

City of Lakeland, Florida

Annual Budget

Fiscal Year 2022

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Performance Management Overview

Introduction

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

- “Strategic Operating Plan – Budget Cycle” is an overview of the Process and the timeline for developing the Strategic Plan, the Business Plan, the Capital Improvement Plan (CIP) and ultimately the Annual Budget.
- “Strategic Plan” serves as a guide to the business and budgetary direction of the entire organization with overall community implications.
- “Target Area Objectives and Initiatives” outlines tangible plans for making the Strategic Plan a reality.
- “Budgeting by Priorities” overview ensures budgets are properly aligned with the strategic priorities. Once priorities are identified, services are ranked according to how well they align with the priorities and resources are allocated in accordance with the ranking.
- “Process Improvement & Efficiencies” section provides an overview of the various process improvement methodologies used by our organization and allows each department to report their significant accomplishments or efficiencies during the prior fiscal year.
- “Performance Measures” aligns departments’ services and programs with the City Commission strategies enabling departments to systematically measure results and adjust actions and resources.
- “Performance Budget” is separated by Programs along with a definition of the Activities and Services contained within. Each Program section begins with a summary page outlining the respective Activities, Personnel Counts, Expenditures and Revenues. Following the Program page, each Activity’s Mission and Services are defined. Additionally, respective Department Changes and Accomplishments are outlined along with Performance Measures. Each Activity will also have a breakdown of positions, Expenditures and Revenue (if applicable). This breakdown provides the detail to understand the net cost of each service provided by the City.

Strategic Operating Plan – Budget Cycle Process

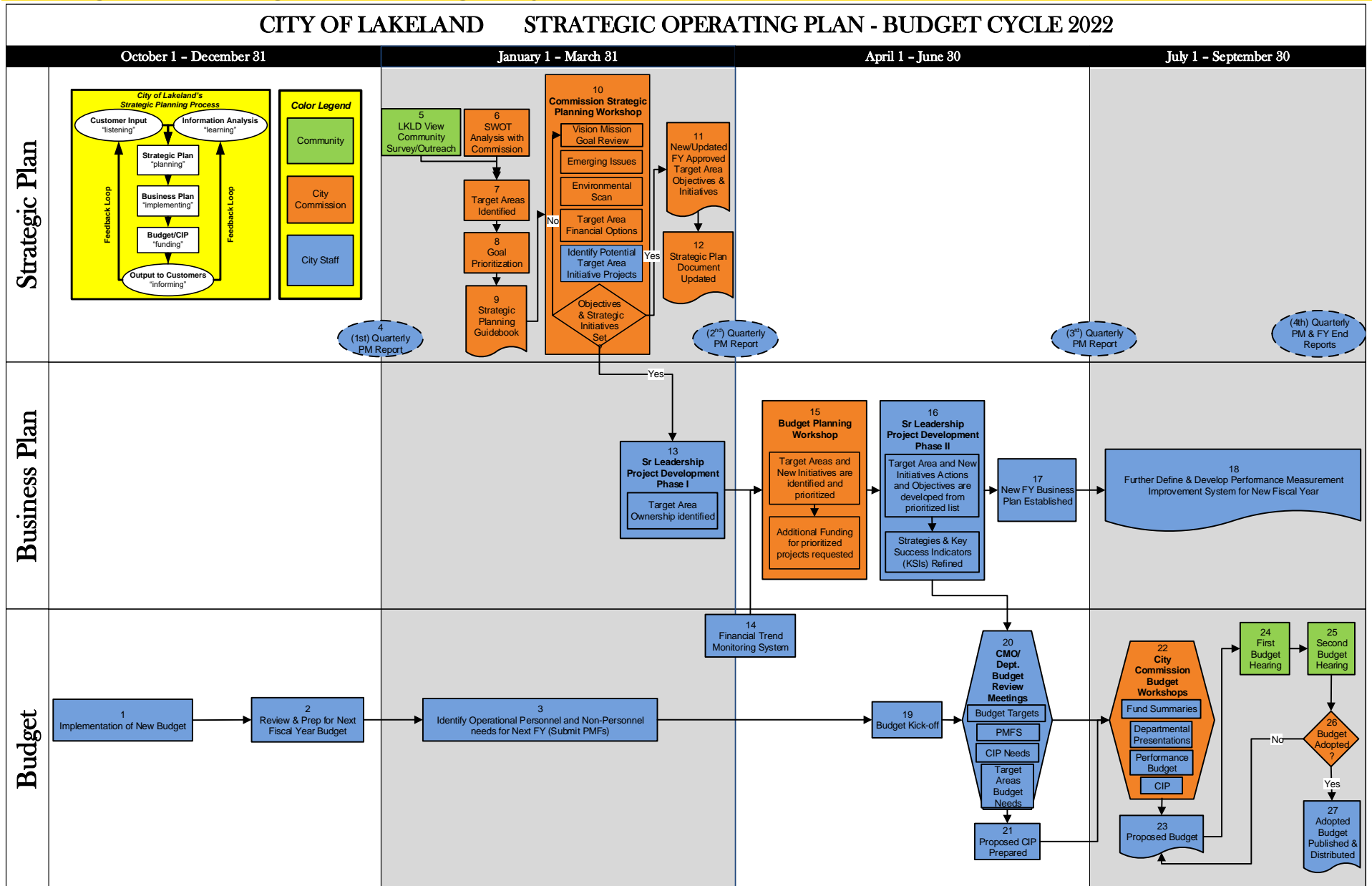


Figure D-1: Strategic Operating Plan and Budget Cycle Flow Chart

Strategic Operating Plan – Budget Cycle Tasks

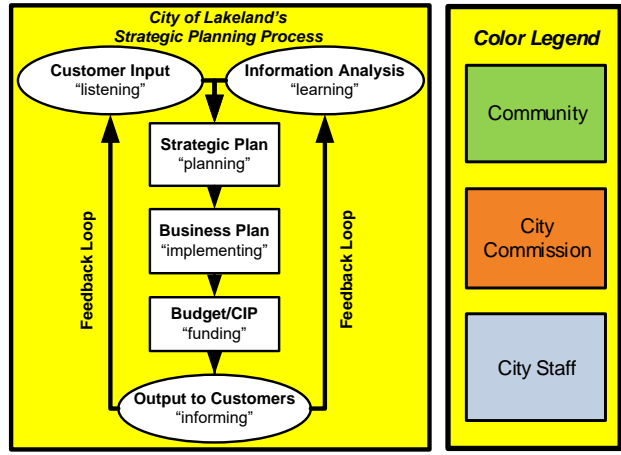


Figure D-2: Process Map Legend

Process Map Task	Description
<i>Budget:</i>	
1st Quarter	
1 Implementation of New Budget	Our fiscal year begins with the implementation of the new budget.
2 Review & Prep for Next Fiscal Year Budget	Preliminary feedback from internal users of City’s budgeting system for process improvement and optimal execution.
3 Identify Operational Personnel needs for Next FY (Submit PMFs)	City staff will identify operational personnel needs for next fiscal year. Program modification forms (PMFs) will be submitted for required personnel to allow time for PMF review and documentation.
<i>Strategic Plan</i>	
2nd Quarter	
4 (1st) Quarterly PM Report	City staff report on quarterly performance measures to City Management, the City Commission and Lakeland Citizens based on the Strategic Plan in meeting the City’s Vision, Mission, and Goals along with Target Areas and New Initiative Actions and Objectives
5 Lakeland (LKLD) View Community Survey/Outreach	The Lakeland (LKLD) View Community Survey is used to solicit participation with the Citizenry and used to gauge the overall quality of life in Lakeland. The survey data is provided to the City Commission for their use in strategic planning.

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

Strategic Operating Plan – Budget Cycle Tasks Continued

Process Map Task	Description
Strategic Plan Continued:	
2nd Quarter Continued <div style="background-color: orange; color: white; padding: 5px; text-align: center; margin-top: 10px;"> 6 SWOT Analysis with Commission </div>	A SWOT (strengths, weaknesses, opportunities, and threats) analysis is conducted by the Strategic Planning Facilitator with the Commissioners to use in the City’s strategic planning process.
<div style="background-color: orange; color: white; padding: 5px; text-align: center; margin-top: 10px;"> 7 Target Areas Identified </div>	Using the SWOT analysis, the Strategic Planning Facilitator conducts individual meetings with each Commissioner. From these meetings Strategic Target Areas are identified. These Target Areas are where the City Commission wants to focus City resources.
<div style="background-color: orange; color: white; padding: 5px; text-align: center; margin-top: 10px;"> 8 Goal Prioritization </div>	The City Commissioners individually value the six City goals. This ranking is completed prior to the Strategic Planning Workshop, using the Analytic Hierarchy Process (AHP), a statistically based theory. This ranking is then used to prioritize the City’s services, strategically aligning the services in order of importance to meeting the Goals of the City.
3rd Quarter <div style="background-color: orange; color: white; padding: 5px; text-align: center; margin-top: 10px;"> 9 Commission Strategic Planning Guidebook </div>	The Strategic Planning Guidebook provides the Commission information to use in developing the Strategic Plan for the upcoming year.
<div style="background-color: orange; color: white; padding: 5px; text-align: center; margin-top: 10px;"> 10 Commission Strategic Planning Workshop </div>	The City Commission Strategic Planning Workshop includes informational presentations on key issues, brainstorming, and discussions of issues by stakeholder panels and annual assessment and direction of the Strategic Plan by the City Commission.
<div style="background-color: orange; color: white; padding: 5px; text-align: center; margin-top: 10px;"> 11 New/Updated FY Approved Target Area Objectives & Initiatives </div>	Based on the previously described strategic planning activities above, new/updated approved Target Area Objectives and Initiatives are finalized for the upcoming fiscal year.
<div style="background-color: orange; color: white; padding: 5px; text-align: center; margin-top: 10px;"> 12 Strategic Plan Document </div>	The Strategic Plan Document is updated and serves as a guide to the business and budgetary direction of the entire organization with overall community implications.

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

Strategic Operating Plan – Budget Cycle Tasks Continued

Process Map Task	Description
Business Plan:	
<p>2nd Quarter</p> <p style="text-align: center;">13</p> <p style="text-align: center;">Senior Leadership Project Development</p>	<p>At Department Head Meetings, the City’s Senior Leadership Staff consisting of the City Manager’s Office, City Attorney’s Office, Department Directors, Assistant Directors and other key staff work together to develop proposed projects, identifying Target Area Ownership, to address issues identified in the City Commission’s Strategic Planning Workshop. Staff also develop budget prioritization objectives for the upcoming budgeting cycle premised on updated economic and fiscal conditions facing the community.</p>
Budget	
<p>3rd Quarter</p> <p style="text-align: center;">14</p> <p style="text-align: center;">Financial Trend Monitoring System</p>	<p>Analyses comprised of key financial/economic indicators that help measure the financial/economic health of the City. They include indicators, common ratios used to assess financial condition and giving a basis for comparison to other cities or service organizations. Indicators will fall into several categories including debt structure, unfunded liabilities, operating position, per capita revenues and expenditures, as well as non-financial community needs and resource indicators.</p>
Business Plan:	
<p style="text-align: center;">15</p> <p style="text-align: center;">Budget Planning Workshop</p> <p style="text-align: center;">Target Areas & New Initiatives are identified & prioritized ↓</p> <p style="text-align: center;">Additional Funding for prioritized projects requested</p>	<p>A Budget Planning Workshop with the City Commission identifying and prioritizing Target Areas and New Initiatives, along with identifying any additional funding needs.</p>
<p style="text-align: center;">16</p> <p style="text-align: center;">Sr. Leadership Project Dev.– Ph. II</p> <p style="text-align: center;">Target Areas & New Initiatives Actions & Objectives are developed from prioritized list ↓</p> <p style="text-align: center;">Strategies & Key Success Indicators (KSIs) Refined</p>	<p>At Department Head Meetings, the City’s Senior Leadership Staff consisting of the City Manager’s Office, City Attorney’s Office, Department Directors, Assistant Directors and other key staff work together to further develop Target Areas and New Initiative Actions and Objectives, including Key Success Indicators, from Commission’s Budget Planning Retreat prioritized list. Staff also develop budget prioritization objectives for the upcoming budgeting cycle premised on updated economic and fiscal conditions facing the community.</p>

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

Strategic Operating Plan – Budget Cycle Tasks Continued

Process Map Task	Description
Business Plan Continued:	
17 New FY Business Plan established	The new fiscal year Business Plan flows directly from the Strategic Plan document with defined Initiatives supporting the Strategies and Key Success Indicators based from operational performance.
4th Quarter 18 Further Define & Develop Performance Measurement Improvement System for new Fiscal year	Using the Strategic Plan document which includes Suggested Actions for Initiatives and Key Success Indicators, a plan is developed to assist in identifying improvements and/or determining the level of analysis needed for specific processes or services.
Budget	
3rd Quarter 19 Budget Kick Off	Administration’s directional strategy and preparation instructions for development of current cycle’s budgetary resources premised on Strategic and Business Planning results.
20 CMO/Dept. Budget Meetings Budget Targets PMFs CIP Needs Target Area Budget Needs	Administrative review of comprehensive departmental operational budgets. Target Areas and New Initiatives, Actions and Objectives budget needs including program modification forms (PMFs), table of organizations (staffing structure), CIP needs identifying new, replacement, or improvement projects and related costs based on departmental assessment with tentative determination by City Manager of proposed budget.
21 Proposed Capital Improvement Plan (CIP) Prepared	Capital Improvement Plan recommended by Finance Department and City Manager’s Office.

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

Strategic Operating Plan – Budget Cycle Tasks Continued

Process Map Task	Description
Business Plan Continued:	
4th Quarter 22 City Commission Budget Workshops Fund Summaries Dept. Presentations Performance Budget CIP	Legislative review of comprehensive budget recommended by departments and as proposed by City Manager including fund summaries (revenues and expenditures balance sheet), and presentation of each department’s capital projects, operating and performance budgets.
23 Proposed Budget	Tentative budget prepared and made available to City Commission and all stakeholders.
24 First Budget Hearing	Legally required first public hearing with timetable prerequisites preceding setting of property tax millage rate and adoption of final budget.
25 Second Budget Hearing	Legally required second public hearing with timetable prerequisites preceding setting of property tax millage rate and adoption of final budget.
26 Budget Adopted	Legislative approval by the City Commission of final tax millage rate and budget.
27 Adopted Budget Published & Distributed	Publication of final approved budget by the City Commission. Budget is distributed and application is submitted to GFOA for Distinguished Budget Award.

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

The Strategic Plan Target Areas - Objectives and Initiatives

The Strategic Plan is a five-year plan, updated in a series of Senior Leadership workshops, Commission Interviews and Commission Retreat where the environmental issues impacting the City, customer requirements and past performance are explored. The resulting Strategic Plan communicates the shared vision and direction for the City, which all subsequent tactical and financial planning supports. While the Strategic Plan sets out the Vision, the Business Plan outlines tangible plans for making the Vision a reality. In each of the Target Areas.

A Summary of the 2020 – 2024 Strategic Plan Target Areas are listed below. These Target Areas were developed from the data collected by the City’s Community Survey, along with the City Commissioner interviews and the Commission Retreat. They reflect the concerns, views and desires of the citizens and Commission Members of Lakeland

- Target Area 1: Infrastructure**
- Target Area 2: Economic Development**
 - Category #1 Economic Development**
 - Category #2 Innovation District**
 - Category #3 Education**
- Target Area 3: Affordable Housing**
- Target Area 4: City Hall Communication**
- Target Area 5: Parks and Recreation**
- Target Area 6: Resiliency Plans**
- Target Area 7: Public Safety**

During the Strategic Planning Workshop, the members of the City Commission crafted a strategic objective and initiatives for each Target Area. During the Commission’s group discussion, many of the initiatives were prioritized based upon each Commission Member’s choice for the top three. The information that follows lists these objectives and initiatives by Target Area.

TARGET AREA 1: INFRASTRUCTURE

Strategic Objective: Determine proactive means to fund and shift the traffic and transportation needs for the next decade.

Initiatives Prioritized:

1. A sustainable transportation system that is safe (Vision Zero, no fatalities) and serves the transportation needs of our growing City (multi-modal, supporting emerging technologies and connected vehicles today, working towards future autonomous vehicles).
2. Data Collection/Behavioral Shift.
3. Move as a City to become an early adaptor for autonomous vehicle use and growth.
4. Explore alternative opportunities for funding and redistribution of existing funds; redeploy lesser use priorities within Capital Improvement Plan (CIP).

The Strategic Plan Target Areas - Objectives and Initiatives

TARGET AREA 2: ECONOMIC DEVELOPMENT

Category 1: Economic Development

Strategic Objective: Create investment opportunities to attract companies who provide jobs at 115+ % AMI

Initiatives Prioritized:

1. Increase Area Median Income (AMI) from 115% to a larger average wage to receive incentives when possible.
2. Investigate and further identify commercial Public-Private Partnership (P3) opportunities.
3. Leverage City resources to gain high-wage jobs with increased focus on supporting education.
4. Catalyst ideas, with photos, to incorporate opportunities from RP Funding to Bonnet Springs Park/Kathleen Rd./West of S. Florida.
5. Pursue two pedestrian walkways and Oak Street garage.
6. Develop a plan for Hamilton Road and Medulla Road, immediately surrounding LLIA, to protect future development.

TARGET AREA 2: ECONOMIC DEVELOPMENT

Category 2: Innovation District

Strategic Objective: Create a plan to help implement the vision of the Innovation District.

Initiatives Prioritized:

1. Support the structure and growth of the Innovation District via, but not limited to, specific incentives. Monitor and report back to the City Commission in six months or as developments occur.

TARGET AREA 2: ECONOMIC DEVELOPMENT

Category 3: Education

Strategic Objective: Identify tangible methods to support and strengthen education in Lakeland.

Initiatives Prioritized:

1. Partner with our K-12 (kindergarten through twelfth grade) schools (Public and Private) to advocate for better/alternative funding for teachers and facilities.
2. Leverage City resources to gain high wage-jobs with increased focus on supporting education.
3. Work with Polk County School Board District to build FIRE/EMT Academy and criminal justice academy at one of the Lakeland area high schools.
4. Explore opportunities to provide skill transference for adult education; look for partnerships.
5. Support the intent of Lift Lakeland to equitably develop business opportunities alongside other community partners.

TARGET AREA 3: AFFORDABLE HOUSING

Strategic Objective: Increase the inventory of affordable rental housing units.

Initiatives Prioritized:

1. Partner with Public-Private Partnership (P3) developers to create affordable housing through incentives, infrastructure, and land.
2. Improve skills and provide training to enhance income of existing workers.
3. Create a sustained effort to increase our median income. Restructure incentives for higher wage jobs.
4. Investigate feasibility/desirability of developing an affordable housing trust fund.

The Strategic Plan Target Areas - Objectives and Initiatives

TARGET AREA 4: CITY HALL COMMUNICATION

Strategic Objective: Collaborative environment within City Hall, Commission and Community.

Initiatives Prioritized:

1. Continue to develop and mentor emerging leaders for succession planning.
2. Expand our internship program to include year-round opportunities for both secondary and post-secondary students.
3. Provide practical evaluation tools to finely tune employee progress and growth aligned with the City's Mission, Vision, and Goals.
4. Create a culture ceremony planned and executed by best City Values cheerleaders: Speeches, Lexicon, Symbol.
5. Investigate incorporating the Florida League of Cities (FLC) program "Municipal Youth Council" into our City youth outreach programming.

TARGET AREA 5: PARKS & RECREATION

Strategic Objective: Identify future revenue sources that help to raise funds for future park needs.

Initiatives Prioritized:

1. Maintain dialogue and collaboration with Bonnet Springs Park leadership for longstanding partnership.
2. Identify revenue streams and/or support for "park land" in SW Lakeland.
3. Solicit support from commercial partnerships, promoting development for Public-Private Partnerships (P3s) for support of Parks and Recreation.
4. Pursue opportunities to partner with Polk County School Board to co-locate parks with new schools.

TARGET AREA 6: RESILIENCY PLANS

Strategic Objective: Formalize lessons learned policies and procedures to make it part of the City government's culture.

Initiatives Prioritized:

1. Capture and share lessons learned and innovations developed as a result of pandemic.
2. Continue to develop and share the multi-pronged and multi-department approach to all Emergency Plans. (Include internal and external groups, Subject Matter Experts relative to crisis.)

TARGET AREA 7: PUBLIC SAFETY

Strategic Objective: Continuation of current directives for recruitment, hiring and retention.

Initiatives Prioritized:

1. Continue to promote and enhance current recruiting, hiring, and retention practices with anon-going commitment to developing new and innovative ways to improve our processes.

The Strategic Plan – Update – 2021 Mid-Cycle Report

City of Lakeland 2020-2024 Strategic Plan Mid-Cycle Progress Report. The purpose of this report is to demonstrate ways in which the Strategic Plan is being put into action throughout the City of Lakeland. The City’s Strategic Plan was developed by the Mayor and City Commission. The original plan, which provided strategic direction and focus on short- and long-term goals, can be found on the previous pages. The plan continues to serve as our guide to the future. This Progress Report not only demonstrates how we have moved the needle on strategies originally proposed, but also sets out additional goals and objectives to move the City of Lakeland forward in fulfilling our vision of being a vibrant, innovative, culturally inclusive world-class community. Using our Strategic Plan as a guide, we are excited to continue working with our community to achieve an exceptional quality of life.

INFRASTRUCTURE 1

STRATEGIC OBJECTIVE:
Determine proactive means to fund and shift the traffic and transportation needs for the next decade.

COMPLETED

✓ **SUCCESSFUL ADOPTION**
ACES (Automated/Connected/Electric/Shared) program Included In TPO Momentum 2045 plan In December 2020

✓ **iCASP IMPLEMENTATION**
Intersection Collision Avoidance Safety Program

- Memorial Blvd. at MLK
- Bartow Rd. at N. Crystal Lake Dr.
- S. Florida Ave. at Beacon Rd.
- Memorial Blvd. at Mass. Ave.

IN PROGRESS


- 
- Vision Zero
 - Intermodal Center
 - S. Florida Ave. Road Realignment
 - Intermodal Evaluation Funding Request
 - Providence Road
 - Central Lakeland Transit Signal Prioritization

Figure D-8: Infrastructure – Part 1 Mid-Year Report

The Strategic Plan – Update – Mid-Cycle Report Continued

ECONOMIC DEVELOPMENT
CATEGORY # 1: ECONOMIC DEVELOPMENT

2

STRATEGIC OBJECTIVE:
Create investment opportunities to attract companies who provide jobs at 115+% AMI.

COMPLETED



SUCCESSFUL ADOPTION
Airport Master Plan



MANUFACTURING & GROWTH EXPANSION
Incentives to Support Higher Wage Jobs



IN PROGRESS



- Amend the Joint Airport Zoning Board (JAZB) regulation maps
- Master Plan Downtown West to include Lake Wire, Lake Beulah and connectivity to downtown core
- Coordinate future development around Hamilton Road/Medulla Road

Figure D-9: Economic Development – Part 2, Category 1 - Economic Development Mid-Year Report

ECONOMIC DEVELOPMENT
CATEGORY # 2: INNOVATION DISTRICT

2

STRATEGIC OBJECTIVE:
Create a plan to help implement the vision of the Innovation District.

IN PROGRESS



Provide City matching funds for Qualified Target Areas.

PLANNED



Water Utilities extension along University Blvd.

Figure D-10: Economic Development – Part 2, Category 2 - Innovation District Mid-Year Report

ECONOMIC DEVELOPMENT
2
CATEGORY #3: EDUCATION

STRATEGIC OBJECTIVE:
Identify tangible methods to support and strengthen education in Lakeland.

COMPLETED



AEROSPACE ACADEMIES

- Lakeland Highlands Middle
- Blake Academy



WATER ACADEMY

Lake Region

IN PROGRESS



Explore opportunities for adult education skill transference



Support Lift Lakeland

PLANNED



Fire/EMT Academy at Lakeland High School - PCSB conveyed expansion of the program is not sustainable and will continue to evaluate other career path opportunities.

Figure D-11: Economic Development – Part 2, Category 3 – Education Mid-Year Report

AFFORDABLE HOUSING

3

STRATEGIC OBJECTIVE:
Increase the Inventory of affordable rental housing units.

COMPLETED



LEVERAGE FUNDS AND RESOURCES

Provided by P3 Partnerships: Blue Sky, Green Mills, Talbot House, Housing Trust Group (HTG)/Lakeland Housing Authority (LHA)



CRA FUNDING

Reallocation to Support the Creation of More Units



AFFORDABLE HOUSING WORKSHOP

City Commission Workshop held March 1, 2021

IN PROGRESS



- Infill Land Bank Program
- Rental Development Program
- Support New Homeowner Education
- Incentive Programs to Support Lift Lakeland
- Amend Local Incentives for Higher Wage Jobs

Figure D-12: Affordable Housing – Part 3 Mid-Year Report

The Strategic Plan – Update – Mid-Cycle Report Continued

CITY HALL COMMUNICATION 4

STRATEGIC OBJECTIVE:
Collaborative environment within City Hall, the City Commission, and the Community.

COMPLETED



DEVELOP / MENTOR EMERGING LEADERS



INVEST
IN YOU

- Succession Planning
- 48 Hours: Leadership Immersion Program for Internal Talent

IN PROGRESS



- Enhance City Internship Program
- Pursue Middle School Engagements
- Internal Communications Audit
- Revise Rewards & Recognition Programs
- Youth Mentorship Programs: COL Hosting Big Brother Big Sisters



PLANNED



Municipal Youth Council

Figure D-13: City Hall Communication – Part 4 Mid-Year Report

PARKS AND RECREATION

5

STRATEGIC OBJECTIVE:
Identify future revenue sources that help to raise funds for future park needs.

COMPLETED

- ✓ **PARK LAND IN SW DISTRICT**
107-Acres for Future Development
- ✓ **MCGEE FAMILY P3:**
Cypress Youth Complex Phase II



IN PROGRESS



Bonnet Springs Park Partnerships



PLANNED

- ⊖ Partner with PCSB to build parks near new schools

Figure D-14: Parks and Recreation – Part 5 Mid-Year Report

The Strategic Plan – Update – Mid-Cycle Report Continued

RESILIENCY PLANS

6

STRATEGIC OBJECTIVE:
Formalize lessons learned policies and procedures to make it part of the City government's culture.

COMPLETED

✓ **WEB EMERGENCY OPERATIONS CENTER (EOC) SOFTWARE**
ARPA Funded

✓ **CLOSED POINT OF DISTRIBUTION (POD) PLAN**
Closed PODs - sites staffed and managed by COL and partner agencies

✓ **POLK COUNTY LOCAL MITIGATION STRATEGY**
Adopted by COL

PLANNED



- Threat and Hazard Identification and Risk Assessment (THIRA)
- Develop Comprehensive Emergency Management Plan (CEMP)

Figure D-15: Resiliency Plans – Part 6 Mid-Year Report

PUBLIC SAFETY

7

STRATEGIC OBJECTIVE:
Continuation of current directives for recruitment, hiring, and retention.

COMPLETED

✓ **SUCCESSFUL NYC RECRUITMENT TRIP**
Lakeland Police Department

IN PROGRESS



FOCUS and FFCA Foundation Scholarship Recipients

Figure D-16: Public Safety – Part 7 Mid-Year Report
Fiscal Year 2022 Annual Budget

Budgeting by Priorities

Getting Our Priorities Straight

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

During development of the Budget, the "Budget by Priorities" is the cornerstone in which individual departmental budgets are established. This process begins with our City Commission Retreat. At this Retreat, presentations are developed to understand what the expectations are for each of our desired Goal Outcomes. Presentations are from many diverse groups in the City (e.g. Economic Development, Arts and Culture, Education, Religion, Neighborhood Associations, Intergovernmental, Mayor, City Commissioners and Senior City Leadership Staff). A process is used where every presentation provides respective input. The feedback becomes the foundation for development of Outcomes for each of the Goals; the presentations change accordingly to ensure relevance to the Goal. The Mayor and City Commissioners also value the six goals. This ranking is completed prior to the Retreat, using the Analytic Hierarchy Process (AHP), a statistically based theory. This ranking is then used to prioritize the City's services, strategically aligning the services in order of importance to meeting the Goals of the City. The FY 2021 ranking is as follows:

Goal	Averaged Score
Fiscal Management	28.22%
Economic Opportunity	23.16%
Growth Management	16.44%
Governance	15.03%
Quality of Life	11.92%
Communication	5.23%

Figure D-17: Ranking of City Goals

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

Budgeting by Priorities

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

Designing a Process that Fits

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

1. Identify Available Resources

Once the amount available to fund operations, one-time initiatives, and capital expenditure resources is identified, the forecasts should be used to educate and inform all stakeholders about what is truly available to spend for the next fiscal year. This information becomes the cornerstone for the COL Commission Strategic Planning Workshop, held this year May 12th, May 13th, and May 29th. Sharing the assumptions behind the revenue projections creates a level of transparency. This transparency establishes the level of trust necessary for success. The intended result is a common understanding throughout the organization about the amount of resources available, the baseline expenditures, necessary capital improvements and economic impacts.

2. Identify/Review Priorities

Budgeting by Priorities is built around a set of organizational Goals (pages A26-31). These Goals capture the fundamental purpose behind the organization or why it exists and are broad enough to have staying power from year-to-year. The priorities are very different from a mission statement; they should be expressed in terms of the results or outcomes that are of value to the public. These Goals should be specific enough to be meaningful and measurable, but not so specific that they outline how the result or outcome will be achieved. The COL Commissioners review these Goals prior to the Strategic Planning Workshop for relevancy and to assign a level of priority, identifying which goals are most important to our Constituents. This prioritization is then used, during Workshop discussions, to determine how well a Core or Support Service aligns with the Goals.

3. Identify/Review Precise Strategies and Strategic Priorities

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

Budgeting by Priorities

4. Identify/Review Services

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

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

5. Identify/Review Service Alignment to Goals

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

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

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

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

6. Evaluate Budgeted Expenditures by Service

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

Budgeting by Priorities

7. Evaluate and Align Resources

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

The COL began utilizing the Budget by Priorities approach in FY 2010 during the economic downturn. Budget modifications were determined using two different methods. During FY 2010, reduction percentages were assigned to each quadrant and departments were required to make budget reductions in the aggregate, allowing more flexibility in deciding the precise reduction approach. In FY 2011 the prioritized Services were compared to vacant positions within the City to determine which were least aligned with the Goals of the City. These positions were then identified as possible budget reductions. Of course, under any Budget by Priorities process, the prioritization and suggested reductions are a recommendation to the governing board, and there is give-and-take to negotiate a final budget. During the FY 2021 budget development, quadrants were not identified, and budgets were not reduced based on quadrant reductions. Use of the quadrant adjustment methodology will be revisited each fiscal year.

8. Reporting and Distribution

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

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

9. Creating Accountability

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

Conclusion

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



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Process Improvement Overview

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

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

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

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

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

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

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

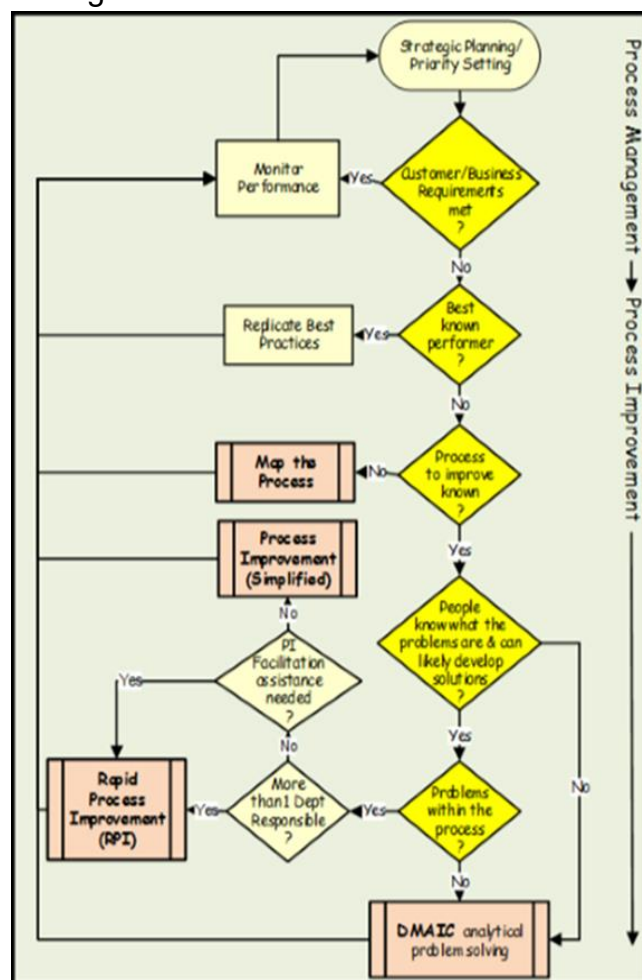


Figure D-18: Choosing the Right Process

Process Improvement Methodologies

Choosing the Right Methodology for your Improvement Project

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

Figure D-19: Process Improvement Project Types

City of Lakeland’s Process Improvement Methodologies:

1. Map the Process

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

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

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

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

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

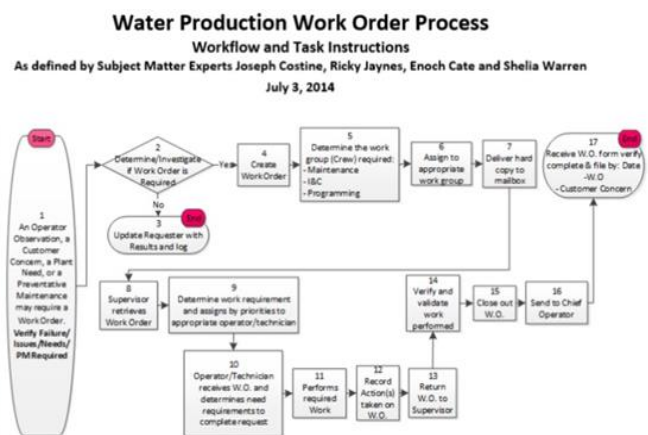


Figure D-20: Process Flow Map Example

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

Figure D-21: Process Flow Map Instructions

Process Improvement Methodologies

2. Map the Process

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

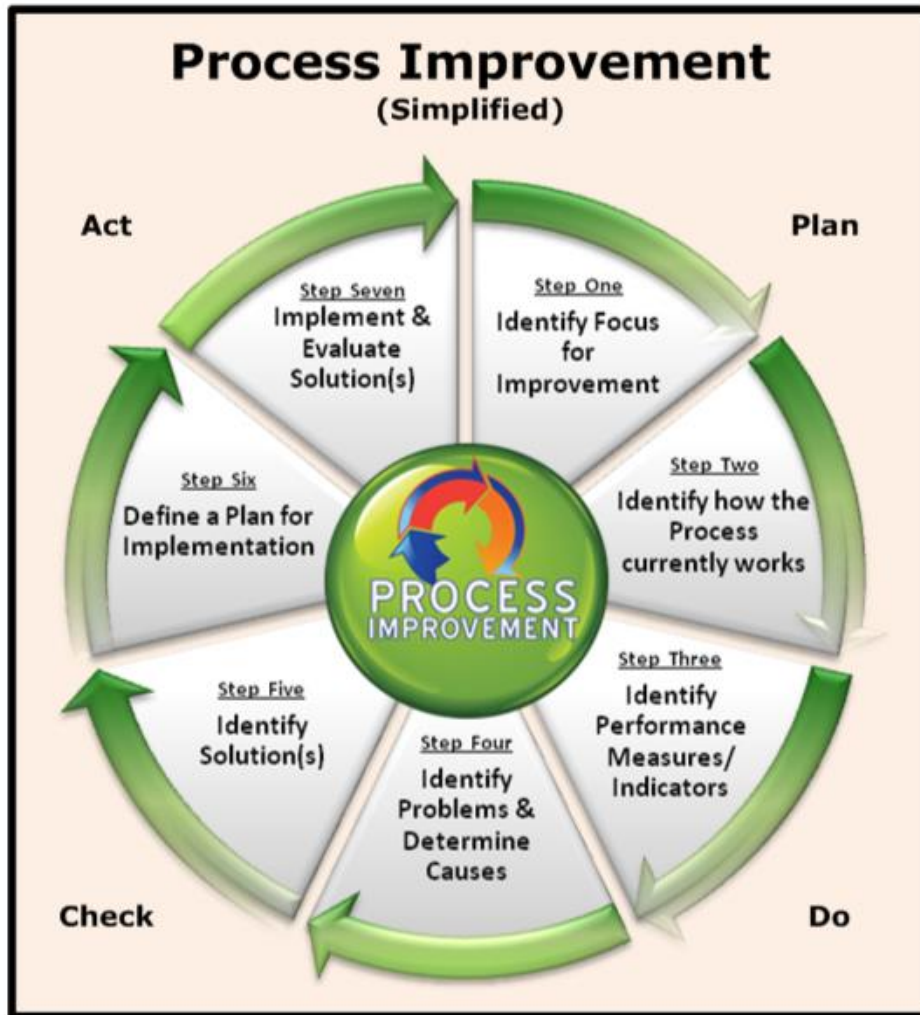


Figure D-22: Process Improvement

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

Process Improvement Methodologies

3. Rapid Process Improvement (RPI)

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

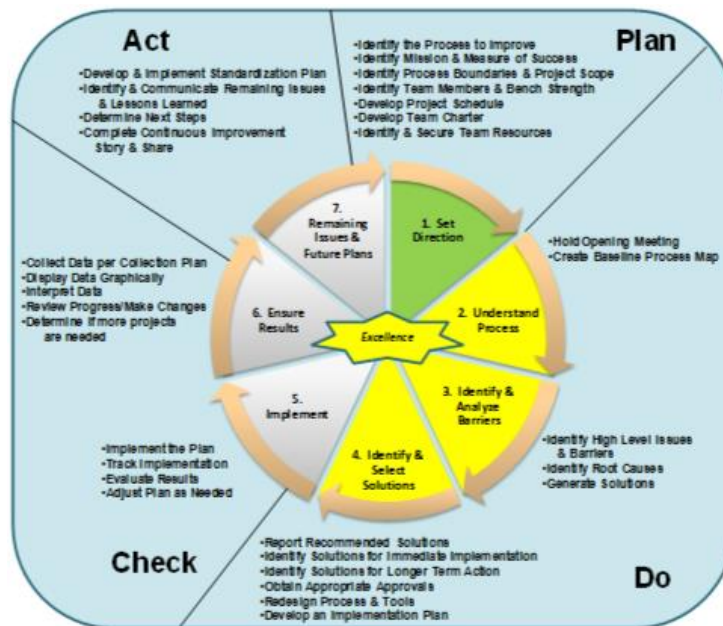


Figure D-23: Rapid Process Improvement Method Steps

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

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

NOTE: RPI Team meetings = two meetings totalling 11 hours

Process Improvement Methodologies

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

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

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

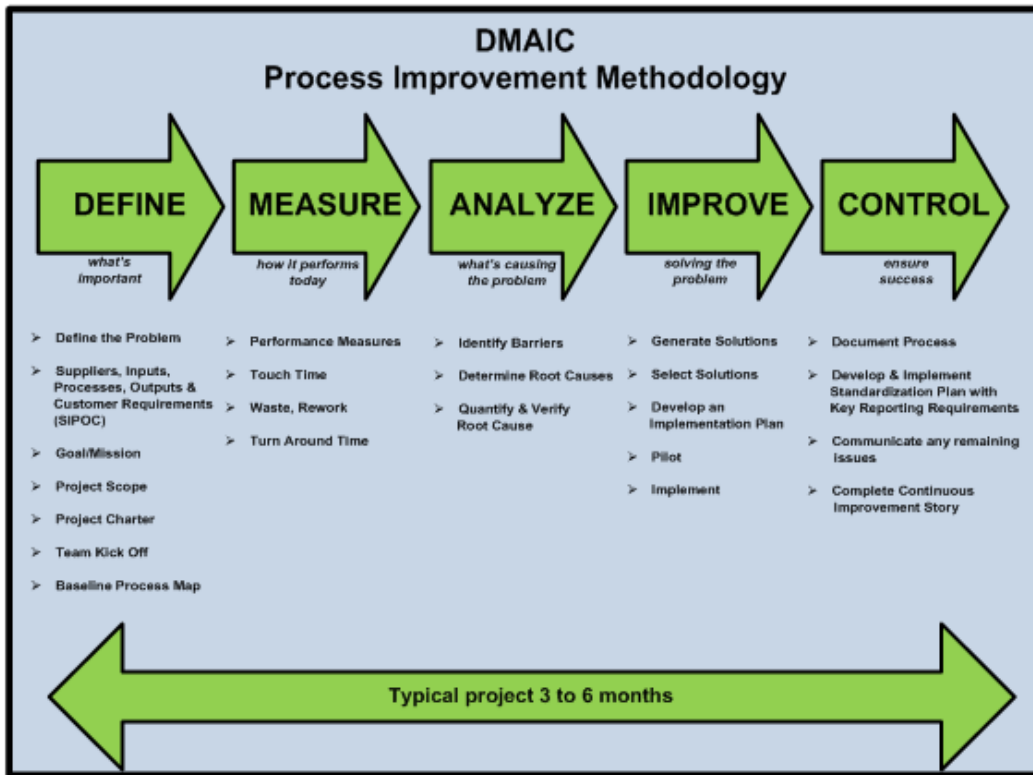


Figure D-24: DMAIC Process Improvement Methodology



Figure D-25: Fire Department Scheduling Project RPI Presentation

Process Improvement Methodologies

Process Improvement Workshop, Facilitation and Assistance

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

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

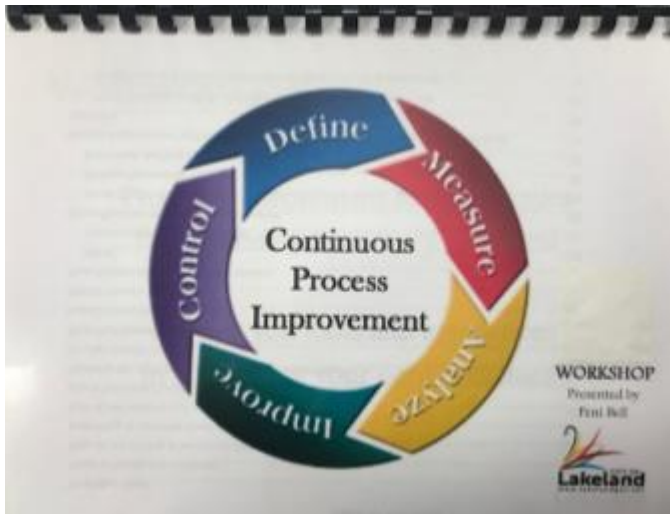


Figure D-26: Process Improvement Workbook

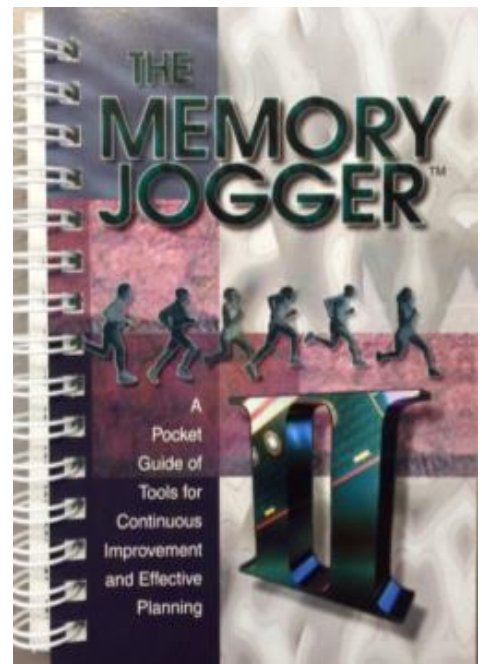


Figure D-27: Tools for Continuous Improvement

Efficiencies by Department

Efficiencies by Department

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

Airport

- Hangar and Office Space is occupied at 99.9% of available, rentable square footage.
- T-Hangars currently have a waiting list.
- HVAC service occurring almost entirely in-house.
- No bad debt reserve used in 2020.
- Drainage area maintenance moved in-house with an average annual savings of \$20,000.

City Manager's Office

Emergency Management (EM)

- Developed business relationships with internal stakeholders to gain support for EM.
- Established guidance for leadership roles in the City EOC, creating functional seating assignments, and identified required technology needs and their functionality in the EOC.
- Prepared kits of needed materials and supplies to open the EOC upon notification.

Information & Data Security

- Transitioned custodial management of our endpoint security platform to DOIT. This removed an unnecessary step in several workflows, allowing DOIT to provide faster turnaround and response. This also allows InfoSec to focus on our core functions.
- Transitioned custodial management of the vulnerability management platform to DOIT. By shifting this responsibility, it allowed InfoSec to focus more on our core functions while also providing DOIT an opportunity to have greater exposure to the vulnerabilities in our technology assets.
- Adopted the CIS framework of security controls as the guiding standard for our cyber security program. This provides a universal benchmark for all technologies and practitioners throughout the organization. By having a common language and target, we can avoid duplicate efforts and resources.

Division of Innovation & Strategy

Process Improvement Projects (DMAIC, RPI & Mapping)	Departments working with OMB
Submit an Idea @ Lakelandgov.net Process Map	OIS/Communications
DOIT PMO (Project Management Office) Project Mapping	IT
Pandemic Process Mapping for Employees	HR/LFD EM
HR - Class and Compensation	HR
Drug & Alcohol Testing Process (Random, Post Accident & Reasonable Suspicion) Mapping	Risk/HR
Wire Inventory Management Process Improvement Project	LE & Purchasing
Purchase Requisition and Change Order Process Documentation with thresholds for authorization	Purchasing

- Figure D-28: List of Process Improvement Projects for FY 2021

Efficiencies by Department

Communications

- Communications staff Installed and integrated equipment to provide Closed Captioning across all video platforms for visually impaired. This continuing effort is to meet ADA compliancy.
- During the impacts of COVID-19, Communications staff developed the ability to provide virtual GoToMeeting coverage for all live meetings to assist in audience participation during the pandemic.
- The Communications Department continues to generate a great deal of content with a very limited number of staff members. As good stewards with the taxpayer's money, the Department is always looking at cost saving measures. These measures include exploring ways to minimize staff levels through automation. Even though outputs and deliverables have grown drastically over the past 10 plus-years, the Communications Department is the same size now as it was when originally formed.

Economic & Community Development

Building Inspection Division

- Express Permitting: Since October 1, 2020, 6,618 express permits were processed in an average of 51.15 minutes, with 76% processed in 30 minutes or less. This represents a decrease of 11% in express permits processed from the same period in 2020.
- ePlan: ProjectDox or ePlan electronic plans review software remains the exclusive method for plans submission and review. Since October 1, 2020, 99.9% of plans for new construction were submitted and reviewed electronically through ePlan, up from 99.8% over the same period last year.
- Permit Approval: Of those permits for new construction issued between October 1, 2020 and May 31, 2021, 75.6% were approved in a single round of reviews in an average of 22 days, 13.26% were approved in two rounds at an average of 61 days, and 8.09% were approved in three or more review cycles at an average of 96 days.

Business Development Division

- The Lakeland Urban Area Street Directory will be available upon request in electronic format, instead of a hard copy. This will avoid costs associated with having the document printed.
- For right-of-way and easement vacations, OREPI are engaging Planning staff to confirm that requests will not impact compliance with Land Development Code.
- Office Support Specialist II is providing intake of zoning applications (for Planning and Zoning Board) and variance applications for consideration by Zoning Board of Appeals and Adjustment.

Code Enforcement Division

- Created and implement a hotline for citizen reporting of illegal dumping, 863-834-DUMP (3867). This resulted in a quicker response to bulk waste and active dumping.
- With increased awareness, public engagement and signage, we were able to identify and confirm 75 illegal dumping violations witnessed by citizens. Other illegal dumping "in progress" were triaged to law enforcement.
- Added an additional Subtype: Illegal Dumping to TRAKiT under Grounds/Care of Premises and changed the compliance deadline for both Illegal dumping from 14 days to 7 days to encourage swift clean ups.

Efficiencies by Department

Economic & Community Development continued

Community Redevelopment Agency

- CRA Staff adopted Microsoft Teams as an operational tool for Project Management tracking. The integration has led to overall improved communication and customer turnaround.
- CRA partnered with Customer Billing to establish unified, single point of contact for tenant invoicing

Director's Office

- Automatic Call Distribution (ACD) was launched department-wide in June 2019, routing calls based on call taker skillset, availability and priority, and all but eliminating phone tree menus in favor of a “you call, we answer” service model.
- Launched ArcGIS Development Tracker, an interactive web map providing real-time planning, zoning, and building permit data filterable by fiscal year, date range, and project type.

Planning & Housing Division

- Maintained business operations for citizen appointed boards during COVID-19 work-at-home period conducting three meetings each for the Planning and Zoning Board, Historic Preservation Board, and Zoning Board of Adjustment and Appeals.
- Efficiently and seamlessly maintained Planner-on-Demand customer service inquiries while working remotely for the duration of the stay-at-home order.
- Transferred maintenance and publication of the Land Development Code from the City website to the Municode platform which is easier for customers to use and significantly reduces staff resources needed to incorporate updates.

Finance

- As a result of various operational efficiencies and automations implemented within the Customer Billing Division, an Account Clerk position was eliminated resulting in \$50,000 in annual savings.
- Created a new in-house application to maintain the Carryover Budgets more efficiently.

Fire

- Developed and amended multiple policies, including new City Social Media Policy utilized by all departments.
- Developed policies, procedures, and implemented response changes to adjust to global pandemic with COVID-19. Developed centralized ordering of personal protective equipment (PPE) through Emergency Management and Risk, providing a constant, trackable supply chain of vital PPE to first responders and all City departments. Coordinated processing employee exposures to COVID-19 between internal departments and Department of Health.
- Developed and implemented County's first Pandemic Plan. This plan established clear path for response and recovery from COVID-19 at the governmental level.

Efficiencies by Department

Human Resources

Employee Engagement & Development (EE&D)

- Procedural changes being are being finalized for the distribution of milestone service award gift options to streamline the overall process, reduce time away from workplace, increase efficiencies, and enhance fiscal controls.
- The service award celebration and breakfast is being transitioned to an annual event (formerly a quarterly event).
- Compliance with mandatory courses of new hires continues to be 100%.
- The delivery platforms tot the COL mandatory class recertification processes (for RED and Preventing Workplace Violence) continue to reap efficiencies for employees and EE&D staff.

Employment Services:

- Human Resource department training on PeopleSoft
- Elimination of LPD interpretation of backgrounds checks to summaries on candidates. This eliminated approximately 30-40 minutes per candidate of the interpretation of these documents.
- Reduction of approval steps from four to three on all exceptions related to pay.

Compensation:

- Developed/implemented a more standardized benchmarking/salary survey list which creates efficiencies in data gathering
- Developed HR PMF Implementation checklist to enable greater efficiency in implementing PMF approved actions
- More effective partnering with HR/Ops in creating efficiency in implementing PMF approved actions and review after implementation

Assessment Services:

Assessment Services affected a yearly decrease in labor expenditure by at least 99.5* hours within the unit by focusing on:

- Moving to an online filing system
- Reducing Assessment Center Development Time
- Improving Applicant Flow (Which will also have an effect on workload for recruitment staff)

In addition, Assessment Services has developed more effective training procedures to help entry-level staff to become effective sooner.

*Note: Estimations only account for new initiatives instituted this year and do not reflect the continued use of process improvements previously in place.

- Began utilizing OnBase (electronic records retention) – Result(s): Estimated yearly decrease in labor expenditure by 20 hours per year within the Assessment Unit by decreasing the filing process and retrieval time along with allowing better long-term access to records. Additionally, there is an undetermined decreased expenditure related to supplies required to file paper materials.
- Revised the LPD Lieutenant Testing Process to reduce development time – Result(s): An average yearly reduction of labor in the unit of 32.5 hours per. (Note 32.5 hours represent half of the 65 hours of savings calculated for the biannual test).
- 21.5 hours per year fewer in development meetings

Efficiencies by Department

Human Resources Continued

Assessment Services Continued

- 11 hours per year fewer on offline tasks related to preparations, data analysis, and administrations
- One of the goals for the year was to devise ways to reduce the workload on the Specialist. After several years of gathering data on LPD promotional processes in an extended job analysis process where we conducted interviews, participated in two mini-academies, and job shadowed members of LPD. We felt that the Lieutenant Assessment Center was our best area of opportunity. Our goal was to reduce the overlap between the Sergeant and Lieutenant Assessment Centers and reduce the development time of the Lieutenant Assessment Center. We determined that we could reduce the Lieutenant process down to a Roleplay scenario, a Situational Judgment Test, and an interview. This also provided LPD with significant relief as they are getting back 97.5 hours annually in subject matter expert time.
- Placed the Crime Analyst Exam online – Result(s): Estimated yearly decrease in labor expenditure by at least 40 hours per year within the Assessment unit related to scheduling 8 in-house test sessions per recruitment and the extensive hand grading process. We also increased the response rate on the exam by 20% resulting in increased applicant flow.
- The Crime Analyst is a test that we historically administer about once per year. The position requires a very high-volume recruitment due to the skill-level required for the job. We targeted it to put online based on our favorable evaluation against candidate deception considerations and software limitations. Assessment Services conducted a validation study to convert the custom computer-based testing to off-the-shelf testing and placed the exam online.
- Placed Recreation Leader Exam online – Result(s): Estimated yearly decrease in labor expenditure by at least 6 hours per year and improving applicant flow by increasing the response rate by 91% resulting in increased applicant flow.
- The Recreation Leader exam is administered about 6 times per year that requires a very high volume recruitment due to the low response rate. We targeted it to put online based on our favorable evaluation against candidate deception if we could pair it with a computer skills test. Assessment Services conducted a validation study to validate an off-the-shelf data entry test to go alongside the custom knowledge test for online delivery. This had the effect of slightly decreasing the pass rate, improving the effectiveness of the testing, while vastly improving the response rates and improving applicant flow.
- Implemented the NEOGOV Text Reminder feature for testing – Results: Based on sample of Office Support Specialist Candidates, there was a 28% increase in response rates for candidates who received text message reminders versus those who did not. Increased response rates increase the number of qualified candidates on a referred list and decrease the likelihood of reposting positions.
- Assessment Services developed a training manual – Result(s): Increased training effectiveness and self-sufficiency of new employees.
- Assessment services utilizes multiple types of software and has numerous procedures that need to be mastered to be successful at performing basic tasks such as scheduling, administering, and grading tests. Assessment Services constructed a manual with more than ninety (90) pages outlining steps for using required software, completing in-house test administration, and describing product offerings. The manual is now a go-to resource for basic information related to Assessment Services.

Efficiencies by Department

Lakeland Electric

Energy Production

- Will reduced table of organization by 100 full-time positions in Energy Production following closure of Unit 3.

Energy Delivery

- Completed three Substation Automation projects.
- Participated in COL Employee sharing program to assist furloughed employees and at-risk Production team members.
- Improved internal processes and implemented CIAC to benefit rate payers.

Customer Service

- Residential, commercial and industrial rates ranked among the lowest in Florida

Other

- Cut 7 vacancies and froze hiring of 20 positions due to pandemic-related recession concerns.

Information Technology

- Continued the expansion use of OnBase and OnBase Workflows providing multiple intradepartmental efficiencies on processes that were decades old, while empowering departmental staff to be self-sufficient with minimal intervention required from DoIT.
- GIS was asked to create the C&ED Permit Search Application. This application is used by both internal and public users for quick research of City of Lakeland C&ED building permits since COL instituted TrakIt. This application consists of a web map displaying permit information and includes a dashboard for quick analytical functions.
- The Lake Parker Park Walking Paths web application is an interactive digital map displaying color coded walking paths which shows customers their real time location along the path.
- Lakeland Linder International Airport GIS buildout. Capture all utility and lighting information on the airport property so that is available to field personal and the airport has similar abilities to do analytical analysis like the other City utility teams.
- Public Safety IT in cooperation with LFD implemented a new Inventory Module in the Fire Records application to streamline the deployment and auditing process
- Public Safety IT and IT Support deployed Panasonic laptops to detectives, providing them access to more tools and the ability to work in the field.
- Microsoft Teams – Improved efficiency and security for the collaboration of projects, virtual meetings, chat, and screen sharing.

Efficiencies by Department

Police

- Members of the Crime Analysis and Information Center were granted greater access to the City of Lakeland network and traffic cameras to allow for planning and monitoring major events. This was utilized during the 2020 civil unrest that took place during May and June.
- LPD reclassified the civilian Planning & Research Sergeant to a Lieutenant and added duties to better split responsibilities between both GSS Lieutenants.
- GSS hired over 50 new members last year with 31 sworn and 23 civilians, however 22 officers separated from the agency so hiring continues at a brisk pace.
- During the pandemic last FY, virtual hiring boards took place to allow the hiring process to continue.
- The General Services Section (GSS) secured the Edward Byrne Memorial Justice Assistance Grant-Countywide (JAGC) of approximately \$23,000 which helped to fund a portion of the Lakeland Police Athletic League (PAL) programs. GSS was also able to apply for and secure grant funds from Coronavirus Emergency Funding (CESF) program. This grant provided approximately \$80,000 for the purchase of COVID-19 related supplies (i.e. N95 masks, respirators, gloves, sanitizer, PPE, air purification systems, etc.).
- The General Services Section (GSS) along with other departmental components that are responsible for recruiting, hiring, and training new employees were recognized for their efforts during the pandemic. The team overcame many barriers that emerged as a result of the coronavirus and hired a record number of police officers in 2020. They will receive the Meritorious Unit Citation during the Annual Awards Ceremony in 2021.
- The General Services Section implemented a new procedure that made the hiring process more efficient and decreased the amount of time it takes to process police applicants. By rearranging the hiring steps, GSS personnel can process and hire applicants in about 60 days, whereas before the process took approximately 120 days. This new efficiency allows us to employ officers faster while also maintaining the integrity of the hiring process. As a result, we have hired close to 35 positions since the beginning of the year to include officer, PSA, Dispatch, part-time officers, Social Media coordinator, etc.
- Interviewing job candidates by video, "GoTo Meetings", was instituted to allow LPD to continue the hiring process for critical positions to include Police Officers and Emergency Communications Specialists. This allowed LPD to continue hiring through the Covid-19 crisis while other agencies shut down their hiring process. Video interviewing will be continued in the future to allow candidates living outside the area to interview without the inconvenience of travelling to Lakeland. This feature will be used as a recruiting tool to increase out of state and military candidates. Additionally, some application reviews prior to interview were also done by phone instead of in-person to keep processes moving forward.
- The department filled the vacant Victim Assistance Coordinator position that will have a significant impact on how services are provided by the Victim Assistance Unit.
- LPD completed the move of the Technical Services Unit to the main station from a remote work site. This eliminates the travel time involved in removing electronic items from evidence to be processed. This also places the TSU detectives in close proximity to other detectives so that questions can be rapidly addressed, and results can be disseminated.

Efficiencies by Department

Parks and Recreation

Cemeteries

- With the help of volunteers, we were able to identify 358 burials in the Tiger Flowers Cemetery and add the information to our cemetery database.
- Received a matching state grant for a weather station and controller through the WISE Program (Water Incentives Supporting Efficiencies).
- Cemetery employee graduated from the New to Supervision Leadership Series at CityU.
- Burials and lot sales have significantly increased over the past year.

Cleveland Heights Golf Course

- Identified and Managed Golf Cart Battery Amp Hours with Golf Rounds Being up 9,624 to FY20 Thru April FY21
- Total Sales up \$180K FY21 to FY20 Thru April FY21
- Managed Tee Sheet/Blocked Tee Times to Avoid Running Out of Golf Carts by Allowing Single Riders
- Creative Scheduling, Using Volunteers Due to Work Force Shortage
- Industry Standards (1) Maintenance Person Per Hole, Minus the Par 3's. CHGC Has 27-Holes and 5 of Them Are Par3's Leaving 22 Holes. CHGC has (15) Maintenance Personnel Including the Superintendent and (2) of Them Are Part-Time. The Maintenance Staff Also Maintains One Mile of Three Parks Trail Bordering CHGC.

Library

- Auto-renewal of library materials on date due – customer convenience, helps avoid overdue fines.
- Provided self-serve options for both checkout and holds pickup.

Parks

- 16 New Benches to be installed at Lake Parker Trials
- 40 New Trash can Holders replaced at Lake Parker
- 28 New Trash can Holders replaced around Lake Hollinsworth
- 2 New pieces of Fitness Equipment installed at Lake Parker
- Nursery Produced/Planted 32,635 Annuals, 688 – Shrubs, 66 – Trees Planted,
- Volunteer Hours at Nursery 1,006, Roses 583
- Landscaping Projects Completed 180 Trees Planted and 806 Shrubs
- 53 Commercial Site Plan Reviews
- 112 Commercial Landscape Inspections
- 2,459 Commercial Trees Planted
- Multiple Clean-up Projects done with Southeastern University throughout the Northeast area.
- 73 New Christmas Decoration Trees Purchased for Kentucky Ave.
- 224 Playground Inspections Completed

Recreation, Aquatics & Facilities Services

- Installed VFD to chiller motor to auto-regulate chiller water operations. Can now operate from App on phone

Efficiencies by Department

Public Works

Construction & Maintenance

- 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.
- This equipment is essential for the City to meet the National Pollutant Elimination System Permit requirements for removing debris from the City's storm water system before it enters the lakes. The Vacuum Recycler Trucks are able to use non-potable water which will ultimately result in time and cost savings. By recycling the water in the City's storm water system, the equipment does not have to leave the work site to obtain more water. Without the ability to recycle, the equipment would need to be refilled with potable water five (5) times a day, which is labor intensive, time-consuming, and reduces overall production. While performing storm pipe cleaning, the two (2) Vacuum Recycler Trucks would save approximately 12,000 gallons of potable water and 8 hours of production daily. The cost per linear foot of storm pipe cleaning has dropped 20 cents per linear foot for a cost saving this year of \$50,000. The new Vacuum trucks have been able to increase production, so a third vacuum truck is not warranted. The additional vacuum truck would have increased the cost to the Storm Water Fund by \$314,880.
- The cost of the Vacuum Recycler Trucks is charged to the Storm Water Utility Fund. While the equipment will be used to accomplish work for a variety of City departments, the Vacuum Recycler Trucks will also serve as a valuable tool for removing debris and sediment after major storm events during emergency operations.

Facilities Maintenance

- Building Automation and Energy Savings of an estimated \$300,000. Estimate is based on City Buildings operating at reduced capacity due to COVID-19
- Mobile Work Order System finalized across entire work division.

Fleet Management

- Metrics as of 6.1.2021, fiscal year to date:
 - Vehicle uptime – 96.87%
 - 0-48-hour vehicle turnaround time – 86% - highest in 12 years
 - Direct labor billing – 73%
- Pass-through expense accounts--13% projected under original budget
- NAPA IBS efficiencies:
 - New training utility provided at no additional cost available to all technicians—ASE prep tests, diagnostic training, virtual labs

Efficiencies by Department

Public Works continued

Lakes & Stormwater

- The Division has applied for SWFWMD CFI grant for a feasibility study to restore a significant stormwater quality improvement project in the Lake Parker drainage basin. The restoration of a 250-acre bay head swamp that has been drastically altered through channelization and canal flows is targeted as an important stormwater and surface water quality treatment project to assist in the removal of sediment, trash and nutrient to Lake Parker. The project cost is yet to be determined; however but will be a significant savings to the City of Lakeland should SWFWMD fund 50% of the cost of construction.
- The Division is actively coordinating with the Florida Department of Environmental Protection (DEP) on the implementation of Ongoing Restoration Activities for City lakes that have been categorized as having impaired surface water quality for TMDL Development. By entering a Nutrient Reduction Plan in lieu of adopting TMDL load allocations, the City is able to forego placement of a surface water body on the verified impaired list for a five-year period to allow the Division the ability to innovatively assess nutrient impairment sources and restoration actions where TMDLs may not be an appropriate control measure. The City has submitted Nutrient Reduction Plans for Lake Parker, Lake Bonnet, Lake Mirror and Lake Morton to the FDEP. By doing so, the City will be able to more cost effectively assess and restore the lakes per their actual nutrient source rather than by following specified steps within a TMDL mandate.
- The Division has been actively utilizing the new aquatic harvester and has already completed two harvesting events in Lake Wire and several months' worth of harvesting in Lake Parker. The anticipated savings by completing the harvesting in house, rather than utilizing a subcontractor, is over \$150,000 to date.

Solid Waste

- FY 21 Solid Waste began using Route Smart Software for Commercial Multi Service Recycling Location to help create routing efficiencies, fuel savings and balance daily workload.
- The Tuesday SW and Thursday NE residential route areas were audited in January 2021 and are ready to take on additional capacity, new service starts, with current staff levels.
- The "Every Blue Cart Makes a Difference" campaign helped the city reduce and then maintain the amount of non-recyclable material showing up in our residential recycling program.
- Recycling audit composition findings. FY18 - 20.5% FY 19 – 8.9% FY 20 – 11.1% These reductions in non-recyclable material help offset the costs of recycling by providing clean and ready to recycle material to the contracted recycling processor.

Efficiencies by Department

Public Works continued

Engineering

- Zero interruptions in customer service during COVID 19 pandemic
- Drane Field Road Roundabout design completed on time and nearly 20% under budget (\$100k savings)
- Negotiated 1857 reduction in staff hours needed for design of the Providence Road Corridor Improvements (\$260k savings)
- Negotiated 4,018 reduction in staff hours needed for Teneroc Trail Segment 1 (\$575,779 savings)
- Negotiated \$100k in savings for Construction Engineering & Inspection Services for Drane Field Road Roundabout.
- Negotiated \$57K in savings for Construction Engineering & Inspection Services for State Road 33 at Interstate 4 Ramp Signalization.

Traffic

- Continued conversion of LPD handbook parking citations to electronic citations is increasing accuracy and assisting patrons in the electronic appeal process.
- The City has invested in the “eco-counter” pedestrian/bicycle counting system and deployed the counters on the Lake Hollingsworth Trail as well as the Three Parks Trail. Almost 311,310 walkers/bikers have used these two trail systems in 2020. Further, we are investing in traffic signal video detectors (instead of loops) which detect motor vehicles as well as bicyclists and count them!
- Recognized a reduction in ParkMobile revenues last year. In calendar 2020, we had a utilization rate of approximately \$25,586 in ParkMobile revenues (36% decrease from 2019).

RP Funding Center

- We are working with less staff in a number of positions, but we are making it work. Going into FY22 we will not be filling 6 positions including: Event Services Manager, Asst. Box Office Supervisor, Grounds Maintenance Worker I, Event Set-up Supervisor, Theatrical Technician and Maintenance Mechanic I. These changes will provide approximately \$422,685 in savings.
- We continue to find ways to reduce our utilities expense, this past year was difficult to gauge, but we believe more efficiencies have been realized.

Retirement Services

- Educated Retiring Employees on distribution/taxes during retirement
- Continuously updating PeopleSoft with accurate pension information, mainly Safety Officers
- Succession Planning in place for Senior leader – completed BA at Polk State and Supervisor Classes with our Assessment Center.
-

Efficiencies by Department

Risk Management/Purchasing

Risk Management

- Processed in-house, all mandatory Healthcare Reform notifications (1095C) to employees and retirees, regarding their health insurance coverage for the fourth year in a row, resulting in a savings of \$20,000.
- The first year of voluntary electronic benefits open enrollment, utilizing the City's PeopleSoft software, resulted in 1398 employees utilizing self-enrollment. This resulted in a savings of operational hours in reduced time to enroll.
- Continue to utilize light duty workers, due to on the job injury, to fill vacant positions that supports both the Purchasing and Risk Management function. This saves the City a minimum of \$97,548.00 per year.

Purchasing

- Developed and implemented a new racking scheme within existing limited, finite space resources for the City's Records Division that increased pallet space and maximized area for "lay down/staging" needs.
- Designed, planned and implemented two secure, self-service areas for Lakeland Electric T & D crews to pick up commonly used small pole line items and transformers, enabling greater operational and economic efficiency for the LE crews and reduced after hour call outs to warehouse staff.
- Designed and implemented a separate, secure self-service area for Water Utilities' crews to pick up commonly used water line and distribution materials to enable same greater operational and economical efficiencies for both Water Utility crews and warehouse staff as noted above for Lakeland Electric.
- During the COVID-19 pandemic, staff quickly adapted to be able to identify immediate types and sources of specific health and safety related supplies and equipment, and provided on-the-spot information to the city emergency manager, public safety staff, as well as facilities and maintenance staff so that timely and efficient decisions to be made in order to aid user departments in the safety of city departments and Lakeland citizens alike.
- Developed and implemented "P-Card 101 Refresher Training" for departmental P-card holders needing a quick review of the City's P-card "do's and don'ts."
- Realized an annual savings of \$6,671,554 achieved through both the sealed bid and request for proposal (RFP) processes.

Efficiencies by Department

Water Utilities

- Glendale Odor Control Blower replacement allows for more efficiency for a longer period of successful operations.
- Eliminated a contract position by transferring an existing full-time position from Wastewater Treatment to Water Engineering which was no longer needed in Treatment.
- Eliminated a Ground Maintenance Worker position no longer needed in Wastewater Treatment to create a Trouble Crew for Wastewater Collections.
- Wastewater Treatment faced with up to \$300k in new disposal costs due to long term disposal arrangement being eliminated, in effort to absorb this budget increase, every Wastewater division cut operating budgets to stay within target.

Driving Improvements

Driving Improvements in our Organization

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

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

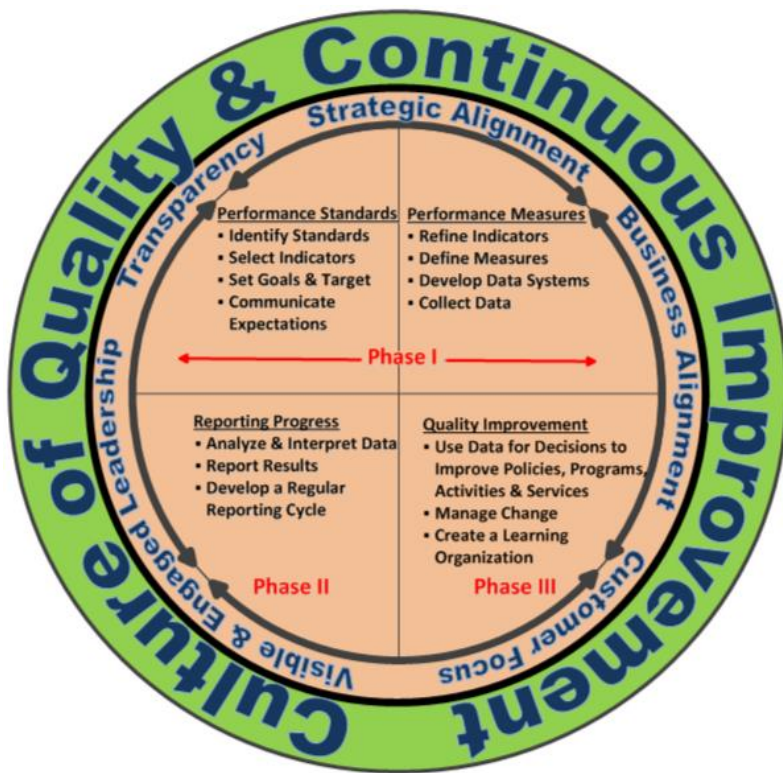


Figure D-29: Culture of Quality and Continuous Improvement Phases

Driving Improvements

Driving Improvements in our Organization

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

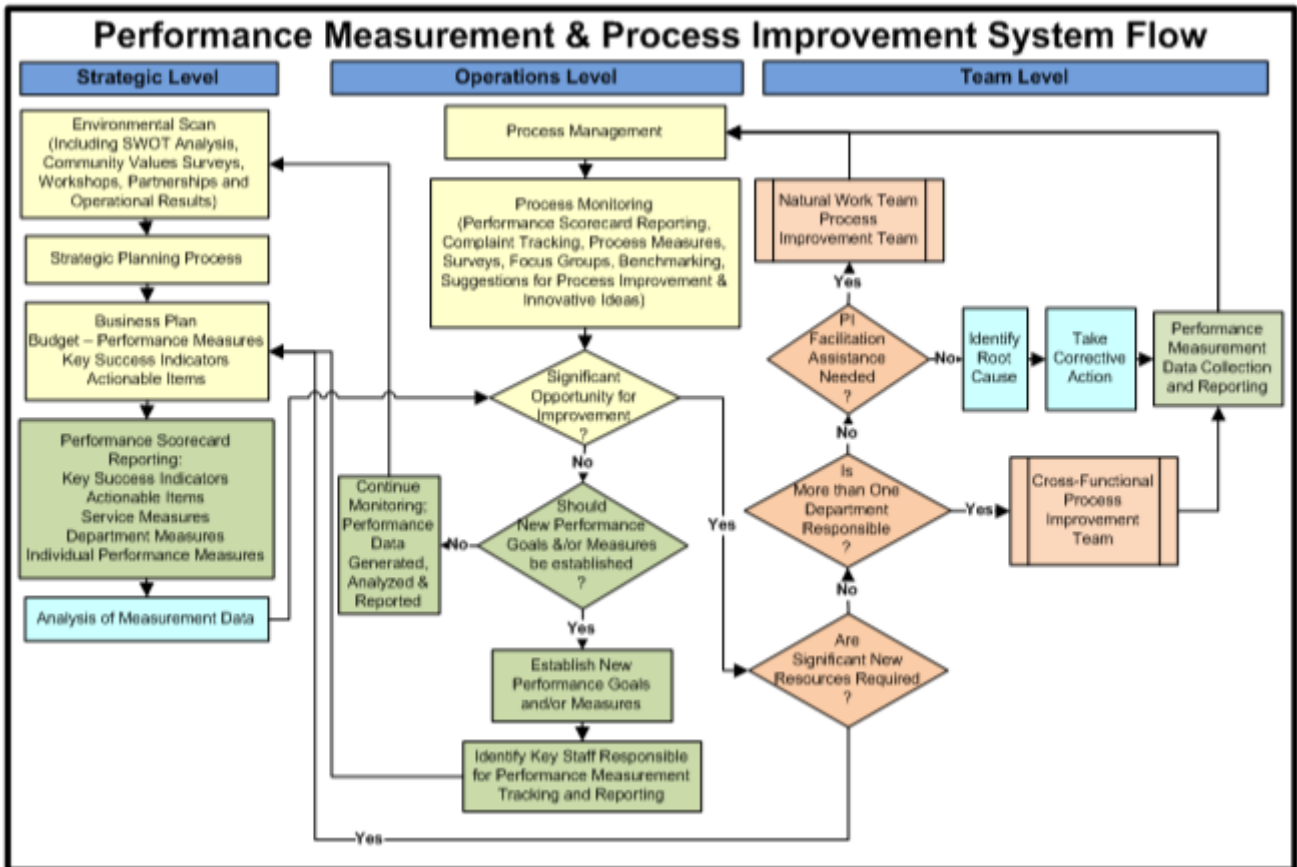
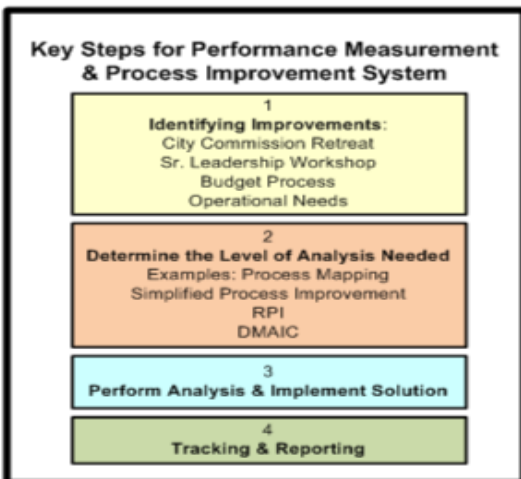


Figure D-30: Performance Measurement and Process Improvement System Flow



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

- Figure D-31: Key Steps - Performance Measurement and Process Improvement System



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Measuring Results

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

The different system components are:

- **Key Success Indicator (KSI)** – These measures are tied to organizational Strategies and show the impact the City is having on each of its visionary Goals. These measures are focused on outcomes that directly affect the lives of our customers and citizens. The data tables used for reporting are first organized by City **Goal**. Under each Goal is the written **Objective** for it. Each **Strategy** is listed and numbered, and an explanation of how the KSIs are tied to the Strategy is provided (**Why We Measure**). The KSI data tables show the **Strategy link** for each KSI, the **Frequency** of reporting and whether the KSI is reported by Fiscal (**FY**) or Calendar (**CY**) year. **Targets** are identified to provide an indication of performance status. In some cases, these targets are based on industry benchmarks or standards, in others the targets are based on historical KSI data. Whenever possible, three years of data are reported. There is also a linked **Chart** that gives a visual representation of the data, and for most KSIs a color (red, yellow, or green), is used as an indicator of performance. Finally, a **Target** for the next forecasted reporting year is also provided. For some KSIs, the data target is identified as **Monitor Only**, since the KSI is for reporting purposes only and not compared against a performance target.
- **Operational Measures** – These are Departmental Operational Performance Measures which show the quantity and/or quality of work by Departments in meeting their individually defined customer service or performance goals. The data tables used for reporting Performance Measures are first organized by Program, and then Activity. The data tables show the **Frequency** of reporting (whether the Performance Measure is reported Annually or Quarterly), and whenever possible three years of data are reported, as well as a **Proposed** target for the next forecasted reporting year.

Quality of Life - Key Success Indicators

Goal: Quality of Life

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

Strategy		Why We Measure
1.	Provide outstanding public safety response and prevention services.	Public safety services are crucial to Quality of Life. Indicators of public safety include Police and Fire department response times (Priority 1 calls, 911 emergency call response times), and monitoring the demand for Fire services to ensure response readiness. The Police Department's growing social media presence also has become a valuable method to engage the community and provides a direct connection between public safety and citizens.
2.	Enhance mobility options throughout the city.	Traffic and quality of roads directly impact the daily lives of citizens as they travel throughout the city. Traffic travel times on twenty-four major roads and corridors is monitored quarterly to identify trends or changes, and the average pavement condition index (PCI) of roads maintained by the City is reported on a three-year schedule. Citizens' Quality of Life are also impacted by access to sidewalks, including curb ramps for increased accessibility, so they have a variety of travel options, without relying solely on automobiles.
3.	Provide outstanding (safe and reliable, clean and green) utility and environmental services.	Water, power, and environmental services are necessities of life. These services have a direct impact on Quality of Life in any community. Indicators of these services include the number of boil water notices issued, monitoring the water quality of local lakes and the availability of water and wastewater supplies, the reliability of power services, and the ability to provide services at a reasonable rate of cost. It is equally important to conduct public education outreach, so citizens learn their role in protecting the environment, are encouraged to take an active role in recycling programs, and to reduce waste and pollution of the environment.
4.	Promote arts, culture, life-long learning, and active healthy lifestyles.	Enjoying a high Quality of Life means having access to spaces for recreation and enjoying nature. In an effort to provide greenspace to all residents, the City measures acreage of parks, feet of recreational paths, and urban forestry levels. The City also strives to provide quality learning opportunities for youths through our libraries, recreation programs, and the Police Athletic League. The City's RP Funding Center also serves as a center for arts and cultural activities and entertainment.

Figure D-32: Quality of Life Strategies and Why We Measure

Quality of Life - Key Success Indicators, Continued

Goal: Quality of Life

Key Success Indicator	Strategy Link	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Target	FY2020/21 Actual	Chart	FY2021/22 Target
Percent of citizen generated emergency calls answered within 20 seconds	1	CY Quarterly	98%	99%	90% ¹	98.9%	Chart 1	90% or >
Response times to Priority 1 calls ²	1	CY Annually	Average 6:20	Average: 5:42	Average < 7 minutes	Average: 4:51	Chart 2	Average < 7 minutes
Police Social Media Engagement ³ (facebook)	1	CY Annually	↑ 59.07%	↑ 10.29%	Increase	↑ 29.41%	Chart 3	Increase
Police Social Media Engagement (Twitter)	1	CY Annually	↑ 37.5%	↑ 12.63%	Increase	↑ 9.42%	Chart 3	Increase
Police Social Media Engagement (Instagram)	1	CY Annually	↑ 101.73%	↑ 121.43%	Increase	↑ 129.03%	Chart 3	Increase
Percent of fires kept to room of origin	1	CY Annually	71.72%	73.08%	75%	75%	Chart 4	75% or >
Total number of emergency responses by Lakeland Fire Department	1	CY Annually	25,181	25,746	Monitor Only	26,640	Chart 5	Monitor Only
Travel time on major road corridors (24 total, 4 th Quarter reported in table)	2	FY Quarterly	Longer = 9 Stable = 2 Shorter = 13	Longer = 18 Stable = 1 Shorter = 5	Monitor Only	Longer = 15 Stable = 3 Shorter = 6	Chart 6A Chart 6B Chart 6C	Monitor Only
Network Average Pavement Condition Index (PCI) rating of streets ⁴	2	Every 3 Years	Not Available	Not Available	70% or >	73%	Chart 7	70% or >
Linear feet of sidewalks completed to enhance mobility	2	FY Annually	11,955	8,823	Monitor Only	3,747	Chart 8	Monitor Only
Curb ramps in ADA compliance	2	FY Annually	Not Available	828 ⁵	Monitor Only	269	Chart 9	Monitor Only
Boil water notices (per 1,000 customers)	3	FY Quarterly	1.19	1.14	0.69	1.12	Chart 10	0.69 or <
Water demand ratio to permitted capacity	3	FY Quarterly	0.5963	0.6263	0.5	0.5999	Chart 11	0.5 or <
Wastewater demand ratio to permitted capacity	3	FY Quarterly	0.5668	0.5455	0.5	0.6544	Chart 12	0.5 or <
Electric System Average Interruption Duration (minutes)	3	FY Quarterly	97.02	79.11	75.00 or <	64.66	Chart 13	75.00 or <
Electric System Average Interruption Frequency	3	FY Quarterly	1.22	1.04	1.25 or <	1.15	Chart 14	1.25 or <

Figure D-33: Quality of Life KSIs

¹ All years: Target of 90% is based on Florida Statewide Emergency Communications E911 System Plan.

² Priority 1 Calls are those where life is known to be in immediate danger, or a felony is in progress.

³ Engagement is defined as the number of people who liked, shared, or spent time on an item.

⁴ Pavement Condition Index rating data is only available every three years.

⁵ In FY19, the Disability Access Consultants, LLC (DAC) assessed 2,645 curb ramps, not every ramp within city limits was assessed. FY19 data includes new ramps.

Quality of Life - Key Success Indicators Continued

Goal: Quality of Life

Key Success Indicator	Strategy Link	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Target	FY2020/21 Actual	Chart	FY2021/22 Target
Overall competitive ranking of Lakeland Electric rates	3	FY Quarterly	Residential: 1 st Quartile Commercial: 1 st Quartile Commercial Demand: 1 st Quartile Industrial: 1 st Quartile	Residential: 1 st Quartile Commercial: 1 st Quartile Commercial Demand: 1 st Quartile Industrial: 1 st Quartile	1 st Quartile All Rates	Residential: 1 st Quartile Commercial: 1 st Quartile Commercial Demand: 1 st Quartile Industrial: 1 st Quartile	Chart 15	1 st Quartile all rates
Residential recycling participation	3	FY Quarterly	69.87%	86.01%	75% or >	83.37%	Chart 16	75% or >
Percent of Commercial customers participating in recycling program	3	FY Annually	6.94%	9.17%	7% or >	12.56%	Chart 17	7% or >
Waste diverted from landfill	3	FY Quarterly	22.72%	23.64%	25% or >	27.84%	Chart 18	25% or >
Stormwater public education outreach	3	FY Annually	1,034,829	2,705,532	Increase	3,035,750	Chart 19A Chart 19B	Increase
Percent of monitored lakes with improving water quality	3	FY Annually	50%	43%	Increase	43%	Chart 20	Increase
Acreage of parks per 1,000 population	4	FY Annually	17.76	17.3	12 or >	16.99	Chart 21	12 or >
Change in urban forestry	4	FY Annually	Planted: 7,212 Removed: 4,300	Planted: 5,927 Removed: 2,848	Increase	Planted: 6,610 Removed: 2,580	Chart 22	Increase
Total Library Circulation	4	FY Annually	955,352	1,002,171	1,000,000	976,000 ⁶	Chart 23	Increase
Recreation class/program participation	4	FY Annually	Attendance: 444,302 Transactions: 130,271	Attendance: 385,755 Transactions: 143,080	Increase	Attendance: 220,292 Transactions: 84,919	Chart 24A Chart 24B	Increase

Figure D-34: Quality of Life KSIs

⁶ Impacts from COVID-19 closures.

Quality of Life - Key Success Indicators Continued

Goal: Quality of Life

Key Success Indicator	Strategy Link	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Target	FY2020/21 Actual	Chart	FY2021/22 Target
Total number of Police Athletic League (PAL) participants	4	CY Annually	Data Not Available	600	Increase	833	Chart 25A Chart 25B	Increase
Attendance at RP Funding Center	4	FY Quarterly	449,683 (Total)	328,060 (Total)	Increase	173,305 ⁷	Chart 26	Increase
Linear feet of recreational paths	4	FY Annually	0	63,307	Increase	78,672	Chart 27	Increase

Figure D-35: Quality of Life KSIs

⁷ RP Funding Center attendance impacted by COVID-19.
Fiscal Year 2022 Annual Budget

Communication - Key Success Indicators

Goal: Communication

Objective: *Develop an informed and engaged community.*

Strategy		Why We Measure
1.	Respond to all customer inquiries in a responsive, efficient, professional, and courteous manner.	Customers should receive courteous and efficient service. Indicators for this strategy focus on the efficiency of resolving customer issues, providing timely customer service, and overall customer satisfaction level.
2.	Provide accurate and timely information.	The City of Lakeland provides information to its citizens in a variety of ways. The city website, (Lakelandgov.net) serves as a hub for city government information. In addition, Citywide social media pages (facebook, Instagram, Twitter), and our Police social media allow us to quickly communicate information impacting our citizens. Other indicators of this strategy include the timeliness of customer services and public perception of transparency in communication from the City of Lakeland.
3.	Maximize use of social media to increase real-time communications to inform and engage citizens.	The City of Lakeland has had a growing social media presence since 2009. The City's Police and Communications departments use several social media platforms to quickly communicate information as news and events happen. Social media is also used to engage citizens by encouraging use of City services, as well as involvement in government, social events, and important community issues.

Figure D-36: Communication Strategies and Why We Measure

Communication - Key Success Indicators Continued

Goal: Communication

Key Success Indicator	Strategy Link	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Target	FY2020/21 Actual	Chart	FY2021/22 Target
Lakeland Electric Customer Service percent of first contact resolution	1, 2	FY Annually	97%	98%	96%	97%	Chart 28	96%
Zoning applications approved within 45 days	1, 2	FY Quarterly	Q4 = 88.89% 87.29% (Average)	Q4 = 75% 80.59% (Average)	95%	Q4 = 80% 68.18% (Average)	Chart 29	95%
Residential permit reviews completed within 7 calendar days	1, 2	FY Quarterly	Q4 = 89.99% 84.85% (Average)	Q4 = 89.36% 88.14% (Average)	90%	Q4 = 88.27% 88.09% (Average)	Chart 30	90%
Civil engineered site plans approved within 2 submittals	1, 2	FY Quarterly	Q4 = 60% 60.93% (Average)	Q4 = 50% 48.48% (Average)	95%	Q4 = 50% 42.98% (Average)	Chart 31	95%
Commercial building plans approved within 2 submittals	1, 2	FY Quarterly	Q4 = 75.77% 79.58% (Average)	Q4 = 75.14% 70.64% (Average)	80%	Q4 = 67% 63.90% (Average)	Chart 32	80%
Building permit applications approved within 30 days	1, 2	FY Quarterly	Q4 = 90.75% 89.80% (Average)	Q4 = 91.14% 91.10% (Average)	100%	Q4 = 93.3% 92.19% (Average)	Chart 33	100%
Building Inspection customer experience ⁸	1, 2	FY Quarterly	Q4 = 82% 81.33% (Average)	Q4 = 90.32% 86.71% (Average)	90%	Q4 = 93.22% 90.13% (Average)	Chart 34	90%
Commercial permit reviews completed within 7 calendar days	1	FY Quarterly	Q4 = 81.3% 76.98% (Average)	Q4 = 84.56% 92.43% (Average)	90%	Q4 = 96.37% 90.26% (Average)	Chart 35	90%
Percent of change in unique page view to Lakelandgov.net	2	FY Annually	↓ 6.08%	↑ 13.84%	Increase	↑ 11.28%	Chart 36	Increase
City of Lakeland Government being transparent in communication ⁹	2	FY Annually	46.50%	56.50%	Increase	55.26%	Chart 37	Increase
Police social media (facebook – Crime-related posts) Total Number of Views	2, 3	CY Quarterly	635,400 (Total)	217,500 (Total)	Increase	455,800 (Total)	Chart 38	Increase

Figure D-37: Communication KSIs

⁸ Data collected via department survey. Data reflects the percent of customers who indicate they are “Satisfied” or “Very Satisfied” with their Building Inspector experience.

⁹ Data collected via City survey conducted in January 2021 (FY20). Data reflects the percent who rated Lakeland “Excellent” or “Good” in response to the item: “The City of Lakeland being transparent in its communication with Citizens.” The number of survey respondents for 2021 (FY20) was 3,557.

Communication - Key Success Indicators Continued

Goal: Communication

Key Success Indicator	Strategy Link	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Target	FY2020/21 Actual	Chart	FY2021/22 Target
Citywide social media fans/followers	2, 3	FY Annually	Facebook: ↑ 3.59% Instagram: ↑ 112.58% Twitter: ↑ 5.61% Next Door: No change	Facebook: ↑ 5.24% Instagram: ↑ 167.65% Twitter: ↑ 13.35% Next Door: No change	Increase	Facebook: ↑ 7.65% Instagram: ↑ 64.27% Twitter: ↑ 9.43% Next Door: ↓ 72.35%	Chart 39	Increase
Citywide social media engagement	2, 3	FY Annually	Facebook: ↓ 55.84% Instagram: ↑ 5451% Twitter: ↑ 1473.9% Next Door: No change	Facebook: ↓ 4.12% Instagram: ↑ 5557.4% Twitter: ↑ 1337.9% Next Door: No change	Increase	Facebook: ↑ 23.62% Instagram: ↑ 28.61% Twitter: ↑ 2841% Next Door: No change	Chart 40	Increase
Citywide social media impressions ¹⁰	2, 3	FY Annually	Facebook: ↓ 52.91% Instagram: ↑ 169.99% Twitter: ↑ 92.13% Next Door: ↑ 20215%	Facebook: ↓ 16.23% Instagram: ↑ 317.18% Twitter: ↑ 96.43% Next Door: ↑ 982.18%	Increase	Facebook: ↓ 9.37% Instagram: ↑ 37.54% Twitter: ↑ 98.43% Next Door: ↑ 74.33%	Chart 41	Increase

Figure D-38: Communication KSIs

¹⁰ Impression is defined as the number of times City of Lakeland content is displayed.

Economic Opportunity - Key Success Indicators

Goal: Economic Opportunity

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

Strategy		Why We Measure
1.	Attract and support high skill, high wage and high technology jobs.	The City of Lakeland continuously works to attract higher paying and highly skilled jobs, while also working to maintain job opportunities for all education levels. The Lakeland Linder International Airport provides an opportunity to attract such jobs to our area (aviation and non-aviation jobs). Another indicator of how well we are achieving this throughout the area is the Per Capita Income in the Lakeland Metropolitan Statistical Area (MSA).
2.	Promote Lakeland as a regional center with a vibrant mix of high quality residential, retail, professional, civic, and entertainment options.	The City of Lakeland is focused on being a place where people want to live, work, visit and enjoy; a world-class community with a variety of amenities. Indicators for this strategy include the work done by the Department of Community and Economic Development to attract and serve our business and residential customers.
3.	Participate with economic partners creating business opportunities and aligning regional interests.	The City of Lakeland has many strong partnerships within the city, Polk County, and with our neighboring communities. Indicators for this strategy focus on the jobs created and the businesses (newly established and sustained), due in large part to these educational, economic, and public/private partnerships.
4.	Collaborate with business and tourism partners to grow and sustain the economic environment.	The City of Lakeland is always working to grow tourism and economic opportunities. Indicators for this strategy include the work of Community and Economic Development to promote economic job growth, the impact of Lakeland Linder International Airport on business and tourism, and the RP Funding Center's role as a venue for entertainment and business events.
5.	Foster an inclusive and diverse environment that encourages entrepreneurial ventures.	Entrepreneurs create jobs, often drive innovation, and add to a diverse economy. The number and percent of Lakeland business tax renewals are tracked as an indicator of successful businesses.

Figure D-39: Economic Opportunity Strategies and Why We Measure

Economic Opportunity - Key Success Indicators Continued

Goal: Economic Opportunity

Key Success Indicator	Strategy Link	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Target	FY2020/21 Actual	Chart	FY2021/22 Target
Jobs increased on Airport property	1, 3, 4	FY Annually	45	800	Increase	2,200	Chart 42	Increase
Per Capita Income in Lakeland/MSA (Polk County) as a percent of Florida	1, 4	CY Annually	73.41%	71.70%	Monitor Only	69.90%	Chart 43	Monitor Only
Zoning applications approved within 45 days	2, 4	FY Quarterly	Q4 = 88.89% 87.29% (Average)	Q4 = 75% 80.59% (Average)	95%	Q4 = 80% 68.18% (Average)	Chart 44	95%
Residential permit reviews completed within 7 calendar days	2	FY Quarterly	Q4 = 89.99% 84.85% (Average)	Q4 = 89.36% 88.14% (Average)	90%	Q4 = 88.27% 88.09% (Average)	Chart 45	90%
Civil Engineered site plans approved within 2 submittals	2, 4	FY Quarterly	Q4 = 60% 60.93% (Average)	Q4 = 50% 48.48% (Average)	95%	Q4 = 50% 42.98% (Average)	Chart 46	95%
Commercial building plans approved within 2 submittals	2, 4	FY Quarterly	Q4 = 75.77% 79.58% (Average)	Q4 = 75.14% 70.64% (Average)	80%	Q4 = 67% 63.90% (Average)	Chart 47	80%
Building permit applications approved within 30 days	2, 4	FY Quarterly	Q4 = 90.75% 89.80% (Average)	Q4 = 91.14% 91.10% (Average)	100%	Q4 = 93.3% 92.19% (Average)	Chart 48	100%
Commercial permit reviews completed within 7 calendar days	2, 4	FY Quarterly	Q4 = 81.3% 76.98% (Average)	Q4 = 84.56% 92.43% (Average)	90%	Q4 = 96.37% 90.26% (Average)	Chart 49	90%
Lakeland business tax renewals	3, 5	FY Annually	97.8%	97%	90%	88.22%	Chart 50	90%
Number of new businesses in Lakeland	3, 4	FY Annually	660	673	750	597	Chart 51	750
Building Inspection Customer Experience ¹¹	4	FY Quarterly	Q4 = 82% 81.33% (Average)	Q4 = 90.32% 86.71% (Average)	90%	Q4 = 93.22% 90.13% (Average)	Chart 52	90%
Economic impact from Airport operations	4	FY Annually	Not Available	\$574,814,000	Increase	\$1,500,000,000	Chart 53	Increase
Attendance at the RP Funding Center	4	FY Quarterly	449,683 (Total)	328,060 (Total)	Increase	173,305 (Total) ¹²	Chart 54	Increase
RP Funding Center utilization – Arena	4	FY Quarterly	33.75% (Average)	29.25% (Average)	Increase	23.75% (Average) ¹³	Chart 55	Increase
RP Funding Center utilization – Theater	4	FY Quarterly	40.5% (Average)	33.75% (Average)	Increase	24% (Average) ¹⁴	Chart 56	Increase
RP Funding Center utilization - Meeting	4	FY Quarterly	35.75% (Average)	31.25% (Average)	Increase	17.5% (Average) ¹⁵	Chart 57	Increase

Figure D-40: Economic Opportunity KSIs

¹¹ Data collected via department survey. Data reflects the percent of customers who indicate they are “Satisfied” or “Very Satisfied” with their Building Inspector experience.

¹² RP Funding Center attendance impacted by COVID-19.

¹³ RP Funding Center utilization percent for FY20 Q3 and Q4 impacted by COVID-19.

¹⁴ Ibid.

¹⁵ Ibid.

Fiscal Management - Key Success Indicators

Goal: Fiscal Management

Objective: *Develop and effectively manage financial resources.*

Strategy		Why We Measure
1.	Continually monitor and evaluate business practices for cost effectiveness and efficiency.	Fiscal Management involves tracking internal costs for services, while looking for savings and ways to increase efficiency. Indicators for this strategy include monitoring the competitive ranking of utility rates, the rate of return for the City’s Pension Plan, and tracking costs and savings for Purchasing, Facility, and Municipal services, as measures of efficiency and effectiveness.
2.	Maintain financial stability by aligning resources to both municipal services and regulatory requirements.	Maintaining financial stability involves being good financial stewards, managing current resources effectively, while being fiscally responsible in long-range planning. This strategy includes indicators of fiscal management and stability: tax dollars saved through the Sealed Bid Purchase process, the City’s pension plan rate of return, the number of day’s cash on hand, and the General City bond rating and bond ratings for City utilities.
3.	Maintain transparency in financial and operational reporting.	Transparency in financial reporting includes providing clear and easily understandable information on investments. An Indicator for this strategy is the City’s pension plan rate of return.

Figure D-41: Fiscal Management Strategies and Why We Measure

Fiscal Management - Key Success Indicators Continued

Goal: Fiscal Management

Key Success Indicator	Strategy Link	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Target	FY2020/21 Actual	Chart	FY2021/22 Target
Overall competitive ranking of Lakeland Electric rates	3	FY Quarterly	Residential: 1 st Quartile Commercial: 1 st Quartile Commercial Demand: 1 st Quartile Industrial: 1 st Quartile	Residential: 1 st Quartile Commercial: 1 st Quartile Commercial Demand: 1 st Quartile Industrial: 1 st Quartile	1 st Quartile all rates	Residential: 1 st Quartile Commercial: 1 st Quartile Commercial Demand: 1 st Quartile Industrial: 1 st Quartile	Chart 58	1 st Quartile all rates
Tax dollars saved through sealed bid purchase process	1, 2	FY Annually	\$4,841,590	\$12,075,367	Monitor Only	\$6,671,554	Chart 59	Monitor Only
Percent of annual spend attributed to term contracts (Commodities and Services)	1	FY Annually	25%	30%	25%	28%	Chart 60	25%
Facilities maintenance cost per square foot ¹⁶	1	FY Annually	\$2.62	\$2.61	\$2.69	\$2.79	Chart 61	\$2.87
Amount of energy savings for City facilities	1	CY Annually	\$1,063,000	\$765,797	Monitor Only	\$1,362,044	Chart 62	Monitor Only
Janitorial maintenance per square foot ¹⁷	1	FY Annually	\$2.22	\$2.17	\$2.24	\$2.24	Chart 63	\$2.31
Fire safety maintenance per square foot ¹⁸	1	FY Annually	\$0.44	\$0.41	\$0.42	\$0.36	Chart 64	\$0.37
Costs for municipal services (comparison of nine cities)	1	FY Annually	1 st Lowest (of 9)	3 rd Lowest (of 9)	Monitor Only	3 rd Lowest (of 9)	Chart 65	Monitor Only

Figure D-42: Fiscal Management KSIs

¹⁶ Threshold targets for FY18 through FY20 are based on a 3% maximum increase per year. Threshold targets are reviewed every 3 to 5 years.

¹⁷ Ibid.

¹⁸ Ibid.

Fiscal Management - Key Success Indicators Continued

Goal: Fiscal Management

Key Success Indicator	Strategy Link	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Target	FY2020/21 Actual	Chart	FY2021/22 Target
Pension plan actuary/auditing	1, 2, 3	FY Annually	8.90	3.70	7.25	7.81	Chart 66	7.25
Number of Days Cash on Hand (General Fund)	2	FY Annually	72	79	45-60 Days	79	Chart 67	45-60 Days
Bond ratings: General City ¹⁹	2	FY Annually	Standard & Poor's NR Fitch AA – Moody's Aa3	Standard & Poor's NR Fitch AA – Moody's Aa3	Monitor Only	Standard & Poor's NR Fitch AA – Moody's Aa3	Chart 68	Monitor Only
Bond ratings: Electric ²⁰	2	FY Annually	Standard & Poor's AA Fitch AA – Moody's Aa3	Standard & Poor's AA Fitch AA Moody's Aa3	Monitor Only	Standard & Poor's AA Fitch AA Moody's Aa3	Chart 69	Monitor Only
Bond ratings: Water/Wastewater ²¹	2	FY Annually	Standard & Poor's AA Fitch AA + Moody's Aa2	Standard & Poor's AA Fitch AA + Moody's Aa2	Monitor Only	Standard & Poor's AA Fitch AA + Moody's Aa2	Chart 70	Monitor Only

Figure D-43: Fiscal Management KSIs

¹⁹ All years: Fiscal Year End data. Covenant to Budget and Appropriate Revenue Debt.

²⁰ All years: Fiscal Year End data.

²¹ Ibid.

Growth Management - Key Success Indicators

Goal: Growth Management

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

Strategy		Why We Measure
1.	Maintain diverse, safe, attractive neighborhoods throughout the city.	Growth management involves creating and sustaining great neighborhoods where people want to live. The City of Lakeland provides many services which are critical to establishing and maintaining beautiful neighborhoods. Indicators of this strategy include measures of road quality, street sweeping, garbage collection and recycling, code enforcement and housing, and public safety, including police response times and fire volume of calls, as well as measures of their effectiveness (fires kept to room of origin, violations brought into compliance, and overall feelings of safety).
2.	Plan and direct investment in infrastructure necessary for growth and redevelopment.	The City of Lakeland is focused on planning using smart investment, so that development can thrive while meeting current and future infrastructure demands. Two indicators of investment in growth and infrastructure are the private capital investment at the Lakeland Linder International Airport, and the annual number of new business established in Lakeland.
3.	Effectively align resources to changing environments including green initiatives.	The City of Lakeland encourages green initiatives and development that contributes to a high quality of life for its citizens. Two indicators for this strategy include the amount of energy savings for City facilities and the amount of grant dollars awarded for economic development and expansion projects.
4.	Provide reliable and sustainable infrastructure.	It is critical for cities to have infrastructure that is safe and reliable, so that citizens have basic needs of water and power, can travel throughout the community, and, and the economy can flow and thrive. Indicators for this strategy include the demand to permitted capacity ratios for water and wastewater, measures of the reliability for the power utility, and the percent of total revenues that Lakeland Electric spends on infrastructure.

Figure D-44: Growth Management and Why We Measure

Growth Management – Key Success Indicators Continued

Goal: Growth Management

Key Success Indicator	Strategy Link	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Target	FY2020/21 Actual	Chart	FY2021/22 Target
Network Average Pavement Condition Index (PCI) rating of streets ²²	1	Every 3 Years	Not Available	Not Available	70% or >	73%	Chart 71	70% or >
Pounds of nutrients reduced by street sweeping	1	FY Annually	Nitrogen: 3,358.94 Phosphorous 2128.85	Nitrogen 3,105.11 Phosphorous 1,968.69	Monitor Only	Nitrogen 2,257.07 Phosphorous 1,427.26	Chart 72	Monitor Only
Response time to Priority 1 calls	1	CY Annually	Average: 6:20	Average: 5:42	Average < 7 minutes	Average: 4:51	Chart 73	Average < 7 minutes
Overall feeling of safety ²³	1	FY Annually	76.40%	75%	Increase	74.66%	Chart 74	Increase
Percent of change in the number of Neighborhood Watch Programs	1	CY Annually	↑ 7.49%	↑ 8.20%	Increase	↓ 78.03% ²⁴	Chart 75	Increase
Percent of fires kept to room of origin	1	CY Quarterly	71.72%	73.08%	75%	75%	Chart 76	75% or >
Percent of Fire inspection violations brought into compliance	1	CY Annually	Not Available	91%	Increase	66.12%	Chart 77	Increase
Total number of emergency responses (Lakeland Fire Department)	1	CY Annually	25,181	25,746	Monitor Only	26,640	Chart 78	Monitor Only
Residential recycling	1	FY Quarterly	69.87%	86.01%	75%	83.37%	Chart 79	75% or >
Percent of Commercial customers participating in recycling program	1	FY Annually	6.94%	9.17%	7%	12.56%	Chart 80	7% or >
Waste diverted from landfill	1	FY Quarterly	22.72%	23.64%	25%	27.84%	Chart 81	25% or >

Figure D-45: Growth Management KSIs

²² Pavement Condition Index rating data is only available every three years.

²³ Data collected via City survey conducted in January 2021 (FY20). Data reflects the percent who rated Lakeland “Excellent” or “Good” in response to the item: “Overall feeling of safety in Lakeland.” The number of survey respondents for 2021 (FY20) was 3,557.

²⁴ CY20 number of programs was greatly reduced due to COVID-19.

Growth Management – Key Success Indicators Continued

Goal: Growth Management

Key Success Indicator	Strategy Link	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Target	FY2020/21 Actual	Chart	FY2021/22 Target
Code Enforcement cases brought into compliance	1	FY Annually	83.15%	84.62%	Increase	77.95%	Chart 82	Increase
Code Enforcement cases resolved within 60 days	1	FY Annually	63.79%	59.50%	Increase	57.30%	Chart 83	Increase
Home Purchase – Number of units and clients assisted	1	CY Annually	Units 4 Clients 11	Units 11 Clients 32	Increase	Units 14 Clients 25	Chart 84	Increase
Rehabilitation – Number of units and clients assisted	1	CY Annually	Units 15 Clients 36	Units 28 Clients 53	Increase	Units 18 Clients 30	Chart 85	Increase
Private capital investment at Lakeland Linder International Airport	2	FY Annually	\$10,000,000	\$130,000,000	Monitor Only	\$200,000,000	Chart 86	Monitor Only
Number of new businesses in Lakeland	2	FY Annually	660	673	Monitor Only	597	Chart 87	Monitor Only
Amount of energy savings for City facilities	3	CY Annually	\$1,063,000	\$765,797	Monitor Only	\$1,362,044	Chart 88	Monitor Only
Grant dollars awarded by FAA/FDOT in economic development and expansion projects	3	FY Annually	\$3,500,000	\$32,000,000	Monitor Only	\$37,000,000	Chart 89	Monitor Only
Water demand ratio to permitted capacity	4	FY Quarterly	0.5963	0.6263	0.5	0.5999	Chart 90	0.5 or <
Wastewater demand ratio to permitted capacity	4	FY Quarterly	0.5668	0.5455	0.5	0.6544	Chart 91	0.5 or <
Electric system average interruption duration	4	FY Quarterly	97.02	79.11	75.00	64.66	Chart 92	75.00 or <
Lakeland Electric spending on infrastructure as a percent of total revenues	4	FY Annually	14.90%	17.20%	Monitor Only	20.50%	Chart 93	Monitor Only
Electric system average interruption frequency	4	FY Quarterly	1.22	1.04	1.25	1.15	Chart 94	1.25 or <

Figure D-46: Growth Management KSIs

Governance – Key Success Indicators

Goal: Governance

Objective: *Provide for responsive and responsible governmental service.*

Strategy		Why We Measure
1.	Provide services required by Federal, State, and Local laws or policies, or which meet an accreditation or industry standard.	The City of Lakeland strives to provide the highest standard of services for its citizens. Several required services are represented in the indicators for this strategy, including Solid Waste, Purchasing, and Fire. Also, indicators of policy review/revision, and budget reporting.
2.	Provide desired internal services based on customer’s priority and availability of funding.	To meet its customer service goals, the City’s workforce relies on support from departments providing internal services. The Information and Technology department responds to internal (department) calls for assistance so that the workforce can operate efficiently and effectively. An additional indicator for this strategy is the citizens’ perception of Value for Taxes paid, as a measure of how well the workforce meets its customer service goals.
3.	Foster a work environment that includes City Core Values and enriches, informs, encourages and engages all employees to achieve their individual and collective potential.	The City of Lakeland offers training at all levels of the organization, has a tuition reimbursement program, and an employee health and wellness clinic (Healthstat), all in support of employees pursuing their professional, academic, and health goals. Indicators of this strategy include new hires completing compliance training, retention of Leadership and Development training, the percent of employees using tuition reimbursement, and the percent of participating employees with decreased Healthstat risk factors. Additionally, time to fill position vacancies is also tracked as an indicator of the efficiency and effectiveness of the hiring process.
4.	Utilize best practices for timely decisions, transparency, and fiscally accountable governance.	Transparency in financial reporting includes providing clear and easily understandable information on processes and investments. The two indicators of this strategy are examples of this. The City of Lakeland’s Purchasing Department uses best practices to save tax dollars through the Sealed Bid process, and the Annual Audit Report is an indicator of Retirement Services’ stewardship.

Figure D-47: Governance Strategies and Why We Measure

Governance – Key Success Indicators Continued

Goal: Governance

Key Success Indicator	Strategy Link	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Target	FY2020/21 Actual	Chart	FY2021/22 Target
Residential recycling	1	FY Quarterly	69.87%	86.01%	75%	83.37%	Chart 95	75% or >
Percent of Commercial customers participating in recycling program	1	FY Annually	6.94%	9.17%	7%	12.56%	Chart 96	7% or >
Waste diverted from landfill	1	FY Quarterly	22.72%	23.64%	25%	27.84%	Chart 97	25% or >
Tax dollars saved through sealed bid purchase process	1, 4	FY Annually	\$4,841,590	\$12,075,367	Monitor Only	\$6,671,554	Chart 98	Monitor Only
Number of days to fulfill warehouse inventory order	1	FY Quarterly	19 (Average)	25 (Average)	Decrease	7.75 (Average)	Chart 99	Decrease
Sealed bid or Request for Proposal (RFP) response time (Number of days)	1	FY Quarterly	28.25 (Average)	31.5 (Average)	30	30 (Average)	Chart 100	30
Purchase order request response (Number of days)	1	FY Quarterly	2.47 (Average)	2.26 (Average)	< 10	2.9 (Average)	Chart 101	< 10
Percent of annual spend attributed to term contracts (Commodities and Services)	1	FY Annually	25%	30%	25%	28%	Chart 102	25%
Percent of building and Fire Department permits reviewed by due date	1	FY Quarterly	95.5% (Average)	89.5% (Average)	95%	90.23% (Average) ²⁵	Chart 103	95%
Percent of fire inspection violations brought into compliance	1	CY Annually	Not Available	91%	Increase	66.12%	Chart 104	Increase
Total number of emergency responses (Lakeland Fire Department)	1	CY Annually	25,181	25,746	Monitor Only	26,640	Chart 105	Monitor Only
Total number of Human Resource policies reviewed and/or revised	1	FY Annually	20	16	Monitor Only	10	Chart 106	Monitor Only
Comprehensive Annual Financial Reporting (CAFR) audit findings	1	FY Annually	0	2	0	0	Chart 107	0

Figure D-48: Governance KSIs

²⁵ FY20 Q1: Under-staffed by one Inspector position for two months.

Governance – Key Success Indicators Continued

Goal: Governance

Key Success Indicator	Strategy Link	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Target	FY2020/21 Actual	Chart	FY2021/22 Target
Technology Incident Response Time (Percent Resolved within Timeframe) - Urgent calls (Internal to City of Lakeland Departments)	2	FY Quarterly	99.27%	100%	90%	98.78%	Chart 108A Chart 108B	90%
Technology Incident Response Time (Percent Resolved within Timeframe) - High Priority calls (Internal to City of Lakeland Departments)	2	FY Quarterly	96.11%	95.25%	90%	91.78%	Chart 109	90%
Technology Incident Response Time (Percent Resolved within Timeframe) - Medium Priority calls (internal to City of Lakeland Departments)	2	FY Quarterly	96.96%	99.40%	90%	99.45%	Chart 110	90%
Technology Incident Response Time (Percent Resolved within Timeframe) - Low Priority calls (internal to City of Lakeland Departments)	2	FY Quarterly	95.08%	95.59%	90%	88.70%	Chart 111	90%
Citizen perceived value for taxes paid ²⁶	2	FY Annually	56.10%	62.20%	Increase	61.27%	Chart 112	Increase
New hires completing compliance training	3	FY Annually	Not Available	100%	95%	100%	Chart 113	95%
Leadership and development training content retained	3	FY Annually	90%	96%	75%	96%	Chart 114	75%
Percent of employees utilizing tuition reimbursement benefit	3	FY Annually	6.4%	5.5%	6.2%	5.71%	Chart 115	6.2%
Time to fill position vacancies	3	FY Annually	Average Number of Days 73 Requisitions 452	Average Number of Days 89 Requisitions 395	Average Days – Decrease Number of Requisitions - Increase	Average Number of Days 91 Requisitions 236	Chart 116A Chart 116B	Average Days – Decrease Number of Requisitions - Increase

Figure D-49: Governance KSIs

²⁶ Data collected via City survey conducted in January 2021 (FY20). Data reflects the percent who rated Lakeland “Excellent” or “Good” in response to the item: “Value for the taxes you pay to the City of Lakeland.” The number of survey respondents for 2021 (FY20) was 3,557.

Governance – Key Success Indicators Continued

Goal: Governance

Key Success Indicator	Strategy Link	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Target	FY2020/21 Actual	Chart	FY2021/22 Target
Percent of participating employees who have decreased HealthStat risk factors	3	FY Annually	68%	74%	66%	74%	Chart 117	66%
Retirement services-related Deficiencies or Material Weaknesses in annual audit report	4	FY Annually	2 ²⁷	0	0	0	Chart 118	0

Figure D-50: Governance KSIs

²⁷ FY18: Material Weaknesses: 1 – Financial Statements misstated for Alternative Investment – NAV did not match Investment reconciliation. Investment Manager added another audit measure prior to any general ledger entries. 2 – Listed 2017 Deficiency as a carryover.

Operational Measures – Community Safety Program

Community Police Services Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Number of Crime Prevention Programs	Quarterly	334	353	234	500
Number of victims assisted	Annually	2,970	3,068	3,680 Estimate	3,000
Number of Special Events	Quarterly	355	296	62 Estimate	300

Figure D-51: Community Police Services Activity Performance Measures

Dispatching Services Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Number of Total calls received in dispatch	Quarterly	289,426	243,406	259,767	260,000
Police calls for service	Quarterly	106,946	107,789	102,011	112,000
Fire calls for service	Quarterly	25,883	26,308	27,331	25,500

Figure D-52: Dispatching Services Activity Performance Measures

Firefighting Services Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Number of Fires requiring a Fire Investigator to determine cause and origin	Annually	60	25	25	25
Number of Commercial Buildings Inspected	Annually	2,059	2,000	2,000	2,500
Number of Construction Plans Reviewed	Annually	1,896	750	750	1,500
Structure Fire Calls (100 series NFIRS)	Annually	80	150	150	150
Non-structure Fire Calls (100 series NFIRS)	Annually	381	300	300	325
NFPA 1710 Response to Deployment Analysis (Dispatch to arrival of first unit to building fire within 5 minutes 20 seconds, 90% of time)	Annually	61%	70%	70%	70%
NFPA 1710 Response to Deployment Analysis (Dispatch to arrival of full complement to building fire within 9 minutes 20 seconds, 90% of time)	Annually	70%	70%	70%	70%
Percent of NFPA Mandated Training Hours Accomplished	Annually	100%	100%	100%	100%
FAR 139 Training Requirements (Percent of monthly training competencies completed)	Annually	100%	100%	100%	100%

Figure D-53: Firefighting Services Activity Performance Measures

Operational Measures – Community Safety Program Continued

Investigative Services Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Total Lab Cases Worked	Quarterly	1,319	1,236	1,188	1,200
Total Criminal Investigative Cases	Quarterly	2,016	2,106 Estimate	4,848	5,513
Total Special Investigative Cases Worked	Quarterly	162	204	185 Estimate	175

Figure D-54: Investigative Services Activity Performance Measures

Patrol Services Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Calls for Service	Quarterly	84,046	102,011	93,858	NA
Driving Under the Influence (DUI) Arrests	Quarterly	185	134	112	NA
Traffic Citations	Quarterly	10,617	6,701	7,510	NA

Figure D-55: Patrol Services Activity Performance Measures

Rescue Services Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Number of Emergency Medical Responses	Annually	18,820	21,000	22,000	22,000
Percent of Mandated Medical training hours accomplished	Annually	100%	100%	100%	100%

Figure D-56: Rescue Services Activity Performance Measures

Operational Measures – Cultural and Community Services Program

Library Services Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Digital Circulation total (percent of Total Circulation attributed to Digital content)	Annually	19%	28%	29%	32%
Visits to the facilities	Annually	603,879	346,285 ²⁸	300,000 ²⁹	350,000
Number of programs	Annually	915	472 ³⁰	110 ³¹	200
Attendance at programs	Annually	24,790	10,522 ³²	1,400 ³³	2,000
Hours of public access computer use	Annually	78,147	49,159 ³⁴	34,500 ³⁵	50,000

Figure D-57: Library Services Activity Performance Measures

Public Information Services Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Live Meetings	Annually	140	139	175	175
Records Administration—Number of Department Requests Processed	Annually	412	1150	495	500

Figure D-58: Public Information Services Activity Performance Measures

RP Funding Center Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Number of events	Quarterly	374	267	180	219
Occupancy Percent	Quarterly	37%	31%	21%	29%
Total Sales (in millions)	Quarterly	5.08	5.47	3.34	2.36
Gross Operating Profit (loss) %	Quarterly	-62.50%	-20.7%	-74.5%	-66.8%
Total sales of Food & Beverages (in hundred-thousands)	Quarterly	19.28	19.05	NA	NA
Food & Beverages Per Capita Sales	Quarterly	11.67	13.08	NA	NA
Total Commission (in hundred-thousands)	Quarterly	4.95	4.89	3.00	NA
Ad Dollars Spent (in hundred-thousands)	Quarterly	2.82	2.67	2.52	0.17
Number of Unique Visitors to Social Media Outlets	Quarterly	2,871	1,613	1,099	990
Total Revenue (in millions)	Quarterly	9.98	8.75	9.07	6.36

Figure D-59: RP Funding Center Activity Performance Measures

²⁸ Closures and occupancy limits due to COVID-19.

²⁹ Construction of Main Library.

³⁰ Closures and occupancy limits due to COVID-19.

³¹ Virtual and live; Construction of Main Library.

³² Closures and occupancy limits due to COVID-19.

³³ Virtual and live; Construction of Main Library.

³⁴ Closures and occupancy limits due to COVID-19.

³⁵ No computers for adults at Main Library due to construction.

Operational Measures – Economic and Community Development Program

Affordable Housing Programs Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Private Investment Generated for Each Dollar of Home Purchase Assistance Awarded	Annually	\$9.31	\$9.98	\$7.48	\$11.06

Figure D-60: Affordable Housing Programs Activity Performance Measures

Building Inspection and Permitting Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Average Days for Commercial Building Permit Approval	Annually	2.74	2.45	5.39	5.65
Percent of Commercial Building Plans resubmitted more than once	Annually	50.2%	69.62%	63.50%	50%
Average Days for Residential Building Permit Approval	Annually	1.92	1.86	3.58	1.75
Percent of Residential Building Plans resubmitted more than once	Annually	39%	18.93%	22.02%	20%
Number and Value of Commercial Building Permits issued	Annually	2,238 \$411,911,778	2,332 \$626,373,478	2,037 \$379,564,967	2,000 \$350,000,000
Number and Value of Residential Building Permits issued	Annually	5,956 \$127,904,717	6,464 \$179,365,613	7,259 \$244,594,506	6,000 \$225,000,000

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

Code Enforcement Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Average Calendar Days from Complaint to First Inspection/Site Visit	Quarterly	0.39	0.6 ³⁶	0.6	0.5
Median Calendar Days to Achieve Compliance	Quarterly	26	24	23	24
Percent of Cases Brought into Compliance After More than 6 Months	Quarterly	5.12%	6.38% ³⁷	14.21% ³⁸	5.00%

Figure D-62: Code Enforcement Activity Performance Measures

CRA Districts Activity: Downtown

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Percent Increase/Decrease in Downtown CRA Taxable Property Value	Annually	6%	4%	10%	5%
Value of Building Permits Issued Within Downtown CRA	Annually	\$51,624,482	\$97,513,963	\$20,777,971	\$10,000,000

Figure D-63: CRA Districts Activity Performance Measures

³⁶ Due to COVID-19, the Code Enforcement Office was essentially closed for the month of April and only open for complaints with minimal staffing in May and June 2020.

³⁷ COVID-19 prevented Code Enforcement hearings from March through September 2020.

³⁸ COVID-19 affected violations cited, total cases were down, and impacted compliance inspection response.

Operational Measures - Economic & Community Development Program Continued

CRA Districts Activity: Dixieland

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Percent Increase/Decrease in Downtown CRA Taxable Property Value	Annually	3%	4%	1%	1%
Value of Building Permits Issued Within Downtown CRA	Annually	\$997,917	\$478,878	\$445,358	\$200,000
Number of Design Assistance Grants Awarded in Dixieland CRA	Annually	1	2	2	2
Amount of Dixieland Façade Improvement Matching Grant Funds Awarded	Annually	1	2	1	1
Amount of Dixieland Food Service Matching Grant Funds Awarded	Annually	1	0 ³⁹	1	1
Private Investment Generated for Each Dollar of Dixieland CRA Matching Grant Awarded	Annually	\$2.10	\$1.75	\$2.90	\$1.50

Figure D-64: CRA Districts Activity Performance Measures

CRA Districts Activity: Midtown

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Percent Increase/Decrease in Mid-town CRA Taxable Property Value	Annually	8%	6%	8%	5%
Value of Building Permits Issued Within Midtown CRA	Annually	\$39,699,649	\$103,608,458	\$75,074,731	\$25,000,000
Amount of Midtown CRA Investment in Public Enhancements	Annually	\$311,947	\$1,301,160	\$477,790	\$500,000
Amount of Economic Development Incentives Awarded	Annually	\$468,765	\$1,062,629	\$1,149,952	\$300,000

Figure D-65: CRA Districts Activity Performance Measures

Development Review Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Number of Site Plans Reviewed	Annually	63	48	42	40
Average Number of Days for Site Plan Approval	Annually	139	139	148	145
Total Residential Units Permitted	Annually	714	1,473	1,287	1,225
Total Square Feet Permitted: Industrial	Annually	2,511,421	2,137,435	1,039,843	2,000,000
Total Square Feet Permitted: Office	Annually	182,490	211,064	5,400	125,000
Total Square Feet Permitted: Retail	Annually	87,272	117,452	23,505	50,000
Total Square Feet Permitted: Institutional	Annually	100,000	191,347	125,183	100,000
Percent of Permits that Required a Variance	Annually	0.00%	0.39%	0.39%	0.35%
Number of Subdivision Plats/Parcels Reviewed	Annually	9	15	7	10
Number of Historic Preservation Reviews Completed	Annually	250	223	259	250
Percent of Reviews Completed: Administrative/Historic Preservation Board	Annually	86%/14%	87%/13%	79%/21%	90%/10%
Average Days for Review: Administrative/Historic Preservation Board	Annually	1 / 25	2.2 / 19	2.61 / 33.23	2 / 30

Figure D-66: CRA Districts Activity Performance Measures

³⁹ None requested.

Operational Measures - Economic & Community Development Program Continued

Economic Development Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Private Investment Generated for Each Public Incentive Dollar Awarded	Annually	\$67.70	\$86.27	\$395	\$150
Number of Incentivized Jobs Created	Annually	1,115	891	331	500
Public Investment per Job Created	Annually	\$115	\$2,367	\$970	\$1,500
Number of High Skill/High Wage Jobs Created	Annually	150	400	400	300
Public Investment per High Skill/High Wage Job Created	Annually	\$855	\$5,274	\$892	\$2,500

Figure D-67: Economic Development Activity Performance Measures

Local Business Taxes Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Number of Business Tax Receipts Issued	Annually	6,127	6,079	6,281	6,200
Total Business Tax Receipt Revenue	Annually	\$1,599,291.85	\$1,632,357.90	\$1,750,096	\$1,725,000

Figure D-68: Local Business Taxes Activity Performance Measures

Neighborhood Program Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Number of Registered Neighborhood Associations	Annually	23	25	27	34
Number of Citizens in Attendance at Registered Neighborhood Association Meetings	Annually	689	455	400	500
Value of Volunteer Service and In-Kind	Annually	16 partnership grants totaling \$62,000, 1 partnership grant for a 5-year commitment at \$22,300 with a major preservation project for signs \$61,000	15 grants, 1 Neighborhood Preservation Project and 7 Sponsorships	15 grants, 5 Neighborhood Preservation Projects, and 7 Sponsorships	TBD based on new neighborhoods joining coalition and becoming eligible for grant funding

Figure D-69: Neighborhood Programs Activity Performance Measures

Operational Measures - Economic & Community Development Program Continued

Planning Services Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Percent Increase in City Limits Through Annexation	Annually	0.0149	0.165	0	0.015
Number of Future Land Use Map Amendments	Annually	4	5	3	5
Increase in Miles of Bike Lanes and Sidewalks/Number of Transit Facilities	Annually	0.53 miles/ 7 transit stops improvements	7.7 miles of sidewalk/ 0.66 miles of new road with bike lanes 21 transit stops improvements	3 transit stops (Estimate)	5 transit stops
Number of Multi-Modal Facilities Approved on Private Development Sites	Annually	41 site plans/ 3 subdivision plats- construction plans/ 9 zoning conditions	28 site plans/ 2 subdivision plats- construction plans/ 16 zoning conditions	15 site plans/13 subdivisions/15 zoning conditions	15 site plans/13 subdivisions/15 zoning conditions
Grant Funding Awarded for Road, Trail and Other Transportation Improvements	Annually	\$4,150,460	\$3,414,596	\$1,010,000	\$1,000,000
Number of Rezoning Applications, including Planned Unit Developments	Annually	94	92	80	80
Number of Conditional Use Applications	Annually	12	15	9	15
Average Number of Calendar Days for Approval of Conditional Use	Annually	93	85	107.8	90

Figure D-70: Planning Services Activity Performance Measures

Operational Measures - Environmental & Utility Services Program

Electric Utility – Energy Production Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Equivalent Availability Rate U5 - Power Production	Quarterly	93.49%	98.03%	78%	83%
Safety-Power Production	Quarterly	3 LTI	0	1 LTI	0

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

Electric Utility – Transmission and Distribution Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Safety-Energy Delivery	Quarterly	2 LTI	0 LTI	0 LTI	0 LTI
Accounts Served-Systems Plan	Annually	131,793	133,571	136,403	137,280
GWHR Delivered-System Plan	Annually	3,131	3,187	3,236	3,238

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

Electric Utility – Billing and Customer Service Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Average Time to Answer (in seconds)-Customer Service	Quarterly	17	36 ⁴⁰	26	27
Uncollected % of Revenue-Customer Service	Quarterly	0.17%	0.15%	0.14%	0.24%
Water Meter Reading Accuracy-Customer Service	Quarterly	99.94%	99.97%	99.98%	99.97%
Safety-Customer Service	Quarterly	0	0	0	0

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

Lakeland and Stormwater Management Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Lake shoreline assessment for aquatic plants	Annually	2,032,524	1,511,934	1,470,345	1,200,000
Stormwater System Inspected (linear foot)	Annually	197,660	225,171	297,526	115,000
Number of industrial and City facilities inspected	Annually	14	36	20	15
Number of stormwater - related training classes taught	Annually	4	3	2	3
Number of water quality education events participated in	Annually	21	16	4	3
Street curb mile swept	Annually	19,639	18,666	18,991	16,000
Debris removed from streets & stormwater system (tons)	Annually	2,033	1,896	2,400 Estimate	2,000
Number of lake monitoring/sampling events	Annually	24	24	24	24
Number of illicit discharge inspections conducted	Annually	151	151	163	150
Number of lake trash clean-up events	Annually	15	17	55	15
Number of pollution control devices inspected and cleaned	Annually	108	309 Estimated	234	100

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

⁴⁰ Impacted by COVID-19.

Operational Measures - Environmental & Utility Services Program Continued

Solid Waste - Commercial Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Customers served	Annually	5,535	5,614	5,717	5,750
Garbage collected (tonnage)	Annually	40,189	39,051	41,993	40,000
Roll-off tonnage	Annually	10,321	10,135	10,241	11,250
Roll-off trips to the landfill	Annually	4,255	3,526	3,365	3,650

Figure D-75: Solid Waste – Commercial Activity Performance Measures

Solid Waste – Recycling Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Curbside tonnage	Annually	6,219	6,060	6,110	NA
Commercial tonnage	Annually	1,370	833	975	NA

Figure D-76: Solid Waste – Recycling Activity Performance Measures

Solid Waste – Residential Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Customers served	Annually	46,941	52,553	54,175	49,100
Garbage collected (tonnage)	Annually	29,957	31,471	33,160	32,350
Yard waste collected (tonnage)	Annually	16,830	11,479	10,830	13,250
Percent of respondents on the Lakeland View Community Survey indicating “Excellent” or “Good” rating for Overall Cleanliness of the city	Annually	NA	81.4%	82%	>50%

Figure D-77: Solid Waste – Residential Activity Performance Measures

Water Treatment and Distribution Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Water losses (% of total)	Quarterly	8.67%	7.8%	8.47%	< 8.00%
Distribution cost \$ per 1,000 gallons	Annually	\$1.28	\$0.93	\$1.1	\$1.12
Average Daily Flow (ADF) 12 month rolling (millions of gallons per day)	Quarterly	21.95	22.635	23.444	23.152
Peak Daily Flow (PDF)	Quarterly	31.763	29.336	35.385	29
Total Water treated (millions of gallons)	Quarterly	8010.3	8284.53	8557.13	8450
Treatment cost \$ per 1,000 gallons	Annually	\$1.66	\$1.81	\$1.40	\$1.42
Cost of Service \$ per 1,000 gallons	Annually	\$4.51	\$4.20	\$3.84	\$3.89

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

Operational Measures - Environmental & Utility Services Program Continued

Wastewater Collection and Treatment Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Number of spills (count)	Quarterly	8	9	11	0
Cost of Collection \$ per 1,000 gallons	Annually	\$1.75	\$3.25	\$2.16	\$2.19
12 month rolling Average Daily Flow (millions of gallons)	Quarterly	11.83	11.66	11.5	12
Peak Daily Flow (PDF) (millions of gallons)	Quarterly	22.81	22.73	21.47	21
Wastewater Treated Total	Quarterly	4,320.37	4,260.4	4,198.34	4,380
Cost of Treatment \$ per 1,000 gallons	Annually	\$2.91	\$1.99	\$2.95	\$3.00
Cost of Service \$ per 1,000 gallons	Annually	\$7.02	\$8.41	\$7.66	\$7.77
Reuse Daily Average (millions of gallons per day)	Annually	9.54	8.16	8.35	10.00
Population Served	Annually	107,233	110,119	113,111	116,500

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

Operational Measures - Legislative Activities Program

City Clerk Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Number of candidate handbooks issued & reviewed	Quarterly	19	0	18	0
Number of campaign reports received, reviewed, and published to the web	Biannually	67	40	31	14
Number of absentee ballot signatures verified	Biannually	5,579	11,104	15,798	20,000
Number of Boards and Committees Applications received and processed and appointments	Annually	52	53	61	NA
Number of legal ads published each year	Annually	39	47	62	50
Number of meetings attended by Clerk's office (Commission, Boards, Task Force)	Quarterly	127	144	170	NA
Number of boxes (Records) placed in storage	Annually	750	479	674	500
Number of boxes (Records) destroyed	Annually	370	870	686	750
Records Administration — Number of Department Records Requests Processed	Quarterly	412	1,150	495	500

Figure D-80: City Clerk Activity Performance Measures

City Commission Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Maintain a greater percent of total Worker's Compensation medical claims vs. the percent of total Worker's Compensation indemnity claims	Annually	78% Medical	72% Medical	14% Medical ⁴¹	75% Medical
Maintain or lower the percent of total open auto & general liability claims based on a five-year running average	Annually	3.75% AL 4% GL	7.8% AL 13.8% GL Estimate	8% AL 12% GL	9% AL 12% GL

Figure D-81 City Commission Activity Performance Measures

⁴¹ Data impacted by claims due to COVID-19.

Operational Measures - Park, Recreation & Properties Program

Aquatics Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Number of Swim lessons participants	Annually	613	0 ⁴²	333	600

Figure D-82: Aquatics Activity Performance Measures

Cemeteries Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Interments	Annually	434	421	520	525
Lot Sales	Annually	426	462	623	625
Memorial Installations	Annually	340	292	330	300

Figure D-83: Cemeteries Activity Performance Measures

Cleveland Heights Golf Course Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Rounds of Golf	Quarterly	57,396	65,271 ⁴³	74,631	69,000
Memberships	Annually	58	52	45	50
Tournaments	Annually	30	19 ⁴⁴	33	35

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

Park Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Acres Maintained (Active Parks)	Annually	643.64	643.64	643.64	644.84
Acres Maintained (Passive Parks)	Annually	97	97	97	198.5
Acres Maintained (Right of Way Maintenance)	Annually	72	72	72	72
Volunteer Hours	Annually	7,753	2,182 ⁴⁵	NA ⁴⁶	NA
Maintenance Cost per acre	Annually	\$6,700	\$7,487.60	\$11,738	\$10,515
Trees Trimmed	Annually	3,257	3,586	3,650	3,200
Operating Expenditures for Park Maintenance (Labor, Material Equipment- Value)	Annually	\$5,500,000	\$6,084,727	\$9,539,420	\$9,625,668

Figure D-85: Park Activity Performance Measures

⁴² Numbers impacted by COVID-19.

⁴³ Closed 38 days due to COVID-19.

⁴⁴ Many events closed or cancelled due to COVID-19.

⁴⁵ Decrease due to COVID-19 restrictions.

⁴⁶ Ibid.

Operational Measures - Park, Recreation & Properties Program Continued

Recreation and Facilities Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Camp Participation	Annually	399	195	220	285
Number of building Rentals per area: Lake Mirror	Annually	87	119	34	45
Number of building Rentals per area: Peggy Brown	Annually	82	175	36	45
Number of building Rentals per area: Magnolia	Annually	114	152	38	50
Number of building Rentals per area: Coleman Bush Large Room	Annually	64	46	51	50
Number of building Rentals per area: Coleman Bush Small Room	Annually	28	18	18	25
Lake Crago Small Activity Room	Annually	NA ⁴⁷	NA	31	40
Lake Crago Large Activity Room	Annually	NA	NA	24	35
Lake Crago Patio	Annually	NA	NA	21	25
Lake Crago Amphitheater	Annually	NA	NA	8	15
Lake Crago Grand Ballroom	Annually	NA	NA	30	35
Number of Instructional lessons (includes tiny tots)	Quarterly	400	437	543	550
Number of camp participants	Quarterly	126	96	102	120
Attendance per Recreation Center: Kelly Rec	Quarterly	131,403.5	98,296	98,157	100,000
Attendance per Recreation Center: Simpson Park Community Center	Quarterly	165,782	67,685	74,183	80,000
Attendance per Recreation Center: Gandy Pool	Quarterly	77,532	46,201	102,623	103,000
Attendance per Recreation Center: Simpson Pool	Quarterly	11,038	8,110	3,200	3,500
Transaction by Facility: Kelly Rec Center	Quarterly	65,788	37,674	53,456	60,000
Transaction by Facility: Tennis Courts	Quarterly	865	684	832	850
Transaction by Facility: Simpson Park Community Center	Quarterly	31,304	18,544	22,686	25,000
Transaction by Facility: Gandy Pool	Quarterly	38,948	23,027	33,852	35,000
Transaction by Facility: Simpson Pool	Quarterly	3,595	3,120	3,346	3,500
Transaction by Facility: Coleman Bush	Quarterly	2,580	1,870	2,524	2,600
New Patron Sign-ups per Facility: Kelly Rec	Quarterly	2,358	1,313	2,181	2,500
New Patron Sign-ups per Facility: Tennis Courts	Quarterly	106	84	108	150
New Patron Sign-ups per Facility: Simpson Park Community Center	Quarterly	756	386	723	750
New Patron Sign-ups per Facility: Gandy Pool	Quarterly	1,794	827	1,264	1,300
New Patron Sign-ups per Facility: Simpson Pool	Quarterly	954	688	568	600
New Patron Sign-ups per Facility: Coleman Bush	Quarterly	87	56	84	100
New Patron Sign-ups: Online	Quarterly	59	23	4	10
Number of teams per league: Softball	Quarterly	227	64	108	150
Number of teams per league: Flag Football	Quarterly	6	5	5	10
Number of teams per league: Kickball	Quarterly	21	12	23	30
Number of teams per league: Adult Basketball	Quarterly	0	2	0	5

Figure D-86: Recreation and Facilities Activity Performance Measures

⁴⁷ Lake Crago Recreation Complex opened in October 2020. Data not available until FY21.

Operational Measures - Park, Recreation & Properties Program Continued

Recreation and Facilities Activity, continued

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Number of teams per league: Summer Teen	Quarterly	0	0	0	5
Number of teams per league: Youth Basketball	Quarterly	38	45	28	40
Number of participants in each sport: Softball Leagues	Quarterly	3,405	960	0	2,250
Number of participants in each sport: Flag Football Leagues	Quarterly	70	60	0	120
Number of participants in each sport: Kickball Leagues	Quarterly	315	180	0	450
Number of participants in each sport: Adult Basketball Leagues	Quarterly	0	24	0	60
Number of participants in each sport: Summer Teen	Quarterly	0	0	0	60
Number of participants in each sport: Youth Basketball	Quarterly	472	485	0	480

Figure D-87: Recreation and Facilities Activity Performance Measures

Operational Measures - Transportation Service Program

Lakeland Linder International Airport – Leasing Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Gross Revenues	Annually	\$5,578,000	\$6,200,000	\$10,000,000	\$10,898,000
Square Footage Leased (Aviation Tenants)	Annually	678,600	722,600	729,000	730,000
Square Footage Leased (Non-Aviation Tenants)	Annually	294,000	294,000	294,000	299,000
Square Footage Vacant (Airport)	Annually	69,000	25,000	26,000	21,000
Number of Aviation Leases-T Hangars	Annually	75	75	75	75
Number of Aviation Leases-Other	Annually	42	42	44	45
Number of Non-Aviation Leases	Annually	18	18	18	19

Figure D-88: Lakeland Linder International Airport – Leasing Activity Performance Measures

Lakeland Linder International Airport – Operations Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Air Traffic Itinerant Operations (takeoffs and landings annually)	Annually	73,000	62,089	71,263	72,000
Air Traffic Local Operations (takeoffs and landings annually)	Annually	47,000	44,428	52,225	53,000
Based Aircraft (Total)	Annually	273	243	304	304
Based Aircraft (Jet)	Annually	85	71	73	73
Aircraft Fuel Flowage (gallons delivered to the Airport)	Annually	1,350,000	1,900,000	12,300,000	14,720,000
Dollar Amount of Grants Received	Annually	\$26,407,000	\$5,800,000	6,600,000	5,800,000

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

Parking Services Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Parking Enforcement-Percent Reduction of Citations	Annually	991 or 16%	630 or 16%	1,026 or 20%	≤ 15%
Leased parking spaces	Quarterly	98%	70% ⁴⁸	66% ⁴⁹	100%
Revenue generated by Leases	Quarterly	\$607,615	\$493,666 ⁵⁰	\$498,239 ⁵¹	\$600,000

Figure D-90: Parking Services Activity Performance Measures

⁴⁸ COVID-19.

⁴⁹ Ibid.

⁵⁰ Ibid.

⁵¹ Ibid.

Operational Measures - Transportation Service Program Continued

Transportation – Facilities Construction Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Number of traffic calming projects	Annually	8	5	2	5
Parcels acquired	Annually	8	7	2	13
Parcels condemned	Annually	0	1	0	0
Bike Lane Construction (Linear Ft.)	Annually	0	0	0	0
New/Widened roadway lane miles	Annually	0	0	0	0

Figure D-91: Transportation – Facilities Construction Activity Performance Measures

Transportation – Facilities Maintenance Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Resurfacing (Lane Miles)	Annually	13	31.03	36.6	37.5
Resurfacing Cost	Annually	\$1,134,012	\$1,536,090	\$2,254,874	\$2,931,815
Right-of-Way Maintenance (acres maintained)	Annually	321	321	321	321
Sidewalks Repaired (Linear Ft.)	Annually	5,523	5,923	7,343	6,750
Response Time to Citizen Request for Stormwater and Drainage Maintenance—Average business days from work order to customer notification of work scheduled	Annually	1	1	1	1
Response Time to Citizen Request for Road Repair—Average number of hours per work order for asphalt repair	Annually	1	1	1	1
Traffic Signals Maintained within City limits	Annually	174	174	174	174
Number of Traffic Signals online and connected (daily, out of 174)	Annually	174	174	174	174
Number of Traffic Signals fully operational (daily, out of 174)	Annually	174	174	174	174
Traffic Signs Maintained	Annually	19,400	19,500	18,815	18,815
Number of traffic studies performed	Annually	130	130	117	130
Health (Percent) of CCTV Cameras On-Line	Annually	99.70%	99.0%	95.0%	95.0%
Health (Percent) of video detection Cameras	Annually	99.71%	99.0%	97.5%	95%
Percent of Fiber Optic Cable operating at 95% efficiency or better	Annually	100%	100%	100%	95%
Health of Opticom Devices	Annually	100%	100%	100%	95%
Health of Hub Sites	Annually	100%	100%	100%	95%

Figure D-92: Transportation – Facilities Maintenance Activity Performance Measures

Operational Measures - Support Service Program

Facilities Maintenance Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Number of Work Orders Completed (Facility Support, Fire Suppression, and Janitorial)	Annually	17,898	19,200	25,981	21,000
Work Orders Completion Time (Maintenance, Fire, Security, and Janitorial)	Annually	12 days	12 days	13 days	10
Capital Projects Completed (Facility Support)	Annually	71	70	68	65

Figure D-93: Facilities Maintenance Activity Performance Measures

Fleet Management Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Percent of replacement eligible vehicles	Quarterly	14.78%	16.80%	19.38%	20%
Vehicle turnaround time 0-24 hrs.	Quarterly	75.50%	77.75%	80.50%	75%
Billed labor hours	Quarterly	64.50%	70.70%	63.40% ⁵²	70%
Vehicle Availability	Quarterly	96.09%	96.59%	96.94%	95%
Annual fuel gallons dispensed	Quarterly	1,084,433	1,077,797	1,098,911	1,050,000

Figure D-94: Fleet Management Activity Performance Measures

Information Technology Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Planned Projects Requested vs. Completed Projects	Quarterly	133%	108%	65% ⁵³	54%

Figure D-95: Information Technology Activity Performance Measures

Purchasing and Stores Activity

Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Total Number of Inventory Items Issued	Annually	7,865	7,865	6,909	1.25% ↑
Total Dollar Amount of Inventory	Annually	\$19,062,969	\$18,557,894	\$19,336,311	1.25% ↑
Total Number of Sealed Bids/RFPs	Annually	144	100	96	1.25% ↑
Total Dollar Amount of Sealed Bids and RFPs	Annually	\$59,200,537	\$20,751,477	\$13,325,367	1.25% ↑
Total Annual Cost savings through sealed bids	Annually	\$12,075,367	\$6,671,554	\$7,029,406	1.25% ↑
Total annual number of purchase orders	Annually	3,868	3,859	3,313	1.25% ↑
Total number of quotes	Annually	1,019	840	554	1.25% ↑
Total annual contract purchase order amount	Annually	\$60,098,766	\$55,275,950	\$46,779,760	1.25% ↑
Annual Contract Percent	Annually	30%	28%	29%	≥ 25% of the Total annual contract purchase order amount

Figure D-96: Purchasing and Stores Activity Performance Measures

⁵² Multiple Workman's Compensation absences and vacancies.

⁵³ Due to COVID-19 many Departments put projects on hold.

Operational Measures - Support Service Program Continued

Governance Administration Activity

Service	Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Accounts Payable Invoice Processing	Ensure all Invoices from vendors are paid in compliance with the Local Government Prompt Payment Act.	Annually	No findings	No findings	No findings	No findings
Audited Financials	Clean Audit Opinion	Annually	No Findings	No Findings	No Findings	No Findings
Billing Operations - Solid Waste/Recycling	Accuracy of Billings (number of Customer Complaints & errors)	Annually	<1% of total customers	<1% of total customers	<1% of total customers	<1% of total customers
Billing Operations - Solid Waste/Recycling	Meeting Budgeted Revenues - Solid Waste	Annually	103.7%	100%	100.6%	100%
Billing Operations - Stormwater	Accuracy of Billings (number of Customer Complaints & errors)	Annually	<1% of total customers	<1% of total customers	<1% of total customers	<1% of total customers
Billing Operations - Stormwater	Meeting Budgeted Revenues - Stormwater	Annually	100.1%	101.6%	104.7%	100%
Billing Operations - Wastewater	Accuracy of Billings (number of Customer Complaints & errors)	Annually	<1% of total customers	<1% of total customers	<1% of total customers	<1% of total customers
Billing Operations - Wastewater	Meeting Budgeted Revenues - Wastewater	Annually	113.4%	<113.7%	131.5%	100%
Code Enforcement Collections	Percent of Code Enforcement fines processed	Annually	100%	100%	100%	100%
Debt Management	Timely payments of Principal and Interest payments	Quarterly	Yes	Yes	Yes	Yes
Grants and Contracts Regulation/Monitoring	Number of Audit Findings concerning Grants Administration	Quarterly	No Findings	No Findings	No Findings	No Findings
Investments and Cash Management	Compliance with Investment Policies	Annually	Yes	Yes	Yes	Yes
Investments and Cash Management	Investment Earnings - Meet or exceed investment earnings benchmark	Annually	Yes	Yes	Yes	Yes
Budget Development and Financial Monitoring	GFOA Award	Annually	Awarded	Awarded with Special Recognition for CIP	Awarded	NA
Civil Service Rules and Compliance	Number of Public Employers Relations Commission Hearings	Annually	3	2	2	2
Civil Service Rules and Compliance	Number of Arbitration & Mediation Hearings	Annually	11	2	4	2

Figure D-97: Governance Administration Activity Performance Measures

Operational Measures - Support Service Program Continued

Governance Administration Activity, continued

Service	Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Civil Service Rules and Compliance	Number of Policy Developments / Revisions	Annually	16	22	22	20
Development/ Redevelopment Administration	Number of Site Plans reviewed by both the DRT & SRT	Annually	162	139	155	150
Emergency and Disaster Recovery and Preparedness	Number of Fire Drills and other Emergency Exercises	Annually	6	4 ⁵⁴	2	6
Emergency and Disaster Recovery and Preparedness	Number of Events to which Safety Responded	Annually	0	0	2	2
Employee Engagement Activities	VIP Awards (Total Number of VIP Awards)	Quarterly	572	530	283	NA
Employee Wellness Program	Return on Investment (Ratio of money spent vs. savings)	Annually	4.17:1	4.58:1	4.95:1	4.75:1
Employment Recruitment and Selection	Number of positions filled with existing employees (promotions from within ranks)	Quarterly	156	104	238	260
Employment Recruitment and Selection	Number of external new hires	Quarterly	305	218	205	200
Employment Recruitment and Selection	Average number of minimally qualified applicants per requisition	Annually	22	16	10	20
Health Insurance/Other Benefits Management	Per member/ per year cost	Annually	\$10,126 PM/PY	\$10,800 PM/PY	\$11,000 PM/PY	NA
Health Insurance/Other Benefits Management	Number of Active Employees Utilizing Electronic Open Enrollment	Annually	917	1,047	1,205	1,230
Health Insurance/Other Benefits Management	Total % of eligible reimbursements dollars from Medicare Part D and Stop Loss Insurance	Annually	100%	100%	100%	100%
Investigative Audits	Commencement of investigation in a timely manner (within one business day of notification)	Annually	100%	100%	100%	100%
Labor Relations	Number of Grievances Filed	Quarterly	7	45	43	30
Labor Relations	Number of Grievances Resolved	Quarterly	7	3	32	30

Figure D-98: Governance Administration Activity Performance Measures

⁵⁴ Impacted by COVID-19.

Operational Measures - Support Service Program Continued

Governance Administration Activity, continued

Service	Performance Measure	Frequency	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Actual	FY2021/22 Proposed
Occupational Safety Education, Training and Compliance	Number of citywide auto and general liability claims	Annually	109 AL 259 GL	117 AL 247 GL	112 AL 230 GL	110 AL 221 GL
Occupational Safety Education, Training and Compliance	Total Number of Observed Hazards from onsite surveys	Annually	41	41	42	Decrease
Occupational Safety Education, Training and Compliance	Total Training Hours Provided to City Employees	Annually	8,349	2,085 ⁵⁵	7,334	7,900
Operational Audits	Implementation of at least 75% of suggested recommendations for changes to processes	Annually	85%	90%	90%	90%
Pension Board and Policy Administration	Number of Ordinance Changes as needed/ Actuary	Biannually	0	2	2	1
Pension Board and Policy Administration	Number of significant deficiencies or material weaknesses on the Annual Audit Report	Annually	1	0 Estimated	0 Estimated	0
Pension Board and Policy Administration	Timely/Efficient & Accurate filing the State Report, Valuation and Audit Reports with the F1 Division of Retirement	Annually	3	3	1	1
Pension Fund Support	Reporting efficiency: Number of Active, number of retired, deceased, number of transitions	Annually	1	0 Estimated	0 Estimated	0
Pension Fund Support	Actual Plan Assets	Annually	7.25%	7.25% Estimated	24.10%	7.25%
Retirement Enrollment and Benefit Services	Number of Retirement Actions: Drops, Retirements, Exit Drop, Survivors, Deceased, Refunds of Contributions	Quarterly	200	171	222	230
Retirement Enrollment and Benefit Services	Number of Educational Opportunity Events	Quarterly	198	54	257	250
Retirement Enrollment and Benefit Services	Retirement Readiness Metric	Annually	90%	92%	90%	90%

Figure D-99: Governance Administration Activity Performance Measure

⁵⁵ Safety Fairs restructured to smaller groups due to COVID-19.



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Core/Support Service Performance Reporting

The Performance Budget is separated by Programs along with a definition of the Activities and Services contained within. To best utilize the additional information in this section, an understanding of the hierarchy of Programs, Activities, and Services is needed (shown in the diagram below).

- **Program** – Group Activities, operations or organizational units directed to attaining specific purposes or objectives.
- **Activity** – A specific and distinguishable service performed by one or more organization components of the City to accomplish a function for which the City is responsible and has programmed.
- **Core/Support Services** – Product or Services provided to the public (external customers) or supporting service (internal customers) as an actual deliverable.

Each Program section begins with a summary page outlining the respective Activities, Personnel Counts, Expenditures and Revenues. Following the Program page, each Activity’s Mission and Services will be defined. Additionally, respective Department Changes and Accomplishments will be outlined. Each Activity will also have a breakdown of positions, Expenditures and Revenue (if applicable). This breakdown provides the detail to understand the net cost of each service provided by the City.

Each of the Core/Support Services are strategically aligned to the City’s Vision/Mission/Goals and Strategies. Reporting data consisting of progress updates, labor hours and non-labor costs will be used by departments to adjust operations as needed.

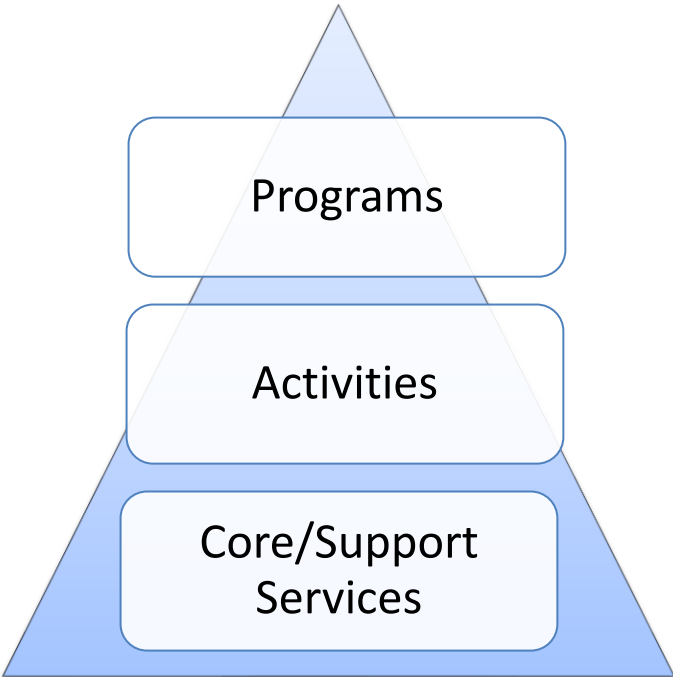


Figure D-100: City Services Pyramid-Programs, Activities, Core/Support Services

Revenue Sources C-26



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Community Safety Program

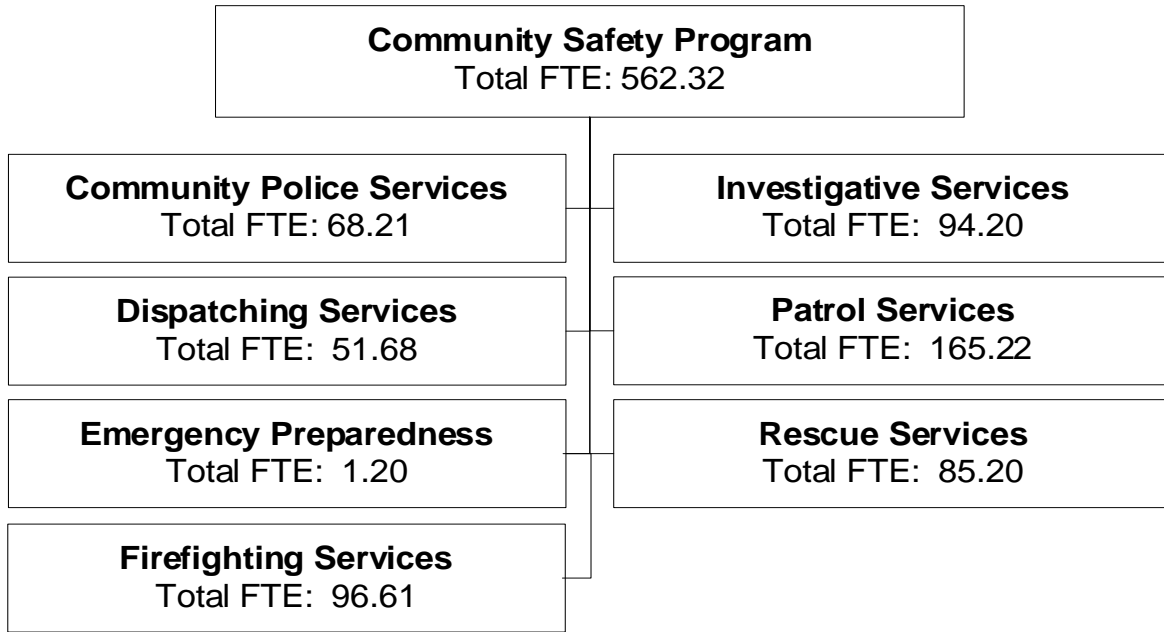


Figure D-101: Community Safety Program

Program Summary

This Program includes providing:

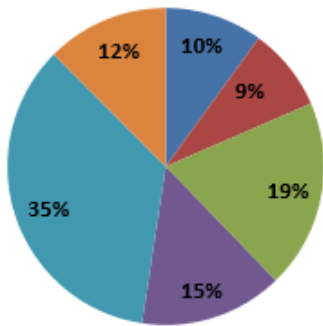
- Prompt, attentive, and compassionate customer service in response to calls for police, emergency and non-emergency services from the residents and visitors of the City of Lakeland.
- Quality follow-up investigations of criminal incidents occurring within the City of Lakeland along with developing an informed and engaged community by providing education designed to help the public avoid becoming crime victims.
- Support for a vibrant, culturally diverse community by providing the youth of Lakeland with positive role models, mentors, and educational lifestyle options, as alternatives to gang participation and drug use.
- Services to prevent and extinguish fires within the City and the greater Lakeland area by administering inspections and safety programs while providing the highest service standards of safety, suppression, and disaster response.
- The most efficient and highest-level emergency medical and rescue services to the citizens of Lakeland in addition to providing professional, high-quality, effective patrol services while reducing crime, ensuring public safety, and providing responsive customer service.

Community Safety Program Continued

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$69,880,478	\$71,974,346	\$83,781,536
Revenues Summary	\$50,136,27	\$5,200,003	\$14,769,607
Net Cost Summary	\$64,866,851	\$6,677,433	\$69,011,929
FTE Summary	562.02	566.72	562.32

Figure D-102: Community Safety Program Budget Summary

Program Expenditures



- Community Police Services
- Dispatching Services
- Firefighting Services
- Investigative Services
- Patrol Services
- Rescue Services

Program Revenues

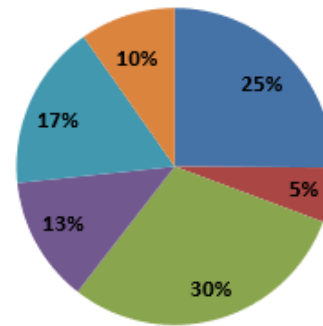


Figure D-103: Community Safety Program Pie Charts

Community Police Services Activity

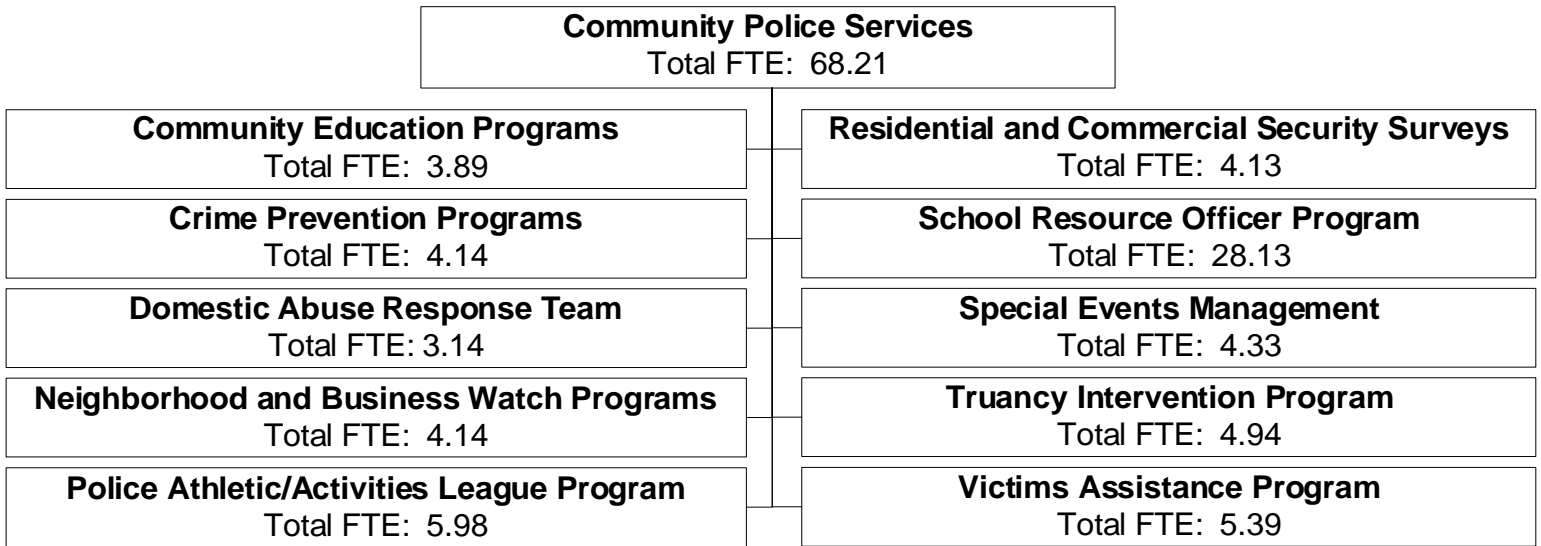


Figure D-104: Community Police Services Activity

Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$7,553,028	\$8,363,406	\$8,363,406
Revenues Summary	\$1,260,079	\$1,338,096	\$3,691,957
Net Cost Summary	\$6,292,949	\$7,025,310	\$4,671,449
FTE Summary	67.00	68.21	68.21

Figure D-105: Community Police Services Activity Budget Summary

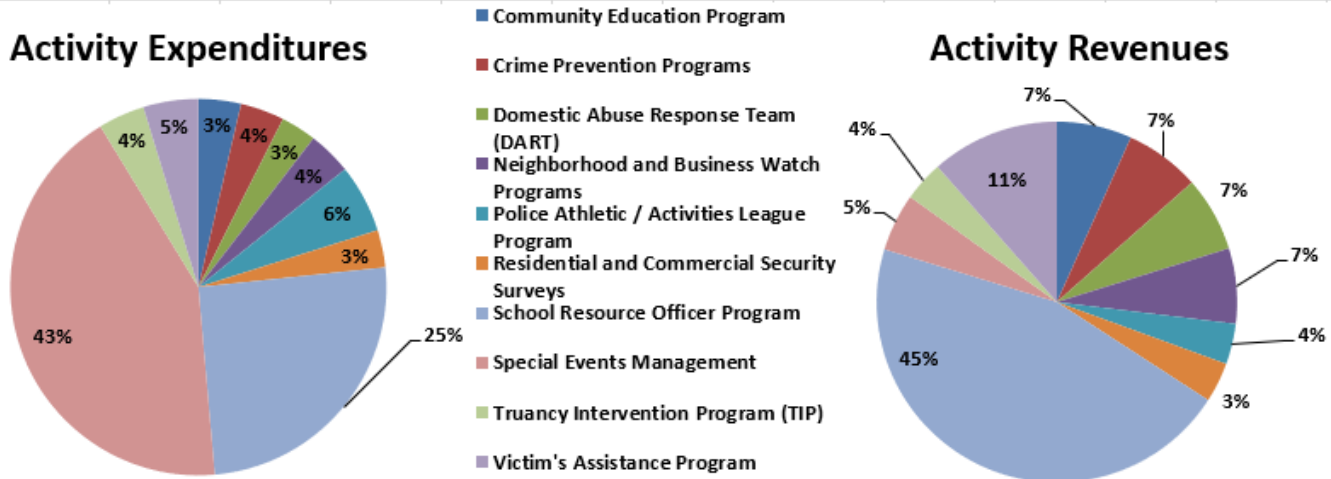


Figure D-106: Community Police Services Activity Pie Charts

Community Police Services Activity Continued

Core Services

Provides both commercial and residential security surveys, which assess the security strengths and weaknesses of a specific location and make appropriate recommendations for improvement. Works with the public in organizing and maintaining Neighborhood Watch and Business Watch programs throughout the City. Also coordinates Victims Assistance and the Domestic Abuse Response Team (DART) and plans special events, such as the Crime Prevention Expo, Lakeland Police Department Open House and the National Night Out Against Crime.

Community Education Programs

Educate the public through programs such as the Citizens Police Academy.

Crime Prevention Programs

Present crime prevention programs to church, civic, neighborhood, school, and business organizations in the City.

Domestic Abuse Response Team

Educate the public and refer the victims of domestic abuse to the appropriate service providers in the community.

Neighborhood and Business Watch Programs

Educate the public and assist in the formation of and support of neighborhood and business watch programs within the city.

Police/Athletic/Activities League Program

Provide after-school athletic, academic, and mentoring programs for at-risk youth in the city.

Residential and Commercial Security Services

Provide residential and commercial security surveys for locations within the City.

School Resource Officer Program

Maintain order by providing on-site law enforcement presence at local middle and high schools.

Special Events Management

Provide police services for special events such as Sun 'n Fun Fly-In and the annual Christmas Parade.

Truancy Intervention Program (TIP)

Keep kids off the streets and out of trouble by enforcing truancy laws and ordinances.

Victim's Assistance Program

Educate the public on victim's rights and assist the victims of crime in obtaining compensation for their losses and refer victims to the appropriate service providers.

Community Police Services Activity Continued

Changes and Accomplishments

- Detective Heather Benthall received the Polk County Police Chief's 2020 Law Enforcement Officer of the Year. She received this honor for heroic actions in talking an armed suicidal veteran into surrounding for a mental health evaluation over a 5-hour negotiation period. The veteran said if it wasn't for her, he would have killed himself.
- Mr. Nick Ivancevich was recognized as our Civilian of the Year, detectives Russ Hurley and Tammy Hathcock were recognized as Detectives of the Year for a homicide case. Officer Ryan McLaughlin received the Officer of the Year Award.
- Lakeland Police Department (LPD) continued to partner with Lakeland Regional Health's (LRH) Trauma Team to conduct bleeding control classes for all sworn officers and first responder personnel. As a result, LPD has had seven total tourniquet application that resulted in members being awarded the LRH Guardian Award for saving a life from traumatic bleeding,
- K-9 – In March 2021, LPD's K-9 Unit participated in the USPCA Regional Trials hosted by the Escambia County Sheriff's Office. Over forty teams from across the state and a few from Alabama and Georgia participated in these regional trials. Teams competed and tested for certification in an array of events, including obedience and agility, suspect and evidence search, and criminal apprehension. The LPD K-9 Unit won 1st place in the four-man team category, Officer Preston Chatman and K-9 Judah were Top Novice and Sergeant Chad Whitaker and K-9 Blizzard took home the TOP DOG award, finishing in first place overall.
- Due to COVID 19, Traffic Court on Thursdays was moved to a virtual setting in our Briefing Room instead of the Lakeland Courthouse. This was a big learning curve but is now more efficient and better for the officers.
- Captain Marvin Tarver completed the Administrative Officers Course for executive development at the Southern Police Institute at the University of Louisville in the fall of 2020. Lieutenant Doug Brown is attending this Spring of 2021.
- Recruiting has focused on hiring and sponsoring people through the Police Academy along with out of state certified officers to increase applicant pool. This has been somewhat of a paradigm shift away from local certified officers applying, but this seems to be helping fill some of the vacant positions. As a result, LPD did its own first ever Job Fair in October of 2020 and another one in March of 2021.
- LPD initiated the transfer of the Police Athletic League (PAL) from the Parks & Recreation Department back under the direction of LPD in January 2020. As such, LPD restricted the PAL unit and added two additional sworn positions (Sergeant & Officer PAL Coordinator) and one civilian PAL Coordinator. The unit was placed under the Community Services Division under the Investigative Services Bureau. In addition, the entire previous PAL Board of Directors resigned, and a new Board of Directors was recruited to serve. The 501(c) (3) corporation was updated, budgets were prepared, and a new Fundraising Committee was established to assist with funding the PAL Programs. The existing programs were restructured, and a new PAL Mobile Community Outreach program was established to reach more of our youth in all sections of the city of Lakeland.

Community Police Services Activity Continued

Changes and Accomplishments Continued

- The LPD Explorers Program has been growing over the past several years. The department is currently updating all aspects of this program to include new uniforms, training documents, and getting the units to assist with department functions as allowed during the pandemic.
- LPD's social media platforms hit milestones in 2020, with some platforms showing the largest following and highest engagement of City Departments. Our LPD Facebook page has reached over 65,000 likes and has over 72,000 followers. To date LPD has over 24,100 followers on Twitter and over 7,700 followers on Instagram. We have successfully built the platform to tell our own stories and often receive feedback from new recruits that our social media platforms were reviewed when deciding to apply at LPD.
- In August 2020, the Lakeland Police Foundation Annual 5K Race raised over \$14,000. Funding goes directly to support Lakeland Officers, civilian team members and their families.
- In January of 2021, LPD added four new K-9's to their team. All four handlers and their canines successfully completed their FLDE certification in March 2021.
- In January of 2021, Detective Tammy Hathcock and Officer Kathy O'Brien were recognized by the President's Roundtable. Officer Kathy Chin was honored with a Distinguished Service Award for her work with the DEA Task Force Pill Mill Operation. Detective Tammy Hathcock was honored with the Public Safety Officer of the Year award for her work in solving the 38-year-old cold case of Linda Slaten.
- Chief Ruben Garcia, Lieutenant Brent Addison, Detective Dave Anderson and Officer Tyler Anderson took home the top 4-man team 2020 Rough Riders Sporting Clays Cop Cup
- The Lakeland Police Explorer's Hosted a Spirit Night Fundraiser in October of 2020 with Tapatios, raising \$1,500 for the program in just three hours.
- NLO Officers and Community Service members participated in "Spooky Stops" reverse trick-or-treating. Hundreds of kids were given trick-or-treat bags with candy and goodies at their homes to ensure they did not miss out on Halloween activities due to Covid-19.
- Grace Lutheran Church donated \$3,500 to our LPD K-9 Unit in September 2020.
- LPD along with LFD hosted the first recognition ceremony of September 11, 2001 at the Lakeland 9/11 Memorial in Veteran's Park
- Five Officers received the Lakeland Regional Health Guardian Awards during late 2020 and early 2021. Officers Benjamin Blommel, Adam Woodring, Kaelb Wilson, Matthew Granas and Zachary Simmons were all honored for separate incidents for their quick response to injured citizens. The Guardian Award is an award that recognizes non-medical responders and community members who provide bleeding control techniques learned in the Bleeding Control Basic Course.

Community Police Services Activity Continued

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Community Education Program	3.89	334,804	161,462	496,266	248,645	247,621
Crime Prevention Programs	4.14	353,035	159,103	512,138	248,953	263,184
Domestic Abuse Response Team (DART)	3.14	277,780	137,290	415,070	247,720	167,350
Neighborhood and Business Watch Programs	4.14	353,035	156,588	509,623	248,953	260,670
Police Athletic / Activities League Program	5.98	572,384	225,803	798,187	134,317	663,870
Residential and Commercial Security Surveys	4.13	351,064	84,555	435,619	132,036	303,583
School Resource Officer Program	28.13	2,885,604	547,719	3,433,323	1,682,850	1,750,473
Special Events Management	4.33	386,869	192,665	579,534	190,735	388,799
Truancy Intervention Program (TIP)	4.94	441,751	100,187	541,938	133,035	408,903
Victim's Assistance Program	5.39	432,668	209,041	641,709	424,712	216,997
FY22 Total:	68.21	\$6,388,994	\$1,974,412	\$8,363,406	\$3,691,957	\$4,671,449

Figure D-107: Community Police Services Activity Costs

Dispatching Services Activity

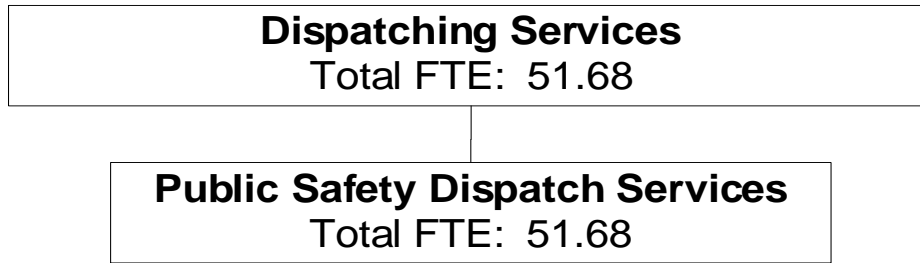


Figure D-108: Dispatching Services Activity

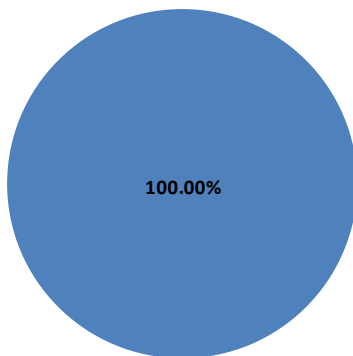
Mission

To provide prompt, attentive, and compassionate customer service in response to calls for emergency and non-emergency services from the residents and visitors of the City of Lakeland.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$6,009,563	\$5,969,187	\$7,113,654
Revenues Summary	\$87,065	\$255,659	\$818,097
Net Cost Summary	\$5,922,498	\$5,713,528	\$6,295,557
FTE Summary	51.98	51,.83	51,.68

Figure D-109: Dispatching Services Activity Budget Summary

Activity Expenditures



Activity Revenues

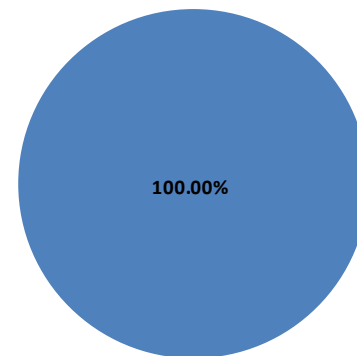


Figure D-110: Dispatching Services Activity Pie Charts

Dispatching Services Activity Continued

Core Services

The Lakeland Police Department (LPD) Communications Center is a 24-hour, 7-days per week operation. The Communications Center answers 911 calls and dispatches for both LPD and the Lakeland Fire Department (LFD).

Public Safety Dispatch Services

Dispatch LPD and LFD units to calls for service throughout the city and contact county EMS for medical emergencies.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Public Safety Dispatch Services	51.68	4,347,827	2,765,827	7,113,654	818,097	6,295,557
FY22 Total:	51.68	\$4,347,827	\$2,765,827	\$7,113,654	\$818,097	\$6,295,557

Figure D-111: Dispatching Services Activity Costs

Firefighting Services Activity

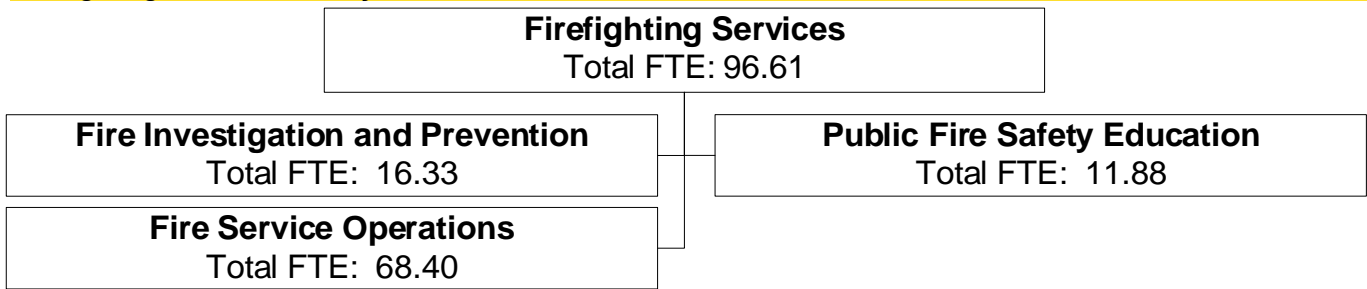


Figure D-112: Firefighting Services Activity

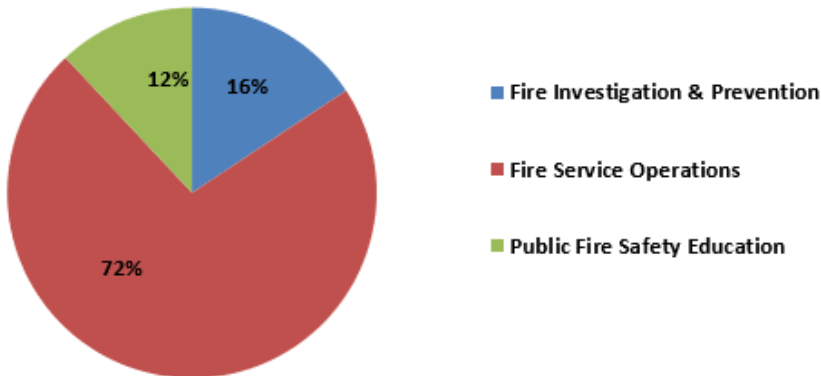
Mission

To prevent and extinguish fires within the City and the greater Lakeland area, by administering inspections and safety programs, while providing the highest service standards of safety, suppression, and disaster response.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$13,429,882	\$15,054,477	\$16,116,316
Revenues Summary	\$1,059,523	\$1,072,855	\$4,385,749
Net Cost Summary	\$12,370,359,	\$13,981,622	\$11,730,567
FTE Summary	91.10	97.95	96.61

Figure D-113: Firefighting Services Activity Budget Summary

Activity Expenditures



Activity Revenues

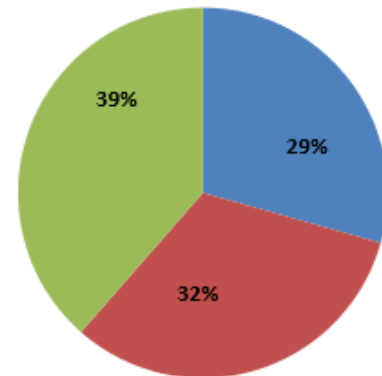


Figure D-114: Firefighting Services Pie Charts

Firefighting Services Activity Continued

Core Services

Perform the management and administration of the Lakeland Fire Department (LFD) budget, policies and procedures providing department-wide leadership and direction. Respond to calls for service through the Emergency-911 Central Dispatch System as well as calls in the greater Lakeland area through a county-wide contractual agreement. Technical Rescue services are provided by trained LFD personnel on a county-wide basis through a reciprocal agreement with the Polk County Fire Department who in turn provides county-wide hazardous materials response. Firefighting Services is uniquely joined with Rescue Services as the same personnel are required to perform both services.

Fire Investigation and Prevention

Fire investigation provides analysis of all fires in determining the cause and origin of an event where there was a loss of life and/or property damage from fire. Fire prevention is the act of reviewing building construction plans for compliance with local and state ordinances and conducting on site building inspections for fire safety and life safety compliance.

Fire Service Operations

Fire service operations is any activity that involves the use of firefighters and equipment to mitigate any threat or event that requires the use of trained firefighters that may include firefighting, building collapse, high angle rescue, confined space rescue, trench rescue, vehicle and/or machinery extraction, hazardous materials response and water rescue.

Public Fire Safety Education

Public fire safety education is a community-wide outreach program that teaches children and adults about the hazards of fire and how to protect themselves from potential fire loss, as well as providing them with a safety plan in case a fire occurs in their home. In addition, fire safety educational classes are provided to local businesses and institutions involving fire extinguishers and fire alarms.

Changes and Accomplishments

Administration

- Chief Riley was elected as 1st Vice President for the Florida Fire Chiefs' Association (FFCA), also receiving designation of Florida Fire Chief of the Year.
- Evaluated by Insurance Service Office (ISO) and maintained department's Rating of #1, the highest rating achievable. This evaluation resulted in individual scores that were higher than our previous Rating of #1, validating the group effort for providing superior fire service to the community.
- Completed the Collective Bargaining Agreement Year 3 economic reopener with IAFF.
- Completed first year of enhanced firefighter annual physicals with LifeScan. Results found very few medical issues of concern with overall health profile of the department positive.
- Construction completed on new Lakeland Fire Department (LFD) Training Center. This facility affords a safe, modern environment for current and future employees to develop and maintain critical firefighting skill sets.

Firefighting Services Activity Continued

Changes and Accomplishments Continued

Administration Continued

- Assisted with selection and foundational implementation of new Computer Aided Dispatch (CAD).
- Chief Williams functioned as County Fire Chief Coordinator, maintaining information flow related to COVID-19 and resource needs between local response agencies and the State of Florida.
- Development of workflow processes between internal City departments to facilitate cancer coverage for firefighters as mandated by State Statute. One firefighter is currently battling Non-Hodgkin's Lymphoma under the policy.
- Establishment of Inspector II position, affording succession planning opportunities within the Prevention Division.
- New security system/badging was installed on Fire Administration Building.
- In vehicle radio repeater system was approved for purchase, eliminating the costly purchase by business owners that have occupancies that fail mandated radio wave thresholds.
- Hosted Certified Fire Plans Examiner course with (4) LFD Inspectors obtaining certification.
- Completed Paramedic Orientation in-house program for two new LFD Paramedics.
- Strengthened internal peer support network under guidance of Chief Hartzog, including assisting with launch of Redline Rescue to support responders in a broader statewide audience.
- Creation of partnership with Lakeland Regional Health Center where discrete services are offered to responders suffering from mental health issues such as PTSD, under the direction of Chief Reynolds.
- Designed and placed order for (1) new engine with clean cab concept, affording firefighters with advanced contamination reduction.
- Continued participation and active engagement with firefighter safety organizations such as the Florida Firefighter Safety and Health Collaborative, maintaining current safety procedures and equipment for personnel.

Public Relations

- Continued community partnerships with non-profit organizations to include: SPCA, Central Florida Speech and Hearing Center, Talbot House, PACE Center, Dream Center of Lakeland, Polk County Chapter of American Cancer Society, and Volunteers in Service to the Elderly.
- Selected (3) Fire Service Opportunity and Career for Under-served Students (F.O.C.U.S.) scholarship to (3) minority recipients.
- Completed the 2020 firefighter toy drive for underserved children in our community, resulted in largest number of toys donated to date.
- Established unique methods for providing public fire safety information in the COVID-19 environment, finding success with endeavors such as digital fire station tours for children.

Operations

- Coordinated and completed training on new aircraft and processing facility for Amazon at the Lakeland Linder International Airport (LLIA).

Firefighting Services Activity Continued

Changes and Accomplishments Continued Operations Continued

- Successfully managed public safety for (2) airshows at LLIA, the Holiday Flying Festival and Car Show, and the 2021 SUN' n Fun. The 2021 SUN n' Fun show was their largest in history, requiring significant support staff from LFD to manage the weeklong event.
- Hired 6 new firefighters and (1) firefighter intern, of which (5) of the (7) were minorities. All (7) completed the first Lakeland Fire Department Mini-Academy at the new training center under Chief Almskog.
- Policy, training, and implementation of Active Shooter guidelines for first responders. Ballistic vests and helmets placed on apparatus for responder use.
- LFD successfully completed Aircraft Rescue & Firefighting (ARFF) annual inspection by the Federal Aviation Administration, having completed 100% of mandated training.
- Uniformity was gained with all medical equipment on LFD apparatus color coded for ease of identification and use.
- Sent two members of management to Manatee County Piney Point Phosphate Release for multi-day incident management under Florida Division of Emergency Management.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Fire Investigation & Prevention	16.33	1,773,397	756,647	2,530,044	1,287,366	1,242,678
Fire Service Operations	68.40	7,598,845	4,054,067	11,652,912	1,408,288	10,244,624
Public Fire Safety Education	11.88	1,238,322	695,038	1,933,360	1,690,094	243,266
FY22 Total:	96.61	10,610,564	5,505,752	16,116,316	4,385,749	11,730,567

Figure D-115: Firefighting Services Activity Costs

Investigative Services Activity

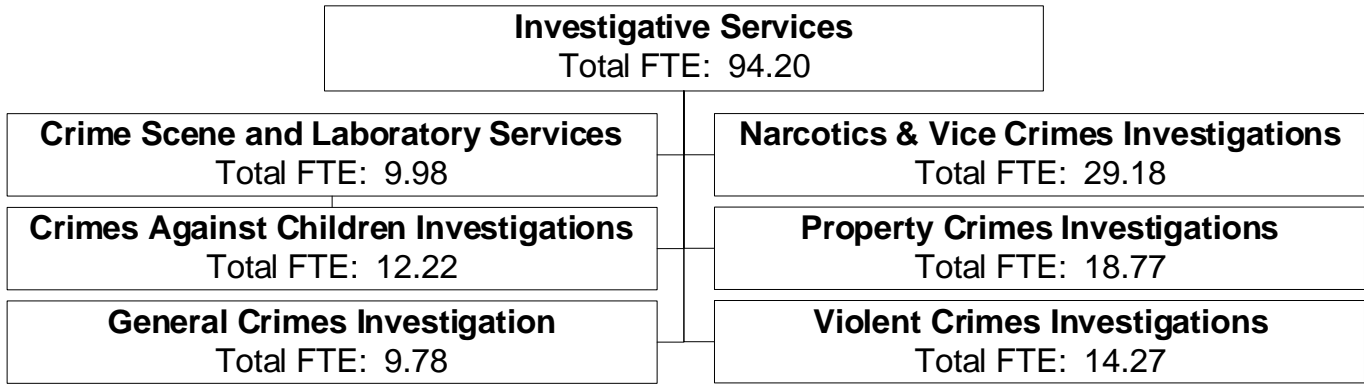


Figure D-116: Investigative Services Activity

Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$11,438,365	\$11,247,455	\$12,234,453
Revenues Summary	\$120,150	\$115,488	\$1,887,388
Net Cost Summary	\$11,318,215	\$11,131,967	\$10,347,065
FTE Summary	93.76	91.60	94.20

Figure D-117: Investigative Services Activity Budget Summary



Figure D-118: Investigative Services Activity Pie Charts

Investigative Services Activity Continued

Core Services

Criminal Investigations (CIS) members conduct investigations related, but not limited to, crimes such as murder, sexual offenses, robbery, burglary, larceny, fraud, and auto theft.

Juvenile Services (JSS) members conduct investigations related to child abuse and molestation.

Special Investigations (SIS) members conduct investigations into violations of laws related to narcotics and vice. Crime Lab is a part of CIS that provides crime scene services and forensic examinations.

Crime Scene and Laboratory Services

Collect and process evidence from crime scenes in the city and testify in court.

Crimes Against Children Investigations

Investigate crimes, arrest perpetrators, prepare case files, submit for prosecution, and testify in trials for those accused of crimes against children.

General Crimes Investigations

Investigate crimes, arrest perpetrators, prepare case files, submit for prosecution, and testify in trials for those accused of crimes of auto theft and general economic crimes.

Narcotics and Vice Crimes Investigations

Investigate crimes, arrest perpetrators, prepare case files, submit for prosecution, and testify in trials for those accused of narcotics and vice crimes.

Property Crimes Investigations

Investigate crimes, arrest perpetrators, prepare case files, submit for prosecution, and testify in trials for those accused of property crimes.

Violent Crimes Investigations

Investigate crimes, arrest perpetrators, prepare case files, submit for prosecution, and testify in trials for those accused of violent crimes.

Investigative Services Activity Continued

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Crime Scene and Laboratory Services	9.98	931,680	342,445	1,274,125	307,006	967,119
Crimes Against Children Investigations	12.22	1,263,859	349,678	1,613,537	309,020	1,304,517
General Crimes Investigations	9.78	1,006,851	309,006	1,315,857	306,167	1,009,689
Narcotics and Vice Crimes Investigations	29.18	2,848,847	859,541	3,708,388	333,771	3,374,617
Property Crimes Investigations	18.77	1,914,498	497,479	2,411,977	319,388	2,092,589
Violent Crimes Investigations	14.27	1,517,914	392,656	1,910,570	312,035	1,598,534
FY22 Total:	94.20	9,483,649	2,750,804	12,234,453	1,887,388	10,347,065

Figure D-119: Investigative Services Activity Costs

Patrol Services Activity

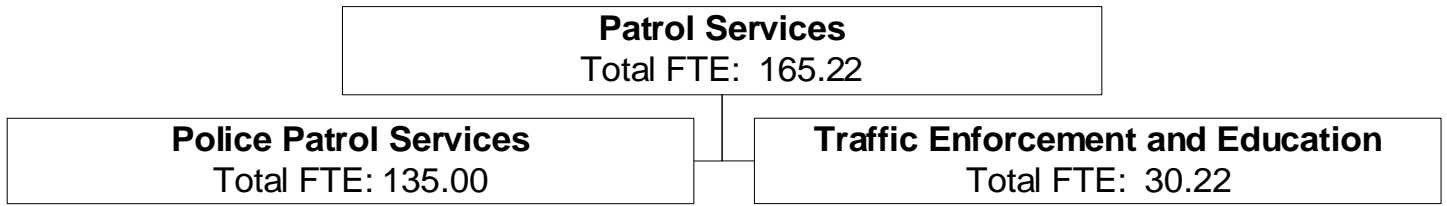


Figure D-120: Patrol Services Activity

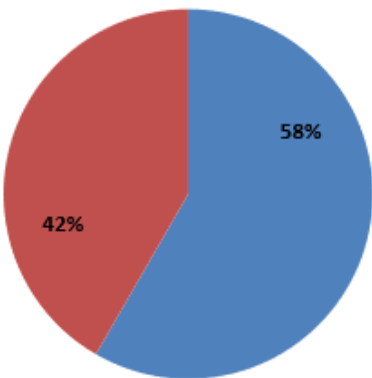
Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$20,804,843	\$21,116,539	\$29,350,276
Revenues Summary	\$2,068,814	\$1,954,903	\$2,484,039
Net Cost Summary	\$18,736,029	\$19,161,636	\$26,866,237
FTE Summary	170.53	176.33	165.22

Figure D-121: Patrol Services Activity Budget Summary

Activity Expenditures



Activity Revenues

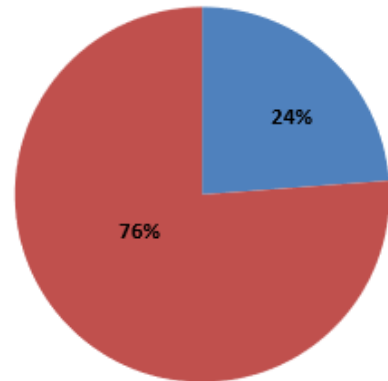


Figure D-122: Patrol Services Activity Pie Charts

Patrol Services Activity Continued

Core Services

Community Policing includes responding to emergency and non-emergency calls for service, the development and maintenance of collaborative community partnerships and pro-active neighborhood problem-solving.

The Patrol Services' Targeted Areas of Concentration (TAC) Crime-Control Program provides continuous crime reports and trends analysis that allows Commanders to target problematic areas with strategies and resources.

Focus on crime analysis reports and pro-active patrols by the Neighborhood Enforcement Team (NET) to reduce violent crimes and property crimes.

Police Patrol Services

Respond to emergency and non-emergency calls for service as well as proactively patrolling the City on a 24/7 basis.

Traffic Enforcement and Education

Enforce traffic laws and educate the public to reduce property damage and bodily injury resulting from traffic crashes.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Police Patrol Services	135.00	12,840,069	4,280,186	17,120,245	591,543	16,528,702
Traffic Enforcement and Education	30.22	2,848,823	9,381,209	12,230,032	1,892,496	10,337,535
FY22 Total:	165.22	\$15,688,882	\$13,661,394	\$29,350,276	\$2,484,039	\$26,866,237

Figure D-123- Patrol Services Activity Costs

Rescue Services Activity

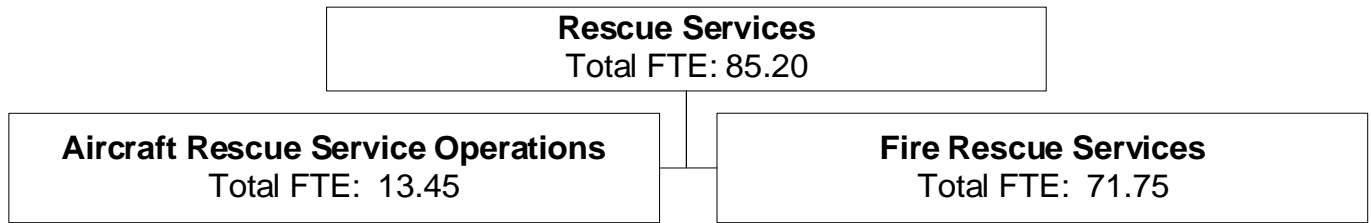


Figure D-124: Rescue Services Activity

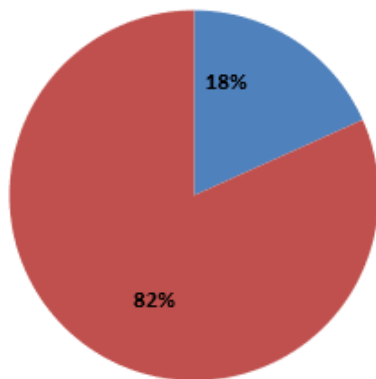
Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$10,496,943	\$10,075,776	\$10,452,054
Revenues Summary	\$417,996	\$403,012	\$1,435,046
Net Cost Summary	\$10,078,947	\$9,672,764	\$9,017,008
FTE Summary	86.65	79,60	85.20

Figure D-125: Rescue Services Activity Budget Summary

Activity Expenditures



Activity Revenues

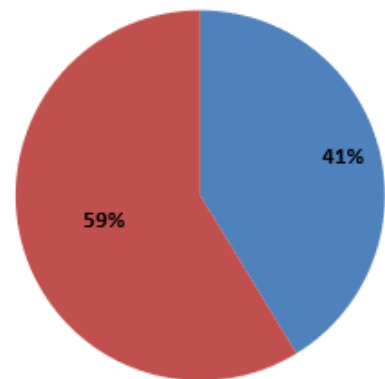


Figure D-126: Rescue Services Activity Pie Charts

Rescue Services Activity Continued

Core Services

Fire based Emergency Medical Services provide dual response with Polk County for both basic and advanced life-support, within the Lakeland City limits. Rescue Services is uniquely joined with Firefighting Services as the same personnel are required to perform both services.

Aircraft Rescue Service Operations

Aircraft rescue and firefighting operations involves responding to any potential aircraft emergency or rescue event and mitigate the hazard to the aircraft and its occupants at Lakeland Linder International Airport.

Fire Rescue Services

Fire rescue services is any activity that involves the use of firefighters and equipment to mitigate any threat or medical event. This requires the use of firefighters trained to the level of emergency medical technicians to provide basic life support techniques and/or firefighters trained to the level of paramedic to provide advanced life support techniques.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Aircraft Rescue Service Operations	13.45	1,525,990	387,424	1,913,414	592,320	1,321,094
Fire Rescue Services	71.75	7,909,073	629,567	8,538,640	842,726	7,695,914
FY22 Total:	85.20	\$9,435,063	\$1,016,991	\$10,452,054	\$1,435,046	\$9,017,008

Figure D-127: Rescue Services Activity Costs

Emergency Preparedness Services Activity

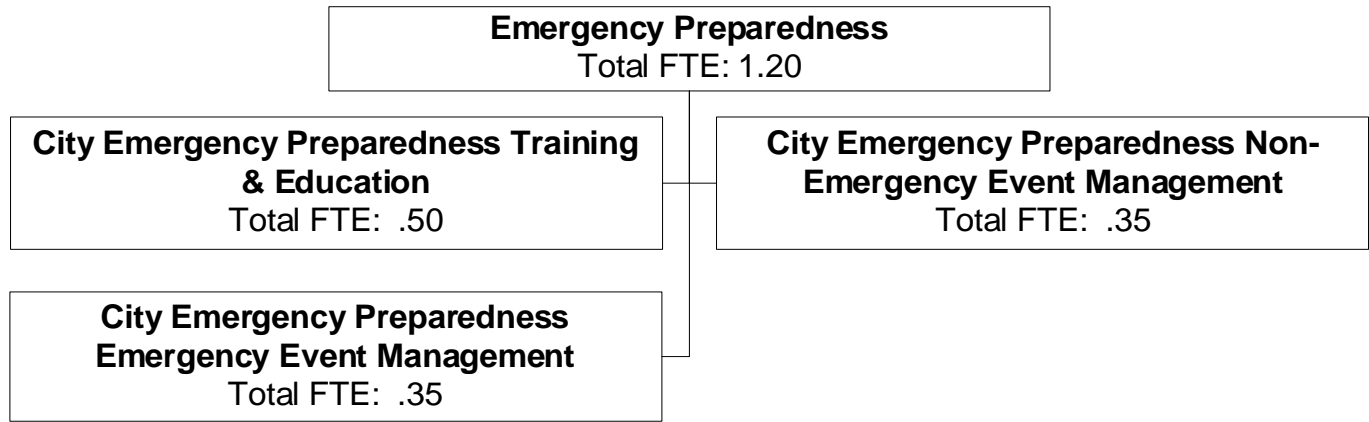


Figure D-128: Emergency Preparedness Services Activity

Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$147,854	\$147,506,	\$151,377
Revenues Summary	0	\$59,990	\$67,331
Net Cost Summary	\$147,854,	\$87,516	\$84,046
FTE Summary	1	1.20	1.20

Figure D-129: Emergency Preparedness Services Activity Budget Summary

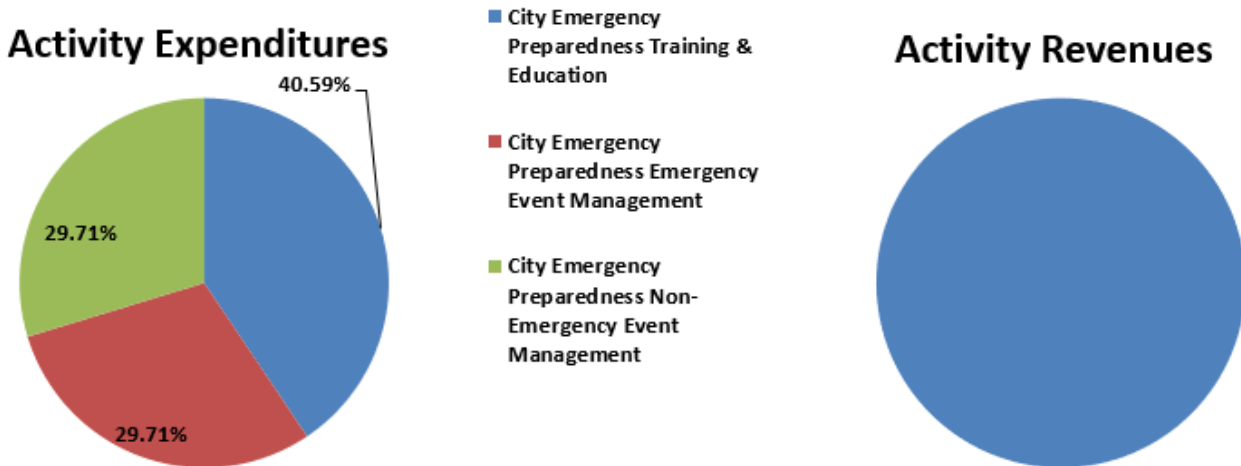


Figure D-130: Emergency Preparedness Services Activity Pie Charts

Emergency Preparedness Services Activity Continued

Core Services

City Emergency Preparedness Training & Education

The Emergency Manager designs and administers emergency/disaster preparedness courses to prepare the City of Lakeland to remain resilient in the event of natural or manmade disasters. Through collaboration with public and private partners, the Emergency Manager will identify resources and needs for crisis management, while preparing City of Lakeland departments to function cohesively under the Incident Command System during an emergency incident. The Emergency Manager will identify logistical needs and services that may be required during an emergency and coordinate contractual agreements through established guidelines while serving as the liaison to the Polk County Emergency Manager.

City Emergency Event Management

Through the development and administration of the Municipal Comprehensive Emergency Management Plan, the Emergency Manager will coordinate disaster response activities that serve to protect the public and provide continuity of operations for the City of Lakeland. The Emergency Manager may serve as the EOC Coordinator during an emergency event, providing leadership and direction to City Management.

City Non-Emergency Event Management

The Emergency Manager will coordinate permitted non-emergency events occurring in the City of Lakeland through collaboration with internal and external stakeholders. These events may require the creation and implementation of an Incident Action Plan to ensure safe and efficient service delivery during the event. The Emergency Manager will work directly with City, County, and State partners to develop professional relationships that foster teamwork and inclusion in the delivery of services during non-emergency events.

Changes and Accomplishments

- Developed Pandemic Plan for City of Lakeland as a tool for guiding organization from response to recovery under COVID-19 environment. This plan was the first such active plan in Polk County.
- Participated in the development, application, and maintenance of a centralized logistical process for COVID-19 supplies. This centralized process provided an uninterrupted supply chain of scarce personal protective equipment and supplies necessary to maintain emergency services, as well as all internal departments. Provided tracking mechanism necessary to seek FEMA reimbursement.
- Maintained situational awareness with pandemic, briefing elected and appointed officials and partners in the community. Assisted City Team with local state of emergency declaration.
- Provided support and direction for policy implementation concerning internal employee exposures to COVID-19, providing intake support for employees, and establishing testing appointments.
- Participated in multiple grant writing opportunities.
- Assisted Legal with adopting Polk County's Local Mitigation Strategy which provides opportunities for federal mitigation dollars for Lakeland.

Emergency Preparedness Services Activity Continued

Changes and Accomplishments Continued

- Provided support for all internal departments in creating departmental emergency operations guidelines.
- Created working draft outline for Municipal Emergency Management Plan.
- Participated in bi-weekly special events planning meetings to provide direction on safety/COVID-19 related variables with public gatherings. Assisted Parks and Recreation with pandemic related concerns associated with Major League Baseball.

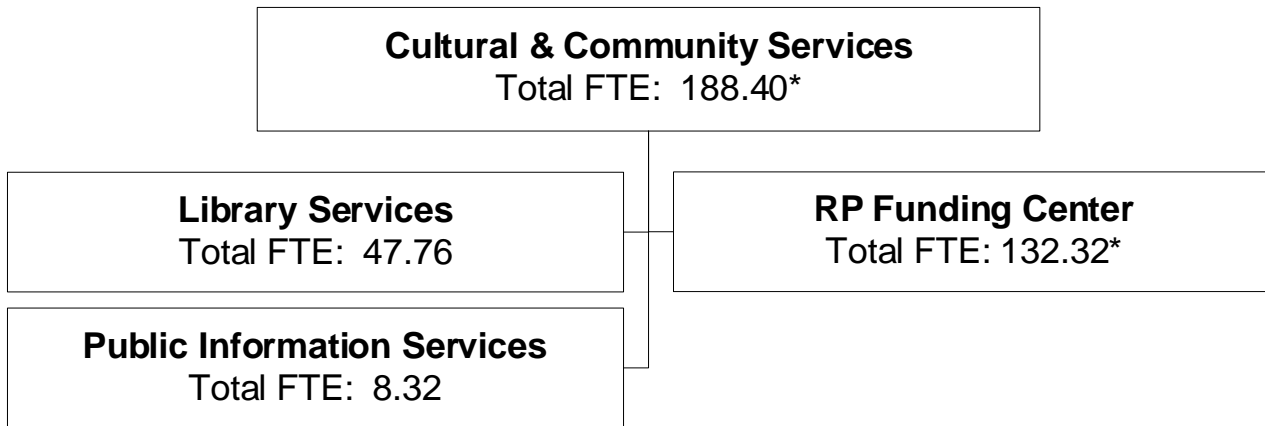
	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
City Emergency Preparedness Training & Education	0.50	57,634	12,451	61,441	28,055	33,387
City Emergency Preparedness Emergency Event Management	0.35	47,850	5,761	44,968	19,638	25,329
City Emergency Preparedness Non-Emergency Event Management	0.35	47,850	5,761	44,968	19,638	25,329
FY22 Total:	1.20	153,334	23,974	151,377	67,331	84,046

Figure D-131: Emergency Preparedness Services Activity Costs



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Cultural and Community Services Program



*Includes Pooled Employees

Figure D-132: Cultural and Community Services Program

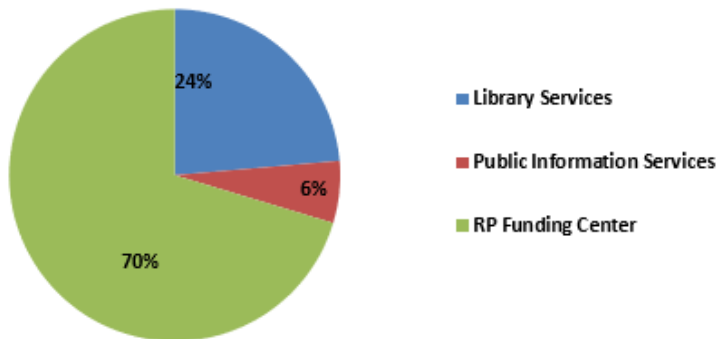
Program Summary

To improve the quality of life for our Citizens through cultural activities and community-based programs that enrich Lakeland by providing a stimulus for education, culture, community service and entertainment.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$15,917,259	\$15,001,963	\$13,090,649
Revenues Summary	\$7,528,344	\$6,039,173	\$9,581,719
Net Cost Summary	\$8,388,915	\$8,962,790	\$3,508,930
FTE Summary	193.52	239.10*	188.40*

Figure D-133: Cultural and Community Services Program Budget Summary

Program Expenditures



Program Revenues

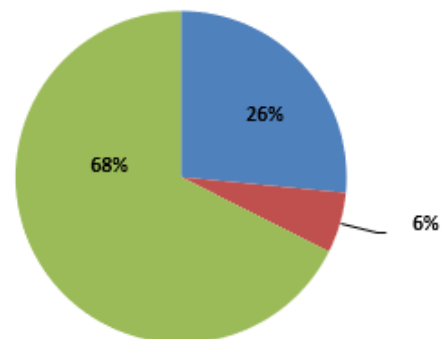


Figure D-134: Cultural and Community Services Program Pie Charts

Library Services Activity

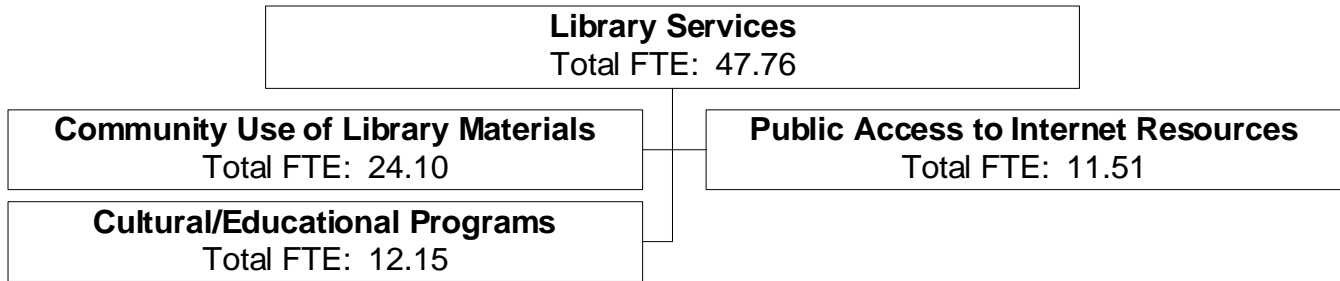


Figure D-135: Library Services Activity

Mission

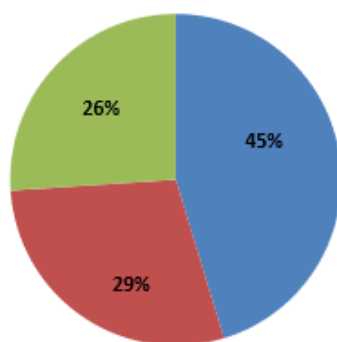
This Program includes providing:

- Residents, employees and the media, educational information regarding the City of Lakeland's functions, challenges, and achievements by building and maintaining open channels of communication.
- Customers with high quality public library services in response to the pursuit of their education, recreation, and information needs.
- Improved quality of life for our Citizens through cultural activities and community-based programs that enrich Lakeland by providing a stimulus for education, culture, community service and entertainment.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$4,578,637	\$4,477,729	\$3,091,767
Revenues Summary	\$1,396,323	\$1,480,135	\$2,541,253
Net Cost Summary	\$3,182,314	\$2,997,594	\$550,514
FTE Summary	48.20	47.81	47.76

Figure D-136: Library Services Activity Budget Summary

Activity Expenditures



Activity Revenues

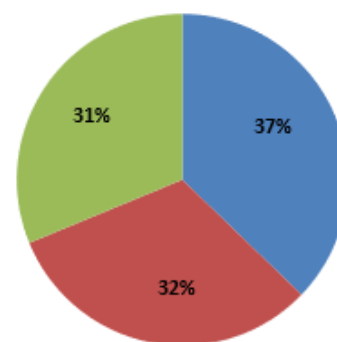


Figure D-137: Library Services Activity Pie Charts

Library Services Activity Continued

Core Services

Library services to the public include access to material loans, digital content, programming for children/adults, reference services, local history resources, public access computers, free wireless connectivity, and meeting rooms available for library customers. Access to the Library's collection and research databases is offered through www.lakelandgov.net/library or by visiting the Main Library, the Larry R. Jackson Branch Library, or the e-library South Lakeland at Lake Miriam Square. Lakeland is a member of the Polk County Library Cooperative (PCLC) and serves all Polk County residents free of charge.

Community Use of Library Materials

Materials in multiple formats for age-appropriate audiences are repeatedly selected, purchased, processed, shelved, and circulated. Formats include traditional books, digital content, music CDs, DVDs, and books on CD.

Cultural/Educational Programs

Staff plan and prepare access to Music, Art, Literacy, Storytelling, Film, Book Discussions, Guest Authors, and History programs for a wide range of audiences in the greater Lakeland Community. Summer programs are hosted offsite to accommodate the crowds. The Friends of the Library of Lakeland, Inc. underwrite the costs of the guest entertainers/educators for the summer programs as well as the music series, the book discussions and the film series at the Main Library and the Larry R. Jackson Branch Library.

Public Access to Internet Resources

The Libraries offer internet access through both wired and wireless connections. The internet provides many Citizens access to eGovernment sites, job searching and application submissions, communication with family/friends as well as access to research databases. In addition, the Library uses Social Media sites such as Facebook and Twitter to promote its resources.

Changes and Accomplishments

- Main Library began Phase 1 of the HVAC replacement and Lakeland History and Culture Center construction project in March 2021. The collection and shelving were move to an offsite location but remain available for holds. Staff was re-located to the offsite location and the Larry R Jackson Branch and the elibrary South Lakeland to help offset the reduction of library services at the Main Library.
- CARES grant monies available to Lakeland through the Polk County Library Cooperative will go to purchase another Self-checkout station and Self-Serve Book Lockers to be housed at Kelly Recreation Center.
- Effective May 2021, CARES grant monies from Tampabay Library Consortium (TBLC) now allows both remote and in-house use of the New York Times newspaper free of charge through the library website for all in Polk County.

Library Services Activity Continued

Changes and Accomplishments Continued

- Worked with Straughn Trout Architects to provide a conceptual drawing for a Public Library space within the Kelly Recreation Center. This space is proposed to be a replacement for the elibrary South Lakeland, at the Lake Miriam Shopping Plaza, when the lease expires in April 2023. At that point, it is likely that the Polk County Library Cooperative will no longer provide funding for that service outlet.
- Developed and RFQ and worked with a committee and various city departments to select an Exhibit Design, Fabrication and Installation firm to provide the Lakeland History and Culture Center's first exhibit. Experience Design was the firm selected and the agreement approved by the City Commission in May 2021.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Community Use of Library Materials	24.10	1,323,029	77,286	1,400,315	945,471	454,844
Cultural / Educational Programs	12.15	824,911	61,236	886,147	802,112	84,035
Public Access to Internet Resources	11.51	746,557	58,748	805,305	793,670	11,635
FY22 Total:	47.76	\$2,894,497	\$197,270	\$3,091,767	\$2,541,253	\$550,514

Figure D-138: Library Services Activity Costs

Public Information Services Activity

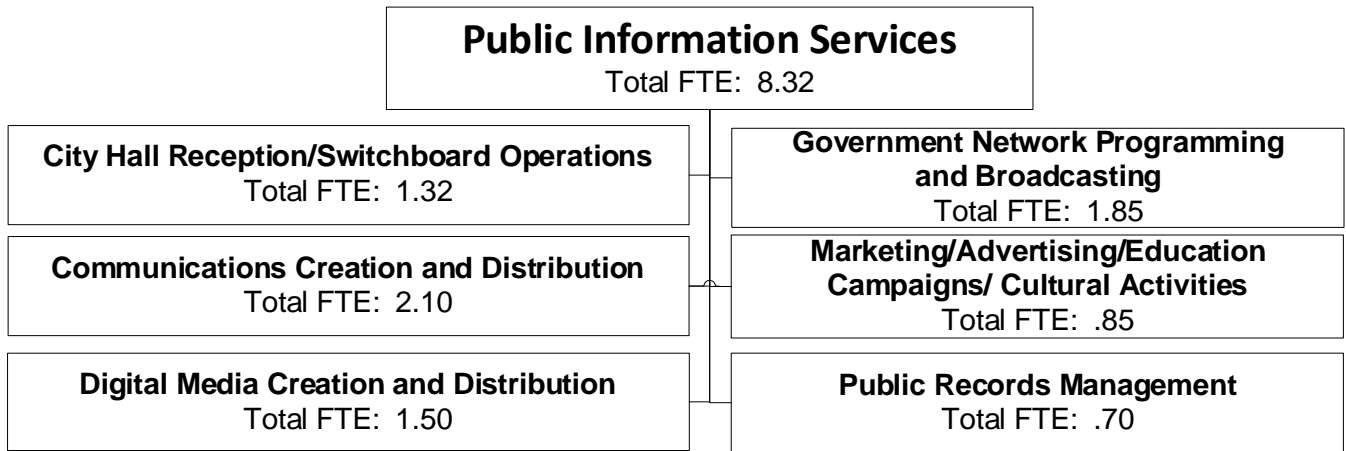


Figure D-139: Public Information Services Activity

Mission

To educate residents, employees and the media regarding the City of Lakeland’s functions, challenges, and achievements by building and maintaining open channels of communication.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$753,275	\$681,108	\$790,268
Revenues Summary	\$20,000	\$21,000	\$563,574
Net Cost Summary	\$733,275	\$660,108	\$226,694
FTE Summary	7.00	8.25	8.32

Figure D-140: Public Information Services Activity Budget Summary



Figure D-141: Public Information Services Activity Pie Charts

Public Information Services Activity Continued

Core Services

Providing a centralized communications group servicing all City Departments in graphic design, public relations, marketing and advertising, while overseeing internal and external communications, including web and social media. Develops and produces government access television programming on Lakeland Government Network (LGN), broadcasting throughout the County on Frontier Communications Channel 43 & 615 and streaming on the web at www.Lakelandgov.net. Live broadcasts include: City Commission, Utility Committee, Planning and Zoning, Code Enforcement Board, Code Enforcement Hearing Officer, Zoning Board of Adjustments and Appeals and other specially called meetings. Meetings and City of Lakeland videos can also be found available as video-on-demand at www.Lakelandgov.net (meetings are posted by individual agenda items). LGN spotlights the Quality of Life in Lakeland, highlighting City services and activities through short informational videos and some special events and cultural programs are recorded and broadcast on LGN.

City Hall Reception/Switchboard Operations

Specialized staff who greet walk-in customers, answer general telephone calls to the organization and maintain internal communication through phone and email by directing patrons to their ultimate destination. This a first touch for many of our customers and Lakeland City Hall is known to go above and beyond in assisting our customers, especially in switchboard operations. Switchboard operators also act as a first layer of security for those entering City Hall. City Hall reception/switchboard is managed through the Public Work's Director's Office.

Communications Creation and Distribution

The design, development and dissemination of communication materials using key ideas to convey a consistent City message. Communication materials must convey project information in a clear, concise manner with interesting graphical elements that help tell the City story. Information is distributed through traditional media channels as well as newer non-traditional electronic media outlets such as the internet, intranet, social media, government access television and mobile applications. Materials used to support marketing initiatives and on-going public education efforts are strategically developed to form a campaign. Successful campaigns tend to be carefully researched, well thought out and focused on details and execution rather than resting on a single idea.

Digital Media Creation and Distribution

Digital media creation includes content designed for web and social media consumption. It is specifically created to be viewed from a mobile device as well as a desktop computer. Digital Media Content Creation is the development of content with specific styles in writing, graphic design and marketing that includes psychology of content and algorithm optimization, so content appears in social media newsfeeds. Distribution of digital media is done through the City's various web properties including the out-facing lakelandgov.net and the City's intranet as well as all the City's social media channels.

Public Information Services Activity Continued

Core Services Continued

Government Network Programming and Broadcasting

City of Lakeland television facilities, equipment and capabilities are a major resource for the dissemination of information about City services, current events and issues facing local government. Television can be used to greatly enhance the City's ability to communicate with residents in a timely and informative manner. The City of Lakeland produces programming that is broadcast to cable television subscribers on Spectrum channel 643 & Fios Channel 43 and streamed over the City's website. All programming is also available as video on demand thru the City's website. The mission of LGN is to encourage community spirit, educational progress and local government support through television and internet web streaming.

Marketing/Advertising/Education Campaigns/Cultural Activities

A Coordinated series of linked efforts to increase service awareness. The effort can include promotion via print, TV or online and devoting significant resources to generate awareness. Provide an improved quality of life for our Citizens through cultural activities and community-based programs that enrich Lakeland by providing a stimulus for education, culture, community service and entertainment.

Public Records Management

Public officials are legally responsible for creating and maintaining records that document the transactions of government. These records provide evidence of the operations of government and accountability to its Citizens. A public records management program is implemented in order to aid and assist government officials in making informed policy and program judgments; enable Citizens to judge the conduct of the government by providing administrative, fiscal, and legal accountability; allow information to be open for observation and access while safeguarding privacy and confidentiality; assure the documentation of government actions; and maintain good business practices in accordance with Florida's open records laws and policies.

Changes and Accomplishments

- The City of Lakeland has launched an updated mobile app as just another way to connect with citizens. The app is now available in the Apple iTunes app store and the Android Google Play store. The app is full of features allowing citizens to access the City to find the latest news, information on events, report an issue and view live meetings with the touch of a button. The newest feature allows citizens to submit an idea on ways to improve City services. Users can easily find the app by searching lakelandgov in the app stores.
- The Communications Department launched a YouTube Channel, and all live meetings are aired on the channel. This makes it easy for end users that have Roku, Firestick and similar devices on their smart televisions. This effort is just another way of making local government accessible to our citizens.

Public Information Services Activity Continued

Changes and Accomplishments Continued

- Developed the ability to provide virtual GoToMeeting coverage and meeting management for all live meetings during the impacts of COVID-19. This also includes the set-up and delivery of hybrid meetings that may have a virtual component with participants joining the live meeting remotely.
- Developed coloring books for Parks and Recreation that are used to educate swan safety, for the Fire Department emphasizing fire safety, and one that teaches school aged children how to grow Florida Friendly plants.
- **Videos / Series**
 - Acceso Lakeland – Video series targeting our Hispanic customers
 - VIBE (Continued)
 - Hands On Experience (Continued)
 - HOW – Video series on How to do things with the City
 - COVID Updates
 - Closures
 - Reopening the City
 - Mayor’s encouragement videos
 - Parks & Recreation
 - Testing
- **Internet/Digital**
 - LIFT LAKELAND - Community initiative to bridge social gaps
 - 834-DUMP – Program to report illegal dumping
 - CARE Program (CED)
 - CARE Videos
 - Online application
 - English/Spanish
 - COVID Page
 - Daily stats published daily
 - Testing Sites
 - Mask Resolution/Info
 - Community Resources
 - State Hotspots
 - FAQs
 - Safer at Home Guide
 - Vaccine Information
 - Health Care Provide updates

Public Information Services Activity Continued

Changes and Accomplishments Continued

- **Internet/Digital, continued**

- Solid Waste / RSS Campaign
 - Contests:
 - Why do you recycle?
 - Stick it to win it
- Ongoing social media campaign around new recycling measures (don't recycle bags, etc.)
- Recycling Superstar – Celebrate solid waste customers who recycle

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
City Hall Reception / Switchboard Operations	1.32	98,314	31,809	60,607	108,515	(47,908)
Communications Creation and Distribution	2.10	197,678	107,277	246,742	108,515	138,227
Government Network Programming and Broadcasting	1.85	190,224	78,333	210,344	108,515	101,829
Marketing / Advertising / Education Campaigns	0.85	88,346	42,556	72,689	129,515	(56,826)
Public Records Management	0.70	71,851	37,189	50,827	108,515	(57,688)
Digital Media Creation and Distribution	1.50	141,462	65,811	149,060	-	149,060
FY22 Total:	8.32	\$787,784	\$362,974	\$790,268	\$563,574	\$226,695

Figure D-142: Public Information Services Activity Costs

RP Funding Center Activity

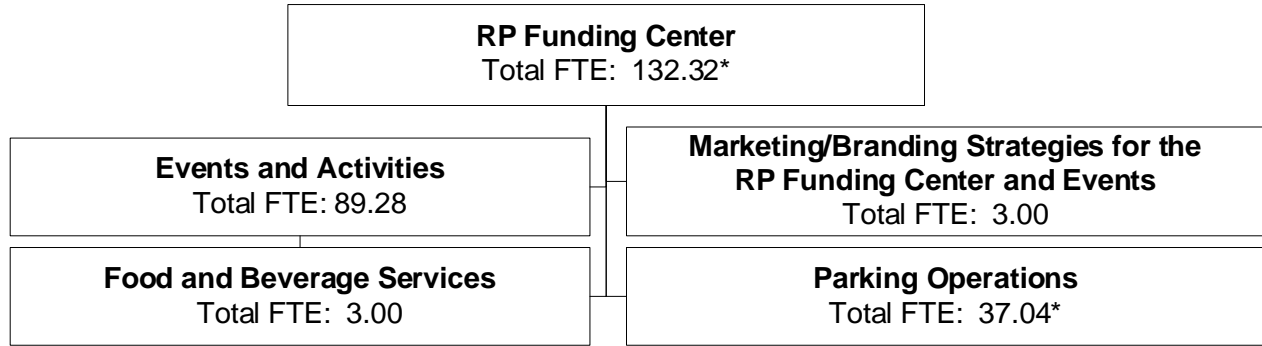


Figure D-143: RP Funding Center Activity

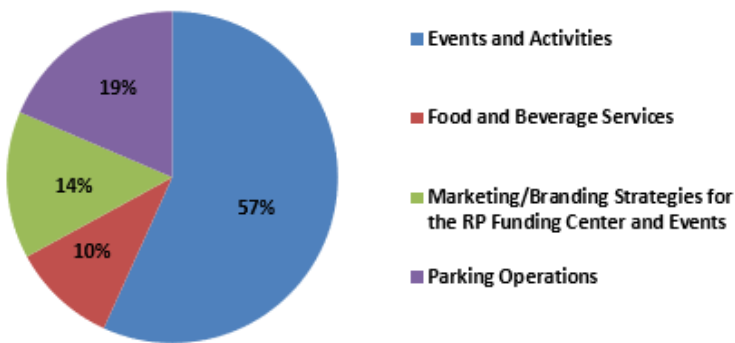
Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$10,585,347	\$9,843,126	\$9,208,614
Revenues Summary	\$6,112,021	\$4,538,038	\$6,476,892
Net Cost Summary	\$4,473,326	\$5,305,088	\$2,731,722
FTE Summary	138.32	183.04*	132.32*

Figure D-144: RP Funding Center Activity Budget Summary

Activity Expenditures



Activity Revenues

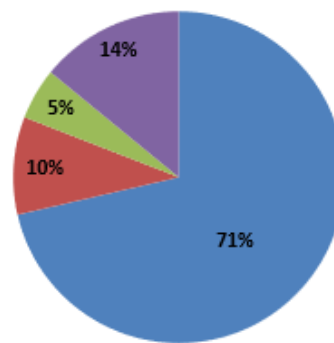


Figure D-145: RP Funding Center Activity Pie Charts

RP Funding Center Activity Continued

Core Services

Serving as an entertainment, sports, and convention hub for the City of Lakeland, Polk County and beyond. The RP Funding Center features four unique venues for both corporate and consumer use:

- The Jenkins Arena hosts a variety of events including concerts, sporting events, family shows, and other multi-purpose events.
- Sikes Hall and The Exhibit Hall and associated spaces offer over 60,000 square feet of combined space for a variety of events as well as corporate trade shows and meetings.
- The Youkey Theatre seats 2,296 and is home to the City-sponsored Entertainment and Broadway series, the Imperial Symphony Orchestra and a number of special engagements.
- Smaller meeting rooms heavily utilized by community and non-profit groups.

Events and Activities

The RP Funding Center facilities host a variety of Convention, Entertainment, Sports, and Family shows in three separate facilities. The 8,500 seat Jenkins arena, 2,296 seat Youkey Theater, and Sikes Hall and Exhibit Hall form the nucleus of Lakeland's major public assembly facilities. The RP Funding Center staff provide comprehensive event services including, but not limited to, security, production, technical, medical, marketing support, and other services associated with hosting the events.

Food and Beverage Services

The RP Funding Center, through its in-house contractor, provides catering services, concessions operations and sales, and other required food services in support of the events and activities at the Center. It also works to support the marketing and sales efforts of the Center staff through their own in-house Marketing team. Menus, sales materials, and associated materials are developed jointly.

RP Funding Center & Events Marketing/Branding Strategies

The RP Funding Center Marketing team provides marketing and sales support for a variety of in-house and outside promoted events. This team also develops and implements strategies and materials in support of promoting events as, well as promotion sales and marketing for the venues.

Parking Operations

The RP Funding Center staff provides public parking services, security, and lot access in support of events. Revenue from Parking Services goes to support RP Funding Center operations as well as long-term operation and improvement of the lots.

Changes and Accomplishments

- To say this past year has been difficult would be a tremendous understatement...and we are now just getting back to normal. Covid has been the most challenging time in my career including 911 and the Great Recession. The RPFC staff has done everything possible to keep business flowing and working extra hard to move events until they were ready to happen.
- Beginning in March of 2020 with the cancellation of the Magic season, most events started to postpone or cancel. Because of so much uncertainty, we kept close contact with our clients, moving them first, but in most cases cancelling them in the end. Our goal was always to find a way to make the event happen, move them and/or re-book them for a future date. This strategy started to see some progress in September of 2020 as some event started to happen again, albeit with strict Covid protocols in place.
- As Covid started to take shape, we worked quickly to establish the protocols we thought would be beneficial to us moving forward. We relied on our industry in general for best practices, we all learned from each other. Because the state, city and county did not seem to be in sync, we hung our hat on CDC Guidelines, including social distancing, hand washing, temp checks and masks. As time moved forward, I believe we were on track and doing what was necessary to be safe. We eventually obtained our distinction as a GBAC Star Facility joining an elite group of facilities worldwide that clean and disinfect to higher standards. The process took several months with our Operations Department taking the lead and we feel this will give us an advantage with our customers moving forward.
- In our quest to be part of the solution to this pandemic, we hosted Covid Testing in our parking lot from April through June 2020. We also helped with vaccines as the County did their Mega Vaccination of 3500+ people on April 5 (first shot) and March 10 (second shot), 2021.
- Our staff, although smaller than when this all started has been resilient. I am proud that we have continued to work hard for our business to return and we haven't missed a beat as events started to take place. I believe our team took the furloughs in stride, this was not an easy time and we all certainly learned from it. Hopefully as we see things getting back to normal, we will have no need for further furloughs.
- Most years we have plenty of event related information to share, this year has been different, but encouraging of late. We began to host a few events with protocols in place in September with Repticon and Bucklers Arts and Crafts Fair. Also, with us being the biggest and most well-suited venue for indoor events, the City of Lakeland hosted many of its meetings with us over the past year. In November, we saw some annual events take place, The Quilting and Sewing Show had an abbreviated event, the Athena Awards became our first seated dinner during the pandemic. Annual events like Collectorama and Florida Elite Cheer also took place.

Changes and Accomplishments Continued

- December was slow, but we were able to host a few events. January proved to be a much better month with the Florida Tropics beginning their season with several games. Returning events included G&L Wholesalers and the Garden Bros. Circus. We also picked up the FHSAA
- Cheerleading State Championships when their host venue in Gainesville would not allow them to take place. This event was not only great for us but was also great for the local economy with hotels filling up in our general area.
- In February we hosted a very successful Bare-Knuckle Boxing event with limited capacity for social distancing and masks strongly recommended, the event was well attended. In addition, it was a pay-per-view event that showcased our wonderful facility on the world stage. The Tropics continued their season and dance shows returned. We have pretty much hosted a dance and or cheer event every weekend since.
- The end of February and the beginning of March brought us the FHSAA Boys and Girls State Basketball Championships. Although we worked with limited capacity, we were able to pull off a very successful event for girls and boys. We are in the process of working on a contract for next year. March also brought us a new indoor football team, the Tampa Bay Tornadoes, more cheer and dance, another Quilting and Sewing event and another Repticon.
- Our football team continued to host games in April, we had a dance or cheer event every weekend and hosted the first of many graduations. Plus, we had our first big plated dinner for 500 with our new catering company Levy, A Women's Choice Awards.
- As we return to normal, we are working with Levy to get them acclimated to our business and our events. They have really hit the ground running with many concession events and have more catering events soon.
- Our renovation continues with the restroom project. We will bring that project to the Commission in the next few weeks. That project will be taking place as space is available throughout the summer months.
- I have not mentioned much about the Magic since their season was held in a bubble in Orlando these past few months. However, it was exciting for them to win their first G-league title. So, moving into next year will be exciting. The office staff was reduced to two, so they will be re-building a new management team in the coming months.
- The Tropics indoor soccer team's fifth season was also very different. They pretty much had to find teams to agree to play and often had several games with the same team to make the season work. They made the playoffs and were a favorite to win but lost in the payoffs.

RP Funding Center Activity Continued

Changes and Accomplishments Continued

- The Marketing team gained a new employee in Lindsay Lobur to replace Erica Turchin as our Marketing Manager focusing on Group Sales and Digital Design.
- Having a new partner in the Marriot Springhill Suites in addition to the Hyatt Place will be a huge advantage for us in future sales. We have already seen this in the events over the past few months.
- It is difficult to discuss the budget and devastation of Covid, we ended last fiscal year down approx. \$1.9 million in event revenue for TY 2020. Although 21 looks better, I am encouraged as we prepare the FY22 budget and a return to normalcy.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Events and Activities	89.28	2,782,399	2,447,318	5,229,717	4,622,574	607,144
Food and Beverage Services	3.00	287,372	658,007	945,379	616,751	328,628
Marketing / Branding Strategies for The Lakeland Center and Events	3.00	287,372	1,034,530	1,321,902	325,361	996,541
Parking Operations	37.04	672,032	1,039,583	1,711,615	912,206	799,409
FY22 Total:	132.32	\$4,029,175	\$5,179,439	\$9,208,614	\$6,476,892	\$2,731,722

Figure D-146: RP Funding Center Activity Costs

Economic and Community Development Program

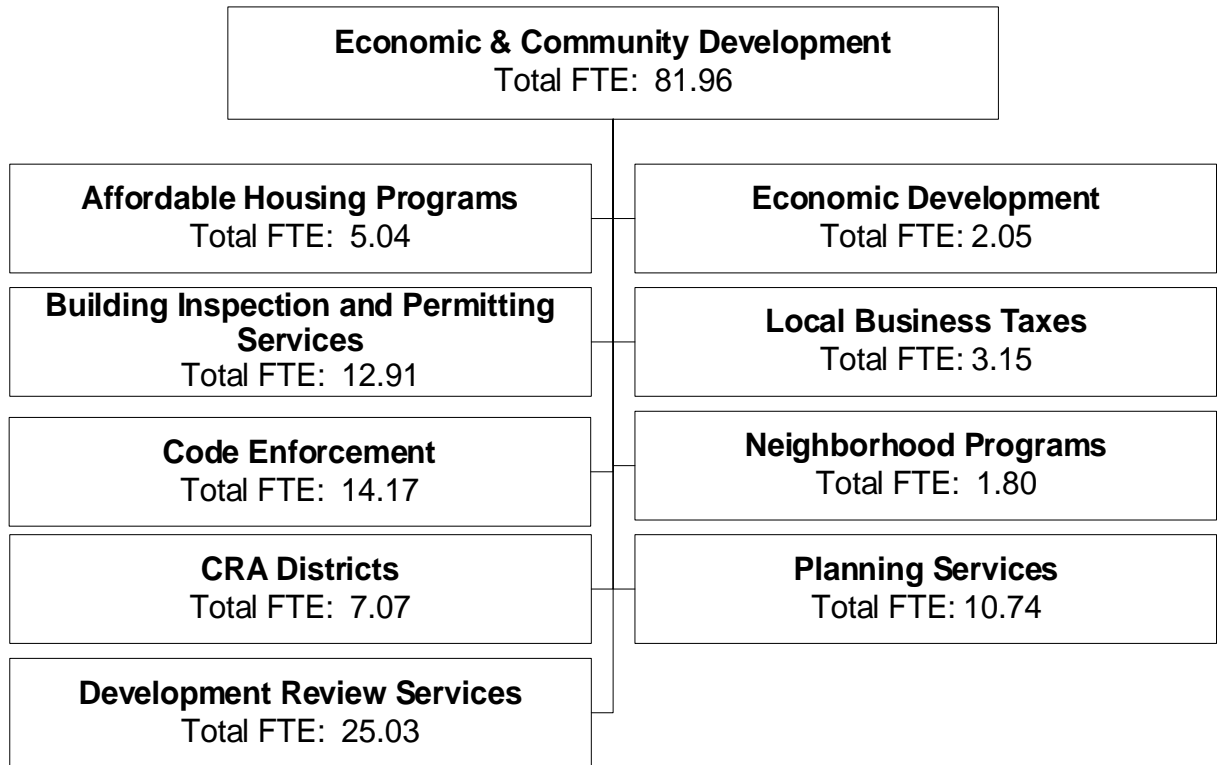


Figure D-147: Economic and Community Development Program

Program Summary

- Provide excellent long-range and current planning services used to guide future development of the City as a quality urban environment. Proposed development adheres to all requirements and conditions including zoning, concurrency, and engineering standards.
- Maintain safe, attractive neighborhoods and commercial/industrial districts by ensuring compliance with the City’s codes and ordinances while ensuring the health, safety and welfare of the community is maintained within the construction or use of every public and private building by adhering to requirements established by law.
- Collect revenue through a Local Business Tax in the form of a yearly receipt which certifies an individual or business to engage in commercial activities in conformance with applicable zoning, building and development codes.
- Provide adequate, safe, and affordable housing to very low and low to moderate income homeowners while supporting the City’s redevelopment efforts and promoting self-sufficiency. Also, while planning for and supporting the revitalization of Lakeland neighborhoods, which are recognized as the fundamental building blocks of a quality city.
- Create self-sustaining environments to grow, attract and retain a creative, talented, educated and technically qualified workforce.
- Improve the economic vitality and enhance the visual image of Downtown Lakeland, Midtown, and Dixieland districts by creating and implementing a redevelopment plan, promoting economic growth, acting as a catalyst for change in some of Lakeland’s most distressed neighborhoods and encouraging the preservation of the area’s historic character.

Economic and Community Development Program Continued

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$22,286,488	\$20,965,210	\$21,052,077
Revenues Summary	\$15,913,464	\$16,715,187	\$23,431,237
Net Cost Summary	\$6,373,024	\$4,250,023	(\$2,379,160)
FTE Summary	81.46	81.50	81.96

Figure D-148: Economic and Community Development Program Budget Summary



Figure D-149: Economic and Community Development Program Pie Charts

Affordable Housing Programs Activity

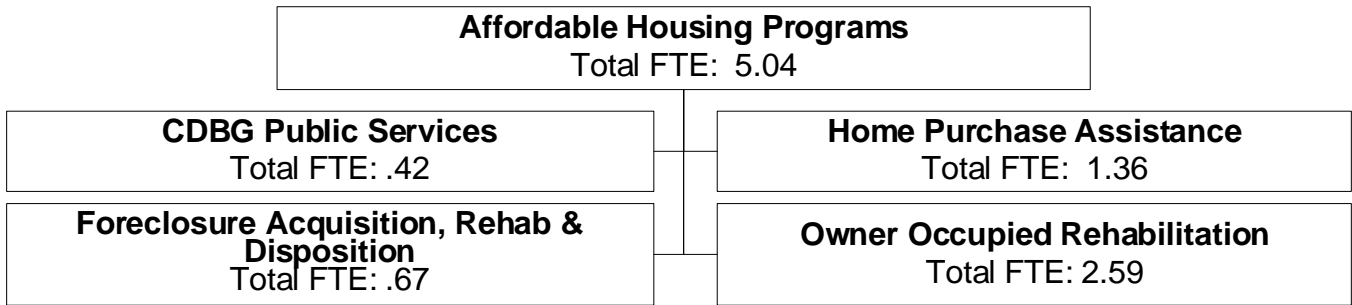


Figure D-150: Affordable Housing Programs Activity

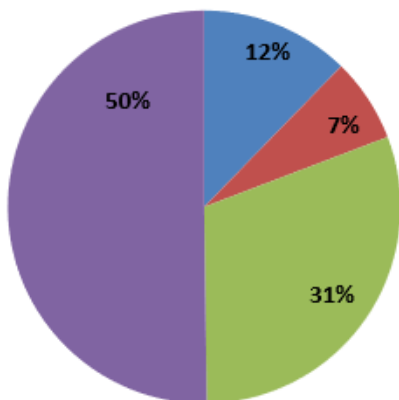
Mission

To provide adequate, safe and affordable housing to very low and low to moderate income homeowners while supporting the City's redevelopment efforts and promoting self-sufficiency.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$1,218,867	\$1,458,986	\$756,083
Revenues Summary	\$1,305,578	\$1,474,414	\$2,233,844
Net Cost Summary	(\$86,711)	(\$15,428)	(\$1,477,761)
FTE Summary	5.14	5.14	5.04

Figure D-151: Affordable Housing Programs Activity Budget Summary

Activity Expenditures



- CDBG Public Services
- Foreclosure Acquisition, Rehab, & Disposition
- Home Purchase Assistance
- Owner Occupied Rehabilitation

Activity Revenues

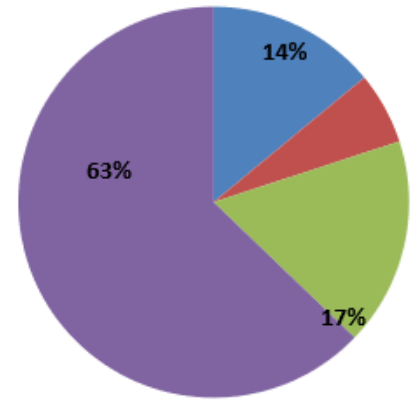


Figure D-152: Affordable Housing Programs Activity Pie Charts

Affordable Housing Programs Activity Continued

Core Services

Administer the City's federally funded Community Development Block Grant (CDBG), HOME Investment Partnership Program (HOME), Neighborhood Stabilization Program (NSP), and State Housing Initiatives Partnership Program (SHIP). Provides the City's low to moderate income residents with housing rehabilitation, home purchase assistance, public facilities, code enforcement, sidewalk and street paving, and public service grants.

Services are primarily provided through three programs:

- The Owner-Occupied Housing Rehabilitation Program addresses health and safety issues, code violations and handicap accessibility need through rehabilitation. This includes reconstruction on the same lot and new construction on a different lot. Rehabilitation may be concentrated in target neighborhoods to help facilitate a larger redevelopment effort. Recipients execute a 5, 10, 15 or 30-year deferred payment lien.
- The Home Purchase Assistance Program aids through a non-profit loan processor, Keystone Challenge Fund, Inc. Homeownership class attendance is required, and recipients execute a 30-year deferred payment lien.
- The Neighborhood Stabilization Program (NSP) provided the City with two rounds of federal funding (NSP1 and NSP3) in 2009 and 2011 totaling approximately \$3.3 million with which to acquire, rehabilitate or redevelop, and sell or rent foreclosed and abandoned residential properties.

CDBG Public Services

As a local government grantee of the federal Community Development Block Grant (CDBG) program, the City uses up to 15% of its annual CDBG entitlement to fund qualified nonprofit public service agencies and local government programs serving low to moderate income clients in the areas of childcare, drug abuse counseling/treatment, education, fair housing counseling, health care, homelessness, public safety, recreation, senior citizens, and special needs. Funded agencies are monitored by the City's Affordable Housing Office for strict compliance with CDBG program requirements.

Foreclosure Acquisition, Rehab and Disposition

The City of Lakeland has received two rounds of federal funding through the Neighborhood Stabilization Program, with which to acquire, rehabilitate or redevelop, and sell or rent foreclosed and abandoned residential properties. Program activities are limited to Areas of Greatest Need outlined in the NSP Plans experiencing high rates of vacancy and foreclosure, high incidence of subprime mortgage lending, and those areas predicted to experience an increase in delinquency and foreclosure.

Home Purchase Assistance

The Affordable Housing Office uses a portion of its funding to subsidize the purchase of homes by qualified buyers. Income requirements and subsidy levels vary by program and funding source, but all require completion of a HUD-approved homebuyer education class. Keystone Challenge Fund, Inc. partners with the City to provide homebuyer counseling and other services which further the City's home purchase assistance activities.

Affordable Housing Programs Activity Continued

Core Services Continued

Owner Occupied Rehabilitation

The Affordable Housing Office provides housing rehabilitation services to income qualified homeowners, making repairs to correct code violations and to provide general renovation of the housing stock. Assistance provided is secured through a 0% interest loan, repayment of which is deferred with the balance forgiven over time provided the homeowner continues to meet program requirements.

Changes and Accomplishments

- Reviewed 1,403 applications for assistance through the Coronavirus Aid for Residential Expenses (CARE) program resulting in the disbursement of more than \$1.5 million to assist over 452 income-eligible households with mortgage, rent and utility payments.
- Awarded \$1.5 million to affordable housing developers for the construction of 252 units.
- Awarded 49 properties to seventeen builders to construct affordable housing units.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
CDBG Public Services	0.42	27,223	65,732	92,955	312,934	(219,979)
Foreclosure Acquisition, Rehab & Disposition	0.67	43,796	8,458	52,254	133,291	(81,036)
Home Purchase Assistance	1.36	89,039	142,190	231,229	384,248	(153,019)
Owner Occupied Rehabilitation	2.59	170,848	208,798	379,646	1,403,371	(1,023,725)
FY22 Total:	5.04	\$330,906	\$425,177	\$756,083	\$2,233,844	\$(1,477,760)

Figure D-153: Affordable Housing Programs Activity Costs

Building Inspection and Permitting Activity

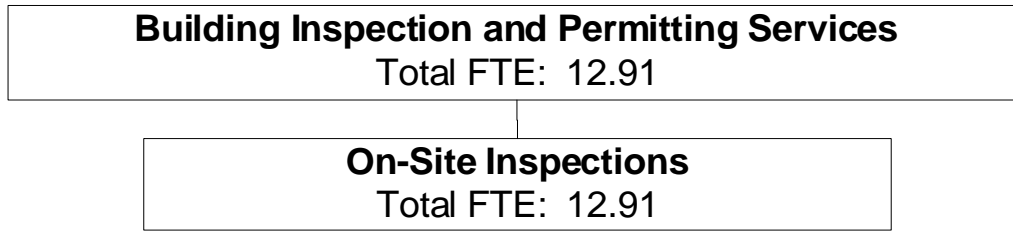


Figure D-154: Building Inspection and Permitting Activity

Mission

To ensure that the health, safety, and welfare of the community is maintained within the construction or use of every public and private building by adhering to requirements established by law.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$1,255,672	\$1,408,516	\$1,451,441
Revenues Summary	\$1,627,488	\$1,227,239	\$2,433,336
Net Cost Summary	(\$371,816)	\$181,277	(\$981,895)
FTE Summary	9.51	8.71	12.91

Figure D-155: Building Inspection and Permitting Activity Budget Summary

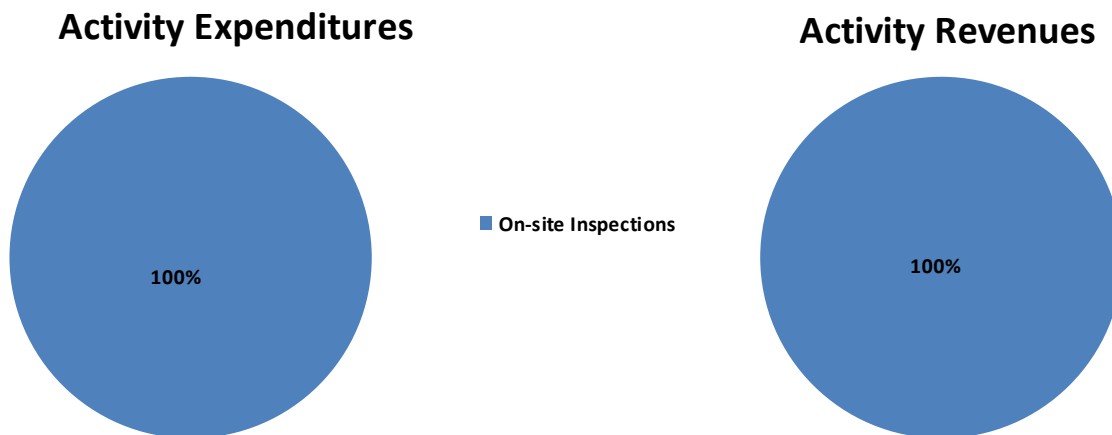


Figure D-156: Building Inspection and Permitting Activity Pie Charts

Building Inspection and Permitting Activity Continued

Core Services

Building Plans Review and Permitting reviews permit applications and plans for adherence to applicable Federal, State and local building codes that are designed to protect the health, safety and welfare of the public during and after the construction of residential and commercial structures. Design safety is evaluated by Certified Plans Examiners to ensure adherence to minimum building design performance and structural standards. Administrative efforts are coordinated by qualified permit technicians and include contractor licensing, registration, and permit processing. Additionally, preliminary zoning and construction plan reviews are conducted to expedite the construction and variance application process.

Building Inspection Services monitors building construction activity to ensure conformance with applicable codes and compliance with approved construction plans. Administrative efforts include taking enforcement action against unlicensed contractors and un-permitted construction activity.

On-Site Inspections

Conducts pre-determined inspections to ensure conformance with applicable codes and compliance with approved construction plans.

Changes and Accomplishments

- From October 1, 2020 through May 31, 2021, issued 6,180 permits for construction valued at \$487 million, representing an increase of 5% in permits and decrease of 19% in value.
- Of those 6,180 permits, 3,275 or 52.99% were approved the same day, 1,750 or 28.32% were approved in 1-10 days, 948 or 15.34% were approved in 11-60 days and 207 or 3.35% took more than 60 days to approve. These percentages were comparable to the same period from last year.
- Completed 37,654 inspections since October 1, 2020, 99.9% of which were completed the day they were requested by the customer.
- In late March 2020, virtual inspections were launched to provide customers additional options for social distancing as a result of the Coronavirus pandemic, minimizing contact between inspectors, customers, contractors, etc. 1,426 virtual/affidavit inspections have been completed.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
On-Site Inspections	12.91	1,175,224	276,217	1,451,441	2,433,336	(981,894)
FY22 Total:	12.91	\$1,175,224	\$276,217	\$1,451,441	\$2,433,336	\$(981,894)

Figure D-157: Building Inspection and Permitting Activity Costs

Code Enforcement Activity

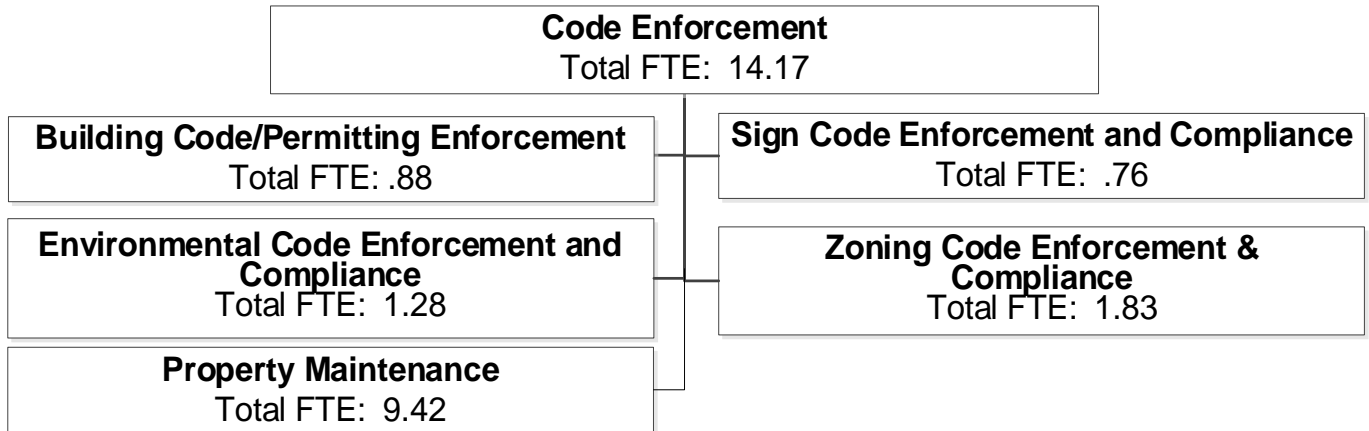


Figure D-158: Code Enforcement Activity

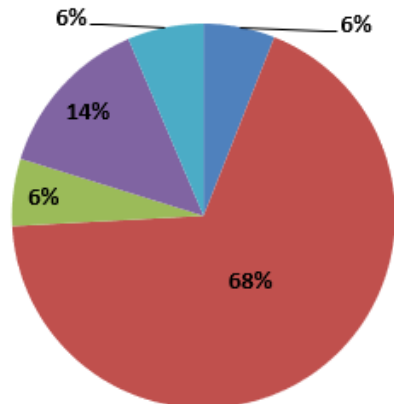
Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$1,512,209	\$1,447,419	\$1,277,289
Revenues Summary	\$971,049	\$858,380	\$1,225,489
Net Cost Summary	\$541,160	\$589,039	\$51,800
FTE Summary	14.66	13.79	14.17

Figure D-159: Code Enforcement Activity Budget Summary

Activity Expenditures



Activity Revenues

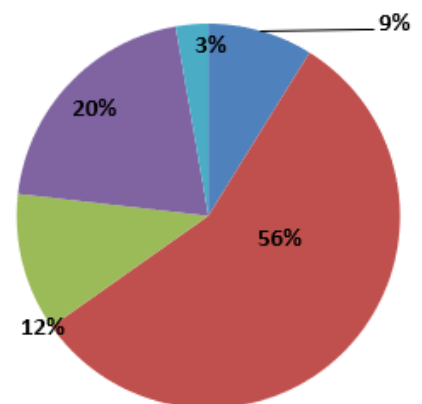


Figure D-160: Code Enforcement Activity Pie Charts

Code Enforcement Activity Continued

Core Services

Assures physical conditions related to health, safety and general welfare are maintained throughout the City. Includes the enforcement of the housing code, codes prohibiting nuisances (overgrowth, trash, open storage, and abandoned vehicles), and various zoning and land development regulations. Code Enforcement is responsible for the administration of sign and news rack regulations, administering contracts for regular maintenance of City-owned vacant infill properties and performs private property lot clearing and demolition activities through the special assessment process. Code Enforcement also manages the Community Clean-Up Fund by performing periodic neighborhood cleanups in conjunction with the Neighborhood Planning area of the Community and Economic Development Department and the Public Works Department including the Lakeland Clean and Beautiful volunteer group.

Building Code/Permitting Enforcement

Enforcement of building code compliance related to construction activity initiated without proper building permits and/or undertaken by unlicensed contractors. Includes building construction and sign installations.

Environmental Code Enforcement and Compliance

Enforcement of codes and ordinances related to illicit discharges into the City's stormwater system, construction site best management practices (BMPs), mitigating stormwater runoff, placement of solid waste containers and materials, and illegal dumping.

Property Maintenance

Enforcement of the various codes and ordinances related to the maintenance of private property, including housing, care of premises, and derelict vehicles. Includes administration of Code Enforcement Board and Hearing Officer proceedings for property maintenance violations, as well as the special assessment lot cleaning and clearing program.

Sign Code Enforcement and Compliance

Enforcement of the City's sign regulations, notably prohibited signs including banners, pennants, streamers, inflatable's, and signs placed illegally in public rights-of-way. Includes administration of Code Enforcement Board and Hearing Officer proceedings for sign code violations.

Zoning Code Enforcement and Compliance

Enforcement of the City's land development regulations, including but not limited to permitted and conditional uses, fences, parking and storage of recreational vehicles and boats, parking and storage of commercial vehicles and construction equipment, and news racks. Includes administration of Code Enforcement Board and Hearing Officer proceedings for zoning code violations.

Code Enforcement Activity Continued

Changes and Accomplishments

- Between October 1, 2020 and May 31, 2021, opened 4115 cases for code violations and investigated 1,359 citizen complaints, with an average initial response of 0.65 calendar days.
- Fiscal year-to-date, realized a compliance rate of 76.51% with average calendar days for compliance of 92.41.
- Contracted for the cutting and cleaning of 300 private properties and demolished 3 blighted structures since October 1, 2020.
- Removed 3,480 illegally placed signs from the City's public rights-of-way since October 1, 2020.
- Since October 1, 2020, scheduled and completed hearings for 661 red light camera violations either contested or for which payment extensions were requested.
- Fully transitioned the permitting enforcement function from Building Inspection to Code Enforcement.
- Trained 2 new Code Enforcement Administrative staff.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Building Code / Permitting Enforcement	0.88	55,989	22,079	76,924	108,515	(31,591)
Property Maintenance	9.42	652,643	446,629	870,090	690,930	179,161
Sign Code Enforcement and Compliance	0.76	53,953	19,293	72,276	142,015	(69,738)
Zoning Code Enforcement and Compliance	1.83	131,727	46,580	176,033	250,530	(74,497)
Environmental Code Enforcement and Compliance	1.28	\$110,205	\$31,397	\$81,966	\$33,500	\$48,466
FY22 Total:	14.17	\$1,004,516	\$565,977	\$1,277,289	\$1,225,489	\$51,801

Figure D-161: Code Enforcement Activity Costs

CRA Districts Activity

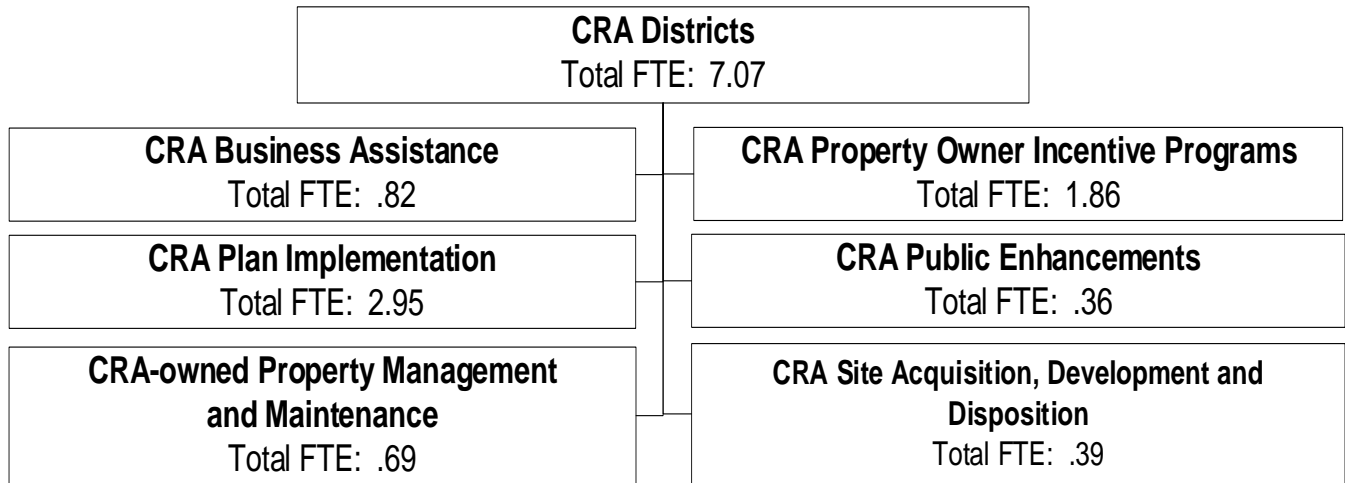


Figure D-162: CRA Districts Activity

Mission

To improve the economic vitality and enhance the visual image of the Dixieland commercial corridor and surrounding neighborhoods by creating and implementing a redevelopment plan, promoting economic growth, and encouraging preservation of the area’s historic character.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$9,909,559	\$11,845,933	\$13,220,464
Revenues Summary	\$7,681,919	\$8,793,093	\$10,708,336
Net Cost Summary	\$2,227,640	\$3,052,840	\$2,512,128
FTE Summary	5.55	7.08	7.07

Figure D-163: CRA Districts Activity Budget Summary



Figure D-164: CRA Districts Activity Pie Charts

CRA Districts Activity Continued

Core Services

CRA Business Assistance

Incentive programs, marketing and technical assistance provided by LCRA staff or third parties for implementing adopted redevelopment plans.

CRA Plan Implementation

Per requirements of CRA Statute – implementation of adopted redevelopment plans. Updating, reporting, etc. as required by Florida law.

CRA-owned Property Management and Maintenance

Management and maintenance of CRA-owned properties.

CRA Property Owner Incentive Programs

Incentive programs, marketing and technical assistance provided by LCRA staff or third parties for implementing adopted redevelopment plans.

CRA Public Enhancements

Capital improvement projects per the redevelopment plans. Most enhancements or infrastructure improvements are intended to stimulate private development.

CRA Site Acquisition, Development and Disposition

Property acquisition, demolition of structures and disposition of real property as required to implement adopted redevelopment plans.

Changes and Accomplishments

- Overall, CRA Expended over \$8.27 million dollars in TIF Revenues. Highlights include:
 - \$288,000 in Community Improvement Initiatives
 - \$2,007,500 in Economic Development Incentives
 - Nearly \$300,000 in Property Acquisition/Blight Mitigation
 - \$255,000 in Residential Incentives
 - \$662,000 on Affordable Housing Initiatives
- Major Project Highlights Include
 - The Well (initiated)
 - Mirrorton (initiated)
 - Midtown Lofts (initiated)
 - The Workshop Space (completed)
 - Dixieland Corridor Enhancement Projects (initiated)
 - Mass Market Area Master Plan (completed)
 - Robinson Kyles Office Renovation (completed)
 - West Lake Parker Shared Use Path & Art Walk (completed)
 - W. 14th Street Pedestrian Improvements (initiated)
- \$82,147,299 of combined building permit activity in the three CRAs
- Roughly 10:1 private investment versus CRA contribution

CRA Districts Activity Continued

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Community Redevelopment Area Business Assistance	0.82	93,469	989,410	1,082,879	194,604	888,275
Community Redevelopment Area Plan Implementation	2.95	275,855	6,860,780	7,136,635	1,561,595	5,575,040
Community Redevelopment Property Owner Incentive Programs	1.86	169,128	2,429,129	2,598,257	2,856,175	(257,919)
Community Redevelopment Public Enhancements	0.36	34,523	262,873	297,396	2,405,559	(2,108,163)
Community Redevelopment Site Acquisition, Development and Disposition	0.39	44,123	372,079	416,202	2,869,430	(2,453,228)
Community Redevelopment-owned Property Management and Maintenance	0.69	58,005	1,631,090	1,689,095	820,971	868,124
FY22 Total:	7.07	\$675,103	\$12,545,361	\$13,220,464	\$10,708,336	\$2,512,129

Figure D-165: CRA Districts Activity Costs

Development Review Activity

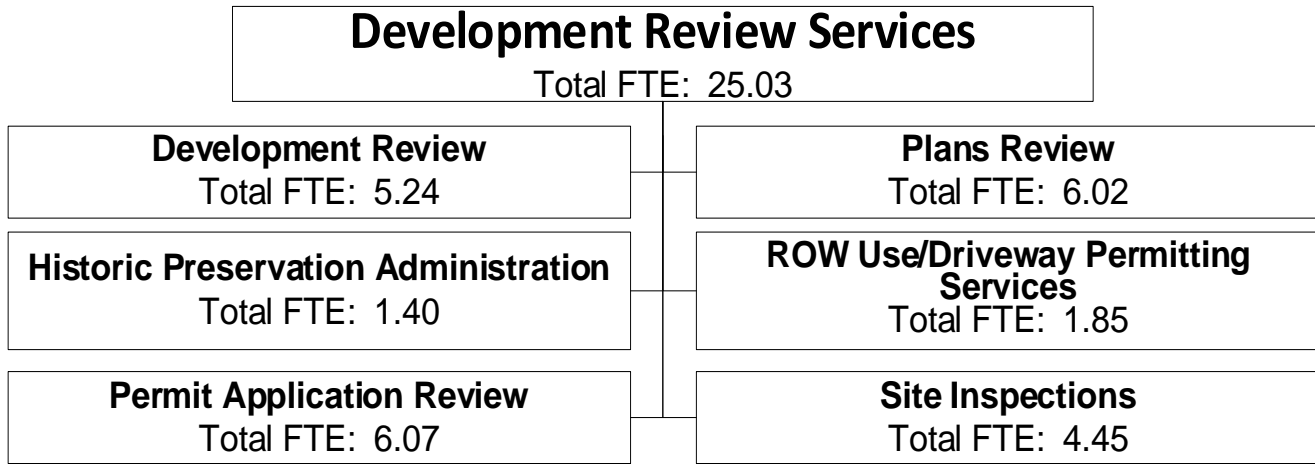


Figure D-166: Development Review Activity

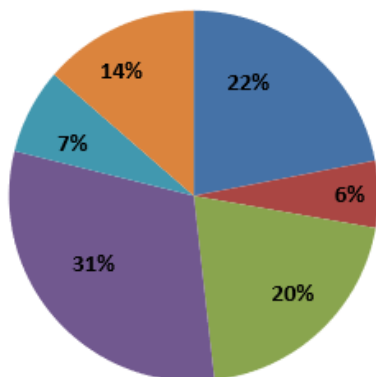
Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$3,013,613	\$3,570,175	\$2,855,561
Revenues Summary	\$1,395,841	\$1,480,275	\$2,976,088
Net Cost Summary	\$1,617,772	\$2,089,900	(\$120,527)
FTE Summary	25.60	26.95	25.03

Figure D-167: Development Budget Summary

Activity Expenditures



Activity Revenues

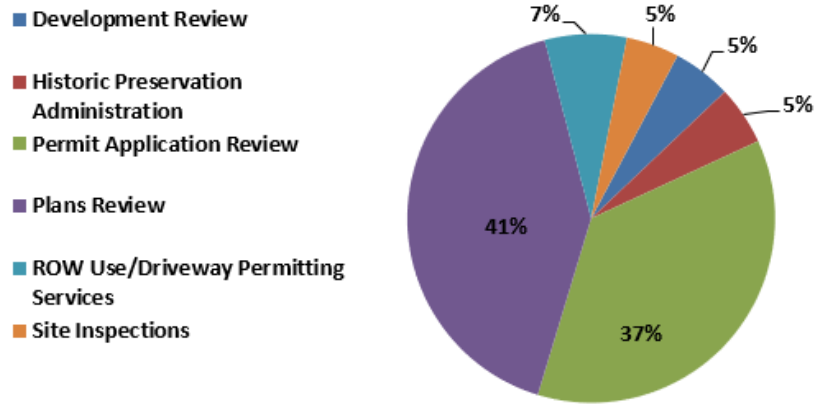


Figure D-168: Development Review Activity Pie Charts

Development Review Activity Continued

Core Services

Core Services include commercial site plan review, subdivision plat and construction plan review, Fire Department construction plan review, administration of impact fees, administration of the concurrency management system and evaluation of requests for zoning variances.

Development Review

Review subdivision plat and site development plans by a multi-department Development Review Team (DRT) which reviews for compliance with multiple zoning, engineering, utility, transportation, landscaping and other public safety related requirements. The DRT process is designed with a central point of customer contact, located in the Permit Center at City Hall.

Historic Preservation Administration

Administer the City's historic preservation program in conjunction with the Historic Preservation Board, including architectural design review and assistance. Provide professional and logistical support to the Historic Preservation Board through the preparation of monthly agenda packets that include written staff recommendations for each application.

Permit Application Review

Review building and sign permit applications to ensure compliance with Federal, State and Local regulations and determine appropriate fees.

Plans Review

Review building construction plans through the Building Inspection Division and all City Departments that require approval to ensure compliance with Federal, State and Local regulations. During the plans review process, all appropriate permit and related Impact Fees are calculated and collected at the time all plans are approved and a permit is issued.

ROW Use/Driveway Permitting Services

Coordinate and administer multi-agency reviews of all Right-of-Way Use permit applications for any activity proposed to be conducted within public rights-of-way throughout the City.

Site Inspections

Conduct inspections of work being completed in the Public Right-of-way to ensure that it is completed to meet or exceed engineering standards.

Development Review Activity Continued

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Development Review	5.24	532,831	99,938	626,769	140,288	223,831
Historic Preservation Administration	1.40	143,478	23,034	166,512	140,288	26,224
Permit Application Review	6.07	418,045	165,258	583,303	992,519	(409,216)
Plans Review	6.02	715,841	160,384	876,225	1,118,628	(242,403)
ROW Use / Driveway Permitting Services	1.85	190,223	23,016	213,239	195,606	17,633
Site Inspections	4.45	352,891	36,623	389,514	126,110	263,404
FY22 Total:	25.03	\$2,353,309	\$502,252	\$2,855,561	\$2,976,088	\$(120,526)

Figure D-169: Development Review Activity Costs

Economic Development Activity

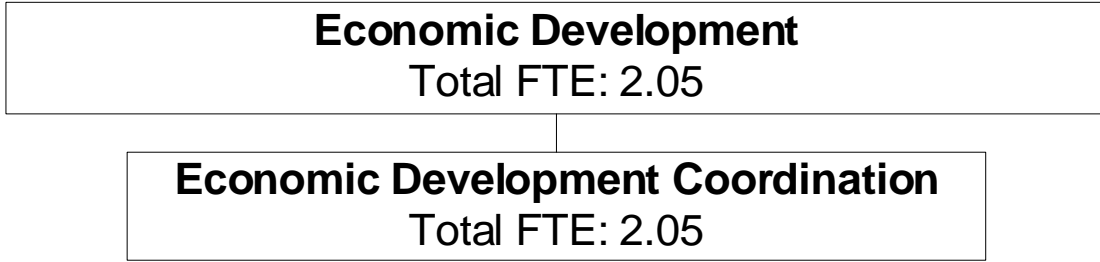


Figure D-170: Economic Development Activity

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$286,021	\$230,750	\$285,450
Revenues Summary	\$0	\$0	\$0
Net Cost Summary	\$286,021	\$230,750	(\$238,285)
FTE Summary	2.38	2.18	2.05

Figure D-171: Economic Development Budget Summary

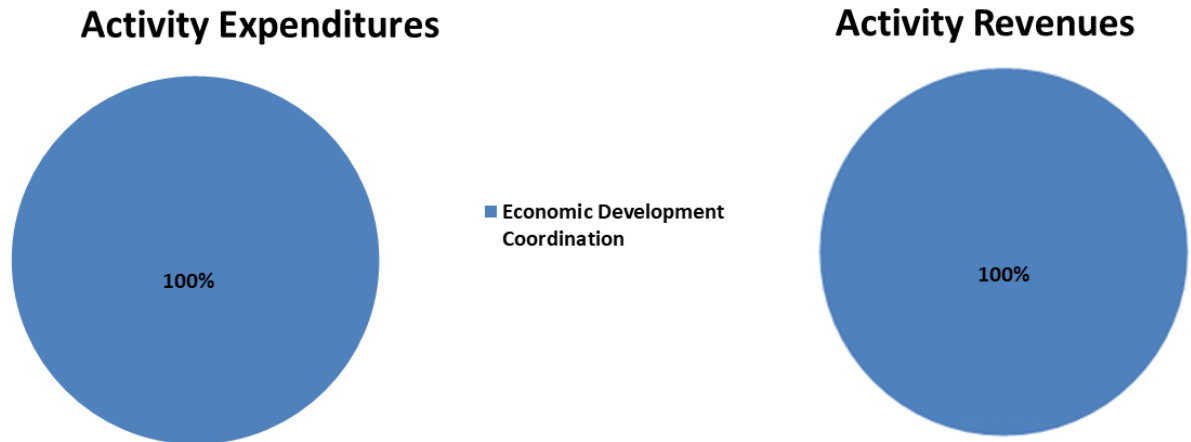


Figure D-172: Economic Development Activity Pie Charts

Economic Development Activity Continued

Core Services

Managing Lakeland's Enterprise Zone Program. Marketing of the City and facilities to both existing and prospective parties for quality economic growth in the areas of industrial, commercial, office and housing developments. To promote quality growth, the City supports the Lakeland Economic Development Council (LEDC), the Lakeland Area Chamber of Commerce and the Tampa Bay Partnership. The City is also a supporting member of the LEDC's "High Skills Initiative" which was established in 2002 for the express purpose of bringing and retaining high-skill jobs to the Lakeland area and to increase the average household income in the Lakeland urban area. As part of the High Skills Initiative, the City of Lakeland also supports the State of Florida's Qualified Target Industry (QTI) program that provides a tax refund for high-skilled jobs created by new or existing Florida businesses.

City staff supports this activity through the preliminary meetings and planning efforts associated with development proposals and inquiries. The City works collaboratively with personnel from the LEDC and the Chamber of Commerce on projects that involve a multi-discipline approach in order to provide a full array of services to interested investors in the community. Other efforts include targeted communication activities with numerous existing large industrial customers regarding municipal services and programs, and assistance with retention and expansion projects.

Economic Development Coordination

Economic development plays a very broad role within the City of Lakeland. Based in the Community and Economic Development Department, the position of economic development coordinator works with and provides support to a variety of City Divisions and Departments as well as various other public agencies, development groups, businesses and property owners.

Changes and Accomplishments

- The Office of Real Estate and Property (OREPI) processed 17 sale of 17 City-owned property requests, collecting \$25,616.00 in revenues (\$20,000 for a CRA Project and \$5,616.00 for a City Project). There are 5 pending projects scheduled to be presented to the RETC and CC on June 21, 2021. If approved, the projects will collect \$35,476.00 in revenue.
- OREPI has processed and successfully completed 5 applications to request the vacation of public utility easements, collecting \$875.00 in revenues from fees. OREPI also processed and completed 2 applications to request the vacation of public right-of-way, collecting \$3,058.00. There are 21 requests to vacate public utility easements and/or public right-of-way at various stages of the vacate process.
- OREPI verified 3,423 New Location Addresses for Lakeland Electric Accounts and assigned 3,163 new addresses for Residential/Commercial subdivisions. OREPI also completed 6 individual address changes for E9-1-1 and utility billing purposes.

Economic Development Activity Continued

Changes and Accomplishments Continued

- The City of Lakeland participates in the Florida Department of Revenue Point Match Program, which involves OREPI submitting an updated Address Database to the FDOR twice a year. Accurate address records are vital to cities collecting the appropriate revenue from communications services tax. The revenues collected are used to support the Lakeland Police and Fire Pension Funds. In 2020, the Distribution Amount for LPD was \$1,071,675.00 and the Distribution Amount for LFD was \$821,318.95.
- Business Tax Office received 761 new business applications, which is 141 more than the previous year.
- BTO has collected \$1,745,844.94 with an increase of over \$114,000.00 over the previous year.
- The Business Development Coordinator managed and facilitated nearly 101 projects, anywhere from conceptual level to engineered plan review, building permits, Inspections, Temporary Certificate of Occupancy (TCO), Certificate of Occupancy (CO), Alcohol license, and troubleshooting various problems/hurdles involved in the development process.
- Business Development Coordinator reviewed and approved 54 Alcohol licenses, 4 Site Alteration Permits, and 7 Site Work Permits since last June. Since October, 39 Alcohol licenses, 4 Site Alteration Permits, and 5 Site Work Permits.
- Conducted intake and coordinated reviews for 99 Concept Plans (7,680,133 sf) and 44 Site Plans (827,386 sf) since last June. Since October, 78 Concept Plans (7,411,423 sf) and 30 Site Plans (813,136 sf) were processed and reviewed.
- Conducted intake and coordinated reviews for construction plans and plats for Villages at Bridgewater, Riverstone, Lakes at Laurel Highlands, Hawthorne Mill and Publix County Line Road/Gresham Farms.
- Prepared funding requests through Congressman Scott Franklin's Office for the construction phases of the Interstate 4/State Road 33 (Exit 38) Reconstruction and South Wabash Avenue Extension projects.
- Prepared State Senate Appropriations Request for the Exit 38 reconstruction project, which was submitted to Senator Kelli Stargel's office for consideration during the 2021 State Legislative Session.
- Worked with the Lakeland Area Mass Transit District to facilitate the City Commission ratification of over 900 acres of lands into its taxing district boundaries.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Economic Development Coordination	2.05	193,485	91,965	285,450	523,735	(238,284)
FY22 Total:	2.05	\$193,485	\$91,965	\$285,450	\$523,735	\$(238,284)

Figure D-173: Economic Development Activity Costs

Local Business Taxes Activity

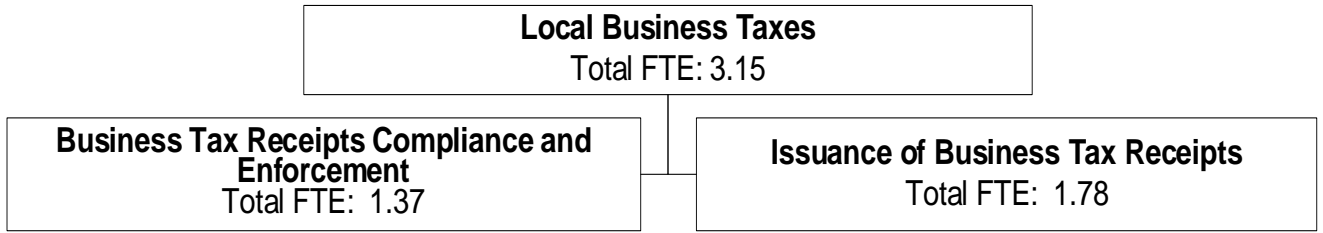


Figure D-174: Local Business Taxes Activity

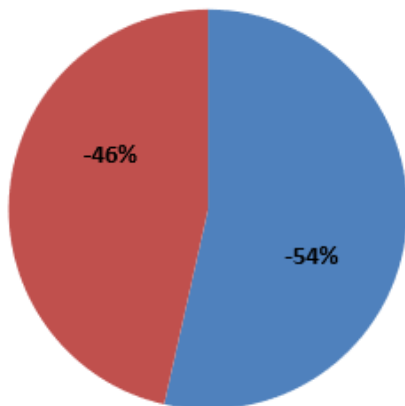
Mission

To collect revenue through a Local Business Tax in the form of a yearly receipt which certifies an individual or business to engage in commercial activities in conformance with applicable zoning, building and development codes.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$284,748	\$290,069	(\$312,741)
Revenues Summary	\$1,589,925	\$1,721,200	\$2,353,714
Net Cost Summary	(\$1,308,177)	(\$1,431,131)	(\$2,666,455)
FTE Summary	3.20	3.25	3.15

Figure D-175: Local Business Taxes Budget Summary

Activity Expenditures



Activity Revenues

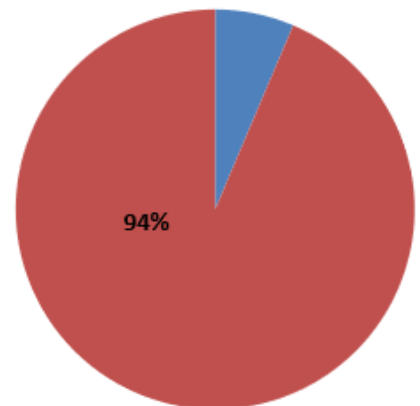


Figure D-176: Local Business Taxes Activity Pie Charts

Local Business Taxes Activity Continued

Core Services

Processes business tax applications for individuals doing business within the City limits and assures conformance with all requirements and regulations to obtain a business tax receipt. Also monitors unlicensed businesses, solicitors, peddlers and transient merchants and conducts on-site investigations to ensure compliance with the City Code. Business taxes and delinquent fee revenues are collected as required. The rate structure for these revenues is regulated by State statute with allowances to increase rates every two years.

Business Tax Receipts Compliance and Enforcement

The Business Tax office also monitors unlicensed businesses, solicitors, peddlers, and transient merchants and conducts on-site investigations to ensure compliance with the City Code. Business taxes and delinquent fee revenues are collected as required.

Issuance of Business Tax Receipts

Business tax receipts are issued throughout the year to new businesses locating within the City limits and to all existing businesses on an annual renewal basis. Prior to the issuance of a Business Tax Receipt for a new business or new location, each property is also evaluated by the Building Inspection Division and Fire Department to ensure conformity with the underlying zoning, and appropriate Building and Fire codes.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Issuance of Business Tax Receipts	1.37	93,614	(261,065)	(167,451)	150,579	(318,029)
Business Tax Receipts Compliance and Enforcement	1.78	141,380	(286,670)	(145,290)	2,203,135	(2,348,425)
FY22 Total:	3.15	\$234,994	(547,735)	(312,741)	\$2,353,714	\$(2,666,454)

Figure D-177: Local Business Taxes Activity Costs

Neighborhood Programs Activity

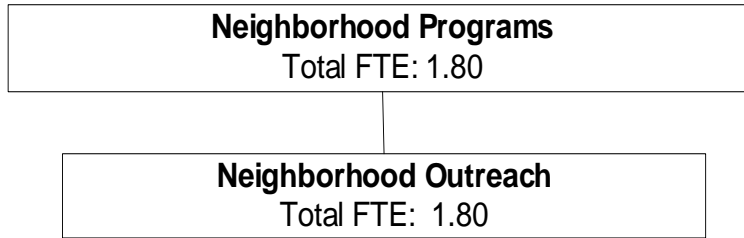


Figure D-178: Neighborhood Programs Activity

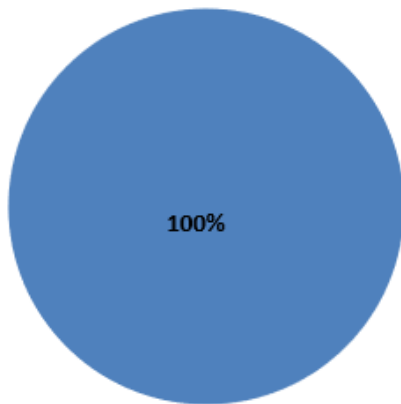
Mission

To plan for and support the revitalization of Lakeland neighborhoods by developing partnerships which align citizen and government action designed to strengthen these fundamental building blocks of a quality City.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$368,045	\$369,578	\$78,812
Revenues Summary	\$0	\$0	\$523,735
Net Cost Summary	\$368,045	\$369,578	(\$444,923)
FTE Summary	1.94	1.90	1.80

Figure D-179: Neighborhood Programs Activity Budget Summary

Activity Expenditures



■ Neighborhood Outreach

Activity Revenues

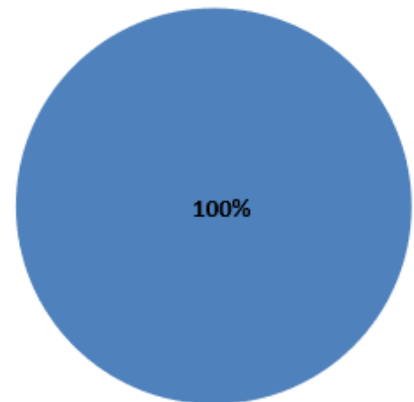


Figure D-180: Neighborhood Programs Activity Pie Chart

Neighborhood Programs Activity Continued

Core Services

Includes the implementation of plans for specific neighborhoods or sectors; administration of the City's historic preservation program in conjunction with the Historic Preservation Board; logistical support to the Neighborhood Association Coalition and individual neighborhood associations; and acting as a community resource for the Community Redevelopment Agency. Additional services include administration of neighborhood matching grants, data collection, training and education, and continued citizen outreach.

A Historic Home Workshop and a Neighborhood Summit are offered in alternating years to provide support and education for residents in the historic districts and other neighborhoods throughout the community.

Neighborhood Outreach

Principles:

- Emphasis is on providing tools, access to resources, building knowledge and fostering communication rather than providing direct services.
- Citywide orientation. All neighborhoods are important whether presently organized or not.
- Focus is on groups and organizations rather than individuals, but not limited to formal neighborhood associations.
- Help neighborhoods help themselves. Become information central, not complaint central.
- Make best use of available technology.
- Be proactive. Work in advance to identify issues and act to forestall problems.
- Encourage neighborhood partnerships with faith-based and non-profit community organizations.

Roles:

Facilitation:

- Assist neighborhoods in organizing and registering neighborhood associations.
- Provide logistical support for the Neighborhood Association Coalition.
- Facilitate official outreach and public participation activities and marshal neighborhood volunteers on an as-needed basis for special area plans, zoning changes, CRA work, historic preservation, neighborhood sweeps, neighborhood cleanups, etc.
- Coordinate meetings between neighborhood representatives and City staff or elected officials as needed concerning issues of interest to specific neighborhoods.
- Administer Neighborhood Matching Grant Program as funded by the City Commission.

Data Collection:

- Identify and map all Lakeland neighborhoods. Adjust map as needed as neighborhoods organize and determine their own boundaries. Maintain basic data on each neighborhood (demographics, housing data, crime stats, code enforcement stats, etc.).

Training and Education:

- Publish or make available how-to information.
- Organize training workshops, seminars.
- Coordinate resident participation at state and local neighborhood conferences/training.

Neighborhood Programs Activity Continued

Core Services Continued

Communication:

- Maintain neighborhood outreach material on the City’s web site.
- Assist neighborhoods in establishing web sites (May require outside consultants funded through the Neighborhood Matching Grant Program).
- Make space available for neighborhood news in quarterly ECHO newsletters.
- Work closely with the Communications Department.

Resources and Referrals:

- Maintain information on, and contacts with, all City departments and services.
- Maintain contact list of Neighborhood Associations, other non-profit neighborhood and community organizations, community and neighborhood leaders, governmental agencies, etc.

Changes and Accomplishments

- Automatic Call Distribution (ACD) was launched department-wide in June 2019, routing calls based on call taker skillset, availability and priority, and all but eliminating phone tree menus in favor of a “you call, we answer” service model.
- Launched ArcGIS Development Tracker, an interactive web map providing real-time planning, zoning, and building permit data filterable by fiscal year, date range, and project type.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Neighborhood Outreach	1.80	160,167	520,586	78,812	523,735	(444,922)
FY22 Total:	1.80	\$160,167	\$520,586	\$78,812	\$523,735	\$(444,922)

Figure D-181: Neighborhood Programs Activity Costs

Planning Services Activity

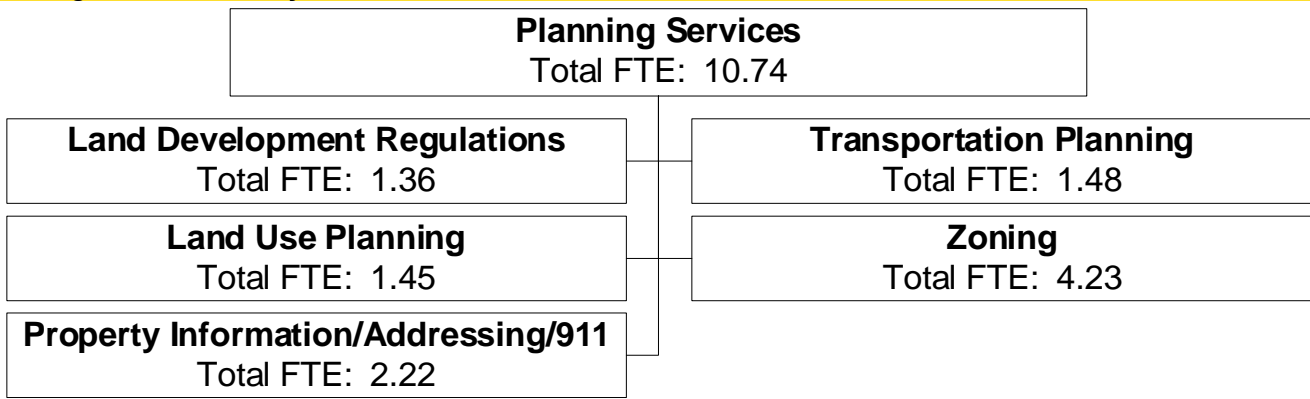


Figure D-182: Planning Services Activity

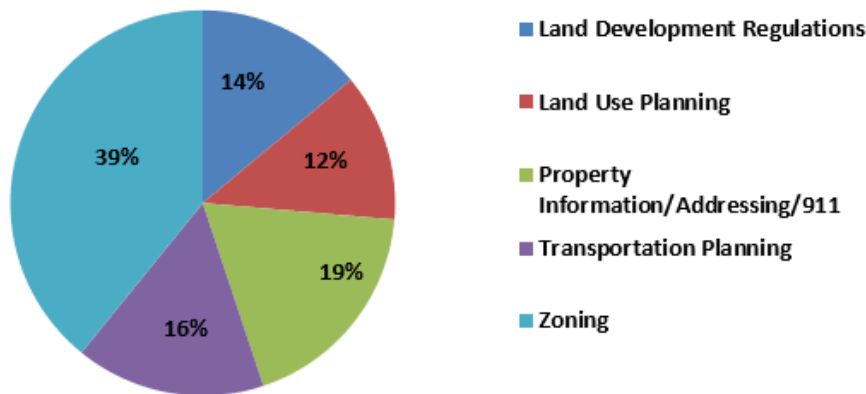
Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$1,789,371	\$2,058,025	\$1,439,718
Revenues Summary	\$51,867	\$127,450	\$452,960
Net Cost Summary	\$1,737,504	\$1,930,575	\$986,758
FTE Summary	12.38	11.66	10.74

Figure D-183 Planning Services Activity Budget Summary

Activity Expenditures



Activity Revenues

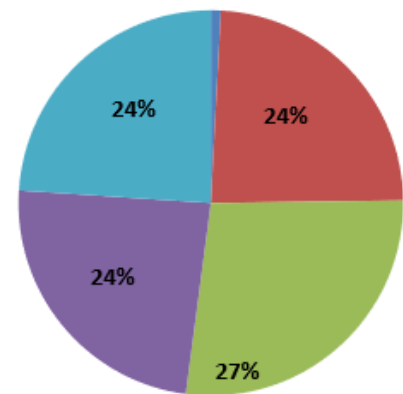


Figure D-184: Planning Services Activity Pie Charts

Planning Services Activity Continued

Core Services

- **Long-Range Planning** includes establishing long-range land use plans and making periodic amendments to those plans. The most important of which is the City of Lakeland Comprehensive Plan which incorporates Goals, Objectives and Policies and the Future Land Use Map. This service area also includes assisting with multi-jurisdiction plans such as the Polk County Transportation Planning Organization's Long-Range Transportation Plan and reviewing large projects with a build out of 15-20 years identified as Developments of Regional Impact.
- **Current Planning** includes the establishment and maintenance of supporting codes, especially the Land Development Regulations (LDRs) which incorporate zoning, subdivisions, parking, landscaping and other regulations. This service area also includes evaluating requests for the rezoning of property, including conditional use requests and maintaining of the Official Zoning Map.
- **Property Information Office (PIO)** assigns new street addresses in newly developed areas, reassigns addresses in existing areas when required for E911 purposes, and provides a wide variety of property information to the public such as legal descriptions. The PIO provides these services for all properties located within the City of Lakeland and outside the city limits. Other miscellaneous planning service activities include planning for and coordinating annexations; updating impact fee studies; the collection, analysis and publication of planning data and maps; the dissemination of planning information to the public; and planning-related studies and research.

Planning Services includes five Core Services in the following areas:

Land Development Regulations

The City's Land Development Regulations (LDRs) encompass most of the development regulations that affect the development and/or redevelopment of properties within the City, including zoning, parking, landscaping and others. Review and maintenance of these regulations is an ongoing function involving multiple City Departments. Any changes to the LDRs require final approval by the City Commission.

Land Use Planning

Preparation and administration of the City's Long-range Comprehensive Plan in accordance with State regulatory requirements and a locally identified vision for Lakeland's future growth and development; may include sector plans, housing studies, etc.

Property Information/Addressing/E911 Standards

Assign and maintain all addressing functions for properties located within the Lakeland Electric Service area. Property addresses are maintained in conformance with Federally established E911 addressing standards. Addresses are also assigned to electric meters, utility locations, accessory structures, signs and a wide variety of physical features that are captured for use by multiple departments including Lakeland Electric, Water Utilities, Police, Fire and Public Works. This comprehensive addressing database provides the benchmark for most of the City's permitting, billing, and emergency response activities.

Planning Services Activity Continued

Core Services Continued

Transportation Planning

This service encompasses a wide range of activities ranging from site-specific traffic analysis to participation in the County-wide Transportation Planning Organization (TPO) that looks at long-range transportation needs over the next 20+ years. As Lakeland becomes increasingly urban in nature, transportation planning seeks to create a more walkable community that offers multiple means of connectivity to all major activity centers throughout the city.

Zoning

The zoning review process involves both professional planning staff and community input through a series of public hearings before the Planning and Zoning Board and/or the City Commission. With an increased focus on urban redevelopment rather than continued suburban sprawl, Form-based Code incorporates development standards based on the context in which the development is proposed. A greater mix of uses is permitted to allow higher concentrations of retail/office and residential development opportunities where appropriate.

Changes and Accomplishments

- Completed 10-year update to Comprehensive Plan (July 2021 adoption).
- Completed update to Design Guidelines for Historic Districts and closed out State grant.
- Reviewed applications for 340 historic preservation projects; 22 zoning cases; 27 variances; 9 administrative adjustments; 77 concept plan reviews totaling 7.4 million sq. ft.; and 30 site plans totaling 813,136 sq. ft.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Land Development Regulations	1.36	151,952	49,320	201,272	3,750	197,522
Land Use Planning	1.45	129,467	48,939	178,407	108,515	69,892
Property Information / Addressing / 911	2.22	192,109	74,563	266,672	123,665	143,007
Transportation Planning	1.48	179,885	49,938	229,823	108,515	121,308
Zoning	4.23	422,096	141,449	563,545	108,515	455,030
FY22 Total:	10.74	\$1,075,509	\$364,209	\$1,439,718	\$452,960	\$986,759

Figure D-185: Planning Services 1wActivity Costs



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Environmental and Utility Services Program

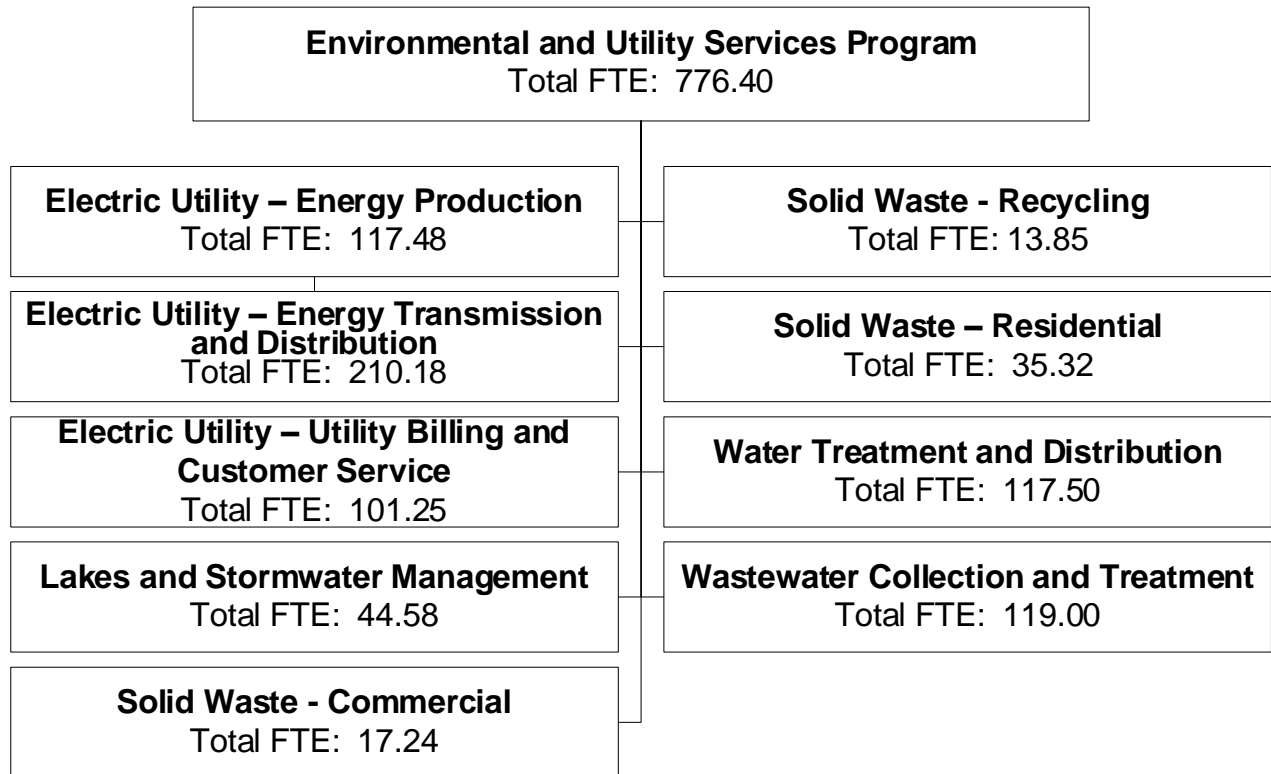


Figure D-186: Environmental and Utility Services Program

Program Summary

To provide reliable, cost effective and environmentally compliant electric generation in a safe work environment to service the needs of our customers.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$412,773,336	\$402,494,068	\$527,376,654
Revenues Summary	\$459,126,712	\$444,655,678	\$574,068,428
Net Cost Summary	(\$46,353,376)	(\$42,161,610)	(\$46,691,774)
FTE Summary	895.90	855.50	776.40

Figure D-187: Environmental and Utility Services Program Budget Summary

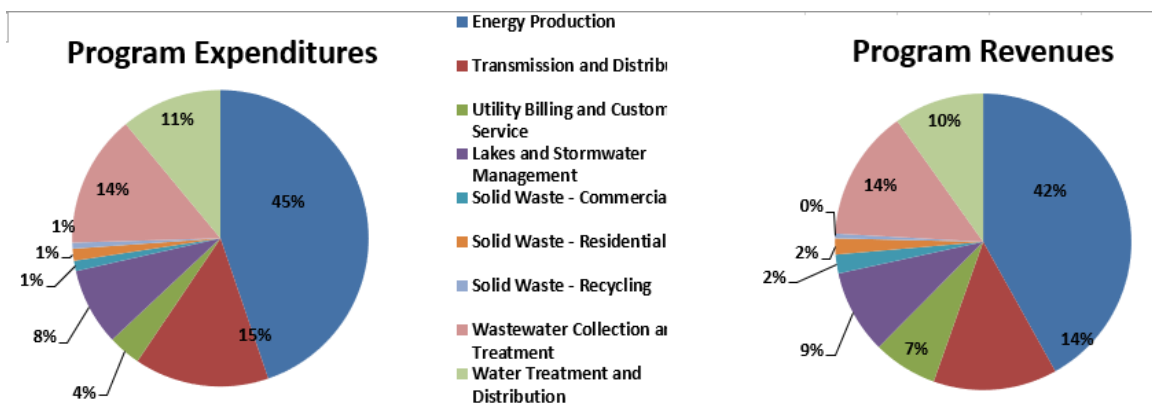


Figure D-188: Environmental and Utility Services Program Pie Charts

Electric Utility – Energy Production Activity

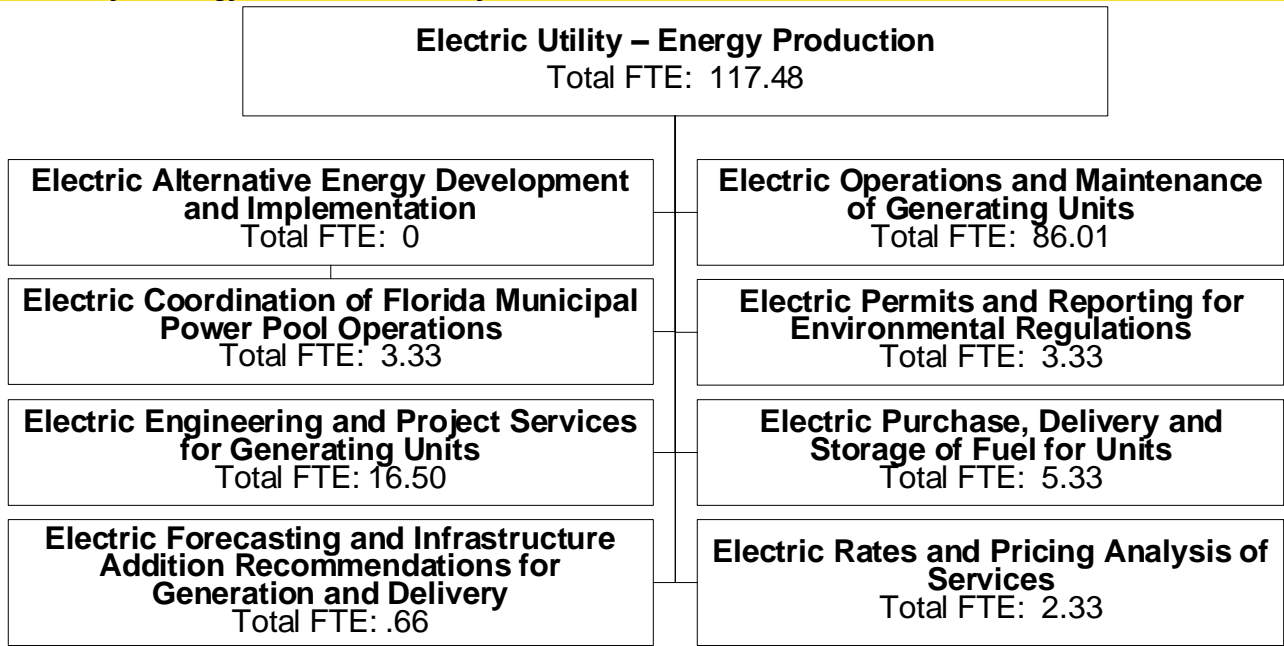


Figure D-189 Electric Utility – Energy Production Activity

Mission

To provide reliable, cost effective and environmentally compliant electric generation in a safe work environment to service the needs of our customers.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$213,628,659	\$199,215,332	\$236,081,789
Revenues Summary	\$240,740,751	\$210,234,767	\$240,560,294
Net Cost Summary	(\$27,112,092)	(\$11,019,435)	(\$4,478,505)
FTE Summary	225.32	207.26	117.48

Figure D-190: Electric Utility – Energy Production Activity Budget Summary



Figure D-191: Electric Utility – Energy Production Activity Pie Charts

Electric Utility – Energy Production Activity Continued

Core Services

To meet the electric needs of our customers, Lakeland Electric has a generation capacity of approximately 1,000 megawatts (mw) of which 21% is coal-fired and 79% is gas and oil. Lakeland Electric is a member of the Florida Municipal Power Pool (FMPP) with Orlando Utility Commission (OUC) and Florida Municipal Power Agency (FMPPA). The purpose of the pool is to provide economic dispatch of the pooled generation power to meet the needs of the members. FMPP operates an hourly energy pool with all members' capacity committed and dispatched jointly. To reduce the volatility of fuel prices and lower fuel costs, a fuel hedging program is utilized.

Unit 3, the coal unit, is jointly owned with OUC holding a 40% undivided interest in the unit.

Electric Alternative Energy Development and Implementation

To track the utility industry adoption of renewable energy technologies with a mindful emphasis on economic comparisons of competing renewable options. To cost effectively develop renewable infrastructures that will meet or exceed legislative and regulatory expectations while keeping a competitive eye on the overall utility community.

The Alternative Energy Office staff attends informational gatherings and webinars, stays abreast of utility interests and investments in traditional renewable activities, evaluates new fuels and technologies as they emerge, and monitors continuing advancements in existing renewable products' development, with the overall goal of accurately anticipating and forecasting regulatory compliance requirements.

Electric Coordination of Florida Municipal Power Pool Operations

To provide electric reliability at the best value for Lakeland Electric's Customers, through capacity and energy purchases and maximization of revenues on assets to the City of Lakeland through capacity and energy sales.

Power Pool Coordinator is responsible for overseeing bulk power purchases and sales for Lakeland Electric. Responsible for the planning and administration of wholesale energy purchases and sales including emergency purchases of energy to supplement Lakeland Electric's generating units for Lakeland's native load requirements and any firm sales obligations. Perform functions related to planning and initiating Lakeland's short-term load forecast, provide input and recommendations as required to support the Power Pool short-term load forecast, bulk power trades and unit generation commitments, within limits of established policy, at the Florida Municipal Power Pool (FMPP). Participation in various local, state, and national events, committees and task forces as necessary to monitor and stay abreast of the energy markets in which Lakeland Electric and the Florida Municipal Power Pool participates.

Electric Utility – Energy Production Activity Continued

Core Services Continued

Electric Engineering and Project Services for Generating Units

Provides Engineering and Project services to all our generating Units during planned/forced outage events or just during the day-to-day operation to keep all our generating Units running safely, reliably and efficiently.

The scope of work of the Engineering/projects group ranges from the day-to-day check-up/testing of Units to major Projects ranging from a few thousand dollars to several million. This group is also responsible for keeping all generating units in compliance with all written environmental regulations currently in place and those upcoming in the next few years.

Electric Forecasting and Infrastructure Addition Recommendations for Generation and Delivery

Provides forecasting and infrastructure addition recommendations to cost effectively serve the electric customer with safe and reliable electric power and energy in accordance with national, state, city, department, and section standards, guides, criteria, or directives.

The System Planning Section performs load and energy forecasting, electric resource planning, transmission system planning, distribution system planning, system statistics reporting and analysis, and regulatory compliance functions. Staff represents the department and participates in various state-wide utility forecasting, reliability, coordination, and planning committees and task forces.

Electric Operations and Maintenance of Generating Units

Operates and maintains all of Lakeland Electric's generating units totaling close to 1,000 MWs to provide safe, reliable, competitive, and environmentally friendly electricity to all customers.

The Lakeland Electric fleet of Units consists of a diverse mix of technologies and sizes ranging from 2.5 to over 365 MWs in capacity individually. The Units also burn different types of fuel (coal, gas, oil, diesel) which makes the operation and proper maintenance of these Facilities a very complex day-to-day, hour-to-hour, minute-by-minute endeavor.

Electric Permits and Reporting for Environmental Regulations

Obtains all workable permits necessary for the operation of the Lakeland Electric Utility with permit conditions which are cost effective for customers, with minimum interruptions to operation. Provide education of Lakeland Electric personnel with an appreciation for the importance of Environmental Laws, Regulations, and compliance.

Environmental Permitting performs compliance reporting, monitoring and obtains permitting as required for all operational groups within Lakeland Electric. Personnel in the Environmental Permitting section also keep in contact with outside regulatory agencies to maintain compliance and keep up to date with regulations governing the operations of Lakeland Electric.

Electric Utility – Energy Production Activity Continued

Core Services Continued

Electric Purchase, Delivery and Storage of Fuel for Units

Provides Fuel Purchase, Delivery and Storage services for Lakeland Electric's generating units totaling close to \$145 million dollars. Lakeland Electric's fuel mix consists of about 67% natural gas, 32.99% coal and .01% oil/diesel.

Each type of fuel has two components which comprise total cost: supply and transportation. In the case of coal, transportation is done by railcars or by vessel and trucks. In the case of gas, the fuel is delivered through a pipeline. Oil and diesel are trucked to our sites. Fuel costs are a direct pass-through to our customers.

Electric Rates and Pricing Analysis of Services

Lakeland Electric (LE) strives to provide the lowest rates possible for all customers while being able to support operations, capital improvement, and customer service objectives. This analysis includes the use of operational data to compare our rates to other utilities, using benchmarking and cost-of-service data, while analyzing current pricing by customer-tier to ensure LE will continue to be a sustainable presence in the community.

Changes and Accomplishments

- McIntosh Power Plant Unit 3 was successfully retired on April 4, 2021.
- 17 employees have found jobs with LE and City
- HR assisted with resume writing and interview skills and other outplacement activities
- Completed RFP process for 120 MW replacement of Unit 3's capacity with purchase of six MAN-ES RICE engines.
- Entered into 125 MW Power Purchase Agreement with OUC to bridge gap between closure of Unit 3 and start-up of RICE engines
- McIntosh Power Plant Unit 5 completed the NextGen hot gas path upgrade, which increased its capacity by 23 MWs (summer capacity 368 MWs and winter capacity 395 MWs).

Electric Utility – Energy Production Activity Continued

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Electric Alternative Energy Development and Implementation	-	-	688	688	114,993	(114,305)
Electric Coordination of Florida Municipal Power Pool Operations	3.33	490,167	415,003	905,170	2,162,570	(1,257,400)
Electric Engineering and Project Services for Generating Units	16.50	2,286,803	83,277,349	85,564,152	633,439	84,930,713
Electric Forecasting and Infrastructure Addition Recommendations for Generation and Delivery	0.66	60,580	556,574	617,154	4,178,530	(3,561,376)
Electric Operations and Maintenance of Generating Units	86.01	11,001,076	61,580,974	72,582,050	78,413,482	(5,831,432)
Electric Permits and Reporting for Environmental Regulations	3.33	554,244	606,149	1,160,393	2,173,032	(1,012,639)
Electric Purchase, Delivery and Storage of Fuel for Units	5.33	634,387	74,080,794	74,715,181	150,743,075	(76,027,894)
Electric Rates and Pricing Analysis of Services	2.33	258,363	278,638	537,001	2,141,173	(1,604,172)
FY22 Total:	117.48	\$15,285,620	\$220,796,169	\$236,081,789	\$240,560,294	\$(4,478,505)

Figure D-192: Electric Utility – Energy Production Activity Costs

Electric Utility – Transmission and Distribution Activity

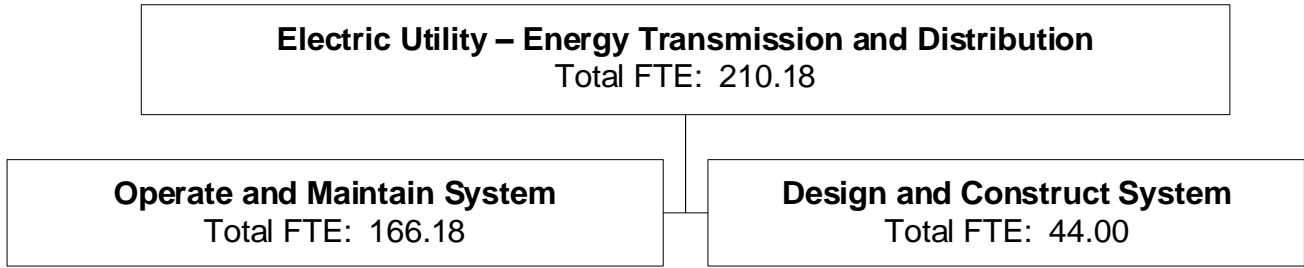


Figure D-193: Electric Utility – Transmission and Distribution Activity

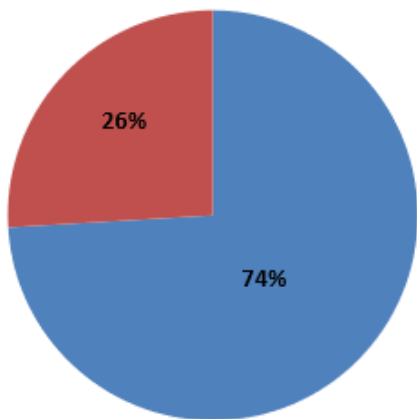
Mission

To safely, reliably and efficiently deliver electric power from Lakeland Electric’s generation facilities and interconnections with other utilities to our customers throughout the 246 square mile utility service area.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$72,988,646	\$70,864,802	\$77,487,887
Revenues Summary	\$75,597,545	\$74,658,103	\$77,620,164
Net Cost Summary	(\$3,608,899)	(\$3,793,301)	(\$132,277)
FTE Summary	219.04	218.21	210.18

Figure D-194: Electric Utility – Transmission and Distribution Activity Budget Summary

Activity Expenditures



Activity Revenues

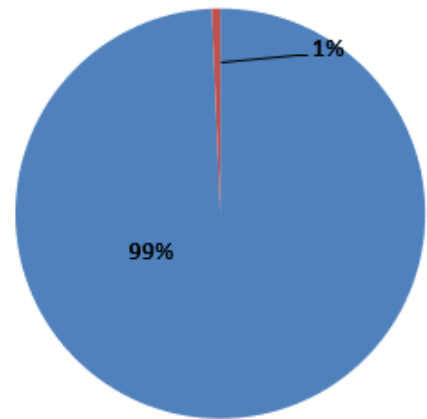


Figure D-195: Electric Utility – Transmission and Distribution Activity Pie Charts

Electric Utility – Transmission and Distribution Activity Continued

Core Services

Energy Transmission and Distribution is responsible for the short-range planning, design, construction, operation and maintenance of all electric transmission and distribution lines, substations, and electrical service connections to all residential, commercial and industrial customers. Additional services include providing private area lighting and roadway lighting services.

Operate and Maintain System

Electric power is delivered to Lakeland Electric’s customers through 27 power substations, 151 miles of transmission lines, and over 1800 miles of distribution lines. This delivery system requires continuous monitoring and routine as well as emergency response activities 24 hours a day to maintain safe, reliable, and regulatory compliant operations. By its very nature of being exposed to weather and other natural elements, animals, vehicle accidents, and effects of aging, maintenance activities are required for continual service. The single most costly expense in this activity is the vegetation maintenance work performed to complete tree trimming work around all overhead power lines throughout the entire T&D system on a three-year cycle. In addition to electrical repairs and operating activities on the electrical system, over 24,000 roadway and private area lights are maintained for the safety of roadway, public, and private spaces.

Design and Construct System

New electric transmission, distribution, substation, and roadway lighting facilities are designed and constructed to meet new customer requirements throughout the system. Additionally, as the T&D system ages and becomes deficient, the system facilities need to be replaced or upgraded to maintain or improve the reliability of electric service to customers. As part of a storm hardening effort, Lakeland Electric is having all power poles inspected on a seven-year rotation to find and replace poles and other components that do not meet strength requirements. Projects also include power line relocations alongside roadways that are widened.

Changes and Accomplishments

- Completed \$1 million FEMA Recloser-Mitigation Project
- Set record reliability numbers (SAIDI, CAIDI and SAIFI)
- Met and exceeded developer expectations for historic new development growth.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Electric Transmission and Distribution - Operate and Maintain System	166.18	19,302,237	38,090,373	57,392,610	77,104,820	(19,712,210)
Electric Transmission and Distribution - Design and Construct System	44.00	5,289,566	14,805,711	20,095,277	515,344	19,579,934
FY22 Total:	210.18	\$24,591,803	\$52,896,084	\$77,487,887	\$77,620,164	\$(132,276)

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

Electric Utility – Billing and Customer Service Activity

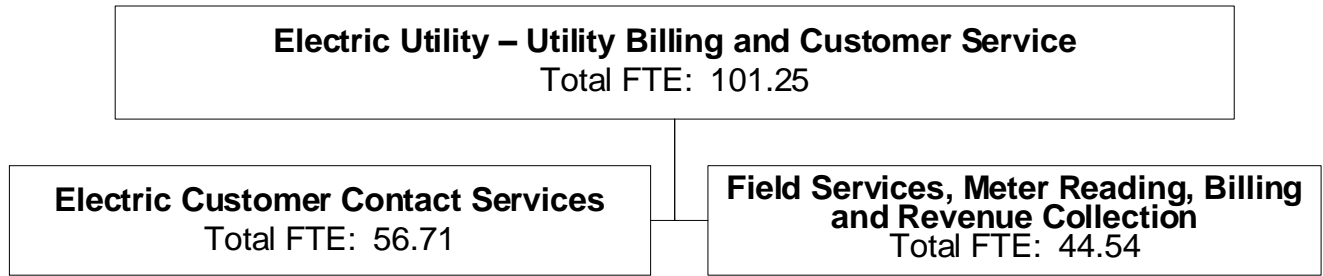


Figure D-197: Electric Utility – Billing and Customer Service Activity

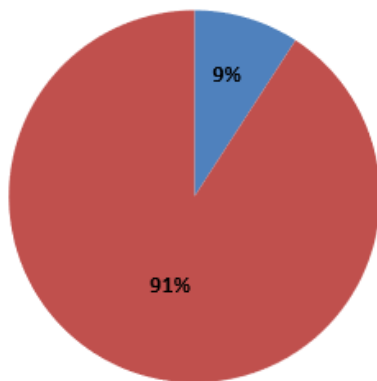
Mission

To create and maintain quality utility billing and customer service in a customer focused and cost-efficient environment which meets or exceeds customers’ needs and expectations while developing and managing resources vital to the City of Lakeland’s success and pursuit of excellence.

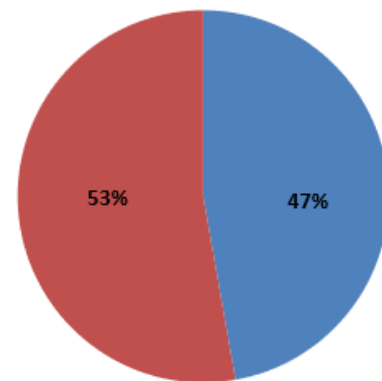
	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$18,516,306	\$20,670,819	\$18,779,139
Revenues Summary	\$18,691,175	\$35,815,720	\$40,227,793
Net Cost Summary	(\$174,869)	(\$15,144,901)	(\$21,448,654)
FTE Summary	105.54	102.10	101.25

Figure D-198: Electric Utility – Billing and Customer Service Activity Budget Summary

Activity Expenditures



Activity Revenues



- Electric Customer Contact Services
- Electric Field Services, Meter Reading, Billing and Revenue Collection

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

Electric Utility – Billing and Customer Service Activity Continued

Core Services

Utility Billing and Customer Service responsibilities include activating and maintaining residential and commercial utility accounts; billing and collections of utility revenues; processing field services connect/disconnect work orders; reading customer meters; installing and maintaining residential surge protection; handling large commercial account customer inquiries; conducting residential and commercial audits; managing utility marketing products and programs and investigating utility consumption theft claims.

Electric Customer Contact Services

Customer Contact Services is responsible for responding to customers of Lakeland Electric and the City of Lakeland Water Utility through their phone calls, letters, emails, and walk-in traffic at the Lakeland Electric Administration building. The services are offered via a Call Center in the Administration building, with operating hours of 7:30 AM to 8:00 PM, Monday through Friday. We also provide 24-hour phone service through an Interactive Voice Response Unit and online bill presentment and payment services. Walk-in service is provided from 8:00 AM to 5:00 PM, Monday through Friday. The Call Center responds to 450,000 inbound phone calls per year, the walk-in service is utilized by 13,000 customers per year. The most frequent transactions are bill payments, payment arrangements, and service on/off orders.

Field Services, Meter Reading, Billing and Revenue Collection

Field Services is responsible for performing electric and water service on/off orders at the meter, theft of service investigations, and disconnect/reconnect services for accounts with payment delinquencies. The Field Service group performs 116,000 of these orders per year. Meter Reading is responsible for securing 2,205,000 electric and water meter reads per year, the reads are used to calculate the bills for water and electric customers. The electric service reads are secured electronically through our Smart Grid system, water reads are secured by physically visiting each customer location once per month. Billing and Revenue Collection is responsible for generating electric and water customer bills, auditing and adjusting customer bills, and securing payments. Billing produces 1,475,000 utility statements per year; Revenue Collection produces 250,000 collection letters per year and manages \$2,900,000 per month in delinquent payments.

Changes and Accomplishments

- Continued to achieve top quartile performance in customer service metrics:
 - First contact resolution (98%), CSR Productivity (97%), Meter Reading Accuracy (99.98%), and Average Time to Answer (19 seconds).
 - Delinquent accounts (9%) and write-offs (0.23%) both top quartile in annual benchmarking survey.
- Launched new Interactive Voice Response Unit (IVR) and new Lakeland Electric web site to better meet customer needs

Electric Utility – Billing and Customer Service Activity Continued

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Electric Customer Contact Services	56.71	4,171,703	5,259,593	9,431,296	18,994,910	(9,563,614)
Electric Field Services, Meter Reading, Billing and Revenue Collection	44.54	3,577,702	5,770,141	9,347,843	21,232,883	(11,885,040)
FY22 Total:	101.25	\$7,749,405	\$110,029,734	\$18,779,139	\$40,227,793	\$(21,448,653)

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

Lakes and Stormwater Management Activity

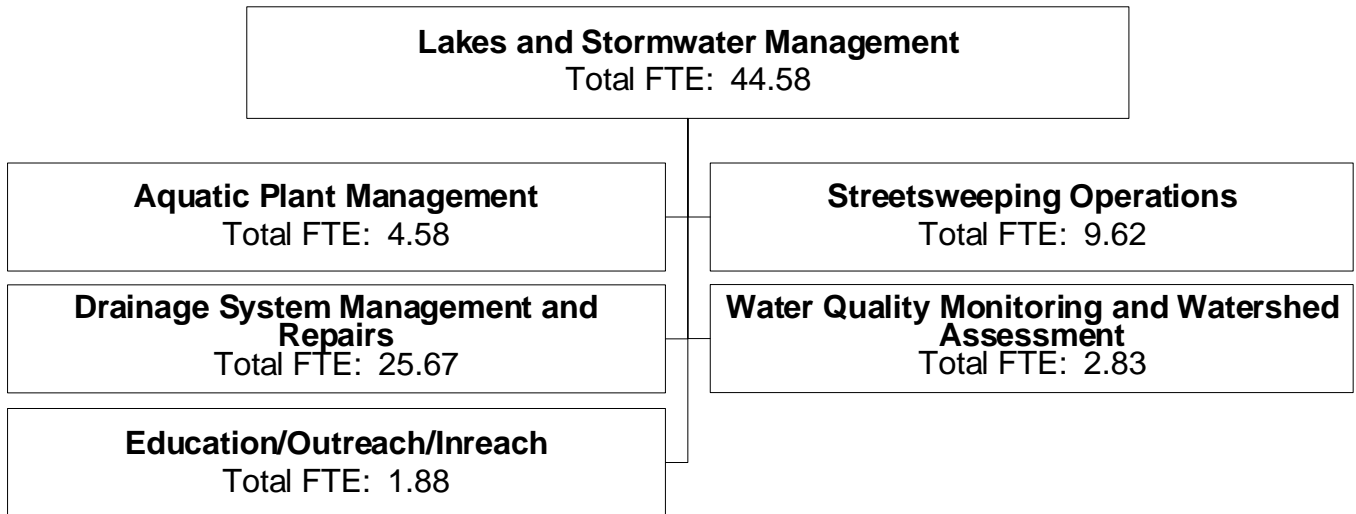


Figure D-201: Lakes and Stormwater Management Activity

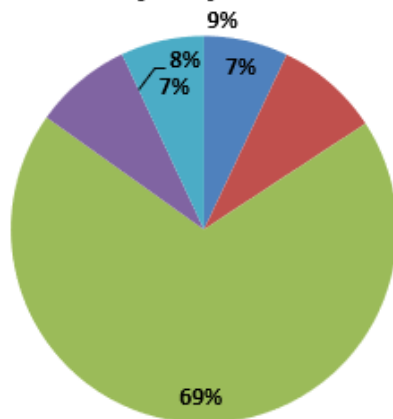
Mission

To provide programs and services for the preservation and enhancement of surface water and other natural resources in the City including flood control and stormwater infrastructure.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$8,756,834	\$8,313,887	\$44,383,545
Revenues Summary	\$7,821,730	\$7,456,224	\$52,423,106
Net Cost Summary	\$935,104	\$857,663	(\$8,039,561)
FTE Summary	44.78	44.51	44.58

Figure D-202: Lakes and Stormwater Management Activity Budget Summary

Activity Expenditures



- Aquatic Plant Management
- Drainage System Management and Repairs
- Education/Outreach/Inreach
- Streetsweeping Operations
- Water Quality Monitoring & Watershed Assessment

Activity Revenues

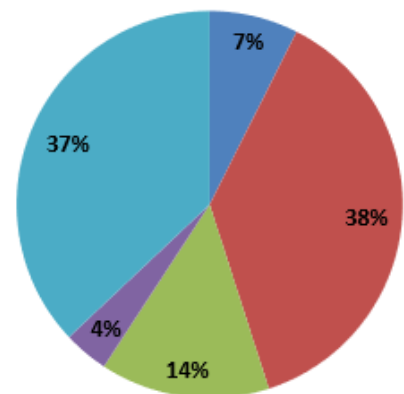


Figure D-203: Lakes and Stormwater Management Activity Pie Charts

Lakes and Stormwater Management Activity Continued

Core Services

Planning, construction, operation, street sweeping, ditches and maintenance of facilities designed to enhance the quality and conveyance of surface waters and prevent flooding. Protection of lakes and streams, through watershed management principles, to develop projects and programs that enhance water quality and other natural resources in the City's lakes, streams, and wetlands.

The retrofitting of stormwater infrastructure to provide treatment of runoff is a major component of this service, as stormwater is a significant source of pollutant-loading to lakes and streams. Engineering studies and construction projects are being conducted to address local flooding problems. Lakes & Stormwater also works to control water levels in lakes and other water bodies through the development of fluctuation schedules and by operating water level control structures.

Lakes and Stormwater is also responsible for permitting and enforcement of City regulations pertaining to construction in lakes and discharges to the City's stormwater system required under the City's United States Environmental Protection Agency (USEPA) and Stormwater National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit.

Participates in a variety of educational programs throughout the community to create awareness and cooperation in the protection of the City's natural resources. Volunteers assist staff in implementing watershed projects through the Adopt-A-Lake program and the monitoring of water quality in the major lakes. Aquatic plant management involving both the planting of desirable vegetation and the removal of exotic and nuisance plants.

Aquatic Plant Management

Managing plants that thrive in wet environments is a specialized and necessary activity that if left unchecked could result in obstructions that cause flooding, invasive species proliferation, that destroys wildlife habitat, and aesthetic degradation for the Citizens of Lakeland. The aquatic plant management is in place to serve the function of managing the plant communities so that they can provide benefits such as nutrient and pollutant processing, habitat for fish and wildlife and beautification for the Citizens and visitors to Lakeland. The activities occur in drainage ditches shorelines and stormwater treatment ponds.

Drainage System Management and Repairs

Drainage system maintenance and repairs are necessary for proper function of the City's stormwater conveyance system to provide flood protection for life and property. Rotational schedules of inspection as well as storm preparation efforts are performed by Public Works Maintenance crews. Activities include but are not limited to periodic sediment removal, pipe repair and replacement, vegetation management, and erosion control. This activity is labor and machine intensive and is a requirement under the City's State Stormwater Permit.

Lakes and Stormwater Management Activity Continued

Core Services Continued

Education/Outreach/Inreach

Education is the cornerstone of the City's stormwater pollution prevention program. Awareness of the myriad of ways everyone contributes to the stormwater pollution problem and what they can do to help is a first step to acceptance of the programs and cost needed to improve the surface water quality. The City's presence at public events, intra-city training, school presentations, volunteer clean-up events, and static displays are a few examples of how the various stormwater messages are conveyed to the public.

Streetsweeping Operations

Streetsweeping is a necessary component of every stormwater pollution prevention program. Preventing material from being washed into our lakes and streams is a cost-effective way to prevent water quality degradation. Once material has entered the lakes, pollutants are dissolved in the water. Other components clog pipes, smother desirable aquatic communities, and encourage undesirable species such as blind mosquitoes. Currently, the City's streetsweepers routinely remove incidental debris from our streets and are not intended to be a solid waste program for yard debris and grass clippings placed in the streets by residents or maintenance personnel. Streetsweeper operators are required to bypass these ordinance violations and report the location for follow-up by Lakes and Stormwater staff for education and possible enforcement.

Water Quality Monitoring and Watershed Assessment

Water quality monitoring is necessary to assess the health of our water bodies and determine what pollutant constituents may need to be addressed through other parts of the Stormwater and Lakes Management Program. City Biologists routinely sample 17 of the City's 38 named lakes and submit this data to the state centralized database. Data is also sent to the Water Atlas database where it is accessible by the public. Data is used by Lakes and Stormwater staff and contracted environmental consultants to develop watershed management plans needed to comply with permit requirements and ultimately improve water quality and provide a sustainable environment.

Lakes and Stormwater Management Activity Continued

Changes and Accomplishments

- The Division applied for a \$53 million grant fully reimbursable Federally funded Community Development Block Grant administered by the State of Florida Department of Economic Opportunity (DEO) to mitigate ongoing and future flood hazard risks in the Lake Bonnet drainage basin. The DEO awarded \$42.9 million of the requested \$53 million for the project. The funds will be used to increase surface water and stormwater storage, quality and recharge within Lake Bonnet and alleviate chronic flooding in the surrounding downgradient drainage basin. These measures will revitalize the Lake Bonnet neighborhood by providing hazard mitigations and contribute to the economic growth within the community and improve the quality of life of residents of the City of Lakeland, as well as have an overall regional impact through improvement of stormwater and surface water from Lake Bonnet to the Gulf of Mexico.
- Completion of Lake Hunter Stormwater BMP treatment facility project on the south side of RP Funding Center. The project will remove sediment, trash and nutrients from previously untreated stormwater drained from downtown areas prior to its discharge to Lake Hunter. Improved stormwater quality entering Lake Hunter will result in improved surface water quality and ongoing compliance with state and federal Total Maximum Daily Load (TMDL) reduction requirements. The work was completed under a 50% matching Cooperative Funding Initiative (CFI) grant from the Southwest Florida Water Management District (SWFWMD). This project is being submitted for a Project of Excellence award to the American Public Works Association.
- The Division took delivery of an aquatic vegetation harvester that is being used on larger scale invasive and nuisance aquatic vegetation control. The harvester has been used in Lakes Wire and Lake Hunter and within the first year of operation has already removed more than 10,000 tons of aquatic vegetation from the lakes. The manual removal of the aquatic vegetation has reduced the amount of herbicide application and subsequently reduced the amount of decaying vegetation that would contribute to increased nutrient release within the lakes and has significantly improved wildlife habitat and the aesthetics of the lakes.
- Received a SWFWMD CFI grant award to complete a Sediment Nutrient Reduction Feasibility Study of Crystal Lake to evaluate the efficacy of selected restoration products on reduction of nutrient flux from sediments in Lakes Crystal and Parker. The study results will be used to design and implement surface water and sediment restoration projects with Crystal Lake and Lake Parker, with the anticipation of continued 50% matching funds to be acquired from SWFWMD throughout the restoration phases.
- Significant progress is being made on the Stormwater Management Master Plan as the modeling of Citywide drainage conveyances, ponds, lakes, streams, and Environmental Resource Permits of one acre and more have been nearly completed. Newly flown LiDAR (light detection and ranging through laser technology) will be incorporated into the model next to fully establish accurate and up to date topography and land uses. The model will be used to identify vulnerable areas for stormwater management and control as well as significantly improve the site design review team in their evaluation of proposed development and redevelopment projects within the City.

Lakes and Stormwater Management Activity Continued

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Aquatic Plant Management	4.58	359,145	7,917,078	8,276,223	3,902,208	4,374,015
Drainage System Management and Repairs	25.67	951,901	9,279,036	10,230,937	19,707,370	(9,476,433)
Educational / Outreach / Inreach	1.88	179,186	7,917,078	8,096,264	7,436,707	659,557
Streetsweeping Operations	9.62	419,237	9,182,000	9,601,237	1,976,472	7,624,765
Water Quality Monitoring & Watershed Assessment	2.83	258,050	7,920,835	8,178,885	19,400,349	(11,221,464)
FY22 Total:	44.58	\$2,167,519	\$42,216,026	\$44,383,545	\$52,423,106	\$(8,039,560)

Figure D-204: Lakes and Stormwater Management Activity Costs

Solid Waste - Commercial Activity

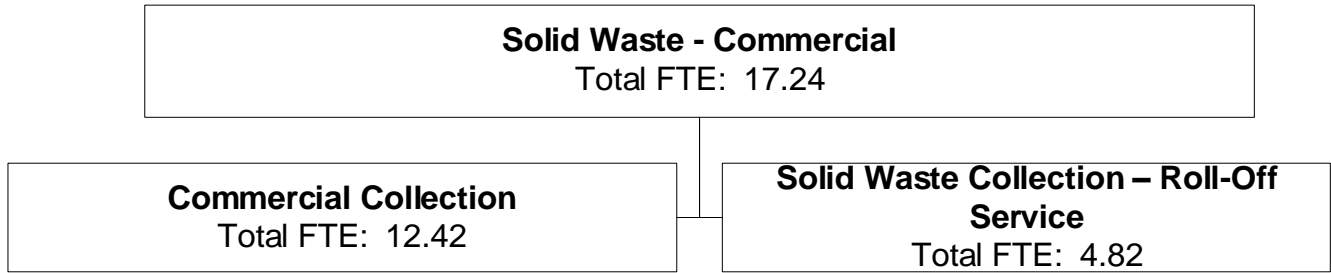


Figure D-205: Solid Waste - Commercial Activity

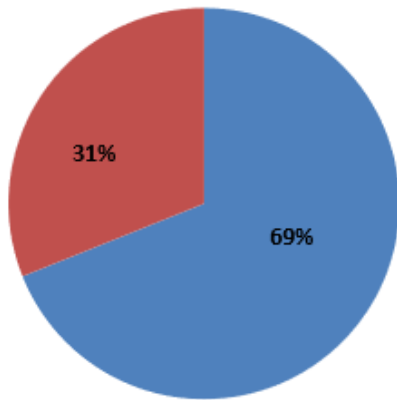
Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$6,155,210	\$6,034,337	\$5,934,419
Revenues Summary	\$11,685,400	\$10,293,395	\$11,810,992
Net Cost Summary	(\$5,530,190)	(\$4,259,058)	(\$5,876,573)
FTE Summary	18.82	16.32	17.24

Figure D-206: Solid Waste - Commercial Activity Budget Summary

Activity Expenditures



Activity Revenues

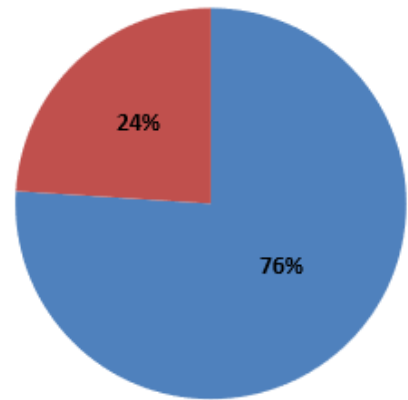


Figure D-207: Solid Waste - Commercial Activity Pie Charts

Solid Waste - Commercial Activity Continued

Core Services

Commercial Collection

The Solid Waste Management Division provides municipal solid waste collection for commercial customers one to six days per week by offering Front-Loader and Roll-Off service. Both services offer various sizes of dumpster containers. Commercial yard trash collection and recycling collection are available on a fee-based schedule.

Solid Waste Roll-off

The City of Lakeland Solid Waste Management Division offers roll-off service for high volume waste generators within the City's incorporated area. The City offers various size roll-off containers that will best fit your specific need. We offer 20, 30 and 40-yard roll-offs and we can provide service if you have your own container.

Changes and Accomplishments

- Residential Customer Growth is indicated by the delivery of new carts and addresses going into service. New service starts FY18 - 532, FY19 – 554, FY20 – 1044, FY21 – 1114 to date.
- On November 20, 2020, approximately 1400 customers in the Tuesday residential service area moved to the Friday service area to allow for continued growth in SW area of the city.
- Article “Impactful Outreach” was published in Resource Recycling Magazine, May 2021 featuring the City of Lakeland’s successful education campaign.
- April of FY20 Solid Waste added foot pedals to all Big Belly Containers Downtown to give users a touch free option to dispose of their trash.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Commercial Collection	12.42	873,729	3,217,335	4,091,064	8,978,681	(4,887,616)
Solid Waste Collection - Roll-Off Service	4.82	361,117	1,482,238	1,843,355	2,832,311	(988,956)
FY22 Total:	17.24	\$1,234,846	\$4,699,573	\$5,934,419	\$11,810,992	\$(5,876,572)

Figure D-208: Solid Waste - Commercial Activity Costs

Solid Waste - Recycling Activity

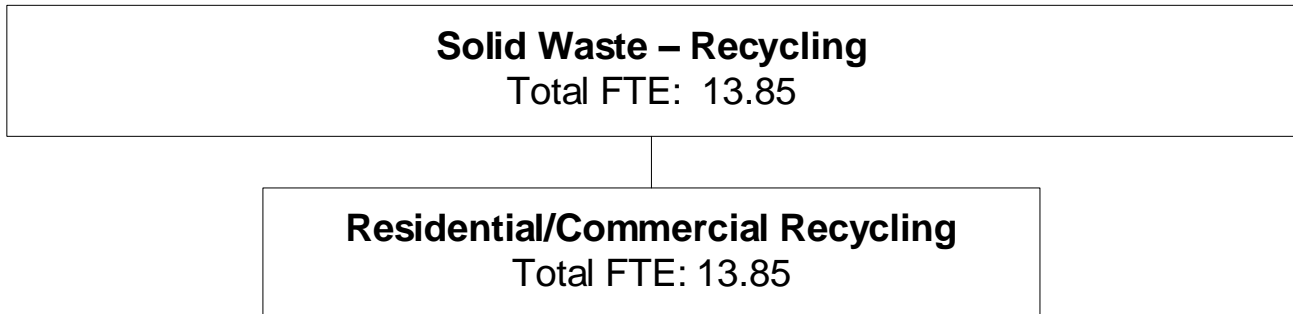


Figure D-209: Solid Waste - Recycling Activity

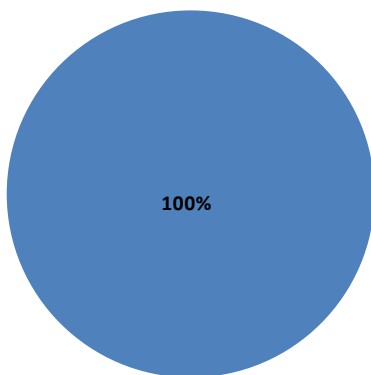
Mission

To provide Citizens and businesses of Lakeland with efficient, reliable, cost effective and environmentally conscious recycling collection services.

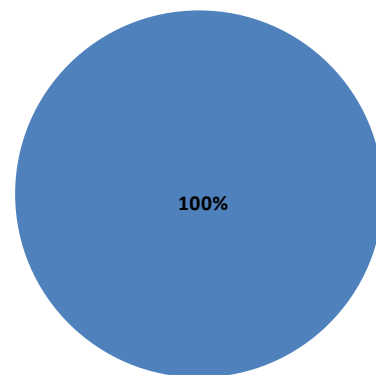
	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$3,105,381	\$3,126,983	\$3,457,896
Revenues Summary	\$1,499,559	\$641,690	\$2,979,203
Net Cost Summary	\$1,605,822	\$2,485,293	\$478,693
FTE Summary	11.64	13.87	13.85

Figure D-210: Solid Waste - Recycling Activity Budget Summary

Activity Expenditures



Activity Revenues



■ Residential/Commercial Recycling

Figure D-211: Solid Waste - Recycling Activity Pie Charts

Solid Waste - Recycling Activity Continued

Core Services

Residential/Commercial Recycling

The recycling program materials collected include aluminum and steel cans, clear and colored glass, newspapers, magazines, corrugated cardboard, #1 and #2 plastic bottles and phonebooks. Seven drop-off centers are located throughout the City for collection of magazines, clear and colored glass with three of these collection sites that accept all recyclables. Phonebooks are collected annually at curbside and established drop-off locations during January, February and March. Educational programs and recycling presentations are available upon request.

Changes and Accomplishments

- The City of Lakeland and Resource Recycling Systems were invited to the National Waste Expo in June 2021 as speakers for the Cart Smarts: Changing Behavior to Combat Contamination Event.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Residential / Commercial Recycling	13.85	985,871	2,472,025	3,457,896	2,979,203	478,694
FY22 Total:	13.85	\$985,871	\$2,472,025	\$3,457,896	\$2,979,203	\$478,694

Figure D-212: Solid Waste - Recycling Activity Costs

Solid Waste - Residential Activity

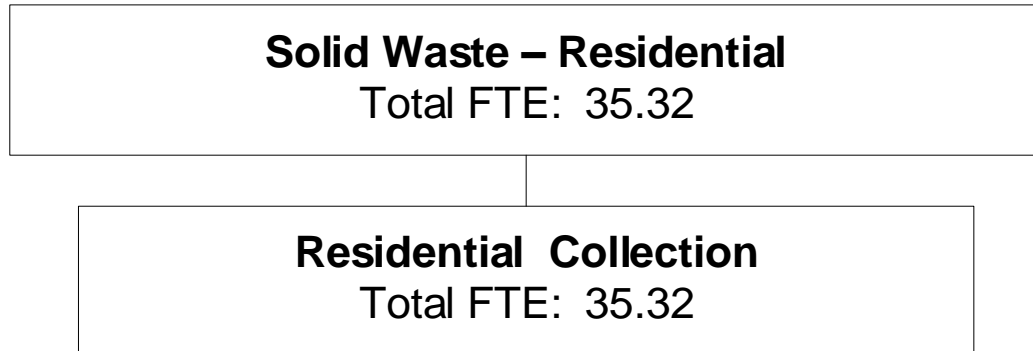


Figure D-213: Solid Waste - Residential Activity

Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$7,149,437	\$7,036,021	\$6,927,318
Revenues Summary	\$10,361,740	\$8,804,611	\$10,041,984
Net Cost Summary	(\$3,212,303)	(\$1,768,590)	(\$3,114,666)
FTE Summary	37.24	36.39	35.32

Figure D-214: Solid Waste - Residential Activity Budget Summary

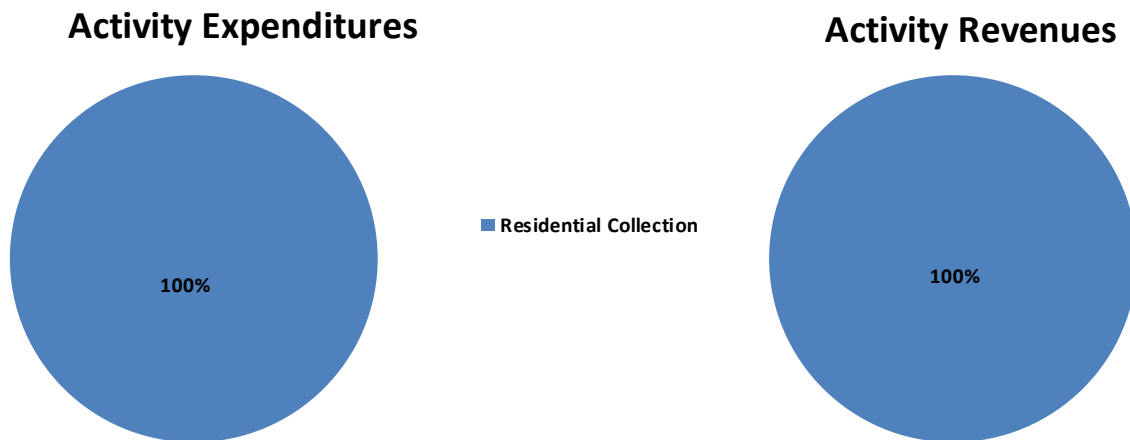


Figure D-215: Solid Waste - Residential Activity Pie Charts

Solid Waste - Residential Activity Continued

Core Service

Residential Collection

The Solid Waste Management Division provides curbside collection service to residential customers for municipal solid waste and regular yard trash collection. Also, bulk yard trash (limitation of up to 20 cubic yards once a quarter), appliances, junk, and tires (customer must call for pick-up) are collected at no additional cost to the residential customer. We have converted from a manual twice-per-week collection system to a once –per-week, pay-as-you-throw automated collection system.

Changes and Accomplishments

- The “Every Blue Cart Makes a Difference” recycling campaign received two awards from the Public Relations Society of America for 2020 Best of Show and 2020 Community Relations.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Residential Collection	35.32	2,208,698	4,718,620	6,927,318	10,041,984	(3,114,665)
FY22 Total:	35.32	\$2,208,698	\$4,718,620	\$6,927,318	\$10,041,984	\$(3,114,665)

Figure D-216: Solid Waste - Residential Activity Costs

Water Treatment and Distribution Activity

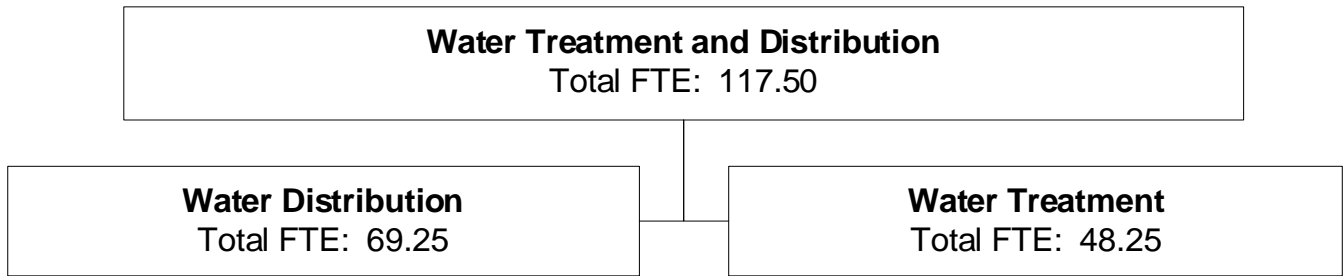


Figure D-217: Water Treatment and Distribution Activity

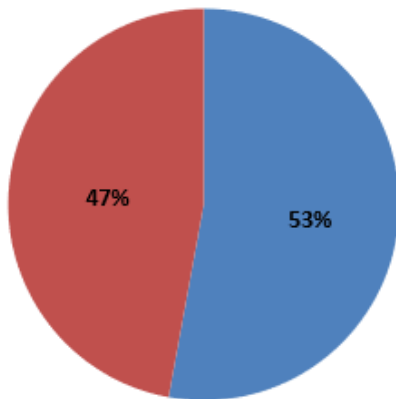
Mission

To provide an adequate amount of potable water for domestic use and fire protection services while meeting or exceeding required governmental guidelines at a cost competitive with comparable communities throughout the state.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$33,701,131	\$35,583,634	\$58,121,302
Revenues Summary	\$39,669,001	\$41,416,718	\$56,544,161
Net Cost Summary	(\$5,967,870)	(\$5,833,084)	\$1,577,141
FTE Summary	115.76	115.50	117.50

Figure D-218: Water Treatment and Distribution Activity Budget Summary

Activity Expenditures



Activity Revenues

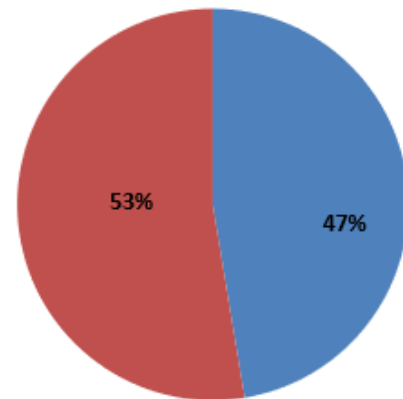


Figure D-219: Water Treatment and Distribution Activity Pie Charts

Water Treatment and Distribution Activity Continued

Core Services

Provide an excellent and reliable product, meeting public health standards by providing water plant maintenance and operations, water purification, cost effective treatment and related actions involving engineering and administration. Distribution facilities and associated equipment are maintained to provide reliable service at an established level of efficiency.

Water Distribution

Responsible for the operation, maintenance, and regulatory compliance of all City of Lakeland water distribution facilities within the water service territory. This includes all water mains, meter services, fire line services, fire hydrants, water meters, and backflow preventer assemblies. State-licensed personnel also maintain 24/7 stand-by duty for emergencies.

Water Treatment

Responsible for the operation, maintenance, and regulatory compliance of all City of Lakeland water production facilities. This includes two lime-softening water treatment plants, four ground storage tanks, nineteen potable water production wells, two well fields, three pumping stations, and over eighty environmental monitoring sites. State-licensed operators' man the plants 24/7.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Water Distribution	69.25	4,416,469	26,316,230	30,732,699	26,797,005	3,935,694
Water Treatment	48.25	4,344,166	23,044,437	27,388,603	29,747,156	(2,358,552)
FY22 Total:	117.50	\$8,760,635	\$49,360,667	\$58,121,302	\$56,544,161	\$1,577,142

Figure D-220: Water Treatment and Distribution Activity Costs

Wastewater Collection and Treatment Activity

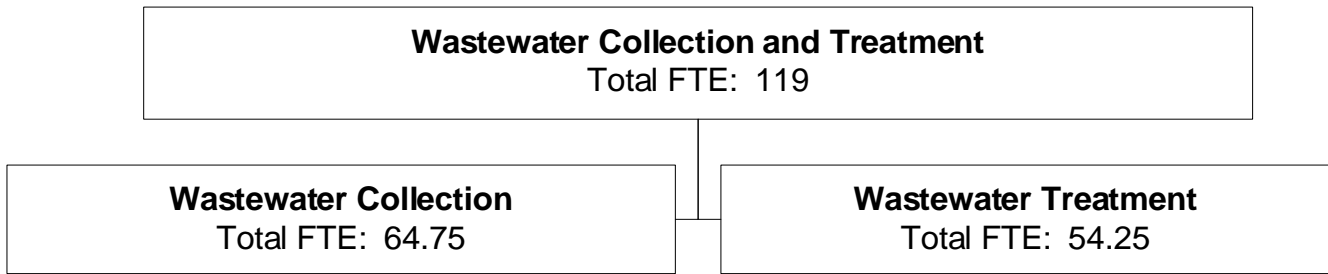


Figure D-221: Water Collection and Treatment Activity

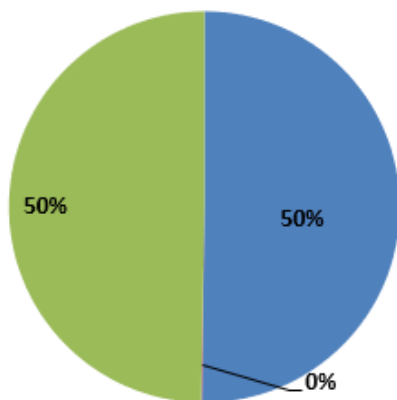
Mission

To provide customers in the City of Lakeland’s service territory with a sufficient sewage collection and treatment system to treat and dispose of all wastewater and residual products.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$43,771,732	\$51,648,253	\$76,203,359
Revenues Summary	\$52,059,811	\$55,334,450	\$81,860,731
Net Cost Summary	(\$3,288,079)	(\$3,686,197)	(\$5,657,372)
FTE Summary	117.76	118	119

Figure D-222: Water Collection and Treatment Activity Budget Summary

Activity Expenditures



Activity Revenues

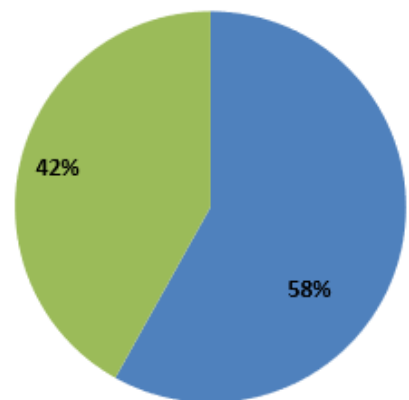


Figure D-223: Water Collection and Treatment Activity Pie Charts

Wastewater Collection and Treatment Activity Continued

Core Services

Utilizing the two Wastewater Treatment Plants (WWTP), Glendale and Northside, services include the cost-effective collection and treatment of wastewater products originating from household, commercial, and industrial establishments located within the City's service territory. Included in the treatment process is the removal of solids which leads to the production of Class A/B sludge and reclaimed water meeting industrial reuse standards.

Wastewater Collection

The wastewater collection service is the conveyance system that delivers wastewater from the point of service to a treatment plant. Included in this operation are gravity sewers, lift stations and force mains. Auxiliary services are grease abatement, industrial pretreatment and the mechanical/electrical maintenance functions for wastewater.

Wastewater Treatment

Wastewater treatment services are provided by two major wastewater plants. Additional services are operation of a pretreatment plant and a wetlands treatment system. Also included in this function is sludge treatment/disposal and compliance with State/Federal permit conditions.

Changes and Accomplishments

- Replacement of the 39-year-old Clearwell at TB Williams Water Plant funded by a low interest State Revolving loan costs \$19.6m, expected completion November 2021.
- Interdepartmental support provided to several departments including Lakeland Electric with pump replacement at LE Admin Building as well as pump replacement at Cypress Park Youth Complex.
- Construction of Water Distribution's new facility nearing completion with 2 of 3 phases complete total expected cost \$8.1m, taking 20 months to complete.
- 75-year-old water meter test bench replaced.
- Water Asset Management Study underway, \$15.4m in water line replacements identified will be budgeted over the next 9 years.
- Smartgrid Water Meter Project continues to move forward with 31% of meter population complete.
- Glendale Operations Building Expansion completed which accommodated larger restrooms and full kitchen to accommodate a growing staff.
- Replacement of 61-year-old manhole located at Hershel St. and Dade St.
- Completed data acquisition upgrades and connection to the wastewater SCADA network for remote monitoring of flows, levels, and water quality.
- Awarded \$238,000 in federal funding for completion of park trails around Wetlands 3 to 7 and connection to Mulberry Park.
- Seven Wetlands Park:
 - Reached over 140,000 people through presentations and media coverage
 - 463 volunteer hours equating to over \$12,500 in labor
 - 1,280 native plants installed including Wetland 2 Boardwalk restoration

Wastewater Collection and Treatment Activity Continued

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Wastewater Collection	64.75	4,777,590	33,474,122	38,251,712	47,561,841	(9,310,129)
Wastewater System Capital Improvement	-	-	60,694	60,694	-	60,694
Wastewater Treatment	54.25	4,578,860	33,312,093	37,890,953	34,298,889	3,592,064
FY22 Total:	119.00	\$9,356,450	\$66,846,909	\$76,203,359	\$81,860,731	\$(5,657,371)

Figure D-224: Water Collection and Treatment Activity Costs



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Legislative Activities Program

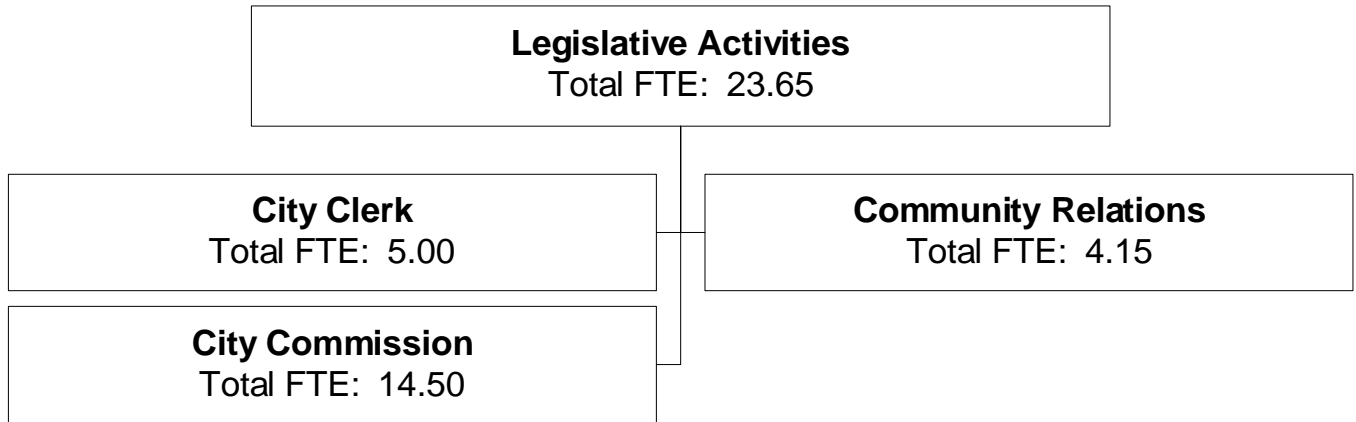


Figure D-225: Legislative Activities Program

Program Summary

This Program includes:

- Protecting and promoting a quality of life in Lakeland that includes the health, safety and general welfare of the citizenry.
- Support for an informed and engaged citizenry and staff by maintaining a timely and complete legislative history record of the City Commission’s activities and those related documents.
- An effective communications and networking system with representatives of federal, state and municipal governments and other local government agencies to advance interests of importance to the City of Lakeland.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$5,932,951	\$5,855,964	\$5,971,256
FTE Summary	23.64	24.14	23.65

Figure D-226: Legislative Activities Program Budget Summary

Program Expenditures

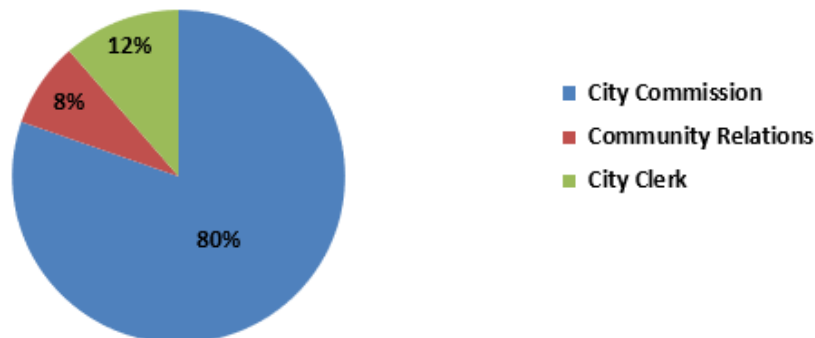


Figure D-227: Legislative Activities Program Pie Charts

City Clerk Activity

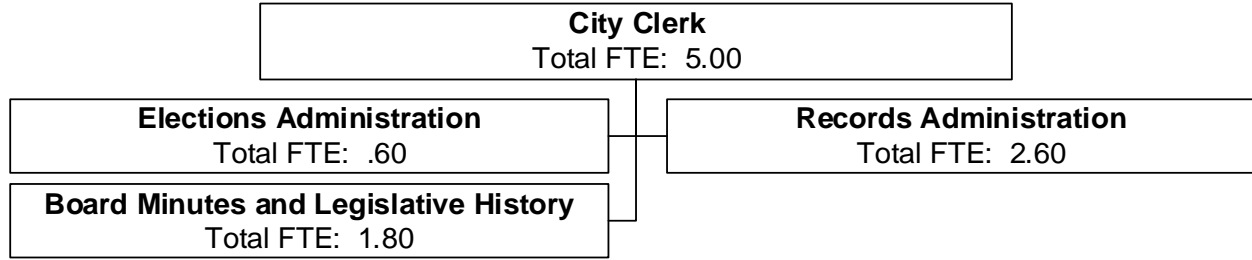


Figure D-228: City Clerk Activity

Mission

To be supportive of an informed and engaged citizenry by maintaining a timely and complete legislative history record of the City Commission's activities and make those related documents accessible to staff and the public.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$654,263	\$712,907	\$680,887
Net Cost Summary	5.00	5.00	5.00

Figure D-229: City Clerk Activity Budget Summary

Activity Expenditures

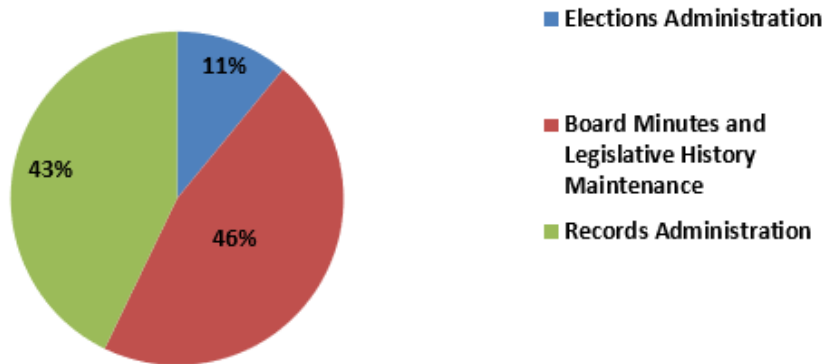


Figure D-230: City Clerk Activity Pie Chart

City Clerk Activity Continued

Core Services

Administers the Lakeland Municipal elections, the Lakeland Downtown Development Authority (LDDA) Board elections, Civil Service Board, and the Pension Board elections. Maintains the legislative history of the City Commission, secures the City Seal and all City contracts, leases, deeds, easements, and other legal documents while ensuring compliance with the State Statute for records storage and disposal. Process record requests from the public and City staff.

Elections Administration

The administration of municipal elections within the City of Lakeland, including the election of the Mayor and Commissioners, the Lakeland Downtown Development Authority election, the Employee Pension Board and Employee Civil Service Board elections. This also includes any referendums or issues on the ballot.

Board Minutes and Legislative History Maintenance

Responsibilities include maintaining written records of Municipal Board minutes as well as all legislative action taken by the Commission. Administers appointments to the various Municipal Boards.

Records Administration

Maintains the Records Management system for the City. Provides long-term records storage for departments as well as guidelines for management, retention, and disposition of materials. Responds to public records requests in concert with the Communications Department and the City Attorney to ensure that all requirements and guidelines are followed. Maintains the official/record copy of all contracts/agreements with the City of Lakeland and maintains custody of the City Seal.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Elections Administration	0.60	67,928	21,924	74,652	-	74,652
Board Minutes and Legislative History Maintenance	1.80	175,008	185,192	314,601	-	314,601
Records Administration	2.60	199,398	158,102	291,634	-	291,634
FY22 Total:	5.00	\$442,334	\$365,217	\$680,887	\$0	\$680,887

Figure D-231: City Clerk Activity Costs

City Commission Activity

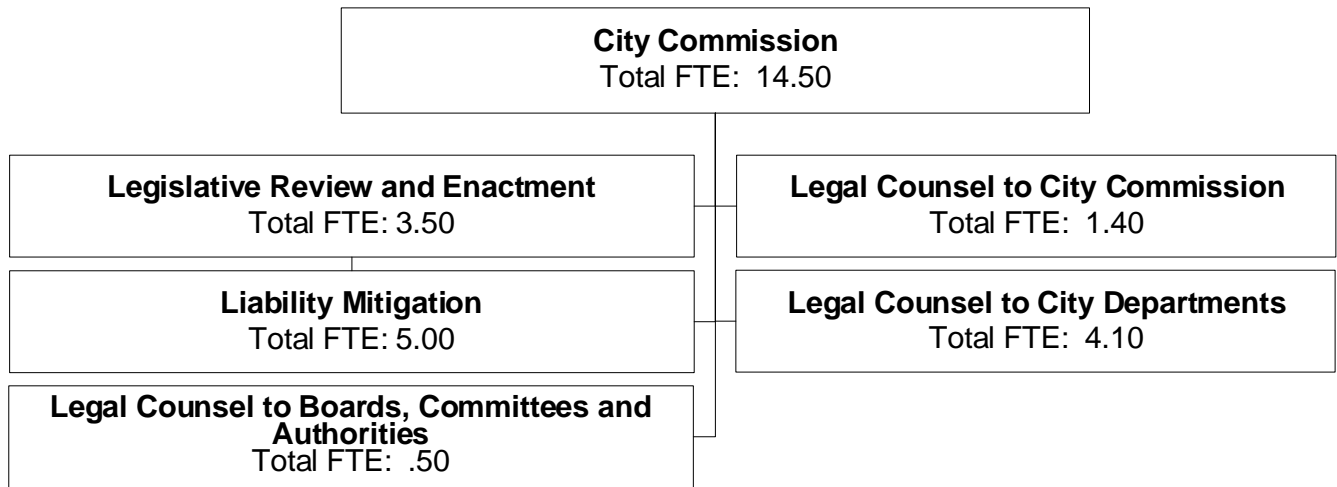


Figure D-232: City Commission Activity

Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$4,417,510	\$4,586,823	\$4,796,489
FTE Summary	14.39	14.99	14.50

Figure D-233: City Commission Activity Budget Summary

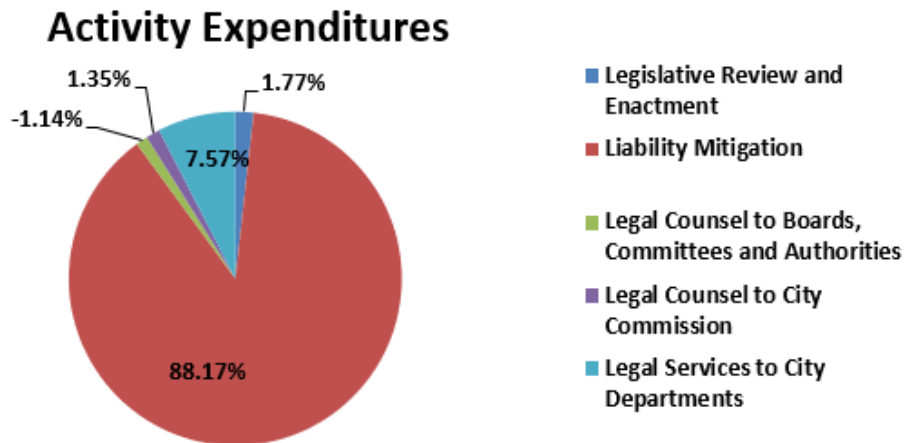


Figure D-234: City Commission Activity Pie Charts

City Commission Activity Continued

Core Services

Legislative Review and Enactment - Entails drafting and reviewing ordinances, resolutions and other legislation that impacts the City at the local, state and federal level.

Liability Mitigation - Providing legal counsel to City departments and staff regarding the development of programs, policies and other City matters to ensure that City operations and services are conducted in compliance with applicable regulations and laws at the local, state, and federal level to reduce the City's overall exposure to risk and liability.

Legal Counsel to Boards, Committees and Authorities - Providing legal representation, which includes both verbal and written opinions of law, related to conducting matters that come before such entities and their representatives in their official capacity.

Legal Counsel to City Commission - Furnishes legal advice in all matters related to the City governance and to the City commission in its official capacity, which includes preparing and reviewing all necessary legal written instruments, initiating, and defending litigation for and on behalf of the City and any other legal services necessary to ensure the effective and efficient administration of City government.

Legal Counsel to City Departments - Review and draft contracts and other legal documents necessary for carrying out City business. Furnish legal opinions to City staff relating to their duties, services being provided and other related City functions to ensure compliance with applicable local, state, and federal laws, regulations and policies.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Legislative Review and Enactment	3.50	116,512	166,563	86,668	-	86,668
Liability Mitigation	5.00	394,752	4,243,046	4,327,895	-	4,327,895
Legal Counsel to Boards, Committees and Authorities	0.50	70,920	130,685	(56,051)	-	(56,051)
Legal Counsel to City Commission	1.40	193,141	130,685	66,170	-	66,170
Legal Counsel to City Departments	4.10	498,778	130,685	371,807	-	371,807
FY22 Total:	14.50	\$1,274,103	\$4,801,664	\$4,796,489	\$0	\$4,796,489

Figure D-235: City Commission Activity Costs

Community Relations Activity

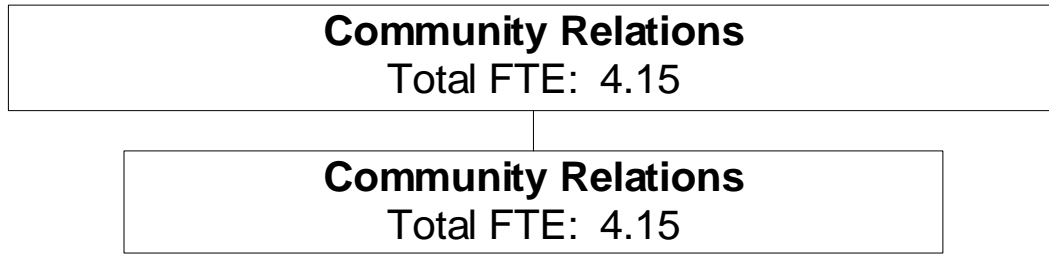


Figure D-236: Community Relations Activity

Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$861,178	\$556,234	\$493,880
FTE Summary	4.25	4.15	4.15

Figure D-237: Community Relations Activity Budget Summary

Activity Expenditures

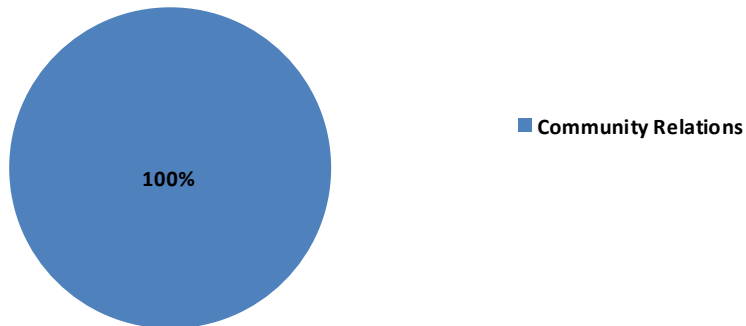


Figure D-238: Community Relations Activity Pie Chart

Community Relations Activity Continued

Core Services

Community Relations - Relations between different groups with a community, or between governmental agencies or other organizations and the community they serve.

As a local government, the City of Lakeland's vast and diverse operations and services are subjected to a litany of federal and state statutes, regulations, and policies. To provide the most cost effective and responsive array of services, the City monitors and evaluates the potential positive and negative implications associated with proposed amendments to federal and state laws, statutes and regulations related to local operations.

To assist in this endeavor, the Mayor, City Commission, and City Managers actively participate in the organizations listed below. Each organization employs staff that offers research and advocacy assistance to member communities to provide timely information to local governments, which affords improved communications with key decision-makers as public policy issues are developed both in Washington, D.C. and in Tallahassee, Florida.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Community Relations	4.15	228,038	544,788	493,880	0	493,880
FY22 Total:	4.15	\$228,038	\$544,788	\$493,880	\$0	\$493,880

Figure D-239: Community Relations Activity Costs



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Parks, Recreation and Properties Program

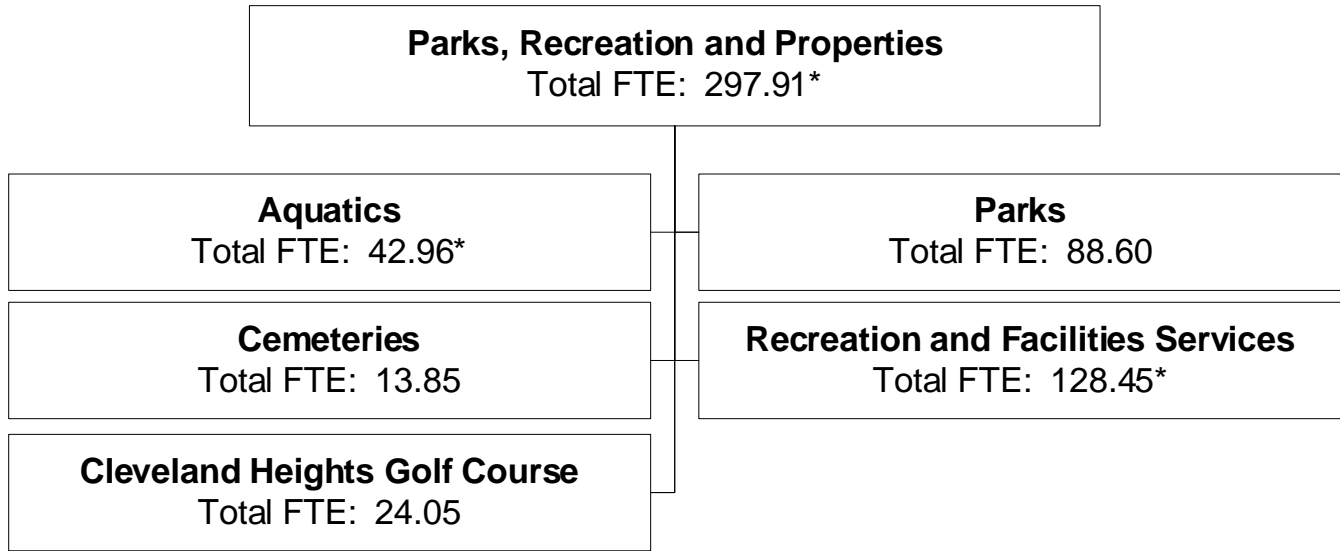


Figure D-240: Parks, Recreation and Properties Program

Program Summary

The Program includes providing:

- Citizens with safe, visually pleasing, and enjoyable experiences utilizing public facilities, parks, athletic complexes, and public rights-of-way.
- A variety of activities, programs, athletic leagues, day camps and special events.
- Publicly funded space and maintained and improved facilities and parks eligible for renting and reserving with the goal of improving the quality of life for Lakeland residents.
- Both family-oriented safe and secure aquatics facilities and superior golf-related recreation and leisure opportunities offering instructional classes and specialized programs for both recreational and competitive participants.
- Lakeland Citizens with respectful, attractive, and well-maintained burial parks.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$36,141,822	\$35,184,717	\$47,645,577
Revenues Summary	\$7,645,414	\$9,651,968	\$21,510,526
Net Cost Summary	\$28,496,408	\$25,562,749	\$26,135,051
FTE Summary	304.31	298.99*	297.91*

*Includes Pooled Employees

Figure D-241: Parks, Recreation and Properties Program

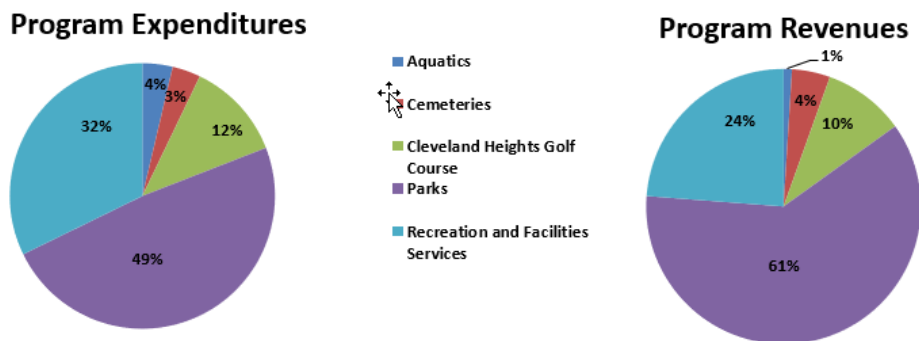


Figure D-242: Parks, Recreation and Properties Program Pie Charts

Aquatics Activity

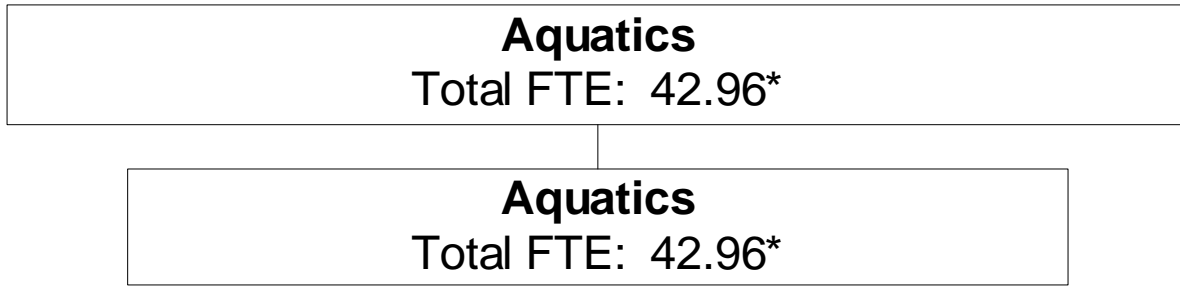


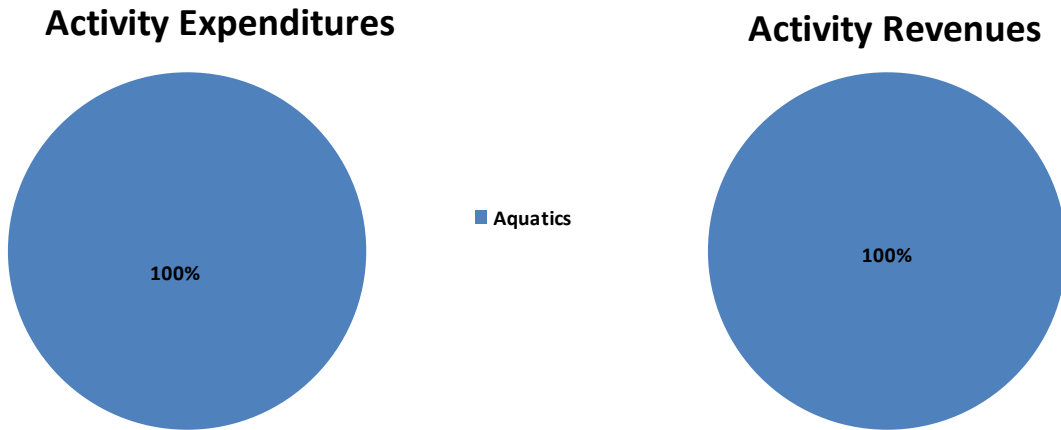
Figure D-243: Aquatics Activity

Mission

To enhance our Citizens' quality of life by providing family-oriented safe and secure aquatics facilities offering instructional classes and specialized programs for both recreational and competitive participants.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$1,706,256	\$1,759,630	\$1,754,174
Revenues Summary	\$159,050	\$87,725	\$212,240
Net Cost Summary	\$1,547,206	\$1,671,905	\$1,541,934
FTE Summary	43.55	43.70*	42.96*

Figure D-244: Aquatics Activity Budget Summary



*Includes Pooled Employees

Figure D-245: Aquatics Activity Pie Charts

Aquatics Activity Continued

Core Services

Aquatics offers fall and summer swim lessons beginning with Parent/Toddler ranging up to Adult lessons. Junior Lifeguard classes help develop a valuable resource for future applicants. The City benefits from a heated pool with year-round programs such as Splashercise, Aqua Therapy and Aqua Massage. The facilities are also home to several local high school swim teams and one competitive swim team. Specialty classes consist of scuba, Junior Lifeguard, Club Splash, and synchronized swimming.

Aquatics

Aquatics oversees two swimming pools, Gandy and Simpson, and an interactive fountain. Gandy Pool features a 10-lane, 25-yard short course heated pool with a one-meter diving board. Simpson Pool features a 10-lane, 50-meter-long course pool and separate diving well with two one-meter diving boards. Swim lessons are offered year-round along with a fitness class for seniors called Splashercise. Specialty programs include Honor Roll for students, Dive-In Movies, Karaoke Idol, Junior Lifeguard, Club Splash, and Adult Bingo.

Changes and Accomplishments

- Added local swim team to start using Simpson Park Pool
- Certified 3 Lifeguard Instructors to teach four lifeguard classes and certify 25 new lifeguards
- Gave Water Safety Presentations to after-school tutoring programs and on International Water Safety Day.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Aquatics	42.96	1,234,228	519,946	1,754,174	212,240	1,541,934
FY22 Total:	42.96	\$1,234,228	\$519,946	\$1,754,174	\$212,240	\$1,541,934

Figure D-246: Aquatics Activity Costs

Cemeteries Activity

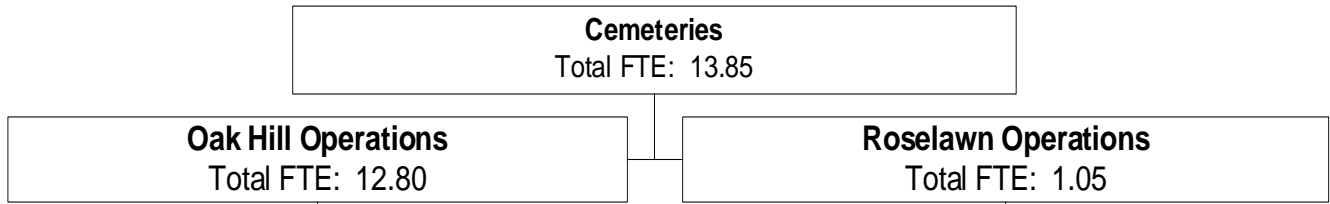


Figure D-247: Cemeteries Activity

Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$1,403,763	\$1,388,881	\$1,649,123
Revenues Summary	\$686,805	\$664,697	\$967,907
Net Cost Summary	\$716,958	\$724,184	\$681,216
FTE Summary	13.71	13.63	13.85

Figure D-248: Cemeteries Activity Budget Summary



Figure D-249: Cemeteries Activity Pie Charts

Cemeteries Activity Continued

Core Services

Oak Hill Operations

Oak Hill Cemetery is approximately 120 acres of developed cemetery and 20 acres of open area. There are ten acres of space reserved for the next 12 years of burials, while the Cemetery Master plan has identified additional areas sufficient for 30 years of burials. Oak Hill has 312 spaces sold this year and has had 398 burials.

Roselawn Operations

Roselawn Cemetery is 50 acres, with 12 burials per year. All burial spaces are sold out.

Changes and Accomplishments

- The Polk County Veterans Council has agreed to partner with the City of Lakeland in placing a Veterans Monument at Oak Hill Burial Park.
- Opened a new inground cremation area adding 160 cremation spaces to a block.
- Ordered a 48-cremation niche columbarium.
- Removed 20 Washingtonia Palms and re-landscaped the front entrance to Oak Hill.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Oak Hill Operations	12.80	896,083	530,988	1,427,071	857,306	569,765
Roselawn Operations	1.05	73,355	148,698	222,052	110,601	111,452
FY22 Total:	13.85	\$969,438	\$679,686	\$1,649,123	\$967,907	\$681,217

Figure D-250: Cemeteries Activity Costs

Cleveland Heights Golf Course Activity

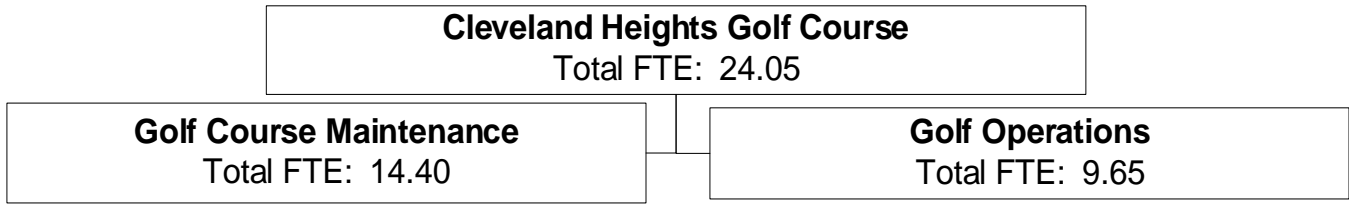


Figure D-251: Cleveland Heights Golf Course Activity

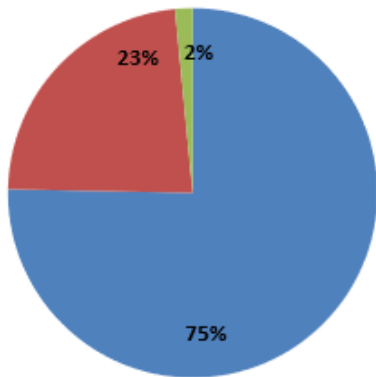
Mission

To provide quality public space and programming designed to offer superior golf-related recreation and leisure opportunities for quality family, individual and corporate experiences.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$2,633,281	\$2,645,537	\$5,693,864
Revenues Summary	\$1,356,118	\$1,423,923	\$2,066,874
Net Cost Summary	\$1,277,163	\$1,221,614	\$3,626,990
FTE Summary	24.23	24.45	24.05

Figure D-252: Cleveland Heights Golf Course Activity Budget Summary

Activity Expenditures



Activity Revenues

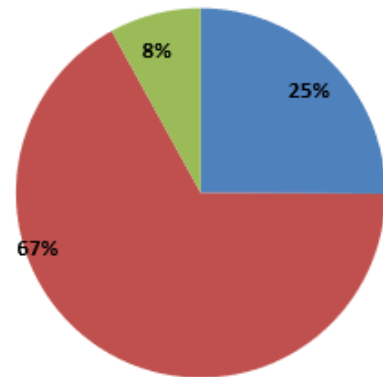


Figure D-253: Cleveland Heights Golf Course Activity Pie Charts

Cleveland Heights Golf Course Activity Continued

Core Services

Daily guest operations of pro-shop and clubhouse include managing tee times, directing golf lessons and clinics, tournament administration, merchandise sales and the stocking of golf apparel and supplies. Staffing for special events and catering activities are also offered. Maintenance of the 200-acre City facility, which includes a 27-hole golf course, includes mowing, trimming, weeding, pesticide applications and equipment maintenance.

Food & Beverage Operations

To offer quality food and beverage service experience to our customers through an on-sight restaurant partnership through contract.

Golf Course Maintenance

Maintaining 27-hole golf course exceeding 200 acres. The maintenance includes mowing, trimming, weeding, pesticide applications and equipment maintenance.

Golf Operations

Daily golf operations of the pro-shop and the clubhouse include managing tee times, directing golf lessons and clinics, tournament administration, merchandise sales and the stocking of golf apparel and supplies.

Changes and Accomplishments

- Hosted High School Boys & Girls County Golf Tournaments
- Keith Wightman (Golf Pro) Retired / New Golf Pro Paul Sisemore
- 1,100 Irrigation Decoders Replaced by TORO Due to Bad Manufacturing (Warranty)
- Hole 9A Best Par 3 Along Florida Historic Golf Trail / Golf Central Magazine
- Great Places to Drink and Dine Along Florida Historic Golf Trail (1916 Irish Pub)
- Voted Best of The Best Golf Course Lakeland Ledger
- Hosted The 55th Annual 4-Ball Golf Tournament (316 players) / Scoring Record From 1992 Broken
- Featured on Charlie's Belcher "Charlie's World" (Good Day Tampa Bay Channel 13) / Able to Showcase Golf Course History, 1916 Irish Pub, Walking Trail and Dog Park
- Entered New (4) Year Golf Cart Lease With E-Z-GO Golf Carts

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Food Service	-	-	688	688	-	688
Golf Course Maintenance	14.40	828,508	3,459,978	4,288,486	518,215	3,770,271
Golf Operations	9.65	324,419	993,623	1,318,043	1,383,145	(65,102)
Lounge Operations	-	-	688	688	-	688
Food & Beverage Operations	-	-	87,335	87,335	165,515	(78,180)
FY22 Total:	24.05	\$1,152,927	\$4,542,312	\$5,695,239	\$2,066,874	\$3,628,365

Figure D-254: Cleveland Heights Golf Course Activity

Parks Activity

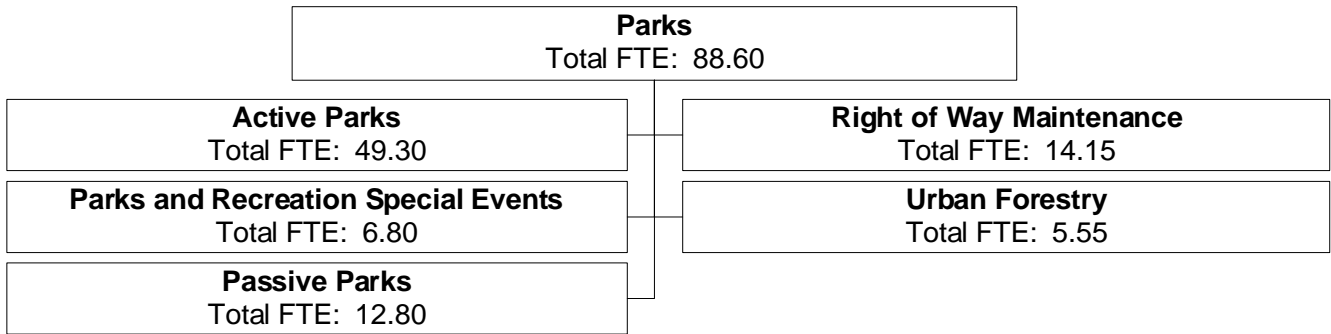


Figure D-255: Parks Activity

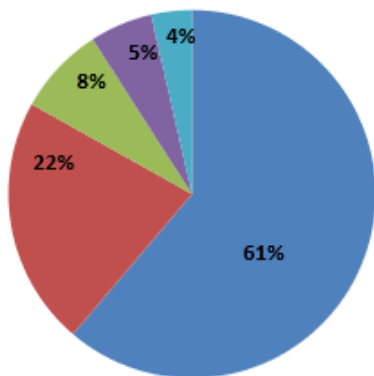
Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$15,942,695	\$16,602,746	\$23,192,779
Revenues Summary	\$1,491,140	\$3,848,718	\$13,146,531
Net Cost Summary	\$14,451,555	\$12,754,028	\$10,046,248
FTE Summary	90.25	89.88	88.60

Figure D-256: Parks Activity Budget Summary

Activity Expenditures



Activity Revenues

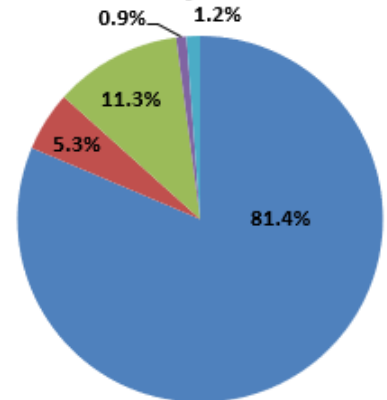


Figure D-257: Parks Activity Pie Charts

Parks Activity Continued

Core Services

Maintenance of 1,291 acres of public open space including: parks, athletic playing surfaces, neighborhood cul-de-sacs, medians, rights-of-way, parking, vacant lots, beautification gateways scenic areas and lake fronts, conservation sites, playgrounds and building facilities. A tree crew maintains the City's urban forest of approximately 55,000 trees. The Parks Division also maintains and facilitates the year-round Detroit Tigers' operation. Lakeland baseball program, athletic tournaments, facility rentals and special events which create over 4,700 annual facility rentals.

Active Parks

Park land that has active sports facilities located in the park such as ball fields, playgrounds, community centers, etc. Also includes neighborhood/pocket parks.

Parks and Recreation Special Events

A special event is any public gathering, festival, run/walk, parade, block party or citywide holiday celebration that takes place on public property.

Passive Parks

Park land that has at least 85% of its area maintained in its natural state, no active sports facilities. Amenities such as trails, bike paths, picnic areas would be appropriate.

Rights-of-Way Maintenance

Maintenance land that borders roadways. This includes medians.

Urban Forestry

Rights-of-way trees and trees located at City Parks and City buildings.

Changes and Accomplishments

- Constructed 6 New Pickleball Courts out of the Old Roller Hockey Rink at Lake Parker, with existing Lights on 4 courts
- Bridges (3) completely refurbished – sandblasted, painted, and new wood planks at Lake Parker
- Walking Trail Lines repainted (Red, Blue, Green, Yellow) at Lake Parker
- Signs – New Trail Marking, GPS enabled walking path map and Locators installed at Lake Parker Park Trails
- New Asphalt laid on Basketball Courts at Glendale and 7th Street Parks, with new painted lines, New Backboards and Goals
- NABA Butterfly Garden Re-Certification at Hollis Gardens
- Wall Padding (All) Replaced with new Advertisement Signs at Joker Marchant Stadium
- New Aluminum and Bigger (12 x 41) Dugout Completed on Minor League Fields
- LED Lights installed on Field #3 at Peterson Park (2 of 4 complete)
- Landscaping Projects throughout the City
 - Butterfly Garden Re-designed/Re-planted
 - Orange Street Parking Garage
 - Aida, North Florida Ave, Sunflower Park, Airport Terminal, Common Ground Park, City Hall, Lake Mirror Center, Main Library, Magnolia Building

Parks Activity Continued

Changes and Accomplishments Continued

- 16 New Benches to be installed at Lake Parker Trials
- 40 New Trash Can Holders replaced at Lake Parker
- 28 New Trash Can Holders replaced around Lake Hollingsworth
- 2 New pieces of Fitness Equipment installed at Lake Parker
- Nursery Produced/Planted
 - 32,635 Annuals, 688 – Shrubs, 66 – Trees Planted,
 - Volunteer Hours at Nursery 1,006, Roses 583
- Landscaping Projects Completed
 - 180 Trees Planted
 - 806 Shrubs
- 53 Commercial Site Plan Reviews
- 112 Commercial Landscape Inspections
- 2,459 Commercial Trees Planted
- Multiple Clean-up Projects done with Southeastern University throughout the Northeast area.
- 73 New Christmas Decoration Trees Purchased for Kentucky Ave.
- 224 Playground Inspections Completed

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Active Parks	49.30	3,030,319	11,171,799	14,202,118	10,694,798	35,078,319
Park and Recreation Special Events	6.80	450,433	4,624,498	5,074,931	692,234	4,382,697
Passive Parks	12.80	800,556	1,006,695	1,807,251	1,483,200	324,051
Right of Way Maintenance	14.15	857,499	418,512	1,276,011	118,349	1,157,662
Urban Forestry	5.55	409,834	422,634	832,468	157,950	674,518
FY22 Total:	88.60	\$5,548,642	\$17,644,138	\$23,192,779	\$13,146,531	\$10,046,247

Figure D-258: Parks Activity Costs

Recreation and Facilities Activity

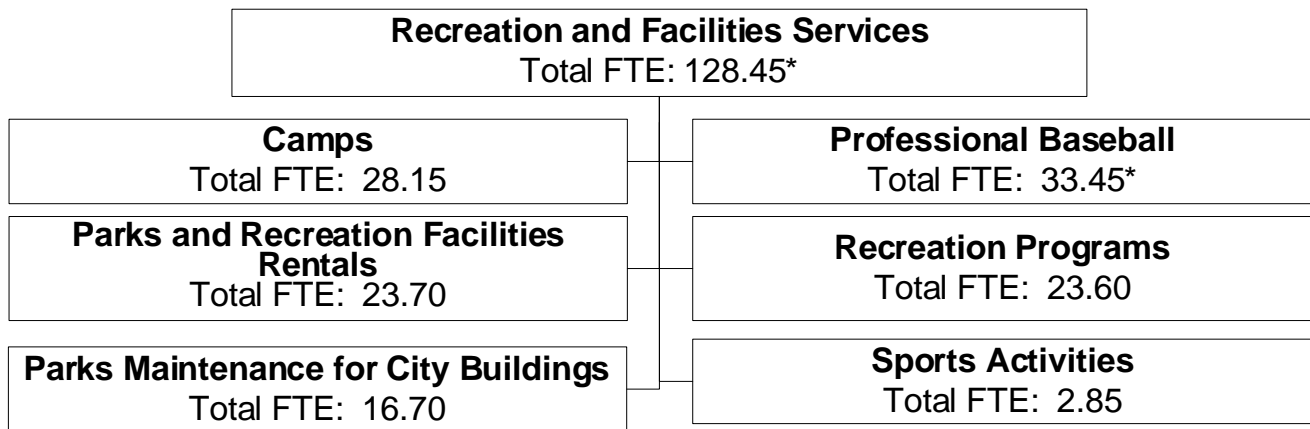


Figure D-259: Recreation and Facilities Activity

Mission

To offer and create a variety of activities, programs, athletic leagues, day camps and special events. To provide publicly funded space and to maintain and improve facilities and parks eligible for renting and reserving with the goal of improving the quality of life for Lakeland residents.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$14,455,827	\$12,787,923	\$15,355,637
Revenues Summary	\$3,952,301	\$3,596,905	\$5,116,974
Net Cost Summary	\$10,503,526	\$9,191,018	\$10,238,663
FTE Summary	132.57	127.33*	128.45*

Figure D-260: Recreation and Facilities Activity Budget Summary



*Includes Pooled Employees

Figure D-261: Recreation and Facilities Activity Pie Charts

Recreation and Facilities Activity Continued

Core Services

The Recreation Division maintains eight recreational facilities; providing places for numerous social clubs to meet and which are available for public rental. The Division serves the needs of a diverse population by creating programming options to attract new customers and excite existing patrons. Programs and classes offered at the recreational facilities include quilting, art, martial arts, dance, music, educational, etiquette, fitness programs and sport leagues tailored for children and adults. A website is maintained by staff, identifying programming options and schedules. The Recreation Division also oversees special events celebrating Martin Luther King Day, Independence Day and various other holidays.

Camps

Eight-week action packed summer camp for children who have completed Kindergarten through 5th grade; camp offers daily enrichment including games, activities, sports and arts and crafts. Weekly trips include bowling, swimming, and movies. Trips to Lakeland Community Theater, roller-skating, community-based tours and Circle B Bar Reserve educational sessions are also on the schedule. Incoming site programming includes voting education, and various community education partnerships. We also provide a community service-oriented camp for completed grades 6th through 8th - TASC-Teen Adventure Service Camp.

Parks and Recreation Facility Rentals

Recreation provides several rental locations indoor and outdoor for special occasions-family reunions, banquets, receptions, class reunions, trade fairs, etc. Lake Mirror Complex and Coleman Bush Building serves as the rental facilities provided under the Recreation Division. Reservations of the public spaces and buildings ensures equal availability to everyone. The rental staff also coordinates with the Police and Traffic Departments and business stakeholders to be sure that the public parks are a safe and clean place for the public to enjoy.

Parks Maintenance for City Buildings

Maintenance and Beautification for all land associated with City Buildings.

Professional Baseball

Baseball Operations that consist of Detroit Tigers Fantasy Camp, Spring Training, Florida State Minor League, Fall Instructional Baseball and Camps organized by the Tigers.

Recreation Program

The Recreation Division provides numerous leisure activities for a diverse population both young and old. Activities include classes in dance, martial arts, fitness, and arts. We also provide educational opportunities, i.e., summer tutoring and after school tutoring. Recreation also provides computers for educational research and/or leisurely fun. Social clubs, such as Contract Duplicate Bridge, Buttons and Bows square dance club, Senior Recreation Club, Polk Golden Club of the Deaf, Stamp Collectors Club and Noah's Ark provide hobbies for many citizens. Lake Mirror Theatre is the home the Lakeland Community Theatre providing quality community theatre at an affordable price for the people of Lakeland.

Recreation and Facilities Activity Continued

Core Services Continued

Sports Activities

The Recreation Division provides a department for all our sporting activities which include a wide variety for all ages. Leagues for adults consist of Coed Softball, Coed Kickball, Men's Flag Football and Men's Basketball. Specialty programs include our Indoor Triathlon, Publix Cup Tournament, and a Coed Volleyball Tournament. Our youth sports programs consist of T-ball league, and a basketball league of approximately 450 kids each year.

Changes and Accomplishments

- Partnered with FWC for their fishing program
- Discovery Trail - adjusted activity in lieu of Black History Festival. Created a partnership with LPD, LFD, and other internal partners providing an opportunity for the Community to visit City Buildings and learn about impact of Black leaders in Lakeland through our history. An additional virtual component was created allowing for people to complete the trail online.
- All Recreation classes listed on Lakelandgov.net allowing ADA access
- Free Spring Activities for kids. The Recreation Centers and pools provided a variety of free activities for families to participate in safely while our Spring events and camps were on hold due to Covid-19 www.lakelandgov.net/SpringActivities
- Created OT cost recovery program for Recreation Division for rentals
- Arts & Rec Teaming up with Lakeland Art Crawl Organizer for Phase I of putting local artists art in Laker Crago and Kelly Recreation Buildings. Phase II will be Simpson Park and Coleman Bush
- Ran virtual MLK message to public using staff and community leaders
- In process of redesigning weight room at Kelly Rec and Simpson Park
- In process of re redesigning game room at Simpson Park
- In process of replacing 5 software applications and housing everything under one application for better online and in-person service.
- Added Kayak Vendor Lake Crago
- No COVID outbreaks at any of the facilities
- Added boxing class for Parkinson's group via a sponsor
- Added Free classes to seniors at Simpson Park via a sponsor
- Resurfaced 2 Tennis Courts and 6 pickleball courts

Recreation and Facilities Activity Continued

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Camps	28.15	426,658	221,982	648,040	175,588	473,052
Parks and Recreation Facility Rentals	23.70	1,398,255	816,541	2,214,796	601,374	1,613,422
Parks Maintenance for City Buildings	16.70	1,033,978	3,309,922	4,343,900	152,775	4,191,125
Professional Baseball	33.45	884,148	4,062,994	4,947,142	3,493,633	1,453,509
Recreation Programs	23.60	1,362,535	1,219,200	2,581,735	507,756	2,073,979
Sports Activities	2.85	205,903	413,520	619,423	185,850	433,574
FY22 Total:	128.45	\$5,311,477	\$10,044,160	\$15,355,637	\$5,116,974	\$10,238,662

Figure D-262: Recreation and Facilities Activity Costs

Transportation Services Program

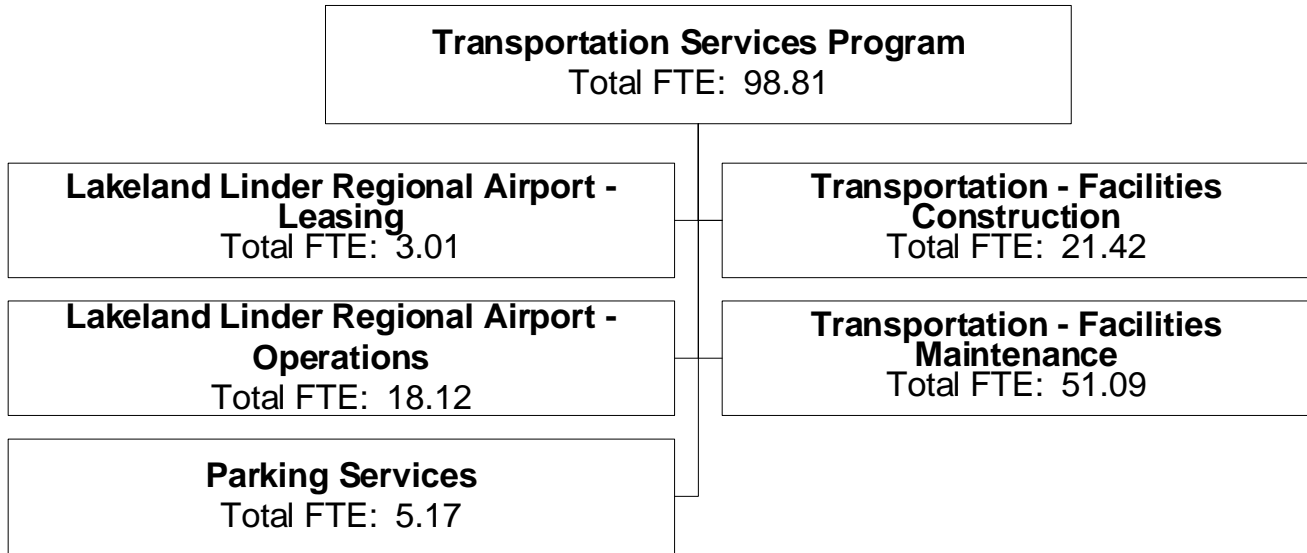


Figure D-263: Transportation Services Program

Program Summary

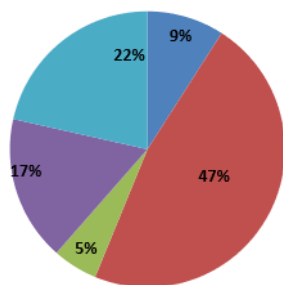
This Program includes providing:

- For the construction of transportation facilities throughout the City of Lakeland and to acquire the necessary right-of-way (ROW) for transportation-related facilities proposed throughout the City.
- Support for safe and attractive neighborhoods and public spaces through the continuous maintenance of all streets, sidewalks, drainage facilities and alleys within the City.
- Safe, convenient parking facilities to assist businesses within the Central Business District (CBD) by reducing parking issues through consistent enforcement.
- A safe, secure, self-sustaining, and convenient airport that promotes compatible economic growth within a dynamic aviation market.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$52,376,159	\$45,831,121	\$48,404,173
Revenues Summary	\$42,169,113	\$33,695,176	\$41,230,758
Net Cost Summary	\$10,207,046	\$12,135,945	\$7,173,415
 FTE Summary	 98.56	 97.91	 98.81

Figure D-264: Transportation Services Program Budget Summary

Program Expenditures



Program Revenues

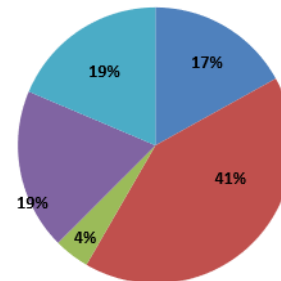


Figure D-265: Transportation Services Program Pie Charts

Lakeland Linder International Airport - Leasing Activity

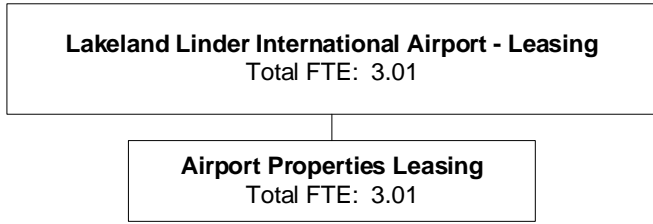


Figure D-266: Lakeland Linder International Airport – Leasing Activity

Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$4,123,757	\$9,180,346	\$4,393,235
Revenues Summary	\$7,161,063	\$9,451,245	\$6,992,998
Net Cost Summary	(\$3,037,306)	(\$270,899)	(\$2,599,763)
FTE Summary	3.95	3.95	3.01

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



Figure D-268: Lakeland Linder International Airport – Leasing Activity Pie Charts

Lakeland Linder International Airport - Leasing Activity Continued

Core Services

Airport Properties Leasing

Provide leasing opportunities for Airside/Landside properties consisting of aviation hangars, office buildings and facility rentals. Facility rental with hourly/daily availability includes a large conference/meeting room at the airport terminal building.

Joint ventures with airport planning and economic development consultants have poised Lakeland Linder Regional Airport for new and fiscally healthy tenants that will broaden the airport revenue base and create new employment opportunities for Lakeland. The promotion of aviation business partnerships with both high school and community colleges to help foster student interest in aviation related fields will attract new aviation business to our area.

Changes and Accomplishments

- \$1.5 Billion in Economic Impact on the Region and 3,000+ jobs on the airport as determined by Kimley Horn.
- The airport leveraged \$42mm in FAA and FDOT projects in 2020 and 2021.
- FAA Southern Region 2020 General Aviation Airport Safety Award for our Runway Rehabilitation and SA CAT II ILS Project.
- FDOT 2020 General Aviation Airport Project of the Year for the Intermodal Project.
- SEC – AAAE 2021 General Aviation Airport Airfield Project of the Year Award for the SA CAT II and Runway Rehabilitation Project.
- In 2021, completed renovation and expansion of NOAA facility. \$13.7 mm total project.
- Finalized twenty-year lease agreement with NOAA anticipating 130-140 high paying jobs at the facility.
- In 2021, completed taxiway A, B, and C improvements. \$6.2mm total project.
- In 2021, the Airport Master Plan was formally adopted by the City. The planning horizon for the Master Plan is 20 years. Over 180 people participated in the airport master planning sessions.
- Replaced the Polk State College and Publix roof on Aviation Drive.
- Informal preferential runway use program to reduce noise implemented between 10 p.m. and 7 a.m.
- Noise reduction mitigation actions developed in cooperation with FAA and Amazon commenced.
- CAT III is under construction, including in-pavement lighting on Runway 9/27.
- Completed design for the rehabilitation for TWY E/ S and P, in anticipation of Federal Aviation Administration available funds.
- New Fixed Based Operator, Aero Center Lakeland, with an investment of \$8 million and 12 employees.
- Revenue Impacts from NOAA and Amazon have significantly increased the Airport's revenues from \$7.7mm in 2020 to \$10.1 mm in 2021 and forecasted revenues in 2022 of \$10.7 mm.

Lakeland Linder International Airport - Leasing Activity Continued

Changes and Accomplishments Continued

- An estimated 215,476,00 pounds of cargo will fly in and out of Lakeland in 2021.
- An estimated \$560,000 in landing fees and \$520,000 in fuel fees will be collected in 2021. This is an increase of \$560,000 and \$478,000, respectively since 2019.
- Completed public hearing regarding the expansion of Amazon facility.
- Post-pandemic return of SUN 'n FUN Aerospace Expo and Fly-in with the airport absorbing rent waived to assist with COVID recovery.
- Facilitation of \$23,000 in aviation charity donations through two unique Sun 'N Run 5k events conducted on the taxiways and runways at KLAL.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Airport Properties Leasing	3.01	304,898	4,088,338	4,393,235	6,992,998	(2,599,763)
FY22 Total:	3.01	\$304,898	\$4,088,338	\$4,393,235	\$6,992,998	\$(2,599,763)

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

Lakeland Linder International Airport - Operations Activity



Figure D-270: Lakeland Linder International Airport – Operations Activity

Mission

To provide the Lakeland community with a safe, secure, self-sustaining, and convenient airport that promotes compatible economic growth within a dynamic aviation market for both General Aviation and Commercial Passenger Travel.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$28,418,746	\$21,699,106	\$22,813,829
Revenues Summary	\$25,418,724	\$16,543,353	\$17,069,889
Net Cost Summary	\$3,000,022	\$5,155,753	\$5,743,940
FTE Summary	16.31	16.31	18.12

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

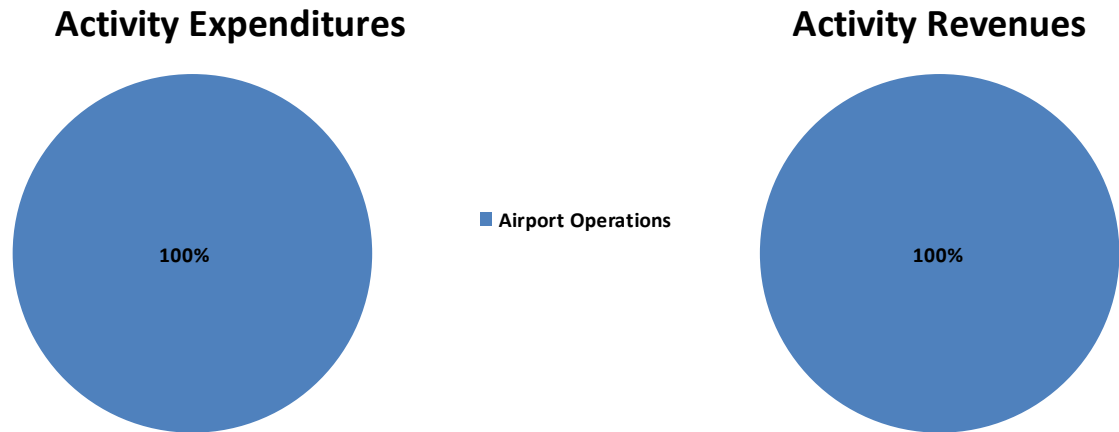


Figure D-272: Lakeland Linder International Airport – Operations Activity Pie Charts

Lakeland Linder International Airport - Operations Activity Cont'd

Core Services

Airport Operations

Maintains the Airport Operating Area (AOA). The AOA includes the airfield pavement, runways, taxiways, ramps, turf areas, drainage systems, airfield lighting, guidance signage systems, navigational aids, internal service roads, air traffic control services, access gates and security fencing. Airport Operations is also responsible for airport compliance with all federal and state aviation regulations including Federal Aviation Regulation (FAR) Part 139 certification. Airport Operations ensures security and safety compliance as the liaison for special events including the annual Sun 'n Fun Fly-In and the newly expanded Commercial Passenger Activities.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Airport Operations	18.12	1,520,940	21,292,889	22,813,829	17,069,889	5,743,939
FY22 Total:	18.12	\$1,520,940	\$21,292,889	\$22,813,829	\$17,069,889	\$5,743,939

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

Parking Services Activity

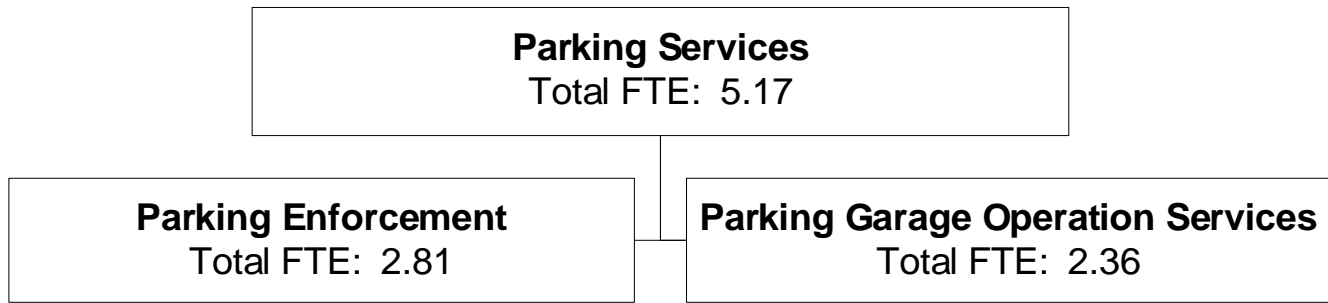


Figure D-274: Parking Services Activity

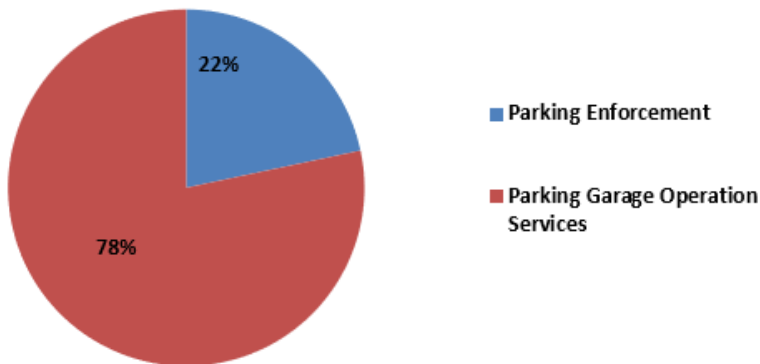
Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$1,805,058	\$1,634,377	\$2,558,431
Revenues Summary	\$1,665,386	\$1,501,528	\$1,711,607
Net Cost Summary	\$139,672	\$132,849	\$846,824
FTE Summary	5.29	5.17	5.17

Figure D-275: Parking Services Activity Budget Summary

Activity Expenditures



Activity Revenues

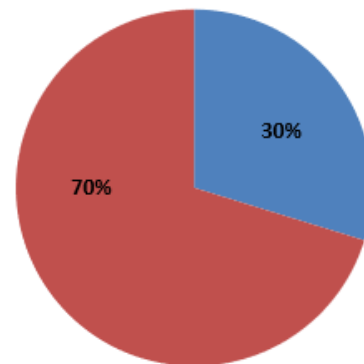


Figure D-276: Parking Services Activity Pie Charts

Parking Services Activity Continued

Core Services

Parking Services maintains three city-owned parking garages, lease spaces in the Peterson State Garage and eleven surface lots in addition to on-street parking within the City, thereby enhancing the downtown economic climate by ensuring turnover in customer parking spaces. The two-hour free on-street parking, known as the “Yellow Zone,” continues to be received favorably by customers to the downtown area and is supported by the Lakeland Downtown Development Authority, the Downtown Lakeland Partnership, and the many other businesses within the CBD.

Parking Enforcement

Parking Enforcement provides a better “Quality of Life” by providing improved public space and supports safe areas for the public to park and safe areas for the walking and biking public. By enforcing both state law and city ordinance, as it pertains to parking services, “Economic Opportunity” is encouraged by providing businesses with areas to park and ensure the access to parking by their customers which encourage business with the Central Business District. “Governance” is possible by providing an essential link with the businesses in the City.

Parking Garage Operation Services

Parking Services provides operation and maintenance of the City-owned parking garages providing a clean and safe environment for public parking areas within the City owned parking garages. Parking Services ensures the public areas are maintained and structural integrity are kept to high standards. Parking Services now use video security installed in the Main St garage to enhance security and has been useful for vandalism. The Orange St garage has an automated gate on the Kentucky St side to provide security for the employees that use that garage.

Changes and Accomplishments

- Traffic Operations partners with the City of Lakeland Mayor’s goal of achieving zero fatalities through his “Project Zero” program, a sub-set of the Universal “Vision Zero” program.
- Crash reduction benefits continue with the implementation of a 5 second advance walk signal (pedestrians receive a 5-second head-start), Leading Pedestrian Interval (LPI) at all the 30 intersections in the Central Business District CBD. Up to 40% reduction in trendline injury crashes have been recorded, at virtually no cost to the City. This LPI feature is of benefit to persons with accessibility needs.
- All traffic signals within the City of Lakeland that have pedestrian movements, are equipped with “Pedestrian Countdown” signals.
- Replaced Video Detection Cameras with more reliable cameras at 5 intersections. This brings the total number of intersections to 48, 35% are city intersections (17) and 30% are FDOT intersections (31).
- Replaced 29 Traffic Signal Controllers with Cobalt Controllers giving more capabilities with Centrac Software and advanced technology (i.e. Video Detection CV). The total number of replaced Controllers is 121 out of 174, roughly 70%.

Parking Services Activity Continued

Changes and Accomplishments Continued

- Working with FDOT D-1, on our Intersection Crash Avoidance Safety Program (iCASP) for motorists and pedestrians/bicyclists. This program predicts when a red-light run will occur and extends the “All-Red” phase and delays the “Green” signal/walk signal. We have installed at 4 intersections: Memorial Blvd & MLK Blvd, Memorial Blvd & Massachusetts Ave, S. Florida Ave & Beacon Rd and Bartow Rd & N. Crystal Lake Dr.
- The TOPS team has invested in RRFB’s through the City with a view of enhancing motorists’ awareness of pedestrians in crosswalks. National studies as well as our own studies have shown that yielding to pedestrians increased from about 5-10% without RRFB’s to about 80% or more with RRFB’s; making eye-contact with the motorists is also critical. The photo shows an example of “double-sided RRFB’s” under construction at the RP Funding Center with “Raised Crosswalks”. I have also attached a photo of the Edgewood Drive/Carolina Avenue (Cleveland Court Elem. School) RRFB system.
- Our local studies have revealed that over a five-month period (random days):
 - 38 out of 39 (97.4%) motorists did not yield/stop when the RRFB system was not activated.
 - 35 out of 41 (85.4%) motorists did yield/stop when the RRFB system was activated.
 - To date the City has installed 23 RRFB’s with six additional systems planned for 2021. We also have a “high (8) / medium (13) / low (7)” candidate list for future consideration.
- Installed video detection sensor system at the following intersections:
 - Memorial Boulevard & Brunnell Parkway
 - Edgewood Drive & Lincoln Avenue
 - Beacon Road & Lincoln Avenue
 - US 92 & Publix Warehouse Entrance
- Total number of CCTV Cameras: 103
- Consideration is being given to including “eco-counters” for the FDOT study of the proposed
- We have continued to implement our streamlined Traffic Calming Program. The City of Lakeland sent over 40 petitions for traffic calming on local streets to residents in FY 2021 as part of the program.
- Additional CCTV cameras were installed in the Main St. Garage allowing for better security & safety of citizens, employees, and property.
- Zone 2725 (right) was modified to allow citizens to reserve their parking space date & time. This allows full use of the 2 hours free parking, and a seamless transition to paid on street parking which benefits many downtown workers as well as customers.
- The Main St. garage has begun renovations to bring it into ADA compliance as well as improve the structural integrity and longevity of the building.
- Currently there are open proposals for renovations to the Orange St. garage as well.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Parking Enforcement	2.81	172,053	387,735	553,996	509,465	44,531
Parking Garage Operation Services	2.36	141,685	1,865,911	2,004,436	1,202,142	802,294
FY22 Total:	5.17	\$313,738	\$2,253,646	\$2,558,431	\$1,711,607	\$846,824

Figure D-277: Parking Services Activity Costs

Transportation – Facilities Construction Activity

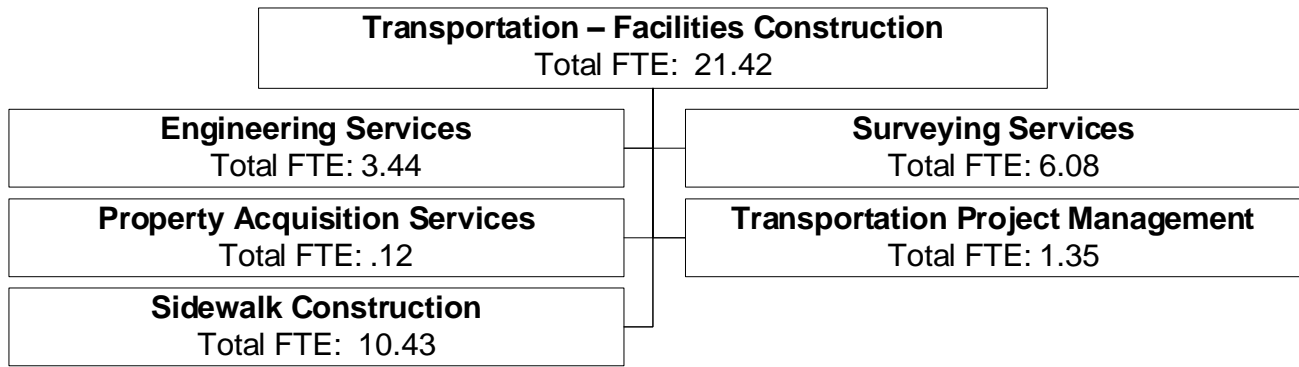


Figure D-278: Transportation – Facilities Construction Activity

Mission

To provide for the construction of transportation facilities throughout the City of Lakeland and to acquire the necessary rights-of-way (ROW) for transportation-related facilities proposed throughout the City.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$3,479,497	\$1,656,815	\$8,242,766
Revenues Summary	\$3,536,344	\$1,021,072	\$7,775,241
Net Cost Summary	(\$56,847)	\$635,743	\$467,525
FTE Summary	23.88	18.16	21.42

Figure D-279: Transportation – Facilities Construction Activity Budget Summary

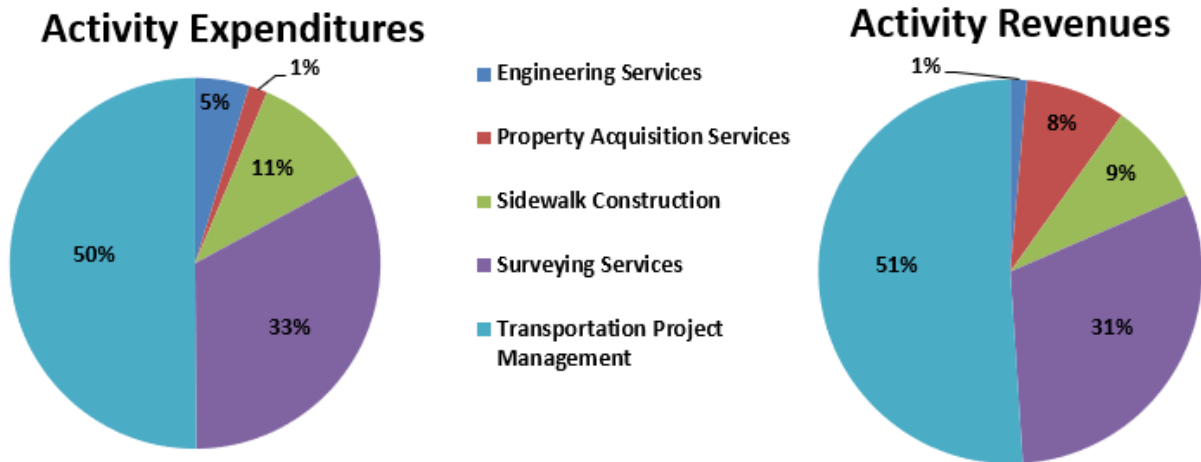


Figure D-280: Transportation – Facilities Construction Activity Pie Charts

Transportation – Facilities Construction Activity Continued

Core Services

Transportation facility projects are managed and constructed by the Public Works Department. Transportation Facilities Construction services include sidewalk construction, streetscape construction (enhanced sidewalk with pavers, landscaping, and antique streetlights), intersection improvements, traffic calming construction, traffic signalization, new road construction, street widening, preparation and management of contract documents for construction services, and construction management services associated with major transportation capital projects. To provide the necessary services for ROW acquisition for transportation related capital projects including the preparation of acquisition documentation, management of contractual services for survey and appraisal services, acquisition negotiations and management of eminent domain litigation.

Engineering Services

Public Works Engineering Division provides civil engineering services for the City in the areas of surveying, design, permitting and inspection for transportation and stormwater projects, and plans and plats review and inspection for subdivision and commercial development projects in the City.

Property Acquisition Services

The Public Works Director's Office manages and coordinates property acquisition services for Capital Improvement Plan (CIP) projects. Services include alignment studies, appraisal, negotiation, mediation, and management of eminent domain litigation. The Director's Office assembles the team of experts which may include planners, engineers, surveyors, appraisers, business damage experts, and legal counsel.

Sidewalk Construction

Sidewalks are constructed to current ADA Standards.

Surveying Services

Surveying and mapping for design of Transportation CIP projects and site layout for construction of these CIP projects. Also included in this function are surveying and preparation of legal documents for right-of-way or easement transactions for City properties and reviewing and approving plats of subdivision developments within the City limits.

Transportation Project Management

The Public Works Director's Office provides project management services for CIP projects. The projects are typically implemented using engineering consultant services and contractors.

Transportation – Facilities Construction Activity Continued

Changes and Accomplishments

Completed Engineering Plans for the following projects:

- Drane Field Road at Don Emerson Drive Roundabout
- Josephine Street Sidewalk (LAP Project)
- Oak Hill Cemetery Expansion (Parks and Project)
- North Florida Avenue Sidewalk (Community Development Block Grant Project)
- West 14th Sidewalk (CRA Funded Project)
- North Crystal Lake Drive Sidewalk (LAP Project)
- Olive Street Sidewalk
- East Bay Street Streetscape
- State Road 33 at Interchange 4 Ramp Signalization

Ongoing Design Effort

- Teneroc Trail Segment I (LAP-PD&E)
- Lake Hunter Drive Sidewalk and Drainage Improvement
- Providence Road Corridor Improvements
- Tradeport Boulevard Alternative Corridor Evaluation (FDOT JPA)
- Lake Beulah Roundabout
- Three Parks Trail West (LAP)
- South Edgewood Drive Sidewalk
- West Beacon Road Sidewalk
- Sandpiper Drive Sidewalk
- East Main Street Streetscape Plaza
- North Florida Avenue Alleyway Improvement (CRA)

Survey Support

- 16 plat reviews (October 1, 2019 – April 1, 2020)
- Complete Design Surveys for 4 Public Works Capital Improvement Projects
- Provide Construction Stakeout for 6 Public Works Capital Improvement Projects
- Provide support services for 22 Lakeland Electric projects
- Provide support services for 10 Lakeland Water Utilities projects
- Provide support services for 7 Community Development/CRA Projects
- Provide support services for 1 Parks and Recreation project
- Collect survey information for storm water GIS inventory

Development Reviews and Support (October 1, 2019 – April 20, 2020)

- 123 Right of Way Use Permits Processed
- 51 Concept Plan Reviews
- 72 Commercial Site Plan Reviews
- 22 Subdivision Plan Reviews
- 35 Building Permit Reviews
- 1530 Driveway Inspections
- 250 Commercial Site Inspections

Transportation – Facilities Construction Activity Continued

Changes and Accomplishments Continued

- 300 Subdivision Inspections
- 90 Demolition Inspections
- Provides Construction Inspection for 6 Public Works Capital Improvement Projects

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Engineering Services	3.44	304,402	110,856	389,453	108,515	280,938
Property Acquisition Services	0.12	19,632	120,804	134,116	657,788	(523,672)
Sidewalk Construction	10.43	472,487	414,401	886,361	671,267	215,094
Surveying Services	6.08	337,423	2,366,993	2,703,100	2,369,175	333,925
Transportation Project Management	1.35	154,483	4,046,348	4,129,735	3,968,497	161,238
FY22 Total:	21.42	\$1,288,428	\$7,059,403	\$8,242,766	\$7,775,241	\$467,524

Figure D-281: Transportation – Facilities Construction Activity Costs

Transportation – Facilities Maintenance Activity

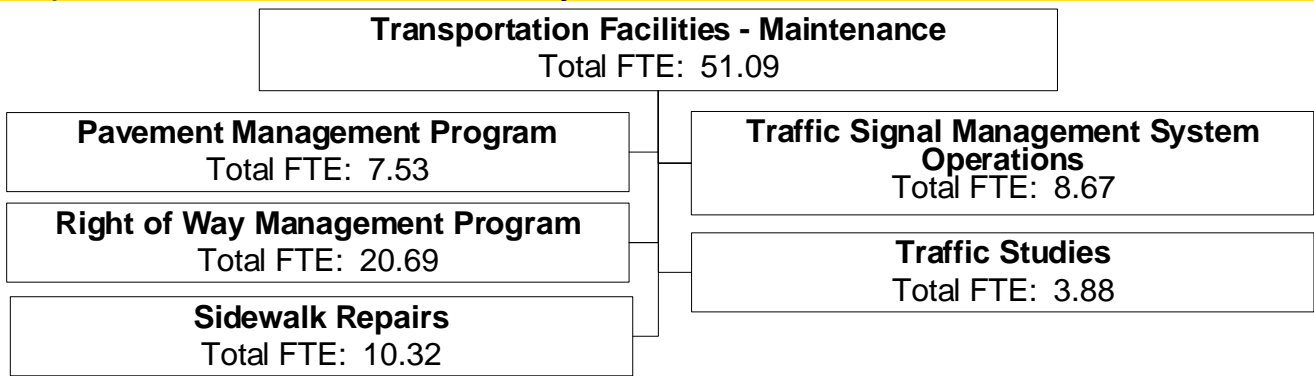


Figure D-282: Transportation – Facilities Maintenance Activity

Mission

To support safe and attractive neighborhoods and public spaces through the continuous maintenance of all streets, sidewalks, drainage facilities and alleys within the City.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$14,549,101	\$11,660,477	\$10,395,912
Revenues Summary	\$4,387,596	\$5,177,978	\$7,681,023
Net Cost Summary	\$10,161,505	\$6,482,499	\$2,714,889
FTE Summary	49.13	54.32	51.09

Figure D-283: Transportation – Facilities Maintenance Activity Budget Summary

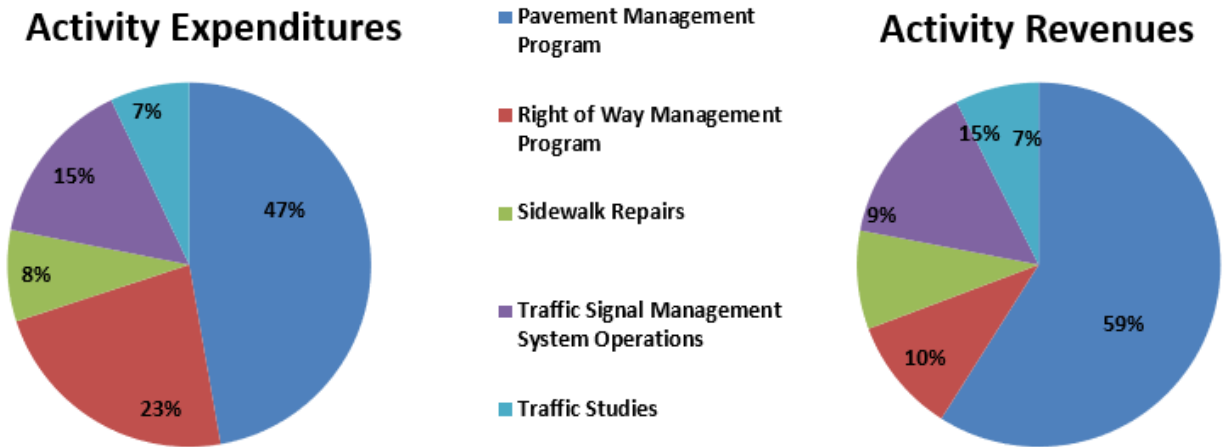


Figure D-284: Transportation – Facilities Maintenance Activity Pie Charts

Transportation – Facilities Maintenance Activity Continued

Core Services

The Transportation Facilities Maintenance Program includes, mowing and trimming along streets and alleys, repairs of damaged road surfaces, upkeep of sidewalks and streetscape, maintenance of traffic signals, traffic studies and pavement markings, installation and repair of street signs, maintenance of storm drains, catch basins, and retention ponds.

Pavement Management Program

Pavement Management is a computerized program named “Micropaver” that information about each street is entered and it analyzes the pavement conditions and provides a pavement condition index for each street section. Using this information, it develops the strategies for each street and when that strategy needs to be applied. The information is used to develop a yearly resurfacing program.

Rights-of-Way Management Program

Maintenance crews are used to keep the rights-of-ways along the street clean and safe for both vehicular and pedestrian traffic. Signs are being updated to the latest standards for both text height and visibility with improved reflective sheeting.

Sidewalk Repairs

Sidewalks are repaired to current ADA Standards.

Traffic Signal Management System Operations/Traffic Studies

Traffic Operations provides maintenance of traffic signals, traffic signs and traffic studies throughout the City of Lakeland. Efficient operation of traffic signals and clarity of signage improves the “Quality of Life” for the Citizens of Lakeland by reducing their commute time.

Changes and Accomplishments

Streets Maintenance and Drainage Section

- Reconstructed 35 ADA Accessible curb ramps or 1.4% of the total inventory of curb ramps
- Constructed 6,973 Linear feet of new sidewalk for ADA Accessibility for a .46 % increase in sidewalk inventory
- Replaced 5,371 Linear Feet of damaged sidewalk that is .35% of the total inventory.
- Constructed 5,538 Square Feet of New Streetscape
- Removed and Replaced 4,418 Square feet of damaged streetscape.
- Mill and resurfaced 15 lane miles of roadways.
- Applied pavement preservation treatments to 38 lane miles of roadways.
- Cleaned 100,631 Linear feet of Storm Sewer that is 5.8% of the total inventory.
- Televised 58,615 Linear Feet of Storm Sewer that is 3.36 % of the total inventory.
- East Main St. Streetscape Modifications.

Storm sewer pipe Retrofit (Lined)

- 1003 Lk. Hollingsworth Dr. –100’ of 36” HDPE.
- 11 Lk. Hollingsworth Dr. - 197’ of 18” RCP.
- 3003 Balfour St. –115’ of 18” RCP

Transportation – Facilities Maintenance Activity Continued

Changes and Accomplishments Continued

- 1431 Glendale St. –82' of 36" ECMP, 95' of 24" ECMP.
- 1419 Glendale St. –92' of 24" ECMP
- Harvard St W (5248 US 98 N) –95' of 24" RCP.
- 2202 Olney Rd. –124' of 18" CMP.
- RP Funding Center south parking lot –70' of 24" CMP.
- 1419 Amos Av. –261' of 30" CMP.
- Williamstown Bl. (4324 US 98 N)– 225' of 36" RCP.
- Totals 436' of 18" - 352' OF 24" - 261' of 30" - 407' of 36".

Sidewalk Grinding – Various locations

- Bridgewater subdivision (Village Lakes Bl.)
- Martin Luther King Jr Bl. area (Martin L King BL., N. Webster St., 5th St., 6th St., 8th St.)
- Shore acres' area (Shore acres, Holly Pl., Elgin, Interlachen Pkwy., Dixie Pl., Fern Rd.)
- East Gary Rd.
- East Main St. (Rose St., Alicia St., Interlachen Pkwy.)
- Lake Bonny Dr. (Lk. Bonny Dr., Buddwood)
- Lake Hollingsworth area (Maxwell, Harvard, Duke, Columbia)
- Totals - 2,846 locations 13,376 linear feet of grinding.

Construction Projects

- Completed Choctaw Ave. pedestrian enhancement project. Which consisted of 900 LF. of new sidewalk, 3 new ADA curb ramps, and 10 replaced driveway aprons.
- Completed Lake Miriam Pedestrian enhancement project. Which consisted of 580 LF. of new sidewalk, 6 new ADA ramps, and 3 new marked crosswalks.
- Completed N. Florida Ave pedestrian enhancement project. Which consisted of 3,000 LF. of new sidewalk, 16 ADA curb ramps, 8 new marked crosswalks, and 8 replaced driveway aprons.
- Completed W. 14th Street pedestrian & drainage enhancement project. Which consisted of 1,400 LF of new sidewalk, 18 ADA curb ramps, 9 new marked crosswalks, 2 relocated drainage structures, and 2 new type P-3 inlet tops.
- Completed Luce Rd. drainage enhancement project. Which consisted of 2 relocated drainage structures, 2 new type P-3 inlet tops, 2 new ADA curb ramps, and 1 new marked crosswalk.
- Completed Plum St. pedestrian enhancement & parking lot project. Which consisted of 525 LF of new sidewalk, 4 new ADA curb ramps, 2 new marked crosswalks, 1 new driveway, and 44 parking spaces.
- Completed East Bay St. Streetscape pedestrian enhancement project. Which consisted of 6,800 Sq. Ft. of new streetscape & base.
- Completed N. Iowa & E. Peachtree restoration project. Which consisted of 2,667 SY. Of road base installation.
- Completed Oak Hill Cemetery Expansion project. Which consisted of 2.75 acres of expansion.

Transportation – Facilities Maintenance Activity Continued

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Pavement Management Program	7.53	319,296	4,651,888	4,910,620	4,531,249	379,371
Right of Way Management Program	20.69	1,150,844	1,222,417	2,362,728	789,849	1,572,880
Sidewalk Repairs	10.32	449,805	397,448	844,093	671,267	172,825
Traffic Signal Management System Operations	8.67	552,770	1,000,820	1,544,637	1,115,839	428,798
Traffic Studies	3.88	341,474	401,840	733,835	572,819	161,016
FY22 Total:	51.09	\$2,814,188	\$7,674,413	\$10,395,912	\$7,681,023	\$2,714,890

Figure D-285: Transportation – Facilities Maintenance Activity Costs



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Support Services Program

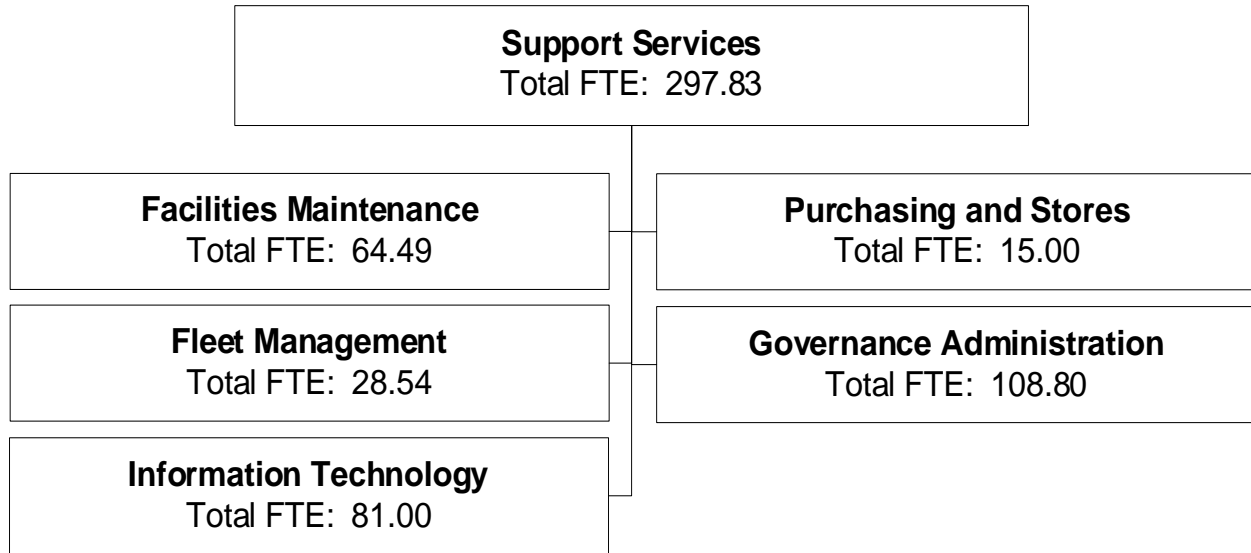


Figure D-286: Support Services Program

Program Summary

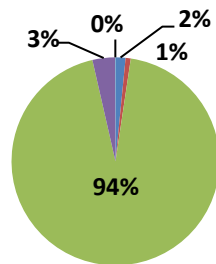
To provide the administrative overhead and structure to enable the City of Lakeland's Departments and operational Divisions to effectively carry out their respective missions by:

- Maintaining and constructing safe, clean, and secure City facilities for visitors and City employees in a cost effective and efficient manner.
- Acquiring and maintaining safe, reliable, cost effective vehicles and equipment which meet the specific needs of City Departments.
- Ensuring the acquisition of quality goods and services at the best value for the City in addition to providing a readily available supply of required items for immediate pick-up by City Departments as a support for their respective services.
- Working together to provide planning, implementation and support of information technologies enabling efficient City operations.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$11,501,890	\$8,369,726	\$16,057,107
Revenues Summary	\$2,516,026	\$173,735	\$181,000
Net Cost Summary	\$8,985,864	\$8,195,991	\$15,876,107
FTE Summary	308.09	297.34	297.83

Figure D-287: Support Services Program Budget Summary

Program Expenditures



- Facilities Maintenance
- Fleet Management
- Governance Administration
- Information Technology
- Purchasing and Stores

Figure D-288: Support Services Program Pie Chart

Facilities Maintenance Activity

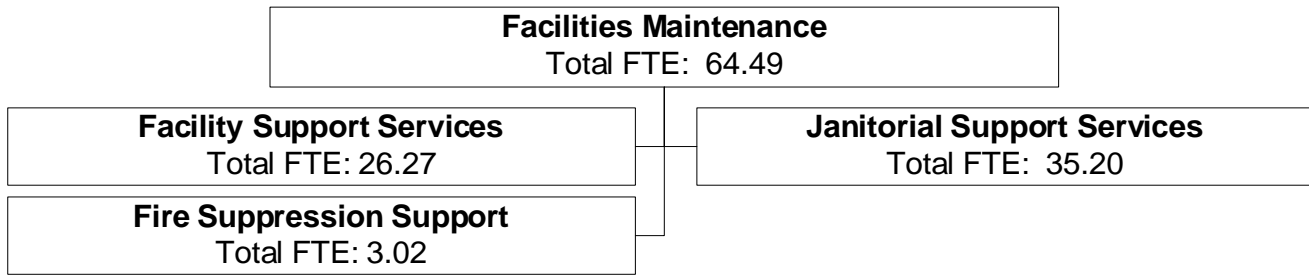


Figure D-289: Facilities Maintenance Activity

Mission

To maintain and construct safe, clean, and secure City facilities for visitors and City employees in a cost effective and efficient manner.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$232,274	\$243,432	\$249,007
FTE Summary	64.70	64.49	64.49

Figure D-290: Facilities Maintenance Activity Budget Summary

Activity Expenditures

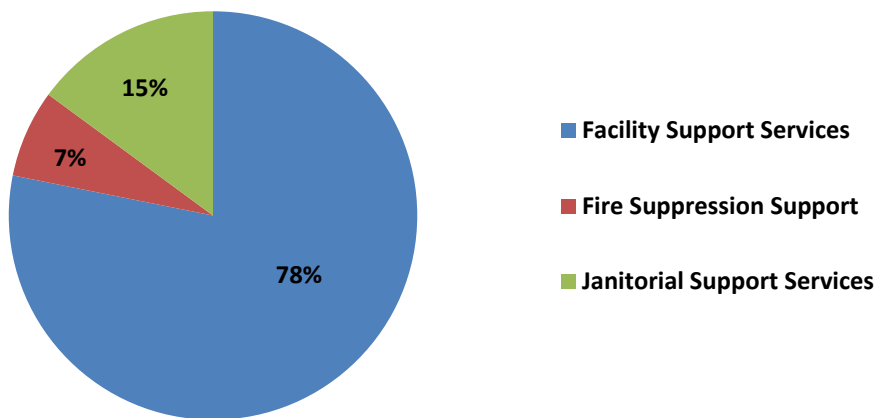


Figure D-291: Facilities Maintenance Activity Pie Chart

Facilities Maintenance Activity Continued

Support Services

Provide maintenance, janitorial, safety and construction support services for the City's 186 facilities to include: structural, heating, ventilation, air-conditioning (HVAC), plumbing, electrical, carpentry, painting, roofing, physical security and fire alarms and suppression systems.

Facility Support Services

Provide maintenance, construction, and physical security support services for the City's 186 facilities.

Fire Suppression Support

Provide testing, maintenance, repairs and construction of the Fire Alarm and Suppression Systems for the City's Facilities excluding the Power Production areas of Lakeland Electric (LE).

Janitorial Support Services

Provide janitorial support services, regular cleaning, floor care and supplies to a majority of the City's facilities.

Changes and Accomplishments

- Lakeland Fire Training Center
- Water Distribution Office
- Lakeland Police Department Sealing and Painting
- T&D Warehouse Building Sealing and Painting
- Structural Repair to Bridges at Lake Parker Park
- Mass Notification System at City Hall
- Program Maintenance Schedule on all Fire Station Automatic Bay Doors
- Additional Square Footage added at Lake Crago, Fire Training, Water Distribution, NOAA and Glendale

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Facility Support Services	26.27	23,891	177,025	194,596	-	194,596
Fire Suppression Support	3.02	3,540	14,788	17,275	-	17,275
Janitorial Support Services	35.20	7,969	31,800	37,136	-	37,136
FY22 Total:	64.49	\$35,400	\$223,613	\$249,007	\$0	\$249,007

Figure D-292: Facilities Maintenance Activity Costs

Fleet Management Activity

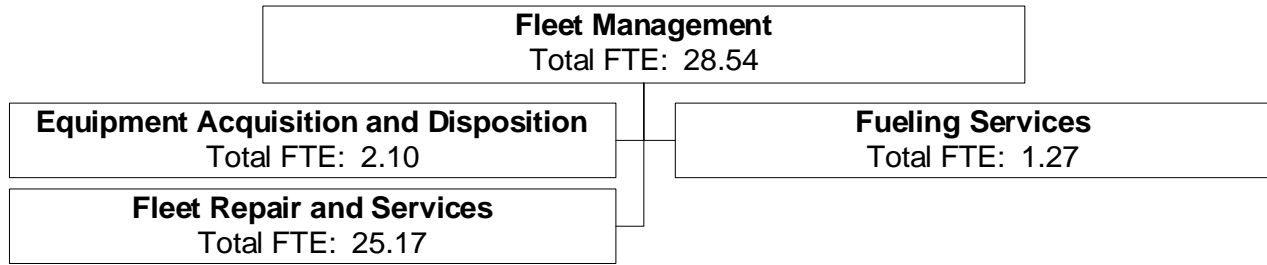


Figure D-293: Fleet Management Activity

Mission

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

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$104,244	\$107,688	\$129,428
FTE Summary	28.58	28.54	28.54

Figure D-294: Fleet Management Activity Budget Summary

Activity Expenditures

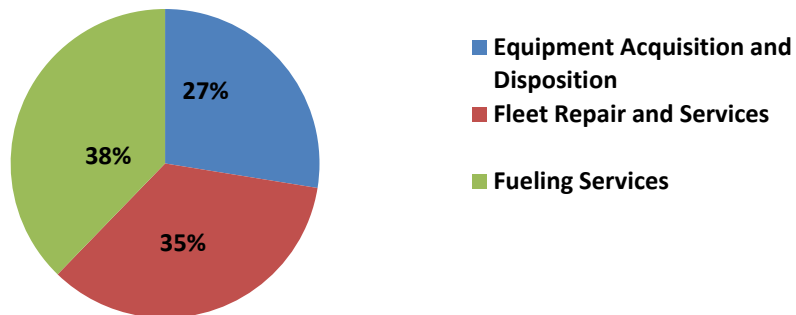


Figure D-295: Fleet Management Activity Pie Chart

Fleet Management Activity Continued

Support Services

City of Lakeland Fleet Management, selected as one of Government Fleet Magazine's "100 Best Fleets" in 2011, 2012, 2013, 2014, 2016, and one of the "50 Leading Fleets in 2014 and 2016," oversees the maintenance, acquisition, disposal, and fueling of the City's vehicle and equipment fleet, totaling over 1,300 units. Fleet Management incorporates public-private partnerships, teaming its staff of 28 City employees with commercial vendors such as Genuine Parts Company, GCR Tire Center, and several repairs, dealership, towing, and washing companies to accomplish its daily mission. Lakeland's vehicle fleet consists of automobiles, light, medium, and heavy trucks, construction and industrial equipment, utility and solid waste servicing vehicles, and other miscellaneous equipment. Annual fleet replacement purchases average 100 units, totaling \$5,000,000-\$6,000,000. Fleet Management dispenses over a million gallons of gasoline, diesel, and ethanol-85 fuel annually.

Equipment Acquisition and Disposition

Acquisition:

Fleet Management purchases all City vehicles and equipment—exceptions include Fire Department assets and several specialized pieces of equipment managed by Lakeland Electric, Parks and Recreation, and Water/Wastewater. Fleet utilizes existing State, Florida Sheriffs, and local government contracts approved for piggyback and writes specifications for unique applications if required. Fleet Management prepares all newly received vehicles for service prior to delivery to the customer.

Disposition:

Fleet Management disposes of vehicles, equipment, and obsolete installed equipment through Manheim Imperial Auctions. Additionally, Fleet has researched virtual auction companies such as Copart/Property Room for potential better auction revenue returns.

Fleet Repair and Services

Fleet Management provides the following repair and services for our customers:

- Preventive maintenance (In-house).
- Unscheduled minor, intermediate, and major repair (In-house).
- Warranty, recall, and overflow repair work (Privatized, various dealerships and OEM repair sites).
- Major component replacement (In-house and privatized, various dealerships and OEM repair sites).
- Minor and intermediate body repair (In-house).
- Major body, paint, and accident repair (Privatized, Lakeland Auto Mall).
- Fabrication and welding (In-house).
- Road service regular and after hours (in-house).
- Tire repair, replacement, and servicing (Privatized In-house, GPC/NAPA and GCR Tire Center).
- Parts and material purchase support (Privatized in-house with GPC/NAPA).
- Analysis products for departments on demand (fuel consumption, maintenance trends, replacement analysis, etc.).
- Towing service (Privatized, Webb's Towing).
- Vehicle washing (Privatized, Superior Car Wash).

Fleet Management Activity Continued

Support Services Continued

Fueling Services

Fleet Management operates the City's only fuel station at the Evelyn Ave. facility. Unleaded gasoline, diesel, and E-85 fuel is provided. Additional fueling capability under emergency conditions is available at the Fleetwing facility on Combee Rd.

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

Changes and Accomplishments

- COVID triumphs:
 - Fielded revolutionary nanotechnology disinfecting product, zero chemicals, 90-day persistence, cut cost by thousands over a year compared to abandoned products
 - Zero infections from vehicle or staff contact
 - Full mission capability throughout the pandemic, retained uptimes and actually have gotten faster even with vacancies
- Pilot programs:
 - Telematics GPS product evaluations ongoing—multiple products will be assessed for future deployment
 - Tire telematics pilot program—technology provides real-time tire pressure and tread depth for Solid Waste vehicles; promises to save tens of thousands annually
- Networking involvement: FLAGFA President, Florida Benchmarking Consortium Fleet Management Service Lead, Government Fleet Magazine Advisory Committee
- Selected as one of the 100 Best Fleets in the Americas for 2021 #11 ranking

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Equipment Acquisition and Disposition	2.10	18,221	22,688	35,643	-	35,643
Fleet Repair and Services	25.17	29,617	24,264	44,928	-	44,928
Fueling Services	1.27	40,690	22,386	48,857	-	48,857
FY22 Total:	28.54	\$88,528	\$69,339	\$129,429	\$0	\$129,429

Figure D-296: Fleet Management Activity Costs

Information Technology Activity

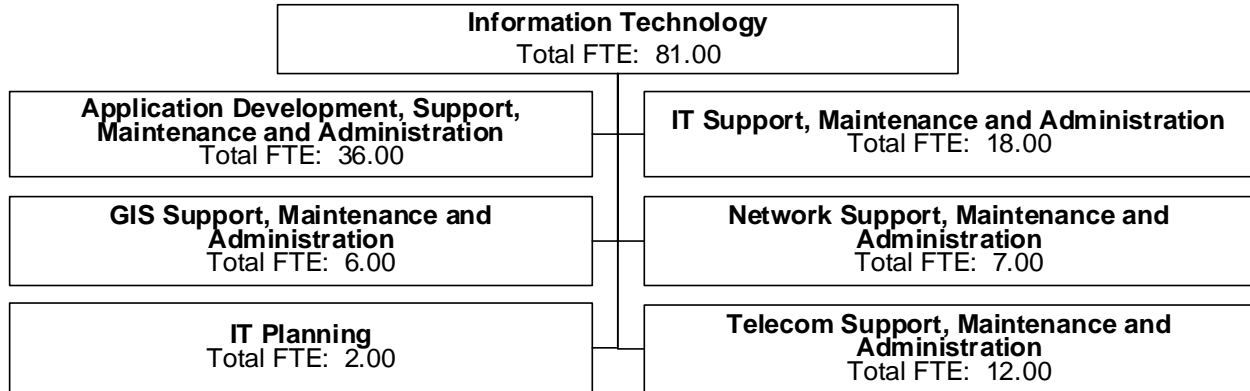


Figure D-297: Information Technology Activity

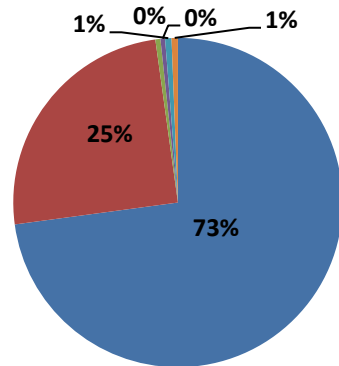
Mission

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

	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Expenditures Summary	\$667,746	\$654,635	\$565,264
FTE Summary	81.00	80.00	81.00

Figure D-298: Information Technology Activity Budget Summary

Activity Expenditures



- Application Development, Support, Maintenance and Administration
- GIS Support, Maintenance and Administration
- IT Planning
- IT Support, Maintenance and Administration
- Network Support, Maintenance and Administration

Figure D-299: Information Technology Activity Pie Chart

Information Technology Activity Continued

Support Services

The Department of Information Technology (DOIT) is responsible for the planning, implementation, support, and management of all City IT technology. Services include - application design, selection, development, maintenance and support including enterprise and departmental applications; Database administration and support including Oracle and SQL technologies; Program and project management; Network administration and support including LAN, WAN and Wireless technologies; Server administration and support including UNIX and Windows technologies; Storage administration and support including SAN technologies; Help Desk problem determination and resolution; Desktop administration, maintenance and support including workstation, laptop, display, wireless, smartphone and printer technologies; Telecommunications administration and support including switch, phone, fiber and radio technologies; Geographic Information Systems (GIS) services, maintenance and support; Backup and Recovery; Business Continuity and Security administration; Business operations including billing, vendor management, asset management, personnel administration and DOIT finance.

Application Development, Support, Maintenance and Administration

Application design, selection, development, maintenance, and support including enterprise (Oracle EBS, PeopleSoft, Maximo, UMS, etc.) and departmental applications (OMS, BICEPS, etc.). Database administration and support including Oracle and SQL technologies. Program and project management.

GIS Support, Maintenance and Administration

Geographic Information Systems (GIS) services, maintenance, administration, and support. Coordination with other municipalities and Public Safety organizations.

IT Planning

Establishing Vision and Mission and directing planning for all IT Divisions. City-wide business process improvement developing information technology. Business operations including billing, vendor management, asset management, personnel administration and DOIT finance.

IT Support, Maintenance and Administration

Help Desk problem determination and resolution. Desktop administration, maintenance and support including workstation, laptop, display, wireless, smartphone, copier, and printer technologies.

Network Support, Maintenance and Administration

Network administration and support including LAN, WAN and Wireless technologies; Server administration and support including UNIX and Windows technologies; Storage administration and support including SAN technologies. Backup and Recovery, Business Continuity and Security administration.

Telecom Support, Maintenance and Administration

Telecommunications administration, design and support including switch, phone, Sonet network, fiber, and radio technologies.

Information Technology Activity Continued

Changes and Accomplishments

Networks

- Virtual Server Infrastructure Replacement
- Phase II Edge Switch Replacements
- Deployed LPD's CAD Replacement Infrastructure
- Installed two SurfLakeland Digital Divide Locations
- Relocated Network Infrastructure at Parker Street
- Relocated Network Infrastructure at new Water Building
- Upgraded Code on Edge Switches
- Deployed Network Attached Storage for LPD
- Assumed Management of Sophos Endpoint Protection (transferred from Info Sec)
- Assumed Management of Nessus Vulnerability Scanner (transferred from Info Sec)

PC Support

- Implementation of Teams to replace Skype and Go to Meeting. Transitioned conference call dependencies for admin staff away from Go to Meeting with additional licensing from Microsoft.
- Implementation of Maas 360 to better track ipad and tablets.
- Upgrade of windows 7 to windows 10. There are a few left pending 3rd party software updates.
- Working with staff required for business continuity to transition them from desktops to laptops for more efficient transition to WFH.
- Assisted with patch panel cabling upgrade at LPD to make cable and connection management more efficient.

Application Development

- Project management Office Set-Up & Implementation
- GraniteNet to Maximo Integration for Wastewater
- Genetec – Security Center Mobile
- MDM Datamart Tool (Phase 2)
- eServices API Integration Kubra (iPortal)
- Lucity –Playground Inspections
- Twitter Sentiment Analysis Dashboard
- Ungerboeck – Cloud Migration
- OnBase – Upgrade to v19 (Foundation)

GIS

- Airport GIS Engagement and Build Out
- ArcGIS Enterprise 10 6 – Foundation moves to Production
- ArcMAP Client upgrade to 10_6_1
- Lake Parker Park Mapping Application
- City of Lakeland C&ED Permit Search Application
- Electric Energy Delivery Engineering AS-Builts

Information Technology Activity Continued

Changes and Accomplishments Continued

Telecommunications

- Telecom has changed out about 700 VoIP phones (almost ½ of the total) and added the users to our new system.
- Completed the fiber install for Surf Lakeland at the Boys and Girls Club.
- Completed the fiber install for Surf Lakeland at New Life Ministries.
- Completed re-cabling of entire LPD Building to be able to comply with CJIS requirements.

Public Safety

- CAD & LPD RMS Replacement (Server Configuration)
- LFD Fireworks Inventory Module Implementation
- LPD Structured Cabling Improvements
- LPD Connection to PCSO
- LPD Digital Evidence & In-Car-Video System
- Wireless Upgrade
- Deployment of new DVRs
- Digital Persona Upgrade
- LPD Thermal Printer Deployment

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Application Development, Support, Maintenance and Administration	36.00	1827	410,106	411,933	-	411,933
GIS Support, Maintenance and Administration	6.00	3761	137,161	140,922	-	140,922
IT Planning	2.00	2116	688	2,804	-	2,804
IT Support, Maintenance and Administration	18.00	1872	688	2,560	-	2,560
Network Support, Maintenance and Administration	7.00	2847	688	3,535	-	3,535
Telecom Support, Maintenance and Administration	12.00	1793	1,717	3,510	-	3,510
FY22 Total:	81.00	14216	\$551,048	\$565,264	\$0	\$565,264

Figure D-300: Information Technology Activity Costs

Purchasing and Stores Activity

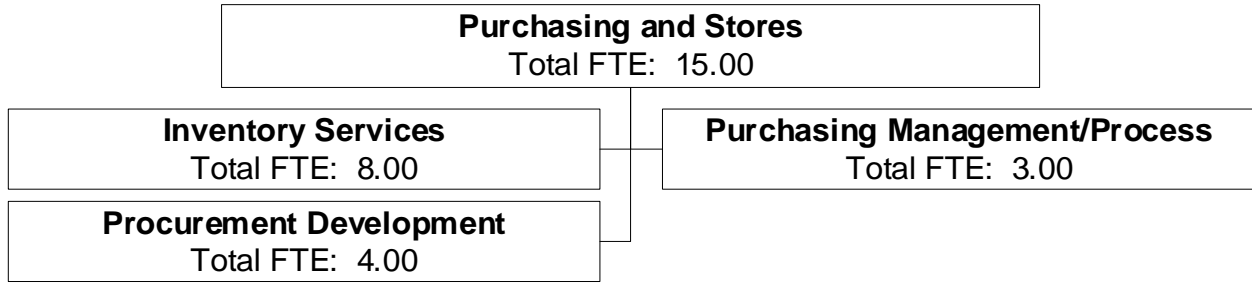


Figure D-301: Purchasing and Stores Activity

Mission

To ensure the acquisition of quality goods and services at the best value for the City in addition to providing a readily available supply of required items for immediate pick-up by City Departments as a support for their respective services.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$15,987	\$20,431	\$8,899
Revenues Summary	\$2,354,826	0	0
Net Cost Summary	(\$1,256,367)	(\$1,256,367)	(\$1,256,367)
FTE Summary	15.00	15.00	15.00

Figure D-302: Purchasing and Stores Activity Budget Summary

Activity Expenditures

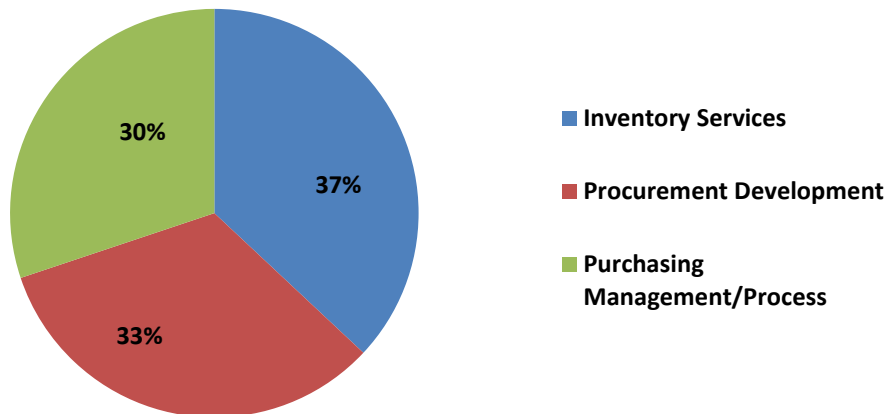


Figure D-303: Purchasing and Stores Activity Pie Chart

Purchasing and Stores Activity Continued

Support Services

The Purchasing and Stores Division is responsible for preparing all competitive solicitation for sealed bids and quotes for all City Departments. Administering the purchasing card (credit card) program which allows authorized City employees to make small purchases for their Department's regular needs with minimal paperwork. Responsible for annual contract process and management. Reviews, approves, and processes all purchase requisitions, purchase orders, and change orders. Maintains supervision and distribution of 3,700+ separate stock items. Central Stores stages and palletizes supplies and system components for the Electric and Water Utilities crew trucks daily. Inventory is carefully monitored, and re-orders are established based upon historical usage patterns. Central Stores maintains safety and emergency stock for out of the ordinary situations (e.g., hurricanes, tornados, etc.). Responsible for sale of scrap metal program and Used Material (Lamps, Ballasts, Bulbs, Cardboard) Recycling and Disposal Program.

Inventory Services

The accurate and timely application of these services are crucial to maintaining proper inventory levels in meeting the needs of our City departments; also, these services tie directly to the safeguarding and efficient management of \$10 million of centrally warehoused inventory used by City departments in the successful operation and maintenance of City utilities, roads, and environments.

Procurement Development

These services are responsible for obtaining competitive bidding; the cost savings thereby derived through this process ensures proper and efficient management of fiscal resources as well as transparent and efficient business practices and is key to efficient benchmarking and establishing best practices. Working with City staff to obtain goods and services through this process directly achieves an informed and engaged workforce based on the communication between agencies. This service also is effective and essential in maximizing leadership and decision-making in daily and strategic, long-term planning, and ensures compliance with federal, state, and local policies and procedures, particularly State of Florida statutes regarding the Consultants' Competitive Negotiation Act (CCNA) as well as the City Charter.

Purchasing Management/Process

This is the key process used to initiate and document all requested materials, supplies, equipment, and services from all City departments as well as authorize vendors, suppliers, and contractors to ship goods or perform services and subsequently invoice the City for such. Also, establishing annual contracts saves administrative costs by reducing the need for procurements for common needs while stabilizing prices over a period, which greatly impact these outcomes. Successful management of the multitudes of small dollar purchases made via P-cards is essential in achieving careful, responsible fiscal management of City funds, and maintaining efficient operational and business missions throughout the City. Focusing on benchmarking and other entities' best practices will increase the City's knowledge and understanding of best utilization of this process.

Purchasing and Stores Activity Continued

Changes and Accomplishments

- Began conducting quarterly outreach/training sessions regarding the City’s procurement process called “Purchasing 101 for Vendors: How to Do Business with the City of Lakeland.”
 - February 19, 2021 – Presented at HB Holmes Presents: Polk County Procurement Workshop
 - March 31, 2021 – Presented at Central Florida Business Diversity Council Meeting
- Collaboration / Partnering:
 - Ongoing discussions for an action plan with Dr. Sallie Brisbane-Stone, Founder and CEO of The Well, regarding a certification program for subcontractors and suppliers, as well as partnership for classes and presentations.
 - Discussion with Cory Skeates, Lakeland Chamber of Commerce, to add Ryan Reis, Director of Public Affairs, to iSupplier vendor registry to share opportunities with Chamber investors to participate in COL solicitations.
 - Ongoing membership and participation with Central Florida Business Diversity Council.
 - Collaborated with Finance and Internal Audit Departments to establish partnership with Amazon Business to continue our efforts to simplify the purchasing process and allow departments to take advantage of the wide selection and competitive prices on the Amazon Business marketplace. The consolidation of individual Prime membership account holders throughout the City under one corporate account resulted in a cost saving of \$60,879 in membership fees.
- Completed changes to Local Vendor Preference (LVP) Program as defined in Ordinance No. 5850 adopted by the City Commission on November 16, 2020.
- Updated City’s Purchasing Manual that is pending final approval.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Inventory Services	8.00	2603	688	3,291	-	3,291
Procurement Development	4.00	2238	688	2,926	-	2,926
Purchasing Management / Process	3.00	1994	688	2,682	-	2,682
FY22 Total:	15.00	\$6,835	\$2,064	\$8,899	\$0	\$8,899

Figure D-304: Purchasing and Stores Activity Costs

Governance Administration Activity

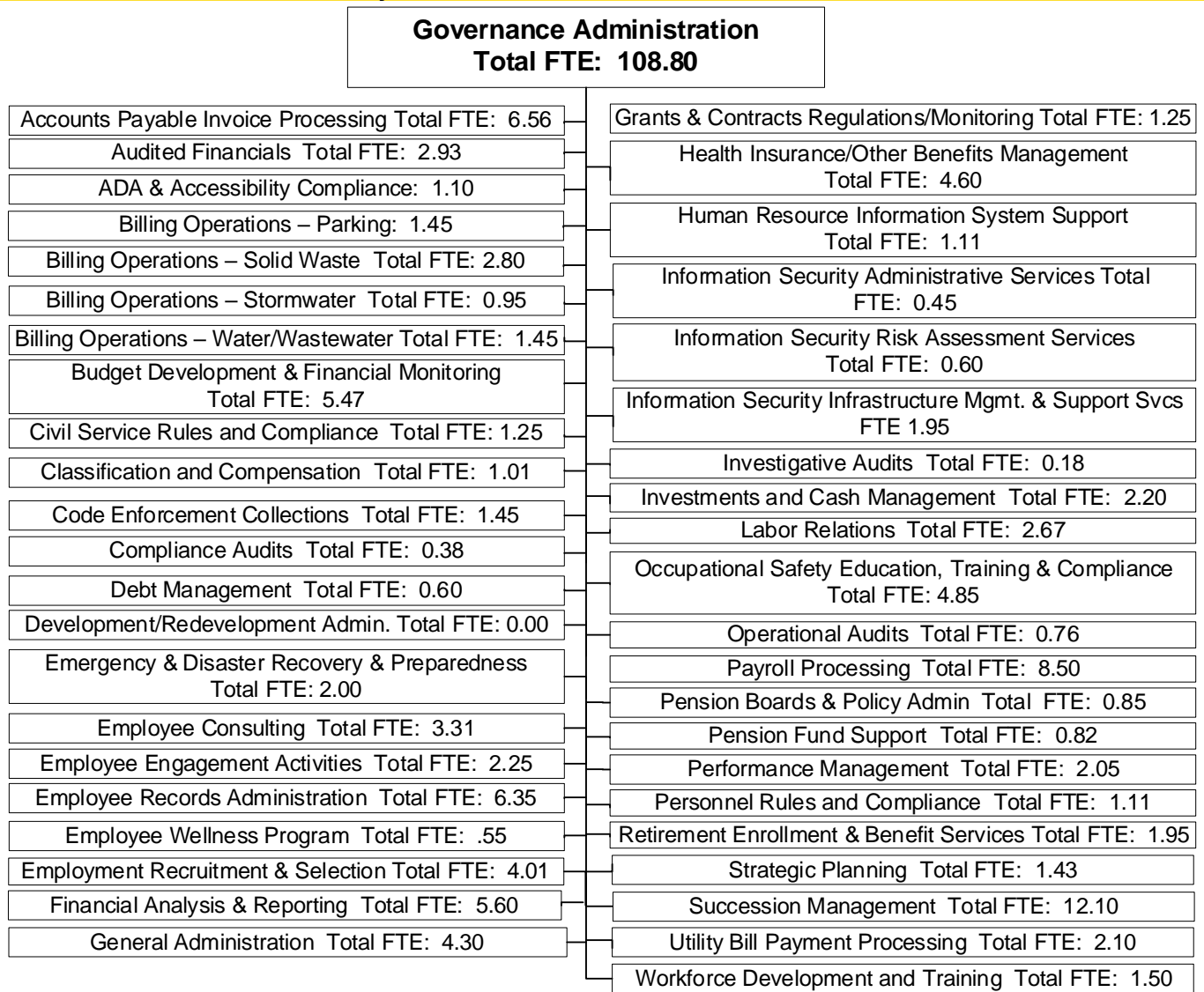


Figure D-305: Governance Administration Activity

Mission

The Governance Administration Support Services provide the administrative overhead and structure that enables the departments of the City of Lakeland to effectively carry out their respective missions.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$8,390,639	\$7,343,540	\$15,104,509
Revenues Summary	\$161,200	\$173,735	\$181,000
Net Cost Summary	\$8,229,439	\$7,169,805	\$14,923,509
FTE Summary	118.81	109.31	108.80

Figure D-306: Governance Administration Activity Budget Summary

Governance Administration Activity Continued

Support Services

The Governance Administration section differs from the sections presented previously. The services in the following pages do not have outcomes or outputs that explicitly benefit external customers, but rather support the outcomes and outputs of the other departments. These services are broadly grouped under the Governance Administration Activity. Governance Administration services included in the following pages are: City Manager, Civil Service, Finance, Human Resources, Information Security, Internal Audit, Office of Management and Budget, Retirement Services and Risk Management.

Accounts Payable Invoice Processing

Auditing and processing of all payments to vendors for goods and services provided to the City.

ADA & Accessibility Compliance

Ensuring compliance with the Department of Justice's published Americans with Disabilities Act.

Audited Financials

This core service is comprised of two principal activities. First is the assistance to the external auditors in the planning and completion of the annual CAFR audit, the bi-annual Certified State of Florida Sales Tax audit and any other City of Lakeland audits they may be asked to perform. The second activity under this core service would be a review of financial transactions or activities from principally a financial aspect (supporting or proving the reasonableness of a balance). A project of this type could be either City-wide or departmental/divisional in nature.

Billing Operations - Parking

Processes monthly invoicing and collection of permit parking in addition to providing collections and general customer service for parking citations.

Billing Operations - Solid Waste

Assists in establishing and maintaining accounts for new commercial services and implementation of all rate changes for the Solid Waste System.

Billing Operations - Stormwater

Implements all rate changes for the Stormwater System.

Billing Operations - Water/Wastewater

Monitors usage and issues impact fee billings for Water and Wastewater customers. Implements all rate changes for the Water/Wastewater System.

Budget Development and Financial Monitoring

Performs professional budget and financial analysis work related to budget development, publication, and financial monitoring. Develops financial forecasts for all City Departments. Preparation of funding plans for annual and multi-year proposed budget, including establishment of operating expense targets and associated revenue requirements. Compilation and verification of user charges for services provided by all Enterprise and Internal Service Funds of the City. Preparation of revenue forecast and ten-year spending plans for all capital improvement programs. Year-round management of the revenues and expenditures of the City to ensure that the Budget is complied with fully, including monitoring of workforce levels.

Governance Administration Activity Continued

Support Services Continued

Civil Service Rules and Compliance

The Civil Service Board shall adopt and may amend a code of rules and regulations which it shall enforce, providing for the selection, examination, qualification, registration, employment, promotion, removal, suspension, demotion, reduction and discharge of employees within Civil Service.

Classification and Compensation

Job descriptions, reclassifications, recommendations for pay grades or steps based on candidate qualification review. Validation of pay ranges through internal & external comparisons. Ensure compliance regarding FLSA (exempt and non-exempt classification). Analyze & design pay structures and systems.

Code Enforcement Collections

Collection of code enforcement fines and penalties levied by the Neighborhood Services Division of Community and Economic Development.

Compliance Audits

This core service represents review and testing of accounts and activities to determine whether they follow federal and state law or City policies.

Debt Management

Management of the long and short-term debt held by the City and its departments. This function includes oversight and recommendations for action based on past and current fiscal trends, management of all new bonded debt issuances, and verification of compliance with bond covenant requirements.

Development/Redevelopment Administration

Uses tax increment financing to improve the economic vitality and aesthetic appearance of Downtown, Dixieland and Midtown CRA districts. Promote and facilitate the implementation of the three redevelopment plans which were created to eliminate blight. Establish long-term partnerships with various agencies to improve all public infrastructure, enhance communication with business and property owners and leverage CRA resources to maximize impact within the districts.

Emergency and Disaster Recovery and Preparedness

To safeguard assets, which include but are not limited to the health and welfare of our Citizens and employees, the City of Lakeland's Office of Risk Management developed and maintains a clearly defined and understood emergency plan that will enable us to mitigate the impact of any emergency that may occur as well as expedite recovery.

Employee Consulting

Consultations with various employees regarding policies, employee benefits, recruitment, job forecasting, assessment processes, disciplines, EEOC compliance, etc.

Governance Administration Activity Continued

Support Services Continued

Employee Engagement Activities

City-wide Human Resource (HR) compliance training, orientation, HR initiative implementation and projects. Employee Recognition and Engagement support (Suggestion Awards). Work with Employee Engagement division to ensure recognition activities.

Employee Records Program

Digitized collection and maintenance of all employee records.

Employee Wellness Program

This program is essential to improving the overall health and welfare of the City of Lakeland's employees. This is accomplished by providing convenient, affordable access to disease management and episodic care, which is offered through the City's on-site wellness clinic. In addition, clinic personnel serve as facilitators between City employees and their physicians in the medical community to ensure continuity of care as well as adherence to prescribed treatment regimes. Pre-employment and annually required firefighter physicals are also conducted at the clinic in addition to providing treatment for employees, who are injured on the job. Through its due diligence, and the offering of a health and wellness program and clinic to the City's employees, the Office of Risk Management has achieved a savings of an estimated total of 7 million dollars through a reduction in the medical claims trend, disease management, occupational medicine, and Workers' Compensation claims over the last year. Moreover, a total of \$418,770.00 in manpower hours by employees utilizing the clinic for treatment of episodic conditions was saved, and an additional \$275,246.00 in manpower hours was saved due to utilization of the clinic by employees for treatment of on-the-job injuries.

Employment Recruitment and Selection

All advertising/posting, review and qualification, testing and assessment, and other activities necessary to maintain an adequate and qualified workforce for the City of Lakeland shall be carried under this service.

Financial Analysis and Reporting

Providing analysis and recommendations based on the fiscal impacts of proposed policy actions.

General Administration

Operational costs not directly related to providing a Service.

Grants and Contracts Regulation/Monitoring

Ensuring compliance with all grant and contract requirements. This includes requests for drawdown and monitoring for compliance with fiscal requirements.

Health Insurance/Other Benefits Management

Through prudent fiscal management, the City of Lakeland's Office of Risk Management can maintain health and other insurances that are offered to safeguard our workforce and retirees. This is done through the utilization of efficient business practices as well as the implementation of plan modifications. Benefit education of employees and retirees is an important function of this office.

Governance Administration Activity Continued

Support Services Continued

Human Resource Information System Support

Support for PeopleSoft, Crystal, NeoGov, and Microsoft products necessary to ensure effective and efficient attainment of HR related goals. Maintain system for FMLA administration.

Information Security Administrative Services

Focuses on policymaking and enforcement, setting the direction for information technology risk management and oversight.

Information Security Risk Assessment Services

Includes the day-to-day operational support processes for information risk management, including vulnerability assessments and policy compliance audits.

Information Security Infrastructure Management & Support Services

The majority of cyber security engineering functions and day-to-day support of cyber security controls and infrastructure.

Investigative Audits

Investigative audits principally focus on potential or alleged employee misconduct. These reviews would include both attempting to determine whether actual misconduct has occurred and determining the financial impact of such misconduct has had on the City.

Investments and Cash Management

Day-to-day management of the City's investment instruments and cash reserves. The management of these assets is governed by adopted policies of the City based on risk and dollar amounts.

Labor Relations

Managing the relationships with the various collective bargaining units of the City. This includes contract negotiation for pay and benefits, performance measures, organizational structures, and disciplinary actions. Labor relations also include the management of the individuals that work for the City that may not be covered by a collective bargaining agreement.

Occupational Safety Education, Training, and Compliance

Through the administration of prudent safety practices and training, injury to City employees as well as damage to City property is minimized. Strict compliance with state and federal regulations is stressed to avoid fines, resulting from violations.

Operational Audits

This core service includes procedures and testing performed in relation to City systems, processes, and procedures. The focus of these types of projects would include reviews for improvements, efficiencies, and redundancies. Also, instances in which departments/divisions are attempting to make such changes and request input as to whether the changes they are purposing make sense and still maintain adequate levels of controls to safeguard City assets. Note: Many Internal Audit projects may include several or all the above services.

Governance Administration Activity Continued

Support Services Continued

Payroll Processing

Biweekly processing of the payroll for all City's full and part-time employees and all retirees of the general pension plan.

Pension Boards and Policy Administration

Working knowledge of actuarial, legislative, and legal aspects of Trust administration. Staff shall carry out the policies set forth in ordinance and City policy to administer plans in compliance with local, State and Federal laws.

Pension Fund Support

Administrative reporting, data analysis, etc. relating to Trusts. Works closely with Board, consultant, custodian, and finance in the application of accurate recordkeeping, disbursements, contributions, and mandate funding.

Performance Management

Includes activities to ensure that goals are consistently being met in an effective and efficient manner. Performance management focuses on performance of the organization, whether it is a department, processes, or employees. These activities are targeted at improving the operations and realizing enhancements in the performance of the organization. Process Improvement is a part of Performance Management where processes are reviewed and/or revised, promoting a culture of continuous improvement.

Personnel Rules & Compliance

Provide Policy Manual to all new employee's along with revisions on a continual basis to ensure that all City of Lakeland employees are aware of the policies set forth by the City. Administer sick leave pool. Be available to interpret policies and rules for the different departments.

Retirement Enrollment and Benefit Services

Full-service model applied from initial communication, education, enrollment to retirement processing and on-going support to the Retirees (individual and COLAR).

Strategic Planning

Strategic planning is conducted through the City Commission in concert with the stakeholders and residents of the City. The strategic planning process lays out the long-term vision for the City and its operations. It is the responsibility of the City Manager's Office to transform the adopted vision into a reality through appropriate allocation of resources.

Succession Management

Includes costs associated with processes for identifying, selecting, and managing successors, as well as the processes of career planning and talent migration.

Utility Bill Payment Processing

The Finance Department monitors the outsourcing of payment processing for customers of Lakeland Electric, Water, Wastewater, Solid Waste, and Stormwater utilities.

Governance Administration Activity Continued

Support Services Continued

Workforce Development and Training

Development of job analysis, competency models, and/or job audits leading to assessments, which in turn leads to training needs analysis and individual development plans.

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Accounts Payable Invoice Processing	6.56	515,144	55,979	571,123	0	571,123
ADA & Accessibility Compliance	1.10	108,057	2,320,572	2,428,629	-	2,428,629
Audited Financials	2.93	330,494	66,921	397,415	0	397,415
Billing Operations - Parking	1.45	100,958	22,175	123,133	-	123,133
Billing Operations - Solid Waste	2.80	193,162	23,302	216,464	-	216,464
Billing Operations - Stormwater	0.95	63,463	21,900	85,363	-	85,363
Billing Operations - Water / Wastewater	1.45	104,572	22,279	126,851	-	126,851
Budget Development and Financial Monitoring	5.47	689,894	174,634	864,528	0	864,528
Civil Service Rules and Compliance	1.25	146,164	28,771	174,935	-	174,935
Classification and Compensation	1.01	106,589	29,666	136,255	-	136,255
Code Enforcement Collections	1.45	97,656	22,279	119,935	97,000	22,935
Compliance Audits	0.38	40,643	6,368	47,011	-	47,011
Debt Management	0.60	97,292	57,614	154,906	-	154,906
Development / Redevelopment Administration	-	-	572	572	-	572
Emergency and Disaster Recovery and Preparedness	2.00	232,961	56,581	289,542	-	289,542
Employee Consulting	3.31	363,271	44,722	407,993	-	407,993

Figure D-307: Governance Administration Activity Costs - Part 1

Governance Administration Activity Continued

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Emergency and Disaster Recovery and Preparedness	2.00	232,961	56,581	289,542	-	289,542
Employee Consulting	3.31	363,271	44,722	407,993	-	407,993
Employee Engagement Activities	2.25	237,175	131,221	368,396	-	368,396
Employee Records Administration	6.35	410,657	143,895	554,552	-	554,552
Employee Wellness Program	0.55	61,468	21,178	82,646	-	82,646
Employment Recruitment and Selection	4.01	334,415	61,211	395,626	-	395,626
Financial Analysis & Reporting	5.60	576,053	92,002	668,055	8,400	659,655
General Administration	4.30	383,409	445,277	828,686	-	828,686
Grants and Contracts Regulations / Monitoring	1.25	114,353	55,979	170,332	0	170,332
Health Insurance / Other Benefits Management	4.60	373,906	120,063	493,969	-	493,969
Human Resource Information System Support	1.11	109,860	34,151	144,011	-	144,011
Investigative Audits	0.18	19,252	3,317	22,569	-	22,569
Investments and Cash Management	2.20	305,279	64,010	369,289	0	369,289
Labor Relations	2.67	380,408	114,183	494,591	0	494,591
Occupational Safety Education, Training and Compliance	4.85	466,494	126,167	592,661	-	592,661
Operational Audits	0.76	81,285	12,164	93,449	-	93,449
Payroll Processing	8.50	803,297	56,510	859,807	-	859,807
Pension Boards and Policy Administration	0.85	98,410	14,979	113,389	8,400	104,989
Pension Fund Support	0.82	104,542	56,510	161,052	-	161,052
Performance Management	2.05	236,767	74,034	310,801	0	310,801

Figure D-308: Governance Administration Activity Costs – Part 2

Governance Administration Activity Continued

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Personnel Rules and Compliance	1.11	143,467	27,037	170,504	-	170,504
Retirement Enrollment and Benefit Services	1.95	132,132	9,443	141,575	67,200	74,375
Strategic Planning	1.43	163,234	35,010	198,244	-	198,244
Utility Bill Payment Processing	2.10	149,102	109,216	258,318	-	258,318
Workforce Development and Training	1.50	148,456	123,437	271,893	-	271,893
Information Security Administrative Services	0.45	74,073	67,272	141,345	-	141,345
Information Security Risk Assessment Services	0.60	85,768	118,906	204,674	-	204,674
Information Security Infrastructure Management and Support Services	1.95	254,235	152,892	407,127	-	407,127
Succession Management	12.10	307,889	134,404	442,293	-	442,293
FY22 Total:	108.80	\$9,745,707	\$5,358,803	\$15,104,509	\$181,000	\$14,923,509

Figure D-309: Governance Administration Activity Costs – Part 3

Non-Departmental

Mission

Budgetary revenues and expenses that are not uniquely and exclusively attributable to another single, defined departmental cost center.

	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Expenditures Summary	\$918	\$1,385	\$884,542
Revenues Summary	(\$89,898,601)	(\$88,921,975)	(\$78,607,129)
Net Cost Summary	(\$86,897,683)	(\$88,920,590)	(\$77,722,587)

Figure D-310: Non-Departmental

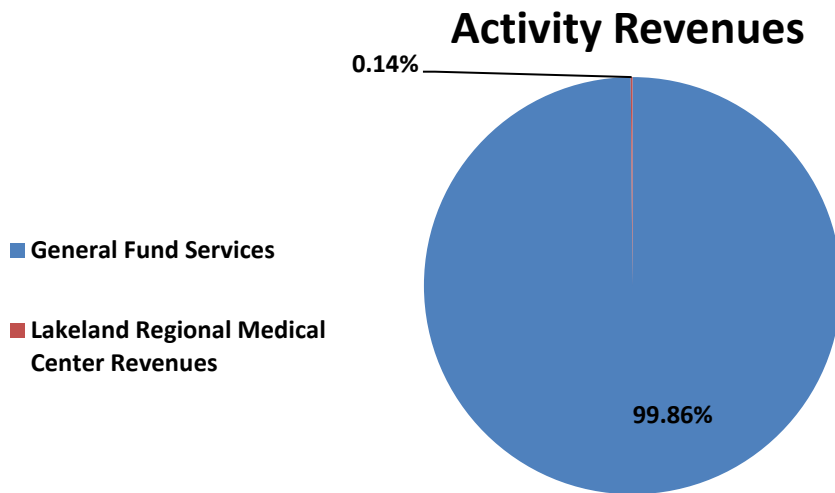


Figure D-311: Non-Departmental Pie Chart

	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
General Fund Services	-	-	883,854	883,854	78,498,614	(77,614,760)
Lakeland Regional Medical Center Revenues	-	-	688	688	108,515	(107,827)
FY22 Total:	0.00	\$0	\$884,542	\$884,542	\$78,607,129	\$(77,722,586)

Figure D-312: Non-Departmental Costs



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