

Annual Budget Fiscal Year 2016



City of Lakeland, Florida

Annual Budget

Fiscal Year 2016

Vision

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

Mission

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



Seated: Commissioner Keith Merritt, Mayor Howard Wiggs, Commissioner Edie Yates
Standing: Commissioner Jim Malless, Commissioner Justin Troller, Commissioner Phillip Walker, Commissioner Don Selvage



City Manager (Interim)
Tony Delgado



Deputy City Manager (Interim)
Brad Johnson

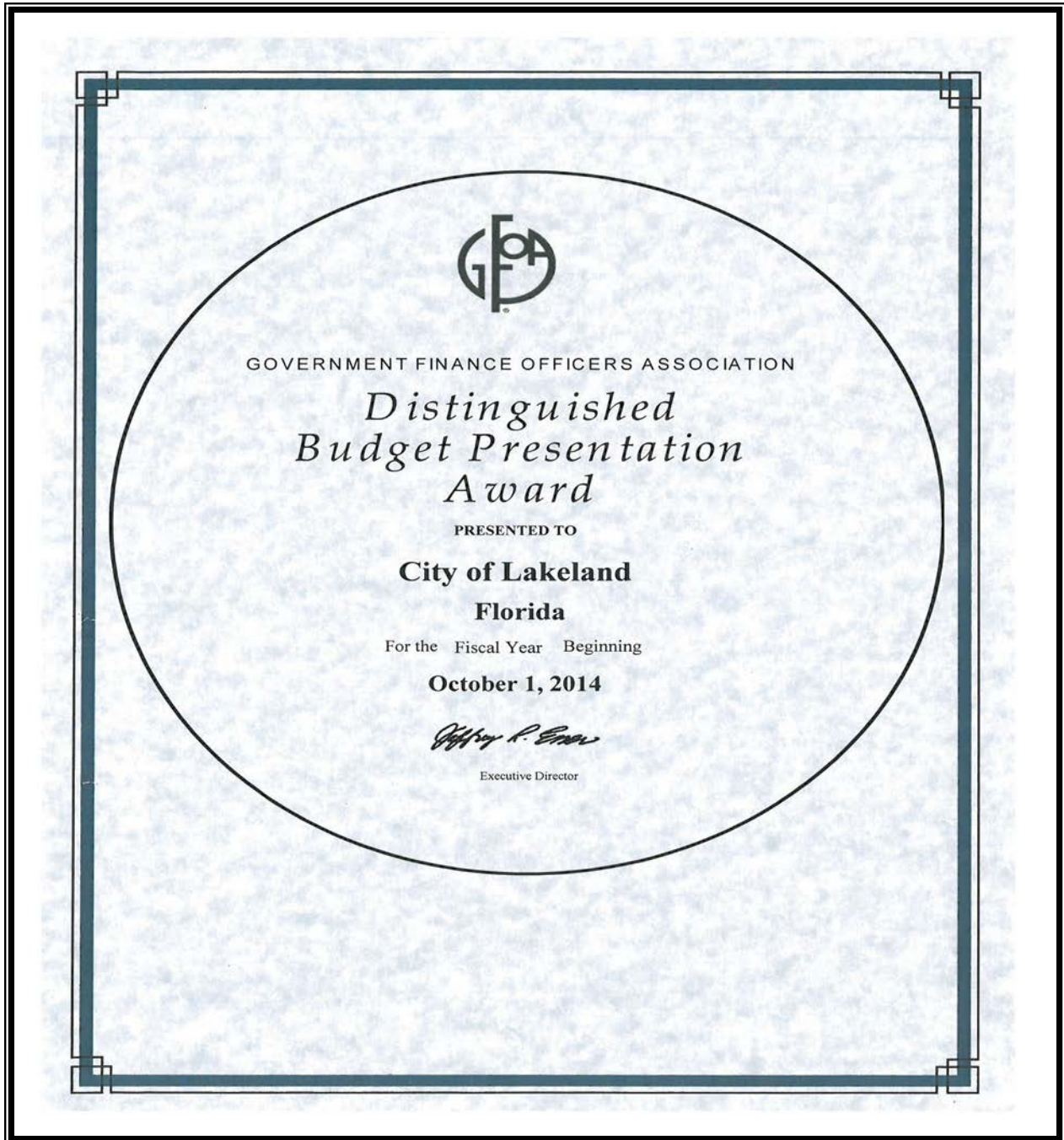


Assistant City Manager
(Vacant)

For more information, or to download copies of our Annual Budget and supporting documents, please visit our website at www.lakelandgov.net



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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Lakeland, Florida** for the Annual Budget beginning **October 1, 2014**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



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Using the Annual Budget

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

Organization of This Book

The City of Lakeland's Annual Budget is made up of two separate focuses: The Annual Budget (this book) and the Strategic/Business Operating Plan.

The Annual Budget is divided into seven sections:

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

Budget Overview: A discussion of the Budget Highlights for FY2016, financial policies, and the Budget Process Overview.

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

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

Line Item Budget: Detailed accounting of each fund.

Capital Improvement Plan (CIP): Provides the City's 10-year CIP and projected funding.

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

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City Manager's Letter

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



September 8, 2015

Honorable Mayor and City Commissioners:

Submitted herewith for your consideration is the City of Lakeland Proposed Fiscal Year 2016 Annual City Budget, including the 2015-2025 Capital Improvement Program Budgets. These documents comprise the financial, operational and capital plans prepared by the Administration following direction received at the Mayor and City Commission's Annual Strategic Planning and Business Planning Retreats held earlier this spring, coupled with Commission feedback from the Departmental Budget Workshops in August. They represent the 12th and last annual budgets I have prepared for your consideration during my tenure as City Manager following my recent resignation announcement to accept a position with a consulting firm specializing in local government services. As you very well know, the annual budgeting process has become more challenging in recent years as the Commission addresses the fiscal realities of continued use of one-time reserves to fund ongoing general government services which required the resolution of several significant fiscal policy questions in the upcoming fiscal year. These decisions required both the Commission and staff to balance fiscal realities with the collective expectations of our constituents for exceptional municipal services and their associated costs.

Lakeland's Budgeting Process

The City has been operating and refining its innovative Strategic Operating Plan (SOP) since its development over ten years ago. The SOP is not only intended to be a statement of Lakeland's goals, values and desired outcomes that articulate what the community strives to attain, but also serves as the foundation in which the municipal organization can best align our programs, policies, procedures, human capital and resources in a coordinated fashion in support of the community's shared vision. The Budgeting process integrates our financial statements with the 185 Municipal Core Services to reflect their respective costs and program generated revenues in a user-friendly manner that is meaningful to our constituents. This process is designed to provide a higher degree of understanding among the City Commission and community stakeholders regarding the scope, costs and impact of the respective Core Services and better articulate how Lakeland values our services, invests in our priorities and potentially divest ourselves of lower priority services. Furthermore, Lakeland has implemented a Program Budget that is designed to be easier for the reader to understand the true costs of the various municipal services we provide, regardless of the Department or Departments that ultimately provide such services. The Program Budget allows the reader to focus on the costs of the services, the level of staff required to deliver the service as well as any revenues that are directly attributable to highlight its net cost. This methodology is significantly different than most municipal budgets that are presented in a historical Department-based format which makes such an understanding difficult, if not impossible.

City Manager's Letter

FY 2016 Budget Drivers

Over the years, Lakeland has applied a number of fiscal strategies that have enabled our organization to successfully navigate the tenuous economic landscape better than many of our sister cities. As a result, Lakeland did not experience significant employee layoffs, eliminate programs, or reduce core municipal services during the challenging times of the recession. Our approach however, has resulted in a smaller workforce maintaining and in some cases expanding services, but equally, we have kept a focus on revenue diversity and maintaining a balance on both current expenses as well as ensuring we are reinvesting long-term in the community's assets. A key element of this strategy has involved the attainment of undesignated reserves in the General Fund during Florida's economic boom which mitigated the resulting fiscal impacts throughout the recession. However since 2006, I have raised concerns with the continued use of reserves and Public Improvement Fund (PIF) revenues to support ongoing operational expenses as an emerging fiscal issue which needed to be addressed as part of the FY 2016 Annual Budget. You may recall that I further heightened this concern in the FY 2015 Budget Transmittal Letter:

"Over the past three fiscal years, the Administration has highlighted the need to either reduce General Fund expenditures, increase revenues or a combination of the two, given that the economic recession has not improved to the point to offset the use of reserves to support ongoing operations and maintain the City's minimum reserves."

"A key element of this strategy has involved the building of undesignated reserves during Florida's economic boom which has softened our path during the recent recession. However, as has been pointed out in recent years, the economy has not recovered sufficiently enough to replace the use of one-time reserves to support operating expenses, and the City Commission has been aware of the need to either reduce expenses, secure additional revenue or a combination of the two by roughly \$7.5 million in FY 2015 to maintain the City's General Fund Reserve target."

"It is important to note that none of these issues should come as a surprise to the City Commission as all of them had been discussed and projected in previous years."

Although Florida's real estate market has started to show signs of resurgence, it has not done so at a pace that resolves the above noted fiscal concerns. The Polk County Property Appraiser has projected approximately \$5 billion in Total Taxable Value in the upcoming year, representing roughly an 8.1% increase, which includes \$89 million in new construction and \$297 million of growth in the existing tax base. While that growth is certainly encouraging, it should be noted that the last time the City attained \$5 billion in Total Taxable Value was in 2005, and like most organizations, our expenses have increased over the last decade and the growth in the resulting ad valorem revenues of roughly \$1.8 million at the current 4.664 mills is not sufficient to eliminate the need for additional General Fund reductions, additional revenues, or a combination of the two. It is also important to note that property taxes comprise only 22% of the General Fund, therefore further reductions or additional revenues will ultimately be required to protect the future financial stability of the City's General Fund.

Coupled with these concerns are comments recently raised by both Moody's and Fitch Rating Agencies in their review of the City in conjunction with issuing bonds for the planned renovations to Joker Marchant Stadium. While the City received favorable ratings of AA3 and AA- respectively from the agencies, both organizations have expressed caution over the continuing decline in the City's General Fund reserves, with warnings of future rating declines if the trend continues.

The City Commission had expressed an interest in enacting a Fire Assessment Fee (FAF) as part of the development of the FY 2016 Budget, which at the proposed level, would have funded up to \$7.5 million in Lakeland Fire Department expenses in the upcoming year. However, following the City

City Manager's Letter

Commission's decision to not implement a FAF earlier this summer, I directed staff to revise their original FY 2016 Departmental submissions to incorporate the following guidelines:

- Reserves:
 - No use of Reserves to cover recurring costs
 - City to maintain 45 days cash on hand from FY 2015 Year End to FY 2016 Year End, which equates to roughly \$13 million, consistent with the City Commission's newly enacted policy to build 60 days of General Fund reserves within the next 3 to 5 years
- Maintain existing millage rate of 4.6644
- No changes in current Enterprise Fund Dividend support philosophies to the General Fund
- The Proposed Budget will include a 1.5% Across the Board (ATB) and 2.5% Merit increase (for those employees that are eligible) for General Employees, consistent with wage offers provided through negotiations with Utility Workers Union of America (UWUA) represented employees

In light of the above guidelines, Departments were required to revise their proposed budgets to accomplish the following:

- 5-7% reductions in General Fund Operational Budgets, with Departments having flexibility to increase/decrease across their respective Divisional lines to achieve overall Departmental targets
- Internal Service Funds were required to achieve 5% Budget Reduction Targets
- Enterprise Funds to consider untapped opportunities in charges, allocations and/or support to General Fund operations
- Implement a Soft Personnel Freeze for all Departments with the exception of Water, Wastewater, Lakes & Stormwater, Solid Waste, Airport and Lakeland Electric
- All proposed reductions are to be designed to have the least impact on services provided to community

The Preliminary Departmental submissions totaled roughly \$5.5 million in General Fund reductions. The reductions largely occurred in operational and maintenance accounts and personnel as opposed to capital, as the cuts were required to be permanent, as opposed to one time cuts. Not surprisingly, the most significant proposed impacts occurred in the Police, Fire, and Parks and Recreation Departments, as those three Departments comprise roughly 70% of the General Fund Budget. Furthermore, within the General Fund, personnel costs represent roughly 71% of the budget, so not surprisingly, personnel reductions represented the largest share of the targeted budget reductions. Almost eighty (80) Full and Part-Time positions were identified for potential elimination, representing almost \$3.4 million out of the \$5.5 million proposed to meet the revised Budget targets. Of those, 31 Full and Part-Time positions were vacant, which represented \$1.6 million in reductions, with the other 47 Full and Part-Time positions being filled, which represented another roughly \$1.8 million in reductions. The magnitude of these reductions were significant, and would have resulted in reduced responses in public safety operations, closure of staffed parks and recreation facilities, including the main library at least one day of the week and numerous other quality of life services presently provided throughout the community. The impact of eliminating roughly 80 positions in light of the growth of our service population by over 17,000 people, coupled with the previous systematic reduction of roughly 225 FTE's since 2007 through planned attrition and efficiencies would have certainly impacted both the services those positions provide throughout the community as well as the overall quality of life in Lakeland. The effect of these reductions further highlighted the challenges the City Commission faced in addressing revenue shortfalls solely through reductions in the General Fund, as opposed to considering other revenue options to balance the FY 2016 Budget.

City Manager's Letter

Departmental Budget Review Sessions with City Commission

City staff reviewed the \$5.5 million of proposed General Fund reductions and the associated service implications through a series of workshops spanning thirty hours on August 6th, 7th, 10th and 11th. As a result of those discussions, the City Commission endorsed roughly \$2.1 in reductions, (none of which involved filled positions, but did include a number of vacant positions), but it also supported roughly \$1.6 million in new and/or previously endorsed initiatives arising from the FY 2016 Strategic Planning Retreat. The new initiatives involved Departmental funding of various special events, support to various cultural and community groups, an operational/organizational study, undesignated Program Modifications, three new Full-Time Parks employees to staff the recently opened Lake Crago Park in North Lakeland, and six new Police Officer positions. The Proposed FY 2016 Budget has been developed and finalized based upon the collective results of the City Commission deliberations following the August Departmental Budget Workshops, coupled with roughly \$750,000 in additional General Fund reductions identified by the Administration, including some revised allocations to other funds.

Other Budget Considerations

The City regularly looks to implement operational efficiencies with the goal of reducing recurring expenses. Furthermore, the Administration developed the FY 2016 Budget utilizing a number of cost containment and budget reductions discussed above, coupled with increases in property insurance (10%); utilities (3%) and fuel (3%). Pension costs have been held steady at 19.6%, recognizing that the City of Lakeland does not participate in the Federal Social Security System. The City provides self-insured health insurance plans for Full-Time employees and typical of the health care industry as a whole, premium costs are projected to increase again in the upcoming year by 13% for both employees and the City. The impact of the Affordable Care Act (ACA) has also contributed to increased costs in the City's overall Health Plan expenses.

1. Personnel Costs

The single largest expense category within a typical municipality's General Fund is payroll and benefits, and Lakeland's FY 2016 General Fund Budget is no exception with proposed payroll and benefit costs of \$79 million representing 71% of the General Fund. Lakeland's fiscal policies have historically involved a concerted effort to control personnel costs largely through attrition and strategic use of a "soft hiring freeze." Because Lakeland's approach began over eight years ago, the organization has had the time to adjust operations to allow the continuance of most municipal services at traditional levels, albeit with fewer personnel. In other words, Lakeland's Full-Time Equivalents (FTE) count did not grow in the Florida "Boom" years as was seen in many of our sister local governments, and correspondingly did not aggressively "shrink" during the recession. This approach has however, resulted in the City reducing its workforce by 229.1 FTE's from 2,509.5 in FY 2007 to 2,280.39 in FY 2016. (FTE's are calculated based upon all approved employee work hours per Fiscal Year divided by 2,080 hours.) For FY 2016, a total of 2,160 Regular Full-Time positions are proposed, representing a net new 9 Full-Time positions and a total of 558 Part-Time positions, representing a reduction of 3 Part-Time positions following a variety of additions and deletions across the Departments. Even with these adjustments, Lakeland's population and utility service territory population has consistently grown over the years, while the FTE count remains lower than it was in 2007, despite serving an increase in our service territory population of 18,352 people. This demonstrates the dedication and efficiencies our municipal workforce has been able to accomplish in meeting the service expectations of the City Commission and our constituents.

City Manager's Letter

Population/Service Population v. FTE's			
Year	Lakeland Population	LE Service Area Population	Lakeland FTE's
2007	93,428	253,027	2,509.5
2008	93,508	252,731	2,488.5
2009	94,163	253,084	2,423.5
2010	97,422	253,234	2,370.5
2011	97,690	254,283	2,373.5
2012	98,200	255,869	2,351.0
2013	99,630	264,023	2,374.0
2014	100,728	267,376	2,310.0
2015	100,728	270,765	2,326.67**
2016	101,517*	271,379	2,280.39

*BEER estimates

** Excludes increases in temporary labor pool at TLC & CHGC which do not result in additional work hours or have any budget impact and Full & Part-Time personnel with conversion of F & B operations to a private provider.

The City's Classification & Compensation Plans have previously provided merit pay for employees that had not reached the maximum of their respective classification Pay Grade/Band and would otherwise be eligible for anywhere from a 0% to 2.5% merit increase based upon their Annual Performance Planning and Review (PPR). Merit pay administration for employees covered by Collective Bargaining Agreements (CBA) is similar, but not necessarily identical based upon the particular CBA. For the period from FY 2009 through FY 2013 (inclusive), General Employees did not receive merit increases due to revenue constraints. Furthermore, during this period, employee health insurance costs increased a total of 59%, which were absorbed by the employees, resulting in less take home pay. The FY 2014 and FY 2015 Budgets included a 1.5% ATB and up to a 2.5% merit increase based upon performance for General employees as well as employees represented by CBA's. Although the City does not set the market for salaries and benefits in the various labor markets in which we compete, we nevertheless need to remain competitive in those markets in order to retain and attract individuals who perform municipal services for our community. Due to the impacts of the elimination of merits in previous years, the City regularly faces retention and compression issues with employees who were unable to receive merits due to economic constraints from FY 2009 – 2013. This has created challenges with the hiring of new employees at salaries often above tenured employees who have more experience as labor markets became more competitive. While many of our classifications have only public sector counterparts which similarly withheld merit and ATB increases, the City also competes directly with the private sector for many of our classifications, and we are seeing higher salaries in both the public and private sector markets as the economy continues to recover. In response to such challenges, the Proposed FY 2016 Budget includes a 1.5% ATB for all classifications and up to 2.5% merit increases for the 80% of employees who are not yet at the top of their respective Pay Grade/Band for General Employees and Bargaining Unit Employees in both Police and Fire.

2. Utility Rates

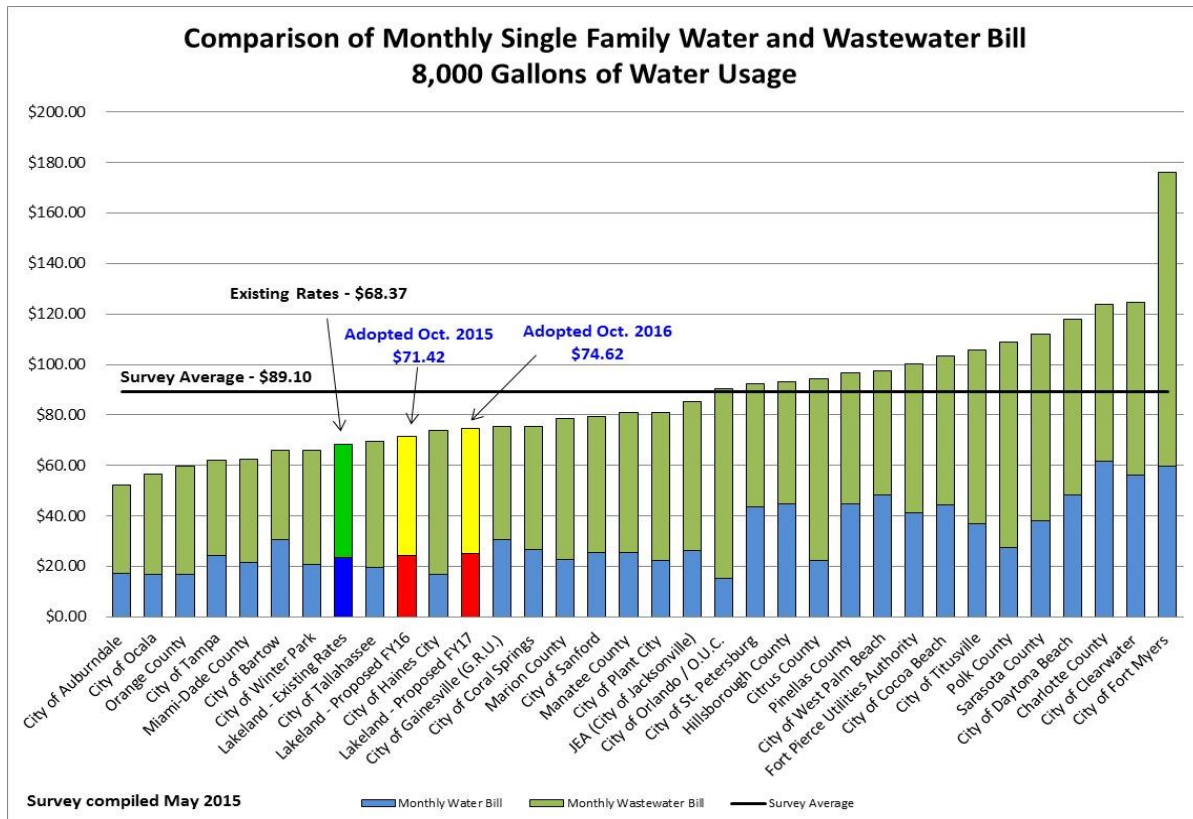
In FY 2010, the City Commission implemented a strategy involving the adoption of 3-year rate plans for Water and Wastewater services to provide adequate revenues to fund system needs, promote equity among the various customer classes, encourage water conservation, and enhance revenue stability. As part of the multi-year rate plans, the City reviews the plans annually to verify the level of rates needed based on the most recent information. Following a recommendation from staff and our rates consultant last year, the City deferred the previously adopted multi-year rates scheduled

City Manager's Letter

for implementation in FY 2015 after determining that the utilities could meet their projected Water operational and capital requirements, opting instead to spread the original 5.5% increase into two 3.0% increases in both FY 2016 and FY 2017. (The adopted 5.0% increases in both years for Wastewater services went unchanged.) Based upon the recent review of both Water and Wastewater Utilities Budgets and the previously approved 3-Year rate plans, staff recommends no changes to the previously approved rate increases in FY 2016 and FY 2017 as shown below:

Summary of Adopted Rate Increases			
Description	Adopted 2015	Adopted 2016	Adopted 2017
Water System	0%	3.0%	3.0%
Wastewater System	5.0%	5.0%	5.0%
Residential Water & Wastewater Bill - 8,000 Monthly Gallons	\$68.37	\$71.42	\$74.62
Proposed Increase per Bill - \$		\$3.05	\$3.20
Proposed Increase per Bill - %		4.5%	4.5%

Lakeland is well positioned for the previously adopted Water and Wastewater rates, as both its current and new rates are very competitive and remain in the lower quartiles of peer utilities in the State of Florida. It should also be noted that the comparative rates are likely to change as our peer utilities typically adjust rates during their respective budget cycles.



City Manager's Letter

3. Lakeland Regional Health Lease Payment

The status of the City's lease relationship with Lakeland Regional Health (LRH) has traditionally played a significant role in the annual development of the City's Budget documents. Prior to 1986, the Hospital was run as a Department of the City and its assets were funded by public investment approved by the City of Lakeland. In 1986, the Hospital Board approached the City to consider an alternative structure for its operation, whereby it would be established as a 501c3 non-profit tax-exempt entity, and be able to operate out of the Sunshine for competitive purposes. At the time, the City was also approached by private entities that offered to purchase the Hospital outright for approximately \$100 million. The City Commission chose not to sell the hospital, and instead agreed to the structure proposed by the Hospital Board that incorporated a lease-transfer agreement that provided the following:

- The Hospital Board would select its own members.
- The land and assets of the hospital (including improvements) would remain with the City; however a new Hospital Board would manage the assets during the term of the agreement. At the end of the term, the assets would revert back to the City.
- A lease payment would be made to the City (similar to a dividend from other enterprise operations of the City) in the amount of 2.25% of gross revenues, less write-offs from main Hospital operations.
- The Hospital's affiliate operations were included in the lease payment at 2.25% of their respective net incomes.

In 2011, LRH approached the City seeking relief from its annual lease payments due to uncertainties related to the Affordable Care Act (ACA), the State of Florida's position regarding expansion of Medicaid under ACA, and comments from Moody's concerning the Hospital's credit rating. In response to those concerns, the City agreed to cap Hospital lease payments from FY 2012 through FY 2014 at \$12.1 million per year. At the end of three years, the lease would revert back to its original term, absent of any further modifications approved by the parties. During the three year cap, the City provided a total of \$2.5 million in lease payment relief to the Hospital that it would have otherwise received under the original lease terms.

In conjunction with the FY 2015 Budget development, LRH asked the City to extend the cap on the lease payments for an additional five years at \$12.1 million per year. (Based upon LRH's FY 2013 financials, it was projected that the lease payment would be at least \$13.6 million in FY 2015.) In support of extending the capped lease payment, LRH indicated a need for an immediate investment of approximately \$140 million to make the average age of its plant equivalent to that of similarly rated hospitals, and that the lease payment has prevented it from investing in facilities and equipment during the last decade. LRH indicated its plans to invest \$150 million initially, and a total of \$350 million in capital improvements over the next five years.

As I have consistently stated in previous fiscal years, I have been concerned with the level of LRH lease revenues to support ongoing General Fund expenses. Lease revenue support to the General Fund has become a critical component of financing governmental expenses, and concerns remain regarding the unknown impact of the ACA and associated Medicaid reimbursements on LRH's budget. The annual Hospital lease payment is currently split between the City's General Fund at \$4.8 million (36%), \$6.7 million (50%) for the Public Improvement Fund, \$0.7 million (5%) in support to the Lakeland Center, and \$1.1 million (9%) for the Cleveland Heights Golf Course. The General Fund supports general government operations of the City, including Police and Fire protection, which collectively comprise 52% of General Fund expenditures. The Public Improvement Fund (PIF) plays an equally important role supporting over 200 municipal buildings and properties, along with all other general operations capital needs of the City.

City Manager's Letter

Similar to an investment portfolio, the City has benefited from a diverse array of revenues that have softened the impact from a downturn from any one source, with current Major General Fund Revenue Sources comprised of Ad Valorem Revenues (22%); Utility Dividends (37%) and Hospital Lease Revenues (5%). A less diverse revenue stream (e.g. a greater reliance on traditional ad valorem revenues) will position Lakeland similar to more traditional municipalities, and the City will be less resilient to future economic downturns.

Last year, the parties agreed to increase the LRH lease payment to \$12.9 million and cap it at that level for both FY 2015 and FY 2016. During the ensuing two year period, the parties were going to explore options to provide both LRH and the City with some short-term certainty and afford the parties the opportunity to better understand their respective financial issues to assist in developing acceptable alternatives going forward.

During the past year, representatives from the City and LRH negotiated the sixth amendment to the Lease and Transfer Agreement that successfully accomplished our collective objectives, and was recently approved by both the Hospital Board and the City Commission.

The latest amendment is for a term of twenty five years, which added an additional seven years to the current agreement that was set to expire on October 1, 2033. The amendment provides a lump sum of \$15 million to be paid to the City by LRH on October 1, 2015. Additionally, annual lease payments will be made in the Fiscal Year ending September 30, 2016, through the Fiscal Year ending September 30, 2040. The lease payment for the first year of the amendment will be \$13,254,750 and increases by 2.75% per year through the duration of the agreement. Lease payments will be made in equal quarterly payments beginning on October 1, 2015.

In the Fiscal Year beginning October 1, 2036, the City and the Hospital will enter into good faith negotiations for a twenty five year extension of the proposed Lease and Transfer Agreement. At any time during the lease negotiation period but not later than October 1, 2037, the City may notify LRH that it intends to sell the facility. The Hospital has the opportunity to purchase the hospital at fair market value as determined by a nationally recognized health care appraisal firm mutually agreed to by the City and LRH. If a purchase agreement is reached, a credit against the purchase price for all rent and payments made since inception of the lease on October 1, 1986, would be applied. All other terms and conditions of a potential sale agreement will be subject to the good faith negotiations by the parties. If the parties are unable to agree on the terms for a renewal, and unable to agree on the terms of a sale to LRH, the lease will terminate at the end of the Term and all of the assets will revert to the City.

As I stated during the City Commission's deliberations concerning the sixth amendment, the new structure represented a win-win for our community. The lump sum payment provides the City with the opportunity to invest in our future and appropriately plan for a successor lease in 2037. Furthermore, the revised quarterly lease payments with an agreed upon escalator will enable both the City and the Hospital to better forecast and develop budgets based on known income and expenses. Lastly, the new framework respects desired outcomes envisioned in the original Lease and Transfer Agreement and provides stability for both parties over the next twenty five years. As such, I am pleased to state that the recent uncertainty of the Lease and Transfer Agreement should no longer be a point of concern for future City Commissions and the Administration in the development of the City's Annual Budgets for the foreseeable future.

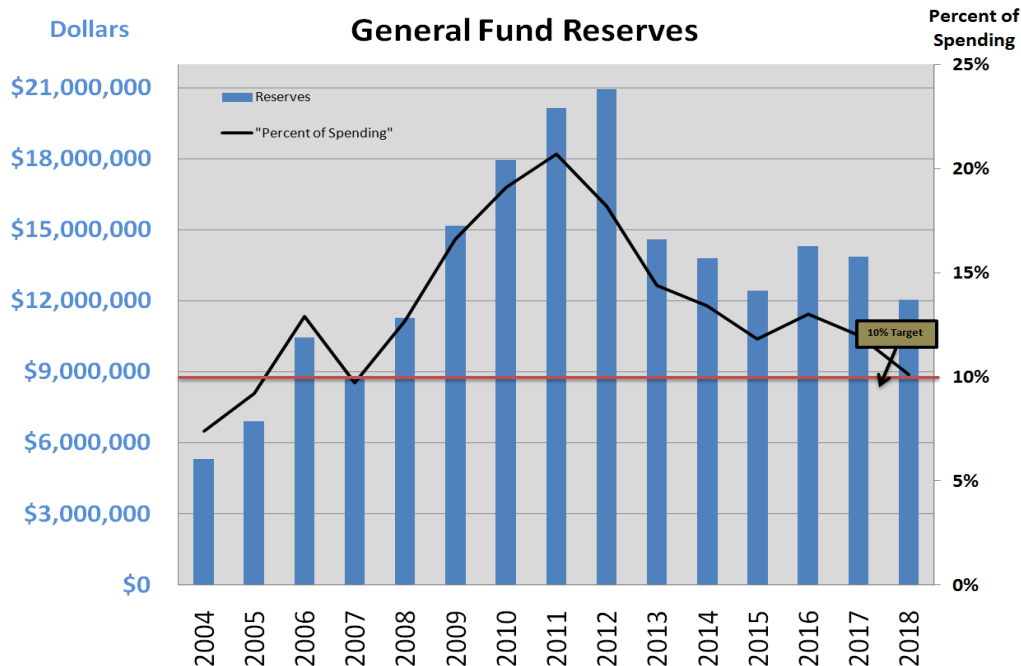
4. Targeted Use of Accumulated Reserves

The use of reserves has also been a critical component of fiscal policy discussions over the past several years. Prior to the recession, the Administration consciously controlled annual spending and year-end carryovers with a goal towards building General Fund reserves to greater than typical levels. This approach resulted in the attainment of a financial cushion or so called "rainy day" fund

City Manager's Letter

which was used strategically to soften the impacts of the recessionary fiscal constraints facing our organization. Over the past three fiscal years, the Administration has highlighted the need to either reduce General Fund expenditures, increase revenues or a combination of the two, given that the economic recession has not improved to the point to offset the use of reserves to support ongoing operations and maintain an acceptable level of reserves in the General Fund.

As mentioned earlier, I have developed the Proposed FY 2016 Budget, and specifically the General Fund, in a manner to preserve the current 45 days of projected reserves at FY 2015 year end as a starting point for FY 2016, with the goal to build on that amount in outlying years. (The Proposed Budget is also based upon a .90 mill increase as further described in the following section.) This approach is an appropriate start in response to the City Commission's recent policy statement to re-establish General Fund reserves to sixty days within the next three to five years. The new reserve policy should also be welcomed by both Moody's and Fitch following their recent favorable ratings review of the City's General Obligation bond ratings in which they cautioned of a future ratings review in the absence of addressing the continued use of reserves to fund ongoing governmental services. Prior to the recession, the City historically used a 7.5% minimum reserve target, but that has also changed this year to be consistent with the Government Finance Officers Association's (GFOA) recommended minimum reserve target of 10% of the General Fund. The following chart reflects the projected year end reserve levels assuming the adoption of a .90 mills as proposed:



5. Proposed Millage Rate

The FY 2015 Net Taxable Value of \$4.3 billion (i.e. gross taxable value less incremental ad valorem taxable values that are dedicated to the Community Redevelopment Agencies (CRA's)) at the adopted 4.6644 millage rate is projected to net \$21.9 million in property tax revenues that supported General Fund services. The comparable FY 2016 Net Taxable Valuation (i.e. gross taxable value less the value of new construction less incremental ad valorem taxable values that are dedicated to the CRA's) of \$4.7 billion, represents a 6.8% increase in Net Taxable Values. This increase represents a nominal growth in Net Taxable Values in the last several years, following previous Net Taxable Value declines of 7.2% in FY 2013, 6.8% in FY 2012, 18.4% in FY 2011 and 11.7% in FY 2010. The City will receive an additional \$1.3 million in increased tax dollars at the

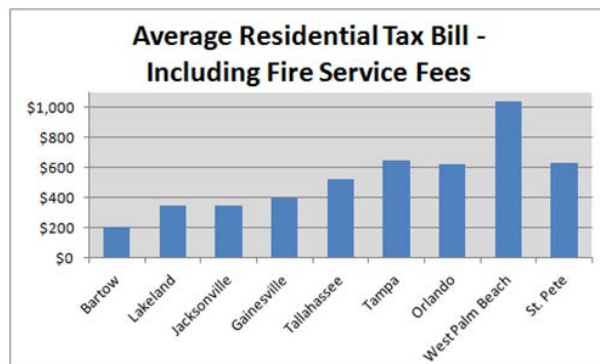
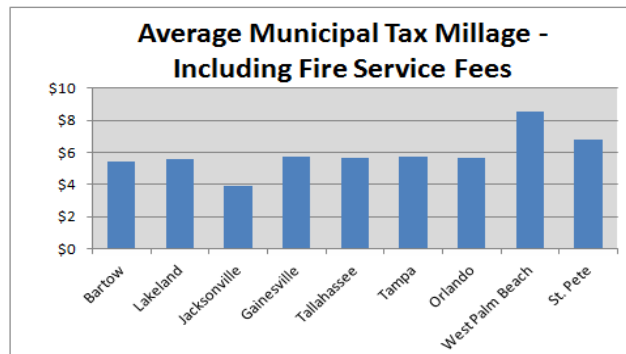
City Manager's Letter

current millage rate of 4.6644 due to appreciated values, which when added to new construction values, less new construction and reduction of values specifically within the various Tax Increment Financing Districts would yield a total of \$1.7 million in increased property taxes for the upcoming year.

Pursuant to Florida's TRIM requirements, municipalities may collect the same level of property tax proceeds at a corresponding millage rate that is equal to the previous year from existing properties, plus any tax proceeds from new construction, without the millage rate being classified as an increase. That so-called "roll back" rate that would generate the same level of property taxes as was collected in FY 2015 from existing properties (excluding new construction) is calculated at 4.4191 mills.

In light of the above discussed strategies and based upon direction from the City Commission at the close of the Departmental Budget Workshops, the Proposed FY 2016 Budget has been developed based upon a .90 mill increase for a new millage rate of 5.5644 mills. Collectively, the various financing strategies coupled with the proposed millage rate will allow the continuation of all currently provided municipal services, in addition to addressing growth in service demands in the Police, and Parks and Recreation Departments, as well as in several of the City's utility operations. The financial impact of the additional .90 mills over the former millage rate on a \$100,000 homesteaded property equates to an annual property tax increase of \$45.00. Pursuant to Florida State Statutes, the City Commission can increase the ad valorem rate up to .6410 mills with a simple majority vote (4 votes), but will require a supermajority vote (5 votes) to raise the ad valorem rate anywhere from .6411 mills to the .90 mills used to develop the Proposed FY 2016 Budget.

Despite the proposed increase in property taxes, Lakeland continues to have a competitive millage rate in the State of Florida for a full service city. Lakeland's average property tax bill for homesteaded properties remains well positioned at the lower end of the scale in comparison to our peer local governments, as well as in comparison to other municipal electric communities that similarly provide dividend support to their host government, as reflected in the two following charts:



City Manager's Letter

6. FY 2016 Actionable Items

In conjunction with the annual review and development of the City's Strategic Operating Plan for the upcoming year, staff presented a variety of initiatives and/or briefings regarding matters that staff and/or the City Commission have identified as emerging issues requiring attention in the upcoming year, along with the required resources to address such matters. Referred to as "Actionable Items", the City Commission ultimately votes and approves those that they wish to have included in the upcoming Fiscal Year Budget. I have provided a summary listing of the Actionable Items that are included in the FY 2016 Proposed Budget below, and I would encourage you to reference the additional details associated with each of these important initiatives which can be found on the respective referenced pages in the Performance Budget section of the Budget Document:

Actionable Item Title	Budget Book Page	Lead Dept.	Support Depts.	Budget	Goal Area Affected
Training Center Master Plan	D-23	LFD	CD & PW	\$0	Quality of Life
Jenkins Arena Renovation Plan	D-25	TLC	CMO, LFD & FACM	\$25,000	Quality of Life
Additional 6 Police Officers	D-26	LPD	Comm, P&R, PW & LE	\$680,000	Quality of Life
LLRA Growth & Support	D-29	LLRA	CD & PW	\$0	Economic Opp.
Communication of City-Wide Neighborhood Stabilization and Revitalization Strategies	D-30	CD	PW, P&R & LPD	\$50,000 FY16 \$100,000 FY17	Economic Opp.
Downtown Development/Redevelopment	D-31	LCRA & CD	PW, LE, W & LFD	\$400,000	Economic Opp.
Determine Economic Priorities for COL to attract new opportunities	D-32	CD	LE, W & LLRA	\$15,000	Economic Opp.
Broadband Initiative	D-33	CD	PW, P&R & LPD	\$100,000	Economic Opp.
SW Community Park & Library Complex	D-36	P&R	CD & PW	\$1.0 m in FY16	Growth
Improve Coordination and Management of Special Events	D-37	P&R	CD, LPD, CRA, LFD, LE & PW	\$83,900	Growth
Federal Building Restoration	D-39	PW/FACM	HR/CMO	\$1,225,000	Governance

City Manager's Letter

Proposed FY 2016 Budget Basics

Given the above information, I am proposing a FY 2016 Total City Budget of \$530,217,651 and a General Fund Budget of \$107,495,200 net Intra-City transactions:

Comparative Budget Totals

Original Budget	FY 2015 Proposed	FY 2016 Proposed
City-Wide Proposed Budget	\$683,887,808	\$679,893,688
Less Intra-City Transactions	\$151,033,532	\$149,676,037
Net Budget	\$532,854,276	\$530,217,651
General Fund Proposed Budget	\$107,015,688	\$111,258,101
Less Intra-City Transactions	\$2,834,380	\$3,763,081
Net Budget	\$104,181,308	\$107,495,020

Various changes in the FY 2016 Proposed Budget in comparison to the previous year are associated with an overall reduction in City-wide expenses and capital projects. The increase in Personnel Services of \$3.2 million account for the increase in General Fund expenditures in FY 2016. This includes an additional 6 Police Officers and 3 new Parks employees to staff the recently opened Lake Crago Park in northeast Lakeland. Cemetery fees have been adjusted for inflation, as historically authorized by the City Commission. The Proposed Budget also includes the previously discussed 3.0% Water rate increase and the 5.0% Wastewater rate increase. Lastly, Lakeland Electric's Environmental Compliance Charge is proposed to decrease from the current rate of \$3.327 per 1,000 kWh to \$2.532 in FY 2016.

Conclusion

The format of the FY 2016 Annual Budget Book builds upon the success of the organization's previous Budgets that have received the Government Finance Officers Association (GFOA) "Distinguished Budget Presentation Award" in recognition of its layout, planning, content and overall presentation. The award is noteworthy in that it is bestowed on only a small percentage of public organizations. The annual budget process which fully incorporates the City's Strategic Planning process with the yearly allocation of financial resources represents an excellent opportunity for the City Commission, staff and residents to review the delivery of municipal services vis-à-vis our effectiveness to accomplish the collective desires of the community. We believe readers will continue to find the City's user-friendly Budget effectively serves as a reference document throughout the year as both a financial tool and operations guide.

In reviewing the Program Budget, the concept of total operating expenditures versus traditional General Fund expenditures should always be kept in mind. The property tax rate and other taxes and dividends primarily cover expenditures for the General Fund (which includes many of the traditional governmental services which do not have user fees such as Police, Fire, Planning and general government), and excludes those user fee based costs attributable to Enterprise Operations (Lakeland Electric, Water and Wastewater Funds, Solid Waste Fund, Airport Fund, The Lakeland Center and Cleveland Heights Golf Course), Special Revenue Funds (Community Development Fund) or Capital Project Funds (e.g. the Transportation Fund, Stormwater Fund and Public Improvement Fund.) The Public Improvement Fund pays for deficiencies in some funds such as the General Fund, the Lakeland Center and the Cleveland Heights Golf Course through a transfer of funds. All of the funds together, with the exception of the Internal Service Funds (e.g. Fleet

City Manager's Letter

Management, Risk Management & Purchasing, Information Technology and Facilities Maintenance Funds) and the allocation of Administrative Services expenses comprise the operational budget.

The development of my last budget as your City Manager has been extremely challenging for both the City Commission and staff given the number of significant fiscal issues involving the proposed Fire Assessment Fee, resolution of the Hospital Lease and Transfer Agreement, the use of General Fund Reserves, the level of transfers from the Public Improvement Fund, and last but not least, the proposed millage rate for the upcoming year. Despite these challenges, I am proud of the work my Administration has accomplished not just in the past year, but also throughout my roughly twelve year tenure. Our organization has weathered many economic and operational obstacles, and we have successfully navigated through what many have characterized as one of the longest recessions in our country's history. You can and should take great pride in the dedication and resourcefulness of our staff throughout this journey.

Towards that end, I would like to thank the City Commission for the hard work and additional time you all spent in retreats and departmental workshops to better understand the budget drivers and provide input so that the document is reflective of your collective direction. I would also like to take this opportunity to specifically recognize the dedication of the City of Lakeland's talented municipal workforce as they deliver an extensive array of municipal services for residents with enthusiasm and pride on a daily basis. Many of these employees have provided their time and talents in the preparation of this annual document, and I truly appreciate and thank them for their commitment to the continuous evolution and enhancement of the City's budgeting process. Although I will no longer be in office as you adopt the FY 2016 Annual City Budget on September 15th, and in speaking for Tony Delgado as the designated Interim City Manager, we look forward to working with you during your review of the Proposed Budget and Capital Improvement Program Budgets and stand ready to address any related questions or comments in conjunction with your review and approval process.

Very truly yours,

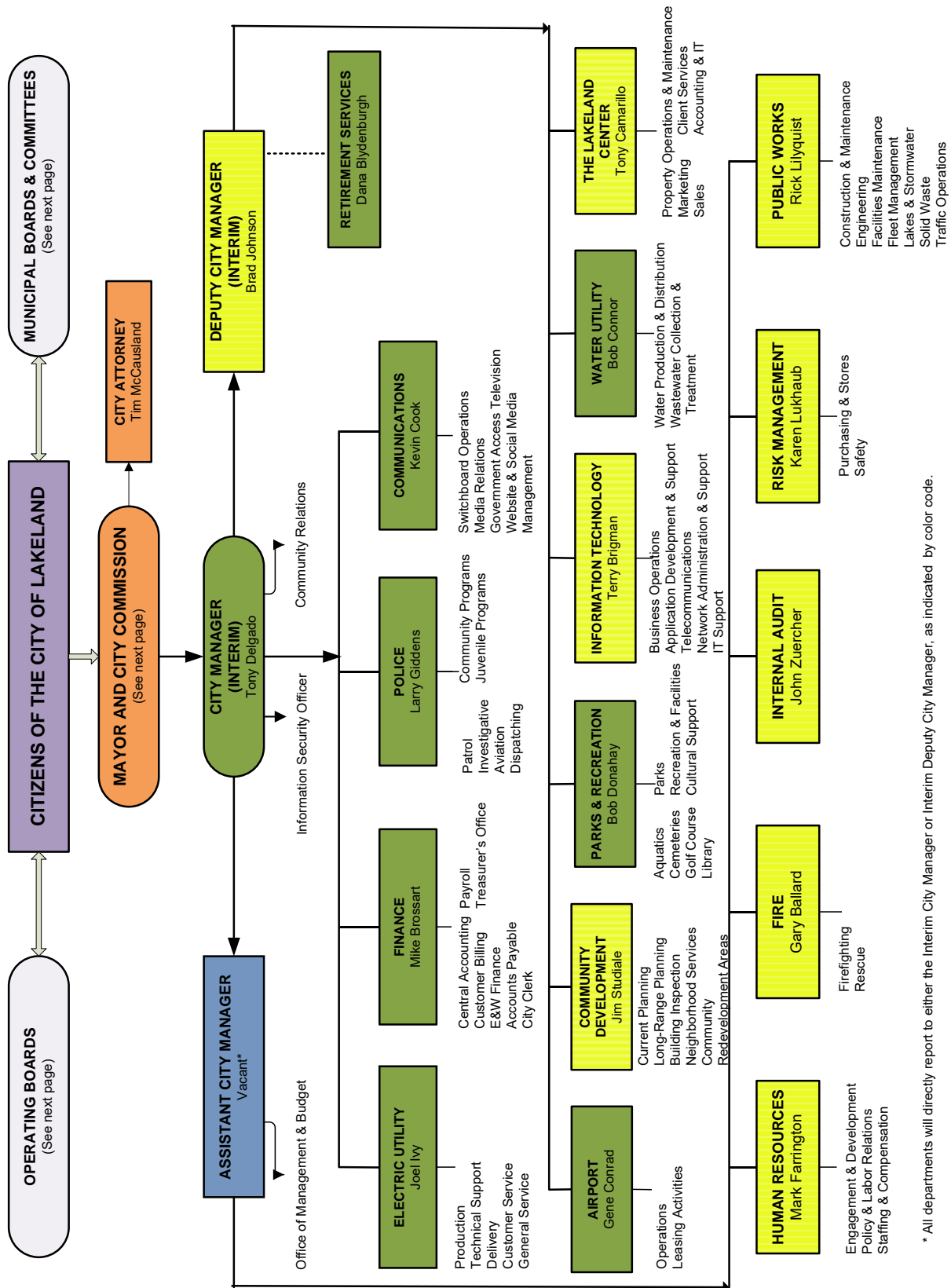


Douglas B. Thomas
City Manager



Anthony J. Delgado
Interim City Manager

Organizational Chart



* All departments will directly report to either the Interim City Manager or Interim Deputy City Manager, as indicated by color code.

Organizational Chart

Organizational Chart

CITIZENS OF THE CITY OF LAKELAND

REGIONAL OR PROFESSIONAL ASSOCIATIONS

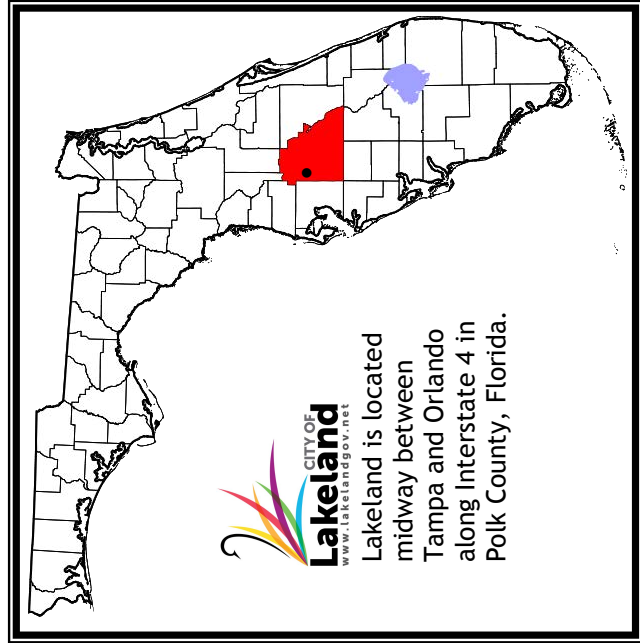
American Public Power Association Policy Makers Council
 Central Florida Partnership
 Central Florida Regional Planning Council
 Florida League of Cities
 Florida League of Mayors
 Lakeland Area Mass Transit District
 Lakeland Downtown Development Authority
 Lakeland Vision
 Polk Regional Water Cooperative Committee
 Sun n' Fun Board of Directors
 Tampa Bay Partnership
 Transportation Planning Organization
 Tourist Development Council

MAYOR AND CITY COMMISSIONERS

R. Howard Wiggs (Mayor)
 Justin M. Troller
 Phillip E. Walker
 Edie L. Yates
 Don R. Selvage
 Jim Malless
 Keith P. Merritt

MUNICIPAL BOARDS & COMMITTEES

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



Vision, Mission, Values and Goals

Vision

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

Mission

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

Core Values

Social Responsibility

Leadership

Integrity

Commitment to Excellence

Empowered Workforce

Diversity

(See page C-4 for more information)

Quality of Life Goal

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

Directional Outcomes:

- Improve Citizen participation in setting community priorities.
- Provide outstanding municipal services.
- Provide outstanding public safety response and prevention services.
- Cultivate public/private partnerships to facilitate a cultural and service-oriented community.
- Enhance mobility options throughout the City.
- Promote arts, culture and active, healthy lifestyles.
- Promote life-long learning.
- Provide diverse recreational events, accessible parks, libraries and entertainment venues.

Vision, Mission, Values and Goals

Communication Goal

Develop an informed and engaged community.

Directional Outcomes:

- Respond to all customer inquiries in a responsive, efficient, professional and courteous manner.
- Provide accurate and timely information through transparent processes.
- Maximize use of social media to increase real-time communication.

Economic Opportunity Goal

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

Directional Outcomes:

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

Fiscal Management Goal

Develop and effectively manage financial resources.

Directional Outcomes:

- Continually monitor and evaluate business practices for cost effectiveness and efficiency.
- Evaluate existing sources of revenues and explore alternative sources.
- Maintain financial stability by aligning resources to both municipal services and regulatory requirements.
- Maintain transparency in financial and operational reporting.

Vision, Mission, Values and Goals

Growth Management Goal

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

Directional Outcomes:

- Provide reliable and sustainable infrastructure.
- Plan and direct investment in infrastructure necessary for growth and redevelopment.
- Effectively align resources to changing environments including green initiatives.
- Implement an effective multi-modal transportation plan that considers regional objectives.
- Maintain diverse, safe, attractive neighborhoods throughout the City.

Governance Goal

Provide for responsive and responsible governmental service.

Directional Outcomes:

- Provide services required by Federal, State and Local Laws or policies.
- Provide desired Services based on customer's priority and availability of funding.
- Foster a work environment that encourages and engages all employees to achieve their individual and collective potential.
- Utilize strategic planning and measurements to ensure the City meets defined goals and outcomes.
- Encourage and educate our workforce to integrate City Core Values into all services provided.
- Utilize best practices for timely decisions, transparency and fiscally accountable governance.

Lakeland at a Glance

Government

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

Demographics

Population

2004-2009—Bureau of Economic and Business Research (BEBR), 2015—US Census Bureau, 2012—BEBR, (2012-Lakeland Economic Development Council); 2014 Claritas

2005	90,851
2006	91,623
2007	93,428
2008	93,508
2009	94,163
2010	97,422
2011	97,690
2012	98,200
2013	98,733
2014	100,728
2015 estimate	101,517

Median Age

(American Community Survey, 2013)

40.3

Residential Households

Single Family/Duplex	58.5%
Multi-Family	20.6%
Mobile Home/Boat/RV/Van	20.9%

Median Household Income

(City of Lakeland Demographic Guide 2015)

\$37,806

Racial Composition

(City of Lakeland Demographic Guide 2015; US Census Bureau)

White	69.6%
Black or African American	20.9%
Asian	2.0%
Native American	0.4%
Other Race	4.1%
Two or more races	3.0%
Hispanic or Latino	14.9%*

* Embedded within total population

Land Use

Land Area (sq. miles)	74.85
Residential	51%
Commercial	8%
Recreation/Open Space	17%
Public/Institutional	1%
Industrial	23%

Education

Number of Public Schools

(City of Lakeland Demographic Guide 2015)

Elementary	33
Middle	12
High School	8
Public/Private Colleges, Trade and Technical Schools	9

Polk County FCAT Results (2014):

(FDOE FCAT 2014 Results)

	Reading Mean	Math Mean
Grade 3	196	198
Grade 4	208	212
Grade 5	217	216
Grade 6	222	221
Grade 7	226	228
Grade 8	233	230
Grade 9	235	-
Grade 10	240	-

Economics

Permitted Space:

(City of Lakeland Demographic Guide 2015)

Office Space (sq. ft.)	12,000
Retail Space (sq. ft.)	305,856
Industrial Space (sq. ft.)	1,369,759

2014

Taxable Property Valuation \$4,417,785,507

2014 Top 5 Principal Taxpayers:

Publix Super Markets, Inc.	6.12%
Rooms To Go Furniture Corp.	1.21%
Casto Oakbridge-Venture LTD	1.08%
Verizon	1.06%
Watson Clinic	1.06%

2016

Property Tax Millage Rate 5.5644

FY2016 Proposed Budget \$530,217,651

Service Statistics

Police

Sworn Officers	231
Service Calls	63,795
911 Calls	55,056
Average Emergency Response Time (min.)	6.8

Fire/EMS

Certified Firefighters	164
Number of Fire Stations	7
Number of Service Runs:	
Fire	3,292
EMS	11,280

Parks & Recreation

Parks & Facilities	72
Acreage	1,349
Cleveland Heights Golf Course:	
Holes	27
Memberships	100
Rounds Played	56,045
Lake Mirror Complex:	
Auditorium	
Size (sq. ft.)	6,500
Rentals	162
Theatre	
Size (sq. ft.)	5,500
Rentals	283
Peggy Brown Building	
Size (sq. ft.)	4,700
Rentals	128
Magnolia Building	
Size (sq. ft.)	4,700
Rentals	144
Libraries	3
Sports Complexes	9
Sports Teams	279
Aquatic Complex Visitors	345,796
Swim Classes	130
Swim Class Participants	738

Lakeland Center

George Jenkins Arena:	
Size (sq. ft.)	24,380
Reserved Capacity	8,136
Exhibit Hall:	
Size (sq. ft.)	28,262
Youkey Theatre:	
Size (sq. ft.)	39,000
Reserved Capacity	2,246
Sikes Conference Center:	
Size (sq. ft.)	33,804
Total Events	445
Total Attendance	492,129

Public Works

Tons of Waste Recycled	6,485
Lane Miles of Street Maintained	785
City Vehicles & Equipment Maintained	1,319
Miles of Sidewalk Maintained	262.27

Electric Utility

Customer Territory (sq. miles)	246
Miles of Transmission Lines	155
Residential Accounts	104,038
Commercial Accounts	12,185
Municipal Accounts	648
Private Area Lights Accounts	7,645
Service Territory Population Estimate And Projections	271,379
Monthly Average Electric Usage (kWh)	242,075,933

Water/Wastewater Utilities

Customer Territory (sq. miles)	149
Water Customer Accounts	50,248
Wastewater Customer Accounts	44,058
Miles of Water Main	996
Fire Hydrants	4,191
Daily Average Water Demand (mgd)	20.52
Water Treated Annually (mg)	7,491
Miles of Wastewater Lines	455
Daily Wastewater Treated (mgd)	12.32

Lakeland Linder Airport

Runway 9/27	8,500 ft. long
Runway 5/23	5,000 ft. long

History of Lakeland

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

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

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

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

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

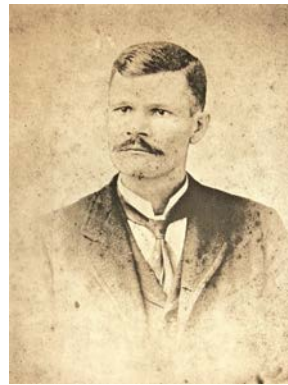
On May 26, 1891, the City joined Tampa and Jacksonville to become one of the first cities in Florida to have electric lights. Today, the City owns and operates its own electric company, Lakeland Electric, which provides service to thousands of Polk County residents.



Abraham Godwin Munn
City of Lakeland Founder



Henry Bradley Plant
Southern Express Railroad Co.



John Washington Trammell
First Mayor of Lakeland 1885



Lakeland's First Train Depot
Built by Abraham Munn

History of Lakeland

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

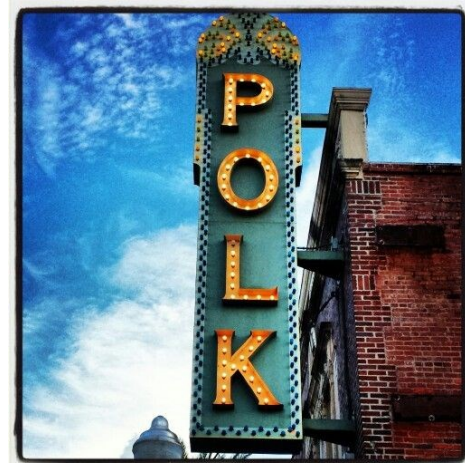
The "boom" period went "bust" quickly and years passed before the city recovered. In 1934, Lakeland became the spring training home of the Detroit Tigers, contributing to the reemergence of the City. The development of the Lakeland Municipal Airport as a major facility in Central Florida transportation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

Swans have long been a part of the ambience of Lakeland. Records and sightings indicate that swans have been on the City's lakes since at least 1923. For a variety of reasons, the swan population dwindled to zero by 1945. Mrs. Robert Pickhardt wrote to Queen Elizabeth inquiring about purchasing a pair of swans for Lakeland. A royal representative replied that the Queen would donate a pair of swans if the city would pay the cost of capture, crating and shipping (estimated at \$300). A pair of white mute swans from England arrived in Lakeland and were released on Lake Morton on February 9, 1957. Today there are over 200 swans here including Coscorobas, Australian Blacks, Black-Necks, Polish Mutes and English Mutes. The swans can be found on Lakes Morton, Wire, Mirror, Parker and at Cleveland Heights Golf and Country Club. Quite a few are directly descended from the original 1957 royal pair.

Since 1973, Lakeland has been home to the nation's second largest experimental aircraft convention, the Sun n Fun Fly-In, which attracts aviation enthusiasts from around the world every April.

Beginning in 1970, the Mayfaire-by-the-Lake Art Festival has been held every Mother's Day weekend, drawing thousands of visitors each year.

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



History of Lakeland

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

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

Polk Theatre was built in 1927. It was completely restored in 1999 and is now supported by revenue from films, its Performing Art Series, fundraising, rental income and memberships.

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

The Junior Welfare League founded the all-volunteer Imperial Youth Museum in 1966. In 1969, the museum was renamed Polk Public Museum to reflect the broadened emphasis on history and science. It functions as a cultural arts center for the general public.

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



Joe Nemechek



Ray Lewis

Notable Lakelanders:	
Joe Nemechek	NASCAR Nextel Cup Driver
Faith Evans	Singer-songwriter
Frances Langford	Actress and Singer
Andrew Reynolds	Professional Skateboarder
George W. Jenkins	Founder of Publix
Park Trammell	US Senator, Governor of Florida
Nat Adderly	Jazz Musician
Lawton Chiles	US Senator, Governor of Florida
Maurkice & Mike Pouncey	NFL (Steelers / Dolphins)
Neva Jane Langley	Miss America—1953
Ray Lewis	Retired two-time Super Bowl Champion
Lee Janzen	Pro Golfer, Two-Time US Open Winner
Lindsey Alley	Actress
Rhea Durham	Model
Chris Sale	MLB Pitcher



Maurkice & Mike Pouncey



Chris Sale

History of Lakeland

Interesting Facts

- Since 1934 the Detroit Tigers have called Lakeland their Spring Training home and have the longest relationship in history between a Town and a Team.
- Ranked 5th Best City in Florida by SteetAdvisor.com
- During Sun n' Fun, Lakeland Linder Regional Airport becomes the busiest airport in the world.
- The Lakeland Flying Tigers have been affiliated with the Detroit Tigers since 1967.
- The Polk Museum of Art, built in 1988, encompasses over 35,000 square feet across 10 galleries.
- Florida Southern College is home to the largest single collection of Frank Lloyd Wright structures in the world—and is on the National Register of Historic Places.
- U.S. News & World Report named Florida Southern College #5 in its ranking of Best Colleges in Regional Colleges (South) in 2015.



Sources

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The Budget Overview provides highlights of the FY2016 Budget, including the Budget Summary, Staffing Changes, Financial Policies of the City and the Budget Process Overview.

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Budget Overview

Introduction

The FY2016 Annual Budget will be adopted on September 15, 2015. It is the numerical representation of the FY2016 Strategic/Business Operating Plan. By allocating resources through Service prioritization based on strategic alignment with the City of Lakeland Outcomes, this budget sets the stage for continued success into the future.

Budget Highlights

The net operating budget for FY2016 for all funds totals \$530,217,651. This represents a decrease of \$2,636,625 or .5% less than the FY2015 budget. The FY2016 budget is balanced, while responsive to the community needs identified in the Strategic/Business Operating Plan.

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

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

Building the Foundation

The Commission's Annual Retreat in June 2015 focused on:

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

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

Following the Retreat, Core Services were reprioritized based upon how each influences the City's Goal areas and they were subsequently utilized as an informational step in the development of the Adopted FY2016 Budget. True to the spirit of performance, the Strategic Operating Plan has evolved over the last several years, linking our day-to-day activities with the City Vision and level of services we aspire to achieve.

Financial Forecasting

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

Budget Process Overview

Budget Format

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

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

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

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

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

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

The FY2016 budget includes an Introduction section followed by Budget Overview, Long-Range Planning, Performance Budget, Line Item Budget, Capital Improvement Plan (CIP) and Supplementary Information sections.

Approval Process

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

Monitoring Process

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

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

Budget Process Overview

Amending The Budget

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

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

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

City Commission approval is required for budget amendments which alter the budget of any fund.

How the Budget Is Created

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

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

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

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

Departments set goals to meet the needs identified by the Outcomes. To meet these goals, Core Services within the Departments have specific performance measurements. Future enhancements to further this process will ensure each employee knows what the end result should be and how it contributes to the City's Strategic Plan. In this way, the budget becomes a tool for monitoring rather than just controlling operating performance.

Budget Process Overview

Program Budgeting

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

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

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

Budget targets are developed based on prioritized Core and Support Services and their relationship to achieving the Goals of the Strategic Operating Plan. Operating costs are included in this budget target.

Department staff verifies all numbers and assumptions made in these categories. Departments also submit all personnel changes such as retirements, projected salary increases or changes in hours worked.

Operating Expenses

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

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

Capital Expenses

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

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

Budget Process Overview

Budget Methodology

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

Component	Description
-----------	-------------

Program Description	The statement must identify the particular purpose for the activities and how they relate to the City's overall mission.
Core Services	<p>Products or services provided to the public (external customer) as an actual deliverable and not as a supporting service or step in the process. <i>(Applicable to General Fund Operating Departments and Enterprise Funds)</i></p> <ul style="list-style-type: none"> • FTE: Number of full-time and part-time employees associated with the completion of the Activity • Personnel Costs: Salary and Benefits • Operational Costs: All costs (other than personnel) attributed with completing the Activity. • Debt Service: Acquired debt (if applicable) • Net Cost: Total Activity Cost
Support Services	<p>Resources or assistance in support of a Core Service or deliverables provided to a City of Lakeland operation or internal customer [e.g. technology, equipment or special resources including administrative, technical, maintenance, financial, legal or other skilled and professional categories.] <i>(Applicable to General Fund Governance Departments and Internal Service Funds)</i></p> <p>Same table structure as identified above for Core Services.</p>
Performance Measurements (FY2015 Development Year and FY2016 measurements collection year)	<p>The performance measurements will focus on particular accomplishments that have or will be attained within the current year. All will be measurable by the performance indicators supplied. Each performance measure will include explicit links showing how objectives and their indicators are directly related to the Outcomes they support.</p> <p>Performance Measurements may be developed:</p> <ul style="list-style-type: none"> • Operationally • As a specific City-wide Key Success Indicator • Community Values Survey Data • Based on an Actionable Item • From a Florida Benchmarking Consortium (FBC) measurement

Budget Development Calendar

Fiscal Year 2016 Strategic Planning & Budget Development Calendar

DATE	ACTION REQUIRED	RESPONSIBILITIES
January 23 - February 24	Community Values Survey	OMB
February 17 - March 15	Complete PMF Personnel Request Forms and Submit to OMB	Departments/OMB
February 25 - March 26	Community Values Survey Data Analysis	OMB
March 1 - April 15	HR Completes any necessary Personnel PMF Review and Documentation. Output provided to OMB.	HR/Departments/OMB
March 1 - April 15	Distribute review materials and instructions for Department Review, Validation & Capture of Measurements. Dept. Review & Validation	Departments/OMB
March 23 - 29	Departments complete Core and Support Services Prioritization process in Hyperion	Departments/OMB
March 15	DH's provide list of Strategic Planning Workshop Topics to CMO	Departments/CMO
March 16	Internal Services Line Item Budgets Available for Input	Finance/Departments
March 30 - April 10	Prioritization Data Provided to Grading Review Committee (GRC) to begin their review & Consensus.	GRC, OMB
April 15	Line Item & CIPs Available for Entry	Finance/Departments
April 13 - 16	Prioritization Appeals and Wrap-up	GRC/Departments/OMB
April 1 - 17	DH's City Commission Strategic Planning Workshop Dry Runs	Departments, CMO, OMB
April 30	City Commission Strategic Planning Workshop (full day/TLC)	City Commission, City Staff, Public
April 30	Line Item Budgets Completed/Finance Begins Review	Departments/Finance
May 1	City Commission Strategic Planning Workshop (AM 1/2 Day/TLC)	City Commission, City Staff, Public
May 5	Senior Leadership Workshop, Day 1 (AM 1/2 day/Tiger Admin Bldg)	CMO, OMB & Senior Leadership
May 19	Senior Leadership Workshop, Day 2 (AM 1/2 day/Tiger Admin Bldg)	CMO, OMB & Senior Leadership
June 1	Complete CIP Forms and notify Finance	Departments
After June 11	Review of CIP Forms	Finance
May/June	DH's Business Planning Retreat Dry Runs	Departments, CMO, OMB
June 9	City Commission Business Planning Retreat (full day/TLC)	City Commission, City Staff, Public
June 10	City Commission Business Planning Retreat (PM 1/2 day/TLC)	City Commission, City Staff, Public
June 18	Begin working on Budget Development Items (refer to Handbook): <ol style="list-style-type: none"> 1. Hyperion System: <ul style="list-style-type: none"> • Workforce Forms • Central Budget Forms • Performance Budget Forms • CIP Forms 2. Table of Organization Process (N: Drive) 3. Program Modification Budget Development Forms 	OMB, Finance, Departments

Budget Development Calendar

June & July	O&M, Workforce, Core Services and TO Reconciliation to approved Budgets	Finance, OMB
July 1	Delivers Tax Assessment to the City	Property Appraisers Office
One week prior to the day of your City Manager Review Meeting	1. Return Electronic Meeting Deliverables to OMB 2. Program Budget Development Forms	Departments
July 1 - 26	Dept. Budget Meetings - Review Proposed Budgets by Program	Depts, City Manager, OMB, Finance
July 20	Review with City Commission; Adopt Property Tax Millage Rate, set dates for Public Hearings	City Manager, City Commission
July 24	Deliver proposed Tax Millage Rate, Roll-Back Rate, Public Hearing Schedule to Property Appraiser	Finance
August	DH CC Budget Workshop Dry Runs	Depts, City Manager, OMB, Finance
August 14	Publish notice of public hearing on Mayor & Commission Salary	City Clerk
August 7, 10-12	City Commission Budget Workshop (all full days except the 12th is 1/2 day PM)	Public, CC, CMO, Depts., OMB, Finance
August 21	Publish TRIM Notice for 1st Public Hearing	Property Appraisers Office
August 28	Provide City Commission FY16 Proposed Budget for Review prior to Public Hearings	OMB, Finance
September 3 at 6:00 p.m.	First public hearing on tentative budget, proposed millage rate, adopt proposed millage rate	City Commission
September 13	Publish notice of public hearing on final budget	City Clerk
September 15 6:00 p.m.	Second public hearing to adopt final budget and millage rate	City Commission

Budget In Brief

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

Vision

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

Mission

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

Core Values

- Leadership
- Commitment to Excellence
- Diversity
- Integrity
- Empowered Workforce
- Social Responsibility



Community Safety \$ 58,861,908

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



Cultural & Community Services \$ 14,017,538

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



Economic & Community Development \$ 16,110,540

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



Environmental & Utility Services \$ 336,653,529

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



Parks, Recreation and Properties \$ 31,161,328

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



Transportation Services \$ 14,118,166

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



Legislative Activities \$ 5,547,526

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



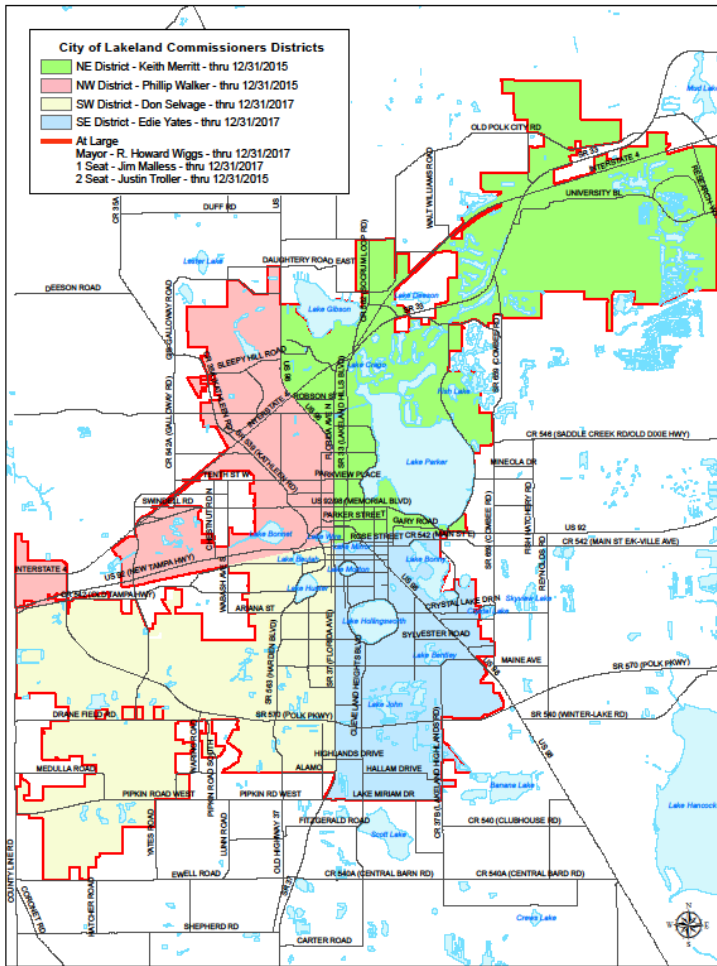
Support Services \$ 53,747,116

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

Adopted FY2016 Budget

\$ 530,217,651

City Commission and Contact Information



R. Howard Wiggs
Mayor
 Howard.Wiggs@lakelandgov.net
 Term Expires—12/31/2017



Justin "Coach" Troller
Commissioner, At-Large
 Justin.Troller@lakelandgov.net
 Term Expires—12/31/2015



Phillip Walker
Mayor Pro Tem & Commissioner, NW
 Phillip.Walker@lakelandgov.net
 Term Expires—12/31/2015



Keith Merritt
Commissioner, Northeast
 Keith.Merritt@lakelandgov.net
 Term Expires—12/31/2015



Edie Yates
Commissioner, Southeast
 Edie.Yates@lakelandgov.net
 Term Expires—12/31/2017



Don Selvage
Commissioner, Southwest
 Don.Selvage@lakelandgov.net
 Term Expires—12/31/2017



Jim Malless
Commissioner, At-Large
 Jim.Malless@lakelandgov.net
 Term Expires—12/31/2017

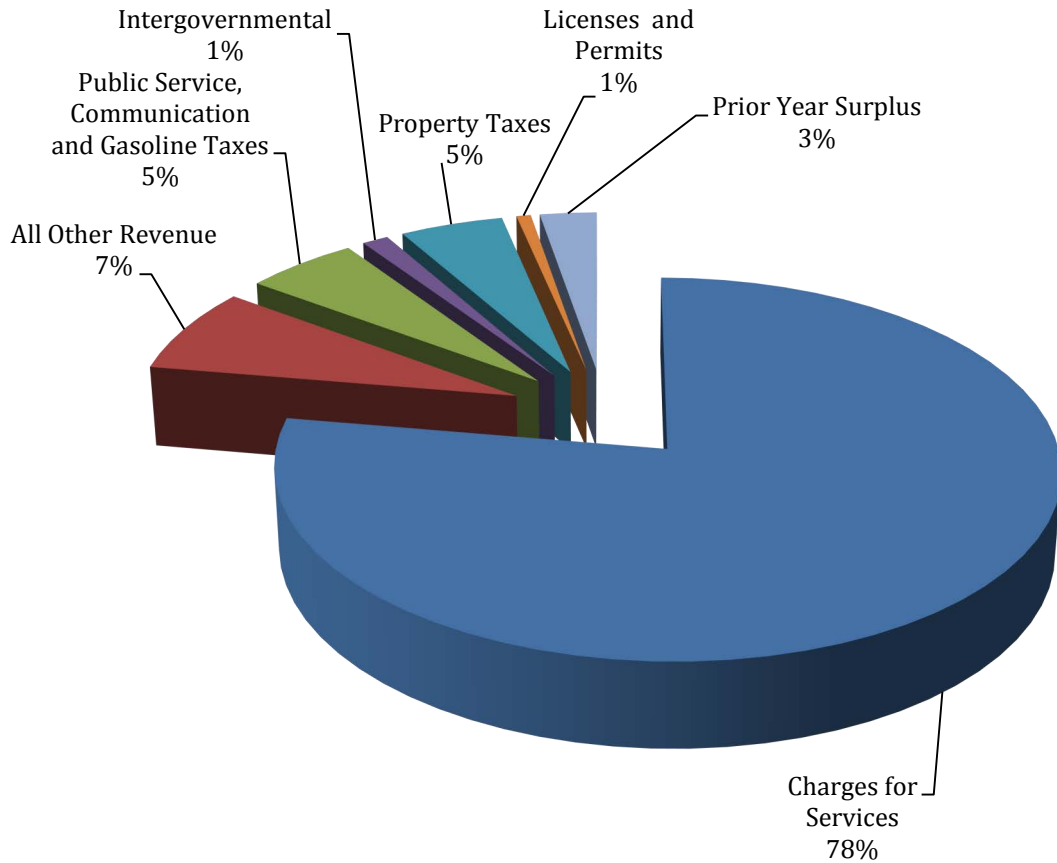
Commission members are elected in odd years for four year staggered terms. City Commission meets on the first and third Monday of each month at 9:00 a.m. in the City Commission Chambers located in City Hall.

Mailing Address	Website	Code Enforcement	834-6251
Lakeland City Hall	www.lakelandgov.net	Communications	834-6264
228 S. Massachusetts Avenue		Community Development	834-6011
Lakeland, FL 33801		Customer Billing / Finance	834-8276
Area Code	(863)	Customer Service / Lakeland Electric	834-9535
Fire/Medical/Police Emergencies	911	Downtown Development Authority	687-8910
Main Switchboard	834-6000	Finance	834-6200
Airport	834-3294	Fire Department	834-8200
Box Office—The Lakeland Center	834-8111	Lakeland Electric Administration	834-6544
Building Inspections	834-6012	Lakes & Stormwater	834-6276
Business Tax Receipts	834-6024	Library	834-4280
Cemeteries	834-3287	Neighborhood Services	834-6251
City Attorney	834-6010	Parking Services	834-6303
City Clerk	834-6210	Parks & Recreation	834-6035
City Commission	834-6005	Police Department	834-6900
City Manager	834-6006	Public Works	834-6040
Civil Service—Human Resources	834-8790	Purchasing	834-6780
Cleveland Heights Golf Course	834-4653	Risk Management	834-6799

Budget Summary

Revenue Sources

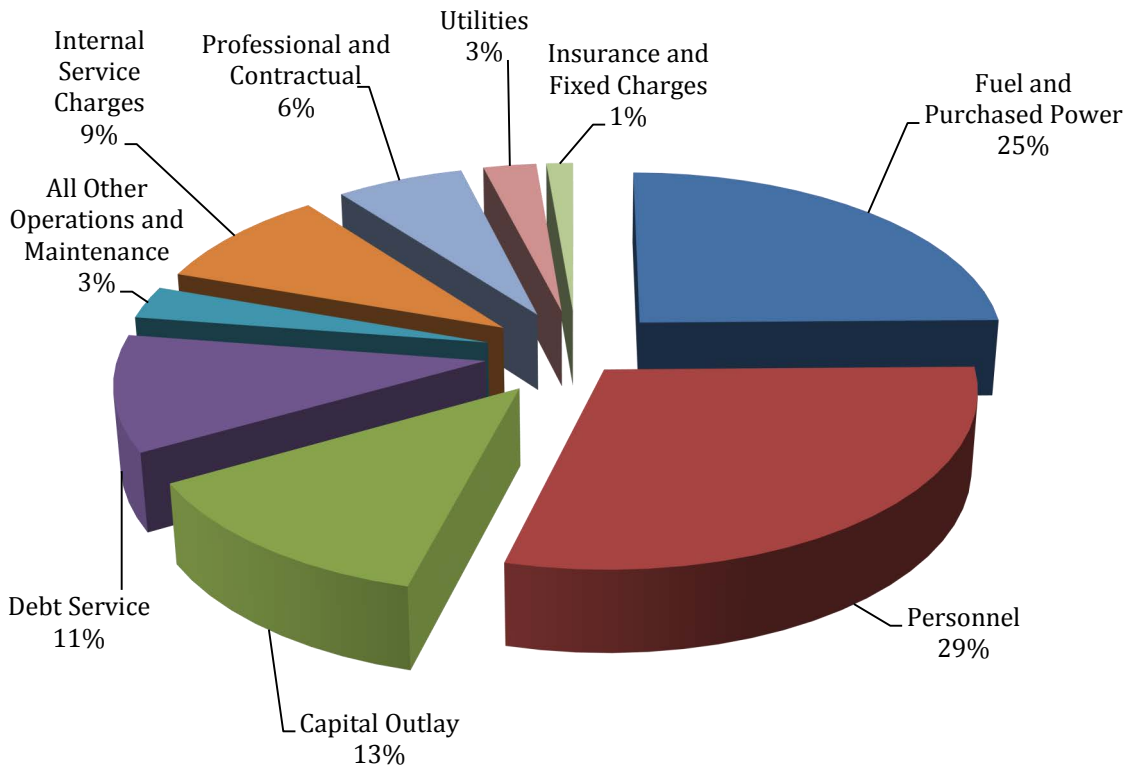
Sources	Revenue
Charges for Services	\$ 411,671,157
All Other Revenue	39,506,066
Public Service, Communication and Gasoline Taxes	28,490,257
Intergovernmental	6,636,379
Property Taxes	30,359,981
Licenses and Permits	3,627,100
Prior Year Surplus	9,926,711
Total Revenues	\$ 530,217,651



Budget Summary

Expenses by Account

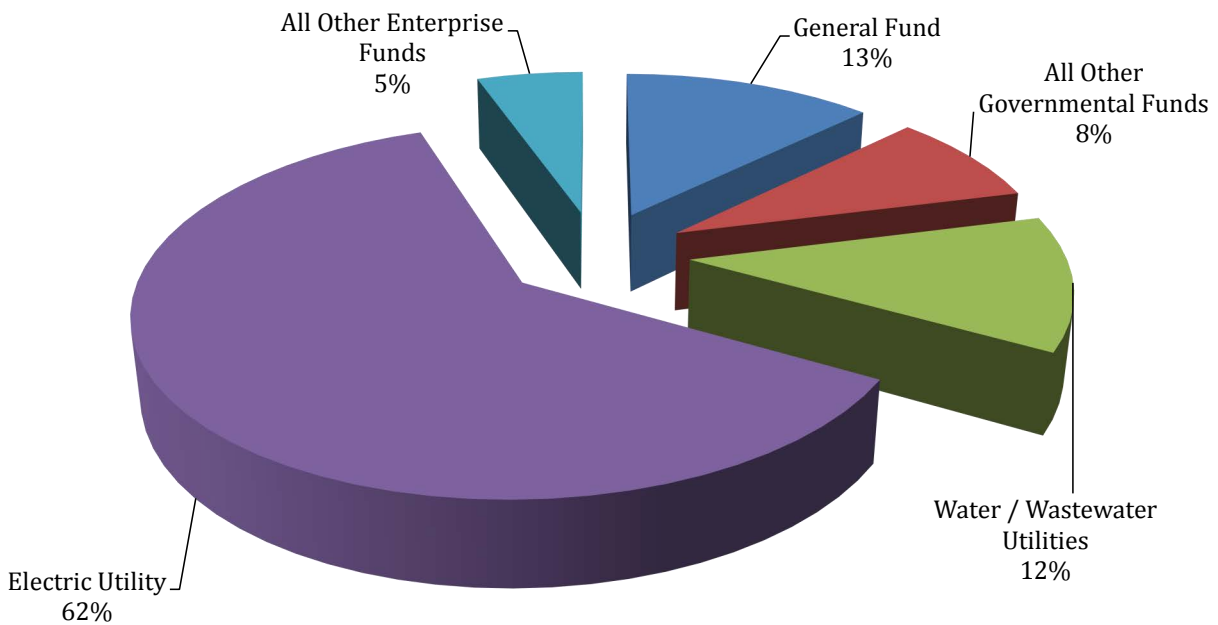
Accounts		Expenses
Fuel and Purchased Power	\$	131,223,359
Personnel		155,005,802
Capital Outlay		67,794,273
Debt Service		56,324,399
All Other Operations and Maintenance		15,859,872
Internal Service Charges		49,024,259
Professional and Contractual		33,876,095
Utilities		14,059,658
Insurance and Fixed Charges		7,049,934
Total Expenditures	\$	530,217,651



Budget Summary

Summary of All Funds—Revenues

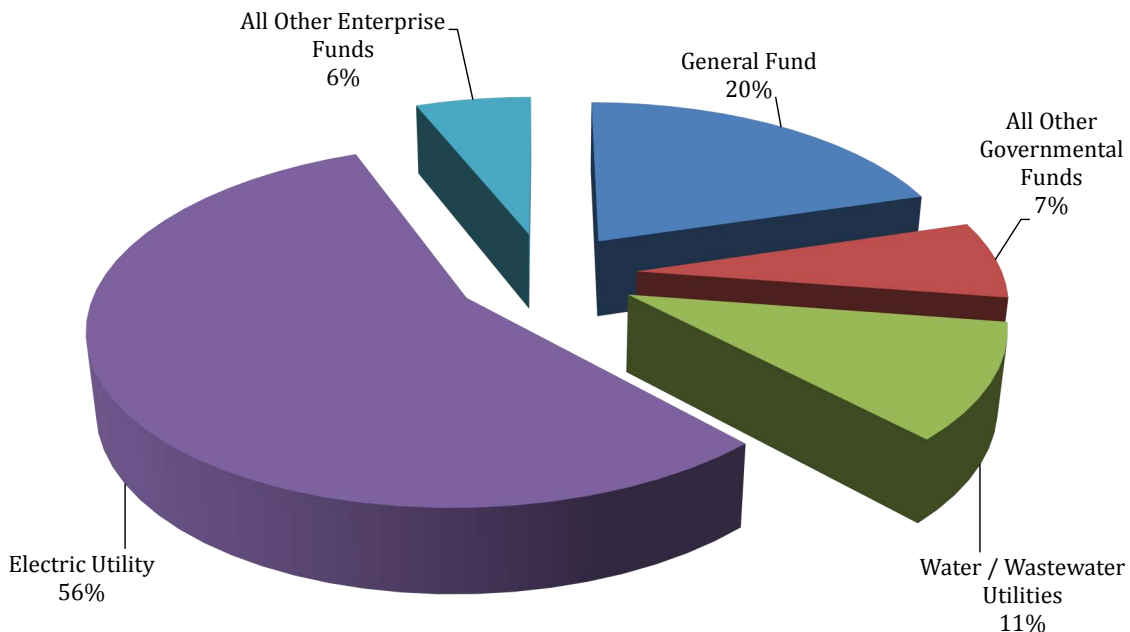
	PROPOSED BUDGET	LESS INTRACITY TRANSACTIONS	NET BUDGET
REVENUES			
General	\$ 111,258,101	\$ 43,917,853	\$ 67,340,248
Transportation	9,916,703		9,916,703
Stormwater Utility	4,837,188		4,837,188
Public Improvement	21,430,764	135,173	21,295,591
Community Redevelopment Areas	6,548,734		6,548,734
Community Development	1,623,735		1,623,735
Debt Service			
Fleet Management	19,169,353	19,169,353	
Purchasing & Stores	3,237,310	3,237,310	
Facilities Maintenance	5,589,319	5,589,319	
Information Technology	19,335,440	19,335,440	
Wastewater System	39,568,472	8,504,316	31,064,156
Water Utilities	44,847,007	11,719,669	33,127,338
Parking System	756,562	18,000	738,562
The Lakeland Center	9,472,382	3,872,908	5,599,474
Cleveland Heights Golf Course	2,428,938	1,100,000	1,328,938
Lakeland Linder Regional Airport	6,078,113		6,078,113
Solid Waste Management	14,890,526	100,000	14,790,526
Lakeland Electric Utilities	358,905,041	32,976,696	325,928,345
TOTAL REVENUES	\$ 679,893,688	\$ 149,676,037	\$ 530,217,651



Budget Summary

Summary of All Funds—Expenditures

	PROPOSED BUDGET	LESS INTRACITY TRANSACTIONS	NET BUDGET
EXPENDITURES			
General	\$ 111,258,101	\$ 3,763,081	\$ 107,495,020
Transportation	9,916,703	18,000	9,898,703
Stormwater Utility	4,837,188		4,837,188
Public Improvement	21,430,764	6,505,000	14,925,764
Community Redevelopment Areas	6,548,734		6,548,734
Community Development	1,623,735		1,623,735
Debt Service			
Fleet Management	19,169,353	19,169,353	
Purchasing & Stores	3,237,310	3,237,310	
Facilities Maintenance	5,589,319	5,589,319	
Information Technology	19,335,440	19,335,440	
Wastewater System	39,568,472	11,374,416	28,194,056
Water Utilities	44,847,007	16,900,942	27,946,065
Parking System	756,562		756,562
The Lakeland Center	9,472,382		9,472,382
Cleveland Heights Golf Course	2,428,938		2,428,938
Lakeland Linder Regional Airport	6,078,113	35,210	6,042,903
Solid Waste Management	14,890,526	1,600,000	13,290,526
Lakeland Electric Utilities	358,905,041	62,147,966	296,757,075
TOTAL EXPENDITURES	\$ 679,893,688	\$ 149,676,037	\$ 530,217,651

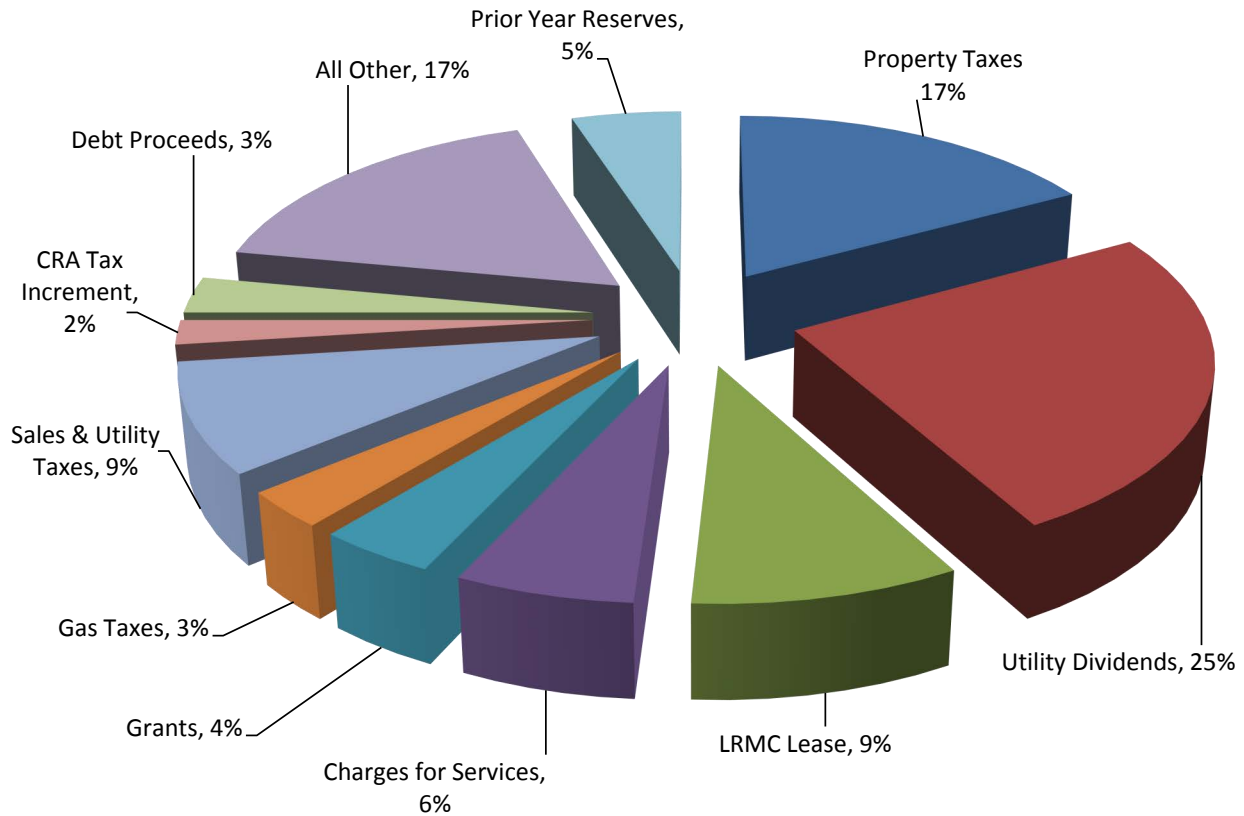


Budget Summary

General Governmental Funds* - Revenues

Sources	Revenues
Property Taxes	\$ 27,020,335
Utility Dividends	38,722,643
LRMC Lease	13,254,750
Charges for Services	8,822,196
Grants	5,651,249
Gas Taxes	5,009,000
Sales & Utility Taxes	14,600,000
CRA Tax Increment	3,339,646
Debt Proceeds	5,000,000
All Other	26,770,632
Prior Year Reserves	7,424,774
Total Revenues	\$ 155,615,225

*Non-Enterprise Funds

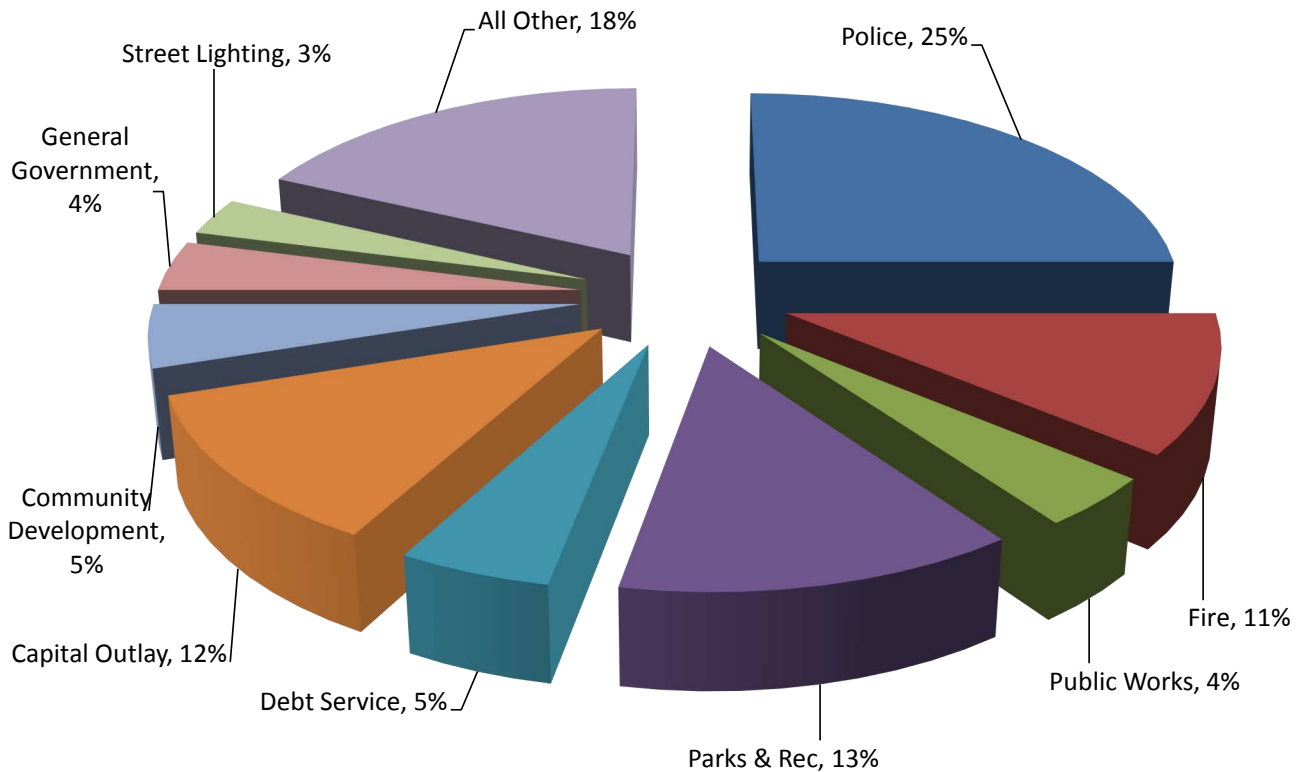


Budget Summary

General Governmental Funds* - Expenditures

Departments	Expenses
Police	\$ 40,025,295
Fire	17,165,289
Public Works	5,618,020
Parks & Rec	20,916,888
Debt Service	7,922,394
Capital Outlay	17,949,032
Community Development	7,574,269
General Government	6,277,171
Street Lighting	4,445,974
All Other	27,720,893
Total Expenditures	\$ 155,615,225

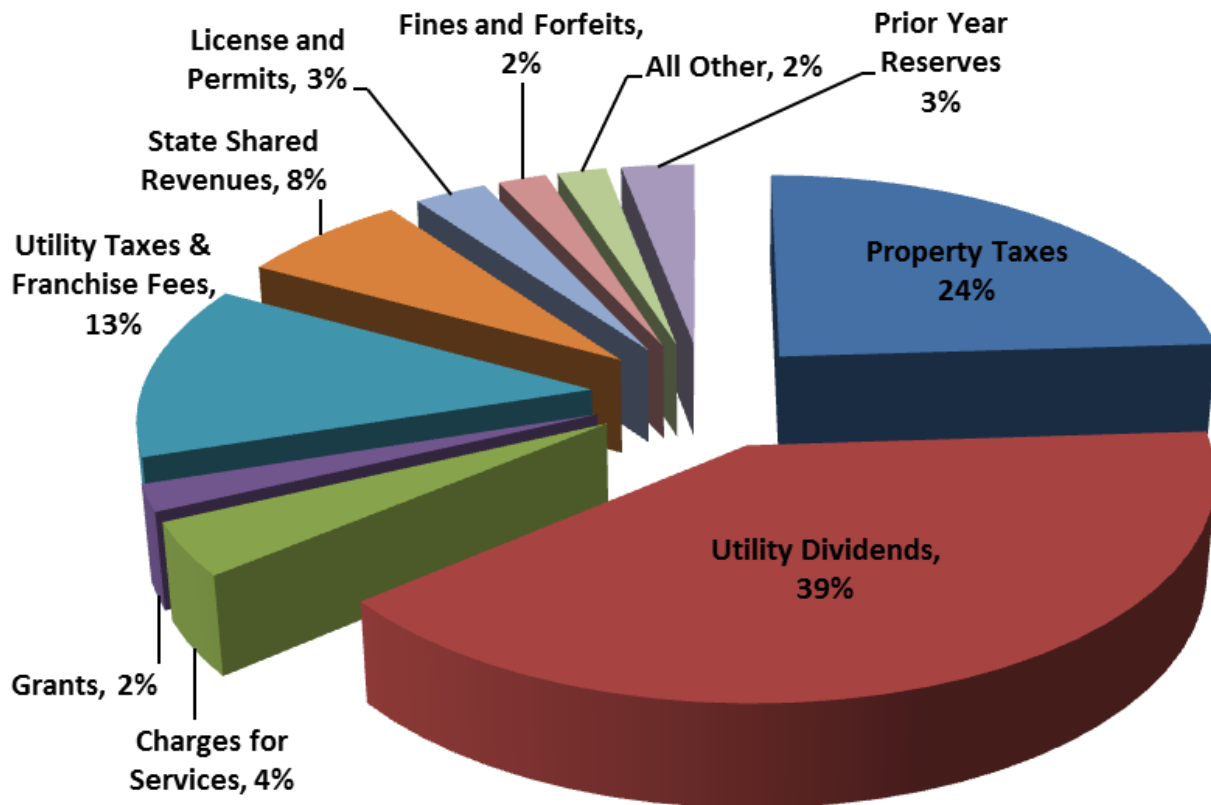
*Non-Enterprise Funds



Budget Summary

General Fund - Revenues

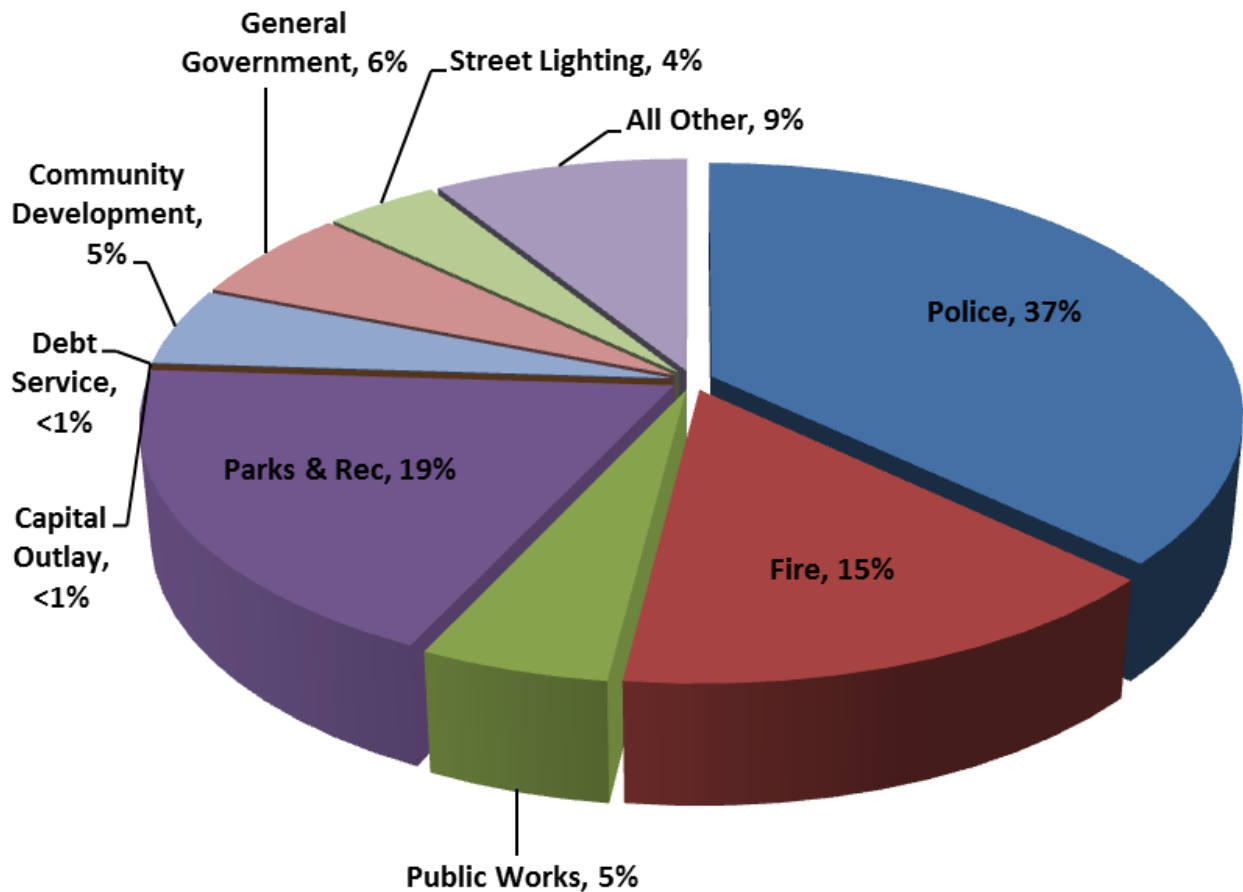
Sources	Revenues
Property Taxes	\$ 27,020,335
Utility Dividends	44,137,717
Charges for Services	3,912,395
Grants	2,169,272
Utility Taxes & Franchise Fees	14,600,000
State Shared Revenues	8,560,000
License and Permits	3,627,100
Fines and Forfeits	1,795,000
All Other	2,301,549
Prior Year Reserves	3,134,733
Total Revenues	\$ 111,258,101



Budget Summary

General Fund - Expenditures

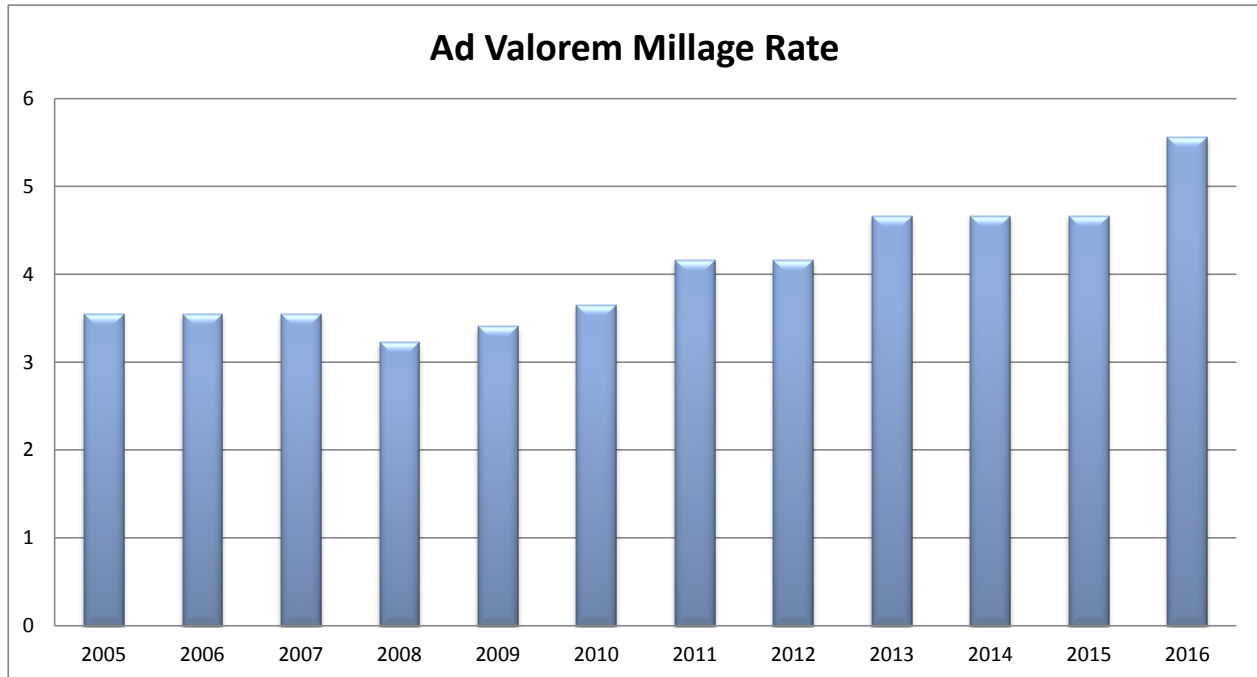
Departments	Expenses
Police	\$ 40,025,295
Fire	17,165,289
Public Works	5,618,020
Parks & Rec	20,916,888
Debt Service	244,863
Capital Outlay	231,903
Community Development	5,950,534
General Government	6,277,171
Street Lighting	4,445,974
All Other	10,382,164
Total Expenditures	\$ 111,258,101



Ad Valorem Taxes

Millage Rate

An ad valorem tax is a tax based on the value of real estate or personal property. One mill is the equivalent of \$1 per \$1,000 of value. During FY 2015, the millage rate was 4.6644. The rate for FY 2016 has been increased .9, making the adopted rate 5.5644.



Fiscal Year	Millage
2005	3.545
2006	3.545
2007	3.545
2008	3.2296
2009	3.4031
2010	3.6538
2011	4.1644
2012	4.1644
2013	4.6644
2014	4.6644
2015	4.6644
2016	5.5644

Position Changes by Fund & Department

Staffing Changes by Department

	FY2014		FY2015		FY2016		FY15-16 Net Differences	
	Full- Time	Part- Time	Full- Time	Part- Time	Full- Time	Part- Time	Full- Time	Part- Time
	City Commission	1	7	1	7	1	7	0
City Manager	14	2	14	1	13	1	-1	0
Communications	7	0	7	0	7	0	0	0
Legal	6	0	6	0	6	0	0	0
Retirement	4	0	4	0	3	0	-1	0
Human Resources	25	3	24	2	23	1	-1	-1
Internal Audit	2	0	2	0	2	0	0	0
Risk Management	17	0	17	0	17	0	0	0
Finance	42	2	42	2	42	2	0	0
Community Development	48	6	53	5	53	6	0	1
Fire	169	1	169	1	169	1	0	0
Police	344	18	350	16	356	16	6	0
Public Works	104	1	107	1	107	1	0	0
Parks & Recreation	196	178	220	157	221	155	1	-2
	979	218	1016	192	1020	190	4	-2
Comm Development/Housing Program	6	0	6	0	6	0	0	0
Fleet Management	30	0	30	0	30	0	0	0
Purchasing & Stores	16	0	16	0	16	0	0	0
Facilities Maintenance	54	0	56	0	56	0	0	0
Information Technology	84	0	82	0	82	0	0	0
	184	0	184	0	184	0	0	0
Cleveland Heights Golf Course	21	72	15	21	15	22	0	1
Lakeland Center	40	315	45	310	46	307	1	-3
Lakeland Linder Regional Airport	16	4	16	4	16	5	0	1
Parking System	5	0	5	0	5	0	0	0
Stormwater	6	0	7	0	7	0	0	0
Solid Waste	65	0	65	0	65	0	0	0
Water	124	2	125	2	128	2	3	0
Wastewater	85	4	87	4	88	4	1	0
Lakeland Electric	596	28	580	28	580	28	0	0
	958	425	945	369	950	368	5	-1
Grand Total	2127	643	2151	561	2160	558	9	-3

* 2015 Police increased by 4 new officers & 2 new emergency communication specialist

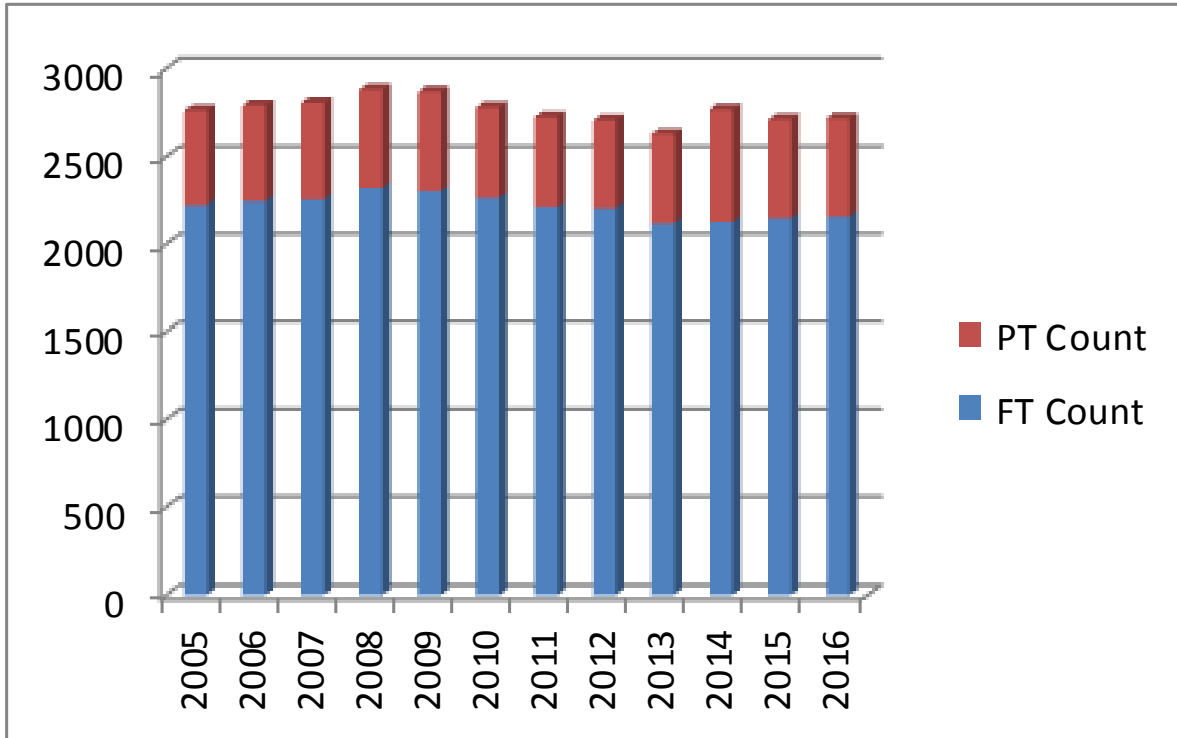
* 2015 Parks & TLC changed part time positions to full time due to Affordable Care Act

* 2015 CHGC outsourced the food & beverage positions to Ovations Catering

* 2016 Police increased by 6 new officers

Historical FT & PT Changes

The below graph represents the number of positions on the City organizational charts since FY2005. With changes in population, service areas and the economy among other factors, the City adjusts the organizational structure to maintain service levels and remain responsive to the needs of its citizens and customers.

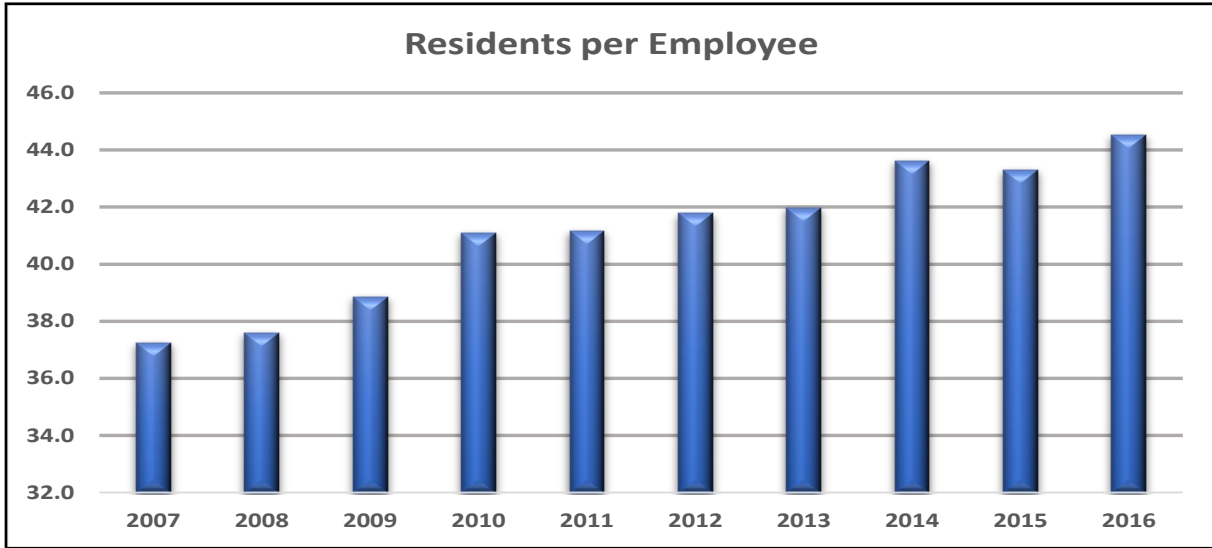


Position Changes

Fiscal Year	FT	PT
2005	15.5	3
2006	20	8
2007	10	4
2008	63.8	14
2009	-18	5
2010	-39	-52
2011	-49	-7
2012	-5.5	-12
2013	-12.5	7
2014	5	138
2015	28	-82
2016	9	-3

Residents per Employee

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



Year	Lakeland Population	Lakeland FTE's	Residents per Employee
2007	93,428	2,509.5	37.2
2008	93,508	2,488.5	37.6
2009	94,163	2,423.5	38.9
2010	97,422	2,370.5	41.1
2011	97,690	2,373.5	41.2
2012	98,200	2,351.0	41.8
2013	99,630	2,374.0	42.0
2014	100,728	2,310.0	43.6
2015	100,728*	2,326.67**	43.3
2016	101,517	2,280.39	44.5

*BEBR estimates

**Excludes increases in temporary labor pool at TLC & CHGC which do not result in additional work hours or have any budget impact.

Budget Overview and Financial Policies

Operating Budget Policies

- The Budget shall be balanced by fund. Balance by fund is defined as revenues plus Fund Balance being equal to or greater than expenditures. Fund Balance is normally reserved for capital projects/outlay or one-time expenditures and is generally not to be used for operational expenditures.
- The Budget will provide for adequate maintenance of capital plant and equipment and for their orderly replacement.
- The City will maintain a budgetary control system to ensure it adheres to the Budget.
- Appropriations requests will be made by departments (i.e. City Manager, Police, etc...) in the General Fund and on a fund level in all other funds. These requests are approved by the City Commission.
- Fund balance is the difference between assets and liabilities in a governmental fund. Resources in a fund other than the general fund are either (1) required to be used for the purpose of the fund or (2) intended by the government to be used for that purpose. The governmental funds account for typically tax-supported activities of a government (as opposed to the proprietary funds, which account for self-financing, business-like activities), and include:
 - ◆ The general fund, where a government accounts for everything not reported in another fund
 - ◆ Special revenue funds, for reporting specific revenue sources that are limited to being used for a particular purpose
 - ◆ Debt service funds, which account for the repayment of debt
 - ◆ Capital project funds, which track the accumulation and use of resources for constructing, acquiring, and rehabilitating capital assets, such as buildings and roads
 - ◆ Permanent funds, where a government reports principal amounts that are restricted to being invested to produce income but cannot be spent.
- Unreserved Fund Balance should be approximately 7.5% of the operating revenues of the General Fund to account for unforeseen items and events that occur during the course of a fiscal year. The Fund Balance will act as a cushion or “budget stabilization fund” for the expenditures financed within that fund.
- The City will protect itself against catastrophic losses through a combination of good risk management, traditional insurance and where prudent actuarially fund self-insurance programs.
- Recovery of the specific costs of municipal services will be allocated to the appropriate users wherever possible and practical and shall be accounted for within enterprise funds maintained by the City on a full accrual basis.
- Internal Service Funds shall be self-supporting and shall recover the cost of the services they provide based on a rational allocation of cost to the benefiting City Departments.
- The City will strive to have all Enterprise Funds be self-supporting to the extent practical, including debt service and capital improvements. All costs associated with these operations shall be fully accounted for within the Enterprise Fund and any subsidies required for these operations shall be documented as Interfund Transfers.
- Although not required by State Law, Internal Service Funds (with the exception of the internal loan and self-insurance funds) and Enterprise Funds will be governed by legally adopted annual budgets for cost control and administrative purposes.

Budget Overview and Financial Policies

Operating Budget Policies

- In no case will any fund operate in a manner that results in a continuing annual deficit that could result in a negative “unappropriated surplus” (defined as current assets excluding inventories less current liabilities including the long-term portion of accrued payroll liabilities).
- Operating budgets are prepared on a modified accrual basis, insuring that budgeted expenditures within an annual planning period can be financed from available, spendable resources.
- In the Audited Financial Statements the Government-Wide and Proprietary Funds are reported using the Full Accrual Basis of Accounting.

Revenue Policies

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

Capital Improvement Policies

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

Budgeted Funds Relationship by Program

BUDGETED FUNDS RELATIONSHIP BY PROGRAM

Accounting											
	Program	Activity	General	The Lakeland Center	CRA	Electric Utility	Solid Waste	Stormwater	Parks, Recreation & Properties	Lakeland Linder Regional Airport	
Public Safety \$58.8 Million	Community Safety	Community Police Services	x	x					x	x	
		Firefighting	x	x					x	x	
Cultural & Community Development \$14.1 Million	Cultural & Community Services	Library Services	x		x						
		Public Information	x	x	x	x	x		x	x	
		The Lakeland Center		x		x	x	x			x
Economic & Community Development \$16.1 Million	Economic & Community Development	Affordable Housing	x		x	x	x	x	x		
		Building Inspection	x	x	x	x			x		
		Code Enforcement	x	x	x	x	x			x	
		CRA									
		Development Review	x	x	x	x				x	x
	Planning Services		x	x	x				x		
Environmental & Utility Service \$336.6 Million	Environmental & Utility Service	Electric Utility				x					
		Lakes and Stormwater						x			
		Solid Waste		x		x	x			x	x
		Water		x		x	x			x	x
		Wastewater			x		x			x	x
Legislative Activities \$5.5 Million	Legislative Activities	City Clerk	x								
		City Commission	x								
		Community Relations	x								
Parks, Recreation & Properties \$31.1 Million	Parks, Recreation & Properties	Aquatics					x		x		
		Cemeteries							x		
		Cleveland Heights Golf Course					x	x		x	
		Parks					x	x		x	
		Recreation and Facilities					x	x	x	x	
Support Services \$14.1 Million	Support Services	Facilities Maintenance	x						x		
		Fleet Management	x	x	x	x	x	x	x	x	
		Information Technology	x	x	x	x	x	x	x	x	
		Purchasing and Store	x	x	x	x	x	x	x	x	
		Governance Administration	x								
Transportation Services \$53.7 Million	Transportation	Lakeland Linder Regional				x	x	x		x	
		Parking Services		x		x					x
		Facilities Construction								x	
		Facilities Maintenance								x	

Operations



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

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Long-Range Planning Overview

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

First, we recap the Strategic Plan of the City for FY2016. The Strategic Plan is developed at the City Commission Retreat, and contains the Core Values of the City and Outcomes for each goal.

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

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

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



Core Values

Core Values

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

Social Responsibility

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

Leadership

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

Integrity

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

Commitment to Excellence

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

Empowered Workforce

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

Diversity

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

Directional Outcomes—Quality of Life

Improve citizen participation in setting community priorities

Involve citizens in quality of life issues and in identifying citizen concerns. Promote volunteerism, educational programs such as Citizen's Academy, membership on City operating boards and in Neighborhood Associations. Engage citizens and all stakeholder groups as we work to improve communication.

Provide outstanding municipal services

Provide a high level of citizen/customer satisfaction. Maintain high standards for municipal service delivery through a highly trained staff working toward providing our citizens with an exceptional quality of life.

Provide outstanding public safety response and prevention services

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

Cultivate public/private partnerships to facilitate a cultural and service-oriented community

These partnerships will help promote aesthetics, the arts, leverage public/private funds to help support direct services in neighborhoods and bolster our local economy.

Promote arts, culture and active, healthy lifestyles

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

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



Cycle Mania Bike Festival 2014

Directional Outcomes—Quality of Life

Enhance mobility options throughout the City

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

Promote life-long learning

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

Provide diverse recreational events, accessible parks, libraries and entertainment venues

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



Directional Outcomes—Communication

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

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

Provide accurate and timely information through transparent processes

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

Maximize use of social media to increase real-time communication

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



Lakeland CITY OF FLORIDA

Living In Doing Business City Government Services

Your Local Government
Accountable and Accessible

Input your search... Search

Guns & Hoses - June 6th

Thawing Cold Cases

8 New Officers and 2 PSAs

Fire Engines and Trucks Offer ALS

Are You Prepared?

Red White & Kaboom

Equipped with Advanced Life Support
All LFD Engines and Rescue Trucks Now Offer Advanced Life Support
More...

A - Z Services Directory

Calendar of Events

Video
Live Streaming
Video on Demand
Brighthouse 615
Verizon FiOS 43

Citizen's Action Center

Important Numbers

Stay Connected

Tweets

Lakeland, Florida @lakelandgov 2h
Great @theledger Monday Profile on @LakelandPD PIO @GaryBGross - bit.ly/1f93nG #ikid @CaptRTaylor pic.twitter.com/d7VeSOzZ17

Recent Posts

Housing Rehabilitation Available Posted 5 days ago
The Neighborhood Services Division is pleased to announce that applications for Rehabilitation of Owner -Occupied, Single-Family Homes will be accepted beginning Monday, May 19, 2014. Applicants must own and have lived in their home for at least one year prior to applying for rehabilitation assistance. Mobile homes are not eligible for rehabilitation assistance. Applications will not be accepted before May 19th, must be received by 5:00 p.m., Friday, June 6th.

T. Mims Corp RED, WHITE & KABOOM - JULY 3rd at LAKE MIRROR!
Join us for live music, fireworks and fun for the entire family!
This FREE event is due to the generosity of Tom and Paula Mims, sponsors of the event. [Get event details!](#)

Directional Outcomes—Economic Opportunity

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

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

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

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

Participate with economic partners creating business opportunities and aligning regional interests

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

Foster an inclusive and diverse environment that encourages entrepreneurial ventures

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

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

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

Directional Outcomes—Fiscal Management

Continually monitor and evaluate business practices for cost effectiveness and efficiency

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

Evaluate existing sources of revenues and explore alternative sources

Continually seek opportunities to include and improve upon: alternative sources of revenue, public/private partnerships, strategic alliances, a permit/fee based recovery model, and profitable services areas.

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

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

Maintain transparency in financial and operational reporting

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



Directional Outcomes—Growth Management

Maintain diverse, safe, attractive neighborhoods throughout the City

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

Plan and direct investment in infrastructure necessary for growth and redevelopment

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

Provide reliable and sustainable infrastructure

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

Implement an effective multi-modal transportation plan that considers regional objectives

Create regional networks, including adequate mass transit and efficient road networks which provide more effective connectivity to Tampa/Orlando. Foster greater transit choices, a regional transportation network for goods and people, which includes congestion management. Increase walk-ability of Lakeland's neighborhoods, including sidewalks and bike paths.

Effectively align resources to changing environments including “green initiatives”

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

Directional Outcomes—Governance

Provide desired Services based on customer’s priority and availability of funding

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

Utilize strategic planning and measurements to ensure the City meets defined goals and outcomes

Anticipate challenges and needs in the future with input from appropriate stakeholders.

Foster a work environment that encourages and engages all employees to achieve their individual and collective potential

Ensure that procedures are in place in each department to keep all employees properly informed, provide engagement activities which motivate and encourage employee involvement. Make the best use of technology and make expectations for all associates clear.

Provide services required by Federal, State, and Local laws or policies

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

Encourage and educate our workforce to integrate City Core Values into all services provided

Practice responsible, citizen-focused, values driven accountability, and specify decision making authority.

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

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

Environmental Scan—Land Development Trends

Demographic Trends

According to the U.S. Census Bureau most recent estimates, the population of the City of Lakeland has officially passed the 100,000 mark. In April 2015, the University of Florida’s Bureau of Business and Economic Research (BEBR) projected that the City of Lakeland had a population of 101,517. This number depicts a nominal increase from the 2010 U.S. Census projection of 97,422. Despite the slowed growth of the past several years, Lakeland’s population has grown by more than 29.40% from the previous decennial census estimate of 78,452 in 2000.

Households and Families

The U.S. Census Bureau 5-Year (2009-2013) American Communities Survey (ACS) estimated there were 38,532 occupied housing units in Lakeland, of which, 57.6% were owner-occupied and 42.4% renter-occupied. There were 10,043 vacant units, with a homeowner vacancy rate of 4.3% and rental vacancy rate of 8.3%. The average Lakeland owner-occupied household size during this period was 2.37 people and the average family size was 2.40. Also in 2013, the median age of residents in Lakeland is estimated to be 40.3.

Cultural Factors

As Lakeland’s population continues to grow and exceed 100,000, so does its diversity. The 2013 ACS data from

the U.S. Census shows, 97.9% of Lakeland’s residents reported themselves as being of one race. Within this one race category, 74.3% were white, 19.4% were black 0.2% were American Indian or Alaska Native, 1.8% were Asian, and 2.3% listed other as a race.

As part of the City’s total population, the 2013 ACS estimates there are 14,360 Hispanics or Latinos of any race embedded within the total figure. This number represents 14.5% of the City’s total population, which is a 185% increase in Lakeland’s Hispanic population since the 2000 Census.

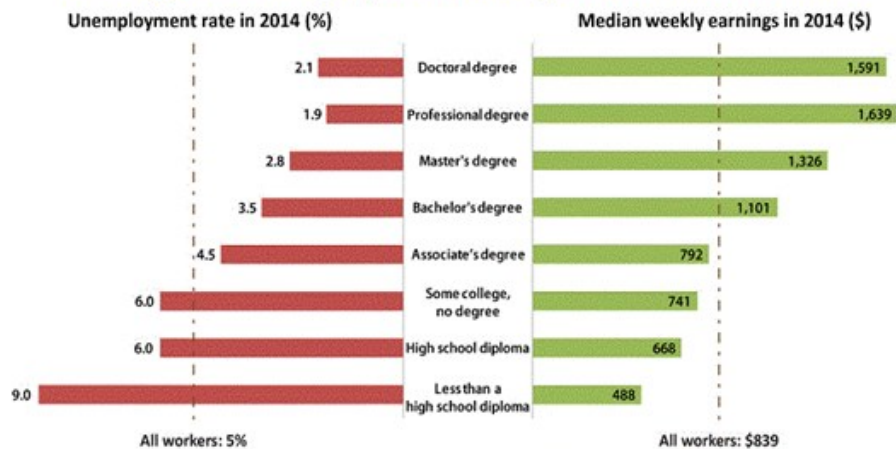
Educational Attainment

With several public and private colleges located within the Lakeland Electric Service Area and the instant accessibility of online learning, Lakeland has seen a marked increase in the educational attainment of its residents. The 2013 ACS shows the percentage of Lakeland residents that graduated from high school increased by 7%, from 79.2% in 2000 to 86.4% in 2013. The 2013 survey also reported that 24.6% of Lakeland residents over age 25 had a bachelor’s degree or higher.

Income

The 2013 ACS estimated Lakeland’s median household income at \$39,513, while the City’s median and mean family incomes were estimated at \$49,378 and \$65,337 respectfully (all of these figures are based upon 2013 inflation-adjusted dollars).

Earnings and unemployment rates by educational attainment



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

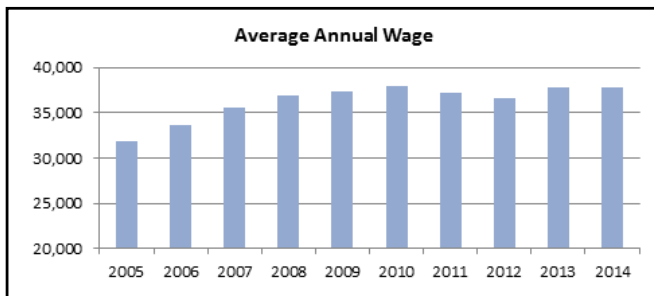
Environmental Scan—Land Development Trends

Population by Age—Most Current Data			
	1990	2000	2013
Under 5	4,464	4,832	5,940
5 to 14	8,150	9,280	11,310
15 to 24	9,914	10,748	14,733
25 to 34	10,003	9,802	11,964
35 to 44	8,679	9,582	11,032
45 to 54	6,316	8,817	11,674
55 to 64	6,918	7,345	12,112
65 to 74	8,667	8,347	10,070
75 to 84	5,669	7,049	6,861
85+	1,796	2,650	3,274

“Lakeland saw a 75% increase in residents aged 55 to 64 from 1990 to 2013”

Per Capita Personal Income		
Year	Lakeland	Florida
2004	\$28,792	\$34,058
2005	\$30,658	\$36,258
2006	\$31,386	\$38,693
2007	\$32,588	\$39,819
2008	\$32,758	\$39,709
2009	\$31,307	\$37,350
2010	\$32,893	\$38,473
2011	\$34,873	\$40,215
2012	\$33,647	\$41,041
2013	\$34,393	\$41,497

Land Development Trends



Single Family Residential

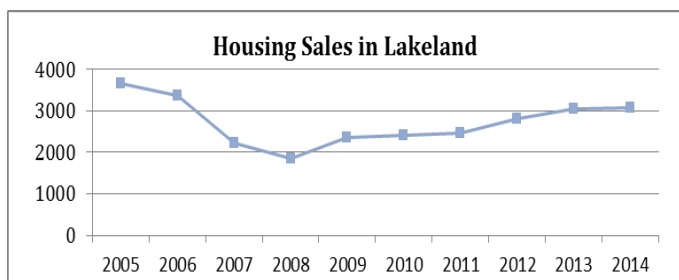
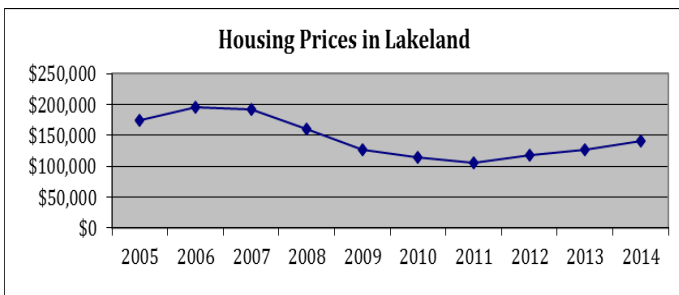
Residential construction in Lakeland continues to gain strength and interest. Despite a very slight drop off from the year-end 2013 numbers, single family

permits and valuations trended higher again in 2014, which is a welcomed change after several years of consecutive declines. Lakeland issued 121 single family permits in 2014, which was down slightly from the 138 issued in 2013, but still a marked improvement from the 73 permits that were issued in 2012. Though a healthy market in Lakeland could support 150 - 200 single family permits per year, the recent stabilization demonstrates strength in Lakeland’s market and signals the resurging pattern for residential development. Prior to the housing crash, Lakeland averaged more than 350 single family permits per year from 2002-2008. Inflated values and accessible financing drove up the volume of housing units as prices rose to a seemingly sudden and unmanageable peak. Understanding the combined cyclical effects of a historic recession and stagnant unemployment, economists are now finally seeing a sustainable recovery in Lakeland’s residential real estate market.

Consistent with new construction, the residential resale market in Lakeland was quite strong in 2014, with 3,090 residential units sold. 2014 saw existing home sales rise by 40 units from 2013, but overall sales have increased by nearly 65% since 2011 and have currently reached their highest annual total since 3,371 units were sold in 2006. When the real estate bubble burst and the market crash followed, the Lakeland Association of Realtors (LAR) reported in 2008 that the local market had peaked with more than 3,500 existing homes for sale within the current inventory. With a statistically steady number of buyers and a defined amount of homes for sale, it was estimated that Lakeland’s real estate market had compiled almost 30 months of built up inventory during that period. By the close of the 2014 calendar year, the resale market continued to progress towards a statistically healthier level. With current inventory levels down almost 65% from that period, Lakeland’s 1,337 existing units for sale in December of 2014 represents a healthy 4.5 months of market inventory. The stabilization of inventory pooled with steady and still below average sales price for homes in Lakeland has solidified a turn towards a more level foundation that typically promotes a healthy and consistent residential market.

Environmental Scan—Land Development Trends

With this turnaround, most economists agree that the residential real estate market reached its bottom in late 2012 and that moving forward, stabilization and growth may look to become the new normal. Key statistics outlining real estate valuations, sales transactions and new construction starts, all point to local, regional and national improvements. Complimenting these trends, mortgage interest rates remain at historic lows, unemployment rates are dropping and banks are becoming more amenable to lending money, all of these factors look to be positive in repositioning Lakeland's residential market for the future.



Commercial and Industrial Properties

Consistent signs of growth continue to highlight Lakeland's industrial market. Unemployment rates within the City of Lakeland continue to decline, with year-end rate for 2014 dropping to 6.4%, which is 1.2% less than the 7.6% rate that was recorded for 2013. Lakeland's industrial market continues to gain confidence as many organizations add jobs and make investments to new and existing facilities. With approximately 2,000 jobs added in the Lakeland MSA in 2014, job creation has quickly surpassed losses. Industry sectors experiencing the biggest employment gains came from trade, transportation and utilities, which accounted for 1,500 jobs over the past twelve months. Positive growth from all of Lakeland's industry sectors is a key indicator that aligns well with the fundamental health and expansion of the industrial market.

After seeing vacancy rates peak in 2009 at around 8%, Lakeland's industrial market has rebounded by registering one of the lowest overall vacancy rates in the U.S primary industrial market. By the close of the third quarter of 2014, Lakeland's industrial vacancy rate was a low 4.4%, further demonstrating the health of this sector. Lakeland's consistency and demand can be partially attributed to the areas economical lease rates. Similar to absorption, lease rates peaked in 2009 and then went on a steady decline over the next several years. As vacancy rates dropped, rental rates began to expand as the amount of available industrial space became harder to find. Asking rates for 2014 in Lakeland were down compared with 2013 by approximately 3.7%, as manufacturing, warehouse and distribution averaged a combined \$4.57 per square foot (psf). This rate highlights the lack of inventory in the Lakeland market. With several new speculative products currently under construction and being planned for, rental rates are expected to begin to climb again in 2015.

Lakeland's industrial market is heavily reliant upon job growth. As the national and local economy improves and industry expands, demand in Lakeland will continue to grow, thus helping to sustain a positive absorption rate. After several active years, leasing activity in Lakeland's industrial market closed out 2014 with one of its highest positive absorption rates recently recorded with the 1 million square foot Amazon facility coming online. Industrial market analyst's project that Lakeland is positioned quite well, demonstrating strengths in both affordability and absorption. With additional new space under construction, vacancy rates should remain low as new inventory is constructed and demand increases. With that, Lakeland is positioned to again see asking rates increase as competitive speculative industrial development continues in 2015.

Mixed Use Properties

Lakeland's mixed use market showed momentum in 2014 with a downtown development proposal being accepted for the City's Bay Street property. Working with property owners and developers, Lakeland has been on the forefront of planning for such downtown uses. The North

Environmental Scan—Land Development Trends

Bay Street mixed use project is a first for downtown and is intended to bring 35 residential apartments and 8,000 square feet of new retail space. Functioning as a successful urban area, Lakeland is set up to offer a variety of mixed use options utilizing the City's various shopping, dining and cultural amenities. For years, multi-story downtown buildings were utilized as retail and office components, standing as a crucial measure of the City's economic health. As economic conditions promoting such uses evolve, it is anticipated that 2015 will reveal a new wave of mixed use opportunities in Lakeland's urban core.

Other Land Development Trends

With new residential construction beginning to grow again in Lakeland and a pattern of consistency in commercial and industrial development activities throughout the City's core, Lakeland is positioned well for growth. For nearly a decade all types of construction and development related activities boomed in Lakeland. Projects in north, south and central Lakeland all brought residential elements with retail, commercial and office to support. Though the recent recession and economic turbulence of past several years brought many projects to a sudden and expected halt, today, development interests and projects are returning as there is a great interest in Lakeland.

Recognizing the community's interest in resurging neighborhoods, redevelopment activities in Lakeland continue to do well within a number of specifically targeted areas. Property acquisitions throughout the City's central core have begun to bring a pattern of change. Residential demolition and infill opportunities have brought new businesses, owners and families into previously established neighborhoods while commercial, office and retail activities are bringing about new jobs and industry. This rise and success of redevelopment activities is a trend that will endure. With well-designed neighborhoods and geographically significant areas with character and charm, redevelopment offers a number of opportunities that are certain to preserve and enhance certain targeted commercial corridors and residential neighborhoods by providing additional economic stability from within.



Population

The population of the City of Lakeland has officially passed the 100,000 mark according to the US Census Bureau in 2013. In 2014, the University of Florida's Bureau of Economic and Business Research (BEBR) estimated Lakeland population at 100,728 and Polk County's at 633,052. The bureau has also determined that the population of the state of Florida has now surpassed that of New York.

In Lakeland, residential electric accounts maintained by the City of Lakeland inched upward a seasonally adjusted 0.8% for 2014. This count is consistent with healthy residential growth in a typical market.



Environmental Scan—Economy

Employment

Weak employment growth continues to plague the Polk economy. The average level of employment during 2014 changing by less than .3% points from the January 2014 number of 7.4 to the year-end number of 7.1%. This annual change equated to an unemployment decrease of 623 jobs.

Though Polk's labor force is expanding, the number of jobs created is not surpassing those seeking employment which is reflected in this stagnate unemployment rate. This unemployment rate is mainly attributed to workers leaving the local labor force. The county's unemployment rate averaged 7.1% in 2014, versus an 8% average rate in 2013. The 2014 unemployment rate was all over the boards peaking at 7.9% in August before dropping to 6.2% in December.

As job opportunities continue to expand, the County unemployment rate will slowly decrease below 7% in 2015.



The National Economy

The pace of economic expansion accelerated in the second half of 2013, with the price-adjusted Gross Domestic Product climbing at a 3.2% annual rate in the fourth quarter. That follows a 4.1% annual rate of growth in Quarter 3. It is the strongest second half GDP growth since 2003. Real GDP is up 2.7% from a year ago. Positive factors in Quarter 4 growth included consumer spending, exports, business fixed investment and inventory growth, and spending by state and local

governments. The deceleration in growth from the preceding quarter reflected a slowing in the rates of expansion for inventories and business investment, and continued cutbacks in federal government spending.

Employment

In March of 2015, the U.S. economy recorded a disheartening jobs report with just 126,000 new jobs added, ending a 12 month streak of job gains in excess in 200,000. This most recent month end number was the lowest gain since December 2013. Despite a stable 5.5% unemployment rate, the single month decrease in jobs does show the employers are still cautious about the economy as lingering concerns about the effect of the strong dollar on U.S exports, housing starts, cheap gasoline and consumer spending.

The nation's unemployment rate continues to fall, dropping from 6.6% in March of 2014 to 5.5% 12 months later March of 2015.

Summary

Though the national economy dropped a bit in the 4th Quarter of 2014, the year-end average remained consistent with the past 5 years showing positive growth. Consumer spending, housing and government spending continue to lead the way despite slow income growth. Employment growth slowed in December and January, though unemployment levels are still dropping with the accelerated growth in private business.

Inflation remains tame, and the Federal Reserve has begun cutting back on its bond-buying program which signaling to most a forthcoming rate increase. The outlook is for price-adjusted GDP to grow similarly in 2015, with growth remaining fairly steady throughout the year. Many economists are predicting GDP growth to be at 3.1% annual rate during the first quarter.

Environmental Scan—Technology

Technology

The rapid digitization of all business processes will require the City of Lakeland to adopt a new pace of technical innovation to keep up with our employee and citizen needs. Active planning and collaboration between the City's Business Departments and the Department of Information Technology (IT) will help ensure we are exploiting technology to our best advantage.

The proliferation of Cloud (network accessible) applications provides us new opportunities almost on a daily basis. Availability of alternatives is a good thing providing the implementation is planned considering necessary systems integration requirements and the total cost of ownership of the solution. This requires both business and IT analysis to be sure we are getting a good return on our investment.

Citizens expect the City to provide mobile applications that are friendly to use to conduct business with the City. They expect fast, easy access to information and City data they desire. We must move to an environment where data availability and consumer (citizen) driven systems are the standard.

We have the opportunity to transform our business processes utilizing Big Data Analytics. We can examine our data looking for answers to employee and citizen questions. New questions bring new ideas for innovation and business improvement.

Smart Cities will begin to take advantage of the Internet of Things (IoT) where sensors are everywhere and this data provides new opportunities. We have deployed smart meters and have begun to examine this data. In addition to our electric and water utilities we will begin to see sensors deployed in public works, parks and recreation, public safety, airport and just about any business we are in. Evaluating these opportunities will require business and IT analysis to prioritize our needs and to determine if Lakeland will benefit.

The City of Lakeland is well positioned to take advantage of the latest technologies. Cloud services, mobile and internet applications, social integration and big data analytics will help us provide fast, reliable and easy to use business services to the Citizens and Businesses of Lakeland.



Teaming up with Information Technology

Legislation

State University System (SUS) Concurrency

In 2013, efforts were made to exempt State Universities from having to reimburse local governments for infrastructure improvements that are necessary to support the operation of the university. Current Statute requires that a campus development agreement be formed between a State University campus and the host local government. These agreements address impacts on local infrastructure and services that the university has on the surrounding community. The agreement requires the State University System (SUS) pay a fair share of the costs to mitigate the impacts on stormwater management, potable water, sanitary sewer, solid waste collection, parks & recreation, transportation and fire & rescue services. The City of Lakeland had such an agreement with USF in conjunction with the development of the Polytechnic Campus in north Lakeland. The City and Florida Polytechnic University are working towards a similar agreement.

Environmental Scan—Legislation

The SUS has paid for the impacts through the SUS Concurrency TF, which is no longer funded by the Legislature. Exempting the SUS from paying for mitigation would leave local governments on the hook for all costs of the added density of the university campus, shifting the burden to the local taxpayers.

City's Position: *Oppose legislation that would eliminate campus master development agreements between State Universities and local governments.*

Impact Fees

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

City's Position: *Oppose legislation that would prohibit the implementation of Impact Fees by cities and counties.*

Extension of Enterprise Zone Program

Florida Statute 290 creates and designates Enterprise Zones for communities throughout the State of Florida. Enterprise Zones were created during the 1980's to establish a process that identifies distressed communities and provides incentives from both State and local governments to promote private investment. The incentives can include investments, tax benefits & credits and regulatory relief designed to provide jobs for residents of the communities.

In 2005, the Legislature added a 'Sunset' provision to remove the Statute by 2015, effectively ending the Enterprise Zone program. The City of Lakeland established an Enterprise Zone, northwest of downtown, in 2005.

City's Position: *Support legislation which extends the sunset (repeal) of F.S. 290 by 10 years, from 2015 to 2025.*

Rent Fairness Act

Under current Florida law, mobile home park owners have the ability to raise the rental amount to be paid by a tenant to any "amount deemed appropriate by the mobile home park owner, so long as such increase is disclosed to the purchaser prior to his or her occupancy" after the expiration of the initial rental agreement. For residents that are senior citizens, or on fixed incomes, rental increases of up to 22% can cause them to lose the homes that they purchased years ago for their retirement.

Legislation has been filed that would limit a rental increase to a one-time fair and reasonable rent adjustment based on the Consumer Price Index. Park owners would also have to give 90 days' notice to all residents of a mobile home park before the adjustment could take effect.

City's Position: *Support legislation which provides greater protection to individuals on fixed incomes living in mobile home parks.*

Florida Polytechnic University

Florida Polytechnic University welcomed the first class of students to Florida's 12th University in August, 2014. The 540 students are focusing their education on STEM programs, primarily technology and engineering, at the new 530-acre campus located at the intersection of I-4 and the Polk Parkway. In 2015, Florida Polytechnic expects to increase enrollment to 1,100 students. Florida Polytechnic University is seeking operational funding from the Legislature in the 2015-16 Budget, as well as funding for construction of research centers.

Environmental Scan—Legislation

The City of Lakeland has been an active partner in the creation of the new Polytechnic campus, through working with FDOT to secure funding for the Pace Road Interchange and the “East/West Connector” to assisting with the installation of the necessary infrastructure. Florida Polytechnic University’s success and growth will have a tremendous positive impact on the future development of northeast Lakeland.

City’s Position: Support Florida Polytechnic University’s 2015-16 funding requests.

Polk State College

In 2008, Clear Springs donated the largest amount ever donated to a state or community college in State history: \$12 million cash and 20 acres of land. This generous donation was complemented by a \$2.5 million contribution from the Polk County Board of County Commissioners for infrastructure at the site.

These transformative gifts were made when the State’s matching gift programs were intact, but the State suspended the Florida College System Institution Facility Enhancement Challenge Grant Program. The donor authorized the College to proceed with development of the site and construction of the Advanced Technology Center, which opened in January 2014 as a state-of-the-art training and education facility - approximately half the size of the original plan. If matching funding is realized from the State, the facility can be completed as originally intended.

In addition to the matching program, Polk State College is seeking additional Public Education Capital Outlay (PECO)funds in the 2015-16 Budget for projects currently underway. These include final-year funding of \$3 million for the Center for Public Safety, \$5.9 million for the library renovation in the Learning Resources Building and \$16 million for the Winter Haven Fine Arts Building maintenance and renovation.

City’s Position: Support reinstating the Florida College System Institution Facility Enhancement Challenge Grant Program, for the matching portion for the Polk State Clear Springs Advanced Technology Center.

Support Polk State College’s 2015-16 funding requests, \$27.3 million in base budget as well as PECO projects.

Communications Services Tax

In 2001, the Legislature restructured taxes on telecommunications, cable, home satellite and related services. The changes replaced and consolidated seven different state and local taxes and fees into a single tax with two centrally administered parts – the state Communications Services Tax and the local Communications Services Tax (CST). The local CST is one of the main sources of general revenue for Cities, generating more than \$400 million annually statewide. In 2013, the CST generated \$5.4 million for the City of Lakeland. The revenue may be used for any public purpose, including public safety and to secure bonds.

In 2012, legislation passed creating the CST Work Group. This Group reviewed tax policy, historical trends, usage of the revenue source by local governments and fairness of the tax structure. The Group submitted recommendations to the Legislature that included complete elimination of the CST.

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

Oppose legislation reducing the CST by 2%, at a cost of \$282 million to State coffers and indeterminate amount to local government collections.

Local Business Tax

Cities may impose a Local Business Tax on certain businesses, professions or occupations. Cities have very little flexibility in determining the type and amount of the taxes or when any increases may be considered. Revenues from the Local Business Tax are used to assist in funding general government services critical to business, such as zoning, code enforcement and Police and Fire services. Revenues can also be used to spur economic development programs. Many Cities, such as Lakeland, use the Local Business Tax as general revenue

Environmental Scan—Legislation

funds and have pledged the revenues to secure debt. In addition, the Local Business Tax is also the most comprehensive way of knowing what businesses are operating within the community, which enables the City to allocate resources appropriately. The Local Business Tax generates more than \$120 million annually statewide. In 2013, the Local Business Tax generated \$1.5 million for the City of Lakeland.

In 2013, legislation was filed (**HB 7109**) that would have established a uniform classification system for local business taxes, based on square footage of the business. The bill would have retained local administration of the tax, eliminated any overlap in city and county taxes and would have created a transition period for implementation.

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

Sales Tax on Commercial Leases

Legislation has been introduced in recent years that would gradually eliminate Florida's sales tax on commercial leases. Florida is the only state that currently collects the tax, approximately \$2 billion per year. Proposals in 2014 would have reduced the tax by 1% per year, until the tax is completely eliminated after 6 years. The proposal did not move forward in 2014 due to the amount exceeding the funds available for tax cuts in the 2014-15 Budget. Proposals will be filed again in the upcoming Session.

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

Public Broadband Access

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

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

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

Pension Reform

The Florida Retirement System (FRS) was created in 1970 and provides retirement, disability and death benefits. The plan is funded through employer contributions and investment earnings and is managed by the Department of Management Services (DMS) and the State Board of Administration. In 2010, there were more than 655,000 active participants. All State and County employees must be members of the FRS, while Cities and Special Districts can choose to participate.

Those Cities that do not participate in the FRS have the option of creating their own non-FRS, Local Government Pension System, which can consist of 3 types of plans – General Employee Plan, Firefighter Plan (Chapter 175) and Police Officer Plan (Chapter 185). More than 200 Cities have non-FRS plans; 170 General Employee Plans, 351 Police & Fire Plans with more than 183,000 participants.

The Chapter 185 Police and Chapter 175 Firefighter funds were created in 1953 and 1939 respectively and their purpose was to create a uniform system. They are funded through insurance premium taxes on property and casualty insurance policies. The active participants contribute between ½ of 1% and 5% of their salary, with the municipality picking up the remainder of the cost. Local Governments and unions use collective bargaining to negotiate the details of the benefits.

Environmental Scan—Legislation

In 1999, the Legislature adopted minimum standards for local plans, raising them to the same standard as chapter based plans. Premium tax funds were used to bolster the standards and to provide “extra benefits” beyond those provided to general employees – such as increases in the multiplier, enhanced disability benefits, and any other heightened pension benefit. In 2004, the Legislature stated that any additional premium taxes were solely to be used for “extra benefits” beyond those provided to police and fire in 1999. Cities have had to provide more than \$400 million in extra benefits since 2004, and have been unable to use the premium tax dollars to offset the difference. Cities should be able to determine what level of pay and benefits will allow them to compete for qualified employees without arbitrary mandates from the State.

Today, some Cities are paying 40-60% of a Police or Firefighter’s salary toward funding pensions. Lakeland has historically been prudent in managing pension costs and its contributions are substantially less than many Cities. The State average for Special Risk Class is 22%. Cities simply can not continue to afford the increased costs of the current pension system that compounds benefits over time. Nor can they make internal changes to drive down the costs, due to the collective bargaining arrangement that requires negotiations with the unions.

City’s Position: Oppose legislation further restricting the use of insurance premium tax revenues and repeals the flexibility for Cities to negotiate provided by DMS.

Support pension reform that addresses “extra benefits” and allows for the use of insurance premium tax revenues to pay for the costs of current plan and lower required plan contributions by the local government and employees.

Presumptive Disability

In 2007, legislation passed that establishes lower compensability standards and increases workers’ compensation benefits for Law Enforcement Officers, Firefighters, Emergency Medical Technicians

Paramedics and Volunteer Firefighters. In addition, the legislation furthers the existing provisions that create a presumption that certain conditions are work-related injuries by extending the presumption to certain mental conditions, without requiring proof of a physical injury. Self-insured local governments, such as Lakeland, have experienced dramatic increases in their workers’ compensation rates for conditions that are entitled to the statutory presumptions, and corresponding increases in the cost of claims against the City.

The City’s total incurred heart/lung claims-related costs as of November 18, 2013, are \$4,579,943. Total costs paid as of November 18, 2013, are \$2,229,175 with \$2,350,768 in reserves. At the present time, the City has 60 closed heart/lung claims, and 38 open claims.

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

In 2011, the Legislature created the Presumptive Disability Task Force to review all aspects of how presumptive disability is being applied in Florida and provide recommendations to the Legislature. The Legislature was unable to address the issue during the past two Sessions, but the recommendations are still available for action.

City’s Position: Oppose expansion of presumptive disability standards to more conditions, such as cancer. Monitor legislative efforts to address the Presumptive Disability Task Force findings.

Sovereign Immunity

Legislation presented in the House in 2013 attempted to revise the Claims Bill process and increased sovereign immunity limits for local governments. The bill would have increased limits from \$200,000 per person & \$300,000 per incident to \$1,000,000 per person and \$1,500,000 per incident. If a local government self-

Environmental Scan—Legislation

insured against negligence lawsuits, in an amount greater than 3x the cap on damages, then the local government is only responsible for the deductible under the policy. However, increases of this magnitude would result in dramatic increase in costs for local governments.

City's Position: *Oppose legislation dramatically increasing sovereign immunity limits on local governments.*

Automated Traffic Enforcement Systems

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

City's Position: *Oppose legislative efforts to repeal the Mark Wandall Traffic Safety Statute.*

Lakeland Regional Medical Center

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

Since 2005, safety net providers, such as LRMC, have received supplemental payments from the Federal government, through Florida's AHCA department, for delivering uncompensated care to Medicaid, underinsured and uninsured populations. This funding system, known as the Low Income Pool (LIP), was set to expire, but was extended for one year as Florida transitions to a statewide Medicaid managed care and

payment system. Last year, LRMC received \$7.5m through the LIP program. If LIP is eliminated, and another funding source not secured, LRMC will realize a \$7.5m loss in Medicaid funding for uncompensated care.

City's Position: *Support Lakeland Regional Medical Center's legislative agenda on issues such as extension or replacement of the Low Income Pool funding and continued support of the Certificate of Need process.*

Prepaid Wireless 911 Fees

Approximately 70% of 9-1-1 emergency calls answered in Polk County in 2011 were made by wireless devices. It is estimated that 20-30% of the wireless devices are prepaid phones. E911 fees collected from wireless devices are used to help offset the costs of local law enforcement and the 9-1-1 call centers. Current Statute dictates that E911 fees are scheduled to be collected on prepaid wireless phones beginning July 1, 2013.

City's Position: *Support enforcing the mandate of collecting of E911 fees from prepaid wireless users in order to help fund local law enforcement efforts.*

Restore Convention Center Sales & Rental Tax Exemptions

On July 1, 2009, a set of rental and sales tax exemptions for convention halls, exhibition halls, auditoriums, stadiums, theaters, arenas, civic centers and other publicly owned recreational facilities expired once they reached their scheduled "sunset" date. The exemptions that were repealed include: the sales tax on admissions for a show at a publicly-owned building that acts as a sole promoter; the rental tax when a facility receives a percentage of the sales of novelty concessions; and the rental tax on services (security, ticket takers, etc.).

City's Position: *Support legislation that would restore the sales and rental tax exemptions, that sunset on July 1, 2009, for convention and civic facilities.*

Environmental Scan—Legislation

FRDAP Funding

In 2014, Lakeland had grant application submissions for Large Project Funding Florida Recreation Developmental Assistance Program (FRDAP) for \$200,000 each. The applications were ranked #1 and #11 out of 166 submissions. The projects were for Lake Crago Park Phase 1 and Phase 2. The funding, matched through the City's Capital Improvement Program, would be used to create a new soccer and baseball complex in order to keep up with community demands, in addition to hiking, bike and nature trails.

Unfortunately, the Legislature did not fund the Large Project FRDAP program, so the funds were not realized.

City's Position: Support funding of the Large Project Funding FRDAP Grant Program in the 2015-16 Budget.

Convention Center Ticketing Legislation

An ongoing turf battle between entertainment ticket companies has led to a great deal of confusion for consumers, show promoters and Florida's entertainment facilities. Ticket resell sites, such as StubHub, have made attempts to declare a ticket to an event as personal property, stripping the ability of venues and promoters from placing any conditions or restrictions on the tickets. This activity can lead to fewer tickets available to consumers in the marketplace and dramatic increases in cost on the secondary market.

Legislation is being introduced in 2014 that will codify case law stating that a ticket is a license, not personal property, and is subject to terms and conditions. The bill also preserves free market and innovation by allowing event presenters to choose the best ticketing methods for fans, such as electronic tickets, and increases penalties for the sale of counterfeit tickets.

City's Position: Support the "Fairness in Ticketing Act" by Rep. Raulerson and Senator Garcia.

State Library Aid Funding

State aid to the Florida Libraries Program is a continuing State grant program authorized by Statute. For forty years, the State Aid to Libraries has been an incentive program, designed to encourage counties to provide library service to the residents. Florida is permitted to grant operating funds to county libraries at a rate of up to \$.25 on the dollar. In recent years, State support has dropped perilously low and the fund is providing grants at \$.07 on the dollar. This low funding level makes it very difficult for the Library Cooperatives to continue to provide quality services to their residents.

City's Position: Support the Florida Library Association in their position to maintain the State Aid Funding of \$33.4 million.

Municipal Airport Ground Leases

Under current Statute, municipally-owned airports are restricted to 30-year lease agreements when negotiating the lease of facilities or property to private parties, other municipalities, state or national government departments. This restriction presents a competitive disadvantage for municipal airports when negotiating as Airport Authorities and county-owned airports are able to enter into longer termed agreements.

City's Position: Support legislation providing greater flexibility for municipal airports to offer long-term lease agreements to private parties, similar to airport authorities and county airports.

Functional Classification of State Roads

The Department of Transportation (DOT) legislative package contains language that would reclassify roads within the State Highway System using procedures developed by the Federal Highway Administration. The roads listed under the State Highway System would be limited to those that were under state jurisdiction in 1995, roads constructed by a state agency and those roads transferred to state's jurisdiction by mutual consent with a local government.

Environmental Scan—Legislation

By limiting the number of roads in the State Highway System, there is concern that application of these changes could result in the lowering of classification of certain roadways (urban minor arterials to collectors, collectors to local roads) and transferring ownership and maintenance to municipalities. A review in 2011 identified up to 60 lane miles that would have been added to the City of Lakeland's jurisdiction if these changes had occurred. The cost to maintain roads is approximately \$9,000 per lane mile, resulting in an additional cost to the City of \$540,000 to maintain Lakeland's roads.

City's Position: *Monitor the DOT Legislative package containing changes to the functional classification of State roads. Oppose efforts to transfer maintenance responsibility of state roads to local jurisdiction.*

Public Records Exemption—Smart Meter Data

Many municipal utilities, including Lakeland, are installing Smart Meters for their customers in order to generate incremental consumption and usage data for more accurate billing and customer service. Once the data is codified into a record, it is subject to disclosure under Florida law.

With the tremendous amount of data that is generated by the smart meters, it is important to protect the consumers from anyone seeking to exploit the consumer's specific data for any purpose. A tightly drawn public records exemption for the data generated from smart meters would prevent disclosure of information derived from Smart Grid systems and further protect individual customer privacy and detailed usage patterns. Consumers should not be subjected to a release of their individual data and metering information for any reason, without their direct consent.

City's Position: *Support consumer protection legislation that restricts public records requests, for utility customers who have smart meters, to no more than is presently available without smart meters.*

PSC Regulation of Municipal Utilities

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

As local entities, municipal utilities are governed by the local City elected government, or a panel incorporating the elected government. Municipal utilities are not fully regulated by the Public Service Commission (PSC), an organization tasked with regulating investor-owned utilities. The PSC has jurisdiction over the rate structure municipal utilities use to collect their costs, but has no jurisdiction over the type or level of costs included in rates. The PSC has jurisdiction relating to compliance with the National Electrical Safety Code, territorial agreements and disputes among all utilities and some energy efficiency measures.

A municipal utility is better served being governed by local decision-makers rather than a board located in Tallahassee. This would involve an unnecessary cost impact only recoverable from the customers of the utilities.

City's Position: *Oppose legislation that places all municipal electric, water & wastewater utilities that serve residents outside of city limits under PSC regulation. Oppose legislation prohibiting municipal utilities from setting rates for their customers, both inside and outside of the municipal boundaries.*

Tax-Free Municipal Bonds (Federal)

As Congress tried to find funding for the government's budget, the idea of limiting or removing the tax exempt status of municipal bonds is a constant target. Lakeland Electric (LE) uses bonds to obtain long-term financing for major projects and for short-term debt conversion. If tax exempt status is removed, the difference in the bonds is 100 to 150 basis points. The current long-term debt of LE's utility is approximately

Environmental Scan—Legislation

\$418 million, which would cost Lakeland consumers an additional \$5 million per year in increased interest costs for debt issued.

City's Position: *Oppose legislation that creates a tax or surcharge of any kind on municipal bonds, or removes their tax exempt status.*

Environmental Regulations (Federal)

The Environmental Protection Agency (EPA) has recently developed a Clean Power Plan that utilizes a four block system of compliance in order to reduce greenhouse gas emissions by 30% by 2030. The plan is state specific. Lakeland is in agreement with the letter sent to the EPA by Commissioner of Agriculture Adam Putnam, as well as the letter provided by the Florida Public Service Commission to the EPA. Lakeland Electric submitted comments to EPA by December deadline for their comment period. Lakeland Electric, along with most other utilities, believes the massive reduction in emissions called for in 2020 to be unrealizable by most Florida utilities. Greater flexibility is needed to achieve the goals during the period 2020 to 2030. In addition, the EPA should return to commercially available technologies to achieve goals, rather than unproven technologies.

City's Position: *Support greater flexibility to achieve goals outlined in the EPA Clean Power Plan.*

Utility Relocation Funding

The need for water and wastewater infrastructure in Florida continues to be a critical issue, while the cost to provide the infrastructure remains exorbitant. A 2013 study by the American Society of Civil Engineers found that Florida would need more than \$32 billion to meet its need by 2020 while the EPA reported an additional need of more than \$7 billion, during the same time period, to repair aging transmission and distribution infrastructure. While the State and local governments work to address these needs, additional unplanned expenses are often realized due to the

relocation of lines associated with the implementation of a road or bridge widening or improvement program.

With Florida DOT's annual work plan currently in excess of \$8 billion annually, it is estimated that local governments face line relocation costs in excess of \$75 million per year. These costs are typically not planned, but must be borne by the local government. During the 2014 Session, the Legislature passed SB 218 which authorizes DOT to pay for such costs for utility work necessitated by a project on the State Highway System located in rural areas of critical economic concern. Expanding this assistance to all municipalities similarly impacted by state road projects would provide much needed relief to local governments and allow for the construction of new water and wastewater infrastructure projects that are also desperately needed in those communities.

City's Position: *Support legislation that provides funding assistance to local utilities from DOT to relocate water and waste water infrastructure necessitated by the transportation work plan.*

Out-of-City Rates

For the past several years, there have been efforts in Miami Dade County to ban the utility surcharge that currently exists for water and sewer customers that reside outside of municipal boundaries. Proponents of these efforts feel that utility customers who do not reside within the city should not have to pay the surcharge, saying that it results in "taxation without representation." However, this thinking ignores the fact that all rate-setting hearings are public meetings that all citizens are allowed to attend. Lakeland has a Utility Committee that includes representation from citizens residing outside the city limits.

Past legislation did not take into account the capital investments that have been borne by the utility and city taxpayers to offer these services in areas that otherwise would be hard-pressed to receive water and sewer from another supplier. Roughly 80% of Florida's residents receive their water and sewer service from municipal utilities. In many cases, these communities

Environmental Scan—Legislation

could not meet concurrency or other requirements of community development without the municipal utility providing these services outside of the city limits. In Lakeland, a “leveling” of the rates would raise water rates by 10% for residents living within the City.

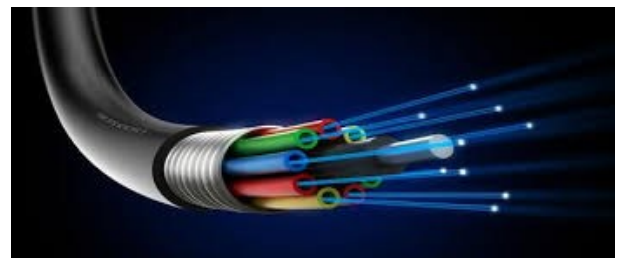
City’s Position: *Oppose legislation that prohibits a municipal utility from charging a surcharge to those utility customers that reside outside of the municipal limits.*

Support Florida League of Cities Agenda

The Florida League of Cities supports legislation that strengthens municipal self-governing powers. The League believes that key governmental services are best delivered under a system that leaves each community free to exercise its responsibilities in a manner best suited to the needs of its citizens. Home Rule Authority has been under attack by the Legislature for the last several years, resulting in unfunded mandates placed upon local governments and the reduction of the quality of services that can be provided to the citizens of Florida. The Florida League of Cities has outlined a comprehensive list of legislative actions for the 2015 Session, and support of these initiatives will assist the municipalities of the State in the stewardship of their citizens’ interests. League of Cities’ Priorities for 2015:

- Municipal Police Officer & Firefighter Pension Plans
- Communications Services & Local Business Tax Protection
- Water Quality & Quantity
- Enterprise Zone Extension
- Transportation Funding
- Stormwater Fee Collection
- Residential Group Homes

City’s Position: *Support the initiatives outlined in the Florida League of Cities 2015 Legislative Policy Statement and Legislative Action Agenda.*



Financial Health

A Snapshot of Lakeland's Budget

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

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

The day-to-day operating costs and the revenue sources that finance all of those general governmental services are budgeted in the General Fund. Any costs associated with capital improvements related to general governmental services, such as construction of parks, building facilities, roadways, and major equipment purchases are budgeted separately from the day-to-day operating costs, in two funds, the Transportation Fund and the Public Improvement Fund.

Also separately budgeted are the revenues and expenses associated with services that are provided by City departments for the exclusive benefit of other departments. This includes certain “centralized” services such as Fleet Management, Purchasing and Warehousing, Facilities Maintenance, and Information Technology. These individual services are budgeted in what are referred to as “Internal Service Funds”.

Financial Health

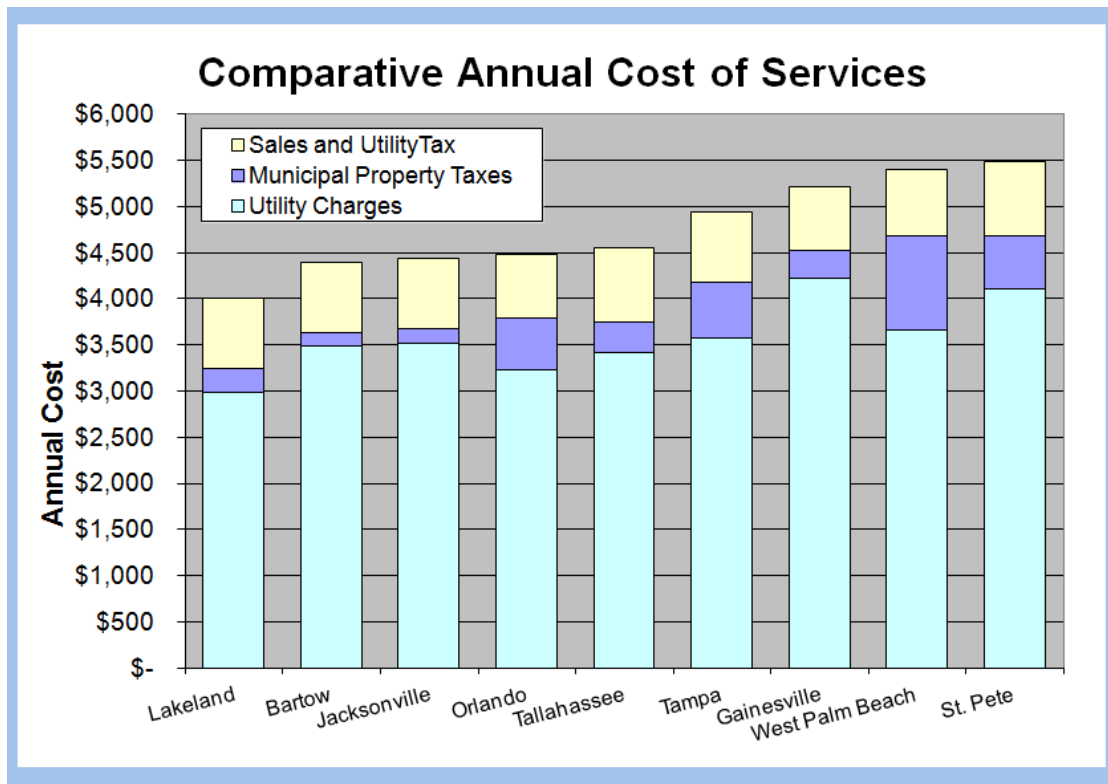
As with any enterprise, a major concern is cost control. The City of Lakeland is committed to providing quality services at a reasonable cost. One of the best measures of whether or not that goal is being attained is a comparison of fees charged by Lakeland, in the form of utility rates and tax rates, compared to other similar municipalities.

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

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

In the aggregate, Lakeland compares favorably to the other cities in this survey. At a property tax millage rate of 5.5644 mills (based on the FY 2015 property tax levy) and an average preliminary residential taxable value of approximately \$62,295, Lakeland’s property tax burden is amongst the lowest in the State of Florida.

In addition, Lakeland’s relative cost of electric power has us positioned as one of the lower cost utilities in the state which has been aided by the significant decrease in the cost of natural gas. For the municipalities in this sample, the combined annual cost of services in Lakeland is 16.5% lower than the average for the group.



Financial Health

Three-Year Financial Forecast

A Three-Year Financial Forecast tool is used to determine what level of risk we face over the next few years in our ability to pay for the services we provide if we take no positive action to increase revenues or decrease cost. Revenues are projected at conservative levels over the period and are compared to estimated cost increases in payroll, operating expenditures, and capital outlay. Since many of our expenditure increases are fixed and predictable, the main variables are the rate of increase in existing revenues and new programs or projects planned over the forecast period. Typically, future years show a deficit of revenues over expenditures. The purpose of this financial exercise is to adequately prepare for future challenges, so it is always conservative in outlook. As we map out our financial and operating strategies, we will use the model to determine the potential impact of decisions. Using this tool will help keep us focused on long-term solutions, rather than short-term “fixes” which could lead to negative financial impacts in future years.

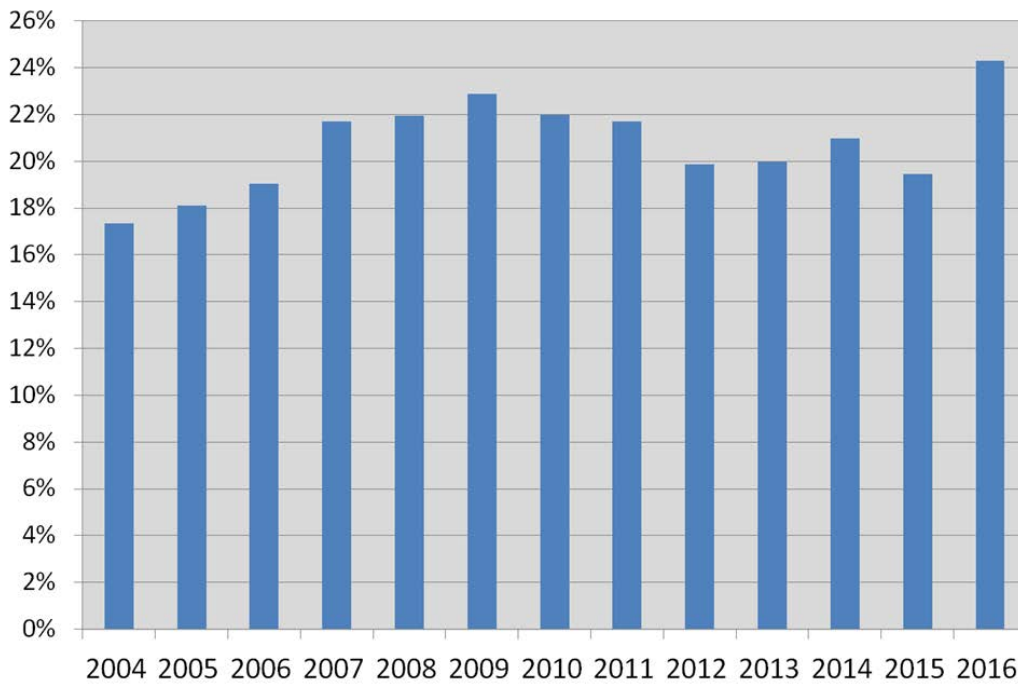


Revenue Sources

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

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

Property Taxes as a percent of General Fund Budget



Because of the relatively large annual percent increases in taxable values, the significance of this revenue source as a percentage of the General Fund budget had been growing. The impact of property tax reform starting in FY 2008 and the subsequent reduction in property values resulting from the economic conditions has reversed that trend somewhat. Total taxable values within the City limits are increasing in FY 2016 over FY 2015. The proposed millage rate for FY 2016 is 5.5644, which is an increase of .90.

Revenue Sources

Public Service Taxes, Franchise Fees and Communications Services Tax

The City levies:

- A 10% Public Services Tax on the sale of electricity, water and natural gas (metered or bottled within the City limits)
- A tax on fossil fuel oil in the amount of 4 cents per gallon
- A Communications Services Tax on telephone service, (including local, long distance and mobile services), and on cable TV service. The City's share of this tax is 6.43%
- The City has extended a franchise agreement to Peoples Gas System (a division of Tampa Electric Company) to distribute metered gas within the City limits. The franchise agreement calls for a payment to the City equal to 6% of monthly gross revenues

Half-Cent Sales Tax Revenues

County and Municipal governments in Florida are entitled to a distribution equal to 9.653% of total sales tax proceeds attributable to sales within each county. Those revenues are shared between the County-government and each of the Municipal governments within the County. Effective July 1, 2004, this revenue source decreased by approximately 8.7%, based on the State of Florida's change in funding procedures related to the state-run court system. This decrease was intended to be offset by increases in the amount of State Revenue Sharing funds disbursed to cities and counties.

State Revenue Sharing Revenues

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

Business Tax Revenues

The City issues receipts (licenses) to all commercial business enterprises located within the City limits. A fee is assessed to each user, based on a predefined fee schedule that considers the type of business conducted and the volume of business conducted. By state law, the rates charged per the adopted fee schedule may be increased every other year, in an amount that does not exceed 5% per receipt. The last change to the rate structure was a 5% increase adopted by the City in 2011.

Building Permit and Inspection Fees

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

Federal, State and Local Grant Revenues

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

Revenue Sources

Charges for Service Revenues

Charges for Services represent user fees assessed directly against the users of municipal services. The most significant of these are parks and recreation fees, which generated approximately \$2.1 million last year against total operating expenses of \$16.9 million (excluding capital). These revenues consist of facility rental fees, recreational class/program fees, tennis and swimming fees and parking and expense recovery fees related to the Detroit Tigers major and minor league activities at Marchant Stadium. This category of revenues also includes a variety of other fees, as follows:

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

Fines and Forfeits Revenues

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

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

Miscellaneous Revenues

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

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

This category also includes:

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

Gasoline Tax (1 Cent Municipal Fuel Tax) Revenues

The amount of this tax is equal to 1 cent per gallon of gasoline sold within the municipal limits, less an administrative fee (retained by the state) not exceeding 2 % of the gross proceeds of the tax.

The proceeds of this tax shall be used for the purchase of transportation facilities, roads and street rights-of-way, construction, reconstruction and maintenance of roads, streets, bicycle paths and pedestrian pathways, adjustment of City-owned utilities as required by road and street construction,

Revenue Sources

and construction, reconstruction, transportation-related public safety activities, maintenance and operation of transportation facilities. Municipalities are authorized to expend the funds received under this section in conjunction with other cities, counties, the state or federal government in joint projects.

Gasoline Tax (9th Cent Fuel Tax) Revenues

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

6 Cents Local Option Fuel Tax Revenues

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

5 Cents Additional Local Option Fuel Tax Revenues

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



Debt Management Overview

The City of Lakeland (the “City”) incurs long-term debt – either in the form of bonds issued directly in the name of the City or other loans obtained from pooled debt programs managed by third parties – for the purpose of funding capital improvements to City facilities and infrastructure. The City also funds a significant amount of capital improvements through “pay-as-you-go” cash financing. Pay-as-you-go financing comes from cash outlays of various revenues including state and federal grants, impact fees, certain lease payments and other operating revenues, particularly those of the City’s utilities. As of September 30, 2014, the City had outstanding long-term debt of \$599.2 million.

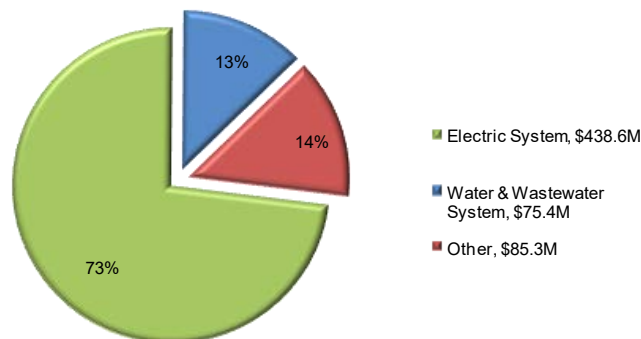
Purpose of Debt

Debt issued by the City was incurred to fund capital improvements to three major categories of assets: the electric system, the water and wastewater system and all other projects. Some 73% of the City’s outstanding debt funded electric system improvements. Water and wastewater projects make up another 13%, while all other uses account for the remaining 14% of outstanding debt.

Electric system improvements include: construction and conversion of generating assets; environmental projects; renewal, replacement and expansion of the transmission and distribution network; and numerous other projects. Water and wastewater improvements include construction and improvements to water and wastewater treatment systems and replacement and expansion of distribution and collection networks. All other projects encompass a variety of governmental and development projects, including improvements to and/or expansion of the Lakeland Linder Regional Airport, the Lakeland Center, the Cleveland Heights Golf Course, local roads, public safety facilities and parks and recreation facilities.

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

City of Lakeland Outstanding Debt by Use
FY2014



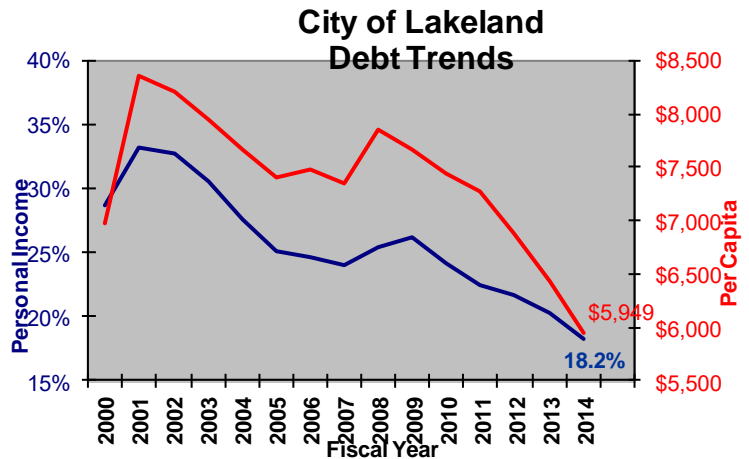
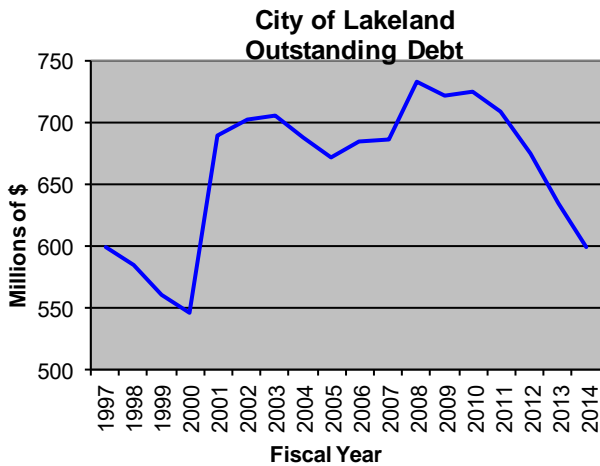
Debt Management Overview

Debt Trends

Overall Debt: Over the last decade the City's outstanding debt has dropped, declining by 13% (\$89 million) since FY2004. The most significant increase in the City's outstanding debt (\$144 million) occurred in FY2001 when the City issued bonds to fund the conversion of one of the Electric Department's major generating assets. Similarly, the City issued \$60 million of new debt in FY2008, which was used to fund environmental remediation improvements to the City's coal-fired electric generation plant.

During FY2015, overall debt is expected to increase by approximately \$25 million, due to new issuance for certain general capital projects in the City. Scheduled principal repayments will remain strong at \$33 million in FY2015 and \$37 million in FY2016.

Other Measures of Debt: Over the last decade, the Lakeland area has experienced substantial development and population growth. Although the dollar volume of debt outstanding is important, other normative measures, such as debt per capita (per person) and debt as a percentage of personal income, provide a more accurate gauge of an area's debt burden. Debt per capita measures debt against the size and growth of the population served. Debt as a percentage of personal income measures outstanding debt against an area's ability to pay for projects. As shown below, Lakeland's debt per capita has declined since 2001, reaching \$5,949 per person in 2014. Debt as a percentage of the area's annual personal income has declined, dropping to an estimated 18.2% as of 2014. As noted, most of the City's debt has been incurred to finance electric system improvements. In other communities, these type of projects are financed through investor-owned utility companies. As such, any debt incurred to finance projects would not appear on that City's books. If Lakeland's electric system debt is excluded from the calculations, debt per capita would drop to \$1,595 and debt as a percentage of personal income would be about 4.9%.



Types of Debt

The City's long-term debt consists of bonds (\$467 million – 78%) along with certain loans (\$132 million – 22%). Bonds are formal borrowings issued through Wall Street to investors under trust indentures that specify the security for and source of repayment for the debt. The City has several different types of bond debt, which are detailed on the next page. The City's loans consist of certain bank loans and of monies borrowed through the State Revolving Loan program.

Debt Management Overview

Bonds: The City of Lakeland has three distinct revenue bond programs which are summarized in the table on page below. Revenue debt consists of a promise to repay bonds from a specified revenue stream. In contrast, general obligation debt entails a promise of the “full faith and credit” of a governmental entity and a requirement to repay any such debt from all available revenues, including the use of the entity’s taxing power. In Florida, local general obligation debt requires voter approval through a referendum. Florida Statute does not provide any limits on the amount of debt a city may issue. The City’s Charter does provide for a limit on the issuance of general obligation debt equal to 17% of the assessed value of the taxable real estate in the City. For FY2014, that limit would have been approximately \$751 million. However, the City has not had any general obligation debt outstanding since 1971. As shown, the overwhelming portion of the City’s bonds (\$480 million - 80%) are utility system revenue bonds. They are user based debt and issued for utility system improvements and repaid from the fees charged to the users of those utilities.

These forms of debt are not subject to specific legal debt limits but are instead limited by the competitiveness of the rates and charges which must be imposed to repay the debt and rating agency criteria related to such issuance.

Loans: As noted, the City’s debt includes certain loans. Some \$95 million of these loans (which are included in the bond table for comparison purposes) are in lieu of electric utility bonds. The remaining loans include \$33.9 million in loans through the State Revolving Loan Program for wastewater projects. The State Revolving Loans are repaid from excess revenues of the wastewater system and are subsidized by the State at below market rates. The City also has a small amount (\$3.5 million) of other miscellaneous loans and long term leases.

City of Lakeland Revenue Bond Programs 9/30/2014				
Type	Source of Repayment	Amount Outstanding	Outstanding Through	Interest Rate **
Energy System	Rates, fees, charges and other operating revenues of the electric system – primarily payments from electricity customers	\$438.6 M ***	2036	3.05% to 6.55%*
Water and Wastewater System	Rates, fees, charges (including impact fees) and other operating revenues of the electric system – primarily payments from water and wastewater users	41.5 M	2033	0.93% to 5.00%
Capital Improvement	Non-ad valorem revenues from any source legally available (not including ad valorem taxes on real and personal property), subject to availability and appropriation	81.8 M	2040	1.03% to 6.03%
* includes \$199.2 million of variable rate debt ** coupon rates; effective yields differ due to original issue price and/or federal subsidies *** includes \$95 million bank loan issued under the bond indenture				

Debt Management Overview

Recent Debt Management Activities

During FY2014, the City issued \$95.0 million of variable rate refunding bonds for the City's electric system. These bonds refunded and replaced \$99.2 million of similar debt. This transaction reduced the City's outstanding debt by \$4.2 million, and reduced the annual debt service of the electric system by \$0.5 million per year, due to lower interest rates on the new bonds.

The City also issued \$63.8 million of taxable notes during FY2014, to be paid solely from a pre-existing escrow fund of U. S. Treasury securities. The new notes replace prior water and sewer bonds. This transaction produced one-time revenue of \$6.7 million, which are designated for capital projects of the City.

During FY2015 the City issued \$51 million of debt to fund a variety of City projects, including improvements to certain City facilities used for Spring training by the Detroit Tigers. A substantial portion of the debt service for the borrowing is expected to be offset by a subsidy from the State of Florida and by certain County tourism tax revenue.

The City also entered into a \$5 million taxable bank loan during FY2015 to refund certain prior debt related to an economic development project.

During FY2016 the City expects to borrow monies for certain water and sewer related projects, and to refund certain electric utility debt, market conditions permitting.

Debt Service Requirements

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

A more detailed explanation of the City's debt and debt management activities can be found in the City's Comprehensive Annual Financial Report and its Annual Report to Bondholders, both of which are available on the City's website.

City of Lakeland Outstanding Debt Summary (As of 9/30/14)

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	32,697,914	23,893,588	56,591,502
2016	37,329,158	16,760,089	54,089,247
2017	34,513,026	15,378,787	49,891,813
2018	34,566,760	14,418,304	48,985,064
2019	32,740,297	13,508,476	46,248,773
2020-2024	120,718,927	54,483,953	175,202,880
2025-2029	114,297,886	37,944,634	152,242,520
2030-2034	106,195,771	20,299,338	126,495,109
2035-2039	83,879,000	4,524,101	88,403,101
2040-2044	<u>2,290,000</u>	<u>90,716</u>	<u>2,380,716</u>
	<u>599,228,739</u>	<u>201,301,986</u>	<u>800,530,725</u>



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The Performance Budget provides an explanation of the services provided by the City. For each Program, a description is included that relates its Mission, Core Services and Performance Measurements to the FY2016 Strategic Plan.

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Performance Management Overview

Introduction

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

“Strategic Operating Plan” (SOP) is an overview of the Process and the timeline for developing the Strategic Plan, the Business Plan, the CIP and ultimately the Annual Budget.

“Budgeting by Priorities” is a review of the steps involved the SOP Process.

“Core & Support Service Prioritization” is an outline of the City’s Core Services prioritized based on Goal evaluation and direction provided by the City Commissioners.

“Service & Operations Strategy” outlines the 31 Directional Outcomes of the City.

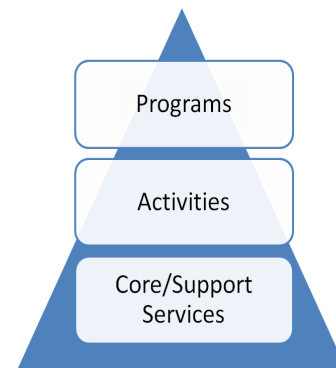
“KSI & Actionable Items” section provides an explanation of the performance measurement system developed to provide results for the City. Immediately following the explanation are pages outlined by Goal that provide the Outcomes, KSI’s, New Initiatives and Actionable Items for the new fiscal year. This section allows the reader a better explanation of how the City intends to meet the respective Goal.

“Process Improvement & Efficiencies” section provides an overview of the various process improvement methodologies used by our organization and allow each department to report their significant accomplishments or efficiencies during the prior fiscal year.

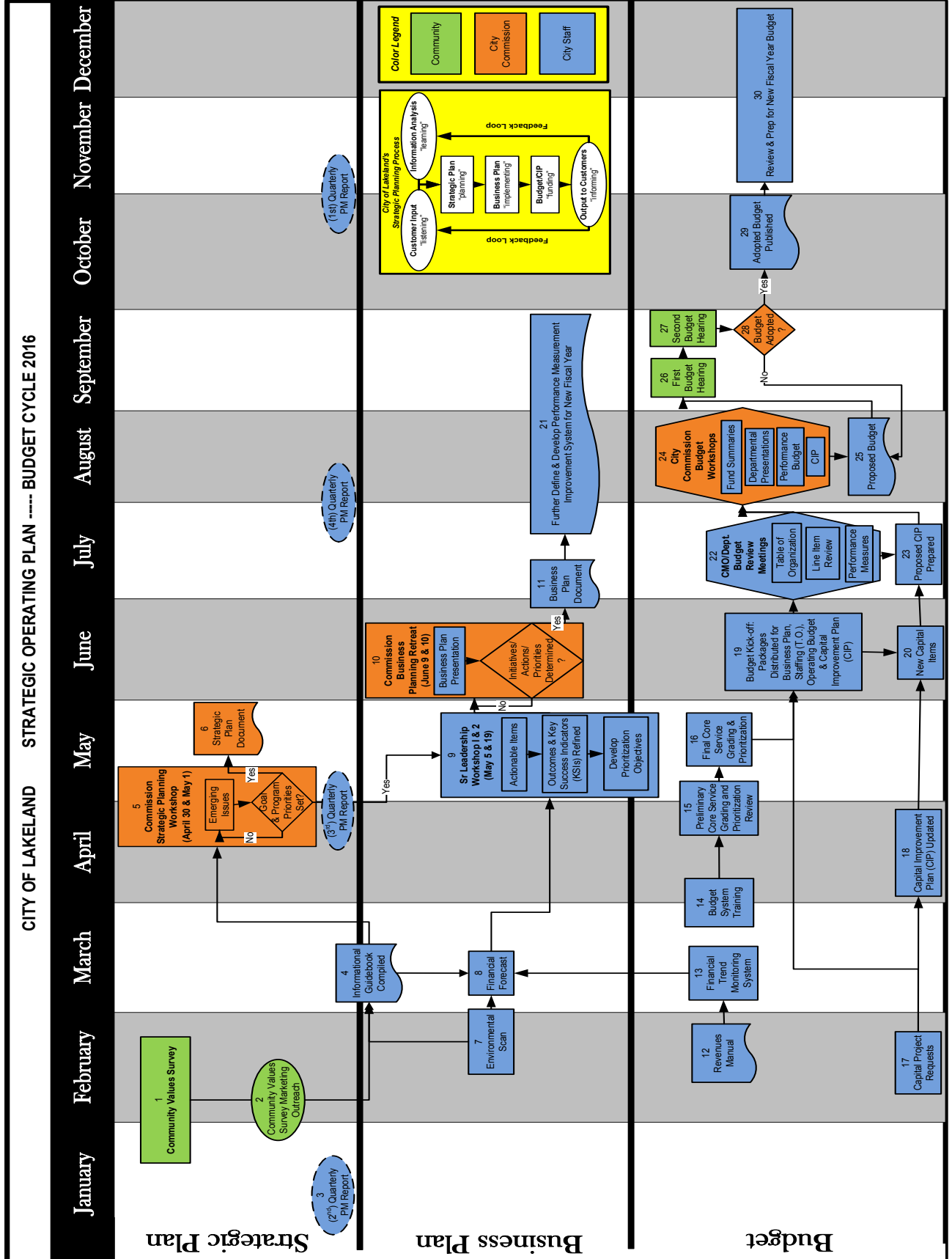
Performance Budget

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



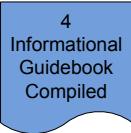
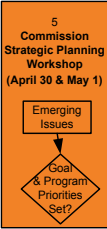

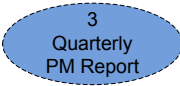
Each Program section begins with a summary page outlining the respective Activities, Personnel Counts, Expenditures and Revenues. Following the Program page, each Activity’s Mission and Services will be defined. Additionally, respective Department Changes and Accomplishments will be outline along with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



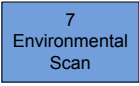

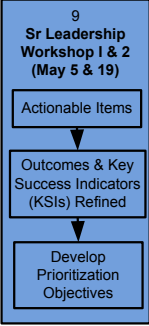
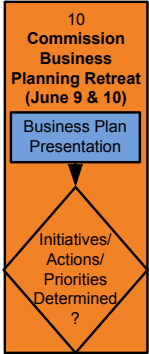

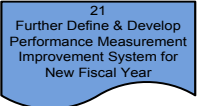
Strategic Operating Plan—Process



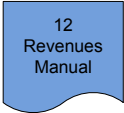


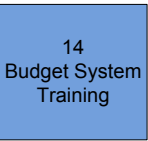
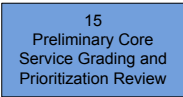
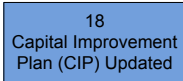
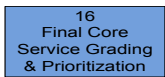
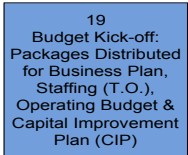

Strategic Operating Plan—Strategic Plan

Process Map Task	Description
Strategic Plan:	
<p>January</p> 	<p>The Community Values Survey will be used to gauge how the community values/prioritizes City services. The survey data and information gathered at the subsequent workshops will be provided to the City Commission for their use in strategic planning.</p>
<p>February</p> 	<p>The Community Values Survey Marketing Outreach is used to discuss the Values Survey with the citizenry and provide marketing material to solicit participation.</p>
<p>March</p> 	<p>The CC Retreat Guidebook provides information for the Commissioners to use in the City's strategic planning process including: descriptions of the elements of the Strategic Operating Plan (SOP); customer/stakeholder input via surveys and analysis; resources illustrating the City's financial health; environmental scans identifying/analyzing demographic trends, economic factors and forecasts, land development trends, legislative issues, technology, and internal COL threats and opportunities; and performance reporting include Key Success Indicators and Actionable Item updates.</p>
<p>April - May</p> 	<p>The first City Commission Retreat/Workshop day will include informational presentations on key issues, brainstorming and discussions of issues by stakeholder panels, and annual assessment and direction of the Strategic Operating Plan by the City Commission. Based on the previously described strategic planning activities above from January and February, the workshop will focus high level analysis on emerging issues from those processes and the City Commission's valuing (prioritizing) of its top goal and program areas.</p>
<p>May</p> 	<p>The Strategic Plan Document serves as a guide to the business and budgetary direction of the entire organization with overall community implications.</p>
<p>Quarterly</p> 	<p>City staff will be charged with the reinstitution of regular performance reporting to the City Commission and Lakeland Citizens based on the Strategic Operating Plan in meeting the City's Vision, Mission, and Goals specifically tied to actionable items and key success indicators in support of those conceptual expectations.</p>

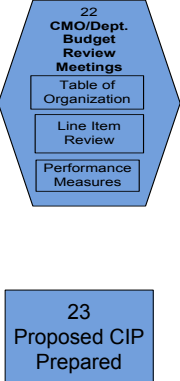
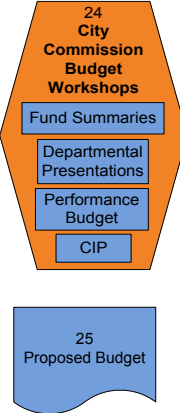
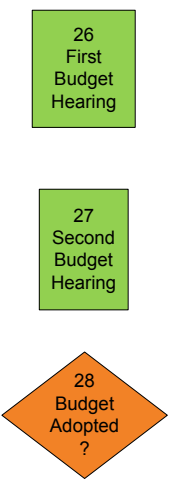
Strategic Operating Plan–Business Plan

Process Map Task	Description
Business Plan:	
February 	Consideration of external and internal factors that could influence the direction and goals of the City such as demographic trends, economic analysis, land development trends, legislative issues, technology, and COL threats and opportunities.
March 	The financial forecast tool is used to determine what level of risk the City will face over the next several years in its ability to pay for services provided to the public or customers. Revenues are projected over the period and compared to estimated cost adjustments in payroll, operating expenditures, and capital outlay.
May 	The City's Senior Leadership Staff consisting of the City Manager's Office, City Attorney's Office, Department Directors, Assistant Directors and other key staff will convene in a special workshop following the City Commission's Strategic Planning Workshop to discuss the key business issues identified and develop proposed actionable items to address those issues. The staff will also develop budget prioritization objectives for the upcoming budgeting cycle premised on updated economic and fiscal conditions facing the community.
June 	A one day workshop is proposed for the business planning phase preceded and followed by separate workshops during the strategic planning and budgetary phases, respectively. Based on the previously described business planning activities above from February through April, the workshop will focus intermediate level analysis on a staff drafted business plan with initiatives, actions and priorities derived from earlier planning processes of this cycle and the City Commission's valuing (prioritizing) of its top goal and program areas.
June/July 	The Business Plan Document flows directly from the Strategic Plan Document with defined strategies supporting the outcomes and key success indicators based from operational performance.
July – September 	Using the Business Plan Document which includes Actionable Items and Key Success Indicators, develop a plan to assist in identifying improvements and/or determining the level of analysis needed for specific processes or services.


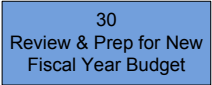
Strategic Operating Plan–Budget

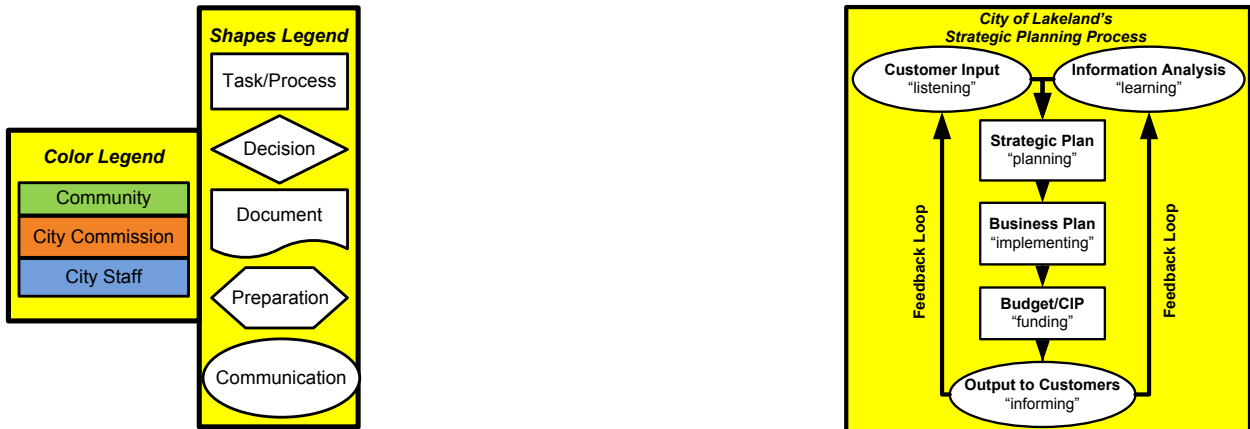
Process Map Task	Description
Budget:	
February  	<p>A Revenues Manual has been initiated as an effort to better understand and predict the City’s revenues, by undertaking a systematic documentation of all revenue sources thereby assisting in the planning and budgeting decision making process. It provides information about receipts as well as the variables that affect revenue from cycle to cycle. Revenue (or potential) categories will include taxes, non ad valorem special assessments, franchise fees, intergovernmental revenue, interest income, and charges for services.</p> <p>Submission of new, replacement or improvement projects and related costs based on departmental assessment.</p>
March  	<p>Analyses comprised of key financial/economic indicators that help measure the financial/economic health of the City. They include indicators, commonly ratios, used to assess financial condition and giving a basis for comparison to other cities or service organizations. Indicators will fall into several categories including debt structure, unfunded liabilities, operating position, per capita revenues and expenditures, as well as non-financial community needs and resource indicators.</p> <p>Annual training will be provided for existing and new users as needed.</p>
April/May  	<p>City staff will tweak the results of the last year’s consolidated core services and discuss final grading results and quadrant rankings for formulating implementation strategy from this cycle’s strategic and business planning results.</p> <p>CIP updated based on capital project requests and analyses.</p>
May 	<p>City staff will adjust final core services’ compilation, grading and rankings based on the results of this cycle’s strategic and business planning priorities.</p>
June  	<p>Administration’s directional strategy and preparation instructions for development of current cycle’s budgetary resources premised on strategic and business planning results.</p> <p>Submission of new capital projects and related costs based on strategic priorities and actionable items.</p>

Strategic Operating Plan–Budget

Process Map Task	Description
Budget Continued:	
<p>July</p> 	<p>Administrative review of comprehensive departmental operational budgets including table of organizations (staffing structure), line items, and performance measures with tentative determination by City Manager of proposed budget.</p> <p>Capital Improvement Plan recommended by Finance Department and City Manager’s Office.</p>
<p>August</p> 	<p>Legislative review of comprehensive budget recommended by departments and as proposed by City Manager including fund summaries (revenues and expenditures balance sheet), and presentation of each department’s capital projects, operating and performance budgets.</p> <p>Tentative budget prepared and made available to City Commission an all stakeholders.</p>
<p>September</p> 	<p>Legally required first public hearing with timetable prerequisites preceding setting of property tax millage rate and adoption of final budget.</p> <p>Legally required second public hearing with timetable prerequisites preceding setting of property tax millage rate and adoption of final budget.</p> <p>Legislative approval by the City Commission of final tax millage rate and budget.</p>

Strategic Operating Plan–Budget

Process Map Task	Description
Budget Continued:	
October 	Publication of finally approved budget by the City Commission.
November/December 	Preliminary feedback from internal users of City’s budgeting system for process improvement and optimal execution.



Budgeting by Priorities

Getting Our Priorities Straight

The City of Lakeland continues to refine its innovative Strategic Operating Plan (SOP). The SOP is not only intended to be a statement of Lakeland's Goals, Values and Directional Outcomes that articulate what the community strives to attain, but also serves as the foundation in which the municipal organization can best align our programs, policies, procedures, human capital and resources in a coordinated fashion in support of the community's shared vision. This alignment was taken to new heights in FY2013 as the City continued to develop its "Budget by Priorities" process to better define the varied and numerous municipal Core Services (along with their respective costs and revenues) provided to our constituents and comparatively evaluate their respective influence on achieving the SOP's Goals and Outcomes. This process is designed to provide a higher degree of understanding among decision makers regarding the scope, costs and impact of the various Core Services and better articulate how we value our services, invest in our priorities and ultimately divest ourselves of lower priority services.

During the development of the FY2011 Budget the "Budget by Priorities" process became the cornerstone in which individual Departmental budgets were established and this process has carried forward. This process begins with our City Commission Retreat. At this Retreat, presentations are developed to understand what the expectations are for each of our desired Goal Outcomes. Presentations are from many diverse groups in the City (e.g. Economic Development, Arts and Culture, Education, Religion, Neighborhood Associations, Intergovernmental, Mayor, City Commissioners and Senior City Leadership Staff). A process is used where every presentation provides respective input. The feedback becomes the foundation for development of Outcomes for each of the Goals; the presentations change accordingly to ensure relevance to the Goal. The Mayor and City Commissioners also value the 5 goals (excludes Governance). This ranking is completed by giving each elected official 100 points whereby they assign their points to the individual Goals. This ranking, along with a services valuation process, is then used to prioritize the City's services strategically aligning the services in order of importance to meeting the Goals of the City. The FY2016 ranking is as follows:

Goal	Averaged Score
Quality of Life	28.14
Communication	18.43
Economic Opportunity	20.43
Fiscal Management	19.14
Growth Management	13.86

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

Budgeting by Priorities

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

Designing a Process that Fits

Designing a process that is fair, accessible, transparent, and adaptable is a challenge, compounded by the natural resistance to change. As the City of Lakeland (COL) has progressed through the development of its Budget by Priorities process there have been many questions, modifications and eliminations to ensure the process fits our needs. The Budgeting by Priorities process was built around tried and true budgeting steps used previously at the City of Lakeland. Additional innovative steps were applied to the existing budgeting steps with the assistance of Consultants Jon Johnson and Chris Fabian of the International City Management Association (ICMA) during the FY 2012 City Commission Retreat. The following steps outline the hybrid methodology carried forward and utilized for the FY2016 COL Budget by Priorities process:

1. Identify Available Resources

Once the amount available to fund operations, one-time initiatives, and capital expenditure resources is identified, the forecasts should be used to educate and inform all stakeholders about what is truly available to spend for the next fiscal year. This information becomes the cornerstone for the COL Commission Retreat, a 2-day workshop, held this year April 30th and May 1st. Sharing the assumptions behind the revenue projections creates a level of transparency. This transparency establishes the level of trust necessary for success. The intended result is a common understanding throughout the organization about the amount of resources available, the baseline expenditures, necessary capital improvements and economic impacts.

2. Identify/Review Priorities

Budgeting by Priorities is built around a set of organizational Goals (pages A21-23). These Goals capture the fundamental purposes behind the organization of why it exists and are broad enough to have staying power from year to year. The priorities are very different from a mission statement; they should be expressed in terms of the results or outcomes that are of value to the public. These Goals should be specific enough to be meaningful and measurable, but not so specific that they outline how the result or outcome will be achieved. The COL Commissioners review these Goals at the Retreat for relevancy and also to assign a level of priority, identifying which goals are most important to our Constituents. This prioritization is then used to determine how well a Core or Support Service aligns with the Goals.

3. Identify/Review Precise Directional Outcomes and Strategic Priorities

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

Budgeting by Priorities

4. Identify/Review Services

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

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

5. Identify/Review Service Alignment to Goals

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

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

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

6. Evaluate Budgeted Expenditures by Service

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

Budgeting by Priorities

7. Evaluate and Align Resources

Using the Quadrant Summary information, department summaries are developed identifying Services by department and respective quadrants and costs. These reports are provided to departments when budget adjustments are set by quadrant alignment and a department is given a directive to adjust their budget based on a defined percentage assigned to each quadrant. For example, Services in quadrant 1 might not be reduced, while Services in the lowest tier receive the largest reductions. The COL has utilized the Budget by Priorities approach since FY2010. Budget modifications were determined using two different methods. During FY2010, reduction percentages were assigned to each quadrant and departments were required to make budget reductions in the aggregate, allowing more flexibility in deciding the precise reduction approach. FY2011 compared the prioritized Services to vacant positions within the City to determine which were least-aligned with the Goals of the City. These positions were then identified as possible budget reductions. Of course, under any Budget by Priorities process, the prioritization and suggested reductions are a recommendation to the governing board, and there is give-and-take to negotiate a final budget. During the FY2016 budget development, budgets were not reduced based on quadrant reductions. Use of the quadrant adjustment methodology will be revisited each fiscal year.

The quadrants are listed on pages D-14 through D-19. Core Service quadrants are listed first, followed by the Support Service quadrants. Core Services are differentiated between Enterprise Fund and General Fund by text color. Quadrant 1 contains the highest priority services as defined by the Grading Review Committee during the City Commission Retreat Process, while quadrant 4 contains the lowest priority services.

8. Reporting and Distribution

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

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

9. Creating Accountability

The last and probably most time-consuming step, in the Budget for Priorities process, is creating a method for making sure the Services delivered provide the results their alignments were based on. The COL utilizes Performance measures taking shape as City-wide KSIs, FBC Measurements and Department Performance Measurements.

10. Conclusion

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

Core Service Prioritization

Legend			
Black Text - General Fund Core Service		Blue Text - Enterprise Fund Core Service	
Quadrant 1	Quadrant 2	Quadrant 3	Quadrant 4

Core Service Title
CD-CRA-Community Redevelopment Public Enhancements
CD-CRA-Community Redevelopment Site Acquisition, Development and Disposition
PW-SW-Residential Collection
PW-SW-Commercial Collection
POL-IS-Victims Assistance Program
PW-SW-Solid Waste Collection - Roll-Off Service
P&R-PAR-Active Parks
FIRE-OP-Fire Rescue Services
FIRE-OP-Fire Service Operations
PW-SW-Residential/Commercial Recycling
LE-CS-Electric Field Services, Meter Reading, Billing and Revenue Collection
POL-PS-Public Safety Dispatch Services
POL-PS-Traffic Enforcement and Education
LE-BO-Electric Rates and Pricing Analysis of Services
WU-WTR-Water Distribution
WU-WW-Wastewater Collection
LE-FP-Electric Alternative Energy Development and Implementation
P&R-CHGC-Golf Course Maintenance
CD-PLN-Transportation Planning
POL-IS-Narcotics and Vice Crimes Investigations
POL-IS-School Resource Officer Program
P&R-REC-Park and Recreation Facility Rentals
POL-PS-Police Patrol Services
POL-PS-Community Education Programs
POL-PS-Crime Prevention Programs
WU-WTR-Water Treatment
WU-WW-Wastewater Treatment

Core Service Prioritization

Legend			
Black Text - General Fund Core Service		Blue Text - Enterprise Fund Core Service	
Quadrant 1	Quadrant 2	Quadrant 3	Quadrant 4

Core Service Title
LE-DE-Electric Transmission and Distribution - Operate and Maintain System
P&R-PAR-Park and Recreation Special Events
CD-CRA-Community Redevelopment Area Plan Implementation
CD-CRA-Community Redevelopment Property Owner Incentive Programs
P&R-PAR-Professional Baseball
CD-PLN-Zoning
COM-Government Network Programming and Broadcasting
POL-PS-Special Events Management
LE-CS-Electric Customer Contact Services
LE-FP-Elec Forecasting and Infrastructure Addition Recomm for Gen and Del
CD-PLN-Development Review
TLC-Events and Activities
PW-LS-Water Quality Monitoring & Watershed Assessment
CD-CRA-Community Redevelopment Area Business Assistance
LLRA-Airport Operations
LE-GEN-Electric Operations and Maintenance of Generating Units
LE-DE-Electric Transmission and Distribution - Design and Construct System
PW-CM-Pavement Management Program
PW-CM-Sidewalk Repairs
LE-GEN-Electric Engineering and Project Services for Generating Units
CD-PLN-Land Use Planning
PW-CM-Sidewalk Construction
POL-IS-Crimes Against Children Investigations
POL-IS-General Crimes Investigations
POL-IS-Property Crimes Investigations
POL-IS-Truancy Intervention Program (TIP)
POL-IS-Violent Crimes Investigations
POL-PS-Domestic Abuse Response Team (DART)
POL-PS-Neighborhood and Business Watch Programs
POL-PS-Residential and Commercial Security Surveys
PW-ENG-Engineering Services

Core Service Prioritization

Legend			
Black Text - General Fund Core Service		Blue Text - Enterprise Fund Core Service	
Quadrant 1	Quadrant 2	Quadrant 3	Quadrant 4

Core Service Title
COM-Marketing/Advertising/Education Campaigns/Cultural Activities
CD-CRA-Community Redevelopment-owned Property Management and Maintenance
PW-ADM-Transportation Project Management
FIRE-OP-Aircraft Rescue Service Operations
CD-AH-Owner Occupied Rehabilitation
P&R-LIB-Public Access to Internet Resources
CD-BI-Permit Application Review
PW-CM-LS-Street Sweeping Operations
P&R-PAR-Right of Way Maintenance
P&R-REC-Recreation Programs
P&R-CHGC-Golf Operations
FIRE-SA-Fire Investigation & Prevention
P&R-PAR-Passive Parks
CD-PLN-Economic Development Coordination
CD-CE-Zoning Code Enforcement and Compliance
FIRE-SA-Public Fire Safety Education
P&R-REC-Sports Activities
POL-IS-Crime Scene and Laboratory Services
CD-CE-Building Code/Permitting Enforcement
TLC-Marketing/Branding Strategies for The Lakeland Center and Events
LE-GEN-Electric Purchase, Delivery and Storage of Fuel for Units
LE-FP-Electric Coordination of Florida Municipal Power Pool Operations
CD-CE-Property Maintenance
PW-ENG-ROW Use/Driveway Permitting Services
PW-CM & LS-Drainage System Management and Repairs
CD-AH-Foreclosure Acquisition, Rehab, & Disposition
P&R-LIB-Community Use of Library Materials
CD-AH-CDBG Public Services
CD-CE-Environmental Code Enforcement and Compliance
CD-PLN-Land Development Regulations
PW-ENG-Site Inspections
PW-ENG & CD-BI Plan Reviews
LE-FP-Electric Permits and Reporting for Environmental Regulations
LLRA-Airport Properties Leasing

Core Service Prioritization

Legend			
Black Text - General Fund Core Service		Blue Text - Enterprise Fund Core Service	
Quadrant 1	Quadrant 2	Quadrant 3	Quadrant 4

Core Service Title
P&R-LIB-Cultural/Educational Programs
POL-IS-Police Athletic / Activities League Program
P&R-CEM-Oak Hill Operations
PW-TRA-Traffic Signal Management System Operations
PW-TRA-Traffic Studies
CD-BI-Onsite Inspections
P&R-REC-Camps
CD-PLN-Property Information/Addressing/911
P&R-REC-Aquatics
CD-PLN-Neighborhood Outreach
COM-City Hall Reception/Switchboard Operations
TLC-Food and Beverage Services
PW-ENG-Surveying Services
COM-Communications Creation and Distribution
CD-AH-Home Purchase Assistance
CD-PLN-Historic Preservation Administration
P&R-PAR-Urban Forestry
P&R-CHGC-Food Service
P&R-CHGC-Lounge Operations
PW-LS-Education/Outreach/Inreach
CD-AH-Sign Code Enforcement and Compliance
PW-ADM-Property Acquisition Services
P&R-PAR-Parks Maintenance for City Buildings
PW-TR-Right of Way Management Program
CD-BI-Issuance of Business Tax Receipts
P&R-CEM-Roselawn Operations
CD-BI-Business Tax Receipts Compliance and Enforcement
COM-Public Records Management
PW-LS-Aquatic Plant Management
TLC-Parking Operations
PW-PKNG-Parking Garage Operation Services
PW-PKNG-Parking Enforcement

Support Service Prioritization

Legend			
Black Text - General Fund Core Service		Blue Text - Enterprise Fund Core Service	
Quadrant 1	Quadrant 2	Quadrant 3	Quadrant 4

Support Service Title
CCOM-Legislative Review and Enactment
CMO-General Administration
RM-PUR-Purchasing Management/Process
CMO & CCOM-Community Relations
CMO, FIN, LE & IT-Budget Development and Financial Monitoring
IT-IT Planning
RM-PUR-Procurement Development
RM-R-Liability Mitigation
CMO-Strategic Planning
HR-ER-Classification and Compensation
RM-R-Employee Wellness Program
HR-ER-Personnel Rules and Compliance
RM-R-Health Insurance/Other Benefits Management
CMO & HR-Performance Management
FIN, LE & RS-Financial Analyses and Reporting
RM-R-Occupational Safety Education, Training and Compliance

Support Service Title
CATT-Legal Counsel to City Commission
FIN, LE & IA-Audited Financials
IT-IT Support, Maintenance and Administration
IT-Application Development, Support, Maintenance and Administration
RS-Pension Boards and Policy Administration
RM-PUR-Inventory Services
FIN-CA-Payroll Processing
FIN-CA-Pension Fund Support
IA-Operational Audits
PW-F-Equipment Acquisition and Disposition
CATT-Legal Services to City Departments
FIN-CA-Debt Management
RM-R-Emergency and Disaster Recovery and Prepared
IT-Network Support, Maintenance and Administration
HR-CS-Employment Recruitment and Selection
RS-Retirement Enrollment and Benefit Services
IT-Telecom Support, Maintenance and Administration
HR-ER-Workforce Development and Training

Support Service Prioritization

Legend			
Black Text - General Fund Core Service		Blue Text - Enterprise Fund Core Service	
Quadrant 1	Quadrant 2	Quadrant 3	Quadrant 4

Support Service Title
PW-F-Fleet Repair and Services
IA-Investigative Audits
CMO-Development/Redevelopment Administration
IT-GIS Support, Maintenance and Administration
PW-FACM-Facility Support Services
FIN & LE-Grants and Contracts Regulation/Monitoring
CATT-Legal Counsel to Boards, Committees and Authorities
PW-FACM-Fire Suppression Support
FIN-Investments and Cash Management
HR-CS-Human Resource Information System Support
CMO, FIN, LE & HR-Labor Relations
FIN-CB-Billing - Water/Wastewater
FIN-CB-Billing Operations - Solid Waste
FIN-CB-Billing Operations - Stormwater
FIN-CC-Elections Administration

Support Service Title
FIN-TER-Utility Bill Payment Processing
PW-FACM-Janitorial Support Services
FIN-CB-Code Enforcement Collections
FIN-CC-Board Minutes and Legislative History Maintenance
FIN & LE-Accounts Payable Invoice Processing
PW-F-Fueling Services
HR-CS-Employee Records Administration
HR-CS-Employee Consulting
FIN-CC-Records Administration
IA-Compliance Audits
HR-CS-Civil Service Rules and Compliance
HR-ER-Employee Engagement Activities

Service & Operations Strategy

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

The 31 Directional Outcomes identified by the City Commission for this strategic plan are:

- Improve Citizen participation in setting community priorities.
- Provide outstanding municipal services.
- Provide outstanding public safety response and prevention services.
- Cultivate public/private partnerships to facilitate a cultural and service-oriented community.
- Enhance mobility options throughout the City.
- Promote arts, culture and active, healthy lifestyles.
- Promote life-long learning.
- Provide diverse recreational events, accessible parks, libraries and entertainment venues.
- Continually monitor and evaluate business practices for cost effectiveness and efficiency.
- Evaluate existing sources of revenues and explore alternative sources.
- Maintain financial stability by aligning resources to both municipal services and regulatory requirements.
- Maintain transparency in financial and operational reporting.
- Respond to all customer inquiries in a responsive, efficient, professional and courteous manner.
- Provide accurate and timely information through transparent processes.
- Maximize use of social media to increase real-time communication.
- Maintain diverse, safe, attractive neighborhoods throughout the City.
- Plan and direct investment in infrastructure necessary for growth and redevelopment.
- Effectively align resources to changing environments including green initiatives.
- Implement an effective multi-modal transportation plan that considers regional objectives.
- Provide reliable and sustainable infrastructure.
- Attract and support high skill, high wage and high technology jobs.
- Promote downtown as a regional center with a vibrant mix of high quality residential, retail, professional, civic, and entertainment options.
- Participate with economic partners creating business opportunities and aligning regional interests.
- Collaborate with business and tourism partners to grow and sustain the economic environment.
- Foster an inclusive and diverse environment that encourages entrepreneurial ventures.
- Provide services required by Federal, State and Local Laws or policies.
- Provide desired Services based on customer's priority and availability of funding.
- Foster a work environment that encourages and engages all employees to achieve their individual and collective potential.
- Utilize strategic planning and measurements to ensure the City meets defined goals and outcomes.
- Encourage and educate our workforce to integrate City Core Values into all services provided.
- Utilize best practices for timely decisions, transparency and fiscally accountable governance.

Measuring Results

Overview

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

The different system components are:

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

These elements play an important part in the City's overall Business Plan and help keep the organization on target. The City revisited and refined its Measures in March of 2014 to more closely align them with the Strategic Direction and Goals of the City. This review process included a three day retreat for upper level management to review and refine this group of measures for upcoming budget years. Measures were either kept as is, edited, deleted or created. These new and improved measures are depicted throughout this section. FY2015 was year one for data collection. Future years will allow trending and goal/outcome connectivity.

KSI Measurements

Each of the following KSI pages contains information about a specific goal and set of KSIs. Following are the New Initiatives (if applicable) and Actionable Items for that specific goal. New Initiatives present a project or series of projects for the upcoming fiscal year, as put forth by the Senior Leadership and approved by the City Commission during the City Commission Retreat. Some Actionable Items represent initiatives that have been conducted in prior fiscal years, but may still have impacts or fiscal commitments for the current fiscal year.

Core/Support Service Performance Reporting

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

Departmental Measures

Operational Measures as defined by departments for operational concerns or Actionable Items as defined during the Retreat process.

Quality of Life—Key Success Indicators

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

Directional Outcomes

1. Improve Citizen participation in setting community priorities.
2. Provide outstanding municipal services.
3. Provide outstanding public safety response and prevention services.
4. Cultivate public/private partnerships to facilitate a cultural and service-oriented community.
5. Enhance mobility options throughout the City
6. Promote arts, culture and active, healthy lifestyles.
7. Promote life-long learning.
8. Provide diverse recreational events, accessible parks, libraries and entertainment venues.

*FY15	Completely Agree	Mostly Agree	Somewhat Agree	Slightly Agree	Do Not Agree	N/A
Good Place to Raise a Family	40.53%	33.56%	13.10%	4.31%	3.20%	5.30%
Good Place to Retire	36.58%	30.68%	17.01%	5.59%	5.27%	4.88%
Good Place to Live	47.47%	37.08%	9.86%	2.74%	2.49%	0.36%

*FY15	Significant Value	Moderate Value	Little Value	No Value	No Opinion
Dispatching Services	68.97%	15.98%	4.06%	3.24%	7.76%
Patrol Services	68.83%	19.61%	4.95%	3.27%	3.35%
Transportation Construction	58.15%	30.89%	7.33%	2.46%	1.17%
Electric Utility	66.19%	24.27%	5.55%	2.38%	1.61%

* Data from 2015 Community Values Survey

Key Success Indicators	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Response times to high danger (Priority 1) calls	Quarterly	6.9	6.8	< 7
Reliability of utility services: electric customer average interruption duration (minutes)	Quarterly	49.25	58.4	57.4
Number of public/ private partnerships in parks and recreation	Quarterly	NA	NA	NA
New sidewalk constructed (Linear Foot)	Annually	6,081	13,099	6,000
New trail constructed (Linear Foot)	Annually	3,500	2,904	5,000
Bike lane construction (Linear Foot)	Annually	0	0	5,400
Number of crime prevention programs	Quarterly	324	160	60
Number of citizens engaged by a risk reduction or fire prevention education activity. (Does not include Social Media, PSAs, or flyer mail-outs.)	Quarterly	21,852	12,003	12,000

Quality of Life—Actionable Items

Training Center Master Plan

Lead Department: Fire

Support Departments: Community Development and Public Works

Budget:

Estimated FY16	Estimated Funding Beyond FY16
\$0	\$3,540,000

Goal Area: Quality of life

Program: Community Safety

Activity: Firefighting and Rescue Services

Description of Actionable Item: The fire training center is over 40 years old and the buildings are in need of major upgrades and expansion.

Purpose: To produce architect design and construction plans for the improvements necessary to include the following:

1. Expand the solid surface area to the maximum allowed on available acreage with necessary infrastructure.
2. Build a new training tower to accommodate live fire burns, hose drills, search and rescue, laddering, ventilation and rappelling.
3. Build a new classroom for fire & EMS training and office space for Training Chief and Rescue Chief.
4. Construct a covered training area.
5. Build a warehouse storage building to store equipment and training props.

Report of FY15 Activity: Searched for large tracts of land (15-20 acers) to relocate the fire training center in a central location of all fire stations. No sites were available to meet our needs. Re-evaluated the current 5 – 6 acre location to maximize and accommodate minimal fire training center requirements at current location.

Measurable Progress Indicator(s): Allocate funding to complete total project or in phases.

- FY17 – To produce civil engineering design for constructing the new training center complex. \$40,000
- FY18 – Expand the solid surface area to the maximum coverage, install storm drains, fire hydrants, lighting and conduits for the new training center. \$900,000
- FY19 – Purchase a new training tower to accommodate live burns, hose drills, search and rescue, laddering, ventilation and rappelling. \$900,000
- FY20 – Raise old buildings and build a new classroom for fire and EMS training and office space for Training Chief and Rescue Chief. Proposed 10,000 sq. ft. building \$900,000

Quality of Life—Actionable Items

Training Center Master Plan continued

- FY21 – Build a warehouse storage building to store equipment and training props. Proposed 8,000 sq. ft. building \$600,000
- FY21 – Construct a covered training area. Proposed 7000 sq. ft. area \$200,000

Estimated Duration of Actionable Item:

Stage:

Check:

Implementation underway in FY15	
To Be Completed in FY16	
On-Going Beyond FY16	√

Quality of Life—Actionable Items

Jenkins Arena Renovation Plan

Lead Department: The Lakeland Center

Support Departments: City Manager's Office, Fire Marshall and Facilities

Budget:

Estimated FY2016
\$25,000

Goal Area: Quality of Life

Program: Cultural & Community Services

Activity: The Lakeland Center

Summary: Collaborate with business and tourism partners for sustaining viable economic environment. Expected accomplishments through the use of our Consultant:

For FY 15:

- Review of Building Engineering, Mechanical, Electrical and Plumbing.
- Preparing RFP documents to be presented to the City Manager and Commission.

For FY 16:

- We will be identifying our method of construction (design build or traditional construction).
- Begin the bid process

Desired results include:

- Continued City support for Lakeland Center Operations, Events and Mission as an economic driver.
- Work with Lakeland Convention & Visitors Bureau and Polk County tourism in order to establish priorities for facility needs that support their missions.
- Streamline and expedite the process for approval of Downtown Special Events in a manner which also addresses the management and coordination costs inherent in the maintenance of any quality venue.
- Address the everyday maintenance issues (security and cleanliness) of a 24 hour/7 day per week downtown venue.
- Improve the marketing of Downtown as a true entertainment "venue".
- Encourage/facilitate new development east of Harden/Sikes Blvd. in close proximity to The Lakeland Center.

Term: Ongoing

- Short Term (1yr): Maintain balanced budget for this year.
- Intermediate Term (2-5yrs): Work with Community Partners (Lakeland Chamber, Polk Tourism, Polk County Sports Marketing) in order to establish priorities for facility needs that support their missions as well as City of Lakeland. Continue to develop an event mix as well as develop new business that meets the needs of the community as well as regional meeting & conference opportunities.
- Long Term (5>yrs): Overhaul of facilities in order to keep venue competitive within the Central Florida Market.

Quality of Life—Actionable Items

Additional Police Officers

Lead Department: Police

Support Departments: Communication, Parks & Recreation, Public Works and Electric

Budget:

Estimated FY2016
\$680,000

Goal Area: Quality of life

Program: Community Safety

Activity: Six (6) Additional Police Officers

Description: Enhanced Community Policing - LPD will continue its efforts to maintain established partnerships and build new ones with residents, business owners and other government agencies.

Purpose: With a main focus of problem solving policing a well-founded need has been identified for LPD to liaison between the community and the operational sections of the department. This new unit will direct efforts in a concerted way to increase the quality of life in each neighborhood by serving as a consistent binding point and mechanism to exchange valuable information to citizens and shared with LPD investigations.

Report of FY16 Activity: The additional 6 Police Officers will be deployed as follows: 4 Officers will create a Neighborhood Liaison Unit and each of the 4 city quadrants (NW, NE, SW and SE) will have an assigned Officer. This unit will have a Sergeant to supervise and direct the activities to ensure its effectiveness. The Homeless Liaison Officer will also be assigned to this unit to complement its efficiency and input on neighborhoods. The remaining 2 Officers will be over hires to the Criminal Investigations Section (CIS) as a stop gap to its staffing shortages.

Measurable Progress Indicator(s):

Crime Statistics

Provide outstanding public safety response and prevention services.

Estimated Duration of Actionable Item:

Stage:	Check:
Implementation underway in FY16	√
Completed FY16	√
Ongoing Beyond FY16	

Communication—Key Success Indicators

Develop an informed and engaged community.

Directional Outcomes

1. Respond to all customer inquiries in a responsive, efficient, professional and courteous manner.
2. Provide accurate and timely information through transparent processes.
3. Maximize use of social media to increase real-time communication.

*FY15	Significant Value	Moderate Value	Little Value	No Value	No Opinion
Information available on city website	40.85%	39.11%	13.42%	2.99%	3.63%

*FY15	Significant Value	Moderate Value	Little Value	No Value	No Opinion
Information available on social media	19.93%	29.57%	25.05%	18.72%	6.73%

* Data from 2015 Community Values Survey

Key Success Indicators	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Unique website visits	Quarterly	1.9 million	3.1 million	2.5 million
Number of Public Records Requests Processed	Annually	211	221	250
Social Media Annual Reach	Annually	324,000	570,000	600,000
Live Meetings	Annually	100	116	124

Economic Opportunity—Key Success Indicators

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

Directional Outcomes

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

*FY15	Completely Agree	Mostly Agree	Somewhat Agree	Slightly Agree	Do Not Agree	N/A
Good Housing Choices	23.70%	37.08%	22.78%	8.61%	4.88%	2.95%
Good Place to Operate a Business	17.15%	26.80%	17.76%	7.33%	5.12%	25.84%
Affordable Community	23.49%	41.39%	21.35%	8.04%	4.48%	1.25%

*FY15	Significant Value	Moderate Value	Little Value	No Value	No Opinion
Affordable Housing	21.53%	21.82%	22.95%	24.13%	9.57%
Economic Development	38.72%	36.80%	14.80%	5.87%	3.81%

* Data from 2015 Community Values Survey

Key Success Indicators	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Per Capita Income in Lakeland/MSA (Polk County) as a percentage of Florida	Annually	83.40%	82.88%	83.50%
Number of jobs: high skill/high wage development activity	Annually	301 jobs	70 jobs	150 jobs
Value of new commercial construction permits issued within Lakeland's redevelopment areas	Annually	NA	31.84%	35%
Number of new business openings in downtown district	Quarterly	28	66	70
Number of business closures in downtown district	Quarterly	19	21	15
Number of business licenses issued	Annually	5928	5023	6000

Economic Opportunity—Actionable Item

Lakeland Linder Regional Airport Growth & Support

Lead Department: Lakeland Linder Regional Airport

Support Departments: Community Development and Public Works

Budget:

Estimated FY2016
\$0

Goal: Economic Opportunity

Program: Transportation Services

Activity: LLRA/Operations & Leasing

Specific Outcome: The Business / Development Plan that is congruent with the Southwest Lakeland Sector Plan is being presented to Commission prior to the end of Fiscal 2015. The next step will be formulating the action plan along with the appropriate funding mechanisms to achieve the desired growth.

Summary:

General Aviation

- This has and will continue to be our Primary underlying focus
- Retain and attract new businesses
- Public/Private partnerships
- Additional Capital may be required in attracting new tenants

Passenger Service

- Continue to meet with prospective Airlines
- Merger activity has slowed down some discussions
- Incentives will be key ingredient
- Eighteen to Twenty Four months away

Development of Airport - 1,700 acres

- Include \$100,000 for engaging design consultant
- Identify key target markets
- Focus on different areas available for expansion
- Community leaders and agencies involvement critical to development and implementation



Economic Opportunity—Actionable Items

Communication of City-wide Neighborhood Stabilization and Revitalization Strategies

Lead Department: Community Development

Support Departments: Public Works, Parks & Recreation and Police

Budget:

Estimated FY2016

FY16 \$50,000 / FY17 \$ \$100,000

Goal Area: Economic Opportunity

Program: Economic & Community Development

Activity: Community Development

Budget: \$100,000 in FY 16 and thereafter (funded through dedicated revenues from Foreclosure Registration program) Report of FY15 Activity:

- Hold public workshop(s)
- Identify priority neighborhoods
- Define City's financial commitment Measurable Progress Indicators:
- Workshop(s) completed
- Role and resources of city clarified
- General strategies and areas of concentration identified
- Landlord Registration programs reviewed and evaluated
- Map prepared of CIP project funding by geographic areas
- Community partners identified and engaged

Description: Define, implement and communicate City-wide neighborhood stabilization and revitalization strategies

Purpose: Achieve consensus on City-wide neighborhood improvement programs and communicate to the public

Economic Opportunity—Actionable Items

Downtown Development/Redevelopment

Lead Department: LCRA & Community Development

Support Departments: Public Works, LE, Water Utilities & Fire

Budget:

Estimated FY2016
\$400,000

Goal Area: Economic Opportunity

Program: Economic & Community Development

Activity: Economic Development (&Redevelopment)

Action Plan:

- Negotiate Development Agreement for Bay Street project, including maximum of \$400,000 in fee waivers and other incentives. Maximum includes land sale proceeds and \$135,000 additional City funds or match.
- Continue to coordinate with Bay Street development team to meet construction target of November 2015 for 55 residential units and 11 commercial units.
- Continue to work with consultant (KHA) and internal and external stakeholders to produce a conceptual guide for an RFQ to be issued in 2016 for development of the CRA owned 10 acre site located north of LPD headquarters.
- Work to complete Oak St. Parking Lot expansion phases I and II.

Progress Indicators/Measures:

- Bay Street development agreement approval by CC - July 21st
- Building permits issued for Bay Street development - 4th quarter of CY2015
- CC review/approval of 10 acre site - July 7th

Economic Opportunity—Actionable Items

Determine Economic Priorities for COL to attract new opportunities

Lead Department: Community Development

Support Departments: Lakeland Electric, Water Utilities, Airport

Budget:

Estimated FY2016
\$15,000

Goal Area: Economic Opportunity

Program: Economic & Community Development

Activity: Economic Development

Description: City is in more of a responsive position and works with partners including LEDC, CFDC to identify economic opportunities. Identify key players that include utilities and the airport. Identify targeted economic development business models and businesses that we want to move to the community. Focus on Lakeland's strengths and business success stories.

Purpose: To attract high wage/ high skill jobs and new business opportunities.

Economic Opportunity—Actionable Items

Broadband Initiative

Lead Department: Community Development

Support Departments: Public Works, Parks & Recreation and Police

Budget:

Estimated FY2016
\$100,000

Goal Area: Economic Opportunity

Program: Economic and Community Development Program

Activity: Information Technology

Description: The plan may include needs assessment, strategic and business planning, economic and community development impacts, community marketing and communications plans, financial modeling and analysis, network design and engineering, network construction and network operations and management planning.

Purpose: Determine how to best leverage City’s existing fiber assets and deciding what City’s role should be when it comes to ensuring that our citizens and local business have access to high speed, reliable and affordable Internet access.

Report of FY15 Activity: Magellan Advisors, headquartered in Denver, CO with offices in Miami, FL has been selected as the City’s partner to develop the Strategic Broadband Plan. The city is expecting to receive the completed plan no later than November 2015.

Measurable Progress Indicator(s):

All six milestones of the broadband plan delivered within scope, time and cost.

Increase business operations with business partners.

Estimated Duration of Actionable Item:

Stage:	Check:
Implementation underway in FY15	√
To Be Completed in FY16	
On-Going Beyond FY16	√

Fiscal Management—Key Success Indicators

Develop and effectively manage financial resources.

Directional Outcomes

1. Continually monitor and evaluate business practices for cost effectiveness and efficiency.
2. Evaluate existing sources of revenues and explore alternative sources.
3. Maintain financial stability by aligning resources to both municipal services and regulatory requirements.
4. Maintain transparency in financial and operational reporting.

*FY15	Completely Agree	Mostly Agree	Somewhat Agree	Slightly Agree	Do Not Agree	N/A
Overall Economic health of Lakeland (affordable community)	23.49%	41.39%	21.35%	8.04%	4.48%	1.25%
Receive good value for taxes paid	22.31%	29.75%	21.46%	8.90%	9.40%	8.19%

* Data from 2015 Community Values Survey

Key Success Indicators	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Costs for municipal services comparing Lakeland among 8 benchmark communities in Florida	Annually	Lowest Quartile	Lowest Quartile	Lower Quartile
Bond ratings average: Electric	Annually	AA/Aa3/AA-	AA/Aa3/AA-	NA
Bond ratings average: Water/Wastewater	Annually	AA/Aa2/AA+	AA/Aa2/AA+	NA
Bond ratings average: General City	Annually	NR/Aa3/AA-	NR/Aa3/AA-	NA
Per capita General Fund spending	Annually	94,771,148	101,124,721	NA

Growth Management—Key Success Indicators

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

Directional Outcomes

1. Maintain diverse, safe, attractive neighborhoods throughout the City.
2. Plan and direct investment in infrastructure necessary for growth and redevelopment.
3. Effectively align resources to changing environments including green initiatives.
4. Implement an effective multi-modal transportation plan that considers regional objectives
5. Provide reliable and sustainable infrastructure

*FY15	Completely Agree	Mostly Agree	Somewhat Agree	Slightly Agree	Do Not Agree	N/A
Good Place to Operate a Business	17.15%	26.80%	17.76%	7.33%	5.12%	25.84%

*FY15	Significant Value	Moderate Value	Little Value	No Value	No Opinion
Building Inspection	23.70%	37.01%	23.59%	9.40%	6.30%
Code Enforcement	37.69%	36.58%	16.01%	6.87%	2.85%
Solid Waste	65.05%	24.20%	4.23%	2.56%	3.96%
Waste Water	64.52%	20.82%	5.59%	4.13%	4.95%
Water Treatment	79.36%	12.06%	3.27%	2.60%	2.70%

* Data from 2015 Community Values Survey

Key Success Indicators	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Public open space acres ratio per 1,000 residents	Quarterly	7.3 acres / 1,000	7.1 acres / 1,000	7.0 acres / 1,000
Ratio of water demand to permitted capacity	Quarterly	0.61	0.602	< 0.9
Ratio of wastewater demand to permitted capacity	Quarterly	0.584	0.572	< 0.9
Percent of code enforcement cases resolved within 60 days	Quarterly	66.56%	66.68%	70.00%
New transit facilities (shelters, pads, access)	Annually	26	53	41
Number of new residential units in downtown (CRA boundary) Lakeland	Annually	0	0	2
Overall safety of residents (Community Values Survey)	Annually	68.30%	67.60%	≥ 51.00%
Number of buildings that are located greater than five road miles of a City of Lakeland fire station and in excess of 1,000 feet of a maintained fire hydrant	Annually	2	2	2

Growth Management—Actionable Items

Southwest Community Park & Library Complex

Lead Department: Parks & Recreation

Support Departments: Community Development and Public Works

Budget:

Estimated FY2016
\$1,000,000

Goal Area: Quality of Life

Program: Cultural & Community Services

Activity: Library Services

Summary:

To purchase approximately 100 acres for recreational amenities & South Side Branch Library in SW Lakeland

Description:

- Southside library branch 10,000 sq. ft.
- Community park to service SW Lakeland residents
- Youth baseball



Growth Management—Actionable Items

Improve Coordination and Management of Special Events in the City

Lead Department: Parks & Recreation

Support Departments: Community Development, Police, Community Redevelopment Agency, Fire, Lakeland Electric & Public Works.

Budget:

Estimated FY2016
\$83,900
(Net Revenues)

Goal Area: Growth Management

Program: Parks, Recreation & Properties

Activity: Recreation and Facilities Services

Special Events - Coordination & Management

To develop a consistent and fiscally sound approach to continue to support a vibrant City & downtown.

Actions Completed

1. Budget for Historic City Events - Approved
2. Pass projected Department labor costs to Special Event Sponsor - Approved
3. Adopt a parks facility rental base fee discount structure - Approved Option 3 (\$35,836)

Cost to Implement \$147,000 - Estimated Revenues \$63,100 = \$83,900
\$68,500; Budgeted Amount for Historical Events

Governance—Key Success Indicators

Provide for responsive and responsible governmental service.

Directional Outcomes

1. Provide services required by Federal, State and Local Laws or policies.
2. Provide desired Services based on customer’s priority and availability of funding.
3. Foster a work environment that encourages and engages all employees to achieve their individual and collective potential.
4. Utilize strategic planning and measurements to ensure the City meets defined goals and outcomes.
5. Encourage and educate our workforce to integrate City Core Values into all services provided.
6. Utilize best practices for timely decisions, transparency and fiscally accountable

Key Success Indicators	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
City-wide organizational development training hours both internal and external	Quarterly	11,816	21,006	15,000
Total number of Value in Progress (VIP) – Employee Recognitions	Quarterly	426	581	500
“Citizen perceived value for taxes paid” (Community Values Survey)	Annually	52.20%	52.10%	≥ 51.00
Dollars used for tuition reimbursement	Quarterly	104,801	125,375.72	137,912
Percentage of completed actionable items	Quarterly	11 Total; 4 Completed in FY14; 7 Carried over to FY15	14 Total; 7 Carried over from FY14; 7 New Initiatives for FY15	NA
Percentage of Promotions City-wide per total employee count	Quarterly	NA	38	NA
The number of Comprehensive Annual Financial Reporting (CAFR) findings related to non-compliance with laws & regulation.	Annually	0	NA	0

Governance—Actionable Item

Federal Building Restoration

Lead Department: Public Works

Supporting Departments: City Manager's Office

Budget:

Estimated FY2016

\$1,225,000 carried over from FY15

Goal: Governance

Program: Support Services

Activity: Facilities Maintenance

Description: Full Restoration/Renovation of Existing Building

Timeline:

- Two responses were received on July 17th following advertisement of Request for Qualifications No. 5198, *Redevelopment of the Federal Building*.
- Selection Committee met on July 27th and ranked the two responses.
- Selection Committee met with Broadway, deemed the most qualified of the two responses, August 12th.
- Anticipate Selection Committee recommendation to City Commission in October.





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Process Improvement

Quality is achieved by giving customer (internal and external) concerns top priority and by studying and constantly improving key work processes so the final product or service meets or exceeds customer expectations while maintaining a cost-competitive position.

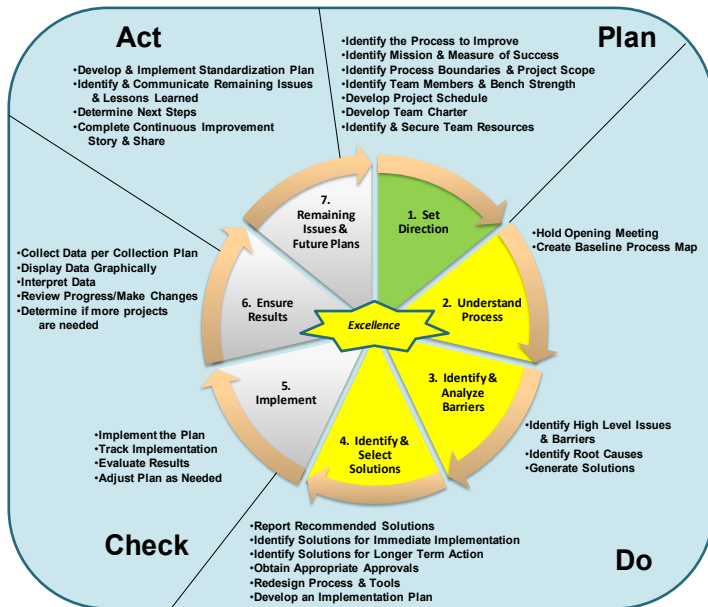
Many different improvement methods are used to achieve quality. The first step in any improvement method is to understand the process. Then, as processes are improved, productivity goes up and inefficiencies are reduced, giving customers better products and services, increasing their satisfaction and ultimately the organization's success.

Throughout the years the City of Lakeland has gained improvements through many Process Improvement Project Teams. In an effort to further pursue efficiency and effectiveness in 2008 the City introduced the Rapid Process Improvement (RPI) methodology.

RPI is designed to bring employees who are performing, and/or impacted by the work, together to identify solutions and actually change the way their work gets done so it's more efficient. See RPI process wheel diagram below. The goal is to identify "low to no cost" solutions and to focus on those improvements that can be implemented following the event. The key to Rapid Process Improvement is the word "Rapid." This process is designed to identify cross-functional process improvements in 3 to 5 days.

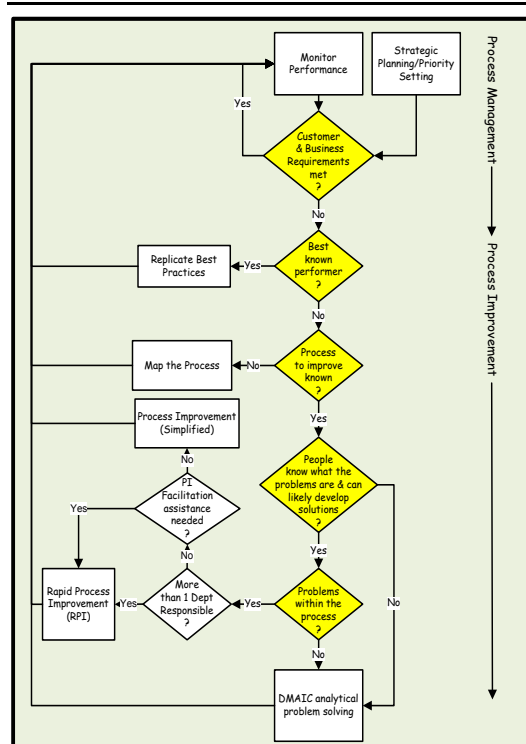
Not all process improvement projects fit within the scope of a RPI. Some require additional analysis and decision making outside the workgroup's control. Others may require mapping a process to create a standard and establishing measures to evaluate performance. To assist in making this determination, a 5-question analysis has been developed, see process flow below.

RPI Process Wheel



Step 1 is a planning session held with the Champion and the Project Leader.
Steps 2, 3 & 4 are accomplished by the team during the RPI event week.
Steps 5, 6 & 7 are facilitated by the Project Leader, following the event.

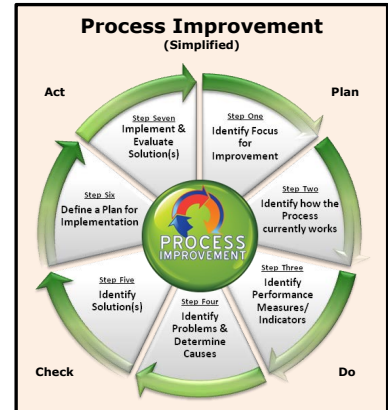
Choosing the right process - The 5-Question Analysis



Process Improvement

There are also Process Improvement Projects that do not require facilitation and are accomplished using a simplified version of the RPI process with the immediate workgroup (or individually). See Process Improvement (Simplified) diagram below.

Additionally, our organization has a Continuous Process Improvement Workshop available to all employees through the CityU Program. The goal of this workshop is to provide employees the tools and resources to enable them to enhance their job satisfaction and unify their efforts in increasing efficiency and effectiveness in serving the Citizens of the City of Lakeland. Employees may register for CityU classes through InSite. Workgroups may request a workshop or assistance in facilitating any type of process improvement need through the Office of Management and Budget by contacting the City's Process Improvement Specialist.

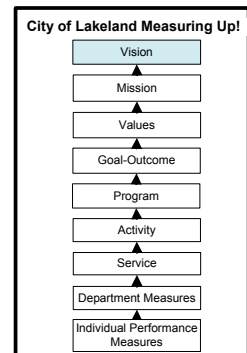
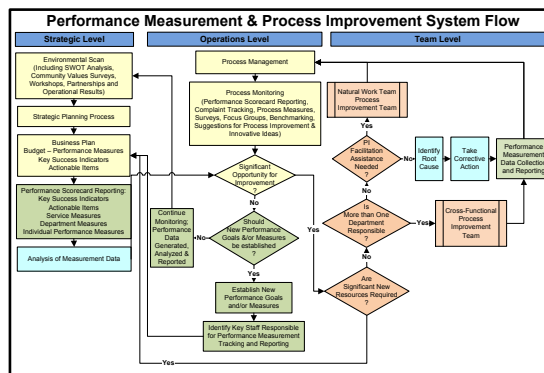
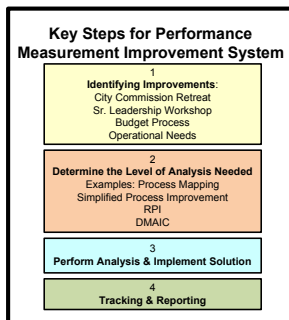


Driving Improvements in our Organization

In the past there have been many methods in which processes were identified for areas of improvement. Starting this year the City will begin to drive organizational improvements.

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

To drive improvements in our organization, the City of Lakeland will begin implementing the "Performance Measurement Improvement System." Depicted below is the process, its Key Steps and the "City of Lakeland Measuring Up" diagram. These tools are the cornerstone to our development.



The Performance Measurement Improvement System is continuous, focusing on results and strategic planning, and is a management tool to measure performance. Measurement alone is not the answer—you have to use data to improve and continue to review the data to ensure improvements are sustained.

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

Our first focus in implementing the Performance Measurement Improvement System has begun with the refining of our process, the reevaluation of our measures and the development of a "Performance Scorecard Reporting" system.

Efficiencies by Department

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

Airport

- **Implementation Colonial System** – automated billing system, increasing efficiency and controls over leases.
- **Implementation Work Order System** – provided added controls over pending facility maintenance and controls over labor and material expenses incurred.
- **Formal Meetings with FAA and FDOT** – scheduled meetings with the organizations have allowed us to successfully lobby for **additional funding over the past five years.**
- **Internal Controls for Procurement** – established guidelines for purchasing and contracting to augment edit control checks.
- **Outsourcing HVAC** – successfully outsourced HVAC maintenance to provide **increased service and maintenance on equipment pertinent to facility operations, cost neutral.**
- **Standard Leasing Contracts** – formalized standardized contracts to use in all lease negotiations to facilitate overall process leading to standardization in the leasing area.
- **Equipment Standardization** – working with Fleet we have been able to establish equipment standards and type of equipment that meets the needs of the Airport **reducing maintenance costs** in current year.
- **Installed Pilot Controlled Lighting** back in 2011 at a cost of \$5,000. Installation of the PCL is **saving the airport over \$11,000 a year.**
- **Installed T-5 lighting** in the 500,000 square foot Airside Center building and the 49,000 square foot S&S building. Installation is **saving the airport over \$20,000 a year in utility costs.**
- **Installed LED Taxiway lighting on the entire airport.** Cost savings of installation is over **\$15,000 per year.**
- Along with our partners at LE and Sun Edison we **installed a 5.5 megawatt solar farm** on the airport. Credits to the airport generated for use of the land wipes out **92% of the airports yearly electric bill.**
- **Outsourced the majority of the landscaping around our buildings.** This alleviated the need to hire another person and also **increased the efficiency of our workers to address other areas on a regular basis that were being neglected.** Cost neutral.

Communications

- **\$100,000 in Sponsorships.**

Community Development

Planning

- **Produced resources for homeowners and realtors** (Citizens Reference Guide to Historic District Design Guide; color Accessory Dwelling Unit brochure).
- **Created illustrated guides to reduce review time for applications for homeowner residential site plans, commercial building placement and signage .**

CRA

- **Reduced from 3 CRA Advisory Boards to 1 consolidated Board to allow for staff time efficiencies and more comprehensive view of projects for Board.**

Efficiencies by Department

Building Inspection

- **57.5% of permits available for online application** through eTRAKiT applied and issued through eTRAKiT (39.8% of ALL permits).
- **69.9% of 20,513 inspections scheduled online** through eTRAKiT or through Interactive Voice Response (IVR) system.

Code Enforcement

- June 2015 **automated violation reporting** from TRAKiT directly to the vacant registry operated by Community Champions.

Finance

Accounts Payable

- **Invoices Pay Late Glitch.** Developed a custom report to help AP staff identify payments in Oracle that would pay late due to a programming glitch in an Oracle patch that had been applied. The program was used for about three months by AP as the only means to identify and **correct inaccuracies** in Oracle in which the terms and due dates were incorrectly calculated.
- **Conversion to P-Card Works.** Took a proactive role in assisting in converting the City's P-Card system from an existing less efficient and more manual MS-Access database to a new product offered through Bank of America called "Works". Developed and **automated the entire reconciliation process of Works and also the weekly processing of all P-Card transactions City-wide through the general ledger.**
- **1099 Processing from Oracle.** Worked with DOIT staff to move 1099 processing from a customized MS-Access database into Oracle where preparation of 1099's actually occurs. This **improvement led to the retirement of the MS-Access database** which was less efficient and required frequent interaction with DOIT staff for updating and support.
- **Development of Test Scripts.** At least twice per year DOIT applies systems patches to Oracle and this requires significant time for AP, since extensive testing is then required to ensure that all our processes still function as required. A detailed set of test scripts were developed and are revised each time a new upgrade or patch is installed. This allows AP to be more focused during testing. The AP staff follows a set of steps to ensure that all facets of our business process are thoroughly tested and function correctly. This **saves considerable time when testing is needed.**
- **Improvement in On-Line Activity Reports.** Rebuilt and improved the "On-Line Activity" reports. These crucial reports are used by AP staff to review data entry for accuracy. The old reports required between 45 minutes to two hours to run each day. **The rebuilt version typically runs in less than two minutes and creates an improved report format that is easier to read.**
- **Auto-Fill Description Field for POs.** Worked with DOIT to auto-fill the description field in the AP module using the entry from the purchasing module for POs. This process eliminates the redundancy of AP staff having to retype the same information in AP that was already entered by Purchasing/User departments in the Purchasing module. **This automation reduces data entry time and data entry errors, thus increasing efficiency.**
- **Reduction in Out of Order Checks.** Sometimes errors slip through the AP process and could result in late payment. For example, if an AP clerk entered the wrong invoice date or incorrect terms. To catch these errors, a report was being run on Friday mornings. Any issues identified were corrected by issuing an out of order check on Friday's after the normal check run. By changing the internal AP deadline for data entry from Friday's at 8am to Thursday's at 4 pm, the internal errors, such as those described, are caught and corrected before the checks are printed on Friday mornings, **eliminating out of order checks due to clerical errors.**

Efficiencies by Department

- **Bank Conversion.** Assisted with the conversion of the City's bank from SunTrust to Wachovia (Feb to May). This involved systems testing, ordering new checks, and the **modification of several custom applications used for reconciliations and reporting.**
- **Acceptance of Electronic Signatures.** Gained approval to accept electronic signatures using scanned signature images in protected PDF documents. This was specifically requested by the Lakeland Center staff. This **approval opened the gateway to broader acceptance of electronic approvals and a move toward something closer to a paperless environment.**
- **Acceptance of E-mailed Invoices.** Gained approval to accept emailed invoices. This process improves service of our vendors and speeds up processing. This also **allows invoices to remain in electronic format (paperless).**
- **W-9s Moved into LibertyNet.** Coordinated with Sheila Warren in DOIT to establish a secure archival area in LibertyNet where all W9's can be stored. Developed a file naming convention allowing AP staff to locate W9's faster and easier. This is also **more secure storage environment** than keeping these documents in an unlocked file cabinet in AP as was done previously.

The W9 is an IRS form that is used to officially retrieve and document the tax identification information of vendors for the annual issuance of form 1099-Misc required by Federal law.

- **Savings on Postage.** Obtained approval to have the LE mailroom employees meter and mail our AP checks to vendors. The **meter provides a lower rate of postage and saves AP time** since the mailing is done by LE rather than CH-AP.
- **Bank Conversion.** Assisted with the conversion of the City's bank from Wachovia to Wells Fargo. This involved systems testing, ordering new checks, and the modification of several **custom applications used for reconciliations and reporting.**
- **Encumbrance Programs Automated.** Automated the PORecon and ReqRecon programs so that running them can be done without having to stay late in the evenings. These reports must be run daily, but after all users have logged out of AP. The old process was very manual and involved copying multiple queries from MS-Access to MS-Excel and then running several macros to generate the reports. The new version provides a delay timer to run the reports at any time. The new version also resides entirely in one MS-Excel file and **all the necessary programs run automatically.**

An additional program was added to help trouble-shoot out of balance conditions in the PORecon which will be beneficial during year-end. Also, the new program saves an archive copy of the original so that older copies of the reconciliations can be viewed for research purposes.

- **Reduction in Hold Checks.** An issue with hold checks for deposit refunds generated through the rental of Parks and Recreation facilities has been a problem. Some customers are told they can pick up their refund checks in AP even though AP has not actually received any request to hold the checks. In these cases, the checks are already in the mail and the customer becomes frustrated.

P&R agreed to add language to their contracts that specifies that customer refund checks will be mailed to the customer. This way no option is provided, the checks will all be mailed in the future so there are no misunderstandings. It will **reduce traffic in AP and force the renter to supply a valid address to P&R.** Bob Donahay implemented this procedure commencing 08-16-2010.

- **ACH Payment Method Implemented.** Determined that Oracle has the ability to pay vendors electronically by creating a text file that can be transmitted to the bank (Wachovia) via an FTP interface. This would reduce the number of checks to be cut each Friday and could enable AP to generate multiple pay runs per week. This would also **reduce the number of personnel required for a pay run from three (two AP and one Treasury) to one. Money would be saved in postage, envelopes, check stock, folding and processing time, printing costs, MICR toner, etc. It would reduce vendor traffic in AP. No discounts would ever be lost, but the payment could be pushed to the last possible date of the discount period assuring maximum float. It would also greatly reduce check fraud.**
- **Discontinuation of Hold Checks for Vendors.** Obtained approval to begin phasing out "hold checks" for external customers. Hold checks increase processing time and decrease efficiency on check run days

Efficiencies by Department

since staff must enter hold checks into a separate database and then produce a listing of the checks. The vendors then come into City Hall and into the AP office to pick up their checks thus increasing external traffic in the office.

- **IRS TIN Match Compliance.** IRS regulations requires the City to withhold 28% of payments from vendors who fail to provide a valid TIN.

Learned via internet research that the IRS provides a TIN (Tax Identification Number) matching service on-line. Registered for this service and began checking all TIN's submitted by vendors. TIN matching allows a TIN, which could be an Employer Identification Number (EIN) or a Social Security Number (SSN), to be entered into an IRS web form along with the vendor name. The system then indicates whether the vendor name matches the TIN entered, thus showing that the TIN and name provided by the vendor is authentic and valid per IRS records.

Also began recording screen shots of the validated TIN's as required by the IRS to prove due diligence in checking the TIN's should the City be audited.

- **Voucher Number Glitch in Oracle Corrected.** Staff (Kathy Mott) determined that the "document type" field in Oracle is not a required field. If staff omit setting this field then Oracle will fail to issue a voucher number to the invoice being processed. Submitted an SDD to have DOIT staff alter the field to make it a required field **assuring the consistency and continuity of AP's document numbering sequence.**
- **Improved W-9 / TIN Match Process.** In many cases vendors awarded bids are paid before their TIN is checked by A/P. If the vendor supplies a bad TIN, the City loses the ability to withhold 28% of the payment as required by the IRS and also loses leverage to compel the vendor to comply.

Coordinated with the Purchasing Department to have them incorporate IRS form W-9 in bid applications for vendors. When the bid is awarded, the vendor will sign the W-9 at closing and the form will be remitted to A/P so that the **TIN can be checked before payments are remitted.** IRS regulations require the City to withhold 28% of payments from vendors who fail to provide a valid TIN.

- **Improved W-9 / TIN Match Process.** Often the Lakeland Center does not obtain IRS form W-9 (or equivalent information) from their various entertainers until the show is performed. This often results in the vendor being paid prior to the TIN being checked. Coordinated with the TLC to have them obtain the W-9 when the act is booked (i.e. in advance of the show) so that the **TIN can be checked prior to show settlement.**
- **Meter Deposit Refund Processing Improvement.** Worked with DOIT for a system to improve the processing of meter deposit refunds by importing the UMS customer ID into EBS (Oracle). A new logic was applied that compares the customer ID's stored in EBS to the customer ID in meter deposit refunds being transmitted for processing. This **reduces the number of duplicate vendors being set up in Oracle and also reduces the number of errors encountered when AP processes the file** sent by Customer Service.
- **Retirement of DPO.** A method of purchasing materials called the Departmental Purchase Order (DPO) had become redundant since the use of P-Cards was adopted. Also, passage of IRC -6050W transferred the burden of 1099 reporting from the City to the bankcard company. The combination of these two developments led to the retirement of the DPO. The DPO was being supported by AP and **increased efficiencies were derived** in the time saved on maintenance and support of this form.
- **Combining of Two AP Divisions.** For the past several decades there have been two AP divisions. The first operated in City Hall and only handled non-Lakeland Electric (LE) business. This area was called CH-AP. The second, called LE-AP, operated in the LE-Admin building and was functionally responsible to LE-Finance. The decision was made to combine the two

Efficiencies by Department

divisions into a single AP division located in City Hall since the economies of scale it would produce would result in increased efficiency. **The efficiencies realized translated into a staff reduction of two and one half persons which was absorbed through normal attrition.**

- **Major Upgrade of Financial System R-12.** All AP staff participated in the major upgrade in the Oracle EBS from 11i to R-12 which took five months to complete. During this upgrade it was necessary for all the AP staff to work diligently in testing the new application. Throughout the process errors and bugs were identified in the system by AP which were reported to DOIT and the consulting team so that corrections and additional patches could be obtained and applied before the new version was put into production. This also required numerous reports and queries essential to AP to be redesigned and rebuilt to function with R-12.

- **Reporting Tool for Encumbrances.** Developed a new reporting tool that allows users to review their current open Purchase Requisitions (PRs) and Purchase Orders (POs) at any time.

Built a mini-application that places links to two reports on user's desktops. These reports show the current outstanding encumbrance balance, the status, and the date each PR or PO was last updated – all on a City-wide basis. Each MS-Excel file contains multiple copies of the reports sorted and separated by general ledger accounting distribution (GLAD), vendor name, and PR or PO number to **help users find the information needed to make business decisions.**

- **Increase in P-Card Limits.** Gained approval from Purchasing, Legal, external auditors, and the Finance Director to increase the City's fixed asset capitalization threshold from \$1,000.01 to \$1,500.01. This then enabled AP to increase the single transaction limit from \$1,000 to \$1,500. This eliminated a \$500 gap that existed between the previous STL of \$1,000 and the \$1,500 competitive bidding threshold. This in turn allowed the limits for P-Card holders to be increased to \$1,500 from \$1,000. Purchases made by P-Card are most efficient; by raising the threshold the City saves money on the purchasing process and AP benefits by **reduced processing of purchasing transactions.**
- **Migration and Implementation of OnBase.** Worked closely with DOIT staff to migrate data from the LibertyNet document archival system to the new OnBase application. We are continuing to work with DOIT with plans to migrate virtually all AP documentation into OnBase which has the capability of managing the documents and **automating the purging of archived documents in line with the established records retention guidelines required by law.**
- **Elimination of Ration Cards.** Coordinated several meetings for the purpose of eliminating ration cards which create a processing burden on AP staff as well as the user departments. The use of ration cards amounts to a taxable fringe benefit which means that the City of Lakeland is currently not in compliance with IRC. Also, if the cardholder spends more than the \$12 face value shown on the card, that amount is subject to sales tax which is not likely being captured by participating restaurants. The UWUA has already agreed to accept an increase from \$12 to \$13.75 to offset the taxes charged for the meals; a system went into effect in July 2014 in which the timekeepers enter the meals earned into PeopleSoft so the appropriate taxes are captured in the payroll system. We are currently **working toward the elimination of ration cards in use by all other City divisions.**
- **Developed Emergency Procedures Specific to AP.** Developed a procedures manual specifically for use by the Accounts Payable staff members. This **document provides clear instructions for staff members to follow in emergencies.**
- **Signature Authorizations.** Designed and implemented a form used for the collection and filing of signature authorizations City-wide. The form is used to document the dollar threshold each person is allowed to authorize and documents an example of the signer's signature, which is archived so that AP staff may better identify approvers. Also, established standard limits (\$1,500, \$5,000, \$15,000, and \$25,000) **providing consistency and improved controls over purchases.**
- **Safeguarding of Vendor Information.** Worked with DOIT staff to remove access to sensitive information, such as vendor banking information and tax identification numbers, from routine

Efficiencies by Department

inquiry permissions built into Oracle and granted to virtually all EBS users. **This results in enhanced security and protection over the identities and privacy of our vendors.**

- **Revised AP Manual.** A complete revision and updating of the Accounts Payable Policies and Procedures Manual is currently in progress. This manual documents the procedures utilized by AP staff to ensure consistency in day-to-day operations as well as to **provide guidance and direction in certain areas such as public records requests, records retention, and other issues.**
- **IRS Compliant Travel Policy.** Researched, wrote, and implemented a new travel policy bringing the City of Lakeland into tax compliance with IRS rules. Modified the existing travel forms to calculate the appropriate rates for per diem and other aspects of travel. Coordinated processing of documentation with Payroll and the Department of Information Technology to **ensure all travel related expenditures are appropriately captured and to automate the forms as much as possible.** Provided training for any City personnel interested in learning more about the changes and also how to use the new travel forms.
- **IRS Compliant Food & Beverage Policy.** The City of Lakeland has an outdated Food & Beverage Policy in place, but not updated since 2002. A cursory review has shown that this policy has fallen out of compliance with IRS tax rules and exposes the City to fines and penalties for non-compliance. **A summary of the tax rules has been prepared and is currently being evaluated by the tax experts on the external audit staff for accuracy and completeness. The next step is to submit the draft of a revised policy for review and approval.**
- **Reduction in Redundancy of Archived Documents.** Now that OnBase is installed and includes improved security preventing the accidental deletion of archived records, AP plans to begin shredding documents that also exist in OnBase. **Before this plan is implemented, a comprehensive review will be performed to ensure that no documents are missing from the system.**
- **Implementation of iExpense.** The implementation of iExpense is planned for spring of 2016. **This software is used for entering and reporting travel expenses and will replace the current MS-Excel-based forms currently supported by AP.**

Finance/Central Accounting

- **Finance decreased the Accounting staff by one position while maintaining and improving efficiencies through automation and improving work flow processes.**

In an effort to streamline and increase efficiency, the Fixed Asset Accountant made some **changes to the process of closing year end.** During year end over 1000 pages were being printed to have a paper copy documenting all additions, dispositions, and depreciation reports for the various funds—not including any reprints due to changes made. These are now being saved as .pdf files and based on a \$0.016 per page or around **\$16 savings on 1000 pages of paper alone. These documents also required folders, file cabinets and boxes for storage space, and pulling them for research took a lot of time. Now the same information is stored electronically and available at the click of a mouse.**

Finance City Clerk's Office

- **Printer/Copier** - In FY 14 - switched records to one printer/copier rather than 2 separate machines - **saved \$1,000 a year.**
- **City Wide Imaging System** - **save time on providing records to the public and other city departments. More reliable searching tool when looking for legislative history.**
- **Digital Recording** - **gained the ability to provide copies of recordings to the public.** No longer necessary to have people to sit in the office and listen because there was no way to duplicate the recordings.

Efficiencies by Department

Finance Customer Billings - Automations Implemented (in-house - not inclusive)

- **Wastewater/Water Excess Impact fee Assessment** – Previously this was a very long report that required each and every location to be reviewed in detail. There are many scenarios that require certain locations to be added together in order to do an overall assessment. This process previously took at least 7 – 10 days to complete. It now takes 2 – 3 days as a result of automating the process. The process was automated by tagging various locations and then reporting on those locations. The report was coded to include a summary of paid flows versus excess flows resulting in a more efficient manner of review. Additionally scripts were created to allow staff to populate multiple memos at one time in lieu of entering one by one. Scripting is also in place to allow automatic generation of letters and calculation sheets in lieu of manual processing. **Total estimated time saved per month as a result of automation – 64 hours.**
- **Recurring Receivable Processes** – In the past Miscellaneous Receivable entry was performed manually. Through implementation of automation those billings that are recurring each month are processed by the push of a button. Reporting is also in place to facilitate the tracking of billings and necessary collections or cancelations. Billings impacted by this automation are parking, benefits billing, contracts and cemetery billings. Approximate number of billings that have moved from manual entry to recurring entry is 245. **Total estimated time saved per month as a result of automation – 20 hours.**
- **Cemetery Billings** – In November 2013 FCB was approached by the Cemetery Division and IT to move all billings for cemetery into the UMS billings system. This involved setting up accounts, item types, collections, letters, and fixes in UMS to accommodate the interest type billings for the cemetery. Prior to cemetery billings moving into and being maintained in UMS the customer was not receiving monthly invoicing or were promissory notes executed to ensure payment. Letters and monthly billings are being sent to the customers and reporting is provided to the Cemetery Division. **Total estimated time saved is unknown since this process did not exist previously, however we have gained a valuable increase in customer service. We are now providing the customers with monthly invoices and letters to prompt payments.**
- **Benefits Billings** – In 2009 FCB was asked to assist in managing receivables associated with benefits billing. The process has been successful in keeping track of dollars due. This is another process similar to that of the Cemetery that has resulted in an improved process with better communication through invoicing and letters with our customers. Scripting is done to update records accordingly avoiding manual updates. **Total benefit of this automation and implementation can be addressed by the Payroll Manager who has a better understanding of the process prior to this improvement.**
- **Industrial Billings** – We process approximately 80 industrial accounts each month. This billing includes sampling and surcharges for wastewater billing. Previously this process was performed via manual entry that was ongoing throughout the month depending on time of read and sampling. This process is now automated resulting in one entry taking place in an Access database whereby that data is uploaded into UMS for billing using various scripts. This process has been very successful and has eliminated FCB manual entry. **Total estimated time savings is a minimum of 60 hours per month.**
- **Code Enforcement Billings** – In late 2005/2006 Finance Customer Billing (FCB) took on the function of processing Code Enforcement Special Assessments and Code Board Liens which was previously handled by **four** separate departments in the City. The function was automated allowing for only one (1) full time person to handle the entire function. Prior to FCB taking on the function equalization rolls occurred every three (3) months in contrast to now there is an equalization roll at **every** commission meeting. The process as a whole has become more customer friendly and is generating more dollars billed and collected. FCB has processed billings totaling approximately 4 times the amount billed in 2005. For period ending 2005 the

Efficiencies by Department

amount of billings processed was \$174K versus \$407K billed for period ending 2012. Code Board Lien billings were previously never booked in order to have accountability. We are now billing and process code board liens on an ongoing basis. **Total savings in payroll from other division previously involved is not known, however revenue has increased 4 times the amount previously being generated.**

- **Tax Roll** – This implementation goes hand in hand with the Code Enforcement Billings implementation. Previous to FCB having ownership of this function the annual tax rolls for special assessments was “hit and miss”. We now have automated this function through scripting resulting in a large tax roll annually. **Total Revenue has increased substantially in additional to scripting is in place to update records accordingly keeping an accurate account of status of jobs and the tax rolls they have been placed upon.**
- **Shared Dumpsters** – Automation has been in place for quite some time to allow staff to run a process that will insert non-billable shared dumpsters at locations that are sharing the dumpsters. For example we have many single family dumpsters that are shared with over 50 – 300 various locations. It is important that the dumpster (asset) is attached to the solid waste service at the location. Since the dumpster is paid at one location with all others either paying a flat rate or non-billable rate the process allows for automatic entry without manual entry of each and every asset. **Time saved varies on the number of assets – estimated time savings per instance is an average of 4 hours.**
- **Water/Wastewater Adjustments** – In 2011/2012 it was determined that it would be wise to have FCB perform the water/wastewater adjustments (debit/credits) to accounts when an auditor was involved or if the customer had a leak of some kind that should be reviewed for an adjustment. Initially when FCB inherited the process it was very cumbersome. We have recently added some automation to this process whereby the auditors and water staff simply update the comments on the service order in UMS in lieu of sending a manually created form via email. An automated process is then run by our office that does an update to another form that we pull reporting from in order to work the process. There is no longer the issue of wondering what adjustments are or are not pending. There is more accountability. FCB processes approximately 80 adjustments per month. **By eliminating the email form there is a time savings of approximately 7 hours per month.**
- **Reports** – FCB works approximately 191 reports throughout the month. Previously all of these reports would print on the printer each day. We now work the soft copy that is generated and automatically moved into a specific shard folder. In the future we plan to improve this process even further by putting all of our reporting in portals inside of the UMS system. **Total estimated office supply savings is unknown as we have added new invoicing processes that have required additional print.**

Finance Payroll

- **Personnel Records Changes** - Developed verification process for changes to personnel records to ensure accuracy and completeness to avoid errors and having to make future corrections. Significant reduction in corrections are now required due to this additional verification.
- **PeopleSoft Modules** - Developed the following PeopleSoft modules to assist in managing the needed business requirements in a more automated fashion for consistency and accuracy.
 - * Retro Pay module
 - * Retro Deduction module
 - * Final Pay module

Efficiencies by Department

- * Time and Labor module
- * Commitment Accounting module
- * Benefits Administration module to assist in the timely capture and processing of employee and pension benefits.
- * COBRA Administration module
- * Benefits Billing module
- * FLSA calculations
- * Workforce Monitoring to assist in the capture of Workers Compensation details such as time lost, cost and details for reimbursements.
- * FMLA related activity
- * Manage leave plans for more automated management of leave accruals.
- * Automated reporting for State Unemployment Tax reporting.
- * Assisted in implementation and follow up/support of Position Management module and functionality.
- * Security Administration
- **Electronic Billing Process** - Developed electronic billing process to assist Risk staff with invoicing and collections related to health and other benefit costs. To date have now collected well over 1 million dollars due to the capture and processing of these items in a timely manner. Finance Customer Billing office additionally plays integral role in this new process and its success.
- **Open Enrollment Process** - Developed open enrollment process to assist Risk staff in the Annual Open Enrollment process. Significant reductions (over 90%) have been noted in paycheck corrections due to the collaboration with Risk on this process.
- **In Processing** - Developed In Processing business process in collaboration with Risk staff resulting in a 85% improvement overall of employees and staff.
- **Electronic File Transmission** - Developed additional electronic file transmissions to enhance eligibility and reporting with our dental and vision providers.
- **Electronic Interfaces** - Development of electronic interfaces to capture time related information from personnel in the field to be processed into the Payroll module. TCD interfaces.
- **Self-Service** - Developed use of Self-service functionality within software to allow for greater efficiencies related to:
 - * Making W4 tax changes online.
 - * Making address changes online.
 - * Viewing paychecks online.
 - * Viewing leave balances online.
 - * Viewing benefit related information to include dependents and beneficiaries online.
 - * In the process of developing Profile Management functionality to allow for greater efficiencies related to:
 - Security Administration
 - Time and Labor workgroup/editing assignments for proper payroll processing.
 - Direct deposit suppression and management as we deploy more self-service functionality to our employees.
 - Managing position specific benefits such as vehicle allowance, clothing allowance, tool allowance, etc.
- **Constantly reviewing business procedures and technology capabilities to introduce time savings and auditing options during payroll, pension, and benefits processing.**
- **Centralized reporting and support for independent access and use of personnel related information.**

Efficiencies by Department

Finance Treasurer's Office

- **Customer Service Office Project Team** - Beginning in 2007, two of the Treasurer's Office staff served on the Customer Office Project Team with staff from Lakeland Electric. The project was cosponsored by David Kus of Lakeland Electric and Greg Finch of the Finance Department. Implementation project team's recommendations resulted in cost savings and increased efficiency and safety. Elimination of 7 positions in the Treasurer's Office **saved \$215,000.00 annually**. An additional **savings of \$40,000.00 annually** resulted from reduced banking fees and elimination of drive through equipment maintenance and armored service.
- **Payment Processing** - In 2011 The Polk County Tax Collector's Office and the City of Lakeland formed a partnership to provide processing of Lakeland Electric payments received via U.S.P.S. and City of Lakeland payment drop boxes. In prior years these payments had been processed in house by City of Lakeland Treasurer's Office.

When the City's payment processing equipment reached the end of its expected useful life, several options were considered:

- * Replacing the processing equipment
- * Partner with another governmental entity
- * Outsource to a commercial lock box

Replacement of current processing equipment with latest technology was rejected due to cost of operation and maintenance and large capital investment. Outsourcing to a commercial lockbox was rejected due to pricing, location and security concerns. Partnering with the Polk County Tax Collector was selected as the best option for a number of reasons including:

- * Lowest per item cost (\$0.229)
- * COL retains partial control
- * Multiple uploads to customer's accounts daily
- * No capital investment by COL (**machine \$118,919, Software \$42,000, Installation \$21,070**)
- * **Annual cost savings \$200,000** (payroll-4 positions, machine maintenance, banking fees, supplies)
- * ACH check conversion
- * Payment remittance address remains in Lakeland (No delay in depositing funds or updating UMS)
- * No long term contract
- * Local contact and support
- * Redundancy of operation

The City's partnership with Polk County Tax Collector has proven to be an efficient and cost effective method of processing utility payments and business tax licenses.

- **Building Inspection Surcharge** - In 2015, while reviewing Building Inspection Surcharges remitted to the State, Chief Accountant discovered the Treasurer's Office, on a daily basis, receives a deposit from Building Inspection requiring staff to enter repetitive GL accounts multiple times per receipt. After questioning what business practice necessitated this, it was determined this process could be streamlined to entering a GL account only one time with a sub-total for the day. The Treasurer's Office now receives a single report summarizing the fees collected for building permits each day. In 2014 the Treasurer's Office processed 3,164 payments for building permits. Under the new procedure the Treasurer's Office would have processed 250 (business days 2014) payments. The result is a **92% reduction in work load from the Building Inspection Division.**

Efficiencies by Department

Fire Department

- **Improved Insurance Service Office (ISO) rating (89.61)**
- **Refurbished rescue body on new truck chassis - \$50,000 savings**
- **Reduced sick time with CBA article - \$47,000 savings**
- **Replaced station 1 printers with a Biz-Hub - \$2,000 savings**
- **Increased service life of staff cars from 7 to 8 years - \$1,500 savings**
- **Changed Mobile Data terminals in fire apparatus - \$1,900 savings**
- **USAR Team trained with internal instructors - \$19,000 savings**
- **EMS re-certification completed in-house - \$25,000 savings**

Human Resources

Employment Services

- **Centralizing New Hire Paperwork** - Each department use to be responsible for getting the new hire candidate to complete the new hire forms (Loyalty Oath, W4, Seasonal Agreements & Personal Data) prior to starting. Hiring departments also had to inform the candidate to come by Employment Services to complete the I-9. The new hire paperwork would be forwarded along with the PAF to be processed. It used to take about 3 weeks of trying to track down these forms and we would be out of compliance with our guidelines for completion of these documents. An HR staff member suggested that she receive the forms so they could be completed at the time of the I-9. **This made it easier for the candidate, allowed the department to focus on operational needs and ensures 100% compliance with federal requirements. In addition, confidential and identity information are protected.** The forms and the candidate were ultimately coming to Employment Services anyway and we were able to eliminate the middle man.

Information Technology

\$27M Economic Impact over 5 years

Network Infrastructure

- **\$3.5 million annual cost avoidance** - The fiber infrastructure provides communications to all Lakeland Electric substations for control and to all City Facilities for business communications. Without this network the City would be required to purchase communications from providers.
- **\$365,000 annual revenue** - The fiber infrastructure serves as a revenue source via dark fiber leases to outside entities.
- **\$120,000 annual savings** - Completed the migration from Verizon to Bright House and added a fully redundant route to Bright House for our VoIP system. We are now diverse with one circuit going towards Tampa and the other going towards Orlando
- **\$110,000 annual savings** - Completed migration of all City telephones to a new Voice over IP (VoIP) system and retired the old Siemens EWSD switch which allowed the elimination of a staff FTE position confidential and identity information are protected.

Oracle Infrastructure

- **\$2.5 million over 5 years** - Oracle database licensing reconciled, Exadata architecture purchased, and a database migration plan developed and implemented. This also saves on facilities space, electric, cooling and on labor for more efficient systems administration

Efficiencies by Department

- **\$735,000 over 5 years** - By consolidating the Service Oriented Architecture (SOA) onto Linux and **optimizing the hardware infrastructure.**
- **\$20,000 annual savings** - Oracle Database licenses retired.
- **\$16,300 over three years** - TOAD Oracle database tool renewed for 3 years instead of 1 year.

Purchasing Best Practices

- **\$1.2 million savings over the last 5 years** - **Negotiating software contracts anticipating future growth in GIS and Electrical Engineering tools has resulted in software license savings.**
- **Using COL Purchasing best practices** we buy servers, storage, desktops, laptops, switches and software at the most reasonable prices, We use state contract and other means available to us.
- **We use outsourcing effectively as necessary.**

Insourcing and Staff Productivity

- **\$315,000 over 5 years** - **The internally developed eServices web portal and www.LakelandElectric.com website** eliminated the poorly functioning vendor Smart Grid portal saving subscription costs.
- **\$243,000 annual staff efficiency** - **Reallocation of staff hours from administrative to technical.**
- **\$150,000 cost avoidance** - **Employee research and training allowed a costly upgrade and deployment to be completed internally avoiding costly contractors.**
- **\$67,980 cost avoidance** - **Designed, developed and deployed Power Outage Tracker in-house software solution that shows LE customer's current outages in our 258 square miles service area. Vendor software purchase avoided.**
- **\$250,000 cost avoidance** - **Staff implemented an MDM purge and partition strategy, eliminating the need to purchase additional storage.**

Infrastructure Consolidation

- **Managed Print Services (MPS) eliminated 50+ small printers** consolidating printing and saving on hardware, software, consumables, maintenance and labor. **5 year savings exceed \$300,000.**
- **Consolidating all our Windows Server applications on a virtual server platform we have saved on hardware and storage - 5 year savings \$402,000**
- **\$1.05 cost per mailbox annual reduction** - Moving to Office 365 in the cloud will save on server and storage costs and provide significant new functionality. This will increase our annual Microsoft charges. The financial analysis for total cost of ownership is positive. **When fully implemented our cost per mailbox goes from \$6.25 to \$5.20 for each of the 1800+ mailboxes.**

Lakeland Center

Repairs completed "in-house" creating savings by not using sub-contractors. Tasks included:

- Air handler drive bearing replacement, smoothed main shafts and aligned system - **\$11,400 savings.**
- Ventilation fan repair - **\$5,175 savings.**
- Installation of new pump motors in Ice House - **\$5,350 savings.**
- Removed and replaced motors in Exhibit Hall and Hollingsworth - **\$4,695 savings.**

Efficiencies by Department

- Replaced roof exhausts in Youkey Theater - **\$3,500 savings.**
- While assisting outside contractors with the following repairs, the Engineering Department saved an estimated \$12,000 to \$16,000 in additional labor billed.**
- Compressor wiring in Ice House.
 - Realigning of fan pulleys.
 - Extensive repair and retrofit to the cooling tower hot tray.
- Other cost savings:
- Power washing roof to help extend the life of the roofing system - **\$2,000 per year.**
 - 40% of plaza lights changed to LED - **\$810 in electrical savings by end of year.**

Lakeland Electric

- **Reduced Table of Organization (TO) by 16 positions: ~\$1.5M**
- **Enhanced Unit 3's production efficiency by 3.7%**
- **Customer Service Efficiencies—\$2.2M in cost savings** on an ongoing basis
 - * Bad Debt Expense Reduction
 - * Closure of the Walk-up and Drive-through Cash Payment Counter
 - * Printing/Mailing Letters to Customers
 - * New Mobile Transaction Application
 - * eBill Initiative
- **Operational Efficiencies - \$9M in annual cost savings and \$750k in one-time savings**
 - * Meter Reading/Smart Grid
 - * Sale of Fly Ash and Other By-products
 - * Unit 5 LP Economizer Forced Filling
 - * Polk County Tax Collector's Office-COL Payment Processing Agreement
 - * Switch from Appalachian to Illinois Basin Coal

Parks & Recreation

- **Produced \$83,149 of plant material at City Nursery**
- **24,844 Volunteer Hours - Cost Efficiency = \$254,899 (equates to 12 FTEs)**
- **Lake Crago Park Restroom and Dogpark Shade Shelters:**
 - * Relocated restroom from old Adair Park site. **Cost Efficiency = \$125,000**
 - * Relocated two baseball dugouts/Adair Park to use as shelters for dog park users. **Cost Efficiency = \$50,000**
- Wedgewood Park:
 - * **Added 18.3 acres to Parks Inventory**
 - * **Includes two new athletic fields. Cost Efficiency = \$180,000**
- **Purchase of Large Capacity Production Mowers:**
 - * **Reduces mowing teams from four to two allowing other areas to operate without hiring additional staff.**
 - * **Allows the addition of two hundred park acres to our inventory without increasing personnel. Cost Efficiency = \$60,000 per year**
- **Sand Filter Project at Gandy Pool:**
 - * Replaced 1,800 lbs of Sand, 192 Lateral Diffusers. Some **work was done in-house** with Wastewater Dept. and Pool staff. **Savings of \$7,000.**
 - * New Filter System installed at Barnett Splash pad—Bigger 36 gallon Sand Filter System, to **improve water quality** of the Splash Pad.
- **Transformed Kelly Rec Courtyard by T.A.S.C. (Teen Camp):**
 - * **This work was done in house by T.A.S.C. and the Parks Nursery Division**

Efficiencies by Department

- **Added 6 New Pickle-ball Courts at Woodlake Park:**
 - * Did **most work in house** using Public Works, Facility Maintenance and Parks Division
- **Installed Data Network for Cardio room at Kelly Rec:**
 - * **Able to keep track of hours used per equipment**
 - * **Helps with preventative maintenance**
 - * **Send messages on display screen**
 - * **Preva Software provides exercisers with a personalized, goal focused fitness and media experience proven to increase facility visits and retention.**
- **Police Athletic League:**
 - * PAL was housed at Simpson Park Community Center for 22 years. Expansion of the facility to accommodate growth was estimated to cost around \$700,000.
 - * **City Staff identified a former recreational complex (Lake Ridge) that had been vacated by Lakeland Housing Authority as a new home for PAL. Cost of renovation is estimated to be \$127,000.**
 - * While assisting outside contractors with the following repairs, the **Engineering Department saved an estimated \$12,000 to \$16,000 in additional labor billed.**
 - * **Diatomaceous Earth (DE) Filter Grids**
- **Replacement and Redesigned DE Filter Grids at Simpson Pool:**
 - * **Work performed by Parks & Rec Aquatics Staff and Facility Maintenance Cost Efficiency of \$7,200.**
- **Bio-Hazard Disposal - City Staff dropping Bio-hazard Bags off at County Health Department:**
 - * **Eliminated the contractual service of an outside vendor - Cost Efficiency of \$14,000.**

Cemetery

- **Purchased and installed new software for cemetery database.** The mapping function is in use but is not 100% completed. Completion date is September 1, 2015. Once the mapping is completed a link will be available for customers and visitors to access the maps to find grave spaces. **Benefit=Ease and convenience to customers in locating existing grave locations, and grave sites for potential sales.**

Library

- **All notices to customers now automated** (Email, Text and Phone) **eliminates time intensive tasks for all three libraries.**

Police Department

- **Restructured the table of organization** to create a more unified chain of command within the three bureaus.
- **Reduced the Departmental Vehicle Fleet - Annual savings \$50,000.**
- **Created the Office of Media Relations** consisting of a Sergeant, Public Safety Communications Specialist and a Public Records Coordinator.
- **Purchased a 3D Laser Scanner to assist with both crime scene and traffic crash mapping: will save time processing scenes and will increase accuracy.**
- **Introduced online reporting - Citizens now have the ability to submit certain online reports which should save officers time.**

Efficiencies by Department

Public Works

Director's Office

- **Implementation of a new work order system**, Lucity, began with the Facilities Maintenance Division in April, 2014; implementation for the Construction & Maintenance, Lakes & Stormwater, Traffic Operations & Parking Divisions took place in September, 2014.

The following has been implemented using Lucity:

Facilities Maintenance staff are using iPads for the maintenance of buildings, plumbing, HVAC repairs, as well as recurring work orders for fire alarm inspections, fire sprinkler inspections, HVAC inspections, and building inspections. This allows staff to review prior work done and results of previous inspections, something they never had access to before. Staff can also provide reports on demand regarding the inspections.

The Construction & Maintenance foremen enter daily work for sidewalk repairs, street paving, project construction (i.e., trails), maintenance and recurring scheduled maintenance of drainage structures and pipes. This allows management to determine the cost of doing a job based on a task and it's metric. Over time, average costs help refine those numbers.

The Traffic Operations staff is using iPads for maintenance of signs and signals, and recurring work orders for those items. Staff will be able to determine when a sign was replaced, or how many times a signal has needed staff to resolve an issue. This is also being used to provide FDOT information on the amount it costs the City of Lakeland to maintain FDOT-owned traffic signals.

Many of the Public Works divisions are using Lucity for entering time that gets transferred to payroll.

Public Works Engineering Inspectors will be using dashboard for tracking site inspections, driveway inspections, right of way utility work and demolition sites.

All Department Divisions use Lucity to track safety incidents, vehicle accidents, property damage and injuries.

Engineering Division

- **FDOT Concrete Batch Plant Certification.** Successfully completed a rigorous review and inspection by FDOT and obtained a certificate which allows the City to produce its own concrete material for use in FDOT projects, resulting in a **significant saving of cost and time for many City projects.**

During the inspection of two recent FDOT LAP construction projects (W. Highland Street Sidewalk and Lake Beulah Trail), PW Engineering staff observed the inconvenience and excessive cost and time related to ordering concrete material and waiting for delivery from a FDOT certified private concrete supplier for our in-house construction operation. Subsequently, our Chief Engineering Inspector discussed the matter with FDOT personnel and initiated a task in an attempt to to obtain FDOT certification for C&M's concrete batch operation. After several months of research, laboratory testing, documentation, and review and inspection by FDOT, a certificate was obtained for each of the two C&M's concrete batch trucks. The certification allows the City to utilize the self-produced concrete material for construction projects that require FDOT certified materials. The savings realized can be significant for the City's FDOT LAP projects. A typical commercial concrete supplier charges approximately \$110 per cubic yard for a minimum order of 10 cubic yards per delivery truck. The promised delivery time can frequently be delayed by up to four hours causing valuable time wasted by concrete crew waiting for the delivery. We estimate the cost to produce concrete by C&M's

Efficiencies by Department

batch trucks is approximately \$78 per cubic yard. The labor cost for C&M's concrete crew is approximately \$190 per hour. C&M's concrete crew typically can construct the sidewalk at approximately a cubic yard of concrete per hour. Based on FDOT's database for recent bid projects, the average bid price for concrete sidewalk construction is approximately \$32 per square yard for 4" thick concrete sidewalk which is equivalent to \$288 per cubic yard for both material and labor. In summary, the City can save a minimum of \$20 per cubic yard of concrete for sidewalk construction. Considering the minimum order of 10 cubic yards required from a private supplier and the idle time waiting for commercial concrete delivery, the actual savings could be significantly more.

- **Reclaimed Asphalt and Fly Ash Blend Material.** Passed FDOT's criteria for using C&M reclaimed roadway asphalt and LE power plant byproduct fly ash blend material for trail base construction.

The idea of re-using LE power plant's byproduct material from burning coal started over ten years ago. Nothing happened since then until recently when we encountered compaction issues during the construction of Lake Beulah Trail. We had planned to use reclaimed roadway asphalt for construction of asphalt trail at Lake Beulah but couldn't achieve the level of compaction required by FDOT criteria. Our Chief Engineering Inspector took the initiative and investigated the possibility of blending the fly ash byproduct material from LE power plant with reclaimed asphalt to improve compactability of the material for trail construction. After several months of research, laboratory testing and review by FDOT material personnel, the reclaimed asphalt/fly ash blend material successfully achieved the required compaction for trail base construction. The material was also tested to be within the DEP acceptable threshold for metals and radiation. The innovative blend material not only saves the cost of purchasing base material from outside suppliers, but also helps disposing the excess reclaimed asphalt and LE power plant's byproduct fly ash material. Currently, a limerock material would cost approximately \$11 per square yard for a 6" base, and the fly ash material would cost approximately \$40 per ton to properly dispose. **The savings would be that both the reclaimed asphalt and fly ash materials are City stockpile materials available at no cost for City projects and that the City would also save the cost of disposing these materials. For FDOT LAP projects, the reclaimed asphalt and fly ash blend material can now be reimbursed as acceptable base material.**

Construction & Maintenance Division

- **Recycle/Reuse of road construction material.** Did you ever wonder what happened to all the concrete, asphalt and soil that is removed from City of Lakeland projects managed by Public Works Construction & Maintenance, such as roadways, parking lots, sidewalks and curbs? There are two options for disposing of the concrete, asphalt and soil. The first is to haul it to a construction and demolition (C&D) debris landfill. This would cost \$ 31.03 per ton in landfill tipping fees. The second is crushing the asphalt and concrete and using it as base material offsetting the cost of limerock base material and screening the soil for use as embankment or subgrade material. The chart on the following page show the savings to the citizens of Lakeland that are realized by recycling the concrete, asphalt and soil that would have otherwise been disposed of in a C&D debris landfill.

Efficiencies by Department

Cost Comparison: Material Recycling v. Disposal/Purchase FY 2014				
MATERIAL RECYCLING: COST OF CRUSHING CONCRETE AND ASPHALT				
MATERIAL/SERVICE	UNIT	PRICE PER UNIT	UNIT QUANTITY	COST
CONCRETE CRUSHING 1 1/2" to 3/4"	TONS	\$4.75	1,349	\$6,409.03
CONCRETE CRUSHING 3/4" minus	TONS	\$4.75	4,634	\$22,011.60
ASPHALT CRUSHING	TONS	\$3.25	2,499	\$8,121.75
DIRT SCREENING	TONS	\$2.50	13,118	\$32,795.00
COST OF RECYCLING:			21,600	\$69,337.38
DISPOSAL/PURCHASE: COST OF DISPOSAL/COST TO PURCHASE MATERIAL				
MATERIAL/SERVICE	UNIT	PRICE PER UNIT	UNIT QUANTITY	COST
DISPOSAL TIPPING FEE OF CONCRETE ¹	TONS	\$31.03	5,983.29	\$185,661.49
DISPOSAL TIPPING FEE OF ASPHALT ¹	TONS	\$31.03	2,499.00	\$77,543.97
DISPOSAL TIPPING FEE OF SOIL ¹	TONS	\$31.03	13,118.00	\$407,051.54
PURCHASE OF 57 ROCK	TON	\$27.00	5,983.29	\$161,548.83
PURCHASE OF LIMEROCK	TON	\$18.00	2,499.00	\$44,982.00
PURCHASE OF CLEAN FIELD DIRT	TON (1.35 CUBIC YARDS)	4.05	13,118.00	\$53,127.90
COST TO DISPOSE/PURCHASE:				\$929,915.73
SAVINGS TO CITY BY RECYCLING & REUSE				\$860,578.35

¹Polk County Landfill Tipping Fee Rate less City volume-based discount of 15%.

Traffic Operations Division

The recent renaming of McDonald Street to Frank Lloyd Wright Way caused the **Traffic Operations Sign Technicians to consider a more efficient means to continue adding block numbers to city street signs** since the new Frank Lloyd Wright Way signs would be 60" long without the block numbers and 72" with the block number. This would be a 6' long sign, and Traffic Operations does not stock sign blanks in that length and would need to make a special order. The Sign Techs went thru several variations of the sign looking at different ways to incorporate the block numbering into the sign and arrived at a final design which now fits our standard sign blank and incorporates the block number.

The Sign Techs realized that street name signs could be shortened by 6" to 12" by placing the block number vertically instead of horizontally. This change will save approximately \$4.72 per sign by reducing the cost of the sign blank, less vinyl and reduced fabrication time. On average approximately 800 street name signs are fabricated per year which results in a savings of \$3,776 annually. In total, **Traffic Operations is responsible for 11,000 street name signs, which equates to an overall savings to the City of Lakeland of more than \$52,000.**



Efficiencies by Department

Parking Services

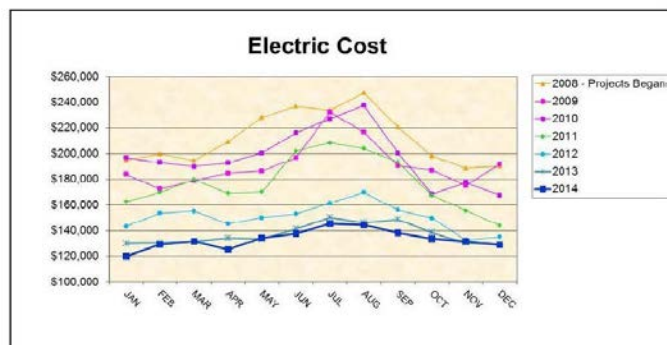
- **Implementation of the Parkmobile smart phone mobile application which offers patrons of downtown a more convenient way of paying for metered parking began in October, 2014.** Parkmobile was originally installed at the Munn Park and Mitchell's Coffee House surface parking lots, along with the Main Street Parking Garage, and recently the ability to use Parkmobile was added into the downtown on-street parking spaces to supplement the current 2-hours of free parking.

Facilities Maintenance Division

- **Building Energy Audits and Retrofits.** Projects were developed by collecting the necessary building data and then designing a computer model that simulates one year of energy usage. Different types of building components, (i.e. lights, plumbing fixtures, air conditioning systems) are programmed into the model. Different building components are placed into the model and are then evaluated for the most efficient use. The final components are then chosen for implementation into the final design. Each project is subsequently developed in the same manor, all have been similar in scope in that we have replaced the HVAC systems, upgraded the lighting fixtures, installed a computer based building automation system, installed high efficient water fixtures, installed improved sports field lighting and in some locations installed new insulated roofs and solar window film.
- **Building Automation.** A computer web based, building automation system was installed that allows for increased control of building HVAC systems. This automation allows for adjustable comfort control, demand ventilation based on room occupancy levels, time of day on and off schedules, problem diagnosis, trouble alarms and automatic redundancy. The HVAC system can now be operated by Facilities Maintenance staff from any computer on the city network. Problem alarms are received by Facilities Maintenance staff via email on computers or smart phones. System diagnosis and adjustments can be made by staff after normal work hours from offsite computers. The larger buildings now have redundant chillers and pumps that automatically change over if one has a problem. This redundancy also allows for routine maintenance to be performed on one unit while the other is in operation. All of these items have helped **reduce maintenance cost.**

Facility Projects included: Lakeland Electric Administration Building and Parking Garage (2008), Orange Street and Main Street Parking Garages (2009), City Hall (2010), Lakeland Police Department (2011), T&D/City Warehouse (2012), Parks and Recreation Facilities (2013).

	Actual	Estimated	Additional
2009	\$152,805	\$90,000	\$62,805
2010	\$211,317	\$90,000	\$121,317
2011	\$390,297	\$168,250	\$222,047
2012	\$802,217	\$328,250	\$473,967
2013	\$921,177	\$549,250	\$371,927
2014	\$981,524	\$549,250	\$432,274
Totals	\$3,459,336	\$1,775,000	\$1,684,336



Efficiencies by Department

Fleet Management Division

- **Opened in-house NAPA IBS parts store** in Fleet's facility in 2010; reestablished service for 2015 - 2020.
 - * **Flat-lined parts cost, adjusted averages under annual inflation percentage increase**
 - * **Eliminated technicians doing parts research, ordering, and pickup, maximizing their availability for actual maintenance work—recouped \$160K billed labor revenue**
 - * **Savings across the board with markup reductions for parts due to NAPA buying power, 10-15% average markup reduction**
 - * **Total management of all materials, parts, tires, fluids, chemicals, tools, equipment, eliminated \$100K annual cost for one overhead position**
 - * **\$500K inventory on site, with no obsolescence and at no cost to COL until part is issued to a work order; prevents average annual \$50K in obsolete parts cost losses**
 - * **Advanced technical training classes provided at no additional charge for our technicians, \$10K training cost avoidance annually**
- **Public-private tire servicing program** working with NAPA store tire inventory; vendor provides in-house tire servicing, replacement, and fleet inspection work.
 - * **30% tire cost reduction upon implementation; \$40K annual cost of service reduction**
 - * **Near-zero downtime and customer wait time for tire work**
 - * **Improved reuse of tires for retread program recoups average \$50K annually**
 - * **Tread wear and inflation inspection process maximizes tire life cycles**
- **Fuel consumption reduction.**
 - * **Derive (formerly SCT Fleet Solutions) re-tune program; remapping vehicle control modules for maximum efficiency netted 6% - 8% MPG increase across all vehicle types**
 - * **Diesel additive adopted, 5% - 7% MPG increase resulting from improved cetane quality**
- **Moved from two-shift workforce to a 10-hour work shift.**
 - * **Staggered shifts, shop remains open for business Monday - Friday**
 - * **Increased productivity from staff at full strength for entire work day**
 - * **Flex if needed for critical vehicles turned in late in the day**
 - * **2% vehicle availability increase**
 - * **3% 0-24 hour vehicle turnaround time improvement**
 - * **12% improvement in labor billing, \$300K revenue recoupment**

Lakes & Stormwater Division

- **Street Sweeping Alternatives Evaluation (excerpts from memo dated November 30, 2011).**

The City of Lakeland has provided street sweeping services for 30+ years, utilizing City employees as operators of the specialized heavy equipment. In FY 11, five (5) street sweepers and operators were budgeted; the FY 12 budget includes funds to increase the number of street sweepers and operators to six (6). Street sweeping operations are funded through the Stormwater Utility Fund. In mid-July, 2011, the Public Works Construction & Maintenance Division initiated an evaluation process of an alternative, or "hybrid" method of delivering street sweeping services consisting of City employee-operated street sweepers, supplemented with the use of contract street sweeping by USA Services of Florida, via "piggy backing" off of an existing agreement with the City of Cape Coral, Florida.

Efficiencies by Department

The evaluation process was an “eye-opener” in many ways regarding the delivery of street sweeping services through both City forces and contract operations. In summary, it was determined that **a moderate savings (5 to 6 percent) in cost per curb mile swept, could be realized through the hybrid method of city/contract street sweeping when compared with city crews only, using the current method of transporting all debris to the transfer station. Moreover, the quality of service to the City dramatically increased after making the switch since the contract sweepers were completing their curb miles as quickly as possible to maximize profit.**

- **Televising & Cleaning of Storm Sewer Alternatives Evaluation (excerpts from memo dated August 15, 2014).**

A cost comparison evaluation of contract versus City operation of the enhanced Drainage System Management and Repair Program was conducted. The following highlights the findings of this evaluation:

City Cost: The current documented cost for televising & cleaning storm sewer structures by City forces is \$ 2.11 per linear foot. Utilizing the NPDES-required 10% minimum, or 144,000 linear feet, of pipe to inspect and clean, the total cost to the City using force account is \$303,840.

Contract Cost: The contract cost for televising & cleaning storm sewer structures varies from \$8.50 to \$11.50 per linear foot depending on the storm sewer pipe diameter. Assuming a fixed cost of \$8.50 per linear foot, to meet the required inspection of 144,000 linear feet per year, the enhanced Drainage System Management and Repair Program would cost \$1,224,000 annually.

Solid Waste Division

In May of FY 13 the **Solid Waste Division had completely transitioned from a twice per week manual collection of solid waste to a fully automated once per week pay as you throw system to control the amount of waste and encourage citizens to recycle and reduce their amount of material going to the landfill creating a more sustainable city.**

In October of FY 14 the recycling bin program was converted to the current carted single stream program increasing system capacity for material collection and physically easier recycling program for the residents. Single stream recycling program are successful because it is logistically and physically easy for residents.

Table 1 reflects quantitative data collected for two complete fiscal years with regards to divisional payroll costs.

	FY10	FY14
Total Payroll	\$2,486,270.44	\$2,241,562.13
Annual Savings		\$244,708.31

Table 1

Table 2 reflects quantitative data collected for two complete fiscal years with regards to the diversion of material form the landfill to the Materials Recovery Facility (MRF). The total recycling conversion benefit takes into consideration the payroll savings, avoided tipping fee savings and the increased revenue from recyclable materials being sold.

	FY12	FY14	Difference
Garbage Tons Collected	32,078	24,486	(7592)
Recycling Tons Collected	3,147	6,226	3,079
Recycling Revenue	\$191,485.12	\$420,055.97	\$228,570.85
Avoided Landfill Disposal Fees	\$235,541.80		
Annual Recycling Benefit	\$464,112.65		
Annual Payroll Savings	\$244,708.31		
Total Recycling Conversion Benefit	\$708,820.96		

Table 2

Efficiencies by Department

Risk Management

- **Onsite Wellness Program and Clinic for FY2015**
 - * **Eighty percent of participants have either improved or maintained their health risks. Those with more than 5 risk factors have decreased by 82% (from 45 down to 8).**
 - * **Utilization by employees for treatment of episodic conditions (i.e. colds, flu, sprains, strains, minor suturing, etc.), saved \$280,350 in labor hours.**
 - * **Saved \$202,627 in labor hours by treating employees, who were injured on the job, at the clinic versus offsite.**
- **Employee Wellness Program**
 - * **Conducted the City's second employee weight loss program which was completed by 45 employees for a total weight loss of 643 pounds.**
- **Health Plan Reimbursements**
 - * **Obtained \$1,496,823 in reimbursements to the City's Health Plan through Stop Loss Reinsurance, Medicare Part D, pharmaceutical rebates, third party claims subrogation and investment income.**
- **Partnership (In Process)**
 - * **Pilot program with VISTE to utilize City workers, who are on light duty for work related injuries/accidents.**
- **Utilization of Universe for Annual Employee/Retiree Benefits Enrollment.**
 - * **Enabled City to offer one-on-one benefits counseling with employees and telephonic enrollment for retirees at no cost to the City. City staff are free to implement real-time enrollment information into PeopleSoft, greatly reducing data errors, while immediately providing enrollees with a hard copy summary of benefits election. **Estimated annual savings in printing costs and labor hours is \$15,300.****

Purchasing

- **Purchasing Department and IT implemented iSupplier software, which will not only make the procurement process for prospective vendors more "user friendly," but also more efficient.**

Retirement

Plan Level Design:

- **Spin off of Police Pension (from General Employees Plan) Spin off of Firefighters Pension (from General Employees Plan) The assets and liabilities for each of the safety pension plans were valued and transferred to the respective Trusts. The value afforded to each of the three pension systems is the ability to study demographics of membership and structure Liability Driven Investing. Example relating to the Employees' Pension System is an expanded capability to invest in foreign equities. **A System valued in excess of \$530M has opportunity to add alpha (excess return) in greater scope - results in higher overall investment return and in turn, when paired with uncorrelated asset classes, the risk is greatly mitigated. Over the last 5 years, each of the three pension trusts have adopted and realized independent investment policy guidelines, we've witnessed and recorded successful track records.****
- **Implementation of Plan C - Matching Component - Savings Rate Increase 20% year over year - Continued Investment Fund Line up due diligence, most recent addition is a low cost index real estate fund, "best in class" offering to our plan members. Altering share classes when appropriate reduces fees while maintaining fund style/integrity. "Better retirement outcome" is our ongoing goal.**

Efficiencies by Department

- **Member Education Focus** - Increase Education Offering Annually Expand education to plan members through 3 Retirement Planning Workshops, 2 Financial Planning Workshops, 2 Seminars on Tax & Estate Planning and Tax Implications relating to distribution of DROP accumulated balance. 32 on-site days with deferred compensation 457 plan providers. Launch of Onboarding to include independent counseling with each new hire and their spouse/partner. **The high touch counseling assists members in achieving long term retirement planning goals.**
- **Achieve final implementation of self-service peoplesoft pension module Fall 2015.** We currently operate with several off-board programs to bring retirement planning, pension calculations together. The module will encompass each aspect of Lakeland's pension and retirement systems. **Providing reliable and faster reporting will be just one key positive of this implementation.**
- **After an 18 year relationship with pension plan custodian, Salem Trust, the RFP process (developed & led by Retirement Services) provided a new and much improved technological platform/reporting via successful contract negotiation with Wells Fargo. Annual fees were lowered by \$30,000.**

Water/Wastewater

- **Aeration Basin Cleaning**
 - * The aeration basins at our Wastewater Plants must be cleaned out every five years. This task is typically done as a capital project utilizing a contractor. A group of thirteen maintenance employees and plant operators offered to take on the task of cleaning out aeration basins at the Wastewater Plants. By their hard work, under some pretty disagreeable conditions, the **City saved \$90,002.74.**
- **Wellfield monitoring using Delta V in lieu of proposed wireless systems (saved \$250k)**
 - * The City needed to get continuous data from a large number of remote sites at the Northeast wellfield. Initial design called for sensors to provide the data to radio telemetry and connect back to the network in that manner. As many of the locations were quite remote (out in a swamp) solar panels would have been the energy source needed. An engaged employee reviewed the plans and suggested running fiber-optic cable to the sites. While neither cheap nor easy, it proved to be \$250,000 less than the initial concept and easier to maintain.
- **In house panel building (saved approx. \$175k to date)**
 - * Typically, when control panels were needed, the designs were sent to contractors to have the cabinets and wiring assembled. City staff has been installing and wiring these complex panels for some time now. Savings are estimated at \$175,000 as a total for several projects.
- **In house security camera and access control installation and preventive maintenance (saved \$40,000/yr)**
 - * On the initial installation of the cameras in Water production, a maintenance agreement was in place that had the cameras routinely visited, lenses cleaned, contacts tightened and minor programming. As staff skills improved, this contract was not renewed and City personnel assumed these duties. Savings are annually about \$40,000.
- **TECO/SWFWMD/COL Agreement**
 - * Five years ago, the City entered into agreement with TECO and SWFWMD to provide reclaimed water at no cost to TECO. TECO and SWFWMD paid for all the capital and operating costs to deliver it to the Polk Power Station. The City had a \$0.00 investment. **The discharge to the Alafia River is being eliminated.**
 - * New and tighter regulations are now in place that would require additional treatment of the City's wastewater to continue to discharge to the Alafia River. Alternatively, the City

Efficiencies by Department

could build a reuse system to eliminate the discharge. While neither option has been designed and priced in detail, the planning numbers were \$14,000,000 for capital plus annual maintenance.

- * The associated 20-year Water Permit has deferred our need to develop expensive alternative water sources for perhaps another fifteen years.
- **CLASS AA BIOSOLIDS/FERTILIZER**
 - * This has been a multi-year project to improve the quality and reduce the volume of wastewater sludge.
 - * The Utility has been working towards concentrating our sludge and getting it licensed as a fertilizer. While still in progress, the annual expenses are dropping quickly by about \$400,000 per year (or more).
 - * Starting with what is now a heavily regulated Class B material in the volume of 13 trucks per day, we are now producing a Class AA Fertilizer at a volume of 2 trucks per day. Hauling costs have dropped, albeit offset by additional processing costs. Savings are estimated to net at \$400,000 per year. Further enhancements are beginning to reduce the operation costs as well.
 - * By adding in-line grinders to the recirculation loops on the thermophilic digester, a weekly cleaning has been reduced to monthly. Savings are the salaries of three men for ½ day for each cleaning eliminated.
 - * The future includes plans for energy recovery and sale of the product.

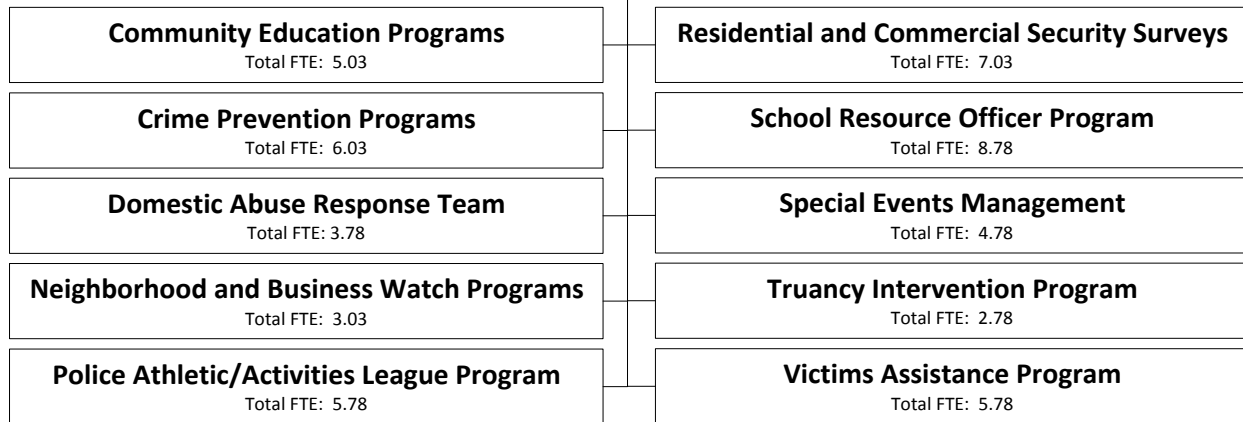


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Community Police Services Activity

Community Police Services

Total FTE: 52.80

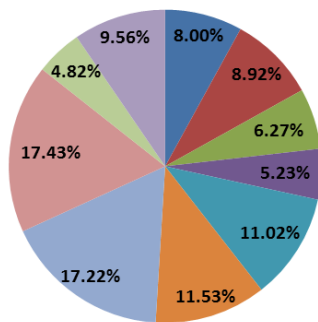


Mission

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

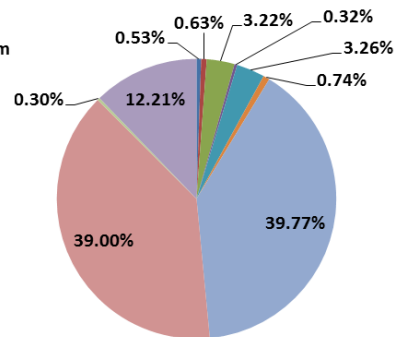
	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$6,065,797	\$5,584,678	\$5,945,221
Revenues Summary	\$1,216,177	\$1,203,566	\$1,194,818
Net Cost Summary	\$4,849,620	\$4,381,112	\$4,750,403
FTE Summary	54.90	52.14	52.80

Activity Expenditures



- Community Education Programs
- Crime Prevention Programs
- Domestic Abuse Response Team (DART)
- Neighborhood and Business Watch Programs
- Police Athletic / Activities League Program
- Residential and Commercial Security Surveys
- School Resource Officer Program
- Special Events Management
- Truancy Intervention Program (TIP)
- Victims Assistance Program

Activity Revenues



Community Police Services Activity

Core Services

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

Community Education Programs

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

Crime Prevention Programs

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

Domestic Abuse Response Team

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

Neighborhood and Business Watch Programs

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

Police/Athletic /Activities League Program

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

Residential and Commercial Security Services

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

School Resource Officer Program

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

Special Events Management

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

Truancy Intervention Program (TIP)

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

Victim's Assistance Program

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

Community Police Services Activity

Changes and Accomplishments

The following are some Changes and Accomplishments LPD has implemented during FY14

- We successfully negotiated the annual economic reopener for the collective bargaining agreement with the Police Benevolent Association (PBA) for FY14. This contract included a 1.5% ATB pay adjustment and a 2.5% annual merit. This contract expires on 9/30/2014.
- We started the negotiation process with the PBA for the contract that will cover the period of 10/01/14 – 9/30/17.
- We successfully regained accredited status in both CALEA and CFA.
- We are in the process of obtaining an individual accredited status with CALEA for the Communications Center which should be completed in 2014.
- We converted the Civilian PIO position to a Sergeant which will allow LPD to effectively market the Lakeland Police Department communications efforts.
- We completely updated the Lakeland Police Department web page during FY14 and the response with the new format has been very positive.
- We purchased an Armored Vehicle this year to assist with search warrants and any other high liability situations. This vehicle enables law enforcement to perform critical response and rescue operations in a safe, secure and highly mobile armored vehicle. This equipment was purchased with Trust Funds
- We are in the process of installing mobile shelving in the Property and Evidence area. This area has been struggling with storage capacity for a few years and has reached the point where the mobile shelving was required. This equipment was purchased with Trust Funds. The mobile shelving will increase the following storage areas capacities:
 - * General Storage – 43% increase
 - * Weapons Room – 270% increase
 - * Narcotics Room – 55% increase
- With the inception of the LPD Fitness Program this year we upgraded some equipment in the weight room to accommodate all levels of fitness. This equipment was purchased with Trust Funds.
- The Lakeland Police Department K9 unit placed 1st in the 4 man and 2 man teams in the 2014 USPCA Region I Trials. K9 Officer Arron Peterman and K9 Knox won the Top Dog in this event.
- We are in the process of putting together a Gang Violence initiative which includes participation in the Gang Violence Task Force. We have partnered with the Director of Safe Schools to have our School Resource Officers train teachers on Gang Awareness and anti-bullying. To date we have worked with over 250 teachers. This initiative includes partnering with Federal and State Law Enforcement agencies.
- Based on the recommendation from LPAC the department has mandated courtroom training for all sworn positions as well as customer service training for all civilian positions which will be completed during FY14. This training has proven to be very effective. Those members directly related to the Public Records process also received training this year.
- We have hired 18 sworn and 19 civilian positions as of May 2014 and will be hiring for a mini academy that will start in October with an anticipated 15 sworn positions.
- We are partnering with Polk Transit and the Winter Haven Police Department for the Summer of Safety Program. This is a pilot program designed to offer children between the ages of 12 and 18 free bus fare during the summer months. This goal of this program is designed to assist with our efforts in reducing crime among youths during the summer months.

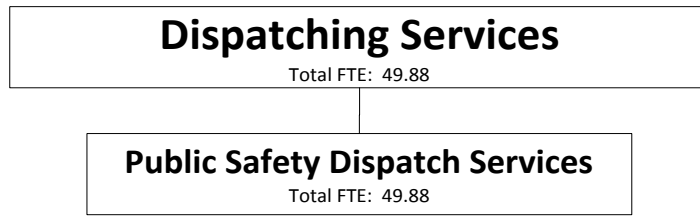
Community Police Services Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Number of Programs	Quarterly	324	160	60
Number of Police Athletic League (PAL) Participants	Quarterly	NA	2,000	1,000
Number of victims assisted	Annually	NA	2,500	2,800
Number of Special Events	Quarterly	NA	112	125

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Community Education Programs	5.03	348,458	127,388	-	475,847	6,343	469,503
Crime Prevention Programs	6.03	378,511	151,974	-	530,485	7,587	522,898
Domestic Abuse Response Team (DART)	3.78	278,272	94,656	-	372,928	38,503	334,425
Neighborhood and Business Watch Programs	3.03	234,592	76,216	-	310,808	3,856	306,952
Police Athletic / Activities League Program	5.78	467,082	187,985	-	655,066	38,979	616,087
Residential and Commercial Security Surveys	7.03	510,934	174,560	-	685,494	8,831	676,663
School Resource Officer Pro-			217,586	-	1,023,491	475,213	548,278
Special Events Management	4.78	916,771	119,469	-	1,036,240	466,032	570,207
Truancy Intervention Program			70,070	-	286,297	3,545	282,752
Victims Assistance Program	5.78	424,737	143,828	-	568,565	145,929	422,636
Total:	52.80	\$4,581,489	\$1,363,732	\$0	\$5,945,221	\$1,194,818	\$4,750,401

Dispatching Services Activity

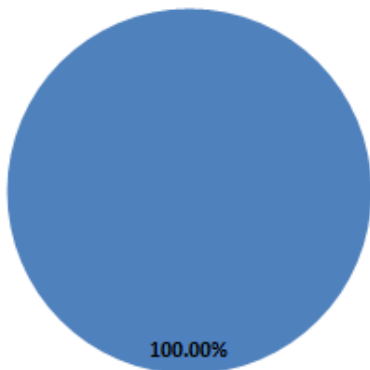


Mission

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

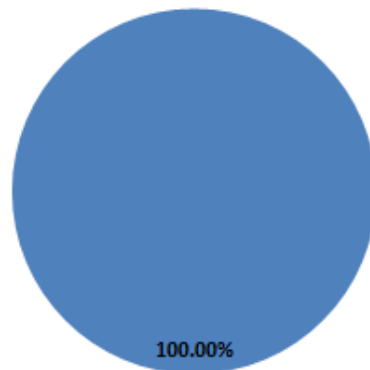
	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$4,636,739	\$4,692,385	\$5,065,287
Revenues Summary	\$77,760	\$59,834	\$63,370
Net Cost Summary	\$4,558,979	\$4,632,551	\$5,001,917
FTE Summary	47.55	46.19	49.88

Activity Expenditures



■ Public Safety Dispatch Services

Activity Revenues



Dispatching Services Activity

Core Services

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

Public Safety Dispatch Services

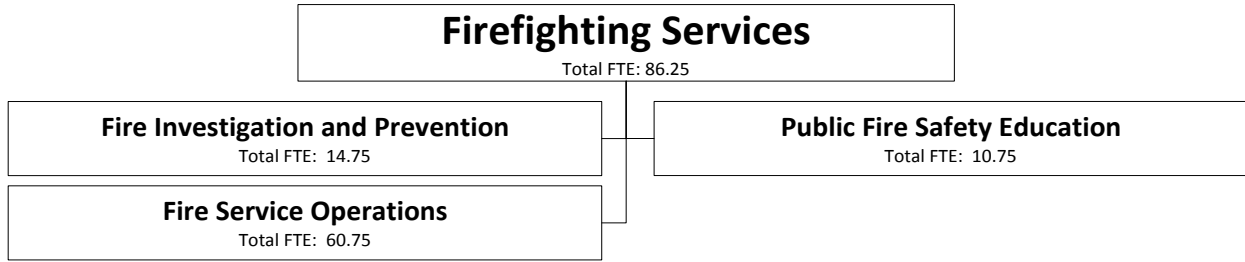
Dispatch LPD and LFD units to calls for service throughout the city and contact county EMS for medical emergencies.

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Number of Total calls received in dispatch	Quarterly	319,641	310,000	300,000
Police calls for service	Quarterly	97,979	105,000	105,000
Fire calls for service	Quarterly	NA	22,775	24,000

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Public Safety Dispatch Services		3,790,469	1,274,817	-	5,065,287	63,370	5,001,917
Total:		\$3,790,469	\$1,274,817	\$0	\$5,065,287	\$63,370	\$5,001,917

Firefighting Services Activity

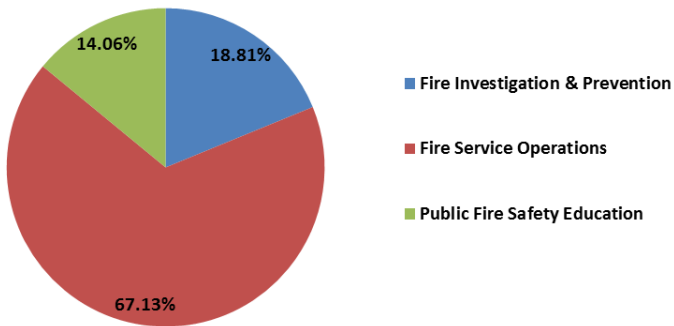


Mission

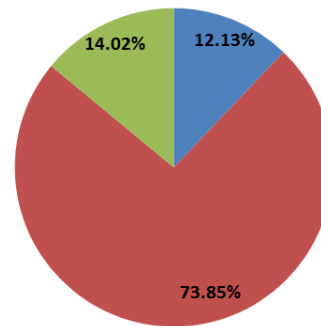
To prevent and extinguish fires within the City and the greater Lakeland area by administering inspections and safety programs while providing the highest service standards of safety, suppression and disaster response.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$9,965,443	\$10,605,896	\$9,671,760
Revenues Summary	\$1,306,598	\$1,495,297	\$3,145,127
Net Cost Summary	\$8,658,845	\$9,110,599	\$6,526,633
FTE Summary	87.53	89.54	86.25

Activity Expenditures



Activity Revenues



Firefighting Services Activity

Core Services

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

Fire Investigation and Prevention

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

Fire Service Operations

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

Public Fire Safety Education

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

Firefighting Services Activity

Changes and Accomplishments

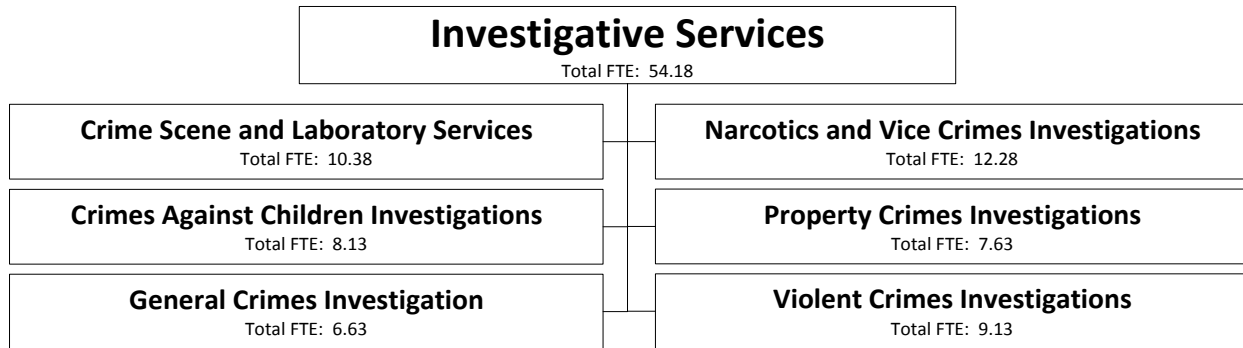
- Broke ground on Fire Station 7, construction completion date October 31.
- Reduced our ISO rating from a 3 to a 2.
- Vehicle Replacement:
 - * Ordered a new Pierce Heavy Rescue vehicle – will be delivered spring of FY15.
 - * Purchased a new Ford F550 Rescue vehicle
 - * Purchased a new Chevrolet Impala staff vehicle
- Moved 6 staff vehicles out one extra year before being replaced.
- Filled the vacancies of Public Education Officer and Fire and Life Safety Educator.
- Created a new ALS Paramedic bike team.
- Initiated a new Field Training Officer program for Paramedic trainees.
- Converted Engines 21, 41, and 61 from BLS to ALS. All engines and rescues are now ALS non-transport.
- Graduated 5 new Paramedics.
- Completed a Training Center Master Plan study.
- Replaced our Personal Escape Systems.
- Purchased a new USAR trailer – will be delivered in September of this budget year.
- Refurbished the LFD Explorations V Exhibit for use by the Lakeland community.

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Number of Fires requiring a Fire Investigator to determine cause and origin	Annually	52	49	50
Number of Commercial Buildings Inspected	Annually	1896	2540	2540
Number of Construction Plans Reviewed	Annually	635	1,047	1,200
Total Square Footage of Constructed Plans Reviewed	Annually	13,591,589	15,408,959	17,500,000
Fire Calls	Annually	407	450	450
Average Response Time to Structure Fires (Building Fires only)	Annually	6 minutes	6 minutes	4 minutes
Percentage of Mandated Training Hours Accomplished	Annually	90%	90%	100%
Percentage of Population reached by Public Education Programs	Annually	100%	100%	100%
Number of Aircraft Responses	Annually	11	15	15
Average Response Time to Aircraft Incidents	Annually	4 minutes	5 minutes	3 minutes

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Fire Investigation & Prevention	14.75	1,417,943	428,436	27,035	1,819,345	381,483	1,437,861
Fire Service Operations	60.75	5,524,633	995,221	27,035	6,492,820	2,322,764	4,170,056
Public Fire Safety Education	10.75	959,354	427,276	27,035	1,359,595	440,880	918,715
Total:		\$7,901,930	\$1,850,933	\$81,105	\$9,671,760	\$3,145,127	\$6,526,632

Investigative Services Activity

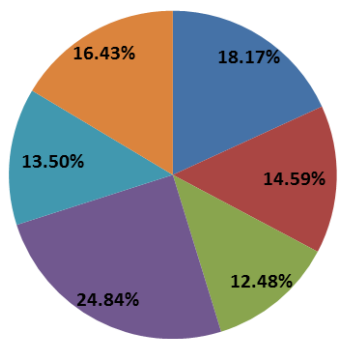


Mission

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

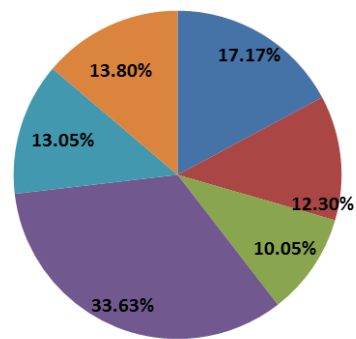
	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$10,097,891	\$10,578,688	\$6,601,885
Revenues Summary	\$186,658	\$129,490	\$82,922
Net Cost Summary	\$9,911,233	\$10,449,198	\$6,518,963
FTE Summary	88.7	87.73	54.18

Activity Expenditures



- Crime Scene and Laboratory Services
- Crimes Against Children Investigations
- General Crimes Investigations
- Narcotics and Vice Crimes Investigations
- Property Crimes Investigations
- Violent Crimes Investigations

Activity Revenues



Investigative Services Activity

Core Services

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

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

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

Crime Scene and Laboratory Services

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

Crimes Against Children Investigations

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

General Crimes Investigations

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

Narcotics and Vice Crimes Investigations

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

Property Crimes Investigations

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

Violent Crimes Investigations

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

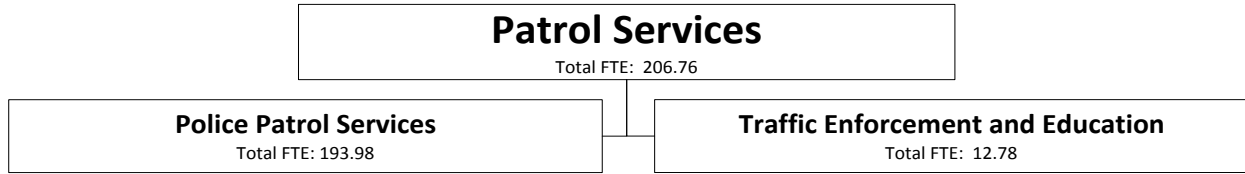
Investigative Services Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Total Lab Cases Worked	Quarterly	1,380	1,450	1,500
Total Criminal Investigative Cases	Quarterly	NA	3,580	3,600
Total Special Investigative Cases Worked	Quarterly	64	140	200

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Crime Scene and Laboratory Services	10.38	885,788	313,886	-	1,199,675	14,241	1,185,433
Crimes Against Children Investigations	8.13	749,696	213,225	-	962,922	10,199	952,723
General Crimes Investigations	6.63	647,502	176,346	-	823,848	8,333	815,515
Narcotics and Vice Crimes Investigations	12.28	1,106,492	533,188	-	1,639,680	27,885	1,611,794
Property Crimes Investigations	7.63	665,581	225,518	-	891,099	10,821	880,278
Violent Crimes Investigations	9.13	846,850	237,811	-	1,084,661	11,443	1,073,219
Total:	54.18	\$4,901,909	\$1,699,974	\$0	\$6,601,885	\$82,922	\$6,518,962

Patrol Services Activity

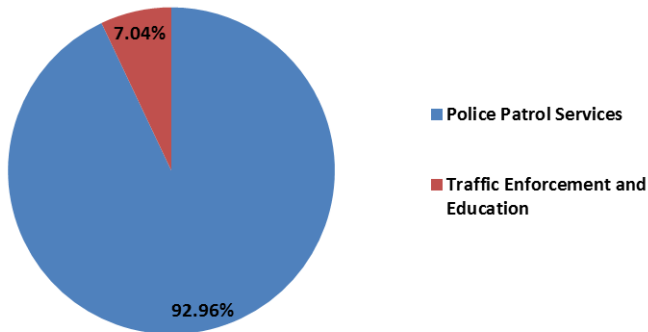


Mission

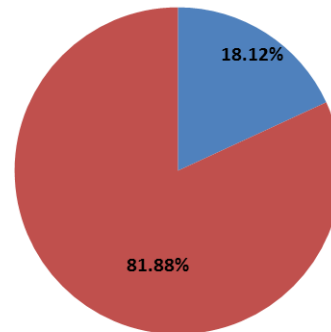
To provide professional, high-quality, effective patrol services while reducing crime, ensuring public safety and providing responsive customer service.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$17,776,965	\$18,860,963	\$23,242,844
Revenues Summary	\$1,250,650	\$1,213,110	\$1,362,995
Net Cost Summary	\$16,526,315	\$17,647,853	\$21,879,849
FTE Summary	164.94	174.08	206.76

Activity Expenditures



Activity Revenues



Patrol Services Activity

Core Services

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

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

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

Police Patrol Services

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

Traffic Enforcement and Education

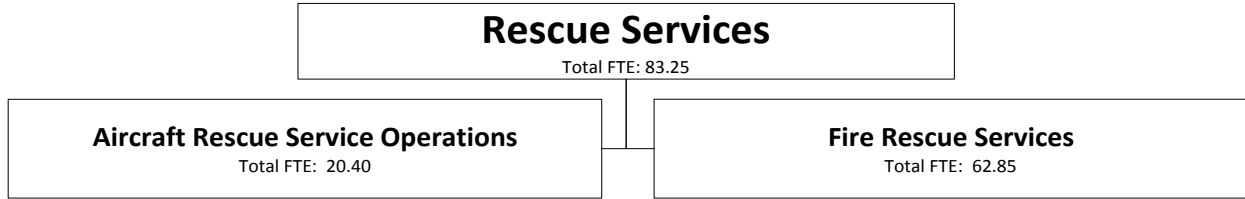
Enforce traffic laws and educate the public in an effort to reduce property damage and bodily injury resulting from traffic crashes.

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Calls for Service - FBC	Quarterly	97,979	105,000	100,000
Total Uniform Crime Rate Part 1 Crimes (FBC)	Quarterly	5.9/100	5.8 per 100	6 per 100
Driving Under the Influence (DUI) Arrests (FBC)	Quarterly	114	135	130
Traffic Citations FBC (Quarterly)	Quarterly	7,957	11,325	11,000

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Police Patrol Services	193.98	16,620,733	4,985,989	-	21,606,722	247,013	21,359,709
Traffic Enforcement and Educa-		1,275,890	360,232	-	1,636,122	1,115,982	
Total:		\$17,896,623	\$5,346,221	\$0	\$23,242,844	\$1,362,995	\$21,879,848

Rescue Services Activity

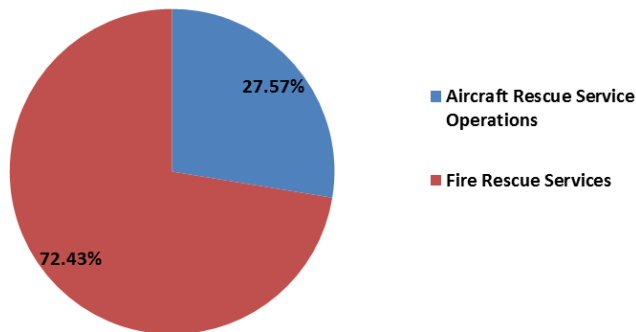


Mission

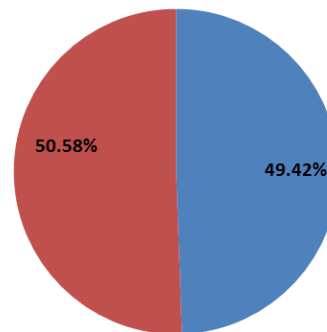
To provide the most efficient and highest level emergency medical and rescue services to the citizens of Lakeland.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$7,707,379	\$8,260,480	\$8,334,911
Revenues Summary	\$769,409	\$895,793	\$3,157,580
Net Cost Summary	\$6,937,970	\$7,364,687	\$5,177,331
FTE Summary	81.97	81.24	83.25

Activity Expenditures



Activity Revenues



Rescue Services Activity

Core Services

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

Aircraft Rescue Service Operations

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

Fire Rescue Services

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

Performance Measurements

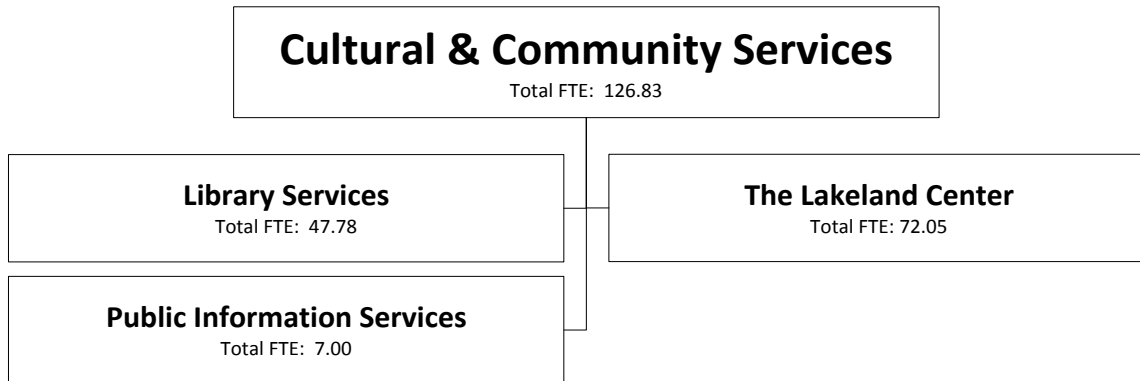
Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Number of Emergency Medical Responses	Annually	15,907	16,941	18,937
Average response time to emergency medical incidents	Annually	6 minutes	6 minutes	5 minutes
Percentage of Mandated Medical training hours accomplished	Annually	100%	100%	100%

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Aircraft Rescue Service Operations			360,529		2,298,153	1,560,608	737,545
Fire Rescue Services			363,668		6,036,758	1,596,972	4,439,786
Total:		\$7,664,783	\$724,197	\$54,070	\$8,334,911	\$3,157,580	\$5,177,331



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Cultural and Community Services Program

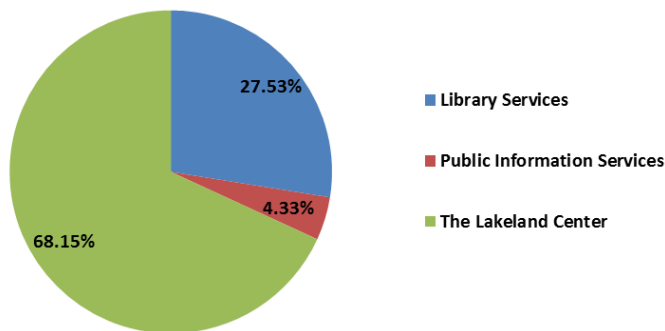


Program Summary

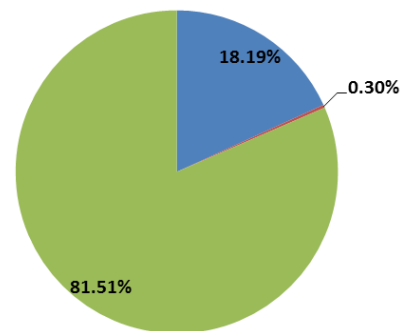
To improve the quality of life for our citizens through cultural activities and community based programs that enrich Lakeland by providing a stimulus for education, culture, community service and entertainment.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$14,019,239	\$13,929,981	\$14,017,538
Revenues Summary	\$7,155,766	\$7,048,172	\$6,655,511
Net Cost Summary	\$6,863,473	\$6,881,809	\$7,362,027
FTE Summary	139.35	146.3	126.83

Program Expenditures



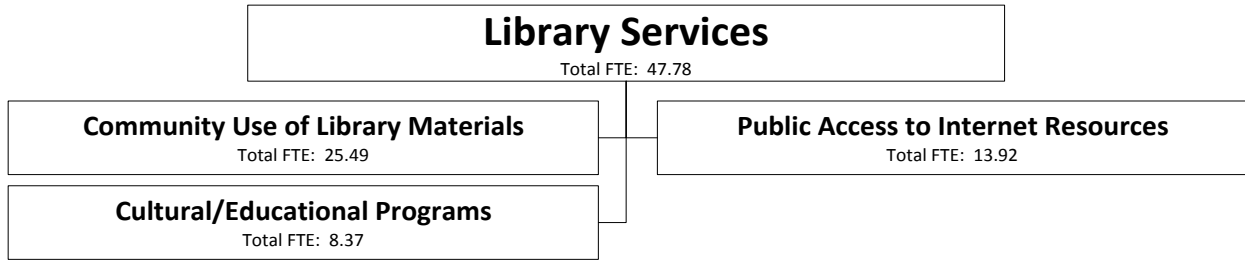
Program Revenues



Core Services

Financial and personnel support for a variety of local programs meeting specific criteria. Local events and programs include: The 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, and both public and community service programs targeting outreach agencies.

Library Services Activity



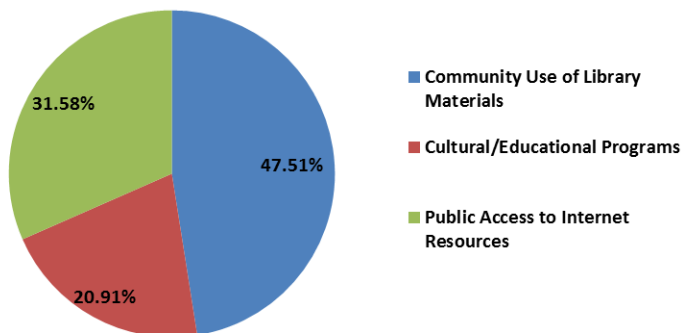
Mission

This Program includes providing:

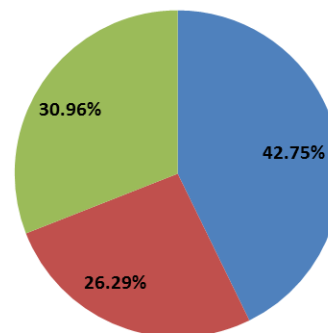
- Residents, employees and the media educational information regarding the City of Lakeland’s functions, challenges and achievements by building and maintaining open channels of communication.
- Customers with high quality public library services in response to the pursuit of their education, recreation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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$3,740,211	\$3,561,335	\$3,858,445
Revenues Summary	\$1,323,000	\$1,201,204	\$1,210,549
Net Cost Summary	\$2,417,211	\$2,360,131	\$2,647,896
FTE Summary	50.74	49.74	47.78

Activity Expenditures



Activity Revenues



Library Services Activity

Core Services

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

Community Use of Library Materials

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

Cultural/Educational Programs

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

Public Access to Internet Resources

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

Changes and Accomplishments

- Installed new tables & chairs at the Larry R Jackson Branch Library in October 2013, courtesy of a \$30,000 investment by the Friends of the Library of Lakeland.
- Launched a new digital download/streaming service called "hoopla" in January 2014.
- Patrons can download/stream movies, TV, music and audiobooks for immediate use.
- Launched a digital magazine service called "zinio" through Recorded Books. Library users have 24/7 access to over 100 magazines they can download for free onto their devices or PC.
- Negotiated a new lease agreement with Publix for the elibrary South Lakeland storefront location at 4740 S. Florida Ave. The lease will run through April 30, 2020.
- Upgraded the camera system at the Main Library.
- Upgraded 18 computer workstations for both public access and staff service points.
- Installed new Youth Services lounge seating at the Main Library- May 2014 / Teen Room furniture to be installed by the end of summer.
- Purchased new Meeting Room chairs for the Main Library.
- Executed a new inter-local agreement for participation in the Polk County Library Cooperative through 2024.

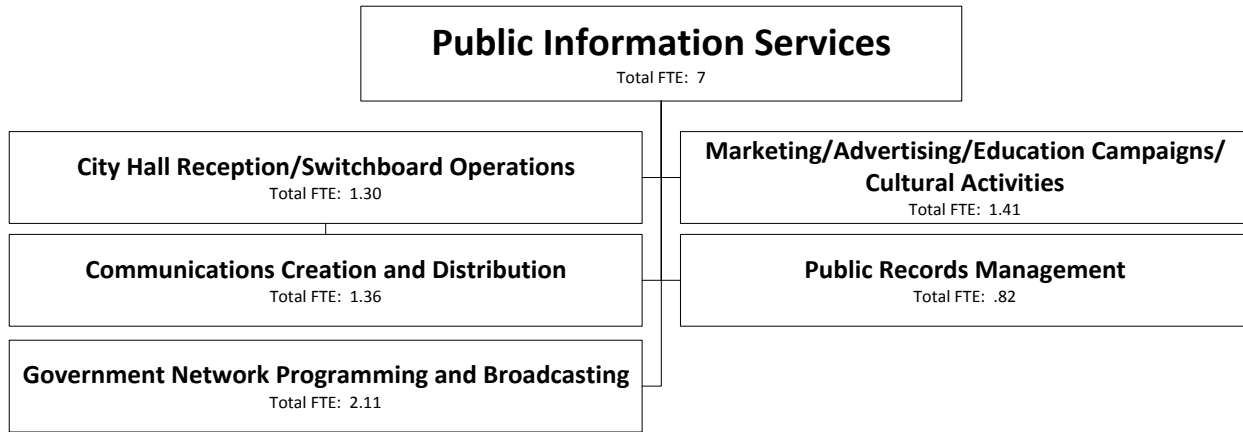
Library Services Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Circulation total	Annually	1,033,567	1,010,000	1,015,000
Digital Circulation total (percentage of Total Circulation attributed to Digital content)	Annually	10%	14%	16%
Visits to the facilities	Annually	726,585	689,587	700,000
Number of programs	Annually	938	320	330
Attendance at programs	Annually	14,658	14,000	14,000
Hours of public access computer use	Annually	103,838	108,141	100,000

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Community Use of Library Materials	25.49	1,229,231	606,854	3,004	1,833,081	517,555	1,315,526
Cultural/Educational Programs			293,838		806,893	318,247	488,646
Public Access to Internet Resources	13.92	807,830	413,645	3,004	1,218,471	374,747	843,724
Total:		\$2,553,120	\$1,314,337	\$9,012	\$3,858,445	\$1,210,549	\$2,647,896

Public Information Services Activity

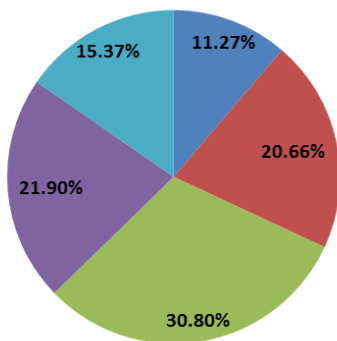


Mission

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

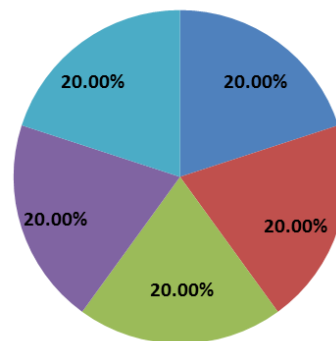
	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$562,662	\$609,478	\$606,787
Revenues Summary	\$20,000	\$20,000	\$20,000
Net Cost Summary	\$542,662	\$589,478	\$586,787
FTE Summary	7.00	7.00	7.00

Activity Expenditures



- City Hall Reception/Switchboard Operations
- Communications Creation and Distribution
- Government Network Programming and Broadcasting
- Marketing/Advertising/Education Campaigns/Cultural Activities
- Public Records Management

Activity Revenues



Public Information Services Activity

Core Services

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

City Hall Reception/Switchboard Operations

Specialized staff who greets walk-in customers and answers general telephone calls to the organization and maintains internal communication through phone and email by directing patrons to their ultimate destination. This a first touch for many of our customers and Lakeland City Hall is known to go above and beyond in assisting our customers, especially in the area of switchboard operations. Switchboard operators also act as a first layer of security for those entering City Hall.

Communications Creation and Distribution

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

Government Network Programming and Broadcasting

City of Lakeland television facilities, equipment and capabilities are a major resource for the dissemination of information about City services, current events and issues facing local government. Television can be used to greatly enhance the City's ability to communicate with residents in a timely and informative manner. The City of Lakeland produces programming that is broadcast to cable television subscribers on Brighthouse Networks cable channel 615, Verizon FiOS channel 43 and streamed over the City's website. All programming is also available as video on demand thru the City's website. The mission of LGN is to encourage community spirit, educational progress, and local government support through television and internet web streaming.

Public Information Services Activity

Marketing/Advertising/Education Campaigns/Cultural Activities

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

Public Records Management

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

Changes and Accomplishments

The City of Lakeland has processed an increasing number of public records requests over the past year. This number has been magnified because of the issues that have faced the Lakeland Police Department and the requests have gotten much more complex. Since the start of the 2014 calendar year, the Communications Department has processed 61 requests for public records. These range from simple requests by the media for one or two items to large requests that require hours of staff time to fulfill. In fact, one of the latest requests required the compiling of over 3,000 emails that then had to be reviewed and then formatted so the requestor could view and open attachments within the emails. Over the past calendar year the Communications Department has processed 301 public records request.

The Communications Department along with staff from the Legal Department also conducted a series of public record workshops for frontline employees so they would have a better understanding of Florida's very open public record laws. As part of the workshop the Communications Department created a FAQ document so frontline employees could have a reference. Members from 10 different Departments attended the workshop. We recently had a visit to one of our frontline guard locations and from a member of the Citizen Awareness Foundation and because of the workshop, the City of Lakeland contract employee knew how to react and provided the requested documents without hesitation.

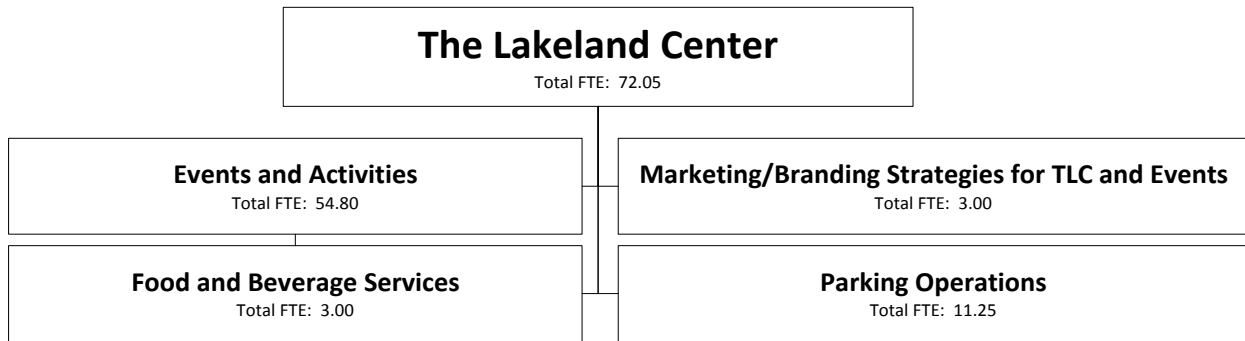
Public Information Services Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Number of Public Records Requests	Annually	211	221	250
Number of Production Projects (graphic design)	Annually	236	242	245
Public Notices	Annually	324,000	570,000	600,000
Live Meetings on LGN	Annually	100	116	124

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
City Hall Reception/Switchboard Operations	1.30	69,001	72,841	73,469	68,373	4,000	64,373
Communications Creation and Distribution	1.36	125,965	72,841	73,469	125,337	4,000	121,337
Government Network Programming and Broadcasting	2.11	187,546	72,841	73,469	186,918	4,000	182,918
Marketing/Advertising/Education Campaigns/Cultural Activities	1.41	133,513	72,841	73,469	132,885	4,000	128,885
Public Records Management	0.82	93,902	72,841	73,469	93,274	4,000	89,274
Total:		\$609,927	\$364,205	\$367,345	\$606,787	\$20,000	\$586,787

The Lakeland Center Activity

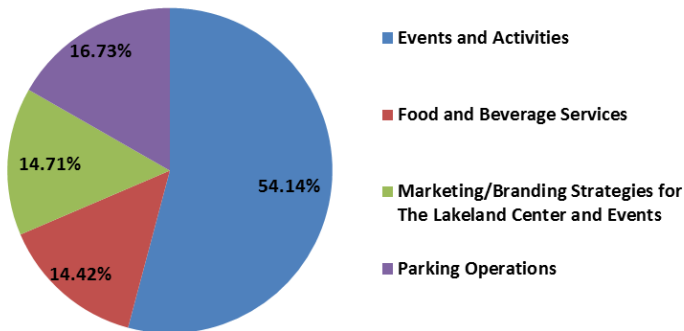


Mission

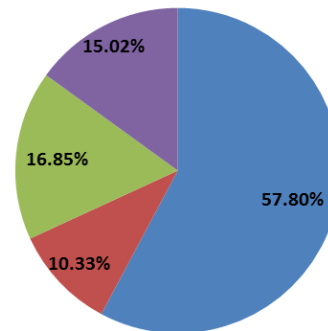
To be considered the venue of choice for the greater Lakeland and Polk County area by providing superior facilities and outstanding events.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$9,716,366	\$9,759,168	\$9,552,306
Revenues Summary	\$5,812,766	\$5,826,968	\$5,424,962
Net Cost Summary	\$3,903,600	\$3,932,200	\$4,127,344
FTE Summary	81.61	89.56	72.05

Activity Expenditures



Activity Revenues



The Lakeland Center Activity

Core Services

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

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

Events and Activities

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

Food and Beverage Services

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

Marketing/Branding Strategies for The Lakeland Center and Events

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

Parking Operations

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

The Lakeland Center Activity

Changes and Accomplishments

- The Lakeland Center attracts 500,000 guests annually and each year provides an estimated economic impact of \$75 million to our community.
- TLC produced our 21st Broadway & Entertainment series featuring a variety of events and stars from across the entertainment industry. “Tweaking” of the series offerings & pricing has improved our position in regards to what acts we can attract to the series.
- Hosted legendary performers such as Merle Haggard, Jerry Lewis, Ron White, and Bill Cosby in sold-out performances.
- Broadway series was highlighted by Disney’s Beauty & the Beast, Sweet Charity, and Rock of Ages.
- Provided game support, and financial incentives for the Florida Marine raiders as they played for the 1st year in the new X-League
- We continue to grow and support returning events like: The Annual Canadian Snowbirds Festival, Famous Tate Professional Rodeo, Lakeland Gun Show, and many others.
- TLC hosted major meeting conference events for Badcock, Florida Methodist, and Sunshine State Games.
- The Classic Albums Live series continues to be a favorite amongst our local rock music enthusiast.
- Support of the Imperial Symphony Orchestra and the Lakeland Concert Band, are just a couple of the Polk Arts groups we support each year.
- Increased our Marketing resources towards implementing & capitalizing on social media and similar electronic media has improved recognition within the market as has increased our group sales effort overall. At this point we have 42K email addresses in our system as well as 11K followers on twitter & facebook.
- TLC developed a modest variance with our budget estimates for the 2012-13 operational year and are on track to meet budget for the 2013-14 fiscal year.
- Secured an extension of the contract with Free Life Church for weekly services totaling over \$325K annually to our revenue budget.
- Continue to maintain high positive measures (above 4.3 out of 5) from our client/customer satisfaction surveys
- The Lakeland Center was the recipient of Facilities Magazine “Prime Site” Award recognized for outstanding service to our clients and the industry.
- Along with Trane A/C we developed and installed an energy management program & system that will provide significant reduction in power consumption through the use of efficiencies and improved systems. Additionally, we replaced all of the system internal tubes within our chiller systems. This will extend the life of these important machines for years to come.
- Development of the 1st phase of the conceptual design for the Jenkins Arena renovation has resulted in a plan to repurpose the aged facility into a state of the arts meeting & conference multi-purpose venue. Worked with local architectural firm, Fur & Wegman, in order to complete an engineering study for the renovation of the Jenkins Arena. Report has been completed at this time. We are now beginning the development of a program document as well as developing a program to present the project to the City Manager and City Commission.
- Secured major sponsorship funding from Under Armour for the 2013 & 2014 FHSAA Championships which enhanced the experience for the student-athletes and help subsidize expenses. Secured additional support of \$42K from the local business community. We are working with the FHSAA bid process in order to attempt to secure another three years for this event (results coming July 2014)
- Working with the Deputy City Manager and City Economic Development toward securing an additional Hotel property for the Lakeland Center. At this point we are developing a request for proposals and expect to complete this before Oct 2014.

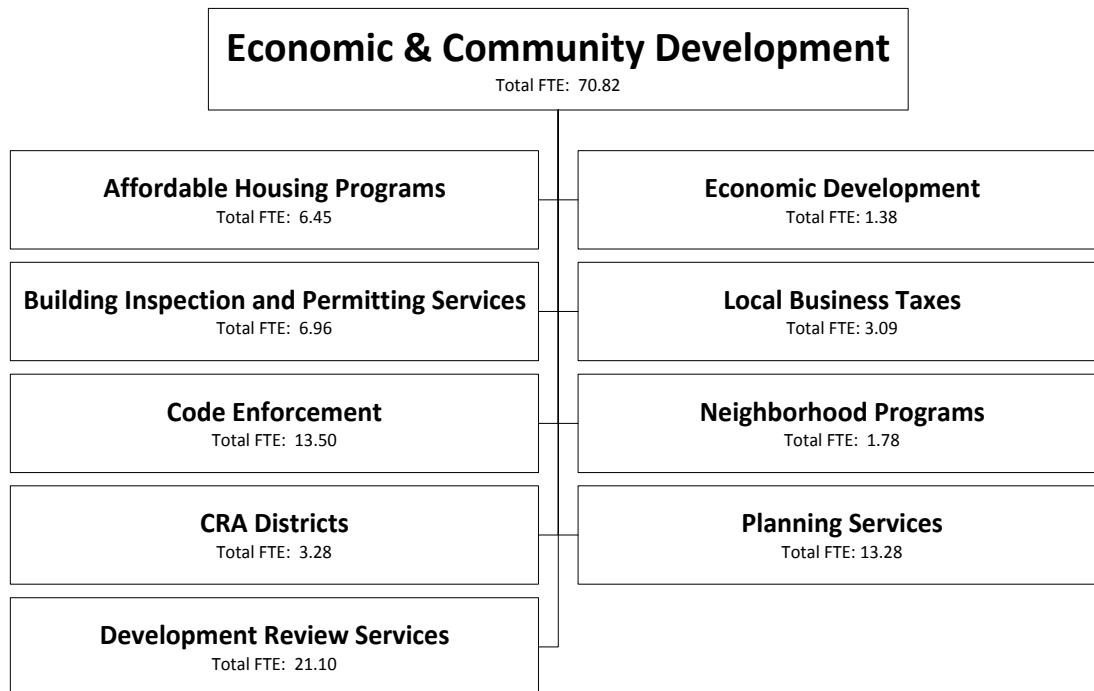
The Lakeland Center Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Number of events	Quarterly	454	445	450
Occupancy Percentage	Quarterly	45%	45%	45%
Attendance Number	Quarterly	532,919	492,129	500,000
Total Sales (in millions)	Quarterly	5.04	5.11	5
Gross Operating Profit (loss) %	Quarterly	-36%	- 40%	- 42%
Total sales of Food & Beverages (in thousands)	Quarterly	18.29	19.83	20.00
Total Commission (in thousands)	Quarterly	4.98	4.98	4.98
Ad Dollars Spent (in thousands)	Quarterly	3.63	4.02	3.96
# of Unique Visitors to Social Media Outlets	Quarterly	3,622	5,349	5,900
Total Revenue (in millions)	Quarterly	9.01	7.86	9.40

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Events and Activities			4,597,037		5,171,951	3,135,725	2,036,226
Food and Beverage Services	3.00	248,894	1,128,157	-	1,377,051	560,449	816,602
Marketing/Branding Strategies for The Lakeland Center and Events	3.00	248,894	2,463,230	1,307,163	1,404,961	914,164	490,797
Parking Operations	11.25	503,696	1,094,647	-	1,598,343	814,624	783,718
Total:		\$3,537,143	\$9,283,071	\$3,267,908	\$9,552,306	\$5,424,962	\$4,127,343

Economic and Community Development Program

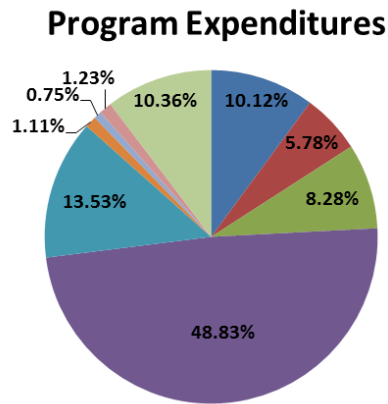


Program Summary

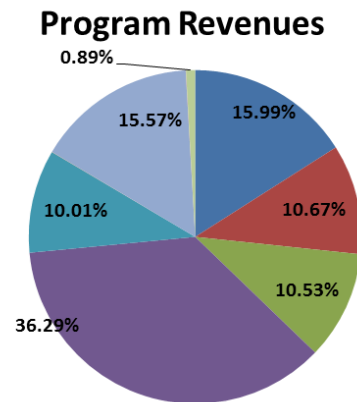
- Providing excellent long-range and current planning services used to guide future development of the City as a quality urban environment. Proposed development adheres to all requirements and conditions including zoning, concurrency and engineering standards.
- Maintaining safe, attractive neighborhoods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

Economic and Community Development Program

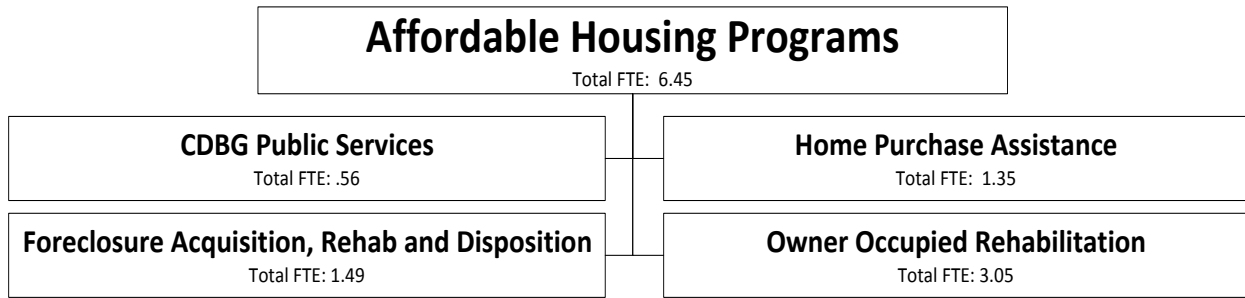
	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$13,106,526	\$14,122,775	\$16,110,540
Revenues Summary	\$9,909,763	\$8,626,128	\$9,750,849
Net Cost Summary	\$3,196,763	\$5,496,647	\$6,359,691
FTE Summary	65.59	68.67	70.82



- Affordable Housing Programs
- Building Inspection and Permitting Services
- Code Enforcement
- CRA Districts
- Development Review Services
- Economic Development
- Local Business Taxes
- Neighborhood Programs
- Planning Services



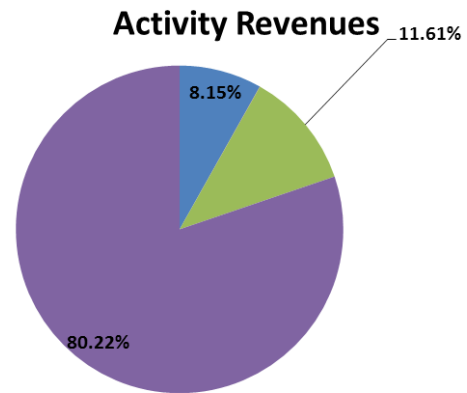
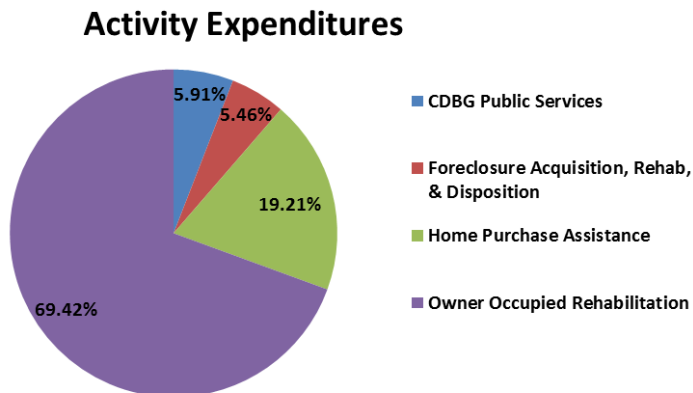
Affordable Housing Programs Activity



Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$1,087,490	\$1,470,718	\$1,630,372
Revenues Summary	\$1,117,270	\$1,494,334	\$1,559,455
Net Cost Summary	(\$29,780)	-\$23,616	\$70,917
FTE Summary	4.08	4.08	6.45



Affordable Housing Programs Activity

Core Services

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

Services are primarily provided through three programs:

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

CDBG Public Services

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

Foreclosure Acquisition, Rehab and Disposition

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

Home Purchase Assistance

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

Affordable Housing Programs Activity

Owner Occupied Rehabilitation

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

Changes and Accomplishments

- In February 2014, met the Neighborhood Stabilization Program (NSP3) requirement that 100% of the City's approximately \$1.3 million grant be expended within three years of award.
- To date, the Neighborhood Services Division has expended \$2.396 million in NSP1 funds, or 119% of the original grant allocation, and \$1.321 million in NSP3 (101%).
- Sold nine homes purchased through NSP1 and NSP3, with program income totaling \$310,751 realized from those sales.
- Provided housing rehabilitation assistance to 12 families at a total cost of \$541,497.
- In April 2014, sought and received City Commission approval to adjust Community Development Block Grant (CDBG) and HOME Investment Partnerships programs fiscal year from June 1st through May 31st to October 1st through September 30th of each year, mirroring the City's fiscal year and simplifying activities and cost reporting for both Neighborhood Services and Finance Department staff.

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Private Investment Generated for Each Dollar of Home Purchase Assistance Awarded	Annually	\$1.72	\$4.94	\$5.00
Number of Units Rehabilitated / Persons Assisted	Annually	18 / 30	17 / 35	25 / 45

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
CDBG Public Services	0.56	36,372	59,948	-	96,320	127,031	(30,711)
Foreclosure Acquisition, Rehab, & Disposition	1.49	83,953	5,093	-	89,047	372	88,674
Home Purchase Assistance	1.35	91,510	221,714	-	313,225	180,989	132,236
Owner Occupied Rehabilitation	3.05	183,798	947,982	-	1,131,780	1,251,063	(119,283)
Total:		\$395,633	\$1,234,737	\$0	\$1,630,372	\$1,559,455	\$70,916

Building Inspection and Permitting Activity

Building Inspection and Permitting Services

Total FTE: 6.96

On-Site Inspections

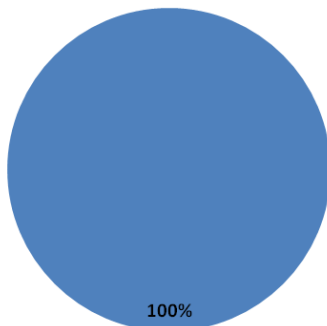
Total FTE: 6.96

Mission

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

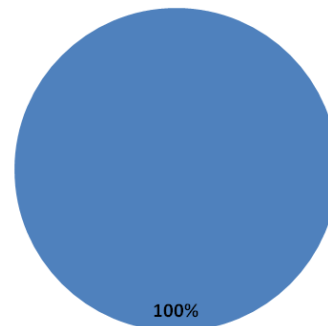
	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$857,544	\$1,002,153	\$931,056
Revenues Summary	\$290,908	\$343,000	\$1,040,863
Net Cost Summary	\$566,636	\$659,153	(\$109,807)
FTE Summary	6.56	6.36	6.96

Activity Expenditures



■ On-site Inspections

Activity Revenues



Building Inspection and Permitting Activity

Core Services

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

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

On-Site Inspections

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

Changes and Accomplishments

- Completed initial implementation of TRAKiT software and are working towards allowing all permits types that were previously fax permits to be able to be obtained online.
- Initiated documentation of business processes to aid in TRAKiT implementation as well as improve processes.
- Obtained contact information of 54 Building Officials for completing a survey to determine similarities in operations as well as methods which would benefit Lakeland in adopting.
- Completed plan review and inspections for the Amazon Distribution Center, which generated a total of \$326,970 in revenue for the Building Inspection Division.
- Coordinated an education meeting of the Peace River BOAF (Building Officials Association of Florida) that included the State Attorney's Office and DBPR to expand our knowledge of how to deal with unlicensed contractors in June.
- Completed an RFQ for Building Code Professional Services to ensure that services can be provided to our customers in event of increased activity, disaster or absence of personnel.

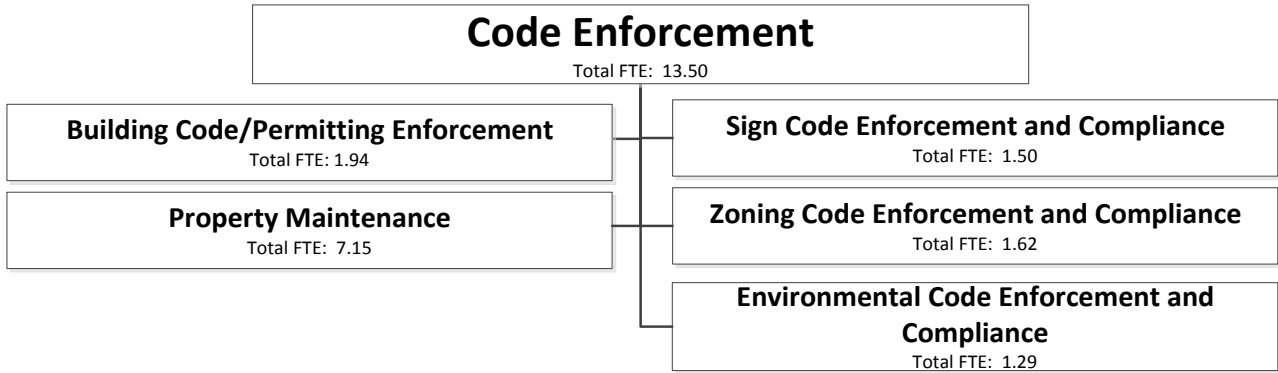
Building Inspection and Permitting Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Average Days for Commercial Building Permit Approval	Annually	6	5.5	5
Percent of Commercial Building Plans resubmitted more than once	Annually	25%	37%	20%
Average Days for Residential Building Permit Approval	Annually	5	4.6	4
Percent of Residential Building Plans resubmitted more than once	Annually	14%	25%	15%
Number and Value of Commercial Building Permits issued	Annually	1364 \$299,751,394	1526 \$299,545,496	1500 \$280,000,000
Number and Value of Residential Building Permits issued	Annually	3404 \$52,464,002	3635 \$74,552,540	3600 \$74,000,000

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
On-site Inspections	6.96	694,782	236,274	-	931,056	1,040,863	(109,807)
Total:		\$694,782	\$236,274	\$0	\$931,056	\$1,040,863	(\$109,807)

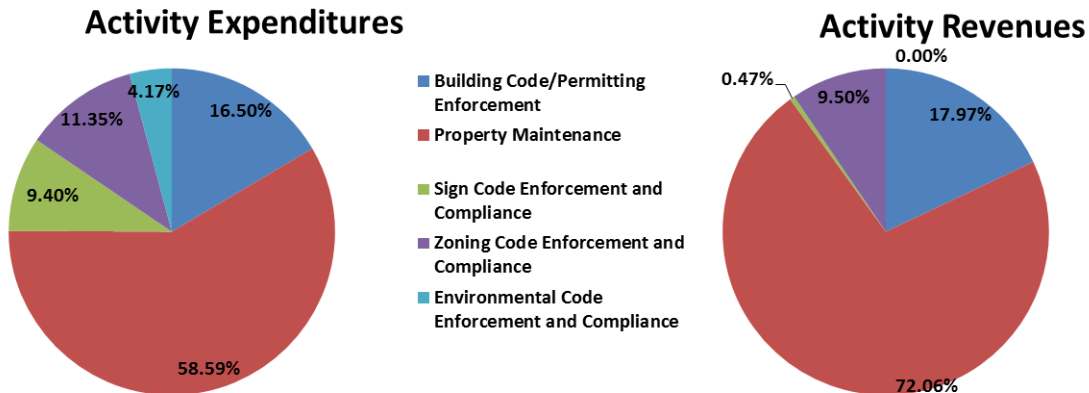
Code Enforcement Activity



Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$1,443,415	\$1,742,618	\$1,334,598
Revenues Summary	\$767,964	\$862,728	\$1,026,674
Net Cost Summary	\$675,451	\$879,890	\$307,924
FTE Summary	14.41	16.15	13.50



Code Enforcement Activity

Core Services

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

Building Code/Permitting Enforcement

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

Property Maintenance

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

Sign Code Enforcement and Compliance

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

Zoning Code Enforcement and Compliance

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

Code Enforcement Activity

Changes and Accomplishments

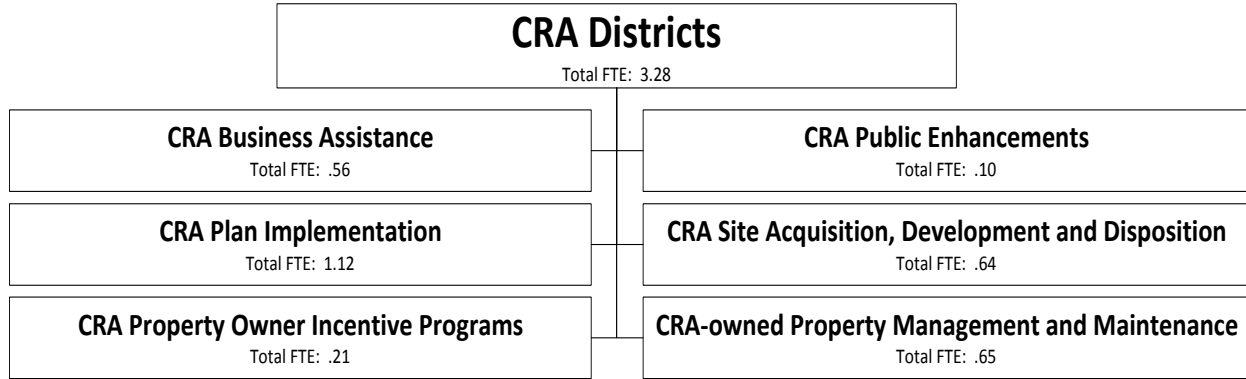
- Went live with new software system TRAKiT in November 2013, replacing antiquated in-house Code Enforcement applications. TRAKiT includes built-in attachment features and eTRAKiT web-based citizen access for viewing violations, inspections, comments and attachments.
- Since October 1, 2013, opened 5,286 cases for code violations and investigated 1,397 citizen complaints with an average initial response of 0.61 calendar days.
- Removed 3,879 illegally placed signs from the City's public rights-of-way since October 2, 2013.
- Since assuming responsibility for administration of appeal hearings and payment arrangements for red light camera violations in July 2013, have scheduled and completed hearings for 189 contested violations.
- Since implementing a program requiring registration of real properties in foreclosure in July 2013, have registered 826 properties and reported approximately 110 violations on registered properties.

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Percent of Cases Brought into Compliance (FBC)	Quarterly	85.03%	83.95%	85.00%
Average Calendar Days from Complaint to First Inspection/Site Visit (FBC)	Quarterly	0.52	0.43	0.5
Median Calendar Days to Achieve Compliance	Quarterly	22	21	20
Percent of Cases Brought Into Compliance After More than 6 Months	Quarterly	5.61%	4.96%	4.60%

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Building Code/Permitting Enforcement	1.94	176,915	43,243	-	220,158	184,474	35,684
Property Maintenance	7.15	480,961	363,750	62,836	781,876	739,865	42,010
Sign Code Enforcement and Compliance	1.50	103,105	31,291	8,977	125,420	4,791	120,629
Zoning Code Enforcement and Compliance	1.62	115,830	49,165	13,465	151,530	97,544	53,986
Environmental Code Enforcement and Compliance	1.29	45,253	14,850	4,488	55,614	-	55,614
Total:		\$922,064	\$502,299	\$89,766	\$1,334,598	\$1,026,674	\$307,923

CRA Districts Activity

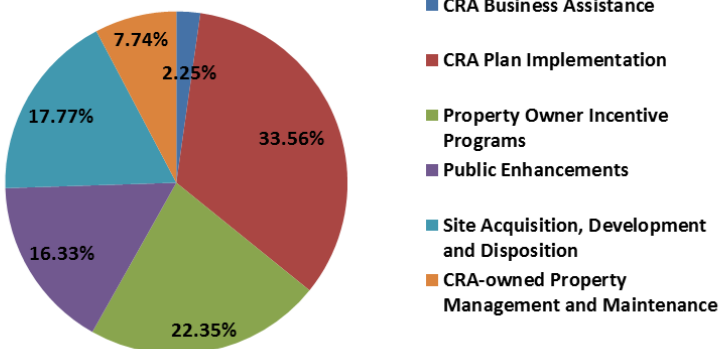


Mission

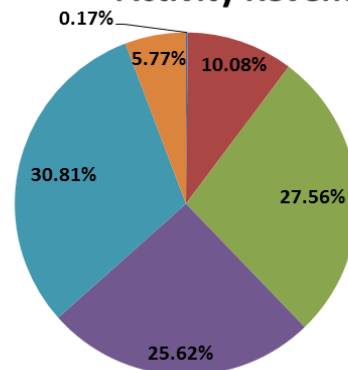
To improve the economic vitality and enhance the visual image of the Dixieland commercial corridor and surrounding neighborhoods by creating and implementing a redevelopment plan, promoting economic growth and encouraging preservation of the area's historic character.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$6,009,456	\$5,227,431	\$7,866,288
Revenues Summary	\$4,845,189	\$2,974,937	\$3,538,167
Net Cost Summary	\$1,164,267	\$2,252,494	\$4,328,121
FTE Summary	2.93	2.64	3.28

Activity Expenditures



Activity Revenues



CRA Districts Activity

Core Services

Community Redevelopment Area Business Assistance

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

Community Redevelopment Area Plan Implementation

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

Community Redevelopment Property Owner Incentive Programs

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

Community Redevelopment Public Enhancements

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

Community Redevelopment Site Acquisition, Development and Disposition

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

Community Redevelopment-owned Property Management and Maintenance

Management and maintenance of CRA-owned properties.

Community Redevelopment Advisory Board

Encourage private improvements that enhance the image of the District, commit to establishing long-term partnerships with the Florida Department of Transportation (FDOT) to beautify and improve all public infrastructures. provide regular communication with business/property owners and adjacent residents to develop a common sense of purpose, seek to balance the preservation of historic resources with the desire for redevelopment in a way that benefits the entire district and leverage the CRA's time and resources to maximize impact within the District.

Community Redevelopment Historic Improvements

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

Community Redevelopment Overview

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/CRA Board. Advisory Board includes two additional, appointed members; one which represents the larger economic development interests of the City of Lakeland and one which represents the Downtown Lakeland Partnership, a local membership organization.

CRA Districts Activity

Changes and Accomplishments

- Continual improvement of lakelandcra.net. Averaging about 400 site visits per month, 300 are unique visitors. Returning visitors are spending twice as much time on the site
- Development of CityCHIC has increased traffic to the website and allows us to share real time information about City/LCRA projects and programs

Downtown

Changes and Accomplishments

- The Public Works Department initiated the first phase of rehabilitation of the Federal Building.
- CC terminated Development Agreement with White Challis Redevelopment Company for the New Southern Square Project. An RFP was re-issued in January 2014 and 3 responses were received. In April CC approved proposal submitted by Broadway Real Estate Services. A new DA is scheduled to be approved in July with construction slated to begin first half of 2015.
- Issued RFP in early 2014 for the 10+ acre site north of LPD. Two responses were received and are being reviewed by city staff and CRA Board. A final recommendation is scheduled to be considered by the CC on August 4, 2014.
- Effort initiated to identify infrastructure deficiencies in target areas, coordinate planning for upgrades and determine appropriate funding mechanisms.

Downtown

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Percent Increase/(Decrease) in Downtown CRA Taxable Property Value	Annually	2.42%	1%	1%
Value of Building Permits Issued Within Downtown CRA	Annually	\$5,745,000	\$7,795,000	\$7,000,000

Dixieland

Changes and Accomplishments

- Successfully completed 5-year alley improvement program. Improvement of one remaining alley at W. Hancock/ Belmar will be coordinated with development of corner property.
- AECOM retained to conduct study and provide redevelopment strategies for S. Fla. Ave corridor.
- Three Façade Improvement Matching Grants and two Design Assistance grants awarded.
- Received 2013 Creative Organizational Development and Funding Award from the FRA for small investments grants yielding huge returns for the district.

CRA Districts Activity

Dixieland Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Percent Increase/(Decrease) in Dixieland CRA Taxable Property Value	Annually	0.86%	1%	1%
Value of Building Permits Issued Within Dixieland CRA	Annually	\$687,590	\$2,495,261	\$853,000
Number of Design Assistance Grants Awarded in Dixieland CRA	Annually	2	2	1
Amount of Dixieland Façade Improvement Matching Grant Funds Awarded	Annually	3	2	1
Amount of Dixieland Food Service Matching Grant Funds Awarded	Annually	0	0	1
Private Investment Generated for Each Dollar of Dixieland CRA Matching Grant Awarded	Annually	\$3.04	NA	\$2.00

Midtown Changes and Accomplishments

- Successfully completed sale of 42 apartments on Iowa and Morgan to Premiere Housing LLC.
- Conveyed house in Parker Street at market rate with reduced down payment assistance. Two houses in need of renovation currently up for sale.
- A new Polk County Tax Collector's Office that will serve West Polk County was opened to the public at 916 N. Massachusetts Avenue with assistance from the CRA.
- Completed Lincoln Square Apartments abatement and demolition project.
- Retained Blackmon Roberts Group to facilitate community engagement in development of a shared vision for the re-use of the former Lincoln Square site. Initial stakeholder meetings to begin in July 2014.
- Special Public Interest Zoning Overlay was completed to provide the regulatory structure for a Medical District that encompasses LRMC, Watson Clinic and intervening properties.
- Lake Beulah Trail Improvements moved from planning to implementation stage with trail construction currently underway.

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Percent Increase/(Decrease) in MidTown CRA Taxable Property Value	Annually	3.70%	3.5%	3.5%
Value of Building Permits Issued Within MidTown CRA	Annually	\$39,205,200	\$54,468,495	\$46,000,000
Amount of MidTown CRA Investment in Public Enhancements	Annually	\$684,565	\$400,000	\$750,000
Amount of Economic Development Incentives Awarded	Annually	\$620,300	\$213,000	\$400,000

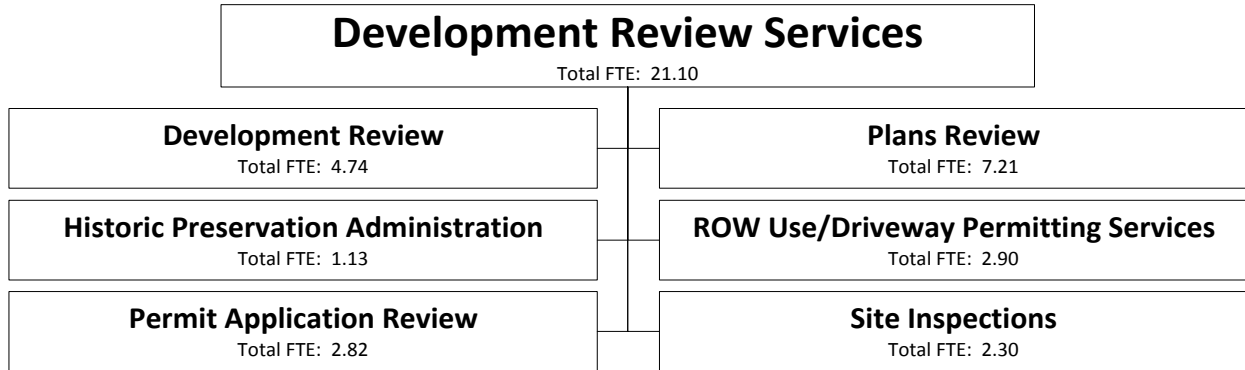
CRA Districts Activity

Performance Measurements

Item Measured	2014 Proposed	FY2015 Estimated	FY2016 Proposed
Percent Increase (Decrease) in Mid Town CRA Taxable Property Value	3.70%	3.5%	3.5%
Value of Building Permits Issued within Mid Town CRA	\$39,205,200	\$54,468,495	\$46,000,000

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
CRA Business Assistance		68,290	145,453	36,627	177,116	5,971	171,145
CRA Plan Implementation		114,301	2,562,577	36,627	2,640,250	356,513	2,283,737
Property Owner Incentive Programs	0.21	22,656	1,771,849	36,627	1,757,878	974,983	782,895
Public Enhancements		11,940	1,309,174	36,627	1,284,486	906,423	378,064
Site Acquisition, Development and Disposition	0.64	72,609	1,362,073	36,627	1,398,055	1,090,227	307,829
CRA-owned Property Management and Maintenance	0.65	72,501	572,629	36,627	608,503	204,050	404,453
Total:		\$362,297	\$7,723,755	\$219,762	\$7,866,288	\$3,538,167	\$4,328,123

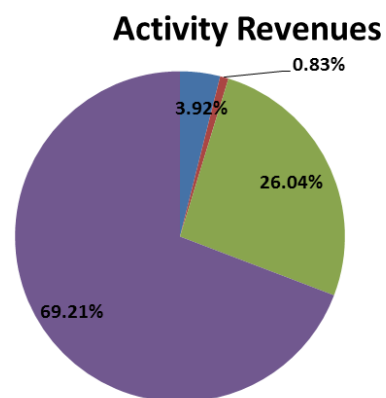
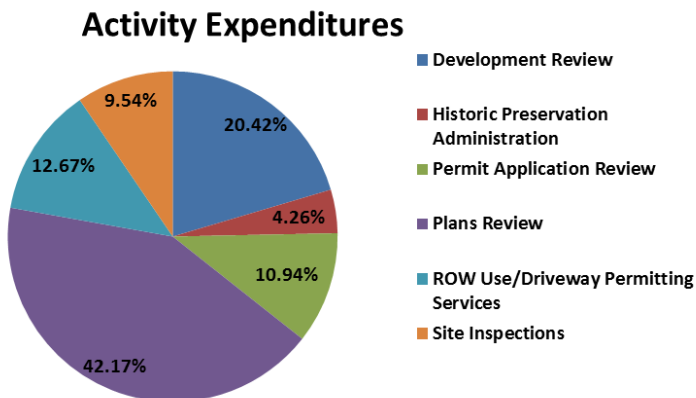
Development Review Activity



Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$1,657,324	\$2,402,016	\$2,180,514
Revenues Summary	\$754,016	\$717,434	\$975,849
Net Cost Summary	\$903,308	\$1,684,582	\$1,204,665
FTE Summary	17.50	18.32	21.10



Development Review Activity

Core Services

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

Development Review

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

Historic Preservation Administration

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

Permit Application Review

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

Plans Review

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

ROW Use/Driveway Permitting Services

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

Site Inspections

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

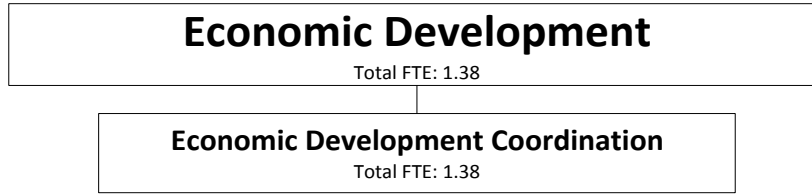
Development Review Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Number of Site Plans Reviewed	Annually	104	122	135
Average Number of Days for Site Plan Approval	Annually	70	75	60
Total Residential Units Permitted	Annually	145	280	250
Total Square Feet Permitted: Industrial	Annually	1,367,658	979,548	800,000
Total Square Feet Permitted: Office	Annually	1,200	84,962	1,000
Total Square Feet Permitted: Retail	Annually	1,687,615	75,217	40,000
Total Square Feet Permitted: Institutional	Annually	150,844	42,361	80,000
Percent of Permits that Required a Variance	Annually	0.01%	0.01%	0.01%
Number of Subdivision Plats / Parcels Reviewed	Annually	5	16	10
Number of Historic Preservation Reviews Completed	Annually	191	218	205
Percent of Reviews Completed: Administrative / Historic Preservation Board	Annually	77% / 23%	87% / 13%	90% / 10%
Average Days for Review: Administrative / Historic Preservation Board	Annually	1 / 36	1 / 26	1 / 25

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Development Review		417,478	64,404	36,627	445,255	38,300	406,955
Historic Preservation Administration		98,182	31,375	36,627	92,930	8,066	84,864
Permit Application Review	2.82	161,046	77,552	-	238,598	254,096	(15,499)
Plans Review		767,343	160,252	8,038	919,557	675,387	244,170
ROW Use/Driveway Permitting Services	2.90	227,158	55,279	6,183	276,254	-	276,254
Site Inspections		149,747	58,173	-	207,920	-	207,920
Total:		\$1,820,954	447,035	\$87,475	\$2,180,514	\$975,849	\$1,204,664

Economic Development Activity

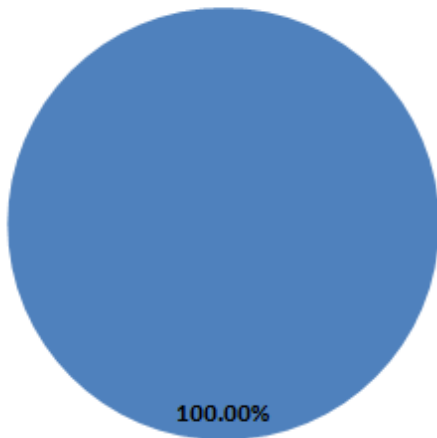


Mission

To create self-sustaining environments in an effort to grow, attract and retain a creative, talented, educated and technically qualified workforce.

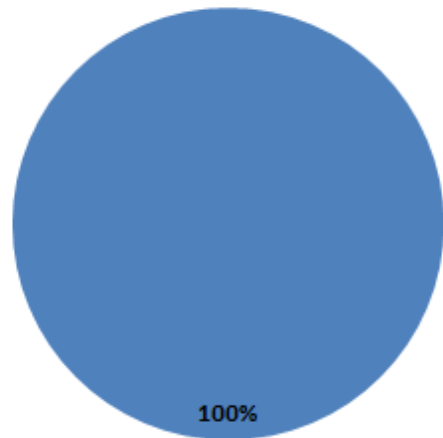
	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$98,589	\$122,459	\$179,619
Revenues Summary	\$0	\$71	\$2,152
Net Cost Summary	\$98,589	\$122,388	\$177,467
FTE Summary	0.88	1.41	1.38

Activity Expenditures



■ Economic Development Coordination

Activity Revenues



Economic Development Activity

Core Services

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

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

Economic Development Coordination

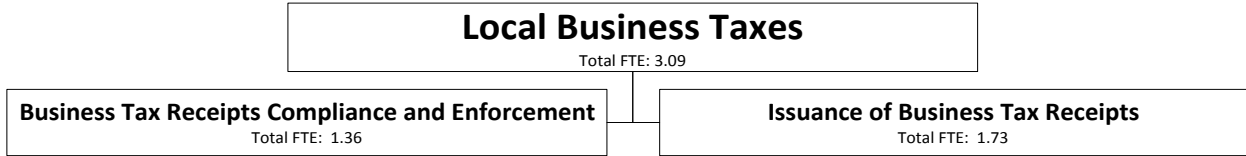
Economic development plays a very broad role within the City of Lakeland. Based in the Community Development Department, the position of economic development coordinator works with and provides support to a variety of City Divisions and Departments as well as various other public agencies, development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

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Private Investment Generated for Each Public Incentive Dollar Awarded	Annually	\$74.05	\$94.57	\$100
Number of Incentivized Jobs Created	Annually	438	500	500
Public Investment per Job Created	Annually	\$3,832	\$1,456	\$2,500
Number of High Skill/High Wage Jobs Created	Annually	301 jobs	70 jobs	150 jobs
Public Investment per High Skill/High Wage Job Created	Annually	\$5,337	\$10,404	\$5,000

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Economic Development Coordination	1.38	147,497	32,122	-	179,619	2,152	177,467
Total:		\$147,497	\$32,122	\$0	\$179,619	\$2,152	\$177,467

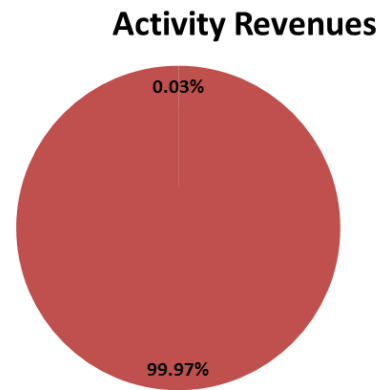
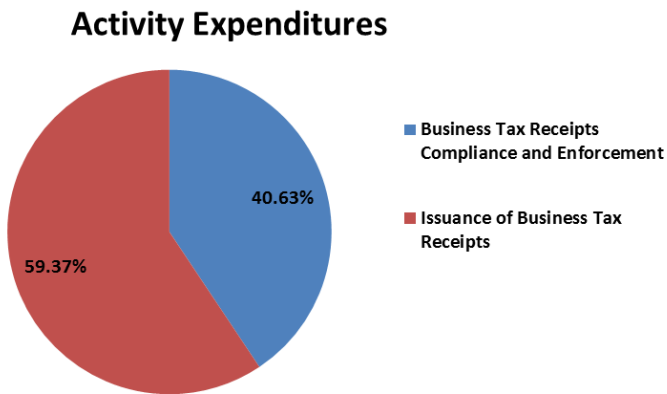
Local Business Taxes Activity



Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$129,873	\$255,894	\$120,803
Revenues Summary	\$2,081,816	\$2,183,100	\$1,518,109
Net Cost Summary	(\$1,951,943)	(\$1,927,206)	(\$1,397,306)
FTE Summary	3.05	3.15	3.09



Local Business Taxes Activity

Core Services

Processes business tax applications for individuals doing business within the City limits and assures conformance with all requirements and regulations to obtain a business tax receipt. Also monitors unlicensed businesses, solicitors, peddlers and transient merchants and conducts on-site investigations to ensure compliance with the City Code. Business taxes and delinquent fee revenues are collected as required. The rate structure for these revenues is regulated by State statute with allowances to increase rates every two years. The last rate change was implemented in FY2012.

Issuance of Business Tax Receipts

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

Business Tax Receipts Compliance and Enforcement

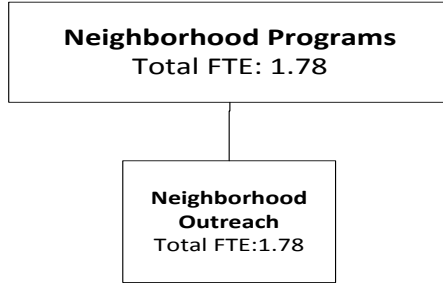
The Business Tax office also monitors unlicensed businesses, solicitors, peddlers and transient merchants and conducts on-site investigations to insure compliance with the City Code. Business taxes and delinquent fee revenues are collected as required.

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Number of Business Tax Receipts Issued	Annually	5928	5023	5050
Total Business Tax Receipt Revenue	Annually	\$1,431,764.56	\$1,424,661	\$1,500,000

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Business Tax Receipts							
Compliance and Enforcement	1.36	99,883	64,964	115,760	49,086	395	48,691
Issuance of Business Tax Receipts	1.73	124,456	63,021	115,760	71,717	1,517,714	(1,445,997)
Total:		\$224,339	\$127,985	\$231,520	\$120,803	\$1,518,109	(\$1,397,306)

Neighborhood Programs Activity

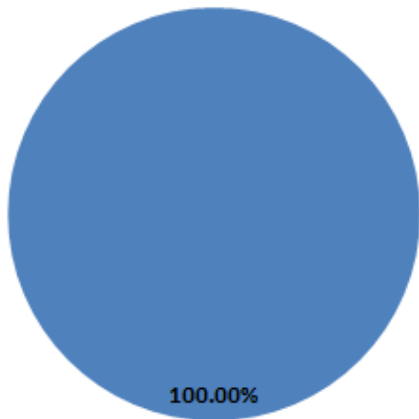


Mission

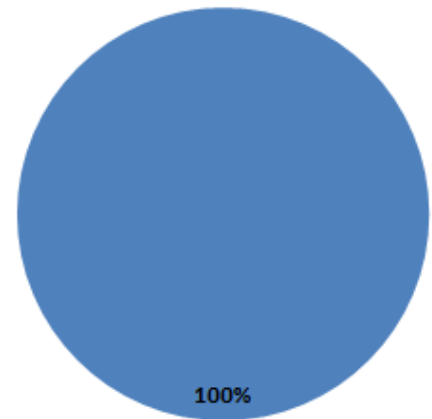
To plan for and support the revitalization of Lakeland neighborhoods by developing partnerships which align citizen and government action designed to strengthen these fundamental building blocks of a quality city.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$273,125	\$288,509	\$198,715
Revenues Summary	\$0	\$84	\$2,876
Net Cost Summary	\$273,125	\$288,425	\$195,839
FTE Summary	1.71	1.68	1.78

Activity Expenditures



Activity Revenues



Neighborhood Programs Activity

Core Services

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

A Historic Home Workshop was held in February 2011 and a Neighborhood Summit is proposed for 2012. These events continue to be offered in alternating years to provide support and education for residents in the historic districts and other neighborhoods throughout the community.

Neighborhood Outreach

Principles:

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

Roles:

Facilitation:

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

Data Collection:

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

Training and Education:

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

Neighborhood Programs Activity

Communication:

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

Resources and Referrals:

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

Changes and Accomplishments

- Increased subsidy offered to homebuyers through the federal Neighborhood Stabilization Program (NSP1 and NSP3) in September 2012
- Sold four homes purchased through NSP1 and NSP3, with program income totaling \$136,251 realized from those sales
- Purchased additional five foreclosed homes under the third round of the Neighborhood Stabilization Program (NSP3)
- Provided home rehabilitation assistance to 11 families at a total cost of \$337,083
- In third year of consolidated Community Development Block Grant (CDBG) and General Fund public service grant application cycles, awarded a total of \$182,494 to 19 agencies, 13 of which have thus far been monitored for program compliance

Neighborhood Programs Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Number of Registered Neighborhood Associations	Annually	15	18	20
Number of Citizens in Attendance at Registered Neighborhood Association Meetings	Annually	225	355	350
Funding Provided for Neighborhood Cleanup Activities	Annually	\$10,000	\$10,000	\$10,000
Tons of Debris Removed through Neighborhood Cleanup Activities	Annually	39 Tons	35 Tons	45 Tons
Value of Volunteer Service and In-Kind Contributions for Each Neighborhood Matching Grant Dollar Awarded	Annually	13 Grants	15 Grants	15 Grants

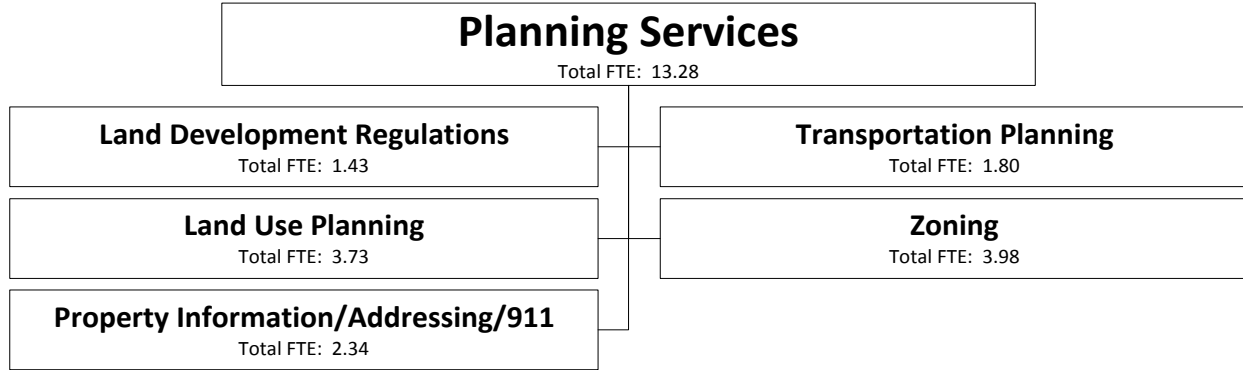
ADDITIONAL EXPLANATION: The Neighborhood Outreach Office is currently working on “new initiatives” designed to increase services available to neighborhoods, while also reducing the number of association/community based meetings that staff attends. Working smarter and not harder.

This office works with partnering organizations that offer services to all neighborhoods with or without active neighborhood associations. It is our goal to connect all citizens to government and community resources/services. These initiatives include but are not limited to: an interactive website including a neighborhood facebook page, a neighborhood boot camp that consists of training and developmental services for new and existing neighborhoods, and a self-help guide to increase self sufficiency for neighborhood leaders.

We have also identified approximately 20 agency partners that we consistently work with throughout the year. It has been proven that a collaboration of services reduces duplication of programs , etc.

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Neighborhood Outreach		158,503	40,212	-	198,715	2,876	195,839
Total:		\$158,503	\$40,212	\$0	\$198,715	\$2,876	\$195,839

Planning Services Activity

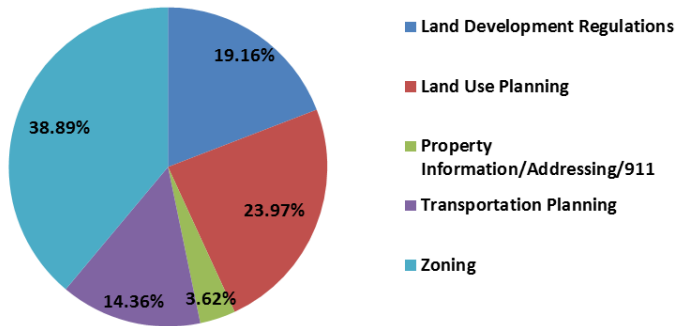


Mission

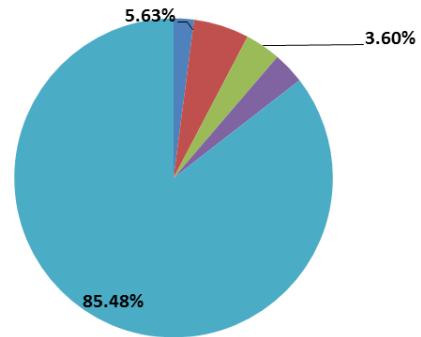
To provide excellent long-range and current planning services used to guide future development of the City as a quality urban environment.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$1,549,710	\$1,610,977	\$1,668,575
Revenues Summary	\$52,600	\$50,440	\$86,704
Net Cost Summary	\$1,497,110	\$1,560,537	\$1,581,871
FTE Summary	14.47	14.88	13.28

Activity Expenditures



Activity Revenues



Planning Services Activity

Core Services

Planning Services includes five Core Services in the following areas:

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

Other miscellaneous planning service activities include planning for and coordinating annexations; updating impact fee studies; the collection, analysis and publication of planning data and maps; the dissemination of planning information to the public; and planning-related studies and research.

Land Development Regulations

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

Land Use Planning

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

Property Information/Addressing/911

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

Planning Services Activity

Transportation Planning

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

Zoning

The zoning review process involves both professional planning staff and community input through a series of public hearings before the Planning and Zoning Board and/or the City Commission. With an increased focus on urban redevelopment rather than continued suburban sprawl, a new Form-based Code is being prepared that will incorporate development standards based on the context in which the development is proposed. A greater mix of uses will also be permitted to allow higher concentrations of retail/office and residential development opportunities where appropriate. It is anticipated that this new zoning code will be vetted through stakeholder groups and other public workshops for adoption in calendar year 2013.

Changes and Accomplishments

Re-Organization: Implemented Division re-organization with intent to create a more unified and effective Division addressing both long-range and current planning needs; total FTE's remained constant.

Development Review & Long-Range Planning Work Included:

- Reviewed large scale future land use map requests on Airport Rd, S. Pipkin Rd and Harden Blvd and city-initiated requests in Green Swamp; processed text changes to Plan including mobility plan, Pathways Plan, school level of service standards and annual CIE update. Major zoning cases included Garden District project known as Grace Manor and 8-story (350,000 sf) LRMC Women and Children's Pavilion. Reviewed downtown related cases; coordinated with consultants for study in Dixieland CRA and MidTown CRA's Medical Corridor.
- Reviewed request for change to land use and zoning for Oakbridge DRI "East Village" proposal; recommended denial at Planning Board. Prepared for appeal hearings.
- Reviewed request for changes to Lakeland Central Park DRI and zoning, coordinating with Williams DRI representatives on major DRI, land use and zoning changes that will carry through next FY.
- Major Revised Land Development Code. Completed major re-write of the City's Land Development Code (LDC) with public workshops and hearings; adopted by the City in December 2013. Provided training sessions to other city staff in anticipation of the 3/3/14 effective date of the updated code.
- Drafted "glitch bill" to correct errors and clarify standards in new LDC, as needed, with anticipated adoption date of 7/21/14. Drafted provisions to formalize procedures for appealing decisions made by the Planning and Zoning Board.
- Managed consultant for update to city impact fee studies for fire, law enforcement and parks as well as transportation and subsequent consideration by the City Commission.

Planning Services Activity

Changes and Accomplishments

- Launch of TRAKiT in November 2013 replaced existing computerized data systems for the Neighborhood Services and Building Inspection Divisions and provided the Planning Division with its first centralized and electronic means for tracking and reviewing applications. On-going testing of the system required as glitches are identified and new releases applied; presented new public eTRAKiT to local commercial realtors association.
- Continued participation in Lakeland Leadership Council on Seniors; chair sub-committee on housing.
- Joint City-County Sector Plan for Crystal Lake/Combee Road work on-going; met with area school principals, posted online business interest survey, coordinated with law enforcement on crime trends, finalized data and analysis; community outreach meeting expected to shape final sector plan.
- Led Walking Audit in Dixieland Area with City Commission and stakeholders; awarded Pedestrian Friendly Community Bronze Status; produced city brochure with map and tips for bicycling in Lakeland. Participated in public outreach for City transportation (road and trail) projects including Wabash Ave Extension (N & S), trails on Crystal Lake Dr., New Jersey Rd and 3 Park Trail.
- Managed consultant contract and multi-agency charrette for Tenoroc Trail Master Plan; funding request expected in 2015 to Office of Greenways and Trails (links the Lake Crago Rec Center to Braddock Rd.)
- Completed Quiet Zone Application for downtown CSX rail crossings (effective 6/7/14); completed review with FDOT for short term mitigation projects and long term rail relocation study.
- Reviewed FDOT US 98, US 92 and SR 33 PD&E studies, and Transit Signal Prioritization Study.
- Assisting in review and drafting of new Form Based Code provisions for LDRs.

Performance Measurements

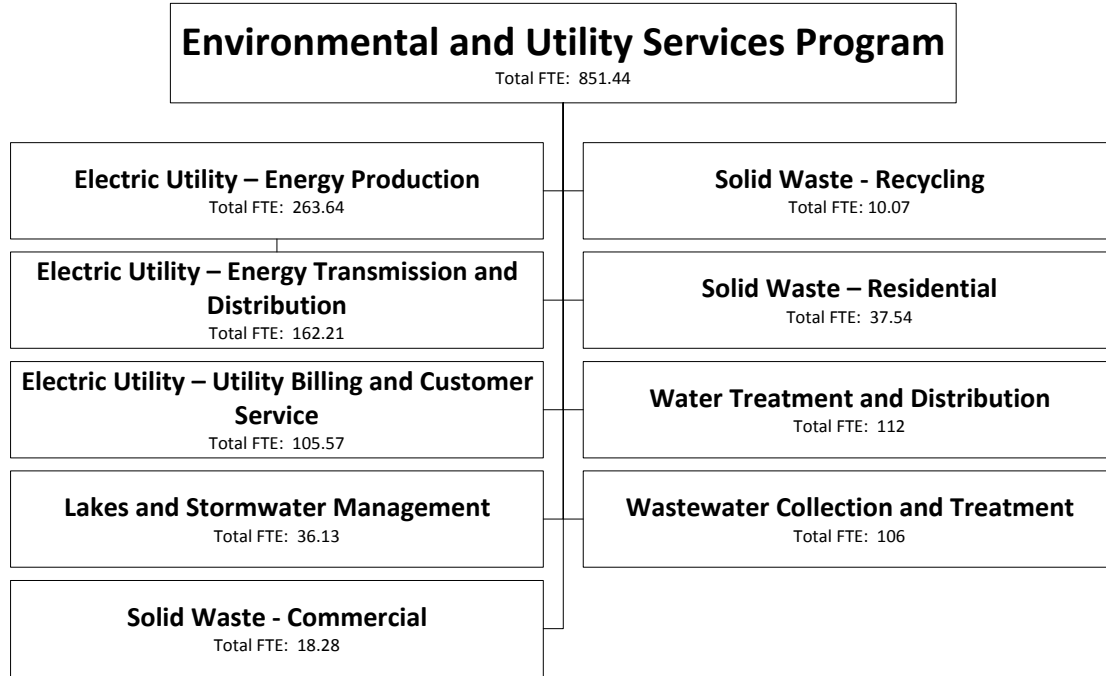
Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Percent Increase in City Limits Through Annexation	Annually	0.014	0.015	0.025
Number of Future Land Use Map Amendments	Annually	7	6	4
Increase in Miles of Bike Lanes and Sidewalks/Number of Transit Facilities	Annually	10.36 miles 26 transit stop improvements	6.65 miles/53 transit stop improvements	4.5 Miles/ 41 transit stop improvements
Number of Multi-Modal Facilities Approved on Private Development Sites	Annually	35 site plans/ 8 zoning conditions	40 site plans / 15 zoning conditions	30 site plans / 10 zoning conditions
Grant Funding Awarded for Road, Trail and Other Transportation Improvements	Annually	\$2,617,655	0	\$1.5 million
Number of Rezoning Applications, including Planned Unit Developments	Annually	29	36	30
Number of Conditional Use Applications	Annually	17	16	24
Average Number of Calendar Days for Approval of Conditional Use	Annually	70	74	49

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Land Development Regulations	1.43	148,520	207,805	36,627	319,699	1,790	317,909
Land Use Planning	3.73	293,862	106,019	-	399,881	4,883	394,998
Property Information/ Addressing/911	2.34	153,595	21,214	114,393	60,417	3,121	57,296
Transportation Planning	1.80	196,583	43,031	-	239,615	2,793	236,822
Zoning	3.98	374,133	274,830	-	648,963	74,117	574,846
Total:	13.28	\$1,166,693	\$652,899	\$151,020	\$1,668,575	\$86,704	\$1,581,871



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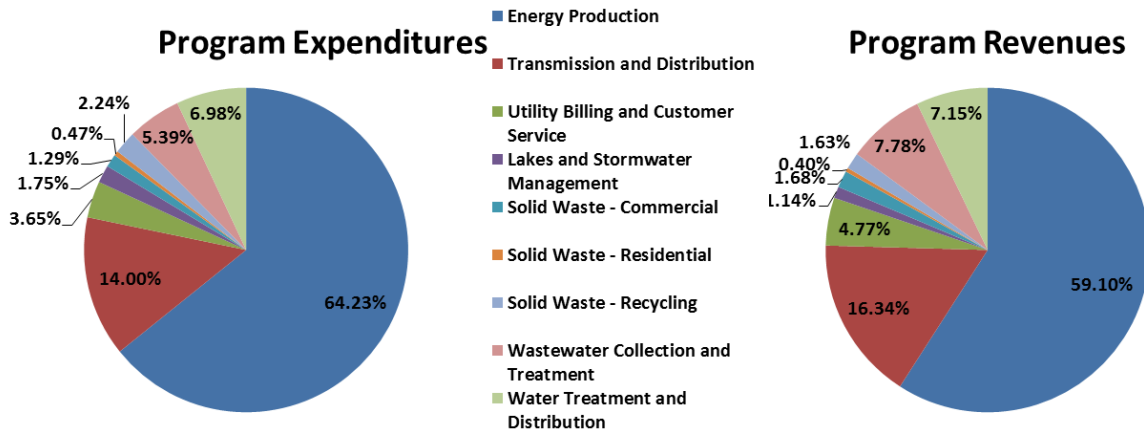
Environmental and Utility Services Program



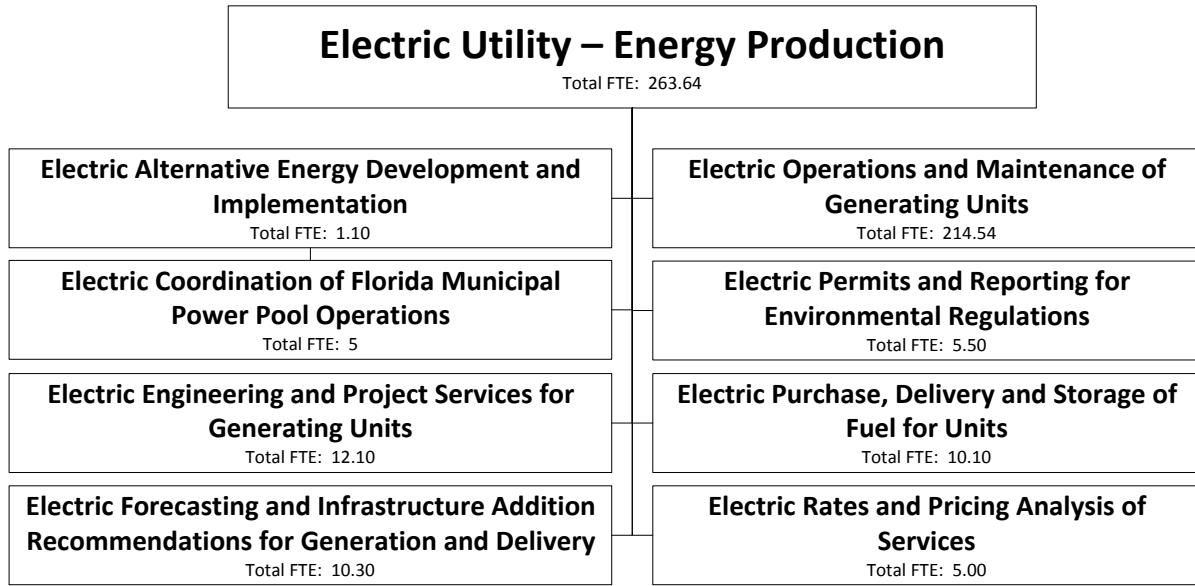
Program Summary

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$388,792,326	\$385,713,954	\$336,653,529
Revenues Summary	\$411,630,514	\$418,089,196	\$406,695,631
Net Cost Summary	(\$22,838,188)	(\$32,375,242)	(\$70,042,102)
FTE Summary	921.92	899.90	851.44



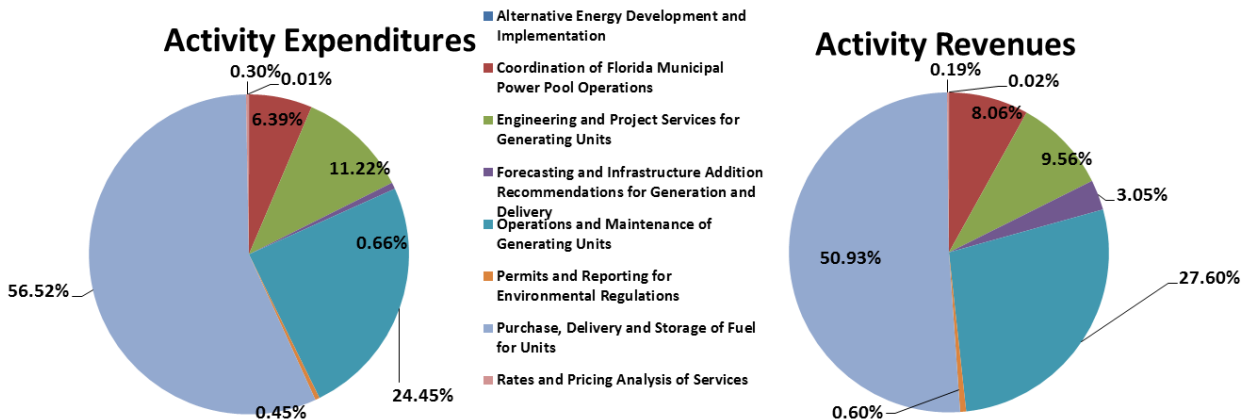
Electric Utility—Energy Production Activity



Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$254,257,656	\$246,453,938	\$216,242,489
Revenues Summary	\$277,759,898	\$259,848,642	\$240,346,988
Net Cost Summary	(\$23,502,242)	(\$13,394,704)	(\$24,104,499)
FTE Summary	271.18	243.15	263.64



Electric Utility—Energy Production Activity

Core Services

To meet the electric needs of our customers, Lakeland Electric has a generation capacity of approximately 1,000 megawatts (mw) of which 21% is coal-fired and 79% is gas and oil. The fuel mix of the energy generated for FY2011 was 44.1% natural gas, 55.6% coal/petroleum coke and .2% oil. Lakeland Electric is a member of the Florida Municipal Power Pool (FMPP) with Orlando Utility Commission (OUC) and Florida Municipal Power Agency (FMPPA). The purpose of the pool is to provide economic dispatch of the pooled generation power to meet the needs of the members. FMPP operates an hourly energy pool with all members' capacity committed and dispatched jointly. To reduce the volatility of fuel prices and lower fuel costs, a fuel hedging program is utilized.

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

Electric Alternative Energy Development and Implementation

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

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

Electric Coordination of Florida Municipal Power Pool Operations

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

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

Electric Utility—Energy Production Activity

Electric Engineering and Project Services for Generating Units

We provide Engineering and Project services to all our generating Units during planned/forced outage events or just during the day to day operation in order to keep all of our generating Units running safely, reliably and efficiently.

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

Electric Forecasting and Infrastructure Addition Recommendations for Generation and Delivery

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

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

Electric Operations and Maintenance of Generating Units

We operate and maintain all of Lakeland Electric's generating units totaling close to 1,000 MWs in order to provide safe, reliable, competitive and environmentally friendly electricity to all our customers.

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

Electric Permits and Reporting for Environmental Regulations

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

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

Electric Utility—Energy Production Activity

Electric Purchase, Delivery and Storage of Fuel for Units

We provide Fuel Purchase, Delivery and Storage services for Lakeland Electric's generating units totaling close to \$ 200 million dollars. Our fuel mix consists of about 70% natural gas, 29% coal and 1% oil/diesel.

Each type of fuel has two components into their total cost: supply and transportation. In the case of coal, transportation is done by rail cars or by barge and trucks. In the case of gas, the fuel is delivered through a pipeline. Oil and diesel are trucked to our Sites. Fuel costs are a direct pass-through to our customers.

Changes and Accomplishments

Production

- Continued the successful operation of Unit 3 with Illinois Basin coal at a direct customer savings of \$8 million over previous coal costs.
- Negotiated new coal purchase contracts through 2014 and a three year rail transportation contracts at
- Evaluated and replaced Unit 5 major parts with longer life parts and negotiated changes to the Maintenance Agreement to reduce costs by an estimated \$6.4 Million over the next 6 years.
- Safety: Exceeded goal of one year without a lost time injury incident.

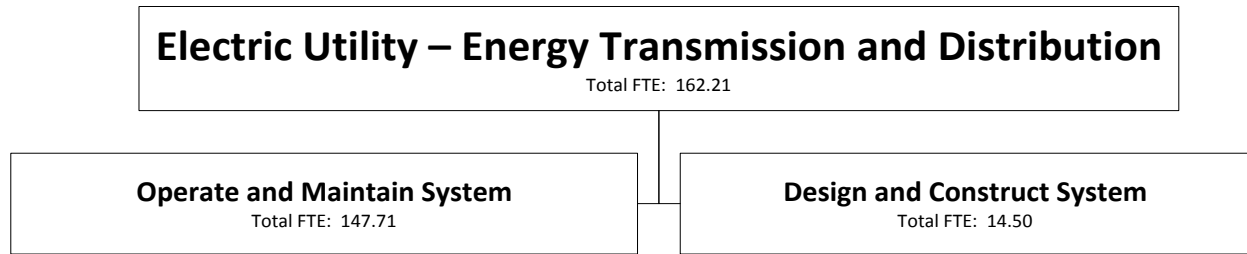
Electric Utility—Energy Production Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
East Main Solar Project	Annually	NA	On schedule	Completion in July 2016
Airport Phase 3 Solar Project	Annually	NA	On schedule	Completion in July 2016
Equivalent Availability Rate U3 — Power Production	Quarterly	53.28%	64.5%	81%
Equivalent Availability Rate U5 — Power Production	Quarterly	79.86%	72.1%	89%
Safety. Power Production	Quarterly	1 LTI	2 LTI	0 LTI
Competitive ranking (FL). Fiscal Operations	Quarterly	1st Quartile	1st Quartile	1st Quartile

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Alternative Energy Development and Implementation	1.10	23,210	1,542	-	24,752	43,753	(19,001)
Coordination of Florida Municipal Power Pool Operations	5.00	608,073	13,217,403	11,179	13,814,297	19,360,024	(5,545,727)
Engineering and Project Services for Generating Units	12.10	2,865,806	24,594,869	3,198,239	24,262,436	22,967,263	1,295,173
Forecasting and Infrastructure Addition Recommendations for Generation and Delivery	10.30	1,144,302	276,536	-	1,420,838	7,329,112	(5,908,274)
Operations and Maintenance of Generating Units	214.54	16,335,888	68,246,834	31,705,479	52,877,243	66,326,162	(13,448,919)
Permits and Reporting for Environmental Regulations	5.50	690,711	311,506	33,180	969,036	1,450,117	(481,080)
Purchase, Delivery and Storage of Fuel for Units	10.10	1,158,296	123,396,292	2,324,698	122,229,891	122,403,238	(173,348)
Rates and Pricing Analysis of Services	5.00	553,004	90,992	-	643,996	467,319	176,677
Total:		\$23,379,290	\$230,135,974	\$37,272,775	\$216,242,489	\$240,346,988	(\$24,104,499)

Electric Utility—Transmission and Distribution Activity

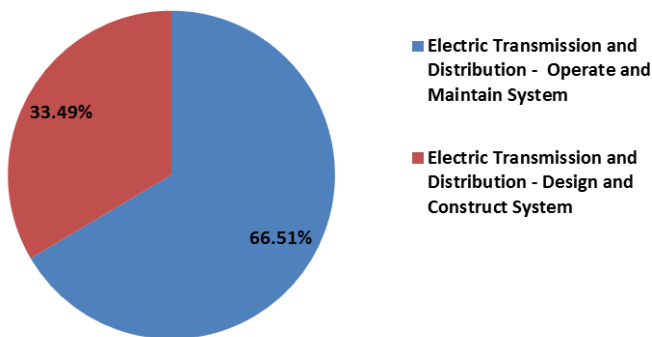


Mission

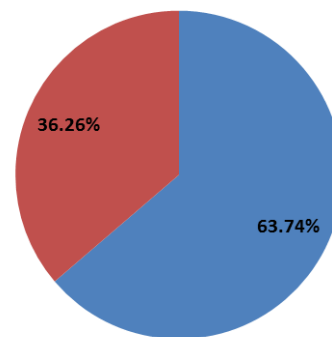
To safely, reliably and efficiently deliver electric power from Lakeland Electric’s generation facilities and interconnections with other utilities to our customers throughout the 246 square mile utility service area.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$54,538,300	\$54,966,498	\$47,134,748
Revenues Summary	\$51,146,725	\$66,425,901	\$66,456,329
Net Cost Summary	\$3,391,575	(\$11,459,403)	(\$19,321,581)
FTE Summary	234.15	235.94	162.21

Activity Expenditures



Activity Revenues



Electric Utility—Transmission and Distribution Activity

Core Services

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

Operate and Maintain System

Electric power is delivered to Lakeland Electric's customers through 27 power substations, 151 miles of transmission lines, and over 1800 miles of distribution lines. This delivery system requires continuous monitoring and routine as well as emergency response activities 24 hours a day to maintain safe, reliable, and regulatory compliant operations. By its very nature of being exposed to weather and other natural elements, animals, vehicle accidents, and effects of aging, maintenance activities are required for continual service. The single most costly expense in this activity is the vegetation maintenance work performed to complete tree trimming work around all overhead power lines throughout the entire TandD system on a three year cycle. In addition to electrical repairs and operating activities on the electrical system over 24,000 roadway and private area lights are maintained for the safety of roadway, public, and private spaces.

Design and Construct System

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

Electric Utility—Transmission and Distribution Activity

Changes and Accomplishments

Delivery

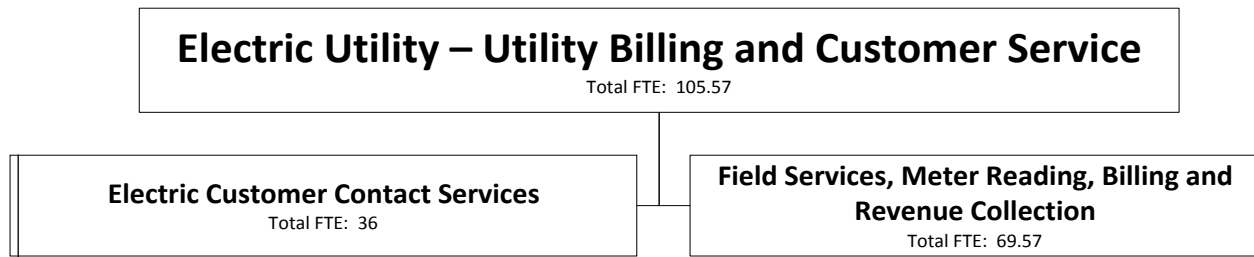
- Completed the new Grove to Crews Lake 3.5 mile 69kV transmission line and rebuilt 2 miles of aging 69kV line.
- Replaced 600 distribution poles as part of the pole inspection program.
- Proactively replaced over 300,000 ft. of prematurely failing distribution primary cable.
- Replaced substation breakers at Lake Mirror (69 kV), West (230 kV) and Eaton Park (230 kV).
- Performed substation integrations at three substations.
- Safety: Exceeded goal of one year without a lost time injury incident.

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Service Reliability (availability). Energy Delivery	Quarterly	71	77.5	72.9
Safety. Energy Delivery	Quarterly	2 LTI	2 LTI	0 LTI
Accounts Served. Systems Plan	Quarterly	123,626	125,621	127,513
GWHr Delivered. System Plan	Quarterly	3,001	3,073	3,138

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Electric Transmission and Distribution - Operate and Maintain	147.71	17,023,949	19,585,194	5,262,175	31,346,967	42,361,147	(11,014,180)
Electric Transmission and Distribution - Design and Construct	14.50	5,298,690	11,044,541	555,450	15,787,781	24,095,182	(8,307,401)
Total:	162.21	\$22,322,639	\$30,629,735	\$5,817,625	\$47,134,748	\$66,456,329	(\$19,321,581)

Electric Utility—Billing and Customer Service Activity

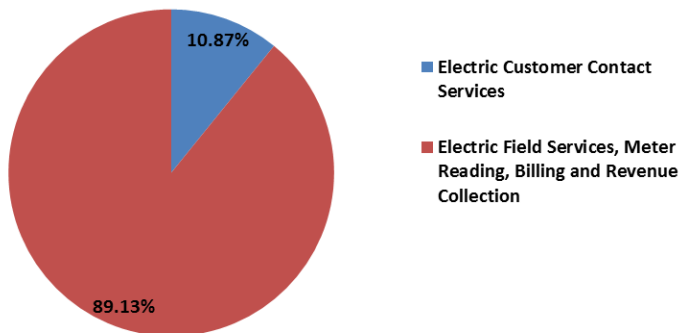


Mission

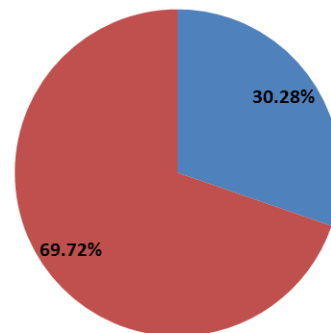
To create and maintain quality utility billing and customer service in a customer focused and cost efficient environment which meets or exceeds customers needs and expectations while developing and managing resources vital to the City of Lakeland’s success and pursuit of excellence.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$9,548,935	\$13,904,302	\$12,289,267
Revenues Summary	\$10,222,719	\$16,677,796	\$19,408,929
Net Cost Summary	(\$673,784)	(\$2,773,494)	(\$7,119,662)
FTE Summary	103.18	111.12	105.57

Activity Expenditures



Activity Revenues



Electric Utility—Billing and Customer Service Activity

Core Services

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

Electric Customer Contact Services

Customer Contact Services is responsible for responding to customers of Lakeland Electric and the City of Lakeland Water Utility through their phone calls, letters, emails, and walk-in traffic at the Lakeland Electric Administration building. The services are offered via a Call Center in the Administration building, with operating hours of 7:30 AM to 8:00 PM, Monday through Friday. We also provide 24-hour phone service through an Interactive Voice Response Unit and online bill presentment and payment services. Walk-in service is provided from 8:00 AM to 5:00 PM, Monday through Friday. The Call Center responds to 450,000 inbound phone calls per year, the walk-in service is utilized by 18,000 customers per year. The most frequent transactions are bill payments, payment arrangements, and service on/off orders.

Field Services, Meter Reading, Billing and Revenue Collection

Field Services is responsible for performing electric and water service on/off orders at the meter, theft of service investigations, and disconnect/reconnect services for accounts with payment delinquencies. The Field Service group performs 116,000 of these orders per year. Meter Reading is responsible for securing 2,205,000 electric and water meter reads per year, the reads are used to calculate the bills for water and electric customers. The reads are secured by physically visiting each customer location once per month. Billing and Revenue Collection is responsible for generating electric and water customer bills, auditing and adjusting customer bills, and securing payments. Billing produces 1,475,000 utility statements per year; Revenue Collection produces 230,000 collection letters per year and manages \$2,900,000 per month in delinquent payments.

Electric Utility—Billing and Customer Service Activity

Changes and Accomplishments

Customer Service:

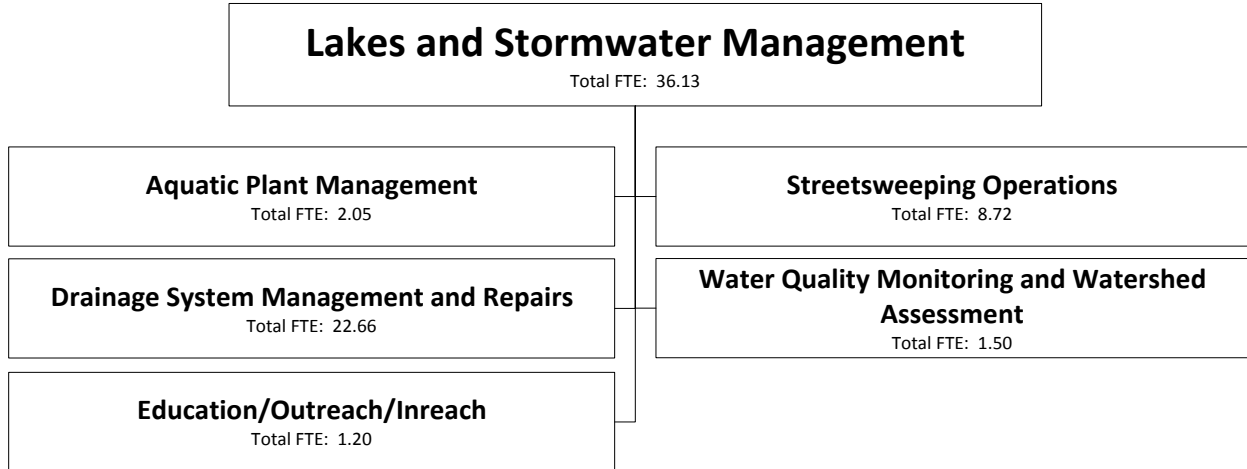
- Customer Satisfaction – 92% satisfaction year to date, the highest rating in the last 7 years.
- Abandoned Call Rate – 17% improvement as compared to last year.
- Top quartile performance in seven metrics of American Public Power Association survey
- Safety: Over two years without a lost time injury incident.

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Average Time to Answer (in seconds) Customer Service	Quarterly	34	36	≤ 36
First Contact Resolution. Customer Service	Quarterly	95%	97%	≥ 95%
Uncollected % of Revenue. Customer Service	Quarterly	0.29%	0.30%	0.32%
Water Meter Reading Accuracy. Customer Service	Quarterly	99.96%	99.97%	99.96%
Safety. Customer Service	Quarterly	0	0	0

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Electric Customer Contact Services	36.00	1,675,842	636,135	976,642	1,335,336	5,877,582	(4,542,247)
Electric Field Services, Meter Reading, Billing and Revenue Collection	69.57	5,179,445	7,534,415	1,759,929	10,953,931	13,531,347	(2,577,417)
Total:		\$6,855,287	\$8,170,550	\$2,736,571	\$12,289,267	\$19,408,929	(\$7,119,664)

Lakes and Stormwater Management Activity

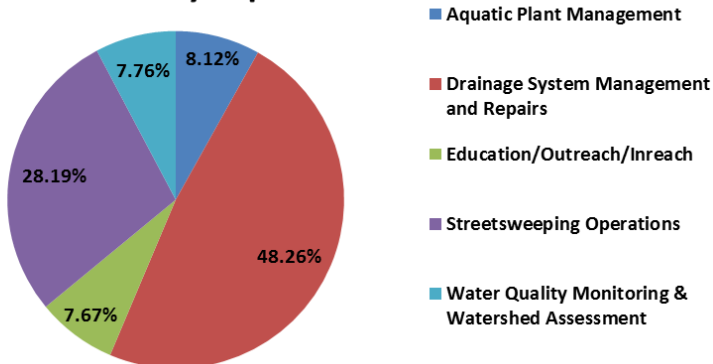


Mission

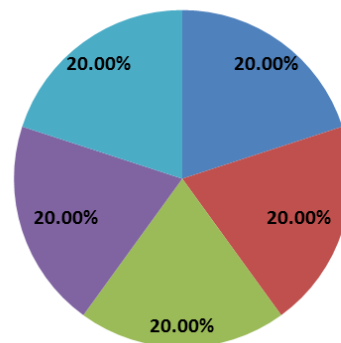
To provide programs and services for the preservation and enhancement of surface water and other natural resources in the City including flood control and stormwater infrastructure.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$7,642,828	\$5,810,007	\$5,884,047
Revenues Summary	\$4,913,199	\$4,605,305	\$4,652,100
Net Cost Summary	\$2,729,629	\$1,204,702	\$1,231,947
FTE Summary	35.52	33.30	36.13

Activity Expenditures



Activity Revenues



Lakes and Stormwater Management Activity

Core Services

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

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

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

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

Aquatic Plant Management

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

Drainage System Management and Repairs

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

Lakes and Stormwater Management Activity

Education/Outreach/Inreach

Education is the cornerstone of the City's stormwater pollution prevention program. Awareness of the myriad of ways everyone contributes to the stormwater pollution problem and what they can do to help is a first step to acceptance of the programs and cost needed to improve the surface water quality. The City's presence at public events, intra-city training, school presentations, volunteer clean-up events, and static displays are a few examples of how the various stormwater messages are conveyed to the public. With education social and behavioral change is desired such that expensive capital project are not necessary to achieve a sustainable quality environment.

Streetsweeping Operations

Street sweeping is a necessary component of every stormwater pollution prevention program. Preventing material from being wash into our lakes and streams is a cost effective way to prevent water quality degradation. Once material has entered the lakes, pollutants are dissolves in the water and other components that clog pipes and smother desirable aquatic communities and encourage undesirable species such as blind mosquitoes. Currently, the City's street sweepers routinely removes incidental debris from our streets and in snot intended to be a solid waste program for yard debris and grass clippings placed in the streets by residents or maintenance personnel. Street sweeper operators are required to bypass these ordinance violations and report the location for follow-up by Lakes and Stormwater staff for education and possible enforcement.

Water Quality Monitoring and Watershed Assessment

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

Lakes and Stormwater Management Activity

Changes and Accomplishments

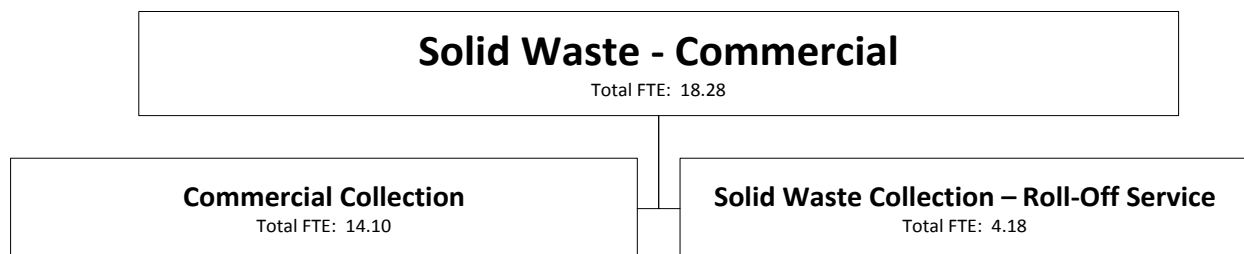
- Initiated TMDL Planning Process for Lakes Hunter, Bonny, and Crystal
- Successfully completed Year 2 NPDES Annual Report
- Finalized Lakes & Watershed Continuing Contracts
- Initiated Comprehensive Lake Management Planning
- Initiated Comprehensive Lake Hydrology Management Planning
- Completed Phase I of Lake Wire Hydrilla Removal Project
- Initiated Street Sweeping Analysis for TN/TP Removal
- Completed 2014 Lakes Citizen Survey
- Completed review of back-logged Stormwater Utility credit applications
- Initiated Lake Hollingsworth Shoreline Improvement Project
- Completed retrofit of Site K Stormwater Pond
- Completed Corrective Action Plans for Site G and Southern Landings Stormwater Ponds
- Completed Lake Plant Management Planning for Lakes Wire, Beulah, and Morton

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Stormwater System Inspected (linear foot)	Annually	21,361	89,681	140,000
Number of industrial and City facilities inspected	Annually	20	20	20
Number of stormwater - related training classes taught	Annually	13	15	10
Number of water quality education events participated in	Annually	13	15	3
Street curb mile swept	Annually	27,005	19,919	21,000
Debris removed from streets & stormwater system (tons)	Annually	2,697	2,600	NA
Number of lake monitoring/sampling events	Annually	71	60	56
Number of illicit discharge inspections conducted	Annually	78	130	100
Number of lake trash clean-up events	Annually	3	5	10

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Aquatic Plant Management		129,026	348,825	-	477,851	930,420	(452,569)
Drainage System Management and Repairs	22.66	645,483	2,210,654	16,694	2,839,442	930,420	1,909,022
Education/Outreach/Inreach		102,493	348,825	-	451,318	930,420	(479,102)
Streetsweeping Operations		193,107	1,466,269	618	1,658,757	930,420	728,337
Water Quality Monitoring & Watershed Assessment	1.50	107,854	348,825	-	456,679	930,420	(473,741)
Total:		\$1,177,963	\$4,723,398	\$17,312	\$5,884,047	\$4,652,100	\$1,231,947

Solid Waste—Commercial Activity

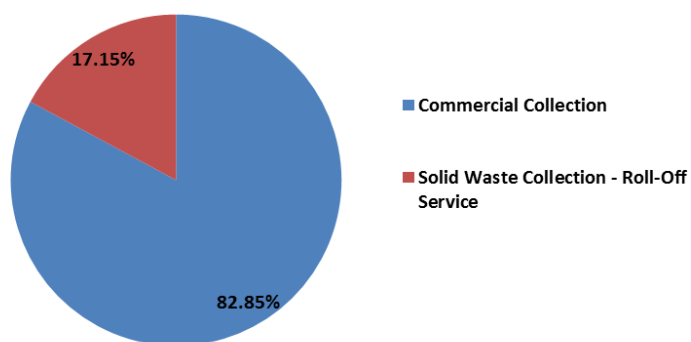


Mission

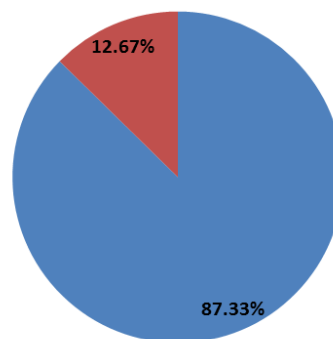
To provide the citizens and businesses of Lakeland with efficient, reliable, cost effective, and environmentally conscious commercial solid waste collection services.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$4,174,587	\$4,260,211	\$4,350,120
Revenues Summary	\$6,249,350	\$6,961,010	\$6,818,880
Net Cost Summary	(\$2,074,763)	(\$2,700,799)	(\$2,468,760)
FTE Summary	16.63	14.68	18.28

Activity Expenditures



Activity Revenues



Solid Waste—Commercial Activity

Core Services

Commercial Collection

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

Solid Waste Roll-off

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

Changes and Accomplishments

- Recognized by Innovators, the benchmark for both public and private waste management entities nationally and abroad for driving best practices with the utilization of Radio Frequency Identification (RFID) technologies, route-mapping, automated data collection and front-line vehicle specifications and technology.
- Commercial Roll-Off Service increased its number of services during the first six months of FY 13 (1283) by over 10% compared to the first six months of FY 14 (1416) and within the same timeframe revenues have increased by 16%, from \$231,447 to \$268,006.

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Customers served	Annually	4,909	4,706	NA
Garbage collected (tonnage)	Annually	33,721	44,902	NA
Roll-off tonnage	Annually	4,871	5,450	NA
Roll-off trips to the landfill	Annually	2,099	1,950	NA

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Commercial Collection	14.10	967,039	2,883,096	246,183	3,603,952	5,955,045	(2,351,093)
Solid Waste Collection - Roll-Off Service	4.18	283,693	537,296	74,820	746,168	863,835	(117,667)
Total:	18.28	\$1,250,732	\$3,420,392	\$321,003	\$4,350,120	\$6,818,880	(\$2,468,760)

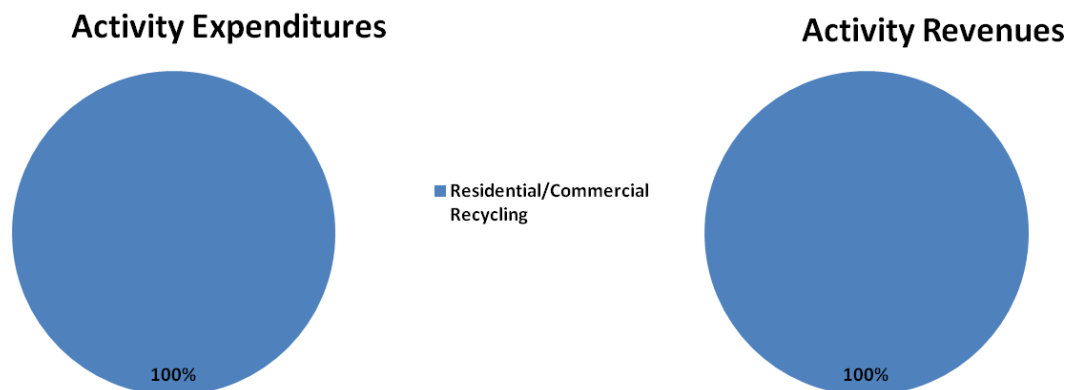
Solid Waste—Recycling Activity



Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$1,408,051	\$1,610,317	\$1,567,006
Revenues Summary	\$1,285,375	\$1,597,425	\$1,627,075
Net Cost Summary	\$122,676	\$12,892	(\$60,069)
FTE Summary	7.52	7.57	10.07



Solid Waste—Recycling Activity

Core Services

Residential/Commercial Recycling

The recycling program consists of 5 Residential Collection Drivers and 1 Multi-Family Collection Driver. Materials collected include aluminum and steel cans, clear and colored glass, newspapers, magazines, corrugated cardboard, #1 and #2 plastic bottles and phonebooks. Seven drop-off centers are located throughout the City for collection of magazines, clear and colored glass with three of these collection sites that accept all recyclables. Phonebooks are collected annually at curbside and established drop-off locations during January, February and March. Educational programs and recycling presentations are available upon request.

Changes and Accomplishments

Recommended Commercial Recycling Program:

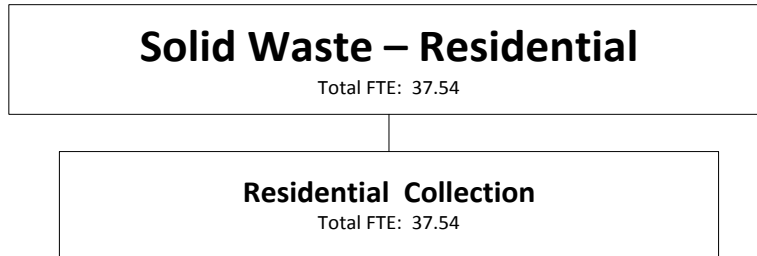
- 6 months from the date of order, six state-of-the-art McNeilus Street Force drop-frame automated side loader recycling trucks were put into service collecting recyclables from 32,000± residential customers.
- Increased average monthly residential recycling tonnage from 332.2 tons per month (October, 2012 to June, 2013) to 524.4 tons per month (October, 2013 to June, 2014) or a 58% increase, during the first 9 months of the new single-stream automated collection program.
- Utilizing EZCan carts having tight-fitting lids, the City has reduced its solid waste payload weight and decreased the amount of rejectables from the residential recycling program.

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Residential Program Participation (%)	Annually	63%	67%	NA
Curbside tonnage	Annually	7,091	7,697	NA
Commercial tonnage	Annually	NA	1,200	NA
Percentage of respondents on Community Values Survey reporting participation in recycling “26 Times or More” within a 12 month period	Annually	58.50%	61.46%	≥ 51.00%

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Residential/Commercial Recycling	10.07	669,672	1,061,662	164,328	1,567,006	1,627,075	(60,069)
Total:	10.07	\$669,672	\$1,061,662	\$164,328	\$1,567,006	\$1,627,075	(\$60,069)

Solid Waste—Residential Activity

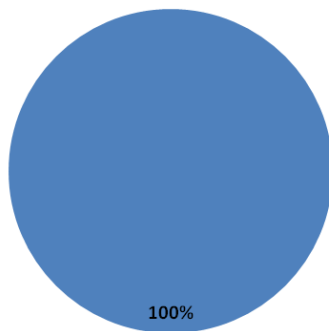


Mission

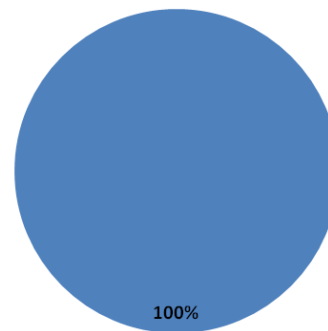
To provide the citizens and businesses of Lakeland with efficient, reliable, cost effective and environmentally conscious residential solid waste collection services.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$7,489,389	\$7,635,122	\$7,537,194
Revenues Summary	\$6,027,875	\$6,629,375	\$6,629,375
Net Cost Summary	\$1,461,514	\$1,005,747	\$907,819
FTE Summary	41.74	43.64	37.54

Activity Expenditures



Activity Revenues



Solid Waste—Residential Activity

Core Services

Residential Collection

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

Changes and Accomplishments

- Have fully converted to EZCan, Lakeland's Automated Trash Collection system; our Pay-As-You-Throw (PAYT) program went very well, completed one year ahead of time, within budget and garnered an overwhelming positive response from our customers. EZCan / PAYT program has transformed Lakeland's residential refuse collection into a fully automated, one-person crew collection system resulting in cleaner neighborhoods, improved employee safety, increased recycling and reduced costs
- Implemented a Commercial Recycling Program using a wheeled, carted system, leveraging the assets available from the recently implemented Automated Residential Recycling Program. As of July 1, 2014, the City has a total of 247 commercial customers who are utilizing a total of 645: 95-gallon recycling carts at a rate of \$8.50 per cart per month.
- Lakeland's EZCan Automated Trash Collection continues to set the standard; PAYT program continues to impress with overwhelming positive response from customers. Benefits are improved employee safety through decreased collector injuries, cleaner neighborhoods, increased recycling participation, reduced environmental footprint and lower service rates. Monthly collection service rates have remained flat for the past four years following a reduction in rates with the implementation of EZCan: 95-gallon = \$15.50, 65-gallon = \$14.50, 35-gallon = \$13.50.
- Solid Waste continued its commitment to the community through public education and outreach:
- Participated in the celebration of National Public Works Week in Munn Park along with various other downtown events.
- Teamed with the City's Communications Department conducting an art contest at local area elementary schools to bring attention to and advertise the City's new automated residential recycling program; 12 contest winners' art displayed as rolling billboards on recycling trucks.

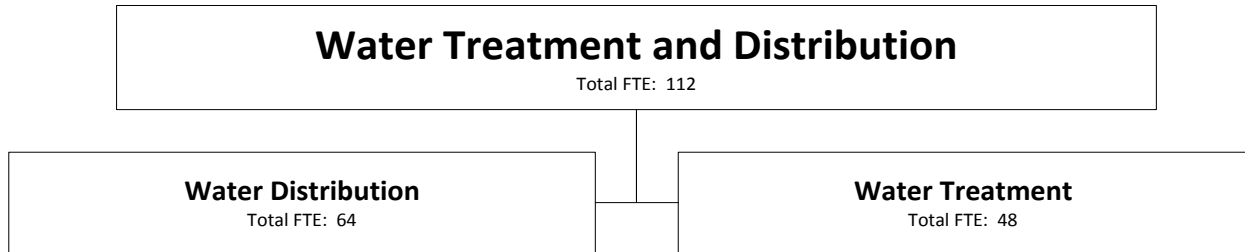
Solid Waste—Residential Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Customers served	Annually	38,956	39,755	NA
Garbage collected (tonnage)	Annually	30,994	27,225	NA
Yard waste collected (tonnage)	Annually	12,231	13,300	NA
Percentage of respondent on the Community Values Survey indicating “Significant Personal Value” rating for garbage collection service	Annually	65.50%	65.10%	≥ 51.00%

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Residential Collection	37.54	2,354,033	6,352,240	1,169,079	7,537,194	6,629,375	907,819
Total:	37.54	\$2,354,033	\$6,352,240	\$1,169,079	\$7,537,194	\$6,629,375	\$907,819

Water Treatment and Distribution Activity

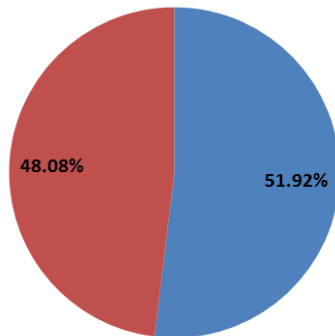


Mission

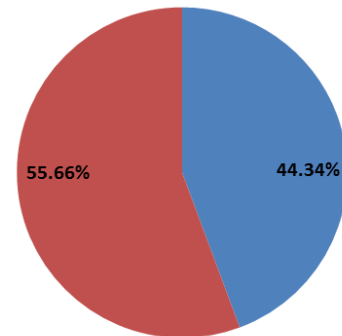
To provide an adequate amount of potable water for domestic use and fire protection services while meeting or exceeding required governmental guidelines at a cost competitive with comparable communities throughout the state.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$24,760,071	\$25,920,898	\$23,501,843
Revenues Summary	\$27,308,730	\$27,717,821	\$29,094,908
Net Cost Summary	(\$2,548,659)	(\$1,796,923)	(\$5,593,065)
FTE Summary	109.50	109.00	112.00

Activity Expenditures



Activity Revenues



Water Treatment and Distribution Activity

Core Services

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

Water Distribution

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

Water Treatment

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

Changes and Accomplishments

- Williams Break Room Project: Remodeled Williams WTP Break Room-New floors, cabinets, paint, and appliances. All work performed by City/Facility Staff with the exception of the flooring.
- Williams Raw Water Influent Meters and Vaults: Three (3) meters and vaults were installed on the raw water influent lines at the Williams WTP; Vault Installation by Wastewater Collections, Meter Taps by Water Distribution, Meters to be installed by Water Production Staff.
- Williams Thickener-Valve Project: Rehabilitation of lime sludge thickener with new rake and drives as well as new sludge pumps. Work by RTD.
- Edgewood Well Pump and Pump House Replacement: Replacing the Edgewood Well Pump and Pump House. The Edgewood Well is used to irrigate the Cleveland Heights Golf Course. Work by RTD
- Assumption of Skyview Utilities: We have been for many years working towards the City assuming the ownership of a defunct private utility known as Skyview. Skyview is presently under the receivership of Polk County. The general condition of Skyview is run down and in need of serious rehabilitation. As of this time, the scope of services has been determined, plans drawn up and bid. A contractor has been hired and work should be starting in the immediate future.
- SmartGrid: FY15 Water and Wastewater CIP funding for SmartGrid has been pushed out one year. The previously recommended FY15 new position for a SmartGrid Coordinator within the Compliance Reporting group was also pushed out one year and was not requested. Water Utilities originally anticipated smart water meters would be installed starting in FY 2011/2012. This has been delayed due to issues with the Sensus software, integrations with our billing system, and a delayed start of the Maximo Mobile Project for Water Distribution. Based on efforts underway to correct these, mass installs should begin between January and March 2015. As a result, budget for the smart water meters has also been pushed out a year.

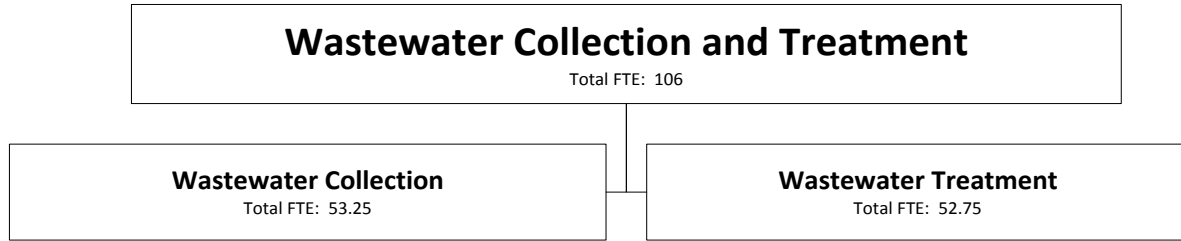
Water Treatment and Distribution Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Water losses (% of total)	Quarterly	9.01%	8.29%	< 11%
Distribution cost \$/1,000 gallons	Annually	1.05	1.09	1.14
Average Daily Flow (ADF) 12 month rolling	Quarterly	21.34	21.38	22
Peak Daily Flow (PDF)	Quarterly	27.77	29.03	28
Total Water treated	Quarterly	7,491.28	7,800.00	8,100.00
Treatment cost \$/1,000 per gallon	Annually	1.37	1.51	1.52
Cost of Service \$/1,000 per gallon	Annually	3.44	3.57	3.99

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Water Distribution	64.00	3,092,748	18,199,026	9,090,727	12,201,047	12,899,272	(698,225)
Water Treatment	48.00	3,689,446	16,695,077	9,083,727	11,300,796	16,195,636	(4,894,840)
Total:	112.00	\$6,782,194	\$34,894,103	\$18,174,454	\$23,501,843	\$29,094,908	(\$5,593,065)

Wastewater Collection and Treatment Activity

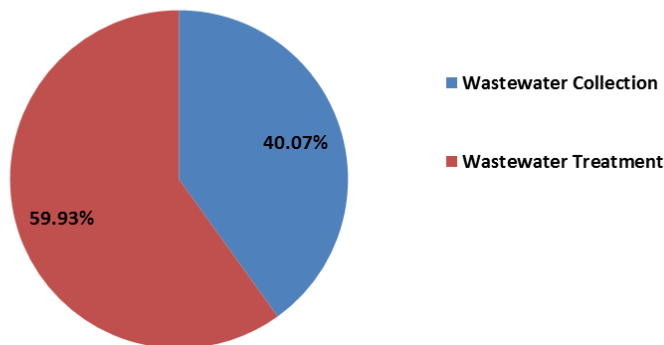


Mission

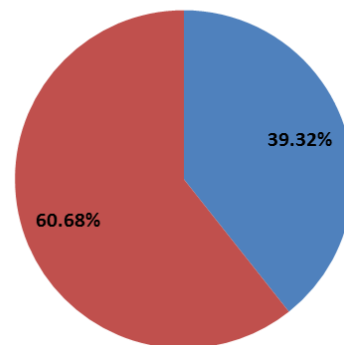
To provide customers in the City of Lakeland's service territory with a sufficient sewage collection and treatment system to treat and dispose of all wastewater and residual products.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$24,972,509	\$25,152,661	\$18,146,815
Revenues Summary	\$26,716,643	\$27,625,921	\$31,661,047
Net Cost Summary	(\$1,744,134)	(\$2,473,260)	(\$13,514,232)
FTE Summary	102.50	101.50	106.00

Activity Expenditures



Activity Revenues



Wastewater Collection and Treatment Activity

Core Services

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

Wastewater Collection

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

Wastewater Treatment

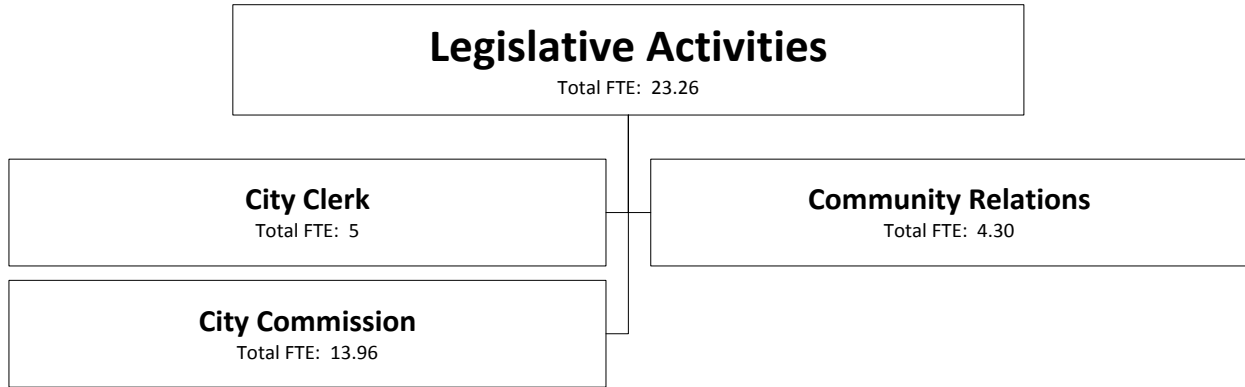
Wastewater treatment services are provided by two major wastewater plants. Additional services are operation of a pretreatment plant and a wetlands treatment system. Also included in this function is sludge treatment/disposal and compliance with State/Federal permit conditions.

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Number of spills (count)	Quarterly	1	1	0
Cost of Collection \$/1,000 gallons	Annually	1.49	1.66	1.67
12 month rolling Average Daily Flow	Quarterly	12.67	13.1	12
Peak Daily Flow (PDF)	Quarterly	18.74	23.04	22
Wastewater Treated Total	Quarterly	4,497	4,612	4,800
Cost of Treatment (\$/1,000) per gallon	Annually	2.55	2.52	2.43
Cost of Service (\$/1,000) per gallon	Annually	6.35	6.24	5.87

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Wastewater Collection	53.25	3,300,925	9,656,197	5,685,458	7,271,663	12,450,606	(5,178,943)
Wastewater Treatment	52.75	4,020,876	12,660,735	5,806,458	10,875,152	19,210,441	(8,335,289)
Total:	106.00	\$7,321,801	\$22,316,932	\$11,491,916	\$18,146,815	\$31,661,047	(\$13,514,232)

Legislative Activities Program



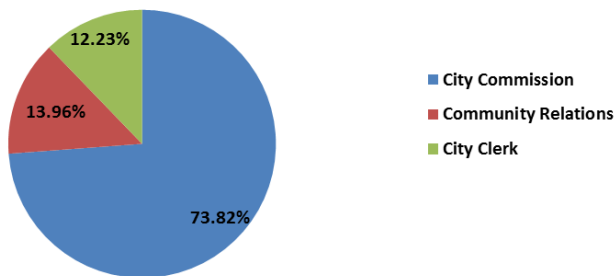
Program Summary

This Program includes:

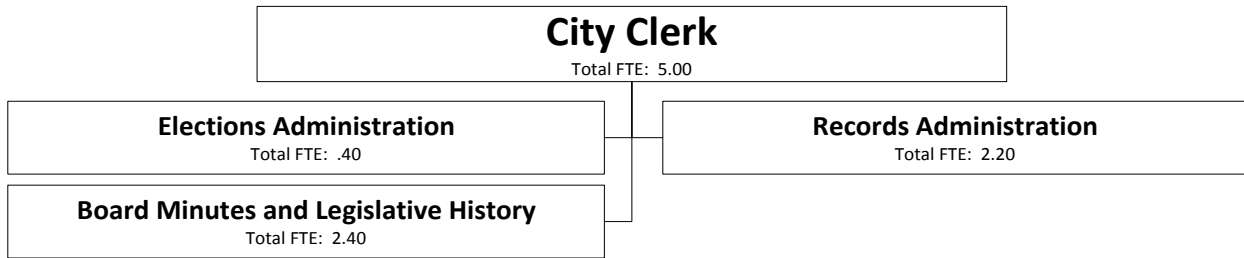
- Protecting and promoting a quality of life in Lakeland that includes the health, safety and general welfare of the citizenry.
- Support for an informed and engaged citizenry and staff by maintaining a timely and complete legislative history record of the City Commission's activities and those related documents.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$5,199,666	\$5,439,783	\$5,547,526
FTE Summary	22.80	22.84	23.26

Program Expenditures



City Clerk Activity

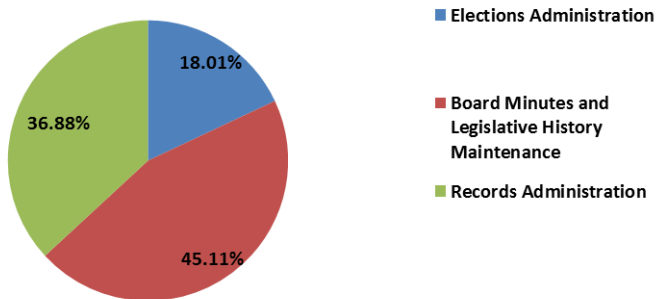


Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$607,076	\$566,139	\$678,197
FTE Summary	5.00	5.00	5.00

Activity Expenditures



City Clerk Activity

Core Services

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

Elections Administration

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

Board Minutes and Legislative History Maintenance

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

Records Administration

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

Changes and Accomplishments

- Candidate Handbooks are now available electronically
- Utilizing Social Media to recruit volunteers for municipal boards
- Changed how confidential records are destroyed. They are now shredded on site
- Legislative Activity – The City Clerk is appointed to the Florida League of Cities Transportation and Intergovernmental Relations Committee
- Judicial Nominating Committee – Serve on commission to recommend judge candidates for appointment to the Circuit Court bench.

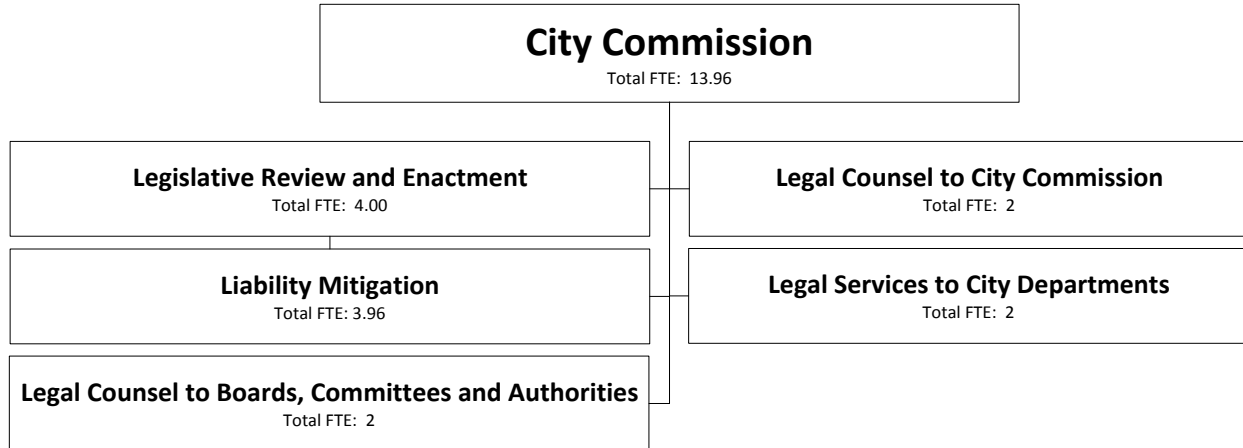
City Clerk Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Number of candidate handbooks issues & reviewed	Quarterly	0	3	0
Number of campaign reports received, reviewed, and published to the web	Biannually	0	8	21
Number of absentee ballot signatures verified	Biannually	0	0	16,000
Number of Boards and Committees Applications received and processed and appointments	Annually	41	41	40
Number of legal ads published each year	Annually	37	50	50
Number of meetings attended by Clerk's office (Commission, Boards, Task Force)	Quarterly	NA	153	150
Number of boxes (Records) placed in storage	Annually	1210	750	1200
Number of boxes (Records) destroyed	Annually	1224	837	1225
Number of Requests for Information/Public Records from the City Clerk's Office	Quarterly	NA	NA	200

Support Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Elections Administration	0.40	32,293	89,858	36,146	86,005	-	86,005
Board Minutes and Legislative History Maintenance	2.40	207,684	98,273	36,146	269,811	-	269,811
Records Administration	2.20	163,388	86,701	36,146	213,943	-	213,943
Total:		\$403,365	\$274,832	\$108,438	\$569,759	\$0	\$569,759

City Commission Activity

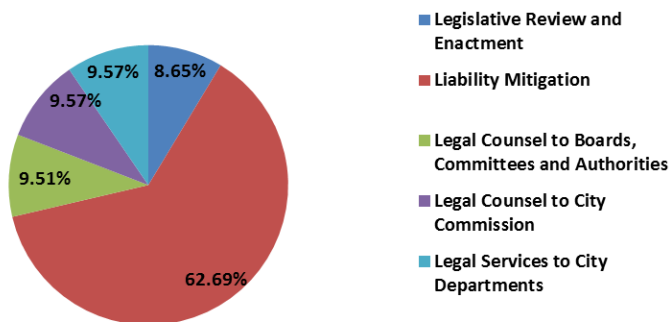


Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$3,676,392	\$3,810,515	\$4,095,163
FTE Summary	13.50	13.54	13.96

Activity Expenditures



City Commission Activity

Core Services

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

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

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

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

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

Changes and Accomplishments

- **Fire Station #7** - The City Commission provided the necessary approvals to begin the necessary engineering and design of a new joint use Firehouse at Lakeland Linder Regional Airport that would provide much needed service to the Southwest communities of Lakeland as well as on site aircraft incident fire rescue for the airport. The final construction and operation is expected in Fiscal Year 2014. In addition to providing service to the area it is anticipated that the impact to property insurance rates should be extremely positive
- **Lake Bonny Skate Park** - The City constructed and opened the Lake Bonny Skate Park to great national attention and accolades. The new park was funded through the Adair Park land sale to Lakeland Regional Medical Center/USF Heath Systems as part of their expansion programs and creation of the future medical corridor
- **Skyview Utility** - The City, working closely with the Polk County Board of County Commissioners, were able to secure additional funding from the State to advance the reconstruction and rehabilitation of the failing wastewater utility system that lies within the City's service territory
- **Collective Bargaining** - Labor issues continue, however the City was able to successfully negotiate a successor contract with the Utility Workers of America (UWUA) during this Fiscal period
- **Red Light Cameras** - Class action litigation, as well as several individual lawsuits, continues. Significant progress has been made in the proposed settlement of the class action litigation. The contract with the City's current red light camera vendor, ATS, was renewed and the program, which has shown to provide significant positive impacts to both intersection accidents and reduction in Red Light infractions throughout the City, has been modified to 11 total intersections

City Commission Activity

Changes and Accomplishments (Continued)

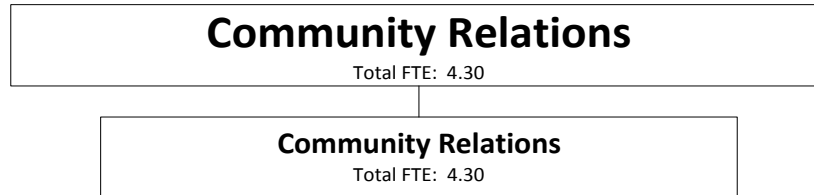
- HealthStat Wellness Clinic – Continued employee wellness initiatives through the City’s on-site clinic have resulted in a 4 to 1 investment return and continue to be a benchmark for many other communities and corporate wellness program start-ups
- Florida Polytechnic – The City has worked closely with the new board and administrative arm to advance the interest of the City from a legislative perspective
- Quiet Zones - With the closing of New York Avenue at Missouri Street in Fiscal Year 2013 and with assistance from the FDOT and CSX on upgrading many of the crossings throughout the downtown corridor, the City has completed the necessary requirements of the Federal Rail Authority to complete approvals for a downtown Quiet Zone. It is anticipated that the designation will be provided in early to mid-Fiscal Year 2014
- EZCan – the City completed Lakeland’s Pay-As-You-Throw program initiated in 2011, a once a week, automated trash collection system, resulting in cleaner neighborhoods, improved employee safety, increased recycling and reduced cost
- Spring Training Legislation - Monitoring and advising on legislation being proposed related to spring training facilities.

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Maintain a greater percentage of total Worker’s Compensation medical claims vs. the percentage of total Worker’s Compensation indemnity claims	Annually	81% Medical	82.6% Medical	84% Medical
Maintain or lower the percentage of total open auto & general liability claims based on a five year running average	Annually	29% AL 38.4% GL	39% AL 36%GL	30 AL/ 35% GL

Support Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Legislative Review and Enactment	4.00	123,439	230,950	136,298	218,092	-	218,092
Liability Mitigation	3.96	330,937	2,236,513	190,099	2,377,351	-	2,377,351
Legal Counsel to Boards, Committees and Authorities	2.00	267,736	121,679	252,903	136,511	-	136,511
Legal Counsel to City Commission	2.00	267,736	124,179	252,903	139,011	-	139,011
Legal Services to City						-	
Total:		\$1,257,663	\$2,837,500	\$1,085,106	\$3,010,057	\$0	\$3,010,057

Community Relations Activity

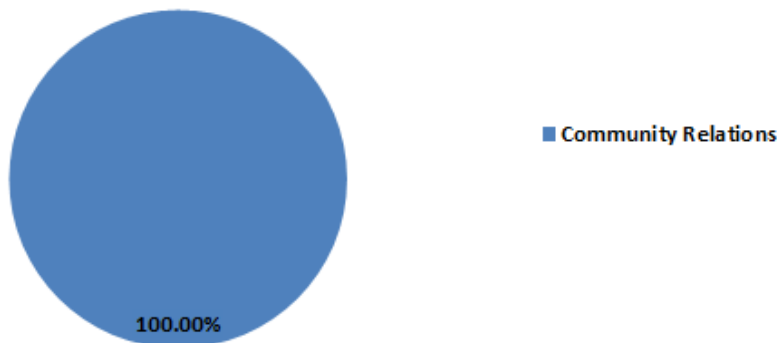


Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$916,198	\$1,063,129	\$774,166
FTE Summary	4.30	4.30	4.30

Activity Expenditures



Community Relations Activity

Core Services

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 related 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), the Florida League of Mayors, the Ridge League of Cities and the United States 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.

The Mayor and City Commission also participate in a variety of local intergovernmental organizations. Mayor Gow Fields serves on the Board of Directors for the Florida League of Mayors. Mayor Fields also serves on the American Public Power Association (APPA) Public Policy Makers Council. Mayor Fields and Commissioners Higgins, Selvage, Troller, Walker and Wiggs serve on the Transportation Planning Organization. Commissioner Howard Wiggs serves on the FLC Board of Directors and the Legislative Committee. He also serves Lakeland Vision alongside Mayor Fields. Commissioner Justin Troller serves on the Airport Advisory Board, along with Mayor Fields as the Chair. Commissioner Glenn Higgins serves on the Tourist Development Council. Mayor Fields, Commissioner Higgins, and Commissioner Don Selvage serve the Lakeland Area Mass Transit District, with Commissioner Selvage as the Chair. Commissioner Edie Yates serves on the Central Florida Regional Planning Council.

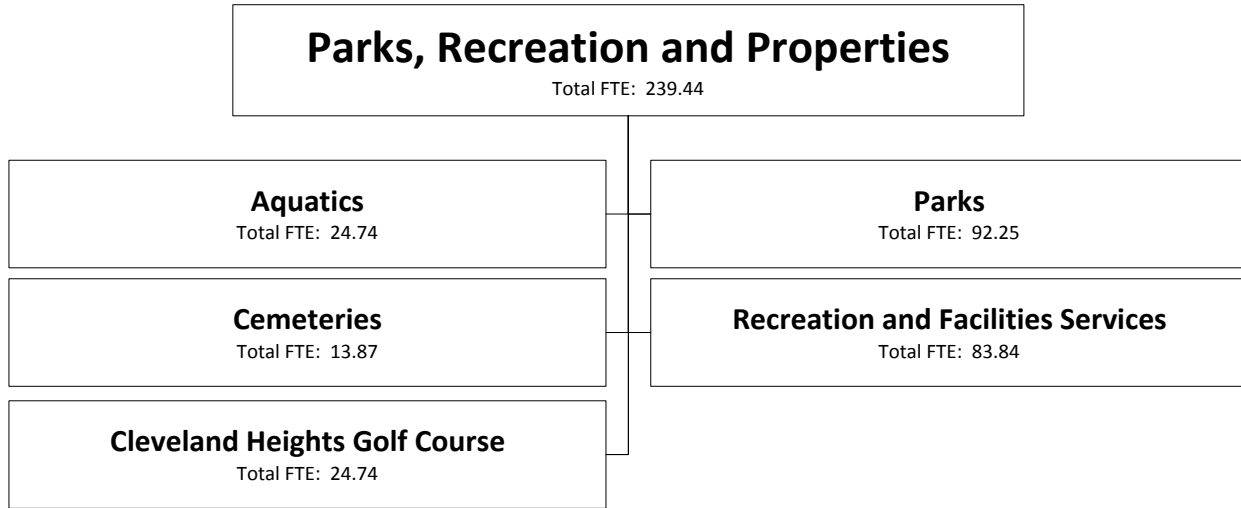
City Manager Doug Thomas currently serves on the Florida City/County Management Association (FCCMA) Board of Directors, as well as the FCCMA Legislative Committee. He also serves on the Lakeland Chamber of Commerce Board and the Lakeland Volunteers in Medicine. He holds membership in the International City/County Management Association and the Lakeland Kiwanis Club.

Support Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Community Relations	4.30	187,560	586,606	219,361	554,805	-	554,805
Total:		\$187,560	\$586,606	\$219,361	\$554,805	\$0	\$554,805



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Parks, Recreation and Properties Program



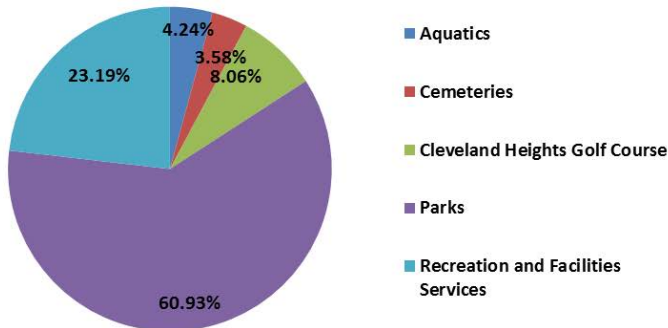
Program Summary

The Program includes providing:

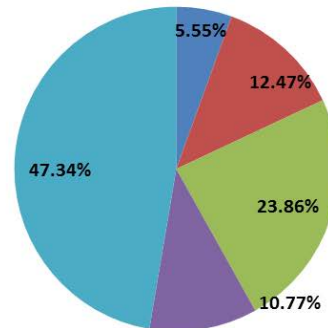
- Citizens with safe, visually pleasing and enjoyable experiences utilizing public facilities, parks, athletic complexes and public rights-of-ways.
- A variety of activities, programs, athletic leagues, day camps and special events.
- Publicly funded space and maintained and improved facilities and parks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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$28,201,052	\$29,118,241	\$31,161,328
Revenues Summary	\$6,244,791	\$5,511,412	\$5,562,479
Net Cost Summary	\$21,956,261	\$23,606,829	\$25,598,849
FTE Summary	260.63	239.49	239.44

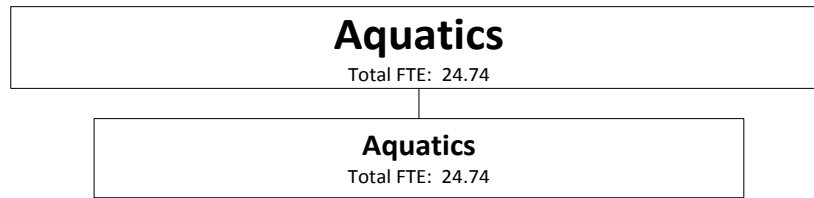
Program Expenditures



Program Revenues



Aquatics Activity

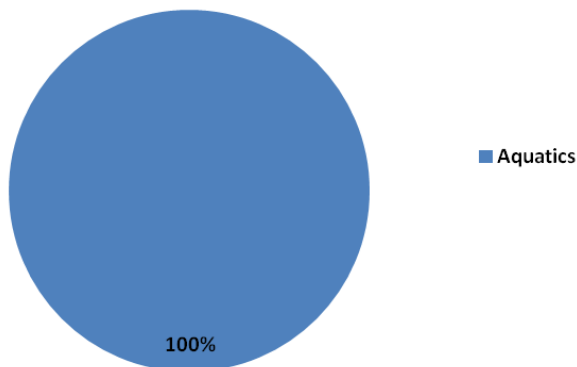


Mission

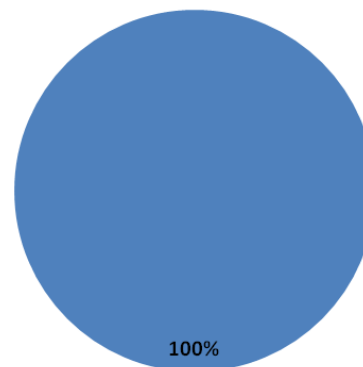
To enhance our citizens' quality of life by providing family oriented safe and secure aquatics facilities offering instructional classes and specialized programs for both recreational and competitive participants.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$1,485,138	\$1,366,286	\$1,322,172
Revenues Summary	\$179,342	\$189,210	\$308,864
Net Cost Summary	\$1,305,796	\$1,177,076	\$1,013,308
FTE Summary	24.55	24.45	24.74

Activity Expenditures



Activity Revenues



Aquatics Activity

Core Services

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

Aquatics

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

Changes and Accomplishments

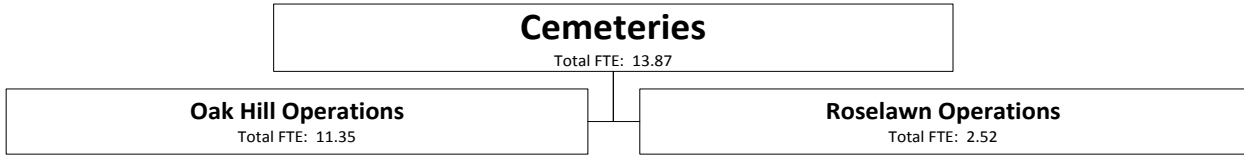
- Simpson Pool was renovated with state of the art liner system
- 500 Kindergarten Kids completed the first ever Learn How to Swim Program “Free” in partnership with Polk School Board

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Number of Swim lessons participants	Annually	1,792	738	800
Attendance-Gandy Pool	Quarterly	123,934	164,000	100,000
Attendance-Simpson Pool	Quarterly	92,799	26,601	94,000

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Aquatics	24.74	862,751	462,425	3,004	1,322,172	308,864	1,013,308
Total:	24.74	\$862,751	\$462,425	\$3,004	\$1,322,172	\$308,864	\$1,013,308

Cemeteries Activity

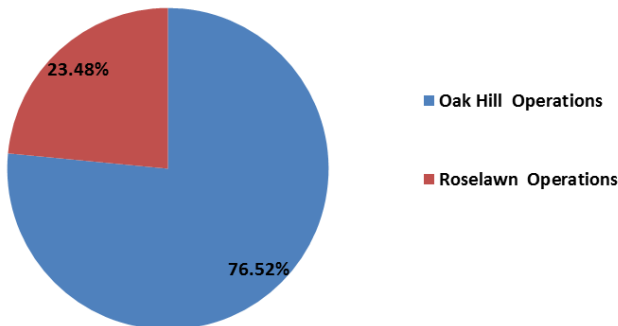


Mission

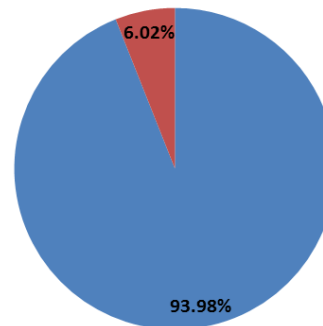
To provide Lakeland citizens with respectful, attractive and well-maintained burial parks.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$1,078,085	\$1,123,948	\$1,115,239
Revenues Summary	\$572,000	\$611,710	\$693,710
Net Cost Summary	\$506,085	\$512,238	\$421,529
FTE Summary	13.67	13.66	13.87

Activity Expenditures



Activity Revenues



Cemeteries Activity

Core Services

Oak Hill Operations

Oak Hill Cemetery is approximately 120 acres of developed cemetery and 20 acres of open area. There are eight acres of space reserved for future development, while the Cemetery Master plan has identified additional areas sufficient for 30 years of burials. Oak Hill has 400 spaces sold each year and 450 burials.

Roselawn Operations

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

Changes and Accomplishments

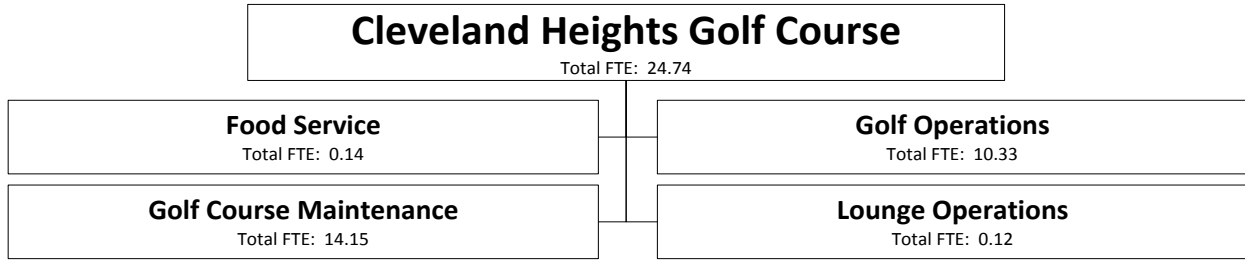
- Purchased Cemetery Computer Software: The software has been installed and in use, waiting on the mapping to be completed and the on line burial research.
- Ended the Roselawn Maintenance Contract, Cemeteries staff is maintaining Cemeteries at a better quality now.

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Interments	Annually	410	412	420
Lot Sales	Annually	367	411	425
Memorial Installations	Annually	269	303	310

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Oak Hill Operations	11.35	658,829	197,516	3,004	853,341	651,955	201,386
Roselawn Operations	2.52	151,719	113,183	3,004	261,898	41,755	220,143
Total:	13.87	\$810,548	\$310,699	\$6,008	\$1,115,239	\$693,710	\$421,529

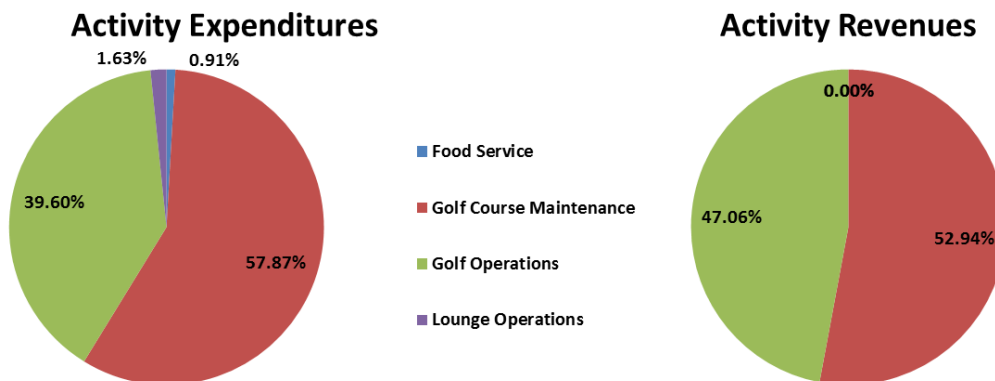
Cleveland Heights Golf Course Activity



Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$3,810,470	\$2,711,069	\$2,511,048
Revenues Summary	\$2,472,067	\$1,699,319	\$1,327,340
Net Cost Summary	\$1,338,403	\$1,011,750	\$1,183,708
FTE Summary	47.79	24.28	24.74



Cleveland Heights Golf Course Activity

Core Services

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

Food Service

To offer quality food, service and overall dining experience to our customers with a fixed menu for breakfast and lunch. Staffing and operating for special events and catering is offered. The stocking of items to support the food and beverage operation.

Golf Course Maintenance

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

Golf Operations

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

Lounge Operations

Supports the food and golf operations with good customer service and very competitive pricing. Expanded food service in the evenings for the busier days on the golf course with a limited menu.

Changes and Accomplishments

- Expanded marketing tools available through Golfnow.com.
- Renovated 9 greens, tees, bunkers on "B" Course. (moved green location on 5B)
- Renovation of fencing on bridges
- Tree Trimming and shrub planting additions
- Painted clubhouse
- Retiled Patio
- Proshop relocation
- Expanded meeting venues
- Successfully negotiated 2 year contract with Ovations Food Service
- Implementing new Point of Sales for ProShop
- Hosted North Florida PGA Rules Seminar; 120 participants from 7am to 4pm

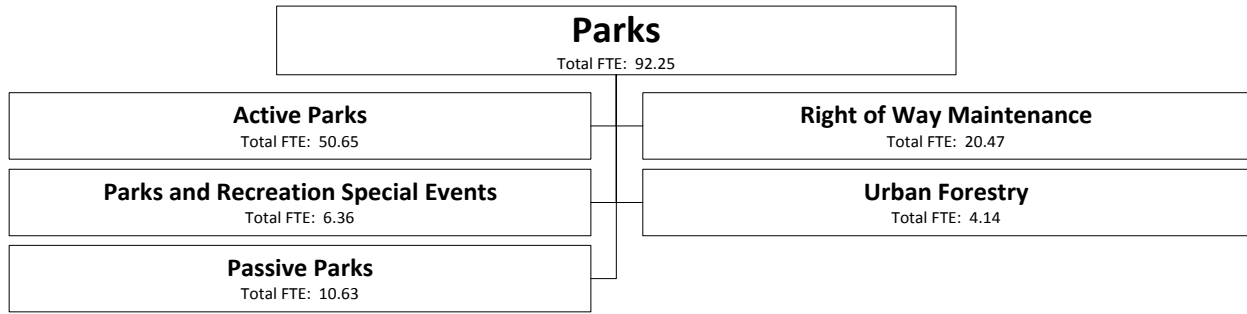
Cleveland Heights Golf Course Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Rounds of Golf	Quarterly	6,1076	5,6045	61,500
Memberships	Annually	106	100	103
Tournaments	Annually	37	38	40

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Food Service	0.14	17,571	8,173	3,004	22,740	-	22,740
Golf Course Maintenance	14.15	693,379	762,735	3,004	1,453,110	702,670	750,440
Golf Operations	10.33	351,565	645,732	3,004	994,293	624,670	369,623
Lounge Operations	0.12	18,148	25,761	3,004	40,905	-	40,905
Total:	24.74	\$1,080,663	\$1,442,401	\$12,016	\$2,511,048	\$1,327,340	\$1,183,708

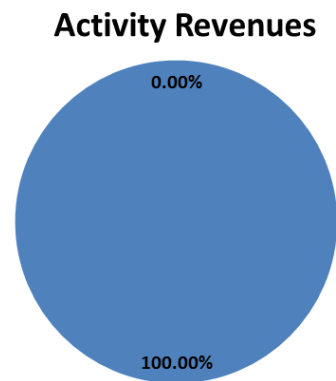
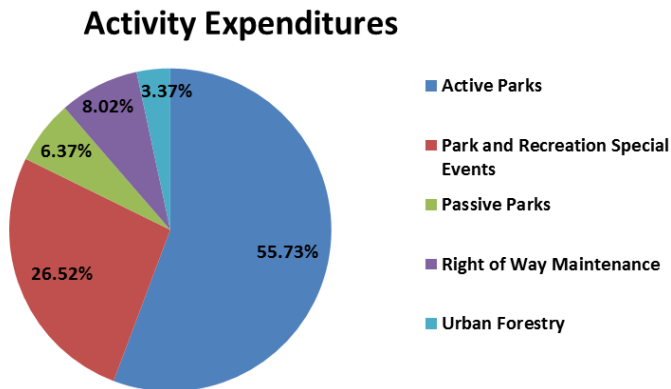
Parks Activity



Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$14,169,195	\$16,124,858	\$18,987,712
Revenues Summary	\$348,802	\$349,071	\$599,237
Net Cost Summary	\$13,820,393	\$15,775,787	\$18,388,475
FTE Summary	85.12	92.55	92.25



Parks Activity

Core Services

Maintenance of 1,291 acres of public open space including: parks, athletic playing surfaces, neighborhood cul-de-sacs, medians, rights-of-ways, parking, vacant lots, beautification gateways scenic areas and lake fronts, conservation sites, playgrounds and building facilities. A tree crew maintains the City's urban forest of approximately 100,000 trees. The Parks Division also maintains and facilitates the year-round Detroit Tigers' operation. Lakeland baseball program, athletic tournaments, facility rentals and special events which create over 4,700 annual facility rentals.

Active Parks

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

Passive Parks

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

Right of Way Maintenance

Maintenance land that borders roadways. This includes medians.

Urban Forestry

These are right of way trees and trees located at City Parks and City buildings. The city's Urban Forest consist of approximately 100,000 trees.

Volunteer Hours

These are volunteer/community service hours that are donated to the Parks' facilities. These areas include right of way maintenance, Tiger Town, Hollis Garden, and the City nursery.

Changes and Accomplishments

Changes:

- Transferred one (1) OSS III Supervisor position from the Landscape & Nursery Division and one (1) OSS II Supervisor position from the Irrigation & Projects Division to the Downtown Operations office.
- Reclassed one (1) OST II Supervisor position to an OSS II Supervisor position for the Landscape Division.
- Transferred one (1) OSS III position from the FDOT Crew to the North & South Routes Division and one (1) OSS III position from the North & South Routes to the Parks Repair Division.
- Reclassed one (1) Tree Trimmer position to a Tree Trimmer Foreman position.
- Reclassed one (1) OST I position to an OST II Supervisor position for the Cypress youth Sports Complex.
- Established a Safety Training position for the Parks & Recreation Department.

Accomplishments:

- Lake Crago Park Phase I completion.
- Tiger Town Hanger #3 Renovations.
- Tiger Town Marchant Stadium Right Field Renovations.
- Tiger Town Al Kaline Infield Renovations.
- Barnett Park Playground Equipment & Surface replacement.
- Lake Bonny Park Walking Path Resurfacing.

Parks Activity

Changes and Accomplishments (Continued)

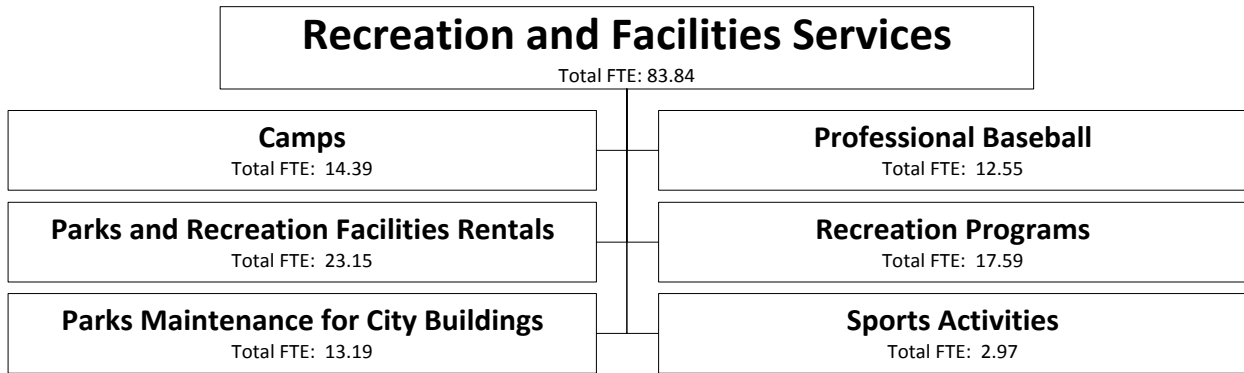
- Freedom Park completion.
- 6669 trees trimmed.
- 571 trees removed.
- 173 trees planted.
- 4260 shrubs planted.
- 27,164 annuals planted.
- \$86,000 of plant material produced at City Nursery.
- 19,877 volunteer hours donated to the Parks Division Operations.
- Added 57 acres to our new FDOT Maintenance Contract.
- Picked up 4,000 bags of litter City wide.
- New Landscape and Tree Protection Ordinance passed by City Commission.
- Awarded Tree City USA and Tree City Growth Awards from the National Arbor Day Foundation.

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Acres Maintained (Active Parks)	Annually	724.16	867.46	867.46
Number of Special Events (permitted)	Annually	222	267	NA
Acres Maintained (Passive Parks)	Annually	12.2	12.2	12.2
Acres Maintained (Right of Way Maintenance)	Annually	345.95	371.9	70
Volunteer Hours	Annually	18,509	24,000	24,000
Maintenance Cost per acre (FBC)	Annually	4450.46	3575	4300
Trees Trimmed	Annually	4,929	4,900	4,900
Trees Removed	Annually	971	800	800
Operating Expenditures for Park Maintenance (Labor, Material Equipment- Value)	Annually	3,277,142.54	3,100,000.00	3,200,000.00

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Active Parks	50.65	2,650,702	7,963,651	33,004	10,581,349	599,237	9,982,112
Park and Recreation Special	6.36	385,897	4,652,872		5,035,765	-	
Passive Parks	10.63	651,229	891,251	333,004	1,209,477	-	1,209,477
Right of Way Maintenance	20.47	1,039,226	485,784	3,004	1,522,006	-	1,522,006
Urban Forestry	4.14	314,112	328,007	3,004	639,115	-	639,115
Total:	92.25	\$5,041,166	\$14,321,565	\$375,020	\$18,987,712	\$599,237	\$18,388,475

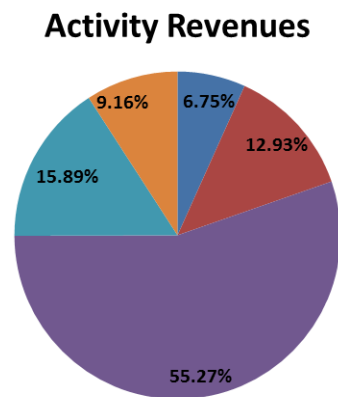
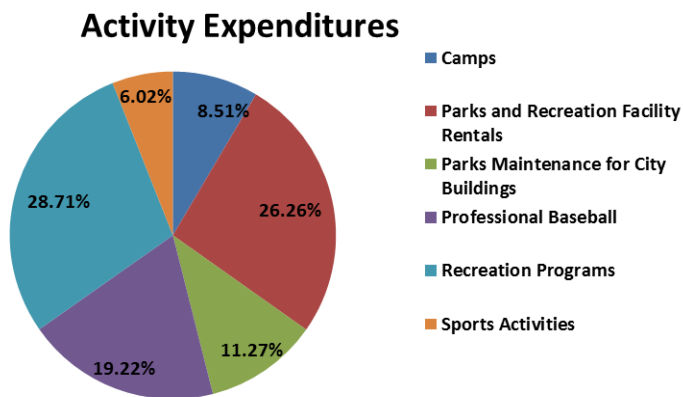
Recreation and Facilities Services Activity



Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$7,658,164	\$7,792,080	\$7,225,157
Revenues Summary	\$2,672,580	\$2,662,102	\$2,633,328
Net Cost Summary	\$4,985,584	\$5,129,978	\$4,591,829
FTE Summary	89.50	84.55	83.84



Recreation and Facilities Services Activity

Core Services

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

Camps

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

Parks and Recreation Facility Rentals

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

Parks Maintenance for City Buildings

Maintenance and Beautification for all land associated with City Buildings.

Professional Baseball

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

Recreation Program

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

Recreation and Facilities Services Activity

Sports Activities

The Recreation Division provides a department for all our sporting activities which include a wide variety for all ages. Leagues for adults consist of softball, kickball, flag football and basketball for both women and men. Specialty programs include our Indoor Triathlon, Publix Cup Tournament, Lakeland Area Tournament and the Ironman Softball Tournament. Youth sports programs consist of basketball league of approximately 450 kids each year and girls indoor soccer league. Special event for kids is our Punt, Pass, & Kick football activity.

Changes and Accomplishments

- Updated computers at Coleman Bush and Wifi in Lake Auditorium
 - Record setting "Big Deal" passes sold.....431
 - Established first spin class in Recreation
 - Increase in Weight Room Revenue at Kelly Recreation Complex by \$8,000
 - Initiated a program to contact customers prior to their rental for a "check up" to ensure they have everything they need to make their events a success (Lake Mirror Rental)
 - Begin a theme for the year with the team of "It's all in the details!" This included detail cleaning sheets for each facility, a blast off program including incentives to team members completing the most detail projects, and staff meetings reviewing processes.
 - Worked with the Lakeland High School Career Experience program providing job skill opportunities for the students involved in the program. Students assisted the staff with over 100 hours and we provided them with a list of accomplishments and skills they learned.
 - Replaced the staff beeper with a cell phone which has drastically improved customer access and communication with the staff during the weekends and evenings.....Lake Mirror
 - Began accepting Credit Card as payments for rentals. Lake Mirror served as the beta testing site for the rest of the Facility Rental Program users in the department.
 - Teen Basketball Program at Simpson Park for Northwest quadrant
 - Resurfaced Woodlake Park tennis courts and created 6 pickleball courts for play
 - Established Teen Camp II and 73 kids participated in Tee Ball at Simpson Park
 - Students about Change mentoring program lead by Mozell Axson Sr. and Jay Axson partnered with Simpson Park to provide classes about life skills and study for kids in the Community
 - Simpson Park Community Center partnered with Lakeland Housing Authority and FCA(Fellowship of Christian Athletes) to take Simpson Park to the streets for kids in the different housing developments that don't have the transportation or the resources to attend Kelly Recreation or Simpson Park
-

Recreation and Facilities Services Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Camp Participation	Annually	472	460	475
Number of building Rentals per area—Lake Mirror	Annually	171	162	51
Number of building Rentals per area—Peggy Brown	Annually	148	147	150
Number of building Rentals per area—Magnolia	Annually	168	145	150
Number of building Rentals per area—Coleman Bush Large Room	Annually	99	79	85
Number of building Rentals per area—Coleman Bush Small Room	Annually	36	36	40
Number of Instructional lessons (includes tiny tots)	Quarterly	516	414	420
Number of camp participants	Quarterly	194	182	185
Number of adult league participants	Quarterly	655	65	50
Attendance per Recreation Center Kelly Rec	Quarterly	169,752	160,000	165,000
Attendance per Recreation Center Simpson Park Community Center	Quarterly	170,407	211,000	180,000
Attendance per Recreation Center Gandy Pool	Quarterly	123,934	164,000	100,000
Attendance per Recreation Center Simpson Pool	Quarterly	92,799	26,601	94,000
Volunteer Hours (Recreation Programs)	Quarterly	3,002.17	2,330	2,400
Transaction by Facility—Kelly Rec Center	Quarterly	81,919	73,706	75,000
Transaction by Facility—Tennis Courts	Quarterly	1,005	880	950
Transaction by Facility—Simpson Park Community Center	Quarterly	17,496	14,062	14,100
Transaction by Facility—Gandy Pool	Quarterly	38,234	37,173	35,000
Transaction by Facility—Simpson Pool	Quarterly	4,763	3,614	5,000
Transaction by Facility—Coleman Bush	Quarterly	2,736	2,827	2,800
New Patron Sign-ups per Facility—Kelly Rec	Quarterly	2,967	2,725	2,500
New Patron Sign-ups per Facility—Tennis Courts	Quarterly	98	183	150
New Patron Sign-ups per Facility—Simpson Park Community Center	Quarterly	573	776	775
New Patron Sign-ups per Facility—Gandy Pool	Quarterly	270	545	500
New Patron Sign-ups per Facility—Simpson Pool	Quarterly	780	1,331	1,200
New Patron Sign-ups per Facility—Coleman Bush	Quarterly	180	308	200
Number of teams per league—Softball	Quarterly	250	226	250
Number of teams per league—Flag Football	Quarterly	12	6	8
Number of teams per league—Kickball	Quarterly	50	33	36
Number of teams per league—Adult Basketball	Quarterly	11	8	12
Number of teams per league—Summer Teen	Quarterly	8	6	8
Number of teams per league—Youth Basketball	Quarterly	0	51	52

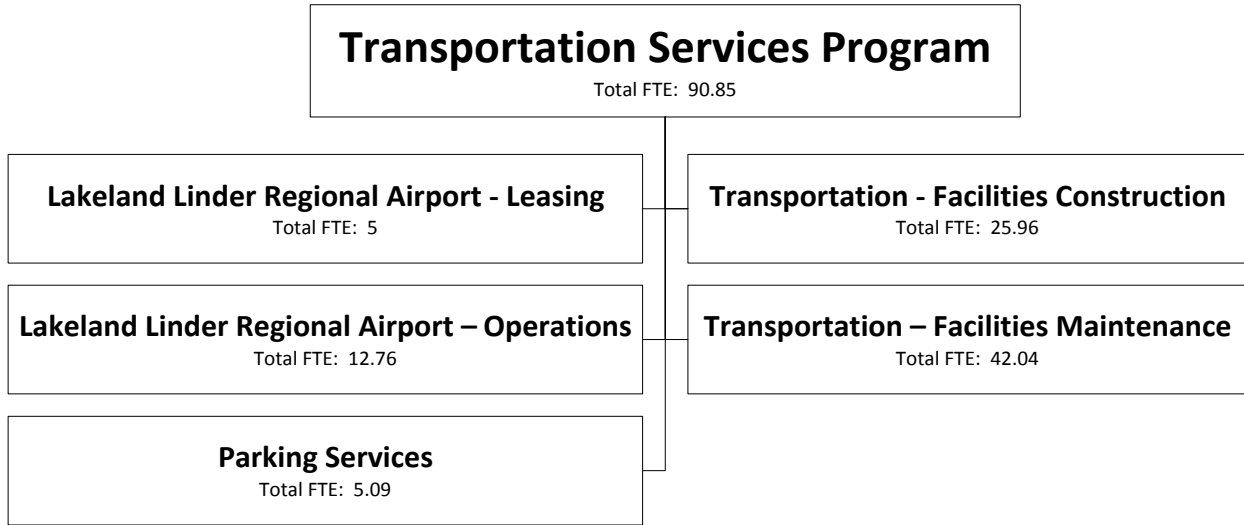
Recreation and Facilities Services Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Number of participants in each sport—Softball	Quarterly	3,000	2,714	3,000
Number of participants in each sport—Flag Football	Quarterly	120	60	80
Number of participants in each sport—Kickball	Quarterly	600	396	432
Number of participants in each sport—Adult Basketball	Quarterly	110	80	96
Number of participants in each sport—Summer Teen	Quarterly	72	54	64
Number of participants in each sport—Youth Basketball	Quarterly	459	459	468
PAL Participation—# of participants—Summer Teen Camp	Annually	NA	42	45
PAL Participation—# of participants—After School Program (K-5)	Annually	NA	45	60
PAL Participation—# of participants—Youth Leadership Mentoring	Annually	NA	125	125
PAL Participation—# of participants—Youth Football Hurricanes	Annually	NA	200	225
PAL Participation—# of participants—Hurricane Cheerleading	Annually	NA	115	120
PAL Participation—# of participants—Track & Field	Annually	NA	38	40
PAL Participation—# of participants—Boys Youth Basketball	Annually	NA	15	15
PAL Participation—# of participants—Girls Youth Basketball	Annually	NA	18	18
PAL Participation—# of participants—PAL Mentoring Day	Annually	NA	1,500	1,500
PAL Participation—# of participants—PAL GALA	Annually	NA	500	500
PAL Participation—# of participants—PAL Wrestling	Annually	NA	21	23
PAL Participation—# of participants—PAL Dance	Annually	NA	0	5
Number of volunteer hours for Hurricane football	Annually	NA	NA	NA

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Camps	14.39	413,122	204,759	3,004	614,877	177,674	437,203
Parks and Recreation Facility Rentals	23.15	1,236,480	676,802	16,008	1,897,274	340,449	1,556,825
Parks Maintenance for City Buildings	13.19	720,305	625,229	531,003	814,531	-	814,531
Professional Baseball	12.55	835,612	556,351	3,004	1,388,959	1,455,497	(66,538)
Recreation Programs	17.59	1,004,406	1,073,211	3,004	2,074,613	418,409	1,656,204
Sports Activities	2.97	211,183	226,724	3,004	434,903	241,299	193,604
Total:	83.84	\$4,421,108	\$3,363,076	\$559,027	\$7,225,157	\$2,633,328	\$4,591,829

Transportation Services Program



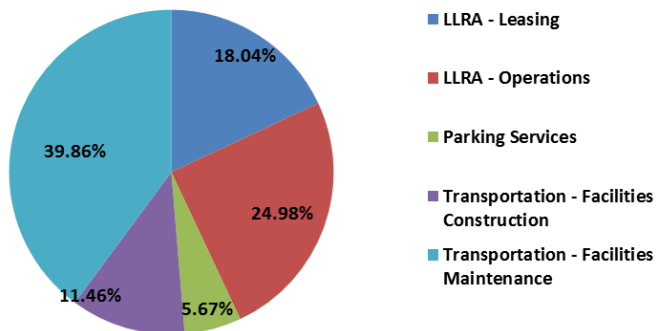
Program Summary

This Program includes providing:

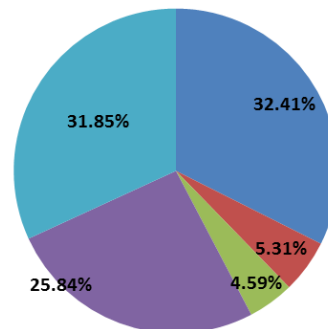
- For the construction of transportation facilities throughout the City of Lakeland and to acquire the necessary right-of-way (ROW) for transportation-related facilities proposed throughout the City.
- Support for safe and attractive neighborhoods and public spaces through the continuous maintenance of all streets, sidewalks, drainage facilities and alleys within the City.
- Safe, convenient parking facilities to assist businesses within the Central Business District (CBD) by reducing parking issues through consistent enforcement.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$25,156,556	\$15,031,195	\$14,118,166
Revenues Summary	\$24,170,914	\$15,812,328	\$16,031,010
Net Cost Summary	\$985,642	(\$781,133)	(\$1,912,844)
FTE Summary	88.82	94.54	90.86

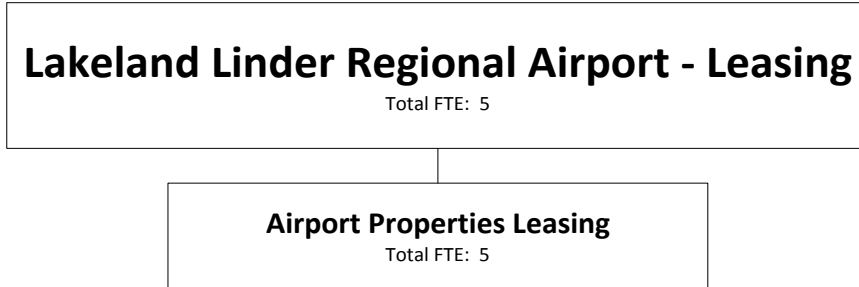
Program Expenditures



Program Revenues



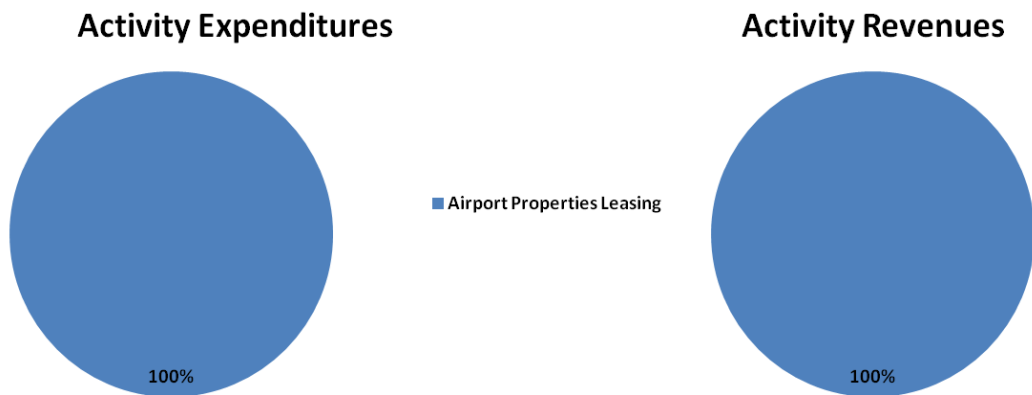
Lakeland Linder Regional Airport—Leasing



Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$2,652,479	\$1,870,290	\$2,546,977
Revenues Summary	\$3,963,853	\$4,557,816	\$5,195,344
Net Cost Summary	(\$1,311,374)	(\$2,687,526)	(\$2,648,367)
FTE Summary	4.50	4.00	5.00



Lakeland Linder Regional Airport—Leasing

Core Services

Airport Properties Leasing

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

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

Changes and Accomplishments

- The annual Part 139 Inspection was completed with no discrepancies on January 7th 2014.
- Aircraft operations have increased significantly with the airport up more than 8,500 operations year over year. At the current rate, LAL is on track to top 100,000 operations this fiscal year.
- The 2014 Sun n' Fun Annual Fly-In and Expo experienced no major accidents or incidents and resulted in the most profitable year on record.
- Construction of Lakeland Fire Department Station 7 is on track for completion in November of 2014. The new station will house structural and ARFF apparatus, significantly increasing fire rescue services to the airport and surrounding community.
- Construction of Taxiway E1 was completed in March, providing enhanced access and operational efficiency to the airside center tenants and users.
- The Airside Center Ramp was completely resurfaced, reducing the potential for foreign object debris and extending the life of the existing infrastructure.
- The Rehabilitation of Runway 9/27 was completed in February of 2014 with a complete mill and overlay of the westerly 2,500 feet.
- Rehabilitation of Runway 9/27 and 5/23 Intersection was completed in November of 2013, eliminating a significant safety issue resulting from ponding water.
- Construction of the South Fuel Farm is currently scheduled to begin this year with the new fuel tanks providing self-service options to pilots on the South side of the airfield.
- The new Air Traffic Control Tower has reached the 60 percent design phase and is scheduled to break ground later this year.
- The Wildlife Hazard Assessment was completed in late 2013 and has been subsequently approved by the FAA. The Lakeland Airport is expecting approval of the Wildlife Hazard Management Plan this calendar year.
- Relationships with both the FAA and FDOT continue to assist in providing significant grant dollars to the Airport for infrastructure projects
- The Intermodal Business Plan Project has commenced with the SWOT analysis presentation completed. The project will assist us in leveraging the Airport into a position to receive additional dollars for expansion and growth
- Facility occupancy levels have reached an all-time high, above 95% reflecting the need for growth opportunities at the Airport.
- Revenues are forecasted to be in excess of \$4m, a first for the Airport.

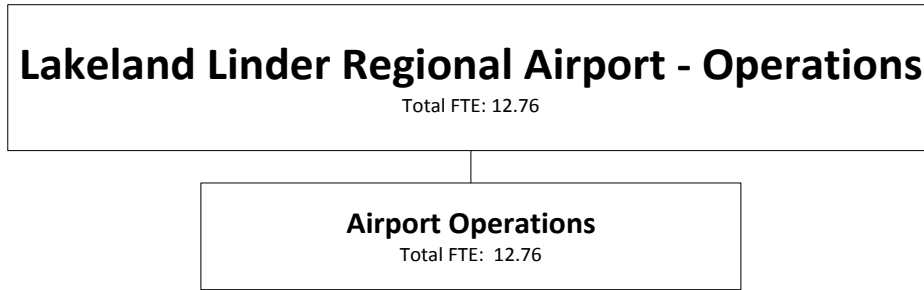
Lakeland Linder Regional Airport—Leasing

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Gross Revenues	Annually	\$4,350,000.00	\$4,650,000.00	\$4,874,000.00
Square Footage Leased (Aviation Tenants)	Annually	642,000	663,000	674,000
Square Footage Leased (Non-Aviation Tenants)	Annually	278,000	285,000	285,000
Square Footage Vacant (Airport)	Annually	72,000	44,000	33,000
Number of Aviation Leases-T Hangars	Annually	63	64	64
Number of Aviation Leases-Other	Annually	34	37	39
Number of Non-Aviation Leases	Annually	16	17	17

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Airport Properties Leasing	5.00		2,146,571	17,605	2,546,977	5,195,344	(2,648,367)
Total:	5.00	\$418,011	\$2,146,571	\$17,605	\$2,546,977	\$5,195,344	(\$2,648,367)

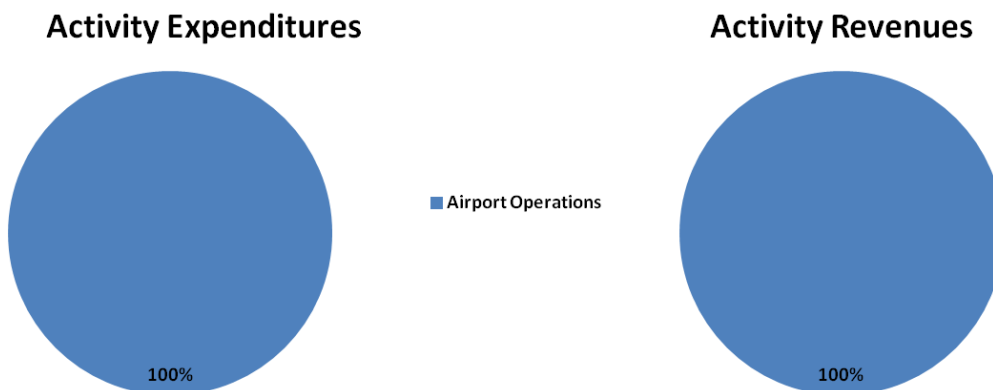
Lakeland Linder Regional Airport—Operations



Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$6,625,785	\$2,811,973	\$3,526,307
Revenues Summary	\$4,934,500	\$418,000	\$851,500
Net Cost Summary	\$1,691,285	\$2,393,973	\$2,674,807
FTE Summary	12.76	12.76	12.76



Lakeland Linder Regional Airport—Operations

Core Services

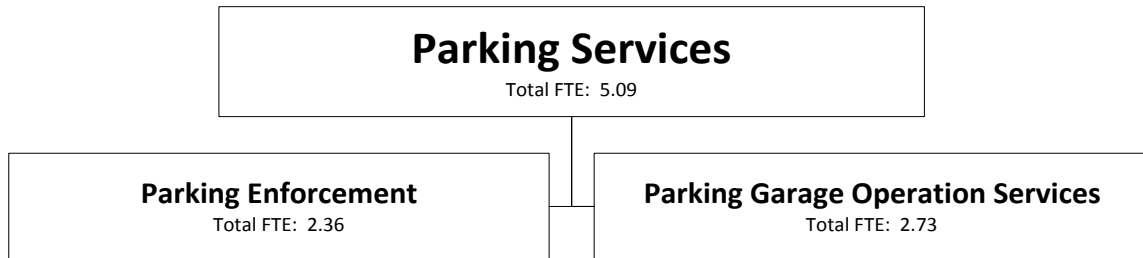
Airport Operations

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

Item Measured	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Air Traffic Itinerant Operations (takeoffs and landings annually)	54,479	56,000	58,000
Air Traffic Local Operations (takeoffs and landings annually)	50,980	54,000	56,000
Based Aircraft (Total)	195	215	230
Based Aircraft (Jet)	19	33	40
Aircraft Fuel Flowage (gallons delivered to the Airport)	900,000	925,000	1,000,000
Dollar Amount of Grants Received	7,456,269	11,032,250	7,000,000

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Airport Operations	12.76	962,873	2,581,039		3,526,307	851,500	2,674,807
Total:	12.76	\$962,873	\$2,581,039	\$17,605	\$3,526,307	\$851,500	\$2,674,807

Parking Services Activity

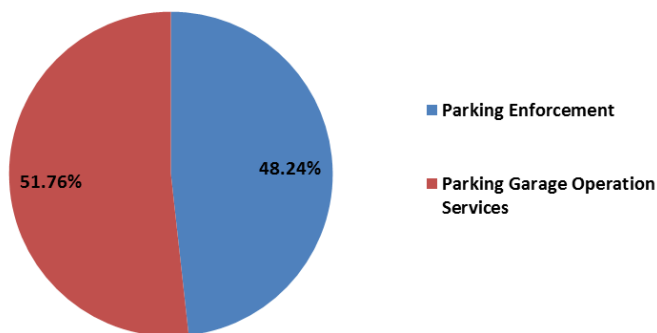


Mission

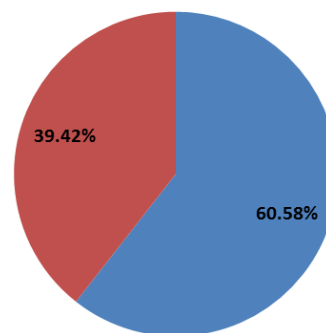
To provide safe, convenient parking facilities and assist businesses within the Central Business District (CBD) by reducing parking issues through consistent enforcement.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$843,973	\$1,453,040	\$800,046
Revenues Summary	\$608,503	\$625,774	\$735,837
Net Cost Summary	\$235,470	\$827,266	\$64,209
FTE Summary	5.09	5.09	5.09

Activity Expenditures



Activity Revenues



Parking Services Activity

Core Services

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

Parking Enforcement

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

Parking Garage Operation Services

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

Changes and Accomplishments

- Completed Iowa Avenue Parking Garage structural repairs and recoating of top deck.
- Increased employee training at City U.
- Increased monthly leases in both garages and surface lots.
- Working to make downtown parking better for all, as participant of the downtown parking task force.
- Provided after hours security and assistance for 1st Friday’s and Special events.

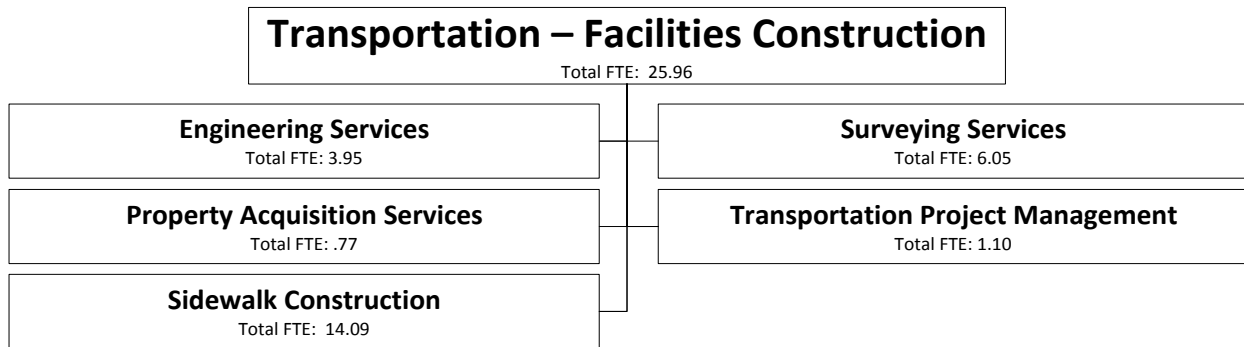
Parking Services Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Parking Enforcement-Percentage Reduction of Citations	Annually	759 or 12.95%	872 or 15.98%	≤ 10%
Leased parking spaces	Quarterly	96.49%	98.48%	100%
Revenue generated by Leases	Quarterly	\$491,694	\$529,884	\$500,491

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Parking Enforcement			246,254	16,034	385,960	445,755	
Parking Garage Operation Services	2.73	161,497	266,769	14,179	414,086	290,082	124,004
Total:		\$317,236	\$513,023	\$30,213	\$800,046	\$735,837	\$64,209

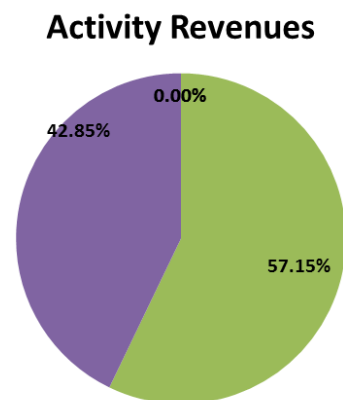
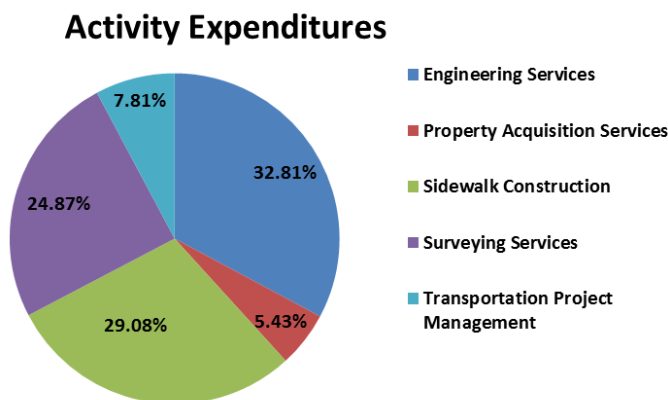
Transportation—Facilities Construction Activity



Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$4,758,175	\$2,554,554	\$1,617,658
Revenues Summary	\$5,117,786	\$3,152,065	\$4,141,860
Net Cost Summary	(\$359,611)	(\$597,511)	(\$2,524,202)
FTE Summary	20.14	22.98	25.96



Transportation—Facilities Construction Activity

Core Services

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

Engineering Services

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

Property Acquisition Services

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

Transportation Project Management

The Public Works Director's Office provides project management services for Capital Improvement Plan projects. The projects are typically implemented through the use of engineering consultant services and contractors.

Sidewalk Construction

Sidewalks are constructed to current ADA Standards.

Surveying Services

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

Transportation—Facilities Construction Activity

Changes and Accomplishments

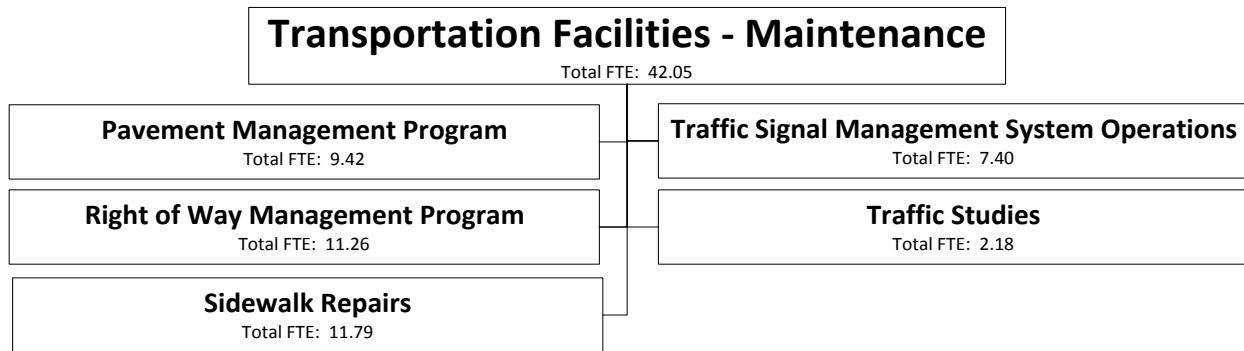
- Construction projects completed: Lake Beulah Trail (under construction), West Highland Street Sidewalk (under construction), Sleepy Hill Middle School Pedestrian and Signal Improvement, Fire Station 7 Entrance, Citrus Connection Driveway (Bus Station Driveway), Frank Lloyd Wright Sidewalk Improvement (under construction), N. US 98 & Bella Vista Signal and Curb Ramp Project, North Crystal Lake Drive Sidewalk (S. US 98 to Entrance of MHP), Ingraham Ave Sidewalk Improvement, MLK & Fifth Street Curb Ramp and Signal Improvement.
- Alley Enhancements - Dixieland CRA—Two Alleys west of S. Florida Ave—Hillcrest Street to Palmetto & Cresap Street to Ridgewood
- Drainage projects - Shore Acres Phase III, New Jersey Road (From Edgewood Drive to Crystal Lake Drive), Deter Pond Retrofit.
- New Sidewalk Construction (linear feet) – 6081
- Paving of dirt alleys (sq. yards) – 20,000

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Number of traffic calming projects	Annually	1	4	2
Parcels acquired	Annually	0	18	34
Parcels condemned	Annually	0	0	5
New sidewalk Constructed (Linear Foot)	Annually	6,081	13,099	6,000
New Trail constructed (Linear Ft.)	Annually	3,500	2,904	5,000
Bike Lane Construction (Linear Ft.)	Annually	0	0	5,400
New/Widened roadway lane miles	Annually	0	0	0

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Engineering Services			123,556		530,717	-	530,717
Property Acquisition Services			39,448		87,891	-	87,891
Sidewalk Construction	14.09	397,233	76,888	3,710	470,411	2,366,947	(1,896,536)
Surveying Services	6.05	334,637	76,964	9,275	402,326	1,774,913	(1,372,587)
Transportation Project Management	1.10	145,574	48,752	68,013	126,313	-	126,313
Total:		\$1,396,115	\$365,608	\$144,065	\$1,617,658	\$4,141,860	(\$2,524,202)

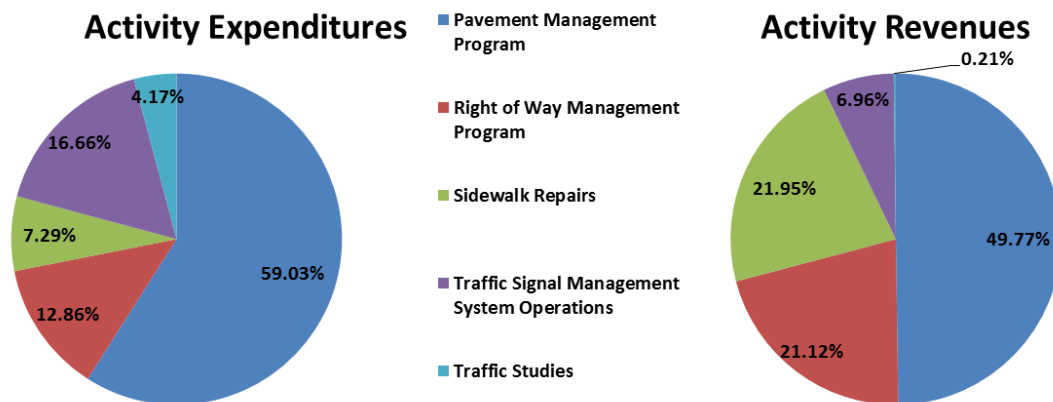
Transportation—Facilities Maintenance Activity



Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	10,276,144	6,341,338	5,627,178
Revenues Summary	9,546,272	7,058,673	5,106,469
Net Cost Summary	\$729,872	(\$717,335)	\$520,709
FTE Summary	46.33	49.71	42.05



Transportation—Facilities Maintenance Activity

Core Services

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

Engineering Services

Planning, design, permitting and inspection for Transportation Capital Improvement Plan (CIP) projects. Also included in this function are site plans review and approval for subdivision and commercial developments and right of way use permitting for construction activities within the City limits.

Pavement Management Program

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

Right of Way Management Program

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

Sidewalk Repairs

Sidewalks are repaired to current ADA Standards.

Traffic Signal Management System Operations/Traffic Studies

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

Transportation—Facilities Maintenance Activity

Changes and Accomplishments

Task:	Amount	Unit of Measure
ADA HANDICAP RAMPS	110	EACH
ALLEY (PAVING DIRT ALLEYS)	20,000	SQUARE YARDS
LANE MILES	784	LM
ROADS RESURFACED	440,324	SQUARE YARDS
RESURFACING COST	\$1,700,000	
ASPHALT APPLICATION COST	\$240,000	
ASPHALT - POTHOLE	98	EACH
ASPHALT REPAIR	53,652	SQUARE FEET
PAVEMENT MARKING	295,550	LINEAR FEET
RIGHT OF WAY TRIMMING	75,000	LINEAR FEET
RIGHT-OF-WAY MOWING	2,023,736	SQUARE YARDS
SIDEWALK REPAIR	6,500	LINEAR FEET
STORM PIPE CLEANING	23,000	LINEAR FEET
STREETSCAPE REPAIR	4,000	SQUARE FEET
STREETSWEeping	24,228	LANE MILES

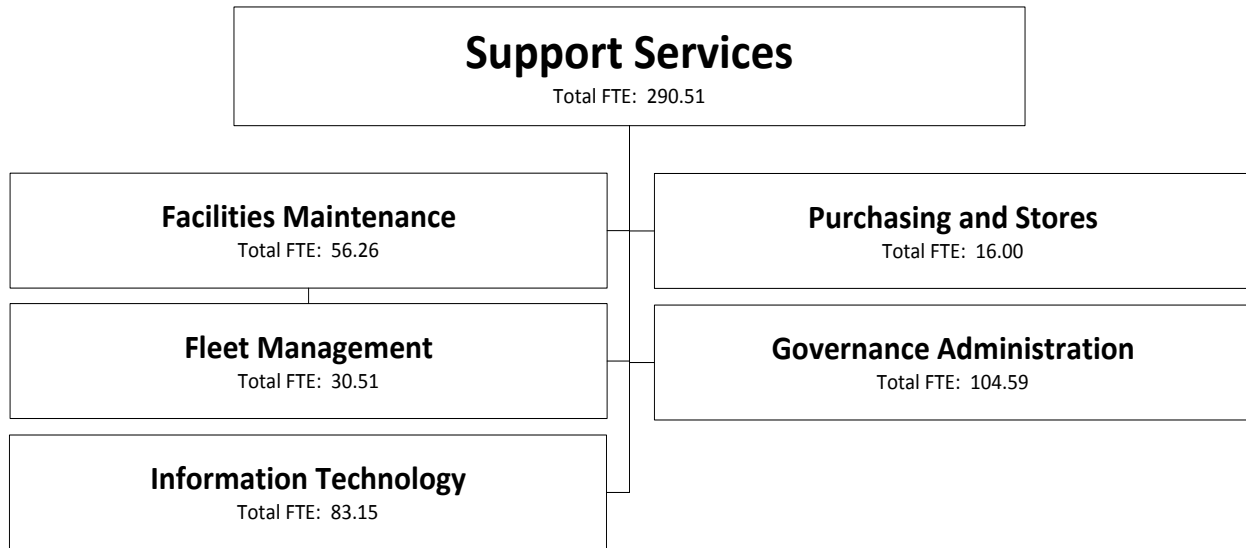
Transportation—Facilities Maintenance Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Resurfacing (Lane Miles)	Annually	65	28.54	30
Resurfacing Cost	Annually	\$2,112,172	\$1,819,955	\$2,000,000
Right of Way Maintenance (acres maintained)	Annually	493.95	639.78	600
Sidewalks Repaired (Linear Foot)	Annually	4,672	7,528	7,000
Response Time to Citizen Request for Stormwater and Drainage Maintenance—Average business days from work order to customer notification of work scheduled	Annually	NA	1	1
Response Time to Citizen Request for Road Repair—Average number of hours per work order for asphalt repair	Annually	NA	1	1
Traffic Signals Maintained	Annually	174	174	174
Traffic Signs Maintained	Annually	17,000	17,600	17,600
Number of traffic studies performed	Annually	NA	115	115

Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Pavement Management Program	9.42	285,457	3,042,949	6,492	3,321,915	2,541,488	780,427
Right of Way Management Program	11.26	511,903	213,419	1,855	723,467	1,078,250	(354,783)
Sidewalk Repairs	11.79	309,199	104,191	3,401	409,990	1,120,843	(710,853)
Traffic Signal Management System Operations	7.40	449,669	490,855	3,092	937,433	355,388	582,045
Traffic Studies	2.18	94,321	151,181	11,129	234,373	10,500	223,873
Total:		\$1,650,549	\$4,002,595	\$25,969	\$5,627,178	\$5,106,469	\$520,709

Support Services Program



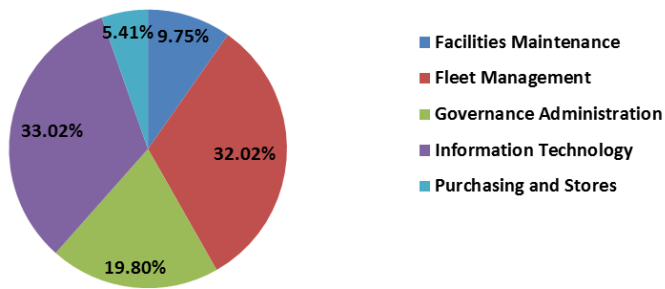
Program Summary

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

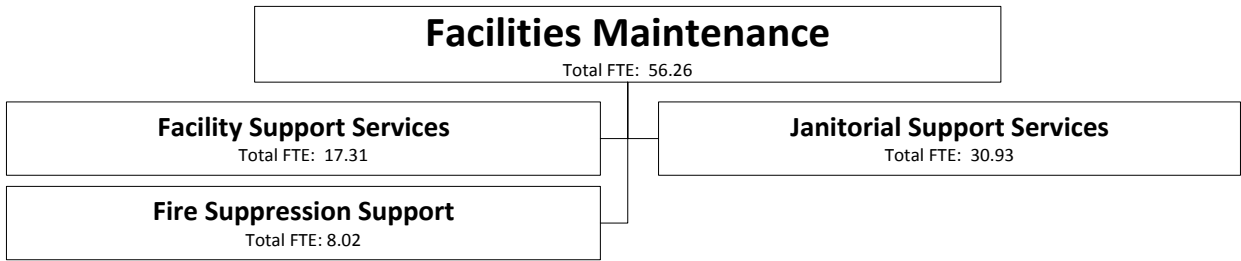
- Maintaining and constructing safe, clean and secure City facilities for visitors and City employees in a cost effective and efficient manner.
- Acquiring and maintaining safe, reliable, cost effective vehicles and equipment which meet the specific needs of City Departments.
- Ensuring the acquisition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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$58,944,133	\$62,546,247	\$53,747,116
FTE Summary	284.98	280.55	290.51

Program Expenditures



Facilities Maintenance Activity

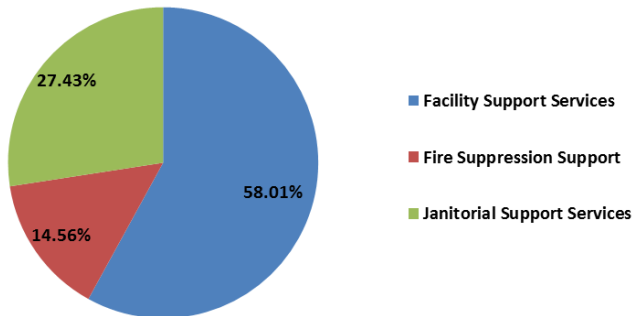


Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$7,468,779	\$5,727,762	\$5,891,208
FTE Summary	54.26	55.26	56.26

Activity Expenditures



Facilities Maintenance Activity

Support Services

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

Facility Support Services

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

Fire Suppression Support

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

Janitorial Support Services

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

Changes and Accomplishments

- Federal Building selective demo and environmental remediation
- Fire Station 7 (construction 60% complete)
- Glendale Waste Water Lab remodel
- Fleet Complex reroof
- Iowa Garage structural repairs
- Gandy Pool Complex Air Conditioning replacement
- Security improvements at Risk Management
- Fire Panel replacement at Branch Library
- Fire Panel replacement and improvements at Glendale Wastewater Complex
- Lake Mirror Auditorium Chilled Water Air Handler replacement
- Cleveland Heights Clubhouse exterior painting
- Traffic Operations office improvements and interior painting
- Various City department cubicle furniture reconfigurations
- Resurface tennis courts at Beerman and Woodlake tennis complex
- Simpson Pool liner replacement
- Simpson Park drainage improvement
- UPS replacement City Hall data center
- TB Williams Water Plant break room remodel
- LE Admin Elevator motor and controller upgrades
- ADA reception areas in various locations
- Risk/Civil Service Roof Replacement
- Risk Management Air Conditioning replacement
- Hanger 3 Repairs
- City Wide card reader, controller and computer software conversion
- T & D Walkway Repairs
- CHGC Chiller Installation
- City Hall Break Room and Restroom Remodel
- Systems Control Room Remodel
- Eighth Floor LE Admin Build-out
- Implementation of Lucity, Public Works' new work order/asset management system
- Implementation of mobile work order system

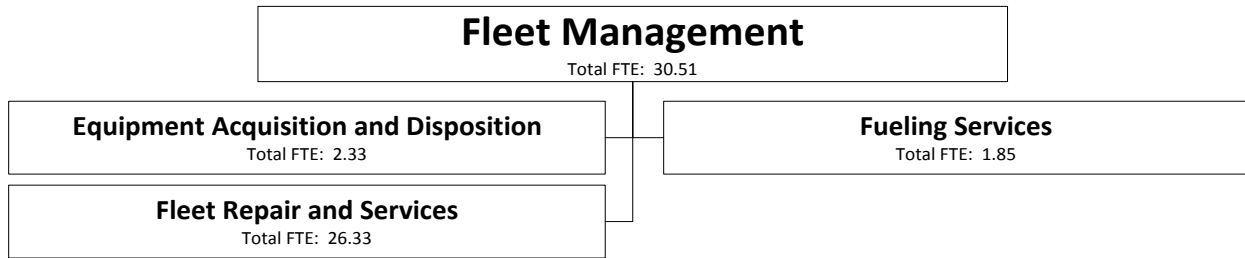
Facilities Maintenance Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Number of Work Orders Completed (Facility Support, Fire Suppression, and Janitorial)	Annually	5,923	7,437	7,500
Work Orders Completion Time (Maintenance, Fire, Security, and Janitorial)	Annually	NA	5 days	5 days
Capital Projects Completed (Facility Support)	Annually	40	38	35
Cost of Facility Maintenance (per sq. foot)	Annually	\$2.28	\$2.49	\$2.53
Cost of Security and Fire Maintenance (per sq. foot)	Annually	\$0.34	\$0.38	\$0.38
Cost of Janitorial Services (per sq. foot)	Annually	\$2.10	\$2.12	\$2.10
Money saved due to energy projects	Annually	\$981,524	\$950,000	\$900,000

Support Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Facility Support Services	17.31	1,379,582	2,037,665	12,984	3,404,262	1,373,437	2,030,826
Fire Suppression Support							
Janitorial Support Services	30.93	1,373,656	242,327	1,855	1,614,128	1,373,437	240,692
Total:		\$3,450,301	\$2,440,907	\$16,076	\$5,875,132	\$4,120,311	\$1,754,821

Fleet Management Activity

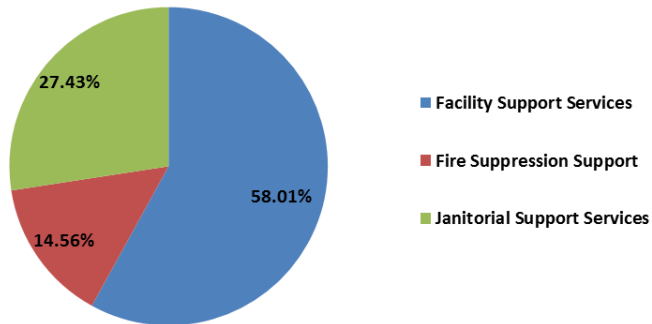


Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$16,325,605	\$18,803,827	\$19,346,421
FTE Summary	31.51	30.50	30.51

Activity Expenditures



Fleet Management Activity

Support Services

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

Equipment Acquisition and Disposition

Acquisition:

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

Disposition:

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

Fleet Repair and Services

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

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

Fleet Management Activity

Fueling Services

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

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

Changes and Accomplishments

- Chosen as one of 2014's 50 Leading Fleets in *Government Fleet Magazine's* inaugural competition
- Selected as one of 2014's "100 Best Fleets" by *Governing Magazine*, fourth straight year!
- Agile and evolved; transition to single 10-hour shift format, increased productivity 12%, eliminated budget deficit, improved 0-24 hour turn time 3%. Reduced overhead, flattened tech classifications
- Our customer's best option; labor rate \$80; fab/body/welding labor rate \$60; equipment service fee \$30 monthly; parts markup 5%; vendor/sublet markup 10%; fuel markup \$0.12 per gallon. Our rates rank among the best in the region with exceptional customer satisfaction ratings, currently at 98%!
- World-class material and cost management; inventory management by in-house NAPA store; tire service program based on piecework price schedule; one-time repair limit for vehicles that have reached full depreciation; weekly high-cost work order monitoring; adherence to life expectancy for vehicle replacement; aggressive vehicle replacement versus uneconomical repair; tire wear study to determine best value for life versus price; vehicle size and engine type downsizing based on mission need; improvements flat-lined costs over four years with average 2% increase in material cost
- Leading; certified--pursuing APWA Accreditation, 2 years to completion. Outreach—continual surveying for performance, services, products. Communication--quarterly newsletter informs and entertains. Internal website as an information clearing house. Service level agreements (SLA)—improved support, downtime for critical missions; provides priority for mission-impact vehicles. Fleet-provided driver training—familiarization, CDL pre/post-trip training upon receipt of new vehicle types, on demand, periodically, exceptionally. Parts store support to other departments—in-house NAPA parts store sources and delivers parts to all departments for non-Fleet equipment mission support. Tire service pushed to the customer—tire vendor makes daily vehicle yard visits for tire tread wear/pressure monitoring, service, repair, replacement on-site. Public Works Night citizen outreach
- Accountability as a necessity; constant measurement of goals for turn time 0-24, 24-48, 48-72, >72 hours; vehicle availability; labor hour accounting; PM turnaround; critical vehicle availability/in-shop; repeat maintenance (weekly/monthly); overdue PM inspections. Electronic copies of reports, work orders, newsletters, calculators, surveys upon request
- Involved; Florida Benchmarking Consortium fleet management service area lead. Collects data, aids benchmarking training, and presents at conferences across Florida. APWA, County Alt Fuels Task Force, FLAGFA, Fleet Answers, Florida League of Mayors, NAFA, Leading Fleets, 100 Best Fleets
- Greener. Sourcing propane vehicles for 2015 replacement including mowers and light duty vehicles. Downsized admin vehicles and engines. County alt fuels task force key member. Net zero hazardous waste generator with recycling of all waste and materials
- Collaborative; our fine-tuned public-private partnering continues to increase vehicle availability and reduce costs. We're so good at it, we were selected by NAPA senior management to test proprietary STAR parts tracking database--program promises to reduce downtime and cost
- Servant leadership; Developed and conducted heavy truck dashboard, pre-trip, and post-trip inspection training with intent to improve driver capability and reduce unscheduled maintenance. Completed training for 40+ Solid Waste division drivers, course is available for all City vehicle operators

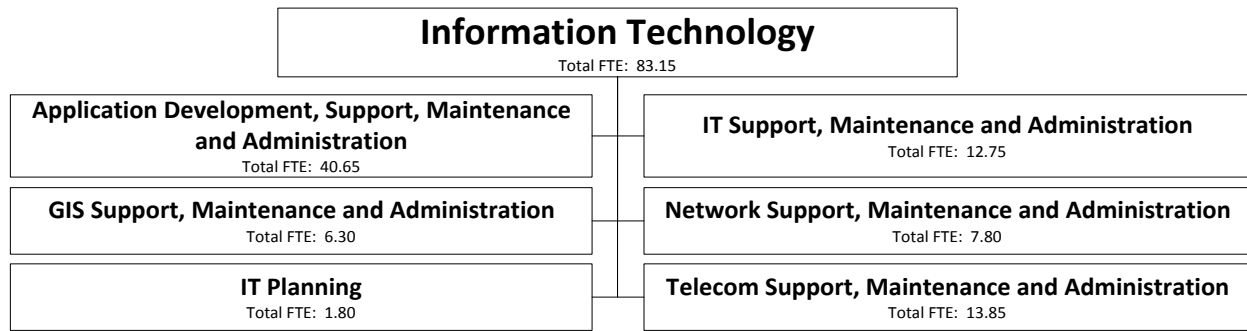
Fleet Management Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Percentage of replacement eligible vehicles	Annually	29%	23%	25%
Vehicle turnaround time 0-24 hrs.	Annually	70.78%	72%	75%
Vehicle turnaround time 24+-48 hrs.	Annually	12.10%	11.80%	10%
Vehicle turnaround time 48+-72 hrs.	Annually	3.81%	4.20%	10%
Vehicle turnaround time > 72 hrs.	Annually	13.31%	12%	5%
Billed labor hours	Annually	71%	70%	71%
Vehicle Availability	Annually	90.28%	91%	91%
Annual fuel gallons dispensed	Annually	1,041,162	1,060,137	1,060,000

Support Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Equipment Acquisition and Disposition	2.33	202,145	9,786,854	8,038	9,980,961	-	9,980,961
Fleet Repair and Services	26.33	2,051,832	3,191,623	17,313	5,226,142	-	5,226,142
Fueling Services	1.85	145,214	3,968,753	6,183	4,107,784	-	4,107,784
Total:	30.51	2,399,191	\$16,947,230	\$31,534	\$19,314,887	\$0	\$19,314,887

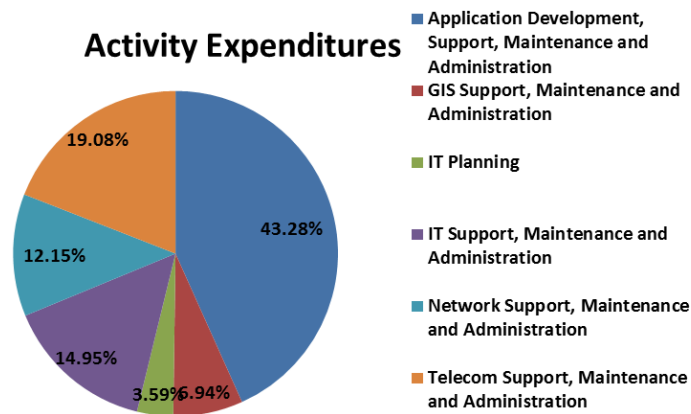
Information Technology Activity



Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$20,427,659	\$23,358,450	\$19,951,790
FTE Summary	79.95	82.10	83.15



Information Technology Activity

Support Services

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

Application Development, Support, Maintenance and Administration

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

GIS Support, Maintenance and Administration

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

IT Planning

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

IT Support, Maintenance and Administration

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

Network Support, Maintenance and Administration

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

Telecom Support, Maintenance and Administration

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

Information Technology Activity

Changes and Accomplishments

240+ application systems

- 20+ Large Enterprise wide OTS applications
- 20+ Large internally developed applications
- 200+ Departmental OTS and developed applications

Network Infrastructure

- 23 UNIX/Linux physical servers
- 109 Windows physical servers
- 186 virtual servers
- Oracle Exadata platform
- 130+ switches, routers, firewalls
- 53 Wireless Access Points
- 6 SAN devices
- 152 Terabytes of SAN storage
- Offsite Disaster Recovery Facility

IT Support Infrastructure

- 1600+ desktops and laptops
- 200+ printers/copiers/MFPs
- 300+ tablets and smartphones

Telecommunications Infrastructure

- 1600+ 800 MHz radios and 3 towers
- 2400+ VoIP phones and infrastructure
- 41 OC48 SONET substation communication nodes

Database Infrastructure

- 27 Production Oracle Databases (11 with two clustered instances)
- 74 Test/Dev Oracle Databases (17 with two clustered instances)
- 11 Standby Oracle Databases (linked with 11 Production Oracle Databases)
- 2 Quarter Rack Oracle Exadata Database Machines
- 220 Production SQL Server Databases
- 63 Test/Dev SQL Server Databases
- ~5,000 Gigabytes of Production/Standby Oracle Database Storage
- ~10,500 Gigabytes of Test/Dev Oracle Database Storage

DoIT Completed Projects

- DoIT completed a total of **70** FY14 projects as of 6/26/2014.

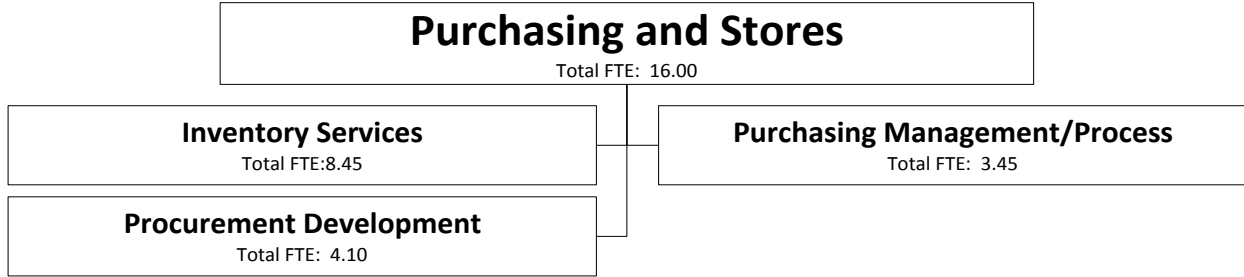
Information Technology Activity

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Planned Projects Requested vs. Completed Projects	Quarterly	85.4%	55.7%	100%
Incident Response Time	Quarterly	94.02%	89.9%	90%

Support Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Application Development, Support, Maintenance and Administration	40.65	5,005,788	3,629,990	66,754	8,569,024	9,591,882	(1,022,858)
GIS Support, Maintenance and Administration	6.30	592,177	793,118	66,754	1,318,541	1,110,351	208,190
IT Planning	1.80	277,643	439,541	-	717,183	21,420	695,763
IT Support, Maintenance and Administration	12.75	899,081	2,084,068	66,754	2,916,395	3,857,636	(941,241)
Network Support, Maintenance and Administration	7.80	882,587	1,541,063	66,754	2,356,897	1,699,890	657,007
Telecom Support, Maintenance and Administration	13.85	1,526,996	2,279,738	366,754	3,439,980	2,366,037	1,073,943
Total:		\$9,184,272	\$10,767,518	\$633,770	\$19,318,020	\$18,647,216	\$670,804

Purchasing and Stores Activity

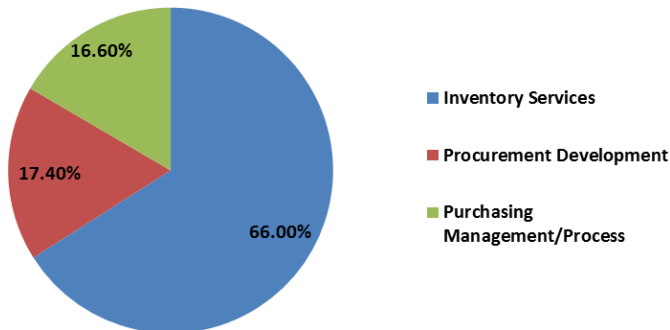


Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$3,016,872	\$3,600,188	\$3,272,124
FTE Summary	16.00	16.00	16.00

Activity Expenditures



Purchasing and Stores Activity

Support Services

Procurement Development:

Responsible for preparing all competitive solicitation for sealed bids and quotes for all City Departments.

Purchasing Management/Process :

Administers a purchasing card (credit card) program which allows authorized City employees to make small purchases for their Department's regular needs with minimal paperwork. Responsible for annual contract process and management. Review, approve and process all purchase requisitions, purchase orders and change orders.

Inventory Services:

Maintains supervision and distribution of 3,700+ separate stock items. Central Stores stages and palletizes supplies and system components for the Electric and Water Utilities crew trucks daily. Inventory is carefully monitored and re-orders are established based upon historical usage patterns. Central Stores maintains safety and emergency stock for out of the ordinary situations (e.g. hurricanes, tornados, etc.). Responsible for sale of scrap metal program and Used Material (Lamps, Ballasts, Bulbs, Cardboard) Recycling and Disposal Program.

Inventory Services

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

Procurement Development

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

Purchasing and Stores Activity

Purchasing Management/Process

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

Changes and Accomplishments

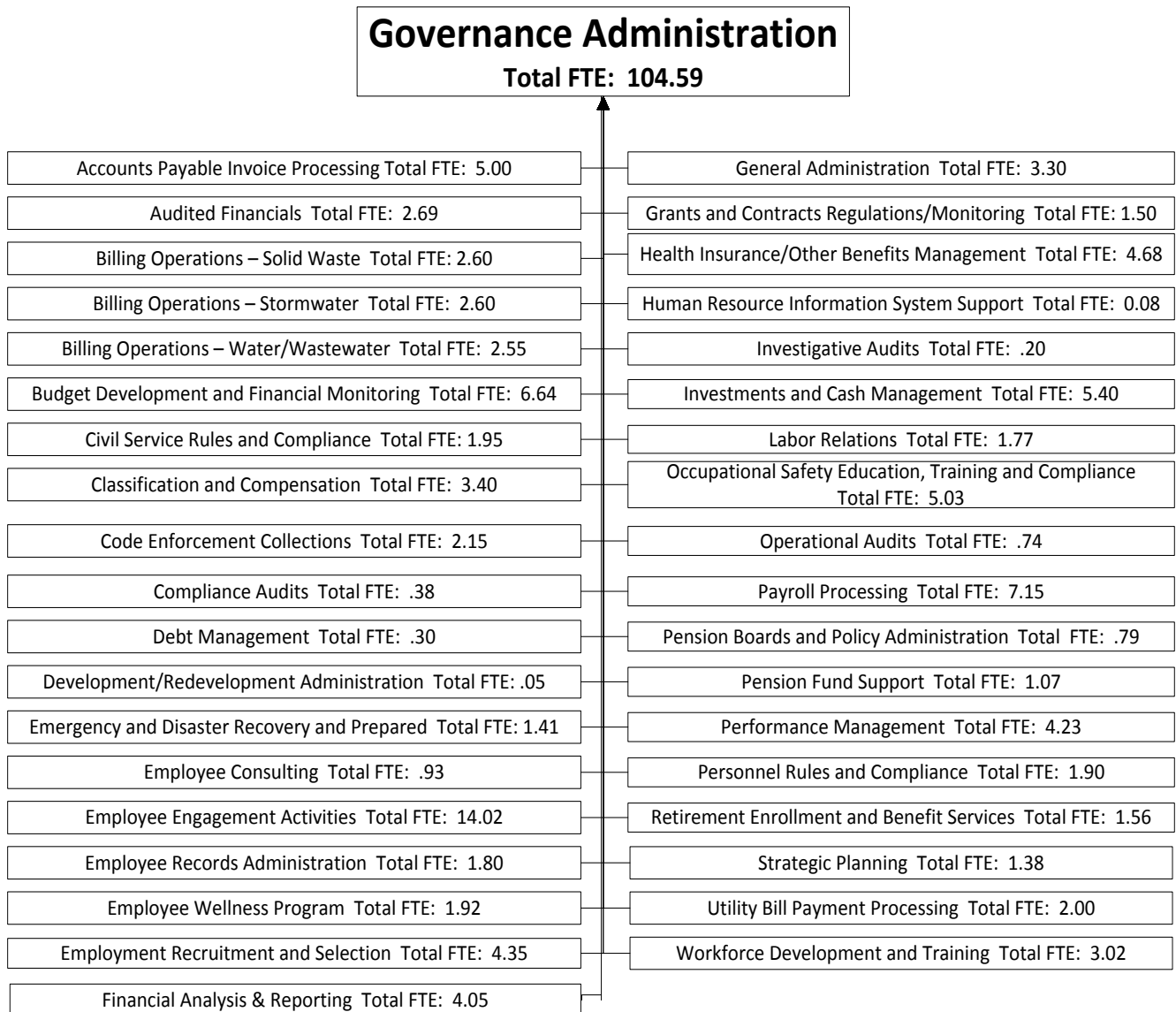
- Performed a total process improvement project, which included internal and external customer focus group sessions, and culminated with standardized procurement and contract templates, and a revised purchasing policy manual which addresses all procedures in a clear, concise format.
- Introduced and conducted new "Purchasing 101" introductory-level procurement classes.
- Realized an annual savings of \$2,890,153 achieved through both the sealed bid and request for proposal (RFP) processes.
- Received a 0% error rating during the Internal Auditor's year-end inventory of approximately \$10 million worth of stock.
- Received 2014 Florida Association of Public Procurement Officials (FAPPO) Award of Excellence in Public Procurement, one of only 16 agencies within the State of Florida.

Performance Measurements

Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Total Number of Inventory Items Issued	Annually	8349	7917	+3%
Total Dollar Amount of Inventory	Annually	\$11,519,757.00	\$11,550,120.00	+3%
Internal Audit Error Percentage	Annually	0%	0%	0%
Total Number of Sealed Bids/RFPs	Annually	161	102	+3%
Total Dollar Amount of Sealed Bids and RFPs	Annually	\$15,663,585.00	\$15,087,757.83	+3%
Total Annual Cost savings through sealed bids	Annually	\$4,457,547.00	\$3,279,141.03	+3%
Total annual number of purchase orders	Annually	4410	4278	+3%
Total number of quotes	Annually	840	800	+3%
Total annual contract purchase order amount	Annually	\$37,081,914.00	\$39,491,491.01	+3%
Annual Contract Percentage	Annually	27%	37%	≥ 25%

Support Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Inventory Services	8.45	584,295	1,575,309	-	2,159,604	-	2,159,604
Procurement Development	4.10	299,233	270,016	-	569,248	-	569,248
Purchasing Management/Process	3.45	272,092	271,179	-	543,271	-	543,271
Total:		\$1,155,620	\$2,116,504	\$0	\$3,272,124	\$0	\$3,272,124

Governance Administration Activity



Mission

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

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Expenditures Summary	\$11,705,218	\$11,056,020	\$11,967,405
FTE Summary	103.26	96.69	104.59

Governance Administration Activity

Support Services

The Governance Administration section differs from the sections presented previously. The services in the following pages do not have outcomes or outputs that explicitly benefit external customers, but rather support the outcomes and outputs of the other departments. These services are broadly grouped under the Governance Administration Activity. As such, each Support Service page contains only Support Service definitions, but not a Mission or Performance Measurements as in other sections. The singular Mission of the Governance Administration services is articulated above. Performance Measurements is not intended to measure outputs, but rather outcomes and productivity levels—as such, Performance Measurements are not included for these services. Governance Administration services included in the following pages are: City Manager, Civil Service, Finance, Human Resources, Internal Audit, Office of Management and Budget, Retirement Services and Risk Management.



Governance Administration Activity

Support Services

Labor Relations

Managing the relationships with the various collective bargaining units of the City. This includes contract negotiation for pay and benefits, performance measures, organizational structures and disciplinary actions. Labor relations also includes the management of the individuals that work for the City that may not be covered by a collective bargaining agreement.

Performance Management

Includes activities to ensure that goals are consistently being met in an effective and efficient manner. Performance management focuses on performance of the organization, whether it is a department, processes or employees. These activities are targeted at improving the operations and realizing enhancements in the performance of the organization.

Strategic Planning

Strategic planning is conducted through the City Commission in concert with the stakeholders and residents of the City. The strategic planning process lays out the long-term vision for the City and its operations. It is the responsibility of the City Manager's Office to transform the adopted vision into a reality through appropriate allocation of resources.

Civil Service Rules and Compliance

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

Employment Recruitment and Selection

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

Human Resource Information System Support

HRIS support for PeopleSoft, Crystal, NeoGov, and Microsoft products necessary to ensure effective and efficient attainment of HR related goals.

Strategic Planning (shared with HR)

Strategic planning activities necessary for Civil Service to attain its goals.

Workforce Development and Training (shared with HR)

Development of job analysis, competency models, and/or job audits leading to assessments, which in turn lead to training needs analysis and individual development plans.

Governance Administration Activity

Support Services

Classification and Compensation (shared with HR)

Submission of recommendations for pay grades or steps based on candidate qualification review. Validation of pay ranges through peer comparisons.

Employee Consulting (shared with HR)

Consultations with various employees regarding recruitment, job forecasting, assessment processes, etc.

Employee Records Program

Collection and maintenance of all employee records. Digitizing program is underway and 2/3's complete.

Accounts Payable Invoice Processing

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

Billing Operations—Solid Waste

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

Billing Operations—Stormwater

Implementation of all rate changes for the Stormwater System

Billing Operations—Water/Wastewater

Monitoring usage and issuing impact fee billings for Water and Wastewater customers. Implementation of all rate changes for the Water/Wastewater System

Budget Development and Financial Monitoring

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

Code Enforcement Collections

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

Governance Administration Activity

Support Services

Debt Management

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

Financial Analysis and Reporting

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

Grants and Contracts Regulation/Monitoring

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

Investments and Cash Management

Day-to-day management of the City's investment instruments and cash reserves. The management of these assets is governed by adopted policies of the City based on risk and dollar amounts.

Labor Relations

As a member of the City's Negotiations Team for all collective bargaining agreements, we assist in determining the impact of proposed and adopted labor agreements.

Payroll Processing

Biweekly processing of the payroll for all City's full and part-time employees and all retirees of the general pension plan.

Utility Bill Payment Processing

The Finance Department monitors the outsourcing of payments processing for customers of the Lakeland Electric, Water, Wastewater, Solid Waste, and Stormwater utilities.

Classification and Compensation (Shared with Civil Service)

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

Employee Consulting (Shared with Civil Service)

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

Employee Engagement Activities

City wide HR compliance training, orientation, HR initiative implementation and projects (e.g., P4P). Employee Recognition and Engagement support (Suggestion Awards). Work with Employee Engagement division to ensure recognition activities.

Governance Administration Activity

Support Services

Employee Records Program (Shared with Civil Service)

Collection and maintenance of all employee records. Digitizing program is underway and 2/3's complete. Maintenance of all disciplines, EEOC, court cases, maintain grievance files, etc.

Employment Recruitment and Selection (Shared with Civil Service)

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

Human Resource Information System Support

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

Strategic Planning

Participate in strategic planning activities necessary for Human Resources to set goals and position HR as a strategic partner.

Labor Relations

Continuing process of negotiations with the current bargaining units. LE, Fire, LPD, and Water Utilities. Administer and oversee grievance process for UWUA. Review contracts for consistency and provide grievance handling training.

Personnel Rules & Compliance

Provide Policy Manual to all new employee's along with revisions on a continual basis to ensure that all City of Lakeland employees are aware of the policies set forth by the City. Administer sick leave pool. Be available to interpret policies and rules for the different departments.

Workforce Development and Training (shared - HR-Civil Service)

Development of job analysis, competency models, and/or job audits leading to assessments, which in turn lead to training needs analysis and individual development plans.

Governance Administration Activity

Support Services

Audited Financials

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

Compliance Audits

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

Investigative Audits

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

Operational Audits

This core service would include procedures and testing performed in relation to City systems, processes and procedures. The focus of these types of projects would include reviews for improvements, efficiencies and redundancies. This core service would also include instances in which departments/divisions are attempting to make such changes and request input as to whether the changes they are purposing make sense and still maintain adequate levels of controls to safeguard City assets.

Note: Many Internal Audit projects may include several or all of the above services.

Budget Development and Financial Monitoring

Performing professional budget and financial analysis work related to budget development, publication and financial monitoring. The Office of Management and Budget (OMB) assists the City Commission and executive staff in developing and implementing the Strategic and Business Operating Plans at the Annual Retreat. OMB assists departments in integrating these plans into the Annual Budget.

Governance Administration Activity

Support Services

Pension Boards and Policy Administration

Working knowledge of actuarial, legislative and legal aspects of Trust administration. Staff shall carry out the policies set forth in ordinance and city policy to administer Plans in compliance with local, State and Federal laws.

Pension Fund Support

Administrative reporting, data analysis, etc. relating to Trusts. Work closely with board consultant, custodian and finance in the application of accurate recordkeeping, disbursements, contributions and mandate funding.

Retirement Enrollment and benefit Services

Full service model applied from initial communication, education, enrollment to retirement processing and on-going support to the Retirees (individual and COLAR).

Emergency and Disaster Recovery and Preparedness

In order to safeguard assets, which include but are not limited to the health and welfare of our citizens, and employees, the City of Lakeland's Office of Risk Management has developed and maintains a clearly defined and understood emergency plan that will enable us to mitigate the impact of any emergency that may occur, as well as expedite recovery. The efficiency and effectiveness of this plan was proven during the four hurricanes that came through Polk County in 2004.

Health Insurance / Other Benefits Management

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

Employee Wellness Program

This program is essential to improving the overall health and welfare of the City of Lakeland's employees. This is accomplished by providing convenient, affordable access to disease management and episodic care, which is offered through the City's on-site wellness clinic. In addition, clinic personnel serve as facilitators between City employees and their physicians in the medical community to insure continuity of care, as well as adherence to prescribed treatment regimes. Through its due diligence, and the offering of a health and wellness program and clinic to the City's employees, the Office of Risk Management has achieved an estimated total of 6.4 million dollars in medical claims savings over the last four years.

Liability Mitigation

This core service is supportive of safeguarding the City's assets through the utilization of sound, proven, proactive risk mitigation practices, which are applied in accordance to state and federal mandates.

Governance Administration Activity

Performance Measurements

Service	Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Accounts Payable Invoice Processing	Ensure all Invoices from vendors are paid in compliance with the Local Government Prompt Payment Act.	Annually	No findings	No findings	No findings
Payment Collections	Number of drop box payments carried over to next business day	Quarterly	0	0	0
Payment Collections	Number of Adjustments forms generated by LE Customer Service Division, monthly Off In Error Report generated by LE Field Services Division	Quarterly	58	47	< 60
Payment Collections	Number of incidents of Citizen responses to Parking Ticket late notices, citizen responses to collection agency notices, citizen's tag renewal blocked by tag agency	Quarterly	6	6	< 10
Payment Collections	Number of errors discovered by Daily cash reconciliation by Treasurer's Office staff	Quarterly	0	0	0
Audited Financials	Completion of Audit Work papers and Financial on a timely basis	Annually	Yes	Yes	Yes
Audited Financials	Clean Audit Opinion	Annually	1 Deficiency	No findings	No findings
Billing Operations - Solid Waste/Recycling	Accuracy of Billings (number of Customer Complaints & errors)	Annually	0.0014	<1% of total customers	<1% of total customers
Billing Operations - Solid Waste/Recycling	Meeting Budgeted Revenues - Solid Waste		100%	100%	100%
Billing Operations - Stormwater	Accuracy of Billings (number of Customer Complaints & errors)	Annually	0.0007	<1% of total customers	<1% of total customers
Billing Operations - Stormwater	Meeting Budgeted Revenues - Stormwater		96%	100%	100%
Billing Operations - Wastewater	Accuracy of Billings (number of Customer Complaints & errors)	Annually	0.0002	<1% of total customers	<1% of total customers
Billing Operations - Wastewater	Meeting Budgeted Revenues - Wastewater		99%	100%	100%
Code Enforcement Collections	Percentage of Code Enforcement fines processed	Annually	100%	100%	100%
Debt Management	Timely payments of Principal and Interest payments	Quarterly	Yes	Yes	Yes
Grants and Contracts Regulation/ Monitoring	Number of Audit Findings concerning Grants Administration	Quarterly	No findings	No findings	No findings
Investments and Cash Management	Compliance with Investment Policies		Yes	Yes	Yes
Investments and Cash Management	Investment Earnings		Yes	Yes	Yes
Utility Bill Payment Processing	Verification of 3rd Party Bill Processors—Number of daily uploads from 3rd Party Vendors		0	0	0
Budget Development and Financial Monitoring	GFOA Award	Annually	Awarded	Awarded	Awarded

Governance Administration Activity

Performance Measurements

Service	Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Civil Service Rules and Compliance	Number Civil Service Hearings	Annually	5	2	2
Civil Service Rules and Compliance	Number of Civil Service Cases upheld	Annually	4	2	NA
Development/Redevelopment Administration	Number of DRT reviews conducted in a given year	Annually	104	122	135
Emergency and Disaster Recovery and Preparedness	Number of Fire Drills and other Emergency Exercises	Annually	4	5	4
Emergency and Disaster Recovery and Preparedness	Number of Events to which Safety Responded	Annually	0	0	0
Employee Engagement Activities	VIP Awards (Total Number of VIP Awards)	Quarterly	426	581	NA
Employee Records Administration	Number of Records scanned	Quarterly	NA	12	NA
Employee Wellness Program	Return on Investment (Ratio of money spent vs. savings)	Annually	2.04:1	3.04:1	3.04:1
Employee Wellness Program	Percent of employees who have decreased risk factors	Annually	42%	41%	50%
Employment Recruitment and Selection	Number of Requisitions	Quarterly	364	364	375
Employment Recruitment and Selection	Number of internal transfers (including promotions and transfers)	Quarterly	136	163	NA
Employment Recruitment and Selection	Number of external new hires	Quarterly	291	334	NA
Employment Recruitment and Selection	Average number of minimally qualified applicants per requisition	Annually	15	13	NA
Health Insurance/ Other Benefits Management	Per member/ per year cost	Annually	\$8,724 PM/PY	\$8,124 PM/PY	2.5% Reduction
Health Insurance/ Other Benefits Management	Percentage of Supervisors trained by EAP Counselors/City Staff	Annually	18.75%	30%	50%
Health Insurance/ Other Benefits Management	Total % of eligible reimbursements dollars from Medicare Part D and Stop Loss Insurance	Annually	100%	100%	100%
Investigative Audits	Commencement of investigation in a timely manner (within one business day of notification)	Annually	N/A for FY 2014	N/A for FY 2015	100%
Labor Relations	Grievances Processed	Annually	40	57	45

Governance Administration Activity

Performance Measurements

Service	Performance Measure	Collection Frequency	FY14 Actual (if available)	FY15 Est/Actual	FY16 Proposed
Occupational Safety Education, Training and Compliance	Number of citywide auto and general liability claims	Annually	219 AL 329 GL	89AL/ 235GL 59% red. AL 29% red. GL	5% reduction in AL/GL totals.
Occupational Safety Education, Training and Compliance	Total Number of Observed Hazards from onsite surveys	Annually	38	37 .03% reduction	1% reduction in violations
Occupational Safety Education, Training and Compliance	Total Training Hours Provided to City Employees	Annually	NA	4,252	4,000
Operational Audits	Implementation of at least 75% of suggested recommendations for changes to processes	Annually	100%	75%	75%
Pension Board and Policy Administration	Number of Ordinance Changes as needed/ Actuary	Biannually	2	1	1
Pension Board and Policy Administration	Number of significant deficiencies or material weaknesses on the Annual Audit Report	Annually	0	0	0
Pension Board and Policy Administration	Timely/Efficient & Accurate filing the State Report, Valuation and Audit Reports with the FIDivision of Retirement	Annually	3	3	3
Pension Fund Support	Reporting efficiency— Number of Active, number of retired, deceased, number of transitions	Annually	1	1	1
Pension Fund Support	Actual Plan Assets	Annually	11.25%+	7.50%	7.25%+
Pension Fund Support	Gain/Loss Ratio	Annually	4.16	5.12	5.59
Retirement Enrollment and Benefit Services	Number of Retirement Actions: Drops, Retirements, Exit Drop, Survivors, Deceased, Refunds of Contributions	Quarterly	185	185	165
Retirement Enrollment and Benefit Services	Number of Educational Opportunity Events	Quarterly	22	44	30
Retirement Enrollment and Benefit Services	Retirement Readiness Metric	Annually	76%	83%	85%
Strategic Planning (Community Values Survey)	Citizen Perspective on how to fund maintained service—Mean Score from 1 to 5	Annually	Increase User Fees = 2.44; Increase General Taxes = 1.88; Decrease Service Levels = 1.68	Increase User Fees = 2.42; Increase General Taxes = 1.81; Decrease Service Levels = 1.77	NA

Governance Administration Activity

Support Services

Occupational Safety Education, Training, and Compliance

Through the administration of prudent safety practices and training, injury to City employees as well as damage to City property is minimized. Strict compliance with state and federal regulations is stressed in order to avoid fines, resulting from violations.

Support Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
Accounts Payable Invoice Processing	5.00	364,587	52,167	160,866	255,887	-	255,887
Audited Financials	2.69	273,883	63,995	228,335	109,542	-	109,542
Billing Operations - Solid Waste	2.60	192,613	26,144	160,107	58,650	12,000	46,650
Billing Operations - Stormwater	2.60	192,613	26,144	160,107	58,650	12,000	46,650
Billing Operations - Water/Wastewater	2.55	185,303	26,144	160,107	51,340	12,000	39,340
Budget Development and Financial Monitoring	6.64	768,551	746,818	243,930	1,271,439	21,420	1,250,018
Civil Service Rules and Compliance	1.95	203,894	52,357	110,610	145,641	-	145,641
Classification and Compensation	3.40	300,337	41,004	82,354	258,986	-	258,986
Code Enforcement Collections	2.15	154,116	26,144	160,107	20,153	12,000	8,153
Compliance Audits	0.38	40,415	5,914	33,734	12,595	-	12,595
Debt Management	0.30	50,536	52,167	160,866	(58,163)	-	(58,163)
Development/Redevelopment Administration	0.05	11,825	23,552	83,063	(47,686)	-	(47,686)
Emergency and Disaster Recovery and Prepared	1.41	144,120	75,217	190,099	29,239	-	29,239
Employee Consulting	0.93	96,180	52,357	110,610	37,928	-	37,928
Employee Engagement Activities	14.02	555,919	183,387	145,036	594,270	-	594,270
Employee Records Administration	1.80	148,977	222,807	227,389	144,395	-	144,395
Employee Wellness Program	1.92	168,175	74,308	190,099	52,384	-	52,384
Employment Recruitment and Selection	4.35	271,731	41,004	82,354	230,380	-	230,380
Financial Analysis & Reporting	4.05	415,665	90,188	414,098	91,755	12,000	79,755
General Administration	3.30	260,224	19,007	83,063	196,167	-	196,167
Grants and Contracts Regulation/Monitoring	1.50	130,877	52,167	160,866	22,178	-	22,178
Health Insurance/Other Benefits Management	4.68	373,030	75,217	190,099	258,149	-	258,149
Human Resource Information System Support	0.08	12,981	41,004	82,354	(28,369)	-	(28,369)
Investigative Audits	0.20	21,273	5,914	33,734	(6,548)	-	(6,548)
Investments and Cash Management	5.40	506,551	104,610	276,627	334,535	-	334,535
Labor Relations	1.77	619,568	95,465	300,442	414,591	-	414,591
Occupational Safety Education, Training and Compliance	5.03	468,034	80,675	190,099	358,610	-	358,610
Operational Audits	0.74	78,699	5,914	33,734	50,879	-	50,879
Payroll Processing	7.15	602,306	52,167	160,866	493,607	-	493,607
Pension Boards and Policy Administration	0.79	103,191	17,121	93,125	27,187	-	27,187
Pension Fund Support	1.07	93,863	52,167	160,866	(14,837)	-	(14,837)
Performance Management	4.23	386,903	66,651	165,418	288,136	-	288,136
Personnel Rules and Compliance	1.90	163,186	52,357	110,610	104,934	-	104,934
Retirement Enrollment and Benefit Services	1.56	122,751	11,876	93,125	41,502	-	41,502
Strategic Planning	1.38	143,845	20,667	83,063	81,448	-	81,448
Utility Bill Payment Processing	2.00	175,789	42,198	115,760	102,227	-	102,227
Workforce Development and Training	3.02	304,512	183,387	145,036	342,863	-	342,863
Total:	104.59	\$9,107,023	\$2,860,382	\$5,582,758	\$6,384,644	\$81,420	\$6,303,223



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Non-Departmental

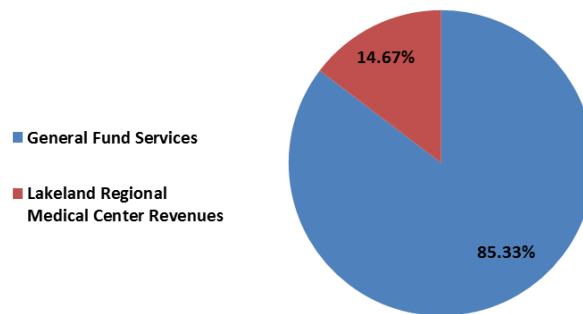
Non-Departmental

Mission

Budgetary revenues and expenses that are not uniquely and exclusively attributable to another single, defined departmental cost center.

	<u>FY2014 Budget</u>	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>
Revenues Summary	\$57,639,610	\$57,818,906	\$90,379,760

Activity Revenues



Core Service	FTE	Personnel Cost	Operational Cost	Internal Charges	Total Expenditures	Total Revenues	Net Cost
General Fund Services	-	-	-	-	-	77,125,010	(77,125,010)
Lakeland Regional Medical Center Revenues	-	-	-	-	-	13,254,750	(13,254,750)
Total:		\$0	\$0	\$0	\$0	\$90,379,760	(\$90,379,760)



The Line Item Budget section provides both a Line Item overview and Line Item detail by Fund.

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Funds Overview

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

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

Within the fund financial statements, funds are also classified into fund types. Certain funds, denoted with an asterisk, are included for information purposes only and are not budgeted on an annual basis (see pages E3-6 for more information).

General Fund

Used to account for day to day operations that are NOT financed and operated in a manner similar to private business enterprises because of the impracticality of recovering costs based on a per usage charge. Examples include the costs of providing public safety, community planning and zoning, governance of the general government and the majority of costs associated with parks and recreation facilities and programs.

Enterprise Funds

Used to account for operations that are financed and operated in a manner similar to private business enterprises. The primary customer of enterprise funds is the general public and the intent is that the costs relating to providing certain goods or services are primarily recovered through user fees and charges.

Electric Utility

Accounts for operating and maintaining generation, distribution and customer support functions associated with the City-owned electric utility.

Water Utility

Accounts for operating and maintaining the treatment and distribution functions associated with the City-owned water utility.

Wastewater Utilities Fund

Accounts for operating and maintaining the treatment and collection functions associated with the City-owned wastewater water utility.

The Parking System Fund

Accounts for operating and maintaining parking facilities throughout the City, including three municipal parking garages.

The Lakeland Center Fund

Accounts for operating and maintaining the Lakeland Center for public shows, civic and cultural events, entertainment and other activities.

Funds Overview

Cleveland Heights Golf Course Fund

Accounts for operating and maintaining the City-owned golf course.

Lakeland Linder Regional Airport Fund

Accounts for revenues and leases of buildings and land, commissions on the sale of gasoline, related operating expenses and capital outlays necessary for maintaining a general aviation facility and an industrial park.

Solid Waste Management Fund

Accounts for all activities necessary to provide refuse collection, disposal services and recycling to residents of the City.

Internal Service Funds

Used to account for the financing of goods or services provided by one department to other departments of the City on a cost reimbursement basis.

Purchasing and Stores Fund

Accounts for the cost of purchasing and maintaining custody of supplies and materials. Services provided are billed based on an estimate of actual cost, including operating expenses and overhead.

Fleet Management Fund

Accounts for renting and maintaining automotive equipment used by other City departments. User charges are assessed to cover actual costs, including operating expenses, overhead and depreciation.

Internal Loan Fund*

Accounts for internal loans that are made to other funds of the City for the purpose of financing capital acquisition costs of a relatively short term nature.

Self-Insurance Fund*

Accounts for the cost of claims and management fees incurred in providing employee health insurance, workers' compensation, general liability, public officials' liability, airport general liability, automobile liability and trustee and fiduciary liability for the City.

Information Technology Fund

Accounts for the cost of the information services incurred in providing network services, telephone, radio communications and general computer services and supplies. User charges are assessed to cover actual costs including operating expenses, overhead and depreciation.

*Included for information purposes.

Funds Overview

Facilities Maintenance Fund

Accounts for the cost of maintenance and janitorial services for all City-owned buildings. User charges are assessed to cover the actual costs, including operating expenses and overhead.

Fiduciary Funds

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

Employees' Pension and Retirement Fund*

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

Police Officers' Supplemental Pension and Retirement System Fund*

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

Firefighters' Supplemental Pension Plan Fund*

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

Alternate Employee Pension Plan Fund*

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

Death Benefit Fund*

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

Survivor's Benefit Trust Fund*

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

*Included for information purposes.

Funds Overview

Special Revenue Funds

Used to account for proceeds from certain specific revenue sources. These funds are recorded separately as directed by legal requirements, regulatory provisions, or administrative action. As with the General Fund, the primary accounting focus is on the sources of available funds and the financial activity is reported using the modified accrual basis accounting.

Transportation Fund

Major sources of revenues include taxes levied on motor fuels and impact fees. These revenues are used for projects approved by the City Commission, such as street improvements.

Public Improvement Fund

Consists of revenues primarily received from an agreement to lease a City-owned hospital facility to a not-for-profit corporation. The revenues are used to finance a variety of capital improvement projects not assignable to an enterprise operation and to pay debt service on long-term debt issued for the same purpose.

Community Development and Affordable Housing Fund

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

Stormwater Fund

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

Lakeland Community Redevelopment Agency

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

Impact Fee Fund*

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

Debt Service Fund

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

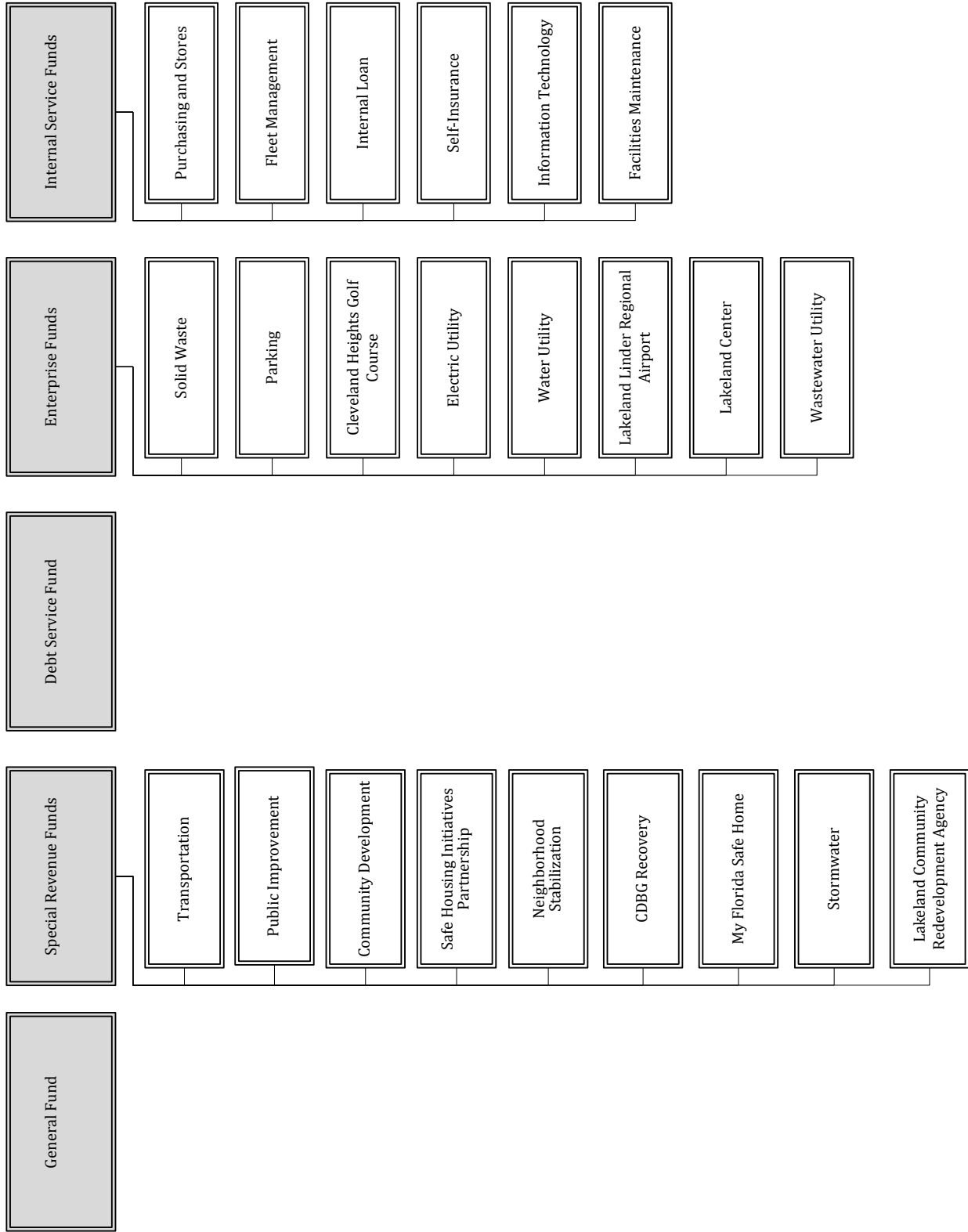
Permanent Funds*

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

*Included for information purposes.

Budgeted Funds Structure

Modified Accrual Basis of Budgeting





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The Capital Improvement Plan (CIP) section provides summaries of the 10-year CIPs and the projected necessary funds.

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Capital Improvement Plan Overview

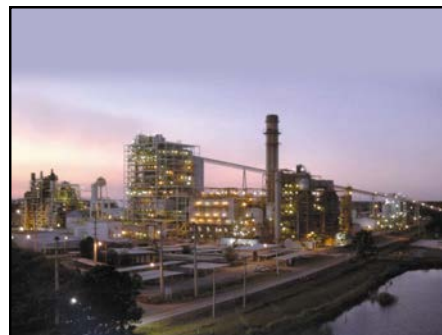
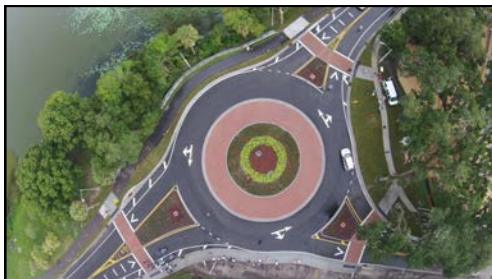
The adopted 10-year Capital Improvement Plan (CIP) provides the necessary components of a comprehensive plan to foster long-term growth for the City of Lakeland. It is an economical and responsible financial plan to ensure quality public services today and in the future. The CIP contains information on how the City plans to invest available resources into Lakeland's infrastructure and facilities. The CIP is updated annually as needs and priorities change within the City.

What are Capital Improvements?

A capital improvement is a major addition to the City's inventory of assets which has an expenditure that goes beyond the operational budget as well as an extended life expectancy. Capital improvements may consist of a major construction expansion, purchase or major repair/replacement of buildings, infrastructure or other property. More specifically, a wide variety of projects can be deemed as capital items, such as:

- roads, sidewalks, bicycle lanes, traffic calming, and street resurfacing projects;
- parks, trails, recreation centers, playground equipment, and beautification projects;
- fire stations, police stations, training facilities, and major equipment purchases;
- stormwater, drainage, and lakes and environmental projects;
- power, water, and wastewater treatment plants.

Capital improvement projects are developed from departmental requests, based upon known operational and project needs. They are also based upon the City's Comprehensive Master Plan and master plans developed for certain core services provided by the City.

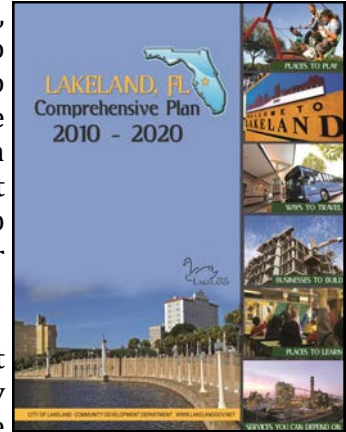


Comprehensive Planning

The CIP is used as part of the long-range planning process by providing the regulatory framework to ensure there is sufficient infrastructure, either planned or already in place, to support the current and future population of our community.

Capital Improvement Plan Process

The City of Lakeland's Comprehensive Plan, among other functions, examines the population projections and capacity of public facilities to serve future development as well as the financial capacity of the City to make improvements to those facilities. Lakeland's Comprehensive Plan is made up of various elements that address topics of growth management. One element, titled Capital Improvements Element (CIE), is intended to relate the costs and funding necessary to help prepare for the anticipated growth in Lakeland over the next five or more years.



On an annual basis, City staff reviews and updates the CIE in concert with the annual adoption of the City's Budget and CIP. Together they outline the timing, location and funding of capital projects to achieve or maintain adopted level of service standards for public facilities that are necessary to implement the goals, objectives, and policies of the Comprehensive Plan.

CIP Guidelines and Policies

A capital improvement project is defined as a major construction expansion, purchase or major repair/replacement of buildings, infrastructure or other property which has an expenditure beyond the operational budget, as well as an extended life expectancy. Except for emergency repairs, capital improvements are programmed and scheduled based upon the City's projected financial ability to purchase and maintain the capital project or equipment.

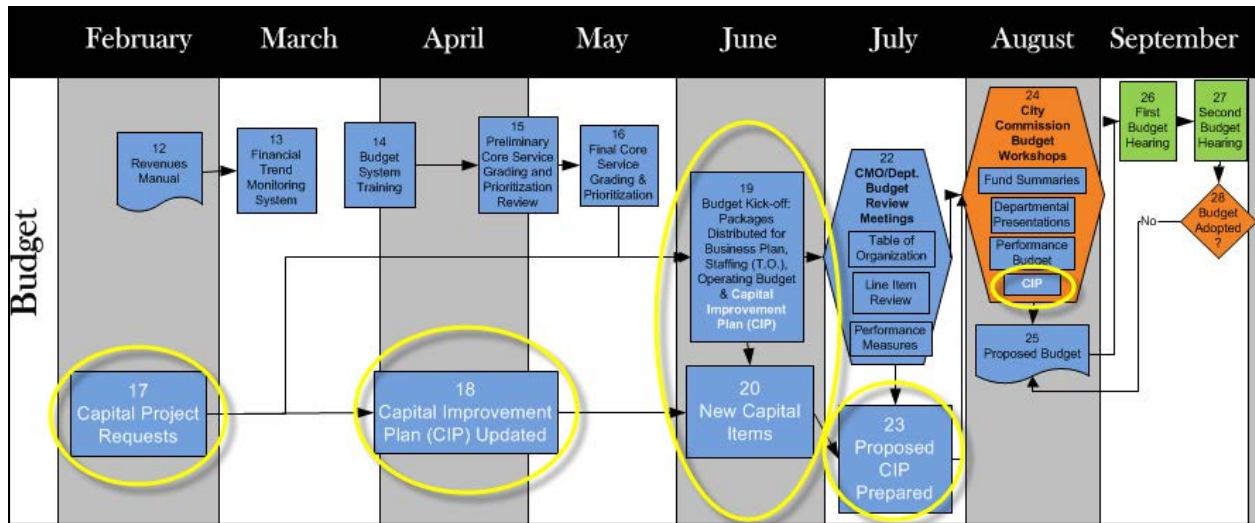
The City of Lakeland's CIP is developed using the following guidelines and policies:

- The City develops a 10-year CIP.
- Capital project budgets will be adopted on a project basis at the inception of the project.
- The City will coordinate development of the Capital Improvement/Replacement Budget with the development of the annual operating Budget. Each capital project is reviewed for its ongoing future impact on the operating budget.
- The City will use the following criteria to evaluate the relative merit of each capital project being considered for funding within its CIP:
 - * Projects specifically included in an approved capital asset replacement schedule will receive priority consideration.
 - * Capital Projects that will reduce recurring operating costs will receive priority consideration.

Annual CIP Process

The CIP is only one portion of Lakeland's multi-faceted budget process. While each step of the budget process is explained in the Performance Budget section, the image on the next page simply highlights the steps related to the CIP and their relation to the overall process.

Capital Improvement Plan Process



The capital project request process begins in February of each year when all departments are asked to complete an automated needs assessment worksheet. Departments evaluate all existing equipment, facilities and other capital items, to determine if useful life has been exceeded, or will be exceeded, in the coming budget year. The assessment worksheet compiles information about the requesting party, justification for the project or equipment, the amount required, date required, implications of not proceeding with the request and any sources of revenue associated with funding the request.

An informal CIP review committee is formed to review requests for changes or additions. This committee consists of representatives from the City Manager’s office, the Finance Department and the requesting department.

During June and July the CIP is updated with annual adjustments and approved capital items. The new CIP is then proposed to the Lakeland City Commission during Budget Workshops in August. Public hearings and final adoption of the Budget, including the CIP, occur in mid-September.

The CIP is a plan and therefore can be subject to change based on a variety of reasons. Priorities can change, service needs can shift, etc. and because of this, planned projects shown in later years are not necessarily guaranteed funding. Funding is appropriated by the City Commission only for the current fiscal year of the CIP. However, it is important to present and approve a 10-year plan in order to establish funding priorities and for long-range planning and coordinating purposes.

Capital Improvement Plan Process

Funding Capital Improvements

Lakeland's CIP is categorized into the following 12 funds:

- Transportation
- Public Improvement
- Downtown Community Redevelopment Area (CRA)
- Mid Town CRA
- Dixieland CRA
- Stormwater
- Parking
- The Lakeland Center
- Lakeland Linder Regional Airport
- Wastewater
- Water Utilities
- Lakeland Electric

Each of these Special Revenue and Enterprise Funds are further defined in the Line Item Budget section of this document.

Funding for capital expenditure items come from the following sources:

- Charges for service, grants, impact fees, gasoline taxes, and proceeds from the lease of a City-owned hospital to a private, not-for-profit corporation. Additionally, capital projects may also be developer funded.
- Electric, Water and Wastewater Revenue Bonds - the Electric and Water/Wastewater funds are operated by balancing total revenues and total expenditures. Revenue bonds are issued for reasons such as increasing plant capacity, expanding a distribution system or to upgrade the existing system. These bonds are always secured by the utility's revenue stream.
- Revenue Bonds/Variable Rate Debt - this source of revenue is used to purchase capital items or develop projects through the Sunshine State Governmental Financing Commission with a contractual obligation specifying payment terms, including principal and interest to be paid over a period of time.
- Unappropriated Surplus - this source of revenue is derived from remaining dollar surpluses exceeding expenditures in each fund annually. By using accumulated surpluses, the City avoids paying interest on monies borrowed.

Capital Expenditure Summary

Lakeland's 10-year CIP includes various fund types and balances. The funds are listed below with the capital project requests totals for FY2016 as well as the 10-year plan.

FY2016 Capital Improvement Fund Totals

Fund	Total	Percentage
Transportation	\$9,916,703	10%
Public Improvement	21,430,764	22%
Downtown CRA	1,057,794	1%
Mid Town CRA	5,213,636	5%
Dixieland CRA	277,304	<1%
Lakes and Stormwater	4,837,188	5%
Parking	18,000	<1%
Lakeland Center	380,000	<1%
Airport	6,078,113	6%
Wastewater	8,556,629	9%
Water	7,243,253	7%
Lakeland Electric	32,976,696	34%
FY2016 Total	\$97,986,080	100%

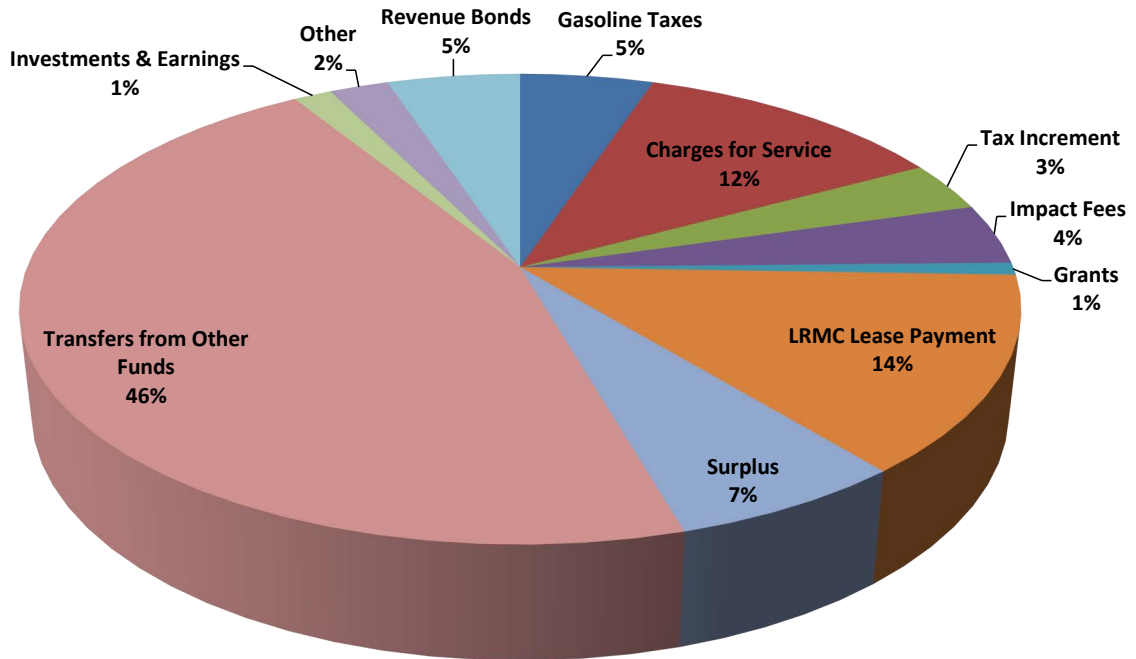
10-Year Capital Improvement Fund Totals

Fund	Total	Percentage
Transportation	\$76,992,164	8%
Public Improvement	200,943,115	20%
Downtown CRA	9,031,466	1%
Mid Town CRA	29,582,584	3%
Dixieland CRA	2,013,469	<1%
Lakes and Stormwater	49,545,069	5%
Parking	1,182,000	<1%
Lakeland Center	3,800,000	<1%
Airport	84,726,444	9%
Wastewater	83,487,793	8%
Water	62,976,722	6%
Lakeland Electric	379,793,634	39%
10-Year Total	\$984,074,460	100%

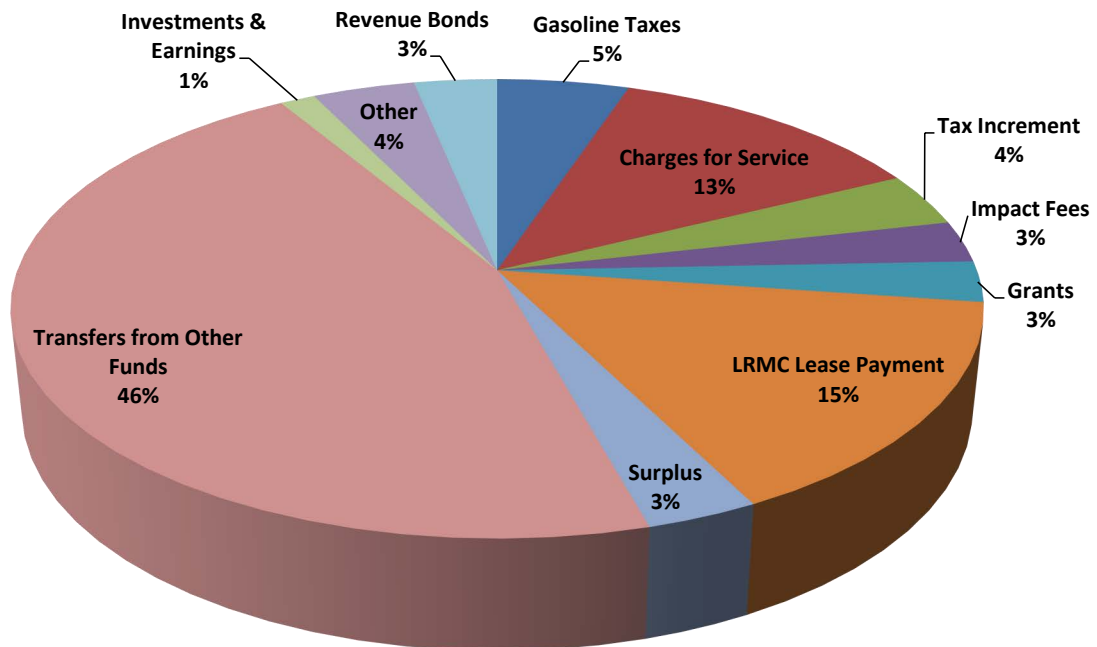
Capital Funding - Sources and Uses

Where City of Lakeland CIP Dollars Come From

FY2016 Capital Funding Sources
All Funds FY2016 Total \$97,986,080



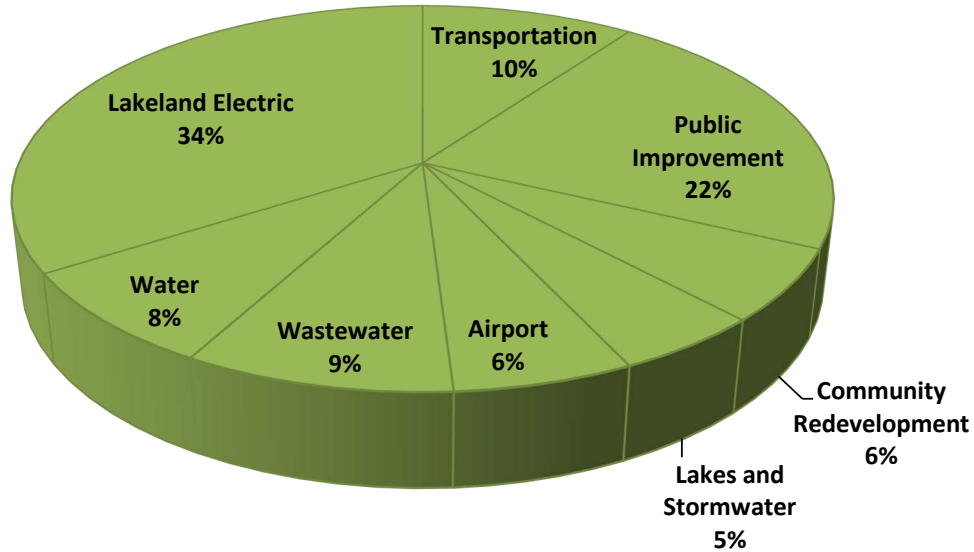
10-Year Capital Funding Sources
All Funds FY2016 - FY2025 Total \$984M



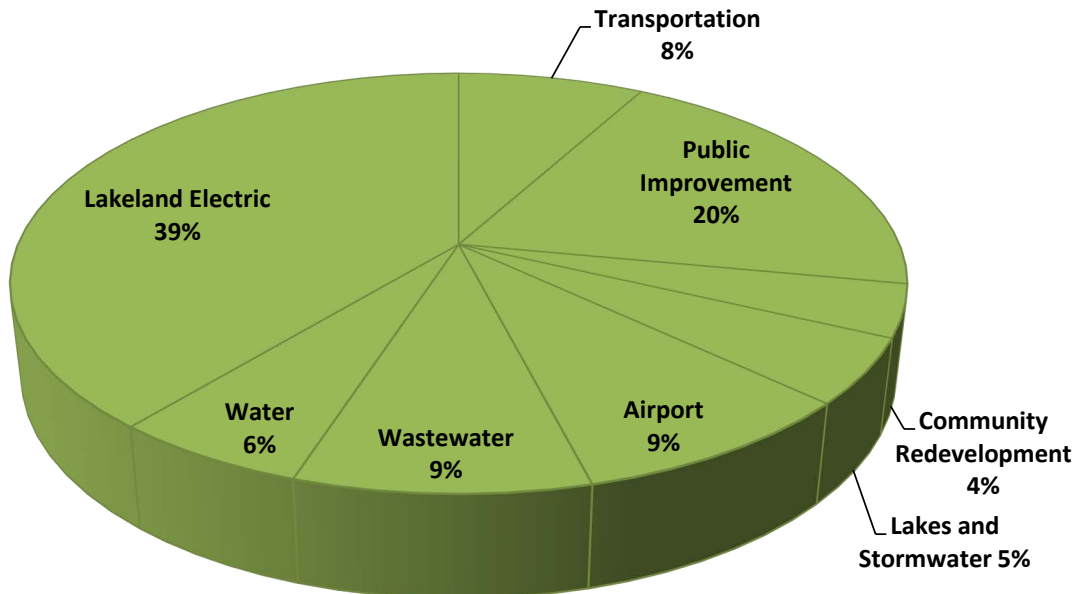
Capital Funding - Sources and Uses

Where City of Lakeland CIP Dollars Go

FY2016 Capital Funding Uses
All Funds FY2016 Total \$97,986,080



10-Year Capital Funding Uses
All Funds FY2016 - FY2025 Total \$984M

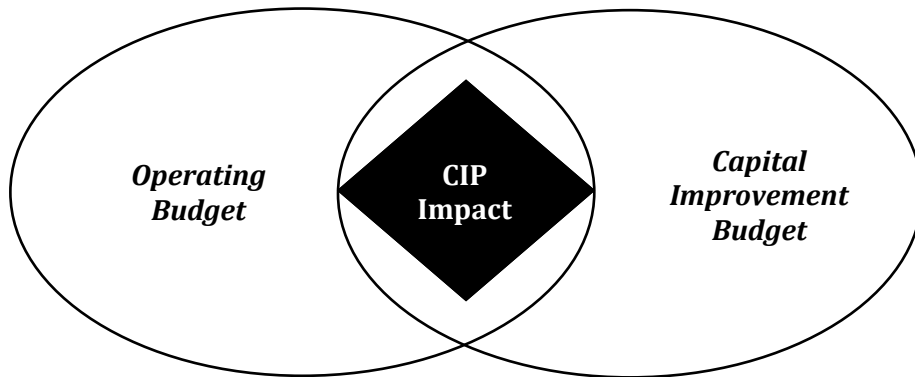


Operational Impact

The primary impact of the CIP on the Operating Budget is the payment of debt service in the form of principal and interest. However, some capital improvements also impact operating costs directly. The operation of completed capital improvements may result in additional costs or cost reductions which must be incorporated into the annual operating budget. It is important to consider these costs to ensure adequate funding for both the CIP and operating budgets.

One purpose of a budget document is to describe the impact of significant non-recurring capital expenditures on a government's current and future operating budgets. Non-recurring capital improvements consist of expansion of facilities, which often result in higher operating costs. For example, larger buildings increase utility expenses and new structures such as libraries or swimming pools involve hiring additional staff. In addition, for most municipal governments, non-recurring capital improvements are, for the most part, based upon the decisions of the local governing authority.

The Capital Projects recommended and subsequently approved for funding represent those which the City has either a core responsibility in fulfilling or those for which the City would sustain adverse financial impact if funding were not continued. Capital Projects impact the operating budget through debt service and any additional expenses to operate facilities. The majority of the City's capital improvement projects involve the replacement of, or improvement to, existing infrastructure and facilities. As such, these CIP projects create only minimal operating budget impact beyond the repayment of debt.



CIP Master List & Significant Projects

This Master List of appropriated capital projects is categorized by fund. Recurring capital projects are included in almost every budget, undergo regular replacement and have no significant impact on the operational budget. Non-recurring capital projects are those that are non-routine. Non-recurring capital projects are categorized as significant if they (1) require an increase in the tax rate or (2) would result in a reduction in spending elsewhere in the budget or (3) would require additional staff.

In the Master List for each fund, significant non-recurring capital projects are denoted with an * and are spotlighted with additional details following the Master List for their particular fund.

Master List of Appropriated Capital Projects Transportation Fund		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Sidewalk Projects:		
Sidewalk Repair & Replacement (includes ADA)	Recurring	\$ 756,757
Rose St. (Main St. to Ingraham Ave.)	Non-Recurring	14,000
Crystal Lake Dr. (New Jersey Rd. to Bartow Rd.)	Non-Recurring	550,159
Southington Ave. Sidewalk (Edgewood Dr. to Denton St.)	Non-Recurring	40,000
Lincoln Ave. (Beacon Rd. to Ariana St.)	Non-Recurring	231,540
Brunnell Parkway (Memorial Bl. To 10th St.)	Non-Recurring	30,000
Heatherpoint Dr. Sidewalk (current end to Audubon Oaks)	Non-Recurring	20,000
Street Resurfacing and Sealing Projects:		
Street Resurfacing and Sealing	Recurring	2,480,770
Pavement Markings	Recurring	105,000
Socrum Loop Rd. Resurfacing	Non-Recurring	500,000
Massachusetts Ave. Resurfacing	Non-Recurring	443,020
Street Improvement Projects:		
Alley Maintenance & Improvements	Recurring	75,000
New York Ave. Cycle Track	Non-Recurring	125,000
Transportation Impact Fee Projects:		
Waring Rd. Extension (Impact Fee Share of Debt Service)	Non-Recurring	352,110
Debt Service: East-West Connector	Non-Recurring	554,803
Debt Service: Edgewood Dr. Widening	Non-Recurring	458,143
Mall Hill Rd. Widening/Bike Lanes	Non-Recurring	170,000
Robson St. Sidewalk (Pyramid Pkwy. to North Florida Ave.)	Non-Recurring	317,000

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Transportation Fund (continued)		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Corridor Study from SR 33 to Walt Loop Rd.	Non-Recurring	\$ 50,000
Main St. Widening/Bike Lanes (Lk Bonny Dr. to Longfellow)	Non-Recurring	525,000
Crystal Lake Dr. Bike Lanes (Lk Hollingsworth Dr. to New Jersey)	Non-Recurring	343,000
Traffic Projects:		
Traffic Calming Projects	Recurring	30,000
Undesignated Projects	Recurring	10,000
Traffic Sign Rehabilitation	Recurring	50,000
Pedestrian & Bicycle Safety Enhancement Program	Recurring	10,000
ITS Maintenance	Recurring	20,000
LED Signal Lamp Replacement	Recurring	28,000
Traffic Studies and Analysis	Recurring	30,000
Advanced Traffic Management System O & M	Recurring	276,000
Socrum Loop @ Daughtery Rd. Traffic Signal Re-build	Non-Recurring	36,000
Pavement Marking Inventory and Assessment	Non-Recurring	35,000
FLW Way/Hollingsworth Road Safety Enhancements	Non-Recurring	65,000
Miscellaneous Improvement Projects:		
Concrete Crushing	Recurring	75,000
CSX Railroad Crossing Maintenance	Recurring	23,000
Right-of-Way Mowing	Recurring	39,401
Debt Service on Internal Loan	Recurring	632,000
Transportation ADA Compliance and Admin Services	Recurring	65,000
APWA Accreditation	Non-Recurring	8,000
Parking Meter Replacement (Main St. Garage)	Non-Recurring	18,000

*There were no significant non-recurring Transportation Fund projects identified in FY2016 for highlighting.

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Public Improvement Fund		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Parks:		
Neighborhood Beautification	Recurring	\$ 50,000
Bryant Stadium: Debt Service - Lighting & Controls	Non-Recurring	36,244
Henley Field: Debt Service - Lighting & Controls	Non-Recurring	44,265
Crystal Grove Park: Playground Equipment	Non-Recurring	125,000
Dobbins Park: Playground Equipment	Non-Recurring	200,000
Lake Mirror Tower: Purchase Subsidy	Non-Recurring	5,000,000
Lake Mirror Tower: Debt Service	Non-Recurring	150,000
Lake Mirror Park: Debt Service	Non-Recurring	1,625,000
Lake Mirror Park: Purchase Nally Property	Non-Recurring	30,000
Marchant Stadium: Expansion - Debt Service	Non-Recurring	1,009,154
Marchant Stadium: Expansion - Debt Service (City Share)	Non-Recurring	28,527
Marchant Stadium: Seating - Internal Loan Debt Service	Non-Recurring	261,452
Marchant Stadium: Field Replacement - Debt Service	Non-Recurring	65,835
Peterson Park: Bleacher Shading	Non-Recurring	25,000
Tigertown: Stadium Facility Improvement	Non-Recurring	160,012
Sports Field Lighting Update	Non-Recurring	150,000
Park Consultant Design Services	Recurring	30,000
Parks Maintenance Projects	Recurring	60,000
Pavement Management System: Re-pave Park Paths	Recurring	50,000
Holiday Decorations	Recurring	37,000
Parks Signage Upgrade: City Wide	Non-Recurring	35,000
Debt Service on Jaycee's Building	Non-Recurring	33,718
*Southwest Park	Non-Recurring	400,000
Recreation:		
Kelly Recreation Complex: Debt Service on Relighting (Bond)	Non-Recurring	23,663
Kelly Recreation Complex: Gandy Pool Deck Repair and Upgrade	Non-Recurring	230,000
Kelly Recreation Complex: Elevator Rehabilitation	Non-Recurring	75,000
Lake Mirror Center: Auditorium Renovations	Non-Recurring	375,000

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Public Improvement Fund (continued)		
Project Title	Recurring or Non- Recurring	FY2016 Cost
*Lake Crago Park: Equipment	Non-Recurring	\$ 80,000
Simpson Park: Pool - Debt Service	Non-Recurring	125,000
Edgewood Park: Overlaying Tennis Courts with 1 inch asphalt	Non-Recurring	75,000
Renovate Buildings and Playgrounds	Recurring	150,000
Energy Projects at Magnolia & Simpson - Debt Service	Non-Recurring	65,358
Parks and Recreation Impact Fee Projects:		
*Lake Crago Park Complex	Non-Recurring	500,000
Cypress Youth Complex: Debt Service	Non-Recurring	99,237
Library:		
Furniture	Non-Recurring	12,302
Computer Equipment Upgrade	Recurring	21,000
Main Branch: Carpet	Non-Recurring	4,000
Closed Circuit Camera System Upgrade	Non-Recurring	2,000
Interior Ceiling and Lighting	Non-Recurring	40,000
Oak Hill Cemetery:		
Routine Maintenance	Recurring	26,400
Resurface Roadways	Non-Recurring	44,000
Maintenance Trailer	Non-Recurring	4,900
Police Department:		
Locker Room Shower Pan Repairs	Non-Recurring	35,000
Police Memorial Foundation	Non-Recurring	10,000
Space Utilization Study (Police Impact Fees)	Non-Recurring	60,000
CAD/Reporting System Replacement	Non-Recurring	50,590
Fire Department:		
Motor Pool Purchases	Recurring	750,000
Fire Station #7: Debt Service (Impact Fees)	Non-Recurring	100,000
Fire Station #7: Debt Service (City Share)	Non-Recurring	135,173
Ladder Truck: Debt Service	Non-Recurring	25,513
Holomatro Tool	Non-Recurring	12,000

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Public Improvement Fund (continued)		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Thermal Imaging Camera	Recurring	\$ 12,000
Hurst Hydraulic Tool/Saws	Recurring	29,000
Non-Departmental:		
Neighborhood Preservation	Recurring	100,000
Neighborhood Matching Grants Program	Recurring	65,000
City Hall: A/C & Lighting - Debt Service	Non-Recurring	49,230
City Roof Audit	Non-Recurring	10,000
Civil Service Lot Repaving	Non-Recurring	20,000
Fire Panel Replacements	Recurring	75,000
Roof Replacements	Recurring	232,000
Air Conditioner Replacements	Recurring	195,000
Ice Machine Replacements	Recurring	8,000
Carpet Replacements	Recurring	97,000
Recoating/Sealing	Recurring	135,000
Federal Building Renovation: Debt Service	Non-Recurring	125,000
ADA Compliance	Recurring	55,000
USF Contribution/Loan: LEDC - Debt Service	Non-Recurring	550,000
Fire Department Memorial Base	Non-Recurring	10,000
Contributions to Other Funds:		
General Fund: Dividend Assistance	Recurring	4,800,000
IT Fund: VoIP General Fund Share of Phone System Replacement	Non-Recurring	85,915
Lakeland Center Fund: Capital Transfer	Recurring	380,000
Lakeland Center Fund: Operating Transfer	Recurring	225,000
Lakeland Center Fund: Operating Subsidy Loan	Recurring	85,276
Cleveland Heights Golf Course	Recurring	1,100,000

CIP Master List & Significant Projects

*Southwest Park

This capital project is an Actionable Item requesting \$600,000 in FY15 and \$400,000 in FY2016 to purchase approximately 100 acres of developable land for future development as a community park and a south side branch library. A community park conceptually includes recreational amenities that are determined by a needs analysis in concert with the Parks, Recreation and Trails Masterplan to fill an inventory gap. With current demographics and recreation trends the amenities which may be developed are youth soccer and baseball fields. In addition a 10,000 square foot branch library may be constructed. \$2,000,000 has been designated for Phase 1 development of this community park in 2021 in the Public Improvement Fund.

CIP Project Facts	
Project Status:	New Project
Project Timeframe:	Land Acquisition in 2016; Phase 1 Development in 2021; Future Phases as Funds Allow
Department:	Parks & Recreation
FY16 Cost:	\$400,000
Total Cost:	Construction of a community park may cost \$10-15M. A branch library may cost \$3-5M.
Funding Source:	Public Improvement Fund
Operational Impact:	Operation costs for a community park are approximately \$253,000 annually. Estimated operation costs for a branch library are \$475,000 annually.
City Goal(s):	Quality of Life



CIP Master List & Significant Projects

**Lake Crago Park*

Phase one of Lake Crago Park was completed in 2015. The recreational elements available to the public include a boat ramp, a dog park and restroom facilities. Future proposed amenities include athletic fields, nature trails, picnic pavilions and a multi-purpose recreational facility geared toward no wake water activities and environmental education. The future recreational facility may consist of class/meeting rooms, and a multi-purpose rooms. Lake Crago Park will service a wide variety of no wake water based programming such as canoeing, kayaking, fishing and sailing. Additional program elements may include archery, disk golf and wildlife viewing.

CIP Project Facts	
Project Status:	Under Construction
Project Timeframe:	Various phases will be completed in 2016-2023
Department:	Parks & Recreation
FY16 Cost:	\$580,000
Total Cost:	Currently \$6,250,000 is budgeted in the Public Improvement Fund for expenditure in FY16-23
Funding Source:	Public Improvement Fund and Parks & Recreation Impact Fees
Operational Impact:	\$175,000 annually starting in FY16
City Goal(s):	Quality of Life



CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Downtown Community Redevelopment Area Fund		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Debt Service:		
Residential Redevelopment	Recurring	\$ 802,228
Miscellaneous Projects:		
Mowing	Recurring	10,300
Oak Street Parking: Phase 1	Non-Recurring	10,000
Oak Street Parking: Phase 2	Non-Recurring	115,000
Operating:		
Tax Increment Refunds	Recurring	60,000
Annual Audit/Reporting Requirements	Recurring	4,800
Other Operating Expenses	Recurring	55,466

*There were no significant non-recurring Downtown Community Redevelopment Area Fund projects identified in FY2016 for highlighting.

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Mid-Town Community Redevelopment Area Fund		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Neighborhoods:		
Ingraham Avenue Enhancements	Recurring	\$ 8,400
Northeast Neighborhood	Recurring	400,000
Northwest Neighborhood	Recurring	990,000
Brunnell Parkway - Memorial to 10th St.	Non-Recurring	50,000
Landscape US 98 - Memorial to 10th St.	Recurring	15,600
Landscape US 98 - Griffin to 10th St.	Recurring	15,600
Landscape Parker St.	Recurring	8,400
Providence Rd. - W. 10th St. to Griffin Rd.	Non-Recurring	350,000
Landscape Intown Bypass	Recurring	8,400
Martin Luther King - Memorial to 10th St.	Recurring	8,400
E. Main St. Landscaping Maintenance	Recurring	12,500
Corridor Enhancements:		
W. Lake Parker/Lakeshore Trail Improvements	Non-Recurring	350,000
Citrus Connection Services (LAMTD Agreement)	Recurring	155,000
Memorial Blvd.	Recurring	800,000
Miscellaneous:		
Operating Expenses	Recurring	295,536
Small Project Assistance	Recurring	435,000
Property Management	Recurring	51,000
Affordable Housing	Recurring	5,000
Redevelopment of Massachusetts Ave. Properties	Non-Recurring	750,000
CRA Annual Report	Recurring	4,800
E. Main St. Master Plan	Recurring	500,000

*There were no significant non-recurring Mid-Town Community Redevelopment Area Fund projects identified in FY2016 for highlighting.

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Dixieland Community Redevelopment Area Fund		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Corridor Enhancements:		
Small Project Assistance	Recurring	\$ 90,000
S. Florida Ave. Corridor Improvements	Recurring	80,000
Miscellaneous:		
Landscape and Maintenance by Others	Recurring	1,000
Operating Expenses	Recurring	97,102
Annual Report	Recurring	5,000
Publications and Promotions	Recurring	2,500
Alley Maintenance	Recurring	1,702

*There were no significant non-recurring Dixieland Community Redevelopment Area Fund projects identified in FY2016 for highlighting.

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Stormwater Fund		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Stormwater Projects:		
Lake Hunter TMDL Program	Recurring	\$ 250,000
Lake Parker TMDL Program	Recurring	50,000
Crystal Lake TMDL Program	Recurring	100,000
Stormwater O&M	Recurring	1,015,776
Install/Maintain Pollution Control Devices	Recurring	103,784
Drainage Maintenance Operations	Recurring	749,370
Radio Replacement Project	Recurring	2,251
DoIT Switch Replacement	Recurring	220
Network Data Storage	Recurring	51
Equipment: Drainage Maintenance Projects	Non-Recurring	30,280
Environmental Code Enforcement Officer	Recurring	51,500
Drainage Projects:		
GIS Storm Sewer Inventory	Recurring	50,000
TV and Cleaning Storm Drainage	Recurring	325,000
Maintenance and Retrofit of Drainage Facilities	Recurring	550,000
GIS Technician: Engineering	Recurring	72,828
Street Sweeping Operations	Recurring	1,032,128
Lakes and Environmental Projects:		
Contribution to LEAD	Recurring	10,000
Lake Improvement Projects	Recurring	200,000
Public Education Programs	Recurring	30,000
Lake Beulah Shoreline Restoration	Non-Recurring	25,000
Lake Wire Hydrilla Removal and Reveg.	Non-Recurring	25,000
Lake Morton Shoreline Stabilization	Non-Recurring	25,000
Contribution to Florida Friendly Landscaping	Recurring	10,000
Lake Hollingsworth Shoreline Stabilization	Non-Recurring	129,000

*There were no significant non-recurring Stormwater Fund projects identified in FY2016 for highlighting.

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Parking Fund		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Main Street Garage:		
Parking Meter Replacement (Main St. Garage)	Non-Recurring	\$ 18,000

*There were no significant non-recurring Parking Fund projects identified in FY2016 for highlighting.

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects The Lakeland Center Fund		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Roof Replacement: Debt Service	Non-Recurring	\$ 140,139
Fold N Roll Risers	Non-Recurring	12,500
Wheelchair Lift: Portable Stages	Non-Recurring	28,000
Trash Receptacles: Green Initiative	Non-Recurring	12,500
Walk Behind Scrubber/Floor Care	Non-Recurring	9,000
Building and Parking Security Upgrades	Recurring	9,000
Furniture, Fixtures and Equipment	Recurring	62,000
Network and Audio/Visual Design Computers	Non-Recurring	6,000
Front House Lighting Replacement	Non-Recurring	20,000
Lighting Design Software	Non-Recurring	3,000
Theater: Marley Floor	Non-Recurring	8,000
Convention Rigging: 1/2 Ton Motor	Non-Recurring	15,000
Fire Alarm System Upgrade	Non-Recurring	37,000

*There were no significant non-recurring Lakeland Center Fund projects identified in FY2016 for highlighting.

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Lakeland Linder Regional Airport Fund		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Operations:		
Administration	Recurring	\$ 1,652,348
Airport Operations	Recurring	450,052
Airside Center	Recurring	894,456
Maintenance Projects:		
Miscellaneous Maintenance Projects	Recurring	325,000
Terminal:		
Airport Advertising/Promotions	Recurring	75,000
Facility Projects:		
FAA Controllers for Sun N Fun	Recurring	240,000
Airport Maintenance: Sun N Fun	Recurring	15,000
Debt Service:		
LLRA General Electric Work	Non-Recurring	13,364
Tail Enclosure: Airside Center	Non-Recurring	85,144
FMS Improvements	Non-Recurring	36,379
Draken Improvements	Non-Recurring	55,415
Polk State College Improvements	Non-Recurring	55,416
Northside Hangar Improvements	Non-Recurring	38,791
FDOT Purchase of Existing Hangar	Non-Recurring	60,910
FDOT Land Acquisition: Medulla 30 LLC	Non-Recurring	90,702
LLRA Capital Grant Projects	Non-Recurring	1,025,589
LLRA Projects: Non Grant	Non-Recurring	240,489
Airport Facility Expansion	Non-Recurring	66,502
Transfer to General Fund	Recurring	35,210

*There were no significant non-recurring Lakeland Linder Regional Airport Fund projects identified in FY2016 for highlighting.

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Water Utilities Fund		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Collection System Production - Renewal and Replacement Fund:		
Combee WTP Filter Rehabilitation	Non-Recurring	\$ 850,000
Highlands Ground Storage Tanks	Non-Recurring	500,000
NE Monitoring Well Equipment Replacement	Recurring	10,000
NW Plant Auxiliary System Upgrades	Recurring	100,000
Production - Tools and Equipment	Recurring	40,000
PICS Capital Equipment	Recurring	4,000
Equipment Replacement	Recurring	100,000
Transmission and Distribution - Renewal and Replacement Fund:		
Maplewood Ave. 6" AC Replacement (E. Edgewood - Glendale)	Non-Recurring	125,000
Redwood Ave. 6" AC Replacement (E. Edgewood - Glendale)	Non-Recurring	125,000
Willow Ave. 6" AC Replacement (E. Edgewood - Glendale)	Non-Recurring	125,000
Morrow St. 6" W.L. Fire Improvement (Edward - Wabash)	Non-Recurring	80,000
St. Anthony St./Hanson Ave. 6" W.M Fire Improvement	Non-Recurring	75,000
Osban St. 6" W.M. Fire Improvement (New Jersey - Leighton)	Non-Recurring	95,000
Mockingbird Ln. 6" W.M. Fire Improvement (New Jersey - 98 S)	Non-Recurring	125,000
Huntington 6" W.M. Fire Improvement (New Jersey - 98 S)	Non-Recurring	125,000
Medulla Rd./Hamilton Rd./Drane Field Rd. 12" Tie	Non-Recurring	200,000
Customer's Service Line Replacement	Recurring	61,500
*Smart Grid 100%	Non-Recurring	999,550
Purchase of Radios	Recurring	5,200
Traffic Control Support Capital	Recurring	10,600
GIS Water Data Collection	Recurring	82,000
Asbestos Pipe Removal	Recurring	10,600
Central Controlled Irrigation	Recurring	7,300
Tools and Equipment	Recurring	21,900
New Water Meters	Recurring	189,100
Backflow Prevention	Recurring	78,400

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Water Utilities Fund (continued)		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Water Meter Replacement	Recurring	143,500
Meter Relocation/Improvement	Recurring	10,250
Dist Facilities Replacement	Recurring	185,000
City Parks and Recreation Support	Recurring	18,000
State/FDOT Project Support	Recurring	102,500
Polk County Project Support	Recurring	82,000
City Project Support	Recurring	61,500
Hydrant Install-New Annex	Recurring	31,200
Minor Ext and Sys Improvements	Recurring	245,000
New Service Connections	Recurring	47,150
Subv. and Comm. Dev. Cap. Proj.	Recurring	57,200
Engineering - Renewal and Replacement Fund:		
Downtown Redevelopment Preparation	Non-Recurring	75,000
Subdv. and Comm. Dev. Cap. Proj.	Recurring	350,000
Minor Ext and Sys Improvements	Recurring	25,000
City Project Support	Recurring	35,000
Polk County Project Support	Recurring	35,000
State/FDOT Project Support	Recurring	40,000
City Parks and Recreation Support	Recurring	35,000
CROW Water Projects Easements	Recurring	45,000
Water Master Plan Projects	Recurring	20,000
Miscellaneous - Renewal and Replacement Fund:		
Radio Replacement 2011	Recurring	72,264
DoIT Switch Replacement	Recurring	26,418
Network Data Storage	Non-Recurring	6,121
Impact Fee Fund:		
Debt Service Sinking Funds Transfer	Recurring	1,000,000

CIP Master List & Significant Projects

**Smart Grid 100%*

SmartGrid is another name for AMI (Automated or Advanced Meter Infrastructure) metering. AMI meters allow electric, water, and gas meters to use radio frequency (RF) to provide two-way communications between the meter and various antennas within the City of Lakeland's service territory. Water Utility's SmartGrid project will involve installing AMI water meters for all customers. The replacement of the current Water meters with AMI meters is being handled by Water Utilities field crews and incorporated into the existing meter replacement program.

The use of AMI meters will eliminate the need to manually read water meters each month for billing and may ultimately result in a reduction in staff. AMI meters will provide hourly readings which will be used each month for customer's bill calculations. Other benefits of AMI water meters include the ability to present this hourly data to customers via a website. This will allow customers to see when they are using water, how much water is being used, adjust their consumption patterns to reduce their bill, and identify and repair leaks quicker. This technology will also enable Water Utilities to identify water theft, defective water meters and water backflow events more rapidly.

CIP Project Facts	
Project Status:	New
Project Timeframe:	FY2015 - FY2024
Department:	Water Utilities
FY16 Cost:	\$999,550
Total Cost:	\$18,300,000
Funding Source:	Water Utilities Fund
Operational Impact:	TBD. After implementation, Smart Grid may result in a reduction in personnel and reporting efficiencies.
City Goal(s):	Quality of Life



CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Wastewater Fund		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Collection System Sewer Maintenance - Renewal and Replacement Fund:		
SR 33 Relocation	Non-Recurring	\$ 1,000,000
Skyview Wastewater Upgrades (Grant)	Non-Recurring	1,790,000
Rehabilitate Sewer Lines	Recurring	1,000,000
Grit/Sand Drying Bed Replacement	Non-Recurring	250,000
Inflow Reduction	Recurring	40,000
Sewer Maintenance: Manhole Rehabilitation	Recurring	50,000
Collection System Monitoring	Recurring	50,000
Other Construction Projects	Recurring	50,000
Other Replacement Projects	Recurring	50,000
Transfer to Fleet	Non-Recurring	140,000
Capital Equipment: Sewer Line Maintenance	Recurring	45,000
Impact Fee Fund:		
Lunar Circle Force Upsizing	Non-Recurring	150,000
Pump Stations - Renewal and Replacement Fund:		
Telemetry System Upgrades	Recurring	50,000
Wet Well Rehab	Recurring	75,000
Undesignated Pump/Panel Replacements	Recurring	250,000
Undesignated Generator Replacement	Recurring	75,000
Capital Equipment	Recurring	25,000
Glendale Treatment Plant - Renewal and Replacement Fund:		
Aquatic Weed Control	Non-Recurring	50,000
Removal of Debris from Sludge Holding Tanks	Non-Recurring	50,000
Rehab and Repair of Secondary Clarifier	Non-Recurring	100,000
Repair and Replace Odor Control Blowers	Non-Recurring	150,000
Replacement of Magnetic Flow Meters	Non-Recurring	65,000
Rehab and Repair Primary Clarifiers	Non-Recurring	150,000
Glendale Controls	Non-Recurring	40,000
Capital Equipment: Glendale	Recurring	45,000

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Wastewater Fund (continued)		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Undesignated Pumps and Motors	Recurring	\$ 125,000
Northside Treatment Plant - Renewal and Replacement Fund:		
Rehab and Repair Effluent Life Station Pumps	Non-Recurring	70,000
Rehab and Repair Aeration System Phase I	Non-Recurring	50,000
Northside Operations Building Improvements	Non-Recurring	25,000
Capital Equipment: Northside	Recurring	25,000
Undesignated Pumps, Motors and Controls	Recurring	200,000
Westside Treatment Plant - Renewal and Replacement Fund:		
Aeration System Upgrades	Non-Recurring	200,000
Undesignated Pumps, Motors and Controls	Recurring	75,000
Wetlands - Renewal and Replacement Fund:		
Replace the North Boundary Fence Adjacent to Eaglebrook	Non-Recurring	170,000
Capital Equipment: Wetlands (Generator Replacement)	Recurring	10,000
Engineering - Renewal and Replacement Fund:		
Downtown Redevelopment Preparation	Non-Recurring	75,000
South Wabash Ave. Extension	Non-Recurring	350,000
Cataloging of Permits Easements and Service Agreements	Recurring	15,000
County Projects	Recurring	20,000
D.O.T. Projects	Recurring	20,000
Wastewater Support - Other City Departments	Recurring	50,000
Undesignated Utility Relocations	Recurring	150,000
Impact Fee Fund:		
Subdivisions and Commercial Development	Recurring	350,000
Undesignated Capacity Expansion	Recurring	150,000
Miscellaneous - Renewal and Replacement Fund:		
Radio Replacement 2011	Recurring	60,938
DoIT Switch Replacement	Recurring	20,858
Network Data Storage	Non-Recurring	4,833

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Wastewater Fund (continued)		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Security Enhancements	Recurring	\$ 75,000
Sanitary Sewer Inventory Conversion	Recurring	60,000
Wireless Work Order System Interface	Non-Recurring	75,000
Facilities Upgrades/Repairs and Replacements	Recurring	50,000
Capital Equipment: Lab	Non-Recurring	10,000
Impact Fee Fund:		
Wastewater Impact Fees Study	Non-Recurring	30,000

*There were no significant non-recurring Wastewater Fund projects identified in FY2016 for highlighting.

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Lakeland Electric Fund		
Project Title	Recurring or Non- Recurring	FY2016 Cost
McIntosh Plant:		
Maintenance Building	Non-Recurring	\$ 169,360
Administration Building	Non-Recurring	1,344,295
Control Room Upgrade	Non-Recurring	104,280
Mowing Machine Replacement	Non-Recurring	42,340
McIntosh Unit 3:		
Controls Replacement (Outage)	Non-Recurring	360,000
Mobile Equipment Replacement (MBFA)	Recurring	226,597
MBFP Rebuild	Recurring	210,000
Infusion Historian Replacement	Non-Recurring	69,000
Boiler Expansion Joints	Non-Recurring	192,924
Control Room Fire Protection	Non-Recurring	51,000
DAHS Data Loggers 8864	Non-Recurring	9,300
Insulation Improvement (Outage)	Recurring	36,000
Coal Trestle Refurbishment	Recurring	75,000
Demineralizer Upgrades	Non-Recurring	33,600
Facilities Recoating	Recurring	30,000
RO Pretreatment Greensand Replacement	Non-Recurring	15,000
Bottom Ash Hopper Replacement	Non-Recurring	43,200
Precipitator Repair and Refurbish	Non-Recurring	40,500
Heat Trace	Non-Recurring	60,000
#32 Condensate Pump Rebuild	Non-Recurring	36,000
Coal Sampler Upgrade	Non-Recurring	173,815
Transformer Fire Alarm Panel Replacement	Non-Recurring	24,000
Hi Temp Reheater Replacement	Non-Recurring	1,200,000
SCR Catalyst Replacement	Non-Recurring	570,000
Voltage Regulator & Rectifier Replacement	Non-Recurring	396,000
McIntosh Unit 5:		
Combustion Turbine Outage (Outage)	Recurring	520,000

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Lakeland Electric Fund (continued)		
Project Title	Recurring or Non- Recurring	FY2016 Cost
LTMA Assets	Recurring	\$ 8,007,412
SCR Catalyst	Non-Recurring	391,000
DAHS Data Loggers 8864	Non-Recurring	15,500
CT Insulation Replacement	Non-Recurring	350,000
Station Services Current Limiters	Non-Recurring	400,000
HRSB Structural Modifications	Non-Recurring	150,000
Heat Trace	Non-Recurring	50,000
HRH Sky Vent Valve Replacement	Non-Recurring	50,000
CT Enclosure Fire Panel Replacement	Non-Recurring	100,000
Cooling Tower Acid Tank Replacement	Non-Recurring	75,000
Larsen Plant:		
DAHS Data Loggers 8865	Non-Recurring	15,500
Winston Plant:		
ARC Flash Mitigation	Non-Recurring	39,000
PLC/HMI Upgrade	Non-Recurring	555,403
Other Production Projects:		
COL Purge Gas Line for Isolation Flange Repair	Non-Recurring	100,000
PCM Engineering Capital tool Replacement	Recurring	10,585
PECG Capital Tool Replacement	Recurring	17,500
PCM Maintenance Tools (MBFA)	Recurring	46,574
PCM Lab Test Equipment	Non-Recurring	50,808
PCM Plant A/C and Air Handler Contingency	Recurring	57,159
PCM I&C Capital Tools and Calibration (MBFA)	Recurring	14,419
COL R&R Capital Resources	Recurring	621,236
PCM Plant Transportation	Recurring	15,242
Capital Equipment Replacement	Recurring	75,000
Transmission Lines:		
Southwest-Glendale 69kV Ln - THP	Non-Recurring	983,545
Transmission Pole Replacement	Recurring	40,000

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Lakeland Electric Fund (continued)		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Transmission Wood Poles Inspection/Retreatment	Recurring	\$ 30,000
Tenoroc-Bridgewater-Orangedale 69kV Ln	Non-Recurring	400,000
Distribution Lines:		
Major Road Improv/Reloc	Recurring	100,000
Capital Equipment Purchases	Recurring	30,000
Dist System Eq Replace	Recurring	5,000
Line Switch Installation	Recurring	15,000
Padmount Switch Install	Recurring	40,000
Distribution Pole Replacement	Recurring	400,000
Roadway Lighting Installations	Recurring	70,000
City Facilities Lighting Installations	Recurring	5,000
Private Area Lighting Installations	Recurring	130,000
Distribution Wood Poles Inspection/Retreatment	Recurring	300,000
Capacitor Station Installation	Recurring	20,000
Subdiv & Comm Development	Recurring	50,000
New OH Residential Svc	Recurring	20,000
New UG Residential Svc	Recurring	20,000
Upgrade OH Residential Svc	Recurring	15,000
Upgrade UG Residential Svc	Recurring	6,000
OH Line Extensions	Recurring	12,000
UG Line Extensions	Recurring	5,000
OH New Comm Svc GS	Recurring	20,000
UG New Comm Svc GS	Recurring	50,000
OH Upgrade Comm Svc	Recurring	25,000
UG Upgrade Comm Svc	Recurring	90,000
OH New Comm Svc GSD	Recurring	25,000
UG New Comm Svc GSD	Recurring	400,000
UG New Comm Svc GSLD	Recurring	300,000

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Lakeland Electric Fund (continued)		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Reliability-Recloser Installation	Recurring	\$ 50,000
Fault Indicator Installation	Recurring	5,000
General Reliability Improvements	Recurring	20,000
Minor Line Extensions	Recurring	20,000
URD Cable Replacement	Recurring	25,000
Tiger Stadium Upgrade	Non-Recurring	150,000
Downtown Overhead to Underground Conversion	Non-Recurring	400,000
Transmission Substations:		
Various Transmission Breaker Replacements	Recurring	80,000
McIntosh P614, P654, P314 Breaker Replacement	Non-Recurring	70,000
Galloway G624, G614 & 324 Breaker Replacement	Non-Recurring	150,000
West Switch Upgrade	Non-Recurring	130,000
Distribution Substations:		
LE Substation Communications Replacement	Non-Recurring	272,723
Purchase New Electric Meters	Recurring	187,160
Battery Bank Replacement	Recurring	40,000
Substation Integration	Recurring	50,000
Replacement of Distribution Feeder Relays	Recurring	50,000
Various Distribution Breaker Replacement	Recurring	20,000
12KV Switch Replacement	Recurring	20,000
Southwest Bus #1 Upgrade	Non-Recurring	30,000
Other Delivery Projects:		
CDG Engineering Project Support	Recurring	5,000
Lt Proj Resources	Recurring	10,000
R&R Capital Project Resources	Recurring	6,350,366
Tool and Safety Equip-Capital (MBFA)	Recurring	15,000
Substations Animal Protection	Recurring	40,000
SCADA/EMS Upgrade	Non-Recurring	402,300

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Lakeland Electric Fund (continued)		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Radio Communication to Reclosers	Non-Recurring	\$ 50,000
Distribution Automation	Non-Recurring	57,389
DataRaker Custom Advanced Analytics Services (Later Use)	Non-Recurring	100,000
ADMS	Non-Recurring	522,500
Fast Transfer Switch Gear Replacement	Non-Recurring	480,000
SI Installed Inventory/Replacement	Non-Recurring	25,000
Dell SecureWorks IDS/IPS	Non-Recurring	360,000
Larsen Transformer #6 Upgrade	Non-Recurring	850,000
Cam Track Pipe Bender and Treader	Non-Recurring	26,000
RTU Power Supply Upgrade/Redundancy	Non-Recurring	15,000
Miscellaneous Projects:		
Capital Project Resources	Recurring	70,582
Substations Fence Replacement and Upgrades	Recurring	20,000
Substations Grid Rock Addition	Recurring	5,000
New Lakeland Electric Bill	Non-Recurring	5,000
Rate Case Study	Recurring	51,500
Power Academy Equipment	Recurring	11,600
Building Improvements:		
Parker Street Complex Renovate/Rebuild	Non-Recurring	12,000
Structural Improvements in Parking Garage	Non-Recurring	150,000
Admin Building Capital Improvement	Recurring	75,000
Security Systems for E&W Building	Recurring	50,000
Major Equipment Purchase (MBFA)	Recurring	5,000
Furniture Requirements - Capital (MBFA)	Recurring	10,000
LE-Security Enhancement	Recurring	250,000
LE Roof Improvement	Recurring	125,000
Paint Resource Center Building	Non-Recurring	10,000

CIP Master List & Significant Projects

Master List of Appropriated Capital Projects Lakeland Electric Fund (continued)		
Project Title	Recurring or Non- Recurring	FY2016 Cost
Technology Improvements:		
E-Commerce Capital Project Suite	Non-Recurring	\$ 50,000
NERC CIP Compliance-Cybe Sec Needs for EMS Sys	Recurring	50,000
PC Systems Upgrade/Replacement (MBFA)	Recurring	2,650
Fiber Services Connections	Recurring	48,000
New Lakeland Electric Website	Non-Recurring	50,000
Interactive Kiosk Project	Non-Recurring	50,000
Collection Agency Middleware	Non-Recurring	25,000
PCM Equip for Training Instructor-Capital (MBFA)	Recurring	4,234

*There were no significant non-recurring Lakeland Electric Fund projects identified in FY2016 for highlighting.

**TRANSPORTATION
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROJECTED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
REVENUES:											
Local Option Gas Tax - 6 cents	2,361,000	2,368,000	2,375,000	2,382,000	2,389,000	2,396,000	2,403,000	2,410,000	2,417,000	2,424,000	2,431,000
Local Option Gas Tax - 5 cents	1,472,000	1,476,000	1,480,000	1,484,000	1,488,000	1,492,000	1,496,000	1,500,000	1,505,000	1,510,000	1,515,000
State Revenue Sharing Gas Tax - 8th cent	736,000	738,000	740,000	742,000	744,000	746,000	748,000	750,000	752,000	754,000	756,000
Local Option Gas Tax - 9th cent	426,000	427,000	428,000	429,000	430,000	431,000	432,000	433,000	434,000	435,000	436,000
Investments & Earnings	106,000	106,185	106,370	106,554	106,739	106,924	107,109	107,294	107,479	107,664	107,849
Special Assessments - Alleys, St & Sidewalks	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Impact Fees - District 1	4,289,405	737,000	5,900,000	3,565,000							
Impact Fees - District 2	2,537,600	1,774,913	906,913	906,913	906,913	906,913	554,803	554,803	554,803	554,803	554,803
Impact Fees - District 3	740,000	458,143									
FDOT Grants:											
US 92 at Wabash Avenue Upgrades	154,850										
Westgate-Central Multi-Use Trail			558,168								
Lake Beulah Trail	4,359										
Transfer from CRA											
Three Parks Trail North (Edgewood to Glendale)	416,775										
Rose Street Sidewalk (Main St. to Ingraham Ave.)			269,118								
New Jersey Rd (Crystal Lk Dr to Edgewood)	269,314										
Crystal Lake Dr. (New Jersey Rd. to Bartow Rd.)		550,159									
Lincoln Ave. (SW Middle School to Ariana St.)		231,540									
Brunnell Parkway (Memorial Bl. To 10th St.)			150,090								
Olive Street Bicycle Lanes	466,538										
New York Avenue Cycle Track				531,500							
Rose Street Bus Bay	79,099										
Bella Vista Trail (MLK Bl. To W. Lake Parker Dr.)	320,287										
FDOT Traffic Signal Maintenance Reimb.	198,031	344,888	348,337	351,820	355,338	358,892	362,481	366,106	369,767	373,464	377,199
Developer Contributions	22,835										
US 92 at County Line Road	1,604,146										
USF Campus Develop Agreement - SR33	1,009,401										
Unappropriated Surplus	2,633,562	699,875	284,585	130,178	(153,852)	(131,070)	87,106	(204,727)	(74,033)	(53,671)	(174,061)
TOTAL REVENUES	19,852,202	9,916,703	13,551,580	10,633,965	6,271,138	6,311,658	6,195,499	5,921,476	6,071,029	6,110,287	6,008,829
EXPENSES:											
Facilities Projects		50,000	150,000								
Sidewalk Projects	3,111,035	1,642,456	1,861,792	1,186,630	1,207,824	978,194	815,242	1,227,471	1,239,883	1,252,481	1,265,268
Street Resurfacing and Sealing	2,760,251	3,528,791	3,323,532	2,736,850	2,815,805	3,022,129	2,985,893	3,072,170	3,281,035	3,252,566	3,346,843
Street Improvements	3,735,419	200,000	75,000	606,500	75,000	80,000	80,000	80,000	80,000	80,000	80,000
Impact Fee Projects - District 1	4,309,405	737,000	5,900,000	3,565,000							
Impact Fee Projects - District 2	2,537,600	1,774,913	906,913	906,913	906,913	906,913	554,803	554,803	554,803	554,803	554,803
Impact Fee Projects - District 3	740,000	458,143									
Traffic Operations Projects	415,033	590,000	504,280	512,808	523,593	511,640	528,960	539,558	550,445	561,629	573,117
Miscellaneous Improvements	1,729,459	917,401	816,064	835,264	742,003	798,782	705,601	447,474	184,863	261,808	188,797
Contributions to Other Funds	514,000	18,000	14,000	284,000		14,000	525,000		180,000	147,000	
TOTAL EXPENSES	19,852,202	9,916,703	13,551,580	10,633,965	6,271,138	6,311,658	6,195,499	5,921,476	6,071,029	6,110,287	6,008,829
UNAPPROPRIATED SURPLUS:											
Beginning Balance	4,053,663	1,420,101	720,226	435,641	305,463	459,315	590,386	503,280	708,007	782,039	835,710
Sources/(Uses)	(2,633,562)	(699,875)	(284,585)	(130,178)	153,852	131,070	(87,106)	204,727	74,033	53,671	174,061
Ending Balance	1,420,101	720,226	435,641	305,463	459,315	590,386	503,280	708,007	782,039	835,710	1,009,771

**TRANSPORTATION
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROJECTED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
FACILITIES PROJECTS:											
Upgrades to C&M/L&S Office Facility		50,000	150,000								
TOTAL FACILITIES PROJECTS		50,000	150,000								

SIDEWALK PROJECTS:											
Sidewalk Repair & Replacement (includes ADA)	660,204	756,757	768,108	779,630	791,324	803,194	815,242	827,471	839,883	852,481	865,268
Sidewalk Contingency - Developer Contrib.	21,052										
Sidewalks for Collector Streets								400,000	400,000	400,000	400,000
New Jersey Trail (Crystal Lake Dr. to Edgewood)	2,918										
FDOT LAP Bella Vista Trail (MLK Blvd to W Lk Parker Dr)	320,287										
Sleepy Hill Road Median - Ferber Development (US 98 N to M)	12,355										
Lincoln Ave (SW Middle School to Ariana St)	45,000										
Hancock St. (Lincoln Ave. to New York Ave.)	165,000										
Westgate-Central Multi-Use Trail	70,000		556,476								
West Highland St. (Pinewood Ave to Southern Ave)	107,835										
Sylvester Rd. (Fredricksburg Ave. to Bartow Rd.)	115,203										
Three Parks Trail South (Buckingham/Carleton/Cleveland Hgt)	216,903										
Three Parks Trail North (Edgewood to Glendale)	19,203										
Hollingsworth Rd. (Lk Hollingsworth Dr. to LHS)	52,734										
FDOT Lap Three Parks Trail North	416,775										
Luce Rd. (Hallam Dr. to Lk. Miriam Dr.)				237,000							
N. Florida Ave. (Carpenters Way to SR 33)	85,000										
Rose St. (Main St. to Ingraham Ave.)	10,000	14,000	269,118								
Robson Street Sidewalk (Pyramid Pkwy. to N. FL. Ave.)	91,429										
Crystal Lake Dr. (New Jersey Rd. to Bartow Rd.)	80,000	550,159									
Brunnell Pkwy Sidewalk (W. Parker St to Memorial Bl.)	33,852										
Southington Ave Sidewalk (Edgewood Dr to Denton St)		40,000									
N. Florida Ave Sidewalk (Robson St to Carpenters Way)				170,000							
Lake Beulah Trail	161,562										
Poppell Drive (South Florida Avenue)	7,438										
FDOT LAP New Jersey Rd (Crystal Lk Dr to Edgewood)	416,285										
Lincoln Ave. (Beacon Road to Ariana St.)		231,540									
Brunnell Parkway (Memorial Bl. To 10th St.)		30,000	150,090								
S. Edgewood Drive (Taft St. to US 98 S.)					102,000						
W. Ariana St. (Georgetown MHP to Wabash Avenue)					100,000						
Olive St. (Cornelia Ave. to Central Ave.)					64,500						
Streetscape R&R: Missouri Ave. and Main St.			118,000								
Streetscape R&R: Main St., Mass. Ave. and Cedar St.					150,000						
Lincoln Ave Sidewalk - SW Middle School to Beacon Rd.						175,000					
Heatherpoint Drive Sidewalk (current end to Audubon Oaks)		20,000									
TOTAL SIDEWALK PROJECTS	3,111,035	1,642,456	1,861,792	1,186,630	1,207,824	978,194	815,242	1,227,471	1,239,883	1,252,481	1,265,268

STREET RESURFACING AND SEALING PROJECTS:											
Street Resurfacing and Sealing	2,218,150	2,480,770	2,555,194	2,631,850	2,710,805	2,792,129	2,875,893	2,962,170	3,051,035	3,142,566	3,236,843
Pavement Markings	105,000	105,000	105,000	105,000	105,000	110,000	110,000	110,000	110,000	110,000	110,000
Pavement Management Information System	117,101		100,000			120,000			120,000		
Socrum Loop Road Resurfacing		500,000									
Massachusetts Avenue Resurfacing		443,020									
Brunnell Parkway Resurfacing			563,338								
Providence Road Milling and Resurfacing	320,000										
TOTAL STREET RESURFACING PROJECTS	2,760,251	3,528,791	3,323,532	2,736,850	2,815,805	3,022,129	2,985,893	3,072,170	3,281,035	3,252,566	3,346,843

**TRANSPORTATION
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROJECTED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
STREET IMPROVEMENT PROJECTS:											
Alley Maintenance & Improvements	75,000	75,000	75,000	75,000	75,000	80,000	80,000	80,000	80,000	80,000	80,000
USF Campus Dev Agreement - SR33	1,009,401										
Polk County - SR 33 Project	7,160										
New York Avenue Closure	30,000										
US 92 at Wabash Avenue (FDOT Share)	154,850										
Olive Street Bicycle Lanes	5,063										
FDOT LAP Olive Street Bicycle Lanes	466,538										
New York Avenue Cycle Track		125,000		531,500							
FDOT - County Line Rd @ US 92	1,604,146										
Main St Widening/Bike Lanes (Lk Bonny Dr to Longfellow)	204,712										
Mall Hill Rd Widening/Bike Lanes (Griffin Rd to Hampton Hills)	178,549										
TOTAL STREET IMPROVEMENT PROJECTS	3,735,419	200,000	75,000	606,500	75,000	80,000	80,000	80,000	80,000	80,000	80,000
TRANSPORTATION IMPACT FEE PROJECTS:											
District 1:											
Highway 33 Road Improvements	1,000,000										
Lakeland Park Drive Connector (f.k.a. Crevasse St.)	1,529,546		5,900,000								
N. Wabash Avenue Corridor Study	502										
Transportation Fee Study	10,149										
N. Wabash Avenue Extension	1,769,208			3,565,000							
Mall Hill Rd Widening/Bike Lanes (Griffin Rd to Hampton Hills Dr)		170,000									
Robson Street Sidewalk (Pyramid Pkwy. to N. FL. Ave.)		317,000									
Corridor Study from SR 33 to Walt Loop Road		250,000									
District 2:											
Waring Road Extension (Imp Fee share of d/s)	352,110	352,110	352,110	352,110	352,110	352,110					
Wabash Ave Extension	1,620,538										
East-West Connector (Debt Service - Paid in 2028)	554,803	554,803	554,803	554,803	554,803	554,803	554,803	554,803	554,803	554,803	554,803
Transportation Fee Study	10,149										
Main St Widening/Bike Lanes (Lk Bonny Dr to Longfellow)		525,000									
Crystal Lake Drive Bike Lanes - Lk Hollingsworth Dr to New Jersey Rd		343,000									
District 3:											
D/S - Edgewood Dr Widening (Paid in '16)	740,000	458,143									
TOTAL TRANS. IMPACT FEE PROJECTS	7,587,005	2,970,056	6,806,913	4,471,913	906,913	906,913	554,803	554,803	554,803	554,803	554,803

**TRANSPORTATION
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROJECTED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
TRAFFIC PROJECTS:											
Traffic Calming Projects	30,000	30,000	35,000	35,000	35,000	40,000	40,000	40,000	40,000	40,000	40,000
Undesignated Projects	8,200	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Traffic Sign Rehabilitation	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Pedestrian & Bicycle Safety Enhancement Program	10,000	10,000	10,000	10,000	10,000	10,000	12,000	12,000	12,000	12,000	12,000
ITS Maintenance	20,000	20,000	20,000	20,000	20,000	20,000	25,000	25,000	25,000	25,000	25,000
LED Signal lamp replacement	28,800	28,000	29,000	30,000	31,000	31,000	32,000	33,000	34,000	35,000	36,000
Traffic Studies and Analysis	30,000	30,000	35,000	35,000	35,000	40,000	40,000	40,000	40,000	40,000	40,000
Advanced Traffic Management System O & M	195,933	276,000	284,280	292,808	301,593	310,640	319,960	329,558	339,445	349,629	360,117
Socrum Loop @ Daughtery Rd Traffic Signal Re-build		36,000									
Socrum Loop Rd @ Old Combee Rd (Signal Re-Build)			31,000								
MLK @ 5th St Traffic Signal Re-Build	12,100										
Ingraham Av @ Parker St Traffic Signal Re-Build				30,000							
Ingraham Av @ Main St Traffic Signal Re-Build					31,000						
Traffic Sign Assessment, Inventory and Replacement	30,000										
Pavement Marking Inventory and Assessment		35,000									
FLW Way/Hollingsworth Road Safety Enhancements		65,000									
TOTAL TRAFFIC PROJECTS	415,033	590,000	504,280	512,808	523,593	511,640	528,960	539,558	550,445	561,629	573,117
MISCELLANEOUS IMPROVEMENT PROJECTS:											
Contingency	30,600	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Concrete Crushing	6,200	75,000		75,000		75,000		75,000		75,000	
APWA Accreditation	5,348	8,000									
Survey Services for Electric Utilities	11,132										
Sleepyhill Road Handrail Removal	24,560										
CSX Railroad Crossing Maintenance	23,365	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
Right-of-Way Mowing	38,628	39,401	40,189	40,992	41,812	42,648	43,501	44,371	45,259	46,164	47,087
Multi-modal Imps. - Lk. Hollings. Dr. @ Hollings. Rd.	637,576										
Crystal Lake Drive Bike Lanes	476,903										
C&M Work Order/Asset Management System	14,200										
D/S on Internal Loan	340,000	632,000	612,000	584,500	564,500	544,500	524,500	189,513			
Survey Equipment Replacement/Upgrade	30,000										
C&M Facility Study	10,400										
Rose Street Bus Bay	80,547										
Transportation ADA Compliance and Admin Services		65,000	65,875	36,772	37,691	38,633	39,599	40,589	41,604	42,644	43,710
TOTAL MISC. IMPROVEMENT PROJECTS	1,729,459	917,401	816,064	835,264	742,003	798,782	705,601	447,474	184,863	261,808	188,797
CONTRIBUTIONS TO OTHER FUNDS:											
Parking System:											
Orange Street Garage	285,000			150,000			315,000		165,000		
Main Street Parking Garage	175,000			120,000			195,000			132,000	
Structural Inspection of Parking Garages	24,000		14,000	14,000		14,000	15,000		15,000	15,000	
Ticketrak Software	12,000										
Main Street Garage Surveillance Camera Upgrade	18,000										
Parking Meter Replacement (Main St. Garage)		18,000									
TOTAL CONTRIB. TO OTHER FUNDS	514,000	18,000	14,000	284,000		14,000	525,000		180,000	147,000	
TOTAL EXPENSES	19,852,202	9,916,703	13,551,580	10,633,965	6,271,138	6,311,658	6,195,499	5,921,476	6,071,029	6,110,287	6,008,829

**PUBLIC IMPROVEMENT
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
REVENUES:											
LRMC Lease Payments	12,900,000	13,254,750	13,619,256	13,993,786	14,378,615	14,774,027	15,180,313	15,597,772	16,026,711	16,467,446	16,920,301
Investment Earnings	338,625	347,937	408,578	419,814	431,358	443,221	455,409	467,933	480,801	494,023	507,609
Bond Issues and Internal Loans:											
Federal Building Renovation	1,225,000										
Marchant Stadium Master Plan Design	1,416,316										
Marchant Stadium Renovation	37,000,000										
Marchant Stadium Field Replacement	625,000										
Additional Marchant Loan / Fetzer Hall Renovation			3,800,000	3,600,000							
Lake Mirror Tower		5,000,000									
TLC shortfall	700,000										
Transfers From:											
General Fund - SW Lakeland Fire Station	110,123	135,173	135,173	135,173	135,173	400,000					
Impact Fee Fund:											
Parks & Recreation	214,104	599,237	99,297	299,252	899,102	84,183			750,000	350,000	
Police			800,000			250,000					
Lake Mirror Park:											
CRA contribution to debt service	350,000										
Marchant Stadium Expansion Revenues:											
State of Florida - Office of Tourism	466,668	466,668	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
Polk County Tourist Development Council	192,685	192,685	1,071,350	1,071,350	1,071,350	1,071,350	1,071,350	1,071,350	1,071,350	1,071,350	1,071,350
Detroit Tiger Commissions	234,797	234,797	530,000	530,000	530,000	530,000	530,000	530,000	530,000	530,000	530,000
Detroit Tiger Commissions-Seating loan (Pd '16)	55,470	55,470									
Detroit Tiger Commissions-Fetzer loan (Paid '16)	140,625	140,625									
Library Revenues:											
County Library Cooperative	98,027	79,302	135,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Fire Department Revenues:											
Fire Protection Fees	400,000	400,000	400,000								
State Grant - Fire Station #7	1,600,000										
Transfer from Imp. Fee Fund	100,000	100,000	100,000	100,000	100,000	500,000	100,000	100,000	100,000	100,000	100,000
Nextel Antenna Tower Lease	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Unappropriated Surplus - Used / (Generated)	5,462,484	394,119	242,686	397,147	337,446	(594,083)	(1,087,111)	(150,957)	682,995	544,159	(781,411)
TOTAL REVENUES	63,659,924	21,430,764	22,371,340	21,776,522	19,113,044	18,688,698	17,479,962	18,846,098	20,871,858	20,786,979	19,577,850

**PUBLIC IMPROVEMENT
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
EXPENSES:											
Parks	44,499,688	9,606,207	10,510,763	9,844,113	4,772,143	4,472,143	7,407,143	8,834,427	4,910,656	3,787,694	8,517,497
Recreation	1,098,962	1,199,021	540,358	390,358	2,150,358	2,537,368	915,358	340,358	665,358	865,358	365,490
Parks & Recreation Impact Fee Projects	214,104	599,237	99,297	299,252	899,102	84,183			750,000	350,000	
Library	832,395	79,302	135,000	200,000	500,000	200,000	200,000	200,000	200,000	200,000	200,000
Oak Hill Cemetery	122,658	75,300	147,700	157,100	179,000	132,100	33,700	88,640	37,200	39,100	41,100
Police Department	124,193	155,590	800,000			250,000		350,000	3,500,000		
Fire Department	5,265,139	1,063,686	1,065,686	1,092,173	1,079,173	2,446,000	914,000	999,000	1,250,000	4,416,000	969,000
Non-Departmental	4,367,914	1,976,230	2,782,260	3,128,250	2,867,992	1,586,903	1,429,760	1,453,673	1,478,643	3,048,827	1,404,763
Contributions to Other Funds	7,134,871	6,676,191	6,290,276	6,665,276	6,665,276	6,980,000	6,580,000	6,580,000	8,080,000	8,080,000	8,080,000
TOTAL EXPENSES	63,659,924	21,430,764	22,371,340	21,776,522	19,113,044	18,688,698	17,479,962	18,846,098	20,871,858	20,786,979	19,577,850

UNAPPROPRIATED SURPLUS:

Beginning Balance	9,256,673	3,794,189	3,400,070	3,157,383	2,760,236	2,422,790	3,016,874	4,103,985	4,254,942	3,571,947	3,027,788
Sources/(Uses)	(5,462,484)	(394,119)	(242,686)	(397,147)	(337,446)	594,083	1,087,111	150,957	(682,995)	(544,159)	781,411
Ending Balance	3,794,189	3,400,070	3,157,383	2,760,236	2,422,790	3,016,874	4,103,985	4,254,942	3,571,947	3,027,788	3,809,199

EXPENSES:

PARKS:

Beautification Projects (Partial Grant & 100% City Funded):											
Neighborhood Beautification	57,622	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Bryant Stadium / Henley Field Complex:											
Synthetic Turf Replacement (Bryant)							400,000				
D/S - Lighting & Controls (Bryant)		36,244	36,244	36,244	36,244	36,244	36,244	36,244	36,244	36,244	60,915
D/S - Lighting & Controls (Henley)		44,265	44,265	44,265	44,265	44,265	44,265	44,265	44,265	44,265	74,397
Common Ground Park:											
Playground Replacement			200,000					200,000			
Crystal Grove Park:											
Playground Replacement		125,000									
Cypress Youth Complex:											
Soccer Complex					500,000						
Phase II - Multi-Purpose Fields											500,000
Dobbins Park:											
Playground Replacement	165,000	200,000									250,000
Horney Park:											
Playground						75,000					
Jackson Park:											
Playground								80,000			
Lake Bonny Community Park:											
Playground Replacement										250,000	
Stormwater Pipe Replacement	132,000										
Lake Mirror Park:											
Regency Hotel - Int Loan Subsidy	140,000										
Lake Mirror Tower - Purchase Subsidy		5,000,000									
Lake Mirror Tower - Debt Service		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	4,000,000
Lake Mirror Park - Debt Service	1,500,000	1,625,000	1,750,000	1,896,970							
Purch Nally Property (\$2,500/mo. for 15 years)	30,000	30,000	30,000								
Barnett Park Playground Replacement	204,742									250,000	
Sunflower Preschool Playground Equipment							200,000				
Lake Parker Park:											
Playground Replacement	200,000										250,000
Marchant Stadium:											
Expansion - Debt Service	968,014	1,009,154									
Expansion - Debt Service (City Share)		28,527									
Seating - Int. Loan Debt Service		261,452									

**PUBLIC IMPROVEMENT
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
Marchant Stadium - Relocation Contingency			25,000								
Marchant Stadium Field Replacement	625,000										
Marchant Stadium Field Replacement - D/S		65,835	65,835	65,835	65,835	65,835	65,835	65,835	65,835	65,835	65,835
Marchant Stadium Structural Survey	5,000										
Marchant Stadium Design & Construction	38,691,950										
Marchant Stadium - D/S (FY'17-FY'36)			2,601,350	2,601,350	2,601,350	2,601,350	2,601,350	2,601,350	2,601,350	2,601,350	2,601,350
Marchant Stadium - D/S City Share (FY'17-FY'22)			250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Marchant Stadium - Capital Reserve							250,000	750,000	500,000		
Marchant Stadium Design & Construction			3,800,000								
Marchant Stadium - D/S (FY'17-FY'22)			286,487	286,487	286,487	286,487	286,487	3,018,771			
Marchant Stadium - Fetzer Hall Renovation			400,000	3,600,000							
Marchant Stadium - Fetzer Hall Debt Service				697,962	697,962	697,962	697,962	697,962	697,962		
Peterson Park:											
Playground Replacement	50,000							150,000			
Sports Complex Scoreboard Replacement			50,000								
Bleacher Shading		25,000									
Boardwalk Repairs	100,000										
Maintenance Building Renovation	100,000										
Sertoma Park:											
Park Renovation							50,000				
Tigertown:											
Stadium Facility Imp	157,298	160,012	376,582								
Hanger #2 Renovations	1,480										
Washington Park:											
Playground Replacement			145,000								
Webster Park:											
Resurface Basketball Court	25,000										
Playground Replacement			110,000								
Westside / Southwest Complexes:											
S.W./W.S. Complex Improvements	25,000										
Westside Playground Replacement								200,000			
Southwest Playground Replacement								100,000			
Southwest Complex - Clubhouse Remodel								125,000			
Westside Complex Concession Stand Rehab								125,000			
Woodlake Park:											
Playground Replacement	100,000								125,000		
Pickleball Court Fencing	6,000										
Replace Tennis Court Lighting									275,000		
Irrigation Projects:											
Centralized Irrigation System			50,000					50,000			
Sportsfield Projects:											
Sports Field Lighting Upgrade		150,000					195,000				
Lake Hollingsworth:											
Lake Hollingsworth Restrooms Contributions	6,913										
Miscellaneous Parks Projects:											
Park Consultant Design Services	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Parks Maintenance Projects	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Pavement Mgmt System - (Re-pave Park Paths)	30,000	50,000		50,000		50,000		50,000			
Holiday Decorations	75,000	37,000		25,000		75,000			25,000		
Parks Signage Upgrade - City Wide		35,000					40,000				
Interlachen Park Playground Replacement											125,000
Hanley Park Playground Replacement											100,000
7th Street Park Playground Replacement											100,000
Southside Maint Facility - Debt Service	231,480										
Debt Service on Jaycee's Building	33,719	33,718									
Fireworks Barge	23,470										
Seven Wetlands Park	125,000										

**PUBLIC IMPROVEMENT
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
Southwest Park	600,000	400,000					2,000,000				
TOTAL PARKS	44,499,688	9,606,207	10,510,763	9,844,113	4,772,143	4,472,143	7,407,143	8,834,427	4,910,656	3,787,694	8,517,497

RECREATION:

Coleman Bush Building:											
Debt Service	43,029										
Kelly Recreation Complex:											
Debt Service on Relighting (Bond)	25,640	23,663									
Gandy & Simpson Pools - Shade Awnings					10,000						
Gandy Pool Deck Repair and Upgrade	101,148	230,000									
Gandy Pool Resurfacing									300,000		
Kelly Rec - Weightroom Equipment							100,000				
Elevator Rehabilitation		75,000									
Lake Mirror Center:											
Sound System Improvements	24,000										
Auditorium Renovations		375,000								500,000	
Furniture Replacement									100,000		
Lake Crago Park:											
Construction	468,047		150,000		1,750,000	2,100,000					
Lake Crago Park - Equipment		80,000									
Debt Service - Lake Crago Park Complex Property											
Simpson Park:											
Restroom & Ballfield Expansion (Sale of Addair)	9,086										
Facility Improvements								75,000			
Simpson Park Pool Repairs						25,000	450,000				
Simpson Park Pool - Debt Service (until '20)	125,000	125,000	125,000	125,000	125,000	147,010					
Simpson Park - Weightroom Equipment							100,000				
Edgewood Park:											
Overlaying Tennis Courts with 1" asphalt	75,000	75,000								100,000	100,000
Miscellaneous Recreation Projects:											
Renovate Buildings and Playgrounds	194,512	150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
D/S - Energy Projects @ Magnolia & Simpson		65,358	65,358	65,358	65,358	65,358	65,358	65,358	65,358	65,358	65,490
Wood Floor Refinishing	29,000										
Magnolia Bldg WiFi Installation	4,500										
TOTAL RECREATION	1,098,962	1,199,021	540,358	390,358	2,150,358	2,537,368	915,358	340,358	665,358	865,358	365,490

P&R IMPACT FEE PROJECTS:

District 1:											
Freedom Park	700										
Lake Crago Park Complex		500,000		200,000	800,000				750,000		
Rec Complex Property	5,479										
Northeast Rec Complex	91,993										
Simpson Park Land Acquisition	16,861										
District 2:											
Cypress Youth - Multi-purpose Field Design										350,000	
Cypress Youth Complex (D/S Paid in '20)	99,071	99,237	99,297	99,252	99,102	84,183					
TOTAL P&R IMPACT FEE PROJECTS	214,104	599,237	99,297	299,252	899,102	84,183			750,000	350,000	

LIBRARY:

Co-op Funded Projects:											
Future Expansion Reserve	704,413				25,000		15,000	80,000	50,000	60,000	70,000
Library Furniture	14,014	12,302	5,000				100,000			15,000	
Lobby Restroom Renovation (Main)									40,000		
Computer Equipment Upgrade	20,811	21,000	15,000	30,000		20,000	75,000	20,000	10,000		

**PUBLIC IMPROVEMENT
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
Carpet (Main)	36,000	4,000			75,000	75,000					
Carpet (Northside Branch)	2,000		65,000	35,000						100,000	
Closed Circuit Camera System Upgrade	6,000	2,000			15,000		10,000			10,000	
Interior Ceiling and Lighting	1,157	40,000	50,000	110,000							
Enclose Patio											130,000
Design New Entry				25,000							
Sound System Upgrade -Main Meeting Room	5,000									5,000	
Construct New Entry					85,000	105,000					
Engineering / Design (Southside Branch)	30,000										
Fixture Replacement (Northside Branch)								100,000	100,000		
Acoustic panels (Northside Branch)	3,000										
Changes to Millwork (Northside Branch)	3,000										
Meeting Room Renovation (Northside Branch)	7,000									10,000	
City Funded Projects:											
A/C Ductwork Maintenance					300,000						
TOTAL LIBRARY	832,395	79,302	135,000	200,000	500,000	200,000	200,000	200,000	200,000	200,000	200,000

OAK HILL CEMETERY:

Routine Maintenance	23,200	26,400	27,700	29,100	30,600	32,100	33,700	35,400	37,200	39,100	41,100
Resurface Roadways		44,000			48,400			53,240			
Oak Hill Expansion VII			120,000	25,000	25,000	25,000					
Roadway Construction				75,000	75,000	75,000					
Collumbarium				28,000							
Maintenance Trailer		4,900									
Oak Hill Irrigation Upgrade / Expansion	92,847										
Cemetery Computer Software	6,611										
TOTAL OAKHILL CEMETERY	122,658	75,300	147,700	157,100	179,000	132,100	33,700	88,640	37,200	39,100	41,100

POLICE DEPARTMENT:

Replace CAD / Reporting Systems	23,185										
Station Renovation (Impact Fees)			800,000								
Station Expansion								350,000	3,500,000		
Comm Center Expansion (Impact Fees)						250,000					
Locker Room Shower Pan Repairs		35,000									
Police Memorial Foundation		10,000									
Space Utilization Study (Police Impact Fees)		60,000									
CAD / Reporting System Repl. (Paid in '16)	101,008	50,590									
TOTAL POLICE	124,193	155,590	800,000			250,000		350,000	3,500,000		

FIRE DEPARTMENT:

Central Fire Station Debt Service	302,625										
Motor Pool Purchases	1,804,756	750,000	750,000	800,000	800,000	800,000	800,000	850,000	850,000	850,000	900,000
FDOT - ARFF Station/Station #7	2,562,861										
Fire Station #7 - Debt Service (Impact Fee)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000			
Fire Station #7 (City share of debt - paid in 2022)	110,123	135,173	135,173	135,173	135,173	400,000					
Fire Station 7 Furnishings	200,000										
ARFF Temporary Station	5,008										
Station #8 Design and Construction									350,000	3,500,000	
1935 Fire Truck Restoration	13,291										
Ladder Truck Debt Service	25,513	25,513	25,513								
Holomatro Tool	11,000	12,000	12,000	13,000						15,000	15,000
Thermal Imaging Camera	12,000	12,000	13,000	13,000	13,000	14,000	14,000	15,000	15,000	15,000	16,000
Hurst Hydraulic Tool / Saws	26,802	29,000	30,000	31,000	31,000	32,000		34,000	35,000	36,000	38,000
Exhaust System Refurb - All Stations	30,000										

**PUBLIC IMPROVEMENT
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
Refurbish Training Facility						1,100,000					
Purchase and Expand Oleander St Property	160										
Laser Driven Extinguisher System	11,000										
Generator Replacement (Station 5)	50,000										
TOTAL FIRE	5,265,139	1,063,686	1,065,686	1,092,173	1,079,173	2,446,000	914,000	999,000	1,250,000	4,416,000	969,000

NON-DEPARTMENTAL:

Neighborhood Projects:

Neighborhood Preservation	90,097	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Neighborhood Matching Grants Program	46,360	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Code Enforcement Lot Clearing	4,621										

City Hall:

D/S - City Hall A/C & Lighting (Paid '20)	48,760	49,230	49,610	49,900	50,100	150,000					
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All Other General Fund Buildings:

City Roof Audit	1,091	10,000				15,000					
Civil Service Lot Repaving		20,000									
Records Center Access Control	11,087										
Fire Panel Replacements	77,640	75,000	75,000	75,000	75,000	75,000	60,000	60,000	60,000	60,000	60,000
Roof Replacements	380,081	232,000	244,000	256,000	269,000	282,000	296,000	311,000	327,000	343,000	360,000
Air Conditioner Replacements	311,834	195,000	200,000	205,000	210,000	215,000	220,000	225,000	230,000	235,000	240,000
Ice Machine Replacements		8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Carpet Replacements	148,630	97,000	99,000	101,000	103,000	105,000	107,000	109,000	111,000	113,000	115,000
Recoating / Sealing	216,041	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000

Federal Building:

Renovation	1,941,779										
Renovation Debt Service (Paid '24)	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,670,154	

Miscellaneous Non-Departmental Projects:

ADA Compliance	232,305	55,000	56,650	58,350	60,100	61,903	63,760	65,673	67,643	69,672	71,763
Contingency	238,913	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
D/S - USF Contrib/Loan - LEDC (Paid '19)	450,000	550,000	1,300,000	1,700,000	1,417,792						
Elevator Rehabilitation - Train Station			75,000								
Fire Department Memorial Base		10,000									
Retaining Wall Replacement - Train Station	43,675										

TOTAL NON DEPARTMENTAL

	4,367,914	1,976,230	2,782,260	3,128,250	2,867,992	1,586,903	1,429,760	1,453,673	1,478,643	3,048,827	1,404,763
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CONTRIBUTIONS TO OTHER FUNDS:

General Fund:											
Dividend Assistance	4,800,000	4,800,000	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000
Information Technologies Fund:											
VoIP-GF Share of Phone System Replacement	85,915	85,915									
Lakeland Center Fund:											
Capital Transfer	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000
Operating Transfer	225,000	225,000	225,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Operating Subsidy	700,000										
Operating Subsidy Loan (Paid '20)	63,956	85,276	85,276	85,276	85,276	400,000					
Capital Reserve									1,500,000	1,500,000	1,500,000
Cleveland Heights Golf Course	880,000	1,100,000	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
TOTAL CONTRIBUTIONS TO OTHER FUNDS	7,134,871	6,676,191	6,290,276	6,665,276	6,665,276	6,980,000	6,580,000	6,580,000	8,080,000	8,080,000	8,080,000

TOTAL EXPENSES	63,659,924	21,430,764	22,371,340	21,776,522	19,113,044	18,688,698	17,479,962	18,846,098	20,871,858	20,786,979	19,577,850
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**DOWNTOWN COMMUNITY REDEVELOPMENT AREA
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
REVENUES:											
Tax Increment Revenues	907,988	985,252	1,025,000	1,066,000	1,087,000	1,109,000	1,131,000	1,154,000	1,177,000	1,201,000	1,225,000
City Subsidy	40,000										
Investment Income	24,927	10,048	9,316	9,256	9,896	11,463	13,833	17,239	21,562	26,838	28,180
Misc. Revenues	67,101	14,280									
Unappropriated Surplus	305,996	48,214	(22,611)	2,415	(21,202)	(46,687)	(72,915)	(101,117)	(131,172)	(964,341)	(991,281)
TOTAL REVENUES	1,346,012	1,057,794	1,011,705	1,077,671	1,075,694	1,073,776	1,071,918	1,070,122	1,067,390	263,497	261,899
EXPENSES:											
Debt Service :											
Downtown Streetscape Loan (Paid 2015)	59,878										
Lake Mirror Park (Paid 2016)	350,000										
Debt Service-Residential Redevelopment	802,228	802,228	802,228	802,228	802,228	802,228	802,228	802,228	802,228	802,228	
Miscellaneous Projects:											
Residential Redevelopment-Land Acquisition	350										
Mowing	22,056	10,300	10,403	10,507	10,612	10,718	10,825	10,934	11,043	11,153	11,265
Oak Street Parking - Phase I	30,000	10,000	12,000	14,000	16,000	18,000	20,000	22,000	24,000	26,000	28,000
Oak Street Parking - Phase II		115,000									
Operating:											
Tax Increment Refunds	55,000	60,000	125,000	187,000	181,000	175,000	169,000	163,000	156,000	150,000	144,000
Annual Audit/Reporting Requirements	4,500	4,800	4,944	5,092	5,245	5,402	5,565	5,731	5,903	6,080	6,263
Other Operating Expenses		55,466	57,130	58,844	60,609	62,427	64,300	66,229	68,216	70,263	72,371
Saturday Garbage Collection	17,000										
Bay Street	5,000										
TOTAL EXPENSES	1,346,012	1,057,794	1,011,705	1,077,671	1,075,694	1,073,776	1,071,918	1,070,122	1,067,390	263,497	261,899
UNAPPROPRIATED SURPLUS:											
Beginning Balance	493,081	187,085	138,871	161,482	159,067	180,268	226,956	299,871	400,988	532,159	1,496,500
Sources/(Uses)	(305,996)	(48,214)	22,611	(2,415)	21,202	46,687	72,915	101,117	131,172	964,341	991,281
Ending Balance	187,085	138,871	161,482	159,067	180,268	226,956	299,871	400,988	532,159	1,496,500	2,487,782

**MID-TOWN COMMUNITY REDEVELOPMENT AREA
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROJECTED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
REVENUES:											
Tax Increment	1,656,923	2,174,949	2,218,000	2,262,000	2,307,000	2,353,000	2,400,000	2,448,000	2,497,000	2,547,000	2,598,000
Interest Income	350,000	138,000	71,000	28,000	26,000	26,000	35,000	38,000	36,000	48,000	47,000
Surplus Land Sale Proceeds	895,583										
Residential Redevelopment - Rental Income	21,685	20,000									
Misc. Revenues	17,249							147,580			
Unappropriated Surplus	2,282,130	2,880,687	1,762,495	1,124,215	39,305	6,778	(235,356)	(219,666)	45,602	(301,282)	14,277
TOTAL REVENUES	5,223,570	5,213,636	4,051,495	3,414,215	2,372,305	2,385,778	2,199,644	2,413,914	2,578,602	2,293,718	2,659,277
EXPENSES:											
Neighborhoods:											
Ingraham Avenue Enhancements	7,330	8,400	8,652	8,912	9,179	9,454	9,738	10,030	10,331	10,641	10,960
Northeast Neighborhood	650,917	400,000	250,000	250,000	300,000	300,000	300,000	300,000	350,000	350,000	350,000
Parkview Place Pedestrian Improvements								300,000	300,000		350,000
Northwest Neighborhood	608,829	990,000	600,000	600,000	300,000	300,000	300,000	300,000	350,000	350,000	350,000
Brunnell Parkway (Memorial to 10th Street)		50,000									
Brunnell Parkway (W. Parker St to Memorial)	50,000										
Landscape US 98 - Memorial to 10th Street	11,177	15,600	16,068	16,550	17,047	17,558	18,085	18,627	19,186	19,762	20,354
Landscape US 98 - Griffin to 10th Street	10,882	15,600	16,068	16,550	17,047	17,558	18,085	18,627	19,186	19,762	20,354
Landscape Parker Street	4,520	8,400	8,652	8,912	9,179	9,454	9,738	10,030	10,331	10,641	10,960
Landscape Intown By-Pass	2,275										
Lincoln Avenue Sidewalk	405										
Providence Rd. - W. 10th St. to Griffin Road	350,000	350,000									
Landscape Intown Bypass		8,400	8,652	8,912	9,179	9,454	9,738	10,030	10,331	10,641	10,960
MLK - (Memorial to 10th Street)	235	8,400	8,652	8,912	9,179	9,454	9,738	10,030	10,331	10,641	10,960
Other Pedestrian Enhancements	35,000										
820 N. Massachusetts Ave	164,195										
E. Main Street Landscaping Maintenance	11,092	12,500	12,875	13,261	13,659	14,069	14,491	14,926	15,373	15,835	16,310
Corridor Enhancements:											
E. Main Street Connector	27,969										
Lake Beulah Enhancements	20,000										
W. Lake Parker/Lakeshore Trail Improvements	340,273	350,000	350,000								
Bella Vista Trail	571,835										
Rose Street Enhancements	40,000										
Citrus Connection Services (LAMTD Agreement)		155,000	155,000	155,000							
Memorial Blvd	660,000	800,000	900,000	700,000	550,000	550,000	350,000	350,000	350,000	350,000	350,000
Intown By-Pass	12,750										
Miscellaneous:											
Operating Expenses	173,248	295,536	304,402	313,534	322,940	332,628	342,607	352,885	363,472	374,376	385,607
Small Project Assistance	432,500	435,000	350,000	350,000	350,000	350,000	350,000	350,000	400,000	400,000	400,000
Owner-Occupant Acq. & Relocate Program	13,800										
Property Management	30,000	51,000	52,530	53,581	54,652	55,745	56,860	57,997	59,157	60,340	61,547
Affordable Housing	42,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Medical District Master Plan	7,787										
Redevelopment of Massachusetts Ave Properties	859,195	750,000	500,000	400,000							
CRA Annual Report	2,616	4,800	4,944	5,092	5,245	5,402	5,565	5,731	5,903	6,080	6,263
East Main Street Master Plan	82,240	500,000	500,000	500,000	400,000	400,000	400,000	300,000	300,000	300,000	300,000
TOTAL EXPENSES	5,223,570	5,213,636	4,051,495	3,414,215	2,372,305	2,385,778	2,199,644	2,413,914	2,578,602	2,293,718	2,659,277
UNAPPROPRIATED SURPLUS:											
Beginning Balance	8,421,972	6,139,842	3,259,155	1,496,660	372,445	333,140	326,362	561,718	781,384	735,782	1,037,063
Sources / (Uses)	(2,282,130)	(2,880,687)	(1,762,495)	(1,124,215)	(39,305)	(6,778)	235,356	219,666	(45,602)	301,282	(14,277)
Ending Balance	6,139,842	3,259,155	1,496,660	372,445	333,140	326,362	561,718	781,384	735,782	1,037,063	1,022,787

**DIXIELAND COMMUNITY REDEVELOPMENT AREA
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
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REVENUES:

Tax Increment	166,012	179,445	183,000	187,000	191,000	195,000	199,000	203,000	207,000	211,000	215,000
Interest Income	15,800	15,800	9,400	2,700	3,300	4,300	5,300	6,300	7,300	8,300	9,300
Unappropriated Surplus	541,399	82,059	27,130	12,061	9,693	(3,074)	(5,841)	(28,606)	(31,370)	(44,133)	(46,895)
TOTAL REVENUES	723,211	277,304	219,530	201,761	203,993	196,226	198,459	180,694	182,930	175,167	177,405

EXPENSES:

Corridor Enhancements:											
Small Project Assistance	156,375	90,000	20,000	20,000	20,000	10,000	10,000	10,000	10,000	10,000	10,000
Parking and Access Program		0	0	0	0	0	0	0	0	0	0
Redevelopment Plan Update		0	0	0	0	0	0	0	0	40,000	40,000
Medians & Gateway Features - Const			0	0	0	0	0	0	0	0	0
Alley Improvements	358,034	0	40,000	20,000	20,000	20,000	20,000	0	0	0	0
SFLA Test Projects		0	0	0	0	0	0	0	0	0	0
SFLA Corridor Improvements	91,429	80,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	0
Miscellaneous:											
Landscape & Maintenance by Others	1,000	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
Operating Expenses	103,711	97,102	99,000	101,000	103,000	105,000	107,000	109,000	111,000	113,000	115,000
Annual Report	852	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Enhancements		0	0	0	0	0	0	0	0	0	0
Publications and Promotions	9,208	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Alley Maintenance	2,602	1,702	2,000	2,200	2,400	2,600	2,800	3,000	3,200	3,400	3,600
TOTAL EXPENSES	723,211	277,304	219,530	201,761	203,993	196,226	198,459	180,694	182,930	175,167	177,405

UNAPPROPRIATED SURPLUS:

Beginning Balance	713,970	172,571	90,512	63,382	51,321	41,628	44,703	50,544	79,150	110,520	154,653
Sources / (Uses)	(541,399)	(82,059)	(27,130)	(12,061)	(9,693)	3,074	5,841	28,606	31,370	44,133	46,895
Ending Balance	172,571	90,512	63,382	51,321	41,628	44,703	50,544	79,150	110,520	154,653	201,548

**STORMWATER
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROJECTED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
REVENUES:											
Stormwater Utility Revenues-Commercial	1,900,000	1,955,000	1,975,000	1,995,000	2,015,000	2,035,000	2,055,000	2,076,000	2,097,000	2,118,000	2,139,000
Stormwater Utility Revenues-Residential	2,365,000	2,443,000	2,467,000	2,492,000	2,517,000	2,542,000	2,567,000	2,593,000	2,619,000	2,645,000	2,671,000
Stormwater Fees-Interfund	90,000	106,801	107,869	108,948	110,037	111,138	112,249	113,371	114,505	115,650	116,807
Other revenues	18,825										
Investments & Earnings	265,000	147,300	143,596	155,336	157,927	158,830	157,962	156,799	155,307	153,439	151,149
Unappropriated Surplus	4,842,049	185,087	337,457	(41,363)	14,909	73,934	85,761	96,715	109,291	123,337	(111,080)
TOTAL REVENUES	9,480,874	4,837,188	5,030,922	4,709,921	4,814,874	4,920,901	4,977,972	5,035,886	5,095,104	5,155,426	4,966,875

EXPENSES:											
Stormwater Projects	4,559,304	2,353,232	2,653,867	2,385,325	2,467,286	2,549,861	2,583,011	2,616,526	2,650,857	2,685,794	2,471,351
Drainage Projects	4,455,940	2,029,956	2,052,055	2,074,596	2,097,588	2,121,040	2,144,961	2,169,360	2,194,247	2,219,632	2,245,525
Lakes and Environmental Projects	465,630	454,000	325,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
TOTAL EXPENSES	9,480,874	4,837,188	5,030,922	4,709,921	4,814,874	4,920,901	4,977,972	5,035,886	5,095,104	5,155,426	4,966,875

UNAPPROPRIATED SURPLUS:											
Beginning Balance	6,055,213	1,213,164	1,028,077	690,620	731,983	717,074	643,140	557,379	460,664	351,373	228,035
Sources / (Uses)	(4,842,049)	(185,087)	(337,457)	41,363	(14,909)	(73,934)	(85,761)	(96,715)	(109,291)	(123,337)	111,080
Ending Balance	1,213,164	1,028,077	690,620	731,983	717,074	643,140	557,379	460,664	351,373	228,035	339,115

STORMWATER PROJECTS											
Lake Bonny:											
Lake Bonny TMDL Program	222,028		150,000			250,000	250,000	250,000	250,000	250,000	
Hunter\BeulahWire Watershed:											
Lake Hunter TMDL Program	195,281	250,000	250,000	250,000	250,000	250,000					
Lake Parker:											
Lake Parker TMDL Program	313,016	50,000	150,000		200,000		250,000	250,000	250,000	250,000	250,000
Crystal Lake:											
Crystal Lake TMDL Program	45,000	100,000		150,000							
Miscellaneous:											
Stormwater O&M	910,349	1,015,776	1,036,092	1,056,813	1,077,950	1,099,509	1,121,499	1,143,929	1,166,807	1,190,143	1,213,946
Install / Maintain Pollution Control Devices	117,684	103,784	105,859	107,976	110,136	112,339	114,585	116,877	119,215	121,599	124,031
Flood Control Automation Retrofit	997,967										
Drainage Maintenance Operations	636,385	749,370	756,864	764,433	772,077	779,798	787,596	795,472	803,426	811,461	819,575
Radio Replacement Project	2,251	2,251	2,251	2,251	2,251	2,251	2,251	2,251	2,251	2,251	2,251
DoIT Switch Replacement	220	220	220	220	220	220	220				
Network Data Storage	51	51	51	51							
Highlands Hills Ditch Maint & Repairs	250,000										
CLMP - 2016 Update	250,000										
Transfer to Fleet Reserve	34,500										
Crystal Lake Drive Bike Lanes	253,700										
Equipment - Drainage Maintenance Projects	30,872	30,280									
Environmental Code Enforcement Officer	50,000	51,500	52,530	53,581	54,652	55,745	56,860	57,997	59,157	60,340	61,547
Street Sweeping Study	150,000										
Southern Landings Repairs	100,000										
Upgrades to C&M/L&S Facility			150,000								
TOTAL STORMWATER PROJECTS	4,559,304	2,353,232	2,653,867	2,385,325	2,467,286	2,549,861	2,583,011	2,616,526	2,650,857	2,685,794	2,471,351

DRAINAGE PROJECTS:											
GIS Storm Sewer Inventory	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
TV & Cleaning Storm Drainage	425,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Maint & Retrofit of Drainage Facilities	309,074	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
GIS Technician - Engineering	71,400	72,828	74,285	75,770	77,286	78,831	80,408	82,016	83,656	85,330	87,036

**STORMWATER
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROJECTED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
Drainage Study:											
Street Sweeping Operations	1,011,569	1,032,128	1,052,770	1,073,826	1,095,302	1,117,208	1,139,553	1,162,344	1,185,590	1,209,302	1,233,488
West Highland Street (Pinewood to Southern Ave)	103,241										
Shore Acre Subdivision (Fern Road)	48,012										
Wayman St. Ditch Repairs	1,068,906										
Deter Pit Retrofit	76,167										
Allamanda St & Horney Park Pump Retrofit	146,961										
East Highland Dr./Nunnswood Lane	41,179										
New Jersey Rd. Storm Line Replacement	1,165										
Central Ave. Drainage	606,131										
Robson Road Drainage System Enhancement	269,019										
New Jersey Road Drainage Imps.	228,116										
TOTAL DRAINAGE PROJECTS	4,455,940	2,029,956	2,052,055	2,074,596	2,097,588	2,121,040	2,144,961	2,169,360	2,194,247	2,219,632	2,245,525
LAKES AND ENVIRONMENTAL PROJECTS:											
Contribution to LEAD	25,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Lake Improvement Projects	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Public Education Programs	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Lake Beulah Shoreline Restoration	15,000	25,000	25,000								
Lake Wire Hydrilla Removal & Reveg.	33,075	25,000	25,000								
Lake Morton Shoreline Stabilization	19,000	25,000	25,000								
Contribution to Florida Friendly Landscaping	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Lake Hollingsworth Shoreline Stabilization	133,555	129,000									
TOTAL LAKES AND ENV. PROJECTS	465,630	454,000	325,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
TOTAL EXPENSES	9,480,874	4,837,188	5,030,922	4,709,921	4,814,874	4,920,901	4,977,972	5,035,886	5,095,104	5,155,426	4,966,875

**PARKING
CAPITAL IMPROVEMENT PLAN**

ADJUSTED 2015 BUDGET	2016 PROJECTED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
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REVENUES:

Transfer from Transportation Fund:										
Parking Meter Replacement (Main St Garage)		18,000								
Orange Street Garage - Deck Coating										
Ticket Trak Software	12,000									
Structural Inspection of Parking Garages	24,000		14,000	14,000	14,000	15,000		15,000	15,000	
Orange St Garage - Exterior Coating	285,000			150,000		315,000		165,000		
Main Street Parking Garage - Exterior Coating	175,000			120,000		195,000			132,000	
Main St Garage Security Camera Upgrade	18,000									
TOTAL REVENUES	514,000	18,000	14,000	284,000		14,000	525,000		180,000	147,000

EXPENSES:

Orange Street Garage:										
Orange St Parking Garage - Exterior Coating	285,000			150,000		315,000		165,000		
Main Street Garage:										
Main St Parking Garage - Exterior Coating	175,000			120,000		195,000			132,000	
Parking Meter Replacement (Main St Garage)		18,000								
Other Parking Services Projects:										
Structural Inspection of Parking Garages	24,000		14,000	14,000	14,000	15,000		15,000	15,000	
Ticket Trak Software	12,000									
Main St Garage Security Camera Upgrade	18,000									
TOTAL EXPENSES	514,000	18,000	14,000	284,000		14,000	525,000		180,000	147,000

**THE LAKELAND CENTER
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
REVENUES:											
Lakeland Center Capital Contingency	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000
Unappropriated Surplus Used/(Generated)	76,958										
TOTAL REVENUES	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000
EXPENSES:											
Capital Contingency	28,035	17,861	5,351	16,481	21,251	184,696	185,281	325,000	325,000	325,000	325,000
Debt Service - Roof Replacement	142,059	140,139	140,149	140,019	140,749	140,304	139,719				
Theatre Bond											
AV Equipment Upgrades			10,000	10,000	10,000	15,000	15,000	15,000	15,000	15,000	15,000
Fold N Roll Risers	33,000	12,500	12,500	12,500							
Stage Equipement					133,000	5,000	5,000	5,000	5,000	5,000	5,000
Wheelchair Lift - Portable Stages		28,000									
Trash Receptacles - Green Initiative	43,821	12,500		50,000							
Scissor Lift			30,000								
Walk Behind Scrubber/Floor Care		9,000		60,000							
Carpet Care Equipment	21,561										
Building and Parking Security Upgrades	11,325	9,000	9,000	9,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Dashers					40,000						
Forklift			28,000								
Fire Alarm Control Panel	6,893										
Sprinkler System Modification-Central Plant	4,715										
Arena Construction Document	25,000										
New Theater restroom floors	19,396										
Repairs to Ice Plant	23,726										
Water System Repairs	4,482										
FFE	51,950	62,000	70,000	46,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Emergency Repairs - Youkey Lighting	40,995										
Network and Audio/Visual Design Computers		6,000									
Front House Lighting Replacement		20,000									
Lighting Design Software		3,000									
Theater - Marley Floor		8,000									
Convention Rigging - 1/2 Ton Motor		15,000									
Fire Alarm System Upgrade		37,000									
Drum Monitor System			5,000								
Theater - Moving Lights			15,000								
Theater - Intercom			31,000								
Electric Golf Carts			24,000								
Portable Electrical System				30,000							
LED Up Lights for Convention				6,000							
TOTAL EXPENSES	456,958	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000
Capital Surplus											
Beginning Balance	76,958										
Sources / (Uses)	(76,958)										
Ending Balance											

**LAKELAND LINDER REGIONAL AIRPORT
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
REVENUES:											
FAA Grants	5,111,507		2,200,000	2,200,000	2,500,000	2,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
FDOT Grants	4,163,929	822,500	988,942	1,340,000	3,516,356	1,587,200					
Contributions & Donations	168,350	215,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000
All Other Misc Revenues	21,584	50,000	49,999	49,998	49,997	49,996	49,995	49,994	49,993	49,992	49,991
Gasoline Sales	70,000	76,500	81,855	87,585	93,716	100,276	107,295	114,806	122,842	131,441	140,642
Sun N Fun Service Charge	10,837	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Rental Car Privilege Fee	41,907	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755
Security Fees	4,237	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Building Leases	3,616,725	3,769,426	3,798,102	3,932,220	4,070,114	4,169,630	4,302,446	4,407,785	4,520,650	4,642,173	4,771,932
Land Leases	772,009	898,418	1,079,099	1,094,431	1,110,414	1,127,080	1,144,459	1,178,364	1,197,267	1,216,984	1,237,552
Interest on Pooled Investments	45,000	150,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Internal Loan Fund	11,290,000		125,000	125,000	565,000	175,000	200,000	225,000	240,000	240,000	240,000
Unappropriated Surplus Used / (Generated)	1,534,422	31,269	(6,948)	599,634	(1,397,436)	493,030	(725,536)	(793,584)	(841,558)	(881,351)	(934,020)
TOTAL CAPITAL REVENUES	26,850,507	6,078,113	8,727,050	9,840,887	10,921,222	10,616,334	7,493,863	7,598,673	7,706,628	7,817,822	7,925,852
EXPENSES:											
Operations											
Operations - Administration	1,641,134	1,653,490	1,723,106	1,774,799	1,828,043	1,882,884	1,939,370	1,997,552	2,057,478	2,119,202	2,182,779
Operations - Airport Operations	367,593	450,052	462,193	476,058	490,340	505,050	520,202	535,808	551,882	568,439	585,492
Operations - Airside Center	839,922	894,456	918,799	946,363	974,754	1,003,997	1,034,117	1,065,140	1,097,094	1,130,007	1,163,907
Maintenance Projects											
Miscellaneous Maintenance Projects	229,865	325,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
LLRA General Electric Work	1,707										
Culvert Reconstruction	92,280										
FDOT Paint Hangar Expansion	1,000,000										
Terminal:											
Airport Advertising /Promotions	100,717	75,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
FAA/FDOT Rehab Northside Terminal Aprons	2,841,800										
FAA/FDOT Rehab Southside Aprons and Blast Pad	3,261,586										
Runways & Taxiways:											
FDOT Rehab and Extension of Taxiway D	1,587,000										
FDOT Fuel Tanks and Truck	1,015,472										
FDOT Runway 927 - ILS	24,568										
FAA/FDOT FUTURE PROJECTS			2,530,000	2,530,000	2,875,000	2,875,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
FAA/FDOT Taxiway B	9,390										
FAA/FDOT Rehab Runway 9/27, Westerly & South Ramp	47,974										
Grass Strip Extension	250,000										
Facility Projects:											
FDOT - Door/Gates Access Control System	750,786										
FDOT Airport Development Plan	95,670										
FDOT Purchase of Existing Hangar	850,000										
FAA Controllers for Sun N Fun	178,470	240,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000
Draken Improvement	170,983										
Airport Maintenance - Sun N Fun	8,638	15,000	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
Lease - Max Torque, LLC	15,690										
Debt Service											
LLRA General Electric Work	13,364	13,364	13,364	6,682							
Tail Enclosure - Airside Center	85,144	85,144	85,144	85,144	85,144	85,144	85,144	85,144	85,144	85,144	85,144
2010A CBA Bonds Payable	585,385	585,385	585,385	585,385	585,385	585,385	585,385	585,385	585,385	585,385	585,385
RDI Interiors Paint Booth	22,048	22,048	22,048	11,024							
FMS Improvements	36,379	36,379	36,379	18,190							

**LAKELAND LINDER REGIONAL AIRPORT
CAPITAL IMPROVEMENT PLAN**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
Draken Improvement	55,415	55,415	55,415	41,561							
Polk State College Facility Improvements	55,415	55,416	55,416	55,412							
Northside Hanger Improvements	38,791	38,791	38,791	38,791							
FDOT Purchase of Existing Hangar	46,909	60,910	60,910	60,910	60,910	60,910	60,910	60,910	60,910	60,910	60,910
FDOT Land Acquisition - Medulla 30 LLC	68,983	90,702	90,702	90,702	90,702	90,702	90,702	90,702	90,702	90,702	90,702
LLRA Capital Grant Projects	114,685	1,025,589	1,104,329	2,174,897	3,019,226	2,648,795					
LLRA Projects - non grant		240,489	240,489	240,489	240,489	240,489	240,489	240,489	240,489	240,489	240,489
Airport Facility Expansion	66,502	66,502	66,502	66,502	33,251						
Transfer To Other Funds											
Transfer to Information Technology	13,771	13,771	11,579	11,478	11,478	11,478	11,044	11,044	11,044	11,044	11,044
Transfer to Public Improvement Fund	88,637										
Transfer to General Fund	34,184	35,210									
Transfer to Fleet Management	7,466										
TOTAL EXPENSES	26,850,507	6,078,113	8,727,050	9,840,887	10,921,222	10,616,334	7,493,863	7,598,673	7,706,628	7,817,822	7,925,852
UNAPPROPRIATED SURPLUS:											
Beginning Balance	2,037,894	503,472	472,203	479,151	(120,483)	1,276,953	783,923	1,509,459	2,303,043	3,144,601	4,025,952
Sources / (Uses)	(1,534,422)	(31,269)	6,948	(599,634)	1,397,436	(493,030)	725,536	793,584	841,558	881,351	934,020
Ending Balance	503,472	472,203	479,151	(120,483)	1,276,953	783,923	1,509,459	2,303,043	3,144,601	4,025,952	4,959,972

**FY16 Wastewater
Capital Improvement Plan**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
REVENUES											
Impact Fee Revenue	393,000	401,000	409,000	417,000	425,000	434,000	443,000	452,000	461,000	470,000	479,000
Impact Fee Fund - Interest on Pooled Investments	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Contribution From Developers	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Special Assessments - Alleys	33,564	33,564	0	0	0	0	0	0	0	0	0
R&R Fund - Interest on Pooled Investments	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Skyview Grant / Assessments / To be Determined	8,340,000										
Skyview - Recovery from Polk County (Tetra Tech)											
Proceeds from SRL Debt (English Oaks Expansion)			1,500,000	12,000,000							
Proceeds from SRL FY16 - WW Treatment Projects		3,000,000	6,000,000								
Additional Transfer funded by Rates - Smart Grid	0										
Transfer from WW Operations	5,200,000	5,800,000	5,800,000	5,800,000	5,800,000	5,400,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Unappropriated Surplus	5,475,334	(982,935)	(159,098)	493,069	69	21,069	161,211	(22,789)	143,211	134,211	125,211
TOTAL REVENUES	19,746,898	8,556,629	13,854,902	19,015,069	6,530,069	6,160,069	5,909,211	5,734,211	5,909,211	5,909,211	5,909,211

EXPENSES: COLLECTION SYSTEM

SEWER MAINTENANCE:

RENEWAL AND REPLACEMENT FUND											
Western Trunk Manhole Rehabilitation				100,000	250,000	250,000					
Northside 30" Force Main ARVs Rehabilitation							150,000				
SR 33 Relocation	1,000,000	1,000,000									
SW Lakeland Capacity Enhancements			1,500,000	12,000,000							
Skyview Wastewater Upgrades (Grant)	6,661,802	1,790,000									
Business 92 Airport Rd to Intown Bypass	100,000										
Knights Station Road	10,000										
Main Street Force Main Replacement	11,754										
New Jersey Trail	3,100										
Corporate Ave. Gravity Sewer	272,641										
Corporate Ave. Roadway Rehab	105,000										
Rehabilitate Sewer Lines	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Sewer Maintenance - Contractor Installed Liners	800,000										
Sewer Maintenance - Contractor Cleaning & Televising	60,000										
Sewer Maintenance - City Installed Short Liners	50,000										
Sewer Maintenance - City Performed Point Repairs	90,000										
Grit/Sand Drying Bed Replacement		250,000									
Wastewater New Line Connections	1,000										
Inflow Reduction	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	50,000	50,000	50,000
Skyview Utility System (Tetra Tech - recovered from Polk Co.)	151,497										
Sewer Maintenance - Manhole Rehabilitation	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	75,000	75,000	75,000
Collection System Monitoring	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Construction Projects	49,000	50,000	50,000	70,000	70,000	70,000	70,000	70,000	100,000	100,000	100,000
Other Replacement Projects	50,000	50,000	50,000	70,000	70,000	70,000	70,000	70,000	100,000	100,000	100,000
Transfer to Fleet	125,000	140,000									
Capital Equipment - Sewer Line Maint	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	60,000	60,000	60,000
Contingency - Collection	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
IMPACT FEE FUND											
Glendale In-plant Force Main	52,886										
SW Lakeland Capacity Enhancements	35,281										
Lunar Circle Force Main Upsizing		150,000									
Force Main Parkway to Glendale	20,000										
TOTAL SEWER MAINTENANCE	9,983,961	4,715,000	2,885,000	13,525,000	1,675,000	1,675,000	1,575,000	1,425,000	1,535,000	1,535,000	1,535,000

PUMP STATIONS:

RENEWAL AND REPLACEMENT FUND											
Replace Northside Pump Station Pumps and Controls			500,000	300,000							
North Side Pump Station Upgrade				200,000							
Upgrade South West Pump Station			250,000								
Replace Publix Pump Station Controls					300,000						
Replace Westside Pump Station Controls					200,000						

**FY16 Wastewater
Capital Improvement Plan**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
Highland Hills Pump Panel & Piping Rehab	41,520										
Corporate Ave. Lift Station	205,398										
Morris Realty Pump Station	200,000										
Highway 98 S Pump Station Pumps and Generator	37,148										
Upgrade North East Pump Station	500,000										
Highland Fairways Pumping Station Generator	11,572										
Sandpiper Pumping Station Generator Replacement	10,397										
Socrum Loop Pumping Station Generator	29,270										
C&M Pump Station Upgrade	45,293										
Telemetry System Upgrades	106,774	50,000	100,000	100,000	100,000	100,000	50,000	50,000	50,000	50,000	50,000
Wet Well Rehab	75,000	75,000	75,000	75,000	75,000	75,000	100,000	100,000	100,000	100,000	100,000
Undesignated Pump / Panel Replacements	49,439	250,000	250,000	250,000	250,000	250,000	250,000	250,000	350,000	350,000	350,000
Lakeland Square Mall Pumps, Panel & Piping Replacement	34,347										
Highway 92 Pump Replacements	4,447										
Yankee Place LS Pump Replacement	61										
Shore Acres Pumping Station Generator Replacement	34,197										
Grasslands Pump Station Pump/Piping Rehab.	120,500										
Westside Pump Station Pump Replacement	34,041										
Undesignated Generator Replacement	100,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	100,000	100,000	100,000
Publix Lift Station Generator Replacement	50,000										
Lakeland Square Mall Emergency Station Repair	40,000										
Skyview Utility Sys (City / PC - Reimb TetraTech)	50,000										
Transfer to Fleet	100,100										
Capital Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
TOTAL PUMP STATIONS	1,904,504	475,000	1,275,000	1,025,000	1,025,000	525,000	500,000	500,000	625,000	625,000	625,000

TREATMENT PLANTS:

GLENDALE TREATMENT PLANT RENEWAL AND REPLACEMENT FUND											
Energy Efficiencies / Digestion System Improvements (SRL)			6,000,000								
Energy Efficiencies / Aeration System Improvements (SRL)											
New Odor Control & Intermediate Station						150,000					
Spare Blower											
Aquatic Weed Control		50,000									
Climber Screen Repairs				250,000							
Replacement of Submersible Pumps				250,000							
Generator & Switch Gear Replacement					350,000	350,000	500,000				
Control Panel Upgrades Glendale					150,000	150,000	150,000	250,000	250,000	250,000	250,000
Rehab & Repair Wetland Lift Station Pumps					100,000						
Removal of Debris from Sludge Holding Tanks	15,000	50,000									
Site Fencing Improvements	32,000										
Rehab & Repair of Secondary Clarifier	140,000	100,000	100,000	100,000							
Repair Walker Clarifiers /Aeration Tanks											
Replace Primary Scrubber Recirculation System	160,000										
SCADA HACH WIMS Interface	72,972					100,000			100,000	100,000	100,000
Grit Removal Improvements	47,252										
Repair and replace Odor control blowers		150,000	150,000								
Replacement of Magnetic Flow Meters		65,000				65,000					
Replacement of Sludge Pumping Equipment							150,000	150,000	150,000	150,000	150,000
Solids Processing Improvements	1,404,474		500,000								
Influent Pump Station Control Panel Upgrade	250,000										
Glendale Digester 2 Lid Rehab Coating				150,000	100,000						
Glendale Operations Bldg. Improvements	54,069										
Glendale Aeration Basin Concrete Repair	112,787										
Rehab and Repair Primary Clarifiers		150,000							150,000	150,000	150,000
Repair and Repave Service Roads				100,000			100,000				
Glendale Gates Modification & Operator Replacements	4,670										
Glendale Controls	0	40,000		100,000				100,000			
Transfer to Fleet - Vehicle Purchases	150,000										
Capital Equipment - Glendale	51,000	45,000	50,000	50,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000

**FY16 Wastewater
Capital Improvement Plan**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
Undesignated Pumps & Motors	100,000	125,000	150,000	200,000	200,000	200,000	200,000	400,000	300,000	300,000	300,000
IMPACT FEE FUND											
Wastewater Building Expansion			250,000								
NORTHSIDE TREATMENT PLANT RENEWAL AND REPLACEMENT FUND											
Climber Screen Repairs	250,000										
Rehab & Repair Effluent Lift Station Pumps		70,000									
Rehab & Repair Aeration System Phase I		50,000	600,000								
Northside Operations Building Improvements		25,000	350,000								
Rehab & Repair Aeration System Phase II				600,000							
Generator & Switch Gear Replacement				350,000	350,000	350,000					
Odor Control Rehab & Upgrade				125,000	125,000	125,000	0				
Grit Removal Improvements Northside				50,000	500,000						
Northside Lab Upgrades				225,000							
Control Panel Upgrades Northside					150,000	150,000	150,000	150,000	150,000	150,000	150,000
Replacement of Magnetic Flow Meters						100,000	100,000				
Replacement of Sludge Pumping Equipment						100,000	100,000				
Rehab & Repair Digester Blowers							400,000				
Chlorine Building Containment	8,299										
Northside Controls	115,152	0									
Replacement of Clarifier Drive Mechanisms								400,000	375,000	375,000	375,000
SCADA HACH WIMS Interface	72,000										
Effluent Lift Station Controls	193,422										
Bypass Pump Station Rehab	100,000										
NS Plant Effluent Pump Check Valve Replacement	17,000										
ATAD Foam Cutter Repair	14,000										
Northside Internal Recycle Pump Replacement	22,000										
Northside Effluent Pumps 5 Year Evaluations	68,466										
Capital Equipment - Northside		25,000	0	25,000	25,000	35,000	50,000	50,000	75,000	75,000	75,000
Undesignated Pumps, Motors and Controls	103,300	200,000	150,000	200,000	200,000	225,000	225,000	400,000	400,000	400,000	400,000
WESTSIDE TREATMENT PLANT RENEWAL AND REPLACEMENT FUND											
Aeration System Upgrades		200,000									
Control Panel Upgrades					50,000	50,000	100,000	100,000	100,000	100,000	100,000
Undesignated Pumps, Motors and Controls	75,000	75,000	100,000	100,000	100,000	300,000	300,000	300,000	300,000	300,000	300,000
TOTAL TREATMENT PLANTS	3,632,863	1,420,000	8,400,000	2,875,000	2,465,000	2,515,000	2,490,000	2,465,000	2,415,000	2,415,000	2,415,000

WETLANDS:

RENEWAL AND REPLACEMENT FUND											
Replace the North Boundary Fence adjacent to Eaglebrook		170,000									
Reverse Eutrophication / Wetlands Ecosystem				300,000							
Wetland Fiber Installation	350,000										
Install Garage Door on Back of Storage Bldg	30,000										
Clean Aeration Diffusers	20,000										
Wetlands Park	100,000										
Canopy for Parking Area	30,000										
Wetlands East Boundary Fence	85,029										
Distribution Ditch Rehabilitation	154,000										
Repair of Northwest Cell 3 Berm	90,000										
Security Enhancements	38,446										
Remove Power Pole Wetlands site	30,000										
Proceeds from Earthen Sales / Wetland Improvements	18,954										
Capital Equipment - Wetlands (Generator Replacement)	110,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000			
Contingency Wetlands	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
TOTAL WETLANDS	1,106,429	230,000	60,000	360,000	60,000	60,000	60,000	60,000	50,000	50,000	50,000

ENGINEERING:

**FY16 Wastewater
Capital Improvement Plan**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
RENEWAL AND REPLACEMENT FUND											
Downtown Redevelopment Preparation		75,000	75,000	75,000							
Glendale Sludge Dewatering Process Improvements	10,000										
Skyview Utility Sys (PC - Reimb TetraTech)	13,015										
Northside Controls	2,199										
South Wabash Ave. Extension		350,000									
Distribution Ditch Rehabilitation	4,811										
Corporate Ave. Lift Station	19,739										
Morris Realty Pump Station	11,640										
Georgetowne Mobile Manor	3,536										
Highland's Plaza 24-Inch Reuse	5,000										
Oakpark / Summerfield Wastewater System Remediation	18,064										
Central Avenue Utility Accommodations	10,000										
LRMC Force Main and Pump Station	9,539										
New Jersey Trail	9,639										
Cataloging of Permits Easements and Service Agreements	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
County Projects	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
D.O.T. Projects	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Wastewater Support - Other City Departments	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Undesignated Utility Relocations	80,000	150,000	150,000	150,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
IMPACT FEE FUND											
Force Main Parkway to Glendale	6,062										
Glendale In-plant Force Main	11,663										
SW Lakeland Capacity Enhancement	3,206										
Subdivision and Commercial Development	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Undesignated Capacity Expansion	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
TOTAL ENGINEERING	773,113	1,180,000	830,000	830,000	905,000	905,000	905,000	905,000	905,000	905,000	905,000
MISCELLANEOUS:											
RENEWAL AND REPLACEMENT FUND											
Radio Replacement 2011	60,938	60,938	69,211	69,211	69,211	69,211	69,211	69,211	69,211	69,211	69,211
DOIT Switch Replacement	20,858	20,858	20,858	20,858	20,858	20,858					
Network Data Storage	4,833	4,833	4,833								
Warehouse/Maint. Building Renovation	1,499,509										
Wastewater Collection Vehicles GPS	16,407										
Security Enhancements	229,139	75,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Sanitary Sewer Inventory Conversion	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Wireless Work Order System Interface	209,344	75,000									
Local Limits Headworks Study	30,000					80,000					
Facilities Upgrades / Repairs and Replacements	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Capital Equipment - Lab	5,000	10,000									
Transfer to Fleet	35,000										
Contingency	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
IMPACT FEE FUND											
Wastewater Impact Fees Study		30,000									
TOTAL MISCELLANEOUS	2,346,028	536,629	404,902	400,069	400,069	480,069	379,211	379,211	379,211	379,211	379,211
TOTAL EXPENSES	19,746,898	8,556,629	13,854,902	19,015,069	6,530,069	6,160,069	5,909,211	5,734,211	5,909,211	5,909,211	5,909,211

**FY16 Water Utilities
Capital Improvement Plan**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
REVENUES											
Connection Fees	390,000	400,000	420,000	450,000	470,000	490,000	510,000	510,000	530,000	530,000	530,000
Interest on Pooled Investments - Impact Fee Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Interest on Pooled Investments - R&R Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer from Water Operations	5,000,000	5,000,000	3,700,000	3,900,000	3,700,000	3,400,000	3,500,000	5,400,000	4,400,000	4,400,000	4,400,000
Additional Transfer funded by Rates - SmartGrid	0	1,650,000	3,312,000	3,312,000	1,650,000	3,000,000	2,000,000				
Skyview Grant / Assessments											
Unappropriated Surplus	9,002,664	(6,747)	324,003	533,582	464,682	478,182	23,464	(861,436)	(576,036)	(490,036)	(476,936)
TOTAL REVENUES	14,592,664	7,243,253	7,956,003	8,395,582	6,484,682	7,568,182	6,233,464	5,248,564	4,553,964	4,639,964	4,653,064

EXPENSES: COLLECTION SYSTEM

PRODUCTION:

RENEWAL AND REPLACEMENT FUND											
Combee WTP Filter Rehabilitation		850,000	0								
Williams WTP Storage Building			80,000								
Combee WTP Ground Storage Tank # 2				750,000	750,000						
CWP5528 Williams Liquid Chlorine Conversion								500,000	500,000	500,000	500,000
Williams Ground Storage Tank Rehabilitation						250,000					
Williams Filter Rehabilitation							800,000				
Northeast Plant Upgrade (C.W. Combee WTP)	100,000										
Williams Main Switch Gear Enclosure	75,000										
NE Wellfield Fencing Upgrades	50,000										
Combee Transfer Pump #3 Addition	160,000										
CWP5529 Diesel Spill Remedial Action Plan	101,133										
CWP5530 Well Meter Rehab	100,000										
CWP5531 Combee Chlorine Scrubber Rehab	50,000			50,000			50,000			50,000	50,000
Williams Guard Shack Replacement	45,000										
Williams HSP Room Concrete Pad	15,000										
Williams to Combee WTP Delta V Connectivity	32,035										
Lime Residuals Disposal	50,000										
Softening Basins Recoating	450,000										
CWP5199 Highlands Ground Storage Tanks	502,250	500,000									
CWP5207 Southeast Booster Station Retrofit	1,007,734										
CWP5216 Edgewood Irrigation Well Rehab	26,191										
CWP5519 NE Monitoring Well Equipment Replacement	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CWP5505 NW Plant Auxiliary System Upgrades	88,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CWP4001 Production - Tools & Equip	38,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
CWP4002 PICS Capital Equipment	4,000	4,000	4,000	4,000	4,000	200,000	4,000	4,000	4,000	4,000	4,000
CWP5030 Equipment Replacement (007)	109,750	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer to Fleet				170,000							
TOTAL PRODUCTION	3,014,093	1,604,000	334,000	1,224,000	1,004,000	700,000	1,104,000	754,000	754,000	804,000	804,000

TRANSMISSION AND DISTRIBUTION:

RENEWAL AND REPLACEMENT FUND											
Mapplewood Av 6" AC Replacement (Between E. Edgewood Drive and Glendale St.)		125,000									
Redwood Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St.)		125,000									
Willow Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St.)		125,000									
Morrow St. 6" W.L and Fire Improvement (Between Edward Av and Wabash Av)		80,000									
St. Anthony St./Hanson Av. 6" W.M. Fire Improvement		75,000									
Osban St. 6" W.M. Fire Improvement (Between New Jersey Rd. and Leighton Av.)		95,000									
Mockingbird Ln. 6" W.M. Fire Improvement (Between New Jersey Rd. and S. Rd. 98)		125,000									
Huntington. 6" W.M. Fire Improvement (Between New Jersey Rd. and S. Rd. 98)		125,000									
Claredon Av. 6" AC Replacement (Crystal Lake Dr to culdesac)			165,000								
Meadowbrook Av. 6" AC Replacement (Between Crystal Lake Dr. and Sylvester Rd.)			165,000								
Medulla Rd/Hamilton Rd/Dranefield Rd 12" tie			200,000								
Swindell Rd. 8" tie (East of County Line Rd.)			150,000								
SR 563 (Harden Blvd) - N/S Route - 36 inch Relocate	250,000							750,000			
LWE9592 W. Pipkin Widening (Medulla to Harden)	50,000							500,000			
S.W. Lakeland Reliability/R. Bruce Wagner Elementary- 6" and 8" Extension	73,100										
W. Patterson St 6 inch AC Pipe Replacement (Pinewood Av. & S. Central Av.)	119,000										
N. Lorri Av 6" AC Repl & Fire Improv(Between Candyce St. & N. Brunell Py)	86,000										
Candyce St. 6" AC Repl & Fire Improv(Between Candyce Av. & N. Brunell Py)	80,500										

**FY16 Water Utilities
Capital Improvement Plan**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
Candyce Av/Sharron Cr 6"4" AC Repl & Fire Improv(Btw Candyce St. & N. Brunnell Py)	146,000										
N. Brunnell Py 6" AC Repl Fire Improv(Between Candyce Av. & Candyce St.)	120,000										
N. Ruth Av. 6" WM & Fire Improv(Between W. Parker St. & W. Memorial Blvd)	146,500										
6 inch main - 9th St Highland City from Lime Ave to Palmetto Ave	49,000										
Churchill Water Main	14,800										
Lake Hollingsworth Round About	52,297										
Wagner Elementary Tie -Yates Rd. to Brook Dr.	45,000										
Main St Widening - W. Lk Bonny - Longfellow	35,000										
Country Club Lane 4 inch AC replacement (Skyview MSBU)	135,000										
Customer's Service Line Replacement	0	61,500	63,000	64,600	66,200	67,900	69,600	71,300	73,100	74,900	74,900
Smart Grid (100%)	3,366,000	999,550	3,312,000	3,312,000	1,650,000	3,000,000	2,000,000				
CWE5146 Purchase of Radios	5,200	5,200	5,200	5,200	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CWD15100 Traffic Control Support Capital	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800	12,000	12,000	12,000
CWD5064 GIS Water Data Collection	45,000	82,000	84,100	86,200	88,300	90,500	92,800	95,100	97,500	99,900	99,900
CWD5030 Asbestos Pipe Removal	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800	12,000	12,000	12,000
CRR4023 Central Controlled Irrigation	7,100	7,300	7,400	7,600	7,700	7,900	8,000	8,200	8,400	8,400	8,400
CWE4022 Tools & Equip	21,500	21,900	22,300	22,800	23,200	23,700	24,200	24,700	25,200	25,200	25,200
CWD4021 New Water Meters	184,500	189,100	193,800	198,700	203,700	208,700	213,900	219,300	224,700	230,400	230,400
CWD4010 Backflow Prevention	76,900	78,400	80,000	81,600	83,300	84,900	86,700	88,400	90,200	90,200	90,200
CWD4020 Water Meter Replacement	174,300	143,500	147,100	150,800	154,500	158,400	162,300	166,400	170,500	174,800	174,800
CWD5067 Meter Relocation/Improvement	10,000	10,250	10,500	10,800	11,000	11,300	11,600	11,900	12,200	12,500	12,500
CWD4018 Dist Facilities Replacement	161,400	185,000	190,000	194,400	199,200	204,200	209,300	214,500	220,000	225,400	231,000
CWD4014 City Parks & Rec Support	17,700	18,000	18,400	18,800	19,200	19,600	19,000	20,300	20,700	20,700	20,700
CWD4013 State/FDOT Project Support	65,000	102,500	105,100	107,700	110,400	113,100	116,000	118,900	121,800	124,900	124,900
CWD4012 Polk County Project Support	80,000	82,000	84,100	86,200	88,300	90,500	92,800	95,100	97,500	99,900	99,900
CWD4011 City Project Support	43,700	61,500	63,000	64,600	66,200	67,900	69,600	71,300	73,100	75,000	75,000
CWD4009 Hydrant Install-New Annex	30,600	31,200	31,800	32,500	33,100	33,800	34,500	35,100	35,900	35,900	35,900
CWE4004 Minor Ext & Sys Improvements	236,300	245,000	251,100	257,400	263,800	270,400	277,200	284,100	291,200	298,500	306,000
CWD4002 New Service Connections	12,400	47,150	48,300	49,500	50,800	52,000	53,300	54,700	56,000	57,400	57,400
CWE4001 Subdv. & Comm. Dev. Cap. Proj.	56,100	57,200	58,400	59,500	60,700	61,900	63,200	64,400	65,700	65,700	65,700
Transfer to Fleet	77,926	0									
Contingency Water Distribution	195,000	225,000	200,000	200,000	200,000	200,000	200,000	270,000	285,000	285,000	285,000
CWD5039 Undesignated Long Term Project Support	0		250,000	250,000	250,000	250,000	500,000	500,000	1,000,000	1,000,000	1,000,000
TOTAL TRANSMISSION AND DISTRIBUTION	9,348,438	3,749,450	5,727,200	5,282,900	3,662,000	5,049,500	4,337,200	3,697,300	3,002,700	3,038,700	3,051,800

ENGINEERING:

RENEWAL AND REPLACEMENT FUND											
Downtown Redevelopment Preparation	30,000	75,000	75,000	75,000							
CWP5529 Diesel Spill Remedial Action Plan	6,543										
Williams Sludge Thickener Unit Rehabilitation	843										
CWD5170 Skyview Utility System	25,684										
CWE5198 CSX Relocation Assistance	2,900										
CWP5199 Highlands Ground Storage Tanks	6,744										
CWP5207 SE Booster Station Retrofit	21,727										
CWP5216 Edgewood Irrigation Well Rehab	2,505										
Water Utilities New Facilities (Op. Center renovations)	200,000	0									
Water Engineering GPS conversion	20,000										
Lake Beulah Trail - AC water main replacement	5,880										
CWE5246 New Jersey Trail	5,520										
Kenwith Road 6" AC Water Main Replacement	8,356										
Pinewood Ave. 6 inch AC Pipe Replacement	10,000										
Candyce Av/Sharron Cr 6 & 4 inch AC Pipe Rep & Fire Impr (Candyce St. & N. Brunnell Py)	20,000										
E. RD 542/Old Tampa Hwy 6" AC Replacement	3,000										
Kraft Road & Frontage Road Tie	33,000										
6 inch main - 9th St Highland City from Lime Ave to Palmetto Ave	25,000										
Lakeland/Auburndale Water Interconnection at Pace Road	50,000										
Churchill Water Main	6,000										
Lake Hollingsworth Round About	15,000										
Wagner Elementary Tie -Yates Rd. to Brook Dr.	8,000										
Main St Widening - W. Lk Bonny - Longfellow	10,000										
Trader's Alley Fire Improvements	3,000										
Joker Marchant Stadium water line relocation	8,000										
Softening Basins Recoating	20,000										
CWE4001 Subdv. & Comm. Dev. Cap. Proj.	308,792	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
CWE4004 Minor Ext & Sys Improvements	8,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
CWD4011 City Project Support	45,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
CWD4012 Polk County Project Support	25,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
CWD4013 State/FDOT Project Support	20,000	40,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000

**FY16 Water Utilities
Capital Improvement Plan**

	ADJUSTED 2015 BUDGET	2016 PROPOSED	2017 PROJECTED	2018 PROJECTED	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED
CWD4014 City Parks & Rec Support	22,000	35,000	35,000	35,000	40,000	40,000	40,000	45,000	45,000	45,000	45,000
CDA5096 CROW Water Projects Easements	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
CWD5180 Water Master Plan Projects	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Contingency	0	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
TOTAL ENGINEERING	1,021,494	785,000	790,000	790,000	720,000	720,000	720,000	725,000	725,000	725,000	725,000

MISCELLANEOUS:

RENEWAL AND REPLACEMENT FUND											
CWA5149 Sixth Floor Furnishings	103,836										
Radio Replacement 2011	72,264	72,264	72,264	72,264	72,264	72,264	72,264	72,264	72,264	72,264	72,264
DOIT Switch Replacement	26,418	26,418	26,418	26,418	26,418	26,418					
Network Data Storage	6,121	6,121	6,121								
IMPACT FEE FUND											
Debt Service Sinking Funds Transfer	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000					
TOTAL MISCELLANEOUS	1,208,639	1,104,803	1,104,803	1,098,682	1,098,682	1,098,682	72,264	72,264	72,264	72,264	72,264

TOTAL EXPENSES	14,592,664	7,243,253	7,956,003	8,395,582	6,484,682	7,568,182	6,233,464	5,248,564	4,553,964	4,639,964	4,653,064
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Lakeland Electric
10 Year Capital Improvement Plan

	FY15 Original Budget	FY16 Proposed Budget	FY17 Proposed Budget	FY18 Proposed Budget	FY19 Proposed Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget
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REVENUES:

Transfer from Operating Fund	27,041,254	26,986,188	37,097,420	27,168,985	26,915,843	26,652,639	26,038,564	26,094,427	25,798,570	25,490,951	25,171,101
Payroll & Motor Pool Transfers	6,465,486	5,990,508	6,787,548	7,031,015	7,284,157	7,547,361	7,821,029	8,105,573	8,401,430	8,709,049	9,028,899
Capital Reserves				15,163,016	3,596,798	-2,122,164		12,741,582	16,431,477	-5,011,927	-11,126,405
TOTAL REVENUES	33,506,740	32,976,696	43,884,968	49,363,016	37,796,798	32,077,836	33,859,593	46,941,582	50,631,477	29,188,073	23,073,595

EXPENDITURES:

McIntosh Plant	1,577,400	1,660,275	794,298	275,210							
McIntosh Plant Unit 2	17,100			617,000			300,000				
McIntosh Plant Unit 3	4,691,029	3,851,936	2,385,971	8,834,499	4,620,431	558,432	883,179	1,148,040	1,152,015	3,928,712	
McIntosh Plant Unit 5	9,349,186	10,108,912	13,020,634	9,083,063	10,321,414	11,715,472	9,808,627	10,482,825	15,004,010	10,721,329	10,060,330
Larsen Plant	436,500	15,500		510,000			644,000		2,040,000		
Winston Plant	894,600	594,403	234,635	206,635				300,000	693,000		
Other Production Projects	1,270,872	1,008,523	845,635	838,310	842,097	845,996	850,014	829,152	833,413	837,803	672,670
Transmission Lines	1,000,000	1,453,545	7,508,481	7,417,467	6,338,907	2,449,295	10,500,410	13,101,541	11,430,689	78,854	80,037
Distribution Lines	2,957,500	2,823,000	3,792,470	4,417,476	4,911,026	4,042,129	5,907,044	4,753,529	3,484,594	2,762,868	2,574,586
Transmission Substations	522,000	430,000	381,200	2,432,418	83,654	138,909	246,183	5,087,475	3,388,788	90,119	91,471
Distribution Substations	802,723	669,883	5,345,390	6,341,892	3,283,931	4,189,690	3,670,536	2,901,469	3,907,491	1,413,603	419,807
Other Delivery Products	7,810,406	9,308,555	8,261,809	7,245,367	6,688,594	7,101,877	8,725,614	7,660,223	7,956,136	8,513,803	8,433,692
Smart Grid Grant	100,000										
Build	1,038,255	687,000	271,612	743,000	248,000	619,000	674,115	243,000	248,000	393,000	238,000
Tech	893,343	279,884	776,934	126,984	177,034	127,084	177,134	127,184	177,234	127,284	174,234
Misc. Projects	145,826	85,280	265,899	273,695	281,709	289,951	298,428	307,144	316,108	320,697	328,767
TOTAL EXPENDITURES	33,506,740	32,976,696	43,884,968	49,363,016	37,796,798	32,077,836	42,685,283	46,941,582	50,631,477	29,188,073	23,073,595

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY15 Original Budget	FY16 Proposed Budget	FY17 Proposed Budget	FY18 Proposed Budget	FY19 Proposed Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget
McIntosh Plant											
LMP9260 MMP Maintenance Building		169,360									
LPE9787 MPP Administration Building	1,577,400	1,344,295	773,128	254,040							
CMP5433 MCOM Control Room Upgrade		104,280									
CPP6534 PCM Mowing Machine Replacement		42,340	21,170	21,170							
Total	1,577,400	1,660,275	794,298	275,210							
McIntosh Plant Unit 1											
Total											
McIntosh Unit 2											
LMP9224 U2 Controls Replacement							300,000				
LPE9860 U2 Equipment Rating Mitigation				617,000							
CMP5468 U2 Demineralizer Media Replacement	17,100										
Total	17,100			617,000			300,000				
McIntosh Unit 3											
LMP5549 JT U3 Turbine Refurbishment					2,316,000					2,442,600	
LEM8011 JT U3 GSU Transformer				2,760,000							
LMP9203 JT U3 Controls Replacement (Outage)	540,000	360,000									
LMP9211 JT U3 Mobile Equipment Replacment (MBFA)	256,232	226,597	361,596	274,439	435,000	255,000	255,000	255,000	255,000	255,000	
LMP9214 JT U3 Duct Rpr-Scrubbr Upg/Rpl					300,000						
LMP9237 JT U3 Economizer Header & Tube Replacement	1,080,000		711,600	2,296,200							
LMP9252 JT U3 Fire System Upgrade (Outage)	108,000										
LMP9261 JT U3 Limestone System Improvements				951,000	300,000						
LMP9269 JT U3 Primary Superheater Tube & Economizer Uplegs Repl								720,000	720,000		
LMP9800 JT U3 Screen Tube Replacement	194,400										

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY15 Original Budget	FY16 Proposed Budget	FY17 Proposed Budget	FY18 Proposed Budget	FY19 Proposed Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget
LPE9810 JT U3 MATS Rule Compliance	540,000										
LPE9796 JT U3 FGD Compliance Modifications	1,188,000										
FY16 LPE9855 JT U3 MBFP Rebuild		210,000			210,000					210,000	
FY16 LPE9857 JT U3 Infusion Historian Repl		69,000									
LMP9866 JT U3 Boiler Expansion Joints	289,397	192,924	190,145								
FY18 CPE4138 JT U3 Feedwater Heater Refurbishment				213,600	41,400						
FY16 CPE4139 JT U3 Control Room Fire Protection		51,000									
FY16 CPE4146 JT U3 Blr. Fdwtr. Pump Oil Sys. Fire Protection				9,000							
FY18 CPE4147 JT U3 Coal Trestle Recoating				360,000							
FY18 CPE4148 JT U3 ST #8&9 Disphragms				480,000							
FY19 CPE4150 JT U3 CSI Drainage Mods					300,000						
FY16 CPE4154 JT U3 DAHS Data Loggers 8864		9,300									
CMP5279 JT U3 Circ Water Line Interior Coat Repl										840,000	
CMP5523 JT U3 Scrubber-PLC Terminal Upgrade					91,238						
CMP4066 JT U3 Insulation Improvement (Outage)	54,000	36,000	37,080	38,192	39,338	40,519	41,734	42,986	44,275	45,604	
CMP4071 JT U3 Coal Trestle Refurbishment	121,500	75,000	77,250	79,568	81,955	84,413	86,945	89,554	92,240	95,008	
CMP4072 JT U3 Demineralizer pgrades		33,600									
CMP4084 JT U3 Facilities Recoating	43,200	30,000	133,800	126,000	105,000	78,000	459,000				
CMP4256 JT U3 Fly Ash Sampler	40,500										
CMP5209 JT U3 RO Pretreatment Greensand Repl.		15,000									
CMP5399 JT U3 Condensate Polisher Vessel Relining	18,900										

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY15 Original Budget	FY16 Proposed Budget	FY17 Proposed Budget	FY18 Proposed Budget	FY19 Proposed Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget
FY18 CMP5511 JT U3 Scrubber Elevator Replacement				216,000	60,000						
FY16 CMP5512 JT U3 Bottom Ash Hopper Replacement		43,200									
CMP7264 JT U3 Precipitator Repair and Refurbish	67,500	40,500	40,500	40,500	40,500	40,500	40,500	40,500	40,500	40,500	
CMP4127 JT U3 Heat Trace		60,000	60,000	60,000							
CPE7282 JT U3 Alarm Management	81,000										
CMP5441 JT U3 Enviornmental Dust Control	36,000										
CMP5469 JT U3 Coal Silo Level Indicator	32,400										
FY16 CMP5472 JT U3 #32 Condensate Pump Rebuild		36,000									
CMP5473 JT U3 Coal Sampler Upgrade		173,815									
FY16 CMP5474 JT U3 Transformer Fire Alarm Panel Repl.		24,000									
FY18 CMP5475 JT U3 Fiberglass Pipe Replacement				60,000		60,000					
FY18 LMP9858 JT U3 Sed Pond Repaving				300,000	300,000						
LMP9223 JT U3 Hi Temp Reheater Replacement		1,200,000									
CPE9862 JT U3 SCR Catalyst Replacement		570,000	570,000	570,000							
CPE9864 JT U3 Voltage Regulator & Rectifier Replacement		396,000	204,000								
Total	4,691,029	3,851,936	2,385,971	8,834,499	4,620,431	558,432	883,179	1,148,040	1,152,015	3,928,712	
McIntosh Unit 5											
LMP9035 U5 Combustion Turbine Inspection Outage (Outage)	630,000	520,000	2,454,000	538,000		1,919,000	602,000	1,000,000	3,023,700	661,000	
LMP9250 U5 LTMA Assets	7,738,186	8,007,412	8,247,634	8,495,063	7,521,414	8,938,472	9,206,627	9,482,825	9,767,310	10,060,329	10,060,330
LMP9262 U5 STG Outage			1,177,000		2,500,000	758,000			2,213,000		
LPE9781 U5 SCR Catalyst		391,000	392,000								
FY19 LPE9811 U5 Reheat Bypass Valve					300,000	100,000					
FY16 CPE4155 U5 DAHS Data Loggers 8864		15,500									

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CMP5342 U5 CT Insulation Replacement		350,000	150,000								
CMP4120 U5 Station Services Current Limiters	819,000	400,000									
CMP4122 U5 HRSG Structural Modifications	117,000	150,000	300,000								
CMP4121 U5 Heat Trace		50,000	50,000	50,000							
CPE7118 U5 HRH Sky Vent Valve Replacement	45,000	50,000									
FY17 CMP5476 U5 ST Condenser Waterbox and Piping Recoating			250,000								
FY16 CMP5477 U5 CT Enclosure Fire Panel Replacement		100,000									
FY16 CMP5478 U5 Cooling Tower Acid Tank Replacement		75,000									
Total	9,349,186	10,108,912	13,020,634	9,083,063	10,321,414	11,715,472	9,808,627	10,482,825	15,004,010	10,721,329	10,060,330
Larsen Plant											
LLP9021 U8 Controls Upgrade (Outage)				300,000							
FY19 CLP4134 LGT2 Voltage Regulator				105,000							
FY19 CLP4135 LGT3 Voltage Regulator				105,000							
FY16 CPE4136 U8 DAHS Data Loggers 8865		15,500									
CLP4032 U8 Steam Turbine Inspection							644,000		2,040,000		
CLP4037 Larsen Fire Protection Upgrades	130,500										
CMP4083 Larsen Facilities Recoating	36,000										
CLP4132 U8 CO2 Fire Suppression Tank Replacement	270,000										
Total	436,500	15,500		510,000			644,000		2,040,000		
Winston Plant											
LPE9272 WIN NOx Catalyst Replacement	693,900								693,000		
FY19 CPE4151 WIN Vibration Switches				12,000							
FY16 CPE4152 WIN ARC Flash Mitigation		39,000									
FY16 CPE4153 WIN PLC/HMI Upgrade		555,403	234,635	194,635							
FY22 CPE4156 WIN CO Catalyst Replacement								300,000			
CMP6601 Winston Camera Upgrade	22,500										
CMP6602 Winston Plant Fire Protection Upgrade	88,200										
CMP6603 Winston Plant UPS Charger	90,000										

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Total	894,600	594,403	234,635	206,635				300,000	693,000		
Other Production Projects											
LPE9859 PCM NERC Compliance`	360,684										
FY16 CPE4157 COL Purge Gas Line for Isolation Flange Repair		100,000									
CMP4105 PCM Engineering Capital Tool Replacement	9,675	10,585	10,585	10,585	10,585	10,585	10,585	10,585	10,585	10,585	10,585
CMP4107 PCEG Capital Tool Replacement	13,158	17,500	19,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
CPP6501 PCM Maintenance Tools (MBFA)	44,505	46,574	47,971	49,411	50,893	52,419	53,992	55,612	57,280	58,998	
CPP6506 PCM Lab Test Equipment (MBFA)		50,808									
CPP6509 PCM Plant A/C and Air Handler Contingency	58,050	57,159	58,875	60,639	62,459	64,333	66,263	68,251	70,298	72,407	
CPP6529 PCM Industrial Coatings Plan	77,400										
CPP6537 PCM I&C Capital Tools & Calibration (MBFA)	17,028	14,419	14,419	14,419	14,419	14,419	14,419	14,419	14,419	14,419	
CPP7219 COL R&R Capital Resources	630,000	621,236	649,085	649,085	649,085	649,085	649,085	649,085	649,085	649,085	649,085
CPP6543 PCM Plant Transportation	15,480	15,242	15,700	16,171	16,656	17,155	17,670	18,200	18,746	19,309	
CMP5470 Purchase Chemical Transfer Pump	6,966										
CPE4249 Capital Equipment Replacement	37,926	75,000	30,000	25,000	25,000	25,000	25,000				
Total	1,270,872	1,008,523	845,635	838,310	842,097	845,996	850,014	829,152	833,413	837,803	672,670
Transmission Lines											
LDE8119 Bridgewater 69kv and 12kv Lines			750,000	450,000							
LDE8120 Hamilton to Dranefield 69 and 12 kv Lines								1,525,000	763,000		
LDE8151 New Indian Lakes To Galloway 69KV Line				500,000	500,000						
LDE8152 Indian Lakes to Socrum 69KV Line						500,000	2,500,000				
CDE8111 Interstate-Sutton 69KV New Line	100,000		1,000,000								
FY21 LDE8123 Orangedale-Mt Olive-Polk City 69kV Ln							125,000	800,000	400,000		
FY17 LDE8124 Medulla-Dranefield 69kV Ln			1,400,000								
FY19 LDE8125 Hamilton-County Line Rd S 69kV Ln (No 230 kV Line)					4,000,000	1,200,000					
FY17 LDE8129 Tenoroc-Orangedale 69kV Line - THP			500,000	750,000	765,710						
FY17 LDE8130 Gibsonia-Galloway 69kV Ln - THP			1,000,000	750,000							
FY17 LDE8131 Northwest-Larsen 69kV Ln - THP			1,420,545								

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FY16 LDE8132 Southwest-Glendale 69kV Ln - THP		983,545									
FY16 LDE8133 Northwest-West 69kV Ln - THP				1,350,000							
FY17 LDE8134 Highland City-Eaton Park 69kV Ln - THP			706,886	700,000							
FY17 LDE8135 Grove-Highland City 69kV Ln - THP			600,000	542,000							
FY18 LDE8136 Southwest-West 69kV Ln - THP				833,165	500,000						
FY18 LDE8137 Grove-Medulla 69kV Ln - THP				955,242							
FY18 LDE8138 Southwest-Medulla 69kV Ln - THP				514,944	500,000						
FY21 LDE8142 McIntosh-Indian Lakes 230kV Ln							5,800,000	10,000,000	10,000,000		
FY21 LDE8143 County Line Rd S-Winston 69kV Ln							2,000,000	350,000			
FY20 LDS8144 County Line Rd S-Winston 69kV Ln-Winston Sub Equip						275,000					
FY18 CDE8145 County Line S-Christina/Dranefield 69kV Ln									190,000		
FY20 CDE8146 Galloway-Sutton 69kV Ln						400,000					
FY22 CDS8148 County Line Rd S Reconfig								350,000			
CDE4010 Transmission Pole Repl (007)	75,000	40,000	40,600	41,209	41,827	42,455	43,091	43,738	44,394	45,060	45,736
CDE4045 Transmission Wood Poles Inspection/Retreatment	25,000	30,000	30,450	30,907	31,370	31,841	32,319	32,803	33,295	33,795	34,302
CDE8116 McIntosh-Tenoroc 230kV Ln	300,000										
CDE8115 Tenoroc-Bridgewater-Orangedale 69kV Ln	500,000	400,000	60,000								
Total	1,000,000	1,453,545	7,508,481	7,417,467	6,338,907	2,449,295	10,500,410	13,101,541	11,430,689	78,854	80,037
Distribution Lines											
FY19 CDE8134 Glendale Y354 Ln Upgrd					400,000	450,000					
FY19 CDE8135 Combee C354 Ln Upgrd					175,000						
FY18 CDE8136 Socrum Q344 Ln Upgrd				160,000							
FY17 CDE8137 Larsen N314 Ln Upgrd			450,000								
FY17 CDE8138 Hemphill H384 Ln Upgrd			175,000								
FY19 CDE8139 Medulla M364 Line Upgrade - Part 2					250,000						
FY16 CDE8140 Gibsonia B334 Ln Upgrd			100,000								
FY16 CDE8141 Combee Rd C344 Ln Upgrd						50,000					
FY16 CDE8142 Galloway G344 Ln Upgrd				50,000							

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FY21 CDE8143 Sutton S354 Ln Upgrd							175,000				
FY17 CDE8144 Lake Mirror Z384 Ln Upgrd			60,000								
FY18 CDE8145 Southwest J374 Ln Upgrd - Part 1				50,000							
FY18 CDE8146 Southwest J374 Ln Upgrd - Part 2				75,000							
FY18 CDE8151 Medulla M384 and Christina CA334 Ln Upgrd				100,000							
FY19 CDE8152 Eaton Park R374 Ln Upgrd					75,000						
FY19 CDE8153 West W374 Ln Upgrd					150,000						
FY19 CDE8154 Southwest J384 Ln Upgrd					75,000						
FY19 CDE8156 Medulla M344 Ln Upgrd										25,000	
FY20 CDE8157 Winston T384 Ln Upgrd						285,000					
FY20 CDE8158 Winston T364 Ln Upgrd										50,000	
FY18 LDE8159 Orangedale V364 Ln Upgrd				900,000							
FY21 LDS8127 Spare 150 MVA 69/230kV Auto Transformer							2,500,000				
FY19 LDS8119 Galloway Sub Equip for Indian Lakes-Galloway 69kV Ln					250,000						
FY22 LDS8120 Christina Terminal for County Ln S								200,000			
FY20 CDE8123 Eaton Park R364 Ln Upgrd						75,000					
FY21 LDE8125 Mt. Olive Circuits MO334, MO344, and MO354							300,000	400,000			
FY19 CDE8127 Grove E374 New Circuit					150,000						
FY20 CDE8128 Orangedale V354 New Circuit						260,000					
FY19 LDE8129 Indian Lake Circuits IL 334, IL 344, IL 354					700,000						
FY22 CDE8130 Orangedale V384 New Circuit								60,000			
FY22 County Line Rd S Circuits CL334, CL344, CL354								400,000			
FY22 LDE8132 Hamilton Circuits HA334, HA344, HA354								400,000			
CDE4001 Major Road Improv/Reloc (007)	100,000	100,000	76,875	78,797	80,767	82,786	84,856	86,977	89,151	90,000	90,000
CDS4011 Capital Equipment Purchases (007) (20,000	30,000	30,450	30,907	31,370	31,841	32,319	32,803	33,295	33,795	34,302
CDE4006 Dist System Eq Replace	10,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CDE4007 Line Switch Installation	30,000	15,000	15,225	15,453	15,685	15,920	16,159	16,402	16,648	16,897	17,151
CDE4008 Padmount Switch Install (007)	45,000	40,000	40,600	41,209	41,827	42,455	43,091	43,738	44,394	45,060	45,736

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CDE4011 Distribution Pole Repl	500,000	400,000	406,000	412,090	418,271	424,545	430,914	437,377	443,938	450,597	457,356
CDE4020 Roadway Lighting Installations	60,000	70,000	71,050	72,116	73,197	74,295	75,410	76,541	77,689	78,854	80,037
CEE4030 City Facilities Lighting Installations	10,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CDE4040 Private Area Lighting Installation	300,000	130,000	131,950	133,929	135,938	137,977	140,047	142,148	144,280	146,444	148,641
CDE4045 Distribution Wood Poles Inspection/Retreatment	300,000	300,000	304,500	309,068	313,704	318,409	323,185	328,033	332,953	337,948	343,017
CDE4115 New Socrum Circuit Q334						200,000					
CDE4232 Capacitor Station Installation	20,000	20,000	20,300	20,605	20,914	21,227	21,546	21,869	22,197	22,530	22,868
CDE4500 Subdiv & Comm Development (007)	50,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
CDE4502 New OH Residential Svc	30,000	20,000	20,300	20,605	20,914	21,227	21,546	21,869	22,197	22,530	22,868
CDE4503 New UG Residential Svc	60,000	20,000	20,300	20,605	20,914	21,227	21,546	21,869	22,197	22,530	22,868
CDE4504 Upgr OH Residential Svc (007)	25,000	15,000	15,225	15,453	15,685	15,920	16,159	16,402	16,648	16,897	17,151
CDE4505 Upgr UG Residential Svc	6,000	6,000	6,090	6,181	6,274	6,368	6,464	6,561	6,659	6,759	6,860
CDE4506 OH Line Extensions (007)	11,500	12,000	12,180	12,363	12,548	12,736	12,927	13,121	13,318	13,518	13,721
CDE4507 UG Line Extensions (007)	15,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CDE4508 OH New Comm Svc GS	30,000	20,000	20,300	20,605	20,914	21,227	21,546	21,869	22,197	22,530	22,868
CDE4509 UG New Comm Svc GS	65,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
CDE4510 OH Upgr Comm Svc	30,000	25,000	25,375	25,756	26,142	26,534	26,932	27,336	27,746	28,162	28,585
CDE4511 UG Upgr Comm Svc	90,000	90,000	91,350	92,720	94,111	95,523	96,956	98,410	99,886	101,384	102,905
CDE4512 OH New Comm Svc GSD	25,000	25,000	25,375	25,756	26,142	26,534	26,932	27,336	27,746	28,162	28,585
CDE4513 UG New Comm Svc GSD	200,000	400,000	406,000	412,090	418,271	424,545	430,914	437,377	443,938	450,597	457,356
CDE4515 UG New Comm Svc GSLD	100,000	300,000	304,500	309,068	313,704	318,409	323,185	328,033	332,953	337,948	343,017
CDE6251 Reliability-Recloser Installation	85,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
CDE6260 Fault Indicator Installation	15,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CDE6268 General Reliability Improvements	20,000	20,000	20,300	20,605	20,914	21,227	21,546	21,869	22,197	22,530	22,868
ED6313 Voltage Complaints - Dist Upgrades	10,000										
CDE6340 Minor Line Extensions	30,000	20,000	20,300	20,605	20,914	21,227	21,546	21,869	22,197	22,530	22,868
CDE5125 URD Cable Replacement	25,000	25,000	25,375	25,756	26,142	26,534	26,932	27,336	27,746	28,162	28,585
FY17 CDE4143 Dranefield D374 Ln Upgrd			350,000								

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FY22 CDE4144 Palmetto A364 Ln Upgrd								35,000			
CDE4239 Hemphill H334 Ln Upgrd (Socrum Loop)	150,000										
CDE4240 Larsen N344 Ln Upgrd (Long Fellow BL)	125,000										
CDE4241 Interstate O364 Ln Upgrd (Kathleen Rd)	100,000										
CDE4242 Hemphill H364 Ln Upgrd (Daughtery Rd)	265,000										
CDE5033 Tiger Stadium Upgrade		150,000									
CDE8133 Downtown Overhead to Underground Conversion		400,000	300,000	690,000	333,000	333,000	506,250	445,500	483,750		
FY17 CDE5137 Dranefield D334 Line Upgrade			75,000								
FY18 CDE5138 Lake Mirror Z334 Line Upgrade				75,000							
FY22 CDE5139 Orangedale V374 Line Upgrade								350,000			
FY23 CDE5140 Dranefield D364 Line Upgrade									250,000		
FY23 CDE5141 Galloway G384 Line Upgrade									250,000		
FY24 CDE5142 Palmetto A334 Line Upgrade										150,000	
Total	2,957,500	2,823,000	3,792,470	4,417,476	4,911,026	4,042,129	5,907,044	4,753,529	3,484,594	2,762,868	2,574,586
Transmission Substations											
LDS8112 Interstate-Sutton 69kV Ln.-Sutton Sub Equip			200,000								
FY18 LDS8114 Tenoroc-Bridgewater 69kV Line-Tenoroc Sub Equipment				50,000							
FY18 LDS8113 Orangedale-Bridgewater 69kV Line-Orangedale Sub Equipment				50,000							
FY20 LDS8139 Galloway-Sutton 69kV Ln-Galloway Sub Equip						27,000					
FY20 LDS8140 Galloway-Sutton 69kV Ln-Sutton Sub Equip						27,000					
FY18 LDS8141 Generic 230/69kV Substation				2,000,000							
FY23 LDS8156 Indian Lake 230kV Sub w 230/69 Auto-Xfmr								2,000,000	300,000		
FY23 LDS8157 Indian Lakes 230kV Auto								3,000,000			
FY18 LDS8158 Indian Lakes-Galloway 69kV Ln-Indian Lakeland Sub Equip				250,000							
FY21 LDS8159 Indian Lakes-Socrum 69kV Ln-Indian Lakes Sub Equip							20,000				

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FY21 LDS8161 Indian Lakes-Socrum 69kV Ln-Socrum Sub Equip							140,000				
FY16 LDS8162 Interstate-Sutton 69kV Ln-Interstate Sub Equip			100,000								
CDS6085 Various Transmission Breaker Replacements	60,000	80,000	81,200	82,418	83,654	84,909	86,183	87,475	88,788	90,119	91,471
FY15 CDS6030 Larsen N664 & N684 Breaker Replmt	100,000										
CDS6031 Lake Mirror Z614 & Z624 Breaker Replmt	100,000										
CDS6032 Orangedale Metering Unit Replmt	90,000										
FY15 CDS6033 McIntosh P614, P654 & P314 Breaker Replmt		70,000									
FY15 CDS6035 Medulla M644 & 654 Breaker Replmt	100,000										
FY15 CDS6038 Galloway G624 G614 & 324 Breaker Replmt		150,000									
FY15 CDS6042 West Refurbish Control House	22,000										
CDS6043 McIntosh-Tenoroc 230kV Ln-McIntosh Sub Equip	50,000										
CDS8164 West Upgrade for Duke Energy FL									3,000,000		
FY16 CDS5038 West Switch Upgrade		130,000									
Total	522,000	430,000	381,200	2,432,418	83,654	138,909	246,183	5,087,475	3,388,788	90,119	91,471
Distribution Substations											
LDS8150 Larsen Dist Sub Rebuild			400,000								
LDS8024 Mt. Olive Substation							1,500,000	1,500,000			
LDS8025 Hamilton Substation						2,000,000					
LEE8028 County Line South Substation					400,000		1,750,000		1,500,000		
CDS8106 Indian Lakes Substation					1,500,000	1,800,000					
LDS8251 Bridgewater Substation, TX & Feeders			600,000	1,500,000							
CDS8009 LE Substation Communications Replacement	172,723	272,723	272,723	113,635							
FY18 LDS8110 Norwest Xfmr 1 Upgrd			850,000								
FY20 LDS8111 Northwest Xfmr 2 Upgrd			1,000,000								

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FY20 LDS8112 Galloway Xfmr 2 Upgrd			1,000,000								
FY18 LDS8113 FY18 Grove Sub Upgrade (Add 2nd Transformer)				1,750,000							
FY19 LDS8114 West Transformer 2 Upgrade										1,000,000	
FY17 LDS8115 Southwest Xfrm 1 Upgrd			850,000								
FY14 LDS8116 Medulla Transformer 1 Upgrade				850,000							
FY18 LDS8117 Highland City Xfmr 2 Upgrd								1,000,000			
FY21 LDS8118 Indian Lakes Capacitor Bank Addition							25,000				
FY19 LDS8121 Interstate 12kV Feeders for TX #2					1,000,000						
FY23 LDS8122 Bridgewater Transformer 1 Upgrade									1,000,000		
FY18 LDS8124 Interstate Sub Upgrade (Add 2nd Transformer)				1,750,000							
FY20 LDS8126 Socrum Sub Xfmr 1 Upgrade									1,000,000		
CDP4006 Purchs New Electric Meters	100,000	187,160	189,967	192,817	195,709	198,645	201,624	204,649	207,719	210,834	213,997
CDS4222 Battery Bank Replacement	50,000	40,000	40,600	41,209	41,827	42,455	43,091	43,738	44,394	45,060	45,736
CDS4226 Substation Intergration	50,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
CDS6269 Replacement of Distribution Feeder Relays	50,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
CDS6346 Various Distribution Breaker Replacement		20,000	20,300	20,605	20,914	21,227	21,546	21,869	22,197	22,530	22,868
CDS5126 12KV Switch Replacement	65,000	20,000	20,300	20,605	20,914	21,227	21,546	21,869	22,197	22,530	22,868
FY15 CDS4147 Feeder Regulators V344 & W374	125,000										
FY15 CDS6029 SF6 Service Cart	130,000										
FY15 CDS4145 East Substation Breaker X334, X344 & X354 Replacement (La	60,000										
FY16 CDS5037 SouthWest Bus# 1 Upgrade		30,000									
Total	802,723	669,883	5,345,390	6,341,892	3,283,931	4,189,690	3,670,536	2,901,469	3,907,491	1,413,603	419,807
Other Delivery Projects											
LDC8097 EMS XA21 Upgrade 4			150,000			150,000			150,000		
LDE8281 Hamilton - Winston 69kv line							1,500,000	150,000			
CDG4003 Engineering Project Support		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
CDG6001 Lt Proj Resources		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CDG6138 R&R Capital Project Resources	6,652,406	6,350,366	5,931,209	6,168,458	6,415,196	6,671,804	6,938,676	7,216,223	7,504,872	7,805,067	8,117,270

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY15 Original Budget	FY16 Proposed Budget	FY17 Proposed Budget	FY18 Proposed Budget	FY19 Proposed Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget
CDG4005 Tool & Safety Equip-Capital (MBFA) (007)	35,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
CDS4122 Substations Animal Protection		40,000	40,600	41,209	41,827	42,455	43,091	43,738	44,394	45,060	45,736
CEE6224 Distribution System Audit	250,000		750,000	750,000							
CDC6284 SCADA/EMS Upgrade	500,000	402,300									
CDP5124 Radio Communication to Reclosers	25,000	50,000	50,000								
CDP5123 Field RTU Replacement/Upgrades	50,000										
FY15 CDS4149 ASD TL100/HPTTS Hy-Pot Test System	47,000										
FY15 CDG4151 FLIR Infrared Heat Guns/Cameras	15,000										
FY15 CDC8032 OMS System Replacement (Later Use)	70,000		700,000								
CDE4235 Distribution Automation	100,000	57,389								400,000	
FY15 CSG4238 DataRaker Custom Advanced Analytics Services (Later Use)	66,000	100,000									
CDC8160 ADMS		522,500									
FY16 CDE5032 Fast Transfer Switch Gear Replacement		480,000									
FY16 CDP5034 SI Installed Inventory/Replacement		25,000									
FY16 CDP5035 Dell SecureWorks IDS/IPS		360,000	190,000	195,700	201,571	207,618	213,847	220,262	226,870	233,676	240,686
FY16 CDS5039 Larsen Transformer # 6 Upgrade		850,000									
FY16 CDS5133 Cam Track Pipe Bender & Treader		26,000									
FY16 CDP5134 RTU Power Supply Upgrade/Redundancy		15,000									
FY17 CDS5135 Highland City Bus Tie Switch Installation			420,000								
FY18 CDS5136 West W384 Voltage Regulator Upgrade				60,000							
Total	7,810,406	9,308,555	8,261,809	7,245,367	6,688,594	7,101,877	8,725,614	7,660,223	7,956,136	8,513,803	8,433,692
Miscellaneous Projects											
FY15 CDS4148 Smart Ground Multimeter (Later Use)	50,000										
FY15 CSG4237 Smart Grid Line Monitoring (Later Use)	50,000										
EWf1100 Sequestered Budget		-37,402									
CCS5013 Capital Project Resources	100,826	70,582	207,254	213,472	219,876	226,472	233,268	240,265	247,473	254,897	262,544
CDS4123 Substations Fence Replacement & Upgrds	6,000	20,000	20,300	20,605	20,914	21,227	21,546	21,869	22,197	22,530	22,868

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY15 Original Budget	FY16 Proposed Budget	FY17 Proposed Budget	FY18 Proposed Budget	FY19 Proposed Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget
CDS4124 Substations Grid Rock Addition	20,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CSS4133 New Lakeland Electric Bill		5,000									
CDO3018 Rate Case Study	50,000	51,500	53,045	54,636	56,275	57,963	59,702	61,493	63,338	65,238	65,238
CTR5001 Power Academy Equipment	10,000	11,600	12,000	12,400	12,800	13,200	13,600	14,000	14,400	14,400	14,400
CDA5096 CROW Water Projects Easements	-41,000	-41,000	-31,775	-32,569	-33,384	-34,218	-35,074	-35,950	-36,849	-42,000	-42,000
Total	245,826	85,280	265,899	273,695	281,709	289,951	298,428	307,144	316,108	320,697	328,767
Building Improvements											
LTS9024 Parker Street Complex Renovate/Rebuild	705,000	12,000									
LCO9020 Structural Improvements in Parking Garage		150,000									
CTS4305 LE Admin Bldg - Roof Restoration						150,000					
CTS4306 Admin Building Capital Improvement	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
CTS4307 T&D Building Capital Improvements				500,000							
CTS4651 Security Systems for E&W Building (007)	15,000	50,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
CTS5707 HVAC System Upgrades	5,000		5,000		5,000		5,000		5,000		5,000
CTS5712 Major Equipment Purch (MBFA)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
CTS5720 Furniture Requirements - Capital (MBFA)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CTS5727 Carpet Replacement Lakeland Electric						150,000				150,000	
CMP5014 LE-Security Enhancement	143,000	250,000	143,000	143,000	143,000	143,000	143,000	143,000	143,000	143,000	143,000
CTS4309 LE Roof Improvement	80,255	125,000	23,612			76,000	426,115				
CTR5722 Paint Resource Center Bldg.		10,000									
Total	1,038,255	687,000	271,612	743,000	248,000	619,000	674,115	243,000	248,000	393,000	238,000
Technology Improvements											
FY15 LTC9006 Mobile Upgrade/Replacement	600,000		600,000								
CCS4125 E-Commerce Capital Project Suite	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CIT4036 ED-Work Order System	30,325										
CDC6396 NERC CIP Compliance-Cybe Sec Needs for EMS Sys	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CIS4003 PC Systems Upgrade/Repl (MBFA)	2,600	2,650	2,700	2,750	2,800	2,850	2,900	2,950	3,000	3,050	
CTS4701 Copy Machines (MBFA)	25,000										

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY15 Original Budget	FY16 Proposed Budget	FY17 Proposed Budget	FY18 Proposed Budget	FY19 Proposed Budget	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget	FY25 Proposed Budget
CTC5111 Fiber Services Connections	20,000	48,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
CCS4004 ITRON Replacement	50,000										
CCS4114 UMS Upgrade	50,000		50,000		50,000		50,000		50,000		50,000
CSS4130 New Lakeland Electric Website		50,000									
CSS4131 Interactive Kiosk Project		50,000									
CSS4132 Collection Agency Middleware		25,000									
CDO7001 PCM Equip for Training Instructor-Capital (MBFA)	5,418	4,234	4,234	4,234	4,234	4,234	4,234	4,234	4,234	4,234	4,234
FY15 CTR5721 A/V Equipment for Classrooms	10,000										
Total	893,343	279,884	776,934	126,984	177,034	127,084	177,134	127,184	177,234	127,284	174,234
TOTAL CAPITAL IMPROVEMENT PLAN	33,506,740	32,976,696	43,884,968	49,363,016	37,796,798	32,077,836	42,685,283	46,941,582	50,631,477	29,188,073	23,073,595

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Principal Taxpayers

CITY OF LAKELAND, FLORIDA

TEN PRINCIPAL TAXPAYERS (UNAUDITED)

SEPTEMBER 30, 2014 For the Current Year and Nine Years Prior

Taxpayer Name	Type of Business	2014			2005		
		Assessed Value of Real And Personal Property	Percentage of Total Assessed Value of Real And Personal Property	Rank	Assessed Value of Real And Personal Property	Percentage of Total Assessed Value of Real And Personal Property	Rank
Publix Supermarkets, Inc.	Retail/Distribution-Grocery	\$ 260,960,101	6.12 %	1	\$ 255,130,503	6.62 %	1
RTG Furniture Corp.	Retail/Distribution-Furniture	51,450,852	1.21 %	2	\$ 50,360,724	1.31 %	3
Casto Oakbridge Venture LTD	Real Estate	46,116,974	1.08 %	3			
Verizon	Telecommunications	45,122,448	1.06 %	4	50,677,008	1.31 %	2
Watson Clinic	Medical Facility	45,030,913	1.06 %	5	46,519,352	1.21 %	4
Lakeland Square Mall LLC	Retail/General Merchandise	41,538,667	0.97 %	6	40,884,415	1.06 %	5
Pepperidge Farm Inc. - Lakeland Plaza	Retail/Distribution-Bakery	33,265,938	0.78 %	7			
Walmart	Retail/Distribution-Grocery	31,969,153	0.75 %	8	25,519,915	0.66 %	8
Matheson Tri Gas Inc	Gas Distributor	31,462,754	0.74 %	9			
G&I VII Lakeland LLC	Real Estate	25,759,038	0.60 %	10			
Lakeland Ledger Publishing Corp.	Print Media				32,113,666	0.83 %	6
Carlton Arms of North Lakeland	Real Estate-Apartment Complex				30,071,895	0.78 %	7
Breed Automotive of Florida Inc	Manufacturing-Automotive Parts				21,991,516	0.57 %	9
Government Employees Insurance C Insurance	Insurance				21,377,940	0.55 %	10
		<u>\$ 612,676,838</u>	<u>14.37 %</u>		<u>\$ 574,646,934</u>	<u>14.90 %</u>	

Source: Polk County Property Appraiser

Principal Employers

CITY OF LAKELAND, FLORIDA

PRINCIPAL EMPLOYERS (UNAUDITED) SEPTEMBER 30, 2014 For the Current Year and Nine Years Prior

Employer	Type of Business	2014			2005		
		Employees	Rank	% of Total	Employees	Rank	% of Total
Publix Supermarkets, Inc.	Retail/Distribution-Grocery	8,263	1	35.27 %	8,300	1	37.16 %
Lakeland Regional Medical Center	Hospital	4,540	2	19.38 %	3,800	2	17.01 %
City of Lakeland	Government	2,600	3	11.10 %	2,450	3	10.97 %
Government Employees Insurance Co. (GEIC)	Insurance	2,300	4	9.82 %	2,200	4	9.85 %
Watson Clinic	Medical Clinic	1,600	5	6.83 %	1,500	5	6.72 %
GC Services	Telemarketing	1,000	6	4.27 %	1,000	6	4.48 %
Sykes	Telemarketing	1,000	7	4.27 %			
Rooms To Go Furniture	Retail/Distribution-Furniture	900	8	3.84 %	900	7	4.03 %
Saddle Creek Logistics	Trucking & Logistics	625	9	2.67 %	680	9	3.04 %
Stryker	Healthcare	600	10	2.56 %			
Watkins Motor Lines	Trucking & Logistics				850	8	3.81 %
Summit Consulting	Insurance				654	10	2.93 %
Total		23,428		100.00 %	22,334		100.00 %

Source: Lakeland Economic Development Council

Schedule of Property Tax Rates

CITY OF LAKELAND, FLORIDA

SCHEDULE OF PROPERTY TAX RATES - DIRECT AND OVERLAPPING GOVERNMENTS (UNAUDITED) LAST TEN FISCAL YEARS

Fiscal Year Ending September 30	MILLS (\$1 PER \$1,000 VALUATION)										Total Direct & Overlapping Rates
	City of Lakeland					Southwest Florida					
	Lakeland Area Mass Transit District	Lakeland Downtown Development District	Total	County	Florida Water Management District	Polk County School Board	Peace River Water Basin	Lake Deeson Water Basin			
2014	4.664	0.500	2.000	7.164	6.867	0.366	7.208	-	-	-	21.605
2013	4.664	0.500	2.000	7.164	6.867	0.382	7.547	-	-	-	21.960
2012	4.164	0.500	1.995	6.659	6.867	0.393	7.492	-	-	-	21.410
2011	4.164	0.500	2.000	6.664	6.867	0.393	7.670	-	-	-	21.594
2010	3.654	0.500	1.874	6.028	6.867	0.377	7.792	0.183	-	-	21.246
2009	3.403	0.500	1.874	5.778	6.867	0.387	7.586	0.183	-	-	20.799
2008	3.230	0.500	1.874	5.604	6.867	0.387	7.634	0.183	-	-	20.674
2007	3.545	0.500	1.956	6.001	8.477	0.284	7.770	0.195	-	-	22.727
2006	3.545	0.488	1.956	5.989	8.330	0.284	7.770	0.195	-	-	22.568
2005	3.545	0.500	1.956	6.001	8.727	0.284	8.078	0.195	-	-	23.285

Source: Polk County Property Appraiser

General Fund Property Tax Levies and Collections

CITY OF LAKELAND, FLORIDA

GENERAL FUND PROPERTY TAX LEVIES, TAX COLLECTIONS, ASSESSED VALUATIONS AND PROPERTY TAX RATES (UNAUDITED) LAST TEN FISCAL YEARS

Fiscal Year Ending September 30	Total Taxable (1)					Less:		Total Taxable Assessed Value
	Real Property	Tangible Property	Railroad Property	Adjustments	Tax Exempt Real Property	Real Property	Assessed Value	
2014	\$ 6,029,544,930	\$ 694,944,816	\$ 9,322,964	\$ 2,218,998	\$ 2,318,246,201	\$ 4,417,785,507		
2013	5,717,402,332	678,256,876	4,170,924	(2,317,304)	2,135,322,232	4,262,190,596		
2012	6,011,568,956	704,558,301	4,037,506	(4,714,474)	2,235,629,322	4,479,820,967		
2011	6,347,423,303	735,988,173	3,833,023	263,361	2,327,716,616	4,759,791,244		
2010	7,496,927,845	797,882,468	4,011,704	33,810,496	2,784,803,140	5,547,829,373		
2009	8,232,870,282	842,392,409	4,095,467	26,130,612	3,127,769,383	5,977,719,387		
2008	8,041,601,918	858,419,290	2,268,507	97,265,288	2,954,340,506	6,045,214,497		
2007	5,609,609,753	815,258,359	3,281,846	148,025,974	1,288,787,441	5,287,388,491		
2006	5,130,793,065	706,098,416	3,274,177	87,998,484	1,618,347,457	4,309,816,685		
2005	4,655,054,178	672,059,352	4,953,520	1,268,093	1,476,605,744	3,856,729,399		

(1) The State of Florida, by statute, requires property appraisers to assess all property within the State at 100% of market value. Therefore, the assessed valuation and estimated actual value is the same.

(2) Total property tax levy minus any discounts given to taxpayers. Therefore, the realized tax rate may be less than the tax rate used to assess property taxes.

General Fund Property Tax Levies and Collections

Total Direct Tax Rate	Total Tax Levy (2)	Collected Within the Fiscal Year		Delinquent Tax Collections	Total Tax Collections
		Amount	Percent of Levy		
7.164	\$ 19,882,769	\$ 19,844,964	99.81	\$ 49,587	\$ 19,894,551
7.164	19,186,053	19,079,925	99.45	50,459	19,130,384
6.659	18,006,725	17,905,063	99.44	53,239	17,958,302
6.664	19,139,967	19,074,651	99.58	82,951	19,157,602
6.028	19,593,509	19,475,083	99.40	55,682	19,530,765
5.778	19,668,005	19,543,935	99.37	93,745	19,637,680
5.604	18,864,198	18,802,287	99.67	46,407	18,848,694
6.001	18,103,055	18,068,016	99.81	34,154	18,102,170
5.989	14,749,149	14,676,620	99.51	54,441	14,731,061
6.001	13,200,608	13,139,243	99.54	58,761	13,198,004

Governmental Activities Tax Revenues by Source

CITY OF LAKELAND, FLORIDA

GOVERNMENTAL ACTIVITIES TAX REVENUES BY SOURCE (UNAUDITED)

LAST TEN FISCAL YEARS

(accrual basis)

Fiscal Year	Utility & Communication				State Shared Revenues				Total	
	Property Tax	Services Tax	Motor Fuel Tax	Franchise Tax	Half Cent Sales Tax	State Revenue Sharing	Mobile Home License Fees	Alcoholic Beverage Tax		Firefighters' Compensation Tax
2014	\$ 22,577,691	\$ 14,534,094	\$ 4,903,358	\$ 239,500	\$ 5,395,592	\$ 2,248,500	\$ 197,654	\$ 80,487	\$ 32,895	\$ 50,209,771
2013	22,577,691	14,523,106	4,879,101	234,959	5,098,715	2,078,795	188,449	76,919	39,182	49,696,917
2012	20,909,045	14,761,856	4,910,650	233,641	4,817,062	2,060,351	184,560	79,897	44,441	48,001,503
2011	22,641,400	15,057,722	4,943,075	247,092	4,486,691	1,799,097	189,840	71,750	26,410	49,463,077
2010	24,651,942	14,979,375	4,914,311	266,727	4,287,133	1,789,260	190,380	69,789	32,115	51,181,032
2009	25,618,865	15,202,390	4,932,542	251,344	4,478,244	1,801,908	192,284	71,405	46,630	52,595,612
2008	24,497,791	14,720,615	5,243,212	261,713	5,068,350	2,115,087	188,990	68,974	14,251	52,178,983
2007	23,085,031	14,565,661	5,625,406	304,911	5,611,881	2,309,248	197,194	68,439	27,305	51,795,076
2006	17,845,105	14,161,883	5,599,243	320,781	6,004,380	2,330,366	197,190	60,222	25,011	46,544,181
2005	15,363,705	13,957,483	5,640,954	283,085	5,696,157	2,210,905	194,245	55,968	24,234	43,426,736

Fund Balances of Governmental Funds

CITY OF LAKELAND, FLORIDA

FUND BALANCES OF GOVERNMENTAL FUNDS (UNAUDITED) LAST TEN FISCAL YEARS (Modified Accrual Basis of Accounting)

	2005	2006	2007	2008	2009	2010	*2011	*2012	*2013	*2014
General Fund										
Reserved	\$ 460,581	\$ 1,267,921	\$ 1,057,133	\$ 1,092,337	\$ 1,292,513	\$ 1,604,800	\$ -	\$ -	\$ -	\$ -
Unreserved	10,027,260	13,155,706	12,473,637	14,777,285	19,288,021	23,585,168	-	-	-	-
Nonspendable	-	-	-	-	-	-	312	4,409	312	10,078
Restricted	-	-	-	-	-	-	2,569,215	2,306,796	2,128,909	1,809,898
Assigned	-	-	-	-	-	-	9,910,841	12,348,664	14,003,810	11,861,510
Unassigned	-	-	-	-	-	-	15,384,762	11,157,295	5,475,418	5,759,634
Total general fund	10,487,841	14,423,627	13,530,770	15,869,622	20,580,534	25,189,968	27,865,130	25,817,164	21,608,449	19,441,120
Other governmental funds										
Reserved	19,068,156	23,248,627	18,573,311	16,132,516	13,413,700	31,012,902	-	-	-	-
Unreserved:										
Special revenue funds	11,906,086	11,948,650	12,524,589	15,563,553	18,007,048	16,718,714	-	-	-	-
Nonspendable, reported in										
Permanent funds	-	-	-	-	-	-	3,155,248	3,726,868	4,152,133	4,455,176
Prepays	-	-	-	-	-	-	-	106	-	151
Restricted, reported in										
Special revenue funds	-	-	-	-	-	-	9,543,193	8,753,664	9,112,906	10,032,431
Capital projects funds	-	-	-	-	-	-	15,128,386	9,441,958	7,801,070	11,323,028
Permanent funds	-	-	-	-	-	-	141,319	160,032	168,322	183,564
Committed, reported in										
Special revenue funds	-	-	-	-	-	-	4,546,829	5,300,799	5,818,487	6,017,177
Assigned, reported in										
Capital projects funds	-	-	-	-	-	-	5,160,281	6,955,600	7,825,692	9,503,454
Total other governmental funds	30,974,242	35,197,277	31,097,900	31,696,069	31,420,748	47,731,616	37,675,256	34,339,027	34,878,610	41,514,981
Total governmental funds	\$ 41,462,083	\$ 49,620,904	\$ 44,628,670	\$ 47,565,691	\$ 52,001,282	\$ 72,921,584	\$ 65,540,386	\$ 60,156,191	\$ 56,487,059	\$ 60,956,101

*Fund balance presentation change due to the implementation of GASB 54

Glossary of Terms

The budget document uses many terms and words that have specific meaning in the context of governmental finance or to the City of Lakeland. The glossary defines words and terms that may have very specific meaning or may not be in common usage.

Accrual Basis: A basis of accounting using the economic resources measurement focus. Revenues are recorded when earned. Expenses are recorded when a liability is incurred. Fixed assets are capitalized (i.e. recorded on the balance sheet, not the income statement). Depreciation is recorded on fixed assets.

Actionable Item: Department initiatives (project/processes) that require additional development or communication to ensure constituent and/or City Commission expectations are met.

Activity: A specific and distinguishable service performed by one or more organizational components of the City to accomplish a function for which the City is responsible.

Ad Valorem Taxes: Taxes levied on both real and personal property according to the property's valuation and the tax rate.

Adoption: The formal action taken by the City Commission to authorize or approve the budget.

American Public Power Association (APPA): A service organization for the nation's more than 2,000 community-owned electric utilities that serve more than 48 million Americans.

Appropriation: The spending limit adopted or authorized by the City Commission.

Arbitrage: Practice of taking advantage of a price difference between two or more markets, capitalizing on the imbalance between the markets.

Asset: Resources owned or held by governments that have monetary value.

Attrition: A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

Authorized Position: An employee position, authorized in the adopted budget to be filled.

Available (Undesignated) Fund Balance: Refers to the funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

Bad Debt: The estimated amount of accounts owed to the City (receivables) that will not be collected during the year. This includes utility accounts, accident damage repair accounts and other miscellaneous account receivables, which are deemed uncollectible.

Balanced Budget: Total estimated receipts, including appropriated fund balance/reserve, shall equal total of appropriations and reserves for future use.

Base Budget: Cost of continuing the existing levels of service in the current budget year.

Bond: A long term promissory note or IOU. The note includes a specific principal amount and stated interest rate. Bonds are used to finance capital projects.

Bond Refinancing: A payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

Budget: A financial plan approved by the City Commission that includes estimates for revenues and limits on expenditures.

Budget Calendar: The schedule of key dates that the City follows in the preparation and adoption of the budget.

Budgetary Control: The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Capital Assets: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Expenditure: Money spent to acquire or upgrade physical assets such as buildings and machinery.

Glossary of Terms

Capital Improvement Plan (CIP): A capital improvement project is defined as a major construction expansion, purchase or major repair/replacement of buildings, infrastructure or other property which has an estimated total expenditure of \$25,000 or more. Except for emergency repairs, capital improvements are programmed and scheduled based upon the City's projected financial ability to purchase and maintain the capital project or equipment.

Capital Outlay: Fixed assets which have a value of \$1,000 or more and have a useful economic lifetime of more than one year or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project: Major construction, acquisition, or renovation activities that add value to a government's physical assets or significantly increase its useful life.

Central Business District (CBD): The core area of Lakeland's downtown.

Charges for Services: A user fee or rate levied against a person or entity that has received an identifiable benefit in exchange. Examples would include utility service or a parking space.

Collective Bargaining Agreement: A legal contract between the City and representative of a recognized bargaining unit for specific terms and conditions of employment (e.g. hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Component Unit: A legally separate organization for which the elected officials of the City are financially accountable. A component unit can be another organization for which the nature and significance of its relationship with the City is such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

Consumer Price Index (CPI): A statistical description of price levels provided by the U.S. Department of Labor. The index is used to measure the increase in the cost of living economic inflation.

Contingency: A budgetary reserve for emergencies or unanticipated expenditures/opportunities.

Contractual Services: Services rendered to the City by private firms, individuals, or other governmental agencies (e.g. maintenance agreements and professional consulting services).

Core Service: Products or services provided to the public (external customer) as an actual deliverable and not as a supporting service or step in the process. (Applicable to General Fund Operating Departments and Enterprise Funds).

Debt Service: Principal and interest payments for outstanding debt such as bonds or notes payable.

Debt Service Fund: Funds used to record the payment of general debt.

Dedicated Tax: A tax levied to support a specific government program or purpose.

Deficit: The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department: Organizational unit of government, which is functionally unique in its delivery of services.

Depreciation: The portion of the cost of a fixed asset (e.g. a car or treatment plant) charged as an expense during the fiscal year. Eventually the entire cost of the fixed asset will be charged off as an expense. Only Enterprise and Internal Service funds have depreciation.

Derivative: A financial instrument whose value depends on underlying variables.

Employee Benefits: Costs incurred by the City for pension, health insurance, and other benefits provided to employees.

Encumbrance: An amount of money committed for the payment of goods and services not received or paid.

Enterprise Fund: Certain activities are treated as self-supporting businesses (e.g. water and sewer utilities). The accounting for these activities is accounted for in separate funds called enterprise funds.

Expenditure: The payment of cash or the transfer of property or services for the purpose of acquiring goods and/or services or settling a loss.

Glossary of Terms

Expense: Charges incurred (whether paid immediately or to be paid at a later date) for operations, maintenance, interest or other charges.

Fiduciary Funds: Used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, and/or other governmental units.

Fiscal Year: The time period for which the budget is authorized and measured by the accounting records. The City of Lakeland's fiscal year begins on October 1st and ends on September 30th.

Fixed Assets: Assets of long-term character that are used for the government, such as land, buildings, machinery, furniture, and other equipment.

Florida Municipal Power Agency (FMPA): A wholesale power company owned by municipal electric utilities. FMPA provides economies of scale in power generation and related services to support community-owned electric utilities.

Full-Time Equivalent (FTE): The number of employee hours (2,080) needed to be equal to one full-time employee. Several part-time employees may be combined to make one full-time equivalent.

Fund: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.

Fund Balance: The difference between a fund's assets and liabilities, sometimes referred to as the amount carried over from one year to the next year.

General Fund: General purpose fund supported by taxes, fees and other revenues. The funds may be used for any lawful purpose.

General Obligation (GO) Bond: A type of bond that is backed by the full faith, credit and taxing power of the City.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

Goal: A general and timeless statement of direction, purpose or intent based on the community's needs.

Governmental Funds: Typically used to account for tax-supported (i.e., governmental) activities.

Grants: A contribution by a government or other organization to support a particular function.

Impact Fee: A fee charged to a developer or individual to fund the future cost of improvements associated with the development's impact on various City services, charged as a condition for obtaining a building permit.

Indirect Cost: A cost necessary for the functioning of the organization as a whole that can not be directly assigned to one service.

Infrastructure: Vital facilities such as roads, sewers, bridges, water lines, public buildings, parks and airports that are fixed in location.

Inter-Fund Transfer: Legally authorized transfers from a fund receiving revenue to a fund through which resources are to be expected.

Intergovernmental: Revenue from another governmental agency such as the State of Florida or the United States Federal Government. Some revenues from local units are treated as Charges for Service.

Internal Service Charges: Charges to user departments for financing goods or service provided by one department to another on a cost-reimbursement basis.

Internal Service Fund: Centralized services that serve all or many established in separate funds. The other funds are charged a fee for the services provided by the Internal Service Fund.

Lakeland Area Mass Transit District: A component unit of the City that accounts for all activities necessary to provide modern bus transportation in the Lakeland area. The City does not have any ownership claim against the assets of this entity; however, the City does maintain some control over operations in that the majority of its governing board is composed of members of the City Commission.

Glossary of Terms

Lakeland Downtown Development Authority: A Component Unit of the City that has the responsibility of improving the economic condition in the Central Business District.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Major Fund: As defined by the Governmental Accounting Standards Board and based upon the value of assets, liabilities, revenues, and expenditures. Lakeland's major funds include the General Fund, Electric Utility, Water Utility, and Wastewater Utility.

Mill: One one-thousandth of a dollar of assessed value.

Millage: Rate used in calculating taxes based upon the value of the property, expressed in mills per dollar of property value.

Mission: A description of the purpose, values, strategies, and behavior standards that guide an organization and move it toward its vision. A mission states what the organization is, what it does, for whom and why.

Modified Accrual: A basis of accounting using the current financial resources as a measurement focus. Revenues are recognized when both measurable and available. Expenditures are recorded when a liability is incurred. Fixed assets are recorded as an expenditure in the period the asset is acquired.

Objective: A specific/quantifiable statement of what the City, a department or a unit expects to accomplish in a fiscal year.

Outcome: Desired output oriented accomplishments, which can be measured and achieved within a set time-period. Achievement of the outcome advances the organization toward a goal.

Operating Budget: The day-to-day cost of providing City services. The operating budget does not include capital purchases, for items of \$1,000 or greater.

Operating Expenses: The cost for personnel, materials and equipment required for a department to function.

Operating Revenue: Funds that the government receives as income for day-to-day services including taxes, fees from specific services, interest earnings, and grant revenues.

Peace River Water Basin: The Peace River Basin is the region of land in Central and Southwest Florida that includes portions of Charlotte, Hardee, Desoto, Highlands and Polk Counties from which water drains into the lakes and streams that ultimately supplies water to the Peace River.

Performance Budget: A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Measure: Data collected to determine a program's effectiveness or efficiency in achieving its objectives.

Prioritization: To list or rate in order of priority according to the City's Goals.

Program: Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Property Tax: A tax levied on real estate as well as commercial and industrial personal property based on the value of the property.

Repurchase Agreements: An agreement where the City transfers cash to a broker-dealer or bank; the broker-dealer or bank transfers the securities to the City and promises to repay the cash plus interest in exchange for the same securities.

Reserve: An account used to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Retreat: City Commission goal setting meeting held around January of each year. City Manager communicates City Commission goals and sets parameters for budget preparation with Department heads.

Revenue: Money coming into a fund, other than a transfer, such as taxes, user fees, grants, fines and any other source of money.

Glossary of Terms

Revenue Bond: A bond that is backed by a particular revenue source such as water user fees.

Rolled-Back Rate: The millage necessary to raise the same amount of ad valorem tax revenue as the previous year, excluding taxes from new construction.

Southwest Florida Water Management District (SWFMD): Responsible for water resources in sixteen west central Florida counties: Charlotte, Citrus, DeSoto, Hardee, Hernando, Highlands, Hillsborough, Lake, Levy, Manatee, Marion, Pasco, Pinellas, Polk, Sarasota and Sumter.

Special Assessment: A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Special Revenue Fund: A fund used to account for the revenues and expenditures of special earmarked or legally restricted monies.

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

Support Service: Resources or assistance in support of a core service or deliverables provided to a City of Lakeland operation or internal customer [e.g. technology, equipment or special resources including administrative, technical, maintenance, financial, legal or other skilled and professional categories.] (Applicable to General Fund Governance Departments and Internal Service Funds).

Target Budget: Desirable expenditure levels provided to departments to develop a recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues and reserve requirements.

Tax Base: The total property valuations on which each taxing agency levies its tax rates.

Tax Levy: The total amount of revenue raised from general property taxes.

Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation. Often called millage rate.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

Transfer: A transfer is movement of money or assets from one fund to another that is not a payment for service. Sometimes a transfer is one fund subsidizing another fund.

Unencumbered Balance: The amount of an appropriation that was not expended or encumbered and is still available for future purposes.

User Fee: Revenue paid by a party directly benefiting from the use or receipt of a public service.

Utility Tax: A consumer tax levied by cities on the use of utilities such as electricity, telephone or gas.

Vision: The ideal to which the City of Lakeland and its employees strive to achieve. Developed by and adopted by the City Commission.

Working Capital: A common measure of liquidity, efficiency, and overall health. Includes cash, inventory, accounts receivable, accounts payable, the portion of debt due within one year, and other short-term accounts. Reflects the results of a host of activities, including inventory management, debt management, revenue collection, and payments to suppliers.



Abbreviations and Acronyms

AADF	Annual Average Daily Flow	DV	Digital Video
ACA	Affordable Care Act	EAA	Experimental Aircraft Association
ACH	Automated Clearing House	ECS	Emergency Communications Specialists
ADA	Americans with Disabilities Act	EMS	Energy Management System
AD&D	Accidental Death & Dismemberment	EMT	Emergency Medical Technicians
AI	Actionable Item	EDWMIS	Energy Delivery Work Order Management Information System
AP	Accounts Payable	EPA	Environmental Protection Agency
ALS	Advance Life Support	EVDO	Evolution Data Optimized
AMI	Average Median Income	EZ	Enterprise Zone
AOA	Airport Operating Area	FAA	Federal Aviation Authority
APPA	American Public Power Association	FAR	Federal Aviation Regulation
ARA	Aramark Food Services	FDLE	Federal Department of Law Enforcement
ARFF	Aircraft Rescue & Fire Fighting	FDOT	Florida Department of Transportation
ATC	Airport Traffic Control	FEMA	Federal Emergency Management Agency
BCE	Business Cooperative Education	FHFC	Florida Housing Finance Corporation
BEMP	Building, Electrical, Mechanical, Planning	FHSAA	Florida High School Athletic Association
BICEP	Building Inspection Code Enforcement Program	FLC	Florida League of Cities
BITS	Building Inspection Transportable System	FMPA	Florida Municipal Power Agency
BEBR	Bureau of Economic & Business Research	FMPP	Florida Municipal Power Pool
BJA	Bureau of Justice Assistance	FOAG	Florida Office of the Attorney General
BLS	Basic Life Support	FRCC	Florida Reliability Coordinating Council
BMP	Best Management Practices	FRDAP	Florida Recreation Development Assistance Program
BOD	Biological Oxygen Demand	FT	Full-Time
CACO3	Calcium Carbonate	FTE	Full-Time Equivalent
CADD	Computer Assisted Design and Drafting	FWC	Florida Water Conservation
CAFR	Comprehensive Annual Financial Report	FY	Fiscal Year
CAIR	Clean Air Interstate Rule	GAAP	Generally Accepted Accounting Principles
CBD	Commercial Business District	GASB	Governmental Accounting Standards Board
CBE	Cooperative Business Education	GFOA	Government Finance Officers Association
CBIR	Community Budget Issue Request	GIS/CAD	Geographic Information System/Computer Aided Design
CDBG	Community Development Block Grant	GKS	General Knowledge Study
CDC	Community Development Corporation	GM	General Manager
CE	Code Enforcement	GPS	Global Positioning System
CIP	Capital Improvement Plan	gWh	Giga-watt Hour
CPI	Consumer Price Index	HHR	Hurricane Housing Relief
CIS	Criminal Investigations	HOME	HOME Investment Partnership Program
CLMP	Comprehensive Lakes Management Plan	HR	Human Resources
CM	City Manager	HVAC	Heating, Ventilation & Air Condition
COLA	Cost of Living Allowance	HRMS	Human Resources Management System
CPR	Cardiopulmonary Resuscitation	IDS	Intrusion Detection System
CRA	Community Redevelopment Agency	ILS	Instrument Landing System
CROW	Contracts Right of Way	IRP	Integrated Resource Plan
CSU	Community Services Unit	IT	Information Technology
DARE	Drug Abuse Resistance Education	JSS	Juvenile Services
DART	Domestic Abuse Response Team	KIO	Key Intended Outcome
DCA	Department of Community Affairs	KSI	Key Success Indicator
DEP	Department of Environmental Protection	kWh	Kilowatt Hour
DOT	Department of Transportation	LAC	Lakeland Airside Center
DNA	Dinoclaustic Neucleic Acid	LCRA	Lakeland Community Redevelopment Agency
DoIT	Department of Information Technology	LDDA	Lakeland Downtown Development Authority
DOJ	Department of Justice	LDR	Land Development Regulation
DRI	Development of Regional Impact	LEAD	Lakes Education Action Drive
DRT	Design Review Team		
DUI	Driving Under the Influence		

Abbreviations and Acronyms

LEDC	Lakeland Economic Development Council	R&R	Repair and Replace
LFD	Lakeland Fire Department	RPI	Rapid Process Improvement
LGN	Lakeland Government Network	ROI	Return on Investment
LLC	Limited Liability Corporation	SAIDI	System Average Interruption Duration Index
LLRA	Lakeland Linder Regional Airport	SANS	Storage Area Network
LPD	Lakeland Police Department	SCADA	System Control Data Acquisition
LRMC	Lakeland Regional Medical Center	SEOC	State Emergency Operation Center
LTC	Long Term Capital	SHIP	State Housing Initiative Program
LTMA	Long Term Maintenance Agreement	SIS	Special Investigations
M/WBE	Minority/Women-Owned Business Enterprises	SOAT	Strategic Operating Activity Team
MDT	Mobile Data Terminal	SOP	Strategic Operating Plan
MGD	Million Gallons per Day	SOS	Special Operations Section
MLK	Martin Luther King	SPCC	Simpson Park Community Center
MSG	Main Street Garage	SRO	School Resource Officer
MSTU	Municipal Service Taxing Unit	SWAT	Special Weapons and Tactics
MSW	Municipal Solid Waste	SWFWMD	Southwest Florida Water Management District
MWA	Maintenance Water Administration	SWOT	Strengths, Weaknesses, Opportunities and Threats
NAMI	National Alliance for the Mentally Ill of Polk County	TAC	Targeted Areas of Concentration
NCAN	National College Access Network	TBD	To Be Determined
NERC	N. American Reliability Corporation	T&D	Transmission & Delivery
NET	Neighborhood Enforcement Team	TD	Tourist Development
NLC	National League of Cities	TDT	Tourist Development Tax
NPDES	National Pollution Discharge Elimination System	TEA-LU	Transportation Efficiency Act-A Legacy for Users
O&M	Operating & Maintenance	TECO	Tampa Electric Company
OCAT	Organizational Communications Advisory Team	TIP	Truancy Interdiction Program
OH	Overhead	TMDL	Total Maximum Daily Load
OMB	Office of Management & Budget	TO	Table of Organization
OMS	Outage Management System	TPO	Transportation Planning Organization
OSG	Orange Street Garage	U&CF	Urban & Community Forestry
OUC	Orlando Utility Commission	UCM	United Conference of Mayors
P&R	Parks and Recreation	UG	Underground
PAL	Police Athletic League	UMS	Utility Management System
PCC	Polk Community College	USEPA	United States Environmental Protection Agency
PCCVB	Polk County Convention & Visitors Bureau	USF	University of South Florida
PCD	Pollution Control Device	UT	Utility Tax
PDA	Personal Digital Assistants	VISTE	Volunteers in Service to the Elderly
PE	Performance Excellence	VOCA	Victims of Crime Act
PIAT	Process Improvement Advisory Team	VTR	Video Tape Recorder
PIF	Public Improvement Fund	WA	Water
PM	Preventative Maintenance	WC	Workers Comp
PSC	Public Service Commission	WTP	Water Treatment Plant
PW	Public Works	WW	Wastewater
PSN	Project Safe Neighborhood	WWTP	Wastewater Treatment Plant
PT	Part-Time	YTD	Year to Date
PUD	Planned Unit Development		
QTI	Qualified Target Industry		

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Position Changes by Fund & Department

Staffing Changes by Department

	FY2014		FY2015		FY2016		FY15-16 Net Differences	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
City Commission	1	7	1	7	1	7	0	0
City Manager	14	2	14	1	13	1	-1	0
Communications	7	0	7	0	7	0	0	0
Legal	6	0	6	0	6	0	0	0
Retirement	4	0	4	0	3	0	-1	0
Human Resources	25	3	24	2	23	1	-1	-1
Internal Audit	2	0	2	0	2	0	0	0
Risk Management	17	0	17	0	17	0	0	0
Finance	42	2	42	2	42	2	0	0
Community Development	48	6	53	5	53	6	0	1
Fire	169	1	169	1	169	1	0	0
Police	344	18	350	16	356	16	6	0
Public Works	104	1	107	1	107	1	0	0
Parks & Recreation	196	178	220	157	221	155	1	-2
	979	218	1016	192	1020	190	4	-2
Comm Development/Housing Program	6	0	6	0	6	0	0	0
Fleet Management	30	0	30	0	30	0	0	0
Purchasing & Stores	16	0	16	0	16	0	0	0
Facilities Maintenance	54	0	56	0	56	0	0	0
Information Technology	84	0	82	0	82	0	0	0
	184	0	184	0	184	0	0	0
Cleveland Heights Golf Course	21	72	15	21	15	22	0	1
Lakeland Center	40	315	45	310	46	307	1	-3
Lakeland Linder Regional Airport	16	4	16	4	16	5	0	1
Parking System	5	0	5	0	5	0	0	0
Stormwater	6	0	7	0	7	0	0	0
Solid Waste	65	0	65	0	65	0	0	0
Water	124	2	125	2	128	2	3	0
Wastewater	85	4	87	4	88	4	1	0
Lakeland Electric	596	28	580	28	580	28	0	0
	958	425	945	369	950	368	5	-1
Grand Total	2127	643	2151	561	2160	558	9	-3

* 2015 Police increased by 4 new officers & 2 new emergency communication specialist

* 2015 Parks & TLC changed part time positions to full time due to Affordable Care Act

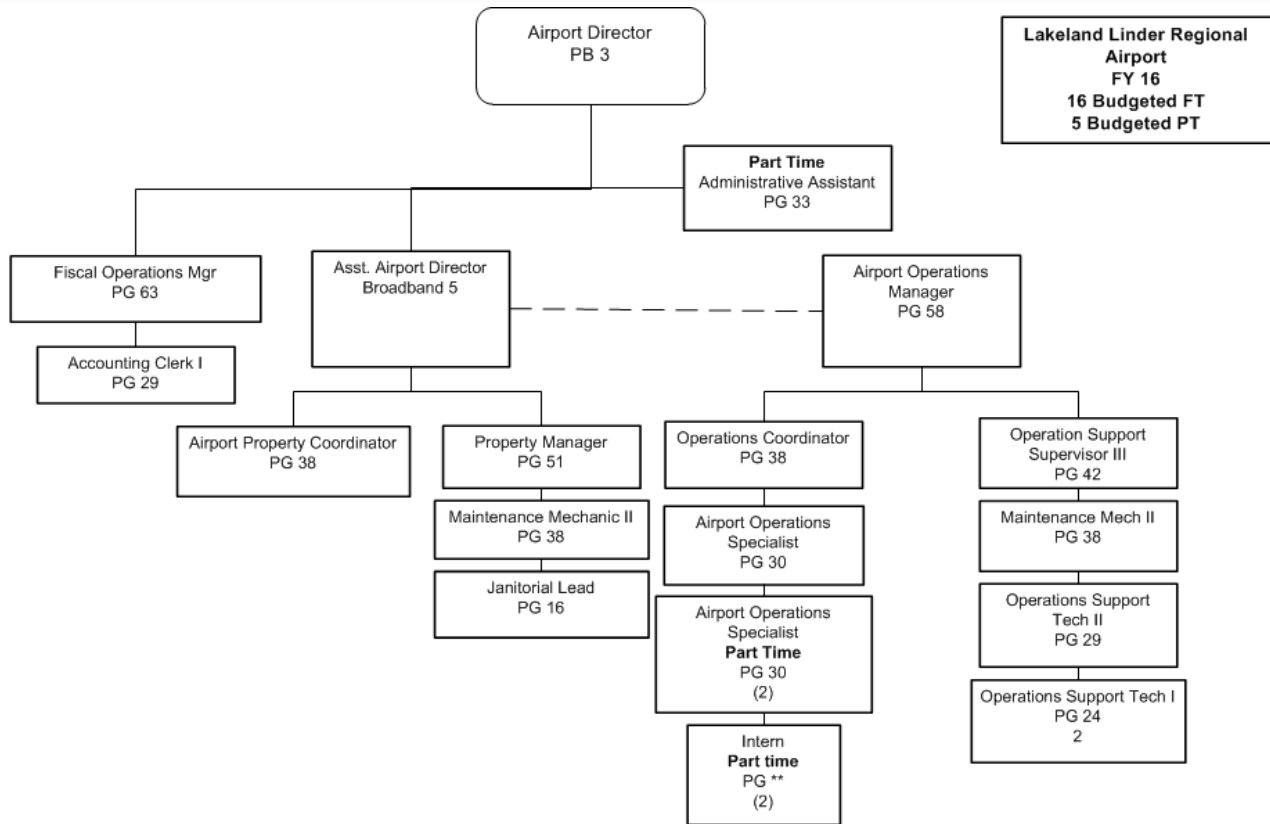
* 2015 CHGC outsourced the food & beverage positions to Ovations Catering

* 2016 Police increased by 6 new officers



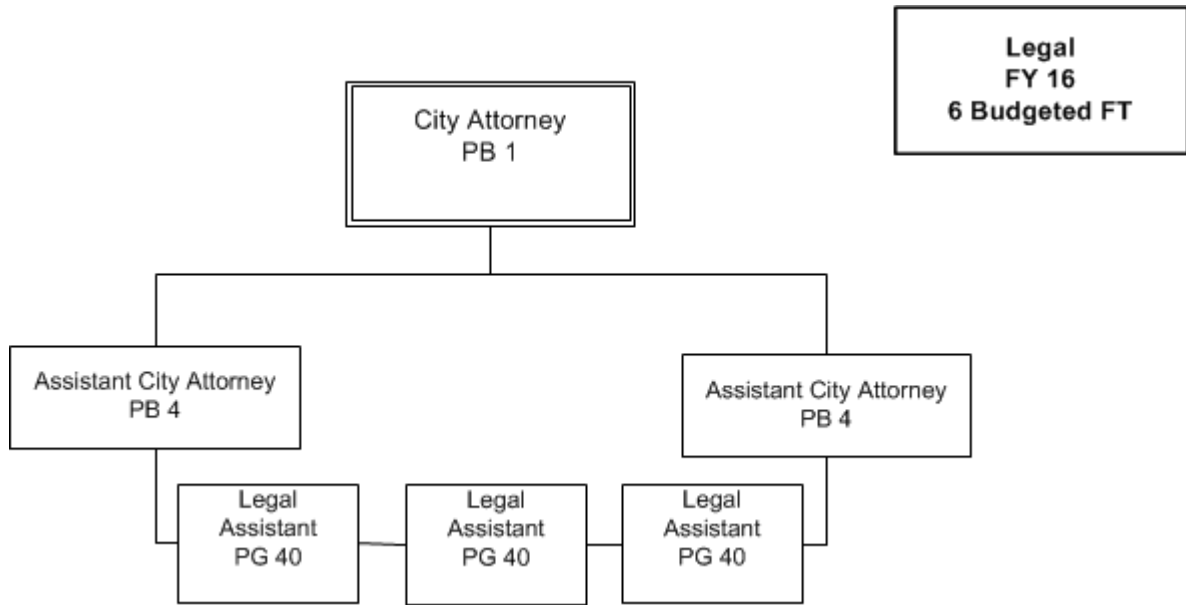
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Airport



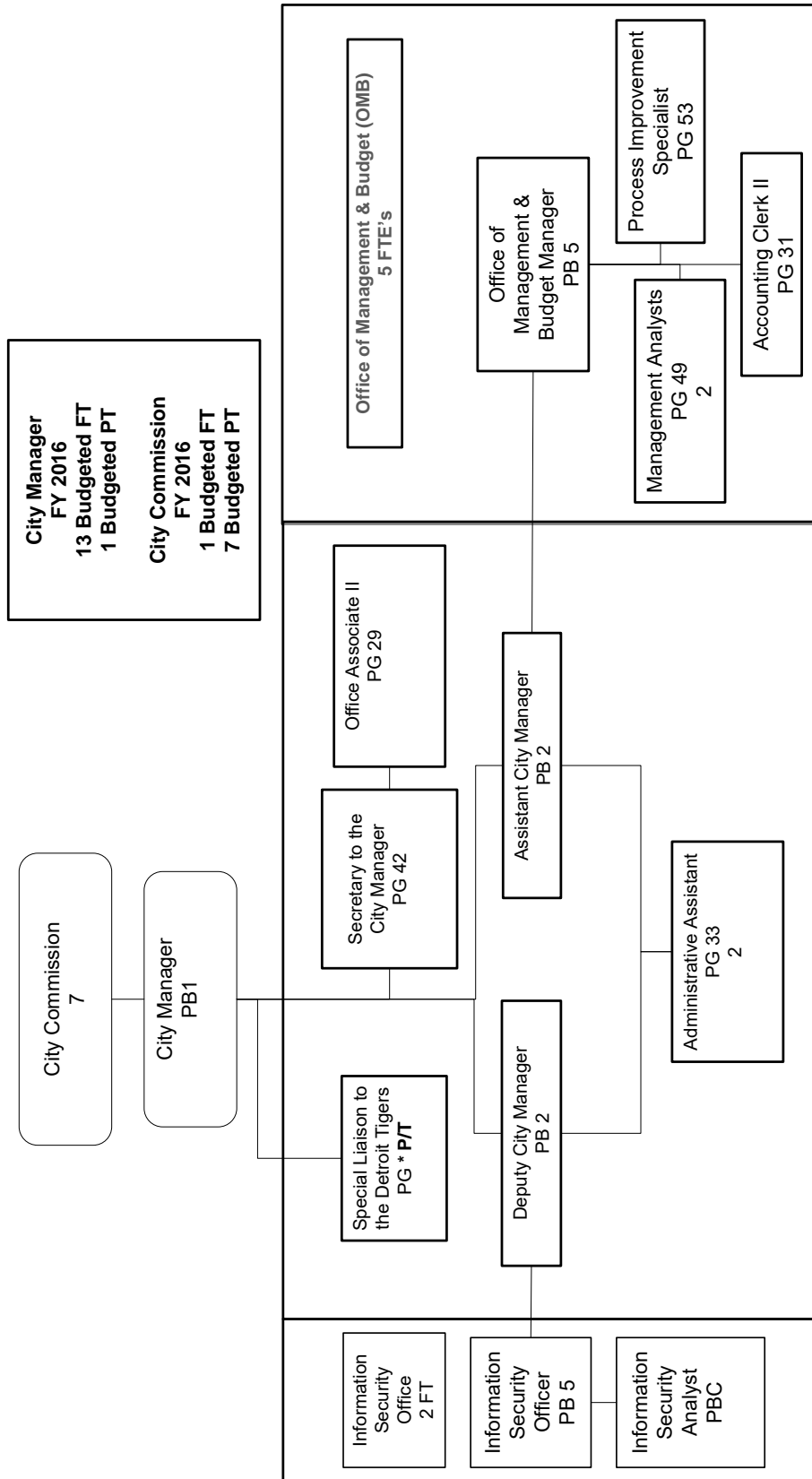
Personnel	FY15	FY16	PG	Salary Range
	Proposed	Proposed		
Airport Director	1	1	PB3	78,494.42 - 145,778.36
Assistant Airport Director	1	1	PB5	62,322.62 - 115,735.98
Fiscal Operations Manager	1	1	63	64,944.02 - 100,749.49
Airport Operations Manager	0	1	58	57,486.50 - 89,180.44
Airport Property Manager	1	1	51	48,462.23 - 75,180.82
Operations Support Supervisor III	0	1	42	38,909.13 - 60,360.83
Airport Property Coordinator	0	1	38	35,291.73 - 54,749.05
Operations Coordinator	2	1	38	35,291.73 - 54,749.05
Maintenance Mechanic II	2	2	38	35,291.73 - 54,749.05
Airport Operations Support Supervisor II	1	0	36	33,611.17 - 52,141.95
Administrative Assistant	1	0	33	31,239.18 - 48,462.23
Airport Operations Specialist	1	1	30	29,034.59 - 45,042.18
Accounting Clerk I	0	1	29	28,334.86 - 43,956.67
Operations Support Technician II	1	1	29	28,334.86 - 43,956.67
Operations Support Technician I	1	2	24	25,081.17 - 38,909.13
Office Assistant II	1	0	22	23,886.83 - 37,056.51
Operations Support Worker II	1	0	18	21,666.05 - 33,611.17
Janitorial Lead	1	1	16	20,634.34 - 32,010.63
TOTAL FULL TIME EMPLOYEES	16	16		
Administrative Assistant	0	1	33	31,239.18 - 48,462.23
Airport Operations Specialist	2	2	30	29,034.59 - 45,042.18
College Intern	2	2	10	17,824.72 - 27,651.99
PART TIME EMPLOYEES	4	5		
TOTAL FT	16	16		
TOTAL PT	4	5		

City Attorney



Personnel	FY15		FY16		PG	Salary Range
	Current	Proposed	Current	Proposed		
City Attorney	1	1			PB1	113,231.00 - 210,286.00
Assistant City Attorney	2	2			PB4	68,100.00 - 126,480.00
Legal Assistant	3	3			40	36,504.00 - 56,638.40
TOTAL FULL TIME EMPLOYEES	6	6				
TOTAL FT	6	6				

City Commission & City Manager



City Manager
FY 2016
13 Budgeted FT
1 Budgeted PT

City Commission
FY 2016
1 Budgeted FT
7 Budgeted PT

City Commission & City Manager

<i>City Commission</i>	Personnel	FY15	FY16	PG	Salary Range
		Current	Proposed		
	Administrative Assistant	1	1	33	31,228.98 - 48,447.71
	TOTAL FULL TIME EMPLOYEES	1	1		
	Mayor	1	1	*P	22,192.51 - 156,312.00
	City Commissioner	6	6	*P	22,192.51 - 156,312.00
	TOTAL PART TIME EMPLOYEES	7	7		

<i>City Manager's Office</i>	Personnel	FY15	FY16	PG	Salary Range
		Current	Proposed		
	City Manager	1	1	PB1	114,560.88 - 213,442.32
	Deputy City Manager	1	1	PB2	84,891.35 - 157,685.53
	Assistant City Manager	1	1	PB2	84,891.35 - 157,685.53
	Secretary to the City Manager	1	1	42	38,911.58 - 60,367.86
	Administrative Assistant	1	1	33	31,228.98 - 48,447.71
	Office Associate II	1	1	29	28,332.30 - 43,955.18
	TOTAL FULL TIME EMPLOYEES	6	6		

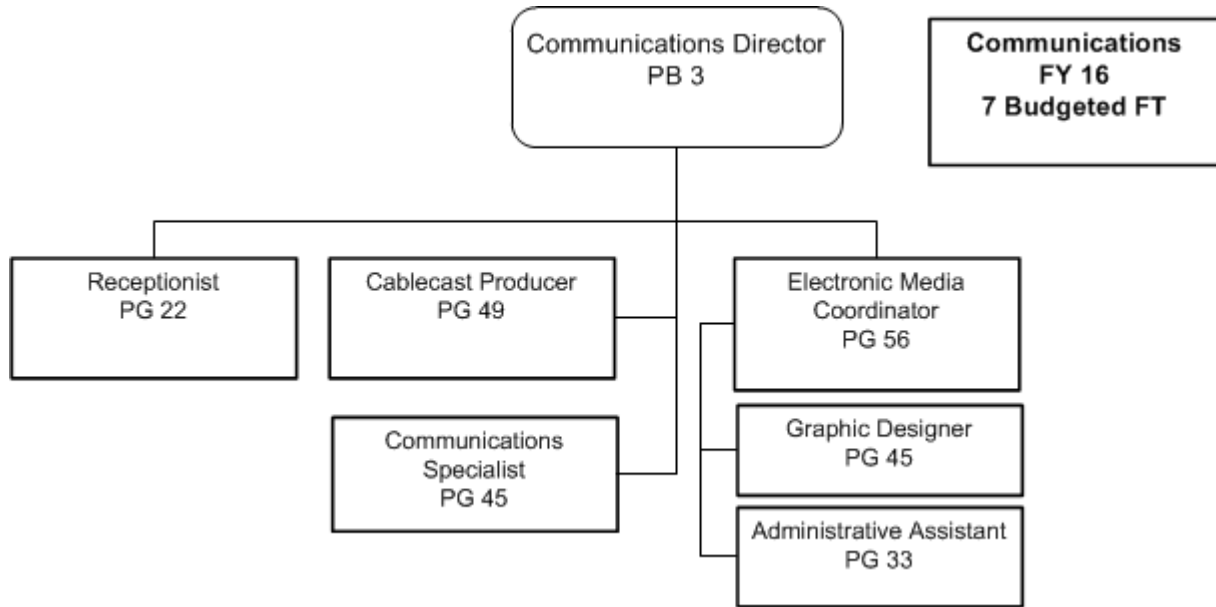
<i>Community Relations</i>	Personnel	FY15	FY16	PG	Salary Range
		Current	Proposed		
	Special Liaison to the Detroit Tigers	1	1	*P	22,192.51 - 156,312.00
	TOTAL PT	1	1		

<i>Office of Management & Budget</i>	Personnel	FY15	FY16	PG	Salary Range
		Current	Proposed		
	Office of Management & Budget Manager	1	1	PB5	62,322.62 - 115,735.98
	Senior Management Analyst	1	0	53	50,866.94 - 78,916.66
	Process Improvement Specialist	1	1	53	50,866.94 - 78,916.66
	Management Analyst	2	2	49	46,137.85 - 71,578.33
	Accounting Clerk II	1	1	31	29,740.32 - 46,137.85
	TOTAL FULL TIME EMPLOYEES	6	5		

<i>Information Security Office</i>	Personnel	FY15	FY16	PG	Salary Range
		Current	Proposed		
	Information Security Officer	1	1	PBB	59,958.08 - 111,513.58
	Information Security Analyst	1	1	PBC	54,532.30 - 101,696.50
		2	2		

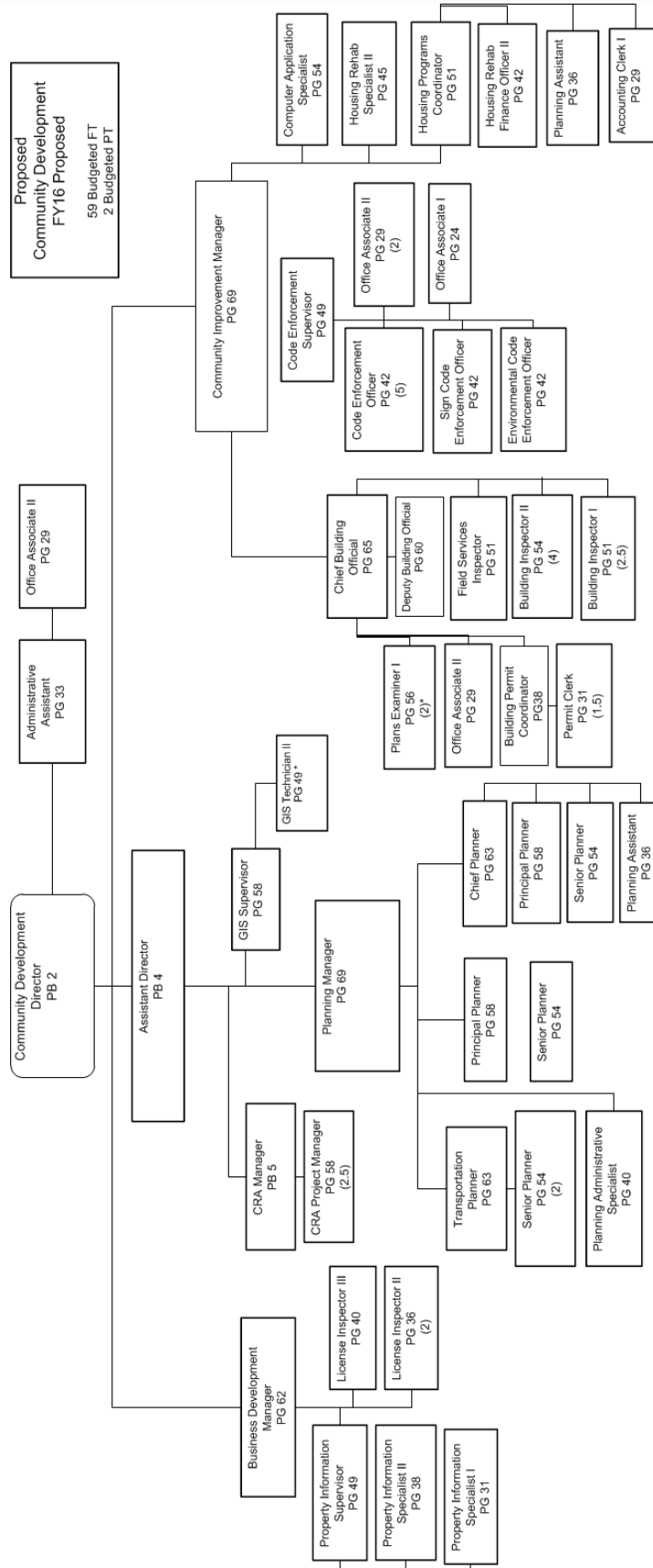
TOTAL FT	15	14
TOTAL PT	8	8

Communications



Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Communications Director	1	1	PB3	78,494.42 - 145,778.36
Electronic Media Coordinator	1	1	56	54,747.75 - 84,937.91
Cablecast Producer	1	1	49	46,137.85 - 71,578.33
Graphic Design Specialist	1	1	45	41,858.61 - 64,941.03
Communications Specialist	1	1	45	41,858.61 - 64,941.03
Administrative Assistant	1	1	33	31,228.98 - 48,447.71
City Hall Receptionist/Switchboard Operator	1	1	22	23,883.20 - 37,051.56
TOTAL FULL TIME EMPLOYEES	7	7		
TOTAL FT	7	7		

Community Development



Community Development

<i>Planning</i>	Personnel	FY15		FY16	
		Current	Proposed	PG	Salary Range
	Director of Community Development	1	1	PB2	84,891.35 - 157,685.53
	Assistant Director of Community Development	1	1	PB4	69,120.69 - 128,382.07
	Planning Manager	1	1	69	75,163.05 - 116,605.91
	Transportation Planner	1	1	63	64,941.03 - 100,746.98
	Chief Planner	1	1	63	64,941.03 - 100,746.98
	Economic Development Coordinator	1	0	62	63,365.24 - 98,305.60
	Business Development Manager	0	1	62	63,365.24 - 98,305.60
	Principal Planner	2	2	58	57,481.49 - 89,177.09
	GIS Supervisor	1	1	58	57,481.49 - 89,177.09
	Computer Application Specialist	1	1	54	52,134.18 - 80,879.55
	Senior Planner	4	4	54	52,134.18 - 80,879.55
	Permit Center Coordinator	1	0	54	52,134.18 - 80,879.55
	Property Information Supervisor	0	1	49	46,137.85 - 71,578.33
	GIS Technician II	1	1	49	46,137.85 - 71,578.33
	Planning Administrative Specialist	1	1	40	37,051.56 - 57,481.49
	Property Information Specialist II	1	1	38	35,288.44 - 54,747.75
	Planning Assistant	1	1	36	33,603.81 - 52,134.18
	Administrative Assistant	1	1	33	31,228.98 - 48,447.71
	Property Information Specialist I	1	1	31	29,740.32 - 46,137.85
	Office Associate II	1	1	29	28,332.30 - 43,955.18
	TOTAL FULL TIME EMPLOYEES	22	22		

<i>Code Enforcement</i>	Personnel	FY15		FY16	
		Current	Proposed	PG	Salary Range
	Community Improvement Manager	0	1	69	75,163.05 - 116,605.91
	Neighborhood Services Manager	1	0	65	68,192.28 - 105,793.27
	Code Enforcement Supervisor	1	1	49	46,137.85 - 71,578.33
	Code Enforcement Officer	4	4	42	38,911.58 - 60,367.86
	Sign Enforcement Officer	1	1	42	38,911.58 - 60,367.86
	Environmental Code Enforcement Officer	1	1	42	38,911.58 - 60,367.86
	Office Associate II	2	2	29	28,332.30 - 43,955.18
	Office Associate I	1	1	24	25,080.84 - 38,911.58
	TOTAL FULL TIME EMPLOYEES	11	11		

<i>Affordable Housing</i>	Personnel	FY15		FY16	
		Current	Proposed	PG	Salary Range
	Housing Programs Coordinator	1	1	51	48,447.71 - 75,163.05
	Housing Rehabilitation Specialist II	1	1	45	41,858.61 - 64,941.03
	Code Enforcement Officer	1	1	42	38,911.58 - 60,367.86
	Housing Rehabilitation Finance Officer II	1	1	42	38,911.58 - 60,367.86
	Planning Assistant	1	1	36	33,603.81 - 52,134.18
	Accounting Clerk I	1	1	29	28,332.30 - 43,955.18
	TOTAL FULL TIME EMPLOYEES	6	6		

Community Development

Affordable Housing

Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Housing Programs Coordinator	1	1	51	48,447.71 - 75,163.05
Housing Rehabilitation Specialist II	1	1	45	41,858.61 - 64,941.03
Code Enforcement Officer	1	1	42	38,911.58 - 60,367.86
Housing Rehabilitation Finance Officer II	1	1	42	38,911.58 - 60,367.86
Planning Assistant	1	1	36	33,603.81 - 52,134.18
Accounting Clerk I	1	1	29	28,332.30 - 43,955.18
TOTAL FULL TIME EMPLOYEES	6	6		

Building Inspection

Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Chief Building Official	1	1	65	68,192.28 - 105,793.27
Deputy Building Official	1	1	60	60,367.86 - 93,652.83
Plans Examiner I	2	2	56	54,747.75 - 84,937.91
Building Inspector II	4	4	54	52,134.18 - 80,879.55
Building Inspector I	2	2	51	48,447.71 - 75,163.05
Field Services Inspector	1	1	51	48,447.71 - 75,163.05
License Inspector III	1	1	40	37,051.56 - 57,481.49
Building Permit Coordinator	0	1	38	35,288.44 - 54,747.75
License Inspector II	1	2	36	33,603.81 - 52,134.18
Permit Clerk	2	1	31	29,740.32 - 46,137.85
Office Associate II	1	1	29	28,332.30 - 43,955.18
TOTAL FULL TIME EMPLOYEES	16	17		
Building Inspector I	4	4	51	48,447.71 - 75,163.05
Permit Clerk	1	1	31	29,740.32 - 46,137.85
TOTAL PART TIME TEMP EMPLOYEES	5	5		

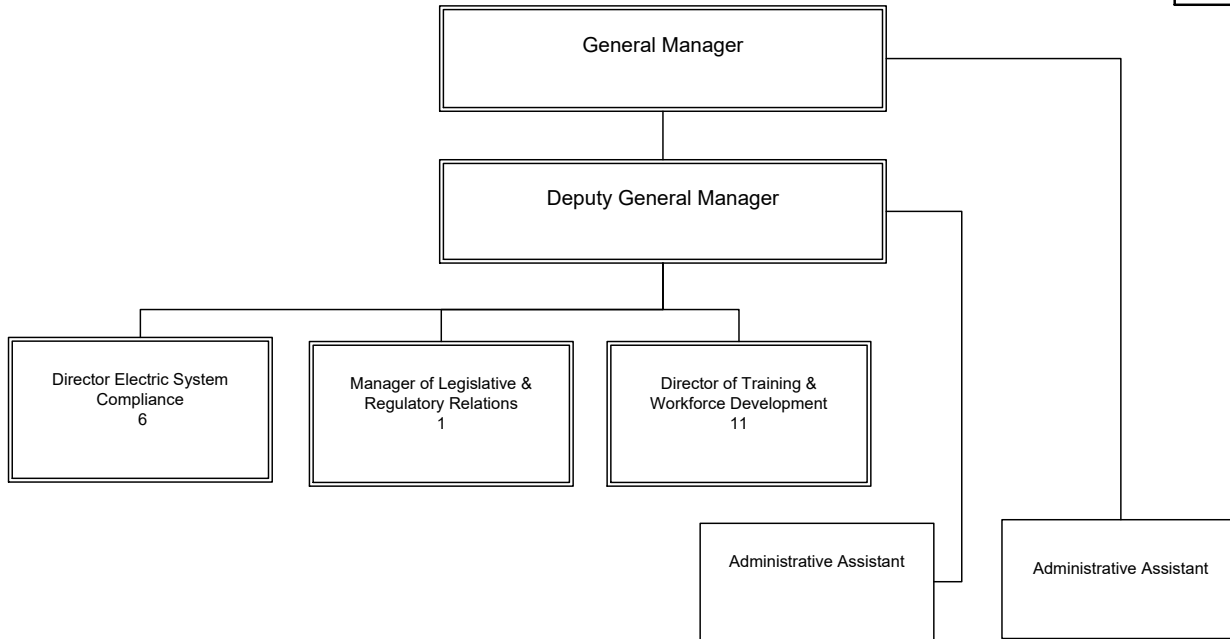
Community Redevelopment Agency

Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
CRA Manager	1	1	PB5	62,322.62 - 115,735.98
CRA Project Manager	2	2	56	54,747.75 - 84,937.91
TOTAL FULL TIME EMPLOYEES	3	3		
CRA Project Manager	0	1	56	54,747.75 - 84,937.91
TOTAL PART TIME TEMP EMPLOYEES	0	1		

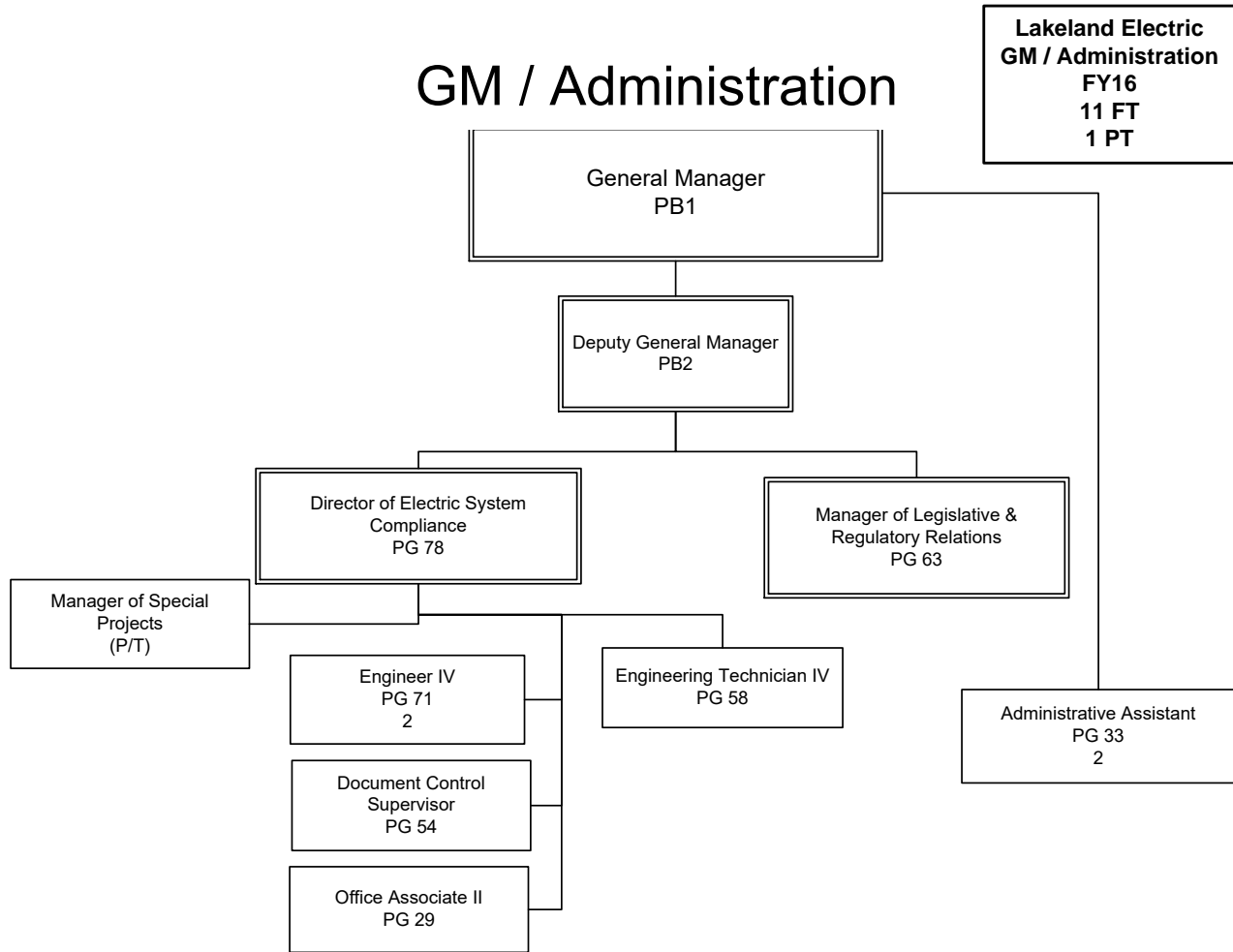
TOTAL FT	58	59
TOTAL PT	5	6

General Manager Overview

Lakeland Electric
GM / Overview
FY16
22 Budgeted FT



Electric—General Manager



Lakeland Electric
GM / Administration
 FY16
 11 FT
 1 PT

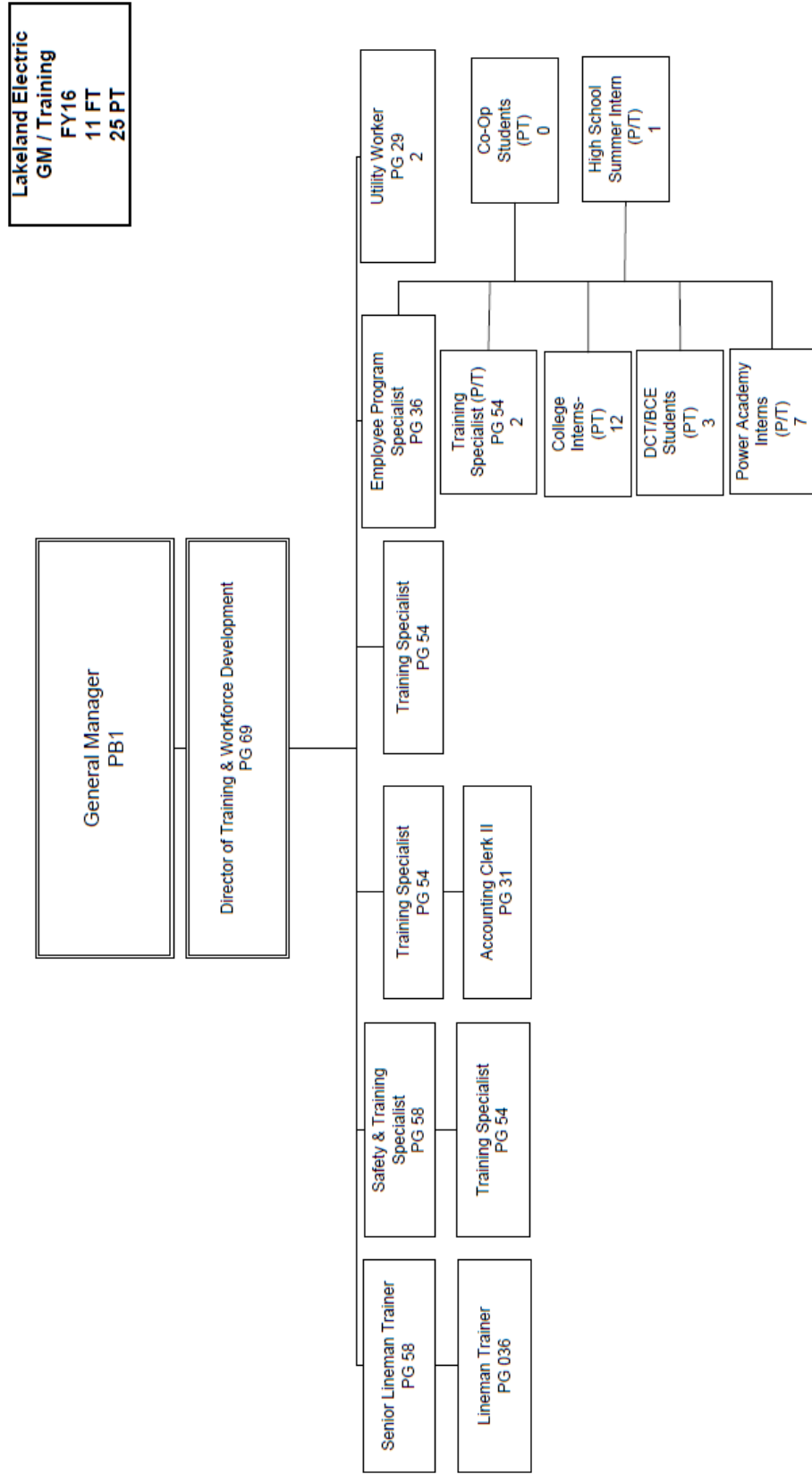
GENERAL MANAGER

	FY15	FY16		
	Current	Proposed	PG	Salary Range
General Manager	1	1	PB1	114,560.88 - 213,442.32
Deputy General Manager	1	1	PB2	84,891.35 - 157,685.53
Manager of Legislative & Regulatory Relations	1	1	63	64,941.03 - 100,746.98
Administrative Assistant	2	2	33	31,228.98 - 48,447.71
TOTAL FULL TIME EMPLOYEES	5	5		

	FY15	FY16		
	Current	Proposed	PG	Salary Range
General Manager / Electric System Compliance				
Director of Electric System Compliance	1	1	78	93,652.83 - 145,293.30
Engineer IV	1	2	71	78,916.66 - 122,428.49
Engineer III	1	0	69	75,163.05 - 116,605.91
Engineering Tech IV	1	1	58	57,481.49 - 89,177.09
Document Control Supervisor	1	1	54	52,134.18 - 80,879.55
Office Associate II	1	1	29	28,332.30 - 43,955.18
TOTAL FULL TIME EMPLOYEES	6	6		

Electric—General Manager

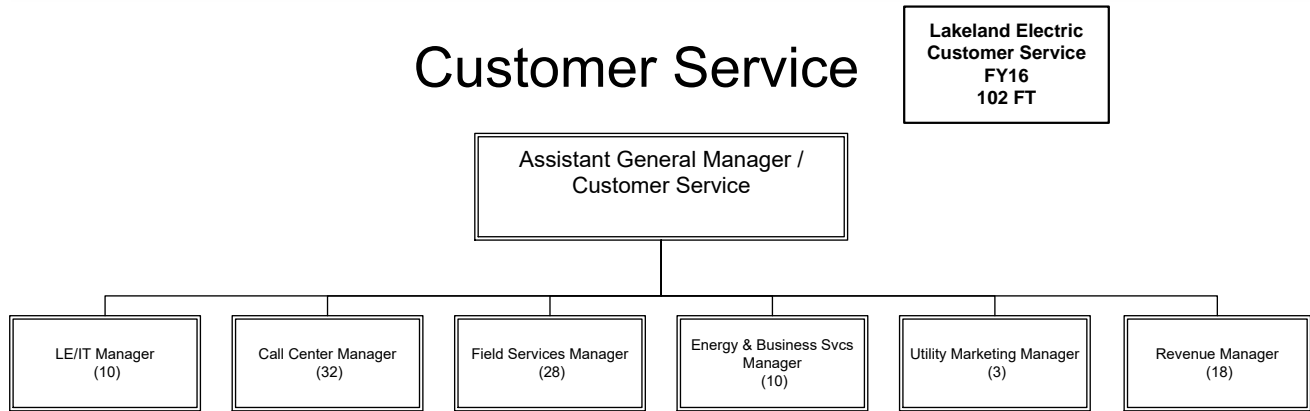
GM / Training & Work Force Development



Electric—General Manager

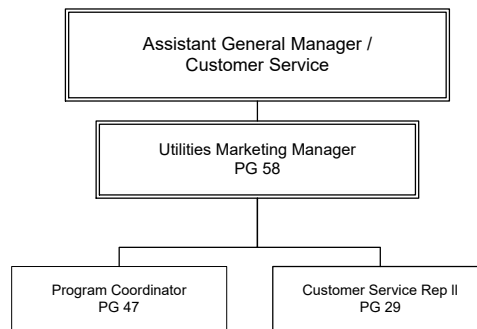
General Manager / Training and Workforce Development	FY15		FY16	
	Current	Proposed		
Director of Training and Workforce Development	1	1	69	75,180.82 - 116,630.13
Senior Lineman Trainer	1	1	58	57,486.50 - 89,180.44
Safety and Training Specialist	1	1	58	57,486.50 - 89,180.44
Training Specialist	3	3	54	52,141.95 - 80,889.29
Lineman Trainer	1	1	PB036	53,074.62 - 82,759.67
Employee Programs Specialist	1	1	36	33,611.17 - 52,141.95
Accounting Clerk II	1	1	31	29,751.60 - 46,154.50
Utility Worker	2	2	29	28,334.86 - 43,956.67
TOTAL FULL TIME EMPLOYEES	11	11		
GM Sub-total	22	22		
Manager of Special Projects	1	1	78	93,639.46 - 145,265.54
Training Specialist	2	2	54	52,141.95 - 80,889.29
Students (GM)				
College Interns	12	12	4	16,744.00 - 23,886.83
DCT/BCE Students	3	3	4	16,744.00 - 23,886.83
High School Summer Interns	1	1	4	16,744.00 - 23,886.83
Power Academy Interns	7	7	4	16,744.00 - 23,886.83
GM PT Subtotal	26	26		
TOTAL FT	22	22		
TOTAL PT	26	26		

Electric—Customer Service



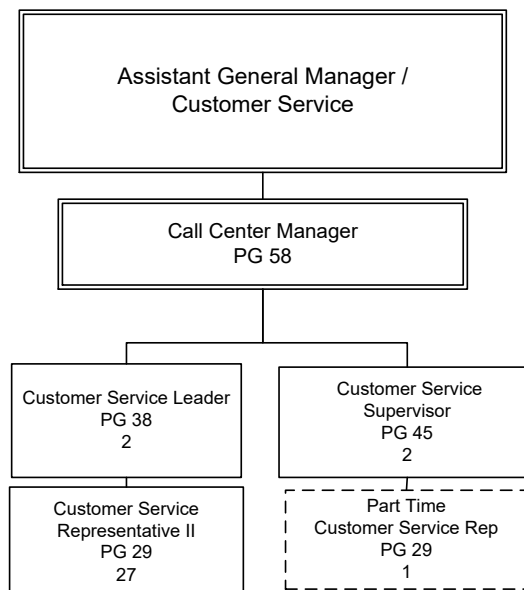
Customer Service Utility Marketing

**Lakeland Electric
Utility Marketing
FY16
3 FT**



Customer Service Call Center

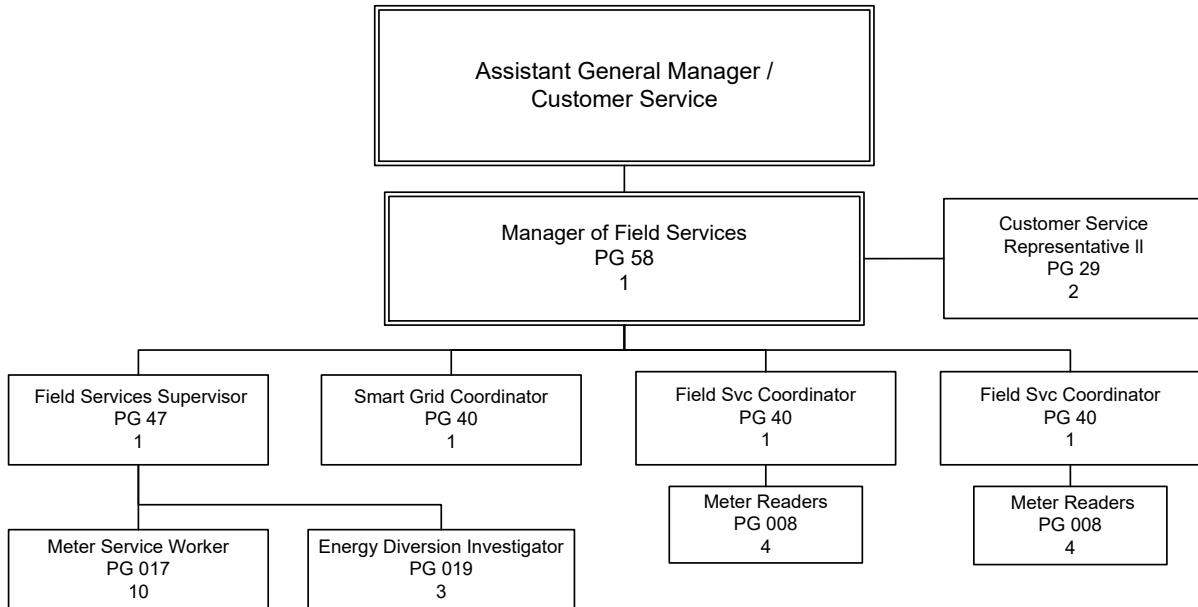
**Lakeland Electric
Call Center
FY 16
32 FT
1 PT**



Electric—Customer Service

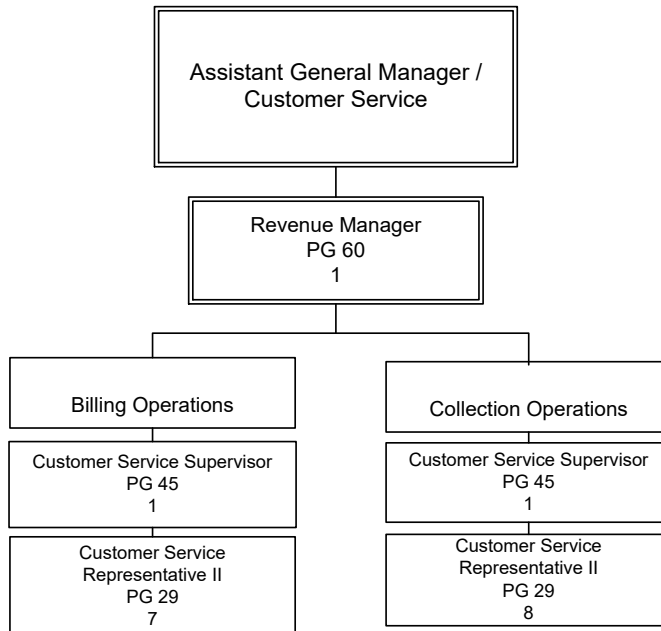
Customer Service Field Services

Lakeland Electric
Field Services
FY16
28 FT



Customer Service Revenue Management

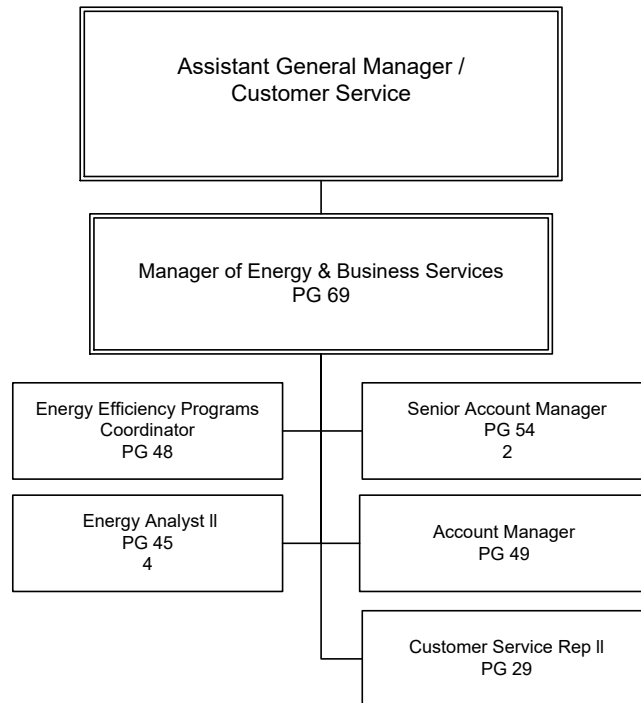
Lakeland Electric
Revenue Management
FY16
18 FT



Electric—Customer Service

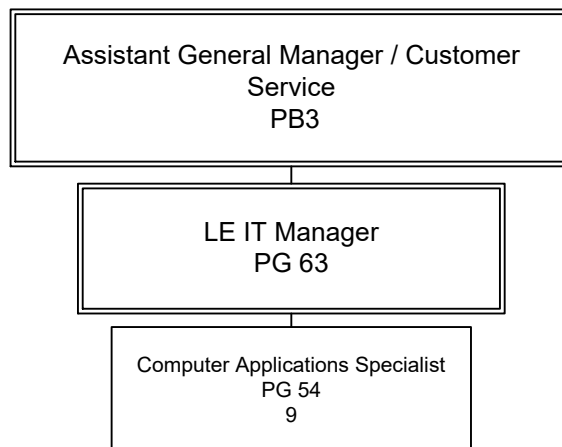
Customer Service Energy & Business Services

Lakeland Electric
Energy & Business
Services
FY16
10 FT



CS-AGM/Technical Support

Lakeland Electric
CS-AGM/Technical
Support
FY16
11 FT



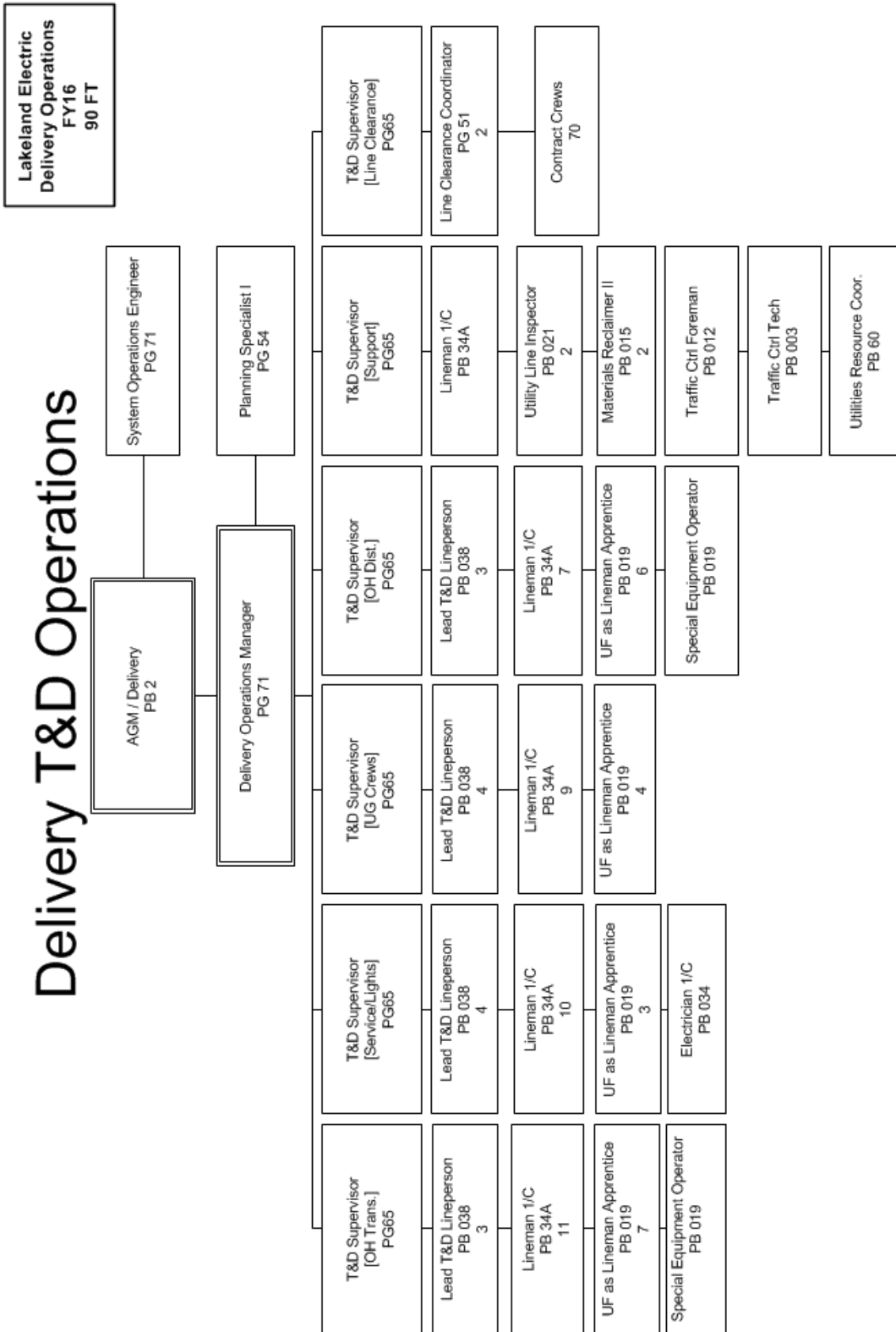
Electric—Customer Service

AGM Customer Service		FY15	FY16		
	Personnel	Current	Proposed		
Assistant GM - Customer Service		1	1	PB3	78,494.42 - 145,778.36
		1	1		
Customer Services/Technical Support					
LE/IT Manager		1	1	63	64,944.02 - 100,749.49
Computer Applications Specialist		9	9	54	52,141.95 - 80,889.29
Customer Services/Technical Support FULL TIME EMPLOYEES		10	10		
Customer Service/Energy & Business Services					
	Personnel	FY15	FY16		
		Current	Proposed		
Manager of Energy & Business Services		1	1	69	75,180.82 - 116,630.13
Senior Account Manager		2	2	54	52,141.95 - 80,889.29
Account Manager		1	1	49	46,154.50 - 71,600.78
Energy Efficiency Programs Coordinator		1	1	48	45,042.18 - 69,875.21
Energy Analyst II		4	4	45	41,863.49 - 64,944.02
Customer Service Representative II		1	1	29	28,334.86 - 43,956.67
Customer Service/Energy & Business Services FULL TIME EMPLOYEES		10	10		
Customer Service/Call Center					
	Personnel	FY15	FY16		
		Current	Proposed		
Call Center Manager		1	1	58	57,486.50 - 89,180.44
Customer Service Supervisor		2	2	45	41,863.49 - 64,944.02
Customer Service Leader I		2	2	38	35,291.73 - 54,749.05
Customer Service Representative II		27	27	29	28,334.86 - 43,956.67
Customer Service/Call Center FULL TIME EMPLOYEES		32	32		

Electric—Customer Service

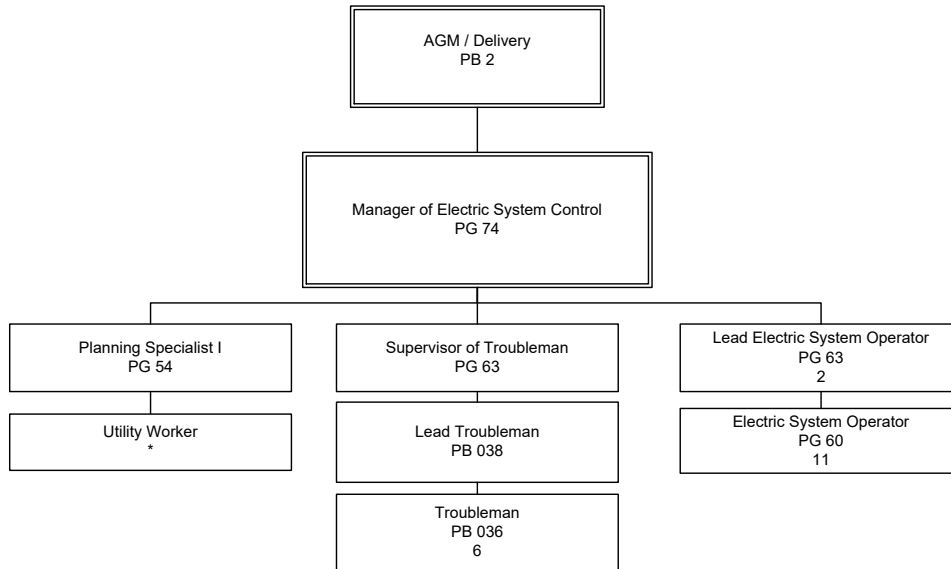
Customer Service/Field Services		FY15	FY16		
	Personnel	Current	Proposed		
Manager of Field Services		1	1	58	57,486.50 - 89,180.44
Field Service Supervisor		1	1	47	43,956.67 - 68,191.22
Energy Diversion Investigator		3	3	PB019	35,914.99 - 56,003.77
Field Services Coordinator		2	2	40	37,056.31 - 57,486.50
AMI/Smart grid Coordinator		1	1	40	37,056.31 - 57,486.50
Meter Service Worker		10	10	PB017	34,209.95 - 53,336.93
Meter Reader		8	8	PB008	27,477.26 - 42,822.56
Customer Service Representative II		2	2	29	28,334.86 - 43,956.67
Customer Service/Field Services FULL TIME EMPLOYEES		28	28		
Customer Service/Revenue Management		FY15	FY16		
	Personnel	Current	Proposed		
Revenue Manager		1	1	60	60 360.83 - 93,639.46
Customer Service Supervisor		2	2	45	41,863.49 - 64,944.02
Customer Service Representative II		15	15	29	28,334.86 - 43,956.67
Customer Service/Billing and Collections FULL TIME EMPLOYEES		18	18		
P/T-Call Center					
Customer Service Representative II		1	1	29	28,334.86 - 43,956.67
P/T-Field Services PART TIME EMPLOYEES		1	1		
Customer Service/Utility Marketing		FY15	FY16		
	Personnel	Current	Proposed		
Utility Marketing Manager		1	1	58	57,486.50 - 89,180.44
Program Coordinator		0	1	47	43,956.67 - 68,191.22
Customer Service Rep II		2	1	29	28,334.86 - 43,956.67
Customer Service/Utility Marketing FULL TIME EMPLOYEES		3	3		
		TOTAL FT	102	102	
		TOTAL PT	1	1	

Electric—Delivery



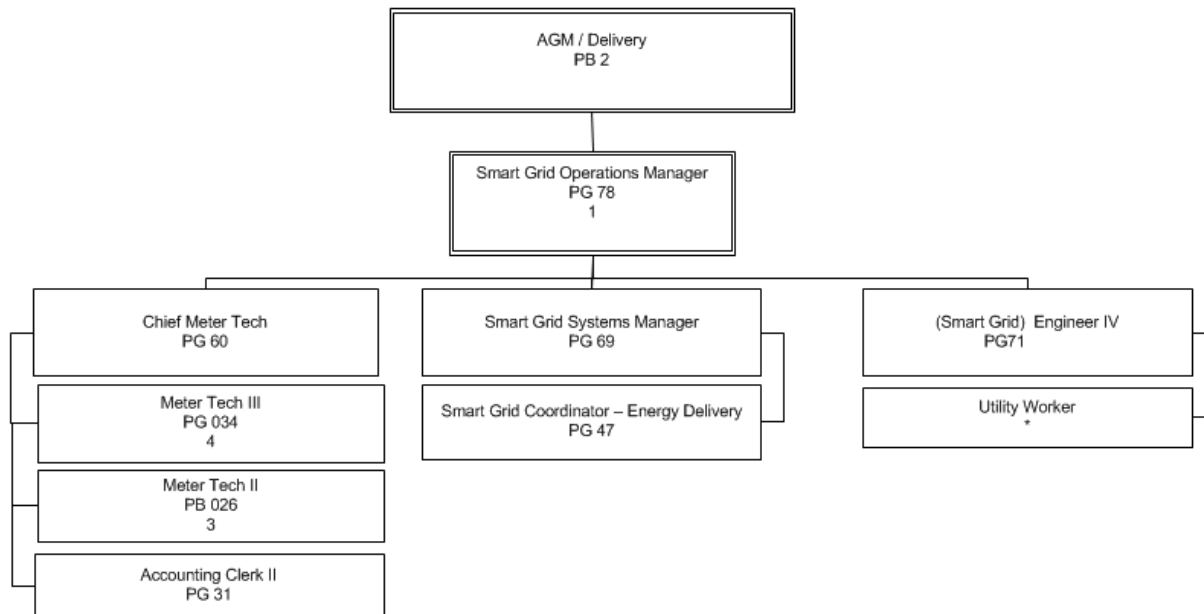
Delivery System Control

Lakeland Electric
Delivery System
Control
FY16
23 FT



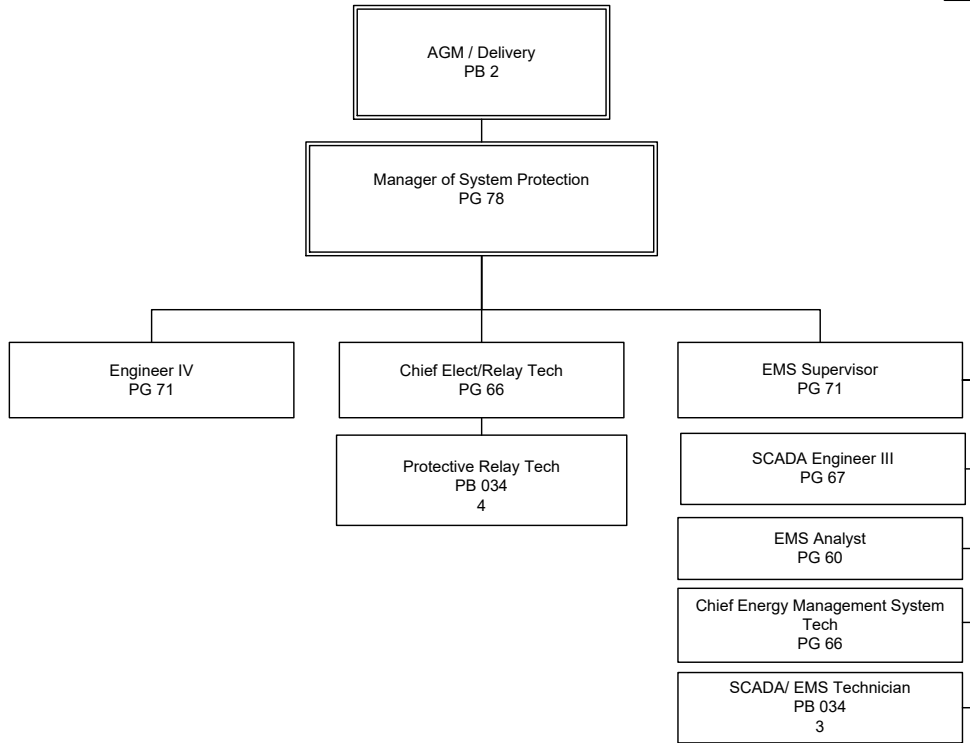
Delivery Smart Grid

Lakeland Electric
Delivery Smart Grid
FY16
12 FT



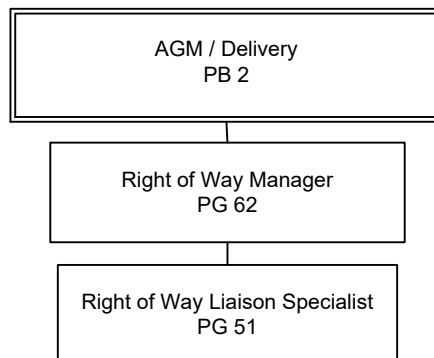
Delivery System Protection

Lakeland Electric
Delivery System
Protection
FY16
14 FT



Delivery AGM

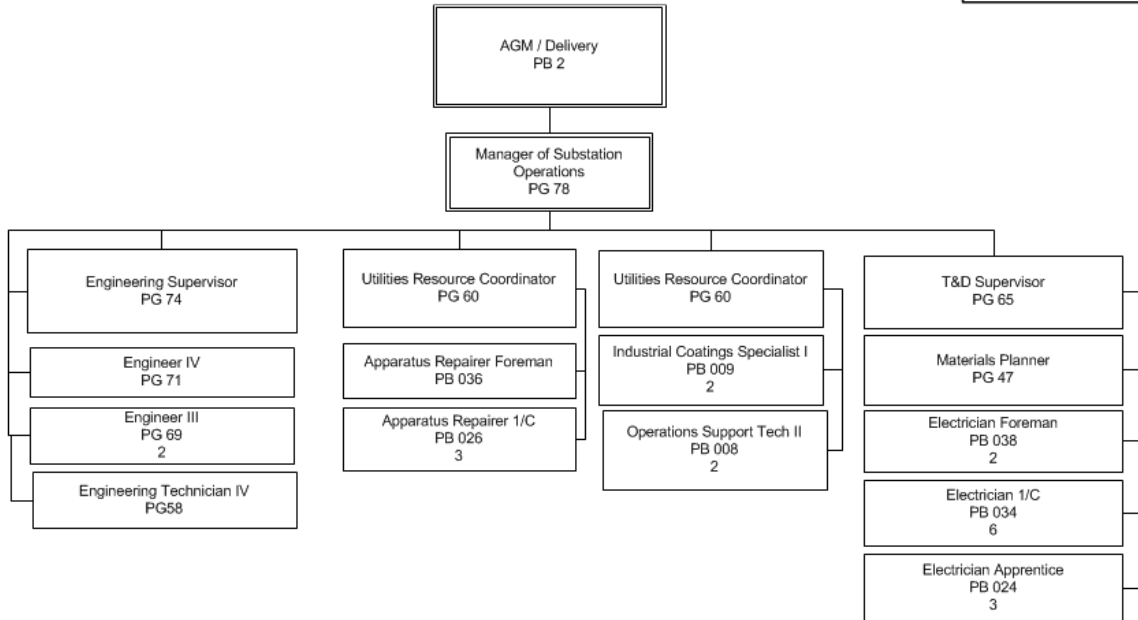
Lakeland Electric
Delivery AGM –
Right of Way
FY16
3 FT



Electric—Delivery

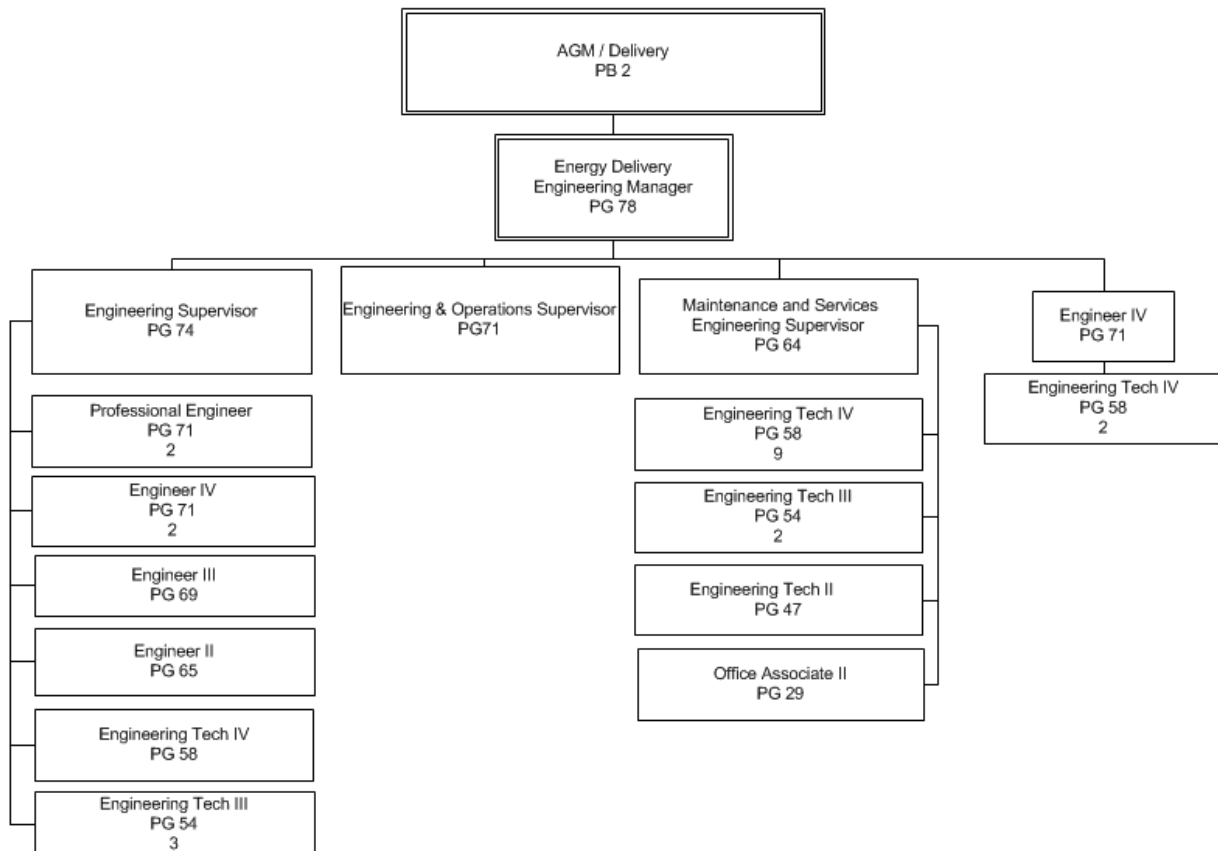
Delivery Substation Operations

Lakeland Electric
Delivery Sub
Operations
FY16
29 FT



Delivery Engineering

Lakeland Electric
Delivery Engineering
FY16
30 FT



Electric—Delivery

Delivery AGM / Right-of-Way (17ED1)

Personnel	FY15	FY16	
	Current	Proposed	
Assistant GM-Delivery	1	1	PB2 84,891.35 - 157,685.53
Right of Way Manager	1	1	62 63,378.87 - 98,321.44
Right of Way Liaison Specialist	1	1	51 48,462.23 - 75,180.82
	<u>3</u>	<u>3</u>	

Delivery Operations (17ED3)

Personnel	FY15	FY16	
	Current	Proposed	
Energy Delivery Operations Manager	1	1	71 78,939.86 - 122,461.64
System Operations Engineer	1	1	71 78,939.86 - 122,461.64
T&D Supervisor	6	6	65 68,191.22 - 105,786.97
Utility Resource Coordinator	1	1	60 60 360.83 - 93,639.46
Planning Specialist I	1	1	54 52,141.95 - 80,889.29
Line Clearance Coordinator	2	2	51 48,462.23 - 75,180.82
Electrician Foreman	1	1	PB038 55,719.60 - 86,891.10
Lead T&D Lineperson	13	13	PB038 55,719.60 - 86,891.10
Lineman 1/C	57	57	PB034 50,517.07 - 78,781.27
Utility Line Inspector	2	2	PB021 37,729.32 - 58,801.78
Special Equipment Operator	1	1	PB019 35,914.99 - 56,003.77
Materials Reclaimer II	2	2	PB015 32,570.50 - 50,779.38
Traffic Control Foreman	1	1	PB012 30,275.27 - 47,216.30
Traffic Control Technician	1	1	PB003 24,307.65 - 37,904.19
	<u>90</u>	<u>90</u>	

Delivery/ EMS / System Control / Reliability (17ED4)

Personnel	FY15	FY16	
	Current	Proposed	
Manager of Electric System Control	1	1	74 84,933.75 - 131,760.13
Chief Electric System Operator	2	2	65 66,164.80 - 102,648.00
Supervisor of Troubleman	1	1	65 66,164.80 - 102,648.01
Planning Specialist I	1	1	54 52,141.95 - 80,889.29
Electric System Operator	11	11	PB041 62,976.92 - 98,214.27
Lead Troubleman	1	1	PB039 57,118.61 - 89,077.04
Troubleman	6	6	PB036 53,074.62 - 82,759.67
	<u>23</u>	<u>23</u>	

Electric—Delivery

Delivery Engineering (17ED5)

Personnel	FY15	FY16	
	Current	Proposed	
Energy Delivery Engineering Manager	1	1	78 93,639.46 - 145,265.54
Engineering Supervisor	1	1	74 84,933.75 - 131,760.13
Engineering & Operations Supervisor	1	1	71 78,939.86 - 122,461.64
Professional Engineer	2	2	71 78,939.86 - 122,461.64
Engineer IV	3	3	71 78,939.86 - 122,461.64
Engineer III	1	1	69 75,180.82 - 116,630.13
Engineer II	1	1	65 68,191.22 - 105,786.97
Maint & Services Engineering Supervisor	1	1	64 66,547.82 - 103,237.51
Engineering Technician IV	10	12	58 57,486.50 - 89,180.44
Engineering Technician III	7	5	54 52,141.95 - 80,889.29
Engineering Technician II	1	1	47 43,956.67 - 68,191.22
Office Associate II	1	1	29 28,334.86 - 43,956.67
	<u>30</u>	<u>30</u>	

Delivery Substation Operations (17ED6)

Personnel	FY15	FY16	
	Current	Proposed	
Manager of Substation Operations	1	1	78 93,639.46 - 145,265.54
Engineering Supervisor	1	1	74 84,933.75 - 131,760.13
Engineer IV	1	1	71 78,939.86 - 122,461.64
Engineer III	2	2	69 75,180.82 - 116,630.13
T&D Supervisor	1	1	65 68,191.22 - 105,786.97
Utilities Resource Coordinator	2	2	60 60 360.83 - 93,639.46
Engineering Technician IV	1	1	58 57,486.50 - 89,180.44
Materials Planner	1	1	47 43,956.67 - 68,191.22
Electrician Foreman	2	2	PB038 55,719.60 - 86,891.10
Apparatus Repairer Foreman	1	1	PB036 53,074.62 - 82,759.67
Electrician 1/C	7	7	PB034 50,517.07 - 78,781.27
Apparatus Repairer 1/C	3	3	PB026 42,603.96 - 66,430.70
Electrician Apprentice	3	3	PB024 40,592.90 - 63,282.95
Industrial Coatings Specialist	2	2	PB012 30,275.27 - 47,216.30
Operations Support Technician II	2	2	PB008 27,477.26 - 42,822.56
	<u>30</u>	<u>30</u>	

Electric—Delivery

Delivery/System Protection (17ED7)

Personnel	FY15	FY16	
	Current	Proposed	
Manager of System Protection	1	1	78 93,639.46 - 145,265.54
Energy Management System (EMS) Supervisor	1	1	74 84,933.75 - 131,760.13
Engineer IV	1	1	71 78,939.86 - 122,461.64
Chief Protective Relay Technician	1	1	66 69,875.21 - 108,399.38
EMS Analyst	1	1	68 73,368.97 - 113,819.35
SCADA/EMS Engineer III	1	1	67 71,600.78 - 111,076.31
Chief Energy Mgmt System Technician	1	1	66 69,875.21 - 108,399.38
Protective Relay Technician	4	4	PB034 50,517.07 - 78,781.27
SCADA/EMS Technician	3	3	PB034 50,517.07 - 78,781.27
	<u>14</u>	<u>14</u>	

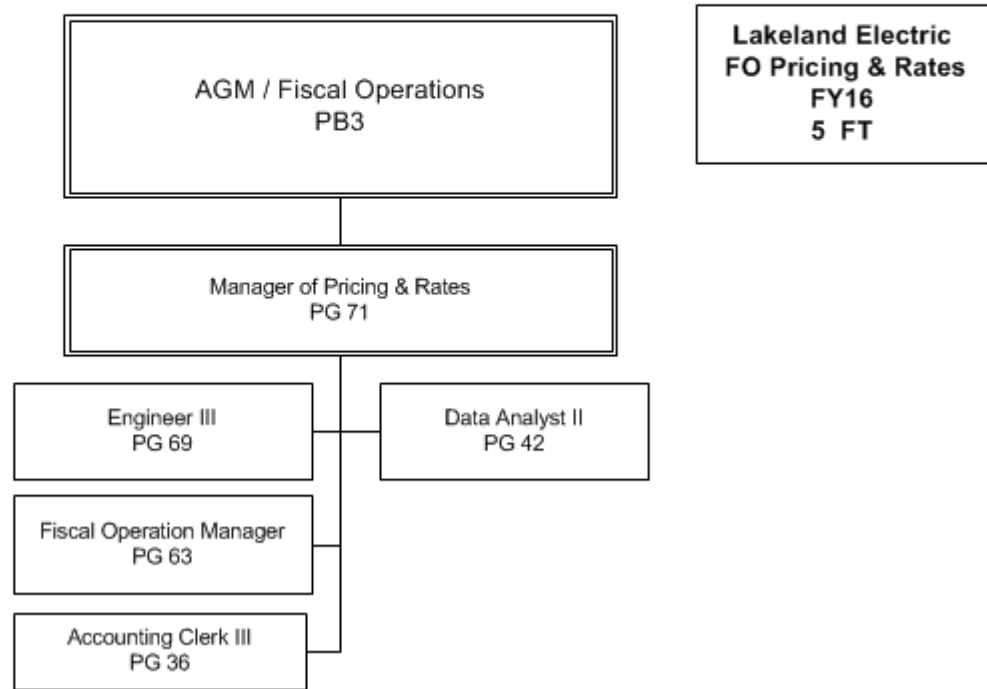
Delivery / Smart Grid (17ED8)

Personnel	FY15	FY16	
	Current	Proposed	
Smart Grid Operations Manager	1	1	78 93,639.46 - 145,265.54
Engineer IV	1	1	71 78,939.86 - 122,461.64
AMI/SmartGrid System Manager	1	1	69 75,180.82 - 116,630.13
Chief Meter Technician	1	1	60 60 360.83 - 93,639.46
AMI/SmartGrid Coordinator	1	1	40 37,056.31 - 57,486.50
Meter Technician III	4	4	PB034 50,517.07 - 78,781.27
Accounting Clerk II	1	1	31 29,751.60 - 46,154.50
Meter Technician II	3	3	PB026 42,603.96 - 66,430.70
	<u>13</u>	<u>13</u>	

ED TOTAL FT 203 203

Electric—Fiscal Operations

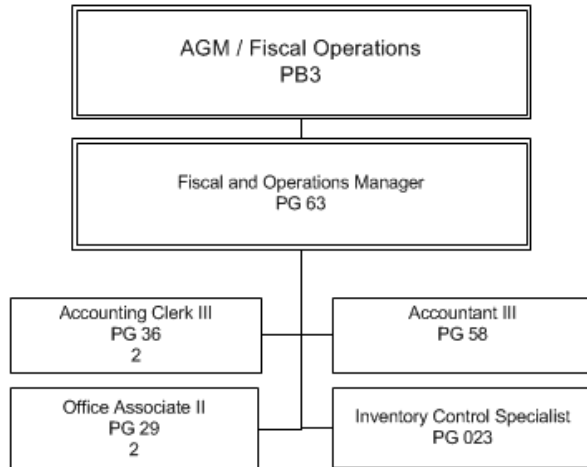
Fiscal Operations Pricing & Reporting



Electric—Fiscal Operations

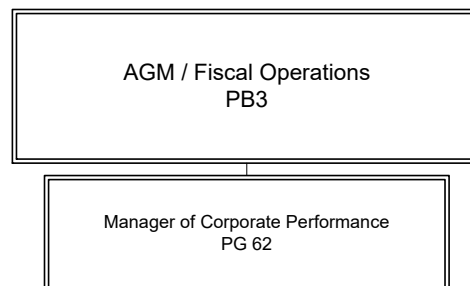
Fiscal Operations Delivery

Lakeland Electric
FO ED Bus Op
FY16
7 FT



Fiscal Operations

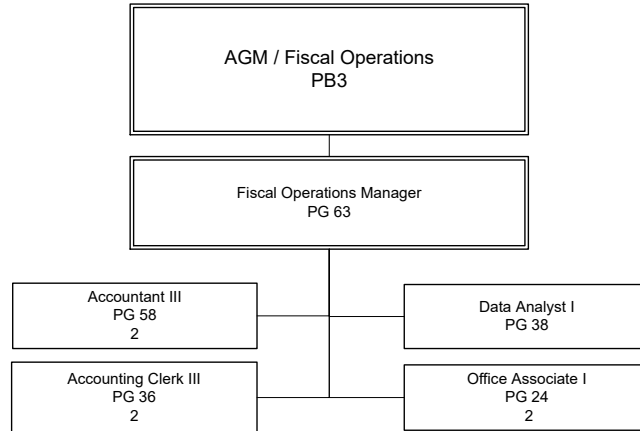
Lakeland Electric
Fiscal Operations
FY16
2 FT



Electric—Fiscal Operations

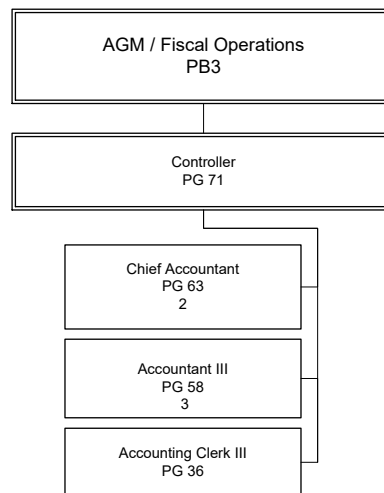
Fiscal Operations Budget & Forecasting /Production

Lakeland Electric
FO Budget &
Forecasting
FY16
8 FT



Fiscal Operations Finance

Lakeland Electric
FO Finance
FY16
7 FT



Electric—Fiscal Operations

Fiscal Operations		FY15	FY16		
Personnel		Current	Proposed		
AGM / Fiscal Operations		1	1	PB3	78,494.42 - 145,778.36
Manager of Corporate Performance		1	1	62	63,378.87 - 98,321.44
FULL TIME EMPLOYEES		2	2		
Fiscal Operations / Delivery		FY15	FY16		
Personnel		Current	Proposed		
Fiscal Operations Manager		1	1	63	64,944.02 - 100,749.49
Accountant III		1	1	58	57,486.50 - 89,180.44
Accounting Clerk III		1	2	36	33,611.17 - 52,141.95
Accounting Clerk II		1	0	31	29,751.60 - 46,154.50
Office Associate II		2	2	29	28,334.86 - 43,956.67
Inventory Control Specialist		1	1	PB023	39,150.19 - 60,222.64
FULL TIME EMPLOYEES		7	7		
Electric Utility Finance		FY15	FY16		
Personnel		Current	Proposed	PG	Salary Range
Controller		1	1	71	78,939.86 - 122,461.64
Chief Accountant		2	2	63	64,944.02 - 100,749.49
Accountant III		3	3	58	57,486.50 - 89,180.44
Accounting Clerk III		1	1	36	33,611.17 - 52,141.95
FULL TIME EMPLOYEES		7	7		

Electric—Fiscal Operations

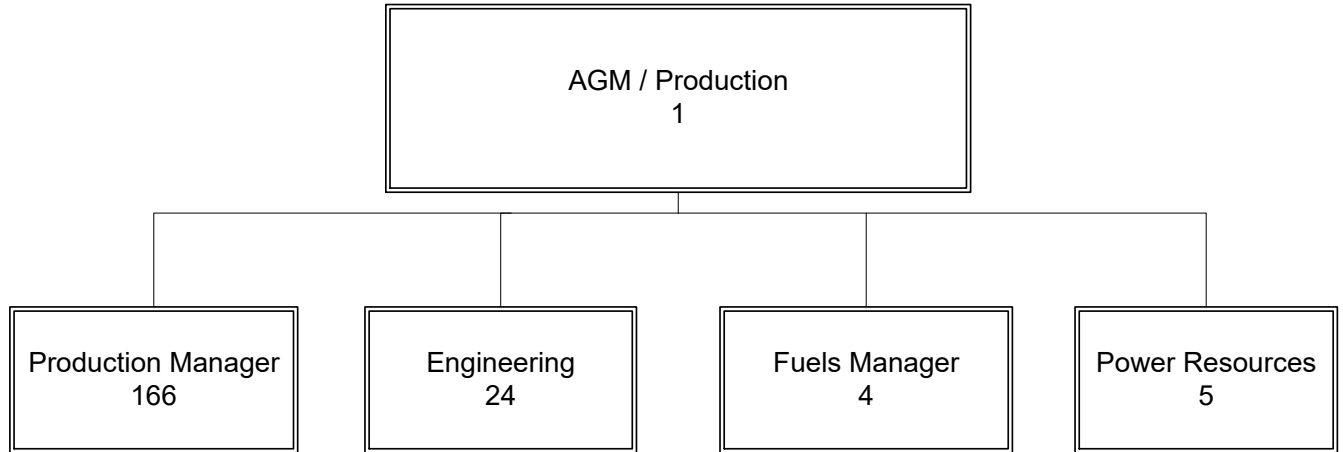
Fiscal Operations / Pricing & Rates Personnel	FY15		FY16	
	Current	Proposed		
Manager of Pricing and Rates	1	1	71	78,939.86 - 122,461.64
Engineer III - Lakeland Electric	1	1	69	75,180.82 - 116,630.13
Fiscal Operations Manager	1	1	63	64,944.02 - 100,749.49
Data Analyst II	1	1	42	38,909.13 - 60,360.83
Accounting Clerk III	1	1	36	33,611.17 - 52,141.95
FULL TIME EMPLOYEES	5	5		

Fiscal Operations / Budget and Forecasting Personnel	FY15		FY16	
	Current	Proposed		
Fiscal Operations Manager	1	1	63	64,944.02 - 100,749.49
Accountant III	1	2	58	57,486.50 - 89,180.44
Data Analyst	1	1	38	35,291.73 - 54,749.05
Accounting Clerk III	3	2	36	33,611.17 - 52,141.95
Office Associate I	2	2	24	25,081.17 - 38,909.13
FULL TIME EMPLOYEES	8	8		

TOTAL FT 29 29

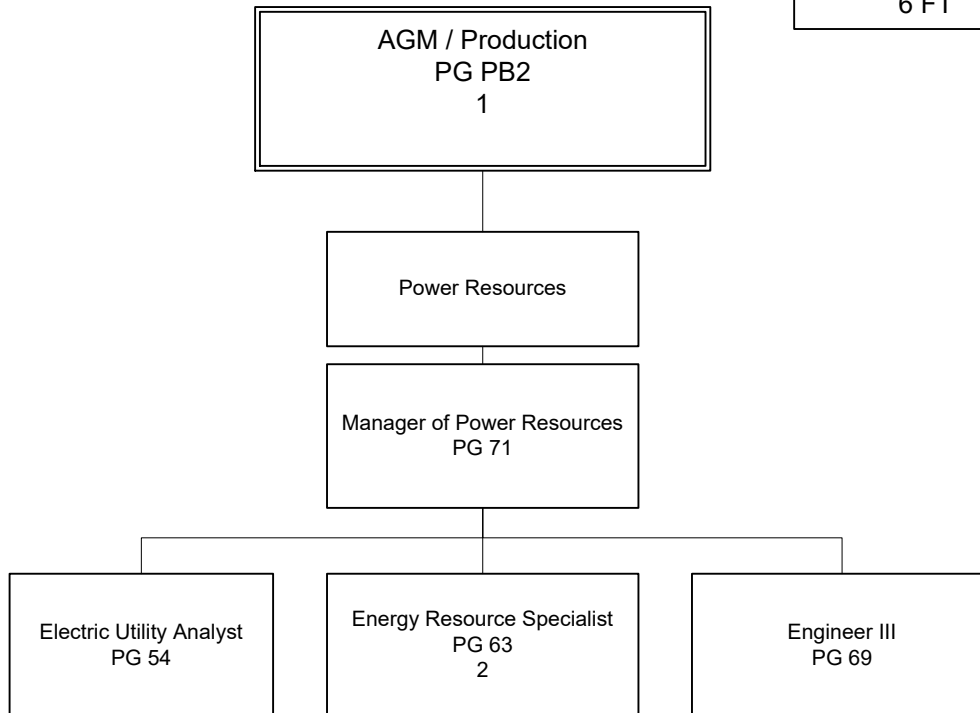
Production Overview

Lakeland Electric
Production
FY16
200 Budgeted FT



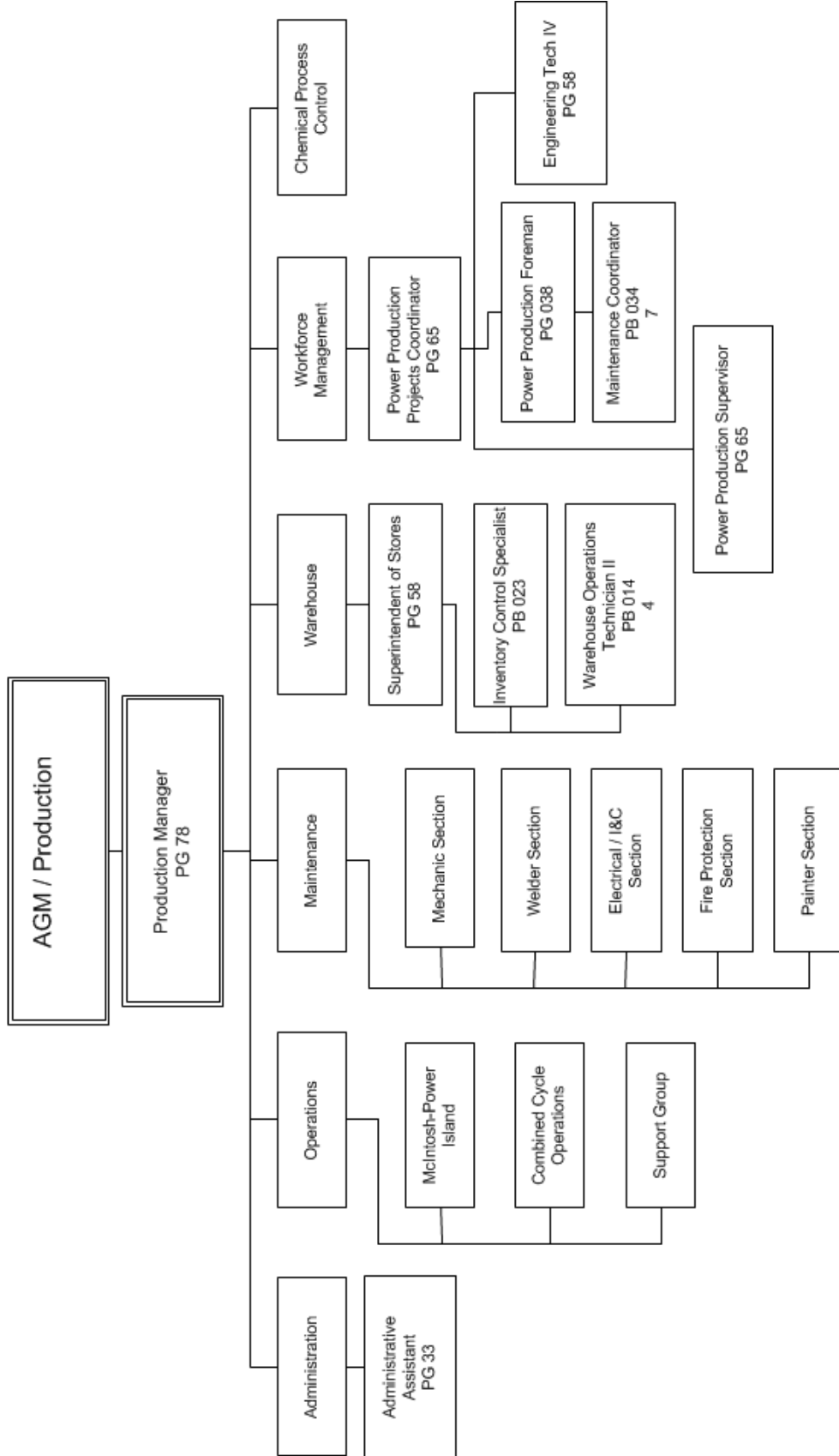
Administration

Lakeland Electric
Admin
FY16
6 FT



Lakeland Electric
EP Admin
FY16
19 FT

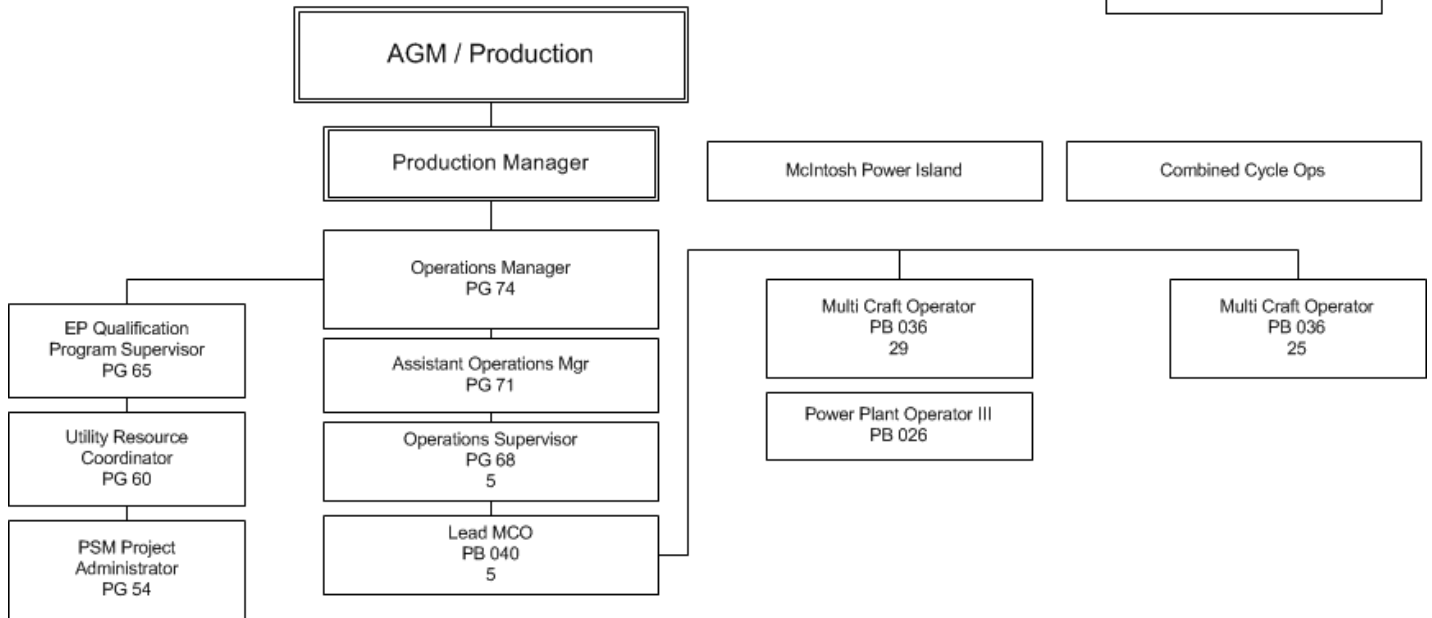
Production Administration



Electric—Production

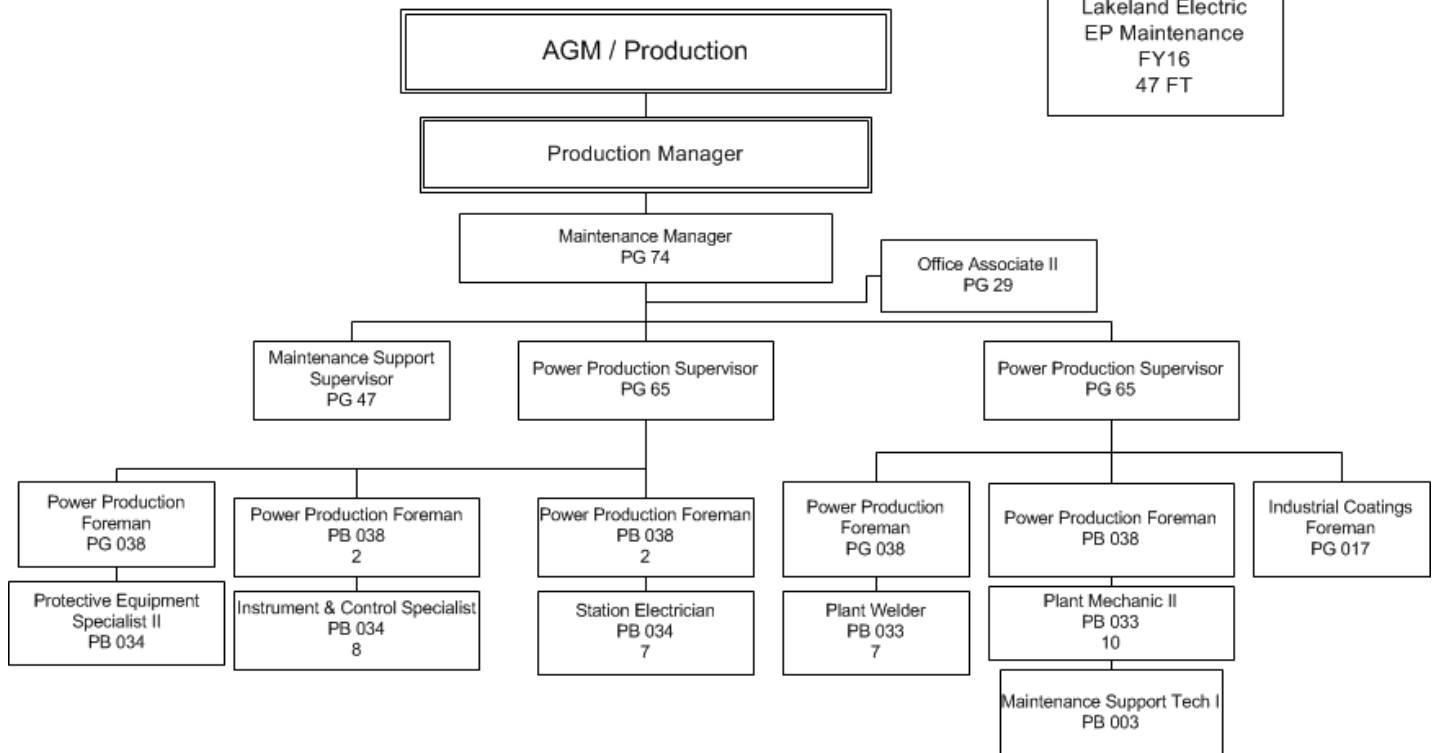
Production Operations

Lakeland Electric
EP Operations
FY16
70 FT



Production Maintenance

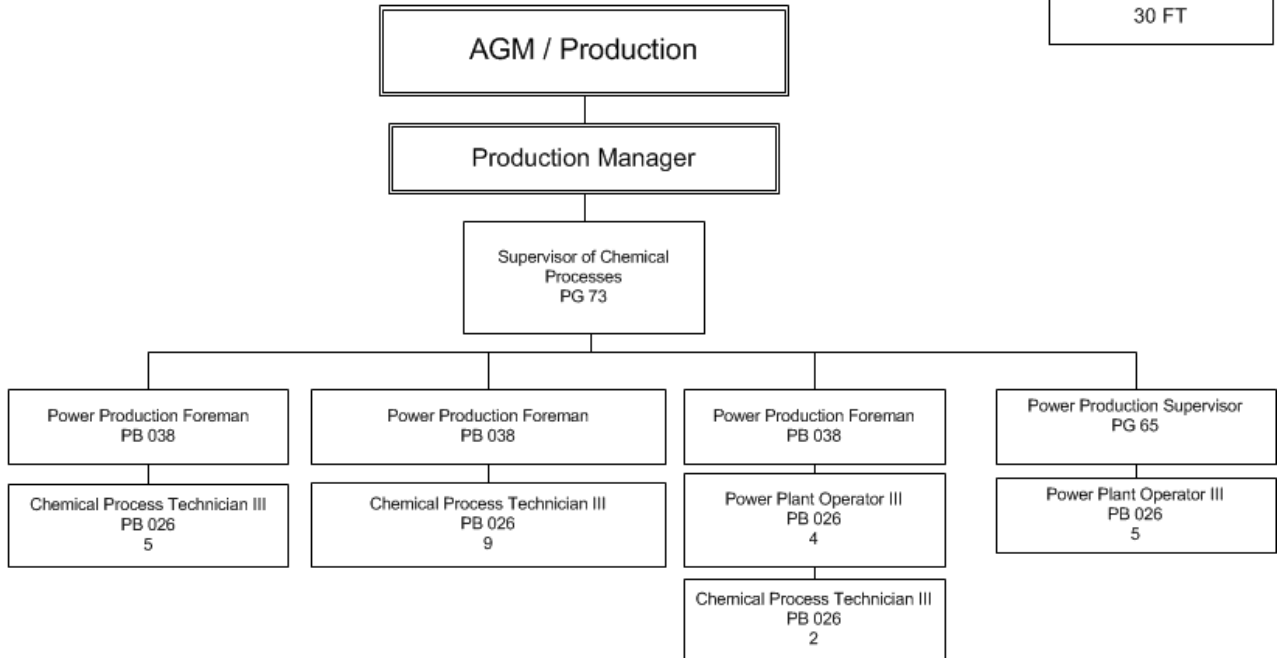
Lakeland Electric
EP Maintenance
FY16
47 FT



Electric—Production

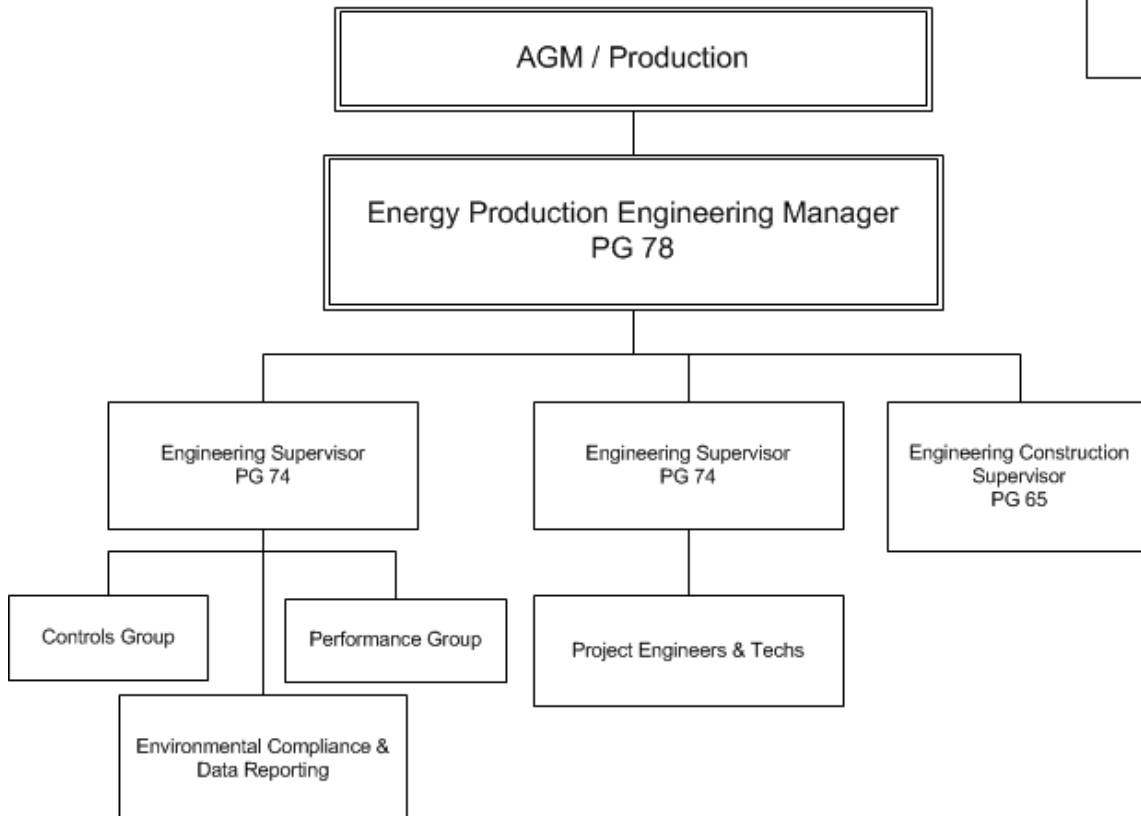
Production Chemical Process Control

Lakeland Electric
EP CPC
FY16
30 FT



Production Engineering

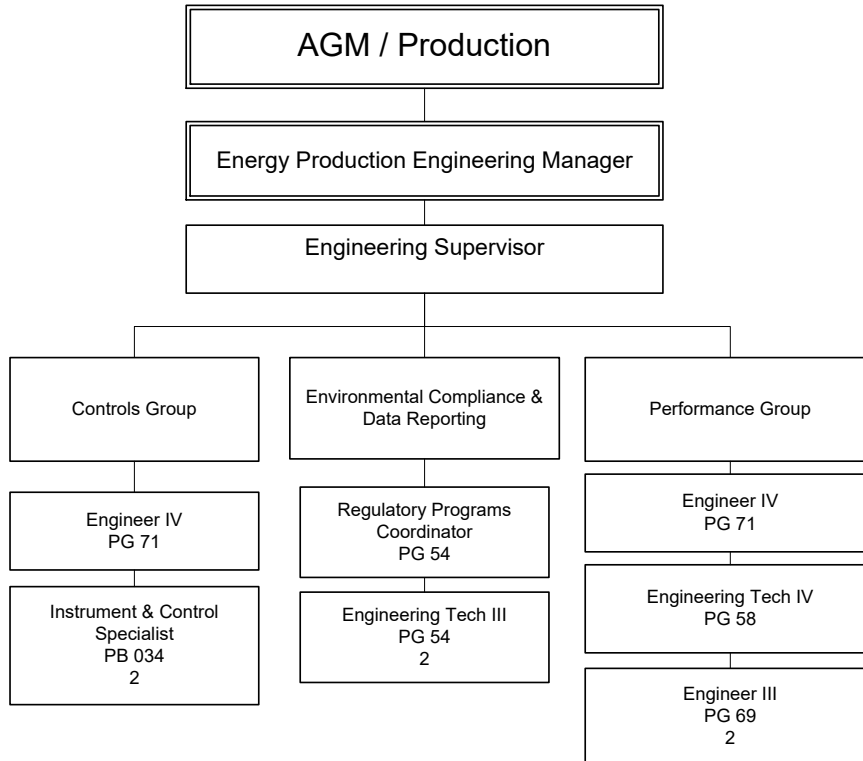
Lakeland Electric
EP Engineering
FY16
4 FT



Electric—Production

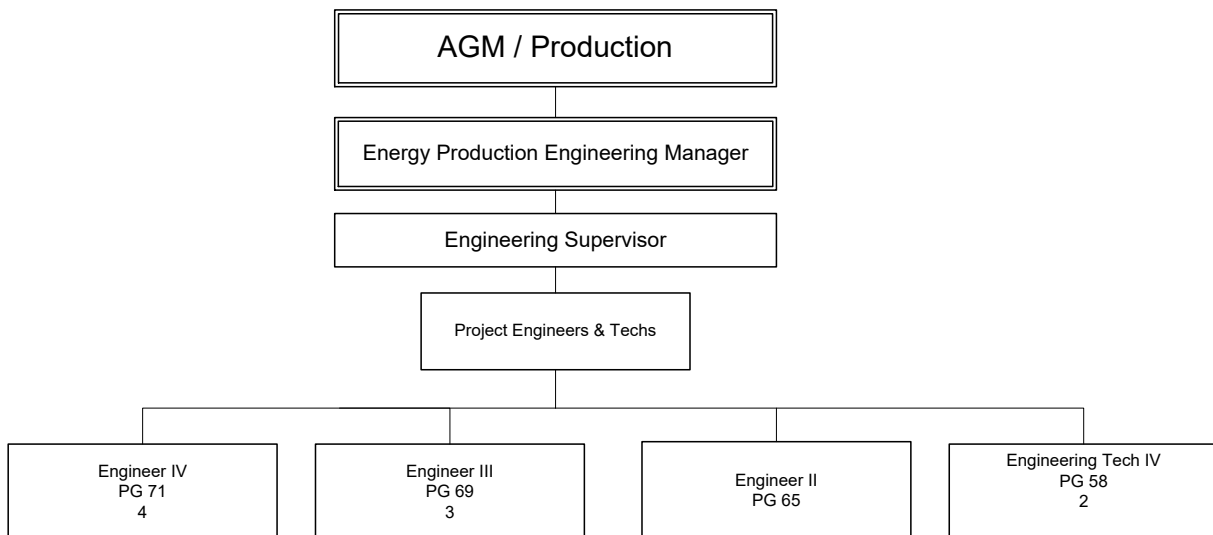
Production Engineering (Supervisor)

Lakeland Electric
EP Engineering Prod
FY16
10 FT



Production Engineering (Supervisor)

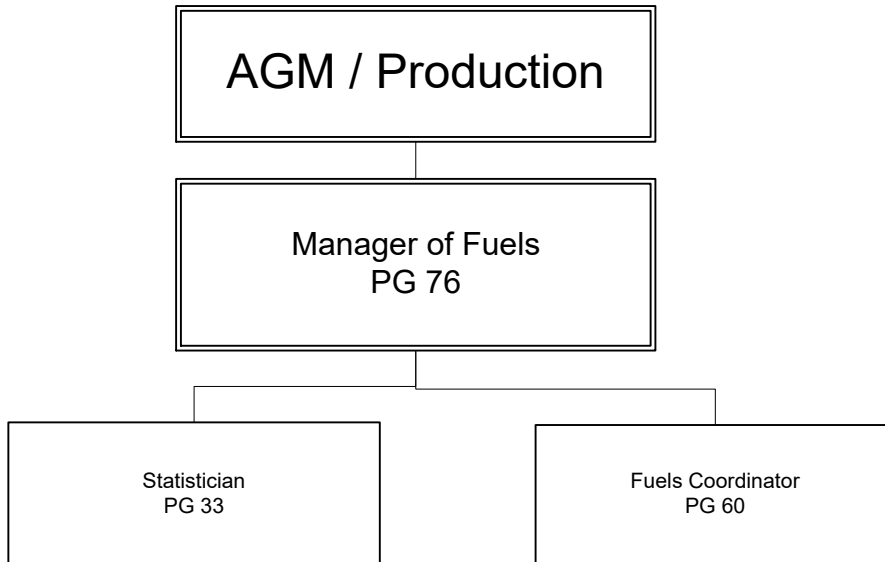
Lakeland Electric
EP Engineering Prod
FY16
10 FT



Electric—Production

Production Fuels

Lakeland Electric
EP Fuels
FY16
4 Budgeted FT



Production Fuels

Manager Fuels	1	1	76	89,180.44 - 138,348.13
Fuels Coordinator	2	2	60	60 360.83 - 93,639.46
Statistician	1	1	33	31,239.18 - 48,462.23
	4	4		

Electric—Production

Personnel	Current Proposed			
GM Production/Administration				
Assistant General Manager Production	1	1	PB2	84,891.35 - 157,685.53
Manager Power Resources	1	1	71	78,939.86 - 122,461.64
Engineer III	1	1	69	75,180.82 - 116,630.13
Energy Resource Specialist	2	2	63	64,944.02 - 100,749.49
Electric Utility Analyst	1	1	54	52,141.95 - 80,889.29
	6	6		
Production Administration				
Plant Manager	1	1	78	93,639.46 - 145,265.54
Power Production Projects Coordinator	1	1	65	68,191.22 - 105,786.97
Power Production Supervisor	1	1	65	68,191.22 - 105,786.97
Superintendent Stores	1	1	58	57,486.50 - 89,180.44
Power Production Foreman	1	1	PB038	55,719.60 - 86,891.10
Administrative Assistant	1	1	33	31,239.18 - 48,462.23
Maintenance Coordinator	7	7	PB034	50,517.07 - 78,781.27
Inventory Control Specialist	1	1	PB023	39,150.19 - 60,222.64
Warehouse Operations Technician II	5	5	PB014	31,411.95 - 48,352.98
	19	19		
Production Operations				
Operations Manager	1	1	74	84,933.75 - 131,760.13
Assistant Operations Manager	1	1	71	78,939.86 - 122,461.64
Operations Supervisor	5	5	68	73,368.97 - 113,819.35
EP Qualification Program Supervisor	1	1	65	68,191.22 - 105,786.97
Utility Resource Coordinator	1	1	60	60,360.83 - 93,639.46
PSM Project Administrator	1	1	54	52,141.95 - 80,889.29
Lead Multi-Craft Operator	5	5	PB040	58,517.60 - 91,262.98
Multi-Craft Operator	54	54	PB036	53,074.62 - 82,759.67
Power Plant Operator III	1	1	26	26,335.23 - 40,854.59
	70	70		
Production Maintenance				
Maintenance Manager	1	1	74	84,933.75 - 131,760.13
Power Production Supervisor/Maintenance	2	2	65	68,191.22 - 105,786.97
Maintenance Support Supervisor	1	1	47	43,956.67 - 68,191.22
Power Production Foreman	7	7	PB038	55,719.60 - 86,891.10
Protective Equipment Specialist II	1	1	PB034	50,517.07 - 78,781.27
Instrument & Control Specialist	8	8	PB034	50,517.07 - 78,781.27
Station Electrician	7	7	PB034	50,517.07 - 78,781.27
Plant Welder II	7	7	PB033	49,314.80 - 76,901.36
Plant Mechanic II	9	10	PB033	49,314.80 - 76,901.36
Office Associate II	1	1	29	28,334.86 - 43,956.67
Plant Mechanic I	1	0	PB028	44,746.18 - 69,775.19
Industrial Coatings Foreman	1	1	PB017	34,209.95 - 53,336.93
Industrial Coatings Specialist	1	1	PB012	30,275.27 - 47,216.30
Maintenance Support Technician I	1	1	PB003	24,307.65 - 37,904.19
	48	48		

Electric—Production

Production Chemical Process Control

Supervisor Chemical Process Control	1	1	73	82,886.50 - 128,584.72
Power Production Supervisor	0	1	65	68,191.22 - 105,786.97
Power Production Foreman	3	3	PB038	55,719.60 - 86,891.10
Power Production Foreman (CSI)	1	0	PB038	55,719.60 - 86,891.10
Chemical Process Technician III	16	16	PB026	42,603.96 - 66,430.70
Power Plant Operator III (CSI)	4	4	PB026	42,603.96 - 66,430.70
Power Plant Operator III	5	5	PB026	42,603.96 - 66,430.70
	30	30		

Production Engineering

Energy Production Engineering Manager	1	1	78	93,639.46 - 145,265.54
Engineering Supervisor	2	2	74	84,933.75 - 131,760.13
Supervisor of Power Plant Construction	1	1	65	68,191.22 - 105,786.97
	4	4		

Production Engineering Supervisor (1)

Engineer IV	1	1	71	78,939.86 - 122,461.64
Engineer IV	1	1	71	78,939.86 - 122,461.64
Engineer III	1	2	69	75,180.82 - 116,630.13
Engineer II	1	0	65	68,191.22 - 105,786.97
Engineering Technician IV	2	1	58	57,486.50 - 89,180.44
Regulatory Programs Coordinator	1	1	54	52,141.95 - 80,889.29
Engineering Technician III	1	2	54	52,141.95 - 80,889.29
Instrument & Control Specialist	2	2	PB034	50,517.07 - 78,781.27
	10	10		

Production Engineering Supervisor (2)

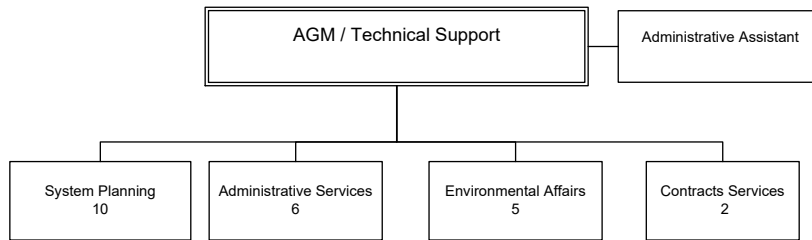
Engineer IV	4	4	71	78,939.86 - 122,461.64
Engineer III	3	3	69	75,180.82 - 116,630.13
Engineer II	1	1	65	68,191.22 - 105,786.97
Engineering Technician IV	2	2	58	57,486.50 - 89,180.44
	10	10		

TOTAL PRODUCTION FULL TIME EMPLOYEES	201	201		
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Electric—Technical Support

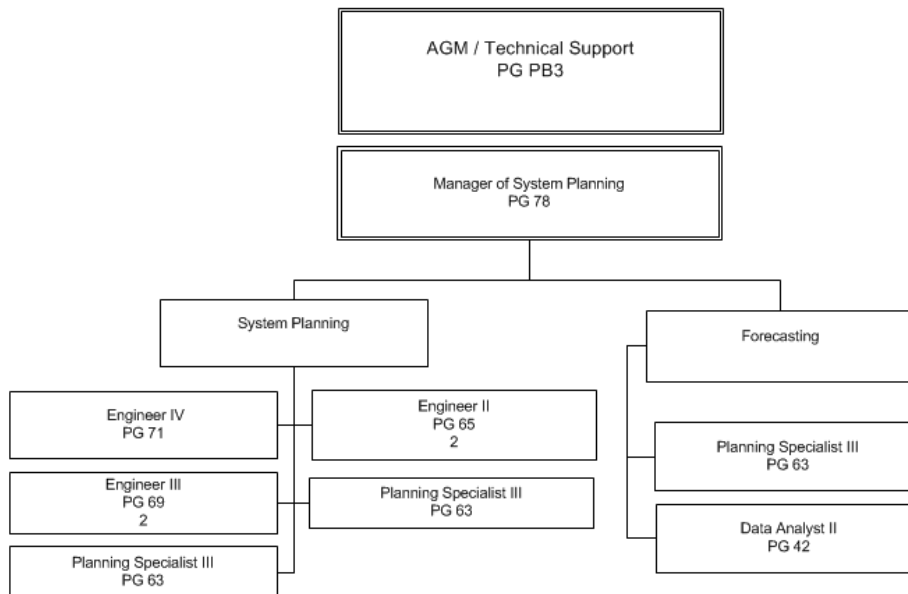
Technical Support Overview

Lakeland Electric
 Technical Support
 FY16
 25 FT



TS / System Planning

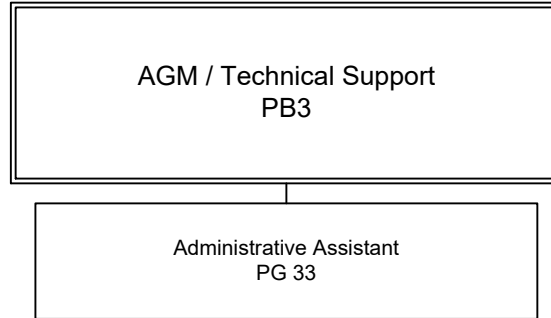
Lakeland Electric
 TS / Sys Planning
 FY16
 10 FT



Electric—Technical Support

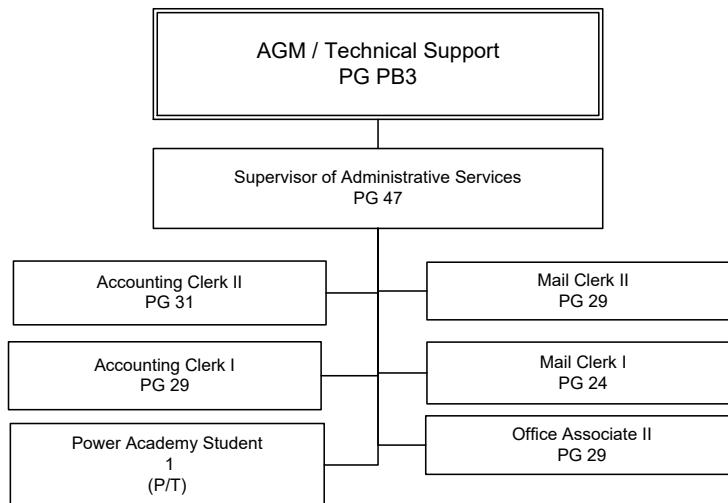
TS / AGM

Lakeland Electric
TS / AGM
FY16
2 FT



TS / Administrative Services

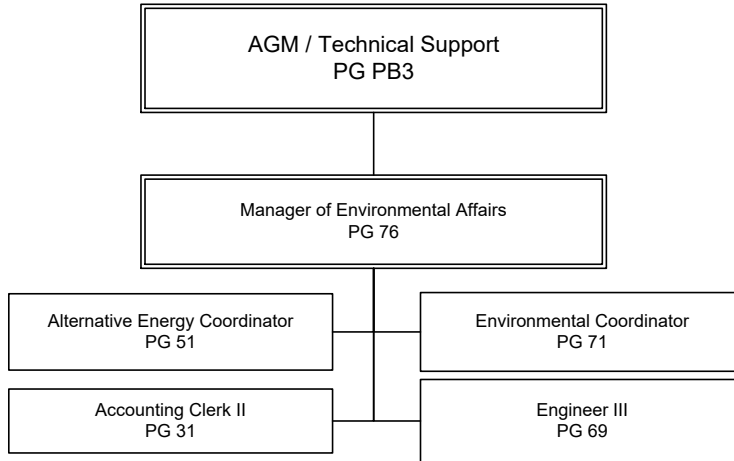
Lakeland Electric
TS / Admn. Serv.
FY16
6 FT



Electric—Technical Support

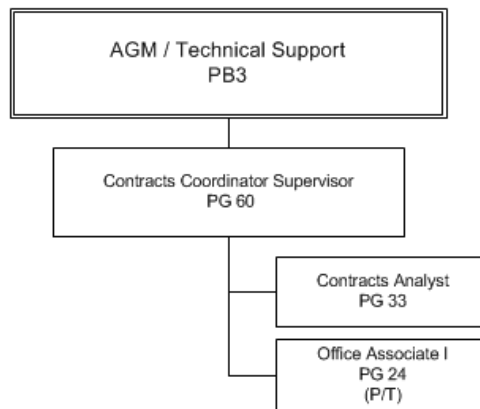
TS / Environmental Affairs

Lakeland Electric
TS / Evtl. Affairs
FY16
5 FT



TS / Contracts Services

Lakeland Electric
TS / Contracts
FY16
2 FT



Electric—Technical Support

TECHNICAL SUPPORT DIVISION

	FY15	FY16		
	Current	Proposed		
Associate GM - Tech Support	1	0	PB3	78,494.42 - 145,778.36
Administrative Assistant	1	1	33	31,228.98 - 48,447.71
	<u>2</u>	<u>1</u>		

Technical Support/System Planning

	FY15	FY16		
	Current	Proposed		
Manager of System Planning	1	1	78	93,652.83 - 145,293.30
Engineer IV - Lakeland Electric	1	1	71	78,916.66 - 122,428.49
Engineer III - Lakeland Electric	2	2	69	75,163.05 - 116,605.91
Engineer II - Lakeland Electric	1	2	65	68,192.28 - 105,793.27
Planning Specialist III	3	3	63	64,941.03 - 100,746.98
Engineer I - Lakeland Electric	1	0	58	57,481.49 - 89,177.09
Data Analyst II	1	1	42	38,911.58 - 60,367.86
	<u>10</u>	<u>10</u>		

Technical Support/Administrative Services

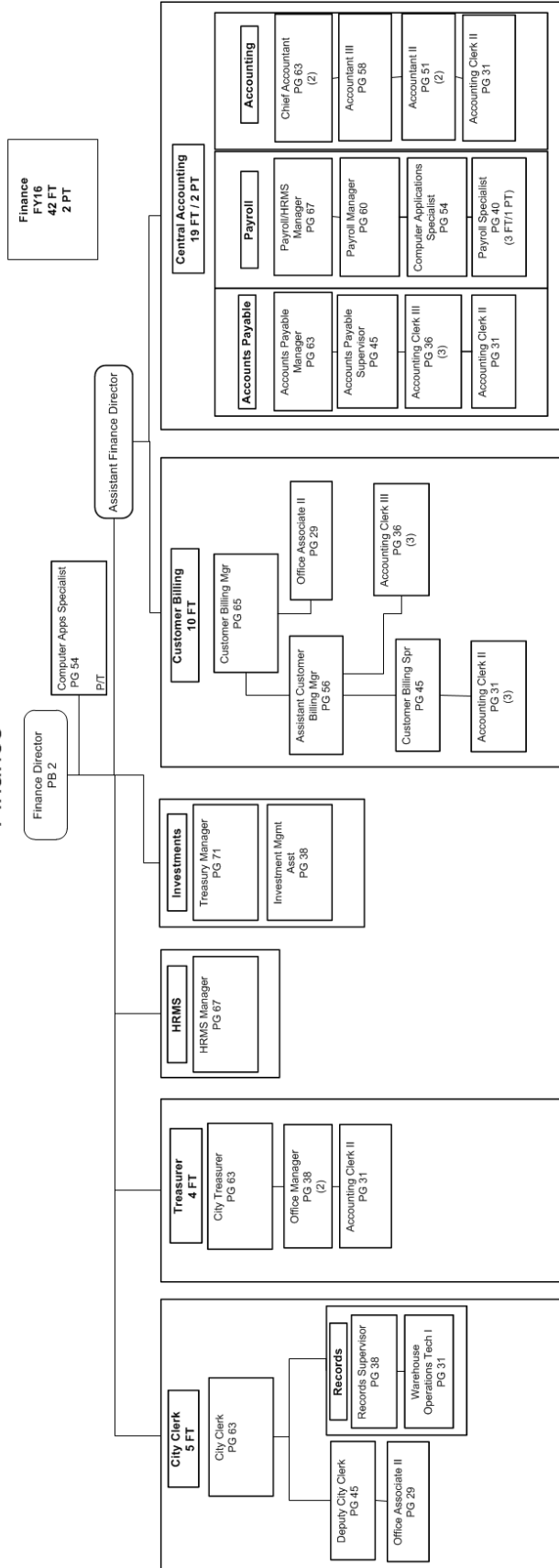
	FY15	FY16		
	Current	Proposed		
Supervisor of Administrative Services	1	0	47	43,955.18 - 68,192.28
Accounting Clerk II	1	1	31	29,740.32 - 46,137.85
Mail Clerk II	1	1	29	28,332.30 - 43,955.18
Office Associate II	1	1	29	28,332.30 - 43,955.18
Accounting Clerk I	1	1	29	28,332.30 - 43,955.18
Mail Clerk I	1	1	24	25,080.84 - 38,911.58
	<u>6</u>	<u>5</u>		

Electric—Technical Support

Technical Support/Environmental Affairs	FY15	FY16		
	Current	Proposed		
Manager of Environmental Affairs	1	1	76	89,180.44 - 138,348.13
Environmental Coordinator	1	1	71	78,939.86 - 122,461.64
Engineer III - Lakeland Electric	1	1	69	75,180.82 - 116,630.13
Alternative Energy Coordinator	1	1	51	48,462.23 - 75,180.82
Accounting Clerk II	1	1	31	29,751.60 - 46,154.50
	<u>5</u>	<u>5</u>		
Technical Support/Contract Services	FY15	FY16		
	Current	Proposed		
Contracts Coordinator Supv	1	1	60	60,360.83 - 93,639.46
Contracts Analyst	1	1	33	31,239.18 - 48,462.23
	<u>2</u>	<u>2</u>		
P/T Technical Support/Contract Services				
Office Associate I	1	1	24	25,081.17 - 38,909.13
	TOTAL FT	25	23	
	TOTAL PT	1	1	

Finance

Finance



Finance

Central Accounting Personnel	FY15		FY16		Salary Range
	Current	Proposed	PG		
Finance Director	1	1	PB2	84,891.35 - 157,685.53	
Assistant Finance Director - General	1	1	PB4	69,120.69 - 128,382.07	
Treasury Manager	1	1	71	78,916.66 - 122,428.49	
HRMS Manager	1	1	67	71,578.33 - 111,049.12	
Payroll/HRMS Manager	1	1	67	71,578.33 - 111,049.12	
Accounts Payable Manager	1	1	63	64,941.03 - 100,746.98	
Chief Accountant	2	2	63	64,941.03 - 100,746.98	
Payroll Manager	1	1	60	60,367.86 - 93,652.83	
Accountant III	1	1	58	57,481.49 - 89,177.09	
Computer Applications Specialist	1	1	54	52,134.18 - 80,879.55	
Accountant II	2	2	51	48,447.71 - 75,163.05	
Accounts Payable Supervisor	1	1	45	41,858.61 - 64,941.03	
Payroll Specialist	3	3	40	37,051.56 - 57,481.49	
Investment Management Assistant	1	1	38	35,288.44 - 54,747.75	
Accounting Clerk III	3	3	36	33,603.81 - 52,134.18	
Accounting Clerk II	2	2	31	29,740.32 - 46,137.85	
TOTAL FULL TIME EMPLOYEES	23	23			
Computer Applications Specialist - temp	1	1	54	52,134.18 - 80,879.55	
Payroll Specialist - regular part time	1	1	40	37,051.56 - 57,481.49	
TOTAL PART TIME EMPLOYEES	2	2			

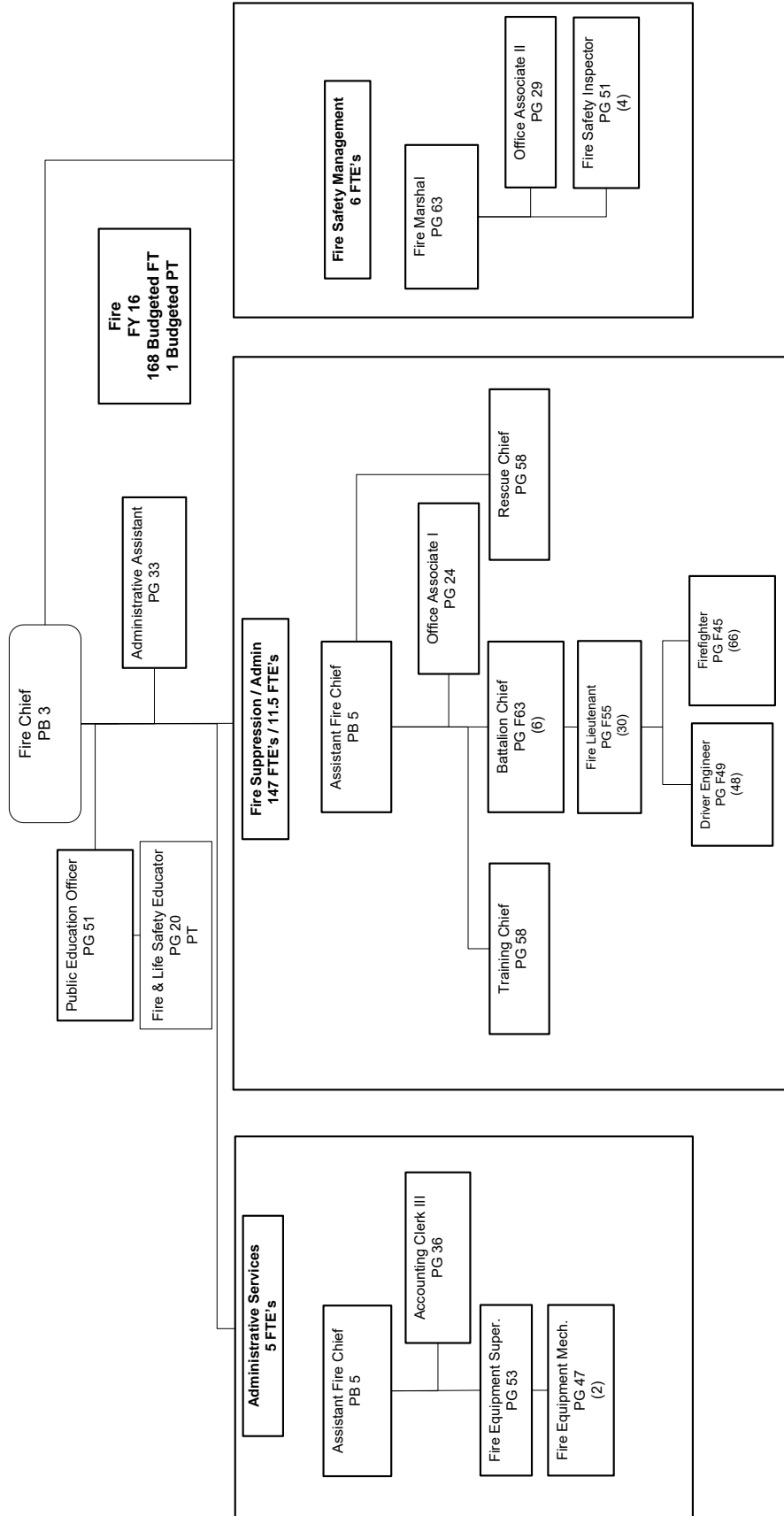
Finance

City Clerk	Personnel	FY15	FY16	PG	Salary Range
		Current	Proposed		
City Clerk		1	1	63	63,960.00 - 99,236.80
Deputy City Clerk		1	1	45	41,246.40 - 63,960.00
Records Supervisor		1	1	38	34,777.60 - 53,934.40
Warehouse Operations Technician I		1	1	31	29,307.20 - 45,468.80
Office Associate II		1	1	29	27,913.60 - 43,305.60
TOTAL FULL TIME EMPLOYEES		5	5		

Treasurer	Personnel	FY15	FY16	PG	Salary Range
		Current	Proposed		
City Treasurer		1	1	63	63,960.00 - 99,236.80
Office Manager		2	2	38	34,777.60 - 53,934.40
Accounting Clerk II		1	1	31	29,307.20 - 45,468.80
TOTAL FULL TIME EMPLOYEES		4	4		

Customer Billing	Personnel	FY15	FY16	PG	Salary Range
		Current	Proposed		
Finance Customer Billing Manager		1	1	65	67,163.20 - 104,187.20
Assistant Finance Manager of Customer Billing		1	1	56	53,934.40 - 83,678.40
Customer Billing Supervisor		0	1	45	41,246.40 - 63,960.00
Office Manager		1	0	38	34,777.60 - 53,934.40
Accounting Clerk III		1	3	36	33,113.60 - 51,355.20
Accounting Clerk II		5	3	31	29,307.20 - 45,468.80
Office Associate II		1	1	29	27,913.60 - 43,305.60
TOTAL FULL TIME EMPLOYEES		10	10		

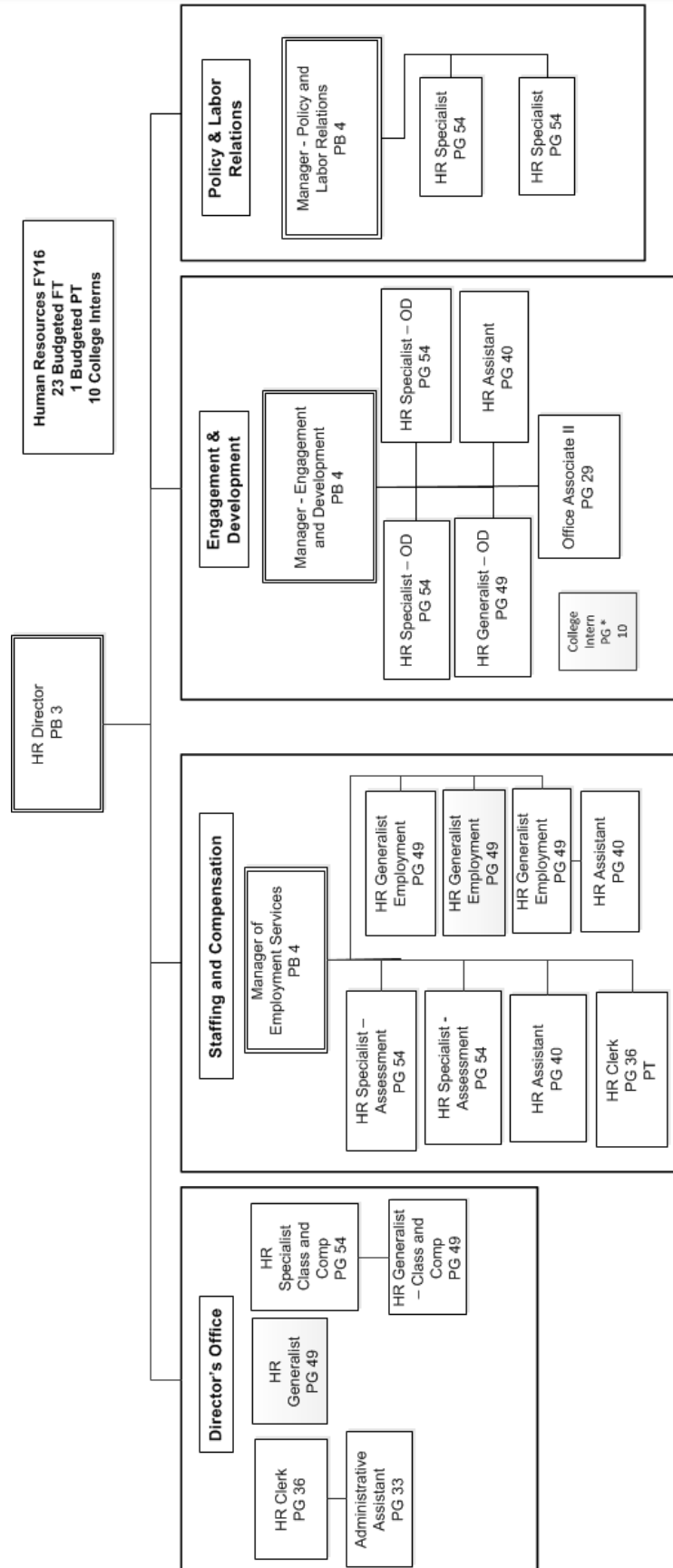
TOTAL FT	42	42
TOTAL PT	2	2



Fire

Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Fire Chief	1	1	PB3	77,327.00 - 143,614.00
Assistant Fire Chief	2	2	PB5	61,393.00 - 114,021.00
Fire Marshall	1	1	63	63,960.00 - 99,236.80
Battalion Chief	6	6	F63	57,002.10 - 88,428.96
Training Chief	1	1	58	56,638.40 - 87,859.20
Rescue Chief	1	1	58	56,638.40 - 87,859.20
Fire Lieutenant	30	30	F55	50,628.67 - 75,158.52
Fire Equipment Supervisor	1	1	53	50,128.00 - 77,750.40
Fire Safety Inspector	5	5	51	47,736.00 - 74,048.00
Public Education Officer	1	1	51	47,736.00 - 74,048.00
Driver Engineer	48	48	F49	43,656.94 - 64,808.97
Fire Equipment Mechanic	2	2	47	43,305.60 - 67,163.20
Firefighter	66	66	F45	39,551.03 - 58,713.73
Accounting Clerk III	1	1	36	33,113.60 - 51,355.20
Administrative Assistant	1	1	33	30,763.20 - 47,736.00
Office Associate II	1	1	29	27,913.60 - 43,305.60
Office Associate I	1	1	24	24,710.40 - 38,334.40
TOTAL FULL TIME EMPLOYEES	169	169		
Fire and Life Safety Educator	1	1	20	22,422.40 - 34,777.60
TOTAL PART TIME EMPLOYEES	1	1		
TOTAL FT	169	169		
TOTAL PT	1	1		

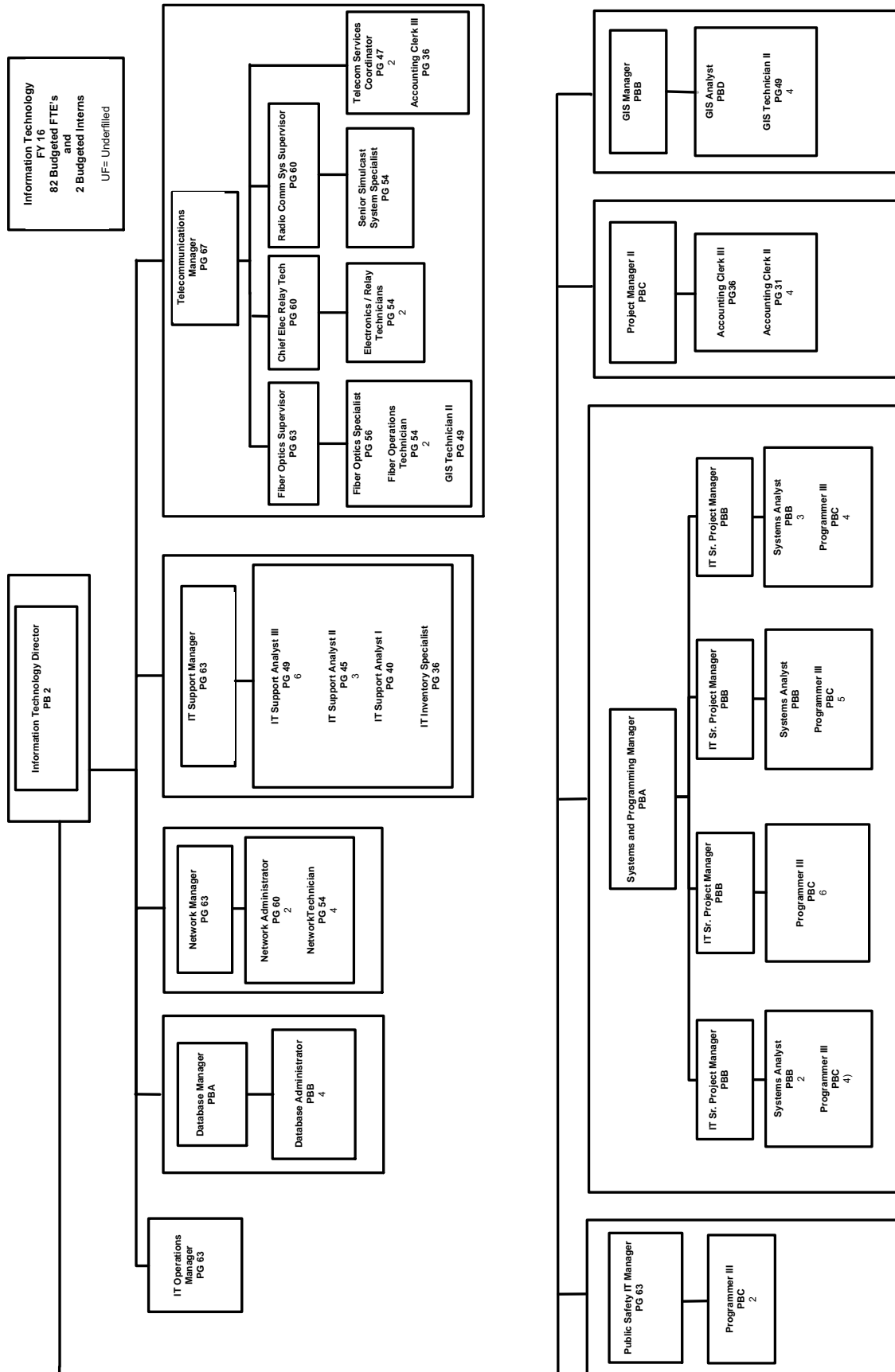
Human Resources—Civil Service



Human Resources—Civil Service

Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
HR Director	1	1	PB3	78,494.42 - 145,778.36
Manager Employment Services	0	1	PB4	69,120.69 - 128,382.07
Manager Staffing and Compensation	1	0	PB4	69,120.69 - 128,382.07
Manager Policy and Labor Relations	1	1	PB4	69,120.69 - 128,382.07
Manager Engagement and Development	1	1	PB4	69,120.69 - 128,382.07
Computer Applications Specialist	1	0	54	52,134.18 - 80,879.55
HR Specialist	8	7	54	52,134.18 - 80,879.55
HR Generalist	3	6	49	46,137.85 - 71,578.33
HR Assistant	5	3	40	37,051.56 - 57,481.49
HR Clerk	1	1	36	33,603.81 - 52,134.18
Administrative Assistant	1	1	33	31,228.98 - 48,447.71
Office Associate II	1	1	29	28,332.30 - 43,955.18
TOTAL FULL TIME EMPLOYEES	24	23		
HR Clerk	1	1	36	33,603.81 - 52,134.18
Office Assistant	1	0	19	22,192.51 - 34,428.82
TOTAL PART TIME EMPLOYEES	12	1		
	TOTAL FT	24	23	
	TOTAL PT	12	1	
College Intern	10	10 *		22,192.51 - 156,312.00

Information Technology



Information Technology

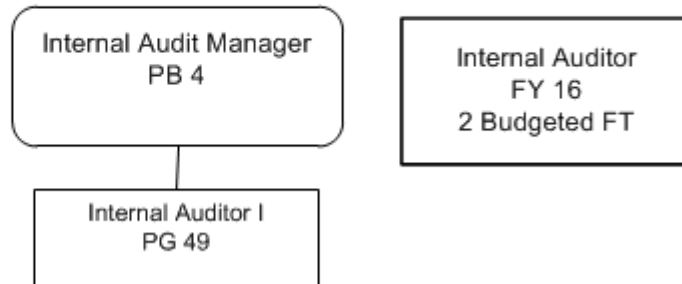
Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Information Technology Director	1	1	PB2	84,891.35 - 157,685.53
IT Operations Manager	1	1	63	64,941.03 - 100,746.98
IT Inventory Specialist	1	1	36	33,603.81 - 52,134.18
Accounting Clerk III	1	1	36	33,603.81 - 52,134.18
Accounting Clerk II	1	1	31	29,740.32 - 46,137.85
ADMINISTRATION FULL TIME EMPLOYEES	5	5		
Radio Communications System Supervisor	1	1	60	60 367.86 - 93,652.83
Senior Simulcast System Specialist	1	1	54	52,134.18 - 80,879.55
COMMUNICATIONS FULL TIME EMPLOYEES	2	2		
Telecommunications Manager	1	1	67	71,578.33 - 111,049.12
Fiber Optics Supervisor	1	1	63	64,941.03 - 100,746.98
Chief Electronics/Relay Technician	1	1	60	60 367.86 - 93,652.83
Fiber Optics Specialist	1	1	56	54 747.75 - 84,937.91
Electronics/Relay Technician	2	2	54	52,134.18 - 80,879.55
Fiber Operations Technician	2	2	54	52,134.18 - 80,879.55
GIS Technician II	1	1	49	46137.85 - 71,578.33
Telecommunications Service Coordinator	2	2	47	43,955.18 - 68,192.28
Accounting Clerk III	1	1	36	33,603.81 - 52,134.18
TELECOMMUNICATIONS FULL TIME EMPLOYEES	12	12		

Information Technology

Personnel	FY15		FY16		Salary Range
	Current	Proposed	PG		
Systems and Programming Manager	2	1	PBA	65,953.89 - 122,681.83	
Database Manager	1	1	PBA	65,953.89 - 122,681.83	
IT Sr. Project Managers	4	4	PBB	59,958.08 - 111,513.58	
Systems Analyst	6	6	PBB	59,958.08 - 111,513.58	
Database Administrator II	4	4	PBB	59,958.08 - 111,513.58	
Project Manager II	0	1	PBC	54,532.30 - 101,696.50	
Programmer III	19	19	PBC	54,532.30 - 101,696.50	
APPLICATION DEVELOPMENT & SUPPORT FULL TIME EMPLOYEES	36	36			
Network Manager	1	1	63	64,941.03 - 100,746.98	
Network Administrator	2	2	60	60,367.86 - 93,652.83	
Network Technician	4	4	54	52,134.18 - 80,879.55	
NETWORK ADMINISTRATION & SUPPORT FULL TIME EMPLOYEES	7	7			
IT Support Manager	1	1	63	64,941.03 - 100,746.98	
IT Support Analyst III	6	6	49	46,137.85 - 71,578.33	
IT Support Analyst II	3	3	45	41,858.61 - 64,941.03	
IT Support Analyst I	1	1	40	37,051.56 - 57,481.49	
PC SUPPORT FULL TIME EMPLOYEES	11	11			
GIS Manager	1	1	PBB	59,958.08 - 111,513.58	
GIS Analyst	1	1	PBD	49,549.86 - 92,153.88	
GIS Technician II	4	4	49	46,137.85 - 71,578.33	
GIS FULL TIME EMPLOYEES	6	6			
Public Safety IT Manager	1	1	63	64,941.03 - 100,746.98	
Programmer III	2	2	PBC	54,532.30 - 101,696.50	
PUBLIC SAFETY FULL TIME EMPLOYEES	3	3			
TOTAL FT	82	82			

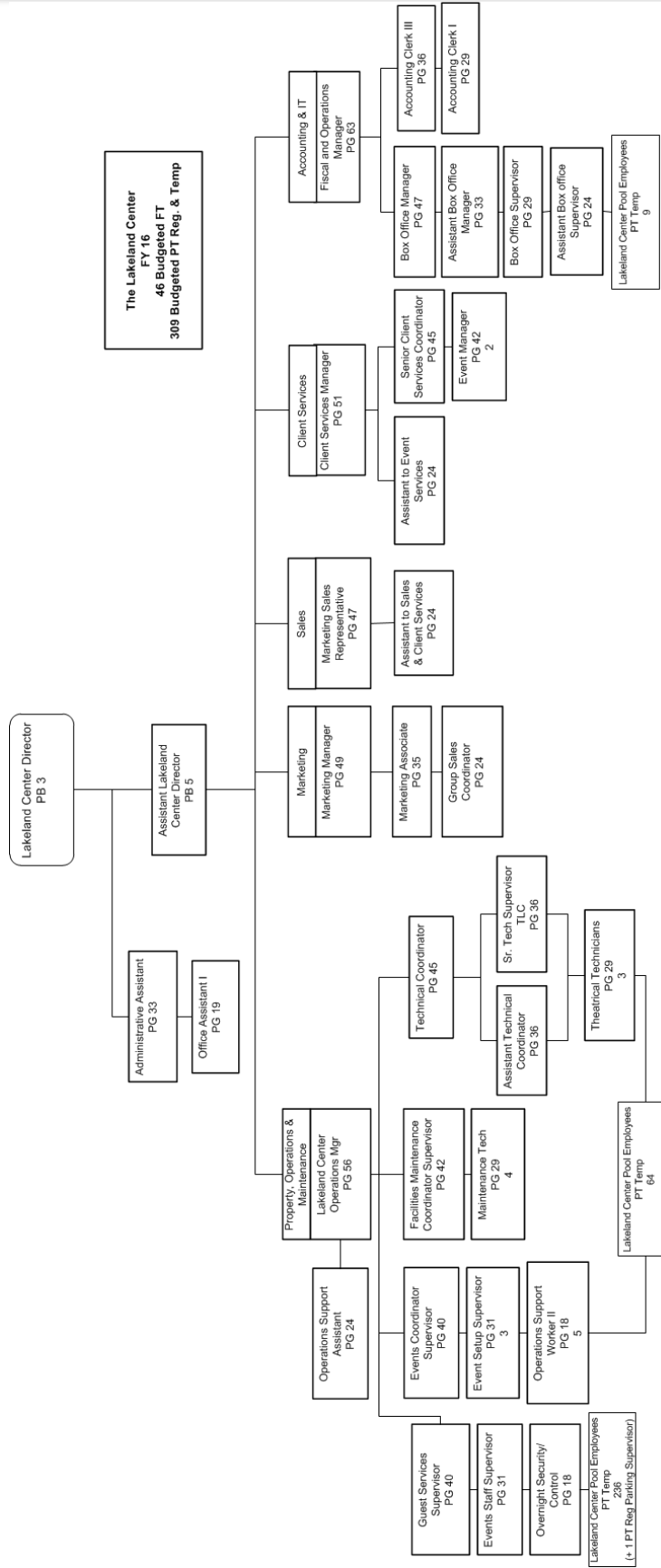
Internal Audit

Internal Audit



Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Internal Audit Manager	1	1	PB4	68,100.00 - 126,480.00
Internal Auditor I	1	1	49	45,468.80 - 70,512.00
TOTAL FULL TIME EMPLOYEES	2	2		
TOTAL FT	2	2		

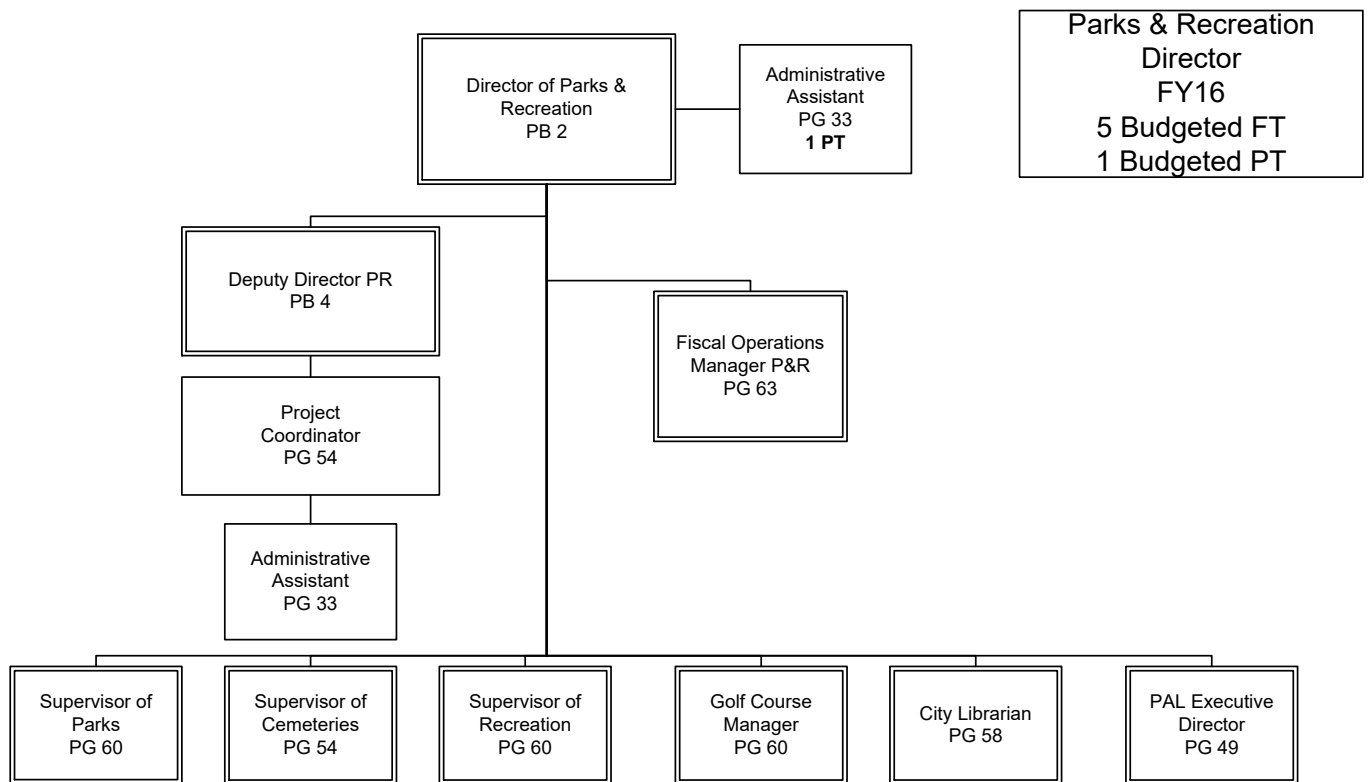
Lakeland Center



Lakeland Center

Personnel	FY15		FY16		PG	Salary Range
	Current	Proposed	Current	Proposed		
Lakeland Center Director	1	1			PB3	78,494.42 - 145,778.36
Assistant Lakeland Center Director	1	1			PB5	62,322.62 - 115,735.98
Fiscal Operations Manager	1	1			63	64,944.02 - 100,749.49
Client Services Manager	1	1			51	48,462.23 - 75,180.82
Marketing Manager	1	1			49	46,154.50 - 71,600.78
Marketing Sales Representative	1	1			47	43,956.67 - 68,191.22
Senior Client Services Coordinator	1	1			45	41,863.49 - 64,944.02
Event Manager	2	2			42	38,909.13 - 60,360.83
Guest Services Supervisor	1	1			40	37,056.31 - 57,486.50
Accounting Clerk III	1	1			36	33,611.17 - 52,141.95
Marketing Associate	1	1			35	32,801.14 - 50,885.34
Administrative Assistant	1	1			33	31,239.18 - 48,462.23
Events Staff Supervisor	1	1			31	29,751.60 - 46,154.50
Accounting Clerk I	1	1			29	28,334.86 - 43,956.67
Assistant to Event Services	1	1			24	25,081.17 - 38,909.13
Assistant to the Sales & Client Services	1	1			24	25,081.17 - 38,909.13
Groups Sales Coordinator	1	1			24	25,081.17 - 38,909.13
Office Assistant I	1	1			19	22,201.10 - 34,441.20
ADMINISTRATION FULL TIME EMPLOYEES	19	19				
Lakeland Center Operations Manager	1	1			56	54,749.05 - 84,933.75
Lakeland Center Technician Coordinator	1	1			49	46,154.50 - 71,600.78
Lakeland Center Chief Engineer	1	1			45	41,863.49 - 64,944.02
Events Coordinator - Supervisor	1	1			40	37,056.31 - 57,486.50
Assistant Technical Coordinator	1	1			36	33,611.17 - 52,141.95
Maintenance Tech - TLC	1	1			36	33,611.17 - 52,141.95
Sr. Tech Supervisor - TLC	1	1			36	33,611.17 - 52,141.95
Theatrical Technician	0	3			33	31,239.18 - 48,462.23
Event Setup Supervisor	3	3			31	29,751.60 - 46,154.50
Operations Support Assistant	0	1			24	25,081.17 - 38,909.13
Office Assistant I	1	0			19	22,201.10 - 34,441.20
Overnight Security/Control	1	1			18	21,666.05 - 33,611.17
Operations Support Worker II	10	8			18	21,666.05 - 33,611.17
OPERATIONS FULL EMPLOYEES	22	23				
Box Office Manager	1	1			47	43,956.67 - 68,191.22
Assistant Box Office Manager	1	1			33	31,239.18 - 48,462.23
Box Office Supervisor	1	1			29	28,334.86 - 43,956.67
Assistant Box Office Supervisor	1	1			24	25,081.17 - 38,909.13
BOX OFFICE FULL TIME EMPLOYEES	4	4				
Lakeland Center Pool Employee	315	307			*P	22,201.10 - 156,295.53
PART TIME EMPLOYEES	315	307				
TOTAL FT	45	46				
TOTAL PT	315	307				

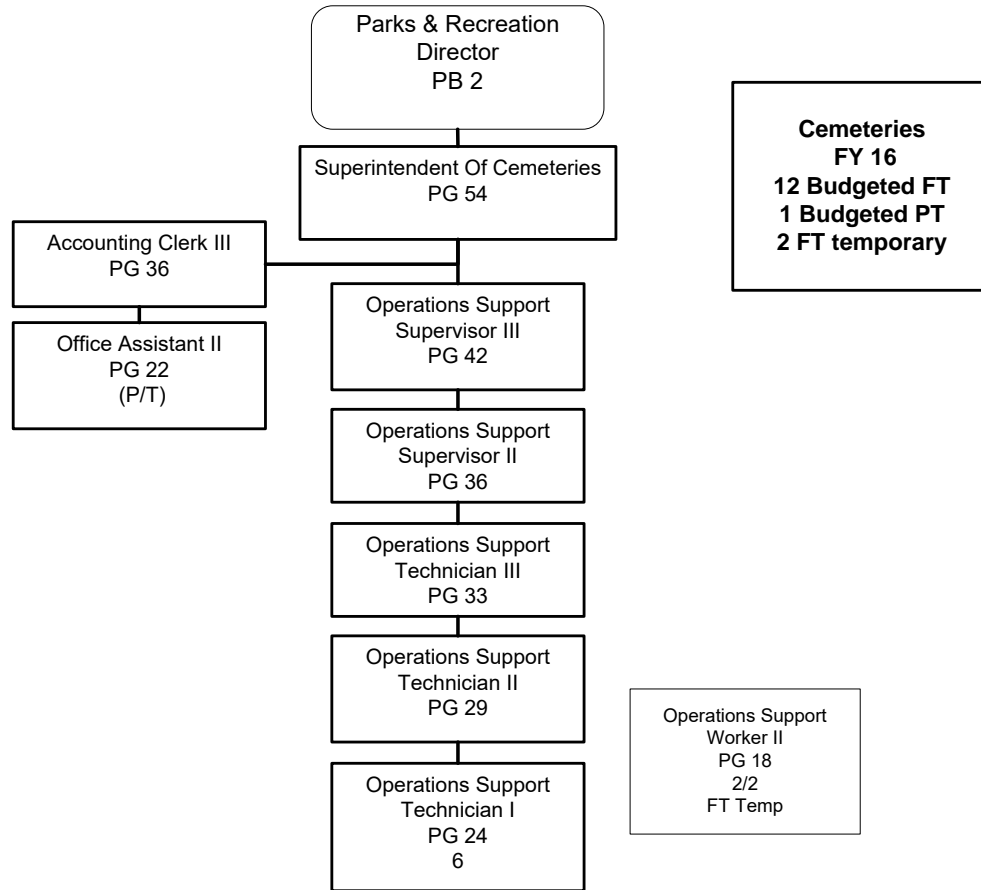
Parks and Recreation—Director



Parks & Recreation
Director
FY16
5 Budgeted FT
1 Budgeted PT

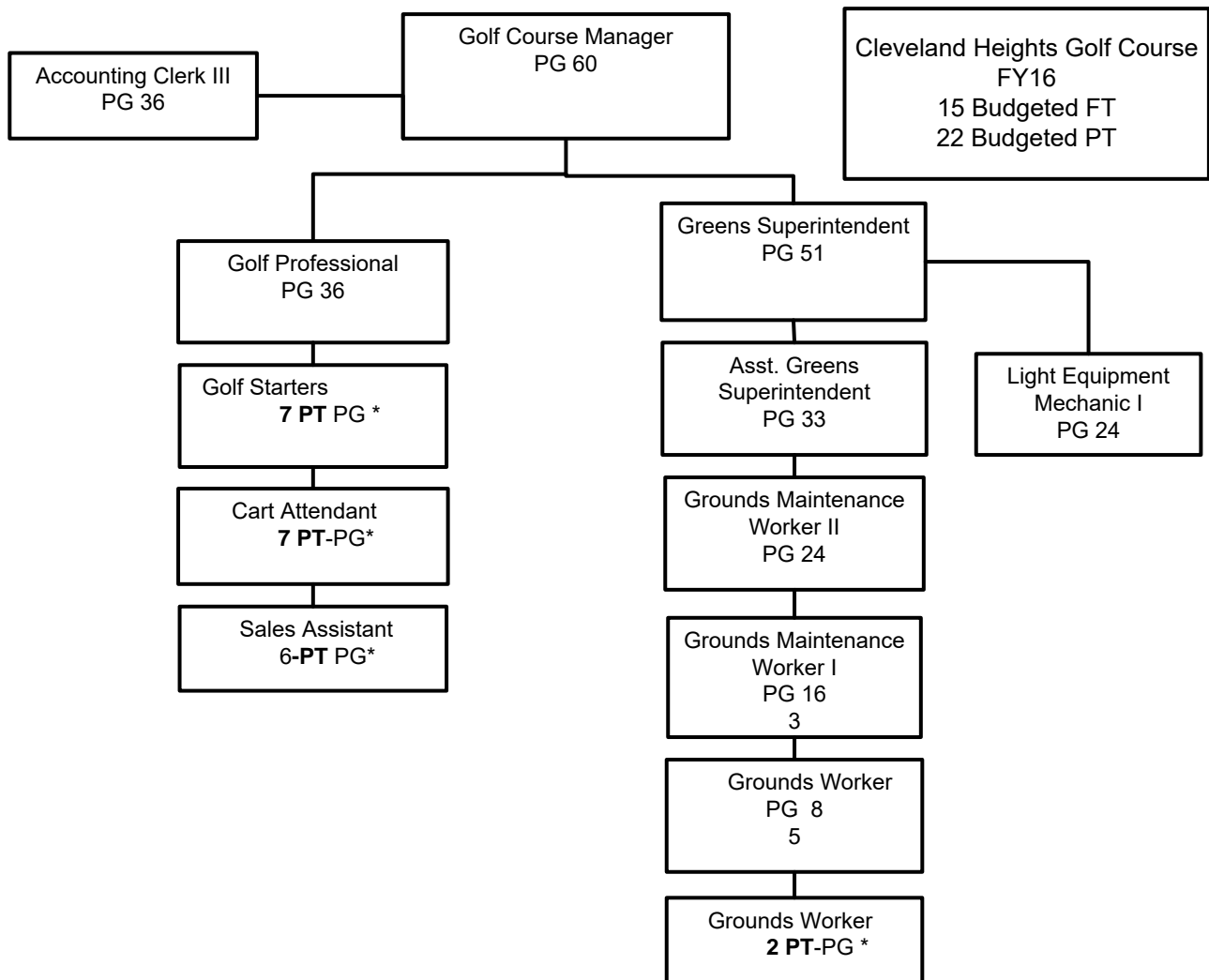
Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Parks & Rec. Director	1	1	PB2	84,891.35 - 157,685.53
Deputy Director PR	1	1	PB4	69,120.69 - 128,382.07
Fiscal Operations Manager	1	1	63	64,941.03 - 100,746.98
Project Coordinator	1	1	54	52,134.18 - 80,879.55
Administrative Assistant	1	1	33	31,228.98 - 48,447.71
TOTAL FULL TIME EMPLOYEES	5	5		
Administrative Assistant	1	1	33	31,228.98 - 48,447.71
TOTAL PART TIME TEMP EMPLOYEES	1	1		
TOTAL FT	5	5		
TOTAL PT	1	1		

Parks and Recreation—Cemeteries



Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Superintendant of Cemeteries	1	1	54	52,134.18 - 80,879.55
Operations Support Supervisor III	1	1	42	38,911.58 - 60,367.86
Operations Support Supervisor II	1	1	36	33,603.81 - 52,134.18
Accounting Clerk III	0	1	36	33,603.81 - 52,134.18
Operations Support Technician III	1	1	33	31,228.98 - 48,447.71
Operations Support Technician II	1	1	29	28,332.30 - 43,955.18
Office Associate II	1	0	29	28,332.30 - 43,955.18
Operations Support Technician I	6	6	24	25,080.84 - 38,911.58
TOTAL FULL TIME EMPLOYEES	12	12		
Office Assistant II	1	1	22	23,883.20 - 37,051.56
TOTAL PART TIME EMPLOYEES	1	1		
Operations Support Worker II	2	2	18	21,660.91 - 33,603.81
TOTAL FULL TIME TEMPORARY	2	2		
TOTAL FT	12	12		
TOTAL PT	3	3		
Total FT Temporary	2	2		

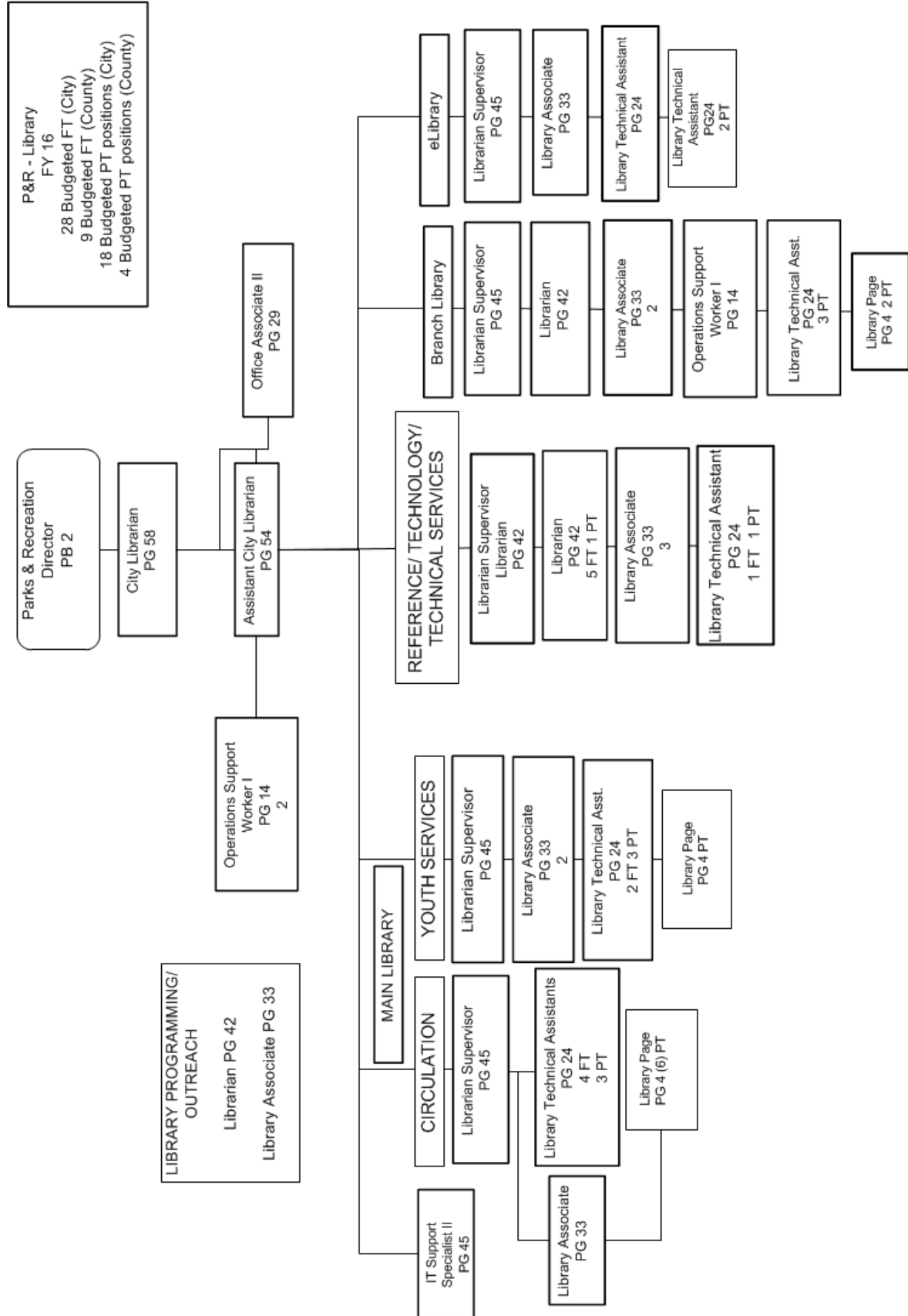
Parks and Recreation—Cleveland Heights Golf Course



Parks and Recreation—Cleveland Heights Golf Course

<i>Cleveland Heights Golf Course</i>	FY15	FY16		
Personnel	Proposed	Proposed	PG	Salary Range
Golf Course Manager	1	1	60	60,367.86 - 93,652.83
Accounting Clerk III	1	1	36	33,603.81 - 52,134.18
ADMINISTRATION FULL TIME EMPLOYEES	2	2		
Golf Professional	1	1	36	33,603.81 - 52,134.18
COURSE OPERATIONS FULL TIME EMPLOYEES	1	1		
Greens Superintendent	1	1	51	48,447.71 - 75,163.05
Asst. Greens Superintendent	1	1	33	31,228.98 - 48,447.71
Grounds Maintenance Worker II - Golf Course	1	1	24	25,080.84 - 38,911.58
Light Equipment Mechanic I - Golf Course	1	1	24	25,080.84 - 38,911.58
Grounds Maintenance Worker I - Golf Course	3	3	16	20,630.31 - 32,005.36
Grounds Worker I	5	5	8	16,969.83 - 26,326.66
COURSE MAINTENANCE FULL TIME EMPLOYEES	12	12		
Sales Assistant	5	6	*P	22,192.51 - 156,312.00
Golf Starters	7	7	*P	22,192.51 - 156,312.00
Cart Attendant	7	7	*P	22,192.51 - 156,312.00
Grounds Worker	2	2	8	16,969.83 - 26,326.66
PART TIME EMPLOYEES	21	22		
TOTAL FT	15	15		
TOTAL PT	21	22		

Parks and Recreation—Library



Parks and Recreation—Library

Main Library Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
City Librarian	1	1	58	57,481.49 - 89,177.09
Assistant City Librarian	1	1	54	52,134.18 - 80,879.55
Librarian Supervisor	2	2	45	41,858.61 - 64,941.03
IT Support Specialist II	1	1	45	41,858.61 - 64,941.03
Librarian	4	4	42	38,911.58 - 60,367.86
Library Associate	6	6	33	31,228.98 - 48,447.71
Office Associate II	1	1	29	28,332.30 - 43,955.18
Library Technical Assistant	5	5	24	25,080.84 - 38,911.58
Operations Support Worker I	2	2	14	19,648.78 - 30,483.57
TOTAL FULL TIME EMPLOYEES	23	23		
Librarian	3	3	42	38,911.58 - 60,367.86
Library Associate	1	1	33	31,228.98 - 48,447.71
Library Technical Assistant	2	2	24	25,080.84 - 38,911.58
TOTAL FULL TIME COUNTY FUNDED POSITIONS	6	6		
Library Page	1	1	4	16,744.00 - 23,883.20
TOTAL PART TIME COUNTY FUNDED POSITIONS	1	1		
TOTAL COUNTY FUNDED POSITIONS	7	7		
Librarian Supervisor	1	1	45	41,858.61 - 64,941.03
Library Associate	1	1	33	31,228.98 - 48,447.71
Library Technical Assistant	1	1	24	25,080.84 - 38,911.58
TOTAL Elibrary FULL TIME COUNTY POSITIONS	3	3		
Library Technical Assistant	2	2	24	25,080.84 - 38,911.58
TOTAL eLIBRARY PART TIME COUNTY POSITIONS	2	2		
Librarian	1	1	42	38,911.58 - 60,367.86
Library Technical Assistant	7	7	24	25,080.84 - 38,911.58
Library Page	6	6	4	16,744.00 - 23,883.20
TOTAL PART TIME EMPLOYEES	14	14		

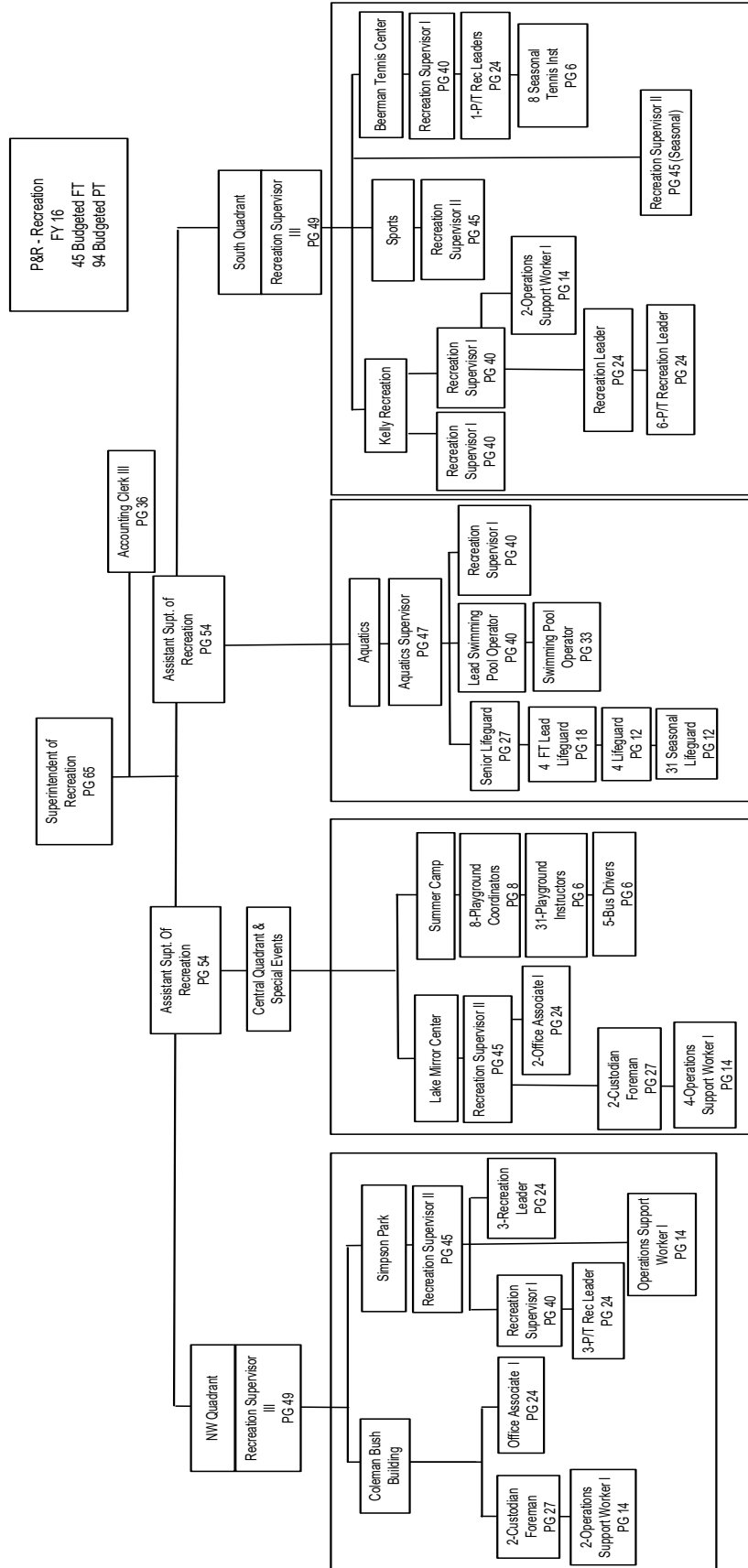
Parks and Recreation—Library

Branch Library	Personnel	FY15		FY16		PG	Salary Range
		Current	Proposed	Current	Proposed		
	Librarian Supervisor	2	2	45	41,858.61 - 64,941.03		
	Library Associate	2	2	33	31,228.98 - 48,447.71		
	Operations Support Worker I	1	1	14	19,648.78 - 30,483.57		
	TOTAL FULL TIME EMPLOYEES	5	5				
	Library Technical Assistant	1	1	24	25,080.84 - 38,911.58		
	TOTAL PART TIME COUNTY FUNDED POSITIONS	1	1				
	Library Page	2	2	4	16,744.00 - 23,883.20		
	Library Technical Assistant	2	2	24	25,080.84 - 38,911.58		
	TOTAL PART TIME EMPLOYEES	4	4				
TOTAL FT		28	28				
TOTAL PT		18	18				
TOTAL FT COUNTY		9	9				
TOTAL PT COUNTY		4	4				

Parks and Recreation—Parks

<i>Parks</i>	Personnel	FY15	FY16	PG	Salary Range
		Current	Proposed		
	Superintendent of Parks	1	1	60	59,467.20 - 92,268.80
	Assistant Superintendent of Parks	2	2	54	51,355.20 - 79,705.60
	City Arborist	1	1	49	45,468.80 - 70,512.00
	Horticultural Specialist	1	1	49	45,468.80 - 70,512.00
	Operations Support Supervisor III	7	7	42	38,334.40 - 59,467.20
	Operations Support Supervisor II	11	11	36	33,113.60 - 51,355.20
	Accounting Clerk III	1	1	36	33,113.60 - 51,355.20
	Operations Support Technician III	3	3	33	30,763.20 - 47,736.00
	Tree Trimmer Parks '&' Rec	1	1	31	29,307.20 - 45,468.80
	Operations Support Technician II	10	11	29	27,913.60 - 43,305.60
	Equipment Operator I	1	1	29	27,913.60 - 43,305.60
	Office Associate I	2	2	24	24,710.40 - 38,334.40
	Operations Support Technician I	39	40	24	24,710.40 - 38,334.40
	Operations Support Worker II	36	35	18	21,340.80 - 33,113.60
	TOTAL FULL TIME EMPLOYEES	116	117		
	Operations Support Technician II	1	1	29	27,913.60 - 43,305.60
	Operations Support Technician I	4	4	24	24,710.40 - 38,334.40
	TOTAL GRANT FUNDED POSITIONS	5	5		
	Operations Support Worker II	2	0	18	21,340.80 - 33,113.60
	Parking Attendant (Parks & Rec.)	35	35	8	16,744.00 - 25,937.60
	TOTAL PART TIME EMPLOYEES	37	35		
	TOTAL FT	121	122		
	TOTAL PT	37	35		

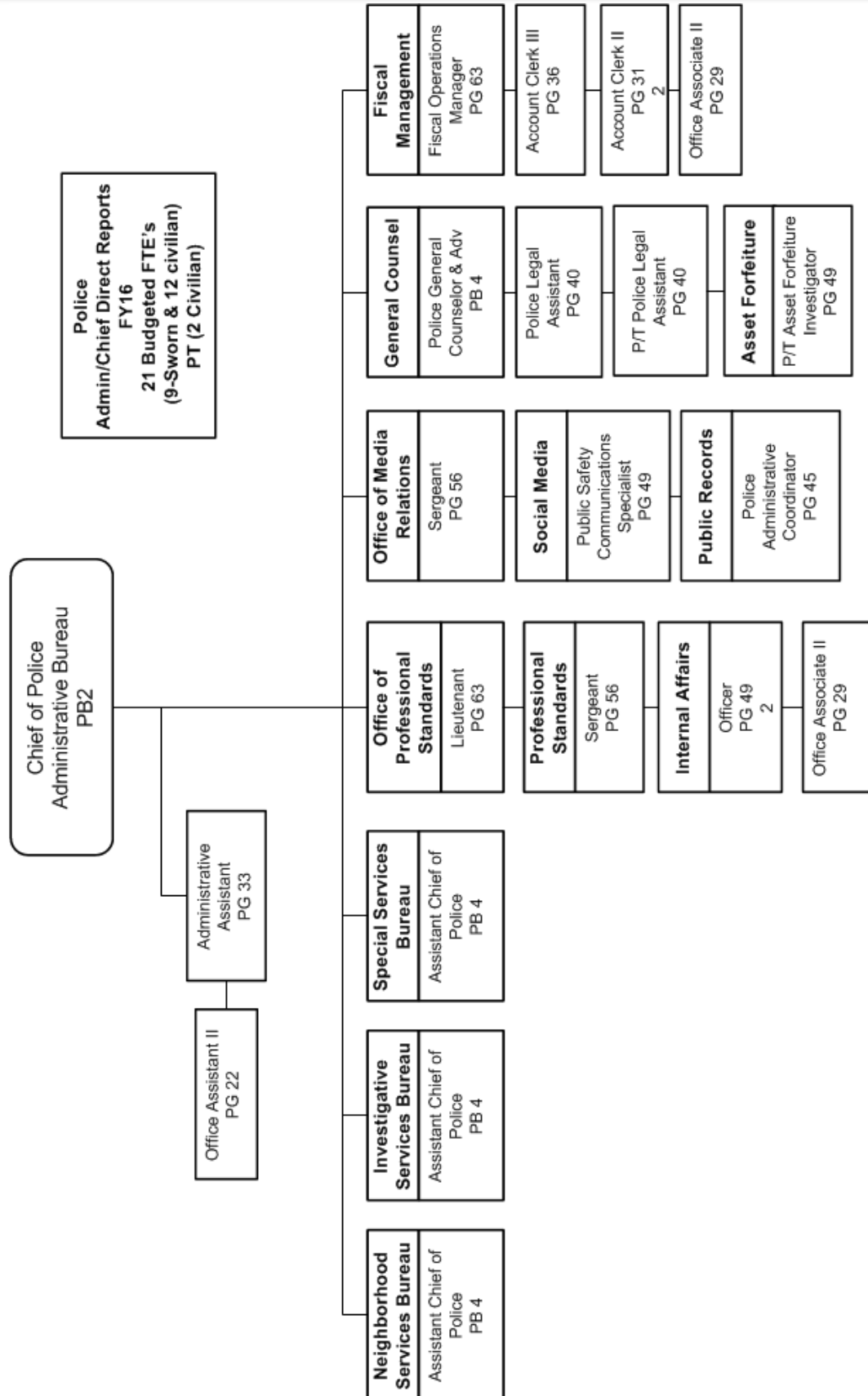
Parks and Recreation—Recreation



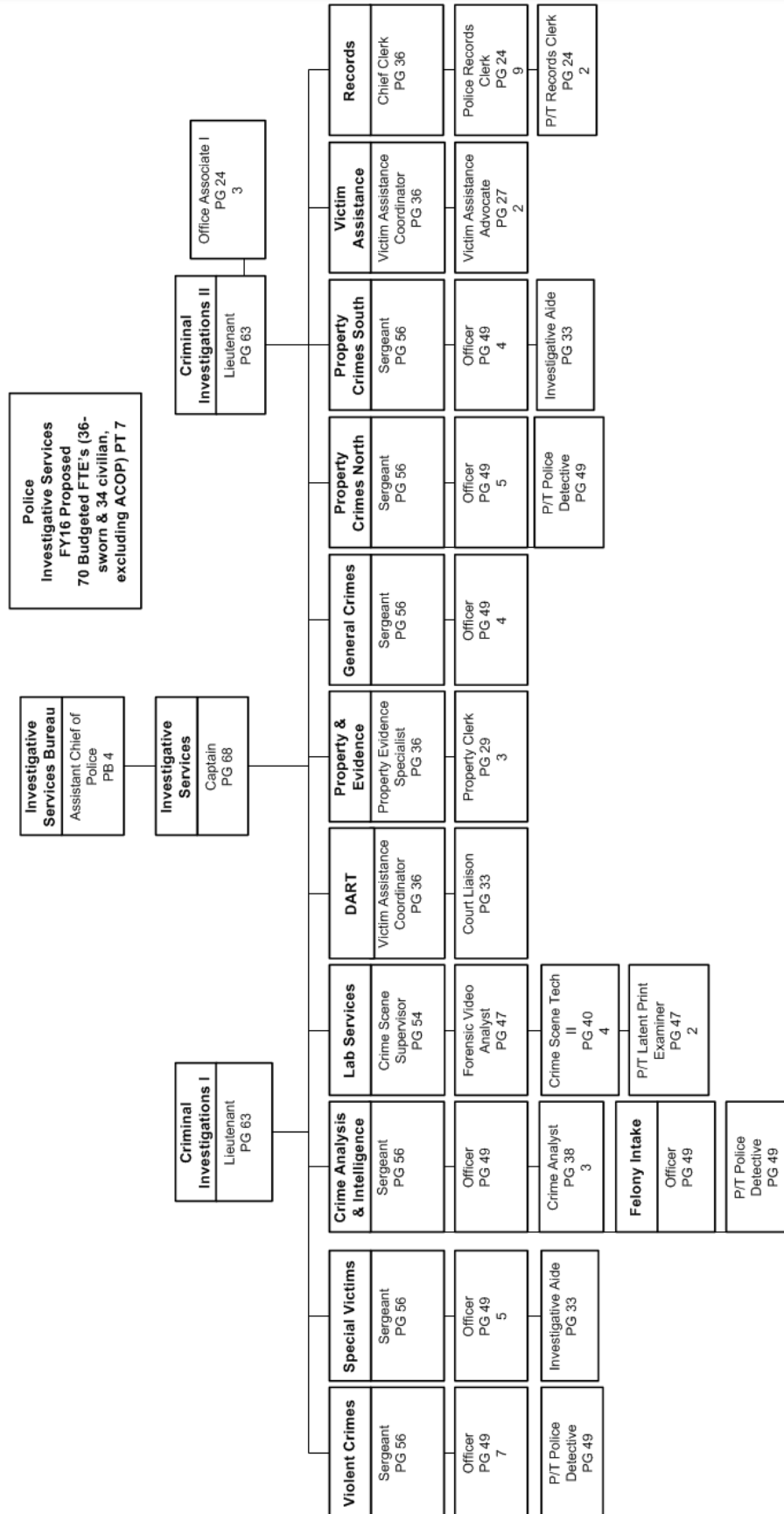
Parks and Recreation—Recreation

Recreation Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Superintendent of Recreation	1	1	60	59,467.20 - 92,268.80
Asst Superintendent of Recreation	2	2	54	51,355.20 - 79,705.60
Recreation Supervisor III	2	2	49	45,468.80 - 70,512.00
Aquatics Supervisor	1	1	47	43,305.60 - 67,163.20
Recreation Supervisor II	3	3	45	41,246.40 - 63,960.00
Recreation Supervisor I	5	5	40	36,504.00 - 56,638.40
Lead Aquatic Facility Operator	1	1	40	36,504.00 - 56,638.40
Accounting Clerk III	1	1	36	33,113.60 - 51,355.20
Swimming Pool Operator	1	1	33	30,763.20 - 47,736.00
Senior Lifeguard	1	1	27	26,582.40 - 41,246.40
Custodian Foreman	3	3	27	26,582.40 - 41,246.40
Office Associate I	3	3	24	24,710.40 - 38,334.40
Recreation Leader	4	4	24	24,710.40 - 38,334.40
Lead Lifeguard	4	4	18	21,340.80 - 33,113.60
Operations Support Worker I	9	9	14	19,364.80 - 30,035.20
Lifeguard	4	4	12	18,428.80 - 28,600.00
TOTAL FULL TIME EMPLOYEES	45	45		
Recreation Supervisor II	1	1	45	41,246.40 - 63,960.00
Recreation Leader	10	10	24	24,710.40 - 38,334.40
Lifeguard	31	31	12	18,428.80 - 28,600.00
Playground Coordinator	8	8	8	16,744.00 - 25,937.60
Bus Driver	5	5	6	16,744.00 - 24,710.40
Playground Instructor	31	31	6	16,744.00 - 24,710.40
Tennis Instructor	8	8	6	16,744.00 - 24,710.40
TOTAL PART TIME EMPLOYEES	94	94		
TOTAL FT	45	45		
TOTAL PT	94	94		

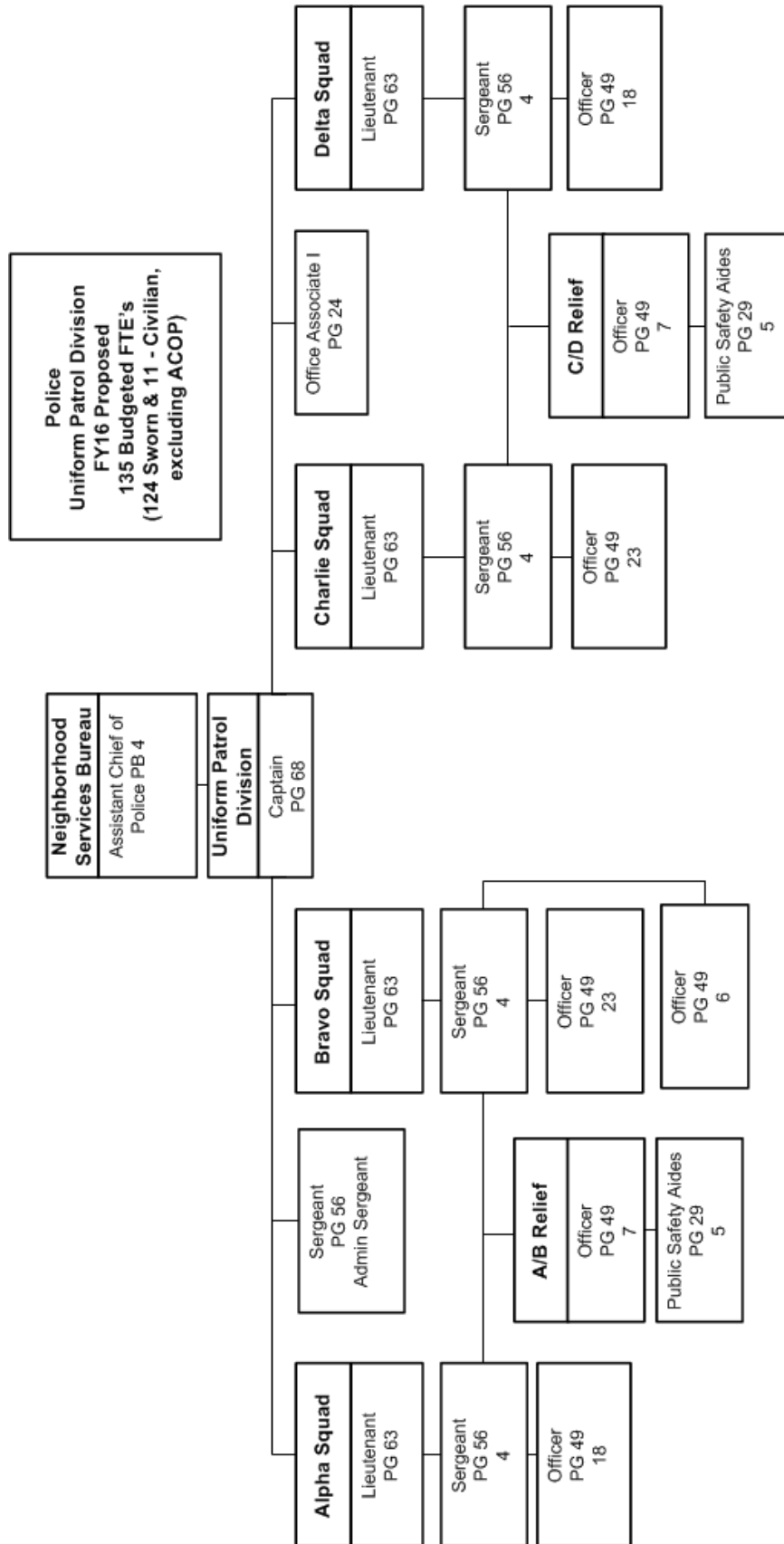
Police Department—Police Chief



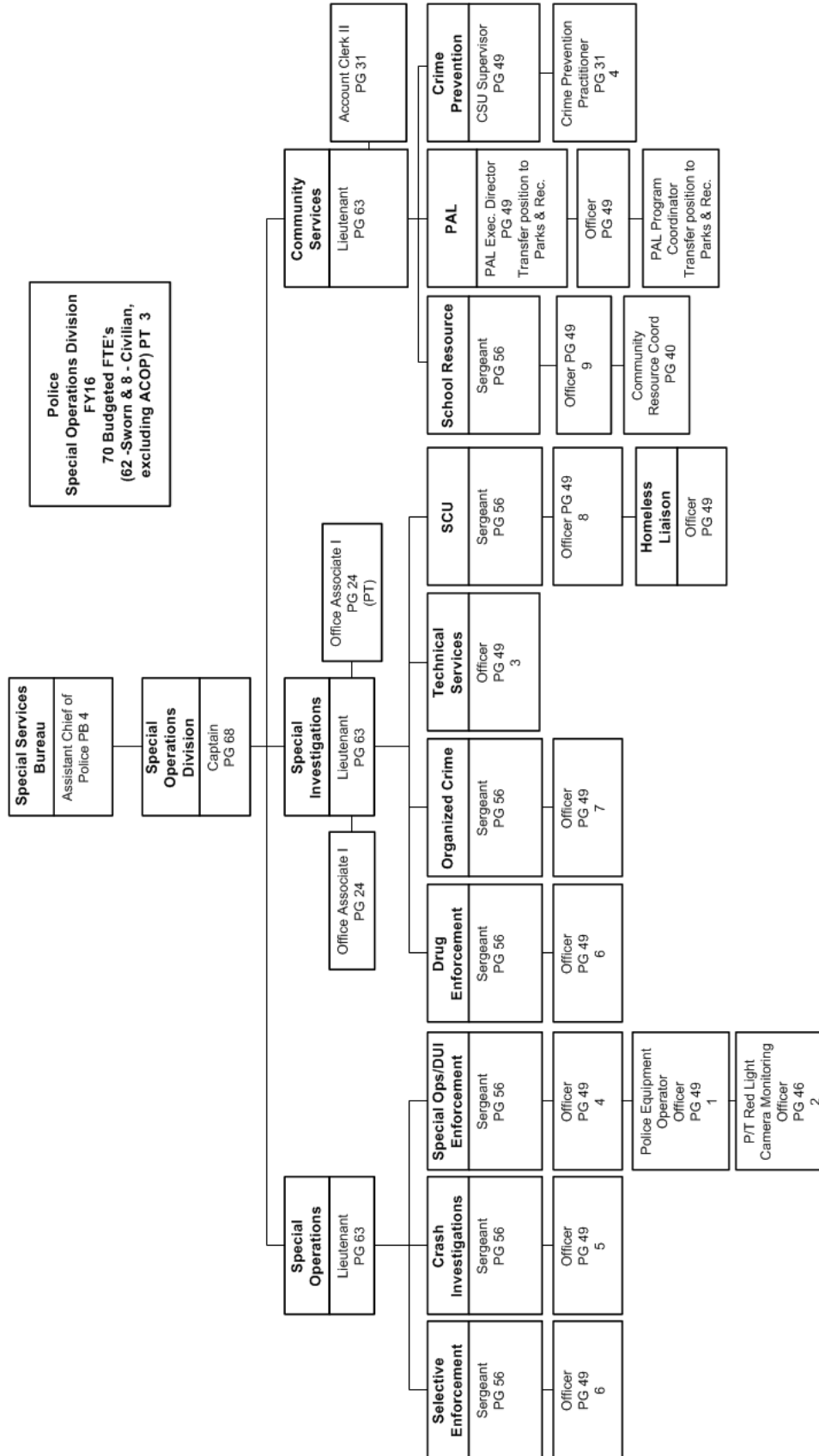
Police Department—Investigative Services



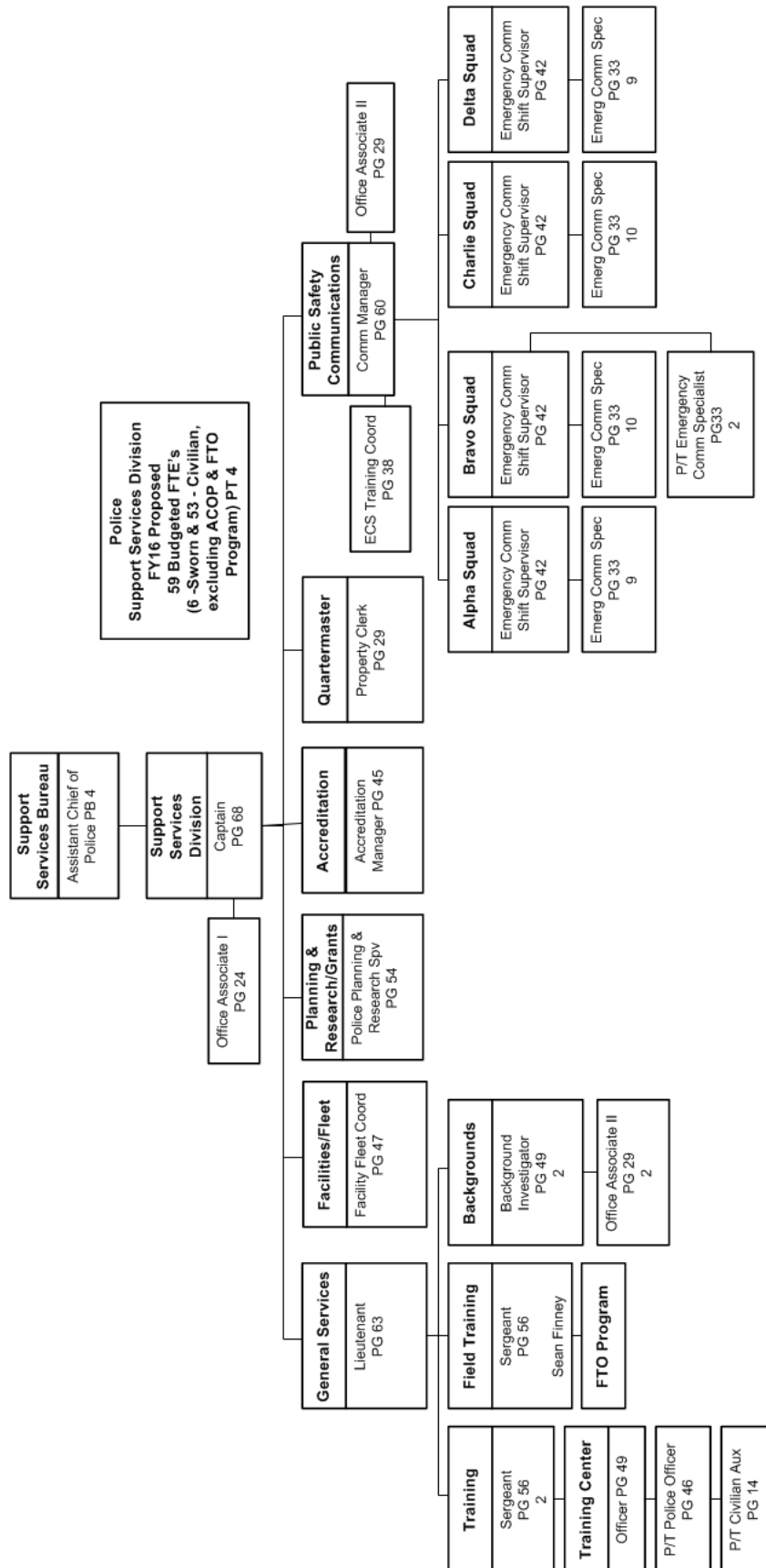
Police Department—Uniform Patrol Division



Police Department—Special Operations Division



Police Department— Support Services Division



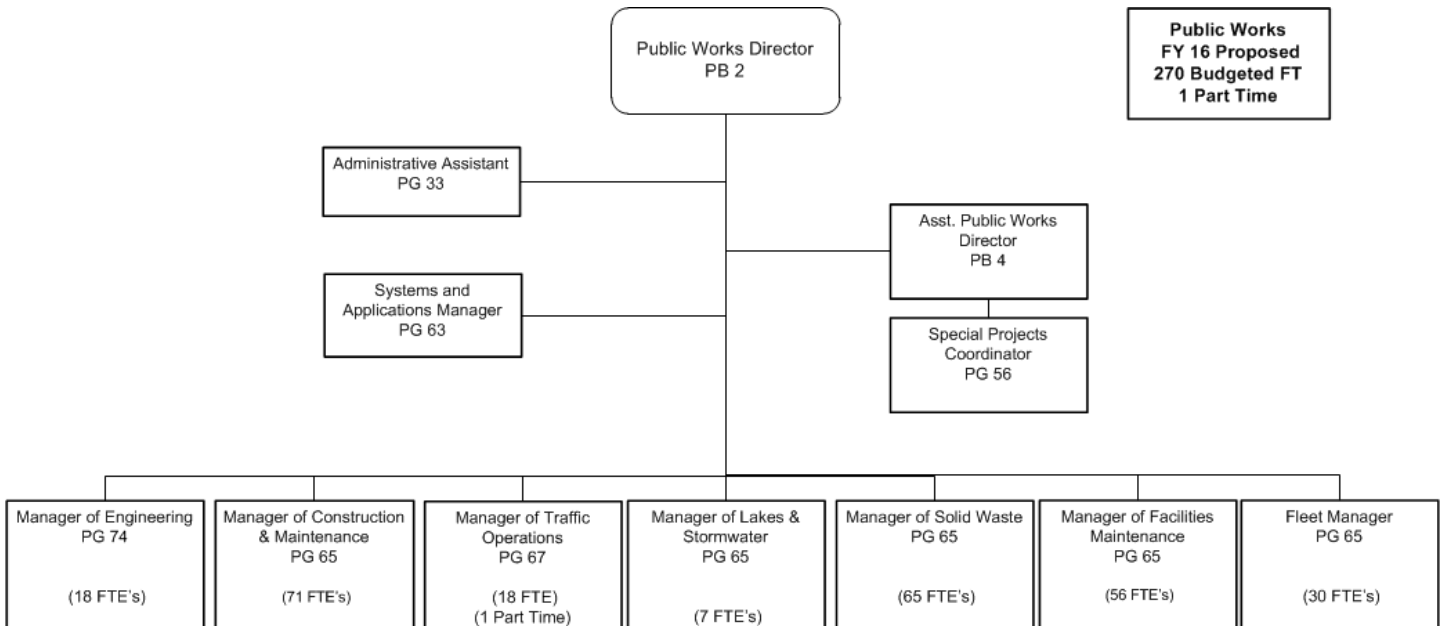
Police Department

Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Police Chief	1	1	PB2	84,891.35 - 157,685.53
Assistant Police Chief	2	2	PB4	69,120.69 - 128,382.07
Assistant Police Chief Admin Services	1	1	PB4	69,120.69 - 128,382.07
Police General Counselor	1	1	PB4	69,120.69 - 128,382.07
Police Captain	4	4	P68	74,048.00 - 112,153.60
Fiscal Operations Manager	1	1	63	64,941.03 - 100,746.98
Police Lieutenant	11	11	P63	60,540.48 - 94,370.64
Communications Center Manager	1	1	60	60,367.86 - 93,652.83
Police Sergeant	33	33	P56	50,938.88 - 79,410.24
Police Planning & Research Supervisor	1	1	54	52,134.18 - 80,879.55
Crime Scene Supervisor	1	1	54	52,134.18 - 80,879.55
Community Services Unit - Supervisor	1	1	49	46,137.85 - 71,578.33
PAL Executive Director	1	1	49	46,137.85 - 71,578.33
Public Safety Communications Specialist	1	1	49	46,137.85 - 71,578.33
Police Officer	169	175	P49	42,871.92 - 66,830.40
Civilian Background Investigator	2	2	49	46,137.85 - 71,578.33
Police Facility/Fleet Coordinator	1	1	47	43,955.18 - 68,192.28
Forensic Video Analyst	1	1	47	43,955.18 - 68,192.28
PAL Program Coordinator	1	1	45	41,858.61 - 64,941.03
Accreditation Manager	1	1	45	41,858.61 - 64,941.03
Police Administrative Coordinator	1	1	45	41,858.61 - 64,941.03
Emergency Communications Shift Supervisor	4	4	42	38,911.58 - 60,367.86
Community Resources Coordinator	1	1	40	37,051.56 - 57,481.49
Crime Scene Technician II	4	4	40	37,051.56 - 57,481.49
Police Legal Assistant	1	1	40	37,051.56 - 57,481.49
Crime Analyst	3	3	38	35,288.44 - 54,747.75
ECS Training Coordinator	1	1	38	35,288.44 - 54,747.75
Chief Clerk	1	1	36	33,603.81 - 52,134.18
Property Evidence Specialist	1	1	36	33,603.81 - 52,134.18
Accounting Clerk III	1	1	36	33,603.81 - 52,134.18
Administrative Assistant	1	1	33	31,228.98 - 48,447.71
Court Liaison	1	1	33	31,228.98 - 48,447.71
Emergency Communications Specialist	38	38	33	31,228.98 - 48,447.71
Investigative Aide	2	2	33	31,228.98 - 48,447.71
Civilian Crime Prevention Practitioner	4	4	31	29,740.32 - 46,137.85
Accounting Clerk II	3	3	31	29,740.32 - 46,137.85
Police Property Clerk	4	4	29	28,332.30 - 43,955.18
Office Associate II	4	4	29	28,332.30 - 43,955.18
Public Safety Aide I	10	10	29	28,332.30 - 43,955.18
Police Records Clerk	9	9	24	25,080.84 - 38,911.58
Office Associate I	6	6	24	25,080.84 - 38,911.58
Office Assistant II	1	1	22	23,883.20 - 37,051.56
TOTAL FULL TIME EMPLOYEES	336	342		

Police Department

Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Police Sergeant - IPS Coordinator	1	1	56	54,747.75 - 84,937.91
Police Sergeant - SRO	1	1	56	54,747.75 - 84,937.91
Police Officer - SRO	8	8	49	46,137.85 - 71,578.33
Victim Assistance Coordinator -VOCA	1	1	36	33,603.81 - 52,134.18
Victim Assistance Coordinator -DART	1	1	36	33,603.81 - 52,134.18
Victim Assistance Advocate - VOCA	2	2	27	26,981.14 - 41,858.61
TOTAL GRANT FUNDED POSITIONS	14	14		
Investigator Asset Forfeiture	1	1	49	46,137.85 - 71,578.33
Latent Print Examiner	2	2	47	43,955.18 - 68,192.28
Police Officer	2	2	46	42,891.45 - 66,542.86
Police Detective	3	3	46	42,891.45 - 66,542.86
Red Light Camera Monitoring Officer	1	1	46	42,891.45 - 66,542.86
Police Legal Assistant	1	1	40	37,051.56 - 57,481.49
Emergency Communications Specialist	2	2	33	31,228.98 - 48,447.71
Office Associate I	1	1	24	25,080.84 - 38,911.58
Police Records Clerk	2	2	24	25,080.84 - 38,911.58
Police Auxiliary Operator - Civilian	1	1	14	19,648.78 - 30,483.57
TOTAL PART TIME EMPLOYEES	16	16		
	TOTAL FT	350	356	
	TOTAL PT	16	16	

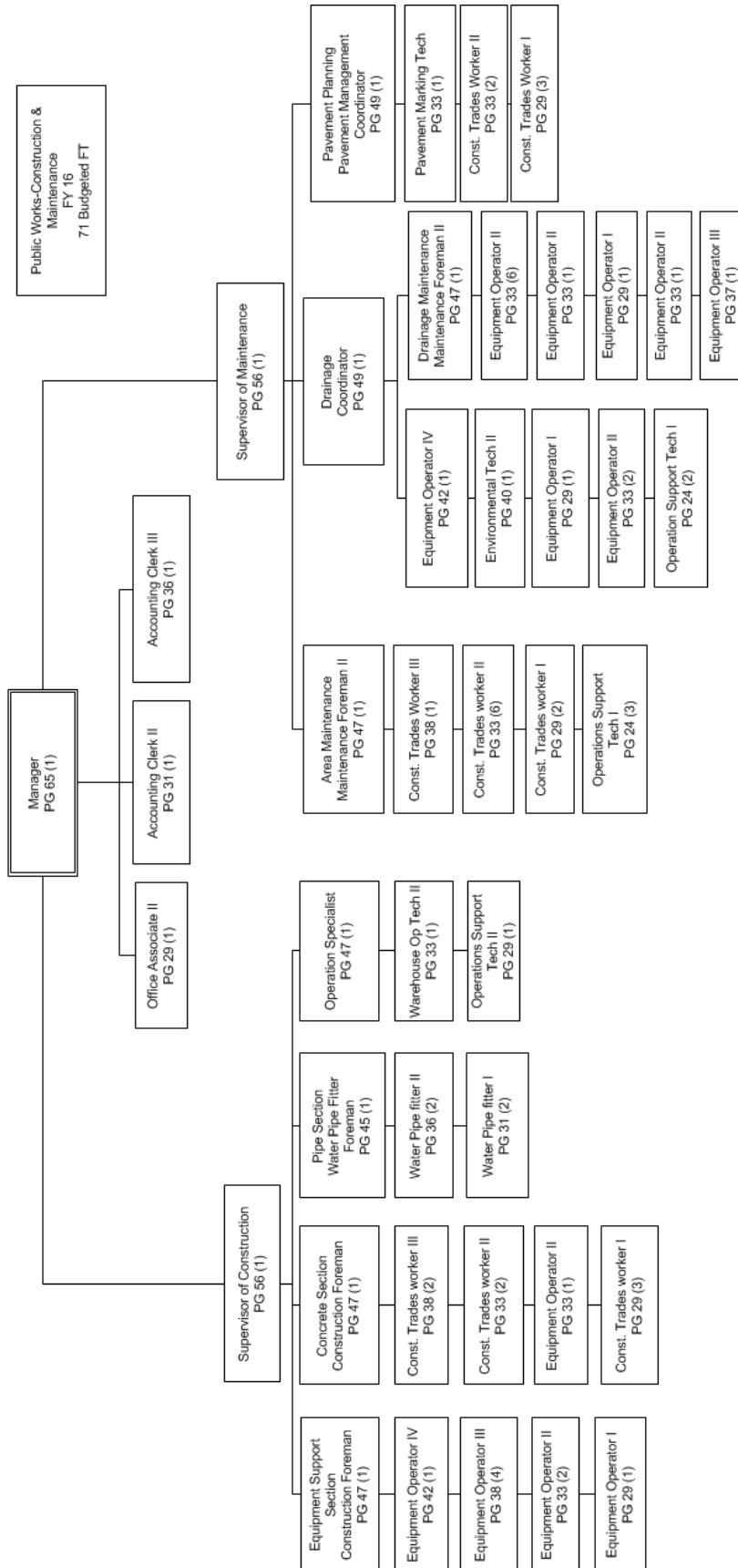
Public Works—Director



**Public Works
FY 16 Proposed
270 Budgeted FT
1 Part Time**

Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Public Works Director	1	1	PB2	83,643.00 - 155,354.00
Assistant Director of Public Works	1	1	PB4	68,100.00 - 126,480.00
Systems & Applications Manager	1	1	63	63,960.00 - 99,236.80
Special Projects Coordinator	1	1	56	53,934.40 - 83,678.40
Administrative Assistant	1	1	33	30,763.20 - 47,736.00
TOTAL FULL TIME EMPLOYEES	5	5		
TOTAL FT	5	5		

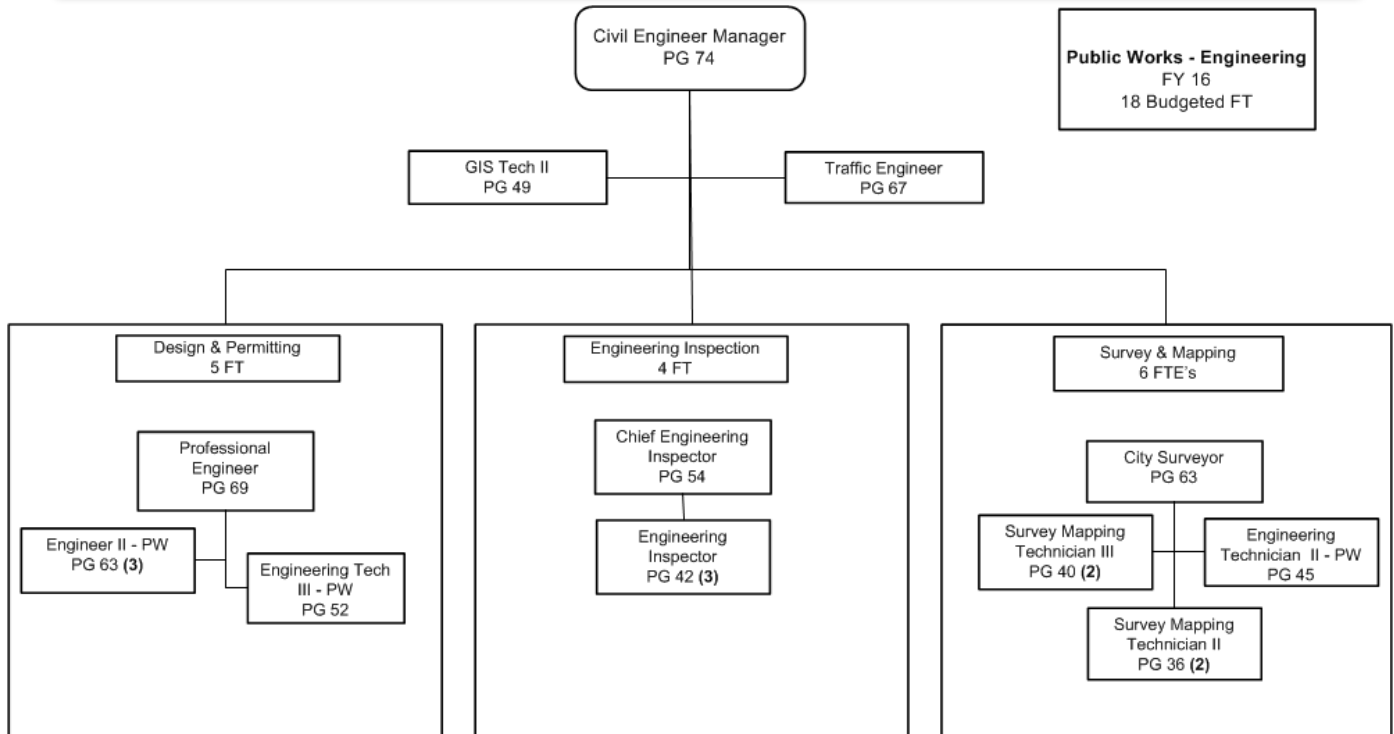
Public Works—Construction and Maintenance



Public Works—Construction and Maintenance

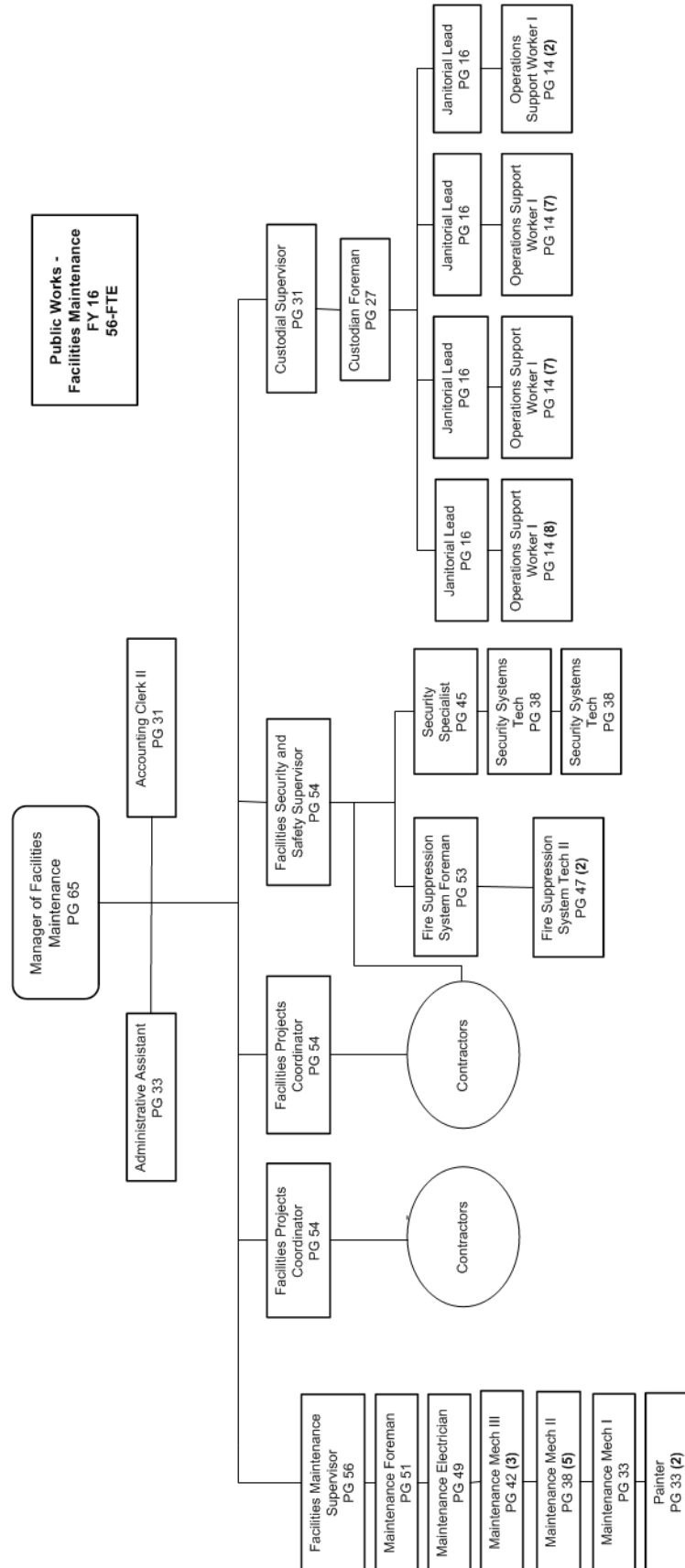
Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Manager of Construction & Maintenance	1	1	65	68,192.28 - 105,793.27
Supervisor of Maintenance-Public Works	1	1	56	54,747.75 - 84,937.91
Construction Supervisor	1	1	56	54,747.75 - 84,937.91
Pavement Management Coordinator	1	1	49	46,137.85 - 71,578.33
Drainage Coordinator	1	1	49	46,137.85 - 71,578.33
Construction Foreman	2	2	47	43,955.18 - 68,192.28
Maintenance Foreman II - Streets	2	2	47	43,955.18 - 68,192.28
Operations Specialist	1	1	47	43,955.18 - 68,192.28
Construction Pipefitter Foreman	1	1	45	41,858.61 - 64,941.03
Equipment Operator IV	2	2	42	38,911.58 - 60,367.86
Environmental Technician II	1	1	40	37,051.56 - 57,481.49
Equipment Operator III	5	5	38	35,288.44 - 54,747.75
Construction Trades Worker III	3	3	38	35,288.44 - 54,747.75
Construction Pipefitter II	2	2	36	33,603.81 - 52,134.18
Accounting Clerk III	1	1	36	33,603.81 - 52,134.18
Construction Trades Worker II	10	10	33	31,228.98 - 48,447.71
Equipment Operator II Streets	13	13	33	31,228.98 - 48,447.71
Pavement Marking Technician	1	1	33	31,228.98 - 48,447.71
Warehouse Operations Technician II	1	1	33	31,228.98 - 48,447.71
Construction Pipefitter I	2	2	31	29,740.32 - 46,137.85
Accounting Clerk II	1	1	31	29,740.32 - 46,137.85
Office Associate II	1	1	29	28,332.30 - 43,955.18
Construction Trades Worker I	8	8	29	28,332.30 - 43,955.18
Equipment Operator I	3	3	29	28,332.30 - 43,955.18
Operations Support Technician II	1	1	29	28,332.30 - 43,955.18
Operations Support Technician I	5	5	24	25,080.84 - 38,911.58
TOTAL FULL TIME EMPLOYEES	71	71		
TOTAL FT	71	71		

Public Works—Engineering



Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Civil Engineer Manager	1	1	74	84,937.91 - 131,768.64
Professional Engineer - Public Works	1	1	69	75,163.05 - 116,605.91
Traffic Engineer	1	1	67	71,578.33 - 111,049.12
City Surveyor	1	1	63	64,941.03 - 100,746.98
Engineer II - Public Works	3	3	63	64,941.03 - 100,746.98
Chief Engineering Inspector	1	1	54	52,134.18 - 80,879.55
Engineering Technician III - Public Works	1	1	52	49,653.26 - 77,033.25
GIS Tech II	1	1	49	46137.85 - 71,578.33
Engineering Technician II - PW	1	1	45	41,858.61 - 64,941.03
Engineering Inspector	3	3	42	38,911.58 - 60,367.86
Survey Mapping Technician III	2	2	40	37,051.56 - 57,481.49
Survey Mapping Technician II	2	2	36	33,603.81 - 52,134.18
TOTAL FULL TIME EMPLOYEES	18	18		
TOTAL FT	18	18		

Public Works—Facilities Maintenance

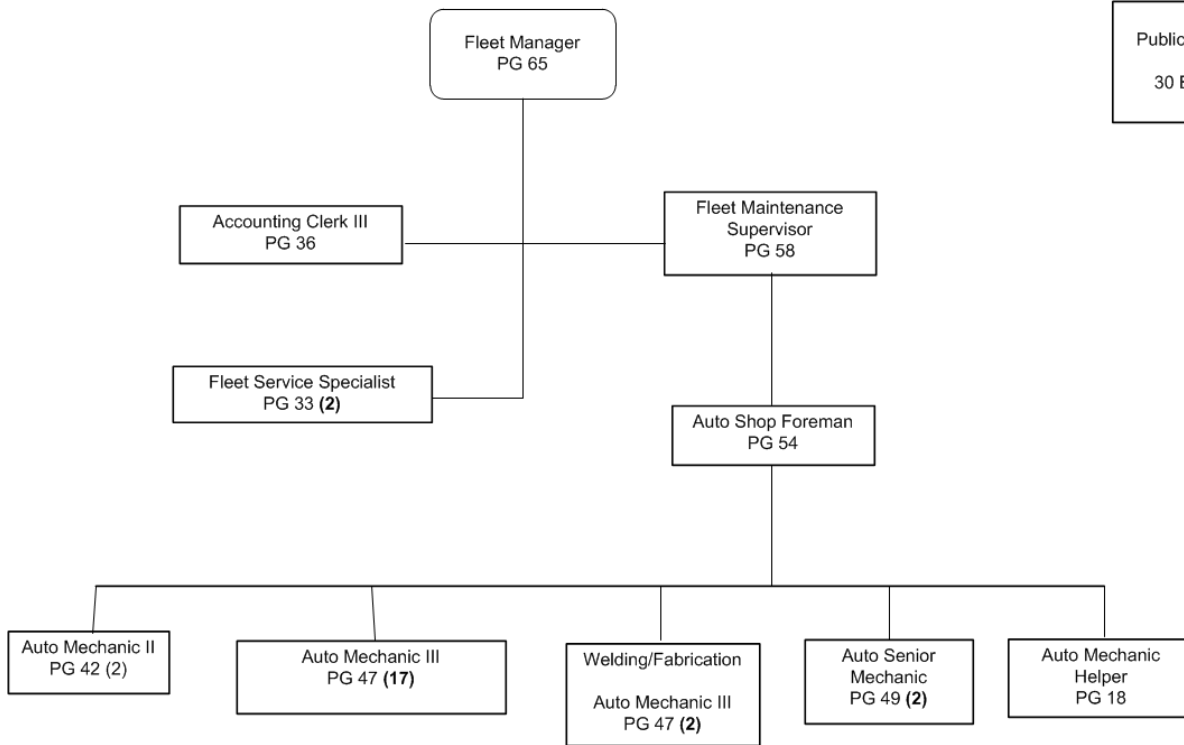


Public Works—Facilities Maintenance

Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Facilities Maintenance Manager	1	1	65	68,192.28 - 105,793.27
Facilities Maintenance Supervisor	1	1	56	54,747.75 - 84,937.91
Facilities Project Coordinator	2	2	54	52,134.18 - 80,879.55
Security and Safety Systems Supervisor	1	1	54	52,134.18 - 80,879.55
Maintenance Foreman	1	1	51	48,447.71 - 75,163.05
Maintenance Electrician	1	1	49	46,137.85 - 71,578.33
Security Specialist	0	1	45	41,858.61 - 64,941.03
Maintenance Mechanic III	4	3	42	38,911.58 - 60,367.86
Maintenance Mechanic II	5	5	38	35,288.44 - 54,747.75
Security Systems Tech	1	1	38	35,288.44 - 54,747.75
Security Systems Tech (LE)	0	1	38	35,288.44 - 54,747.75
Painter	3	2	33	31,228.98 - 48,447.71
Administrative Assistant	1	1	33	31,228.98 - 48,447.71
Maintenance Mechanic I	1	1	33	31,228.98 - 48,447.71
Accounting Clerk II	1	1	31	29,740.32 - 46,137.85
TOTAL MAINTENANCE FULL TIME EMPLOYEES	23	23		
Custodial Supervisor	1	1	31	29,740.32 - 46,137.85
Custodian Foreman	1	1	27	26,981.14 - 41,858.61
Janitorial Lead	4	4	16	20,630.31 - 32,005.36
Operations Support Worker I	24	24	14	19,648.78 - 30,483.57
TOTAL JANITORIAL FULL TIME EMPLOYEES	30	30		
Fire Suppression System Foreman	1	1	53	50,866.94 - 78,916.66
Fire Suppression System Technician II	2	2	47	43,955.18 - 68,192.28
TOTAL FIRE SAFETY TEAM FULL TIME EMPLOYEES	3	3		
TOTAL FT	56	56		

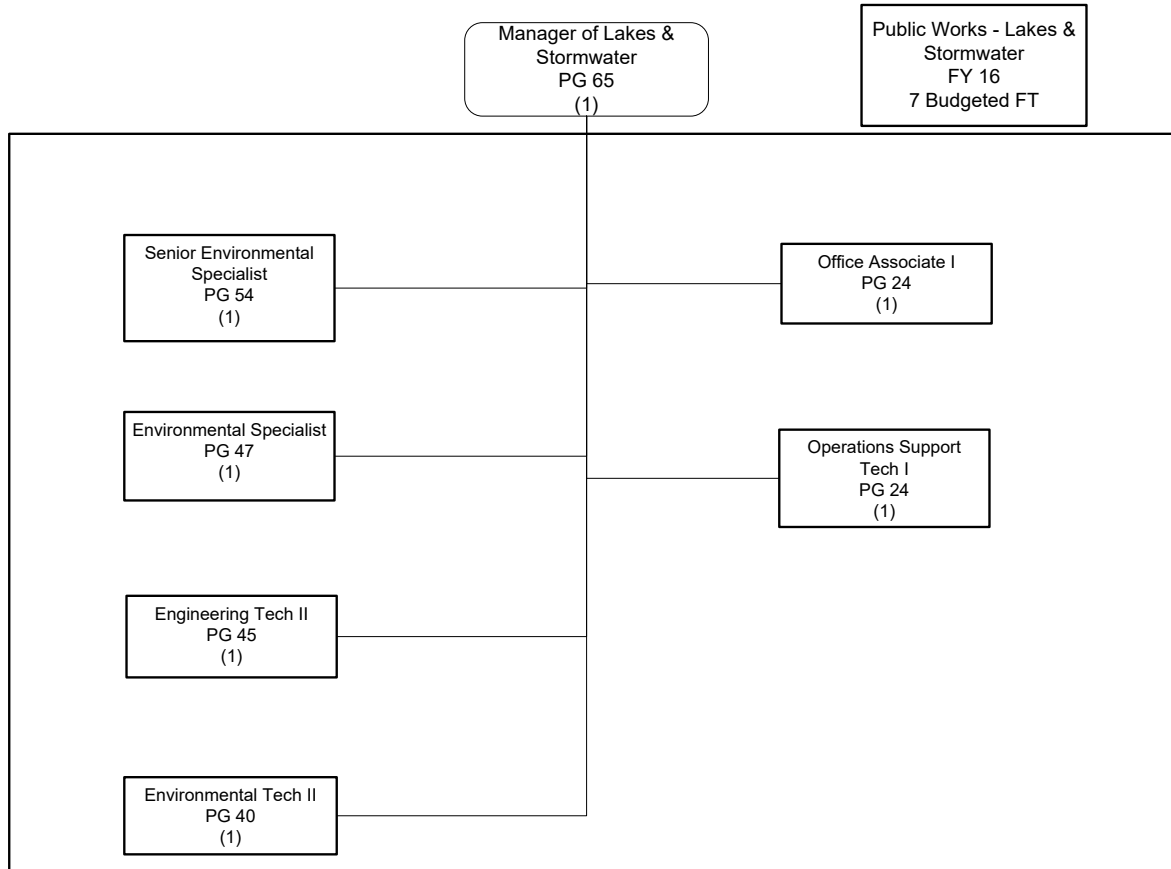
Public Works—Fleet

Public Works – Fleet
FY 16
30 Budgeted FT



Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Fleet Manager	1	1	65	67,163.20 - 104,187.20
Fleet Maintenance Supervisor	1	1	58	56,638.40 - 87,859.20
Automotive Shop Foreman	2	2	54	51,355.20 - 79,705.60
Automotive Senior Mechanic	1	1	49	45,468.80 - 70,512.00
Automotive Mechanic III	19	19	47	43,305.60 - 67,163.20
Automotive Mechanic II	2	2	42	38,334.40 - 59,467.20
Accounting Clerk III	1	1	36	33 113.60 - 51 355.20
Fleet Service Specialist	2	2	33	30,763.20 - 47,736.00
Automotive Mechanic Helper	1	1	18	21,340.80 - 33,113.60
TOTAL FULL TIME EMPLOYEES	30	30		
TOTAL FT	30	30		

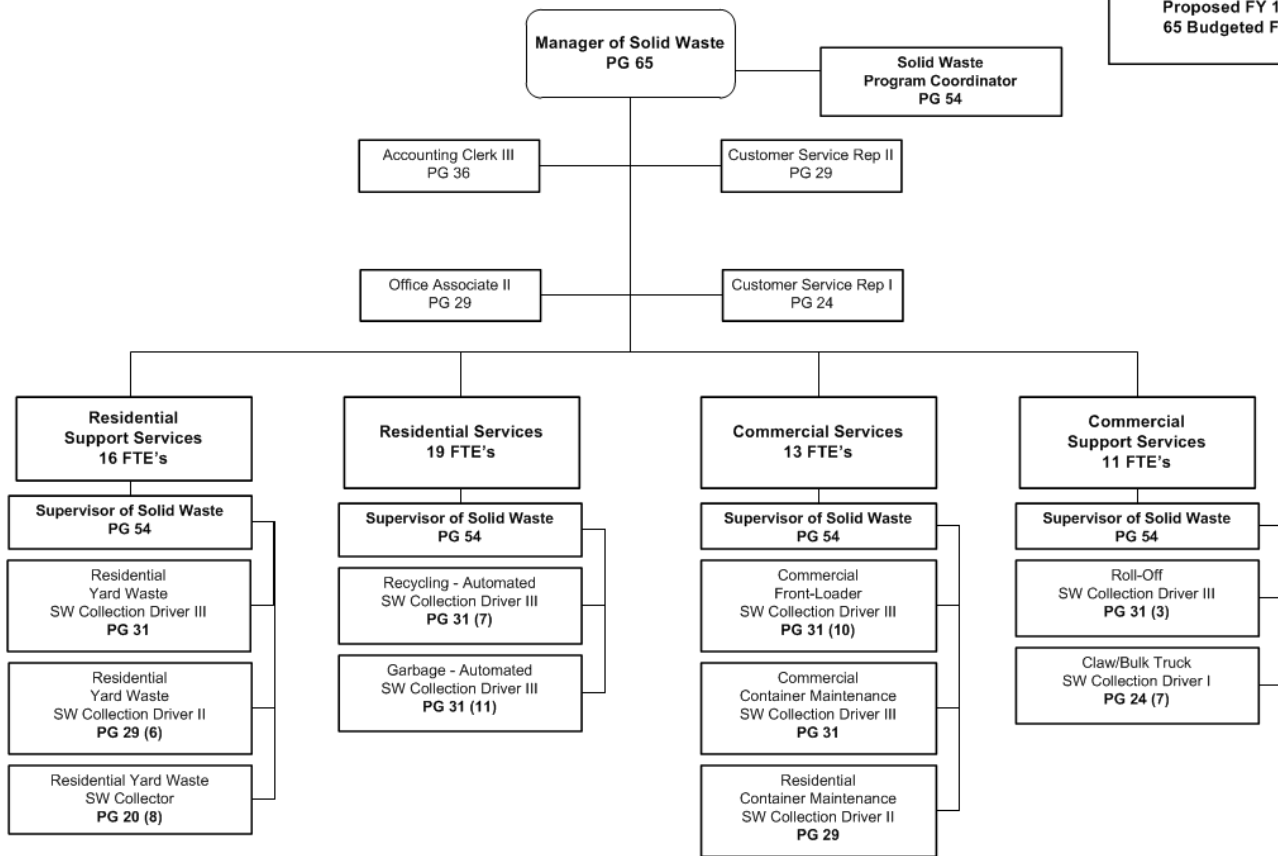
Public Works—Lakes and Stormwater



Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Manager of Lakes '&' Stormwater	1	1	65	67,163.20 - 104,187.20
Senior Environmental Specialist	1	1	54	51,355.20 - 79,705.60
Environmental Specialist	1	1	47	43,305.60 - 67,163.20
Engineering Tech II	1	1	45	41,246.40 - 63,960.00
Lakes Program Coordinator	1	0	40	36,504.00 - 56,638.40
Environmental Tech II	1	1	40	36,504.00 - 56,638.40
Operations Support Tech I	0	1	24	24,710.40 - 38,334.40
Office Associate I	1	1	24	24,710.40 - 38,334.40
TOTAL FULL TIME EMPLOYEES	7	7		
<hr/>				
TOTAL FT	7	7		
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Environmental Tech II	2	2		
Operations Support Tech I	1	1		
TOTAL CONTRACT POSITIONS	3	3		

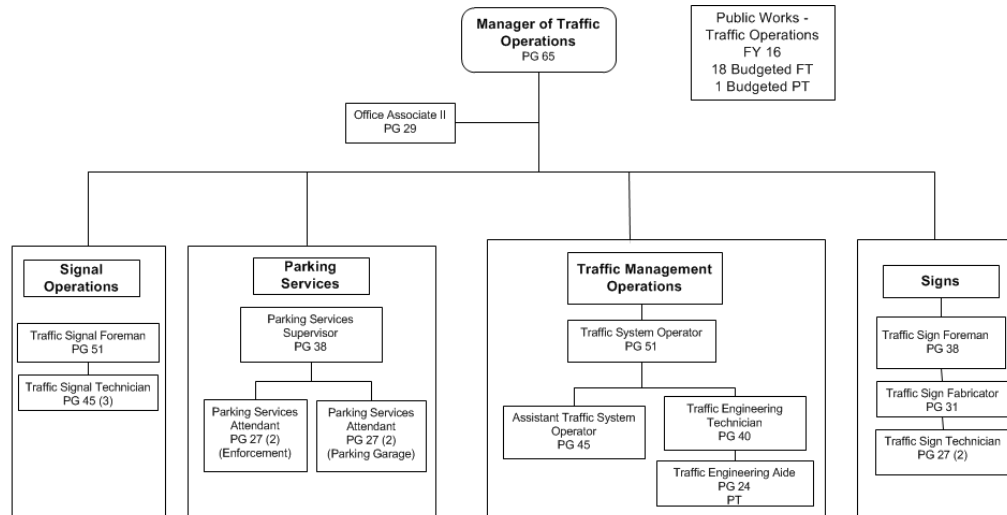
Public Works—Solid Waste

Public Works - Solid Waste
Proposed FY 16
65 Budgeted FT



Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Manager of Solid Waste	1	1	65	68,192.28 - 105,793.27
Solid Waste Program Coordinator	1	1	54	52,134.18 - 80,879.55
Supervisor of Solid Waste	4	4	54	52,134.18 - 80,879.55
Accounting Clerk III	1	1	36	33,603.81 - 52,134.18
Solid Waste Collection Driver III	34	34	31	29,740.32 - 46,137.85
Office Associate II	1	1	29	28,332.30 - 43,955.18
Solid Waste Collection Driver II	6	6	29	28,332.30 - 43,955.18
Customer Service Representative II	1	1	29	28,332.30 - 43,955.18
Support Cart Delivery Driver II	1	1	29	28,332.30 - 43,955.18
Solid Waste Collection Driver I	7	7	24	25,080.84 - 38,911.58
Customer Service Representative I	1	1	24	25,080.84 - 38,911.58
Solid Waste Collector	7	7	20	22,745.76 - 35,288.44
TOTAL FULL TIME EMPLOYEES	65	65		
TOTAL FT	65	65		

Public Works—Traffic Operations



Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Manager of Traffic Operations	1	1	65	67,163.20 - 104,187.20
Traffic Signal Foreman	1	1	51	47,736.00 - 74,048.00
Traffic System Operator	1	1	51	47,736.00 - 74,048.00
Asst Traffic Sys Operator	1	1	45	41,246.40 - 63,960.00
Traffic Signal Technician	3	3	45	41,246.40 - 63,960.00
Traffic Engineering Technician	1	1	40	36,504.00 - 56,638.40
Traffic Sign Foreman	1	1	38	34,777.60 - 53,934.40
Traffic Sign Fabricator	1	1	31	29,307.20 - 45,468.80
Office Associate II	1	1	29	27,913.60 - 43,305.60
Traffic Sign Technician	2	2	27	26,582.40 - 41,246.40
TOTAL FULL TIME EMPLOYEES	13	13		

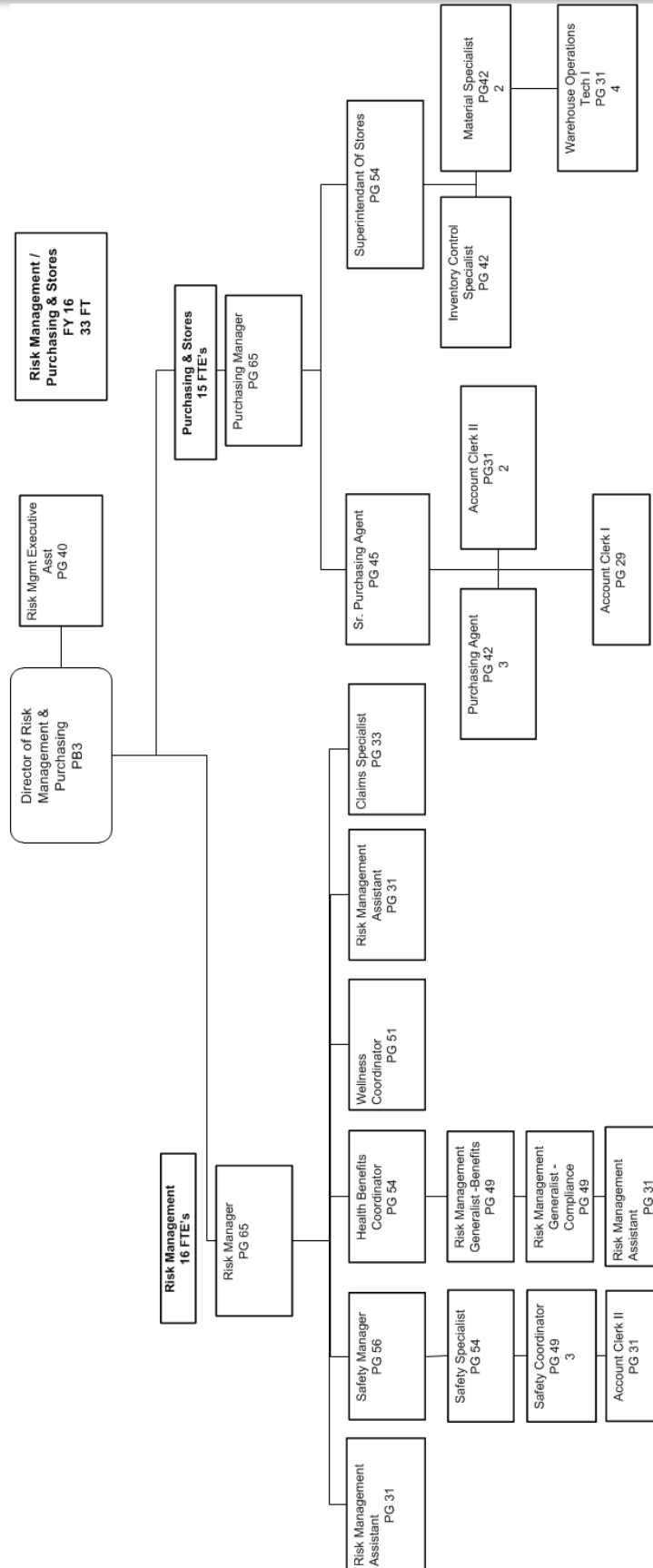
Traffic Engineering Aide	1	1	24	24,710.40 - 38,334.40
TOTAL PART TIME EMPLOYEES	1	1		

Parking

Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Parking System Foreman	1	1	38	34,777.60 - 53,934.40
Parking Service Attendant	4	4	27	26,582.40 - 41,246.40
TOTAL FULL TIME EMPLOYEES	5	5		

TOTAL FT	18	18
TOTAL PT	1	1

Purchasing and Risk Management



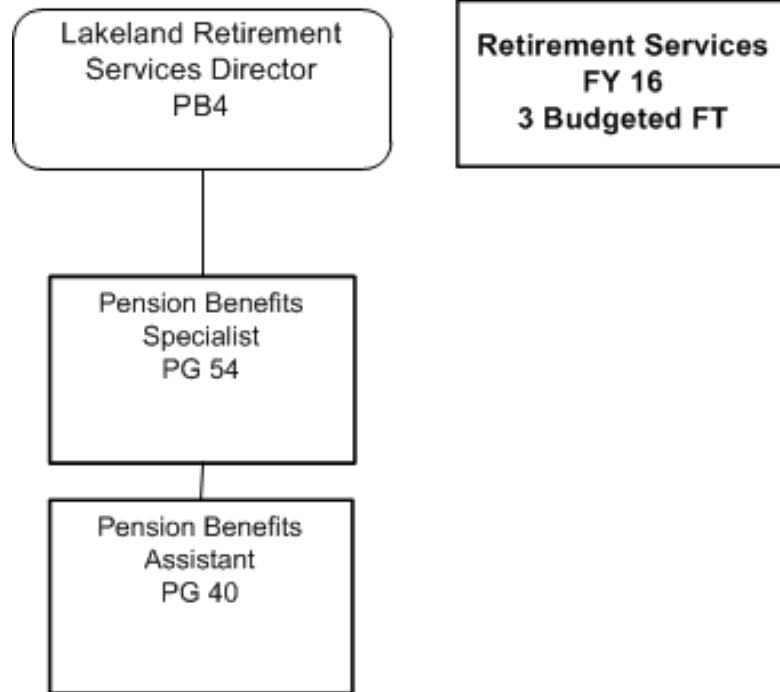
Purchasing and Risk Management

<i>Purchasing and Stores</i>	FY15		FY16	
	Personnel	Current	Proposed	PG
Purchasing Manager	1	1	65	68,192.28 - 105,793.27
Superintendant of Stores	1	1	54	52,134.18 - 80,879.55
Sr. Purchasing Agent	1	1	45	41,858.61 - 64,941.03
Inventory Control Specialist	1	1	42	38,911.58 - 60,367.86
Purchasing Agent	3	3	42	38,911.58 - 60,367.86
Material Specialist	2	2	42	38,911.58 - 60,367.86
Warehouse Operations Technician I	4	4	31	29,740.32 - 46,137.85
Accounting Clerk II	2	2	31	29,740.32 - 46,137.85
Accounting Clerk I	1	1	29	28,332.30 - 43,955.18
TOTAL FULL TIME EMPLOYEES	16	16		

<i>Risk Management</i>	FY15		FY16	
	Personnel	Current	Proposed	PG
Risk & Purchasing Director	1	1	PB3	78,494.42 - 145,778.36
Risk Manager	1	1	65	68,192.28 - 105,793.27
Safety Manager	1	1	56	54,747.75 - 84,937.91
Health Benefits Coordinator	1	1	54	52,134.18 - 80,879.55
Safety Specialist	1	1	54	52,134.18 - 80,879.55
Wellness Coordinator	1	1	51	48,447.71 - 75,163.05
RM Generalist - Benefits	1	1	49	46,137.85 - 71,578.33
RM Generalist - Compliance	1	1	49	46,137.85 - 71,578.33
Safety Coordinator	3	3	49	46,137.85 - 71,578.33
Risk Management Executive Assistant	1	1	40	37,051.56 - 57,481.49
Claims Specialist	1	1	33	31,228.98 - 48,447.71
Accounting Clerk II	1	1	31	29,740.32 - 46,137.85
Risk Management Assistant	3	3	31	29,740.32 - 46,137.85
TOTAL FULL TIME EMPLOYEES	17	17		

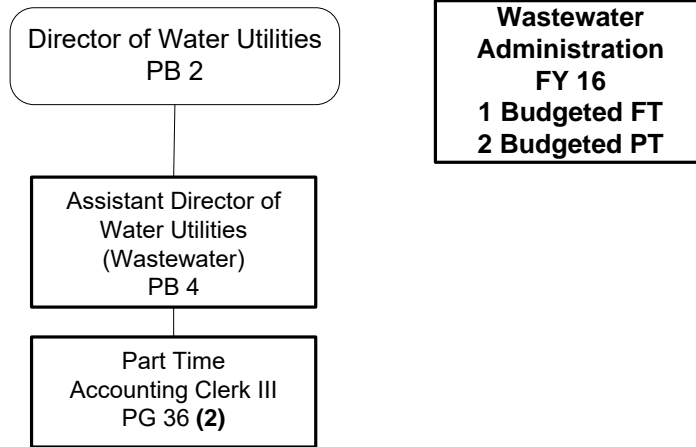
TOTAL FT 33 33

Retirement Services



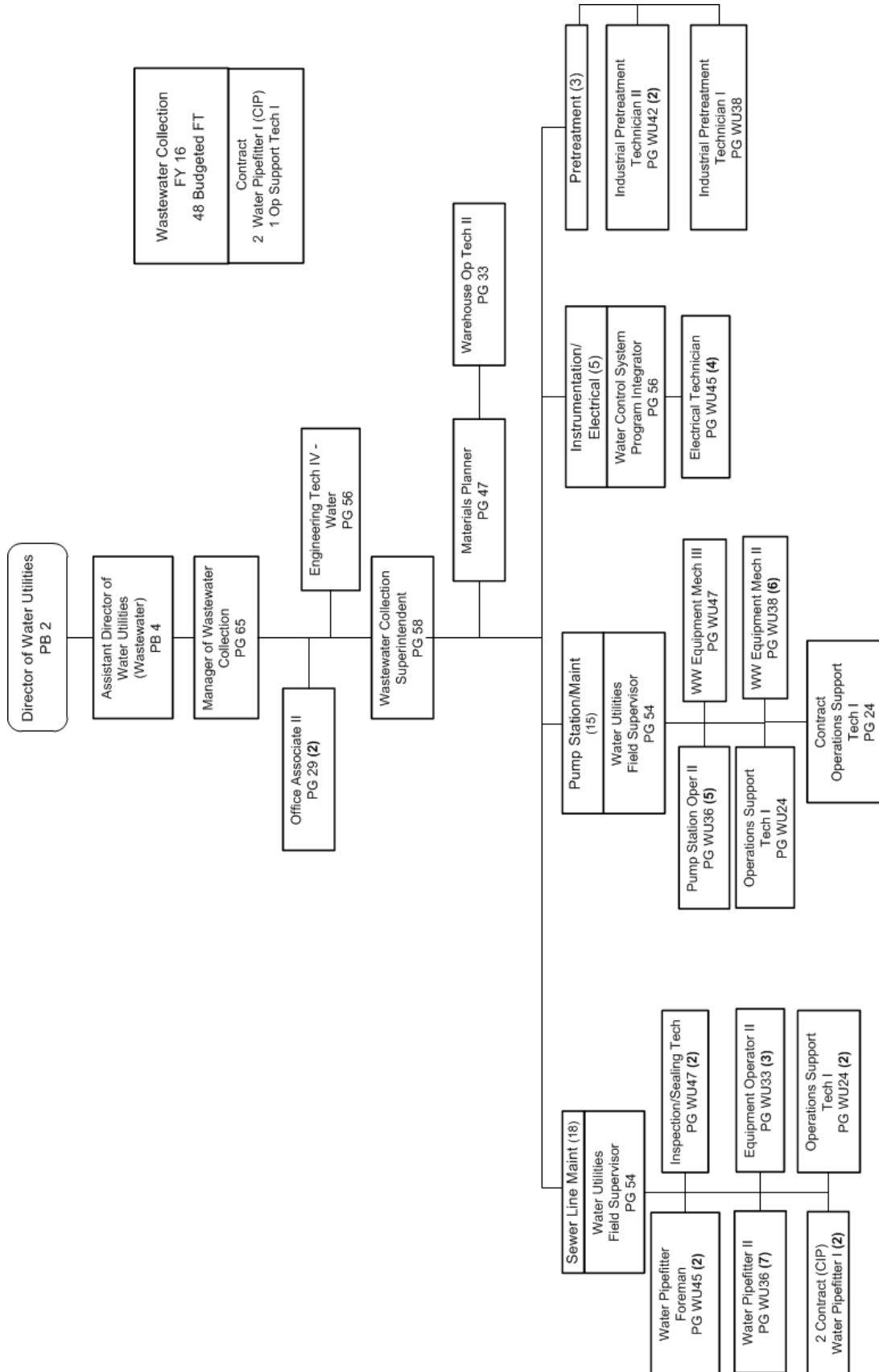
Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Retirement System - Administrator	1	1	PB4	68,100.00 - 126,480.00
Pension Benefits Specialist	1	1	54	51,355.20 - 79,705.60
Pension Benefits Generalist	1	0	49	45,468.80 - 70,512.00
Pension Benefits Assistant	1	1	40	36,504.00 - 56,638.40
TOTAL FULL TIME EMPLOYEES	4	3		
TOTAL FT	4	3		

Wastewater—Administration



Personnel	Current	Proposed	PG	Salary Range
Assistant Director of Water Utilities	1	1	PB4	68,100.00 - 126,480.00
ADMINISTRATION FULL TIME EMPLOYEES	1	1		
Accounting Clerk III	2	2	36	33 113.60 - 51 355.20
PART TIME EMPLOYEES	2	2		

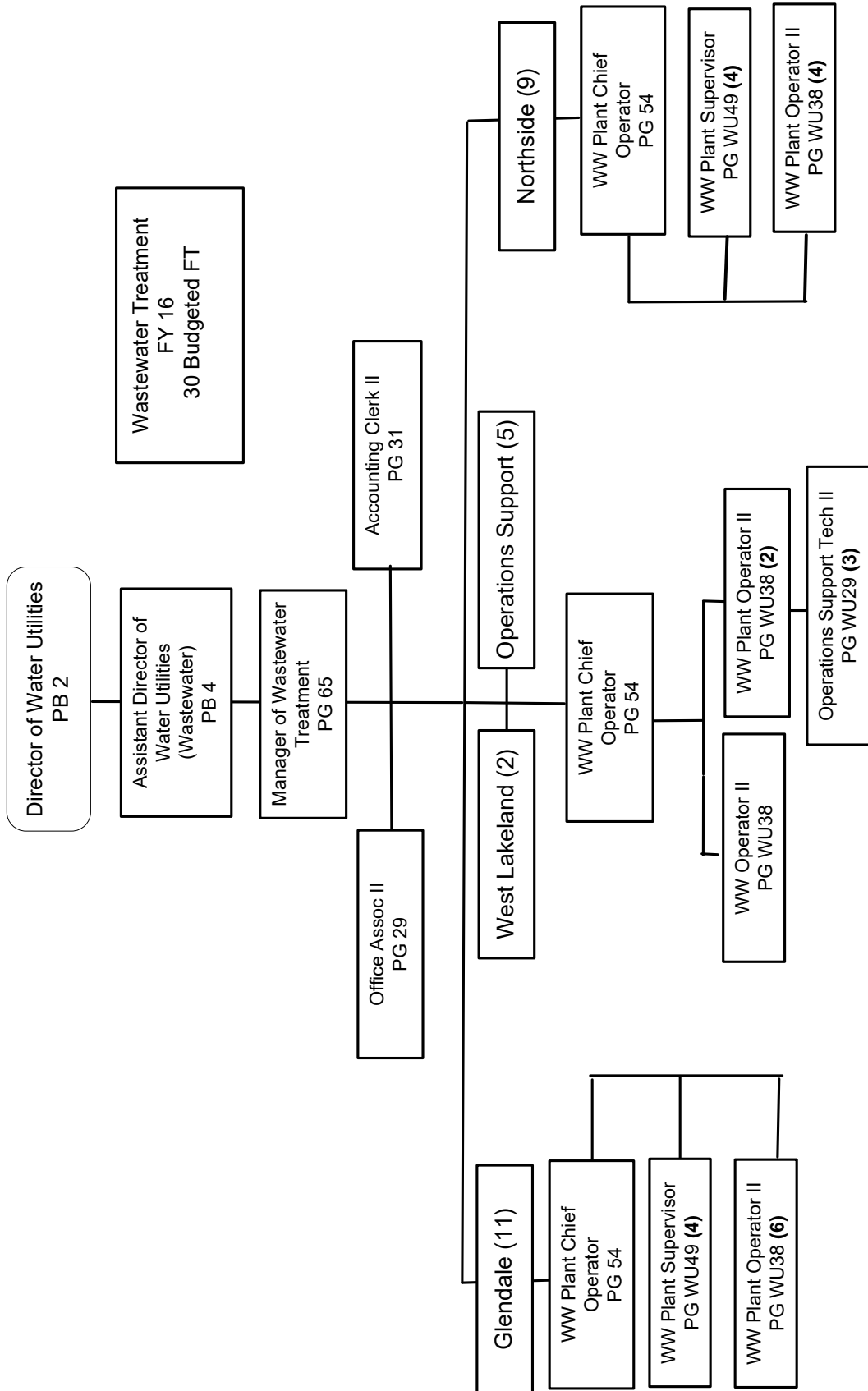
Wastewater—Collection



Wastewater—Collection

Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Manager of Wastewater Collection	1	1	65	68,191.22 - 105,786.97
Wastewater Collection Superintendent	1	1	58	57,486.50 - 89,180.44
Engineering Technician IV - Water	1	1	56	54,749.05 - 84,933.75
Materials Planner	1	1	47	43,956.67 - 68,191.22
Warehouse Operations Technician II	1	1	WU33	31,243.02 - 48,471.67
Office Associate II	2	2	29	28,334.86 - 43,956.67
COLLECTION ADMINISTRATION FULL TIME EMPLOYEES	7	7		
Water Utilities Field Supervisor	1	1	54	52,141.95 - 80,889.29
Inspection '&' Sealing Technician	2	2	WU47	43,950.22 - 68,186.06
Water Utilities Pipefitter Foreman	2	2	WU45	41,865.31 - 64,950.33
Water Utilities Pipefitter II	7	7	WU36	33,606.51 - 52,135.98
Equipment Operator II Streets	4	4	WU33	31,243.02 - 48,471.67
Operations Support Technician I	2	2	WU24	25,069.44 - 38,893.05
SEWER MAINTENANCE FULL TIME EMPLOYEES	18	18		
Water Control System Program Integrator	1	1	56	54,749.05 - 84,933.75
Water Utilities Field Supervisor	1	1	54	52,141.95 - 80,889.29
Electrical Technician	4	4	WU45	41,865.31 - 64,950.33
Wastewater Equipment Mechanic III	1	1	WU47	43,950.22 - 68,186.06
Wastewater Equipment Mechanic II	5	6	WU38	35,276.14 - 54,728.85
Pumping Station Operator II	6	6	WU36	33,606.51 - 52,135.98
Operations Support Technician I	1	1	WU24	25,069.44 - 38,893.05
PUMPING STATIONS FULL TIME EMPLOYEES	19	20		
Industrial Pretreatment Tech II	2	2	WU42	38,893.05 - 60,343.16
Industrial Pretreatment Technician I	1	1	WU38	35,276.14 - 54,728.85
PRETREATMENT FULL TIME EMPLOYEES	3	3		
COLLECTION SUB TOTAL	47	48		
Operations Support Tech II	3	3	28	27,651.99 - 42,897.32
CONTRACT EMPLOYEES SUB TOTAL	3	3		

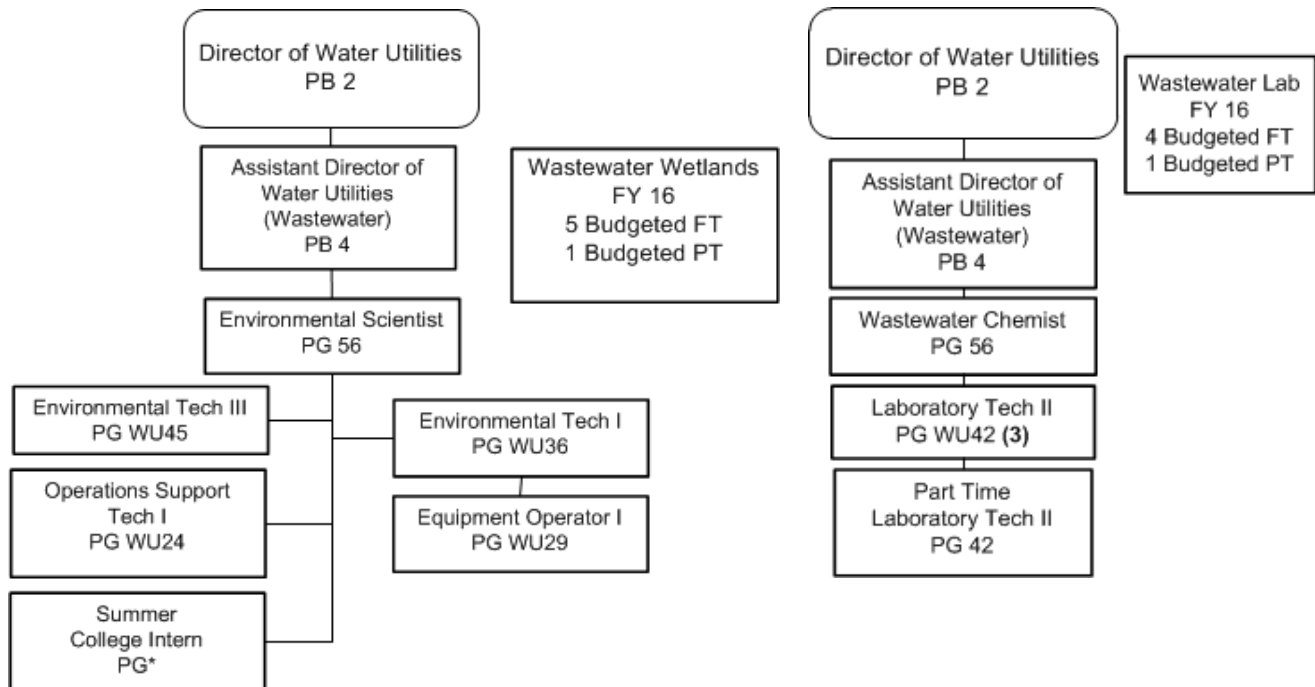
Wastewater–Treatment



Wastewater—Treatment

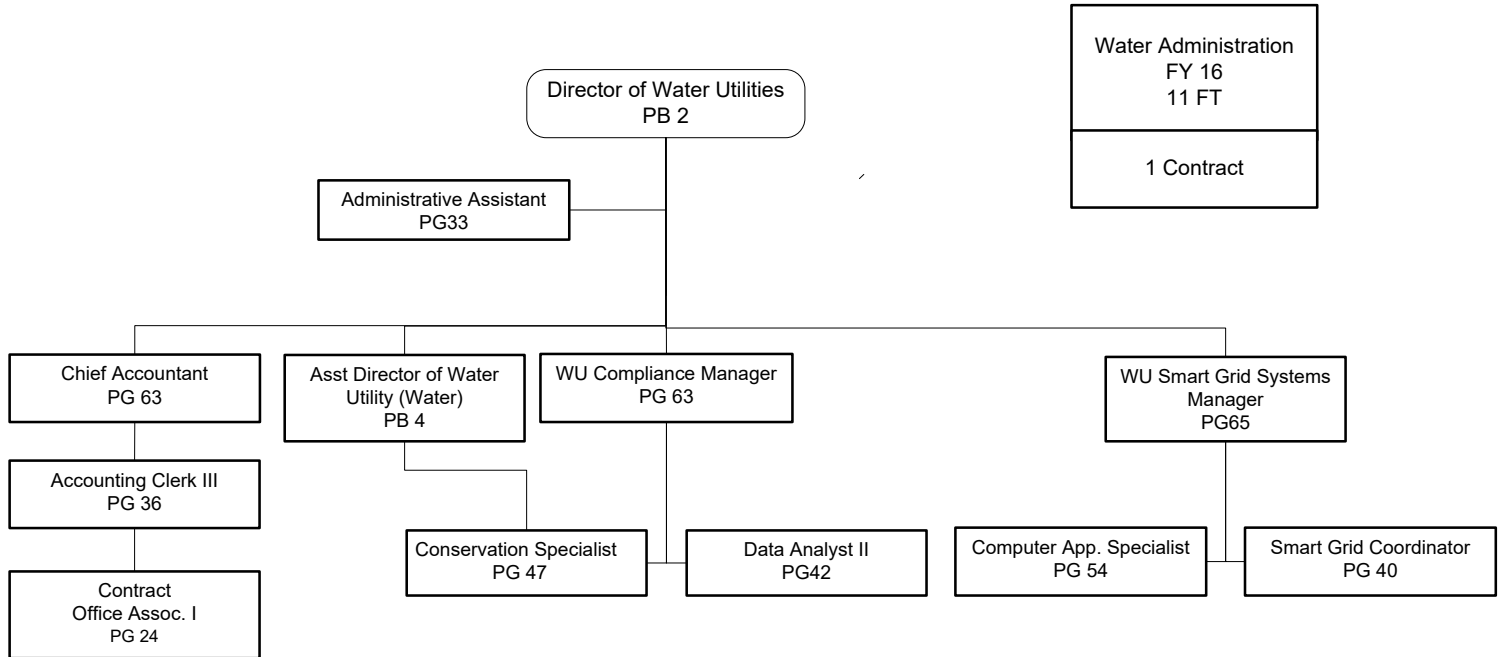
Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Manager of Wastewater Treatment	1	1	65	68,192.28 - 105,793.27
Chief Wastewater Plant Operator	1	1	54	52,134.18 - 80,879.55
Wastewater Plant Supervisor	4	4	WU49	46,160.55 - 71,614.64
Wastewater Plant Operator II	7	7	WU38	35,276.14 - 54,728.85
GLENDALE PLANT FULL TIME EMPLOYEES	13	13		
Chief Wastewater Plant Operator	1	1	54	52,134.18 - 80,879.55
Wastewater Plant Supervisor	4	4	WU49	46,160.55 - 71,614.64
Wastewater Plant Operator II	6	6	WU38	35,276.14 - 54,728.85
Accounting Clerk II	1	1	31	29,740.32 - 46,137.85
Office Associate II	0	1	29	28,332.30 - 43,955.18
Account Clerk I	0	0	24	25,080.84 - 38,911.58
NORTHSIDE PLANT FULL TIME EMPLOYEES	12	13		
Chief Wastewater Plant Operator	1	1	54	52,134.18 - 80,879.55
Operations Support Tech II	3	3	WU29	28,328.71 - 43,950.22
WEST LAKELAND WASTELOAD FACILITY FT EMPLOYEES	4	4		
TREATMENT SUB TOTAL	29	30		

Wastewater–Wetlands



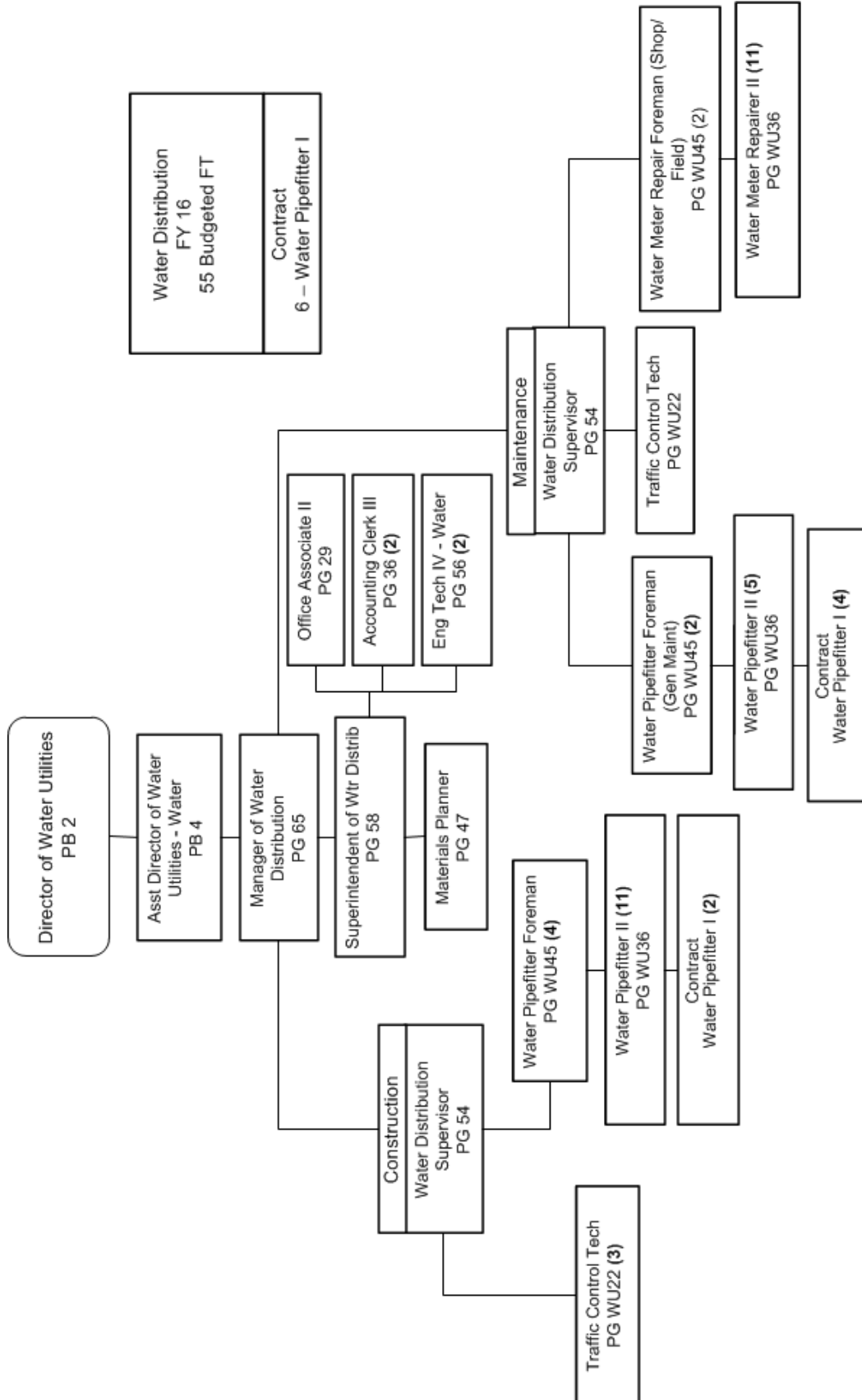
Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Wastewater Chemist	1	1	56	54,747.75 - 84,937.91
Laboratory Technician II	3	3	WU42	38,893.05 - 60,343.16
LABORATORY FULL TIME EMPLOYEES	4	4		
Environmental Scientist	1	1	56	54,747.75 - 84,937.91
Environmental Technician III	1	1	WU45	41,865.31 - 64,950.33
Environmental Technician I	1	1	WU36	33,606.51 - 52,135.98
Equipment Operator I	1	1	WU29	28,328.71 - 43,950.22
Operations Support Technician I	1	1	WU24	25,069.44 - 38,893.05
WETLANDS MANAGEMENT FULL TIME EMPLOYEES	5	5		
WETLANDS MANAGEMENT SUB TOTAL	9	9		
Laboratory Technician II	1	1	42	38,911.58 - 60,367.86
College Intern	1	1	*	22,192.51 - 156,312.00
PART TIME EMPLOYEES	2	2		
TOTAL FT	86	88		
TOTAL PT	4	4		
TOTAL CONTRACT	3	3		

Water—Administration



Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Water Utilities Director	1	1	PB2	83,643.00 - 155,354.00
Assistant Director of Water Utilities	1	1	PB4	68,100.00 - 126,480.00
WU Smart Grid Systems Manager	1	1	65	67,163.20 - 104,187.20
Chief Accountant	1	1	63	63,960.00 - 99,236.80
WU Compliance Manager	1	1	63	63,960.00 - 99,236.80
Computer Applications Specialist	1	1	54	51,355.20 - 79,705.60
Conservation Specialist	1	1	47	43,305.60 - 67,163.20
Data Analyst II	1	1	42	38,334.40 - 59,467.20
Smart Grid Coordinator	0	1	40	36,504.00 - 56,638.40
Accounting Clerk III	1	1	36	33,113.60 - 51,355.20
Administrative Assistant	0	1	33	30,763.20 - 47,736.00
ADMINISTRATION FULL TIME EMPLOYEES	9	11		

Water—Distribution

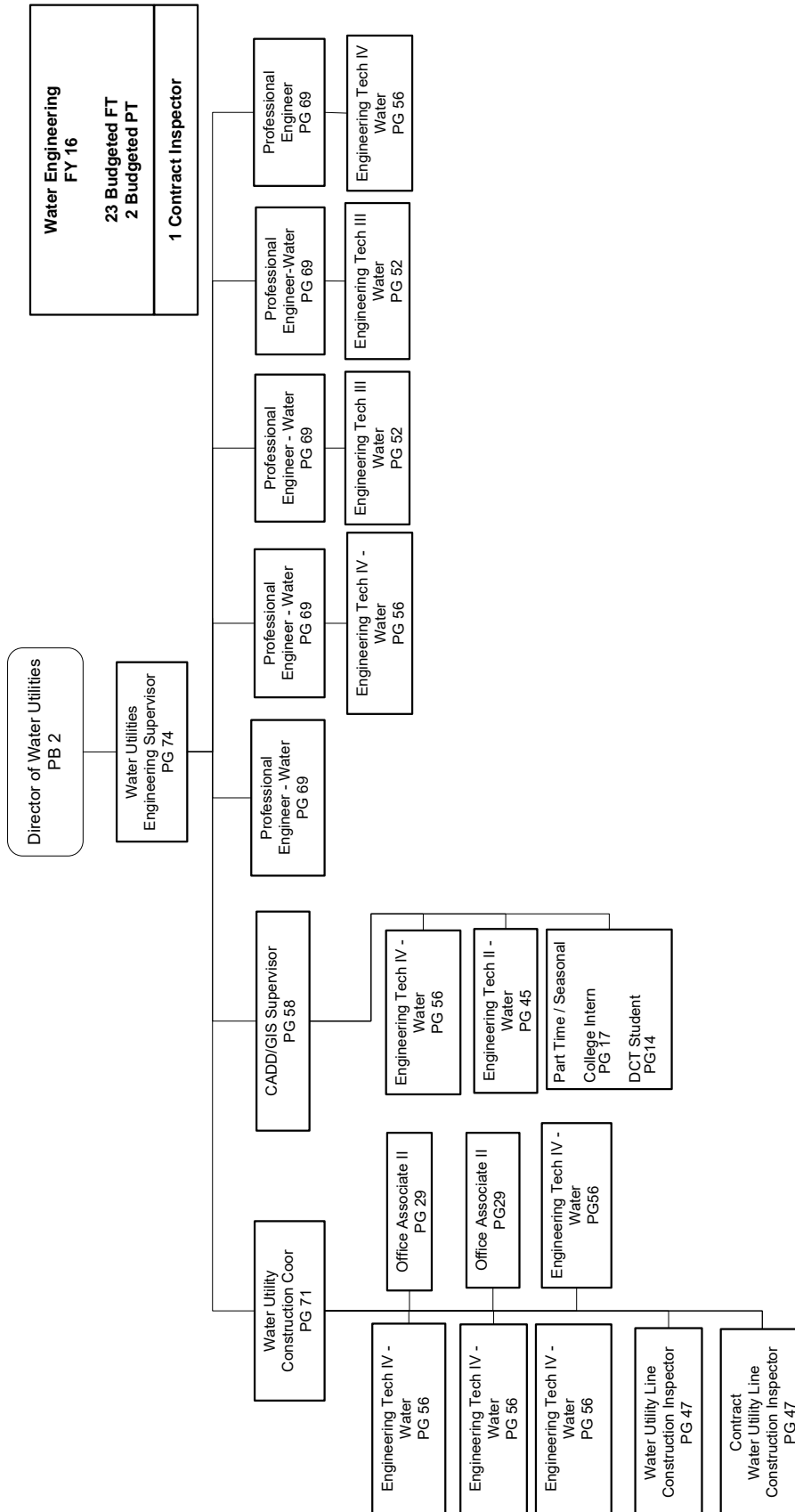


Water Distribution
FY 16
55 Budgeted FT
Contract
6 – Water Pipefitter I

Water—Distribution

Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Manager of Water Distribution	1	1	65	68,192.28 - 105,793.27
Superintendent of Water Distribution	1	1	58	57,481.49 - 89,177.09
Engineering Technician IV - Water	2	2	56	54,747.75 - 84,937.91
Water Distribution Supervisor	2	2	54	52,134.18 - 80,879.55
Materials Planner	1	1	47	43,955.18 - 68,192.28
Water Meter Repairer Foreman	2	2	WU45	41,865.31 - 64,950.33
Water Utilities Pipefitter Foreman	6	6	WU45	41,865.31 - 64,950.33
Water Meter Repairer II	12	12	WU36	33,606.51 - 52,135.98
Water Utilities Pipefitter II	21	21	WU36	33,606.51 - 52,135.98
Accounting Clerk III	2	2	36	33,603.81 - 52,134.18
Office Associate II	1	1	29	28,332.30 - 43,955.18
Traffic Control Technician	4	4	WU22	23,878.94 - 37,045.97
DISTRIBUTION FULL TIME EMPLOYEES	55	55		
Water Utilities Pipefitter I	6	6	31	29,740.32 - 46,137.85
CONTRACT EMPLOYEES	6	6		

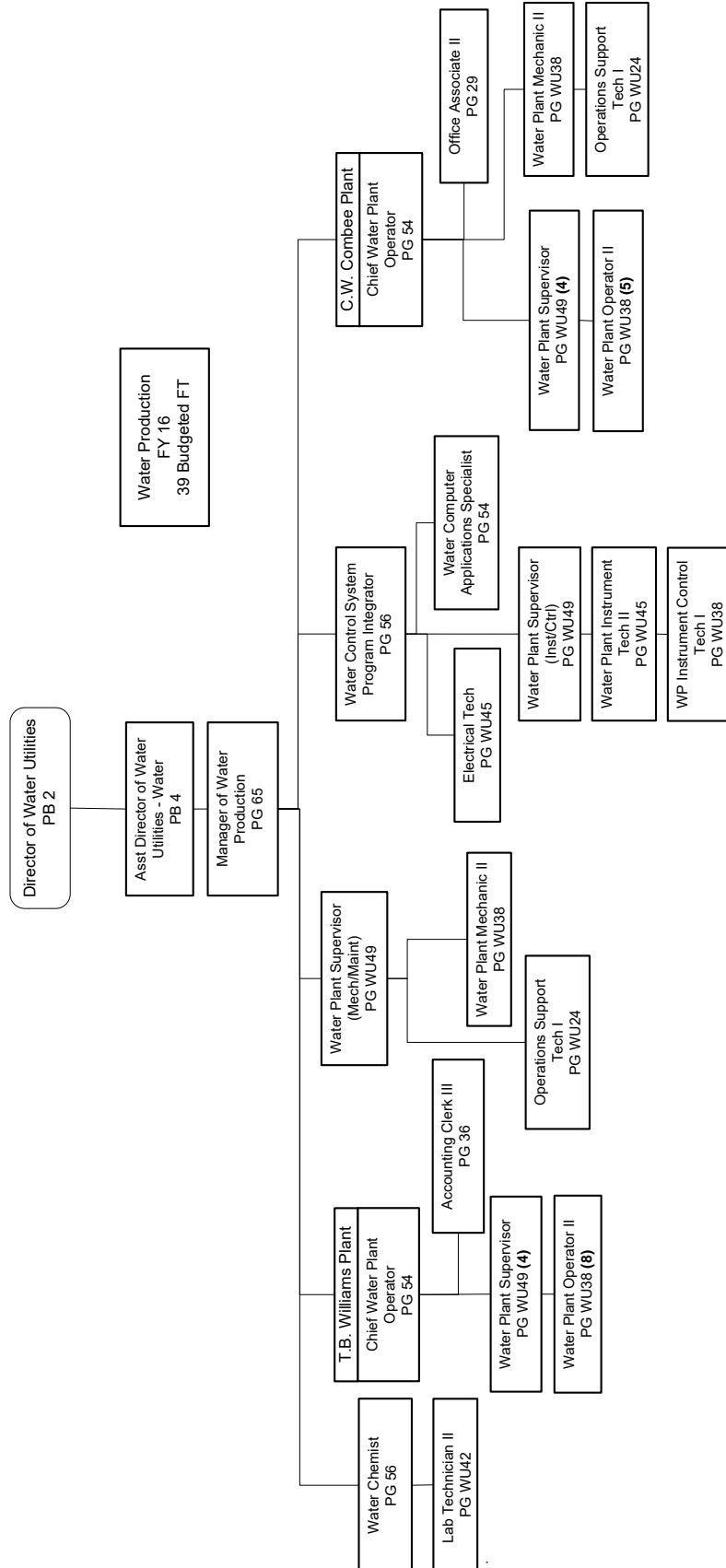
Water—Engineering



Water—Engineering

Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Water Utilities Engineering Supervisor	1	1	74	84,937.91 - 131,768.64
Water Utility Construction Coordinator	1	1	71	78,916.66 - 122,428.49
Professional Engineer - Water	4	5	69	75,163.05 - 116,605.91
CADD/GIS Supervisor	1	1	58	57,481.49 - 89,177.09
Engineering Technician IV - Water	6	7	56	54,747.75 - 84,937.91
Engineering Technician III - Water	3	2	52	49,653.26 - 77,033.25
Engineering Technician II - Water	1	1	45	41,858.61 - 64,941.03
Water Utilities Line Construction Inspector	3	3	47	43,955.18 - 68,192.28
Office Associate II	2	2	29	28,332.30 - 43,955.18
ENGINEERING FULL TIME EMPLOYEES	22	23		
College Intern	1	1	*	22,192.51 - 156,312.00
DCT/BCE Student	1	1	4	16,744.00 - 23,883.20
PART TIME EMPLOYEES	2	2		
Water Utility Line Construction Inspector	1	1	42	38,911.58 - 60,367.86
CONTRACT EMPLOYEES	1	1		

Water—Production



Water—Production

Personnel	FY15	FY16	PG	Salary Range
	Current	Proposed		
Manager of Water Production	1	1	65	68,191.22 - 105,786.97
Water Chemist	1	1	56	54,749.05 - 84,933.75
Water Control Systems Program Integrator	1	1	56	54,749.05 - 84,933.75
Chief Water Plant Operator	2	2	54	52,141.95 - 80,889.29
Water Computer Application Specialist	1	1	54	52,141.95 - 80,889.29
Water Plant Supervisor	10	10	WU49	46,160.55 - 71,614.64
Electrical Technician	1	1	WU45	41,865.31 - 64,950.33
Water Plant Instrument/Control Technician II	1	1	WU45	41,865.31 - 64,950.33
Water Plant Operator II	13	13	WU38	35,276.14 - 54,728.85
Water Plant Mechanic II	2	2	WU38	35,276.14 - 54,728.85
Lab Technician II	1	1	WU42	38,893.05 - 60,343.16
Water Plant Instrument/Control Technician I	1	1	WU38	35,276.14 - 54,728.85
Accounting Clerk III	0	1	36	33,611.17 - 52,141.95
Office Associate II	2	1	29	28,334.86 - 43,956.67
Operations Support Technician I	2	2	WU24	25,069.44 - 38,893.05
PRODUCTION FULL TIME EMPLOYEES	39	39		
TOTAL FTE W/CONTRACT	128	128		
TOTAL FT	125	128		
TOTAL PT	2	2		
TOTAL CONTRACT	6	6		

**City of Lakeland, Florida
228 South Massachusetts Avenue
Lakeland, Florida 33801-5086**

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The Supplementary Section contains Property Tax information, commonly used Abbreviations and Acronyms, a Glossary of Terms and an Index.