
Libraries						
Digital Circulation total (percent of Total Circulation attributed to Digital content)	1	Annually	29%	34%	46%	47%
Visits to the facilities	1, 2, 3	Annually	304,164 ⁴	305,623 ⁵	475,020	477,000
Number of programs	3	Annually	108 ⁶	155 ⁷	411	420
Attendance at programs	3	Annually	1,421 ⁸	2,459	10,396	10,500
Hours of public access computer use	1, 2	Annually	35,333 ⁹	33,139 ¹⁰	40,232	40,000
Parks						
Acres Maintained (Active Parks)	4, 6	Annually	643.64	644.84	644.34	994.84
Acres Maintained (Passive Parks)	4, 6	Annually	95	196.5	196.5	196.5
Acres Maintained (Right of Way)	4	Annually	72	72	72	72
Volunteer Hours	4, 6	Annually	4291	5,460	5,602	5,000
Maintenance Cost per acre	4, 6	Annually	\$11,767	\$14,016	\$10,370	\$8,624
Trees Trimmed	4, 6	Annually	3,650	4,189	5,421	5,000
Operating Expenditures for Park Maintenance (4, 6	Annually	\$6,066,874	\$6,081,091	\$9,472,106	\$10,895,303
Recreation and Facilities Services¹¹						
Camp Participation	5, 8, 10	Annually	220	Not Available	227	227
Number Rentals	5, 6, 8, 10	Annually	550	Not Available	788	788

Figure 166: Parks, Recreation and Cultural Arts Performance Measures

Changes, Accomplishments & Efficiencies – Parks, Recreation & Cultural Arts

Director's Office

- 2023/24 Florida Outdoor Sculpture Exhibit on Lemon Street.
- Design completed for Bark at the Lake Dog Park; project is in construction.
- Design completed for Se7en Wetlands Education Center.
- Barnett Park Renovations completed.
- English Creek Master Plan completed, Zoning and land change completed.
- John McGee Park Phase II completed (added two multi-purpose fields, playground, and walking path).
- Architectural Drawings completed for Westside, SW and Peterson Park Restroom renovations.
- Munn Park lighting completed.
- Library Tree Lighting completed.

⁴ Construction of Main Library.

⁵ Extended construction timeline influenced visits.

⁶ Virtual and live; Construction of Main Library.

⁷ Extended construction timeline.

⁸ Virtual and live; Construction of Main Library.

⁹ No computers for adults at Main Library due to construction.

¹⁰ Extended construction at Main Library.

¹¹ Most data reports Not Available due to new software system implementation.

PRCA Performance Management

- Purchased Public Art sculpture from 22/23 Florida Outdoor Sculpture Exhibit for permanent display at Lake Mirror Center “Windsor’s Cloud Pierce” by Mel Pruitt.
- Feng Shui sculpture being restored and will go back in Munn Park.
- Interior sculpture commissioned and installed in the lobby of Lake Crago Recreation Center: “Aurora” by Dominice Gilbert.
- Downtown Public Art Tour should be live January 2024.
- Florida Recreation Development Assistance Program grant application for Peterson Park concession/restroom renovation.

Cemeteries

- New historical display “Remembering Those That Have Passed” in Oak Hill Cemetery office. The display showcases those that are buried in our beautiful cemeteries and the impact they had in Lakeland.
- Partnered with The Lakeland History and Culture Center for walking tours of our downtown cemeteries.
- Cameras installed to the outside of both office doors.
- Badge Reader installed at the back door to the office.
- Completed irrigation and planted 46 trees in the new three-acre expansion area.
- Slab and fencing for hydraulic lift completed.
- Maintenance Shop exterior pressure washed and painted.
- New flooring installed in the cemetery offices.
- Inside and outside of office building painted.
- Printed new business cards with a QR code for easier access to the online burial search.
- Lot Sales: 503.
- Interments: 473.
- Memorial Installations: 339.

Cleveland Heights Golf Course

- Hosted Boys & Girls County Golf Tournaments.
- Hosted Sunshine State Athletic Conference High School Golf Tournament.
- Voted Best of The Best Golf Course Lakeland Ledger (1st Place 6 out of 7 years).
- Implemented Running an 18 Hole Golf Course and a 9 Hole Golf Course to Improve Playability, Tee Time Availability and Golf Cart Availability.
- Dynamic Pricing to Maximize Golf Tee Sheet.
- Upgraded the Golf POS System with G1, Golf Now’s Newest Software.
- Replaced Tile Flooring in Men’s & Women’s Restrooms Upstairs & Downstairs.
- Replaced Counter Tops and Toilet Stall Partitions in Men’s & Women’s Restrooms Downstairs.
- Heat Detectors added in The Cart Barn per Insurance Co. & Risk Management.
- Installed Security Cameras at Maintenance Facility per Insurance Co. & Risk Management.

PRCA Performance Management

- Built Concrete Sand Bins for Storing Top Dress Sand & Divot Sand to Avoid Soil Contamination.
- Purchased new maintenance equipment.
- 1916 Irish Pub/Second Plater Catering Opened a new 3rd Location in Brandon, FL.
- Clubhouse Pressure Washed & Painted.
- Industry Standards (1) Maintenance Person Per Hole Minus the Par 3's. CHGC has 27 Holes and 5 of them are Par 3's Leaving 22 Holes. CHGC has (15) Maintenance Personnel Including the Superintendent and (2) of Them Are Part-time. The Maintenance Staff Also Maintains (1) Mile of Three Parks Trail Bordering CHGC.
- Total Sales in FY22 were up \$478K to FY21.
- Total Golf Rounds in FY22 were up 12,600 to FY21.
- Total Sales in FY23 were up \$97,294.32 to FY22.

Library

- Library went Fine Free in October 2022.
- Phase 2 of the Library's HVAC/LHCC Construction project at the Main Library will finish in 2024.
- Elibrary south Lakeland operation migrated to a new location within the Kelly Recreation Complex in September of 2023 and is now known as the Kelly Branch Library.
- A re-purposed Book Vending Machine from the Library Cooperative began service in May 2023. Initially placed at the Kelly Rec location while construction was in progress on the Kelly Branch. The Book Vending machine was moved to City Hall in November 2023.
- A digital sign package was installed at the Larry R Jackson Branch in February 2023 to announce programs and events. Additionally, new interior signs for wayfinding and location were installed.
- An exhibit design firm, H2 Design Studio, was selected to help plan, construct, and install the second exhibit for the Lakeland History and Culture Center.
- The History Lecture series returned to the Main Library as well as more children's programming.
- Larry Jackson Branch meeting room space became bookable to the public again.
- Received ten Chromebooks as part of the Polk County Library Cooperative's request of Emergency Connectivity Fund Grant (ECF) and they are available for use at the new Kelly Branch Library.

Parks

- Lake Parker Park – New LED Lights installed on Pickleball Courts.
- Lake Morton Shoreline - restoration project completed with Public Works near the Swan Pens.
- 7th Street Playground – completely new playground installation.
- Common Ground Playground – new musical pieces, climbers, remove pour & play / install artificial turf on north end, removed 3 trees from root damage, replaced with smaller trees.
- Lake Wire Shoreline – Restoration of trimming and removing palms along the shoreline in preparation of the Arboretum update.
- Hollis Garden – New pergola roofing, sound system, speakers, sidewalk added through the fruit orchard, WIFI, and archway letters refurbished.
- Tigertown – New black fence on Field #3.

PRCA Performance Management

- N. Fl. Ave. ponds - removal of all palmettos, replaced with sod.
- Edgewood Extension - (Lincoln to Harden) Planted approximately 185 Firecracker bushes.
- Kryger Park - removed 19 bougainvillea / palm stumps out replaced with sod.
- Lake Mirror Center - New art sculpture and replaced with sod.
- Two Black swans hatched our first Merle Bay Swan.
- McGee Park - New benches (2) on walking trail, new signs throughout park.
- Southwest/Westside - New signs (17) throughout park.
- Peterson Park - New signs throughout park (22), safety crossing at playground, water fountain at playground.
- Fletcher Park - Citra Blue Sod Entrance (1,500 square feet).
- Cleveland Heights Club House - Re-landscaped south entrance.
- Common Ground - New signs throughout park (14).
- City Hall landscape renovations.
- Lake Morton Library landscape renovations.
- Lake Wire Palm Garden cleanup and installation of several rare palm species.
- Coleman Bush Building installed a new butterfly garden.
- Installed many new, rare, or unusual varieties of palms, trees, shrubs, annual flowers, throughout our city landscapes.
- Cook Park - Built cover shelter and added ADA sidewalks, est. cost of \$15,000.
- Joker Marchant Stadium - Raised seating area behind dugouts for better visibility, est. cost of \$28,000, replaced cup holders in tall Box Seats section 100 – 112, est. cost \$9,000.
- Simpson Park Playground - Replaced 3 shade structure poles damaged by Hurricane Ian.
- Downtown - Refurbished the Christmas Bells & Wreaths around Lake Mirror.
- Refurbished the Tree of Lights in Lake Wire.
- Refurbished pole decorations both sides of road around Lake Mirror, Mass Ave to Main.
- Refurbished Santa & Reindeer hung on Lake Mirror Auditorium.
- Barnett Park - new pavers installed, repaired leaning wall, removed tile off walls, sealed splash pad area.
- Electrical Panel Box installed in front of Hollis Gardens.
- Dobbins Park - Installed new Butterfly Garden.
- The City of Lakeland received 'Tree City USA' designation through the Arbor Day Foundation for the 20th year in a row.
- Worked with Rotary Club South to establish a butterfly garden in the West Palm Drive Circle.
- Worked with Amazon Employee volunteers to plant monarch butterfly host plants and nectar plants into the monarch butterfly habitat established at Crago Park as a part of the Mayor's Monarch Pledge for 2023.
- Worked with the Dream Center to trim palms and plant understory palms at the Lake Wire Palmetum prior to ArcGIS mapping.
- New landscape installation in the south Florida native section, consisting of all plants/trees native to south Florida.
- Revitalization of the central Florida native section. Several central Florida native plants, along with Florida's native limestone rock, was added to the central Florida native section.
- New landscape installation to the left of our koi fishpond, consisting of a wide arrangement of colorful bromeliads.

PRCA Performance Management

- New hedge wall was installed, parallel to Lake Mirror, replacing the previous hibiscus hedge wall that was no long growing well. New installation was also mulched.
- In February of 2023, Hollis hosted its second annual plant sale, titled “Plantae-Palooza”. The event consisted of numerous plant vendors from across the state, each specializing in their own category of plants, along with local plant societies for those interested in joining one. The event brought in thousands of people from across the state. \$6,000 was accumulated through this event.
- In December of 2022, Hollis hosted its second annual Selfie’s with Santa event. An event to bring in the community for an opportunity to get a selfie with Santa Claus, play holiday themed games, and give families the perfect chance to get that Christmas-themed holiday family photo. The event brought in hundreds of families within the local area who loved the event.
- Around 50, non-matured Raphis palms, were removed from outside of our western fence line, to create an open space for a future landscape project.



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Police

The Lakeland Police Department (LPD) responds to emergency and non-emergency calls for service as well as proactively patrolling the City on a 24/7 basis. The LPD Communications Center is a 24-hour, 7-days per week operation answering 911 calls and dispatching for both LPD and the Lakeland Fire Department (LFD).

Divisions

Office of Chief of Police
Investigative Services Division
Community Services Division
Uniform Patrol Division
Special Operations Division
Support Services Division

The Investigative Services' Crime Analysis and Intelligence Center provides continuous crime reports and trends analysis that allows Commanders to target problematic areas with strategies and resources. Pro-active patrols by the various components of the agency focus on reducing violent crimes and property crimes. The Traffic Enforcement Section enforces traffic laws and educates the public in an attempt to reduce property damage and bodily injury resulting from traffic crashes.

LPD's Criminal Investigations (CIS) members conduct investigations related, but not limited to crimes such as murder, sexual offenses, robbery, burglary, larceny, fraud, and auto theft. Special Investigations Section members conduct investigations into violations of laws related to illegal drugs and vice. The Forensics Unit is a part of CIS that provides crime scene services and forensic examinations.

LPD engages in Community Policing and the development and maintenance of collaborative community partnerships and pro-active neighborhood problem-solving. LPD provides both commercial and residential security surveys, which assess the security strengths and weaknesses of a specific location and make appropriate recommendations for improvement. LPD works with the public in organizing and maintaining Neighborhood Watch and Business Watch programs throughout the City.

LPD also works to educate the public through programs such as the Citizens Police Academy. Through its Crime Prevention Program, LPD makes presentations to local churches, civic, neighborhood, school, and business organizations in the City. The Victims Assistance Unit educates the public and refers victims of various crimes to the appropriate service providers in the community.

LPD's School Resource Officer Program maintains order by providing on-site law enforcement presence at local middle and high schools and Florida Southern College. The Police Athletic Activities League (PAL) Program provides after-school athletic, academic, and mentoring programs for at-risk youth in the city.

LPD also provides police services for numerous special events for the City such as Sun 'n Fun Fly-In, the annual Christmas Parade, Dr. Martin Luther King, Jr Parade, Detroit Tigers Spring Training and Red, White and Kaboom.

Police – Office of the Chief of Police – Table of Organization

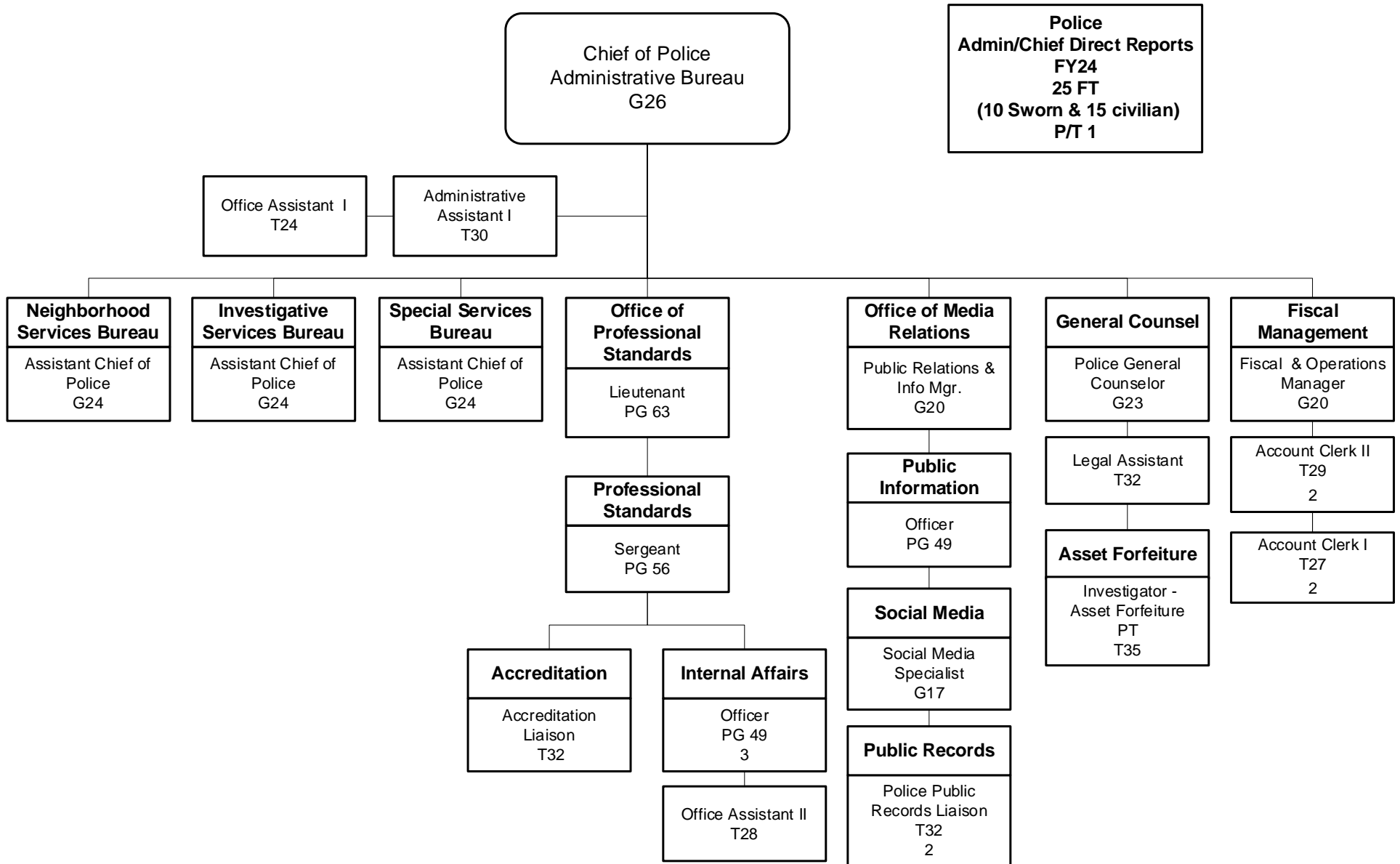


Figure 167: Police Administration Table of Organization
Fiscal Year 2024 Annual Budget

Police – Investigative Services – Table of Organization

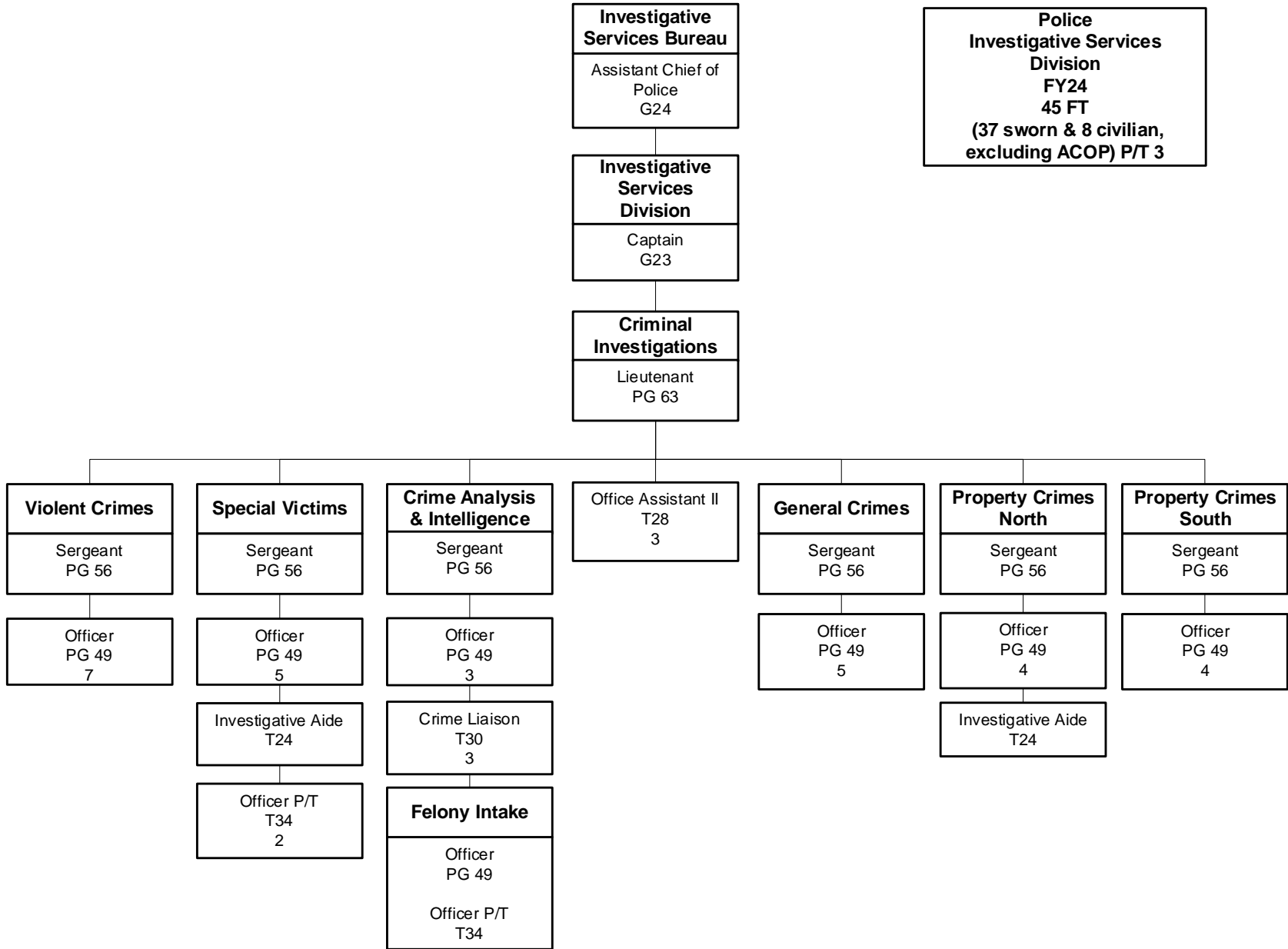


Figure 168: Police Investigative Services Division Table of Organization
Fiscal Year 2024 Annual Budget

Police – Special Investigations – Table of Organization

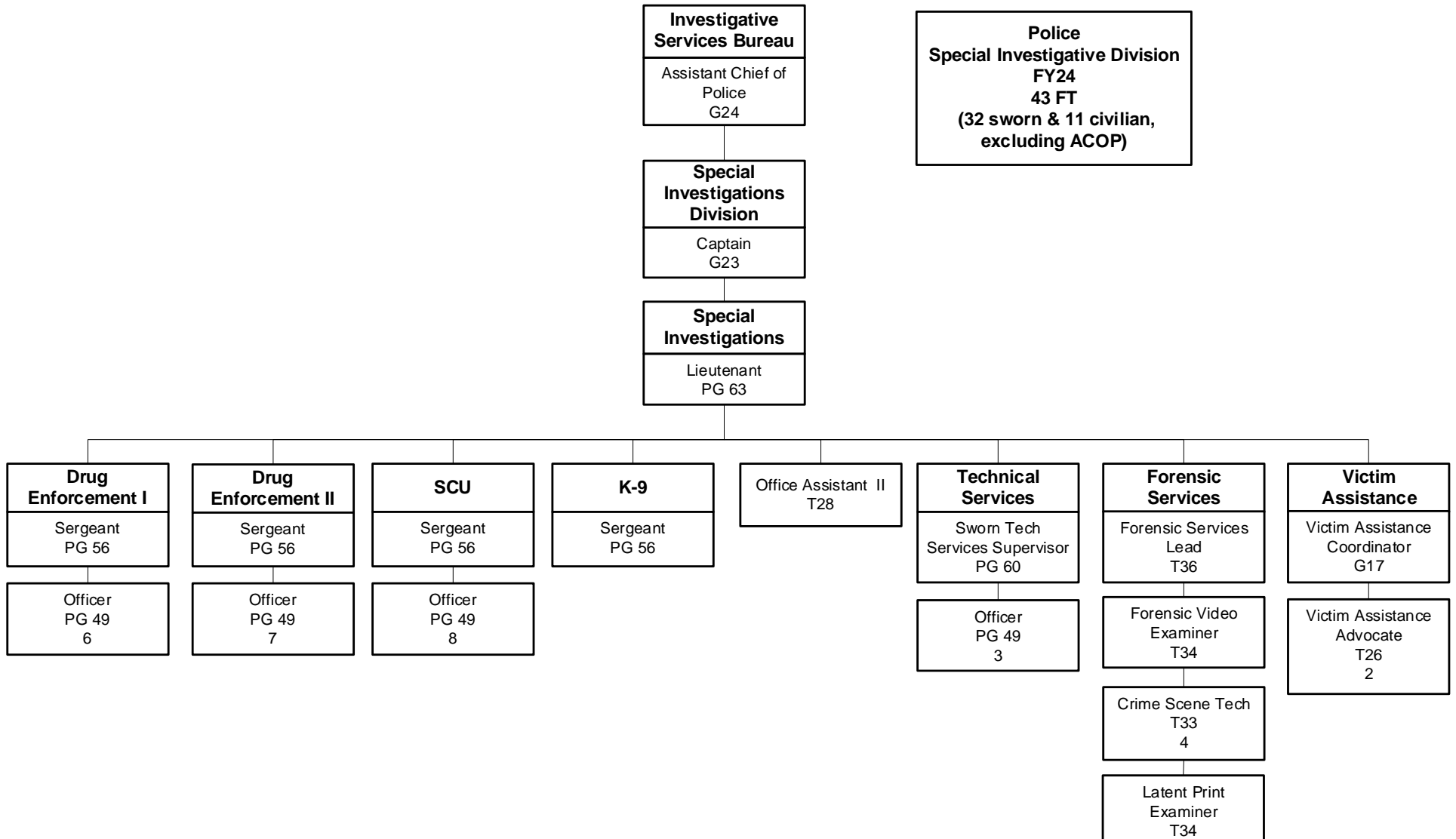


Figure 169: Police Special Investigations Division Table of Organization

Police – Uniform Patrol Division – Table of Organization

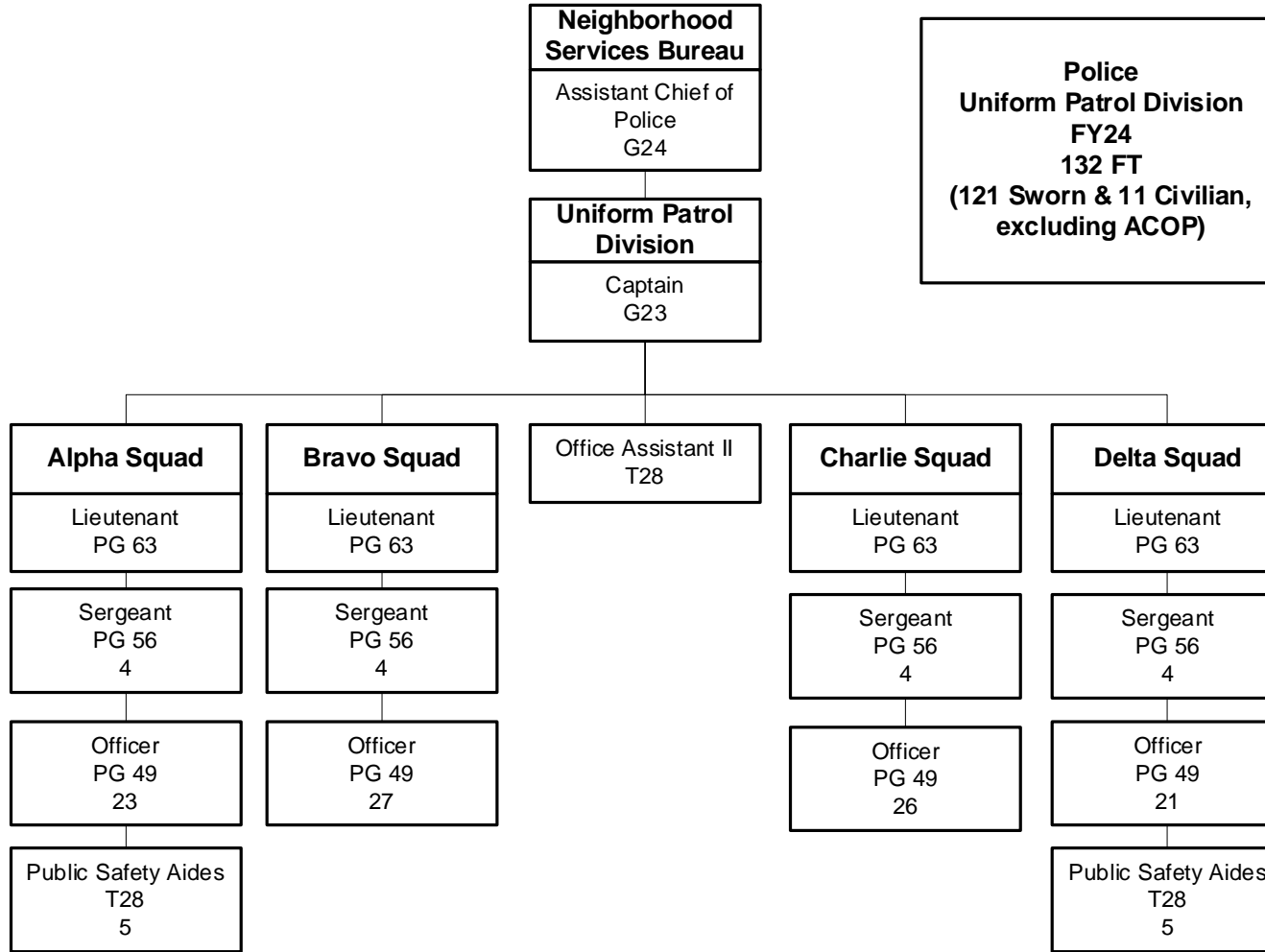


Figure 170: Police Uniform Patrol Division Table of Organization

Police – Special Operations Division – Table of Organization

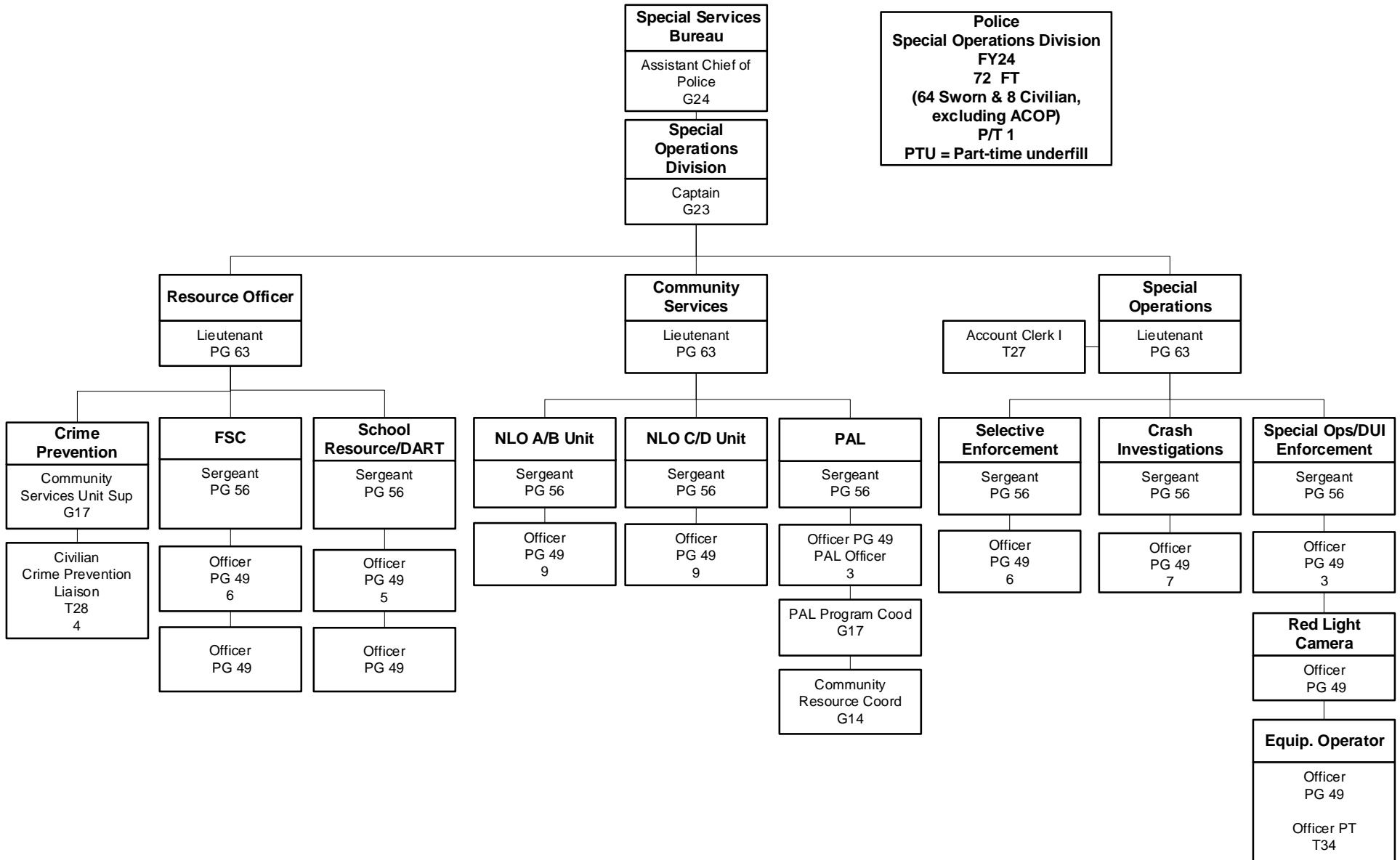
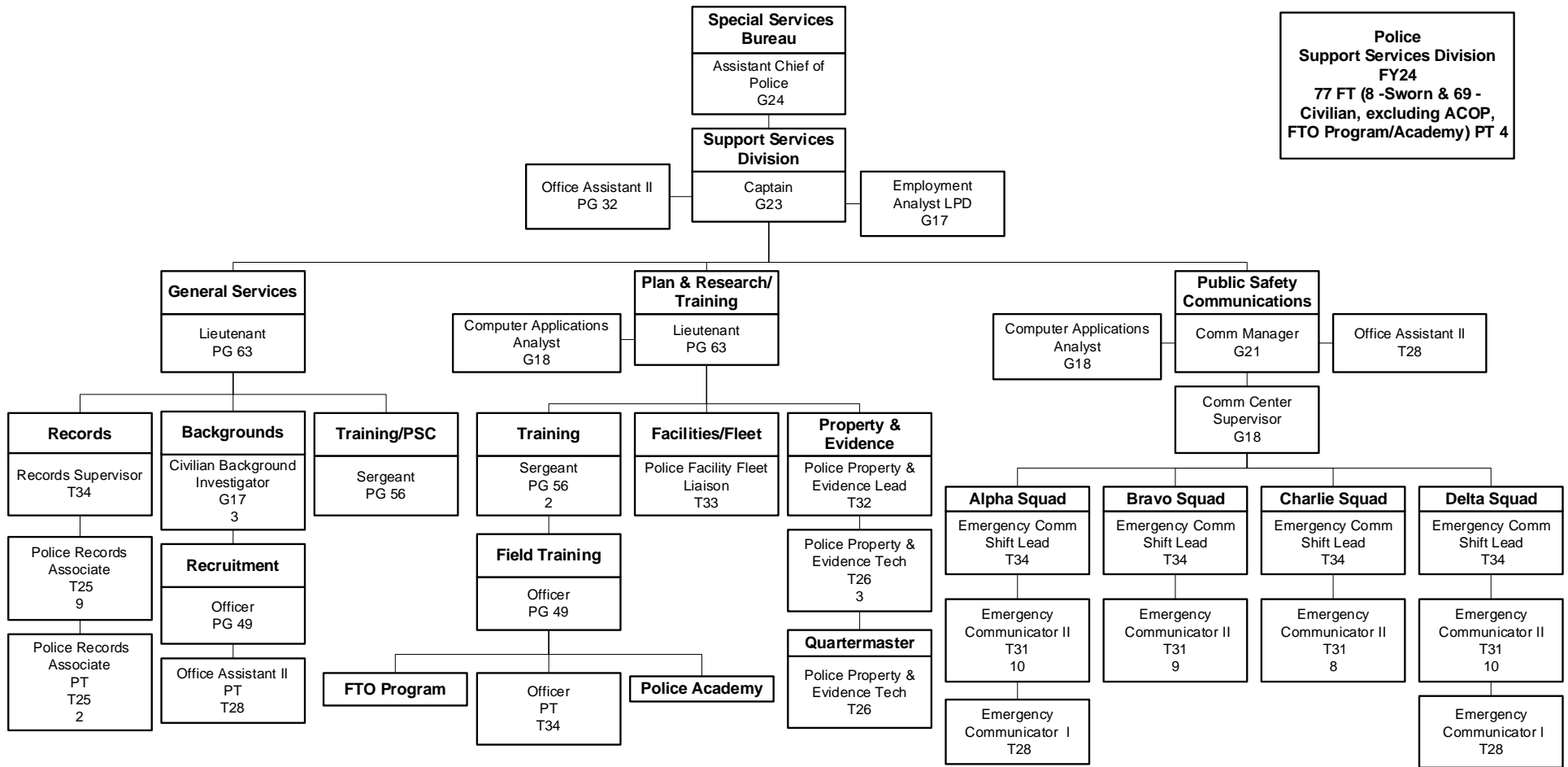


Figure 171: Police Special Operations Division Table of Organization

Police – Support Services Division – Table of Organization



**Police Support Services Division
FY24
77 FT (8 -Sworn & 69 -
Civilian, excluding ACOP,
FTO Program/Academy) PT 4**

Figure 172: Police Support Services Division Table of Organization

Police – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Police Chief	1	1	1	G26	\$144,768.56 - \$231,629.49
Assistant Police Chief	3	3	3	G24	\$114,384.59 - \$183,015.55
Police Captain	5	5	5	G23	\$101,675.42 - \$162,680.26
Police General Counselor	1	1	1	G23	\$101,675.42 - \$162,680.26
Police Lieutenant	12	12	12	P63	\$105,766.26 - \$117,341.27
Tech Services Unit Supervisor	1	1	1	P60	\$70,102.11 - \$109,335.38
Police Sergeant	38	38	38	P56	\$89,736.64 - \$102,046.30
Police Officer	210	212	212	P49	\$57,833.10 - \$86,291.22
Communications Center Manager	1	1	1	G21	\$85,447.77 - \$128,172.17
Fiscal and Operations Manager	1	1	1	G20	\$77,680.54 - \$116,520.81
Public Relations & Information Manager	1	1	1	G20	\$77,680.54 - \$116,520.81
Comm. Center Assistant Manager	1	1	0	◆	
Communications Center Supervisor	0	0	1	G18	\$64,198.87 - \$96,298.82
Computer Application Specialist	2	2	0	◆	
Computer Application Analyst	0	0	2	G18	\$64,198.87 - \$96,298.82
Civilian Background Investigator	3	3	3	G17	\$58,361.86 - \$87,542.79
Community Services Unit - Supervisor	1	1	1	G17	\$58,361.86 - \$87,542.79
Staffing Coordinator LPD	2	2	0	◆	
Employment Analyst LPD	0	0	1	G17	\$58,361.86 - \$87,542.79
PAL Coordinator	1	1	0	◆	
PAL Program Coordinator	0	0	1	G17	\$58,361.86 - \$87,542.79
Social Media Specialist	1	1	1	G17	\$58,361.86 - \$87,542.79
Victim Assistance Coordinator -VOCA	1	1	1	G17	\$58,361.86 - \$87,542.79
Community Resources Coordinator	1	1	1	G14	\$43,848.13 - \$65,772.71
Crime Scene Supervisor	1	1	0	◆	
Forensic Services Lead	0	0	1	T36	\$62,913.43 - \$92,421.90
Emergency Communications Shift Supervisor	4	4	0	◆	
Emergency Communications Shift Lead	0	0	4	T34	\$57,062.00 - \$83,828.61
Forensic Video Analyst	1	1	0	◆	
Forensic Video Examiner	0	0	1	T34	\$57,062.00 - \$83,828.61
Latent Print Examiner	1	1	1	T34	\$57,062.00 - \$83,828.61
Records Supervisor	1	1	1	T34	\$57,062.00 - \$83,828.61

Figure 173: Police Positions – Part 1

Police – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Crime Scene Technician	4	4	4	T33	\$54,344.86 - \$79,837.36
Police Facility Fleet Coordinator	1	1	0	◆	
Police Facility Fleet Liaison	0	0	1	T33	\$54,344.86 - \$79,837.36
Accreditation Manager	1	1	0	◆	
Accreditation Liaison	0	0	1	T32	\$51,757.50 - \$76,035.63
Legal Assistant	1	1	1	T32	\$51,757.50 - \$76,035.63
Property & Evidence Specialist	1	1	0	◆	
Police Property & Evidence Lead	0	0	1	T32	\$51,757.50 - \$76,035.63
Police Public Records Admin. Coord.	2	2	0	◆	
Police Public Records Liaison	0	0	2	T32	\$51,757.50 - \$76,035.63
Emergency Communications Specialist II	37	37	0	◆	
Emergency Communicator II	0	0	37	T31	\$49,292.71 - \$72,414.15
Administrative Assistant	1	1	0	◆	
Administrative Assistant I	0	0	1	T30	\$46,946.37 - \$68,966.74
Crime Analyst	3	3	0	◆	
Crime Liaison	0	0	3	T30	\$46,946.37 - \$68,966.74
Accounting Clerk II	1	1	2	T29	\$44,709.21 - \$65,681.04
Civilian Crime Prevention Practitioner	4	4	0	◆	
Civilian Crime Prevention Liaison	0	0	4	T28	\$42,581.23 - \$62,552.93
Emergency Communications Specialist I	2	2	0	◆	
Emergency Communicator I	0	0	2	T28	\$42,581.23 - \$62,552.93
Office Support Specialist II	8	8	0	◆	
Office Assistant II	0	0	8	T28	\$42,581.23 - \$62,552.93
Public Safety Aide	10	10	10	T28	\$42,581.23 - \$62,552.93
Accounting Clerk I	3	3	3	T27	\$40,553.16 - \$59,575.20
Police Property & Evidence Tech	4	4	4	T26	\$38,621.91 - \$56,737.55
Victim Assistance Advocate - VOCA	2	2	2	T26	\$38,621.91 - \$56,737.55
Police Records Specialist	9	9	0	◆	
Police Records Associate	0	0	9	T25	\$36,782.33 - \$54,035.86
Investigative Aide	2	2	2	T24	\$35,031.33 - \$51,462.92
Office Support Specialist I	1	1	0	◆	
Office Assistant I	0	0	1	T24	\$35,031.33 - \$51,462.92
TOTAL FULL TIME EMPLOYEES	392	394	394		

Figure 174: Police Positions – Part 2

Police – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Investigator Asset Forfeiture	1	1	1	T35	\$59,917.16 -\$88,018.65
Police Officer - Part time	5	5	5	T34	\$57,062.00 -\$83,828.61
Office Support Specialist II	1	1	0	◆	
Office Assistant II	0	0	1	T28	\$42,581.23 -\$62,552.93
Police Records Clerk	2	2	0	◆	
Police Records Associate	0	0	2	T25	\$36,782.33 -\$54,035.86
TOTAL PART TIME EMPLOYEES	9	9	9		

TOTAL FT	392	394	394		
TOTAL PT	9	9	9		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 175: Police Positions – Part 3

Police – Budget Summary

Fund	Expenses			
	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>General</i>	\$45,874,341	\$56,837,212	\$52,548,519	\$55,410,615

Figure 176: Lakeland Police Department Budget Summary – Expenses

Police – Performance Management

Police Key Success Indicators (KSIs) Linked to City Goals



[Quality of Life \(QOL\)](#)



[Communication \(COMM\)](#)



[Economic Opportunity \(EO\)](#)



[Fiscal Management \(FM\)](#)



[Growth Management \(GM\)](#)



[Governance \(GOV\)](#)

KSI Measure	Goal, Strategy Link	Frequency	CY2021 Actual	CY2022 Actual	CY2023 Actual	Chart	CY2024 Target
Percent of citizen generated emergency calls answered within 20 seconds	QOL-1	CY Quarterly	98.8%	98.9%	Not Available	Chart 53	90% or >
Response times to Priority 1 calls ¹	QOL-1 GM-1	CY Annually	Average: 4:00	Average: 6:43 ²	Not Available	Chart 54	Average < 7 minutes
Overall Feeling of Safety ³	GM-1	FY Annually	74.66%	72.6%	73.7%	Chart 55	Increase
Percent of change in the number of Neighborhood Watch Programs	GM-1	CY Annually	↑ 772.41%	↓ 42.69%	Not Available	Chart 56	Increase
Total number of Police Athletic League (PAL) participants	QOL-4	CY Annually	1,119	1,855	Not Available	Chart 57A Chart 57B	Increase
Police social media Engagement (facebook) ⁴	QOL-1	CY Annually	↑ 16.25%	↑ 4.43%	Not Available	Chart 58	Increase
Police social media Engagement (Twitter ⁵)	QOL-1	CY Annually	↑ 1.57%	↑ 5.91%	Not Available	Chart 59	Increase
Police social media Engagement (Instagram)	QOL-1	CY Annually	↑ 20.92%	↑ 9.38%	Not Available	Chart 60	Increase
Police social media (facebook Crime-related posts) Total Number of Views	QOL-1, COMM-2, 3	CY Quarterly	177,000 (Total)	129,800 (Total)	Not Available	Chart 61	Increase
Police social media (facebook Public Relations posts) Total Number of Views	QOL-1	CY Quarterly	763,900 (Total)	3,981,600 (Total)	Not Available	Chart 62	Increase

Figure 177: Police – Key Success Indicators

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

² New CAD system was implemented in March 2022 which uses a new categorization system for P1 calls.

³ Data collected via City survey conducted October 15th – November 15th, 2022 (FY2023). Data reflects the percent who answered, “Very Satisfied” or “Somewhat Satisfied” in response to the item: “Overall safety of the community.” The number of survey respondents for FY2023 was 1,106

⁴ In 2021 these Social Media platforms changed the definition of Engagement to the Number of Followers.

⁵ Prior to the change of the company name to X.

Police – Performance Management

Department Objectives – Police

1. Provide 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.
2. Provide 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.
3. Provide 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.
4. Develop an informed and engaged community by providing education designed to help the public avoid becoming crime victims.
5. Provide professional, high-quality, effective patrol services while reducing crime, ensuring public safety, and providing responsive customer service.

Police Performance Measures

Performance Measure	Department Objective Link	Frequency	CY2021 Actual	CY2022 Actual	CY2023 Actual	CY2024 Proposed
Community Police						
Number of Crime Prevention Programs	3, 4	Quarterly	560	890	Not Available	600
Number of Victims assisted	1, 2, 5	Annually	3,709	4,229	Not Available	3,750
Dispatching						
Total Calls received in dispatch	1	Quarterly	267,162	242,633	Not Available	260,000
Police calls for service	1	Quarterly	110,967	96,210	Not Available	110,000
Investigative Services						
Total Lab Cases Worked	2, 5	Quarterly	1,252	1,157	Not Available	1,200
Total Criminal Investigative Cases	2, 5	Quarterly	7,350	2,149	Not Available	Monitor Only
Total Special Investigative Cases	2, 5	Quarterly	185 Estimate	1,114	Not Available	Monitor Only
Patrol						
Calls for Service	2, 5	Quarterly	110,967	96,210	Not Available	Monitor Only
Driving Under the Influence (DUI) Arrests	5	Quarterly	128	225	Not Available	Monitor Only
Total Traffic Citations	5	Quarterly	8,776	12,724	Not Available	Monitor Only

Figure 178: Police Performance Measures

Changes, Accomplishments & Efficiencies – Police

- Officer Mulderrig received the prestigious Century Achiever award for his hard work and impact he made for the City of Lakeland community. This award consists of successfully arresting over 100 impaired drivers during a 12-month period.
- Officer Riggall and Officer Wilson both received the Outstanding Commitment to DUI Enforcement Award.
- Officer Almeida received recognition for his outstanding service as an Agency Inspector for maintaining the Intoxilyzer instruments at LPD for DUI Investigations.
- Lakeland Police Motor Unit placed among the top at the 2023 Space Coast Motor Officers Inc Police Motorcycle Challenge in Palm Bay, Florida with a 2nd and 4th place finish in the Novice Category and a 3rd place finish in the Expert Category.

Police – Performance Management

- Members of the Selective Enforcement Unit hosted and instructed an 80-hour motorcycle school for local agencies.
- Traffic Unit members attended more advanced training in Traffic Homicide Investigations, so the unit is not solely reliant on one dedicated THI.
- ISD is in the process of updating the décor throughout CIS, more specifically the CIS lobby and the conference room. CIS is also in the process of cleaning out work areas which have been vacant for some time.
- In an effort to combat the fentanyl epidemic, Sgt Pollice joined NADDI - National Association of Drug Diversion Investigators and attended their national conference.
- Several members were sworn in as Task Force Officers through DEA code named ONE LOVE. This investigation is on-going however has resulted in hundreds of thousands of dollars in seized currency and illegal narcotics.
- Sgt Pollice streamlined the Rachel's Law and Deconfliction training in concert with policies and state laws by utilizing POWER DMS. This action saves the department valuable assets such as time and money by being more efficient with this training yet not compromising on the importance of the understanding of these laws
- Undercover detectives assisted in multi-jurisdictional operation into human trafficking resulting in the arrests of 215 suspects for various offenses related to the operation. Over 12 firearms were seized along with a copious amounts of illegal drugs and currency.
- LPD members participated in a 30-day intelligence-led counter-gang initiative which resulted in 175 arrests, the seizure of 26 firearms, and the seizure of illegal drugs.
- Summer of 2023, LPD K-9 added two single purpose drug detection K-9 teams to their unit. The Lakeland Police Foundation received a sizable donation from a private donor which paid for the purchase of two canines and the equipment (kennels and vehicle equipment) associated with the canines. The single purpose K-9 teams are assigned to Florida Southern College and the LPD SIS drug unit.
- Full implementation of the Digital Evidence Management System was completed by February 2023 with 250 Body Worn Cameras and Tasers issued, 120 In-Car video systems with LPR technology were installed and unlimited cloud storage. Also, all sworn members were issued smart phones.
- Numerous Lieutenants, Captains and Assistant Chiefs completed various advance leadership training courses to continue to develop their skills and continue with succession planning for the agency.
- Department wide defensive tactics training was implemented to incorporate hands-on applications of new techniques designed to reduce officer/suspect injuries.
- Personal purchase of primary handgun with a Red Dot Sighting system was approved. This can improve accuracy and something the agency is exploring department wide in the future.
- The Tattoo Policy was relaxed so that full sleeve tattoos are permitted to assist with Recruiting and Hiring. They are still prohibited from the hand, neck and face and visible tattoos still must conform to established standards.
- Chief Taylor approved the self-purchase of an approved Outer Carrier/Load Bearing Vest for officers to buy to help alleviate long term back issues by reducing the amount of weight carried on the belt by uniformed members.
- Florida Southern College expanded coverage by adding one more officer and a dedicated sergeant taking their footprint to 5 officers and a sergeant.

Police – Performance Management

- Twenty-two (22) officers were hired while 16 separated for various reasons.
- Twenty-one (21) civilians were hired for the agency and dozens of other backgrounds were completed for various LPD Programs and other city departments keeping General Services and the Background Investigators extremely busy.
- Lakeland Police Department joined other law enforcement agencies as a principal partner in the Bike Buddies program, creating opportunities for youth and law enforcement to build positive relationships through bicycle repair and mentorship.
- LakelandPAL partnered with Southeastern University to host an inaugural Wrestling Camp, hosting over 80 young adults. Along with Sergeant Rex, multiple members from the Police Department volunteered their time, coaching and mentoring at the event.
- The Lakeland Police School Resource unit (Led by Officer Patterson) implemented “Books with The Blue” program to address concerns about the students reading level being at a national low. Officers and civilian members of the Lakeland Police Department will read to a group of 5-6 students at an assigned school, once a week, for approximately 20-30 minutes.
- CIS expanded the Intel unit from 1 detective to two detectives. This expansion was made possible by reallocating manpower from a vacancy within ISD. CIS authorized 4 more resource officers’ access to DocuSign, which will allow the R.O.’s to be more efficient in obtaining R.P.O’s after hours.
- Agency completed a complete TYLER CAD 911, Report Writer and Records Management System in FY22 and FY23 that continues to have adjustments and upgrades to the system.
- Implementation of PIT to shorten the duration and risk of vehicle pursuits.
- (PCSO notified LPD that this jail interface would not be addressed until after all PCSO SOMA modules are totally implemented, not just the Jail module, but also Records, Law Enforcement, CAD, P&E, etc. The current schedule is planned for all of it to be completed by first quarter 2026. This will continue to cause officers to do double entry on arrest affidavits into the system.
- City Commission gave approval to add 20 BWCs/Tasers and upgrade Third Party storage from 75TB to Unlimited to assist with moving all non-Axon device storage to the cloud and no longer use premised based servers.
- Pursuit rated vehicles have been difficult to get ordered so 35 Tahoe’s were pre-ordered by Fleet from the FY24 vehicle order so we could have by the end of CY23. The cost of the vehicle is expected to increase again in FY24. An additional 7 pursuit rated Explorers were also ordered in summer of 23 for early purchase of 7 FY25 replacement vehicles.
- Painting of the patrol car has increased to nearly \$3000 per vehicle thus a decision was made to not paint the 61 marked units coming in for a potential cost savings of about \$175,000 to the city. This also includes a new striping scheme debuted in 2023.
- A minor reorganization of the Table of Organization (TO) was completed at the direction of Chief Taylor to move all detectives into one Investigative Services Bureau and schools were moved to Special Operations.
- Redesigned the workflow for firearms issuance placing the weapons under the custody of the range master resulting in better efficiency and better maintenance of the weapons.
- Modified the chain of command to unify Property and Evidence and Quartermaster Sections resulting in more efficient operations.
- Hired a new Property and Evidence (P&E) supervisor and completed a full audit of high liability items in P&E.

Police – Performance Management

- A third amendment extended the City's contract with Verra Mobility to upgrade two existing legacy camera systems and add a new red light camera location. In addition, Verra will also provide the City with Automatic License Plate Reader cameras for use by the Lakeland Police Department to leverage technology to assist in deterring and reducing crime throughout the city.
- A new civilian position was approved (RITA Staffing) for a part-time traffic infraction enforcement officer position to help the red-light camera program run more efficiently while meeting expectations.
- Lakeland Police have partnered with our stakeholders at Vision Zero, COL Traffic Operations and FDOT to improve enforcement and education for safer roadways. Vision Zero aims to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all (visionzeronetwork.org).
- New Glock 47 9mm pistols with holographic sights were approved and ordered. This new technology allows officers faster target acquisition and improved accuracy.
- A new holster system was developed in partnership with Florida Polytechnic University to incorporate the Axon signal sidearm device to activate body worn cameras upon weapon draw.



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Public Works

The Public Works Department maintains facilities and provides services necessary for overall quality of life for the citizens of Lakeland.

Divisions:

- Construction and Maintenance
- Engineering
- Facilities Maintenance
- Fleet Management
- Lakes and Stormwater
- Solid Waste & Recycling
- Traffic Operations & Parking Services

The Construction and Maintenance Division is responsible for the street and drainage system, construction and maintenance projects and assists in the maintenance of the City's lakes and environmental programs.

The Engineering Division provides survey, design, permitting and inspection services to the Public Works Capital Improvement Projects for transportation and stormwater facilities. The Division also works with Community & Economic Development to review site plans for private commercial and subdivision development projects and issues right-of-way use permits for construction activities within the City of Lakeland City limits.

The Facilities Maintenance Division provides maintenance, construction, janitorial, safety and fire suppression system support service 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. The Division maintains approximately 2,700,000 square feet of various building space and performs over 4,000 work orders per year.

Fleet Management oversees the maintenance, acquisition, disposal, and fueling of the City's vehicle and equipment fleet, totaling over 1,400 units. 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. During emergencies, the Division performs emergency fueling, off-site maintenance, and generator support to sustain critical city functions.

The Lakes and Stormwater Management division is responsible for the protection of lakes and streams, through watershed management principles, and for developing projects and programs that enhance water quality and other natural resources in the City's lakes, streams, and wetlands. These services include the planning, construction, operation, street sweeping, maintenance of ditches and facilities designed to enhance the quality and conveyance of surface waters and prevent flooding. 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. 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. The Division is 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)

Public Works

permit. The Division also 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.

The Solid Waste and Recycling Division provides municipal solid waste collection services city-wide for residential and commercial customers. Residential services are provided once per week with automated garbage collection, automated recycling collection, and yard waste collection. Bulk yard waste and large item collections are provided on demand at the customer's request. Commercial services are provided using 2 cubic yard up to 8 cubic yard containers collected from 1 to 6 times per week based on customer needs. Roll-off container services are provided for large construction projects producing construction and demolition debris and high-volume waste-generating operations. Solid waste education programs and recycling presentations are available upon request.

The Traffic Operations and Parking Services Division provides traffic engineering services, traffic monitoring, signal system operation, parking services, and routine maintenance of assets comprising 177 traffic signals, over 19,000 signs, three city-owned parking garages, leased spaces in the Peterson State Garage, and eleven surface lots in addition to on-street parking and pavement markings within the City. The Traffic Operations Division improves the quality of life by working to reduce the number of drivers, bicyclists and pedestrians killed or seriously injured in vehicle crashes in Lakeland with the Vision Zero goal of eliminating these severe crashes by the year 2040.

Public Works – Director – Table of Organization

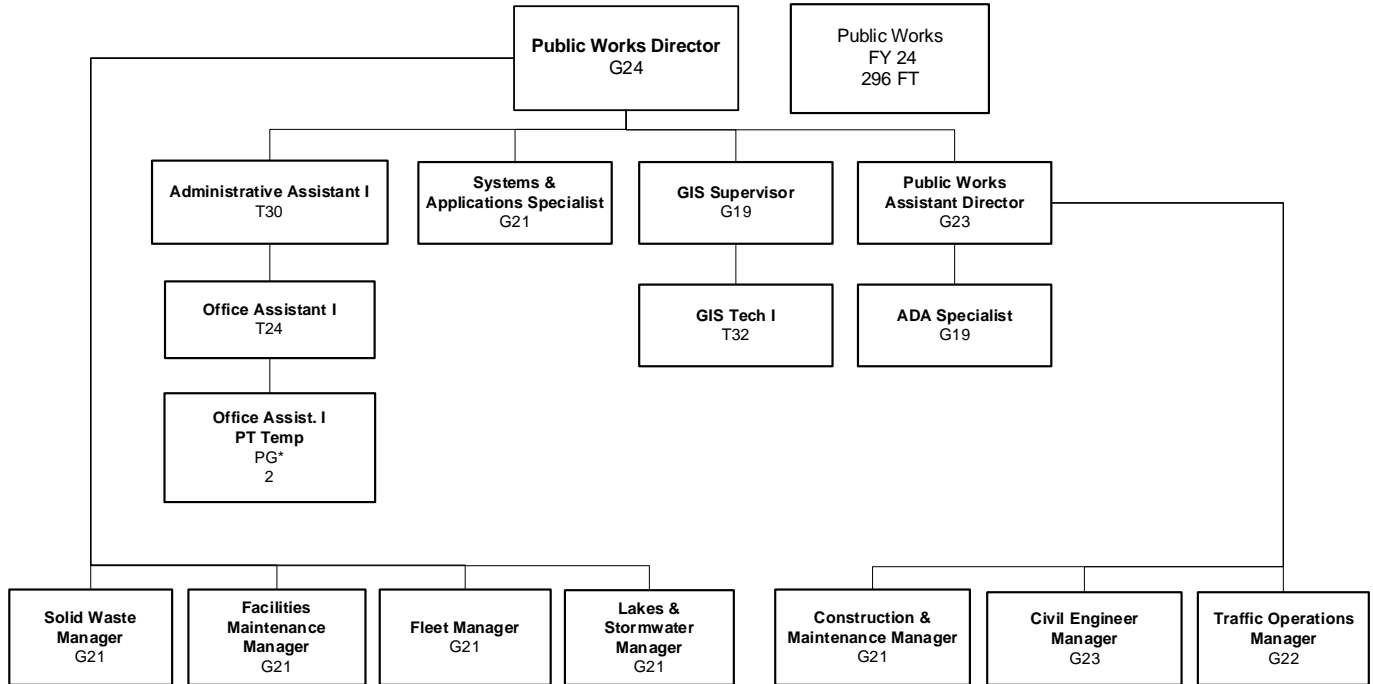


Figure 179: Public Works Director Table of Organization

Public Works – Director – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Public Works Director	1	1	1	G24	\$114,384.59 - \$183,015.55
Assistant Director of Public Works	1	1	0	◆	
Public Works Assistant Director	0	0	1	G23	\$101,675.42 - \$162,680.26
Systems & Applications Manager	1	1	0	◆	
Systems & Apps Specialist	0	0	1	G21	\$85,447.77 - \$128,172.17
Special Projects Coordinator	1	0	0	G20	\$77,680.54 - \$116,520.81
ADA Specialist	1	1	1	G19	\$70,618.86 - \$105,928.29
GIS Supervisor	1	1	1	G19	\$70,618.86 - \$105,928.29
GIS Tech I	1	1	1	T32	\$51,757.50 - \$76,035.63
Administrative Assistant	1	1	0	◆	
Administrative Assistant I	0	0	1	T30	\$46,946.37 - \$68,966.74
Office Support Specialist I	1	1	0	◆	
Office Assistant I	0	0	1	T24	\$35,031.33 - \$51,462.92
TOTAL FULL TIME EMPLOYEES	9	8	8		
TOTAL FT	9	8	8		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 180: Public Works Director Positions

Public Works – Construction and Maintenance – Table of Organization

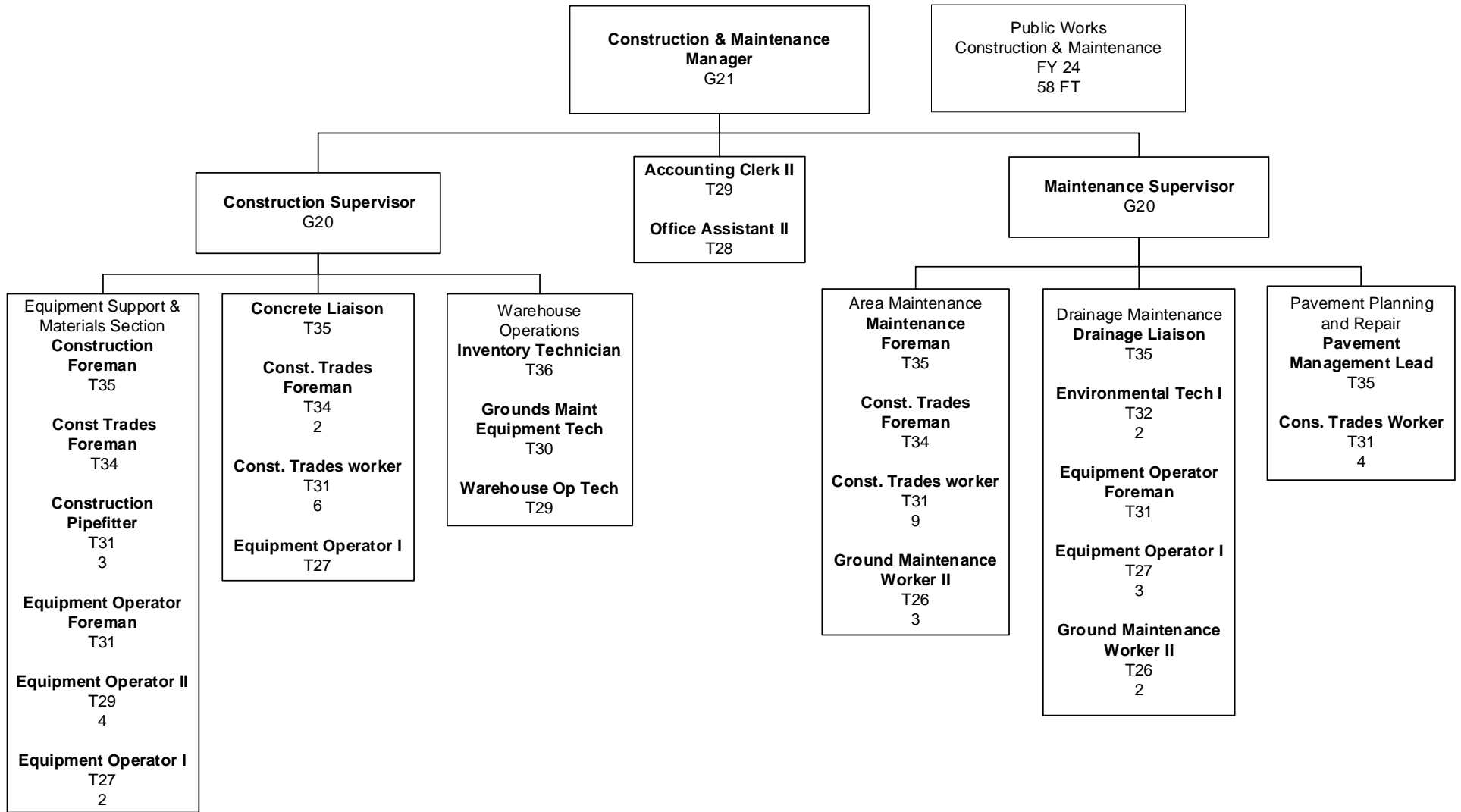


Figure 181: Public Works Construction & Maintenance Table of Organization

Public Works – Construction and Maintenance – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Manager of Construction & Maintenance	1	1	0	◆	
Construction & Maintenance Manager	0	0	1	G21	\$85,447.77 -\$128,172.17
Construction Supervisor	1	1	1	G20	\$77,680.54 -\$116,520.81
Supervisor of Maintenance	1	1	0	◆	
Maintenance Supervisor	0	0	1	G20	\$77,680.54 -\$116,520.81
Inventory Technician	0	0	1	T36	\$62,913.43 -\$92,421.90
Concrete Coordinator	1	1	0	◆	
Concrete Liaison	0	0	1	T35	\$59,917.16 -\$88,018.65
Construction Foreman	1	1	1	T35	\$59,917.16 -\$88,018.65
Drainage Coordinator	1	1	0	◆	
Drainage Liaison	0	0	1	T35	\$59,917.16 -\$88,018.65
Maintenance Foreman	1	1	1	T35	\$59,917.16 -\$88,018.65
Pavement Management Coordinator	1	1	0	◆	
Pavement Management Lead	0	0	1	T35	\$59,917.16 -\$88,018.65
Construction Trades Crew Leader	4	4	0	◆	
Construction Trades Foreman	0	0	4	T34	\$57,062.00 -\$83,828.61
Operations Specialist	1	1	0	◆	
Environmental Technician I	2	2	2	T32	\$51,757.50 -\$76,035.63
Equipment Operator, Lead	2	2	0	◆	
Construction Pipefitter	3	3	3	T31	\$49,292.71 -\$72,414.15
Construction Trades Worker	19	19	19	T31	\$49,292.71 -\$72,414.15
Equipment Operator Foreman	0	0	2	T31	\$49,292.71 -\$72,414.15
Grounds Maintenance Equipment Specialist	1	1	0	◆	
Grounds Maintenance Equipment Tech	0	0	1	T30	\$46,946.37 -\$68,966.74
Accounting Clerk II	1	1	1	T29	\$44,709.21 -\$65,681.04
Equipment Operator II	4	4	4	T29	\$44,709.21 -\$65,681.04
Warehouse Operations Technician	1	1	1	T29	\$44,709.21 -\$65,681.04
Office Support Specialist II	1	1	0	◆	
Office Assistant II	0	0	1	T28	\$42,581.23 -\$62,552.93
Equipment Operator I	6	6	6	T27	\$40,553.16 -\$59,575.20
Grounds Maintenance Worker II	5	5	5	T26	\$38,621.91 -\$56,737.55
TOTAL FULL TIME EMPLOYEES	58	58	58		
TOTAL FT	58	58	58		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 182: Public Works Construction & Maintenance Positions

Public Works – Engineering – Table of Organization

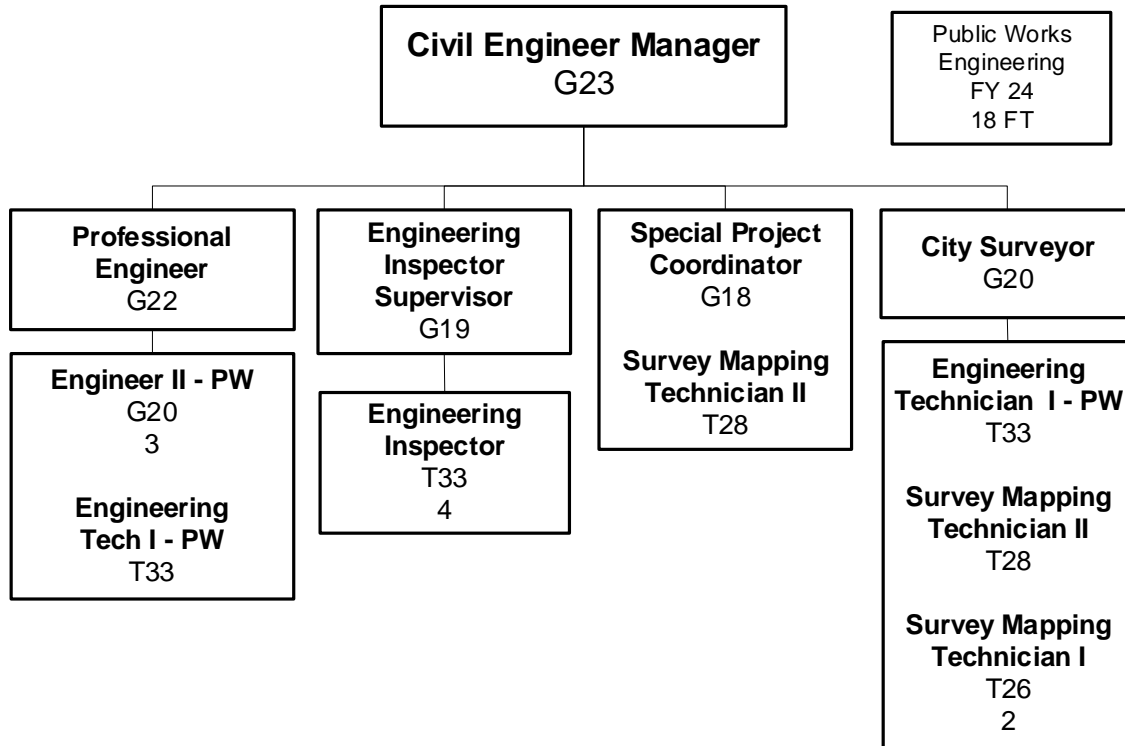


Figure 183: Public Works Engineering Table of Organization

Public Works – Engineering – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Civil Engineer Manager	1	1	1	G23	\$101,675.42 - \$162,680.26
Professional Engineer	1	1	1	G22	\$93,992.65 - \$140,989.49
City Surveyor	1	1	1	G20	\$77,680.54 - \$116,520.81
Engineer II - Public Works	3	3	3	G20	\$77,680.54 - \$116,520.81
Chief Engineering Inspector	1	1	0	◆	
Engineering Inspection Supervisor	0	0	1	G19	\$70,618.86 - \$105,928.29
Special Projects Coordinator	0	1	1	G18	\$64,198.87 - \$96,298.82
Engineering Technician I - PW	2	2	2	T33	\$54,344.86 - \$79,837.36
Engineering Inspector	4	4	4	T33	\$54,344.86 - \$79,837.36
Survey Mapping Technician II	2	2	2	T28	\$42,581.23 - \$62,552.93
Survey Mapping Technician I	2	2	2	T26	\$38,621.91 - \$56,737.55
TOTAL FULL TIME EMPLOYEES	17	18	18		
TOTAL FT	17	18	18		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 184: Public Works Engineering Positions

Public Works – Facilities Maintenance – Table of Organization

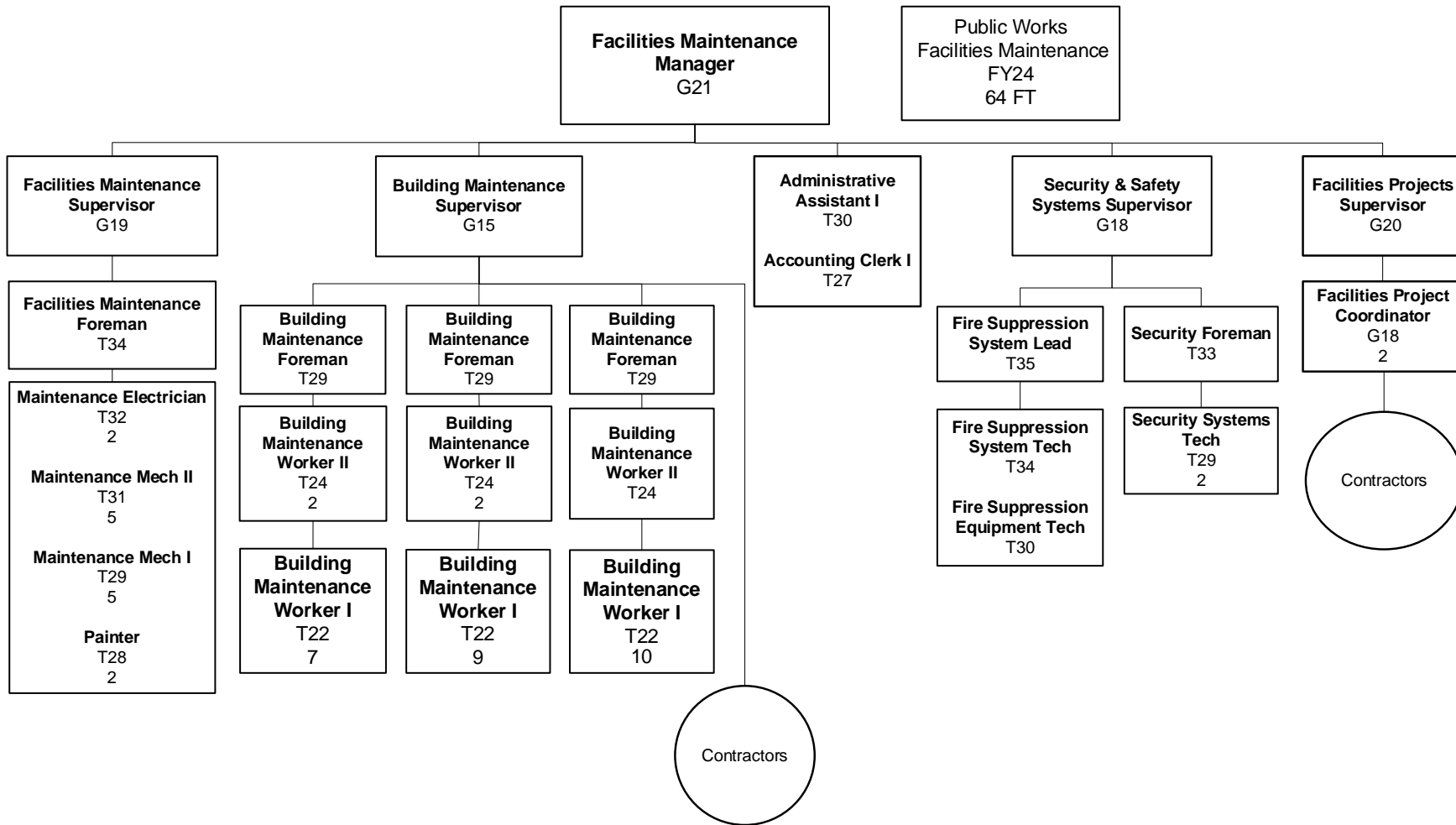


Figure 185: Public Works Facilities Maintenance Table of Organization

Public Works – Facilities Maintenance – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Facilities Maintenance Manager	1	1	1	G21	\$85,447.77 -\$128,172.17
Facilities Project Supervisor	1	1	1	G20	\$77,680.54 -\$116,520.81
Facilities Maintenance Supervisor	1	1	1	G19	\$70,618.86 -\$105,928.29
Facilities Project Coordinator	2	2	2	G18	\$64,198.87 -\$96,298.82
Security and Safety Systems Supervisor	1	1	1	G18	\$64,198.87 -\$96,298.82
Building Maintenance Supervisor	1	1	1	G15	\$48,232.84 -\$72,349.26
Fire Suppression System Foreman	1	1	0	◆	
Fire Suppression System Lead	0	0	1	T35	\$59,917.16 -\$88,018.65
Facilities Maintenance Foreman	1	1	1	T34	\$57,062.00 -\$83,828.61
Fire Suppression System Technician	1	1	1	T34	\$57,062.00 -\$83,828.61
Security Specialist	1	1	0	◆	
Security Foreman	0	0	1	T33	\$54,344.86 -\$79,837.36
Maintenance Electrician	2	2	2	T32	\$51,757.50 -\$76,035.63
Maintenance Mechanic II	5	5	5	T31	\$49,292.71 -\$72,414.15
Administrative Assistant	1	1	0	◆	
Administrative Assistant I	0	0	1	T30	\$46,946.37 -\$68,966.74
Fire Suppression Equipment Technician	1	1	1	T30	\$46,946.37 -\$68,966.74
Building Maintenance Lead	3	3	0	◆	
Building Maintenance Foreman	0	0	3	T29	\$44,709.21 -\$65,681.04
Maintenance Mechanic I	5	5	5	T29	\$44,709.21 -\$65,681.04
Security Systems Tech	2	2	2	T29	\$44,709.21 -\$65,681.04
Painter	2	2	2	T28	\$42,581.23 -\$62,552.93
Accounting Clerk I	1	1	1	T27	\$40,553.16 -\$59,575.20
Building Maintenance Worker II	5	5	5	T24	\$35,031.33 -\$51,462.92
Building Maintenance Worker I	26	26	26	T22	\$32,726.19 -\$46,675.48
TOTAL FULL TIME EMPLOYEES	64	64	64		
TOTAL FT	64	64	64		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 186: Public Works Facilities Maintenance Positions

Public Works – Fleet – Table of Organization

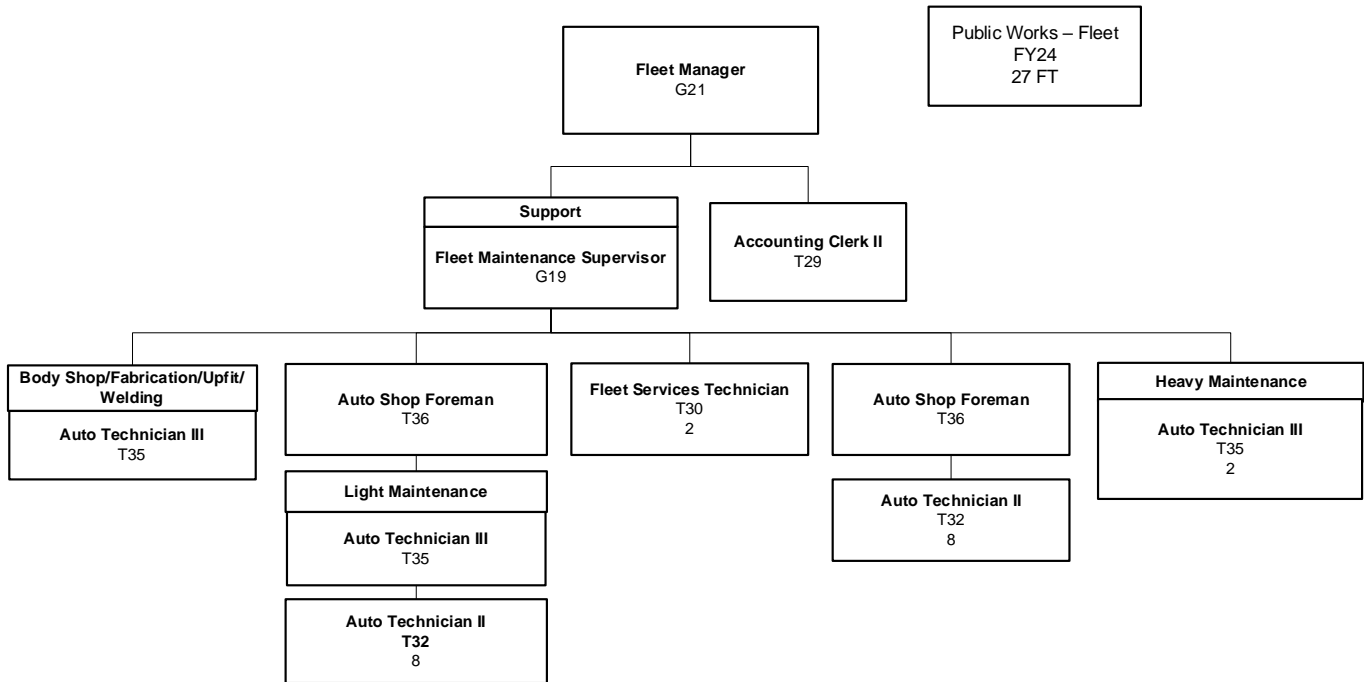


Figure 187: Public Works Fleet Table of Organization

Public Works – Fleet – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Fleet Manager	1	1	1	G21	\$85,447.77 - \$128,172.17
Fleet Maintenance Supervisor	1	1	1	G19	\$70,618.86 - \$105,928.29
Automotive Shop Foreman	2	2	2	T36	\$62,913.43 - \$92,421.90
Automotive Technician, Sr	4	4	0	◆	
Automotive Technician III	0	0	4	T35	\$59,917.16 - \$88,018.65
Automotive Technician II	16	16	16	T32	\$51,757.50 - \$76,035.63
Fleet Service Specialist	2	2	0	◆	
Fleet Service Technician	0	0	2	T30	\$46,946.37 - \$68,966.74
Accounting Clerk II	2	2	1	T29	\$44,709.21 - \$65,681.04
TOTAL FULL TIME EMPLOYEES	28	28	27		
TOTAL FT	28	28	27		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 188: Public Works Fleet Positions

Public Works – Lakes and Stormwater – Table of Organization

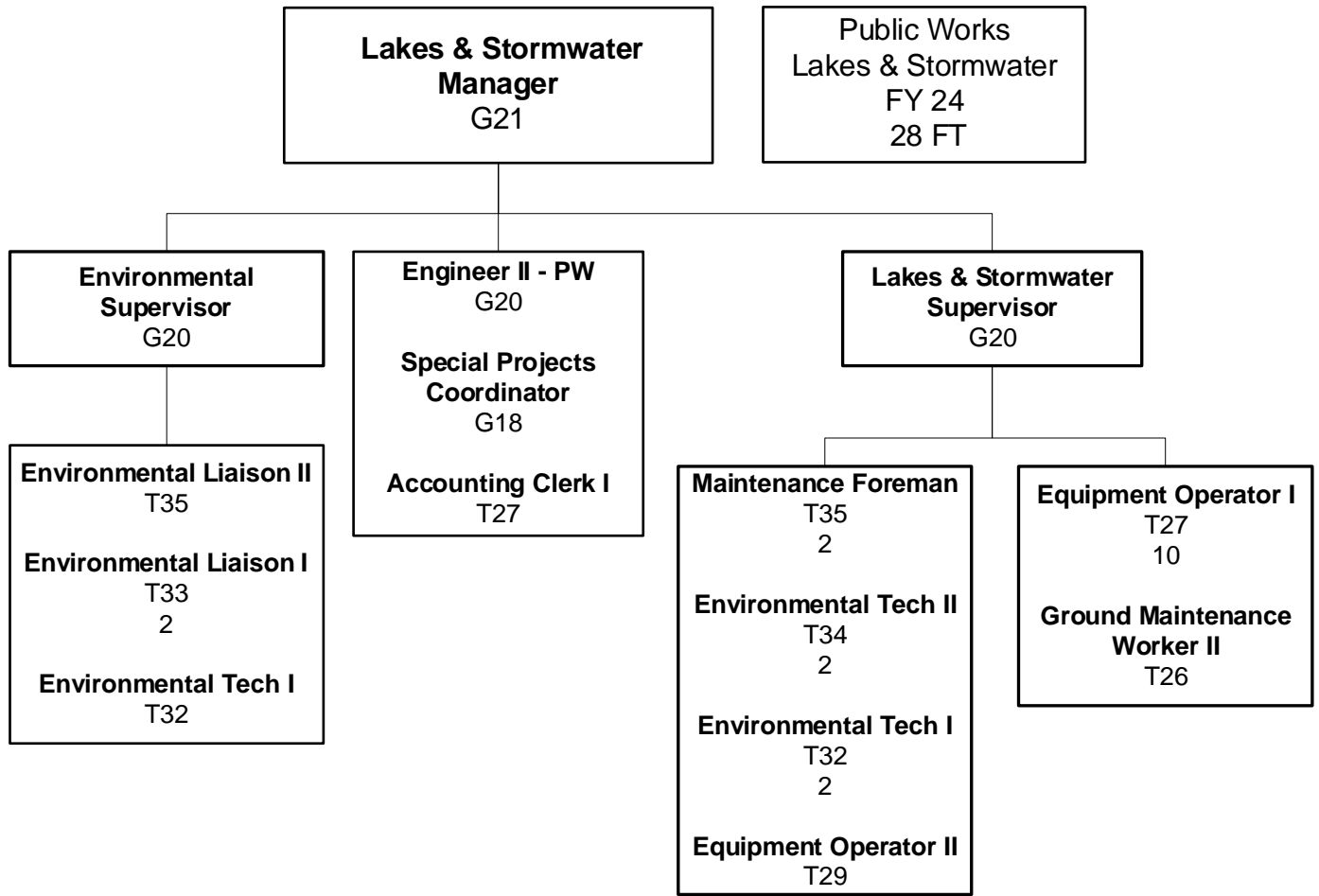


Figure 189: Public Works Lakes & Stormwater Table of Organization

Public Works – Lakes and Stormwater – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Manager of Lakes & Stormwater	1	1	0	◆	
Lakes & Stormwater Manager	0	0	1	G21	\$85,447.77 - \$128,172.17
Engineer II - PW	1	1	1	G20	\$77,680.54 - \$116,520.81
Environmental Specialist, Sr	1	1	0	◆	
Environmental Supervisor	0	0	1	G20	\$77,680.54 - \$116,520.81
Supervisor of Lakes & Stormwater	1	1	0	◆	
Lakes & Stormwater Supervisor	0	0	1	G20	\$77,680.54 - \$116,520.81
Special Projects Coordinator	1	1	1	G18	\$64,198.87 - \$96,298.82
Environmental Specialist II	1	1	0	◆	
Environmental Liaison II	0	0	1	T35	\$59,917.16 - \$88,018.65
Maintenance Foreman	2	2	2	T35	\$59,917.16 - \$88,018.65
Environmental Tech II	2	2	2	T34	\$57,062.00 - \$83,828.61
Environmental Specialist	2	2	0	◆	
Environmental Liaison I	0	0	2	T33	\$54,344.86 - \$79,837.36
Environmental Tech I	3	3	3	T32	\$51,757.50 - \$76,035.63
Equipment Operator II	1	1	1	T29	\$44,709.21 - \$65,681.04
Accounting Clerk I	1	1	1	T27	\$40,553.16 - \$59,575.20
Equipment Operator I	10	10	10	T27	\$40,553.16 - \$59,575.20
Grounds Maintenance Worker II	1	1	1	T26	\$38,621.91 - \$56,737.55
TOTAL FULL TIME EMPLOYEES	28	28	28		
TOTAL FT	28	28	28		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 190: Public Works Lakes & Stormwater Positions

Public Works – Solid Waste – Table of Organization

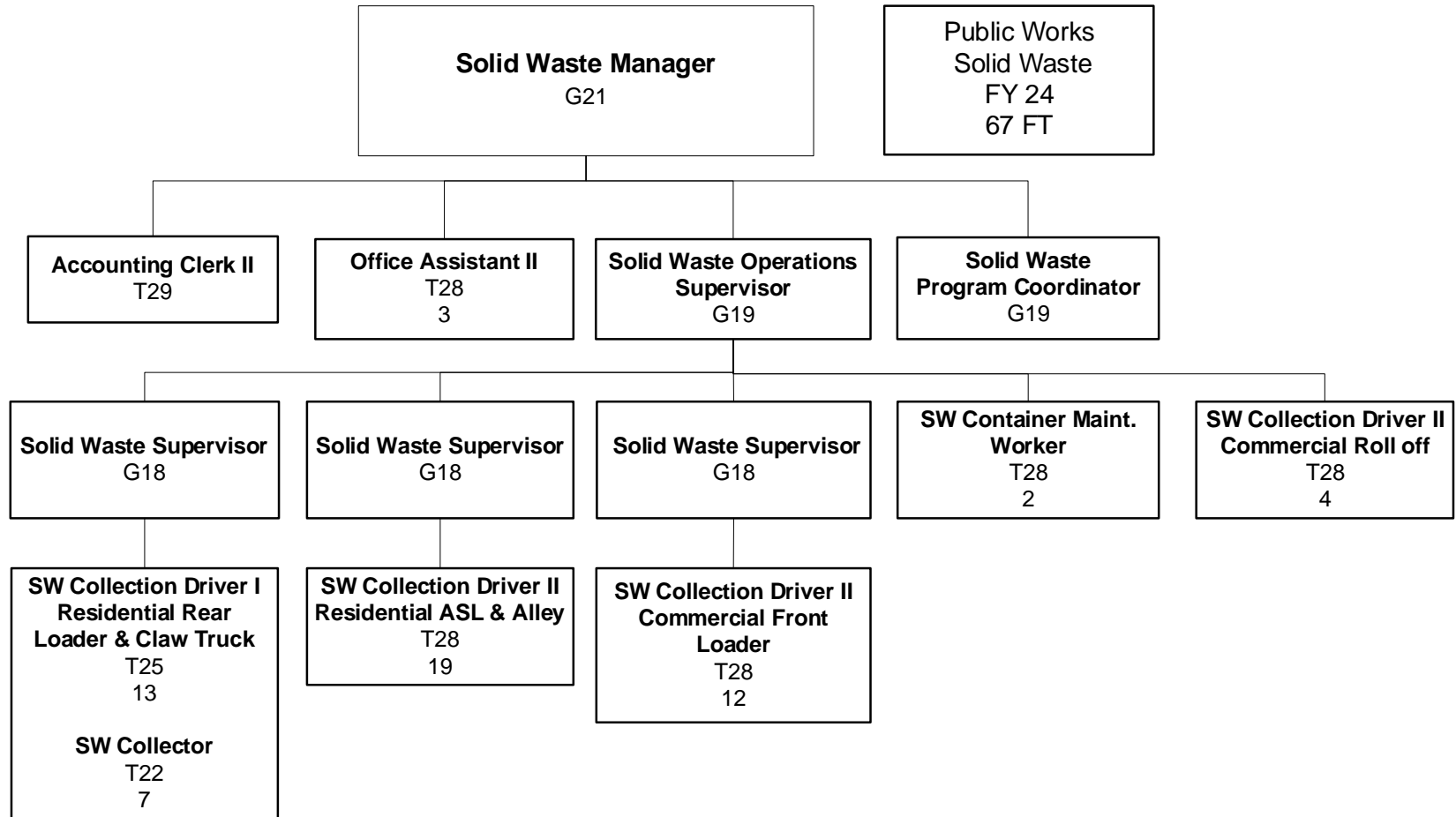


Figure 191: Public Works Solid Waste Table of Organization

Public Works – Solid Waste - Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Manager of Solid Waste	1	1	0	◆	
Solid Waste Manager	0	0	1	G21	\$85,447.77 - \$128,172.17
Supervisor of SW Operations	1	1	0	◆	
Solid Waste Operations Supervisor	0	0	1	G19	\$70,618.86 - \$105,928.29
Solid Waste Program Coordinator	1	1	1	G19	\$70,618.86 - \$105,928.29
Supervisor of Solid Waste	3	3	0	◆	
Solid Waste Supervisor	0	0	3	G18	\$64,198.87 - \$96,298.82
Accounting Clerk II	1	1	1	T29	\$44,709.21 - \$65,681.04
Office Support Specialist II	3	3	0	◆	
Office Assistant II	0	0	3	T28	\$42,581.23 - \$62,552.93
Solid Waste Collection Driver II	34	34	35	T28	\$42,581.23 - \$62,552.93
SW Container Maintenance Worker	2	2	2	T28	\$42,581.23 - \$62,552.93
Solid Waste Collection Driver I	13	13	13	T25	\$36,782.33 - \$54,035.86
Solid Waste Collector	7	7	7	T22	\$32,726.19 - \$46,675.48
TOTAL FULL TIME EMPLOYEES	66	66	67		
TOTAL FT	66	66	67		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 192: Public Works Solid Waste Positions

Public Works – Traffic and Parking – Table of Organization

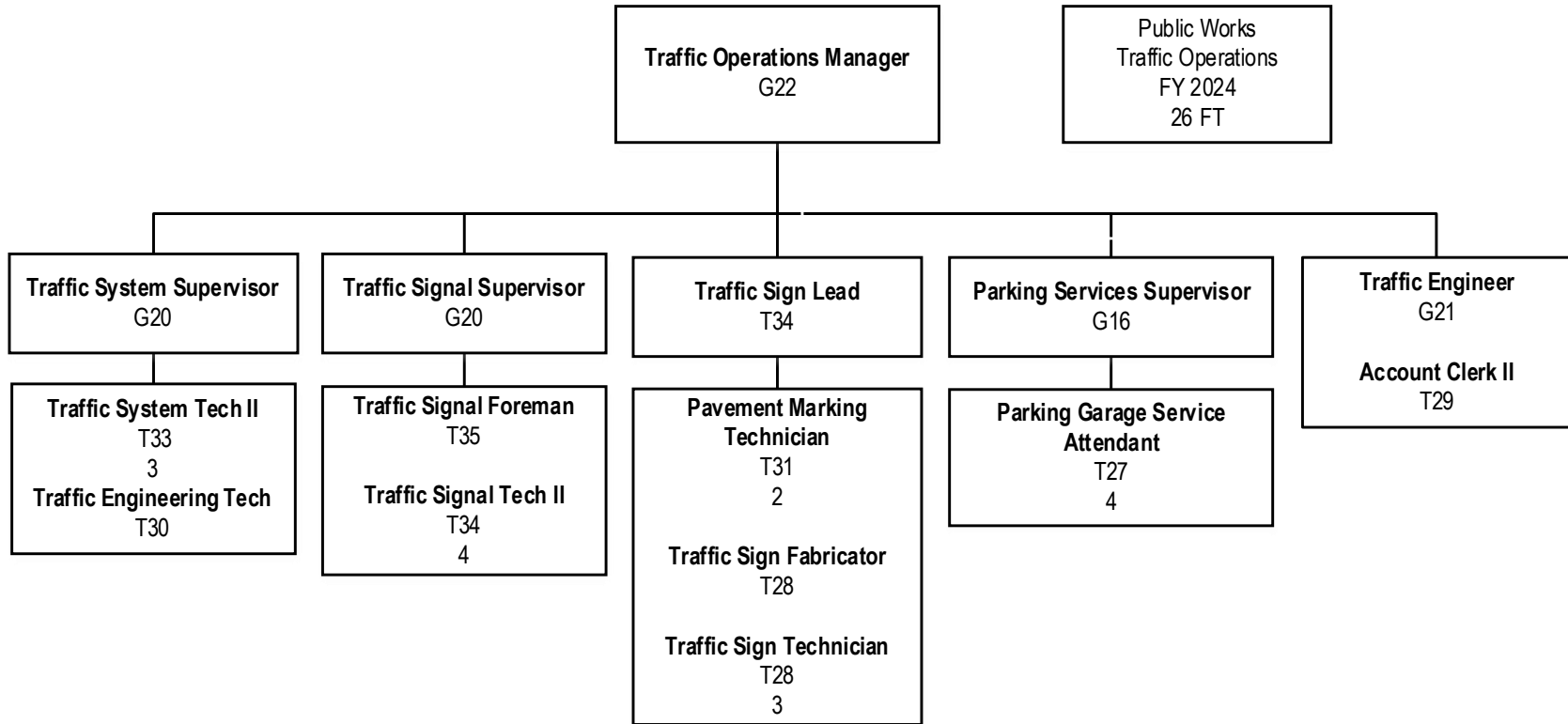


Figure 193: Public Works Traffic Operations Table of Organization

Public Works – Traffic and Parking – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	Salary Range
Manager of Traffic Operations	1	1	0	◆	
Traffic Operations Manager	0	0	1	G22	\$93,992.65 - \$140,989.49
Traffic Engineer	1	1	1	G21	\$85,447.77 - \$128,172.17
Traffic Signal Supervisor	1	1	1	G20	\$77,680.54 - \$116,520.81
Traffic System Supervisor	1	1	1	G20	\$77,680.54 - \$116,520.81
Lead Traffic Signal Technician	1	1	0	◆	
Traffic Signal Foreman	0	0	1	T35	\$59,917.16 - \$88,018.65
Traffic Sign Supervisor	1	1	0	◆	
Traffic Sign Lead	0	0	1	T34	\$57,062.00 - \$83,828.61
Traffic Signal Technician II	4	4	4	T34	\$57,062.00 - \$83,828.61
Traffic System Technician II	3	3	3	T33	\$54,344.86 - \$79,837.36
Pavement Marking Technician	2	2	2	T31	\$49,292.71 - \$72,414.15
Traffic Engineering Technician	1	1	1	T30	\$46,946.37 - \$68,966.74
Accounting Clerk II	1	1	1	T29	\$44,709.21 - \$65,681.04
Traffic Sign Fabricator	1	1	1	T28	\$42,581.23 - \$62,552.93
Traffic Sign Technician	3	3	3	T28	\$42,581.23 - \$62,552.93
FULL TIME EMPLOYEES	21	21	21		
Personnel					
Parking Services Supervisor	1	1	1	G16	\$53,056.33 - \$79,585.01
Parking Garage Svc Attendant	4	4	4	T27	\$40,553.16 - \$59,575.20
FULL TIME EMPLOYEES	5	5	5		
TOTAL FT	26	26	26		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 194: Public Works Traffic Operations Positions

Public Works - Budget Summary

<i>Fund</i>	Expenses			
	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>General</i>	\$5,655,224	\$7,745,507	\$6,985,732	\$10,440,378
<i>Lakes & Stormwater</i>	\$6,312,386	\$57,167,290	\$14,104,217	\$11,413,004
<i>Fleet Management</i>	\$21,677,786	\$32,557,241	\$30,292,035	\$19,895,208
<i>Facilities Maintenance</i>	\$6,030,436	\$8,796,206	\$8,377,563	\$9,291,690
<i>Parking</i>	\$925,803	\$1,028,176	\$994,800	\$1,038,459
<i>Solid Waste</i>	\$18,358,231	\$19,971,924	\$19,067,991	\$20,781,745

Figure 195: Public Works Budget Summary – Expenses

<i>Fund</i>	Revenues			
	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>Lakes & Stormwater</i>	\$6,312,386	\$57,167,290	\$14,104,217	\$11,413,004
<i>Fleet Management</i>	\$21,677,786	\$32,557,241	\$30,292,035	\$19,895,208
<i>Facilities Maintenance</i>	\$6,030,436	\$8,796,206	\$8,377,563	\$9,291,690
<i>Parking</i>	\$925,803	\$1,028,176	\$994,800	\$1,038,459
<i>Solid Waste</i>	\$18,358,231	\$19,971,924	\$19,067,991	\$20,781,745

Figure 196: Public Works Budget Summary – Revenues

Public Works – Performance Management

Public Works Key Success Indicators (KSIs) Linked to City Goals



[Quality of Life \(QOL\)](#)



[Communication \(COMM\)](#)



[Economic Opportunity \(EO\)](#)



[Fiscal Management \(FM\)](#)



[Growth Management \(GM\)](#)



[Governance \(GOV\)](#)

KSI Measure	Goal, Strategy Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	Chart	FY2024 Target
Travel Time on major road corridors ¹	QOL-2	FY Quarterly	Longer = 4 Stable = 15 Shorter = 6	Longer = 7 Stable = 13 Shorter = 4	Longer = 11 Stable = 9 Shorter = 4	Chart 63A Chart 63B Chart 63C	Monitor Only
Network Average Pavement Condition Index (PCI) rating of streets	QOL-2, GM-1	Every 3 Years	75%	Not Available ²	Not Available	Chart 64	70% or >
Linear feet of sidewalk completed to enhance mobility	QOL-2	FY Annually	6,678	17,211	8,746	Chart 65	Monitor Only
Curb ramps in ADA compliance	QOL-2	FY Annually	29	64	367	Chart 66	Monitor Only
Residential recycling participation	QOL-3 GM-1 GOV-1	FY Quarterly	82.69%	83.45%	81.52%	Chart 67	75% or >
Percent of Commercial customers participating in recycling program	QOL-3 GM-1 GOV-1	FY Annually	13.07%	11.98%	13.18%	Chart 68	7% or >
Waste diverted from landfill	QOL-3 GM-1 GOV-1	FY Quarterly	21.93%	24.55%	23.18%	Chart 69	25% or >
Stormwater public education outreach	QOL-3	FY Annually	1,983,726	930,141 Estimate	286,575 Estimate	Chart 70A Chart 70B	Increase
Percent of monitored lakes with improving water quality	QOL-3	FY Annually	40%	40%	40%	Chart 71	Increase
Linear feet of newly constructed recreational paths	QOL-4	FY Annually	24,459	12,047	22,564	Chart 72	Increase
Linear feet of recreational paths maintained	QOL-4	FY Annually	0	5,247	500	Chart 73	Increase
Amount of energy savings for City facilities	FM-1 GM-3	CY Annually	Not Available ³	Not Available	Not Available	Chart 74	Monitor Only

Figure 197: Public Works - Key Success Indicators, Part 1

¹ For 24 individual roads, the quarterly data for each is averaged and compared with the previous year.

² Data not available until 2023, when next study is conducted.

³ No active projects.

Public Works – Performance Management

Public Works Key Success Indicators (KSIs) Linked to City Goals



Quality of Life
(QOL)



Communication
(COMM)



Economic
Opportunity
(EO)



Fiscal
Management
(FM)



Growth
Management
(GM)



Governance
(GOV)

KSI Measure	Goal, Strategy Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	Chart	FY2024 Target
Facilities maintenance cost per square foot ⁴	FM-1	FY Annually	\$2.87	\$2.86	\$3.21	Chart 75	\$3.14
Janitorial maintenance per square foot ⁵	FM-1	FY Annually	\$2.15	\$2.15	\$2.28	Chart 76	\$2.52
Fire safety maintenance per square foot ⁶	FM-1	FY Annually	\$0.31	\$0.32	\$0.33	Chart 77	\$0.40
Pounds of nutrients reduced by street sweeping	GM-1	FY Annually	Nitrogen: 2,912.73 Phosphorous: 1,847.02	Nitrogen: 2,357.38 Phosphorous: 1,494.48	Nitrogen: 2,888.48 Phosphorous: 1,833.17	Chart 78	Monitor Only

Figure 198: Public Works – Key Success Indicators. Part 2

Department Objectives – Public Works

1. 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.
2. Provide the Citizens and businesses of Lakeland with efficient, reliable, cost effective, and environmentally conscious commercial solid waste collection services.
3. Provide the Citizens and businesses of Lakeland with efficient, reliable, cost effective and environmentally conscious residential solid waste collection services.
4. Provide safe, convenient parking facilities and assist businesses within the Central Business District (CBD) by reducing parking issues through consistent enforcement.
5. 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.
6. Support safe and attractive neighborhoods and public spaces through the continuous maintenance of all streets, sidewalks, drainage facilities and alleys within the city.
7. Maintain and construct safe, clean, and secure City facilities for visitors and City employees in a cost effective and efficient manner.
8. Acquire and maintain safe, reliable, cost-effective vehicles and equipment which meet the specific needs of City Departments.

⁴ Threshold targets for FY18 through FY22 are based on a 3% maximum increase per year. Threshold targets are reviewed every 3 to 5 years.

⁵ Threshold targets for FY18 through FY22 are based on a 3% maximum increase per year. Threshold targets are reviewed every 3 to 5 years.

⁶ Threshold targets for FY18 through FY22 are based on a 3% maximum increase per year. Threshold targets are reviewed every 3 to 5 years.

Public Works – Performance Management

Public Works Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Facilities						
Number of Work Orders Completed (Facility Support, Fire Suppression, and Janitorial)	7	Annually	25,981	23,591	20,588	20,500
Work Orders Completion Time (Maintenance, Fire, Security, and Janitorial)	7	Annually	13 days	11 days	14 days	12 days
Capital Projects Completed (Facility Support)	7	Annually	68	66	83	85
Fleet Management						
Percent of replacement eligible vehicles	8	Quarterly	19.38%	19.02%	17.10%	20%
Vehicle turnaround time 0-24 hrs.	8	Quarterly	80.50%	80.75%	81.00%	75%
Billed labor hours	8	Quarterly	63.40% ⁷	69.48%	65.15%	70%
Vehicle Availability	8	Quarterly	96.94%	97.02%	96.30%	95%
Annual fuel gallons dispensed	8	Quarterly	1,098,911	1,093,326	1,194,078	1,100,000
Lakes and Stormwater Management						
Lake shoreline assessment for aquatic plants	1	Annually	1,470,345	1,470,345	2,263,206	1,400,000
Stormwater System Inspected (linear foot)	1	Annually	297,526	257,422	118,914	115,000
Number of industrial and City facilities inspected	1	Annually	20	25	31	16
Number of stormwater - related training classes taught	1	Annually	2	5	5	3
Number of water quality education events participated in	1	Annually	4	3	9	4
Street curb mile swept	1	Annually	18,991	16,950	24,924	16,000
Debris removed from streets & stormwater system (tons)	1	Annually	2,400 Estimate	2,008	2,472	2,000
Number of lake monitoring/sampling events	1	Annually	24	24	24	24
Number of illicit discharge inspections conducted	1	Annually	163	127	148	150
Number of lake trash clean-up events	1	Annually	55	38	30	15
Number of pollution control devices inspected and cleaned	1	Annually	234	218	244	100
Solid Waste Commercial						
Customers served (Commercial)	2	Annually	5,717	5,846	5,900	5,950
Garbage collected (tonnage)	2	Annually	41,993	40,596	41,856	41,500
Roll-off tonnage	2	Annually	10,241	6,065	5,530	6,200
Roll-off trips to the landfill	2	Annually	3,365	2,424	2,257	2,600
Curbside tonnage	3	Annually	6,110	5,719	6,033	6,000
Commercial tonnage	3	Annually	975	1,568	1,210	1,650

Figure 199: Public Works Performance Measures, Part 1

⁷ Multiple Workman's Compensation absences and vacancies.

Public Works – Performance Management

Performance Measure	Department Objective Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Solid Waste - Residential						
Customers served (Residential)	3	Annually	54,175	55,848	56,838	56,000
Garbage collected (tonnage)	3	Annually	33,160	33,716	35,050	34,000
Yard waste collected (tonnage)	3	Annually	10,830	8,954	9,374	10,000
Percent of respondents on Lakeland View Community Survey indicating “Excellent” or “Good” rating for Overall Cleanliness of the city	3	Annually	82%	78.23%	77.4% ⁸	Increase
Parking Services						
Parking Enforcement-Percent Reduction of Citations	4	Annually	1,026 or 20%	912 or 18%	1,196 or 21%	≤ 15%
Leased parking spaces	4	Quarterly	66% ⁹	90%	88%	100%
Revenue generated by Leases	4	Quarterly	\$498,239 ¹⁰	\$650,398	\$683,817	\$600,000
Transportation – Facilities Construction						
Number of traffic calming projects	5	Annually	2	2	4	8
Parcels acquired	5	Annually	2	0	0	18
Parcels condemned	5	Annually	0	0	0	8
Bike Lane Construction (Linear Ft.)	5	Annually	0	7,780	28,764	0
New/Widened roadway lane miles	5	Annually	0	2	0	0
Transportation – Facilities Maintenance						
Resurfacing (Lane Miles)	5	Annually	36.6	40.1	44	50
Resurfacing Cost	5	Annually	\$2,254,874	\$2,787,882	\$2,000,000	\$4,500,000
Right-of-Way Maintenance (acres maintained)	5	Annually	321	327	585	600
Sidewalks Repaired (Linear Ft.)		Annually	7,343	8,389	5,640	6,000
Response Time to Citizen Request for Stormwater and Drainage Maintenance—Average business days from work order to customer notification of work scheduled	5	Annually	1	1	1	1
Response Time to Citizen Request for Road Repair—Average number of hours per work order for asphalt repair	5	Annually	1	2	2	2
Traffic Signals Maintained within City limits	6	Annually	174	177	173	170
Traffic Signs Maintained	6	Annually	18,815	19,177	19,349	>19,349
Total Fatal Crashes	6	Annually	17	20	24	0
Total Severe Injury Crashes	6	Annually	46	58	53	0
Total Fatal Pedestrian Crashes	6	Annually	4	2	9	0
Total Severe Injury Pedestrian Crashes	6	Annually	3	8	13	0
Total Fatal Bicycle Crashes	6	Annually	0	0	2	0
Total Severe Injury Bicycle Crashes	6	Annually	1	3	4	0

Figure 200: Public Works Performance Measures, Part 2

⁸ Data collected via City survey conducted October 15th – November 15th, 2022 (FY2023). Data reflects the percent who answered, “Very Satisfied” or “Somewhat Satisfied” in response to the item: “Overall cleanliness of the community.” The number of survey respondents for FY2023 was 1,106

⁹ COVID-19.

¹⁰ COVID-19.

Public Works – Performance Management

Changes, Accomplishments & Efficiencies – Public Works

Facilities Maintenance

- Completed projects include:
 - T&D City Warehouse Roof Replacement
 - Oak Hill Mechanic Lift Installation
 - Resurfacing and addition of Pickleball Courts at Kelly Rec
 - Lake Mirror Loggia Door Replacement
 - Wood Lake Tennis Relamp
 - Parks and Recreation Admin Reroof
 - E-Library remodel at Kelly Rec
 - LED Upgrade to Parking Area at JMS
 - Replacement of antiquated Air Conditioners at Main City Library

Fleet Management

- Completed replacement fuel station installation, back to full service to provide fuel for day-to-day as well as contingency operations.
- Completed Telematics GPS product evaluations; Samsara has been selected as our telematics solution for at least the next three years.
- FLAGFA, Government Fleet Magazine contributor, General Motors Advisory Contact.
- Selected as one of the 50 Leading Fleets, ranked #13; 100 Best Fleets in the Americas, ranked #10 for 2023.
- Vehicle uptime – 96.36% - still exceptional with current industry issues.
- 0-24-hour vehicle turnaround time – 80% still a benchmark especially with supply chain problems.
- Direct labor billing – 65%. Missed target hours due to multiple work comp injuries and one termination.
- NAPA IBS efficiencies: New training utility provided at no additional cost available to all technicians—ASE prep tests, diagnostic training, virtual labs.

Lakes & Stormwater

- Contracted with the Florida Department of Commerce (DEC) for the first phase of the \$42.9 million Lake Bonnet Drainage Basin Mitigation HUD Grant. Phase I includes the completion of environmental assessments, surveys, feasibility & constructability studies, design, permitting and project and program management. The City issued a Request for Qualifications for experienced professional consulting services to aid with the completion of the scope for Phase I, which is estimated to be about \$5.8 million. AECOM was selected as the most responsive bidder and a contract was negotiated and finalized in November 2023. Upon completion of the Phase I activities (approximately 12-18 months from initiation), and approval by DEO, the City will begin the bid process for the construction activities.
- Applied for an Innovative Technology Grant from the Florida Department of Environmental Protection (FDEP) to complete an algae harvesting activities in Lake Bonnet. The proposal was accepted, and the city was awarded \$1.7 million for the project. The City of Lakeland will partner with Bonnet Springs Park to complete this project, and it is anticipated the project will be completed concurrently with the Phase I activities of the HUD grant.

Public Works – Performance Management

- Added a new position during FY23 for an Environmental Specialist focused specifically on illicit discharge prevention, focusing on construction sites and industrial facilities, working closely with the Engineering Division's construction site inspectors and Code Enforcement to assist contractors with meeting regulatory permit and stormwater pollution prevention requirements. The feedback received has been extremely positive and multiple illicit discharges have been corrected or prevented through the proactive efforts of this role.
- Several work crews, including the street sweeping, storm drainage videoing, & storm drainage cleaning crews were reassigned from the Construction & Maintenance Division to the Lakes & Stormwater Division. This included a total of 12 staff, six sweeper trucks, 2 vacuum trucks, and the TV truck and all ancillary videoing and computer equipment. The Stormwater CIP, which is managed directly by the Lakes & Stormwater Division has always funded the labor and equipment for these crews but had little input into their overall management because they were under a separate Division. The movement of these crews and equipment under Lakes & Stormwater will allow for more effective, efficient control of activities and expenses and enable the crews to be managed proactively through a focus on stormwater pollution prevention.
- The FDEP notified the City of Lakeland that Lake Gibson had been added to the Verified Impaired Waters List and was being considered for a potential Total Maximum Daily Load (TMDL) mandate resulting from elevated nutrient levels. A significant portion of Lake Gibson is located outside City limits in unincorporated Polk County. The Lakes & Stormwater Division reached out to Polk County to form a working group to review the options for addressing a potential regulatory mandate from the FDEP and working proactively together requested the FDEP to allow a five-year delay on the TMDL so that nutrient source assessment work could be completed. The City of Lakeland will take the lead on submitting an alternative restoration plan (ARP) for FDEP approval, and the City and the County will share the costs to complete assessment and restoration activities. The total cost of the activities is yet to be determined, however cost sharing with Polk County will result in significant efficiencies and budget savings.

Engineering

- Completed construction of the SR 572 (Drane Field Road) at Don Emerson Drive roundabout project (\$50,000 under budget).
- Completed design of Five Points roundabout project which is currently under construction with an anticipated completion in Spring 2024.
- Received commitment for \$960,000 in grant funds to cover construction of Glendale Avenue Trail from New Jersey Avenue/Three Parks Trail to Lakeland Highlands Road/Ft. Fraser Trail Extension.
- Received commitment for \$850,000 in grant funds for construction of the Hartsell Avenue Trail from Sikes Boulevard/SR 563/West Lake Hunter Trail to Lake Beulah Drive/Lake Beulah Trail.
- Received commitment for \$133,750 (Community Development Block Grant) to cover design and construction of the 7th Street Sidewalk project from North Brunnell Parkway to 7th Street Park.
- Total grant commitments received = \$1,943,750 which represents 104% of the Engineering Division's total General Fund budget.
- Maintained city surveying support services while City Surveyor position has been vacated since 08/22/2022.
- Established new procedures for development of Design, Construction, and Construction Engineering & Inspection project costs.
- Utilized Engineering Inspector positions to assist Engineering Technicians with review and processing of right of way use permit applications.

Public Works – Performance Management

Traffic

- Traffic Signal Installation and Maintenance
 - Implemented Automated Signal Performance Measures (ATSPM) at 13 additional intersections (iCASP).
 - Upgraded the intersection of Bartow Rd (US 98) at New Jersey Rd to control the left turn movements.
 - Changed the lane configuration of the eastbound approach of Harden Boulevard at S Parkway Frontage Road to allow for two through lanes.
 - Installed connected vehicle equipment at three intersections on Bartow Road (US 98) to broadcast a message when a driver runs a red light.
 - Installed a new temporary traffic signal at the intersection of Route 33 at Combee Road to reduce angle and left turn crashes.
- Traffic Calming
 - Established an online application process for neighborhood traffic calming.
 - Updated the City's speed hump detail to a speed cushion design to reduce delay for emergency vehicles. The new design reduces installation time and cost by approximately half.
 - Traffic calming installed on Kendrick Ln, Tarawa St, Maggiore Blvd, and the speed hump on Lake Hunter Dr was replaced as part of a repaving project. Completed designs for West Patterson, Jewel Ave, and North Lake Parker Drive.
 - Calmed speeds in front of the Douglas Cook Park entrance from an average speed of 30 mph to an average speed of 22 mph using signage.
- Traffic Operations
 - Established a pavement striping crew to administer a maintenance program in-house, allowing the City to better maintain safety-related markings (stop bars, crosswalks, etc.).
 - Reviewed all concept plans, site plans, and planned unit development applications for safety and mobility impacts.
 - Converted twelve downtown intersections from signal to all-way stop control. The signals at those locations are reaching their useful life and are unwarranted. Data for the first three quarters of 2023 show intersection-related crashes reduced by 71% and nearby on-street parking-related crashes reduced by 42%.
 - Worked with FDOT to change signal timings on South Florida Avenue through downtown from a 180-second cycle length to a 90-second cycle length. This reduced queues from South Florida Avenue to no longer obstruct downtown intersections on Tennessee Avenue and reduced wait times and delay at the signals.
 - Completed capacity analyses and recommended operational improvements at the intersections of Lakeland Highlands Rd at Meadowland Park Blvd, US 98 at Carpenters Way, N Socrum Loop Rd at Old Combee Rd, and N Socrum Loop Rd at Daughtery Rd/Walt Loop.
- Safety
 - Established an interdepartmental Vision Zero Committee to meet on a quarterly basis.
 - Coordinated with Engineering and Planning staff to prioritize projects at locations with injury and fatality crashes into the CIP program.

Public Works – Performance Management

- In partnership with Polk TPO, applied for and received a \$720,000 Federal Safe Streets for All (SS4A) grant for Polk TPO to develop a Vision Zero Action Plan for Polk County, which opens the opportunity for implementation grant funding in a future year.
- Installed a crosswalk with RRFBs on Medulla Road at White Egret to provide children safer access to the school bus drop off/pick up location.
- Worked with Polk County to install temporary median channelization at the intersection of Pipkin Road at Medulla Road. From January 1, 2023, through September 21, 2023, there were 18 crashes at the intersection, mostly angle and left-turn type, resulting in 17 injuries/possible injuries. From September 21, 2023, when the measure was installed, through the end of October 2023, one minor rear-end collision was reported with no injuries.
- Traffic Monitoring
 - Fully upgraded the Traffic Operations Center hardware and software.
 - Successfully replaced/upgraded signal system VPN and firewall.
 - Approval of an agreement with FDOT for the I-4 Frame project.
 - Located and worked with COL Telcom on fiber optic breaks on communication rings 10 & 11.
 - Monitored/assisted with 129 traffic backups and 422 incidents involving police activity impacting traffic.
 - Monitored incidents for an average time of 60 minutes.
 - Responded to 258 traffic signals in flash.
 - Worked three major special events (Veteran's Day Parade, Christmas Parade, Red, White & Kaboom).
 - Monitored 5,970 railroad pre-emptions at rail crossings.
- Parking
 - Completed exterior sealing and coating of Main Street Garage.
 - Completed necessary structural repairs to the Orange Street Garage.
 - Updated the Downtown Parking Management Plan.

Construction & Maintenance

- Streets Maintenance and Drainage Section
 - Reconstructed 106 ADA Accessible curb ramps or 2.9 % of the total inventory of curb ramps
 - Constructed 3,106 Linear feet of new sidewalk for ADA Accessibility for a .15 % increase in sidewalk inventory
 - Replaced 5,460 Linear Feet of damaged sidewalk that is .32% of the total inventory.
 - Constructed 100 Square Feet of New Streetscape
 - Removed and Replaced 2,982 Square feet of damaged streetscape.
 - Mill and resurfaced 5.9 lane miles of roadways.
 - Applied pavement preservation treatments to 16.2 lane miles of roadways.
- Storm sewer pipe Retrofit (Lined)
 - 733 Linear Feet of 12" (Stella Ave., E. Magnolia St., W Highland Dr., Lake Ave. N.)
 - 33 Linear Feet of 15" (Lenox St.)

Public Works – Performance Management

- 331 Linear Feet of 18" (Mall Hill DR., S. Lincoln Ave.)
- 821 Linear Feet 24" (Derbyshire, W. Beacon Rd., Commerce Point DR., Wedgewood Estates Blvd.)
- 326 Linear Feet 30" (Boger Blvd. W.)
- 538 Linear Feet 36" (Boger Blvd. W., E. Parker St.)
- Sidewalk Grinding – Various locations
 - Lake Morton Area
 - Dixieland
 - NW Area (W 2nd St, N. Florence Ave., 4th St., 5th St.)
 - Wedgewood Estates
 - W. Beacon Rd.
 - Lake Hunter Dr.
 - S. Lincoln Ave.
 - E. Edgewood Dr.
- Construction Projects
 - West Beacon Pedestrian enhancement project consisted of 1,140 LF. of new ADA compliant sidewalk, 5 new ADA compliant curb ramps, 14 new ADA compliant driveway aprons.
 - West Olive St. Pedestrian enhancement project consisted of 900 Linear Feet of sidewalk, 4 new ADA compliant curb ramps, 3 new ADA compliant Driveway aprons.
 - Lake Hunter Drainage and Pedestrian enhancement project consisted of 1,000 LF of new ADA compliant sidewalk, 6 new ADA compliant curb ramps, 1 new ADA compliant cross walk, 2 new draining structures for stormwater collection system on Lake Hunter Drive.
 - Lake Hollingsworth Water Quality Treatment project consisted of the installation of a 40 Feet x 12 Feet underground storage tank with a BAM treatment unit attached to an existing Pollution Control Structure for water treatment entering Lake Hollingsworth.
 - Two (2) Vacuum Recycler Trucks are used by the Public Works Department to clean debris from storm sewer systems maintained and owned by the City.

Director's Office

- Underway with construction at 5 Points Round-a-bout
 - Update of our 5-year strategic plan
 - Underway with right of way acquisition for the South Wabash Avenue Extension project
 - Underway with right of way acquisition for Lakeland Park Drive (Union to Carpenters)
 - Lucity Enterprise Asset Management Application (Lucity) Upgrade
 - Deployment of MAAS360 to iPads
 - Deployment of new GPS and conversion to Samsara for Public Works Vehicles
 - Continued outreach to the Lakeland Alliance for Accessibility and held in-person meetings
 - Underway with the re-accreditation of our Public Works Department
 - ADA Proclamation
- Ongoing coordination with Lisa McCall re: improving ADA/Accessibility data tracking in LUCITY.



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Retirement Services

Retirement Services assists employees in planning for their finances following their service with the City of Lakeland. Retirement Services uses a full-service model applied from initial communication, education, and enrollment to retirement processing and on-going support to City Retirees (individual and COLAR). The department collaborates with the Pension Board to carry out the policies set forth in ordinance and City policy to administer plans in compliance with local, State and Federal laws. The department staff work closely with the Pension Board, consultant, custodian, and Finance department in the application of accurate recordkeeping, disbursements, contributions, and mandate funding.

Retirement Services hosts workshops to educate employees on the most current information regarding retirement planning and are available to meet with individual employees to discuss their pension benefit as requested by appointment.

Retirement Services – Table of Organization

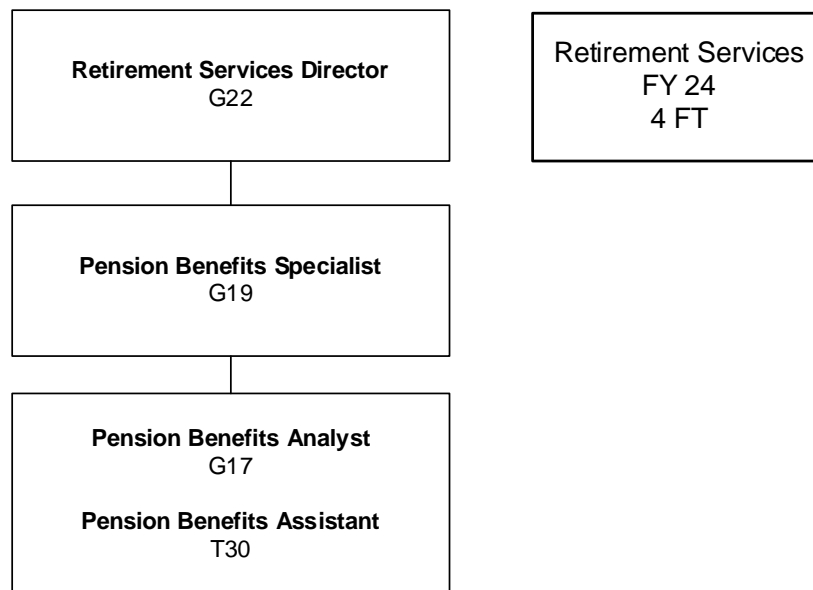


Figure 201: Retirement Services Table of Organization

Retirement Services – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Director of Retirement Services	1	1	0	◆	
Retirement Services Director	0	0	1	G22	\$93,992.65 - \$140,989.49
Pension Benefits Specialist	1	1	1	G19	\$70,618.86 - \$105,928.29
Pension Benefits Analyst	1	1	1	G17	\$58,361.86 - \$87,542.79
Pension Benefits Assistant	1	1	1	T30	\$46,946.37 - \$68,966.74
TOTAL FULL TIME EMPLOYEES	4	4	4		
<hr/>					
TOTAL FT	4	4	4		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 202: Retirement Services Positions

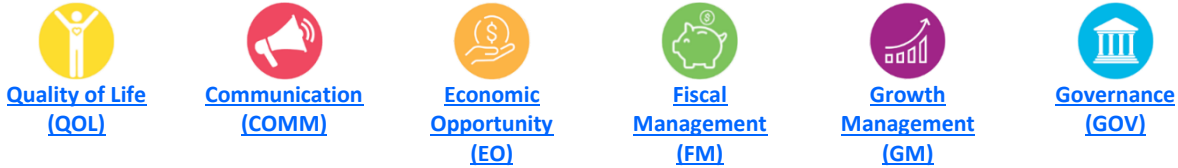
Retirement Services – Budget Summary

Fund	Expenses			
	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>General</i>	\$177,604	\$248,802	\$256,082	\$280,997

Figure 203: Retirement Services Budget Summary - Expenses

Retirement Services – Performance Management

Retirement Services Key Success Indicators (KSIs) Linked to City Goals



KSI Measure	Goal, Strategy Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	Chart	FY2024 Target
Pension plan actuary/auditing	FM-1, 2, 3	FY Annually	7.81	25.60	-12.77	Chart 79	7.25
Retirement services-related Deficiencies or Material Weaknesses in annual audit report	GOV-4	FY Annually	0	0	0	Chart 80	0

Figure 204: Retirement Services – Key Success Indicators

Department Objectives – Retirement Services

1. To educate City of Lakeland Employees so they learn saving practices and obtain methods for financial planning - by using provided resources, insuring a smooth transition into Retirement.
2. To maintain transparency with all reporting and monitoring without discrepancies or inconsistencies with Federal regulations.
3. To administer pension plan objectives, ensuring a defined benefit will be paid to retired employees for life.

Retirement Services Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Number of Ordinance Changes as needed/ Actuary	3	Biannually	2	1	1	0
Number of significant deficiencies or material weaknesses on the Annual Audit Report	2	Annually	0	0	Not Available	0
Timely/Efficient & Accurate filing the State Report, Valuation and Audit Reports with the F1 Division of Retirement	2	Annually	1	1	Not Available	1
Reporting efficiency: Number of Active, number of retired, deceased, number of transitions	2	Annually	0	1	Not Available	1
Actual Plan Assets	3	Annually	24.10%	-13.03%	9.81%	6.75+%
Number of Retirement Actions: Drops, Retirements, Exit Drop, Survivors, Deceased, Refunds of Contributions	2	Quarterly	222	355	169	200
Number of Educational Opportunity Events	1	Quarterly	257	702	81	500
Retirement Readiness Metric	1	Annually	90%	89%	56%	90%

Figure 205: Retirement Services Performance Measures

Retirement Services – Performance Management

Changes, Accomplishments & Efficiencies – Retirement Services

- Important educational learning programs are a must for our Employees/Retirees. These programs typically include Retirement and Financial Planning Workshops; VOYA individual counseling meetings; new employee orientation sessions, Police and Fire new hire mini-academies and onsite departmental meetings (43 meetings held).
- Annual Reporting Success – Audited Pension Plan Financial Statements, Actuarial Valuation Report, Division or Retirement State Report and Commission on Ethics Annual Statement with zero deficiencies found.
- 263 Retirement & Refund Actions. Authorize & Coordinate – Deferred Retirement, DROP Entry, DROP Exit, Refund of Plan Contributions, Retirement, Survivor Option.
- The Employees' Deferred Compensation Plan was valued at \$138,662,660, reflecting increase in Employee/City contributions as well as annual performance, with a few dips in market.
- The Employees' Pension Fund Rate of Return for FYI 2023 reflected performance of 9.81% with anticipation of additional positive basis points when all alternative investments have reported. Our required Rate of Return is 6.75%.
- Added new Mortality rates, based on lowering of ROR.
- Ongoing reporting of Death Audit – removing from Pension Plans – 46 Participants in Pension Plans passed away in FYE 2023.
- Coordinated 14 Pension Board/Investment Committee Meetings (Virtual and In Person) to review performance; money manager performance; replace money managers; add new Alternative investments; reallocate funds; update and modify IPS (Investment Policy Statement).
- Ensured CPPT certifications for Staff and Trustees were continued through Virtual sessions with FPPTA (Florida Public Pension Trustee Association).
- Added two new Trustees to Pension Board.
- Worked with Pension Attorney/City Management – extending DROP to 8 years.
- Corrected DCP contributions to match Plan document.
- Educated Retiring Employees on distribution/taxes during retirement – ongoing.
- Educated all new hires on value of contributing to 457 and receiving match from City.
- Updated PeopleSoft with eliminating Safety Officers from enrolling into General Pension Plan and having them enroll in DCP until certified, then participating in respective pension plan.
- Department Tracking of Employee/Retiree Inquiries, i.e., Walk Ins, Telephone Calls, Emails – 2,090 interactions in FY 2023.

Risk Management Office

Risk Management programs are essential to the overall health and welfare of city employees, retirees, their families, and our community. Risk Administration manages the City's Self-insured Risk program of catastrophic insurance coverage for Property & Boiler Machinery, Liability, Crime & Treasurer Bond, Cyber Liability, Inland Marine & Contractors Equipment, Statutory AD&D, and Firefighter's Cancer Liability, Airport Liability, Excess Workers' Compensation, including additional policies as are deemed necessary. Risk Liability provides that all contracted work with the City have the appropriate coverage to protect the city from loss or damage as a result of doing business with vendors and contractors.

Self-Insured Health Benefits & Wellness Program

The City is dedicated to offer a robust Health and Wellness program that is affordable and convenient. Employees, retirees and their families have access to quality preventive care, disease management and an array of resources for their mental and financial well-being. Employees have access to an on-site clinic that offers immediate episodic care, prevention programs through education for disease management, referral to a Dietician Nutritionist, no-cost laboratory testing and post-offer drug screenings/physicals. In addition to improving the quality of life for employees, the Wellness Clinic has increased health-care savings and employee productivity for the City.

Workers' Compensation & Auto/General Liability Coverage

The City's self-insured workers' compensation & auto and general liability program allows the City to manage claims to provide successful outcomes for all parties. A solid collaboration between the City and our third-party administrators, and medical providers, results in lower administrative costs. This partnership offers employee utilization of the employee wellness clinic and our on-site Physical Therapy which is instrumental in returning employees back to work well and recovered.

Safety & Loss Prevention Program

Safety & Loss Prevention supports an elevated level of safety by providing training and awareness for city employees. Training is conducted throughout the year and is instrumental in reducing injuries to employees, as well as averting damage to city property. Incident and accident data are continuously evaluated to improve processes and procedures, identify and minimize risk exposures to the city and provide quality service to the citizens, employees, and retirees.

Purchasing and Central Stores

Purchasing and Central Stores is a support division under Risk Management whose role is to assist all City departments in the effective acquisition of goods and services in an orderly, fair, timely and economical manner. It also serves the public to assure that City business is transacted in an open and fair atmosphere. In addition, the Purchasing Division obligation is to ensure there is competition in accordance with the City's Charter, ordinances/resolutions, administrative policies, and Purchasing Manual. The Purchasing Division is responsible for administering Purchasing Procedures: approving purchasing related contracts; dealing fairly with all potential sources of supply; consolidating purchases of like or common items; obtaining fair prices for goods and services; and determining how to impact cost savings and coordinate purchasing and contracting procedures for the City.

Central Stores is an integral part of, and subordinate to, the purchasing function. It exists to efficiently regulate purchased goods for the convenience of City departments, providing those goods for both routine and emergency use in a timely and cost-effective manner. To maintain safety measures, Central Stores controls and monitors approved manufacturers and part numbers for avoidance of injury, accidents and property damage.

Risk Management Office – Table of Organization

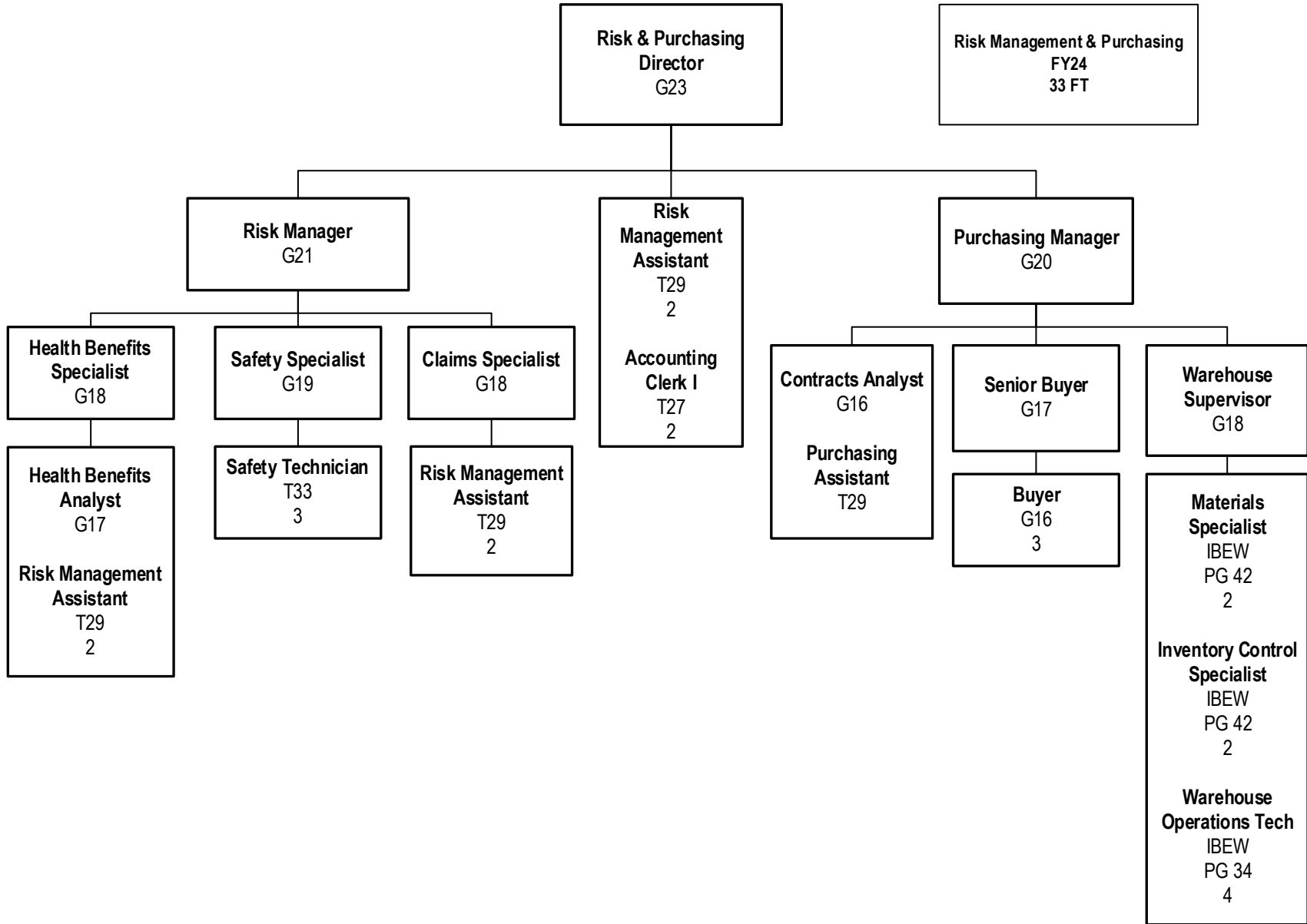


Figure 206: Risk Management and Purchasing Table of Organization
Fiscal Year 2024 Annual Budget

Risk Management – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Risk & Purchasing Director	1	1	1	G23	\$101,675.42 - \$162,680.26
Risk Manager	1	1	1	G21	\$85,447.77 - \$128,172.17
RM Specialist - Loss Prevention	1	1	0	◆	
Safety Specialist	0	0	1	G19	\$70,618.86 - \$105,928.29
Claims Coordinator	1	1	0	◆	
Claims Specialist	0	0	1	G18	\$64,198.87 - \$96,298.82
Health Benefits Coordinator	1	1	0	◆	
Health Benefits Specialist	0	0	1	G18	\$64,198.87 - \$96,298.82
RM Analyst - Benefits	1	1	0	◆	
Health Benefits Analyst	0	0	1	G17	\$58,361.86 - \$87,542.79
Safety Coordinator	3	3	0	¶	
Safety Technician	0	0	3	T33	\$54,344.86 - \$79,837.36
Risk Management Assistant	6	6	6	T29	\$44,709.21 - \$65,681.04
Accounting Clerk I	2	2	2	T27	\$40,553.16 - \$59,575.20
TOTAL FULL TIME EMPLOYEES	17	17	17		

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Purchasing Manager	1	1	1	G20	\$77,680.54 - \$116,520.81
Superintendent of Stores	1	1	0	◆	
Warehouse Supervisor	0	0	1	G18	\$64,198.87 - \$96,298.82
Purchasing Agent, Sr	1	1	0	◆	
Senior Buyer	0	0	1	G17	\$58,361.86 - \$87,542.79
Contract Coordinator	1	1	0	◆	
Contract Analyst	0	0	1	G16	\$53,056.33 - \$79,585.01
Purchasing Agent	3	3	0	◆	
Buyer	0	0	3	G16	\$53,056.33 - \$79,585.01
Inventory Control Specialist IBEW	1	1	2	PU42	\$43,475.40 - \$67,810.67
Material Specialist IBEW	2	2	2	PU42	\$43,475.40 - \$67,810.67
Warehouse Oper. Tech - IBEW	4	4	4	PU34	\$35,174.24 - \$54,566.79
Purchasing Specialist	1	1	0	◆	
Purchasing Assistant	0	0	1	T29	\$44,709.21 - \$65,681.04
Accounting Clerk I	1	0	0	T27	\$40,553.16 - \$59,575.20
TOTAL FULL TIME EMPLOYEES	16	15	16		
TOTAL FT	33	32	33		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 207: Risk Management and Purchasing Positions

Risk Management Office – Budget Summary

Expenses

<i>Fund</i>	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>General</i>	\$681,738	\$1,493,601	\$1,430,742	\$1,598,316
<i>Purchasing & Stores</i>	\$2,695,931	\$3,106,137	\$3,113,160	\$3,502,335

Figure 208: Risk Management Office Budget Summary - Expenses

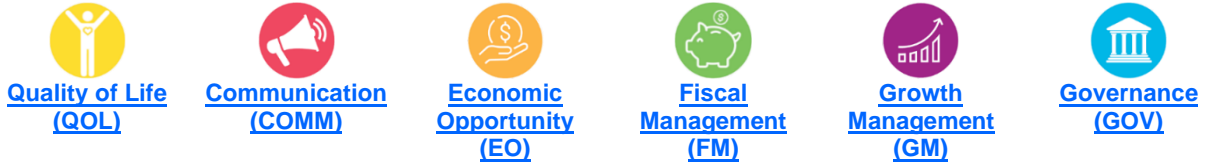
Revenues

<i>Fund</i>	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>Purchasing & Stores</i>	\$2,695,931	\$3,106,137	\$3,113,160	\$3,502,335

Figure 209: Risk Management Office Budget Summary - Revenues

Risk Management and Purchasing – Performance Management

Risk Management and Purchasing Key Success Indicators (KSIs) Linked to City Goals



KSI Measure	Goal, Strategy Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	Chart	FY2024 Target
Tax dollars saved through sealed bid purchase process	FM-1, 2 GOV-1, 4	FY Annually	\$7,029,406	\$12,926,579	\$2,896,089	Chart 81	Monitor Only
Percent of annual spend attributed to term contracts (Commodities and Services)	FM-1 GOV-1	FY Annually	29%	37%	27%	Chart 82	25%
Number of days to fulfill warehouse inventory order	GOV-1	FY Quarterly	5.5 (Average)	6.25 (Average)	3 (Average)	Chart 83	Decrease
Sealed bid or Request for Proposal (RFP) response time (Number of days)	GOV-1	FY Quarterly	35.25 (Average)	32.25 (Average)	NA	Chart 84	30
Purchase order request response (Number of days)	GOV-1	FY Quarterly	1.96 (Average)	2.15 (Average)	2.01 (Average)	Chart 85	< 10
Percent of participating employees who have decreased Everside Health risk factors	GOV-3	FY Annually	76%	81.00%	79.5%	Chart 86	66%

Figure 210: Risk Management and Purchasing – Key Success Indicators

Department Objectives –Risk Management and Purchasing

1. Ensure the acquisition of quality goods and services at the best value for the City in an orderly, fair, timely and economical manner.
2. Provide a readily available supply of requested items as operational support to City Departments.
3. Assure the public that City business is transacted in a transparent and fair manner to maximize taxpayer dollars.
4. Provide a comprehensive health benefit package to the City of Lakeland employees at the lowest possible cost.
5. Identify risks and liabilities to minimize the impact on City of Lakeland properties, employees, and the public.
6. Provide the tools and necessary training in support of a safe and healthy work environment.

Risk Management and Purchasing – Performance Management

Risk Management and Purchasing Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Purchasing and Stores						
Total Number of Inventory Items Issued	2	Annually	6,909	7,046	6,542	1.25% ↑
Total Dollar Amount of Inventory	2	Annually	\$19,336,311	\$22,499,477	\$26,120,284	1.25% ↑
Total Number of Sealed Bids/RFPs	1, 3	Annually	96	94	61	1.25% ↑
Total Dollar Amount of Sealed Bids and RFPs	1, 3	Annually	\$13,325,367	\$6,289,592	\$11,068,767	1.25% ↑
Total Annual Cost savings through sealed bids	1, 3	Annually	\$7,029,406	\$12,926,579	\$2,896,089	1.25% ↑
Total annual number of purchase orders	1	Annually	3,313	2,875	3,129	1.25% ↑
Total number of quotes	1	Annually	554	493	445	1.25% ↑
Total annual contract purchase order amount	1, 3	Annually	\$46,779,760	\$56,109,176	\$66,201,464	1.25% ↑
Annual Contract Percent	1, 3	Annually	29%	37%	27%	≥ 25% of the Total annual contract purchase order amount
Risk - Benefits						
Percentage of increase or decrease of per member/per year health premium cost	3, 4	Annually	0%	1%	5%	7.5%
Total annual hours educating employees on Wellness/Benefits	4, 6	Annually	262	372	231	305
Annual percent of health plan reimbursements highlighting the impact on total health plan costs	3, 4	Annually	13%	14%	9%	12%
Risk – Claims						
Total Number of citywide Auto and General Liability (AI/GL) claims	5	Annually	297	325	261	235
Total open Auto and General Liability (AI/GL) claims, based on a five-year running average	5	Annually	149	114	115	103
Total Workers' Compensation Medical Only (MO) and Indemnity Claims (IND)	5, 6	Annually	378	365	242	218
Risk – Safety						
Cost savings for in-house Commercial Driver's License (CDL) training and licensing	5, 6	Annually	\$132,411	\$595,521	\$447,015	\$428,528
Number of incidents to which Safety Responded	5, 6	Annually	663	682	209	568
Total Safety Training Hours Provided to City Employees	6	Annually	311	323	479	400

Figure 211: Risk Management and Purchasing Performance Measures

Changes, Accomplishments & Efficiencies –Risk Management and Purchasing

- In May of 2023 Risk Benefits added a Patient Care Coordinator to the Employee Wellness Clinic Team. This position is anticipated to help reduce gaps in care to our employees and their families and is also responsible for promoting and educating Wellness programs to improve employee health and wellness which will reduce our self-insured health plan costs. September 2023 Risk added a United Health Care Health Engagement Coach, this position will assist with Wellness Program initiatives and assist employees with UHC issues and care coordination within our network and community.

Risk Management and Purchasing – Performance Management

- Beginning June 2023 New Hire Onboarding will include vital safety training topics, and include bloodborne pathogens, heat stress, hazardous communication, and fire extinguisher use, essential for all employees at the commencement of their employment with COL.
- With the assistance of our Employee Benefits Broker GBS, Stop Loss coverage was marketed and awarded to the incumbent. RFP for Life Insurance group coverages were solicited and awarded to the incumbent.
- The City's Wellness Program activity is getting a boost due to the hiring of an Everside Patient Care Coordinator and a United Health Care Employee Coach. Results of the Registered Dietician Nutritionist (RDN) Program into the first half of our third year; provided 33 visits of diet and nutrition assistance; 1 virtual session attended by 36 people. An on-site Health Fair was attended by 280 participants.
- All after-hours calls to the On-Call Safety number are now managed through one line of communication to facilitate and evaluate the needs of incidents and accidents. With the hiring of a Safety Specialist, who oversees the calls, our in-person response is 209 incidents, for the year, and is a 30% reduction in on-call physical response, and a reduction to overtime costs and risk exposure to safety personnel.
- Services provided by the City's Employee Wellness Clinic and program have resulted in a return on investment (ROI) of 5.39:01.
- Through services provided by the Employee Wellness Clinic Compliance Program 83% of participants have either improved or maintained their health risk factors.
- Saved approximately 11,172 manpower hours due to the utilization of the City's Employee Wellness Clinic through treatment of episodic conditions on-site versus community medical care.
- Saved approximately 1,789 manpower hours due to utilization of the City's Employee Wellness Clinic through treatment of on-the-job injuries on-site versus community medical care. Our on-site Physical Therapy for on-the-job injuries, is included in the manpower hours' savings.
- Employee self-serve electronic benefits open enrollment, utilizing the City's PeopleSoft software, resulted in 1130 employees utilizing self-enrollment. This resulted in a savings of citywide operational hours in reduced employee time to enroll. The Benefits Team assisted 49 employees in-person with Open Enrollment.
- Obtained \$2,966,601 in reimbursements to the City's Health Plan, through Stop Loss Reinsurance, Medicare Part D, pharmaceutical rebates, and third-party claims subrogation.
- Obtained \$727,820 in workers' compensation recoveries through excess insurance coverage and State of Florida Special Disability reimbursement. Obtained \$1,198 in reimbursements through our excess workers' compensation carrier safety grant program.
- Fiscal year to date Risk Safety has provided a total of 479 hours of safety training to City employees, this includes safety fairs attended by 957 employees. The In-house CDL program saved the city approximately \$447,015 for training and testing, providing for 128 Commercial driver's licenses to city of Lakeland employees.
- Processed in-house, all mandatory Healthcare Reform notifications (1095C) to employees and retirees, regarding the affordability of their health insurance coverage for the sixth year, resulting in a savings of \$20,000.



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RP Funding Center

RP Funding Center serves as a convention, meeting, event, sport and entertainment 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 50,000 square feet of combined space for a variety of events as well as corporate trade shows and meetings.

The Youkey Theatre seats 2,218 and is home to meetings, entertainment, dance competitions and special engagements.

Smaller meeting rooms utilized by community and non-profit groups and business meetings.

RP Funding Center staff provide comprehensive event services including, but not limited to, security, production, technical, medical, marketing support, public parking services, and other services associated with hosting the events. Catering services are provided through its in-house contractor, concessions operations and sales, and other required food services in support of the events and activities at the Center.

The RP Funding Center Marketing team provides marketing and sales support for a variety of events and develops and implements strategies and materials in support of promoting events as, well as promotion sales and marketing for the venue.

RP Funding Center – Table of Organization

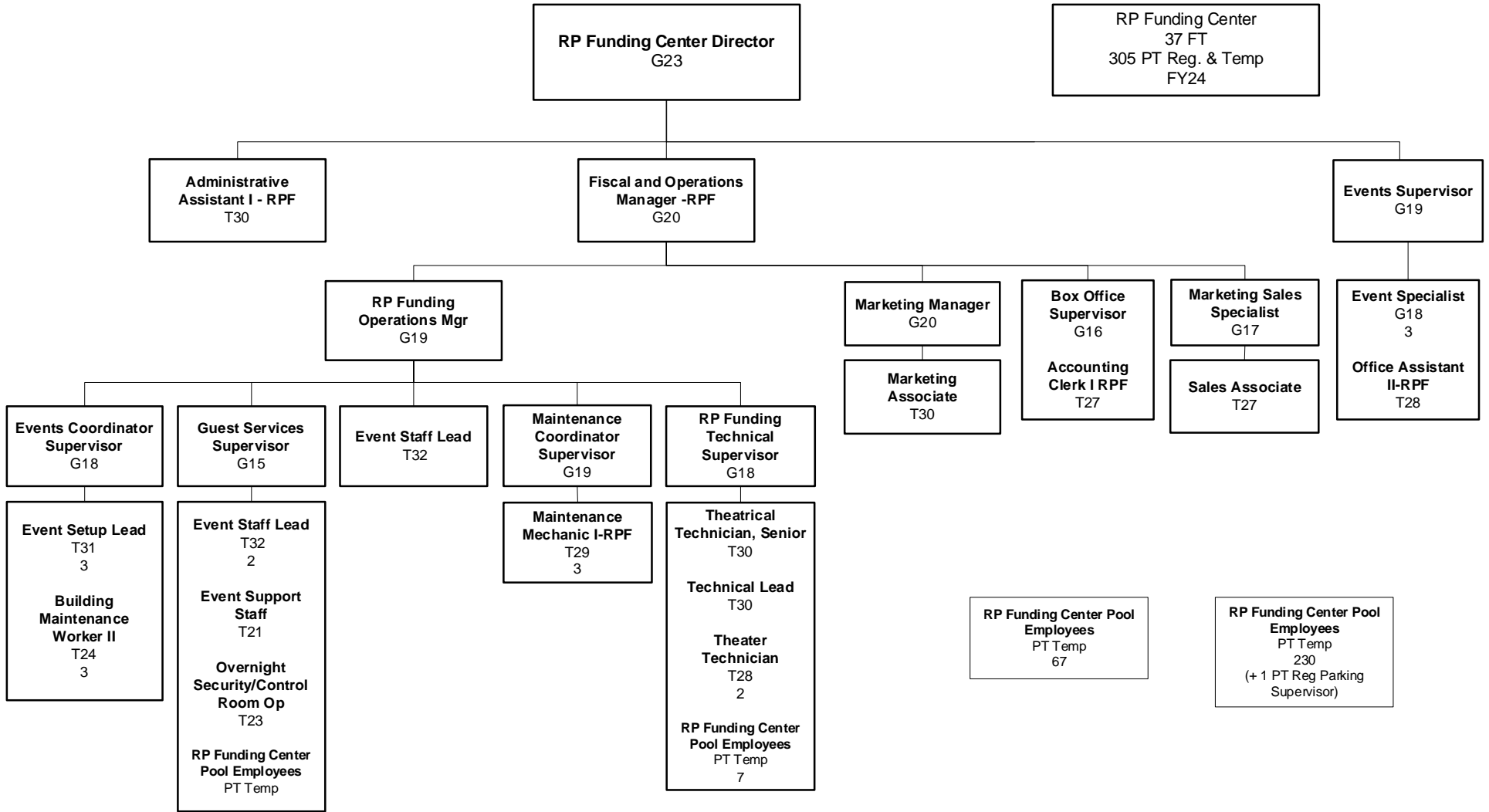


Figure 212: RP Funding Center Table of Organization

RP Funding Center - Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
RP Funding Center Director	1	1	1	G23	\$101,675.42 -\$162,680.26
Fiscal & Operations Mgr. - RPFC	1	1	1	G20	\$77,680.54 -\$116,520.81
Marketing Manager	1	1	1	G20	\$77,680.54 -\$116,520.81
Event Manager, Sr	1	1	0	◆	
Event Supervisor	0	0	1	G19	\$70,618.86 -\$105,928.29
Maintenance Coordinator Supervisor	1	1	1	G19	\$70,618.86 -\$105,928.29
RP Funding Center Operations Mgr.	1	1	1	G19	\$70,618.86 -\$105,928.29
Events Coordinator Supervisor	1	1	1	G18	\$64,198.87 -\$96,298.82
Event Manager	3	3	0	◆	
Event Specialist	0	0	3	G18	\$64,198.87 -\$96,298.82
RP Funding Technical Supervisor	1	1	1	G18	\$64,198.87 -\$96,298.82
Marketing Sales Representative	1	1	0	◆	
Marketing Sales Specialist	0	0	1	G17	\$58,361.86 -\$87,542.79
Assistant Box Office Manager	1	1	0	◆	
Box Office Supervisor	0	0	1	G16	\$53,056.33 -\$79,585.01
Guest Services Supervisor	1	1	1	G15	\$48,232.84 -\$72,349.26
Event Staff Supervisor	3	3	0	◆	
Event Staff Lead	0	0	3	T32	\$51,757.50 -\$76,035.63
Event Setup Supervisor	3	3	0	◆	
Event Setup Lead	0	0	3	T31	\$49,292.71 - \$72,349.26
Administrative Assistant -RPFC	1	1	0	◆	
Administrative Assistant I -RPFC	0	0	1	T30	\$46,946.37 -\$68,966.74
Marketing Associate	1	1	1	T30	\$46,946.37 -\$68,966.74
Assistant Technical Coordinator	1	1	0	◆	
Technical Lead	0	0	1	T30	\$46,946.37 -\$68,966.74
Theatre Technician Senior	1	1	1	T30	\$46,946.37 -\$68,966.74
Maintenance Mechanic I - RPFC	3	3	3	T29	\$44,709.21 -\$65,681.04
Office Support Specialist II - RPFC	1	1	0	◆	
Office Assistant II - RPFC	0	0	1	T28	\$42,581.23 -\$62,552.93
Theatrical Technician	2	2	0	◆	
Theater Technician	0	0	2	T28	\$42,581.23 -\$62,552.93
Accounting Clerk I -RPFC	1	1	1	T27	\$40,553.16 -\$59,575.20
Sales Associate	1	1	1	T27	\$40,553.16 -\$59,575.20
Grounds Maintenance Worker I - RPFC	3	3	0	◆	
Building Maintenance Worker II	0	0	3	T24	\$35,031.33 -\$51,462.92
Overnight Security/Control Rm Op	1	1	1	T23	\$33,361.70 -\$49,011.52

Figure 213: RP Funding Center Positions – Part 1

RP Funding Center - Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Event Support Staff	1	1	1	T21	\$32,103.04 -\$44,454.80
Accounting Clerk II - RPFC	1	0	0		
Assistant RP Funding Center Director	1	0	0		
Box Office Manager	1	0	0		
Box Office Supervisor	1	0	0		
Marketing Coordinator	1	0	0		
Office Support Specialist I - RPFC	1	0	0		
TOTAL FULL TIME EMPLOYEES	43	37	37		
RP Funding Center Pool Employee	305	305	305		
TOTAL PART TIME EMPLOYEES	305	305	305		
	TOTAL FT	43	37	37	
	TOTAL PT	305	305	305	

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 214: RP Funding Center Positions – Part 2

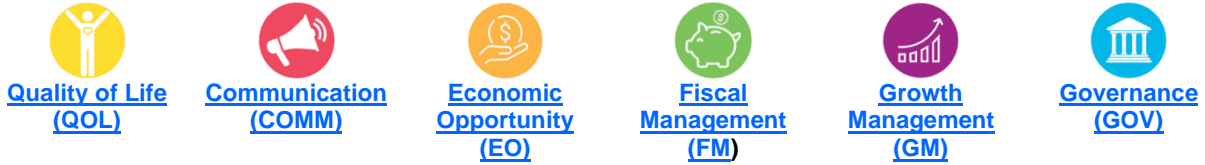
RP Funding Center – Budget Summary

Fund	Expenses			
	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>General</i>	\$7,479,211	\$7,013,739	\$6,995,079	\$6,678,856

Figure 215: RP Funding Center Budget Summary - Expenses

RP Funding Center – Performance Management

RP Funding Center Key Success Indicators (KSIs) Linked to City Goals



KSI Measure	Goal, Strategy Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	Chart	FY2024 Target
Attendance at RP Funding Center	QOL-4 EO-4	FY Quarterly	149,339 (Total)	253,577 (Total)	299,797 (Total)	Chart 87	Increase
RP Funding Center utilization - Arena	EO-4	FY Quarterly	42.75% (Average)	46% (Average)	40.75% (Average)	Chart 88	Increase
RP Funding Center utilization - Theater	EO-4	FY Quarterly	20.64% ¹ (Average)	36% (Average)	37.5% (Average)	Chart 89	Increase
RP Funding Center utilization - Meeting	EO-4	FY Quarterly	26.75% ² (Average)	29.25% ³ (Average)	33.75% (Average)	Chart 90	Increase

Figure 216: RP Funding Center – Key Success Indicators

Department Objectives – RP Funding Center

1. To be considered the venue of choice for the greater Lakeland and Polk County area by providing superior facilities and outstanding events.
2. 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.
3. To reduce the operating subsidy through increased sales and reduced expense

RP Funding Center Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Number of events	1, 3	Quarterly	219	245	237	245
Occupancy Percent	1	Quarterly	29%	35%	35%	35%
Total Sales (in millions)	1, 3	Quarterly	2.36	4.92	5.87	4.92
Gross Operating Profit (loss) %	1	Quarterly	-66.8%	-33.9%	-3.9%	-33.9%
Total sales of Food & Beverages (in hundred-thousands)	1	Quarterly	NA	19.78	19.36	19.78
Total Commission (in hundred-thousands)	1	Quarterly	NA	2.30	4.52	2.30
Ad Dollars Spent (in hundred-thousands)	2	Quarterly	0.17	2.92	2.14	2.92
Number of Unique Visitors to Social Media Outlets	1	Quarterly	990	1,896	NA	1,896
Total Revenue (in millions)	1, 3	Quarterly	6.36	8.04	7.13	8.04

Figure 217: RP Funding Center Performance Measures

¹ RP Funding Center utilization percent for Q3 and Q4 impacted by COVID-19.

² RP Funding Center utilization percent for Q3 and Q4 impacted by COVID-19.

³ RP Funding Center utilization percent for Q3 and Q4 impacted by COVID-19.

RP Funding Center – Performance Management

Changes, Accomplishments & Efficiencies – RP Funding Center

The RP Funding Center, challenged with implementing cost-cutting measures, improving efficiency, and reorganizing the staff and management team, is pleased to report a very successful FY2023. The center surpassed its revenue projections in Fiscal 23, as well as prior year actual gross revenue. (See graphs below) Subsequently the RP Funding Center was able to return over \$79K to the General Fund surplus.

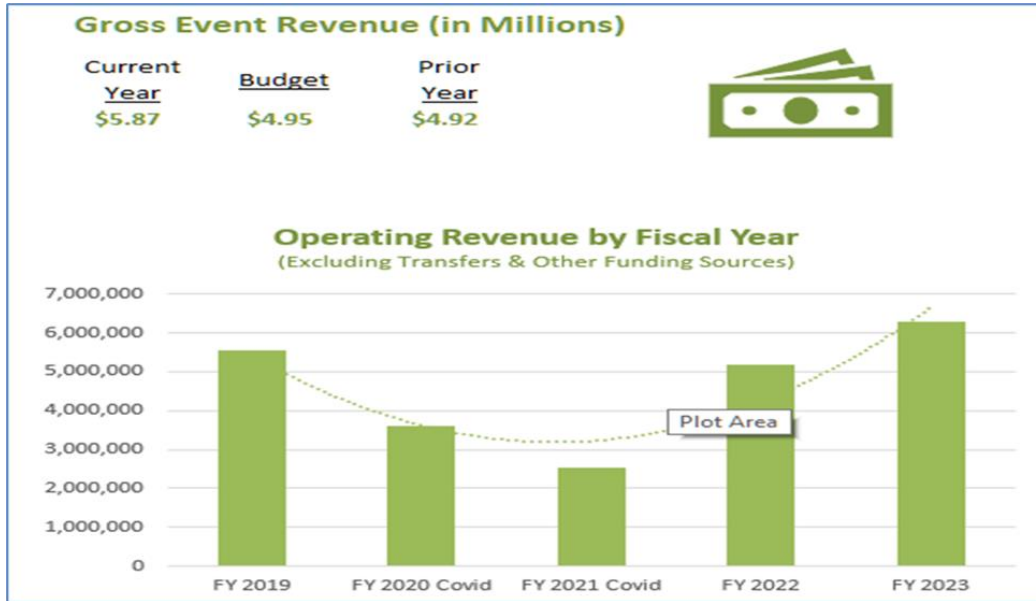


Figure 218: RP Funding Center Operating Revenue by Fiscal Year

Although the utilization (occupancy/spaces used) of the venue increased by 1 percent over the prior year, the management’s efficiency resulted in an increase in the gross event revenue of over 20% compared to the prior year.

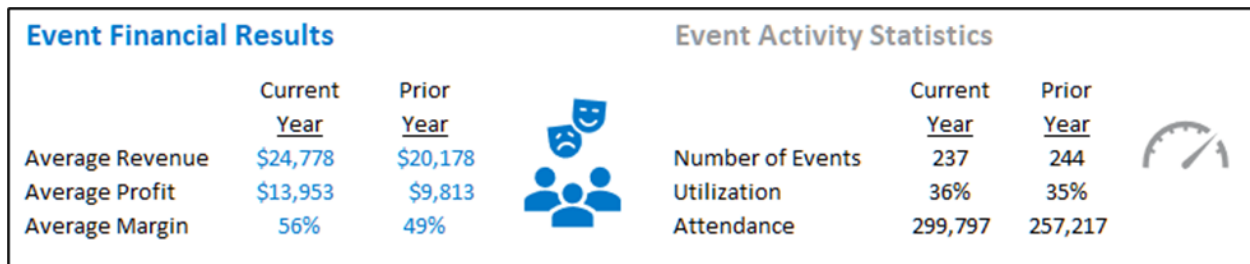


Figure 219: RP Funding Center Event Financial Results

We successfully attracted 40 new events in FY2023, but our biggest accomplishment was our retention of reoccurring events.; a few of which are highlighted below:

- Show Stoppers Dance Competition - 27 years
- Collectorama - 27 years
- City of Lakeland Christmas Parade - 26 years
- FHSAA Basketball Championship - 25 years
- Snowbirds Extravaganza - 21 years

- Gator Cutlery Club (Consumer) - 19 years
- Florida Phosphate Political Banquet - 19 years
- Lakeland VW Classic (Community) - 18 years
- Viste Food Pickup (Community) -18 years
- Talbot House Ministries Banquet - 17 years

RP Funding Center – Performance Management

FY2023 Statistics & Breakdown
237 Total Events/492 Total Event Days
40 new events/197 returning events
Utilization rate 36%/ Attendance 299,797

- 20 Community Events
- 14 Banquets
- 9 Dance
- 8 Recitals/Rehearsals
- 20 Competitions
- 34 Consumer/Conventions
- 49 Corporate
- 27 Concerts
- 56 Sporting

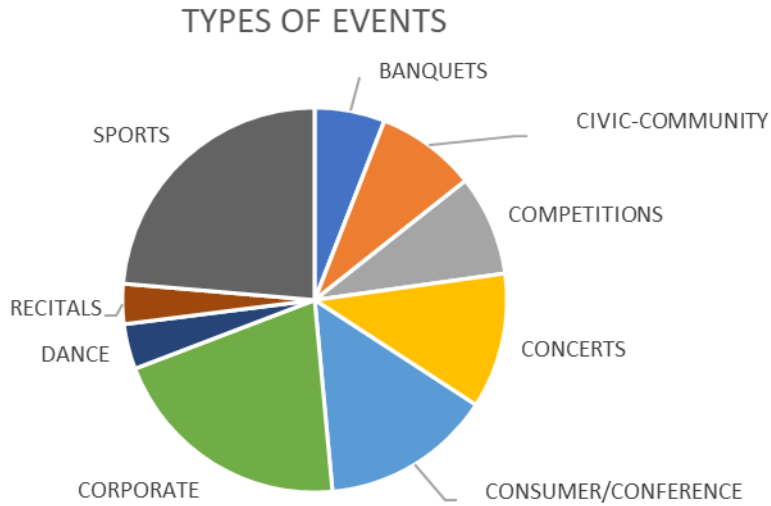


Figure 220: RP Funding Center Events Breakdown



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Water Utility

Lakeland Water Utilities is responsible for providing potable water and wastewater reclamation to residential, commercial, and industrial customers. The Department's Water service territory covers approximately 132 square miles of the greater Lakeland area. The Wastewater Service territory covers about 149 square miles.

Divisions

- Collection
- Treatment
- Wetlands and Lab

Wastewater Collection and Treatment Services utilizes 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.

Water Treatment and Distribution Services provide 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 is 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.

Wastewater – Collection – Table of Organization

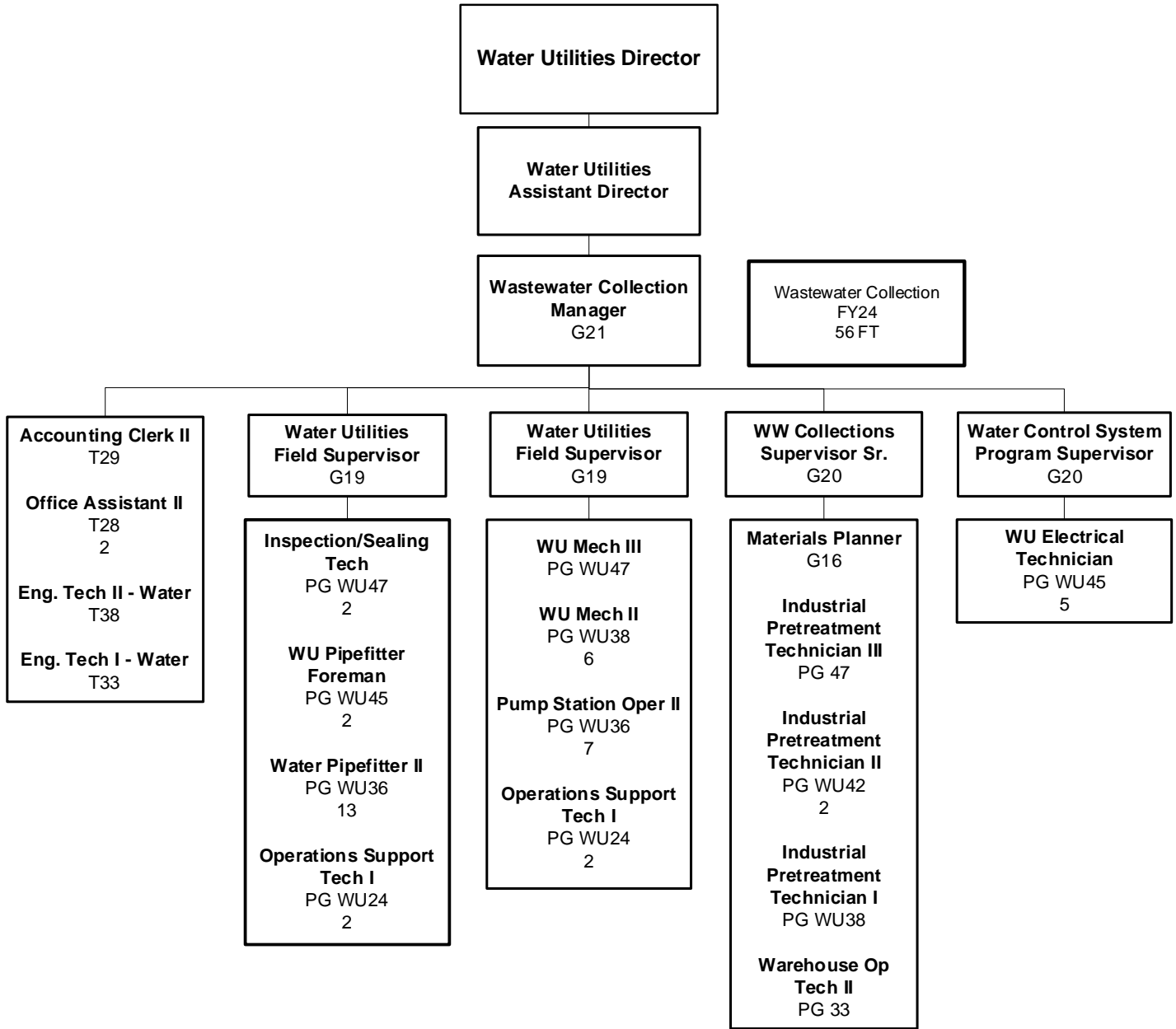


Figure 221: Wastewater Collection Table of Organization

Wastewater – Collection – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Manager of Wastewater Collection	1	1	0	◆	
Wastewater Collection Manager	0	0	1	G21	\$85,447.77 -\$128,172.17
Assistant Manager of WW Utilities	1	1	0	◆	
WW Collection Supervisor Sr	0	0	1	G20	\$77,680.54 -\$116,520.81
Water Control System Program Integrator	1	1	0	◆	
Water Control System Program Supervisor	0	0	1	G20	\$77,680.54 -\$116,520.81
Water Utilities Field Supervisor	2	2	2	G19	\$70,618.86 -\$105,928.29
Materials Planner	1	1	1	G16	\$53,056.33 -\$79,585.01
Engineering Technician II - Water	1	1	1	T38	\$69,360.20 -\$101,896.87
Engineer Tech I - Water	1	1	1	T33	\$54,344.86 -\$79,837.36
Accounting Clerk II	1	1	1	T29	\$44,709.21 -\$65,681.04
Office Support Specialist II	2	2	0	◆	
Office Assistant II	0	0	2	T28	\$42,581.23 -\$62,552.93
Industrial Pretreatment Tech III	1	1	1	WU47	\$62,603.68 -\$79,873.65
Inspection & Sealing Technician	2	2	2	WU47	\$62,603.68 -\$79,873.65
WU Mechanic III	1	1	1	WU47	\$62,603.68 -\$79,873.65
WU Electrical Technician	5	5	5	WU45	\$59,616.58 -\$76,083.29
Water Utilities Pipefitter Foreman	2	2	2	WU45	\$59,616.58 -\$76,083.29
Industrial Pretreatment Tech II	2	2	2	WU42	\$55,399.49 -\$70,686.43
Industrial Pretreatment Tech I	1	1	1	WU38	\$50,228.53 -\$64,109.78
Water Utilities Mechanic II	6	6	6	WU38	\$50,228.53 -\$64,109.78
Pumping Station Operator II	7	7	7	WU36	\$47,843.86 -\$61,072.48
Water Utilities Pipefitter II	8	8	13	WU36	\$47,843.86 -\$61,072.48
Equipment Operator II Streets	5	5	0	WU33	\$44,480.24 -\$56,780.08
Warehouse Operations Technician II	1	1	1	WU33	\$44,480.24 -\$56,780.08
Operations Support Technician I	4	4	4	WU24	\$35,694.63 -\$45,559.62
COLLECTION FULL TIME EMPLOYEES	56	56	56		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 222: Wastewater Collection Positions

Wastewater – Treatment – Table of Organization

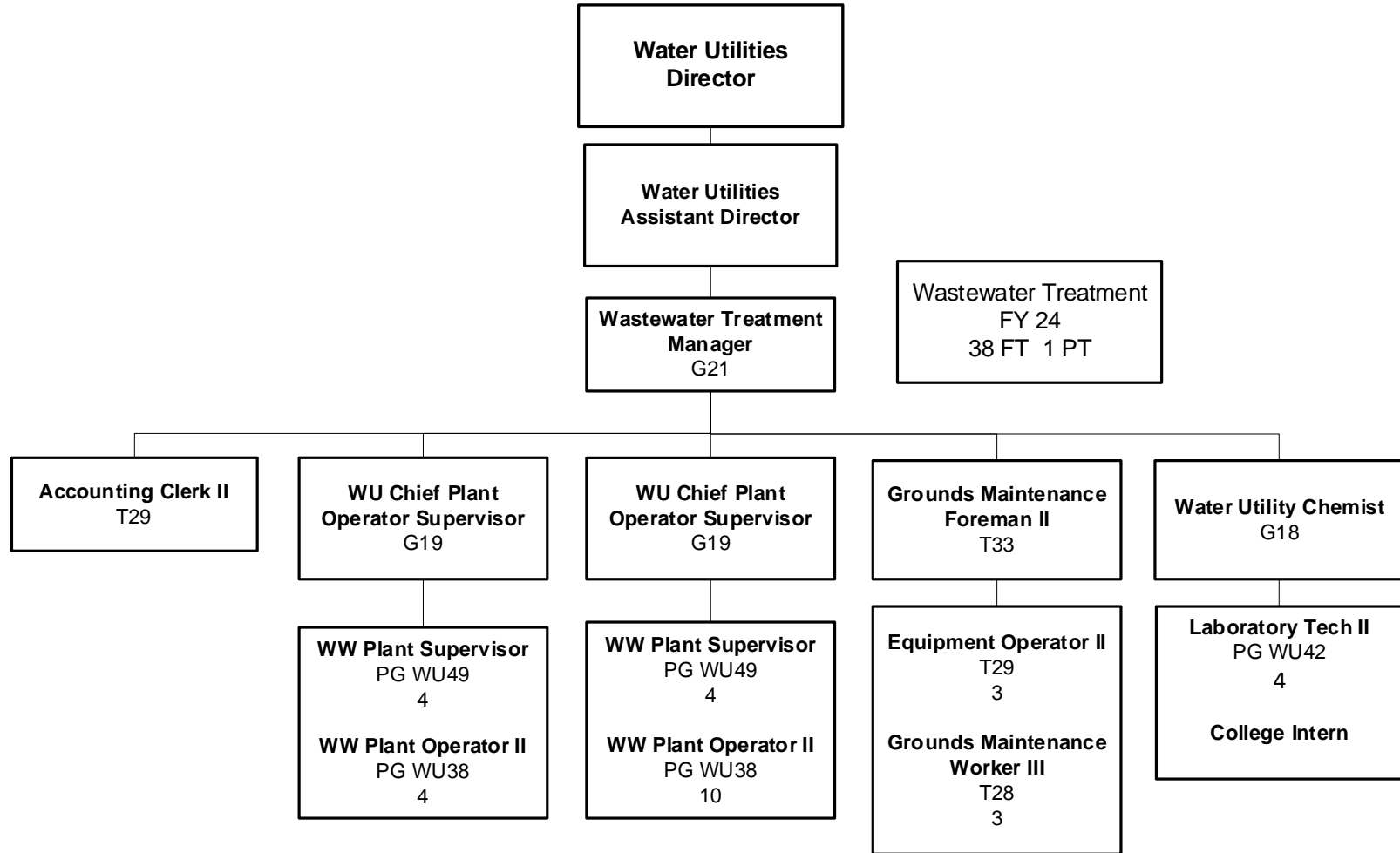


Figure 223: Wastewater Treatment Table of Organization

Wastewater – Treatment – Positions

Personnel	FY23	FY23	FY24	PG	
	Adopted	Revised	Adopted		
Manager of Wastewater Treatment	1	1	0	◆	
Wastewater Treatment Manager	0	0	1	G21	\$85,447.77 -\$128,172.17
Water Utility Chief Plant Operator	2	2	0	◆	
WU Chief Plant Operator Supervisor	0	0	2	G19	\$70,618.86 -\$105,928.29
Water Utility Chemist	0	0	1	G18	\$64,198.87 -\$96,298.82
Wastewater Plant Supervisor	8	8	8	WU49	\$65,716.28 -\$83,889.93
Laboratory Technician II	0	0	4	WU42	\$55,399.49 -\$70,686.43
Wastewater Plant Operator II	14	14	14	WU38	\$50,228.53 -\$64,109.78
Grounds Maintenance Supervisor II	1	1	0	◆	
Grounds Maintenance Foreman II	0	0	1	T33	\$54,344.86 -\$79,837.36
Accounting Clerk II	1	1	1	T29	\$44,709.21 -\$65,681.04
Equipment Operator II	3	3	3	T29	\$44,709.21 -\$65,681.04
Grounds Maint Worker III	3	3	3	T28	\$42,581.23 -\$62,552.93
TREATMENT FULL TIME EMPLOYEES	33	33	38		
College Intern	0	0	1	*	\$32,943.52 -\$41,263.52
TREATMENT PART TIME EMPLOYEES	0	0	1		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 224: Wastewater Treatment Positions

Wastewater Wetlands – Table of Organization

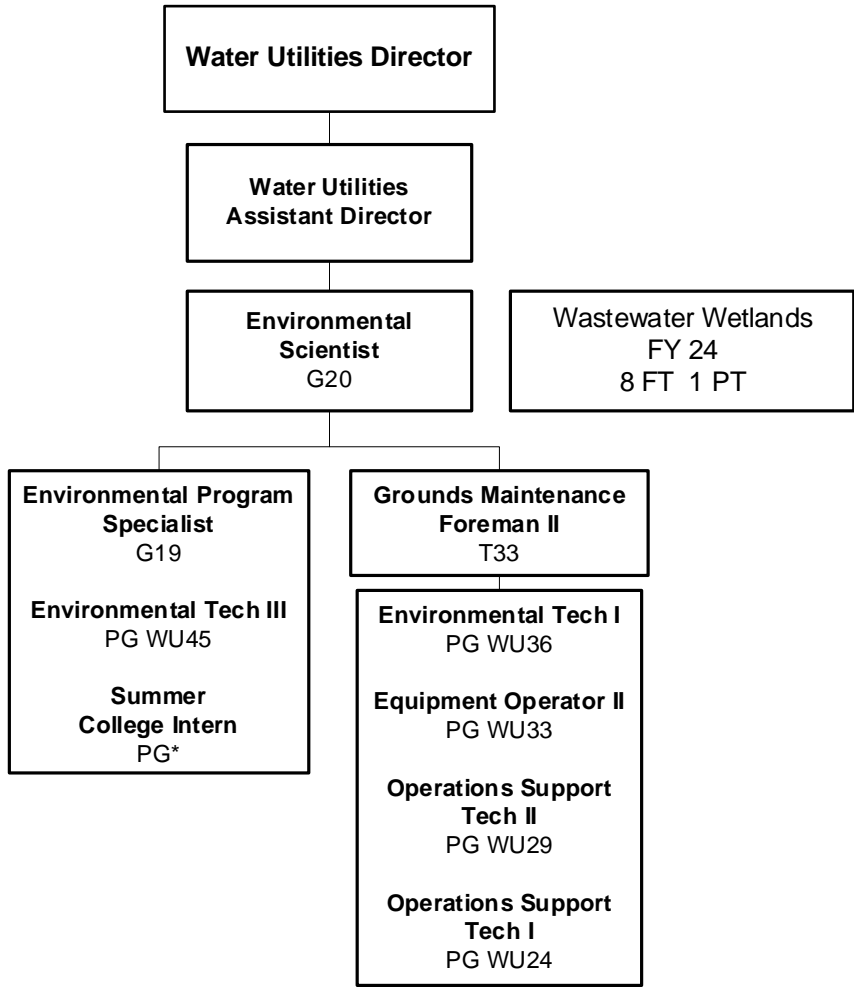


Figure 225: Wastewater Wetlands Table of Organization

Wastewater – Wetlands – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted	PG	
Environmental Scientist	1	1	1	G20	\$77,680.54 -\$116,520.81
Environmental Program Specialist	1	1	1	G19	\$70,618.86 -\$105,928.29
Grounds Maintenance Supervisor II	1	1	0	◆	
Grounds Maintenance Foreman II	0	0	1	T33	\$54,344.86 - \$79,837.36
Water Utility Chemist	1	1	0	G18	\$64,198.87 -\$96,298.82
Environmental Technician III	1	1	1	WU45	\$59,616.58 -\$76,083.29
Laboratory Technician II	4	4	0	WU42	\$55,399.49 -\$70,686.43
Environmental Technician I	1	1	1	WU36	\$47,843.86 -\$61,072.48
Equipment Operator II	1	1	1	WU33	\$44,480.24 -\$56,780.08
Operations Support Technician II	1	1	1	WU29	\$40,338.45 -\$51,483.60
Operations Support Technician I	1	1	1	WU24	\$35,694.63 -\$45,559.62
WETLANDS MGMT FULL TIME EMP	13	13	8		
College Intern	1	1	1	*	\$32,943.52 -\$41,263.52
WETLANDS MGMT PART TIME EMP	1	1	1		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 226: Wastewater Wetlands Positions

Water – Administration – Table of Organization

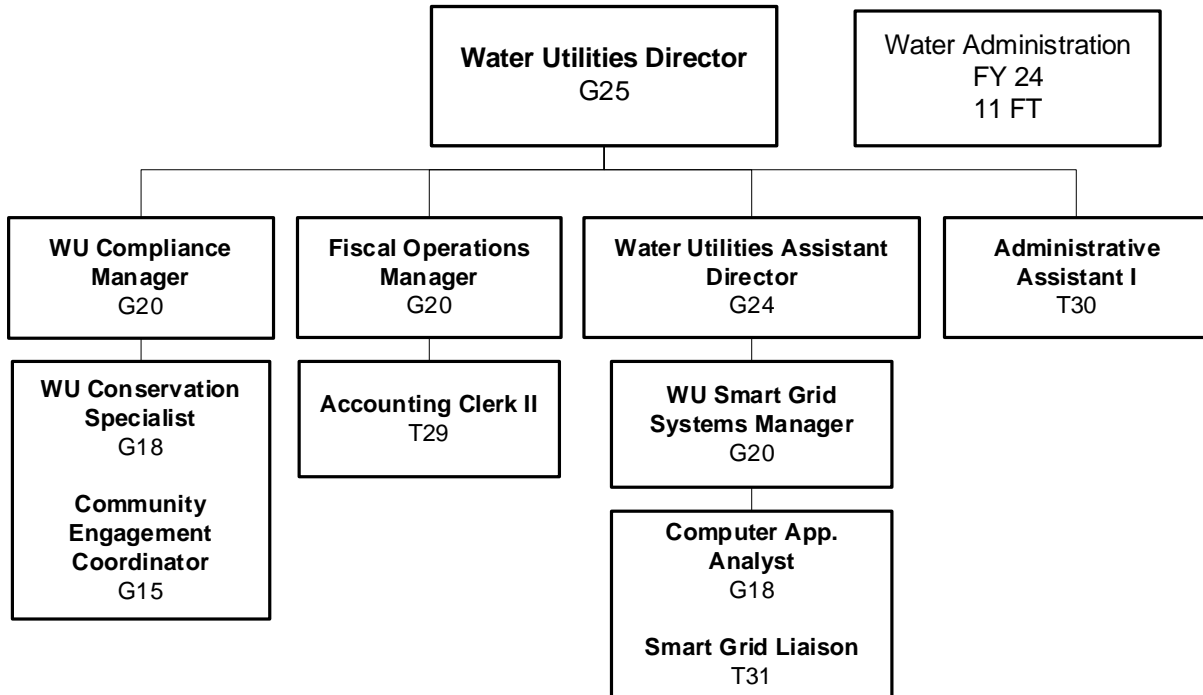


Figure 227: Water Administration Table of Organization

Water – Administration – Positions

Personnel	FY23	FY23	FY24	PG	Salary Range
	Adopted	Revised	Adopted		
Water Utilities Director	1	1	1	G25	\$128,683.05 - \$205,892.88
Assistant Director of Water Utilities	1	1	0	◆	
Water Utilities Assistant Director	0	0	1	G24	\$114,384.59 - \$183,015.55
Fiscal and Operations Manager	1	1	1	G20	\$77,680.54 - \$116,520.81
WU Compliance Manager	1	1	1	G20	\$77,680.54 - \$116,520.81
WU Smart Grid Systems Manager	1	1	1	G20	\$77,680.54 - \$116,520.81
Computer Applications Specialist	1	1	0	◆	
Computer Applications Analyst	0	0	1	G18	\$64,198.87 - \$96,298.82
WU Conservation Specialist	1	1	1	G18	\$64,198.87 - \$96,298.82
Community Engagement Coordinator	1	1	1	G15	\$48,232.84 - \$72,349.26
Smart Grid Coordinator	1	1	0	◆	
Smart Grid Liaison	0	0	1	T31	\$49,292.71 - \$72,414.15
Administrative Assistant	1	1	0	◆	
Administrative Assistant I	0	0	1	T30	\$46,946.37 - \$68,966.74
Accounting Clerk II	1	1	1	T29	\$44,709.21 - \$65,681.04
ADMINISTRATION FULL TIME EMPLOYEES	11	11	11		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 228: Water Administration Positions

Water – Distribution – Table of Organization

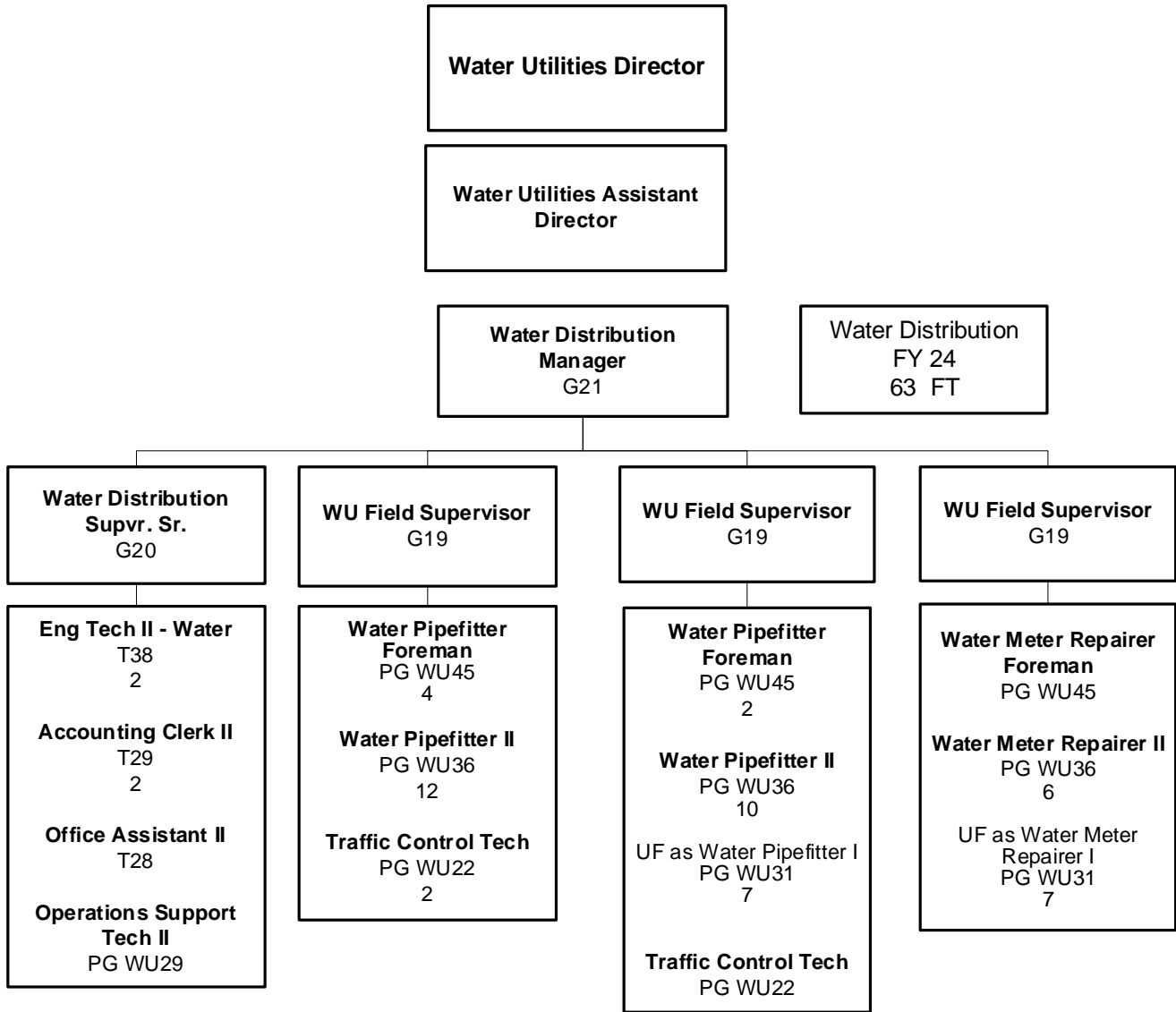


Figure 229: Water Distribution Table of Organization

Water – Distribution – Positions

Personnel	FY23 Adopted	FY23 Revised	FY24 Adopted		
Manager of Water Distribution	1	1	0	◆	
Water Distribution Manager	0	0	1	G21	\$85,447.77 -\$128,172.17
Assistant Manager Water Utilities	1	1	0	◆	
Water Distribution Supervisor Sr.	0	0	1	G20	\$77,680.54 -\$116,520.81
WU Field Supervisor	3	3	3	G19	\$70,618.86 -\$105,928.29
Engineering Technician II - Water	2	2	2	T38	\$69,360.20 -\$101,896.87
Accounting Clerk II	2	2	2	T29	\$44,709.21 -\$65,681.04
Office Support Specialist II	1	1	0	◆	
Office Assistant II	0	0	1	T28	\$42,581.23 -\$62,552.93
Water Meter Repairer Foreman	1	1	1	WU45	\$59,616.58 -\$76,083.29
Water Utilities Pipefitter Foreman	6	6	6	WU45	\$59,616.58 -\$76,083.29
Water Meter Repairer II	13	13	13	WU36	\$47,843.86 -\$61,072.48
Water Utilities Pipefitter II	28	28	29	WU36	\$47,843.86 -\$61,072.48
Operations Support Tech II	0	0	1	WU29	\$40,338.45 -\$51,483.60
Operations Support Tech I	1	1	0	WU24	\$35,694.63 -\$45,559.62
Traffic Control Technician	3	3	3	WU22	\$34,012.82 -\$43,395.91
DISTRIBUTION FULL TIME EMPLOYEES	62	62	63		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 230: Water Distribution Positions

Water – Engineering – Table of Organization

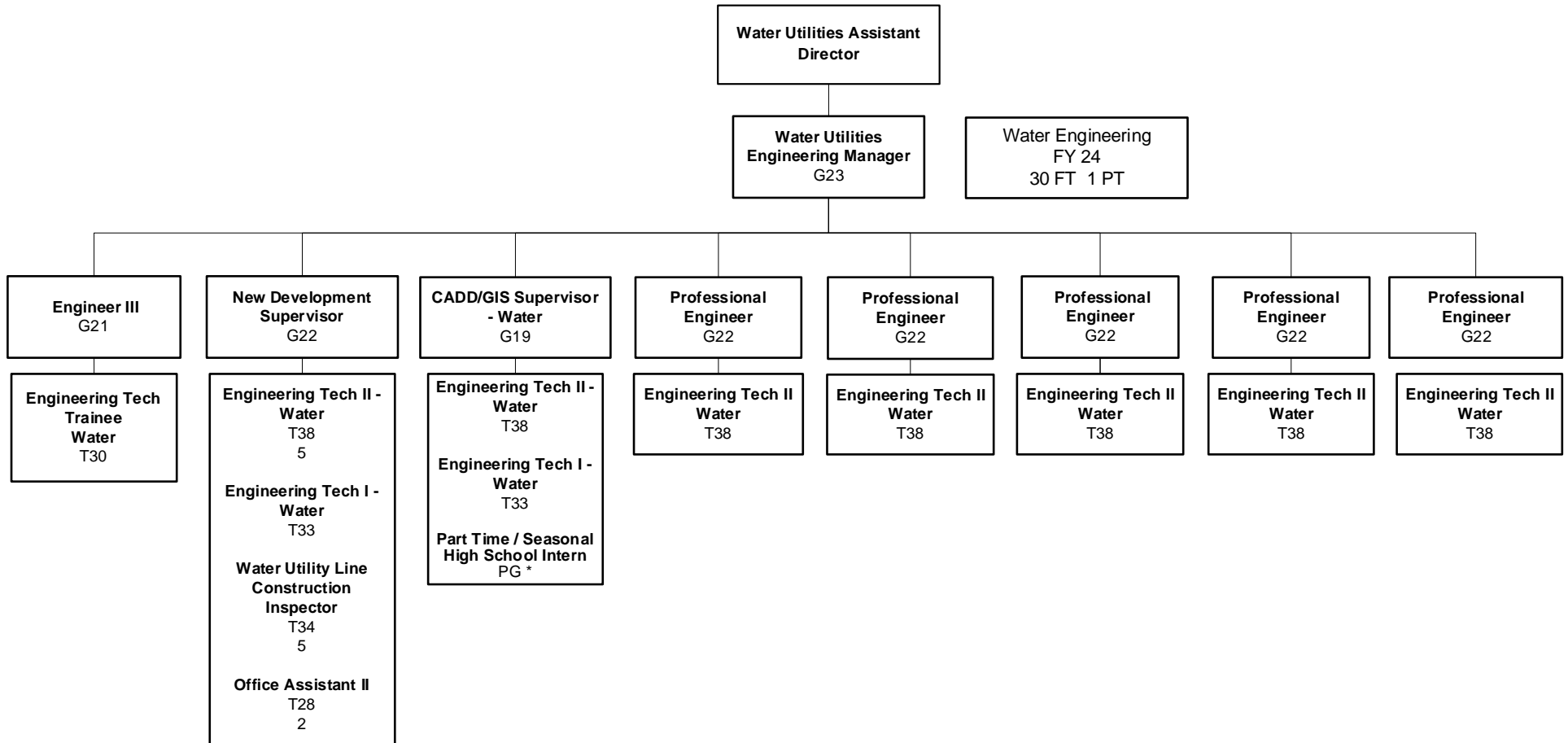


Figure 231: Water Engineering Table of Organization

Water – Engineering – Positions

Personnel	FY23	FY23	FY24		
	Adopted	Revised	Adopted		
Water Utilities Engineering Supervisor	1	1	0	◆	
WU Engineering Manager	0	0	1	G23	\$101,675.42 - \$162,680.26
Water Utility Construction Coordinator	1	1	0	◆	
New Development Supervisor	0	0	1	G22	\$93,992.65 - \$140,989.49
Professional Engineer - Water	5	5	5	G22	\$93,992.65 - \$140,989.49
Engineer III	0	0	1	G21	\$85,447.77 - \$128,172.17
CADD/GIS Supervisor - Water	1	1	1	G19	\$70,618.86 - \$105,928.29
Engineering Technician II - Water	11	11	11	T38	\$69,360.20 - \$101,896.87
WU Line Construction Inspector	4	4	5	T34	\$57,062.00 - \$83,828.61
Engineering Technician I - Water	2	2	2	T33	\$54,344.86 - \$79,837.36
Engineering Technician Trainee - Water	0	0	1	T30	\$46,946.37 - \$68,966.74
Office Support Specialist II	2	2	0	◆	
Office Assistant II	0	0	2	T28	\$42,581.23 - \$62,552.93
ENGINEERING FULL TIME EMPLOYEES	27	27	30		
High School Intern	1	1	1	*	\$32,943.52 - \$41,263.52
PART TIME EMPLOYEES	1	1	1		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 232: Water Engineering Positions

Water – Production – Table of Organization

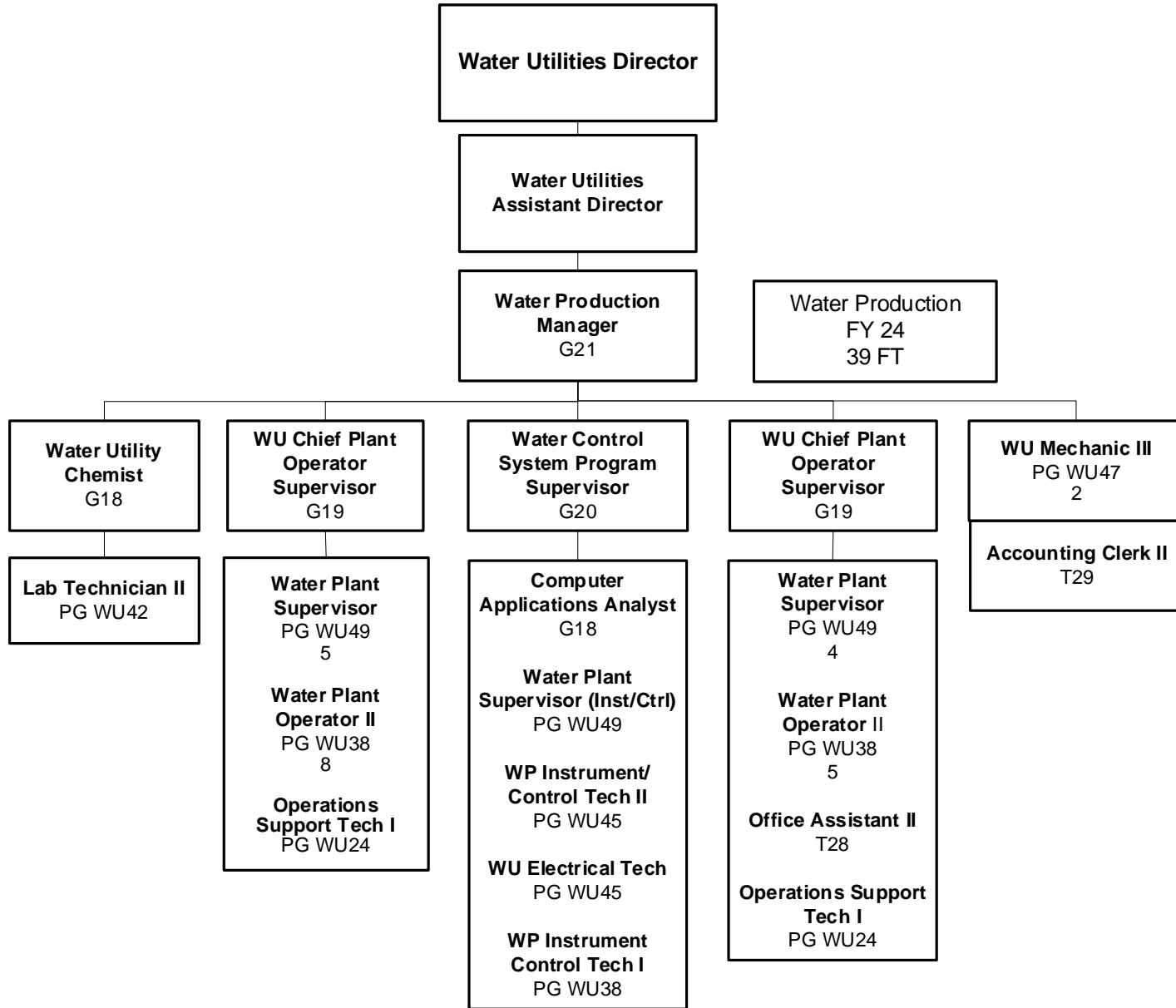


Figure 233: Water Production Table of Organization

Water – Production – Positions

Personnel	FY23	FY23	FY24		
	Adopted	Revised	Adopted		
Manager of Water Production	1	1	0	◆	
Water Production Manager	0	0	1	G21	\$85,447.77 -\$128,172.17
Water Control Systems Program Integrator	1	1	0	◆	
Water Control Systems Program Supervisor	0	0	1	G20	\$77,680.54 -\$116,520.81
WU Chief Plant Operator	2	2	0	◆	
WU Chief Plant Operator Supervisor	0	0	2	G19	\$70,618.86 -\$105,928.29
Computer Application Specialist	1	1	0	◆	
Computer Application Analyst	0	0	1	G18	\$64,198.87 -\$96,298.82
Water Chemist	1	1	0	◆	
Water Utility Chemist	0	0	1	G18	\$64,198.87 -\$96,298.82
Accounting Clerk II	1	1	1	T29	\$44,709.21 -\$65,681.04
Office Support Specialist II	1	1	0	◆	
Office Assistant II	0	0	1	T28	\$42,581.23 -\$62,552.93
Water Plant Supervisor	10	10	10	WU49	\$65,716.28 -\$83,889.93
Water Utilities Mechanic III	0	0	2	WU47	\$62,603.68 -\$79,873.65
WU Electrical Technician	1	1	1	WU45	\$59,616.58 -\$76,083.29
Water Plant Instrument/Control Technician II	1	1	1	WU45	\$59,616.58 -\$76,083.29
Laboratory Technician II	1	1	1	WU42	\$55,399.49 -\$70,686.43
Water Plant Operator II	13	13	13	WU38	\$50,228.53 -\$64,109.78
Water Utilities Mechanic II	2	2	0	WU38	\$50,228.53 -\$64,109.78
Water Plant Instrument/Control Technician I	1	1	1	WU38	\$50,228.53 -\$64,109.78
Operations Support Technician I	2	2	2	WU24	\$35,694.63 -\$45,559.62
PRODUCTION FULL TIME EMPLOYEES	39	39	39		

◆ This position title was updated based on recommendations from our wage and benefit study.

Figure 234: Water Production Positions

Water Utility - Budget Summary

<i>Fund</i>	Expenses			
	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>Wastewater Utility</i>	\$34,137,450	\$45,792,924	\$43,989,279	\$49,704,585
<i>Water Utility</i>	\$68,615,632	\$41,291,286	\$ 40,438,301	\$42,062,208

Figure 235: Water Utility Budget Summary - Expenses

<i>Fund</i>	Revenues			
	FY22	FY23 Revised	FY23 Forecast	FY24 Proposed
<i>Wastewater Utility</i>	\$34,003,003	\$45,792,924	\$43,989,279	\$49,704,585
<i>Water Utility</i>	\$ 68,615,632	\$41,291,286	\$ 40,438,301	\$42,062,208

Figure 236: Water Utility Budget Summary - Revenues

Water Utility – Performance Management

Water Utilities Key Success Indicators (KSIs) Linked to City Goals



Quality of Life
(QOL)



Communication
(COMM)



Economic
Opportunity
(EO)



Fiscal
Management
(FM)



Growth
Management
(GM)



Governance
(GOV)

KSI Measure	Goal, Strategy Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	Chart	FY2024 Target
Boil water notices (per 1,000 customers)	QOL-3	FY Quarterly	1.39	1.38	1.27	Chart 91	0.69 or <
Water demand ratio to permitted capacity	QOL-3 GM-4	FY Quarterly	0.6392	0.6768	0.70428142	Chart 92	0.5 or <
Wastewater demand ratio to permitted capacity	QOL-3 GM-4	FY Quarterly	0.5956	0.6734	0.66685534	Chart 93	0.5 or <

Figure 237: Water Utilities – Key Success Indicators

Department Objectives – Water Utilities

1. 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.
2. 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

Water Utilities Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Proposed
Water						
Water losses (% of total)	1	Quarterly	8.47%	8.55%	7.91%	< 8.00%
Distribution cost \$ per 1,000 gallons	1	Annually	\$1.1	\$1.09	\$1.16	\$1.17
Average Daily Flow (ADF) 12 month rolling (millions of gallons per day)	1	Quarterly	23.444	23.563	24.221	24.0
Peak Daily Flow (PDF)	1	Quarterly	35.385	29.45	30.14	29
Total Water treated (millions of gallons)	1	Quarterly	8557.13	8600.64	8840.82	9,000
Treatment cost \$ per 1,000 gallons	1	Annually	\$1.40	\$1.52	\$1.71	\$1.71
Cost of Service \$ per 1,000 gallons	1	Annually	\$3.84	\$4.74	\$4.39	\$4.46
Wastewater						
Number of spills (count)	2	Quarterly	11	12	7	0
Cost of Collection \$ per 1,000 gallons	2	Annually	\$2.16	\$2.11	\$2.11	\$2.14
12 month rolling Average Daily Flow (millions of gallons)	2	Quarterly	11.5	13.23	13.5	13
Peak Daily Flow (PDF) (millions of gallons)	2	Quarterly	21.47	35.12 ¹	21.98	21
Wastewater Treated Total	2	Quarterly	4,198.34	4829.15	4928.45	4,800
Cost of Treatment \$ per 1,000 gallons	2	Annually	\$2.95	\$3.32	\$3.05	\$3.10
Cost of Service \$ per 1,000 gallons	2	Annually	\$7.66	\$8.09	\$8.60	\$8.73
Reuse Daily Average (millions of gallons per day)	2	Annually	8.35	6.28	5.02	7.00
Population Served	2	Annually	114,705	127,001	Not Available	130,000

Figure 238: Water Utilities Performance Measures

¹ Due to Hurricane Ian.

Water Utilities – Performance Management

Changes, Accomplishments & Efficiencies – Water Utilities

Water Administration

- Streamlined multiple compliance reporting and analytical processes significantly improving efficiency and quality through the creation of automated reports, queries, customized dashboards, and improved utilization of our existing centralized database.
- Department’s Community Engagement Coordinator, which was hired last year, attended 16 different events, reaching over 2,000 people.
- Conservation efforts helped potable water demand decrease from 123 to 119 gallons per capita per day.
- Through assessment of staffing tasks and streamlining processes to create a more efficient staffing environment, administration is testing the elimination of the Administrative Assistant position in Director’s office.

Water Distribution

- On February 6, 2023, Water Distribution field crews started 10-hour workdays. Select crews are working Monday through Thursday, while others are working Tuesday through Friday. The extended work hours have slightly reduced overtime, reduced travel time to construction sites, and has increased productivity.
- For the first time in three years, Distribution is almost 100% (97%) staffed. This is truly a major accomplishment for the division. The greatest struggle has been trying to provide an acceptable level to customers while being short staffed with trained employees.
- Water Distribution replaced approximately 1600-feet of 6” Asbestos Concrete (AC) water main on Lake Hollingsworth Drive, between Crystal Lake Drive and Collins Avenue, after the existing pipeline failed four times. Repairs were costly due to roadway damage caused by each line break. A portion of Lake Hollingsworth Drive had to be closed for approximately two months while the work was being performed. Project was completed on schedule.

Water Engineering

- Lake Hollingsworth Rd AC Replacement – This project has been constructed and the new line placed in service. The existing AC pipeline was experiencing multiple failures and was placed on a pressure reducing valve. The project was design & constructed in an expedited manner to return customers to normal service pressure.
- Carolina Ave AC Replacement – This project has been constructed and the new line placed in service. The existing AC pipeline was experiencing multiple failures and was placed on a pressure reducing valve. The project was in-house design & constructed in an expedited manner to return customers to normal service pressure.
- Cornelia St AC Replacement – This project has been designed and awaiting construction. The existing AC pipeline has experienced multiple failures and was placed on a pressure reducing valve. The project will be constructed soon to return service to normal pressure.

Water Utilities – Performance Management

Water Engineering, continued

- Galloway Rd Round-a-bout (Polk County Road Project) – This project required multiple water lines to be relocated for the new roadway construction. These new lines were designed and constructed to meet Polk County’s road construction schedule.
- Chestnut Rd AC Replacement – A new subdivision was installing a turn lane over an existing 12” AC water main. We proactively replaced this line with ductile iron pipe to prevent future pipe failures under the new road.
- Dry Polymer Skid – This project is to replace two pieces of equipment that have reached the end of their useful life. A project specification was drafted and issued for bid and purchased. The installation is 50% complete.
- Wetlands Water Service – New water service line was designed and constructed to serve the City of Lakeland’s Wetland facilities in Mulberry. This was installation of ~3,000-ft of 2-inch HDPE.
- New Development Engineering Group – During the 2022 Fiscal Year, this group accomplished the following:
 - 238 new Development projects received
 - 163 Development projects completed
 - 1,305 City of Lakeland e-plan reviews performed
 - 1,158 City and County water and wastewater home IVR inspections performed
 - 2,836 water and wastewater utility inspections performed
 - 215 water and wastewater utility system tests witnessed

Water Production

- The TB Williams Chemical Equipment Replacement Project is to replace the chemical feed systems for polymer, starch, and phosphate feed systems. The existing feed equipment is past its useful life and requires replacement. The programming of the DeltaV control system, control cabinet, and the first chemical system (starch) has been constructed, installed, tested, and placed into operation. The remaining two chemical feed systems (polymer and phosphate) are scheduled to be installed and operational by the end of July 2023. The design, construction and installation of these systems are being completed in house resulting in a savings of approximately \$260,000 and allowed for the systems to be customized for our operations.

Wastewater Collections

- Howard Ave Manhole Replacement - Manhole No. 08056 started to settle which caused several line breaks to the gravity lines coming into this manhole. It was determined that due to its location within a very wet area and adjacent to a flowing ditch and approximately 13 feet deep, that this manhole needed to be replaced. Our Contractor mobilized and was able to get the manhole replaced and the existing lines reinstalled
- Line Replacement at Lakeland Square Mall - On October 27, 2022, City crews responded to a sewer emergency at the Lakeland Square Mall. Additional investigation revealed that part of the gravity sewer line had collapsed and was blocking the flow. The blockage was directly under one of the entrances to the mall. Funding was secured and our emergency contractor was contacted. They mobilized, acquired the materials, and completed the job before the Thanksgiving Holiday.

Water Utilities – Performance Management

Wastewater Engineering

- Lakeland Hills Blvd Force Main Redirect Project – This project was created to have a smaller force main connect to our large force main going directly to Northside WWTP, eliminating a longer path and secondary pumping. This tie-over was completed and placed into service on November 1, 2022.
- Skyview FM Project – This project was to construct new 10” force main in the Skyview area to increase capacity and bypass a redundant station. This is a well needed upgrade after taking over the Skyview system from original owner in early 2000s. This new construction was completed and placed into service on August 1, 2022.
- Western Trunk Line Replacement – This project is to replace ~13,500-ft of 30-inch gravity line with a larger line for additional capacity. The route study has been completed to determine the most cost-effective location for the new line. Construction will take place over the next 2-3 years.
- Wastewater Master Plan – This project is to create a new hydraulic model for analysis needs and create a master plan of projects for the next 20yrs. This hydraulic model has been completed and turned over to the city for operational use.
- Downtown Wastewater Master Plan – This project is to create a specific master plan for the downtown area. This plan was completed and plugged into the FY24 CIP.
- English Oaks Section III – Caribbean Dr FM Project – This project has been constructed and reached substantial completion. It is not yet been placed into service. The project consisted of replacing two (2) 10-inch lines with one 20-inch line, which is much more capacity. This new line will provide redundancy and reliability of the wastewater system in the Central Lakeland Area.
- English Oaks Section IV – Airport Rd FM Project – This project has been constructed and reached substantial completion. It is not yet placed in service. The project consisted of installing 16-inch force main from Polk Parkway to Dranefield Rd, along Airport Rd. It allows for new service along this section of Airport Rd and diverts flow off the Parkway force main allowing new capacity.

Wastewater Laboratory

- In 2022, the lab implemented the IDEXX Colilert-18 system to analyze samples for fecal coliforms and E. coli. This method is used to analyze plant samples and spills that may occur throughout Lakeland. This system is more accurate and more efficient than the membrane filtration system that was used previously. It is less time consuming than the previous method. The IDEXX system can detect up to 2491 MPN on a tray. The filtration method was much more limited and accurate only within a range of 20-80 colonies per plate thus, requiring dilutions of each sample.

Water Utilities – Performance Management

Wastewater Treatment

- The Northside Treatment facility headworks has been in service since 1987. The system was dated and in need of structural repair. The City of Lakeland along with Tetra Tech Engineering Services designed an up-to-date headworks to service the plant for the next 30 years. The headworks rehabilitation included new bar screens, grit classifier, and structural concrete repair. This equipment will remove inorganic materials from the wastewater efficiently and accurately compared to the outdated system. This will improve treatment in the facility as the volume of the tanks will be available for treatment and not storage of material.

Wastewater Wetlands

- Improved drainage near the southwest corner of the wetlands close to Control Structure 8 by installing a sock pipe to channelize flow of water following road washout from Hurricane Ian.
- Decreased erosion potential of drainage ditch by regrading and sodding areas washed out from Hurricane Ian.
- Reached a total of 4,189 visitors through park gates (including the time when the Loyce Harpe entrance was closed for Hurricane Ian debris management).
- Se7en Wetlands volunteers have donated 170.5 hours at a national rate of \$29.95/hr, totaling \$5,106.48
- Conducted 9 educational tours and 2 outreach events reaching over 400 individuals (Visit Central Florida Vacation Guide, research groups, workshops, conferences, community events, etc.)
- Se7en Wetlands is partnering with the University of South Florida on two research projects: 1. Rapid Deployment of Biochar Filter Barriers for Nutrients Recovery. 2. Emerging Contaminants in Wastewater: Baseline Assessment of Microplastics in Se7en Wetlands
- Se7en Wetlands is partnering with Florida Gulf Coast University on one research project involving reuse of CaCO₃.

**REVENUE AND EXPENDITURE SUMMARY
GENERAL FUND**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	67,431,646	78,800,379	71,349,566	82,234,783
Fringe Benefits	18,844,441	24,531,585	19,619,207	27,503,472
Total Personnel	86,276,087	103,331,964	90,968,773	109,738,255
Non-Personnel				
Utilities	7,921,663	8,020,784	8,376,321	8,606,426
Professional and Contractual	4,025,445	3,677,989	3,958,112	2,812,794
Insurance and Fixed Charges	4,427,700	4,287,167	4,324,966	5,124,335
Grants and Aid	262,056	259,036	304,267	259,036
Arts and Cultural	205,440	275,807	269,800	525,000
Fuel and Purchased Power	10,816	17,250	16,800	19,000
Internal Service Charges	17,464,787	20,260,007	20,063,708	23,209,513
All Other Operations & Maintenance	8,832,389	13,123,396	13,113,169	12,306,987
Debt Service	709,269	575,142	575,142	575,143
Capital Outlay	867,080	750,016	747,366	339,875
Maintenance and Special Projects	8,700,382	16,907,274	16,625,929	12,419,953
Total Non-Personnel	53,427,027	68,153,868	68,375,580	66,198,062
Total Expenditures	139,703,114	171,485,832	159,344,353	175,936,317
Transfers				
Cost Allocations and Recoveries	(10,831,363)	(11,095,938)	(11,172,878)	(10,971,784)
Transfers In	51,607,787	49,710,825	49,710,825	49,629,886
Transfers Out	4,327,509	4,337,011	4,337,011	6,096,876
Net Transfers	58,111,641	56,469,752	56,546,692	54,504,794
Revenue Sources				
Taxes	60,137,428	64,926,475	67,344,954	72,876,300
License and Permits	1,712,338	1,666,095	1,641,299	1,664,775
Intergovernmental Revenues	15,920,710	14,602,190	16,178,977	16,566,802
Charges for Services	13,322,027	13,463,837	15,079,967	12,263,865
Interest Income	(4,886,213)	1,396,182	2,118,781	1,481,700
Fines and Forfeits	2,555,113	2,057,668	2,258,418	2,220,680
All Other Revenue	3,089,816	3,076,177	3,493,890	2,054,752
Total Revenue	91,851,220	101,188,624	108,116,286	109,128,874
Funding to be Provided	(10,259,747)	13,827,456	(5,318,625)	12,302,649

GENERAL FUND REVENUES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
TAXES				
Franchise Fees	344,429	352,512	345,063	370,600
Property Taxes	43,213,083	48,978,325	49,762,816	55,201,868
Utility Taxes	16,579,916	15,595,638	17,237,075	17,303,832
LICENSES & PERMITS				
Business Tax Licenses	1,712,338	1,666,095	1,641,299	1,664,775
INTERGOVERNMENTAL REVENUES				
Federal Grants	31,422	37,047	37,047	39,195
Local Grants	57,776	55,000	55,000	40,000
State Grants	584,271	664,334	714,037	732,987
County Shared Revenues	1,357,498	1,334,275	1,316,006	1,348,300
State Shared Revenues	13,889,743	12,511,534	14,056,887	14,406,320
CHARGES FOR SERVICES				
General Government Charges for Services	517,015	507,196	493,471	500,095
Public Safety Charges for Services	3,100,956	3,325,940	4,001,208	1,794,000
Other Physical Environment Charges for Services	378,416	265,441	282,592	287,000
Cemetery Charges for Services	951,839	762,891	824,114	864,600
Transportation Charges for Services	15,019	21,963	21,963	17,160
Libraries Charges for Services	100	100	100	100
Parks & Recreation Activities Charges for Services	984,741	953,923	1,249,946	821,911
Golf Course Charges for Services	1,980,911	2,052,000	2,010,748	2,433,600
Special Facilities - Stadiums	228,435	315,000	245,977	293,600
Special Facilities - Buildings	299,473	296,642	508,970	523,100
Special Facilities - RP Funding Center	4,933,756	4,911,781	5,697,127	4,582,899
Special Facilities - Other	59,237	50,960	164,376	145,800
FINES AND FORFEITS				
Court Cases	304,551	382,641	406,957	266,000
Library Fines	16,890	10,000	6,022	10,300
Violations of Local Ordinances	2,077,763	1,606,350	1,805,378	1,930,000
Other Miscellaneous Fines and Forfeits	155,910	58,677	40,061	14,380

GENERAL FUND REVENUES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
MISCELLANEOUS REVENUE				
Interest Earnings	(4,886,213)	1,396,182	2,118,781	1,481,700
Contributions and Donations	115,333	215,249	226,913	20,000
Other Miscellaneous Revenue	829,437	1,000,778	1,186,931	1,005,845
Reimbursements	552,635	526,281	630,019	256,002
Rents and Royalties	452,164	368,685	483,380	492,499
Sale of Fixed Assets	1,755	17,700	24,020	700
Transfer from Trust Funds	187,455	315,226	315,226	48,411
Transfer from Impact Fees	285,720	202,000	197,143	231,295
Transfer from Internal Loan Fund		430,258	430,258	
Increase in Obligations Under Leases	665,316			
NON-OPERATING REVENUES				
Transfers In	51,607,787	49,710,825	49,710,825	49,629,886
PRIOR YEAR SURPLUS	(10,259,747)	13,827,456	(5,318,625)	12,302,649
TOTAL REVENUES	133,199,260	164,726,905	152,508,486	171,061,409

GENERAL FUND EXPENSES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
City Commission	139,426	216,269	170,204	170,027
Office of the City Manager	614,776	1,992,493	1,815,695	889,182
Office of Innovation & Strategy	165,756	270,897	222,244	329,161
Information Security	(148,044)		5,365	
Communications Department	642,959	693,137	704,190	762,593
Legal Department	750,632	505,224	487,107	731,435
Retirement Services	177,604	248,802	256,082	280,997
Internal Auditor	76,795	84,257	87,013	98,893
Human Resources:				
Office of the Human Resources Director	158,403	475,856	355,027	235,055
Employment Services	562,107	973,865	862,431	1,345,984
Engagement and Development	416,866	843,032	625,639	781,307
Policy and Labor Relations	199,736	221,315	160,395	187,368
Risk Management Office	681,738	1,493,601	1,430,742	1,598,316
Community and Economic Development:				
Planning	2,049,652	4,155,702	3,931,838	4,107,603
Code Enforcement	1,098,179	1,449,708	1,335,459	1,379,188
Building Inspection	4,522		(3,281)	
Business Tax Office	199,421	227,293	166,561	212,387
Finance Department:				
Central Accounting	1,177,037	1,423,309	1,155,242	1,576,635
City Treasurer	65,848	63,594	56,742	52,686
Finance - Customer Billing	6,756	36,180	3,583	103,005
City Clerk / Records Retention	575,181	773,353	762,484	791,163
Fire Department	22,361,494	26,551,063	25,000,011	29,971,453
Police Department	45,874,341	56,837,212	52,548,519	55,410,615
Public Works:				
Traffic Operations	1,547,675	2,149,017	1,825,263	2,356,586
Office Of The Public Works Director	531,842	584,518	551,651	1,531,784
Engineering	1,407,843	1,620,861	1,544,359	1,854,347
Public Works Construction & Maintenance	2,167,864	3,391,111	3,064,459	4,697,661

GENERAL FUND EXPENSES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Parks, Recreation & Cultural Arts:				
Office Of Parks, Recreation & Cultural Arts Director	559,420	727,958	634,095	737,425
Parks	11,234,611	13,475,386	12,015,900	13,815,752
Recreation	5,486,919	7,750,389	6,603,492	7,204,203
Cleveland Heights Course	2,816,798	2,775,698	2,764,220	2,694,055
Libraries	3,400,727	4,125,298	3,641,165	3,481,736
Larry R. Jackson Branch Library	436,325	644,385	637,507	697,193
Cemeteries	1,143,732	1,265,012	1,222,709	1,353,997
RP Funding Center	7,261,374	6,838,513	6,995,079	6,678,856
Non-Departmental	17,358,552	19,842,597	18,869,295	22,942,761
TOTAL EXPENSES	133,204,869	164,726,905	152,508,486	171,061,409

GENERAL FUND REVENUES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
TAXES				
PROPERTY TAXES				
Current Ad Valorem Taxes	44,186,824	51,453,500	50,970,876	58,004,598
Delinquent Ad Valorem Taxes	624,513	47,500	645,463	47,500
Ad Valorem Tax Discounts & Costs	(1,649,984)	(2,572,675)	(1,920,023)	(2,900,230)
Interest On Delinquent Ad Valorem Taxes	51,730	50,000	66,500	50,000
	<u>43,213,083</u>	<u>48,978,325</u>	<u>49,762,816</u>	<u>55,201,868</u>
FRANCHISE FEES				
Gas Companies - Franchise	344,429	352,512	345,063	370,600
	<u>344,429</u>	<u>352,512</u>	<u>345,063</u>	<u>370,600</u>
UTILITY TAXES				
Utility Tax-Propane-7-Eleven, Inc.	5,022	5,400	6,445	5,650
Utility Tax-Propane-P.G.S.	164,024	169,300	192,825	173,980
Utility Tax-Propane - Ameri Gas	67,742	69,600	64,982	67,450
Utility Tax-Propane - Suburban Pro	58,813	63,500	67,444	54,430
Utility Tax-Propane - U-Haul	1,130	1,500	512	340
Utility Tax-Propane - Walmart	12,786	11,500	16,815	17,980
Utility Tax-Fuel - Circle K Stores, Inc.	2,641	2,900	2,933	3,220
Utility Tax-Fuel - Target	508	600	852	880
Utility Tax - Fuel - Ferrellgas	7,299	7,400	6,706	6,520
Utility Tax - Propane - Winn Dixie Stores	1,619	1,378	2,350	1,870
Utility Tax - Propane - CVS Caremark	683	715	885	820
Utility Tax-Propane-Publix	8,400	8,200	9,465	9,520
Utility Tax-Water	2,203,972	2,199,700	2,331,682	2,483,600
Utility Tax-Electric	9,476,281	8,639,300	9,398,282	9,059,180
Telecommunication Revenues	4,472,828	4,314,500	4,996,636	5,280,897
Telecommunications Revenues - Prior Year Catch Up			15,601	16,070
Utility Tax-Propane-Walgreens	1,916	2,100	1,723	1,610
Utility Tax - RaceTrac	414	500	432	525
Utility Tax - Tiger, Inc	6,124	5,800	363	400
Utility Tax - Natural Gas - Interconn Resources	65,213	72,600	85,432	83,330
Utility Tax - Natural Gas - Gas South	19,815	16,925	24,855	25,750
Utility Tax - Propane - Thompson Gas	131	70	464	340
Utility Tax - Propane - Thermostat	2,556	2,150	9,391	9,470
	<u>16,579,916</u>	<u>15,595,638</u>	<u>17,237,075</u>	<u>17,303,832</u>
TOTAL TAXES AND FRANCHISE FEES	<u>60,137,428</u>	<u>64,926,475</u>	<u>67,344,954</u>	<u>72,876,300</u>

GENERAL FUND REVENUES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
LICENSE AND PERMITS				
BUSINESS TAX LICENSE				
Occupational License Tax	1,687,514	1,639,734	1,600,000	1,640,000
Penalties-Occupational License	24,611	26,090	41,261	24,500
Transfer & Dup Fees-Occupational License	213	271	38	275
	<u>1,712,338</u>	<u>1,666,095</u>	<u>1,641,299</u>	<u>1,664,775</u>
TOTAL LICENSE AND PERMITS	<u>1,712,338</u>	<u>1,666,095</u>	<u>1,641,299</u>	<u>1,664,775</u>
INTERGOVERNMENTAL REVENUE				
STATE REVENUE SHARING				
Alcoholic Beverage License Tax	106,153	104,655	123,450	121,950
11 Cent Cigarette Tax	4,275,929	3,870,957	3,805,396	3,919,560
Mobile Home License Fees	295,898	279,020	253,946	261,560
Local Government Half-Cent Sales Tax	9,136,337	8,191,252	9,735,677	10,027,750
Firefighters Compensation Tax	75,427	65,650	75,485	75,500
Opioid Settlement			62,933	
	<u>13,889,743</u>	<u>12,511,534</u>	<u>14,056,887</u>	<u>14,406,320</u>
OTHER LOCAL UNITS REVENUE SHARING				
County Occupation License Tax	101,828	78,275	66,117	68,100
County-Wide Library Revenues	<u>1,255,670</u>	<u>1,256,000</u>	<u>1,249,889</u>	<u>1,280,200</u>
	<u>1,357,498</u>	<u>1,334,275</u>	<u>1,316,006</u>	<u>1,348,300</u>
FEDERAL GRANTS				
DOJ-Justice Assistance Grant	26,864	27,695	27,695	27,695
Department of Health Child Care Food Program	5,248	9,352	9,352	11,500
BJA-Coronavirus Emergency Supplemental Funding Program	708			
Mutual Aid - Piney Point Gypsum Stack Release	<u>(1,399)</u>			
	<u>31,422</u>	<u>37,047</u>	<u>37,047</u>	<u>39,195</u>
STATE GRANTS				
FDOT-Hwy Lighting & Traffic Signal Maint. Agreements	438,118	425,305	475,008	545,987
FOAG Victim Assistance (VOCA)	125,695	173,866	173,866	162,000
FDLE-Byrne Grant	20,458	25,000	25,000	25,000
Decontamination Washers		28,163	28,163	
Urban Search & Rescue Equipment Grant		<u>12,000</u>	<u>12,000</u>	
	<u>584,271</u>	<u>664,334</u>	<u>714,037</u>	<u>732,987</u>
LOCAL GRANTS				
PCCVB-Reimbursable Expenses	36,208	40,000	40,000	40,000
County-Wide Library Cooperative	21,569			
NLC - City Inclusive Entrepreneurship Program		<u>15,000</u>	<u>15,000</u>	
	<u>57,776</u>	<u>55,000</u>	<u>55,000</u>	<u>40,000</u>
TOTAL INTERGOVERNMENTAL	<u>15,920,710</u>	<u>14,602,190</u>	<u>16,178,977</u>	<u>16,566,802</u>

GENERAL FUND REVENUES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
CHARGES FOR SERVICES				
GENERAL GOVERNMENT				
Zoning & Subdivision Fees	201,469	170,000	165,000	169,950
Sales- Maps & Publication	112	144	125	125
Certification Copying Research Fees	1,813	2,392	4,120	1,320
County Impact Fees-Administration	1,955	3,500	1,500	1,550
Garnishment Fees	5,669	5,322	4,945	5,080
LPD Union Dues Administration Fees	41	41		
School Impact Fees Admin. Charges	33,279	45,000	45,000	46,350
Fire Union Dues Administration Fees	1,109	993	135	140
Zoning Verification Letters	4,080	3,085	3,000	3,090
Special Assessment/Application Fees/All other	5,270	4,370	5,800	4,800
UWUA Union Dues Administration Fees	744	765	534	
Payoff Request Fee	128,332	133,000	112,850	130,000
IBEW Union Dues Administration Fees	2	4		
Transportation Impact Fee Admin Fee	19,110	22,730	22,750	6,150
Chauffeurs Permits	2,170	4,200	1,092	1,120
Site and Concept Plan Review Fees	81,590	80,150	100,865	103,890
Driveway Permit Fee	30,270	31,500	25,755	26,530
	<u>517,015</u>	<u>507,196</u>	<u>493,471</u>	<u>500,095</u>
PUBLIC SAFETY				
Police Services Reimbursement	2,508,369	2,598,543	3,309,143	1,106,000
Court Witness Fees	103		124	
Other Public Safety Charges	106,322	93,007	126,625	122,000
Permitted Fire Inspections	139,200	145,293	128,325	116,000
One Time Fire Permits Fee	93,069	109,310	111,991	115,000
Construction Plan Review Fee	253,893	379,787	325,000	335,000
	<u>3,100,956</u>	<u>3,325,940</u>	<u>4,001,208</u>	<u>1,794,000</u>
OTHER PHYSICAL ENVIRONMENT				
Lot Clearing Prior To Assessment	184,934	141,000	141,000	145,000
Lot Mowing & Clearing Assessments	10,712			
Lot Mowing & Clearing-Interest	108,250	33,541	51,592	52,000
Demolition Of Bldgs-Prior	67,892	90,900	90,000	90,000
Demolition Of Bldgs-Assessments	6,629			
	<u>378,416</u>	<u>265,441</u>	<u>282,592</u>	<u>287,000</u>
CEMETERY				
Opening Graves-Oakhill	173,407	161,399	186,915	182,000
Opening Graves-Roselawn	1,470	1,682	4,894	8,500
Opening Graves-Laurel Hill	1,460	1,572	2,442	1,600
All Other Revenues-Oakhill	39,339	43,297	42,586	45,500
All Other Revenues -Laurel Hill	605	447	342	400
Cemetery Lots-Oak Hill	620,191	431,866	482,677	485,500

GENERAL FUND REVENUES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
All Other Revenues -Roselawn	32	35	35	
Opening Graves-Oakhill-Overtime	115,335	122,593	104,223	141,100
	<u>951,839</u>	<u>762,891</u>	<u>824,114</u>	<u>864,600</u>
TRANSPORTATION				
Other Transportation Receipts	15,019	21,963	21,963	17,160
	<u>15,019</u>	<u>21,963</u>	<u>21,963</u>	<u>17,160</u>
CULTURE & RECREATION - LIBRARIES				
Library Non-Resident Fees	100	100	100	100
	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>
PARKS AND RECREATION				
Recreation:				
Program Activity Fees	389,896	328,172	468,158	401,342
Swimming Pools	93,933	92,000	78,500	80,900
Swimming Classes	10,847	5,104	13,500	13,900
Tennis Court Fees	7,156	2,662	6,808	8,200
Tournament Fees	17,516	28,141	29,251	51,752
Recreation Fees	10,318			
Concessions-Contractual	173	143	325	247
Parade Entry Fee	5,396	6,322	6,140	6,300
Locker Rental	104	91	161	200
Weight Room Fees	82,992	80,360	75,552	63,000
Payroll Charges - Recreation	84,886	122,725	164,238	
Personal Trainer Facility Use Fees	12,636	13,145	13,231	11,200
Base Fee Surcharge	8,484	8,338	21,259	17,800
LCT Ticket Sales	3,338	1,913	4,303	4,400
Activity Card Fees	21,553	23,942	40,279	33,400
A5443	(127,872)		(420,625)	
	<u>621,356</u>	<u>713,058</u>	<u>501,080</u>	<u>692,641</u>
Parks:				
All Other Park & Rec Fees	81,404	52,988	158,395	124,670
Overtime Charges - Parks	146,960	183,877	165,000	
Proceeds from Swan Feeders	7,148	4,000	4,846	4,600
	<u>235,513</u>	<u>240,865</u>	<u>328,241</u>	<u>129,270</u>
Golf Course:				
Cart Fees	103,424	115,000	95,000	115,000
Green Fees	1,248,922	1,273,000	1,365,650	1,878,000
Range Fees	36,888	48,000	35,000	35,000
Membership Dues	45,060	50,000	82,368	87,100
Food Sales	40,034	40,000	37,000	40,000
Merchandise Sales	105,403	110,000	110,000	115,000
Greens Replacement Fee	285,898	280,000	131,750	
Golf Lessons	4,115	6,000	3,480	3,500

GENERAL FUND REVENUES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Golf Course Tournament Fees	111,169	130,000	150,500	160,000
	<u>1,980,911</u>	<u>2,052,000</u>	<u>2,010,748</u>	<u>2,433,600</u>
SPECIAL PARKS & RECREATION FACILITIES - STADIUMS				
Marchant Stadium Parking	90,417	165,000	103,177	139,100
Marchant Stadium-Training	138,018	150,000	142,800	154,500
	<u>228,435</u>	<u>315,000</u>	<u>245,977</u>	<u>293,600</u>
SPECIAL PARKS & RECREATION FACILITIES - BUILDINGS				
Lake Mirror Center	49,044	39,548	60,171	62,000
Lake Mirror Theater			728	700
Lake Mirror Loggia	4,641	7,389	9,086	9,400
Lake Mirror Glass Lounge	346	592	500	500
Magnolia Building	93,760	89,575	160,414	165,200
Coleman-Bush Building-East	1,408	1,316	1,607	1,800
Coleman-Bush Building-West	13,770	8,045	50,890	52,400
Peggy Brown Building - Upstairs	30,273	35,879	44,148	45,500
Peggy Brown Building - Downstairs	234	400	702	500
Facility Rentals	59,070	62,500	70,288	72,500
Lake Crago Large Room	21,196	26,105	82,183	81,600
Lake Crago Activity Room Lg	9,890	7,373	10,221	13,400
Lake Crago Activity Room Sm	5,578	5,005	5,093	2,500
Lake Crago Education Amphitheater	4,878	6,282	6,639	8,600
Lake Crago Patio	5,385	6,633	6,300	6,500
	<u>299,473</u>	<u>296,642</u>	<u>508,970</u>	<u>523,100</u>
SPECIAL PARKS & RECREATION FACILITIES - OTHER				
Lake Mirror Park Fees	8,672	7,861	27,362	28,200
Hollis Gardens Rentals	9,004	11,034	54,576	56,200
The Mirrors Pavilion	306	325	1,258	1,300
Common Ground Park-Pavilions	20,098	17,218	50,623	24,000
Railroad Pavilion	301	172	629	600
Lake Parker Park-Pavilions	20,309	12,625	28,511	32,500
Bowling Greens	128	300	200	500
Shuffleboard Club	420	625	550	1,300
Main St. Overlook Park		200		200
Skate Park		600	667	1,000
	<u>59,237</u>	<u>50,960</u>	<u>164,376</u>	<u>145,800</u>

GENERAL FUND REVENUES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL RECREATION FACILITIES - RP FUNDING CENTER				
Conference Hall	175,473	240,920	267,191	276,700
Exhibit Hall	212,248	284,000	203,240	208,800
Arena	281,721	275,000	232,408	235,100
Theater	202,633	207,300	257,683	262,600
Catering	43,108	132,300	84,375	92,100
Beverage Sales	40,535	96,800	93,592	140,779
Program Sales	76,014	51,600	130,279	160,603
Set Up Charges	3,030	2,000	3,162	6,200
Forfeited Deposits	36,236	2,000	51,274	15,000
Vending Machines & Sales		2,800		
Facility Surcharge & Service Charge	260,530	202,500	332,116	140,864
Box Office Charges	5,247	2,000	14,327	2,000
Net Income/Loss on Promotion	3,269			
Payroll Recovery - Other	1,392,901	1,282,000	1,484,267	1,685,300
All Other Fixed Revenue	10,280	27,200	205,976	29,000
State Sales Tax Collection Fee	643	660	550	720
Equipment Rental & Misc Supply	182,529	292,000	273,113	199,100
Telephone Charges-Equipment	24,189	30,000	32,621	25,000
Products For Resale	50	500		
Personal Food Service Recovery	3,434		252	500
Contract Labor Revenue	70,588	22,800	219,086	157,300
Piano Tuner	240	300	570	300
Advertising Charges	117,147	51,000	129,901	154,000
TM Ticket Commissions	11,319	2,000	6,229	
Parkings	532,967	563,000	607,621	521,730
Energy and Utility Hookup	34,336	33,700	40,499	71,700
Packaging and Shipping	6,630	1,400	1,523	1,600
Over Sized Vehicle Parking	20,372		122	
Overnight Parking	780		2,094	2,000
Pre-Paid Parking	128,796	155,000	118,360	50,000
Leases - Land	11	1	1	11
Adjustments Clearing Account	20			
Ticket Sales - Theatre	973,530	775,000	772,075	34,000
Ticket Sales - Arena	20,000	20,000	44,000	44,000
Concessions	62,950	156,000	88,620	65,892
	<u>4,933,756</u>	<u>4,911,781</u>	<u>5,697,127</u>	<u>4,582,899</u>
TOTAL CHARGES FOR SERVICES	<u>13,322,027</u>	<u>13,463,837</u>	<u>15,079,967</u>	<u>12,263,865</u>

GENERAL FUND REVENUES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
FINES AND FORFEITS				
Court Cases	236,769	165,000	246,485	238,000
Confiscated Cash-Statute 932	35,837	189,641	129,192	
Police Education	31,945	28,000	28,880	28,000
Court Ordered Restitution			2,400	
Library Fines	16,890	10,000	6,022	10,300
Code Enforcement Board	310,982	338,350	338,000	330,000
Bad Check Charges	50	100	30	
Red Light Camera Citation Revenue	1,766,781	1,268,000	1,467,378	1,600,000
Tree Fines and Fees	149,500	38,400	30,700	2,300
Penalties on Assessments	6,360	20,177	9,331	12,080
TOTAL FINES AND FORFEITS	2,555,113	2,057,668	2,258,418	2,220,680
MISCELLANEOUS REVENUES				
OTHER				
Insurance Proceeds		15,000	15,000	
Scrap Sales	4,790	1,818	4,677	2,000
Insurance Proceeds - Workers Comp Claims	100,067	93,728	92,196	94,960
All Other Misc Revenue	177,938	118,351	199,850	172,910
Refund of Prior Year Expenses	47,112		6,320	
Commissions	312,129	571,691	551,462	532,153
Prior Years Revenue			3,297	
DC Plan Forfeitures	165,000	165,000	275,000	165,000
Non-Utility Revenue - Fiber		21,804	21,804	22,000
Cash Over And Short	378	20	722	992
Credit Card Convenience Fees	15,332	10,056	10,567	10,230
Cancellation Fees	6,691	3,310	6,036	5,600
Transfer from Trust Funds	187,455	315,226	315,226	48,411
Transfer from Impact Fees	285,720	202,000	197,143	231,295
Transfer from Internal Loan Fund		430,258	430,258	
Increase in Obligations Under Leases	665,316			
	1,967,929	1,948,262	2,129,558	1,285,551
SALES OF FIXED ASSETS				
Surplus Land Sales	1,230	12,600	22,645	
Proceeds from Sale of Easements & Right of Ways	525	5,100	1,375	700
	1,755	17,700	24,020	700

GENERAL FUND REVENUES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
CONTRIBUTIONS & DONATIONS				
Special Events Program	3,750	2,000	2,210	
Program Activity Costs	300	500	500	
School Resource Officers - Donations		2,500	2,500	
Red White & Kaboom Celebration	22,590	20,000	23,078	20,000
LPD Explorer Program - Donations		124	124	
Lakeland Police Dept. - Donations		5,276	5,276	
Tree Trust Fund		250	25,750	
Downtown Street Furniture		1,200	1,200	
Fire Academy	7,921	1,827	1,827	
Holly Jolly Jinglebell Jog	15,559	11,178	13,793	
UHC Communications	10,000			
Gas Monitor		2,072	2,072	
Donations - LPD Trade Academy		3,500	3,500	
E-Sports at Coleman Bush		74,900		
Miscellaneous Contributions & Donations	55,213	89,922	145,083	
	<u>115,333</u>	<u>215,249</u>	<u>226,913</u>	<u>20,000</u>
REIMBURSEMENTS				
All Other Reimbursements & Recoveries	38			
Investigative Cost Reimbursement	182,638	135,000	147,651	135,000
Park Maintenance Reimbursements		5,200	5,200	
Sun'N' Fun Reimbursements	127,355	100,280	105,900	121,002
Reimbursements / Loss Recovery	242,604	285,801	371,268	
	<u>552,635</u>	<u>526,281</u>	<u>630,019</u>	<u>256,002</u>
RENTS AND ROYALTIES				
PCC Lease Of Police Vehicles	1,500	1,500	1,500	2,000
Tower Space Rental	27,852	30,762	33,746	32,316
Rental Income	4,753	7,128	7,290	7,509
Buildings-Amtrak Lease	64,221	64,020	64,016	64,016
Magnolia Building - Garden Bistro	19,688	18,173	19,082	19,700
Alltel Tower Rent	54,449	60,101	60,402	61,566
Naming Rights & Non-event Sponsorships	188,917	185,000	292,542	300,500
Non-Utility Right of Way Use Permit	4,750	2,000	3,000	3,090
Building Leases - Other	1	1	2	2
Parking Leases	1,800		1,800	1,800
Lease Revenue	513,178			
Lease Revenue clearing	(635,112)			
Interest Revenue ? Leases	206,167			
	<u>452,164</u>	<u>368,685</u>	<u>483,380</u>	<u>492,499</u>

GENERAL FUND REVENUES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
INVESTMENT INCOME				
Interest On Investments	225			
Interest on Pooled Investments	1,450,665	1,393,482	2,033,799	1,478,540
Interest From County		2,700	84,982	3,160
Market Value Restatement	(6,337,104)			
	(4,886,213)	1,396,182	2,118,781	1,481,700
TOTAL MISCELLANEOUS REVENUE	(2,082,117)	4,270,359	5,415,528	3,305,157
TRANSFERS FROM OTHER FUNDS				
Other Transfers:				
Transfer from Public Improvement Fund	5,400,000	4,100,000	4,100,000	3,850,000
Transfer from Fleet Mgmt Fund	2,856			
Transfer from Purchasing & Stores	1,632			
Transfer from WW Operations	4,812,209	4,850,236	4,850,236	4,995,743
Transfer from WW R&R	125,000	250,000	250,000	100,000
Transfer from Parking System	65,622	65,112	65,112	66,903
Transfer from Lakeland Linder International Airport	502,142	500,000	500,000	513,750
Transfer from Solid Waste Management	2,685,083	1,664,640	1,664,640	1,710,418
Transfer from Water Operations	4,818,575	4,853,074	4,853,074	4,995,743
Transfer from Water R&R	125,000	250,000	250,000	100,000
Transfer from Stormwater Utilities Fund	918			
Transfer from Facilities Maintenance Fund	6,527			
Transfer from Information Technology	8,261			
Transfer from Electric Operations	32,757,109	32,668,188	32,668,188	32,762,400
Transfer from CRA	296,853	509,575	509,575	534,929
TOTAL TRANSFERS FROM OTHER FUNDS	51,607,787	49,710,825	49,710,825	49,629,886
SUB-TOTAL	143,459,008	150,899,449	157,827,111	158,758,760
PRIOR YEAR SURPLUS	(10,259,747)	13,827,456	(5,318,625)	12,302,649
TOTAL REVENUES	133,199,260	164,726,905	152,508,486	171,061,409

**GENERAL FUND
City Commission**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	<u>327,165</u>	<u>369,672</u>	<u>350,784</u>	<u>377,028</u>
UTILITIES				
Water Service	241	250	244	250
Electric Service	3,936	3,914	4,518	4,676
Wastewater Service	267	279	269	276
Solid Waste Service	397	397	397	397
Solid Waste Service - Recycling	37	40	37	37
	<u>4,879</u>	<u>4,880</u>	<u>5,465</u>	<u>5,636</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	462	435	435	836
Intra-Departmental Charges - PC & Network Support	13,622	16,479	18,829	18,562
Intra-Departmental Charges - Telephone	5,052	5,035	5,035	6,023
Intra-Departmental Charges - Facilities	9,046	10,723	10,723	13,659
Intra-Departmental Charges - Janitorial	6,565	7,487	7,487	8,386
Intra-Departmental Charges - Training Ctr	53	50	50	54
Intra-Departmental Charges - IT Operations - Application Dev	7,106	41,877	41,877	7,748
Intra-Departmental Charges - IT Operations - Network Support	9,257	14,405	17,238	17,446
Intra-Departmental Charges - IT Operations - IT Security				5,580
	<u>51,163</u>	<u>96,491</u>	<u>101,674</u>	<u>78,294</u>
ALL OTHER O&M				
Contractual Services		11,000	11,000	11,303
Advertising		600	600	617
Printing & Photography	169	611	611	628
Postage & Mailing	545	1,561	1,561	1,604
Subscription & Membership	27,297	29,517	29,515	28,541
Travel	14,614	25,393	15,000	16,000
Training	164	831	500	500
All Other Sundry Charges	1,982	6,170	2,030	3,000
Expense Allowance	13,968	14,357	14,357	14,752
Ridge League Meeting Expenses				
Office Supplies	1,887	3,547	3,547	3,645
Equipment - Noncapital		610	610	627
	<u>60,626</u>	<u>94,197</u>	<u>79,331</u>	<u>81,217</u>

**GENERAL FUND
City Commission**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Youth Task Force		1,000		1,000
Community Engagement Taskforce	10,000	10,000	10,000	10,000
Sister Cities International		10,000	10,000	5,000
City Commission Retreat	12,192	25,125	15,000	15,000
Citizen of the Quarter		2,000		
Ridge League Meeting Expenses Project	14,800	25,888	20,934	26,322
	<u>36,992</u>	<u>74,013</u>	<u>55,934</u>	<u>57,322</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(5,036)	(5,640)	(5,640)	(5,726)
Cost Allocated - Purchasing	(5,036)	(5,640)	(5,640)	(5,726)
Cost Allocated - Solid Waste Management	(6,182)	(5,640)	(5,640)	(5,726)
Cost Allocated - Airport	(18,594)	(28,199)	(28,199)	(28,631)
Cost Allocated - Parking	(15,562)	(16,919)	(16,919)	(17,179)
Cost Allocated - Wastewater	(28,505)	(31,019)	(31,019)	(31,495)
Cost Allocated - Electric	(207,802)	(270,708)	(270,708)	(274,861)
Cost Allocated - Water	(29,048)	(31,019)	(31,019)	(31,495)
Cost Allocated - Stormwater Utility	(10,072)	(11,280)	(11,280)	(11,453)
Cost Allocated - Facilities Maintenance Fund	(5,489)	(5,640)	(5,640)	(5,726)
Cost Allocated - Information Technology	(5,036)	(5,640)	(5,640)	(5,726)
Cost Allocated - Building Inspection Fund	(5,036)	(5,640)	(5,640)	(5,726)
	<u>(341,398)</u>	<u>(422,984)</u>	<u>(422,984)</u>	<u>(429,470)</u>
GRAND TOTAL	<u>139,426</u>	<u>216,269</u>	<u>170,204</u>	<u>170,027</u>

**GENERAL FUND
City Manager**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	921,960	908,513	809,267	1,059,020
UTILITIES				
Water Service	394	360	400	410
Electric Service	5,666	5,635	6,504	6,732
Wastewater Service	385	402	387	397
Solid Waste Service	572	572	572	572
Solid Waste Service - Recycling	53	58	53	53
	<u>7,071</u>	<u>7,027</u>	<u>7,916</u>	<u>8,164</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	9,696	2,173	2,173	20,894
Intra-Departmental Charges - PC & Network Support	12,131	14,142	12,289	11,145
Intra-Departmental Charges - Telephone	2,332	4,532	4,532	5,421
Intra-Departmental Charges - Radios	481	590	590	603
Intra-Departmental Charges - Facilities	13,582	16,100	16,100	20,509
Intra-Departmental Charges - Janitorial	9,858	11,241	11,241	12,592
Intra-Departmental Charges - Training Ctr	373	350	350	376
Intra-Departmental Charges - IT Operations - GIS	1,767	5,505	5,505	6,097
Intra-Departmental Charges - IT Operations - Application Dev	23,381	25,491	25,491	14,198
Intra-Departmental Charges - IT Operations - Network Support	8,133	12,653	11,272	10,340
Intra-Departmental Charges - IT Operations - IT Security				3,863
	<u>81,732</u>	<u>92,777</u>	<u>89,543</u>	<u>106,038</u>
ALL OTHER O&M				
Contractual Services		5,175	5,175	5,317
Printing & Photography		291	291	
Postage & Mailing		105	105	108
Subscription & Membership	7,035	8,150	8,150	8,374
Telephone Communications	2,761	3,121	3,121	3,207
Travel	17,858	33,005	33,005	33,913
Training	1,579	2,081	2,081	2,138
All Other Sundry Charges	391	1,228	1,228	1,561
Software License & Maintenance	22,050	23,190	23,190	23,827
Office Supplies	2,082	2,601	2,601	2,673
	<u>53,757</u>	<u>78,947</u>	<u>78,947</u>	<u>81,118</u>

**GENERAL FUND
City Manager**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Asst City Manager Recruitment Expenses	1,155	4,499	1,845	
Targeted Economic Opportunities	250,000	600,000	600,000	250,000
Catalyst Site Evaluations		986,250	986,250	
Employee Engagement Survey		15,000	15,000	15,000
	<u>251,155</u>	<u>1,605,749</u>	<u>1,603,095</u>	<u>265,000</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(12,353)	(12,890)	(12,890)	(11,585)
Cost Allocated - Purchasing	(24,705)	(25,779)	(25,779)	(23,171)
Cost Allocated - Solid Waste Management	(25,319)	(25,779)	(25,779)	(23,171)
Cost Allocated - Airport	(18,456)	(25,779)	(25,779)	(23,171)
Cost Allocated - Parking	(25,446)	(25,779)	(25,779)	(23,171)
Cost Allocated - Wastewater	(134,552)	(141,786)	(141,786)	(127,440)
Cost Allocated - Electric	(237,103)	(283,573)	(283,573)	(254,881)
Cost Allocated - Water	(135,754)	(141,786)	(141,786)	(127,440)
Cost Allocated - Stormwater Utility	(12,353)	(12,890)	(12,890)	(11,585)
Cost Allocated - Facilities Maintenance Fund	(24,705)	(25,779)	(25,779)	(23,171)
Cost Allocated - Information Technology	(37,058)	(38,669)	(38,669)	(34,756)
Cost Allocated - Building Inspection Fund	(13,094)	(12,890)	(12,890)	(11,585)
	<u>(700,898)</u>	<u>(773,379)</u>	<u>(773,379)</u>	<u>(695,127)</u>
EMERGENCY MANAGER				
PERSONAL SERVICES		110,336		99,987
INTER-CITY SERVICES				
Rental - Fleet Management				4,085
Intra-Departmental Charges - PC & Network Support				1,848
Intra-Departmental Charges - Telephone				602
Intra-Departmental Charges - Radios				603
Intra-Departmental Charges - IT Operations - Network Support				1,342
Intra-Departmental Charges - IT Operations - IT Security				429
				<u>8,909</u>
ALL OTHER O&M				
Printing & Photography		2,060		2,117
Subscription & Membership		2,060		2,117
Telephone Communications		989	256	1,016
Travel		2,060		2,117
Training		2,060		2,117
All Other Sundry Charges		1,370	50	1,408
Repair Of Motor Equipment		1,475		1,516
Equipment - Noncapital		6,592		6,773
		<u>18,666</u>	<u>306</u>	<u>19,181</u>

**GENERAL FUND
City Manager**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
CAPITAL OUTLAY				
Equipment - Capital		5,150		5,292
		5,150		5,292
ALLOCATIONS				
Cost Allocated - Fleet Mgmt		(1,782)		(1,925)
Cost Allocated - Purchasing		(1,018)		(1,100)
Cost Allocated - Solid Waste Management		(4,201)		(4,537)
Cost Allocated - Airport		(1,337)		(1,581)
Cost Allocated - Parking		(318)		(344)
Cost Allocated - Wastewater		(6,365)		(7,012)
Cost Allocated - Electric		(26,223)		(28,322)
Cost Allocated - Water		(8,656)		(9,624)
Cost Allocated - Stormwater Utility		(764)		(1,925)
Cost Allocated - Facilities Maintenance Fund		(4,073)		(4,400)
Cost Allocated - Information Technology		(5,219)		(5,774)
Cost Allocated - Building Inspection Fund		(1,337)		(1,856)
		(61,293)		(68,400)
SUB-TOTAL		72,859	306	64,969
GRAND TOTAL	614,776	1,992,493	1,815,695	889,182

GENERAL FUND
Office of Innovation and Strategy

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	369,343	489,754	445,075	478,999
INSURANCES				
Insurance - Fire	15	244	259	414
	15	244	259	414
INTER-CITY SERVICES				
Purchasing & Stores Service	476	435	435	836
Intra-Departmental Charges - PC & Network Support	8,329	9,793	9,877	9,605
Lakeland Electric Charges	29,731	29,633	29,633	65,653
Intra-Departmental Charges - Telephone	2,332	3,525	3,525	4,216
Intra-Departmental Charges - Training Ctr	266	250	250	269
Intra-Departmental Charges - IT Operations - GIS	2,001	5,529	5,529	16,362
Intra-Departmental Charges - IT Operations - Application Dev	11,486	20,715	20,715	22,492
Intra-Departmental Charges - IT Operations - Network Support	5,820	9,167	9,282	9,394
Intra-Departmental Charges - IT Operations - IT Security				3,005
	60,441	79,047	79,246	131,832
ALL OTHER O&M				
Contractual Services	8,110	10,477	9,120	10,036
Annual Audit	665			
Printing & Photography	5,143	6,464	6,464	6,642
Subscription & Membership	174	1,621	1,621	1,342
Travel		4,162	4,162	4,276
Training	4,185	6,861	6,861	7,050
All Other Sundry Charges	83	233	233	239
Software License & Maintenance	127	13,000	13,000	14,763
Office Supplies	156	718	718	738
Equipment - Noncapital		1,081	1,081	2,315
	18,643	44,617	43,260	47,401
SPECIAL PROJECTS				
Office Renovation	5,367	1,172	1,172	
Process Improvement Events		2,831		
eCivis	17,500			
	22,867	4,003	1,172	

GENERAL FUND
Office of Innovation and Strategy

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(17,605)	(18,251)	(18,251)	(17,341)
Cost Allocated - Purchasing	(5,868)	(6,084)	(6,084)	(5,780)
Cost Allocated - Solid Waste Management	(28,881)	(32,426)	(32,426)	(30,810)
Cost Allocated - Airport	(8,900)	(12,715)	(12,715)	(12,081)
Cost Allocated - Parking	(12,264)	(12,715)	(12,715)	(12,081)
Cost Allocated - Wastewater	(30,363)	(32,426)	(32,426)	(30,810)
Cost Allocated - Electric	(105,606)	(131,711)	(131,711)	(125,147)
Cost Allocated - Water	(30,989)	(32,973)	(32,973)	(31,330)
Cost Allocated - Stormwater Utility	(11,736)	(12,167)	(12,167)	(11,561)
Cost Allocated - Facilities Maintenance Fund	(17,605)	(18,251)	(18,251)	(17,341)
Cost Allocated - Information Technology	(29,341)	(30,418)	(30,418)	(28,902)
Cost Allocated - Building Inspection Fund	(6,396)	(6,631)	(6,631)	(6,301)
	<u>(305,554)</u>	<u>(346,768)</u>	<u>(346,768)</u>	<u>(329,485)</u>
GRAND TOTAL	165,756	270,897	222,244	329,161

GENERAL FUND Information Security

	FY22	FY23	FY24
	Actual	Forecast	Proposed Budget
EXPENSES			
PERSONAL SERVICES	273,211		
INSURANCES			
Insurance - Cyber Liability	27,054		
	27,054		
INTER-CITY SERVICES			
Purchasing & Stores Service	462		
Intra-Departmental Charges - PC & Network Support	9,630	3,055	
Lakeland Electric Charges	6,860		
Intra-Departmental Charges - Telephone	1,165		
Intra-Departmental Charges - Training Ctr	160		
Intra-Departmental Charges - IT Operations - Application Dev	13,577		
Intra-Departmental Charges - IT Operations - Network Support	5,439	2,310	
	37,293	5,365	
ALL OTHER O&M			
Contractual Services	7,065		
Telephone Communications	855		
Training	7,338		
Software License & Maintenance	164,561		
Computer Software	13,723		
Office Supplies	5		
	193,547		
ALLOCATIONS			
Cost Allocated - Fleet Mgmt	(34,728)		
Cost Allocated - Purchasing	(34,728)		
Cost Allocated - Solid Waste Management	(35,596)		
Cost Allocated - Airport	(25,948)		
Cost Allocated - Parking	(35,770)		
Cost Allocated - Wastewater	(37,424)		
Cost Allocated - Electric	(154,043)		
Cost Allocated - Water	(38,572)		
Cost Allocated - Stormwater Utility	(34,728)		
Cost Allocated - Facilities Maintenance Fund	(34,728)		
Cost Allocated - Information Technology	(208,368)		
Cost Allocated - Building Inspection Fund	(4,515)		
	(679,148)		
GRAND TOTAL	(148,044)	5,365	

GENERAL FUND Communications

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	633,142	683,498	693,892	736,951
UTILITIES				
Water Service	206	266	209	214
Electric Service	4,185	4,162	4,804	4,972
Wastewater Service	284	297	286	293
Solid Waste Service	422	422	422	422
Solid Waste Service - Recycling	39	43	39	39
	<u>5,137</u>	<u>5,190</u>	<u>5,760</u>	<u>5,940</u>
INTER-CITY SERVICES				
Rental - Fleet Management	2,882	3,830	2,806	5,023
Gasoline - Fleet Management		90		120
Maintenance - Fleet Management	1,340	1,632	432	1,665
Purchasing & Stores Service	11,081	9,127	9,127	12,536
Intra-Departmental Charges - PC & Network Support	18,580	21,073	23,116	22,983
Intra-Departmental Charges - Telephone	5,052	4,028	4,028	4,818
Intra-Departmental Charges - Radios	481	590	590	603
Intra-Departmental Charges - Facilities	9,046	10,723	10,723	13,659
Intra-Departmental Charges - Janitorial	6,565	7,487	7,487	8,386
Intra-Departmental Charges - Training Ctr	373	350	350	376
Intra-Departmental Charges - IT Operations - Application Dev	114,781	133,646	133,646	144,270
Intra-Departmental Charges - IT Operations - Network Support	12,221	19,200	19,560	19,734
Intra-Departmental Charges - IT Operations - IT Security				6,868
	<u>182,402</u>	<u>211,776</u>	<u>211,865</u>	<u>241,041</u>
ALL OTHER O&M				
Contractual Services	3,315	5,125	5,125	5,200
Printing & Photography	5,058	5,000	5,000	5,000
Postage & Mailing	69	250	250	250
Subscription & Membership	4,877	3,125	3,125	3,125
Telephone Communications	1,815	3,280	3,280	3,400
Travel	1,591	5,500	5,500	5,500
Training	3,303	1,500	1,500	1,500
All Other Sundry Charges	310	300	300	300
Software License & Maintenance	252	960	960	1,000
Office Supplies	6,508	7,175	7,175	7,500
Equipment - Noncapital	9,829	14,250	10,250	10,300
Food Purchases	91	718	718	800
	<u>37,018</u>	<u>47,183</u>	<u>43,183</u>	<u>43,875</u>

GENERAL FUND Communications

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Employee Appreciation	14,157	15,000	15,000	15,000
Employee / City Manager Annual Meeting	2,373	7,788	7,788	9,000
Web Re-Design	3,571		4,000	4,000
Citizens' Academy	1,431	1,400	1,400	1,500
Red White & Kaboom Celebration	23,390	22,750	22,750	22,750
Access Lakeland Newsletter	9,932	9,000	9,000	9,000
Web & Social Media Monitoring	29,035	25,000	25,000	25,000
Mobile Production Conversion - Analog to Digital	18,992	1,625	1,625	
Canned Tuna Concerts	4,227	4,200	4,200	
	<u>107,108</u>	<u>86,763</u>	<u>90,763</u>	<u>86,250</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(19,404)	(18,960)	(18,960)	(19,526)
Cost Allocated - Solid Waste Management	(63,695)	(67,401)	(67,401)	(69,414)
Cost Allocated - Airport	(14,282)	(19,244)	(19,244)	(19,819)
Cost Allocated - Parking	(9,993)	(9,764)	(9,764)	(10,056)
Cost Allocated - Wastewater	(48,133)	(48,442)	(48,442)	(49,888)
Cost Allocated - Electric	(68,954)	(81,052)	(81,052)	(83,472)
Cost Allocated - Water	(48,586)	(48,726)	(48,726)	(50,181)
Cost Allocated - Stormwater Utility	(9,702)	(9,480)	(9,480)	(9,763)
Cost Allocated - Facilities Maintenance Fund	(9,702)	(9,480)	(9,480)	(9,763)
Cost Allocated - Information Technology	(19,404)	(18,960)	(18,960)	(19,526)
Cost Allocated - Building Inspection Fund	(9,993)	(9,764)	(9,764)	(10,056)
	<u>(321,848)</u>	<u>(341,273)</u>	<u>(341,273)</u>	<u>(351,464)</u>
GRAND TOTAL	<u>642,959</u>	<u>693,137</u>	<u>704,190</u>	<u>762,593</u>

GENERAL FUND
Legal

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	773,455	862,091	840,585	1,107,790
UTILITIES				
Water Service	422	438	428	439
Electric Service	6,899	6,861	7,919	8,196
Wastewater Service	469	489	471	483
Solid Waste Service	696	696	696	696
Solid Waste Service - Recycling	65	70	65	65
	<u>8,551</u>	<u>8,554</u>	<u>9,579</u>	<u>9,879</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	462	435	435	836
Intra-Departmental Charges - PC & Network Support	11,871	13,820	15,665	15,255
Intra-Departmental Charges - Telephone	3,885	5,035	5,035	4,818
Intra-Departmental Charges - Facilities	15,850	18,789	18,789	23,934
Intra-Departmental Charges - Janitorial	11,503	13,119	13,119	14,694
Intra-Departmental Charges - Training Ctr	320	300	300	322
Intra-Departmental Charges - IT Operations - GIS	127	156	156	3,049
Intra-Departmental Charges - IT Operations - Application Dev	15,902	16,550	16,550	14,692
Intra-Departmental Charges - IT Operations - Network Support	8,895	13,962	14,481	14,666
Intra-Departmental Charges - IT Operations - IT Security				6,010
	<u>68,815</u>	<u>82,166</u>	<u>84,530</u>	<u>98,276</u>
ALL OTHER O&M				
Contractual Services		8,661	8,661	8,899
Legal Fees	520,682	435,000	435,000	446,963
Professional Services	7,797	9,035	9,035	9,283
Repair Of Equipment		213	213	219
Printing & Photography		486	486	499
Postage & Mailing	1,141	1,635	1,635	1,680
Subscription & Membership	47,043	32,260	32,260	33,147
Telephone Communications	1,357	1,119	1,119	1,150
Travel	3,066	8,228	8,228	8,454
Training		129	129	133
Software License & Maintenance		998	998	1,025
Office Supplies	4,542	4,410	4,410	4,532
Equipment - Noncapital	241	1,217	1,217	1,250
	<u>585,868</u>	<u>503,391</u>	<u>503,391</u>	<u>517,234</u>

GENERAL FUND
Legal

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Purchasing	(23,265)	(28,622)	(28,622)	(30,150)
Cost Allocated - Solid Waste Management	(22,664)	(30,197)	(30,197)	(31,809)
Cost Allocated - Airport	(17,126)	(29,052)	(29,052)	(30,603)
Cost Allocated - Parking	(11,981)	(14,741)	(14,741)	(15,527)
Cost Allocated - Wastewater	(102,881)	(130,375)	(130,375)	(137,335)
Cost Allocated - Electric	(357,676)	(529,513)	(529,513)	(557,781)
Cost Allocated - Water	(103,586)	(130,804)	(130,804)	(137,787)
Cost Allocated - Stormwater Utility	(11,632)	(14,311)	(14,311)	(15,075)
Cost Allocated - Information Technology	(23,265)	(28,622)	(28,622)	(30,150)
Cost Allocated - Building Inspection Fund	(11,981)	(14,741)	(14,741)	(15,527)
	<u>(686,057)</u>	<u>(950,978)</u>	<u>(950,978)</u>	<u>(1,001,744)</u>
GRAND TOTAL	750,632	505,224	487,107	731,435

**GENERAL FUND
Retirement Services**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	336,204	375,509	389,532	406,249
UTILITIES				
Water Service	84	226	67	69
Electric Service	906	6,629	2,294	2,374
Wastewater Service	86	400	116	119
Solid Waste Service	345	1,447	413	413
	<u>1,420</u>	<u>8,702</u>	<u>2,890</u>	<u>2,975</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	5,079	435	435	836
Intra-Departmental Charges - PC & Network Support	6,338	7,038	9,453	9,064
Intra-Departmental Charges - Telephone	2,332	3,021	3,021	3,614
Intra-Departmental Charges - Facilities	2,043	17,800	17,800	22,673
Intra-Departmental Charges - Janitorial	1,483	12,428	12,428	13,921
Intra-Departmental Charges - Training Ctr	213	200	200	215
Intra-Departmental Charges - IT Operations - Application Dev	9,731	13,486	13,486	12,250
Intra-Departmental Charges - IT Operations - Network Support	4,446	6,698	8,331	8,502
Intra-Departmental Charges - IT Operations - IT Security				3,863
	<u>31,663</u>	<u>61,106</u>	<u>65,154</u>	<u>74,938</u>
ALL OTHER O&M				
Contractual Services	402	521	521	535
Professional Services		729	729	749
Contract Labor	9,609			
Recruitment Expenses		105	105	108
Leases	5,593	68,004	67,121	73,111
Rentals		105		108
Repair Of Equipment		105		108
Printing & Photography	99	105	105	108
Postage & Mailing	240	205	205	211
Subscription & Membership	322	192	192	197
Telephone Communications	1,410	909	909	934
Travel		3,512		3,609
Training		521		535
All Other Sundry Charges		125		128
Office Supplies	1,098	728	1,000	748
Equipment - Noncapital	319			
	<u>19,092</u>	<u>75,866</u>	<u>70,887</u>	<u>81,189</u>

**GENERAL FUND
Retirement Services**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(4,322)	(6,068)	(6,068)	(6,009)
Cost Allocated - Purchasing	(2,327)	(3,267)	(3,267)	(3,506)
Cost Allocated - Solid Waste Management	(10,071)	(14,003)	(14,003)	(16,025)
Cost Allocated - Airport	(2,607)	(5,134)	(5,134)	(5,509)
Cost Allocated - Parking	(931)	(934)	(934)	(1,002)
Cost Allocated - Wastewater	(15,106)	(20,071)	(20,071)	(23,537)
Cost Allocated - Electric	(69,307)	(95,688)	(95,688)	(95,150)
Cost Allocated - Water	(20,570)	(29,407)	(29,407)	(31,049)
Cost Allocated - Stormwater Utility	(1,662)	(2,334)	(2,334)	(5,509)
Cost Allocated - Facilities Maintenance Fund	(9,310)	(13,070)	(13,070)	(14,022)
Cost Allocated - Information Technology	(11,637)	(17,271)	(17,271)	(18,028)
Cost Allocated-General Pension Plan	(60,000)	(60,000)	(60,000)	(60,000)
Cost Allocated - Building Inspection Fund	(2,926)	(5,134)	(5,134)	(5,008)
	<u>(210,776)</u>	<u>(272,381)</u>	<u>(272,381)</u>	<u>(284,354)</u>
GRAND TOTAL	<u>177,604</u>	<u>248,802</u>	<u>256,082</u>	<u>280,997</u>

**GENERAL FUND
Internal Audit**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	<u>206,767</u>	<u>217,911</u>	<u>219,781</u>	<u>234,580</u>
UTILITIES				
Water Service	114	118	115	118
Electric Service	1,860	1,850	2,135	2,210
Wastewater Service	126	132	127	130
Solid Waste Service	188	188	188	188
Solid Waste Service - Recycling	18	19	18	18
	<u>2,305</u>	<u>2,307</u>	<u>2,583</u>	<u>2,664</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	462	435	435	836
Intra-Departmental Charges - PC & Network Support	3,572	4,324	4,660	4,598
Intra-Departmental Charges - Telephone	1,165	1,511	1,511	1,807
Intra-Departmental Charges - Facilities	4,271	5,063	5,063	6,449
Intra-Departmental Charges - Janitorial	3,100	3,535	3,535	3,960
Intra-Departmental Charges - Training Ctr	107	100	100	107
Intra-Departmental Charges - IT Operations - Application Dev	13,925	15,848	15,848	17,032
Intra-Departmental Charges - IT Operations - Network Support	2,510	3,929	4,203	4,326
Intra-Departmental Charges - IT Operations - IT Security				2,146
	<u>29,112</u>	<u>34,745</u>	<u>35,355</u>	<u>41,261</u>
ALL OTHER O&M				
Contractual Services		650		
Subscription & Membership	225	625	625	625
Telephone Communications	664	715	715	715
Travel		50	50	50
Training	1,280	953	1,603	1,600
Office Supplies	19	1,025	1,025	1,025
	<u>2,188</u>	<u>4,018</u>	<u>4,018</u>	<u>4,015</u>

**GENERAL FUND
Internal Audit**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(12,829)	(12,952)	(12,952)	(13,612)
Cost Allocated - Purchasing	(12,829)	(12,952)	(12,952)	(13,612)
Cost Allocated - Solid Waste Management	(6,041)	(5,181)	(5,181)	(5,445)
Cost Allocated - Airport	(4,000)	(5,569)	(5,569)	(5,853)
Cost Allocated - Parking	(385)	(389)	(389)	(408)
Cost Allocated - Wastewater	(8,842)	(7,771)	(7,771)	(8,167)
Cost Allocated - Electric	(91,124)	(103,618)	(103,618)	(108,898)
Cost Allocated - Water	(11,749)	(10,362)	(10,362)	(10,890)
Cost Allocated - Stormwater Utility	(2,566)	(2,590)	(2,590)	(2,722)
Cost Allocated - Facilities Maintenance Fund	(2,566)	(2,590)	(2,590)	(2,722)
Cost Allocated - Information Technology	(5,131)	(5,181)	(5,181)	(5,445)
Cost Allocated - Building Inspection Fund	(5,516)	(5,569)	(5,569)	(5,853)
	<u>(163,578)</u>	<u>(174,724)</u>	<u>(174,724)</u>	<u>(183,627)</u>
GRAND TOTAL	<u>76,795</u>	<u>84,257</u>	<u>87,013</u>	<u>98,893</u>

GENERAL FUND
Human Resources - Office of the Director

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	<u>255,370</u>	<u>401,415</u>	<u>281,684</u>	<u>300,836</u>
UTILITIES				
Water Service	305	316	309	317
Electric Service	4,974	4,947	5,710	5,910
Wastewater Service	338	353	340	349
Solid Waste Service	502	502	502	502
Solid Waste Service - Recycling	47	51	47	47
	<u>6,166</u>	<u>6,169</u>	<u>6,908</u>	<u>7,125</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	462	4,781	4,781	836
Intra-Departmental Charges - PC & Network Support	12,753	14,630	14,811	14,202
Intra-Departmental Charges - Telephone	6,217	8,056	8,056	9,035
Intra-Departmental Charges - Facilities	11,432	13,551	13,551	17,262
Intra-Departmental Charges - Janitorial	8,297	9,462	9,462	10,598
Intra-Departmental Charges - Training Ctr	160	150	150	161
Intra-Departmental Charges - IT Operations - Application Dev	41,105	45,673	45,673	86,258
Intra-Departmental Charges - IT Operations - Network Support	9,726	15,272	14,254	14,216
Intra-Departmental Charges - IT Operations - IT Security				<u>4,722</u>
	<u>90,151</u>	<u>111,575</u>	<u>110,738</u>	<u>157,290</u>
ALL OTHER O&M				
Contractual Services	3,012	4,162	4,162	4,276
Contract Labor		17,154	17,154	17,626
Rentals		285	285	293
Printing & Photography	4,972	3,041	3,041	3,125
Postage & Mailing	243	1,900	1,900	1,952
Subscription & Membership	7,819	7,142	7,142	4,256
Telephone Communications	1,094	3,209	3,209	6,380
Travel	1,613	3,698	3,698	4,827
Training	1,525	2,960	2,960	3,041
All Other Sundry Charges	7,266	5,354	4,354	4,474
Office Supplies	4,328	8,440	8,440	6,103
Equipment - Noncapital	19,450	7,119	7,119	9,884
	<u>51,323</u>	<u>64,464</u>	<u>63,464</u>	<u>66,237</u>

GENERAL FUND
Human Resources - Office of the Director

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
General Employee Pay Analysis		150,000	150,000	
		150,000	150,000	
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(6,616)	(7,144)	(7,144)	(8,273)
Cost Allocated - Purchasing	(3,859)	(3,572)	(3,572)	(4,136)
Cost Allocated - Solid Waste Management	(16,698)	(17,859)	(17,859)	(22,060)
Cost Allocated - Airport	(4,317)	(7,144)	(7,144)	(10,341)
Cost Allocated - Parking	(1,544)	(1,786)	(1,786)	(1,379)
Cost Allocated - Wastewater	(24,514)	(25,003)	(25,003)	(31,711)
Cost Allocated - Electric	(111,687)	(109,535)	(109,535)	(119,262)
Cost Allocated - Water	(33,033)	(35,718)	(35,718)	(42,052)
Cost Allocated - Stormwater Utility	(2,756)	(2,977)	(2,977)	(6,894)
Cost Allocated - Facilities Maintenance Fund	(15,988)	(17,859)	(17,859)	(19,992)
Cost Allocated - Information Technology	(18,744)	(20,836)	(20,836)	(23,439)
Cost Allocated - Building Inspection Fund	(4,851)	(8,334)	(8,334)	(6,894)
	(244,607)	(257,767)	(257,767)	(296,433)
GRAND TOTAL	158,403	475,856	355,027	235,055

GENERAL FUND
Human Resources - Employment Services

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	885,533	1,110,475	986,504	1,408,982
UTILITIES				
Water Service	359	226	67	69
Electric Service	3,872	6,629	2,294	2,374
Wastewater Service	369	400	116	119
Solid Waste Service	1,474	1,447	413	413
	<u>6,073</u>	<u>8,702</u>	<u>2,890</u>	<u>2,975</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	462	435	435	6,686
Intra-Departmental Charges - PC & Network Support	23,808	27,551	30,244	28,029
Intra-Departmental Charges - Telephone	6,995	9,063	9,063	10,239
Intra-Departmental Charges - Facilities	23,747	17,800	17,800	22,673
Intra-Departmental Charges - Janitorial	17,235	12,428	12,428	13,921
Intra-Departmental Charges - Training Ctr	639	650	650	699
Intra-Departmental Charges - IT Operations - Application Dev	9,052	10,430	10,430	11,617
Intra-Departmental Charges - IT Operations - Network Support	13,304	20,952	21,216	21,473
Intra-Departmental Charges - IT Operations - IT Security				6,868
	<u>95,242</u>	<u>99,309</u>	<u>102,266</u>	<u>122,205</u>
ALL OTHER O&M				
Contractual Services	6,552	14,828	14,828	15,236
Professional Services		208	208	214
Advertising	240	8,323	8,323	5,000
Visa/Mastercard Bank Charges		313		
Leases	5,593	68,004	67,121	73,111
Rentals	25	7,022	7,022	7,215
Printing & Photography	222	352	352	362
Postage & Mailing	22	545	545	560
Subscription & Membership	4,671	8,160	8,160	8,384
Telephone Communications	1,121	2,883	2,883	2,962
Travel	1,033	4,897	4,897	5,032
Training	4,661	5,273	5,273	5,418
All Other Sundry Charges	708	1,055	1,055	1,084
Office Supplies	5,670	8,323	8,323	8,552
Equipment - Noncapital	956	1,561	1,561	1,602
	<u>31,475</u>	<u>131,747</u>	<u>130,551</u>	<u>134,732</u>

GENERAL FUND
Human Resources - Employment Services

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Community Youth Involvement	4,769	18,000	18,000	18,495
Internship Program	88,068	108,044	120,573	168,953
JobAps Online Employment Center	38,883	39,856	41,954	45,000
Background Checks	21,653	21,663	23,624	30,000
LPD/Fire Position Testing Materials	821	5,982	5,982	5,000
	<u>154,195</u>	<u>193,545</u>	<u>210,133</u>	<u>267,448</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(17,845)	(12,001)	(12,001)	(15,128)
Cost Allocated - Purchasing	(10,982)	(8,001)	(8,001)	(6,876)
Cost Allocated - Solid Waste Management	(42,463)	(44,003)	(44,003)	(50,885)
Cost Allocated - Airport	(13,644)	(21,335)	(21,335)	(28,880)
Cost Allocated - Parking	(3,706)	(5,334)	(5,334)	(2,751)
Cost Allocated - Wastewater	(60,636)	(50,670)	(50,670)	(60,511)
Cost Allocated - Electric	(269,955)	(233,888)	(233,888)	(238,292)
Cost Allocated - Water	(84,522)	(80,006)	(80,006)	(81,140)
Cost Allocated - Stormwater Utility	(6,863)	(6,667)	(6,667)	(9,627)
Cost Allocated - Facilities Maintenance Fund	(42,553)	(40,003)	(40,003)	(42,633)
Cost Allocated - Information Technology	(45,299)	(41,336)	(41,336)	(38,507)
Cost Allocated - Building Inspection Fund	(11,942)	(26,669)	(26,669)	(15,128)
	<u>(610,410)</u>	<u>(569,913)</u>	<u>(569,913)</u>	<u>(590,358)</u>
GRAND TOTAL	562,107	973,865	862,431	1,345,984

GENERAL FUND
Human Resources - Engagement and Development

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	545,286	636,423	501,625	653,729
UTILITIES				
Water Service	507	344	1,162	1,191
Electric Service	15,464	10,109	32,316	33,447
Wastewater Service	898	609	1,859	1,905
Solid Waste Service	3,274	2,207	5,308	5,308
	20,143	13,269	40,645	41,851
INTER-CITY SERVICES				
Purchasing & Stores Service	462	435	435	836
Intra-Departmental Charges - PC & Network Support	45,117	54,700	57,913	56,021
Intra-Departmental Charges - Telephone	2,332	3,021	3,021	3,614
Intra-Departmental Charges - Facilities	15,015	27,305	27,305	34,781
Intra-Departmental Charges - Janitorial	10,898	19,064	19,064	21,354
Intra-Departmental Charges - Training Ctr	373	300	300	322
Intra-Departmental Charges - IT Operations - Application Dev	31,402	35,545	35,545	43,318
Intra-Departmental Charges - IT Operations - Network Support	31,907	50,628	50,058	50,601
Intra-Departmental Charges - IT Operations - IT Security				16,741
	137,505	190,998	193,641	227,588
ALL OTHER O&M				
Contractual Services	15,814	35,335	35,335	39,035
Tuition Refund Program	97,626	285,000	285,000	175,000
Leases	8,580	104,314		
Rentals		2,640	2,640	2,713
Subscription & Membership	1,720	2,598	2,598	2,669
Telephone Communications		53	53	54
Travel	490	4,849	4,849	4,982
Training	351	5,494	5,494	5,645
All Other Sundry Charges	31	2,275	2,275	2,338
Software License & Maintenance	20	499	499	513
Office Supplies	329	548	548	8,113
Equipment - Noncapital	366	4,550	4,550	4,675
Service Awards & Plaques	18,283	61,073	52,773	60,273
	143,609	509,228	396,614	306,010

GENERAL FUND
Human Resources - Engagement and Development

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Employee Programs	25,154	25,115	25,115	25,806
Heritage Town Center				
Succession Management	27,181	34,507	34,507	35,456
CityU Program	9,860	11,394	11,394	9,507
Leadership Development	6,443	26,407	26,407	18,112
Employee Awards & Recognition				8,500
	<u>68,639</u>	<u>97,423</u>	<u>97,423</u>	<u>97,381</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(13,350)	(17,654)	(17,654)	(14,638)
Cost Allocated - Purchasing	(7,787)	(9,506)	(9,506)	(8,539)
Cost Allocated - Solid Waste Management	(32,461)	(40,740)	(40,740)	(36,594)
Cost Allocated - Airport	(7,828)	(13,580)	(13,580)	(13,418)
Cost Allocated - Parking	(3,004)	(2,716)	(2,716)	(2,440)
Cost Allocated - Wastewater	(50,329)	(61,110)	(61,110)	(57,331)
Cost Allocated - Electric	(229,482)	(263,451)	(263,451)	(229,322)
Cost Allocated - Water	(67,635)	(84,196)	(84,196)	(75,627)
Cost Allocated - Stormwater Utility	(5,562)	(6,790)	(6,790)	(14,638)
Cost Allocated - Facilities Maintenance Fund	(31,150)	(39,382)	(39,382)	(35,374)
Cost Allocated - Information Technology	(38,937)	(50,246)	(50,246)	(45,133)
Cost Allocated - Building Inspection Fund	(10,791)	(14,938)	(14,938)	(12,198)
	<u>(498,316)</u>	<u>(604,309)</u>	<u>(604,309)</u>	<u>(545,252)</u>
GRAND TOTAL	<u>416,866</u>	<u>843,032</u>	<u>625,639</u>	<u>781,307</u>

GENERAL FUND
Human Resources - Policy and Labor Relations

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	356,039	373,356	311,948	324,018
UTILITIES				
Water Service	130	135	132	135
Electric Service	2,130	2,119	2,445	2,531
Wastewater Service	145	151	146	150
Solid Waste Service	215	215	215	215
Solid Waste Service - Recycling	20	22	20	20
	2,640	2,642	2,958	3,051
INTER-CITY SERVICES				
Purchasing & Stores Service	462	435	435	836
Intra-Departmental Charges - PC & Network Support	2,662	3,161	3,412	3,150
Intra-Departmental Charges - Telephone	388	504	504	602
Intra-Departmental Charges - Facilities	4,899	5,808	5,808	7,398
Intra-Departmental Charges - Janitorial	3,556	4,055	4,055	4,542
Intra-Departmental Charges - Training Ctr	160	150	150	161
Intra-Departmental Charges - IT Operations - Network Support	1,813	2,769	2,690	2,684
Intra-Departmental Charges - IT Operations - IT Security				859
	13,940	16,882	17,054	20,232
ALL OTHER O&M				
Subscription & Membership	1,219	1,492	592	608
Telephone Communications	2,112	1,604	1,104	1,134
Travel	1,373	1,161	1,561	1,604
Training	2,843	2,121	3,121	3,207
	7,547	6,378	6,378	6,553
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(4,879)	(4,931)	(4,931)	(4,646)
Cost Allocated - Purchasing	(2,846)	(2,466)	(2,466)	(2,323)
Cost Allocated - Solid Waste Management	(12,311)	(12,329)	(12,329)	(12,390)
Cost Allocated - Airport	(3,186)	(4,931)	(4,931)	(5,808)
Cost Allocated - Parking	(1,138)	(1,233)	(1,233)	(774)
Cost Allocated - Wastewater	(18,077)	(17,260)	(17,260)	(17,810)
Cost Allocated - Electric	(82,405)	(75,616)	(75,616)	(66,981)
Cost Allocated - Water	(24,363)	(24,657)	(24,657)	(23,618)
Cost Allocated - Stormwater Utility	(2,033)	(2,055)	(2,055)	(3,872)
Cost Allocated - Facilities Maintenance Fund	(11,791)	(12,329)	(12,329)	(11,228)
Cost Allocated - Information Technology	(13,824)	(14,383)	(14,383)	(13,164)
Cost Allocated - Building Inspection Fund	(3,578)	(5,753)	(5,753)	(3,872)
	(180,431)	(177,943)	(177,943)	(166,486)
GRAND TOTAL	199,736	221,315	160,395	187,368

GENERAL FUND Risk Management

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,162,064	1,387,776	1,305,356	1,511,019
INSURANCES				
Uninsured Loss Reimbursement			250	
			250	
UTILITIES				
Water Service	177	180	176	180
Electric Service	6,140	5,137	6,186	6,403
Wastewater Service	319	324	314	322
Solid Waste Service	2,183	2,183	2,183	2,183
Solid Waste Service - Recycling	102	102	102	102
	8,921	7,926	8,961	9,190
INTER-CITY SERVICES				
Rental - Fleet Management	10,296	11,920	11,646	9,295
Gasoline - Fleet Management	6,305	7,418	3,263	6,025
Maintenance - Fleet Management	8,493	7,728	7,554	7,892
Purchasing & Stores Service	8,311	7,823	7,823	58,503
Intra-Departmental Charges - PC & Network Support	25,226	29,405	32,818	31,345
Intra-Departmental Charges - Telephone	11,657	14,602	14,602	14,455
Intra-Departmental Charges - Radios	8,174	4,127	4,127	10,244
Intra-Departmental Charges - Facilities	11,128	13,191	13,191	16,802
Intra-Departmental Charges - Janitorial	8,076	9,210	9,210	10,316
Intra-Departmental Charges - Training Ctr	853	800	800	860
Intra-Departmental Charges - IT Operations - Application Dev	49,406	44,864	44,864	44,872
Intra-Departmental Charges - IT Operations - Network Support	17,487	27,057	28,621	29,129
Intra-Departmental Charges - IT Operations - IT Security				9,873
	165,411	178,145	178,519	249,611
ALL OTHER O&M				
Contractual Services	420	513	513	527
Professional Services	1,440	5,404	10,404	10,690
Contract Labor	92,154	99,216	99,216	45,432
Rentals		1,233	1,233	1,267
Repair Of Equipment		220	220	226
Printing & Photography	890	2,966	2,966	3,048
Postage & Mailing	468	2,507	2,507	2,576
Subscription & Membership	476	1,099	1,099	1,129
Telephone Communications	1,579	4,577	4,577	4,703
Travel	773	1,025	1,025	1,053
Training	1,209	2,050	2,050	2,106
All Other Sundry Charges		26	26	27
Software License & Maintenance		998	998	1,025

GENERAL FUND Risk Management

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Licenses & Permits	204	197	197	202
Office Supplies	6,732	8,018	8,018	8,238
Equipment - Noncapital	1,762	2,706	2,706	2,780
All Other Materials & Supplies	3,768	2,050	2,050	2,106
Uniforms	1,006	1,025	1,025	1,053
	<u>112,881</u>	<u>135,830</u>	<u>140,830</u>	<u>88,188</u>
SPECIAL PROJECTS				
Safety Program	20,149	36,750	36,750	37,761
Emergency Management	4,223	22,252	22,252	22,864
HealthStat Clinic Services	36,542	117,870	117,870	121,111
Drivers License Checks	10,065	10,414	10,500	10,500
UHC Wellness Program	18,943	367,290	367,290	367,290
Non-Departmental Environmental Clean-Up	3,923	31,602	31,602	32,471
UHC Communications	5,351	14,419	14,419	14,816
Firefighter Annual Physicals	66,280	69,720	82,536	92,447
	<u>165,475</u>	<u>670,317</u>	<u>683,219</u>	<u>699,260</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(16,452)	(15,660)	(15,660)	(16,678)
Cost Allocated - Purchasing	(11,145)	(12,624)	(12,624)	(18,068)
Cost Allocated - Solid Waste Management	(52,272)	(49,377)	(49,377)	(52,987)
Cost Allocated - Airport	(18,738)	(28,604)	(28,604)	(32,661)
Cost Allocated - Parking	(7,784)	(7,191)	(7,191)	(4,691)
Cost Allocated - Wastewater	(95,488)	(93,162)	(93,162)	(101,979)
Cost Allocated - Electric	(509,854)	(468,523)	(468,523)	(493,531)
Cost Allocated - Water	(101,517)	(97,157)	(97,157)	(107,191)
Cost Allocated - Stormwater Utility	(13,798)	(12,624)	(12,624)	(21,369)
Cost Allocated - Facilities Maintenance Fund	(47,233)	(43,944)	(43,944)	(46,733)
Cost Allocated - Information Technology	(44,226)	(42,666)	(42,666)	(46,733)
Cost Allocated - Building Inspection Fund	(14,506)	(14,861)	(14,861)	(16,331)
	<u>(933,013)</u>	<u>(886,393)</u>	<u>(886,393)</u>	<u>(958,952)</u>
GRAND TOTAL	<u>681,738</u>	<u>1,493,601</u>	<u>1,430,742</u>	<u>1,598,316</u>

GENERAL FUND
Community & Economic Development - Planning

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	2,096,012	2,581,335	2,364,773	2,821,888
INSURANCES				
Self-Insurance Services	5,270	4,336	4,336	12,417
	5,270	4,336	4,336	12,417
UTILITIES				
Water Service	837	909	849	870
Electric Service	14,317	14,238	16,434	17,009
Wastewater Service	973	1,015	978	1,002
Solid Waste Service	1,445	1,445	1,445	1,445
Solid Waste Service - Recycling	135	146	135	135
	17,707	17,753	19,841	20,461
INTER-CITY SERVICES				
Rental - Fleet Management	4,464	4,875	4,604	4,240
Gasoline - Fleet Management	593	440	340	653
Maintenance - Fleet Management	2,142	3,264	4,468	3,330
Purchasing & Stores Service	38,322	32,160	32,160	67,697
Intra-Departmental Charges - PC & Network Support	44,625	52,849	57,569	56,907
Intra-Departmental Charges - Telephone	12,046	15,105	15,105	19,274
Intra-Departmental Charges - Radios	962	1,005	1,005	1,205
Intra-Departmental Charges - Facilities	38,723	45,904	45,904	58,472
Intra-Departmental Charges - Janitorial	22,967	26,191	26,191	29,337
Intra-Departmental Charges - Training Ctr	1,438	1,350	1,350	1,451
Intra-Departmental Charges - IT Operations - GIS	48,717	77,609	77,609	92,568
Intra-Departmental Charges - IT Operations - Application Dev	175,970	138,622	138,622	178,072
Intra-Departmental Charges - IT Operations - Network Support	28,628	45,833	45,134	49,064
Intra-Departmental Charges - IT Operations - IT Security				17,599
	419,598	445,207	450,061	579,869
ALL OTHER O&M				
Advertising	10,792	18,000	20,500	21,064
Visa/Mastercard Bank Charges	6,168	2,560	3,316	4,000
Contract Labor	4,482			
Printing & Photography	3,324	8,713	8,713	8,953
Postage & Mailing	3,192	3,588	3,588	3,687
Subscription & Membership	5,354	5,125	5,125	5,266
Telephone Communications	2,853	3,178	3,178	3,265
Travel	3,119	4,100	4,100	4,213
Training	4,200	6,150	6,150	6,319
Software License & Maintenance	1,444	3,280	3,280	3,370
Leases Expense Clearing	(1,056)			

GENERAL FUND
Community & Economic Development - Planning

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Office Supplies	14,336	15,375	15,375	15,798
Equipment - Noncapital	1,664	6,086	3,586	3,685
Use Tax Allocation	(3)			
	<u>59,870</u>	<u>76,155</u>	<u>76,911</u>	<u>79,620</u>
SPECIAL PROJECTS				
Community Events		1,000	1,000	1,000
Neighborhood Clean Up Project		5,000	5,000	
Historic Preservation Board	1,567	14,770	14,770	14,770
Title Clearing Expense - Foreclosed Property	250	250	250	250
Transportation & Planning Consultant	10,799	164,601	164,601	
Annexation Referendum	131			
Infill Housing Construction Incentive	47	22,429	22,429	22,429
NAC/Summer Werx program	10,000	10,000	10,000	10,000
Neighborhood Stabilization & Revitalization		340,922	340,922	
Downtown Master Plan		45,004	45,004	45,004
Affordable Housing Strategies		1,000,000	1,000,000	1,000,000
Illegal Dumping Intervention	5,153	16,922	16,922	16,922
NLC - City Inclusive Entrepreneurship Program		15,000		
	<u>27,946</u>	<u>1,635,898</u>	<u>1,620,898</u>	<u>1,110,375</u>
ALLOCATIONS				
Cost Allocated - Electric	(120,485)	(141,367)	(141,367)	(148,048)
Cost Allocated - Building Inspection Fund	(283,879)	(384,261)	(384,261)	(292,176)
Cost Allocated - Mid-Town CRA	(57,462)	(63,407)	(63,407)	(72,676)
Cost Allocated - Downtown CRA	(57,462)	(9,939)	(9,939)	(9,126)
Cost Allocated - Dixieland CRA	(57,462)	(6,008)	(6,008)	(1,161)
	<u>(576,750)</u>	<u>(604,982)</u>	<u>(604,982)</u>	<u>(523,187)</u>
TRANSFERS TO OTHER FUNDS				
Transfer To Information Technology				6,160
				<u>6,160</u>
GRAND TOTAL	<u>2,049,652</u>	<u>4,155,702</u>	<u>3,931,838</u>	<u>4,107,603</u>

GENERAL FUND
Community & Economic Development - Code Enforcement

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	<u>751,767</u>	<u>831,166</u>	<u>746,743</u>	<u>892,082</u>
UTILITIES				
Water Service	358	325	524	537
Electric Service	2,616	2,289	2,946	3,049
Wastewater Service	302	309	313	321
Solid Waste Service	348	348	348	348
	<u>3,624</u>	<u>3,271</u>	<u>4,131</u>	<u>4,255</u>
INTER-CITY SERVICES				
Rental - Fleet Management	20,748	23,834	21,970	39,672
Gasoline - Fleet Management	21,547	25,456	17,888	22,432
Maintenance - Fleet Management	23,419	33,235	36,646	34,041
Purchasing & Stores Service	16,160	15,211	15,211	14,208
Intra-Departmental Charges - PC & Network Support	22,185	27,010	26,790	27,061
Intra-Departmental Charges - Telephone	2,720	3,525	3,525	4,216
Intra-Departmental Charges - Radios	4,808	7,076	7,076	7,231
Intra-Departmental Charges - Facilities	7,079	8,392	8,392	10,689
Intra-Departmental Charges - Janitorial	9,428	10,000	10,000	10,275
Intra-Departmental Charges - Training Ctr	746	700	700	752
Intra-Departmental Charges - IT Operations - GIS	25,317	36,496	36,496	43,236
Intra-Departmental Charges - IT Operations - Application Dev	75,640	68,796	68,796	56,131
Intra-Departmental Charges - IT Operations - Network Support	13,052	20,510	20,773	20,926
Intra-Departmental Charges - IT Operations - IT Security				6,868
	<u>242,850</u>	<u>280,241</u>	<u>274,263</u>	<u>297,738</u>
ALL OTHER O&M				
Contractual Services	28,640	60,262	52,582	35,963
Printing & Photography	324	650	650	668
Postage & Mailing	10,499	7,000	7,000	7,193
Subscription & Membership	1,347	2,000	2,000	2,055
Telephone Communications	10,368	8,500	8,500	8,734
Travel	1,288	2,000	2,000	2,055
Training	4,170	3,000	3,000	3,083
Office Supplies	5,425	5,500	5,500	5,651
Equipment - Noncapital	894	1,500	1,500	1,541
Uniforms	2,216	1,700	1,700	1,747
	<u>65,171</u>	<u>92,112</u>	<u>84,432</u>	<u>68,690</u>

GENERAL FUND
Community & Economic Development - Code Enforcement

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Lot Clearings	87,903	138,233	138,233	99,000
Demolition of Condemned Buildings	18,430	139,270	139,270	37,375
Code Enforcement Board Exp	27,975	38,600	38,600	36,575
Orangewood Land Maintenance	4,200	4,200	4,200	4,200
Neighborhood Stabilization & Revitalization	44,822	72,816	55,788	80,824
	<u>183,329</u>	<u>393,119</u>	<u>376,091</u>	<u>257,974</u>
ALLOCATIONS				
Cost Allocated - Solid Waste Management	(18,840)	(18,701)	(18,701)	(16,155)
Cost Allocated - Stormwater Utility	(57,913)	(57,487)	(57,487)	(49,658)
Cost Allocated - Building Inspection Fund	(71,809)	(74,013)	(74,013)	(75,738)
	<u>(148,562)</u>	<u>(150,201)</u>	<u>(150,201)</u>	<u>(141,551)</u>
GRAND TOTAL	<u>1,098,179</u>	<u>1,449,708</u>	<u>1,335,459</u>	<u>1,379,188</u>

GENERAL FUND
Community & Economic Development - Business Tax
Office

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	<u>182,145</u>	<u>202,633</u>	<u>141,070</u>	<u>149,520</u>
UTILITIES				
Water Service	91	94	92	94
Electric Service	1,481	1,473	1,701	1,761
Wastewater Service	101	105	101	104
Solid Waste Service	150	150	150	150
Solid Waste Service - Recycling	14	15	14	14
	<u>1,836</u>	<u>1,837</u>	<u>2,058</u>	<u>2,123</u>
INTER-CITY SERVICES				
Rental - Fleet Management	2,364	5,472	2,674	5,722
Gasoline - Fleet Management	89	112	29	99
Maintenance - Fleet Management	1,823	1,624	2,334	1,657
Purchasing & Stores Service	462	435	435	836
Intra-Departmental Charges - PC & Network Support	6,582	8,156	8,564	8,555
Intra-Departmental Charges - Telephone	1,943	2,518	2,518	3,012
Intra-Departmental Charges - Facilities	3,400	4,031	4,031	5,135
Intra-Departmental Charges - Janitorial	2,468	2,814	2,814	3,152
Intra-Departmental Charges - Training Ctr	160	150	150	161
Intra-Departmental Charges - IT Operations - GIS	127	156	156	3,049
Intra-Departmental Charges - IT Operations - Network Support	4,989	7,857	7,956	8,052
Intra-Departmental Charges - IT Operations - IT Security				2,576
	<u>24,407</u>	<u>33,325</u>	<u>31,661</u>	<u>42,006</u>
ALL OTHER O&M				
Visa/Mastercard Bank Charges	10,315	3,560	5,834	5,994
Printing & Photography	2,934	1,317	1,342	1,378
Postage & Mailing	5,981	7,294	7,294	7,494
Subscription & Membership	130	130	140	143
Telephone Communications	656	983	983	1,010
Travel	891	428	513	527
Training	360	399	592	592
Office Supplies	248	1,556	513	546
Equipment - Noncapital	454	101	513	527
Uniforms	425	195	513	527
	<u>22,395</u>	<u>15,963</u>	<u>18,237</u>	<u>18,738</u>
ALLOCATIONS				
Cost Allocated - Building Inspection Fund	(31,362)	(26,465)	(26,465)	
	<u>(31,362)</u>	<u>(26,465)</u>	<u>(26,465)</u>	
GRAND TOTAL	<u>199,421</u>	<u>227,293</u>	<u>166,561</u>	<u>212,387</u>

GENERAL FUND
Finance - Central Accounting

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	2,267,678	2,443,430	2,181,588	2,686,052
UTILITIES				
Water Service	693	718	702	720
Electric Service	11,311	11,249	12,984	13,438
Wastewater Service	769	802	773	792
Solid Waste Service	1,142	1,142	1,142	1,142
Solid Waste Service - Recycling	107	115	107	107
	<u>14,020</u>	<u>14,026</u>	<u>15,708</u>	<u>16,199</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	5,079	4,781	4,781	836
Intra-Departmental Charges - PC & Network Support	44,881	52,582	53,914	51,118
Intra-Departmental Charges - Telephone	12,823	16,616	16,616	19,876
Intra-Departmental Charges - Facilities	25,426	30,141	30,141	38,393
Intra-Departmental Charges - Janitorial	18,453	21,044	21,044	23,572
Intra-Departmental Charges - Training Ctr	1,332	1,200	1,200	1,290
Intra-Departmental Charges - IT Operations - Application Dev	343,159	426,072	426,072	340,832
Intra-Departmental Charges - IT Operations - Network Support	29,953	45,723	47,723	48,321
Intra-Departmental Charges - IT Operations - IT Security				<u>18,887</u>
	<u>481,106</u>	<u>598,159</u>	<u>601,491</u>	<u>543,125</u>
ALL OTHER O&M				
Contractual Services	3,500	5,275	5,275	5,420
Banking Service	14,523	17,097	15,561	16,028
Professional Services		550		565
Advertising		550		565
Annual Audit	41,368	45,365	43,210	36,334
Actuarial Services	4,878			
Contract Labor	15,128	11,106	7,500	
Repair Of Equipment	2,998	2,430	1,868	2,189
Printing & Photography	10,017	5,325	5,325	5,471
Postage & Mailing	31,132	22,094	25,700	26,407
Subscription & Membership	5,374	5,075	4,075	4,188
Telephone Communications	1,490	2,170	1,024	2,230
Travel		2,325	750	2,389
Training	3,625	4,520	3,750	4,644
All Other Sundry Charges		1,390		1,428
Software License & Maintenance	5,967	6,000	6,000	6,165
Office Supplies	7,234	9,430	9,500	16,162
Equipment - Noncapital	2,551	575	500	<u>3,159</u>
	<u>149,785</u>	<u>141,277</u>	<u>130,038</u>	<u>133,344</u>

GENERAL FUND
Finance - Central Accounting

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(95,562)	(94,374)	(94,374)	(115,436)
Cost Allocated - Purchasing	(72,495)	(74,849)	(74,849)	(73,751)
Cost Allocated - Solid Waste Management	(84,281)	(81,357)	(81,357)	(83,370)
Cost Allocated - Airport	(93,205)	(130,171)	(130,171)	(134,675)
Cost Allocated - Parking	(98,857)	(94,374)	(94,374)	(92,990)
Cost Allocated - Wastewater	(139,804)	(136,680)	(136,680)	(131,469)
Cost Allocated - Electric	(612,426)	(631,331)	(631,331)	(596,419)
Cost Allocated - Water	(156,675)	(149,697)	(149,697)	(144,295)
Cost Allocated - Stormwater Utility	(56,019)	(58,577)	(58,577)	(67,338)
Cost Allocated - Facilities Maintenance Fund	(82,381)	(84,611)	(84,611)	(89,784)
Cost Allocated - Information Technology	(115,334)	(117,154)	(117,154)	(125,056)
Cost Allocated - Building Inspection Fund	(128,514)	(120,408)	(120,408)	(118,643)
Cost Allocated - Mid-Town CRA				(25,280)
Cost Allocated - Downtown CRA				(3,174)
Cost Allocated - Dixieland CRA				(405)
	<u>(1,735,553)</u>	<u>(1,773,583)</u>	<u>(1,773,583)</u>	<u>(1,802,085)</u>
GRAND TOTAL	1,177,037	1,423,309	1,155,242	1,576,635

GENERAL FUND
Finance - Customer Billing

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	593,764	594,791	575,588	666,501
UTILITIES				
Water Service	256	266	260	267
Electric Service	4,185	4,162	4,804	4,972
Wastewater Service	284	297	286	293
Solid Waste Service	422	422	422	422
Solid Waste Service - Recycling	39	43	39	39
	<u>5,187</u>	<u>5,190</u>	<u>5,811</u>	<u>5,993</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	462	435	435	836
Intra-Departmental Charges - PC & Network Support	16,257	16,834	19,669	18,666
Intra-Departmental Charges - Telephone	5,440	6,546	6,546	7,830
Intra-Departmental Charges - Facilities	9,625	11,410	11,410	14,534
Intra-Departmental Charges - Janitorial	6,986	7,966	7,966	8,923
Intra-Departmental Charges - Training Ctr	533	500	500	537
Intra-Departmental Charges - IT Operations - GIS	21,211	27,527	27,527	30,486
Intra-Departmental Charges - IT Operations - Application Dev	58,595	51,539	51,539	45,015
Intra-Departmental Charges - IT Operations - Network Support	10,018	15,005	14,705	15,212
Intra-Departmental Charges - IT Operations - IT Security				6,010
	<u>129,126</u>	<u>137,762</u>	<u>140,297</u>	<u>148,049</u>
ALL OTHER O&M				
Contract Labor		20,000	3,500	
Repair Of Equipment	1,469	1,300	1,300	1,300
Printing & Photography	1,070	883	883	1,800
Postage & Mailing	8,948	9,967	9,967	9,000
Subscription & Membership	185			
Travel	(1,660)	3,000	3,000	3,000
Training	6,341	2,700	2,700	2,700
Office Supplies	1,636	1,200	1,200	2,130
Equipment - Noncapital		350	300	
	<u>17,989</u>	<u>39,400</u>	<u>22,850</u>	<u>19,930</u>

GENERAL FUND
Finance - Customer Billing

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Solid Waste Management	(160,005)	(163,749)	(163,749)	(163,882)
Cost Allocated - Parking	(25,992)	(24,562)	(24,562)	(24,582)
Cost Allocated - Wastewater	(168,226)	(163,749)	(163,749)	(163,882)
Cost Allocated - Electric	(107,960)	(122,811)	(122,811)	(122,911)
Cost Allocated - Water	(168,827)	(163,749)	(163,749)	(163,882)
Cost Allocated - Stormwater Utility	(103,968)	(98,249)	(98,249)	(98,329)
Cost Allocated - Building Inspection Fund	(4,332)	(4,094)	(4,094)	
	<u>(739,310)</u>	<u>(740,963)</u>	<u>(740,963)</u>	<u>(737,468)</u>
GRAND TOTAL	6,756	36,180	3,583	103,005

GENERAL FUND
Finance - Treasurer

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	411,860	462,095	467,485	473,729
INSURANCES				
Insurance - Position Bond	685	685	685	706
	685	685	685	706
UTILITIES				
Water Service	19	19	19	19
Electric Service	303	301	348	360
Wastewater Service	21	21	21	22
Solid Waste Service	31	31	31	31
Solid Waste Service - Recycling	3	3	3	3
	375	375	422	435
INTER-CITY SERVICES				
Purchasing & Stores Service	462	435	435	836
Intra-Departmental Charges - PC & Network Support	4,178	4,914	5,194	4,786
Intra-Departmental Charges - Telephone	2,720	2,518	2,518	3,012
Intra-Departmental Charges - Facilities	557	660	660	840
Intra-Departmental Charges - Janitorial	238	271	271	303
Intra-Departmental Charges - Training Ctr	213	200	200	215
Intra-Departmental Charges - IT Operations - Application Dev	17,134	52,958	52,958	23,173
Intra-Departmental Charges - IT Operations - Network Support	2,494	3,929	3,978	4,026
Intra-Departmental Charges - IT Operations - IT Security				1,288
	27,995	65,885	66,214	38,479
ALL OTHER O&M				
Contractual Services	89,062	119,276	110,000	110,000
Actuarial Services	10,090			
Contract Labor	25,543			
Repair Of Equipment	179	677	109	677
Printing & Photography	316	416	416	416
Postage & Mailing	906	2,081	850	2,081
Subscription & Membership		521	419	521
Telephone Communications	349	416	350	416
Training		1,040	1,040	1,040
Software License & Maintenance	57	416	100	416
Fines & Penalties	50		670	
Office Supplies	958	2,860	1,131	2,860
	127,510	127,703	115,085	118,427

GENERAL FUND
Finance - Treasurer

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(14,162)	(18,970)	(18,970)	(18,780)
Cost Allocated - Purchasing	(379)	(1,586)	(1,586)	(493)
Cost Allocated - Solid Waste Management	(34,908)	(39,063)	(39,063)	(26,969)
Cost Allocated - Airport	(2,340)	(12,823)	(12,823)	(2,463)
Cost Allocated - Parking	(2,150)	(2,247)	(2,247)	(1,355)
Cost Allocated - Wastewater	(58,248)	(72,706)	(72,706)	(58,371)
Cost Allocated - Electric	(281,887)	(295,187)	(295,187)	(382,118)
Cost Allocated - Water	(64,185)	(76,341)	(76,341)	(58,802)
Cost Allocated - Stormwater Utility	(34,140)	(35,890)	(35,890)	(20,134)
Cost Allocated - Facilities Maintenance Fund	(443)	(3,437)	(3,437)	(862)
Cost Allocated - Information Technology	(4,615)	(12,823)	(12,823)	(4,926)
Cost Allocated - Building Inspection Fund	(5,121)	(22,076)	(22,076)	(3,817)
	<u>(502,578)</u>	<u>(593,149)</u>	<u>(593,149)</u>	<u>(579,090)</u>
GRAND TOTAL	65,848	63,594	56,742	52,686

GENERAL FUND
Finance - City Clerk

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	400,527	430,335	415,343	463,472
UTILITIES				
Water Service	326	329	357	366
Electric Service	11,788	10,642	14,115	14,609
Wastewater Service	429	429	473	485
Solid Waste Service	4,815	4,909	5,625	5,625
Solid Waste Service - Recycling	116	116	116	116
	<u>17,474</u>	<u>16,425</u>	<u>20,686</u>	<u>21,201</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	1,385	435	435	1,672
Intra-Departmental Charges - PC & Network Support	11,953	13,777	14,492	14,938
Intra-Departmental Charges - Telephone	2,332	3,021	3,021	3,614
Intra-Departmental Charges - Facilities	43,243	51,263	51,263	65,299
Intra-Departmental Charges - Janitorial	49,473	56,418	56,418	63,195
Intra-Departmental Charges - Training Ctr	266	250	250	269
Intra-Departmental Charges - IT Operations - Application Dev	15,779	304,549	304,549	14,365
Intra-Departmental Charges - IT Operations - Network Support	7,633	11,936	12,197	12,378
Intra-Departmental Charges - IT Operations - IT Security				<u>4,722</u>
	<u>132,064</u>	<u>441,649</u>	<u>442,625</u>	<u>180,452</u>
ALL OTHER O&M				
Contractual Services	1,181	3,819	3,819	
Advertising	9,484	15,580	14,713	15,117
Contract Labor	2,296	5,356	5,356	
Repair Of Equipment	1,053	1,037	1,037	1,065
Postage & Mailing	408	427	427	438
Subscription & Membership	1,030	1,317	1,317	1,353
Telephone Communications	349	360	360	360
Travel	4,826	4,107	4,107	2,733
Training	220	1,076	1,076	2,591
All Other Sundry Charges	22	166	100	166
Software License & Maintenance	1,912	2,093	1,912	2,093
Office Supplies	1,759	2,135	2,135	2,193
Equipment - Noncapital	638	502	502	516
	<u>25,176</u>	<u>37,975</u>	<u>36,861</u>	<u>28,625</u>

GENERAL FUND
Finance - City Clerk

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Easy Vote Software	2,500	2,500	2,500	2,500
Boards & Committee Dinner	2,894	10,777	10,777	10,777
Election Expense	109,292	2,000	2,000	219,000
Document Shredding	603	1,045	1,045	1,073
Commission Minutes Record Compliance		12,000	12,000	
	<u>115,290</u>	<u>28,322</u>	<u>28,322</u>	<u>233,350</u>
ALLOCATIONS				
Cost Allocated - Purchasing	(20,575)	(29,458)	(29,458)	(22,081)
Cost Allocated - Solid Waste Management	(1,780)	(2,762)	(2,762)	(2,070)
Cost Allocated - Airport	(462)	(921)	(921)	(690)
Cost Allocated - Wastewater	(16,855)	(24,855)	(24,855)	(18,631)
Cost Allocated - Electric	(49,152)	(84,692)	(84,692)	(63,484)
Cost Allocated - Water	(18,167)	(26,696)	(26,696)	(20,011)
Cost Allocated - Stormwater Utility	(643)	(921)	(921)	(690)
Cost Allocated - Facilities Maintenance Fund	(6,430)	(9,206)	(9,206)	(6,900)
Cost Allocated - Information Technology	(643)	(921)	(921)	(690)
Cost Allocated - Building Inspection Fund	(643)	(921)	(921)	(690)
	<u>(115,350)</u>	<u>(181,353)</u>	<u>(181,353)</u>	<u>(135,937)</u>
GRAND TOTAL	<u>575,181</u>	<u>773,353</u>	<u>762,484</u>	<u>791,163</u>

**GENERAL FUND
Fire**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,176,383	1,202,263	1,138,006	1,229,319
ADMINISTRATION				
INTER-CITY SERVICES				
Purchasing & Stores Service	10,291	11,300	11,300	14,208
Intra-Departmental Charges - PC & Network Support	22,941	30,050	26,142	23,709
Intra-Departmental Charges - Telephone	9,326	13,091	13,091	14,455
Intra-Departmental Charges - Radios	60,163	73,115	73,115	74,724
Intra-Departmental Charges - Facilities	20,697	24,535	24,535	31,252
Intra-Departmental Charges - Janitorial	15,022	17,130	17,130	19,188
Intra-Departmental Charges - Training Ctr	9,484	9,097	9,097	9,780
Intra-Departmental Charges - IT Operations - GIS	4,060	5,861	5,861	8,681
Intra-Departmental Charges - IT Operations - Application Dev	203,923	184,883	184,883	228,539
Intra-Departmental Charges - IT Operations - Public Safety	65,892	62,916	62,916	71,272
Intra-Departmental Charges - IT Operations - Network Support	15,503	26,615	23,095	21,871
Intra-Departmental Charges - IT Operations - IT Security				7,727
	437,301	458,593	451,165	525,406
ALL OTHER O&M				
Contractual Services	1,461	1,200	1,200	822
Legal Fees	130,000			
Rentals			98	614
Printing & Photography	123	1,564	2,064	2,907
Postage & Mailing	68	162	162	166
Subscription & Membership	1,218	1,325	1,325	1,293
Telephone Communications	3,700	4,589	4,589	4,715
Travel	959	2,689	2,689	2,762
Laundry & Dry Cleaning	1,797	2,251	2,252	3,341
All Other Sundry Charges	738	30	30	765
Licenses & Permits		439	439	451
Refund Of Prior Years Revenue	10,520			
Office Supplies	1,438	3,060	3,060	3,146
Equipment - Noncapital	10,737	7,741	7,741	8,220
All Other Materials & Supplies	2,387	3,250	3,250	1,933
Uniforms	2,277	3,901	3,401	2,467
	167,424	32,201	32,300	33,602

GENERAL FUND

Fire

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
DEBT SERVICE				
Fire Station 3 Relocation		480,000	480,000	480,000
		480,000	480,000	480,000
CAPITAL EQUIPMENT				
Equipment - Capital	5,997			
	5,997			
SPECIAL PROJECTS				
Emergency Manager	901			
Fire Prevention Week	3,091	3,520	3,520	3,500
Public Education	11,988	15,909	15,909	22,608
Repeater System	39,425			
Gas Monitor		2,949	2,949	
Urban Search & Rescue Equipment Grant		12,000	12,000	
	55,405	34,378	34,378	26,108
TRANSFERS TO OTHER FUNDS				
Transfer To Public Impr Fund				1,000,000
Transfer To Public Impr Fund	135,417			
Transfer To Debt Service Fund		199,583	199,583	212,163
Transfer To Information Technology				11,792
	135,417	199,583	199,583	1,223,955
SUB-TOTAL	1,977,927	2,407,018	2,335,432	3,518,390
OPERATIONS				
PERSONAL SERVICES	17,007,971	20,347,992	18,769,817	22,429,426
UTILITIES				
Water Service	28,473	29,799	27,464	28,151
Electric Service	130,344	117,594	156,634	162,116
Wastewater Service	35,753	36,494	34,902	35,775
Solid Waste Service	19,090	19,087	19,099	19,099
Solid Waste Service - Recycling	1,020	1,020	1,020	1,020
	214,679	203,994	239,119	246,161
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	68,132	77,582	80,781	82,701
Intra-Departmental Charges - Telephone	34,583	41,791	41,791	47,582
Intra-Departmental Charges - Facilities	255,946	303,408	303,408	386,485
Intra-Departmental Charges - Janitorial	16,625	18,963	18,963	21,238
Intra-Departmental Charges - IT Operations - Network Support	39,772	61,547	62,614	64,417
Intra-Departmental Charges - IT Operations - IT Security				20,604
	415,058	503,291	507,557	623,027

**GENERAL FUND
Fire**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	6,076	11,405	7,448	7,658
Printing & Photography	332	631	631	650
Subscription & Membership	530	746	746	766
Telephone Communications	11,971	21,646	21,646	22,241
Travel	4,083	4,405	4,405	4,526
Laundry & Dry Cleaning	7,056	10,843	12,947	13,303
Training	(787)			
All Other Sundry Charges	1,001	1,007	1,007	1,034
Repair Of Motor Equipment	670			
Software License & Maintenance		18,904	2,130	
Office Supplies	441	2,250	2,250	2,311
Equipment - Noncapital	17,199	20,818	14,818	10,810
All Other Materials & Supplies	13,822	13,821	12,906	13,260
Uniforms	64,635	100,012	100,012	103,709
Chemicals	6,277	7,732	10,000	10,275
Fire Fighting Accessories	40,706	248,028	247,945	183,140
	<u>174,009</u>	<u>462,248</u>	<u>438,891</u>	<u>373,683</u>
CAPITAL EQUIPMENT				
Equipment - Capital	10,695	54,915	54,915	11,074
	<u>10,695</u>	<u>54,915</u>	<u>54,915</u>	<u>11,074</u>
SPECIAL PROJECTS				
EMS Operations	14,513	16,812	16,812	17,274
Maintenance & Replacement of Fire Hose	6,645	6,830	6,830	8,000
Urban Search and Rescue Team (USAR)	12,834	18,490	19,484	18,982
ARFF Training	45,957	34,473	20,224	46,736
Replace AED & Accessories	1,090	1,306	1,306	1,341
Special Event Sponsorship	2,009			
Special Events - Reimbursable	59,748	6,798	74,351	
Mutual Aid - Kentucky	18,969			
Hurricane Ian Recovery			34,699	
	<u>161,765</u>	<u>84,709</u>	<u>173,706</u>	<u>92,333</u>
TRANSFERS TO OTHER FUNDS				
Florida Taxable Pension Liability Reduction Note, Series 2020	191,761			
	<u>191,761</u>			
SUB-TOTAL	<u>18,175,938</u>	<u>21,657,149</u>	<u>20,184,005</u>	<u>23,775,704</u>

**GENERAL FUND
Fire**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
TRAINING				
PERSONAL SERVICES	307,402	383,247	347,046	491,605
UTILITIES				
Water Service	19,864	20,178	21,790	22,335
Electric Service	14,717	13,939	17,796	18,419
Wastewater Service	33,704	34,965	34,950	35,824
Solid Waste Service	2,019	2,183	1,091	1,091
	70,303	71,265	75,627	77,669
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	5,654	6,347	9,076	9,832
Intra-Departmental Charges - Telephone	4,663	6,042	6,042	7,228
Intra-Departmental Charges - Facilities	55,236	65,481	65,481	83,409
Intra-Departmental Charges - Janitorial	13,064	14,898	14,898	16,688
Intra-Departmental Charges - IT Operations - Network Support	3,534	5,238	7,293	8,052
Intra-Departmental Charges - IT Operations - IT Security				2,576
	82,150	98,006	102,790	127,785
ALL OTHER O&M				
Contractual Services	507	2,428	1,653	1,698
Subscription & Membership	17,811	15,234	15,535	16,763
Telephone Communications	608	1,708	1,708	1,757
Laundry & Dry Cleaning		68	68	591
Training	22,630	31,968	33,224	34,137
All Other Sundry Charges	128	130	130	133
Intra-Departmental Charges - WW Lift Station Maintenance	476			
Office Supplies	384	550	550	566
Equipment - Noncapital	3,112	2,482	1,880	8,905
All Other Materials & Supplies	1,323	3,793	3,792	1,100
Uniforms		650	650	667
Fire Fighting Accessories	261		10,828	4,500
	47,240	59,011	70,018	70,817
SPECIAL PROJECTS				
Paramedics Training	23,021	83,461	80,379	82,449
City University	3,761	3,965	3,965	4,074
Fire Academy	3,318	1,827	1,827	1,827
	30,101	89,253	86,171	88,350
SUB-TOTAL	537,196	700,782	681,652	856,226

**GENERAL FUND
Fire**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
FIRE SAFETY MANAGEMENT				
PERSONAL SERVICES	839,501	898,999	902,581	904,726
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	11,446	13,359	15,367	14,021
Intra-Departmental Charges - Telephone	777	504	504	602
Intra-Departmental Charges - Facilities	20,697	24,535	24,535	31,252
Intra-Departmental Charges - Janitorial	15,022	17,130	17,130	19,188
Intra-Departmental Charges - IT Operations - Network Support	7,414	11,786	11,934	12,078
Intra-Departmental Charges - IT Operations - IT Security				3,863
	55,355	67,314	69,470	81,004
ALL OTHER O&M				
Contractual Services	129	1,123	1,123	1,150
Printing & Photography	71	345	345	354
Subscription & Membership	1,796	2,628	2,628	1,773
Telephone Communications	6,496	7,115	7,115	7,310
Travel	2,074	1,546	1,546	1,590
Laundry & Dry Cleaning	32	1,152	1,652	4,141
Office Supplies	1,523	856	1,556	1,598
Equipment - Noncapital	2,195	3,935	1,735	1,782
All Other Materials & Supplies	2,458	1,238	1,238	2,198
Uniforms	1,379	5,139	6,139	6,139
	18,151	25,077	25,077	28,035
SPECIAL PROJECTS				
Fire Safety Management	390	551	551	564
	390	551	551	564
SUB-TOTAL	913,397	991,941	997,679	1,014,329

**GENERAL FUND
Fire**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
	MAINTENANCE			
PERSONAL SERVICES	316,688	328,255	330,763	337,401
INTER-CITY SERVICES				
Gasoline - Fleet Management	277			
Intra-Departmental Charges - PC & Network Support	1,442	1,492	4,049	4,614
Intra-Departmental Charges - IT Operations - Network Support	970	1,310	3,315	4,026
Intra-Departmental Charges - IT Operations - IT Security				1,288
	2,688	2,802	7,364	9,928
ALL OTHER O&M				
Contractual Services	(4)	1,449	3,449	3,543
Maintenance Of Facilities	1,207			
Repair Of Equipment	69,235	82,661	82,661	79,712
Laundry & Dry Cleaning	2,076	2,000	2,000	2,055
Repair Of Motor Equipment	140,435	163,258	163,258	156,445
Software License & Maintenance	631	912	912	937
Auto/Heavy Equipment Fuel	215,922	199,970	199,970	205,469
Office Supplies	182	280	280	287
Equipment - Noncapital	4,391	4,141	4,141	4,254
All Other Materials & Supplies	883	2,958	958	984
Uniforms	300	802	802	975
Tools & Implements	2,250	4,145	4,145	4,259
License Tags	156	540	540	555
Use Tax Allocation	(4)			
	437,660	463,116	463,116	459,475
SUB-TOTAL	757,036	794,173	801,243	806,804
GRAND TOTAL	22,361,494	26,551,063	25,000,011	29,971,453

**GENERAL FUND
Police**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	31,019,771	36,695,692	33,259,144	37,677,640
INSURANCE				
Uninsured Loss Reimbursement		250	250	
		250	250	
UTILITIES				
Water Service	12,433	13,810	10,539	10,802
Stormwater Service	1,237	1,299	1,298	1,298
Electric Service	229,764	214,202	245,598	254,194
Wastewater Service	10,248	10,456	10,444	10,705
Solid Waste Service	11,683	11,683	11,683	11,683
	265,364	251,450	279,562	288,682
INTER-CITY SERVICES				
Rental - Fleet Management	1,629,475	1,902,667	1,740,289	2,364,526
Gasoline - Fleet Management	959,922	1,026,491	909,276	1,029,622
Maintenance - Fleet Management	1,050,359	1,497,486	1,129,550	1,285,081
Purchasing & Stores Service	29,088	27,380	27,380	30,088
Intra-Departmental Charges - PC & Network Support	758,127	863,001	980,218	906,749
Intra-Departmental Charges - Telephone	122,791	126,885	126,885	149,974
Intra-Departmental Charges - Radios	313,013	383,853	383,853	404,958
Intra-Departmental Charges - Facilities	302,594	358,709	358,709	456,926
Intra-Departmental Charges - Janitorial	253,397	288,971	288,971	323,683
Intra-Departmental Charges - Training Ctr	19,821	18,641	18,641	20,042
Intra-Departmental Charges - IT Operations - GIS	21,743	59,115	59,115	66,411
Intra-Departmental Charges - IT Operations - Application Dev	544,107	456,355	456,355	501,928
Intra-Departmental Charges - IT Operations - Public Safety	1,251,947	1,162,112	1,162,112	1,354,161
Intra-Departmental Charges - IT Operations - Network Support	426,347	671,755	686,623	697,319
Intra-Departmental Charges - IT Operations - IT Security				225,785
	7,682,731	8,843,421	8,327,977	9,817,253
ALL OTHER O&M				
Contractual Services	160,227	208,646	192,400	247,720
Legal Fees	137,089	170,000	155,000	170,000
Professional Services	13,613	17,129	12,100	15,350
Advertising	441	500	400	500
Visa/Mastercard Bank Charges	352	500	307	500
Contract Labor	21,151	38,250	5,000	7,000
Rentals	258,593	204,048	190,750	230,083
Maintenance Of Facilities		400	150	400
Repair Of Equipment	25,321	38,416	29,900	36,265

**GENERAL FUND
Police**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Printing & Photography	13,303	23,000	16,500	18,000
Postage & Mailing	8,267	10,545	8,500	10,545
Subscription & Membership	27,831	36,891	29,492	41,602
Telephone Communications	77,145	190,390	169,340	192,320
Laundry & Dry Cleaning	106,749	123,000	110,000	128,000
Training		1,550	700	1,550
All Other Sundry Charges	6,452	10,800	11,300	11,500
Software License & Maintenance				50,000
Confidential Informants	25,000	23,000	30,000	35,000
Cloud Subscriptions		17,835		
Leases Expense Clearing	(2,444)			
Office Supplies	67,544	78,801	76,850	84,100
Equipment - Noncapital	107,438	195,530	135,900	142,200
All Other Materials & Supplies	42,294	56,658	51,850	61,140
Uniforms	145,344	153,300	156,000	166,300
License Tags	1,806	1,500	1,500	1,500
Use Tax Allocation	(93)	(40)	(40)	(67,540)
Food & Supplies for Animals	14,328	14,000	12,500	14,000
Training - Ammunition	14,377	22,944	22,943	22,000
	<u>1,272,127</u>	<u>1,637,593</u>	<u>1,419,342</u>	<u>1,620,035</u>
SPECIAL PROJECTS				
Florida Southern College - SRO	548,300	569,145	730,690	739,936
Polk County School Board - SRO	1,246,417	1,381,245	1,229,926	
Crime Watch	40,633	45,000	39,622	51,775
Special Overtime	88,804	90,000	90,000	99,000
Emergency Preparedness	1,259	2,500	3,678	3,500
Recruitment	39,331	40,580	38,570	42,000
Victim Assistance Program	25,000	25,000	25,000	25,000
Training Center	63,915	141,855	101,400	173,460
Police Educations	31,944	28,000	28,000	28,000
Canine Training - Donations	12,807	93,913	87,413	
Investigative Costs Reimbursement	184,878	180,111	169,311	135,000
Do the Right Thing - Donations		4,537	4,537	
School Resource Officers - Donations		6,716	4,216	
Polk Community College IPS Coordinator	121,064	130,881	132,535	135,378
Red Light Cameras	930,999	967,580	944,594	974,150
LPD Explorer Program - Donations	13,790	5,972	5,160	
COPS For Christmas - Donations	8,265	13,073	13,073	
Lakeland Police Dept. - Donations	2,120	7,569	2,293	
SWAT Medic Program	4,054	7,000	4,260	6,000
AED Units for LPD Patrol Cars	6,642	35,000	35,000	10,000
Special Event Sponsorship	17,873	27,300	27,435	29,500

**GENERAL FUND
Police**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
FOAG Victim Assistance (VOCA)	166,040	201,569	204,367	203,896
FDLE-Byrne Grant		25,000	20,458	25,000
DOJ-Justice Assistance Grant	110,220	122,049	114,827	134,006
Community Policing Innovation	203,133	454,837	399,473	427,463
New Beginnings - SRO	109,813	117,823	118,269	121,080
Ballistic Vest Replacements	35,923	84,418	25,000	67,000
Lakeland Christian - SRO	91,342	96,934	94,494	102,081
Accommodations for Programs and Services		10,000	10,000	10,000
Magnolia Montessori Academy - SRO	89,451	95,290	85,742	88,692
BJA-Coronavirus Emergency Supplemental Funding Program	708			
LPD New Technology and Equipment Replacement		95,143	6,000	38,000
FDOT HVE Florida Bicycle Pedestrian Initiative	3,710			
Body Worn Camera System		1,151,334	1,087,683	1,071,154
Digital Evidence Management System	30,573	12,267	12,267	
Hurricane Ian Mission 04144 - send 911 dispatchers to help Hardee Coun			3,619	
Donations - LPD Trade Academy		3,500		
Investigative Costs Reimbursement	24,643			
FDLE-Byrne Grant	23,968			
LPD New Technology and Equipment Replacement	55,227	15,000	15,000	15,000
	<u>4,332,847</u>	<u>6,288,141</u>	<u>5,913,912</u>	<u>4,756,071</u>
TRANSFERS TO OTHER FUNDS				
Transfer To Debt Service Fund	1,142,895	1,165,471	1,165,471	1,187,079
Transfer To Fleet Mgmt Reserve	58,593	73,572	73,572	
Transfer To Information Technology				63,855
	<u>1,201,488</u>	<u>1,239,043</u>	<u>1,239,043</u>	<u>1,250,934</u>
SUB-TOTAL	<u>45,774,328</u>	<u>54,955,590</u>	<u>50,439,230</u>	<u>55,410,615</u>

**GENERAL FUND
Police**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
LAW ENFORCEMENT TRUST FUND				
ALL OTHER O&M				
All Other Administrative	32,080	139,625	84,176	
Equipment - Noncapital		24,186	23,010	
	<u>32,080</u>	<u>163,811</u>	<u>107,186</u>	
CAPITAL OUTLAY				
Equipment - Capital		184,133	184,133	
		<u>184,133</u>	<u>184,133</u>	
SUB-TOTAL	<u>32,080</u>	<u>347,944</u>	<u>291,319</u>	
FEDERALLY FORFEITED PROPERTY				
ALL OTHER O&M				
Training	26,147			
All Other Administrative		817,587	1,107,587	
Computer Software		10,000	10,000	
Equipment - Noncapital	4,208	193,550	187,842	
	<u>30,355</u>	<u>1,021,137</u>	<u>1,305,429</u>	
CAPITAL OUTLAY				
Equipment - Capital	32,860	222,541	222,541	
	<u>32,860</u>	<u>222,541</u>	<u>222,541</u>	
SPECIAL PROJECTS				
Fed Law Enforcement Trust - Treasury Funds	4,718			
	<u>4,718</u>			
TRANSFERS TO OTHER FUNDS				
Transfer To Fleet Mgmt Reserve		290,000	290,000	
		<u>290,000</u>	<u>290,000</u>	
SUB-TOTAL	<u>67,933</u>	<u>1,533,678</u>	<u>1,817,970</u>	
GRAND TOTAL	<u>45,874,341</u>	<u>56,837,212</u>	<u>52,548,519</u>	<u>55,410,615</u>

GENERAL FUND
Public Works - Director

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	794,635	844,029	809,370	776,234
UTILITIES				
Water Service	267	277	270	277
Electric Service	4,358	4,334	5,002	5,177
Wastewater Service	296	309	298	305
Solid Waste Service	440	440	440	440
Solid Waste Service - Recycling	41	44	41	41
	<u>5,402</u>	<u>5,404</u>	<u>6,051</u>	<u>6,240</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	56,329	36,941	36,941	836
Intra-Departmental Charges - PC & Network Support	13,990	16,523	17,524	17,125
Intra-Departmental Charges - Telephone	2,720	4,532	4,532	5,421
Intra-Departmental Charges - Radios	2,885	3,538	3,538	4,821
Intra-Departmental Charges - Facilities	10,011	11,868	11,868	15,117
Intra-Departmental Charges - Janitorial	7,266	8,286	8,286	9,281
Intra-Departmental Charges - Training Ctr	480	450	450	484
Intra-Departmental Charges - IT Operations - GIS	14,354	16,372	16,372	20,375
Intra-Departmental Charges - IT Operations - Application Dev	49,210	42,469	42,469	40,293
Intra-Departmental Charges - IT Operations - Network Support	9,558	15,005	15,149	15,362
Intra-Departmental Charges - IT Operations - IT Security				6,439
	<u>166,802</u>	<u>155,984</u>	<u>157,129</u>	<u>135,554</u>
ALL OTHER O&M				
Contractual Services		9,945	8,445	
Repair Of Equipment	691	1,800	1,800	1,800
Printing & Photography		150	150	150
Postage & Mailing	155	450	450	450
Subscription & Membership	690	3,100	3,600	3,400
Telephone Communications	2,991	3,500	3,500	4,400
Travel	8,101	9,000	9,000	7,500
Training	3,615	8,572	8,572	7,500
All Other Sundry Charges	6	1,900	1,900	1,900
Software License & Maintenance		960	960	1,250
Office Supplies	2,334	2,800	2,800	4,350
Equipment - Noncapital	4,456	2,500	3,500	4,500
Uniforms	207	375	375	400
	<u>23,247</u>	<u>45,052</u>	<u>45,052</u>	<u>37,600</u>
SPECIAL PROJECTS				
Limited English Proficiency		1,200	1,200	
		<u>1,200</u>	<u>1,200</u>	

GENERAL FUND
Public Works - Director

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(110,715)	(108,394)	(108,394)	(96,354)
Cost Allocated - Purchasing	(6,616)	(6,856)	(6,856)	(7,140)
Cost Allocated - Solid Waste Management	(149,836)	(158,680)	(158,680)	(140,536)
Cost Allocated - Airport	(4,798)	(6,856)	(6,856)	(7,140)
Cost Allocated - Parking	(24,462)	(24,263)	(24,263)	(22,434)
Cost Allocated - Wastewater	(6,422)	(6,856)	(6,856)	(7,140)
Cost Allocated - Electric	(5,496)	(6,856)	(6,856)	(7,140)
Cost Allocated - Water	(6,447)	(6,856)	(6,856)	(7,140)
Cost Allocated - Stormwater Utility	(65,110)	(63,911)	(63,911)	(57,270)
Cost Allocated - Facilities Maintenance Fund	(65,110)	(63,911)	(63,911)	(57,270)
Cost Allocated - Information Technology	(6,616)	(6,856)	(6,856)	(7,140)
Cost Allocated - Building Inspection Fund	(6,616)	(6,856)	(6,856)	(7,140)
	<u>(458,244)</u>	<u>(467,151)</u>	<u>(467,151)</u>	<u>(423,844)</u>
TRANSFERS TO OTHER FUNDS				
Transfer To Transportation Fund				1,000,000
				<u>1,000,000</u>
GRAND TOTAL	<u>531,842</u>	<u>584,518</u>	<u>551,651</u>	<u>1,531,784</u>

GENERAL FUND
Public Works - Traffic

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	989,749	1,243,775	906,848	1,486,091
UTILITIES				
Water Service	1,113	1,114	1,164	1,193
Electric Service	17,521	16,041	19,480	20,162
Wastewater Service	462	464	439	450
Solid Waste Service	1,637	1,637	1,637	1,637
Solid Waste Service - Recycling	102	102	102	102
	<u>20,834</u>	<u>19,358</u>	<u>22,822</u>	<u>23,544</u>
INTER-CITY SERVICES				
Rental - Fleet Management	60,427	60,944	62,859	85,372
Gasoline - Fleet Management	29,134	30,696	24,632	30,563
Maintenance - Fleet Management	38,936	46,858	69,251	51,220
Purchasing & Stores Service	462	24,337	24,337	19,222
Intra-Departmental Charges - PC & Network Support	31,610	36,733	38,376	37,907
Intra-Departmental Charges - Telephone	5,829	7,049	7,049	8,432
Intra-Departmental Charges - Radios	6,732	8,255	8,255	8,437
Intra-Departmental Charges - Facilities	27,844	33,008	33,008	42,046
Intra-Departmental Charges - Janitorial	17,928	20,446	20,446	22,902
Intra-Departmental Charges - Training Ctr	1,012	950	950	1,021
Intra-Departmental Charges - IT Operations - GIS	9,768	14,730	14,730	18,438
Intra-Departmental Charges - IT Operations - Application Dev	43,492	89,936	89,936	38,567
Intra-Departmental Charges - IT Operations - Network Support	19,843	30,986	31,381	31,663
Intra-Departmental Charges - IT Operations - IT Security				10,302
	<u>293,018</u>	<u>404,928</u>	<u>425,210</u>	<u>406,092</u>
ALL OTHER O&M				
Contractual Services	14,063	45,000	41,500	35,000
Rentals	493		7,500	7,500
Repair Of Equipment	6,521	6,718	7,110	8,000
Printing & Photography	46		100	100
Postage & Mailing	271	145	750	750
Subscription & Membership	1,995	2,266	2,500	2,500
Telephone Communications	5,543	5,569	5,569	5,719
Travel	583	2,000	2,000	2,000
Training	3,890	4,353	5,500	7,500
All Other Sundry Charges		50	50	50
Software License & Maintenance	456		750	770
Auto/Heavy Equipment Fuel		444	390	300
Office Supplies	1,164	1,559	3,000	3,000
Equipment - Noncapital	500	1,080	360	3,000
All Other Materials & Supplies	84,920	130,614	117,664	88,000
Uniforms	4,843	7,413	6,145	7,000

Fiscal Year 2024 Annual Budget

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**GENERAL FUND
Public Works - Traffic**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Tools & Implements	2,235	2,555	2,000	2,300
Use Tax Allocation	(27)			
	<u>127,496</u>	<u>209,766</u>	<u>202,888</u>	<u>173,489</u>
SPECIAL PROJECTS				
ITS Maintenance	46,313	160,970	160,970	160,970
Sign Fabrication	48,040	60,134	36,439	77,000
Special Event Sponsorship	17,912	29,400	29,400	29,400
Wayfinding Signs	4,314	20,686	40,686	
	<u>116,579</u>	<u>271,190</u>	<u>267,495</u>	<u>267,370</u>
GRAND TOTAL	<u>1,547,675</u>	<u>2,149,017</u>	<u>1,825,263</u>	<u>2,356,586</u>

GENERAL FUND
Public Works - Engineering

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,172,434	1,264,455	1,194,718	1,570,977
UTILITIES				
Water Service	462	479	468	480
Electric Service	7,537	7,495	8,652	8,955
Wastewater Service	512	534	515	528
Solid Waste Service	761	761	761	761
Solid Waste Service - Recycling	71	77	71	71
	9,342	9,346	10,467	10,795
INTER-CITY SERVICES				
Rental - Fleet Management	27,363	27,701	29,670	51,308
Gasoline - Fleet Management	10,935	11,779	7,070	7,961
Maintenance - Fleet Management	22,769	12,656	26,883	12,603
Purchasing & Stores Service	14,313	10,865	10,865	3,343
Intra-Departmental Charges - PC & Network Support	20,996	24,209	25,415	22,726
Intra-Departmental Charges - Telephone	4,275	5,539	5,539	6,625
Intra-Departmental Charges - Radios	3,365	4,127	4,127	4,218
Intra-Departmental Charges - Facilities	17,319	20,531	20,531	26,152
Intra-Departmental Charges - Janitorial	12,570	14,335	14,335	16,057
Intra-Departmental Charges - Training Ctr	906	850	850	914
Intra-Departmental Charges - IT Operations - GIS	26,940	40,712	40,712	48,931
Intra-Departmental Charges - IT Operations - Application Dev	52,603	57,885	57,885	51,443
Intra-Departmental Charges - IT Operations - Network Support	12,414	19,793	18,714	18,789
Intra-Departmental Charges - IT Operations - IT Security				6,010
	226,768	250,982	262,596	277,080
ALL OTHER O&M				
Contractual Services		2,200		
Contract Labor	4,261	42,047	24,747	
Repair Of Equipment	1,242	1,500	1,500	1,500
Printing & Photography	41	100	100	100
Postage & Mailing	53	250	250	250
Subscription & Membership	2,201	3,000	3,000	3,000
Telephone Communications	7,542	7,850	7,850	8,000
Travel	3,082	3,500	3,500	3,500
Training	4,752	7,200	7,200	8,000
All Other Sundry Charges	2,023	1,800	1,800	750
Software License & Maintenance	10,505	10,608	11,500	11,500
Refund Of Prior Years Revenue	45			
Office Supplies	3,305	4,000	4,000	4,250
Equipment - Noncapital	1,626	1,287	2,500	3,250
All Other Materials & Supplies	1,450			
Uniforms	4,018	4,750	4,750	5,000

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GENERAL FUND
Public Works - Engineering

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Tools & Implements	1,982	3,000	3,000	3,250
	<u>48,129</u>	<u>93,092</u>	<u>75,697</u>	<u>52,350</u>
CAPITAL OUTLAY				
Equipment - Capital			4,500	4,500
			<u>4,500</u>	<u>4,500</u>
SPECIAL PROJECTS				
Office Renovation		6,605		
Other Projects - City Departments				
FDOT County Line Rd @ US 92	259			
FDOT-Tenoroc Trail - Segment 1	2,143	53,487	53,487	
	<u>2,402</u>	<u>60,092</u>	<u>53,487</u>	
ALLOCATIONS				
Cost Allocated - Stormwater Utility	(39,635)	(39,635)	(39,635)	(42,050)
Cost Allocated - Building Inspection Fund	(11,598)	(17,471)	(17,471)	(19,305)
	<u>(51,233)</u>	<u>(57,106)</u>	<u>(57,106)</u>	<u>(61,355)</u>
GRAND TOTAL	<u>1,407,843</u>	<u>1,620,861</u>	<u>1,544,359</u>	<u>1,854,347</u>

GENERAL FUND
Public Works - Construction & Maintenance

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,184,090	1,786,976	1,179,622	2,567,785
UTILITIES				
Water Service	23,372	24,499	18,739	19,207
Electric Service	31,938	29,640	35,396	36,635
Wastewater Service	19,653	19,320	19,626	20,117
Solid Waste Service	15,053	15,217	63,351	63,351
Solid Waste Service - Recycling	102	102	102	102
	<u>90,118</u>	<u>88,778</u>	<u>137,214</u>	<u>139,412</u>
INTER-CITY SERVICES				
Rental - Fleet Management	123,339	(418,532)	217,363	514,734
Gasoline - Fleet Management	94,221	367,242	123,477	144,485
Maintenance - Fleet Management	87,173	414,792	209,324	421,348
Fleet Mgmt Charges Recoveries				(256,800)
Purchasing & Stores Service	42,478	36,072	36,072	199,747
Intra-Departmental Charges - PC & Network Support	29,417	35,229	32,670	31,763
Intra-Departmental Charges - Telephone	7,772	9,063	9,063	9,035
Intra-Departmental Charges - Radios	22,598	27,713	27,713	28,323
Intra-Departmental Charges - Facilities	133,994	158,843	158,843	202,336
Intra-Departmental Charges - Janitorial	24,468	27,903	27,903	31,255
Intra-Departmental Charges - Training Ctr	3,836	3,599	3,599	3,869
Intra-Departmental Charges - IT Operations - GIS	50,079	58,750	58,750	67,924
Intra-Departmental Charges - IT Operations - Application Dev	116,671	85,966	85,966	92,068
Intra-Departmental Charges - IT Operations - Network Support	20,093	32,153	28,397	28,432
Intra-Departmental Charges - IT Operations - IT Security				9,444
	<u>756,140</u>	<u>838,793</u>	<u>1,019,140</u>	<u>1,527,963</u>
ALL OTHER O&M				
Contractual Services	23,750	28,510	10,510	10,799
Contract Labor	11,429	10,527	10,527	541
Leases	(64,457)	358,625	370,753	171,341
Rentals	115	11,530	3,430	3,522
Repair Of Equipment	5,711	16,750	10,250	10,530
Printing & Photography	54	493	493	200
Postage & Mailing	9	422	422	100
Subscription & Membership	1,170	1,538	1,538	1,580
Telephone Communications	8,548	7,777	12,777	13,128
Travel	3,128	5,413	6,413	6,589
Training	7,878	7,425	17,425	17,904
All Other Sundry Charges		148	148	100
Software License & Maintenance		63	2,563	250

GENERAL FUND
Public Works - Construction & Maintenance

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Auto/Heavy Equipment Fuel		1,743	1,743	
Office Supplies	4,326	9,151	6,651	13,100
Equipment - Noncapital	13,252	13,405	13,405	10,505
All Other Materials & Supplies	7,548	30,443	30,443	31,200
Uniforms	23,704	35,875	35,875	36,862
Construction Material	(127,467)	500	41,000	42,000
Chemicals	11,103	5,751	4,751	8,500
Tools & Implements	9,492	17,558	10,558	13,850
Personal Safety Equipment	23,760	34,375	15,375	15,800
Parts For Equipment	7,360	20,488	26,988	23,100
Use Tax Allocation	(11)			
Recoveries-From Outside City	(6,115)		(76,940)	
	(35,713)	618,510	557,098	431,501
DEBT SERVICE				
Interest Expense - Leasing2	16,815			
Principal Payment - Leasing2	166,063			
	182,878			
CAPITAL OUTLAY				
Equipment - Capital		5,528	5,528	6,000
		5,528	5,528	6,000
SPECIAL PROJECTS				
Other Projects - City Departments	(20,604)		113,331	
Cleaning & Painting Downtown Streetscape	10,954	52,526	52,526	25,000
	(9,649)	52,526	165,857	25,000
GRAND TOTAL	2,167,864	3,391,111	3,064,459	4,697,661

GENERAL FUND
Parks, Recreation & Cultural Arts - Director

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	432,242	460,817	433,965	531,759
UTILITIES				
Water Service	151	157	153	157
Electric Service	2,465	2,452	2,830	2,929
Wastewater Service	168	175	168	172
Solid Waste Service	249	249	249	249
Solid Waste Service - Recycling	23	25	23	23
	<u>3,056</u>	<u>3,058</u>	<u>3,423</u>	<u>3,530</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	27,241	435	435	9,193
Intra-Departmental Charges - PC & Network Support	7,832	9,865	8,635	8,374
Intra-Departmental Charges - Telephone	3,108	4,028	4,028	4,216
Intra-Departmental Charges - Radios		43,043	43,043	51,825
Intra-Departmental Charges - Facilities	5,668	6,719	6,719	8,559
Intra-Departmental Charges - Janitorial	4,114	4,692	4,692	5,255
Intra-Departmental Charges - Training Ctr	160	150	150	161
Intra-Departmental Charges - IT Operations - Application Dev	25,703	37,266	37,266	30,071
Intra-Departmental Charges - IT Operations - Network Support	7,681	12,192	11,047	10,688
Intra-Departmental Charges - IT Operations - IT Security				4,293
	<u>81,508</u>	<u>118,390</u>	<u>116,015</u>	<u>132,635</u>
ALL OTHER O&M				
Contractual Services		2,350	2,350	2,350
Rentals	23	1,000	1,000	500
Repair Of Equipment	384	934	934	934
Printing & Photography	986	1,600	1,600	1,600
Postage & Mailing		300	300	300
Subscription & Membership	1,536	6,313	6,313	2,500
Telephone Communications	3,043	4,600	4,600	4,600
Travel	2,737	6,700	6,700	4,000
Training	1,771	5,700	5,700	4,000
Software License & Maintenance		50,000		
Refund Of Prior Years Revenue	2			
Office Supplies	1,532	1,624	1,624	1,624
Equipment - Noncapital	<u>2,508</u>	<u>2,057</u>	<u>2,057</u>	<u>2,500</u>
	<u>14,522</u>	<u>83,178</u>	<u>33,178</u>	<u>24,908</u>
CAPITAL OUTLAY				
Equipment - Capital		<u>4,900</u>	<u>4,900</u>	<u>2,000</u>
		<u>4,900</u>	<u>4,900</u>	<u>2,000</u>

GENERAL FUND
Parks, Recreation & Cultural Arts - Director

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Sculpture Competition	11,512	26,635	26,634	25,000
Volunteers in Public Service	500	1,007	1,007	1,000
Downtown Wayfinding	4,382	10,955	10,955	7,500
Downtown Street Furniture	11,698	4,018	4,018	9,093
Sculpture Damage Repairs		15,000		
	28,092	57,615	42,614	42,593
GRAND TOTAL	559,420	727,958	634,095	737,425

GENERAL FUND
Parks, Recreation & Cultural Arts - Parks

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
		ADMINISTRATION		
PERSONAL SERVICES	6,524,118	8,330,502	6,813,687	8,245,781
INSURANCE				
Insurance - Fire	882	918		
	882	918		
UTILITIES				
Water Service	599,962	620,021	606,061	621,213
Stormwater Service	3,679	3,863	3,862	3,862
Electric Service	272,504	274,647	310,106	320,960
Wastewater Service	78,548	80,080	78,558	80,522
Solid Waste Service	144,876	149,328	142,632	142,632
Solid Waste Service - Recycling	23	23	23	23
	1,099,594	1,127,962	1,141,242	1,169,212
INTER-CITY SERVICES				
Rental - Fleet Management	536,070	550,787	558,873	669,792
Gasoline - Fleet Management	236,106	226,041	194,241	237,533
Maintenance - Fleet Management	366,859	328,946	375,103	329,079
Purchasing & Stores Service	22,624	31,726	31,726	40,952
Intra-Departmental Charges - PC & Network Support	38,495	47,292	50,865	49,432
Intra-Departmental Charges - Telephone	12,046	15,105	15,105	16,865
Intra-Departmental Charges - Radios	35,581	590	590	603
Intra-Departmental Charges - Facilities	981,393	1,163,386	1,163,386	1,481,930
Intra-Departmental Charges - Janitorial	15,991	18,236	18,236	20,426
Intra-Departmental Charges - Training Ctr	6,554	6,148	6,148	6,610
Intra-Departmental Charges - IT Operations - GIS	16,121	21,732	21,732	20,375
Intra-Departmental Charges - IT Operations - Application Dev	257,253	230,926	230,926	263,957
Intra-Departmental Charges - IT Operations - Network Support	26,797	43,638	44,311	44,687
Intra-Departmental Charges - IT Operations - IT Security				15,024
	2,551,889	2,684,553	2,711,242	3,197,265

GENERAL FUND
Parks, Recreation & Cultural Arts - Parks

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	203,947	220,681	220,681	216,611
Rentals		578	578	1,134
Maintenance Of Facilities	31,859	29,310	29,310	34,095
Repair Of Equipment	45,211	46,304	46,304	47,578
Printing & Photography	243	1,123	1,123	1,154
Postage & Mailing	72	83	83	85
Subscription & Membership	819	1,120	1,120	1,151
Telephone Communications	20,097	14,948	14,148	14,537
Travel	2,213	1,719	1,719	1,645
Training	5,025	6,497	6,097	4,804
All Other Sundry Charges	13,643	10,633	11,200	11,174
Ad Valorem Taxes		700	700	700
Auto/Heavy Equipment Fuel	2,306	2,307	2,307	2,370
Office Supplies	5,080	8,352	8,352	7,000
Equipment - Noncapital	18,973	9,301	9,300	7,193
All Other Materials & Supplies	30,477	28,608	28,533	29,101
Uniforms	43,882	50,205	50,205	51,588
Cleaning & Janitor Supply	51,145	53,304	59,321	60,252
Construction Material	8,139	7,506	7,506	5,548
Chemicals	94,175	95,090	95,090	102,591
Tools & Implements	13,333	14,868	14,868	14,230
Electrical Hardware & Plumbing Supplies	12,895	18,756	17,744	22,073
Agricultural & Horticultural Supplies	159,718	154,554	149,754	213,442
Recreational Supplies	17,349	21,737	21,737	22,464
Food & Supplies for Animals	14,926	11,993	11,993	12,323
Irrigation Supplies	25,417	40,380	40,380	26,253
	<u>820,942</u>	<u>850,657</u>	<u>850,153</u>	<u>911,096</u>
DEBT SERVICE				
Parks & Recreation Energy Conservation	98,900			
	<u>98,900</u>			
CAPITAL EQUIPMENT				
Equipment - Capital	30,312	31,848	31,848	32,000
	<u>30,312</u>	<u>31,848</u>	<u>31,848</u>	<u>32,000</u>

GENERAL FUND
Parks, Recreation & Cultural Arts - Parks

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Tigers Spring Training	98,981	106,124	106,124	109,000
Special Overtime	95,253	297,000	324,655	297,000
Replace Parks Equipment	64,206	65,767	65,767	60,000
Holiday Decorations	3,229	2,555	2,555	3,000
Tree And Palm Program	16,978	19,000	19,000	20,000
Landscape Renovations	20,768	25,000	25,000	27,000
Irrigation Modernization	19,663	11,603	11,603	20,000
Resigning Of Parks	3,655	4,000	4,000	5,000
Replace Swan Pens		1,750	1,750	2,000
Spring Training Preparation	81,091	94,495	94,495	99,000
Master Key System - Tigertown, Peterson & Lake Parker Park			600	700
Landscape Renovations - FDOT	20,718	26,385	26,420	28,000
Hollis Garden	24,625	26,500	26,500	28,000
Sportsfield Lighting	82,439	74,981	74,981	68,000
Tree Trust Fund	26,683	192,652	192,652	
Parking Lot C Landscape	2,049	(972)		
City Swans-Medical & Veterinary Services	10,066	19,716	19,716	20,000
	<u>570,405</u>	<u>966,556</u>	<u>995,818</u>	<u>786,700</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(11,648)	(12,925)	(12,925)	(13,144)
Cost Allocated - Purchasing	(34,944)	(38,775)	(38,775)	(39,432)
Cost Allocated - Solid Waste Management	(32,263)	(38,775)	(38,775)	(39,432)
Cost Allocated - Airport	(6,757)	(10,340)	(10,340)	(10,515)
Cost Allocated - Parking	(67,558)	(74,966)	(74,966)	(76,236)
Cost Allocated - Wastewater	(33,924)	(38,775)	(38,775)	(39,432)
Cost Allocated - Electric	(260,371)	(347,685)	(347,685)	(353,577)
Cost Allocated - Water	(65,821)	(74,966)	(74,966)	(76,236)
Cost Allocated - Building Inspection Fund	(67,558)	(74,966)	(74,966)	(76,236)
	<u>(580,844)</u>	<u>(712,173)</u>	<u>(712,173)</u>	<u>(724,240)</u>
SUB-TOTAL	<u>11,114,853</u>	<u>13,280,823</u>	<u>11,831,817</u>	<u>13,617,814</u>

GENERAL FUND
Parks, Recreation & Cultural Arts - Parks

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Detroit Minor League				
ALL OTHER O&M				
Ad Valorem Taxes		635	635	635
		635	635	635
SPECIAL PROJECTS				
Extended Spring Training	13,350	13,500	22,639	13,500
Gulf Coast League	20,987	4,050	4,345	4,050
Fall Instructional	7,199	54,000	54,000	54,000
Lakeland Flying Tigers	3,468	5,940	5,940	5,940
Tryouts & Evaluations / Other	1,123	338	338	338
	46,127	77,828	87,262	77,828
SUB-TOTAL	46,127	78,463	87,897	78,463
Detroit Major League				
SPECIAL PROJECTS				
Spring Training	73,632	116,100	91,955	116,100
Fantasy Camp			4,231	3,375
	73,632	116,100	96,186	119,475
SUB-TOTAL	73,632	116,100	96,186	119,475
GRAND TOTAL	11,234,611	13,475,386	12,015,900	13,815,752

GENERAL FUND
Parks, Recreation & Cultural Arts - Recreation

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	<u>3,236,176</u>	<u>4,491,353</u>	<u>3,354,904</u>	<u>3,916,530</u>
UTILITIES				
Water Service	48,904	48,763	50,666	51,933
Electric Service	287,289	260,758	312,105	323,030
Wastewater Service	56,077	56,986	54,472	55,834
Solid Waste Service	37,212	37,236	41,805	41,805
Solid Waste Service - Recycling	329	331	329	329
	<u>429,811</u>	<u>404,074</u>	<u>459,377</u>	<u>472,931</u>
INTER-CITY SERVICES				
Rental - Fleet Management	26,237	27,203	26,548	36,690
Gasoline - Fleet Management	8,313	8,511	6,242	11,454
Maintenance - Fleet Management	15,030	18,888	11,727	18,786
Purchasing & Stores Service	9,236	10,432	10,432	9,196
Intra-Departmental Charges - PC & Network Support	87,367	104,703	112,189	113,488
Intra-Departmental Charges - Telephone	20,984	22,154	22,154	28,911
Intra-Departmental Charges - Facilities	537,914	637,670	637,670	812,267
Intra-Departmental Charges - Janitorial	8,312	9,478	9,478	10,616
Intra-Departmental Charges - Training Ctr	2,504	2,349	2,349	2,526
Intra-Departmental Charges - IT Operations - Application Dev	173,401	280,617	280,617	165,807
Intra-Departmental Charges - IT Operations - Network Support	67,545	105,593	107,857	110,246
Intra-Departmental Charges - IT Operations - IT Security				36,487
	<u>956,842</u>	<u>1,227,598</u>	<u>1,227,263</u>	<u>1,356,474</u>
ALL OTHER O&M				
Contractual Services	75,456	136,717	139,111	122,859
Visa/Mastercard Bank Charges	27,189	21,500	47,200	42,200
Maintenance Of Facilities	10,190	15,627	15,627	14,350
Repair Of Equipment	75,171	79,808	79,808	68,170
Subscription & Membership	918	3,645	2,835	3,050
Telephone Communications	6,990	14,210	13,760	14,210
Travel	4	4,913	4,913	4,913
Training	12,899	20,640	20,640	13,310
Software License & Maintenance		500	500	500
Licenses & Permits	717	760	760	760
Refund Of Prior Years Revenue	98		35	
Bad Debt Expense	5			
Leases Expense Clearing	(1,000)			
Office Supplies	17,326	19,989	19,511	16,000
Equipment - Noncapital	20,767	26,508	26,508	22,225
Uniforms	17,001	20,790	21,790	18,084

GENERAL FUND
Parks, Recreation & Cultural Arts - Recreation

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Cleaning & Janitor Supply	63,198	83,296	80,796	78,840
Chemicals	54,436	92,497	92,497	115,700
Tools & Implements	5,323	3,762	3,762	3,212
Electrical Hardware & Plumbing Supplies	810	1,855	1,255	1,300
Recreational Supplies	6,443	9,534	9,640	7,340
Recoveries-Intra Department Charges	(9,428)	(10,000)	(10,000)	(10,275)
	<u>384,513</u>	<u>546,551</u>	<u>570,948</u>	<u>536,748</u>
FUEL				
Fuel-Pool Operations	10,816	17,250	16,800	19,000
	<u>10,816</u>	<u>17,250</u>	<u>16,800</u>	<u>19,000</u>
DEBT SERVICE				
Parks & Recreation Energy Conservation	18,292			
	<u>18,292</u>			
CAPITAL OUTLAY				
Equipment - Capital	7,963	25,000	25,000	25,000
	<u>7,963</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
SPECIAL PROJECTS				
Resurface Tennis Courts		76,974	76,974	32,000
Christmas Parade	13,585	14,900	14,900	14,900
Special Events Program	67,437	75,683	75,183	73,183
Program Activity Costs	194,186	327,640	317,676	343,058
Tournament Costs	17,715	20,800	20,800	20,800
Martin Luther King Parade	9,550	11,000	9,161	9,500
Weight Room Equipment Replacement	26,797	31,000	31,000	25,000
Expanded Cultural Opportunities	2,730	18,142	16,082	16,035
Special Event Sponsorship	75,510	316,933	316,933	262,164
Holly Jolly Jinglebell Jog	27,437	67,880	67,780	67,780
Department of Health Child Care Food Program	6,122	1,111	1,111	11,500
MLK Festivities	1,436	1,600	1,600	1,600
E-Sports at Coleman Bush		74,900		
	<u>442,505</u>	<u>1,038,563</u>	<u>949,200</u>	<u>877,520</u>
GRAND TOTAL	<u>5,486,919</u>	<u>7,750,389</u>	<u>6,603,492</u>	<u>7,204,203</u>

GENERAL FUND
Parks, Recreation & Cultural Arts - Main Library

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
MAIN LIBRARY				
PERSONAL SERVICES	1,485,623	1,758,374	1,480,955	1,829,870
UTILITIES				
Water Service	5,383	5,904	4,823	4,944
Electric Service	53,588	46,447	47,651	49,319
Wastewater Service	2,412	2,485	2,778	2,847
Solid Waste Service	4,299	4,299	4,299	4,299
	65,682	59,135	59,551	61,409
INTER-CITY SERVICES				
Rental - Fleet Management	2,030	2,822	2,674	3,493
Gasoline - Fleet Management	305	194	225	148
Maintenance - Fleet Management	2,322	807	504	946
Purchasing & Stores Service	82,186	40,852	40,852	56,832
Intra-Departmental Charges - PC & Network Support	36,789	44,523	43,956	44,737
Intra-Departmental Charges - Telephone	14,766	15,609	15,609	19,274
Intra-Departmental Charges - Facilities	122,792	145,563	145,563	185,419
Intra-Departmental Charges - Training Ctr	1,918	1,600	1,600	1,720
Intra-Departmental Charges - IT Operations - Application Dev	70,885	78,434	78,434	85,664
Intra-Departmental Charges - IT Operations - Network Support	22,897	35,357	36,027	37,877
Intra-Departmental Charges - IT Operations - IT Security				12,878
	356,890	365,761	365,444	448,988
ALL OTHER O&M				
Contractual Services	27,996	28,500	28,500	28,500
Visa/Mastercard Bank Charges	2,284	4,100	1,371	2,000
Repair Of Equipment		200	200	200
Postage & Mailing	20,406	13,000	13,000	15,000
Subscription & Membership	237	300	300	300
Telephone Communications	616	750	750	750
All Other Sundry Charges	2,619	3,000	3,000	3,000
Binding & Processing	541	1,250	1,250	1,250
Leases Expense Clearing	(1,224)			
Office Supplies	5,975	12,085	12,085	12,500
Equipment - Noncapital	1,938	2,000	2,000	2,000
Cleaning & Janitor Supply	7,497	8,100	8,100	8,250
Library Materials	131,937	151,302	146,651	95,024
	200,823	224,587	217,207	168,774
DEBT SERVICE				
Parks & Recreation Energy Conservation	6,097			
	6,097			

GENERAL FUND
Parks, Recreation & Cultural Arts - Main Library

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Library Foundation - Reference Section		4,569	4,569	
Library Foundation - Special Collections Section	147	3,038	3,038	
Library Foundation - Fine Arts Collections Section		6,406	6,406	
Serena Bailey Foundation - Reference Section	14,733	11,403	11,403	
Serena Bailey Foundation - Special Collections Section	59,179	10,894	10,894	
Serena Bailey Foundation - Fine Arts Collections Section	6,635	121,319	121,319	
Louise K Padar Bequest		65,658	65,658	
LHCC Exhibits and Displays		100		
	<u>80,693</u>	<u>223,387</u>	<u>223,287</u>	
SUB-TOTAL	<u>2,195,807</u>	<u>2,631,244</u>	<u>2,346,444</u>	<u>2,509,041</u>
E- LIBRARY				
PERSONAL SERVICES	<u>191,620</u>	<u>204,788</u>	<u>105,406</u>	
UTILITIES				
Water Service	213	230	111	
Electric Service	5,591	4,671	3,497	
Wastewater Service	851	897	457	
Solid Waste Service	273	273	159	
	<u>6,928</u>	<u>6,071</u>	<u>4,224</u>	
INTER-CITY SERVICES				
Intra-Departmental Charges - Facilities	14,809	17,555	10,241	
	<u>14,809</u>	<u>17,555</u>	<u>10,241</u>	
ALL OTHER O&M				
Contractual Services	7,493	5,000	2,249	
Leases	77,395		40,597	
All Other Sundry Charges	134	500	50	
Software License & Maintenance		480		
Leases Expense Clearing	(63,350)			
Office Supplies	1,462	500		
Equipment - Noncapital		500		
Cleaning & Janitor Supply	331	500	45	
	<u>23,464</u>	<u>7,480</u>	<u>42,941</u>	
DEBT SERVICE				
Interest Expense - Leased Buildings	191			
Principal Payment - Leased Buildings	63,168			
	<u>63,359</u>			
SUB-TOTAL	<u>300,180</u>	<u>235,894</u>	<u>162,812</u>	

GENERAL FUND
Parks, Recreation & Cultural Arts - Main Library

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
COUNTY-WIDE LIBRARY COOPERATIVE				
PERSONAL SERVICES	268,134	422,518	329,766	462,945
UTILITIES				
Electric Service			942	
			942	
INTER-CITY SERVICES				
Intra-Departmental Charges - Facilities	19,807			
Intra-Departmental Charges - Janitorial	14,375			
	34,182			
ALL OTHER O&M				
Contractual Services	37,933	338,092	347,942	45,000
Leases	76,962	50,000	6,059	
Repair Of Equipment		500	500	250
Subscription & Membership	1,855	2,200	2,200	2,000
Travel	291	7,800	7,800	5,000
Training	222	2,000	2,000	2,000
All Other Sundry Charges	4,911	6,000	6,000	6,000
Software License & Maintenance		1,500	1,500	1,500
Binding & Processing	634	3,000	3,000	2,000
Office Supplies	12,269	16,500	16,500	17,000
Equipment - Noncapital	18,699	12,050	11,700	8,000
Uniforms	2,535	2,500	2,500	2,500
Cleaning & Janitor Supply	2,411	8,500	8,500	8,500
Library Materials	443,702	375,000	375,000	400,000
	602,424	825,642	791,201	499,750
CAPITAL EQUIPMENT				
Equipment - Capital		10,000	10,000	10,000
		10,000	10,000	10,000
SUB-TOTAL	904,740	1,258,160	1,131,909	972,695
GRAND TOTAL	3,400,727	4,125,298	3,641,165	3,481,736

GENERAL FUND
Parks, Recreation & Cultural Arts - Branch
Library

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	294,201	465,635	443,050	502,300
UTILITIES				
Water Service	1,398	1,430	1,391	1,426
Electric Service	33,701	28,476	44,633	46,195
Wastewater Service	1,783	1,813	1,732	1,775
Solid Waste Service	1,604	1,604	1,604	1,604
	<u>38,486</u>	<u>33,323</u>	<u>49,360</u>	<u>51,000</u>
INTER-CITY SERVICES				
Rental - Fleet Management	1,895	2,279	2,202	2,821
Gasoline - Fleet Management	374	344	292	100
Maintenance - Fleet Management	2,515	807	432	946
Purchasing & Stores Service	462	435	435	836
Intra-Departmental Charges - PC & Network Support	5,955	8,304	8,859	8,733
Intra-Departmental Charges - Telephone	5,052	6,042	6,042	5,421
Intra-Departmental Charges - Facilities	51,594	61,162	61,162	77,909
Intra-Departmental Charges - Training Ctr	266	250	250	269
Intra-Departmental Charges - IT Operations - Application Dev	4,392	28,558	28,558	6,033
Intra-Departmental Charges - IT Operations - Network Support	4,435	7,857	7,956	8,052
Intra-Departmental Charges - IT Operations - IT Security				2,576
	<u>76,941</u>	<u>116,038</u>	<u>116,188</u>	<u>113,696</u>
ALL OTHER O&M				
Contractual Services	18,961	21,000	21,000	21,672
All Other Sundry Charges	393	426	426	425
Software License & Maintenance		480		
Office Supplies	3,486	3,700	3,700	3,950
Cleaning & Janitor Supply	3,858	3,783	3,783	4,150
	<u>26,698</u>	<u>29,389</u>	<u>28,909</u>	<u>30,197</u>
GRAND TOTAL	<u>436,325</u>	<u>644,385</u>	<u>637,507</u>	<u>697,193</u>

GENERAL FUND
Parks, Recreation & Cultural Arts - Cleveland
Heights Golf Course

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	<u>1,047,358</u>	<u>1,132,883</u>	<u>1,083,032</u>	<u>1,307,989</u>
INSURANCES				
Insurance - Fire	21,364	27,079	26,872	49,415
Insurance - Position Bond	211	149	60	58
Self-Insurance Services	34,925	48,770	48,770	32,919
Insurance Consultant	838	500	483	476
Insurance - Excess Liability (Auto, General)	<u>1,348</u>	<u>1,064</u>	<u>1,064</u>	<u>1,217</u>
	<u>58,687</u>	<u>77,562</u>	<u>77,249</u>	<u>84,085</u>
UTILITIES				
Water Service	15,221	15,709	15,013	15,388
Stormwater Service	13,306	13,971	13,967	13,967
Electric Service	91,425	88,980	102,205	105,782
Wastewater Service	10,443	10,785	9,606	9,802
Solid Waste Service	<u>12,829</u>	<u>12,680</u>	<u>13,189</u>	<u>13,644</u>
	<u>143,224</u>	<u>142,125</u>	<u>153,980</u>	<u>158,583</u>
INTER-CITY SERVICES				
Rental - Fleet Management	15,228	17,700	15,384	19,204
Gasoline - Fleet Management	35,777	24,381	37,739	36,236
Maintenance - Fleet Management	18,882	14,701	20,945	15,035
Purchasing & Stores Service	5,079	4,781	4,781	8,358
Intra-Departmental Charges - PC & Network Support	8,124	9,791	10,625	10,463
Intra-Departmental Charges - Telephone	4,664	6,042	6,042	7,228
Intra-Departmental Charges - Facilities	80,948	95,958	95,958	122,232
Intra-Departmental Charges - Janitorial	25,832	29,458	29,458	32,996
Intra-Departmental Charges - Training Ctr	799	750	750	806
Intra-Departmental Charges - IT Operations - Application Dev	30,767	28,272	28,272	24,505
Intra-Departmental Charges - IT Operations - Network Support	7,119	10,901	12,374	12,327
Intra-Departmental Charges - IT Operations - IT Security				<u>4,293</u>
	<u>233,217</u>	<u>242,735</u>	<u>262,328</u>	<u>293,683</u>
ALL OTHER O&M				
Contractual Services	36,181	51,500	53,000	58,500
Banking Service	862	1,015	924	952
Advertising	8,468	10,000	11,000	10,000
Annual Audit	5,460	5,163	5,213	
Visa/Mastercard Bank Charges	45,301	24,000	40,782	45,000
Leases		91,520	84,480	84,480
Rentals	2,200	2,500	2,500	3,000
Repair Of Equipment	5,650	7,074	7,074	25,500
Printing & Photography	453	1,000	1,000	2,000

GENERAL FUND
Parks, Recreation & Cultural Arts - Cleveland
Heights Golf Course

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Postage & Mailing		240	240	240
Subscription & Membership	4,073	6,300	6,300	6,800
Telephone Communications	2,249	4,500	4,500	7,000
Training	450	1,500	1,500	3,500
Maintenance of Lakes		1,000		1,000
Bad Debt Expense		100	100	100
Tournament Expenses	2,290	2,500	2,500	2,500
Office Supplies	2,875	3,800	3,350	3,800
Equipment - Noncapital	633	3,500	1,500	3,500
All Other Materials & Supplies	35,429	38,200	38,687	38,700
Uniforms	4,871	6,000	6,000	6,500
Cleaning & Janitor Supply	201	2,000	2,000	2,000
Chemicals	109,475	95,000	95,000	120,000
Tools & Implements	3,072	4,000	4,000	4,000
Agricultural & Horticultural Supplies	40,082	50,000	50,000	55,000
Merchandise	68,229	82,433	82,433	85,000
Tires & Tubes		2,000	2,000	2,000
Parts For Equipment	37,864	34,500	34,500	42,500
Food Purchases	19,275	22,647	22,647	25,000
Fertilizer	84,954	85,000	85,000	100,000
Irrigation Supplies	14,928	14,000	14,000	14,000
	<u>535,525</u>	<u>652,992</u>	<u>662,230</u>	<u>752,572</u>
DEBT SERVICE				
Golf Course Equipment		95,142	95,142	95,143
Operations	193,005			
	<u>193,005</u>	<u>95,142</u>	<u>95,142</u>	<u>95,143</u>
CAPITAL OUTLAY				
Equipment - Capital		2,000		2,000
Capital Lease Purchases	407,032			
	<u>407,032</u>	<u>2,000</u>		<u>2,000</u>
SPECIAL PROJECTS				
Golf Course Equipment		430,259	430,259	
		<u>430,259</u>	<u>430,259</u>	
TRANSFERS TO OTHER FUNDS				
Transfer To Public Impr Fund	198,750			
	<u>198,750</u>			
GRAND TOTAL	<u>2,816,798</u>	<u>2,775,698</u>	<u>2,764,220</u>	<u>2,694,055</u>

GENERAL FUND
Parks, Recreation & Cultural Arts - Cemeteries

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	<u>844,538</u>	<u>957,534</u>	<u>896,124</u>	<u>1,003,842</u>
UTILITIES				
Water Service	20,674	22,653	14,985	15,360
Electric Service	18,728	18,093	21,477	22,229
Wastewater Service	3,763	4,655	1,296	1,328
Solid Waste Service	9,985	9,996	9,366	9,366
	<u>53,150</u>	<u>55,397</u>	<u>47,124</u>	<u>48,283</u>
INTER-CITY SERVICES				
Rental - Fleet Management	33,525	34,896	33,904	47,249
Gasoline - Fleet Management	21,906	17,918	19,752	24,138
Maintenance - Fleet Management	40,099	32,627	43,860	36,339
Purchasing & Stores Service	462	1,738	1,738	3,343
Intra-Departmental Charges - PC & Network Support	7,377	8,531	9,473	9,033
Intra-Departmental Charges - Telephone	2,720	3,021	3,021	3,614
Intra-Departmental Charges - Facilities	19,133	22,680	22,680	28,890
Intra-Departmental Charges - Janitorial	5,008	5,710	5,710	6,396
Intra-Departmental Charges - Training Ctr	693	650	650	699
Intra-Departmental Charges - IT Operations - GIS	381	780	780	6,097
Intra-Departmental Charges - IT Operations - Application Dev	15,418	14,192	14,192	13,748
Intra-Departmental Charges - IT Operations - Network Support	4,989	7,857	7,956	8,052
Intra-Departmental Charges - IT Operations - IT Security				2,576
	<u>151,709</u>	<u>150,600</u>	<u>163,716</u>	<u>190,174</u>
ALL OTHER O&M				
Contractual Services	19,054	29,514	28,412	29,000
Contract Labor	13,084			
Repair Of Equipment	8,514	7,178	7,178	7,178
Printing & Photography	291	2,769	1,478	1,000
Postage & Mailing	413	426	426	426
Subscription & Membership	(46)	160	160	160
Telephone Communications	2,774	3,336	3,336	3,336
Training				103
All Other Sundry Charges	123	99	99	223
Refund Of Prior Years Revenue	8,440		15,105	12,000
Office Supplies	2,896	2,862	2,862	2,000
Equipment - Noncapital	3,180	3,125	3,424	3,424
All Other Materials & Supplies	3,262	3,239	3,239	3,239
Uniforms	4,011	4,733	4,733	5,100
Construction Material	2,442	2,542	2,542	3,200
Tools & Implements	1,972	2,050	2,050	2,050

GENERAL FUND
Parks, Recreation & Cultural Arts - Cemeteries

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Agricultural & Horticultural Supplies	9,778	10,250	10,250	10,250
Merchandise	4,050	2,847	4,100	2,000
	<u>84,237</u>	<u>75,130</u>	<u>89,394</u>	<u>84,689</u>
CAPITAL OUTLAY				
Equipment - Capital	10,099	26,351	26,351	27,009
	<u>10,099</u>	<u>26,351</u>	<u>26,351</u>	<u>27,009</u>
GRAND TOTAL	<u>1,143,732</u>	<u>1,265,012</u>	<u>1,222,709</u>	<u>1,353,997</u>

**GENERAL FUND
RP FUNDING CENTER**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,116,937	1,016,664	960,823	852,573
INSURANCE				
Insurance - Fire	113,642	159,322	163,067	341,737
Insurance - Position Bond	314	198	61	179
Self-Insurance Services			57,958	102,940
Insurance Consultant	2,346	1,750	1,692	1,275
Insurance - Excess Liability (Auto, General)			2,840	2,222
	116,302	161,270	225,618	448,353
INTER-CITY SERVICES				
Purchasing & Stores Service			2,173	11,701
Intra-Departmental Charges - PC & Network Support	51,217	61,054	67,631	65,662
Intra-Departmental Charges - Telephone	6,792	10,070	10,071	56,014
Intra-Departmental Charges - Facilities	21,712	27,518	27,518	28,049
Intra-Departmental Charges - Training Ctr	2,717	2,249	2,249	2,418
Intra-Departmental Charges - IT Operations - GIS	127	312	312	9,146
Intra-Departmental Charges - IT Operations - Application Dev	163,398	133,831	133,821	116,181
Intra-Departmental Charges - IT Operations - Network Support	37,368	57,918	58,534	59,350
Intra-Departmental Charges - IT Operations - IT Security				19,746
	283,330	292,952	302,309	368,267
ALL OTHER O&M				
Contractual Services	1,997	2,500	2,210	2,100
Banking Service	2,072	2,441	1,408	2,288
Advertising	1,215	1,100	3,812	1,000
Annual Audit	5,762	5,164	5,213	3,911
Promotions/Public Relations	50			
Repair Of Equipment	1,794	2,200	1,485	1,700
Printing & Photography	574	1,100	191	
Postage & Mailing	1,539	1,100	227	600
Subscription & Membership	6,861	7,300	2,407	6,000
Telephone Communications	20,654	21,300	19,240	21,900
Travel	15	2,100		2,200
All Other Sundry Charges	81	200	234	400
Software License & Maintenance		38,919	30,487	40,865
Licenses & Permits	2,011	2,000	300	2,000
Leases Expense Clearing	(282)			
Office Supplies	4,774	4,200	2,814	3,800
Equipment - Noncapital	1,675	2,100	1,003	2,100
	50,792	93,724	71,031	90,864
SUB-TOTAL	1,567,647	1,564,610	1,559,781	1,760,057

**GENERAL FUND
RP FUNDING CENTER**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
	PROPERTY			
PERSONAL SERVICES	1,043,078	1,216,036	1,010,832	1,268,268
INTER-CITY SERVICES				
Rental - Fleet Management	5,090	6,093	5,912	8,048
Gasoline - Fleet Management	2,273	2,543	2,006	2,058
Maintenance - Fleet Management	5,781	7,264	1,525	7,235
Intra-Departmental Charges - Telephone	9,169	8,056	14,099	
	<u>22,312</u>	<u>23,956</u>	<u>23,542</u>	<u>17,341</u>
ALL OTHER O&M				
Contractual Services	78,132	52,500	51,475	54,000
Contract Labor	18,639	28,500	17,490	20,000
Rentals	2,334	8,800	7,776	9,100
Maintenance Of Facilities	38,503	40,300	39,691	41,500
Repair Of Equipment	26,094	26,800	40,689	27,600
Postage & Mailing	37		87	100
Subscription & Membership	150			
Telephone Communications	6,666	7,100	6,372	7,300
Software License & Maintenance	10,936	13,300	11,025	13,700
Auto/Heavy Equipment Fuel	2,958	3,300	4,507	3,400
Office Supplies	5,044	7,800	3,350	8,000
Equipment - Noncapital	11,887	8,300	21,914	8,600
All Other Materials & Supplies	10,396	16,500	14,441	12,000
Uniforms	4,271			
Cleaning & Janitor Supply	51,701	59,500	64,980	50,000
Paints & Paint Supplies	1,390	800	1,200	1,300
Tools & Implements	9,063	15,700	1,064	5,000
Electrical Hardware & Plumbing Supplies	12,523	23,700	17,236	16,000
	<u>290,722</u>	<u>312,900</u>	<u>303,297</u>	<u>277,600</u>
SUB-TOTAL	<u>1,356,112</u>	<u>1,552,892</u>	<u>1,337,671</u>	<u>1,563,209</u>

**GENERAL FUND
RP FUNDING CENTER**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
CLIENT SERVICES				
PERSONAL SERVICES	885,495	970,455	741,959	1,178,761
INTER-CITY SERVICES				
Other City Department Charges	59,031	80,000	100,078	137,601
Intra-Departmental Charges - Telephone	5,773	11,077	10,385	
	64,804	91,077	110,463	137,601
ALL OTHER O&M				
Advertising	5,837	10,000	6,256	6,300
Piano Tuner Expenses	125		441	
Visa/Mastercard Bank Charges	20,609	19,500	22,473	18,926
Contract Labor	564,067	565,000	739,393	650,000
Rentals	11,095	14,600	48,998	46,196
Printing & Photography	4,885	700	4,831	3,100
Postage & Mailing	284	300	45	100
Travel	7,261	3,000		
Software License & Maintenance	37,814		2,105	500
Other Reimbursable Event Costs	7,314	4,000	18,116	15,000
Refund Of Prior Years Revenue	5,197		12,660	
Office Supplies	435	650	45	
Food Purchases	3,727	500	1,351	1,300
	668,650	618,250	856,714	741,422
SUB-TOTAL	1,618,948	1,679,782	1,709,136	2,057,784
PARKING				
PERSONAL SERVICES	107,690	181,556	115,325	118,364
INTER-CITY SERVICES				
Intra-Departmental Charges - Telephone	3,056	504	504	
	3,056	504	504	
ALL OTHER O&M				
Contractual Services	115			
Visa/Mastercard Bank Charges	6,484	7,500	9,480	20,949
Printing & Photography	270	500		
Software License & Maintenance	840	900	840	840
Office Supplies	212	500	842	400
Equipment - Noncapital			2,143	
	7,921	9,400	13,305	22,189
SUB-TOTAL	118,667	191,460	129,134	140,553

**GENERAL FUND
RP FUNDING CENTER**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
BOX OFFICE				
PERSONAL SERVICES	321,714	276,989	261,121	154,859
INTER-CITY SERVICES				
Other City Department Charges	9,614	12,000	10,903	3,210
Intra-Departmental Charges - Telephone	6,113	6,546	6,546	
	15,727	18,546	17,449	3,210
ALL OTHER O&M				
Contractual Services	4,835	5,200	7,168	
Advertising	277,154	140,000	185,947	13,400
Piano Tuner Expenses	120	300	150	
Talent Fees-Promotions	709,840	453,000	554,856	22,000
Visa/Mastercard Bank Charges	75,263	32,100	63,160	25,507
Contract Labor	269,584	200,000	237,603	2,000
Rentals	22,373	3,500	22,005	3,000
Repair Of Equipment	261	267	162	100
Printing & Photography	17,614	12,350	7,115	1,500
Postage & Mailing	1,246	1,250	432	300
Subscription & Membership	600	600		
Travel	15,041	7,600	7,494	4,000
Licenses & Permits	10,247	9,000	10,008	280
Refunds On Settled Shows	3,883	200	1,250	500
Other Reimbursable Event Costs	723	4,100	2,974	500
Office Supplies	1,517	1,200	816	400
Food Purchases	25,249	14,400	16,140	5,000
	1,435,551	885,067	1,117,280	78,487
SUB-TOTAL	1,772,992	1,180,602	1,395,850	236,556
COMMUNICATIONS				
INTER-CITY SERVICES				
Intra-Departmental Charges - Telephone	9,509	13,091	13,092	
	9,509	13,091	13,092	
ALL OTHER O&M				
Communications - Other Costs	27,714	28,564	22,673	18,600
Software License & Maintenance	297	459		
Licenses & Permits	25	50		
	28,036	29,073	22,673	18,600
SUB-TOTAL	37,545	42,164	35,765	18,600

**GENERAL FUND
RP FUNDING CENTER**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
NON-DEPARTMENTAL				
INSURANCE				
Self-Insurance Services	88,800	57,958		
Insurance - Excess Liability (Auto, General)	2,784	2,840		
	<u>91,584</u>	<u>60,798</u>		
UTILITIES				
Water Service	60,101	59,061	65,554	61,037
Stormwater Service	25,661	26,944	26,937	26,935
Electric Service	477,096	443,997	528,586	547,087
Wastewater Service	20,385	20,647	20,430	20,850
Solid Waste Service	15,217	15,920	16,618	16,988
Solid Waste Service - Recycling	1,224	1,224	1,224	1,224
	<u>599,683</u>	<u>567,793</u>	<u>659,349</u>	<u>674,121</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	12,466	2,173		
	<u>12,466</u>	<u>2,173</u>		
ALL OTHER O&M				
Rentals	9,395	4,200	7,366	7,507
	<u>9,395</u>	<u>4,200</u>	<u>7,366</u>	<u>7,507</u>
CAPITAL EQUIPMENT				
Leased Asset Acquisition	2,798			
	<u>2,798</u>			
SUB-TOTAL	<u>715,926</u>	<u>634,964</u>	<u>666,715</u>	<u>681,628</u>
DEBT SERVICE				
RP Funding Center Energy Conservation	126,746			
Utility Tax/Tourist Development Tax	286			
	<u>127,032</u>			
SPECIAL PROJECTS				
PCCVB-Reimbursable Expenses	35,833	40,000	40,000	40,000
Marketing Committee	7,218	6,900	1,720	7,200
Sales Expense	4,978	5,700	7,052	59,650
RP Funding Center Energy Conservation		2,410		
	<u>48,029</u>	<u>55,010</u>	<u>48,772</u>	<u>106,850</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	5,609			
Transfer To Debt Service Fund	110,989	112,255	112,255	113,619
	<u>116,598</u>	<u>112,255</u>	<u>112,255</u>	<u>113,619</u>
GRAND TOTAL	<u>7,479,211</u>	<u>7,013,739</u>	<u>6,995,079</u>	<u>6,678,856</u>

**GENERAL FUND
Non-Departmental**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	182,862	1,510,517	404,333	2,603,710
INSURANCES				
Insurance - Fire	364,795	639,535	657,576	1,435,898
Insurance - Position Bond	6,791	6,983	1,870	1,941
Self-Insurance Services	3,711,108	3,250,394	3,192,436	2,973,729
Insurance Consultant	31,342	32,849	23,696	21,630
Insurance - Excess Liability (Auto, General)	104,769	112,141	107,707	110,445
Insurance - Cyber Liability			33,034	34,717
	4,218,804	4,041,902	4,016,319	4,578,360
UTILITIES				
Water Service		561	403	413
Electric Service	693	6,056	7,289	7,544
Wastewater Service		580	400	410
Fire Hydrants	668,314	685,022	685,022	702,148
Street Lights & Christmas	3,895,200	4,036,069	4,020,044	4,140,645
Traffic Signals	98,249	97,516	137,258	141,376
Solid Waste Service	10,018	12,202	12,201	12,201
	4,672,474	4,838,006	4,862,617	5,004,737
INTER-CITY SERVICES				
Rental - Fleet Management	6,588	6,624	6,604	3,672
Gasoline - Fleet Management	597	1,599	246	574
Maintenance - Fleet Management	2,563	4,896	5,102	4,995
Purchasing & Stores Service	12,466	2,173		
Intra-Departmental Charges - Facilities				19,531
Intra-Departmental Charges - Janitorial				11,991
	22,214	15,292	11,952	40,763
ALL OTHER O&M				
Contractual Services	11,758		5,200	
Agency Commission	778	500	500	500
Telephone Communications	20	450	450	450
All Other Sundry Charges	671			
Ad Valorem Taxes		12,325	12,325	12,818
Downtown CRA Tax Increment	912,442	1,389,305	1,388,062	1,718,754
Bad Check Expense	(21)	2,500	2,500	2,600
Bad Debt Expense	698			
Midtown CRA Tax Increment	2,438,387	3,068,240	3,066,315	3,534,843
Dixieland CRA Tax Increment	141,881	167,690	167,805	184,065
Hardin CRA	601,214	645,097	641,561	678,458
Lakeland Economic Development Council (LEDC)	25,000	25,000	25,000	25,000
Transfer To Trust Funds	61,304	86,004	86,004	93,029

**GENERAL FUND
Non-Departmental**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
	4,194,132	5,397,111	5,395,722	6,250,517
GRANTS AND AID TO AGENCIES				
Coalition For Homeless	10,000			
VISTE	10,000	10,000	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
Salvation Army - Homeless	10,000	7,000	7,000	10,000
Girls Incorporated	7,000	10,000	10,000	5,000
Catholic Social Services	10,000	7,500	7,500	5,000
Florida Economic Development Trust Fund	80,516	75,000	120,231	75,000
Parker Street Ministries		5,000	5,000	
Central Florida Deaf Services		10,000	10,000	10,000
New Life Ministries	5,000	5,000	5,000	6,000
Early Childhood Resources	5,000			
Lakeland Volunteers In Medicine Inc.		4,748	4,748	4,748
Wilson House				5,000
Polk County Vision	23,000	23,000	23,000	22,500
Faith In Action - North	5,000			5,000
Women's Resource Center	5,000	3,852	3,852	
Boys & Girls Clubs				1,352
Lakeland Vision Seniors Project	30,000	30,000	30,000	30,000
The Dream Center	10,000	7,500	7,500	10,000
Big Brothers & Big Sisters				3,000
KidsPACK, Inc	10,000	10,000	10,000	5,000
Florida Rural Legal Service	10,000			
Destiknee Place, Inc		5,000	5,000	2,500
Gospel, Inc		3,900	3,900	10,000
Pace Center for Girls, Polk		7,500	7,500	7,500
Kim's Dove House				5,000
Top Buttons, Inc.				2,400
	<u>262,056</u>	<u>259,036</u>	<u>304,267</u>	<u>259,036</u>

**GENERAL FUND
Non-Departmental**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
CULTURAL ARTS				
Lakeland Imperial Symphony	23,378	25,974	25,974	
Polk Theatre	28,235	30,809	30,809	
Explorations Inc.	32,831	44,555	44,555	
Florida Dance Theatre	13,000	13,606	13,606	
Platform Florida	9,046	10,542	10,542	
Lakeland Community Theatre	25,609	28,331	28,331	
Polk Museum Of Art	71,210	80,683	80,683	250,000
Contributions To Other Agencies		40,500	35,300	275,000
Givewell Community Foundation		807		
Florida Dance Arts, Inc.	2,133			
	<u>205,440</u>	<u>275,807</u>	<u>269,800</u>	<u>525,000</u>
CAPITAL OUTLAY				
Contingency		162,650	162,650	200,000
Leased Asset Acquisition	258,284			
	<u>258,284</u>	<u>162,650</u>	<u>162,650</u>	<u>200,000</u>
SPECIAL PROJECTS				
FDOT-Hwy Lighting & Traffic Signal Maint. Agreements	542,960	533,981	745,992	755,113
Community Visioning Project	38,600	38,600	38,600	38,600
Train Station-Maintenance	51,280	56,156	58,259	66,868
Legislative Advisory Services	65,273	60,000	60,000	65,000
Sun Trust Parking Garage - Lease	(1,394)	9,600	9,600	9,600
Chamber of Commerce	23,708	28,104	28,104	35,799
Retiree's Association Expenses	700	700	700	700
Red Light Cameras		2,500		2,500
VIP Volunteer Program		1,000	1,000	1,000
Leadership Lakeland - City Day	221	750	750	750
Accommodations for Programs and Services	1,140	2,500	2,500	2,500
	<u>722,486</u>	<u>733,891</u>	<u>945,505</u>	<u>978,430</u>
TRANSFERS TO OTHER FUNDS				
Transfer To Debt Service Fund	2,054,202	2,062,494	1,950,239	1,956,317
Transfer To Information Technology	545,891	545,891	545,891	545,891
	<u>2,600,093</u>	<u>2,608,385</u>	<u>2,496,130</u>	<u>2,502,208</u>
GRAND TOTAL	<u>17,358,552</u>	<u>19,842,597</u>	<u>18,869,295</u>	<u>22,942,761</u>

**REVENUE AND EXPENDITURE SUMMARY
COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE
HOUSING**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	300,853	786,283	586,930	467,653
Fringe Benefits	90,995	93,353	46,355	107,638
Total Personnel	391,848	879,636	633,285	575,291
Non-Personnel				
Utilities	3,727	5,678	5,105	2,728
Professional and Contractual	888,837	4,807,519	5,131,167	387,472
Insurance and Fixed Charges		290		300
Grants and Aid	112,016	136,133	136,133	129,897
Internal Service Charges	15,217	24,137	31,829	23,020
All Other Operations & Maintenance	377,081	1,669,431	1,669,431	191,829
Total Non-Personnel	1,396,879	6,643,188	6,973,665	735,246
Total Expenditures	1,788,727	7,522,824	7,606,950	1,310,537
Transfers				
Transfers Out	12,167		12,308	12,456
Net Transfers	(12,167)		(12,308)	(12,456)
Revenue Sources				
Intergovernmental Revenues	1,503,955	7,209,170	7,209,170	1,300,493
Investments	4,561	27,387	51,923	
All Other Revenue	283,764	155,396	232,493	22,500
Total Revenue	1,792,280	7,391,953	7,493,586	1,322,993
Funding to be Provided	8,614	130,871	125,672	

COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE HOUSING

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
INTERGOVERNMENTAL REVENUE				
FEDERAL GRANTS				
CDBG-Grant Activities	944,894	1,711,801	1,711,801	865,988
HUD - Home	132,050	1,345,781	1,345,781	434,505
CDBG - Neighborhood Stabilization Program Part 1	(16,102)	348,019	348,019	
CDBG-CV	356,861	331,816	331,816	
HOME-ARP Administration	3,478	66,595	66,595	
	1,421,181	3,804,012	3,804,012	1,300,493
STATE GRANTS				
FDOS-SHIP - Administration	82,774	3,405,158	3,405,158	
	82,774	3,405,158	3,405,158	
TOTAL INTERGOVERNMENTAL	1,503,955	7,209,170	7,209,170	1,300,493
MISCELLANEOUS REVENUES				
OTHER				
All Other Misc Revenue	16,102	12,000	12,000	
Principal Payments - Rehab Loans	128,104	119,085	157,181	2,500
Principal Payments-FHOP	2,639	1,311	2,312	
Principal Payments - Housing Loans	125,765	23,000	61,000	20,000
	272,610	155,396	232,493	22,500
REIMBURSEMENTS				
Miscellaneous Reimbursements	11,154			
	11,154			
INVESTMENT INCOME				
Interest on Pooled Investments	2,994	2,726	2,726	
Other Interest Revenue	2,950		2,950	
Interest on Money Market Account	7,823	24,160	45,644	
Interest on Loan Programs	311	119	174	
Interest on Affordable Housing Loan Programs	623	382	429	
Market Value Restatement	(10,140)			
	4,561	27,387	51,923	
TOTAL MISCELLANEOUS REVENUE	288,325	182,783	284,416	22,500
SUB-TOTAL	1,792,280	7,391,953	7,493,586	1,322,993
PRIOR YEAR SURPLUS	8,614	130,871	125,672	
TOTAL REVENUES	1,800,894	7,522,824	7,619,258	1,322,993

COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE HOUSING

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PROJECTS				
CDBG Program:				
CDBG-Administration	121,545	175,000	88,946	173,000
CDBG-Code Enforcement	52,648	68,037	49,858	75,732
CDBG-Housing Division	178,680	200,000	147,050	200,000
CDBG-Rehabilitation of Private Property	438,476	1,167,381	1,327,514	156,109
CDBG-Sidewalk Improvements				133,750
Robson Area Sewer-Infrastructure Study	42,580			
CDBG - Public Service Funding	112,016	136,133	136,133	129,897
Neighborly Software Implementation	2,000			
Rental Rehabilitation Program:				
HUD-Rental Rehabilitation-Grant Activities	7,557	12,544	12,544	
Dixieland Program:				
Dixieland-Affordable Housing Program	3,957	120,753	115,917	
Dixieland-Rehabilitation	8,875	3,147	3,147	
SHIP Program:				
FDOS-SHIP - Administration	16,711	257,260	257,260	
FDOS-SHIP- Affordable Housing Program	170,173	3,237,385	3,329,707	
Home Program:				
HUD - Home - Administration	23,608	81,227	17,627	43,450
HUD - Home - Affordable Housing Program	261,730	1,084,556	1,154,154	343,879
HUD - Home - Keystone Challenge		200,000	200,000	67,176
Neighborhood Stabilization Program:				
CDBG - Neighborhood Stabilization Program Part 1		380,873	380,873	
CDBG - Neighborhood Stabilization Program - Acquisition		116	116	
CDBG - CV Program:				
CDBG-Talbot House	50,000			
CDBG-Florida Rural Legal Service	5,922	44,078	44,078	
Lakeland Volunteers in Medicine	25,000			
Peace River Center for Personal Development,Inc.	6,195	18,045	18,045	
CDBG-CV	243,300	228,945	228,945	
CDBG-CV ADMINISTRATION	26,444	40,750	40,750	
Home ARP Program:				
HOME-ARP Administration	3,478	66,594	66,594	
GRAND TOTAL	1,800,894	7,522,824	7,619,258	1,322,993



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**REVENUE AND EXPENDITURE SUMMARY
LAKELAND COMMUNITY REDEVELOPMENT AGENCY**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	208,073	417,925	138,430	410,225
Fringe Benefits	56,038	147,062	40,976	127,752
Total Personnel	264,111	564,987	179,406	537,977
Non-Personnel				
Utilities	3,525	3,529	3,951	4,076
Professional and Contractual	141,129	422,040	422,140	472,400
Insurance and Fixed Charges	10,994	10,625	10,107	8,056
Internal Service Charges	234,969	147,728	147,205	170,029
All Other Operations & Maintenance	211,298	1,063,923	1,063,923	70,636
Debt Service	400,000	400,000	400,000	344,389
Capital Outlay		4,854	4,854	4,975
Maintenance and Special Projects	4,035,382	16,298,069	16,313,476	13,371,290
Total Non-Personnel	5,037,296	18,350,768	18,365,656	14,445,851
Total Expenditures	5,301,407	18,915,755	18,545,062	14,983,828
Transfers				
Transfers Out	315,934	528,874	528,874	554,462
Net Transfers	(315,934)	(528,874)	(528,874)	(554,462)
Revenue Sources				
Taxes	7,928,439			
Intergovernmental Revenues		10,499,262	10,316,204	12,136,267
Charges for Services	26,395		36,500	
Interest Income	(1,160,554)	281,000	479,005	460,000
All Other Revenue	154,265	152,000	390,147	1,957,000
Total Revenue	6,948,545	10,932,262	11,221,856	14,553,267
Funding to be Provided	(1,331,204)	8,512,367	7,852,080	985,023

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
TAXES				
PROPERTY TAXES				
Current Ad Valorem Taxes	7,928,439			
TOTAL TAXES	7,928,439			
INTERGOVERNMENTAL REVENUE				
OTHER LOCAL UNITS REVENUE SHARING				
Tax Increment Revenues		10,499,262	10,316,204	12,136,267
TOTAL INTERGOVERNMENTAL		10,499,262	10,316,204	12,136,267
CHARGES FOR SERVICES				
OTHER CHARGES FOR SERVICES				
Parking Lot - Oak Street	26,395		36,500	
	26,395		36,500	
TOTAL CHARGES FOR SERVICES	26,395		36,500	
FINES AND FORFEITS				
Penalties on Assessments	158		137	
TOTAL FINES AND FORFEITS	158		137	
MISCELLANEOUS REVENUES				
OTHER				
All Other Misc Revenue	8		5	
Refund of Prior Year Expenses	6,392			
Principal Payments - Rehab Loans	947		9,000	
Principal Payments - Housing Loans	400			
	7,747		9,005	
SALES OF FIXED ASSETS				
Surplus Land Sales				1,800,000
				1,800,000
REIMBURSEMENTS				
All Other Reimbursements & Recoveries	28,651		21,168	
Reimbursements / Loss Recovery	(2,391)		124,837	
	26,260		146,005	
RENTS AND ROYALTIES				
Rental Income	82,453	152,000	235,000	157,000
Lease Revenue	102,149			
Lease Revenue clearing	(70,270)			
Interest Revenue ? Leases	5,769			
	120,100	152,000	235,000	157,000

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
INVESTMENT INCOME				
Interest on Pooled Investments	403,652	281,000	477,475	460,000
Other Interest Revenue			1,530	
Market Value Restatement	(1,564,206)			
	<u>(1,160,554)</u>	<u>281,000</u>	<u>479,005</u>	<u>460,000</u>
TOTAL MISCELLANEOUS REVENUE	<u>(1,006,447)</u>	<u>433,000</u>	<u>869,015</u>	<u>2,417,000</u>
SUB-TOTAL	<u>6,948,545</u>	<u>10,932,262</u>	<u>11,221,856</u>	<u>14,553,267</u>
PRIOR YEAR SURPLUS	<u>(1,331,204)</u>	<u>8,512,367</u>	<u>7,852,080</u>	<u>985,023</u>
TOTAL REVENUES	<u><u>5,617,341</u></u>	<u><u>19,444,629</u></u>	<u><u>19,073,936</u></u>	<u><u>15,538,290</u></u>

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
DOWNTOWN CRA				
PERSONAL SERVICES	21	76,692	21	79,016
INSURANCE				
Insurance - Position Bond	4	4	4	1
Self-Insurance Services	657	762	762	611
Insurance Consultant	258	184	133	105
Insurance - Excess Liability (Auto, General)	290	218	215	170
	1,209	1,168	1,114	887
UTILITIES				
Water Service	19	20	20	21
Electric Service	313	311	359	372
Wastewater Service	21	22	21	22
Solid Waste Service	32	32	32	32
Solid Waste Service - Recycling	3	3	3	3
	388	388	435	450
INTER-CITY SERVICES				
Purchasing & Stores Service	1,847	1,738	1,738	836
General Fund Services	57,462	9,939	9,939	12,300
Intra-Departmental Charges - PC & Network Support	1,315		840	1,558
Intra-Departmental Charges - Telephone	816	1,016	388	464
Intra-Departmental Charges - Facilities	416	493	493	628
Intra-Departmental Charges - Janitorial	302	344	344	385
Intra-Departmental Charges - Training Ctr	35	33	33	35
Intra-Departmental Charges - IT Operations - GIS	363			682
Intra-Departmental Charges - IT Operations - Application Dev	380	435	435	426
Intra-Departmental Charges - IT Operations - Network Support	953		1,102	1,476
Intra-Departmental Charges - IT Operations - IT Security				472
	63,889	13,998	15,312	19,262
ALL OTHER O&M				
Contractual Services	24,707	86,972	86,972	86,590
Professional Services	26,611			
Contract Labor		5,000	5,000	5,125
Printing & Photography		50	50	51
Subscription & Membership	731	1,600	1,600	1,640
Training	356	3,000	3,000	3,075
All Other Sundry Charges	10	150	150	154
Tax Increment Financing Agreements	187,880	1,011,305	1,011,305	
Equipment - Noncapital		150	150	154
Food Purchases		300	300	308
	240,295	1,108,527	1,108,527	97,097

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SUB-TOTAL	305,802	1,200,773	1,125,409	196,712
MID-TOWN CRA				
PERSONAL SERVICES	245,643	432,856	179,382	458,959
INSURANCE				
Insurance - Position Bond	30	32	8	3
Self-Insurance Services	5,231	6,071	6,071	4,867
Insurance Consultant	2,056	1,468	1,059	847
Insurance - Excess Liability (Auto, General)	2,315	1,737	1,712	1,350
	9,632	9,308	8,850	7,067
UTILITIES				
Water Service	152	158	155	159
Electric Service	2,491	2,478	2,860	2,960
Wastewater Service	169	177	170	174
Solid Waste Service	251	251	251	251
Solid Waste Service - Recycling	24	25	24	24
	3,088	3,089	3,460	3,568
INTER-CITY SERVICES				
Purchasing & Stores Service	15,698	14,342	14,342	836
General Fund Services	57,462	63,407	63,407	97,956
Intra-Departmental Charges - PC & Network Support	10,472	70	6,715	12,409
Intra-Departmental Charges - Telephone	6,776	3,021	3,088	3,693
Intra-Departmental Charges - Facilities	3,312	3,926	3,926	5,001
Intra-Departmental Charges - Janitorial	2,404	2,741	2,741	3,071
Intra-Departmental Charges - Training Ctr	281	263	263	282
Intra-Departmental Charges - IT Operations - GIS	2,891	3,701	3,701	5,429
Intra-Departmental Charges - IT Operations - Application Dev	3,030	3,959	3,468	3,391
Intra-Departmental Charges - IT Operations - Network Support	7,590		8,778	11,757
Intra-Departmental Charges - IT Operations - IT Security				3,761
	109,917	95,430	110,429	147,586
ALL OTHER O&M				
Contractual Services	89,811	303,752	303,852	298,732
Contract Labor		22,129	22,129	22,682
Rentals		2,112	2,112	2,165
Printing & Photography	5,241	2,037	2,037	5,000
Postage & Mailing	8	4,225	4,225	4,331
Subscription & Membership	1,783	1,824	1,824	5,000
Telephone Communications	1,119	857	857	878
Travel	3,555	1,608	1,608	1,648
Training	7,919	18,451	18,451	25,000
All Other Sundry Charges	1,043	1,057	1,057	1,083
Software License & Maintenance		418	418	5,000

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Office Supplies	1,003	3,045	3,045	3,121
Equipment - Noncapital		10,150	10,150	10,404
Food Purchases	458	1,584	1,584	1,624
	111,939	373,249	373,349	386,668
SUB-TOTAL	480,219	913,932	675,470	1,003,848
DIXIELAND CRA				
PERSONAL SERVICES	18,447	55,439	3	2
INSURANCE				
Insurance - Position Bond			1	1
Self-Insurance Services	83	97	97	78
Insurance Consultant	33	24	17	1
Insurance - Excess Liability (Auto, General)	37	28	28	22
	152	149	143	102
UTILITIES				
Water Service	2	3	3	3
Electric Service	40	40	46	48
Wastewater Service	3	3	3	3
Solid Waste Service	4	4	4	4
Solid Waste Service - Recycling	0	2		
	49	52	56	58
INTER-CITY SERVICES				
Purchasing & Stores Service	462	435	435	836
General Fund Services	57,462	6,008	6,008	1,566
Intra-Departmental Charges - PC & Network Support	167	14,148	7,651	199
Intra-Departmental Charges - Telephone	44	504	49	59
Intra-Departmental Charges - Facilities	53	62	62	79
Intra-Departmental Charges - Janitorial	38	43	43	49
Intra-Departmental Charges - Training Ctr	4	4	4	5
Intra-Departmental Charges - IT Operations - GIS	2,763	3,701	3,701	86
Intra-Departmental Charges - IT Operations - Application Dev	49		56	54
Intra-Departmental Charges - IT Operations - Network Support	121	13,395	3,455	188
Intra-Departmental Charges - IT Operations - IT Security				60
	61,163	38,300	21,464	3,181
ALL OTHER O&M				
Contractual Services		4,187	4,187	59,271
Postage & Mailing	59			
Subscription & Membership	23			
Training	45			
All Other Sundry Charges	66			
	193	4,187	4,187	59,271
SUB-TOTAL	80,005	98,127	25,853	62,614

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
DEBT SERVICE				
Residential Redevelopment	400,000	400,000	400,000	344,389
	400,000	400,000	400,000	344,389
CAPITAL EQUIPMENT				
Equipment - Capital		4,854	4,854	4,975
		4,854	4,854	4,975
SPECIAL PROJECTS				
DOWNTOWN CRA:				
Business Technical Assistance Funding Downtown				40,000
Bay Street Streetscape and Drainage Improvements				415,000
Redevelopment Plan Update Downtown				175,000
Oak Street Development				736,000
Peachtree Flats Development				387,500
Tax Increment Financing Agreements (TIF)				900,000
Downtown Infrastructure				155,000
Small Project Assistance	152,163	699,305	699,305	350,000
Property Management	950	45,988	46,023	6,036
Downtown Streetscape	33,101	165,655	165,655	300,000
Mowing	3,275	33,702	33,702	5,000
Oak Street Parking Lot		24,000	24,000	25,000
CRA Annual Report	1,365	2,980	3,453	5,181
SFLA Corridor Improvements	80,314	649,247	649,247	500,000
Five Points Roundabout	24,800	311,096	311,096	150,000
Arts & Entertainment	14,503	10,000	10,000	10,000
Downtown Infill Incentive	60,000			
Catalyst Development	548,892	241,108	241,108	300,000
E. Main St. Streetscape Plaza (Kentucky to Tennessee)	507			
Downtown Corridor Enhancements		224,345	224,345	206,000
Lake Mirror Promenade - Maintenance		150,000	150,000	
Mirrorton Development	49,576	469,193	469,193	
MID-TOWN CRA:				
Infrastructure Projects				500,000
Neighborhood Alley Improvements				500,000
Business Technical Assistance Funding Mid-Town				160,000
Redevelopment Plan Update Mid-Town				325,000
Lakeland Hills Blvd Landscape Enhancements				250,000
Hartsell Ave Trail				75,000
7th Street Sidewalk				115,000
DouBakehouse Leasehold Improvements	34,233			
Haus 820 Leasehold Improvements		38,761	38,761	
Planning-Affordable Housing Incentive Plan		30,000	30,000	15,000
Small Project Assistance	376,435	1,243,457	1,249,667	500,000

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Property Management	230,498	298,735	306,465	305,200
MLK - Memorial to 10th St	2,997	10,331	10,331	10,641
Providence Rd - W 10th St to Griffin Rd	124,662	775,104	775,104	950,000
W Lake Parker/Lakeshore Trail Improvements	24,346	64,909	64,909	
Landscape - US 98 - Memorial to 10th St	2,195	19,187	19,187	19,763
Landscape - US 98 - Griffin to 10th St	8,060	19,187	18,374	26,558
Landscape - Parker Street	2,233	10,331	10,331	10,641
Landscape - Ingraham Ave	3,317	12,039	12,170	12,534
Landscape - Intown Bypass Phase 1 Outparcels	1,071	10,331	10,331	10,641
Northwest Neighborhood	142,882	1,188,587	1,188,586	1,750,669
E. Main Street Landscaping Maintenance	1,645	15,374	15,374	15,835
Redevelop Massachusetts Ave Properties	201,105	793,245	791,373	250,000
Memorial Blvd		550,000	550,000	
Northeast Neighborhood	71,487	746,233	746,233	450,000
CRA Annual Report	11,553	16,023	18,014	17,726
East Main Street Master Plan	262,580	869,314	869,314	500,000
Citrus Connection Services (LAMTD Agreement)	181,818	3,182	3,182	
Five Points Roundabout	2,319	572,961	572,961	150,000
Arts & Entertainment		35,310	35,310	25,000
Lincoln Square Development		1,750	1,750	
Residential Incentives	203,402	1,377,421	1,377,421	450,000
Affordable Housing Partnerships		1,500,000	1,500,000	500,000
Lakeshore Aquatic Preservation	3,500	12,600	12,600	5,000
Job Creation Incentives	208,000	212,000	212,000	
114 E. Parker Street Construction	242,670			
Midtown Lofts Redevelopment Project-Loan Receivable		25,000	25,000	
N. Scott Ave Sidewalk	12,312	235,688	235,688	75,000
Olive Street Sidewalk	2,524	185,000	185,000	
Mid-Town Infrastructure		250,000	250,000	
Emma Street Sidewalk		200,000	200,000	75,000
Chase Street Trail		300,000	300,000	
Redevelop Massachusetts Ave Properties	309,247			
DIXIELAND CRA:				
Small Project Assistance	205,914	350,000	350,000	350,000
Landscaping Maintenance by Other City Departments	127	2,327	4,082	2,396
Alley Improvement Project	429	105,284	105,284	25,000
Publications and Promotions		2,500	2,500	
Alley Maintenance		3,200	3,200	3,400
CRA Annual Report	1,190	1,505	1,392	2,069
Redevelopment Plan Update				175,000
SFLA Corridor Improvements	111,595	849,455	849,455	67,500
Infill Adaptive Reuse Program	50,000	300,000	300,000	

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Arts & Entertainment	29,591	25,000	25,000	25,000
Dixieland Sign Maintenance		10,119	10,000	5,000
	<u>4,035,382</u>	<u>16,298,069</u>	<u>16,313,476</u>	<u>13,371,290</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	296,853	509,575	509,575	534,929
Transfer To Debt Service Fund	19,081	19,299	19,299	19,533
	<u>315,934</u>	<u>528,874</u>	<u>528,874</u>	<u>554,462</u>
GRAND TOTAL	<u>5,617,341</u>	<u>19,444,629</u>	<u>19,073,936</u>	<u>15,538,290</u>



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REVENUE AND EXPENDITURE SUMMARY LAKES AND STORMWATER

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	671,471	960,062	963,314	1,334,152
Fringe Benefits	287,691	407,994	400,009	655,570
Total Personnel	<u>959,161</u>	<u>1,368,056</u>	<u>1,363,323</u>	<u>1,989,722</u>
Non-Personnel				
Utilities	616	617	691	713
Insurance and Fixed Charges	45,161	39,922	39,285	83,603
Grants and Aid	10,000	10,000	10,000	10,000
Internal Service Charges	650,670	771,990	793,181	710,514
All Other Operations & Maintenance	71,700	80,746	77,404	78,225
Debt Service	567,670	109,750	20,939	137,424
Capital Outlay	23,500	40,000	40,000	160,000
Maintenance and Special Projects	3,951,459	53,990,829	11,004,014	8,095,227
Total Non-Personnel	<u>5,320,775</u>	<u>55,043,854</u>	<u>11,985,514</u>	<u>9,275,706</u>
Total Expenditures	<u>6,279,937</u>	<u>56,411,910</u>	<u>13,348,837</u>	<u>11,265,428</u>
Transfers				
Cost Allocations and Recoveries	(343)			
Transfer To General Fund	918			
Transfer To Debt Service Fund	29,623	29,961	29,961	30,325
Transfer To Fleet Mgmt Reserve		723,168	723,168	115,000
Transfer To Information Technology	2,251	2,251	2,251	2,251
Net Transfers	<u>(32,449)</u>	<u>(755,380)</u>	<u>(755,380)</u>	<u>(147,576)</u>
Revenue Sources				
Intergovernmental Revenues	54,084	43,061,390	43,147,780	
Charges for Services	7,770,900	8,120,000	8,277,227	8,525,000
Debt Proceeds		2,226,371	4,452,742	905,371
Interest Income	(546,143)	158,000	172,634	178,000
All Other Revenue	15,673		11,473	12,000
Total Revenue	<u>7,294,515</u>	<u>53,565,761</u>	<u>56,061,856</u>	<u>9,620,371</u>
Funding to be Provided	<u>(982,129)</u>	<u>3,601,529</u>	<u>(41,957,639)</u>	<u>1,792,633</u>

LAKES AND STORMWATER

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
INTERGOVERNMENTAL REVENUE				
STATE GRANTS				
Lake Bonnet Drainage Improvement CBDG-MIT Grant		42,986,390	43,072,780	
		42,986,390	43,072,780	
LOCAL GRANTS				
Aquatic Harvester		75,000	75,000	
SWFMD Crystal Lake Water Quality Improvement Study Q178	44,546			
SWFMD Lake Parker Restoration	9,538			
	54,084	75,000	75,000	
TOTAL INTERGOVERNMENTAL	54,084	43,061,390	43,147,780	
CHARGES FOR SERVICES				
OTHER PHYSICAL ENVIRONMENT REVENUE				
Special Assessments-Sewers	19,294		23,546	24,000
	19,294		23,546	24,000
OTHER CHARGES FOR SERVICES				
Stormwater Fees - Commercial/Municipal	3,372,863	3,544,000	3,590,235	3,698,000
Stormwater Fees - Residential	4,261,814	4,453,000	4,540,752	4,677,000
Stormwater Fees - Interfund	116,929	123,000	122,694	126,000
	7,751,606	8,120,000	8,253,681	8,501,000
TOTAL CHARGES FOR SERVICES	7,770,900	8,120,000	8,277,227	8,525,000
FINES AND FORFEITS				
Bad Check Charges	1,766		1,978	2,000
Citations / Fines	13,908		9,495	10,000
TOTAL FINES AND FORFEITS	15,673		11,473	12,000
MISCELLANEOUS REVENUES				
INVESTMENT INCOME				
Interest on Pooled Investments	163,409	158,000	172,634	178,000
Interest on Deposits	(8,556)			
Market Value Restatement	(700,997)			
	(546,143)	158,000	172,634	178,000
TOTAL MISCELLANEOUS REVENUE	(546,143)	158,000	172,634	178,000
PROCEEDS FROM THE ISSUANCE OF LONG TERM DEBT				
Transfer from Internal Loan Fund		2,226,371	4,452,742	905,371
TOTAL DEBT PROCEEDS		2,226,371	4,452,742	905,371
SUB-TOTAL	7,294,515	53,565,761	56,061,856	9,620,371
PRIOR YEAR SURPLUS	(982,129)	3,601,529	(41,957,639)	1,792,633
TOTAL REVENUES	6,312,386	57,167,290	14,104,217	11,413,004

LAKES AND STORMWATER

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ADMINISTRATION				
EXPENSES				
PERSONAL SERVICES	959,161	1,368,056	1,363,323	1,989,722
INSURANCE				
Insurance - Fire				602
Insurance - Position Bond	69	71	20	43
Self-Insurance Services	38,080	33,071	33,071	76,906
Insurance Consultant	2,011	1,844	1,330	1,069
Insurance - Excess Liability (Auto, General)	5,001	4,936	4,864	4,983
	45,161	39,922	39,285	83,603
UTILITIES				
Water Service	30	32	31	32
Electric Service	497	495	571	591
Wastewater Service	34	35	34	35
Solid Waste Service	50	50	50	50
Solid Waste Service - Recycling	5	5	5	5
	616	617	691	713
INTER-CITY SERVICES				
Rental - Fleet Management	67,886	107,384	69,576	77,449
Gasoline - Fleet Management	27,027	29,426	130,875	25,848
Maintenance - Fleet Management	57,865	54,560	73,346	40,404
Fleet Mgmt Project Charges	1,239	77,000		
Purchasing & Stores Service	3,694	13,907	13,907	16,715
General Fund Services	385,343	353,713	353,713	367,829
Intra-Departmental Charges - PC & Network Support	21,816	24,419	33,504	31,422
Intra-Departmental Charges - Telephone	3,497	4,532	4,532	7,830
Intra-Departmental Charges - Radios	1,923	2,359	2,359	2,410
Intra-Departmental Charges - Facilities	4,405	5,222	5,222	6,652
Intra-Departmental Charges - Janitorial	3,197	3,646	3,646	4,084
Intra-Departmental Charges - Training Ctr	639	600	600	645
Intra-Departmental Charges - IT Operations - GIS	23,870	38,660	38,660	47,403
Intra-Departmental Charges - IT Operations - Application Dev	34,198	35,610	35,610	44,046
Intra-Departmental Charges - IT Operations - Network Support	14,070	20,952	27,631	28,333
Intra-Departmental Charges - IT Operations - IT Security				9,444
	650,670	771,990	793,181	710,514

LAKES AND STORMWATER

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Repair Of Equipment	888	521	521	525
Printing & Photography	292	308	308	308
Postage & Mailing	260	540	400	350
Subscription & Membership	4,294	4,318	4,318	4,300
Telephone Communications	6,831	8,042	8,042	8,042
Travel	9,694	6,478	6,478	7,500
Training	10,759	8,713	8,910	12,000
Licenses & Permits	622	5,399	2,000	2,000
All Other Administrative		62	62	150
Bad Debt Expense	9,942	13,005	13,005	10,000
Contribution to the Water Atlas	5,000	5,000	5,000	5,000
Office Supplies	3,618	2,735	2,735	2,800
Equipment - Noncapital	4,967	5,033	5,033	5,050
All Other Materials & Supplies	7,116	5,997	5,997	6,000
Uniforms	5,551	11,364	11,364	11,000
Tools & Implements	675	1,561	1,561	1,600
Personal Safety Equipment	1,191	1,670	1,670	1,600
Recoveries-From Outside City	(343)			
	<u>71,357</u>	<u>80,746</u>	<u>77,404</u>	<u>78,225</u>
GRANTS AND AID TO AGENCIES				
Contribution To LEAD	10,000	10,000	10,000	10,000
	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
SUB-TOTAL	<u>1,736,965</u>	<u>2,271,331</u>	<u>2,283,884</u>	<u>2,872,777</u>
NON-DEPARTMENTAL				
DEBT SERVICE				
TV Truck Lease	9,034			
TV & Clean Storm Drain Structures	180,000			
Street Sweeping Operations	357,696			
Heatherpoint Stormwater Sewer Repair	20,939	20,939	20,939	20,939
Lake Bonnet Drainage Improvement CBDG-MIT Grant		88,811		116,485
	<u>567,670</u>	<u>109,750</u>	<u>20,939</u>	<u>137,424</u>

LAKES AND STORMWATER

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Emergency Manager		764		1,925
NPDES Permitting - Administration	39,635	39,635	39,635	42,050
Public Education Programs	78,991	86,451	86,451	65,000
Retrofit Existing Storm Sewers	661,101	1,254,283	1,254,283	1,250,000
TV & Clean Storm Drain Structures	267,231	658,769	658,564	414,008
General Lake Improvements	269,566	539,458	539,458	500,000
GIS Storm Sewer Inventory	90,636	82,364	82,364	75,000
Install / Maintain Pollution Control Devices	33,160	73,731	73,731	60,000
Lake Hunter - Watershed Management	365	156,171	156,171	200,000
Lake Bonny Watershed Management Plan & Projects	153,032	362,691	362,691	150,000
Lake Parker TMDL Project - WQ Treatment	106,191	810,086	810,086	500,000
Wayman St. Ditch Repairs		321,652	321,652	
GIS Technician - Engineering	99,023	82,689	82,689	85,997
Drainage Maintenance Operations	857,931	1,220,295	1,221,478	957,897
Street Sweeping Operations	775,153	1,460,922	1,460,283	1,677,885
Highlands Hills Ditch Maint & Repairs	2,552	97,658	97,658	
Lake Hollingsworth Southside Shoreline Stab	3,649	20,000	20,000	
Crystal Lake TMDL	(1,080)	431,679	431,679	100,000
Environmental Code Enforcement Officer	57,913	57,487	57,487	49,658
Lake Beulah Shoreline Restoration				15,000
Lake Morton Shoreline Restoration	22,254	19,057	19,057	100,000
Contrib to FL Friendly Landscaping	10,000	10,000	10,000	10,000
Southern Landings Repairs		10,000	10,000	10,000
Upgrades to Office		50,000	50,000	50,000
Lake Bonnet Water Quality Improvement	1,431	188,725	188,725	150,000
Solid Waste/Lakes - 305 Eastside Property	2,961	22,678	22,678	
Lake Bonny Drainage Project		73,069	73,069	250,000
Lake Hollingsworth TMDL Program	99,183	679,529	679,529	300,000
Water Quality Improvement Project	81,006	1,186,825	1,186,825	315,000
Emergency Protective Measures	1,358	476	476	
Stormwater Management Master Plan	39,666	160,599	160,599	450,000
Aquatic Harvester	41,344	513,587	513,587	292,807
Office Furniture	2,062			
Drainage Maintenance Non-Capital Equipment	5,499			
S. Edgewood Drive (Taft St to US 98S)		94,000	94,000	
SWFMD Crystal Lake Water Quality Improvement Study Q178	108,707	75,048	75,048	
Drainage Capital Equipment	21,558	23,442	23,442	23,000
SWFMD Lake Parker Restoration	19,381	140,619	140,619	
Project Implementation		5,432,226		
Phase I - Feasibility Study		1,321,000		
Phase II - Design & Engineering		2,560,000		

LAKES AND STORMWATER

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Phase III - Construction		33,673,164		
Replace Jon Boat				50,000
Aquatic Harvester	23,500			
Drainage Capital Equipment		40,000	40,000	110,000
	<u>3,974,959</u>	<u>54,030,829</u>	<u>11,044,014</u>	<u>8,255,227</u>

TRANSFERS TO OTHER FUNDS

Transfer To General Fund	918			
Transfer To Debt Service Fund	29,623	29,961	29,961	30,325
Transfer To Fleet Mgmt Reserve		723,168	723,168	115,000
Transfer To Information Technology	2,251	2,251	2,251	2,251
	<u>32,792</u>	<u>755,380</u>	<u>755,380</u>	<u>147,576</u>
	<u>6,312,386</u>	<u>57,167,290</u>	<u>14,104,217</u>	<u>11,413,004</u>

REVENUE AND EXPENDITURE SUMMARY BUILDING INSPECTION

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	1,319,448	1,765,843	1,470,641	1,546,652
Fringe Benefits	371,484	469,943	417,271	459,696
Total Personnel	1,690,932	2,235,786	1,887,912	2,006,348
Non-Personnel				
Utilities	15,012	15,017	16,818	17,345
Professional and Contractual	398,797	362,209	164,910	181,480
Insurance and Fixed Charges	54,144	64,054	63,235	41,719
Internal Service Charges	1,046,468	1,306,048	1,305,157	1,249,668
All Other Operations & Maintenance	49,871	64,056	64,056	65,816
Maintenance and Special Projects		1,337		1,856
Total Non-Personnel	1,564,293	1,812,721	1,614,176	1,557,884
Total Expenditures	3,255,224	4,048,507	3,502,088	3,564,232
Transfers				
Transfers Out	88,087	544,890	544,890	164,725
Net Transfers	(88,087)	(544,890)	(544,890)	(164,725)
Revenue Sources				
License and Permits	2,808,649	3,249,913	2,278,474	2,346,827
Charges for Services	19,290	21,558	30,680	31,600
Interest Income	(115,740)	64,500	60,099	60,000
All Other Revenue	122,227	152,922	50,114	51,617
Total Revenue	2,834,426	3,488,893	2,419,367	2,490,044
Funding to be Provided	508,885	1,104,504	1,627,611	1,238,913

BUILDING INSPECTION

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
LICENSE AND PERMITS				
BUILDING INSPECTION FEES				
Building Inspection Fees	1,736,442	2,095,432	1,448,006	1,491,446
Other Building Inspection Fees	289,888	330,938	266,430	274,423
Plumbing Inspection Fees	214,247	206,000	150,980	155,509
Mechanical Inspection Fees	242,133	250,776	176,107	181,390
Electrical Inspection Fees	291,648	333,514	202,076	208,138
Notice of Commencement Fee	29,011	28,639	31,575	32,522
Records Maintenance Fee	5,280	4,614	3,300	3,399
	<u>2,808,649</u>	<u>3,249,913</u>	<u>2,278,474</u>	<u>2,346,827</u>
TOTAL LICENSE AND PERMITS	<u>2,808,649</u>	<u>3,249,913</u>	<u>2,278,474</u>	<u>2,346,827</u>
CHARGES FOR SERVICES				
GENERAL GOVERNMENT				
Zoning & Subdivision Fees	19,290	21,558	30,680	31,600
	<u>19,290</u>	<u>21,558</u>	<u>30,680</u>	<u>31,600</u>
TOTAL CHARGES FOR SERVICES	<u>19,290</u>	<u>21,558</u>	<u>30,680</u>	<u>31,600</u>
MISCELLANEOUS REVENUES				
OTHER				
Credit Card Convenience Fees	122,227	152,922	50,114	51,617
	<u>122,227</u>	<u>152,922</u>	<u>50,114</u>	<u>51,617</u>
INVESTMENT INCOME				
Interest on Pooled Investments	70,957	64,500	60,099	60,000
Market Value Restatement	(186,697)			
	<u>(115,740)</u>	<u>64,500</u>	<u>60,099</u>	<u>60,000</u>
TOTAL MISCELLANEOUS REVENUE	<u>6,487</u>	<u>217,422</u>	<u>110,213</u>	<u>111,617</u>
SUB-TOTAL	<u>2,834,426</u>	<u>3,488,893</u>	<u>2,419,367</u>	<u>2,490,044</u>
PRIOR YEAR SURPLUS	<u>508,885</u>	<u>1,104,504</u>	<u>1,627,611</u>	<u>1,238,913</u>
TOTAL REVENUES	<u>3,343,311</u>	<u>4,593,397</u>	<u>4,046,978</u>	<u>3,728,957</u>

BUILDING INSPECTION

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
PERSONAL SERVICES	1,690,932	2,235,786	1,887,912	2,006,348
INSURANCE				
Insurance - Position Bond	137	154	40	33
Self-Insurance Services	51,131	60,721	60,721	39,264
Insurance Consultant	1,006	838	604	567
Insurance - Excess Liability (Auto, General)	1,870	2,341	1,870	1,855
	<u>54,144</u>	<u>64,054</u>	<u>63,235</u>	<u>41,719</u>
UTILITIES				
Water Service	742	769	752	771
Electric Service	12,111	12,044	13,902	14,389
Wastewater Service	823	859	828	849
Solid Waste Service	1,222	1,222	1,222	1,222
Solid Waste Service - Recycling	114	123	114	114
	<u>15,012</u>	<u>15,017</u>	<u>16,818</u>	<u>17,345</u>
INTER-CITY SERVICES				
Rental - Fleet Management	31,901	35,362	37,463	42,054
Gasoline - Fleet Management	26,033	30,275	25,793	28,173
Maintenance - Fleet Management	29,610	38,985	33,886	39,890
Purchasing & Stores Service	462	1,304	1,304	836
General Fund Services	716,557	862,455	862,455	708,224
Intra-Departmental Charges - PC & Network Support	40,812	43,175	48,043	42,131
Intra-Departmental Charges - Telephone	7,383	9,567	9,567	10,239
Intra-Departmental Charges - Facilities	27,838	33,000	33,000	42,036
Intra-Departmental Charges - Janitorial	20,204	23,041	23,041	25,808
Intra-Departmental Charges - Training Ctr	1,012	1,050	1,050	1,129
Intra-Departmental Charges - IT Operations - GIS	18,141	30,835	30,835	37,139
Intra-Departmental Charges - IT Operations - Application Dev	104,890	166,013	166,013	228,274
Intra-Departmental Charges - IT Operations - Network Support	21,625	30,986	32,707	33,004
Intra-Departmental Charges - IT Operations - IT Security				10,731
	<u>1,046,468</u>	<u>1,306,048</u>	<u>1,305,157</u>	<u>1,249,668</u>
ALL OTHER O&M				
Contractual Services	163,113	82,000	82,000	84,255
Banking Service	4,100	4,187	4,187	4,313
Advertising		2,563	2,563	2,633
Annual Audit	179	2,200	2,400	1,800
Visa/Mastercard Bank Charges	127,875	177,611	37,885	51,617
Contract Labor	103,530	93,648	35,875	36,862
Repair Of Equipment		712	712	731
Printing & Photography	928	630	630	647
Postage & Mailing		727	727	747

BUILDING INSPECTION

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Subscription & Membership	4,506	2,991	2,991	3,073
Telephone Communications	15,632	12,589	12,589	12,935
Travel	2,844	4,884	4,884	5,018
Training	5,819	7,920	7,920	8,138
Software License & Maintenance		749	749	770
Refund Of Prior Years Revenue	1,245			
Office Supplies	5,019	19,566	19,566	20,104
Equipment - Noncapital	8,905	8,223	8,223	8,449
Uniforms	3,681	5,065	5,065	5,204
	<u>447,376</u>	<u>426,265</u>	<u>228,966</u>	<u>247,296</u>
SUB-TOTAL	<u>3,253,932</u>	<u>4,047,170</u>	<u>3,502,088</u>	<u>3,562,376</u>
SPECIAL PROJECTS				
Emergency Manager		1,337		1,856
		<u>1,337</u>		<u>1,856</u>
TRANSFERS TO OTHER FUNDS				
Transfer To Debt Service Fund	44,383	44,890	44,890	45,435
Transfer To Fleet Mgmt Reserve	43,704			
Transfer To Information Technology		500,000	500,000	119,290
	<u>88,087</u>	<u>544,890</u>	<u>544,890</u>	<u>164,725</u>
GRAND TOTAL	<u>3,343,311</u>	<u>4,593,397</u>	<u>4,046,978</u>	<u>3,728,957</u>

**REVENUE AND EXPENDITURE SUMMARY
DEBT SERVICE FUND**

	FY22	FY23	FY23	FY24
	Actual	Budget	Forecast	Proposed Budget
Non-Personnel				
Debt Service	3,494,112		3,534,005	3,576,927
Total Non-Personnel	3,494,112		3,534,005	3,576,927
Total Expenditures	3,494,112		3,534,005	3,576,927
Transfers				
Transfers In	3,400,471		3,534,005	3,576,927
Net Transfers	3,400,471		3,534,005	3,576,927
Revenue Sources				
Investments	(981,481)			
All Other Revenue	1,910,021			
Total Revenue	928,540			
Funding to be Provided	(834,899)			

DEBT SERVICE FUND

	FY22	FY23	FY23	FY24
	Actual	Budget	Forecast	Proposed Budget
EXPENSES				
DEBT SERVICE				
Interest Expense	948,345		886,737	822,672
Principal Retirement	2,545,767		2,647,268	2,754,255
GRAND TOTAL	3,494,112		3,534,005	3,576,927



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REVENUE AND EXPENDITURE SUMMARY FLEET MANAGEMENT

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	1,421,286	1,753,175	1,559,383	1,837,357
Fringe Benefits	68,267	641,885	494,163	615,273
Total Personnel	1,489,554	2,395,060	2,053,546	2,452,630
Non-Personnel				
Utilities	50,392	49,697	51,659	52,899
Professional and Contractual	761,414	1,028,886	782,908	973,685
Insurance and Fixed Charges	103,942	103,680	101,297	93,554
Internal Service Charges	765,972	807,298	748,766	810,902
All Other Operations & Maintenance	7,789,042	7,558,775	7,274,873	7,779,230
Debt Service	6,646,561	102,141	102,141	103,861
Capital Outlay	4,039,983	20,239,385	18,906,308	7,619,982
Maintenance and Special Projects	21,531	265,779	263,997	1,925
Total Non-Personnel	20,178,837	30,155,641	28,231,949	17,436,038
Total Expenditures	21,668,390	32,550,701	30,285,495	19,888,668
Transfers				
Transfers In	450,497	2,715,991	2,726,882	1,327,000
Transfers Out	9,396	6,540	6,540	6,540
Net Transfers	441,101	2,709,451	2,720,342	1,320,460
Revenue Sources				
Intergovernmental Revenues	32,433	165,000	32,500	35,000
Charges for Services	19,133,177	19,783,512	19,927,520	20,071,104
Interest Income	(2,579,793)	745,000	1,043,741	35,000
All Other Revenue	1,620,467	2,015,000	1,750,941	1,753,500
Total Revenue	18,206,285	22,708,512	22,754,702	21,894,604
Funding to be Provided	3,021,005	7,132,738	4,810,451	(3,326,396)

FLEET MANAGEMENT

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
INTERGOVERNMENTAL REVENUE				
STATE REVENUE SHARING				
Motor Fuel Tax Rebate	32,433	165,000	32,500	35,000
	<u>32,433</u>	<u>165,000</u>	<u>32,500</u>	<u>35,000</u>
TOTAL INTERGOVERNMENTAL	<u>32,433</u>	<u>165,000</u>	<u>32,500</u>	<u>35,000</u>
CHARGES FOR SERVICES				
OTHER CHARGES FOR SERVICES				
Depreciation Reserve Billings	8,017,755	8,535,192	8,490,497	8,500,000
Maintenance of Fleet Mgmt Equipment	6,001,680	6,045,810	6,333,728	6,500,000
Fleet Mgmt Fuel Billings	4,538,786	4,638,750	4,518,490	4,500,000
Equipment Fees	574,956	563,760	584,805	571,104
	<u>19,133,177</u>	<u>19,783,512</u>	<u>19,927,520</u>	<u>20,071,104</u>
TOTAL CHARGES FOR SERVICES	<u>19,133,177</u>	<u>19,783,512</u>	<u>19,927,520</u>	<u>20,071,104</u>
FINES AND FORFEITS				
Penalties on Assessments			189	
TOTAL FINES AND FORFEITS			<u>189</u>	
MISCELLANEOUS REVENUES				
OTHER				
Scrap Sales	3,498	5,000	3,819	3,500
Insurance Proceeds - Workers Comp Claims			813	
	<u>3,498</u>	<u>5,000</u>	<u>4,632</u>	<u>3,500</u>
SALES OF FIXED ASSETS				
Sale Of Rental Equipment	1,612,830	2,000,000	1,732,120	1,750,000
	<u>1,612,830</u>	<u>2,000,000</u>	<u>1,732,120</u>	<u>1,750,000</u>
REIMBURSEMENTS				
Damage Reimbursements		10,000	14,000	
Reimbursements / Loss Recovery	4,139			
	<u>4,139</u>	<u>10,000</u>	<u>14,000</u>	
INVESTMENT INCOME				
Interest on Pooled Investments	951,622	745,000	1,043,674	35,000
Other Interest Revenue	32,828		67	
Market Value Restatement	(3,564,243)			
	<u>(2,579,793)</u>	<u>745,000</u>	<u>1,043,741</u>	<u>35,000</u>
TOTAL MISCELLANEOUS REVENUE	<u>(959,326)</u>	<u>2,760,000</u>	<u>2,794,493</u>	<u>1,788,500</u>

FLEET MANAGEMENT

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
TRANSFERS FROM OTHER FUNDS				
Transfer from Other Funds		700,805	700,805	
Transfer from General Fund	58,593	73,572	73,572	
Transfer from Transportation Fund				70,000
Transfer from Uninsured Loss Fund			10,891	
Transfer from Purchasing & Stores	60,200			
Transfer from WW R&R	68,000	353,896	353,896	652,000
Transfer from Solid Waste Management	90,000	472,550	472,550	
Transfer from Water R&R	35,000	102,000	102,000	165,000
Transfer from Stormwater Utilities Fund		723,168	723,168	115,000
Transfer from Electric R & R	95,000			325,000
Transfer from Law Enforcement Trust		290,000	290,000	
Transfer from Building Inspection Fund	43,704			
TOTAL TRANSFERS FROM OTHER FUNDS	<u>450,497</u>	<u>2,715,991</u>	<u>2,726,882</u>	<u>1,327,000</u>
 SUB-TOTAL	 <u>18,656,781</u>	 <u>25,424,503</u>	 <u>25,481,584</u>	 <u>23,221,604</u>
PRIOR YEAR SURPLUS	<u>3,021,005</u>	<u>7,132,738</u>	<u>4,810,451</u>	<u>(3,326,396)</u>
TOTAL REVENUES	<u><u>21,677,786</u></u>	<u><u>32,557,241</u></u>	<u><u>30,292,035</u></u>	<u><u>19,895,208</u></u>

FLEET MANAGEMENT

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES	OPERATIONS			
PERSONAL SERVICES	193,461	276,108	208,046	234,154
INSURANCE				
Insurance - Fire	8,170	11,919	11,853	24,689
Insurance - Position Bond	160	166	44	45
Self-Insurance Services	85,695	72,424	72,424	58,092
Insurance Consultant	4,190	8,323	6,286	3,682
Insurance - Excess Liability (Auto, General)	5,728	10,848	10,690	7,046
	<u>103,942</u>	<u>103,680</u>	<u>101,297</u>	<u>93,554</u>
UTILITIES				
Water Service	1,998	2,069	1,985	2,035
Electric Service	29,101	28,334	31,907	33,024
Wastewater Service	2,988	3,083	2,935	3,008
Solid Waste Service	15,999	15,905	14,526	14,526
Solid Waste Service - Recycling	306	306	306	306
	<u>50,392</u>	<u>49,697</u>	<u>51,659</u>	<u>52,899</u>
INTER-CITY SERVICES				
Rental - Fleet Management	29,491	30,302	29,571	38,592
Gasoline - Fleet Management	25,967	36,870	27,048	34,711
Maintenance - Fleet Management	81,485	127,105	75,407	58,445
Purchasing & Stores Service	84,494	66,493	66,493	107,813
General Fund Services	397,506	366,814	366,814	376,876
Intra-Departmental Charges - PC & Network Support	29,234	35,089	38,261	37,382
Intra-Departmental Charges - Telephone	6,606	8,056	8,056	9,035
Intra-Departmental Charges - Radios	1,923	2,359	2,359	2,410
Intra-Departmental Charges - Facilities	24,421	28,950	28,950	29,819
Intra-Departmental Charges - Janitorial	11,877	13,544	13,544	13,950
Intra-Departmental Charges - Training Ctr	1,492	1,400	1,400	1,505
Intra-Departmental Charges - IT Operations - Application Dev	49,203	55,420	55,420	52,375
Intra-Departmental Charges - IT Operations - Network Support	22,275	34,896	35,443	35,541
Intra-Departmental Charges - IT Operations - IT Security				12,448
	<u>765,972</u>	<u>807,298</u>	<u>748,766</u>	<u>810,902</u>
ALL OTHER O&M				
Banking Service	1,840	1,823	1,805	1,859
Annual Audit	4,660	5,163	5,213	3,911
Printing & Photography		512	480	526
Subscription & Membership	1,244	1,538	900	1,580
Telephone Communications	3,092	3,075	3,218	3,160
Travel	808	8,138	4,570	1,580

FLEET MANAGEMENT

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Training	1,740	9,650	9,650	10,532
All Other Sundry Charges	296	512	500	526
Software License & Maintenance	28,323	32,408	20,500	21,064
Bad Debt Expense	830			
Loss On Disposal of Fixed Assets	176,469			
Office Supplies	1,228	1,727	1,500	2,106
Equipment - Noncapital	295	1,348	1,348	1,053
All Other Materials & Supplies	3,731	5,125	5,100	5,266
Uniforms	10,812	11,275	10,000	11,585
Personal Safety Equipment	5,235	6,150	4,900	6,319
Increase/Decrease In Inventory	70,610			
	<u>311,214</u>	<u>88,444</u>	<u>69,684</u>	<u>71,067</u>
SUB-TOTAL	<u>1,424,981</u>	<u>1,325,227</u>	<u>1,179,452</u>	<u>1,262,576</u>

MAINTENANCE

PERSONAL SERVICES	<u>1,296,093</u>	<u>2,118,952</u>	<u>1,845,500</u>	<u>2,218,476</u>
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ALL OTHER O&M

Contractual Services	530,395	710,000	529,888	650,000
Body Shop Services	191,683	275,000	211,502	280,000
Towing	32,836	36,900	34,500	37,915
Maintenance Of Facilities	72,700	30,750	30,000	31,596
Licenses & Permits	14,441	15,375	15,000	15,798
Car Washing	35,382	41,000	36,000	42,128
Auto/Heavy Equipment Fuel	4,346,781	4,403,350	4,300,000	4,566,570
All Other Materials & Supplies	31,385	87,500	100,000	105,319
Tools & Implements	15,600	39,342	49,000	52,659
Tires & Tubes	729,608	850,000	733,260	850,000
Parts For Equipment	2,126,511	1,915,000	1,850,000	1,952,250
Lubricants	111,921	95,000	98,947	97,613
	<u>8,239,242</u>	<u>8,499,217</u>	<u>7,988,097</u>	<u>8,681,848</u>
SUB-TOTAL	<u>9,535,334</u>	<u>10,618,169</u>	<u>9,833,597</u>	<u>10,900,324</u>

DEBT SERVICE

Florida Taxable Pension Liability Reduction Note, Series 2020	64,294	65,028	65,028	65,999
Capital Improvement Revenue and Refunding Bonds, Series 2021A	6,582,267	37,113	37,113	37,862
	<u>6,646,561</u>	<u>102,141</u>	<u>102,141</u>	<u>103,861</u>

CAPITAL EQUIPMENT

Contingency		73,470		1,000,000
Equipment - Capital		30,750	30,000	31,596
Motor Equipment	4,039,983	20,135,165	18,876,308	6,588,386
	<u>4,039,983</u>	<u>20,239,385</u>	<u>18,906,308</u>	<u>7,619,982</u>

FLEET MANAGEMENT

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
OPERATIONS:				
Emergency Manager		1,782		1,925
Fleet Fuel Island	21,531	263,997	263,997	
	<u>21,531</u>	<u>265,779</u>	<u>263,997</u>	<u>1,925</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	2,856			
Transfer To Information Technology	6,540	6,540	6,540	6,540
	<u>9,396</u>	<u>6,540</u>	<u>6,540</u>	<u>6,540</u>
GRAND TOTAL	<u><u>21,677,786</u></u>	<u><u>32,557,241</u></u>	<u><u>30,292,035</u></u>	<u><u>19,895,208</u></u>

REVENUE AND EXPENDITURE SUMMARY PURCHASING AND STORES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	813,460	862,065	832,504	980,142
Fringe Benefits	23,275	229,327	259,861	286,065
Total Personnel	836,734	1,091,392	1,092,365	1,266,207
Non-Personnel				
Utilities	63,247	59,534	75,997	77,736
Professional and Contractual	87,560	90,896	60,785	65,007
Insurance and Fixed Charges	39,925	72,892	73,232	217,390
Internal Service Charges	1,094,036	1,228,114	1,248,539	1,305,013
All Other Operations & Maintenance	477,904	507,407	507,358	514,123
Debt Service	30,187	30,528	30,528	30,898
Maintenance and Special Projects		17,867	16,849	18,454
Total Non-Personnel	1,792,858	2,007,238	2,013,288	2,228,621
Total Expenditures	2,629,592	3,098,630	3,105,653	3,494,828
Transfers				
Cost Allocations and Recoveries	(3,000)			
Transfers Out	69,339	7,507	7,507	7,507
Net Transfers	(66,339)	(7,507)	(7,507)	(7,507)
Revenue Sources				
Charges for Services	2,884,998	2,207,745	2,100,912	3,391,185
Interest Income	(66,049)	26,500	26,156	40,000
All Other Revenue	24,999	10,000	10,939	10,000
Total Revenue	2,843,948	2,244,245	2,138,007	3,441,185
Funding to be Provided	(148,017)	861,892	975,153	61,150

PURCHASING AND STORES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Sales-Building Inspection	515	1,326	24	697
	<u>2,884,998</u>	<u>2,207,745</u>	<u>2,100,912</u>	<u>3,391,185</u>
TOTAL CHARGES FOR SERVICES	<u>2,884,998</u>	<u>2,207,745</u>	<u>2,100,912</u>	<u>3,391,185</u>
	MISCELLANEOUS REVENUES			
OTHER				
Scrap Sales	24,999	10,000	10,939	10,000
	<u>24,999</u>	<u>10,000</u>	<u>10,939</u>	<u>10,000</u>
INVESTMENT INCOME				
Interest on Pooled Investments	28,247	26,500	26,156	40,000
Market Value Restatement	(94,296)			
	<u>(66,049)</u>	<u>26,500</u>	<u>26,156</u>	<u>40,000</u>
TOTAL MISCELLANEOUS REVENUE	<u>(41,050)</u>	<u>36,500</u>	<u>37,095</u>	<u>50,000</u>
SUB-TOTAL	<u>2,843,948</u>	<u>2,244,245</u>	<u>2,138,007</u>	<u>3,441,185</u>
PRIOR YEAR SURPLUS	<u>(148,017)</u>	<u>861,892</u>	<u>975,153</u>	<u>61,150</u>
TOTAL REVENUES	<u><u>2,695,931</u></u>	<u><u>3,106,137</u></u>	<u><u>3,113,160</u></u>	<u><u>3,502,335</u></u>

PURCHASING AND STORES

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	297,364	603,027	576,036	684,253
INSURANCE				
Insurance - Fire	12,256	38,661	39,235	190,289
Insurance - Position Bond	86	61	48	25
Self-Insurance Services	22,560	29,574	29,574	23,019
Insurance Consultant	1,843	1,250	1,029	1,030
Insurance - Excess Liability (Auto, General)	3,180	3,346	3,346	3,027
	<u>39,925</u>	<u>72,892</u>	<u>73,232</u>	<u>217,390</u>
UTILITIES				
Water Service	2,206	2,249	2,422	2,483
Electric Service	38,688	34,505	47,177	48,828
Wastewater Service	865	846	1,066	1,093
Solid Waste Service	21,101	21,547	24,945	24,945
Solid Waste Service - Recycling	387	387	387	387
	<u>63,247</u>	<u>59,534</u>	<u>75,997</u>	<u>77,736</u>
INTER-CITY SERVICES				
Rental - Fleet Management	36,635	36,161	41,586	49,119
Gasoline - Fleet Management	3,200	1,307	2,534	3,600
Maintenance - Fleet Management	15,085	19,238	32,868	19,675
General Fund Services	280,386	270,037	270,037	264,784
Intra-Departmental Charges - PC & Network Support	30,636	37,136	37,363	36,910
Intra-Departmental Charges - Telephone	11,657	15,105	15,105	16,262
Intra-Departmental Charges - Facilities	43,852	51,984	51,984	66,217
Intra-Departmental Charges - Janitorial	138,853	158,346	158,346	177,367
Intra-Departmental Charges - Training Ctr	853	800	800	860
Intra-Departmental Charges - IT Operations - Application Dev	504,843	596,322	596,322	613,126
Intra-Departmental Charges - IT Operations - Network Support	22,294	35,781	35,697	36,138
Intra-Departmental Charges - IT Operations - IT Security				12,878
	<u>1,088,293</u>	<u>1,222,217</u>	<u>1,242,642</u>	<u>1,296,936</u>
ALL OTHER O&M				
Banking Service	516	609	554	571
Annual Audit	3,379	3,835	3,779	2,835
Contract Labor	83,664	86,452	56,452	61,601
Repair Of Equipment	3,658	13,777	13,777	9,831
Postage & Mailing	1,055	2,419	2,419	2,486
Subscription & Membership	5,019	4,951	4,951	1,491
Telephone Communications	3,686	4,521	4,521	4,645
Travel	268	325	325	334
Training	350	491	491	505



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REVENUE AND EXPENDITURE SUMMARY FACILITIES MAINTENANCE

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	2,631,609	3,225,776	3,009,013	3,436,042
Fringe Benefits	427,563	1,306,828	1,073,916	1,448,826
Total Personnel	3,059,172	4,532,604	4,082,929	4,884,868
Non-Personnel				
Utilities	18,902	18,057	20,080	20,572
Professional and Contractual	346,189	331,979	335,369	344,084
Insurance and Fixed Charges	192,872	151,061	150,966	158,826
Internal Service Charges	949,712	963,779	996,939	948,585
All Other Operations & Maintenance	738,259	723,498	720,125	787,615
Debt Service	121,174	122,558	122,558	124,046
Capital Outlay	43,948	109,650	115,650	118,828
Maintenance and Special Projects	550,716	1,840,053	1,829,980	1,901,299
Total Non-Personnel	2,961,771	4,260,635	4,291,667	4,403,855
Total Expenditures	6,020,942	8,793,239	8,374,596	9,288,723
Transfers				
Transfers Out	9,494	2,967	2,967	2,967
Net Transfers	(9,494)	(2,967)	(2,967)	(2,967)
Revenue Sources				
Charges for Services	6,304,640	7,436,659	7,379,244	8,988,619
Interest Income	(53,204)	55,000	55,000	55,000
All Other Revenue	2,074			
Total Revenue	6,253,509	7,491,659	7,434,244	9,043,619
Funding to be Provided	(223,073)	1,304,547	943,319	248,071

FACILITIES MAINTENANCE

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
CHARGES FOR SERVICES				
Facility Maintenance Services to City Funds				
Allocation - Cleveland Heights Golf Course	80,948	95,958	95,958	122,232
Allocation - General Fund	2,887,984	3,414,602	3,414,602	4,346,708
Allocation - Fleet Mgmt	24,421	28,950	28,950	36,876
Allocation - Wastewater	56,527	67,009	67,009	85,357
Allocation - Parking	18,861	22,359	22,359	28,480
Allocation - Airport	43,424	55,035	55,035	56,098
Allocation - RP Funding Center	21,712	27,518	27,518	28,049
Allocation - Solid Waste	10,357	12,277	12,277	15,639
Allocation - Electric	918,373	1,058,762	1,058,762	1,348,663
Allocation - Water	99,665	118,148	118,148	150,497
Allocation - Facilities Maintenance	24,718	29,303	29,303	37,326
Allocation - Purchasing & Stores	43,852	51,984	51,984	66,217
Allocation - Information Technology	34,017	40,325	40,325	51,366
Allocation - Self Insurance	197,568	265,458	265,458	275,113
Allocation - Stormwater	4,405	5,222	5,222	6,652
Allocation - Downtown CRA	416	493	493	628
Allocation - Mid-Town	51,568	118,548	61,133	55,962
Allocation - Dixieland	53	62	62	79
Allocation - Building Inspection Fund	27,838	33,000	33,000	42,036
	<u>4,546,704</u>	<u>5,445,013</u>	<u>5,387,598</u>	<u>6,753,978</u>
Janitorial Services to City Funds				
Allocation - Cleveland Heights Golf Course	25,832	29,458	29,458	32,996
Allocation - General Fund	624,465	705,892	705,892	802,671
Allocation - Fleet Mgmt	11,877	13,544	13,544	15,171
Allocation - Wastewater	51,969	59,265	59,265	66,384
Allocation - Airport	57,083	68,500	68,500	68,500
Allocation - Solid Waste	8,813	10,050	10,050	11,257
Allocation - Electric	727,227	808,436	808,436	905,544
Allocation - Water	46,523	53,054	53,054	59,427
Allocation - Facilities Maintenance	3,689	4,207	4,207	4,712
Allocation - Purchasing & Stores	138,853	158,346	158,346	177,367
Allocation - Information Technology	33,893	38,651	38,651	43,294
Allocation - Self Insurance	1,568	12,428	12,428	13,921
Allocation - Stormwater	3,197	3,646	3,646	4,084
Allocation - Downtown CRA	302	344	344	385
Allocation - Mid-Town	2,404	2,741	2,741	3,071
Allocation - Dixieland	38	43	43	49
Allocation - Building Inspection Fund	20,204	23,041	23,041	25,808
	<u>1,757,935</u>	<u>1,991,646</u>	<u>1,991,646</u>	<u>2,234,641</u>

FACILITIES MAINTENANCE

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
TOTAL CHARGES FOR SERVICES	6,304,640	7,436,659	7,379,244	8,988,619
	MISCELLANEOUS REVENUES			
OTHER				
Insurance Proceeds - Workers Comp Claims	2,074			
	2,074			
INVESTMENT INCOME				
Interest on Pooled Investments	60,013	55,000	55,000	55,000
Market Value Restatement	(113,217)			
	(53,204)	55,000	55,000	55,000
TOTAL MISCELLANEOUS REVENUE	(51,130)	55,000	55,000	55,000
SUB-TOTAL	6,253,509	7,491,659	7,434,244	9,043,619
PRIOR YEAR SURPLUS	(223,073)	1,304,547	943,319	248,071
TOTAL REVENUES	6,030,436	8,796,206	8,377,563	9,291,690

FACILITIES MAINTENANCE

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES	FACILITIES MAINTENANCE			
PERSONAL SERVICES	1,410,988	2,291,215	2,175,138	2,528,981
INSURANCE				
Insurance - Fire	3,714	4,932	4,904	10,538
Insurance - Position Bond	366	379	379	98
Self-Insurance Services	184,070	140,509	140,509	143,846
Insurance Consultant	838	676	676	464
Insurance - Excess Liability (Auto, General)	3,884	4,565	4,498	3,880
	<u>192,872</u>	<u>151,061</u>	<u>150,966</u>	<u>158,826</u>
UTILITIES				
Water Service	902	924	975	999
Electric Service	11,159	10,143	12,582	13,022
Wastewater Service	1,056	1,074	1,132	1,160
Solid Waste Service	5,784	5,916	5,391	5,391
	<u>18,902</u>	<u>18,057</u>	<u>20,080</u>	<u>20,572</u>
INTER-CITY SERVICES				
Rental - Fleet Management	108,004	112,913	115,811	126,460
Gasoline - Fleet Management	53,655	58,864	45,550	68,253
Maintenance - Fleet Management	85,350	69,961	110,835	71,166
Purchasing & Stores Service	103,425	93,438	93,438	47,638
General Fund Services	407,184	389,492	389,492	383,521
Intra-Departmental Charges - PC & Network Support	29,840	34,787	36,458	35,066
Intra-Departmental Charges - Telephone	8,160	11,077	11,077	12,648
Intra-Departmental Charges - Radios	2,885	3,538	3,538	3,616
Intra-Departmental Charges - Facilities	24,718	29,303	29,303	37,326
Intra-Departmental Charges - Janitorial	3,689	4,207	4,207	4,712
Intra-Departmental Charges - Training Ctr	3,410	3,199	3,199	3,439
Intra-Departmental Charges - IT Operations - GIS	465	556	556	3,604
Intra-Departmental Charges - IT Operations - Application Dev	80,095	99,836	99,836	89,314
Intra-Departmental Charges - IT Operations - Network Support	20,650	32,277	32,706	32,707
Intra-Departmental Charges - IT Operations - IT Security				11,161
	<u>931,530</u>	<u>943,448</u>	<u>976,006</u>	<u>930,631</u>

FACILITIES MAINTENANCE

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	169,080	171,979	171,979	176,708
Annual Audit	1,631	1,807	1,824	1,369
Rentals	32,247	21,379	21,379	21,966
Maintenance Of Facilities	320,640	287,144	287,144	323,755
Repair Of Equipment	593	2,913	2,913	2,993
Printing & Photography	178	2,184	2,184	2,244
Postage & Mailing	68	415	415	426
Subscription & Membership	1,212	1,025	1,025	1,053
Telephone Communications	28,170	22,880	22,880	23,509
Travel		1,025	1,025	1,053
Training	843	2,560	2,560	2,568
All Other Sundry Charges	1,001	1,025	1,025	1,053
Licenses & Permits	175	800	800	822
Loss On Disposal of Fixed Assets	0			
Office Supplies	4,886	4,812	4,812	4,944
Equipment - Noncapital	3,996	9,984	9,984	10,258
Uniforms	7,099	8,166	8,166	8,390
Tools & Implements	8,781	6,788	6,788	6,974
Agricultural & Horticultural Supplies	4,268	2,496	2,496	2,564
Parts For Equipment	21,479	75,425	75,425	77,499
Use Tax Allocation	0			
	606,349	624,807	624,824	670,148
CAPITAL EQUIPMENT				
Equipment - Capital	43,948	106,575	112,575	115,669
SPECIAL PROJECTS				
Emergency Manager		4,073		4,400
HVAC Maintenance - Various Bldgs	166,929	186,939	186,939	192,079
Air Quality Investigations - City Buildings	40,597	34,770	24,770	15,176
Generator/UPS Maintenance	24,478	24,861	24,861	25,544
Security Systems Controls Maintenance	74,442	119,914	119,914	123,211
Electric Chiller HVAC Maintenance		700	700	719
Garage Door/Operator Maintenance	100,539	150,536	104,536	81,723
Plumbing Repairs / Replacement	35,094	44,705	34,705	35,658
Elevator Maintenance	77,590	1,132,393	1,172,393	1,207,400
SMA For Security Camera/Card Reader Software	29,964	99,662	119,662	122,952
Work Order Software & Technology Upgrade	1,083	33,710	33,710	34,637
Asset Management Training		7,790	7,790	7,800
	550,716	1,840,053	1,829,980	1,851,299
SUB-TOTAL	3,755,304	5,975,216	5,889,569	6,276,126

FACILITIES MAINTENANCE

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
JANITORIAL				
PERSONAL SERVICES	1,290,913	1,843,121	1,557,582	1,956,476
ALL OTHER O&M				
Contractual Services	50,025	43,962	47,335	48,636
Contract Labor	74,144	43,696	43,696	44,897
Repair Of Equipment	292	1,025	1,025	1,053
Telephone Communications	7,605	5,228	5,228	5,371
Training		1,657	513	527
Equipment - Noncapital	3,830	1,025	1,025	1,053
Uniforms	6,664	9,404	7,175	7,372
Cleaning & Janitor Supply	196,905	190,471	190,471	214,755
	339,465	296,468	296,468	323,664
CAPITAL EQUIPMENT				
Equipment - Capital		3,075	3,075	3,159
		3,075	3,075	3,159
SPECIAL PROJECTS				
Fuel Storage Tank Replacement				50,000
				50,000
SUB-TOTAL	1,630,378	2,142,664	1,857,125	2,333,299
FIRE SAFETY				
PERSONAL SERVICES	357,271	398,268	350,209	399,411
INTER-CITY SERVICES				
Rental - Fleet Management	6,408	9,528	6,568	7,210
Gasoline - Fleet Management	6,826	7,364	4,758	7,245
Maintenance - Fleet Management	4,948	3,439	9,607	3,499
	18,182	20,331	20,933	17,954
ALL OTHER O&M				
Contractual Services	51,308	70,535	70,535	72,474
Repair Of Equipment	1,200	1,200	1,200	1,233
Subscription & Membership	400	500	500	513
Telephone Communications	5,703	6,560	6,560	6,740
Training	495	3,587	3,587	3,685
Licenses & Permits	1,250	1,025	1,025	1,053
Office Supplies	130	500	500	513
Equipment - Noncapital	3,272	2,562	2,562	2,632
Uniforms	773	1,230	1,230	1,263
Tools & Implements	2,151	1,250	1,250	1,284
Parts For Equipment	23,287	24,343	24,343	25,012
Material	48,665	20,910	20,910	21,485
	138,634	134,202	134,202	137,887

FACILITIES MAINTENANCE

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SUB-TOTAL	514,087	552,801	505,344	555,252
DEBT SERVICE				
Florida Taxable Pension Liability Reduction Note, Series 2020	121,174	122,558	122,558	124,046
	121,174	122,558	122,558	124,046
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	6,527			
Transfer To Information Technology	2,967	2,967	2,967	2,967
	9,494	2,967	2,967	2,967
GRAND TOTAL	6,030,436	8,796,206	8,377,563	9,291,690



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REVENUE AND EXPENDITURE SUMMARY INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	6,761,855	7,837,606	6,926,541	8,015,633
Fringe Benefits	(645,305)	2,288,772	1,893,136	2,438,737
Total Personnel	6,116,551	10,126,378	8,819,677	10,454,370
Non-Personnel				
Utilities	58,348	54,685	62,912	64,903
Professional and Contractual	818,235	873,672	867,901	1,300,074
Insurance and Fixed Charges	143,613	177,591	176,533	193,650
Internal Service Charges	3,170,083	2,771,403	2,781,947	4,376,097
All Other Operations & Maintenance	5,248,364	6,202,037	6,237,131	5,919,365
Debt Service	1,378,654	1,382,811	1,382,271	1,386,160
Maintenance and Special Projects	2,669,104	4,867,242	4,794,066	2,685,715
Total Non-Personnel	13,486,401	16,329,441	16,302,761	15,925,964
Total Expenditures	19,602,951	26,455,819	25,122,438	26,380,334
Transfers				
Cost Allocations and Recoveries	(4,888)		(893)	
Transfers In	1,055,000	1,752,600	1,752,600	1,310,097
Transfers Out	3,008,261			71,000
Net Transfers	(1,948,373)	1,752,600	1,753,493	1,239,097
Revenue Sources				
Charges for Services	19,653,316	22,005,550	22,848,610	24,637,300
Interest Income	(176,218)	254,500	340,639	
All Other Revenue	23,641	1,317	9,021	
Total Revenue	19,500,739	22,261,367	23,198,270	24,637,300
Funding to be Provided	2,050,585	2,441,852	170,675	503,937

INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
OTHER CHARGES FOR SERVICES				
Radios				
Allocation - General Fund	459,243	556,617	557,622	598,398
Allocation - Fleet Mgmt	1,923	2,359	2,359	2,410
Allocation - Wastewater	34,619	42,454	42,454	43,388
Allocation - Airport	9,616	11,793	11,793	12,052
Allocation - Solid Waste	32,696	40,095	40,095	42,786
Allocation - Electric	182,229	222,295	222,295	218,750
Allocation - Water	50,967	62,501	62,501	63,878
Allocation - Facilities Maintenance	2,885	3,538	3,538	3,616
Allocation - Purchasing & Stores	5,743	5,897	5,897	
Allocation - Information Technology	6,250	7,665	7,665	7,834
Allocation - Stormwater	1,923	2,359	2,359	2,410
	<u>788,095</u>	<u>957,573</u>	<u>958,578</u>	<u>995,522</u>
Telecommunications				
Allocation - General Fund	347,004	399,790	398,279	464,981
Allocation - Fleet Mgmt	6,606	8,056	8,056	9,035
Allocation - Wastewater	22,537	27,695	27,695	32,525
Allocation - Parking	777	1,007	1,007	1,205
Allocation - Airport	11,657	13,595	13,595	14,455
Allocation - RP Funding Center	40,413	49,344	49,344	56,014
Allocation - Solid Waste	5,440	6,546	6,546	7,830
Allocation - Electric	1,426,109	1,670,798	1,310,106	1,546,545
Allocation - Water	40,413	51,359	51,359	60,832
Allocation - Facilities Maintenance	8,160	11,077	11,077	12,648
Allocation - Purchasing & Stores	11,657	15,105	15,105	16,262
Allocation - Information Technology	51,683	60,926	62,437	71,673
Allocation - Stormwater	3,497	4,532	4,532	7,830
Allocation - Downtown CRA	816	388	388	464
Allocation - Mid-Town	6,776	3,088	3,088	3,693
Allocation - Dixieland	44	49	49	59
Allocation - Building Inspection Fund	7,383	9,567	9,567	10,239
	<u>1,990,972</u>	<u>2,332,922</u>	<u>1,972,230</u>	<u>2,316,290</u>

INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Application Development				
Allocation - General Fund	2,614,956	3,076,584	3,062,420	2,354,295
Allocation - Fleet Mgmt	49,203	55,420	55,420	49,664
Allocation - Wastewater	501,274	673,508	673,508	453,972
Allocation - Parking	26,259	30,875	30,875	21,622
Allocation - Airport	49,290	35,364	35,364	37,741
Allocation - RP Funding Center	163,398	178,491	133,831	108,821
Allocation - Solid Waste	104,410	110,866	110,866	71,532
Allocation - Electric	3,132,396	3,553,689	3,553,689	2,544,584
Allocation - Water	735,752	977,243	977,243	686,121
Allocation - Facilities Maintenance	80,095	99,836	99,836	83,213
Allocation - Purchasing & Stores	504,843	596,322	596,322	609,509
Allocation - Information Technology	1,441,807	1,088,645	1,103,831	2,358,716
Allocation - Stormwater	34,198	35,610	35,610	40,906
Allocation - Downtown CRA	380	435	435	426
Allocation - Mid-Town	3,030	3,468	3,468	3,391
Allocation - Dixieland	49	56	56	54
Allocation - Building Inspection Fund	104,890	122,375	166,013	216,048
	<u>9,546,230</u>	<u>10,638,787</u>	<u>10,638,787</u>	<u>9,640,615</u>
Network Support				
Allocation - General Fund	927,131	1,459,304	1,476,791	1,764,459
Allocation - CDBG	5,569	7,415	8,856	7,506
Allocation - Fleet Mgmt	22,275	34,896	35,457	38,252
Allocation - Wastewater	72,161	110,849	110,855	169,125
Allocation - Parking	2,494	3,929	3,978	4,906
Allocation - Airport	19,668	31,853	38,382	42,517
Allocation - RP Funding Center	37,368	57,918	58,501	66,710
Allocation - Solid Waste	11,389	17,891	18,421	23,337
Allocation - Electric	489,242	774,262	743,337	908,393
Allocation - Water	89,167	129,650	134,162	177,348
Allocation - Facilities Maintenance	20,650	32,277	33,177	38,808
Allocation - Purchasing & Stores	22,294	35,781	35,660	39,755
Allocation - Information Technology	106,463	182,397	172,222	218,339
Allocation - Telecommunications	13,271		20,398	
Allocation - Stormwater	14,070	20,952	27,527	31,473
Allocation - Downtown CRA		1,474		1,476
Allocation - Mid-Town		11,733		11,757
Allocation - Dixieland	8,665	188	13,404	188
Allocation - Building Inspection Fund	21,625	30,986	32,707	45,230
	<u>1,883,501</u>	<u>2,943,755</u>	<u>2,963,835</u>	<u>3,589,579</u>

INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
IT Support				
Allocation - General Fund	1,504,770	1,178,392	1,773,811	1,808,903
Allocation - CDBG	7,109	5,754	9,222	7,619
Allocation - Fleet Mgmt	29,234	25,317	37,323	37,382
Allocation - Wastewater	117,455	87,459	132,019	136,130
Allocation - Parking	3,937	3,452	5,083	4,745
Allocation - Airport	28,296	24,166	42,189	42,665
Allocation - RP Funding Center	51,217	44,880	66,526	65,662
Allocation - Solid Waste	16,919	13,809	20,946	20,228
Allocation - Electric	770,334	608,765	880,856	891,079
Allocation - Water	147,852	102,419	159,874	159,868
Allocation - Facilities Maintenance	29,840	23,015	35,614	35,066
Allocation - Purchasing & Stores	30,636	26,468	36,941	36,910
Allocation - Information Technology	167,329	140,395	198,693	217,386
Allocation - Telecommunications	18,763		23,609	
Allocation - Stormwater	21,816	17,262	32,390	31,422
Allocation - Downtown CRA		145		1,558
Allocation - Mid-Town	44	9,073	44	12,409
Allocation - Dixieland	11,911	1,139	14,979	199
Allocation - Building Inspection Fund	40,812	24,166	44,923	42,131
	<u>2,998,272</u>	<u>2,336,076</u>	<u>3,515,042</u>	<u>3,551,362</u>
GIS				
Allocation - General Fund	242,713	371,030	371,030	452,079
Allocation - Wastewater	152,162	236,738	236,738	307,865
Allocation - RP Funding Center	127	312	312	9,146
Allocation - Solid Waste	14,460	24,196	24,196	35,772
Allocation - Electric	511,006	653,418	653,418	918,463
Allocation - Water	137,914	179,076	179,076	209,191
Allocation - Facilities Maintenance	465	556	556	3,604
Allocation - Telecommunications	21,531	32,887	32,887	38,667
Allocation - Stormwater	23,870	38,660	38,660	47,403
Allocation - Downtown CRA	363			682
Allocation - Mid-Town	2,891		3,701	5,429
Allocation - Dixieland	2,763	3,701	3,701	86
Allocation - Building Inspection Fund	18,141	30,835	30,835	37,139
	<u>1,128,406</u>	<u>1,571,409</u>	<u>1,575,110</u>	<u>2,065,526</u>
Public Safety				
Allocation - General Fund	1,317,839	1,225,028	1,225,028	1,425,433
	<u>1,317,839</u>	<u>1,225,028</u>	<u>1,225,028</u>	<u>1,425,433</u>

INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Information Security				
Allocation - General Fund				502,230
Allocation - CDBG				2,576
Allocation - Fleet Mgmt				12,448
Allocation - Wastewater				36,915
Allocation - Parking				1,288
Allocation - Airport				13,736
Allocation - RP Funding Center				19,746
Allocation - Solid Waste				7,297
Allocation - Electric				272,584
Allocation - Water				48,077
Allocation - Facilities Maintenance				11,161
Allocation - Purchasing & Stores				12,878
Allocation - Information Technology				87,569
Allocation - Stormwater				9,444
Allocation - Downtown CRA				472
Allocation - Mid-Town				3,761
Allocation - Dixieland				60
Allocation - Building Inspection Fund				10,731
				1,052,973
TOTAL CHARGES FOR SERVICES	19,653,316	22,005,550	22,848,610	24,637,300
	MISCELLANEOUS REVENUES			
OTHER				
Scrap Sales	17,950	1,317	3,397	
All Other Misc Revenue	67			
	18,017	1,317	3,397	
REIMBURSEMENTS				
Reimbursements / Loss Recovery	5,624		5,624	
	5,624		5,624	
INVESTMENT INCOME				
Interest on Pooled Investments	278,142	254,500	340,639	
Market Value Restatement	(454,361)			
	(176,218)	254,500	340,639	
TOTAL MISCELLANEOUS REVENUE	(152,577)	255,817	349,660	

INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
TRANSFERS FROM OTHER FUNDS				
Transfer from General Fund	545,891	545,891	545,891	627,698
Transfer from Fleet Mgmt Fund	6,540	6,540	6,540	6,540
Transfer from Purchasing & Stores	7,507	7,507	7,507	7,507
Transfer from Self-Insurance Fund		225,000	225,000	
Transfer from WW Operations				3,200
Transfer from WW R&R	60,938	60,938	60,938	60,938
Transfer from Parking System	750	750	750	750
Transfer from Lakeland Linder International Airport	11,044	11,044	11,044	11,044
Transfer from Solid Waste Management	46,098	46,098	46,098	46,098
Transfer from Water Operations				3,200
Transfer from Water R&R	72,264	72,264	72,264	72,264
Transfer from Stormwater Utilities Fund	2,251	2,251	2,251	2,251
Transfer from Facilities Maintenance Fund	2,967	2,967	2,967	2,967
Transfer from Information Technology				71,000
Transfer from Electric Operations	298,750	271,350	271,350	275,350
Transfer from Building Inspection Fund		500,000	500,000	119,290
TOTAL TRANSFERS FROM OTHER FUNDS	<u>1,055,000</u>	<u>1,752,600</u>	<u>1,752,600</u>	<u>1,310,097</u>
SUB-TOTAL	<u>20,555,739</u>	<u>24,013,967</u>	<u>24,950,870</u>	<u>25,947,397</u>
PRIOR YEAR SURPLUS	<u>2,050,585</u>	<u>2,441,852</u>	<u>170,675</u>	<u>503,937</u>
TOTAL REVENUES	<u><u>22,606,324</u></u>	<u><u>26,455,819</u></u>	<u><u>25,121,545</u></u>	<u><u>26,451,334</u></u>

INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	646,091	770,407	774,716	929,513
INSURANCE				
Insurance - Fire	16,711	23,836	23,702	48,174
Insurance - Position Bond	457	356	140	103
Insurance - Data Processing	33,180	36,106	35,834	37,626
Self-Insurance Services	78,953	74,509	74,509	66,625
Insurance Consultant	6,034	5,125	4,957	3,850
Insurance - Excess Liability (Auto, General)	8,278	9,252	9,252	7,725
	<u>143,613</u>	<u>149,184</u>	<u>148,394</u>	<u>164,103</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	102,501	66,928	66,928	124,528
General Fund Services	627,478	451,982	451,982	447,321
Intra-Departmental Charges - PC & Network Support	15,322	15,431	22,181	19,892
Lakeland Electric Charges	438,730	437,302	437,302	592,609
Intra-Departmental Charges - Telephone	5,440	7,049	7,049	7,830
Intra-Departmental Charges - Training Ctr	4,263	4,099	4,249	4,568
Intra-Departmental Charges - IT Operations - Application Dev	31,021	41,392	41,392	40,478
Intra-Departmental Charges - IT Operations - Network Support	9,167	12,236	16,748	17,005
Intra-Departmental Charges - IT Operations - IT Security				7,727
	<u>1,233,921</u>	<u>1,036,419</u>	<u>1,047,831</u>	<u>1,261,958</u>
ALL OTHER O&M				
Annual Audit	2,913	3,136	3,258	2,444
Repair Of Equipment	1,340	3,192	4,500	4,500
Postage & Mailing	2	75	75	75
Subscription & Membership	200	521	400	400
Telephone Communications	2,043	2,940	2,940	2,496
Travel	1,404	12,000	12,000	10,000
Training	50,557	51,490	51,490	53,015
All Other Sundry Charges	2,227	1,256	500	500
Software License & Maintenance	397			
Loss On Disposal of Fixed Assets	88,957			
Office Supplies	2,392	3,431	3,000	3,000
Equipment - Noncapital	292	400	400	400
	<u>152,725</u>	<u>78,441</u>	<u>78,563</u>	<u>76,830</u>
SUB-TOTAL	<u>2,176,350</u>	<u>2,034,451</u>	<u>2,049,504</u>	<u>2,432,404</u>

INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
RADIO COMMUNICATIONS				
PERSONAL SERVICES	241,438	250,156	175,608	244,055
UTILITIES				
Electric Service	35,245	32,263	38,070	39,402
	35,245	32,263	38,070	39,402
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	2,621	3,107	3,059	3,209
Intra-Departmental Charges - Telephone	5,440	5,539	5,539	6,625
Intra-Departmental Charges - Facilities	12,053	14,289	14,289	18,201
Intra-Departmental Charges - Janitorial	7,008	7,991	7,991	8,951
Intra-Departmental Charges - IT Operations - Application Dev	5,458	7,420	7,420	3,318
Intra-Departmental Charges - IT Operations - Network Support	1,802	2,619	4,064	4,176
Intra-Departmental Charges - IT Operations - IT Security				1,717
	34,381	40,965	42,362	46,197
ALL OTHER O&M				
Contractual Services	165,567	5,000	3,000	509,530
Maintenance Of Facilities	4,002			
Repair Of Equipment	327,101	545,529	545,529	40,552
Postage & Mailing	111	325	325	325
Subscription & Membership	85	250	250	250
Telephone Communications	2,124	1,720	1,720	2,104
Travel		500	500	500
Training		2,000	2,000	2,000
Office Supplies	230	350	350	350
Equipment - Noncapital	48	750	750	750
All Other Materials & Supplies			2,000	2,000
Uniforms		870	870	870
Tools & Implements		200	200	200
Parts For Equipment	22,637	41,357	41,357	27,500
Material		900	900	900
	521,906	599,751	599,751	587,831
SUB-TOTAL	832,971	923,135	855,791	917,485

INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
TELECOMMUNICATIONS				
PERSONAL SERVICES	1,180,606	1,238,545	1,195,144	1,273,550
UTILITIES				
Water Service	657	658	649	665
Stormwater Service	3,720	3,912	3,887	3,887
Electric Service	6,651	5,770	6,995	7,240
Wastewater Service	1,151	1,152	1,118	1,146
Solid Waste Service	273	273	273	273
Solid Waste Service - Recycling	102	102	102	102
	12,555	11,867	13,024	13,313
INTER-CITY SERVICES				
Rental - Fleet Management	41,690	44,228	43,501	56,241
Gasoline - Fleet Management	15,681	16,425	15,993	15,242
Maintenance - Fleet Management	23,200	23,607	33,995	25,077
Intra-Departmental Charges - PC & Network Support	18,763	21,961	23,916	22,346
Intra-Departmental Charges - Telephone	8,549	10,070	10,070	12,046
Intra-Departmental Charges - Radios	6,250	7,665	7,665	7,834
Intra-Departmental Charges - Facilities	2,399	2,844	2,844	3,622
Intra-Departmental Charges - Janitorial	12,687	14,467	14,467	16,205
Intra-Departmental Charges - IT Operations - GIS	21,531	32,887	32,887	38,667
Intra-Departmental Charges - IT Operations - Application Dev	57,888	57,068	57,068	52,243
Intra-Departmental Charges - IT Operations - Network Support	13,271	20,250	20,412	20,484
Intra-Departmental Charges - IT Operations - IT Security				9,014
	221,909	251,472	262,818	279,021
ALL OTHER O&M				
Contractual Services	380,550	416,326	416,326	400,832
Repair Of Equipment	2,314	3,000	3,000	3,000
Postage & Mailing	142	100	100	100
Subscription & Membership	600	600	375	375
Telephone Communications	3,929	4,934	4,934	5,414
Training	31	11,775	12,000	12,000
All Other Sundry Charges		250	250	250
Software License & Maintenance	11			
Office Supplies	351	3,000	3,000	3,000
Equipment - Noncapital	2,820	4,000	4,000	4,000
All Other Materials & Supplies	406	1,500	1,500	1,500
Uniforms	2,886	4,872	4,872	4,872
Tools & Implements		1,000	1,000	1,000
Parts For Equipment		800	800	800
Material	6,719	9,542	9,542	8,000
Use Tax Allocation	(16)		(15)	

INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Materials - Default Purchasing Card	65,810		27,165	
Recoveries-Other Funds	(4,452)		(893)	
	462,100	461,699	487,956	445,143
SUB-TOTAL	1,877,169	1,963,583	1,958,942	2,011,027
APPLICATION DEVELOPMENT				
PERSONAL SERVICES	632,801	3,729,726	3,046,903	3,641,938
UTILITIES				
Water Service	265	266	268	275
Electric Service	4,325	4,162	4,965	5,139
Wastewater Service	294	297	296	303
Solid Waste Service	437	437	437	437
Solid Waste Service - Recycling	41	43	41	41
	5,362	5,205	6,007	6,195
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	63,565	75,637	73,696	70,919
Intra-Departmental Charges - Telephone	13,600	15,609	15,609	17,467
Intra-Departmental Charges - IT Operations - Application Dev	1,220,737	856,224	856,224	2,163,193
Intra-Departmental Charges - IT Operations - Network Support	42,022	66,006	63,703	64,884
Intra-Departmental Charges - IT Operations - IT Security				28,760
	1,339,923	1,013,476	1,009,232	2,345,223
ALL OTHER O&M				
Contractual Services		12,000	12,000	
Contract Labor	6,807	13,598	13,598	
Subscription & Membership	1,095	4,580	4,580	1,095
Telephone Communications	12,834	15,474	15,747	15,474
Travel		1,500	1,500	1,500
Training	10,764	25,000	25,000	25,000
All Other Sundry Charges	873	9,102	9,102	10,000
Software License & Maintenance	1,836,290	2,101,873	2,101,873	2,071,107
Cloud Subscriptions	13,286	99,251	100,170	114,029
Office Supplies	30	57	57	
Equipment - Noncapital	394	1,760	1,760	
	1,882,372	2,284,195	2,285,387	2,238,205
SUB-TOTAL	3,860,459	7,032,602	6,347,529	8,231,561

INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
DATABASE ADMINISTRATION				
PERSONAL SERVICES	479,101	502,875	498,096	528,782
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	10,920	13,323	12,405	11,504
Intra-Departmental Charges - Telephone	1,555	2,014	2,014	2,409
Intra-Departmental Charges - IT Operations - Application Dev	23,561	12,735	12,735	11,825
Intra-Departmental Charges - IT Operations - Network Support	6,843	11,076	9,732	9,844
Intra-Departmental Charges - IT Operations - IT Security				4,293
	42,879	39,148	36,886	39,875
ALL OTHER O&M				
Telephone Communications	3,642	6,240	6,240	3,984
Travel		1,138	1,000	1,000
Training	726	19,969	20,236	6,000
All Other Sundry Charges		150	150	300
Software License & Maintenance	449,417	387,096	387,096	411,608
Cloud Subscriptions		3,000	3,000	3,000
Office Supplies		489	360	360
Equipment - Noncapital	610			
	454,394	418,082	418,082	426,252
SUB-TOTAL	976,373	960,105	953,064	994,909
NETWORK ADMINISTRATION & SUPPORT				
PERSONAL SERVICES	1,005,024	1,037,861	807,178	956,384
UTILITIES				
Water Service	256	275	260	267
Electric Service	4,185	4,302	4,804	4,972
Wastewater Service	284	307	286	293
Solid Waste Service	422	422	422	422
Solid Waste Service - Recycling	39	44	39	39
	5,187	5,350	5,811	5,993

INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
INTER-CITY SERVICES				
Rental - Fleet Management	1,557	2,659		1,236
Gasoline - Fleet Management	309	338		
Maintenance - Fleet Management	870	1,632		
Intra-Departmental Charges - PC & Network Support	25,534	26,610	31,786	29,120
Intra-Departmental Charges - Telephone	4,275	5,539	5,539	6,625
Intra-Departmental Charges - Facilities	19,564	23,192	23,192	29,543
Intra-Departmental Charges - Janitorial	14,199	16,193	16,193	18,138
Intra-Departmental Charges - IT Operations - Application Dev	26,304	25,546	25,546	25,355
Intra-Departmental Charges - IT Operations - Network Support	16,593	23,586	26,113	25,455
Intra-Departmental Charges - IT Operations - IT Security				11,161
	<u>109,206</u>	<u>125,295</u>	<u>128,369</u>	<u>146,633</u>
ALL OTHER O&M				
Contractual Services	211,133	288,058	288,058	292,751
Telephone Communications	7,828	9,448	9,448	8,398
Travel	1,955	735	735	
Training	10,806	6,765	6,000	7,500
Software License & Maintenance	141,849	197,279	197,279	135,751
Computer Software		45,000	45,000	
Cloud Subscriptions	63,212	85,233	85,233	87,298
Office Supplies	312			
Equipment - Noncapital	10,249	25,000	25,000	25,000
All Other Materials & Supplies	594			
Uniforms	1,902	2,800	2,800	3,200
Parts For Equipment	21,793	23,000	23,000	23,000
Materials - Default Purchasing Card	(34,027)			
	<u>437,606</u>	<u>683,318</u>	<u>682,553</u>	<u>582,898</u>
SUB-TOTAL	<u>1,557,023</u>	<u>1,851,824</u>	<u>1,623,911</u>	<u>1,691,908</u>
		PC SUPPORT		
PERSONAL SERVICES	<u>771,387</u>	<u>947,003</u>	<u>730,618</u>	<u>931,825</u>
INTER-CITY SERVICES				
Rental - Fleet Management	5,713	5,644	7,958	6,986
Gasoline - Fleet Management	700	220	587	386
Maintenance - Fleet Management	8,261	4,114	3,232	4,379
Intra-Departmental Charges - PC & Network Support	20,524	23,804	23,936	20,648
Intra-Departmental Charges - Telephone	9,326	9,567	9,567	10,841
Intra-Departmental Charges - IT Operations - Application Dev	33,526	33,106	33,106	25,526
Intra-Departmental Charges - IT Operations - Network Support	13,328	20,693	18,899	18,796
Intra-Departmental Charges - IT Operations - IT Security				9,014
	<u>91,377</u>	<u>97,148</u>	<u>97,285</u>	<u>96,576</u>

INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services		23,320	23,320	
Contract Labor	12,284	1,013	1,013	
Repair Of Equipment	12,502	8,000	8,000	8,000
Telephone Communications	7,097	10,396	10,396	10,396
Travel			735	
Training	941	3,000	7,732	3,000
All Other Sundry Charges		100		100
Software License & Maintenance	17,564	28,000	28,531	28,000
Computer Software		(20)		
Cloud Subscriptions	1,035,708	1,048,602	1,048,602	947,515
Office Supplies	1,711	1,200	1,200	1,200
Equipment - Noncapital	5,045	5,000	5,000	5,000
All Other Materials & Supplies	4,973	1,500	1,500	1,500
Uniforms	3,723	4,015	4,015	4,015
Parts For Equipment	4,963	3,000	3,000	3,000
Recoveries-Other Funds	(437)			
	<u>1,106,075</u>	<u>1,137,126</u>	<u>1,143,044</u>	<u>1,011,726</u>
SUB-TOTAL	<u>1,968,839</u>	<u>2,181,277</u>	<u>1,970,947</u>	<u>2,040,127</u>

GIS

PERSONAL SERVICES	<u>654,649</u>	<u>866,127</u>	<u>666,882</u>	<u>923,058</u>
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INTER-CITY SERVICES

Rental - Fleet Management	2,844	2,932	2,904	642
Gasoline - Fleet Management	234	139	470	322
Maintenance - Fleet Management	1,045	1,682	2,682	1,716
Intra-Departmental Charges - PC & Network Support	19,580	22,069	20,793	21,077
Intra-Departmental Charges - Telephone	1,943	3,525	3,525	4,216
Intra-Departmental Charges - IT Operations - Application Dev	24,179	36,400	36,400	30,823
Intra-Departmental Charges - IT Operations - Network Support	11,271	17,624	18,095	18,496
Intra-Departmental Charges - IT Operations - IT Security				8,585
	<u>61,096</u>	<u>84,371</u>	<u>84,869</u>	<u>85,877</u>

ALL OTHER O&M

Contractual Services		5,000	5,000	5,000
Contract Labor	6,721	17,862	17,862	
Repair Of Equipment	140	500	1,500	1,500
Postage & Mailing			35	
Telephone Communications	1,700	2,815	2,815	3,678
Travel	10,699	3,500	4,816	3,500
Training	1,816	2,000	1,943	2,000
All Other Sundry Charges			1,040	

INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Software License & Maintenance	310,398	405,542	405,542	709,964
Computer Software		1,000	1,000	1,000
Equipment - Noncapital		4,510	500	1,000
All Other Materials & Supplies	1,746	1,990	2,000	3,500
Uniforms	632	1,000	1,000	1,600
Parts For Equipment		300	1,300	1,300
	<u>333,852</u>	<u>446,019</u>	<u>446,353</u>	<u>734,042</u>
SUB-TOTAL	<u>1,049,597</u>	<u>1,396,517</u>	<u>1,198,104</u>	<u>1,742,977</u>
PUBLIC SAFETY				
PERSONAL SERVICES	<u>459,947</u>	<u>494,777</u>	<u>489,478</u>	<u>530,197</u>
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	9,264	10,664	11,022	10,514
Intra-Departmental Charges - Telephone	1,555	2,014	2,014	2,409
Intra-Departmental Charges - IT Operations - Application Dev	19,133	18,754	18,754	18,744
Intra-Departmental Charges - IT Operations - Network Support	5,439	8,307	8,492	8,652
Intra-Departmental Charges - IT Operations - IT Security				4,293
	<u>35,391</u>	<u>39,739</u>	<u>40,282</u>	<u>44,612</u>
ALL OTHER O&M				
Contractual Services	32,260	75,000	70,372	75,000
Repair Of Equipment	282			
Subscription & Membership		300	300	300
Telephone Communications	134,402	121,040	121,040	159,340
Travel	2,706	5,450	5,450	5,450
Training	2,315	2,825	2,825	2,825
All Other Sundry Charges		40	40	40
Software License & Maintenance	376,499	346,943	346,943	346,021
Cloud Subscriptions	159,176	117,883	117,883	123,082
Office Supplies		350	350	350
Equipment - Noncapital	2,869	10,000	10,000	10,000
Uniforms		400	400	400
Parts For Equipment	169	5,000	5,000	5,000
	<u>710,680</u>	<u>685,231</u>	<u>680,603</u>	<u>727,808</u>
SUB-TOTAL	<u>1,206,017</u>	<u>1,219,747</u>	<u>1,210,363</u>	<u>1,302,617</u>

INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
INFORMATION SECURITY				
PERSONAL SERVICES	45,507	288,901	435,054	495,068
INSURANCE				
Insurance - Cyber Liability		28,407	28,139	29,547
		28,407	28,139	29,547
INTER-CITY SERVICES				
Purchasing & Stores Service		435		
Intra-Departmental Charges - PC & Network Support		10,943	8,765	8,157
Lakeland Electric Charges		6,838		
Intra-Departmental Charges - Telephone		1,511	1,511	1,205
Intra-Departmental Charges - Training Ctr		150		
Intra-Departmental Charges - IT Operations - Application Dev		15,186	15,186	10,748
Intra-Departmental Charges - IT Operations - Network Support		8,307	6,551	7,010
Intra-Departmental Charges - IT Operations - IT Security				3,005
		43,370	32,013	30,125
ALL OTHER O&M				
Contractual Services		13,359	14,094	14,517
Telephone Communications		1,537	1,537	2,016
Travel		735		
Training		11,275	11,275	11,275
Software License & Maintenance		220,050	220,050	326,005
Computer Software		31,211	31,211	31,211
Office Supplies		820	820	820
Equipment - Noncapital		2,860	2,860	2,860
		281,847	281,847	388,704
SUB-TOTAL	45,507	642,525	777,053	943,444
DEBT SERVICE				
Parker Street Complex Renovation	30,456	30,998	30,458	30,458
Radio Replacement 2011	1,031,627	1,031,627	1,031,627	1,031,627
Florida Taxable Pension Liability Reduction Note, Series 2020	316,572	320,186	320,186	324,075
	1,378,654	1,382,811	1,382,271	1,386,160
SPECIAL PROJECTS				
Project DOX (ePlan) Software Upgrade				137,242
MFA Tokens				10,400
Transparent VPN - Cybersecurity				71,000
LPD Multi-Factor Authentication				63,855
Emergency Manager		5,219		5,774
Citywide Phone & Pager Charges	(9,748)			
Security Management	15			
ProjectDOX Software Upgrade	4,490			
Interactive Shared Account Mgmt -Password Vault	11,000	79,000	79,000	

INFORMATION TECHNOLOGY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
GIS Upgrade	21,961	456,870	456,870	
PC Replacements	2,032,074	1,502,651	1,448,031	1,198,718
Lease - Telecom/Code Enforcement	61,267	64,370	62,800	65,980
LPD - CAD Reporting System	31,400	101,972	101,972	
Minor GIS Upgrade	11,046	92,954	92,954	
Public Records Requests Management		20,341	20,341	
Trakit Electronic Plans Review		500,000	500,000	
FL Polytechnic Licensing	(11,206)		(11,766)	
Networks Replacements	75,782	160,495	219,083	14,723
CS1000e PBX Replacement	284,285	470,053	470,053	
Digital Evidence Management System 2		42,840	42,840	
A/C Unit Replacement		61,000	61,000	
Cyber Security Services		403,721	403,720	
PC Replacements	65,961	161,797	161,797	205,500
Networks Replacements	90,777	673,610	615,022	912,523
Cyber Security Services		70,349	70,349	
	<u>2,669,104</u>	<u>4,867,242</u>	<u>4,794,066</u>	<u>2,685,715</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	8,261			
Transfer To Self-Insurance	3,000,000			
Transfer To Information Technology				71,000
	<u>3,008,261</u>			<u>71,000</u>
GRAND TOTAL	<u>22,606,324</u>	<u>26,455,819</u>	<u>25,121,545</u>	<u>26,451,334</u>

**REVENUE AND EXPENDITURE SUMMARY
PARKING
OPERATING FUND**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	177,354	209,928	180,337	225,713
Fringe Benefits	10,297	103,667	82,551	132,699
Total Personnel	187,651	313,595	262,888	358,412
Non-Personnel				
Utilities	63,587	62,544	71,673	73,714
Professional and Contractual	28,330	15,342	16,061	5,264
Insurance and Fixed Charges	61,356	79,201	81,063	61,884
Internal Service Charges	435,961	394,291	393,794	380,052
All Other Operations & Maintenance	36,378	41,265	39,864	42,401
Debt Service	9,085	9,190	9,190	9,299
Maintenance and Special Projects	35,546	48,036	49,468	43,764
Total Non-Personnel	670,243	649,869	661,113	616,378
Total Expenditures	857,894	963,464	924,001	974,790
Transfers				
Cost Allocations and Recoveries	(23,463)	(26,150)	(20,063)	(28,984)
Transfers In				238,000
Transfers Out	91,372	90,862	90,862	92,653
Net Transfers	(67,909)	(64,712)	(70,799)	174,331
Revenue Sources				
Charges for Services	585,061	589,450	606,886	597,950
Interest Income	22,237	5,000	(997)	
All Other Revenue	229,252	179,150	177,107	180,150
Total Revenue	836,550	773,600	782,996	778,100
Funding to be Provided	89,253	254,576	211,804	22,359

PARKING OPERATING FUND

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
MAIN STREET GARAGE				
PERSONAL SERVICES	110,846	139,481	101,538	170,417
INTER-CITY SERVICES				
Rental - Fleet Management	2,482	2,849	2,755	3,433
Gasoline - Fleet Management	785	850	830	1,040
Maintenance - Fleet Management	3,691	1,432	1,240	1,460
Intra-Departmental Charges - PC & Network Support	3,937	4,665	5,152	4,745
Intra-Departmental Charges - Telephone	777	1,007	1,007	1,205
Intra-Departmental Charges - Facilities	4,812	5,704	5,704	7,265
Intra-Departmental Charges - Training Ctr	266	250	250	269
Intra-Departmental Charges - IT Operations - Application Dev	26,259	30,875	30,875	22,502
Intra-Departmental Charges - IT Operations - Network Support	2,494	3,929	3,978	4,026
Intra-Departmental Charges - IT Operations - IT Security				1,288
	45,502	51,561	51,791	47,233
ALL OTHER O&M				
Contractual Services	5,455			
Repair Of Equipment	192	1,500	1,500	1,500
Subscription & Membership		513		527
Travel		513		527
Training	325	1,086		1,264
All Other Sundry Charges	53	103		106
Ad Valorem Taxes	9,425	9,966	13,264	9,967
Office Supplies	1,134	1,025	952	1,053
All Other Materials & Supplies	7,035	3,000	2,231	
Uniforms	2,154	2,039	1,895	
	25,772	19,745	19,842	14,944
SUB-TOTAL	182,120	210,787	173,171	232,594
ORANGE STREET GARAGE				
PERSONAL SERVICES	51,046	56,194	56,241	60,564
INTER-CITY SERVICES				
Rental - Fleet Management	4,956	4,500	4,630	766
Gasoline - Fleet Management	32	295		
Maintenance - Fleet Management	1,193	932	432	946
Intra-Departmental Charges - Facilities	8,118	9,623	9,623	12,258
	14,299	15,350	14,685	13,970

PARKING OPERATING FUND

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
PARKING LOTS				
ALL OTHER O&M				
Visa/Mastercard Bank Charges	16,020	6,700	10,432	
Ad Valorem Taxes	4,884	5,772	5,046	5,772
	<u>20,904</u>	<u>12,472</u>	<u>15,478</u>	<u>5,772</u>
SUB-TOTAL	<u>20,904</u>	<u>12,472</u>	<u>15,478</u>	<u>5,772</u>
OTHER CASH DISBURSEMENTS				
PERSONAL SERVICES	<u>822</u>	<u>777</u>	<u>823</u>	<u>883</u>
INSURANCE				
Insurance - Fire	50,508	70,457	72,339	53,293
Insurance - Position Bond	29	20	8	8
Self-Insurance Services	9,929	7,872	7,872	7,927
Insurance Consultant	335	250	242	180
Insurance - Excess Liability (Auto, General)	555	602	602	476
	<u>61,356</u>	<u>79,201</u>	<u>81,063</u>	<u>61,884</u>
UTILITIES				
Water Service	11,055	11,380	11,557	11,920
Stormwater Service	6,511	6,837	6,834	6,834
Electric Service	32,504	30,543	38,689	40,043
Wastewater Service	11,880	12,147	12,959	13,283
Solid Waste Service	1,637	1,637	1,634	1,634
	<u>63,587</u>	<u>62,544</u>	<u>71,673</u>	<u>73,714</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	21,701	435	373	836
General Fund Services	348,527	319,913	319,913	309,056
	<u>370,228</u>	<u>320,348</u>	<u>320,286</u>	<u>309,892</u>
ALL OTHER O&M				
Banking Service	755	888	520	833
Annual Audit	1,841	1,678	1,694	1,271
Refund Of Prior Years Revenue			48	
Bad Check Expense		205		211
Bad Debt Expense	1,455	308	1,581	316
	<u>4,052</u>	<u>3,079</u>	<u>3,843</u>	<u>2,631</u>
SUB-TOTAL	<u>500,044</u>	<u>465,949</u>	<u>477,688</u>	<u>449,004</u>
DEBT SERVICE				
Florida Taxable Pension Liability Reduction Note, Series 2020	9,085	9,190	9,190	9,299
	<u>9,085</u>	<u>9,190</u>	<u>9,190</u>	<u>9,299</u>

**PARKING
OPERATING FUND**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Emergency Manager		318		344
ADA Compliance	14,546	26,718	26,718	
CSX Right-of-Way				20,670
Frontier Parking Lot	21,000	21,000	22,750	22,750
	<u>35,546</u>	<u>48,036</u>	<u>49,468</u>	<u>43,764</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	65,622	65,112	65,112	66,903
Transfer To Transportation Fund	25,000	25,000	25,000	25,000
Transfer To Information Technology	750	750	750	750
	<u>91,372</u>	<u>90,862</u>	<u>90,862</u>	<u>92,653</u>
GRAND TOTAL	<u>925,803</u>	<u>1,028,176</u>	<u>994,800</u>	<u>1,038,459</u>



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**REVENUE AND EXPENDITURE SUMMARY
LAKELAND LINDER INTERNATIONAL AIRPORT OPERATING FUND**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	1,160,859	1,405,682	1,401,744	1,673,529
Fringe Benefits	169,247	541,293	408,930	525,837
Total Personnel	1,330,106	1,946,975	1,810,674	2,199,366
Non-Personnel				
Utilities	461,975	509,820	717,882	740,166
Professional and Contractual	434,021	265,006	293,501	276,069
Insurance and Fixed Charges	308,732	454,383	454,022	758,966
Internal Service Charges	637,956	764,167	761,828	816,775
All Other Operations & Maintenance	444,776	432,826	426,537	415,470
Debt Service	3,187,657	2,460,959	2,461,013	2,265,747
Maintenance and Special Projects	1,074,683	1,156,391	1,029,418	1,133,989
Total Non-Personnel	6,549,801	6,043,552	6,144,201	6,407,182
Total Expenditures	7,879,907	7,990,527	7,954,875	8,606,548
Transfers				
Transfers In				
Transfers Out	5,254,037	1,908,977	1,908,977	4,705,633
Net Transfers	(5,254,037)	(1,908,977)	(1,908,977)	(4,705,633)
Revenue Sources				
Charges for Services	3,313,557	3,930,476	3,479,064	3,652,521
Intergovernmental Revenues	148,000			
Interest Income	(89,639)	42,500	55,000	
All Other Revenue	7,573,428	7,589,777	7,462,297	7,436,534
Total Revenue	10,945,345	11,562,753	10,996,361	11,089,055
Funding to be Provided	2,188,598	(1,663,249)	(1,132,509)	2,223,126

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
FEDERAL GRANTS				
Airport Rescue Grant	148,000			
	<u>148,000</u>			
CHARGES FOR SERVICES				
OTHER CHARGES FOR SERVICES				
Gasoline Sales	595,762	649,033	618,500	674,420
Airport Landing Fees	736,579	843,880	741,000	841,000
Rental Car Privilege Fees	20,819	25,000	19,000	20,000
Security Fees	7,221	4,000	8,500	8,500
Leases - Land	1,953,175	2,408,563	2,092,064	2,108,601
	<u>3,313,557</u>	<u>3,930,476</u>	<u>3,479,064</u>	<u>3,652,521</u>
TOTAL CHARGES FOR SERVICES	<u>3,313,557</u>	<u>3,930,476</u>	<u>3,479,064</u>	<u>3,652,521</u>
MISCELLANEOUS REVENUES				
OTHER				
Insurance Proceeds - Workers Comp Claims	3,716		678	
All Other Misc Revenue	4,329	26,600	7,797	250
Refund of Prior Year Expenses			119	
	<u>8,045</u>	<u>26,600</u>	<u>8,594</u>	<u>250</u>
CONTRIBUTIONS & DONATIONS				
Contributions & Donations	61,410	82,165	77,280	32,000
	<u>61,410</u>	<u>82,165</u>	<u>77,280</u>	<u>32,000</u>

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
REIMBURSEMENTS				
Sun'N' Fun Reimbursements		10,000	7,500	7,500
Reimbursements / Loss Recovery	1,449	4,660	7,652	
	<u>1,449</u>	<u>14,660</u>	<u>15,152</u>	<u>7,500</u>
RENTS AND ROYALTIES				
Buildings-Miscellaneous Office	1,638,798	1,765,538	1,624,505	1,685,554
All Other Airport Revenue	108,201	93,092	92,140	24,100
Office-Hangar Lease	4,034,103	4,091,626	4,078,978	4,095,186
Warehouse Lease	511,656	555,020	538,231	549,214
Hangar Lease	613,824	645,988	649,106	660,360
T-Hangar Lease	297,999	305,000	298,000	303,000
Building Leases - Other	(2,196)	10,088	80,311	79,370
Lease Revenue	1,836,953			
Lease Revenue clearing	(1,902,029)			
Interest Revenue ? Leases	365,215			
	<u>7,502,523</u>	<u>7,466,352</u>	<u>7,361,271</u>	<u>7,396,784</u>
INVESTMENT INCOME				
Interest on Pooled Investments	68,800	42,500	55,000	
Interest on Pooled Investments	108			
Interest on Pooled Investments	8,265			
Market Value Restatement	(279,725)			
Market Value Restatement	516			
Market Value Restatement	112,397			
	<u>(89,639)</u>	<u>42,500</u>	<u>55,000</u>	
TOTAL MISCELLANEOUS REVENUE	<u>7,483,789</u>	<u>7,632,277</u>	<u>7,517,297</u>	<u>7,436,534</u>
SUB-TOTAL	10,945,345	11,562,753	10,996,361	11,089,055
PRIOR YEAR SURPLUS	<u>2,188,598</u>	<u>(1,663,249)</u>	<u>(1,132,509)</u>	<u>2,223,126</u>
TOTAL REVENUES	<u><u>13,133,943</u></u>	<u><u>9,899,504</u></u>	<u><u>9,863,852</u></u>	<u><u>13,312,181</u></u>

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
ADMINISTRATION				
PERSONAL SERVICES	512,474	559,278	535,922	693,568
INSURANCE				
Insurance - Fire	166,378	275,865	275,865	597,362
Insurance - Airport Liability	44,072	55,116	55,116	57,872
Insurance - Position Bond	120	89	36	37
Self-Insurance Services	90,969	97,715	97,715	89,031
Insurance Consultant	2,681	9,375	9,067	5,021
Insurance - Excess Liability (Auto, General)	4,512	16,223	16,223	9,643
	<u>308,732</u>	<u>454,383</u>	<u>454,022</u>	<u>758,966</u>
UTILITIES				
Water Service	65,598	66,812	56,374	57,783
Stormwater Service	25,430	26,702	26,694	26,694
Electric Service	293,989	338,951	558,921	578,483
Wastewater Service	54,237	55,050	52,537	53,850
Solid Waste Service	22,211	21,795	22,846	22,846
Solid Waste Service - Recycling	510	510	510	510
	<u>461,975</u>	<u>509,820</u>	<u>717,882</u>	<u>740,166</u>
INTER-CITY SERVICES				
Rental - Fleet Management	56,690	59,126	60,499	66,577
Gasoline - Fleet Management	37,563	34,934	28,086	41,739
Maintenance - Fleet Management	37,288	48,025	35,890	43,972
Purchasing & Stores Service	78,210	76,924	76,924	63,518
General Fund Services	265,188	362,397	362,397	372,258
Intra-Departmental Charges - PC & Network Support	28,296	34,071	42,849	42,665
Intra-Departmental Charges - Telephone	11,657	13,595	13,595	14,455
Intra-Departmental Charges - Radios	9,616	11,793	11,793	12,052
Intra-Departmental Charges - Facilities	43,424	55,035	55,035	56,098
Intra-Departmental Charges - IT New Equip O&M Charges				3,408
Intra-Departmental Charges - Training Ctr	1,066	1,050	1,050	1,129
Intra-Departmental Charges - IT Operations - Application Dev	49,290	35,364	35,364	40,790
Intra-Departmental Charges - IT Operations - Network Support	19,668	31,853	38,346	39,468
Intra-Departmental Charges - IT Operations - IT Security				13,736
	<u>637,956</u>	<u>764,167</u>	<u>761,828</u>	<u>811,865</u>

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	215,295	68,630	61,900	56,512
Legal Fees	99,437	50,000	50,000	75,000
Banking Service	916	1,079	982	1,011
Advertising	228			
Annual Audit	4,404	5,637	4,562	3,422
Visa/Mastercard Bank Charges	682	700	850	1,000
Rentals	32,158	38,623	36,997	32,880
Maintenance Of Facilities	197	75	75	
Printing & Photography	3,563	3,300	1,584	1,850
Postage & Mailing	3,383	2,850	2,200	2,055
Subscription & Membership	7,056	12,006	10,500	5,651
Telephone Communications	4,630	5,000	5,132	5,138
Travel	11,102	9,921	7,500	6,165
Training	1,697	3,000	3,000	2,569
All Other Sundry Charges	227			
Ad Valorem Taxes	(2,318)	6,020	5,198	4,110
Software License & Maintenance	1,265			
Bad Debt Expense	(4,600)		10,000	10,275
Auto/Heavy Equipment Fuel	19,255	17,000	19,000	13,358
Leases Expense Clearing	(26,696)			
Office Supplies	2,726	3,500	5,500	3,610
Equipment - Noncapital	2,835	10,500	10,500	3,596
All Other Materials & Supplies	6,232	8,250	10,000	4,110
Uniforms	501	631	301	
	<u>384,174</u>	<u>246,722</u>	<u>245,781</u>	<u>232,312</u>
SUB-TOTAL	<u>2,305,312</u>	<u>2,534,370</u>	<u>2,715,435</u>	<u>3,236,877</u>

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
AIRSIDE				
PERSONAL SERVICES	432,495	921,276	816,742	946,082
ALL OTHER O&M				
Contractual Services	89,324	45,960	75,000	71,400
Advertising	175			
Rentals	2,076			
Maintenance Of Facilities	80,562	89,000	90,000	87,337
Repair Of Equipment	8,286	21,740	10,000	12,577
Telephone Communications	9,037	12,100	10,750	10,275
Training	1,260	9,500	7,000	2,569
All Other Sundry Charges	265			
Ad Valorem Taxes	3,300			
Licenses & Permits	12,800	16,250	14,000	13,614
Office Supplies		71	500	510
Equipment - Noncapital	6,469	9,000	11,000	2,569
All Other Materials & Supplies	16,066	16,739	16,000	15,300
Uniforms	949	1,500	1,500	1,541
Chemicals	1,325		3,500	3,596
Tools & Implements	6,698	5,000	3,000	3,750
	238,590	226,860	242,250	225,038
SUB-TOTAL	671,085	1,148,136	1,058,992	1,171,120
AIRPORT OPERATIONS				
PERSONAL SERVICES	385,137	466,421	458,010	559,716
INTER-CITY SERVICES				
Intra-Departmental Charges - IT New Equip O&M Charges				4,910
				4,910
ALL OTHER O&M				
Contractual Services	23,560	93,000	100,207	67,724
Rentals	8,250	7,500	5,000	5,137
Maintenance Of Facilities	214,893	108,500	116,000	148,988
Telephone Communications	4,697	5,200	4,800	5,343
All Other Materials & Supplies	1,646	5,050	3,000	3,041
Tools & Implements	2,987	5,000	3,000	3,956
	256,033	224,250	232,007	234,189
SUB-TOTAL	641,170	690,671	690,017	798,815

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
NON-DEPARTMENTAL				
DEBT SERVICE				
Tail Enclosure - Airside Center	85,144	85,144	85,144	85,144
2010A CBA Bonds Payable	239,829	239,829	239,829	239,829
Capital Improvement Revenue Note, Series 2017A	183,672	183,545	183,545	183,415
Capital Improvement Revenue Note, Series 2017B	2,044,626	1,321,082	1,321,082	1,121,738
Florida Taxable Pension Liability Reduction Note, Series 2020	46,946	47,611	47,665	48,245
Airport / Airside Loan Consolidation	587,273	583,748	583,748	587,376
Operations	168			
	<u>3,187,657</u>	<u>2,460,959</u>	<u>2,461,013</u>	<u>2,265,747</u>
SPECIAL PROJECTS				
Emergency Manager		1,337		1,581
Airport Maintenance-Sun 'N Fun	1,154	8,000	5,000	8,000
Airport Advertising / Promotions	263,962	228,315	240,000	300,000
Lease - NOAA	228,528	212,821	68,500	70,383
US Customs	114,915	331,100	341,100	350,000
Air Service Development	121,408	180,250	180,250	190,000
Amazon	196,715	194,568	194,568	214,025
Airport Rescue Grant	148,000			
	<u>1,074,683</u>	<u>1,156,391</u>	<u>1,029,418</u>	<u>1,133,989</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	502,142	500,000	500,000	513,750
Transfer To Information Technology	11,044	11,044	11,044	11,044
Transfer to Airport R&R Fund	4,740,851	1,397,933	1,397,933	4,180,839
	<u>5,254,037</u>	<u>1,908,977</u>	<u>1,908,977</u>	<u>4,705,633</u>
GRAND TOTAL	<u>13,133,943</u>	<u>9,899,504</u>	<u>9,863,852</u>	<u>13,312,181</u>



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REVENUE AND EXPENDITURE SUMMARY SOLID WASTE

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	3,013,884	3,437,347	3,260,848	3,732,924
Fringe Benefits	(18,376)	1,200,193	1,068,208	1,412,824
Total Personnel	2,995,507	4,637,540	4,329,056	5,145,748
Non-Personnel				
Utilities	37,556	36,408	40,254	41,319
Professional and Contractual	672,430	716,956	603,324	739,519
Insurance and Fixed Charges	503,903	349,586	347,066	386,931
Internal Service Charges	7,186,980	7,401,469	7,209,195	7,518,143
All Other Operations & Maintenance	3,648,889	4,181,611	3,775,975	4,586,450
Debt Service	119,041	119,969	119,969	121,427
Capital Outlay		72,975	65,975	140,000
Maintenance and Special Projects	372,744	272,122	393,889	345,692
Total Non-Personnel	12,541,542	13,151,096	12,555,647	13,879,481
Total Expenditures	15,537,050	17,788,636	16,884,703	19,025,229
Transfers				
Transfers Out	2,821,181	2,183,288	2,183,288	1,756,516
Net Transfers	(2,821,181)	(2,183,288)	(2,183,288)	(1,756,516)
Revenue Sources				
Charges for Services	18,224,803	18,616,445	18,585,541	19,143,950
Interest Income	(297,755)	144,833	176,988	182,000
All Other Revenue	201,098	149,250	9,914	12,000
Total Revenue	18,128,146	18,910,528	18,772,443	19,337,950
Funding to be Provided	230,085	1,061,396	295,548	1,443,795

SOLID WASTE

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	518,157	540,143	536,330	632,911
INSURANCE				
Insurance - Fire	1,856	2,466	2,453	5,119
Insurance - Position Bond	377	391	104	105
Damage Claims Paid	487	1,000	605	
Self-Insurance Services	457,402	300,155	300,155	335,453
Insurance Consultant	4,525	4,612	3,385	3,116
Insurance - Excess Liability (Auto, General)	39,255	40,962	40,364	43,138
	<u>503,903</u>	<u>349,586</u>	<u>347,066</u>	<u>386,931</u>
UTILITIES				
Water Service	7,306	6,911	8,856	9,077
Stormwater Service	1,720	1,806	1,806	1,806
Electric Service	11,344	10,287	13,460	13,931
Wastewater Service	12,717	11,977	14,903	15,276
Solid Waste Service	4,264	5,223	1,025	1,025
Solid Waste Service - Recycling	204	204	204	204
	<u>37,556</u>	<u>36,408</u>	<u>40,254</u>	<u>41,319</u>
INTER-CITY SERVICES				
Rental - Fleet Management	4,728	4,862	4,848	3,737
Gasoline - Fleet Management	2,430	2,981	2,647	2,628
Maintenance - Fleet Management	3,770	5,408	1,777	5,532
Purchasing & Stores Service	20,777	16,949	16,949	30,923
General Fund Services	817,727	829,321	829,321	813,575
Utility Billing Service	214,277	220,705	214,277	220,705
Intra-Departmental Charges - PC & Network Support	16,919	19,883	21,188	20,228
Intra-Departmental Charges - Telephone	5,440	6,546	6,546	7,830
Intra-Departmental Charges - Radios	32,696	40,095	40,095	42,786
Intra-Departmental Charges - Facilities	10,357	12,277	12,277	15,639
Intra-Departmental Charges - Janitorial	8,813	10,050	10,050	11,257
Intra-Departmental Charges - Training Ctr	3,517	3,299	3,299	3,547
Intra-Departmental Charges - IT Operations - GIS	14,460	24,196	24,196	35,772
Intra-Departmental Charges - IT Operations - Application Dev	104,410	110,866	110,866	76,177
Intra-Departmental Charges - IT Operations - Network Support	11,389	17,891	18,459	18,692
Intra-Departmental Charges - IT Operations - IT Security				7,297
	<u>1,271,709</u>	<u>1,325,329</u>	<u>1,316,795</u>	<u>1,316,325</u>

SOLID WASTE

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	6,109	10,180	5,078	10,180
Banking Service	1,348	1,586	929	1,487
Professional Services	42,805	86,155	15,288	55,000
Advertising	17,070	25,000		35,960
Annual Audit	5,242	4,690	5,864	4,400
Contract Labor	4,798	180		12,180
Toll Fees	25,054	36,000	26,000	36,000
Repair Of Equipment	13,286	32,000	32,000	32,880
Printing & Photography	246	1,500	100	1,500
Postage & Mailing	88	3,100	350	3,100
Subscription & Membership	971	1,580	870	2,500
Telephone Communications	8,906	6,902	9,470	7,091
Travel	5,756	3,654	3,654	3,750
Training	1,435	2,436	2,436	2,500
All Other Sundry Charges	1,924	7,500	5,000	7,500
Software License & Maintenance	50,940	55,000	55,000	55,000
Bad Debt Expense	23,761	35,525	26,138	35,525
Loss On Disposal of Fixed Assets	2,067			
Office Supplies	6,458	8,000	6,799	8,220
Equipment - Noncapital	3,469	3,355	3,227	1,500
All Other Materials & Supplies	9,471	11,150	13,000	14,500
Uniforms	24,742	27,775	10,661	28,500
Chemicals	15,185	20,300	10,894	28,000
Tools & Implements	4,471	5,075	1,110	5,175
Personal Safety Equipment	5,407	8,000	7,384	8,220
Parts For Equipment	475	3,654		3,700
	281,485	400,297	241,252	404,368
SUB-TOTAL	2,611,580	2,651,763	2,481,697	2,781,854
			RECYCLING	
PERSONAL SERVICES	594,557	641,539	662,381	662,866
INTER-CITY SERVICES				
Rental - Fleet Management	542,280	491,796	493,195	742,459
Gasoline - Fleet Management	220,678	203,379	242,589	201,173
Maintenance - Fleet Management	424,921	309,314	452,685	313,468
	1,187,878	1,004,489	1,188,469	1,257,100

SOLID WASTE

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Advertising	5,390	13,000		15,412
Postage & Mailing	2,013	2,639		2,700
Subscription & Membership	200	465		1,500
Travel	12	2,538		2,600
Training	758	1,523		1,560
Recycling Disposal Charges	57,634	459,326	323,888	540,000
Office Supplies	545	2,500	2,500	2,500
All Other Materials & Supplies	4,178	4,583	4,583	8,500
	<u>70,731</u>	<u>486,574</u>	<u>330,971</u>	<u>574,772</u>
SUB-TOTAL	<u>1,853,166</u>	<u>2,132,602</u>	<u>2,181,821</u>	<u>2,494,738</u>
RESIDENTIAL - MANUAL				
PERSONAL SERVICES	<u>295,582</u>	<u>1,569,668</u>	<u>1,423,631</u>	<u>1,688,566</u>
INTER-CITY SERVICES				
Rental - Fleet Management	435,228	472,012	443,857	595,807
Gasoline - Fleet Management	331,451	331,432	346,986	302,958
Maintenance - Fleet Management	551,934	1,157,248	533,871	748,060
	<u>1,318,613</u>	<u>1,960,692</u>	<u>1,324,714</u>	<u>1,646,825</u>
ALL OTHER O&M				
Contract Labor	442,457	435,000	435,000	446,900
Rentals		18,000		18,000
Solid Waste Disposal Charges	413,168	497,832	404,014	548,832
	<u>855,625</u>	<u>950,832</u>	<u>839,014</u>	<u>1,013,732</u>
SUB-TOTAL	<u>2,469,820</u>	<u>4,481,192</u>	<u>3,587,359</u>	<u>4,349,123</u>
RESIDENTIAL - AUTOMATED				
PERSONAL SERVICES	<u>658,191</u>	<u>807,850</u>	<u>751,598</u>	<u>875,348</u>
INTER-CITY SERVICES				
Rental - Fleet Management	544,405	560,737	555,558	841,440
Gasoline - Fleet Management	271,881	295,515	290,731	243,191
Maintenance - Fleet Management	504,508	461,450	488,894	288,256
	<u>1,320,794</u>	<u>1,317,702</u>	<u>1,335,183</u>	<u>1,372,887</u>
ALL OTHER O&M				
Solid Waste Disposal Charges	961,691	940,605	948,768	990,605
	<u>961,691</u>	<u>940,605</u>	<u>948,768</u>	<u>990,605</u>
SUB-TOTAL	<u>2,940,676</u>	<u>3,066,157</u>	<u>3,035,549</u>	<u>3,238,840</u>

SOLID WASTE

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
COMMERCIAL				
PERSONAL SERVICES	661,909	768,843	634,013	951,786
INTER-CITY SERVICES				
Rental - Fleet Management	568,854	579,528	585,253	788,766
Gasoline - Fleet Management	352,116	344,105	369,199	307,995
Maintenance - Fleet Management	809,502	505,852	779,531	500,025
	<u>1,730,473</u>	<u>1,429,485</u>	<u>1,733,983</u>	<u>1,596,786</u>
ALL OTHER O&M				
Contractual Services	99,160	118,865	118,865	120,000
Solid Waste Disposal Charges	1,489,847	1,435,000	1,354,559	1,485,000
Equipment - Noncapital	80,240	110,000	110,000	215,000
	<u>1,669,247</u>	<u>1,663,865</u>	<u>1,583,424</u>	<u>1,820,000</u>
SUB-TOTAL	<u>4,061,628</u>	<u>3,862,193</u>	<u>3,951,420</u>	<u>4,368,572</u>
ROLL-OFF				
PERSONAL SERVICES	267,112	309,497	321,103	334,271
INTER-CITY SERVICES				
Rental - Fleet Management	97,426	99,056	101,530	100,290
Gasoline - Fleet Management	105,922	124,640	109,827	95,851
Maintenance - Fleet Management	154,166	140,076	98,694	132,079
	<u>357,515</u>	<u>363,772</u>	<u>310,051</u>	<u>328,220</u>
ALL OTHER O&M				
Contractual Services	48,052	22,300	22,300	38,000
Leases	4,364	11,327	11,328	11,725
Solid Waste Disposal Charges	434,488	422,767	402,242	472,767
Leases Expense Clearing	(4,364)			
	<u>482,540</u>	<u>456,394</u>	<u>435,870</u>	<u>522,492</u>
CAPITAL EQUIPMENT				
Equipment - Capital		72,975	65,975	140,000
		<u>72,975</u>	<u>65,975</u>	<u>140,000</u>
SUB-TOTAL	<u>1,107,166</u>	<u>1,202,638</u>	<u>1,132,999</u>	<u>1,324,983</u>
DEBT SERVICE				
Florida Taxable Pension Liability Reduction Note, Series 2020	118,615	119,969	119,969	121,427
Operations	426			
	<u>119,041</u>	<u>119,969</u>	<u>119,969</u>	<u>121,427</u>

SOLID WASTE

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Emergency Manager		4,201		4,537
Solid Waste Renovation, Demo & Addition	4,700	9,988	9,988	
GPS Units and Access Charges	17,879	56,797	175,765	169,000
Environmental Code Enforcement Officer	18,840	18,701	18,701	16,155
Cart Replacement	123,250	126,000	126,000	146,000
Solid Waste/Lakes - 305 Eastside Property	2,600	53,435	53,435	
Automated Truck Wash System	205,474			
GPS Units and Access Charges		3,000	10,000	10,000
	372,744	272,122	393,889	345,692
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	2,685,083	1,664,640	1,664,640	1,710,418
Transfer To Fleet Mgmt Reserve	90,000	472,550	472,550	
Transfer To Information Technology	46,098	46,098	46,098	46,098
	2,821,181	2,183,288	2,183,288	1,756,516
GRAND TOTAL	18,358,231	19,971,924	19,067,991	20,781,745



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**REVENUE AND EXPENDITURE SUMMARY
WASTEWATER UTILITY OPERATING FUND**

	FY 22	FY 23	FY 23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	4,866,855	5,541,562	4,986,449	6,301,743
Fringe Benefits	735,259	1,976,002	1,600,343	1,800,004
Total Personnel	<u>5,602,114</u>	<u>7,517,564</u>	<u>6,586,792</u>	<u>8,101,747</u>
Non-Personnel				
Utilities	2,139,239	2,057,159	2,547,214	2,632,830
Professional and Contractual	427,164	615,327	757,610	816,787
Insurance and Fixed Charges	676,000	633,054	617,585	856,887
Internal Service Charges	4,779,200	5,669,374	5,501,940	6,321,507
All Other Operations & Maintenance	1,919,668	3,554,874	2,346,402	3,178,028
Debt Service	4,107,622	4,514,778	4,518,650	5,039,037
Capital Outlay		468,783	611,375	614,545
Maintenance Projects	2,602,406	3,528,316	3,286,475	2,954,274
Total Non-Personnel	<u>16,651,301</u>	<u>21,041,665</u>	<u>20,187,251</u>	<u>22,413,895</u>
Total Expenditures	<u>22,253,415</u>	<u>28,559,229</u>	<u>26,774,043</u>	<u>30,515,642</u>
Transfers				
Cost Allocations and Recoveries	(62,621)	(66,541)	(85,000)	
Transfers Out	11,812,209	17,300,236	17,300,236	19,188,943
Net Transfers	<u>(11,749,588)</u>	<u>(17,233,695)</u>	<u>(17,215,236)</u>	<u>(19,188,943)</u>
Revenue Sources				
Charges for Services	39,065,279	37,071,396	39,851,889	37,812,825
Interest Income	(2,151,649)	400,000	800,000	500,000
All Other Revenue	1,106,013	4,000	19,488	4,080
Total Revenue	<u>38,019,643</u>	<u>37,475,396</u>	<u>40,671,377</u>	<u>38,316,905</u>
Funding to be Provided	<u>(4,016,640)</u>	<u>8,317,528</u>	<u>3,317,902</u>	<u>11,387,680</u>

**WASTEWATER UTILITY
OPERATING FUND**

	FY 22	FY 23	FY 23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
MISCELLANEOUS REVENUES				
OTHER				
All Other Misc Revenue	7,620			
MSBU Assessment - Skyview SRL Debt Service	142,414			
	150,034			
CONTRIBUTIONS & DONATIONS				
Contribution from Developers - Pump Stations	85,420			
Contribution from Developers - Sewer Lines	859,274			
	944,694			
INVESTMENT INCOME				
Interest on Pooled Investments	655,934	400,000	800,000	500,000
Interest on Deposits	(24,529)			
Market Value Restatement	(2,783,054)			
	(2,151,649)	400,000	800,000	500,000
TOTAL MISCELLANEOUS REVENUE	(1,056,921)	400,000	800,000	500,000
SUB-TOTAL	38,019,643	37,475,396	40,671,377	38,316,905
PRIOR YEAR SURPLUS	(4,016,640)	8,317,528	3,317,902	11,387,680
TOTAL REVENUES	34,003,003	45,792,924	43,989,279	49,704,585

WASTEWATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	280,131	21,415	21,567	66,845
INSURANCE				
Insurance - Position Bond	651	587	156	147
Self-Insurance Services	383,794	227,418	227,418	223,729
Insurance - Excess Liability (Auto, General)	28,423	33,517	33,028	31,810
	<u>412,869</u>	<u>261,522</u>	<u>260,602</u>	<u>255,686</u>
INTER-CITY SERVICES				
Purchasing & Stores Service	103,886	92,569	92,569	159,630
General Fund Services	1,078,329	1,102,716	1,102,716	1,096,939
Utility Billing Service	447,600	469,728	447,600	460,988
Allocation Shared Cost - Water Utilities	575,140	688,829	662,388	695,884
Intra-Departmental Charges - Training Ctr	5,222	4,998	4,998	5,374
Intra-Departmental Charges - IT Operations - GIS	152,162	236,738	236,738	307,865
Intra-Departmental Charges - IT Operations - Application Dev	501,274	673,508	673,508	512,254
	<u>2,863,613</u>	<u>3,269,086</u>	<u>3,220,517</u>	<u>3,238,934</u>
ALL OTHER O&M				
Contractual Services		5,000		
Banking Service	3,518	4,144	3,771	3,884
Annual Audit	15,145	16,981	16,941	12,710
Telephone Communications		513	513	520
All Other Sundry Charges	2,303	1,076	1,276	1,295
Licenses & Permits	475	1,025	1,025	1,040
Bad Debt Expense	83,458	82,000	55,000	83,230
Office Supplies	31			
All Other Materials & Supplies	3,404			
Material	39	36	65	36
	<u>108,373</u>	<u>110,775</u>	<u>78,591</u>	<u>102,715</u>

WASTEWATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Emergency Manager		6,365		7,012
Wastewater Impact Fee Study		11,800	11,800	
Safety Incentive Prgm	2,841	3,863	3,863	3,864
Nitrogen Credits towards TMDL/BMAP		414,683	453,863	
Southwest Lakeland Capacity Study		75,000	75,000	
Rates & Fees Study	12,997	36,000	36,000	39,600
Annual Bond Holders Report	19,900	13,200	13,200	
	<u>35,738</u>	<u>560,911</u>	<u>593,726</u>	<u>50,476</u>
SUB-TOTAL	<u>3,700,723</u>	<u>4,223,709</u>	<u>4,175,003</u>	<u>3,714,656</u>
ENGINEERING				
ALLOCATIONS				
Allocation Shared Cost - Water Utilities	488,408	785,963	660,897	1,137,943
	<u>488,408</u>	<u>785,963</u>	<u>660,897</u>	<u>1,137,943</u>
SPECIAL PROJECTS				
Regional Biosolids Study	41,919			
	<u>41,919</u>			
SUB-TOTAL	<u>530,327</u>	<u>785,963</u>	<u>660,897</u>	<u>1,137,943</u>
GLENDALE TREATMENT PLANT				
PERSONAL SERVICES	<u>1,637,859</u>	<u>1,757,415</u>	<u>1,624,054</u>	<u>1,825,792</u>
INSURANCE				
Insurance - Fire	252,908	358,124	347,311	592,897
Insurance Consultant	10,224	13,408	9,672	8,304
	<u>263,132</u>	<u>371,532</u>	<u>356,983</u>	<u>601,201</u>
UTILITIES				
Water Service	25,544	25,757	25,620	26,261
Stormwater Service	6,246	6,558	6,556	6,556
Electric Service	816,368	775,006	1,050,653	1,087,426
Solid Waste Service	31,564	33,632	32,571	32,571
Solid Waste Service - Recycling	510	510	510	510
	<u>880,232</u>	<u>841,463</u>	<u>1,115,910</u>	<u>1,153,324</u>
INTER-CITY SERVICES				
Rental - Fleet Management	13,680	14,097	14,030	10,988
Gasoline - Fleet Management	3,721	18,418	5,032	25,318
Maintenance - Fleet Management	8,029	11,228	25,167	11,489
Intra-Departmental Charges - PC & Network Support	23,536	28,647	23,965	23,539
Intra-Departmental Charges - Telephone	5,440	7,049	7,049	7,830

WASTEWATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Intra-Departmental Charges - Radios	7,693	8,845	8,845	9,039
Intra-Departmental Charges - Facilities	48,286	57,240	57,240	72,913
Intra-Departmental Charges - Janitorial	45,223	51,572	51,572	57,767
Intra-Departmental Charges - IT Operations - Network Support	14,551	23,571	20,224	20,280
Intra-Departmental Charges - IT Operations - IT Security				6,868
	<u>170,158</u>	<u>220,667</u>	<u>213,124</u>	<u>246,031</u>
ALL OTHER O&M				
Contractual Services	105,016	105,000	116,000	181,771
Sludge Disposal	47,760	36,624	40,000	40,000
Rentals	19,142	25,952	20,000	20,000
Maintenance Of Facilities	7,066	5,153	5,000	5,000
Repair Of Equipment	111,481	132,012	88,816	92,012
Postage & Mailing	35	113	270	200
Subscription & Membership	480	500	500	500
Telephone Communications	2,424	3,500	825	1,500
Training	3,036	7,078	10,000	22,575
All Other Sundry Charges		382		
Software License & Maintenance	2,540	2,000	2,500	2,500
Licenses & Permits	9,734	12,000	21,000	20,000
Auto/Heavy Equipment Fuel	63,756	35,000	40,000	40,000
Office Supplies	1,601	1,500	1,530	1,530
All Other Materials & Supplies	6,542	4,051	6,000	6,000
Uniforms	4,476	4,000	2,000	2,000
Chemicals	5,800	4,000	2,000	2,000
Tools & Implements	11,484	4,000	6,000	6,000
Laboratory Supplies	25,396	29,500	15,000	15,000
Material	18,363	21,847	23,000	23,000
Chemicals - Effluent Disinfection	300,322	958,626	516,668	1,110,000
Chemicals - Odor - Corrosion Control	47,571	243,740	42,000	80,000
Chemicals - Sludge Thickening	27,588	80,000	40,000	92,175
Chemicals - Sludge Bacterial Control		4,000	4,000	4,000
	<u>821,613</u>	<u>1,720,578</u>	<u>1,003,109</u>	<u>1,767,763</u>

WASTEWATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Maintenance General Support	488,797	608,121	618,790	577,094
Operators Training Program		7,575	7,575	
Glendale Sludge Dewatering	546,974	717,821	717,821	728,588
Glendale Aeration Tank Cleaning		52,363		
Warranty for Glendale Blower System	21,890			
Glendale Lab Building Addition	6,839			
Glendale Digester #1 Cleaning	20,925	23,638	23,638	23,992
CoGen PM Service		25,000	25,000	25,000
Glendale East Perimeter Fence Repair		14,000		
Biosolids Equipment Failure-Hauling		125,895	211,375	214,545
	<u>1,085,425</u>	<u>1,574,413</u>	<u>1,604,199</u>	<u>1,569,219</u>
SUB-TOTAL	<u>4,858,419</u>	<u>6,486,068</u>	<u>5,917,379</u>	<u>7,163,330</u>
NORTHSIDE TREATMENT PLANT				
PERSONAL SERVICES	<u>922,752</u>	<u>932,840</u>	<u>989,868</u>	<u>1,085,109</u>
UTILITIES				
Water Service	16,730	12,479	64,513	66,126
Stormwater Service	1,902	1,997	1,997	1,997
Electric Service	474,333	468,344	446,578	462,208
Solid Waste Service	3,539	2,990	5,557	5,557
	<u>496,503</u>	<u>485,810</u>	<u>518,645</u>	<u>535,888</u>
INTER-CITY SERVICES				
Rental - Fleet Management	9,853	11,054	10,844	15,169
Gasoline - Fleet Management	3,032	9,670	12,720	12,718
Maintenance - Fleet Management	5,900	7,296	4,977	7,461
Intra-Departmental Charges - PC & Network Support	5,810	6,613	3,577	4,290
Intra-Departmental Charges - Telephone	2,720	3,021	3,021	3,614
Intra-Departmental Charges - Radios	1,442	1,769	1,769	1,808
Intra-Departmental Charges - Facilities	8,241	9,769	9,769	12,444
Intra-Departmental Charges - Janitorial	6,746	7,693	7,693	8,617
Intra-Departmental Charges - IT Operations - Network Support	5,015	7,415	5,303	4,822
Intra-Departmental Charges - IT Operations - IT Security				1,717
	<u>48,758</u>	<u>64,300</u>	<u>59,673</u>	<u>72,660</u>

WASTEWATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	51,460	26,130	35,000	40,000
Sludge Disposal		150,403	264,500	264,500
Rentals	7,753	134,032	93,485	95,000
Repair Of Equipment	24,064	71,930	25,000	80,000
Telephone Communications	1,277	1,500	1,500	1,500
Training	185	8,500	7,000	7,000
Licenses & Permits	189	47,000	4,000	4,000
Auto/Heavy Equipment Fuel		195	195	195
Office Supplies	5,169	500	600	600
All Other Materials & Supplies	5,436	3,000	3,000	3,000
Uniforms	552	2,000	1,700	1,700
Cleaning & Janitor Supply		200	200	200
Chemicals		500	500	500
Tools & Implements	341	1,500	500	1,500
Laboratory Supplies	17,943	24,080	10,000	24,080
Material	4,204	6,680	7,300	4,000
Chemicals - Effluent Disinfection	92,119	355,714	143,550	150,000
Chemicals - Odor - Corrosion Control	6,336	12,560	4,000	10,000
Chemicals - Sludge Thickening	40,296	55,000	32,236	55,000
	<u>257,323</u>	<u>901,424</u>	<u>634,266</u>	<u>742,775</u>
SPECIAL PROJECTS				
Bypass Pump Station Rebuild	119,797	26,767	26,767	
Maintenance General Support	232,675	376,380	243,543	389,016
Aeration Basin Outfall Cleaning	105,357			
Centrifuge Rental and Sludge Hauling	50,900			
	<u>508,729</u>	<u>403,147</u>	<u>270,310</u>	<u>389,016</u>
SUB-TOTAL	<u>2,234,066</u>	<u>2,787,521</u>	<u>2,472,762</u>	<u>2,825,448</u>

WASTEWATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
WESTSIDE TREATMENT PLANT				
UTILITIES				
Water Service	33,775	34,670	30,628	31,394
Electric Service	399,240	375,138	489,956	507,104
Solid Waste Service	1,637	1,637	1,637	1,637
	<u>434,652</u>	<u>411,445</u>	<u>522,221</u>	<u>540,135</u>
INTER-CITY SERVICES				
Rental - Fleet Management	8,424	8,435	6,444	13,843
Gasoline - Fleet Management	24,798	18,510	2,861	21,916
Maintenance - Fleet Management	1,637	9,296	2,861	4,460
Intra-Departmental Charges - PC & Network Support	3,187	3,105	3,378	3,171
Intra-Departmental Charges - Telephone	1,165	1,511	1,511	1,807
Intra-Departmental Charges - IT Operations - Network Support	1,940	2,619	2,652	2,684
Intra-Departmental Charges - IT Operations - IT Security				859
	<u>41,151</u>	<u>43,476</u>	<u>19,707</u>	<u>48,740</u>
ALL OTHER O&M				
Contractual Services	6,762	16,893	20,000	20,000
All Other Materials & Supplies	80	234	200	200
Chemicals		1,107		
Tools & Implements	46			
Material	783	66	500	500
	<u>7,670</u>	<u>18,300</u>	<u>20,700</u>	<u>20,700</u>
SPECIAL PROJECTS				
Maintenance General Support	31,080	85,507	77,099	77,951
	<u>31,080</u>	<u>85,507</u>	<u>77,099</u>	<u>77,951</u>
SUB-TOTAL	<u>514,553</u>	<u>558,728</u>	<u>639,727</u>	<u>687,526</u>

WASTEWATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
PRETREATMENT PROGRAM				
PERSONAL SERVICES	137,371	179,829	143,651	203,799
INTER-CITY SERVICES				
Rental - Fleet Management	4,501	4,950	6,044	9,712
Gasoline - Fleet Management	8,100	13,942	5,409	10,125
Maintenance - Fleet Management	2,828	9,728	4,088	9,948
Fleet Mgmt Charges Recoveries				(12,000)
Intra-Departmental Charges - PC & Network Support	6,292	7,457	7,246	7,768
Intra-Departmental Charges - Telephone	1,165	1,511	1,511	1,807
Intra-Departmental Charges - Radios	2,885	3,538	3,538	3,616
Intra-Departmental Charges - IT Operations - Network Support	3,326	5,238	5,304	5,368
Intra-Departmental Charges - IT Operations - IT Security				1,717
	<u>29,097</u>	<u>46,364</u>	<u>33,140</u>	<u>38,061</u>
ALL OTHER O&M				
Contractual Services	9,461	11,950	9,950	10,000
Advertising	536	200	200	200
Repair Of Equipment		875		
Subscription & Membership		150	150	150
Telephone Communications	1,842	1,900	1,800	1,800
Travel	450			
Training	3,128	3,850	2,050	2,000
Office Supplies	460	375	300	300
Equipment - Noncapital		900	3,000	3,000
Uniforms	724	1,800	1,800	1,800
Tools & Implements	93	350	300	300
Laboratory Supplies		100		
Material	4,044	3,400	1,400	1,400
	<u>20,738</u>	<u>25,850</u>	<u>20,950</u>	<u>20,950</u>
SPECIAL PROJECTS				
Reimbursable Sampling Analysis	23,045	3,000	(750)	12,750
Maintenance General Support	494	9,750	9,750	9,750
	<u>23,538</u>	<u>12,750</u>	<u>9,000</u>	<u>22,500</u>
SUB-TOTAL	<u>210,744</u>	<u>264,793</u>	<u>206,741</u>	<u>285,310</u>

WASTEWATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
WETLANDS MANAGEMENT				
PERSONAL SERVICES	447,589	582,100	467,385	632,877
UTILITIES				
Water Service		350		
Electric Service - TECO	9,811	9,650	10,000	10,150
	9,811	10,000	10,000	10,150
INTER-CITY SERVICES				
Rental - Fleet Management	67,214	90,199	70,179	118,820
Gasoline - Fleet Management	8,321	14,843	6,288	15,210
Maintenance - Fleet Management	43,210	34,896	40,177	34,870
Other City Department Charges	1,000			
Intra-Departmental Charges - PC & Network Support	10,519	11,501	16,091	15,444
Intra-Departmental Charges - Telephone	2,332	3,021	3,021	3,614
Intra-Departmental Charges - Radios	2,404	2,948	2,948	3,013
Intra-Departmental Charges - IT Operations - Network Support	6,305	9,167	11,713	12,078
Intra-Departmental Charges - IT Operations - IT Security				3,863
	141,305	166,575	150,417	206,912
ALL OTHER O&M				
Contractual Services	26,109	38,608	40,108	36,953
Rentals	739	60	760	771
Maintenance Of Facilities	1,122	5,709	5,200	4,780
Repair Of Equipment	6,760	6,700	5,000	5,075
Subscription & Membership	155	300	300	300
Telephone Communications	1,746	1,300	1,300	1,320
Travel	22	500	500	508
Training	1,003	2,600	2,600	2,639
All Other Sundry Charges	9	100	100	100
Software License & Maintenance		140	240	244
Licenses & Permits	184	200	100	102
Auto/Heavy Equipment Fuel	7,387	7,314	5,000	5,000
Office Supplies	923	710	700	721
Equipment - Noncapital	3,100	2,206	4,206	4,269
All Other Materials & Supplies	2,214	3,067	4,567	4,636
Uniforms	959	2,150	2,000	2,150
Construction Material	665		500	508
Chemicals	4,300	4,181	4,181	8,000
Tools & Implements	394	1,190	2,190	2,223
Laboratory Supplies	4,380	5,000	5,000	5,075
Material	4,862	3,349	3,349	3,399
	67,034	85,384	87,901	88,773

WASTEWATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Wetlands Environmental Outreach Program	3,307	3,500	3,500	3,500
Summer College Intern	1,716	5,300	5,300	5,300
Wetlands Algae Solids	3,605			
Mowing Services - Reimbursable	15,584	15,000	(5,696)	(183)
Maintenance General Support	13,208	38,200	50,050	57,700
Invasive Species Signage Seven Wetlands Donation Funded	788	905		
Reuse Water Study	74,314	11,352	10,852	
	<u>112,522</u>	<u>74,257</u>	<u>64,006</u>	<u>66,317</u>
SUB-TOTAL	<u>778,261</u>	<u>918,316</u>	<u>779,709</u>	<u>1,005,029</u>
LABORATORY ANALYSIS				
PERSONAL SERVICES	<u>393,066</u>	<u>434,973</u>	<u>412,317</u>	<u>468,432</u>
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	6,595	7,368	7,953	7,561
Intra-Departmental Charges - Telephone	1,555	1,511	1,511	1,807
Intra-Departmental Charges - IT Operations - Network Support	4,709	6,548	6,630	6,710
Intra-Departmental Charges - IT Operations - IT Security				<u>2,146</u>
	<u>12,859</u>	<u>15,427</u>	<u>16,094</u>	<u>18,224</u>
ALL OTHER O&M				
Contractual Services	27,106	41,000	41,000	41,615
Rentals	111			
Repair Of Equipment	2,954	10,250	10,250	10,404
Subscription & Membership	275			
Training	1,464	2,050	2,050	2,081
Office Supplies	398	513	513	521
Equipment - Noncapital		2,050	2,050	2,081
Laboratory Supplies	82,161	82,000	82,000	83,230
Material	5,918	10,250	10,250	10,404
	<u>120,388</u>	<u>148,113</u>	<u>148,113</u>	<u>150,336</u>
SUB-TOTAL	<u>526,313</u>	<u>598,513</u>	<u>576,524</u>	<u>636,992</u>

WASTEWATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
MAINTENANCE SUPPORT				
PERSONAL SERVICES	300,923	390,305	284,738	485,099
INTER-CITY SERVICES				
Rental - Fleet Management	26,632	14,500	30,320	102,176
Gasoline - Fleet Management	27,969	40,451	33,244	44,935
Maintenance - Fleet Management	19,378	44,320	33,524	45,420
Fleet Mgmt Charges Recoveries				(64,800)
Intra-Departmental Charges - PC & Network Support	15,875	17,293	20,418	20,079
Intra-Departmental Charges - Telephone	777	1,007	1,007	1,205
Intra-Departmental Charges - IT Operations - Network Support	8,800	13,095	14,586	14,762
Intra-Departmental Charges - IT Operations - IT Security				4,722
	99,430	130,666	133,099	168,499
ALL OTHER O&M				
Contractual Services	12,627	10,200	13,000	13,000
Contract Labor		2,500	2,500	2,500
Rentals	693	2,400	2,400	2,400
Repair Of Equipment	46	2,000	2,000	2,000
Telephone Communications	4,785	5,000	5,000	5,000
Training		3,500	5,000	5,000
Licenses & Permits	84	285	285	300
Auto/Heavy Equipment Fuel	34			
Office Supplies	482	500	500	500
All Other Materials & Supplies	215	2,200	2,200	200
Uniforms	3,092	11,120	11,120	11,120
Tools & Implements	8,805	9,000	9,000	9,000
Material	9,213	8,500	7,000	7,000
Meal Allowance	14	55	55	55
	40,090	57,260	60,060	58,075
SUB-TOTAL	440,444	578,231	477,897	711,673

WASTEWATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
WASTEWATER COLLECTION ADMINISTRATION				
PERSONAL SERVICES	718,742	1,015,882	780,183	929,924
INTER-CITY SERVICES				
Rental - Fleet Management	11,183	11,783	11,672	14,632
Gasoline - Fleet Management	1,373	1,605	954	1,420
Maintenance - Fleet Management	7,696	16,728	8,691	7,584
Intra-Departmental Charges - PC & Network Support	22,071	27,272	28,333	27,487
Intra-Departmental Charges - Telephone	6,995	8,560	8,560	10,239
Intra-Departmental Charges - Radios	2,885	4,127	4,127	4,218
Intra-Departmental Charges - IT Operations - Network Support	15,044	23,553	24,973	25,351
Intra-Departmental Charges - IT Operations - IT Security				9,014
	67,246	93,628	87,310	99,945
ALL OTHER O&M				
Contractual Services	15,558	37,512	38,400	34,414
Repair Of Equipment	1,245	2,100	2,100	2,100
Postage & Mailing	30	250	2,250	2,250
Subscription & Membership	399	475	475	475
Telephone Communications	3,554	3,600	3,600	3,600
Training		1,000	3,000	3,000
All Other Sundry Charges	1,152	1,100	800	800
Software License & Maintenance		1,700	2,800	2,800
Licenses & Permits		800		
Office Supplies	4,766	4,000	3,000	3,000
Equipment - Noncapital	558			3,300
All Other Materials & Supplies	16	150	100	100
Uniforms	154	1,350	1,200	1,200
Material	3,723	2,500	2,500	2,500
	31,154	56,537	60,225	59,539
SPECIAL PROJECTS				
Hepatitis Vaccination Program		3,850	3,850	3,000
Maintenance General Support	2,953	8,400	7,220	8,250
	2,953	12,250	11,070	11,250
SUB-TOTAL	820,095	1,178,297	938,788	1,100,658

WASTEWATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SEWAGE PUMPING STATIONS				
PERSONAL SERVICES	503,269	526,175	471,394	558,534
UTILITIES				
Water Service	28,190	27,227	41,997	43,047
Stormwater Service			17	17
Electric Service	289,851	281,214	338,424	350,269
	<u>318,041</u>	<u>308,441</u>	<u>380,438</u>	<u>393,333</u>
INTER-CITY SERVICES				
Rental - Fleet Management	30,392	31,838	35,502	94,202
Gasoline - Fleet Management	31,437	33,904	30,940	47,989
Maintenance - Fleet Management	49,126	50,195	64,399	45,623
Fleet Mgmt Charges Recoveries				(27,000)
Intra-Departmental Charges - PC & Network Support	6,284	8,374	7,299	7,544
Intra-Departmental Charges - Radios	8,174	10,024	10,024	10,244
Intra-Departmental Charges - IT Operations - Network Support	3,326	5,238	5,304	5,368
Intra-Departmental Charges - IT Operations - IT Security				1,717
	<u>128,739</u>	<u>139,573</u>	<u>153,468</u>	<u>185,687</u>
ALL OTHER O&M				
Contractual Services	24,984	40,800	30,000	30,000
Contract Labor	1,789			
Utility Service-Polk County	245	240	240	240
Rentals	111	500	500	500
Maintenance Of Facilities		1,500	1,500	1,500
Repair Of Equipment	148,404	186,000	200,000	195,000
Telephone Communications	2,463	2,500	2,500	2,500
Training		1,300	1,300	2,000
All Other Sundry Charges	400			
Licenses & Permits		190	190	200
Auto/Heavy Equipment Fuel	7,314	19,500	12,500	12,500
Office Supplies	174	400	400	400
Equipment - Noncapital	2,710	7,900	7,900	3,900
All Other Materials & Supplies	389	1,500	1,500	1,500
Uniforms	2,457	7,435	7,435	7,500
Chemicals	354,000	403,000	410,000	415,000
Tools & Implements	942	1,500	1,500	1,500
Material	42,585	50,000	55,000	55,000
Meal Allowance	261	500	500	500
	<u>589,227</u>	<u>724,765</u>	<u>732,965</u>	<u>729,740</u>

WASTEWATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Master Pump Station Rebuilds		62,000	62,000	62,000
Maintenance General Support	433,618	389,740	382,040	397,040
Lift Station Generator Maintenance	272,626	312,500	236,500	297,000
Pump Station Grinder Repairs		4,000	4,000	4,000
Other Dept Owned Lift Stations	507	1,186	500	500
Loggia Door Replacement		22,700	22,700	
	<u>706,751</u>	<u>792,126</u>	<u>707,740</u>	<u>760,540</u>
SUB-TOTAL	<u>2,246,028</u>	<u>2,491,080</u>	<u>2,446,005</u>	<u>2,627,834</u>

SEWER LINE MAINTENANCE

PERSONAL SERVICES	(6,412)	1,305,971	1,151,177	1,477,633
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INTER-CITY SERVICES

Rental - Fleet Management	215,866	236,081	234,762	322,388
Gasoline - Fleet Management	81,790	89,316	91,578	84,747
Maintenance - Fleet Management	127,021	141,999	149,363	125,059
Fleet Mgmt Charges Recoveries				(8,200)
Fleet - New Equip - O&M Charges				80,000
Intra-Departmental Charges - PC & Network Support	14,901	17,040	17,475	17,708
Intra-Departmental Charges - Telephone	388	504	504	602
Intra-Departmental Charges - Radios	8,655	10,613	10,613	10,847
Intra-Departmental Charges - IT Operations - Network Support	7,483	11,786	11,824	12,078
Intra-Departmental Charges - IT Operations - IT Security				<u>3,863</u>
	<u>456,104</u>	<u>507,339</u>	<u>516,119</u>	<u>649,092</u>

ALL OTHER O&M

Contractual Services	69,820	70,142	28,000	28,000
Contract Labor	8,613		57,000	56,000
Rentals		4,600	4,600	4,600
Repair Of Equipment	806	5,400	5,500	6,000
Telephone Communications	6,253	7,000	7,000	7,000
Training	750	2,400	3,000	3,000
All Other Sundry Charges	200	400	400	500
Licenses & Permits	138	690	190	200
Solid Waste Disposal Charges	9,015	12,000	15,000	12,000
Auto/Heavy Equipment Fuel	460	549	349	349
Office Supplies	468	500	500	500
Equipment - Noncapital		1,000	1,000	1,000
All Other Materials & Supplies	26	300	100	100
Uniforms	6,514	7,335	7,335	7,400
Construction Material	3,960	9,000	4,000	4,000
Chemicals		5,000	5,000	5,000

WASTEWATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Tools & Implements	4,665	5,000	5,000	5,000
Material	87,398	136,399	60,000	60,000
Meal Allowance	949	1,300	600	600
Recoveries-From Outside City	(62,621)	(66,541)	(85,000)	
	<u>137,414</u>	<u>202,474</u>	<u>119,574</u>	<u>201,249</u>
SPECIAL PROJECTS				
Utility Relocation Engineering & Surveying		22,100	45,000	45,000
Root Treatment Of Sewer System	32,406	40,000	40,000	100,000
Manhole Adjustments	536	44,500	44,250	44,250
System Maintenance & Repairs - Reimbursable		3,150	2,700	3,050
Maintenance General Support	18,725	19,100	18,750	19,250
City Support	2,084	10,000	10,000	10,000
	<u>53,750</u>	<u>138,850</u>	<u>160,700</u>	<u>221,550</u>
SUB-TOTAL	<u>640,856</u>	<u>2,154,634</u>	<u>1,947,570</u>	<u>2,549,524</u>
WASTEWATER TREATMENT OPERATIONS SUPPORT				
PERSONAL SERVICES	<u>266,824</u>	<u>370,659</u>	<u>240,458</u>	<u>367,703</u>
INTER-CITY SERVICES				
Rental - Fleet Management	67,937	64,268	76,806	83,713
Gasoline - Fleet Management	74,773	69,664	75,540	67,400
Maintenance - Fleet Management	85,094	46,275	81,095	55,753
Intra-Departmental Charges - PC & Network Support	2,385	2,894	2,355	1,539
Intra-Departmental Charges - Radios	481	590	590	603
Intra-Departmental Charges - IT Operations - Network Support	1,663	2,619	1,989	1,342
Intra-Departmental Charges - IT Operations - IT Security				429
	<u>232,332</u>	<u>186,310</u>	<u>238,375</u>	<u>210,779</u>
ALL OTHER O&M				
Contractual Services	656	1,000	1,000	1,000
Maintenance Of Facilities		5,000	4,000	4,000
Repair Of Equipment	3,195	11,000	9,000	9,000
Training		2,000	2,000	2,000
All Other Sundry Charges	8,867	10,000	12,000	12,000
Licenses & Permits	181		1,000	1,000
Equipment - Noncapital		2,500	1,000	1,000
All Other Materials & Supplies	51	700	700	700
Uniforms	930	1,000	1,000	1,000
Tools & Implements	4,874	4,000	5,500	5,500
Material	7,592	15,000	15,000	15,000
	<u>26,346</u>	<u>52,200</u>	<u>52,200</u>	<u>52,200</u>
SUB-TOTAL	<u>525,502</u>	<u>609,169</u>	<u>531,033</u>	<u>630,682</u>

WASTEWATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
NON-DEPARTMENTAL				
OTHER OPERATING				
Increase/Decrease In Inventory	48,576			
Contingency		342,888	400,000	400,000
Loss On Disposal of Fixed Assets	6,920			
Refund Of Prior Years Revenue	1,343		358	
	<u>56,839</u>	<u>342,888</u>	<u>400,358</u>	<u>400,000</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	4,812,209	4,850,236	4,850,236	4,995,743
Transfer To Wastewater R&R	7,000,000	12,450,000	12,450,000	14,190,000
Transfer To Information Technology				3,200
	<u>11,812,209</u>	<u>17,300,236</u>	<u>17,300,236</u>	<u>19,188,943</u>
DEBT SERVICE				
Florida Taxable Pension Liability Reduction Note, Series 2020	225,518	228,094	228,094	230,865
Skyview Wastewater Upgrades	(5,694)			
Skyview Wastewater Upgrades	141,903	142,414	142,414	142,413
FDEP West LkInD Wasteload Reduction Facility FY04	(60,391)			
FDEP West LkInD Wasteload Reduction Facility FY04	1,274,540	1,220,620	1,220,620	1,220,620
FDEP Glendale Class A Sludge Stabilization	(3,371)			
FDEP Glendale Class A Sludge Stabilization	714,859	712,283	712,283	712,283
English Oaks Accommodations (E.O. 1)	(746)			
English Oaks Accommodations (E.O. 1)	180,674	180,101	180,101	180,101
FDEP Chlorine Contact Chamber	(718)			
FDEP Chlorine Contact Chamber	37,940	37,388	37,388	37,388
SW Area-Booster Pump & Airpark Upgrade(E.O. 2)	(45,536)			
SW Area-Booster Pump & Airpark Upgrade(E.O. 2)	589,188	547,926	547,926	547,926
Energy Efficiencies / Digestion System Improvements (SRL)	(1,168)			
Energy Efficiencies / Digestion System Improvements (SRL)	603,207	602,139	602,139	602,139
Glendale Aeration System Upgrades (Trane project)	407,268	408,314	408,314	409,118
English Oaks Phase III - Design	(1,168)			
English Oaks Phase III - Design	48,281	47,174	47,174	47,175
English Oaks Phase III - Construction	3,034	388,325	374,120	748,237
Glendale Effluent Pump Station - Design			18,077	36,154
English Oaks Phase IV - Construction				124,618
	<u>4,107,622</u>	<u>4,514,778</u>	<u>4,518,650</u>	<u>5,039,037</u>
GRAND TOTAL	<u>34,137,450</u>	<u>45,792,924</u>	<u>43,989,279</u>	<u>49,704,585</u>

**REVENUE AND EXPENDITURE SUMMARY
WATER UTILITY OPERATING FUND**

	FY 22	FY 23	FY 23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	5,201,247	6,361,281	5,368,241	6,595,297
Fringe Benefits	(957,013)	2,011,855	1,936,721	2,122,410
Total Personnel	4,244,234	8,373,136	7,304,962	8,717,707
Non-Personnel				
Utilities	1,407,661	1,324,683	1,733,527	1,793,089
Professional and Contractual	215,842	395,988	453,738	479,848
Insurance and Fixed Charges	490,223	463,083	442,150	606,080
Fuel and Purchased Power	25,235	43,136	42,636	42,636
Internal Service Charges	4,172,865	5,404,648	4,970,512	6,323,041
All Other Operations & Maintenance	2,150,049	3,017,421	2,828,134	3,066,491
Debt Service	32,984,561	5,530,342	5,491,418	5,527,312
Capital Outlay		93,144	63,144	63,341
Maintenance Projects	5,424,489	7,106,055	6,640,584	7,059,116
Total Non-Personnel	46,870,926	23,378,500	22,665,843	24,960,954
Total Expenditures	51,115,161	31,751,636	29,970,805	33,678,661
Transfers				
Cost Allocations and Recoveries	(2,430,104)	(3,413,424)	(2,985,578)	(3,615,396)
Transfers In				
Transfers Out	19,930,575	12,953,074	13,453,074	11,998,943
Net Transfers	(17,500,471)	(9,539,650)	(10,467,496)	(8,383,547)
Revenue Sources				
Intergovernmental Revenues	104,242			
Charges for Services	39,362,962	38,371,447	39,539,712	39,138,869
Debt Proceeds	28,220,000			
Interest Income	(1,038,514)	350,000	560,520	357,000
All Other Revenue	1,642,440		16,365	
Total Revenue	68,291,129	38,721,447	40,116,597	39,495,869
Funding to be Provided	324,502	2,569,839	321,704	2,566,339

WATER UTILITY

	FY 22	FY 23	FY 23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
INTERGOVERNMENTAL REVENUE				
FEDERAL GRANTS				
Federal Grant	104,242			
	104,242			
TOTAL INTERGOVERNMENTAL	104,242			
CHARGES FOR SERVICES				
MISC. CHARGES FOR SERVICES				
All Other Revenue	7,200		7,472	
	7,200		7,472	
OTHER CHARGES FOR SERVICES				
Water Sales	26,501,188	26,300,000	26,365,988	26,826,000
Water Sales-Commercial	6,981,955	6,600,000	7,424,846	6,732,000
Water Sales-Industrial	285,171	132,000	291,904	134,640
Water Sales-Sprinklers	2,391,882	2,280,000	2,316,167	2,325,600
Water Sales-Fire Hydrant-Flat Fee	25,845	17,800	21,240	18,156
Water Sales-Fire Protection	1,376,797	1,350,000	1,426,343	1,377,000
Water Utility Service - General Fund	789,172	770,000	725,311	785,400
Water Utility Service - Fleet Management	1,998	2,000	1,958	2,040
Water Utility Service - Purchasing & Stores	2,206	2,100	2,443	2,142
Water Utility Service - Parking Fund	11,055	10,000	10,994	10,200
Water Utility Service - RP Funding Center	60,101	40,000	58,068	40,800
Water Utility Service - Lakeland Linder International Airport	65,598	65,000	61,712	66,300
Water Utility Service - Solid Waste	7,306	6,000	8,288	6,120
Water Utility Service - Wastewater Fund	104,239	96,000	125,941	97,920
Water Utility Service - Water Operations	7,691	4,000	6,616	4,080
Water Utility Service - Electric Operations	160,165	138,000	160,603	140,760
Water Utility Service - Facilities Maintenance	902	830	957	846
Water Utility Service - Information Technology	1,178	1,160	1,171	1,183
Water Utility Service - Stormwater Utility Fund	30	31	29	31
Water Utility Service - Self Insurance Fund	89	97	42	98
Water Utility Service - CDBG	119	95	171	96
Water Utility Service - HOME	119	95	171	96
Water Utility Service - SHIP	46	95	171	96
Water Utility Service- Downtown CRA	274	270	278	275
Customer Late Charges	81,271	40,000	84,747	40,800
Connection Fees	313,755	310,000	284,460	316,200
Connection Fees-Delinquent Accounts	161,258	180,000	129,874	183,600
Water Utility Service-Dixieland CRA	130	133	132	135
Water Utility Service-Mid-town CRA	22,685	25,000	20,894	25,500
Meter Change out Fee - Smart Meter Opt-out Program	779			
Water Utility Service - Building Inspection Fund	742	741	721	755
Water Utility Service - Dixieland Rehab Fund	14			

WATER UTILITY

	FY 22	FY 23	FY 23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
	39,355,762	38,371,447	39,532,240	39,138,869
TOTAL CHARGES FOR SERVICES	39,362,962	38,371,447	39,539,712	39,138,869
	FINES AND FORFEITS			
Bad Check Charges	8,830		9,000	
Penalties on Assessments	5,437		1,026	
TOTAL FINES AND FORFEITS	14,267		10,026	
	MISCELLANEOUS REVENUES			
OTHER				
Scrap Sales	25,480			
Insurance Proceeds - Workers Comp Claims	1,659		2,070	
All Other Misc Revenue	324		146	
Refund of Prior Year Expenses	344			
Commissions	12,828		4,123	
	40,635		6,339	
CONTRIBUTIONS & DONATIONS				
Contribution from Developers - Water Lines	1,587,538			
	1,587,538			
INVESTMENT INCOME				
Interest on Pooled Investments	479,586	350,000	560,520	357,000
Market Value Restatement	(1,518,100)			
	(1,038,514)	350,000	560,520	357,000
TOTAL MISCELLANEOUS REVENUE	589,659	350,000	566,859	357,000
	PROCEEDS FROM THE ISSUANCE OF DEBT			
Proceeds Issuance of Long Term Debt	28,220,000			
TOTAL DEBT PROCEEDS	28,220,000			
SUB-TOTAL	68,291,129	38,721,447	40,116,597	39,495,869
PRIOR YEAR SURPLUS	324,502	2,569,839	321,704	2,566,339
TOTAL REVENUES	68,615,632	41,291,286	40,438,301	42,062,208

WATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	(27,238)	26,995	27,274	79,528
INSURANCE				
Insurance - Fire	73,533	125,999	122,195	257,689
Insurance - Position Bond	691	735	196	200
Self-Insurance Services	382,257	282,440	282,440	298,280
Insurance Consultant	9,721	18,436	13,299	13,351
Insurance - Excess Liability (Auto, General)	24,021	35,473	24,020	36,560
	490,223	463,083	442,150	606,080
INTER-CITY SERVICES				
Rental - Fleet Management	3,084	5,436	3,164	7,996
Gasoline - Fleet Management	648	653	954	647
Maintenance - Fleet Management	1,416	1,432	1,509	1,460
Purchasing & Stores Service	111,735	108,649	108,649	152,108
General Fund Services	1,210,046	1,245,116	1,245,116	1,220,166
Utility Billing Service				1,290,530
Allocation Shared Cost - Water Utilities	702,949	826,903	809,587	850,526
Intra-Departmental Charges - Training Ctr	7,087	6,798	6,798	7,308
Intra-Departmental Charges - IT Operations - GIS	137,914	179,076	179,076	209,191
Intra-Departmental Charges - IT Operations - Application Dev	735,752	977,243	977,243	726,821
	2,910,631	3,351,306	3,332,096	4,466,753
ALL OTHER O&M				
Contractual Services		11,433	4,136	4,198
Banking Service	13,196	15,544	5,311	14,568
Advertising		39,800	90,000	91,350
Annual Audit	16,310	18,272	18,244	13,688
Utility Service-Polk County	3		1,546	
Travel		618	618	627
Training		2,576	2,576	2,614
All Other Sundry Charges	2,689	1,784	1,784	1,810
Licenses & Permits	13,075	15,453	15,453	15,684
Office Supplies	191	1,546		1,569
Equipment - Noncapital	531			
	45,994	107,026	139,668	146,108
SPECIAL PROJECTS				
CWA5193 Impact Fee Study		11,712	11,712	
MWA0902 Water Billing Services	1,245,675	1,304,244	1,304,244	1,279,979
MWA1131 Water Support - training / safety incentives	2,841	3,750	3,750	3,806
MWA1155 Bond Holders Report	19,900	13,200	15,000	15,225
MWA1157 Hepatitis Vaccination Series		2,500	2,500	2,537
Emergency Manager - Water Support		8,656		9,624
MWA1219 Water Conservation Program	15,211	22,152	22,152	22,604
MWA1305 Permitting Support			50,000	50,750
MWA1306 Rates & Fees Study	12,997	20,000	20,000	20,300

WATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
MWA1751 Water Building Maintenance Support	301,402	284,963	284,963	419,875
Conservation Grants - Matching Funding	5,086	27,612	30,450	28,025
Polk Regional Water Co-Op (PRWC)	201,497	437,758	626,586	822,474
Water Conservation Partnerships	25,000	25,000	25,000	25,375
Community Engagement		10,000	10,000	10,150
Capital outlay		3,144	13,144	13,341
	1,829,609	2,174,691	2,419,501	2,724,065
SUB-TOTAL	5,249,218	6,123,101	6,360,689	8,022,534
	ADMINISTRATION - SHARED			
PERSONAL SERVICES	1,174,460	1,312,283	1,241,035	1,305,260
	INTER-CITY SERVICES			
Rental - Fleet Management	2,532	2,609	2,592	1,099
Gasoline - Fleet Management	617	815	411	676
Maintenance - Fleet Management	864	1,182	819	1,203
Intra-Departmental Charges - PC & Network Support	23,433	25,575	28,955	27,785
Intra-Departmental Charges - Telephone	5,052	6,546	6,546	7,228
Intra-Departmental Charges - Radios	481	590	590	603
Intra-Departmental Charges - IT Operations - Network Support	15,475	22,562	24,393	24,757
Intra-Departmental Charges - IT Operations - IT Security				9,444
	48,453	59,879	64,306	72,795
	ALL OTHER O&M			
Contractual Services		2,681	6,181	6,274
Legal Fees		51,051	103,423	104,974
Professional Services	4,251	2,576	2,576	2,615
Advertising		1,546	1,546	1,569
Contract Labor		6,700		
Printing & Photography		1,030	1,030	1,045
Postage & Mailing	114	1,030	1,030	1,045
Subscription & Membership	20,943	15,453	15,453	15,685
Telephone Communications	3,532	4,121	4,121	4,183
Travel	9,212	11,374	11,374	11,545
Training	5,060	8,242	8,242	8,366
All Other Sundry Charges	288	1,030	1,030	1,045
Software License & Maintenance		23,489	989	1,004
Licenses & Permits		75		
Office Supplies	2,465	4,121	4,121	4,183
Equipment - Noncapital	8,298	7,621	4,121	4,183
All Other Materials & Supplies	871	1,030	1,030	1,045
Uniforms	110	400	367	(406)
	55,143	143,570	166,634	168,355

WATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Wastewater	(575,140)	(688,829)	(662,388)	(695,884)
Cost Allocated - Water	(702,949)	(826,903)	(809,587)	(850,526)
	<u>(1,278,088)</u>	<u>(1,515,732)</u>	<u>(1,471,975)</u>	<u>(1,546,410)</u>
TRANSFERS TO OTHER FUNDS				
SUB-TOTAL	<u>(33)</u>			
ENGINEERING - SHARED				
PERSONAL SERVICES	900,117	1,497,840	1,220,634	1,672,837
INTER-CITY SERVICES				
Rental - Fleet Management		25,211		43,313
Intra-Departmental Charges - PC & Network Support	39,210	48,849	45,894	42,473
Intra-Departmental Charges - Telephone	10,492	13,595	13,595	16,262
Intra-Departmental Charges - Radios	10,097	12,382	12,382	12,655
Intra-Departmental Charges - IT New Equip O&M Charges				4,004
Intra-Departmental Charges - IT Operations - Network Support	21,907	35,507	35,076	35,643
Intra-Departmental Charges - IT Operations - IT Security				13,307
	<u>81,706</u>	<u>135,544</u>	<u>106,947</u>	<u>167,657</u>
ALL OTHER O&M				
Contractual Services	5,571	1,500		
Consultant Fees	2,425			
Contract Labor	93,957	113,085	81,275	115,000
Toll Fees	71	100		592
Rentals		8,500		10,000
Repair Of Equipment		10,100	158	13,500
Postage & Mailing	160	500	116	500
Subscription & Membership	232	2,000	600	2,000
Telephone Communications	5,883	5,500	1,920	5,500
Travel	1,065	4,000		4,000
Training	1,900	7,300	4,231	5,000
Software License & Maintenance		41,953	65,255	29,000
Licenses & Permits	1,471	5,000	6,716	5,000
Office Supplies	13,832	10,300	10,573	11,000
Equipment - Noncapital	1,321	18,700	1,000	20,900
All Other Materials & Supplies	381	2,500	115	2,500
Uniforms	2,382	3,090	400	3,000
Tools & Implements		1,270	86	1,000
Personal Safety Equipment		15		
Use Tax Allocation				
Recoveries-From Outside City	(27,085)		(31,366)	
	<u>103,567</u>	<u>235,413</u>	<u>141,079</u>	<u>228,492</u>
ALLOCATIONS				
Cost Allocated - Wastewater	(488,408)	(785,963)	(660,897)	(931,043)
Cost Allocated - Water	(596,943)	(1,082,834)	(807,763)	(1,137,943)
	<u>(1,085,351)</u>	<u>(1,868,797)</u>	<u>(1,468,660)</u>	<u>(2,068,986)</u>
SUB-TOTAL	<u>39</u>			

WATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ENGINEERING				
INTER-CITY SERVICES				
Allocation Shared Cost - Water Utilities	596,943	1,082,834	807,763	931,043
	<u>596,943</u>	<u>1,082,834</u>	<u>807,763</u>	<u>931,043</u>
SPECIAL PROJECTS				
MWE1712 Other Water Proj & Recov	(400)			
	<u>(400)</u>			
SUB-TOTAL	<u>596,543</u>	<u>1,082,834</u>	<u>807,763</u>	<u>931,043</u>
WATER PRODUCTION - GENERAL				
PERSONAL SERVICES	<u>2,355,843</u>	<u>2,473,012</u>	<u>2,475,542</u>	<u>2,701,378</u>
UTILITIES				
Water Service	1,779	1,617	1,467	1,504
Stormwater Service	4,655	4,881	4,906	4,906
Electric Service	1,061,605	994,441	1,340,082	1,386,985
Wastewater Service	1,841	1,886	1,882	1,929
Solid Waste Service	2,183	2,183	2,183	2,183
	<u>1,072,064</u>	<u>1,005,008</u>	<u>1,350,520</u>	<u>1,397,507</u>
INTER-CITY SERVICES				
Rental - Fleet Management	36,888	37,918	37,516	59,520
Gasoline - Fleet Management	21,493	33,861	17,942	23,699
Maintenance - Fleet Management	29,857	28,153	29,174	30,004
Intra-Departmental Charges - PC & Network Support	26,349	28,098	32,261	31,224
Intra-Departmental Charges - Telephone	7,383	9,567	9,567	10,841
Intra-Departmental Charges - Radios	10,097	12,382	12,382	12,655
Intra-Departmental Charges - Facilities	21,911	25,974	25,974	33,086
Intra-Departmental Charges - Janitorial	14,100	16,079	16,079	18,011
Intra-Departmental Charges - IT Operations - Network Support	16,145	23,571	25,307	25,648
Intra-Departmental Charges - IT Operations - IT Security				8,585
	<u>184,222</u>	<u>215,603</u>	<u>206,202</u>	<u>253,273</u>
ALL OTHER O&M				
Contractual Services	30,823	95,000	95,000	95,000
Advertising		200	200	200
Rentals	17,685	14,500	4,500	4,500
Repair Of Equipment	17,704	13,500	4,500	4,500
Postage & Mailing	224	250	200	200
Telephone Communications	1,524	2,100	1,000	1,500
Training	4,689	10,000	6,000	6,000
All Other Sundry Charges	97	64		
Software License & Maintenance		275	275	275
Licenses & Permits	760	5,000	3,500	3,500
Auto/Heavy Equipment Fuel	(12,543)			
Office Supplies	11,064	8,600	6,600	6,600
Equipment - Noncapital	16,642	15,000	15,000	15,000

WATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
All Other Materials & Supplies	10,990	25,000	25,000	25,000
Uniforms	11,529	10,000	10,000	10,000
Chemicals	822,682	1,387,000	1,387,000	1,584,354
Tools & Implements	19,107	12,000	22,000	22,000
Electrical Hardware & Plumbing Supplies	104,559	38,000	45,000	45,000
Personal Safety Equipment	9,457	4,000	4,000	4,000
Parts For Equipment	33,852	70,000	50,000	50,000
Material	246,084	286,186	149,000	149,000
Use Tax Allocation	(1)			
	<u>1,346,929</u>	<u>1,996,675</u>	<u>1,828,775</u>	<u>2,026,629</u>
FUEL				
#2 Oil	22,307	30,136	30,136	30,136
	<u>22,307</u>	<u>30,136</u>	<u>30,136</u>	<u>30,136</u>
SPECIAL PROJECTS				
MWP1527 Hach Wimms Support	8,089	10,000	10,000	10,000
MWP1528 ASCO Switchgear Maintenance			82,000	82,000
MWP1002 PICS Expendables	3,189	67,068	66,500	66,500
MWP1008 Well Preventative Maintenance	84,763	180,000	180,000	180,000
MWP1011 Emergency Generator Service	9,686	30,000	30,000	30,000
MWP1012 Mandatory Certification Require		4,000	4,000	4,000
MWP1013 Outside Laboratory Services		15,000	15,000	15,000
MWP1014 Caco3 Transport	45,000	45,500	60,000	60,000
MWP1015 Cleaning Of Upflow Internals	40,144	40,000	40,000	40,000
Chlorine Safety Training	10,686	14,000	14,000	14,000
MWP1020 High Service Preventive Maintenance	43,846	90,000	100,000	100,000
MWP1518 Contract Wtr Plt Op/Maint		8,000		8,000
MTR1708 Technical Training-Wtr Prod	2,015	8,000	8,000	8,000
MWP2018 Water Facilities Security	129,922	145,000	146,736	177,551
MWP2022 Delta V Operations Software Maintenance	14,630	24,000	5,000	20,000
MWP2035 Consumer Confidence Report	6,155	7,264	6,500	6,500
MWP2037 Spill Prevention Controls & Countermeasures Plan		1,000	1,000	1,000
NE Wellfield Easement Litigation		864,500	75,000	25,000
Capital Outlay		45,000	25,000	25,000
	<u>398,126</u>	<u>1,598,332</u>	<u>868,736</u>	<u>872,551</u>
SUB-TOTAL	<u>5,379,491</u>	<u>7,318,766</u>	<u>6,759,911</u>	<u>7,281,474</u>

WATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
WATER PRODUCTION - COMBEE WATER TREATMENT PLANT				
PERSONAL SERVICES	1,104,464	1,146,255	1,162,729	1,257,639
UTILITIES				
Water Service	144	154	278	285
Stormwater Service	2,435	2,557	2,556	2,556
Electric Service	271,548	257,356	322,425	333,710
Wastewater Service	266	281	439	450
Solid Waste Service	2,183	2,183	2,183	2,183
Solid Waste Service - Recycling	102	102	45	45
	<u>276,677</u>	<u>262,633</u>	<u>327,926</u>	<u>339,229</u>
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	11,209	13,203	14,168	13,726
Intra-Departmental Charges - Telephone	10,103	12,084	12,084	14,455
Intra-Departmental Charges - Facilities	23,017	27,285	27,285	34,756
Intra-Departmental Charges - Janitorial	7,945	9,061	9,061	10,149
Intra-Departmental Charges - IT Operations - Network Support	7,483	11,786	11,934	12,078
Intra-Departmental Charges - IT Operations - IT Security				3,863
	<u>59,757</u>	<u>73,419</u>	<u>74,532</u>	<u>89,027</u>
ALL OTHER O&M				
Contractual Services	7,506	7,300	7,300	7,300
Rentals	3,325	750	750	750
Repair Of Equipment	10,370	2,000	2,000	2,000
Postage & Mailing	88	200	200	200
Telephone Communications		500	500	500
Training	443	2,500	2,500	2,500
Licenses & Permits	200	2,500	2,500	2,500
Office Supplies	1,524	2,000	4,000	4,000
Equipment - Noncapital	1,654	6,400	5,000	5,000
All Other Materials & Supplies	8,471	15,000	15,000	15,000
Uniforms	627	5,000	4,000	4,000
Chemicals	307,702	459,800	459,800	477,928
Tools & Implements	1,870	19,000	20,000	20,000
Electrical Hardware & Plumbing Supplies	12,206	15,000	15,000	15,000
Personal Safety Equipment	9,521	3,000	4,000	4,000
Parts For Equipment	20,244	10,000	50,000	50,000
Material	70,955	52,000	75,000	75,000
	<u>456,706</u>	<u>602,950</u>	<u>667,550</u>	<u>685,678</u>
FUEL				
#2 Oil	2,929	12,000	12,000	12,000
	<u>2,929</u>	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>

WATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Capital outlay		45,000	25,000	25,000
MWP1001 NE Wellfield Monitoring	56,888	87,518	87,518	85,000
MWP1002 PICS Expendables	64,235	75,000	75,000	75,000
MWP1006 Maintenance Of NE Wellfield	53,448	57,500	57,500	57,500
MWP1011 Emergency Generator Service	2,850	20,000	20,000	20,000
MWP1012 Mandatory Certification Require	17	2,000	2,000	2,000
MWP1014 Caco3 Transport	22,329	52,000	35,000	40,000
MWP1015 Cleaning Of Upflow Internals	38,100	35,000	34,000	35,000
MWP1020 High Service Preventive Maintenance	35,000	35,000	35,000	35,000
MWP2018 Water Facilities Security	130,487	145,000	146,736	177,551
MWP2022 Delta V Operations Software Maintenance	14,630	18,000	18,000	20,000
	417,983	572,018	535,754	572,051
SUB-TOTAL	2,318,515	2,669,275	2,780,491	2,955,624
WATER T&D - GENERAL				
PERSONAL SERVICES	(1,263,411)	1,916,751	1,177,748	1,701,065
UTILITIES				
Water Service	5,768	6,116	5,508	5,646
Electric Service	28,029	25,707	27,879	28,855
Wastewater Service	7,714	8,236	6,304	6,462
Solid Waste Service	17,309	16,881	15,288	15,288
Solid Waste Service - Recycling	102	102	102	102
	58,921	57,042	55,081	56,353
INTER-CITY SERVICES				
Rental - Fleet Management	36,394	204,335	58,455	560,084
Gasoline - Fleet Management	20,816	24,205	32,589	79,290
Maintenance - Fleet Management	21,201	19,937	31,571	104,270
Fleet Mgmt Charges Recoveries				(663,644)
Fleet - New Equip - O&M Charges				2,500
Intra-Departmental Charges - PC & Network Support	47,651	43,845	45,656	44,660
Lakeland Electric Charges	20,042	18,000	32,754	
Intra-Departmental Charges - Telephone	7,383	9,567	9,567	12,046
Intra-Departmental Charges - Radios	30,292	37,147	37,147	37,965
Intra-Departmental Charges - Facilities	54,738	64,889	64,889	82,655
Intra-Departmental Charges - Janitorial	24,478	27,914	27,914	31,267
Intra-Departmental Charges - IT Operations - Network Support	28,157	36,224	38,124	38,522
Intra-Departmental Charges - IT Operations - IT Security				12,878
	291,152	486,063	378,666	342,493

WATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	39,434	28,700	35,000	21,112
Advertising		300		
Contract Labor	2,268	300	2,000	2,000
Rentals	1,497	100		
Repair Of Equipment	27,008	16,900	30,000	30,000
Postage & Mailing	63	100	100	100
Subscription & Membership	20			
Telephone Communications	26,145	23,000	20,000	20,000
Travel	214	1,750	1,200	1,400
Training	13,660	27,150	10,000	12,000
Licenses & Permits	2,994	700	2,000	2,000
Office Supplies	4,624	5,000	4,500	4,500
Equipment - Noncapital	2,416	6,000	3,500	3,500
All Other Materials & Supplies	7,767	14,000	10,000	10,000
Uniforms	16,166	24,530	13,000	14,315
Tools & Implements	40,867	36,000	30,000	30,500
Personal Safety Equipment	33,681	34,745	30,000	30,600
Parts For Equipment	7,741	10,000	7,000	7,000
Material	4,189	5,500	6,000	6,000
Use Tax Allocation	(1)			
Meal Allowance	14,809	17,000	20,000	20,000
Recoveries-From Outside City	(35,430)	(28,295)	(4,900)	
	210,133	223,480	219,400	215,027
FUEL				
LP Gas		1,000	500	500
		1,000	500	500
SPECIAL PROJECTS				
MWD0687 Trans/Dist Mt-Services	606,415	647,623	667,968	676,272
MWD0688 Trans/Dist Mt-Mains	648,728	669,805	818,034	866,211
MWD0696 Dist Mt-Hydrants	432,219	490,462	442,982	446,133
MWD1007 Sunshine One-Call Locates	239,638	263,823	246,913	239,967
	1,927,000	2,071,713	2,175,897	2,228,583
SUB-TOTAL	1,223,795	4,756,049	4,007,292	4,544,021

WATER UTILITY

	FY22	FY23	FY23	FY24
	Actual	Revised Budget	Forecast	Proposed Budget
WATER T&D - METERS				
ALL OTHER O&M				
Office Supplies	90			
All Other Materials & Supplies	85	500	500	500
Tools & Implements	874	3,000	2,500	3,000
Personal Safety Equipment	275	1,500	500	500
Material		1,000	1,000	1,000
Construction Advances	(4,149)	(600)	(8,677)	
	<u>(2,824)</u>	<u>5,400</u>	<u>(4,177)</u>	<u>5,000</u>
SPECIAL PROJECTS				
Rebuild Water Meters - Maintenance	794,007	782,445	703,840	725,207
	<u>794,007</u>	<u>782,445</u>	<u>703,840</u>	<u>725,207</u>
SUB-TOTAL	<u>791,183</u>	<u>787,845</u>	<u>699,663</u>	<u>730,207</u>
WATER T&D - CROSS CONNECTION CONTROL				
ALL OTHER O&M				
Material	1,482			
SUB-TOTAL	<u>1,482</u>			
NON-DEPARTMENTAL				
OTHER OPERATING				
Bad Debt Expense	140,263	70,000	78,000	71,050
	<u>140,263</u>	<u>70,000</u>	<u>78,000</u>	<u>71,050</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	4,818,575	4,853,074	4,853,074	4,995,743
Transfer To Information Technology				3,200
Transfer to Water Renewal and Replacement	15,112,000	8,100,000	8,600,000	7,000,000
	<u>19,930,575</u>	<u>12,953,074</u>	<u>13,453,074</u>	<u>11,998,943</u>
DEBT SERVICE				
Florida Taxable Pension Liability Reduction Note, Series 2020	339,580	343,456	343,456	347,628
Capital Improvement Revenue and Refunding Bonds, Series 2021A	566,025	430,033	430,033	
Water Revenue Bonds	351,502	310,372	310,372	770,372
Water and Wastewater Rev Ref and Imp Bonds, Series 2012A&B	28,220,000			
Water Utilities Facility	448,009	446,963	443,963	446,159
Williams WTP Clearwell Design & Construction (SRL)	88,933	89,657	89,657	89,657
Williams WTP Clearwell Construction (SRL)	57,191	1,002,214	966,290	966,290
Water Revenue Refunding Bond, Series 2021	2,913,321	2,907,647	2,907,647	2,907,206
	<u>32,984,561</u>	<u>5,530,342</u>	<u>5,491,418</u>	<u>5,527,312</u>
GRAND TOTAL	<u>68,615,632</u>	<u>41,291,286</u>	<u>40,438,301</u>	<u>42,062,208</u>

REVENUE AND EXPENDITURE SUMMARY ELECTRIC UTILITY

	FY22	FY23	FY23	FY23	FY24
	Actual	Original Budget	Revised Budget	Forecast	Proposed Budget
Personnel					
Salaries and Wages	29,270,111	32,040,925	31,986,925	30,109,419	34,813,981
Fringe Benefits	(3,247,869)	10,305,112	10,305,112	10,256,261	11,202,511
Total Personnel	<u>26,022,241</u>	<u>42,346,037</u>	<u>42,292,037</u>	<u>40,365,680</u>	<u>46,016,492</u>
Non-Personnel					
Internal Service Charges	15,537,411	16,721,765	16,749,127	16,430,751	17,573,581
Professional and Contractual	19,844,009	28,622,532	28,955,595	26,592,129	32,339,711
Utilities	902,110	788,311	788,311	859,850	845,837
Insurance and Fixed Charges	4,071,800	4,000,490	4,000,490	3,108,308	4,853,329
Grants and Aid	1,383,895	1,066,725	1,077,925	1,041,375	1,090,512
Fuel and Purchased Power	177,298,648	204,025,459	203,857,124	187,844,849	178,251,526
All Other Operations & Maintenance	18,991,729	22,192,440	22,519,032	19,673,010	22,419,264
Cost Allocations and Recoveries	(5,478,175)	(7,256,912)	(7,657,897)	(7,664,142)	(7,751,522)
Capital Outlay	41,557,570	45,046,898	51,571,610	39,620,552	44,942,979
Debt Service	40,788,953	40,950,579	40,950,579	45,201,163	42,400,979
Total Non-Personnel	<u>314,897,950</u>	<u>356,158,287</u>	<u>362,811,896</u>	<u>332,707,846</u>	<u>336,966,196</u>
Total Expenditures	<u>340,920,191</u>	<u>398,504,324</u>	<u>405,103,933</u>	<u>373,073,525</u>	<u>382,982,688</u>
Transfers					
Transfers to Other Funds	(33,150,859)	(32,939,538)	(32,939,538)	(32,939,538)	(33,037,750)
Net Transfers	<u>(33,150,859)</u>	<u>(32,939,538)</u>	<u>(32,939,538)</u>	<u>(32,939,538)</u>	<u>(33,037,750)</u>
Revenue Sources					
Charges for Services	385,701,453	408,412,911	408,412,911	380,423,995	396,462,468
Fines and Forfeits	158,880	154,038	154,038	181,289	199,095
Miscellaneous Revenues	(25,916,254)	6,158,559	6,158,559	10,629,298	7,497,942
Total Revenue	<u>359,944,078</u>	<u>414,725,508</u>	<u>414,725,508</u>	<u>391,234,582</u>	<u>404,159,505</u>
Funding to be Provided	<u>(14,126,972)</u>	<u>(16,718,354)</u>	<u>(23,317,963)</u>	<u>(14,778,481)</u>	<u>(11,860,933)</u>

**REVENUE AND EXPENDITURE SUMMARY
ELECTRIC UTILITY**

	FY22	FY23	FY23	FY23	FY24
	Actual	Original Budget	Revised Budget	Forecast	Proposed Budget
TOTAL REVENUE FROM SERVICES	387,781,378	409,878,756	409,878,756	381,585,865	398,031,803
ELECTRIC EXPENSES:					
O&M Expenses					
Fuel and Purchased Power	178,647,541	206,935,834	206,935,834	189,249,690	183,300,140
Production	25,297,423	30,055,938	30,055,938	28,432,710	31,869,542
Transmission/Distribution	30,908,710	33,422,475	33,461,331	32,399,452	35,358,888
Customer Service and Accounting	8,406,697	9,987,410	10,075,470	9,707,610	10,494,664
Administrative and General	12,534,233	33,169,940	33,117,921	29,705,646	35,682,446
Total O&M Expenses	255,794,604	313,571,597	313,646,494	289,495,108	296,705,680
Depreciation	33,016,622	36,382,979	36,382,979	33,925,768	37,788,610
TOTAL OPERATING EXPENSE	288,811,225	349,954,576	350,029,473	323,420,876	334,494,290
TOTAL OPERATING INCOME	98,970,153	59,924,180	59,849,283	58,164,989	63,537,513
NON-OPERATING INCOME/EXPENSE					
Investment Income	(28,487,079)	4,470,415	4,470,415	9,225,048	5,748,766
Other Income	649,779	376,337	376,337	423,669	378,936
Interest Expense	15,629,150	18,510,444	18,510,444	20,678,739	19,806,542
Amortization	(2,048,306)	52,705	52,705	(2,630,738)	(2,639,215)
Net Non-Operating Items	(41,418,144)	(13,716,397)	(13,716,397)	(8,399,284)	(11,039,625)
INCOME BEFORE TRANSFERS	57,552,008	46,207,783	46,132,886	49,765,705	52,497,888
OPERATING TRANSFERS					
City Dividend	32,700,199	32,668,188	32,668,188	32,668,188	32,762,400
Other Operating Transfers Out	450,660	271,350	271,350	271,350	275,350
Net Transfers	(33,150,859)	(32,939,538)	(32,939,538)	(32,939,538)	(33,037,750)
OPERATING NET INCOME	24,401,150	13,268,245	13,193,348	16,826,167	19,460,138

**REVENUE AND EXPENDITURE SUMMARY
ELECTRIC UTILITY**

	FY22	FY23	FY23	FY23	FY24
	Actual	Original Budget	Revised Budget	Forecast	Proposed Budget
CASH BASIS FINANCIAL INFORMATION					
NET INCOME - FULL ACCRUAL	24,401,150	13,268,245	13,193,348	16,826,167	19,460,138
Adjustments to convert full accrual-based net income to Cash Available for Future Expansion					
Add Back Non-cash Expenses:					
Depreciation, Amortization	30,968,316	36,435,684	36,435,684	31,295,030	35,149,395
Other Post Employment Benefits (Gasb 68)	(2,913,392)	1,000,000	1,000,000	999,996	1,000,000
Deduct Cash Disbursements Excluded					
From Expenses:					
Capitalized Interest Expense	(4,394,757)	(2,532,885)	(2,532,885)	(4,605,675)	(3,042,187)
Capital Transfers to other funds:					
Rate Funded Capital Projects	(41,417,643)	(44,964,398)	(51,489,110)	(39,369,000)	(44,858,279)
Bond Principal Payments	(18,540,000)	(19,925,000)	(19,925,000)	(19,925,000)	(19,570,000)
Balance Available for Reserve for Future Expansion	<u>(11,896,327)</u>	<u>(16,718,354)</u>	<u>(23,317,963)</u>	<u>(14,778,481)</u>	<u>(11,860,933)</u>

ELECTRIC UTILITY
Statement of Revenues & Expenses

	FY22	FY23	FY23	FY23	FY24
	Actual	Original Budget	Revised Budget	Forecast	Proposed Budget
REVENUES					
SALES OF ELECTRICITY					
Customer Charge	5,215,143	5,153,986	5,153,986	5,712,623	9,244,887
Energy Charge	97,613,968	97,525,436	97,525,436	96,082,030	98,305,461
Surcharge	7,069,136	7,003,827	7,003,827	7,045,699	7,183,910
	<u>109,898,247</u>	<u>109,683,249</u>	<u>109,683,249</u>	<u>108,840,352</u>	<u>114,734,258</u>
Commercial & Industrial Sales					
General Services	16,800,500	13,261,235	13,261,235	13,408,211	14,884,604
General Service Demand	26,119,181	27,917,476	27,917,476	26,073,808	31,467,949
General Service Large Demand	13,424,527	12,969,153	12,969,153	13,566,511	14,669,500
Interruptible	3,352,057	3,356,273	3,356,273	3,082,690	3,499,620
Extra Large Demand	3,827,264	3,768,109	3,768,109	3,831,739	3,867,153
	<u>63,523,530</u>	<u>61,272,246</u>	<u>61,272,246</u>	<u>59,962,959</u>	<u>68,388,826</u>
Lighting					
Private Area Lights	3,103,942	2,188,662	2,188,662	2,821,159	3,278,705
Public Street & Highway Lighting (incl, FDOT)	3,530,724	3,520,069	3,520,069	3,518,185	3,605,606
Roadway Lighting	1,881,331	1,485,647	1,485,647	1,616,097	1,649,539
	<u>8,515,996</u>	<u>7,194,378</u>	<u>7,194,378</u>	<u>7,955,441</u>	<u>8,533,850</u>
Fuel & Conservation Charges					
Fuel Adjustment	155,212,598	212,143,005	212,143,005	206,152,300	178,219,543
Environmental Costs	9,428,465	7,713,626	7,713,626	7,769,673	5,162,519
Conservation	782,192	783,121	783,121	789,637	799,867
	<u>165,423,255</u>	<u>220,639,752</u>	<u>220,639,752</u>	<u>214,711,610</u>	<u>184,181,929</u>
Other Charges for Sales					
Sales for Resale	2,849,371	4,162,061	4,162,061	3,703,470	3,303,444
Capacity Charges	364,323	0	0	0	0
Accrued Electric Charges	21,925,698	(9,604,982)	(9,604,982)	(18,104,359)	2,839,564
	<u>25,139,392</u>	<u>(5,442,921)</u>	<u>(5,442,921)</u>	<u>(14,400,889)</u>	<u>6,143,008</u>
TOTAL SALES OF ELECTRICITY	<u>372,500,421</u>	<u>393,346,704</u>	<u>393,346,704</u>	<u>377,069,473</u>	<u>381,981,871</u>
Other Electric Revenues					
PSC & Gross Receipts Tax	8,720,882	10,044,453	10,044,453	0	9,686,969
Penalty Charges	1,459,248	1,603,809	1,603,809	1,564,100	1,486,260
	<u>10,180,130</u>	<u>11,648,262</u>	<u>11,648,262</u>	<u>1,564,100</u>	<u>11,173,229</u>
Miscellaneous Service Revenue					
Pole Attachments	1,542,802	1,569,929	1,569,929	0	1,583,094
Facilities Charges	1,164,669	1,260,370	1,260,370	1,204,545	1,164,669
Connection Fees	603,839	571,828	571,828	568,485	540,857
Wheeling Fees	0	0	0	0	0
Electric Portion of Bad Check Charges	153,640	143,588	143,588	173,697	192,751
ByProduct Revenue	(46,283)	0	0	0	0
All Other	8,474	7,500	7,500	7,757	8,000
	<u>3,427,140</u>	<u>3,553,215</u>	<u>3,553,215</u>	<u>1,954,484</u>	<u>3,489,371</u>
TOTAL OTHER ELECTRIC REVENUES	<u>13,607,270</u>	<u>15,201,477</u>	<u>15,201,477</u>	<u>3,518,584</u>	<u>14,662,600</u>
TOTAL ELECTRIC OPERATING REVENUES	<u>386,107,691</u>	<u>408,548,181</u>	<u>408,548,181</u>	<u>380,588,057</u>	<u>396,644,471</u>

ELECTRIC UTILITY
Statement of Revenues & Expenses

	FY22	FY23	FY23	FY23	FY24
	Actual	Original Budget	Revised Budget	Forecast	Proposed Budget
Other Retail Services					
Facilities Tower Rental	(10,950)	146,222	146,222	(46,441)	132,633
Surge Suppression	474,049	465,585	465,585	474,839	527,000
Fiber Rental	562,008	707,000	707,000	556,579	712,495
	<u>1,025,106</u>	<u>1,318,807</u>	<u>1,318,807</u>	<u>984,977</u>	<u>1,372,128</u>
NON-OPERATING REVENUES					
Interest on Grant Funds	2,316	0	0	4,780	0
Interest on Meter Deposits	316,430	317,233	317,233	473,131	266,657
Interest on Operating Funds	5,922,903	3,782,059	3,782,059	8,253,207	4,988,179
Interest on Emergency Repair	375,911	371,123	371,123	493,930	493,930
Market Value Restatement	(32,959,931)	0	0	0	0
Capitalized Interest Income	(2,164,112)	0	0	0	0
	<u>(28,506,482)</u>	<u>4,470,415</u>	<u>4,470,415</u>	<u>9,225,048</u>	<u>5,748,766</u>
Other					
Billing Commissions	240,032	223,387	223,387	231,007	199,592
All Other	466,641	164,718	164,718	205,493	194,548
	<u>706,673</u>	<u>388,105</u>	<u>388,105</u>	<u>436,500</u>	<u>394,140</u>
TOTAL NON-OPERATING REVENUES	<u>(26,774,703)</u>	<u>6,177,327</u>	<u>6,177,327</u>	<u>10,646,525</u>	<u>7,515,034</u>
TOTAL REVENUE	<u>359,332,988</u>	<u>414,725,508</u>	<u>414,725,508</u>	<u>391,234,582</u>	<u>404,159,505</u>
EXPENSES					
PERSONNEL SERVICES	<u>23,108,849</u>	<u>43,346,037</u>	<u>43,292,037</u>	<u>41,365,676</u>	<u>47,016,492</u>
INSURANCE					
Insurance - Excess Liability (Auto, General)	0	0	0	0	150,793
Insurance - Fire	2,849,490	3,134,439	3,134,439	2,260,830	3,683,925
Insurance - Position Bond	0	2,596	2,596	696	656
Insurance Consultant	0	59,833	59,833	43,160	63,783
Self-Insurance Services	1,222,310	803,622	803,622	803,622	954,172
	<u>4,071,800</u>	<u>4,000,490</u>	<u>4,000,490</u>	<u>3,108,308</u>	<u>4,853,329</u>
UTILITIES					
Electric Service	415,954	376,523	376,523	444,875	409,393
Solid Waste Service	93,002	92,652	92,652	85,958	94,906
Solid Waste Service - Recycling	959	959	959	963	959
Stormwater Service	19,858	20,853	20,853	20,850	20,845
Wastewater Re-use Charges	171,988	100,000	100,000	99,438	102,750
Wastewater Service	40,183	39,763	39,763	49,537	51,471
Water Service	160,165	157,561	157,561	158,229	165,513
	<u>902,110</u>	<u>788,311</u>	<u>788,311</u>	<u>859,850</u>	<u>845,837</u>
INTER-CITY SERVICES					
Gasoline - Fleet Management	359,302	363,529	363,532	352,204	309,226
General Fund Services	3,932,775	4,303,096	4,303,096	4,303,096	4,349,597
Intra Departmental Charges	73,536	119,293	148,960	104,707	121,649

ELECTRIC UTILITY
Statement of Revenues & Expenses

	FY22 Actual	FY23 Original Budget	FY23 Revised Budget	FY23 Forecast	FY24 Proposed Budget
Intra-Departmental Charges - Facilities	918,373	1,058,762	1,058,762	1,058,762	1,348,663
Intra-Departmental Charges - IT Operations - Application Dev	3,132,396	3,553,689	3,553,689	3,415,656	2,684,138
Intra-Departmental Charges - IT Operations - GIS	511,006	653,418	653,418	593,438	918,463
Intra-Departmental Charges - IT Operations - IT Security	0	0	0	0	272,584
Intra-Departmental Charges - IT Operations - Network Support	489,242	774,262	774,262	712,675	768,839
Intra-Departmental Charges - IT Projects	1,022,625	1,333,436	1,333,436	1,333,436	1,179,137
Intra-Departmental Charges - Janitorial	727,227	808,436	808,436	808,440	905,544
Intra-Departmental Charges - PC & Network Support	770,334	904,486	904,486	861,887	891,079
Intra-Departmental Charges - Radios	182,229	222,295	222,295	219,940	218,750
Intra-Departmental Charges - Telephone	404,895	337,362	337,362	317,214	367,408
Intra-Departmental Charges - Training Ctr	27,654	20,594	20,594	20,594	22,140
Legal Fees - City To Electric	1,127	200	200	200	206
Maintenance - Fleet Management	506,008	434,597	434,595	531,938	320,974
Other City Department Charges	112,130	60,600	58,298	36,131	58,525
Purchasing & Stores Service	1,505,658	885,697	885,697	885,697	1,629,732
Rental - Fleet Management	860,895	888,013	888,009	874,735	1,206,927
	<u>15,537,411</u>	<u>16,721,765</u>	<u>16,749,127</u>	<u>16,430,751</u>	<u>17,573,581</u>
ALL OTHER O&M					
Ad Valorem Taxes	380	0	0	0	0
Advertising	162,279	162,000	167,100	203,827	204,097
All Other Materials & Supplies	192,467	153,669	145,308	157,072	142,118
All Other Sundry Charges	56,201	55,540	56,645	51,442	54,989
Annual Audit	127,733	111,339	111,339	143,254	112,996
Auto/Heavy Equipment Fuel	36,336	36,566	36,566	50,375	37,572
Bad Debt Expense	480,783	822,500	822,500	734,169	817,000
Banking Service	110,366	107,875	107,875	111,016	114,346
Car Washing	591	8,000	8,000	0	5,000
Chemicals	210,840	204,700	204,700	346,045	209,636
Computer Software	11,120	116,300	113,330	113,330	119,478
Consumable Materials	58,652	30,275	30,275	172,826	29,944
Contract Labor	1,396,490	1,155,411	1,071,608	625,909	1,090,460
Contractual Services	17,059,129	25,703,575	26,227,636	24,500,179	29,425,610
Debt Issue Costs	2,750	2,750	2,750	2,750	2,750
Engineering - Basic	17,473	11,000	11,000	14,237	11,303
Equipment - Noncapital	145,209	220,200	243,092	320,448	210,713
Florida Public Service Commission	50,200	65,024	65,024	67,857	58,664
Food Purchases	291	0	0	0	0
Gross Receipts Tax Expense	8,348,808	9,998,342	9,998,342	7,390,000	9,628,305
Leases	15,659	169,775	169,775	85,224	173,854
Legal Fees	63,441	42,100	42,463	38,600	42,983
Legal Settlements	105,750	500	500	0	500
Licenses & Permits	55,419	40,875	40,414	38,313	38,966
Lubricants	102,038	88,219	92,135	136,713	90,646
Material	1,906,320	2,233,591	2,320,018	2,285,527	2,252,839
Materials	3	0	0	0	0
Materials - Default Purchasing Card	0	0	0	24,951	0
Meal Allowance	33,821	35,288	35,352	23,386	32,378
Office Supplies	73,328	118,431	121,131	117,822	121,820

ELECTRIC UTILITY
Statement of Revenues & Expenses

	FY22 Actual	FY23 Original Budget	FY23 Revised Budget	FY23 Forecast	FY24 Proposed Budget
Paints & Paint Supplies	0	0	0	200	0
Parts For Equipment	691,573	927,160	910,857	900,325	895,211
Paying Agent Trustee Fees	2,850	15,000	15,000	5,500	15,000
Personal Safety Equipment	98,664	80,496	78,596	61,968	80,822
Postage & Mailing	569,215	605,053	603,748	546,354	619,202
Printing & Photography	3,400	10,300	10,300	9,153	10,582
Promotions/Public Relations	72,917	118,450	114,450	120,456	126,653
Refund Of Prior Years Revenue	10,892	0	0	0	0
Relocation Payments & Assistance	0	16,000	12,750	16,000	16,440
Rentals	427,683	298,486	420,562	427,325	308,293
Repair Of Equipment	274,882	206,231	195,731	109,350	203,014
Safety Footwear	23,416	37,600	37,600	21,227	36,678
Software License & Maintenance	2,900,078	3,094,440	3,179,246	3,061,286	3,535,520
Subscription & Membership	984,034	1,095,005	1,099,465	1,016,402	1,067,163
Telephone Communications	183,285	165,345	165,130	209,906	237,360
Temporary Contract Labor	828,580	1,193,032	1,084,374	826,401	1,193,513
Tools & Implements	184,242	244,300	272,200	177,756	243,838
Training	325,877	691,779	706,303	542,951	735,233
Travel	41,942	36,800	35,887	34,497	47,914
Truck Wire	274,082	140,725	140,725	281,756	202,100
Uniforms	130,560	146,890	148,790	156,253	144,508
Use Tax Allocation	(16,312)	(1,965)	(1,965)	(15,198)	10,964
	<u>38,835,738</u>	<u>50,814,972</u>	<u>51,474,627</u>	<u>46,265,139</u>	<u>54,758,975</u>
FUEL					
#2 Oil	205,332	225,000	225,000	100,342	151,414
Fuel Hedging Activity	(62,608,405)	(19,945,423)	(8,177,189)	25,484,955	10,182,810
Fuel-Pool Operations	1,417,693	1,700,000	1,700,000	1,356,793	1,700,000
Natural Gas	130,008,015	146,037,134	122,990,991	71,259,637	91,712,169
Natural Gas Demand Charge	14,754,935	14,311,856	14,311,856	14,744,946	19,928,948
Purchased Power	91,547,029	59,175,701	70,263,746	72,584,982	52,133,128
Purchased Transmission	43,642	4,100	25,629	4,957	5,100
Sale of Fuel -- NG	1,930,406	2,517,091	2,517,091	2,308,237	2,437,957
	<u>177,298,648</u>	<u>204,025,459</u>	<u>203,857,124</u>	<u>187,844,849</u>	<u>178,251,526</u>
GRANTS AND AID TO AGENCIES					
Contribution to Chamber of Commerce	18,750	25,000	25,000	0	25,000
Customer Rebates	1,115,145	776,500	787,700	776,150	799,868
Miscellaneous Contributions and Donations	250,000	265,225	265,225	265,225	265,644
	<u>1,383,895</u>	<u>1,066,725</u>	<u>1,077,925</u>	<u>1,041,375</u>	<u>1,090,512</u>
Capitalized Interest Expense	(4,394,757)	(2,532,885)	(2,532,885)	(4,605,675)	(3,042,187)
Capitalized Interest Recovery	(2,164,112)	0	0	0	0
Analytical Services - Rating Agencies	7,000	20,000	20,000	20,000	20,000
Interest Expense	<u>19,996,553</u>	<u>21,005,579</u>	<u>21,005,579</u>	<u>25,256,163</u>	<u>22,810,979</u>
RETIREMENT OF DEBT	<u>13,444,684</u>	<u>18,492,694</u>	<u>18,492,694</u>	<u>20,670,489</u>	<u>19,788,792</u>
CAPITAL EQUIPMENT					
Equipment - Capital	139,927	82,500	82,500	251,552	84,700
	<u>139,927</u>	<u>82,500</u>	<u>82,500</u>	<u>251,552</u>	<u>84,700</u>

ELECTRIC UTILITY
Statement of Revenues & Expenses

	FY22	FY23	FY23	FY23	FY24
	Actual	Original Budget	Revised Budget	Forecast	Proposed Budget
DEPRECIATION					
Amortization	(2,048,306)	52,705	52,705	(2,630,738)	(2,639,215)
Depreciation-Plant	<u>32,637,971</u>	<u>36,382,979</u>	<u>36,382,979</u>	<u>33,925,768</u>	<u>37,788,610</u>
	<u>30,589,665</u>	<u>36,435,684</u>	<u>36,435,684</u>	<u>31,295,030</u>	<u>35,149,395</u>
ALLOCATIONS					
OUC Expense	(1,229,918)	(3,631,200)	(3,714,036)	(4,017,782)	(4,030,000)
Recoveries-For Water Allocations	(319,273)	(337,296)	(337,296)	(321,834)	(410,681)
Recoveries-From Outside City	(1,009,057)	(578,750)	(578,750)	(536,731)	(540,000)
Recoveries-Intra Department Charges	(429,319)	(152,552)	(470,701)	(269,617)	(148,815)
Recoveries-Materials	(25,000)	0	0	(65,000)	0
Recoveries-Other Funds	<u>(2,465,607)</u>	<u>(2,557,114)</u>	<u>(2,557,114)</u>	<u>(2,453,178)</u>	<u>(2,622,026)</u>
	<u>(5,478,175)</u>	<u>(7,256,912)</u>	<u>(7,657,897)</u>	<u>(7,664,142)</u>	<u>(7,751,522)</u>
TOTAL EXPENSES BEFORE TRANSFERS	<u>299,834,553</u>	<u>368,517,725</u>	<u>368,592,622</u>	<u>341,468,877</u>	<u>351,661,617</u>
TRANSFERS TO OTHER FUNDS					
Transfer To Fleet Mgmt Fund	0	0	0	0	0
Transfer To Fleet Mgmt Reserve	95,000	0	0	0	0
Transfer To General Fund	32,757,109	32,668,188	32,668,188	32,668,188	32,762,400
Transfer To Information Technology	<u>298,750</u>	<u>271,350</u>	<u>271,350</u>	<u>271,350</u>	<u>275,350</u>
	<u>33,150,859</u>	<u>32,939,538</u>	<u>32,939,538</u>	<u>32,939,538</u>	<u>33,037,750</u>
TOTAL EXPENSES	<u>332,985,412</u>	<u>401,457,263</u>	<u>401,532,160</u>	<u>374,408,415</u>	<u>384,699,367</u>

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 239: Capital Improvement Project Process

Capital Improvement Project Funds

Lakeland's Capital Improvement Project Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditures for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

Below are the City of Lakeland's Capital Improvement Project Funds:

- **Transportation**
- **Public Improvement**
- **Downtown Community Redevelopment Area (CRA)**
- **Midtown CRA**
- **Dixieland CRA**
- **Stormwater**
- **Parking**
- **RP Funding Center**
- **Airport**
- **Water**
- **Wastewater (WW)**
- **Lakeland Electric**

Capital Improvement Plan Overview

Comprehensive Planning

The Capital Improvement Plan is used as part of the long-range planning process by providing the regulatory framework to ensure there is sufficient infrastructure, either planned or already in place, to support the current and future population of our community.

The City of Lakeland's Comprehensive Plan, among other functions, examines the population projections and capacity of public facilities to serve future development as well as the financial capacity of the City to make improvements to those facilities. Lakeland's Comprehensive Plan is made up of various elements that address topics of growth management. One element, titled Capital Improvements Element (CIE), is intended to relate the costs and funding necessary to help prepare for the anticipated growth in Lakeland over the next five or more years.

On an annual basis, City staff review and update the CIE in concert with the annual adoption of the City's Budget and CIP. Together they outline the timing, location, and funding of capital projects to achieve or maintain adopted level of service standards for public facilities that are necessary to implement the goals, objectives, and policies of the Comprehensive Plan.

Capital Improvement Plan Guidelines and Policies

Capital improvements are programmed and scheduled based upon the City's projected financial ability to purchase and maintain the capital project or equipment, except in the case of emergency repairs.

The City of Lakeland's Capital Improvement Plan is developed using the following guidelines and policies:

- The City develops a 10-year Capital Improvement Plan.
- Capital project budgets are adopted on a project basis at the inception of the project.
- The City will coordinate the development of the Capital Improvement/Replacement Budget with the development of the annual Operating Budget. Each capital project is reviewed for its future impact on the Operating Budget.

Capital Improvement Project Evaluation and Prioritization

Capital projects are evaluated and prioritized using the following criteria:

- Projects specifically included in an approved capital asset replacement schedule will receive priority consideration.
- Capital Projects that will reduce recurring operating costs will receive priority consideration.
- The worthiness of the capital improvement project in relation to factors such as financial feasibility, safety, welfare, fulfillment of City Goals, and impact on operational costs.
- Fulfillment of the City's legal commitment to provide facilities and services, to preserve or achieve full use of existing facilities and to eliminate existing capacity deficits.
- Increase in effective use of existing facilities, whether or not it prevents or reduces future improvement costs, provides service to developed areas lacking full service, or promotes infill development.
- The project must be consistent with the location needs based on the projected growth patterns, the accommodation of new development, and redevelopment of facility needs.

Capital Improvement Plan Overview

Annual CIP Process

The Capital Improvement Plan is only one portion of Lakeland's multi-faceted budget 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.

Capital Budget Impact on the Operating Budget

CIP projects can serve to increase costs or decrease costs on the basis of whether they are capital or labor intensive. Installation of new technology may serve to decrease operating expenditures by reducing reliance upon labor. Alternatively, new facilities and land acquisitions typically increase operating expenditures due to a high reliance upon labor, vacant parcels that will likely require fencing, security, weed control, etc., until the land is ready to be converted into a park, used for right-of-way, etc. Although it may be prudent to purchase land in advance of immediate need, such land banking practices increase operating costs.

Operating costs are carefully considered and included in deciding which projects move forward in the CIP budget. Although it may be possible to pay for the capital costs of projects, it is typically impossible to absorb many large increases in operating costs at once. Therefore, projects are programmed to prevent great shocks to operating budgets.

Many improvements make a positive contribution to the fiscal well-being of the City. Capital projects, such as the redevelopment of underperforming or underutilized areas of the City and infrastructure expansions needed to support new development, help promote the economic development and growth that generates additional operating revenues. These new revenue sources provide the funding needed to maintain, improve, and expand the City's infrastructure.

The City's operating budget is directly affected by the CIP budget. As a rule, any new capital improvement will impact ongoing expenses on routine operations, repairs, and maintenance, either positively or negatively. New facilities, such as libraries and fire stations, or new service vehicles, often require additional staff. Existing facilities and equipment typically require increased expenditures for rehabilitation, renovation, and upgrades. Changes in best practice or regulation may result in changing costs to improve safety and concerns regarding structural integrity. Financing of new capital through pay-as-you-go, grant funds, debt service, or other methods, will also impact the operating budget depending upon the selected method and available financing capacity.

Operating and maintenance costs associated with capital projects are reviewed at the time of approval. Departments may be required to absorb increases in operating costs within their budgets. Alternatively, supplemental requests for operating funds may be approved in the annual operating budget. Supplemental requests for operating funds are reviewed and balanced against all other requests for additional funding needs.

Each department along, with the Finance Department, provides estimates of future costs associated with the operation and maintenance of capital assets. Some of the considerations in the creation of the CIP Budget are provided in the discussion below and on the following pages.

Airport Fund

The Airport is situated on over 1,700 acres with over 1.5 million square feet of leased facilities that support approximately 3,200 jobs on Airport property. The operating revenues are derived primarily from leasing operations as well as aviation fees including landing and fuel flowage fees. The Airport is an economic driver in the region producing an economic impact of \$1.5 billion. Development activity at the Airport will continue to drive and support growth in our region.

Community Redevelopment Agency (CRA) Funds

Provide economic development incentives, commercial renovation assistance, corridor enhancements, infrastructure 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 295,000 with over 114,000 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 3,000,000 square feet of various building space and performs over 16,000 work orders, per year, with a staff of 65 full-time employees.

Cemeteries - The Cemeteries Division operates and maintains six cemeteries at two locations. Three of the older cemetery locations have been sold out for several years; however, approximately 10 burials occur each year. The remaining cemeteries at Oak Hill Burial Park consist of 200 acres of property, 120 acres of which are developed. Oak Hill Burial Park has approximately 400 burials each year and is the largest perpetual care cemetery in Polk County. This year, a 48 Niche Columbarium is being constructed at Oak Hill Burial Park.

Library - Lakeland's three public library locations contribute to our community's Quality of Life. Our libraries are active spaces where all ages can come to learn. Many attend our life-skills and technology classes or participate in our popular children's programs. Use of the library's collection remains steady, and purchases of digital content continue to grow. Typically, the library records over 700,000 visits and circulation tops 975,000 items. Monies in the Public Improvement Fund allow for new equipment, updates to library facilities, and special projects to enhance customer services.

Lakeland Fire Department - The Lakeland Fire Department strives to provide high-service standards of safety, suppression, and disaster response. Evaluating the need and planning for future fire stations while developing a contingency plan for refurbishing aging fire stations. Continual replacement of fire equipment and service vehicles also ensures our firefighters are prepared to respond to over 25,000 calls for service annually.

CIP Impact on the Operating Budget

Lakeland Police Department - The Lakeland Police Department (LPD) annually handles over 300,000 calls for service through our Communications Center, with over 90,000 of them being citizen-generated calls resulting in a police unit being dispatched.

The Public Improvement Fund is a major budget component that allows LPD to continue to provide necessary emergency services to the citizens of Lakeland.

Parks and Recreation - Lakeland's Parks and Recreation maintain more than 71 parks and facilities, tennis courts, two swimming pools, 87 walking/jogging paths, and 9 sports complexes. These amenities serve residents and visitors to the greater Lakeland area.

Parking Fund

Parking Services provide operation and maintenance of the City-owned parking garages and lots (four garages with over 1,800 spaces, 10 parking lots with about 650 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

The RP Funding Center is a venue of choice for the greater Lakeland and Polk County area, as well as touring artists and events. By replacing aging equipment, the RP Funding Center can enhance sales, reduce repairs and increase efficiency in its operations.

Transportation Fund

Construction and Maintenance

The infrastructure inventory consists of approximately:

- 804 miles of paved City streets
- 22 miles of alleys
- 267+ miles of sidewalks
- A citywide storm drainage system that includes roughly:
 - 160 miles of underground storm sewer pipe
 - 60+ miles of ditches
 - Approximately 8,000 storm inlets
 - 170 detention/retention ponds
 - 419 outfall structures
 - 10 City-maintained lakes

CIP Impact on the Operating Budget

Transportation Fund, continued

Construction - Our Construction and Maintenance Division provides services for a wide range of construction projects, including major roadways, parking lots, stormwater drainage systems, sidewalks, curbing, sanitary sewer projects, and City parks. The City of Lakeland is committed to ensuring that every service, program, activity, and facility open to the public or operated or funded by the City is fully accessible to all visitors and members of the community.

Maintenance - The Construction and Maintenance Division is responsible for resurfacing and striping all City streets, grading roadways and alleys, cleaning pedestrian walkways and storm drain inlets, making roadway repairs, restoring utility cuts, and repairing or replacing damaged sidewalks, curb sections, stormwater inlets, and other concrete structures.

Engineering - Oversees roadway and stormwater facilities CIP projects, provides design and project management, obtains necessary permits for the design projects from agencies such as the Southwest Florida Water Management District (SWFWMD), Florida Department of Environmental Protection (FDEP), Florida Department of Transportation (FDOT), and Polk County.

Fleet Management - Our Fleet Management Division is responsible for the maintenance, fuel, purchase, and disposal of over 1,400 vehicles and pieces of equipment each year.

Traffic - Traffic Operations maintains and operates 174 traffic signals (107 owned by FDOT and 67 owned by the City), 19 “Bluetooth” sensors, 14 Railroad by-pass “blank-out” signs, and 104 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 and maintain more than 1,000,000 linear feet of stormwater drainage pipes and culverts, six miles of grassy swales and culverts, and 68 stormwater treatment ponds. The City operates 6 street sweepers that maintain 551 lane miles of curbed streets. Annually, the street sweepers remove the 2,500 tons of debris, preventing it from entering the storm-sewer system, resulting in 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 18 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.

CIP Impact on the Operating Budget

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. CIP projects to upgrade and/or replace failing wastewater lines prevents emergency maintenance and allows for additional capacity needed as the service area continues to grow. Both of these types of projects 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 due to the aging and failing pipes. CIP project expenditures on Water Plant tanks and facilities extend the life of the assets and mitigate as much breakdown as possible. This effort helps us comply with state regulations that are mandated by the South Florida Water Management District SFWMD.

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.

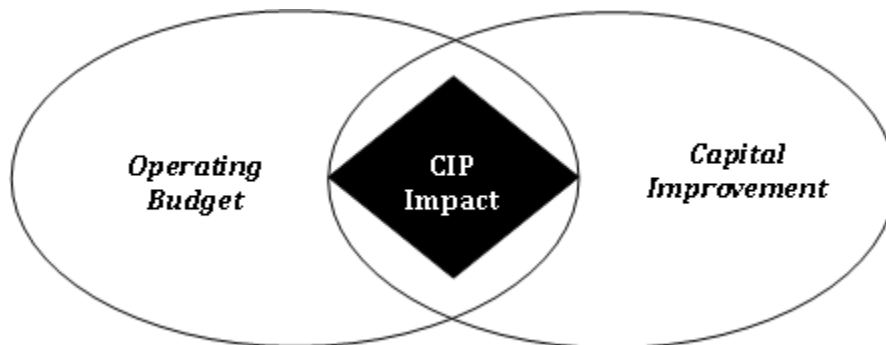


Figure 240: CIP Impact

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 2024 by Fund. If it is possible to identify at this time in the project's life cycle, the individual projects include an estimated future operating budget impact.

Fund	Capital Expenditures	Personnel Costs	Other Operating Costs	Total
Transportation	\$ 11,584,131	\$ -	\$ -	\$ 11,584,131
Public Improvement	21,941,844	-	-	21,941,844
Downtown CRA	5,265,674	-	-	5,265,674
Midtown CRA	9,547,271	-	-	9,547,271
Dixieland CRA	725,345	-	-	725,345
Stormwater	11,529,489	-	-	11,529,489
Parking	638,000	-	-	638,000
RP Funding Center	1,582,312	-	-	1,582,312
Airport	8,878,069	-	-	8,878,069
Wastewater	22,735,154	-	-	22,735,154
Water	11,991,464	-	-	11,991,464
Lakeland Electric	\$44,858,279	-	-	\$44,858,279
Total	\$151,277,032	\$ -	\$ -	\$151,277,032

Figure 241: CIP Non-Recurring Projects Impact on Operating Budget

An overview of the City's **Debt Management** policies is included in the Long-Range Planning Section (Pages 76 through 81). 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.

FY2024 Capital Improvement Fund Totals

Fund	Total	Percentage
Transportation	\$11,584,131	8%
Public Improvement	23,524,156	16%
Downtown CRA	5,265,674	3%
Midtown CRA	9,547,271	6%
Dixieland CRA	725,345	0%
Parking	638,000	0%
Airport	8,878,069	6%
Stormwater	11,529,489	8%
Wastewater	22,735,154	15%
Water	12,021,464	8%
Lakeland Electric	44,858,279	30%
FY2024 Total	\$151,277,032	100%

Figure 242: Capital Improvement Fund Totals

10-Year Capital Improvement Fund Totals

Fund	Total	Percentage
Transportation	\$94,999,541	8%
Public Improvement	173,143,977	16%
Downtown CRA	51,033,563	4%
Midtown CRA	88,476,612	7%
Dixieland CRA	5,280,004	0%
Parking	1,892,000	0%
Airport	60,688,343	5%
Stormwater	102,500,636	8%
Wastewater	98,208,886	8%
Water	77,889,476	6%
Lakeland Electric	471,327,041	38%
10-Year Total	\$1,225,440,079	100.00%

Figure 243: 10-Year Capital Improvement Fund Totals

Capital Sources Summary

A summary of capital project revenue sources for the current year and the 10-year plan is shown below.

FY2024 Capital Improvement Source Totals

Fund	Total	Percentage
General Revenue	\$13,217,906	9%
Charges for Service	45,981,102	30%
Taxes	18,648,057	12%
Impact Fees	6,513,529	4%
Grants	8,953,715	6%
Surplus	15,468,623	10%
Transfers From Other Funds	38,474,073	26%
Investments and Earnings	1,698,360	1%
Contributions and Donations	2,321,667	2%
FY2024 Total	\$151,277,032	100%

Figure 244: Capital Improvement Source Totals

10-Year Capital Improvement Source Totals

Fund	Total	Percentage
General Revenue	\$188,764,714	15%
Charges for Service	425,840,314	35%
Taxes	128,299,567	11%
Impact Fees	26,510,529	2%
Grants	65,859,108	5%
Surplus	65,497,975	5%
Transfers From Other Funds	310,707,348	25%
Investments and Earnings	17,396,500	2%
Contributions and Donations	4,233,336	0%
10-Year Total	\$1,233,088,846	100.00%

Figure 245: 10-Year Capital Improvement Source Totals

Significant Non-Recurring Projects

Transportation Fund

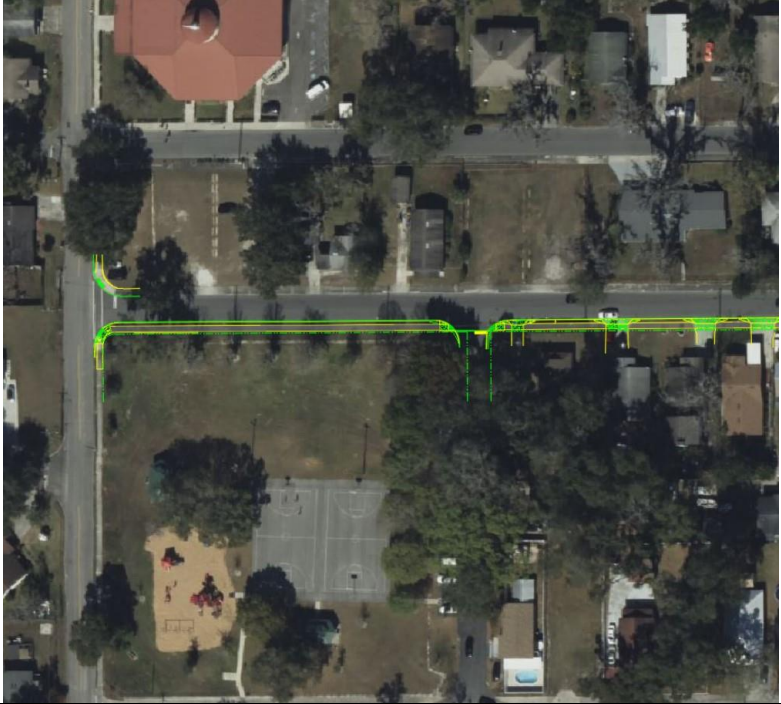
Project Title:	7 th Street	
Project Description:	This project will construct a sidewalk along the south side of W. 7 th Street, filling in a pedestrian gap to Lincoln Avenue Academy and providing improved access to Webster Park.	
Amount:	\$119,500	
Project Title:	Towne Park Trail	
Project Description:	This project will pave an existing unpaved pedestrian trail used by neighborhood children to get to the school bus and provide a well-lit accessible pathway upon completion.	
Amount:	\$195,000	

Figure 246: Transportation Fund Significant Non-Recurring Projects

Significant Non-Recurring Projects

Transportation Fund

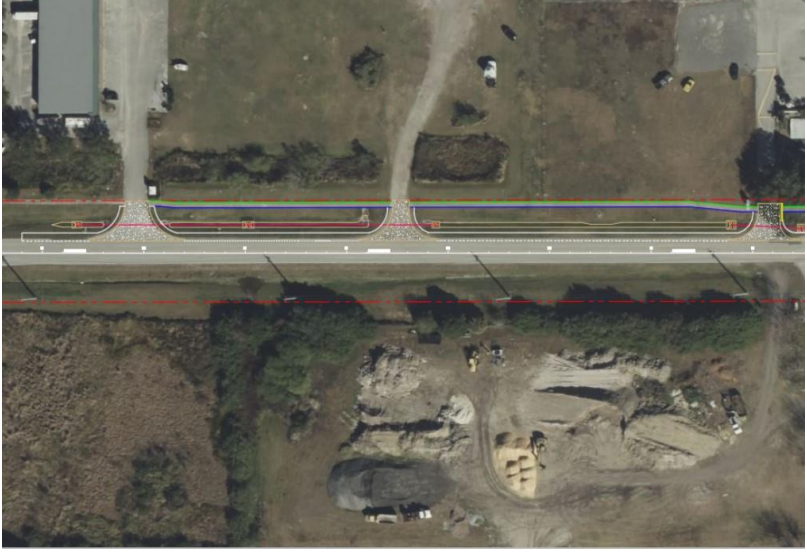
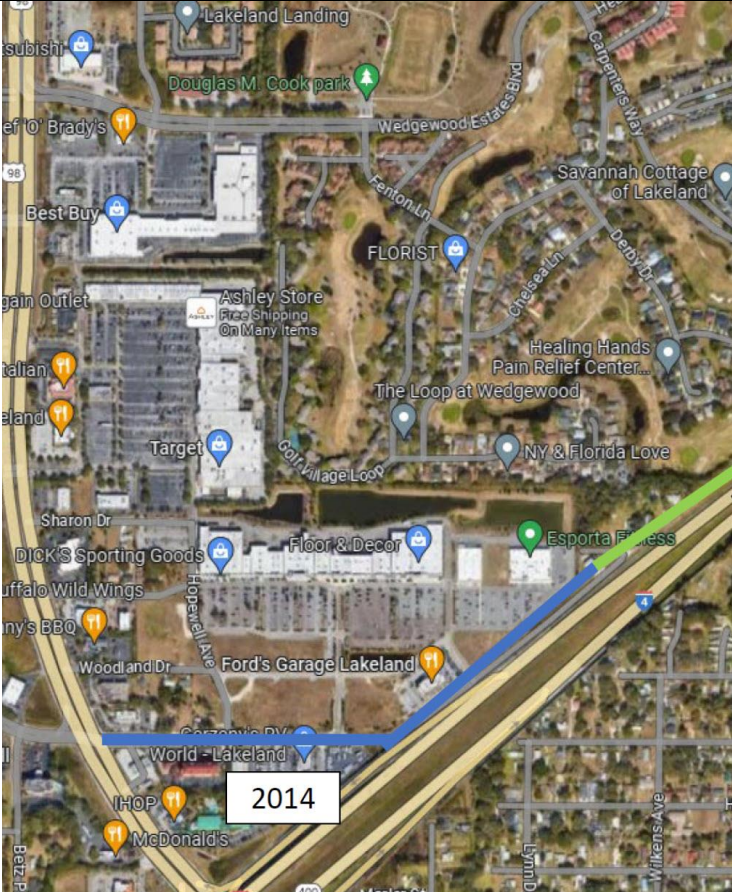
Project Title:	South Edgewood Drive (Taft Street to US 98 South)	
Project Description:	This project connects the existing sidewalks on S. Edgewood Drive to form a complete pedestrian route. Regrades and stabilizes the roadway shoulder for safety improvements and drainage improvements.	
Amount:	\$370,000	
Project Title:	Lakeland Park Center Drive West Connector	
Project Description:	This project is the final link in a chain of projects connecting US 98 to N. Socrum Loop Rd.	
Amount:	\$1,000,000	

Figure 247: Transportation Fund Significant Non-Recurring Projects

Significant Non-Recurring Projects

Public Improvement Fund




Project Title:	Lake Mirror Promenade Renovation	
Project Description:	Pressure washing the promenade.	
Amount:	\$500,000	
Project Title:	Barnett Park Playground Equipment Replacement	
Project Description:	Some play equipment will be removed and replaced with new equipment.	
Amount:	\$250,000	
Project Title:	Fletcher Park at Lake Bonny Playground Equipment Replacement	
Project Description:	Funds will be shifted to Interlachen Park for playground replacement.	
Amount:	\$250,000	

Figure 248: Public Improvement Fund Significant Non-Recurring Projects

Significant Non-Recurring Projects

Public Improvement Fund



Project Title:	Resurface Tennis Courts	
Project Description:	Four courts to be resurfaced.	
Amount:	\$200,000	
Project Title:	Fixture Replacement (Northside Branch Library)	
Project Description:	Begin replacing/updating the lighting fixtures within the Larry R Jackson Branch Library. An architectural firm will be hired to assist.	
Amount:	\$100,000	

Figure 249: Public Improvement Fund Significant Non-Recurring Projects

RP Funding Center


Project Title:	Portable Chairs (Meeting/Banquet Chairs)	
Project Description:	As a result of increased business activity, the RPFC realized periods where there was insufficient inventory on hand for events. Subsequently, we will be increasing our inventory to insure there is sufficient equipment on hand to meet the demand. Equipment will match existing inventory to continuity and appearance	
Amount:	\$60,000	



Figure 250: RP Funding Center Significant Non-Recurring Projects

Significant Non-Recurring Projects

Downtown CRA



Project Title:	Baystreet Streetscape and Drainage Improvements	
Project Description:	Installation of Downtown streetscape improvements on Bay Street from Massachusetts Ave to Lawnview Dr fulfilling CRA commitment per Development Agreement with Framework Group LLC.	
Amount:	\$415,000	
Project Title:	Fivepoints Roundabout	
Project Description:	Construction of Lake Beulah Roundabout with associated drainage, curbing, signage, lighting, and landscape improvements. CRA is contributing as part of multi-departmental funding for this project.	
Amount:	\$150,000	

Figure 251: Downtown CRA Significant Non-Recurring Projects

Significant Non-Recurring Projects

Mid-Town CRA




Project Title:	Hartsell Avenue Sidewalk	
Project Description:	Design of Hartsell Ave Trail in Lake Beulah neighborhood between SR 563 (Sikes Blvd) to Lake Beulah Dr on the east side of existing right-of-way in preparation of FDOT Construction Funding anticipated in FY26.	
Amount:	\$75,000	
Project Title:	North Scott Avenue Sidewalk	
Project Description:	Construction of new sidewalk in North Lake Wire neighborhood from West Parker St to Emma Street on the east side of existing right-of-way, includes crosswalk, driveway, and fence replacements.	
Amount:	\$75,000	
Project Title:	Emma Street Sidewalk	
Project Description:	Construction of new sidewalk in North Lake Wire neighborhood from SR 563 (MLK Jr. Ave) to SR 35 (N Florida Ave) on the south side of existing right-of-way, includes crosswalk, driveway, and fence replacements.	
Amount:	\$75,000	

Figure 252: Mid-Town CRA Significant Non-Recurring Projects

Significant Non-Recurring Projects

Dixieland CRA


Project Title:	Redevelopment Plan Update	
Project Description:	Update to the Dixieland Redevelopment Plan, outlining projects and programs to be undertaken by the CRA pursuant to F.S. Chapter 163.	
Amount:	\$175,000	

Figure 253: Dixieland CRA Significant Non-Recurring Projects

Significant Non-Recurring Projects

Parking System


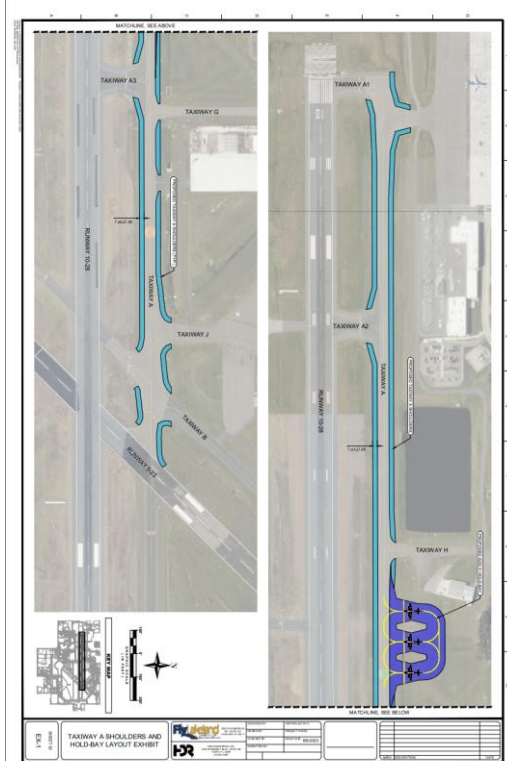
Project Title:	Dynamic Parking	
Project Description:	Install sensors in the Main Street and Heritage Garages to count the number of parking spaces available and display it on a full-matrix LED dynamic message sign at the entrance to the garage to make it easier for residents and visitors to find off-street parking.	
Amount:	\$240,000	

Figure 254: Parking System Significant Non-Recurring Projects

Significant Non-Recurring Projects

Airport

Project Title:	Design TWY A Shoulders & Run-up Apron	
Project Description:	This project includes the design for the construction of shoulders along Taxiway A and the new Run-up Apron off Taxiway A.	
Amount:	\$955,300	

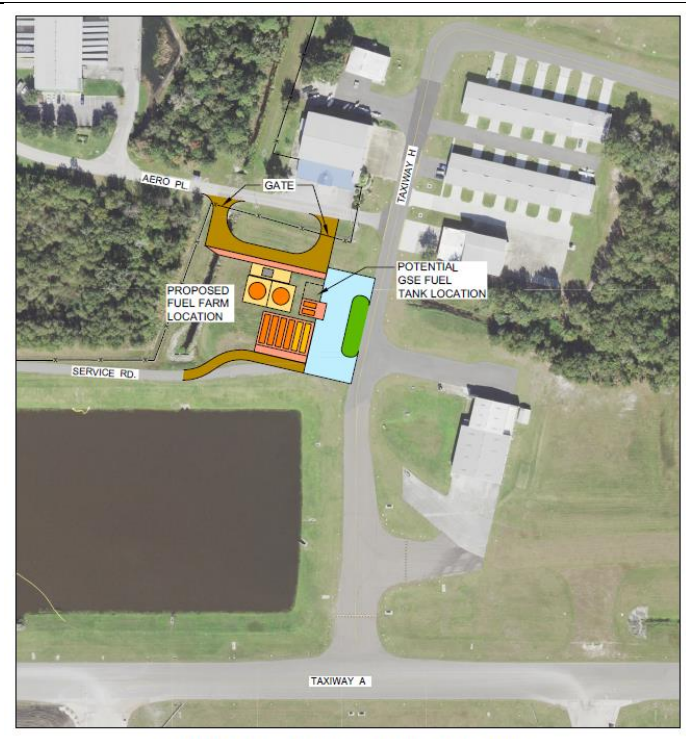
Project Title:	Consolidated Fuel Farm	
Project Description:	This project includes the construction of an aircraft apron for self-service aircraft fueling, concrete pads for bulk fuel storage tanks/containers, stormwater structures, oil-water separator, utilities, ramp/area lighting, taxiway improvements including (lighting, markings, and signs), a vehicle refueling point including a semi-truck turnaround, along with security access controls and fencing.	
Amount:	\$350,000	

Figure 255: Airport Significant Non-Recurring Projects

Significant Non-Recurring Projects

Stormwater



Project Title:	Replace Jon Boat	
Project Description:	A jon boat with a sampling platform will be utilized for lake sampling and assessment activities. The Lakes & Stormwater sampling team collects ambient water quality samples from lakes within City limits to evaluate surface water conditions and algae blooms, survey aquatic vegetation, and identify potential releases of harmful substances from upstream discharges. The new jon boat will accommodate up to four staff during sample and data collection activities.	
Amount:	\$50,000	
Project Title:	Lake Beulah Shoreline Restoration	
Project Description:	Lake Beulah's shoreline has experienced bank erosion issues resulting in steeply sloped shoreline areas in some locations along the lake. Shoreline restoration work has been successfully completed on the south shore of the lake, and the next phase will include the north-northeast section of the lake. This work is scheduled to commence once the 5-Points Roundabout Project is completed in the later part of FY24.	
Amount:	\$15,000	

Figure 256: Stormwater Significant Non-Recurring Projects

Significant Non-Recurring Projects

Wastewater



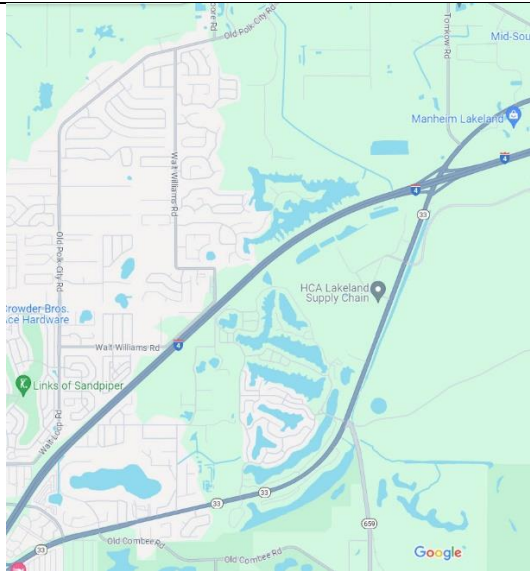

Project Title:	Cyanamid L6840 Rehab		
Project Description:	This project covers funding for engineering study to determine future needs for this station prior to rehabbing.		
Amount:	\$500,000		
Project Title:	Utility relocation SR 33 at I-4 – Tomkow to Old Combee		
Project Description:	For relocation of wastewater mains in coordination with FDOT road/drainage project at SR33 and I-4.		
Amount:	\$2,000,000		
Project Title:	Sylvester Road and Lynncrest MH17149 to MH17030		
Project Description:	Project to upgrade local force main and gravity main due to reaching capacity.		
Amount:	\$593,000		

Figure 257: Wastewater Significant Non-Recurring Projects

Significant Non-Recurring Projects

Wastewater




Project Title:	SR33 Parkview to Granada Widening	
Project Description:	D.O.T. will be widening Lakeland Hills Blvd. Funds from this project will be used to relocate and adjust existing wastewater facilities.	
Amount:	\$265,000	
Project Title:	Cell 4 drainage upgrades	
Project Description:	Replace Cell 4 seepage collection and discharge pipes and drainage system upgrades.	
Amount:	\$300,000	
Project Title:	Master Plan-Waring Rd Gravity to LS3410	
Project Description:	This project will upsize existing gravity lines to support future growth with system near capacity.	
Amount:	\$336,000	

Figure 258: Wastewater Significant Non-Recurring Projects

Significant Non-Recurring Projects

Water

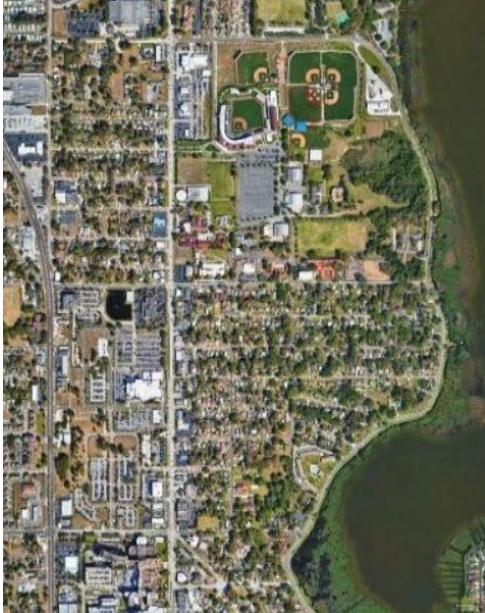

Project Title:	Lakeland Hills Boulevard (Parkview to Granada)	
Project Description:	Relocation of water lines related to FDOT road widening.	
Amount:	\$4,200,000	
Project Title:	Drainfield Road at Waring Road Widening	
Project Description:	D.O.T. will be widening Drainfield Rd. Funds from this project will be used to relocate and adjust existing water facilities.	
Amount:	\$1,100,000	

Figure 259: Water Significant Non-Recurring Projects

Significant Non-Recurring Projects

Lakeland Electric


Project Title:	CMP9042 McIntosh Power Plant Expansion 2023	
Project Description:	<p>The MREP (McIntosh Reciprocating Engine Project) is in full swing with the above ground contractor Rayco erecting the plant. 5 of 6 engines are set in the building. Engine 1 derailed in transit and the replacement engine just arrived on site. It is slated to be set in the building by Feb 2 where ownership will transfer to the City. The Commissioning of the units will be in series and planned to be complete early November '24. The new plant is quick start, natural gas fired, and capable of co-firing hydrogen. MREP will provide Lakeland Electric 120 MWs, allowing Lakeland to fully cover its native load and reserve margins under normal conditions.</p>	
Amount:	\$81,746,929	

Figure 260: Lakeland Electric Non-Recurring Projects

**TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Sidewalk Repair & Replacement	1,010,115	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,300,000	1,300,000
Sidewalk Contingency - Developer Contributions	173,780										
Sidewalk - Lakeland Highlands Rd (Lowes to Polk Parkway)	202,001										
Sidewalk - Luce Rd. (Hallam Dr. to Lk. Miriam Dr.)	180										
Sidewalk - Chestnut Rd (US 92 to Chestnut Woods Dr)	50,000										
Olive Street (Pinewood to Cornelia)	66,108										
S. Edgewood Drive (Taft St to US 98S)	54,546	370,000									
Beacon Road Sidewalk	258,284										
Chestnut Rd Sidewalk (US 92 to Chestnut Woods Dr)	50,000										
7th Street	11,662	119,500									
Sylvester Road Phase II	169,778										
CIP Project Development	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Intersection Video Detectors		50,000									
Towne Park Trail		195,000	85,000								
Hartsell Avenue Sidewalk		25,100			90,000						
Glendale Street Sidewalk		96,000			115,200						
Sidewalks for Collector Streets							50,000	50,000	50,000	550,000	550,000
Intersection Conversion - Main/Sloan/Lemon/Lk Beulah	2,894										
Lakehurst Street	68,880										
Street Resurfacing & Sealing											
Pavement Management Information System	129,748			120,000			120,000			130,000	
Resurfacing & Sealing	3,375,156	4,845,176	4,550,000	4,550,000	4,650,000	4,650,000	4,650,000	5,200,000	5,200,000	5,200,000	5,200,000
Street Resurfacing & Sealing Project - Pavement Markings	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000
Providence Road Milling and Resurfacing	15,000										
Pavement Marking Inventory & Assessment		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
East Edgewood Drive (Troy to New Jersey Rd)		320,000									
N. Socrum Loop Rd (I-4 to Daughtery)		665,000									
University Blvd (SR 33 to Polk Parkway)							1,330,000				
Cleveland Heights Blvd (Westover to Lk. Miriam)			547,000								
Sleepy Hill Rd (N 98 to Kathleen)					524,000						
East Edgewood Dr (New Jersey to 98S)						525,000					
Street Improvements											
FDOT - Upgrades to US 92 at Wabash Ave	78										
FDOT County Line Rd @ US 92	428,582										
FDOT-Drane Field Rd at Don Emerson Dr	1,599,048										
Alley Improvement Project	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Main Street Pathways	18,433										
South Wabash Ave Mitigation	106										
Drane Field Road Corridor Imp Phase I	331,364										
Hwy 33 Road Improvements - I4 to City Limits	634,401										
Waring Road Corridor Improvements	1,174,881										
North Wabash Ave Extension	79,100										
South Wabash Ave Extension	1,993,439										
Five Points Roundabout	25,811										
Interim Signalization SR-33 & I-4	36,465										
Trans Impact Fee-District 1											
N. Lakeland East. Connector - Crevasse St. Ext.	130,830										
Hwy 33 Road Improvements - Parkview to Granada	1,000,000										
Hwy 33 Road Improvements - I4 to City Limits	1,390,315										
North Wabash Ave Extension	236,434										
Sidewalks for Collector Streets			250,000	250,000	250,000	300,000	300,000	300,000	300,000	300,000	300,000
Interim Signalization SR-33 & I-4	40,533										
Providence Road	270,000										
Lakeland Park Center Drive West Connector	25,000	1,000,000									
Trans Impact Fee-District 2											
Wabash Ave Extension Project Development & Environment Study	17,702										
Sidewalk - Lakeland Highlands Rd (Lowes to Polk Parkway)	200,000										
South Wabash Ave Extension	1,500,000		1,500,000		1,000,000		1,000,000		500,000		
Traffic Projects											
Pedestrian Safety Awareness Campaign	4,962	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
ITS Maintenance	25,774	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000

**TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Traffic Operations Projects	84,000	45,000	46,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Traffic Calming Projects	75,440	50,000	30,000	50,000	50,000	50,000	50,000	50,000	50,000	70,000	70,000
ADA Street Sign Rehabilitation	46,898										
LED Traffic Signal Retrofit	30,920	30,000	30,000	30,000	38,000	39,000	40,000	41,000	42,000	42,000	42,000
Barricades/Traffic Cones	3,000	3,000	3,000								
TMC Service Maintenance Agreement (SMA)	65,000	30,000									
COBALT Traffic Signal Controller Upgrade	75,000		75,000								
Rectangular Rapid Flashing Beacons	30,000	15,000									
Traffic Signal SR 33 @ Lake Crago Drive	60,000										
Traffic Project - Traffic Studies & Analysis	39,264	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Traffic Project - Advanced Traffic Management System O&M	528,905	506,855	527,130	548,215	570,145	592,950	616,670	641,335	666,990	693,700	722,000
Traffic Control Cabinets	20,512	20,000	25,000								
Upgrade Intersection Network Switches	94,000										
Intersection Video Detectors			15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Forklift Purchase		56,000									
Upgrade Intersection Network Switches							75,000				
Intersection Conversion - Main/Sloan/Lemon/Lk Beulah	615,000										
Connected and Automated Vehicles - iCASP	775,000										
Replace Printer Heads for Sign Shop	9,935				7,500						
UPS Battery Maintenance	4,065	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Audible Pedestrian Signs	20,520		11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Misc. Improvements											
Lake Hunter Dr. Drainage Improvements	6,537										
FDOT-Tenoroc Trail - Segment 1	482,434	15,000			224,100						
AARP Grant - Hillcrest Connector	50,000										
Concrete Crushing	25,959	75,000		75,000		75,000		75,000		75,000	
ADA Compliance	7,860										
Utility Locates	49,488	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Capital Contingency	28,578	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CSX Railroad Crossing Maintenance	51,500	41,500	41,500	41,500	41,500	41,500	41,500	41,500	41,500	41,500	41,500
Right of Way Mowing	62,837	76,000	77,000	78,000	79,000	80,000	81,000	82,000	83,000	84,000	85,000
APWA Accreditation	9,617	20,000		10,000		20,000		10,000		20,000	
GIS Staff	79,845	84,000	87,360	90,850	94,485	98,265	102,195	106,285	110,535	115,000	120,000
Contributions to Parking Fund											
Parking Operations		238,000									
Main St Garage Vault Cleaning	1,000	4,000			4,000			4,000			4,000
Structural Inspection		16,000			17,000			20,000			
Orange St Garage - Exterior Coating	146,943	300,000									
Main St. Parking Garage - Ext. Coating	68,783		300,000			300,000			300,000		
NuPark	38,000	38,000	40,000	40,000	40,000						
Pressure Wash (Quarterly)		25,000									
Surface Parking Lots Resurfacing		15,000									
Dynamic Parking		240,000									
Accommodations for Programs and Services											
ADA Compliance	107,247	50,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Misc. Projects											
Parking Management Plan	119,151										
Frontier ROW Use Permit Inspection	30,913										
Traffic Signal Performance Measures	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Clear Guide Arterial Data City-Wide		30,000	30,000	30,000							
Survey Total Station	20,000										
Total Expenses	21,574,720	11,584,131	10,184,990	7,929,565	9,745,930	10,052,715	9,077,365	8,572,120	9,295,025	9,372,200	9,185,500
Unappropriated Surplus											
Beginning Balance	9,945,176	4,729,129	2,658,310	2,314,498	2,809,443	2,407,051	834,620	1,325,023	1,408,917	1,359,936	825,300
Sources / (Uses)	(5,216,047)	(2,070,819)	(343,812)	494,945	(402,392)	(1,572,431)	490,403	83,894	(48,981)	(534,636)	2,375,596
Ending Balance	4,729,129	2,658,310	2,314,498	2,809,443	2,407,051	834,620	1,325,023	1,408,917	1,359,936	825,300	3,200,896

**PUBLIC IMPROVEMNET FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Revenues											
General Revenue											
LRHS Lease Revenues from Corpus Investment	19,221,084	13,127,906	14,499,191	14,524,947	13,004,139	11,238,953	10,771,167	11,943,056	11,000,000	11,192,500	11,388,369
Parking Garage - Heritage Plaza	180,806	90,000	92,700	95,481							
Federal Grants											
Lake Crago Park	200,000										
State Grants											
Resurvey Historic District Phase I	50,000										
Seven Wetlands Park	500,000										
Joker Marchant Stadium Expansion Revenues											
Polk County Tourist Development Council	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561
State of Florida - Office of Tourism	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Library Revenues											
County-Wide Library Cooperative	561,135	245,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Fire Revenues											
Fire Protection, Outside City Limits	125,000	125,000	125,000	125,000	125,000						
ARPA Grant - Station 8 Fire Truck	900,000										
Transfer from General Fund											
Fire Station #8		1,000,000									
Contributions & Donations											
Joker Marchant Stadium Renovations	516,667	516,667	266,667	266,667	266,667	266,667	266,667	266,667	266,667	266,667	
John McGee Park	600,000										
Misc. Revenues											
Misc. Reimbursements	49,088										
Refund of Prior Year Expenses	55,404										
Transfer from Impact Fees											
Parks & Recreation:											
Lake Crago Park Complex	2,240,633				700,000					250,000	
Bark at the Lake Dog Park	50,000										
John McGee Park - Additional Field and Lighting	1,200										
English Creek Park	2,602,690			1,000,000		500,000		500,000			500,000
English Creek Park - Debt Service	259,789	3,080,529									
Peterson Park-Concession/Restroom Renovation	291,420										
Fire Department:											
Refurbish Training Facility - Debt Service	225,000	225,000	225,000	225,000	225,000						
Fire Station 8 - Land	800,000										
Police Department:											
Station Renovation								150,000			
Training Center Expansion				300,000							
Training Center - Tower Expansion		1,000,000									
Comm Center Expansion	674,573										
Substation at Fire Station #8		250,000	250,000								
Generator Purchase/Rehab	650,000										
Unappropriated Surplus	5,875,081	237,181	(380,372)	702,584	(320,991)	74,855	(39,753)	(1,176,720)	607,940	309,583	(64,004)
Total Revenues	38,674,131	21,941,844	17,342,747	19,504,240	15,464,376	14,345,036	13,262,642	14,697,564	14,139,168	14,016,644	14,088,926

Expenses											
Parks:											
Beautification Projects (Grant & City)											
Neighborhood Beautification	93,387	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Publix Charities Park											
Playground Equipment Replacement	200,000										260,000
John McGee Park											
Parking Lot Expansion		300,000									
Playground Equipment Replacement		125,000									
John McGee Park	62,219										
Dobbins Park											
Playground Equipment Replacement			250,000								
Horney Park											
Playground Equipment Replacement	41,251									100,000	

**PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Jackson Park											
Playground Equipment Replacement	11,654									100,000	
Fletcher Park at Lk Bonny											
Playground Equipment Replacement		250,000									
Lake Mirror Park											
Barnett Park - Playground Equipment Replacement		250,000									
Barnett Park - Splash Pad Replacement	55,961				750,000						
Sunflower Preschool Playground Park Equipment Replacement									250,000		
Sunflower Preschool Playground Surface						200,000					
Lake Parker Park											
Building Maintenance	75,000										
Playground Equipment Replacement			250,000								
Marchant Stadium Renovation Berm and Shade											
Joker Marchant Stadium Renovations	359,920										
Marchant Stadium											
Capital Reserve					290,320						
Joker Marchant Stadium Renovations	2,696,390	2,696,390	2,696,390	2,696,390	2,696,390	2,696,390	2,696,390	2,696,390	2,796,390	2,696,390	2,696,390
Stadium - Field Replacement					125,000						
Stadium - Lights Replacement					800,000						
Fetzer Hall Renovation	4,000,000										
Stadium Seating	30,000										
Miami Park											
Playground Equipment Replacement						100,000					
Freedom Park											
Playground Equipment Replacement						120,000					
Parker Street Park											
Playground Equipment Replacement						100,000					
Peterson Park											
Playground Equipment Replacement										200,000	
Fan Seating-ADA Upgrade	85,000										
Sertoma Park											
Sertoma Park Renovation									65,000		
Tigertown											
Parks Storage Building at Tigertown	448,400										
Washington Park											
Playground Equipment Replacement					180,000						
West/SW Complexes											
Playground Equipment Replacement									250,000	125,000	
Southwest Complex-Clubhouse Remodel	114,625										
Westside Complex-Concession Stand Rehab	215,125										
Woodlake Park											
Lighting	275,000										
Playground Equipment Replacement	125,000										162,500
Lights for Pickle Ball Courts	121,900										
7th Street Park											
Playground Equipment Replacement			100,000								
Hanley Park											
Playground Equipment Replacement			100,000								
Irrigation Projects											
Centralized Irrigation System	43,017					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											
Christmas Decorations	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
Consultant Services	70,984	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	27,596	28,286	28,993	29,718	30,461	31,222	32,003	32,803	33,623	34,464	35,325
Munn Park Renovation	100,000										
Parks Maintenance Projects	73,742	75,000	76,000	77,000	78,000	79,000	80,000	81,000	82,000	83,000	84,000
Seven Wetlands Park	372,358										
Bark at the Lake	106,704										
Lake Mirror Promenade Renovation		500,000									

**PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Repair and Maintenance of Park Boardwalks and Walkways	33,993	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Munn Park Lighting	3,036										
Total Parks	9,884,762	4,372,176	3,648,883	2,950,608	5,147,671	3,474,112	2,955,893	2,957,693	3,624,513	3,486,354	3,385,715

Recreation:											
Kelly Recreation Complex											
Gandy Pool / Kelly Rec - Painting & Repair	6,425										
Kelly Rec - Replace Weight Rm Equipment	24,618								50,000		
Annual Pool Contingency	572	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Gandy Pool Operations											
Simpson & Gandy Pool Repair & Improvements	1,890										
Gandy Pool Repairs	332,000										
Lake Mirror Complex											
Replace Stage Curtains	11,000										
Lake Crago Park											
Lake Crago Park Complex Construction	748,307										
Simpson Park Rec Center											
Simpson Park - Replace Weight Rm Equipment	23,536								50,000		
Playground Equipment Replacement						125,000					
Bleacher Shading	31,530										
Simpson Pool Operations											
Annual Pool Contingency	1,152	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Tennis Courts											
Resurface Tennis Courts		200,000									
Misc. Recreation Projects											
Renovate Building & Playgrounds	292,213	236,000	238,000	240,000	242,000	244,000	246,000	248,000	250,000	253,000	256,000
Total Recreation	1,473,243	452,000	254,000	256,000	258,000	385,000	262,000	264,000	366,000	269,000	272,000

P&R Impact Fee Projects:											
P&R Impact Fee-District 1											
Lake Crago Park-	2,240,633				700,000					250,000	
Bark at the Lake	50,000										
P&R Impact Fee-District 2											
Cypress Youth Complex	1,200										
English Creek Park	2,602,690			1,000,000		500,000		500,000			500,000
English Creek Park - Debt Service	259,789	3,080,529									
Peterson Park-Concession/Restroom Renovation	291,420										
Total P&R Impact Fee Projects	5,445,732	3,080,529	-	1,000,000	700,000	500,000	-	500,000	-	250,000	500,000

Library:											
Co-op Funded Projects											
Library - Carpet Replacement	219,503			100,000	75,000						60,000
Office Renovation											20,000
Computer Equipment Upgrade	64,603	20,000	20,000	30,000		30,000		10,000		40,000	20,000
Ceiling & Lighting Replacement (Main)	71,262					30,000				20,000	
Future Expansion Reserve	348,786		40,000	50,000	105,000	75,000	160,000	90,000	45,000	75,000	
Lobby Restroom Renovation	53	30,000							75,000		
Closed Circuit Camera System Upgrade	10,038	10,000						10,000			
Restroom Renovation	70,000						20,000				
Library Furniture (Co-op Funded)	299,842	30,000						50,000		20,000	
Sound System Upgrade - Meeting Room	15,000					15,000					5,000
Meeting Room Renovation	10,000	5,000									50,000
Design New Entry	25,300	5,000								10,000	
RFID Project	15,333							20,000			
Learning Commons/Coffee Shop Project	1,599										
Fixture Replacement (Northside Branch)		100,000	100,000								
Interior Finishes/Improvements	297,450	25,000	20,000			30,000			50,000	20,000	20,000
LHCC Exhibits and Displays	223,606	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	25,000	25,000
E Library Relocation	189,780										
City Funded Projects											
A/C Ductwork Maintenance	261,378										

**PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Total Library	2,123,533	245,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Oak Hill Cemetery:											
Oak Hill Cemetery Expansion	4,957										
Resurface Roadways	22,502		25,000			27,500			30,250		
Oakhill Routine Maintenance	39,481	41,500	43,600	45,800	48,100	50,500	53,000	55,700	56,700	57,700	58,700
48 Niche Columbarium	50,132				30,000						
Oak Hill Expansion VII	70,000		50,000					50,000	50,000		
Maintenance Shed	116,898										
Total Oakhill Cemetery	303,970	41,500	118,600	45,800	78,100	78,000	53,000	105,700	136,950	57,700	58,700
Cleveland Heights Golf Course:											
Greens & Tees Replacement		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Driving Range		10,000									
Bunker Sand Replacement		75,000									
Total Cleveland Heights Golf Course	-	185,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Police Department:											
Station Renovation (Impact Fees)								150,000			
Ballistic Helmet Replacement	119,530									155,389	
LPD - CAD Reporting System	194,363		26,500						28,500		
Training Center Expansion (Impact Fees)				300,000							
Training Center - Tower Expansion (Impact Fees)		1,000,000									
Comm Center Expansion	674,573										
SWAT Handgun Replacement			35,100								
Substation at Fire Station #8 (Impact Fees)		250,000	250,000								
Generator Purchase/Rehab	650,000										
Total Police Department	1,638,466	1,250,000	311,600	300,000	-	-	-	150,000	28,500	155,389	-
Fire Department:											
Fire Vehicle Purchases	4,487,381	1,450,000	1,450,000	1,450,000	1,450,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000
Land Purchase - Station 8 (City and Impact Fees)	1,800,000										
Thermal Imaging Camera	12,000	5,000	21,000	5,000		6,000		6,000	6,000	7,000	27,000
Commercial Washer and Dryer Replacement	24,000					23,000					27,000
Refurbish Training Facility - Debt Service	126,721	126,721	126,721	126,721	102,926						
Refurbish Training Facility - Debt Service (Impact Fees)	225,000	225,000	225,000	225,000	225,000						
Fire Station #8 - Land Purchase		1,000,000									
Portable Generators	6,000		16,000		6,000		14,000		19,000		7,000
Training Center - Grounds Maintenance							60,000				
Extraction Tools	37,000	32,000	39,000	74,000	41,000	36,000	37,000	45,000			40,000
Total Fire Department	6,718,102	2,838,721	1,877,721	1,880,721	1,824,926	1,615,000	1,661,000	1,601,000	1,575,000	1,557,000	1,651,000
Non-Departmental:											
Neighborhood Projects											
Neighborhood Preservation	223,149	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Neighborhood Matching Grants Program	77,120	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Neighborhood Signage	2,400										
Lakeshore Aquatic Preservation	11,900										
Resurvey Historic District Phase I	130,000										
All Other Gen Fund Bldgs.											
Paint & Seal	610,168	615,168	615,168	620,168	625,168	630,168	635,168	640,168	645,168	650,168	655,168
City Buildings - Roof Replacements	1,646,873	726,587	726,587	746,568	767,099	788,194	809,869	832,141	855,025	878,538	902,698
Air Conditioner Replacements	520,917	319,695	319,695	324,695	329,695	334,695	339,695	344,695	349,695	354,695	359,695
Carpet Replacements	212,672	170,000	173,000	176,000	179,000	182,000	185,000	188,000	191,000	194,000	197,000
Town Center Rehabilitation ? Phase II	493,984										
Ice Machine Replacements	10,950	11,100	11,250	11,400	11,550	11,700	11,850	12,000	12,150	12,300	12,450
Fire Panel Replacements	103,943	67,500	67,500	67,500	67,500	67,500	67,500	67,500	67,500	67,500	67,500
Misc. Non-Dept Projects											
Chamber of Commerce		115,000									
Capital Contingency	198,091	270,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
SurfLakeland - Contributions to the Community	20,000										

**PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Lucity Application	11,145										
Restoration of Historic Minute Books for LHCC		23,000									
City Hall											
Commission Chamber A/V Upgrade	28,896										
Commission Chamber Camera Replacement										60,000	
Communications Department Office Remodel		75,000									
Broadcast System Upgrade	241,318										
Accommodations for Programs and Services											
ADA Compliance	3,210										
Accommodations for Programs and Services	112,000	115,000	118,000	121,000	124,000	127,000	130,000	133,000	136,000	139,000	142,000
Parking											
Miscellaneous Maintenance Projects	123,230	90,000	92,700	95,481							
Total Non-Departmental	4,781,966	2,763,050	2,538,900	2,577,812	2,519,012	2,556,257	2,594,082	2,632,504	2,671,538	2,771,201	2,751,511
Contributions to Other Funds:											
General Fund											
General Fund Dividend Assistance	3,600,000	3,350,000	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000
Cleveland Heights Administration	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Detroit Tigers - Naming Rights (revenue passthrough)	50,000	50,000	50,000	50,000	100,000	100,000	100,000	50,000	100,000		
Detroit Tigers /City Joint Stadium Reserve Contribution	106,747	466,667	216,667	216,667	166,667	166,667	166,667	216,667	166,667		
RP Funding Center Fund											
Lakeland Center Capital Transfer	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Operating Transfers - Debt Service	647,610	647,201	2,556,376	2,464,830							
Interest Revenue Backstop - LT Capital	400,000	700,000	700,000	700,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Heritage Plaza Parking Garage - Debt Service	600,000	600,000	600,000	2,591,802							
Total Contributions to Other Funds	6,304,357	6,713,868	8,273,043	10,173,299	5,416,667	5,416,667	5,416,667	5,416,667	5,416,667	5,150,000	5,150,000
Total Expenses	38,674,131	21,941,844	17,322,747	19,484,240	16,244,376	14,325,036	13,242,642	13,927,564	14,119,168	13,996,644	14,068,926
Unappropriated Surplus											
Beginning Balance	9,708,428	3,833,347	3,596,166	3,976,538	3,273,954	3,594,945	3,520,090	3,559,843	4,736,563	4,128,623	3,819,040
Sources / (Uses)	(5,875,081)	(237,181)	380,372	(702,584)	320,991	(74,855)	39,753	1,176,720	(607,940)	(309,583)	64,004
Ending Balance	3,833,347	3,596,166	3,976,538	3,273,954	3,594,945	3,520,090	3,559,843	4,736,563	4,128,623	3,819,040	3,883,044

**RP FUNDING CENTER CAPITAL FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Revenues											
General Revenue											
Interest on Pooled Investments	33,000										
Local Grants											
Capital Improvement Revenue Note, Series 2017A	535,448	535,111	534,767	534,414	534,053	533,683	533,304	532,917	532,520	532,113	
Transfer from Public Improvement Fund											
Capital Improvement Revenue Note, Series 2017A	647,610	647,201	2,556,376	2,464,830							
Lakeland Center Capital Contingency	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Unappropriated Surplus	46,675		(1,909,594)	(1,818,979)	645,913	617,329	616,892	616,443	615,983	615,514	-
Total Revenues	1,662,733	1,582,312	1,581,549	1,580,265	1,579,966	1,551,012	1,550,196	1,549,360	1,548,503	1,547,627	400,000
Expenses											
Lakeland Center Expansion	79,675										
Capital Improvement Revenue Note, Series 2017A	1,183,058	1,182,312	1,181,549	1,180,265	1,179,966	1,151,012	1,150,196	1,149,360	1,148,503	1,147,627	
Portable Chairs	90,000	120,000	125,000								
Resurface Stage Floor	10,000										
Lakeland Center Capital Contingency	30,000	43,000	44,000	70,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Scissor Lift		30,000									
Replace and Repair Line Set		75,000	75,000								
General Replacements	30,000	20,000	25,000	25,000							
Intercom System - Youkey Theatre		31,000									
Building & Parking Security Upgrades	10,000	10,000	10,000	10,000							
Replacement/Repairs/Upgrades - Lighting Systems		51,000	51,000								
Side Tiered Seating - Arena				150,000							
Forklift			30,000								
Elevators - Arena				100,000							
LED Lighting Upgrade	92,500										
Roof Repair	20,000	20,000	20,000	20,000							
Arena Curtains	7,500										
AV Equipment Upgrades	35,000		20,000	25,000							
Theatre Heater System	55,000										
Time Clock Plus Upgrade/Replacement	20,000										
Total Expenses	1,662,733	1,582,312	1,581,549	1,580,265	1,579,966	1,551,012	1,550,196	1,549,360	1,548,503	1,547,627	400,000
Unappropriated Surplus											
Beginning Balance	890,341	843,666	843,666	2,753,260	4,572,239	3,926,326	3,308,997	2,692,105	2,075,662	1,459,679	844,165
Sources / (Uses)	(46,675)		1,909,594	1,818,979	(645,913)	(617,329)	(616,892)	(616,443)	(615,983)	(615,514)	-
Ending Balance	843,666	843,666	2,753,260	4,572,239	3,926,326	3,308,997	2,692,105	2,075,662	1,459,679	844,165	844,165

**DOWNTOWN CRA FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Revenues											
General Revenue											
Tax Increment Revenues	3,153,716	3,836,072	3,951,200	4,069,700	4,191,800	4,317,600	4,447,100	4,580,500	4,717,900	4,859,400	5,005,200
Interest on Pooled Investments	103,000	170,000	175,000	180,000	185,000	191,000	197,000	203,000	209,000	200,000	190,000
Surplus Land Sales											
Oak Street Parking Lot		1,800,000									
Unappropriated Surplus	1,426,729	(540,398)	532,452	(808,328)	(504,049)	(163,303)	723,916	527,418	1,923,114	1,392,255	274,014
Total Revenues	4,683,445	5,265,674	4,658,652	3,441,372	3,872,751	4,345,297	5,368,016	5,310,918	6,850,014	6,451,655	5,469,214
Expenses											
Operating Expense											
Community Redevelopment Agency	1,200,773	196,712	209,000	215,000	221,000	228,000	235,000	249,000	256,000	263,000	271,000
Neighborhood Projects											
Small Project Assistance	699,305	350,000	350,000	350,000	350,000	350,000	350,000	500,000	500,000	500,000	500,000
Downtown Infrastructure		155,000	160,000	165,000	170,000	175,000	180,000	191,000	197,000	203,000	210,000
Affordable Housing			250,000	250,000	500,000	500,000	1,000,000	1,000,000	1,500,000	1,500,000	1,000,000
Catalyst Development	241,108	300,000	300,000	300,000	500,000	500,000	1,000,000	1,000,000	1,500,000	1,500,000	1,000,000
Debt Service											
Residential Redevelopment	400,000	344,389									
Misc. Projects											
Downtown Streetscape	165,655										
Property Management	45,988	6,036	6,076	6,108	6,142	6,176	6,211	6,247	6,285	6,324	6,324
Mowing	33,702	5,000									
Arts & Entertainment	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Lake Mirror Promenade - Maintenance	150,000										
Oak Street Parking Lot	24,000	25,000									
CRA Annual Report	2,980	5,181	5,277	5,375	5,476	5,581	5,688	5,799	5,913	6,030	6,030
Community Policing Innovation	56,053	58,856	61,799	64,889	68,133	71,540	75,117	78,872	82,816	85,301	87,860
Mirrorton Development	469,193										
Business Technical Assistance Funding		40,000	40,000	40,000							
Redevelopment Plan Update		175,000							175,000		
Oak Street Development		736,000	1,100,000								
Peachtree Flats Development		387,500	387,500								
Tax Increment Financing Agreements (TIF)		900,000	1,000,000	1,300,000	1,300,000	1,750,000	1,750,000	1,500,000	1,600,000	1,600,000	1,600,000
Corridor Enhancements											
Downtown Streetscape		300,000	300,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
SFLA Corridor Improvements	649,247	500,000	267,000	267,000	267,000	267,000	267,000	267,000	267,000	267,000	267,000
Five Points Roundabout	311,096	150,000									
Bay Street Streetscape and Drainage Improvements		415,000									
Downtown Corridor Enhancements	224,345	206,000	212,000	218,000	225,000	232,000	239,000	253,000	500,000	261,000	261,000
Total Expenses	4,683,445	5,265,674	4,658,652	3,441,372	3,872,751	4,345,297	5,368,016	5,310,918	6,850,014	6,451,655	5,469,214
Unappropriated Surplus											
Beginning Balance	5,049,949	3,623,220	4,163,618	3,631,166	4,439,494	4,943,543	5,106,846	4,382,930	3,855,512	1,932,398	540,143
Sources / (Uses)	(1,426,729)	540,398	(532,452)	808,328	504,049	163,303	(723,916)	(527,418)	(1,923,114)	(1,392,255)	(274,014)
Ending Balance	3,623,220	4,163,618	3,631,166	4,439,494	4,943,543	5,106,846	4,382,930	3,855,512	1,932,398	540,143	266,129

**MID-TOWN CRA FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Revenues											
General Revenue											
Tax Increment Revenues	6,964,892	7,889,383	8,126,100	8,369,900	8,621,000	8,879,600	9,146,000	9,420,400	9,703,000	9,994,000	
Interest on Pooled Investments	124,000	234,000	241,000	248,000	255,000	263,000	271,000	279,000	275,000	111,725	
Rental Income											
Property Management	152,000	157,000	162,000	167,000	172,000	177,000	182,000	187,000	193,000	199,000	
Unappropriated Surplus	5,760,546	1,266,888	(319,321)	(266,956)	(789,483)	(498,775)	(209,054)	1,959,557	2,259,698	1,150,950	
Total Revenues	13,001,438	9,547,271	8,209,779	8,517,944	8,258,517	8,820,825	9,389,946	11,846,957	12,430,698	11,455,675	

Expenses											
Operating Expense											
Community Redevelopment Agency	918,786	1,008,823	1,110,750	1,130,000	1,145,000	1,165,000	1,190,000	1,225,000	1,261,750	1,299,603	
Contributions to Other Funds											
Florida Taxable Pension Liability Reduction Note, Series 2020	14,204	19,533	20,119	20,723	21,345	21,985	22,645	23,324	24,024		
Sidewalk Projects											
Olive Street Sidewalk	162,500										
Neighborhood Projects											
Lincoln Square Development	1,750										
Residential Incentives	1,377,421	450,000	450,000	1,000,000	1,500,000	2,000,000	2,250,000	2,500,000	2,750,000	2,050,000	
Northwest Neighborhood	1,188,587	1,750,669	750,690	750,711	1,000,732	1,000,754	1,000,777	1,500,800	1,500,824	1,500,849	
Northeast Neighborhood	746,233	450,000	450,000	500,000	500,000	500,000	500,000	750,000	750,000	750,000	
Infrastructure Projects		500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
Neighborhood Alley Improvements		500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
Mid-Town Infrastructure	250,000										
Misc. Projects											
Planning-Affordable Housing Incentive Plan	30,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
Small Project Assistance	1,243,457	500,000	500,000	750,000	750,000	750,000	1,000,000	1,000,000	1,000,000	1,000,000	
Property Management	298,735	305,200	327,151	336,966	347,074	357,486	368,211	379,257	390,635	402,354	
Arts & Entertainment	35,310	25,000	25,000	25,000	50,000	50,000	50,000	100,000	100,000	100,000	
Midtown Lofts Redevelopment Project-Loan Receivable	25,000										
Redevelop Massachusetts Ave Properties	68,000										
CRA Annual Report	16,023	17,726	18,258	18,805	19,368	19,950	20,548	21,165	21,800	22,454	
Community Policing Innovation	446,388	468,707	492,142	516,749	542,587	569,716	598,203	628,112	659,518	679,303	
Haus 820 Leasehold Improvements	38,761										
Business Technical Assistance Funding		160,000	160,000	160,000							
Redevelopment Plan Update		325,000	325,000					325,000	325,000		
Job Creation Incentives	212,000										
Affordable Housing Partnerships	1,500,000	500,000	500,000	500,000	500,000	500,000	500,000	1,000,000	1,000,000	1,000,000	
Corridor Enhancements											
MLK - Memorial to 10th St	10,331	10,641	10,960	11,289	11,628	11,977	12,336	12,706	13,087	13,480	
Providence Rd - W 10th St to Griffin Rd	775,104	950,000	950,000	950,000							
W Lake Parker/Lakeshore Trail Improvements	64,909										
Landscape - US 98 - Memorial to 10th St	19,187	19,763	20,356	20,967	21,596	22,244	22,911	23,599	24,307	25,036	
Landscape - US 98 - Griffin to 10th St	19,187	26,558	28,213	29,060	29,932	30,830	31,755	32,708	33,689	34,699	
Landscape - Parker Street	10,331	10,641	10,960	11,289	11,628	11,977	12,336	12,706	13,087	13,480	
Landscape - Ingraham Ave	12,039	12,534	12,910	13,297	13,696	14,107	14,531	14,967	15,416	15,879	
Landscape - Intown Bypass Phase 1 Outparcels	10,331	10,641	10,960	11,289	11,628	11,977	12,336	12,706	13,087	13,480	
E. Main Street Landscaping Maintenance	15,374	15,835	16,310	16,799	17,303	17,822	18,357	18,907	19,474	20,058	
Lakeshore Aquatic Preservation	12,600	5,000	5,000	5,000							
Redevelop Massachusetts Ave Properties	725,245	250,000	250,000	250,000							
Memorial Blvd	550,000				500,000	500,000	500,000	1,000,000	1,000,000	1,000,000	
Citrus Connection Services (LAMTD Agreement)	3,182										
Five Points Roundabout	572,961	150,000									
Lakeland Hills Blvd Landscape Enhancements		250,000	250,000								
Hartsell Ave Sidewalk		75,000									
Lakehurst Street Sidewalk			250,000								
7th Street Sidewalk		115,000									
Chase Street Trail				225,000							
Olive Street Sidewalk	22,500										
N. Scott Ave Sidewalk	235,688	75,000									
Emma Street Sidewalk	200,000	75,000									

**MID-TOWN CRA FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Chase Street Trail	300,000										
Redevelopment Plan - MUAC											
East Main Street Master Plan	869,314	500,000	250,000	250,000	250,000	250,000	250,000	250,000	500,000	500,000	
Total Expenses	13,001,438	9,547,271	8,209,779	8,517,944	8,258,517	8,820,825	9,389,946	11,845,957	12,430,698	11,455,675	
Unappropriated Surplus											
Beginning Balance	10,314,050	4,553,504	3,286,616	3,605,937	3,872,893	4,662,376	5,161,151	5,370,205	3,410,648	1,150,950	
Sources / (Uses)	(5,760,546)	(1,266,888)	319,321	266,956	789,483	498,775	209,054	(1,959,557)	(2,259,698)	(1,150,950)	
Ending Balance	4,553,504	3,286,616	3,605,937	3,872,893	4,662,376	5,161,151	5,370,205	3,410,648	1,150,950		

**DIXIELAND CRA FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Revenues											
General Revenue											
Tax Increment Revenues	380,654	410,812	423,100	435,800	448,900	462,400	476,300	490,600	505,300	520,500	
Interest on Pooled Investments	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	50,000	30,000	
Unappropriated Surplus	1,325,092	258,533	(33,294)	81,891	(73,309)	56,103	17,629	28,769	134,525	121,445	
Total Revenues	1,759,746	725,345	447,806	577,691	437,591	582,503	559,929	587,369	689,825	671,945	
Expenses											
Operating Expense											
Community Redevelopment Agency	98,127	62,614	102,000	104,000	106,000	108,000	110,000	112,000	114,000	117,000	
Contributions to Other Funds											
Florida Taxable Pension Liability Reduction Note, Series 2020	5,095										
Misc. Projects											
Small Project Assistance	350,000	350,000	150,000	350,000	150,000	350,000	150,000	350,000	350,000	350,000	350,000
Landscaping Maintenance by Other City Departments	2,327	2,396	2,468	2,541	2,617	2,696	2,777	2,862	2,950	3,039	
Publications and Promotions	2,500										
Alley Maintenance	3,200	3,400	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	
Arts & Entertainment	25,000	25,000	25,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
Infill Adaptive Reuse Program	300,000										
CRA Annual Report	1,505	2,069	2,131	2,194	2,260	2,327	2,397	2,468	2,542	2,617	
Community Policing Innovation	7,134	7,366	7,607	7,856	8,114	8,380	8,655	8,939	9,233	9,274	
Dixieland Sign Maintenance	119										
Corridor Enhancements											
Alley Improvement Project	105,284	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000	103,915	
Redevelopment Plan Update		175,000					175,000				
SFLA Corridor Improvements	849,455	67,500	125,000	67,500	125,000	67,500	67,500	67,500	67,500	67,500	
Dixieland Sign Maintenance	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
Total Expenses	1,759,746	725,345	447,806	577,691	437,591	582,503	559,929	587,369	689,825	671,945	
Unappropriated Surplus											
Beginning Balance	1,917,384	592,292	333,759	367,053	285,162	358,471	302,368	284,739	255,970	121,445	-
Sources / (Uses)	(1,325,092)	(258,533)	33,294	(81,891)	73,309	(56,103)	(17,629)	(28,769)	(134,525)	(121,445)	-
Ending Balance	592,292	333,759	367,053	285,162	358,471	302,368	284,739	255,970	121,445	-	-

**PARKING SYSTEM FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Revenues											
General Revenue											
Interest on Pooled Investments	1,000										
Transfer from Transportation Fund											
Main St Garage Vault Cleaning	1,000	4,000			4,000			4,000			4,000
Orange Street Garage Repairs	14,795										
Structural Inspection		16,000			17,000			20,000			
Orange St Garage - Exterior Coating	146,943	300,000									
Main St. Parking Garage - Ext. Coating	68,783		300,000						300,000		
NuPark	38,000	38,000	40,000	40,000	40,000	300,000					
Pressure Wash (Quarterly)		25,000	12,500	12,500	12,500	12,500					
Surface Parking Lots Resurfacing		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Dynamic Parking		240,000									
Unappropriated Surplus	(1,000)										
Total Revenues	269,521	638,000	367,500	67,500	88,500	327,500	15,000	39,000	315,000	15,000	19,000
Expenses											
Parking System - Main Street & Heritage Garages											
Dynamic Parking		240,000									
Parking System - Main Street Garage											
Structural Inspection		16,000			17,000			20,000			
Main St. Parking Garage - Ext. Coating	68,783		300,000			300,000			300,000		
NuPark	38,000	38,000	40,000	40,000	40,000						
Pressure Wash (Quarterly)		12,500	12,500	12,500	12,500	12,500					
Parking System - Orange Street Garage											
Main St Garage Vault Cleaning	1,000	4,000			4,000			4,000			4,000
Orange Street Garage Repairs	14,795										
Orange St Garage - Exterior Coating	146,943	300,000									
Pressure Wash (Quarterly)		12,500									
Parking Lots											
Surface Parking Lots Resurfacing		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total Expenses	269,521	638,000	367,500	67,500	88,500	327,500	15,000	39,000	315,000	15,000	19,000
Unappropriated Surplus											
Beginning Balance	47,727	48,727	48,727	48,727	48,727	48,727	48,727	48,727	48,727	48,727	48,727
Sources / (Uses)	1,000										
Ending Balance	48,727	48,727	48,727	48,727	48,727	48,727	48,727	48,727	48,727	48,727	48,727

**LAKELAND LINDER INTERNATIONAL AIRPORT RENEWAL REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Revenues											
General Revenue											
Interest on Pooled Investments	122,500										
Federal Grants											
FAA Reconstruction of TWY P	4,454,618										
FAA/FDOT ARFF Equipment	810,000										
TWY A Shoulders		859,770	3,356,100	7,195,230							
AWOS Replacement	108,000										
Consolidated Fuel Farm		315,000	2,532,399								
Land Acquisitions 61.7 Acres					3,600,000						
Airport Service Volume (ASV) Study		338,571									
Benefit Cost Analysis Reimbursement		457,094									
State Grants											
ILS Upgrade to Cat III	2,500,000	2,500,000	2,500,000	1,197,013							
FAA Reconstruction of TWY P	1,332,532										
FAA/FDOT ARFF Equipment	45,000										
TWY A Shoulders		47,765	186,450	399,735							
Security Enhancements & Upgrades	280,000										
AWOS Replacement	6,000										
Consolidated Fuel Farm		17,500	1,704,580								
FDOT Projects											1,000,000
Land Acquisitions 61.7 Acres					200,000						
Airport Service Volume (ASV) Study		18,810									
Terminal Area Master Plan		142,720									
TWY E; Construct TWY S	8,296										
Transfer from Lakeland Airport											
FDOT-Airport Fuel Farm	12,183	12,183	12,182	12,183	12,182	12,183	12,183	12,196			
TWY A Shoulders		47,765	186,450	399,735							
AWOS Replacement	6,000										
Consolidated Fuel Farm		17,500	413,020								
Miscellaneous Maintenance Projects	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Land Acquisitions 61.7 Acres					200,000						
Airport Service Volume (ASV) Study		18,810									
Terminal Area Master Plan		35,680									
Capital Improvement Revenue and Refunding Bonds, Series 2021A		2,684,301	2,841,100	4,343,501	1,224,500	962,000	640,500	638,500	640,750	642,000	637,250
Capital Improvement Revenue and Refunding Bonds, Series 2021B		1,014,600	858,800	858,601	865,351	1,131,100	1,442,850	1,447,600	1,449,850	1,444,600	1,447,600
Capital Improvement Revenue and Refunding Bonds, Series 2021C	1,029,750										
Unappropriated Surplus	435,051										
Total Revenues	11,499,930	8,878,069	14,941,081	14,755,998	6,452,033	2,455,283	2,445,533	2,448,296	2,440,600	2,436,600	3,434,850
Expenses											
Capital Projects											
FAA Reconstruction of TWY P	5,782,610										
FAA/FDOT ARFF Equipment	855,000										
TWY A Shoulders		955,300	3,729,000	7,994,700							
Security Enhancements & Upgrades	280,000										
AWOS Replacement	120,000										
Consolidated Fuel Farm		350,000	4,649,999								
Construct T-Hangar	191,240										
FDOT Projects											1,000,000
Land Acquisitions 61.7 Acres					4,000,000						
Airport Service Volume (ASV) Study		376,191									
Benefit Cost Analysis Reimbursement		457,094									
Terminal Area Master Plan		178,400									
TWY E; Construct TWY S	5,716										
Airport Maintenance Projects											
Miscellaneous Maintenance Projects	365,732	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Debt Service											
ILS Upgrade to Cat III	548,939	2,500,000	2,500,000	1,197,013							
FDOT-Airport Fuel Farm	12,183	12,183	12,182	12,183	12,182	12,183	12,183	12,196			
Capital Improvement Revenue and Refunding Bonds, Series 2021A	729,300	2,684,301	2,841,100	4,343,501	1,224,500	962,000	640,500	638,500	640,750	642,000	637,250

**LAKELAND LINDER INTERNATIONAL AIRPORT RENEWAL REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Capital Improvement Revenue and Refunding Bonds, Series 2021B	698,760	1,014,600	858,800	858,601	865,351	1,131,100	1,442,850	1,447,600	1,449,850	1,444,600	1,447,600
Capital Improvement Revenue and Refunding Bonds, Series 2021C	1,910,450										
Total Expenses	11,499,930	8,878,069	14,941,081	14,755,998	6,452,033	2,455,283	2,445,533	2,448,296	2,440,600	2,436,600	3,434,850
Unappropriated Surplus											
Beginning Balance	2,827,592	2,392,541	2,392,541	2,392,541	2,392,541	2,392,541	2,392,541	2,392,541	2,392,541	2,392,541	2,392,541
Sources / (Uses)	(435,051)										
Ending Balance	2,392,541	2,392,541	2,392,541	2,392,541	2,392,541	2,392,541	2,392,541	2,392,541	2,392,541	2,392,541	2,392,541

**STORMWATER FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Revenues											
General Revenue											
Stormwater Fees - Commercial/Municipal	3,544,000	3,698,000	3,790,000	3,885,000	3,982,000	4,082,000	4,184,000	4,289,000	4,396,000	4,506,000	4,619,000
Stormwater Fees - Residential	4,453,000	4,677,000	4,794,000	4,914,000	5,037,000	5,163,000	5,292,000	5,424,000	5,560,000	5,699,000	5,841,000
Stormwater Fees - Interfund	123,000	126,000	129,000	132,000	135,000	138,000	141,000	145,000	149,000	153,000	157,000
Bad Check Charges		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Citations / Fines		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Interest on Pooled Investments	158,000	178,000	183,000	188,000	194,000	200,000	206,000	212,000	218,000	225,000	232,000
Local Grants											
Aquatic Harvester	75,000										
Special Assessments-Sewers											
Heatherpoint Stormwater Sewer Repair		24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Unappropriated Surplus	5,739,089	2,698,004	1,208,764	560,833	307,831	159,814	73,924	(179,804)	(116,595)	11,724	26,656
Total Revenues	14,092,089	11,413,004	10,140,764	9,715,833	9,691,831	9,778,814	9,932,924	9,926,196	10,242,405	10,630,724	10,911,656
Expenses											
Operating Expense											
Lakes and Environmental	2,272,571	2,874,702	2,681,844	2,748,865	2,816,887	2,886,909	2,958,932	3,032,955	3,107,979	3,185,003	3,264,033
Contribution to Other Funds											
Lake Bonnet Drainage Improvement CBDG - MIT Grant		116,485	152,356	188,571	224,786	261,741	68,087				
General Fund - Retiree Bonus			918		918		918		918		918
Florida Taxable Pension Liability Reduction Note, Series 2020	29,961	30,325	30,668	31,033	31,400	31,766	32,131	32,519	18,554	21,888	16,805
Radio Replacement 2011	2,251	2,251	2,251								
Fleet Management Reserve Fund	254,365	45,000									
Lake Bonny											
Lake Bonny Watershed Management Plan & Projects	362,691	150,000	250,000	250,000	50,000	50,000	10,000	10,000	50,000	50,000	50,000
Lake Gibson											
Water Quality Improvement Project	60,000	110,000	50,000	50,000	5,000	5,000	50,000	50,000	5,000	50,000	25,000
Lake Hollingsworth											
Lake Hollingsworth TMDL Program	679,529	300,000	200,000	50,000	100,000	50,000	50,000	50,000	50,000	100,000	50,000
Hunter/Beulah/Wire Watershed											
Lake Hunter - Watershed Management	156,171	200,000	200,000	100,000	50,000	10,000	50,000	50,000	150,000	200,000	200,000
Lake Parker											
SWFMD Lake Parker Restoration	140,619										
Lake Parker TMDL Project - WQ Treatment	810,086	500,000	550,000	300,000	350,000	350,000	150,000	200,000	150,000	50,000	150,000
Miscellaneous											
Install / Maintain Pollution Control Devices	73,731	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Southern Landings Repairs	10,000	10,000	10,000		10,000					10,000	10,000
Stormwater Management Master Plan	160,599	450,000							50,000		
Drainage Maintenance Operations	1,220,295	957,897	860,000	860,000	910,000	910,000	920,000	970,000	970,000	970,000	1,020,000
Environmental Code Enforcement Officer	57,487	49,658	66,076	68,719	71,467	74,326	77,299	80,390	83,605	86,949	90,000
Highlands Hills Ditch Maintenance & Repairs	97,658										
CLMP - 2016 Update							350,000				
Upgrades to Office	50,000	50,000									
Drainage Capital Equipment	63,442	203,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Crystal Lake											
SWFMD Crystal Lake Water Quality Improvement Study Q178	75,048										
Crystal Lake TMDL	431,679	100,000	150,000	10,000	10,000	10,000	15,000	20,000	15,000	10,000	10,000
Lake Morton											
Water Quality Improvement Project	606,051	100,000	50,000	50,000	50,000	50,000	25,000	25,000	25,000	25,000	25,000
Lake Mirror											
Water Quality Improvement Project	465,774	100,000	50,000	150,000	10,000	10,000	50,000	50,000	25,000	25,000	25,000
Lake Beulah											
Water Quality Improvement Project	55,000	5,000	5,000	5,000	5,000			5,000	5,000	5,000	5,000
Drainage Projects											
Retrofit Existing Storm Sewers	1,254,283	1,250,000	1,200,000	1,350,000	1,500,000	1,500,000	1,500,000	1,500,000	1,750,000	1,900,000	1,900,000
TV & Clean Storm Drain Structures	658,769	414,008	689,791	410,000	450,000	500,000	500,000	500,000	500,000	550,000	550,000
GIS Storm Sewer Inventory	82,364	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Wayman St. Ditch Repairs	321,652										
GIS Technician - Engineering	82,689	85,997	89,437	93,014	96,735	100,604	104,628	108,813	113,165	117,692	122,400
Lake Bonny Drainage Project	73,069	250,000	50,000	5,000							

**STORMWATER FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
S. Edgewood Drive (Taft St to US 98S)	94,000										
Street Sweeping Operations	1,460,922	1,677,885	1,914,336	1,919,738	1,945,648	1,972,076	2,024,819	2,052,350	2,122,467	2,196,090	2,300,000
Heatherpoint Stormwater Sewer Repair	20,939	20,939	20,940	20,940	20,939	20,939	20,939	20,939	5,236		
Lakes and Environmental											
NPDES Permitting - Administration	39,635	42,050	40,500	41,000	41,500	42,000	42,500	43,000	43,500	44,000	44,500
Public Education Programs	86,451	65,000	60,000	60,000	60,000	50,000	50,000	50,000	50,000	50,000	60,000
General Lake Improvements	539,458	500,000	350,000	400,000	400,000	450,000	450,000	500,000	500,000	500,000	500,000
Lake Hollingsworth Southside Shoreline Stab	20,000					15,000					
Lake Beulah Shoreline Restoration		15,000			25,000					20,000	
Lake Morton Shoreline Restoration	19,057	100,000		10,000		10,000	5,000			10,000	
Contribution to Florida 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			5,000		5,000				5,000		
Lake Bonnet Water Quality Improvement	188,725	150,000	25,000	150,000	25,000	10,000	20,000	150,000	15,000	15,000	50,000
Solid Waste/Lakes - 305 Eastside Property	22,678										
Replace Jon Boat		50,000			25,000						
Aquatic Harvester	982,390	292,807	201,647	208,953	216,551	223,453	222,671	240,230	246,981	254,102	258,000
Total Expenses	14,092,089	11,413,004	10,140,764	9,715,833	9,691,831	9,778,814	9,932,924	9,926,196	10,242,405	10,630,724	10,911,656
Unappropriated Surplus											
Beginning Balance	7,813,828	2,074,739	(623,265)	(1,832,029)	(2,392,862)	(2,700,693)	(2,860,507)	(2,934,431)	(2,754,627)	(2,638,032)	(2,649,756)
Sources / (Uses)	(5,739,089)	(2,698,004)	(1,208,764)	(560,833)	(307,831)	(159,814)	(73,924)	179,804	116,595	(11,724)	(26,656)
Ending Balance	2,074,739	(623,265)	(1,832,029)	(2,392,862)	(2,700,693)	(2,860,507)	(2,934,431)	(2,754,627)	(2,638,032)	(2,649,756)	(2,676,412)

**LAKE BONNET DRAINAGE IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Revenues											
State Grants											
Lake Bonnet Drainage Improvement CBDG-MIT Grant	42,986,390										
Transfer from Internal Loan Fund											
Lake Bonnet Drainage Improvement CBDG-MIT Grant	2,226,371	905,371	905,371	905,371	905,371	905,371					
Transfer from Stormwater Utilities Fund											
Lake Bonnet Drainage Improvement CBDG-MIT Grant		116,485	152,356	188,571	224,786	261,741	68,087				
Unappropriated Surplus	(2,226,371)	(905,371)	(905,371)	(905,371)	(905,371)	(905,371)	6,753,226				
Total Revenues	42,986,390	116,485	152,356	188,571	224,786	261,741	6,821,313				
Expenses											
Lakes and Environmental											
Lake Bonnet Drainage Improvement CBDG-MIT Grant		116,485	152,356	188,571	224,786	261,741	6,821,313				
Project Implementation	5,432,226										
Phase I - Feasibility Study	1,321,000										
Phase II - Design & Engineering	2,560,000										
Phase III - Construction	33,673,164										
Total Expenses	42,986,390	116,485	152,356	188,571	224,786	261,741	6,821,313				
Unappropriated Surplus											
Beginning Balance	-	2,226,371	3,131,742	4,037,113	4,942,484	5,847,855	6,753,226	-	-	-	-
Sources / (Uses)	2,226,371	905,371	905,371	905,371	905,371	905,371	(6,753,226)	-	-	-	-
Ending Balance	2,226,371	3,131,742	4,037,113	4,942,484	5,847,855	6,753,226	-	-	-	-	-

**WASTEWATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Revenues											
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	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Transfer from WW Operations	12,450,000	14,190,000	7,100,000	9,300,000	9,300,000	7,800,000	7,500,000	7,500,000	7,500,000	7,500,000	7,500,000
Federal Grants											
FDEP-Se7en Wetlands Phase III Trail		390,651									
Unappropriated Surplus	23,110,597	(592,497)	1,437,732	359,500	270,500	692,500	(1,932,500)	(2,447,500)	(2,487,500)	(2,582,500)	(2,418,500)
Total Revenues	35,965,597	14,393,154	8,942,732	10,064,500	9,975,500	8,897,500	5,972,500	5,457,500	5,417,500	5,322,500	5,486,500
Expenses											
Non-Departmental											
Radio Replacement 2011	60,938	60,938									
Capital Contingency		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
Wastewater Collection Administration											
Security Enhancements	20,000	20,000	20,000	25,000	20,000	20,000	20,000	25,000	20,000	20,000	20,000
Wireless Work Order System Interface			50,000			50,000			50,000		
Transfer to Fleet - Wastewater Vehicle Purchases	27,500										
Wastewater Collection Vehicles GPS	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Wastewater System Administration											
Facilities Upgrades / Repairs and Replacements	49,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Targeted Economic Opportunities - Wastewater	250,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Undesignated Growth - Wastewater	185,164										
Time Keeping System	50,000										
Glendale Sewage Treatment Plant											
Glendale Controls	61,489				100,000						
Replacement of Sludge Pumping Equipment	71,816	75,000	75,000	75,000							
Transfer to Fleet - Wastewater Vehicle Purchases	36,646										
Capital Equipment	57,226	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	75,000	75,000
Repair and Repave Service Roads					100,000						
Climber Screen Replacement						500,000					
Undesignated Pumps, Motors and Controls	72,374	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Rehab and Repair Primary Clarifiers	63,354										
SCADA HACH WIMS Interface	50,000	50,000	25,000	25,000							
Glendale Control Panel Upgrades	60,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Polymer System	117,100										
IMLR Pump VFD Upgrade	77,948			500,000							
Grit Classifier and Pumps Upgrade	260,117										
Sludge Pumping and Control Improvements	114,155										
Chlorine Conversion Study	100,000										
Intermediate Station Pump Replacement	68,214										
Influent Pump Replacement	160,300										
New Odor Control for primary clarifiers		250,000									
Primary #2 Replace Clarifier Equipment at Glendale			500,000								
Intermediate Pump Station Coating						400,000					
Centrifuge Rebuild						200,000					
Replacement of Secondary Clarifier Drive Mechanisms				475,000	475,000	475,000	475,000				
Grit Chamber Improvement					500,000						
Sludge Loading station							200,000				
Replace Generator at Blower Bldg.											1,000,000
Northside Sewage Treatment Plant											
Northside Controls	20,000	25,000		25,000		25,000		25,000			
Northside Replacement of Clarifier Drive Mechanisms			350,000	350,000	350,000	350,000					
Capital Equipment	36,540	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	30,000
Undesignated Pumps, Motors and Controls		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	100,000
SCADA HACH WIMS Interface	30,000	50,000	25,000	25,000							
Northside Internal Recycle Pump Replacement	85,845										
Repair of Headworks Splitter Box	76,748										
Bypass Pump Station and Valve Control	224,404										
RAS Valve Controls	86,072										
Grit Valves and Pump Replacements	38,695										

**WASTEWATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Replacement Aerator	64,779	75,000	75,000								
Northside Sludge Holding Tank Blowers and Aeration System	850,272										
Bypass Pump Station Rebuild	961,442										
NPW Pump Station Rehab				1,000,000							
Secondary clarifier pressure relief valves		50,000	100,000	100,000	100,000	100,000					
Sewage Pumping Stations											
Telemetry System Upgrades	25,000	50,000		50,000	50,000	50,000	50,000	50,000	50,000	100,000	100,000
Wet Well Rehab		150,000	150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Undesignated Pump / Panel Replacements		200,000	200,000	225,000	225,000	250,000	250,000	250,000	250,000	250,000	250,000
Undesignated Generator Replacement		80,000	80,000	80,000	80,000	100,000	150,000	150,000	150,000	150,000	150,000
Transfer to Fleet - Wastewater Vehicle Purchases	99,750										
Capital Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Northside Pump Station Construction	7,432,331										
Upgrade SW Pump Station	14,948										
Pump Station ARC Flash Study	150,000	5,000	5,000	5,000	175,000	5,000	5,000	5,000	175,000	5,000	5,000
Northwest PS Rehab	156,844										
VFD Conversions	10,000										
Martins Landing Pumps & Panel Rehab	1,838										
Undesignated Generator Installation		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Cyanamid L6840 Rehab.	200,000	550,000									
Non-Destructive FM Testing			75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
L2610 US98 South Pipe/Well Rehab	28,417										
County Line L3440 Panel Replacement	200,000										
Upgrade Tenth St L3310 Pump Station	200,000										
L0440 Bridgefield Panel Replacement	75,000										
Edgewood Ext. Rehab	482,530										
Electricians Portable Generator	20,946										
Airpark L3430 Fiber Install	13,722										
Northside L6010 Fiber Install	36,658										
Telemetry System Communication Issues	8,098										
Pump Station Well Level Upgrades	50,000	20,000									
L6520 Interstate Business Park II Generator Installation	55,389										
L6630 Kennedy House Pump Replacements	16,736										
L0790 Publix Fiber Install	1,346										
L0730 Westside Fiber Install	1,462										
L0410 Fire Suppression System	50,000										
L4570 Swindell Rd Pumps and Panel	200,000										
Portable Bypass Pump	62,000										
L3440 County Line Pump Replacement	53,665										
L3455 PLC Replacement	19,647										
L2310 Generator Replacement	95,864										
L3220 Meridian Pump Replacement	35,000										
L7130 Sandpiper South Pump Replacement	18,056										
Airside Master Pump Replacement	22,000										
L2680 Highlands City Towncenter Pump Replacement	13,000										
L4440 M&B Commercial Pump Replacement	25,000										
L1410 Lake Hunter Pump Replacement	20,000										
L3610 Grasslands Odor Control	33,186										
L6540 Mall Hill Pump Replacements	35,000										
L6805 Bridgewater II Pump Replacements	22,000										
L2310 Chemical Grout Drywell	4,360										
L3610 Grasslands Re-pipe	19,953										
L6550 Sleepy Hill Middle School Generator Installation	80,000										
L2310 Fire Suppression System		50,000									
L3710 Airside Master Panel Generator		250,000		450,000							
L1710 Belvedere Pump, Panel, Generator Rehab		250,000									
Storage building for spare pumps, portable generators			50,000	450,000							
Mission Lakes Driveway Replacement	25,000										
Water Utilities Cybersecurity Vulnerability Evaluations	40,000										
L7210 Eastside Village Wet Well Rehab	57,250										
L7020 Socrum Loop Wet Well Rehab	57,250										

**WASTEWATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
L0820 Lone Palm Generator	73,950										
L0730 Spare Pump for Westside Lift Station	31,500										
L0210 Spare Pump for Woodlake Lift Station	31,500										
Replace L0110 Bentley Shores FM						350,000					
- L6820 Interstate Pump Station Pumps-Panel-Generator						400,000					
L2310 Fire Suppression System			50,000								
L3430 Fire Suppression System			50,000								
L0360 Spring Oaks Station Rehab				200,000							
L7020 Socrum Loop Station Rehab					350,000						
L3410 Waring Rd Pumps Panel Generator						400,000					
L6310 Providence Road Pump Station Rehab						300,000					
Sewer Line Maintenance											
Rehabilitate Sewer Lines	100,000	1,200,000	1,400,000	1,500,000	1,500,000	1,600,000	1,600,000	1,600,000	1,750,000	1,750,000	1,750,000
Sewer Maintenance - Contractor Installed Liners	950,000										
Sewer Maintenance - Contractor Cleaning & Televising	50,000										
Sewer Maintenance - City Performed Point Repairs	100,000										
Wastewater New Line Connections											
Inflow Reduction		75,000		75,000	75,000	50,000	50,000	50,000	50,000	50,000	50,000
English Oaks FM Plug Valve Repair	17										
Flushing of Southwest Basin Force Mains	25,000										
Sewer Maintenance - Manhole Rehabilitation	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	175,000	175,000
Capital Contingency	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Collection System Monitoring	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Other Construction Projects	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Replacement Projects	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Transfer to Fleet - Wastewater Vehicle Purchases		550,000									
Capital Equipment	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Northside 30inch Force Main ARV Rehab		344,716									
Utility Relocation SR 33 at I-4 - Tomkow to Old Combee	1,900,000	2,000,000									
Skyview Force Main Upgrades	148,901										
Griffin Rd 24" Gravity Sewer Replacement - Phase 1	3,200,000										
Smartcover Installation				25,000		25,000		25,000		25,000	
COL Sewer Line Easement Purchases	25,000		25,000		25,000		50,000		50,000		
CMOM - (Capacity, Mgmt., Operations & Maint) Update					100,000					100,000	
Sanitary Sewer Evaluation Study									100,000		
Lake Parker Manhole Repair		200,000									
Materials Storage Structure	59,863										
Western Trunk San Gully Rd Line Relocation	2,000,000	3,000,000									
Service Laterals CIPP Lining		150,000	150,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
L0820 Lone Palm FM Extension/Upsizing	350,000										
Lakeland Hills Blvd SFM Reroute	287,000										
Downtown Manhole Replacements		25,000	25,000	25,000							
Kings and Queens MHP 24" VCP Upsize					2,133,000						
Sylvester Rd and Lynncrest MH17149 to MH17030	732,000	593,000									
LS1320113158 Gravity Line Repair	93,998										
FDEP In-Kind Project ? File No.22-2245	200,000										
Kathleen Rd Lateral Extension	195,251										
Howard Ave Pilot Project	155,659										
Repair Line behind Harry's in Alley	75,000										
New Manhole in ally behind Fresco's	163,383										
US 98N Line Replacement	218,499										
LS0806508064 Emergency Repair	78,650										
Basin I&I Studies	97,042										
ARV03245 Odor Control	75,000										
Griffin Rd 24in Gravity Sewer Replacement - Phase 2	2,410,000										
SR33 Parkview to Granada Widening		265,000						150,000			
Dranefield Rd at Waring Rd Widening		132,000									
Emergency Repair FM4503545065	100,000										
- GPS Equipment Upgrades						50,000					
Pretreatment Program											
Local Limits Headworks Study								80,000			

**WASTEWATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Capital Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Pretreatment CORE Program	25,000	25,000	25,000								
Flowmeter Replacement	341,000	50,000	50,000	75,000	50,000	50,000	75,000	50,000	50,000	75,000	50,000
Grease Trap Tracking Program Software		25,000									
Wastewater Engineering											
Cataloging of Permits, Easements and Service Agreements		6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
County Projects	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
D.O.T. Projects	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Wastewater Support - Other City Departments	40,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Undesignated Utility Relocations	66,000	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.	14,610										
Capital Equipment		8,000			20,000						
Utility Relocation SR 33 at I-4 - Tomkow to Old Combee	81,760										
South Wabash Ave Extension				20,000							
Northside Pump Station Construction	247,959										
Griffin Rd 24" Gravity Sewer Replacement - Phase 1	162,558										
Repair of Headworks Splitter Box	2,000										
Five Points Roundabout	47,000										
English Oaks Phase III - Construction	8,000										
FDOT Proposed Wastewater Projects	543,016	345,000	400,000	600,000	400,000	400,000	450,000	400,000	400,000	400,000	
Glendale Effluent Pump Station - Design	97,557										
Cyanamid L6840 Rehab.	100,000										
Southwest Pump Station Redirection	50,000										
North Wabash Extension	10,000										
Bypass Pump Station and Valve Control	6,837										
Master Plan	597,013										
Edgewood Ext. Rehab	46,575										
English Oaks Phase IV - Construction	1,764										
Western Trunk San Gully Rd Line Relocation	84,385										
IMLR Pump VFD Upgrade	3,780										
Northside Sludge Holding Tank Blowers and Aeration System	5,000										
Lakeland Hills Blvd SFM Reroute	4,580										
Chlorine Conversion Study	5,000										
Regional Biosolids Handling - Design	1,000,000										
LS1320113158 Gravity Line Repair	10,705										
Bypass Pump Station Rebuild	19,838										
Griffin Rd 24in Gravity Sewer Replacement - Phase 2	29,000										
SR33 Parkview to Granada Widening	37,000										
Dranefield Rd at Waring Rd Widening	51,000										
Chestnut Rd Sidewalk Improvement	130,000										
Condition Assessment of line to Wetlands					432,000						
Condition Assessment of line to/from Glendale/Northside					385,000						
Glendale Plant Capacity Analysis			250,000								
Intermediate Pump Station Coating				40,000							
Maintenance Support											
Capital Equipment	29,337	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Wetlands Management											
FDEP-Se7en Wetlands Phase III Trail	390,778										
Security Enhancements	30,000	30,000									
Capital Contingency	39,600	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Undesignated Generator Replacement				30,000							
Wetlands Gopher Tortoise Relocation	75,000	25,000		25,000		25,000		25,000		25,000	
Transfer to Fleet - Wastewater Vehicle Purchases	190,000	102,000									
Capital Equipment	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Wetlands Fiber Installation	8,752										
Wetlands Park			75,000		75,000		75,000				
North Boundary Fence adjacent to Eaglebrook	150,000										
Upgrades to Office		30,000									
Wetland Data Automation	166,384										
Replacement of Control Gates	179,495		400,000								
Effluent Ditch Rehabilitation		100,000									

**WASTEWATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Reverse Eutrophication/Wetlands Ecosystem			90,232								
Connect to Public Water Supply	35,556										
Land Management	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
Effluent Structure Rehabilitation		200,000	2,000,000								
Dredging and Sediment Management	741,861										
Wetland Renewable Energy			75,000								
Se7en Wetlands Educational Center	250,000	100,000									
Additional Storage for Equipment Shed	75,000										
Replacement of Diffusers	30,400										
Water Quality Improvements TSS		100,000									
Cell 4 drainage upgrades		300,000									
Replacement of Control Panels for Blowers		20,000									
Additional Parking Area/Cover		200,000									
Cell 3 Distribution Ditch		70,000									
Cell 6 Erosion		70,000									
Wetland Treatment System Assessment Update								250,000			
Stability Analyses / EAP Update					150,000						
Wetland Cells Restoration			300,000	200,000							
Wetland Water Budget & Operating Procedures				150,000							
Laboratory Analysis											
WW Laboratory Renovation	108,900										
Capital Equipment	20,100	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
West Lakeland Roughing Plant											
Undesignated Pumps, Motors and Controls	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	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	75,000
PLC Replacements	259,400										
Aeration Tank Coating						1,000,000					
Blower Replacement											250,000
Wastewater Treatment Operations Support											
Capital Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
Total Expenses	35,965,597	14,393,154	8,942,732	10,064,500	9,975,500	8,897,500	5,972,500	5,457,500	5,417,500	5,322,500	5,486,500
Unappropriated Surplus											
Beginning Balance	26,527,138	3,416,541	4,009,038	2,571,306	2,211,806	1,941,306	1,248,806	3,181,306	5,628,806	8,116,306	10,698,806
Sources / (Uses)	(23,110,597)	592,497	(1,437,732)	(359,500)	(270,500)	(692,500)	1,932,500	2,447,500	2,487,500	2,582,500	2,418,500
Ending Balance	3,416,541	4,009,038	2,571,306	2,211,806	1,941,306	1,248,806	3,181,306	5,628,806	8,116,306	10,698,806	13,117,306

**WASTEWATER IMPACT FEES
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Revenues											
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	958,000	958,000	958,000	958,000	958,000	958,000	958,000	958,000	958,000	958,000	958,000
Unappropriated Surplus	6,544,133	7,284,000	1,378,000	(37,000)	1,492,000	(378,000)	(408,000)	(408,000)	(408,000)	(408,000)	(408,000)
Total Revenues	7,602,133	8,342,000	2,436,000	1,021,000	2,550,000	680,000	650,000	650,000	650,000	650,000	650,000
Expenses											
Non-Departmental											
Wastewater Impact Fee Study			30,000			30,000					
Sewage Pumping Stations											
Southwest Pump Station Redirection	400,000										
L3865 Citrus Woods Panel Upsizing	8,246										
L3845 Skyview Waters Panel Upsizing	6,677										
Cypress Point Repump Station Reimbursement	1,000,000										
Sewer Line Maintenance											
Force Main Parkway to Glendale	572,886										
Skyview Force Main Upgrades	537,679										
Southwest Lakeland Sewer Upgrade	893,170										
North Wabash Extension	57,000										
Western Trunk San Gully Rd Line Relocation	250,000	7,000,000									
L0820 Lone Palm FM Extension/Upsizing	103,222										
Waring Rd-Pipkin to Dranefield FM		300,000	1,700,000								
Master Plan-Crystal Lake/Sylvester Combined					1,900,000						
Master Plan-Waring Rd Gravity to LS3410		336,000									
Wastewater Engineering											
Subdivision and Commercial Development	500,000	406,000	406,000	406,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Undesignated Capacity Expansion	280,688	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Skyview Force Main Upgrades	18,827										
Southwest Lakeland Sewer Upgrade	1,098,967										
West Lakeland Waste Load Facility Expansion Study				105,000							
Southwest Pump Station Redirection	57,068										
Lakeland Central Park Upsize Reimbursement	1,700,000										
L0820 Lone Palm FM Extension/Upsizing	10,500										
Master Plan-Crystal Lake/Sylvester Combined				210,000							
Downtown WW Master Plan	107,203										
Total Expenses	7,602,133	8,342,000	2,436,000	1,021,000	2,550,000	680,000	650,000	650,000	650,000	650,000	650,000
Unappropriated Surplus											
Beginning Balance	20,012,215	13,468,082	6,184,082	4,806,082	4,843,082	3,351,082	3,729,082	4,137,082	4,545,082	4,953,082	5,361,082
Sources / (Uses)	(6,544,133)	(7,284,000)	(1,378,000)	37,000	(1,492,000)	378,000	408,000	408,000	408,000	408,000	408,000
Ending Balance	13,468,082	6,184,082	4,806,082	4,843,082	3,351,082	3,729,082	4,137,082	4,545,082	4,953,082	5,361,082	5,769,082

**WATER IMPACT FEES
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Revenues											
General Revenue											
Connection Fees	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
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	396,512	(550,000)	(550,000)	1,550,000	(550,000)	(550,000)	(550,000)	(550,000)	(550,000)	(550,000)	(550,000)
Total Revenues	1,296,512	350,000	350,000	2,450,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Expenses											
Water Engineering											
SW Water Expansion - Medulla Rd	46,512	350,000	350,000	2,450,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Water Administration											
Capital Contingency	300,000										
Polk Regional Water Cooperative	600,000										
Southwest Water Expansion	350,000										
Total Expenses	1,296,512	350,000	350,000	2,450,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Unappropriated Surplus											
Beginning Balance	8,641,341	8,244,829	8,794,829	9,344,829	7,794,829	8,344,829	8,894,829	9,444,829	9,994,829	10,544,829	11,094,829
Sources / (Uses)	(396,512)	550,000	550,000	(1,550,000)	550,000	550,000	550,000	550,000	550,000	550,000	550,000
Ending Balance	8,244,829	8,794,829	9,344,829	7,794,829	8,344,829	8,894,829	9,444,829	9,994,829	10,544,829	11,094,829	11,644,829

**WATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Revenues											
General Revenue											
Interest on Pooled Investments	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Transfer from Water Operations	8,100,000	7,000,000	7,725,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
Unappropriated Surplus	24,716,954	4,241,464	1,053,614	(511,200)	(344,402)	(2,034,400)	(1,901,200)	(2,558,800)	454,400	(72,200)	(762,800)
Total Revenues	33,216,954	11,641,464	9,178,614	6,888,800	7,055,598	5,365,600	5,498,800	4,841,200	7,854,400	7,327,800	6,637,200
Expenses											
Engineering											
PW Survey Services - Water Utilities Projects	6,391										
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	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
CWP5030 Equipment Replacement (007)	143,325	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CWP5505 NW Plant Auxiliary System Upgrades	60,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CWP5519 NE Monitoring Well Equipment Replacement	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Williams Filter Rehabilitation	1,808,475										
Liquid Chlorine Conversion	100,000	300,000	1,000,000								
Combee WTP Filter Rehabilitation						400,000	400,000				
Williams Ground Storage Tank Cleaning and Repairs	77,985										
Lead and Copper Rule Compliance	291,369										
Williams WTP Chemical Feed Equipment Replacement	200,583										
NE Wellfield dock rebuilds	42,200										
Williams WTP Canopies for Gen 3 Controls and CCC Sample Rack		40,000									
Williams WTP Paint		80,000									
Water Utilities Cybersecurity Vulnerability Evaluation	40,000										
Williams WTP Softener Mechanical Equipment Replacement										750,000	
Combee Water Treatment Plant - General											
Combee WTP Thickener Rake Replacement		75,000									
Combee WTP Generator Control Conversion to Delta V		100,000									
Water T&D-General											
Capital Contingency		200,000	200,000	220,000	220,000	220,000	240,000	240,000	240,000	260,000	260,000
Lead and Copper Rule Compliance	180,000	210,000	220,000	226,600	233,398	244,400	247,600	255,000	262,700	270,600	280,000
CWE4001 Subdv. & Comm. Dev. Cap. Proj.	89,000	135,000	135,000	140,000	140,000	145,000	145,000	150,000	150,000	155,000	155,000
CWD4002 New Service Connections	139,247	65,000	65,000	75,000	75,000	85,000	85,000	85,000	95,000	95,000	95,000
CWE4004 Minor Ext & Sys Improvements (007)	220,467	320,000	325,000	330,000	330,000	335,000	335,000	335,000	340,000	340,000	340,000
CWD4009 Hydrant Install-New Annex (007)	34,100										
CWD4011 City Project Support (007)	240,000	250,000	250,000	260,000	275,000	275,000	275,000	275,000	300,000	300,000	300,000
CWD4018 Dist. Facilities Replacement	110,000	100,000	100,000	120,000	120,000	120,000	120,000	120,000	130,000	130,000	130,000
CWD4021 New Water Meters		50,000	50,000	50,000	60,000	60,000	60,000	60,000	60,000	70,000	70,000
CWE4022 Tools & Equip	34,337	30,000	30,000	30,000	35,000	35,000	35,000	35,000	40,000	40,000	40,000
CRR4023 Central Controlled Irrigation	6,000										
CWD5039 Undesignated Long Term Project Support (007)	140,000	250,000	250,000	300,000	300,000	300,000	350,000	350,000	350,000	350,000	400,000
CWD5067 Meter Relocation/Improvement	7,500	7,500	7,500	7,500	8,000	8,000	8,000	8,000	8,500	8,500	8,500
CWD15100 Traffic Control Support Capital	7,500	7,500	7,500	7,500	8,000	8,000	8,000	8,000	8,000	8,500	8,500
CWE5146 Purchase of Radios		5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200
Transfer to Fleet - Water Vehicle Purchases	102,000	165,000	100,000								
CWD5230 SmartGrid Installation	12,134,324										
Maplewood Av 6" AC Replacement (Between E. Edgewood Drive and Glendale	209,456										
Redwood Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St	191,749										
North Wabash Extension	459										
Scott Lake Manor 6" Fire Improvement (Martha St, Donald St & Jay St)	15										
Glendale St. 6" AC WM Replace (Willow to New Jersey)	35,052										
Skyview 6" Fire Protection Improv (Six Iron-Fairway Dr)			126,750								
Skyview 6" Fire Protection Improv (Watersedge Dr)			138,400								
W. Lk Parker AC W.L. Replace (Valencia to Bonaire)	258,400										
Lakeland Hills Blvd (Parkview to Granada)		4,200,000									
Chabett Ave. W.L Replace-6 inch-Fire Improv	145,000										
E Lk Parker AC Replace (Lk View to Idlewild)	115,000										
Tom Watson Rd 6" W.M. & Fire Protection Improvement			85,000								
Oxford Av/Warrington Av 6" Fire Protection Improvement			175,000								

**WATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Cornelia Av. 6" AC WL Repl. (W. Hickory to Dorothy)	159,579										
Lk. Hollingsworth Dr 6" AC WL Rep (Collins Ln to Crystal Lk Dr)	300,221										
Water Main Replacement Group 1	10,000										
Water Main Replacement Group 3	714,000	379,000		394,000	410,000						
Water Main Replacement Group 4	1,020,000	541,000		562,000	585,000						
Water Main Replacement Group 5	2,040,000	1,000,000		1,125,000	1,171,000	1,500,000	1,560,000	1,280,000	1,330,000		
N. Galloway/Sleepy Hill Roundabout 12" PVC Removal & Adj. (Polk County)	2,172										
Chestnut Rd Sidewalk Improvements	420,000										
Clubhouse/Tillery Rd Relocation	40,000										
County Support Project	5,000										
Ground Penetrating Radar	21,000										
Water Main Replacement Group 8	765,000			765,000	795,000						
Carolina 6" AC Replacement	95,057										
Buckingham Ave 6" AC WM Replacement	150,315										
Fairway & US92 - Tie lines			120,000								
Townepark & Myrtle Hill Tie			75,000								
Modifications to Water Distribution Facility Stairwell	70,000										
LWE9592 W. Pipkin Widening (Medulla to Harden)	208,249										
12" AC replacement Chestnut St-Chestnut Hills Dr to W 10th	57,633										
Directional Boring Rig/Vacuum Trailers			900,000								
Water Main replacement Group 6					650,000						
Water Main replacement Group 7				620,000							
Water T&D-Meters											
Water Meter Replacement - Capital	130,000	80,000	80,000	80,000	100,000	100,000	100,000	100,000	3,000,000	3,000,000	3,000,000
Water T&D-Cross Connection Control											
CWD4010 Backflow Prevention	75,741	120,000	120,000	130,000	130,000	140,000	140,000	150,000	150,000	160,000	160,000
Water Engineering											
Capital Contingency	245,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Williams Filter Rehabilitation	115,000										
Liquid Chlorine Conversion	5,000										
Lead and Copper Rule Compliance	3,892										
CWE4001 Subdv. & Comm. Dev. Cap. Proj.	502,000	406,000	406,000	406,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
CWE4004 Minor Ext & Sys Improvements (007)	2,000	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)	70,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
CWD4012 Polk County Project Support	26,000	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)	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
CDA5096 CROW Water Projects Easements	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Maplewood Av 6" AC Replacement (Between E. Edgewood Drive and Glendale)	1,486										
Redwood Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St)	5,000										
Utility relocation SR33 at I-4 - Tomkow to Old Combee Interchange	3,356,900										
Polk County-Bartow-US 98 Interconnect	1,514,591										
North Wabash Extension	11,912										
Skyview 6" FL Protection Improv/Waterview Blvd W/Add Valves	59,350										
Skyview 6" Fire Protection Improv (Six Iron-Fairway Dr)	59,540										
Skyview 6" Fire Protection Improv (Watersedge Dr)	59,150										
Lakeland Hills Blvd (Parkview to Granada)	393,617										
Chabett Ave. W.L Replace-6 inch-Fire Improv	8,615										
E Lk Parker AC Replace (Lk View to Idlewild)	15,479										
Tom Watson Rd 6" W.M. & Fire Protection Improvement	30,000										
Oxford Av/Warrington Av 6" Fire Protection Improvement		30,000									
Luce Rd AC Water Main Replacement	3,901										
Lk. Hollingsworth Dr 6" AC WL Rep (Collins Ln to Crystal Lk Dr)	11,966										
Chestnut Rd Sidewalk Improvements	8,000										
Bartow Hwy Widening (Edgewood Dr to Main St)W.L.Adjust.S	350,000		3,100,000								
Carolina 6" AC Replacement	6,000										
Buckingham Ave 6" AC WM Replacement	10,000										
Fairway & US92 - Tie lines		15,000									
Townepark & Myrtle Hill Tie		15,000									
Water Capital Equipment		8,000			20,000						
Update Water Hydraulic Model		250,000									

**WATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2023 Budget	2024 Proposed	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Dranefield Rd at Waring Rd Widening	155,000	1,100,000									
LWE9592 W. Pipkin Widening (Medulla to Harden)	123,683										
FDOT Proposed Water Projects	41,565	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
SW Water Expansion - Medulla Rd	6,572										
12? AC replacement Chestnut St-Chestnut Hills Dr to W 10th	4,530										
Water Main Extension - Acres at Scott Lake	25,178										
Water Administration											
Radio Replacement 2011	72,264	72,264	72,264								
Capital Contingency	200,000										
Undesignated Improvement Projects	393,003										
Timekeeping System	50,000										
Maximo GIS Integration	46,800										
Targeted Economic Opportunities - Water	250,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Water Asset Management Plan	15,190										
Undesignated Growth - Water	728,020										
SW Water Expansion - Medulla Rd	136,849										
Hydrant Water Field Station	250,000										
Smartgrid MDM	200,000										
Total Expenses	33,216,954	11,641,464	9,178,614	6,888,800	7,055,598	5,365,600	5,498,800	4,841,200	7,854,400	7,327,800	6,637,200
Unappropriated Surplus											
Beginning Balance	30,239,241	5,522,287	1,280,823	227,209	738,409	1,082,811	3,117,211	5,018,411	7,577,211	7,122,811	7,195,011
Sources / (Uses)	(24,716,954)	(4,241,464)	(1,053,614)	511,200	344,402	2,034,400	1,901,200	2,558,800	(454,400)	72,200	762,800
Ending Balance	5,522,287	1,280,823	227,209	738,409	1,082,811	3,117,211	5,018,411	7,577,211	7,122,811	7,195,011	7,957,811

Lakeland Electric
10 Year Capital Improvement Plan

	FY23 Original Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget	FY30 Proposed Budget	FY31 Proposed Budget	FY32 Proposed Budget	FY33 Proposed Budget
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REVENUES:

Transfer from Operating Fund	-40,410,902	36,487,102	34,368,575	30,604,410	30,788,586	30,648,130	29,870,295	30,683,551	31,531,082	32,387,100	33,278,483
Bond Proceeds	76,900,000										
Payroll & Motor Pool Transfers	8,075,300	8,371,177	8,191,914	8,495,590	8,811,414	9,151,870	9,505,705	9,873,449	10,242,918	10,639,900	11,039,517
Capital Reserves				12,068,168	8,359,241	11,082,100	5,480,704	7,731,045	3,802,599	3,378,939	4,453,477
TOTAL REVENUES	44,564,398	44,858,279	42,560,489	51,168,168	47,959,241	50,882,100	44,856,704	48,288,045	45,576,599	46,405,939	48,771,477

EXPENDITURES:

McIntosh Plant	1,625,000	276,613	93,387	1,760,000	260,000	10,000	110,000	10,000	10,000	110,000	10,000
McIntosh Plant Unit 5	16,596,574	19,410,016	17,929,113	17,232,355	19,701,309	12,349,559	18,396,769	21,491,523	17,987,808	19,948,085	10,300,000
McIntosh Gas Turbine 2	260,000	324,615	1,115,000	1,115,673	195,000	13,436,160	150,000	130,000	230,000	150,000	7,780,964
McIntosh GT	50,000			1,533,825							2,500,000
Larsen Plant	1,931,292	598,500	527,500	3,303,620	2,458,620	762,500	2,382,500	1,002,500	2,252,500	1,277,500	1,207,500
Winston Plant	267,000	87,756	405,000	237,000	407,000	691,500	417,998	472,500	685,000	435,000	837,500
Other Production Projects	1,874,510	1,168,230	2,254,923	2,488,423	3,128,896	2,340,171	3,256,009	3,339,646	3,873,453	3,622,372	4,070,833
Transmission Lines	165,000	130,000	965,115	2,158,929	898,938	137,977	2,015,047	642,148	744,280	646,444	448,641
Distribution Lines	9,962,000	8,050,533	8,771,175	7,156,193	6,856,066	7,177,806	6,677,429	7,062,945	7,064,369	7,376,715	6,589,995
Transmission Substations	100,000	100,000	100,000	100,000	100,000	100,000	154,000	100,000	100,000	100,000	2,100,000
Distribution Substations	765,000	2,776,000	385,150	2,235,302	1,735,457	1,235,614	385,773	2,135,934	386,098	386,265	411,434
Other Delivery Products	9,147,570	8,640,112	8,398,447	8,774,566	10,963,722	10,486,441	9,783,269	10,484,775	10,881,552	11,294,216	11,434,148
Build	1,019,030	2,187,725	1,018,294	576,155	879,313	1,602,775	621,547	1,030,639	650,056	666,656	683,699
Tech	250,550	571,550	300,550	2,150,550	150,550	300,550	150,550	150,550	450,550	150,550	150,550
Misc. Projects	550,872	536,629	296,835	345,577	224,371	251,047	355,813	234,885	260,932	242,136	246,213
TOTAL EXPENDITURES	44,564,398	44,858,279	42,560,489	51,168,168	47,959,241	50,882,100	44,856,704	48,288,045	45,576,599	46,405,939	48,771,477

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY23 Original Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget	FY30 Proposed Budget	FY31 Proposed Budget	FY32 Proposed Budget	FY33 Proposed Budget
McIntosh Plant											
LPE9787 PCM MPP Administration Building	1,500,000			1,750,000	250,000						
CMP5673 MCOM Sump Pumps	25,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CPP Fiber Optic Building/Rewire	100,000						100,000				
FY32 CMP8013 MREP BATTERY REPLACEMENTS										100,000	
FY24 CMP4300 MD2 SYNCHRONIZATION OF SELECT BREAKERS		116,613	83,387								
FY24 CMP4301 MD2 DIESEL GENERATOR SYNCHRONOUS OPERATION		150,000									
Total	1,625,000	276,613	93,387	1,760,000	260,000	10,000	110,000	10,000	10,000	110,000	10,000
McIntosh Plant Gas Turbines											
CMP6616 MGT1 Industrial Coatings	50,000			33,825							
FY33 CLP7016 MGT1 Major Inspection & Exhaust Repl											1,500,000
FY26 CMP6554 MGT1 HOT GAS PATH				1,500,000							1,000,000
CMP6619 MGT2 COMBUSTION DYNAMICS MONITORING SYSTEM INSTALLATION	200,000	264,615									
CMP7279 MGT2 Pump Overhauls/Replacement	20,000	20,000	20,000	50,000	50,000	50,000	50,000	35,000	50,000	50,000	67,500
FY26 CMP7771 MGT2 Battery Bank				100,000							125,000
FY28 CMP7012 MGT2 Air Filters						110,000					125,000
CMP7010 MGT2 Motor Overhauls	20,000	20,000	20,000	50,000	50,000	50,000	50,000	35,000	50,000	50,000	50,000
CMP7011 MGT2 Valve Replacements	20,000	20,000	20,000	50,000	50,000	50,000	50,000	35,000	50,000	50,000	50,000
CMP6617 MGT2 Hot Gas Path/Major Outage						12,786,160					6,763,464
FY25 CMP7015 MGT2 Insulation Replacement			350,000								
FY28 CMP7013 MGT2 Evap Cooler Media						300,000					350,000
FY26 CMP7014 MGT2 Generator Rewind				500,000							
CMP7022 MGT2 TORQUE CONVERTER				90,000					40,000		
CMP7025 MGT2 EXPANSION JOINTS			80,000	100,000		40,000					200,000
CMP7026 MGT2 CAPITAL COATINGS			25,000	25,000	45,000	50,000		25,000			50,000
FY26 CMP7028 MGT2 GEAR BOX OVERHAUL				150,673					40,000		
FY25 CMP7029 MGT2 CONTROLS UPGRADE			600,000								
Total	310,000	324,615	1,115,000	2,649,498	195,000	13,436,160	150,000	130,000	230,000	150,000	10,280,964
McIntosh Unit 2											
Total											
McIntosh Unit 3											
Total											

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY23 Original Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget	FY30 Proposed Budget	FY31 Proposed Budget	FY32 Proposed Budget	FY33 Proposed Budget
McIntosh Unit 5											
LMP9035 U5 Combustion Turbine Inspection Outage (Outage)		2,500,000	3,777,402			1,000,000	5,000,000		1,000,000		5,000,000
LMP9250 U5 LTMA Assets	7,919,866	8,388,518	7,386,639	2,432,855	4,431,309	4,544,559	4,611,769	11,441,523	6,952,808	12,376,166	
LMP9262 U5 STG Outage	50,000	1,973,498	3,160,072			2,725,000	3,700,000		2,500,000		1,500,000
LPE9781 U5 SCR Catalyst							1,000,000				
FY28 CMP5737 U5 AMMONIA CONTROL VALVE AND VAPORIZER REPLACEMENT						150,000					
CMP5738 U5 REPLACE 15 CDM MONITORS	270,000										
CPE4142 U5 Inlet Filters Replacement		225,000			450,000			250,000			300,000
CMP4085 U5 Facilities Recoating	250,000		50,000	300,000	300,000			350,000			350,000
CMP4099 U5 Combustion Turbine Dynamic Sensor Upgrade (Outage)						150,000					
CMP5342U5 Combustion Turbine Insulation							1,000,000		1,500,000	1,500,000	
CMP5372 U5 Cooling Tower Structure Reinforcement			100,000	102,500	200,000	20,000	200,000	250,000	250,000		
CMP5511 U5 T3000 Application Processors			300,000	300,000					300,000		
CMP5539 U5 CEMS Upgrade			75,000			150,000			300,000		
CMP5545 U5 Expansion Joint		140,000		150,000				160,000			150,000
CMP5478 U5 Cooling Tower Acid Tank Replacement				40,000					45,000		
CMP5492 COMBUSTION TURBINE INSULATION	500,000										
CMP5500 U5 HRSG Recoating	150,000				150,000			150,000			150,000
CPE5501 U5 BFP Overhauls				180,000	190,000						250,000
CMP5615 U5 Replace Sign on Building	34,000								45,000		
CPE5619 U5 Combustion Hardware Upgrade	1,750,000	1,500,000				2,000,000		3,000,000	3,000,000	3,500,000	
FY30 CMP5622 U5 Cooling Tower Motor Soft Starts Polisher Resin Replace								300,000			
CMP5624 U5 Condensate Pump/Motor Upgrades				120,000	130,000						150,000
FY25 CMP5625 U5 Controls Upgrade						550,000					
CMP5626 U5 Cooling tower Bleach Tank							35,000				
FY24 CMP5627U5 HP Roof/Floor Liners/Casing Pen seals Replacement		3,783,000									
FY28 CMP5649 U5 Replace CO catalyst							1,000,000				
FY25 CMP5652 U5 Gas Control Valve Overhaul			200,000				225,000				250,000
FY27 CPE5658 U5 BFP & Condesate Pump VFD Retrofit					350,000				350,000		
FY26 CMP5659 U5 Boiler Feed Pump Motor Overhauls				680,000				750,000	750,000		
CMP5660 U5 Inlet Recoating	50,000		50,000		200,000	200,000	275,000	250,000	300,000		300,000
FY27 CMP5661 U5 Turbine Exhaust Diffuser				1,467,000	2,000,000	500,000	300,000				

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY23 Original Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget	FY30 Proposed Budget	FY31 Proposed Budget	FY32 Proposed Budget	FY33 Proposed Budget
FY26 CMP5662 U5 HRSG HP Superheater				8,000,000	7,000,000						
FY25 CMP5663 U5 Start Up Motor			100,000						125,000		
CMP5664 U5 Circ Water Pumps	50,000			450,000	450,000						
FY25 CMP5665 U5 Auxillary Circ Water Pump				75,000							150,000
CMP5666 U5 Valve Replacements	680,000	100,000	150,000	300,000	400,000	300,000	300,000	150,000	150,000	350,000	150,000
CMP5667 U5 Fire System Louvers					25,000			300,000			
CMP5669 U5 Motor Overhauls	155,000	50,000	80,000	100,000	120,000	60,000	70,000	80,000	120,000		
CMP5647 U5 Waste Water Sump Pumps				150,000	150,000			350,000			100,000
CMP5695 U5 Replace Battery Banks							80,000	80,000	80,000	80,000	
FY25 CMP5696 U5 CT Generator Rewind/Stator Rewedge			2,200,000								
FY25 CMP5697 U5 Condensate Tank Recoat (Interior)			20,000		80,000			80,000			
FY26 CMP5694 U5 IP Tube Bundle Replacements				2,000,000	3,000,000						
CMP5706 U5 L-0 Failure Mitigation								1,500,000			
FY25 CMP5708 U5 CT Enclosure Roof Panel Repl.			100,000					250,000			
FY26 CMP5710 U5 Attemperator Replacement											500,000
FY29 CMP5712 U5 Evaporative Cooler Media Repl.							350,000				
CMP5714 U5 CT Shaft Ground Upgrade				175,000							
CMP5709 U5 HP and IP silencer replacement							250,000				
FY27 CMP5715 U5 ST Gland Steam Warning				210,000							
FY27 CMP5713 U5 Torque Converter Overhaul			180,000						220,000		
CMP5721 U5 ST L-0 BLADE REPLACEMENT	3,737,708										
FY32 CMP5735 U5 SIEMENS ROTOR THROUGH-BOLT EXCHANGE										2,141,919	
LMP5736 U5 RAC RETUBING	1,000,000	350,000									1,000,000
FY30 CMP5740 U5 ST GENERATOR REWIND/STATOR REWEDGE								1,800,000			
FY27 CMP5741 U5 ST SHAFT GROUND UPGRADE					75,000						
FY24 CMP5742 U5 1000KVA FEEDER CABLES		400,000									
Total	16,596,574	19,410,016	17,929,113	17,232,355	19,701,309	12,349,559	18,396,769	21,491,523	17,987,808	19,948,085	10,300,000
Larsen Plant											
LLP9021 U8 Controls Upgrade (Outage)				3,000,000							
FY24 CLP4134 U8 Condensate Tank Recoat (Interior)		50,000					25,000				
CLP4141 U8 Potable Water Replacement	50,000	50,000									

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY23 Original Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget	FY30 Proposed Budget	FY31 Proposed Budget	FY32 Proposed Budget	FY33 Proposed Budget
CPE4146 U8 Overduted U8 Electrical Equipment	500,000										
CLP4149 U8 CT Hydraulic Pump Replacement	28,000										75,000
CLP4150 U8 Nox Water Pumps	50,000				50,000	50,000					125,000
CMP4083 Larsen Facilities Recoating	100,000	10,000	100,000	100,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
CMP5318 U8 CEMS Analyzer Repl			50,000						75,000		
CLP4277 CEMS Server Upgrade - Larsen				50,000				100,000			
CLP4159 U8 Major Motor Overhauls	10,000	10,000	10,000	10,000	10,000	10,000	250,000	10,000	250,000	250,000	25,000
FY26 CLP4160 U8 Boiler Feed Pumps				81,120	81,120						200,000
CLP4165 U8 Fuel Oil Flow Divider	50,000					125,000					
CLP4166 U8 Voltage Regulators										500,000	
FY31 CLP4167 U8 Wing Cowl Plenum									1,500,000		
FY29 CLP4168 U8 CT Lube Oil Replacement							130,000				
LPE4179 U8 Closed cylce cooling water exchanger					750,000			350,000			
CLP4180 U8 Air Dryer	25,000						50,000				
FY24 CLP4181 U8 Air Filters		100,000			140,000			165,000			180,000
CLP4182 U8 Mee Fogging System							300,000				
FY25 CLP4185 U8 CT Fuel Oil Pump and Clutch			90,000								
CLP4169 U8 Breaker Overhauls		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
LLP9019 U8 Traveling Screens	498,292										
CLP4190 U8 Protective Relay Replacement							1,000,000				
FY22 CLP4197 U8 ST Inter/After Condenser Retubing						150,000			150,000		
FY24 CLP4198 U8 Battery Bank Replacement		75,000						100,000			
CLP4199 U8 Air Compressor	20,000						50,000				75,000
CLP4210 U8 Cranking Motor	250,000				150,000					250,000	
CLP4208 U8 GAS CONTROL & SR VALVE OVERHAUL							100,000				
CLP4211 U8 EXHAUST SILENCER							200,000				
CLP4220 U8 CT EXHAUST EXPANSION JOINT	125,000					150,000					250,000
FY23 CLP4221 U8 HRSG VALVES	150,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
CLP4222 U8 HYDROGEN BULLET INSTALLATION	75,000										
U8 - Combustion Turbine Inspection Outage					1,000,000						
FY25 CLP4283 U8 CONTROLS HARDWARE UPGRADE			250,000								

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY23 Original Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget	FY30 Proposed Budget	FY31 Proposed Budget	FY32 Proposed Budget	FY33 Proposed Budget
FY24 CLP4284 U8 CT QUADVOTER INSTALLATION		276,000									
FY26 CLP4285 U8 HUMIDITY SENSOR UPGRADE				35,000							
Total	1,931,292	598,500	527,500	3,303,620	2,458,620	762,500	2,382,500	1,002,500	2,252,500	1,277,500	1,207,500
Winston Plant											
LPE9272 WIN NOx Catalyst Replacement					200,000	200,000	200,000	200,000	200,000	200,000	250,000
CPP4240 WINSTON REPLACE 17 GENERATOR GOVERNORS - DSLC2	250,000										
CMP4082 Winston Facilities Recoating	5,000		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	7,500
CPP4184 WIN Breaker Replacements	12,000	15,000	15,000	20,000	20,000	22,500	26,998	27,500	30,000	30,000	40,000
FY25 CMP6605 Winston Generator Rewind			75,000	82,000	82,000	84,000	86,000	90,000	100,000	100,000	115,000
CMP6606 Winston Air Conditioners		20,000		30,000		30,000		50,000			75,000
FY25 CMP Winston Engine Overhauls			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
FY25 CPP4241 WIN CO CATALYST REPLACEMENT			210,000			250,000			250,000		250,000
FY24 CPP4242 WIN CONTROLS UPGRADE		52,756									
Total	267,000	87,756	405,000	237,000	407,000	691,500	417,998	472,500	685,000	435,000	837,500
Other Production Projects											
LPE9859 PCM NERC Compliance	280,712	287,730	294,923	302,296	309,853	317,599	325,539	333,677	342,019	352,280	362,848
CMP4105 PCM Engineering Capital Tool Replacement (MBFA)	12,500	12,500	12,500	15,000	15,000	15,000	15,000	15,000	15,000	15,000	25,000
CPP6501 PCM Maintenance Tools (MBFA)	75,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	90,000
CPP6506 PCM Lab Test Equipment (MBFA)	15,000		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
CPP6509 PCM Plant A/C and Air Handler Contingency	75,000	30,000	32,500	35,000	37,500	40,000	42,500	45,000	47,500	50,000	75,000
CPP6529 PCM Industrial Coatings Plan	50,000		50,000	150,000	150,000	50,000	50,000	50,000	50,000	50,000	150,000
CPP7219 COL R&R Capital Resources	631,372	678,000	600,000	600,000	600,000	612,000	624,240	636,725	636,725	649,459	649,459
CPP6543 PCM Plant Transportation (MBFA)	10,000	20,000	10,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	25,000
LPE9865 COL 16" Gas Line Relocation - SR33 Widening	250,000										
CPP6550 COL Site Improvements (post U3, move main gate)	224,926				500,000		500,000	500,000	500,000	500,000	
FY26 CMP7301 ME Major Outage Work				39,327	183,527	40,916	412,000	400,000	400,000	150,000	150,000
FY31 CMP7302 ME Catalyst									500,000	500,000	
FY29 CMP7303 ME Air Compressor Eompressor Overhaul								50,000	50,000		
FY28 CMP7304 ME Controls Upgrade											750,000
FY25 LPP7305 MAN LTMA			1,040,000	1,060,800	1,082,016	1,103,656	1,125,730	1,148,244	1,171,209	1,194,633	1,218,526
CPP6557 PCM INDUSTRIAL MOBILE EQUIPMENT (MBFA)	250,000			125,000	90,000						500,000

**Lakeland Electric
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	FY23 Original Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget	FY30 Proposed Budget	FY31 Proposed Budget	FY32 Proposed Budget	FY33 Proposed Budget
FY24 CMP6559 PCM PROTECTIVE RELAY HMI TO MONITOR		75,000	75,000								
Total	1,874,510	1,168,230	2,254,923	2,488,423	3,128,896	2,340,171	3,256,009	3,339,646	3,873,453	3,622,372	4,070,833
Transmission Lines											
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			
LDE8133 Northwest-West 69kv Ln - THP											300,000
FY26 CDE8134 Highland City-Eaton Park 69kv Ln - THP							700,000				
FY25 CDE8136 Southwest-West 69kv Ln - THP			833,165	500,000							
FY31 CDE8138 Southwest-Medulla 69kv Ln - THP									600,000	500,000	
FY29 CDS8144 County Line Rd S-Winston 69kv Ln-Winston Sub Equip							275,000				
FY29 CDE8146 Galloway-Sutton 69kv Ln							400,000				
CDE4010 Transmission Pole Repl (007)	120,000	120,000	121,800	123,627	125,481	127,364	129,274	131,213	133,181	135,179	137,207
CDE4045 Transmission Wood Poles Inspection/Retreatment	45,000	10,000	10,150	10,302	10,457	10,614	10,773	10,934	11,098	11,265	11,434
Total	165,000	130,000	965,115	2,158,929	898,938	137,977	2,015,047	642,148	744,280	646,444	448,641
Distribution Lines											
FY26 CDE8137 Larsen N314 Ln Upgrd						450,000					
CDE8138 Hemphill H384 Ln Upgrd						105,000					
FY31 CDE8139 Medulla M364 Line Upgrade - Part 2										250,000	
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			100,000								
FY26 CDE8153 West W374 Ln Upgrd				150,000							
FY25 CDE8154 Southwest J384 Ln Upgrd			75,000								
FY26 CDE8157 Winston T384 Ln Upgrd							285,000				
FY26 CDE8158 Winston T364 Ln Upgrd							50,000				
FY30 LDS8120 Christina Terminal for County Ln S								200,000	200,000	200,000	
FY27 CDE8128 Orangedale V354 New Circuit					260,000						
FY30 CDE8130 Orangedale V384 New Circuit								60,000			
FY30 County Line Rd S Circuits CL334, CL344, CL354								400,000	400,000	400,000	
FY26 CDE8132 Hamilton Circuits HA334, HA344, HA354		175,000									
CDE4001 Minor Improv/Reloc to Roads (007)	500,000	200,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000

**Lakeland Electric
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	FY23 Original Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget	FY30 Proposed Budget	FY31 Proposed Budget	FY32 Proposed Budget	FY33 Proposed Budget
CDS4011 Capital Equipment Purchases (007) (50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CDE4003 Transformer Repl-OH Dist	100,000	100,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
CDE4004 Transformer Repl-UG Dist (007)	150,000	120,000	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	15,000	15,225	15,453	15,685	15,920	16,159	16,402	16,648	16,897	17,151
CDE4008 Padmount Switch Install (007)	250,000	500,000	507,500	515,112	522,839	530,682	538,642	546,722	554,922	563,246	571,695
CDE4011 Distribution Pole Repl	2,700,000	2,800,000	1,700,000	1,700,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
CDE4020 Roadway Lighting Installations	500,000	500,000	507,500	515,112	522,839	530,682	538,642	546,722	554,922	563,246	571,695
CDE4030 City Facilities Lighting Installations	15,000	15,000	15,225	15,453	15,685	15,920	16,159	16,402	16,648	16,897	17,151
CDE4040 Private Area Lighting Installation	500,000	500,000	507,500	515,112	522,839	530,682	538,642	546,722	554,922	563,246	571,695
CDE4045 Distribution Wood Poles Inspection/Retreatment	700,000	700,000	710,500	721,157	731,975	742,954	754,099	765,410	776,891	788,545	800,373
CDE4232 Capacitor Station Installation	80,000	100,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
CDE4500 Subdiv & Comm Development (007)	1,700,000	700,000	710,500	721,157	731,975	742,954	754,099	765,410	776,891	788,545	800,373
CDE4502 New OH Residential Svc	50,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
CDE4503 New UG Residential Svc	125,000	125,000	126,875	128,778	130,710	132,670	134,661	136,680	138,731	140,812	142,924
CDE4504 Upgr OH Residential Svc (007)	10,000	10,000	10,150	10,302	10,457	10,614	10,773	10,934	11,098	11,265	11,434
CDE4505 Upgr UG Residential Svc	10,000	10,000	10,150	10,302	10,457	10,614	10,773	10,934	11,098	11,265	11,434
CDE4506 OH Line Extensions (007)	5,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CDE4507 UG Line Extensions (007)	25,000	25,000	25,375	25,756	26,142	26,534	26,932	27,336	27,746	28,162	28,585
CDE4508 OH New Comm Svc GS	30,000	30,000	30,450	30,907	31,370	31,841	32,319	32,803	33,295	33,795	34,302
CDE4509 UG New Comm Svc GS	100,000	100,000	101,500	103,022	104,568	106,136	107,728	109,344	110,984	112,649	114,339
CDE4510 OH Upgr Comm Svc	10,000	10,000	10,150	10,302	10,457	10,614	10,773	10,934	11,098	11,265	11,434
CDE4511 UG Upgr Comm Svc	90,000	70,000	71,050	72,116	73,197	74,295	75,410	76,541	77,689	78,854	80,037
CDE4512 OH New Comm Svc GSD	74,000	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	100,000	100,000	101,500	103,022	104,568	106,136	107,728	109,344	110,984	112,649	114,339
CDE4515 UG New Comm Svc GSLD	200,000	200,000	203,000	206,045	209,136	212,273	215,457	218,689	221,969	225,299	228,678
CDE6251 Reliability-Recloser Installation	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
CDE6260 Fault Indicator Installation	3,000		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
CDE6268 General Reliability Improvements	600,000	525,533	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
CDE6340 Minor Line Extensions	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CDE5125 URD Cable Replacement	25,000	25,000	25,375	25,756	26,142	26,534	26,932	27,336	27,746	28,162	28,585
FY24 CDE4143 Dranefield D374 Ln Upgrd		135,000									

**Lakeland Electric
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CDE8133 Downtown Overhead to Underground Conversion	500,000	50,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
FY28 CDE5140 Dranefield D364 Line Upgrade						250,000					
FY25 CDE5141 Galloway G384 Line Upgrade			250,000								
FY27 CDE5142 Palmetto A334 Line Upgrade					150,000						
FY25 CDE4153 Grove E354 Line Upgrade			84,000								
FY23 CDE4155 Winston T374 Line Upgrade	275,000										
FY25 CDE8223 Orangedale V334 Line Upgrade Part 2			253,000								
FY26 CDE4169 Northwest K344 Line Upgrade				300,000							
FY26 CDE8156 Medulla M344 Ln Upgrd				25,000							
FY25 Orangedale V344 Line upgrade			250,000								
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					
CDE8163 Recloser Installation - FEMA Mitigation			1,500,000								
CDE4200 OH Reliability Improvement	100,000										
CDE4300 Underground Reliability Improvement Project	150,000										
FY23 CDE8165 HIGHLAND CITY L334 LINE UPGRADE	150,000										
FY26 CDE8143 Sutton S354 Ln Upgrd				175,000							
Total	9,962,000	8,050,533	8,771,175	7,156,193	6,856,066	7,177,806	6,677,429	7,062,945	7,064,369	7,376,715	6,589,995
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
CDS6085 Various Transmission Breaker Replacements	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total	100,000	100,000	100,000	100,000	100,000	100,000	154,000	100,000	100,000	100,000	2,100,000
Distribution Substations											
FY30 CDS8113 FY18 Grove Sub Upgrade (Add 2nd Transformer)								1,750,000			
FY26 CDS8118 Indian Lakes Capacitor Bank Addition											25,000

**Lakeland Electric
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FY26 CDS8121 Interstate 12kV Feeders for TX #2					500,000						
CDS8124 Interstate Sub Upgrade (Add 2nd Transformer)				1,750,000							
CDS4122 Substations Animal Protection	5,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CDS4222 Battery Bank Replacement	30,000	30,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
CDS4226 Substation Intergration	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CDS6346 Various Distribution Breaker Replacement	120,000	120,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
FY24 CDS4139 PURCHASE TRACTOR (TRUCK) FOR OIL TANKER		450,000									
FY24 CDS4142 PURCHASE OIL TANKER FOR SUBSTATION		200,000									
CDS5126 12KV Switch Replacement	5,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CDS6036 Sub. Trans Power Transformer Equip.	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
DCS6036 Sub. Dist. Power Transformer Equip.	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
FY24 CDS4842 AUTOTRANSFORMER DGA MONITORS (TENOROC/MCINTOSH/EATON PARK		60,000									
FY26 Orangedale New Circuit V384 substation equipment				100,000							
FY27 Orangedale Transformer #1 Upgrade					850,000						
FY28 Sutton Transformer #2 Upgrade						850,000					
LDS8025 Hamilton Substation	100,000										
FY23 CDS8038 OMICRON TESTER FOR RELAY SHOP	80,000										
FY23 CDS8166 ORANGEDALE BUS 1 UPGRADE	150,000										
FY24 CDS4230 SF6 TESTER (PORTABLE TEST EQUIPMENT)		65,000									
FY24 CDS4224 GE TRANSPORT DISSOLVED GAS ANALYZER (DGA) (PORTABLE TEST		66,000									
FY24 LDS8114 West Transformer 2 Upgrade		1,500,000									
Total	765,000	2,776,000	385,150	2,235,302	1,735,457	1,235,614	385,773	2,135,934	386,098	386,265	411,434
Other Delivery Projects											
LDE8281 Hamilton - Winston 69kv line				50,000	1,900,000						
FY24 CDC4032 SYSTEM CONTROL DESK REPLACEMENT		50,000									
CDG4003 Engineering Project Support			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
CDP4006 Purchs New Electric Meters	372,727	471,322	387,786	395,541	403,452	411,521	419,752	428,147	436,710	445,444	454,064
CDG6138 R&R Capital Project Resources	7,389,959	7,639,031	7,591,914	7,895,590	8,211,414	8,539,870	8,881,465	9,236,724	9,606,193	9,990,440	10,390,058
CDG4005 Tool & Safety Equip-Capital (MBFA) (007)	90,000	65,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
CDO4128 Pole Yard Improvements	20,000	30,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CEE6224 Distribution System Audit						750,000					

**Lakeland Electric
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CDP5124 Radio Communication to Reclosers	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
CDE4235 Distribution Automation	200,000		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CDP5034 SI Installed Inventory/Replacement	50,000	50,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
CDP5035 Dell SecureWorks IDS/IPS						320,000		320,000	320,000	320,000	
CDP5134 RTU Power Supply Upgrade/Redundancy	15,000	15,000									
CDE4043 Designer Upgrade & Implementation	520,000										
MGM4857 SmartGrid Tower Project	203,446										
CDP4006 PURCHASE NEW ELECTRIC METERS	266,438	299,759	293,747	308,435	323,856	340,049	357,052	374,904	393,650	413,332	465,026
Total	9,147,570	8,640,112	8,398,447	8,774,566	10,963,722	10,486,441	9,783,269	10,484,775	10,881,552	11,294,216	11,434,148
Miscellaneous Projects											
FY24 CSG5146 EMERGING TECHNOLOGY CAPITAL IMPROVEMENT		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
FY23 CFM5730 SUBSTATION ROOFS	15,000	15,750	16,538	17,364	18,233	19,144	20,101	21,107	22,162	23,270	24,433
FY23 CFM5729 SOLAR TREE MEMORIAL ART PROJECT	150,000										
CCS5013 Capital Project Resources	53,969	54,146	78,797	55,190	56,570	80,767	57,984	59,434	82,786	61,217	62,441
CDS4123 Substations Fence Replacement & Upgrds	50,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
CDS4124 Substations Grid Rock Addition	50,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
FY23 CDP3915 METERSHOP TOOLS AND EQUIPMENT	55,000	55,000	55,000								
CGM8888 Rate Case Study		125,000		125,000			125,000				
MDM9921 Oracle Utilities MSCS Upgrade and Replacement of Lodestar	135,320	141,733									
FY23 CCS5014 DISASTER RECOVERY	46,583										
FY23 CFM1814 TOWN CENTER REMODEL	50,000										
CDA5096 CROW Water Projects Easements	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)
Total	550,872	536,629	296,835	345,577	224,371	251,047	355,813	234,885	260,932	242,136	246,213
Building Improvements											
CTR5704 ADA Building Modifications	300,000	1,200,000									
CMP5014 LE-Security Enhancement	275,953	282,852	289,923	297,171	304,600	312,215	320,020	328,021	336,222	346,309	356,698
CFM4309 LE Roof Improvements	175,000										
CFM4651 Security Systems for E&W Building (007)	27,596	28,286	28,993	29,718	30,461	31,223	32,004	32,804	33,624	34,633	35,672
CTS5720 Furniture Requirements - Capital (MBFA)	10,200	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902

LAKELAND ELECTRIC
RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN

Lakeland Electric 10 Year Capital Improvement Plan

	FY23 Original Budget	FY24 Proposed Budget	FY25 Proposed Budget	FY26 Proposed Budget	FY27 Proposed Budget	FY28 Proposed Budget	FY29 Proposed Budget	FY30 Proposed Budget	FY31 Proposed Budget	FY32 Proposed Budget	FY33 Proposed Budget
CFM4306 Admin Building Capital Improvement	69,181	159,365	165,612	168,924	172,303	175,749	179,264	182,849	186,506	190,236	194,041
CFM5712 Major Equipment Purch (MBFA)	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975	6,095	6,217
CTS4307 T&D Building Capital Improvements	51,000	52,020	53,060	54,122	55,204	56,308	57,434	458,583	59,755	60,950	62,169
CFM5707 HVAC System Upgrades (Substations) - Replace Project 315707	5,000		5,000		5,000		5,000		5,000	5,000	5,000
CFM5713 Admin Building Space Study & Modifications		400,000									
FY24 CFM5717 LE Admin Building & Garage - Seal Concrete		40,000	450,000								
CFM5718 Chiller Coil Replacement						1,000,000					
FY27 CFM5719 Storm Vault Media Replacement					35,000						
FY27 CFM5721 Fire Alarm System Replacement					250,000						
CFM5725 Parker Street Remodel (Meter Services)	100,000										
Total	1,019,030	2,187,725	1,018,294	576,155	879,313	1,602,775	621,547	1,030,639	650,056	666,656	683,699
Technology Improvements											
CCS4125 Web/eCommerce Upgrades	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
CDC6284 SCADA/EMS Upgrade	60,000	418,000		1,700,000							
CDC6396 NERC CIP Compliance-Cybe Sec Needs for EMS Sys	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CTC5111 Fiber Services Connections	25,550	25,550	25,550	25,550	25,550	25,550	25,550	25,550	25,550	25,550	25,550
CCS4114 UMS Upgrade			150,000	300,000		150,000			300,000		
CFM5723 Electric Fleet Infrastructure - LE Admin Garage	40,000	3,000									
otal	250,550	571,550	300,550	2,150,550	150,550	300,550	150,550	150,550	450,550	150,550	150,550
TOTAL CAPITAL IMPROVEMENT PLAN	44,564,398	44,858,279	42,560,489	51,168,168	47,959,241	50,882,100	44,856,704	48,288,045	45,576,599	46,405,939	48,771,477



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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.

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.

Amortization: A method for spreading out the cost for the use of a long-term asset over the anticipated life of the asset.

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.

Audit: The evaluation of the City's financial records to make sure that they are accurate.

Authorized Position: An employee position, authorized in the adopted budget to be filled.

Available (Undesignated) Fund Balance: Refers to the funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

Bad Debt: The estimated amount of accounts owed to the City (receivables) that will not be collected during the year. This includes utility accounts, accident damage repair accounts and other miscellaneous account receivables, which are deemed uncollectible.

Balanced Budget: Total estimated receipts, including appropriated fund balance/reserve, shall equal total of appropriations and reserves for future use.

Base Budget: Cost of continuing the existing levels of service in the current budget year.

Bond: A long term promissory note or IOU. The note includes a specific principal amount and stated interest rate. Bonds are used to finance capital projects.

Bond Refinancing: A payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

Budget: A financial plan approved by the City Commission that includes estimates for revenues and limits on expenditures.

Budget Calendar: The schedule of key dates that the city follows in the preparation and adoption of the budget.

Budgetary Control: The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Capital Assets: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Expenditure: Money spent to acquire or upgrade physical assets such as buildings and machinery.

Glossary of Terms

Capital Improvement Plan (CIP): A capital improvement project is defined as a major construction expansion, purchase or major repair/replacement of buildings, infrastructure or other property which has an estimated total expenditure of \$25,000 or more. Except for emergency repairs, capital improvements are programmed and scheduled based upon the City's projected financial ability to purchase and maintain the capital project or equipment.

Capital Outlay: Fixed assets which have a value of \$1,000 or more and have a useful economic lifetime of more than one year or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project: Major construction, acquisition, or renovation activities that add value to a government's physical assets or significantly increase its useful life.

Central Business District (CBD): The core area of Lakeland's downtown.

Charges for Services: A user fee or rate levied against a person or entity that has received an identifiable benefit in exchange. Examples would include utility service or a parking space.

Collective Bargaining Agreement: A legal contract between the City and representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Component Unit: A legally separate organization for which the elected officials of the city are financially accountable. A component unit can be another organization for which the nature and significance of its relationship with the City such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

Consumer Price Index (CPI): A statistical description of price levels provided by the U.S. Department of Labor. The index is used to measure the increase in the cost-of-living economic inflation.

Contingency: A budgetary reserve for emergencies or unanticipated expenditures/opportunities.

Contractual Services: Services rendered to the city by private firms, individuals, or other governmental agencies (e.g., maintenance agreements and professional consulting services).

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.

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.

Glossary of Terms

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.

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.

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.

Glossary of Terms

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 most 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 (GASB) 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.

Non-Major Fund: Funds that do not meet the Governmental Accounting Standards Board's (GASB) requirements for major funds.

Objective: A specific/quantifiable statement of what the city, a department or a unit expects to accomplish in a fiscal year.

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 Measure: Data collected to determine a program's effectiveness or efficiency in achieving its objectives.

Permanent Fund: A restricted fund where only the interest from an investment may be spent to support City services.

Property Tax: A tax levied on real estate as well as commercial and industrial personal property based on the value of the property.

Proprietary Fund: Funds that recover their costs through user fees. Enterprise Funds and Internal Services Funds are examples.

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

Glossary of Terms

Reserve: An account used to set aside budgeted revenues that are not required for expenditure in the current budget year or 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.

Target Area: Area of focus for planning and business decisions.

Target Budget: Desirable expenditure levels provided to departments to develop a recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

Tax Base: The total property valuations on which each taxing agency levies its tax rates.

Tax Levy: The total amount of revenue raised from general property taxes.

Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation. Often called millage rate.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

Transfer: A transfer is movement of money or assets from one fund to another that is not a payment for service. Sometimes a transfer is one fund subsidizing another fund.

Unencumbered Balance: The amount of an appropriation that was not expended or encumbered and is still available for future purposes.

User Fee: Revenue paid by a party directly benefiting from the use of receipt of a public service.

Utility Tax: A consumer tax levied by cities on the use of utilities such as electricity, telephone, or gas.

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	CPR	Cardiopulmonary Resuscitation
ACA	Affordable Care Act	CRA	Community Redevelopment Agency
ACH	Automated Clearing House		
ADA	Americans with Disabilities Act	CROW	Contracts Right of Way
AD&D	Accidental Death & Dismemberment	CSU	Community Services Unit
		CUST SVC	Customer Service
AP	Accounts Payable	DARE	Drug Abuse Resistance Education
ALS	Advance Life Support	DART	Domestic Abuse Response Team
AMI	Average Median Income	DCA	Department of Community Affairs
AOA	Airport Operating Area	DEP	Department of Environmental Protection
APPA	American Public Power Association		
		DEV	Development
ARFF	Aircraft Rescue & Fire Fighting	DIST	Distribution
ARPA	American Rescue Plan Act	DOT	Department of Transportation
ATB	Across the Board increase	DNA	Dinoclaustic Nucleic Acid
ATC	Airport Traffic Control	DoIT	Department of Information Technology
BCE	Business Cooperative Education		
BEMP	Building, Electrical, Mechanical, Planning	DOJ	Department of Justice
		DRI	Development of Regional Impact
BICEP	Building Inspection Code Enforcement Program	DRT	Design Review Team
		DUI	Driving Under the Influence
BITS	Building Inspection Transportable System	DV	Digital Video
		EAA	Experimental Aircraft Association
BEBR	Bureau of Economic & Business Research	ECS	Emergency Communications Specialists
BJA	Bureau of Justice Assistance	EMS	Energy Management System
BLS	Basic Life Support	EMT	Emergency Medical Technicians
BMP	Best Management Practices	EPA	Environmental Protection Agency
CADD	Computer Assisted Design and Drafting	EZ	Enterprise Zone
		FAA	Federal Aviation Authority
CAFR	Comprehensive Annual Financial Report	FAR	Federal Aviation Regulation
		FDLE	Federal Department of Law Enforcement
CAIR	Clean Air Interstate Rule		
CBD	Commercial Business District	FDOT	Florida Department of Transportation
CBE	Cooperative Business Education		
CBIR	Community Budget Issue Request	FEMA	Federal Emergency Management Agency
CDBG	Community Development Block Grant		
		FHFC	Florida Housing Finance Corporation
CDC	Community Development Corporation		
		FHSAA	Florida High School Athletic Association
CE	Code Enforcement		
CIP	Capital Improvement Plan	FLC	Florida League of Cities
CPI	Consumer Price Index	FMPA	Florida Municipal Power Agency
CLMP	Comprehensive Lakes Management Plan	FOAG	Florida Office of the Attorney General
CM	City Manager	FRCC	Florida Reliability Coordinating Council
CONST	Construction		

Abbreviations and Acronyms

FRDAP	Florida Recreation Development Assistance Program	M/WBE	Minority/Women-Owned Business Enterprises
FT	Full-Time	MGD	Million Gallons per Day
FTE	Full-Time Equivalent	MGMT	Management
FWC	Florida Water Conservation	MLK	Martin Luther King
FY	Fiscal Year	MSG	Main Street Garage
GAAP	Generally Accepted Accounting Principles	MSTU	Municipal Service Taxing Unit
GASB	Governmental Accounting Standards Board	MSW	Municipal Solid Waste
GFOA	Government Finance Officers Association	MWA	Maintenance Water Administration
GIS/CAD	Geographic Information System/Computer Aided Design	NAMI	National Alliance for the Mentally ill of Polk County
GKS	General Knowledge Study	NCAN	National College Access Network
GM	General Manager	NERC	N. American Reliability Corporation
GPS	Global Positioning System	NET	Neighborhood Enforcement Team
gWh	Giga-watt Hour	NLC	National League of Cities
HHR	Hurricane Housing Relief	NPDES	National Pollution Discharge Elimination System
HOME	Home Investment Partnership Program	O&M	Operating & Maintenance
HR	Human Resources	OH	Overhead
HVAC	Heating, Ventilation & Air Condition	OIS	Office of Innovation & Strategy
HRMS	Human Resources Management System	OMS	Outage Management System
ILS	Instrument Landing System	OSG	Orange Street Garage
IT	Information Technology	OUC	Orlando Utility Commission
KSI	Key Success Indicator	P&R	Parks and Recreation
kWh	Kilowatt Hour	PAL	Police Athletic League
LCRA	Lakeland Community Redevelopment Agency	PSC	Polk State College
LDDA	Lakeland Downtown Development Authority	PCCVB	Polk County Convention & Visitors Bureau
LDR	Land Development Regulation	PCD	Pollution Control Device
LEAD	Lakes Education Action Drive	PDA	Personal Digital Assistants
LEDC	Lakeland Economic Development Council	PIF	Public Improvement Fund
LFD	Lakeland Fire Department	PM	Preventative Maintenance
LGN	Lakeland Government Network	PSC	Public Service Commission
LLC	Limited Liability Corporation	PW	Public Works
LLIA	Lakeland Linder International Airport	PT	Part-Time
LPD	Lakeland Police Department	R&R	Repair and Replace
LRH	Lakeland Regional Health	ROI	Return on Investment
LTC	Long Term Capital	SAIDI	System Average Interruption Duration Index
LTMA	Long Term Maintenance Agreement	SANS	Storage Area Network
MAINT	Maintenance	SCADA	System Control Data Acquisition
		SEOC	State Emergency Operation Center
		SHIP	State Housing Initiative Program
		SOAT	Strategic Operating Activity Team
		SOP	Strategic Operating Plan
		SPCC	Simpson Park Community Center

Abbreviations and Acronyms

SRO	School Resource Officer
SWFWMD	Southwest Florida Water Management District
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAC	Targeted Areas of Concentration
TBD	To Be Determined
T&D	Transmission & Delivery
TD	Tourist Development
TDT	Tourist Development Tax
TEA-LU	Transportation Efficiency Act-A Legacy for Users
TECO	Tampa Electric Company
TMDL	Total Maximum Daily Load
TO	Table of Organization
TPO	Transportation Planning Organization
U&CF	Urban & Community Forestry
UCM	United Conference of Mayors
UG	Underground
UMS	Utility Management System
USEPA	United States Environmental Protection Agency
USF	University of South Florida
UT	Utility Tax
VISTE	Volunteers in Service to the Elderly
VOCA	Victims of Crime Act
WA	Water
WC	Workers Comp
WTP	Water Treatment Plant
WW	Wastewater
WWTP	Wastewater Treatment Plant
YTD	Year to Date

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