City of
LAKELAND

ANNUAL BUDGET
2004-2005

City of Lakeland
Program Budget 2005

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City of LAKELAND

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City Manager
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September 7, 2004

Honorable Mayor & City Commissioners:

Submitted herewith for your consideration are the City of Lakeland Proposed Fiscal Year 2005 Annual City Budget and the 2004-2014 Capital Improvement Program Budgets. These documents represent the first financial and operational plans that I have prepared since my appointment as City Manager in December, 2003 and I am pleased to provide the operational budget in a program format which I believe will greatly enhance your review of both financial and policy issues which affect the entire spectrum of the municipal operation.

The Proposed FY 2005 Annual Budget document is designed to provide the reader with a progression of information from general to specific. The sequence progresses from an overview of the City's revenues and expenditures, through subsequent material in each City Program and associated Activities, to revenue, data and supplementary information and histories of the City's revenues and other funds expected for special accounting purposes. The most significant change associated with the program format involves the identification of expenditures in specific Activities as opposed to listing them by Department and/or particular organizational units. In this way, the reader is given a picture of total resources required to achieve particular services, goals or objectives, regardless of the specific Department and/or Departments along with the particular fund(s) that support the delivery of the respective service. This revised format is also intended to facilitate the Mayor and City Commission's focus on policy considerations that will ultimately determine the future direction of the City.

The first section of the new budget format is the Budget at a Glance section. It provides information on the City's expenditures grouped by seven major Program areas, which are further broken down into service Activities that define particular municipal services. The Activities are first presented in narrative format to provide the reader with a brief statement regarding the objectives of the Activity, a description of the functions and services provided, some statistical data to provide information regarding selective performance measurements, Budget Goals Action Plans which address specific initiatives proposed for the upcoming year and expenditure and revenue comments that are intended to address significant increases or decreases in revenue and/or unique financing sources.

Directly opposite of the Activity narratives are the required resources associated with the respective Activity that are presented by major accounts. An important component of the revised format includes the presentation of revenue sources that are attributable to a particular Activity along with the Activity's net cost. The presentation of information in this fashion provides the reader with a better opportunity to review the net cost of a

particular municipal Activity in the context of any fees or revenues that are generated as a result of the service. Given that FY 2005 represents the initial year of the program budget format, the Finance Department has reformulated the current FY 2004 Budget into the program format for comparative purposes to the Proposed FY 2005 Budget. (The reformulation of the FY 2004 Budget was performed based upon the same assumptions and allocations that were used in the development of the FY 2005 Budget.) In subsequent years, actual previous year budgets will be provided in the program format as expenditures are accounted for under the new format.

In light of the new format, a few cautionary comments are in order. First and foremost is the fact that the proposed expenditures and associated revenues have been projected into Programs and Activities based upon the best estimates the Financial Department and Department personnel could provide. In some cases expenses are readily identifiable to a particular Activity while in other cases, a fixed percentage of personnel and non-personnel expenses were allocated based upon estimates of manpower deployment. As such, the initial projections may not prove to be as reliable as originally thought, however in time, more accurate information regarding the actual level of expenses attributable to a particular Activity will be developed. This is the third municipality in which I have converted a traditional Departmentally-based budget into a Program format, and I can attest that in each case, the initial projections were all revised in outlying years as staff becomes more familiar and increasingly precise in allocations to particular Activities. As such, Commissioners are cautioned not develop hardened positions regarding the amount of fees, subsidies and/or appropriateness of overall expenses for a given Activity until better and more refined allocations are achieved. My experience would also indicate that many of the Activities that have been identified in the FY2005 Budget will likely be modified, eliminated and/or merged until a final comprehensive mix of Activities is ultimately developed.

Secondly, please be assured that the budget document will be enhanced in subsequent years to include additional information by Activity such as direct Full Time Equivalents (FTEs) and FTEs provided by Internal Service Funds, the inclusion of narratives for the Capital Improvement Program Funds, revenue and expenditure assumptions, budget policies and related statistical information regarding the City of Lakeland. It is our goal to have the City of Lakeland's Annual Program Budget recognized by the Government Finance Officers Association (GFOA) with their *"Distinguished Budget Presentation Award"* in upcoming years. The GFOA award is in recognition of the layout, planning, content and overall presentation of the budget document and only a small percentage of public organizations are honored with the distinction.

Lastly, recognizing the significant changes that accompany the conversion of the Annual Budget to the program format, we have included the traditional Departmental Budgets by Fund under the Revenues and Expenditures Summary section for comparison purposes. Given that the City has historically developed budgets by Department and Fund, FY2003 Actual, FY2004 Budget, FY2004 Estimated and FY2005 Proposed information has been provided for each Fund and Department in this section. Please keep in mind that the Program Budget represents the same expenditures and simply allocates the revenues and expenditures by Activity to better reflect the true cost of providing the subject services.

In reviewing the budget, the concept of total operating expenditures versus the General Fund expenditures should be kept in mind. The property tax rate and other taxes and dividends primarily cover expenditures for the General Fund (which involve most of the day-to-day costs of running the City), except for those costs attributable to enterprise operations (e.g. Lakeland Electric, Water and Wastewater Funds, Solid Waste Fund and Cleveland Heights Golf Course) or special revenue funds (e.g. the Transportation Fund, Storm Water Fund and Public Improvement Fund). The General Fund pays for deficiencies in some funds such as The Lakeland Center through a transfer of funds. All of the funds together, with the exception of the Internal Service Funds (e.g. Fleet Management, Purchasing & Stores, Information Technology and Facilities Management Funds) and the allocation of Administrative Services expenses comprise the operational budget.

Significant Financial Challenges

The development of the Proposed FY 2005 Budget has occurred against the backdrop of a number of significant financial and operational issues. The first and most noteworthy of these issues concerns the financial implications associated with the Wholesale Power Supply Agreement with the Florida Municipal Power Agency (FMPA). As has been widely reported, the FMPA Agreement that was executed in 2000 for a ten-year period for the purposes of providing up to 100 megawatts of power is structurally flawed in that it does not afford the City of Lakeland to adjust fuel costs to compensate the City for our actual costs. As such, the City looses money on the supply of electricity to FMPA on a daily basis. In FY 2003, the loss associated with the FMPA Agreement totaled approximately $8.5 million. Although the City was successful in renegotiating the terms of the contract to shorten its term by three years and receiving an estimated schedule of energy takes by the FMPA, the City was not able to achieve language modifications that would allow Lakeland Electric to fully recover fuel costs associated with the transaction. Despite such, the City was able to utilize the shortened contract and FMPA projected energy takes in conjunction with improved fuel hedging strategies that have mitigated what could have been upwards of $30 million dollars in future losses to roughly $14.4 million between FY 2004 through the expiration of the contract on December 17, 2007.

In conjunction with various fuel adjustments that were adopted in August 2004 to address $7.5 million in underrecovered fuel costs over a twelve-month period and a revised fuels millage projected to be revenue neutral for FY 2005, the City Commission also evaluated several alternatives to address the estimated FMPA losses. Ultimately the City Commission pursued a strategy to reduce the Lakeland Electric dividend and supplant the lower dividend revenue through capital project deferments in the Public Improvement, Transportation and Storm Water Capital Improvement Funds. The strategy resulted in the identification of $10 million in capital project deferments over the next three fiscal years which will subsequently be transferred into the General Fund to support operations. The Proposed FY 2005 Budget has been developed with the assumption that $5 million will be transferred from the respective funds to offset a corresponding reduction in the Lakeland Electric Dividend, and $2.5 million is proposed to be used in a similar fashion in both FY 2006 and FY 2007. The strategy also anticipates that Lakeland Electric will absorb all FMPA losses incurred in FY 2004 in the current budget year.

Although the response strategy will provide a higher degree of financial stability for Lakeland Electric in response to the projected FMPA losses, additional cost cutting actions have been implemented which resulted in a $22.8 million mid-year budget reduction in FY 2004 and proposed personnel reductions in FY 2005 that will result in 35 full time, 32 part time and 20 contract labor positions being eliminated at an estimated savings of approximately $1.4 million. Fortunately, through prudent budgetary policies that have been in effect for much of FY 2004, only three full time incumbents and twelve part time incumbents will be affected by the proposed reductions in force. Recognizing the impact of a job loss to the individuals affected, please be assured that the City will do everything within its power to assist those impacted by the reductions in force and it is hoped that many, if not all of the personnel will be able to find employment at comparable levels in other departments of the City.

The administration has also had to address a projected $5 million deficit in the City's Defined Benefit Retirement System as it was developing the FY 2005 Proposed Budget. In the absence of an acceptable solution, the City would have been required by state regulations to finance the deficit out of operating revenues which would have had a considerable impact on programs and services, especially in light of the capital deferments that were implemented in response to the projected FMPA losses as discussed above. The deficit was largely attributed to the cumulative impact of the implementation of a new compensation study implemented in FY2002 that increased wages of municipal employees, losses in pension fund earnings following the September 11th terrorist attacks and a substantial number of employees which elected to take early retirement benefits.

The administration was successful in developing a response strategy that involved changes in the pension ordinance language that effectively removed an automatic actuarial "wedge" of 1% in the pension fund and replacing it with a requirement that future retiree benefit increases would only be provided upon the conclusion by the Actuary that sufficient funds exist to support a benefit increase, the Pension Board recommends the increase, the City Manager concurs and the City Commission ultimately approves an increase. The response strategy also incorporated a number of modifications to the retirement program including the addition of a Deferred Retirement Option Plan (DROP) and multiple 401a Defined Contribution Plans that could be used to supplement existing Defined Benefit Plans, all with the goal of extending the retirement age of the City's workforce. The various options have been received well by the employees and the City Commission is currently poised to adopt the second reading of the associated pension plan ordinances. Our staff anticipates that the revisions represent a major first step in restoring financial stability to the City's retirement system and additional options will be explored in the upcoming year to provide other retirement options with the goal of increasing the average retirement age in the effort to further stabilize the retirement system.

Lastly, I am pleased to report that concerns associated with the level of undesignated, unreserved General Fund Balance has also been addressed as the City moves from FY 2004 to FY 2005. At the start of FY 2004, the City had a General Fund reserve of approximately $1.5 million, which represented less than 2% of the General Fund. Through budgetary practices employed in the current fiscal year, the level of

undesignated, unreserved fund balance is expected to grow to roughly $3 million, representing almost 3.9% of the FY 2005 General Fund. It is the goal of the administration to achieve a fund balance goal of 6%, and additional efforts will be employed in subsequent years towards attaining the target.

As can be seen in the following chart, I am proposing an FY 2005 Total City Budget of $483,938,710 and a General Fund Budget of $73,224,790 and I am pleased to report that the budget can be financed without an increase in the current 3.545 ad valorem tax rate. It should be noted that increases in fuel/purchased power and capital expenditures are the result of the greater than inflationary increase from FY 2004 to FY 2005 for the Total City Budget.

	FY 2003 Actual	**FY 2004 Budget**	**FY 2005 Proposed**	**% Change**
General Fund	$ 63,311,290	$ 69,920,994	$ 73,224,790	4.5%
Total City Budget	$ 395,229,119	$ 425,955,729	$ 483,938,710	12.0%

The FY 2005 Proposed Budget is comprised of seven Program Areas entitled: Economic & Community Development, Community Safety, Transportation Services, Legislative Services, Environmental & Utility Services, Cultural & Community Services and Parks, Recreation & Properties. Additionally, the budget highlights Internal Service Fund Activities for ease of review, although the nature of such funds dictates that the costs and projects included under this section have been allocated throughout the proposed Activity budgets in the seven Program Areas. The following sections are intended to highlight major proposed developments and issues within selected Activities in the Program Areas:

ECONOMIC & COMMUNITY DEVELOPMENT

The FY 2005 Planning & Zoning Services Activity represents the first full year of operation as a Department of Community Affairs “DCA” certified local government. The new certification will reduce some processing expenses related to Comprehensive Plan amendments however; the designation will likely accompany additional responsibilities associated with monitoring and complying with the DCA certification agreement. The City of Lakeland is honored to be one of the few local governments recognized by the DCA as a certified local government, and it is a testament to the outstanding professionalism of the Community Development staff to attain the distinction.

Throughout FY 2004, staff involved in the Development Review Services Activity were extensively engaged in the development of a proposed automated site plan review system process. Proposed in FY 2005 is the completion of such efforts and staff is confident the new system will be fully operational and result in improved quality and response time during the review of significant site plan and construction permit application materials. Furthermore, the proposed development review committee structure for use on large-scale projects is intended to be highly responsive to the development community.

Proposed in the FY 2005 Building Inspection & Permitting Services Activity is continued automation of inspection services, permitting and plan review. Construction plans will be digitized to improve record keeping and automation processes and upgrades to the "Building Inspection Code Enforcement Program" (BICEP) computer system will enhance staff's capabilities to better serve customers. Lastly, Building Inspection field personnel will be assigned laptop computers which will provide real time access to all necessary permit information with the ability to check job status and enter information while in the field.

Work in the Affordable Housing Programs Activity will continue to assist low and moderate-income individuals in their goals of attaining safe and decent housing. Specific activities proposed in FY 2005 involve concentrated efforts for the rehabilitation and assistance programs in the North Lake Wire Neighborhood and in the vicinity of the LRMC/Watson Clinic corridor to assist in redevelopment and neighborhood stabilization efforts.

The City is honored to host the 9th Annual Florida Neighborhoods Conference in September of 2005 at The Lakeland Center and staff in the Neighborhood Programs Activity will be extensively involved in the development of a dynamic program to showcase successful neighborhood revitalization projects which have occurred in the greater Lakeland area. Staff will also be coordinating fund raising activities in order to offset sponsorship costs related to the Neighborhoods Conference.

The FY 2005 Economic Development Activity anticipates continued support for the Lakeland Economic Development Council (LEDC), the Lakeland Area Chamber of Commerce and the Tampa Bay Partnership. Additionally, funds have been provided to continue financial support for the third year of the LEDC "High Skills Initiative" which was established for the express purpose of attracting and retaining high skilled jobs in the Lakeland area and to increase average household income levels.

Throughout much of FY 2004, the Lakeland Downtown Development Authority (LDDA) has worked on completing the finding of necessity and related redevelopment plan for the expansion of the Downtown CRA boundaries for an approximately 14 acre area south of the Intown Bypass. During FY 2005, funds have been set aside to work on the implementation of the redevelopment plan in the subject area to encourage public-private investment for mixed-use commercial and urban style housing developments.

The Mid-Town Community Redevelopment Agency has also been active throughout FY 2004 in the completion of the Small Area Study, the US 98/N Florida Avenue Corridor Study and the Metro Lakeland Community Housing Strategy. Throughout FY 2005, funds have been set aside to continue work on the implementation of the two completed studies in addition to completing the Metro Lakeland Community Housing Strategy and planning efforts for its implementation.

The Dixieland Community Redevelopment Agency budget includes $15,000 for small project assistance to aid eligible property owners implement newly adopted design guidelines within the historic area. Furthermore, and additional $25,000 has been reserved for the implementation of improvements identified in the Dixieland Commercial

Corridor Study and Streetscape Master Plan. Lastly, funds have been proposed to assist in alley improvements as outlined in the Dixieland Streetscape Master Plan.

COMMUNITY SAFETY

The Firefighting and Rescue Services Activity will be largely impacted in the upcoming year with the scheduled opening of the City's new Fire Station Six. Run times in the City's northeast quadrant are projected to decrease by 20% when the new station becomes operational. In conjunction with the new station, the Department is proposed to undergo a command reorganization which will divide the City into two battalions with Battalion I being comprised of Station's One, Two and Five and Battalion II comprised of Station's Three, Four and Six. Also proposed in FY 2005 is the purchase of a new generator for Station Four which will complete the Fire Department's generator replacement plan which commenced in 1996. The Fire Department also opened its first Advanced Life Support (ALS) service from Station Two in FY 2004. The Department anticipates designating Station Three as the second ALS station in FY 2005 with successive stations to be converted from basic life support to ALS as additional Paramedics are trained and certified. Funds to support seven additional Firefighters to complete Paramedic training have been proposed in the upcoming budget.

Personnel in the Patrol Services Activity will be involved in a new program called Project Safe Neighborhoods, which will provide funding for two additional Crime Analysts to collect and interpret data on emerging crime trends and gun violence. This program will be operated in concert with the Neighborhood Enforcement Team (NET), which has been assembled through the restructuring of existing personnel for the purpose of utilizing crime data to reduce the incidents of future criminal activity in targeted areas. Also proposed in the Patrol Services Activity is a new recruitment program that will sponsor ten Police Cadets through the Polk Community College Police Academy. The program is intended to assist the Department in its diversity recruitment efforts.

The Police Aviation Unit is proposed to continue in FY 2005 with an $80,000 "hot engine" overhaul and maintenance work on the helicopter's current thermal imager unit. The Unit's part-time pilot position is continued in FY 2005 to provide a temporary replacement for a full-time fight certified police officer who was called into service as a reserve officer in Iraq.

TRANSPORTATION SERVICES

Proposed in the FY 2005 Transportation & Facilities Engineering Activity is $295,000 for traffic calming on Lime Street and $120,000 for the Indiana Avenue Lake to Lake Connector improvements. Funds have also been included to pursue various traffic calming and sidewalk projects requested by Lakeland citizens on case-by-case basis.

The Transportation Facilities Construction Activity will be actively involved in projects which will have a long-term impact on the community and its motorists. Proposed in FY 2005 is the realignment of Main Street between Massachusetts Avenue and Lake Avenue with project completion scheduled by the end of 2005. Also proposed is the construction of the Intown Bypass Park & Ride lot located on the north side of Rose Street that will provide an additional thirty-nine parking spaces in the vicinity of Lake

Mirror. Other projects include the construction of the Fort Fraser Trail and the Highland City Intermodal Transfer Center. The intermodal trail way will run along the CSX rail corridor adjacent to US Highway 98 between State Road 659 (Combee Road) and State Road 60A (Van Fleet Drive). Financing for all three of the projects are largely supported through grants from the Florida Department of Transportation.

Proposed in the Transportation Facilities Right-of-Way Activity is a new Assistant Traffic System Operator position that will help oversee the installation of fiber optics and related communication and control system improvements throughout the City's system of signalized intersections. The project is supported with financial assistance from the Florida Department of Transportation and will be fully implemented in FY 2005. Also proposed in this Activity is the continuation of engineering and design plans for the proposed Edgewood East-West Connector Project. It should be noted that funding for the approximately $12 million project has not yet been identified, however it is the City's desire to identify the adjacent right-of-ways that will ultimately be required for the project so that direction can be provided to affected property owners. Also proposed is the completion of design plans and related acquisition services for necessary rights-of-way for the extension of Waring Road between Medulla Road and West Pipkin Road.

The FY 2005 Lakeland Linder Regional Airport Activity has been developed with the assumption of the continuation of the historical management structure remaining in effect. The administration is nearing the completion of investigation efforts associated with the potential private management of the facility and a recommendation is anticipated to be presented to the City Commission in the near future. In the event a change in direction is ultimately recommended and adopted, a budget adjustment may be required to implement the conversion. The Airport is scheduled for several capital projects in FY 2005 including the rehabilitation of Taxiway C for $903,000 (95% of which is supported with federal and state grant funds), the purchase of additional land to the south and west of the primary runway and a variety of other building and property improvement projects.

Proposed for the Parking Services Activity in FY 2005 is the conversion of one part-time Parking Attendant to full-time status to help address concerns expressed from the Downtown Lakeland Partnership and the Lakeland Downtown Development Authority regarding violations of the City's two-hour parking restrictions. Also proposed is $200,000 for the design of a new 500 space parking garage on the City's "Verizon Lot" in conjunction with a proposed adjacent office development along Florida Avenue. Construction of the garage is dependent on the new office project, and financing will likely involve a combination of tax increment revenue, lease revenue and other sources.

LEGISLATIVE SERVICES

Proposed in the FY 2005 Budget are funds for the conversion to paperless agenda packets for City Commissioners that will reduce the amount of processing time and costs associated with the preparation of agenda materials every two weeks in advance of City Commission meetings. The conversion project will also afford enhanced public access to meeting agendas, minutes and related back-up materials that will be made available in electronic format on the City's website.

Expenses in the City Clerk Activity have increased in FY 2005 largely as a result of the reassignment of oversight responsibilities to the City Clerk for the Records Retention Division that was formerly a division of the Central Services Department. Also proposed is a special project involving the digital imaging and storage of old police reports that have yet to have been microfilmed.

ENVIRONMENTAL & UTILITY SERVICES

The Energy Supply Activity involves a number of large initiatives proposed for FY 2005. The projects include the retirement of Unit 7 in October 2004, the completion of an integrated resource plan in conjunction with other business units to define the utility's long-term generation profile, and planned outages of twenty-three days for Unit 3, forty-four days for Unit 5 and thirty-days days for Unit 2. The Activity budget also includes approximately $4.8 million for the Siemens Westinghouse service contract for Unit 5 and $500,000 for insurance for Unit 5's technology components. Also proposed is a managerial and operational audit of the Energy Supply Business Unit to identify potential areas for increased efficiencies and cost savings. The estimated $250,000 project is intended to identify future cost saving opportunities that will assist in the restoration of Lakeland Electric's financial stability. As mentioned earlier, the FY 2005 Budget also includes personnel reductions in various Divisions of Lakeland Electric, with a total of 22 full-time and 10 part-time positions proposed for elimination in the Energy Supply Activity in the new fiscal year.

The Energy Transmission & Distribution Activity will continue efforts to improve system reliability through an upgrade of Highland City Substation and distribution circuits at a cost of $2,250,000, and future upgrades of the Glendale and Eaton Park Substations that are projected to save $500,000 over previous plans that involved the construction of a new substation. Personnel reductions in this Activity reflect the proposed elimination of 13 full-time and 4 part-time positions in the upcoming year.

Proposed in the FY 2005 Water Treatment & Distribution Activity is the completion of construction work on the new C.W. Combee Water Treatment Plant and associated well field. Construction of the $17.8 million project is currently on schedule and within budget, and the proposed budget includes the first full year staffing of 10 new water treatment plant positions that will be required for the operation of the plant. Also proposed is a 7% rate increase to address increased expenses in the Water Fund. The proposed increase will raise the typical residential water customer bill to $22.62 per 12,000 gallons.

A number of significant projects are proposed in the upcoming Wastewater Collection & Treatment Activity budget including the construction of the new $8.5 million West Lakeland Pretreatment Plant to reduce high concentrations of biological oxygen demand loading currently experienced at the Glendale Wastewater Treatment Plant. The new facility will also result in reduced odors that are sometimes experienced throughout the collection system upstream of the Glendale Treatment Plant. Other projects proposed in the upcoming year include $1.5 million for the proposed connection of Skyview Utilities to the City's wastewater collection system, $5 million for the a treatment process to convert the Glendale sludge to Class A standards and various design upgrades to the Northside Treatment Plant and the Wetlands area. Also

proposed are two new full-time lift station maintenance positions that will be fully dedicated to the maintenance and operation of the City's 131 lift stations. The Proposed FY 2005 budget includes a 6% rate increase to address increased wastewater fund expenses that are largely attributable to significant recent and proposed capital projects. The proposed increase will raise the typical residential wastewater customer bill to $34.02 for 12,000 gallons.

The FY 2005 Solid Waste Fund budget includes a proposed 8% increase, which will result in the typical residential monthly solid waste bill of $13.50 for the disposal of municipal solid waste. The rate increase is a result of increased fuel costs and the cumulative financial impact of the diversion of municipal rubbish that was formerly burned in McIntosh Unit 5 to the Polk County's landfill. Staff will continue to market the commercial roll-off collection service which commenced in April 2003 throughout the City limits with the purchase of additional containers on as needed basis.

Proposed in the FY2005 Utility Billing & Customer Service Activity are several projects which are in response to customer expectations. The projects include increased sales of surge protection to residential customers and local home builders, improved 24/7 customer self-service automated telephone offerings, the investigation and review of additional customer billing system options and implementation of the Field Services/IT wireless project. Proposed personnel reductions in Lakeland Electric's Utility Billing & Customer Service Activity include 18 part-time positions.

Proposed in the Lakes & Storm Water Management Activity budget are a number of projects that will continue to improve water quality and wildlife resources on lakes within the City. Construction of the new Southern Landing wetland treatment system is currently underway along the northwest shoreline of Lake Hollingsworth, and the construction of two additional wet detention ponds in the southwest corner of Lake Parker will be completed in FY 2005. Design and permitting services of the first phase of the Lake Morton Master Plan involving shoreline stabilization are scheduled for completion in the upcoming year, with construction to follow in FY 2006. Other projects include the design and construction of a marsh treatment wetland at Griffin Road and a diagnostic study of Lake Hunter to provide information on sources of pollutant loading.

CULTURAL & COMMUNITY SERVICES

Staff in the Library Services Activity will once again be busy in FY 2005 with renovation work at the main library given the proposed expansion/renovation of the Children's Room at an estimated project cost of $943,000. The project is the recipient of a $470,000 State of Florida grant with the remaining project cost to be covered by the Polk County Library Cooperative. Throughout FY 2005, Library staff will also research the concept of designing an E-Library to help meet education and recreation information needs of those residents and users in south Lakeland. The E-Library concept is anticipated to be a satellite location with projected on-line access, computer classes and a small circulation area where users could request materials for delivery and pick up. Staff will also be pursuing the concept of expanding the City's Wi-Fi network to include both the Main and Larry R. Jackson Branch Library.

Approximately $600,000 has been proposed in the FY 2005 Cultural & Community Services Activity for the support of numerous local community cultural organizations and programs. Funding to support such services and organizations are derived from a variety of sources including the Community Development Block Grant Fund, General Fund and revenues generated from the City's Cultural Activities Trust Fund. The budget includes an allocation of $100,000 in response to the City Commission's stated goal of achieving a $2 million reserve in the Cultural Activities Trust Fund to provide a long-term viable funding stream to support cultural and community activities in outlying years.

With the recently announced resignation of The Lakeland Center's long tenured Manager Allen Johnson, City staff will be involved in a national search to appoint a successor Director who will lead the facility for the foreseeable future. Current initiatives in this Activity include negotiations with potential indoor football franchise operators which many believe would be widely supported in the Lakeland area. Other notable initiatives include the development of Wi-Fi service in selected portions of the facility and staff and the City Commission will be evaluating the potential for local and legislative support for the proposed expansion of the Center in outlying years.

A new initiative proposed for FY 2005 is the restructured Public Information Services Activity which will provide a centralized communications group that will service all City Departments in public relations, marketing and advertising. The new Division will oversee internal and external communications with the goal of producing a clear and concise message that is strongly themed to convey information about the City of Lakeland, its programs and initiatives. The Division will be comprised of four existing personnel who have been reassigned from previous posts in various Departments of the City, coupled with a new full-time Cable Caster position that will be responsible for the production of Government Access Television programming for cablecast on Brighthouse Networks. Additional equipment to establishing a broadcast head at City Hall with fiber optics and related equipment is included in the budget in the amount of $50,000. The current plans for Government Access TV Programming include live broadcasting of City Commission meetings and enhanced availability of other standing Boards and Committee meetings such as the Planning & Zoning Board, Code Enforcement Board, Community Redevelopment Agencies, along with other events and meetings of interest. The Public Information Services Activity will develop an interlocal agreement with Polk County to clarify and foster future collaborative partnerships with Polk County TV to maximize resources and provide enhanced government access material for the viewing public.

PARKS, RECREATION & PROPERTIES

Expenditures will be higher in the FY 2005 Parks Department primarily as a result of new personnel and related equipment in response to the City's increased maintenance responsibilities for highway beautification areas, the opening of the new Peggy Brown Building and inter-departmental contractual mowing services at the City's wetland. Capital costs are largely driven by the Main Street Realignment and the Lake Mirror Promenade Project, both of which are financed with Lake Mirror bond proceeds. Other projects proposed for FY 2005 include a new boardwalk at Lake Bonny Park for $218,000 which is supported by a $109,000 state grant, bathroom renovations at

Tigertown's Hanger 2, the addition of a jogging path and picnic shelters to the Westside Complex for $200,000 which are financed from impact fees, enhancements to the 7th Street Park in cooperation with the Ray Lewis Foundation and the initial year of a sports field lighting maintenance contract with Lakeland Electric in the amount of $25,000.

The opening of the new Peggy Brown Building in December, 2005 is reflected in the proposed Recreation & Facilities Services Activity. In 2004, the City implemented a revised fee structure for the rental of recreation facilities that incorporates an inflation index. Proposed in the upcoming year is a review of programming fees vis-à-vis actual costs for consideration by the City Commission. Also proposed in the upcoming year is a new Recreation Leader position to be based at Simpson Park.

Payroll and operating costs are slated to increase in the Aquatics Activity due to the opening of the new interactive water play area at Barnett Family Park. Also proposed for FY 2005 is the resurfacing of Gandy Pool and the construction of a chlorine tank at Simpson Pool following a similar test project which was completed at the Gandy Pool.

The Cleveland Heights Golf Course is expected to remain a status quo operation in FY 2005, although the proposed budget includes a new part-time Cart Attendant and part-time Sales Associate position and $25,000 for selected repair of the concrete cart paths running throughout the course. The budget assumes approximately $38,000 in increased revenue from golf operations and an additional $22,000 from increased food and beverage sales and the Activity is projected to make a profit in FY 2005.

INTERNAL SERVICE FUNDS

In FY 2004, the former Facilities & Construction Maintenance Department was restructured and is now a Division within the Public Works Department. Proposed in FY 2005 is the conversion of Facilities Maintenance Division to an Internal Service Fund to improve cost allocation and support services throughout the municipal organization. In conjunction with the reorganization, the Facilities Maintenance staff will develop a Facilities Master Plan by surveying all City buildings and creating standards for usage, revitalizing preventative maintenance programs to ensure City assets are maintained, enhanced and utilized to their full potential. Also proposed in FY 2005 is the consolidation of janitorial services throughout the City which has historically been provided at a Department level and/or through private service contracts. The reorganization will result in a transfer of 39 positions from other funds, the hiring of 8 new janitorial positions and the termination of private janitorial service contracts. The consolidation is projected to achieve annual savings of approximately $250,000. The Division will also develop performance measurements in the upcoming year to benchmark the City of Lakeland's Facilities Maintenance Division with comparable operations.

The Fleet Management Activity is anticipated to operate at status quo levels in FY 2005, however oversight responsibilities have been reassigned from the Central Services Department to the Department of Public Works. Changes in capital costs in the Fleet Management budget are largely the result of the particular equipment that is scheduled for replacement on a year to year basis.

The Purchasing & Stores Activity is also proposed to be restructured in FY 2005 and removed from the former Central Services Department and will now be overseen by the City's Risk Manager. The Purchasing & Stores Division will be expanding the use of service level agreements for all Departments which account for 5% or more of all Purchasing services. The Division will also continue to work closely with the Electric Department to produce transformer inventory to optimal levels with a goal of reducing slow moving stock by an additional 5%.

A significant reorganization arising from the merging of the former Central Services Department Divisions of Management Information Services (MIS), Communications and Telecommunications, and the Information Systems Division formerly housed within the organizational structure of Lakeland Electric is proposed for implementation in FY 2005. The Information Technology (IT) reorganization generally follows recommendations identified in a 2001 GovConnect, Inc. consultant study which recommended the merger to more efficiently plan, implement, integrate, allocate staff and ultimately serve the technology needs of the entire municipal organization. During the latter part of FY 2004, I established an Information Technology Integration Task Force which was charged with identifying potential issues and developing response strategies associated with consolidation of the formerly fragmented technology functions provided by two separate City Departments. The Task Force has been involved with fine tuning the reorganization initiative which will result in superior coordination of planning efforts, deployment and monitoring of the City's computer architecture applications and network, technical support and development and enhanced radio, telephone and wireless communication technologies. Personnel costs in the new division are comprised of the transfer of 76 existing technology-related positions from other Departments into the new IT Department. During the initial quarter of FY 2005, the City will be engaged in a recruitment and selection process to appoint the new IT Director and finalize the implementation of the reorganization.

CONCLUSION

The previous information is intended to prepare you for a more detailed review of the proposed FY 2005 Activities of the municipal operation. This annual process represents an excellent opportunity for the City Commission, staff and residents to review the delivery of municipal services and our effectiveness to accomplish the collective desires of the community.

I would also like to take this opportunity to recognize the dedication of the City of Lakeland's municipal workforce as they provide an array of essential services for residents with enthusiasm and pride. Many of these employees have also contributed extensively in the analysis and preparation of this document, and I appreciate their demonstrated commitment to the conversion process associated with the program budget as evidenced by the long hours they have worked in support of the development of the annual financial plan. Recognizing the enormous amount of time it takes to prepare this document for your review, the work of the City continues and Department Heads and the budget team should be congratulated for their ability to juggle competing demands for their time. A special recognition should go to Finance Director Greg Finch, Assistant Finance Director's Mike Brossart and Jim Pennington, Assistant City Manager Tony Delgado, Public Information Officer Kevin Cook and last but certainly not least, the

administrative support team comprised of Jennifer Stovall, Chris Chadwell and Cher Gill.

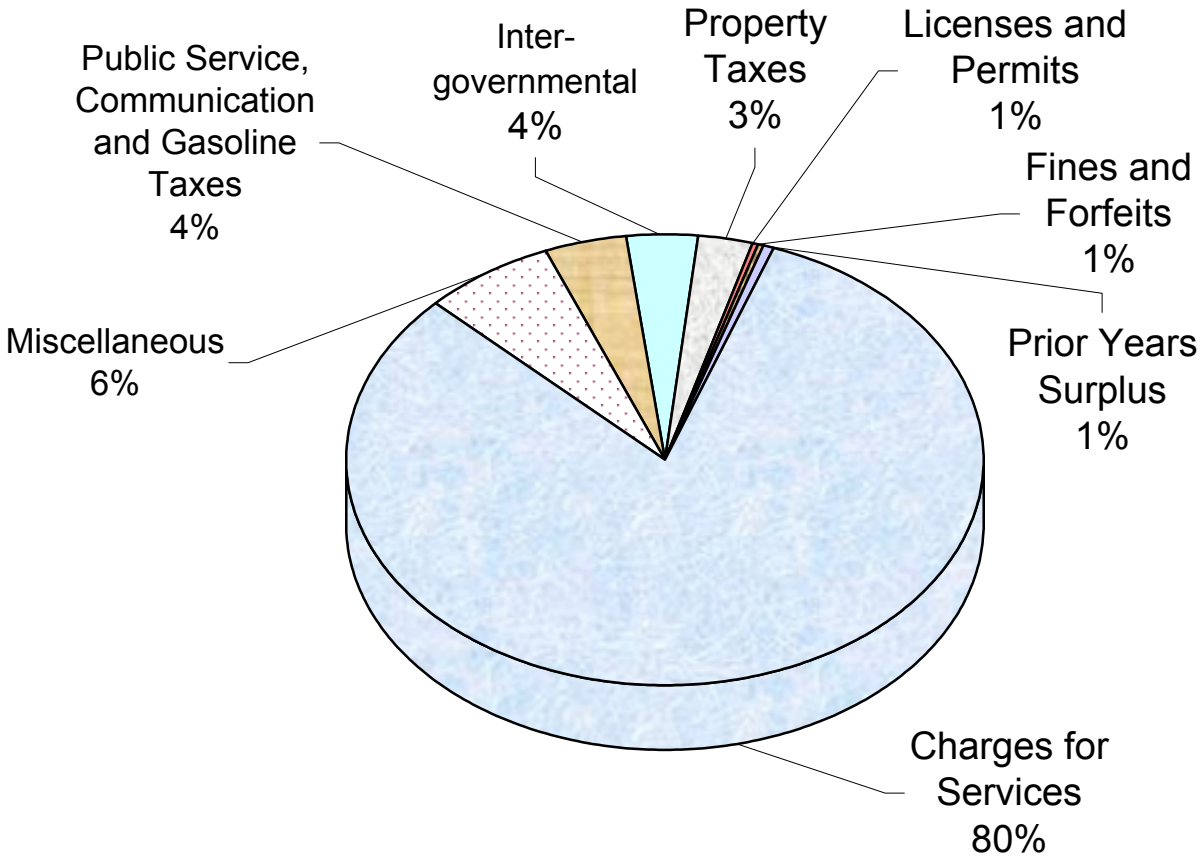
It is hoped that the new proposed budget fully addresses the City Commission's stated Goals, Vision and Action Steps while at the same time, provides readers with a wealth of information concerning municipal operations in a user friendly format. On behalf of the entire municipal staff we look forward to working with the Mayor and City Commission during your review of the Proposed FY 2005 Annual City Budget and Capital Improvement Programs.

Very truly yours,

Douglas B. Thomas
City Manager

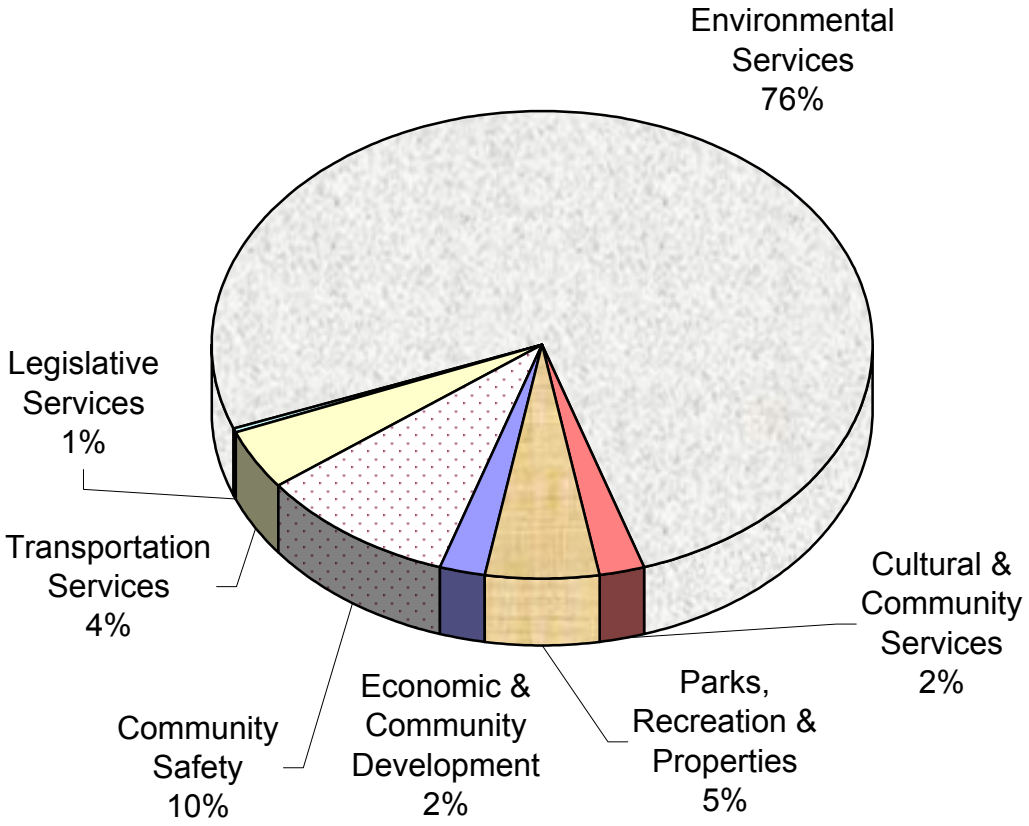
City of Lakeland
Budget Summary
FY 2004-2005

Revenue Sources	
Charges for Services	395,405,838
Miscellaneous	31,432,795
Public Service, Communications and Gasoline Taxes	21,216,000
Intergovernmental	16,954,866
Property Taxes	13,078,729
Licenses and Permits	2,444,750
Fines and Forfeits	878,750
Prior Years Surplus	2,526,982
Total Revenue	483,938,710



City of Lakeland
Budget Summary
FY 2004-2005

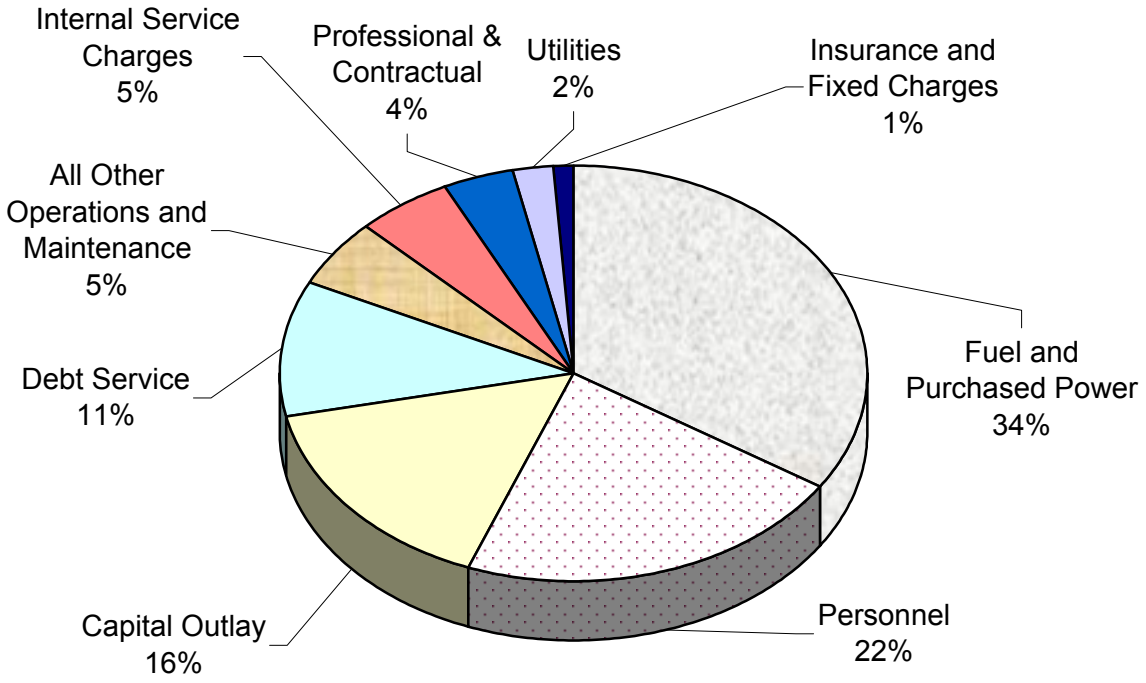
Expenditures by Area	
Environmental Services	366,549,355
Community Safety	46,385,357
Parks, Recreation & Properties	26,373,821
Transportation Services	21,174,739
Cultural & Community Services	11,844,796
Economic & Community Development	11,069,156
Legislative Services	541,485
Total Revenue	483,938,710



City of Lakeland
Budget Summary
FY 2004-2005

Expenses by Account

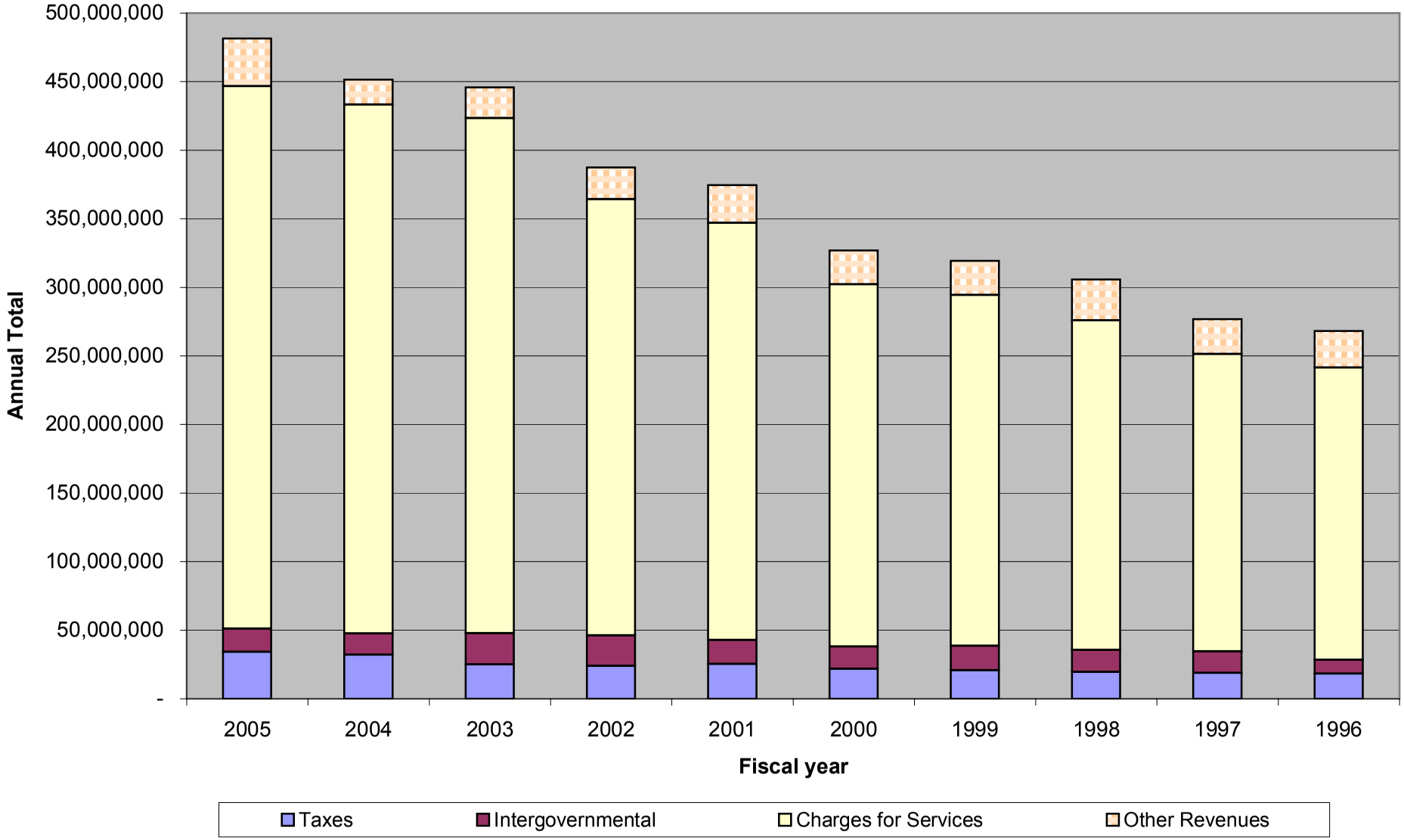
Fuel and Purchased Power	165,916,098
Personnel	104,901,897
Capital Outlay	75,556,318
Debt Service	50,883,033
All Other Operations and Maintenance	26,076,694
Internal Service Charges	25,153,307
Professional & Contractual	19,122,116
Utilities	11,002,477
Insurance and Fixed Charges	5,326,770
	483,938,710



City of Lakeland
Budget Summary by Fund
Fiscal Year Ending September 30, 2005

	General Fund	Special Revenue Funds	Debt Service Fund	Capital Project Funds	Enterprise Funds	Total
Revenue						
Property Taxes	13,078,729					13,078,729
Public Service, Communications and Gasoline Taxes	14,165,000			7,051,000		21,216,000
Licenses and Permits	2,444,750					2,444,750
Intergovernmental	7,987,710	2,054,247		3,436,009	3,476,900	16,954,866
Charges for Services	1,996,045			8,082,067	385,327,726	395,405,838
Fines and Forfiets	788,500				90,250	878,750
Miscellaneous	853,210	70,000	10,000	12,260,603	18,238,982	31,432,795
Total Revenue	41,313,944	2,124,247	10,000	30,829,679	407,133,858	481,411,728
Expenditures						
Economic & Community Development	5,820,969	2,082,537	-	2,528,038	637,612	11,069,156
Community Safety	42,511,576	73,027	266,575	2,804,179	730,000	46,385,357
Transportation Services	5,047,608	-	63,588	8,728,700	7,334,843	21,174,739
Legislative Services	541,485	-	-	-	-	541,485
Environmental Services	666,729	-	-	3,085,654	362,796,972	366,549,355
Cultural & Community Services	3,502,783	68,684	-	1,216,117	7,057,212	11,844,796
Parks, Recreation & Properties	12,656,818	-	-	11,078,908	2,638,096	26,373,821
Total Expenditures	70,747,968	2,224,248	330,163	29,441,596	381,194,735	483,938,710
Transfers In	30,012,321	-	330,163	398,687	4,363,330	35,104,501
Transfers Out	(2,476,822)	(735)		(9,471,444)	(23,155,500)	(35,104,501)
	27,535,499	(735)	330,163	(9,072,757)	(18,792,170)	-
Addition to/(Reduction of) Fund Balance	(1,898,525)	(100,736)	10,000	(7,684,674)	7,146,953	(2,526,982)

Revenue Trends



FY 2005 Vision Statement, Goals and Action Steps

The City of Lakeland developed a new Strategic Planning Initiative in conjunction with the Annual City Commission Retreat in February 2004. The process commenced with a daylong presentation by Futurist Ed Barlow (Creating the Future, Inc.) which involved global, national, regional and local trends. The second day was comprised of a series of panel discussions involving local agency representatives who discussed Economic Development, Workforce Development and Community Development issues, concerns and opportunities. The third day involved revenue and expenditure forecasts and various Departmental presentations. The City Commission and staff regrouped one week later to develop a Vision Statement for the City of Lakeland and several goals that served as the foundation for a comprehensive set of Action Steps to guide the organization's efforts over the upcoming years. The particular Action Steps are intended to be accomplished in a defined period and categorized as Short Term (ST) from 1-3 years, Intermediate Term (IM) from 3 to 5 years or Long Term (LT) 5+ years The following information represents the results of the Strategic Planning Initiative:

Vision Statement

"Lakeland will be recognized as an exceptional City that fosters partnerships, engages its citizenry, celebrates diversity, offers safe and attractive neighborhoods, cultivates economic opportunity, provides quality public spaces, encourages cultural and educational enrichment and promotes visual beauty."

Action Steps:

- Continue the tradition of municipal financial support for cultural and community programs through the growth of the Cultural Assistance Endowment Fund with a goal of attaining $2 million principal by FY 2011. LT

- Establish a comprehensive recruitment and selection process that will result in a qualified and diverse cross section of the community serving on all City of Lakeland Boards and Committees. ST

- Evaluate legislative and community support for the proposed expansion of the Lakeland Center and explore potential partnerships with existing or new entities that are deemed essential to the success of an expanded regional conference and entertainment venue. ST

- In cooperation with Polk County Public Schools, undertake site and programmatic reviews of all schools within the City to develop individual campus master plans to emphasize neighborhood access, early and adult education opportunities, school-businesses partnerships, intermodal connections and maximum utilization of resources. LT

    - Pursue the development of Freedom Park to support recent North Lake Wire public improvements and in conjunction Polk County Public Schools efforts to enhance the Lawton Chiles Middle School campus and McKeel Elementary Academy. ST

- Encourage the continued placement of Art in Public Places with the development of additional public-private partnerships and through the consideration of a public art policy allocating a portion of all municipal construction projects to be designated for public art acquisition. LT

- Foster the development of additional cultural programs and special events at municipal facilities and open spaces to expand offerings to both residents and visitors. LT

- Encourage the development of partnerships with other public and private entities that will advance the attainment of the Vision Statement. (e.g. financial contributions or in-kind sponsorships of major City-wide initiatives, development partners, etc.) LT

- Foster neighborhood public safety efforts with designated Lakeland Police Department Neighborhood Liaison Officers and through participation in intergovernmental programs. LT

    - Lakeland Police Department participation in the Project Safe Neighborhoods Initiative. ST

Economic Opportunity Goal

"Create an environment to grow, attract and retain a creative, educated and talented workforce."

Action Steps:

- Convene "Workforce Development Summit" to build community consensus for improved K-12, technical training, community college, traditional college and post-graduate educational opportunities with goal of expanding educational and training programs and increased income generation. ST
    - The City of Lakeland will explore "Best Management Practices" with the goal of developing a diversity recruitment program that will result in a municipal workforce that reflects the composition of the greater Lakeland area. ST
    - Explore the establishment of an area "Workforce Development Initiative" with the Lakeland Area Chamber of Commerce and Workforce Development Board. ST
        - Development of Scholarship Program for prospective City of Lakeland employees. LT
    - The City of Lakeland will strive to ensure career development opportunities on an organizational-wide basis to attract qualified applicants and maintain skilled employees. LT
- Exploration of potential partners and programs to capitalize on pre-, near retirement, and retired skilled workers to fill immediate voids in high-skilled labor sectors. ST
- The City of Lakeland will play an active role in the master planning and development of the proposed University of South Florida (USF) Lakeland Campus on the Williams property to encourage meeting the educational and workforce development needs of both traditional and non-traditional students in concert with the LEDC "High Skills Initiative." IM
    - Request City representation on USF Lakeland Campus Master Plan Committee. ST
    - Actively support state legislation and budget appropriations that will be required for the development of the new USF Lakeland Campus. ST

ST

- Encourage other entities including Polk County Schools and Polk Works, area employers and other area workforce development agencies to also be included in the planning and programming of the new campus.

- Explore potential of related research business/industry park development opportunities to expand employment and community tax base. IM

- Explore opportunities for partnering with area colleges, universities and the Polk County Library Cooperative to enhance community library services and consider establishment of standards of per capita support. ST

  - Pursue appropriate grants, alternative financing and design work for the expansion of the Children's Room and related programming in the Main Library to meet growth. ST

  - Explore the potential for developing the concept of Cyber Libraries through the provision of basic library services at a reduced point of service for reference and access through technology to meet current and future library services growth demands. IM

- In recognition of the scope and community economic impact of the medical/health care industry in Lakeland, the City will develop economic, workforce and community development plans to build upon the successes of the Lakeland Hills/Florida Avenue Medical Corridor. LT

  - Completion of Mid-Town CRA North Florida Avenue Corridor Development Plan. ST

  - Targeted marketing of health care related economic and workforce development opportunities in conjunction with LEDC outreach/promotions. IM

  - Encourage partnerships with area educational institutions to achieve additional local workforce development opportunities in the health care & medical-related fields. IM

  - Review the City's Comprehensive Master Plan to ensure that current and future zoning and design standards for properties adjacent to the existing medical corridor will support complimentary office, commercial and residential development opportunities. IM

    - Develop an electrical distribution back-up/loop/UPS feed design for critical medical facilities. ST

- Finalize the revision of the Lakeland Linder Regional Airport Layout Plan with the goal of pursuing development of additional aviation-related economic development opportunities. ST

- The City of Lakeland will work with area agencies to develop an international outreach effort to attract foreign investment and international economic development opportunities: LT

    - Develop additional community international relationships via the Sister Cities Program. IM

    - Work with existing foreign residents to develop personal contacts and relationships with the goal of attracting international firms and personnel to Lakeland. LT

    - Continued financial and personnel support for the Lakeland Economic Development Council (LEDC) "High Skills Initiative." IM

    - Partner with Metro Lakeland Vision to develop a public educational effort that engages the citizenry on issues related to tolerance and diversity. IM

        - The City of Lakeland pledges to help celebrate, develop and promote diversity within our community through active participation in the Diversity Task Force. The City will work with Lakeland Vision to improve attitudes and respect individuality through a series of events that will promote commonalities and celebrate the various cultures that make up our community. ST

- The City of Lakeland will establish the "City University" to improve the educational development of the municipal workforce and provide succession-planning opportunities throughout the organization. IM

    - Offer a limited number of openings in Lakeland's City University and training courses to neighboring municipalities in an effort to strengthen regional ties and provide specialized education opportunities to local governments that may not have the resources or number of employees to provide such programs in-house. IM

- Undertake Malcolm Baldridge "Navigator" evaluation of municipal organization in FY2005. ST

- The City of Lakeland will develop and promote a municipal internship program in conjunction with the Polk County Schools, Travis Technical Center and area colleges and universities to highlight career opportunities that are available locally in the municipal sector. ST

- Consider the development of a Lakeland Citizen's Academy for High School students. ST

- In partnership with the LEDC, establish an economic development recruitment program that capitalizes upon the growing area industry clusters in the insurance, health care and educational sectors. ST

- Undertake a comprehensive review of Lakeland City Personnel Policy and Procedure Manual policies and procedures. ST

Information Management Goal

"Create a two-way communication system which fosters proactive collection and dissemination of relevant information for decision making resulting in an informed and engaged citizenry."

Action Steps:

- Develop a communications plan that effectively provides a positive image of the community, shares information about quality municipal services and highlights the desirable quality of life Lakeland residents enjoy. ST
    - Create a centralized communications team that will oversee internal and external communications, producing a clear and concise message that is strongly themed. ST
    - Exploration and development of enhanced internal organizational communication methodologies. ST
- Explore opportunities to maximize the resources of the Lakeland Room at the Public Library to foster the historical preservation of significant information and events of Lakeland. IM
- Pursue the development of Lakeland Government Television programming to provide readily available information regarding municipal meetings, programs and services. ST
- Undertake a review and analysis to improve the usefulness of the City's website for improved public access to documents, meetings, services and programs: ST
    - Explore potential for Voice over Internet Protocol technologies. ST
    - Consider development of additional web-based transactions, including citizen request/work order request processes. ST
    - Consider offering the public streaming video of City Commission, Planning & Zoning and other Boards and Commission meetings through the City's website. ST
    - Pursue efforts to enhance the City of Lakeland "branding" of www.lakelandgov.net. ST

- Development of paperless City Commission packets and expansion of electronic document imaging initiatives for desired public records, contracts and reports for Internet downloading. ST

- Complete the development of electronic Commercial Site Plan and Subdivision Plat Submission Project in FY 2005. ST

- Offer electronic email bulletins/newsletters to pre-registered subscribers. ST

- Conduct regular Focus Group/Survey programs to evaluate citizen satisfaction of municipal programs, services and initiatives. ST

- Pursue the expansion of the Downtown WI-FI Internet access into adjacent Lake Mirror Park, The Lakeland Center, Florida Southern College, Southeastern College and the Public Library. ST

- Partner with Polk County Schools and other interested entities to develop a program to address local "Digital Divide" through the donation of surplus City personal computers to provide internet access to low and moderate income individuals/families. ST

- Establish a "City of Lakeland Day" to promote and celebrate the vast array of municipal programs, services and cultural offerings provided by the City and the non-profit organizations it supports. ST

- Development of a model for ongoing monitoring of relevant information, trends and data for improved decision-making at all levels throughout the municipal organization and for interested members of the community via the City's website. ST

- Development of negotiation strategies and desired outcomes associated with a comprehensive successor to the CATV Franchise agreement that expires in June 2007. IM

    - Assistance with addressing "Digital Divide" through cable modem hookups to schools, and other public facilities. IM

    - Sponsorship of video equipment and production facilities in schools and/or other public facilities. IM

Revenue Enhancement Goal

"Evaluate, maintain, create and grow traditional and non-traditional revenue sources with efficient resource management required for a financially vibrant city."

Action Steps:

- Consideration of new and/or expanded municipal programs with intent of enhancing and diversifying revenues while recognizing the need to maintain core services. ST
    - Pursue the expansion of the City's Solid Waste Roll-Off Collection Services to commercial customers within the Lakeland Electric Service Territory. ST
    - Market the City's and Lakeland Electric's wireless, fiber, IP Telephony, broadband over power lines and telecommunication capital infrastructure with the goal of attracting business partner(s) to enhance non-traditional revenue opportunities. LT
    - Explore public/private initiatives to enhance revenues utilizing citywide assets. LT
- Undertake regular reviews of impact fees to maintain adequate funding for growth-related capital expenditures. ST
- Undertake an evaluation of the historic subsidies across funds and develop an action plan to with the goal of self-sufficiency for all enterprise operations. ST
- Conversion of the City's Annual Budget to a Program format to better identify the actual costs of providing municipal services and evaluating appropriate required resources and related expenditures for improved public policy analysis. ST
- Attainment of the Government Finance Officers Association "Distinguished Budget Award." IM
- Review the supporting material associated with the recent Compensation Study in an effort to revise municipal job descriptions and incorporate related revisions to the City of Lakeland's Job Classification Rating System. ST

- Complete a comprehensive analysis of the City's various retirement plans and develop recommendations to provide long-term financial stability at affordable levels to both employees and the organization. ST

- Develop benchmarks for municipal operations and services for efficiency analysis and budgetary considerations. IM

    - Establish operational efficiency benchmarks for Code Enforcement, Water Utilities and Lakeland Electric operations in FY 2005. ST

- Undertake a Cost of Service Rate Study to evaluate existing Lakeland Electric tariffs and contracts with the goal of offering revised, equitably allocated and competitive rate structures for residential, commercial, industrial and economic development customer classes. ST

- Commission an Integrated Resource Plan for Lakeland Electric to evaluate cost effective strategies to address near and long-term power supply needs. ST

- Commission a Power Supply Management Audit to ensure that all existing Lakeland Electric generating units are operating, staffed and maintained at optimal levels and efficiencies. ST

- Develop and administer a mitigation strategy to reduce future losses associated with the Florida Municipal Power Agency Wholesale Energy Agreement. ST

- Implement energy conservation strategies designed to reduce the use of electricity by City agencies and to lessen the use of petroleum-based fuels in City vehicles. IM

    - Conduct energy conservation audits of all occupied City buildings. IM

    - Conduct value engineering for energy conservation during the design of new or remodeled City facilities. IM

    - Evaluate the "life-cycle" energy costs of any new or replacement electrical equipment/appliances during the procurement process. IM

    - Evaluate the expanded use of "Hybrid Electric Vehicles" (HEVs) throughout the City's motor fleet as they become more cost efficient. IM

Growth Management Goal

"Create an environment which encourages quality development and redevelopment by aligning infrastructure investments and stewardship of available resources for increased community & economic vitality."

Action Steps:

- Consider additional programs to incentivize the development of in-fill housing and expand the availability of varied housing types for new residents including streamlined approval; waivers of impact and other fees; changes in traditional zoning standards; enhanced public infrastructure and neighborhood amenities. IM
    - Review planning, development and design standards to ensure non-traditional housing developments can be pursued to accommodate international, transnational and Creative Class residential interests. ST
    - Continue to implement the Garden District Plan and publicize related zoning amendments to encourage high-value residential reinvestment in the central city neighborhood. ST
    - Continue to aggressively pursue the acquisition and recycling of vacant and abandoned lots into the private housing market. ST
- Update the Transportation Element in the Comprehensive Plan to identify priority improvement projects encompassing traditional roadway, transit, aviation and rail projects, coupled with the development of an exceptional system of non-vehicular facilities including paths, trails, bikeways and sidewalks to connect the City's lakes, cultural and recreational facilities, regional trails, schools, and other activity centers. LT
    - Evaluate the conversion of targeted streets to brick pavers in selected historic areas. ST
    - Update the master plan for additional lake-to-lake improvements in FY2005. ST
        - Complete Lake-to-Lake Connection from Johnson Avenue to Lake Mirror. ST

- Investigate costs/benefits of establishing scheduled Charter/Air Taxi service and cargo transport opportunities at Lakeland Linder Regional Airport. IM

- Actively participate in the Small Aircraft Transportation System (SATS) program. ST

- Continue to support development of Bullet Train Service between Tampa and Orlando with terminal in Lakeland. ST

- Develop and implement sidewalk program standards.

- Continue to enhance the visual quality of the local highways and streets and entryways to the City through pursuit of joint FDOT highway beautification and locally funded strategies and through support of neighborhood street tree planting programs. LT

  - Completion of joint street beautification projects on Martin Luther King Avenue and Memorial Blvd. and locally funded beautification projects on Parker Street and 10th Street in FY 2004-05. ST

- In recognition of the need for additional revenues to accomplish the City's Long-Range Transportation Master Plan, the City of Lakeland will investigate the feasibility of pursuing a voter referendum dedicated millage program to provide alternative funding sources to complete selected roadway improvements throughout the community. ST

- Ensure that municipal water and wastewater systems are adequately prepared to meet projected near and long-term growth demands. LT

  - Finalize N.E. Wellfield permit process and completion of Combee Water Treatment Plant construction activities in FY2005. ST

  - Complete design, permitting, financing, and construction of the proposed Wastewater High Strength Pre-Treatment Plant to attain operational status in FY2006. ST

  - Complete design criteria, Master Planning process and related permitting for the expansion of the southwest wastewater collection and Transmission systems in a timeframe to address anticipated residential, commercial and industrial growth and demands. LT

    - Complete the design and construction of the Southwest Wastewater Collection System to meet approved residential development by FY2006. ST

- Per the terms of an agreement with Polk County, proceed sequentially to bring Skyview Utilities into the ownership of the City to improve reliability and performance through upgrades and connection to the City's wastewater system. ST

- Develop a Water Master Plan to identify water resource initiatives to ensure an adequate supply of potable and reclaimed water. ST

    - Develop an alliance with Polk County Utilities and area municipalities to share information and develop alternative water resource and reuse strategies. IM

- Develop a Parks and Recreation Strategic Master Plan that provides for a balanced approach with goal of sustainability that compliments a wide offering of quality of place options coupled with superior recreation services for a diverse population. IM

    - Consider site selection for the proposed Northeast Recreation Complex recognizing potential partnership with the Midtown CRA and benefits of maximizing resources of Tiger Town. ST

    - Develop the first phase of Westside neighborhood park with paths and improvements to enhance the at risk neighborhood in partnership with Polk County. ST

    - Complete design and related renovation of Jackson Park and Coleman Bush parking lot. ST

    - Install playground equipment in Interlachen Park to support play area deficit in eastern and central city. ST

    - Purchase property for neighborhood park in Parker Street area in support of CRA revitalization efforts ST

    - Develop plans for park re-development at 7th and Bodicker Street in public-private partnership with Ray Lewis Foundation. ST

- Complete the Lake Mirror Park Redevelopment Design and Financial Master Plan to allow fulfillment of all remaining project elements through the exploration of potential public/private partnerships. IM

    - Complete Barnett Family Park and the Peggy Brown Community Building in FY2005 and establish related programming to meet selected recreation needs. ST

    - Initiate the Main Street realignment construction project in FY 2004 with completion by end of FY 2005. ST

- Evaluate current and future programming needs of the Lake Mirror Center and Theater and undertake design and renovation plans. IM

- Finalize the design of Overlook Park and investigate potential private sector partnerships. LT

- Complete the Lake Morton Master Plan to preserve the lake's unique environment, community attraction and connectivity through expanded walking and non-vehicular circulation opportunities to adjacent areas such as the Garden District, Downtown, Public Library, Polk Museum of Art and Florida Southern College. IM

- Evaluate potential locations for a new fire station to be built in southwest Lakeland and develop financial plan for future capital and operational expenses. IM

- Develop departmental implementation plan to provide Advanced Life Support services from all Fire Stations by FY2010. IM

- Continue to prioritize neighborhood improvement and CRA activities to capitalize on central city renewal through the development of related plans and adequate funding in the CIP. LT

  - Complete the Parker Street Neighborhood Plan in FY 2004 and commence programming improvements in FY 2005. ST

  - Complete implementation of North Lake Wire and other active improvement plans in accordance with established schedules. IM

  - Completion and support of CRA corridor plans in Mid-Town and Dixieland and related funding. ST

  - Implement additional downtown parking improvements in support of LDDA priorities. IM

  - Utilize the Metro-Lakeland Housing Study to directly influence housing initiatives in ways that enhance and implement CRA and Neighborhood Improvement Plans. IM

  - Investigate the use of special benefit districts or special assessments to fund the development of neighborhood enhancement projects (e.g. brick streets, special lighting, parks and beautification projects) that enjoy the support of affected residents. IM

- Continue implementation of the Downtown Streetscape Master Plan. IM

  - Consideration of conversion of Kentucky and Tennessee to brick paved streets. IM

- Installation of antique traffic signals at selected locations. IM

- Completion of Lime Street Two-Way Conversion and traffic calming initiative. ST

- Review planning, development and design standards to ensure every new development is sustainable and enhances the City's built environment. IM

  - Complete a review and revision to the sign regulations based on legal considerations, enhancing the visual attractiveness of Lakeland and current community standards. ST

  - Continue to improve the effectiveness of formal reviews provided within historic districts. ST

  - Incorporate financial and operational analysis for selected development proposals. IM

  - Evaluations of future annexations will incorporate the goal of achieving enhanced community development and municipal services for affected residents within the subject area. IM

- Complete a system analysis of the existing site plan review process and reengineer the process utilizing electronic media in a way which ensures a quality review and improves efficiency for public and private participants. ST

- Convene a workshop to provide an update on the City's 2010 annexation initiative to evaluate the costs and benefits of recent annexations and to evaluate the manner and extent of future annexation proposals. ST

City of Lakeland
Budget Guide

The organization for the Annual Budget for the City of Lakeland is designed to provide the reader with a progression of information from general to specific. The sequence progresses from an overview of the City's revenues and expenditures, through subsequent material in each City program, to revenue, data and supplementary information and histories of the City's revenues and other funds expected for special accounting purposes. The budget reflects expenditures in specific activities rather than the organizational unit making the expenditure. In this way, the reader is given a picture of total resources required to achieve City goals and objectives. This format also facilitates the Mayor and City Commission in their efforts to focus upon policy considerations that determine the future direction of the municipal organization.

The first section of the Budget is the **Budget at a Glance** section. It provides information on the City's expenditures by program areas and by major accounts, as well as sources of revenues for all funds. The second section presents the basic material which comprises the Annual City Budget. Expenditures are divided into seven program areas entitled: Economic & Community Development; Community Safety; Transportation Services; Legislative Activities; Environmental & Utility Services; Cultural and Community Services; and Parks, Recreation & Properties. The first page of each Program Area includes a summary table that indicates the financial and personnel resources attributable to all activities included under the particular Program Area. Program Areas are further broken down into Service Activities that define a particular municipal service. To give the reader a comprehensive view of a Program Area, all activities from the various funds are included in the appropriate Program Area. The activities are further broken down into the following items:

The Service Statement is a concise description and objectives of the activity.

The Activity Description explains what the activity is and what is being proposed for FY2005. Contained within many of the Activity descriptions are performance measures, which quantify efforts associated with the particular activity. FY2003 units are historical; FY2004 are those budgeted for the current year; and FY2005 figures are those proposed to be met within the upcoming fiscal year. Due to certain reporting requirements, some performance measures are based on calendar rather than fiscal years.

The Expenditure Comment explains items for which there are significant changes in expenses between the FY2005 Proposed and FY2004 Budget or Estimated or FY2003 Actual expenditures.

Budget Goals Action Plan highlight particular projects or initiatives proposed in FY 2005 that relate to Commission adopted Goals and/or Action Steps.

The Revenue Comment explains the source of revenues attributable to the activity if applicable.

Directly opposite from the activity narratives are the required resources associated with the given activity. This chart shows a comparison between Budgeted and Estimated FY2004 data and FY2005 Proposed data by major expense items and revenue for each year. Also shown is the net cost of the Activity. The presentation of information in this fashion will allow readers a better opportunity to review the cost of particular municipal

services in conjunction with any fees or other revenues, which are generated as a result of the service.

The next section of the Budget entitled **Revenues and Expenditures Summary** is intended to provide the reviewer a brief overview of the various expenditures and revenues for the proposed budget. This section of the budget includes information on expenditures and revenues for particular funds such as Transportation, Water, Wastewater, Lakeland Electric, the Solid Waste Fund and Debt Service Funds, which have been summarized within the main body of the budget. This section also includes the presentation of Internal Service Funds, the total cost of which have been allocated throughout the various activities within the operating budget. The City currently utilizes the Fleet Management Fund, Purchasing & Stores Fund, Information Technology Fund and the Facilities & Construction Management Fund for these purposes. (The latter two funds are new Internal Service Funds for FY2005.) The Fleet Management Fund represents the purchase, maintenance and replacement of all equipment for municipal operations. The Purchasing & Stores Fund represents the purchase and inventory control of various supplies used by the City's Departments. The Information Technology Fund represents the cost associated with comprehensive development and maintenance of the City's information systems and communications network and the Facilities Maintenance Fund is designed on a work order basis whereby employees and related equipment from the Facilities Maintenance Division are charged directly to a given Activity. In this way, the City can better track the actual cost of providing a given service. The structure of the budget is non-departmentally based by design in order to capture the expenses and revenues attributable to a given Activity, regardless of which or how many Departments may be assisting in the delivery of the service.

Although not structured as an Internal Service Fund, the Administrative Services Activity included in this section includes expenses from supporting departments such as the City Manager, Risk Management, Employee Relations, Civil Service, Finance, Treasurer, Internal Auditor, and City Attorney which do not provide end services to the general public in and of themselves, but rather play a supporting administrative role in the delivery of the identified Activities. As such, their respective costs have been consolidated and have been spread out throughout the Program Budget's Activities based upon a number of factors such as personnel counts, fixed percentages of personnel and non-personnel costs which have been developed by the Department based upon estimated allocation of hours and/or through direct departmental allocations to the extent that particular Departmental costs can be attributed to a given Activity.

The final section entitled **Supplementary Information** includes additional information regarding the proposed Table of Organization (TO) and respective pay scales for the City's various departments and spreadsheets associated with the 10-year Capital Improvement Budget.

In reviewing this budget, the concept of total operating expenditures versus the General Fund expenditures should be kept in mind. The property tax rate and other revenues and dividends provide for expenditures in the General Fund (most of the day-to-day costs of running the City), except for those costs attributable to enterprise operations (e.g. Lakeland Electric Fund, Water Fund, Wastewater Fund, Solid Waste Fund, Airport Fund, Cleveland Heights Golf Course, Parking System Fund and the Lakeland Center) or special revenue funds such as the Transportation, Stormwater and Public Improvement Funds. The General Fund also pays for deficiencies in some funds such as the Lakeland Center through a transfer of funds. All of the funds together, with the exception of the Fleet Management Fund, Purchasing & Stores Fund, Information Technology Fund and the Facilities Maintenance Fund comprise the operational budget.

City of Lakeland
Budget Process

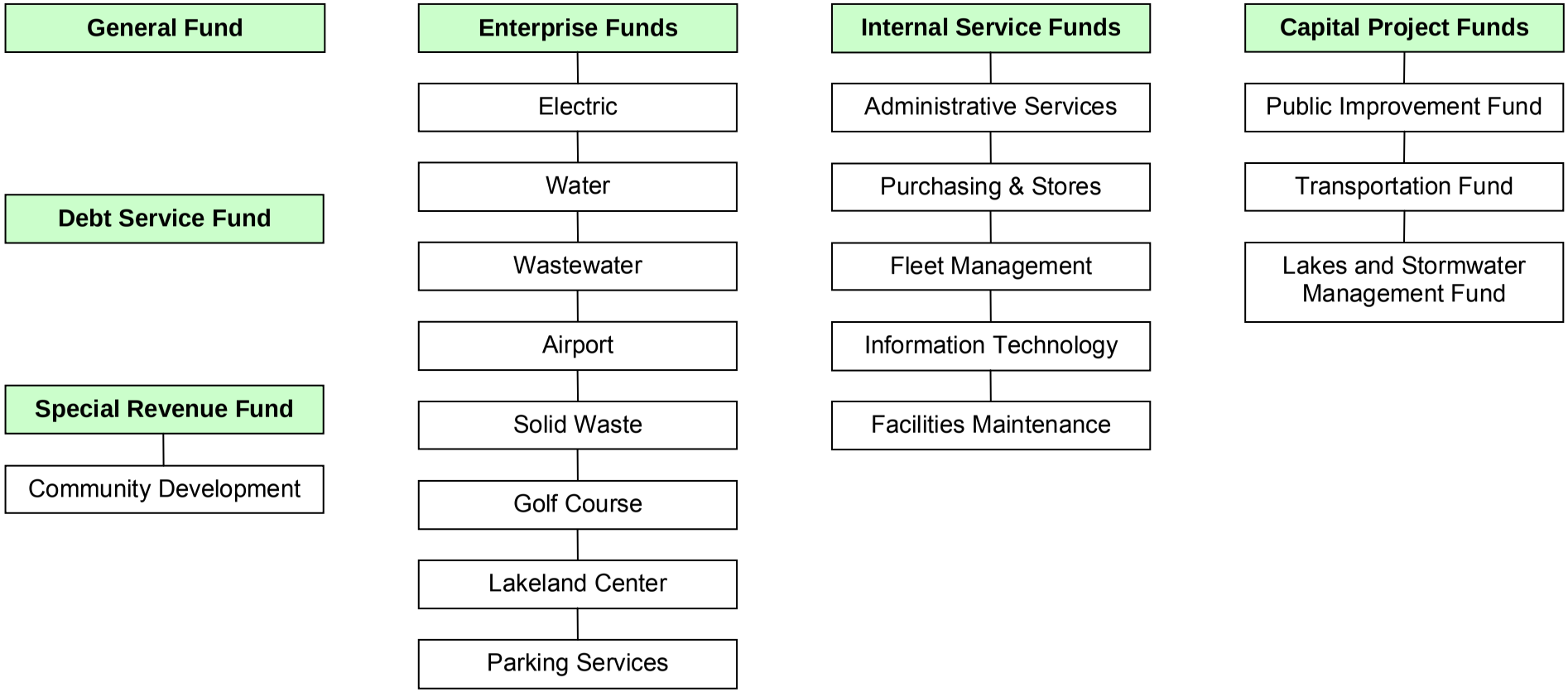
The budgeting process for the City of Lakeland is part of the overall planning process for the municipal operation. The budget is management's blueprint for implementing the goals and objectives set by the City Commission and the City Manager. The City is constantly updating and reviewing its accomplishments in relation to the plan. Changes and adjustments are made as needed to keep the course of City on target. The budget process is continuous and cyclical. The basic steps of the process are as follows:

- **December:** First cut revenue projections are made short term and long term. Global, national, Florida, and community trends are analyzed. Department heads start planning for upcoming year.
- **February:** City Commission holds annual goal-setting meeting, or "retreat". Department Heads submit budget requests. First cut personnel costs are allocated. Revenue estimates are revised. City Manager communicates City Commission goals and sets parameters for budget preparation with Department Heads.
- **May / June:** Finance Department performs first review of requests. Internal Service charges are allocated. City Manager begins review. Department Heads meet with City Manager and Finance Director to review budget requests.
- **June / July:** Final budget decisions made. Budget book is prepared for presentation to Commissioners.
- **August:** The City Manager presents the budget to the City Commissioners.
- **September:** City Commission reviews the budget. Public hearings are advertised and held on the proposed budget and tax rate. Budget is adopted.
- **October:** On October 1 a new fiscal year begins.

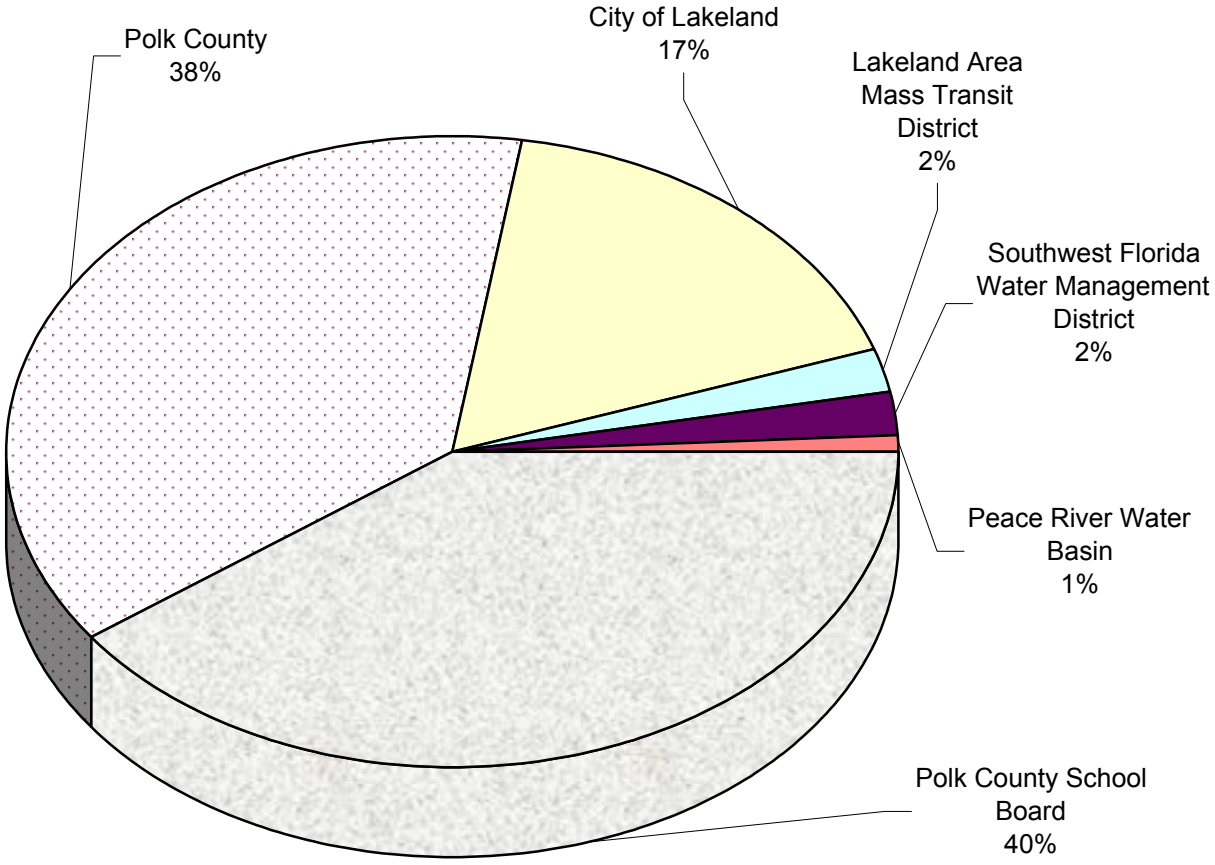
Budget amendments: Under the City Charter, the City Commission may amend budgets or transfer funds any time. The tax rate cannot be changed within the year once it has been established. If sufficient funds exist within the unappropriated surplus, the City Commission can increase the amount appropriated. Since the budgets are appropriated on a Departmental basis, the City Manager has the authority to transfer funds within a Department. The Finance Department documents and records all administrative and legislative transfers.

CITY OF LAKELAND

FINANCIAL STRUCTURE
SEPTEMBER 30, 2004



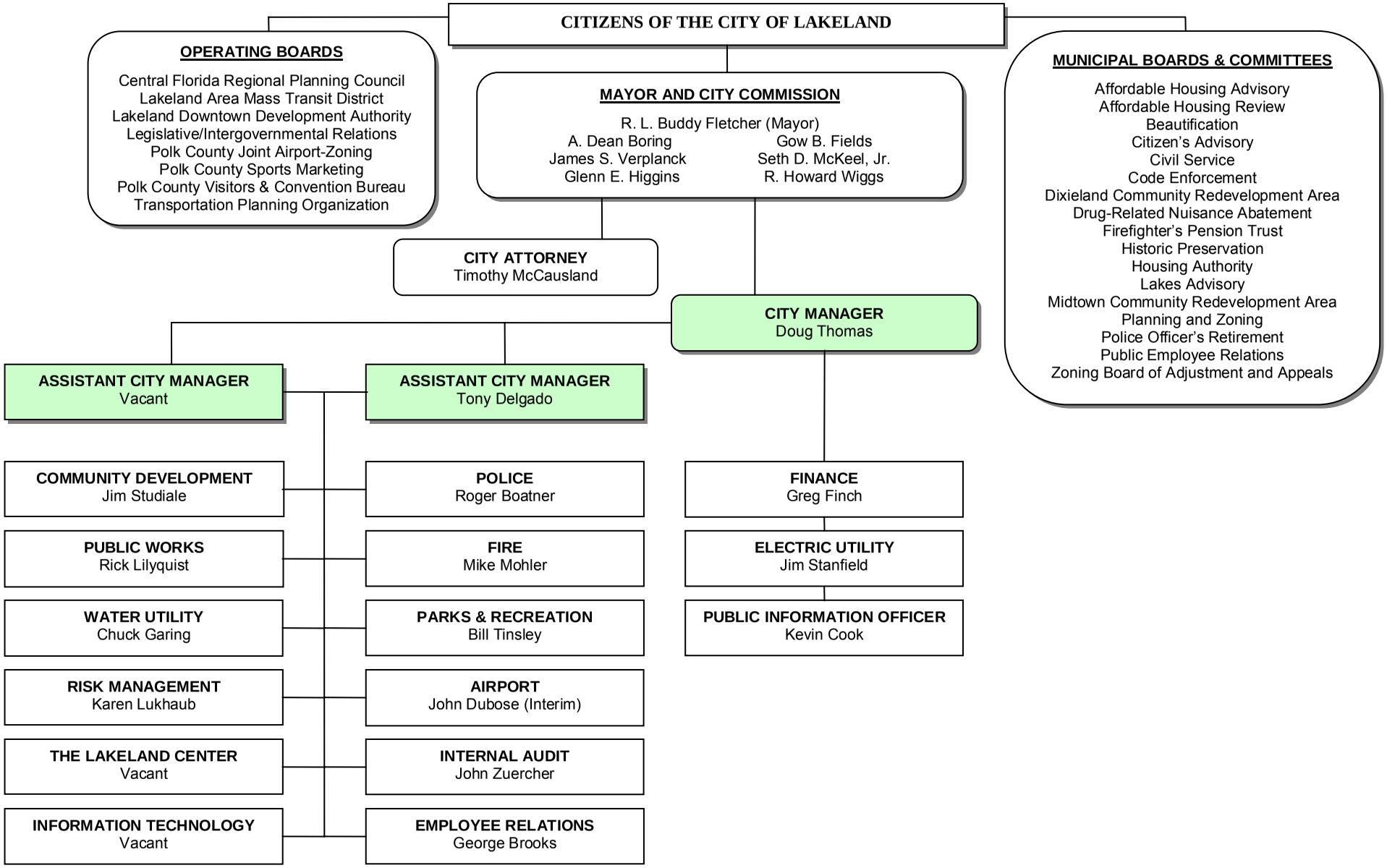
Your Property Tax Dollar
Fiscal Year 2004-2005



	FY 2005	FY 2004
Polk County School Board	8.206	8.317
Polk County	7.727	7.727
City of Lakeland	3.545	3.545
Lakeland Area Mass Transit District	0.488	0.488
Southwest Florida Water Management District	0.422	0.422
Peace River Water Basin	0.195	0.195
	20.583	20.694

CITY OF LAKELAND

ORGANIZATION CHART
SEPTEMBER 30, 2004



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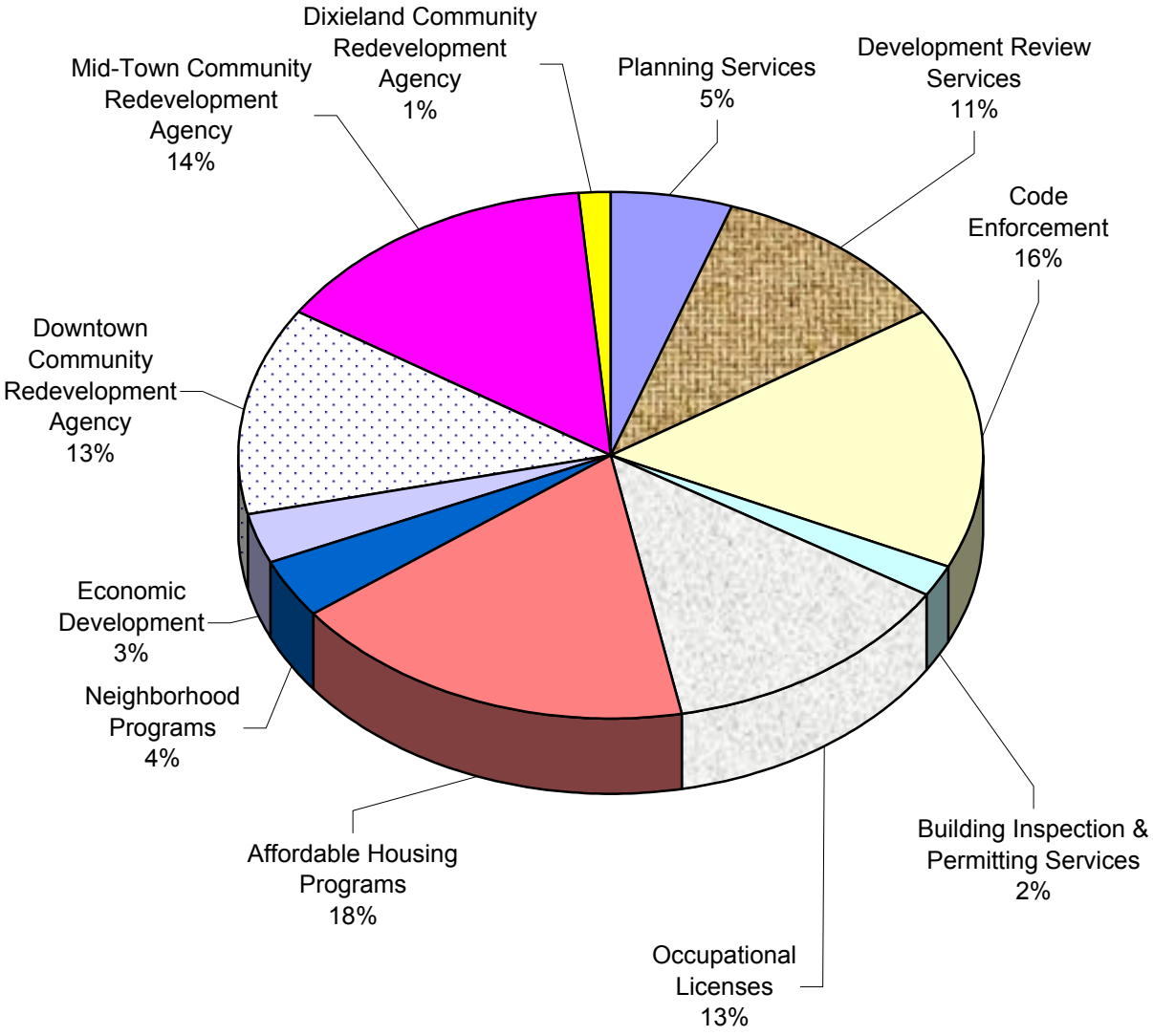
Economic & Community Development



ECONOMIC & COMMUNITY DEVELOPMENT

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	3,378,012	3,525,958
Fringe Benefits	786,587	826,659
Total Personnel	4,164,599	4,352,617
Non-Personnel		
Internal Service Charges	901,571	1,056,125
Professional & Contractual	78,115	40,041
Utilities	60,139	70,312
Insurance and Fixed Charges	104,533	115,708
All Other Operations and Maintenance	3,194,823	3,328,740
Capital Outlay	1,216,417	1,360,372
Debt Service	579,000	745,250
Total Non-Personnel	6,134,598	6,716,548
Total Expenditures	10,299,197	11,069,165
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes	1,818,864	1,930,000
Licenses & Permits	2,460,450	2,444,750
Intergovernmental	2,064,841	1,952,536
Charges for Services	101,675	139,000
Interest Income	13,000	19,000
All Other Revenue	480,000	614,000
Total Revenue	6,938,830	7,099,286
Funding to be Provided	3,360,367	3,969,879

PLANNING SERVICES

Service Statement

To create and distribute plans, regulations and other planning services to guide the future development of the City as a quality urban environment.

Activity Description

The Planning Services Activity includes the establishment and maintenance of general and specific land use plans such as the Lakeland Comprehensive Plan and implementing codes such as Land Development Regulations. The Activity includes assisting with multi-jurisdiction plans such as the Polk County TPO Long Range Transportation Plan; the collection, analysis and publication of planning data and maps; the dissemination of planning information to the public; and the conduct of planning-related studies and research. Planning for and coordinating annexations is also a function of this Activity. Regular impact fee updates and studies are also completed in-house or through consultants. The Property Information Office assigns new addresses and provides a wide variety of property information such as legal descriptions.

Fiscal Year	FY 2003 Actual	FY 2004 Estimated	FY 2005 Projected
Text amendments to Comp Plan	5	4	5
Text amendments to LDRs	4	6	9
Annexations	6	8	9
New studies or plans initiated	1	2	2

Budget Goals Action Plan

In FY 2005, a Potable Water section of the Comprehensive Plan must be completed and policies added regarding development in the Green Swamp. FY 2005 will also be the first full year of operation as a Department of Community Affairs (DCA) Certified Local Government, which will reduce some processing expenses, related to Comprehensive Plan amendments, but will increase expenses related to monitoring and complying with the DCA certification agreement. In FY 2005, further changes to Land Development Regulations are anticipated as the City continues to raise development standards in response to increasing urbanization and shifting public expectations. Some of this will require the assistance of consultants. The Division will explore an entirely new code format such as a “form-based” code and in FY 2005, a consultant will be retained to review, consolidate and update the various impact fee ordinances.

Revenue and Expenditure Comment

The Activities under this program are almost entirely driven by growth management mandates or by discretionary planning initiatives geared to economic development, redevelopment or urban improvement. Some cost recovery occurs in charges for maps and plan documents but this is limited by statute. Such charges will be reviewed in FY 2005 in an effort to optimize cost recovery.

PLANNING SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	281,428	305,742
Fringe Benefits	68,205	76,136
Total Personnel	349,633	381,878
Non-Personnel		
Internal Service Charges	92,645	115,385
Professional & Contractual	8,219	3,611
Utilities	6,144	5,958
Insurance and Fixed Charges	4,032	9,070
All Other Operations and Maintenance	67,471	64,796
Capital Outlay		
Debt Service		
Total Non-Personnel	178,511	198,820
Total Expenditures	528,144	580,698
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	11,201	11,306
Charges for Services	50,050	60,000
Interest Income		
All Other Revenue		
Total Revenue	61,251	71,306
Funding to be Provided	466,893	509,392

DEVELOPMENT REVIEW SERVICES

Service Statement

To ensure that proposed development adheres to all requirements and conditions including zoning and land use, and to consider requests for amendments to the Future Land Use Map and the City of Lakeland's Official Zoning Map.

Activity Description

The Development Review Services includes Activity functions such as site plan review, subdivision review, administration of impact fees, and administration of the concurrency management system. The Activity also includes consideration of requests for Future Land Use Map (FLUM) amendments, Developments of Regional Impact, rezoning including Planned Unit Developments, conditional uses, and variances. The number and complexity of zoning cases has increased steadily. Development standards are generally being raised to offset the impact of growth and shift a greater part of the cost to the new development.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Estimated**	**FY 2005 Projected**
FLUM amendments	10	11	10
Rezoning	35	40	40
Conditional uses	21	18	19
Site Plans reviewed	160	202	190
Subdivisions reviewed	12	19	23
Zoning variances	71	98	90

Budget Goals Action Plan

Development review activity fluctuates annually. Given the high number of new residential units zoned during FY 2004, very heavy development activity is expected in FY 2005 in spite of an anticipated rise in interest rates. FY 2005 will also be the first year of the automated site plan review system as well as the first year of operation for a proposed Development Review Committee.

Revenue and Expenditure Comment

Most services in this Activity are developer-initiated. A study of application and review fees charged by peer cities will be conducted in FY 2005 to optimize cost recovery. A substantial amount of revenue is raised through the payment of impact fees which is devoted to capital costs associated with new growth-related infrastructure. A new fee schedule was adopted in the past year which will significantly increase these revenues. Impact fees are collected and deposited in the Impact Fee Trust Fund and are budgeted as revenues for qualifying projects.

DEVELOPMENT REVIEW SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	699,279	756,256
Fringe Benefits	153,587	168,042
Total Personnel	852,866	924,298
Non-Personnel		
Internal Service Charges	158,038	191,299
Professional & Contractual	14,945	5,161
Utilities	8,921	10,482
Insurance and Fixed Charges	9,131	14,495
All Other Operations and Maintenance	50,402	64,131
Capital Outlay	251,652	245,986
Debt Service		
Total Non-Personnel	493,089	531,554
Total Expenditures	1,345,955	1,455,852
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits	556,499	552,600
Intergovernmental		
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue	556,499	552,600
Funding to be Provided	789,456	903,252

CODE ENFORCEMENT

Service Statement

To protect the health, safety and welfare of the general public and maintain community esthetics through compliance with the City's codes and ordinances.

Activity Description

Code Enforcement assures that the physical conditions related to health; safety and general welfare are maintained throughout the City. Efforts in this activity include the enforcement of the housing code, nuisances including overgrowth, trash, open storage, and abandoned vehicle violations. The Division imposes various zoning and land development regulations and is responsible for the implementation of the sign and newsrack regulations. Outside agencies are used to maintain vacant infill properties owned by the City. The Division also administers the Community Clean-Up Fund (413), performing periodic neighborhood cleanups in conjunction with Neighborhood Planning, Public Works, and Lakeland Clean and Beautiful.

The City Clerk's office is working on a new process to track and collect Code Enforcement Board liens in an effort to improve collection of said liens. Staff will be working to document the processes to provide clear instruction for employees and audit the office procedures.

Fiscal Year	**2003 Actual**	**2004 Budget**	**2005 Projected**
Violations	5,961	7,344	7,344
Inspections	23,272	29,891	29,891
Lot clearings	473	416	416
Demolitions	18	20	22

Budget Goals Action Plan

For several years, a portion of the Division's personnel expense has been funded through the Federal Community Development Block Grant (CDBG) program. The CDBG program requires those grant funded employees to serve areas of low to moderate income as mandated by the program regulations. CDBG grants fund four full-time employees, or 33% of the Division's entire personnel service expense. Three of the four grant funded full-time employees are code enforcement officers. There are a total of six code enforcement officers so these grant funded positions equate to half of the work group. While use of the CDBG program for the Division's activities has limited the burden felt by the General Fund, increased reliance on grant funding has resulted in unequal geographical districts worked by the officers. The Division's personnel cost fixed with flat CDBG funding have limited the Housing Division's number of rehab/home purchase assistance projects.

In FY 2005, staff will be seeking to expand the uses of the Community Clean-up Fund. In previous years, the fund was used primarily for neighborhood clean up events. In FY 2004, the fund was expanded to include the summer alley clean up program, as well as the recent effort to remove nuisance chickens from area neighborhoods. The Polk County Board of County Commissioners have indicated they will expand the uses of the fund to include operations which have a direct impact on the appearance of the community, most notably demolitions of unsafe residential structures and special assessment lot clearings. This change could provide the opportunity to create an almost self-supporting demolition and lot clearing program, whereby the payment of the liens that result from these activities could be used to replenish the 413 Fund.

Revenue and Expenditure Comment

The Code Enforcement Division is a General Fund function that receives additional CDBG funding of $185,000 annually. Revenues are derived primarily from payment of fines and costs imposed by the Code Enforcement Board and special assessment liens resulting from lot clearings and demolitions. Additional revenue is provided annually by the Polk County Board of County Commissioners in the form of a per ton surcharge on disposal of solid waste (413/Community Clean-up Fund).

CODE ENFORCEMENT

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	491,921	490,454
Fringe Benefits	123,305	126,012
Total Personnel	615,226	616,466
Non-Personnel		
Internal Service Charges	271,600	304,153
Professional & Contractual	21,865	24,769
Utilities	18,937	22,833
Insurance and Fixed Charges	24,149	10,659
All Other Operations and Maintenance	185,350	197,276
Capital Outlay		2,151
Debt Service		
Total Non-Personnel	521,901	561,841
Total Expenditures	1,137,127	1,178,307
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	151,205	151,833
Charges for Services	50,075	79,000
Interest Income		
All Other Revenue	60,000	50,000
Total Revenue	261,280	280,833
Funding to be Provided	875,847	897,474

BUILDING INSPECTION & PERMITTING SERVICES

Service Statement

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.

Activity Description

The Building Division administers and enforces various codes and legal aspects regulating construction of residential and commercial projects. This includes several activities designed to protect the health, safety, and welfare of the public in the built environment. Administrative efforts include duties to provide preliminary zoning and construction reviews. This is done to expedite the construction and variance application process. The work group also reviews building plans, issues permits, and performs related field inspections. Legal efforts include enforcing laws regulating construction on all new and existing structures and to oversee the activities of contractor license and discipline functions, such as registration, performance compliance, and building code violations.

Fiscal Year	FY 2003 Actual	FY 2004 Budget	FY 2005 Projected
Total permits issued (all types)	8,727	9,075	9,439
Commercial building permits issued	1,309	1,361	1,416
Residential building permits issued	2,837	2,950	3,068
All other trade permits	4,581	4,764	4,955
Building inspections performed	24,453	26,472	28,854

Budget Goals Action Plan

A primary focus during FY 2005 is to increase efficiency and enhance customer service by automating inspection services, permitting and plan review. A large format scanner used to digitize construction plans has improved record keeping and the automation process. The upgrades to the computer permit system called “Building Inspection Code Enforcement Program,” (BICEP) will enhance staff’s capability to better serve customers. The Division will furnish each field inspector with a laptop computer, which will provide employees real time access to all necessary permit information with the ability to check job status and enter information while in the field.

Revenue and Expenditure Comment

Revenues are derived from various fees, established by city ordinance that govern and administer the construction processes. Such fees include building permits, plan review, reinspection, and contractor registration. CDBG support for the Building Inspection and Permitting Services Activity is projected at $16,250 in FY 2005.

BUILDING INSPECTION & PERMITTING SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	1,123,394	1,158,659
Fringe Benefits	250,285	249,148
Total Personnel	1,373,679	1,407,807
Non-Personnel		
Internal Service Charges	216,128	239,751
Professional & Contractual	899	725
Utilities	16,576	19,044
Insurance and Fixed Charges	52,353	56,240
All Other Operations and Maintenance	53,281	59,260
Capital Outlay	13,702	
Debt Service		
Total Non-Personnel	352,939	375,020
Total Expenditures	1,726,618	1,782,827
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits	680,501	675,400
Intergovernmental	16,100	16,250
Charges for Services	1,550	
Interest Income		
All Other Revenue		
Total Revenue	698,151	691,650
Funding to be Provided	1,028,467	1,091,177

OCCUPATIONAL LICENSES

Service Statement

To collect revenue through an occupational license 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.

Activity Description

The Occupational License Division processes license applications for individuals doing business within the City limits and assures conformance with all requirements and regulations to obtain an Occupational License. Staff conducts on-site investigations to ensure compliance with the City Code and collects license taxes and delinquent fees as required. The Division patrols the City for unlicensed businesses, solicitors, peddlers, and transient merchants. The Division also represents the City before the Code Enforcement Board in license violation cases.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Licenses issued	6,194	6,751	7,089
Revenue collected	$1,094,890	$1,223,450	$1,216,750

Budget Goals Action Plan

The Division plans to increase automation and continue web site enhancements so customers will have greater access to occupational licensing. Inspectors will soon be able to access license information on PDA's while in the field, allowing office staff to work directly with customers. This change, as well as continued automation and real time access to information, should allow for greater efficiencies and the ability to increase collection revenues with existing staff. A major revision to the transient merchant requirement has been completed and is awaiting consideration by the City Commission. These revisions will eliminate most transient merchant activity.

Revenue and Expenditure Comment

Revenues are derived from the collection of the occupational license tax. These revenues have increased steadily with the growth of the City. The rate structure is regulated by state statute with allowances to increase rates every two years. The City has not increased rates in recent years.

OCCUPATIONAL LICENSES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	122,635	125,156
Fringe Benefits	28,062	28,735
Total Personnel	150,697	153,891
Non-Personnel		
Internal Service Charges	30,646	33,987
Professional & Contractual	123	101
Utilities	2,351	2,701
Insurance and Fixed Charges	7,434	7,983
All Other Operations and Maintenance	5,427	6,141
Capital Outlay	1,946	
Debt Service		
Total Non-Personnel	47,927	50,913
Total Expenditures	198,624	204,804
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits	1,223,450	1,216,750
Intergovernmental		
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue	1,223,450	1,216,750
Funding to be Provided	(1,024,826)	(1,011,946)

AFFORDALE HOUSING PROGRAMS

Service Statement

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.

Activity Description

The Housing Division administers the City's Federally funded Community Development Block Grant (CDBG), HOME Investment Partnership Program (HOME), and State Housing Initiatives Partnership Program (SHIP). Historically, funding has been utilized to provide the City's low to moderate income residents with housing rehabilitation, home purchase assistance, public facilities, code enforcement, sidewalk and street paving, and countless public service grants. Assistance is available only within the corporate limits of the City of Lakeland.

Services are primarily provided through two programs. The Owner-Occupied Housing Rehabilitation Program addresses health and safety issues, code violations, and handicap accessibility needs through rehabilitation. Strategies also include 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 10 or 15 year deferred payment lien. The Home Purchase Assistance Program provides assistance through a non-profit loan processor, Keystone Challenge Fund, Inc. Homeownership class attendance is required and recipients execute a 10-year deferred payment lien.

Grants	Funding Source	FY 2003 Actual	FY 2004 Estimate	FY 2005 Projected
Major Rehabilitation	CDBG, HOME, SHIP	10	21	21
Reconstruction	CDBG, HOME, SHIP	6	9	7
New Construction	CDBG, HOME, SHIP	0	1	1
Emergency Repair	SHIP	1	6	4
Priority/Handicap Access	Dixieland	10	8	8
Home Purchase Assistance	HOME, SHIP	34	45	45
CHDO New Construction	HOME	1	2	2

Budget Goals Action Plan

The North Lake Wire Neighborhood will be the area of concentration for rehabilitation assistance. Rehabilitation clients located in the area of the social service agencies, Watson Clinic, and Lakeland Regional Medical Center may require alternate sites to assist both the homeowner and Mid-Town CRA redevelopment efforts. Home purchase assistance may see increases through HOPE VI efforts at Magnolia Point, Lakeridge, and Washington Park.

AFFORDABLE HOUSING PROGRAMS

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	303,089	303,509
Fringe Benefits	77,733	83,969
Total Personnel	380,822	387,478
Non-Personnel		
Internal Service Charges	38,641	56,101
Professional & Contractual	2,567	1,855
Utilities	1,277	2,049
Insurance and Fixed Charges	2,442	8,223
All Other Operations and Maintenance	1,434,183	1,502,244
Capital Outlay	735	735
Debt Service		
Total Non-Personnel	1,479,845	1,571,207
Total Expenditures	1,860,667	1,958,685
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	1,711,335	1,733,147
Charges for Services		
Interest Income	5,000	6,000
All Other Revenue	70,000	64,000
Total Revenue	1,786,335	1,803,147
Funding to be Provided	74,332	155,538

NEIGHBORHOOD PROGRAMS

Service Statement

To plan for and support the revitalization of Lakeland neighborhoods which are recognized as the fundamental building blocks of a quality city.

Activity Description

Neighborhood Programs include the establishment of plans for specific neighborhoods or sectors, administration of the City's historic preservation program including architectural design review, and assistance to neighborhood associations including organization, communications, training, and resource referral. The Neighborhood Programs staff works closely with the Lakeland Neighborhood Association Coalition and the Midtown and Dixieland Community Redevelopment Agency (CRA) efforts.

Fiscal Year	FY 2003 Actual	FY 2004 Estimated	FY 2005 Projected
Sector/Neighborhood Plans produced	1	2	1
Architectural plans reviewed	133	139	140
Association meetings	167	186	195
Newsletters, flyers	121	112	120
Workshops, conferences	16	17	4*
Grants assisted or administered	7	12	11

*Incorporated in Florida Neighborhoods Conference

Budget Goals Action Plan

Given limited resources to affect change in neighborhoods, FY 2005 will mark a shift in emphasis from individual neighborhood plans to sector plans that cover a larger geographic area while still acknowledging the uniqueness of the constituent neighborhoods. In FY 2005, emphasis will be placed on identifying and supporting organizations that have the potential to become Community Development Corporations (CDCs) and that can marshal outside resources (grants etc.) in support of CRA redevelopment activities in stressed neighborhoods. Neighborhood Matching Grants will continue to be offered in FY 2005. In FY 2005, the City of Lakeland will host the 9th Annual Florida Neighborhoods Conference in September which will be a major demand on the Neighborhood Programs staff.

Revenue and Expenditure Comment

By nature, most of the Neighborhood Programs are subsidized to benefit neighborhood improvement. Staff has worked to maximize the effectiveness of these efforts while limiting the magnitude of any subsidy. For example, new neighborhood associations are given greater support until they become better established, but then are expected to operate more or less independently. The largest expenditures in FY 2005 will be the one-time costs associated with hosting the Annual Florida Neighborhoods Conference. Full cost recovery for these costs is anticipated through a program of corporate and municipal sponsors. Because of the staff resources committed to the state conference, the Annual Neighborhood Leadership Conference and Historic Home Workshop will not be held in FY 2005.

NEIGHBORHOOD PROGRAMS

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	107,737	117,132
Fringe Benefits	26,031	29,006
Total Personnel	133,768	146,138
Non-Personnel		
Internal Service Charges	30,718	37,974
Professional & Contractual	2,881	1,424
Utilities	1,971	2,292
Insurance and Fixed Charges	1,275	2,867
All Other Operations and Maintenance	200,863	197,977
Capital Outlay		
Debt Service		
Total Non-Personnel	237,708	242,534
Total Expenditures	371,476	388,672
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		40,000
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue		40,000
Funding to be Provided	371,476	348,672

ECONOMIC DEVELOPMENT

Service Statement

To create and sustain economic growth through the mobilization of human, financial, capital, physical and natural resources that generate goods and services that enhance the quality of community life.

Activity Description

Efforts in this Activity include the marketing of the City and available sites and facilities to existing and prospective parties for industrial, commercial, office and housing developments. Other services include financial support for the Lakeland Economic Development Council (LEDC), the Lakeland Area Chamber of Commerce and the Tampa Bay Partnership. The City also is 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 in the Lakeland area and to increase the average household income in the Lakeland urban area.

City staff primarily support this Activity through the preliminary meetings and planning efforts that are 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.

Expenditure Comment

Non-Personnel costs in this Activity are largely comprised of membership fees in the above noted economic development agencies.

ECONOMIC DEVELOPMENT

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	70,771	76,094
Fringe Benefits	16,535	18,339
Total Personnel	87,306	94,433
Non-Personnel		
Internal Service Charges	15,669	19,268
Professional & Contractual	21,428	730
Utilities	1,003	1,495
Insurance and Fixed Charges	613	1,377
All Other Operations and Maintenance	250,889	221,471
Capital Outlay		
Debt Service		
Total Non-Personnel	289,602	244,341
Total Expenditures	376,908	338,774
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue		
Funding to be Provided	376,908	338,774

DOWNTOWN COMMUNITY REDEVELOPMENT AGENCY

Service Statement

To improve the economic vitality and enhance the visual image of Downtown by creating and implementing a redevelopment plan, promoting economic growth and encouraging the preservation of the area's historic character.

Activity Description

Florida law (Chapter 163, Part III), authorizes local governments to designate specified Community Redevelopment Areas when certain slum and blighted conditions exist. The Downtown Community Redevelopment Agency (CRA) is generally bounded by Lake Morton, Walnut Street and The Ledger property on the south, The Lakeland Center, Lake Beulah and Lake Wire to the west, the In-Town Bypass (Bartow Road) to the north, and South Lake Avenue to the east.

The Lakeland Downtown Development Authority Board (LDDA) is a group of seven elected Directors from within the Downtown district, who have been granted the responsibility for making all Downtown CRA budget, policy, and project recommendations to the City Commission. The LDDA's Mission is to improve and stimulate the environment for economic development in a people-oriented downtown community. The City Commission, acting as the CRA is ultimately responsible for approving all actions.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Revitalized streetscape blocks	2	5	5
New container gardens	79	79	80
Informational/promotional mailing	4	3	3

Budget Goals Action Plan

In FY 2004, the LDDA and the City Commission continued their commitment to beautification and image enhancements in the Downtown Area with five additional sections of streetscape completed, as well as the completion of improvements to Preservation Alley. In addition, 79 container gardens were completed, to bring the total number of containers in Downtown to 237. The LDDA (using LDDA funds) also completed the Finding of Necessity and Redevelopment Plan for the expansion of the Downtown CRA boundaries for an approximate 14 acre area south of the Intown Bypass, which was adopted by the City Commission. During FY 2005, funds have been set aside to work on implementation of the Redevelopment Plan.

Revenue and Expenditure Comment

Revenues in this Activity are the result of the collection of tax increment which is made up of property taxes contributed by the City, County and Lakeland Area Mass Transit District to the Community Redevelopment Trust Fund. The tax increment is calculated annually based on increases to property values within the CRA district using the year 1978 as the "base year". Revenues generated by improvements in the CRA district are to be reinvested in the district to stimulate redevelopment. Per Florida law, tax increment revenues are not to be used to supplant general fund revenues. All other revenue in FY 2004 represents an internal loan for streetscape work within the Downtown CRA.

DOWNTOWN COMMUNITY REDEVELOPMENT AGENCY

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	86,891	94,165
Fringe Benefits	20,889	22,808
Total Personnel	107,780	116,973
Non-Personnel		
Internal Service Charges	21,578	26,178
Professional & Contractual	2,758	464
Utilities	1,297	1,525
Insurance and Fixed Charges	2,028	2,376
All Other Operations and Maintenance	511,012	524,716
Capital Outlay	568,382	258,000
Debt Service	438,000	502,250
Total Non-Personnel	1,545,055	1,315,509
Total Expenditures	1,652,835	1,432,482
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes	1,006,264	1,047,000
Licenses & Permits		
Intergovernmental	175,000	
Charges for Services		
Interest Income	5,000	5,000
All Other Revenue	350,000	
Total Revenue	1,536,264	1,052,000
Funding to be Provided	116,571	380,482

MID-TOWN COMMUNITY REDEVELOPMENT AGENCY

Service Statement

To improve the economic vitality and enhance the visual image of the entire Mid Town district by creating and implementing a redevelopment plan, promoting economic growth and acting as a catalyst for change in some of Lakeland's most distressed neighborhoods.

Activity Description

Florida law (Chapter 163, Part III), authorizes local governments to designate specified Community Redevelopment Areas when certain slum and blighted conditions exist. The Mid Town Community Redevelopment Agency (CRA) is north of Downtown, bounded by Main Street, the In-Town Bypass (Bartow Road), and George Jenkins Boulevard on the south, Brunnell Parkway and CSX Railroad to the west, I-4 to the north, and Lake Parker on the east. The Mid Town CRA Advisory Board is a group of property and businesses owners within the District who are appointed by the City Commission. The Advisory Board is responsible for making all budget, policy and project recommendations to the City Commission. The City Commission, acting as the CRA, is ultimately responsible for approving all actions.

The guiding principles of the Mid Town CRA Advisory Board are: 1)The CRA Advisory Board is concerned with facilitating private market real estate development forces in a manner consistent with the redevelopment plan; 2)The Board is concerned with public and private improvements that boost the "image" of the district; 3)The Board will encourage networking and partnership opportunities; however, the Board will not fund social service programs; and 4)The Board will leverage the Mid Town CRA's time and resources to maximize impact within the district. CRA resources will not be used to replace other available resources.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Planning projects initiated	0	3	2
Redevelopment project implementation	0	0	2
Projects that receive Small Project Assistance	1	3	3
Informational/promotional mailing	1	3	3

Budget Goals Action Plan

In FY 2004, the Mid Town CRA retained consultants to complete a Small Area Study, the US 98/N. Florida Avenue Corridor Study and the Metro Lakeland Community Housing Strategy. All three planning projects were completed in FY 2004. The Small Area Study and US 98 Corridor Study, adopted by the City Commission and the Metro Lakeland Community Housing Strategy, will be prepared for approval in the upcoming fiscal year. During FY 2005, funds have been set aside to work on implementation of both adopted studies, as well as to complete the Metro Lakeland Community Housing Strategy and begin planning for implementation.

Revenue and Expenditure Comment

Revenues in this Activity are the result of collecting a tax increment, which is made up of property taxes contributed by the City, County and Lakeland Area Mass Transit District to the Community Redevelopment Trust Fund. The tax increment is calculated annually based on increases to property values within the CRA district using the year 2000 as the "base year." Revenues generated by improvements in the CRA district are to be reinvested in the district to continue to spur redevelopment. Per Florida law, tax increment revenues are not to be used to supplant general fund revenues. All other revenue in FY 2005 represents an internal loan to support redevelopment activities along the US 98 corridor.

MID-TOWN COMMUNITY REDEVELOPMENT AGENCY

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	52,885	57,497
Fringe Benefits	12,778	14,238
Total Personnel	65,663	71,735
Non-Personnel		
Internal Service Charges	15,079	18,641
Professional & Contractual	1,414	699
Utilities	967	1,125
Insurance and Fixed Charges	626	1,407
All Other Operations and Maintenance	390,378	456,416
Capital Outlay	365,000	805,000
Debt Service	141,000	243,000
Total Non-Personnel	914,464	1,526,288
Total Expenditures	980,127	1,598,023
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes	758,457	823,000
Licenses & Permits		
Intergovernmental		
Charges for Services		
Interest Income	2,000	7,000
All Other Revenue		500,000
Total Revenue	760,457	1,330,000
Funding to be Provided	219,670	268,023

DIXIELAND COMMUNITY REDEVELOPMENT AGENCY

Service Statement

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.

Activity Description

Florida law (Chapter 163, Part III), authorizes local governments to designate specified Community Redevelopment Areas when certain slum and blighted conditions exist. The Dixieland Community Redevelopment Agency (CRA) is generally along S. Florida Avenue from Walnut Street and extending south to Lenox Street.

The Dixieland CRA Advisory Board is a group of property and businesses owners from within the district who are appointed by the City Commission. The Advisory Board is responsible for making all budget, policy and project recommendations to the City Commission. The City Commission, acting as the CRA, is ultimately responsible for approving all actions.

The guiding principles of the Dixieland CRA Advisory Board are: 1)The Board will encourage private improvements that enhance the image of the district; 2)The Board is committed to establishing long-term partnerships with the Florida Department of Transportation (FDOT) to beautify and improve all public infrastructure; 3)The Board will provide regular communication with business/property owners and adjacent residents to develop a common sense of purpose; and 4)The Board will seek to balance the preservation of historic resources with the desire for redevelopment in a way that benefits the entire district.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Planning projects initiated	2	2	2
Projects that receive Small Project Assistance	0	3	3
Informational/promotional mailing	1	2	5
Alley clean-up/maintenance	0	0	1

Budget Goals Action Plan

At the close of FY 2003 the Dixieland CRA retained consultants to complete a Corridor Study, a Streetscape Master Plan and Design Guidelines for the Commercial Corridor. The completed projects were adopted by the City Commission and Historic Preservation Board in FY 2004.

During FY 2005, $15,000 has been budgeted for Small Project Assistance to assist property owners within this area in the implementation of Design Guidelines. An additional $25,000 has been reserved for the implementation of improvements identified in the Corridor Study and Streetscape Master Plan. Additional monies have been allocated to assist in alley improvements also outlined in the Master Plan.

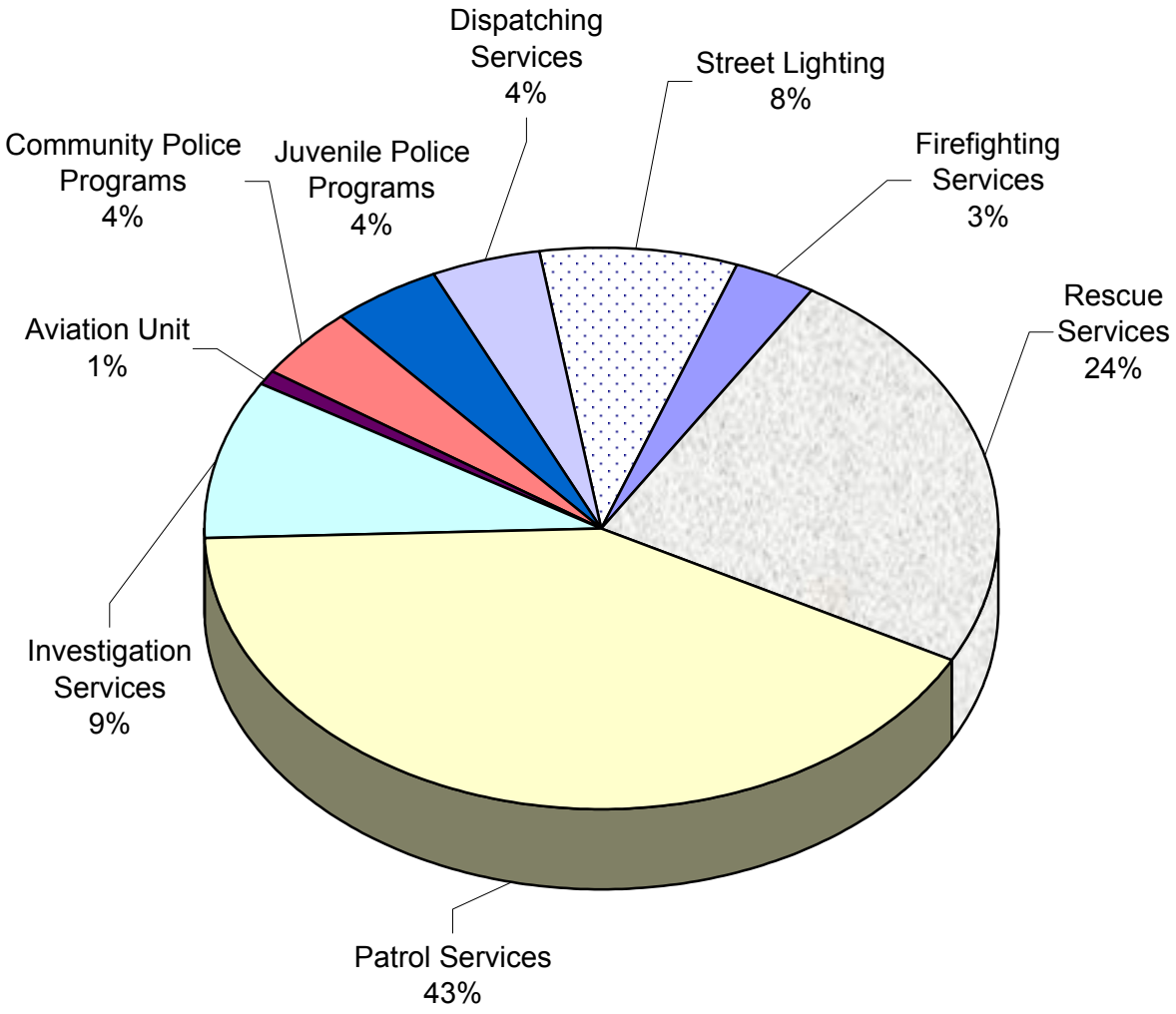
Revenue and Expenditure Comment

Revenues in this Activity are the result of the collection of tax increment, which is made up of property taxes contributed by the City, County and Lakeland Area Mass Transit District to the Community Redevelopment Trust Fund. The tax increment is calculated annually based on increases to property values within the CRA district using the year 2000 as the "base year". Revenues generated by improvements in the CRA district are to be reinvested in the district to stimulate redevelopment. Per Florida law, tax increment revenues are not to be used to supplant general fund revenues.

DIXIELAND COMMUNITY REDEVELOPMENT AGENCY

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	37,982	41,294
Fringe Benefits	9,177	10,226
Total Personnel	47,159	51,520
Non-Personnel		
Internal Service Charges	10,829	13,388
Professional & Contractual	1,016	502
Utilities	695	808
Insurance and Fixed Charges	450	1,011
All Other Operations and Maintenance	45,567	34,312
Capital Outlay	15,000	48,500
Debt Service		
Total Non-Personnel	73,557	98,521
Total Expenditures	120,716	150,041
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes	54,143	60,000
Licenses & Permits		
Intergovernmental		
Charges for Services		
Interest Income	1,000	1,000
All Other Revenue		
Total Revenue	55,143	61,000
Funding to be Provided	65,573	89,041

Community Safety



COMMUNITY SAFETY

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	24,400,064	24,711,935
Fringe Benefits	5,495,537	5,688,465
Total Personnel	29,895,601	30,400,400
Non-Personnel		
Internal Service Charges	4,555,374	5,002,099
Professional & Contractual	152,406	134,571
Utilities	3,986,924	4,059,259
Insurance and Fixed Charges	1,234,139	1,314,511
All Other Operations and Maintenance	2,556,418	2,377,075
Capital Outlay	2,340,028	1,340,717
Debt Service	1,625,972	1,756,725
Total Non-Personnel	16,451,261	15,984,957
Total Expenditures	46,346,862	46,385,357
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	939,209	586,678
Charges for Services	393,700	480,000
Interest Income	10,000	
All Other Revenue	2,272,020	1,176,784
Total Revenue	3,614,929	2,243,462
Funding to be Provided	42,731,933	44,141,895

FIREFIGHTING SERVICES

Service Statement

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

Activity Description

The primary responsibility for the Fire Department is to respond to a citizen's call for service through the E-911 Central Dispatch System. In addition to firefighting activities in the city limits, Fire Department personnel respond to calls in the greater Lakeland area through a countywide contractual agreement. Fire-based emergency rescue is dual response with Polk County Emergency Medical Service within the corporate city limits. Technical rescue services are provided countywide in a reciprocal agreement with the Polk County Fire Department, which provides countywide hazardous material response. This Activity is uniquely joined with the Rescue Services Activity as the same personnel are required to perform both services.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budgeted**	**FY 2005 Proposed**
Fire Runs	2,108	2,035	2,000
Fire Inspections	2,662	2,978	3,078
Fire Inspection Violations	235	320	275
Fire Complaints	72	40	50
Fire Investigations	379	300	330
Public Education Programs	749	750	775
Plans Reviewed	699	750	750

Budget Goal Action Plan

Station Six will open in October of 2004, and the department will be divided into two battalions, necessitating command reorganization. Battalion One will be comprised of Stations One, Two, and Five. Battalion Two will be comprised of Stations Three, Four, and Six. The run time in the City's northeast quadrant is estimated to decrease by 20% with the opening of the new station. Station response territories will be adjusted to minimize run times for Stations Three and Six. Staff will continue to evaluate the optional location for Station Seven, which will be designated to serve the Southwest quadrant in FY 2005.

A new generator will be purchased for Station Four, which will conclude the fire department generator replacement plan that started in 1996. All fire stations will be at 100% emergency capacity by October 2005.

Revenue Comment

Charges for services revenues represent funding from Polk County for the provision of fire and rescue services in unincorporated areas that are adjacent to City of Lakeland corporate boundaries.

FIREFIGHTING SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	847,303	855,061
Fringe Benefits	201,719	206,384
Total Personnel	1,049,022	1,061,445
Non-Personnel		
Internal Service Charges	94,623	106,368
Professional & Contractual	2,160	301
Utilities	58,530	61,316
Insurance and Fixed Charges	54,070	57,162
All Other Operations and Maintenance	44,360	44,340
Capital Outlay	227,280	115,558
Debt Service	76,557	57,126
Total Non-Personnel	557,581	442,173
Total Expenditures	1,606,603	1,503,618
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	2,750	2,200
Charges for Services	320,000	308,000
Interest Income		
All Other Revenue	163,622	
Total Revenue	486,372	310,200
Funding to be Provided	1,120,230	1,193,418

RESCUE SERVICES

Service Statement

To provide the most efficient and highest level emergency medical services to the citizens of Lakeland.

Activity Description

Fire based emergency rescue provides dual response with Polk County Emergency Medical Services within the City of Lakeland corporate limits. Fire rescue units provide both basic and advanced life support. The Medical Director, and related medical equipment and supplies are provided by Polk County. The personnel are firefighter EMT's and Paramedics with the City of Lakeland. This Activity is uniquely joined with the Firefighting Services Activity as the same personnel are required to perform both services.

Fiscal Year	FY 2003 Actual	FY 2004 Budgeted	FY 2005 Proposed
Medical Runs	13,844	14,490	15,123

Budget Goal Action Plan

In FY 2004, the Department opened its first Advanced Life Support (ALS) service from Station Two located at Beacon and South Florida Avenue. Currently, 12 firefighters are certified paramedics. In FY 2005, a second ALS unit will open at Station Three, located at Bella Vista and North Florida Avenue. Successive stations will be converted from basic life support to ALS as additional paramedics are trained to staff the units. This departmental initiative will continue until all fire stations are ALS. In conjunction with this program, seven additional Firefighters are currently enrolled in paramedic training.

Revenue Comment

All other revenue in FY 2004 and FY 2005 represent bond proceeds and impact fees associated with the construction and opening of Station Six that will cover the NE quadrant of the City.

RESCUE SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	6,213,554	6,270,451
Fringe Benefits	1,479,274	1,513,479
Total Personnel	7,692,828	7,783,930
Non-Personnel		
Internal Service Charges	693,904	780,034
Professional & Contractual	15,844	2,210
Utilities	429,223	449,652
Insurance and Fixed Charges	396,511	419,186
All Other Operations and Maintenance	325,307	325,164
Capital Outlay	1,666,720	887,675
Debt Service	561,415	418,926
Total Non-Personnel	4,088,924	3,282,846
Total Expenditures	11,781,752	11,066,776
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	22,250	17,800
Charges for Services		
Interest Income	10,000	
All Other Revenue	1,199,898	149,641
Total Revenue	1,232,148	167,441
Funding to be Provided	10,549,604	10,899,335

PATROL SERVICES

Service Statement

To reduce crime and ensure public safety while providing quality customer service to address the community's quality of life concerns.

Activity Description

The Uniform Patrol Division continues to enhance its community policing efforts by strengthening its collaborative partnerships with the City's neighborhoods and businesses. During the past year there has been a continued emphasis on enhancing the Department's Crime Analysis and Problem Solving (CAPS) crime control model as an effective method of addressing problem areas. This model employs the use of timely intelligence, deployment of adequate resources, application of effective tactics and relentless follow-up in order to effectively reduce crime.

Within the last several months, the Department has been the recipient of the Project Safe Neighborhoods grant that funds two additional crime analysts to provide data on emerging crime trends and gun violence. In addition, a Neighborhood Enforcement Team (NET) is being assembled through the restructuring of existing personnel with the express purpose of utilizing the aforementioned data to reduce crime in specific areas. These initiatives are focused on holding the Department's members accountable to the community to which they serve.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Calls for Service	108,500	111,000	113,500
Total Part 1 Crimes	5,681	5,758	n/a
Officers per 1,000 residents	2.66	2.63	2.51
DUI Arrests	612	564	547
Traffic Citations	19,243	20,844	21,886

Budget Goals Action Plan

A nationwide trend is emerging within the legal system that is focused on police supervisory training. The Department's goal is to enhance the capabilities and training of it first line supervisors. Furthermore, during the past several years, the Department has promoted a number of Sergeants. In fact, approximately one third of current Sergeants have less than two years experience in their current positions. Therefore, the primary goal for the upcoming fiscal year is to allocate a significant percentage of the UPD training budget toward new supervisor training and development. Also proposed in FY 2005, is a new recruitment program that will sponsor ten cadets through the Polk Community College Police Academy. The program is intended to assist the Department in its diversity recruitment efforts.

PATROL SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	10,920,995	11,072,748
Fringe Benefits	2,401,373	2,498,151
Total Personnel	13,322,368	13,570,899
Non-Personnel		
Internal Service Charges	2,391,949	2,613,471
Professional & Contractual	28,196	26,709
Utilities	354,564	310,064
Insurance and Fixed Charges	497,559	532,234
All Other Operations and Maintenance	718,080	751,943
Capital Outlay	438,024	252,646
Debt Service	988,000	1,280,673
Total Non-Personnel	5,416,372	5,767,740
Total Expenditures	18,738,740	19,338,639
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	297,149	138,379
Charges for Services	73,700	172,000
Interest Income		
All Other Revenue	908,500	1,027,143
Total Revenue	1,279,349	1,337,522
Funding to be Provided	17,459,391	18,001,117

INVESTIGATION SERVICES

Service Statement

To provide quality, courteous, professional and thorough follow up investigation to criminal incidents occurring within the boundaries of the City of Lakeland.

Activity Description

Investigative Services is comprised of two Sections; Criminal Investigations (CIS) and Special Investigations (SIS). CIS members conduct investigations related, but not limited, to crimes such as murder, burglary, robbery, fraud, and auto theft. SIS members conduct investigations into violations of laws related to narcotics and vice. The Crime Lab is also part of this section.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Total Criminal Investigative Cases worked (approx.)	3,700	4,000	4,200
Criminal Investigative Cases Cleared:			
Violent Crimes (rape, robbery, murder, etc.)	28%	30%	32%
Property Crimes (burglary/theft over $300.00 etc.)	25%	26%	28%
Auto theft	47%	46%	48%
Economic Crime (fraud-identity theft-etc.)	69%	72%	74%
Juvenile crime (molestations, etc.)	82%	83%	85%
Total Lab Cases worked (approx.)	2,788	2,800	3,000
Total Special Investigation Cases worked (approx.)	1,707	1,800	2,000
Special Investigation Cases Cleared	96%	96%	96%

Budget Goals Action Plan

State and Federal Law Enforcement Trust Funds are anticipated to support the purchase of several pieces of equipment to update the Department's surveillance technology, which is of mid-1980's vintage. The proposed budget includes several items of state-of-the-art surveillance and wiretap equipment to bring the LPD up to current wireless technology standards. Also proposed is the purchase of several items to enhance the Crime Lab's ability to produce digital photographs rather than the old chemical processing methods. This will be a great cost savings, as well eliminate the need to adhere to the disposal of hazardous waste resulting from film development. This past year the LPD also received a grant, which allowed the purchase of an Automated Fingerprint Identification System (AFIS) that provides access to latent fingerprint data and comparison collected from crime scenes. It also provides another avenue to revisit latents from old "cold cases," possibly leading to suspect identification. The purchase of upgraded software for the image enhancing system for video tapes is also proposed. This will afford enhancement of poor quality surveillance tapes. Due to the nature of the Trust Fund, the operating budget does not include the expenses or revenues for such items until funding is actually received.

INVESTIGATION SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	2,652,309	2,693,043
Fringe Benefits	584,151	608,043
Total Personnel	3,236,460	3,301,086
Non-Personnel		
Internal Service Charges	565,027	617,355
Professional & Contractual	6,660	6,309
Utilities	83,755	73,243
Insurance and Fixed Charges	117,534	125,725
All Other Operations and Maintenance	179,125	183,312
Capital Outlay	3,289	1,988
Debt Service		
Total Non-Personnel	955,390	1,007,932
Total Expenditures	4,191,850	4,309,018
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue		
Funding to be Provided	4,191,850	4,309,018

AVIATION UNIT

Service Statement

To assist operational components of the Department by providing aerial support for surveillance and tactical operations as well as crime prevention patrols.

Activity Description

The Aviation Unit is currently comprised of one full-time pilot in training and one temporary part time pilot instructor. The Department's former full-time pilot is currently deployed with the United States Army. The Aviation Unit is equipped with one military surplus 1973 Bell OH-58 helicopter, a fuel truck, an aircraft tug, and a portable office. Operating from the Lakeland Regional Linder Airport, the helicopter is a force multiplier equaling 10-15 ground units on a major incident. In 2003, the Aviation Unit had 342 flight hours; recovered $46,000 in property and assisted in seizing over 900 grams of marijuana; six vehicle pursuits; 379 back-ups of ground units and assisted in 59 arrests.

The Aviation Unit has the unique ability to patrol areas where ground units have little or no access. In 2003, the Aviation Unit was credited with saving three children that were stranded in a lake at night by using its thermal imager. The Aviation Unit is also heavily involved with emergency response activities at the Airport during the Annual Sun 'n Fun EAA Fly In, and aircraft crash investigations.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Flight Hours	342	353	400
Assists/Back-ups	379	530	550
Recovered Property Value	$46,258	$94,000	$100,000
Arrests	59	54	75

Budget Goals Action Plan

Proposed is a total of $80,000 for a "hot engine" overhaul and maintenance of the existing thermal imager. In addition, a part-time pilot position is continued in FY 2005 to provide a temporary replacement for a full-time, flight-certified police officer who was called into service as a reserve officer serving in Iraq.

AVIATION UNIT

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	85,974	87,187
Fringe Benefits	18,908	19,670
Total Personnel	104,882	106,857
Non-Personnel		
Internal Service Charges	18,834	20,579
Professional & Contractual	222	210
Utilities	2,792	2,441
Insurance and Fixed Charges	3,918	4,191
All Other Operations and Maintenance	105,654	115,797
Capital Outlay	110	80,066
Debt Service		
Total Non-Personnel	131,530	223,284
Total Expenditures	236,412	330,141
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue		
Funding to be Provided	236,412	330,141

COMMUNITY POLICE PROGRAMS

Service Statement

The Community Services Unit provides the public with education designed to help them avoid becoming crime victims.

Activity Description

The Community Services Unit provides a wide range of programs and services to the public. Members are available to complete both commercial and residential security surveys, that assess the security strengths and weaknesses of a specific location and make appropriate recommendations for improvement. Members also work with the public in organizing and maintaining Neighborhood Watch and Business Watch programs throughout the City. The Department also coordinates a Victim Assistance Program and Domestic Abuse Response Team (DART).

In February 2004, the Community Services Unit hosted the Crime Prevention Expo in conjunction with the Lakeland Kiwanis Club Pancake Festival. The event provided exposure to over 8,000 people that attended. This was the first year in which the Expo was held in partnership with another organization and provided significantly greater exposure to the community than in previous years.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Crime Prevention Programs	415	362	415
Home Security Surveys	63	40	63
Business Security Surveys	40	130	130

Budget Goals Action Plan

Fiscal Year 2005 will coincide with the return of several employees that have been absent for a long period of time due to on-the-job injury. One full-time Crime Prevention Practitioner will be hired to fill one long-term vacancy. Upon return to full manpower staffing, the Community Services Unit will be better able to meet the increased needs of the citizens and the demands of the Lakeland Police Department's Crime Analysis and Problem Solving strategy.

Revenue Comment

Intergovernmental revenue represents grants, which support the Victim Assistance Program.

COMMUNITY POLICE PROGRAMS

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	1,272,671	1,292,209
Fringe Benefits	280,676	291,964
Total Personnel	1,553,347	1,584,173
Non-Personnel		
Internal Service Charges	263,679	288,099
Professional & Contractual	3,108	2,944
Utilities	39,086	34,180
Insurance and Fixed Charges	54,849	58,671
All Other Operations and Maintenance	79,158	81,164
Capital Outlay	1,535	928
Debt Service		
Total Non-Personnel	441,415	465,986
Total Expenditures	1,994,762	2,050,159
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	140,567	137,426
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue	140,567	137,426
Funding to be Provided	1,854,195	1,912,733

JUVENILE POLICE PROGRAMS

Service Statement

To provide the youth of Lakeland education in lifestyle options other than gang participation and drug use through instructional sessions, mentoring, and providing positive role models by associating with Police Officers.

Activity Description

The Juvenile Police Services Activity is made up of several components, including the DARE/GREAT programs, which provide drug and gang resistance education and alternative lifestyle choices training to various grade levels. School Resource Officers (SRO) provide schools a secure and safe environment for students. The Truancy Interdiction Program (TIP) addresses issues of truancy and related crimes, while the Police Athletic League (PAL) offers after school mentoring and tutoring programs, in addition to organized sports such as football, baseball and cheerleading. These programs have hundreds of student and parent participants.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Children in PAL programs	240	300	350
PAL tutoring hours	112	125	175
TIP truants	77	60	* 50
DARE/GREAT students	1400	1500	** 1600
SRO student conferences	2085	2870	3000

*effective TIP program should reduce numbers
**numbers should increase due to more schools visited

Budget Goals Action Plan

The Department's DARE golf tournament exceeded proceeds from last year's event by several thousand dollars which helps fund training and program expenses. The PAL has added teams to each area from the previous year and the department projects to have the current temporarily assigned PAL position made permanent. SROs have suffered a number of on the job injuries. LPD is working toward having a SRO in each and every school.

Revenue Comment

Intergovernmental revenue is primarily derived from grant programs which provide funding for SRO and TIP efforts. Fundraisers for DARE/GREAT and PAL Programs are not budgeted and will be incorporated in the FY 2005 Budget as funds are collected.

JUVENILE POLICE PROGRAMS

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	1,203,629	1,220,618
Fringe Benefits	264,718	275,387
Total Personnel	1,468,347	1,496,005
Non-Personnel		
Internal Service Charges	263,679	288,099
Professional & Contractual	3,108	2,944
Utilities	39,086	34,180
Insurance and Fixed Charges	54,849	58,671
All Other Operations and Maintenance	157,376	154,191
Capital Outlay	1,535	928
Debt Service		
Total Non-Personnel	519,633	539,013
Total Expenditures	1,987,980	2,035,018
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	476,493	290,873
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue	476,493	290,873
Funding to be Provided	1,511,487	1,744,145

DISPATCHING SERVICES

Service Statement

To provide prompt, attentive, and compassionate dispatch services in response to calls for assistance and emergencies in the City of Lakeland.

Activity Description

The Lakeland Police Department Communications Center is a 24-hour, 7-day per week operation, with an approved staffing level of 41 employees. The Communications Center dispatches both Lakeland Police and Fire Departments. Communications is comprised of four (4) squads, each working 12-hour shift configurations. The members who make-up the Communications Call Center are called Emergency Communications Specialists who are specially trained to handle emergency, as well as non-emergency calls.

Fiscal Year	FY 2002 Actual	FY 2003 Budget	FY 2004 Projected
Telephone Calls Received	546,644	445,597	470,460
Police Radio Transmissions	960,685	846,266	780,084
Fire Radio Transmissions	148,914	142,874	148,257

Budget Goals Action Plan

In conjunction with the consolidation of Polk County E911 in FY 2005, the Lakeland Police Department Communications Center will assume fiduciary responsibility for equipment previously purchased by Polk County E911 during prior years. These items include, but are not limited to: headsets, chairs, recording equipment, telephone equipment and training. Additionally, current vacancies will be filled as we continue in our efforts to bring the Communications Center up to full staff. The LPD Communications Center is proposed to remain a stand-alone back-up call center for the time being as part of the county-wide consolidation plan.

DISPATCHING SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	1,203,629	1,220,618
Fringe Benefits	264,718	275,387
Total Personnel	1,468,347	1,496,005
Non-Personnel		
Internal Service Charges	263,679	288,099
Professional & Contractual	3,108	2,944
Utilities	39,086	34,180
Insurance and Fixed Charges	54,849	58,671
All Other Operations and Maintenance	79,158	81,164
Capital Outlay	1,535	928
Debt Service		
Total Non-Personnel	441,415	465,986
Total Expenditures	1,909,762	1,961,991
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue		
Funding to be Provided	1,909,762	1,961,991

STREET LIGHTING

Service Statement

To provide the motorists and pedestrians with appropriate illumination at night to assure safety and adequate visibility.

Activity Description

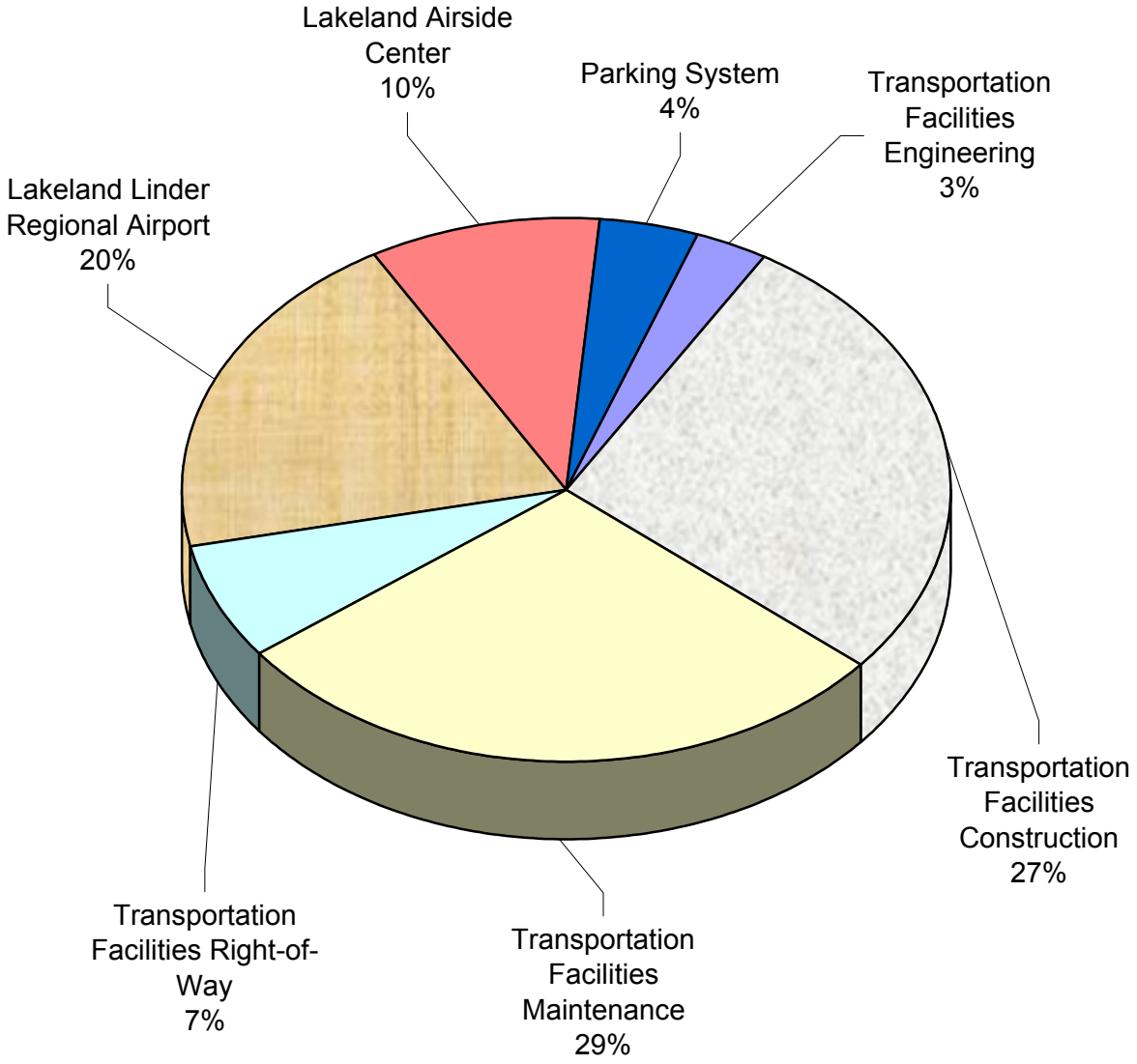
Expenditures in this activity are largely the cost of electricity for street lights throughout the City of Lakeland. Personnel expenses involve both maintenance of existing and the installation of new street lights and other public lighting projects throughout the community.

Fiscal Year	FY 2003 Actual	FY 2004 Budgeted	FY 2005 Proposed
Total Street Lights	14,772	15,100	15,393
New Street Lights Installed	350	328	293

STREET LIGHTING

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages		
Fringe Benefits		
Total Personnel		
Non-Personnel		
Internal Service Charges		
Professional & Contractual	90,000	90,000
Utilities	2,940,802	3,060,003
Insurance and Fixed Charges		
All Other Operations and Maintenance	868,200	640,000
Capital Outlay		
Debt Service		
Total Non-Personnel	3,899,002	3,790,003
Total Expenditures	3,899,002	3,790,003
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue		
Funding to be Provided	3,899,002	3,790,003

Transportation Services



TRANSPORTATION SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	3,586,036	3,535,175
Fringe Benefits	888,142	898,884
Total Personnel	4,474,179	4,434,059
Non-Personnel		
Internal Service Charges	1,511,900	1,930,209
Professional & Contractual	286,680	237,087
Utilities	627,817	526,957
Insurance and Fixed Charges	446,009	422,808
All Other Operations and Maintenance	1,897,934	1,650,415
Capital Outlay	8,319,302	10,069,279
Debt Service	2,269,980	1,903,925
Total Non-Personnel	15,359,622	16,740,680
Total Expenditures	19,833,800	21,174,739
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes	3,921,000	4,021,000
Licenses & Permits		
Intergovernmental	2,718,221	1,991,396
Charges for Services	3,555,735	4,292,341
Interest Income	133,787	130,677
All Other Revenue	4,975,594	4,027,793
Total Revenue	15,304,337	14,463,207
Funding to be Provided	4,529,463	6,711,532

TRANSPORTATION FACILITIES ENGINEERING

Service Statement

To provide engineering services for all transportation related infrastructure within the public rights of way inside the City limits, including roadways, sidewalks, bicycle paths, traffic calming devices, traffic signals and all other transportation facilities.

Activity Description

The major activities include planning, budgeting, investigation, study, evaluation, survey, design, review, permitting and procuring construction services for construction or installation of roadways, bicycle paths, traffic calming devices, traffic signals and any other transportation facility within the public rights of way in the City limits. This program also includes reviewing and issuing right of way use permits for construction activities in the City maintained rights of way.

Fiscal Year	FY 2003 Actual	FY 2004 Budget	FY 2005 Projected
Traffic calming projects	6	6	4
Right-of-way use permits	250	288	320
Engineering design projects	12	13	9

Budget Goals Action Plan

The Transportation Facilities Engineering program provides engineering support for various transportation facilities projects to accomplish goals set for Fiscal Year 2005. These projects include Lime Street two-way conversion and traffic calming, Indiana Avenue Lake to Lake Connector improvements, and various traffic calming and sidewalk projects requested by the Lakeland citizens. Staff will also continue to evaluate transportation safety improvement projects, and to plan and budget for future capital improvement plan projects.

TRANSPORTATION FACILITIES ENGINEERING

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	389,438	403,812
Fringe Benefits	93,428	96,360
Total Personnel	482,866	500,172
Non-Personnel		
Internal Service Charges	70,798	84,138
Professional & Contractual	8,217	1,242
Utilities	3,761	5,309
Insurance and Fixed Charges	9,797	8,608
All Other Operations and Maintenance	23,789	31,939
Capital Outlay		600
Debt Service		
Total Non-Personnel	116,362	131,836
Total Expenditures	599,228	632,008
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue		
Funding to be Provided	599,228	632,008

TRANSPORTATION FACILITIES CONSTRUCTION

Service Statement

To provide for the construction of transportation facilities throughout the City.

Activity Description

Transportation facility projects are managed and constructed by the Public Works Department. The Department provides a variety of services such as sidewalk construction, traffic signalization, new road construction, construction of capacity roadway projects, preparation management of contract documents for construction services, and project and construction management services associated with major transportation related capital projects.

Fiscal Year	FY 2003 Actual	FY 2004 Budget	FY 2005 Projected
Sidewalk construction (linear feet)	13,078	9,915	12,232
Streetscape construction (sq. feet)	44,200	36,800	72,340
New/widened roadway (lane miles)	1.43	2.62	1.31

Budget Goals Action Plan

In FY 2005, staff will initiate the realignment of Main Street construction, between Massachusetts Avenue and Lake Avenue, with project completion scheduled by year end 2005. Also proposed is the construction of the Intown Bypass Park & Ride lot located on the north side of Rose Street which will provide an additional 39 parking spaces. FY 2005 projects also include construction of the Ft. Fraser Trail and Highland City Intermodel Transfer Center. The intermodel trail will run along the CSX rail corridor adjacent to US Highway 98 between State Road 659 (Combee Road) and State Road 60A (Van Fleet Drive). Financing for all three projects will be assisted with grants from the Florida Department of Transportation. Lastly, staff will be implementing the Lime Street two-way conversion and related traffic calming initiatives.

Expenditure Comment

All other revenues in FY 2004 represent impact fees for various transportation projects and a $1.5 million internal loan for Phase I of the Edgewood Drive widening project. FY 2005, all other revenues are derived from impact fees.

TRANSPORTATION FACILITIES CONSTRUCTION

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	184,327	179,607
Fringe Benefits	43,967	41,911
Total Personnel	228,294	221,518
Non-Personnel		
Internal Service Charges	33,976	38,772
Professional & Contractual	1,525	482
Utilities	848	2,174
Insurance and Fixed Charges	8,100	4,702
All Other Operations and Maintenance	26,607	27,878
Capital Outlay	4,194,700	5,182,804
Debt Service	275,000	335,000
Total Non-Personnel	4,540,756	5,591,812
Total Expenditures	4,769,050	5,813,330
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes	421,000	521,000
Licenses & Permits		
Intergovernmental		886,000
Charges for Services	1,500	
Interest Income	78,787	80,797
All Other Revenue	4,030,000	2,550,000
Total Revenue	4,531,287	4,037,797
Funding to be Provided	237,763	1,775,533

TRANSPORTATION FACILITIES MAINTENANCE

Service Statement

To provide for the continuous upkeep and maintenance of all street surfaces, drainage facilities, bridges and alleys under the City of Lakeland jurisdiction.

Activity Description

This activity includes all expenditures required for the maintenance of street surfaces, drainage facilities, bridges, sidewalk and alleys. Major services provided in this activity include administration, routine maintenance of roads, bridges, alleys, sidewalks and traffic services. The street maintenance program includes street sweeping of streets on a scheduled and as-needed basis. Routine maintenance requires the mowing and trimming of streets and alleys for safety and aesthetic concerns. Maintenance of damaged road surfaces from normal appurtenances such as potholes and other distresses in the street surface are performed. In an effort to maintain proper drainage, flushing of storm drains and catch basin repair, is paramount. Other drainage facilities such as ditches, and retention ponds are scheduled and maintained on a routine basis. Sidewalks are maintained on an as-needed basis to provide for safe pedestrian facilities.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Resurfacing (sq. yards)	383,657	315,648	425,000
Street Sweeping (lane miles)	11,783	14,998	15,000
Sidewalk Repairs (sq. feet)	21,786	24,094	24,000

Budget Goals Action Plan

Proposed for FY 2005 is evaluation of the street sweeping program. Currently, street sweepers bring the loaded sweeper back to the transfer station to unload. The travel time to and from the transfer station is not productive time. Staff is proposing to put roll-off containers in areas as needed by scheduled maintenance. This will significantly reduce the travel time required to complete assigned duties and will increase productivity of the sweepers. The evaluation will include cost to haul the debris to the landfill verses to the transfer station and increased street sweeping production.

TRANSPORTATION FACILITIES MAINTENANCE

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	1,881,150	1,874,252
Fringe Benefits	495,894	502,722
Total Personnel	2,377,044	2,376,974
Non-Personnel		
Internal Service Charges	865,917	945,594
Professional & Contractual	19,071	39,431
Utilities	103,759	107,587
Insurance and Fixed Charges	196,146	195,692
All Other Operations and Maintenance	1,309,007	1,039,786
Capital Outlay	1,401,500	1,387,825
Debt Service		
Total Non-Personnel	3,895,400	3,715,915
Total Expenditures	6,272,444	6,092,889
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes	3,500,000	3,500,000
Licenses & Permits		
Intergovernmental		
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue	3,500,000	3,500,000
Funding to be Provided	2,772,444	2,592,889

TRANSPORTATION FACILITIES RIGHT-OF-WAY

Service Statement

To acquire the necessary right-of-way for transportation facilities proposed throughout the City.

Activity Description

The Department of Public Works staff provides the necessary services for right-of-way acquisition for transportation related capital projects. These services include the preparation of acquisition documentation, management of contractual services for survey and appraisal services, acquisition negotiations and management of eminent domain litigation.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
No. of projects	1	1	2
No. of parcels acquired	2	14	24
No. of parcels condemned	1	8	14

Budget Goals Action Plan

In FY 2005, staff will continue to work with consulting engineers to finalize engineering plans associated with the proposed Edgewood East-West Connector project. Although funding for the $12 million project is not yet identified, it is the City's desire to identify the adjacent right-of-way that will ultimately be required for the project in order to provide guidance and direction to affected property owners. Staff will also be completing the design plans, and begin acquisition services for the necessary right-of-way to extend Waring Road, between Medulla Road and West Pipkin Road.

Revenue Comment

Funding of right-of-way required for the proposed Waring Road extension project is made available through a partnership with the Florida Department of Transportation, Polk County and the City of Lakeland. Fifty percent (50%) of the acquisition costs are being financed by the FDOT, whereas Polk County is funding twenty-five percent (25%). The remainder of the acquisition costs (25%) is coming from the City of Lakeland's Transportation Impact Fees.

TRANSPORTATION FACILITIES RIGHT-OF-WAY

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	21,006	18,769
Fringe Benefits	4,886	4,142
Total Personnel	25,892	22,911
Non-Personnel		
Internal Service Charges	1,303	1,136
Professional & Contractual	44	90
Utilities	70	411
Insurance and Fixed Charges		
All Other Operations and Maintenance	1,529	1,308
Capital Outlay	388,000	1,462,225
Debt Service		
Total Non-Personnel	390,946	1,465,170
Total Expenditures	416,838	1,488,081
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services		
Interest Income		
All Other Revenue		1,212,000
Total Revenue		1,212,000
Funding to be Provided	416,838	276,081

LAKELAND LINDER REGIONAL AIRPORT

Service Statement

To provide the greater Lakeland area with a convenient, accessible and safe airport for general aviation use and to promote compatible economic growth within a dynamic aviation market.

Activity Description

Lakeland Linder Regional Airport is a general aviation facility with an east-west runway of 8,500 feet in length and an ILS runway (northeast to southwest) of 5,000 feet in length. The number of annual aviation operations is in excess of 150,000. This number includes operations during the annual Sun 'n Fun Fly-in held at Lakeland Linder during a seven day period in April. This event brings in visitors and aviation enthusiast from around the world.

Airport personnel are responsible for maintaining an area of nearly 1,600 acres and management of lease space ranging from small "land only" leases to million dollar buildings. Current land and facility leases contain a variety of business types including aviation, industrial, restaurants and a post secondary college. Personnel oversee approximately one million square feet of building space including Lakeland Airside Center on the south side of the airfield.

The Airport recently completed an update of the Airport Five-Year Master Plan in late FY 2004. The Five-Year Master Plan is a requirement that must be referenced when applying for state and federal grants. The plan is invaluable when forecasting future development of the facility.

Budget Goals Action Plan

The Airport as a whole is categorized as an "Enterprise Fund" and lease revenues help sustain the Airport for regular budgetary obligations.

Staff will be pursuing several capital projects at the Airport during FY 2005, one of which is eligible for federal grants at 95% and state aviation grants at 2.5% of eligible costs. Anticipated projects in FY 2005 include the rehabilitation of Taxiway "C", additional land acquisition, and existing building improvement projects.

LAKELAND LINDER REGIONAL AIRPORT

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	823,275	638,828
Fringe Benefits	184,872	146,453
Total Personnel	1,008,147	785,281
Non-Personnel		
Internal Service Charges	332,342	476,944
Professional & Contractual	105,052	56,378
Utilities	285,341	190,367
Insurance and Fixed Charges	127,484	125,972
All Other Operations and Maintenance	348,536	275,197
Capital Outlay	1,919,367	1,690,090
Debt Service	859,558	619,591
Total Non-Personnel	3,977,680	3,434,539
Total Expenditures	4,985,827	4,219,820
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	2,718,221	1,105,396
Charges for Services	1,445,960	1,429,067
Interest Income	30,500	32,300
All Other Revenue	867,094	174,485
Total Revenue	5,061,775	2,741,248
Funding to be Provided	(75,948)	1,478,572

LAKELAND AIRSIDE CENTER

Service Statement

To lease and maintain both aviation and non-aviation facilities to provide supplemental airport funding sources for both operational and capital needs.

Activity Description

The Lakeland Airside Center (LAC), purchased by the City in 1995 and renovated to its current level, has 200,000 square feet of aviation/hangar space and approximately 490,000 square feet of industrial, manufacturing, and office space. LAC has a restaurant, manufacturers, aviation businesses, and a post secondary college on site and currently has both aviation/hangar and office space available for lease. Major tenants include Keiser College, Modular Solid Surfaces, Specialized Vehicles Corp., Southern Air Maintenance, S&S Development, and Lakeland Electric. All aviation tenants at LAC have taxiway and runway access.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budgeted**	**FY 2005 Proposed**
Number of Tenants	17	17	18
Square Footage Leased	655,000	600,500	656,000
Square Footage Vacant	35,000	89,500	34,000

Budget Goals Action Plan

As part of the Airport enterprise fund, Lakeland Airside Center's lease revenues contribute to the viability of the airport as a whole. Capital improvement projects include $88,000 for the re-roofing of the "R & D" building, $45,000 for continued fire suppression upgrades, and $50,000 for new tenant buildout.

LAKELAND AIRSIDE CENTER

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	82,445	202,194
Fringe Benefits	21,954	50,025
Total Personnel	104,399	252,219
Non-Personnel		
Internal Service Charges	106,188	263,279
Professional & Contractual	144,465	132,129
Utilities	144,080	131,679
Insurance and Fixed Charges	75,763	61,643
All Other Operations and Maintenance	134,190	216,276
Capital Outlay	138,000	145,000
Debt Service	1,045,206	860,401
Total Non-Personnel	1,787,892	1,810,407
Total Expenditures	1,892,291	2,062,626
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	1,710,246	2,443,254
Interest Income	10,000	
All Other Revenue		
Total Revenue	1,720,246	2,443,254
Funding to be Provided	172,045	(380,628)

PARKING SERVICES

Service Statement

To provide safe, convenient parking facilities and assist businesses within the Central Business District (CBD) to reduce parking issues while providing consistent parking enforcement throughout the CBD.

Activity Description

The Parking System maintains three parking garages and seven (7) surface lots in addition to on-street parking within the City of Lakeland. Parking Enforcement is designed to enhance the economic climate in the downtown, ensuring turnover in customer parking spaces. The implementation of the "Yellow Zone" has been accepted very favorably by the Lakeland Downtown Development Authority and Downtown Lakeland Partnership to ensure customers have easy access to businesses within the CBD. Parking employees also become a liaison for public relations with businesses downtown.

"Yellow Zone" parking is restricted to two-hour per day within designated areas which cover six square blocks within the CBD. Parking enforcement within the CBD is managed by the Parking Division and the Lakeland Police Department handles violations outside the CBD. Typical parking citation fines, for all violations, except those involving handicap spaces, are $15. Handicap parking space violations have been established by City ordinance at $100.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
No. of citations	6200	6000	8250
Leased spaces - surface lots	422	478	534
Leased spaces - garages	1000	1008	1033

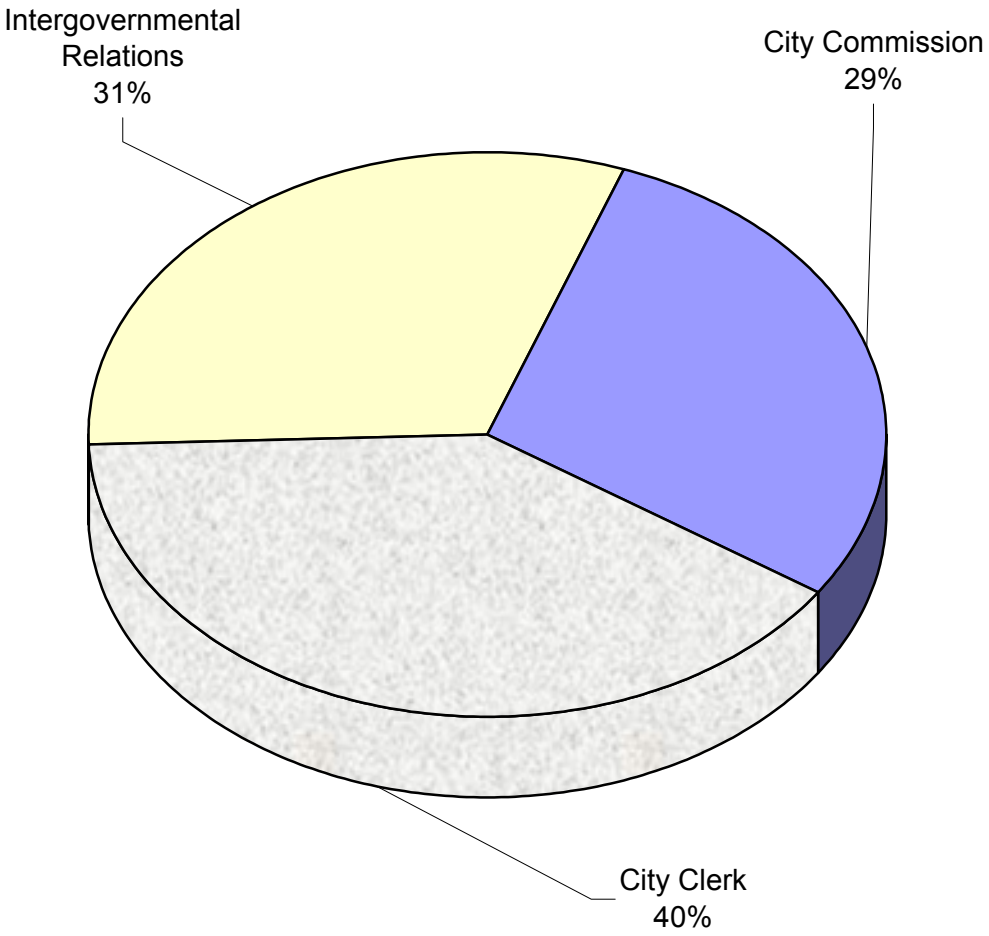
Budget Goals Action Plan

The Parking System is an enterprise fund, with revenues derived from the leasing of spaces within the Orange Street and Main Street Parking Garage. Additional revenues are generated by surface lot space leasing, parking meters and parking enforcement. The goal for the Parking System in FY 2005 will be to increase parking enforcement coverage and rounds, within Downtown Lakeland, assisted by the conversion of a part-time position into a full-time Parking Enforcement Officer. This added enforcement officer comes with the endorsement of the Downtown Lakeland Partnership and the Lakeland Downtown Development Authority. Also proposed is $200,000 for the design of a new 500 space parking garage in conjunction with a proposed office development along Florida Avenue and adjacent to the City's "Verizon lot". Construction of the garage is dependant upon the new office project and financing will involve a combination of Tax Increment Revenue, lease revenue and other sources.

PARKING SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	204,395	217,713
Fringe Benefits	43,141	57,271
Total Personnel	247,536	274,984
Non-Personnel		
Internal Service Charges	101,376	120,346
Professional & Contractual	8,306	7,335
Utilities	89,958	89,430
Insurance and Fixed Charges	28,719	26,191
All Other Operations and Maintenance	54,276	58,031
Capital Outlay	277,735	200,735
Debt Service	90,216	88,933
Total Non-Personnel	650,586	591,001
Total Expenditures	898,122	865,985
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	398,029	420,020
Interest Income	14,500	17,580
All Other Revenue	78,500	91,308
Total Revenue	491,029	528,908
Funding to be Provided	407,093	337,077

Legislative Services



LEGISLATIVE SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	117,023	155,416
Fringe Benefits	29,167	38,041
Total Personnel	146,190	193,457
Non-Personnel		
Internal Service Charges	85,796	135,924
Professional & Contractual	50,543	59,475
Utilities	5,275	9,430
Insurance and Fixed Charges	3,256	6,380
All Other Operations and Maintenance	66,615	131,844
Capital Outlay	575	4,975
Debt Service		
Total Non-Personnel	212,060	348,028
Total Expenditures	358,250	541,485
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue		
Funding to be Provided	358,250	541,485

CITY COMMISSION

Service Statement

To protect and promote the health, safety, and general welfare of the citizens of the City of Lakeland.

Activity Description

The seven-member City Commission is the elected legislative body of the City and is responsible for the formulation and adoption of legislation that protects the health, safety, and general welfare of the City as a whole and of its citizens. The City Commission and the Mayor are elected for four year terms with the next election scheduled for Tuesday, November 1, 2005. The Commission is comprised of four district seats and three at large seats including the Mayor. Although there are district seats, all registered voters within the City limits may vote on all candidates.

The City Commission meets regularly on the first and third Monday of each month at 9:00 a.m. Utility Committee meetings are scheduled on a bi-monthly basis and other special workshops on an as needed basis. An Agenda Study session is held the Friday preceding a scheduled City Commission meeting, at which staff is available to provide additional background information and address questions regarding issues on the upcoming Commission agenda. City Commission meetings are aired on the same day of the meeting at 6 p.m. on Bright House Networks Channel 19. Other special meetings are scheduled on an as needed basis.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Number of Meetings Convened	26	29	26
Number of Boards & Committees	17	17	16
Ordinances Enacted	92	102	113
Resolutions Enacted	79	83	87

Budget Goal Action Plan

The City Commission will be converting to paperless agenda packets in FY 2005, which will reduce the amount of processing time staff spends in preparing the packets every two weeks in advance of City Commission meetings. The conversion will also afford enhanced public access to meeting agendas, minutes, and related back-up material that will be made available on the City's website at www.lakelandgov.net.

Expenditure Comment

Under the City Charter, the City Commissioners receive $13,647 annually and the Mayor is paid $20,460 annually. A portion of their compensation and expenses are allocated to other funds and are reflected in the respective Activities.

CITY COMMISSION

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	29,434	29,325
Fringe Benefits	8,291	8,127
Total Personnel	37,725	37,452
Non-Personnel		
Internal Service Charges	70,726	82,644
Professional & Contractual	735	701
Utilities	4,315	1,361
Insurance and Fixed Charges	2,229	2,404
All Other Operations and Maintenance	37,653	31,839
Capital Outlay	460	703
Debt Service		
Total Non-Personnel	116,118	119,652
Total Expenditures	153,843	157,104
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue		
Funding to be Provided	153,843	157,104

CITY CLERK

Service Statement

To index and maintain a permanent record of all City Commission proceedings, municipal ordinances, and official records.

Activity Description

The City Clerk administers the election of the Lakeland Downtown Development Authority Board and the Civil Service/Pension Board and serves as Qualifying Officer for all City Commission and Mayoral elections. The position also acts as Secretary to the Code Enforcement Board and provides payment information associated with Code Enforcement Board liens. The City Clerk ensures compliance with State statute for records storage and disposal.

The City Clerk is a Certified Municipal Clerk, an active member of the Florida Association of City Clerks (FACC) and the Polk County City Clerks Association. The position is Chairman of the Speakers Outline Book Committee and serves on the Manual Revision Committee. The FACC provides professional training to its members and helps keep them up to date with election issues and best management practices.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Code Enforcement Cases	991	1,331	1,500
Requests for Copies from Records Center	2,474	1,906	1,906
Records Placed in Storage	1,295	1,266	1,266
Records Destroyed (# of boxes)	1,381	2,160	3,370

Budget Goals Action Plan

The Records Division of the City Clerk's Office is working with the Police Department to digitally image old police reports that have not been microfilmed. Records will complete the 1997 year in FY 2005. In planning for the future, the City Clerk has named a Deputy Clerk who will start the first of the three year certification program in 2005. The City Clerk also plans to develop a volunteer program in an effort to make the best use of the resources available.

In FY 2004, the City Clerk was assigned oversight responsibilities for the Records Retention Division, which was formerly a component of the Central Services Department and accounts for approximately $140,000 in increased expenses in this Activity in FY 2005.

CITY CLERK

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	45,268	81,370
Fringe Benefits	10,844	18,967
Total Personnel	56,112	100,337
Non-Personnel		
Internal Service Charges	8,158	44,459
Professional & Contractual	1,069	7,301
Utilities	548	7,107
Insurance and Fixed Charges	792	3,447
All Other Operations and Maintenance	5,032	49,640
Capital Outlay		4,087
Debt Service		
Total Non-Personnel	15,599	116,041
Total Expenditures	71,711	216,378
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue		
Funding to be Provided	71,711	216,378

INTERGOVERNMENTAL RELATIONS

Service Statement

To develop and maintain an effective communications and networking system with representatives of Federal, State, and Municipal governments, and local government organizations in an effort to advance the interests of importance to the City of Lakeland.

Activity Statement

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. In an effort 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 to local operations. To assist in this endeavor, the City holds memberships with the National League of Cities (NLC), the Florida League of Cities (FLC) and the United Conference of Mayors (UCM). Each organization employs staff that offers research and advocacy assistance to member communities in order 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. Currently, Commission Howard Wiggs serves on the FLC Legislative Committee and Mayor Buddy Fletcher serves on the FLC International Relations Committee. Commissioner Gow Fields serves on the American Public Power Association (APPA) Public Policy Committee, which provides the City with an inside look at key legislative initiatives. Additionally, the City engages the services of the Florida Strategic Group on an annual basis to monitor legislation of unique importance to the City and to coordinate advocacy efforts from Lakeland officials. The City develops an Annual Legislative Priority Agenda in the fall, which serves as the foundation of advocacy efforts throughout the Legislative Session.

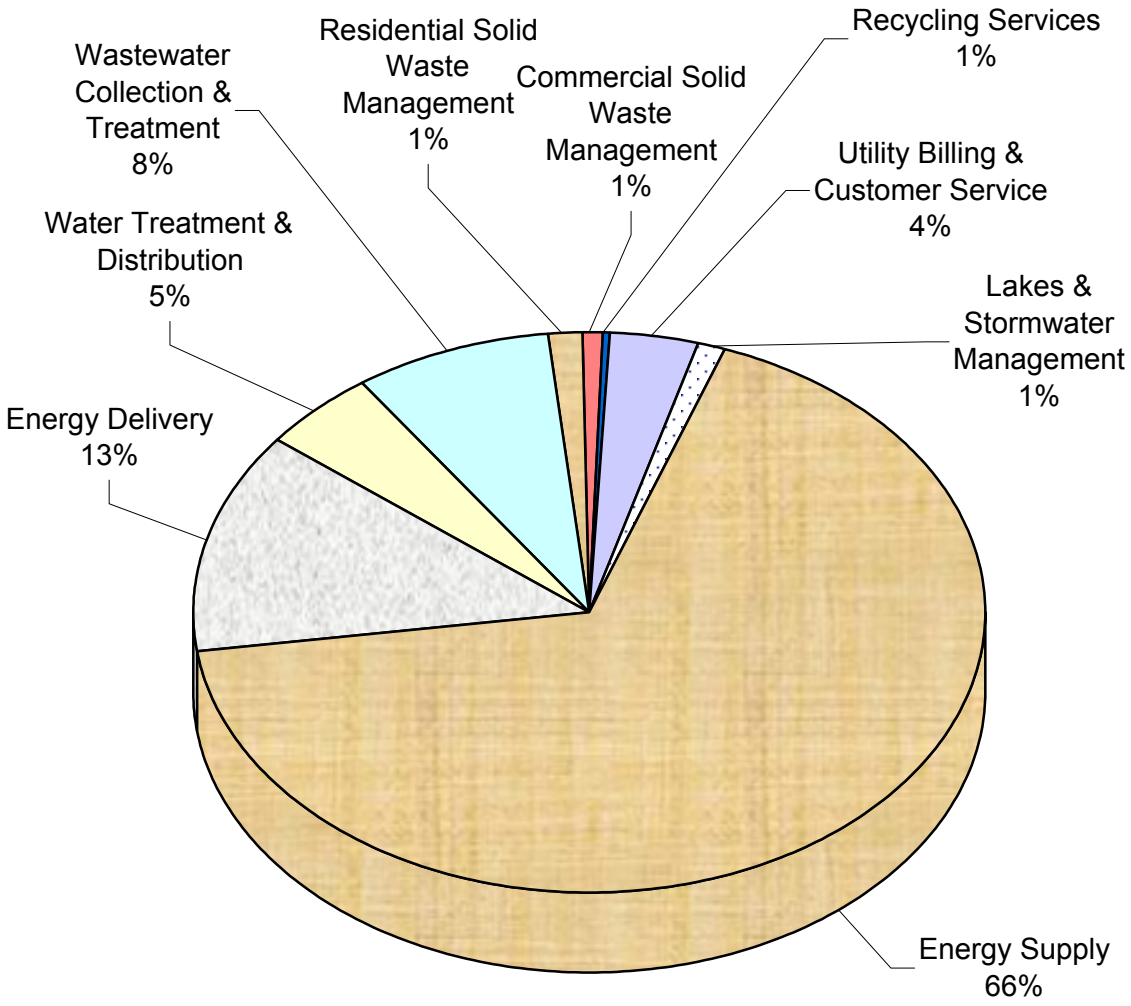
Expenditure Comment

Expenses in this Activity reflect costs associated with memberships in the above noted municipal organizations, including related conference and travel costs, the annual professional service agreement with the Florida Strategic Group, and staff time associated with municipal advocacy efforts.

INTERGOVERNMENTAL RELATIONS

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	42,321	44,721
Fringe Benefits	10,032	10,947
Total Personnel	52,353	55,668
Non-Personnel		
Internal Service Charges	6,912	8,821
Professional & Contractual	48,739	51,473
Utilities	412	962
Insurance and Fixed Charges	235	529
All Other Operations and Maintenance	23,930	50,365
Capital Outlay	115	185
Debt Service		
Total Non-Personnel	80,343	112,335
Total Expenditures	132,696	168,003
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue		
Funding to be Provided	132,696	168,003

Environmental & Utility Services



ENVIRONMENTAL & UTILITY SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	39,542,629	42,514,309
Fringe Benefits	12,453,318	10,733,018
Total Personnel	51,995,947	53,247,327
Non-Personnel		
Internal Service Charges	13,351,604	13,640,156
Professional & Contractual	19,770,389	17,385,174
Utilities	3,803,792	3,889,540
Insurance and Fixed Charges	2,798,947	2,791,387
All Other Operations and Maintenance	180,074,883	180,429,670
Capital Outlay	42,789,239	52,262,459
Debt Service	42,029,781	42,903,642
Total Non-Personnel	304,618,635	313,302,028
Total Expenditures	356,614,582	366,549,355
Transfers		
Transfers In		200,000
Transfers Out	(26,098,516)	(22,881,203)
Net Transfers	(26,098,516)	(22,681,203)
Revenue Sources		
Taxes	1,200,000	1,100,000
Licenses & Permits		
Intergovernmental		397,500
Charges for Services	367,570,251	374,936,106
Interest Income	4,032,617	4,341,823
All Other Revenue	708,549	15,009,934
Total Revenue	373,511,417	395,785,363
Funding to be Provided	9,201,681	(6,554,805)

ENERGY SUPPLY

Service Statement

To provide reliable, environmentally compliant, cost effective, and electric generation in a safe work environment at sufficient levels to service the electric needs of customers throughout Lakeland Electric's service territory.

Activity Description

Lakeland Electric has nameplate generation capacity of 986.7 MW of which 22% is coal-fired. The fuel mix of the energy generated for FY 2003 was 48% Natural Gas, 43% Coal/Petroleum Coke, and 9% oil. The coal unit (U3) is jointly owned with Orlando Utility Commission (OUC) which has a 40% undivided interest in the unit. Lakeland Electric is a member of the Florida Municipal Power Pool (FMPP) with OUC and Florida Municipal Power Agency (FMPA). The purpose of the pool is to provide economic dispatch of generation resources to meet the needs of the members. FMPP operates an hourly energy pool with all member capacity committed and dispatched together.

Due to the volatility of fuel prices, a fuel hedging program became operational in December 2004 that follows the guidelines set by the Risk Oversight Committee. The hedging program includes both physical and financial hedges.

Performance Measures	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Goal**
Unit Availability			
Unit 3 Industry Avg. – 85.11%	Unit 3 – 88.95%	Unit 3 – 69.57%	Unit 3 – 85.11%
Unit 5 Industry Avg. – 90.96%	Unit 5 – 85.07%	Unit 5 – 88.89%	Unit 5 – 90.96%
Unit 8 Industry Avg. – 90.96%	Unit 8 – 75.38%	Unit 8 – 98.68%	Unit 8 – 90.96%
Forced Outage Factor			
Unit 3 Industry Avg. – 4.95%	Unit 3 – 5.98%	Unit 3 – 1.36%	Unit 3 – 4.95%
Unit 5 Industry Avg. – 1.93%	Unit 5 – 3.41%	Unit 5 – 1.63%	Unit 5 – 1.93%
Unit 8 Industry Avg. – 1.93%	Unit 8 –1.25 %	Unit 8 – 0.30%	Unit 8 – 1.93%
Heat Rates (BTU/kWh)	Unit 3 – 10,337	Unit 3 – 10,232	*Unit 3 – 9,858
(*Full load net heat rate at normal	Unit 5 – 7,411	Unit 5 – 7,532	*Unit 5 – 6,993
operating conditions)	Unit 8 – 10,128	Unit 8 – 10,899	*Unit 8 – 9,013
$/MWh	O&M Fixed & Variable before purchases = $8.09	O&M goal below $7.84	O&M goal below $7.84

Budget Goals Action Plan

Proposed major projects in FY 2005 include the retirement of Unit 7 (44 MW) as of October 1, 2004 and the completion of an Integrated Resource Plan (IRP) in conjunction with other business units to define the Utility's long-term generation profile. The plan reviews optimal cost effective solutions for supply and demand side needs and resources; a Managerial and Operational Audit of the Energy Supply Business Unit to identify potential areas for increased efficiency and cost savings; planned outages for Unit 3 (23 days), Unit 5 (44 days) and Unit 2 (30 days). An outage for Unit 1 may also be needed at a cost of $300,000 but is unbudgeted at this time; a Siemens Westinghouse Service Contract for Unit 5 at $4.8 million; and $500,000 for technology component insurance for Unit 5.

Revenue Comment

Effective, August 2, 2004, Lakeland Electric rates include a fuel charge of $46.10 per 1000 kWh. The fuel component includes 2.6 mills for a twelve month period to capture an under recovery of $7.5 million in fuel costs from prior years and an additional 2.5 mills for estimated fuel costs for FY 2005. Also proposed is a change to fully remove the fuel component from the imbedded portion in base rates which will result in a total of 46.1 mills per kWh. Pursuant to Florida regulations, fuel costs are a direct pass through to the customer. Fully allocated revenue for Energy Supply totals $261,420,135. Total kWh sales growth is forecasted at 2.85% over FY 2004.

The gross generation forecast for FY 2005 is 3,669.2 GWh. This provides 567.3 GWh for the FMPA contract, 330.1 GWh for purchases from FMPP, 368.62 for sales to FMPP and 3,603.2 GWh for native load. Wholesale sales outside the FMPP are not forecasted.

ENERGY SUPPLY

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	12,693,196	16,712,381
Fringe Benefits	5,801,522	4,178,045
Total Personnel	18,494,718	20,890,426
Non-Personnel		
Internal Service Charges	3,401,547	3,337,819
Professional & Contractual	11,919,284	10,815,325
Utilities	792,993	584,612
Insurance and Fixed Charges	1,752,994	1,638,743
All Other Operations and Maintenance	170,081,654	169,453,125
Capital Outlay	14,985,758	12,738,858
Debt Service	25,756,483	26,751,856
Total Non-Personnel	228,690,713	225,320,338
Total Expenditures	247,185,431	246,210,764
Transfers		
Transfers In		
Transfers Out	(13,156,402)	(10,481,306)
Net Transfers	(13,156,402)	(10,481,306)
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	260,951,160	259,508,608
Interest Income	1,487,007	1,875,446
All Other Revenue	150,799	36,081
Total Revenue	262,588,966	261,420,135
Funding to be Provided	(2,247,133)	(4,728,065)

ENERGY TRANSMISSION & DISTRIBUTION

Service Statement

To safely, reliably, and efficiently deliver electric power from Energy Supply generators and tie lines with other utilities to the customers throughout the 258 square mile Lakeland area service territory.

Activity Description

Energy delivery responsibilities include the planning, design, construction, operation, and maintenance of all transmission and distribution lines, substations, and each service attachment to approximately 116,000 residential, commercial, and industrial customers. Additional services include providing private area and roadway lighting services, fiber optic based broadband data linkage, and telephone infrastructure services for all City facilities.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Number of Accounts Served	113,844	116,567	118,368
Net System Energy to Load	2,907 GWH	2,985 GWH	3,063 GWH
System Reliability Indices			
(SAIDI)* Goals	143.75 Min.	138.5 Min.	133.3 Min.
(SAIDI)* Actual	108.61 Min.		

**System Average Interruption Duration Index*

Budget Goals Action Plan

Capital projects to improve system reliability include $300,000 in additional equipment to locate and isolate system short circuits and $210,000 for IT to write replacement outage management system software. Also, $150,000 has been budgeted for a continuing project to replace heat damaged underground main distribution circuit exits from substations. Additional enhancements for the maintenance and upgrade of the supervisory control and data acquisition systems are funded at $354,000. In addition, Energy Delivery is working in conjunction with other areas in Lakeland Electric to develop plans for relocating System Control from the fifth floor of the Administration Building during the FY 2006 – 2007 time frame.

Studies over the last two years have targeted ways to increase the ratings of select transmission lines and upgrade existing substations to defer several replacements. Long-term capital projects for FY 2005 include the upgrade the Highland City Substation and distribution circuits at a cost of $2,250,000. That, along with future upgrades of Glendale and Eaton Park substations, will save $500,000 over former plans to add a new substation. Proposed are additional long-term capital plans to order long lead-time substation equipment for a new Hamilton Substation in FY 2006 to serve growth in the southwest portion of the service territory. An expansion of the existing Interstate Substation to serve additional development in the Mall Hill area is also needed. These projects total $1,624,000.

Revenue Comment

Fully allocated revenue for Energy Delivery totals $55,667,801 which includes revenue generated through retail kWh sales, Private Area Lighting, pole attachments by cable and telephone companies and leased fiber optic/bandwidth services.

ENERGY TRANSMISSION & DISTRIBUTION

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	12,447,718	11,100,878
Fringe Benefits	3,066,700	2,775,169
Total Personnel	15,514,418	13,876,047
Non-Personnel		
Internal Service Charges	2,745,412	2,694,824
Professional & Contractual	4,123,925	3,906,013
Utilities	397,555	564,524
Insurance and Fixed Charges	251,591	297,531
All Other Operations and Maintenance	1,341,783	1,325,198
Capital Outlay	9,217,980	15,432,239
Debt Service	9,197,473	9,399,301
Total Non-Personnel	27,275,719	33,619,630
Total Expenditures	42,790,137	47,495,677
Transfers		
Transfers In		
Transfers Out	(6,777,541)	(5,643,780)
Net Transfers	(6,777,541)	(5,643,780)
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	47,511,214	54,519,513
Interest Income	703,232	1,053,962
All Other Revenue	26,208	94,326
Total Revenue	48,240,654	55,667,801
Funding to be Provided	1,327,024	(2,528,344)

WATER TREATMENT & DISTRIBUTION

Service Statement

To provide customers in the City of Lakeland's service territory with an adequate amount of potable water needed for all buildings and fire protection services, meeting or exceeding required governmental guidelines at a cost competitive with comparable communities.

Activity Description

Responsibilities associated with this Activity include water plant maintenance and operations; purification and treatment; distribution system maintenance; equipment maintenance and related actions involving engineering and administration. Water Utilities will maintain an efficient and cost effective treatment process to provide an excellent and reliable product which meets public health standards, and operates within the proposed FY 2005 budget. Distribution facilities and associated equipment shall be maintained to provide reliable service at an established level. Additional treatment capacity shall be provided to assure service reliability and to maintain reputable levels of service.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Proposed**
Treatment Cost / 1000 gallons	$0.38	$0.23	* $0.48
Distribution Cost / 1000 gallons	$0.24	$0.15	$0.26
Cost of Service (total) / 1000 gallons	$0.96	$0.59	* $1.07
Water Losses – percentage of pumped	5.82%	8.18%	8.00%

* Increase reflects operation of the new C.W. Combee WTP

Budget Goals Action Plan

Water Utility staff will monitor and coordinate construction activities related to the new C. W. Combee Water Treatment Plant and associated wellfield. Construction of the $17,867,000 project is currently on schedule and within budget. Staff remains involved in executing the Skyview agreement with Polk County and is moving toward meetings with Skyview customers in the fall of 2004. Staff has also outlined the frame work of a Water Master Plan that focuses on the City's reclaimed water resource. Upon further discussions with the Southwest Florida Water Management District, the study will be defined and will begin in the proposed budget year.

Revenue Comment

The Proposed FY 2005 Budget includes a seven percent (7%) rate increase to address rising expenses. The proposed increase will raise the typical residential water customer bill to $22.62 for 12,000 gallons.

WATER TREATMENT & DISTRIBUTION

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	2,602,380	3,286,235
Fringe Benefits	656,503	829,201
Total Personnel	3,258,883	4,115,436
Non-Personnel		
Internal Service Charges	1,259,014	1,368,338
Professional & Contractual	517,889	584,952
Utilities	1,093,580	1,198,054
Insurance and Fixed Charges	313,499	335,933
All Other Operations and Maintenance	861,867	937,605
Capital Outlay	11,600,749	3,839,790
Debt Service	4,373,676	4,373,301
Total Non-Personnel	20,020,274	12,637,973
Total Expenditures	23,279,157	16,753,409
Transfers		
Transfers In		
Transfers Out	(3,238,100)	(3,527,224)
Net Transfers	(3,238,100)	(3,527,224)
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	19,689,740	20,525,914
Interest Income	1,054,500	659,256
All Other Revenue		
Total Revenue	20,744,240	21,185,170
Funding to be Provided	5,773,017	(904,537)

WASTEWATER COLLECTION & TREATMENT

Service Statement

To provide customers in the City of Lakeland's service territory with an adequate sewerage collection and treatment system to treat and dispose of all wastewater and residual products.

Activity Description

Services associated with this Activity include the collection and treatment of wastewater products originating from household, commercial, and industrial establishments located within the City's service territory in a cost effective manner to remove solids and produce Class A / B sludge which meets FDEP standards and reclaimed water that meets industrial reuse standards. Collection facilities and associated pump stations shall be maintained to provide reliable service. These facilities will be upgraded to provide additional capacity for areas located at the extreme fringes of the service territory.

The City's two Wastewater Treatment Plants (WWTP), Glendale (13.7 Million Gallons per Day [MGD] capacity Annual Average Daily Flow [AADF]) and Northside (6.25 MGD capacity AADF) provide treatment of wastewater to industrial reuse standards. The combined flows, less the evaporative losses in cooling at the City's power plant, are discharged through an Artificial Wetlands (20.0 MGD capacity AADF) to the Alafia River near Mulberry.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Proposed**
Wastewater Treated (million gallons)	4836	4022	4380
Average/Day	13.25	11.02	12.00
Maximum/Day	35.13	14.46	25.00
Treatment Cost / 1000 gallons	$0.95	* $1.15	* $1.50
Collection Cost / 1000 gallons	$0.45	$0.49	$0.62
Cost of Service (total) / 1000 gallons	$1.88	* $2.21	* $2.64
Number of Spills per year	3	1	0

* Includes Bioset Sludge Stabilization

Budget Goals Action Plan

Growth in the southwest area of Lakeland will be serviced by a new $1.5 million force main and pump station being designed and constructed in FY 2005. Also proposed in FY 2005, is the construction of a new $8.5 million West Lakeland Pretreatment Plant to reduce high concentrations of Biological Oxygen Demand (BOD) loading experienced at the Glendale WWTP. The new facility, which will be located south of Old Tampa Highway and west of Wilkinson Road will also reduce odors occasionally experienced emanating from the collection system upstream of the Glendale WWTP. Other proposed projects in the upcoming year include design upgrades to the Northside Plant, the Wetlands, proposed $1.5 million for connection of Skyview Utilities to the City's collection system, and $5 million for the conversion of the Glendale sludge to Class A standards.

Revenue Comment

The Proposed FY 2005 Budget includes a six percent (6%) rate increase to address increased expenses. The proposed increase will raise the typical residential wastewater customer bill to $34.02 for 12,000 gallons.

WASTEWATER COLLECTION & TREATMENT

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	3,297,348	3,417,160
Fringe Benefits	779,153	868,247
Total Personnel	4,076,501	4,285,407
Non-Personnel		
Internal Service Charges	906,431	1,055,831
Professional & Contractual	1,774,004	799,745
Utilities	1,274,981	1,351,514
Insurance and Fixed Charges	250,460	253,793
All Other Operations and Maintenance	1,326,322	2,385,521
Capital Outlay	4,531,099	17,231,503
Debt Service	2,114,463	2,178,538
Total Non-Personnel	12,177,760	25,256,445
Total Expenditures	16,254,261	29,541,852
Transfers		
Transfers In		
Transfers Out	(1,760,273)	(1,774,287)
Net Transfers	(1,760,273)	(1,774,287)
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	14,826,387	15,713,181
Interest Income	297,500	293,000
All Other Revenue	75,000	14,503,500
Total Revenue	15,198,887	30,509,681
Funding to be Provided	2,815,647	806,458

RESIDENTIAL SOLID WASTE MANAGEMENT

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

Activity Description

The City of Lakeland Solid Waste Management Division provides services to over 33,000 residential customers with curbside collection service for municipal solid waste (MSW) twice a week, regular yard trash once a week, bulk yard trash once a quarter, and collection of appliances, junk, and tires. Residential service accounts are automatically opened when electric and/or water service is activated. Regular household municipal solid waste collection is provided twice per week on Monday/Thursday or Tuesday/Friday depending on neighborhood collection schedules, except on certain holidays.

Regular Yard Trash collection is provided Tuesday through Friday. Residents may contact the Solid Waste Office to determine which day a particular location is scheduled for collection. As required by Federal and State Law, yard trash must be separated from household garbage. Separation allows the yard waste to be utilized as a recyclable product. In order to reduce the cost of yard waste collection, residents are requested to comply with the following procedures for Regular Yard Trash collection: 1) branches and limbs are to be cut into lengths not to exceed five feet or five inches in diameter, bundled and tied, or containerized. 2) Bundles or containers can not exceed 40 pounds in weight. 3) Place leaves and grass in containers or bags (bag weight should not exceed 40 pounds).

Residential customers are also provided one collection of Bulk Yard Trash per each calendar quarter. Bulk Yard Trash is defined as wood matter including tree branches larger than five feet in length and/or five inches in diameter, and not exceeding twelve feet in length. Residents desiring to have a Bulk Yard Trash collection should call to schedule the pickup. Place large piles of yard trash away from power lines, trees, mail boxes, fences, sprinkler systems, flower beds, and parked cars. Trash or large items should not be placed in the street or alleyway.

Large item collection such as furniture, mattresses, box springs, bed frames, couches, chairs, etc. may be placed curbside with the balance of municipal solid waste. If a resident has more than four large household items, a call should be placed to request a special bulk pickup.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Customers serviced	32,744	33,074	33,421
Garbage tonnage	31,442	32,743	33,087
Yard waste tonnage	18,282	19,400	18,500

Budget Goals Action Plan

The Solid Waste Management Division is continually looking for new ways or ideas to enhance, expand, or diversify revenues while striving to maintain or improve core services. The division underwent a comprehensive analysis performed by a private consultant; the findings from the consultant were complimentary.

Revenue and Expenditure Comment

The FY 2005 Solid Waste Fund budget includes a proposed 8% increase which will result in a typical residential monthly solid waste bill of $13.50 for the disposal of municipal solid waste. The rate increase is a result of increased fuel costs and the cumulative impact of the diversion of municipal rubbish from McIntosh Unit 5 to the County landfill.

RESIDENTIAL SOLID WASTE MANAGEMENT

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	1,784,778	1,818,482
Fringe Benefits	473,204	510,679
Total Personnel	2,257,982	2,329,161
Non-Personnel		
Internal Service Charges	1,080,092	1,191,119
Professional & Contractual	105,566	156,407
Utilities	12,727	14,080
Insurance and Fixed Charges	103,060	102,243
All Other Operations and Maintenance	1,508,786	1,583,109
Capital Outlay	5,601	23,989
Debt Service		
Total Non-Personnel	2,815,832	3,070,947
Total Expenditures	5,073,813	5,400,108
Transfers		
Transfers In		200,000
Transfers Out	(576,274)	(795,468)
Net Transfers	(576,274)	(595,468)
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	4,652,361	4,765,263
Interest Income	44,473	9,485
All Other Revenue	125,000	
Total Revenue	4,821,834	4,774,748
Funding to be Provided	828,253	1,220,828

COMMERCIAL SOLID WASTE MANAGEMENT

Service Statement

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

Activity Description

The City of Lakeland provides municipal solid waste collection for commercial customers. The City offers various sizes of containers, with capacities from one to eight cubic yards, for the disposal of municipal solid waste (MSW). Commercial collection days are one to six days per week with extra collection(s) per customer request. Commercial yard trash collection and recycling collection is also available on a fee based schedule.

Fiscal Year	FY 2003 Actual	FY 2004 Budget	FY 2005 Projected
Customers Serviced	4,080	4,121	4,164
Garbage Tonnage	36,966	36,760	37,150
Class III Tonnage	1,093	1,530	1,540
Yard Waste Tonnage	637	750	760

Budget Goals Action Plan

The Solid Waste Management Division is continually looking for new ways or ideas to enhance, expand, or diversify revenues while striving to maintain or improve core services. The Division has increased cost savings through the recent re-alignment of commercial routes. Staff will continue to market the Commercial Roll-Off Collection Service (commenced in April 2003) throughout the City with the purchase of additional containers on an as-needed basis.

Revenue and Expenditure Comment

The Solid Waste Division is an enterprise fund. Revenues are derived from commercial collection charges and the leasing of dumpsters/containers for the disposal of municipal solid waste. Proposed in FY 2005 is an 8% increase. The rate increase is a result of increased fuel costs and the cumulative impact of the diversion of municipal rubbish from McIntosh Unit 5 to the County landfill.

COMMERCIAL SOLID WASTE MANAGEMENT

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	495,151	470,330
Fringe Benefits	133,002	133,495
Total Personnel	628,153	603,825
Non-Personnel		
Internal Service Charges	692,688	725,678
Professional & Contractual	20,722	4,254
Utilities	3,541	3,650
Insurance and Fixed Charges	28,670	26,506
All Other Operations and Maintenance	1,376,976	1,481,323
Capital Outlay	6,558	12,086
Debt Service		
Total Non-Personnel	2,129,155	2,253,497
Total Expenditures	2,757,308	2,857,322
Transfers		
Transfers In		
Transfers Out	(509,602)	(576,864)
Net Transfers	(509,602)	(576,864)
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	4,107,720	4,809,476
Interest Income	39,328	9,189
All Other Revenue	125,000	
Total Revenue	4,272,048	4,818,665
Funding to be Provided	(1,005,138)	(1,384,479)

RECYCLING SERVICES

Service Statement

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

Activity Description

The City of Lakeland initiated a curbside recycling program on a weekly basis in January 1999 and currently services approximately 33,000 homes. Prior to 1999, citizens of Lakeland were requesting the implementation of a recycling program because they had become more aware of the need for recycling; not only to extend the life of existing landfills, but also to conserve natural resources.

The recycling program consists of six (6) residential collection drivers, one (1) multi-family collection driver, and one (1) driver overseeing a small scale processing center where commodities are loaded and transported to various end-users. Current participation rate is 33% and customers are encouraged to place recycling bins at the curb when filled to capacity for cost effectiveness and efficiency. Residential customers are recycling approximately 162 lbs of recyclable materials each year per household. Materials collected include aluminum and steel cans, clear and colored glass, newspapers, magazines, corrugated cardboard and #1 & #2 plastic bottles. Eight drop-off centers are located throughout the City for disposal of magazines. Phonebooks are collected annually at the curb and at established drop-off locations during of January, February, and March.

Educational programs and recycling presentations are available upon request. Recycling booths are displayed throughout the year at various City and community events. Advertisements are produced through local news media.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Projected**	**FY 2005 Projected**
Recycling curbside tonnage	2,555	2,565	2,591
Recycling commercial tonnage	1,388	1,402	1,416
Recycling scrap metal tonnage	263	175	177
Waste tire tonnage	688	680	687
Presentations (Neighborhood/Homeowners/Schools)	57	70	75

Budget Goals Action Plan

The Solid Waste/Recycling Office will continue to market commodities to best meet the City's budget goals. To meet operational goals, the City's recycling program continues to venture into new dimensions of recycling as opportunities arise. The City of Lakeland is committed to "Leading the Way in Recycling" by educating its residents and developing new recycling programs. As recycling expands and new programs develop household participation will continue to increase.

Revenue Comment

The FY 2005 monthly recycling fees will remain at $1.50 for single-family residents and $1.25 for multi-family residents. In addition, revenues are generated from the sale of commodities collected within the recycling operation.

RECYCLING SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	324,284	311,452
Fringe Benefits	95,077	89,024
Total Personnel	419,361	400,476
Non-Personnel		
Internal Service Charges	349,955	373,232
Professional & Contractual	4,822	3,821
Utilities	3,165	3,236
Insurance and Fixed Charges	19,151	17,580
All Other Operations and Maintenance	42,061	41,844
Capital Outlay	1,041	4,125
Debt Service	187,686	200,646
Total Non-Personnel	607,881	644,484
Total Expenditures	1,027,242	1,044,960
Transfers		
Transfers In		
Transfers Out	(80,324)	(82,274)
Net Transfers	(80,324)	(82,274)
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		10,000
Charges for Services	647,826	685,325
Interest Income	6,199	1,310
All Other Revenue	155,000	188,000
Total Revenue	809,025	884,635
Funding to be Provided	298,541	242,598

LAKES & STORMWATER MANAGEMENT

Service Statement

To provide programs and services to protect and conserve surface water and other natural resources in the City, including flood control and stormwater infrastructure operation and maintenance.

Activity Description

Work associated with this Activity includes planning, construction, operation and maintenance of facilities designed to conserve surface waters and prevent flooding. To protect lakes and streams, staff uses watershed management principles to develop projects and programs that enhance water quality and wildlife resources in the City's lakes, streams and wetlands. The retrofitting of stormwater infrastructure is a major component of this Activity as stormwater runoff is a significant source of pollutant loading to surface waters. Other services include permitting and enforcement of City regulations pertaining to construction in lakes and discharges to the City's stormwater system, including specific programs required under the City's USEPA Stormwater NDPES permit. Staff also participates in a variety of education programs throughout the community to create awareness and cooperation in protecting the City's natural resources. Volunteers assist staff in implementing watershed projects through the Adopt-A-Lake program. City staff and volunteers monitor water quality in the major lakes. Aquatic plant management involves both the planting of desirable vegetation and the removal of exotic and nuisance plants. Operation and maintenance of stormwater treatment facilities are conducted by staff and contractors.

Engineering studies and construction projects are conducted annually to address local flooding problems. Staff controls water levels in lakes and other waterbodies by developing fluctuation schedules and by operating water level control structures.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Projects designed/constructed	5/3	11/5	5/7
Notice of violations/citations	198	24	150
Volunteer events/man-hours	68/805	54/500	65/800
Education presentations	36	30	40

Budget Goals Action Plan

Several projects are planned that will continue the efforts to improve water quality and wildlife resources on City lakes. Construction of the new Southern Landing Wetland Treatment System is currently underway along the northwest shoreline of Lake Hollingsworth. Construction of two wet detention ponds on the southwest corner of Lake Parker will also be completed in FY 2005, and staff will evaluate the results of a conceptual plan to provide additional runoff attenuation in this sub-basin. Design and permitting services of the first phase of the Lake Morton Master Plan, which targets shoreline stabilization, should be completed during FY 2005 and allow construction to commence on this phase in FY 2006. Other projects include a marsh treatment wetland to be designed and constructed at Griffin Road to treat runoff from a large northwest sub-basin of Lake Parker and a diagnostic study of Lake Hunter to provide information on sources of pollutant loading in the development of a basin management plan required under the EPA/FDEP Total Maximum Daily Load (TMDL) program.

City staff will continue with a program to retrofit major outfalls to lakes. A system will be designed and installed on the north shore of Lake Wire. Aquatic plant management projects include the annual harvesting of Hydrilla on Lake Wire.

Revenue Comment

Revenues in this activity are derived from gas taxes associated with transportation stormwater drainage projects and stormwater fees.

LAKES & STORMWATER MANAGEMENT

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	313,520	353,174
Fringe Benefits	72,304	88,104
Total Personnel	385,824	441,278
Non-Personnel		
Internal Service Charges	84,632	95,424
Professional & Contractual	4,593	752
Utilities	3,432	5,607
Insurance and Fixed Charges	12,467	34,096
All Other Operations and Maintenance	852,289	540,120
Capital Outlay	2,269,750	2,562,540
Debt Service	400,000	
Total Non-Personnel	3,627,163	3,238,539
Total Expenditures	4,012,987	3,679,817
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes	1,200,000	1,100,000
Licenses & Permits		
Intergovernmental		387,500
Charges for Services	1,346,000	1,412,000
Interest Income	55,517	59,582
All Other Revenue		
Total Revenue	2,601,517	2,959,082
Funding to be Provided	1,411,470	720,735

UTILITY BILLING & CUSTOMER SERVICE

Service Statement

To create and maintain a customer driven and focused environment based on providing total solutions that meet the internal needs of Lakeland Utilities and the external needs of our customers.

Activity Description

Customer Service responsibilities include activating and maintaining residential and commercial utility accounts, billing and collections of utility revenues, processing field services work orders, reading customer meters, installing and maintaining residential surge protection, and handling large account customer inquiries.

Approximately 116,000 billing statements are generated and 159,000 meters (water and electric) are read on a monthly basis. The Customer Service phone center answers approximately 30,000 incoming calls and provides walk-in service to approximately 3,000 customers monthly.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Incoming call answer rate goal	76.1% 35 seconds	79.2% 35 seconds	80% 35 seconds
Bad debt collection goal	99.1% of billed revenue	99.7% of billed revenue	99.7% of billed revenue
Error rate per meter reading goal	1/1840 meters read	1/2908 meters read	1/2000 meters read
Executive complaint goal	99.7% resolved within 3 days	100% resolved within 3 days	100% resolved within 3 days

Expenditure Comment

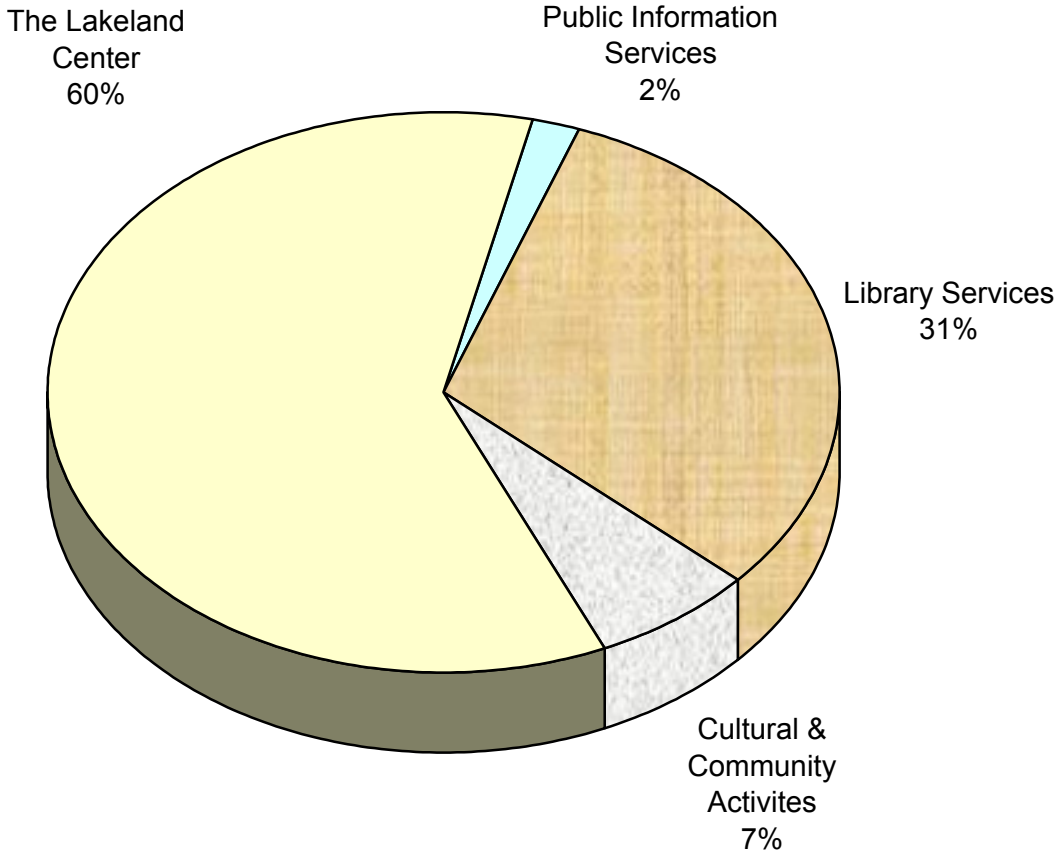
Lakeland Electric services customers throughout the 258 square mile Lakeland area service territory. Currently, customer utility accounts (residential, commercial and industrial) total 116,567. This number is expected to grow by 1.55% or to 118,368 for FY 2005. Retail sales are expected to increase 2.54% from $2,809,303 to $2,880,688.

As the customer base continues to grow, demand to service their needs will greatly impact the ability to service customers in a timely and efficient manner. Therefore, several projects are underway within the Customer Service group to ensure that our customer's expectations are met. These projects include: increased sales of Surge Protection to residential customers and local homebuilders; improved 24/7 customer-self service automated telephone offerings; investigation and review of customer billing system options; implementation of Field Services/IT Wireless project; and implement commercial surge protection packages.

UTILITY BILLING & CUSTOMER SERVICE

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	5,584,254	5,044,217
Fringe Benefits	1,375,853	1,261,054
Total Personnel	6,960,107	6,305,271
Non-Personnel		
Internal Service Charges	2,831,833	2,797,891
Professional & Contractual	1,299,584	1,113,905
Utilities	221,818	164,263
Insurance and Fixed Charges	67,055	84,962
All Other Operations and Maintenance	2,683,145	2,681,825
Capital Outlay	170,703	417,329
Debt Service		
Total Non-Personnel	7,274,138	7,260,175
Total Expenditures	14,234,245	13,565,446
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	13,837,842	12,996,826
Interest Income	344,861	380,593
All Other Revenue	51,542	188,027
Total Revenue	14,234,245	13,565,446
Funding to be Provided		

Cultural & Community Services



CULTURAL & COMMUNITY SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	2,938,481	3,443,632
Fringe Benefits	590,733	708,190
Total Personnel	3,529,214	4,151,822
Non-Personnel		
Internal Service Charges	871,570	891,113
Professional & Contractual	884,859	912,330
Utilities	884,941	904,517
Insurance and Fixed Charges	131,055	174,111
All Other Operations and Maintenance	2,113,812	1,840,608
Capital Outlay	279,166	1,371,433
Debt Service	1,609,400	1,598,862
Total Non-Personnel	6,774,803	7,692,974
Total Expenditures	10,304,017	11,844,796
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	1,377,316	1,834,403
Charges for Services	3,238,982	3,532,904
Interest Income	107,300	70,652
All Other Revenue	50,000	65,000
Total Revenue	4,773,598	5,502,959
Funding to be Provided	5,530,419	6,341,837

LIBRARY SERVICES

Service Statement

To ensure high quality public library services are available to all residents living within Polk County in response to the pursuit of education, recreation and information.

Activity Description

Open seven days per week, the main and branch library staff is responsible for the delivery of traditional library services such as material loans, reference assistance and year-round programming for children and adults. The City operates both the Main Library located off Lake Morton and the Larry R. Jackson Branch Library at Florida Avenue and Bella Vista Street. Library Services also include local history resources, government documents, internet access and meeting room space for the public. The library home page on the City's website offers online access to the entire collection of materials available for loan and limited use of some research databases. Lakeland joined the Polk County Library Cooperative in October 1997 and serves users from all of Polk County free of charge.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Proposed**
Circulation	625,671	627,000	629,000
Visitors	531,625	**	535,000
Reference questions	163,190	166,869	170,206
Revenue (fines/fees)	$61,496	$61,900	$62,000
Holdings in collection	260,829	258,200	260,000

**renovation – accurate count not available due to renovation which occurred from March to July, 2004

Budget Goals Action Plan

The library was awarded a matching construction grant of $470,000 from the State of Florida for the expansion/renovation of the Children's Room at the Main Library. A study will be completed in FY 2004 regarding the expansion/renovation project with final plans and construction scheduled for FY 2005 at an estimated cost of $942,931. This expansion will contribute to Lakeland's quality of life goal. It will greatly enhance the library's ability to expand children's programming and increase the children's print and audiovisual collections.

Staff will research the concept of designing an *e*-Library to help meet the education, recreation and information needs of those residents and users in South Lakeland. The e-Library concept is considered a satellite location with projected online access, computer classes and a small circulation area. Users could request materials for delivery and pickup. The application for a State grant will be completed in March 2005 with plans to start the service in FY 2007. In addition, staff is pursuing the possibility of expanding the City's Wi-Fi network to include both the Main and Larry R. Jackson Branch Library.

Expenditure and Revenue Comment

Capital outlay increases in FY 2005 are related to the Children's Room Expansion, with an increase in Intergovernmental revenue from a State grant and increased expenditures for the project from the Polk County Library Cooperative.

LIBRARY SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	1,175,395	1,410,946
Fringe Benefits	252,228	320,493
Total Personnel	1,427,623	1,731,439
Non-Personnel		
Internal Service Charges	331,468	286,582
Professional & Contractual	19,712	22,810
Utilities	94,543	95,406
Insurance and Fixed Charges	37,428	40,427
All Other Operations and Maintenance	833,810	497,582
Capital Outlay	244,166	1,019,586
Debt Service		
Total Non-Personnel	1,561,127	1,962,393
Total Expenditures	2,988,750	3,693,832
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	843,535	1,291,715
Charges for Services	150	125
Interest Income		
All Other Revenue	40,000	50,000
Total Revenue	883,685	1,341,840
Funding to be Provided	2,105,065	2,351,992

CULTURAL & COMMUNITY ACTIVITES

Service Statement

To improve the quality of life for City of Lakeland residents through cultural activities and community based programs that enrich Lakeland by providing a stimulus for education, support and entertainment.

Activity Statement

Cultural and Community Services Activities include expenses associated with City financial and personnel support for a variety of local programs. Special events and programs include Sun 'n Fun EAA Fly In, Music on the Promenade, Lemon Street Outdoor Sculpture Competition, Mayfaire by the Lake, Orange Cup Regatta, Pied Piper Players, Holiday Decorations, Lakeland Vision, Lakeland Citizens Academy, Affordable Housing Programs and the Community Activity Committee that funds service programs targeting outreach agencies. There is specific criteria established that agencies must meet in order to receive funding. The special events identified below include personnel costs allocated within departmental budgets and do not reflect actual dollars contributed toward the event. Many of the performance measures listed do not correspond with the subsequent budget page because the costs associated with the activities are contained within departmental budgets.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Sun 'n Fun EAA Fly In	$8,414	$48,851	* $48,851
Music on the Promenade	$5,300	$10,360	$10,380
Lemon Street Sculpture Competition	$20,000	$22,000	$22,000
Mayfaire by the Lake	$8,500	$8,881	$9,147
Orange Cup Regatta	$7,540	$12,833	$8,500
Pied Piper Players	$14,220	$26,400	$27,192
Holiday Decorations	$50,000	$50,000	$50,000
Lakeland Vision	$37,500	$37,500	$37,500
Polk Vision	$0	$10,000	$10,000
Affordable Housing (CDBG)	$134,999	$134,711	$134,700
Community Activity Committee	$80,000	$80,000	$80,000
Historic Preservation	$80,000	$80,000	$80,250
Cultural Activities Reserve	$0	$100,000	$100,000
Lakeland Citizens Academy	$200	$200	$200

* Subject to change pending renegotiation of Sun 'n Fun land lease contracts.

Budget Goals Action Plan

Cultural and Community agencies requesting assistance must meet specific criteria in order to receive funding with many requests going before a board or committee for final approval. The City Commission has established a goal of attaining a $2 million reserve in the Cultural Activities Trust Fund by 2011. Interest from the fund will assist in offsetting General Fund expenditures within Cultural and Community Activities. CDBG funds are provided from the Federal Government and are required to be used in low-income areas.

Music on the Promenade consists of six events with a fall series and a spring series of free concerts along the shores of Lake Mirror. Staff is also exploring the potential to secure private sector sponsorship that will allow the series to be expanded to 12 events. The Pied Piper Players, Orange Cup Regatta and the Mayfaire by the Lake line items include personnel cost and facility fees that are primarily being absorbed by the Parks and Recreation Department. Lakeland Vision and Polk Vision line items include support dollars used for communicating vision strategies and do not include in-kind contribution of office space.

CULTURAL & COMMUNITY ACTIVITIES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	19,608	30,036
Fringe Benefits	4,831	7,155
Total Personnel	24,439	37,191
Non-Personnel		
Internal Service Charges	1,184	1,911
Professional & Contractual	75,000	108,823
Utilities	111	373
Insurance and Fixed Charges		
All Other Operations and Maintenance	504,963	637,986
Capital Outlay		2,555
Debt Service		
Total Non-Personnel	581,258	751,648
Total Expenditures	605,697	788,839
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	56,781	68,684
Charges for Services		
Interest Income	24,000	27,000
All Other Revenue		5,000
Total Revenue	80,781	100,684
Funding to be Provided	524,916	688,155

THE LAKELAND CENTER

Service Statement

To provide a superior sports, entertainment, and conference center venue in the greater Lakeland area.

Activity Description

The Lakeland Center serves as the area's premiere sport, entertainment, and convention complex offering four unique venues for both corporate and consumer use. The Jenkins Arena hosts a variety of events including concerts, sporting events, corporate trade shows, and meetings. The Exhibit Hall and Sikes Hall offer over 50,000 square feet of combined space for a variety of events. 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. The Lakeland Center also features smaller meeting rooms heavily utilized by community and non-profit groups. Events held at The Lakeland Center generate millions of dollars in economic impact to the greater Lakeland area.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budgeted**	**FY 2005 Projected**
Number of Events			
Broadway	9	7	7
Concerts	28	26	27
Trade/Consumer Shows	36	38	40
Banquets/meetings/Conventions	329	422	442
Sporting Events	9	48	50
Other (Dance recitals…)	113	130	137
Total Utilization Days	1,683	1,282	1,346
Total Attendance	434,191	478,837	502,778
Total Event Related Revenue	$3,173,362	$3,547,578	$3,532,779

Budget Goals Action Plan

The Center has been approached about an indoor football franchise and is exploring the possibility of housing a team in the arena. The Lakeland Center is teaming with the City's Wi-Fi Initiative and work has begun on the Center with the goal of becoming the first indoor wireless internet site on the City's Wi-Fi Network. Staff and the City Commission will explore the potential for local and legislative support for the proposed expansion of the Center in outlying years.

Expenditure and Revenue Comment

The proposed $3.5 million in revenues generated from operations (or charges for services) in FY2005 remain consistent with FY2004. The numbers represent events booked at the time of the budget preparation process, with an additional 5% increase for new business. Significant capital projects proposed in FY 2005 include $84,000 for the systematic replacement of 30 year-old air handlers; $200,000 for carpet replacement in the Theatre house, lobby and administration areas and $30,000 for a replacement application server. Total subsidy for the operation is approximately $2,774,000 which includes $557,000 from the Public Improvement Fund and $2,217,000 from the General Fund.

THE LAKELAND CENTER

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	1,720,585	1,912,845
Fringe Benefits	327,655	360,021
Total Personnel	2,048,240	2,272,866
Non-Personnel		
Internal Service Charges	504,580	544,898
Professional & Contractual	727,647	741,950
Utilities	790,287	807,802
Insurance and Fixed Charges	92,580	131,052
All Other Operations and Maintenance	772,837	699,693
Capital Outlay	35,000	332,000
Debt Service	1,609,400	1,598,862
Total Non-Personnel	4,532,331	4,856,257
Total Expenditures	6,580,571	7,129,123
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	477,000	474,004
Charges for Services	3,238,832	3,532,779
Interest Income	83,300	43,652
All Other Revenue	10,000	10,000
Total Revenue	3,809,132	4,060,435
Funding to be Provided	2,771,439	3,068,688

PUBLIC INFORMATION SERVICES

Service Statement

To increase the public and employee understanding of the City of Lakeland's function, its challenges and its achievements by building and maintaining outstanding two-way relationships with primary publics that include residents, employees and the media.

Activity Description

The Public Information Office is proposed to be restructured in FY 2005 to provide a centralized communications group that will service all City departments in public relations, marketing and advertising. This group will oversee internal and external communications, producing a clear and concise message that is strongly themed rather than fragmented. The consolidation effort will result in the reassignment of existing personnel from other departments coupled with a new cablecaster position. The communications group will service all Departments and is proposed to operate much like a private sector advertising agency. The combining of existing functions such as Lakeland Electric's marketing group and the Public Information Office is the focus of the centralized communications plan and can be done with minimal impact to the General Fund.

The group will also develop and produce Government Access Television Programming (GATV) that will be cablecast on Bright House Networks. It is the goal of the Department to control the signal and programming aired on the channel supplied the City's local CATV agreement.

Communications in the form of public relations is a very effective tool available to help policymakers and constituents cooperatively achieve common goals. It is a basic management function relevant to all of the City's Activities.

Budget Goals Action Plan

Improving the current Government Access Channel to include live broadcast, dedicated Department programming and the total control of the City of Lakeland's broadcast signal has an estimated cost of $50,000 in equipment. This includes the development of a broadcast "head" at City Hall with fiber optics delivering the signal to Bright House networks main head in Auburndale.

An additional employee will be needed to oversee the equipment, cablecast and programming for the designated government access channel. A broadcast engineer to optimize the audio and video signal for the station will be contracted on an as needed basis through the interlocal agreement with Polk County. The cost for a full-time broadcast engineer will be shared at a cost of $15,000 budgeted to Lakeland's GATV.

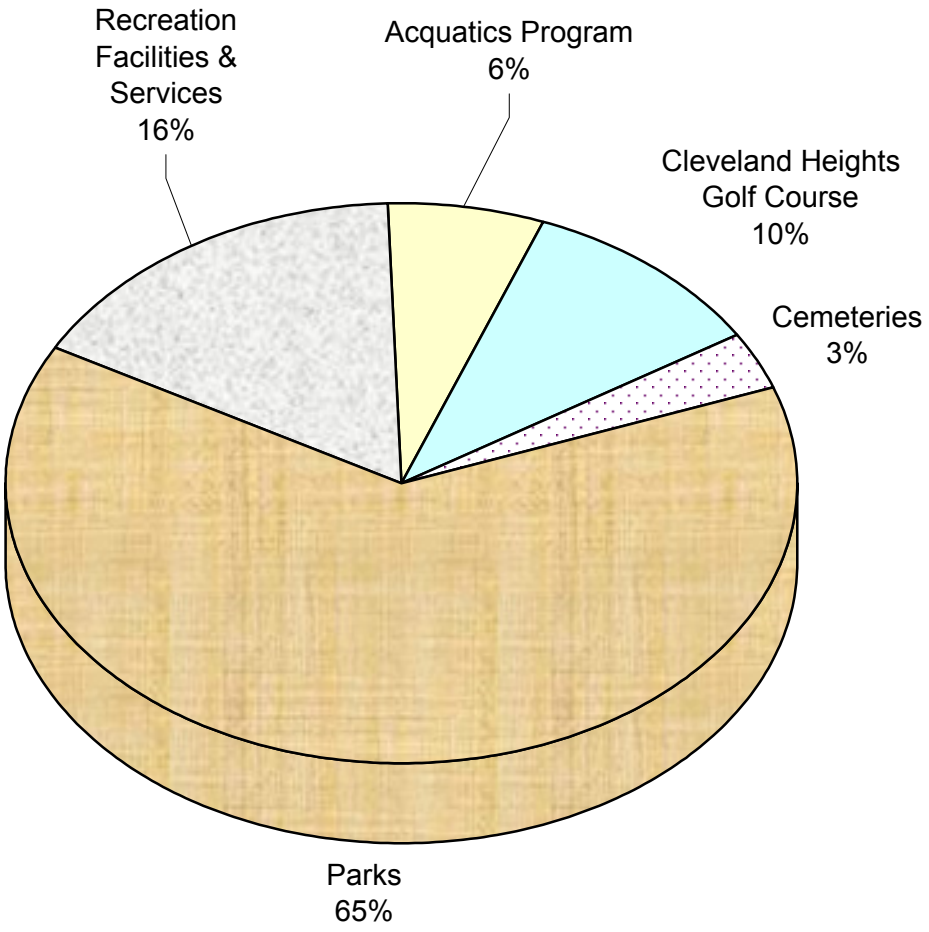
Expenditure & Revenue Comment

Previously, the Public Information Officer has been allocated within the City Manager's budget and the Lakeland Electric Marketing group was included within Lakeland Electric's enterprise fund. The newly formed consolidated Centralized Communications group is established within the General Fund, with portions of the budget allocated to other funds based upon projected levels of support and projects.

PUBLIC INFORMATION SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	22,893	89,805
Fringe Benefits	6,019	20,521
Total Personnel	28,912	110,326
Non-Personnel		
Internal Service Charges	34,338	57,722
Professional & Contractual	62,500	38,747
Utilities		936
Insurance and Fixed Charges	1,047	2,632
All Other Operations and Maintenance	2,202	5,347
Capital Outlay		17,292
Debt Service		
Total Non-Personnel	100,087	122,676
Total Expenditures	128,999	233,002
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services		
Interest Income		
All Other Revenue		
Total Revenue		
Funding to be Provided	128,999	233,002

Parks, Recreation & Properties



PARKS, RECREATION & PROPERTIES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	6,344,450	6,648,533
Fringe Benefits	1,355,468	1,473,683
Total Personnel	7,699,918	8,122,216
Non-Personnel		
Internal Service Charges	2,156,789	2,455,983
Professional & Contractual	419,553	353,440
Utilities	1,487,003	1,542,462
Insurance and Fixed Charges	502,958	501,872
All Other Operations and Maintenance	2,699,582	2,234,439
Capital Outlay	7,264,195	9,188,781
Debt Service	1,849,398	1,974,629
Total Non-Personnel	16,379,478	18,251,606
Total Expenditures	24,079,396	26,373,821
Transfers		
Transfers In		
Transfers Out	(6,480)	(5,603)
Net Transfers	(6,480)	(5,603)
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	1,828,353	2,049,353
Charges for Services	4,177,940	4,464,887
Interest Income	23,000	29,150
All Other Revenue	1,079,060	6,497,238
Total Revenue	7,108,353	13,040,628
Funding to be Provided	16,977,523	13,338,797

PARKS

Service Statement

To provide the public with superior services that offer a safe and enjoyable experience through building, maintaining and visually enhancing all of the City's public parks, buildings, urban forestry, athletic facilities and public right-of-ways.

Activity Description

Responsibilities for the Division include maintaining 1,134 acres of property comprised of parks, athletic playing surfaces, neighborhood cul-de-sacs, medians, right of ways, City buildings, parking lots, vacant lots, FDOT highway beautification/maintenance, and 18 neighborhood playgrounds. The Parks Division has a Tree Crew that maintains the City's Urban Forest of approximately 100,000 trees, and a Nursery and Landscape Operation. Other areas of responsibility include year around commitment to Detroit Tiger Baseball, athletic tournaments, facility rentals, and special events. These categories generated over 4,300 bookings of facilities within this Division.

Fiscal Year	FY 2003 Actual	FY 2004 Budgeted	FY 2005 Proposed
Field Rentals	3,775	3,754	3,800
Trees Planted	1,416	6,000	1,500
Shrubs Planted	2,227	2,300	2,400
Ground Covers Planted	1,820	1,850	1,875
Annuals Planted	37,904	38,000	38,500
Trees Trimmed	1,543	1,600	1,650
Trees Removed	545	575	650
Palms Trimmed	2,494	2,525	2,550
Palms Removed	89	90	90

Budget Goals Action Plan

Notable projects for FY 2005 include a new $218,000 boardwalk at Lake Bonny Park which is supported by a state grant and impact fees; the renovation of bathrooms in Tigertown's Hanger II for $65,000; an expansion of the Westside Complex, comprised of a new jogging path and picnic sheds for $200,000, financed with impact fees; and enhancements to the 7th Street Park projected to be supported jointly by the City and the Ray Lewis Foundation. Special Projects include an FDOT Landscape Renovation account of $10,000, a Sportsfield Lighting maintenance account of $25,000, and the retrofit of several recreational facilities to the Medeco Key System for $1,500.

Expenditure & Revenue Comment

Increased personnel expenditures in FY 2005 is primarily attributable to the addition of two new full time positions and related equipment in response to the City's increased maintenance of highway beautification areas, the opening of the new Peggy Brown Building & Barnett Family Park, and a new Operations Support Supervisor position added mid-year 2004 to provide mowing services at both park facilities and the City's Wetlands. Additional revenues are expected from usage fees that were adjusted on field and facility rentals.

PARKS

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	3,322,780	3,525,752
Fringe Benefits	687,910	777,905
Total Personnel	4,010,690	4,303,657
Non-Personnel		
Internal Service Charges	1,189,607	1,278,345
Professional & Contractual	124,960	109,807
Utilities	1,044,258	1,068,234
Insurance and Fixed Charges	292,971	298,208
All Other Operations and Maintenance	814,131	598,517
Capital Outlay	6,392,195	7,505,281
Debt Service	1,495,955	1,622,762
Total Non-Personnel	11,354,077	12,481,154
Total Expenditures	15,364,767	16,784,811
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	1,828,353	2,049,353
Charges for Services	302,820	337,070
Interest Income		
All Other Revenue	734,800	5,855,238
Total Revenue	2,865,973	8,241,661
Funding to be Provided	12,498,794	8,543,150

RECREATION & FACILITIES SERVICES

Service Statement

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

Activity Description

The Recreation Division serves the needs of a diverse population by creating programming options to attract new customers and excite existing patrons. All ages, from children to seniors, participate in programs and classes. These activities include quilting, art classes, martial arts, numerous dance classes (ballet, jazz, tap, line, ballroom, square dancing), music lessons (piano, keyboard, guitar), educational courses (Spanish, computers, cooking, Coast Guard boating skills, tutoring), etiquette classes, fitness programs (exercise equipment, personal training, aerobics, Pilates, yoga, cardio kickboxing), and sport leagues tailored for children and adults (basketball, softball, flag football, kickball, winter baseball clinic). The Division also oversees special events celebrating Martin Luther King, Independence Day, Halloween, and various other holidays. The Recreation Division is responsible for the upkeep of eight recreational facilities available for public rental. The Division also provides a place for numerous social clubs to meet (Coleman Bush Boosters, Table Tennis Club, Coast Guard, Stamp Club, Polk Golden Club of the Deaf, Lakeland Water Ski Club, Lakeland Shuffleboard Club, and Lakeland Lawn Bowling). Lake Mirror Theater is the home of the Pied Piper Players community theatre group. Programming revenue and rental collection fees exceeds $766,000 annually.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Proposed**
Kelly Recreation Center-Patronage Attendance	158,835	198,591	210,000
Simpson Park Community Center-Patronage Attendance	212,437	211,431	212,500
Number of Rentals	366	370	395

Budget Goals Action Plan

Facility rentals are anticipated to have a sharp increase following the completion of Barnett Park and the Peggy Brown Building. The facilities surrounding Lake Mirror Park have also experienced increased activity with the venues hosting more outdoor banquets, weddings, and concerts.

Expenditure & Revenue Comment

The growth in payroll expenditures in FY 2005 tempered due to the reassignment of four custodial positions to the Facility Maintenance Internal Service Fund. Expenditures in Program Activity and Summer Camp could experience an increase if the Polk County School Board imposes a bus usage fee. This fee is anticipated to be discussed in FY 2005. In FY 2004, the City implemented a revised fee schedule for the rental of recreation facilities that incorporates an inflation index. Proposed for FY 2005 is a review of programming fees vis-à-vis costs. Also proposed in FY 2005 is a new Recreation Leader position at Simpson Park.

RECREATION & FACILITIES SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	1,126,086	1,135,995
Fringe Benefits	240,294	247,104
Total Personnel	1,366,380	1,383,099
Non-Personnel		
Internal Service Charges	378,524	406,088
Professional & Contractual	43,079	47,650
Utilities	174,386	179,585
Insurance and Fixed Charges	79,516	79,477
All Other Operations and Maintenance	673,939	553,939
Capital Outlay	681,200	1,598,300
Debt Service	100,000	100,000
Total Non-Personnel	2,130,644	2,965,039
Total Expenditures	3,497,024	4,348,138
Transfers		
Transfers In		
Transfers Out	(6,480)	(5,603)
Net Transfers	(6,480)	(5,603)
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	1,097,337	1,267,317
Interest Income	18,000	23,000
All Other Revenue	12,760	300,000
Total Revenue	1,128,097	1,590,317
Funding to be Provided	2,375,407	2,763,424

AQUATICS

Service Statement

To ensure safe and secure swimming facilities in a family oriented atmosphere to include instructional classes and specialized programs in the aquatics field for both recreational and competitive participants to meet the community's growing needs.

Activity Description

The Aquatics Operation instructs swim lessons beginning with Swigglers (approximately 4 years old) to adults on an annual basis. In order to complete this task, training, certifications, lifeguarding audits, and evaluation of lifeguards are done on a consistent basis. Junior Lifeguarding classes help develop a valuable resource for future applicants. The senior population benefits from the heated pool with year-round programs such as Splashercise, Aqua Therapy and Aqua Massage. The aquatic facilities are home to several local high school swim teams and two competitive swim teams. The community is invited to learn water safety practices during two special events that are free to the public. Aquafest (Gandy Pool) and AquaJam (Simpson Pool) attract over 2,000 participants at each event. Specialty classes consist of diving, scuba classes, surfing instruction, water polo, and synchronized swimming.

Fiscal Year	FY 2003 Actual	FY 2004 Budgeted	FY 2005 Proposed
Gandy Pool Total Attendance Use	55,450	56,250	57,240
Simpson Pool Total Attendance Use	11,172	12,500	13,000
Number of Aquatic Programs/Events	15	20	20
Number of Aquatic Maintained Facilities	2	2	3

Budget Goals Action Plan

Proposed for completion during FY 2005 is the resurfacing of Gandy Pool. This is the first resurfacing of Gandy since its construction in 1993. A chlorine tank will be constructed at Simpson Pool so the same chemical operating maintenance procedures that have been successful at Gandy pool can be implemented. As the result of the private donation funds for Barnett Family Park, a new aquatic facility is being constructed and will be open seven days a week for public use in the spring of 2005.

Expenditure and Revenue Comment

An increase in expenditures is expected in payroll and operating costs. The Recreation Division Table of Organization for FY 2005 will see an additional Swimming Pool Operator to oversee the interactive play area at Barnett Family Park. There is no historical data to estimate operating costs for chlorine and muriatic acid chemicals to maintain health department standards. It is costing more to heat aquatic facilities because of rising gas prices. Barnett Family Park's interactive water feature will be free to the public and no additional revenue is forecasted for this component of the Aquatic Activity.

AQUATICS

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	734,048	740,218
Fringe Benefits	156,120	160,584
Total Personnel	890,168	900,802
Non-Personnel		
Internal Service Charges	251,322	269,560
Professional & Contractual	28,720	30,923
Utilities	116,147	119,378
Insurance and Fixed Charges	53,010	52,984
All Other Operations and Maintenance	294,037	232,878
Capital Outlay	180,800	55,200
Debt Service		
Total Non-Personnel	924,036	760,923
Total Expenditures	1,814,204	1,661,725
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	59,600	77,000
Interest Income		
All Other Revenue		
Total Revenue	59,600	77,000
Funding to be Provided	1,754,604	1,584,725

CLEVELAND HEIGHTS GOLF COURSE

Service Statement

To provide a well maintained golf course that presents a challenge to all skill levels coupled with a clubhouse that serves a quality food and beverage product in a family oriented setting.

Activity Description

Golf Course personnel are responsible for maintaining all facilities on the 120 acre campus which includes the 27-hole course. Maintenance personnel are responsible for the upkeep of the course including mowing, trimming, weeding, pesticide applications, and equipment maintenance. Pro Shop employees handle daily guest operations that include managing tee times, directing golf lessons and clinics, tournament administration, as well as merchandise sales and the stocking of golf apparel and supplies. The food and beverage personnel serve customers off a fixed menu that includes breakfast and lunch items. The group also handles special events and catering within the clubhouse.

Cleveland Heights is the home of the Future's Tour. The Future's Golf Classic is maturing into a community pillar. The move to Cleveland Heights has been advantageous to the City of Lakeland and the Future's will increase exposure associated with advertising, television and public recognition. The Future's Tour is the development tour for tomorrow's stars on the Ladies Professional Golf Association.

Fiscal Year	**2003 Actual**	**2004 Budget**	**2005 Proposed**
Number of Rounds	69,986	77,000	78,823
Memberships	448	475	500
Special Golf Outings/Tournaments	35	38	48
Banquets/Meetings	420	450	460

Budget Goals Action Plan

The FY 2005 budget includes $25,000 for continued repair of concrete cart paths. This project is on-going and is being conducted in segments to be spread out over several budget years.

Expenditure Comment

Personnel costs have increased in FY 2005 in part due to the proposed hiring of a part-time cart attendant and a part-time sales associate.

Revenue Comment

FY 2005 charges for services include a proposed increase which includes an additional $38,750 in revenues from golf operations due to increased rounds and mix of play, and $22,650 in revenues from increased food and beverage sales. All revenues for the Golf Course are generated from fees charged for actual usage on the Course. Sale of surplus property on Edgewood Drive will sustain on-site capital projects and assist in building a small reserve.

CLEVELAND HEIGHTS GOLF COURSE

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	820,721	884,236
Fringe Benefits	186,039	200,289
Total Personnel	1,006,760	1,084,525
Non-Personnel		
Internal Service Charges	168,059	250,752
Professional & Contractual	153,886	95,734
Utilities	117,991	137,482
Insurance and Fixed Charges	49,694	49,356
All Other Operations and Maintenance	856,606	771,176
Capital Outlay		25,000
Debt Service	253,443	251,867
Total Non-Personnel	1,599,679	1,581,367
Total Expenditures	2,606,439	2,665,892
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	2,504,183	2,566,500
Interest Income	5,000	6,150
All Other Revenue	38,500	102,000
Total Revenue	2,547,683	2,674,650
Funding to be Provided	58,756	(8,758)

CEMETERIES

Service Statement

To provide the Lakeland area with a respectful, attractive, and well maintained Burial Park for the citizens of Lakeland.

Activity Description

The Cemetery Division operates and maintains 170 acres at two locations. This includes 50 acres at Roselawn complex and 120 acres at Oak Hill Burial Park with eight acres reserved for future development. In addition to the burials and memorial installations, the grass is maintained weekly throughout the season and each marker is trimmed and sprayed with herbicides four times annually.

Budget Goals

New roadways will be completed at Oak Hill to complete the Section N expansion project. This new section will have 3,000 new spaces for sale and is projected to sell out in six to seven years. The division will continue to monitor the Roselawn private maintenance contract.

Fiscal Year	FY 2003 Actual	FY 2004 Budget	FY 2005 Projected
Burials	523	500	500
Spaces Sold	608	575	575
Markers/Foundation Installations	305	300	300

Budget Goal Action Plan

In FY 2005, staff will investigate the costs and benefits associated with the purchase and installation of a columbarium for cremated remains.

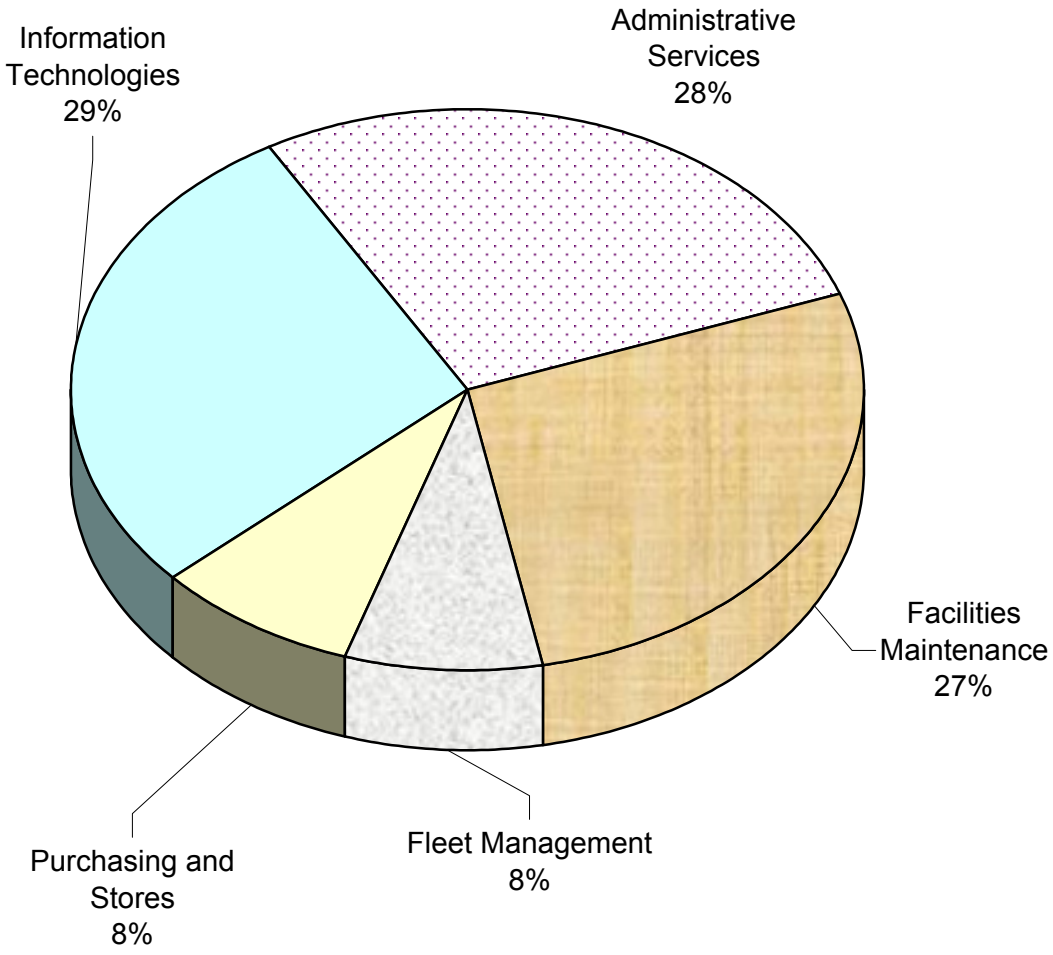
Revenue Comment

The Cemetery Division Deposits 15% of lot sales into the Perpetual Care Fund. Lot sales and burials have maintained a consistent average for the past five years. The Cemetery Division continues to explore new ideas and options to increase revenue.

CEMETERIES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	340,815	362,332
Fringe Benefits	85,105	87,801
Total Personnel	425,920	450,133
Non-Personnel		
Internal Service Charges	169,277	251,238
Professional & Contractual	68,908	69,326
Utilities	34,221	37,783
Insurance and Fixed Charges	27,767	21,847
All Other Operations and Maintenance	60,869	77,929
Capital Outlay	10,000	5,000
Debt Service		
Total Non-Personnel	371,042	463,123
Total Expenditures	796,962	913,256
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	214,000	217,000
Interest Income		
All Other Revenue	293,000	240,000
Total Revenue	507,000	457,000
Funding to be Provided	289,962	456,256

Internal Service Funds



INTERNAL SERVICE FUNDS

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	10,393,810	13,707,948
Fringe Benefits	2,470,211	3,286,622
Total Personnel	12,864,021	16,994,570
Non-Personnel		
Internal Service Charges	1,238,817	1,957,010
Professional & Contractual	838,440	1,707,862
Utilities	201,867	469,681
Insurance and Fixed Charges	180,917	196,498
All Other Operations and Maintenance	5,044,290	7,206,267
Capital Outlay	2,539,691	4,634,703
Debt Service	639,122	
Total Non-Personnel	10,683,144	16,172,021
Total Expenditures	23,547,165	33,166,591
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	150,000	147,500
Charges for Services	23,011,465	32,637,624
Interest Income	678,397	479,500
All Other Revenue	665,656	346,800
Total Revenue	24,505,518	33,611,424
Funding to be Provided	(958,353)	(444,833)

FACILITIES MAINTENANCE

Service Statement

To provide facility maintenance support services to the City's facilities and structures to achieve their maximum expected design life and to insure a safe environment for the public and the City of Lakeland employees.

Activity Statement

This Activity is responsible for the maintenance and support of the City's 166 various facilities including, structural, HVAC, plumbing, electrical, and other related construction projects. The Facilities Maintenance Division was formerly a stand-alone department and was reorganized as a division of the Public Works Department in FY 2004. It is proposed to be converted to an internal service fund in FY 2005 to better account for the support services the division provides to other municipal operations. Included in the reorganization of the division is the consolidation of all janitorial personnel and services which have historically been provided by various departmental personnel and through individual private contracts. With the consolidation of the personnel and services into one team, the City can allocate the work effort more efficiently at an estimated cost savings of approximately $250,000 per year.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Work orders completed	2,024	3,140	4,067
Capital projects completed	55	67	50
Facility maintenance cost (per sq. ft.)	$2.54	$2.14	$1.39
Janitorial service cost (per sq. ft.)	$1.75	$1.35	$1.20

Budget Goals Action Plan

As part of the City's ongoing goal to improve cost allocation and performance reporting, the Facilities Maintenance Division is in the process of implementing enhanced asset management software. The software will allow the City to better track the activities of the Division for improved reporting and information and more precise allocation of resources and preventive maintenance planning. Facilities Maintenance will develop a Comprehensive Facilities Master Plan by surveying all City buildings and developing standards for usage, updated preventative maintenance programs, improved facility security protocols, and the delivery of responsive full service building and structural needs. Facilities Maintenance will evaluate out-tasking and outsourcing of City facility maintenance contracts to determine which contracts can be improved or done away with. The division will also implement various key factor measurements such as percent of preventative maintenance hours to total hours; percent of emergency hours to total hours, and average maintenance cost per gross square foot to improve future budgeting and allocation procedures.

Expenditure Comment

Costs have been included to create a preventative maintenance program to improve the efficiency and life span of the building systems. Personnel costs include the consolidation of maintenance and janitorial staffs from various departments into the Facilities Maintenance Division. The budget includes $65,000 to establish a parts inventory to improve efficiency through limiting the amount of time personnel must travel to acquire material and parts.

FACILITIES MAINTENANCE

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	1,109,516	1,332,488
Fringe Benefits	298,230	399,642
Total Personnel	1,407,746	1,732,130
Non-Personnel		
Internal Service Charges	86,932	268,660
Professional & Contractual	166,632	220,857
Utilities	71	34,904
Insurance and Fixed Charges		16,530
All Other Operations and Maintenance	352,685	496,706
Capital Outlay	40,000	5,800
Debt Service		
Total Non-Personnel	646,320	1,043,457
Total Expenditures	2,054,066	2,775,587
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	2,024,692	2,869,787
Interest Income		4,800
All Other Revenue		1,000
Total Revenue	2,024,692	2,875,587
Funding to be Provided	29,374	(100,000)

FLEET MANAGEMENT

Service Statement

To acquire and maintain equipment and vehicles which are safe and reliable, cost effective, and properly adapted to the needs of City departments in accomplishing their respective missions.

Activity Statement

Fleet Management provides acquisition, maintenance and fueling for the great majority of City vehicles, including marked and unmarked police units, refuse trucks, large trucks and other equipment used for maintaining the water, wastewater, electric, streets and storm drainage systems. This includes passenger cars and light trucks used in a wide variety of City provided services.

Fire Department equipment, coal-handling equipment and certain smaller pieces of mowing equipment are not under the management of the Fleet Management Division. A comprehensive preventative maintenance program is in effect for all fleet vehicles. Most repairs are accomplished in-house, with certain specialized work such as transmission repair, frame and axle work, glass and upholstery repairs contracted with local vendors. Major accident repairs are also contracted to local repair shops. Regularly-used parts inventory is kept on hand and most common parts are purchased through local automotive supply houses. Fleet Management also fabricates custom accessories for equipment such as tool boxes, pipe racks, step bumpers, etc. This operation provides services using daytime and evening shifts and special crews for City holidays.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Equipment Maintained	1,132	1,139	1,148
Vehicle Availability	93%	95%	95%
Avg. Cost/Mile			
Passenger Cars	.26	.25	.24
Lt Trucks	.27	.26	.26

Budget Goals Action Plan

The Fleet Management Division will continue to improve its measurement processes of fleet performance and fleet costs. The high cost of vehicle fuel continues to be a concern and Fleet Management will look for ways to reduce this expense by acquiring more fuel efficient vehicles, downsizing vehicle replacements where practical, identifying and correcting equipment which consistently exceeds fuel efficiency averages for its class, and making modifications as needed to the preventative maintenance schedules. Fleet Management will also continue to analyze the cost effectiveness of alternate fuel vehicles, with special attention to Hybrid Electric Vehicles. Fleet will also track and report any vehicles which appear to be underutilized or unsuited for their intended application. Due to the reorganization of the former Central Services Department, the Fleet Management Division is proposed to be managed by the City's Public Works Director commencing in FY 2005.

FLEET MANAGEMENT

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	1,449,044	1,448,878
Fringe Benefits	372,180	384,671
Total Personnel	1,821,224	1,833,549
Non-Personnel		
Internal Service Charges	415,879	457,291
Professional & Contractual	257,953	198,111
Utilities	58,985	67,915
Insurance and Fixed Charges	113,495	115,452
All Other Operations and Maintenance	2,424,012	2,877,795
Capital Outlay	1,985,802	3,554,748
Debt Service		
Total Non-Personnel	5,256,126	7,271,312
Total Expenditures	7,077,350	9,104,861
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental	150,000	147,500
Charges for Services	7,793,820	8,469,968
Interest Income	665,397	465,000
All Other Revenue	278,434	331,800
Total Revenue	8,887,651	9,414,268
Funding to be Provided	(1,810,301)	(309,407)

PURCHASING & STORES

Service Statement

To purchase the best values in services and materials, at the right price and time, to maintain an efficient, centralized warehouse for the storage and management of normal and emergency stock needs in support of the operations of City departments in the delivery of their respective services.

Activity Statement

The Purchasing Activity conducts competitive solicitation of sealed bids and quotations for all City departments. The Division also administers a purchasing card program which empowers many City employees to make small non-competitive purchases for their departments' regular needs with minimal paperwork. Staff maintains an intuitive, interactive website which allows vendors to register and select the solicitations that they wish to receive and also facilitates the placement of quotations on line. The Division is also responsible for soliciting quotations for the restocking of City warehouses. The warehouse function (Central stores) maintains custody and issuance of over 3,633 separate stock items including water/wastewater pipe and fittings, electrical supply and distribution items, consumables, hardware and hand tools. Central Stores "stages" and palletizes supplies and system components for the Water Utilities and Electric Department's crew trucks on a daily basis. Inventory usage is carefully monitored and re-order points are established based upon historical usage patterns. Central Stores also maintains custody of safety and emergency stock for anomalous situations.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budget**	**FY 2005 Projected**
Sealed Bids Issued	126	134	141
Quotations Issued	1,355	1,423	1,494
Savings due to Competition*	$2,173,495	$2,282,170	$2,396,279
Overhead Cost/Dollar/Order	.6%	.5%	.5%
# of Items Issued	1,190,869	1,1067,156	981,784
Value of Items Issued	$5,999,772	$5,386,218	$4,995,321
Overhead Cost/Dollar/Issue	6.0%	6.7%	7.7%
Error Rate of Issuance	.98%	1.0%	1.0%

* Based on a comparison of the awarded "lowest and best" sealed bids as compared to the median price received for those bids.

Budget Goals Action Plan

In FY 2005, the Purchasing Division will continue to refine its key purchasing performance metrics and cost components and will identify other public agencies with similar purchasing requirements for comparative benchmarking purposes. Purchasing will also expand the use of Service Level Agreements for all departments which account for 5% or more of all purchasing services. Purchasing will continue to track participation and procurement from Minority/Women-Owned Business Enterprises (M/WBE's) and look for ways to increase the City's use of M/WBE's for competitive and non-competitive purchases. Central Stores has been working in collaboration with Lakeland Electric throughout the past year to reduce transformer inventory to optimum levels that provide for daily and emergency needs while minimizing the City's stock investment. As a result, transformer inventory value has been reduced by approximately 19%. The inventory reduction effort will be continued in FY 2005 with the goal of reducing slow-moving stock by 5%. Due to the reorganization of the former Central Services Department, the Purchasing & Stores Division is proposed to be managed by the City's Risk Manager commencing in FY 2005.

PURCHASING & STORES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	753,582	764,675
Fringe Benefits	187,740	195,911
Total Personnel	941,322	960,586
Non-Personnel		
Internal Service Charges	310,217	517,716
Professional & Contractual	46,866	30,565
Utilities	133,003	77,631
Insurance and Fixed Charges	66,367	63,453
All Other Operations and Maintenance	969,868	1,017,166
Capital Outlay	3,308	11,308
Debt Service		
Total Non-Personnel	1,529,629	1,717,839
Total Expenditures	2,470,951	2,678,425
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	2,361,461	2,690,151
Interest Income	13,000	9,700
All Other Revenue	13,000	14,000
Total Revenue	2,387,461	2,713,851
Funding to be Provided	83,490	(35,426)

INFORMATION TECHNOLOGY

Service Statement

To provide business automation and communication services that improve City operations and public services that optimize the availability and usefulness of information technology for employees and constituents, and to effectively leverage technology to support the overall vision and goals of the community.

Activity Statement

The new Information Technology (IT) Department is a result of the merging of the MIS, Communications and Telecommunications Divisions in the former Central Services Department and Information Systems Division formerly housed within the organizational structure of Lakeland Electric. The IT Department will consolidate several previously fragmented technology functions to provide comprehensive computer and communications services. The restructuring is expected to result in superior coordination of effort in planning, deploying and monitoring the performance of the City's computer architecture, applications support and development, and network communications in addition to radio, telephone, and wireless communications technologies. All enterprise level computer and communications technologies will also be vested in the new Department. Other services include PC equipment, programming services, telephones and radios used by Departments in support of their various missions.

Fiscal Year	**FY 2003 Actual**	**FY 2004 Budgeted**	**FY 2005 Proposed**
Information Systems Availability	99.5%	99.6%	99.6%
Network Availability	97.0%	97.0%	97.0%
Network Devices Maintained	1,617	1,679	1,700
Avg. Cost/Network Device (Support)	482	$482	$482
Telephone System Availability	98.0%	98.0%	99.0%
Telephone Devices Maintained	1,048	1,078	1,128
Avg. Cost/Telephone Device	$196	$195	$198
Radio System Availability	99.7%	99.7%	99.7%
Radio Devices Maintained	1,310	1,322	1,332
Avg. Cost/Radio Device	$198	$189	$210

Budget Goals Action Plan

The IT Department will establish updated procedures for evaluating the impacts of new technology deployment and develop integrated methodologies to determine the actual value and cost allocation of technology services currently in use. The refinement of business continuity/disaster recovery plans will also be a priority. Service Level Agreements will be negotiated with all City departments requiring 5% or more of the IT Department's services. IT will also continue the deployment of Wi-Fi to support the City's overall vision and goals, in support of the Chamber of Commerce's "High Skills Initiative" and as a means of bridging the "Digital Divide". Priority will be given to new development projects to reduce paper and facilitate workflow, such as "paperless" agenda packets, "electronic" site plan reviews, and electronic bill processing.

Expenditure Comment

Personnel costs are comprised of the transfer of 76 existing technology-related positions from other Departments into the new IT Department. FY 2004 expenses only reflected costs allocated to the General Fund, while FY 2005 costs will be fully allocated throughout the Program Budget.

INFORMATION TECHNOLOGY

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	1,610,808	4,139,295
Fringe Benefits	374,972	942,676
Total Personnel	1,985,780	5,081,971
Non-Personnel		
Internal Service Charges	70,747	324,625
Professional & Contractual	40,450	818,716
Utilities	2,146	211,874
Insurance and Fixed Charges		
All Other Operations and Maintenance	589,528	2,008,206
Capital Outlay	519,684	967,045
Debt Service	639,122	
Total Non-Personnel	1,861,677	4,330,466
Total Expenditures	3,847,457	9,412,437
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	2,734,151	9,412,437
Interest Income		
All Other Revenue	374,222	
Total Revenue	3,108,373	9,412,437
Funding to be Provided	739,084	

ADMINISTRATIVE SERVICES

Service Statement

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

Activity Description

The Program Budget format is intended to identify the significant cost and revenue centers associated with the delivery of a wide range of municipal services desired by the Lakeland residents. The structure of the budget is non-departmentally based by design in order to capture the expenses and revenues attributable to a given Activity, regardless of which or how many Departments may be assisting in the delivery of the service. As such, a number of Departments including the City Manager, Risk Management, Employee Relations, Civil Service, Finance, Treasurer, Internal Auditor, and City Attorney do not provide end services to the general public in and of themselves, but rather play a supporting administrative role in the delivery of the identified Activities. These Departments have not been established as Internal Service Funds and their respective costs have been consolidated in this Activity and have been spread throughout the Program Budget's Activities based upon a number of factors such as personnel counts, fixed percentages of personnel and non-personnel costs, which have been developed by the Department based upon estimated allocation of hours and/or through direct departmental allocations to the extent that particular Departmental costs can be attributed to a given Activity. It should be recognized that FY 2005 represents the initial year the City of Lakeland has adopted the Program Budget format and as such, cost projections for both FY 2004 and FY 2005 will no doubt be further refined in subsequent fiscal years for improved accuracy as Department personnel become better acquainted with the new budget format.

ADMINISTRATIVE SERVICES

EXPENSES	Budget For Year 2003-04	FY 2004-05 Budget Proposed by City Manager
Personnel		
Salaries & Wages	5,470,860	6,022,612
Fringe Benefits	1,237,089	1,363,722
Total Personnel	6,707,949	7,386,334
Non-Personnel		
Internal Service Charges	355,042	388,718
Professional & Contractual	326,539	439,613
Utilities	7,662	77,357
Insurance and Fixed Charges	1,055	1,063
All Other Operations and Maintenance	708,197	806,394
Capital Outlay	(9,103)	95,802
Debt Service		
Total Non-Personnel	1,389,392	1,808,947
Total Expenditures	8,097,341	9,195,281
Transfers		
Transfers In		
Transfers Out		
Net Transfers		
Revenue Sources		
Taxes		
Licenses & Permits		
Intergovernmental		
Charges for Services	8,097,341	9,195,281
Interest Income		
All Other Revenue		
Total Revenue	8,097,341	9,195,281
Funding to be Provided		

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REVENUE AND EXPENDITURE SUMMARY

GENERAL FUND REVENUES

	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	FY 2005 Proposed by City Manager
TAXES				
Ad Valorem Taxes	9,792,534	12,134,046	12,467,574	13,078,729
Communications / Utility Tax	13,253,466	13,060,000	13,700,000	13,965,000
Franchise Taxes	224,330	245,000	210,000	200,000
LICENSES & PERMITS				
Occupational Licenses	1,185,055	1,223,450	1,167,050	1,216,750
Building Permits	992,113	1,237,000	1,273,800	1,228,000
INTERGOVERNMENTAL REVENUES				
Federal Grants	367,453	480,014	360,402	138,379
State Grants	470,380	407,362	415,084	325,272
Local Grants	370,078	407,456	407,856	180,000
State Shared Revenues	6,409,955	6,532,000	6,778,000	6,657,000
County Shared Revenues	671,306	657,559	659,560	687,059
CHARGES FOR SERVICES				
General Government	56,938	63,175	158,306	92,000
Public Safety	444,015	321,086	422,071	215,800
Cemetery Fees	211,537	214,000	422,100	217,000
Lot Mowing/Demolition	59,530	50,000	199,000	79,000
Transportation	2,290	1,500	800	1,000
Libraries	105	150	125	125
Parks & Recreation Activities	802,980	797,061	986,225	902,000
Stadiums	210,701	254,320	211,324	272,070
Auditoriums	139,943	131,000	167,900	196,500
Other Parks & Recreation	17,792	22,570	21,850	20,550
FINES & FORFEITS				
Court Cases	938,859	740,000	855,000	735,000
Library Fines	42,325	40,000	48,000	50,000
Local Ordinance Violation	68,422	60,000	54,000	50,000
Other	1,127	1,500	1,500	1,500
MISCELLANEOUS REVENUE				
Interest Earnings	324,516	248,700	271,300	308,000
Rents and Royalties	88,420	101,380	113,749	120,500
Sales for Loss of Fixed Assets	307,938	293,000	255,200	240,000
Contributions & Donations	104,275	34,029	38,152	5,000
Refund of Prior Year Expense	3,702		3,515	3,000
Reimbursements	293,909	265,910	302,000	300,000
Other	205,214	90,035	113,025	75,000
NON-OPERATING REVENUES				
Interfund Transfers	2,195,168	2,451,322	2,362,481	2,427,225
Dividend from Enterprise Operations	20,225,000	20,615,694	20,615,694	21,225,000
Contributed Utility Service	5,187,583	5,700,345	5,503,797	5,700,345
SURPLUS - PRIOR YEARS	(269,099)	3,054,987	(785,689)	2,311,986
TOTAL REVENUES	65,399,860	71,935,651	69,780,751	73,224,790

REVENUE AND EXPENDITURE SUMMARY

GENERAL FUND EXPENSES BY DEPARTMENT

	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	FY 2005 Proposed by City Manager
CITY COMMISSION	85,680	101,552	97,415	81,487
CITY MANAGER	318,360	342,531	346,926	280,812
PUBLIC INFORMATION OFFICE				198,094
LEGAL	154,811	178,743	170,459	186,785
CIVIL SERVICE	288,540	309,079	317,670	366,906
EMPLOYEE RELATIONS	452,990	504,446	493,101	492,815
COMMUNITY DEVELOPMENT				
Planning	1,380,307	1,747,841	1,689,980	1,557,698
Code Enforcement	632,706	736,001	702,449	587,907
Building Inspection	1,060,036	1,345,034	1,310,617	1,360,373
RISK MANAGEMENT	296,401	433,095	335,022	333,343
INTERNAL AUDIT	39,124	42,029	41,439	46,876
FINANCE DEPARTMENT				
Central Accounting	771,237	857,191	810,877	803,542
City Clerk	86,301	102,337	122,911	299,415
City Treasurer	80,842	104,272	95,416	109,876
Electric & Water Finance				
Utilities Billing				
FIRE DEPARTMENT	7,920,348	9,738,460	8,760,834	9,723,281
POLICE DEPARTMENT	24,202,795	25,680,992	25,338,912	25,041,437
CENTRAL SERVICES				
Director	82,967	85,061	82,869	
Communications	242,808	264,260	258,864	
Management Information Services	863,134	1,171,140	1,132,822	
Telecommunications	20,944	32,005	31,446	
PUBLIC WORKS				
Director	291,469	310,671	308,985	277,552
Engineering	927,439	996,280	945,090	1,078,777
Construction and Maintenance	2,588,469	2,825,453	2,837,606	2,799,450
Lakes and Stormwater	207,247	211,124	209,556	226,039
Traffic Engineering	736,526	804,695	763,058	796,076
Facilities Maintenance	961,120	1,166,430	1,083,103	
PARKS AND RECREATION				
Director	306,129	339,628	315,884	332,565
Parks	4,767,581	5,934,245	5,904,660	6,224,065
Recreation	2,811,345	3,225,451	3,036,441	3,209,399
Library	2,025,598	2,119,077	2,104,923	2,101,971
Branch Library	225,750	310,912	273,611	320,481
Cemeteries	547,024	593,443	578,838	609,990
NON-DEPARTMENTAL	10,023,832	9,322,173	9,278,967	13,777,778
TOTAL EXPENSES	65,399,860	71,935,651	69,780,751	73,224,790

REVENUE AND EXPENDITURE SUMMARY

GENERAL FUND BY ACCOUNT

EXPENSES	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	Proposed by City Manager
Personnel				
Salaries & Wages	42,633,326	45,416,477	44,453,669	43,917,506
Fringe Benefits	8,939,188	10,560,793	9,695,134	10,141,392
Total Personnel	51,572,514	55,977,270	54,148,803	54,058,898
Non-Personnel				
Internal Service Charges	4,562,321	4,650,444	4,639,614	7,669,965
Professional & Contractual	741,029	955,973	813,344	922,074
Utilities	5,425,074	5,713,788	5,752,088	5,838,019
Insurance and Fixed Charges	1,533,925	1,986,017	1,983,695	2,170,040
All Other Operations and Maintenance	7,130,608	7,065,861	7,564,261	6,036,901
Capital Outlay	383,347	308,879	651,452	292,322
Debt Service				
Total Non-Personnel	19,776,304	20,680,962	21,404,454	22,929,321
Total Expenditures	71,348,818	76,658,232	75,553,257	76,988,220
Transfers				
Transfers In	27,607,751	28,556,318	28,481,972	30,114,031
Transfers Out	(1,765,318)	(2,126,994)	(2,126,994)	(2,810,846)
Allocations to Enterprise Funds	7,873,795	7,994,263	7,994,263	6,574,276
Net Transfers	33,716,228	34,423,587	34,349,241	33,877,461
Revenue Sources				
Taxes	23,270,330	25,439,046	26,377,574	27,243,729
Licenses & Permits	2,177,168	2,460,450	2,440,850	2,444,750
Intergovernmental	8,289,172	8,242,633	8,620,902	7,987,710
Charges for Services	1,945,831	2,064,862	2,589,701	1,996,045
Interest Income	324,516	248,700	271,300	308,000
All Other Revenue	2,054,191	1,625,854	1,784,141	1,232,000
Total Revenue	38,061,208	40,081,545	42,084,468	41,212,234
Funding to be Provided	(428,618)	2,153,100	(880,452)	1,898,525

REVENUE AND EXPENDITURE SUMMARY

COMMUNITY DEVELOPMENT FUND

EXPENSES	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	Proposed by City Manager
Personnel				
Salaries & Wages	366,998	261,433	264,588	408,415
Fringe Benefits	104,725	69,144	66,999	114,426
Total Personnel	471,723	330,577	331,587	522,841
Non-Personnel				
Internal Service Charges	30,226	29,285	24,545	48,659
Professional & Contractual	4,077	497	562	1,457
Utilities	3,097	334	934	1,408
Insurance and Fixed Charges	6,088	4,309	5,616	7,422
All Other Operations and Maintenance	1,572,290	2,570,282	2,403,915	1,641,725
Capital Outlay	735		735	735
Debt Service				
Total Non-Personnel	1,616,513	2,604,707	2,436,307	1,701,406
Total Expenditures	2,088,236	2,935,284	2,767,894	2,224,247
Transfers				
Transfers In				
Transfers Out				
Net Transfers				
Revenue Sources				
Taxes				
Licenses & Permits				
Intergovernmental	1,770,632	2,491,748	2,491,748	2,054,247
Charges for Services				
Interest Income	43,858	2,842	35,661	6,000
All Other Revenue	171,804	40,242	182,428	64,000
Total Revenue	1,986,294	2,534,832	2,709,837	2,124,247
Funding to be Provided	101,942	400,452	58,057	100,000

REVENUE AND EXPENDITURE SUMMARY

DEBT SERVICE FUND

EXPENSES	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	Proposed by City Manager
Personnel				
Salaries & Wages				
Fringe Benefits				
Total Personnel				
Non-Personnel				
Internal Service Charges				
Professional & Contractual				
Utilities				
Insurance and Fixed Charges				
All Other Operations and Maintenance				
Capital Outlay				
Debt Service	693,149	725,662	725,662	330,163
Total Non-Personnel	693,149	725,662	725,662	330,163
Total Expenditures	693,149	725,662	725,662	330,163
Transfers				
Transfers In	691,253	399,690	376,488	330,163
Transfers Out				
Net Transfers	691,253	399,690	376,488	330,163
Revenue Sources				
Taxes				
Licenses & Permits				
Intergovernmental				
Charges for Services				
Interest Income	7,249	10,000	10,000	10,000
All Other Revenue				
Total Revenue	7,249	10,000	10,000	10,000
Funding to be Provided	(5,353)	315,972	339,174	(10,000)

REVENUE AND EXPENDITURE SUMMARY

TRANSPORTATION FUND

	Budget For Year 2003-04	Proposed by City Manager
REVENUES		
State Revenue Sharing Gas Tax - 8th cent	777,000	781,000
Local Option Gas Tax - 5 cents	1,522,000	1,530,000
Local Option Gas Tax - 6 cents	2,381,000	2,393,000
Local Option Gas Tax - 9th cent	415,000	417,000
Investments & Earnings	80,589	80,797
Special Assessments - Alleys, Streets & Sidewalks	15,000	10,000
Impact Fees - District 1	2,000,000	2,350,000
Impact Fees - District 2	1,817,464	1,212,000
Impact Fees - District 3	431,333	190,000
Internal Loan - Edgewood Widening Project	1,500,000	
FDOT Grant - Intown Bypass Park & Ride	30,000	200,000
FDOT Grant - Median on SR 37 at Terrace Way	71,375	
OTTED Grant - Fairbanks/Bella Vista	1,899,528	
FDOT Grant - Rollingwoods Lane Sidewalk		65,000
FDOT Grant - George Jenkins Blvd Sidewalk		186,000
FDOT Grant - Main Street Milling & Resurfacing		310,000
Polk County Interlocal-AZ Park Rd	125,000	125,000
Unappropriated Surplus	2,197,752	843,926
TOTAL REVENUES	15,263,041	10,693,723
EXPENSES		
SIDEWALK PROJECTS:		
Sidewalk Repair & Replacement (includes ADA)	180,000	225,000
George Jenkins Blvd. Sidewalk	193,000	
Palmetto St. from Lk. Morton Dr. to S. FL. Ave.	18,931	
Rollingwoods Lane	26,917	
Robson Street Neighborhood	177,244	100,000
Modest St - Florida Ave to Martin Luther King Ave	26,258	
Live Oak Rd. from Lake Miriam Dr. to Hallam Dr.	56,173	
Carpenter's Way Sidewalk	8,731	
Rose Street / Lake Parker to Lake Mirror		50,000
Wedgewood Est. Blvd. - US 98 N to Carpenters Way		100,000
Buckingham Ave. Sidewalk from Edgewood Dr. to Lake Hollingsworth		30,000
TOTAL SIDEWALK PROJECTS	687,254	505,000
STREET RESURFACING AND SEALING PROJECTS:		
Street Resurfacing and Sealing	1,300,000	1,300,000
Pavement Markings	75,000	75,000
TOTAL STREET RESURFACING PROJECTS	1,375,000	1,375,000
STREET SWEEPING PROJECTS:		
Street Sweeping Disposal	75,000	75,000

TRANSPORTATION FUND CONTINUED:		
STREET IMPROVEMENT PROJECTS:		
Undesignated Projects		50,000
Alley Maintenance & Improvements	10,000	50,000
Cleveland Hgts Blvd - Westover St. to Lk Miriam	17,472	
Intersection Impr - Beacon / Lincoln / Harden / S. Fl.	409,127	
Edgewood Dr. Widening - City share	3,649,641	
Edgewood Dr. Widening - Debt Service, City share (To'19)		75,000
N. Combee Road Intersection Realignment	46,960	
Alamo Drive Improvements	129	
Fairbanks Street Improvement	1,881,528	
Lakeland Highlands Road - Parkway to Glendale	33,786	
Intown Bypass Park & Ride - FDOT #005629		400,000
Jack Street		15,000
Brunnell Pkwy / G.Jenkins Blvd Intersection Impr.		7,000
Laurel Lane Street Improvement		85,000
Lime Street - Two Way Conversion		200,000
Main St. Milling & Resurfacing - Bartow Rd to Lk. Parker Ave.		310,000
U.S. 98 Median Revisions (Third St. to Eighth St.)		150,000
Cleveland Heights Blvd. Drainage Modifications		70,000
A-Z Park Road Improvements	125,000	375,000
Right of Way Acquisition		250,000
TOTAL STREET IMPROVEMENT PROJECTS	6,173,643	2,037,000
TRANSPORTATION IMPACT FEE PROJECTS:		
District 1:		
In-Town-By-Pass - Bartow Rd to George Jenkins Blvd.	200,000	
Griffin from Kathleen to U.S. 98 - (Joint w/ County)	1,500,000	1,500,000
Sleepy Hill Road - 98 to Kathleen Rd. (4-lane)	300,000	
Carpenter's Way Imp. (Corporate to Wedgewood)		550,000
N. Florida Ave. to Lakeland Hills Blvd. Connector		300,000
District 2:		
Airport Southside Access - Medulla Road	562,316	
Waring Road Extension	666,452	1,212,000
East-West Connector	791,497	
District 3:		
Lakeland Highlands Road - Parkway to Glendale	158,732	
Cleveland Heights from Rollingwood to Lake Miriam	16,811	
Lk. Miriam Dr. (S.R. 37. - Cleveland Heights Blvd.)	40,000	100,000
Debt Service - Edgewood Dr Widening (Paid in '19)	203,090	90,000
TOTAL TRANS. IMPACT FEE PROJECTS	4,438,898	3,752,000

TRANSPORTATION FUND CONTINUED:		
TRAFFIC PROJECTS:		
Illuminated Overhead Street Sign Program	10,200	10,000
Traffic Calming Projects	57,409	50,000
Undesignated Projects	7,741	5,000
Traffic Sign Rehabilitation	10,000	35,000
Light Emitting Diode (LED) signal lamp replacement	47,676	
Lime St. Traffic Calming	25,000	295,000
Rebuild Traffic Signal - Edgewood & Cleveland Heights		75,000
MADVAC PS300 Sweeper		27,000
Traffic Operations Renovations		15,000
New York Avenue 2-Way Conversion		150,000
TOTAL TRAFFIC PROJECTS	158,026	662,000
MISCELLANEOUS IMPROVEMENT PROJECTS:		
GPS Survey	30,000	30,000
Contingency	61,787	100,000
Concrete Crushing	65,000	
Bridgewater Land Management	12,521	
GIS - Software Annual Maintenance	22,536	
Amtrak Station Painting & Recoating	3,584	
Const. & Maint. - HVAC Controls Retrofit	85,078	
FDOT LAP Grant - Median on SR 37 at Terrace Way	71,375	
Equipment Leases	24,000	
Indiana Avenue Improvements	99,961	120,000
Heritage Plaza Site Environmental Remediation	12,700	47,700
Aerial Photography		25,000
Retrofit Stormdrains	20,000	
Library Lawn Sign	10,453	
TOTAL MISC. IMPROVEMENT PROJECTS	518,995	322,700
CONTRIBUTIONS TO OTHER FUNDS:		
Transfer to General Fund (2 C&M Employees)	328,000	106,090
Transfer to General Fund (Street Lighting)		300,000
Transfer to Fleet Management	30,000	
Stormwater Fund	1,200,000	1,100,000
Parking System:		
Debt Service Subsidy - New Garage (25 yr @ 5.5%)		200,000
Verizon property - Parking Lot Improvements	13,009	
Debt service - Verizon property (10 yr Int. loan @ 5%)	95,216	88,933
Debt Service - Lake Mirror Park (13 yrs @ 5.75%)	100,000	100,000
Transfer to Internal Loan Fund for Hope VI Project	70,000	70,000
TOTAL CONTRIBUTIONS TO OTHER FUNDS	1,836,225	1,965,023

REVENUE AND EXPENDITURE SUMMARY

PUBLIC IMPROVEMENT FUND

	Budget For Year 2003-04	Proposed by City Manager
REVENUES		
LRMC Lease Payments	7,367,000	7,517,000
Detroit Tigers - Scoreboard	9,800	9,800
Investment Earnings	230,000	200,425
Miscellaneous Grant Revenues:		
Beautification Grants (50%)	150,562	
Volunteer Monument	100,000	
FRDAP Grants	289,200	
FDOT JPA - Fort Frasier Trail	1,871,092	
FDOT JPA - Highland City Intermodal Transfer Center	470,000	
FDOT-LAP Landscape I-4 and Hwy 98 Interchange (100%)	766,706	800,000
Intown Bypass Beautification Grant (100%)	750,000	
FDOT Intermodal Connector - Phases I & II	255,479	
Sale of Capital Assets:		
Sale of Land to Lakeland Electric	1,600,000	
Sale of Land - Old Fire Station Property		750,000
Sale of Land - Socrum Loop Property		525,000
Miscellaneous Internal Loans:		
NE Rec Property City share (4 years @ 5.5%)		1,100,000
Transfers From:		
Electric Utilities	163,606	
Transportation Fund	10,453	100,000
Impact Fee Fund:		
Parks & Recreation	817,016	360,000
Police	212,722	175,000
Lake Mirror Park:		
Internal Loan - Lake Mirror Park		4,068,500
Contribution from Barnett Family	600,000	600,000
FDOT		440,000
Marchant Stadium Expansion Revenues:		
State of Florida - Office of Tourism	466,668	466,668
Polk County Tourist Development Council	192,685	192,685
Detroit Tiger - Commissions	234,797	234,797
Detroit Tiger - Commissions-seating loan of $500,000	55,470	55,470
Library Revenues:		
County Library Cooperative	212,000	180,656
State Grant for Youth Room Expansion		470,000
Contribution from Friends of the Library	36,133	
Fire Department Revenues:		
Fire Protection Fees	285,000	265,000
FEMA Grant	146,462	
Transfer from Imp. Fee Fund (New cars & D/S pmts)	392,737	120,000
Internal loan - Station #6 (D/S to be paid by Imp Fees)	200,000	
Contribution from CRA-Debt Service Blocks I&II	175,000	22,846
Reimb. for Radio Tower D/S from User Depts (10 yrs)	211,722	211,722
Unappropriated Surplus - Used / (Generated)	5,057,794	4,019,052
TOTAL REVENUES	23,830,105	22,884,621

PUBLIC IMPROVEMENT FUND CONTINUED:

EXPENSES:		
PARKS:		
Lake Bonny Community Park:		
Park Land Debt Service	104,000	104,000
Park Development	2,603	
Playground Equipment	6,113	
Boardwalk (55,000 Impact, 109,000 Grant & 54,000 City)	218,000	
Lake Mirror Park:		
Hollis Gardens - Maintenance Trust	103,666	
Hollis Gardens Repainting	1,339	
Volunteer Monument	100,000	
Lake Mirror Park - Construction	5,643,191	6,442,648
Lake Mirror Park - Debt Service (Paid '14))	200,000	400,000
Internal Loan - Motel ($450,000 for 10 years @ 6.5%)	59,485	59,485
Purchase Nally Property ($2,500/mo. for 15 years)	30,000	30,000
Magnolia Building - Renovation & Repair	103,505	
Lake Parker Park:		
Entrance Gate	1,798	
Marchant Stadium:		
Press Box Furnishings	8,040	
Fetzer Hall / Offices	5,019	
Expansion - Construction	222,262	
Expansion - Debt Service (To 2015) Matched by Outside R	894,150	894,150
Expansion - Debt Service (To 2015) City Share	28,527	28,527
Seating - Int. Loan Debt Service ($500,000 / 14 yrs Tigers p	55,470	55,470
Fetzer Hall Exterior Recoating	4,851	
Marchant Stadium Structural Survey		5,000
Tigertown:		
Hangar II Restroom Renovations	65,000	
Jackson Park:		
Playgound Renovation	27,801	
Beautification Projects (Partial Grant & 100% City Funded):		
Neighborhood Beautification	61,244	25,000
St. Beautification Design Consult Fees	71,908	25,000
Martin Luther King, Jr. Ave.	84	
U&CF - Lake Wire Beautification	47,800	
U&CF - Lk Hunter Terrace Planting	26,000	
Beautification Projects (50% Grants):		
Memorial Boulevard	7,933	
North Florida Avenue	116,844	
Beautification Projects (100% Grants):		
I-4 and U.S. 98 North	766,706	800,000
Intown Bypass	750,000	
7th Street Park:		
Picnic Shed		30,000
Basketball Court & Path	10,463	
Freedom Park:		
Park Construction	34,000	

PUBLIC IMPROVEMENT FUND CONTINUED:		
Bryant Stadium Complex:		
Bryant Stadium Improvement	76,823	
Miscellaneous Parks Projects:		
Park Consultant Design Services	40,395	25,000
Lake to Lake Connector (Construction)	75,000	
Lake to Lake Master Plan (Development)		45,000
Holiday Decorations		50,000
Pavement Management System - (Re-pave Park Paths)	50,000	
Fort Fraser Trail ($100,000 Impact Fees & $50,000 City)	1,871,092	
Sports Field Lighting Upgrade	80,809	
Relocate Maintenance Facility to Rose Street	150,000	
Plant Hauler	5,000	
Aerial Photography		25,000
TOTAL PARKS	12,126,934	9,044,280
FDOT ENHANCEMENT PROGRAM (10%):		
Intermodal Connector Projects:		
Intermodal Transfer Center (Highland City)	540,000	
Intermodal Connector - 1	248,805	
TOTAL FDOT ENHANCEMENT PROGRAM	788,805	
RECREATION:		
Kelly Recreation Complex:		
Gandy Pool - Remarcite	180,000	50,000
Kelly Rec - Replace Water Line	14,190	
Northeast Recreation Complex:		
Northeast Rec Property ($1.4 mil w/ $300k Imp Fees)		1,100,000
Debt Service - Rec Complex Property		100,000
Simpson Park:		
Liquid Chlorine Tank	35,000	30,500
A/C Replacement	49,750	
Veterans Park:		
Park Renovations	531,392	
Lake Mirror Center:		
Exterior Recoating	10,000	
Coleman Bush Building:		
Parking	5,644	
Miscellaneous Recreation Projects:		
Renovate Buildings and Playgrounds	81,516	100,000
TOTAL RECREATION	907,492	1,380,500

PUBLIC IMPROVEMENT FUND CONTINUED:

P&R IMPACT FEE PROJECTS:		
District 1:		
Parker Street Neighborhood Park	200,000	
Interlachen Park Playground	70,000	
N. Lake Wire Neighborhood Park	143,151	
NE Rec Complex (1,100,000 Imp Fees, 3,200,000 City & 400,000		300,000
District 2:		
Westside Complex - Walking Path	200,000	
Southwest Park - Playground	13,265	
Westside - Picnic Sheds		60,000
District 3:		
Woodlake Unisex Bathrooms	60,384	
Lk Bonny Boardwalk ($55,000 Imp. Fees, $109,000 St. & $54,000	55,000	
TOTAL P&R IMPACT FEE PROJECTS	741,800	360,000
LIBRARY:		
Co-op Funded Projects:		
Main Library Re-roof	17,315	
Renovation of Circulation Unit Space	243,700	
Youth Room Expansion ($942,931 total project)	212,380	650,656
Asbestos Abatement - Main Library	66,685	
Internet Instruction Lab Equipment		13,300
City Funded Projects:		
Library Lawn Sign	46,586	
Main Library - HVAC		300,000
TOTAL LIBRARY	586,666	963,956
POLICE DEPARTMENT:		
Police Facility Expansion Debt Service for 15 yrs.	988,000	988,000
Police & Fire Wireless Network Upgrade	30,100	
Laptop Computer Replacement - (Mobile Computing Systems)	40,150	
Special Investigation Division Facility Expansion	4,033	
Police Facility Threshold System	23,800	
Police Building Modifications	42,982	
LPD A/C Controls	101,000	
In-Car Video System	151,772	
Mobile Computing Systems Reserve		20,000
Helicopter Renovation		80,000
TOTAL POLICE	1,381,837	1,088,000

PUBLIC IMPROVEMENT FUND CONTINUED:		
FIRE DEPARTMENT:		
Central Fire Station Debt Service (Paid in '14)	312,000	266,575
Debt Service - Station #6 (Int. loan paid by Imp Fees - Paid in 2014)		120,000
Motor Pool Purchases	60,433	667,653
Mobile Data Terminals	7,100	
Expand Station #3	18,242	
Build Fire Station #6	1,570,708	75,000
Engine 61 Equipment	75,000	
Replace Fire Safety House	45,000	5,000
Replace Station #4 Furniture & Flooring	2,461	
Breathing Apparatus Cylinders	26,267	
Station #5 HVAC	151,000	
FEMA Grant - Assistance to Firefighters	209,232	
Generator Replacement - Station #4		125,000
Replace Driveways & Aprons - Station 5		31,000
SCBA Replacement		45,900
TOTAL FIRE	2,477,443	1,336,128
NON-DEPARTMENTAL:		
Neighborhood Projects:		
Neighborhood Redevelopment	50,000	50,000
Neighborhood Matching Grants Program	20,000	40,000
Information Technologies:		
Debt Service for Sunshine St. Loan - Radio Replacement	162,747	162,747
Wireless Data System (DTNET)	97,628	
Server Upgrades / Maintenance	120,681	
Upgrade & Purchase of Radio Towers	1,477,482	
Debt Service for Radio Tower Bond (10 yrs @ 5.25%)	476,375	476,375
Standard (Type II) Radio Replacements	39,184	48,474
Document Mgmt / Imaging System (50% paid by Electric)	46,648	
Downtown Public Access Internet Service	20,000	20,000
PeopleSoft Payroll/HR Upgrade		150,000
Trunking System Analyzer		30,000
Forensic System		14,000
IDS Consolidation		25,000
City Hall:		
North Wing Renovation	34,861	
City Hall Replace Duct Work	(616,000)	
All Other General Fund Buildings:		
Air Quality Investigations	4,159	10,000
Roof Replacements	89,000	75,000
Recoating / Sealing		60,000
Replace HVAC Hibiscus	2,253	
Electrical Lighting Study / Energy Management Survey	10,000	
Fleet Management Recoating	3,813	

PUBLIC IMPROVEMENT FUND CONTINUED:		
Miscellaneous Non-Departmental Projects:		
ADA Compliance	10,000	25,000
Land Acquisition - (Debt Service for 10 years)	138,640	152,161
Contingency	35,600	100,000
Cultural Activities Reserve (10 years)	100,000	100,000
Internal Loan - City Hall #2 (Previously Sunshine St. Loan)	21,211	
Mid Florida Credit Union property	2,000	
Heritage Property Remediation	68,365	
Park & Ride Trolley Program - 2 year agreement	37,000	41,000
Wireless Laptops - Code Enf. & Bldg Insp.	70,000	
TOTAL NON DEPARTMENTAL	2,521,647	1,579,757
CONTRIBUTIONS TO OTHER FUNDS:		
General Fund	1,475,000	1,775,000
General Fund - Dividend supplement		4,700,000
Lakeland Center Fund:		
Capital Transfer	180,981	332,000
Operating Transfer	459,000	225,000
Facilities & Construction Management		100,000
Information Technologies	182,500	
TOTAL CONTRIBUTIONS TO OTHER FUNDS	2,297,481	7,132,000
TOTAL EXPENSES	23,830,105	22,884,621

REVENUE AND EXPENDITURE SUMMARY

STORMWATER FUND

	Budget For Year 2003-04	Proposed by City Manager
REVENUES		
Stormwater Utility Revenues	1,280,000	1,280,000
Stormwater Utility Revenues - Future Annexations	66,000	132,000
Transfer from Transportation Fund	1,200,000	1,100,000
SWFWMD Grants:		
Lk Parker Southwest Outfall	191,718	
Anchor Pk Inflow Water Quality Imp	128,763	
Lk Parker SW Basin Inflow Water Quality Imp	33,233	62,500
Lk Hollingsworth Alum Treatment	48,990	
Lake Bonnet Drain Study	23,750	
Lk Gibson SW Basin Retrofit	124,380	
Griffin Road Stormwater Retrofit		325,000
Investments & Earnings	75,000	59,582
Unappropriated Surplus	2,292,294	132,175
TOTAL REVENUES	5,464,128	3,091,257
STORMWATER PROJECTS:		
Lake Bonnet:		
May Manor Drain Flood Study	50,000	
Lake Gibson:		
Southwest Basin Retrofit	250,000	
Lake Hollingsworth:		
Dredging	145,647	
Alum Treatment	97,980	
Anchor Park Treatment Wetland	378,510	
Westside Hollingsworth Stormwater Retrofit	90,102	100,000
Lake Hunter:		
Diagnostic Study		75,000
Lake Mirror:		
Lake Mirror Park	6,134	
Lake Morton:		
Watershed Management Projects	21,467	
Shoreline Improvements	450,000	450,000
Lake Parker:		
Southwest Outfall Retrofit	1,702,635	225,000
Tributary Swamp Restoration	1,523	
SW Basin - Alternative Stormwater Treatment	66,467	125,000
Shoreline Erosion Control	25,000	25,000
North Lakeland Stormwater Master Plan	106,935	450,000
Griffin Road Stormwater Retrofit	400,000	225,000
Lake John:		
Erosion Control	24,873	25,000
Miscellaneous:		
Installation and Maintenance of PCD's	10,031	100,000
Stormwater Administration	31,000	50,000
General Fund Services		53,654
Bad Debt Expense		10,000
Contributions to Other Funds	15,000	5,603
TOTAL STORMWATER PROJECTS	3,873,304	1,919,257

STORMWATER CONTINUED:		
DRAINAGE PROJECTS:		
Storm Sewer Inventory	72,000	72,000
Televising & Cleaning Storm Drainage Structures	100,000	100,000
Maintenance & Retrofit of Drainage Facilities	225,000	250,000
Alamo Dr/Old 37 Drainage Improvements	92,938	
Buckingham Ditch Imp. at Control Structure	66,906	
Drainage Study:		
Park Drive @ Atlanta Ave	17,000	
Warrington Ave Ditch	114,201	
Upsize Storm Pipe - Meadowbrook Ave	13,161	
Easton Drive Pipe Repair or Replacement	67,088	
El Dorado	31,174	
Lake Hunter Pipe Replacement	100,000	
Edgewood Dr. Widening - City share	400,000	
South Polk Avenue Drainage Project	1,690	
Swannanoa Neighborhood Drainage Improvements	30,000	
El Paseo Storm Sewer Repair		255,000
Wellington Drive Storm Sewer Replacement		35,000
Franklin Place at Ridgewood St.		75,000
Shore Acre Subdivision (Fern Road)		75,000
TOTAL DRAINAGE PROJECTS	1,331,158	862,000
LAKES AND ENVIRONMENTAL PROJECTS:		
Contribution to LEAD	25,000	25,000
NPDES Permit - Administration	33,000	60,000
Lake Improvement Projects	181,666	200,000
Public Education Programs	20,000	25,000
TOTAL LAKES AND ENVIRONMENTAL PROJECTS	259,666	310,000
TOTAL EXPENSES	5,464,128	3,091,257

REVENUE AND EXPENDITURE SUMMARY

DOWNTOWN REDEVELOPMENT AGENCY FUND

	Budget For Year 2003-04	Proposed by City Manager
REVENUES		
Tax Increment Revenues	1,006,264	1,047,000
Investment Income	6,500	5,000
Proceeds from Internal Loan	350,000	
Unappropriated Surplus	495,394	(13,616)
TOTAL REVENUES	1,858,158	1,038,384
EXPENSES:		
Streetscape:		
Lemon Street Pedestrian Connector	80,139	
Cleaning	22,500	20,000
Downtown - Phases I & II	425,421	
Downtown Streetscape - Phase IV		
Continuing Downtown Streetscape	526,000	258,000
Debt Service :		
Lane Trohn Project	13,000	
Transfer to PIF- Blocks I & II	175,000	22,846
Existing Streetscape Program	190,000	
Downtown Streetscape Loan	60,000	250,000
Lake Mirror Park	50,000	
Miscellaneous Projects:		
Preservation Alley	15,427	
Downtown Plan Updates / Brochures	28,185	
Container Gardens - New	13,585	13,750
Container Garden - Maintenance	29,551	38,500
Residential Redevelopment		200,000
Operating:		
Contribution to LDDA	184,310	187,996
Tax Increment Refunds	45,040	47,292
TOTAL EXPENSES	1,858,158	1,038,384

REVENUE AND EXPENDITURE SUMMARY

MID-TOWN REDEVELOPMENT AGENCY FUND

	Budget For Year 2003-04	Proposed by City Manager
REVENUES		
Tax Increment	758,457	823,000
Interest Income	7,000	7,000
Transfers:		
Transportation Fund (Hope VI Debt Service)	70,000	70,000
Metro Lakeland Community Housing Strategy	35,000	
Internal Loan Proceeds		500,000
Unappropriated Surplus	492,459	(46,500)
TOTAL REVENUES	1,362,916	1,353,500
EXPENSES:		
Hope VI - Contribution	381,698	
Hope VI - Debt Service	141,000	141,000
Metro Lakeland Community Housing Strategy	104,450	
Neighborhood Parks:		
Parker St. - land acquisition	50,000	
Interlachen Park - additional amenities		25,000
Other Park Enhancements	9,843	
Parker St. Landscaping from N. Florida to MLK	30,000	
North Florida Avenue Pedestrian Connectors	35,000	
MLK - Myrtle to Memorial		30,000
Model Blocks:		
N. Lake Wire - land acquisition	50,000	50,000
Residential Buffers:		
Parker St. interface w/ Memorial and Mass. Ave	75,000	100,000
N. Lake Wire interface w/ N. Fla. Ave.	75,000	
Corridor Enhancements:		
US 98 / N. Fla. Ave. - Memorial to Griffin Road	50,000	100,000
Miscellaneous:		
Operating Expenses / Professional Services	240,925	100,500
Small Project Assistance	45,000	45,000
Transfer to General Fund / Maintenance	75,000	85,000
General Acquisition for Beautification		500,000
General Acquisition for Beautification - Debt Service		102,000
Metro Lakeland Community Housing Strategy - Implementation		75,000
TOTAL EXPENSES	1,362,916	1,353,500

REVENUE AND EXPENDITURE SUMMARY

DIXIELAND REDEVELOPMENT AGENCY FUND

	Budget For Year 2003-04	Proposed by City Manager
REVENUES		
Tax Increment	55,140	60,000
Interest Income	1,200	1,000
Unappropriated Surplus	17,522	2,000
TOTAL REVENUES	73,862	63,000
EXPENSES:		
Façade Improvement Program:		
Small Project Assistance	15,000	15,000
Corridor Study / Master Plan		
S. Fla. Ave. from W. Walnut St. to Lenox St.	25,480	
Corridor Improvements		
Engineering and Architectural Design	6,382	25,000
Alley Improvements		8,500
Operating Expenses / Professional Services	4,500	7,000
Dixieland Partnership	2,000	2,000
Food/Meetings	500	500
Other Studies	20,000	5,000
Professional Services	27,000	14,500
TOTAL EXPENSES	73,862	63,000

REVENUE AND EXPENDITURE SUMMARY

LAKELAND ELECTRIC FUND

	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	Proposed by City Manager
Personnel				
Salaries & Wages	29,627,282	30,754,634	30,754,634	32,886,066
Fringe Benefits	9,875,761	10,251,545	10,251,545	8,221,516
Total Personnel	39,503,043	41,006,179	41,006,179	41,107,582
Non-Personnel				
Internal Service Charges	7,597,399	7,685,814	7,685,814	7,542,591
Professional & Contractual	14,366,466	17,507,449	17,507,449	16,005,453
Utilities	1,259,347	1,412,216	1,412,216	1,313,221
Insurance and Fixed Charges	1,870,387	2,071,370	2,071,370	2,020,946
All Other Operations and Maintenance	158,440,742	175,264,362	177,844,532	174,439,368
Capital Outlay	27,720,294	24,055,130	24,581,868	28,588,426
Debt Service	35,282,960	34,953,956	34,547,966	36,151,157
Total Non-Personnel	246,537,595	262,950,297	265,651,215	266,061,162
Total Expenditures	286,040,638	303,956,476	306,657,394	307,168,744
Transfers				
Transfers In				
Transfers Out	(20,940,706)	(21,119,311)	(21,119,311)	(16,325,086)
Net Transfers	(20,940,706)	(21,119,311)	(21,119,311)	(16,325,086)
Revenue Sources				
Taxes				
Licenses & Permits				
Intergovernmental				
Charges for Services	294,243,995	320,999,780	319,628,120	325,730,074
Interest Income	1,566,429	2,535,100	2,535,100	3,310,001
All Other Revenue	246,371	228,549	228,549	318,434
Total Revenue	296,056,795	323,763,429	322,391,769	329,358,509
Funding to be Provided	10,924,549	1,312,358	5,384,936	(5,864,679)

REVENUE AND EXPENDITURE SUMMARY

WATER SYSTEM FUND

	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	Proposed by City Manager
Personnel				
Salaries & Wages	2,822,975	2,834,704	3,019,512	3,358,795
Fringe Benefits	686,237	826,021	939,410	837,984
Total Personnel	3,509,212	3,660,725	3,958,922	4,196,779
Non-Personnel				
Internal Service Charges	2,069,225	2,086,726	2,054,413	2,157,789
Professional & Contractual	599,991	831,393	824,277	584,898
Utilities	948,818	1,018,659	1,048,319	1,197,814
Insurance and Fixed Charges	137,769	305,576	287,008	335,542
All Other Operations and Maintenance	767,664	851,901	876,619	949,446
Capital Outlay	5,336,209	42,259,584	42,259,584	4,085,776
Debt Service	4,360,975	4,173,676	4,369,676	4,373,301
Total Non-Personnel	14,220,651	51,527,515	51,719,896	13,684,566
Total Expenditures	17,729,863	55,188,240	55,678,818	17,881,345
Transfers				
Transfers In				
Transfers Out	(3,005,205)	(3,238,100)	(3,324,519)	(3,527,224)
Net Transfers	(3,005,205)	(3,238,100)	(3,324,519)	(3,527,224)
Revenue Sources				
Taxes				
Licenses & Permits				
Intergovernmental				
Charges for Services	17,549,490	20,320,152	20,112,443	21,302,270
Interest Income	812,113	1,454,500	1,439,200	659,256
All Other Revenue	3,412,761	33,883,452	33,883,452	
Total Revenue	21,774,364	55,658,104	55,435,095	21,961,526
Funding to be Provided	(1,039,296)	2,768,236	3,568,242	(552,957)

REVENUE AND EXPENDITURE SUMMARY

WASTEWATER FUND

	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	Proposed by City Manager
Personnel				
Salaries & Wages	3,220,560	3,372,533	3,404,010	3,510,291
Fringe Benefits	936,517	748,322	777,172	863,934
Total Personnel	4,157,077	4,120,855	4,181,182	4,374,225
Non-Personnel				
Internal Service Charges	1,256,638	1,293,920	1,285,707	1,429,684
Professional & Contractual	852,212	892,154	875,723	799,682
Utilities	1,242,702	1,273,518	1,275,417	1,351,236
Insurance and Fixed Charges	152,647	218,645	218,643	253,339
All Other Operations and Maintenance	1,424,638	2,300,953	2,361,760	2,384,299
Capital Outlay	2,359,162	5,450,135	2,389,740	17,231,503
Debt Service	2,113,388	2,114,463	2,114,463	2,178,538
Total Non-Personnel	9,401,387	13,543,788	10,521,453	25,628,281
Total Expenditures	13,558,464	17,664,643	14,702,635	30,002,506
Transfers				
Transfers In				
Transfers Out	(1,741,380)	(1,760,273)	(1,767,127)	(1,774,287)
Net Transfers	(1,741,380)	(1,760,273)	(1,767,127)	(1,774,287)
Revenue Sources				
Taxes				
Licenses & Permits				
Intergovernmental				
Charges for Services	14,187,875	15,211,634	15,173,375	16,091,847
Interest Income	159,767	297,500	240,600	293,000
All Other Revenue	99,302	75,000	77,000	14,503,500
Total Revenue	14,446,944	15,584,134	15,490,975	30,888,347
Funding to be Provided	852,900	3,840,782	978,787	888,446

REVENUE AND EXPENDITURE SUMMARY

SOLID WASTE MANAGEMENT FUND

	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	Proposed by City Manager
Personnel				
Salaries & Wages	2,169,109	2,604,211	2,337,125	2,600,262
Fringe Benefits	666,456	702,580	656,599	733,198
Total Personnel	2,835,565	3,306,791	2,993,724	3,333,460
Non-Personnel				
Internal Service Charges	2,182,095	2,266,646	2,272,603	2,429,880
Professional & Contractual	206,238	166,110	165,870	164,482
Utilities	18,509	19,433	19,338	20,966
Insurance and Fixed Charges	92,760	149,584	149,581	146,329
All Other Operations and Maintenance	2,821,990	2,892,823	2,894,106	3,106,276
Capital Outlay	58,714	48,449	48,449	40,200
Debt Service	200,082	187,686	187,686	200,646
Total Non-Personnel	5,580,388	5,730,731	5,737,633	6,108,779
Total Expenditures	8,415,953	9,037,522	8,731,357	9,442,239
Transfers				
Transfers In		250,000	250,000	200,000
Transfers Out	(1,188,986)	(1,166,200)	(1,239,403)	(1,254,606)
Net Transfers	(1,188,986)	(916,200)	(989,403)	(1,054,606)
Revenue Sources				
Taxes				
Licenses & Permits				
Intergovernmental	11,607	9,156	9,156	10,000
Charges for Services	8,810,273	9,551,820	9,500,386	10,399,915
Interest Income	26,303	90,000	11,600	19,984
All Other Revenue	169,555	155,000	180,000	188,000
Total Revenue	9,017,738	9,805,976	9,701,142	10,617,899
Funding to be Provided	587,201	147,746	19,618	(121,054)

REVENUE AND EXPENDITURE SUMMARY

PARKING SYSTEM FUND

	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	Proposed by City Manager
Personnel				
Salaries & Wages	197,491	204,395	208,016	217,713
Fringe Benefits	45,406	43,912	44,768	57,271
Total Personnel	242,897	248,307	252,784	274,984
Non-Personnel				
Internal Service Charges	139,356	143,365	143,778	120,346
Professional & Contractual	9,424	8,306	7,129	7,335
Utilities	78,397	89,958	88,430	89,430
Insurance and Fixed Charges	19,434	27,948	22,490	26,191
All Other Operations and Maintenance	53,743	63,393	57,634	58,031
Capital Outlay	138,258	902,070	892,869	200,735
Debt Service	44,467	90,216	95,216	88,933
Total Non-Personnel	483,079	1,325,256	1,307,546	591,001
Total Expenditures	725,976	1,573,563	1,560,330	865,985
Transfers				
Transfers In	1,004,667	195,722	194,258	288,933
Transfers Out				
Net Transfers	1,004,667	195,722	194,258	288,933
Revenue Sources				
Taxes				
Licenses & Permits				
Intergovernmental				
Charges for Services	379,813	398,029	419,620	420,020
Interest Income	17,722	14,500	13,950	17,580
All Other Revenue	52,242	78,500	70,123	91,308
Total Revenue	449,777	491,029	503,693	528,908
Funding to be Provided	(728,468)	886,812	862,379	48,144

REVENUE AND EXPENDITURE SUMMARY

THE LAKELAND CENTER FUND

	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	Proposed by City Manager
Personnel				
Salaries & Wages	1,660,956	1,720,585	1,814,933	1,912,845
Fringe Benefits	331,334	327,655	307,089	360,021
Total Personnel	1,992,290	2,048,240	2,122,023	2,272,866
Non-Personnel				
Internal Service Charges	511,821	504,580	508,771	544,898
Professional & Contractual	1,057,104	727,647	768,552	741,950
Utilities	701,087	790,287	753,006	807,802
Insurance and Fixed Charges	92,019	92,580	113,114	131,052
All Other Operations and Maintenance	722,577	772,837	750,183	699,693
Capital Outlay	360,140	35,000	205,414	332,000
Debt Service	1,591,685	1,470,760	1,471,301	1,446,701
Total Non-Personnel	5,036,433	4,393,691	4,570,341	4,704,096
Total Expenditures	7,028,723	6,441,931	6,692,364	6,976,962
Transfers				
Transfers In	2,609,201	2,715,160	2,795,989	2,774,397
Transfers Out				
Net Transfers	2,609,201	2,715,160	2,795,989	2,774,397
Revenue Sources				
Taxes				
Licenses & Permits				
Intergovernmental	465,379	477,000	474,004	474,004
Charges for Services	3,173,362	3,238,832	3,547,578	3,532,779
Interest Income	48,615	83,300	38,500	43,652
All Other Revenue	13,550	10,000	10,000	10,000
Total Revenue	3,700,906	3,809,132	4,070,082	4,060,435
Funding to be Provided	718,616	(82,361)	(173,707)	142,130

REVENUE AND EXPENDITURE SUMMARY

LAKELAND LINDER REGIONAL AIRPORT FUND

	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	Proposed by City Manager
Personnel				
Salaries & Wages	852,257	905,720	873,115	841,022
Fringe Benefits	229,106	206,826	196,395	196,478
Total Personnel	1,081,363	1,112,546	1,069,510	1,037,500
Non-Personnel				
Internal Service Charges	409,563	438,530	437,915	740,223
Professional & Contractual	140,630	223,370	222,864	188,507
Utilities	254,124	354,921	291,300	322,046
Insurance and Fixed Charges	122,648	201,725	169,395	187,615
All Other Operations and Maintenance	536,849	514,907	538,307	491,473
Capital Outlay	3,956,547	3,900,303	4,499,392	1,835,090
Debt Service	4,191,340	2,825,362	2,312,618	1,479,992
Total Non-Personnel	9,611,701	8,459,118	8,471,791	5,244,946
Total Expenditures	10,693,064	9,571,664	9,541,301	6,282,446
Transfers				
Transfers In	129,674			
Transfers Out				
Net Transfers	129,674			
Revenue Sources				
Taxes				
Licenses & Permits				
Intergovernmental	3,741,744	3,961,029	3,870,875	1,105,396
Charges for Services	3,572,101	3,156,206	3,190,786	3,872,321
Interest Income	57,197	40,500	25,000	32,300
All Other Revenue	743,083	1,071,050	1,731,439	174,485
Total Revenue	8,114,125	8,228,785	8,818,100	5,184,502
Funding to be Provided	2,449,265	1,342,879	723,201	1,097,944

REVENUE AND EXPENDITURE SUMMARY

CLEVELAND HEIGHTS GOLF COURSE FUND

	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	Proposed by City Manager
Personnel				
Salaries & Wages	878,007	801,955	844,609	864,979
Fringe Benefits	201,623	183,073	175,740	195,617
Total Personnel	1,079,630	985,028	1,020,349	1,060,596
Non-Personnel				
Internal Service Charges	170,528	166,069	176,454	249,440
Professional & Contractual	137,810	119,296	133,360	94,785
Utilities	118,728	117,867	129,259	137,093
Insurance and Fixed Charges	46,175	48,908	44,118	49,356
All Other Operations and Maintenance	774,578	889,032	806,069	769,959
Capital Outlay	170,871	81,833	81,833	25,000
Debt Service	309,114	253,443	248,440	251,867
Total Non-Personnel	1,727,804	1,676,448	1,619,533	1,577,500
Total Expenditures	2,807,434	2,661,476	2,639,882	2,638,096
Transfers				
Transfers In				
Transfers Out				
Net Transfers				
Revenue Sources				
Taxes				
Licenses & Permits				
Intergovernmental				
Charges for Services	2,306,194	2,504,183	2,505,100	2,566,500
Interest Income	6,568	5,000	4,400	6,150
All Other Revenue	331,677	123,500	110,530	102,000
Total Revenue	2,644,439	2,632,683	2,620,030	2,674,650
Funding to be Provided	162,995	28,793	19,852	(36,554)

REVENUE AND EXPENDITURE SUMMARY

FLEET MANAGEMENT FUND

	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	Proposed by City Manager
Personnel				
Salaries & Wages	1,384,233	1,449,044	1,446,500	1,448,878
Fringe Benefits	393,394	373,801	363,900	384,671
Total Personnel	1,777,627	1,822,845	1,810,400	1,833,549
Non-Personnel				
Internal Service Charges	397,773	415,879	411,002	457,291
Professional & Contractual	390,571	260,953	337,726	198,111
Utilities	51,063	58,985	66,508	67,915
Insurance and Fixed Charges	51,148	111,874	111,892	115,452
All Other Operations and Maintenance	2,392,695	2,494,012	2,635,809	2,877,795
Capital Outlay	3,612,087	2,722,020	2,721,876	3,554,748
Debt Service				
Total Non-Personnel	6,895,337	6,063,723	6,284,813	7,271,312
Total Expenditures	8,672,964	7,886,568	8,095,213	9,104,861
Transfers				
Transfers In	322,303	156,395	156,395	161,400
Transfers Out				
Net Transfers	322,303	156,395	156,395	161,400
Revenue Sources				
Taxes				
Licenses & Permits				
Intergovernmental	142,417	150,000	142,000	147,500
Charges for Services	7,954,013	7,796,820	8,076,884	8,469,968
Interest Income	522,779	650,000	449,000	465,000
All Other Revenue	250,654	191,397	167,947	170,400
Total Revenue	8,869,863	8,788,217	8,835,831	9,252,868
Funding to be Provided	(519,202)	(1,058,044)	(897,013)	(309,407)

REVENUE AND EXPENDITURE SUMMARY

PURCHASING & STORES FUND

	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	Proposed by City Manager
Personnel				
Salaries & Wages	714,070	738,395	729,500	764,675
Fringe Benefits	197,825	189,227	177,638	195,911
Total Personnel	911,895	927,622	907,138	960,586
Non-Personnel				
Internal Service Charges	301,862	310,231	321,454	517,716
Professional & Contractual	54,627	29,893	29,257	30,565
Utilities	67,244	132,203	55,859	77,631
Insurance and Fixed Charges	45,288	66,367	54,833	63,453
All Other Operations and Maintenance	1,146,134	987,627	989,081	1,017,166
Capital Outlay	3,308	17,008	16,990	11,308
Debt Service				
Total Non-Personnel	1,618,463	1,543,329	1,467,474	1,717,839
Total Expenditures	2,530,358	2,470,951	2,374,612	2,678,425
Transfers				
Transfers In				
Transfers Out				
Net Transfers				
Revenue Sources				
Taxes				
Licenses & Permits				
Intergovernmental				
Charges for Services	2,423,804	2,361,461	2,341,048	2,690,151
Interest Income	12,111	13,000	7,460	9,700
All Other Revenue	9,191	13,000	13,500	14,000
Total Revenue	2,445,106	2,387,461	2,362,008	2,713,851
Funding to be Provided	85,252	83,490	12,604	(35,426)

REVENUE AND EXPENDITURE SUMMARY

FACILITIES MAINTENANCE FUND

	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	Proposed by City Manager
Personnel				
Salaries & Wages				1,332,488
Fringe Benefits				399,642
Total Personnel				1,732,130
Non-Personnel				
Internal Service Charges				268,660
Professional & Contractual				220,857
Utilities				34,904
Insurance and Fixed Charges				16,530
All Other Operations and Maintenance				496,706
Capital Outlay				5,800
Debt Service				
Total Non-Personnel				1,043,457
Total Expenditures				2,775,587
Transfers				
Transfers In				100,000
Transfers Out				
Net Transfers				100,000
Revenue Sources				
Taxes				
Licenses & Permits				
Intergovernmental				
Charges for Services				2,769,787
Interest Income				4,800
All Other Revenue				1,000
Total Revenue				2,775,587
Funding to be Provided				(100,000)

REVENUE AND EXPENDITURE SUMMARY

INFORMATION TECHNOLOGY FUND

	Experience For Year 2002-03	Budget For Year 2003-04	Experience 2003-04 Estimated	Proposed by City Manager
Personnel				
Salaries & Wages				4,139,295
Fringe Benefits				942,676
Total Personnel				5,081,971
Non-Personnel				
Internal Service Charges				324,625
Professional & Contractual				818,716
Utilities				211,874
Insurance and Fixed Charges				
All Other Operations and Maintenance				2,014,684
Capital Outlay				955,545
Debt Service				
Total Non-Personnel				4,325,444
Total Expenditures				9,407,415
Transfers				
Transfers In				
Transfers Out				
Net Transfers				
Revenue Sources				
Taxes				
Licenses & Permits				
Intergovernmental				
Charges for Services				9,387,415
Interest Income				20,000
All Other Revenue				
Total Revenue				9,407,415
Funding to be Provided				

City of LAKELAND

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TABLE OF ORGANIZATION

CITY COMMISSION

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Administrative Assistant	1	1	2,185 - 3,075
ELECTED OFFICIALS			
Mayor	1	1	
City Commissioner	6	6	
TOTAL PART-TIME EMPLOYEES	7	7	

CITY MANAGER

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
City Manager	1	1	8,995 - 12,656
Assistant City Manager	2	2	6,392 - 8,995
Secretary To The City Manager	1	1	2,294 - 3,229
Administrative Assistant	1	1	2,185 - 3,075
TOTAL FULL-TIME EMPLOYEES	5	5	

PUBLIC INFORMATION

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Public Information Officer	1	1	3,924 - 5,522
Utilities Marketing Manager		1	3,737 - 5,259
Video Coordinator		1	3,075 - 4,327
Utilities Communications Offcr		1	2,789 - 3,924
Utility Education Representati		1	2,409 - 3,390
TOTAL FULL-TIME EMPLOYEES	1	5	

LEGAL

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
City Attorney	1	1	8,158 - 11,480
Assistant City Attorney	2	2	5,798 - 8,158
Legal Assistant	2	3	2,409 - 3,390
Legal Secretary II	1	0	2,185 - 3,075
TOTAL FULL-TIME EMPLOYEES	6	6	

TABLE OF ORGANIZATION

CIVIL SERVICE

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Civil Service Director	1	1	5,259 - 7,400
Computer Applications Specialist	1	1	3,390 - 4,770
Career Development Coordinator	1	1	3,390 - 4,770
Career Development Specialist	1	2	3,075 - 4,327
Employment Services Specialist II	2	1	2,928 - 4,121
Administrative Assistant	1	1	2,185 - 3,075
Office Associate II	2	2	1,982 - 2,789
Office Associate I	1	2	1,798 - 2,530
Office Assistant II	1	0	1,631 - 2,294
TOTAL FULL-TIME EMPLOYEES	11	11	
PART-TIME			
Co-Op Student	1	1	
Office Assistant I	1	1	
TOTAL PART-TIME EMPLOYEES	2	2	

EMPLOYEE RELATIONS

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Employee Relations Director	1	1	5,259 - 7,400
HRMS Manager		1	3,737 - 5,259
Compensation Planner		1	3,737 - 5,259
Organizational Development Supervisor		2	3,560 - 5,009
Organizational Development Specialist	2	1	3,390 - 4,770
Employee Relations Specialist III	3	1	3,390 - 4,770
Training Instructor	1		3,075 - 4,327
Employee Relations Specialist II	1	1	2,928 - 4,121
Employee Relations Assistant III	1	1	2,294 - 3,229
Administartive Assistant		1	2,185 - 3,075
Office Associate II	1		1,982 - 2,789
Office Associate I	1	1	1,798 - 2,530
Office Assistant II	1	1	1,631 - 2,294
TOTAL FULL-TIME EMPLOYEES	12	12	
PART-TIME			
Office Assistant II	1	1	
College Intern	1	1	
TOTAL PART-TIME EMPLOYEES	2	2	
CONTRACT EMPLOYEES			
Office Assistant I (PT)	1	1	
TOTAL CONTRACT EMPLOYEES	1	1	

TABLE OF ORGANIZATION

PLANNING

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Dirct Of Community Development	1	1	5,798 - 8,158
Asst Director Of Community Dev	1	1	4,770 - 6,712
Planning Manager	1	1	4,327 - 6,088
CRA Coordinator	1	1	3,924 - 5,522
Principal Planner	2	2	3,737 - 5,259
Transportation Planner	1	1	3,560 - 5,009
Senior Planner	3	3	3,390 - 4,770
Property Information Suprvsr	1	1	2,789 - 3,924
Planner	1	2	2,656 - 3,737
GIS Technician II	1	1	2,656 - 3,737
GIS Technician I	1	1	2,409 - 3,390
Planning Assistant	2	1	2,294 - 3,229
Administrative Assistant	1	1	2,185 - 3,075
Office Associate II	1	1	1,982 - 2,789
Customer Service Representative II	1	1	1,982 - 2,789
Office Associate I	1	1	1,798 - 2,530
Office Assistant II	1	1	1,631 - 2,294
TOTAL FULL-TIME EMPLOYEES	21	21	
PART-TIME			
Planning Intern	1	1	
TOTAL PART-TIME EMPLOYEES	1	1	

CODE ENFORCEMENT

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Code Enforcement Division Manager	1	1	3,737 - 5,259
Lead Code Enforcement Officer	1	1	2,789 - 3,924
Code Enforcement Officer III	2	2	2,656 - 3,737
Sign Inspector	1	1	2,656 - 3,737
Office Associate II	2	2	1,982 - 2,789
TOTAL FULL-TIME EMPLOYEES	7	7	
PART-TIME			
Office Associate I	1	1	
TOTAL PART-TIME EMPLOYEES	1	1	

TABLE OF ORGANIZATION

BUILDING INSPECTION

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Chief Building Official	1	1	3,924 - 5,522
Chief Inspector	1	1	3,229 - 4,543
Building Plans Examiner	2	2	3,075 - 4,327
Building Inspector	3	3	2,928 - 4,121
Electrical Inspector	2	2	2,928 - 4,121
Mechanical Inspector	2	2	2,928 - 4,121
Plumbing Inspector	2	2	2,928 - 4,121
License Inspector II	1	1	2,530 - 3,560
Building Permit Coordinator	1	1	2,409 - 3,390
License Inspector I	1	1	2,294 - 3,229
Office Associate II	4	4	1,982 - 2,789
Account Clerk III	1	1	1,982 - 2,789
TOTAL FULL-TIME EMPLOYEES	21	21	
PART-TIME			
Building Inspector	1	1	
Electrical Inspector	1	1	
Mechanical Inspector	1	1	
Plumbing Inspector	1	1	
Office Associate II	1	1	
TOTAL PART- TIME EMPLOYEES	5	5	

RISK MANAGEMENT

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Director Of Risk Management	1	1	5,259 - 7,400
Safety Manager	1	1	3,560 - 5,009
Health Benefits Coordinator	1	1	3,229 - 4,543
Safety Coordinator - Energy Delivery		1	3,075 - 4,327
Safety Coordinator	3	2	3,075 - 4,327
Occupational Health Nurse	1	1	2,928 - 4,121
Safety Officer	1	1	2,789 - 3,924
Administrative Assistant	1	1	2,185 - 3,075
Office Associate II	4	4	1,982 - 2,789
Office Associate I	1	1	1,798 - 2,530
TOTAL FULL-TIME EMPLOYEES	14	14	

TABLE OF ORGANIZATION

INTERNAL AUDITOR

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Internal Audit Manager	1	1	3,737 - 5,259
Internal Auditor I	1	1	2,928 - 4,121
TOTAL FULL-TIME EMPLOYEES	2	2	
PART-TIME			
Office Associate I	1	1	
TOTAL PART-TIME EMPLOYEES	1	1	

CENTRAL ACCOUNTING

POSITION TITLE	Current Budget	Proposed Budget	
Finance Director	1	1	6,392 - 8,995
Assistant Finance Director	1	1	5,259 - 7,400
Business Operations Manager I	1		4,121 - 5,798
OMB Director		1	4,121 - 5,798
Payroll Manager	1	1	3,924 - 5,522
Chief Accountant	2	3	3,737 - 5,259
Computer Applications Specialist	2	2	3,390 - 4,770
Accountant III	2	1	3,390 - 4,770
Payroll Supervisor	1	1	3,390 - 4,770
Accountant II	1	2	2,928 - 4,121
City Clerk	1		2,928 - 4,121
Accountant I		2	2,656 - 3,737
Payroll Processing Specialist		3	2,409 - 3,390
Account Clerk IV	7	3	2,185 - 3,075
Administrative Assistant	1	1	2,185 - 3,075
Office Associate II	1		1,982 - 2,789
Account Clerk III		1	1,982 - 2,789
Account Clerk II	1		1,798 - 2,530
Account Clerk I	1	1	1,631 - 2,294
TOTAL FULL-TIME EMPLOYEES	24	24	

CITY CLERK

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
City Clerk		1	2,928 - 4,121
Records Supervisor	1	1	2,409 - 3,390
Office Associate II		1	1,982 - 2,789
Office Associate I	2	2	1,798 - 2,530
TOTAL FULL-TIME EMPLOYEES	3	5	

TABLE OF ORGANIZATION
CITY TREASURER

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
City Treasurer	1	1	4,121 - 5,798
Chief Accountant	1	1	3,737 - 5,259
Account Clerk IV	2	2	2,185 - 3,075
Account Clerk III	2	2	1,982 - 2,789
Cashier Supervisor	2	2	1,982 - 2,789
Office Associate I	2	2	1,798 - 2,530
City Hall Receptionist/Switchboard	1	1	1,712 - 2,409
Office Assistant II	1	1	1,631 - 2,294
Office Assistant I	3	3	1,479 - 2,081
TOTAL FULL-TIME EMPLOYEES	15	15	
PART-TIME			
Office Assistant I	5	5	
TOTAL PART-TIME EMPLOYEES	5	5	

ELECTRIC AND WATER FINANCE

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Assistant Finance Director	1	1	5,798 - 8,158
Utilities Accounting and Finance Supervisor	1	1	4,121 - 5,798
Chief Accountant	1	1	3,737 - 5,259
Accountant III	4	4	3,390 - 4,770
Accountant II	1		2,928 - 4,121
Account Clerk IV	1	1	2,185 - 3,075
Account Clerk III	3	2	1,982 - 2,789
Account Clerk II		1	1,798 - 2,530
TOTAL FULL-TIME EMPLOYEES	12	11	
PART-TIME			
Account Clerk I	1	1	
Account Clerk III	1	1	
TOTAL PART-TIME EMPLOYEES	2	2	

UTILITIES BILLING

PERSONNEL POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Customer Billing System Coordinator	1	1	3,924 - 5,522
Customer Service Team Leader	1	1	2,409 - 3,390
Customer Service Representative II	4	4	1,982 - 2,789
Office Associate II	1	1	1,982 - 2,789
TOTAL FULL-TIME EMPLOYEES	7	7	
PART-TIME			
CBE Student	1	1	
TOTAL PART-TIME EMPLOYEES	1	1	

TABLE OF ORGANIZATION

FIRE DEPARTMENT

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Fire Chief	1	1	5,798 - 8,158
Assistant Fire Chief	2	2	4,543 - 6,392
Fire Marshal	1	1	4,327 - 6,088
Battalion Chief		3	3,924 - 5,522
Fire Shift Commander	6	3	3,924 - 5,522
Fire Training Officer Paramedic		1	3,737 - 5,259
Fire Training Officer	1		3,560 - 5,009
EMS Supervisor Paramedic		1	3,560 - 5,009
Fire Lieutenant Paramedic		2	3,165 - 4,454
EMS Supervisor	1		3,229 - 4,543
Fire Safety Inspector	4	4	3,229 - 4,543
Public Education Officer	1	1	3,229 - 4,543
Fire Lieutenant	24	22	3,015 - 4,242
Fire Equipment Supervisor	1	1	2,928 - 4,121
Driver Engineer Paramedic		2	2,734 - 3,847
Firefighter Paramedic		4	2,604 - 3,664
Driver Engineer	39	37	2,604 - 3,664
Fire Equipment Mechanic	1	1	2,530 - 3,560
Firefighter	57	53	2,480 - 3,490
Administrative Assistant	1	1	2,185 - 3,075
Account Clerk III	1	1	1,982 - 2,789
Office Associate I	2	2	1,479 - 2,081
TOTAL FULL-TIME EMPLOYEES	143	143	
PART-TIME			
Fire Safety Specialist	2	2	
BCE Student	1	1	
TOTAL PART-TIME EMPLOYEES	3	3	

TABLE OF ORGANIZATION
POLICE DEPARTMENT

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Police Chief	1	1	5,798 - 8,158
Police General Counselor & Advisor	1	1	5,259 - 7,400
Assistant Police Chief	2	2	5,009 - 7,048
Administrative Services Director	1	1	4,770 - 6,712
Police Captain	4	4	4,543 - 6,392
Police Lieutenant	11	11	3,847 - 5,514
Chief Accountant	1	1	3,737 - 5,259
Programmer III	1	1	3,737 - 5,259
Police Planning & Research Supervisor	1	1	3,560 - 5,009
Police Information Systems Manager	1	1	3,560 - 5,009
Laboratory Services Supervisor	1	1	3,390 - 4,770
Police Sergeant	32	32	3,324 - 4,677
Computer Applications Specialist	1	1	3,390 - 4,770
Master Police Officer	35	45	3,015 - 4,242
Police Officer	133	129	2,871 - 4,040
Police Administrative Coordinator	3	4	2,789 - 3,924
Emergency Communications Shift Supervisor	4	4	2,656 - 3,737
Crime Scene Technician II	1	1	2,530 - 3,560
Crime Analyst	1	1	2,409 - 3,390
Crime Scene Technician I	3	3	2,294 - 3,229
Chief Clerk	2	2	2,294 - 3,229
Administrative Assistant	2	2	2,185 - 3,075
Account Clerk IV	1	1	2,185 - 3,075
Court Liaison	1	1	2,185 - 3,075
Legal Secretary II	1	1	2,185 - 3,075
Emergency Communications Specialist	37	37	2,185 - 3,075
Account Clerk III	3	3	1,982 - 2,789
Police Property Clerk	4	4	1,982 - 2,789
Office Associate II	3	3	1,982 - 2,789
Public Safety Aide I	15	15	1,982 - 2,789
Account Clerk II	1	1	1,798 - 2,530
Office Associate I	10	10	1,798 - 2,530
Office Assistant II	5	6	1,631 - 2,294
Civilian Crime Prevention Practitioner	4	4	2,081 - 2,928
Office Assistant I	2	1	1,479 - 2,081
TOTAL FULL-TIME EMPLOYEES	329	336	

POLICE DEPARTMENT CONTINUED:

GRANT-FUNDED POSITIONS			
Police Sergeant - IPS Coordinator		1	3,324 - 4,677
Police Sergeant - DOJ	1	1	3,324 - 4,677
Master Police Officer - DOJ	1	1	3,015 - 4,242
Master Police Officer - SRO	3	3	3,015 - 4,242
Police Officer - SRO	2	2	2,871 - 4,040
Police Officer - DOJ	2	2	2,871 - 4,040
Police Officer - COPS in Schools 2	3		2,871 - 4,040
Police Officer - Safe Neighborhoods	3		2,871 - 4,040
PC Technician III - DOJ	1	1	2,789 - 3,924
Police Administrative Coordinator - Juvenile Justice	1		2,789 - 3,924
Community Resources Coordinator - Truancy Interdiction	1	1	2,530 - 3,560
Crime Analyst - Safe Neighborhoods		2	2,409 - 3,390
Victim Assistance Coordinator- VOCA	1	1	2,294 - 3,229
Victim Assistance Coordinator- DART	1	1	2,294 - 3,229
Victim Assistance Advocate - VOCA	2	2	1,888 - 2,656
Victim Assistance Advocate - DART	1	1	1,888 - 2,656
TOTAL GRANT-FUNDED POSITIONS	23	19	

PART-TIME		
Chief Pilot		1
DCT (CBE Students)	9	9
Office Associate I	2	2
Neighborhood Watch Coordinator	4	4
Emergency Communications Specialist	6	6
TOTAL PART-TIME EMPLOYEES	21	22

TABLE OF ORGANIZATION

PUBLIC WORKS - DIRECTOR

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Director Of Public Works	1	1	5,798 - 8,158
Assistant Public Works Director		1	5,009 - 7,048
Transportation Projects Manager	1		4,327 - 6,088
Administrative Assistant	1	1	2,185 - 3,075
Office Associate II	1	1	1,982 - 2,789
TOTAL FULL TIME EMPLOYEES	4	4	

PUBLIC WORKS - ENGINEERING

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Manager Of Engineering	1	1	5,259 - 7,400
Professional Engineer	1	1	4,543 - 6,392
Professional Surveyor Mapper	1	1	3,924 - 5,522
Traffic Engineer	1	1	3,924 - 5,522
Engineer II	3	3	3,737 - 5,259
Chief Engineering Inspector	1	1	3,390 - 4,770
Engineer I	1	1	3,390 - 4,770
Computer Applications Specialist		1	3,390 - 4,770
Engineering Inspector	2	2	2,656 - 3,737
Engineering Technician II		1	2,656 - 3,737
Survey Mapping Technician III	2	2	2,530 - 3,560
Engineering Technician I	1	0	2,409 - 3,390
Survey Mapping Technician II	2	2	2,294 - 3,229
Survey Mapping Technician I	2	2	1,982 - 2,789
Office Associate I	1	1	1,798 - 2,530
TOTAL FULL-TIME EMPLOYEES	19	20	

CONTRACT EMPLOYEES		
Engineering Inspector	1	1
TOTAL CONTRACT EMPLOYEES	1	1

TABLE OF ORGANIZATION

PUBLIC WORKS - CONSTRUCTION & MAINTENANCE

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Manager Of Construction & Maintenance	1	1	4,327 - 6,088
Assistant Manager Of Construction & Maint	1		3,560 - 5,009
Supervisor Of Maintenance	1	1	3,560 - 5,009
Construction Supervisor	1	1	3,560 - 5,009
Pavement Management Coordinator		1	3,075 - 4,327
Construction Foreman	3	2	2,928 - 4,121
Maintenance Foreman II	2	2	2,928 - 4,121
Environmental Technician III	1	1	2,789 - 3,924
Equipment Operator IV	1	1	2,656 - 3,737
Environmental Technician II	1	1	2,530 - 3,560
Equipment Operator III	4	4	2,409 - 3,390
Construction Trades Worker III	2	2	2,294 - 3,229
Construction Trades Worker II	10	11	2,185 - 3,075
Account Clerk IV	1	1	2,185 - 3,075
Equipment Operator II	11	9	2,185 - 3,075
Operations Support Tech III		1	2,185 - 3,075
Pavement Marking Technician		1	2,185 - 3,075
Warehouse Operations Technician II	1		2,185 - 3,075
Office Associate II	2	2	1,982 - 2,789
Construction Trades Worker I	7	7	1,982 - 2,789
Operations Support Technician II	3	2	1,982 - 2,789
Equipment Operator I		2	1,982 - 2,789
Operations Support Technician I	6	6	1,798 - 2,530
TOTAL FULL-TIME EMPLOYEES	59	59	
CONTRACT EMPLOYEES			
Custodian (PT)	1		
TOTAL CONTRACT EMPLOYEES	1	0	

PUBLIC WORKS - LAKES & ENVIRONMENTAL

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Manager of Lakes & Stormwater	1	1	4,327 - 6,088
Environmental Specialist	3	3	2,928 - 4,121
TOTAL FULL-TIME EMPLOYEES	4	4	
PART-TIME			
Laboratory Technician II	1	1	
TOTAL PART-TIME EMPLOYEES	1	1	

TABLE OF ORGANIZATION

PUBLIC WORKS - TRAFFIC

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Manager of Traffic Operations	1	1	4,121 - 5,798
Traffic Signal Foreman	1	1	3,229 - 4,543
Traffic System Operator	1	1	3,229 - 4,543
Assistant Traffic System Operator		1	2,789 - 3,924
Traffic Signal Technician	3	3	2,789 - 3,924
Traffic Engineering Technician	1	1	2,530 - 3,560
Traffic Sign Technician	3	3	1,888 - 2,656
Office Associate I	1	1	1,798 - 2,530
TOTAL FULL-TIME EMPLOYEES	11	12	
PART-TIME			
Traffic Engineering Aide	1	1	
TOTAL PART-TIME EMPLOYEES	1	1	

PARKS & RECREATION - DIRECTOR

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Director Of Parks & Recreation	1	1	5,798 - 8,158
Parks Planner	1	1	3,390 - 4,770
Administrative Assistant	1	1	2,185 - 3,075
Office Associate II	1	1	1,982 - 2,789
TOTAL FULL-TIME EMPLOYEES	4	4	

PARKS & RECREATION - PARKS

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Superintendent Of Parks	1	1	3,924 - 5,522
Assistant Superintendent Of Parks	2	2	3,390 - 4,770
Horticultural Specialist	1	1	3,075 - 4,327
Tree Trimmer Foreman	7	3	2,656 - 3,737
Operations Support Supervisor III	9	5	2,656 - 3,737
Operations Support Spv II		8	2,294 - 3,229
Operations Support Technician IV	3		2,185 - 3,075
Account Clerk IV	1	1	2,185 - 3,075
Tree Trimmer	2	2	2,081 - 2,928
Operations Support Technician III	2	3	2,081 - 2,928
Operations Support Technician II	9	9	1,982 - 2,789
Office Associate II	1	1	1,982 - 2,789
Operations Support Technician I	38	41	1,798 - 2,530
Office Assistant II	1	1	1,631 - 2,294
TOTAL FULL-TIME EMPLOYEES	77	78	

PARKS CONTINUED:

Grant-Funded Positions			
Operations Support Supervisor III	1	1	2,656 - 3,737
Operations Support Spv II		1	2,294 - 3,229
Operations Support Technician II	1	1	1,982 - 2,789
Operations Support Technician I	2	2	1,798 - 2,530
Operations Support Worker II (P/T)	2	2	
TOTAL GRANT-FUNDED EMPLOYEES	6	7	
PART-TIME			
Parking Attendants	25	25	
Operations Support Worker II	50	54	
DCT Student	1	1	
TOTAL PART-TIME EMPLOYEES	76	80	

PARKS & RECREATION - RECREATION

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Superintendent Of Recreation	1	1	3,924 - 5,522
Assistant Superintendent of Recreation		1	3,390 - 4,770
Recreation Supervisor III	4	3	2,928 - 4,121
Aquatics Supervisor	1	1	2,789 - 3,924
Recreation Supervisor II	2	2	2,656 - 3,737
Coleman-Bush Building Administrator	1	1	2,530 - 3,560
Facilities Technician	1	1	2,294 - 3,229
Recreation Supervisor I	5	5	2,294 - 3,229
Swimming Pool Operator	2	3	2,185 - 3,075
Office Associate II	1	1	1,982 - 2,789
Senior Lifeguard	2	2	1,888 - 2,656
Custodian Foreman	2	1	1,798 - 2,530
Office Associate I	2	2	1,798 - 2,530
Recreation Leader	4	5	1,798 - 2,530
Office Assistant II	1	1	1,631 - 2,294
Operations Support Worker I	13	10	1,409 - 1,982
TOTAL FULL-TIME EMPLOYEES	42	40	
PART-TIME			
Recreation Leader	11	10	
Lead Lifeguard	3	3	
Playground Specialists		7	
Playground Coordinator	7		
Bus Driver	7	7	
Playground Instructor	37	37	
Lifeguard	38	40	
Tennis Instructor	7	7	
TOTAL PART-TIME EMPLOYEES	110	111	

TABLE OF ORGANIZATION

PARKS & RECREATION - LIBRARY

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
City Librarian	1	1	3,737 - 5,259
Assistant City Librarian	1	1	3,075 - 4,327
Librarian	7	7	2,656 - 3,737
Library Associate	6	6	2,185 - 3,075
Office Associate II	1	1	1,982 - 2,789
Library Clerk	5	5	1,631 - 2,294
Operations Support Worker I	2	2	1,409 - 1,982
TOTAL FULL TIME EMPLOYEES	23	23	
County-Wide Library			
Librarian (FT)	3	3	2,656 - 3,737
Librarian-Bookmobile (FT)	1	1	2,656 - 3,737
Library Clerk (FT)	2	2	1,631 - 2,294
Library Clerk (PT)	1	1	
Library Page (PT)	1	1	
	8	8	
Part-Time/Seasonal			
Librarian	1	1	
Technical Assistant	2	2	
Library Clerk	3	3	
Proctor	2	2	
Library Page	8	8	
TOTAL PART TIME EMPLOYEES	16	16	

PARKS & RECREATION - BRANCH LIBRARY

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Librarian Supervisor	1	1	2,789 - 3,924
Librarian	1	1	2,656 - 3,737
Library Technical Assistant	2	2	1,798 - 2,530
Operations Support Worker I	1	1	1,409 - 1,982
TOTAL FULL TIME EMPLOYEES	5	5	
Part-Time/Seasonal			
Library Clerk	1	1	
Library Page	2	2	
	3	3	
County-wide Library			
Library Clerk (PT)	1	1	
	1	1	

TABLE OF ORGANIZATION

CEMETERIES

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Superintendent Of Cemeteries	1	1	3,390 - 4,770
Operations Support Supervisor III	1		2,656 - 3,737
Operations Support Supervisor II		1	2,294 - 3,229
Operations Support Technician IV	1	1	2,185 - 3,075
Operations Support Technician II	1	1	1,982 - 2,789
Office Associate II		1	1,982 - 2,789
Office Associate I	1		1,798 - 2,530
Operations Support Technician I	4	4	1,798 - 2,530
TOTAL FULL-TIME EMPLOYEES	9	9	
PART-TIME			
Operations Support Worker II	2	2	
TOTAL PART-TIME EMPLOYEES	2	2	

TABLE OF ORGANIZATION

COMMUNITY DEVELOPMENT

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Housing Division Manager	1	1	3,737 - 5,259
Housing Programs Coordinator	1	1	3,229 - 4,543
Housing Rehabilitation Specialist II	2	2	2,789 - 3,924
Code Enforcement Officer	3	3	2,656 - 3,737
Housing Rehabilitation Finance Officer II		1	2,656 - 3,737
Planning Assistant	1	1	2,294 - 3,229
Housing Rehab Finance Officer I	1	1	2,185 - 3,075
Account Clerk I	1	1	1,631 - 2,294
Office Assistant II	2	2	1,631 - 2,294
TOTAL FULL-TIME EMPLOYEES	12	13	
PART-TIME			
Housing Rehabilitation Finance Officer II	1		
TOTAL PART-TIME EMPLOYEES	1	0	

TABLE OF ORGANIZATION

FLEET MANAGEMENT

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Fleet Manager	1	1	4,543 - 6,392
Management Analyst	1	1	3,075 - 4,327
Automotive Shop Foreman	2	2	2,928 - 4,121
Automotive Maintenance Coordinator	1	1	2,789 - 3,924
Automotive Mechanic III	16	16	2,530 - 3,560
Office Manager	1	1	2,409 - 3,390
Automotive Mechanic II	2	2	2,294 - 3,229
Operations Support Supervisor II	1	1	2,294 - 3,229
Paint & Body Mechanic	2	2	2,294 - 3,229
Automotive Mechanic I	2	2	2,081 - 2,928
Equipment Operator I		1	1,982 - 2,789
Account Clerk III	1	1	1,982 - 2,789
Automotive Parts Clerk	3	3	1,888 - 2,656
Account Clerk II	1	1	1,798 - 2,530
Automotive Mechanic Helper	1		1,553 - 2,185
Operations Support Worker II	1		1,553 - 2,185
TOTAL FULL-TIME EMPLOYEES	36	35	

TABLE OF ORGANIZATION

PURCHASING AND STORES

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Purchasing Manager	1	1	4,327 - 6,088
Superintendent Of Stores	1	1	3,075 - 4,327
Assistant Purchasing Manager	1	1	3,075 - 4,327
Inventory Control Specialist	1	1	2,656 - 3,737
Purchasing Agent	4	4	2,656 - 3,737
Account Clerk IV		1	2,185 - 3,075
Warehouse Operations Technician II	2	2	2,185 - 3,075
Warehouse Operations Technician I	6	5	2,081 - 2,928
Account Clerk III	1	1	1,982 - 2,789
Account Clerk II	2	2	1,798 - 2,530
TOTAL FULL-TIME EMPLOYEES	19	19	

TABLE OF ORGANIZATION

FACILITIES MAINTENANCE

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Manager of Facilities Maintenance		1	4,327 - 6,088
Facilities Maintenance Supervisor		1	3,560 - 5,009
Maintenance Electrician		1	3,075 - 4,327
Maintenance Mechanic II		4	2,409 - 3,390
Administrative Assistant		1	2,185 - 3,075
Carpenter II		3	2,185 - 3,075
Painter		3	2,185 - 3,075
Maitenance Mechanic I		1	2,185 - 3,075
Electrician Helper		1	2,081 - 2,928
Custodian Supervisor		1	2,081 - 2,928
Account Clerk III		1	1,982 - 2,789
Custodian Foreman		2	1,888 - 2,656
Office Associate I		1	1,798 - 2,530
Operations Support Tech I		2	1,798 - 2,530
Operations Support Worker II		1	1,553 - 2,185
Janitorial Lead		2	1,479 - 2,081
Operations Support Worker I		21	1,409 - 1,982
TOTAL FULL-TIME EMPLOYEES	0	47	

TABLE OF ORGANIZATION

DEPARTMENT OF INFORMATION TECHNOLOGY

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
APPLICATION DEVELOPMENT AND SUPPORT		.	
Director of Information Technology		1	5,798 - 8,158
Management Information Services Manager		1	5,009 - 7,048
Systems Administrator		2	4,121 - 5,798
Systems Analyst		3	3,924 - 5,522
Project Manager		1	3,737 - 5,259
Chief Information Security Officer		1	3,737 - 5,259
Programmer III		5	3,737 - 5,259
Database Analyst II		2	3,560 - 5,009
Programmer II		4	3,390 - 4,770
Programmer I		2	3,075 - 4,327
Technical Writer / Trainer		1	3,075 - 4,327
Administrative Assistant		2	2,185 - 3,075
NETWORK ADMINISTRATION & SUPPORT			
Mgr Information Technology		1	5,009 - 7,048
Systems Administrator		2	4,121 - 5,798
Network Coordinator		1	3,924 - 5,522
Systems Analyst		2	3,924 - 5,522
Programmer III		1	3,737 - 5,259
Database Analyst II		2	3,560 - 5,009
Chief PC Technician		1	3,560 - 5,009
Computer Applications Spec		3	3,390 - 4,770
Network Technician		3	3,229 - 4,543
Database Analyst I		3	3,229 - 4,543
PC Technician III		1	3,075 - 4,327
PC Technician II		3	2,789 - 3,924
GIS Technician II		4	2,656 - 3,737
PC Technician I		4	2,530 - 3,560
GIS Technician I		1	2,409 - 3,390
Computer Operator II		2	2,185 - 3,075
Account Clerk III		1	1,982 - 2,789
Account Clerk II		1	1,982 - 2,789
COMMUNICATIONS			
Communications System Spvr		1	3,737 - 5,259
Trunked Radio Technician		1	3,229 - 4,543
TELECOMMUNICATIONS			
Telecomm Engineering Supv		1	4,543 - 6,392
Engineer III		1	4,121 - 5,798
Chief Electronics/Relay Tech		1	3,924 - 5,522
Engineer II		1	3,737 - 5,259
Electronics/Relay Technician		4	3,390 - 4,770
Fiber Operations Technician		1	3,390 - 4,770
Telecommunications Service Crd		2	2,928 - 4,121
Telecomm Billing Opns An II		1	2,789 - 3,924
Account Clerk III		1	1,982 - 2,789
TOTAL FULL-TIME EMPLOYEES		76	

TABLE OF ORGANIZATION

WASTEWATER

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
ADMINISTRATION			
Assistant Director of Water Utilities	1	1	5,522 - 7,770
Office Associate II	1	1	1,982 - 2,789
ENGINEERING			
Water Utility Construction Coordinator	1	1	4,770 - 6,712
Engineer III	2	2	4,121 - 5,798
Engineering Technician IV	1	1	3,229 - 4,543
Water Utilities Line Construction Inspector	1	1	2,656 - 3,737
Engineering Technician II	1	1	2,656 - 3,737
Engineering Technician I	1	1	2,409 - 3,390
Drafting Technician III	1	1	2,294 - 3,229
Office Assistant II		1	1,631 - 2,294
Office Associate I	1		1,479 - 2,081
GLENDALE			
Manager of Wastewater Treatment	1	1	3,737 - 5,259
Wastewater Plant Chief Operator	1	1	3,075 - 4,327
Wastewater Equipment Mechanic III	1	1	2,928 - 4,121
Electrical Technician	1	1	2,789 - 3,924
Wastewater Operator III	4	4	2,789 - 3,924
Wastewater Equipment Mechanic II	5	5	2,409 - 3,390
Wastewater Operator II	6	6	2,409 - 3,390
NORTHSIDE PLANT			
Wastewater Plant Chief Operator	1	1	3,075 - 4,327
Wastewater Operator III	4	4	2,789 - 3,924
Wastewater Operator II	6	6	2,409 - 3,390
Operations Support Technician I	1	1	1,798 - 2,530
PUMPING STATIONS			
Pumping Station Supervisor	1	1	3,075 - 4,327
Electrical Technician	1	2	2,789 - 3,924
Pumping Station Operator II	3	3	2,294 - 3,229
Operations Support Tech III	1	1	2,081 - 2,928
Pumping Station Operator I	3	3	2,081 - 2,928
SEWER MAINTENANCE			
Manager of Wastewater Collections	1	1	3,924 - 5,522
Collection System Supervisor	1	1	3,229 - 4,543
Inspection & Sealing Technician	2	2	2,928 - 4,121
Water Pipefitter Foreman		2	2,789 - 3,924
Water Pipefitter II	3	1	2,294 - 3,229
Equipment Operator II	3	3	2,185 - 3,075
Water Pipefitter I	3	3	2,081 - 2,928
Office Associate II	1	1	1,982 - 2,789
Operations Support Technician I	3	3	1,798 - 2,530

WASTEWATER CONTINUED:

PRETREATMENT			
Industrial Pretreatment Coordinator	1	1	3,390 - 4,770
Industrial Pretreatment Technician	2	2	2,409 - 3,390
LABORATORY			
Wastewater Chemist	1	1	3,560 - 5,009
Laboratory Technician II	3	3	2,409 - 3,390
WETLANDS MANAGEMENT			
Environmental Scientist	1	1	3,560 - 5,009
Environmental Technician III	1	1	2,789 - 3,924
Environmental Technician I	1	1	2,294 - 3,229
Operations Support Technician I	1	1	1,798 - 2,530
TOTAL FULL-TIME EMPLOYEES	79	80	
PART-TIME			
Account Clerk IV	2	2	
DCT Student		1	
Laboratory Technician II	1	1	
TOTAL PART TIME EMPLOYEES	3	4	
CONTRACT EMPLOYEES			
Water Pipefitter	3	3	
Custodian	1	1	
Account Clerk (PT)	1	1	
TOTAL CONTRACT EMPLOYEES	5	5	

TABLE OF ORGANIZATION

WATER UTILITY

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
ADMINISTRATION			
Director Of Water Utilities	1	1	5,798 - 8,158
Assistant Director of Water Utilities	1	1	5,522 - 7,770
Computer Applications Specialist	1	1	3,390 - 4,770
Administrative Assistant	1	1	2,185 - 3,075
ENGINEERING			
Engineer III	1	1	4,121 - 5,798
Engineer I	2	2	3,390 - 4,770
Engineering Technician II	4	5	2,656 - 3,737
Water Utilities Line Construction Inspector	2	2	2,656 - 3,737
Office Associate II	1	1	1,982 - 2,789
PRODUCTION			
Manager Of Water Production	1	1	3,924 - 5,522
Water Chemist	1	1	3,560 - 5,009
Chief Water Plant Operator	2	2	3,390 - 4,770
Programmer II	1	1	3,390 - 4,770
Electrical Technician		1	2,789 - 3,924
Water Plant Supervisor	6	10	3,075 - 4,327
Water Plant Operator II	12	13	2,409 - 3,390
Water Plant Mechanic II	1	2	2,409 - 3,390
Water Plant I&C Tech		1	2,409 - 3,390
Office Associate II	1	2	1,982 - 2,789
Operations Support Technician I	1	2	1,798 - 2,530
DISTRIBUTION			
Manager Of Water Distribution	1	1	3,924 - 5,522
Water Distribution Supervisor	2	2	3,390 - 4,770
Engineering Technician III	1	1	2,928 - 4,121
Materials Planner	1	1	2,928 - 4,121
Water Meter Repairer Foreman	1	2	2,789 - 3,924
Water Pipefitter Foreman	6	6	2,789 - 3,924
Engineering Technician II	1	1	2,656 - 3,737
Engineering Technician I	1	1	2,409 - 3,390
Water Meter Repairer II	11	10	2,294 - 3,229
Water Pipefitter II	18	18	2,294 - 3,229
Account Clerk IV	1	1	2,185 - 3,075
Account Clerk III	1	1	1,982 - 2,789
Office Associate II	1	1	1,982 - 2,789
Traffic Control Technician	4	4	1,712 - 2,409
TOTAL FULL-TIME EMPLOYEES	90	101	

WATER UTILITY CONTINUED:

PART-TIME		
CBE/DCT Student	1	1
Co-op Student	1	1
TOTAL PART TIME EMPLOYEES	2	2
CONTRACT EMPLOYEES		
Water Pipefitter I	3	3
Instrument Control Technician I	1	1
Engineering Technician II	2	1
TOTAL CONTRACT EMPLOYEES	6	5

TABLE OF ORGANIZATION

PARKING

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Parking System Foreman	1	1	2,409 - 3,390
Parking System Attendant	3	5	1,888 - 2,656
Parking Enforcement Officer	1	0	1,712 - 2,409
TOTAL FULL-TIME EMPLOYEES	5	6	
PART-TIME			
Parking System Attendant	2	1	
TOTAL PART-TIME EMPLOYEES	2	1	
Contract Employees			
Security Guard	1	1	
TOTAL CONTRACT EMPLOYEES	1	1	

TABLE OF ORGANIZATION

THE LAKELAND CENTER

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
ADMINISTRATION			
Lakeland Center Director	1	1	5,798 - 8,158
Assistant Lakeland Center Director	1	1	4,121 - 5,798
Lakeland Center Accountant	1	1	3,737 - 5,259
Client Services Manager	1	1	3,229 - 4,543
Marketing Manager	1	1	3,075 - 4,327
Sr Client Services Coordinator	1	1	2,789 - 3,924
National Sales Representative		1	2,789 - 3,924
Marketing Sales Representative	1		2,294 - 3,229
Client Services Coordinator	2	2	2,294 - 3,229
Marketing Associate	1	1	2,185 - 3,075
Administrative Assistant	1	1	2,185 - 3,075
Account Clerk II	1	1	1,798 - 2,530
Office Assistant I	1	1	1,479 - 2,081
OPERATIONS			
Lakeland Center Operations Manager	1	1	3,560 - 5,009
Lakeland Center Technician Coordinator	1	1	2,789 - 3,924
Lakeland Center Chief Engineer	1	1	2,789 - 3,924
Lakeland Center Engineer	2	2	2,294 - 3,229
Operations Support Supervisor II	1	1	2,294 - 3,229
Event Setup Supervisor	3	3	2,081 - 2,928
Operations Support Worker II	9	9	1,553 - 2,185
Operations Support Worker I	1	1	1,409 - 1,982
BOX OFFICE			
Box Office Manager	1	1	2,530 - 3,560
Account Clerk III	1	1	1,982 - 2,789
TOTAL FULL-TIME EMPLOYEES	34	34	
PART-TIME			
Lakeland Center Pool Employees	155	157	
TOTAL PART-TIME EMPLOYEES	155	157	

TABLE OF ORGANIZATION

CLEVELAND HEIGHTS GOLF COURSE

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
ADMINISTRATION			
Golf Course Manager	1	1	3,924 - 5,522
Accountant III		1	3,390 - 4,770
Management Analyst	1		3,075 - 4,327
Office Associate I	1	1	1,798 - 2,530
COURSE OPERATIONS			
Golf Professional	1	1	2,250 - 3,165
Assistant Golf Professional	1	1	1,599 - 2,250
COURSE MAINTENANCE			
Greens Superintendent	1	1	3,165 - 4,454
Assistant Greens Superintendent	1	1	2,142 - 3,015
Grounds Maintenance Worker II	2	2	1,763 - 2,480
Light Equipment Mechanic I	1	1	1,763 - 2,480
Grounds Maintenance Worker I	5	5	1,450 - 2,040
Grounds Worker	1	1	1,315 - 1,851
FOOD AND BEVERAGE			
Food and Beverage Manager	1	1	2,142 - 3,015
Food Supervisor	1	1	1,679 - 2,362
Cook	2	2	1,450 - 2,040
Beverage Service Worker	1	1	1,061 - 1,492
Food Service Worker	1	1	1,061 - 1,492
TOTAL FULL-TIME	22	22	
PART-TIME			
Sales Assistants	3	4	
Seasonal Maintenance Workers	7	7	
Player Assistant	5	5	
Cart Attendant	6	7	
Kitchen Utility Worker	14	12	
Food Service Worker	15	17	
TOTAL PART-TIME	50	52	

TABLE OF ORGANIZATION

LAKELAND LINDER REGIONAL AIRPORT

PERSONNEL POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
AIRPORT			
Airport Director	1	1	5,259 - 7,400
Assistant Airport Director	1	1	3,924 - 5,522
Accountant III	1	1	3,390 - 4,770
Operations Support Supervisor II	1	1	2,294 - 3,229
Account Clerk IV		1	2,185 - 3,075
Administrative Assistant	1	1	2,185 - 3,075
Account Clerk III		1	1,982 - 2,789
Office Associate II	1		1,982 - 2,789
Operations Support Technician I	2	2	1,798 - 2,530
Office Assistant II		1	1,631 - 2,294
Operations Support Worker II	1	1	1,553 - 2,185
AIRSIDE CENTER			
Maintenance Mechanic II	2		2,409 - 3,390
TOTAL FULL-TIME EMPLOYEES	11	11	
GRANT-FUNDED POSITIONS			
Air Traffic Control Tower Chief	1	1	3,324 - 4,677
Air Traffic Controller	7	7	2,734 - 3,847
TOTAL GRANT-FUNDED POSITIONS	8	8	
PART-TIME			
Operations Support Worker II	3	3	
TOTAL PART-TIME EMPLOYEES	3	3	
Contract Empoyees			
Operations Suport Worker (PT)	1	1	
	1	1	

TABLE OF ORGANIZATION

SOLID WASTE

POSITION TITLE	Current Budget	Proposed Budget	Monthly Range
Manager Of Solid Waste	1	1	4,327 - 6,088
Recycling Coordinator	1	1	2,928 - 4,121
Supervisor Of Solid Waste	3	3	2,928 - 4,121
Solid Waste Collection Driver III	14	15	2,081 - 2,928
Account Clerk III	1	1	1,982 - 2,789
Office Associate II	1	1	1,982 - 2,789
Solid Waste Collection Driver II	15	14	1,982 - 2,789
Customer Service Representative II	1	1	1,982 - 2,789
Solid Waste Collection Driver I	9	9	1,798 - 2,530
Customer Service Representative I	1	1	1,798 - 2,530
Solid Waste Collector	29	29	1,631 - 2,294
TOTAL FULL-TIME EMPLOYEES	76	76	

TABLE OF ORGANIZATION

LAKELAND ELECTRIC

PERSONNEL SCHEDULE	FY 2004 Budget	FY 2005 Budget	Monthly Range
SUMMARY BY BUSINESS UNIT			
General Manager	16 [1]	11	
Energy Supply	292	273	
Energy Delivery	242	219	
Customer Service	123 [1,2]	124	
Corporate Service	72 [2]	35	
TOTAL FULL-TIME EMPLOYEES	745	662	
PART-TIME / SEASONAL			
Customer Service Representative I	18	2	
Energy Supply Trainees	20	15	
College Interns	5	5	
Co-op Students	9	4	
DCT/BCE Students	10	7	
High School Summer Interns	4	2	
Occupational Training Program Student	1		
TOTAL PART-TIME EMPLOYEES	67	35	
CONTRACT LABOR	45	19	

[1] Product Manager position transferred from General Manager to Customer Service.
[2] Marketing positions (3) transferred from Corporate Services to Customer Service.

GENERAL MANAGER			
General Manager	1	1	8,818 - 12,408
Director of Diversified Services	1		6,267 - 8,818
Executive Assistant	1	1	3,015 - 4,242
Public Information Specialist	1		3,015 - 4,242
Administrative Assistant	2	2	2,142 - 3,015
Office Associate I	1		1,943 - 2,734
Director of Regulatory & Legislative Affairs	1		6,580 - 9,259
Senior Business Development Manager	1		5,156 - 7,255
Manager of Environmental Affairs	1	1	4,910 - 6,909
Business Operations Manager II	1	1	4,454 - 6,267
Environmental Coordinator	1	1	4,242 - 5,969
Engineer III	2	2	4,040 - 5,684
Alternative Energy Coordinator	1	1	3,165 - 4,454
Office Associate II	1	1	1,763 - 2,480
Sub-total	16	11	

LAKELAND ELECTRIC CONTINUED:

ENERGY SUPPLY BUSINESS UNIT			
Business Unit Director - Energy Supply	1	1	6,580 - 9,259
Senior Electric Project Manager	1		5,684 - 7,998
Energy Supply/Production			
Manager of Energy Supply - Production	1	1	5,684 - 7,998
Administrative Assistant	1	1	2,142 - 3,015
Superintendent of Maintenance	1	1	4,910 - 6,909
Superintendent of North McIntosh Plant	1	1	4,910 - 6,909
Superintendent of Operations	1	1	4,910 - 6,909
Power Production Supervisor	10	10	4,242 - 5,969
Power Production Projects Coordinator	1	1	4,242 - 5,969
Power Production Foreman	29	29	3,664 - 5,156
Multi-Craft Operator	18	23	3,490 - 4,910
Control Center Operator	10	9	3,324 - 4,677
PSM Project Administrator		1	3,324 - 4,677
Instrument & Control Specialist	3	3	3,324 - 4,677
Station Electrician	19	15	3,324 - 4,677
Protective Equipment Specialist II		4	3,324 - 4,677
Control Center Operator - Larsen	5		3,165 - 4,454
Instrument & Control Technician II	14	13	3,165 - 4,454
Maintenance Coordinators	4	4	3,165 - 4,454
Plant Mechanic II	24	24	3,165 - 4,454
Plant Welder	9	9	3,165 - 4,454
Materials Planner	1	1	2,871 - 4,040
Power Plant Operator III	44	41	2,871 - 4,040
Power Plant Operator II	15	11	2,480 - 3,490
Industrial Coatings Foreman	1	1	2,362 - 3,324
Operations Support Supervisor III	2	1	2,250 - 3,165
Power Plant Operator I	1		2,250 - 3,165
Industrial Coatings Specialist	3	3	2,142 - 3,015
Operations Support Technician IV	1	1	2,142 - 3,015
Warehouse Operations Technician I	1	2	2,040 - 2,871
Account Clerk III	1	1	1,943 - 2,734
Account Clerk II	1	1	1,763 - 2,480
Office Associate I	3	3	1,763 - 2,480
Energy Supply/Engineering			
Energy Supply Engineering Manager	1	1	5,684 - 7,998
Engineering Supervisor	2	2	5,156 - 7,255
Professional Engineer	5	4	4,454 - 6,267
Power Plant Construction Supervisor	1	1	4,242 - 5,969
Engineer III	7	6	4,040 - 5,684
Power Production Foreman	4	2	3,664 - 5,156
Laboratory Chemist	1	1	3,490 - 4,910
Regulatory Programs Coordinator	1	1	3,324 - 4,677
Engineering Technician IV	4	4	3,165 - 4,454
Plant Mechanic II	1	1	3,165 - 4,454
Engineering Technician III	3	1	2,871 - 4,040

LAKELAND ELECTRIC CONTINUED:

Office Associate II	1	1	1,943 - 2,734
Office Associate I	1	1	1,763 - 2,480
Energy Supply/Wholesale Energy & Fuels			
Wholesale Energy & Fuels Manager	1	1	5,414 - 7,618
Energy Resource Specialist	1	1	4,040 - 5,684
Fuels Coordinator	2	2	3,664 - 5,156
Power Production Foreman	1	1	3,664 - 5,156
Statistician	1	1	2,142 - 3,015
Energy Supply/Business Operations			
Business Operations Manager III	1	1	4,910 - 6,909
Energy Resource Specialist	1	1	4,040 - 5,684
Electric Utility Analyst	1	1	3,324 - 4,677
Planning Specialist II	1	1	3,664 - 5,156
Business Analyst	1	1	3,324 - 4,677
Computer Applications Specialist	1	1	3,324 - 4,677
Superintendent of Stores	1	1	3,015 - 4,242
Inventory Control Specialist	1	1	2,604 - 3,664
Account Clerk IV	1	1	2,142 - 3,015
Warehouse Operations Technician II	4	4	2,142 - 3,015
Warehouse Operations Technician I	5	3	2,040 - 2,871
Account Clerk III	2	2	1,943 - 2,734
Office Associate I	1	1	1,763 - 2,480
Operations Support Technician I	1	1	1,763 - 2,480
Subtotal	292	273	

Part Time:		
Energy Supply/Production		
DCT/BCE Students	3	
Energy Supply Trainees	20	15
Energy Supply/Engineering		
Co-op Students	4	
Energy Supply/Business Operations		
Co-op Students	1	
Contract Labor:		
Energy Supply/Production		
Heavy Equipment Operators	8	1
Job Planner	2	
Laborers	9	15
Maintenance Worker II	9	
Plant Helpers	2	
Plant Mechanic	3	
Power Plant Technician	3	
Tool Room Attendant	2	1
Energy Supply/Business Operations		
Account Clerk II	1	
Maintenance Worker II	1	
Storekeeper	1	

LAKELAND ELECTRIC CONTINUED:

ENERGY DELIVERY BUSINESS UNIT			
Business Unit Director - Energy Delivery	1	1	6,580 - 9,259
ED Supervisor of Safety and Training	1	1	4,242 - 5,969
ED Senior Lineman Trainer	1	1	3,664 - 5,156
ED Lineman Trainer	1	1	3,490 - 4,910
Energy Delivery/Operations			
Energy Delivery Operations Manager	2	1	4,910 - 6,909
Systems Operations Engineer	1	1	4,454 - 6,267
T&D Supervisor	5	5	4,242 - 5,969
Utilities Resource Coordinator	1	1	3,847 - 5,414
Electrician Foreman	1	1	3,664 - 5,156
Lead T&D Lineperson	12	11	3,664 - 5,156
Planning Specialist I		1	3,664 - 5,156
Electrician 1/C	2	2	3,324 - 4,677
Lineman 1/C	35	34	3,324 - 4,677
Engineering Technician II	1	1	2,604 - 3,664
Utility Line Inspector	3	2	2,604 - 3,664
Lineman Apprentice	29	26	2,480 - 3,490
Special Equipment Operator	2	2	2,480 - 3,490
Materials Reclaimer II	1	1	2,250 - 3,165
Traffic Control Foreman	1	1	2,040 - 2,871
Materials Reclaimer I	1	1	1,943 - 2,734
Traffic Control Technician	2	1	1,679 - 2,362
Energy Delivery/System Control & Reliability			
System Control & Reliability Manager	1	1	5,684 - 7,998
Supervisor of Electric System Control & Reliability	1	1	4,677 - 6,580
T&D Supervisor	1	1	4,242 - 5,969
Engineer III	1	1	4,040 - 5,684
Planning Specialist III	1	1	4,040 - 5,684
Supervisor of Troublemen	1	1	3,847 - 5,414
Electric System Operator	12	12	3,664 - 5,156
Planning Specialist II	2	2	3,664 - 5,156
Troubleman	7	7	3,490 - 4,910
Engineer I	1	1	3,324 - 4,677
Planning Specialist I	1	1	3,324 - 4,677
Line Clearance Coordinator	2	2	3,165 - 4,454
Energy Delivery/Engineering			
Energy Delivery Engineering Manager	1	1	5,684 - 7,998
Engineering Supervisor	1	1	5,156 - 7,255
Professional Engineer	4	4	4,454 - 6,267
Engineer III	4	4	4,040 - 5,684
Engineering Technician Supervisor	2	2	3,664 - 5,156
Engineer I	1	1	3,324 - 4,677
Engineering Technician IV	10	10	3,165 - 4,454
Engineering Technician III	8	8	2,871 - 4,040
Engineering Technician II	2	1	2,604 - 3,664
Office Associate II	1	1	1,943 - 2,734

LAKELAND ELECTRIC CONTINUED:

Energy Delivery/Substation Operations			
Manager of Substation Operations	1	1	5,684 - 7,998
Engineering Supervisor	1	1	5,156 - 7,255
Professional Engineer	2	2	4,454 - 6,267
Telecom Engineering Supervisor	1		4,454 - 6,267
T&D Supervisor	1	1	4,242 - 5,969
Engineer III	4	3	4,040 - 5,684
Chief Electronics Relay Technician	3	2	3,847 - 5,414
Chief Meter Technician	1	1	3,847 - 5,414
Utilities Resource Coordinator	1	1	3,847 - 5,414
Systems Analyst	1	1	3,847 - 5,414
Electrician Foreman	2	2	3,664 - 5,156
Engineer II	1		3,664 - 5,156
Apparatus Repairer Foreman	1	1	3,324 - 4,677
Electrician 1/C	8	8	3,324 - 4,677
Electronic Relay Technician	10	6	3,324 - 4,677
Fiber Technician	1		3,324 - 4,677
Meter Technician III	3	3	3,324 - 4,677
Engineering Technician IV	1	1	3,165 - 4,454
Database Analyst I	1	1	3,165 - 4,454
Apparatus Repairer 1/C	4	4	2,871 - 4,040
Engineering Technician III	1		2,871 - 4,040
Meter Technician II	2	2	2,871 - 4,040
Telecom Service Coordinator	1		2,871 - 4,040
Electrician Apprentice	4	4	2,734 - 3,847
Industrial Coatings Foreman	1		2,362 - 3,324
Industrial Coatings Specialist	2	2	2,142 - 3,015
Account Clerk II	1	1	1,763 - 2,480
Operations Support Technician I	2	2	1,763 - 2,480
Energy Delivery/Business Operations			
Business Operations Manager II	1	1	4,454 - 6,267
Business Analyst	1	1	3,324 - 4,677
Computer Applications Specialist	1	1	3,324 - 4,677
Materials Planner	1	1	2,871 - 4,040
Telecom Billing Ops Analyst II	1		2,734 - 3,847
Account Clerk IV	1		2,142 - 3,015
Account Clerk III	3	3	1,943 - 2,734
Office Associate II	2	2	1,943 - 2,734
Office Assistant II	1		1,599 - 2,250
Sub-total	242	219	

Part Time Seasonal:

Energy Delivery/Substation Operations	
Co-op Students	1
Energy Delivery/Business Operations	
BCE Students	2

LAKELAND ELECTRIC CONTINUED:

Contract Labor:			
Energy Delivery/Substation Operations			
Elec/Relay Tech	1	1	
Engineering Technician II	1		
Meter Technician I	2	1	
CUSTOMER SERVICE BUSINESS UNIT			
Business Unit Director - Customer Services	1	1	6,267 - 8,818
Product Manager	1	1	4,040 - 5,684
Customer Service/Major Accounts			
Energy & Business Services Manager	1	1	4,910 - 6,909
Electric Utility Analyst	1		3,324 - 4,677
Account Executive	2	2	3,324 - 4,677
Senior Account Executive	1	1	3,324 - 4,677
Customer Service Representative I	1	1	1,763 - 2,480
Commercial Account Specialist	4	4	1,943 - 2,734
Customer Service/Customer Contact			
Call Center Manager	1	1	3,664 - 5,156
Customer Service Team Leader	4	4	2,362 - 3,324
Customer Service Representative II	17	16	1,943 - 2,734
Office Associate II	1	1	1,943 - 2,734
Customer Service Representative I	15	23	1,763 - 2,480
Customer Service/Consumer Programs			
Consumer Programs Manager	1		3,664 - 5,156
Energy Analyst II	4	4	2,734 - 3,847
Customer Service Representative II	3	3	1,943 - 2,734
Customer Service/Field Services			
Manager of Field Services	1	1	3,664 - 5,156
Field Services Supervisor	1	1	2,871 - 4,040
Energy Diversion Investigator	2	2	2,480 - 3,490
Field Services Coordinator	1	1	2,480 - 3,490
Meter Service Worker	12	12	2,362 - 3,324
Meter Reading Coordinator	2	2	2,142 - 3,015
Meter Reader	20	20	1,943 - 2,734
Customer Service Representative II	2	2	1,943 - 2,734
Customer Service Representative I	1	1	1,763 - 2,480
Customer Service/Business Operations			
Business Operations Manager I	1	1	4,040 - 5,684
Business Analyst	1	1	3,324 - 4,677
Computer Applications Specialist	1	1	3,324 - 4,677
Collection Supervisor	1		2,604 - 3,664
Customer Service Team Leader	2	2	2,362 - 3,324
Account Clerk IV	1	1	2,142 - 3,015
Account Clerk III	1	1	1,943 - 2,734
Customer Service Representative II	5	5	1,943 - 2,734
Customer Service Representative I	7	7	1,763 - 2,480

LAKELAND ELECTRIC CONTINUED:

Customer Service/Marketing			
Utilities Marketing Manager	1		3,664 - 5,156
Utilities Communications Officer	1		2,734 - 3,847
Utility Education Representative	1		2,362 - 3,324
Subtotal	123	124	
Part Time Seasonal:			
Customer Service/Customer Contact			
Customer Service Representative I	16		
Customer Service/Business Operations			
Customer Service Representative I	1	1	
Customer Service/Field Services			
Customer Service Representative I	1	1	
CORPORATE SERVICE BUSINESS UNIT			
Corporate Services Director	1	1	6,267 - 8,818
Business Operations Manager II	1	1	4,454 - 6,267
Human Resources Manager	1	1	4,454 - 6,267
Corporate Service/Corporate Pricing & Reporting			
Manager of Corporate Pricing & Reporting	1	1	4,910 - 6,909
Engineer III	1	1	4,040 - 5,684
Planning Specialist III	1	1	4,040 - 5,684
Electric Utility Analyst		1	3,324 - 4,677
Data Analyst II	2	1	2,604 - 3,664
Data Analyst I	1	1	2,362 - 3,324
Office Associate II	1	1	1,943 - 2,734
Corporate Service/Information Technology			
Manager of Information Technology	1		4,910 - 6,909
Systems Administrator	2		4,040 - 5,684
Network Coordinator	1		3,847 - 5,414
Systems Analyst	2		3,847 - 5,414
Programmer III	1		3,664 - 5,156
Database Analyst II	2		3,490 - 4,910
Chief PC Technician	1		3,324 - 4,677
Computer Applications Specialist	3		3,324 - 4,677
Database Analyst I	3		3,165 - 4,454
Network Technician	3		3,165 - 4,454
PC Technician III	1		3,015 - 4,242
PC Technician II	3		2,734 - 3,847
GIS Technician II	4		2,604 - 3,664
PC Technician I	4		2,480 - 3,490
GIS Technician I	1		2,362 - 3,324
Computer Operator II	2		2,142 - 3,015
Account Clerk III	1		1,943 - 2,734
Office Associate II	1		1,943 - 2,734
Corporate Service/Contract Services			
Contracts Administrator	1	1	4,454 - 6,267
Utility Right-Of-Way Officer	1	1	3,664 - 5,156

LAKELAND ELECTRIC CONTINUED:

Contract & Negotiation Specialist	1	1	2,871 - 4,040
Right of Way Liaison Specialist	1	1	2,871 - 4,040
Office Associate II	1	1	1,943 - 2,734
Corporate Service/Staff Support Services			
Staff Support Services Manager	1	1	4,040 - 5,684
Training Specialist	3	2	3,324 - 4,677
Engineering Technician II	1	1	3,165 - 4,454
HR Generalist	1	1	2,871 - 4,040
Supervisor of Support Services	1	1	2,604 - 3,664
Process Analyst	1	1	2,480 - 3,490
Employee Program Specialists	1	1	2,250 - 3,165
Administrative Assistant	1	1	2,142 - 3,015
Account Clerk III	1	1	1,943 - 2,734
Office Associate II	1	1	1,943 - 2,734
Account Clerk II	2	2	1,763 - 2,480
Office Associate I	3	3	1,763 - 2,480
Account Clerk I	3	3	1,599 - 2,250
Office Assistant II	1	1	1,599 - 2,250
Subtotal	72	35	

PART-TIME / SEASONAL		
Corporate Service/Staff Support Services		
College Interns	5	5
Co-op Students	3	4
DCT/BCE Students	5	7
High School Summer Interns	4	2
Occupational Training Program Student	1	
	18	18

TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
REVENUES:											
State Revenue Sharing Gas Tax - 8th cent	777,000	781,000	785,000	789,000	793,000	797,000	801,000	805,000	809,000	813,000	817,000
Local Option Gas Tax - 5 cents	1,522,000	1,530,000	1,538,000	1,546,000	1,554,000	1,562,000	1,570,000	1,578,000	1,586,000	1,594,000	1,602,000
Local Option Gas Tax - 6 cents	2,381,000	2,393,000	2,405,000	2,417,000	2,429,000	2,441,000	2,453,000	2,465,000	2,477,000	2,489,000	2,501,000
Local Option Gas Tax - 9th cent	415,000	417,000	419,000	421,000	423,000	425,000	427,000	429,000	431,000	433,000	435,000
Investments & Earnings	80,589	80,797	108,072	108,416	108,759	136,378	136,807	137,236	137,665	138,094	138,523
Special Assessments - Alleys, Streets & Sidewalks	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Impact Fees - District 1	2,000,000	2,350,000	2,800,000	600,000							
Impact Fees - District 2	1,817,464	1,212,000	750,000	1,500,000	260,000						
Impact Fees - District 3	431,333	190,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000
Internal Loan - Edgewood Widening Project	1,500,000										
FDOT Grant - Intown Bypass Park & Ride	30,000	200,000									
FDOT Grant - Median on SR 37 at Terrace Way	71,375										
OTTED Grant - Fairbanks/Bella Vista	1,899,528										
FDOT Grant - Rollingwoods Lane Sidewalk		65,000									
FDOT Grant - George Jenkins Blvd Sidewalk		186,000									
FDOT Grant - Main Street Milling & Resurfacing		310,000									
FDOT Grant - Lime Street Two-Way Conversion			575,000								
FDOT Grant - Robson Street Neighborhood Sidewalks			150,000								
Polk County Interlocal-AZ Park Rd	125,000	125,000									
Unappropriated Surplus	2,197,752	843,926	(187,767)	367,368	(1,498)	(186,639)	(228,486)	(93,225)	38,146	522,450	(423,432)
TOTAL REVENUES	15,263,041	10,693,723	9,492,306	7,898,784	5,716,260	5,324,738	5,309,320	5,471,010	5,628,810	6,139,543	5,220,090
EXPENSES:											
Facilities Projects						30,000	200,000				
Sidewalk Projects	687,254	505,000	397,000	325,000	703,000	370,000	475,000	475,000	475,000	475,000	475,000
Street Resurfacing and Sealing	1,375,000	1,375,000	1,475,000	1,775,000	1,585,000	1,785,000	1,785,000	2,000,000	2,500,000	1,900,000	1,900,000
Street Sweeping	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Street Improvements	6,173,643	2,037,000	1,634,100	994,000	622,000	495,000	450,000	475,000	300,000	1,505,000	615,000
Impact Fee Projects - District 1	2,000,000	2,350,000	2,800,000	600,000							
Impact Fee Projects - District 2	2,020,265	1,212,000	750,000	1,500,000	260,000						
Impact Fee Projects - District 3	418,633	190,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000
Traffic Operations Projects	158,026	662,000	175,000	245,000	235,000	290,000	191,000	192,000	208,000	134,000	135,000
Miscellaneous Improvements	518,995	322,700	236,400	148,500	205,000	355,000	205,000	322,000	205,000	130,000	140,000
Contributions to Other Funds	1,836,225	1,965,023	1,809,806	2,096,284	1,891,260	1,784,738	1,788,320	1,792,010	1,725,810	1,780,543	1,740,090
TOTAL EXPENSES	15,263,041	10,693,723	9,492,306	7,898,784	5,716,260	5,324,738	5,309,320	5,471,010	5,628,810	6,139,543	5,220,090
UNAPPROPRIATED SURPLUS:											
Beginning Balance	4,162,973	1,965,221	1,121,295	1,309,062	941,693	943,192	1,129,831	1,358,317	1,451,542	1,413,397	890,947
Sources/(Uses)	(2,197,752)	(843,926)	187,767	(367,368)	1,498	186,639	228,486	93,225	(38,146)	(522,450)	423,432
Ending Balance	1,965,221	1,121,295	1,309,062	941,693	943,192	1,129,831	1,358,317	1,451,542	1,413,397	890,947	1,314,379

TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
FACILITIES PROJECTS:											
C. & M. Sewer Lift Station & Force Main Upgrade						30,000	200,000				
TOTAL FACILITIES PROJECTS						30,000	200,000				
SIDEWALK PROJECTS:											
Sidewalk Repair & Replacement (includes ADA)	180,000	225,000	225,000	250,000	250,000	250,000	275,000	275,000	275,000	275,000	275,000
George Jenkins Blvd. Sidewalk	193,000										
Palmetto St. from Lk. Morton Dr. to S. FL. Ave.	18,931										
Rollingwoods Lane	26,917										
Robson Street Neighborhood	177,244	100,000									
Modest St - Florida Ave to Martin Luther King Ave	26,258										
Live Oak Rd. from Lake Miriam Dr. to Hallam Dr.	56,173										
Carpenter's Way Sidewalk	8,731										
Rose Street / Lake Parker to Lake Mirror		50,000									
Wedgewood Est. Blvd. - US 98 N to Carpenters Wa		100,000									
Buckingham Ave. Sidewalk from Edgewood Dr. to Lake Hollingsw		30,000									
Hollingsworth Rd. from Palmetto St. to Bartow Rd.			21,000								
N. Socrum Loop Rd. Sidewalk			95,000								
Second St. from Lincoln Ave. to Omohundro Ave.			56,000								
Main Street / Lake Beulah Dr to Central Avenue				75,000							
Old Combee Road (N. Socrum Lp. Rd./SR 33)					220,000						
SR 33 (Old Combee Rd/N. Socrum Loop Rd)					233,000						
Central Avenue Sidewalk from Sikes Blvd. to Ruby St.						105,000					
Lakeshore Dr. Sidewalk from Memorial Bl. To Parker St.						15,000					
Sidewalks for Collector Streets							200,000	200,000	200,000	200,000	200,000
TOTAL SIDEWALK PROJECTS	687,254	505,000	397,000	325,000	703,000	370,000	475,000	475,000	475,000	475,000	475,000
STREET RESURFACING AND SEALING PROJECTS:											
Street Resurfacing and Sealing	1,300,000	1,300,000	1,400,000	1,500,000	1,500,000	1,600,000	1,550,000	1,550,000	1,650,000	1,650,000	1,650,000
Pavement Markings	75,000	75,000	75,000	75,000	85,000	85,000	85,000	100,000	100,000	100,000	100,000
Edgewood Resurfacing (U.S 98 South to New Jers				200,000							
Pavement Management Information System								200,000			
Socrum Loop Road Resurfacing									600,000		
Historic District Brick Street Restoration						100,000	150,000	150,000	150,000	150,000	150,000
TOTAL STREET RESURFACING PROJECTS	1,375,000	1,375,000	1,475,000	1,775,000	1,585,000	1,785,000	1,785,000	2,000,000	2,500,000	1,900,000	1,900,000
STREET SWEEPING PROJECTS:											
Street Sweeping Disposal	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000

TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
STREET IMPROVEMENT PROJECTS:											
Undesignated Projects		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Alley Maintenance & Improvements	10,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	75,000	75,000
Cleveland Hgts Blvd - Westover St. to Lk Miriam	17,472										
Intersection Impr - Beacon / Lincoln / Harden / S. F	409,127		680,000								
Edgewood Dr. Widening - City share	3,649,641										
Edgewood Dr. Widening - Debt Service, City share		75,000	100,000	100,000	100,000	100,000	100,000	100,000	200,000	1,200,000	100,000
N. Combee Road Intersection Realignment	46,960										
Alamo Drive Improvements	129										
Fairbanks Street Improvement	1,881,528										
Lakeland Highlands Road - Parkway to Glendale	33,786										
Intown Bypass Park & Ride - FDOT #005629		400,000									
Jack Street		15,000									
Brunnell Pkwy / G.Jenkins Blvd Intersection Impr.		7,000	49,000								
Laurel Lane Street Improvement		85,000									
Lime Street - Two Way Conversion		200,000	400,000								
Main St. Milling & Resurfacing - Bartow Rd to Lk. Parker Ave.		310,000									
U.S. 98 Median Revisions (Third St. to Eighth St.)		150,000									
Cleveland Heights Blvd. Drainage Modifications		70,000									
Imperial Blvd / S. Florida Ave. Intersection Impr.			55,100								
Robson Street Improvement				195,000							
Main Street Improvement				150,000							
Edgewood Dr. at Lkld Highlands Intersection Impr.				85,000							
Webster Avenue				114,000							
Kentucky Ave. Brick Street, from Lemon to Pine					172,000	105,000					
Brick Street Restoration of Lake Morton Drive											
Edgewood Drive South						160,000					
Providence Road & 10th Street Intersection Impr.						30,000	250,000				
Churchhill Ave. Improvement								50,000			
Terrace Way Street Improvement								225,000			
Granada St. @ Lakeland Hills Blvd. Intersection Im										90,000	
Hallam Dr. @ Lakeland Highlands Rd. Intersection										90,000	
Nottingham Subdivision											390,000
A-Z Park Road Improvements	125,000	375,000									
Right of Way Acquisition		250,000	250,000	250,000	250,000						
TOTAL STREET IMPROVEMENT PROJECTS	6,173,643	2,037,000	1,634,100	994,000	622,000	495,000	450,000	475,000	300,000	1,505,000	615,000

TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
TRANSPORTATION IMPACT FEE PROJECTS:											
District 1:											
In-Town-By-Pass - Bartow Rd to George Jenkins B	200,000										
Griffin from Kathleen to U.S. 98 - (Joint w/ County)	1,500,000	1,500,000									
Sleepy Hill Road - 98 to Kathleen Rd. (4-lane)	300,000		2,800,000	600,000							
Carpenter's Way Imp. (Corporate to Wedgewood)		550,000									
N. Florida Ave. to Lakeland Hills Blvd. Connector		300,000									
District 2:											
Airport Southside Access - Medulla Road	562,316										
Waring Road Extension	666,452	1,212,000		1,500,000	260,000						
Design Study for Medulla/Pipkin			750,000								
East-West Connector	791,497										
District 3:											
Lakeland Highlands Road - Parkway to Glendale	158,732										
Cleveland Heights from Rollingwood to Lake Miriar	16,811										
Lk. Miriam Dr. (S.R. 37. - Cleveland Heights Blvd.)	40,000	100,000									
Debt Service - Edgewood Dr Widening (Paid in '19	203,090	90,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000
TOTAL TRANS. IMPACT FEE PROJECTS	4,438,898	3,752,000	3,690,000	2,240,000	400,000	140,000	140,000	140,000	140,000	140,000	140,000
TRAFFIC PROJECTS:											
Illuminated Overhead Street Sign Program	10,200	10,000	10,000	10,000							
Traffic Calming Projects	57,409	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Undesignated Projects	7,741	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Traffic Sign Rehabilitation	10,000	35,000	35,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Light Emitting Diode (LED) signal lamp replacemer	47,676					50,000	51,000	52,000	53,000	54,000	55,000
Lime St. Traffic Calming	25,000	295,000									
Rebuild Traffic Signal - Edgewood & Cleveland He		75,000									
MADVAC PS300 Sweeper		27,000									
Traffic Operations Renovations		15,000									
New York Avenue 2-Way Conversion		150,000									
Rebuild Traffic Signal at Cleveland Hts Blvd and Westover St			75,000								
Ornamental Traffic Signal Poles				95,000	95,000	100,000					
Flashing Signal Upgrades				60,000	60,000	60,000	60,000	60,000			
Rebuild Traffic Signal @ Westover&Cleveland Hts.									75,000		
TOTAL TRAFFIC PROJECTS	158,026	662,000	175,000	245,000	235,000	290,000	191,000	192,000	208,000	134,000	135,000

TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
MISCELLANEOUS IMPROVEMENT PROJECTS:											
GPS Survey	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Contingency	61,787	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Concrete Crushing	65,000		75,000		75,000		75,000		75,000		
Bridgewater Land Management	12,521										
GIS - Software Annual Maintenance	22,536										
Amtrak Station Painting & Recoating	2,650										
Amtrak Station A/C Replacement	934										
Const. & Maint. - HVAC Controls Retrofit	85,078										
FDOT LAP Grant - Median on SR 37 at Terrace W	71,375										
Equipment Leases	24,000										
Indiana Avenue Improvements	99,961	120,000									
Heritage Plaza Site Environmental Remediation	12,700	47,700	31,400	18,500							
Tigertown - Resurface Parking Lot						225,000					
Sikes Blvd. Bridge Recoating								192,000			
Retrofit Cement Silo											10,000
Aerial Photography		25,000									
Retrofit Stormdrains	20,000										
Library Lawn Sign	10,453										
TOTAL MISC. IMPROVEMENT PROJECTS	518,995	322,700	236,400	148,500	205,000	355,000	205,000	322,000	205,000	130,000	140,000
CONTRIBUTIONS TO OTHER FUNDS:											
Transfer to General Fund (2 C&M Employees)	328,000	106,090	109,273	112,551	115,927	119,405	122,987	126,677	130,477	134,392	138,423
Transfer to General Fund (Street Lighting)		300,000	300,000	300,000							
Transfer to Fleet Management	30,000										
Stormwater Fund	1,200,000	1,100,000	1,100,000	1,100,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Parking System:											
Main Street Parking Garage Exterior Coating					45,000						
Parking Garages Deck Coating				80,000	65,000					95,000	75,000
New Parking Garage - Design											
Debt Service Subsidy - New Garage (25 yr @ 5		200,000	41,600	244,800	206,400	206,400	206,400	206,400	206,400	206,400	226,667
Verizon property - Parking Lot Improvements	13,009										
Debt service - Verizon property (10 yr Int. loan (	95,216	88,933	88,933	88,933	88,933	88,933	88,933	88,933	88,933	44,752	
Debt Service - Lake Mirror Park (13 yrs @ 5.75%)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer to Internal Loan Fund for Hope VI Project	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000			
TOTAL CONTRIBUTIONS TO OTHER FUNDS	1,836,225	1,965,023	1,809,806	2,096,284	1,891,260	1,784,738	1,788,320	1,792,010	1,725,810	1,780,543	1,740,090
TOTAL EXPENSES	15,263,041	10,693,723	9,492,306	7,898,784	5,716,260	5,324,738	5,309,320	5,471,010	5,628,810	6,139,543	5,220,090

STORMWATER FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
REVENUES:											
Stormwater Utility Revenues	1,280,000	1,280,000	1,280,000	1,280,000	1,280,000	1,280,000	1,280,000	1,280,000	1,280,000	1,280,000	1,280,000
Stormwater Utility Revenues - Future Annexations	66,000	132,000	135,000	138,000	141,000	144,000	147,000	150,000	153,000	156,000	159,000
Transfer from Transportation Fund	1,200,000	1,100,000	1,100,000	1,100,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
SWFWMD Grants:											
Lk Parker Southwest Outfall	191,718										
Anchor Pk Inflow Water Quality Imp	128,763										
Lk Parker SW Basin Inflow Water Quality Imp	33,233	62,500									
Lk Hollingsworth Alum Treatment	48,990										
Lake Bonnet Drain Study	23,750										
Lk Gibson SW Basin Retrofit	124,380										
Griffin Road Stormwater Retrofit		325,000									
Investments & Earnings	75,000	59,582	56,608	61,553	69,285	69,441	66,904	73,779	77,653	74,334	80,420
Unappropriated Surplus	2,292,294	132,175	171,040	(294,553)	324,715	84,559	44,096	(114,779)	98,347	(180,334)	(229,420)
TOTAL REVENUES	5,464,128	3,091,257	2,742,648	2,285,000	3,015,000	2,778,000	2,738,000	2,589,000	2,809,000	2,530,000	2,490,000
EXPENSES:											
Stormwater Projects	3,873,304	1,919,257	1,575,000	910,000	2,110,000	1,573,000	1,428,000	1,704,000	1,529,000	1,235,000	1,640,000
Drainage Projects	1,331,158	862,000	832,648	1,040,000	570,000	870,000	970,000	520,000	915,000	920,000	470,000
Lakes and Environmental Projects	259,666	310,000	335,000	335,000	335,000	335,000	340,000	365,000	365,000	375,000	380,000
TOTAL EXPENSES	5,464,128	3,091,257	2,742,648	2,285,000	3,015,000	2,778,000	2,738,000	2,589,000	2,809,000	2,530,000	2,490,000
UNAPPROPRIATED SURPLUS:											
Beginning Balance	3,660,376	1,368,082	1,235,907	1,064,867	1,359,420	1,034,704	950,145	906,050	1,020,829	922,482	1,102,816
Sources / (Uses)	(2,292,294)	(132,175)	(171,040)	294,553	(324,715)	(84,559)	(44,096)	114,779	(98,347)	180,334	229,420
Ending Balance	1,368,082	1,235,907	1,064,867	1,359,420	1,034,704	950,145	906,050	1,020,829	922,482	1,102,816	1,332,236

*Note: The Stormwater Fee sunsets at the end of FY'05.

STORMWATER FUND
CAPITAL IMPROVEMENT PLAN

STORMWATER PROJECTS:	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
Lake Bonnet:											
Watershed Management				150,000	150,000	150,000	150,000	150,000	150,000		
May Manor Drain Flood Study	50,000										
Lake Bonny:											
Diagnostic Study						150,000					
Watershed Management Projects							150,000	150,000	150,000		
In-Lake Management Projects								500,000	550,000		
Lake Gibson:											
Southwest Basin Retrofit	250,000			250,000	700,000	300,000	300,000				
Diagnostic Study/ Watershed Management Plan											250,000
Lake Hollingsworth:											
Stormwater Management Projects						150,000	150,000	150,000	150,000		
Dredging	145,647										
Comp. Management Plan Update						150,000					
Alum Treatment	97,980										
Anchor Park Treatment Wetland	378,510										
Westside Hollingsworth Stormwater Retrofit	90,102	100,000	250,000								
Lake Hunter:											
Diagnostic Study		75,000									
Watershed Management			150,000	150,000	150,000	150,000	150,000	150,000	150,000		
Lake Mirror:											
Diagnostic Study					100,000						
Lake Mirror Park	6,134										
Watershed Management Projects						150,000	150,000	150,000	150,000		
Alum Treatment System					650,000	38,000	38,000	39,000	39,000	40,000	40,000
Lake Morton:											
Watershed Management Projects	21,467			250,000	250,000	150,000	150,000				
Shoreline Improvements	450,000	450,000	800,000								
Lake Parker:											
Southwest Outfall Retrofit	1,702,635	225,000									
Tributary Swamp Restoration	1,523										
SW Basin - Alternative Stormwater Treatment	66,467	125,000									
Shoreline Erosion Control	25,000	25,000									
Sediment Removal								300,000		1,000,000	1,000,000
North Lakeland Stormwater Master Plan	106,935	450,000	200,000								
Griffin Road Stormwater Retrofit	400,000	225,000									
Lake John:											
Erosion Control	24,873	25,000									
Diagnostic Study/Watershed Management Plan											100,000
Miscellaneous:											
Installation and Maintenance of PCD's	10,031	100,000	100,000	25,000	25,000	100,000	100,000	25,000	100,000	100,000	150,000
Stormwater Administration	31,000	50,000	50,000	60,000	60,000	60,000	65,000	65,000	65,000	70,000	75,000
General Fund Services		53,654									
Bad Debt Expense		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Ordinance Review and Development											
Contributions to Other Funds	15,000	5,603	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
TOTAL STORMWATER PROJECTS	3,873,304	1,919,257	1,575,000	910,000	2,110,000	1,573,000	1,428,000	1,704,000	1,529,000	1,235,000	1,640,000

STORMWATER FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
DRAINAGE PROJECTS:											
Storm Sewer Inventory	72,000	72,000	72,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Televising & Cleaning Storm Drainage Structures	100,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	150,000	150,000	150,000
Maintenance & Retrofit of Drainage Facilities	225,000	250,000	250,000	275,000	275,000	275,000	300,000	300,000	300,000	300,000	300,000
Alamo Dr/Old 37 Drainage Improvements	92,938										
Buckingham Ditch Imp. at Control Structure	66,906										
Drainage Study:											
Park Drive @ Atlanta Ave	17,000		175,000								
Warrington Ave Ditch	114,201										
Upsize Storm Pipe - Meadowbrook Ave	13,161										
Buckingham Storm Line											
Easton Drive Pipe Repair or Replacement	67,088										
El Dorado	31,174										
Lake Hunter Pipe Replacement	100,000										
Edgewood Dr. Widening - City share	400,000										
South Polk Avenue Drainage Project	1,690										
Swannanoa Neighborhood Drainage Improvement	30,000			220,000							
El Paseo Storm Sewer Repair		255,000									
Wellington Drive Storm Sewer Replacement		35,000									
Franklin Place at Ridgewood St.		75,000									
Shore Acre Subdivision (Fern Road)		75,000									
Morgan Avenue Outfall Pipe						450,000					
Charnes Drive				100,000							
Massachusetts Ave. & Plum St. Stormsewer Retro					100,000						
Wayman St. Ditch Repairs					50,000		500,000				
Camphor Drive Area Drainage Imps.			50,000	300,000							
Curran Street Stormwater Retrofit Project								20,000	150,000		
Deter Pit Retrofit								30,000	200,000		
Allamanda Street and Horney Park Pump Retrofit									40,000	230,000	
Ruby Street in Lake Hunter Terrace									15,000	40,000	
East Highland Dr./Nunnswood Lane									40,000	180,000	
Ingraham Ave./Osceola St. & Michigan Ave./Chile											
TOTAL DRAINAGE PROJECTS	1,331,158	862,000	832,648	1,040,000	570,000	870,000	970,000	520,000	915,000	920,000	470,000

STORMWATER FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
LAKES AND ENVIRONMENTAL PROJECTS:											
Contribution to LEAD	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
NPDES Permit - Administration	33,000	60,000	60,000	60,000	60,000	60,000	65,000	65,000	65,000	70,000	75,000
Lake Improvement Projects	181,666	200,000	225,000	225,000	225,000	225,000	225,000	250,000	250,000	250,000	250,000
Public Education Programs	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	30,000	30,000
TOTAL LAKES AND ENVIRONMENTAL PROJE	259,666	310,000	335,000	335,000	335,000	335,000	340,000	365,000	365,000	375,000	380,000
TOTAL EXPENSES	5,464,128	3,091,257	2,742,648	2,285,000	3,015,000	2,778,000	2,738,000	2,589,000	2,809,000	2,530,000	2,490,000

PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
REVENUES:											
LRMC Lease Payments	7,367,000	7,517,000	7,667,000	7,817,000	7,967,000	8,117,000	8,267,000	8,417,000	8,567,000	8,717,000	8,867,000
Detroit Tigers - Scoreboard	9,800	9,800									
Investment Earnings	230,000	200,425	204,175	249,510	296,345	301,595	350,680	356,680	362,680	368,680	374,680
Miscellaneous Grant Revenues:											
Beautification Grants (50%)	150,562				300,000	300,000	300,000	300,000	300,000	600,000	450,000
Volunteer Monument	100,000										
State Grant - Northeast Recreation Center											
Polk County School Board - Freedom Park						500,000					
FRDAP Grants	289,200					200,000					
FDOT JPA - Fort Frasier Trail	1,871,092										
FDOT JPA - Highland City Intermodal Transfer C	470,000										
FDOT-LAP Landscape I-4 and Hwy 98 Interchan	766,706	800,000									
Intown Bypass Beautification Grant (100%)	750,000										
FDOT Intermodal Connector - Phases I & II	255,479										
Sale of Capital Assets:											
Sale of Land to Lakeland Electric	1,600,000										
Sale of Land - Old Fire Station Property		750,000									
Sale of Land - Socrum Loop Property		525,000									
Sale of Land - Portion of NE Rec Property					700,000						
Miscellaneous Internal Loans:											
NE Rec Property City share (4 years @ 5.5%)		1,100,000									
Kelly Recreation A/C & Expansion (6 years @ 5.5%)					875,000						
Coleman Bush Renovation (10 years @ 5.5%)					1,300,000						
Transfers From:											
Electric Utilities	163,606										
Transportation Fund	10,453	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Impact Fee Fund:											
Parks & Recreation	817,016	360,000	100,000		250,000	35,000	35,000	35,000	35,000		
Police	212,722	175,000	175,000	175,000			325,000				
Lake Mirror Park:											
Internal Loan - Lake Mirror Park		4,068,500									
Contribution from Barnett Family	600,000	600,000									
FDOT		440,000									
Transfer from Recreation Fees	500,000										
CRA contribution to debt service					300,000	300,000	300,000	500,000	600,000	600,000	
Marchant Stadium Expansion Revenues:											
Bond Proceeds											
State of Florida - Office of Tourism	466,668	466,668	466,668	466,668	466,668	466,668	466,668	466,668	466,668	466,668	466,668
Polk County Tourist Development Council	192,685	192,685	192,685	192,685	192,685	192,685	192,685	192,685	192,685	192,685	192,685
Detroit Tiger - Commissions	234,797	234,797	234,797	234,797	234,797	234,797	234,797	234,797	234,797	234,797	234,797
Detroit Tiger - Commissions-seating loan of $500	55,470	55,470	55,470	55,470	55,470	55,470	55,470	55,470	55,470	55,470	55,470

PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
Library Revenues:											
County Library Cooperative	212,000	180,656	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
State Grant for Youth Room Expansion		470,000									
Contribution from Friends of the Library	36,133										
Fire Department Revenues:											
Fire Protection Fees	285,000	265,000	265,000	245,000	245,000	225,000	225,000	200,000	200,000	175,000	175,000
FEMA Grant	146,462										
Transfer from Imp. Fee Fund (New cars & D/S p	392,737	120,000	125,000	130,000	135,000	140,000	145,000	175,000	175,000	175,000	175,000
Internal loan - Station #6 (D/S to be paid by Imp	200,000										
Contribution from CRA-Debt Service Blocks I&II	175,000	22,846									
Reimb. for Radio Tower D/S from User Depts (10 y	211,722	211,722	211,722	211,722	211,722	211,722	211,722	211,722	211,722		
Unappropriated Surplus - Used / (Generated)	5,057,794	4,019,052	659,749	315,252	(498,530)	95,882	(113,916)	98,792	122,064	(507,549)	(148,209)
TOTAL REVENUES	23,830,105	22,884,621	10,657,267	10,393,105	13,331,158	11,675,820	11,295,107	11,543,815	11,823,087	11,377,751	11,143,091
EXPENSES:											
Parks	12,126,934	9,044,280	1,796,632	1,801,632	3,617,632	4,927,632	4,462,632	4,852,632	5,452,654	5,648,147	5,740,073
FDOT Enhancement Program	788,805										
Recreation	907,492	1,380,500	200,000	200,000	3,794,730	607,730	636,730	697,196	511,730	1,009,380	663,080
Parks & Recreation Impact Fee Projects	741,800	360,000	100,000		250,000	35,000	35,000	35,000	35,000		
Library	586,666	963,956	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Police Department	1,381,837	1,088,000	1,368,000	1,213,000	240,500	500,000	655,000	200,000	745,000	267,000	200,000
Fire Department	2,477,443	1,336,128	1,012,775	1,013,775	1,159,260	1,068,635	1,001,585	1,108,460	939,185	948,685	952,285
Non-Departmental	2,521,647	1,579,757	1,438,610	1,287,698	1,495,036	1,729,923	1,510,259	1,656,467	1,295,017	886,539	819,653
Contributions to Other Funds	2,297,481	7,132,000	4,541,250	4,677,000	2,574,000	2,606,900	2,793,900	2,794,060	2,644,500	2,418,000	2,568,000
TOTAL EXPENSES	23,830,105	22,884,621	10,657,267	10,393,105	13,331,158	11,675,820	11,295,107	11,543,815	11,823,087	11,377,751	11,143,091
UNAPPROPRIATED SURPLUS:											
Beginning Balance	10,923,142	5,865,348	1,846,296	1,186,546	871,294	1,369,824	1,273,942	1,387,858	1,289,066	1,167,002	1,674,551
Sources/(Uses)	(5,057,794)	(4,019,052)	(659,749)	(315,252)	498,530	(95,882)	113,916	(98,792)	(122,064)	507,549	148,209
Ending Balance	5,865,348	1,846,296	1,186,546	871,294	1,369,824	1,273,942	1,387,858	1,289,066	1,167,002	1,674,551	1,822,760

PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
EXPENSES:											
PARKS:											
Lake Bonny Community Park:											
Park Land Debt Service	104,000	104,000	104,000	104,000							
Park Development	2,603										
Playground Equipment	6,113									180,000	
Boardwalk (55,000 Impact, 109,000 Grant & 54,0	218,000										
Lake Morton:											
Shoreline Improvements											
Lake Mirror Park:											
Hollis Gardens - Maintenance Trust	103,666										
Hollis Gardens Sidewalk Lighting						90,000					
Hollis Gardens Repainting	1,339										
Hollis Gardens - Security System											
Volunteer Monument	100,000										
Regency Hotel - Internal Loan Subsidy (To 2015			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Lake Mirror Park - Construction	5,643,191	6,442,648									
Lake Mirror Park - Debt Service (Paid '14))	200,000	400,000	400,000	400,000	1,000,000	1,500,000	2,250,000	2,500,000	2,500,000	2,500,000	2,361,926
Internal Loan - Motel ($450,000 for 10 years @ 6	59,485	59,485	59,485	59,485	59,485	59,485	59,485	59,485	59,507		
Purchase Nally Property ($2,500/mo. for 15 year	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Magnolia Building - Renovation & Repair	103,505										
Barnett Park Playground Replacement											200,000
Lake Parker Park:											
Reroof Picnic Sheds and Refurnishing							75,000	95,000			
Entrance Gate	1,798										
Playground						85,000				180,000	
Bathroom Renovations					100,000						
Dog Park											75,000
Lake Hollingsworth:											
Park Restrooms Addition											100,000
Peterson Park:											
Maintenance Bldg. Expansion	13				70,000						
Breakroom with Bathroom and Shower					50,000						
Peterson Park Playground Replacement											200,000

PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
Marchant Stadium:											
Batter's Eyes					50,000						
Press Box Furnishings	8,040										
Fetzer Hall / Offices	5,019										
Expansion - Construction	222,262										
Expansion - Debt Service (To 2015) Matched by	894,150	894,150	894,150	894,150	894,150	894,150	894,150	894,150	894,150	894,150	894,150
Expansion - Debt Service (To 2015) City Share	28,527	28,527	28,527	28,527	28,527	28,527	28,527	28,527	28,527	28,527	28,527
Seating - Int. Loan Debt Service ($500,000 / 14 y	55,470	55,470	55,470	55,470	55,470	55,470	55,470	55,470	55,470	55,470	55,470
Fetzer Hall Exterior Recoating	4,851										
Marchant Stadium Structural Survey		5,000		5,000		5,000		5,000			
Tigertown:											
Hangar II Restroom Renovations	65,000										
Hangar II Kitchen Renovations						65,000					
Carpet (Minor Clubhouse and Weight Room)									75,000		
H.V.A.C. Retrofit									400,000		
Minor League Field Fencing										85,000	
Hanger #3 Renovations											100,000
Westside / Southwest Complexes:											
S.W./W.S. Complexes-Bathroom Upgrade					55,000						
Westside Park Picnic Pavilions					55,000						
Southwest Complex - Clubhouse Remodel						125,000					
Westside Complex Concession Stand Renovatio									125,000		
Jackson Park:											
Playgound Renovation	27,801				240,000				80,000		
Beautification Projects (Partial Grant & 100% City Funded):											
Neighborhood Beautification	61,244	25,000	25,000	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
St. Beautification Design Consult Fees	71,908	25,000	25,000	25,000	70,000	50,000	70,000	70,000	70,000	70,000	70,000
Martin Luther King, Jr. Ave.	84										
U&CF - Lake Wire Beautification	47,800										
Community Dev. - Memorial Boulevard Landscap											
U&CF - Lk Hunter Terrace Planting	26,000										
Beautification Projects (50% Grants):											
Memorial Boulevard	7,933					600,000			600,000		
North Florida Avenue	116,844										
US 98 North							600,000	600,000			
Martin Luther King, Jr. Ave.					600,000						
Florida Ave.										600,000	
Main Street											
George Jenkins Boulevard											
Socrum Loop I-4 Interchange										600,000	
U.S. 98 South (Crystal Lk to Edgewood)											
U.S. 98 South (Edgewood to Parkway)											600,000
I-4 & Kathleen Interchange											300,000

PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
Beautification Projects (100% Grants):											
I-4 and U.S. 98 North	766,706	800,000									
Intown Bypass	750,000										
Horney Park:											
Playground								60,000			
7th Street Park:											
Picnic Shed		30,000									
Basketball Court & Path	10,463										
Sertoma Park:											
Picnic Shed Replacement								40,000			
Park Renovation								55,000			
Freedom Park:											
Park Construction	34,000				85,000	1,115,000					
Dobbins Park:											
Dobbins Park Playground Replacement											200,000
Bryant Stadium Complex:											
Bryant Stadium Improvement	76,823										
Henley Field - Replace Net and Bullpen Lights									155,000		
Henley Field - Remodel Locker Room & Batting (										80,000	
Irrigation Projects:											
Centralized Irrigation System								50,000			
Miscellaneous Parks Projects:											
Bartow Highway Railroad Planting											
Sikes Hill Landscaping									150,000		
Park Consultant Design Services	40,395	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Lake to Lake Connector (Construction)	75,000										
Lake to Lake Master Plan (Development)		45,000									
Holiday Decorations		50,000					50,000	50,000			
Lake Hunter Boat Ramp Picnic Pavilion								35,000			
Pavement Management System - (Re-pave Park	50,000			50,000		50,000		50,000		50,000	
Fort Fraser Trail ($100,000 Impact Fees & $50,0	1,871,092		50,000								
Sports Field Lighting Upgrade	80,809						175,000				
Nursery Greenhouse and Facilities									55,000		
Crystal Grove Playground										120,000	
Relocate Maintenance Facility to Rose Street	150,000										
Plant Hauler	5,000										
Parks Division Office Remodel											50,000
Miami Park Playground Replacement											50,000
Sports Complex Scoreboard Replacement											50,000
Sports Field Lighting Replacement											150,000
Interlachen Park - Camellia Garden											50,000
Aerial Photography		25,000									
TOTAL PARKS	12,126,934	9,044,280	1,796,632	1,801,632	3,617,632	4,927,632	4,462,632	4,852,632	5,452,654	5,648,147	5,740,073

PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
FDOT ENHANCEMENT PROGRAM (10%):											
Intermodal Connector Projects:											
Intermodal Transfer Center (Highland City)	540,000										
Intermodal Connector - 1	248,805										
TOTAL FDOT ENHANCEMENT PROGRAM	788,805										
RECREATION:											
Kelly Recreation Complex:											
Gandy Pool - Remarcite	180,000	50,000									
Kelly Rec - Replace Water Line	14,190										
Gandy Pool Deck Repair and Upgrade					90,000						
Gandy - Air / Heat Installed in Locker Rooms										52,000	
Gandy Pool Gas Heater Replacement									40,000		
Gandy/Kelly Rec Painting & Repair (Replaces To							60,000				
Gandy & Simpson / Lane Lines										42,000	
Gandy & Simpson Pools - Shade Awnings										30,000	
Kelly Recreation - A/C & Expansion (Impact Fee					875,000						
Debt Service - Kelly Rec A/C & Exp. ($460,000 I					116,850	116,850	116,850	116,850	116,850		
Kelly Recreation Complex Tennis Courts Relight								120,000			
Kelly Recreation Complex Playground										85,000	
Kelly Recreation Complex Fence Tennis Courts										35,000	
Enclosed Storage Addition to Pump House											43,000
Northeast Recreation Complex:											
Construction (1,100,000 Imp Fees, 3,200,000 City & 400,000 S											
Northeast Rec Property ($1.4 mil w/ $300k Imp Fees)		1,100,000									
Debt Service - Rec Complex less Imp.fee share											
Debt Service - Rec Complex Property		100,000	100,000	100,000	800,000	100,000	100,000	30,465			
Simpson Park:											
Liquid Chlorine Tank	35,000	30,500									
Playground Renovation							90,000				
Pool Deck Repair					90,000						
Gas Heater/Pool Blankets									85,000		
Steel Fence-Pool/Outer Perimeter Fence-Comple											80,000
Bathroom Renovation						65,000					
Multi-purpose Field										250,000	
A/C Replacement	49,750										
Replace Weight Room Equipment					80,000						

PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
Veterans Park:											
Park Renovations	531,392										
Overlaying Tennis Courts with 1" asphalt					56,000	56,000					
Playground Renovation										120,000	
Lake Mirror Center:											
Sound System Improvements										26,000	
Update Theater Lighting					47,000						
Theater Seat Replacement								160,000			
Exterior Recoating	10,000										
Furniture Replacement										99,500	
Replace Theater Ceiling/Asbestos Removal											160,000
Coleman Bush Building:											
Parking	5,644				70,000						
Building Renovation ($1,300,000 total project)					1,300,000						
Debt Service - 10 years thru 2017					169,880	169,880	169,880	169,880	169,880	169,880	169,880
Miscellaneous Recreation Projects:											
Renovate Buildings and Playgrounds	81,516	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	150,000
Pool Pumps, Vacuum Pump, Valve Replacemer											34,200
Aquatic Reels, Lane Lines, & Covers											26,000
TOTAL RECREATION	907,492	1,380,500	200,000	200,000	3,794,730	607,730	636,730	697,196	511,730	1,009,380	663,080
P&R IMPACT FEE PROJECTS:											
District 1:											
Parker Street Neighborhood Park	200,000										
Interlachen Park Playground	70,000										
N. Lake Wire Neighborhood Park	143,151										
NE Rec Complex (1,100,000 Imp Fees, 3,200,0		300,000									
District 2:											
Westside Complex - Walking Path	200,000										
Southwest Park - Playground	13,265										
Westside - Picnic Sheds		60,000									
Debt Service - Kelly Rec A/C & Expansion (6 ye					250,000	35,000	35,000	35,000	35,000		
District 3:											
Woodlake Unisex Bathrooms	60,384										
Lk Bonny Boardwalk ($55,000 Imp. Fees, $109,	55,000										
Fort Fraser Trail ($100,000 Impact Fees & $50,(			100,000								
TOTAL P&R IMPACT FEE PROJECTS	741,800	360,000	100,000		250,000	35,000	35,000	35,000	35,000		

PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
LIBRARY:											
Co-op Funded Projects:											
Main Library Re-roof	17,315		175,000								
Renovation of Circulation Unit Space	243,700										
Youth Room Expansion ($942,931 total project)	212,380	650,656									
Asbestos Abatement - Main Library	66,685										
Internet Instruction Lab Equipment		13,300									
Upgrade Library Technology/Automation			25,000								
Library Furniture				25,000			20,000				
Future Expansion Reserve				125,000	131,000		70,000	200,000	165,000	88,000	200,000
Exterior lighting and signage - Main Library				50,000							
Carpet - Main Library										100,000	
Carpet - Branch Library					42,000						
Computer Equipment Upgrade						35,000			35,000		
Phone System Upgrade - Libraries					27,000						
Technical Services Furniture - Main Library										12,000	
CyberLibrary						165,000	110,000				
City Funded Projects:											
Jackson Branch Library - HVAC											
Library Lawn Sign	46,586										
Main Library - HVAC		300,000									
TOTAL LIBRARY	586,666	963,956	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
POLICE DEPARTMENT:											
Police Facility Expansion Debt Service for 15 yrs.	988,000	988,000	988,000	988,000							
Police & Fire Wireless Network Upgrade	30,100										
Laptop Computer Replacement - (Mobile Computing	40,150										
Special Investigation Division Facility Expansion	4,033										
Security Enhancements											
Police Facility Threshold System	23,800										
Police Building Modifications	42,982										
LPD A/C Controls	101,000										
In-Car Video System	151,772										
In-Car Video System Replacement Reserve			50,000	50,000	75,000	75,000	75,000	75,000	150,000	75,000	75,000
Mobile Computing Systems Reserve		20,000	255,000	175,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
New Flooring/Carpet							100,000		20,000	67,000	
Training Center Expansion							325,000				
A/C Chiller Replacments									450,000		
Helicopter Renovation		80,000	75,000		40,500	300,000	30,000				
Weapons Replacements											
TOTAL POLICE	1,381,837	1,088,000	1,368,000	1,213,000	240,500	500,000	655,000	200,000	745,000	267,000	200,000

PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
FIRE DEPARTMENT:											
Central Fire Station Debt Service (Paid in '14)	312,000	266,575	272,775	283,775	289,260	293,635	301,585	308,460	314,185	323,685	327,285
Debt Service - Station #6 (Int. loan paid by Imp Fees		120,000	125,000	130,000	135,000	140,000	145,000	175,000	175,000	175,000	175,000
Motor Pool Purchases	60,433	667,653	475,000	600,000	600,000	500,000	450,000	450,000	450,000	450,000	450,000
Mobile Data Terminals	7,100		140,000					175,000			
Expand Station #3	18,242										
Build Fire Station #6	1,570,708	75,000									
Engine 61 Equipment	75,000										
Replace Fire Safety House	45,000	5,000									
Replace Station #4 Furniture & Flooring	2,461										
Breathing Apparatus Cylinders	26,267										
Station #5 HVAC	151,000										
Maintenance Building											
FEMA Grant - Assistance to Firefighters	209,232										
Generator Replacement - Station #4		125,000									
Replace Driveways & Aprons - Station 5		31,000									
SCBA Replacement		45,900			135,000	135,000					
Engine Bay Door Upgrade							70,000				
Fire Station #1 Condenser Replacement							35,000				
TOTAL FIRE	2,477,443	1,336,128	1,012,775	1,013,775	1,159,260	1,068,635	1,001,585	1,108,460	939,185	948,685	952,285
NON-DEPARTMENTAL:											
Neighborhood Projects:											
Neighborhood Redevelopment	50,000	50,000	50,000	60,000	60,000	70,000	70,000	80,000	80,000	90,000	90,000
Neighborhood Matching Grants Program	20,000	40,000	40,000	45,000	45,000	50,000	50,000	55,000	55,000	60,000	60,000
Information Technologies:											
Debt Service for Sunshine St. Loan - Radio Repl	162,747	162,747	162,747	162,747	162,747	162,747					
Wireless Data System (DTNET)	97,628										
Server Upgrades / Maintenance	120,681										
Upgrade & Purchase of Radio Towers	1,477,482										
Debt Service for Radio Tower Bond (10 yrs @ 5.	476,375	476,375	476,375	476,375	476,375	476,375	476,375	476,375	476,375		
Standard (Type II) Radio Replacements	39,184	48,474	167,327	21,414	3,752	423,639	366,723	297,931	236,481	289,378	222,492
Document Mgmt / Imaging System (50% paid by	46,648										
Downtown Public Access Internet Service	20,000	20,000	20,000								
PeopleSoft Payroll/HR Upgrade		150,000									
Trunking System Analyzer		30,000									
Forensic System		14,000									
IDS Consolidation		25,000									
City Hall:											
North Wing Renovation	34,861										
City Hall Fresh Air & A/C Chillers					200,000						
City Hall Digital Controls								200,000			

PUBLIC IMPROVEMENT FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
All Other General Fund Buildings:											
Air Quality Investigations	4,159	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Roof Replacements	89,000	75,000	75,000	75,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Recoating / Sealing		60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Replace HVAC Hibiscus	2,253										
Electrical Lighting Study / Energy Management S	10,000										
Fleet Management Recoating	3,813										
Miscellaneous Non-Departmental Projects:											
ADA Compliance	10,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Land Acquisition - (Debt Service for 10 years)	138,640	152,161	152,161	152,161	152,161	152,161	152,161	152,161	152,161	152,161	152,161
Contingency	35,600	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Cultural Activities Reserve (10 years)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000			
Internal Loan - City Hall #2 (Previously Sunshine	21,211										
Mid Florida Credit Union property	2,000										
Heritage Property Remediation	68,365										
Park & Ride Trolley Program - 2 year agreement	37,000	41,000									
Wireless Laptops - Code Enf. & Bldg Insp.	70,000										
Document Imaging Equipment - Com. Dev.											
TOTAL NON DEPARTMENTAL	2,521,647	1,579,757	1,438,610	1,287,698	1,495,036	1,729,923	1,510,259	1,656,467	1,295,017	886,539	819,653
CONTRIBUTIONS TO OTHER FUNDS:											
General Fund	1,475,000	1,775,000	1,825,000	1,875,000	1,925,000	1,975,000	2,025,000	2,075,000	2,125,000	2,175,000	2,225,000
General Fund - Dividend supplement		4,700,000	2,200,000	2,200,000							
Lakeland Center Fund:											
Capital Transfer	180,981	332,000	291,250	377,000	399,000	366,900	518,900	444,060	294,500	18,000	18,000
Operating Transfer	459,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000
Facilities & Construction Management		100,000									
Information Technologies	182,500										
Oak Hill Fund					25,000	40,000	25,000	50,000			100,000
TOTAL CONTRIBUTIONS TO OTHER FUNDS	2,297,481	7,132,000	4,541,250	4,677,000	2,574,000	2,606,900	2,793,900	2,794,060	2,644,500	2,418,000	2,568,000
TOTAL EXPENSES	23,830,105	22,884,621	10,657,267	10,393,105	13,331,158	11,675,820	11,295,107	11,543,815	11,823,087	11,377,751	11,143,091

LAKELAND COMMUNITY REDEVELOPMENT AGENCY
CAPITAL IMPROVEMENT PLAN

	2004 BUDGET	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
REVENUES:											
Tax Increment Revenues	1,006,264	1,047,000	1,089,000	1,133,000	1,178,000	1,225,000	1,274,000	1,325,000	1,378,000	1,433,000	1,490,000
Investment Income	6,500	5,000	8,000	11,000	11,000	8,000	16,000	17,000	11,000	10,000	16,000
Proceeds from Internal Loan	350,000										
Unappropriated Surplus	495,394	(13,616)	(46,087)	(102,270)	85,749	62,932	(149,579)	6,590	137,993	22,639	(131,463)
TOTAL REVENUES	1,858,158	1,038,384	1,050,913	1,041,730	1,274,749	1,295,932	1,140,421	1,348,590	1,526,993	1,465,639	1,374,537
EXPENSES:											
Streetscape:											
Lemon Street Pedestrian Connector	80,139										
Cleaning	22,500	20,000	20,500	21,000	21,500	22,000	22,500	23,000	23,500	24,000	24,500
Downtown - Phases I & II	425,421										
Downtown - Watkins Motor Lines			77,000								
Continuing Downtown Streetscape	526,000	258,000									
Debt Service :											
Lane Trohn Project	13,000										
Transfer to PIF- Blocks I & II	175,000	22,846									
Existing Streetscape Program	190,000										
Downtown Streetscape Loan	60,000	250,000	250,000	250,000	250,000	263,455					
Lake Mirror Park	50,000				300,000	300,000	300,000	500,000	600,000	600,000	
Miscellaneous Projects:											
Preservation Alley	15,427										
Downtown Plan Updates / Brochures	28,185			60,000					70,000		
Container Gardens - New	13,585	13,750	14,000	14,500							
Container Garden - Maintenance	29,551	38,500	48,000	48,500	49,000	49,500	50,000	50,500	51,000	51,500	52,000
Residential Redevelopment		200,000	400,000	400,000	400,000	400,000	500,000	500,000	500,000	500,000	1,000,000
Operating:											
Contribution to LDDA	184,310	187,996	191,756	195,591	199,503	203,493	207,563	211,714	215,948	220,267	224,672
Tax Increment Refunds	45,040	47,292	49,657	52,139	54,746	57,484	60,358	63,376	66,545	69,872	73,365
TOTAL EXPENSES	1,858,158	1,038,384	1,050,913	1,041,730	1,274,749	1,295,932	1,140,421	1,348,590	1,526,993	1,465,639	1,374,537
UNAPPROPRIATED SURPLUS:											
Beginning Balance	702,210	206,816	220,432	266,519	368,789	283,040	220,108	369,687	363,097	225,105	202,466
Sources/(Uses)	(495,394)	13,616	46,087	102,270	(85,749)	(62,932)	149,579	(6,590)	(137,993)	(22,639)	131,463
Ending Balance	206,816	220,432	266,519	368,789	283,040	220,108	369,687	363,097	225,105	202,466	333,928

MID-TOWN CRA FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
REVENUES:											
Tax Increment	758,457	823,000	893,000	969,000	1,051,000	1,140,000	1,237,000	1,342,000	1,456,000	1,580,000	1,714,000
Interest Income	7,000	7,000	8,000	6,000	5,000	7,000	9,000	11,000	10,000	11,000	10,000
Transfers:											
Transportation Fund (Hope VI Debt Service)	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000			
Metro Lakeland Community Housing Strategy	35,000										
Internal Loan Proceeds		500,000			500,000						
Unappropriated Surplus	492,459	(46,500)	(28,000)	66,300	51,800	(64,500)	(20,600)	(54,400)	39,100	3,300	17,500
TOTAL REVENUES	1,362,916	1,353,500	943,000	1,111,300	1,677,800	1,152,500	1,295,400	1,368,600	1,505,100	1,594,300	1,741,500
EXPENSES:											
Hope VI - Contribution	381,698										
Hope VI - Debt Service	141,000	141,000	141,000	141,000	141,000	141,000	141,000	141,000			
Metro Lakeland Community Housing Strategy	104,450										
Neighborhood Parks:											
Parker St. - land acquisition	50,000										
Interlachen Park - additional amenities		25,000									
Simpson Park - land acquisition			50,000	50,000	50,000						
Kathleen Neighborhood - land acquisition							75,000	100,000	25,000		
N. of Memorial & W. of Kathleen - land acq.											100,000
Other Park Enhancements	9,843										
Landscape / Pedestrian Enhancements:											
MLK - Memorial to 10th St.				100,000	100,000	100,000					
10th St. - Providence Rd. to N. Fla. Ave							110,000	110,000			
Providence Rd. - 10th St. to Alameda Dr.									120,000	120,000	
Parker St. Landscaping from N. Florida to MLK	30,000										
North Florida Avenue Pedestrian Connectors	35,000										
Other Pedestrian Enhancements			25,000							125,000	125,000
MLK - Myrtle to Memorial		30,000									
Model Blocks:											
N. Lake Wire - land acquisition	50,000	50,000	50,000	50,000							
Paul A. Diggs - land acquisition					100,000	100,000					
Parker St. - land acquisition							100,000	150,000			
Webster Park South - land acquisition								50,000	150,000		

MID-TOWN CRA FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROJECTED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
Residential Buffers:											
Parker St. interface w/ Memorial and Mass. Ave	75,000	100,000									
Paul A. Diggs interface w/ N. Fla. Ave.			50,000	100,000							
Lakeshore interface w/ Lakeland Hills Blvd.			100,000	100,000	100,000						
N. Lake Wire interface w/ N. Fla. Ave.	75,000					100,000	30,000				
Kathleen Rd. - Memorial to I-4							100,000	50,000			
Other Residential Buffering									110,000	115,000	120,000
Corridor Enhancements:											
US 98 / N. Fla. Ave. - Memorial to Griffin Road	50,000	100,000	100,000	125,000							
Other Corridor Enhancements					115,000	118,000	122,000	126,000	130,000	134,000	138,000
Miscellaneous:											
Operating Expenses / Professional Services	240,925	100,500	111,000	122,100	134,200	147,300	162,400	178,500	196,600	215,000	237,000
Small Project Assistance	45,000	45,000	45,000	45,000	50,000	50,000	50,000	50,000	50,000	50,000	75,000
Commercial Project								100,000	200,000	200,000	300,000
Transfer to General Fund / Maintenance	75,000	85,000	94,000	101,200	108,600	117,200	126,000	136,100	146,500	158,300	171,500
General Acquisition for Beautification		500,000			500,000						
General Acquisition for Beautification - Debt Service		102,000	102,000	102,000	204,000	204,000	204,000	102,000	102,000	102,000	
Metro Lakeland Community Housing Strategy - Implementation		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Residential Redevelopment									200,000	300,000	400,000
TOTAL EXPENSES	1,362,916	1,353,500	943,000	1,111,300	1,677,800	1,152,500	1,295,400	1,368,600	1,505,100	1,594,300	1,741,500
UNAPPROPRIATED SURPLUS:											
Beginning Balance	690,320	197,861	244,361	272,361	206,061	154,261	218,761	239,361	293,761	254,661	251,361
Sources / (Uses)	(492,459)	46,500	28,000	(66,300)	(51,800)	64,500	20,600	54,400	(39,100)	(3,300)	(17,500)
Ending Balance	197,861	244,361	272,361	206,061	154,261	218,761	239,361	293,761	254,661	251,361	233,861

DIXIELAND CRA FUND
CAPITAL IMPROVEMENT PLAN

	2004 PROJECTED	2005 PROPOSED	2006 PROPOSED	2007 PROPOSED	2008 PROPOSED	2009 PROPOSED	2010 PROPOSED	2011 PROPOSED	2012 PROPOSED	2013 PROPOSED	2014 PROPOSED
REVENUES:											
Tax Increment	55,140	60,000	66,000	72,000	79,000	87,000	95,000	104,000	114,000	125,000	137,000
Internal Loan - Corridor Beautification			300,000					100,000			
Interest Income	1,200	1,000	1,000	1,000	1,000	1,100	600	700	1,200	3,000	4,000
Unappropriated Surplus	17,522	2,000	9,300	8,600	4,900	(4,900)	12,900	(2,200)	(12,400)	(24,900)	(37,600)
TOTAL REVENUES	73,862	63,000	376,300	81,600	84,900	83,200	108,500	202,500	102,800	103,100	103,400
EXPENSES:											
Façade Improvement Program:											
Small Project Assistance	15,000	15,000	15,000	15,000	18,000	18,000	18,000	20,000	20,000	20,000	20,000
Corridor Study / Master Plan											
S. Fla. Ave. from W. Walnut St. to Lenox St.	25,480										
Design Guidelines											
Corridor Improvements											
Engineering and Architectural Design	6,382	25,000									
Debt Service - Corridor Imp. (Pays off in 2014)			43,000	43,000	43,000	43,000	43,000	43,000	43,000	43,000	43,000
Medians and Gateway Features - Construction			300,000					100,000			
Debt Service II - Corridor Improvements								15,000	15,000	15,000	15,000
Alley Improvements		8,500	8,800	9,100	9,400	9,700	10,000	10,000	10,300	10,600	10,900
Miscellaneous:											
Professional Services	27,000	14,500	9,500	14,500	14,500	12,500	37,500	14,500	14,500	14,500	14,500
TOTAL EXPENSES	73,862	63,000	376,300	81,600	84,900	83,200	108,500	202,500	102,800	103,100	103,400
UNAPPROPRIATED SURPLUS:											
Beginning Balance	67,079	49,557	47,557	38,257	29,657	24,757	29,657	16,757	18,957	31,357	56,257
Sources / (Uses)	(17,522)	(2,000)	(9,300)	(8,600)	(4,900)	4,900	(12,900)	2,200	12,400	24,900	37,600
Ending Balance	49,557	47,557	38,257	29,657	24,757	29,657	16,757	18,957	31,357	56,257	93,857

WASTEWATER FUND
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
REVENUES:											
Impact Fee Collections	1,052,736	1,122,736	1,869,780	1,599,780	2,049,780	2,135,703	2,135,703	2,135,703	2,135,703	3,476,165	3,476,165
Transfer from Operations-R&R	2,100,000	2,100,000	2,150,000	2,200,000	2,250,000	2,300,000	2,400,000	2,500,000	2,550,000	2,600,000	2,650,000
Transfer from Operations-Capital Imp.	289,240	289,240	289,240	289,240	289,240	289,240	289,240	289,240	289,240	289,240	289,240
Contributions from Developers - R&R	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Property Assessments - Orangewood		26,500	26,500	26,500	26,500	26,500	26,500	26,500	26,500	26,500	26,500
Interest Earnings-R&R	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Interest Earnings-Impact Fees	70,000	70,000	50,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Interest Earnings-Capital Improvements	40,000	40,000	80,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Proceeds from East-West Connector Project						400,000					
Grant Proceeds-Skyview Utilities		1,500,000									
Proceeds from Internal Loan - R&R	401,000	200,000									
Proceeds from Issuance of LT Debt	1,796,775	12,700,000	4,125,000	625,000	5,000,000				15,375,000		
Unappropriated Surplus	5,417,806	135,263	1,279,109	(242,391)	(712,691)	(152,391)	(392,391)	(137,391)	467,609	(312,391)	(717,240)
TOTAL REVENUES	11,267,557	18,283,739	9,969,629	4,678,129	9,082,829	5,179,052	4,639,052	4,994,052	21,024,052	6,259,514	5,904,665
EXPENSES:											
COLLECTION SYSTEM:											
Northeast Service Area Expansion	668,752		25,000								
Rehabilitation Program	155,392	800,000	800,000	800,000	900,000	950,000	950,000	950,000	1,000,000	1,000,000	1,000,000
Sewer Maintenance:											
Contractor Installed Liners	420,368										
Contractor Cleaning & Televising	187,319										
City Performed Point Repairs	115,402										
City Installed Short Liners	150,000										
DOT-Lakeland Highlands Road Widening	4,692										
Replace George Jenkins - 8 Inch Forcemain	30,949										
Candyce Ave. Sewer Replacement	147,576										
Griffin Road Crossings	9,669										
Relocation Projects:											
Winterlake, US 98 - Reynolds	4,318										
Wabash Ave @ New Tampa Ave	8,250										
Harden Blvd - Pipkin to DraneField	75,000										
Griffin Rd @ Providence Rd	50,000										
Basin 19 Storm Work	10,029										
Intown Bypass Utility Accomodations Phase 1	19,144										
US 92 and Combee Rd Intersection	40,000										
Memorial @ Lakeshore	30,000										
Drainfield Rd./ Airport Rd. to Florida Ave.	10,000										
Dranefield Road Capacity Expansion	95,000										
US 98 N./ Carpenters Way to Daughtery Rd.	26,010										
Lake Parker Ave US98 S to Memorial Blvd	50,000										

WASTEWATER FUND
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
I-4 Utilities Relocation	8,654										
I-4 Utility Accomdations - Section 2	226,679										
I-4 Utility Accomdations - Section 2	39,508										
I-4 Utility Accomdations - Section 3	71,791										
I-4 Utility Accomdations - Section 3	15,024										
Sylvester Road Pipe Bursting	17,380										
Sylvester Road Pipe Bursting	26,145										
Pipe Lay Down Area	27,000										
Florida Treatt	31,572										
Lakeland Highlands Road (City)	3,929										
DOT Project Griffin Rd. Kathleen Rd. to US.98	244,780										
Kathleen Road Gravity Sewer Addition	(3,197)										
Sewer Extension on Kathleen Rd.	154,000										
Telemetry System Upgrades	53,851	50,000	50,000		50,000		50,000		50,000		50,000
WW Line Oversizing Projects - Developers	83,500	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Sikes Blvd./Lake Wire Dr. Lime to Kathleen	40,000										
Massachussetts Ave @ Memorial Blvd	15,000										
Wabash Ave, US 92 to Memorial Blvd	5,000										
System Capacity Augmentation	1,050,000										
US 98 3rd Street to Griffin Road	30,000										
Carlton Odor Control	50,000										
CR 540A Utility Relocation	120,000										
CR 540A Utility Accommodation	40,000										
Wastewater New Line Connections	11,812										
Main Street Realignment	44,815										
First Park Casing Pipe	16,500										
Edgewood Dr Widen - Nevada to N.J.	13,000										
Sunshine One Software Development	16,071										
Tomkow Rd Forcemain Repair Replacement	176,442										
McKay Court Sewer Extension	30,000										
US 98 N @ Griffin Road		35,000									
Other Construction Projects			70,000	70,000	70,000	70,000	70,000	150,000	150,000	250,000	250,000
Other Replacement Projects			70,000	70,000	70,000	70,000	70,000	150,000	150,000	250,000	250,000
Memorial Blvd from I-4 to Wabash			75,000								
Highlands Monitoring Station			30,000								
Lake Hollingsworth Monitoring System			34,000								
Relocation Edgewood Dr, Fl Ave to Harden Blvd						80,000					
Memorial Blvd./Wabash Avenue to CSX			50,000								
MLK and Tenth Street Utility Relocation			50,000								
Lake Parker Ave. Traffic Signals			45,000								
Intown Bypass Utility Accommodation				650,000							
Collection System Monitoring					45,000			45,000			
Undesignated Capacity Expansion					100,000	100,000	100,000	100,000	100,000	100,000	100,000
Undesignated Utility Relocations					50,000	50,000	50,000	50,000	50,000	50,000	50,000
Utility Relocates US 92 - Airport Rd. to Intown Bypass							75,000				
US 98S - CR 540 to SR 540 Utility Relocations							100,000				
Utility Relocation - Lakeshore, Memorial to Bon Air.			60,000								

WASTEWATER FUND
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
Utility Relocation - West Pipkin, Medulla to Harden.							20,000				
Southwest Force Main Replacement						400,000					
Southwest Area-Force Main Into Glendale Plant									2,800,000		
Southwest Drane Field Road Force Main									1,425,000		
Southwest Area-Airport Road Force Main.					350,000						
FDEP English Oaks Accommodations	280,000	1,500,000									
Skyview Utility System City Acceptance		1,500,000	625,000	625,000							
Orangewood Collection System Acceptance		200,000									
Sub-total	5,247,126	4,185,000	2,084,000	2,315,000	1,735,000	1,820,000	1,585,000	1,545,000	5,825,000	1,750,000	1,800,000
PUMP STATIONS:											
Replace Edgewater Beach # 2 Pump Station	33,000										
Veterans Park Lift Station	6,433										
Replace Emma Street Pump Station	55,839										
Sandy Cove Pump Station Replacement	36,696										
Union Camp Pump Station Replacement	4,116										
Install Generator - Socrum Loop Lift Station	7,929										
Waring Road Pump Station Access	29,720										
Publix Lift Station Flow Meter Replacement	10,000										
Install Pumps & Generator - Cheverly Station	12,417										
Effluent Pump Station Phase II Expansion	497,148										
Effluent Pump Station Phase II Expansion	30,000										
Northeast VFD Drive Air Conditioner	2,286										
Yates Road Oversizing	10,368										
NW Pump Station Flow Meter Replacement	10,000							15,000			
Airpark Lift Station Upgrades	32,593										
Villas III Pump Station Upgrade	30,000										
Tradewinds Odor Control	36,330										
Ariana Village Pump & Panel Replacement	20,623										
Villas II Pumps and Panel	30,000										
Bentley Shores Pump Replacement	8,278										
NW Pump Station 3rd Pump	30,000										
Install Generator - Interstate Lift Station	30,000										
Generator Storage Shed									50,000		
Lagoon Rd. Pump Station Replacement	12,000										
Materials Storage Shed	50,000										
Air Park Pump Station Panel and Pumps	75,000										
Heather Point Pumps and Panel		20,000									
Peterson Park Pumps and Panel		30,000									
Sandpiper Pumps and Panel		30,000									
Interstate Pumps and Panel		40,000									
Lakeland Harbor Pump Replacement		18,000									

WASTEWATER FUND
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
Canyon Lakes Pumps & Panel Replacement		30,000									
Northeast Pump Station Flow Meter		10,000									
Northside Flow Meter Replacement		10,000									
Westside Flow Meter		13,000									
Generator for Lake Gibson			50,000								
Lakeside Hills Estates PS Pump Replacement			45,000								
Lone Palm Emergency Generator Installation			45,000								
Woodlake Cove PS Gen. & Pump Upgrade				40,000							
Interstate Bus Park 1 Pump & Panel Rplmt.				50,000							
Oak Street Pump Station Flow Meter					13,000						
American Cyanamid Emer. Standby Gen. Install					45,000						
NE Pump Station Airconditioner Replacement					5,000						
Providence Road PS Pump Replacement							20,000				
Northside Pump Station Upgrade.								200,000			
Interstate Lanes PS Pumps & Panel Upgrade					40,000						
Wedgewood PS Pumps & Panel Replacement					40,000						
Southwest Area - Booster Pump And Airpark Upgrade					4,500,000						
Southwest Area-Upgrade Existing Pump Stations					100,000				150,000		
Electric Hoist for Northside Pumping Station		7,500									
Highland Hills 3rd. Pump Addition			30,000								
Generator at Waring Road Pump Station									55,000		
Generator at Great Oaks Pump Station									45,000		
Spring Oaks Pump Station Pump and Panel Replacement											30,000
Bridgefield Pump Station Pumps and Panel Replacement											30,000
Stone Water Pump Station Pumps and Panel Replacemet											30,000
Willow Brook Pump Station Pumps and Panel Replacement											30,000
Sub-total	1,100,776	208,500	170,000	90,000	4,743,000		20,000	215,000	300,000		120,000

TREATMENT PLANTS:

Glendale:

Sludge Thickener Upgrade	135,287										
Improvements Phase I	3,545										
Odor Control	34,206										
Capacity Analysis Report	5,838										
Removal of Debris from Aeration Basins	54,343										
Retaining Wall Construction and Landscape	249,350										
Addition of 2nd Grit Scrubber	25,000										
Inlet Screening System Upgrade	80,000										
Replace RAS Pumps VFDs	15,000										
Replace Digester Building Air Conditioner	12,750										
Class A Sludge Stabilization	175,000	5,000,000									
Rebuild Scum Pumps		25,000									
Sludge Storage Capacity Expansion		100,000									

WASTEWATER FUND
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
Replace Magnetic Flow Meters		40,000									
Gas Compressors Cap. Upgrade		225,000									
Replacement of Inlet Scrubber		20,000	175,000								
Upgrade of Intermediate PS Controls			10,000	190,000							
Controls					100,000						
Chlorine Building Containment					300,000						
Replacement of Scum Pumping Equipment						100,000					
Laboratory Atomic Absorption Replacement						75,000					
Replacement of Clarifier Drive Mechanisms							400,000				
Replace Reuse Station Gen. & Switch Gear								200,000			
Re-Use Basin A Bypass								325,000			
Laboratory Fume Hoods Replacement								60,000			
Replacement of Sludge Pumping Equipment								85,000			
Replacement of Magnetic Flow Meters								50,000			
Plant Painting									275,000		
Replacement of Boiler									350,000		
Laboratory Nutrient Analyzer Replacement									40,000		
Climber Screen Replacement										120,000	
Repair and Repave Service Roads										60,000	
Additional Treatment Capacity											
Northside:											
Capacity Analysis Report	7,507										
Inc. Pump Capacity - Bypass Pump #4	89,774										
Replace Electric Room 2 AC Unit	5,700										
Replace Pretreatment Scrubber	20,000	100,000									
FDEP Northside WWTP Chlorine Contact Chambe	30,000										
FDEP Northside WWTP Chlorine Contact Chambe	45,000										
Repair of Surface Aerator		50,000									
Rehab. Of Pretreatment Structure		50,000									
Second CROM Tank			700,000								
Fourth ATAD Tank			680,000								
Controls					75,000						
Replacement of Magnetic Flowmeters.						40,000					
Chlorine Building Containment						250,000					
Additional Treatment Capacity									11,000,000		
Engineering For Plant Expansion									800,000		
Repair and Repave Roads										55,000	
Facility Painting										250,000	
Westside:											
West Lakeland Wasteload Facility Land Purchase	430,000										
FDEP West Lklnd Wasteload Reduction Facility F	5,000										
Westside Area Roughing Plant	4,418										
Westside Area Roughing Plant	500,000	4,000,000	3,500,000								
WWTP Safety Management Report	13,000										
Northside WWTP - Repair Eimco Clarifiers						65,000					

WASTEWATER FUND
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
Glendale WWTP - Repair Walker Clarifiers and Aeration Tanks						165,000					
Glendale WWTP - Debris Removal											65,000
Glendale WWTP - Replace Primary Scrubber Recirculation Syster											165,000
Glendale WWTP - Odor Control Enhancements				65,000							
Northside WWTP-FDEP Chlorine Contact Chamber		1,000,000									
Sub-total	1,940,718	10,610,000	5,065,000	255,000	475,000	695,000	400,000	720,000	12,465,000	485,000	230,000
WETLANDS:											
Effluent Filtration	60,000	1,200,000									
Rehab of Stop Gates - Control Structures 8 & 9	2,050										
Wetlands Blower	25,000										
Tow Drain and Blowers Generators	75,000										
Piping of Effluent Ditch						150,000					
Distribution Ditch Rehabilitation							200,000				
Wetlands Berm Clearing	401,000										
Building Upgrades		85,000									
Mosquito Habitat Abatement			30,000								
Replace Aeration Diffuser Array					35,700						
Replacement of Stop Gates					56,000						
Wetlands West Boundry Fence		75,000	75,000								
Sub-total	563,050	1,360,000	105,000		91,700	150,000	200,000				
MISCELLANEOUS:											
Debt Service-Impact Fees	1,052,736	1,052,736	1,499,780	1,499,780	1,499,780	1,935,703	1,935,703	1,935,703	1,935,703	3,276,165	3,276,165
Debt Service - Orangewood		26,500	26,500	26,500	26,500	26,500	26,500	26,500	26,500	26,500	26,500
Wastewater Structures ID & Inspection	58,500										
Skyview Utility System	(1,789)										
Sanitary Sewer Inventory Conversion	102,618	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Inpection of Developer-Financed Projects	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Cataloging (Permits, Easements & Svc Agreements	20,000	20,000	20,000	20,000							
Equipment	117,550	162,654	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Equipment-noncapital	8,852										
Refund of Impact fees	225,000		225,000								
Contingency	73,300	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Wireless Data System (DTNET)	7,139										
Work Management Information System	21,499										
Radio Replacement - repayment of FY 2000 purcha	19,849	19,849	19,849	19,849	19,849	19,849	19,849	19,849	19,849	19,849	
Security Enhancements	38,065		80,000			80,000					
System Capacity Evaluation	77,632										
Wastewater Impact Fee Study	37,000										

WASTEWATER FUND
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
Annual Report	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Employee Parking at Glendale	30,000										
Asset Catalog	35,000										
Inventory Bar Coding System	25,000										
Parking improvements at Glendale WRF	30,000										
Maximo Phase II Implementation	50,000										
Revolving Loan Administration	230,000										
Local Limits Headworks Study			80,000					80,000			
Video Conversion Catalog					40,000						
Wastewater Building Expansion										250,000	
Transfer to Fleet Management Fund	70,000										
Wastewater Structures ID & Inspection Phase II		60,000	60,000								
Replace Flooring in Glendale Admin Building.		10,000									
Aerial Photographs		12,500									
Loan Service Fee - R&R Funds	35,936	254,000	82,500								
Sub-total	2,415,887	1,920,239	2,545,629	2,018,129	2,038,129	2,514,052	2,434,052	2,514,052	2,434,052	4,024,514	3,754,665
TOTAL EXPENSES	11,267,557	18,283,739	9,969,629	4,678,129	9,082,829	5,179,052	4,639,052	4,994,052	21,024,052	6,259,514	5,904,665
ENDING CASH BALANCES:											
IMPACT FEES	125,642	125,642	125,642	125,642	125,642	125,642	125,642	125,642	125,642	125,642	125,642
CAPITAL IMPROVEMENTS ACCOUNT	1,244,963	1,249,203	238,443	567,683	896,923	1,226,163	1,555,403	1,884,643	1,413,883	1,743,123	2,072,363
RENEWAL AND REPLACEMENT	330,188	444,685	258,836	171,987	595,438	418,589	481,740	289,891	293,042	276,193	664,193
BOND FUND	745,840	491,840	409,340	409,340	409,340	409,340	409,340	409,340	409,340	409,340	409,340
TOTAL CASH BALANCES	2,446,633	2,311,370	1,032,261	1,274,652	2,027,343	2,179,734	2,572,125	2,709,516	2,241,907	2,554,298	3,271,538

WATER SYSTEM
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
REVENUES:											
Impact Fee Collections	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Transfer from Operations-R&R	3,225,000	3,000,000	3,300,000	3,300,000	3,300,000	3,400,000	3,600,000	3,600,000	3,800,000	4,000,000	4,000,000
Interest Earnings-Impact Fees	50,000	90,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000
Interest Earnings-Renewal and Replacement	160,000	180,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Interest Earnings-Reserve for Expansion	110,000	160,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
Interest Earnings-Bond Fund	890,000										
State Grants	167,000										
Unappropriated Surplus	36,657,584	(370,322)	(380,650)	206,570	(114,709)	(216,375)	11,787	(715,920)	(1,439,670)	(2,243,235)	(2,196,590)
TOTAL REVENUES	42,259,584	4,059,678	4,479,350	5,066,570	4,745,291	4,743,625	5,171,787	4,444,080	3,920,330	3,316,765	3,363,410
IMPACT FEE PROJECTS											
PRODUCTION:											
New Production Wells							500,000	500,000			
Sub-total							500,000	500,000			
RENEWAL AND REPLACEMENT FUND PROJECTS											
PRODUCTION:											
Tools & Equipment	28,000	28,000	30,000	30,000	32,000	32,000	34,000	34,000	36,000	36,000	38,000
PICS Capital Equipment	9,197	2,000	3,000	3,000	4,000	4,000	4,000	5,000	5,000	6,000	6,000
Equipment Replacement	112,399	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	100,000
Other Production Projects		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Upflow Unit Overhaul (Unit 1 & 2)	325,000		300,000								
Security Enhancements	100,000	100,000									
Northwest Plant Upgrades	100,000	180,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Lab Rennovation		250,000									
Sludge Thickener Unit Overhaul			75,000								
PICS System Replacement					150,000	250,000	700,000				
Overhaul and Rehab of High Service Pumps (8) and Backwash/Tr					120,000	180,000	60,000				
Chlorine Building Improvements					300,000						
Transfer to Motor Pool		29,000									
Sub-total	674,596	754,000	673,000	298,000	871,000	731,000	1,063,000	304,000	306,000	307,000	319,000
BOND FUND PROJECTS											
PRODUCTION:											
Northwest Plant Upgrades	658,726										
Upgrade Filter #1,2,3											
Northwest Pump Station	143,274										
Highlands Tank Fill	240,984										
Northeast Water Treatment Plant	18,952,500										
Sub-total	19,995,484										

WATER SYSTEM
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
IMPACT FEE PROJECTS											
TRANSMISSION AND DISTRIBUTION:											
FDOT US98 South Widening	296,354										
Williams DRI Completion	750,000										
Polk County Road Improvements	510,918	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
Medulla Road Extension	300,000	200,000									
In Town Bypass - Phase II				600,000							
Mcintosh Access Rd. To Bob Rawls Rd	400,000										
US 98 Intertie to Polk Co Utils									135,000		
Lakeland Highlands Rd Widening - Parkway south					405,000						
Bartow Tie								340,000			
Old Polk City Rd - West to Moore				315,000							
Hamilton Road Loop - Ph 1				180,000							
Hamilton Road Loop - Ph 2					225,000						
NE Water Trans Lines (Mt. Olive)				135,000							
Williams Tie South - 20"								450,000			
540A Widening	950,000										
Hwy 33 Trans Line Improv - 16"		300,000									
Northwest Loop Phase 8			216,000								
Galloway Rd - Discount Auto north		45,000									
540A Widening - US 98S to Lkld Highlands			72,000								
SR563 (MLK Blvd) - 2nd St to US 98			27,000								
US 98 - Highland City Widen - SR 540 to CR 540A							90,000				
S. Florida - Harden Connector (Edgewood Ext.)			200,000								
Harden Blvd 3-Laning (Parkway to Alamo)			450,000								
Lake Gibson Trans Loop - 16" Phase 1				234,000							
Lake Gibson Trans Loop - 16" Phase 2					360,000						
Lake Gibson Trans Loop - 16" Phase 3						292,000					
Sleepy Hill Rd Widen (Circuit City to Kathleen)							270,000				
County Line Rd - SW Loop (Gateway to W. Pipkin)									608,000		
(Old) Medulla Rd Ext. (Hamilton to County Line)										135,000	
Drane Field Rd Ext (Hamilton to County Line)											135,000
Lakeshore Dr Relo - DOT (Memorial to Bon Air)		200,000									
Sub-total	3,207,272	915,000	1,135,000	1,634,000	1,160,000	462,000	530,000	960,000	913,000	305,000	305,000
RENEWAL AND REPLACEMENT FUND PROJECTS											
TRANSMISSION AND DISTRIBUTION:											
Subdivision & Commercial Development	49,420	50,410	51,420	52,450	53,500	54,565	55,660	56,770	57,905	59,060	60,240
New Service Connections	129,495	40,010	40,810	41,625	42,460	43,310	44,175	45,060	45,960	46,880	47,820
Minor Extensions & Improvements	179,300	182,890	186,550	190,280	194,080	197,965	201,925	205,965	210,090	214,300	218,600
Distribution Facilities Replacement	60,390	41,005	41,825	42,660	43,515	44,385	45,270	46,180	47,100	48,040	49,000
New Water Meters	142,410	106,120	108,245	110,410	112,615	114,870	117,165	119,510	121,900	124,340	126,830
Meter Relocation/Improvement	38,624	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900	6,020	6,140
Tools & Equipment	19,100	15,900	16,235	16,560	16,890	17,230	17,575	17,925	18,280	18,645	19,020
Asbestos Pipe Removal	27,945	28,505	29,075	29,655	30,250	30,855	31,470	32,100	32,740	33,395	34,060

WATER SYSTEM
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
Hydrant Installation-New Annexation	35,070	35,770	36,490	37,215	37,960	38,720	39,495	40,285	41,090	41,910	42,750
City Project Support	31,230	23,370	23,835	24,310	24,800	25,295	25,800	26,315	26,840	27,380	27,930
Polk County Project Support	32,590	33,240	33,905	34,585	35,275	35,980	36,700	37,435	38,185	38,950	39,730
State/FDOT Project Support	22,525	22,975	23,435	23,905	24,380	24,870	25,365	25,875	26,390	26,920	27,460
City Parks & Rec Support	52,020	53,060	54,120	55,205	56,310	57,435	58,582	59,755	60,950	62,170	63,420
GIS Water Data Collection	98,890	100,867	102,885	104,940	107,041	109,180	111,365	113,595	115,865	118,180	120,540
Asbestos Pipe Abatement-Contractors	31,210	31,835	32,470	33,120	33,785	34,460	35,150	35,850	36,570	37,300	38,050
Traffic Control Support	166,000	74,300	183,015	186,675	190,410	194,215	198,100	202,060	206,105	210,225	214,430
Automated Call-Out System	600										
Central Controlled Irrigation	20,200	10,405	10,610	10,825	11,040	11,260	11,490	11,715	11,950	12,190	12,435
Wireless Data System	21,132										
Long Term Project Support	166,464	119,795	173,189	176,650	180,185	183,790	187,465	191,215	195,040	198,940	202,920
Backflow Preventer Aesthetic Retrofit	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Polk County Road Improvements	160,000	70,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Water Meter Shop Improvement	98,175										
Water Meter Replacement	78,030	79,590	81,180	82,805	84,460	86,150	87,875	89,630	91,425	93,255	95,120
Backflow Prevention	57,222	58,365	59,530	60,725	61,940	63,180	64,440	65,730	67,045	68,385	69,755
Eaton Park System Fire Improvements	56,610										
Reynolds Rd & Maine Ave Intersection Improv JPA	311,939										
Wireless Data System	22,220	12,000	8,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Other Distribution Projects	135,000	178,080	212,240	216,490	220,815	225,230	229,740	234,330	239,020	243,800	248,680
SR 563 (Harden Blvd) - N/S Route - 36" Relocate						626,000					
Woodland Ave / Canal Drive Fire Improvement	36,000										
Herschell / Beech Ave Fire Improvement	83,000										
Tennessee Rd - Lebanon to Old Tampa Rd Fire Imp	63,000										
Cochran St -Wabash to Chestnut Fire Improve		39,000									
N. Virginia/W. 8th/N. New York Fire Improvements		58,000									
Azalea Ct - Wabash to Chestnut System Improvement		54,000									
Plateau Ave/Patterson St/Southern Ave Fire Improve		58,000									
Euclid Ave - Lk Hollingsworth Dr to Lk Horney Drive			62,000								
Easton Terr/Alma/Berkley/Denton Fire Improve			58,000								
Hillsboro St / S. Hilltop Ave Fire Improvement			34,000								
W. Parker St - Wabash to Chestnut Sys Imprv.			53,000								

WATER SYSTEM
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
E. Magnolia St - Fairway to Meridian Fire Imprv.				37,000							
Parker Road - Lunn to Old Hwy 37 Tie				168,000							
N. Davis Ave - Memorial to 7th St Fire Imprv					108,000						
Woodward/Eddy/Buckingham Fire Imprv					52,000						
Edgewood Dr Widen - Nevada to N. J. (PW)	151,708										
Edgewood Dr Widen - Clev Hts to S. Fla (PW)	130,000										
Waring Road Extension (PW)	90,000										
Nottingham/John Arthur Way AC Replace	45,000										
A-Z Park Road Utility Relocation	20,341										
Water Line Ext Carryover Project	40,000										
PW - Doris Drive WL Relocation	39,000										
Barnett Family Park WL Replacement	18,000										
First Baptist @ Mall Master Meters	33,400										
Reynolds Rd AC Replace-Trans Upgrade					207,000						
Replacement of Hand Held Radios		6,000	3,000	3,100	3,100	3,100	12,300	15,500	15,500		
Timbercreek Sub PRV		18,000									
New Tampa Hwy Widen - DOT							198,000				
Water Master Plan Projects					40,000	200,000	200,000	200,000	200,000	200,000	200,000
W. Pipkin Widening (Medulla to Harden)							180,000				
Skyview Utility System				500,000							
Sub-total	3,043,260	1,656,692	1,874,364	2,398,590	2,131,311	2,581,645	2,374,807	2,032,600	2,065,850	2,084,285	2,118,930

BOND FUND PROJECTS

TRANSMISSION AND DISTRIBUTION:

US 98 Widening - Carpenter's to Daughtrey	106,036										
I-4 Section 2	137,556										
I-4 Widening Section 3	12,663										
Westover St AC Replace Ph 2	1,604										
Stokes Rd. & Hancock Rd. WL Extension	160,636										
Tillery Terrace to Oakmont Lane	26,000										
Poe Street/Voltaire St. Fire Imp.	51,000										
Morgan Combee Rd. WL ext.	27,000										
NE Water Transmission Lines (South)	3,502,958										
NE Water Transmission Lines (North)	80,303										
NE Plant Raw Water Transmission Lines	5,500										
NE Wellfield Pumps & Electrical	3,550,000										
Williams DRI Completion	750,000										
Lakeland Highlands Road Widening	3,583										

WATER SYSTEM
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
I-4 Widening	335,753										
I-4 Section 8	138,771										
In-Town Bypass	582										
Highlands Tank Fill	6,954										
Griffin Rd Widening - N98 to Kathleen	694,746										
Kathleen Rd Widening - I-4 to Galloway	708,877										
NE Water Plant Bypass Line	901,937										
Sub-total	11,202,459										

EXPENSES:
IMPACT FEE PROJECTS
ENGINEERING:

Polk County Road Improvements	28,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000	35,000	35,000
Lakeland Highlands Rd Widening - Parkway south				45,000							
Bartow Tie							37,000				
Medulla Road Extension	30,000	20,000									
LWD9563 McIntosh Access Road to Bob Rawls Roa	7,606										
Hamilton Road Loop - Ph 1			20,000								
US 98 Intertie to Polk Co Utils					15,000						
Galloway Rd - Discount Auto north	5,000										
Hwy 33 Trans Line Improv - 16"	40,000										
Old Polk City Rd - West to Moore		35,000	10,000								
Hamilton Road Loop - Ph 2				25,000							
NE Water Trans Lines (Mt. Olive)			15,000								
Williams Tie South - 20"							50,000				
Debt service payments on 2002 bond issue	850,000										
540A Widening - US 98S to Lkld Highlands	8,000										
SR563 (MLK Blvd) - 2nd St to US 98	3,000										
US 98 - Highland City Widen - SR 540 to CR 540A					10,000						
S. Florida - Harden Connector (Edgewood Ext.)		120,000									
Harden Blvd 3-Laning (Parkway to Alamo)		50,000									
Lake Gibson Trans Loop - 16" Phase 1		26,000									
Lake Gibson Trans Loop - 16" Phase 2			40,000								
Lake Gibson Trans Loop - 16" Phase 3				33,000							
Sleepy Hill Rd Widen (Circuit City to Kathleen)						30,000					
County Line Rd - SW Loop (Gateway to W. Pipkin)							67,000				

WATER SYSTEM
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
(Old) Medulla Rd Ext. (Hamilton to County Line)								15,000			
Drane Field Rd Ext (Hamilton to County Line)									15,000		
New Production Wells						400,000					
Sub-total	971,606	281,000	115,000	133,000	55,000	465,000	189,000	50,000	50,000	35,000	35,000
RENEWAL AND REPLACEMENT FUND PROJECTS											
ENGINEERING:											
Subdivision & Commercial Development	175,980	175,980	175,980	175,980	175,980	175,980	175,980	175,980	175,980	175,980	175,980
Minor Extensions & Improvements	11,000	11,000	15,000	15,000	15,000	15,000	20,000	20,000	20,000	20,000	20,000
Hydrant Installation-New Annexation	2,470	2,470	2,470	3,500	3,500	3,500	3,500	5,000	5,000	5,000	5,000
City Project Support	15,646	15,646	15,646	25,000	25,000	25,000	25,000	30,000	30,000	30,000	30,000
Polk County Project Support	7,490	7,490	7,490	8,500	8,500	8,500	8,500	9,500	9,500	9,500	9,500
State/FDOT Project Support	22,900	22,900	22,900	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000
City Parks & Rec Support	14,500	14,500	14,500	20,000	20,000	20,000	20,000	25,000	25,000	25,000	25,000
Polk County Road Improvements	30,000	15,000	15,000	20,000	20,000	20,000	20,000	25,000	25,000	25,000	25,000
Radio System Upgrade	10,000										
T&D Workorder Management System	30,000										
Maximo Implemenation	38,952										
Reynolds Rd & Maine Ave Intersection Improv JPA	44,700										
Northwest Loop Phase 8		24,000									
NE Supplemental Pumps & Electrical				80,000							
Other Distribution Projects	120,000	120,000	120,000	150,000	150,000	150,000	150,000	200,000	200,000	200,000	200,000
San Antonio Dr. - Pipkin To Crockett Dr.	1,500										
Eaton Park Sys Fire Impr Ph I (007)	7,421										
Eaton Park System FIre Imp - Ph 2	7,000										
Woodland Av. / Canal Dr. Fire Imp	4,000										
Compson Pl. - W. Bella Vista To Fairbanks	3,000										
Palm Center Shops Tie To Doris Dr.	2,000										
Tennessee Rd. - Lebanon To Old Tampa Hwy - Fire	6,000										
Chocran St. - Wabash Av To Chestnut - Fire Imp		4,000									
N. Virginia / W. 8Th St / N.Y. Fire Imp.		6,000									
Azalea Ct. - Wabash To Chestnut Sys Imp		6,000									
Plateau / Patterson / Southern Fire Imp		6,000									
Euclid Av. - Lk. Hollingsworth Dr. To Lk. Homey Dr.			7,000								
Easton Terr/Alma/Berkley/Denton Fire Improve			6,000								
Hillsboro St. & S. Hilltop Ave.			4,000								
Cwe4002 Crow Water Projects Easements	20,000	20,000	20,000	30,000	30,000	30,000	30,000	40,000	40,000	40,000	40,000
SR 563 (Harden Blvd) - N/S Route - 36" Relocate			60,000								
Herschell / Beech Av. Fire Imp	8,000										
Beacon Road to Lincoln Ave. WL Relocation	19,949										
W. Parker St - Wabash to Chestnut Sys Imprv.			6,000								

WATER SYSTEM
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
Woodward/Eddy/Buckingham Fire Imprv					6,000						
E. Magnolia St - Fairway to Meridian Fire Imprv.				4,000							
Parker Road - Lunn to Old Hwy 37 Tie				18,000							
N. Davis Ave - Memorial to 7th St Fire Imprv					12,000						
Edgewood Dr Widen - Nevada to N. J. (PW)	10,632										
Edgewood Dr Widen - Clev Hts to S. Fla (PW)	17,000										
Waring Road Extension (PW)	11,258										
Nottingham/John Arthur Way AC Replace	5,000										
Reynolds Rd AC Replace-Trans Upgrade				23,000							
Timbercreek Sub PRV		2,000									
New Tampa Hwy Widen - DOT					22,000						
Northside Water Maint. Facility			50,000								
Water Master Plan Projects					4,000	20,000	20,000	20,000	20,000	20,000	20,000
Replacement of Hand Held Radios					6,000	6,000	12,000	12,000			
W. Pipkin Widening (Medulla to Harden)			20,000								
Skyview Utility System			120,000								
Sub-total	646,398	452,986	681,986	602,980	527,980	503,980	514,980	597,480	585,480	585,480	585,480

BOND FUND PROJECTS
ENGINEERING:

Poe Street / Voltaire St. - Fire Imp	3,807										
Tillery Terrace To Oakmont Lane	2,607										
Morgan Combee Rd. WL ext.	2,256										
US 98 Widening - Carpenter's to Daughtrey	26,350										
Northeast Water Treatment Plant	173,613										
In-Town Bypass Phase II	32,019										
Polk County Road Improvements	11,633										
I-4 Widening	45,367										
540A & Lklnd Highlands Int. Imp.	56,374										
T&D Workorder Management System - Admin	53,409										
I-4 Section 2	1,744										
I-4 Section 4	22,806										
I-4 Section 8	22,948										

WATER SYSTEM
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
TR/RAW Wtr Transmission Line	13,574										
TR/NE Water Transmission Lines (South)	232,942										
TR/NE Water Transmission Lines	33,204										
In-Town Bypass	16,203										
Highlands Tank Fill	3,424										
NE Water Trans Line Design	2,539										
NE Plant Project Management	1,705,000										
Griffin Rd Widening - N98 to Kathleen	41,512										
Kathleen Rd Widening - I-4 to Galloway	6,126										
NE Water Plant Bypass Line	9,052										
Sub-total	2,518,509										
TOTAL EXPENSES	42,259,584	4,059,678	4,479,350	5,066,570	4,745,291	4,743,625	5,171,787	4,444,080	3,920,330	3,316,765	3,363,410
ENDING CASH BALANCES:											
IMPACT FEES	600,414	494,414	384,414	(242,586)	(317,586)	(104,586)	(183,586)	(553,586)	(376,586)	423,414	1,223,414
BOND FUND											
RENEWAL AND REPLACEMENT	616,101	1,092,423	1,583,073	2,003,503	2,193,212	2,196,587	2,263,800	3,349,720	4,612,390	6,055,625	7,452,215
TOTAL CASH BALANCES	1,216,515	1,586,837	1,967,487	1,760,917	1,875,626	2,092,001	2,080,214	2,796,134	4,235,804	6,479,039	8,675,629

PARKING SYSTEM FUND
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
REVENUES:											
Transfer from Transportation Fund:											
Orange Street Garage				80,000						95,000	
Main Street Garage					110,000						75,000
Debt Service on New Garage (30 yr Bond @ 6.00%)		200,000	41,600	244,800	206,400	206,400	206,400	206,400	206,400	206,400	226,667
Verizon Property - Parking Lot Improvements	13,009										
Debt service - Verizon property purchase	95,216	88,933	88,933	88,933	88,933	88,933	88,933	88,933	88,933	44,752	
Bond Proceeds - New Garage			7,400,000								
TOTAL REVENUES	108,225	288,933	7,530,533	413,733	405,333	295,333	295,333	295,333	295,333	346,152	301,667
EXPENSES:											
Orange Street Garage:											
Deck Coating				80,000						95,000	
Main Street Garage:											
Exterior Coating					45,000						
Deck Coating					65,000						75,000
New Garage:											
Construct New Garage		200,000	7,400,000								
Debt Service on New Garage (25 yr Bond @ 5.5			41,600	244,800	206,400	206,400	206,400	206,400	206,400	206,400	226,667
Verizon Property:											
Verizon Property - Parking Lot Improvements	13,009										
Debt service - Verizon property purchase	95,216	88,933	88,933	88,933	88,933	88,933	88,933	88,933	88,933	44,752	
TOTAL EXPENSES	108,225	288,933	7,530,533	413,733	405,333	295,333	295,333	295,333	295,333	346,152	301,667
UNAPPROPRIATED SURPLUS											

LAKELAND CENTER FUND
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
REVENUES:											
Capital Transfer from PIF	271,114	332,000	291,250	377,000	399,000	366,900	518,900	444,060	294,500	18,000	18,000
TOTAL REVENUES	271,114	332,000	291,250	377,000	399,000	366,900	518,900	444,060	294,500	18,000	18,000
EXPENSES:											
Acoustic Treatment - Theater & Exhibit Hall	15,000										
Marquee	87,500										
Patron Elevator	10,318										
Mopping of all existing built up roofs	28,636										
Air Handler Replacement	21,350	84,000	84,000								
Carpet Replacement		200,000			200,000						
Renovate Sound Systems in Arena & Theater	33,660								250,000		
Repair Broken Underground Water Lines	2,000										
Resurfacing of all parking lots	7,650		157,250	157,000							
Exhibit Hall and Sikes Hall wall coverings					50,000						
Ticket Master system replacement					40,000						
Replace Forklifts									27,000		
Arena Lighting			50,000								
Electric Powered Golf Carts		5,000									
Replacement Tables						17,500	17,500	17,500	17,500	18,000	18,000
Cooling Towers				220,000							
Roof Replacements						274,400	274,400	426,560			
Repainting of facility exterior							200,000				
Headset Intercom System							27,000				
Administration Office Space						75,000					
Upgrade CCTV System					65,000						
Riser Replacement (Meeting Room Risers)					28,000						
Commercial Washer/Dryer Replacement					16,000						
Movable wall repairs	65,000										
Application Server Replacement		30,000									
Timekeeping Software Replacement		13,000									
TOTAL EXPENSES	271,114	332,000	291,250	377,000	399,000	366,900	518,900	444,060	294,500	18,000	18,000
UNAPPROPRIATED SURPLUS (Used)/Generated											

CLEVELAND HEIGHTS GOLF COURSE
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
REVENUES:											
Additional Borrowing	85,000										
Annual profits from operations	19,283	60,091	63,710	63,710	88,710	88,710	88,710	88,710	88,710	88,710	
Unappropriated Surplus	(12,167)	(21,381)	8,000	(10,000)	13,000				(10,269)	(13,710)	
TOTAL REVENUES	92,116	38,710	71,710	53,710	101,710	88,710	88,710	88,710	78,441	75,000	
EXPENSES:											
Relocation of Lounge	17,737										
Renovations of Tee boxes					63,000						
Cart Path Repairs		25,000	30,000								
Ladder for HVAC in Ceiling	12,000										
Driving range expansion	52,096										
Debt Service - Driving Range (8yrs @ 6.5%)	10,283	13,710	13,710	13,710	13,710	13,710	13,710	13,710	3,441		
Clubhouse Recoating and Painting			28,000					33,000			
Structure Repairs				40,000	25,000	75,000	75,000	42,000	75,000	75,000	
TOTAL EXPENSES	92,116	38,710	71,710	53,710	101,710	88,710	88,710	88,710	78,441	75,000	
UNAPPROPRIATED SURPLUS BALANCE	62,988	84,369	76,369	86,369	73,369	73,369	73,369	73,369	83,638	97,348	97,348

LAKELAND LINDER REGIONAL AIRPORT
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
REVENUES:											
FAA Grants	824,216	558,890	3,380,000	2,160,000		522,500	3,800,000			190,000	
FDOT Grants	2,601,381	96,775	85,000	120,000		13,750	100,000			965,000	
Airpark Land Sale - Phase 1	1,333,693	173,735	173,529	170,392	160,462						
Internal Loan Fund (Fuel Farm & Eng. Bldg.)											
Unappropriated Surplus Used / (Generated)	(428,565)	1,005,690	(120,529)	74,608	(110,462)	63,750	207,063	223,529	220,392	295,000	50,000
TOTAL CAPITAL REVENUES	4,330,725	1,835,090	3,518,000	2,525,000	50,000	600,000	4,107,063	223,529	220,392	1,450,000	50,000
EXPENSES:											
Update Airport Master Plan	14,500										
Install Perimeter Fencing & Gates		92,750									
Construction of New T-Hangars	13,108										
Construct Eastern Service Road	550,256										
Construct Fuel Farm	24,000										
Airpark Land Sale Capital Costs	19,748										
FAA Airpark Project - Phase 1							57,063	173,529	170,392		
Runway 5:											
Rehab Runway 5/23			3,400,000								
Rehab Drainage on Runway 5/23						550,000					
Property Acquisition:											
Land Acquisition West of Airport	2,869,598										
Terminal:											
Terminal Construction	151,406										
Tower:											
Tower Construction	13,879			2,400,000							
Taxiways:											
Reconstruct Taxiway B Northside	227,117										
Rehab. Taxiway "C" - RWY 5/23 to TXY "A"	156,800	746,200									
Rehab and Light Taxiway E							4,000,000				
Construct New Taxiways and Apron										1,200,000	
Parallel Runway (9R/27L):											
Environmental Assessment- Runway 9R/27L										200,000	

LAKELAND LINDER REGIONAL AIRPORT
CAPITAL IMPROVEMENT PLAN

	2004 PROPOSED	2005 PROPOSED	2006 PROJECTED	2007 PROJECTED	2008 PROJECTED	2009 PROJECTED	2010 PROJECTED	2011 PROJECTED	2012 PROJECTED	2013 PROJECTED	2014 PROJECTED
Airside:											
LASC - Assemble Bldg. Improvements	11,524	50,000									
LAC Fire Sprinkler Upgrade	32,477	10,000	10,000	10,000							
Buildout Contingency	49,312	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Roof over for LAC R&D building	88,000										
Hangar 1 Roof Replacement	49,000										
Hangar 3 Roof Replacement			58,000								
Hangar 4 Roof Replacement				65,000							
LAND PURCHASE - MOODY PROPERTY - est		851,140									
Renovate old Publix "Risk" at LAC - "Smell"	60,000										
LAC Fire Suppression System Pump		35,000									
TOTAL CAPITAL EXPENSES	4,330,725	1,835,090	3,518,000	2,525,000	50,000	600,000	4,107,063	223,529	220,392	1,450,000	50,000
UNAPPROPRIATED SURPLUS:											
Beginning Balance	3,124,430	2,401,229	1,303,285	1,395,911	1,190,018	1,232,777	1,084,765	773,733	486,516	195,838	(166,320)
Sources / (Uses) - Capital	428,565	(1,005,690)	120,529	(74,608)	110,462	(63,750)	(207,063)	(223,529)	(220,392)	(295,000)	(50,000)
Sources / (Uses) - Operating	(1,151,766)	(92,254)	(27,903)	(131,285)	(67,703)	(84,262)	(103,969)	(63,688)	(70,286)	(67,158)	30,615
Ending Balance - Capital		57,063	230,592	400,984	561,446	561,446	504,383	330,854	160,462		
Ending Balance - Operating	2,401,229	1,246,222	1,165,319	789,034	671,331	523,319	269,350	155,662	35,376	(166,320)	(185,705)

LAKELAND ELECTRIC
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 BUDGET	2006 BUDGET	2007 BUDGET	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET
REVENUES:											
Transfer from Operating Fund to Renewal and Replacement Fund	15,926,738	15,702,426	16,095,000	16,497,000	16,909,000	17,332,000	17,765,000	18,209,000	18,664,000	18,664,000	19,131,000
Surplus from/(to) Reserve for Future Expansion	8,655,130	12,886,000	21,350,000	21,421,000	19,600,000	16,769,000	14,513,000	11,870,000	5,871,000	6,855,000	2,884,000
TOTAL REVENUES	24,581,868	28,588,426	37,445,000	37,918,000	36,509,000	34,101,000	32,278,000	30,079,000	24,535,000	25,519,000	22,015,000
EXPENDITURES:											
Administration Building											
Administration Garage Repairs											
Data Warehouse	300,000										
Operations Control Center (Parker St. Renovate/Re		350,000	2,250,000	2,250,000							
Technical Training Center											
Customer Service Billing System											
Annual Underground											
230kv/69kv Transmission Lines			1,204,000	1,447,000	1,447,000	2,800,000	3,889,000	2,505,000		1,000,000	
Fiber Optic Cable											
Substations	56,000	4,284,000	9,257,000	4,776,000	7,582,000	11,348,000	9,846,000	5,474,000	4,311,000	4,451,000	2,884,000
RTU Replacement (EMS System Replacement)	143,000	143,000	143,000	143,000							
Larsen Plant Unit 7											
Larsen Plant Unit 8			500,000			1,000,000	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000
CM McIntosh Facility Security Upgrade		232,000	121,000	69,000							
McIntosh Plant Administration Building		150,000		1,200,000	1,200,000						
McIntosh Plant Re-use Water Deep Well				4,305,000	2,450,000						
McIntosh Plant Compressed Air Systems				411,000	411,000	411,000					
McIntosh Plant Refuse Improvements											
McIntosh Plant Unit 1	3,000,000	3,600,000	2,650,000	2,000,000			2,000,000	25,000,000	30,000,000	20,000,000	
McIntosh Plant Unit 2		1,750,000	4,500,000	4,000,000	2,000,000	1,385,000	2,000,000	25,000,000	30,000,000	20,000,000	
McIntosh Plant Unit 3	5,156,130	2,377,000	6,575,000	4,236,000	6,010,000	5,210,000	3,778,000	6,891,000	4,560,000	4,404,000	3,000,000
McIntosh Plant Unit 5			300,000	500,000	500,000				2,000,000	3,000,000	
MCI New Peaker											
MPP PWTS Improvements			1,000,000	2,084,000							
Less: IRP Related Projects			(7,150,000)	(6,000,000)	(2,000,000)	(5,385,000)	(9,000,000)	(55,000,000)	(66,000,000)	(47,000,000)	(4,000,000)
TOTAL CAPITAL PROJECTS	8,655,130	12,886,000	21,350,000	21,421,000	19,600,000	16,769,000	14,513,000	11,870,000	5,871,000	6,855,000	2,884,000
RENEWAL & REPLACEMENT PROJECTS	15,926,738	15,702,426	16,095,000	16,497,000	16,909,000	17,332,000	17,765,000	18,209,000	18,664,000	18,664,000	19,131,000
TOTAL EXPENDITURES	24,581,868	28,588,426	37,445,000	37,918,000	36,509,000	34,101,000	32,278,000	30,079,000	24,535,000	25,519,000	22,015,000

LAKELAND ELECTRIC
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 BUDGET	2006 BUDGET	2007 BUDGET	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET
230kv/69kv Transmission Lines											
Glendale-Eaton Park 69kv Line			984,000								
Interstate-Gibsonia 69kv Line						2,550,000	1,170,000	88,000			
Interstate-Northwest 69kv Line Rebuild							282,000				
Medulla-Glendale 69kv Line							2,437,000	417,000			
Orangedale Add 69 kV Capacitor Bank & 10MVAR			220,000			250,000					
Socrum-Hemphill 69kv line											
Tenoroc-Northwest 69kv Line				1,447,000	1,447,000						
Transmission Line Life Extension								2,000,000		1,000,000	
West-Winston 69kv Line Upgrade											
Total			1,204,000	1,447,000	1,447,000	2,800,000	3,889,000	2,505,000		1,000,000	
Substations											
Banana Lake Substation, Tx & Feeders											
Bridgewater Substation, Tx & Feeders		260,000		2,041,000	1,676,000						
County Line North Substation, Tx & Feeders		936,000	4,687,000								
County Line South Substations, Tx & Feeders			300,000			2,040,000	7,523,000				
Eaton Park Substation Rebuild				800,000							
Galloway Substation Capacity Upgrades			1,700,000	800,000							
Glendale Substation Rebuild			1,000,000			1,000,000					
Highland City Sub Capacity upgrades		2,250,000			800,000	800,000					
Indian Lake Substation, Tx & Feeders		150,000	150,000		2,075,000	6,918,000	773,000				
Interstate Substation - 2nd Transformer & Feeders		688,000	1,100,000								
Mt. Olive Substation, Tx & Feeders	56,000			800,000	2,681,000	225,000					
Generic Substation 2011, Tx & Feeders			320,000				1,550,000	2,594,000			
Generic Substation 2012, Tx & Feeders				335,000				2,500,000	2,698,000		
Generic Substation 2013, Tx & Feeders					350,000				1,613,000	2,773,000	
Generic Substation 2014, Tx & Feeders						365,000				1,678,000	2,884,000
Generic Substation 2016, Tx & Feeders								380,000			
Total	56,000	4,284,000	9,257,000	4,776,000	7,582,000	11,348,000	9,846,000	5,474,000	4,311,000	4,451,000	2,884,000
Larsen Plant											
Repower Larsen Plant Unit 7*											
Larsen Plant U8 Condenser Retube			500,000								
Larsen Plant U8 Turbine Controls											
Larsen Plant Unit 8 Generation Reliability Improver						1,000,000	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000
Total			500,000			1,000,000	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000
McIntosh Plant											
CM McIntosh Facility Security Upgrade		232,000	121,000	69,000							
McIntosh Plant Administration Building		150,000		1,200,000	1,200,000						
McIntosh Plant Re-use Water Deep Well				4,305,000	2,450,000						
McIntosh Plant Compressed Air Systems				411,000	411,000	411,000					
McIntosh Plant Refuse Improvements											
McIntosh Plant Unit 1 Generation Reliability Improv	3,000,000	3,600,000	2,650,000	2,000,000							
Repower McIntosh Plant Unit 1*							2,000,000	25,000,000	30,000,000	20,000,000	
Repower McIntosh Plant Unit 2*							2,000,000	25,000,000	30,000,000	20,000,000	
McIntosh Plant Unit 2 Circulating Water Line*		750,000									
McIntosh Plant Unit 2 Cooling Tower Structure*		1,000,000	500,000								

LAKELAND ELECTRIC
CAPITAL IMPROVEMENT PLAN

	ADJUSTED 2004 BUDGET	2005 BUDGET	2006 BUDGET	2007 BUDGET	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET
McIntosh Plant Unit 2 Generation Reliability Improv			4,000,000	4,000,000	2,000,000	1,385,000					
McIntosh Plant Unit 3 Air Reheater Basket					210,000	210,000					
McIntosh Plant Unit 3 Ball Ring Gear											
McIntosh Plant Unit 3 Bottom Ash Grates	120,000										
McIntosh Plant Unit 3 Clean Air Act Improvements				1,236,000	5,000,000						
McIntosh Plant Unit 3 Coal Yard Reconstruction			720,000								
McIntosh Plant Unit 3 Coal Yard System Improvem	473,000	817,000	455,000								
McIntosh Plant Unit 3 Condenser Tubes	455,130										
McIntosh Plant Unit 3 Controls Upgrade (Incl Turbi	412,000										
McIntosh Plant Unit 3 High Temp Reheater Replac					800,000	800,000					
McIntosh Plant Unit 3 Landfill Expansion	3,000,000		3,000,000	3,000,000				3,000,000			
McIntosh Plant Unit 3 Low Nox Burners											
McIntosh Plant Unit 3 Sedimentation Pond Pumpi		360,000									
McIntosh Plant Unit 3 Painting	246,000										
McIntosh Plant Unit 3 Replace Rail Cars	450,000						778,000	891,000	1,560,000	1,404,000	
McIntosh Plant Unit 3 Scrubber Improvements						1,200,000					
McIntosh Plant Unit 3 Scrubber Forced Oxidation		1,200,000	2,400,000								
McIntosh Plant Unit 3 Generation Reliability Improv						3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
McIntosh Plant Unit 5 Combined Cycle			300,000	500,000	500,000						
McIntosh Plant Unit 5 Generation Reliability Improv									2,000,000	3,000,000	
MCI New Peaker											
Total	8,156,130	8,109,000	14,146,000	16,721,000	12,571,000	7,006,000	7,778,000	56,891,000	66,560,000	47,404,000	3,000,000
***IRP Related Projects**											
LPP U8 Generation Reliability Improvement						1,000,000	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000
MMP JT U3 Generation Reliability Improvement						3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
MMP U1 Generation Reliability Improvement			2,650,000	2,000,000							
MMP U2 Circulating Water Line											
MMP U2 Cooling Tower Structure			500,000								
MMP U2 Generation Reliability Improvement			4,000,000	4,000,000	2,000,000	1,385,000					
MMP U5 Generation Reliability Improvement									2,000,000	3,000,000	
Repower Unit 7											
Repower Unit 1							2,000,000	25,000,000	30,000,000	20,000,000	
Repower Unit 2							2,000,000	25,000,000	30,000,000	20,000,000	
Total			7,150,000	6,000,000	2,000,000	5,385,000	9,000,000	55,000,000	66,000,000	47,000,000	4,000,000

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