

Fiscal Year **2021-22**



Annual Budget

Plant City,
Florida



McIntosh Preserve Park





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Plant City
Florida**

For the Fiscal Year Beginning
October 01, 2020

Christopher P. Morill
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Plant City, Florida for its annual budget for the fiscal year beginning October 1, 2020 for the fifth consecutive year.

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. The 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 GFOA to determine its eligibility for another award.

Fiscal Year 2021-2022

October 1, 2021 to September 30, 2022



Preserving the Past • Embracing the Future

City Commission

Rick A. Lott, Mayor

Michael S. Sparkman, Vice Mayor

Mary Thomas Mathis, City Commissioner

Nathan A. Kilton, City Commissioner

William D. Dodson, City Commissioner

City Manager

Bill McDaniel

Chief Financial Officer

Diane Reichard

City Attorney

Kenneth W. Buchman

City Clerk

Kerri J. Miller

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CITY OF PLANT CITY DEPARTMENT AND DIVISION MANAGERS

City Manager - Bill McDaniel

Assistant City Manager	Mercedes Perez
Assistant City Manager	Vacant
Chief Financial Officer	Diane Reichard
Budget Manager	Lauren Shatto
Chief Accountant	Vacant
Fleet Coordinator	Mark Emery
Procurement Manager	Robert Rosenstein
Utility Billing Manager	Denise McDaniel
Professional Standards Director	Tray Towles
Fire Chief	David Burnett
Human Resources & Risk Management Director	George Williams
Police Chief	James Bradford
Building Official	Ray Proctor
Code Enforcement Manager	Tina Barber
Community Services Manager	Michael Karr
General Services Coordinator	Jim Rini
Information Technology Manager	Kent Andrel
Parks & Recreation Director	Jack Holland
Parks Superintendent	Wayne Meyer
Cemetery Superintendent	Jeffrey Black
Recreation Superintendent	Deborah Haldane
Planning & Zoning Manager	Julie Ham
Library Director	Paul Shaver
City Engineer	Robert Wassum
Streets and Stormwater Director	Wayne Everhart
Solid Waste Director	Jill Sessions
Utilities Director	Lynn Spivey
Utilities Maintenance Superintendent	Wayne Abercrombie
Utilities Operations Superintendent	Mike Darrow

City of Plant City – Organizational Chart – Citywide





OFFICE OF THE CITY MANAGER

September 13, 2021

Honorable Mayor, City Commissioners, and Citizens:

The Fiscal Year 2021-22 Budget is a balanced, responsible budget with a proactive spending plan that will benefit Plant City taxpayers for years to come. All funds are considered to be in a fiscally positive and prudent position. The General Fund Budget for Fiscal Year 2021-22 is \$42,309,714, while the total budget (including Water/Sewer, Solid Waste, Stormwater, Streets, and several special revenue funds) is \$91,243,207. The millage rate is set at 5.7157 mills, which includes 1.0 mil dedicated solely to street resurfacing and related maintenance. With a net increase of eight employees, the City’s total workforce will be 475 employees.

This budget serves as a spending plan and investment in our community and our workforce. The CRA has dedicated funds to Downtown and Midtown to encourage private sector development and business improvements to revitalize the area. The following core strategies are emphasized in this budget:

- Facilitate Economic Development
- Foster Community Engagement
- Empower Outstanding Customer Service
- Engage in Effective Communication with Internal and External Stakeholders
- Maximize Organizational Effectiveness

ECONOMIC DEVELOPMENT

Plant City is the second largest city in Hillsborough County and is located along the I-4 corridor. The City provides funding to the Plant City Economic Development Corporation for creating new jobs, investment of new capital, and expansion of the local tax base in Plant City. Therefore, \$150,000 is included in the Fiscal Year 2021-22 Budget for the Plant City Economic Development Corporation to market Plant City on a full-time basis, which includes a \$10,000 annual investment fee to the Tampa Hillsborough Economic Development Corporation to furnish leads and identify incentive programs for new business recruitment and existing business expansion.

Financial aid is budgeted for the following organizations: Plant City Chamber of Commerce (\$65,000); Boys and Girls Club of Plant City (\$20,000); Railroad Museum Society (\$25,000); Economic Incentive QTI Program (\$31,005); 1914 Building (\$40,000); Plant City Main Street (\$50,000); Arts Council of Plant City (\$6,000); and, \$2,000 each to Black Heritage Celebration, Improvement League of Plant City, and the Christmas Parade.

INVESTING IN OUR WORKFORCE

The employees of the City of Plant City are our greatest asset, just like in the private sector. As such, the following have been included:

- Non-step employees will receive a 2% cost-of-living adjustment on October 1st. In addition, employees will be eligible to earn up to 2% merit on anniversary date of hire or anniversary date of previous job change based on performance. Employees at the top of their pay range will be eligible to earn up to 2% as a one-time performance bonus.
- Step employees will maintain the public safety step plans which provides for a step increase on their anniversary date. Step employees that are at their maximum step will be eligible for a one-time bonus equivalent to 2% of their base pay.
- Increased the workforce to 475 by adding 11 new positions at a cost of \$630,851, which includes nine General Fund employees and two Enterprise Fund employees. Three unoccupied Enterprise Fund positions were also deleted with a cost savings of \$129,046.
- \$20,000 to continue the tuition reimbursement program for employees seeking a degree.
- A cost increase of approximately \$240,000 across all funds to cover the 4.4% health insurance premium increase.

INVESTING IN CAPITAL OUTLAY

The City has some major Capital Improvement Projects on the horizon as an investment in our community to maintain the utility system, improve travel on roads throughout the City, provide aesthetically pleasing park areas, and increase property values.

- Invest \$3.2 million to resurface arterial roads, neighborhood streets, and sidewalks: \$2.9 million is generated from the 1.0 mil property tax and \$328,082 will be funded from a Community Development Block Grant.
- Several Parks and Recreation projects: create dog parks at Mike Sansone Park and Marie B. Ellis Park for \$130,000; fund \$100,000 towards the construction of a Spray Park; install Ornamental Cemetery Fencing for \$125,000; provide \$75,000 to design a larger cemetery operations maintenance building and a separate customer service building; rehabilitate the Recreation Division's storage barn at the Otis M. Andrews Sport Complex for \$60,000; improve roadways in various cemeteries for \$100,000; and other playground improvements for \$150,000.
- Water and sewer infrastructure improvements of \$2,620,000 to repair lift stations, replace waterlines, gravity sewer lines, generators, pumps, water storage tanks, meters and force mains to improve water quality and provide a more efficient system. Invest an additional \$400,000 to construct Water Treatment Plant 5; provide an additional \$500,000 to the Reclaimed Water Recharge project; \$100,000 toward the design of McIntosh Indirect Potable Reuse (IPR) project; and an additional \$150,000 toward design and construction the McIntosh Park Wetland Expansion. Stormwater will also contribute \$150,000 toward McIntosh Park Wetland Expansion project.
- Appropriate \$135,000 to upgrade the Traffic Signal Controllers and Cabinets.
- Invest \$200,000 towards the rehabilitation and repair of stormwater drainage pipes and inlets.

FUND DISCUSSION

The **General Fund** budget is projected to rise by \$2.38 million over Fiscal Year 2020-21 mainly due to the additional \$1,646,168 in ad valorem tax revenue, \$300,000 for ½ Cent Sales Tax, \$191,540 in building permits and fees, \$173,009 for cost allocation, and \$71,870 for recreation fees. The 1.0 mil of the ad valorem millage rate will generate revenue of \$2,861,105, which is dedicated solely for street resurfacing.

The **Water and Sewer Fund** budget of \$22.2 million will decrease by \$1 million. The decrease is due to a reduction in the Capital Improvement Plan budget. The budget will use \$1,467,217 of fund balance for current projects such as Water Treatment Plant 5, Reclaimed Water Recharge, Utilities Maintenance/Solid Waste Facility, and Lift Station 2 Basin. Revenue projections include a rate increase of 4% based on the deflator index as specified in the code. To cover cost of credit card processing fees, the base water rate will increase by \$1 per month.

The **Solid Waste Fund** budget of \$9.99 million will increase by \$354,149 related to investment of a new Utilities Maintenance/Solid Waste Facility and an increase in revenues. Residential customers will not see a rate increase in the coming year and the automation rates have already been set.

The **Stormwater Fund** will see an increase of \$232,380 to a total budget of \$3.5 million primarily due to the 3% rate increase per code to address drainage improvements.

The **Street Fund** remained stable at \$2.9 million. The increase in the capital outlay resulted in \$435,000 being taken from fund balance. This fund will be monitored closely to seek additional revenue to maintain the system.

The **Community Redevelopment Agency** assessed valuation increased by 12.6% to \$265.1 million, with a tax increment value of \$196.2 million over the base value of \$68.9 million. The Plant City millage rate remained at 5.7157, which generated an additional \$143,524 to be used in the district. Some main projects are parking lot improvements (\$50,000), street resurfacing generated from the 1.0 mil (\$186,347), Evers Street improvements (\$500,000), Collins Street complete street (\$100,000), Brick Restoration (\$100,000), dog park at Marie B. Ellis Park (\$45,000), South Depot Parking Lot Boardwalk Patio (\$250,000) and Midtown utility improvements (\$200,000).

ORGANIZATION-WIDE POSITIONS

There was a net increase of eight positions added to the budget for Fiscal Year 2021-22; specifically, an increase of nine positions to the General Fund, one to the Water/Sewer Fund and one to the Solid Waste Fund. Three positions were deleted from the Solid Waste fund. A detail listing of the position changes can be seen below:

General Fund

- A Legal Secretary was added to the Office of the City Attorney.
- An IT Technician II was added to Information Technology.
- One Environmental Lands Management Supervisor and two Park Rangers were added to the Park Maintenance program. These positions are related to the opening of the McIntosh Preserve Park.
- A Fire Inspector was added to the Fire Department.
- A Digital Evidence Technician, Evidence Technician, and a Crime Intelligence Analyst were added to the Police Department.

Water/Sewer Fund

- A Meter Maintenance Specialist was added to Utilities Maintenance. This position will assist in the transition to AMI meters.

Solid Waste Fund

- A Code Enforcement Inspector was added to Code Enforcement (General Fund) but will be funded from the Solid Waste Fund. This position will provide code enforcement duties related to solid waste violations.
- Three Refuse Collector positions were deleted. These positions were unoccupied.

SPECIAL RECOGNITION

The City received several awards throughout various departments. Below are a few of these special recognitions:

The Finance Department received the Distinguished Budget Presentation Award from the Government Financial Officers Association (GFOA) for the fifth consecutive year. The award is the highest form of recognition in governmental budgeting and represents a significant achievement for the City and its budget. We believe the current budget will meet the guidelines of the Program's requirements to receive the award.

The GFOA awarded the City the Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report for the fourth consecutive year. This prestigious award meets the program requirements and satisfies generally accepted accounting principles and applicable legal requirements.

The Police department had an individual, Captain Alfred Van Duyne III, complete the Florida Department of Law Enforcement's Florida Leadership Academy, Class 48.

The Fire department had an individual award presented to Justin Stokes as the 2020 Firefighter of the Year. Stokes is one of the department's Field Training Officers that helps guide new paramedic trainees. He always demonstrates the importance of having a positive attitude and encourages others.

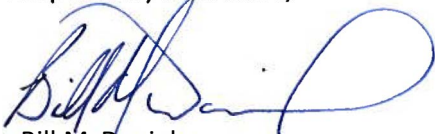
The Water/Sewer department received the 2021 Earle B. Phelps Honorable Mention Award from the Florida Water Environment Association. Individual awards include the 2020 David B. Lee Award (Wastewater) received by David Stevens, 2020 Florida Select Society of Sanitary Sludge Shovelers Award received by Mike Darrow, 2020 WEF William Hatfield Award received by Patrick Murphy, 2021 Advocacy Achievement Award and the 2020 Presidents Award for Water Reuse both received by Lynn Spivey.

CONCLUSION

The Fiscal Year 2021-22 Budget is balanced with collective efforts from departments in order to provide a sustainable spending plan. I want to thank CFO Diane Reichard, Budget Manager Lauren Shatto, as well as, all department directors for their outstanding efforts in preparing a responsible budget for Fiscal Year 2021-22.

We sincerely appreciate the leadership and support from the City Commission in planning and guiding the financial affairs of the City in a progressive manner.

Respectfully submitted,



Bill McDaniel
City Manager

Core Strategies

City of Plant City





City of Plant City City Overview

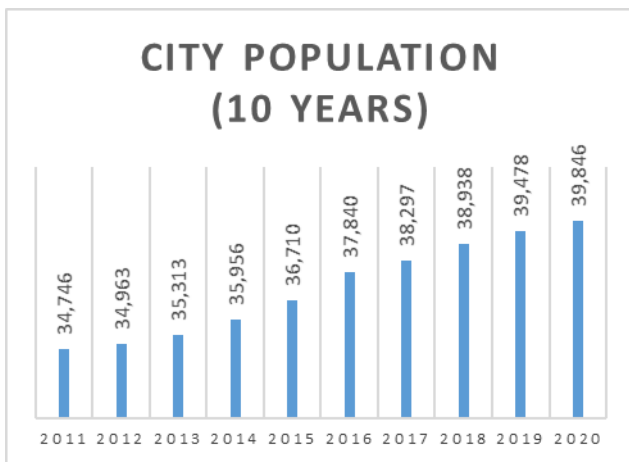
Statistic Overview

Governance

Date of Incorporation: January 10, 1885
 Fiscal Year: October 1 – September 30
 Original Charter Adopted: 1927
 Form of Government: Commission - Manager
 Mayors Serving Plant City since 1885: 67
 City Managers Serving Plant City since 1927: 16
 (1927 Charter enacted to appoint a mayor)

Contact Information

Website: www.plantcitygov.com
 Address: 302 W. Reynolds Street,
 Plant City FL 33563
 Phone: 813-659-4200



Major Employers

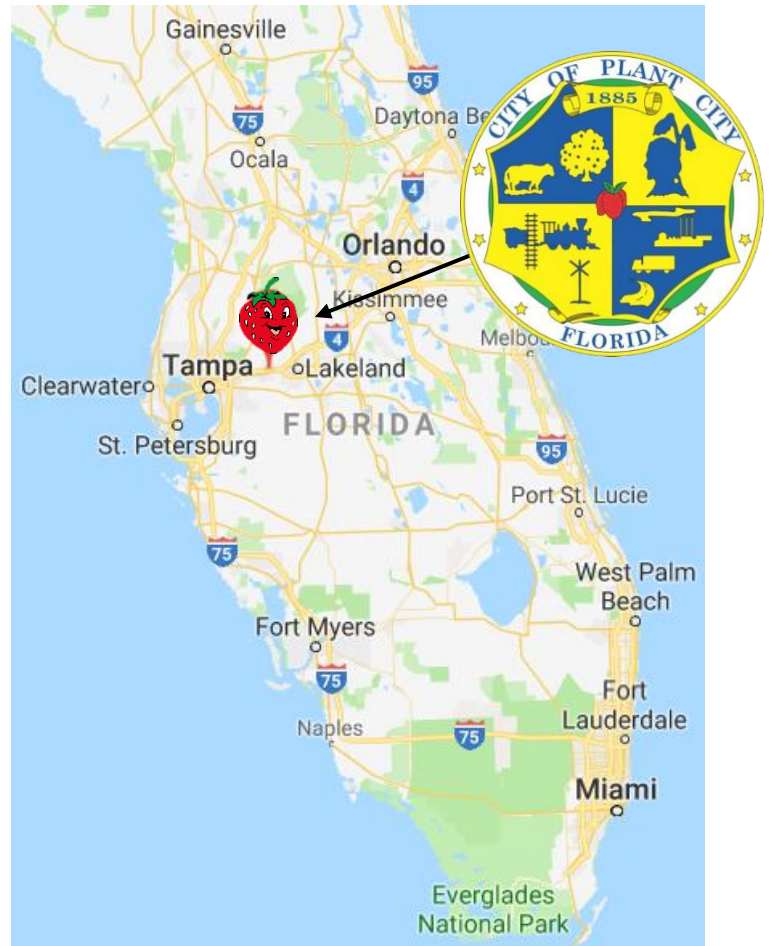
775	South Florida Baptist Hospital
450	Dart Container
450	Plant City Government
350	James Hardie Products
350	Sunoco
325	Star Distribution Systems

City Facilities

City Hall: 302 W. Reynolds Street
 Fire Station 1: 604 E. Alexander Street
 Fire Station 2: 809 N. Alexander Street
 Fire Station 3: 1702 N. Park Road
 Library: 302 McLendon Street
 Parks and Recreation: 1904 South Park Road
 Police: 1 Police Center Drive
 SGM Community Center: 302 S. Maryland Avenue
 Streets/Stormwater/Traffic: 1304 West Spenser Street
 Utilities / Solid Waste: 1802 West Spooner Drive

Map

Plant City is located in Hillsborough County on the west coast of Florida between Tampa and Orlando.



Median Age - 35

Median Household Income - \$52,259



City of Plant City

City Overview

Historic Overview

Located in the Heart of Central Florida

Plant City has a rich history dating back to the mid-1800s when settlers first began to populate Florida. Plant City was incorporated in 1885, 16 years after the state was chartered. Plant City derives its name not from the surrounding agricultural industry which greatly added to the city's growth, but from Henry Bradley Plant.

Ichepucksassa

Plant City's original name was Ichepucksassa after the Indian village that once occupied this territory. So much confusion was created with the spelling and pronunciation that the Irish postmaster renamed the village Cork, after his home city. In 1884, Henry B. Plant extended the South Florida Railroad into the town and one year later, when the town was incorporated, it was once again renamed this time in honor of Henry B. Plant.

The Winter Strawberry Capital of the World

Originally, Plant City was a large cotton center. Changing its major crop to strawberries has brought it national recognition. Today, over 3/4 of the nation's midwinter strawberries come from Plant City. At the Florida Strawberry Festival, held each winter, you can taste some of the finest shortcake, pie, and cobblers made from the freshest strawberries in the land.

Additional Information on Plant City History

Other information regarding the history of Plant City is available at the Quintilla Geer Bruton Archives Center located on the ground floor of the 1914 Plant City High School Community Center, 605 North Collins Street, Plant City, Florida 33563. The Center holds more than 2,000 books, family, historical, genealogical and photographic files, periodicals, newspapers and records on microforms.

Detail Overview

Profile of the Government

The City of Plant City, a municipal corporation of the State of Florida located in Hillsborough County, was initially incorporated on January 10, 1885. Plant City is strategically located in Central Florida, along the I-4 corridor nestled between three large metropolitan cities: 25 miles east of Tampa, and 50 miles west of Orlando, and within ten miles of Lakeland. Plant City prides itself as the "Winter Strawberry Capital of the World," and offers a hometown feel of a warm, thriving community. With its network of highways, state roads, and active rail lines that run through the community, Plant City provides the perfect location for manufacturing and distribution ventures. In addition, Plant City has proven to be an integral part of the global marketplace utilizing the cargo facilities at three international airports, three regional airports and the Port of Tampa.

Plant City has a reputation as a community that proudly offers safe walkable neighborhoods, charming historic districts, high quality schools, unique retail, dining and entertainment options. The City's location, climate, natural resources, and sense of community have influenced the City's growth. Residents and visitors enjoy numerous year-round recreational opportunities, which results in the perfect blend of community and prosperity.



City of Plant City City Overview

The citizens enjoy a full range of services including general government, police and fire protection, ambulance service, engineering, streets, traffic, parks, recreation, planning, zoning, community services, code enforcement, and a library. The City also provides water, wastewater treatment, solid waste and stormwater as enterprise activities. Electric, telephone, gas and cable television services are provided by franchisees. The City includes two dependent special districts consisting of Community Redevelopment Agency and Walden Lake Community Association Local Government Neighborhood Improvement District.

City Structure

The City operates under the Commission/Manager form of government. Five Commissioners are elected at large for a three-year term with no term limits, which constitute the governing body of the City with legislative authority. The City Commission enact laws and ordinances, approve the annual budget, set policy and direction for various functions of the government, and appoint citizens to serve on various advisory boards and committees. At the first regular meeting in June, the City Commission shall, by majority, elect one of its members as Mayor. The Mayor selects the Vice-Mayor, and together, they serve a one-year term until the successor is appointed.

The City Manager is the chief administrative officer of the City and responsible to the City Commission for administration of all City affairs and performance of its municipal functions. The City Manager appoints, removes and determines compensation for the department heads and all other City employees, except those specified by the Charter.

Local Economy

Plant City has a population of approximately 39,846 residents and is also a popular seasonal destination for visitors and part-time residents from both the United States and abroad during the winter months. Close proximity to the Tampa International Airport provides convenient access to part-time residents and out-of-state visitors. The population has increased over the last six years and is projected to continue to steadily increase.

Seasonal employment is common in Plant City due to the influx of seasonal residents and visitors during the winter months. The length of the typical “season,” when most visitors and seasonal residents visit, lasts from approximately November through April. The seasonal influx of visitors and part-time residents does not create challenges for retail and commercial businesses, it only enhances the year-round client base to remain financially sustainable.

Property values have significantly increased in 2017 through 2021, rebounding from its lowest level in 2013, resulting in assessed property values that exceeded Plant City’s peak in 2008. The property tax base is split 49-51 between residential and non-residential types. As the second largest city in Hillsborough County, and the largest city in Hillsborough County along the I-4 corridor, the City’s number one priority is “Facilitating Economic Development.” The City continues to support the Plant City Economic Development Corporation, which is assisting with job creation and capital investment to expand the local tax base. Commercial developments continue to grow on Park Road and County Line Road. Also, the City is in the process of extending utilities on SR-39 which accommodate future growth. New residential stock will expand over the next ten years as new developments are approved in the northeast sector and the south end of town. The City is optimistic about the economic growth occurring in the community.



City of Plant City City Overview

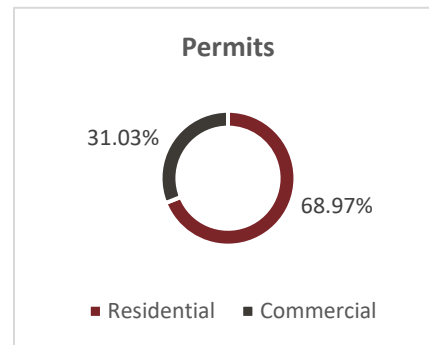
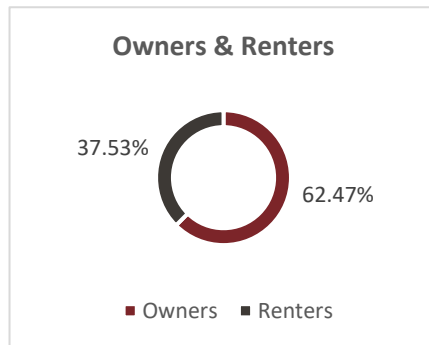
There are approximately 20,400 jobs in over 2,200 registered businesses in Plant City. The three largest workplace sectors include: Manufacturing (2,058 jobs) Retail Trade (2,919 jobs), and Health Care and Social Assistance (2,385 jobs). The municipality has recovered from the impacts of the 2007-2010 recession, with a current jobs-to-population ratio of 0.51. Today, there is greater employee inflow than outflow, with the highest employment densities located near Plant City Airport, around South Florida Baptist Hospital, and in the commercial cluster along James L. Redman Parkway/East Alexander Street.

Redevelopment

Plant City's primary redevelopment area called "Midtown" is comprised of 15 acres near the City's downtown. The City purchased property and completed street, water, sewer, stormwater, and clean-up activities, making the area prime for a firm to develop. The development should be consistent with the *CRA Redevelopment Plan and Midtown Redevelopment Vision Plan*. Various uses include retail, restaurant, office, and residential. This mixed-use development should include strong pedestrian design characteristics to promote pedestrian traffic and activity. Long-range plans for this area in the CRA district include road and parking improvements and using a mixed-use developer to improve Midtown. The CRA district continues to invest in downtown and midtown through incentives that create jobs and retain existing businesses, as well as improve the tax base.

Housing

Currently, Plant City's housing stock is comprised of 67% single-family detached homes with the remaining balance being divided between condos, two-family (duplex) homes, multifamily homes, and mobile home parks. The typical home value of homes is approximately \$267,000. Residential construction permits accounted for approximately 70% of new construction permits. The local housing market is stable and growing with an owner vacancy rate of only 2.2% and rental vacancy rate of 6.2%.



Comprehensive Plan and Zoning Code

The Plant City Commission adopted a major update to the *Imagine 2040: Plant City Comprehensive Plan* on February 8, 2016 to ensure the implementation of the vision and goals of the residents of Plant City. Plant City's future vision is as follows:

Plant City is a diverse and vibrant "hometown" community. People work together to solve problems and ensure a better future for their children. Local businesses grow and prosper through



City of Plant City City Overview

innovation and hard work. Local government makes prudent investments in infrastructure and services. The safety and wellbeing of our citizens is a priority.

This update was crafted to streamline and improve the overall understanding of the document, address legislative mandates, remove duplication, correct inconsistencies, prioritize staff resources, update project status, and encourage future economic opportunities within Plant City. Furthermore, the policy direction contained within this plan protects the integrity and character of our neighborhoods and the natural environment of Plant City. In addition, the adopted level-of-service standards for potable water, wastewater, transportation, solid waste, stormwater, public schools and recreation will be maintained through and beyond the horizon year of 2040.

Looking ahead, Plant City is projected to increase in population to more than 71,000 by 2040. Where will they live? Where will they work? Where will they play? How will they get there? Based on the results of extensive public outreach on these and other questions, the general structure and framework of the *Imagine 2040: Plant City Comprehensive Plan* was reorganized to include an introduction and four major components that, when combined, represent Plant City as a whole: People, Places, Natural Spaces and Governance. These four components are representative of those fundamental growth management elements required by Chapter 163, Part II, Florida Statutes.

To this end, the major goals of the Comprehensive Plan and Zoning Code is to promote or provide for a *Unique Sense of Place, Thriving Local Economy, Superior Education/Skills, Citizen Involvement and Quality Services & Infrastructure.*

Growth.

Plant City continues to experience healthy business development activity. Over 4.6 million sq. ft. of business space has been either constructed or under construction over the past 12 months which is expected to generate over 850 jobs and nearly \$196 million in capital investment.

Some of the following major projects are under construction or have been completed in the 2021-22 budget year:

Business	Type	Sq. Ft	Est. Jobs
Rice Road Commerce Park Ph 3			
Building #4	Warehouse	192,000	
County Line Farms			
Building #1 (Ace Hardware Corp)	Warehouse	710,000	162
Chick Fil A	Restaurant	4,777	
Wish Farms Corporate Headquarters	Warehouse/Office	145,000	15
Plant City Medical Office - Paul Buchman Hwy	Medical Office	9,400	
Toufayan	Manufacturing	170,000	180
Car Wash	Car Wash	4,600	
Townplace Suites – Marriott	Hotel	53,340 (95 rooms)	
Hope Lutheran Church – New Sanctuary	Church	7,000	
Gas Station/Dunkin Donuts	Gas Station/Restaurant	4,675	
City Furniture	Warehouse/Retail/Office	1,263,248	500
Walmart Health Center Expansion	Medical	6,500	



City of Plant City City Overview

Business	Type	Sq. Ft	Est. Jobs
Plant City Mini Storage (James L Redman)	Mini Warehouse	88,532	
Central Florida Commerce Center Phase 4	Warehouse	327,200	
Eastland East – Phase 1 (Southern Oaks)	Warehouse	988,000	
Lakeside Logistics Phase 2 Lot 4	Warehouse	414,549	
Fancy Farms Logistics Center	Warehouse	298,967	

The following projects are planned and expected construction to begin this reporting year:

Business	Type	Sq. Ft
Sonoco Expansion	Manufacturing	250,000
County Line Road Industrial	Warehouse	330,460
County Line Farms Phase II	Warehouse	1,000,000
Star Distribution Expansion	Warehouse	97,500
Paradise Storage Conversion/Expansion	Mini Storage	22,084 (new)
Rist Properties Cold Storage Expansion	Cold Storage Warehouse	59,953
84 Lumber Expansion	Warehouse	14,000
Baycare South Florida Baptist Hospital	Regional Hospital	511,895
Sedita, Kilton & Company	Office	3,120
Solution Source	Office	3,120
Master Building Products Warehouse	Warehouse	158,663
Dunkin Donuts County Line	Restaurant	1,960

City of Plant City On Social Media



www.PlantCityGov.com



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Introductory

City of Plant City, Florida



Mission Statement

Our mission is to provide excellent customer service, ensure safety, preserve hometown values and promote economic opportunity.

Vision Statement

An Ethical, transparent, and creative organization, recognized for the depth and quality of our service to our community.

Values Statement

Leadership is more than a T.I.T.L.E., it's Respect too!



VALUES

TEAMWORK

We will know we are living out this value when we exhibit the following behaviors one to another (and to others we serve):

1. Open and frequent communication.
2. Cooperation.
3. Collaboration, initiative and innovation.

INTEGRITY

We will know we are living out this value when we exhibit the following behaviors one to another (and to others we serve):

1. We value input from all parties.
2. We are impartial and trustworthy.
3. Our decisions and actions are seen as fair.

TRANSPARENCY

We will know we are living out this value when we exhibit the following behaviors one to another (and to others we serve):

1. We are accessible (we can be reached in a timely manner).
2. We are responsive.
3. We are open to and invite participation and collaboration.

LEADERSHIP

We will know we are living out this value when we exhibit the following behaviors one to another (and to others we serve):

1. Effective communication.
2. Visionaries.
3. Consistent.

EXCELLENCE

We will know we are living out this value when we exhibit the following behaviors one to another (and to others we serve):

1. Knowledge and application of best practices that have been tried, tested, and proven by other organizations.
2. Continuously meet and exceed all expectations.
3. Continuously learning and improving.

RESPECT

We will know we are living out this value when we exhibit the following behaviors one to another (and to others we serve):

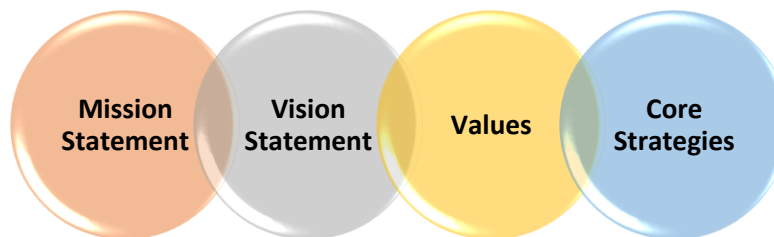
1. Interact with others with politeness and civility.
2. Seek and listen to input from others.
3. Fairly consider the opinions of others.



Strategic Planning for Budget

Approach

The City of Plant uses four planning tools to prepare the annual budget. These tools include the Mission Statement, Vision Statement, Values, and Core Strategies. These planning tools can be found in subsequent sections of this document.



Setting Strategic Goals

The strategic goals of the City are the five Core Strategies:

- Facilitate Economic Development
- Foster Community Engagement
- Empower Outstanding Customer Service
- Engage in Effective Communication with Internal and External Stakeholders
- Maximize Organizational Effectiveness

These goals were created by the City Manager, embraced by the City Commission, and used throughout the budget planning process.

Implementing Strategic Goals – Short-Term

All budget proposals including personnel, operating, and capital must further one of the Core Strategies. All budget requests are reviewed with the City Manager, Assistant City Manager, Chief Financial Officer, and requesting department to ensure compliance.



Strategic Planning for Budget

Implementing Strategic Goals – Long-Term

The City's has a Capital Improvement Plan for long-term financial planning.



All departments must complete a Capital Improvement Plan worksheet which includes a brief explanation of the project (Description), scope of the project and why the project is needed (Justification), explanation of how the project will improve a Core Strategy (Core Strategies), estimated timeline for the project (Dates), estimated operating cost increase or decrease and why the cost will be change (Operating Impact), and the 5-year cost and funding of the project (Activity). After the project worksheet is submitted, Finance reviews the requests for completeness and determines if the funding sources are appropriate. The City Manager's Office reviews the requests to determine the benefit to the City as a whole, and ensure they fit within the overall Strategic Plan based on communication with the City Commission and the citizens. The City Manager prioritizes and selects projects to recommend to the City Commission for approval during budget workshop and adoption.

Review of Performance

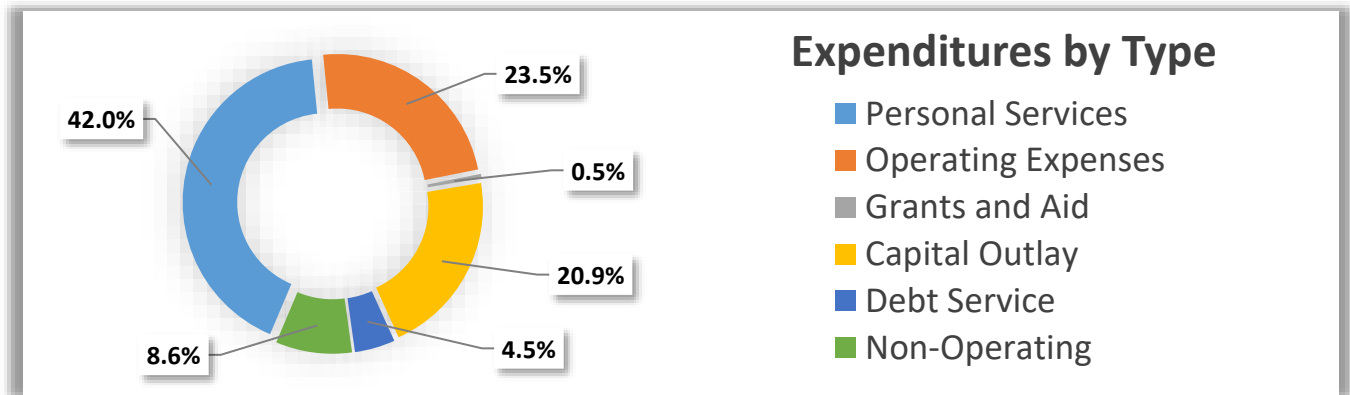
The City reviews performance through performance outcomes at the department, division, and/or program level. The department, division, and/or program set goals based on the City's Values. The program objectives include quantifiable performance measures that are based on goals and categorized by related Core Strategies. These performances outcomes are in the department, division, and/or program narratives throughout this document.



City of Plant City Executive Summary

CITYWIDE OVERVIEW:

Overall Citywide revenues and expenditures at \$91,243,207 are \$3,571,153 less than the 2020-21 adopted budget. Detailed information for all discussion points below can be found throughout the budget book in their respective sections.



Personal Services – The total amount of personal services increased by \$1,057,063 or 2.8% from \$37,280,973 in 2020-21, to \$38,338,036 in the 2021-22 Budget.

- Staff:
 - The total number of full-time equivalent (FTE) positions had a net increase of eight positions, added eleven and deleted three. The City's total workforce will be 475 employees. The following changes resulted in a net cost increase of \$501,805 in Fiscal Year 2021-22:
 - Add nine new positions to General Fund:
 - A Legal Secretary was added to the Office of the City Attorney.
 - An IT Technician II was added to Information Technology.
 - One Environmental Lands Management Supervisor and two Park Rangers were added to the Park Maintenance program. These positions are related to the opening of the McIntosh Preserve Park.
 - A Fire Inspector was added to the Fire Department.
 - A Digital Evidence Technician, Evidence Technician, and a Crime Intelligence Analyst were added to the Police Department.
 - Add one position to Water/Sewer Fund:
 - A Meter Maintenance Specialist was added to Utilities Maintenance. This position will assist in the transition to AMI meters.
 - Add one position and delete three positions to Solid Waste Fund:
 - A Code Enforcement Inspector was added to Code Enforcement (General Fund) but will be funded from the Solid Waste Fund. This position will provide code enforcement duties related to solid waste violations.
 - Three Refuse Collector positions were deleted. These positions were unoccupied.



City of Plant City Executive Summary

- **Wages and Fringe Benefits:**
 - On October 1, all non-step employees will receive a 2% cost-of-living adjustment and be eligible for a 2% merit increase. The pay increase will allow for the City to maintain a competitive posture based on CPI and GDP analysis.
 - All step employees are eligible for their next step increase on their anniversary. Step employees that are at their maximum step will be eligible for a one-time bonus equivalent to 2% of their base pay. The pay plan for step employees is expected to allow the City to be competitive in the market.
- **Flexible Contributions:**
 - Health insurance premiums increased 4.4% for 2020-21 fiscal year. The City realized an additional cost of approximately \$240,000 to cover the cost of the increase.
- **Retirement Contributions:**
 - The City contributes 8% of the individual's regular compensation to all regular, full-time employees.
 - The City provides a defined benefit pension plan for Firefighters and Police Officers pursuant to the provisions in F.S 175 and F.S 185.

Operating Expenses – This category decreased by \$75,581 or 0.4%, from \$21,478,574 to \$21,402,993. There are several factors to contribute to the decrease:

- The reduction in the quantity of carts for the automated residential collection decreased by 6,000. This lowered the operating budget in the Solid Waste Fund by \$342,000.
- Stormwater bought a street sweeping vehicle instead of leasing a vehicle. This lowered the operating budget by \$64,700.

Grants and Aid – This category remained relatively stable at \$456,005 compared to last year's total of \$503,080.

Capital Outlay – This category increased by \$264,521 or 1.4%, from \$18,783,131 to \$19,047,652. A detailed list of all capital projects is included in the Capital Improvement and Fleet Replacement Fund section of the 2021-22 Budget.

- Some of the major projects include:
 - Resurfacing arterial roads and neighborhood streets, \$2.9 million.
 - Infrastructure improvements to the water and sewer system of \$2.62 million.
 - Appropriate \$200,000 toward stormwater drainage improvements.
 - Investment in fleet purchases of \$2,919,704.
 - Create dog parks at Mike Sansone Park and Marie B. Ellis Park for \$130,000.
 - Fund \$100,000 towards the construction of a spray park.
 - Design a larger cemetery operations maintenance building and a separate customer service building for \$75,000.
 - Appropriate an additional \$400,000 to construct Water Treatment Plant 5.
 - Appropriate \$500,000 to the Reclaimed Water Recharge project.
 - Construct a new Utilities Maintenance/Solid Waste Building by adding \$2.3 million.
 - Design and construction the McIntosh Park Wetland Expansion by adding \$300,000.



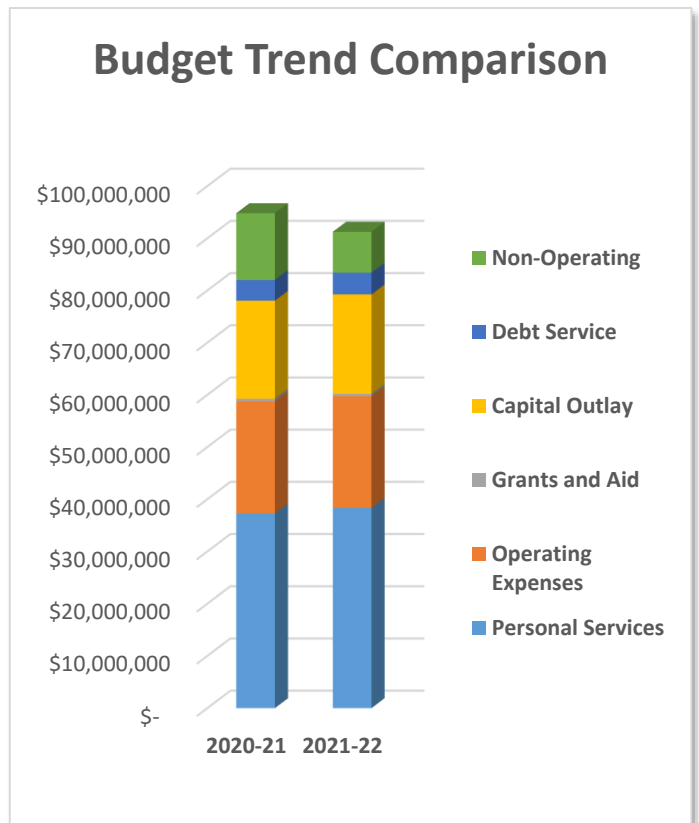
City of Plant City Executive Summary

Debt Services – This category increased \$186,356 over last year from \$3,967,949 to \$4,154,305.

- This category includes the final loan repayment of \$190,490 to Hillsborough County from the CRA Fund used to redevelop two City properties.
- On November 25, 2020, three Enterprise Revenue notes were refinanced into one note at a lower interest rate. The savings of \$1,186,727 from this refinance will be used towards the construction of a new Utilities Maintenance/Solid Waste facility. This note is located within the Water/Sewer Fund. The annual debt service payment amount remained the same.

Non-Operating – This category decreased by \$4,956,437 from \$12,800,653 to \$7,844,216. This decrease was due decreases in the following funds:

- Water Service Debt Service Fund – During FY 2021, the debt service fund was dissolved with the refinance of the Water/Sewer debt. The debt will be directly funded in the Water/Sewer Fund. This lowers the non-operating category by \$3,164,712.
- Transportation Surtax Fund – During FY 2021, the Transportation Surtax was discontinued. This reduced the non-operating category by \$800,000.
- Solid Waste Fund - FY 2021 included a transfer into the Fleet Replacement Fund to purchase three automated residential refuse trucks for \$993,000. No new automated trucks were budgeted in FY 2022.



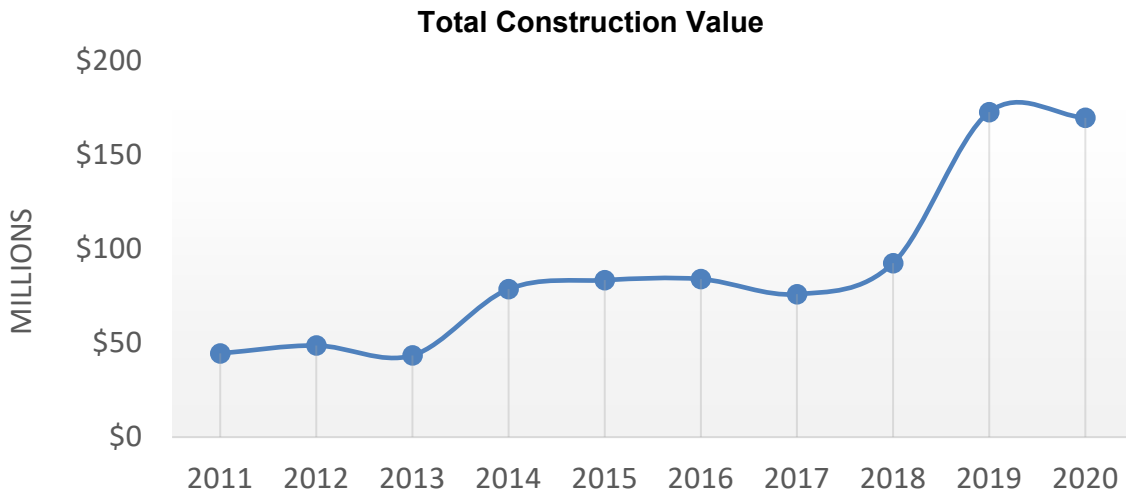


City of Plant City Executive Summary

FISCAL SUSTAINABILITY

Overall the City is fiscally stable. Yearly, the City completes a financial trend analysis to review the fiscal position of the City. Results for financial trends are as follows:

- Financial Trends Summary
 - The report for FY 2020 reflects that 24 of the 27 trends were positive, two were marginal, and one was negative.
- Community Resources Financial Trends
 - Population increased from 34,746 to 39,846 over the past ten years which equates to 5,100 residents or 14.7%.
 - In FY 2020, Plant City's unemployment rate rose to 5.0%, but was still lower than the high of 10.0% in FY 2011. This rate is below the State, County, and US unemployment rates.
 - Total construction value more than tripled in ten years from \$44,547,827 to \$169,894,111 in FY 2020.

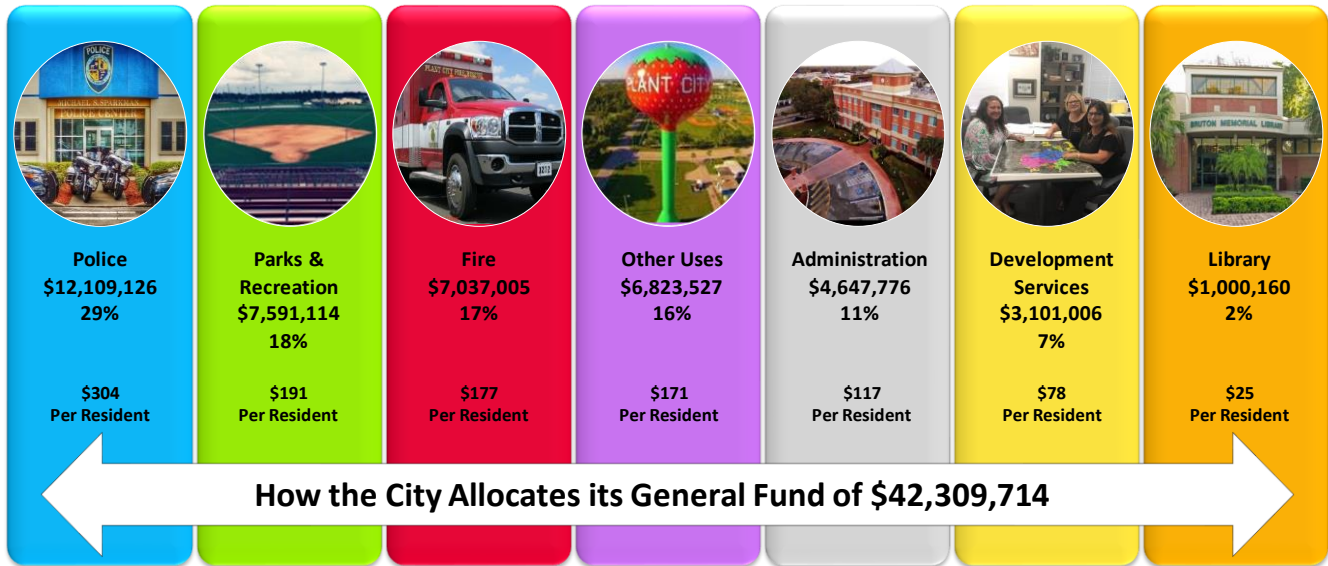


- Taxable Value Financial Trends
 - Taxable values have increased for the past five years through FY 2020, and continues for the next two years:
 - FY 2020 is \$2,397,460,289
 - FY 2021 is \$2,674,204,538
 - FY 2022 is \$3,011,689,326
 - Property tax revenue per capita continues to rise to \$274.09 in FY 2020.
- Expenditures and Operating Position Financial Trends
 - Total operating expenditures per capita have remained relatively stable over the past ten years and ended FY 2020 at \$643.70. An additional \$1.6 million was contributed to the Safety Employee Pension Fund.
 - The City serves its citizens with 11.29 employees per 1,000 residents. In FY 2009, the City deployed 14 employees per 1,000 citizens.
 - The unassigned fund balance in FY 2020 ended at \$12,383,058 at 37% of net operating revenue. Starting in FY 2020, a policy was adopted which sets aside \$3 million for emergency reserves. This is categorized as Committed Fund Balance.



City of Plant City Executive Summary

GENERAL FUND:

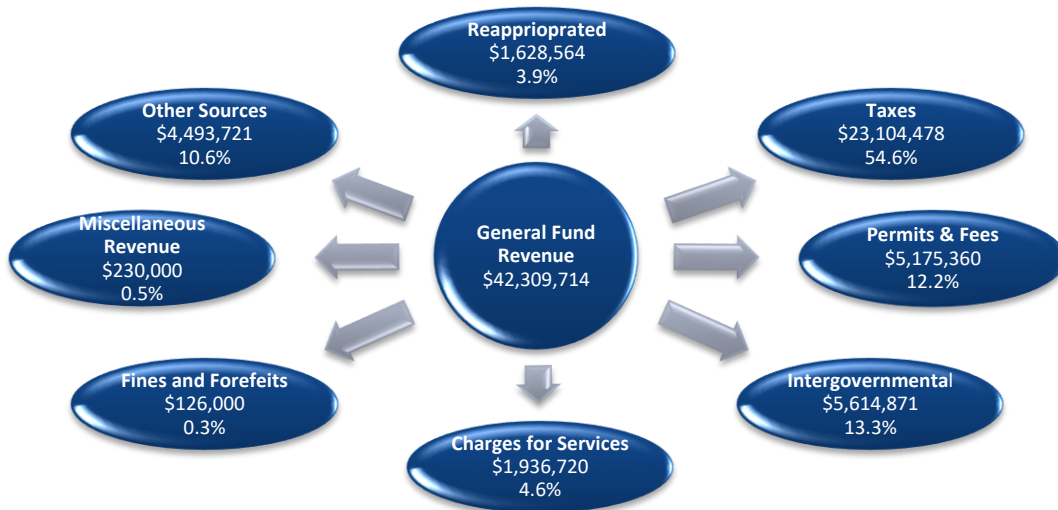


The General Fund reflects an increase in revenues and expenditures of \$2,383,489 or 5.97% from \$39,926,225 in 2020-21 to \$42,309,714 in 2021-22.

Revenues

General Fund revenues increased by \$2,033,585 from \$38,647,565 to \$40,681,150 in fiscal year 2021-22. An additional \$1,628,564 of fund balance will be used which will bring the total General Fund revenues to \$42,309,714.

- Based on a 12.6% increase in property values to \$3 billion, the ad valorem tax revenues increased by \$1,832,515.
- The millage rate remained at 5.7157 mills. The 1.0 mil dedicated to street resurfacing will generate \$2,861,105.





City of Plant City Executive Summary

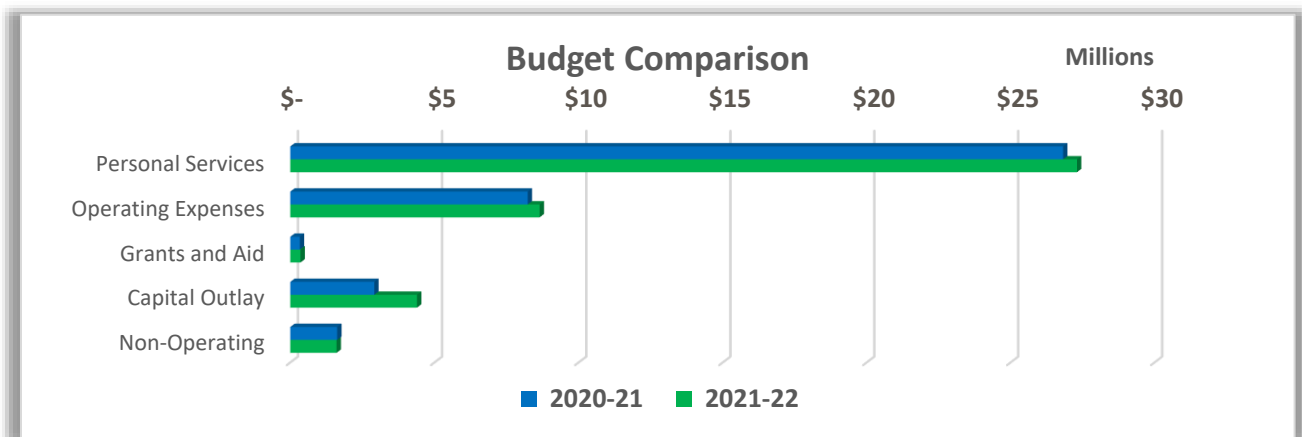
Some of the major changes in General Fund revenues are as follows:

	Fiscal Year 2020-21	Fiscal Year 2021-22	Increase / Decrease
Property Tax	\$ 14,520,703	\$ 16,353,218	\$ 1,832,515
Public Safety Premium Tax	625,000	639,000	14,000
Franchise Fees	4,130,000	3,830,720	(299,280)
Public Service Tax	4,730,000	4,394,920	(335,080)
Building Permits	1,131,600	1,323,140	191,540
1/2 Cent Sales Tax	3,450,000	3,750,000	300,000
Ambulance Fees	850,000	875,000	25,000
Business Tax	564,000	609,500	45,500
Recreation Fees	552,800	622,170	69,370
Cost Allocation	2,132,332	2,305,341	173,009
Transfer from all Utilities	2,145,951	2,188,380	42,429
	\$ 29,079,103	\$ 30,883,668	\$ 2,059,003

Expenditures

The major increase for expenditures can be found within the capital outlay category as the City invests in some major capital improvements. The personal services category increased due to adding nine positions, providing for a cost-of living and merit increase for non-step employees, continuing with the Public Safety step plan, and covering health insurance. The operating expenditure category increase can be found in several areas: property and general liability insurance, fleet replacement program, fuel, communications, supplies, chemicals, and building/property repair.

	Fiscal Year 2020-21	Fiscal Year 2021-22	Increase / Decrease
Personal Services	\$ 26,823,165	\$ 27,307,399	\$ 484,234
Operating Expenses	8,234,180	8,648,481	414,301
Grants and Aid	330,080	353,005	22,925
Capital Outlay	2,913,034	4,394,820	1,481,786
Non-Operating	1,625,766	1,606,009	(19,757)
Major Expenditures	\$ 39,926,225	\$ 42,309,714	\$ 2,383,489





City of Plant City Executive Summary

SPECIAL REVENUE FUNDS - STREET FUND

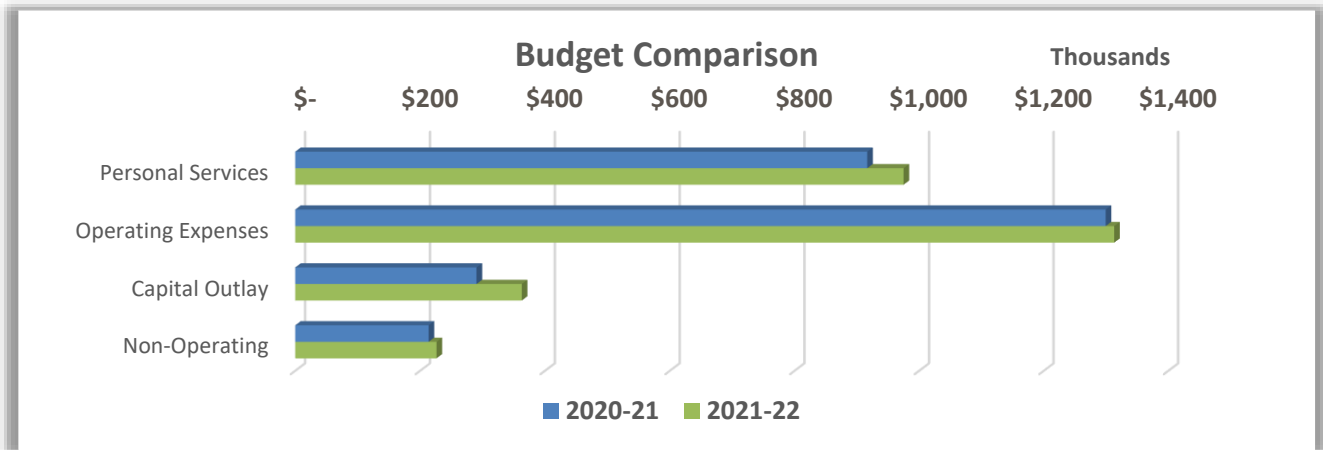
Revenues

This fund receives revenue from three types of gas taxes. In addition, \$351,815 are reimbursements for street lighting and traffic signal maintenance.

Expenditures

The expenditures increased \$157,269 in Fiscal Year 2021-22 with the majority of the increase is in capital outlay which will be used to fund various capital projects that will improve the City's assets. A summary of these projects can be found in the Capital Improvement Plan section. The personal services increase is related to cost-of living, merit, and health insurance, as previously described.

	Fiscal Year 2020-21	Fiscal Year 2021-22	Increase/ Decrease
Personal Services	\$ 916,723	\$ 974,945	\$ 58,222
Operating Expenses	1,299,421	1,313,147	13,726
Capital Outlay	290,400	362,950	72,550
Non-Operating	213,599	226,370	12,771
Total Expenses	\$ 2,720,143	\$ 2,877,412	\$ 157,269



This fund will be monitored closely to seek additional funding to maintain the system.

SPECIAL REVENUE FUNDS - TRANSPORTATION SURTAX FUND

On November 3, 2018, voters approved the one percent transportation surtax, known as "All For Transportation." On March 16, 2021, the Florida Department of Revenue issued a Tax Information Publication directing retailers to stop collecting the 1% Surtax. This fund has been removed from the budget.



City of Plant City Executive Summary

ENTERPRISE FUNDS – WATER/SEWER FUND

Revenues

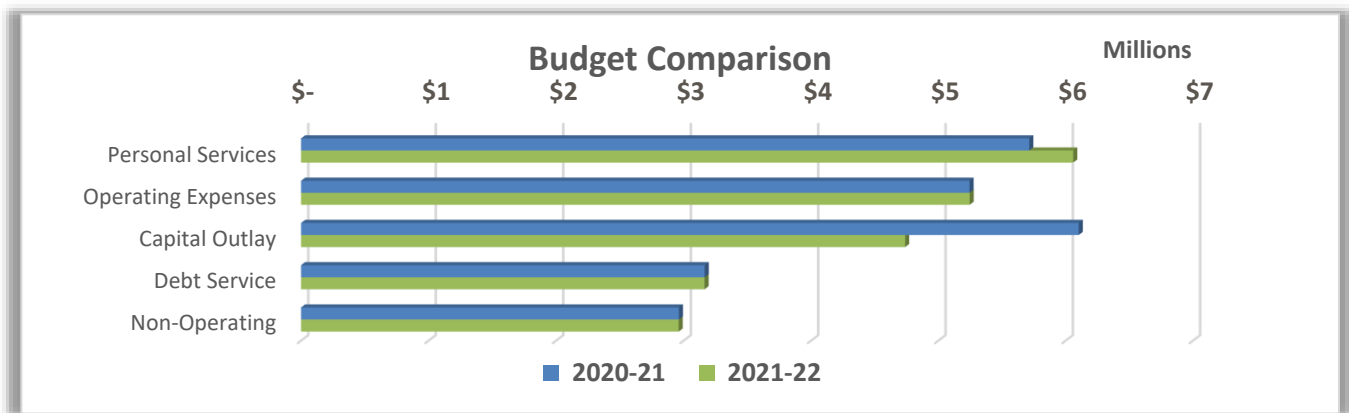
Overall, the Water/Sewer Fund revenues have risen based on the 4 percent rate increase and growth in the customer base. Below are the three major revenues in the Water/Sewer Fund.

	Fiscal Year		Fiscal Year		Increase /
	2020-21		2021-22		Decrease
Water Sales	\$	7,607,300	\$	7,728,624	\$ 121,324
Wastewater Revenue		10,184,426		10,555,620	371,194
Industrial Waste		1,458,000		1,467,780	9,780
Major Revenues	\$	19,249,726	\$	19,752,024	\$ 502,298

Expenses

The major decrease in the Water/Sewer Fund expenses is related to the category of capital outlay with a decrease of \$1,363,350. FY 2021 funded several major capital projects including Water Treatment Plant 5 and Reclaimed Water Recharge. A complete listing of the projects is included in the Capital Improvement Plan section. The personal services increase is related to cost-of-living, merit, and health insurance, as previously described.

	Fiscal Year		Fiscal Year		Increase /
	2020-21		2021-22		Decrease
Personal Services	\$	5,714,049	\$	6,059,321	\$ 345,272
Operating Expenses		5,244,896		5,245,464	568
Capital Outlay		6,102,485		4,739,135	(1,363,350)
Debt Service		3,164,712		3,163,974	(738)
Non-Operating		2,962,667		2,960,548	(2,119)
Total Expenses	\$	23,188,809	\$	22,168,442	\$ (1,020,367)



Debt Services

On November 25, 2020, three Enterprise Revenue notes were refinanced into one bank loan at a lower interest rate. The savings of \$1,186,727 from this refinance will be used towards the construction of a new Utilities Maintenance/Solid Waste facility. The debt service expense is recorded in the Water/Sewer Fund.



City of Plant City Executive Summary

ENTERPRISE FUNDS - SOLID WASTE FUND

Revenues

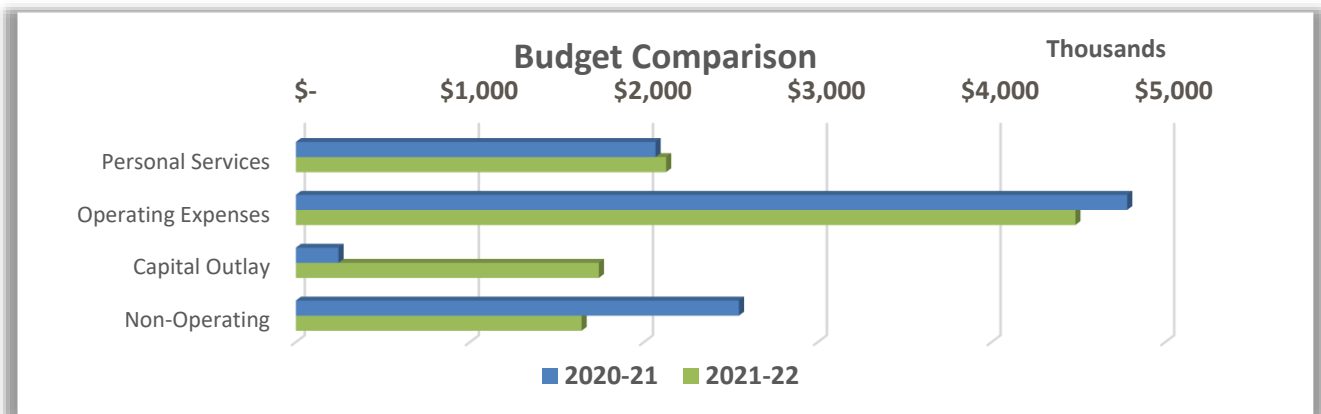
Revenue received from the collection of residential, commercial, and recycling solid waste are the major revenue sources in the Solid Waste Fund. Overall, the revenue remained relatively stable with an increase of \$13,840 from \$7,510,880 in 2020-21 to \$7,524,720 in 2021-22. The residential rates will remain the same and the commercial rates will increase 3% as recommended by the rate study.

	Fiscal Year		Fiscal Year		Increase /
	2020-21		2021-22		Decrease
Residential	\$	3,420,000	\$	3,216,000	\$ (204,000)
Commercial		2,850,000		3,003,000	153,000
Recycling		14,880		39,000	24,120
Multi Unit Solid Waste Rev		726,000		766,320	40,320
Roll Off/Compactor Services		500,000		500,400	400
	\$	7,510,880	\$	7,524,720	\$ 13,840

Expenses

Solid Waste expenses increased in capital outlay due to construction of a new Utilities Maintenance/Solid Waste facility. The operating and non-operating expenses decreased because automated refuse trucks were bought in FY 2021; and a transfer to the fleet replacement fund is no longer needed. Also, the carts were purchased in FY 2021 budget.

	Fiscal Year		Fiscal Year		Increase /
	2020-21		2021-22		Decrease
Personal Services	\$	2,066,529	\$	2,127,294	\$ 60,765
Operating Expenses		4,781,032		4,482,783	(298,249)
Capital Outlay		244,900		1,740,664	1,495,764
Non-Operating		2,545,623		1,641,492	(904,131)
Total Expenses	\$	9,638,084	\$	9,992,233	\$ 354,149



An additional, \$2,155,933 of fund balance will be used to fund a portion of the construction of a new Utilities Maintenance/Solid Waste facility.



City of Plant City Executive Summary

ENTERPRISE FUNDS – STORMWATER FUND

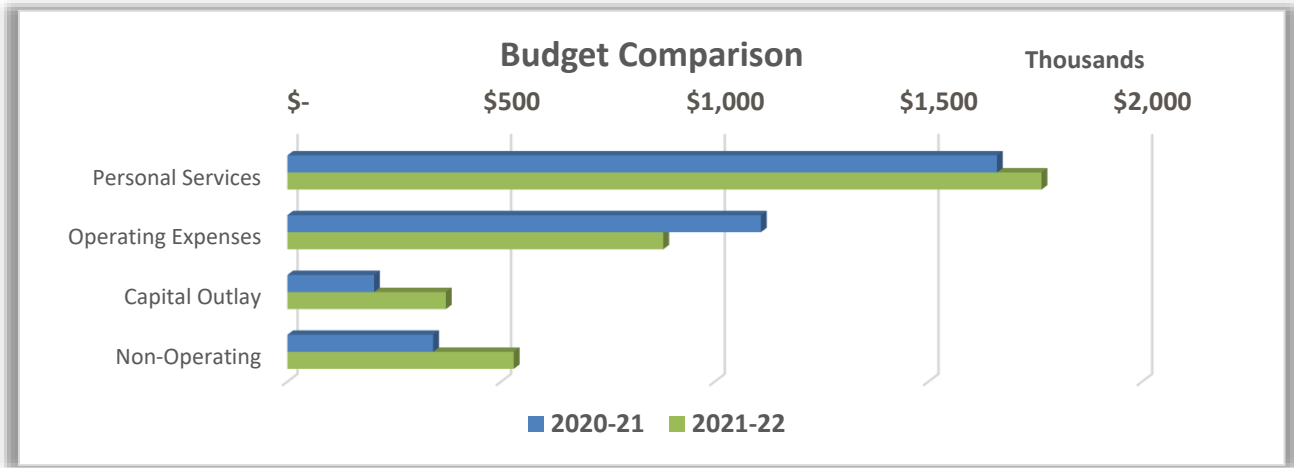
Revenues

Revenues for the Stormwater Fund report an increase of \$232,380 to \$3,545,700 in Fiscal Year 2021-22 due to a 3% rate increase per code to address drainage improvements.

Expenses

Expenses increased overall by \$232,380 from \$3,313,320 to \$3,545,700. The increase is primarily due to the increase in capital outlay for capital improvement projects, which is offset by the decrease in operating expenses.

	Fiscal Year 2020-21	Fiscal Year 2021-22	Increase / Decrease
Personal Services	\$ 1,660,646	\$ 1,764,966	\$ 104,320
Operating Expenses	1,108,425	879,828	(228,597)
Capital Outlay	203,000	370,950	167,950
Non-Operating	341,249	529,956	188,707
Total Expenses	\$ 3,313,320	\$ 3,545,700	\$ 232,380



INTERNAL SERVICE FUNDS - FLEET REPLACEMENT

Over the past several years, the City has been conservatively spending the Fleet Maintenance Fund. The fund is now stable; therefore, the City included appropriations to replace damaged equipment and items that have exceeded their useful life. A detail listing of the vehicles and equipment can be found in the Fleet Replacement Fund.

	2020-21 Projected Budget	2021-22 Proposed Budget
Dollar Amount spent on Vehicles	\$ 3,761,761	\$ 2,919,704
Number of Vehicles Being Funded for Replacement	55	53



Summary of Changes

Proposed Budget & Adopted Budget

No changes between the proposed budget and the adopted budget.



City of Plant City Revenue Projections

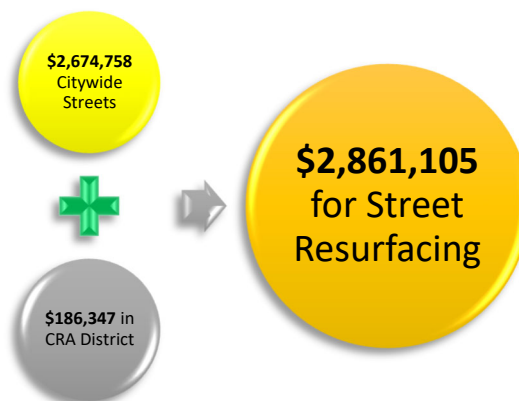
OVERVIEW - Revenue projections are a three-step process that begin early in the budget cycle. The projection cycle is described below:



1. The first step begins with forecasting the current year projected actuals. This critical step establishes a basis to project the following year. Several factors are considered: historic, current year-to-date, and projected revenue to the end of the year.
2. The second step is to set estimated revenues for next year. The same three factors as described above are used, as well as the “Local Government Financial Handbook” from the Office of Economic and Demographic Research, which is used to estimate major revenues sources more accurately.
3. The last step occurs toward the end of the budget process, prior to adopting the “estimated revenues”. During this stage, a review of the proposed estimated revenues compared to the proposed appropriations will provide a clear picture of the overall budget. It is critical to examine the entire budget and confirm all revenue sources are realistic.

The following section provides an overview of the major revenue sources. However, a list of each revenue source can be found in the individual sections of the budget book.

TAXES – Overall tax revenues have increased an average of 4% yearly over the last 5 years and is estimated to increase by \$1,790,862 in fiscal year 2021-22. The 1.0 mil ad valorem property tax dedicated to street resurfacing generated revenue totaling \$2,861,105. These property tax revenues will be used solely for street resurfacing and maintenance. Taxes include, property (ad valorem) taxes, local option infrastructure surtax (community investment tax), local option gas tax, 9th cent gas tax, communications services tax, public (utility) service tax, insurance premium tax (pension), and business tax.

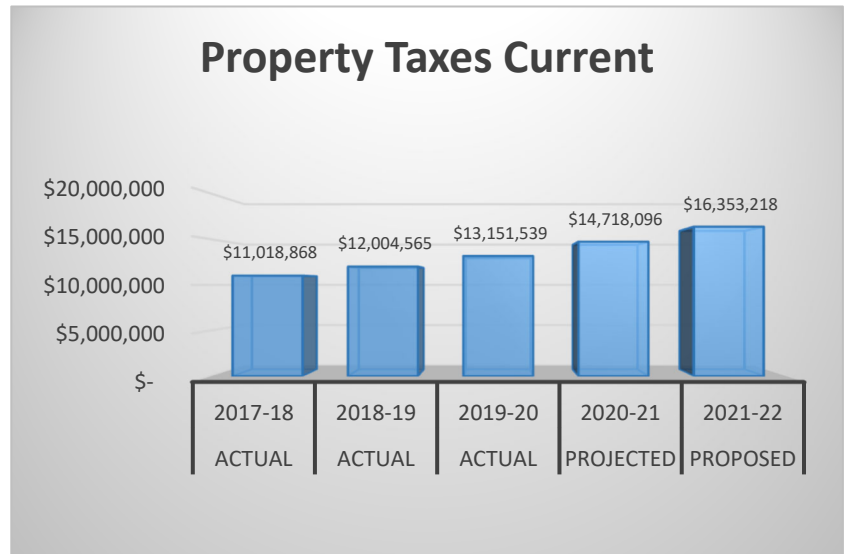




City of Plant City Revenue Projections

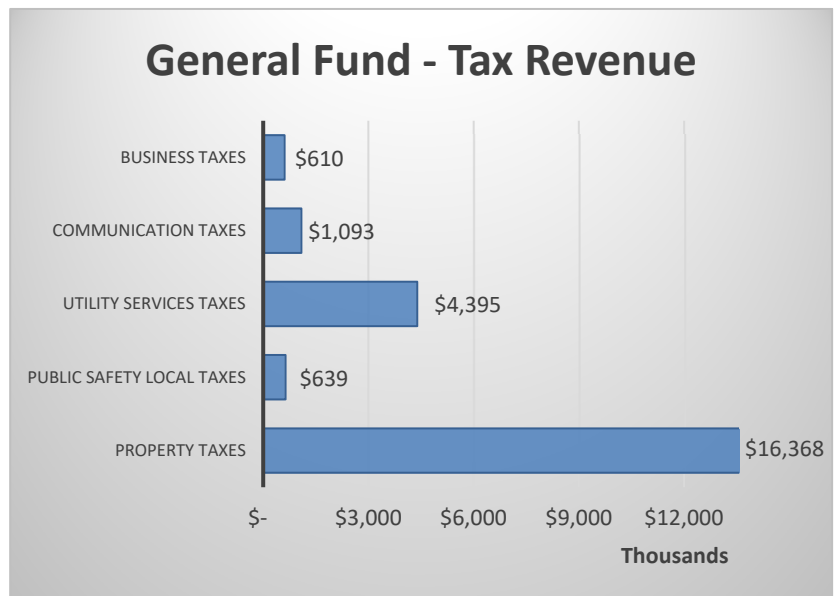
Ad valorem property tax—revenue is estimated to increase to \$16,353,218 this year due to a 12.6% increase in property values. Over the last five years, the average property tax revenue increased approximately 10% each year. The specific formula for current ad valorem tax revenues is calculated by multiplying the approved millage rate (5.7157) per \$1,000 times the aggregate assessed property value (as certified by the County Property Appraiser) times 95%.

Property taxes account for \$1,832,515 of the overall tax increase.



Local option infrastructure surtax – Hillsborough County voters renewed the levy of an additional one cent tax on sales in the County pursuant to the provisions of Section 212.055, Florida Statutes. The City receives a portion of the tax based on an interlocal agreement with Hillsborough County and the three incorporated Hillsborough County municipalities, which expires December 31, 2026. Utilization of this tax is limited to long-term infrastructure improvements, pledges to pay debt service for improvements, acquire land for public uses, and improving facilities used as emergency shelters.

Local option gas tax and ninth cent gas tax – This tax, approved in a referendum election, provides for the levy of seven cents per gallon of motor fuel sold in the County and taxed pursuant to the provisions of Section 336, Florida Statutes. Utilization of the proceeds of this tax is limited to transportation expenditures, other infrastructure projects and bond indebtedness related to road and streets. This tax is shared with the municipalities based on a cooperative agreement between Hillsborough County and the three incorporated municipalities.



Communications Service Tax – This tax, as authorized by Section 202, Florida Statutes, requires service providers to collect tax on telephone, VOIP, Cable TV, fax, and pagers at a rate of 6.1% as approved by the City Commission.



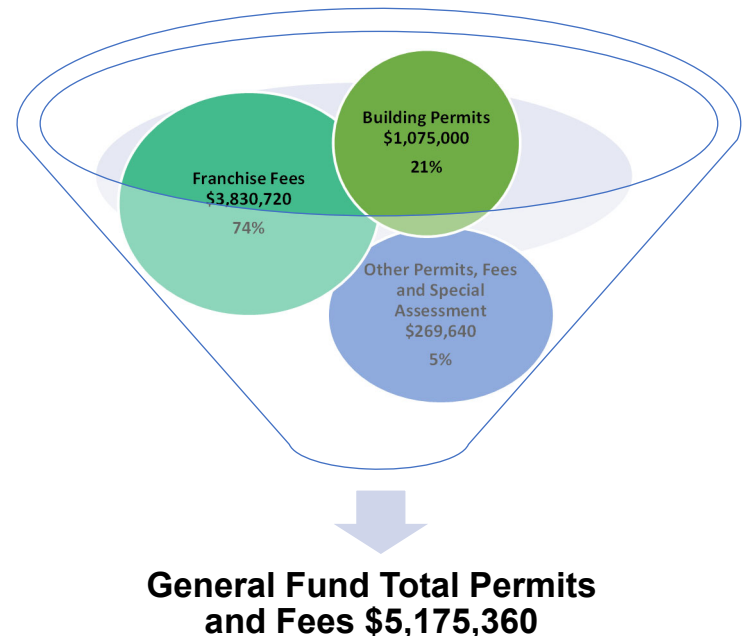
City of Plant City Revenue Projections

Public Service Tax – Pursuant to the provisions of Section 166.231, Florida Statutes, the City Commission approved a 10% public service tax for electric, gas and water service sold to customers in the incorporated limits of the City of Plant City.

Taxes are projected mainly using the Local Government Financial Information Handbook, while also analyzing historical revenues received and current projected changes in legislature. Tax revenues are found within the Governmental Funds.

LICENSES AND PERMITS – This area is estimated to decrease by \$108,240 in the 2021-22 fiscal year. The decrease is due to the decrease in Electricity Utility Tax - Franchise Fees. Building permit revenues are projected to increase by \$85,000. Licenses and permits includes franchise fees, building, zoning, utility permits, impact and development fees, and other licenses and permits of a local nature. The revenues from this category are used for the building activities of the City.

Licenses and permits revenues are projected using both historical trends for received revenue and a prediction of the level of growth for the upcoming year. Revenue for this area is found within Governmental Funds.



INTERGOVERNMENTAL REVENUES – Intergovernmental revenues are estimated to decrease by \$2,756,254. This decrease is due to the closure of the Transportation Surtax Fund, which had a budgeted revenue of \$3,000,000 in FY 2021. Transportation Surtax was an additional sales tax approved by votes on November 3, 2018, but on March 16, 2021, the Florida Department of Revenue issued a Tax Information Publication providing that retailers should stop collecting the 1% surtax. Intergovernmental revenues include federal, state, and local grants, state revenue sharing such as the City's share of state collected motor fuel taxes and sales taxes. The grant portion of this funding source is not reflected in the budget until the grant has been awarded and the appropriate legal documents are signed. Once the grant is approved, an adjustment will be made to include the match portion also. The City utilizes grant revenues for planned projects rather than allowing grant approval to skew priorities. The City's portion of revenue generated from state taxes is based on the state forecast as reported in the Local Government Financial Information Handbook.

Intergovernmental revenues are projected by reviewing grants that we plan to receive in the upcoming fiscal year along with estimates from the Local Government Financial Information Handbook. This is compared with historic trends of revenues received. Intergovernmental Revenues are found in Governmental Funds and Special Revenue Funds.



City of Plant City Revenue Projections

CHARGES FOR SERVICES - The majority of revenues for charges for services are found in the General Fund, Special Revenue Funds, Impact Fees, and the City's Enterprise Funds.

Charges for services increased by \$621,596 for 2021-22. The majority of the increase is due to the Water/Sewer Fund increasing by \$565,918. The Stormwater Fund is also projected to bring in an additional \$316,068 in revenue. The increases are offset by a \$351,900 decrease in the Fleet Replacement Fund.

This source of revenue includes water, sewer, and solid waste user fees, parks and recreational activity fees, certification and copying documents and records, cemetery fees, sale of maps and publications, and stormwater utility fees.

Charges for service revenues are projected by reviewing the historic trends in revenue along with evaluation of any increase/decrease to potential changes to the City population that could affect the inflow of revenues.

FINES AND FOREFEITURES –

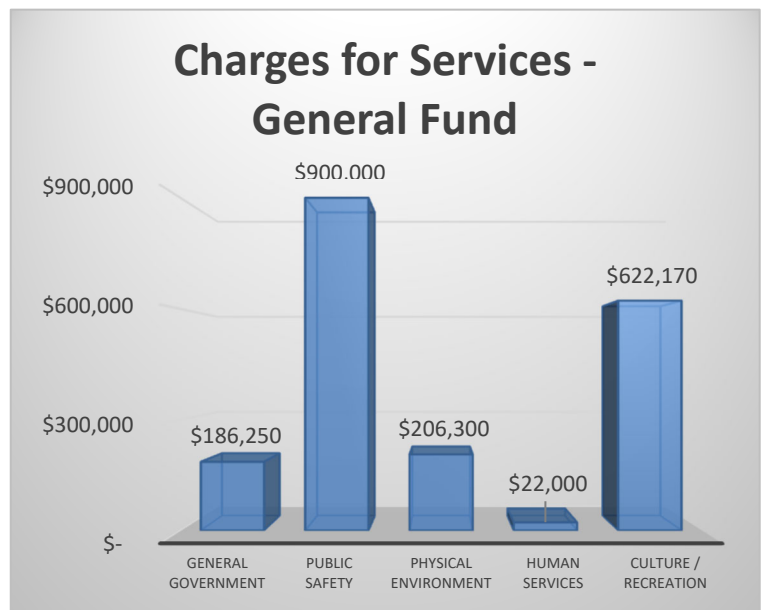
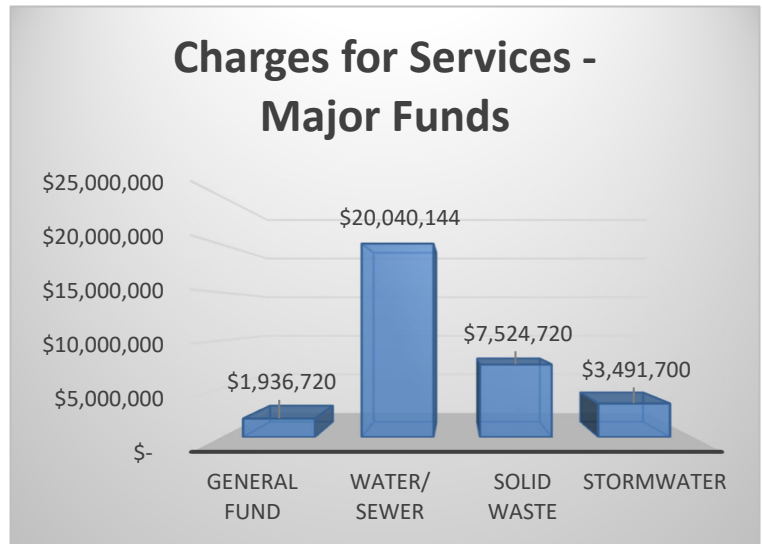
Revenue from Fines and Forfeitures are expected to remain stable in the 2021-22 fiscal year. This revenue source includes court fines and fees, proceeds from confiscated property, and library fines. These revenues are found in the Governmental Funds.

Fines and Forfeiture revenues are projected by reviewing historical trends.

MISCELLANEOUS REVENUES – Miscellaneous Revenues are expected to increase \$50,500 in fiscal year 2020-21 mainly due to a projected increase in Cemetery Lot Sales.

This revenue source includes interest on investments, rentals, sales of surplus property, insurance proceeds, assessments, refunds, contributions, and revenues not recorded in other classifications.

Miscellaneous Revenues can be found in a majority of funds throughout the City and is projected by reviewing historical trends along with future estimates.





City of Plant City Revenue Projections

OTHER SOURCES – Other Sources is expected to decrease by \$4.1 million in fiscal year 2021-22. The majority of the decrease was due the debt service fund being dissolved after the refinance of the Water/Sewer debt. The debt will be directly funded in the Water/Sewer Fund. This lowers the non-operating category by \$3,164,712. The decrease was also due to a one-time transfer made to the Fleet Replacement Fund in FY 2021 for the purchase three automated residential refuse trucks for \$993,000. The City's transfer of 8% from the Water/Sewer and the Solid Waste Funds to the General Fund as payment in lieu of taxes concept (PILOT) increased this category by \$42,429. This revenue source includes debt service, aid to private organizations, interfund transfers, cost allocation contingency, capital project funds that will be used during the budget year, and fund balance appropriated to be used for current year expenditures.

Other Sources revenue can be found in a majority of funds throughout the City and is projected by reviewing historical trends along with future estimates.



City of Plant City Debt Summary

Debt Overview:

The Financial Policy of the City of Plant City limits general obligation bonds to no greater than two and a half percent (2.5%) of the non-exempt assessed valuation of the City. The taxable value at September 30, 2021 is \$2,674,204,538. Under this policy, the maximum in bonds issued would be \$66,855,113. At 4.0% interest for 20 years, the bonds would require an annual debt service payment of \$4,861,548. The millage levy required to support debt service on these bonds would be 1.8179 mills. The City takes a planned and methodical approach to debt. All debt obligations serve a valuable physical purpose for the citizens of Plant City and the overall community. All long term debt obligations are thoroughly analyzed and reviewed by the City Commission prior to approval. There is no external debt planned for the next five years.

Each note is managed within a debt service account and payments are paid out of their respective funds.

The constitution of the State of Florida, Florida Statute 200.181 and the City of Plant City, Florida, set no legal debt limit.

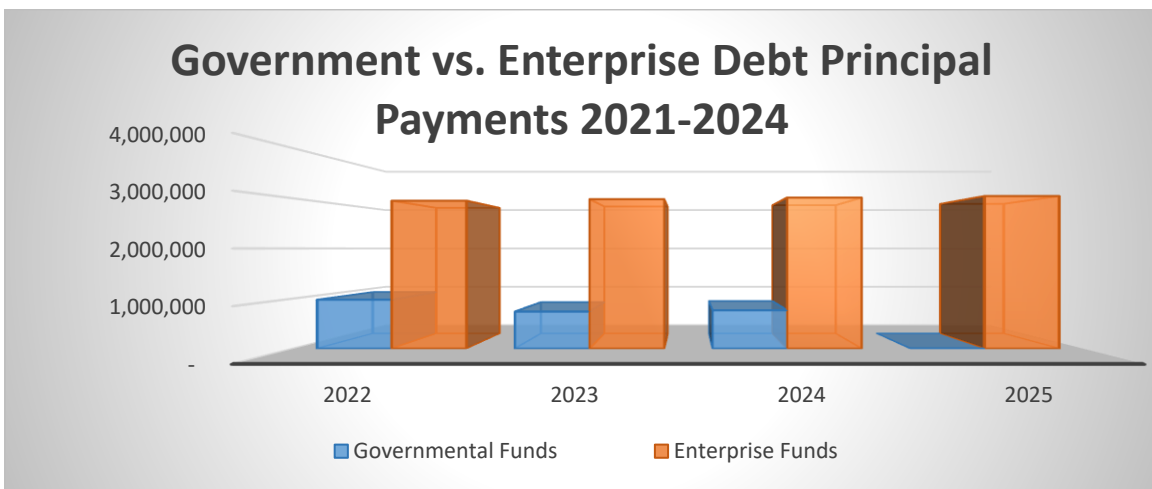
The City of Plant City has bond rating of Aa3.

Overall Principal and Interest Payments:

The annual debt service requirements to maturity for the debt outstanding as of September 30, 2021, are as follows:

Fiscal Year	Governmental Funds				Enterprise Funds	
	Debt Service Fund		CRA Fund		Water/Sewer Fund	
	Bonds		Notes from Direct Borrowing		Notes from Direct Borrowing	
	Principal	Interest	Principal	Interest	Principal	Interest
2022	725,000	74,341	190,490	-	2,952,000	211,974
2023	740,000	50,295	-	-	2,983,000	181,486
2024	765,000	25,583	-	-	3,014,000	150,684
2025	-	-	-	-	3,045,000	119,557
2026	-	-	-	-	3,076,000	88,117
2027-2028	-	-	-	-	6,248,000	80,608
	\$ 2,230,000	\$ 150,219	\$ 190,490	\$ -	\$ 21,318,000	\$ 832,425

**Debt Service Fund: CIT revenues are used to pay the debt service for the 2010 Series and 2012 Series Non-Ad Valorem Refunding Revenue Notes*





City of Plant City Debt Summary

Governmental Debt Service:

There are two Governmental Revenue notes that are recorded in the Debt Service Funds.

CIT revenues are used to pay the debt service for the 2010 Series and 2012 Series Non-Ad Valorem Refunding Revenue Notes.

Below you will find the summary of the Revenue Notes:

Governmental Debt Service

Special Revenues

	2010 Series Non-Ad Valorem Refunding Revenue Note	2012 Series Non-Ad Valorem Refunding Revenue Note
Issued	June 3, 2010	November 1, 2012
Final Maturity	September 1, 2024	September 1, 2024
Original Debt	\$4,610,000	\$3,290,000
Outstanding Principal	\$1,200,000	\$1,030,000
Interest Rate	3.660%	2.035%
Main Use	City Hall and Infrastructure Improvements to Streets	Police Station, General Services Building, and Fleet Maintenance Facility

The remaining Governmental Revenue note is recorded in the CRA Fund. Funds were borrowed by the CRA under the Florida Brownsfields Act for the redevelopment of two City properties. The loans are non-interest bearing to be repaid upon sale of the properties or at maturity in ten years, original agreement date of January 19, 2012. On September 30, 2015, the City had drawn a total of \$251,250 of available funds. FY 2022 includes the final debt repayment of \$190,490 to the County.

Enterprise Debt Service:

On November 25, 2020, three Enterprise Revenue notes were refinanced into one note at a lower interest rate. The savings from this refinance will be used toward the utilities portion of construction of a new Utilities Maintenance/Solid Waste facility. This note is located within the Water/Sewer Fund. Below you will find a summary of the Revenue Note:

The Water/Sewer revenues are used to pay the debt service for the Water/Sewer - Enterprise Fund Debt listed below:

Enterprise Funds Debt Service

Water Sewer

	2020 Series Utility Refunding Revenue Note
Issued	November 25, 2020
Final Maturity	July 1, 2028
Original Debt	\$24,139,000
Outstanding Principal	\$21,318,000
Interest Rate	1.030%
Main Use	Expand and Upgrade Water Treatment Plant

Financial Policy

The City of Plant City Financial Policy serves as a foundation for long- and short-range planning, facilitate decision making, and provide direction to staff for handling the City's day-to-day financial business. The policy establishes the financial guidelines that provide a standard of performance endorsed by both the City Commission and management. A written policy becomes the conscience of the organization by reducing the uncertainties for making unprecedented financial decisions. Due to the diverse nature of the City's numerous departments, clearly defined financial policies minimize the risk of developing conflicting or inconsistent goals and objectives which could have a negative impact on the overall financial position of the City.

Fund Structure

Major Funds

Below is a list of funds, of which, the City has five major funds, two in Governmental – General Fund and CRA and three in proprietary, Water/Sewer, Stormwater and Solid Waste.

Governmental Funds

The City maintains twenty governmental funds. The largest of these funds is the General Fund which contains the operating expenditures for general government services, public safety, physical environment, transportation, culture and recreation, and economic development. Other funds included in the governmental fund category are ten Special Revenue funds (Community Redevelopment Agency Fund, Law Enforcement Trust Fund, Federal Equitable Shared Fund, Ticket Surcharge Fund, Community Investment Tax Fund, Cemetery Escrow Fund, Library Donations Fund, Community Development Fund, Street Fund, and Tree Fund. There are also two debt service funds: CIT Debt Service Fund and 2012 Non-Ad Valorem Debt Service Fund). In addition, there are eight Capital Projects funds (Capital Improvement Fund, Street RR&I Fund, Community Investment Tax Fund, Library Impact Fees Fund, Fire Impact Fees Fund, Police Impact Fees Fund, Parks and Recreation Impact Fees Fund, and Transportation Mobility Fees).

Proprietary Funds

The City maintains ten proprietary funds, comprised of enterprise funds, capital project funds, and internal service funds. There are three enterprise funds that are used to report revenues and expenses the same way that private enterprise does with the motive to recover all costs and make a profit. These include Water/Sewer Fund, Solid Waste Fund, and Stormwater Fund. All enterprise funds are expected to be self-supporting. In addition, there are five enterprise Capital Project funds (Water/Sewer RR&I Fund, Water Development Fund, Wastewater Development Fund, Solid Waste RR&I Fund, and Stormwater RR&I Fund). There are two internal service funds which are used to centralize services and allocate the cost of service within the City government. These are the Fleet Replacement Fund and the Workers' Compensation Fund.

Fiduciary Funds

Fiduciary funds are used to account for resources held for the benefit of parties outside the City. The accounting used for fiduciary funds is much like that used for proprietary funds. These funds are not available to support City operations. The City's safety employee's pension trust fund is included in the fiduciary fund type. This fund is not budgeted.

See Appendix A attached for flow chart of Governmental and Proprietary Funds.

Operating Budget Policies

- The fiscal year of the City is October 1 through September 30 as prescribed by State Statutes.
- In January, the Chief Financial Officer issues a budget calendar setting forth all the dates when budget instructions will be issued and when proposed department budgets and Capital Improvement Program requests are due. The calendar also lists dates of budget decisions and department head meetings to review the proposed budget with the City Manager. *Appendix B Attached.*
- On or before September 1 each year, the City Manager presents to the City Commission a proposed budget for the fiscal year commencing October 1, along with an explanatory message.
- The City Manager's proposed budget shall be available to the public for inspection and copying and published on the City's website. The County Tax Collector sends a notice to all property owners, in accordance with the Truth in Millage Act, stating the effect of the millage rate on their property tax bill, as well as the scheduled dates and location of the public hearings.
- During the scheduled City Commission meetings in September, the City Commission holds two public hearings on the proposed budget. At the second public hearing, the City Commission adopts the budget by the passage of an ordinance.
- Encumbrance Carryover – If a fund has open and valid purchase orders at the end of a fiscal year, those related appropriations are encumbered and carried over to the ensuing fiscal year and added to the budget appropriations to cover the actual expense when it occurs.
- All appropriations not spent or encumbered at the end of the fiscal year lapse into the fund balance applicable to the specific fund, except for Capital Projects and Grant Funds.
- Annual budgets are adopted for the General Fund, Special Revenue Funds, Debt Service Funds and Enterprise Funds.

- Budgetary control is maintained at the department level. Department heads are permitted to transfer appropriations between line items within the operating expense category of their budget. Transfers between categories requires City Manager approval. The City Manager may transfer from contingency within the special appropriations category to any department within the General Fund. All other types of budget transfers or amendments must be approved by the City Commission. Expenditures may not legally exceed budgeted appropriations at the department level.
- The City Commission may amend the adopted budget, upon recommendation by the City Manager, by making supplemental appropriations from actual revenues received, anticipated revenues, grant revenues, bond proceeds, new fees or encumbrances carried over from the prior fiscal year.
- The City Commission may amend the adopted budget, upon recommendation by the City Manager, by decreasing appropriations below the adopted budget during the fiscal year brought upon by changes in service demand, economic conditions and projected growth limits.
- The City will comply with all Federal, State and Local legal requirements pertaining to the operating budget.
- The City has the following budgetary basis: Budgets for funds that have formal budgetary integration are prepared in accordance with generally accepted accounting principles. Budgets for governmental funds are adopted using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available. Expenditures are recognized in the period in which the fund liability is incurred (except matured interest on general long-term debt, which is recognized when due). While budgets for the proprietary fund types are not required by generally accepted accounting principles (GAAP) or by state or local law, they are adopted using the modified accrual basis of accounting to provide for comparability with the other funds. Comparing a budget prepared on a cash basis to actual expenses recorded on the accrual basis can be misleading in a budget document. The following three items are presented differently: capital project expenses, principal debt payments and reserve for future capital.
- A balanced budget is achieved when the amounts available from taxation and other revenue sources, including amounts from the unassigned fund balance, equal the total appropriations for expenditures.
- Fund balance is made up of nonspendable, restricted, committed, assigned and unassigned. Nonspendable fund balance consists of amounts that cannot be spent either because they are in a nonspendable form or because they are legally or contractually required to remain intact. Restricted fund balance consists of amounts that can be spent only for specific purposes because of the City Charter, City Code, State or Federal laws, or externally imposed conditions by grantors or creditors. Committed fund balance consists of amounts that can be

used only for specific purposes determined by a formal action by the city commission or resolution. Assigned fund balance consists of amounts that have been designated by the City for a particular purpose but are neither restricted nor committed. Unassigned fund balance consists of all amounts not included in the other classifications. On February 8, 2021, the City Commission adopted Resolution No. 20-2021, which revised the Fund Balance Policy. This policy is included in a separate section.

- The City will employ an expenditure and revenue forecasting system to allow for effective financial planning.
- Essential services will receive first priority for funding. The City will attempt to maintain current service levels for all essential services.
- The City will consider non-essential services for reduction or elimination, if necessary, before essential services.
- The City will consider the establishment of user fees as an alternative to service reductions or elimination.
- The City will attempt to avoid layoffs of permanent employees to balance the budget. If possible, personnel reductions will be scheduled to come primarily from attrition.
- The City will pay for all current expenditures with current revenues. Long-term debt will not be used for funding current expenditures. The City will not accrue future years' revenues or roll over short-term debt.
- The budget will provide for adequate maintenance and repair of capital plant and equipment and provide for their replacement when funds are available.
- The City will maintain a vehicle replacement fund and will charge the user fund annually for replacement of the equipment. The amount of the charge will provide funds for the projected future cost of replacing the vehicles.
- The budget will provide sufficient funding to cover annual debt service costs.
- The City will consider technological and capital investment programs which are cost effective and which will reduce operating costs, as high funding priorities.
- The City will maintain a budgetary control system to ensure adherence to the budget and will use a budget/encumbrance control system to ensure proper budgetary control.

- The City administration will prepare quarterly reports comparing actual revenues and expenditures to budgeted amounts.
- Where possible, the City will integrate service levels and performance measures within the budget.
- At least annually, surplus and obsolete property will be disposed of through auction. This revenue will be returned to the fund that purchased the equipment.
- All enterprise fund operations should be self-supporting and will pay administrative and other appropriate service charges to the General Fund for administrative support.
- The total number of permanent full-time and part-time positions approved in the annual operating budget may not be exceeded without prior approval of the City Commission.
- The City will coordinate the development of the Capital Improvement Program with the development of the operating budget to ensure future operating expenditures and revenues associated with new capital improvements will be projected and incorporated into the current and future operating budgets.
- The City will update the Financial Trend Monitoring System annually to provide current information regarding its financial condition.

Revenue Policies

- The City will take active measures to encourage economic development, thereby developing a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source.
- The City will consider establishing user charges and fees at a level closely related to the full cost of providing the services (i.e. direct, indirect and capital costs), taking into consideration similar charges/fees being levied by other organizations.
- The City will recalculate the full cost of activities supported by user fees to identify the impact of inflation and other cost increases, and will take this into account when revising fees.
- Targeting specific revenues for special programs or projects is discouraged, as it promotes fiscal inflexibility. However, intergovernmental grant assistance will be targeted as much as possible toward capital improvements.

- The City will seek Federal and State grant and capital improvement funds for projects of benefit to the City and for which funds to cover increased operating expenses are projected to be available.
- The City will avoid the use of one-time revenues for ongoing expenditures. Any such use shall be noted and justified in the budget. One-time revenues should be used to fund one-time expenditures.
- The City will maintain development fees and impact fees to help meet projected capital needs and will review those fees on an annual basis.

Debt Policies

- The City will issue bonds only for capital improvements including infrastructure and equipment, of which the term shall not exceed the useful life of the expenditure being financed.
- Whenever possible, the City will use special assessment, revenue, or self-supporting bonds instead of general obligation bonds.
- The City will limit general obligation bonds to no greater than two and a half percent (2.5%) of the non-exempt assessed valuation of the City.
- The City will not issue notes or bonds to subsidize or finance current operations.
- The City will publish and distribute an official statement for each bond issue.
- If cost effective, the City will purchase private bond insurance at the time of issuance of the bonds.
- General Obligation debt will not be used to finance the activities of enterprise funds whether of a capital or operating nature.
- The City will defease existing bond issues if the resulting savings is significant.
- The City will maintain an adequate debt service fund regarding each bond issue.
- The City will seek to maintain high bond ratings in order to minimize borrowing costs and preserve access to credit.

Cash Management / Investment Policies

- The City will deposit all cash receipts within twenty-four hours of receipt.
- The City will collect revenues aggressively, including past due bills of any type and will utilize an outside collection agency to accomplish this.
- The City will maintain a prudent cash management and investment program in order to meet daily cash requirements, increase funds available for investment, and earn maximum rates of return on invested funds commensurate with appropriate security.
- The City will follow its adopted investment policy when handling public funds.
 - The primary objectives of the adopted investment policy, in priority order of investment activities shall be safety, liquidity, and yield. Investments not listed in the investment policy are prohibited.
 - The City Manager receives a quarterly investment report which includes a management summary of the investment portfolio and a listing of the transitions made over the last quarter. The summary shall be prepared in a manner to ascertain whether investment activities during the reporting period have conformed to the investment policy regarding authorized investment types, credit rating, maturity limitations and, portfolio consumption.

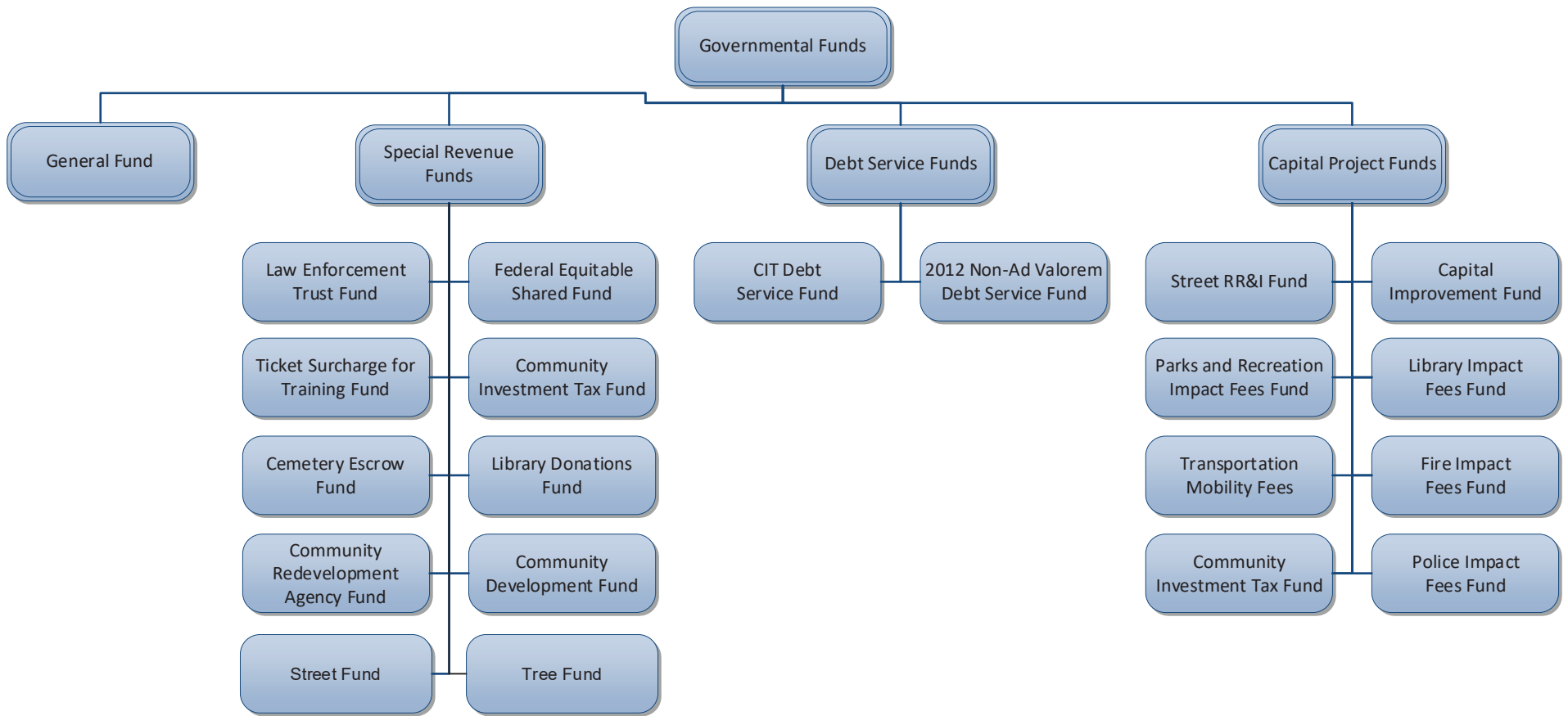
Accounting, Auditing and Financial Reporting Policies

- An independent audit will be performed annually, including the issuance of a management letter.
- The City administration will promptly evaluate the audit management letter recommendations, determine the proper actions in response to these recommendations and complete within established time frames, all actions that correct or otherwise resolve the matters included in the management letter.
- The City will produce financial reports in accordance with Generally Accepted Accounting Principles (GAAP).
- The City will maintain the highest level of accounting practices consistent with Generally Accepted Accounting Principles promulgated by the Government Accounting Standards Board.

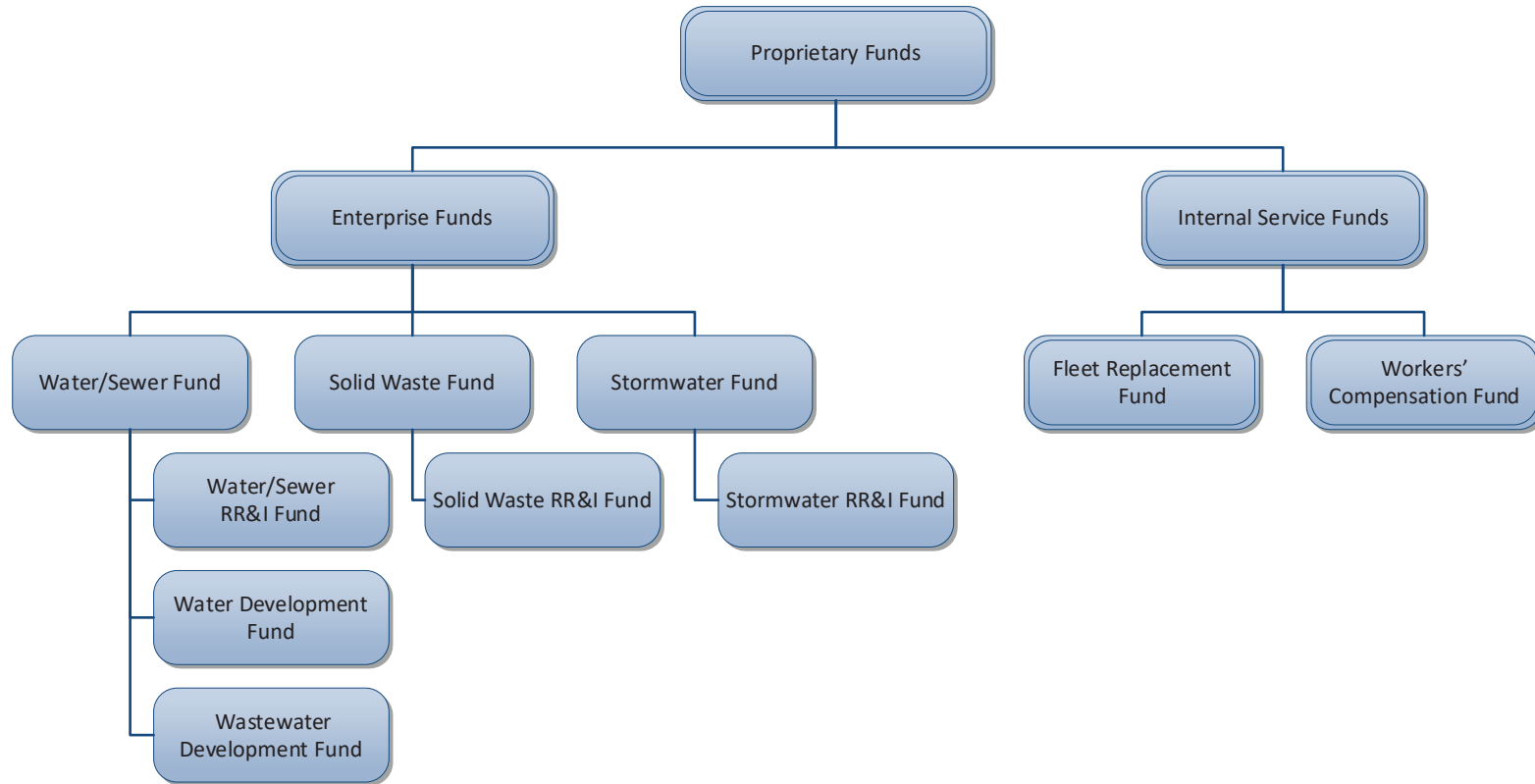
Capital Improvement Program Policies

- The City will adopt the first year of a multi-year Capital Improvements Program and Asset Management Program. These programs will be updated annually and every effort will be made to complete all improvements in accordance with the plans.
- The City will coordinate the development of the Capital Improvement Program with the development of the operating budget to ensure future operating expenditures and revenues associated with new capital improvements will be projected and incorporated into the current and future operating budgets.
- The Asset Management Program is for maintenance of capital improvements for the purpose of taking care of what currently exists.
- A Capital Improvement Project is defined as infrastructure, equipment or construction which results in a capitalized asset costing more than \$50,000 and having a useful life of two or more years.
- The City will determine the least costly financing method available for all new capital improvement projects.
- All projects in the Comprehensive Improvement Element (CIE) of the Comprehensive Plan will be included in the Capital Improvement Program.

Appendix A: Flow Chart of Governmental Funds



Appendix A: Flow Chart of Proprietary Funds



Appendix B: Budget Calendar and Flow Chart

Phase I – Planning

January – February

- City Commission approves budget calendar and establishes citywide core values
- City Commission prioritizes capital projects for 5-year Capital Improvement Plan

Phase II – Department Preparation

March - April

- Departments submit requests for additional personnel, reclassifications, and promotions
- Human Resources Department evaluates job descriptions, pay grades, and salary ranges
- Budget Manager distributes forms and information to departments regarding budget requests

May

- Departments submit goals, objectives and performance measures
- Budget Manager reviews financial budget requests and makes recommendations along with the department's goals, objectives and performance measures.

Phase III – City Manager Budget Review

May - June

- City Manager, CFO and Budget Manager review goals, objectives and department requests
- Under the direction of the City Manager, the CFO and Budget Manager balance the budget that will be presented to the City Commission in July
- Property Appraiser submits estimate of current year total assessed values

Phase IV – City Commission Budget Review

July

- City Manager presents tentative citywide and Community Redevelopment Agency budgets
- City Commission conducts budget review sessions and provides staff direction
- City Commission tentatively adopts budget and millage rate

August

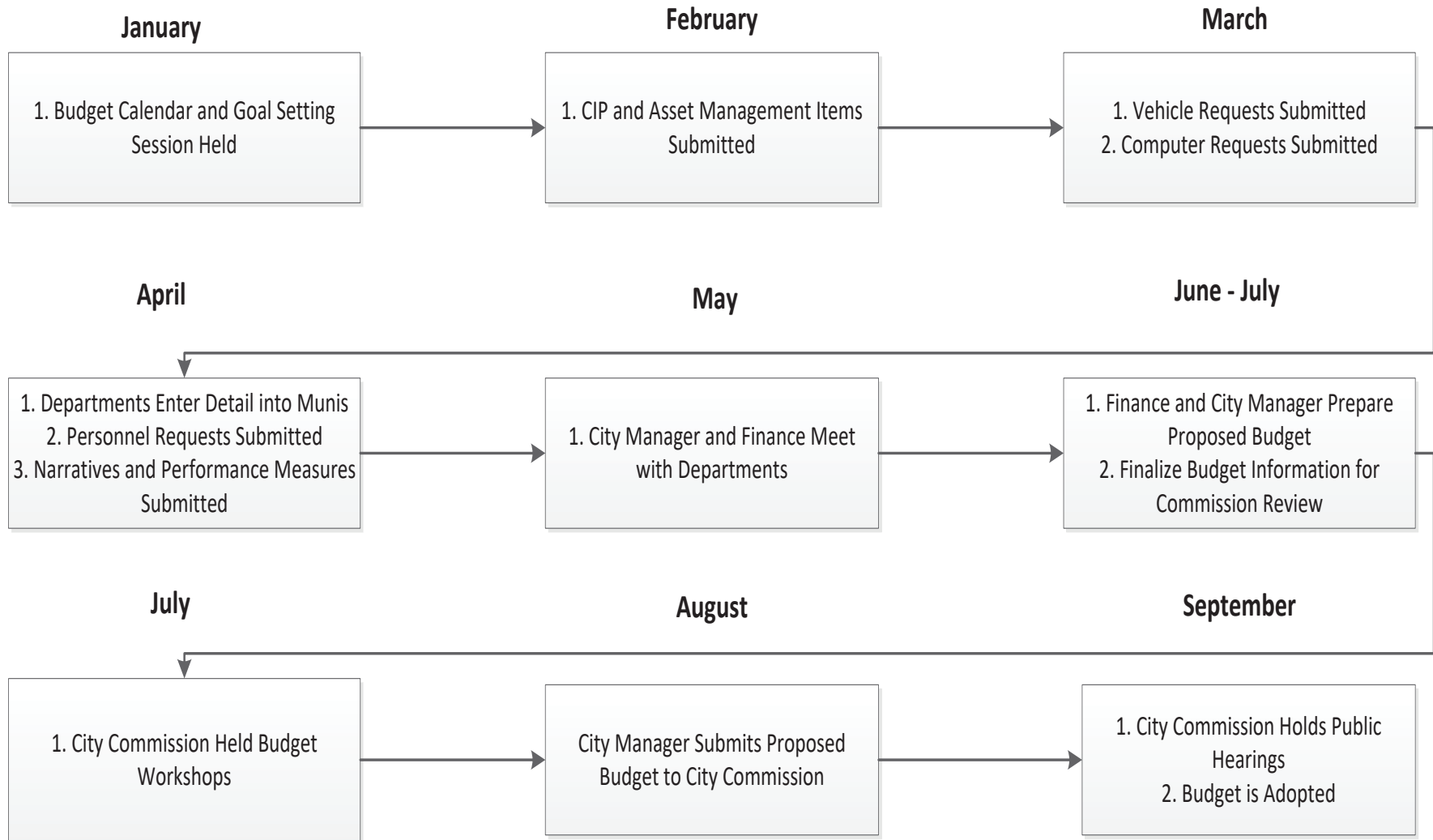
- City notifies Property Appraiser of proposed millage rate and date, time and place of the first budget public hearing
- CFO and Budget Manager finalizes budget document and prepare for budget adoption

Phase V – Final Review and Budget Adoption

September

- CRA district approves budget prior to adoption of total budget
- City advertises public hearing and notice of property tax increase, if applicable
- City Commission conducts final hearing to adopt millage rate and the budget
- City notifies Property Appraiser and files TRIM compliance

Appendix B: Budget Calendar and Flow Chart



City of Plant City
Fund Balance/Reserve Policy
February 8, 2021

I. Scope

The Governmental Accounting Standard Board (GASB) Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, establishes classifications to provide consistency in fund balance reporting and greater transparency in the governmental sector. This fund balance/reserve policy defines those classifications, establishes appropriate levels of fund balance/reserves by various fund types, and the spending hierarchy associated with use and replenishment of reserves.

II. General Objectives

This policy serves as a measure of financial resources available in governmental and proprietary funds to mitigate current and future risks. Establishing a fund balance/reserve policy is the most responsible way to ensure against unanticipated events which would adversely affect the financial condition of the City and jeopardize the continuation of necessary public services.

A fund balance/reserve policy will ensure the City maintains adequate reserves in various operating funds and provides the capacity to: (1) meet daily cash flow financial needs, (2) secure and maintain investment grade bond ratings, (3) offset significant economic downturns or revenue shortfalls, and (4) provide funds for unforeseen expenditures related to emergencies. The information derived from consistent reporting will identify available resources to repay long-term debt, reduce property taxes, add new governmental programs, expand existing programs, or enhance financial position.

III. Governmental Fund Classifications

The procedures for reporting certain categories of fund balance within the annual financial statements for the City's governmental funds are classified in one of the following categories:

Nonspendable – amounts that cannot be spent because they are either (a) not in spendable form, such as prepaid items, inventories, or long-term notes receivable; or (b) legally or contractually required to be maintained intact, such as the principal portion of an endowment.

Restricted – amounts that can be spent only for specific purposes stipulated by (a) external resource providers, such as creditors, grantors, contributors, or laws or regulations of other governmental entities; or (b) imposed by law through constitutional provisions or enabling legislation that creates the revenue source and restricts its use.

Committed – amounts that can be used only for the specific purposes determined by formal action (resolution) of the City Commission, the City's highest level of decision-making authority. Commitments are binding unless removed by the City Commission's formal action. Any formal action should occur prior to the end of the fiscal year.

Assigned – amounts approved by the City Manager intended to be used for specific purposes that are not restricted or committed.

Unassigned – the remaining portion of fund balance that does not fall into another category; applies to the General Fund only.

IV. Description of Funds

Governmental Funds

General Fund – This fund has various classifications and is the only governmental fund that has unassigned fund balance. The target unassigned reserve is in addition to all other reserves or designation of fund balance which have expenditure authority limited to a specific purpose.

Special Revenue Funds – These funds are created with an underlying legal authority as an individual fund to account for proceeds from a specific revenue source that is legally restricted to expenditures for a specified purpose. Therefore, the residual balance at year end are reported as restricted.

Debt Service Fund – These funds are subject to certain restrictions associated with the issuance of bonds. This policy does not create any specific reservation within the debt service fund, but rather reports the end-of-the-year balances as restricted.

Capital Projects Funds – These funds are created to account for resources designated to construct or acquire governmental fixed assets or major capital improvements. Occasionally, projects extend beyond a single fiscal year. The various governmental Impact Fee funds are restricted for specific uses as outlined in the City Code of Ordinances. The other capital project funds, i.e., Renewal and Replacement funds are classified as committed for the outstanding project obligations because as the project is complete, the funds can be transferred back to the originating operating fund.

Enterprise Funds

The City has three enterprise funds to account for the following utility services: water/sewer, solid waste, and stormwater. These utility funds should maintain a fund balance level to provide adequate cash reserves to provide a good financial management plan. The water/sewer rate study recommends four months of expenditures, and the solid waste rate study recommends 90 days of operating expenses.

Internal Service Funds

Fleet Fund – This fund is designated to cover the cost to purchase future vehicle and equipment replacement. With a funded vehicle replacement policy in place the City is able to provide a financially cost-effective and efficient Fleet Replacement Fund.

Workers' Compensation Fund – This fund is designed to cover premiums, claims, and other operating expenses related to Worker's Compensation insurance coverage.

V. Target Level

The fund balance/reserve levels established by this policy shall be in addition to all other reservations, including but not limited to amount reserved for debt service or renewal and replacement of long-lived assets.

The City will establish a fund balance target level to maintain adequate cash flow and reduce the demand for short-term borrowing. The unassigned fund balance is the residual amount available that has not been restricted, committed, or assigned to a specific purpose.

General Fund - This fund shall strive to maintain at least 25% of operating revenues, which excludes resources that have been committed or assigned to some other purpose.

Special Revenue Funds – These funds will have no minimum reserve required. These funds can be spent to zero.

Debt Service Funds – These funds shall maintain a minimum balance as outlined in bond covenants. If there are no specific requirements, the fund shall maintain a balance at year end equal to 50% of the debt service payments for the next fiscal year.

Enterprise Funds - The enterprise operating funds shall strive to maintain at least 25% of operating revenues.

Fleet Fund – The City strives to maintain a minimum fund balance of at least 75% of the projected replacement value of the current capital equipment in accordance with the most recent audited financial statement.

Workers' Compensation Fund – This fund shall maintain a balance equal to the total year-end claims payable plus at least 25% of the current operating expenses.

In addition, to the target level, the City shall maintain at least \$3 million in each of the following three funds: general fund, water/sewer fund, and solid waste fund to be committed to emergency expenses related to disaster recovery. These funds will be used to cover the costs associated with mitigating and recovering from a disaster. If funds are used, they should be replenished over a three-year period.

All other governmental funds, enterprise non-operating funds, and internal service funds have different objectives, cash flow patterns; therefore, the appropriate level of fund balance is determined on a case-by-case basis.

VI. Spending Hierarchy

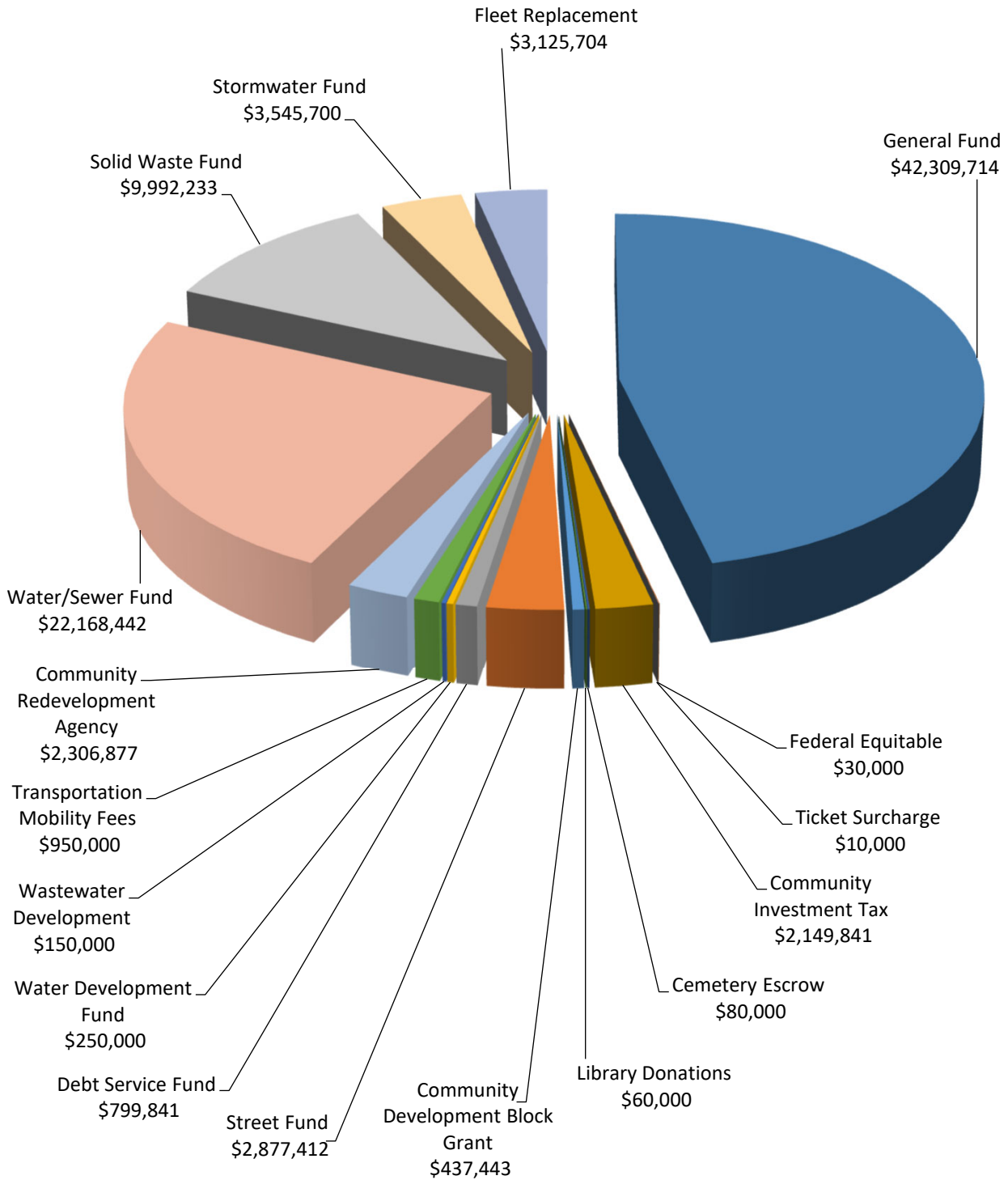
The City shall spend restricted amounts first unless there are legal documents that prohibit this practice. Prior to the use of unassigned/unrestricted fund balance amounts, the City shall use committed funds first, followed by assigned amounts, provided those classifications could be used. In the event that the unassigned fund balance exceeds the target level, the excess may be utilized for any lawful purpose within the fund, preferably one-time expenditures which are not recurring operating costs. Appropriation from unassigned fund balance shall require City Commission approval.

In the event the unassigned fund balance falls below the target level prescribed, the City Manager shall present a solid plan to replenish the fund balance/reserve within three years.

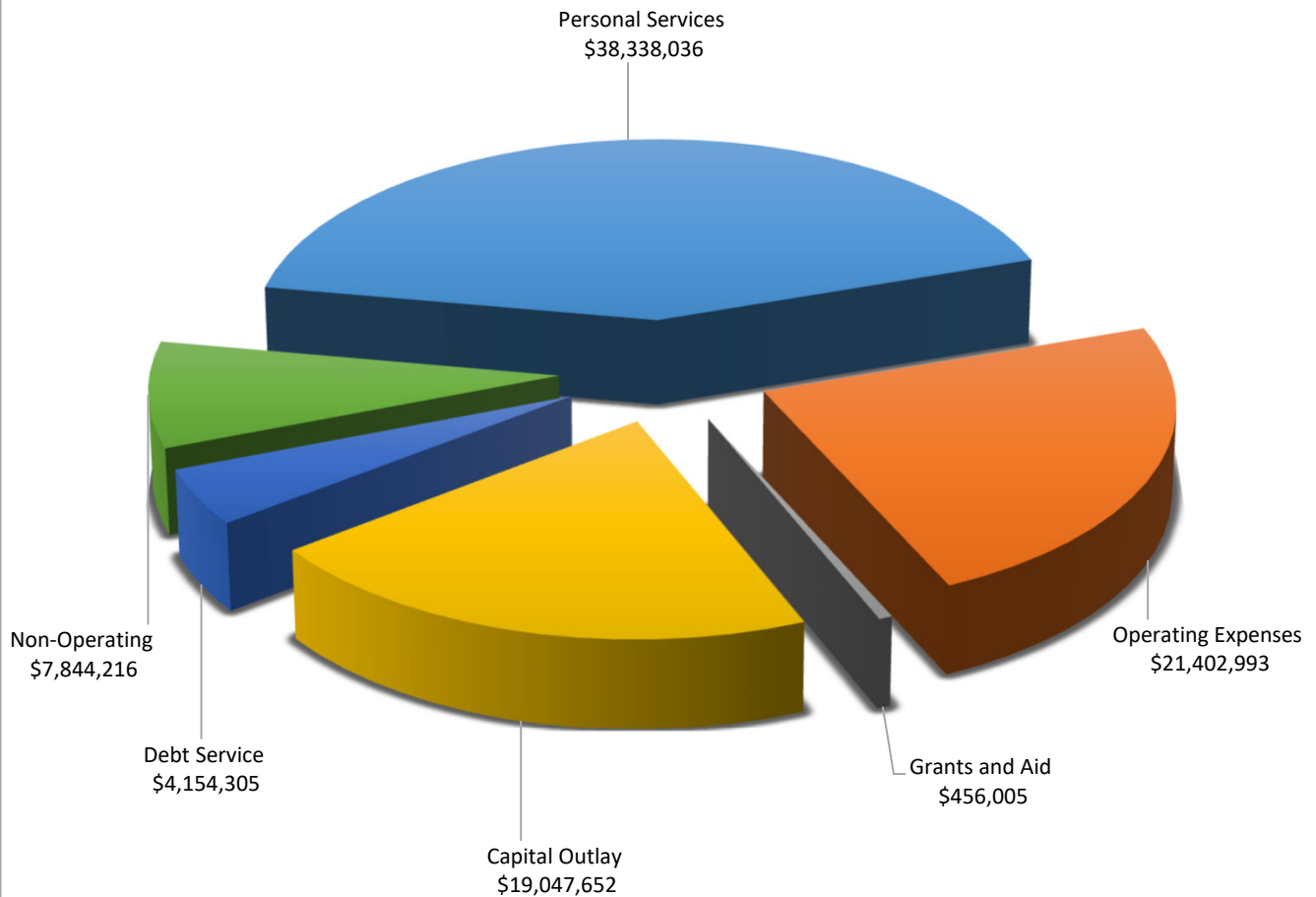
VII. Annual Review

During the annual budget adoption process, the Chief Financial Officer shall review the unassigned fund balance from the most recent annual audit for compliance with the provisions of this policy. An estimated fund balance calculation of the current adopted budget is used to determine the amount of fund balance available at the beginning of the period for which the budget is being prepared. The amounts of restricted, committed, and unassigned fund balance shall also be determined as part of this annual process.

City of Plant City Fiscal Year 2021-22 Total Revenues - \$91,243,207



**City of Plant City
Fiscal Year 2021-22
Total Expenditures - \$91,243,207**



Non-Operating:

Interfund Transfers, Cost Allocation and Contingency
Cost Allocation for all Departments

Capital Outlay:

Cost >\$1,000 with useful life >2 years
Street Resurfacing, Street Improvements, Vehicles, Equipment, Infrastructure Improvements,
Utilities Maintenance/Solid Waste Facility, and Park Improvements.

Debt Service:

Water Sewer - Principal and Interest for Waste Water Treatment Plant

Governmental Debt Service - Police Station, General Services Building, City Hall and Other
Infrastructure Improvements.

Fund:
All Funds

Department:
All Departments

Org Code:
001-510*

REVENUE DETAILS

	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED	REVISED	PROJECTED	PROPOSED
		BUDGET	BUDGET	ACTUAL	BUDGET
REVENUES					
General Fund	\$ 36,960,888	\$ 39,926,225	\$ 39,998,228	\$ 39,708,848	\$ 42,309,714
Law Enforcement Trust	680	-	37,500	-	-
Federal Equitable	3,693	30,000	40,400	30,000	30,000
Ticket Surcharge	8,966	50,000	50,000	7,438	10,000
Community Investment Tax	2,453,709	2,609,552	2,609,552	2,075,000	2,149,841
Cemetery Escrow	127,151	60,000	60,000	90,000	80,000
Library Donations	1,509	5,000	5,000	950	60,000
Community Development Block Grant	533,439	444,981	597,081	651,383	437,443
Street Fund	2,412,282	2,720,143	2,720,143	2,683,504	2,877,412
Transportation Surtax Fund	2,878,678	3,000,000	3,000,000	-	-
Debt Service Fund	804,007	803,237	803,237	803,237	799,841
Capital Projects Fund	211,309	-	100,000	-	-
Water Development Fund	224,019	-	-	-	250,000
Wastewater Development	772,276	125,000	125,000	-	150,000
Impact Fees-Library	38,726	-	-	-	-
Impact Fees - Fire	197,611	-	-	-	-
Impact Fees - Police	316,158	-	-	-	-
Impact Fees-Parks/Recr	38,605	-	200,000	-	-
Transportation impact/Mobility Fees	715,720	-	-	-	950,000
Community Redevelopment Agency	1,783,062	1,862,536	3,096,626	2,027,434	2,306,877
Water/Sewer Fund	21,506,944	23,188,809	23,188,809	20,761,838	22,168,442
Solid Waste Fund	8,087,133	9,638,084	9,638,084	7,821,656	9,992,233
Stormwater Fund	3,689,041	3,313,320	3,463,920	3,459,782	3,545,700
Fleet Replacement	3,358,785	3,872,761	4,087,761	4,162,135	3,125,704
TOTAL REVENUES	\$ 87,124,391	\$ 91,649,648	\$ 93,821,341	\$ 84,283,205	\$ 91,243,207
DEDUCT INTERFUND TRANSFERS					
General Fund	\$ 3,836,007	\$ 4,278,283	\$ 4,278,283	\$ 4,278,283	\$ 4,493,721
CDBG	28,530	29,188	29,188	29,188	31,464
Street Fund	254,161	657,328	657,328	657,328	341,919
Debt Service	804,007	803,237	803,237	803,237	799,841
Capital Projects Fund	211,309	-	100,000	-	-
Water/Sewer Fund	1,313,380	293,359	293,359	293,359	311,081
Stormwater Fund	386,898	-	-	-	-
Fleet Replacement Fund	961,100	1,124,418	1,339,418	1,339,418	232,447
TOTAL INTERFUND TRANSFERS	\$ 7,795,392	\$ 7,185,813	\$ 7,500,813	\$ 7,400,813	\$ 6,210,473
NET TOTAL REVENUES	\$ 79,328,999	\$ 84,463,835	\$ 86,320,528	\$ 76,882,392	\$ 85,032,734

Fund:
All Funds

Department:
All Departments

Org Code:
001-510*

APPROPRIATIONS DETAIL

	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED	REVISED	PROJECTED	PROPOSED
		BUDGET	BUDGET	ACTUAL	BUDGET
<u>EXPENSES</u>					
General Fund	\$ 35,250,608	\$ 39,926,225	\$ 40,197,607	\$ 37,526,814	\$ 42,309,714
Law Enforcement Trust	4,649	-	37,500	-	-
Federal Equitable	56,820	30,000	40,400	30,000	30,000
Ticket Surcharge	16,126	50,000	50,000	7,438	10,000
Community Investment Tax	1,944,007	2,609,552	2,609,552	2,607,855	2,149,841
Cemetery Escrow	-	60,000	60,000	90,000	80,000
Library Donations	-	5,000	5,000	5,000	60,000
Community Development Block Grant	623,454	444,981	666,082	646,207	437,443
Street Fund	2,453,893	2,720,143	2,733,392	2,664,135	2,877,412
Transportation Surtax Fund	-	3,000,000	3,000,000	-	-
Debt Service Fund	805,321	803,237	803,237	803,237	799,841
Capital Projects Fund	6,121,836	-	984,901	-	-
Water Development Fund	41,182	-	73,733	-	250,000
Wastewater Development	19,120	125,000	904,956	-	150,000
Library - Impact Fees	-	-	-	-	-
Fire - Impact Fees	617,181	-	-	-	-
Police - Impact Fees	545,685	-	-	-	-
Park - Impact Fees	3,295	-	201,665	-	-
Transportation Impact/Mobility Fees	8,818	-	40,646	-	950,000
Community Redevelopment Agency	1,656,976	1,862,536	3,153,731	2,184,314	2,306,877
Water/Sewer Fund	22,407,888	23,188,809	23,239,412	22,079,205	22,168,442
Solid Waste Fund	7,696,303	9,638,084	9,679,916	9,415,155	9,992,233
Stormwater Fund	3,859,047	3,313,320	3,463,920	3,279,691	3,545,700
Fleet Replacement	2,154,372	3,872,761	5,866,977	5,966,977	3,125,704
TOTAL EXPENSES	\$ 86,286,580	\$ 91,649,648	\$ 97,812,628	\$ 87,306,028	\$ 91,243,207
<u>DEDUCT INTERFUND TRANSFERS</u>					
General Fund	\$ 28,530	\$ 354,188	\$ 354,188	\$ 354,188	\$ 190,907
Community Investment Tax	804,007	803,237	803,237	801,540	799,841
Street Fund	178,516	213,599	213,599	213,599	226,370
Water and Sewer Fund	3,033,817	6,106,379	2,941,667	2,940,667	2,941,548
Solid Waste Fund	2,116,521	2,531,873	2,531,873	2,531,873	1,641,492
Stormwater Fund	311,541	341,249	556,249	556,249	410,315
TOTAL INTERFUND TRANSFERS	\$ 6,472,932	\$ 10,350,525	\$ 7,400,813	\$ 7,398,116	\$ 6,210,473
NET TOTAL EXPENDITURES	\$ 79,813,648	\$ 81,299,123	\$ 90,411,815	\$ 79,907,912	\$ 85,032,734

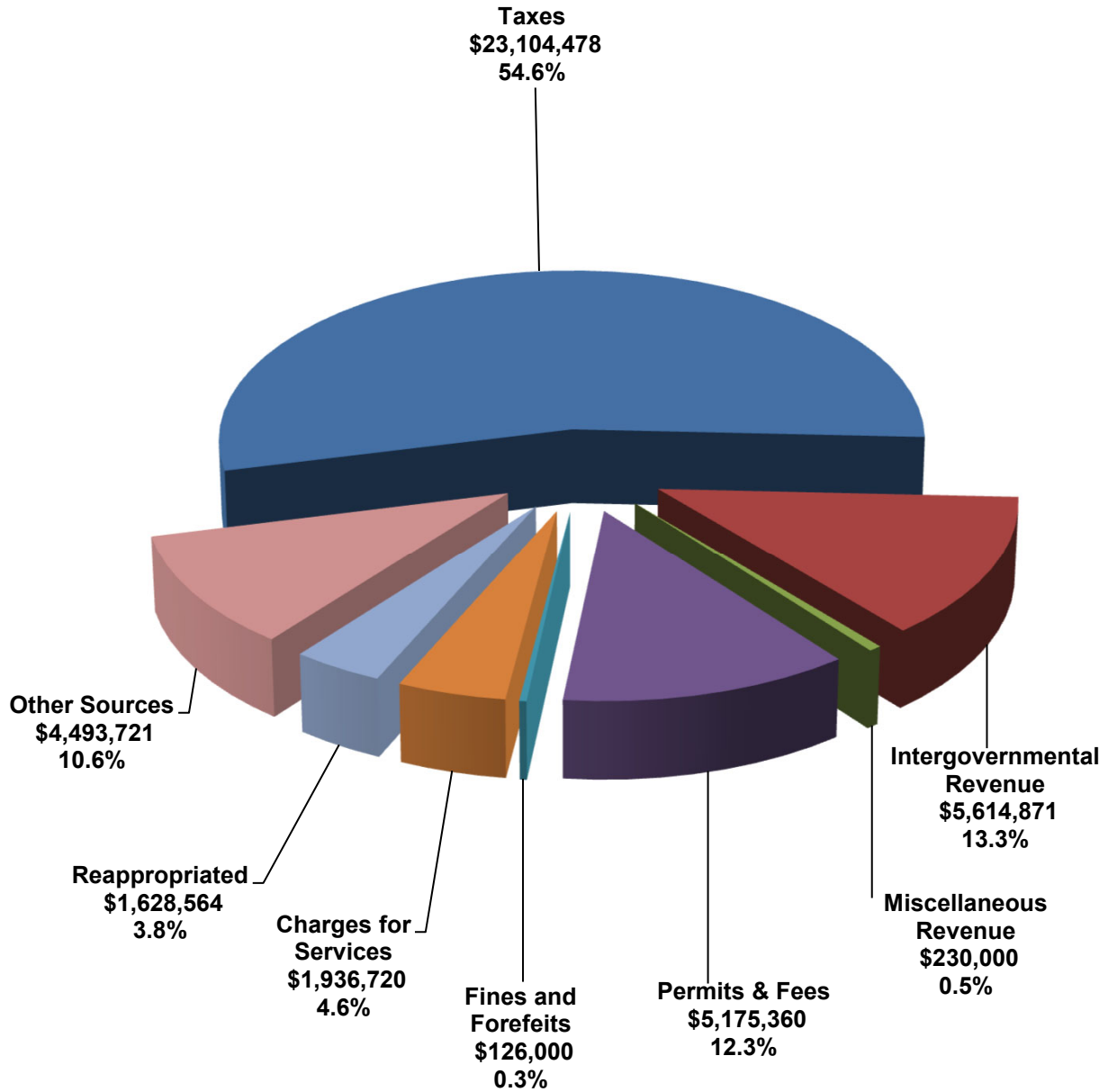


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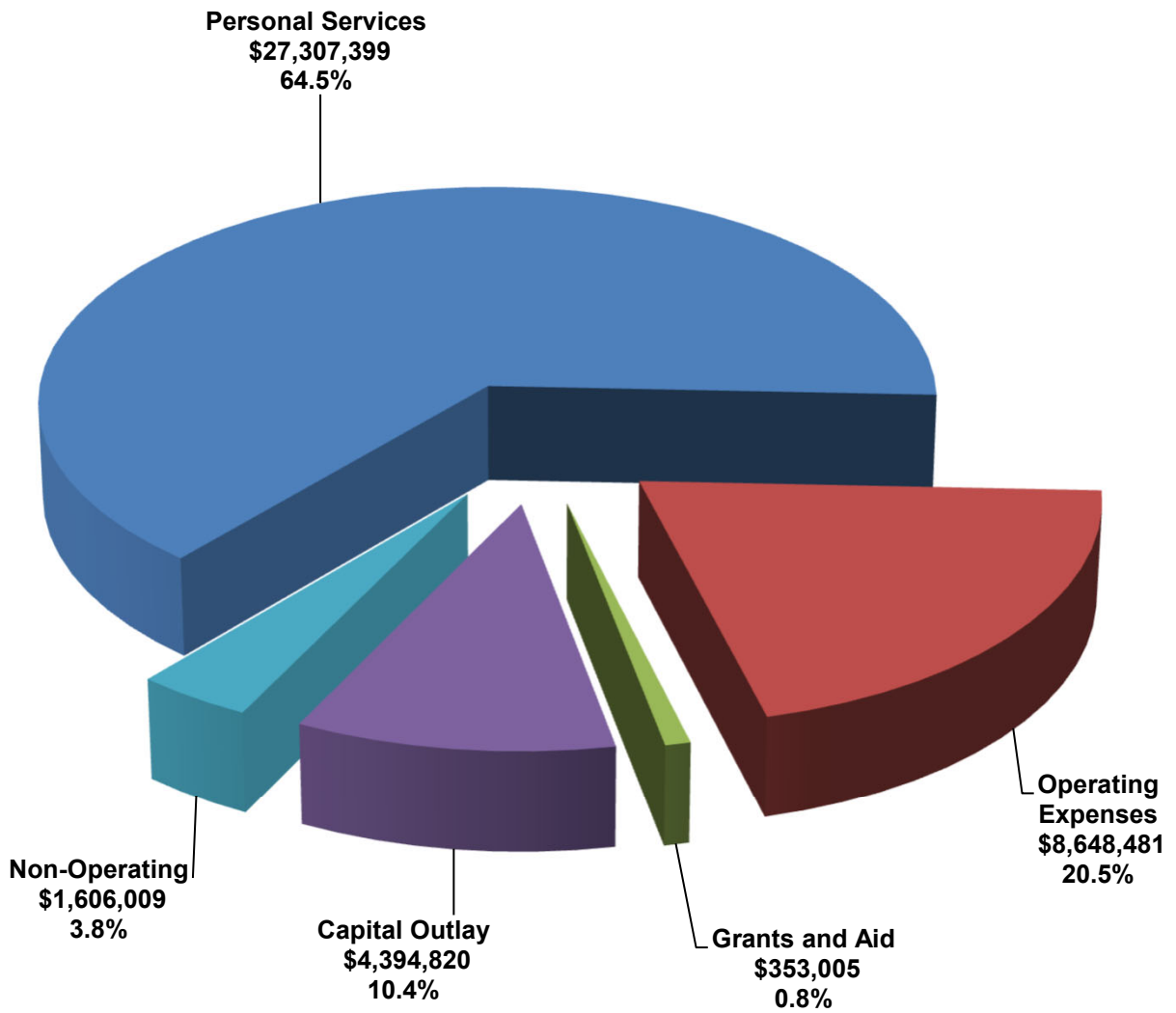


General Fund

City of Plant City Fiscal Year 2021-22 General Fund Revenues - \$42,309,714



**City of Plant City
Fiscal Year 2021-22
General Fund
Expenditures - \$42,309,714**



Fund:
General Fund

Department:
All Departments

Org Code:
001*

REVENUES DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>REAPPROPRIATED</u>					
271200 Reappropriated Funds	\$ -	\$ 1,278,660	\$ 1,283,932	\$ -	\$ 1,628,564
TOTAL REAPPROPRIATED	\$ -	\$ 1,278,660	\$ 1,283,932	\$ -	\$ 1,628,564
<u>TAXES</u>					
311100 Property Taxes Current	\$ 13,151,539	\$ 14,520,703	\$ 14,520,703	\$ 14,718,096	\$ 16,353,218
311105 Prior Year Property Taxes	10,889	15,000	15,000	15,900	15,000
312510 Firefighters Pension State	251,052	250,000	250,000	250,000	255,000
312520 Police Pension State	388,535	375,000	375,000	375,000	384,000
314100 Electric Utility Tax	3,957,130	3,925,000	3,925,000	3,493,850	3,539,200
314300 Water Utility Tax	629,294	590,000	590,000	629,250	651,240
314800 Gas Utility Tax	212,820	215,000	215,000	142,340	204,480
315000 Communications Services Tax	1,144,224	1,151,640	1,151,640	1,086,500	1,092,840
316000 Business Taxes	597,790	564,000	564,000	646,379	609,500
TOTAL TAXES	\$20,343,274	\$21,606,343	\$ 21,606,343	\$ 21,357,315	\$23,104,478
<u>PERMITS & FEES</u>					
322000 Building Permits	\$ 636,765	\$ 700,000	\$ 700,000	\$ 840,000	\$ 750,000
322010 Electrical Permits	91,195	105,000	105,000	110,000	110,000
322020 Plumbing Permits	70,696	75,000	75,000	79,000	80,000
322030 Mechanical Code Permits	101,440	85,000	85,000	96,000	90,000
322040 Misc Bldg Permit Fees	5,760	5,000	5,000	1,920	5,000
322050 Plan Review Fees-Bldg Dept	34,120	20,000	20,000	350,000	40,000
323100 Electric Franchise Fees	3,509,559	3,950,000	3,950,000	3,635,000	3,645,720
323400 Gas Franchise Fees	180,462	180,000	180,000	180,000	185,000
329001 Engineering Fees	63,772	77,600	77,600	194,170	147,600
329021 Planning Fees	53,558	58,000	58,000	102,118	92,500
329039 Building: Misc Fees	183	500	500	430	500
329051 Fire Fees	18,979	18,000	18,000	11,350	18,000
329200 Gas Permits	2,535	3,500	3,500	2,555	3,000
329300 Other Permits and Fees	6,407	6,000	6,000	7,950	8,040
TOTAL PERMITS AND FEES	\$ 4,775,432	\$ 5,283,600	\$ 5,283,600	\$ 5,610,493	\$ 5,175,360

Fund:
General Fund

Department:
All Departments

Org Code:
001*

REVENUES DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
INTERGOVERNMENTAL REVENUE					
331201 Federal Grant	\$ 346,745	\$ 237,054	\$ 291,785	\$ 326,296	\$ 241,066
334210 State Grant	5,379	-	-	-	-
334220 911 User Fee-State Revenue	122,015	122,015	134,015	144,585	144,585
335123 Sales Tax-State Revenue Share	1,145,010	1,115,000	1,115,000	1,115,000	1,115,000
335140 Mobile Home License	65,192	60,000	60,000	73,475	70,000
335150 Beverage Licenses	20,204	20,000	20,000	11,770	20,000
335180 1/2 Cent Local Govt Sales Tax	3,383,977	3,450,000	3,450,000	3,832,000	3,750,000
335230 Firefighter State Supplement	11,396	10,000	10,000	9,602	10,000
337700 County Service Fund Library	191,220	191,220	191,220	191,220	191,220
338100 County Business Taxes	8,831	12,500	12,500	12,500	12,500
339000 PILOT-Housing Authority	63,192	61,000	61,000	63,192	60,500
TOTAL INTERGOVERNMENT REV.	\$ 5,363,161	\$ 5,278,789	\$ 5,345,520	\$ 5,779,640	\$ 5,614,871
CHARGES FOR SERVICES					
341300 Copies Maps Budget Code Books	\$ 510	\$ 750	\$ 750	\$ 620	\$ 750
341310 Admin Services for CRA	168,728	156,000	156,000	156,000	165,000
341320 Contractor Registration Fee	3,200	6,000	6,000	1,800	3,000
341340 Police:Reports and Certifications	8,902	12,000	12,000	7,238	10,000
341350 Library Copies & Other Taxable	6,031	10,000	10,000	7,000	7,000
341900 Election Qualifying Fees	215	500	500	108	500
342600 Ambulance Fees	877,592	850,000	850,000	950,000	875,000
342900 Misc. Income-Police	27,081	30,000	30,000	25,000	25,000
343800 Cemetery Interment fees	171,295	150,000	150,000	175,000	155,000
343805 Cemetery Fees	59,474	49,000	49,000	56,300	51,300
346900 Mowing/Cleaning of Lots	14,451	22,000	22,000	23,000	22,000
347210 Recreation-Building Rentals	100,265	9,000	9,000	38,000	42,000
347212 Softball Concessions	16,511	45,000	45,000	5,000	-
347213 Softball Field Rentals	21,744	40,000	40,000	50,000	55,000
347214 Pavilion Rentals	4,327	5,600	5,600	6,200	7,500
347215 Field Rentals	144,969	180,000	180,000	225,000	250,000
347216 Recreation-Staff Time:Rentals	2,599	12,200	12,200	18,000	19,000
347217 Instructional Fees	2,823	7,000	7,000	3,700	4,000
347219 Summer Recreation Programs	42,726	72,000	72,000	71,700	82,000
347240 After School Program	23,434	12,000	12,000	16,000	12,000
347250 Tennis Program Fees	22,049	30,000	30,000	36,700	35,000
347251 Tennis Intructional Fees	9,393	1,500	1,500	23,000	23,000
347261 Youth Leagues	9,280	50,000	50,000	31,610	35,000
347262 Other League Concessions	37,128	78,000	78,000	22,000	50,000
347400 Recreation-Special Events	6,309	10,500	10,500	4,298	7,670
TOTAL CHARGES FOR SERVICES	\$ 1,781,032	\$ 1,839,050	\$ 1,839,050	\$ 1,953,274	\$ 1,936,720

Fund:
General Fund

Department:
All Departments

Org Code:
001*

REVENUES DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>FINES AND FORFEITS</u>					
351100 Fines:Police Department	\$ 82,649	\$ 95,000	\$ 95,000	\$ 82,176	\$ 85,000
354100 Parking Violations	390	1,500	1,500	600	1,000
359000 Re-Inspections	9,494	10,000	10,000	15,800	15,000
359005 Code Enforcement Fines	23,181	25,000	25,000	14,000	25,000
TOTAL FINES AND FORFEITS	\$ 115,714	\$ 131,500	\$ 131,500	\$ 112,576	\$ 126,000
<u>MISCELLANEOUS REVENUE</u>					
361100 Interest Income	\$ 560,021	\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000
361900 Discount Earned Accts Payable	6,855	5,000	5,000	21,240	5,000
362000 Rental Income	18,798	10,000	10,000	8,800	10,000
364220 Sale of Land/Materials/Equip	7,562	-	-	254,950	-
366900 Contributions & Donations	15,000	-	-	21,690	-
366950 Donations-Recreation Activities	600	-	-	4,662	-
369310 Proceeds from Insurance	3,112	-	-	-	-
369900 Miscellaneous Revenue	134,320	50,000	50,000	140,925	50,000
TOTAL MISCELLANEOUS REV.	\$ 746,268	\$ 230,000	\$ 230,000	\$ 617,267	\$ 230,000
<u>OTHER SOURCES</u>					
380100 Cost Allocation-Streets	\$ 178,516	\$ 213,599	\$ 213,599	\$ 213,599	\$ 226,370
380200 Cost Allocation-Water/Sewer	875,832	1,107,965	1,107,965	1,107,965	1,183,377
380300 Cost Allocation-Solid Waste	480,930	556,061	556,061	556,061	626,228
380400 Cost Allocation-Stormwater	209,753	254,707	254,707	254,707	269,366
381015 Transfer from Util - PILOT	2,090,976	2,145,951	2,145,951	2,145,951	2,188,380
TOTAL OTHER SOURCES	\$ 3,836,007	\$ 4,278,283	\$ 4,278,283	\$ 4,278,283	\$ 4,493,721
TOTAL REVENUES	\$ 36,960,888	\$ 39,926,225	\$ 39,998,228	\$ 39,708,848	\$ 42,309,714

Fund:
General Fund

Department:
All Departments

Org Code:
001*

APPROPRIATIONS BY DIVISION/PROGRAM

Division/Program	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
City Commission	\$ 119,711	\$ 124,696	\$ 124,696	\$ 121,473	\$ 125,642
Office of the City Attorney	324,427	362,088	362,088	356,447	433,470
Office of the City Manager	581,377	630,106	630,106	456,408	660,945
Professional Standards	154,101	304,235	304,235	219,663	331,042
Office of the City Clerk	319,420	375,104	393,104	381,568	391,666
Human Resources	399,804	499,611	499,611	473,049	526,883
Information Technology	739,326	831,123	831,123	769,989	881,372
Special Appropriations	3,629,523	4,585,299	4,577,449	4,280,175	5,050,464
Accounting	821,677	881,722	881,722	868,889	951,409
Procurement	267,705	328,816	328,816	326,356	345,347
Fleet Management	158,338	164,603	164,603	164,522	239,720
Fire Rescue	6,708,869	7,200,748	7,236,542	6,981,927	7,037,005
Police	11,338,934	12,021,044	12,093,047	11,368,170	12,109,126
Planning and Zoning	276,842	396,933	421,933	366,857	401,015
Recreation	1,096,088	1,714,517	1,719,467	1,484,468	2,067,418
Parks					
Park Maintenance	2,797,059	3,137,867	3,137,867	3,064,306	3,729,721
Cemetery	499,347	605,982	640,547	616,500	1,058,699
Stadium	663,547	712,097	712,097	658,542	735,276
Public Library	778,871	976,868	976,868	912,233	1,000,160
Building Department	968,905	1,054,083	1,054,083	983,625	1,016,115
Code Enforcement	340,594	455,125	455,125	403,029	448,782
Engineering	921,587	1,034,621	1,123,541	878,276	1,235,094
General Services	1,344,555	1,528,937	1,528,937	1,390,342	1,533,343
Total Expenditures	\$ 35,250,608	\$ 39,926,225	\$ 40,197,607	\$ 37,526,814	\$ 42,309,714

Performance Spotlight

Department Mission

To serve as representatives of the electors of the City and responsible for establishing the direction and policies of all affairs of the City.

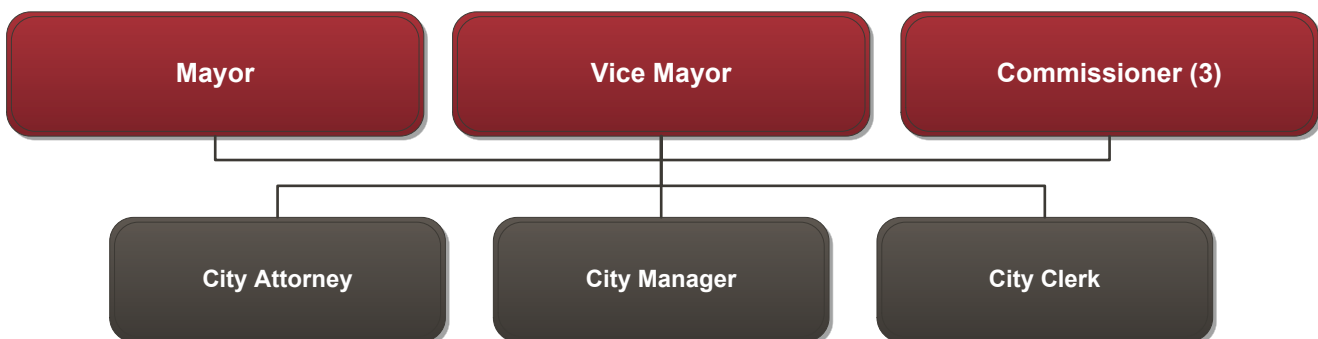
Program Description

The City Commission exercises legislative leadership, enacts laws and ordinances of the City, approves an annual budget to provide for the needs and services of the City, sets policy and direction for the various functions of City government and appoints citizens to serve on various advisory boards and committees.



Personnel

Positions	FY 2020	FY 2021	FY 2022
Mayor	1	1	1
Vice Mayor	1	1	1
Commissioner	3	3	3
Total	5	5	5



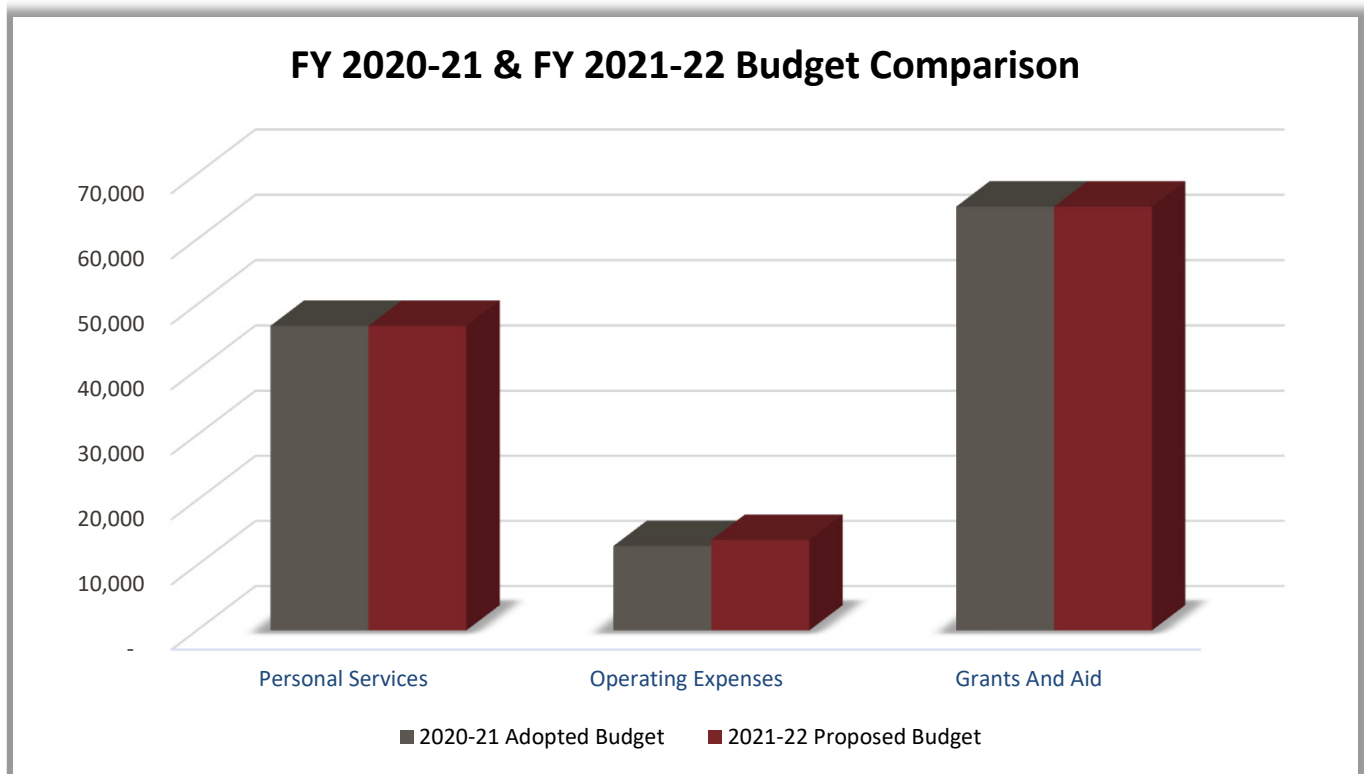
Fund:
General Fund

Department:
City Commission

Org Code:
00150100

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	44,536	46,736	46,736	44,547	46,742
Operating Expenses	10,175	12,960	12,960	11,926	13,900
Grants And Aid	65,000	65,000	65,000	65,000	65,000
Total City Commission	119,711	124,696	124,696	121,473	125,642



Performance Spotlight

Department Mission

To provide legal services to the City, its officers, department heads and boards.

Program Description

The City Attorney serves at the pleasure of the City Commission as legal adviser and counselor for the City and all its Officers in matters relating to their official duties.

The City Attorney prepares contracts, bonds and other legal instruments; defends the City in legal proceedings when directed by the City Commission; and provides the City Commission, the City Manager, department heads, City boards and officers, the City Attorney's opinion on any question of law relating to their respective powers and duties.

Personnel

Positions	FY 2020	FY 2021	FY 2022
City Attorney	1	1	1
Legal Secretary	0	0	1
Paralegal	1	1	1
Total	2	2	3



Performance Spotlight

Program Goals

Value: Excellence

- Work cooperatively with the City Manager and department heads in providing legal services necessary to carry out the policy decision of the City Commission.
- Perform necessary legal services for the City within the amounts budgeted by the City Commission.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Resolutions Prepared	239	215	215
Ordinances Prepared	25	45	45

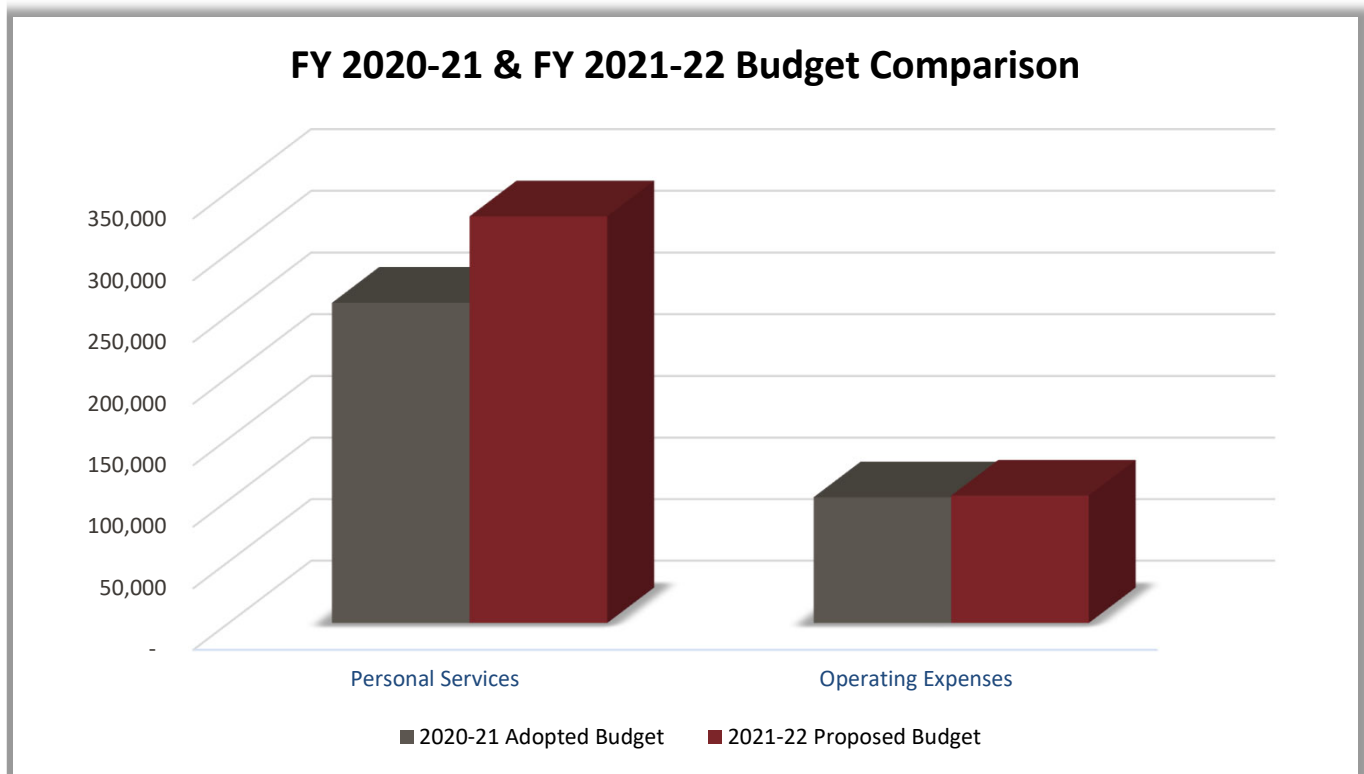
Fund:
General Fund

Department:
Office of the City Attorney

Org Code:
00150400

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	253,004	259,916	259,916	254,275	329,939
Operating Expenses	67,920	102,172	102,172	102,172	103,531
Capital Outlay	3,503	-	-	-	-
Total	324,427	362,088	362,088	356,447	433,470



Performance Spotlight

Department Mission

To serve the City Commission as the City’s administrative head and is responsible for the proper administration of all affairs of the City.

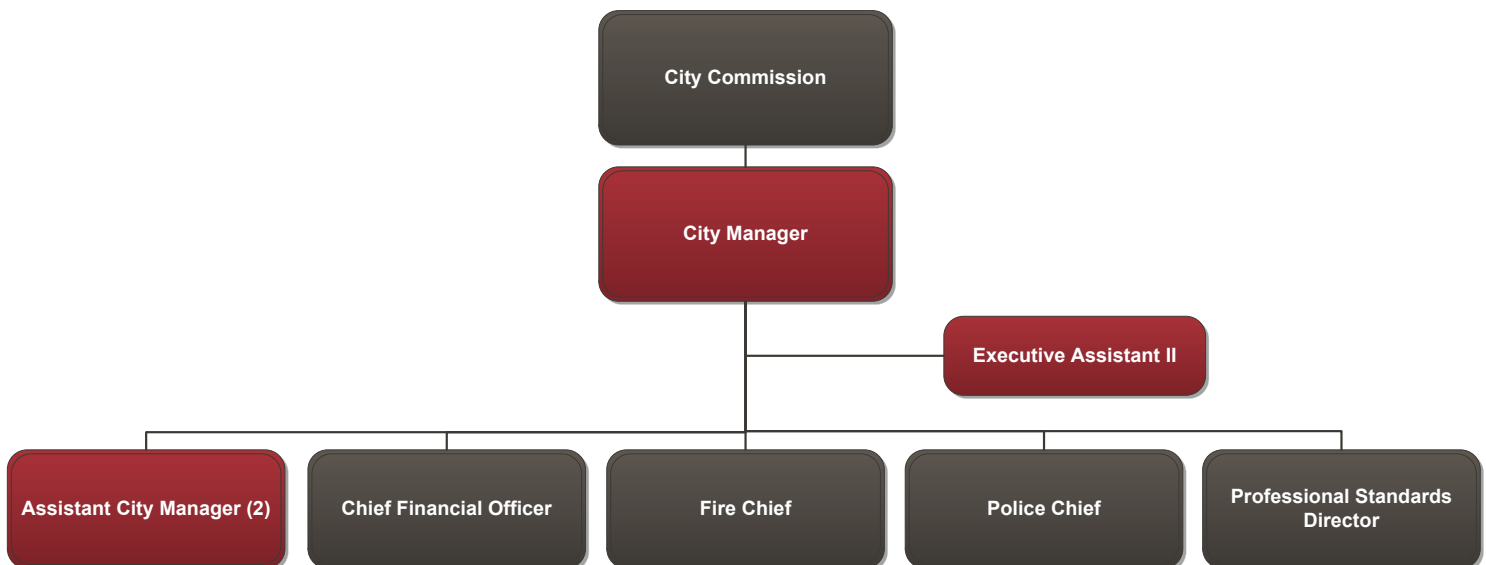
Program Description

The City Manager exercises administrative leadership and managerial oversight to see that laws and ordinances are enforced, departments are supervised, the City Commission is informed of the financial condition and the needs of the City are met. The City Manager submits a proposed budget and administers it upon approval, makes recommendations to the City Commission, appoints, disciplines and removes employees of the City and assures that franchise contracts are properly administered.

The City Manager also provides administrative support to Commissioners regarding correspondence, proclamations, meeting arrangements, and appointments.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Assistant City Manager	2	2	2
City Manager	1	1	1
Executive Assistant II	1	1	1
Total	4	4	4



Performance Spotlight

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Staff Pre-Agenda meetings conducted	23	23	23
City Manager Reports prepared	23	23	23
Agenda follow-up meetings conducted	23	23	23
Agenda follow-up minutes issued	23	23	23

Goals & Objectives Accomplished

- Facilitating Economic Development
- Empowering Outstanding Customer Service
- Engaging in Effective Communication with Internal and External Stakeholders
- Promoting Community Engagement
- Maximizing Organizational Effectiveness

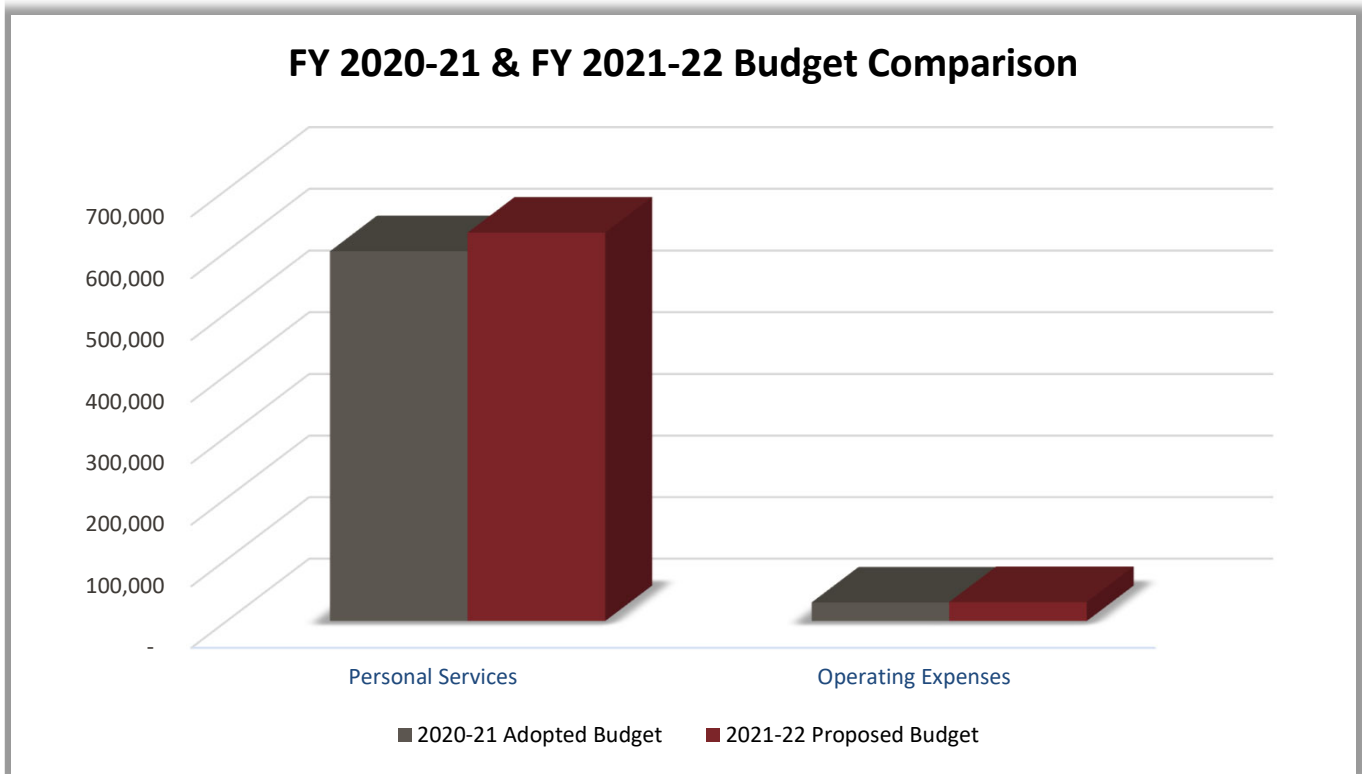
Fund:
General Fund

Department:
Office of the City Manager

Org Code:
00150700

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	556,050	600,025	600,025	429,827	630,134
Operating Expenses	23,182	30,081	30,081	26,581	30,811
Capital Outlay	2,146	-	-	-	-
Total	581,377	630,106	630,106	456,408	660,945



Performance Spotlight

Department Mission

To promote integrity, accountability, and professionalism through the development and management of the City’s Standard Operating Procedures, effectuating impartial and transparent administrative investigations, ensuring accessibility to programs, services, and activities offered by the City to those with disabilities, and creating unique and personal customer experiences by building strong relationships, responding to and resolving customer concerns, and exceeding customer expectations.

Program Description

The Professional Standards Department is comprised of three areas of responsibility.

Professional Standards

Professional Standards, at the Direction of the City Manager, is responsible for:

- Developing and managing the City’s Standard Operating Procedures to ensure they are current, thorough, and comprehensive.
- Conducting administrative investigations, when necessary, to safeguard the City’s Mission, Vision and Values.
- Managing and executing special projects, as assigned by the City Manager, accurately, on-time, and on-budget.

Americans with Disabilities Act (ADA) Coordinator

The ADA Coordinator, in accordance with the Americans with Disabilities Act of 1990 (ADA) and the Americans with Disabilities Act Amendments of 2008 (ADAA), is responsible for ensuring that all programs, services, and activities provided by the City are accessible to citizens and customers with disabilities.

Community Engagement Center (CEC)

The Community Engagement Center (CEC) is responsible for creating a seamless, single point-of-contact customer experience. In addition to direct customer interaction via telephone and email, the Community Engagement Center creates and monitors internal work orders from inception to conclusion and analyzes citizen input to continually improve the City’s customer service delivery model.

Personnel

Positions	FY 2020	FY 2021	FY 2022
ADA Coordinator	1	1	1
Professional Standards Director	1	1	1
Community Engagement Professional	2	2	2
Total	4	4	4

Performance *Spotlight*



Program Goals

Value: Teamwork

- Partner with other City Departments and Divisions to develop comprehensive Standard Operating Procedures with the goal of increasing the operational efficiency of the City and the safety of all employees.
- Partner with other City Departments and Divisions through the Community Engagement Center to ensure customer satisfaction through the use and tracking of work orders.
- Partner with other City Departments to gather information for dissemination in the City’s Weekly Briefing and other print and electronic media.

Value: Integrity

- Develop and effectuate Standard Operating Procedures, which promote ethical and honest public service and reflect the values of the City.

Value: Transparency

- Conduct thorough, accurate, impartial, and transparent administrative investigations at the direction of the City Manager.

Value: Leadership

- Apply the principles effective leadership, whenever possible, to resolve and respond to customer problems and concerns.

Value: Excellence

- Seek out customer service training and incorporate best practices to continually improve the customer’s experience.
- Complete assigned special projects accurately, on time, and on budget.

Value: Respect

- Ensure all citizens and customers have equal access to the City’s programs, services, and activities.

Performance Spotlight

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
Permitting and Inspection Information Disseminated (CEC)	431	520	624
Core Strategy: Fostering Community Engagement			
Public Service Announcements and Information (CEC)	226	250	275
ADA Compliance Projects, Initiatives, and Enhancements	12	77	200
Core Strategy: Empowering Outstanding Customer Service			
Web-based Concerns Resolved (CEC)	582	625	750
Phone-based Concerns Resolved (CEC)	2,122	2,758	3,309
Work Orders Resolved (CEC)	655	700	745
Core Strategy: Engaging in Effective Communication			
Incoming Telephone Calls Answered (CEC)	7,106	7,816	8,500
Telephone Calls Transferred (CEC)	4,984	5,482	6,030
Drafting and Distributing Weekly Briefing (CEC)	52	52	52
Drafting and Distributing COVID-19 Situation Report	116	156	156
Core Strategy: Maximizing Organizational Effectiveness			
Packages Received and Distributed (CEC)	1,026	1,130	1,200
City FAQ and Knowledge Base Edits or Additions (CEC)	264	284	304
Standard Operating Procedures Drafted / Reviewed	31	25	65
Special Orders Drafted	1	1	1
Administrative Investigations / Inquires Conducted	5	3	5
Special Projects Completed	26	103	30
Training Hours Completed by Staff	6	72	120

Goals & Objectives Accomplished

- Served as the first point of contact for Plant City while embodying the core values of teamwork, transparency, excellence, and respect in all interactions with citizens and employees.
- Assisted citizens with inquiries and requests, while assisting City departments and divisions with communicating information to citizens and employees via email, signage, and website updates.
- Addressed inquiries, comments, and concerns received via telephone, email, and the City website.
- Monitored and maintained contact with all concerned citizens until the issues presented were resolved.
- Purchased and implemented Q-Alert Task Management Software. Q-Alert is a work order software which enables the Community Engagement Center to initiate and monitor work orders on a City-wide scale. The software also allows citizens to report issues such as potholes, fallen trees, and other issues in real time through both web-based and social media platforms.

Performance *Spotlight*

- Purchased and implemented Everbridge Critical Incident Management Software. Everbridge software allows the City to participate in the Alert Florida program, which facilitates mass notification of City residents in the event of a critical life-safety incident.
- Served as CARES Act project manager and primary point-of-contact. With a total budget of \$6 million, the CARES Act project was a citywide initiative which resulted in the following:
 - 50 construction and remodeling related projects to encourage social distancing and mitigate the spread of COVID-19
 - 32 safety and PPE related projects to improve customer and employee safety, to include the City's first responders
 - 21 technology related projects to support remote work initiatives, distance learning, public information, virtual meetings, and emergency management.
- Reviewed and evaluated all CARES Act related construction projects, in partnership with the City's architect and construction manager-at-risk, to ensure compliance with the Americans with Disabilities Act (ADA) and the Americans with Disabilities Act Amendments (ADAA).
- Developed and maintained the City's COVID-19 Situation Report. The COVID-19 Situation Report, which is distributed three times a week by the Community Engagement Center, tracks and compares pandemic related statistics on a local, state, national, and global level.
- Developed and maintained the City's Weekly Briefing. The weekly briefing, which is distributed to all employees through the Community Engagement Center, has become a source of information relating to City operations, as well as employee-related news and events.

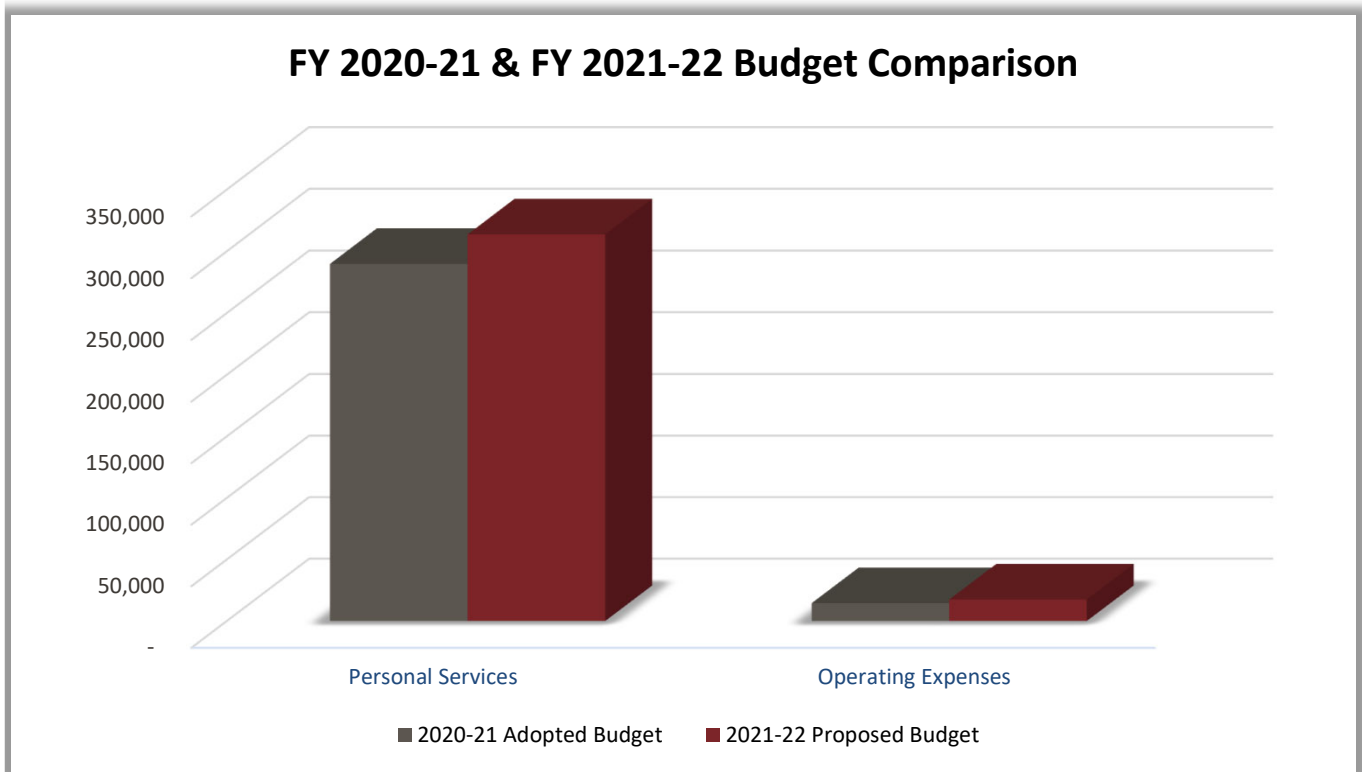
Fund:
General Fund

Department:
Professional Standards

Org Code:
00150901

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	148,241	289,794	289,794	205,974	313,639
Operating Expenses	3,879	14,441	14,441	13,689	17,403
Capital Outlay	1,982	-	-	-	-
Total	154,101	304,235	304,235	219,663	331,042



Performance Spotlight

Department Mission

To help establish trust and confidence in the maintaining City government records, and to provide effective and efficient public service for all citizens, while performing the functions and duties of the office in accordance with State, County, and Municipal laws.

Program Description

The City Clerk is the Municipal Filing Officer and Records Custodian as provided by law. The City Clerk is a Charter Officer directly accountable to the City Commission as a representative of the legislative branch of government. The Office of the City Clerk is responsible for maintaining, recording, and preserving all official documents and proceedings of the City Commission. The City Clerk is the custodian of the City seal and authenticates by signature and records all official legislative actions of the City Commission. The Clerk’s office records and maintains minutes, ordinances, and resolutions; keeps accurate records of the City Commission and other boards; coordinates preparation of agenda packets, meeting minutes, and calendars; publishes legal notices, hearings, ordinances, annexations and street vacations; follows up on Commission action, indexes and files agreements, resolutions, and ordinances; coordinates codification and publication of the City Code of Ordinances; maintains a comprehensive records management system, develops and administers management of the City's records, and provides the required restoration, preservation and protection of the City's documents; processes and responds to public record requests; and receives, accepts, and processes subpoenas.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Assistant City Clerk	2	2	2
City Clerk	1	1	1
Total	3	3	3



Performance Spotlight

Program Goals

Value: Integrity

- Comply with all applicable Florida Statutes for legal advertisements, record requests, and record retention requirements.
- Prepare the agendas and minutes for all City Commission, Community Redevelopment Agency, Code Enforcement and Safety Employee Pension Board Meetings.
- Coordinate all municipal elections, including preparation of necessary legal advertisements, preparation of ballots, procurement of necessary forms, and maintenance of legally required financial reports of candidates.
- Provide records and information management guidance, resources and training to City departments so they can keep their retention file plans up-to-date, comply with record retention requirements and identify vital records to ensure continuity should a disruption or disaster occur.
- Coordinate the codification and distribution of the City's Charter and Code of Ordinances.
- Preserve, protect, and manage the City's official records while maintaining regulatory compliance.
- Receive and process all official record request in compliance with Florida Public Records Law.
- Serve as a liaison between City Commission and the public.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
City Commission Meetings	23	23	23
Special City Commission Meetings	4	4	4
Planning Board Meetings	13	13	12
Board of Adjustment Meetings	12	10	12
Historic Resources Board Meetings	3	9	12
Core Strategy: Fostering Community Engagement			
CRA Meetings	7	7	7
Code Enforcement Meetings	2	2	5
Core Strategy: Empowering Outstanding Customer Service			
Safety Employee Pension Meetings	6	5	4
Development Review Committee Meetings	12	20	20
Core Strategy: Engaging in Effective Communication			
Election Meetings	2	2	2

Performance *Spotlight*

Goals & Objectives Accomplished

- Processed and placed 73 legal advertisements.
- Processed 246 agreements, 230 resolutions, and 22 ordinances.
- Prepared and finalized 42 sets of minutes.
- Recorded and processed 42 Cemetery Deeds.
- Processed 324 public record requests.
- Processed 127 boxes relating to record retention and disposal.
- Prepared 256 general correspondences.
- Completed the restoration and preservation of the City's minute books for years 1885 through 1936.

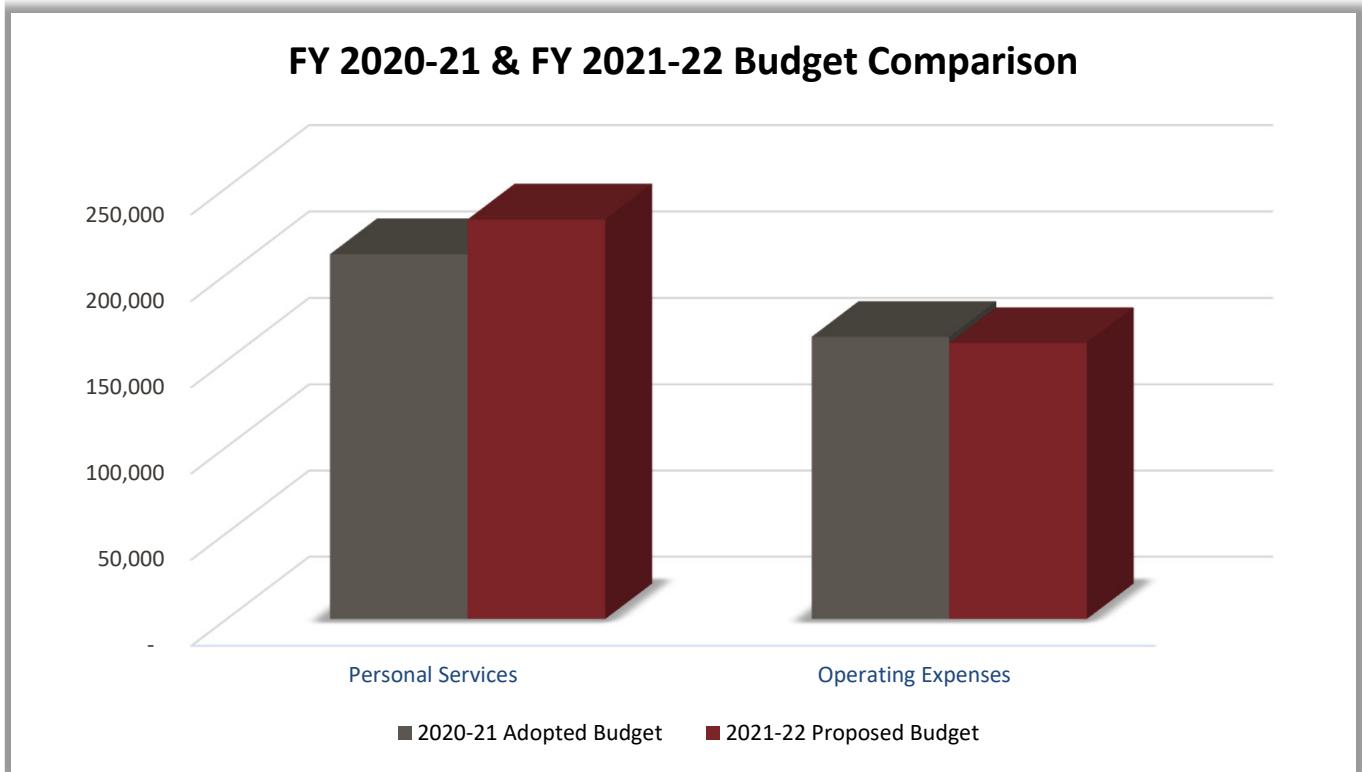
Fund:
General Fund

Department:
Office of the City Clerk

Org Code:
00151000

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	203,790	211,464	222,575	218,198	231,571
Operating Expenses	109,951	163,640	170,529	163,370	160,095
Capital Outlay	5,679	-	-	-	-
Total	319,420	375,104	393,104	381,568	391,666



Performance *Spotlight*

Department Mission

Human Resources: To recruit, employ, and maintain official records for City employees, while ensuring compliance with applicable laws and City policies.

Risk Management: Direct safety measures to reduce employee incidents and manage claims arising under the City's workers' compensation self-insurance program, and the general liability, property, automobile and miscellaneous risk programs.

Program Description

Human Resources

Human Resources plans, organizes, leads, and administers various personnel services for the City and its employees. Responsibilities include interpreting policies and procedures, promoting adherence to applicable laws and regulations associated with employee relations, and providing administrative support for the employee pension plans. The Program supports the staffing needs of operating departments, investigates alleged policy violations, and provides annual development opportunities for employees.

Human Resources contributes to recruitment, pre-employment, records management, compensation, benefits administration, testing and validation, medical screening, and organizational development. All personnel activities are managed based on policies and procedures developed in accordance with City Commission directives, Federal, State, and local laws. Stakeholders include the City Manager, Directors, employees, and career applicants interested in becoming part of the City of Plant City.

Risk Management

Risk Management works closely with all City Departments in an effort to protect the City's human, financial, and physical assets. The Program manages first and third-party claims. Risk Management also implements comprehensive programs to reduce accidents and liabilities, while complying with State and Federal occupational health and safety laws. The Program is responsible for developing the City's property and casualty program and designing and administering the City's employee group benefits and safety programs. Risk Management works closely with all departments, their employees, third party administrators, and the general public in an effort to manage financial risk and overall liability.

Performance Spotlight

Personnel

Positions	FY 2020	FY 2021	FY 2022
Human Resources Generalist	2	2	2
Human Resources/ Risk Mgmt Coordinator	1	1	1
Human Resources/ Risk Mgmt Director	1	1	1
Payroll Technician	1	1	1
Total	5	5	5



Performance Spotlight

Program Goals

Value: Teamwork

- Work closely with the Professional Standards Department in developing essential Standard Operating Procedures (SOPs) for multiple areas of operation in the City.

Value: Integrity

- Provide effective administrative direction and oversight of all employee pension plans.
- Create an equitable, respectful, values-based hiring process

Value: Transparency

- Enhance interdepartmental communication to promote openness between department leaders, employees, and other department personnel.

Value: Leadership

- Promote employee wellness by providing education on making healthier lifestyle choices through quality health plan designs.
- Enhance training through the deployment of a learning management system.

Value: Excellence

- Effectuate sound Risk Management practices that resolve claim issues equitably and minimize potential loss exposures.

Value: Respect

- Host events that honor employees for their abilities, qualities, and achievements that make the City of Plant City successful.

Key Performance Measures

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Human Resources			
Pay Stubs Issued	21,303	20,087	22,096
Employment Applications	12,891	4,851*	5,336
New Hires (includes summer temps)	78	119	131
Terminations/Retirements/Dismissals	80	73	78
Risk Management			
General Liability, Auto Liability & Property Claims	83	65	73
Workers' Compensation Claims	78*	37	41

*Performance Outcome numbers were impacted due to COVID-19.

Performance *Spotlight*

Goals & Objectives Accomplished

- Implemented NOVAtime Time and Attendance system.
- Implemented SAP Litmos Learning Management System.
- Negotiated the City's health, dental, and vision benefit plans.
- Coordinated the recruitment and on-boarding process for the Police Chief, City Engineer, Building Official, and Code Enforcement Manager.
- Streamlined and enhanced the hiring process with Ad-Vance Talent Solutions.
 - Reduced the overall turn-around time for establishing eligibility requirements.
 - Expanded the potential candidate pool.
- Assisted the Professional Standards Department in the review and revision of the City's Standard Operating Procedures.
- Hosted a successful Employee Appreciation Awards Brunch.
- Promoted community outreach efforts by participating in the Future Career Academy's virtual Teach-In, Field Trip, and Future Job Fair.
- Led the oversight of monitoring and administering the CDC's COVID-19 Protocol for all City departments.
- Partnered with over 60 local public entities establishing COVID-19 strategies that enhanced the City's ability to respond to the event.

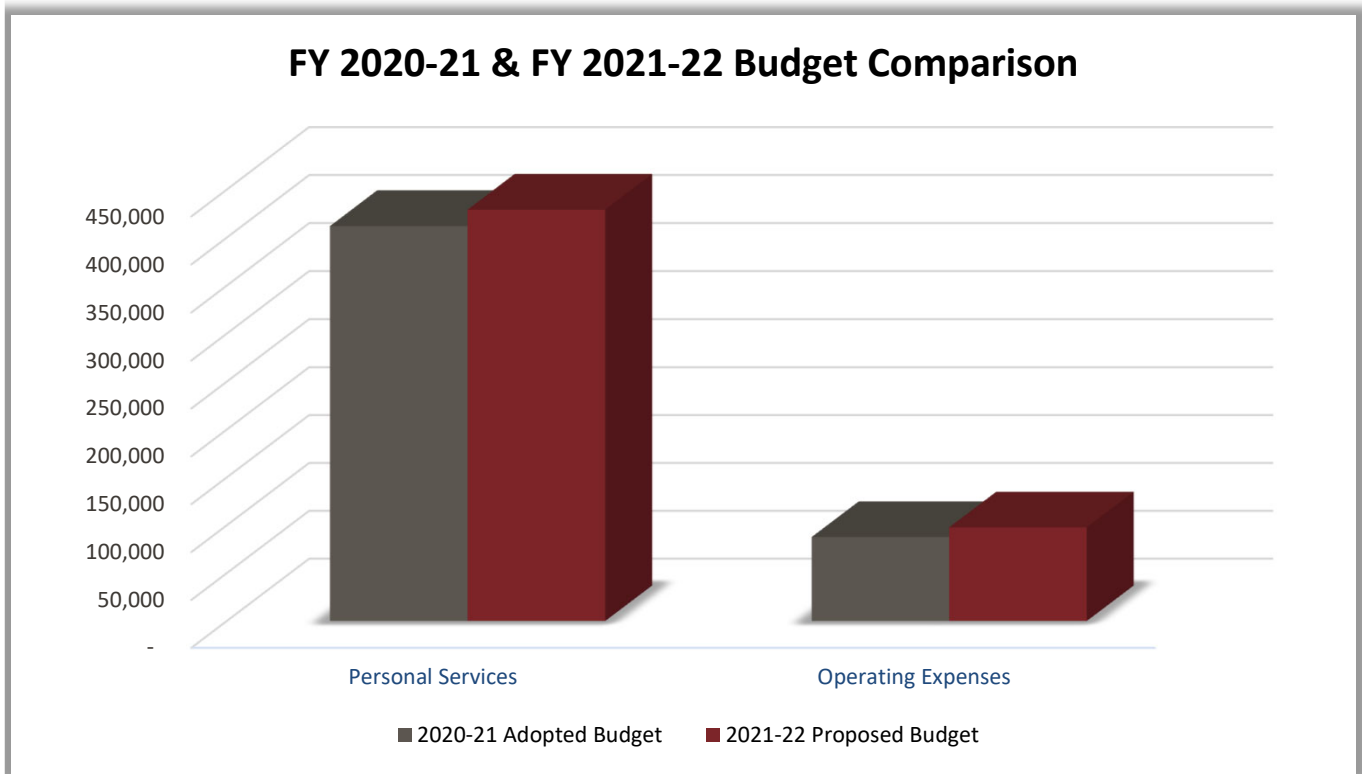
Fund:
General Fund

Department:
Human Resources
and Risk Management

Org Code:
00151300

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	325,064	411,961	411,961	386,598	429,063
Operating Expenses	71,168	87,650	87,650	86,451	97,820
Capital Outlay	3,573	-	-	-	-
Total	399,804	499,611	499,611	473,049	526,883



Performance *Spotlight*

Department Mission

The mission of Information Technology (IT) is to provide leadership and guidance in support of innovation, organizational efficiency, and technology management.

Program Description

Information Technology (IT) focuses on four main areas:

Hardware/Software Support and Upgrades

- Five-year refresh for hardware.
- Two-year refresh for cell phones.
- Software is refreshed as needed.

Research and Implementation

- Research new and existing hardware and software solutions.
- Assist departments with implementation of all technology.

Data Integrity, Security, and Preservation

- Leverage cloud backup technology for data preservation and integrity.
- Collaborate with Department of Homeland Security (DHS) to maintain data security.

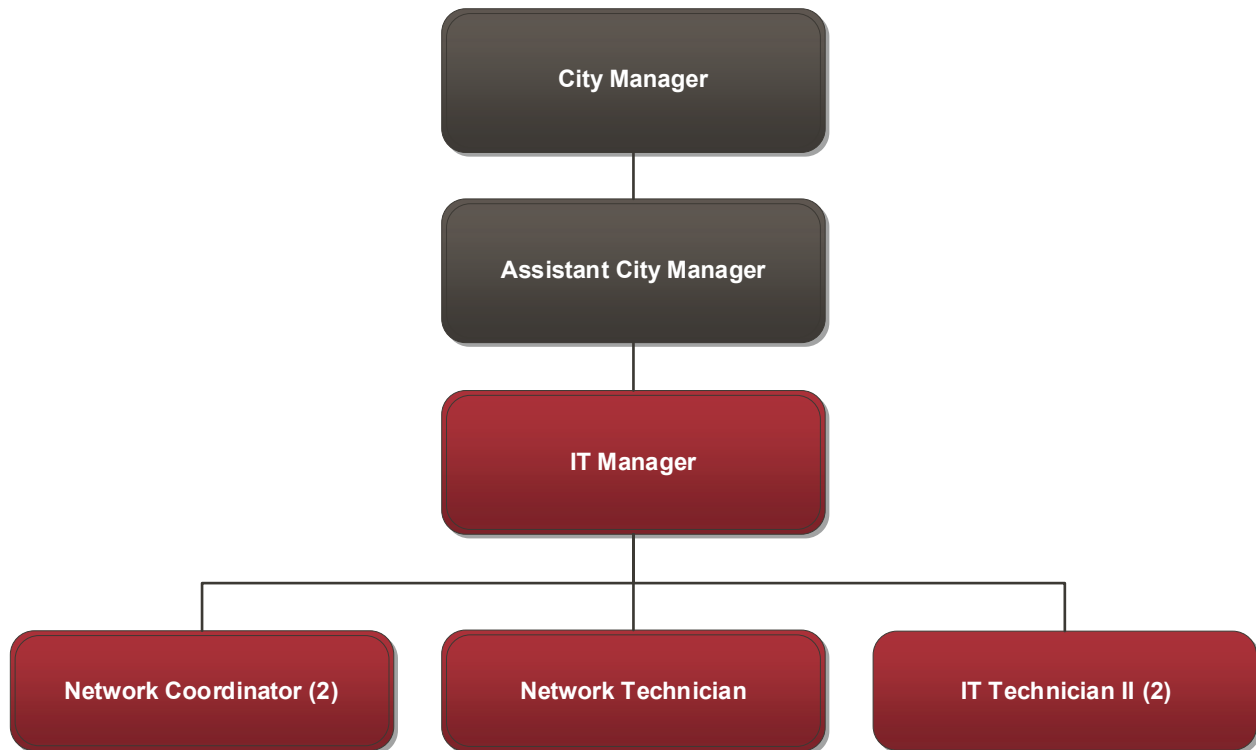
Customer Service and Training

- Provide prompt and knowledgeable support to all users.
- Provide users the proper training to promote efficiency.

Performance Spotlight

Personnel

Positions	FY 2020	FY 2021	FY 2022
IT Manager	1	1	1
IT Technician II	1	1	2
Network Coordinator	2	2	2
Network Technician	1	1	1
Total	5	5	6



Program Goals

Value: Teamwork

- Facilitate collaboration and communication using technology.
- Provide the tools necessary to bridge the gap between departments allowing for effective synergy.

Value: Integrity

- Maintain a strong and secure network and prevent outside intrusions.
- Leverage cloud-based backup to prepare for worst case scenarios.
- Conduct phishing test to ensure adherence to security guidelines.

Performance Spotlight

Value: Leadership

- Provide training for all employees who wish to further their knowledge on technology and security.
- Support departments efforts to streamline tasks using technology.

Value: Excellence

- Research and implement solutions to streamline organizational efficiency.
- Invest time and resources to rollout Microsoft 365.
- Research new technologies to support remote work.

Value: Respect

- Minimize network downtime to eliminate interruptions in workflow.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Fostering Community Engagement			
City Web Pages Created/Updated	256	500	500
Core Strategy: Empowering Outstanding Customer Service			
Support Request Received	5,212	5,000	4,800
Support Request Resolved	5,212	5,000	4,800
Core Strategy: Maximizing Organizational Effectiveness			
Phishing Training Campaigns	5	5	5

Goals & Objectives Accomplished

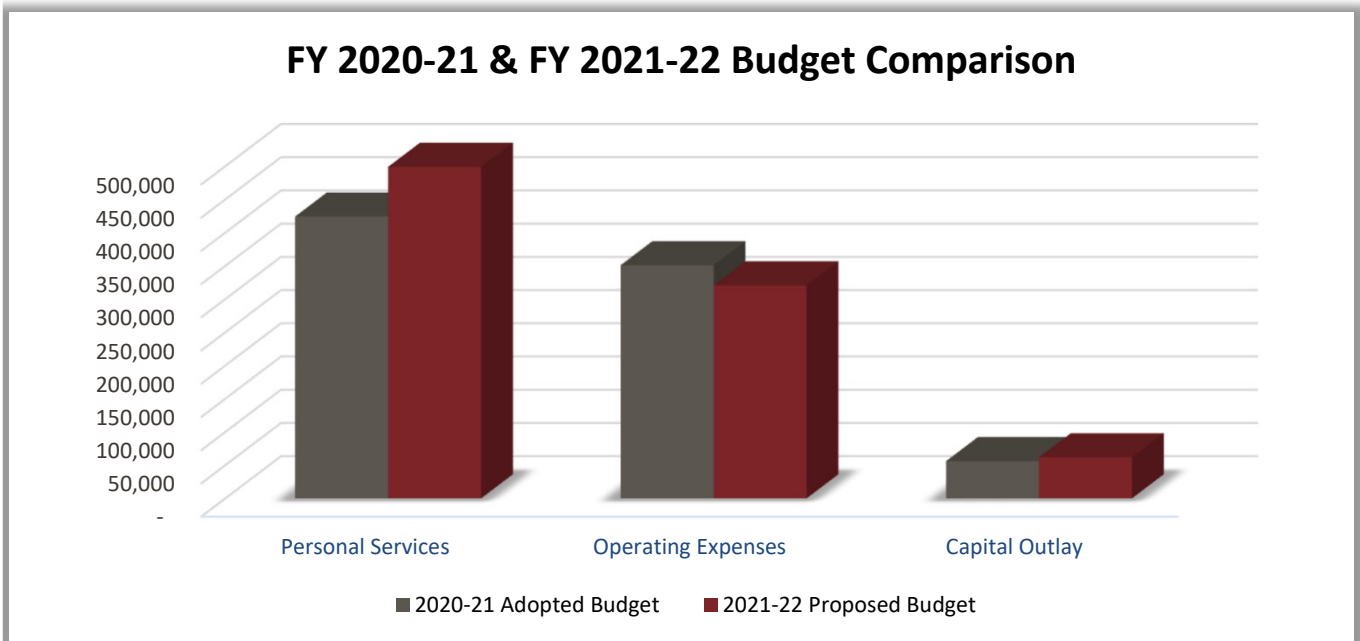
- Established a platform for streaming various City board meetings and events through LogMeIn.
- Streamed over 15 public meetings.
- Supported work-from-home employees during the COVID-19 crisis.
- Relocated and supported nine City departments during building renovations as a result of Cares Act.
- Upgraded City network to 1GBs/1GBs to support remote workers.
- Upgraded work-from-home capabilities through the purchase of 98 laptops and remote work capable peripherals.
- Worked with Department of Homeland Security (DHS) to ensure network was secure from outside intrusions.
- Trained employees through various phishing attempt tests.
- Deployed over 100 CARES Act Laptops.

Fund: General Fund	Department: Information Technology	Org Code: 00151600
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Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	404,444	424,200	424,200	400,562	498,971
Operating Expenses	189,882	350,873	350,873	350,823	320,585
Capital Outlay	145,000	56,050	56,050	18,604	61,816
Total	739,326	831,123	831,123	769,989	881,372

Capital Equipment	Capital Equipment
General Fund:	Water/Sewer Fund:
City Attorney	Utilities Maintenance
Laptop	<i>Program - Mechanical/Electrical</i>
Information Technology	Laptop
Laptop	Utilities Operations
Unscheduled Replacements	<i>Program - Water Reclamation Treatment</i>
Fire Department	Workstation - SCADA (4)
<i>Program - EMS</i>	<u>3,228</u>
Toughbooks (3)	Total
Engineering	\$5,348
GIS Servers (2)	Capital Equipment Total
Parks and Recreation	\$61,816
<i>Program - Parks Maintenance</i>	
Workstation	
<u>1,484</u>	
General Fund Total	
\$56,468	



Fund:
General Fund

Department:
Special Appropriations

Org Code:
001519*

APPROPRIATIONS DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>PERSONAL SERVICES</u>					
416000 Unemployment Compensation	\$ 19,289	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
TOTAL PERSONAL SERVICES	\$ 19,289	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
<u>OPERATING EXPENSES</u>					
434000 Other Contractual Services	\$ 252,621	\$ 454,565	\$ 471,715	\$ 454,565	\$ 433,075
445000 Insurance	18,525	31,200	31,200	31,200	34,320
449420 Insurance Gen Liab Claims	34,373	20,000	20,000	20,000	35,000
452150 Other Supplies	783	2,700	2,700	2,700	1,950
454000 Subscriptions and Memberships	12,328	12,650	12,650	12,806	13,250
434200 Crossing Grd Cntrct-Hills Cnty	46,616	89,080	89,080	83,800	93,540
TOTAL OPERATING EXPENSES	\$ 365,246	\$ 610,195	\$ 627,345	\$ 605,071	\$ 611,135
<u>GRANTS AND AID</u>					
482000 Aid to Private Organizations	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 57,000
482100 Plant City Main Street	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
482200 Plant City EDC	150,000	150,000	150,000	150,000	150,000
482610 Economic Development Incentive	18,630	28,080	28,080	28,080	31,005
TOTAL GRANTS AND AID	\$ 255,630	\$ 265,080	\$ 265,080	\$ 265,080	\$ 288,005
<u>CAPITAL OUTLAY</u>					
491000 Capital Project Account	\$ 2,132,816	\$ 2,054,258	\$ 2,054,258	\$ 2,054,258	\$ 2,674,758
TOTAL CAPITAL OUTLAY	\$ 2,132,816	\$ 2,054,258	\$ 2,054,258	\$ 2,054,258	\$ 2,674,758
<u>NON-OPERATING</u>					
481100 Transfer to CRA	\$ 828,011	\$ 921,578	\$ 921,578	\$ 921,578	\$ 1,065,102
491070 Transfer to Street	-	325,000	325,000	325,000	-
491300 Transfer to CDBG	28,530	29,188	29,188	29,188	31,464
495000 Contingency	-	350,000	325,000	50,000	350,000
TOTAL NON-OPERATING	\$ 856,541	\$ 1,625,766	\$ 1,600,766	\$ 1,325,766	\$ 1,446,566
TOTAL SPECIAL APPROPRIATIONS	\$ 3,629,523	\$ 4,585,299	\$ 4,577,449	\$ 4,280,175	\$ 5,050,464

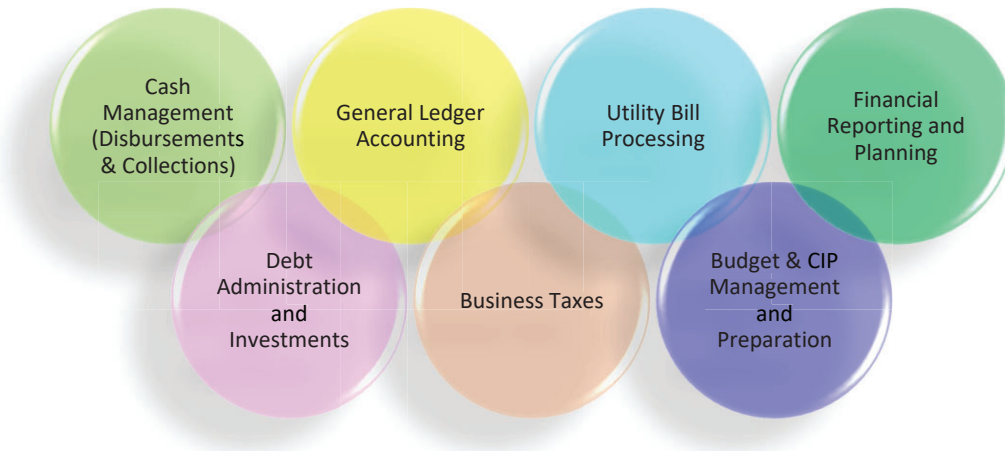
Performance Spotlight

Department Mission

To manage the fiscal affairs of the City ensuring that expenditures have a public purpose while employing professional standards, personal ethics and compliance with all laws, rules, and regulations.

Program Description

The Accounting Division provides accounting and finance support to all City departments to assist with business decisions and ensure that all accounting transactions are properly authorized, recorded, and reported, while providing the best customer service to both internal and external customers. The department provides users training in the financial system. The department also prepares an annual budget for commission approval each year. The functions performed by the accounting department include:



Personnel

Positions	FY 2020	FY 2021	FY 2022
Accountant II	2	2	2
Accounting Clerk	2	2	2
Accounting Supervisor	1	1	1
Administrative Assistant II	1	1	1
Budget Manager	1	1	1
Business Tax Clerk	1	1	1
Chief Accountant	1	1	1
Chief Financial Officer	1	1	1
Total	10	10	10

Performance *Spotlight*



Program Goals

Value: Transparency

- Provide quality quarterly financial reports to the City Manager within 30 days.
- Provide draft annual budget ten days prior to City Commission for approval.
- Submit adopted budget and budget adjustments online within 5 days of approval.
- Complete the annual financial audit for the City and CRA within 5 months after fiscal year end.
- Provide quality, award-winning financial documents that communicate the City's current and future financial position.

Performance Spotlight

Value: Excellence

- Offer continuing education and training to staff.
- Improve customer service through new programs and use of technology.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Training Hours by Staff	410	450	450
Percentage of Revenues – Budget vs Actual (Major Funds)	97%	95%	95%
Quarterly Report Completed on Time	4	4	4
Average Number of Basis Points Above Benchmark	1.23	.75	.5
Core Strategy: Engaging in Effective Communication			
Number of GFOA Distinguished Budget Awards	4	5	6
Number of GFOA Award for Excellence in Financial Reporting	3	4	5
Core Strategy: Empowering Outstanding Customer Service			
Percentage of ACH Payments	6.3%	6.6%	7%
Percentage of Pcard Payments through Account Payable	8.6%	8.7%	9%
Online payments processed	2,818	3,000	3,000
Lockbox processing of Utility Billing payments	4,145	4,300	4,300
Percentage of permits paid online through MaintStar	0%	50%	60%

Goals & Objectives Accomplished

- Earned the Distinguished Budget Award from GFOA for the fifth consecutive year.
- Earned the Certificate of Achievement for Excellence in Financial Reporting Award from GFOA for the fourth consecutive year.
- Earned 1.7% return on investment as of September 30, 2021.
- Assisted with MaintStar conversion to online building permits and payment processing.
- Assisted with Novatime conversion to automated timekeeping.
- Provided alternative payment methods to our customers.
 - Continued offering Utility Billing payments at Amscot, allowing customers to make cash payments on weekends and evenings.
 - Expanded Utility Billing payment options to include payment at Wal-Mart, and at four kiosk locations through our credit card processor, Paymentus.
 - Implemented debit and credit card payments via Square at recreation concessions.

Fund:
General Fund

Department:
Finance
Program:
Accounting

Org Code:
00152101

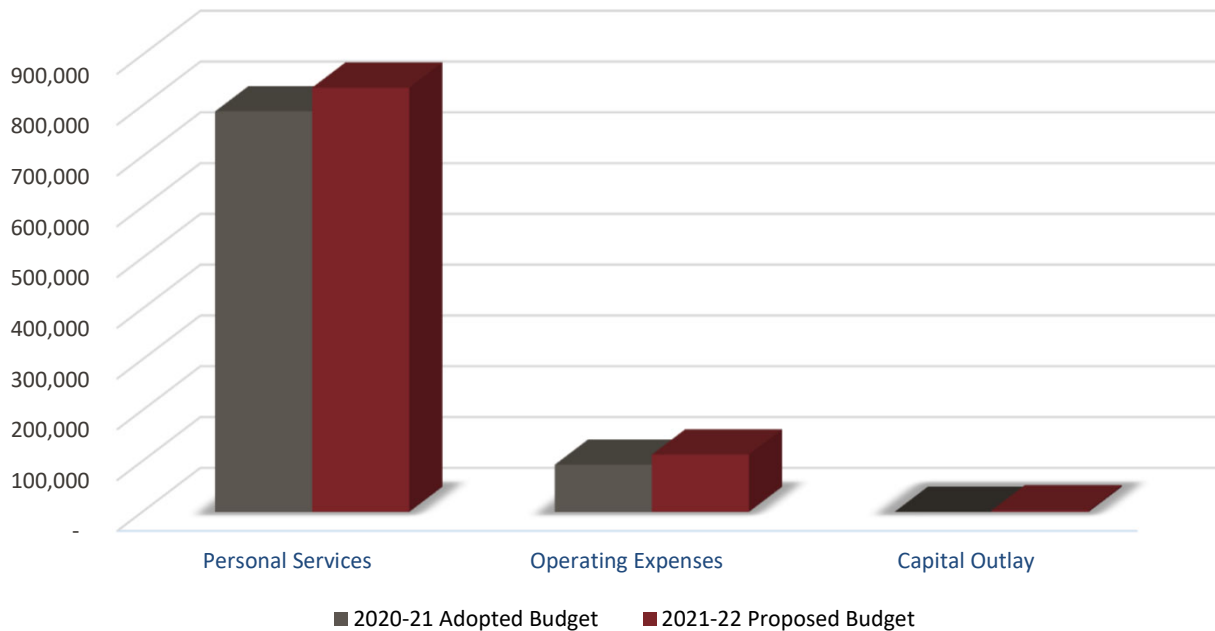
Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	742,744	788,760	788,760	785,025	835,487
Operating Expenses	69,675	92,962	92,962	83,864	112,922
Capital Outlay	9,257	-	-	-	3,000
Total	821,677	881,722	881,722	868,889	951,409

Capital Equipment

Office Furniture Suite	3,000
Total	\$3,000

FY 2020-21 & FY 2021-22 Budget Comparison



Performance *Spotlight*

Division Mission

To execute sensible, ethical, and innovative procurement practices which allow the City to acquire goods and services of the highest quality, at the most advantageous costs. To conduct business with excellent customer service and transparency while welcoming qualified, responsible, and diverse vendors.

Program Description

The Procurement Division prepares and issues quotes, bids, RFP's, RFQ's, RFI's, and NOI's. Procurement administers the post-solicitation process from receiving proposals through contract execution. Procurement reviews, approves, and processes all purchase requisitions; negotiates contracts, assists departments in developing scopes and specifications, manages the Purchasing Card Program, reviews, maintains, and updates procurement policies and procedures; and provides training.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Contract Specialist	1	1	1
Procurement Manager	1	1	1
Procurement Specialist	1	1	1
Total	3	3	3



Performance Spotlight

Program Goals

Value: Teamwork

- Train City staff for better understanding of Procurement policies and procedures.

Value: Integrity

- Review all Procurement activity for conformity to policies and procedures.

Value: Transparency

- Ensure Procurement documents are available for public access.

Value: Leadership

- Encourage Procurement staff to attend classes offered by the National Institute for Governmental Purchasing as well as the local and State chapters.

Value: Excellence

- Seek new and use existing software programs to maintain Procurement records and activity.

Value: Respect

- Commit to clear communication and assistance for all City departments.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Purchase orders processed (citywide)	3,344	3,200	3,000
Contracts negotiated (citywide)	56	127	90
Number of training hours attended by Procurement Staff	70	160	200
Purchase card transactions	4,040	4,800	5,000
Purchase card dollar amount	\$2,177,744	\$1,600,000	\$1,750,000
Rebate	\$23,211	\$20,425	\$22,324
Core Strategy: Empowering Outstanding Customer Service			
Solicitations processed	76	112	120
Core Strategy: Engaging in Effective Communication			
Number of City staff trained on policies and procedures	19	30	50

Performance *Spotlight*

Goals & Objectives Accomplished

- Increased the number of Quotes, Bids, RFP's and RFQ's, in order to decrease the number of non-contract purchases.
- Increased the number of annual contracts that may be used by all City departments.
- Decreased PO's through use of the P-Card Program.
- Established new continuing contracts for professional architecture and engineering services with over 40 contracts across 10 categories.
- Operated the division via the work-at-home model successfully.
- Re-wrote the Procurement Policies & Procedures and the P-Card policy for approval and implementation.

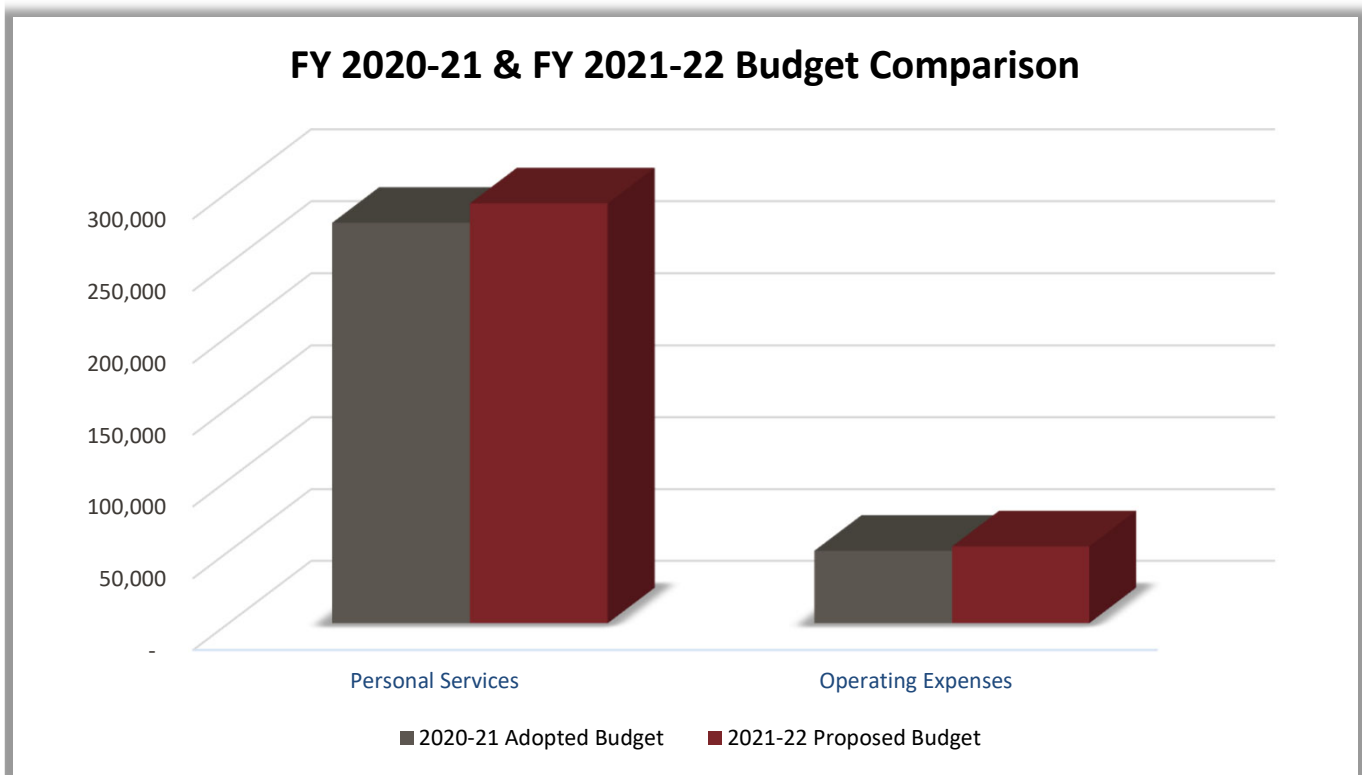
Fund:
General Fund

Department:
Finance
Program:
Procurement

Org Code:
00152401

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	236,944	278,371	278,371	277,711	291,912
Operating Expenses	30,761	50,445	50,445	48,645	53,435
Total	267,705	328,816	328,816	326,356	345,347



Performance *Spotlight*

Division Mission

To provide employees with safe, dependable vehicles, and equipment. To provide high quality products and services in a cost-effective manner.

Program Description

The Fleet Management Division provides for the purchase of and operational support for all City owned vehicles and equipment; management of the City’s motor garage contractor; oversight of the maintenance and inventory at the City’s two fuel farms; vehicle accident remediation and coordination of insurance claims and policies..

Personnel

Positions	FY 2020	FY 2021	FY 2022
Fleet Coordinator	1	1	1
Fleet Services Technician	0	1	1
Total	1	2	2



Performance Spotlight

Program Goals

Value: Excellence

- Reduce number of unscheduled repairs by 8%.
- Reduce the amount of emergency service calls by 2%.
- Increase fleet availability to 95% or better.
- Increase preventative maintenance on vehicles by 3%.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Unscheduled Repair	2,877	2,650	2,450
Units in Service	985	995	1,000
Preventative Maintenance performed on Vehicles/ Equipment	1,079	1,200	1,250
Core Strategy: Empowering Outstanding Customer Service			
Emergency Service Calls	421	412	405
Fleet Availability	92%	95%	95%

Goals & Objectives Accomplished

- Maintained Fleet availability of 92%, resulting in greater vehicle/equipment utilization during the height of COVID-19.
- Implemented a new preventative maintenance management software through King and George to increase departments preventative maintenance awareness.

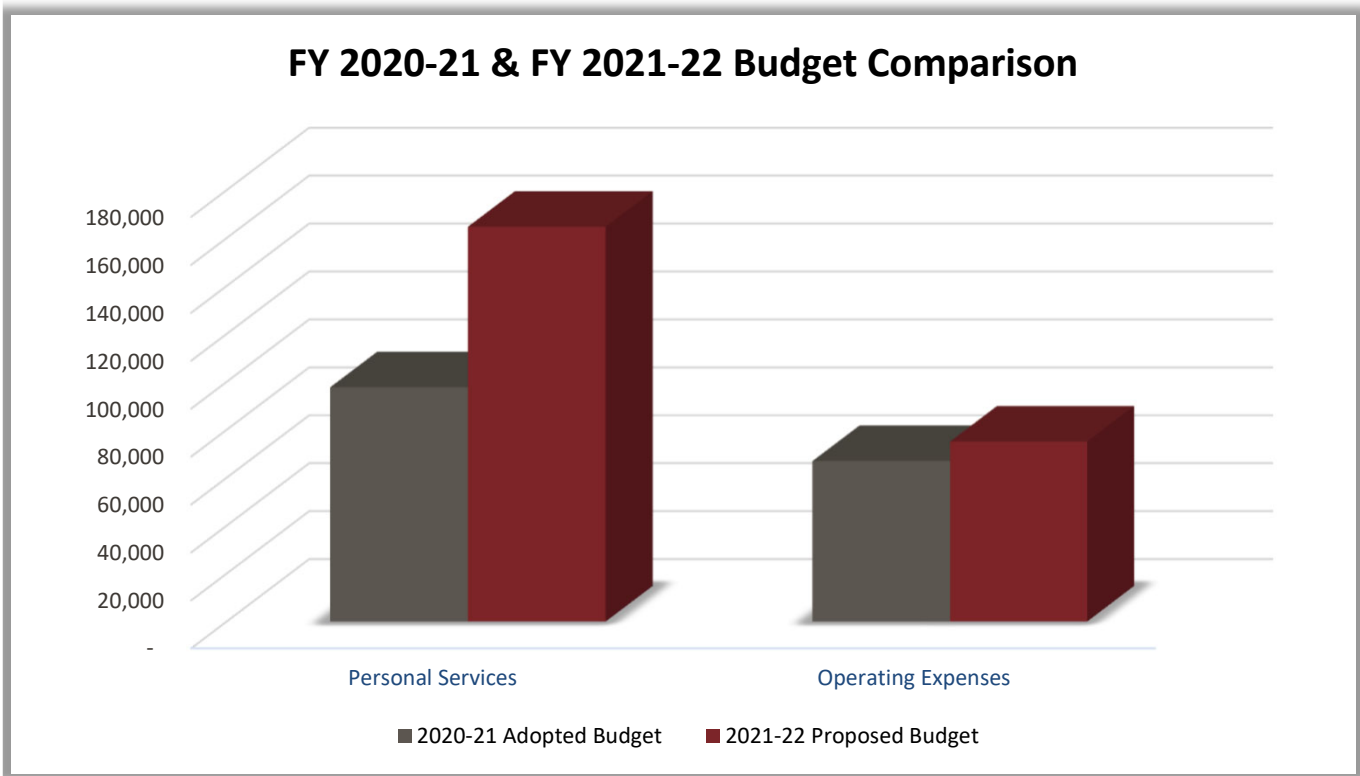
Fund:
General Fund

Department:
Finance
Program:
Fleet Management

Org Code:
00152402

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	94,547	97,683	97,683	95,757	164,680
Operating Expenses	55,831	66,920	66,920	68,765	75,040
Capital Outlay	7,960	-	-	-	-
Total	158,338	164,603	164,603	164,522	239,720



Performance *Spotlight*

Department Mission

To ensure the community’s safety through partnerships, prevention, education, and professionalism.

Program Description

The administration division manages the administrative and operational functions of Plant City Fire Rescue. The program functions include:

Administer and provide fiscal oversight on all divisions' programs.

Maintain State of Florida Advanced Life Support Service license.

Pursue federal and state grants.

Provide software to maintain Fire and EMS incident reports.

Recruit, retain, and create succession planning for firefighters.

Facilitate promotional assessment testing to fill vacant leadership positions.

Support personnel training and career development.

Maintain community partnerships to promote fire safety awareness.

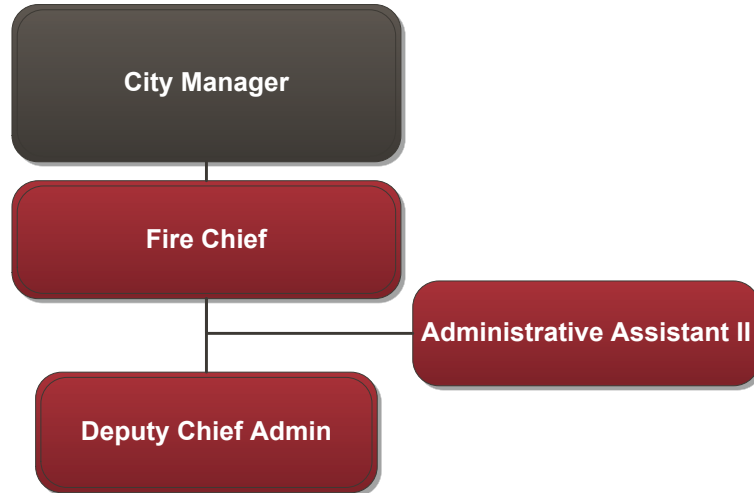
Oversee contracts with private ambulance billing company for EMS services.

Pursue accreditation through the Center for Public Safety Excellence (CPSE)

Performance *Spotlight*

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant II	1	1	1
Deputy Chief	1	1	1
Fire Chief	1	1	1
Total	3	3	3



Program Goals

Value: Leadership

- Provide leadership and direction of all presented program objectives and performance measures for Operations, Prevention, and Emergency Medical Services.

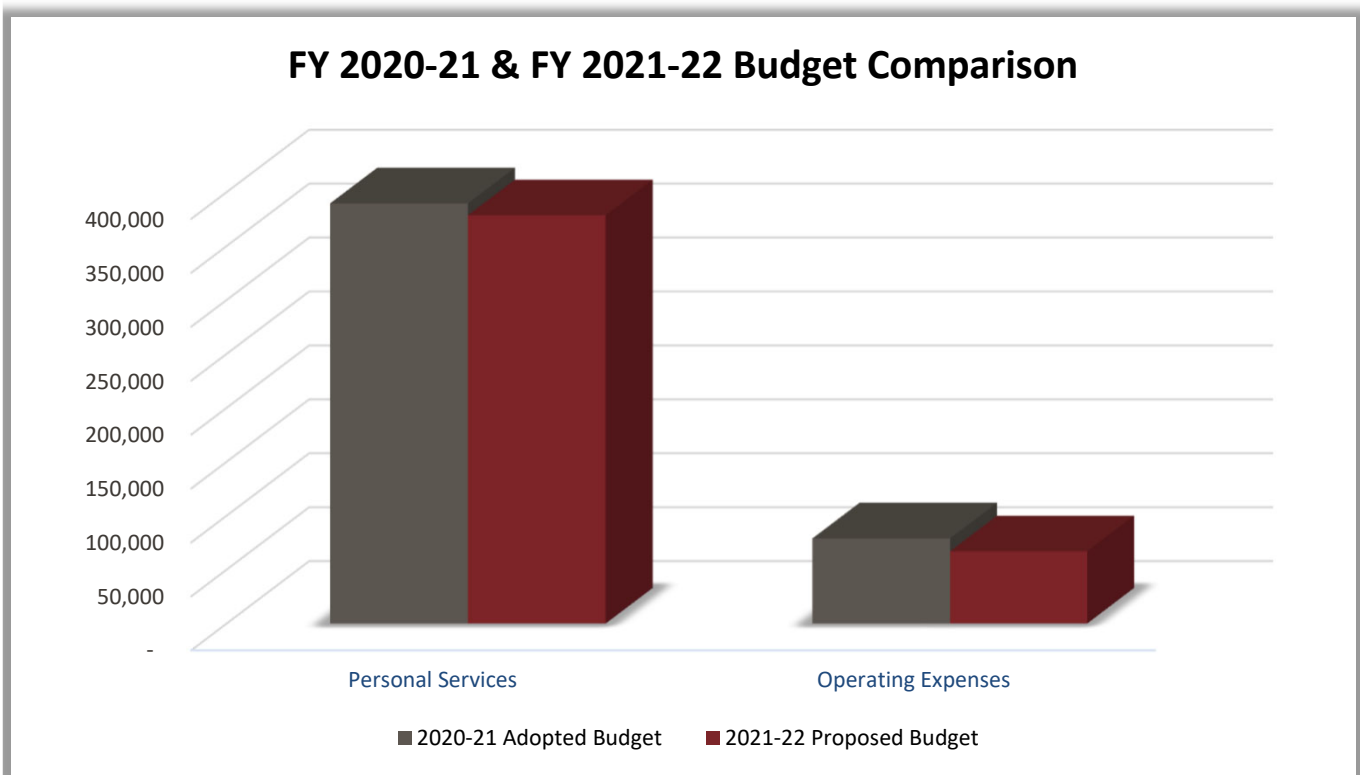
Fund:
General Fund

Department:
Fire Rescue
Program:
Administration

Org Code:
00152701

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	406,893	389,482	389,482	383,030	378,474
Operating Expenses	53,827	78,870	78,950	73,860	66,890
Capital Outlay	-	-	75,794	75,794	-
Total	460,720	468,352	544,226	532,684	445,364



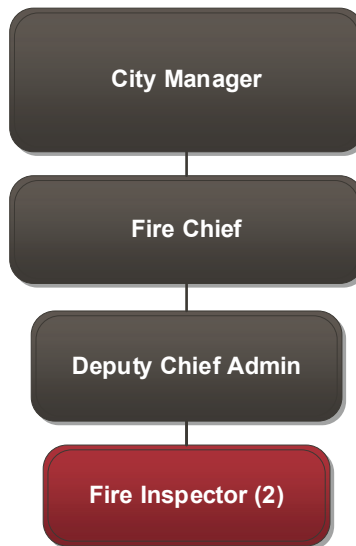
Performance Spotlight

Program Description

The Fire Inspector conducts annual fire prevention inspections of business occupancies as required by the Florida Fire Prevention Code. The department uses the Florida Fire Prevention Code to ensure that safety requirements are in place for all commercial occupancies to minimize property loss in the event of a fire. Prevention conducts fire safety educational programs for civic organizations, schools, as well as the general public. The Fire Inspector conducts construction site inspections and also conducts life safety plan reviews for commercial development.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Fire Inspector	1	1	2
Total	1	1	2



Program Goals

Value: Teamwork

- Increase citizen participation in fire prevention education activities.

Value: Excellence

- Perform new construction plan reviews to ensure that newly constructed buildings and infrastructure are constructed in accordance with the Florida Fire Prevention Code.
- Perform life safety inspections on commercial and institutional occupancies.
- Provide support to contractors with fire code questions pertaining to new development.

Performance *Spotlight*

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
Construction Plans Review	196	200	200
New Construction Inspections	271	250	300
Core Strategy: Fostering Community Engagement			
Citizens Receiving Public Education	218	100	100
Contractor Life Safety Code Consultation	102	50	50
Core Strategy: Empowering Outstanding Customer Service			
Business inspections completed	85	100	100
Business re-inspections completed	37	60	60

Goals & Objectives Accomplished

- Inspected licensed daycare occupancies.
- Inspected commercial and institutional occupancies.
- Facilitated fire prevention outreach program.
- Conducted new commercial development plan reviews and permitted inspections.
- Obtained funding from the Managed Care Supplemental Payment program.

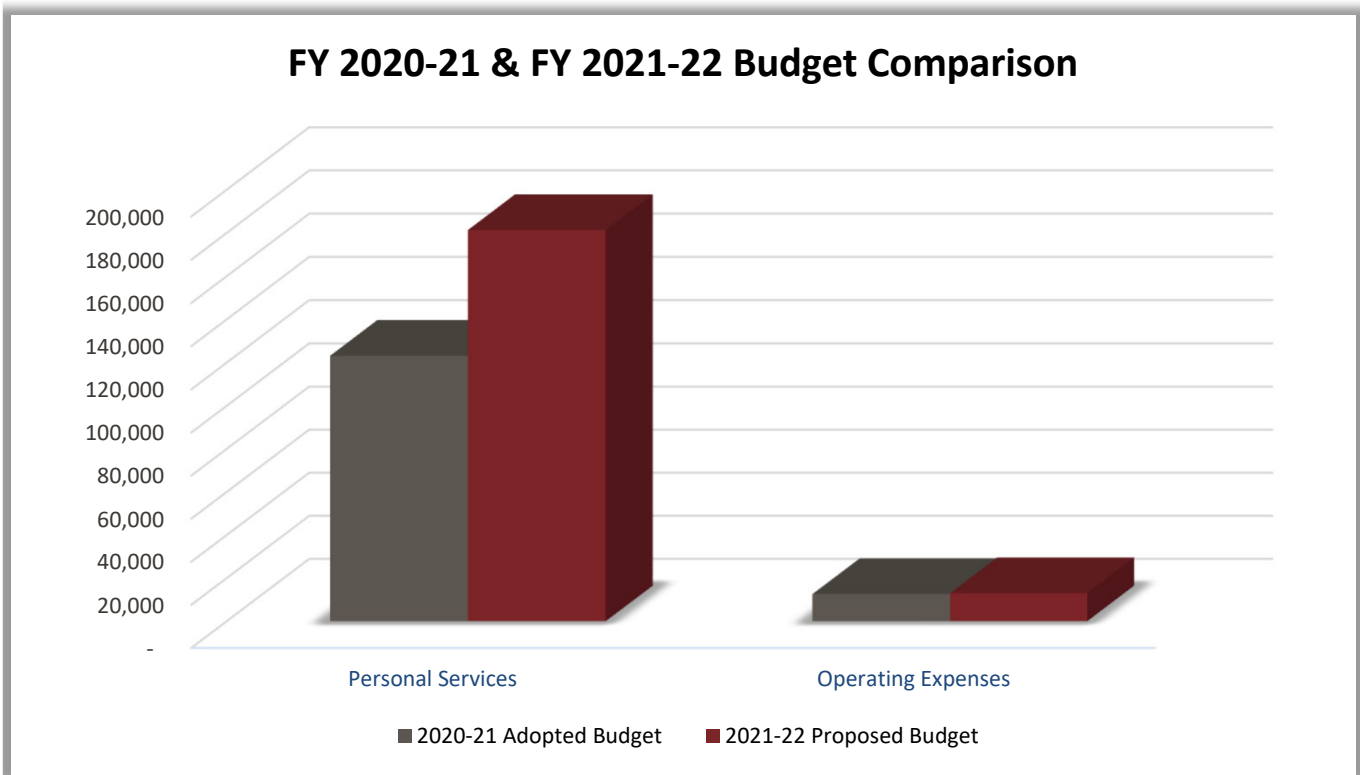
Fund:
General Fund

Department:
Fire Rescue
Program:
Prevent/Inspect

Org Code:
00152702

Appropriations

Type	2019-20 ACTUAL	2020-21	2020-21	2020-21	2021-22
		ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	124,492	123,140	123,140	113,092	181,329
Operating Expenses	8,718	12,580	12,580	9,490	12,990
Total	133,210	135,720	135,720	122,582	194,319



Performance Spotlight

Program Description

The operations program consists of one Deputy Chief of Operations that works directly with the three Battalion Chiefs to ensure operational efficiency of the department. The three Battalion Chiefs manage the three shifts that provide fire and emergency coverage to the City from three fire stations. Each 24-hour shift is staffed with a total of sixteen personnel on duty, 24 hours a day. Operations personnel are cross-trained in both Fire and Emergency Medical Services (EMS) to rapidly respond to all emergencies. Operations division provides professional training and career development to all personnel.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Battalion Chief	3	3	3
Deputy Chief Operations	1	1	1
Fire Driver/ Engineer	9	9	9
Fire Shift Captain	9	9	9
Firefighter	27	27	27
Total	49	49	49



Performance Spotlight

Program Goals

Value: Transparency

- Educate community on how to reduce the level of risk from fire, natural, and manmade disasters.

Value: Leadership

- Train personnel to effectively respond and mitigate incidents within our community.

Value: Excellence

- Provide adequate staffing, equipment, tools, and training to achieve a 6-minute response time 90% of the time.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Empowering Outstanding Customer Service			
Number of Emergency Calls	5,542	5,600	5,600
Number of Working Fires	138	130	130
Fire Response Time Less Than 6 Minutes	83%	90%	90%
Core Strategy: Maximizing Organizational Effectiveness			
Fire Training Man Hours	6,861	6,900	6,900

Goals & Objectives Accomplished

- Placed in-service one new fire engine.
- Implemented electronic scheduling software program to cover work assignments more efficiently.
- Conducted firefighter eligibility testing and recruitment.
- Conducted officer development training.
- Conducted driver development training.
- Oversaw Fire Station 2 construction renovation project on Alexander Street.
- Completed installing emergency vehicle preemption at 29 traffic intersections.
- Held open house dedication for Fire Station 3.

Fund:
General Fund

Department:
Fire Rescue
Program:
Operations

Org Code:
00152703

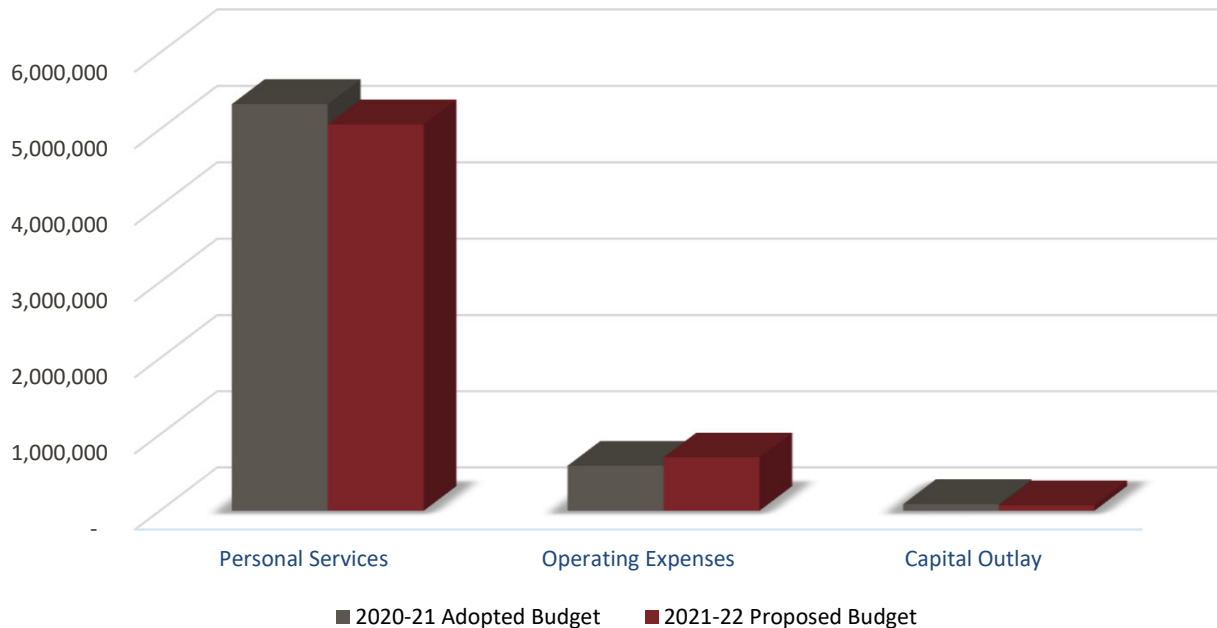
Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	5,117,525	5,329,634	5,329,634	5,142,758	5,065,457
Operating Expenses	382,250	591,442	548,362	516,917	700,295
Capital Outlay	103,967	87,800	90,800	90,800	69,750
Total	5,603,742	6,008,876	5,968,796	5,750,475	5,835,502

Capital Equipment

Self-Contained Breathing Apparatus (5)	25,350
Structural Firefighting Gear (10)	23,000
Rescue Air Regulator	4,000
Smoke Removal Fan	4,600
Drone	7,800
Access Badge Printer	3,000
Gazebo - Metal - 10 ft x 10 ft	2,000
Total	\$69,750

FY 2020-21 & FY 2021-22 Budget Comparison



Performance Spotlight

Program Description

The EMS program consists of an EMS Division Chief who works with contracted Medical Director and interacts with South Florida Baptist Hospital, ER 24/7 Plant City, and other nearby hospitals. Fire Rescue personnel provide Advanced Life Support (ALS) and Basic Life Support (BLS) for assessment, treatment, stabilization and transport utilizing an established set of medical protocols.

Plant City Fire Rescue (PCFR) is licensed to operate five ALS transport-capable rescue units, four ALS non-transport engines, and one ALS ladder truck. Each ALS unit, when in operation, is staffed with one state certified Paramedic and one state certified Emergency Medical Technician (EMT). At minimum, two ALS transport units and three ALS non-transport units are in service and available for calls 24 hours a day.

Program Goals

Positions	FY 2020	FY 2021	FY 2022
EMS Division Chief	1	1	1
Total	1	1	1



Program Goals

Value: Leadership

- Provide training to EMTs and Paramedics.

Value: Excellence

- Deliver the best patient care to citizens.
- Maintain an average response time of less than 6 minutes from time of dispatch for Advanced Life Support (ALS) emergency calls 90% of the time.

Performance Spotlight

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
Collection Rate of 65% or Higher on Billed EMS Transport Calls	65.33%	65%	65%
Core Strategy: Empowering Outstanding Customer Service			
Total EMS Responses	4,210	4,262	4,315
ALS Transports	2,017	2,045	2,071
BLS Transports	1,414	1,449	1,467
Core Strategy: Maximizing Organizational Effectiveness			
EMS Response Time of Less Than 6 Minutes	85%	87%	90%
Medical Training Hours per employee	20	22	22

Goals & Objectives Accomplished

- Placed in service a new Advanced Life Support (ALS) fire engine at new Fire Station.
- Approved for the purchase of a new ALS ambulance.
- Implemented a new disinfection policy and equipment for ambulances and facilities.
- Purchased one new ALS cardiac monitor and three CPR compression devices.
- Purchased and installed a PowerLOAD system and new hydraulic stretcher for ambulance loading operations.
- Implemented paramedic internship program cleared personnel to enhance the number of ALS paramedic providers in the agency.
- Added two Paramedic Field Training Officers (FTO) for the paramedic internship program.

Fund:
General Fund

Department:
Fire Rescue
Program:
EMS

Org Code:
00152705

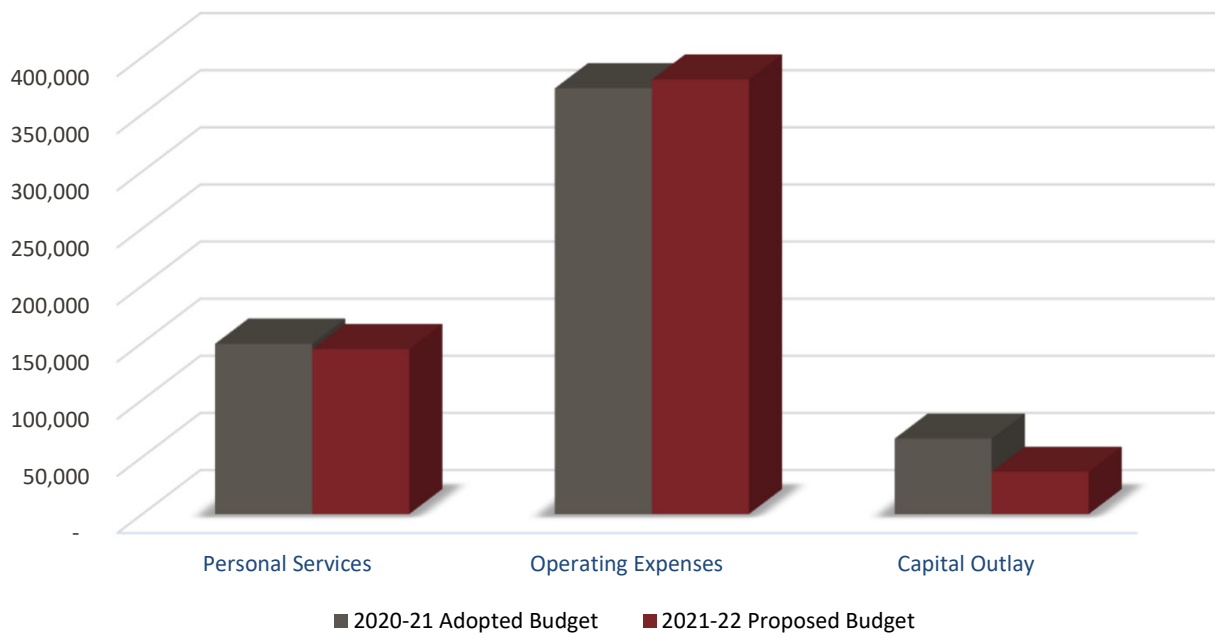
Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	156,082	149,080	149,080	146,845	144,418
Operating Expenses	320,749	372,720	372,720	366,680	380,402
Capital Outlay	34,366	66,000	66,000	62,661	37,000
Total	511,197	587,800	587,800	576,186	561,820

Capital Equipment

Cardiac Monitor	37,000
Total	\$37,000

FY 2020-21 & FY 2021-22 Budget Comparison



Performance Spotlight

Department Mission

To maintain order, provide a safe and enjoyable community for our residents and visitors, recruit and develop a sustainable workforce that demonstrates proficiency and professionalism while creating a sense of trust and collaboration throughout the community.

Program Description

The Office of the Chief is tasked with ensuring all administrative and operational functions of the Plant City Police Department are accomplished in accordance with applicable laws, standards, and benchmarks.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Executive Assistant I	1	1	1
Police Chief	1	1	1
Total	2	2	2



Program Goals

Value: Excellence

- Respond to emergency and non-emergency calls for service.
- Conduct proactive crime suppression patrols.
- Conduct thorough criminal and non-criminal investigations.
- Document investigative findings in a thorough and concise manner.
- Maintain a fully operational Communications Center to include all 911 emergency operations.

Performance *Spotlight*

- Provide a record management program that ensures all official documents are maintained accurately.
- Maintain an Evidence Section compliant with all evidence collection, storage, and disposal regulations.

Value: Teamwork

- Provide crime prevention education throughout the community.

Value: Leadership

- Recruit and train a sustainable workforce.
- Identify and develop personnel that demonstrate upper level management skills.
- Administer budgetary programs, ensuring fiduciary integrity.

Value: Transparency

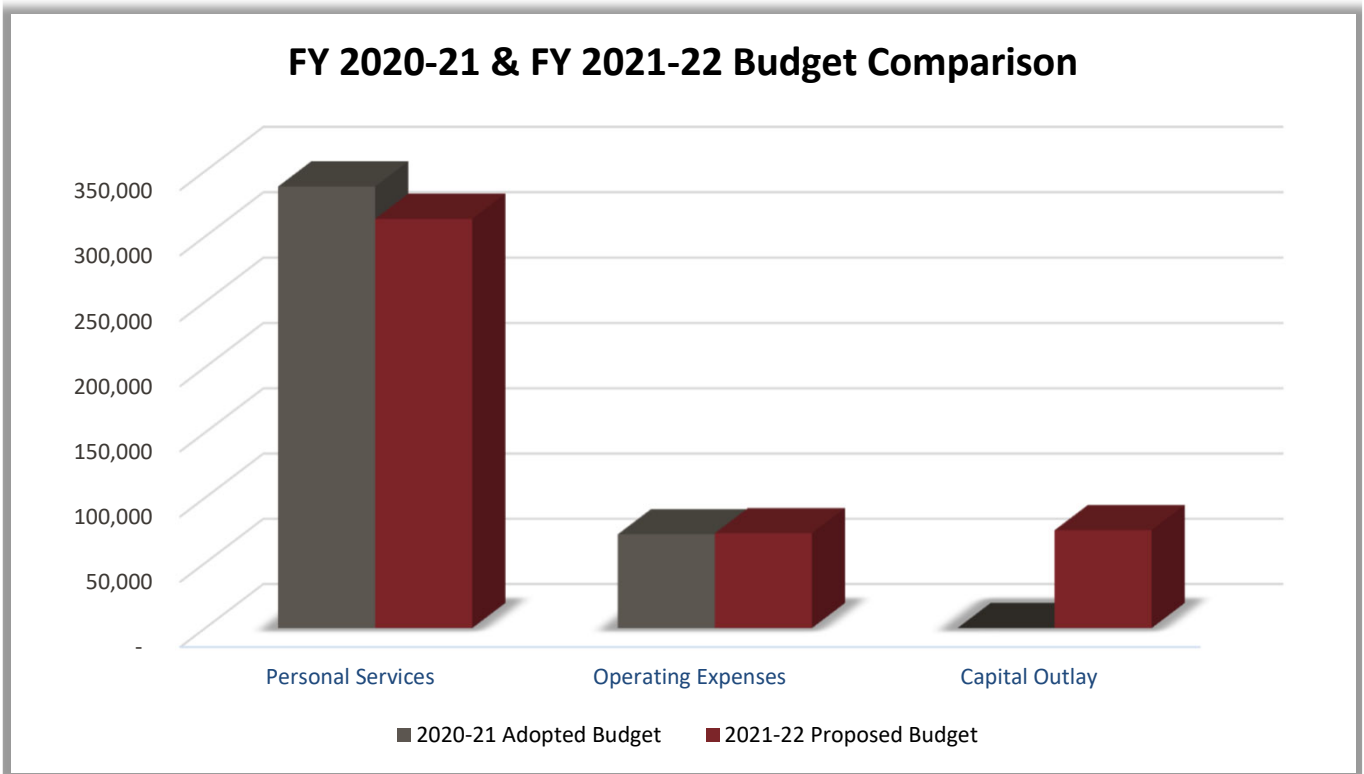
- Develop and maintain collaborative partnerships with the community and other law enforcement agencies.

Fund: General Fund	Department: Police	Org Code: 00153001
	Program: Office of Police Chief	

Appropriations

Type	2019-20 ACTUAL	2020-21	2020-21	2020-21	2021-22
		ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	360,926	338,113	338,113	329,872	313,354
Operating Expenses	17,127	71,860	71,860	69,520	72,730
Capital Outlay	-	-	-	-	75,000
Total	378,053	409,973	409,973	399,392	461,084

Capital Project	
Outdoor Firearms Range/Training Facility	75,000
Total	\$75,000



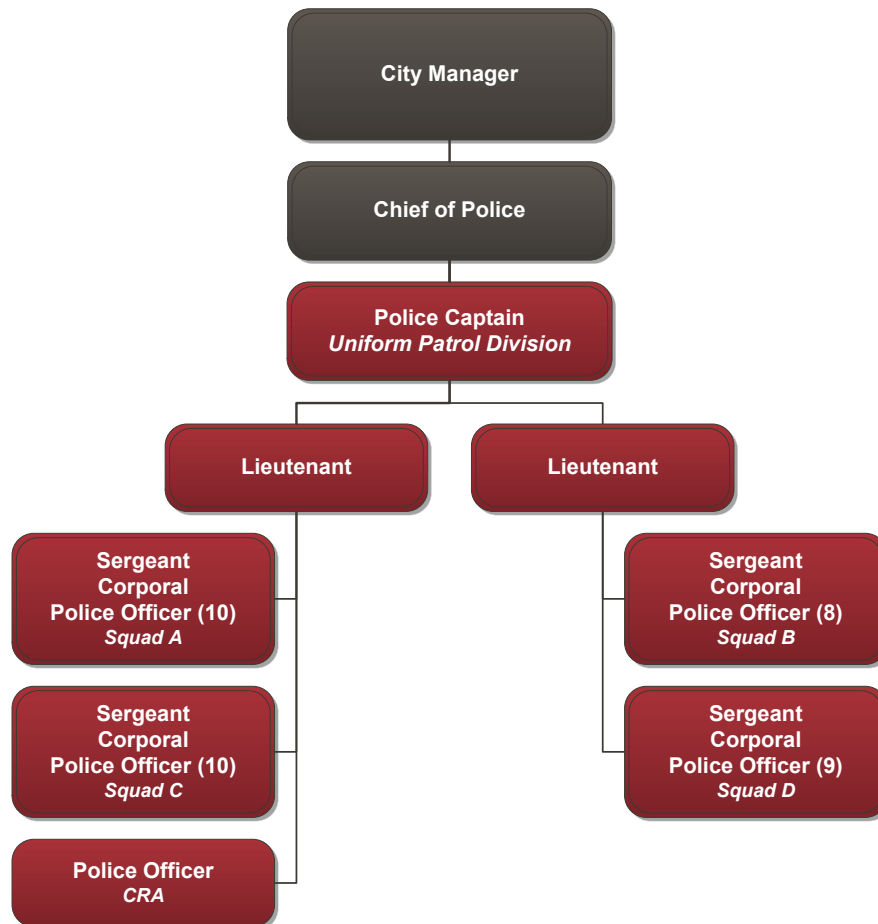
Performance Spotlight

Program Description

The Uniform Patrol Division is responsible for performing traditional patrol activities twenty-four hours a day. This is accomplished with proactive patrol tactics and by responding to emergency and non-emergency calls to protect and serve the citizens of Plant City. Additional responsibilities include: K9 Unit, Traffic Management Unit, Honor Guard, Chaplin services, SWAT & Community Redevelopment Area Officer.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Captain	1	1	1
Lieutenant	0	2	2
Sergeant	6	4	4
Corporal	4	4	4
Officer	38	38	38
Total	49	49	49



Performance *Spotlight*

Program Goals

Value: Excellence

- Target emerging crime trends with directed patrol.

Value: Teamwork

- Target hazardous streets and intersections to reduce traffic accidents.
- Target high crime areas with strategic allocation of resources.

Value: Transparency

- Work with the community to identify and resolve quality of life issues within the city.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Calls for Service	69,463	65,000	70,000
Crashes	1,540	1,600	1,700
Arrests	895	750	1,000
Tickets and Warnings	7,877	8,900	11,500
Response Time for Priority One Calls (minutes)	4:30	5:00	5:00

Goals & Objectives Accomplished

- Maintained the appropriate staffing levels for police service calls.
- Maintained an average response time of five minutes or less to priority one calls for police service.
- Responded to citizen complaints regarding traffic safety concerns to improve quality of life issues throughout the City.
- Maintained appropriate police coverage for events held in the City such as Christmas Parades, Strawberry Festival, Grand Parade, and the 4th of July fireworks.

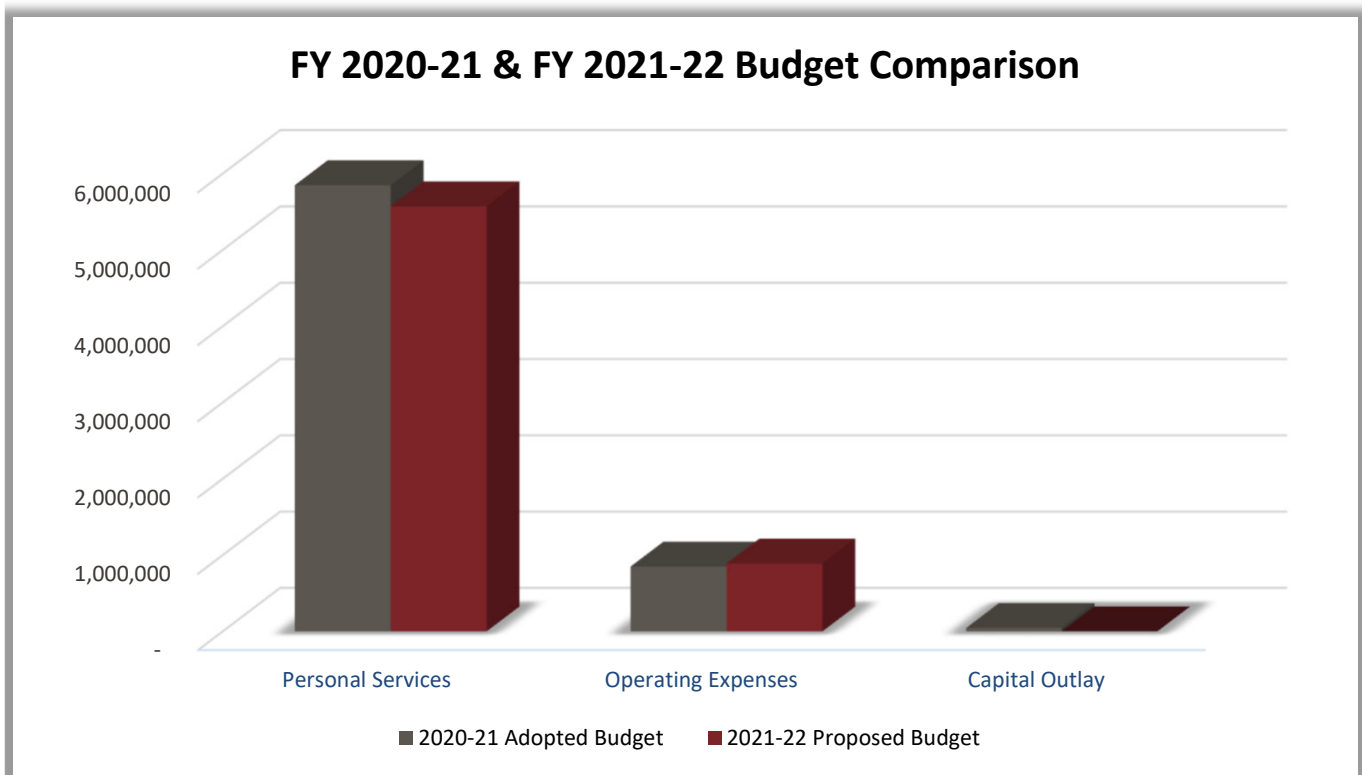
Fund:
General Fund

Department:
Police
Program:
Uniform Patrol

Org Code:
00153002

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	5,922,397	5,847,352	5,670,605	5,481,841	5,571,642
Operating Expenses	627,772	849,045	858,045	848,250	888,245
Capital Outlay	5,357	44,226	76,740	56,740	-
Total	6,555,527	6,740,623	6,605,390	6,386,831	6,459,887



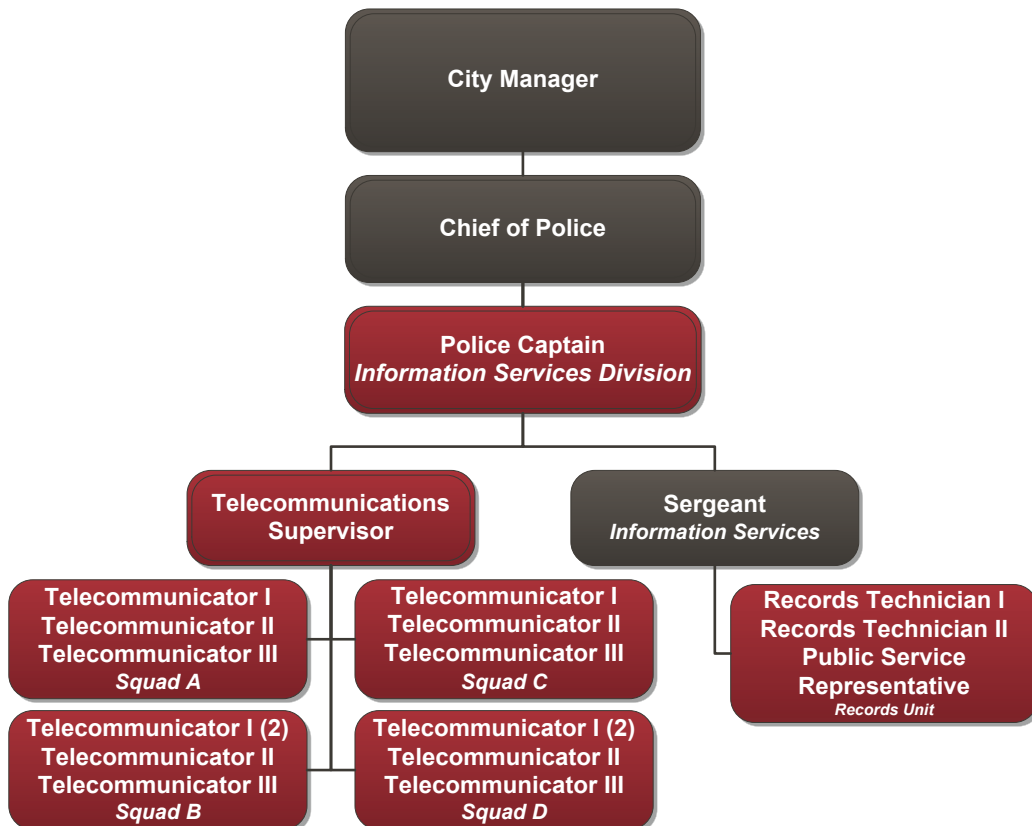
Performance Spotlight

Program Description

The Support Services Division is responsible for the Communications Unit, Information Technology Unit, Evidence Unit, Property Control Unit, and extra duty management.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Captain	1	1	1
Public Service Representative	1	1	1
Records Technician I	1	1	1
Records Technician II	1	1	1
Telecommunications Supervisor	1	1	1
Telecommunicator (I – III)	14	14	14
Total	19	19	19



Performance Spotlight

Program Goals

Communications Unit

Value: Excellence

- Dispatch all police, fire, and medical calls as appropriate and in a professional and efficient manner.
- Dispatch all priority one 911 calls within two minutes.
- Dispatch all non-priority 911 calls within four minutes.
- Answer all calls coming into PCPD Dispatch Center within 10 seconds.
- Ensure proper routing of all calls.

Value: Integrity

- Ensure compliance with all dissemination agreements and rules reference information obtained from FCIC / NCIC / CJNET / DAVID.

Information Technology

Value: Leadership

- Implement new technologies to maintain effective operation of PCPDs various information systems.

Value: Excellence

- Perform daily backups and maintenance to PCPD's intranet network.

Records Unit

Value: Excellence

- Process all paperwork (reports, field interview reports, citations, warning, crashes, etc.) within 24 hours of receipt.
- Assist all walk-in customers in a friendly and professional manner.
- Compile and ensure all Uniform Crime Report (UCR) statistics are accurate and submitted biannually.
- Compile and submit monthly statistics by the 5th of the following month.
- Fingerprint, conduct faulty equipment checks, and complete VIN verifications to maximize officer's time.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Average time of priority one calls dispatched	1:53	1:55	1:55
Average time of non-priority one calls dispatched	3:04	3:10	3:00
Answer all incoming calls within 10 seconds	99% (17,817)	99%	100%

Performance *Spotlight*

Goals & Objectives Accomplished

- Answered over 77,368 inbound phone calls from Plant City citizens.
- Answered 17,817 emergency 911 calls from Plant City citizens.
- Dispatched over 36,357 citizen-generated non-911 calls.
- Replaced original Communications Center furniture with modern ergonomically designed furniture.
- Received a \$42,217 grant from the U.S. DOJ Bureau of Justice Assistance Coronavirus Emergency Supplemental Funding Program for Communications Center furniture.
- Received \$22,000 in reimbursement funds from Hillsborough 911 for Communications Center furniture.

Fund:
General Fund

Department:
Police
Program:
Support Services

Org Code:
00153003

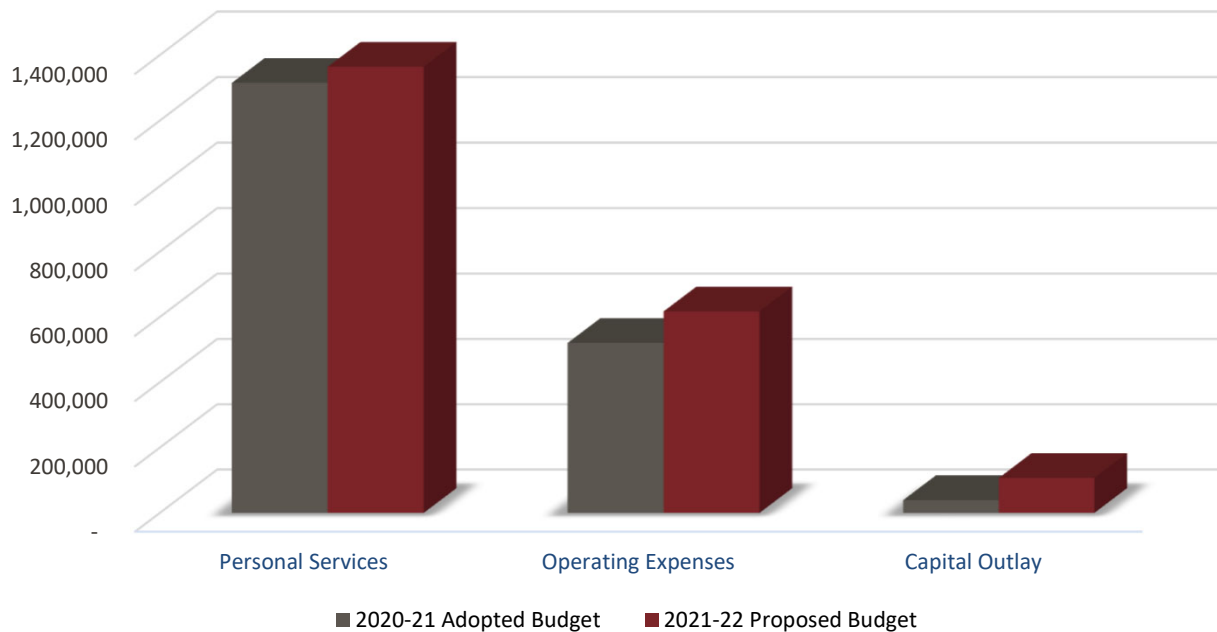
Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	1,059,446	1,314,868	1,255,952	1,098,197	1,364,208
Operating Expenses	361,234	520,464	533,564	443,410	617,015
Capital Outlay	43,839	39,200	275,252	107,110	107,060
Total	1,464,519	1,874,532	2,064,768	1,648,717	2,088,283

Capital Equipment

Laptops (40)	97,560
Chairs for 911 Center (5)	9,500
Total	\$107,060

FY 2020-21 & FY 2021-22 Budget Comparison



Performance Spotlight

Program Description

The Administrative Services Division is responsible for PCPD's Training Unit, Accreditation Team, front lobby operations, Human Resources, Grant Management, Asset Forfeiture, Crime Prevention, and Records Unit.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Digital Evidence Technician	0	0	1
Evidence Technician	1	1	2
Facilities Technician	1	1	1
Officer	4	4	4
Sergeant	1	1	1
Total	7	7	9



Performance *Spotlight*

Program Goals

Training Unit

Value: Excellence

- Deliver regular and systematic in-service and roll call training to all police department members.
- Conduct all mandatory training in accordance with FDLE regulations.
- Coordinate the delivery of advanced and specialized training to sworn members of PCPD.
- Maintain training program documentation to include course goals, lesson plans, attendance and scores.
- Conduct firearms qualifications for all sworn members in accordance to FDLE regulations.
- Conduct annual refresher training in each of the "high liability" areas to all sworn members of PCPD.
- Assure all sworn members maintain state standards in accordance to FDLE regulations.

Accreditation Team

Value: Excellence

- Ensure PCPD maintains all accreditation standards.
- Ensure front lobby team greets all visitors and connect them to appropriate staff member.

Crime Prevention

Value: Teamwork & Transparency

- Deliver public education programs on a wide array of crime prevention topics.
- Coordinate, advertise, and participate in DEA's periodic prescription drug turn-in campaign.
- Schedule and participate in the annual Great American Teach-In event with Hillsborough County Schools.
- Coordinate and conduct public demonstrations of police equipment.

Evidence Unit

Value: Excellence

- Complete evidence intake in an expedient and efficient manner.
- Ensure disposal of found, safe keeping, and abandoned property after its mandatory hold time.
- Process State Attorney's Office (SAO) evidence requests within three business days of receipt.

Property Control Unit

Value: Excellence

- Maintain entire police headquarters in a state of operational readiness.

Performance Spotlight

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Roll call training sessions	12	5	24
Crime prevention programs	3	0	10
Cubic feet of records destructed	0	10	20

Goals & Objectives Accomplished

- Oversaw the completion of all FDLE training for sworn personnel with no extensions.
- Completed all “high liability” training on time and with a 100% success rate.
- Continued systematic updates of operating procedures and maintenance of all accreditation standards.
- Managed special events held in the City such as Christmas Parades, Strawberry Festival, Grand Parade, and PCHS graduation parade.
- Completed the security fencing project around the police headquarters with a new electronic pedestrian gate, and rear gate.
- Updated police headquarters original electronic door access system.
- Completed CIP replacing original tile and carpet flooring at police headquarters.
- Oversaw 7,524 hours of extra duty jobs for PCPD officers.
- Entered 5,179 pieces of evidence/property into PCPD's evidence room.
- Acquired Byrne Grant funding to purchase six portable fingerprint scanners for instant identification of suspects and deceased persons.

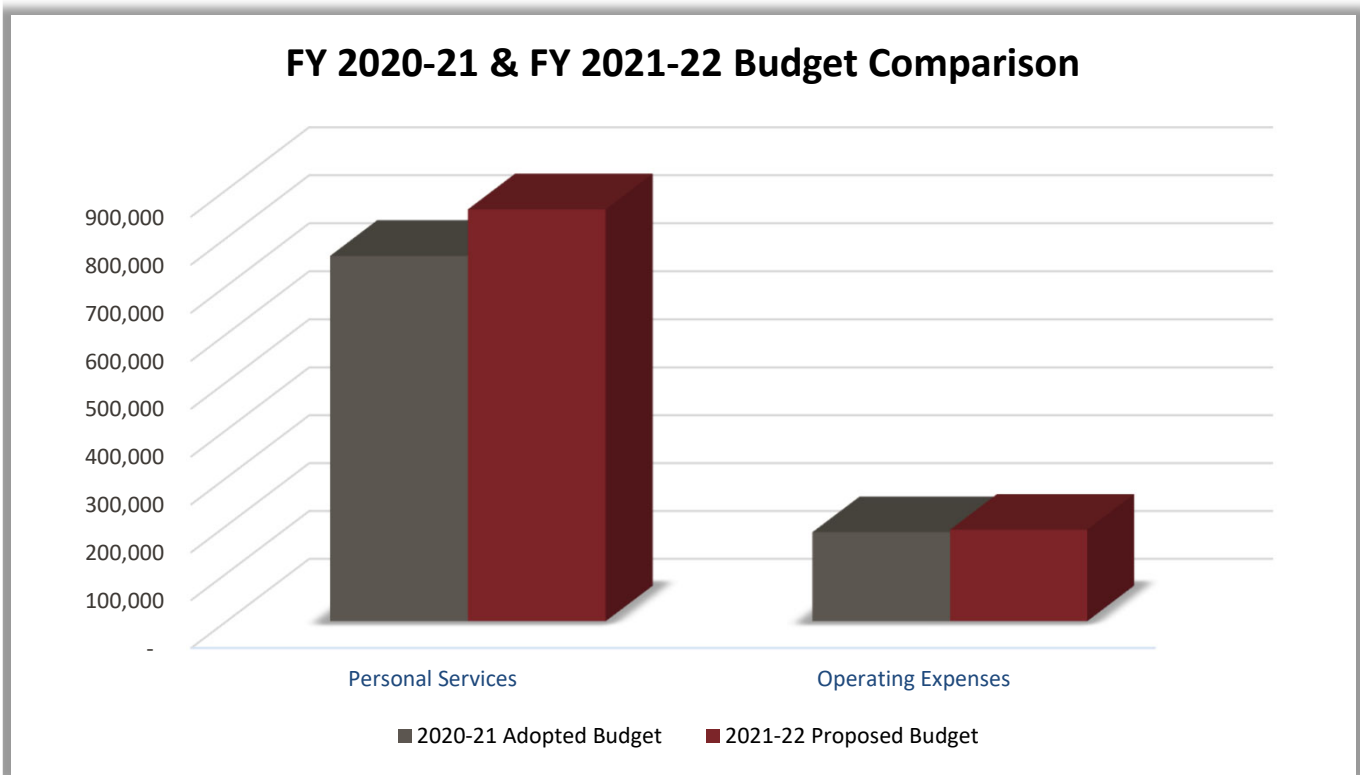
Fund:
General Fund

Department:
Police
Program:
Administrative Services

Org Code:
00153004

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	745,283	762,142	762,142	753,173	859,026
Operating Expenses	183,647	185,930	185,930	153,530	191,130
Total	928,930	948,072	948,072	906,703	1,050,156



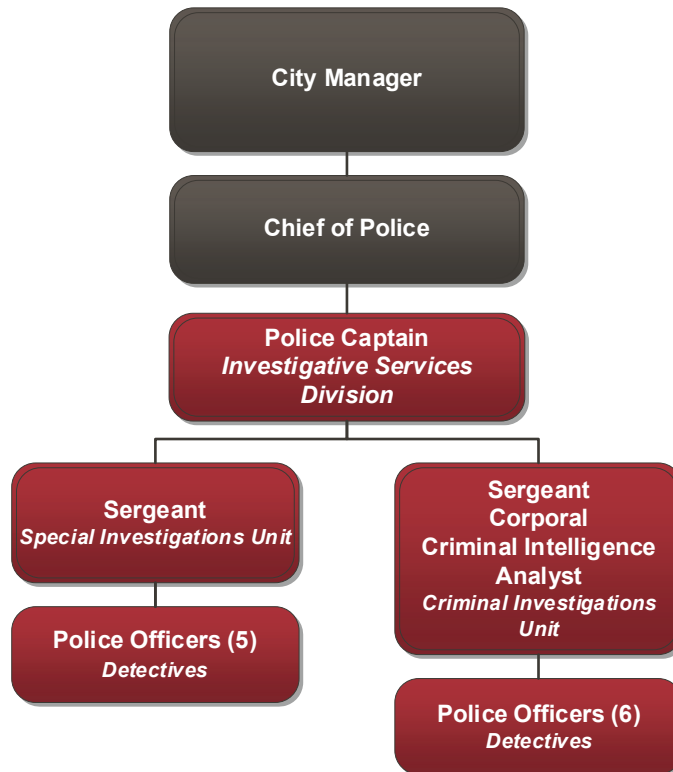
Performance Spotlight

Program Description

The Investigative Services Division (ISD) is responsible for follow-up investigations of all 1st and 2nd degree felonies and 3rd degree felonies not worked by the Patrol Division. ISD is responsible for the investigation of all homicides, arsons involving death, aggravated battery where death is a likelihood, armed robberies, rape, felony, child abuse, kidnapping, burglaries, fraud, computer related fraud, and crimes against children.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Captain	1	1	1
Corporal	1	1	1
Criminal Intelligence Analyst	0	0	1
Officer	11	11	11
Sergeant	2	2	2
Total	15	15	16



Performance *Spotlight*

Program Goals

Value: Excellence

- Maintain an overall clearance rate consistent with the national average of 45.5% on violent crimes and 17.6% on property crimes.

Value: Transparency

- Investigate criminal activity within the City in accordance with applicable laws and PCPD standards.

Value: Teamwork

- Proactively target felony crime trends as they are recognized via statistical analysis.
- Investigate vice and narcotics crimes occurring within the City limits.
- Conduct regular investigative operations to ensure sexual offenders/predators are properly supervised.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Reported Violent Crimes	135	140	147
Percentage of Cleared Violent Crimes	89%	90%	85%
Reported Property Crimes	1,044	910	1,096
Percentage of Cleared Property Crimes	38%	43%	38%
Search Warrants	32	36	40
Sex Offender Checks	47	106	100

Goals & Objectives Accomplished

- Maintained a clearance above the national average for both violent and property crimes.
- Completed session of sex offender/predator checks for compliance (due to COVID a second session was not conducted).
- Worked several vice/narcotics cases that resulted in arrests or search warrants.

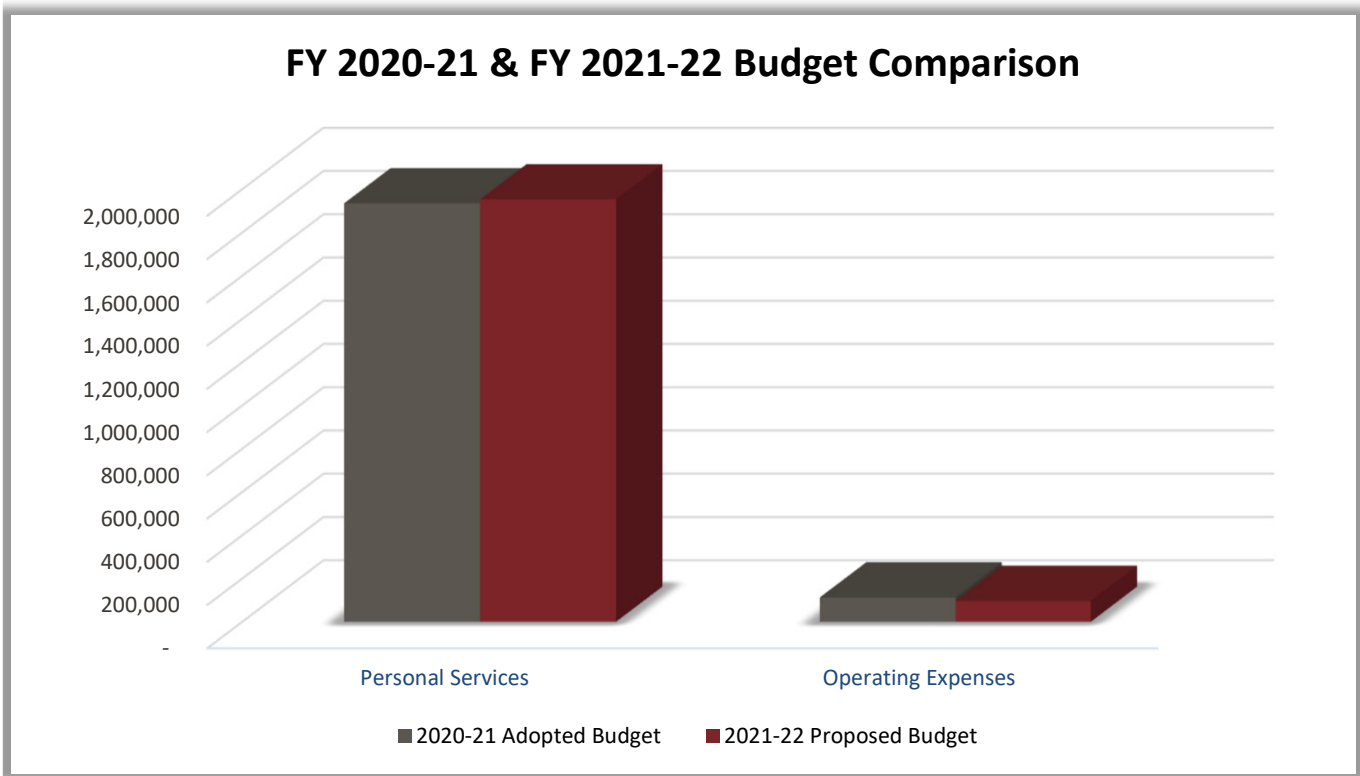
Fund:
General Fund

Department:
Police
Program:
Criminal Investigation

Org Code:
00153005

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	1,923,255	1,935,077	1,935,077	1,903,970	1,953,310
Operating Expenses	88,649	112,767	112,767	118,267	96,406
Capital Outlay	-	-	17,000	4,290	-
Total	2,011,905	2,047,844	2,064,844	2,026,527	2,049,716



Performance Spotlight

Department Mission

To provide quality professional planning services, and excellent customer service to residents, development professionals and their clients, appointed advisory boards and the City Commission. In addition, provide support to three citizen boards that advise the City Commission, the Historic Resources Board, Board of Adjustments, and the Planning Board.

Program Description

The Planning and Zoning Division is responsible for the long-and-short range land use planning activities of the City of Plant City. This division is responsible for providing guidance on a wide variety of issues, such as annexations, land use amendments, protection of historic resources, subdivision plats, rezoning, right-of-way vacancies, pre-development counseling, concurrency management, tree removal, land development regulations, variances, and other planning.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant	1	0	0
Planner	1	2	2
Planning & Zoning Manager	0	1	1
Planning Technician	1	1	1
Senior Planner	1	1	1
Total	4	5	5



Performance *Spotlight*

Program Goals

Value: Teamwork

- Train staff on current policies and procedures.
- Encourage staff to engage in professional and personal growth.
- Collaborate proactively with other departments and agencies.

Value: Integrity

- Provide reliable service to the public and information to staff and other governmental agencies within 24-48 hours.
- Develop Standard Operating Procedures which promote ethical customer service and reflects the City's values.

Value: Transparency

- Improve procedures and increase efficiency in the Planning and Zoning office.
- Provide monthly reports to the City Manager.

Value: Leadership

- Conduct weekly staff meetings to express ideas and viewpoints to improve department efficiency.
- Encourage leadership within department to set goals, be innovative, motivational, and trustworthy.
- Encourage and train customers to utilize online payment processing and online permitting.

Value: Excellence

- Provide quality professional planning services and excellent customer service to development professionals and their clients, nearby jurisdictions and agencies, and the residents of Plant City.
- Process all paperwork (site plans, rezonings, Planning Board, Historic Resources Board, & Board of Adjustment cases, etc.) within 24 hours of receipt.
- Offer continuing education and training to staff.
- Improve turn-around time for reviewing building permits from three days to three hours.
- Improve customer service through new programs and use of technology.
- Update land development and other regulations to address planning issues, improve economic opportunities, and continue to streamline the development review processes of Plant City. This task will include creating land development regulations for the Mixed Use Gateway and improving the operating procedures of the Development Review Committee (DRC).
- Maintain, preserve, and implement the zoning regulations for the approximately 29 square miles of City limits.

Value: Respect

- Assist all walk-in customers in a friendly and professional manner.
- Provide a welcoming atmosphere for our customers and staff which promotes economic development.

Performance Spotlight

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
# of commercial and industrial development plans reviewed	17	34	45
# of building permits reviewed	655	750	800
Core Strategy: Fostering Community Engagement			
# of Planning Board cases	33	60	70
# of Board of Adjustment cases	6	6	6
# of Historic Resources Board cases	4	5	6
Core Strategy: Empowering Outstanding Customer Service			
# of citizen calls, emails, in person correspondence	7,360	30,000	40,000
# of processed tree removal permits	146	180	200
# of Certificate of Appropriateness issued	75	80	85
# of DRC meetings	8	10	12
Core Strategy: Maximizing Organizational Effectiveness			
# of Land Development Regulations added or updated	4	6	10

Goals & Objectives Accomplished

- Completed ICMA Supervisory Training (two staff members).
- Earned an AICP certification [American Institute of Certified Planners] (one staff member).
- Attended the Florida American Planning Association annual conference, virtually (two staff members).
- Amended the Zoning Regulations to address Commercial Outdoor Uses allowed on premises.
- Amended the Zoning Regulations for Food Trucks.
- Amended the Zoning Regulations for the Planned Development District.
- Amended the Zoning Regulations for Proportionate Share.
- Converted to Maintstar online permitting software for Planning & Zoning.
- Reviewed 655 building permits for zoning compliance within an average 3-day turnaround time.
- Answered 7,360 phone calls, emails, and customer inquiries within an average 72-hour turnaround time.

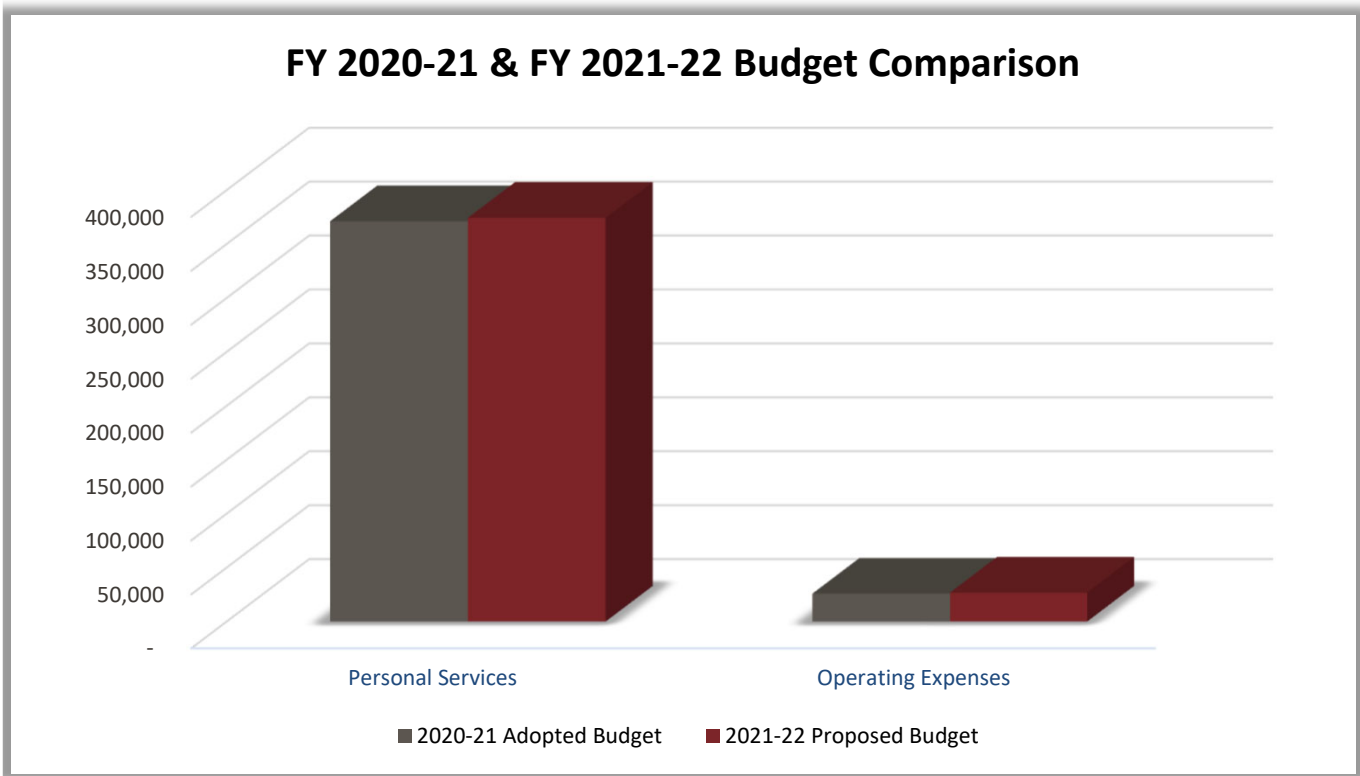
Fund:
General Fund

Department:
Planning and Zoning

Org Code:
00153301

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	261,716	371,073	371,073	317,747	374,265
Operating Expenses	13,772	25,860	50,860	49,110	26,750
Capital Outlay	1,353	-	-	-	-
Total	276,842	396,933	421,933	366,857	401,015



Performance *Spotlight*

Department Mission

To promote an enriched quality of life for Plant City residents and visitors through a wide range of superior leisure opportunities and facilities.

Program Description

The Recreation Division oversees the recreation and community center programs for three buildings, all athletic programs and special events at all City parks and produces community-wide special events.

Recreation Programming

- Responsible for all recreation and community center offerings, including special interest class development, instructor recruitment, scheduling, and promotion.
 - Classes include adult fitness, youth/adult self-defense, dance, art and senior programming.
 - Youth out-of-school time offerings include after school and summer programs.
- Responsible for all production aspects of special events, including securing sponsorships, vendors, volunteers, entertainment and more.
 - City coordinated special events include the July 4th Celebration, City-Wide Easter Egg Hunt, Bi-Annual Youth Fishing Derbies, virtual movie events, Dad-Daughter Date Night, and Mom-Son event.
 - Co-sponsored community special events include Dr. Martin Luther King Jr. Festival and Black Heritage Festival.
 - Assists in non-City coordinated special events held by the Chamber of Commerce, Main Street, Willaford Railroad Museum, and other local non-profits.

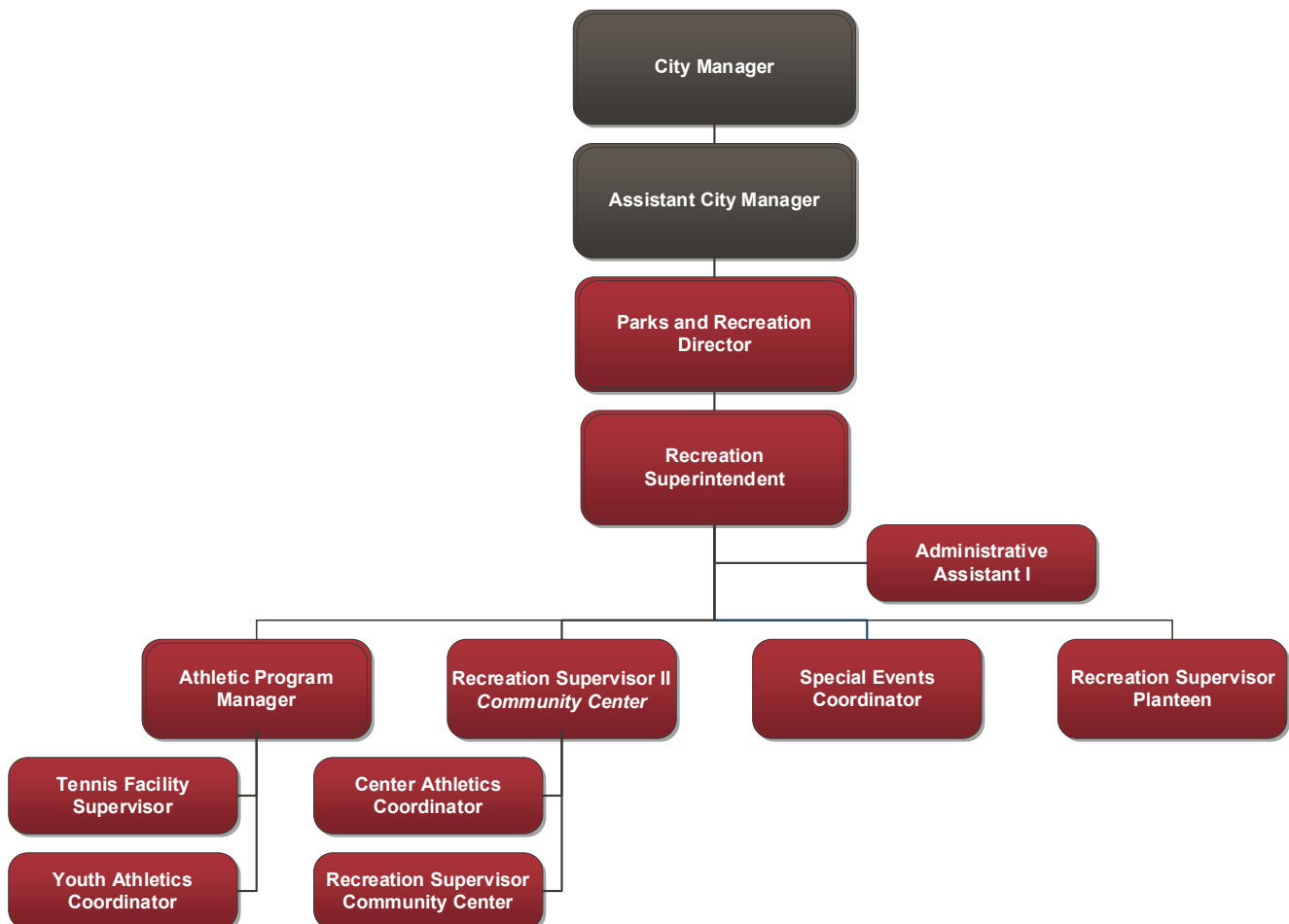
Athletic Programming

- Responsible for all production and coordination aspects of athletic programs, including calendar, game scheduling, Parks Division field prep, youth sports uniforms and equipment, youth sports coach recruitment, part time officials recruitment/training/scheduling, and publicity for department-run athletic programming (youth flag football, youth basketball, youth soccer, youth sport skills contests, adult sports programs).
- Coordinates field use, calendar, and Parks Division field prep for local non-profit youth sports organizations league play (baseball/softball, tackle football/cheer, competitive soccer).
- Coordinates field use, Parks Division field prep, and acts as a liaison for non-City run tournaments and other field rentals held over 45 weekends a year for youth travel baseball, youth travel softball, youth travel soccer, youth tackle football, youth lacrosse, youth/adult flag football, adult softball, and Ultimate Frisbee.
- Oversees the Plant City Tennis Center including scheduling 10 courts, programming league play, and developing programs and tournaments.

Performance Spotlight

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant I	1	1	1
Athletic Program Manager	1	1	1
Parks and Recreation Director	1	1	1
Recreation Center Coordinator	1	1	1
Recreation Program Manager	1	1	0
Recreation Superintendent	0	0	1
Recreation Supervisor	2	2	2
Recreation Supervisor II	1	1	1
Special Events Coordinator	1	1	1
Tennis Facility Supervisor	1	1	1
Youth Athletics Coordinator	1	1	1
Total	11	11	11



Performance Spotlight

Program Goals

Value: Teamwork

- Train staff to contribute to all programs supported by the division, whether they are center-based, athletics, or community oriented.

Value: Integrity

- Present programs that are fair, accessible, and open to everyone in the community.

Value: Transparency

- Provide information on all aspects of programming to the public utilizing print, electronic and, social media.

Value: Leadership

- Communicate with the public to determine their ideas and concerns.

Value: Excellence

- Adjust programming to meet the current needs of an ever-changing community.

Value: Respect

- Provide highly respected programming and facilities for the users to enjoy.

Program Objectives

Performance Outcome	2020 Actual*	2021 Projected*	2022 Proposed
Core Strategy: Facilitating Economic Development			
Independent Sports Programs Hosted	89	125	130
Independent Special Events Hosted	30	45	50
Core Strategy: Fostering Community Engagement			
Recreation Center Rentals	22	45	50
Pavilion Rentals	197	250	250
Core Strategy: Empowering Outstanding Customer Service			
Recreation Programs Offered	190	250	260
Department Special Events Held	2	12	14
Core Strategy: Engaging in Effective Communication			
Number of Social Media Posts (Parks & Recreation)	183	200	225
Core Strategy: Maximizing Organizational Effectiveness			
Staff Training Man-Hours	285	350	375

*** Performance Outcome numbers for 2020 and 2021 were severely affected by the facility closures due to COVID-19 which started in March 2020.**

Performance Spotlight

Goals & Objectives Accomplished

The closure of parks and facilities due to the COVID-19 outbreak, starting in March 2020, severely affected the number of activities. The following activities either occurred or were planned but were canceled. Number of activities and attendance numbers indicated with an asterisk (*) were either severely limited or canceled due to the closures, with the current or prior years' quantity shown.

- Coordinated upgrades to area parks, including:
 - Outdoor HealthBeat fitness equipment installed at Sam Cooper Park and Dr. Hal & Lynn Brewer Park
 - Playground replacements at Marie B. Ellis Park and Planteen Recreation Center
 - New outfield fencing for two baseball fields at Mike Sansone Park
 - New three-tunnel batting cage for Mike Sansone Park
- Managed the development of 2.2 miles of trails, 30-foot observation tower, and other amenities added to McIntosh Preserve.
- Coordinated field use for outside organizations for 50+ (FY 2019) and 20+ (FY 2020) events over 45 weekends a year. *
- Hosted major tournaments - largest five:
 - United Youth Football League National Championships (135 youth tackle football teams)
 - Global Sports Alliance (15+ weekends of youth travel baseball team tournaments) *
 - Suncoast Travel Ball (3 weekends of youth travel baseball team tournaments) *
 - Florida Youth Soccer Association (2 weekends of youth travel soccer team tournaments) *
 - Northwest Tampa Lacrosse (2 weekends of youth travel lacrosse team tournaments) *
- Provided quality athletic and non-athletic programming - largest five:
 - July 4th Celebration at Plant City Stadium - 6,000+ spectators (2019), 0 (2020) *
 - Tennis Center participation - over 4,600 users (FY2020) *
 - City-Wide Easter Egg Hunt – youths plus spectators: 800-1,000 (2019), 0 (2020), 300 (2021) *
 - Youth Athletics programs:
 - FY 2019-20: flag football 164, basketball 180, soccer 0 (1,250 year before) *
 - FY 2020-21: flag football 132, basketball 88, soccer 768 *
 - Daddy-Daughter Dance - 150 couples, over 310 attendees (2020), 76 couples, 160 attendees (2021) *

Fund:
General Fund

Department:
Parks and Recreation
Program:
Recreation

Org Code:
00153600

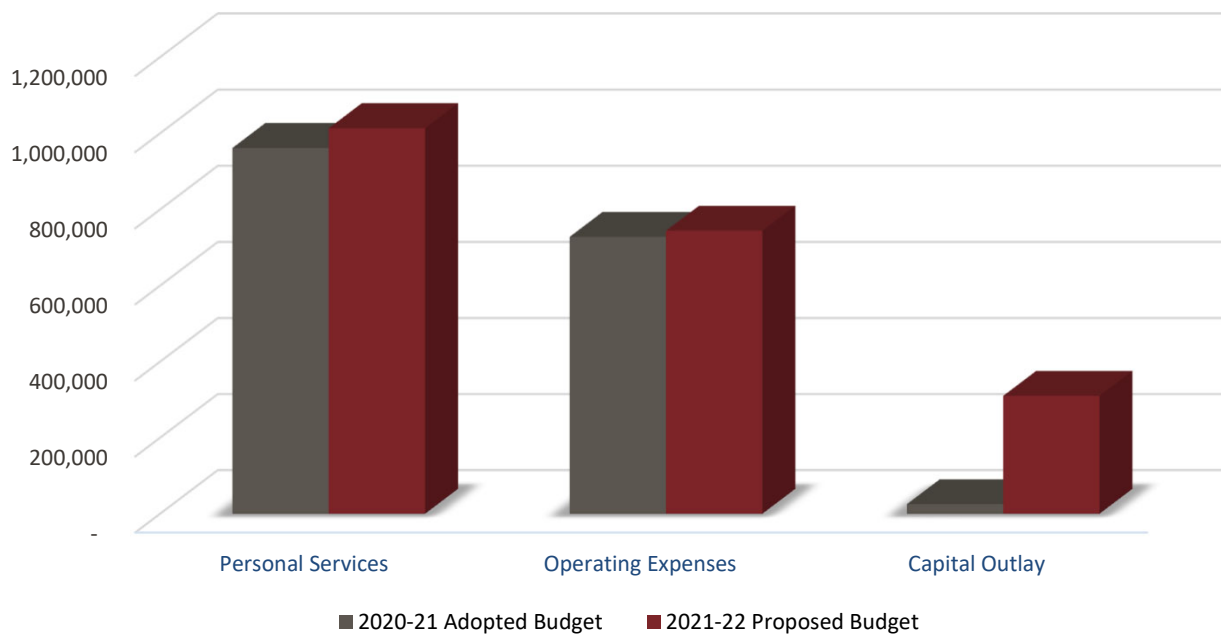
Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	758,984	961,416	961,416	880,402	1,013,317
Operating Expenses	324,761	728,101	731,066	577,081	744,101
Capital Outlay	12,342	25,000	26,985	26,985	310,000
Total	1,096,088	1,714,517	1,719,467	1,484,468	2,067,418

Capital Project

Rehabilitate Recreation OMA Storage Barn	60,000
Planten Recreation Center Remodel	250,000
Total	\$310,000

FY 2020-21 & FY 2021-22 Budget Comparison



Performance Spotlight

Department Mission

To preserve, protect and enhance the City's park land and public green spaces while providing superior play space and game fields for league play and tournament use.

Program Description

The Park Maintenance and Stadium Program maintains over 757 acres of City property (636 acres of active and passive park land and 121 acres of non-park City property). The program is responsible for a routine maintenance program to preserve, protect and enhance program areas within the parks and have facilities available for community use and prepped for recreational programming and tournaments. The crews are also responsible for grounds maintenance for most non-park City properties, tree trimming services on all City properties and rights-of-way. All 35 field employees are involved with any storm-related recovery, including "first push" street clearing and debris removal.

All crews except Tree Trimming share similar duties such as, mow, edge, weed-eat, litter control, shrubbery and low tree trimming, application of various chemicals, park restroom servicing, safety inspections of park buildings and amenities, and minor park building and property repairs, along with their specific tasks as listed below.

Park Maintenance

- Landscape Crew
 - Maintains over 40 parcels which include recreation center, neighborhood parks, pavilions, playgrounds, walking trails, the Midtown District, downtown parking lots and other City-owned non-park properties and greenspaces. Preps downtown park areas for over 30 weekend events annually.
- MLK Recreation Complex/Marie B. Ellis Park/Snowden Park (MMS) Crew
 - Maintains over 40 parcels which include community center, neighborhood parks, basketball courts, pavilions, playgrounds, walking trails, baseball and multi-use fields at the MLK Recreation Complex and Snowden Park, affordable housing vacant lots and other City-owned non-park properties and greenspaces. Preps fields for over 40 weekend athletic events annually plus local league play use.
- Mike Sansone Park/Otis M. Andrews Sports Complex/Ellis-Methvin Park (Sansone/OMA/E-M) Crew
 - Maintains over 165 acres which include baseball/softball fields, basketball courts, sand volleyball courts, modular skate park, pavilions, playgrounds, nature trail, football/soccer/lacrosse fields, hard/clay tennis courts and walking trails. Preps fields for over 45 weekend athletic events annually plus local league play use.
- Tree Trimming Crew
 - Performs tree trimming on City-owned property, including City street right-of-way. Responsibilities are to trim or remove damaged, diseased or dying trees, raise the tree canopy over City-maintained roadways and around street signage/lighting, large area (bush hog) mowing, fencing repairs and installation, welding/gate repairs, assist other departments with high-reach work needing a tall bucket truck. This crew is also considered a "first responder" for fallen trees in roadways.
- McIntosh Preserve
 - As this facility comes online, a two-person crew will be assigned to maintain the trails and amenities on this 363 acre nature preserve. As the full parcel is developed, additional staff will be designated to this crew.

Performance Spotlight

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant I	1	1	1
Environmental Lands Management Supervisor	0	0	1
Foreman I	3	3	3
Foreman II	1	1	1
Groundskeeper I	15	17	17
Groundskeeper II	4	5	5
Park Ranger	0	0	2
Parks Equipment Operator I	1	1	1
Parks Equipment Operator II	1	1	1
Parks Field Supervisor	2	2	2
Parks Superintendent	1	1	1
Total	29	32	35



Performance Spotlight

Program Goals

Value: Teamwork

- Increase technical skills and safety by initiating cross training and mentorship opportunities. Create a culture of teambuilding while leveraging our wisdom and experience to train our new team members towards excellence.

Value: Integrity

- Strive towards a culture of responsibility and pride in the level of quality created in the care of our Parks. Place trust in team members to get the job done in excess of the citizens expectations.

Value: Transparency

- Increase the level of records keeping and reporting through technology. Create a more user friendly and readily available reporting platform in the Standard Operating Procedures.

Value: Leadership

- Strive to remain fully staffed in the leadership positions. Provide advanced training opportunities for all employees seeking to further skills and knowledge. Strive to remain the go-to destination for quality sports field maintenance and unsurpassed service provided in the youth sports and tournament administration.

Value: Excellence

- Continue to increase the level of quality at our sports facilities that our citizens and visiting event participants have come to expect, while increasing our level of detail in the downtown and neighborhood park facilities.

Value: Respect

- Foster self-respect with training and technical mastery among team members and focus on celebrating the diverse make-up of our employees that offers a vast array of perspectives and solutions to the day to day challenges we face. Create a sense of pride and self-respect within the community as they visit their parks and natural spaces in pristine condition.

Program Objectives

Performance Outcome	2020 Actual*	2021 Projected*	2022 Proposed
Core Strategy: Facilitating Economic Development			
Tournaments Hosted	20	45	50
Core Strategy: Fostering Community Engagement			
Special Events Hosted	30	45	45
Core Strategy: Empowering Outstanding Customer Service			
Tree Trimmed or Removed	2,056	1,200^	1,800

Performance Spotlight

Performance Outcome	2020 Actual*	2021 Projected*	2022 Proposed
Tons of Landscape/Tree Debris Hauled	830	1,000	900
Tons of Fertilizer Spread	83	85	90
Core Strategy: Engaging in Effective Communication			
Number of Social Media Posts (with Recreation)	183	200	225
Staff Training Man-Hours	541	800	800

*** Performance Outcome numbers for 2020 were severely affected by the facility closures due to COVID-19 which started in March 2020.**

^ 2021 Projected Tree Trimming numbers are non-traditional due to the Cooper Park invasive eradication effort and McIntosh Preserve improvements. Due to the high volume removed, actual numbers are not counted. Tonnage of debris removed is a better indicator.

Goals & Objectives Accomplished

- Increased user interaction by completion of Cooper Park and Brewer Park fitness equipment projects.
- Continued high level of use of City facilities for large tournaments and activities.
- Increased quantity of support materials to improve field quality.
- Replaced older, troublesome fleet equipment to increase efficiency and reduce maintenance cost.
- Created a renewed focus on the level of detail in the landscaping of the downtown and neighborhood park areas.
- Rejuvenated the landscape in the Downtown areas including Union Station Depot, McCall Park, and City Hall.
- Instilled a renewed focus on training and certifications. Several employees have received green industry Best Management Practices (BMP) certifications for pesticide and fertilizer application. A driver / operator training program has been implemented for ongoing training and refresher courses covering vehicle and equipment use safety.
- Cross-trained crews to assist with coverage of needed maintenance at McIntosh Preserve and with other crews if needed due to staff availability.

Fund:
General Fund

Department:
Parks and Recreation
Program:
Park Maintenance

Org Code:
00153901

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	1,387,237	1,644,013	1,630,613	1,566,592	1,908,835
Operating Expenses	1,298,099	1,421,354	1,374,754	1,365,214	1,487,653
Capital Outlay	111,723	72,500	132,500	132,500	173,790
Non Operating	-	-	-	-	159,443
Total	2,797,059	3,137,867	3,137,867	3,064,306	3,729,721

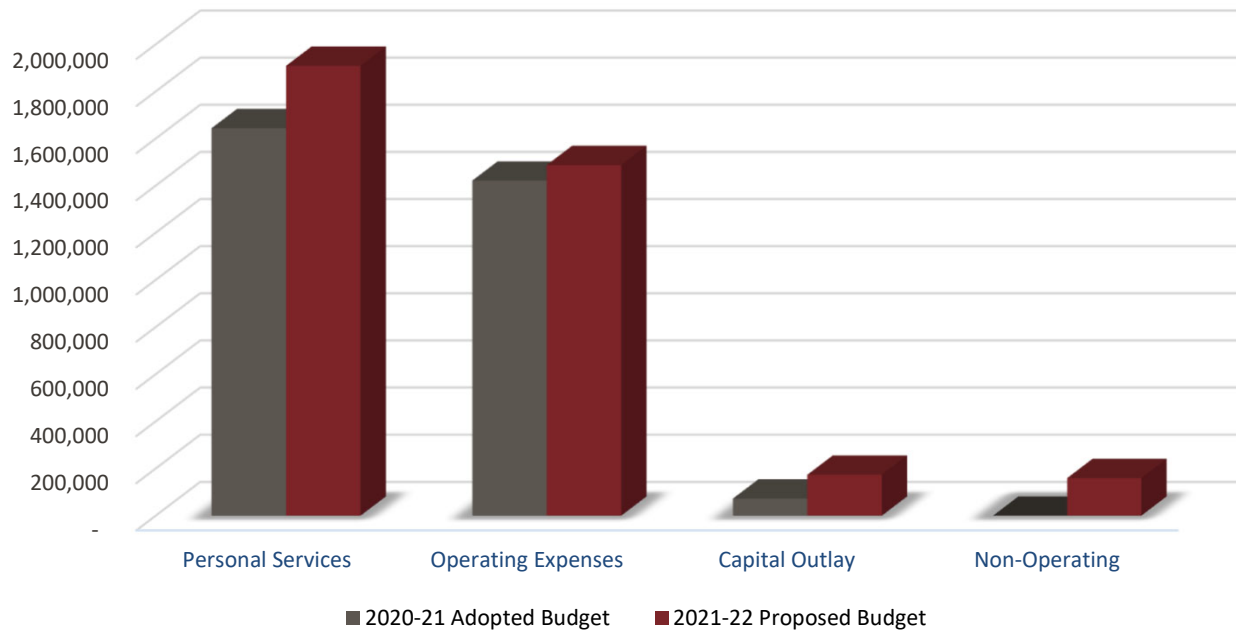
Capital Equipment

Air Plasma Cutter	1,290
Total	\$1,290

Capital Project

Courier Field Fencing	35,000
Dog Park at Mike Sansone Park	85,000
Bike/Nature Trail - Sansone Park	12,500
Park Improvements	40,000
Total	\$172,500

FY 2020-21 & FY 2021-22 Budget Comparison



Performance *Spotlight*

Department Mission

To preserve, protect and enhance the City’s cemeteries while serving our families with empathy.

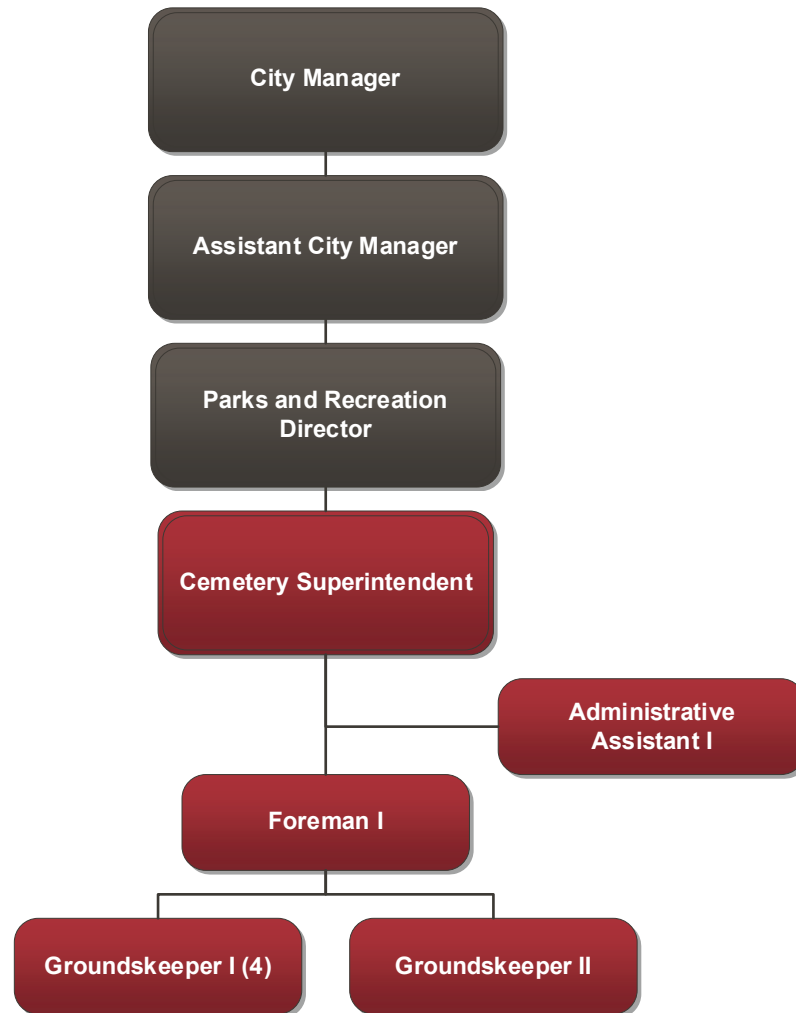
Program Description

The Cemetery Operations program maintains over 52 acres of land in four City cemeteries. Currently, the Cemetery Superintendent and Administrative Assistant are responsible for all administrative duties to include meeting with families and scheduling funeral services; locating gravesites for families, visitors and 3rd party vendors; maintaining all cemetery records, ensuring that the paper records, digital files, and maps are updated in a timely manner; and the sale of grave spaces. With the supervision and leadership of the Cemetery Foreman, the Cemetery Groundskeepers are responsible for mowing, edging, and string trimming around headstones and monuments; grave marker preservation, to include cleaning, raising, and realignments; intrusive shrub and tree removal; hedge trimming; leaf and debris removal; and all cemetery related irrigation issues. The crew is also responsible for opening and closing of gravesites, including the set-up of the tent, chairs, carpets, and the lowering device. Additionally, they assist the Parks Division with mowing and trimming of two other park properties. The Cemetery Foreman is the Contract Representative for the department’s uniform contract. All seven field employees are involved with any storm-related recovery, including street clearing and debris removal.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant I	0	1	1
Cemetery Coordinator	1	0	0
Cemetery Superintendent	1	1	1
Foreman I	0	1	1
Groundskeeper I	4	4	4
Groundskeeper II	1	1	1
Total	7	8	8

Performance *Spotlight*



Program Goals

Value: Teamwork

- Promote collaboration between staff and the public to provide quality service.

Value: Integrity

- Create policies and procedures that promote personal accountability, pride, and professionalism.

Value: Leadership

- Establish a program-wide Standard Operating Procedures (SOP) and training programs that create continuity and advancement opportunities for team members.

Performance Spotlight

Value: Respect

- Interact with our customers politely and with empathy.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
Interments	164	170	170
Spaces Sold	81	85	85
Core Strategy: Fostering Community Engagement			
Headstones Cleaned	5,241	25,000	2,000
Raise and Realignment	104	260	300
Core Strategy: Empowering Outstanding Customer Service			
Interments	164	170	170
Spaces Sold	81	85	85
Core Strategy: Engaging in Effective Communication			
Number of Social Media Posts	6	12	12
Core Strategy: Maximizing Organizational Effectiveness			
Staff Training Man-Hours	100	300	300

Goals & Objectives Accomplished

- Pressure washed and chemically cleaned approximately 25,000 grave markers.
- Nearly completed the monument cleaning project with over 30,000 monuments pressure washed and treated to delay future algae and lichen growth.
- Raised and realigned approximately 260 government headstones, private headstones, and corner markers.
- Began fencing project to install decorative ornamental fencing to distinguish cemetery properties.
- Improved landscaping at main entrances to cemeteries.
- Milled one roadway in the Oaklawn Cemetery East, as part of an Engineering Department project, with new surface material laid and compacted as a test for future Cemetery roadway improvements.

Fund:
General Fund

Department:
Parks and Recreation
Program:
Cemetery

Org Code:
00153902

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	315,665	394,833	393,233	373,001	415,114
Operating Expenses	182,139	146,149	182,314	178,499	178,883
Capital Outlay	1,543	65,000	65,000	65,000	464,702
Total	499,347	605,982	640,547	616,500	1,058,699

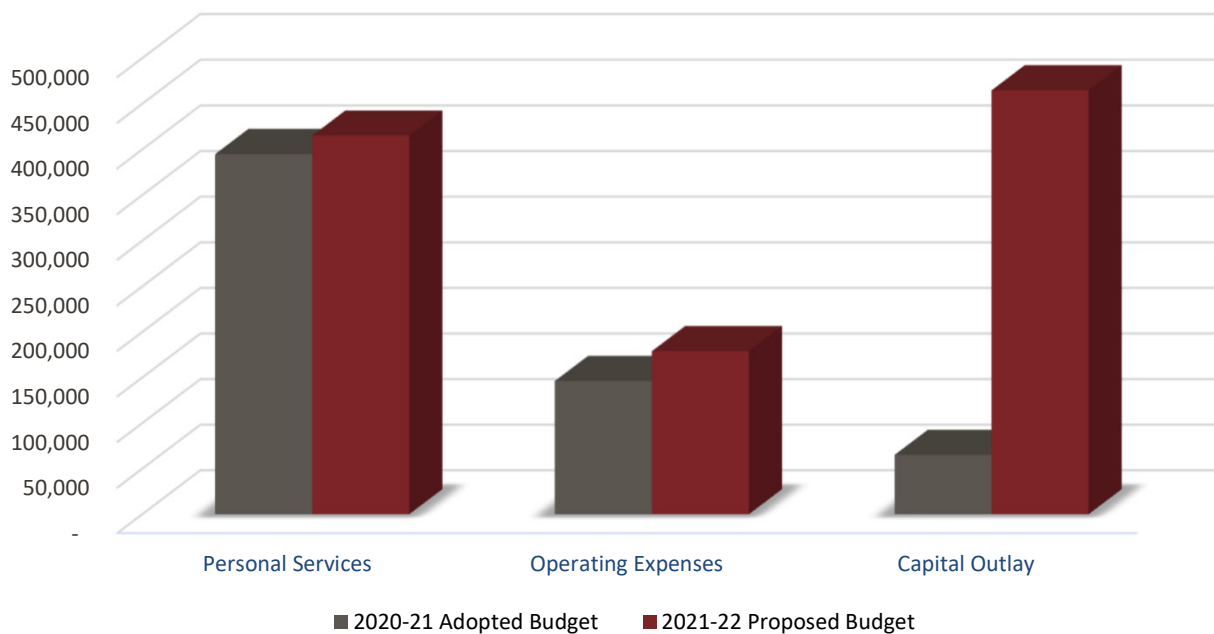
Capital Equipment

Signage for Cemeteries	10,002
Kiosks for Cemeteries	50,000
Utility Trailer	2,200
Compactor - Gas Powered	2,500
Total	\$64,702

Capital Project

Cemetery Operations Buildings	75,000
Cemetery Property	100,000
Cemetery Roadway Improvements	100,000
Ornamental Cemetery Fencing	125,000
Total	\$400,000

FY 2020-21 & FY 2021-22 Budget Comparison



Performance Spotlight

Department Mission

To preserve, protect and enhance the City’s park land and public green spaces while providing superior play space and game fields for league play and tournament use.

Program Description

The Park Maintenance and Stadium Program maintains over 757 acres of City property (636 acres of active and passive park land and 121 acres of non-park City property). The program is responsible for a routine maintenance program to preserve, protect and enhance program areas within the parks and have facilities available for community use and prepped for recreational programming and tournaments. The crews are also responsible for grounds maintenance for most non-park City properties, tree trimming services on all City properties and rights-of-way. All 35 field employees are involved with any storm-related recovery, including “first push” street clearing and debris removal.

All crews except Tree Trimming share similar duties such as, mow, edge, weed-eat, litter control, shrubbery and low tree trimming, application of various chemicals, park restroom servicing, safety inspections of park buildings and amenities, and minor park building and property repairs, along with their specific tasks as listed below.

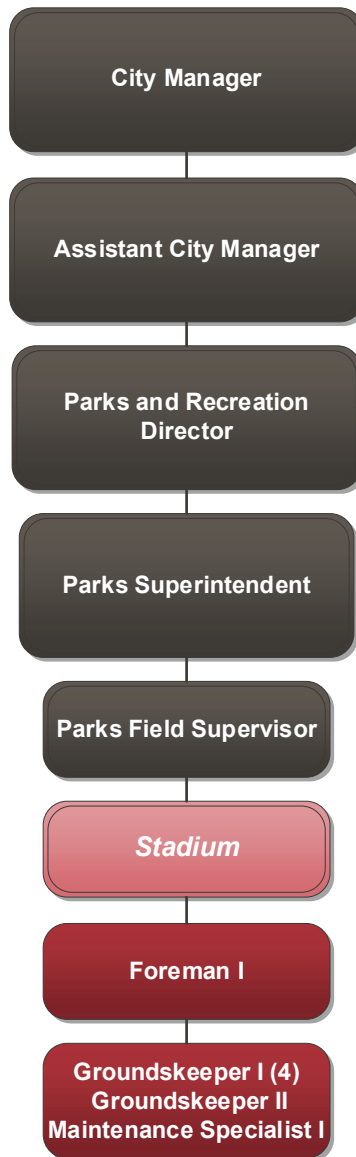
Stadium

- The Stadium Crew maintains over 125 acres, including the Plant City Stadium baseball/softball field, grandstands and press box, the Randy L. Larson Softball Four-Plex baseball/softball fields, pavilion, and playground, as well as the access areas in and around the Urban Forest property. Preps fields for over 40 weekend athletic events and special events annually.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Foreman I	1	1	1
Groundskeeper I	4	4	4
Groundskeeper II	1	1	1
Maintenance Specialist I	1	1	1
Total	7	7	7

Performance *Spotlight*



Program Goals

Value: Teamwork

- Increase technical skills and safety by initiating cross training and mentorship opportunities. Create a culture of teambuilding while leveraging our wisdom and experience to train our new team members towards excellence.

Value: Integrity

- Strive towards a culture of responsibility and pride in the level of quality created in the care of our Parks. Place trust in team members to get the job done in excess of the citizens expectations.

Performance Spotlight

Value: Transparency

- Increase the level of records keeping and reporting through technology. Create a more user friendly and readily available reporting platform in the Standard Operating Procedures.

Value: Leadership

- Strive to remain fully staffed in the leadership positions. Provide advanced training opportunities for all employees seeking to further skills and knowledge. Strive to remain the go-to destination for quality sports field maintenance and unsurpassed service provided in the youth sports and tournament administration.

Value: Excellence

- Continue to increase the level of quality at our sports facilities that our citizens and visiting event participants have come to expect, while increasing our level of detail in the downtown and neighborhood park facilities.

Value: Respect

- Foster self-respect with training and technical mastery among team members and focus on celebrating the diverse make-up of our employees that offers a vast array of perspectives and solutions to the day to day challenges we face. Create a sense of pride and self-respect within the community as they visit their parks and natural spaces in pristine condition.

Program Objectives

Performance Outcome	2020 Actual*	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
Tournaments Hosted	20	45	50
Core Strategy: Fostering Community Engagement			
Special Events Hosted	30	45	45
Core Strategy: Empowering Outstanding Customer Service			
Tree Trimmed or Removed	2,056	1,200^	1,800
Tons of Landscape/Tree Debris Hauled	830	1,000	900
Tons of Fertilizer Spread	83	85	90
Core Strategy: Engaging in Effective Communication			
Number of Social Media Posts (with Recreation)	183	200	225
Staff Training Man-Hours	541	800	800

*** Performance Outcome numbers for 2020 were severely affected by the facility closures due to COVID-19 which started in March 2020.**

Performance *Spotlight*

^ 2021 Projected Tree Trimming numbers are non-traditional due to the Cooper Park invasive eradication effort and McIntosh Preserve improvements. Due to th high volume removed, actual numbers are not counted. Tonnage of debris removed is a better indicator.

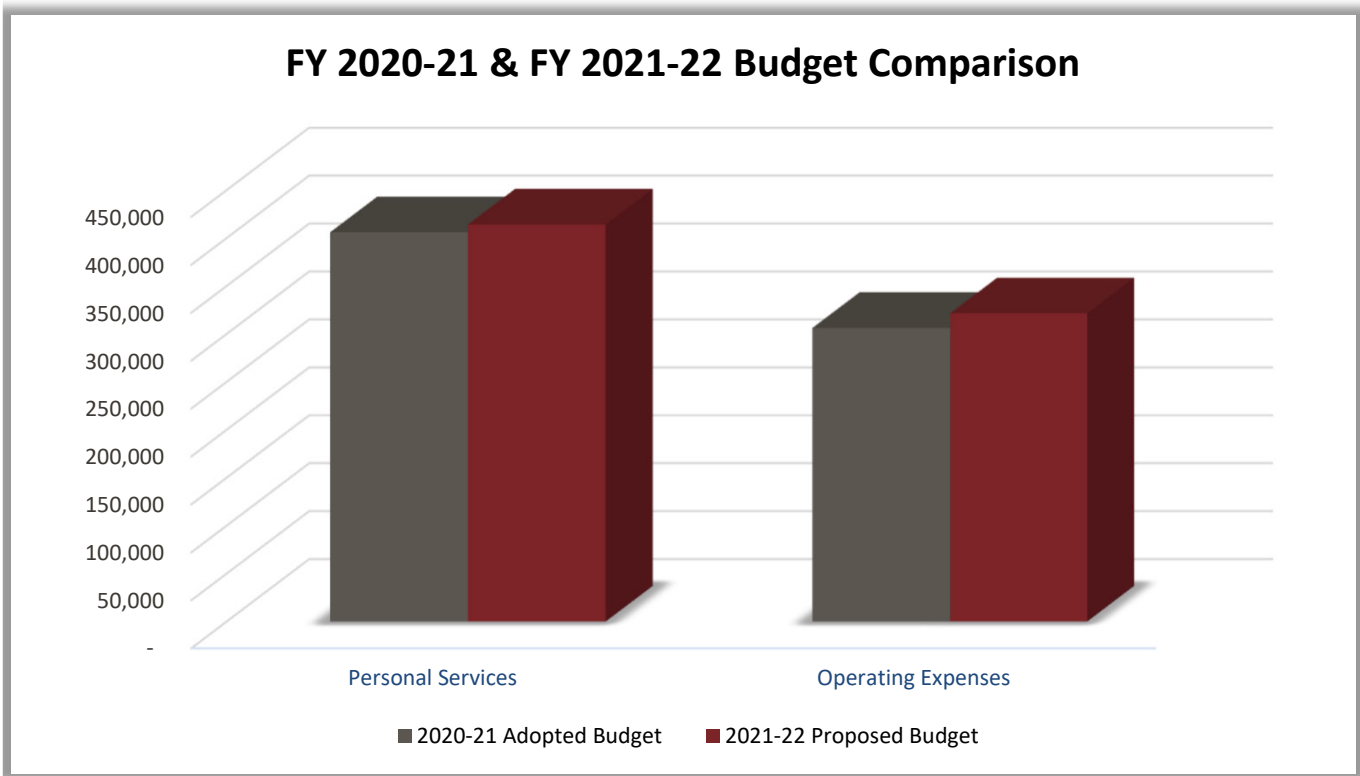
Goals & Objectives Accomplished

- Increased user interaction by completion of Cooper Park and Brewer Park fitness equipment projects.
- Continued high level of use of City facilities for large tournaments and activities.
- Increased quantity of support materials to improve field quality.
- Replaced older, troublesome fleet equipment to increase efficiency and reduce maintenance cost.
- Created a renewed focus on the level of detail in the landscaping of the downtown and neighborhood park areas.
- Rejuvenated the landscape in the Downtown areas including Union Station Depot, McCall Park, and City Hall.
- Instilled a renewed focus on training and certifications. Several employees have received green industry Best Management Practices (BMP) certifications for pesticide and fertilizer application. A driver / operator training program has been implemented for ongoing training and refresher courses covering vehicle and equipment use safety.
- Cross-trained crews to assist with coverage of needed maintenance at McIntosh Preserve and with other crews if needed due to staff availability.

Fund: General Fund	Department: Parks and Recreation	Org Code: 00153903
	Program: Stadium	

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	349,002	405,927	389,827	336,472	413,996
Operating Expenses	240,939	306,170	322,270	322,070	321,280
Capital Outlay	73,606	-	-	-	-
Total	663,547	712,097	712,097	658,542	735,276



Performance Spotlight

Department Mission

To promote lifelong learning, an informed citizenry, individual intellectual freedom, and to broaden horizons for all.

Program Description

The Bruton Memorial Library serves as a hub of community activity and a beacon for lifelong learning in the heart of Plant City. Patron outreach includes onsite services and community outreach involving other City departments, the local school system, and other organizations throughout the City. Patrons from all walks of life, throughout Plant City and beyond, can find an environment that fosters life-long learning, community spirit, and a safe place to explore ideas and expand knowledge. The library strives to find new and innovative offerings while providing a welcoming home away from home to its patrons.

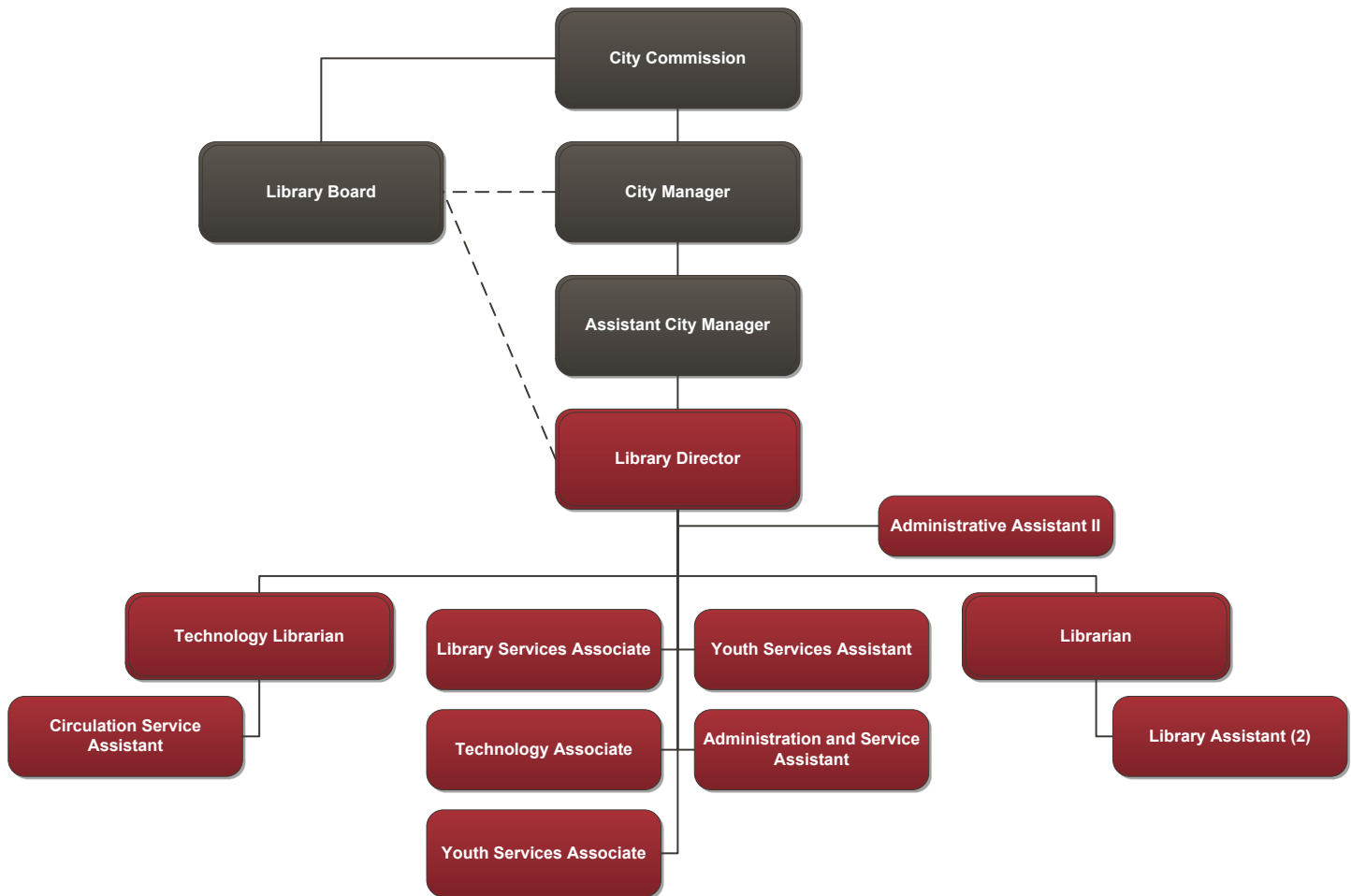
Library Services include:



Personnel

Positions	FY 2020	FY 2021	FY 2022
Administration & Services Assistant	1	1	1
Administrative Assistant II	1	1	1
Circulation Services Assistant	1	1	1
Information Services Assistant	1	0	0
Librarian	0	1	1
Library Assistant	0	2	2
Library Services Associate	1	1	1
Library Services Director	1	1	1
Technical Services Assistant	1	0	0
Technical Services Librarian	1	0	0
Technology Associate	1	1	1
Technology Librarian	1	1	1
Youth Services Assistant	1	1	1
Youth Services Associate	1	1	1
Total	12	12	12

Performance Spotlight



Program Goals

Value: Teamwork

- Increase partnerships with local government and community organizations by having on- and off-site events.

Value(s): Integrity and Respect

- Increase input from all parties to communicate ideas for the library’s collection and service through online forms readily accessible from kiosks in the library.

Value: Leadership

- Mold the library into a modern, patron-friendly, technological and educational center through building improvements, such as, library flooring, shelving, signage, virtual and mixed-reality hardware, and digital displays.

Performance Spotlight

Value: Excellence

- Provide educational, informational, and cultural programs to the community by holding 420 in-house events.
- Engage and support the community virtually by creating 48 pieces of original online content and posting on social media at least three times per week.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Fostering Community Engagement			
Registered Card Holders (Average for 12 Months)	46,873	47,685	47,329
Circulation of Physical Items	146,960	174,205	273,511
Customer Visits	63,975*	88,149*	160,504
Numbers of Programs	224*	282*	403
Program Attendance	7,584*	37,647	9,615
Community Outreach Events	17*	20*	61
Core Strategy: Empowering Outstanding Customer Service			
Information Requests	16,298*	N/A^	43,508
Technology Assistance	2,521*	N/A^	8,988
Meeting Room Sessions	825*	15*	1,892
Computer Sign-Ins	12,217*	13,631*	38,123
Wi-Fi Sessions	110,246*	72,662*	163,097
Core Strategy: Engaging in Effective Communication			
Social Media Content	262	158	217

* Performance Outcome was affected by the COVID-19.

^Information Requests and Technology Assistance were not measured by libraries in our cooperative during this period, as a result, projections are unavailable.

Goals & Objectives Accomplished

Fostering Community Engagement

- Began hybrid online and in-person programs with Parks and Recreation, Achieve Plant City, and other local organizations to provide book clubs, movie nights, and other programs to our community.
- Partnered with other City Departments on various projects:
 - Worked with Solid Waste to create a Cart-to-Curb display, which included example garbage bins of varying sizes, a digital display, and handouts. This allowed residents to understand and prepare for this new service.
 - Collaborated with Utility Billing to provide a kiosk for patrons to pay City bills.

Performance *Spotlight*

Empowering Outstanding Customer Service

- Patron Experience - Our patron experience, reflected through online reviews as well as our in-house comment cards, have consistently described our team's exceptional service, follow-through and kindness. A digital dashboard with a Word Cloud created from patron comments was made available to the staff and fostered a sense of teamwork in purpose in providing superior patron service.
- Flooring - Installed new flooring to provide a welcoming and safe environment.
- Study Carrels – Purchased 16 study carrels for patron social distancing and privacy to create a comfortable and safe environment for patrons to apply for jobs, pay bills, and learn online.
- Collection Development – Expanded the young adult and Spanish language resources, which led to a three-fold increase in check outs in the Spanish language collection. Received praise from patrons and the cooperative.

Engaging in Effective Communication

- Developed new marketing and social media strategies to increase community engagement. These included the use of Canva, Adobe Spark, and Hootsuite.
- Developed a digital interface for comments on service and material recommendations to streamline communication with patrons.
- Provided an informational video for Cart-to-Curb and digital scrolling flyers for the services of the Library and other City departments.

Fund:
General Fund

Department:
Public Library

Org Code:
00154200

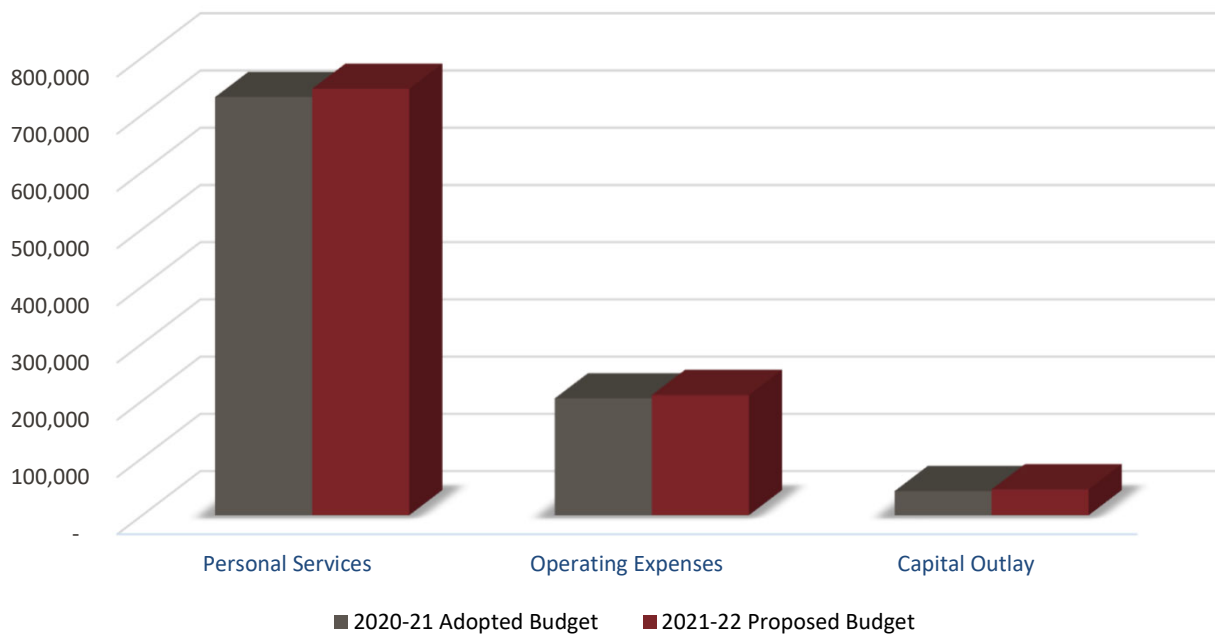
Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	631,174	730,694	724,873	665,544	745,094
Operating Expenses	106,471	204,174	207,121	203,815	210,066
Capital Outlay	41,227	42,000	44,874	42,874	45,000
Total	778,871	976,868	976,868	912,233	1,000,160

Capital Equipment

Books and AV Materials	45,000
Total	\$45,000

FY 2020-21 & FY 2021-22 Budget Comparison



Performance *Spotlight*

Department Mission

To promote life safety, health, and welfare of citizens and visitors by ensuring that construction projects comply with the minimum intent of the codes and that the use of buildings and structures provide for safety within the City.

Program Description

The Building Department is responsible for the enforcement and administration of the Florida Building Code and National Electric Code, as adopted by State Statutes and City Ordinances. The Department reviews plans for construction documents, issues permits, and inspects each phase of the project.

The Building Department recognizes the ongoing need to develop improved safety standards for constantly evolving construction methods, procedures, and materials. The Department understands the importance of communication with developers, contractors, and property owners to assist in achieving their goals and objectives.

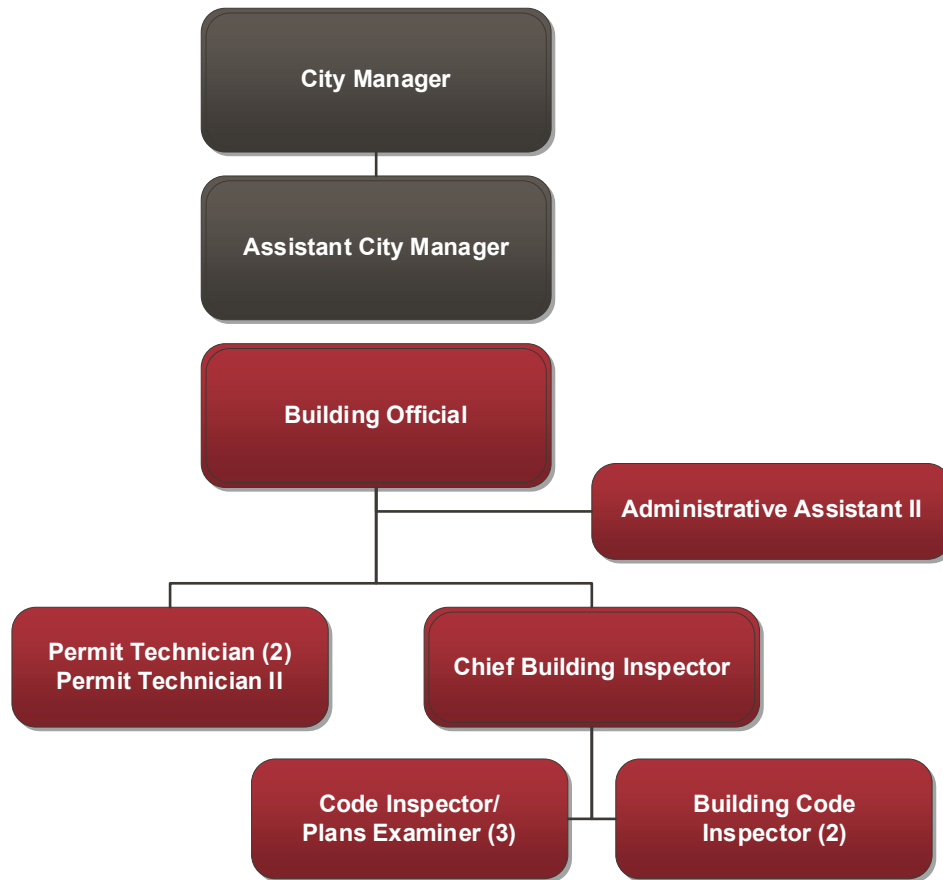
Additional responsibilities include state mandated codes for:



Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant II	1	1	1
Building Code Inspector	2	2	2
Building Official	1	1	1
Chief Building Inspector	0	1	1
Code Inspector/Plans Examiner	2	3	3
Deputy Building Official	1	0	0
Permit Technician	2	2	2
Permit Technician II	1	1	1
Total	10	11	11

Performance *Spotlight*



Program Goals

Value: Teamwork

- Communicate with one another throughout the day with issues and solutions on inspections.
- Ensure all required departments within the city are involved with the plan review process.

Value: Integrity

- Complete inspections and plan reviews per the Florida Building Code, National Electric Code, and any other associated codes.
- Address immediate life safety issues that impact on the community.

Value: Transparency

- Be readily accessible to the community and contractors for meetings onsite, in office, over the phone, or via email to create a great working relationships.

Performance Spotlight

Value: Leadership

- Conduct weekly meetings to ensure our team shares their ideas and viewpoints, which allows issues that arise to be exposed and discussed to devise a proper solution.

Value: Excellence

- Complete continued education classes essential in keeping the team informed of new and developing changes in the Florida Building Code and the National Electric Code. It also allows the team to recertify state licenses, which are required by Florida Law.
- Encourage the team to pursue additional licenses, to gain certifications above and beyond the minimum requirements.
- Make customer service a priority which allows our team to engage the community in a positive manner.

Program Objectives

Performance Outcome	2020 Actual*	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
New Residential Permits	80	202	206
New Commercial Permits	36	28	32
Total permits issued	3,085	3,498	3,588
Inspections Conducted	7,932	10,576	10,788
Inspection per inspector	1,763	2,115	2,158
Plans Reviewed	1,556	1,746	1,781
Core Strategy: Empowering Outstanding Customer Service			
Inspection within 24-hours	7,773	10,364	10,572
Plans reviewed with in a 10-day period	1,478	1,659	1,692
Core Strategy: Maximizing Organizational Effectiveness			
Continuing Education Hours	16	81	96

**Performance Outcome numbers for 2020 were affected by closures due to COVID-19 which started in March 2020.*

Goals & Objectives Accomplished

- Individual Employee Accomplishments
 - (1) Approved to test for Standard Plumbing Plans Examiner License
 - (1) Approved to test for Standard Electrical Plans Examiner License
 - (1) Approved to test for Building Code Administrators License
- Issued 3,085 permits for an estimated construction value of \$169,894,111; collected \$949,653 in permit fees; performed 1,556 plans reviews, and 7,932 inspections (FY 2019-20).

Fund:
General Fund

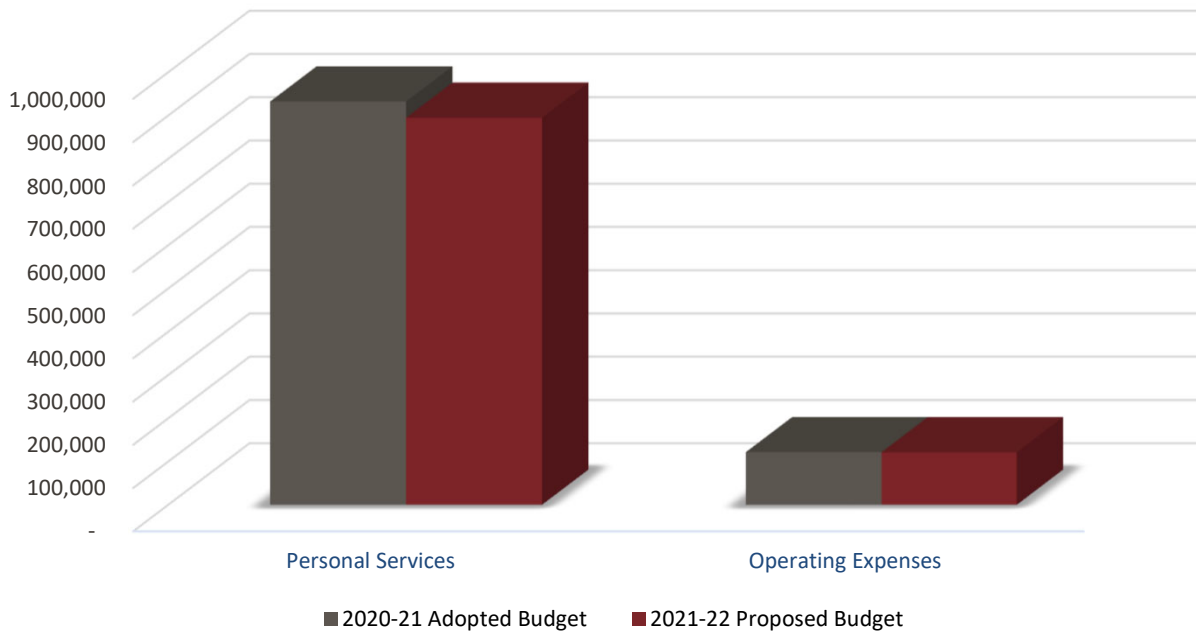
Department:
Building Department

Org Code:
00154501

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	860,697	932,382	907,982	846,404	894,772
Operating Expenses	98,722	121,701	146,101	137,221	121,343
Capital Outlay	9,486	-	-	-	-
Total	968,905	1,054,083	1,054,083	983,625	1,016,115

FY 2020-21 & FY 2021-22 Budget Comparison



Performance Spotlight

Department Mission

To partner with the community to improve the quality of life of our citizens, preserve our historic, residential, commercial, and natural resources, and to eliminate blight by encouraging personal responsibility through fair and impartial enforcement of codes and ordinances.

Program Description

The Code Enforcement Division is responsible for enforcing the municipal codes and ordinances of the City of Plant City, which impact health, safety, and quality of life issues. The Division addresses residential complaints and code violations related to such items as tall weeds, garbage, foreclosure homes, building violations, and property maintenance. The Division also addresses commercial complaints and code violations related to such items as tenant improvements, insect and rodent infestations, and other quality of life related concerns. The Division issues notices, warnings, and citations for non-compliance when necessary, writes reports, and documents enforcement actions, and prepares cases for testimony before the Plant City Code Enforcement Board.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Code Enforcement Inspector	2	2	2
Code Enforcement Inspector (CRA)	1	1	1
Code Enforcement Inspector (Solid Waste)	0	0	1
Code Enforcement Manager	1	1	1
Code Enforcement Specialist	1	1	1
Total	5	5	6



Performance Spotlight

Program Goals

Value: Teamwork

- Develop “Sick of Signs” Campaign partnered with our neighboring agencies: Hillsborough County, City of Tampa, and City of Temple Terrace. This is an effort against the proliferation of illegal signs that blight communities.

Value: Transparency

- Develop and implement Code Enforcement Neighborhood Task Force to clean up neighborhoods throughout the city. This task force would be a collaboration between each division of the city. We would recommend ditch cleanouts, identify specific areas in need of large dumpster to dispose of large items, mow rights of ways, identify faded street signs, and encourage neighbors to improve their properties.

Value: Leadership

- Attend Florida Code Enforcement (F.A.C.E.) quarterly trainings and annual conference to expand our employees’ knowledge and provide better customer service.

Value: Excellence

- Focus enforcement efforts on Midtown, Downtown, gateways, and within the Community Redevelopment Area with objective of:
 - Identifying long-standing blight issues and eliminating them through city-abatement, if necessary.
 - Condemning and demolishing derelict structures.
 - Engaging the public and encouraging personal responsibility for blighted properties.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
New Investigations Opened	1,515	1,600	1,650
New Investigations Resolved and Closed	1,298	1,400	1,425
Inspections Conducted	2,845	2,900	2,940
Vehicles Towed from Downtown and Rights of Way	4	2	3
Code Enforcement Board Cases Heard	1	4	6
Core Strategy: Fostering Community Engagement			
Neighborhood Clean-up implementation	0	0	4
Lots for City Abatement	37	40	45
Core Strategy: Empowering Outstanding Customer Service			
Illegal Signs Removed	2,729	2,400	2,500
Core Strategy: Engaging in Effective Communication			
“Sick of Signs” Campaign with surrounding agencies	0	1	2

Performance Spotlight

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Attend quarterly training sessions & annual FACE Conference	1	4	5

Goals & Objectives Accomplished

- Attended quarterly training sessions.
- Partnered with property owners and banks to encourage personal responsibility. This resulted in an 80% reduction in the number of City-funded nuisance abatement cases since 2014.
- Maintained a month-to-month case clearance rate of approximately 80%.
- Implemented Illegal Dumping Campaign.
- Developed Shopping Cart Ordinance.

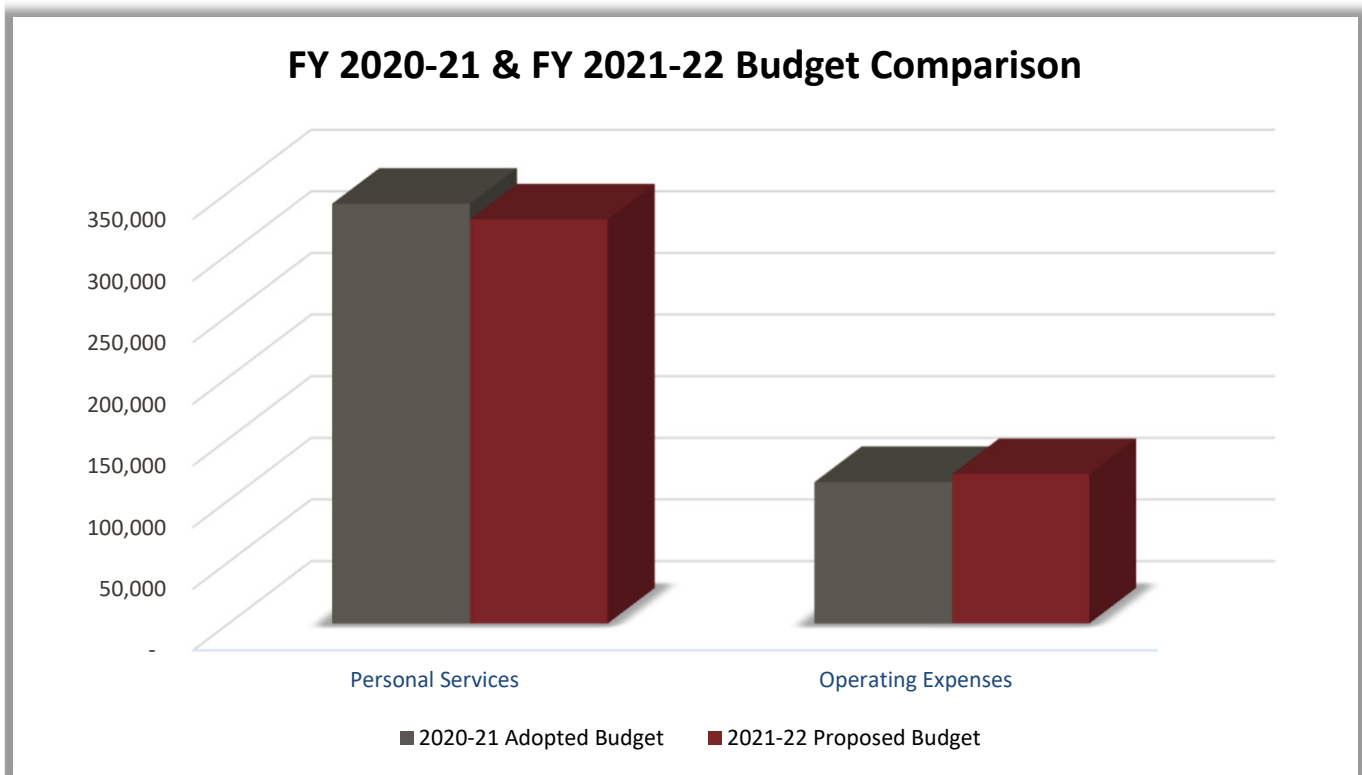
Fund:
General Fund

Department:
Code Enforcement
Program:
Code Enforcement

Org Code:
00154601

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	278,293	340,481	340,481	298,580	327,678
Operating Expenses	58,914	114,644	114,644	104,449	121,104
Capital Outlay	3,387	-	-	-	-
Total	340,594	455,125	455,125	403,029	448,782



Performance Spotlight

Department Mission

To provide engineer leadership and services that facilitate economic development and growth through Capital Improvement Projects. Maintain and improve City streets, stormwater systems, and traffic infrastructure. Deliver timely review of site plans, building and engineering permits, project inspections and FEMA determinations. Protect life and property and be responsible stewards of the environment.

Program Description

The Engineering Department provides oversight and direction to ensure quality residential, commercial, and industrial developments within the City. The Department is responsible for Capital Improvement Programs, including the maintenance and improvements of streets, stormwater, traffic infrastructure and City Facilities. The Department provides review of land development site plans in accordance with the municipal code to ensure compliance with safety and environmental standards. The Department reviews facilities for safety from flooding, and provides project construction inspections to maintain quality standards. The Department provides GIS mapping, FEMA elevation determinations, and coordinates the FEMA Community Rating System Program ensuring citizens of Plant City obtain the discounts on the National Flood Insurance Program.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant I	0	1	1
Assistant City Engineer Capital Projects	1	1	1
City Engineer	1	1	1
Engineer I	1	1	1
Engineering Assistant	1	1	1
Engineering Technician III	1	1	1
Engineering Technician IV	1	1	1
Engineering Technician V	0	1	1
GIS Coordinator	1	1	1
Projects Coordinator	0	1	1
Project Manager	2	2	2
Senior Engineer	1	1	1
Total	10	13	13

Performance *Spotlight*



Program Goals

Value: Teamwork

- Review commercial and private development engineering drawings with Planning and Zoning, Building, Utilities and the Fire Department to ensure projects are designed and built in accordance with our Municipal Code.

Value: Integrity

- Manage the design, permitting and construction of City infrastructure projects that are on time and within budget.

Performance Spotlight

Value: Transparency

- Assist with the permitting process and answer inquiries on public and private development projects.

Value: Leadership

- Inspect public and private development projects to ensure they are constructed in accordance with applicable codes and safety standards.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
Review residential, commercial, and industrial site plans within 15 days	386	400	425
Approve building permits within 15 days	14	75	100
Approve engineering permits within 3 days	88	100	125
Core Strategy: Fostering Community Engagement			
Public and private project inspections	4,646	4,700	4,750
Core Strategy: Empowering Outstanding Customer Service			
Maps and document requests	480	500	500
FEMA Determinations	5	10	15
Core Strategy: Engaging in Effective Communication			
Respond to public requests	30	100	150
Core Strategy: Maximizing Organizational Effectiveness			
Miles of street resurfacing projects	12	15	15

Goals & Objectives Accomplished

- Continuing enhancement of the Community Rating System (CRS) Program to FEMA to maintain the City's CRS 8 rating and strive to increase the CRS rating to provide discounted homeowners' flood insurance.
- Completed construction of Fire Station 3 and renovation of Fire Station 2.
- Developed a consistent and organized electronic file folder layout to demonstrate internal efficiency improvements.
- Completed Wheeler Street Wall and Sidewalk at Oaklawn Cemetery.
- Completed 2020 Street Resurfacing Program.
- Completed Spencer Street and Alsobrook/Bates Streets Sidewalks.
- Reviewed Turkey Creek Road Construction Bids.
- Completed Gilchrist Dog Park Pedestrian Bridge and Site Improvements.
- Resurfaced Mahoney Street and reconstructed the Railroad Museum Parking Lots.
- Identified, field verified and began development of solutions to bring ADA Ramps into compliance.

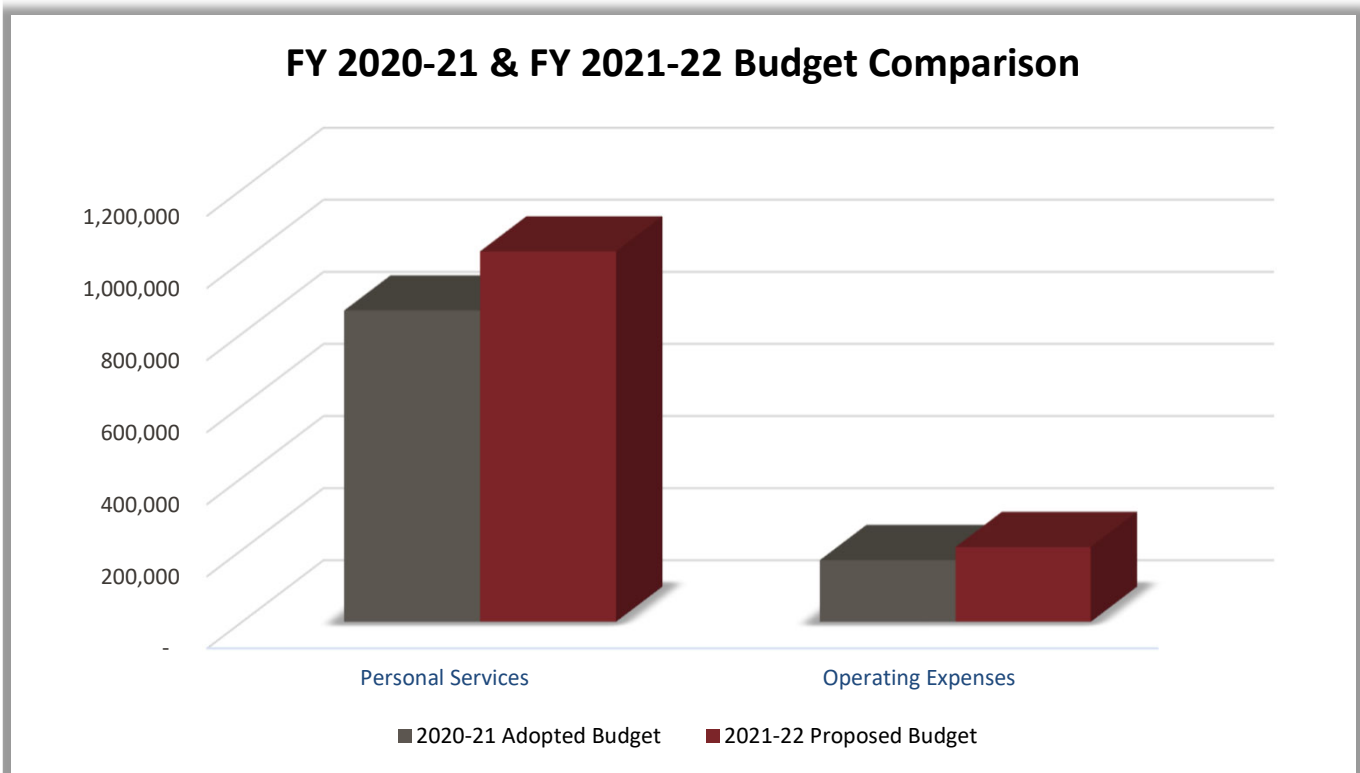
Fund:
General Fund

Department:
Engineering

Org Code:
00154800

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	610,820	863,628	863,628	632,003	1,027,634
Operating Expenses	272,785	170,993	259,913	246,273	207,460
Capital Outlay	37,982	-	-	-	-
Total	921,587	1,034,621	1,123,541	878,276	1,235,094



Performance *Spotlight*

Department Mission

To maintain City buildings in an efficient and professional manner, and ensure building safety and comfort while reducing overall cost to the City.

Program Description

The General Services Division renovates, repairs and maintains 140 buildings, which includes electrical, air conditioning, plumbing, roofing, siding, flooring, painting, concrete slabs, metal fabrication and all types of carpentry; such as, custom furniture, cabinets, frame work, and concrete forms. In addition, General Services manages contracts for custodial, elevator, pest control, and security to ensure that services are on schedule.

The General Services staff are locksmiths responsible for key cutting, re-keying and master keying. General Services installs and maintains alarm and camera systems.

General Services welds, installs electrical services and completes building renovations. General Services installs the downtown decorative lighting and designs, fabricates, and installs the Christmas decorations.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant I	1	1	1
General Services Coordinator	1	1	1
General Services Foreman II	1	1	1
Maintenance Specialist I	2	2	2
Maintenance Specialist II	2	2	2
Maintenance Specialist III	1	1	1
Welding Fabricator III	1	1	1
Total	9	9	9

Performance *Spotlight*



Program Goals

Value: Excellence

- Improve the preventative maintenance program by actively seeking potential problems and making repairs before they become costly.
- Perform in-house construction projects that will cost approximately 68% less than hiring outside contractors.
- Improve work order clearance consistently by 1%
- Perform in-house fabricating projects that will cost approximately 62% less than hiring outside contractors.
- Implement LED lighting at City building locations to save energy and reduce electric bills by 6%.

Performance Spotlight

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Work Orders	1,761	1,850	2,000
Work Order Annual Clearance Rate	92%	93%	94%
Core Strategy: Maximizing Organizational Effectiveness			
Fabrication/Welding	584	750	800
Core Strategy: Maximizing Organizational Effectiveness			
Preventative Maintenance on Buildings	1,083	1,200	1,400

Goals & Objectives Accomplished

- Installed and removed Christmas lighting at City Hall, McCall Park, Bruton Memorial Library, and Sam Cooper Park.
- Assisted in the “Lights of Love” ceremony at McCall Park.
- Added new Christmas displays at Veterans Memorial Park.
- Improved the preventative maintenance program resulting in fewer work orders.
- Performed reroofs and repairs at multiple locations.
- Designed a removable electrical panel for increased power demand for the Empty Bowl Project.
- Converted fluorescent light to LEDs throughout City buildings as old ones failed.
- Remodeled the Battalion Chief’s quarters for Fire Station 3.
- Renovated Village Green Fountain.
- Rebuilt portions of Cherry Street Bridge that had been vandalized.
- Ran plumbing & electrical to add washing machine & dryer hook ups at Solid Waste.
- Pressure washed and sealed 1914 auditorium roof & Library patio roof.
- Replaced approximately 40% of the decking at the skate park.
- Multiple lock projects including Mike Sansone, OMA & Parks Lawn Bays.
- Installed the new lighted signs at Sayde Gibbs Martin Community Center.
- Rebuilt the brick drop box at City Hall.
- Became PPE headquarters for COVID needs.

Fund:
General Fund

Department:
General Services

Org Code:
00155100

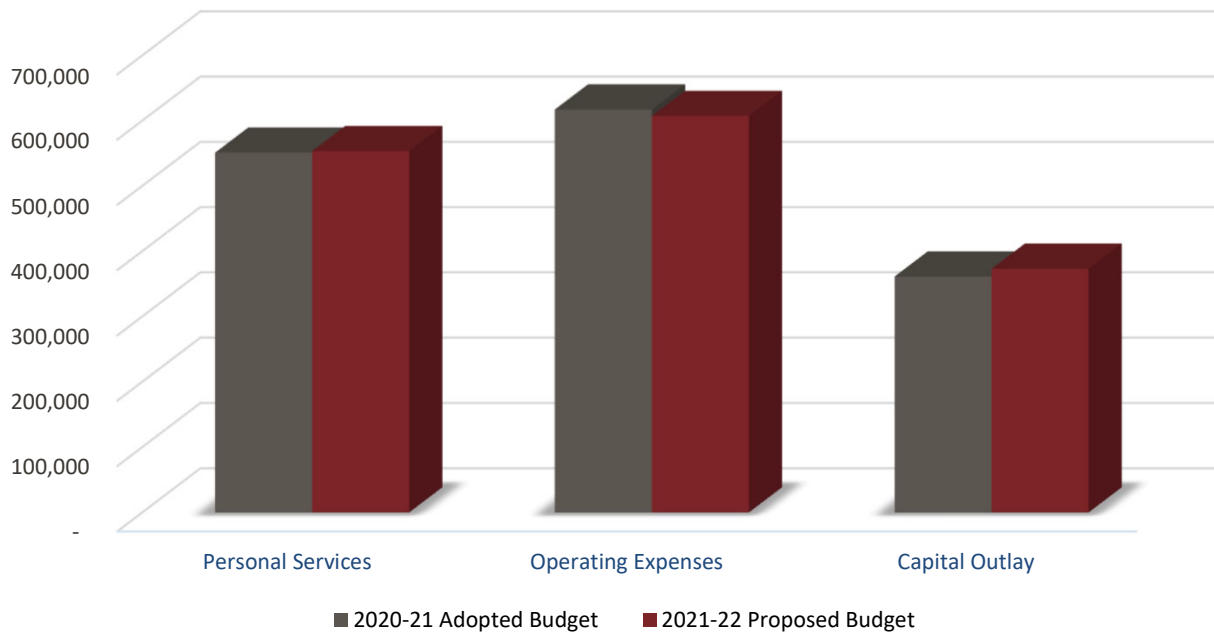
Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	462,300	550,920	541,592	452,071	553,338
Operating Expenses	644,350	617,017	626,345	575,872	607,061
Capital Outlay	237,905	361,000	361,000	362,399	372,944
Total	1,344,555	1,528,937	1,528,937	1,390,342	1,533,343

Capital Project

City Building A/C Replacement	75,000
Roof Upgrade/Maintenance	291,944
City Hall Exterior Brick/Window Maintenance	6,000
Total	\$372,944

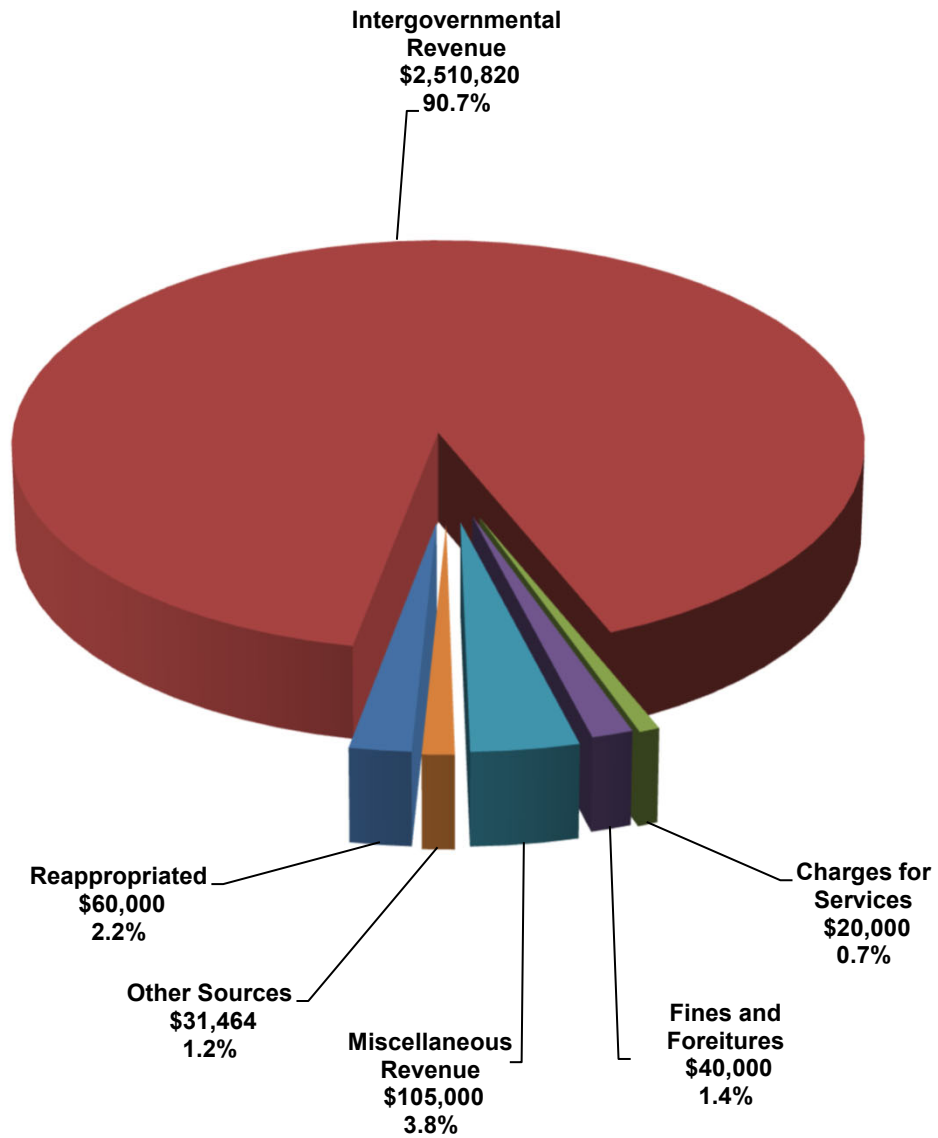
FY 2020-21 & FY 2021-22 Budget Comparison



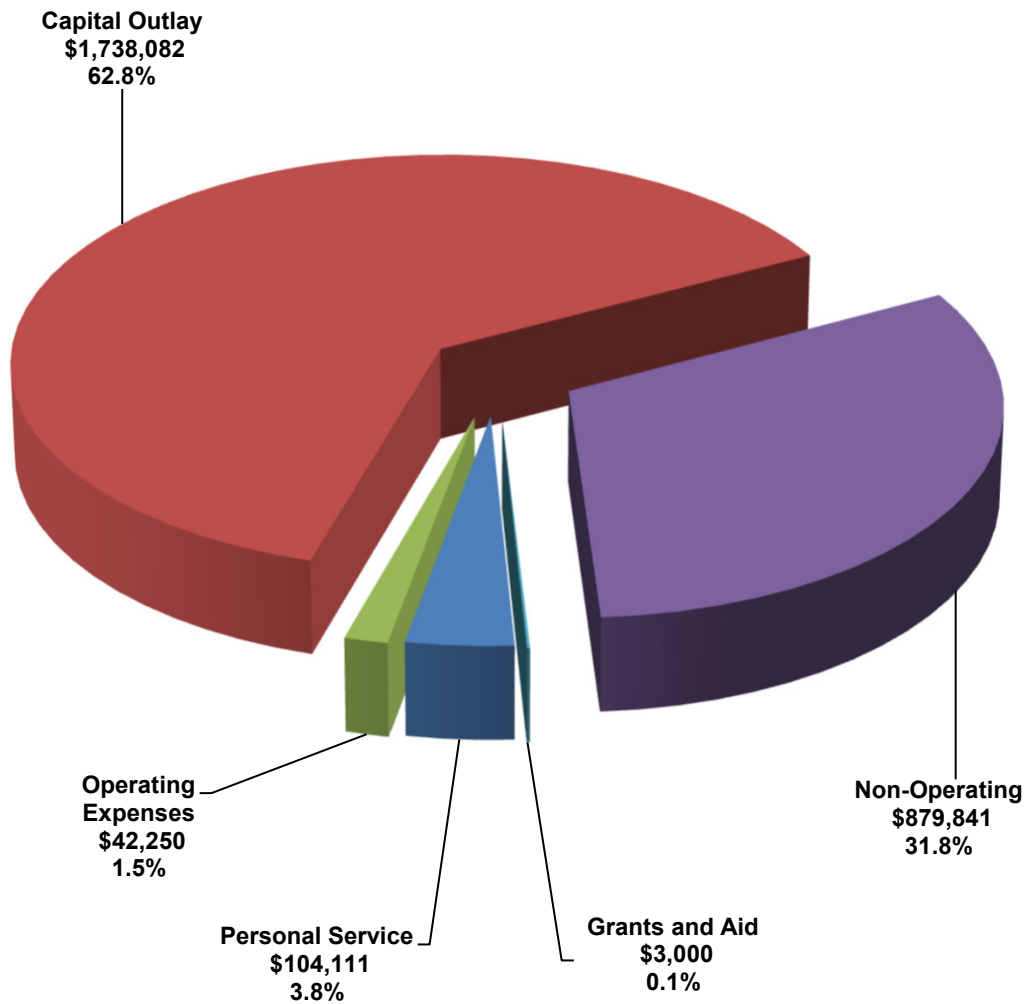


Special Revenue Funds

City of Plant City Fiscal Year 2021-22 Special Revenues Fund Revenues - \$2,767,284



City of Plant City Fiscal Year 2021-22 Special Revenues Fund Expenditures - \$2,767,284



Note: \$799,841 of the Non-Operating Expenditure is a transfer to the Debt Service Funds.

Fund:
Special Revenues

Department:
Special Revenues

Org Code:
1015-1505*

Below is a recap of several Governmental fund types used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

REVENUES BY FUND

Fund	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
Law Enforcement Trust	\$ 680	\$ -	\$ 37,500	\$ -	\$ -
Federal Equitable Sharing	3,693	30,000	40,400	30,000	30,000
Ticket Surcharge	8,966	50,000	50,000	7,438	10,000
Community Investment Tax	2,453,709	2,609,552	2,609,552	2,075,000	2,149,841
Cemetery Escrow Account	127,151	60,000	60,000	90,000	80,000
Library Donations	1,509	5,000	5,000	950	60,000
CDBG	533,439	444,981	597,081	651,383	437,443
Total Revenues	<u>\$ 3,129,147</u>	<u>\$ 3,199,533</u>	<u>\$ 3,399,533</u>	<u>\$ 2,854,771</u>	<u>\$ 2,767,284</u>

APPROPRIATIONS BY FUND

Fund	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
Law Enforcement Trust	\$ 4,649	\$ -	\$ 37,500	\$ -	\$ -
Federal Equitable Sharing	56,820	30,000	40,400	30,000	30,000
Ticket Surcharge	16,126	50,000	50,000	7,438	10,000
Community Investment Tax	1,944,007	2,609,552	2,609,552	2,607,855	2,149,841
Cemetery Escrow Fund	-	60,000	60,000	90,000	80,000
Library Donations	-	5,000	5,000	5,000	60,000
CDBG	330,014	444,981	666,082	646,207	437,443
Total Expenditures	<u>\$ 2,351,616</u>	<u>\$ 3,199,533</u>	<u>\$ 3,468,534</u>	<u>\$ 3,386,500</u>	<u>\$ 2,767,284</u>

Fund: Law Enforcement Trust Fund	Department: Police	Org Code: 10153005
	Program: Law Enforcement Trust	

Description:

The fund was established under Florida Statutes to allow law enforcement agencies to seize and forfeit any contraband that have been used in the commission of felonies. This includes vehicles, vessels, aircraft, real property, cash or any other items. The cash or proceeds from a sale of the seized items can be used by the law enforcement agency.

REVENUES DETAIL

Object Code	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
<u>REAPPROPRIATED</u>					
271200 Reappropriated Funds	\$ -	\$ -	\$ 37,500	\$ -	\$ -
TOTAL REAPPROPRIATED	\$ -	\$ -	\$ 37,500	\$ -	\$ -
<u>MISCELLANEOUS REVENUE</u>					
361100 Interest Income	\$ 680	\$ -	\$ -	\$ -	\$ -
TOTAL MISCELLANEOUS REVENUE	\$ 680	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 680	\$ -	\$ 37,500	\$ -	\$ -

APPROPRIATIONS DETAIL

Object Code	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
<u>OPERATING EXPENSES</u>					
435150 Non Capital Expense	\$ 4,649	\$ -	\$ 28,500	\$ -	\$ -
TOTAL OPERATING EXPENSES	\$ 4,649	\$ -	\$ 28,500	\$ -	\$ -
<u>CAPITAL OUTLAY</u>					
464150 Other Capital Equipment	\$ -	\$ -	\$ 9,000	\$ -	\$ -
TOTAL CAPITAL OUTLAY	\$ -	\$ -	\$ 9,000	\$ -	\$ -
TOTAL EXPENDITURES	\$ 4,649	\$ -	\$ 37,500	\$ -	\$ -

Fund: Federal Equitable Sharing	Department: Police	Org Code: 10253001
	Program: Federal Equitable Sharing	

Description:

Federal Equitable Sharing Trust Fund - The fund was established under Florida Statutes for receipts and revenues received from federal criminal, administrative, or civil forfeiture proceedings and from federal asset-sharing programs. Proceeds can be used for law enforcement operations and investigations (not including payroll), training and education, public safety and detention facilities, equipment, contracting for services, travel and per diem, awards and memorials, drug and gang education and awareness programs, matching funds and community based programming.

REVENUES DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>REAPPROPRIATED</u>					
271200 Reappropriated Funds	\$ -	\$ -	\$ 10,400	\$ -	\$ -
TOTAL REAPPROPRIATED	\$ -	\$ -	\$ 10,400	\$ -	\$ -
<u>FINES AND FOREFEITS</u>					
359100 Fed Equitable Shared Proceeds	\$ 2,486	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
TOTAL FINES AND FOREFEITS	\$ 2,486	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
<u>MISCELLANEOUS REVENUE</u>					
361100 Interest Income	\$ 1,207	\$ -	\$ -	\$ -	\$ -
TOTAL MISCELLANEOUS REVENUE	\$ 1,207	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 3,693	\$ 30,000	\$ 40,400	\$ 30,000	\$ 30,000

APPROPRIATIONS DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>OPERATING EXPENSES</u>					
434410 Non Capital Expense	\$ 10,643	\$ 27,000	\$ 37,400	\$ 27,000	\$ 27,000
TOTAL OPERATING EXPENSES	\$ 10,643	\$ 27,000	\$ 37,400	\$ 27,000	\$ 27,000
<u>CAPITAL OUTLAY</u>					
464400 Other Capital Equipment	\$ 44,177	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL OUTLAY	\$ 44,177	\$ -	\$ -	\$ -	\$ -
<u>GRANTS AND AID</u>					
483000 Aid to Nonprofit Organizations	\$ 2,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
TOTAL GRANTS AND AID	\$ 2,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
TOTAL EXPENSES	\$ 56,820	\$ 30,000	\$ 40,400	\$ 30,000	\$ 30,000

Fund: Ticket Surcharge	Department: Police	Org Code: 10353001
	Program: Ticket Surcharge	

Description:

Florida Statutes allows a two dollar surcharge on every traffic ticket issued and the proceeds are to be used for law enforcement officer's higher education.

REVENUES DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>REAPPROPRIATED</u>					
271200 Reappropriated Funds	\$ -	\$ 40,000	\$ 40,000	\$ -	\$ -
TOTAL REAPPROPRIATED	\$ -	\$ 40,000	\$ 40,000	\$ -	\$ -
<u>FINES AND FOREFEITS</u>					
351150 Ticket Surcharge Revenue	\$ 6,213	\$ 10,000	\$ 10,000	\$ 6,077	\$ 10,000
TOTAL FINES AND FOREFEITS	\$ 6,213	\$ 10,000	\$ 10,000	\$ 6,077	\$ 10,000
<u>MISCELLANEOUS REVENUE</u>					
361100 Interest Income	\$ 2,752	\$ -	\$ -	\$ 1,361	\$ -
TOTAL MISCELLANEOUS REVENUE	\$ 2,752	\$ -	\$ -	\$ 1,361	\$ -
TOTAL REVENUES	\$ 8,966	\$ 50,000	\$ 50,000	\$ 7,438	\$ 10,000

APPROPRIATIONS DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>OPERATING EXPENSES</u>					
449300 Tuition Reimbursement	\$ 16,126	\$ 50,000	\$ 40,000	\$ 5,438	\$ -
440000 Courses Training and Meetings	-	-	10,000	2,000	10,000
TOTAL OPERATING EXPENSES	\$ 16,126	\$ 50,000	\$ 50,000	\$ 7,438	\$ 10,000
TOTAL EXPENSES	\$ 16,126	\$ 50,000	\$ 50,000	\$ 7,438	\$ 10,000

Fund:
Community Investment Tax

Department:
Community Service
Program:
Community Investment Tax

Org Code:
120505*

Description:

Proceeds from a discretionary sales surtax of one and a half percent, levied by the county based on approval from a majority of the voters. The Department of Revenue distributes the revenue to the county and the county calculates the City's portion based on a population based formula. Proceed to be used to finance, plan, and construct infrastructure; or to acquire land for public recreation, conservation, or protection of natural resources.

REVENUES DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>REAPPROPRIATED</u>					
271200 Reappropriated Funds	\$ -	\$ 604,552	\$ 604,552	\$ -	\$ -
TOTAL REAPPROPRIATED	\$ -	\$ 604,552	\$ 604,552	\$ -	\$ -
<u>INTERGOVERNMENT REVENUE</u>					
335182 Community Investment Tax Reven	\$ 1,903,769	\$ 1,980,000	\$ 1,980,000	\$ 2,050,000	\$ 2,124,841
TOTAL INTERGOVERNMENT REVENUE	\$ 1,903,769	\$ 1,980,000	\$ 1,980,000	\$ 2,050,000	\$ 2,124,841
<u>MISCELLANEOUS REVENUE</u>					
369900 Miscellaneous Revenue	\$ 52,647	\$ -	\$ -	\$ -	\$ -
361100 Interest Income	97,292	25,000	25,000	25,000	25,000
TOTAL MISCELLANEOUS REVENUE	\$ 149,939	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
<u>OTHER SOURCES</u>					
381000 Interfund Transfer	\$ 400,000	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER SOURCES	\$ 400,000	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 2,453,709	\$ 2,609,552	\$ 2,609,552	\$ 2,075,000	\$ 2,149,841

APPROPRIATIONS DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>CAPITAL OUTLAY</u>					
491000 Capital Project Account	\$ 1,140,000	\$ 1,806,315	\$ 1,806,315	\$ 1,806,315	\$ 1,350,000
TOTAL CAPITAL OUTLAY	\$ 1,140,000	\$ 1,806,315	\$ 1,806,315	\$ 1,806,315	\$ 1,350,000
<u>NON-OPERATING</u>					
491120 Transfer to Debt Service Fund	\$ 804,007	\$ 803,237	\$ 803,237	\$ 801,540	\$ 799,841
TOTAL NON-OPERATING	\$ 804,007	\$ 803,237	\$ 803,237	\$ 801,540	\$ 799,841
TOTAL EXPENSES	\$ 1,944,007	\$ 2,609,552	\$ 2,609,552	\$ 2,607,855	\$ 2,149,841

Fund:
Cemetery Escrow

Department:
Parks and Recreation
Program:
Cemetery Escrow Fund

Org Code:
13053902

Description:

This fund was established per the City Code of Ordinances, Section 22-32 as a perpetual care fund for the operations of maintenance of the City cemeteries. Proceeds from lot sales shall be placed in escrow. The fund balance will accumulate until interest earned on the balance is sufficient to pay operations and maintenance costs.

REVENUES DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
MISCELLANEOUS REVENUE					
361100 Interest Income	\$ 30,192	\$ 10,000	\$ 10,000	10,000	10,000
364100 Cemetery Lot Sales	96,960	50,000	50,000	80,000	70,000
TOTAL MISCELLANEOUS REVENUE	\$ 127,151	\$ 60,000	\$ 60,000	\$ 90,000	\$ 80,000
TOTAL REVENUES	\$ 127,151	\$ 60,000	\$ 60,000	\$ 90,000	\$ 80,000

APPROPRIATIONS DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
NON-OPERATING					
491800 Transfer to Cemetery Escrow	\$ -	\$ 60,000	\$ 60,000	\$ 90,000	\$ 80,000
TOTAL NON-OPERATING	\$ -	\$ 60,000	\$ 60,000	\$ 90,000	\$ 80,000
TOTAL EXPENSES	\$ -	\$ 60,000	\$ 60,000	\$ 90,000	\$ 80,000

Fund:
Library Donations

Department:
Library
Program:
Library Donations

Org Code:
14054200

Description:

Library donation proceeds are received and used for books or improvements.

REVENUES DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
REAPPROPRIATED					
271200 Reappropriated Funds	\$ -	\$ -	\$ -	\$ -	\$ 60,000
TOTAL REAPPROPRIATED	\$ -	\$ -	\$ -	\$ -	\$ 60,000
MISCELLANEOUS REVENUE					
361100 Interest Income	\$ 749	\$ -	\$ -	\$ 850	\$ -
366100 Library Donations	760	5,000	5,000	100	-
TOTAL MISCELLANEOUS REVENUE	\$ 1,509	\$ 5,000	\$ 5,000	\$ 950	\$ -
TOTAL REVENUES	\$ 1,509	\$ 5,000	\$ 5,000	\$ 950	\$ 60,000

APPROPRIATIONS DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
CAPITAL OUTLAY					
466100 Gift Books and Equipment	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 60,000
TOTAL OPERATING EXPENSES	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 60,000
TOTAL LIBRARY DONATIONS	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 60,000

Performance Spotlight

Department Mission

To provide projects, activities and resources which address community needs, stimulate economic reinvestment, and further improvements to the Plant City community.

Program Description

Community Services Department manages and provides oversight of grant funded programs and projects including, but not limited to infrastructure and facility improvements, affordable housing and public service activities. This may entail the formulation of administrative guidelines, policies and procedures, program and project planning and implementation, preparation and monitoring of budget and fiscal activities, including auditing program expenditures, compliance with federal, state and local regulations, and evaluation of program accomplishments.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Community Services Manager	1	1	1
Total	1	1	1



Program Goals

Value: Excellence

- Eliminate blight in the City through the construction of Community Development Block Grant (CDBG) funded projects; and the sale for development of vacant City-owned lots in the Laura Street Restoration Overlay District.
- Provide guidance and referrals in response to resident requests for housing, social service, and financial assistance.

Performance Spotlight

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
CDBG Construction Projects Completed	2	1	1
City Vacant Lots Sold/Development	0	15	5
Core Strategy: Engaging in Effective Communication			
Referrals for Housing, Social Service & Financial Assistance	18	25	20

Goals & Objectives Accomplished

- Utilized CDBG funding for street resurfacing and sidewalk improvements in the Madison Park and Wilson Elementary School Neighborhoods.
- Presented 19 Land Contracts for City Commission approval and authorizing the sale of advertised vacant City-owned residential lots in the Laura Street Restoration Overlay District.

Fund:
CDBG

Department
Community Services
Program:
CDBG

Org Code:
15055700

REVENUES DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>INTERGOVERNMENT REVENUE</u>					
331540 Housing/Community Dev Revenue	\$ 473,120	\$ 375,793	\$ 527,893	\$ 579,195	\$ 385,979
TOTAL INTERGOVERNMENT REVENUE	\$ 473,120	\$ 375,793	\$ 527,893	\$ 579,195	\$ 385,979
<u>CHARGES FOR SERVICES</u>					
341310 Admin Services for CRA	\$ 10,844	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
345100 CDBG Program Income	20,000	20,000	20,000	23,000	-
TOTAL CHARGES FOR SERVICES	\$ 30,844	\$ 40,000	\$ 40,000	\$ 43,000	\$ 20,000
<u>MISCELLANEOUS REVENUE</u>					
361100 Interest Income	\$ 945	\$ -	\$ -	\$ -	\$ -
TOTAL MISCELLANEOUS REVENUE	\$ 945	\$ -	\$ -	\$ -	\$ -
<u>OTHER SOURCES</u>					
381001 Interfund Trsf-Gen Fund	\$ 28,530	\$ 29,188	\$ 29,188	\$ 29,188	\$ 31,464
TOTAL OTHER SOURCES	\$ 28,530	\$ 29,188	\$ 29,188	\$ 29,188	\$ 31,464
TOTAL REVENUES	\$ 533,439	\$ 444,981	\$ 597,081	\$ 651,383	\$ 437,443

Fund:
CDBG

Department
Community Services
Program:
CDBG

Org Code:
15055700

APPROPRIATIONS DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>PERSONAL SERVICES</u>					
412000 Payroll	\$ 73,255	\$ 74,925	\$ 74,925	\$ 73,152	\$ 77,876
415500 Other Benefits	100	100	100	100	100
421000 Social Security	5,509	5,593	5,593	5,473	5,966
422000 Pension	5,817	6,003	6,003	6,040	6,239
423000 Health and Life Insurance	12,001	13,118	13,118	13,118	13,802
424000 Workers' Compensation	116	122	122	122	128
TOTAL PERSONAL SERVICES	<u>\$ 96,798</u>	<u>\$ 99,861</u>	<u>\$ 99,861</u>	<u>\$ 98,005</u>	<u>\$ 104,111</u>
<u>OPERATING EXPENSES</u>					
434000 Other Contractual Services	\$ 1,180	\$ -	\$ -	\$ -	\$ -
440100 Car Allowance	2,340	2,340	2,340	2,340	2,340
441100 Wireless Communications	600	600	600	600	600
442000 Postage	89	400	400	200	400
445000 Insurance	1,022	1,280	1,280	1,280	1,410
451000 Office Supplies	-	500	500	500	500
TOTAL OPERATING EXPENSES	<u>\$ 5,231</u>	<u>\$ 5,120</u>	<u>\$ 5,120</u>	<u>\$ 4,920</u>	<u>\$ 5,250</u>
<u>CAPITAL OUTLAY</u>					
463160 Flood Drainage and Street Imp	\$ (210,000)	\$ 320,000	\$ 320,000	\$ 320,000	\$ -
463406 Sidewalk Improvements	194,408	-	221,101	203,282	328,082
463407 Street Construction	221,570	-	-	-	-
464100 Other Capital Equipment	2,007	-	-	-	-
TOTAL CAPITAL OUTLAY	<u>\$ 207,985</u>	<u>\$ 320,000</u>	<u>\$ 541,101</u>	<u>\$ 523,282</u>	<u>\$ 328,082</u>
<u>GRANTS AND AID</u>					
482000 Aid to Private Organizations	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -
TOTAL GRANTS AND AID	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ -</u>
TOTAL EXPENSES	<u>\$ 330,014</u>	<u>\$ 444,981</u>	<u>\$ 666,082</u>	<u>\$ 646,207</u>	<u>\$ 437,443</u>

Fund: CIT Debt Service Fund	Debt Service \$4,610,000 Non-Ad Valorem Refunding Revenue Note, Series 2010	Org Code: 21250517
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Issue Date: June 3, 2010

Uses: Refund 1999 Bonds used to construct and acquire facilities, including but not limited to a new City Hall, and infrastructure improvements to streets.

Interest Rate: 3.66%

Principal is due September 1 beginning September 1, 2011

Interest is due March 1 and September 1 beginning March 1, 2011

Final Maturity: September 1, 2024

Funding Source: One-half cent infrastructure sales surtax revenues

As of October 1, 2021, the outstanding principal was \$1,200,000.

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2021-22 PROPOSED BUDGET
REVENUE - OTHER SOURCES				
381007 Transfer from CIT - Principal	\$ 367,500	\$ 375,000	\$ 375,000	\$ 385,000
381008 Transfer from CIT - Interest	78,024	70,061	70,061	53,380
381009 Transfer from CIT - Other	-	500	500	500
TOTAL REVENUES	\$ 445,524	\$ 445,561	\$ 445,561	\$ 438,880
EXPENDITURES				
471000 Principal	\$ 360,000	\$ 375,000	\$ 375,000	\$ 385,000
472000 Interest	86,031	70,061	70,061	53,380
473000 Other Debt Service Costs	-	500	500	500
TOTAL EXPENDITURES	\$ 446,031	\$ 445,561	\$ 445,561	\$ 438,880

Fund:	Debt Service	Org Code:
2012 Non-Ad Valorem Debt Service Fund	\$3,290,000 Non-Ad Valorem Refunding Revenue Note, Series 2012	21350517

Issue Date: November 1, 2012

Uses: Refund 2004 Bonds used to reconstruct and equip a Police Station, General Services Facility, and Fleet Maintenance Facility.

Interest Rate: 2.035%

Principal is due September 1 beginning September 1, 2013

Interest is due March 1 and September 1 beginning March 1, 2013

Final Maturity: September 1, 2024

Funding Source: One-half cent infrastructure sales surtax revenues

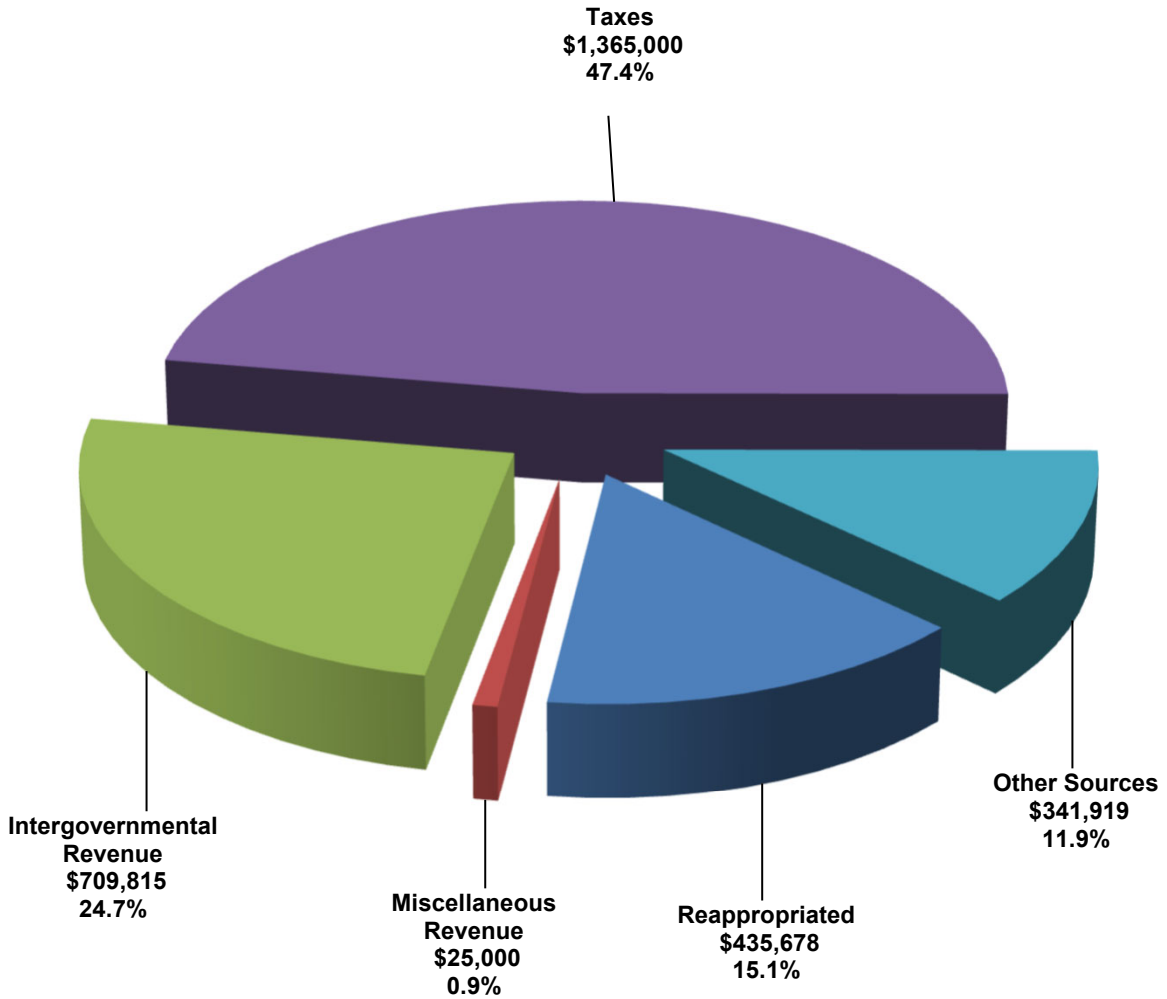
As of October 1, 2021, the outstanding principal was \$1,030,000.

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2021-22 PROPOSED BUDGET
<u>REVENUE - OTHER SOURCES</u>				
381007 Transfer from CIT - Principal	\$ 327,500	\$ 330,000	\$ 330,000	\$ 340,000
381008 Transfer from CIT - Interest	30,983	27,676	27,676	20,961
TOTAL REVENUES	\$ 358,483	\$ 357,676	\$ 357,676	\$ 360,961
 <u>EXPENDITURES</u>				
471000 Principal	\$ 325,000	\$ 330,000	\$ 330,000	\$ 340,000
472000 Interest	34,290	27,676	27,676	20,961
TOTAL EXPENDITURES	\$ 359,290	\$ 357,676	\$ 357,676	\$ 360,961

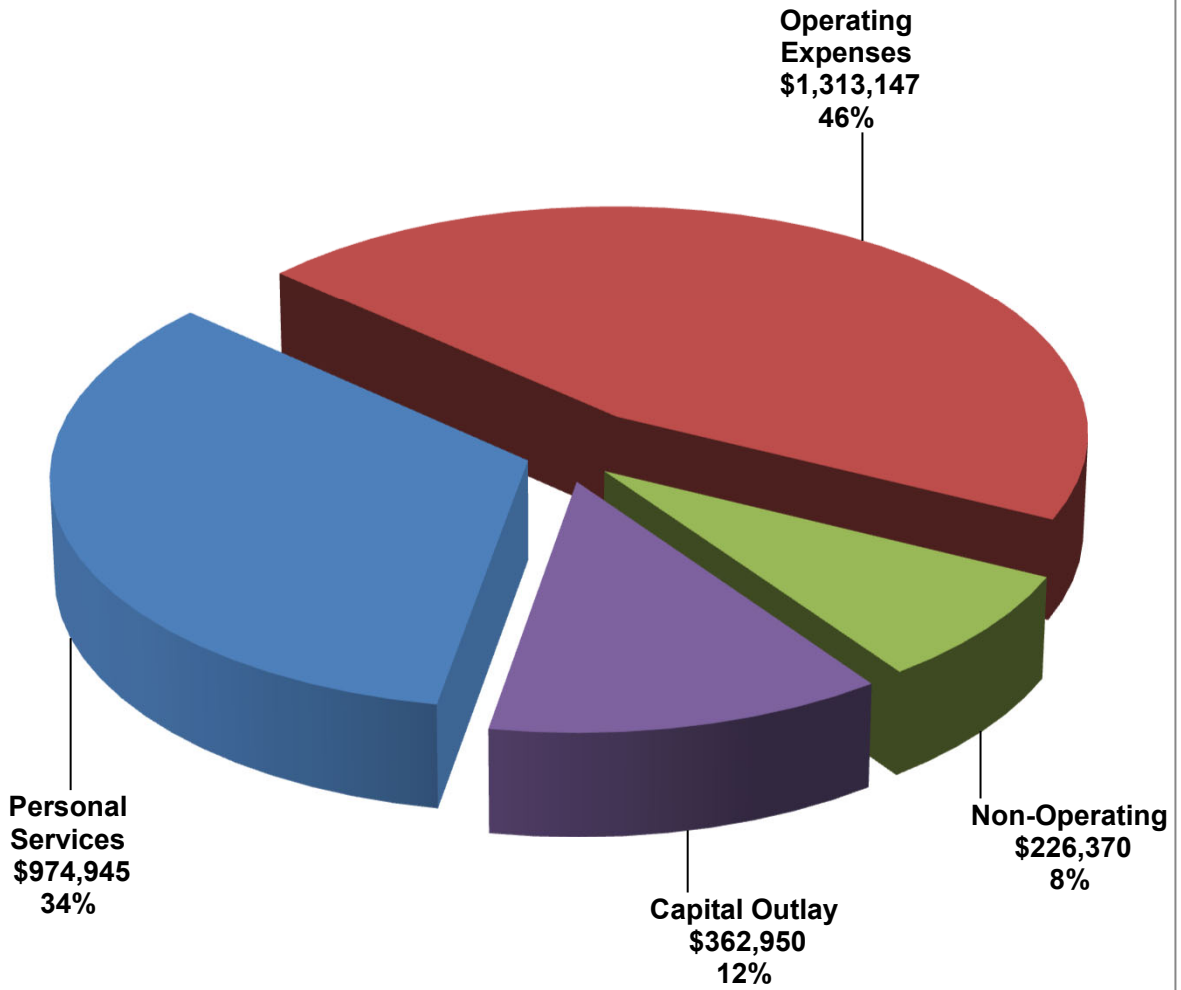


Street Fund

**City of Plant City
Fiscal Year 2021-22
Street Fund
Revenues - \$2,877,412**



**City of Plant City
Fiscal Year 2021-22
Street Fund
Expenditures - \$2,877,412**



Fund:
Street

Department:
Engineering/ Street & Stormwater
Program:
Traffic Maintenance/ Street Maintenance

Org Code:
17036*

REVENUES DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
REAPPROPRIATED					
271200 Reappropriated Funds	\$ -	\$ 3,591	\$ 3,591	\$ -	\$ 435,678
TOTAL REAPPROPRIATED	\$ -	\$ 3,591	\$ 3,591	\$ -	\$ 435,678
TAXES					
312300 Hillsbrgh Co. 9th Cent Gas Tax	\$ 175,267	\$ 186,600	\$ 186,600	\$ 185,000	\$ 190,000
312410 Local Option Gas Tax	1,055,593	1,174,621	1,174,621	1,100,000	1,175,000
TOTAL TAXES	\$ 1,230,860	\$ 1,361,221	\$ 1,361,221	\$ 1,285,000	\$ 1,365,000
INTERGOVERNMENTAL REVENUE					
334910 Traffic Signal Maint (FDOT)	\$ 175,666	\$ 184,000	\$ 184,000	\$ 187,077	\$ 194,541
334920 Street Lighting Maintenance	111,706	118,003	118,003	118,033	128,322
335122 8th Cent Motor Fuel Tax	335,104	300,000	300,000	305,000	315,000
335410 Special Fuel Tax Rebate	39,131	40,000	40,000	42,000	43,000
337910 Traffic Signals Maint (Local)	27,288	28,000	28,000	30,751	28,952
TOTAL INTERGOVERNMENT REVENUE	\$ 688,896	\$ 670,003	\$ 670,003	\$ 682,861	\$ 709,815
MISCELLANEOUS REVENUE					
361100 Interest Income	\$ 204,485	\$ 28,000	\$ 28,000	\$ 55,000	\$ 25,000
364410 Sale of Equipment	-	-	-	1,050	-
365100 Sale of Surplus Material	3,499	-	-	2,265	-
369900 Miscellaneous Revenue	30,381	-	-	-	-
TOTAL MISCELLANEOUS REVENUE	\$ 238,365	\$ 28,000	\$ 28,000	\$ 58,315	\$ 25,000
OTHER SOURCES					
380200 Cost Allocation-Water/Sewer	\$ 76,756	\$ 157,203	\$ 157,203	\$ 157,203	\$ 171,769
380300 Cost Allocation-Solid Waste	177,405	175,125	175,125	175,125	170,150
381000 Transfer from General Fund	-	325,000	325,000	325,000	-
TOTAL OTHER SOURCES	\$ 254,161	\$ 657,328	\$ 657,328	\$ 657,328	\$ 341,919
TOTAL REVENUES	\$ 2,412,282	\$ 2,720,143	\$ 2,720,143	\$ 2,683,504	\$ 2,877,412

Fund:
Street

Department:
Engineering

Org Code:
17056*

Program:
Traffic Maintenance/ Street Maintenance

APPROPRIATIONS BY DIVISION/PROGRAM

Division/Program	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Traffic Maintenance	\$ 1,243,444	\$ 1,437,020	\$ 1,450,269	\$ 1,386,238	\$ 1,430,450
Street Maintenance	1,210,448	1,283,123	1,283,123	1,277,897	1,446,962
Street Fund	<u>\$ 2,453,893</u>	<u>\$ 2,720,143</u>	<u>\$ 2,733,392</u>	<u>\$ 2,664,135</u>	<u>\$ 2,877,412</u>

Performance *Spotlight*

Department Mission

To provide the citizens and visitors a safe, efficient way to travel through the City that enhances and preserves the quality of our environment and community.

Program Description

The Traffic Division provides safe travel for citizens and visitors by effectively managing the Advanced Traffic Management System (ATMS) and maintaining traffic signals, signs, pavement markings and roadway lighting.



Performance Spotlight

Personnel

Positions	FY 2020	FY 2021	FY 2022
Traffic Foreman II	1	1	1
Traffic Maintenance Specialist	5	5	5
Traffic Maintenance Specialist II	0	0	2
Traffic Maintenance Specialist III	0	0	1
Traffic Operations Manager	1	1	1
Traffic Signal Technician	1	2	2
Traffic Tech II	1	0	0
Total	9	9	9



Performance Spotlight

Program Goals

Value: Teamwork

- Provide management for I-4 incidents and detour routes through the City using Advanced Traffic Management System (ATMS) in conjunction with the communication of FDOT and Hillsborough County.
- Maintain active involvement in the FDOT D7 Community Traffic Safety Team and Hillsborough County MPO-ITS Board.
- Continue Interlocal Agreement with Hillsborough County for maintenance of traffic signals.
- Work closely with engineering staff to enhance traffic inventory through GIS database.

Value: Leadership

- Restructure Traffic Operations to create opportunities for advancement based on knowledge and development within the division.
- Provide in-house and certified training to meet operational requirements and maximize knowledge, skills, and abilities.

Value: Excellence

- Maintain 7,500 traffic signs throughout the City through yearly preventative maintenance of one zone per month with new standards and requirements implementations.
- Reduce the liability of traffic and pedestrian incidents by performing preventative maintenance at 56 signalized intersections three times per year and 24/7 monitoring of 98 auxiliary beacons from Glance Software.
- Respond to all service requests within 48 hours and provide one-hour emergency response time.
- Implement features of the Advance Traffic Management System to perform advancing technology enhancements; such as, smart cities, connected vehicle technology, adaptive traffic, and advancement communications.
- Perform annual in-house inspections and upgrades to school zones and enhance the ability to smart connect these devices for enhanced safety and driver awareness.
- Develop a mainstream traffic system with fiber optic connectivity to retrieve the most accurate real-time data for faster diagnostics to trouble calls and reporting.
- Maintain retro reflectivity standards for signs and markings as outlined by FHWA in conformance with the proposed MUTCD minimum requirements. Perform annual nighttime visibility inspections for all signs and markings.

Value: Transparency

- Work closely with FDOT on the I-4 Florida's Regional Advance Mobility Elements (FRAME) project to solicit support for proposed diversion routes and downtown truck routes.
- Deploy Connected Automated Vehicle (CAV) with an emphasis on safety to improve driver experience on I-4 and other major arterials from Tampa to Orlando daily. Current schedule shows letting date of February 2022 and July 2022 start date for construction.

Performance Spotlight

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
Traffic Studies Performed (each)	21	30	40
Fiber Optic Cable Upgraded (feet)	20,700	45,620	20,000
Traffic Controllers Upgraded (each)	25	0	31
Core Strategy: Fostering Community Engagement			
FDOT D7 Community Traffic Safety Team Meetings Attended	12	12	12
ITS MPO Hillsborough Committee Meetings Attended	4	4	4
Traffic Cabinet Art Applied (each)	0	0	5
Core Strategy: Empowering Outstanding Customer Service			
Service Request Completed (each)	144	200	150
Traffic Signal Repairs (each)	254	180	150
Upgrade of Traffic Lights (per intersection)	3	2	2
Rebuild of Traffic Signals (per intersection)	1	1	1
Roadway Striping (Miles)	16.13	18	15
Rebuild Existing Electrical Services (each)	1	4	2
Traffic Call Outs (each)	41	50	50
Traffic Sign Repairs (each)	1,866	1,500	1,500
Incident Management Events (each)	63	80	100
Install Emergency Vehicle Pre-Emption (per intersection)	14	15	0
Roadway Lighting Repairs (each)	30	20	20
Illuminated Street Name Sign Installs (per intersection)	8	5	7
Fabrication of Traffic Signs (each)	1,566	2,000	1,500
Rectangular Rapid Flashing Beacon Installs (each)	4	10	6
Traffic Signal/Lighting Inspections (each)	2	1	4
Street Name Sign Change-out (per Intersection)	263	175	150
Solar Flashing School Beacons Installed (each)	8	10	0
Core Strategy: Engaging in Effective Communication			
FDOT D7 Traffic Management Team Meetings Attended	2	4	4
Core Strategy: Maximizing Organizational Effectiveness			
Traffic Training (per hour)	126	200	300

Performance Spotlight

Goals & Objectives Accomplished

- Completed Phase 2 of 5 of the Traffic Fiber Optic Upgrade, 45,620 feet installed
- Completed Phase 4 of 5 of the Illuminated Street Name Sign Change Out Program at the locations of Baker/Wheeler, Reynolds/Wheeler, Reynolds/Evers, Reynolds/Palmer, Charlie Griffin/James L Redman.
- Completed Phase 2 of 2 installation and configuration of Emergency Vehicle Pre-Emption System for Fire Rescue.
- Completed year 3 of 5 of the Street Name Sign Change Out project.
- Installed Dynamic Envelope Installations at all city railroad crossing in cooperation with FDOT safety efforts.
- Restriped downtown brick roads.
- Replaced School Beacon as mandated by the Federal Highway Administration.
- Upgraded signal heads and added reflective back plates to the following two intersections:
 - SR39 at Trapnell Road
 - Baker Street at Thonotosassa Road
- Installed five new locations of Rectangular Rapid Flash Beacons (RRFBs):
 - Reynolds Street/Howard Street
 - Reynolds Street/Davis Street
 - Cherry Street/Ellis Methvin Park
 - Griffin Boulevard Midblock
 - Maryland Avenue/Renfro Street
- Installed all-way stops at the following intersections:
 - Alabama Street/Warnell Street
 - Alabama Street/S Morgan Street
 - Magnolia Green Street/Magnolia Garden Drive
 - Magnolia Meadows Drive/San Moise Place
 - Prosser Drive/Hunter Street
 - Ohio Street/Morgan Street
 - Warren Street/Morgan Street
 - Renfro Street/Morgan Street
- Installed new Grid Smart video detection system at Park Street and James L Redman Parkway.
- Completed intersection resequencing and retiming of individual signalized intersections at Thonotosassa/I-4 and Alexander Street/SR39.
- Upgraded ATMS.now and traffic network security.
- Replaced two active directory servers in Traffic Management Center.
- Installed bright sticks at 75% of all stop sign locations.
- Implemented Leading Pedestrian Intervals (LPI's) on Reynolds Street from Wheeler Street to Palmer Street.
- Rebuilt the signalized intersection of Maki Road at James L Redman Parkway.
- Installed five new school flashers to meet requirement of the Federal Highway Administration (FHWA)
 - Garden Street
 - Barnes Street
 - MLK Street
 - Renfro Street
 - Warren Street

Fund:
Street

Department:
Engineering
Program:
Traffic Maintenance

Org Code:
17056000

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	429,703	520,069	520,069	483,159	554,801
Operating Expenses	419,013	570,615	531,544	520,723	531,779
Capital Outlay	309,222	240,400	292,720	276,420	234,000
Non Operating	85,506	105,936	105,936	105,936	109,870
Total	1,243,444	1,437,020	1,450,269	1,386,238	1,430,450

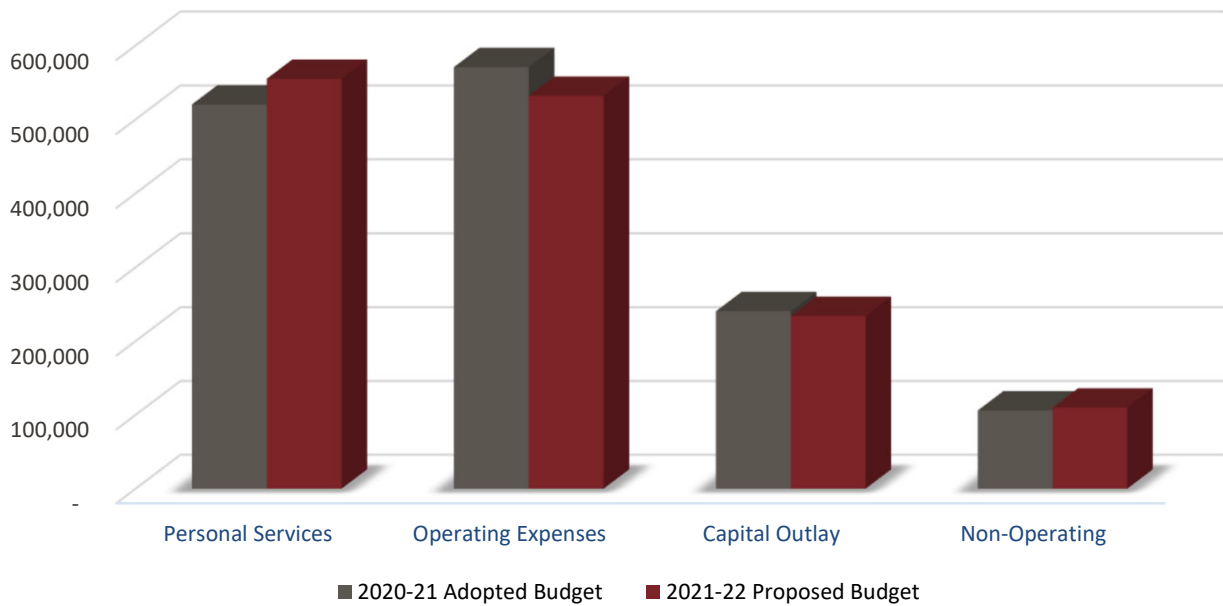
Capital Equipment

UPS for Traffic Signal Cabinets (10)	31,000
Rectangular Rapid Flashing Beacons (4)	<u>18,000</u>
Total	\$49,000

Capital Project

Traffic Signal Cabinet Upgrade	100,000
Advanced Traffic Management System (ATMS)	25,000
Fiber Optic Cable Upgrade	25,000
Traffic Signal Controller Upgrade	<u>35,000</u>
Total	\$185,000

FY 2020-21 & FY 2021-22 Budget Comparison



Performance Spotlight

Department Mission

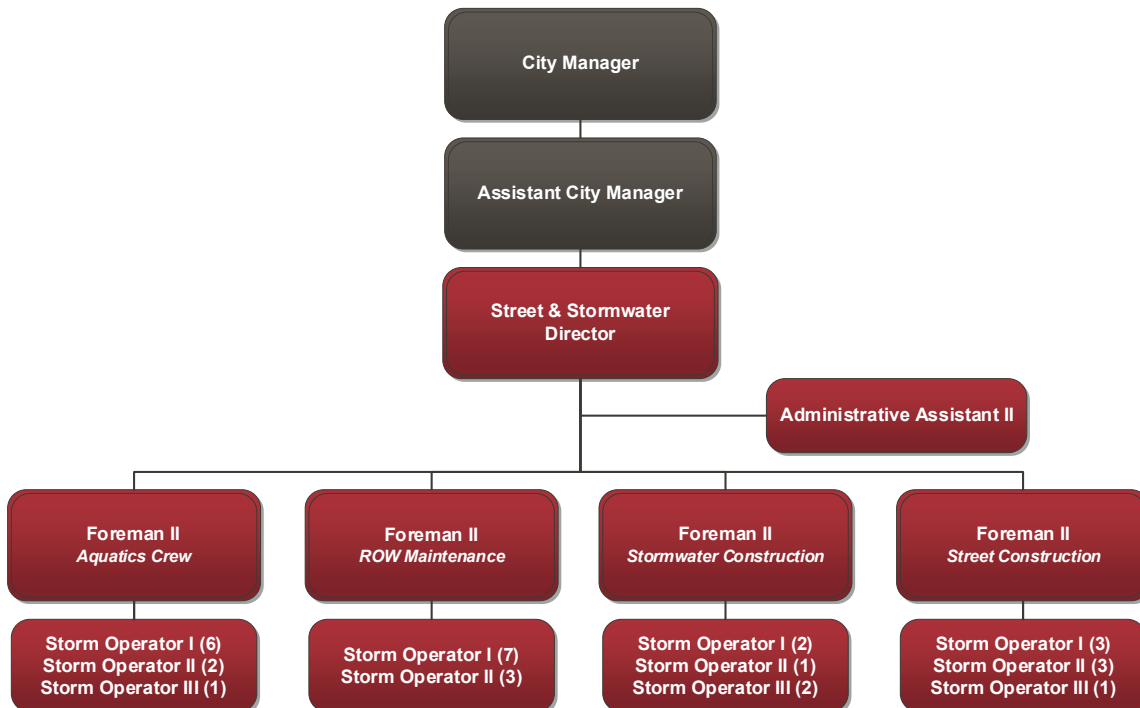
To enhance the quality of life in Plant City by providing safe roadways, sidewalks and roadway beautification while maintaining a friendly hometown approach.

Program Description

The Street Maintenance Division provides safe passageway throughout the City for motorists and pedestrians by providing streetlight, railroad crossing maintenance, sidewalk, and street repairs

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant II	1	1	1
Foreman II	4	4	4
Stormwater Operator I	18	18	18
Stormwater Operator II	8	9	9
Stormwater Operator III	4	4	4
Street & Stormwater Director	1	1	1
Total	36	37	37



Personnel costs are split between Street Maintenance and Stormwater Divisions.

Performance *Spotlight*

Program Goals

Value: Teamwork

- Collaborate proactively with other departments and agencies to develop mutually beneficial solutions for our citizens.
- Improve standards, performance, and provision of services through work in partnership with other City Departments.

Value: Integrity

- Commit to meet the goals and promises we, as individuals and a department, 100 percent of the time.
- Commit to promote the core values set forth by the City Manager.

Value: Transparency

- Provide an atmosphere of free and open exchange of ideas, information, cooperation, and trust for all citizens, employees, and agencies.
- Maintain clear and concise records to support reporting and data retrieval.
- Work to create GIS layers for information sharing and accessibility.

Value: Leadership

- Encourage leadership within the department to set realistic and challenging goals.
- Coach and inspire our teams.
- Provide yearly leadership training addressing motivational, supervisory and industry changes.
- Encourage independent ideas that focus on growth and individual development.

Value: Excellence

- Provide excellent service to our citizens and visitors through best management practices and dedication to continuous improvement through learning and innovation.
- Provide training for every person within the department promoting safety, skills, and growth.
- Preserve the 160 miles of City-maintained roadways through maintenance and rehabilitation emphasizing safety and ride quality.

Value: Respect

- Treat all people with kindness and politeness, listening with detail and empathy. Everyone matters.
- Respond to citizen and visitors' inquiries in a prompt and efficient manner.

Performance *Spotlight*

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
Sidewalk Installation & Repairs - Concrete Poured (yards)	113	163	130
Core Strategy: Empowering Outstanding Customer Service			
Customer Service Requests Addressed (each)	230	200	200
Core Strategy: Maximizing Organizational Effectiveness			
Hot Mix Applied (tons)	64	100	90
Cold Mix Applied (tons)	127	100	90
Potholes Filled (each)	1,287	1,200	1,000
Cross Training (hours)	55	25	25
Safety Training (hours)	107	70	70
Informational Training (hours)	27	30	30

Goals & Objectives Accomplished

- Replaced 145' of damaged sidewalk and ground down 145' of trip hazards in the Gordon Oaks Subdivision.
- Replaced 187' of damaged sidewalk, 36' of curb and multiple drains on N. Collins St. from Baker Street to Calhoun Street.
- Replaced 110' of damaged sidewalk on Country Hills Boulevard from Hunts Court to Westwind Drive.
- Replaced 180' of damaged sidewalk on Herring St. from Palmer Street to Wheeler Street.
- Replaced 105' of damaged sidewalk on Collins St. from Tever Street to Collins St.
- Replaced 461' of damaged sidewalk on Walter Drive from Baker Street to Reynolds Street.
- Replaced 400' of damaged sidewalk in Samuel W. Cooper Park.
- Milled and placed 6 tons of hot mix for roadway repair in the 500 block of E. Renfro Street.
- Repaired 2 miles of roadway shoulders.

Fund: Street	Department: Street & Stormwater	Org Code: 17056300
	Program: Street Maintenance	

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	328,040	396,654	396,654	396,654	420,144
Operating Expenses	643,564	728,806	728,806	723,580	781,368
Capital Outlay	145,834	50,000	50,000	50,000	128,950
Non Operating	93,010	107,663	107,663	107,663	116,500
Total	1,210,448	1,283,123	1,283,123	1,277,897	1,446,962

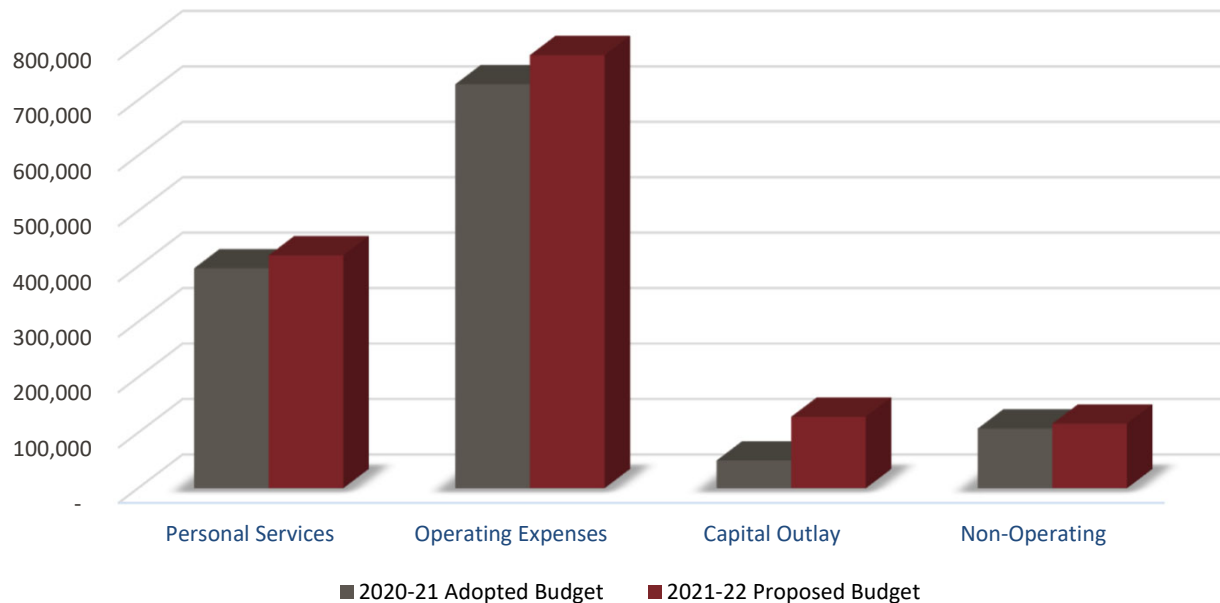
Capital Equipment

Tandem Axle Utility Trailer	3,950
Total	\$3,950

Capital Project

Sidewalk Replacement	50,000
Bridge Repair/Replacement	25,000
Pedestrian Handrail & Safety Guardrail	50,000
Total	\$125,000

FY 2020-21 & FY 2021-22 Budget Comparison



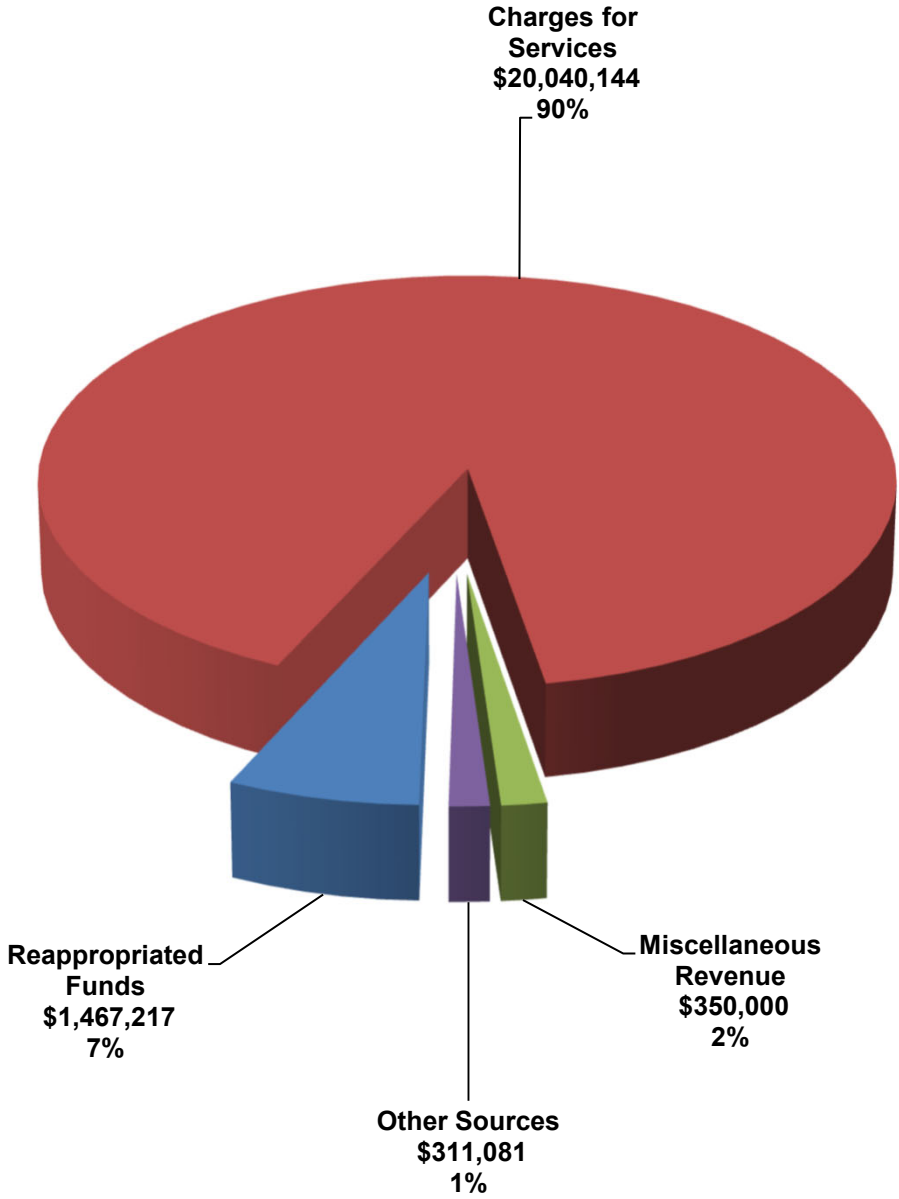


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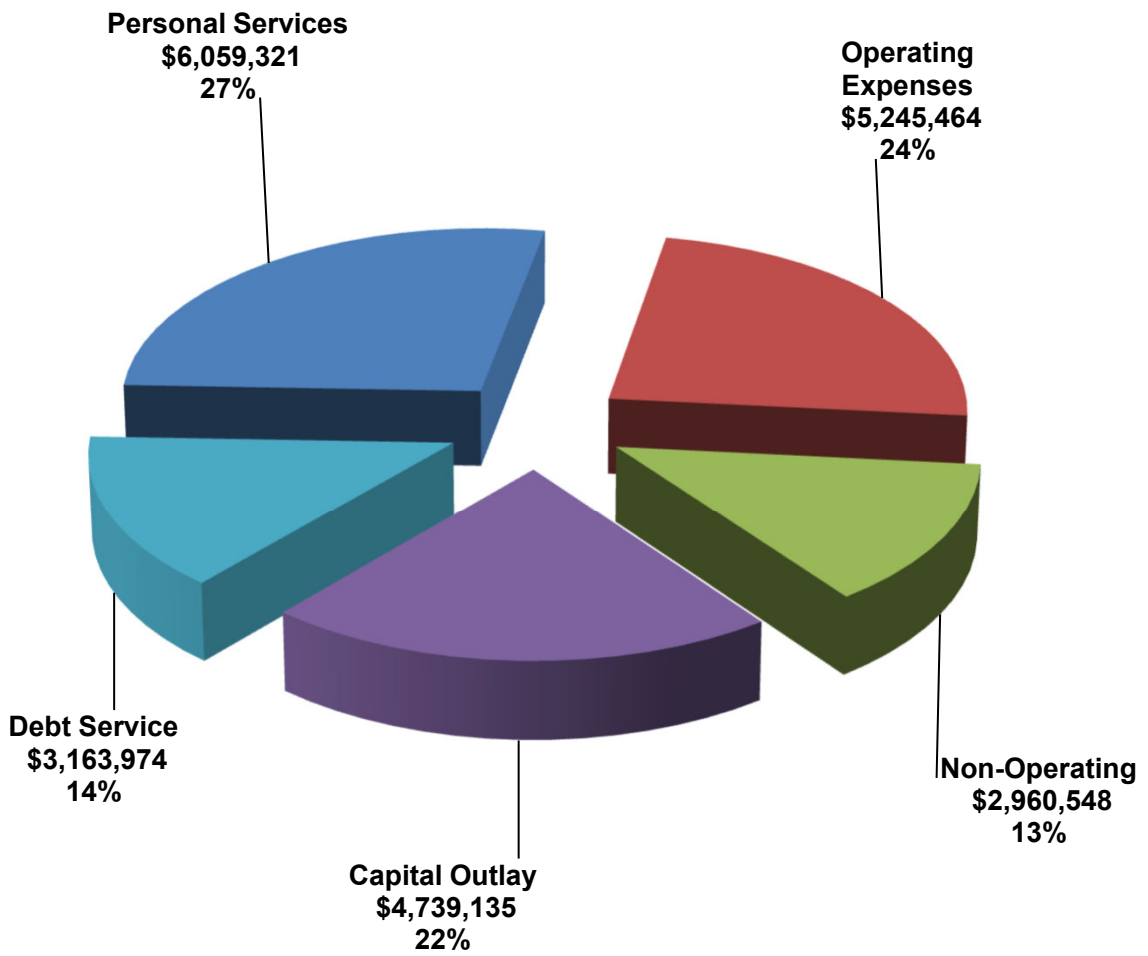


Water/Sewer Fund

**City of Plant City
Fiscal Year 2021-22
Water/Sewer Fund
Revenues - \$22,168,442**



**City of Plant City
Fiscal Year 2021-22
Water/Sewer Fund
Expenditures - \$22,168,442**



Fund:
Water Sewer

Department:
Water and Sewer

Org Code:
4025*

REVENUES DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>REAPPROPRIATED</u>					
272000 Reappropriated Funds	\$ -	\$ 2,764,049	\$ 2,764,049	\$ -	\$ 1,467,217
TOTAL REAPPROPRIATED	\$ -	\$ 2,764,049	\$ 2,764,049	\$ -	\$ 1,467,217
<u>INTERGOVERNMENTAL</u>					
337358 State Grants	\$ -	\$ 287,175	\$ 287,175	\$ 287,175	\$ -
TOTAL INTERGOVERNMENTAL	\$ -	\$ 287,175	\$ 287,175	\$ 287,175	\$ -
<u>CHARGES FOR SERVICES</u>					
343300 Residential Water Sales	\$ 2,981,628	\$ 3,195,613	\$ 3,195,613	\$ 3,118,500	\$ 3,245,640
343301 Commercial Water Sales	2,664,479	2,766,187	2,766,187	2,840,000	2,844,900
343302 Multi Unit Water Sales	639,539	670,500	670,500	676,000	676,020
343304 Irrigation Water Sales	823,484	910,000	910,000	845,600	890,040
343308 Water Meter Installations	65,210	50,000	50,000	75,000	78,000
343310 Residential Reclaimed Water Sa	9,923	10,000	10,000	10,900	11,304
343311 Commercial Reclaimed Water S	31,270	30,000	30,000	34,000	35,700
343312 Ag/Ind/Gov't Reclaimed Water	23,382	25,000	25,000	24,315	25,020
343351 General Utility Service Charge	57,478	60,000	60,000	60,000	60,000
343352 Water Ser Con/Disconnect	82,252	93,000	93,000	95,000	95,040
343353 Water Meter Service Charge	478	1,500	1,500	1,500	1,800
343354 Bad Check Charges	7,305	8,000	8,000	5,500	5,280
343500 Wastewater Revenue	8,628,349	8,501,826	8,501,826	8,700,000	8,820,000
343501 Commercial Wastewater Revenue	53,623	57,600	57,600	60,000	61,740
343502 Multi Unit Wastewater Revenue	1,638,515	1,625,000	1,625,000	1,694,000	1,673,880
343508 Sewer Taps	11,807	12,000	12,000	45,000	48,000
343510 Industrial Waste	1,369,084	1,458,000	1,458,000	1,450,500	1,467,780
TOTAL CHARGES FOR SERVICES	\$ 19,087,804	\$ 19,474,226	\$ 19,474,226	\$ 19,735,815	\$ 20,040,144
<u>MISCELLANEOUS REVENUE</u>					
361100 Interest Income	\$ 943,935	\$ 300,000	\$ 300,000	\$ 325,000	\$ 300,000
361101 Interest on Delinquent Accounts	60,529	50,000	50,000	60,000	50,000
364410 Sale of Equipment / Materials	53,962	-	-	56,409	-
369900 Miscellaneous Revenue	47,333	20,000	20,000	4,080	-
TOTAL MISCELLANEOUS REVENUE	\$ 1,105,759	\$ 370,000	\$ 370,000	\$ 445,489	\$ 350,000
<u>OTHER SOURCES</u>					
380300 Cost Allocation-Solid Waste	\$ 195,860	\$ 206,817	\$ 206,817	\$ 206,817	\$ 212,132
380400 Cost Allocation-Stormwater	101,788	86,542	86,542	86,542	98,949
381000 Interfund Transfer	1,015,732	-	-	-	-
TOTAL OTHER SOURCES	\$ 1,313,380	\$ 293,359	\$ 293,359	\$ 293,359	\$ 311,081
TOTAL REVENUES	\$ 21,506,944	\$ 23,188,809	\$ 23,188,809	\$ 20,761,838	\$ 22,168,442

Fund:
Water/Sewer

Department:
Water and Sewer

Org Code:
4025*

APPROPRIATIONS BY DIVISION/PROGRAM

Division/Program	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Utility Billing					
Office	\$ 806,126	\$ 959,614	\$ 959,614	\$ 915,406	\$ 986,951
Field Representatives	209,779	234,491	234,491	226,481	258,206
Total Utility Billing	<u>\$ 1,015,905</u>	<u>\$ 1,194,105</u>	<u>\$ 1,194,105</u>	<u>\$ 1,141,887</u>	<u>\$ 1,245,157</u>
Water Resource Management					
Water Conservation	\$ 101,407	\$ 114,787	\$ 114,787	\$ 113,543	\$ 118,320
Cross Connection Control	327,876	345,513	345,513	341,380	403,672
Industrial Pretreatmet	211,193	189,748	189,748	182,249	203,027
Environmental Compliance	153,278	172,778	172,778	167,498	186,759
Total Water Resources Management	<u>\$ 793,753</u>	<u>\$ 822,826</u>	<u>\$ 822,826</u>	<u>\$ 804,670</u>	<u>\$ 911,778</u>
Utilities Maintenance					
Line Maintenance	\$ 8,539,231	\$ 5,399,727	\$ 5,405,744	\$ 4,749,240	\$ 6,545,184
Mechanical and Electrical	1,908,665	2,686,486	2,703,615	2,483,694	2,708,476
Inventory/Stores	165,769	178,931	178,931	166,688	186,610
Total Utility Maintenance	<u>\$ 10,613,665</u>	<u>\$ 8,265,144</u>	<u>\$ 8,288,291</u>	<u>\$ 7,399,622</u>	<u>\$ 9,440,270</u>
Utilities Operations					
Water Treatment	\$ 4,208,110	\$ 4,622,445	\$ 4,626,273	\$ 4,647,182	\$ 2,909,073
Water Reclamation Treatment	\$ 5,184,975	\$ 5,119,577	\$ 5,143,205	\$ 5,113,927	\$ 4,498,190
Utilities Operations	<u>\$ 9,393,085</u>	<u>\$ 9,742,022</u>	<u>\$ 9,769,478</u>	<u>\$ 9,761,109</u>	<u>\$ 7,407,263</u>
Debt Service	<u>\$ 591,479</u>	<u>\$ 3,164,712</u>	<u>\$ 3,164,712</u>	<u>\$ 2,971,917</u>	<u>\$ 3,163,974</u>
Total Expenditures	<u>\$ 22,407,888</u>	<u>\$ 23,188,809</u>	<u>\$ 23,239,412</u>	<u>\$ 22,079,205</u>	<u>\$ 22,168,442</u>

Performance Spotlight

Department Mission

To deliver excellent customer service with respect, professionalism, and reliability to residents and visitors.

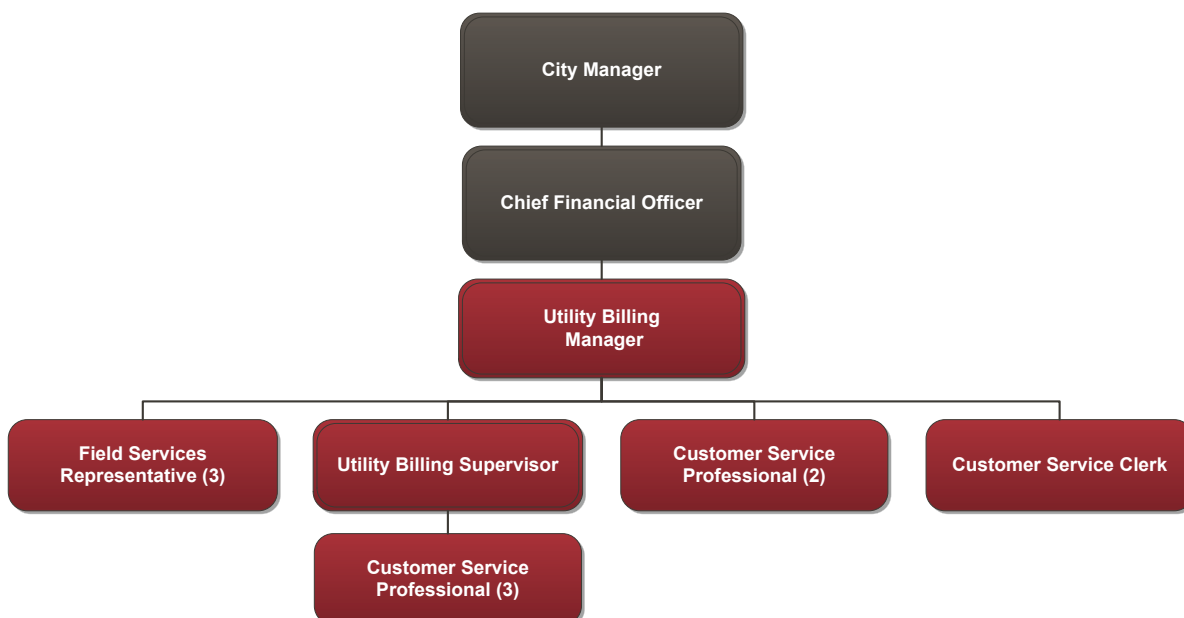
Program Description

The Utility Billing Division aids with new account activation, billing inquires, account updates, new construction water and sewer connections, meter reading and service order processing.

Customer Service employees process payments for utility billing, permits, parking tickets, retiree insurance, and CDBG housing payments. Field Service Representatives read over 13,645 meters monthly using mobile read devices, terminate, and turn on water service, perform meter tests, and respond to leak inquires.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Customer Service Clerk	1.5	1	1
Customer Service Professional	4	5	5
Field Services Representative	0	3	3
Field Representative	2	0	0
Senior Field Representative	1	0	0
Utility Billing Manager	1	1	1
Utility Billing Supervisor	1	1	1
Total	10.5	11	11



Performance Spotlight

Program Goals

Value: Teamwork

- Offer in-house, offsite, and online customer service training for each team member.
 - In-house training 4 times a year, 1-hour sessions.
 - Offsite training 2 times a year, 8-hour sessions.
 - Online training 4 times a year, 3-hour webinars.

Value: Leadership

- Offer management and leadership development training to prepare leaders in providing excellent customer service delivery and how to manage employees.

Value: Excellence

- Increase paperless billing customer base to 24%.
- Increase online payments to 65%.
- Increase online customer service application and deposit requests by 5%.
- Submit accounts to collection agency within 45 days from account termination.
- Engage in effective communication with customers by aiding with website navigation for contactless service requests.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Empowering Outstanding Customer Service			
Teamwork and Customer Service Training (Hours Per Person)	None	20	40
Leadership Training	25	4	35
Paperless Billing Customers	2,192	2,500	2,825
Percentage of e-bill	17%	21%	24%
Online Payments	76,468	84,300	88,500
Percentage of Online Payments	51%	61%	65%
Customer Service Online Applications and Deposits	678	715	750
Core Strategy: Maximizing Organizational Effectiveness			
Notify Collection Agency within 45 days	139	250	200

Goals & Objectives Accomplished

- Increased the percentage of customer using paperless billing to 21%.
- Implemented payment kiosk at four locations: City Hall, Library, Sadye Martin Gibbs Community Center, and New Stormwater and Streets Offices on Sydney Rd.
- Implemented 4,600 customers in Phase I Cart-to-Curb transition for utility billing customers.

Fund:
Water/Sewer

Department:
Finance
Program:
Utility Billing - Office

Org Code:
40256901

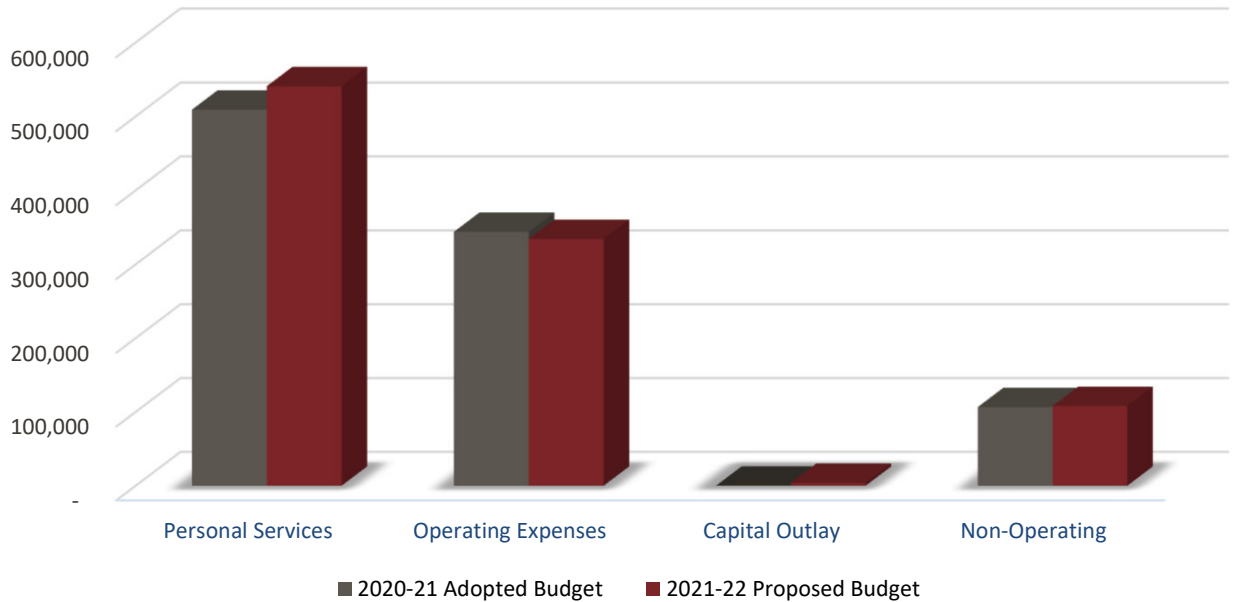
Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	442,264	509,017	509,017	479,359	540,759
Operating Expenses	277,567	343,966	343,966	329,416	334,226
Capital Outlay	-	-	-	-	3,999
Non-Operating	86,295	106,631	106,631	106,631	107,967
Total	806,126	959,614	959,614	915,406	986,951

Capital Equipment

Utility Billing Queuing System	3,999
Total	\$3,999

FY 2020-21 & FY 2021-22 Budget Comparison



Fund:
Water/Sewer

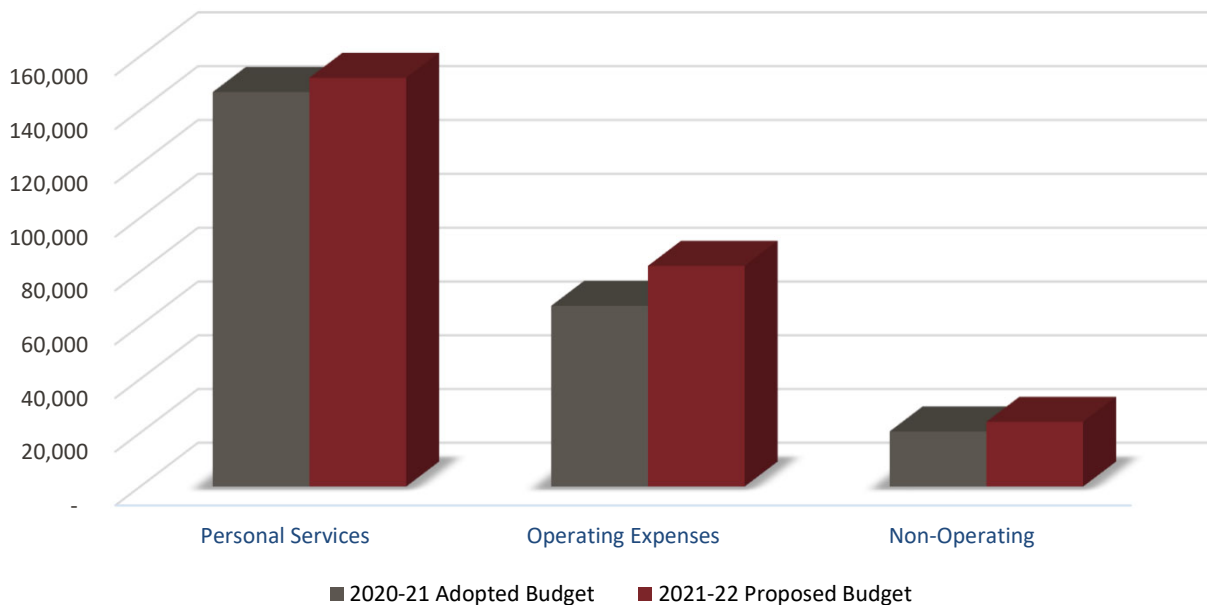
Department:
Finance
Program:
Utility Billing - Field Representatives

Org Code:
40256902

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	128,977	146,686	146,686	139,476	151,982
Operating Expenses	59,053	67,279	67,279	66,479	82,129
Non-Operating	21,748	20,526	20,526	20,526	24,095
Total	209,779	234,491	234,491	226,481	258,206

FY 2020-21 & FY 2021-22 Budget Comparison



Performance Spotlight

Department Mission

To develop and implement effective programs to protect and manage Plant City’s natural resources while building positive relationships in our community and providing excellent customer service at all times.

Program Description

Responsible for ensuring that the City’s potable and reclaimed water resources are utilized in a conscientious and efficient manner. Program meets requirements set forth by the Southwest Florida Water Management District for water conservation through the classification and monitoring of internal and public water use, inspection and resolution of concerns, and coordination with municipal, residential, commercial, and industrial customers. Monitors six wetland sites for environmental impacts related to the City’s use of groundwater. Develops and implements associated public education programs.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Cross Connection Control Coordinator	0	1	1
Cross Connection Inspector	1	0	0
Environmental Coordinator	1	1	1
Environmental Technician	1	1	1
Industrial Pretreatment Coordinator	0	1	1
Industrial Waste Coordinator	1	0	0
Water Conservation Coordinator	1	1	1
Water Resources Supervisor	1	1	1
Total	6	6	6

Performance Spotlight



Personnel costs are split across all four programs of the Water Resources Division.

Program Goals

Value: Teamwork

- Form City work groups and committees to facilitate project development and problem solving.
 - Public Supply Annual Report (PSAR) work group: involves members from several City Departments and ensures that the City meets State mandated annual limits for water loss and unaccounted water use in its water distribution system.
 - Reclaimed Water Use work group: involves members from the Utilities Department working together to consider potential new consumers and promote the use of reclaimed water.
- Participate in professional organizations, advisory committees, and work groups.
 - Walden Lake Median and ROW Irrigation Work Group: involves members from the City and community to address issues related to irrigation concerns and issues under the oversight of the Walden Lake Community Association. Ensures increased efficiency in water used for irrigation along medians and rights-of-way.

Performance Spotlight

- Work with Parks and Recreation Department to monitor internal irrigation practices. Monthly reports are generated and reviewed for irrigation accounts on City properties. Concerns are noted and modifications are made to address these concerns, which resulted in a 25% average reduction of internal irrigation water use since 2015.

Value: Integrity

- Set high standard for internal (City) irrigation by maintaining stringent one day per week schedule year round.

Value: Transparency

- Maintain open door and open book policies with regulatory agencies and the regulated community.
- Partner with Southwest Florida Water Management District (SWFWMD) representatives to create better standards for the community. This includes participation in pilot projects with the SWFWMD to develop better water conservation policies and procedures, annual reviews of wetland monitoring data and practices.
- Develop and implement new public education initiatives to inform the community of the importance of water conservation initiatives. Utilize social media and other technology options to better promote awareness.
- File annual reports related to water conservation and water quality. Ensure reports are available to public in a timely and effective manner.
 - Public Supply Annual Report required by the Southwest Florida Water Management District
 - Consumer Confidence Report required by the Florida Department of Health
 - Reclaimed Water User Report required by the Florida Department of Health

Value: Excellence

- Implement quality control standards to assess work and ensure that it meets the highest professional standards.
 - All work is reviewed and edited on several levels before it is submitted to customers, or outside agencies.
 - Quality control follow-up inspections and confirmations are completed internally where relevant.

Value: Respect

- Meet with customers at their home or business to address water conservation concerns. Perform on-site assessments for water consumption and irrigation system concerns.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
Wetland Monitoring Inspections	136	128	128
Core Strategy: Fostering Community Engagement			
Public Education Initiatives	10	6	6
Core Strategy: Empowering Outstanding Customer Service			
Water Conservation Inspections	9	6	12
Water Conservation Compliance Reviews (Internal)	12	12	12
Water Conservation Compliance Reviews (External)	12	12	12

Performance *Spotlight*

Goals & Objectives Accomplished

- Completed full audit of water distribution system to assess and reduce water loss and unaccounted water use. Unaccounted water use was 7.19% in 2019 and decreased to 3.27% in 2020. Compliance requirement is less 10%.
- Completed fully compliant Public Supply Annual Reporting (PSAR) as required by the SWFWMD.
- Completed fully compliant Consumer Confidence Report (CCR) as required by the FDOH.
- Completed fully compliant Reclaimed Water User Report as required by the FDOH.
- Partnered with Walden Lakes Community Association representatives to help facilitate success in complying with water conservation guidelines and annual irrigation allotment. WLCA was under allotment in CY 2020. Used 24.086 million gallons (MG) of 28.644 MG annual allotment. (15.91% savings)
- Partnered with Parks and Recreation Department to help facilitate success in complying with internal water conservation guidelines and monthly irrigation allotments for 34 City properties. City was under allotment for CY 2020. Used 21.831 MG of 26.541 MG annual allotment. (17.74% savings)
- Provided support related to purchasing, inventory, fleet management, building and property maintenance, and other administrative matters.

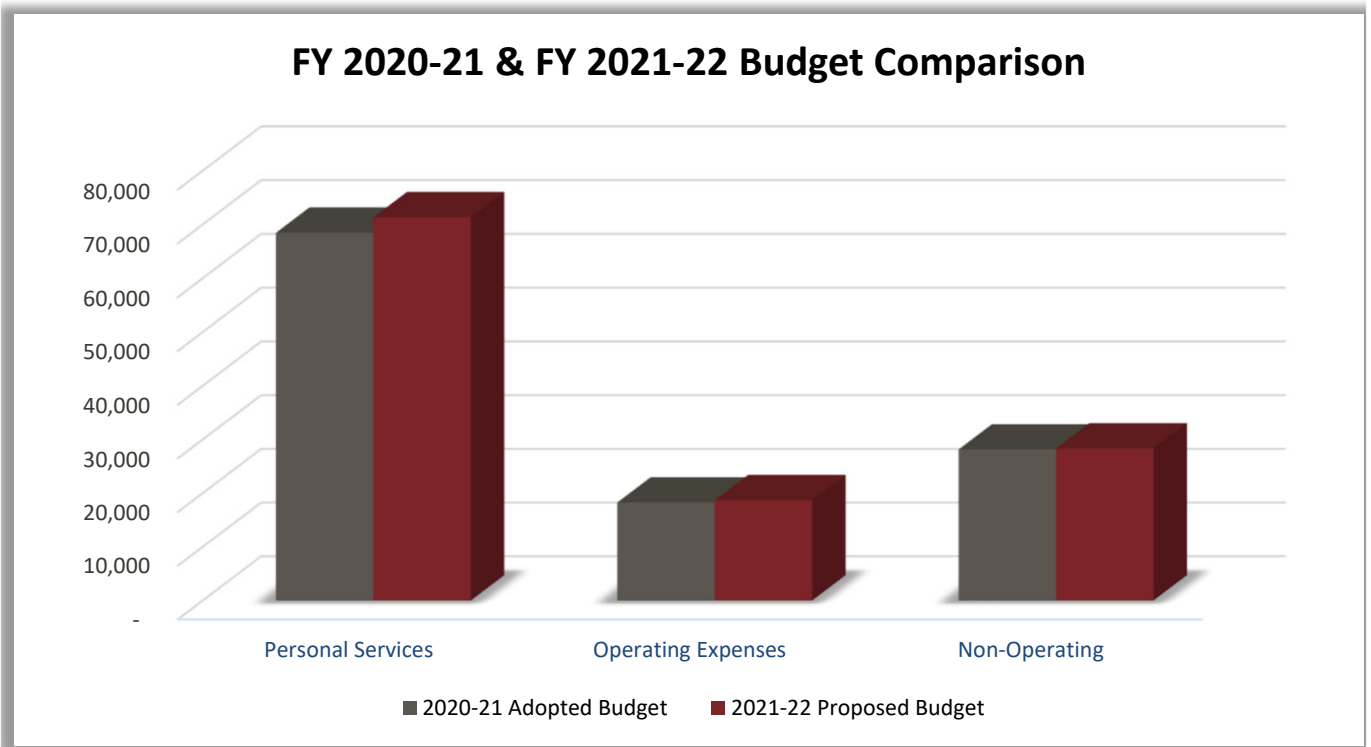
Fund:
Water/Sewer

Department:
Water Resource Management
Program:
Water Conservation

Org Code:
40257201

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	73,211	68,439	68,439	67,455	71,319
Operating Expenses	10,663	18,235	18,235	17,975	18,673
Non-Operating	17,532	28,113	28,113	28,113	28,328
Total	101,407	114,787	114,787	113,543	118,320



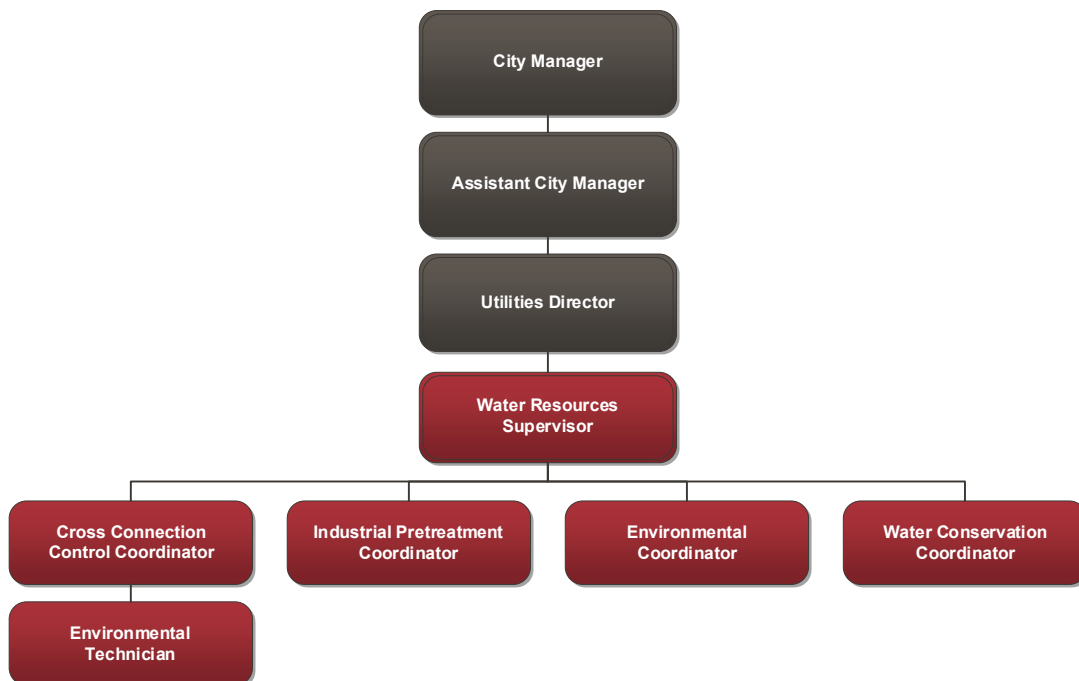
Performance Spotlight

Program Description

Responsible for the protection of the public drinking water and reclaimed water distribution system, and the health, safety, and welfare of customers that utilize the system. This is accomplished through an assessment program that determines the level of protection (backflow prevention assembly) that must be provided at any point of connection to the distribution system. Over 1,800 backflow prevention assemblies that have been installed are tested and repaired annually. Additionally, a routine monitoring and inspection program helps locate and eliminate potentially harmful cross connections and sources of possible contamination.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Cross Connection Coordinator	0	1	1
Cross Connection Inspector	1	0	0
Environmental Coordinator	1	1	1
Environmental Technician	1	1	1
Industrial Pretreatment Coordinator	0	1	1
Industrial Waste Coordinator	1	0	0
Water Conservation Coordinator	1	1	1
Water Resources Supervisor	1	1	1
Total	6	6	6



Personnel costs are split across all four programs of the Water Resources Division.

Performance Spotlight

Program Goals

Value: Teamwork

- Form City work groups and committees to facilitate project development and problem solving.
 - Cross Connection Control Compliance work group: involves members from the Water Resource Management Division, Utilities Maintenance, Building Department, Fire Department, and Utilities Billing. The group works together to reduce the time required to review, approve, and inspect backflow prevention assembly installations.
- Provide support to Utilities Maintenance team in relation to large meter testing and repair program.

Value: Integrity

- Establish new protocols for tracking installation, inspection, and testing of dedicated irrigation systems to meet State requirements.

Value: Transparency

- Maintain open door and open book policies with regulatory agencies and the regulated community.
- Develop and implement new public education initiatives to inform the community of the importance of cross connection control and backflow prevention. Utilize social media and other technology options to better promote awareness.
- File annual report related to cross connection control. Ensure report is available to public in a timely and effective manner.
 - Cross Connection Control Annual Report required by the Florida Department of Health

Value: Excellence

- Implement quality control standards to assess work and ensure that it meets the highest professional standards.
 - All work is reviewed and edited on several levels before it is submitted to customers or outside agencies.
 - Quality control follow-up inspections and confirmations are completed internally where relevant.
- Continue to implement Asset Management Program for replacing older backflow prevention assemblies.
- Streamline backflow prevention assembly testing and repair program by continuing to modify scheduling procedures, updating and improving parts inventory, and enhancing data tracking efficiency through Access database revisions.
- Perform field work to locate all backflow prevention assemblies on new GIS layer. Review data and add assets to GIS layer.

Value: Respect

- Meet with customers at their home or business to address cross connection control and backflow prevention concerns.

Performance Spotlight

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Fostering Community Engagement			
Public Education Initiatives	4	4	4
Core Strategy: Empowering Outstanding Customer Service			
Backflow Prevention Assembly Tests	1,969	2,000	2,300
Backflow Prevention Assembly Repairs	626	640	736
Asset Management Program Repairs/Replacements	10	20	20
Cross Connection Control Inspections – reclaimed water	6	30	100+

Goals & Objectives Accomplished

- Completed fully compliant Cross Connection Control Annual Report required by the Florida Department of Health (FDOH)
- Coordinated repair/replacement of 10 large backflow prevention assemblies that met Asset Management Program criteria for end-of-service life including large parallel potable and fire systems at James Hardie Building Products, Walmart, Mosaic, Saputo Dairy, and City WRF.
- Coordinated 67 internal quality control tests to confirm accuracy of internal testing
- Completed six cross connection control inspections at City and residential sites where reclaimed water is used for irrigation.
- Assisted Utilities Maintenance in managing meter program during transition phase to hire new Distribution System Coordinator. This included interviewing candidates for position and participating in the committee that set-up the successful pilot test program for AMI technology.
- Revised City’s approved list of backflow prevention assemblies and updated all City officials involved in plan review and inspection processes.
- Completed review and draft modification to the Manual of Cross Connection Control. Projected final draft in June 2021.
- Completed forklift recertification training for Utilities Maintenance staff. Revised forklift training manual and turned program over to Utilities Maintenance management staff.

Fund:
Water/Sewer

Department:
Water Resource Management
Program:
Cross Connection Control

Org Code:
40257202

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	155,669	165,986	165,986	164,433	177,783
Operating Expenses	33,551	35,750	37,250	33,670	62,141
Capital Outlay	100,000	101,500	100,000	101,000	101,500
Non-Operating	38,655	42,277	42,277	42,277	62,248
Total	327,876	345,513	345,513	341,380	403,672

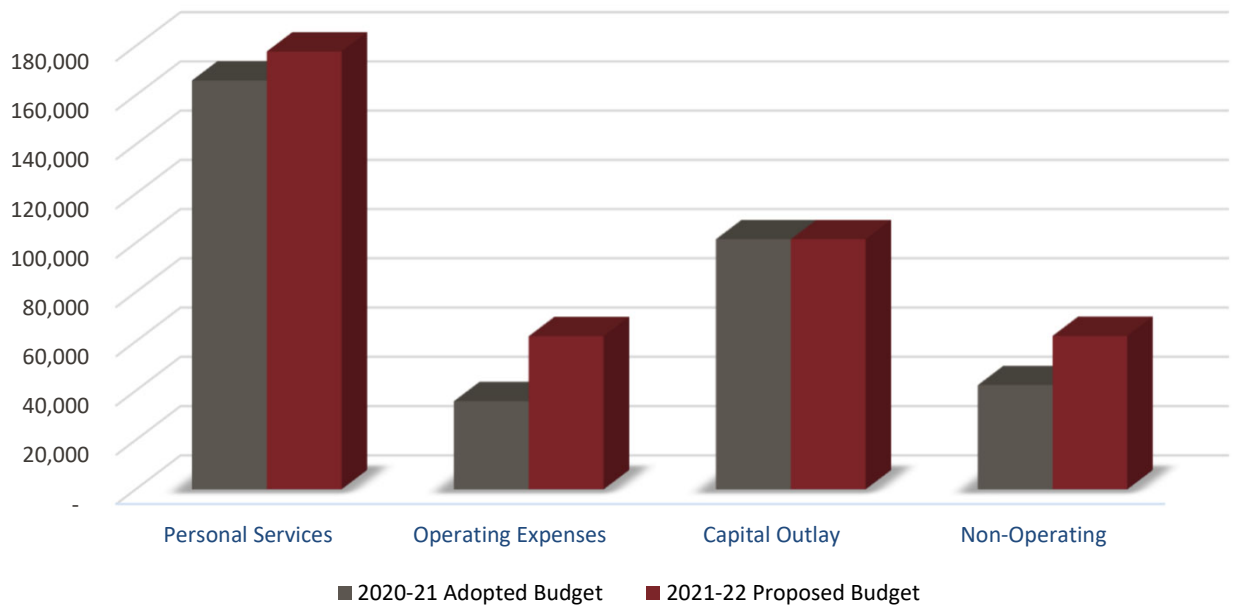
Capital Equipment

Backflow Prevention Assembly Test Gauge	1,500
Total	\$1,500

Capital Project

Backflow Prevention Assembly & Large Meter	100,000
Total	\$100,000

FY 2020-21 & FY 2021-22 Budget Comparison



Performance Spotlight

Program Description

Responsible for the protection of the City’s sanitary sewer collection system and Water Reclamation Facility. Ensures that municipal, residential, commercial, and industrial sites comply with federal, state, and local regulations through the classification, monitoring and inspection of the sanitary sewer system users, including six significant permitted industrial users, and hundreds of smaller industrial/commercial sites. Administers a comprehensive Grease Management Program, and assists with environmental compliance issues including spill response, waste management, wildlife issues, and other incident investigations. Develops and implements municipal and public educational programs.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Cross Connection Coordinator	0	1	1
Cross Connection Inspector	1	0	0
Environmental Coordinator	1	1	1
Environmental Technician	1	1	1
Industrial Pretreatment Coordinator	0	1	1
Industrial Waste Coordinator	1	0	0
Water Conservation Coordinator	1	1	1
Water Resources Supervisor	1	1	1
Total	6	6	6



Personnel costs are split across all four programs of the Water Resources Division.

Performance *Spotlight*

Program Goals

Value: Teamwork

- Form City work groups and committees to facilitate project development and problem solving.
 - Wastewater Quality Compliance work group: involves members from Water Resource Management and Utilities Operations. Ensures that the City meets State mandated industrial pretreatment standards.
 - Grease Management Compliance work group: involves members from Water Resource Management and Utilities Maintenance. Ensures that grease management concerns in the wastewater collection system are remediated.
 - Waste Reduction work group: involves members from Water Resource Management and Solid Waste. Works to reduce and better manage specific waste streams in the community, including used motor oil, Styrofoam, food waste, household hazardous wastes, and other related products.
- Participate in professional organizations, advisory committees, and work groups.
 - Industrial User Compliance work group: involves members from Water Resource Management and representatives from industrial user facilities. Provides hands-on support to ensure that industrial users comply with State and Federal standards, assesses new and/or updated regulations and their potential impact.
 - Public Education work group: involves members from the City, Chamber of Commerce, Hillsborough Community College, local schools, and industrial and commercial businesses to promote environmental public education in Plant City at various community sites and events.
 - Active member of Florida Industrial Pretreatment Association (FIPA).

Value: Transparency

- Maintain open door and open book policies with regulatory agencies and the regulated community.
- Develop and implement new public education initiatives to inform the community of the importance of industrial pretreatment and pollution prevention initiatives. Utilize social media and other technology options to better promote awareness.
- File annual report related to industrial pretreatment and wastewater. Ensure reports are available to public in a timely and effective manner.
 - Industrial Pretreatment Program Annual Report required by the Florida Department of Environmental Protection.

Value: Excellence

- Implement quality control standards to assess work and ensure that it meets the highest professional standards.
 - All work is reviewed and edited on several levels before it is submitted to customers, or outside agencies.
 - Quality control follow-up inspections and confirmations are completed internally where relevant.

Value: Respect

- Meet with customers at their home or business to address industrial pretreatment and environmental concerns. Perform on-site assessments and assist in remediation efforts as needed.

Performance

Spotlight

- Provide support to City residents regarding environmental and wildlife issues by working in conjunction with the Florida Department of Environmental Protection, Florida Fish and Wildlife Conservation Commission, Hillsborough County, and local rescue agencies to remediate related concerns.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Empowering Outstanding Customer Service			
Industrial Pretreatment Inspections	28	30	30
Public Education Initiatives	33	60	50
Internal Education Initiatives	N/A	90	144

Goals & Objectives Accomplished

- Received administrative approval from FDEP for required annual report.
- Worked with several civic and industry groups to host educational events at the Plant City Community Gardens on the campus of Hillsborough Community College.
- Conducted various environmental workshops and classes at local schools, civic events, etc.
- Initiated Industrial Pretreatment – Operations Exchange (IPOP Exchange) meetings to promote internal information sharing and teamwork opportunities. 12 meetings/month are scheduled to provide for interaction with all Utilities Operations shifts and team members.
- Provided on-site support to Saputo Dairy, and other industrial sites during new construction, and process improvements at facilities.
- Worked with Solid Waste Department to assess waste stream reduction issues, including revitalizing the City's Public Used Oil Collection Center, and streamlining the City's program for processing internal hazardous wastes.
- Provided ongoing cooperative support to local commercial, industrial, and residential facilities to help reduce grease contributions to the sanitary sewer system. New programs coordinated with the Chamber of Commerce and downtown events have been successful. The Food Truck Rally Grease Management Program is one of first in the state and continues to be a success.

Fund:
Water/Sewer

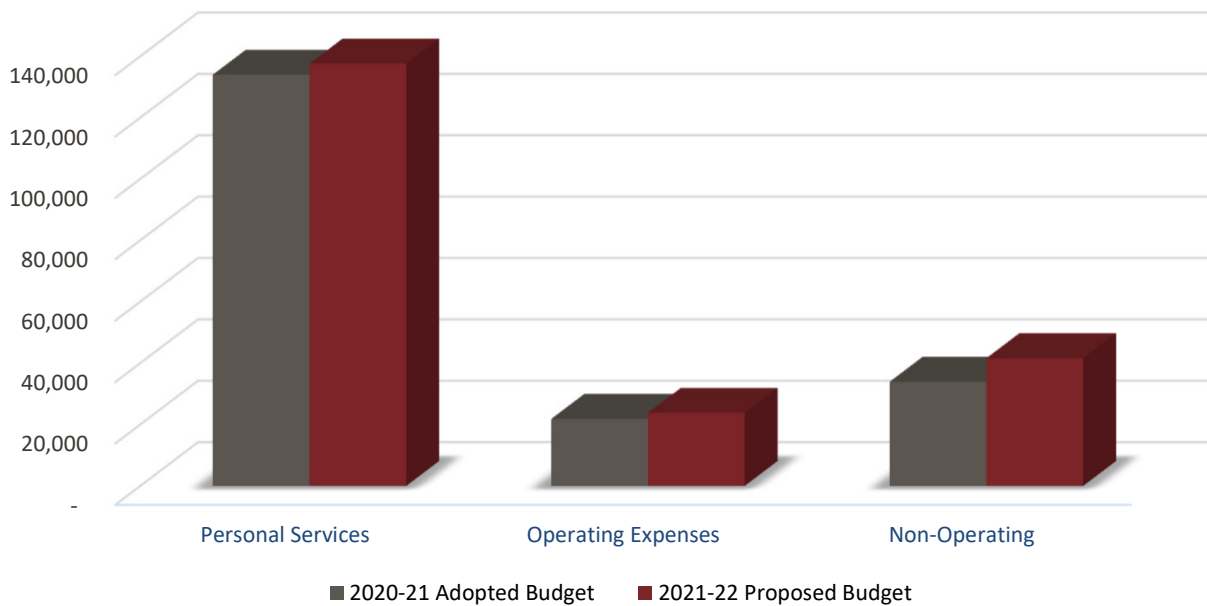
Department:
Water Resource Management
Program:
Industrial Pretreatmet

Org Code:
40257203

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	116,934	133,992	133,992	129,443	137,618
Operating Expenses	14,569	21,820	21,820	18,870	23,800
Capital Outlay	50,000	-	-	-	-
Non-Operating	29,690	33,936	33,936	33,936	41,609
Total	211,193	189,748	189,748	182,249	203,027

FY 2020-21 & FY 2021-22 Budget Comparison



Performance *Spotlight*

Program Description

Responsible for the protection of the City’s surface water, and groundwater resources. Ensures that municipal, residential, commercial, and industrial sites comply with federal, state, and local regulations to reduce the potential for stormwater pollution. Monitors and inspects related facilities. Represents City on various regulatory and environmental compliance related committees. Responsible for development and implementation of comprehensive compliance programs related to water, wastewater, and stormwater. Provides support to other City programs in the development and implementation of education programs, especially those related to environmental issues and related initiatives that are beneficial to employees and the public.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Cross Connection Coordinator	0	1	1
Cross Connection Inspector	1	0	0
Environmental Coordinator	1	1	1
Environmental Technician	1	1	1
Industrial Pretreatment Coordinator	0	1	1
Industrial Waste Coordinator	1	0	0
Water Conservation Coordinator	1	1	1
Water Resources Supervisor	1	1	1
Total	6	6	6

Performance Spotlight



Personnel costs are split across all four programs of the Water Resources Division.

Program Goals

Value: Teamwork

- Form City work groups and committees to facilitate project development and problem solving.
 - Stormwater Permit Compliance work group: involves members from Water Resource Management, Stormwater, and Engineering. Ensures that the City meets State mandated requirements set for stormwater system operation and maintenance, and construction site erosion and sedimentation control.
- Participate in professional organizations, advisory committees, and work groups.
 - Public Education work group: involves members from the City, Chamber of Commerce, Hillsborough Community College, local schools, and industrial and commercial businesses to promote environmental public education in Plant City at various community sites and events.
 - Active membership in the Florida Stormwater Association (FSA)
 - Active member of Tampa Bay Nitrogen Management Consortium (TBNMC)

Performance Spotlight

- Provide support to Utilities Operations, Utilities Maintenance, and Stormwater to develop and distribute social media content.
- Work with Engineering, Utilities Administration, and Stormwater team members to create GIS layers for stormwater infrastructure inventory.
- Work with Stormwater to implement procedures for gathering stormwater infrastructure inventory data. Provide related training and support.

Value: Transparency

- Maintain open door and open book policies with regulatory agencies and the regulated community.
- Develop and implement new public education initiatives to inform the community of the importance of stormwater/surface water quality, and pollution prevention initiatives. Utilize social media and other technological options to better promote awareness
- File annual report related to stormwater and surface water quality. Ensure reports are available to public in a timely and effective manner.
 - NPDES MS4 (Stormwater) Permit Annual Report required by the Florida Department of Environmental Protection

Value: Excellence

- Implement quality control standards to assess work and ensure that it meets the highest professional standards.
 - All work is reviewed and edited on several levels before it is submitted to customers, or outside agencies.
 - Quality control follow-up inspections and confirmations are completed internally where relevant.
- Develop GIS layers related to stormwater system operations and maintenance to provide a more technical platform for presenting information, making decisions, and meeting regulatory compliance.

Value: Respect

- Meet with customers at their home or business to address stormwater/surface water quality and environmental concerns. Perform on-site assessments and assist in remediation efforts as needed.
- Provide support to City residents regarding environmental issues by working in conjunction with the Florida Department of Environmental Protection, Hillsborough County, Florida Department of Transportation and other agencies to remediate related concerns.
- Participate in the development and implementation of programs to promote respect and consideration of our team members and customers.
 - Active member of Employee Appreciation Committee and Customer Service Committee

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Empowering Outstanding Customer Service			
Environmental Inspections	33	50	60
Environmental Education Initiatives	29	48	50

Performance *Spotlight*

Goals & Objectives Accomplished

- Reviewed City's NPDES Stormwater Permit. Assessed compliance status of the current Stormwater Management Program. Met with all City officials involved and reviewed their responsibilities and discussed updating programs as needed.
- Completed NPDES Stormwater Permit Annual Report and met all permit requirements.
- Coordinated quarterly compliance monitoring and sampling related to the Sparkman Road Landfill.
- Completed development of new GIS layer for stormwater infrastructure and assets. Worked with Stormwater team to collect asset information and input into layer. Worked with Engineering team to upload data to City's master GIS system.
- Completed update of Access database for tracking of Cross Connection Control data, including testing and repair information related to 1900+ backflow prevention assemblies.
- Participated with other municipal and state representatives in the review of the new NPDES Stormwater Permit that will be updated and issued to Phase I permittees. Current five-year permit cycle ends in July 2021.
- Initiated new internal NPDES Stormwater Permit education initiatives and provided training to over 100 employees.
- Developed and implemented new and more efficient electronic system for sharing important Utilities Department program information with the public. Currently, it is used to share information with DRC applicants.

Fund:
Water/Sewer

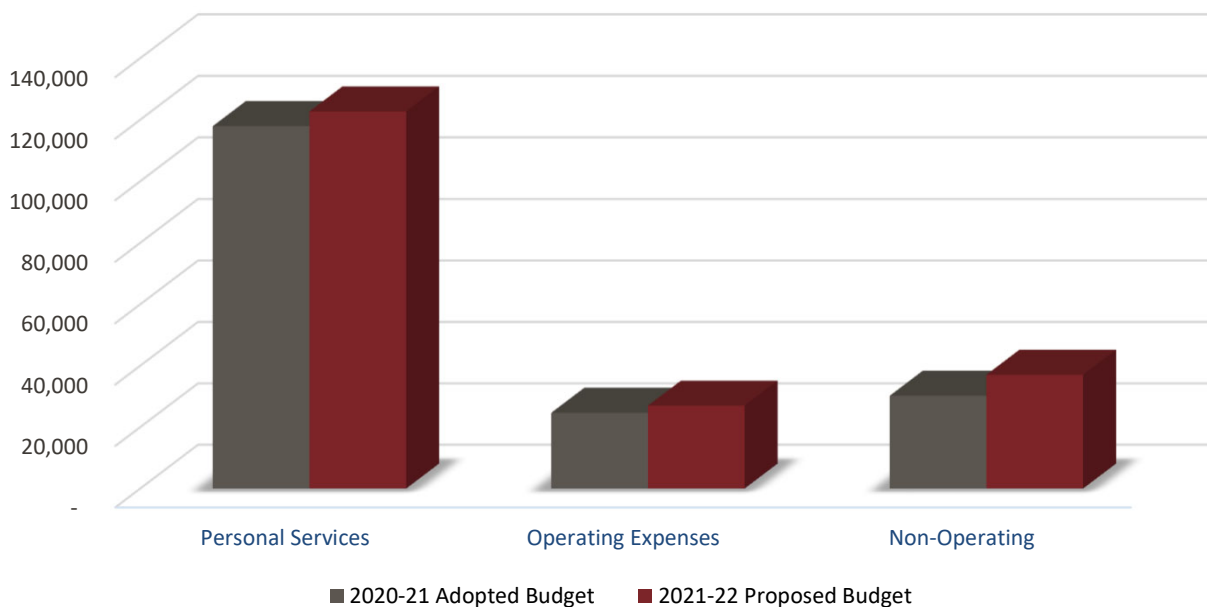
Department:
Water Resource Management
Program:
Environmental Compliance

Org Code:
40257204

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	107,197	117,910	117,910	116,130	122,697
Operating Expenses	19,918	24,660	24,660	21,160	27,000
Non-Operating	26,163	30,208	30,208	30,208	37,062
Total	153,278	172,778	172,778	167,498	186,759

FY 2020-21 & FY 2021-22 Budget Comparison



Performance Spotlight

Department Mission

To provide safe drinking water, adequate pressures, and reliable wastewater treatment, to partner with and serve the community that trusts us with this important responsibility.

Program Description

Water Line

- Responsible for maintaining the water distribution system piping, valves, and appurtenances through maintenance, repairs, testing of over 225 miles of water pipe in the distribution system. This program maintains and tests 1,404 fire hydrants, replaces old galvanized and copper water service lines, and replaces systems.

Sewer Line

- Responsible for maintaining the wastewater collection system, piping, manholes, and appurtenances through maintenance, repairing, and testing over 140 miles of wastewater pipe in the collection system. This program replaces nearly one mile of 8-inch sewer lines yearly; replaces sewer services and manholes to prevent blockages or disruption to the customers. Water and sewer projects are coordinated to minimize disruption.

Infiltration and Inflow

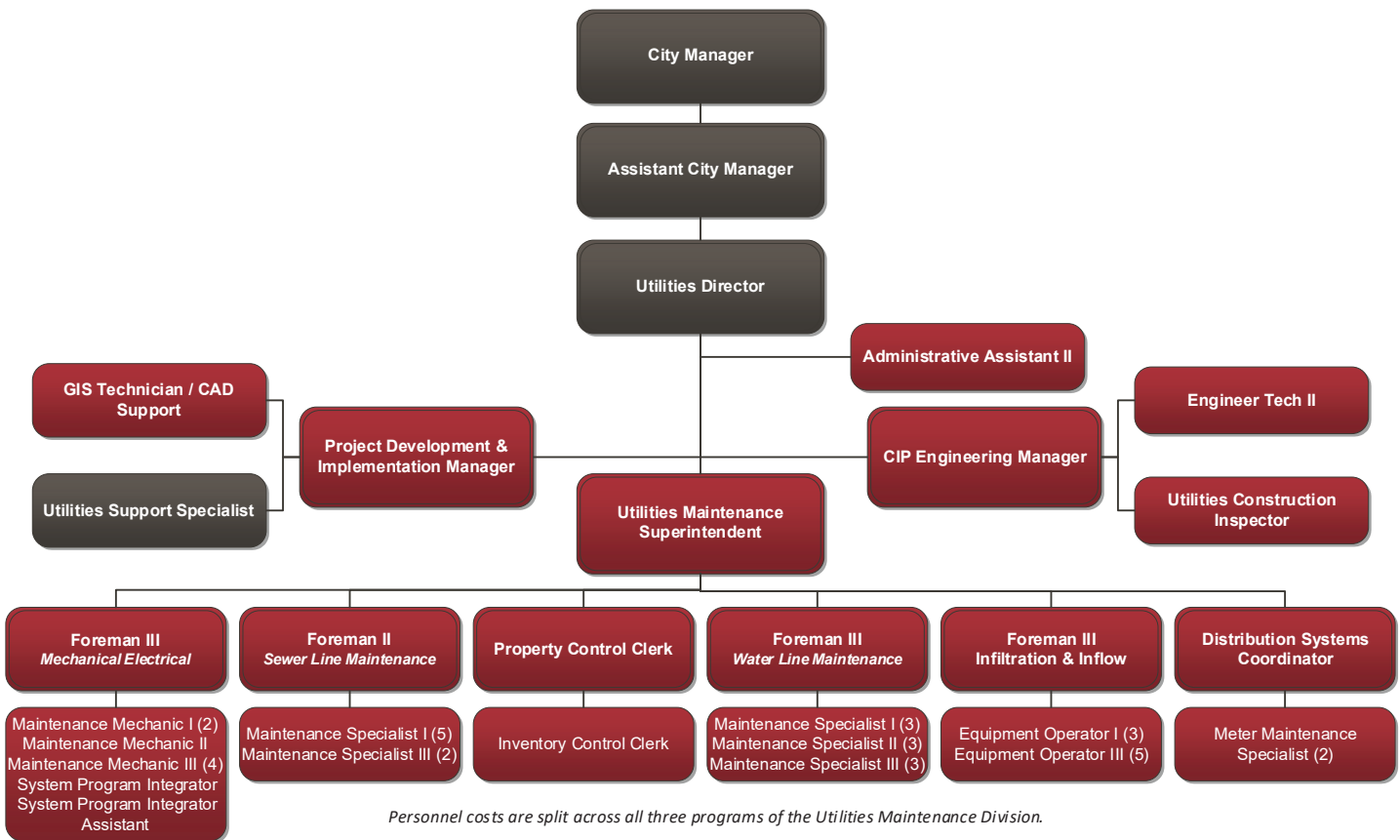
- Responsible for inspecting, cleaning, and repairing the Wastewater Collection System, piping manholes and appurtenances; through utilizing two high-pressured vacuum cleaning trucks to clean the Collection System over a two-year period by video inspection for damages. Repairing pipe joints, utilizing a chemical grout system to prevent infiltration of unwanted water, smoke testing the system to find and correct water intrusion from storm collection and run off. Rehab of manhole structures with epoxy coatings.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant II	1	1	1
CIP Engineering Manager	1	1	1
Distribution Systems Coordinator	1	1	1
Engineer Tech II	1	1	1
Equipment Operator I	3	3	3
Equipment Operator III	5	5	5
Foreman II	2	0	0
Foreman III	2	3	3
GIS Technician/CAD Support	1	1	1
Instrumentation Tech	1	1	0
Inventory Control Clerk	1	1	1
Maintenance Mechanic I	2	3	2
Maintenance Mechanic II	1	1	1
Maintenance Mechanic III	4	4	4
Maintenance Specialist I	8	8	8

Performance Spotlight

Positions	FY 2020	FY 2021	FY 2022
Maintenance Specialist II	3	3	3
Maintenance Specialist III	5	5	5
Meter Maintenance Specialist	1	1	2
Project Development & Implementation Manager	1	1	1
Property Control Clerk	1	1	1
System Program Integrator	0	0	1
System Program Integrator Assistant	0	0	1
Utilities Construction Inspector	1	1	1
Utilities Maintenance Superintendent	1	1	1
Utilities Support Specialist	1	1	1
Total	48	48	49



Program Goals

Value: Teamwork

- Communicate closely with internal departments and outside agencies to address concerns and consolidate projects.
- Cross train employees to perform duties seamlessly and safely.

Performance Spotlight

Value: Integrity

- Uphold the values set forth by the City Manager with the highest degree of accountability.
- Inspire each employee to take pride in their job performance.

Value: Transparency

- Open all lines of communication with customers and utilize avenues available to inform on projects through public media, and personal contact.

Value: Leadership

- Provide clear guidance to employees and directives from City management while encouraging new ideas and independent action.

Value: Excellence

- Replace water/service lines rather than perform point repairs to resolve the issue.

Value: Respect

- Treat every situation seriously and every person involved with courtesy and respect.
- Respond to concerns in a timely manner and with due diligence.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
Hydrant Inspected, Tested and/or Painted	2,166	2,800	3,200
Backflows Painted	7	10	50
Hydrant Meters Installed & Removed	41	60	65
New Water Service Taps	105	123	160
New AMR Meters Installed	103	250	300
Fire Hydrant Flow Tests	18	25	33
Large Meters Tested	66	78	85
Large Meter Repair and/or Replace	0	15	20
AMR/AMI Meter Change Outs	1,429	1,500	1,600
AMI Meters Installed	0	50	N/A
Core Strategy: Empowering Outstanding Customer Service			
Hydrants Replaced	12	15	20
Water Main Line Replaced (per feet)	260	500	80
Water Service Lines Replaced (per feet)	645	700	780
Water Leaks (per home)	90	120	150
Service Work Orders (Water)	450	575	660
Lower & Raise Meter Boxes	57	70	75
Replace Meter Boxes	81	70	75

Performance Spotlight

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Replace Meter Lids	102	125	120
Meter Box Lids Painted	2,404	2,250	3,400
Meter Dig Outs	3,591	3,100	3,250
Sewer Laterals Replaced (per home)	132	125	126
Sewer Main Line Replaced (feet)	2,215	3,100	3,150
Sewer Lateral Replaced (per feet)	2,218	1,700	1,750
New Sewer Services Tap Installed (by City)	17	21	22
Mainline Point Repairs	26	47	48
Cleanout Installations	126	90	92
Cleanout Cap Replacements	55	110	112
Core Strategy: Engaging in Effective Communication			
Grouting Lines (KLF)	16.07	22.0	280
Televising Lines (KLF)	30319.6	190.0	191.0
Smoke Testing of Lines (feet)	10.2	147.1	113.0
Cleaning Lines (KLF)	29,520.07	316.1	320.0
Manholes Grouted	18.1	20	21
Point Repairs Liner Project	109	100	101

Goals & Objectives Accomplished

- Replaced sewer mainline and services with in-house crews.
- Completed waterline repairs to the City’s distribution system.
- Installed automated meters to maintain the City’s drive-by reading system.
- Grouted sewer lines to prevent infiltration to the City’s collection system.
- Cleaned sewer lines to prevent blockages and maintain optimal flow capacity.

Fund:
Water/Sewer

Department:
Utilities Maintenance
Program:
Line Maintenance

Org Code:
40257501

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	1,651,692	2,112,588	2,009,588	1,500,720	2,173,856
Operating Expenses	3,957,878	1,417,560	1,526,577	1,382,107	1,278,425
Capital Outlay	2,250,000	969,075	969,075	965,909	2,161,936
Non-Operating	679,661	900,504	900,504	900,504	930,967
Total	8,539,231	5,399,727	5,405,744	4,749,240	6,545,184

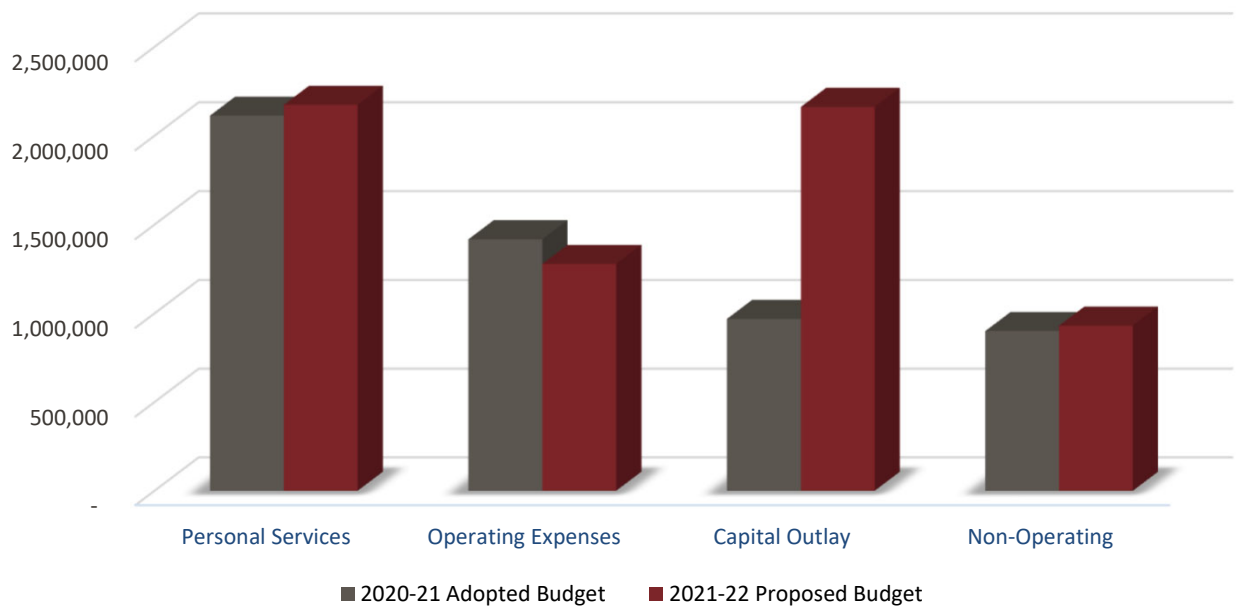
Capital Equipment

Road Plates	3,000
Air Compressor	1,850
Concrete Cutter (2)	3,800
Total	\$8,650

Capital Project

Evers Street Improvements	110,000
Meter Replacement/Repair Program	230,000
Water Distribution System	450,000
Collection System	550,000
Water Reclamation Facility (WRF)	250,000
Building Rehabilitation/Replacement	563,286
Total	\$2,153,286

FY 2020-21 & FY 2021-22 Budget Comparison



Performance Spotlight

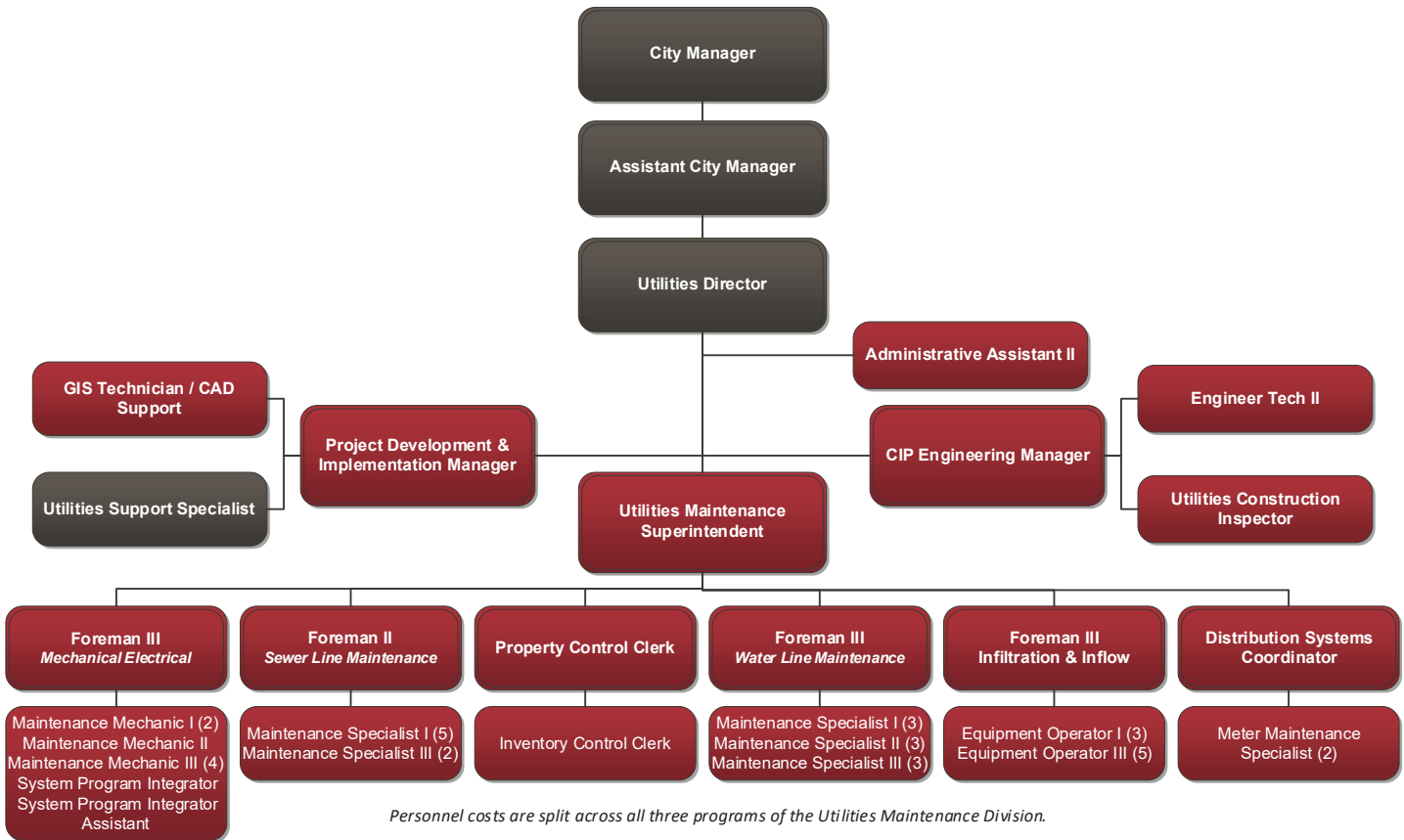
Program Description

Responsible for maintaining the Water Distribution System and Wastewater Collection and treatment facilities via a state of the art SCADA System. This system utilized by maintenance personnel, monitors and controls many functions from a computer terminal. The computerized maintenance tracking program allows the field personnel to maintain the system.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant II	1	1	1
CIP Engineering Manager	1	1	1
Distribution Systems Coordinator	1	1	1
Engineer Tech II	1	1	1
Equipment Operator I	3	3	3
Equipment Operator III	5	5	5
Foreman II	2	0	0
Foreman III	2	3	3
GIS Technician/CAD Support	1	1	1
Instrumentation Tech	1	1	0
Inventory Control Clerk	1	1	1
Maintenance Mechanic I	2	3	2
Maintenance Mechanic II	1	1	1
Maintenance Mechanic III	4	4	4
Maintenance Specialist I	8	8	8
Maintenance Specialist II	3	3	3
Maintenance Specialist III	5	5	5
Meter Maintenance Specialist	1	1	2
Project Development & Implementation Manager	1	1	1
Property Control Clerk	1	1	1
System Program Integrator	0	0	1
System Program Integrator Assistant	0	0	1
Utilities Construction Inspector	1	1	1
Utilities Maintenance Superintendent	1	1	1
Utilities Support Specialist	1	1	1
Total	48	48	49

Performance Spotlight



Program Goals

Value: Teamwork

- Communicate closely with internal departments and outside agencies to address concerns and consolidate projects.
- Cross-train employees to perform duties seamlessly and safely.

Value: Integrity

- Uphold the values set forth by the City Manager and uphold the highest degree of accountability.
- Inspire each employee to take pride in their job performance.

Value: Transparency

- Open all lines of communication with customers and utilize avenues available to inform on projects through public media, and personal contact.

Value: Leadership

- Provide clear guidance to employees and directives from City management while encouraging new ideas and, independent action.

Performance Spotlight

Value: Respect

- Treat every situation seriously and every person involved with courtesy and respect.
- Respond to concerns in a timely manner and with due diligence.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Preventative/Maintenance of Lift Stations	461	470	460
Treatment Plant Inspections	247	261	261
Treatment Plant Prevention/Scheduled Maintenance & PM	355	261	261
Treatment Plant Repairs	331	240	200
Water Well Inspections	245	261	261
Water Well Preventative Maintenance Performed & PM	285	261	261
Water Reuse Plant Inspections	247	261	261
Water Reuse Preventative Maintenance & PM	306	261	261
Lift Station Repairs	289	250	240
Water Well Repairs	225	200	190
Reuse Water Repairs	133	100	90

Goals & Objectives Accomplished

- Performed inspections to wells, reuse lines, and treatment facility to maintain operational functions and reliability.
- Completed preventative maintenance to the collection and distribution facilities.

Fund:
Water/Sewer

Department:
Utilities Maintenance
Program:
Mechanical and Electrical

Org Code:
40257502

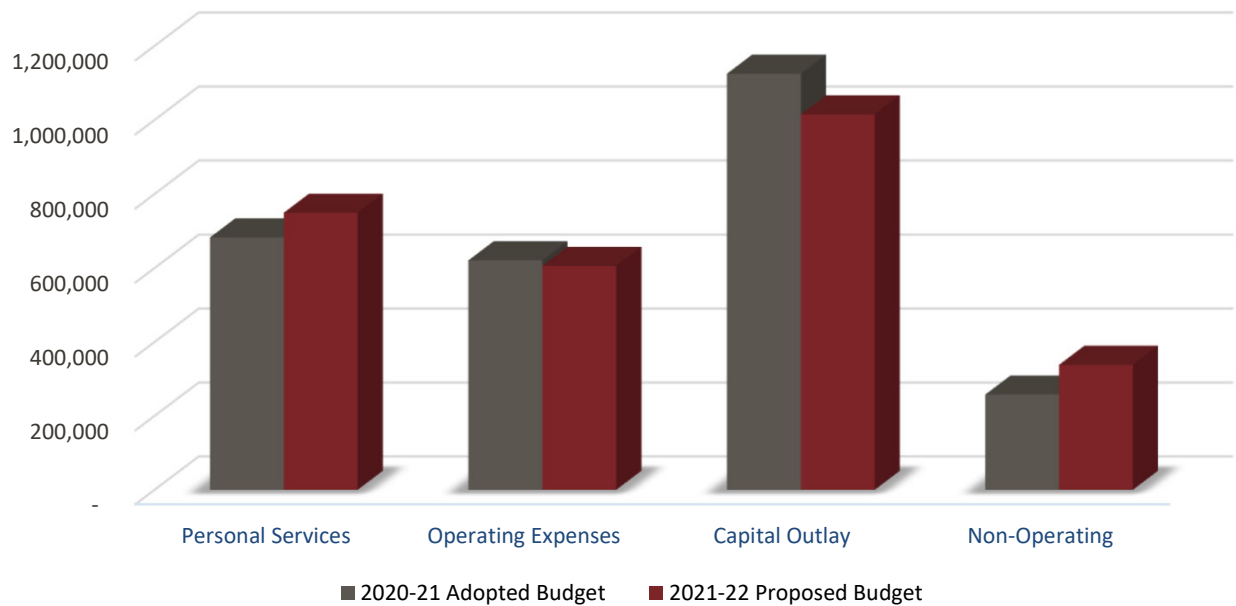
Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	474,574	682,609	682,609	477,127	749,488
Operating Expenses	504,063	621,028	638,157	623,718	605,653
Capital Outlay	685,000	1,125,000	1,125,000	1,125,000	1,015,000
Non-Operating	245,028	257,849	257,849	257,849	338,335
Total	1,908,665	2,686,486	2,703,615	2,483,694	2,708,476

Capital Project

Water Treatment Plants (WTP)	300,000
Lift Station Generator & Pump Repair/Replace	50,000
Lift Station Maintenance	165,000
Lift Station 2 Basin	500,000
Total	\$1,015,000

FY 2020-21 & FY 2021-22 Budget Comparison



Performance Spotlight

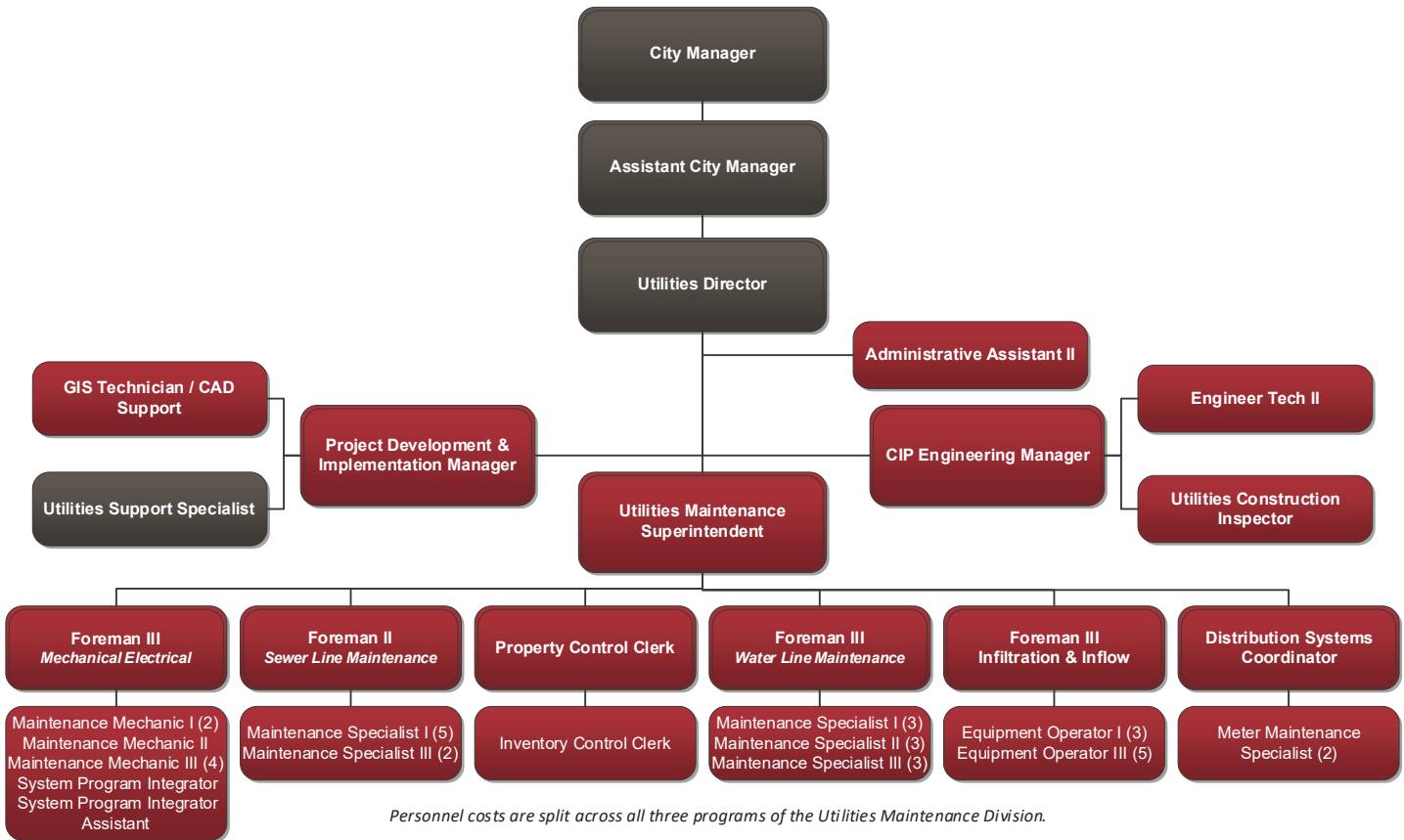
Program Description

Responsible for housing parts and equipment for repairs and new projects for the City’s Utilities Maintenance crews through ordering, stocking and maintaining pipe fittings and construction materials. Parts are issued to crews and project costs are tracked. This area is also responsible for having equipment serviced, maintained, and ready for each job.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant II	1	1	1
CIP Engineering Manager	1	1	1
Distribution Systems Coordinator	1	1	1
Engineer Tech II	1	1	1
Equipment Operator I	3	3	3
Equipment Operator III	5	5	5
Foreman II	2	0	0
Foreman III	2	3	3
GIS Technician/CAD Support	1	1	1
Instrumentation Tech	1	1	0
Inventory Control Clerk	1	1	1
Maintenance Mechanic I	2	3	2
Maintenance Mechanic II	1	1	1
Maintenance Mechanic III	4	4	4
Maintenance Specialist I	8	8	8
Maintenance Specialist II	3	3	3
Maintenance Specialist III	5	5	5
Meter Maintenance Specialist	1	1	2
Project Development & Implementation Manager	1	1	1
Property Control Clerk	1	1	1
System Program Integrator	0	0	1
System Program Integrator Assistant	0	0	1
Utilities Construction Inspector	1	1	1
Utilities Maintenance Superintendent	1	1	1
Utilities Support Specialist	1	1	1
Total	48	48	49

Performance Spotlight



Program Goals

Value: Teamwork

- Communicate closely with internal departments and outside agencies to address concerns and consolidate projects.
- Cross-train employees so they can perform duties seamlessly and safely.

Value: Integrity

- Uphold the values set forth by the City Manager and uphold the highest degree of accountability.
- Inspire each employee to take pride in a job performance and take ownership in a job well done.

Value: Transparency

- Open all lines of communication with customers and utilize avenues available to inform on projects through public media, and personal contact.

Value: Leadership

- Provide clear guidance to employees and directives from City management while encouraging new ideas and independent action.

Performance Spotlight

Value: Respect

- Treat every situation seriously and every person involved with courtesy and respect.
- Respond to concerns in a timely manner and with due diligence.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Processing Purchase Orders	353	324	356
Received Inventory Shipments	85	108	119
Processed Material Sheets	898	1,030	1,130
Tracked of Equipment Service	362	454	500

Goals & Objectives Accomplished

- Generated requisitions to order shipments of supplies and materials stocked for in-house maintenance and repairs.
- Tracked equipment for maintenance and services.

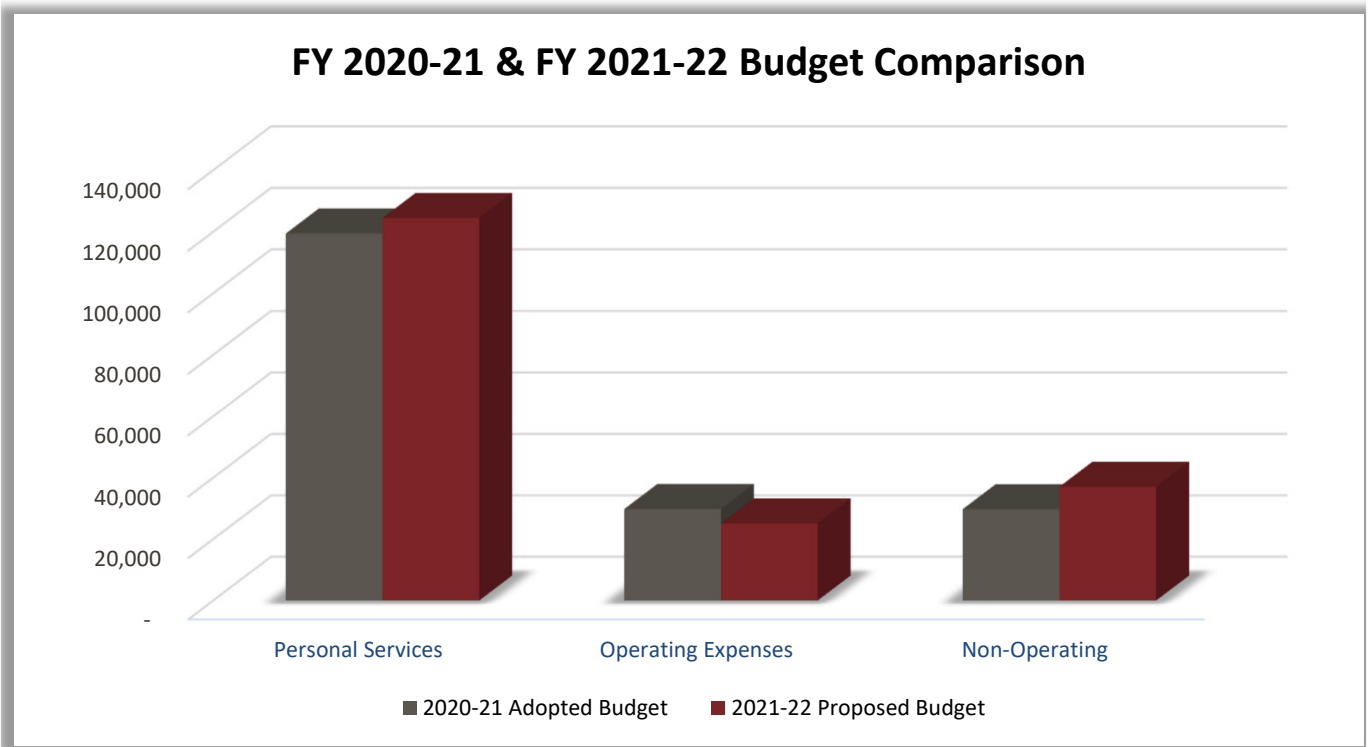
Fund:
Water/Sewer

Department:
Utilities Maintenance
Program:
Inventory/Stores

Org Code:
40257504

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	113,179	119,397	119,397	109,881	124,448
Operating Expenses	24,013	29,790	29,790	27,063	25,100
Non-Operating	28,577	29,744	29,744	29,744	37,062
Total	165,769	178,931	178,931	166,688	186,610



Performance *Spotlight*

Department Mission

To efficiently provide safe, reliable potable water, reclaimed water, and wastewater services to the community, in compliance with local, state, and federal requirements.

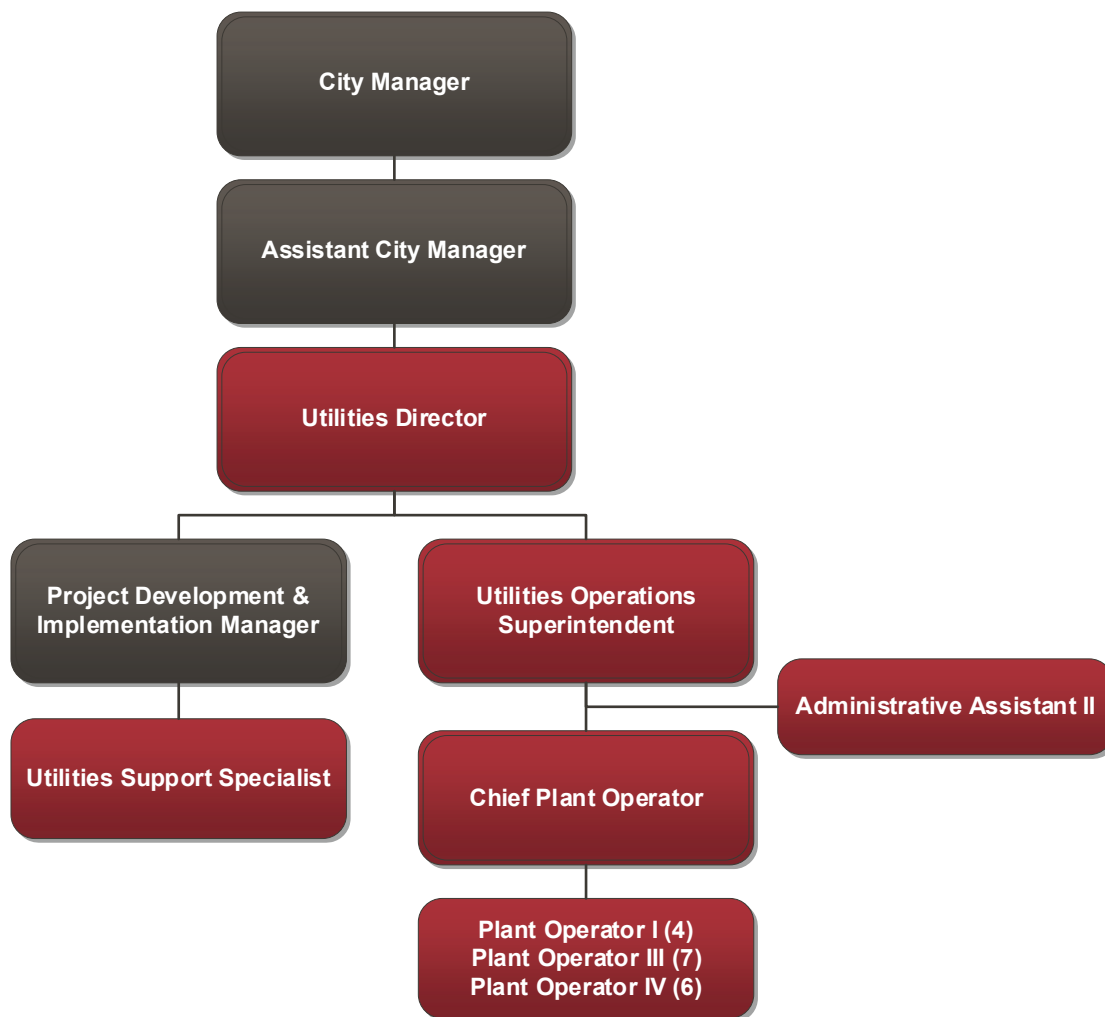
Program Description

The Utilities Operations Division operates four separate potable drinking water plants. There is also an interconnect with the City of Lakeland System for emergency fire flow. All facilities are operated and monitored 24 hours per day, 365 days a year by operators licensed by the State of Florida Department of Environment Protection.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant II	1	1	1
Chief Plant Operator	1	1	1
Plant Operator (I-IV)	17	17	17
Utilities Director	1	1	1
Utilities Operations Superintendent	1	1	1
Utilities Support Specialist	1	1	1
Total	22	22	22

Performance Spotlight



Personnel costs are split across all programs of the Utilities Operations Division.

Program Goals

Value: Teamwork

- Work together to maintain compliance with state and federal regulations for the drinking water system.

Value: Integrity

- Serve our community with efficient, safe, reliable, potable drinking water.

Value: Transparency

- Maintain customer outreach by utilizing the city website to convey information pertinent to our drinking water quality.

Performance Spotlight

Value: Leadership

- Encourage employees to increase their professional knowledge to maintain our award-winning status.

Value: Excellence

- Engage customers on water quality issues and a provide a resolution promptly and effectively.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
Potable Water Produced, Million gallons per day (MGD)	6.21	6.35	6.5
% of Permit Capacity	84%	86%	88%
Core Strategy: Empowering Outstanding Customer Service			
# of Total Customer Concerns	97	110	110
# of Concerns that are Internal Customer Issues	78	85	85
# of Concerns that are City Issues	20	25	25
# of Unresolved Reported Concerns	0	0	0
Core Strategy: Maximizing Organizational Effectiveness			
# of Permit and Regulatory Violations	0	0	0

Goals & Objectives Accomplished

- Maintained compliant and safe operation of the drinking water systems with no violations or warnings.

Fund:
Water/Sewer

Department:
Utilities Operations
Program:
Water Treatment

Org Code:
40257801

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	828,457	848,686	848,686	846,944	925,315
Operating Expenses	1,031,231	843,623	847,451	870,102	849,031
Capital Outlay	1,986,623	2,453,935	2,453,935	2,453,935	593,100
Non-Operating	361,800	476,201	476,201	476,201	541,627
Total	4,208,110	4,622,445	4,626,273	4,647,182	2,909,073

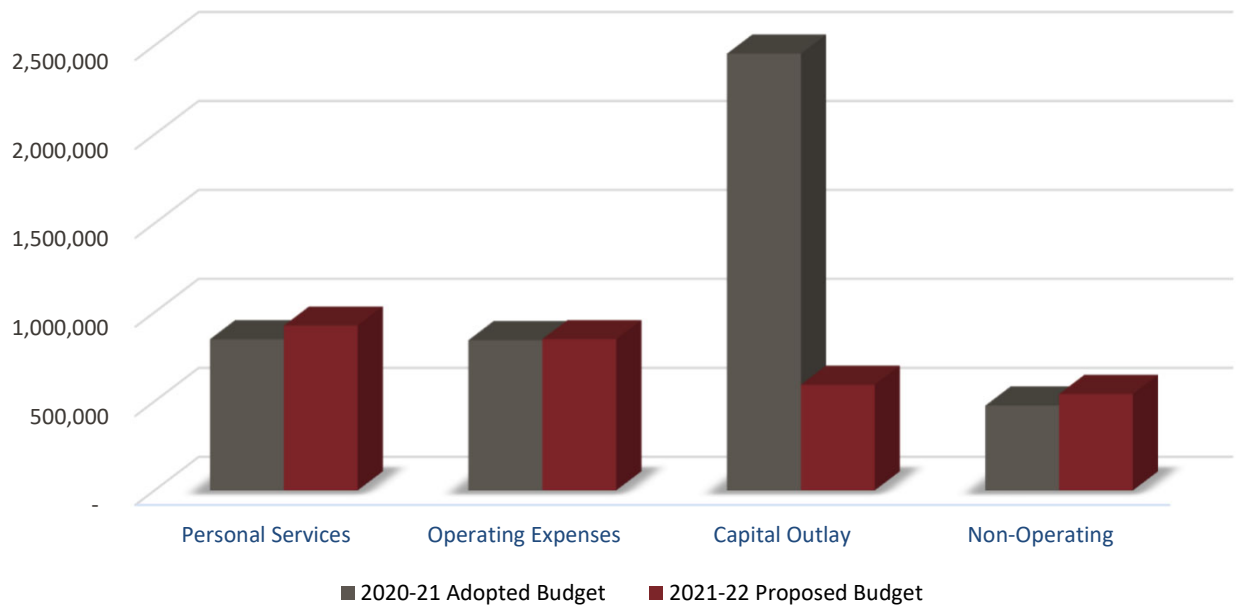
Capital Equipment

Auto Flushers (2)	6,400
Multi meter	1,300
Chlorine Analyzer (2)	10,400
Total	\$18,100

Capital Project

Water System Storage Tank Rehabilitation	75,000
Water System Improvements	400,000
Water Treatment Plant Upgrade Program	100,000
Total	\$575,000

FY 2020-21 & FY 2021-22 Budget Comparison



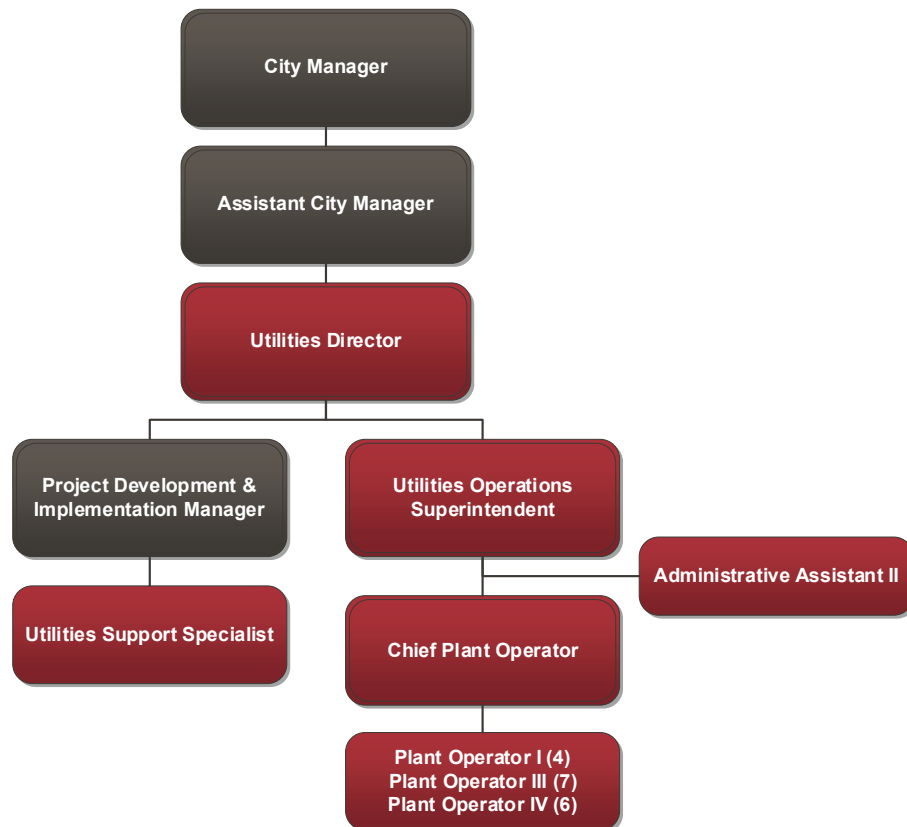
Performance Spotlight

Program Description

The Utilities Operations Division operates a 10 million gallons per day wastewater treatment system. All wastewater entering the facility is treated to Part III reclaimed water standards for reuse throughout the City and by users along Highway 39. The facilities are operated and monitored 24 hours per day, 365 days a year by operators licensed by the State of Florida Department of Environment Protection.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant II	1	1	1
Chief Plant Operator	1	1	1
Plant Operator (I-IV)	17	17	17
Utilities Director	1	1	1
Utilities Operations Superintendent	1	1	1
Utilities Support Specialist	1	1	1
Total	22	22	22



Personnel costs are split across all programs of the Utilities Operations Division.

Performance Spotlight

Program Goals

Value: Teamwork

- Work together to maintain compliance with state and federal regulations for the wastewater and water reclamation process.

Value: Integrity

- Serve our community by efficiently removing contaminants from the wastewater and improving the environment.

Value: Transparency

- Maintain customer outreach by offering tours of the Water Reclamation Facility to our community.

Value: Leadership

- Encourage employees to increase their professional knowledge to maintain our award-winning status.

Value: Excellence

- Engage customers to address concerns through the Operations Center promptly and effectively.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
WRF Treated Influent, Million gallons per day (MGD)	4.5	5.2	5.5
WRF Treated Effluent, Million gallons per day (MGD)	4.2	4.7	5.2
% of Permit Capacity	56.2 %	52.0%	55.0 %
Core Strategy: Maximizing Organizational Effectiveness			
# of Permit and Regulatory Violations	8	4	0

Permitted flow increased to 10.0 MGD in 2021.

Goals & Objectives Accomplished

- Maintained compliant and safe operation of the wastewater systems with no major violations or warnings.
- Received the following awards for the wastewater system and personnel:
 - 2021 Advocacy Achievement- Water reuse – Lynn Spivey - Presented by the Water Reuse Association
 - 2020 David B. Lee Award - Wastewater – David Stevens - Presented by the Florida Water & Pollution Control Operators Association.
 - 2020 Presidents Award – Water reuse – Lynn Spivey - Presented by the Florida Water Reuse Association.
 - 2020 Florida Select Society of Sanitary Sludge Shovelers Award – Mike Darrow- Presented by the Florida Water Environments Association.
 - 2020 Earle B. Phelps - 1st Place - Presented by the Florida Water Environments Association.
 - 2020 William Hatfield Award – Patrick Murphy; CPO - Presented by the Florida Water Environments Association.

Fund:
Water/Sewer

Department:
Utilities Operations
Program:
Water Reclamation Treatment

Org Code:
40257802

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	778,918	808,739	808,739	800,269	884,056
Operating Expenses	3,618,280	1,821,185	1,844,813	1,825,805	1,939,286
Capital Outlay	(137,825)	1,452,975	1,452,975	1,452,175	863,600
Non-Operating	925,602	1,036,678	1,036,678	1,035,678	811,248
Total	5,184,975	5,119,577	5,143,205	5,113,927	4,498,190

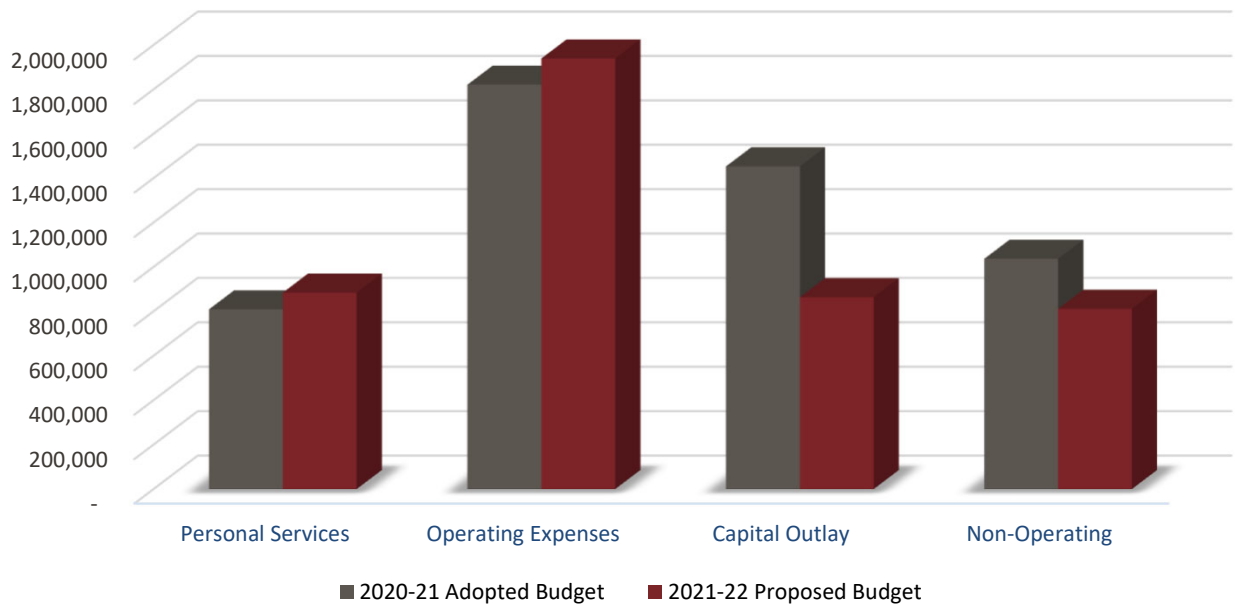
Capital Equipment

Turbidity Meter	1,400
SC-200 Industrial Cleaner (2)	4,600
Luminescent Dissolved Oxygen Probe	2,100
Effluent Turbidity Meter	5,500
Total	\$13,600

Capital Project

Wastewater/Reclaimed Water Tank	200,000
Reclaimed Water Recharge	500,000
McIntosh Park Wetland Expansion	150,000
Total	\$850,000

FY 2020-21 & FY 2021-22 Budget Comparison



Fund: Water/Sewer Fund	Debt Service \$24,139,000 Utility Refunding Revenue Bank Note, Series 2020	Org Code: 402559*
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Issue Date: November 25, 2020

Uses: Expand and Upgrade Wastewater Treatment Plant.

Interest Rate: 1.03%

Loan principal and interest due January 1 and July 1 beginning January 1, 2021.

Final Maturity: July 1, 2028

Funding Source: Water and Sewer Revenues

As of October 1, 2021, the outstanding principal was \$21,318,000.

Object Code	2019-20* ACTUAL	2020-21* ADOPTED BUDGET	2020-21 REVISED BUDGET	2021-22 PROPOSED BUDGET
EXPENDITURES				
471000 Principal	\$ 2,560,065	\$ 2,654,830	\$ 2,654,830	\$ 2,952,000
472000 Interest	604,646	509,882	509,882	211,974
TOTAL EXPENDITURES	\$ 3,164,711	\$ 3,164,712	\$ 3,164,712	\$ 3,163,974

***The three loans listed below were refinanced into one loan at the beginning of Fiscal Year 2021.**

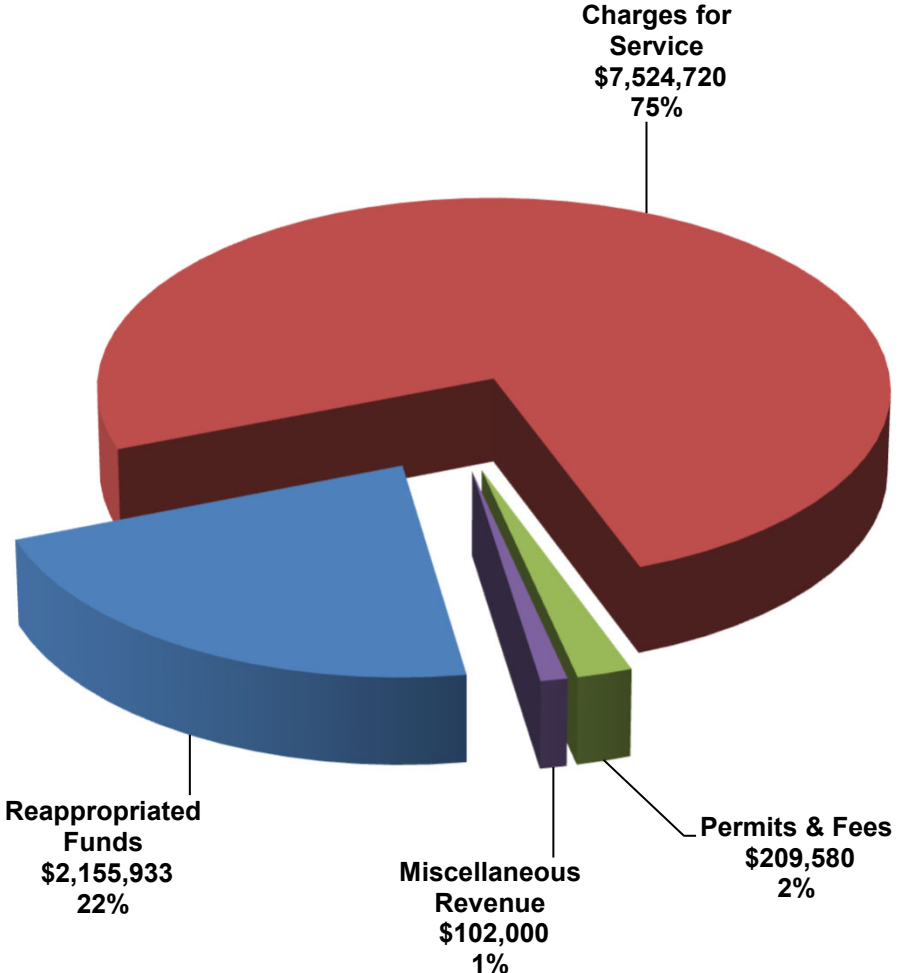
- *Construction Loan 60420P*
Agreement dated July 7, 2005 in the amount of \$2,670,199. Used to finance the expansion and upgrading of the wastewater treatment plant.
- *Construction Loan 604210*
Agreement dated January 18, 2006 in the amount of \$40,000,000. Used to finance the expansion and upgrading of the wastewater treatment plant.
- *Construction Loan 604220*
Agreement dated October 29, 2007 in the amount of \$5,000,000. Used to finance the expansion and upgrading of the wastewater treatment plant.

Due to the lower interest rate, the savings (\$1,186,727) will be used toward the utilities portion of construction of a new Utilities Maintenance/Solid Waste facility.

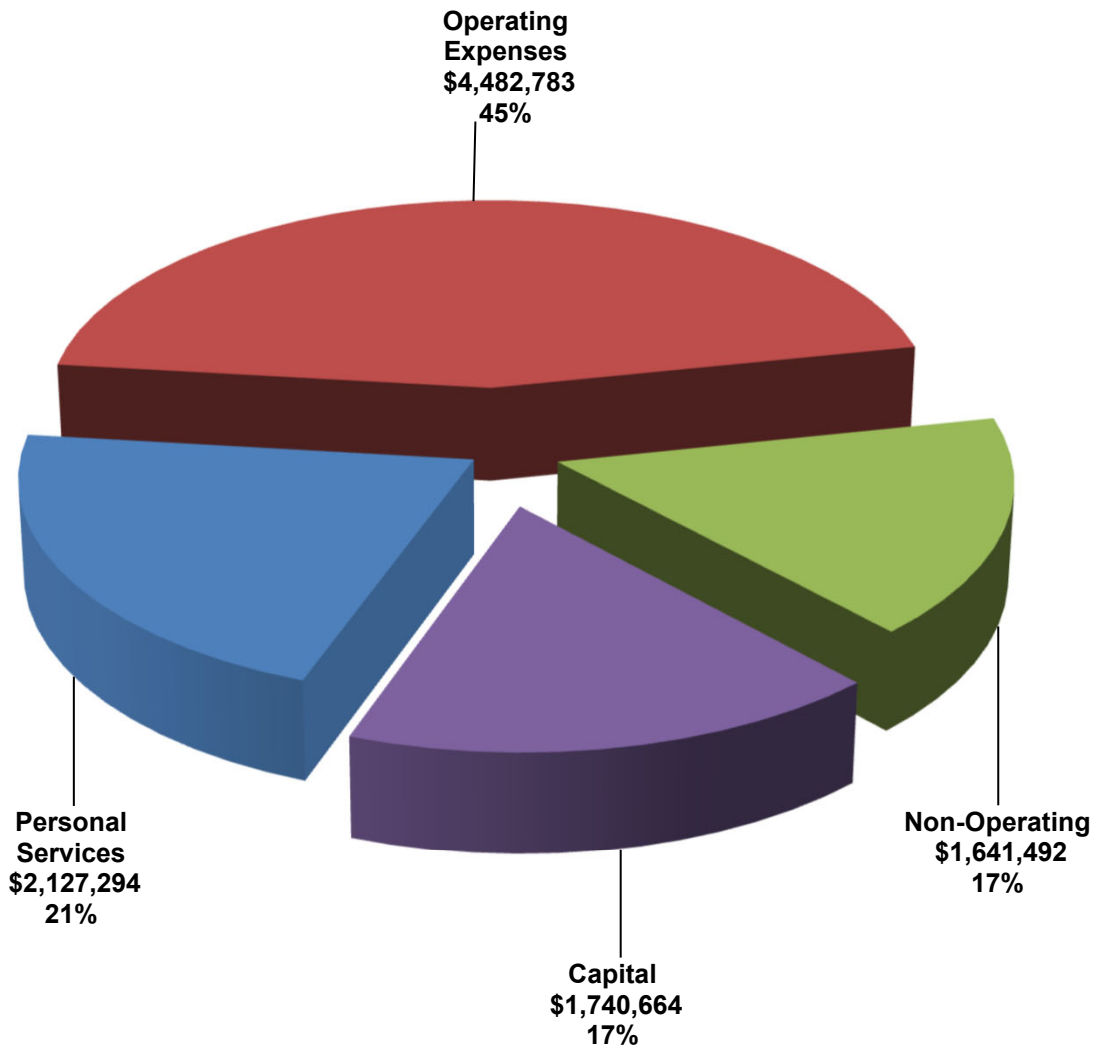


Solid Waste Fund

**City of Plant City
Fiscal Year 2021-22
Solid Waste Fund
Revenues - \$9,992,233**



**City of Plant City
Fiscal Year 2021-22
Solid Waste Fund
Expenditures - \$9,992,233**



Fund:
Solid Waste

Department:
Solid Waste

Org Code:
4055840*

REVENUES DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>REAPPROPRIATED</u>					
272000 Reappropriated Funds	\$ -	\$ 1,805,204	\$ 1,805,204	\$ -	\$ 2,155,933
TOTAL REAPPROPRIATED	\$ -	\$ 1,805,204	\$ 1,805,204	\$ -	\$ 2,155,933
<u>PERMITS & FEES</u>					
323700 Solid Waste Franchise Income	\$ 183,567	\$ 222,000	\$ 222,000	\$ 200,000	\$ 209,580
TOTAL PERMITS & FEES	\$ 183,567	\$ 222,000	\$ 222,000	\$ 200,000	\$ 209,580
<u>INTERGOVERNMENTAL REVENUE</u>					
331510 Federal Grant	\$ (3,541)	\$ -	\$ -	\$ -	\$ -
334510 State Grant	(197)	-	-	-	-
TOTAL INTERGOVERNMENTAL REVENUE	\$ (3,738)	\$ -	\$ -	\$ -	\$ -
<u>CHARGES FOR SERVICES</u>					
343195 Recycling - Cardboard	\$ 28,491	\$ 14,880	\$ 14,880	\$ 39,000	\$ 39,000
343400 Residential Solid Waste Rev	3,500,687	3,420,000	3,420,000	3,230,230	3,216,000
343401 Commercial Solid Waste Rev	2,818,488	2,850,000	2,850,000	3,000,000	3,003,000
343402 Multi Unit Solid Waste Rev	719,182	726,000	726,000	750,000	766,320
343430 Roll Off/Compactor Serv (ROCS)	492,833	500,000	500,000	500,000	500,400
TOTAL CHARGES FOR SERVICES	\$ 7,559,681	\$ 7,510,880	\$ 7,510,880	\$ 7,519,230	\$ 7,524,720
<u>MISCELLANEOUS REVENUE</u>					
361100 Interest Income	\$ 328,717	\$ 100,000	\$ 100,000	\$ 100,000	\$ 102,000
365100 Sale of Surplus Material	776	-	-	2,426	-
369900 Miscellaneous Revenue	14,737	-	-	-	-
TOTAL MISCELLANEOUS REVENUE	\$ 344,229	\$ 100,000	\$ 100,000	\$ 102,426	\$ 102,000
<u>OTHER SOURCES</u>					
381000 Interfund Transfer	\$ 3,393	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER SOURCES	\$ 3,393	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 8,087,133	\$ 9,638,084	\$ 9,638,084	\$ 7,821,656	\$ 9,992,233

Fund:
Solid Waste

Department:
Solid Waste

Org Code:
4055840*

APPROPRIATIONS BY DIVISION/PROGRAM

Division/Program	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Solid Waste					
Residential Collection	\$ 2,844,569	\$ 4,419,824	\$ 4,371,721	\$ 4,145,735	\$ 4,574,608
Commerical Collection	1,953,169	2,334,988	2,334,988	2,174,612	2,278,466
Recycling	394,408	535,088	535,088	412,894	525,278
Disposal	2,504,158	2,348,184	2,438,119	2,681,914	2,613,881
Total Expenditures	<u>\$ 7,696,303</u>	<u>\$ 9,638,084</u>	<u>\$ 9,679,916</u>	<u>\$ 9,415,155</u>	<u>\$ 9,992,233</u>

Performance *Spotlight*

Department Mission

To provide customers with exceptional waste collection, recycling and disposal services that protect, preserve and improve the environment and quality of life in the community.

Program Description

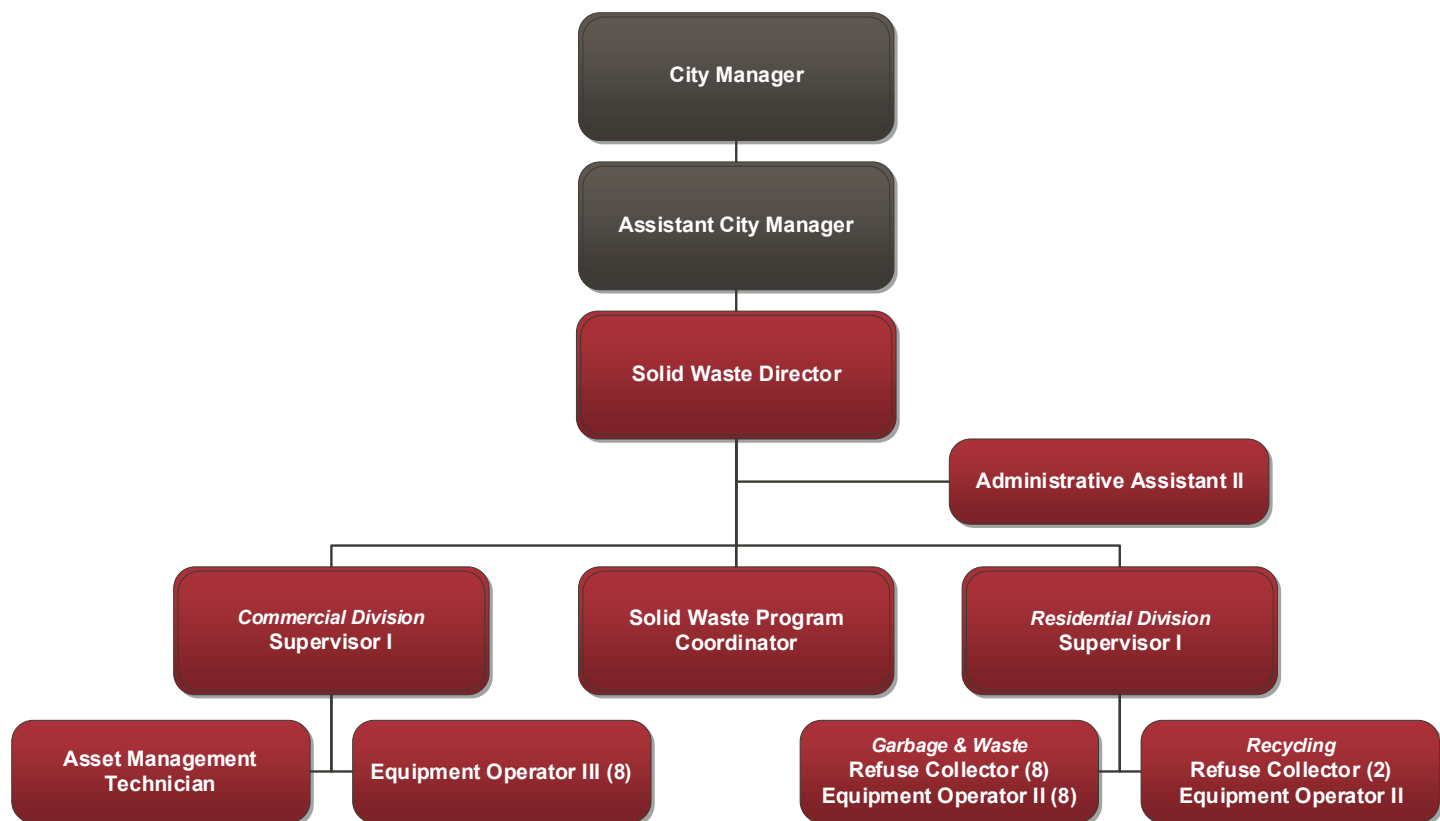
The Residential program collects garbage manually at curbside two times per week and yard debris once per week. Bulk items are picked up at the curb either manually or with a "grabber" truck, usually at no extra charge. Conversion to an automated collection system will be implemented over fiscal years 2021 and 2022. Three of the six routes will be converted in August 2021 barring any major, unforeseen circumstances. City-owned "roll carts" will be distributed to customers on the Phase 1 routes. There will be no changes in service with regard to service frequency or collection of yard waste and bulk pickup.



Performance Spotlight

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant II	1	1	1
Asset Management Technician	1	1	1
Equipment Operator II	8	8	9
Equipment Operator III	8	8	8
Program Coordinator	1	1	1
Refuse Collector	14	14	10
Solid Waste Director	1	1	1
Supervisor I	2	2	2
Total	36	36	33



Personnel costs are split between all Solid Waste Programs.

Performance Spotlight

Program Goals

Value: Excellence

- Respond to customer inquiries within one business day.
- Complete work orders within three business days.
- Convert three garbage routes from manual to automated collection system.
- Implement route optimization software.
- Contain preventable incidents.

Value: Leadership

- Attend an industry conference and online webinars for leadership development.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
Residential refuse tonnage	18,908	17,000	17,340
Core Strategy: Fostering Community Engagement			
Attend community meetings to educate public on solid waste conversion to automated collection	N/A	10	10
Core Strategy: Empowering Outstanding Customer Service			
Average response time to customer inquiries (days)	1	1	1
Convert garbage routes from manual to automated system	N/A	3	3
Core Strategy: Maximizing Organizational Effectiveness			
Average number of business days to complete work orders	3	3	3
Administrative staff who attend at least one industry conference	4	4	4

Goals & Objectives Accomplished

- Increased work orders from an average of 150 to 450 per month due to “shelter-in-place”.
- Provided service to customers with no delays despite the pandemic.
- Attended four different industry conferences in FY 2021.
- Participated in Leadership Plant City 2020 (Michael Davis). Ended early due to COVID-19.
- Participated in at least one community leadership and networking group per month: PC Chamber, Florida Chamber, Aspire, and Toastmasters.
- Alternated staff participation in virtual safety webinars hosted by the Solid Waste Association of North America and the West Coast Florida Safety Alliance.
- Implemented a two-way radio system.
- Upgraded site security plan including the surveillance cameras and signage on site and in the building.

Fund:
Solid Waste

Department:
Solid Waste
Program:
Residential Collection

Org Code:
40558401

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	695,676	935,472	935,472	740,916	891,111
Operating Expenses	853,166	1,630,094	1,581,991	1,558,061	1,223,363
Capital Outlay	-	209,100	209,100	209,100	1,740,664
Non-Operating	1,295,727	1,645,158	1,645,158	1,637,658	719,470
Total	2,844,569	4,419,824	4,371,721	4,145,735	4,574,608

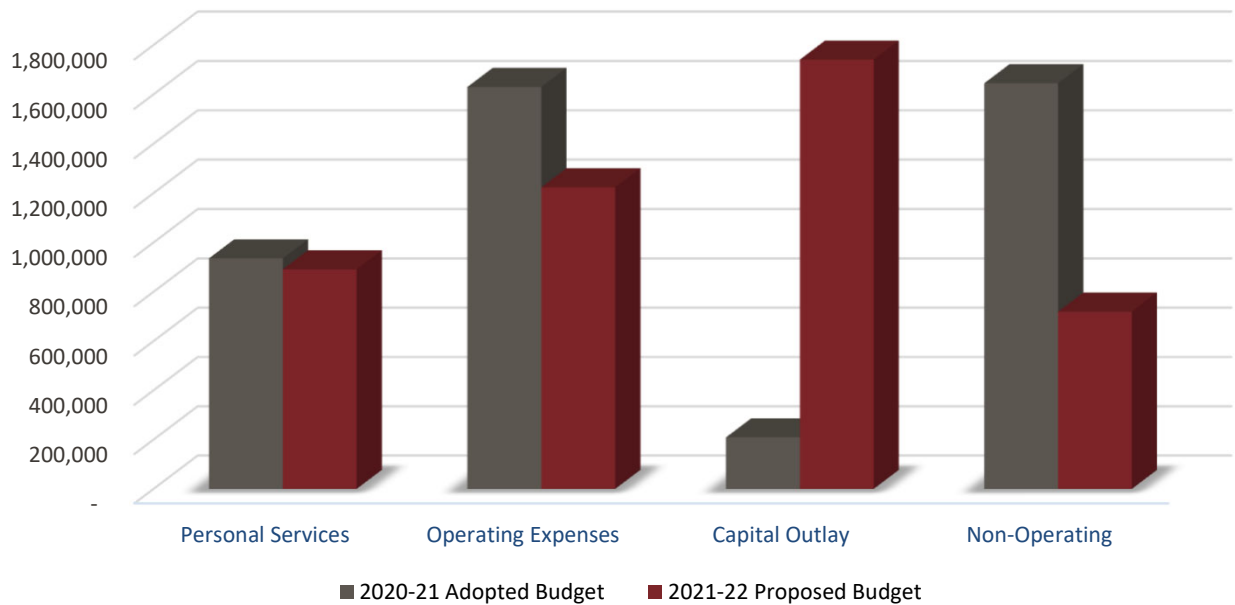
Capital Equipment

Tandem Axle Utility Trailer	3,950
	\$3,950

Capital Project

Building Rehabilitation/Replacement	1,736,714
Total	\$1,736,714

FY 2020-21 & FY 2021-22 Budget Comparison



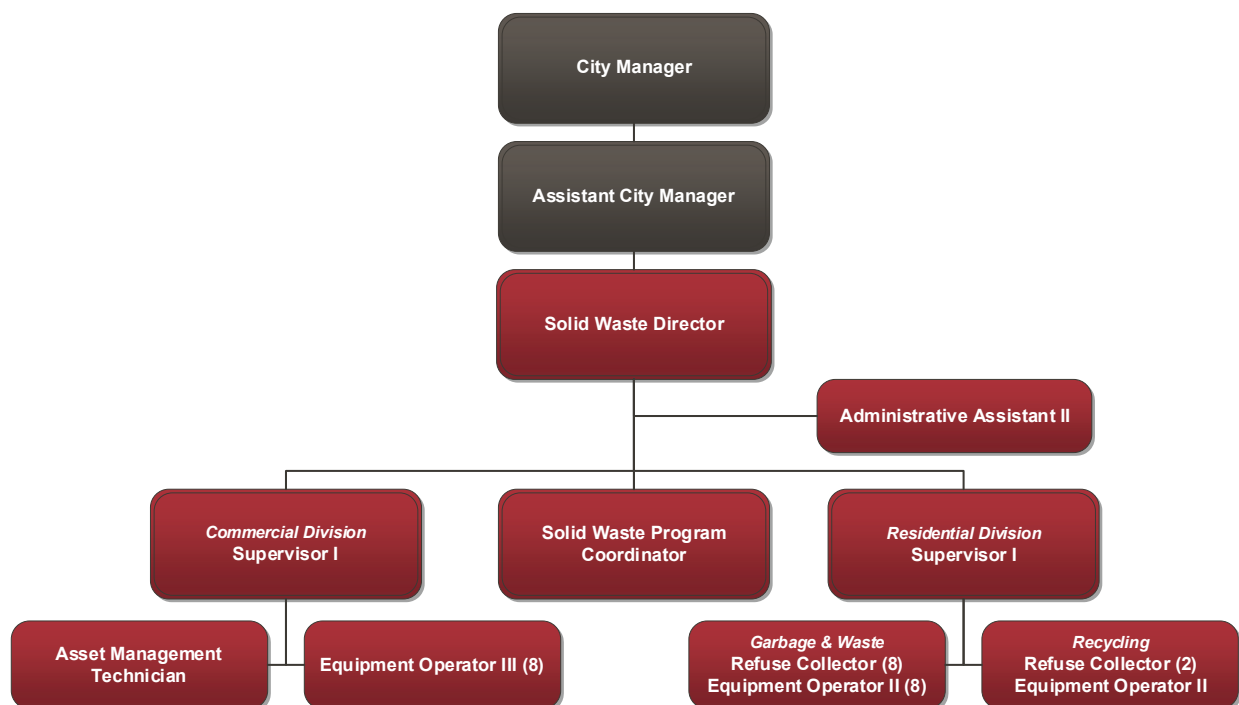
Performance Spotlight

Program Description

The Commercial program collects garbage from a variety of service types such as dumpsters, roll-off containers (open top and compactors), and bags/cans (curbside). Service is provided as needed six days per week and for special events. The roll-off collection service is operated under contract with Waste Connections but is billed by the City. The department has a container maintenance program for tracking, repairing and replacing dumpsters.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant II	1	1	1
Asset Management Technician	1	1	1
Equipment Operator II	8	8	9
Equipment Operator III	8	8	8
Program Coordinator	1	1	1
Refuse Collector	14	14	10
Solid Waste Director	1	1	1
Supervisor I	2	2	2
Total	36	36	33



Personnel costs are split between all Solid Waste Programs.

Performance Spotlight

Program Goals

Value: Excellence

- Convert most commercial bulk accounts from manual to automated collection.
- Respond to customer inquiries within one business day.
- Contain preventable incidents.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
Commercial refuse tonnage	13,456*	17,000	17,170
Distribute “roll carts” to most commercial bulk accounts	N/A	100	50
Core Strategy: Fostering Community Engagement			
Attend professional and civic organization meetings to educate on the automation of commercial bulk	N/A	2	1
Core Strategy: Empowering Outstanding Customer Service			
Respond to customer contact within one business day	1	1	1

**Experienced a reduction in commercial tonnage due to closing of businesses in response to COVID-19.*

Goals & Objectives Accomplished

- Balanced routes and audited various accounts for accurate billing (on-going).
- Cross-trained new personnel to ensure adequate coverage of all services (downtown route, front-loaders, and grabber trucks).
- Attended training on National Pollutant Discharge Elimination System (NPDES) Stormwater permit for City’s Transfer Yard.
- Adjusted to the shift of tonnage from commercial to residential and the spike in grabber truck work load that resulted from the pandemic.

Fund:
Solid Waste

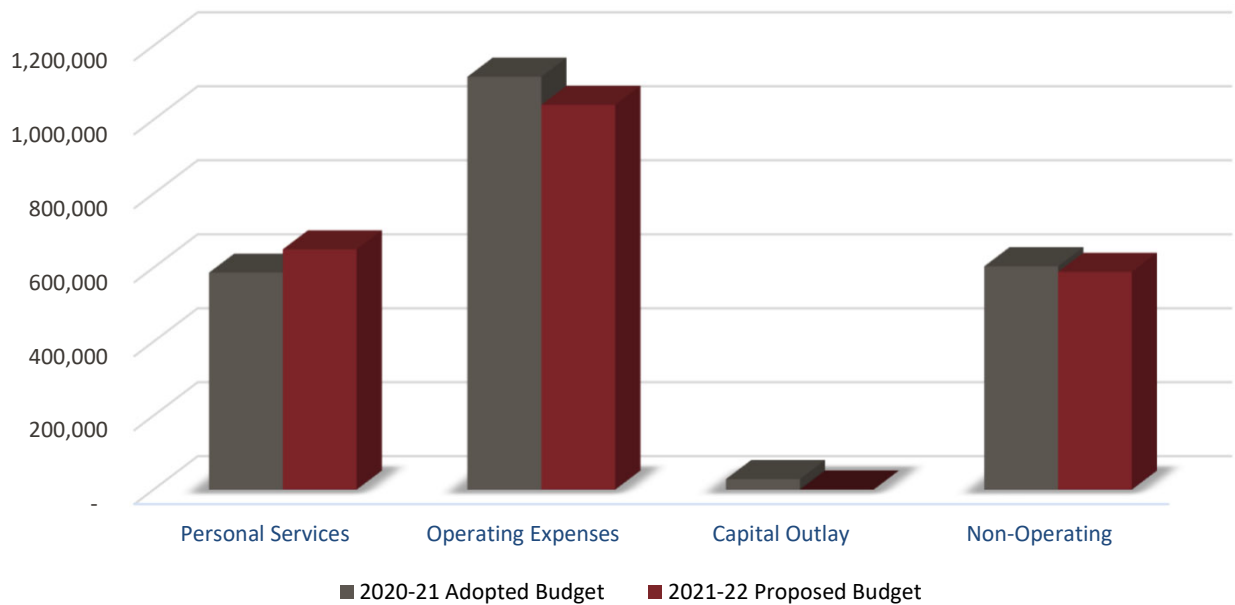
Department:
Solid Waste
Program:
Commerical Collection

Org Code:
40558402

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	591,164	586,407	586,407	602,714	649,582
Operating Expenses	775,477	1,116,289	1,116,289	944,606	1,040,163
Capital Outlay	-	28,450	28,450	28,450	-
Non-Operating	586,528	603,842	603,842	598,842	588,721
Total	1,953,169	2,334,988	2,334,988	2,174,612	2,278,466

FY 2020-21 & FY 2021-22 Budget Comparison



Performance *Spotlight*

Program Description

Recycling service is provided free to residential and commercial customers. The department pays a disposal fee per ton minus the market price for each commodity. Commodity prices vary widely throughout the year and have been declining steadily for a sustained period of time. Processing fees doubled in FY 2020.

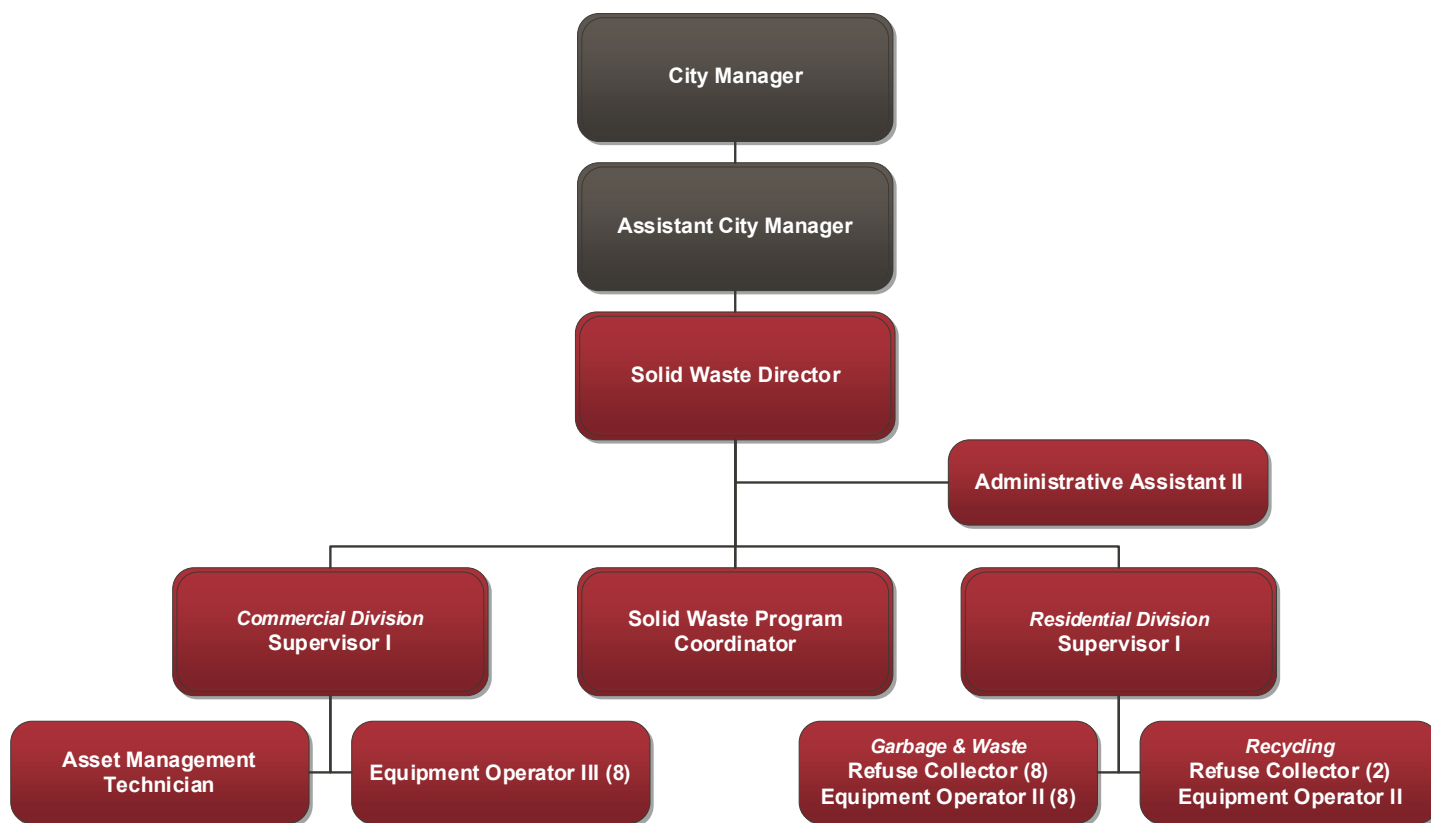
- Residential customers are provided with an 18-gallon container for single stream. Curbside collection for a variety of material is collected once per week. This material is processed at a material recycling facility owned by Republic Services.
- Commercial customers are provided a dumpster for disposal of cardboard, collected up to five days per week. This material is taken to a processing facility in Tampa.

The department operates a Public Use Oil Collection Center for residents to dispose of motor and cooking oil, which are recycled by Synergy Recycling, LLC.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant II	1	1	1
Asset Management Technician	1	1	1
Equipment Operator II	8	8	8
Equipment Operator III	8	8	9
Program Coordinator	1	1	1
Refuse Collector	14	14	10
Solid Waste Director	1	1	1
Supervisor I	2	2	2
Total	36	36	33

Performance Spotlight



Personnel costs are split between all Solid Waste Programs.

Program Goals

Value: Excellence

- Improve the quality of the material in bins to reduce the contamination rate by conducting community outreach.

Value: Transparency

- Inform customers of current, relevant trends in Plant City’s recycling program.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Fostering Community Engagement			
Recycling refuse tonnage	1,605	1,671	1,700
Core Strategy: Facilitating Economic Development			
Provide presentations on recycling Plant City’s programs	2	2	3

*Temporarily suspended the residential recycling during the COVID-19 incident.

Performance *Spotlight*

Goals & Objectives Accomplished

- Continued to promote the installation of City dumpsters for cardboard to offset disposal fees, increase recycling tonnage, and increase rebate revenue.
- Scrapped old dumpster (metal recycling).
- Updated educational material to share with residents about acceptable material for recycling bins.
- Spoke to local civic groups about the status of recycling in the state and nationally.
- Filmed an information video with the City Manager on Plant City's recycling program.

Fund:
Solid Waste

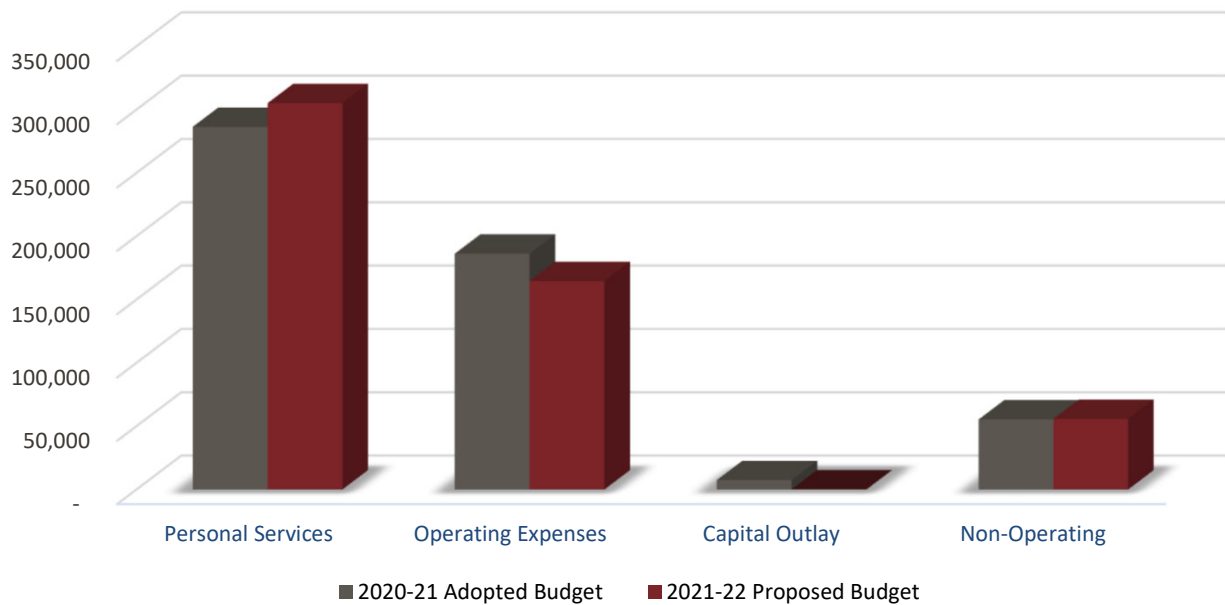
Department:
Solid Waste
Program:
Recycling

Org Code:
40558403

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	220,143	286,310	286,310	230,383	305,014
Operating Expenses	124,597	186,149	186,149	121,132	164,557
Capital Outlay	-	7,350	7,350	7,350	-
Non-Operating	49,668	55,279	55,279	54,029	55,707
Total	394,408	535,088	535,088	412,894	525,278

FY 2020-21 & FY 2021-22 Budget Comparison



Performance *Spotlight*

Program Description

The City disposes of solid waste at several facilities based on the type of waste and operational logistics. These facilities include: Polk County Landfill, Angelo’s Aggregate Material, Hillsborough County, and Paragon Development Group.

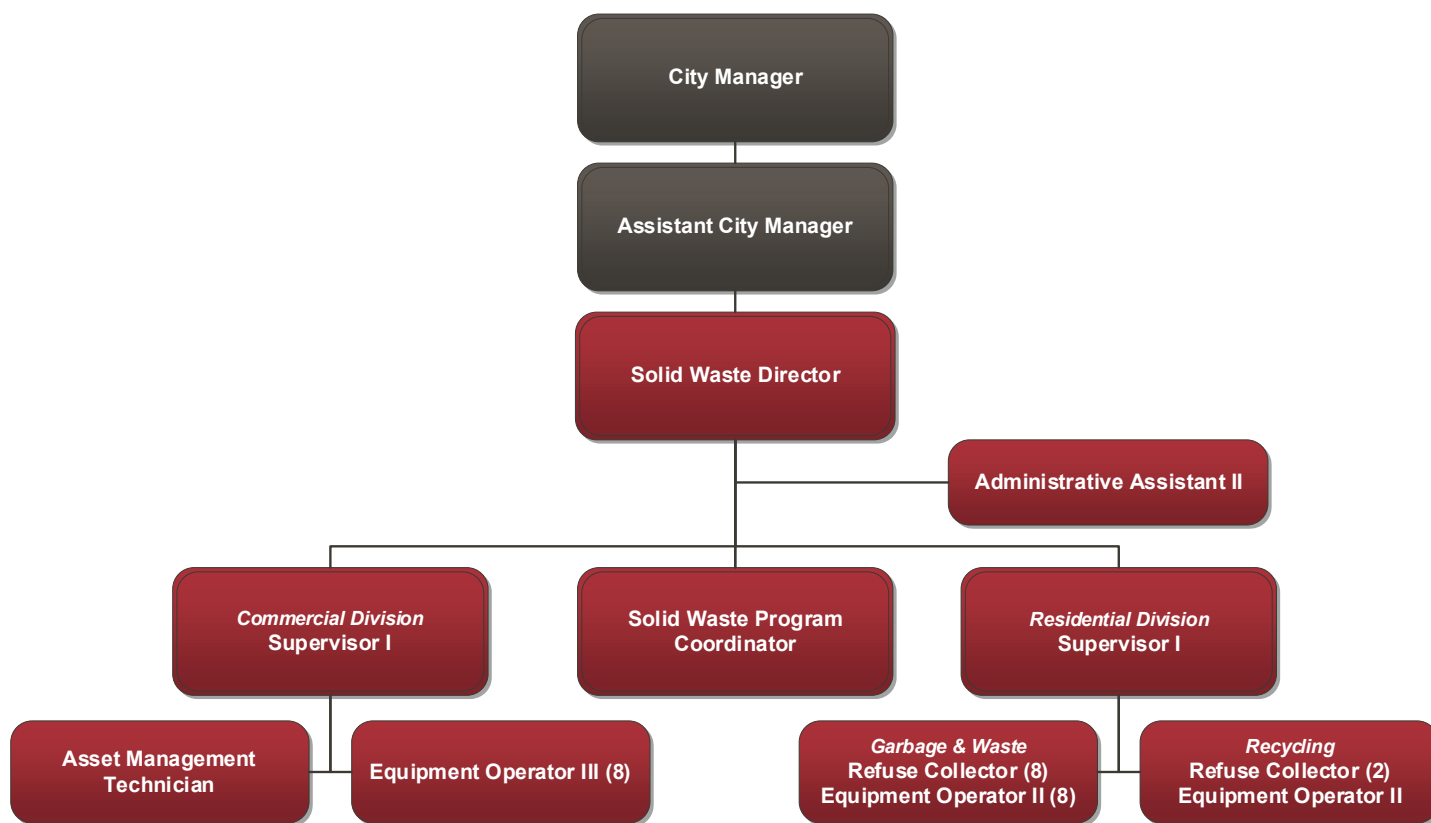
The department provides collection service six days a week for roll-off containers (open top and compactors) to commercial and multi-family accounts. The roll-off collection service is provided through a contract with Waste Connections of Florida, but the City pays the disposal fees.

The department collects bulk items such as furniture, appliances, tires and electronic devices as requested by customers via work orders and from other City departments. These items are placed in containers located at the operations yard, which are hauled for disposal by Waste Connections.

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant II	1	1	1
Asset Management Technician	1	1	1
Equipment Operator II	8	8	9
Equipment Operator III	8	8	8
Program Coordinator	1	1	1
Refuse Collector	14	14	10
Solid Waste Director	1	1	1
Supervisor I	2	2	2
Total	36	36	33

Performance Spotlight



Personnel costs are split between all Solid Waste Programs.

Program Goals

Value: Excellence

- Deliver the required tonnage to Hillsborough County per the interlocal agreement.
- Evaluate and track tons of solid waste associated with new annexations from Hillsborough County.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
Disposal refuse cost at Hillsborough County facilities	\$284,184	\$260,191	\$268,948
Core Strategy: Maximizing Organizational Effectiveness			
Additional tons from residential properties annexed from Hillsborough County	13	12	15

Performance *Spotlight*

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Disposal of refuse cost at Polk, Paragon, and Angelo's	\$1,747,855	\$1,890,795	\$1,736,500

Goals & Objectives Accomplished

- Recorded tons of solid waste associated with residential land annexations from Hillsborough County.
- Exceeded the obligation to dispose 4,216 tons at Hillsborough County’s facility for calendar year 2020 (total of 4,618 tons) due to hazardous conditions at Polk County Landfill.
- Utilized Paragon Development Group’s disposal facility more during COVID-19 response in FY 2020 once obligation to Hillsborough was met. Paragon charges less per ton and has much shorter cycle time.
- Obligated tonnage for FY 2021 increased to 4,228 tons, a 12 ton increase from FY 2020, based on approved annexations. A 3% rate increase is estimated (to be \$63.39 per ton).

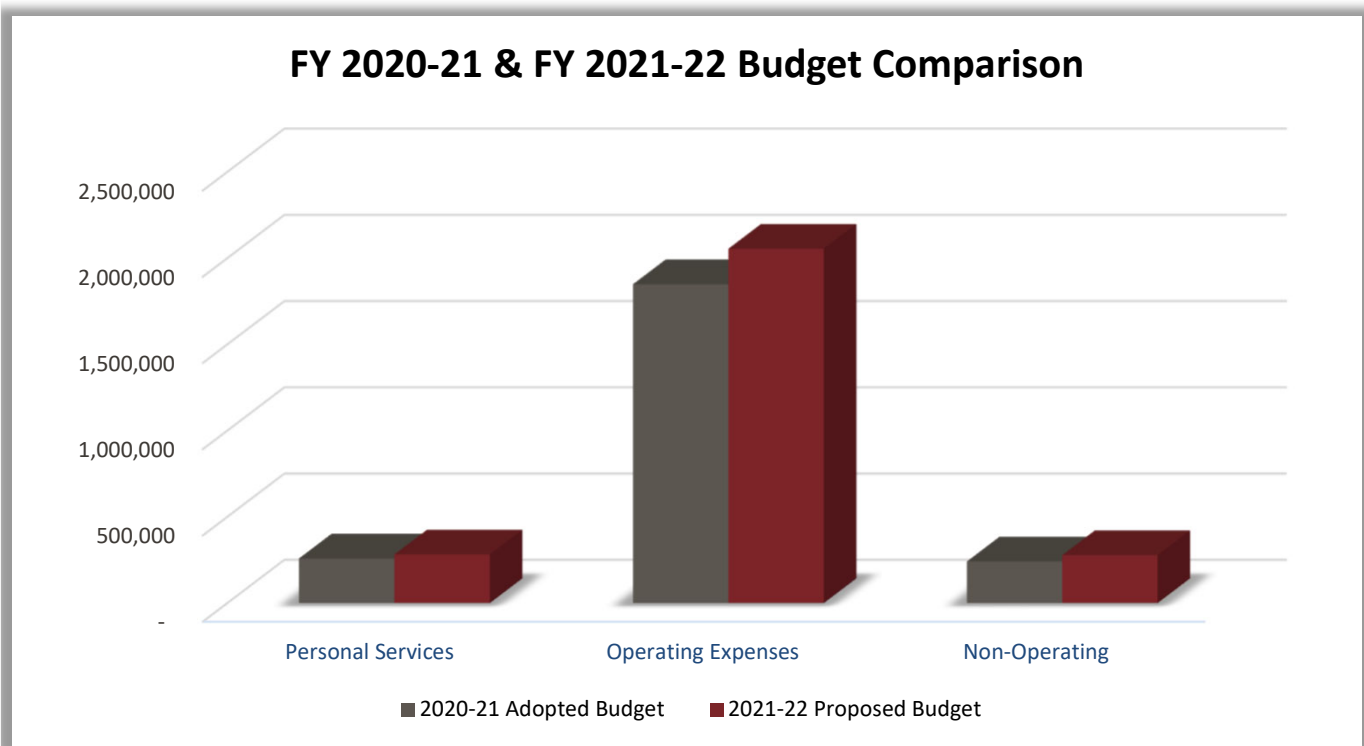
Fund:
Solid Waste

Department:
Solid Waste
Program:
Disposal

Org Code:
40558404

Appropriations

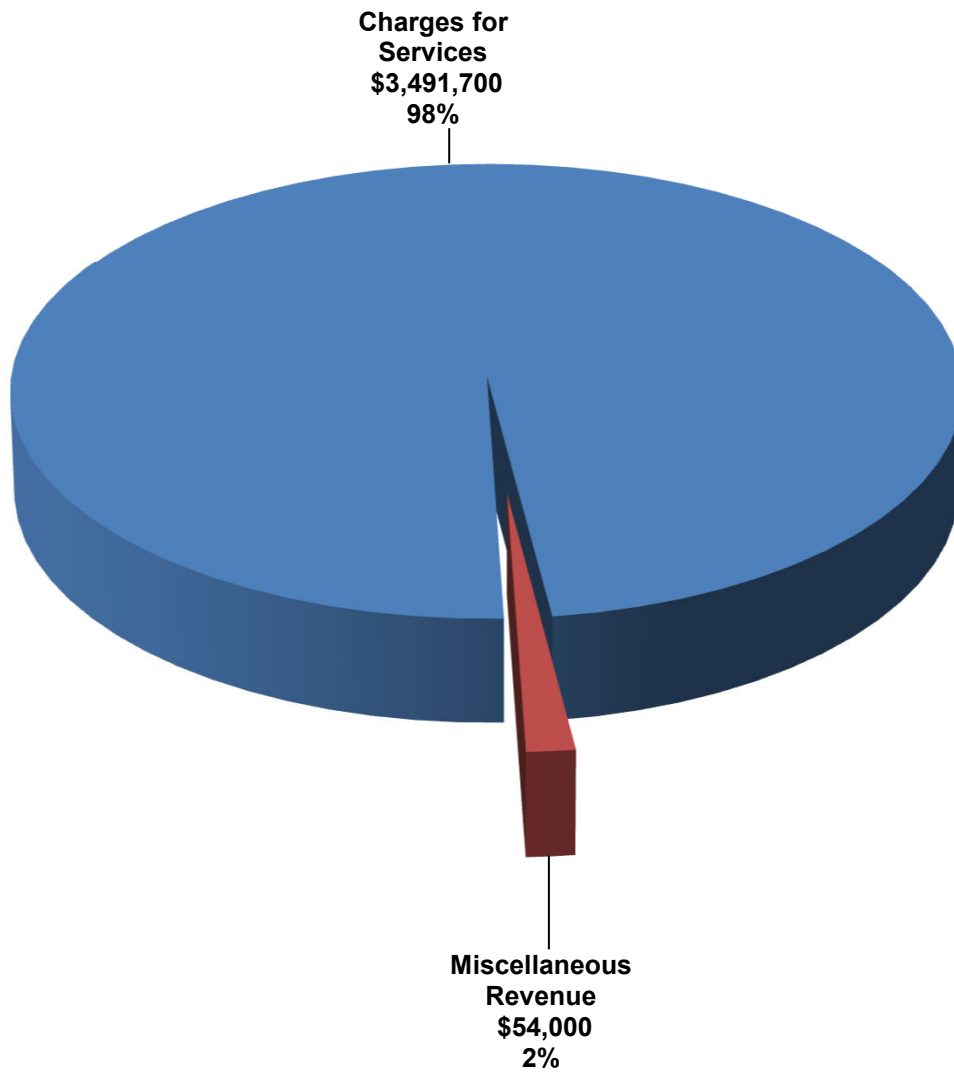
Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	245,961	258,340	258,340	246,205	281,587
Operating Expenses	2,065,390	1,848,500	1,938,435	2,194,365	2,054,700
Non-Operating	192,806	241,344	241,344	241,344	277,594
Total	2,504,158	2,348,184	2,438,119	2,681,914	2,613,881



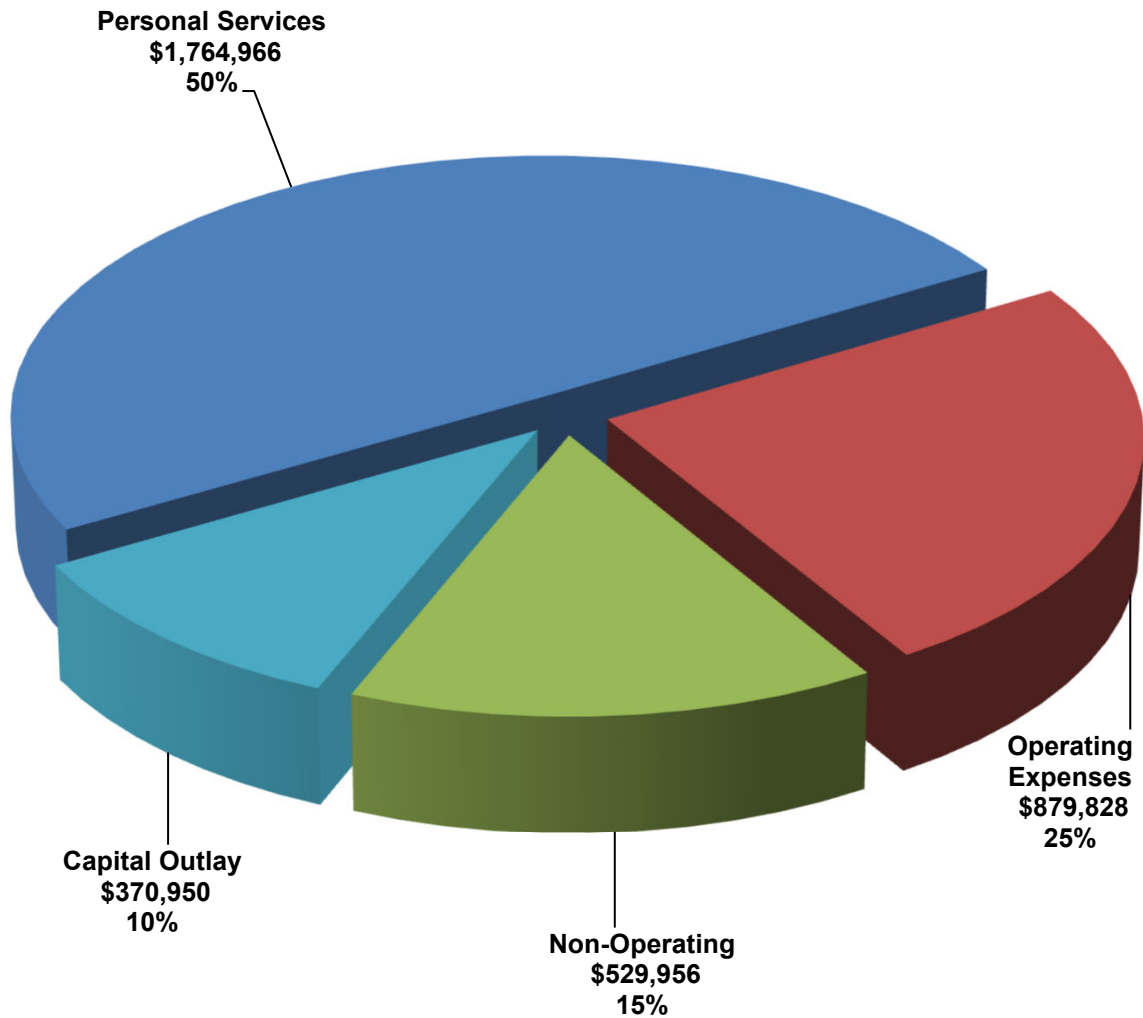


Stormwater Fund

**City of Plant City
Fiscal Year 2021-22
Stormwater Fund
Revenues - \$3,545,700**



**City of Plant City
Fiscal Year 2021-22
Stormwater Fund
Expenditures - \$3,545,700**



Fund:
Stormwater

Department:
Street & Stormwater
Program:
Stormwater

Org Code:
40756600

REVENUES DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>REAPPROPRIATED</u>					
272000 Reappropriated Funds	\$ -	\$ 86,088	\$ 236,688	\$ -	\$ -
TOTAL REAPPROPRIATED	\$ -	\$ 86,088	\$ 236,688	\$ -	\$ -
<u>CHARGES FOR SERVICES</u>					
343900 Stormwater Revenue	\$ 1,311,772	\$ 1,238,966	\$ 1,238,966	\$ 1,300,000	\$ 1,359,600
343901 Commercial Stormwater Revenue	1,877,425	1,936,666	1,936,666	2,100,000	2,132,100
TOTAL CHARGES FOR SERVICES	\$ 3,189,197	\$ 3,175,632	\$ 3,175,632	\$ 3,400,000	\$ 3,491,700
<u>MISCELLANEOUS REVENUE</u>					
361100 Interest Income	\$ 99,935	\$ 51,600	\$ 51,600	\$ 51,600	\$ 54,000
364102 Gain/Loss on Sale of Fixed Ast	1,690	-	-	-	-
364410 Sale of Surplus Material & Scrap	(1,350)	-	-	7,500	-
369900 Miscellaneous Revenue	12,671	-	-	682	-
TOTAL MISCELLANEOUS REVENUE	\$ 112,946	\$ 51,600	\$ 51,600	\$ 59,782	\$ 54,000
<u>OTHER SOURCES</u>					
381000 Interfund Transfer	\$ 386,898	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER SOURCES	\$ 386,898	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 3,689,041	\$ 3,313,320	\$ 3,463,920	\$ 3,459,782	\$ 3,545,700

Performance *Spotlight*

Department Mission

To enhance the quality of life in Plant City by providing environmental protection and flood control through active maintenance programs and stormwater management.

Program Description

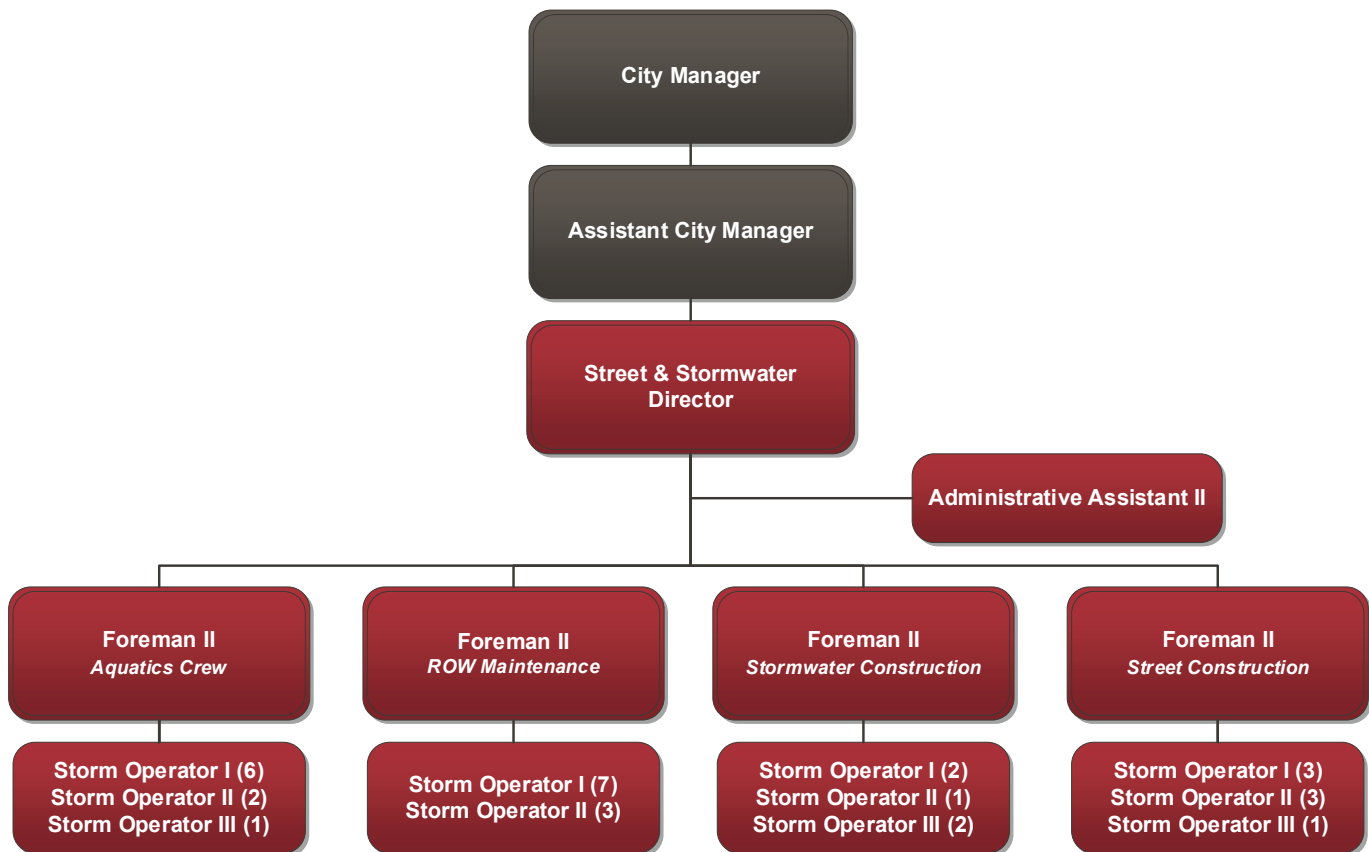
The Stormwater Division maintains the integrity of the City's waterways through proper maintenance and operation of the stormwater system, reducing instances of flooding while enhancing scenic and environmental values.



Performance Spotlight

Personnel

Positions	FY 2020	FY 2021	FY 2022
Administrative Assistant II	1	1	1
Foreman II	4	4	4
Stormwater Operator I	18	18	18
Stormwater Operator II	8	9	9
Stormwater Operator III	4	4	4
Street & Stormwater Director	1	1	1
Total	36	37	37



Personnel costs are split between Street Maintenance and Stormwater Divisions.

Performance Spotlight

Program Goals

Value: Teamwork

- Collaborate proactively with other departments and agencies to develop mutually beneficial solutions for our citizens.
- Improve standards, performance and provision of services through work in partnership with other City Departments.
- Work with Resource Management to provide pollution prevention measures, controls and activities for our Municipal Separate Storm Sewer System (MS4s) as mandated by our National Pollution Discharge Elimination System (NPDES) Permit.

Value: Integrity

- Commit to meet the goals and promises we, as individuals and a department, make 100 percent of the time.

Value: Transparency

- Provide an atmosphere of free and open exchange of ideas, information, cooperation, and trust for all citizens, employees and agencies.
- Maintain clear and concise records to support reporting and data retrieval.
- Work to create GIS layers for information sharing and accessibility.

Value: Leadership

- Encourage leadership within the department to set realistic and challenging goals.
- Coach and inspire our teams.
- Provide yearly leadership training addressing motivational, supervisory, and industry changes.
- Encourage independent ideas that focus on growth and individual development.

Value: Excellence

- Achieve flood protection, water quality protection and erosion prevention through the concerted maintenance of 29 miles of stormwater conveyances and 44 detention systems.
- Provide excellent service to our citizens and visitors through best management practices and dedication to continuous improvement through learning and innovation.
- Provide training for every person within the department promoting safety, skills and growth.

Value: Respect

- Treat all people with kindness and politeness, listening with detail and empathy. Everyone matters.
- Respond to citizen and visitor inquiries by the end of each business day.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Empowering Outstanding Customer Service			
Customer Service Requests Addressed (each)	205	200	200

Performance Spotlight

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Median/Rights-of-Way/Alley Mowing (miles)	1,603	1,600	1,600
Litter Control by Hand (miles)	1,059	1,100	1,100
Liter Control by Hand (cubic yards)	527	530	530
Ditches Cleaned & Mowed (miles)	2,484	2,500	2,500
Canal & Pond Inspections (each)	456	400	400
Street Sweeping – Outsourced (miles)	2,652	1,300	-
Street Sweeping – Disposal Outsourced (tons)	186	102	-
Street Sweeping – In-house (miles)	-	2,000	4,000
Street Sweeping – Disposal In-house (tons)	-	220	400
Pipes Televised and Inspected (linear foot)	1,920	5,000	5,000
Pipe Cleaning & Maintenance (feet)	31,516	20,500	20,500
Cross Training (hours)	167	100	100
Safety Training (hours)	321	200	200
Informational Training (hours)	83	100	100

Goals & Objectives Accomplished

- Reestablished the rights-of-way on Sydney Road, Business Lane, and Whitehall Street by mowing 2.50 miles of underbrush, cutting and removing 475 trees and removing 12 cubic yards of litter.
- Accepted maintenance of three additional stormwater ponds at Sadye Gibbs Martin Recreation Center.
- Installed a catch basin and 46’ of pipe at the 700 block of W. Ball Street to relieve standing water.
- Completed a project on N. Franklin Street to reestablish the stormwater system. Installed 145’ of stormwater pipe, replaced multiple driveways, and reconstructed the ditch.
- Completed the Wilder Park Estates drainage project clearing 480’ of ditch line, digging 1,000’ of ditch line and clearing 273’ of culvert. This project reduced flooding and conveyed stormwater from Wilder Park Estates downstream to Son Keen Rd.
- Additional notable drainage concerns addressed:
 - Installed 12’ of stormwater pipe at Otis M. Andrews and Sansone Parks.
 - Installed a catch basin and 88’ of stormwater pipe at the 900 block of Dr. Martin Luther King Jr. Boulevard.
 - Installed 40’ of stormwater pipe on Park Road.
 - Installed 40’ of stormwater pipe on W. Granfield Avenue and N. Plant Avenue.
 - Installed 20’ of stormwater pipe at the 1000 block of N. Johnson St.
 - Installed 20’ of stormwater pipe at the 200 block of Maki Road.
 - Installed 40’ of stormwater pipe on S. Maryland Avenue.
 - Installed 40’ of stormwater pipe on Niagara Street.
 - Restored 100’ of large ditch line between Mississippi Street and Maryland Avenue.

Fund:
Stormwater

Department:
Street & Stormwater
Program:
Stormwater

Org Code:
40756600

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Personal Services	1,462,344	1,660,646	1,660,646	1,495,816	1,764,966
Operating Expenses	1,382,736	1,108,425	1,042,285	1,024,626	879,828
Capital Outlay	700,000	203,000	204,740	203,000	370,950
Non-Operating	313,967	341,249	556,249	556,249	529,956
Total Stormwater	3,859,047	3,313,320	3,463,920	3,279,691	3,545,700

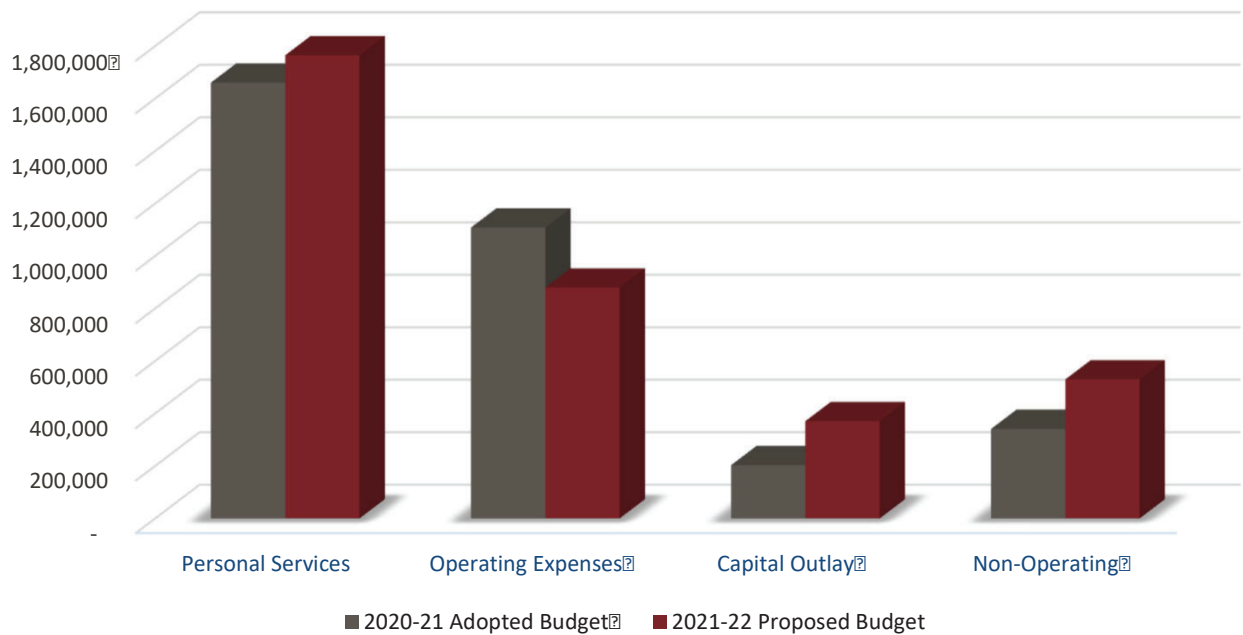
Capital Equipment

Remote Camera Elevator Lift	13,500
Safety Tripod with Winch	3,500
Tandem Axle Utility Trailer	3,950
Total	\$20,950

Capital Project

Stormwater Drainage	200,000
Preserve Wetland Expansion	150,000
Total	\$350,000

FY 2020-21 & FY 2021-22 Budget Comparison



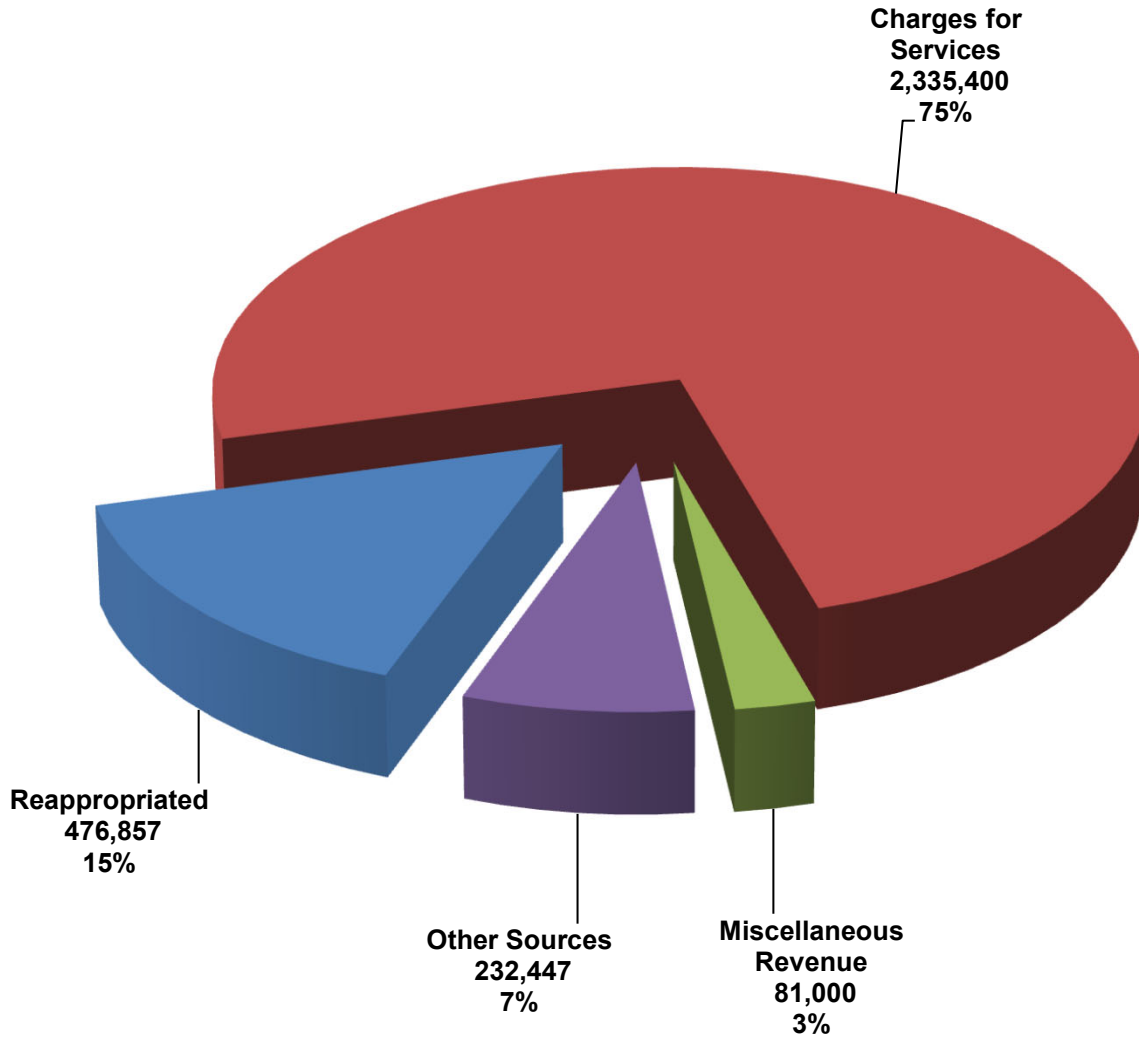


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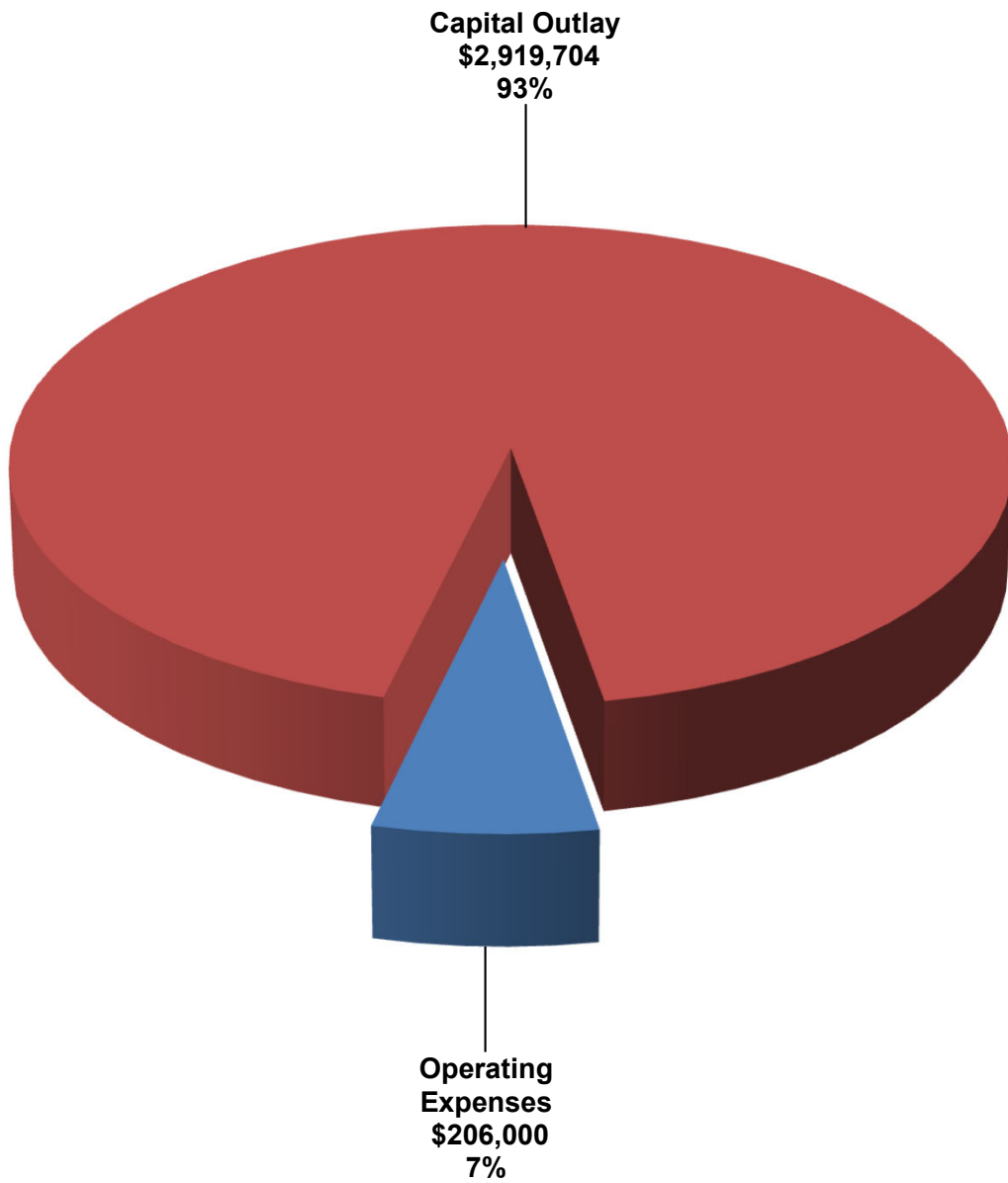


Fleet Replacement Fund

**City of Plant City
Fiscal Year 2021-22
Fleet Replacement Fund
Revenues - \$3,125,704**



**City of Plant City
Fiscal Year 2021-22
Fleet Replacement Fund
Expenditures - \$3,125,704**



Fund: Fleet Replacement	Department: All Departments	Org Code: 51050000
	Program: Fleet Replacement	

REVENUES DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>REAPPROPRIATED</u>					
272000 Reappropriated Funds	\$ -	\$ 28,543	\$ 28,543	\$ -	\$ 476,857
TOTAL REAPPROPRIATED	\$ -	\$ 28,543	\$ 28,543	\$ -	\$ 476,857
<u>CHARGES FOR SERVICES</u>					
341104 Fleet Replacement-MIS	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200
341110 Fleet Replacement-Fire Rescue	95,000	209,600	209,600	209,600	290,900
341111 Fleet Replacement-Police	230,300	407,400	407,400	407,400	438,500
341113 Fleet Replacement-Recreation	9,700	25,200	25,200	25,200	28,100
341115 Fleet Replacement-Building	6,600	13,400	13,400	13,400	13,400
341116 Fleet Replacement-Engineering	-	13,700	13,700	13,700	14,200
341117 Fleet Replacement-Parks Maint	67,500	103,400	103,400	103,400	122,900
341118 Fleet Replacement-Cemeteries	34,700	34,700	34,700	34,700	22,600
341119 Fleet Replacement-Stadium	58,900	71,300	71,300	71,300	71,300
341120 Fleet Replacement-General Services	-	9,200	9,200	9,200	9,200
341122 Fleet Replacement-Code Enforcement	19,600	19,600	19,600	19,600	19,600
341171 Fleet Replacement-Traffic Maint	90,600	110,300	110,300	110,300	79,700
341421 Fleet Replacement-Utility Billing	16,400	18,200	18,200	18,200	18,200
341423 Fleet Replacement-Utility Maint	635,400	649,400	649,400	649,400	412,100
341424 Fleet Replacement-Utility Op	41,100	28,700	28,700	28,700	18,500
341425 Fleet Replacement-Water Resource	6,800	6,800	6,800	6,800	6,800
341451 Fleet Replacement-Solid Waste	458,900	570,900	570,900	570,900	471,300
341471 Fleet Replacement-Stormwater Maint	329,000	389,300	389,300	389,300	291,900
TOTAL CHARGES FOR SERVICES	\$ 2,106,700	\$ 2,687,300	\$ 2,687,300	\$ 2,687,300	\$ 2,335,400
<u>MISCELLANEOUS REVENUE</u>					
361010 Interest	\$ 236,600	\$ 32,500	\$ 32,500	\$ 96,000	\$ 81,000
369300 Proceeds from Insurance	54,385	-	-	39,417	-
TOTAL MISCELLANEOUS REVENUE	\$ 290,985	\$ 32,500	\$ 32,500	\$ 135,417	\$ 81,000
<u>OTHER SOURCES</u>					
381113 Transfer from Recreation	\$ -	\$ -	\$ -	\$ -	\$ 23,793
381117 Transfer from Parks Maintenance	-	-	-	-	135,650
381423 Transfer from Utilities Maintenance	-	131,418	131,418	131,418	-
381451 Transfer from Solid Waste	961,100	993,000	993,000	993,000	31,004
381471 Transfer from Stormwater	-	-	215,000	215,000	42,000
TOTAL OTHER SOURCES	\$ 961,100	\$ 1,124,418	\$ 1,339,418	\$ 1,339,418	\$ 232,447
			\$ 945		
TOTAL REVENUES	\$ 3,358,785	\$ 3,872,761	\$ 4,087,761	\$ 4,162,135	\$ 3,125,704

Performance Spotlight

Department Mission

To establish a fund for the replacement of vehicles and large equipment.

Program Description

The Fleet Replacement Fund was established to replace vehicles and large equipment that have exceeded their useful life. Equipment requests are evaluated for age and condition prior to replacement. Fleet Replacement is funded through department lease payments.

Program Goals

Value: Excellence

- Establish replacement accounts for each vehicle the City owns.
- Purchase City vehicles and large equipment through the Fleet Replacement Fund.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Maximizing Organizational Effectiveness			
Dollar amount spend on vehicles	2,492,11	3,761,761	3,125,704
Number of vehicles/equipment being funded for replacement	40	55	53

Fund:
Fleet Replacement

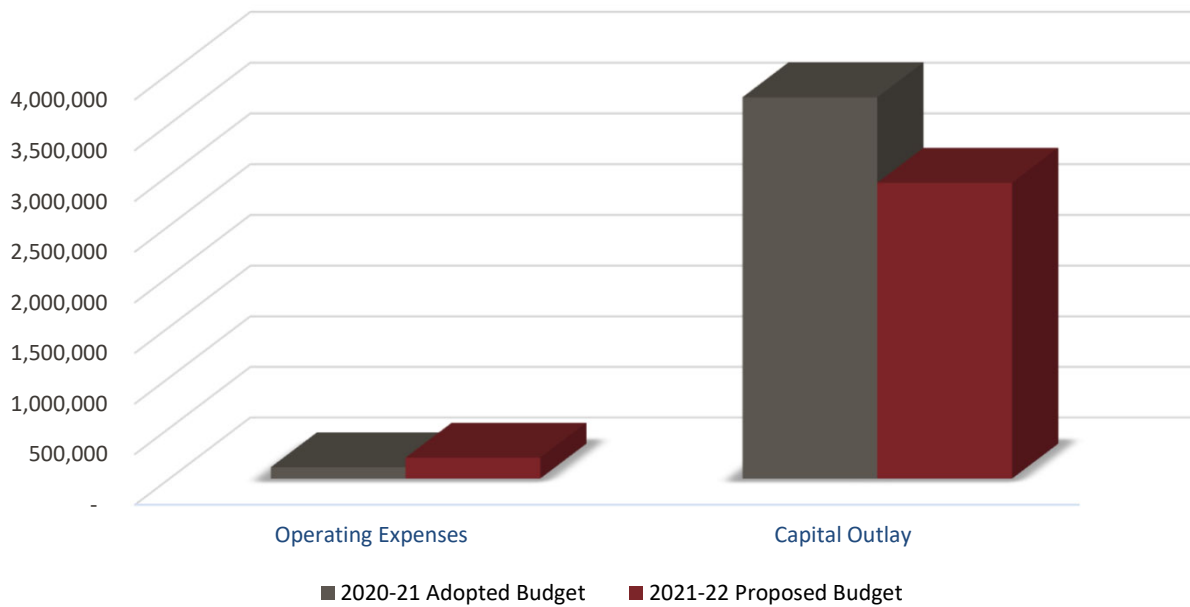
Department:
All Departments
Program:
Fleet Replacement

Org Code:
51050000

Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Operating Expenses	90,750	111,000	111,000	211,000	206,000
Capital Outlay	2,063,623	3,761,761	5,755,977	5,755,977	2,919,704
Total	2,154,372	3,872,761	5,866,977	5,966,977	3,125,704

FY 2020-21 & FY 2021-22 Budget Comparison



Capital Equipment

Fire	
<i>Program - Fire Prevention</i>	
Truck - 1/2 Ton - 4x4 - Crew Cab	52,850
<i>Program - Operations</i>	
Emergency Rescue Pumper	551,570
Truck – 1/2 Ton – 4x4 - Crew Cab	52,850
Police	
<i>Program - Uniform Patrol</i>	
Police Sedans - Marked (7)	280,000
Police Sedans - Unmarked - (3)	93,000
Police SUVs - Marked - K9 (2)	100,100
Parks	
<i>Program - Park Maintenance</i>	
Utility Vehicle – Off Road – 4 Seats	23,793
Truck - 3/4 Ton - Crew Cab - Short Bed	53,100
Truck - 3/4 Ton - Extended Cab - Short Bed	60,233
Blower - Turbine Debris - Pull Behind	6,000
Mower – ZTR – 60" (2)	19,700
Mower - ZTR - 72" (2)	35,520
Top Dresser - Tow Behind - 25 Cubic Inch	15,250
Truck - 1/2 Ton - 4x4 - Crew Cab - Short Bed (2)	76,550
Truck - 3/4 Ton - 4x4 - Crew Cab - Short Bed	50,500
Truck - Single Axle Knuckle Boom Trash Loader	250,500
Utility Vehicle - Dump Bed (2)	49,000
Welder - Portable	4,662
<i>Program - Cemetery</i>	
Mower - Stand On - 60" (4)	45,600
Code Enforcement	
Truck - 1/2 Ton - 4x4 - 4 Door	38,965
General Fund Total	\$1,859,743
 Streets Fund:	
Street Maintenance	
Compactor - Roller	32,900
Concrete Grinder	8,500
Mower - 44' Flail-Axle Head with Buzz Bar	14,500
Reversible Plate Vibratory Compactor	15,000
Streets Fund Total:	\$70,900

Capital Equipment

Water Sewer Fund:

Utilities Maintenance

Program - Line Maintenance

Trailer - 20' - Flatbed	14,500
Trailer - Flatbed - 16,000 GCWR	21,500
Truck - 1 1/2 Ton - Utility Body Crane	86,250

Utilities Operations

Program - Water Treatment

Truck - 1/2 Ton - 4x2 - Crew Cab	38,275
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Water Sewer Fund Total:

\$160,525

Solid Waste Fund:

Program - Residential

Truck - 1/2 Ton - 2WD - Crew Cab - Short Bed	31,004
Truck - Rear Loading Crane Carrier Truck on McNeilus Body (2)	420,000

Program - Commercial

Truck - Container Delivery	127,000
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Solid Waste Fund Total:

\$578,004

Stormwater Fund:

Box Blade	4,800
Forklift	42,000
Tractor - Enclosed Cab - 4x4	155,000
Trailer - 12' - Tilt	8,500
Van - Cargo - 2WD - High Roof	40,232

Stormwater Fund Total:

\$250,532

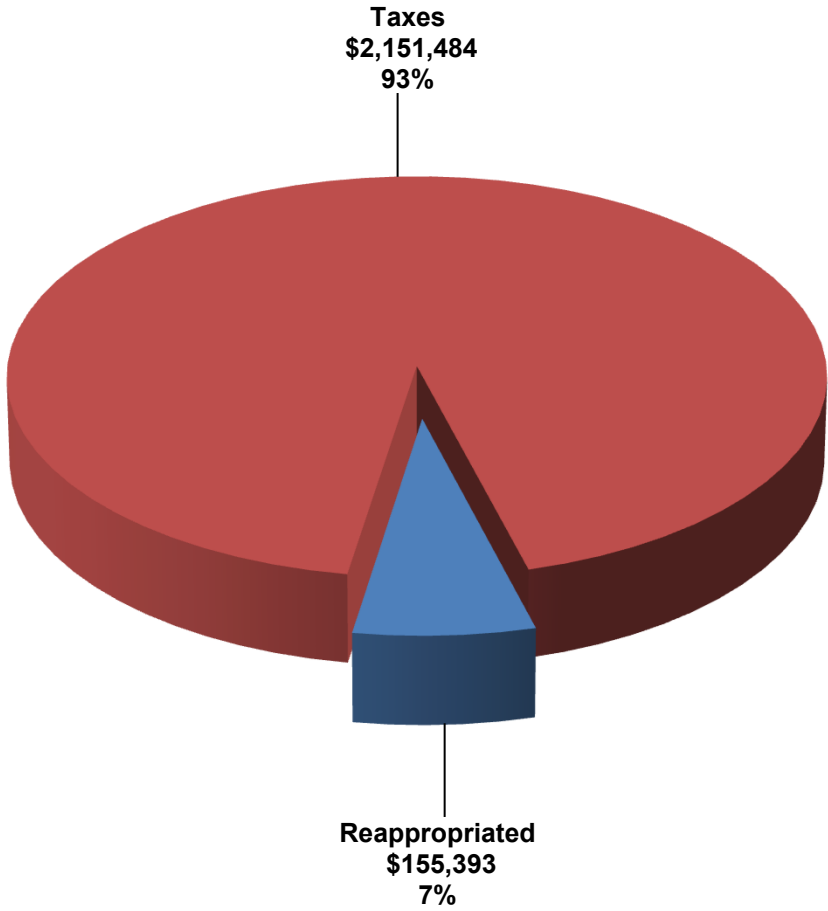
Total

\$2,919,704

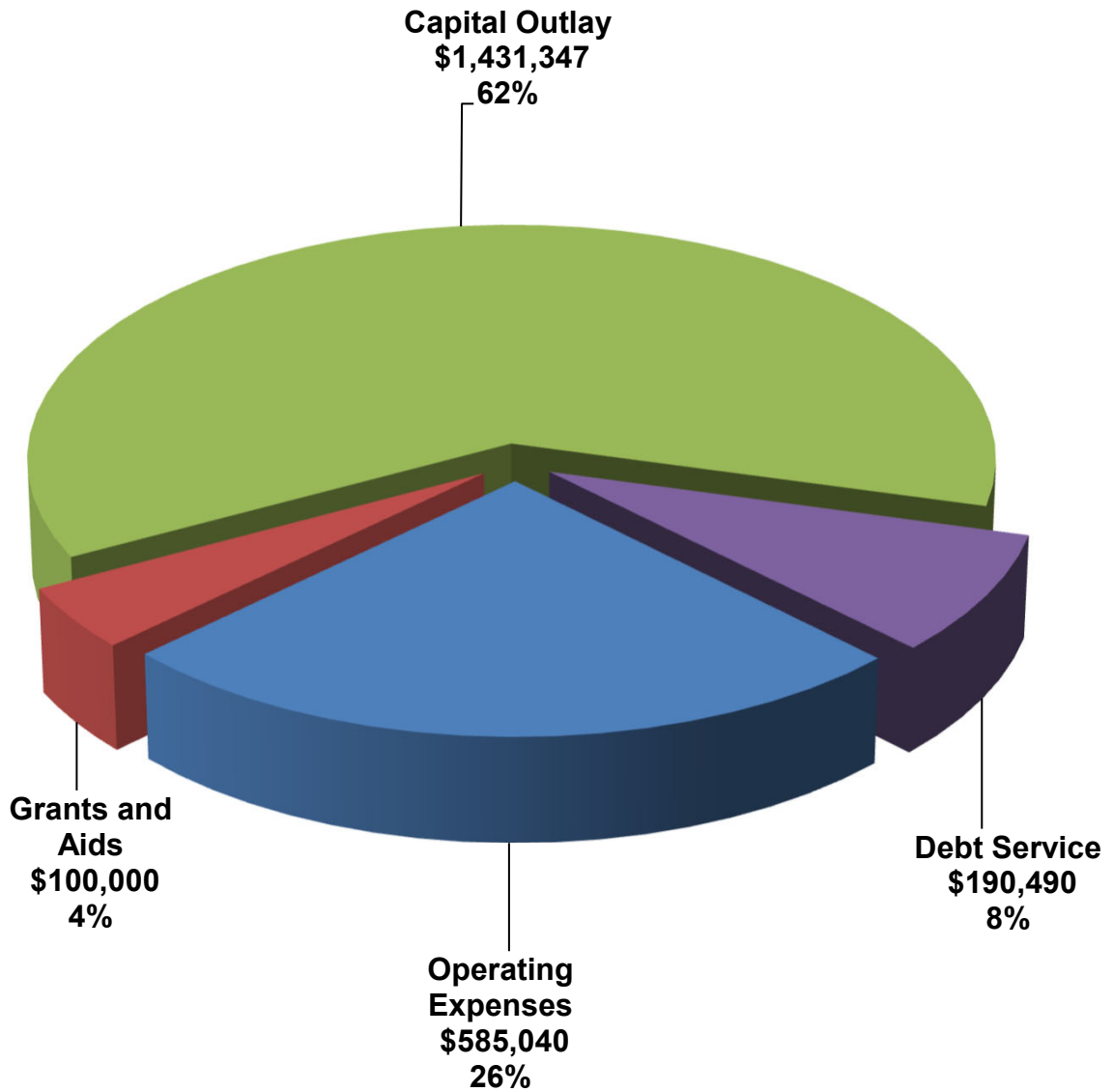


Community Redevelopment Fund

**City of Plant City
Fiscal Year 2021-22
Community Redevelopment Fund
Revenues - \$2,306,877**



**City of Plant City
Fiscal Year 2021-22
Community Redevelopment Fund
Expenditures - \$2,306,877**



Fund:
Community Redevelopment
Fund

Department:
Community Redevelopment
Agency

Org Code:
370505*

REVENUES DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>REAPPROPRIATED</u>					
271200 Reappropriated Funds	\$ -	\$ -	\$ 1,234,090	\$ -	\$ 155,393
TOTAL REAPPROPRIATED	\$ -	\$ -	\$ 1,234,090	\$ -	\$ 155,393
<u>TAXES</u>					
311400 Hillsborough County	\$ 830,213	\$ 924,029	\$ 924,029	\$ 924,029	\$ 1,067,934
311450 Tampa Port Authority	15,211	16,929	16,929	15,962	18,448
311500 City of Plant City	828,011	921,578	921,578	921,577	1,065,102
TOTAL TAXES	\$ 1,673,435	\$ 1,862,536	\$ 1,862,536	\$ 1,861,568	\$ 2,151,484
<u>INTERGOVERNMENTAL REVENUE</u>					
369910 Sale of Tax Credits - CRA	\$ 109,627	\$ -	\$ -	\$ -	\$ -
TOTAL INTERGOVERNMENT REVENUE	\$ 109,627	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 1,783,062	\$ 1,862,536	\$ 3,096,626	\$ 1,861,568	\$ 2,306,877

Performance Spotlight

Department Mission

To provide projects, activities and resources which address community needs, stimulate economic reinvestment, and further improvements to the Plant City Community Redevelopment Area.

Program Description

Community Redevelopment Agency (CRA) was established by the City Commission in 1981, in accordance with the Community Redevelopment Act of 1969. This state act allows municipalities to use increases in property tax revenue to finance the necessary public investments in the project area. In accordance with provisions of this act, the CRA developed and implemented a Community Redevelopment Plan to remove the conditions of slum and blight that existed within a large portion of the City's core, including the Central Business District (CBD) and the adjacent residential areas.

Funding for redevelopment and restoration projects that are essential for the reduction of slum and blight and the stimulation of private sector revitalization efforts is provided primarily from the tax increment generated by the increase devaluation of properties within the Community Redevelopment Area. Increases in property tax revenue above the baseline assessment that was established upon adoption of the Community Redevelopment Plan is set aside in the Community Redevelopment Trust Fund and can be utilized only for projects identified in the plan.

Program Goals

Value: Excellence

- Eliminate blight in the City through projects, award of Façade and CRA Incentive Program Grants, and environmental clean-up of Brownfield sites in the Midtown Redevelopment Area.

Program Objectives

Performance Outcome	2020 Actual	2021 Projected	2022 Proposed
Core Strategy: Facilitating Economic Development			
Façade and CRA Incentive Program Grants Awarded	9	17	10
VCTC Applications Submitted	4	4	5

Goals & Objectives Accomplished

- Processed 9 Façade and CRA Incentive Program Grants equaling the highest grant total awarded since 2000 (program began in 1998).
- Submitted the annual Florida Department of Environmental Protection (FDEP) Voluntary Cleanup Tax Credit (VCTC) Applications for Carlos Brake & Radiator, Freddy's Automotive, Gro-Mor Fertilizer Plant and Stock Building Supply/McGinnis Lumber Yard Brownfield Sites.
- Sold 12 VCTC Certificates issued by FDEP from 2015 to 2019 for \$106,326.08.

Fund:
Community Redevelopment
Fund

Department:
Community Redevelopment
Agency

Org Code:
370505*

APPROPRIATIONS DETAIL

Object Code	2019-20 ACTUAL	2020-21 ADOPTED BUDGET	2020-21 REVISED BUDGET	2020-21 PROJECTED ACTUAL	2021-22 PROPOSED BUDGET
<u>OPERATING EXPENSES</u>					
431010 Miscellaneous Professional Svcs	\$ 62,334	\$ 80,000	\$ 93,472	\$ 120,000	\$ 100,000
431300 Litigation and Outside Counsel	16,605	30,000	30,000	25,000	40,000
432000 Annual Audit	-	-	5,500	5,500	5,500
434000 Other Contractual Services	180,747	290,000	290,000	190,000	280,000
440000 Courses Training and Meetings	2,158	2,800	2,800	2,800	3,000
441000 Telephone	1,247	1,100	1,100	1,100	1,300
442000 Postage	1,727	5,500	5,500	2,000	5,500
443100 Power Heat & Lights	767	1,200	1,200	800	1,200
445000 Insurance	4,562	6,400	6,400	6,400	7,040
446050 Demolition and Lot Clearing	8,051	50,000	50,000	15,000	50,000
446110 Building and Property Repair	71,571	85,000	85,000	40,000	45,000
446115 1914 Building Repair	22,797	50,000	50,000	15,000	40,000
448100 Advertising	5,024	10,000	10,000	2,000	4,000
452100 Other Supplies	6,435	5,500	5,500	3,300	2,500
TOTAL OPERATING EXPENSES	\$ 384,023	\$ 617,500	\$ 636,472	\$ 428,900	\$ 585,040
<u>GRANTS AND AID</u>					
482610 Incentive	\$ 67,050	\$ 150,000	\$ 325,000	\$ 250,000	\$ 100,000
TOTAL GRANTS AND AID	\$ 67,050	\$ 150,000	\$ 325,000	\$ 250,000	\$ 100,000
<u>CAPITAL OUTLAY</u>					
461500 Prop Acquisition/Infras Improv	\$ 588,202	\$ -	\$ 40,000	\$ -	\$ -
462000 Building Improvements	70,317	-	8,634	8,634	-
463157 Downtown Landscape Imp	-	-	15,923	-	-
463200 Railroad Quiet Zones	-	-	30,803	(181,455)	-
463400 Infrastructure Improvements	188,983	310,000	646,651	761,200	1,195,000
463590 Parking Lot Improvements	930	175,000	800,553	608,120	50,000
463700 Street Resurfacing - 1 mil	144,866	161,236	161,236	161,236	186,347
464100 Other Capital Equipment	151,846	165,000	168,579	147,679	-
TOTAL CAPITAL OUTLAY	\$ 1,145,143	\$ 811,236	\$ 1,872,379	\$ 1,505,414	\$ 1,431,347
<u>DEBT SERVICE</u>					
471000 Principal	\$ 60,760	\$ -	\$ -	\$ -	\$ 190,490
TOTAL DEBT SERVICE	\$ 60,760	\$ -	\$ -	\$ -	\$ 190,490
<u>NON-OPERATING</u>					
495000 Contingency	\$ -	\$ 283,800	\$ 319,881	\$ -	\$ -
TOTAL NON-OPERATING	\$ -	\$ 283,800	\$ 319,881	\$ -	\$ -
TOTAL CRA	\$ 1,656,976	\$ 1,862,536	\$ 3,153,731	\$ 2,184,314	\$ 2,306,877

Note: \$400,000 Loans Payable to Hillsborough County - Funds borrowed by the CRA under the Florida Brownsfields Act for the redevelopment of two City properties. The loans are non-interest bearing to be repaid upon sale of the properties or at maturity in ten years, original agreement date of January 19, 2012. On September 30, 2015, the City had drawn a total of \$251,250 of available funds. FY 2022 includes the final debt repayment of \$190,490 to the County.

Fund:
Community Redevelopment
Fund

Department:
Community Redevelopment
Agency

Org Code:
370505*

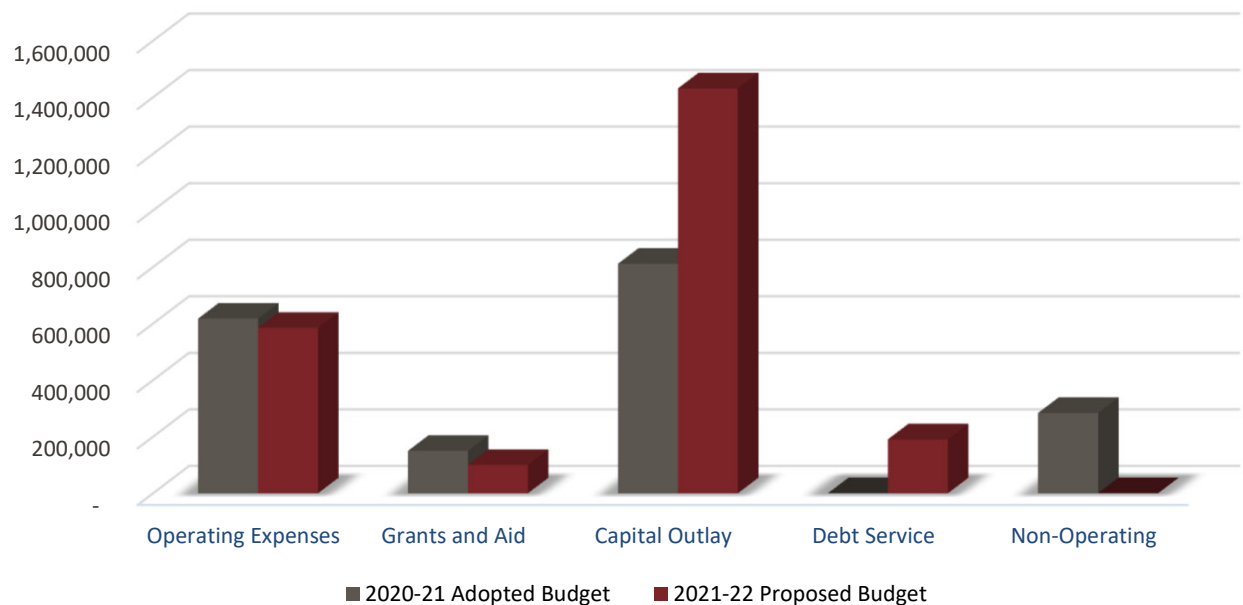
Appropriations

Type	2019-20	2020-21	2020-21	2020-21	2021-22
	ACTUAL	ADOPTED BUDGET	REVISED BUDGET	PROJECTED ACTUAL	PROPOSED BUDGET
Operating Expenses	384,023	617,500	636,472	428,900	585,040
Grants and Aid	67,050	150,000	325,000	250,000	100,000
Capital Outlay	1,145,143	811,236	1,872,379	1,505,414	1,431,347
Debt Service	60,760	-	-	-	190,490
Non Operating	-	283,800	319,881	-	-
Total	1,656,976	1,862,536	3,153,731	2,184,314	2,306,877

Capital Project

Public Parking Lot (CIT other funds)	50,000
Evers Street Improvements	500,000
Collins Street Complete Street Improvements	100,000
Street Resurfacing from Additional Mil	186,347
Brick Road Restoration	100,000
Dog Park at Marie B. Ellis Park	45,000
South Depot Parking Lot Boardwalk Patio	250,000
Midtown Utility Systems	200,000
Total	\$1,431,347

FY 2020-21 & FY 2021-22 Budget Comparison



PROJECT: Public Parking Lot Paving - ST008 & CR009

Department/Program: Street Maintenance

Description: Resurface/repave City-owned parking lots.

Justification: The City owns a number of parking areas. Funds are programmed for resurfacing/repaving on an average 20-year cycle.

Core Strategies: Providing free and well-maintained parking lots for visitors demonstrates to prospective businesses that the City welcomes new *Economic Development*.

Dates: The following list of City-owned parking areas includes projected dates for resurfacing:

Year	Description	CIT Funding	CRA Funding
2022	Police HQ (Area 1 - Mill & Overlay)	\$ 200,000	
2022	Police HQ & Fleet (Area 2 & 3 - Seal Coat)	\$ 210,000	
2022	South Municipal Lot		\$ 95,000
2024	City Hall	\$ 125,000	
2024	1914 Building	\$ 30,000	
2024	Bruton Memorial Library	\$ 75,000	
2025	McCall Park & Downtown Linear Lots		\$ 235,000
2025	Stadium Parking	\$ 140,000	
2026	Police HQ (Area 2 - Mill & Overlay)	\$ 365,000	
		<u>\$ 1,145,000</u>	<u>\$ 330,000</u>

Operating

Impact: Completion of the projects listed above will increase the life cycle of each asset. There will be no increase in operating expenses upon completion of this project.

ACTIVITY	Previously Allocated <i>7/16/2021</i>	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Repair & Maintenance	351,882	350,000	275,000	275,000	300,000	275,000
TOTAL	351,882	350,000	275,000	275,000	300,000	275,000
FUNDING SOURCES						
CIT	250,972	300,000	225,000	225,000	225,000	225,000
CRA	100,910	50,000	50,000	50,000	75,000	50,000
TOTAL	351,882	350,000	275,000	275,000	300,000	275,000

PROJECT: Evers Street Improvements - CR019

Department/Program: Street Maintenance (Asset Management)

Description: Redevelop Evers Street from Reynolds Street south to railroad tracks at Midtown.

Justification: This project will begin with an accelerated study and design phase, including involvement of the downtown community. The design costs will primarily evaluate a streetscape build out to include street leveling, string lighting, conventional streetscaping, landscaping, and other visual and functional improvements. Undergrounding the utilities and upgrading the water and sewer will also be considered. This project will also add enhancements to support use of this section of Evers Street as an event venue.

There are two projects established for Evers Street. Funding of \$100,000 will provide the seed money to begin this project. Once the concept design is completed and approved by the City Commission, the project budget will be amended to provide full funding for the project.

Core Strategies: The project will facilitate the *Economic Development* of Downtown and Midtown.

Dates: October 2021 - Begin study
 December 2021 - Community involvement
 March 2022 - Begin design
 December 2022 - Begin construction

Operating Impact: There will be an increase in the operating and maintenance costs as the result of the completion of the improvements.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Design	100,000	-	125,000	-	-	-
Construction	-	-	800,000	-	-	-
Underground Utilities	-	500,000	-	-	-	-
Water/Sewer	-	110,000	550,000	-	-	-
TOTAL	100,000	610,000	1,475,000	-	-	-
FUNDING SOURCES						
CRA	50,000	500,000	925,000	-	-	-
Transfer from CR016	50,000	-	-	-	-	-
Water/Sewer Fund	-	110,000	550,000	-	-	-
TOTAL	100,000	610,000	1,475,000	-	-	-

PROJECT: Collins Street Complete Street Improvements - ST025

Department/Program: Street Maintenance (Asset Management)

Description: Redevelop Collins Street from Baker Street south to the intersection of Alexander Street.

Justification: The primary focus of a "Complete Street" project is to enhance the safety and accessibility for appropriate modes of transportation, generally including automobile, bicycle, and pedestrian.

The project has been identified in 5 distinct phases:	Conceptual Budget
Phase 1: Laura Street south to Alabama Street	\$2,550,000
Phase 1a: Baker Street south to Laura Street.	\$2,100,000 - \$4,600,000
Phase 2: Alabama Street south to Alsobrook Street	\$1,900,000
Phase 3: Alsobrook Street south to Park Road	\$5,300,000 - \$11,600,000
Phase 4: Park Road south to Maki Road	\$1,600,000 - \$3,500,000
Phase 5: Maki Road south to Alexander Street	\$2,100,000 - \$4,600,000

The total project cost will be updated once the design and bid process is complete.

Core Strategies: The project will facilitate the *Economic Development* of Downtown, Midtown, and the area south down to Alexander Street.

Dates:	Anticipated schedule:	Commence Design:	Commence Construction:
	Phase 1:	Underway	September-2021
	Phase 1a:	January-2022	January-2023
	Phase 2:	Underway	January-2024
	Phase 3:	>5 years	>5 years
	Phase 4:	>5 years	>5 years
	Phase 5:	>5 years	>5 years

Operating

Impact: There will be an increase in the operating and maintenance costs as the result of the completion of the improvements.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Design	436,880	100,000	-	-	-	-
Construction	1,150,000	950,000	2,000,000	2,000,000	-	-
TOTAL	1,586,880	1,050,000	2,000,000	2,000,000	-	-
FUNDING SOURCES						
Grant	750,000	-	-	-	-	-
Street Fund	436,880	-	2,000,000	2,000,000	-	-
Trans Impact Fees	250,000	950,000	-	-	-	-
CRA	150,000	100,000	-	-	-	-
TOTAL	1,586,880	1,050,000	2,000,000	2,000,000	-	-

PROJECT: Street Resurfacing and Paving from Additional Mil - ST026

Department/Program: Street Maintenance (Asset Management)

Description: Resurface and pave various roads throughout the City.

Justification: Resurfacing streets and paving City-maintained dirt roads is necessary to sustain the City's infrastructure in a serviceable condition.

Resurfacing projects will include installation and/or upgrade of non-compliant ADA curb ramps. Projects will also include minor drainage improvements where practical.

The list of streets to be resurfaced and dirt roads to be paved for FY 2021-22 will be submitted to the City Commission for approval by the second quarter of the fiscal year.

South Collins Street from Alsobrook to Alexander Street will require resurfacing prior to anticipated construction of the future Complete Street phases. Estimated budget for resurfacing \$2.25 million. In fiscal years 2021-22 and 2022-23, \$500,000 will be reserved for Collins Street. In fiscal year 2023-24, the remaining \$1,250,000 is reserved to complete resurfacing.

A city-wide pavement condition assessment and pavement management plan was completed in 2019. An update is scheduled for FY 2023-24.

Core Strategies: Maintaining the City streets facilitates *Economic Development* by providing citizens and visitors with safe and efficient travel.

Dates: The approved list of streets for resurfacing and roads for paving will be completed by September 2022.

Operating

Impact: A progressive and preventative maintenance program for the 160 centerline miles of paved streets and nearly 2 miles of dirt roads is an efficient method and prudent use of public funds to maintain the City's infrastructure.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Maintenance & Construction Collins Street	2,451,121	2,361,105 500,000	2,404,021 500,000	1,697,581 1,250,000	2,991,795 -	3,036,672 -
TOTAL	2,451,121	2,861,105	2,904,021	2,947,581	2,991,795	3,036,672
FUNDING SOURCES						
General Fund	2,289,885	2,674,758	2,714,879	2,755,602	2,796,936	2,838,890
CRA	161,236	186,347	189,142	191,979	194,859	197,782
TOTAL	2,451,121	2,861,105	2,904,021	2,947,581	2,991,795	3,036,672

PROJECT: Brick Road Restoration - ST029

Department/Program: Street Maintenance

Description: Restore functionality and aesthetics to brick roads within historic downtown and surrounding areas.

Justification: Establish a level of maintenance and restoration while maintaining historical accuracy.

Locations:

Drane St. - between Wheeler St. and Evers St.
 Gilchrist St. - between Collins St. and Evers St.

Core Strategies: Maintain *Organizational Effectiveness* and *Customer Service* by restoring the functionality of these deteriorating roadways back to their original functionality and nostalgia.

Dates: Spring 2021 - Drane St.
 Spring 2022 - Gilchrist St.

Operating

Impact: There will be no increase in operating expenses associated with the completion of this project.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Maintenance	90,000	100,000	-	-	-	-
TOTAL	90,000	100,000	-	-	-	-
FUNDING SOURCES						
CRA Fund	90,000	100,000	-	-	-	-
TOTAL	90,000	100,000	-	-	-	-

NEW

PROJECT: Dog Park at Marie B. Ellis Park

Department/Program: Parks & Recreation: **Parks Division:** Parks Maintenance Program

Description: Install fencing and amenities to create a new dog park at Marie B. Ellis Park.

Justification: Adding a dog park to the Lincoln Park community would offer the citizens an area for their dog to safely run off leash and the opportunity to socialize. This dog park area would be placed on the northern quarter of Marie B. Ellis Park that is currently under-utilized. Various dog park amenities such as human/dog drinking fountains, benches, and dog play apparatuses would be provided.

Core Strategies: Improvements to this facility will enhance the user experience and provide a new dog park destination, addressing our *Community Engagement* and *Customer Service* goals.

Dates: Design and installation would be completed during Fiscal Year 2021-22.

Operating

Impact: Maintenance of the grounds in this area is already within staff scope. Maintenance costs should not exceed \$1,000 annually for maintenance of equipment and fencing.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Installation	-	45,000	-	-	-	-
TOTAL	-	45,000	-	-	-	-
FUNDING SOURCES						
CRA	-	45,000	-	-	-	-
TOTAL	-	45,000	-	-	-	-

NEW

PROJECT: South Depot Parking Lot Boardwalk Patio

Department/Program: Parks & Recreation: Parks Division

Description: Design and construct a boardwalk and deck-style covered patio area at the south end of the South Depot Parking Lot.

Justification: With the growth of businesses in the downtown core, spaces for residents and visitors to gather and enjoy the outdoors are scarce. The under-utilized retention pond area of the South Depot Parking Lot provides a space that can be improved with a boardwalk and deck-style, covered patio area with lights, tables, chairs, and bench seating, useful for relaxing, eating, and socializing.

Core Strategies: This project relates to our core strategies of *Customer Service* and *Community Engagement* by providing suitable recreational facilities for our residents and

Dates: FY 2021 - Began design
FY 2022 - Begin construction

Operating Impact: Annual facility maintenance is estimated at \$1,000 annually for repairs and increased electricity usage.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Design		25,000				
Construction	-	225,000	-	-	-	-
TOTAL	-	250,000	-	-	-	-
FUNDING SOURCES						
CRA	-	250,000	-	-	-	-
TOTAL	-	250,000	-	-	-	-

PROJECT: Midtown Utility Systems - UM027

Department/Program: Utilities: Utilities Maintenance: Line Maintenance (Asset Management)

Description: Upgrades to the existing utilities and new installation to adequately serve the Midtown redevelopment area.

Justification: The current sanitary sewer lines and water mains will not be able to fully service a large development. The projected upgrades and additions include gravity sewer lines leading to a new lift station. A force main will be required to transfer the flow to the collection system network.

An approved Midtown development master plan and agreement will determine the design of the Midtown wastewater lift station, force main, gravity lines, and water mains that will be installed.

This funding is available to provide adequate service to the Midtown development area.

Core Strategies: Ensuring utilities can support new commercial development aids in the City's goals of facilitating *Economic Development*, empowering outstanding *Customer Service*, and maximizing *Organizational Effectiveness*.

Dates: This project will begin when a Midtown Redevelopment Plan and Agreement is approved.

Operating

Impact: There will be no increase in operating expenses other than normal routine maintenance as a result of completion of these projects.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Engineering and Construction	1,000,000	200,000	100,000	100,000	-	-
TOTAL	1,000,000	200,000	100,000	100,000	-	-
FUNDING SOURCES						
Water/Sewer Fund	600,000	-	-	-	-	-
CRA	400,000	200,000	100,000	100,000	-	-
TOTAL	1,000,000	200,000	100,000	100,000	-	-



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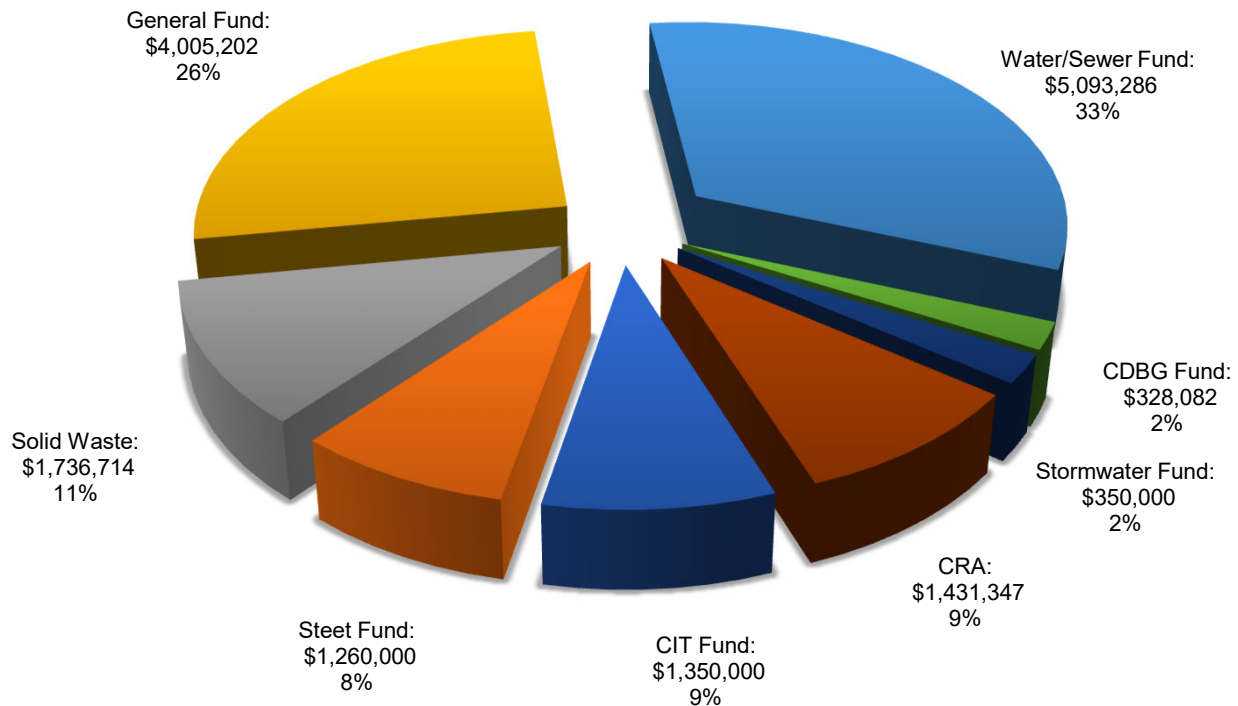


Capital Improvement Plan

**CITY OF PLANT CITY
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2021-22 THROUGH FY 2025-26**

	Cost of Five-Year Program	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
GENERAL FUND	\$ 17,618,753	\$ 4,005,202	\$ 3,990,323	\$ 3,166,202	\$ 3,207,536	\$ 3,249,490
CIT FUND	2,950,000	1,350,000	425,000	425,000	425,000	325,000
CDBG FUND	328,082	328,082	-	-	-	-
STREET FUND	6,960,000	1,260,000	2,475,000	2,450,000	400,000	375,000
WATER/SEWER FUND	23,903,286	5,093,286	5,190,000	4,990,000	4,140,000	4,490,000
SOLID WASTE FUND	1,736,714	1,736,714	-	-	-	-
STORMWATER FUND	2,150,000	350,000	700,000	700,000	200,000	200,000
TOTAL CITY FUNDS	<u>\$ 55,646,835</u>	<u>\$ 14,123,284</u>	<u>\$ 12,780,323</u>	<u>\$ 11,731,202</u>	<u>\$ 8,372,536</u>	<u>\$ 8,639,490</u>
CRA	3,555,109	1,431,347	1,264,142	341,979	269,859	247,782
TOTAL ALL FUNDS	<u>\$ 59,201,944</u>	<u>\$ 15,554,631</u>	<u>\$ 14,044,465</u>	<u>\$ 12,073,181</u>	<u>\$ 8,642,395</u>	<u>\$ 8,887,272</u>

Fiscal Year 2021-22



**OPERATING IMPACT SUMMARY
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM**

OPERATING IMPACT:

All projects have been considered for their operating impact over the next five years. Several projects include upgrades and maintenance to City facilities that provide services to the citizens; these projects are known as Asset Management projects*. The majority of our projects are a one-time cost with little or no impact to the operating budget; however, below is a list of the projects that have an anticipated operating impact.

<u>PROJECT</u>	<u>DESCRIPTION</u>	<u>LONG TERM OPERATING COSTS ASSOCIATED</u>	<u>FY 21-22</u>	<u>FY 22-23</u>	<u>FY 23-24</u>	<u>FY 24-25</u>	<u>FY 25-26</u>	<u>Five Year Total</u>
GENERAL FUND								
PK025	Ellis-Methvin Park Pedestrian Bridge	Annual preventative maintenance and repair	1,000	1,000	1,000	1,000	1,000	5,000
PK027	Rowena Mays Park Bridge and Dort Street Courts	Annual preventative maintenance and repair	1,000	1,000	1,000	1,000	1,000	5,000
NEW	Rehab Recreation OMA Storage Barn	Annual preventative maintenance and repair	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)
NEW	Dog Park at Mike Sansone Park	Annual preventative maintenance and repair	1,000	1,000	1,000	1,000	1,000	5,000
NEW	Cemetery Operations Buildings	Annual maintenance and utilities	-	-	6,000	6,000	6,000	18,000
TOTAL GENERAL FUND			\$ 2,000	\$ 2,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 15,000
STREET (GAS TAX) FUND								
TR006	Fiber Optic Cable Upgrade	Minimize repairs due to breakage	\$ (2,500)	\$ (2,500)	\$ (2,500)	\$ (2,500)	\$ (2,500)	\$ (12,500)
TOTAL STREET FUND			\$ (2,500)	\$ (2,500)	\$ (2,500)	\$ (2,500)	\$ (2,500)	\$ (12,500)
COMMUNITY REDEVELOPMENT AGENCY (CRA) FUND								
NEW	South Depot Parking Lot Boardwalk Patio	Annual preventative maintenance and repair	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 5,000
NEW	Dog Park at Marie B. Ellis Park	Annual preventative maintenance and repair	1,000	1,000	1,000	1,000	1,000	5,000
TOTAL STREET FUND			\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000
WATER/SEWER FUND								
UM020	Lift Station Maintenance and Rehabilitation	Reduction in unplanned repairs	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (25,000)
UO010	Water Treatment Plant 5	Annual maintenance and utilities	-	15,000	15,000	15,000	15,000	60,000
UO032	Utilities Operations Building Improvements	Reduction in unplanned repairs	-	(2,500)	(2,500)	(2,500)	(2,500)	(10,000)
TOTAL WATER/SEWER FUND			\$ (5,000)	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 25,000
TOTAL ALL FUNDS			\$ (3,500)	\$ 9,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 32,500

*Asset Management projects accumulate funding that can be used to maintain the City assets and facilities. By funding these projects, the City is minimizing excessive operating costs.



Capital Improvement Plan

Fund Summaries

**CITY OF PLANT CITY
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2021-22 THROUGH FY 2025-26**

GENERAL FUND			Previously Allocated	Cost of 5 Year Program	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
PROJECT	DESCRIPTION	CIE							
POLICE									
NEW	PCPD Outdoor Firearms Range/Training Facility		\$ -	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -
POLICE TOTAL			\$ -	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -
GENERAL SERVICES									
GS003	City Building AC Units	R	\$ 100,632	\$ 375,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
GS004	Roof Maintenance/Upgrade								
	Police	R	-	267,150	102,750	102,750	20,550	20,550	20,550
	Library	R	130,490	122,510	23,305	23,305	25,300	25,300	25,300
	Fire Stations	D	154,700	105,300	24,300	24,300	18,900	18,900	18,900
	City Hall	R	6,541	135,358	32,204	32,204	23,650	23,650	23,650
	General Services	R	10,000	233,120	51,535	51,535	43,350	43,350	43,350
	Parks & Recreation Administration	R	346,665	89,250	17,850	17,850	17,850	17,850	17,850
	Small Roofs	R	19,402	200,000	40,000	40,000	40,000	40,000	40,000
GS005	City Hall Brick/Exterior	R	19,050	30,000	6,000	6,000	6,000	6,000	6,000
GENERAL SERVICES TOTAL			\$ 787,481	\$ 1,557,688	\$ 372,944	\$ 372,944	\$ 270,600	\$ 270,600	\$ 270,600
PARKS & RECREATION									
RC013	Planteen Recreation Center Remodel	R	\$ 24,725	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -
NEW	Rehab Recreation OMA Storage Barn	R	-	60,000	60,000	-	-	-	-
PK006	Bike Nature Trail - Sansone Park	R	45,002	25,000	12,500	12,500	-	-	-
PK018 (User)	Park Improvements	R	60,258	200,000	40,000	40,000	40,000	40,000	40,000
PK033	Ornamental Cemetery Fencing	G	1,140	125,000	125,000	-	-	-	-
NEW	Dog Park at Mike Sansone Park	R	-	85,000	85,000	-	-	-	-
NEW	Courier Field Fencing	G	-	35,000	35,000	-	-	-	-
NEW	Cemetery Roadway Improvements	R	-	500,000	100,000	100,000	100,000	100,000	100,000
NEW	Cemetery Operations Buildings	G	-	825,000	75,000	750,000	-	-	-
NEW	Cemetery Property	G	-	100,000	100,000	-	-	-	-
PARKS & RECREATION TOTAL			\$ 131,125	\$ 2,205,000	\$ 882,500	\$ 902,500	\$ 140,000	\$ 140,000	\$ 140,000
STREET									
ST026	Street Resurfacing from Additional Mil	R	\$ 2,289,885	\$ 13,781,065	\$ 2,674,758	\$ 2,714,879	\$ 2,755,602	\$ 2,796,936	\$ 2,838,890
STREET TOTAL			\$ 2,289,885	\$ 13,781,065	\$ 2,674,758	\$ 2,714,879	\$ 2,755,602	\$ 2,796,936	\$ 2,838,890
GENERAL FUND TOTAL			\$ 3,208,490.50	\$ 17,618,753	\$ 4,005,202	\$ 3,990,323	\$ 3,166,202	\$ 3,207,536	\$ 3,249,490
PROJECTED FUNDING									
	General Fund				\$ 1,290,444	\$ 1,235,444	\$ 370,600	\$ 370,600	\$ 370,600
	1.0 Mil Increase				2,674,758	2,714,879	2,755,602	2,796,936	2,838,890
	Parks User Fees				40,000	40,000	40,000	40,000	40,000
	Impact Fees				-	-	-	-	-
TOTAL FUNDING AVAILABLE					\$ 4,005,202	\$ 3,990,323	\$ 3,166,202	\$ 3,207,536	\$ 3,249,490

City of Plant City
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2021-22 THROUGH FY 2025-26

COMMUNITY INVESTMENT TAX FUND			Previously Allocated	Cost of 5 Year	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
PROJECT	DESCRIPTION								
STREET									
ST008	Public Parking Lots	R,G	250,972	1,200,000	300,000	225,000	225,000	225,000	225,000
STREET TOTAL			\$ 250,972	\$ 1,200,000	\$ 300,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
PARKS & RECREATION									
PK025	Ellis-Methvin Park Pedestrian Bridge	D	\$ 150,000	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -
PK027	Rowena Mays Park Bridge/Dort Street Courts	G	295,250	600,000	600,000	-	-	-	-
PK030	Spray Park	G	100,000	400,000	100,000	100,000	100,000	100,000	-
RC008	Playground Improvements	D	125,335	550,000	150,000	100,000	100,000	100,000	100,000
RECREATION & PARKS TOTAL			\$ 670,585	\$ 1,750,000	\$ 1,050,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 100,000
TOTAL CIT FUND			\$ 921,557	\$ 2,950,000	\$ 1,350,000	\$ 425,000	\$ 425,000	\$ 425,000	\$ 325,000
PROJECTED FUNDING									
	Cash Carried Forward				\$ 547,416	\$ 522,416	\$ 1,538,178	\$ 2,665,934	\$ 3,916,833
	Community Investment Tax				2,124,841	2,231,083	2,342,637	2,459,769	2,582,758
	Less: Debt Service				(799,841)	(790,321)	(789,881)	(783,871)	-
TOTAL FUNDING AVAILABLE					\$ 1,872,416	\$ 1,963,178	\$ 3,090,934	\$ 4,341,833	\$ 6,499,590
BALANCE AVAILABLE AT SEPTEMBER 30					\$ 522,416	\$ 1,538,178	\$ 2,665,934	\$ 3,916,833	\$ 6,174,590

**CITY OF PLANT CITY
 FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
 FY 2021-22 THROUGH FY 2025-26**

COMMUNITY DEVELOPMENT FUND

PROJECT	DESCRIPTION	CIE	Previously Allocated	Cost of 5 Year Program	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
COMMUNITY DEVELOPMENT									
NEW	Forest Park/Madison Park Neighborhoods	D	\$ -	\$ 328,082	\$ 328,082	\$ -	\$ -	\$ -	\$ -
COMMUNITY DEVELOPMENT TOTAL			\$ -	\$ 328,082	\$ 328,082	\$ -	\$ -	\$ -	\$ -
PROJECTED FUNDING									
	CDBG				\$ 328,082	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING AVAILABLE					\$ 328,082	\$ -	\$ -	\$ -	\$ -
BALANCE AVAILABLE AT SEPTEMBER 30					\$ -	\$ -	\$ -	\$ -	\$ -

**CITY OF PLANT CITY
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2021-22 THROUGH FY 2025-26**

STREET (GAS TAX) FUND									
PROJECT	DESCRIPTION	CIE	Previously Allocated	Cost of 5 Year	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
STREET MAINTENANCE PROJECTS									
ST009	Sidewalk Replacement	R	\$ 107,624	\$ 450,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
ST010	Bridge Repair/Replacement Upgrade	R	161,120	325,000	25,000	75,000	75,000	75,000	75,000
ST025	Collins Street Complete Street (Mobility Fees)	G	686,880	4,950,000	950,000	2,000,000	2,000,000	-	-
ST027	Pedestrian Handrail & Safety Guardrail	R	53,767	250,000	50,000	50,000	50,000	50,000	50,000
STREET TOTAL			\$ 1,009,391	\$ 5,975,000	\$ 1,075,000	\$ 2,225,000	\$ 2,225,000	\$ 225,000	\$ 225,000
TRAFFIC MAINTENANCE PROJECTS									
TR001	Advance Traffic Management Center (ATMS)	R	\$ 78,303	\$ 225,000	\$ 25,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
TR005	LED Illuminated Street Sign Install/Upgrade	D	4,720	75,000	-	50,000	25,000	-	-
TR006	Fiber Optic Cable Upgrade	R	10,738	150,000	25,000	50,000	50,000	25,000	-
TR007	Traffic Signal Controller Upgrade	R	92,675	35,000	35,000	-	-	-	-
NEW	Traffic Signal Cabinet Upgrade	R	-	500,000	100,000	100,000	100,000	100,000	100,000
TRAFFIC CONTROL TOTAL			\$ 186,436	\$ 985,000	\$ 185,000	\$ 250,000	\$ 225,000	\$ 175,000	\$ 150,000
OTHER DEPARTMENTS TOTAL			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL STREET FUND			\$ 1,195,827	\$ 6,960,000	\$ 1,260,000	\$ 2,475,000	\$ 2,450,000	\$ 400,000	\$ 375,000
PROJECTED FUNDING									
Cash Carried Forward					\$ 930,098	\$ 536,471	\$ (1,955,792)	\$ (4,352,668)	\$ (4,624,925)
Gas Tax					1,680,000	1,764,000	1,852,200	1,944,810	2,042,051
Transportation Mobility Fees					950,000	-	-	-	-
Less: Non-Capital Expenditures					(1,763,627)	(1,781,263)	(1,799,076)	(1,817,067)	(1,835,237)
TOTAL FUNDING AVAILABLE					\$ 1,796,471	\$ 519,208	\$ (1,902,668)	\$ (4,224,925)	\$ (4,418,112)
BALANCE AVAILABLE AT SEPTEMBER 30					\$ 536,471	\$ (1,955,792)	\$ (4,352,668)	\$ (4,624,925)	\$ (4,793,112)

**CITY OF PLANT CITY
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2021-22 THROUGH FY 2025-26**

WATER/SEWER FUND			Previously Allocated	Cost of 5 Year Program	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
CIE									
UTILITIES MAINTENANCE									
UM006	Meter Repair/Replacement	R	\$ 12,716	430,000	\$ 230,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
UM009	Water Distribution System Asset Management	R	203,486	2,750,000	450,000	500,000	550,000	600,000	650,000
UM010	Minor Water Main Extensions (Dev Fees)	R	53,823	300,000	100,000	50,000	50,000	50,000	50,000
UM011	Minor Sewer Main Extensions (Dev Fees)	R	208,404	250,000	50,000	50,000	50,000	50,000	50,000
UM012	Collection System Asset Management	R	1,648,468	6,950,000	550,000	1,100,000	1,600,000	1,850,000	1,850,000
UM017	WRF Asset Management	R	314,292	1,450,000	250,000	300,000	300,000	150,000	450,000
UM018	WTP Asset Management	R	1,138,625	700,000	300,000	100,000	100,000	100,000	100,000
UM019	Lift Station Generator & Pump Replacement	R	403,053	250,000	50,000	50,000	50,000	50,000	50,000
UM020	Lift Station Maintenance & Rehab	R	996,371	1,425,000	165,000	315,000	315,000	315,000	315,000
UM021	Building Rehabilitation/Replacement	D	390,197	563,286	563,286	-	-	-	-
UM033	Lift Station 2 Basin Project	G	753,443	500,000	500,000	-	-	-	-
CR019	Evers Street Utilities	G	-	660,000	110,000	550,000	-	-	-
WATER TOTAL			\$ 6,122,877	\$ 16,228,286	\$ 3,318,286	\$ 3,065,000	\$ 3,065,000	\$ 3,215,000	\$ 3,565,000
UTILITIES OPERATIONS									
UO009	Water System Storage Tank Rehabilitation	R	\$ 349,425	\$ 375,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
UO010	Water Treatment Plant 5	G	5,801,848	400,000	400,000	-	-	-	-
UO012	Water Treatment Plant Upgrade Program	R	375,325	200,000	100,000	100,000	-	-	-
UO030	Wastewater/Reclaimed Water Tank Rehabilitation	R	300,336	1,200,000	200,000	250,000	250,000	250,000	250,000
UO031	Reclaimed Water Recharge	R	1,080,735	800,000	500,000	300,000	-	-	-
UO033	McIntosh Park Wetland Expansion	G	262,174	1,150,000	150,000	500,000	500,000	-	-
UO034	McIntosh Park Indirect Potable Reuse (IPR) (Dev Fees)	G	99,765	400,000	100,000	300,000	-	-	-
NEW	Water Capacity Improvements (Dev Fees)	G	-	2,650,000	150,000	500,000	1,000,000	500,000	500,000
SEWER TOTAL			\$ 8,269,607	\$ 7,175,000	\$ 1,675,000	\$ 2,025,000	\$ 1,825,000	\$ 825,000	\$ 825,000
WATER RESOURCE MANAGEMENT									
WR001	Backflow Prevention Assembly & Large Meter	R	\$ 315,297	\$ 500,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
WATER RESOURCE MANAGEMENT TOTAL			\$ 315,297	\$ 500,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
WATER/SEWER FUND TOTAL			\$ 14,707,782	\$ 23,903,286	\$ 5,093,286	\$ 5,190,000	\$ 4,990,000	\$ 4,140,000	\$ 4,490,000
PROJECTED FUNDING									
	Utility Revenue				\$ 4,693,286	\$ 4,040,000	\$ 3,640,000	\$ 3,540,000	\$ 3,890,000
	Water Development Fees				250,000	550,000	1,050,000	550,000	550,000
	Wastewater Development Fees				150,000	350,000	50,000	50,000	50,000
	Grants				-	250,000	250,000	-	-
TOTAL FUNDING AVAILABLE					\$ 5,093,286	\$ 5,190,000	\$ 4,990,000	\$ 4,140,000	\$ 4,490,000

CITY OF PLANT CITY
 FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
 FY 2021-22 THROUGH FY 2025-26

SOLID WASTE FUND										
PROJECT	DESCRIPTION	CIE	Previously Allocated	Cost of 5 Year Program	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	
OTHER DEPARTMENTS										
UM021	New Utilities/Solid Waste Building	D	\$ 411,608	\$ 1,736,714	\$ 1,736,714	\$ -	\$ -	\$ -	\$ -	-
SOLID WASTE FUND TOTAL			\$ 411,608	\$ 1,736,714	\$ 1,736,714	\$ -	\$ -	\$ -	\$ -	-
PROJECTED FUNDING										
	Solid Waste Revenue				\$ 1,736,714	\$ -	\$ -	\$ -	\$ -	-
TOTAL FUNDING AVAILABLE					\$ 1,736,714	\$ -	\$ -	\$ -	\$ -	-
BALANCE AVAILABLE AT SEPTEMBER 30					\$ -	\$ -	\$ -	\$ -	\$ -	-

**CITY OF PLANT CITY
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2021-22 THROUGH FY 2025-26**

STORMWATER FUND			Previously Allocated	Cost of 5 Year	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
PROJECT	DESCRIPTION	CIE							
STORMWATER									
SW014	Stormwater Drainage Pipe Rehab	R	\$ 277,121	\$ 1,000,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
	STORMWATER TOTAL		\$ 277,121	\$ 1,000,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
OTHER DEPARTMENTS									
UO033	McIntosh Park Wetland Expansion	G	\$ -	\$ 1,150,000	\$ 150,000	\$ 500,000	\$ 500,000	\$ -	\$ -
	OTHER DEPARTMENTS TOTAL		\$ -	\$ 1,150,000	\$ 150,000	\$ 500,000	\$ 500,000	\$ -	\$ -
	STORMWATER FUND TOTAL		\$ 277,121	\$ 2,150,000	\$ 350,000	\$ 700,000	\$ 700,000	\$ 200,000	\$ 200,000
PROJECTED FUNDING									
	Cash Carried Forward				\$ 1,474,148	\$ 1,581,204	\$ 1,361,113	\$ 1,165,017	\$ 1,494,116
	Stormwater Revenue				3,491,700	3,666,285	3,849,599	4,042,079	4,244,183
	Less: Non-Capital Expenditures				(3,034,644)	(3,186,376)	(3,345,695)	(3,512,980)	(3,688,629)
	TOTAL FUNDING AVAILABLE				\$ 1,931,204	\$ 2,061,113	\$ 1,865,017	\$ 1,694,116	\$ 2,049,671
	BALANCE AVAILABLE AT SEPTEMBER 30				\$ 1,581,204	\$ 1,361,113	\$ 1,165,017	\$ 1,494,116	\$ 1,849,671

**CITY OF PLANT CITY
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2021-22 THROUGH FY 2025-26**

COMMUNITY REDEVELOPMENT AGENCY

PROJECT	DESCRIPTION	CIE	Previously Allocated	Cost of 5 Year Program	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
COMMUNITY DEVELOPMENT									
CR009	Public Parking Lot (CIT other funds)	D	\$ 100,910	\$ 275,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 75,000	\$ 50,000
CR019	Evers Street Improvements	G	100,000	1,425,000	500,000	925,000	-	-	-
ST025	Collins Street Complete Street Improvements	G	150,000	100,000	100,000	-	-	-	-
ST026	Street Resurfacing from Additional Mil	R	161,236	960,109	186,347	189,142	191,979	194,859	197,782
ST029	Brick Road Restoration	R	90,000	100,000	100,000	-	-	-	-
NEW	Dog Park at Marie B. Ellis Park	R	-	45,000	45,000	-	-	-	-
NEW	South Depot Parking Lot Boardwalk Patio	G	-	250,000	250,000	-	-	-	-
UM027	Midtown Utility Systems	G	400,000	400,000	200,000	100,000	100,000	-	-
COMMUNITY DEVELOPMENT TOTAL			\$ 1,002,146	\$ 3,555,109	\$ 1,431,347	\$ 1,264,142	\$ 341,979	\$ 269,859	\$ 247,782

PROJECTED FUNDING

Cash Carried Forward	\$ 156,880	\$ 1,487	\$ 69,088	\$ 1,116,490	\$ 2,295,557
Tax Increment Financing	2,151,484	2,216,029	2,282,509	2,350,985	2,421,514
Less: Non-Capital Expenditures	(875,530)	(884,285)	(893,128)	(902,059)	(911,080)

TOTAL FUNDING AVAILABLE

\$ 1,432,834 \$ 1,333,230 \$ 1,458,469 \$ 2,565,416 \$ 3,805,991

BALANCE AVAILABLE AT SEPTEMBER 30

\$ 1,487 \$ 69,088 \$ 1,116,490 \$ 2,295,557 \$ 3,558,209



City of Plant City Capital Improvement Plan by Department

Project	Project Name	Funding	Project	Project Name	Funding
Police			Water Resource Management		
NEW	PCPD Outdoor Firearms Range/Training Facility	\$ 75,000	WR001	Backflow Prevention Assembly & Large Meter	\$ 100,000
Total		\$ 75,000	Total		\$ 100,000
Recreation			Utilities Maintenance		
RC008	Playground Improvements	\$ 150,000	UM006	Meter Replacement/Repair Program	\$ 230,000
RC013	Planteen Recreation Center Remodel	250,000	UM009	Water Distribution System Asset Management	450,000
NEW	Rehab Recreation OMA Storage Barn	60,000	UM010	Minor Water Main Extensions	100,000
Total		\$ 460,000	UM011	Minor Sewer Main Extensions	50,000
Parks			UM012	Collection System Asset Management	550,000
PK006	Bike/Nature Trail - Sansone Park	\$ 12,500	UM017	WRF Asset Management	250,000
PK018	Park Improvements	40,000	UM018	WTP Asset Management	300,000
PK025	Ellis-Methvin Park Pedestrian Bridge	200,000	UM019	Lift Station Generator and Pump Replacement	50,000
PK027	Rowena Mays Park Bridge/Dort Street Courts	600,000	UM020	Lift Station Maintenance and Rehabilitation	165,000
PK030	Spray Park	100,000	UM021	Building Rehabilitation/Replacement	2,300,000
PK033	Ornamental Cemetery Fencing	125,000	UM027	Midtown Utility Systems	200,000
NEW	Dog Park at Mike Sansone Park	85,000	UM033	Lift Station 2 Basin Project	500,000
NEW	Dog Park at Marie B. Ellis Park	45,000	Total		\$ 5,145,000
NEW	Courier Field Fencing	35,000	Utilities Operations		
NEW	Cemetery Roadway Improvements	100,000	UO009	Water System Storage Tank Rehab Program	\$ 75,000
NEW	Cemetery Operations Buildings	75,000	UO010	Water System Improvements	400,000
NEW	Cemetery Property	100,000	UO012	Water Treatment Plant Upgrade Program	100,000
Total		\$ 1,517,500	UO030	Wastewater/Reclaimed Water Tank Rehab	200,000
General Services			UO031	Reclaimed Water Recharge	500,000
GS003	City Buildings Air Conditioning	\$ 75,000	UO033	McIntosh Park Wetland Expansion	300,000
GS004	Roof Upgrade/Maintenance	291,944	UO034	McIntosh Park Indirect Potable Reuse (IPR)	100,000
GS005	City Hall Exterior Brick & Window Maintenance	6,000	NEW	Water Capacity Improvements	150,000
Total		\$ 372,944	Total		\$ 1,825,000
Traffic			Stormwater		
TR001	Advanced Traffic Management System (ATMS)	\$ 25,000	SW014	Stormwater Drainage Pipe Rehab/Repair	\$ 200,000
TR006	Fiber Optic Cable Upgrade	25,000	Total		\$ 200,000
TR007	Traffic Signal Controller Upgrade	35,000	Community Services		
NEW	Traffic Signal Cabinet Upgrade	100,000	NEW	Forest Park/Madison Park Neighborhoods	\$ 328,082
		\$ 185,000	Total		\$ 328,082
Street			Community Redevelopment Agency		
ST008	Public Parking Lot Paving	\$ 300,000	CR009	Public Parking Lot Paving	\$ 50,000
ST009	Sidewalk Replacement	50,000	CR019	Evers Street Improvements	610,000
ST010	Bridge Repair, Replacement & Upgrade	25,000	NEW	South Depot Parking Lot Boardwalk Patio	250,000
ST025	Collins Street Complete Street Improvements	1,050,000	Total		\$ 910,000
ST026	Street Resurfacing from Additional Mil	2,861,105			
ST027	Pedestrian Handrail & Safety Guardrail	50,000			
ST029	Brick Road Restoration	100,000			
Total		\$ 4,436,105			

Total Budget of \$15,554,631



Capital Improvement Plan

Police

NEW

PROJECT: PCPD Outdoor Firearms Range/Training Facility

Department/Program: Police

Description: Repair, upgrade, and improve the existing Plant City Police Department (PCPD) outdoor firearms range.

Justification: The current conditions of the PCPD outdoor range makes it difficult to utilize the facility during the rainy months of the year due to flooding. Also, the facility's restroom is inoperative as the septic system requires replacement. Additional upgrades and improvements include interior/exterior paint, flooring, air conditioner, classroom-style furniture, office equipment, and a designated parking area.

This facility is not only utilized by the Plant City Police Department but the DEA and Hillsborough School Security as well. Once completed, this facility will allow for a more appropriate training environment and also serve as a professional training location that could host training events year round.

Core Strategies: PCPD can maximize *Organizational Effectiveness* by using the outdoor firearms range year round to help members increase their shooting skills in a safe environment conducive to learning.

Dates: These improvements would commence in FY 2021-2022 and are projected to be completed in the same year.

Operating

Impact: There would be no increase in the annual operating expense for the police department.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Improvements	-	75,000	-	-	-	-
TOTAL	-	75,000	-	-	-	-
FUNDING SOURCES						
General Fund	-	75,000	-	-	-	-
TOTAL	-	75,000	-	-	-	-



Capital Improvement Plan

Recreation

PROJECT: Playground Improvements - RC008

Department/Program: Parks & Recreation: Recreation Division (Asset Management)

Description: Multi-year accumulation of funds to upgrade or replace playground equipment as needed due to normal weathering and wear and tear at 12 playgrounds.

Justification: The life expectancy of a playground is around 15 years. Older playgrounds need replacement pieces of equipment and upgrades to keep the equipment safe and appealing for public use. At times, repair costs exceed 50% of the replacement cost of a playground, making it more beneficial to replace the equipment. This funding is used to maintain or replace playground equipment on an annual basis. Replacement playgrounds with fall zone safety surfacing run \$85,000 to \$100,000 per unit.

Six of our twelve playgrounds are between 19 and 25 years old. The current playground inventory with year of installation includes:

- 1997: Gilchrist South, Washington.
- 2001-2002: Otis M. Andrews - West, Burchwood, Larson Four-Plex, Sansone.
- 2005: Gilchrist Park - North
- 2010: Ellis-Methvin Park
- 2015: Snowden Park
- 2019: Otis M. Andrews - East
- 2020: Marie B. Ellis Park
- 2021: Planteen Recreation Center

All locations are evaluated since they are at various levels of need for repair, rehabilitation or replacement.

Core Strategies: This project relates to our core strategies of *Customer Service* and *Community Engagement* by providing suitable playgrounds for park visitors.

Dates: This project is continuous with playgrounds being evaluated and repaired or replaced each year.

Operating

Impact: There will be no increase in operating expenses as a result of the completion of this project.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Improvements	125,335	150,000	100,000	100,000	100,000	100,000
TOTAL	125,335	150,000	100,000	100,000	100,000	100,000
FUNDING SOURCES						
CIT	125,335	150,000	100,000	100,000	100,000	100,000
TOTAL	125,335	150,000	100,000	100,000	100,000	100,000

PROJECT: Planteen Recreation Center Remodel - RC013

Department/Program: Parks & Recreation: Recreation Division

Description: Remodel the interior and exterior of the Planteen Recreation Center.

Justification: The Planteen was originally built in 1959, with an addition constructed in 1988. In FY 2019, the Planteen had a kitchen remodel including the floor drains, electrical outlets, and replacement of cabinetry.

The building is showing its age and could use the following improvements:

- Interior remodel including stripping and repainting
- Assessment of ceiling and possible replacement
- Exterior sealing to deter water intrusion
- Rust removal from columns
- Exterior painting
- Landscaping stripped away from the building due to years of build-up
- New plantings installed to provide a fresh look

Core Strategies: This project relates to our core strategies of *Customer Service* and *Community Engagement* by providing suitable recreational facilities for our residents and visitors.

Dates: Design is scheduled for FY 2020-21, with the improvements to be completed during FY 2021-22.

Operating

Impact: A minimal operating expense decrease should be seen due to the improvements.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Design Improvements	24,725	-	-	-	-	-
	-	250,000	-	-	-	-
TOTAL	24,725	250,000	-	-	-	-
FUNDING SOURCES						
General Fund	24,725	250,000	-	-	-	-
TOTAL	24,725	250,000	-	-	-	-

NEW

PROJECT: Rehab Recreation OMA Storage Barn

Department/Program: Parks & Recreation: Recreation Division

Description: Rehabilitate the Recreation Division's storage barn at the Otis M. Andrews Sports Complex.

Justification: The existing 50' x 50' Recreation Division metal storage building at the Otis M. Andrews Sports Complex was built around 1996. The east end of the building has developed water intrusion problems and drywall in the area has become damaged. An evaluation needs to be done to determine the best method to correct the water intrusion issue. Once the problem is resolved, repairs need to be coordinated, including replacement of drywall and some rusted out panels in several areas of the building.

Core Strategies: Facility improvements will enhance building functionality and appearance, addressing our *Maximizing Organizational Effectiveness* and *Customer Service*

Dates: Project will be scheduled for completion during Fiscal Year 2021-22.

Operating

Impact: There will be no increase in operating expenses as a result of the completion of this program project.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Study & Design	-	10,000	-	-	-	-
Construction	-	50,000	-	-	-	-
TOTAL	-	60,000	-	-	-	-
FUNDING SOURCES						
General Fund	-	60,000	-	-	-	-
TOTAL	-	60,000	-	-	-	-



Capital Improvement Plan

Parks

PROJECT: Bike/Nature Trail - Sansone Park - PK006

Department/Program: Parks & Recreation: Parks Division: Parks Maintenance Program (Asset Management)

Description: Multi-year accumulation of funds to repair and resurface the 0.38 mile asphalt bike/nature trail at Mike Sansone Park.

Justification: Repairing and resurfacing the asphalt regularly will avoid more expensive rebuilding due to wear and tear from use and weather. This work is recommended every 7-10 years and was last done in 2013.

Core Strategies: Resurfacing of the trail will help extend its life as well as meet our goals of *Customer Service* and *Community Engagement* by providing a suitable walking surface.

Dates: This project is planned for Fiscal Year 2022-23 at a projected cost of \$70,000.

Operating

Impact: There will be no increase in operation expenses.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Improvements	45,002	12,500	12,500	-	-	-
TOTAL	45,002	12,500	12,500	-	-	-
FUNDING SOURCES						
General Fund	45,002	12,500	12,500	-	-	-
TOTAL	45,002	12,500	12,500	-	-	-

PROJECT: User Fee Park Improvements - PK018

Department/Program: Parks & Recreation: Parks Division: Parks Maintenance Program (Asset Management)

Description: Multi-year funding for park improvements supported by user fees paid by local independent youth sports programs.

Justification: Each season, local independent youth sports programs pay a per player, per season user fee toward City expenses generated by their programs. This CIP is to support a program of park improvements that will benefit users in both the independent youth sports programs as well as the Plant City Parks & Recreation programs, using some of the fees generated by these programs.

Each year, youth sports programs paying the per player, per season fee include:

- Plant City Little League Baseball/Softball
- Plant City Dolphins Tackle Football/Cheerleading
- Plant City Colts Tackle Football/Cheerleading
- Plant City Football Club Lancers Competitive Soccer

Facilities used by these programs are:

- Baseball/Softball: Mike Sansone Park, Ellis-Methvin Park, MLK Rec ball fields
- Football/Soccer: OMA Sports Complex, Ellis-Methvin Park

Projects being considered include:

- Batting cages at Mike Sansone Park - COMPLETED FISCAL YEAR 2020-21
- Replacement soccer goals/nets for OMA Sports Complex and Ellis-Methvin Park
- Lightning detection systems for all facilities

Core Strategies: These added amenities will meet our goals of *Customer Service* and *Community Engagement* by providing enhanced facilities for our users.

Dates: Goals/nets are planned as needed. Lightning detection system is planned for Fiscal Year 2022-23.

Operating

Impact: There will be minimal operating costs for repairs to the batting cages and soccer goals/nets. Operating costs will be developed for the lightning detection system.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Design, Construction	60,258	40,000	40,000	40,000	40,000	40,000
TOTAL	60,258	40,000	40,000	40,000	40,000	40,000
FUNDING SOURCES						
General Fund (User Fees)	60,258	40,000	40,000	40,000	40,000	40,000
TOTAL	60,258	40,000	40,000	40,000	40,000	40,000

PROJECT: Ellis-Methvin Park Pedestrian Bridge - PK025

Department/Program: Parks & Recreation: Parks Division: Parks Maintenance Program

Description: Install a 90' pedestrian bridge over the Ellis-Methvin Park pond to enhance user access to the new restroom/concession/event administration building.

Justification: The Ellis-Methvin walking trail around the pond is approximately half a mile. Adding a pedestrian bridge spanning 80 feet across the pond will provide users quicker access to the new restroom/concession/event administration building and an attractive user amenity.

Core Strategies: This improvement meets our *Community Engagement* and *Customer Service* goals by providing improved access and enhanced facilities.

Dates: Complete design and start construction in Fiscal Year 2021-22.

Operating

Impact: Annual operating cost of the bridge is estimated at \$1,000 for preventative maintenance and potential repairs to the structure.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Design	24,000	-	-	-	-	-
Construction	126,000	200,000	-	-	-	-
TOTAL	150,000	200,000	-	-	-	-
FUNDING SOURCES						
CIT	150,000	200,000	-	-	-	-
TOTAL	150,000	200,000	-	-	-	-

PROJECT: Rowena Mays Park Bridge and Dort Street Courts - PK027

Department/Program: Recreation and Parks: Parks Division

Description: Rebuild the Dort Street courts, construct pickleball courts, add a bridge between the two facilities, and enhance the parking areas.

Justification: The Dort Street Basketball/Tennis Courts are severely worn due to age, heavy use, and weathering. The asphalt courts have cracking issues and are at the end of life. After being patched several times, it is time to replace with a suitable playing surface. Additionally, the fencing surrounding the courts is worn due to age, heavy use, and weathering.

Pickleball courts are in high demand and Rowena May Park provides an intimate setting for courts with adjoining seating. The quantity of courts will be determined in the design phase.

To support the facilities, the existing parking area should be enhanced and designed for maximum efficiency, with a bridge over the Westside Canal connecting the facilities. Existing restrooms also will be evaluated.

The current funding for the project will be used for design and set aside for construction which includes courts, fencing, basketball goals, tennis nets and posts, benches and trash receptacles. Additional funding for pickleball courts, bridge, enhanced parking areas, and restrooms will be determined once the design phase is complete.

Core Strategies: Improvements to facilities enhance the user experience and provide suitable playing areas, addressing our *Community Engagement* and *Customer Service* goals.

Dates: FY 2021 - Begin design
 FY 2022 - Determine construction schedule

Operating Impact: Ongoing facility maintenance will increase by \$1,000 annually for bridge and new court maintenance.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Design	95,250	-	-	-	-	-
Construction	200,000	600,000	-	-	-	-
TOTAL	295,250	600,000	-	-	-	-
FUNDING SOURCES						
CIT Fund	295,250	600,000	-	-	-	-
TOTAL	295,250	600,000	-	-	-	-

PROJECT: Spray Park - PK030

Department/Program: Parks & Recreation: Parks Division: Parks Maintenance Program

Description: Design and install a spray park.

Justification: A spray park or splash pad is an aquatic play feature, often in a public park, for water play that has little or no standing water, eliminating the need for lifeguards or other supervision. Splash pads utilize climb-resistant play components that are used in water play environments that have in-ground and above-grade interactive nozzles, jets, cannons or water dump systems.

Detailed planning will include design issues (e.g., best location, parking, shade, signage, trash, etc.) as well as security, safety and budget. Further research will determine the best solution for either a potable flow-through or recirculating water systems which is important for daily facility maintenance and water costs.

Core Strategies: As an added amenity, a spray park will enhance the park users' experience within Plant City, addressing our *Community Engagement* and *Customer Service* goals.

Dates: Research and design are under way in Fiscal Year 2020-21. Future construction costs cannot be determined at this time.

Operating

Impact: Research and design will help determine an ongoing annual cost, depending on the type of system selected.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Research & Design	100,000	-	-	-	-	-
Construction	-	100,000	100,000	100,000	100,000	-
TOTAL	100,000	100,000	100,000	100,000	100,000	-
FUNDING SOURCES						
CIT Fund	100,000	100,000	100,000	100,000	100,000	-
TOTAL	100,000	100,000	100,000	100,000	100,000	-

PROJECT: Ornamental Cemetery Fencing - PK033

Department/Program: Parks & Recreation: Parks Division: Cemetery Program

Description: Install ornamental fencing around cemetery properties.

Justification: Ornamental fencing was installed along the recently built Wheeler Street retaining wall as a safety precaution. During Fiscal Year 2020-21, additional matching fencing was installed along both sides of North Wheeler Street. After the awarded bid was well under budget, additional fencing was added for the front of Garden of Peace Cemetery and Memorial Park Cemetery.

This project will allow additional fencing to be installed along the remaining perimeter of Oaklawn Cemetery and Memorial Park Cemetery as well as the front of Shiloh Cemetery, providing a pleasant yet historic appearance around the cemeteries.

Core Strategies: Improvements to the facilities enhances the appearance and safety of the area, addressing our *Community Engagement* and *Customer Service* goals.

Dates: Project will be scheduled for completion during Fiscal Year 2021-22.

Operating

Impact: There will be no increase in operating expenses as a result of the completion of this program project.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Installation	1,140	125,000	-	-	-	-
TOTAL	1,140	125,000	-	-	-	-
FUNDING SOURCES						
General Fund	1,140	125,000	-	-	-	-
TOTAL	1,140	125,000	-	-	-	-

NEW

PROJECT: Dog Park at Mike Sansone Park

Department/Program: Parks & Recreation: **Parks Division:** Parks Maintenance Program

Description: Install fencing, amenities, and a parking area to create a new dog park at Mike Sansone Community Park.

Justification: Mike Sansone Community Park is a high traffic site enjoyed by the community from sunrise until well past sunset. It has become a popular place to bring dogs to run off leash on the ball fields. In doing so, urine burns to the turf grass and unremoved droppings are causing issues with turf maintenance and ball field use. A dog park in this area will accommodate the future growth in the northeast quadrant. This dog park would be another amenity offered to patrons for a place their pets can exercise and socialize. Various dog park amenities such as human/dog drinking fountains, benches, and dog play apparatuses would be provided.

Core Strategies: Improvements to this facility will enhance the user experience and provide a new dog park destination, addressing our *Community Engagement* and *Customer Service* goals.

Dates: Design and installation would be completed during Fiscal Year 2021-22.

Operating

Impact: Maintenance of the grounds in this area is already within staff scope. Maintenance costs not exceeding \$1,000 annually for maintenance of equipment and fencing.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Installation	-	85,000	-	-	-	-
TOTAL	-	85,000	-	-	-	-
FUNDING SOURCES						
General Fund	-	85,000	-	-	-	-
TOTAL	-	85,000	-	-	-	-

NEW

PROJECT: Dog Park at Marie B. Ellis Park

Department/Program: Parks & Recreation: **Parks Division:** Parks Maintenance Program

Description: Install fencing and amenities to create a new dog park at Marie B. Ellis Park.

Justification: Adding a dog park to the Lincoln Park community would offer the citizens an area for their dog to safely run off leash and the opportunity to socialize. This dog park area would be placed on the northern quarter of Marie B. Ellis Park that is currently under-utilized. Various dog park amenities such as human/dog drinking fountains, benches, and dog play apparatuses would be provided.

Core Strategies: Improvements to this facility will enhance the user experience and provide a new dog park destination, addressing our *Community Engagement* and *Customer Service* goals.

Dates: Design and installation would be completed during Fiscal Year 2021-22.

Operating

Impact: Maintenance of the grounds in this area is already within staff scope. Maintenance costs should not exceed \$1,000 annually for maintenance of equipment and fencing.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Installation	-	45,000	-	-	-	-
TOTAL	-	45,000	-	-	-	-
FUNDING SOURCES						
CRA	-	45,000	-	-	-	-
TOTAL	-	45,000	-	-	-	-

NEW

PROJECT: Courier Field Fencing

Department/Program: Parks & Recreation: Parks Division: Parks Maintenance Program

Description: Replace existing chain link fencing with historic style fencing at Courier Field.

Justification: Veterans Monument Park at Courier Field is separated from Wheeler Street with an old non-historic green chain link fence, a remnant from the park's earlier days as an athletic facility. The installation of historic style fencing, similar to the fencing installed at Oaklawn Cemetery, would enhance the facility while delineating the park from the roadway. Installation along the other three sides of the park will provide defined entrances and security from motorized vehicles entering the park.

Core Strategies: Improvements to this facility will enhance the user experience, addressing our *Community Engagement* goal.

Dates: Design and installation would be completed during Fiscal Year 2021-22.

Operating

Impact: There will be no increase in operating expenses as a result of the completion of this project.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Installation	-	35,000	-	-	-	-
TOTAL	-	35,000	-	-	-	-
FUNDING SOURCES						
General Fund	-	35,000	-	-	-	-
TOTAL	-	35,000	-	-	-	-

NEW

PROJECT: Cemetery Roadway Improvements

Department/Program: Parks & Recreation: Parks Division: Cemetery Program

Description: Multi-year project to improve non-paved roadways in the various cemeteries.

Justification: All of the cemeteries have unpaved roadways that are deteriorating and require regular attention to resolve potholes and washouts. These roadways need to be properly graded and filled with milled asphalt or crushed concrete to reduce maintenance issues, create better aesthetics, and provide a better driving surface for our cemetery visitors.

Core Strategies: Improvements to the cemeteries enhance the appearance and safety of the areas, addressing our *Community Engagement*, *Customer Service*, and *Maximizing Organizational Effectiveness* goals.

Dates: There will be an annual assessment of cemetery roadways to determine which roadways will be improved.

Operating Impact: There will be no increase in operating expenses as a result of the completion of this program project.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Installation	-	100,000	100,000	100,000	100,000	100,000
TOTAL	-	100,000	100,000	100,000	100,000	100,000
FUNDING SOURCES						
General Fund	-	100,000	100,000	100,000	100,000	100,000
TOTAL	-	100,000	100,000	100,000	100,000	100,000

NEW

PROJECT: Cemetery Operations Buildings

Department/Program: Parks & Recreation: Parks Division: Cemetery Program

Description: Design and construct a larger cemetery operations maintenance building and a separate customer service building.

Justification: The current Cemetery Operations building was erected in 1996. Prior to the Parks Division taking over Cemetery administrative functions, the building was retrofitted to include a customer-facing office in a partitioned area of the maintenance barn to handle inquiries, sales, and interment coordination. With the addition of personnel, the space is too small to adequately handle the volume of customers and the facility lacks a warm and professional setting to work with families.

Additional space separating maintenance operations from the customer area would allow the program to house more equipment indoors free from the elements, as well as provide a more pleasing customer service area and provide for better social distancing between staff members and visitors.

Core Strategies: Facility improvements will address our *Community Engagement*, *Customer Service*, and *Maximizing Organizational Effectiveness* goals.

Dates: Architectural services would be completed during Fiscal Year 2021-22 with construction to begin in Fiscal Year 2022-23.

Operating

Impact: There will be an increase in operating expenses for an added building for electricity (\$6,000) and a reduction in facility maintenance cost for several years.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Design	-	75,000	-	-	-	-
Construction/ FFE	-	-	750,000	-	-	-
TOTAL	-	75,000	750,000	-	-	-
FUNDING SOURCES						
General Fund	-	75,000	750,000	-	-	-
TOTAL	-	75,000	750,000	-	-	-

NEW

PROJECT: Cemetery Property

Department/Program: Parks & Recreation: Parks Division: Cemetery Program

Description: Acquire property for the expansion of cemetery space availability for future needs.

Justification: Within the City's four cemeteries (Garden of Peace, Oaklawn, Memorial Park, and Shiloh), we have over 26,000 spaces under our care. Our current inventory of unsold spaces as of March 15, 2021 is approximately 378 at Shiloh and 269 at Garden of Peace, totaling 647. With annual sales averaging 70+ spaces sold (including increased COVID-19 era sales), our inventory will last for approximately nine years. Additional land for cemetery interment use is needed. Once the property is acquired, the land will need to be prepared, including any clearing and surveying for mapping of spaces and roadways. To potentially streamline future interments, consideration should be made to pre-set vaults.

Core Strategies: The addition of property for interments will address our *Community Engagement* and *Customer Service* goals.

Dates: Land acquisition should occur during Fiscal Year 2021-22. Following acquisition, preparation of the property should begin by Fiscal Year 2022-23. The pre-installation of vaults can be phased in by section or completed all at once.

Operating

Impact: Depending on the acquired property size, additional grounds maintenance staff and equipment may be needed. This is unknown until the acreage is determined.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Acquisition	-	100,000	-	-	-	-
Site preparation	-	-	-	-	-	-
Vault installation	-	-	-	-	-	-
TOTAL	-	100,000	-	-	-	-
FUNDING SOURCES						
General Fund	-	100,000	-	-	-	-
TOTAL	-	100,000	-	-	-	-



Capital Improvement Plan

General Services

PROJECT: City Buildings Air Conditioning Maintain/Upgrade/Replacement - GS003

Department/Program: General Services (Asset Management)

Description: Maintain, upgrade and replace all the HVAC units for various City-owned facilities.

Justification: The commercial use lifespan of an HVAC system is 10 to 15 years. Currently, the City has 82 Commercial AC units. A number of those units are well beyond their service life. This program will systematically upgrade/replace these air conditioning systems by proactively replacing units once they reach their life expectancy and are not functioning efficiently, or the condition of the unit mandates upgrading.

A new unit can cost between \$15,000 and \$24,000. Replacing a compressor is estimated to cost \$5,000. A chiller unit at City Hall could cost \$75,000, and there are four such units on the roof.

Air conditioning systems currently being monitored for near future replacement and/or upgrade include:

Unit	Quantity	Location	Yrs. in	
			Service	Condition
Archives	5	Herring	15	Poor
City Hall	1	Reynolds	22	Poor
City Hall	1	Reynolds	13	Poor
City Hall	2	Reynolds	22	Fair
General Services	1	Jim Johnson	24	Fair
General Services	1	Jim Johnson	24	Poor
Police	2	Police Ctr	23	Poor
Police	3	Police Ctr	23	Fair
Ranger Bld	1	Sansone	18	Fair
Stadium	1	Park	20	Poor
Traffic	2	Alexander	17	Fair
Train Depot	2	Palmer	21	Fair
Water Plants	3	Multiple	15+	Poor
Water Resources	2	Alexander	15	Fair
Winter Visitor Center	2	Dort St	18	Fair

Core Strategies: Replacing our AC units with high efficiency systems will reduce the amount of repair work and energy costs, which will maximize *Organizational Effectiveness*.

Dates: HVAC units are repaired and replaced throughout the year as needed.

Operating

Impact: Replacing or upgrading old, outdated A/C units with up-to-date high efficiency systems will result in increase in cooling efficiency and reduction in energy use.

ACTIVITY	Previously Allocated <small>7/16/2021</small>	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
		Construction	100,632	75,000	75,000	75,000
TOTAL	100,632	75,000	75,000	75,000	75,000	75,000
FUNDING SOURCES						
General Fund	100,632	75,000	75,000	75,000	75,000	75,000
TOTAL	100,632	75,000	75,000	75,000	75,000	75,000

PROJECT: Roof Upgrade/Maintenance - GS004

Department/Program: General Services (Asset Management)

Description: Multi-year accumulation of funds to update, maintain, or repair roofs for 35 buildings.

Justification: Staff continually assesses the condition of all City facilities. Annually, several buildings are scheduled for recoating, which costs approximately \$8,000 per year per building to extend the life of the roofs for three to seven years. This project is used for repairs and maintenance costs for the six major roofs.

The **Recreation & Parks Administration** roof was installed in 2001, coated in 2014, repaired in 2016, and scheduled for replacement in 2021. The **Library** modified bitumen style east roof was replaced in 2007 and the west roof was replaced in 2016. The **Police Department** modified bitumen style roof was replaced in late 2013, the replacement roof is a TPO single-ply roof membrane. **Fire Station 2's** roof was installed in 1993 and replaced in 2019. **Fire Station 1's** roof was installed in 1994 and is scheduled for replacement in 2021. **City Hall** modified bitumen style roof was recoated in 2009 and in 2016 to extend the life. City Hall and General Services roofs were replaced in 2020.

Core Strategies: A roof is the most important component of a building because it protects the integrity of the building. Maintaining and replacing the City's roofs maximizes *Organizational Effectiveness*.

Dates: Below is an estimated time table and cost in current dollars for replacement:

Location	Remaining Life	Inflated Cost	Annual
Police	11	411,000	20,550
Library	14	506,000	25,300
Fire Station 2	17	155,000	7,750
City Hall	18	473,000	23,650
General Services	18	867,000	43,350
Fire Station 1	19	223,000	11,150
Parks & Rec Admin	19	357,000	17,850
Small Roofs	Replaced as Needed		40,000

Operating

Impact: There will be no increase in operating expenses with this project.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Improvements	684,779	291,944	291,944	189,600	189,600	189,600
TOTAL	684,779	291,944	291,944	189,600	189,600	189,600
FUNDING SOURCES						
General Fund	684,779	291,944	291,944	189,600	189,600	189,600
TOTAL	684,779	291,944	291,944	189,600	189,600	189,600

PROJECT: City Hall Exterior Brick & Window Maintenance - GS005

Department/Program: General Services (Asset Management)

Description: Maintenance of City Hall exterior brick and windows

Justification: Every 6 to 7 years the exterior of City Hall must be pressure washed, caulked, and sealed to maintain water tight integrity. This project will be a proactive approach to extend the life of the building.

The building was last sealed in 2020 and will need to be completed again in the 2026-27 budget cycle. The cost is approximately \$35,000.

Core Strategies: Maintaining the City Hall's exterior helps ensure that the building is protected against the elements which maximizes *Organizational Effectiveness*.

Dates: Next coating will be done in FY 2026-27.

Operating

Impact: There will be no increase in operating expenses as a result of the completion of this program project.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Maintenance	19,050	6,000	6,000	6,000	6,000	6,000
TOTAL	19,050	6,000	6,000	6,000	6,000	6,000
FUNDING SOURCES						
General Fund	19,050	6,000	6,000	6,000	6,000	6,000
TOTAL	19,050	6,000	6,000	6,000	6,000	6,000



Capital Improvement Plan

Traffic

PROJECT: Advanced Traffic Management System (ATMS) - TR001

Department/Program: Engineering: Traffic (Asset Management)

Description: Multi-year plan to maintain the ATMS system: upgrade servers, CCTV cameras, fiber hubs, switches, software and video wall.

Justification: In 2020, 63 level 2 and above traffic incidents created congestion through Plant City's arterial corridors. The Advanced Traffic Management System provides state-of-the-art, real-time traffic management response, and incident management. FDOT requires upgrades to maintain compliance with and connectivity to the FDOT subsystem.

Management of this system reduces motorist's fuel cost, vehicle emissions, and traffic congestion by reducing the number of stops and intersection delays. In November 2019, an arterial study on the corridor of Alexander Street and James L. Redman Parkway showed a reduction of fuel consumption by 4.8%, stops by 16%, and travel delays by 26.4%.

Core Strategies: This project supports *Customer Service*, *Organizational Effectiveness*, and *Economic Development*.

Dates: Upgrade of the ATMS system is expected to occur in 5-7 years for an estimated cost of \$300,000. This server and software, upgraded in FY 2017-18, is expected to be upgraded in 2025.

Operating

Impact: There will be no increase in maintenance of traffic signals operating expenses as a result of the completion of this project. The City receives \$53,200 from the FDOT for having 35 intersections that are monitored and interconnected through a central management center.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
ATMS	78,303	25,000	50,000	50,000	50,000	50,000
TOTAL	78,303	25,000	50,000	50,000	50,000	50,000
FUNDING SOURCES						
Street Fund	78,303	25,000	50,000	50,000	50,000	50,000
TOTAL	78,303	25,000	50,000	50,000	50,000	50,000

PROJECT: Fiber Optic Cable Upgrade - TR006

Department/Program: Engineering: Traffic Operations

Description: Replace 125,000 ft of fiber optic cable throughout the city traffic network.

Justification: The traffic fiber was installed between 1995-2003 with a life expectancy of 18-20 years. This fiber provides communications of real-time conditions. These conditions are captured and transferred to our central management center in real-time to improve timing and coordination on city streets. Modernizing the fiber optics, traffic signals, and ITS equipment throughout the City will increase public safety, shorten commutes, reduce greenhouse gases, and increase mobility at intersections for all modes of travel. During the network upgrade, the fiber tested showed numerous spikes, micro bends, and poor light passage indicating aging fiber. Approximately half of this project will be able to be performed in-house at a substantial cost savings to the City. This five-year project will target failing fiber spans first.

Core Strategies: This project will facilitate *Economic Development* by installing fiber cable that will be used for future transportation needs for advancing technologies and projects. It will also empower outstanding *Customer Service* by decreasing the number of communication failures, which result in increased response times. It will also improve *Organizational Effectiveness* by ensuring the network provides real-time communication.

Dates: The most critical fiber spans are being focused on first. This project will reach full completion in 2023-24. Design is being completed in house.

As of September 2021, 43,700 LF of existing fiber will be replaced. In FY 2021-22, the funding will be used for splicing and fiber connections.

Operating

Impact: There will be no increase in operating expenses with this project. Annual preventative maintenance will occur per routine schedule.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Fiber Replacement	10,738	25,000	50,000	50,000	25,000	-
TOTAL	10,738	25,000	50,000	50,000	25,000	-
FUNDING SOURCES						
Street Fund	10,738	25,000	50,000	50,000	25,000	-
TOTAL	10,738	25,000	50,000	50,000	25,000	-

PROJECT: Traffic Signal Controller Upgrade - TR007

Department/Program: Engineering: Traffic Operations

Description: Upgrade 60 traffic controllers.

Justification: The current hardware platform that Traffic has deployed is the Naztec/Trafficware 900 series (980) model controller installed in 2007/2008. This controller has been removed from the Florida Department of Transportation (FDOT) approved products list. Also, it is not ATC 6.25 engine board compliant in hardware or software.

Implementation of a new controller began in FY 2019-20 to provide the City with a FDOT compliant product. The new controllers have two processors; one with video and web server capabilities and the other runs general controller and advanced processes. The advanced processes include the Synchro Green Adaptive and Connected Vehicle capabilities. The dual processors are firewalled from each other so that a hacker cannot exploit the system processes. The controller will be built to run Trafficware's new Scout software which fully supports the latest cabinet technologies including NEMA, ATC, and advanced software offerings such as Vehicle-to-Infrastructure (V2I) and Smart City technologies.

Core Strategies: This project will support *Customer Service* and *Organizational Effectiveness* goals by providing infrastructure that is compatible with Smart City technologies.

Dates: By September 2021, 50 new controllers will be installed. The remaining 10 will be completed by September 2022.

Operating

Impact: Operating expenses, after the one year manufacturer warranty, will continue to be incorporated into Traffic's operating maintenance budget.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Controller Upgrade	92,675	35,000	-		-	-
TOTAL	92,675	35,000	-	-	-	-
FUNDING SOURCES						
Street Fund	92,675	35,000	-	-	-	-
TOTAL	92,675	35,000	-	-	-	-

NEW

PROJECT: Traffic Signal Cabinet Upgrade

Department/Program: Engineering: Traffic Operations

Description: Upgrade 40 traffic signal cabinets to current NEMA TS2 Type Standards.

Justification: In 2007, the City upgraded all existing traffic cabinets from the 1995 TS1 cabinet to the Naztec ITS (NITS) cabinet specification. The NITS cabinet is an outdated proprietary design that no longer supports the technological needs of our current infrastructure. The City proposes to upgrade existing cabinets to the current National Electrical Manufacturers Association (NEMA) TS2 standard.

The NEMA TS2 cabinet is a modern design based in the latest NEMA specifications making it viable for future technology systems providing a path to modernizing the City traffic signal infrastructure and related systems. The NEMA TS2 cabinet also provides a lower cost of ownership and maintenance due to its technician friendly design and availability of parts and ease of service.

Existing equipment such as controller, uninterruptable power system (UPS) and Malfunctioning Monitoring Unit (MMU) will be transferred from the existing cabinets. The life expectancy of NEMA traffic signal cabinets is 13-15 years depending on maintenance. All cabinet installations will be performed in-house.

Core Strategies: This project will support *Customer Service* and *Organizational Effectiveness* goals by providing infrastructure that is compatible to current NEMA and Smart

Dates: This project will begin FY 2021-22 with the upgrade of five traffic signal cabinets each year until project completion in FY 2026-27.

Operating

Impact: Operating expenses, after the five year manufacturer warranty, will continue to be supported by Trafficware and continue to be incorporated in maintenance budget.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Cabinet Upgrade	-	100,000	100,000	100,000	100,000	100,000
TOTAL	-	100,000	100,000	100,000	100,000	100,000
FUNDING SOURCES						
Street Fund	-	100,000	100,000	100,000	100,000	100,000
TOTAL	-	100,000	100,000	100,000	100,000	100,000



Capital Improvement Plan

Street

PROJECT: Public Parking Lot Paving - ST008 & CR009

Department/Program: Street Maintenance

Description: Resurface/repave City-owned parking lots.

Justification: The City owns a number of parking areas. Funds are programmed for resurfacing/repaving on an average 20-year cycle.

Core Strategies: Providing free and well-maintained parking lots for visitors demonstrates to prospective businesses that the City welcomes new *Economic Development*.

Dates: The following list of City-owned parking areas includes projected dates for resurfacing:

Year	Description	CIT Funding	CRA Funding
2022	Police HQ (Area 1 - Mill & Overlay)	\$ 200,000	
2022	Police HQ & Fleet (Area 2 & 3 - Seal Coat)	\$ 210,000	
2022	South Municipal Lot		\$ 95,000
2024	City Hall	\$ 125,000	
2024	1914 Building	\$ 30,000	
2024	Bruton Memorial Library	\$ 75,000	
2025	McCall Park & Downtown Linear Lots		\$ 235,000
2025	Stadium Parking	\$ 140,000	
2026	Police HQ (Area 2 - Mill & Overlay)	\$ 365,000	
		<u>\$ 1,145,000</u>	<u>\$ 330,000</u>

Operating

Impact: Completion of the projects listed above will increase the life cycle of each asset. There will be no increase in operating expenses upon completion of this project.

ACTIVITY	Previously Allocated <i>7/16/2021</i>	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Repair & Maintenance	351,882	350,000	275,000	275,000	300,000	275,000
TOTAL	351,882	350,000	275,000	275,000	300,000	275,000
FUNDING SOURCES						
CIT	250,972	300,000	225,000	225,000	225,000	225,000
CRA	100,910	50,000	50,000	50,000	75,000	50,000
TOTAL	351,882	350,000	275,000	275,000	300,000	275,000

PROJECT: Sidewalk Replacement - ST009

Department/Program: Street Maintenance (Asset Management)

Description: Sidewalk repairs and retrofitting to meet the ADA requirements for sidewalks.

Justification: To keep sidewalks safe for pedestrian traffic throughout the City and retrofit sidewalks to meet Federal ADA requirements. A safe, well-maintained sidewalk system will encourage people to walk on the sidewalk and not walk in the street, thereby reducing potential pedestrian/vehicular conflicts.

The current funds will be used to replace sidewalks and also mitigate sidewalk hazards. The priority list of sidewalks are evaluated annually.

Plans for FY 2021-22 include the following areas:

- 214 to 200 Maki Rd. (185' x 5', 35.5 yards)
- 200 Maki Rd. to 1909 James L Redman Pkwy (186' x 5', 17.5 yards)
- Maryland Ave. at Railroad Tracks (91' x 5', 8.5 yards)
- 1202 Gibbs St. (40' x 5', 4 yards)
- Warnell St. to Warren St. (36' x 5', 3.5 yards)
- 608 Bethune Dr. (30' x 5', 3 yards)
- 1104 Warren St. (20' x 5', 2 yards)

Core Strategies: Repairing sidewalks and retrofitting ADA ramps throughout the City is necessary to provide a safe, well-maintained sidewalk system for the citizens and visitors. Sidewalks also provide safe routes to schools for pedestrian foot traffic. Ensuring the safety of pedestrians empowers outstanding *Customer Service*.

Dates: Sidewalk repairs and retrofitting ADA ramps is a continuous project throughout the fiscal year.

Operating

Impact: There will be no increase in operating expenses as a result of the completion of this program project. Sidewalk improvements will reduce the City's exposure to potential liability associated with pedestrian accidents.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Maintenance & Construction	107,624	50,000	100,000	100,000	100,000	100,000
TOTAL	107,624	50,000	100,000	100,000	100,000	100,000
FUNDING SOURCES						
Street Fund	107,624	50,000	100,000	100,000	100,000	100,000
TOTAL	107,624	50,000	100,000	100,000	100,000	100,000

PROJECT: Bridge Repair, Replacement & Upgrade - ST010

Department/Program: Street Maintenance (Asset Management)

Description: Repair/upgrade/maintain City bridges.

Justification: The City owns 37 bridge or culvert structures that require periodic inspection and maintenance, repair, or replacement. Five of the structures qualify for inspection by the Florida Department of Transportation; the remaining 32 structures must be inspected by the City. Maintenance, repair, and replacement costs are the responsibility of the City.

These inspections have identified six structures that require repair, one of which has already been completed. The remaining five will be completed with current available funds, at an estimated cost of \$350,000.

14 additional structures are identified to require maintenance by 2028. Funds are programmed to complete this work prior to 2028, and required routine inspections, with a total estimated cost of \$600,000.

Core Strategies: The repair, upgrade, and maintenance of the City's bridges facilitates *Economic Development* by providing safe, maintained bridges for visitors and citizens to utilize.

Dates: Construction of the five structures is scheduled for completion by the 4th quarter of 2022. The 14 additional structures will be scheduled for completion by 2028.

Operating

Impact: There will be no increase in operating expenses as a result of the completion of this project.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Inspection & Design	150,000	20,000	20,000	20,000	20,000	20,000
Maintenance	327,265	5,000	55,000	55,000	55,000	55,000
TOTAL	477,265	25,000	75,000	75,000	75,000	75,000
FUNDING SOURCES						
Street Fund	161,120	25,000	75,000	75,000	75,000	75,000
Stormwater Fund	316,145	-	-	-	-	-
TOTAL	477,265	25,000	75,000	75,000	75,000	75,000

PROJECT: Collins Street Complete Street Improvements - ST025

Department/Program: Street Maintenance (Asset Management)

Description: Redevelop Collins Street from Baker Street south to the intersection of Alexander Street.

Justification: The primary focus of a "Complete Street" project is to enhance the safety and accessibility for appropriate modes of transportation, generally including automobile, bicycle, and pedestrian.

The project has been identified in 5 distinct phases:	Conceptual Budget
Phase 1: Laura Street south to Alabama Street	\$2,550,000
Phase 1a: Baker Street south to Laura Street.	\$2,100,000 - \$4,600,000
Phase 2: Alabama Street south to Alsobrook Street	\$1,900,000
Phase 3: Alsobrook Street south to Park Road	\$5,300,000 - \$11,600,000
Phase 4: Park Road south to Maki Road	\$1,600,000 - \$3,500,000
Phase 5: Maki Road south to Alexander Street	\$2,100,000 - \$4,600,000

The total project cost will be updated once the design and bid process is complete.

Core Strategies: The project will facilitate the *Economic Development* of Downtown, Midtown, and the area south down to Alexander Street.

Dates:	Anticipated schedule:	Commence Design:	Commence Construction:
	Phase 1:	Underway	September-2021
	Phase 1a:	January-2022	January-2023
	Phase 2:	Underway	January-2024
	Phase 3:	>5 years	>5 years
	Phase 4:	>5 years	>5 years
	Phase 5:	>5 years	>5 years

Operating

Impact: There will be an increase in the operating and maintenance costs as the result of the completion of the improvements.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	<i>7/16/2021</i>					
Design	436,880	100,000	-	-	-	-
Construction	1,150,000	950,000	2,000,000	2,000,000	-	-
TOTAL	1,586,880	1,050,000	2,000,000	2,000,000	-	-
FUNDING SOURCES						
Grant	750,000	-	-	-	-	-
Street Fund	436,880	-	2,000,000	2,000,000	-	-
Trans Impact Fees	250,000	950,000	-	-	-	-
CRA	150,000	100,000	-	-	-	-
TOTAL	1,586,880	1,050,000	2,000,000	2,000,000	-	-

PROJECT: Street Resurfacing and Paving from Additional Mil - ST026

Department/Program: Street Maintenance (Asset Management)

Description: Resurface and pave various roads throughout the City.

Justification: Resurfacing streets and paving City-maintained dirt roads is necessary to sustain the City's infrastructure in a serviceable condition.

Resurfacing projects will include installation and/or upgrade of non-compliant ADA curb ramps. Projects will also include minor drainage improvements where practical.

The list of streets to be resurfaced and dirt roads to be paved for FY 2021-22 will be submitted to the City Commission for approval by the second quarter of the fiscal year.

South Collins Street from Alsobrook to Alexander Street will require resurfacing prior to anticipated construction of the future Complete Street phases. Estimated budget for resurfacing \$2.25 million. In fiscal years 2021-22 and 2022-23, \$500,000 will be reserved for Collins Street. In fiscal year 2023-24, the remaining \$1,250,000 is reserved to complete resurfacing.

A city-wide pavement condition assessment and pavement management plan was completed in 2019. An update is scheduled for FY 2023-24.

Core Strategies: Maintaining the City streets facilitates *Economic Development* by providing citizens and visitors with safe and efficient travel.

Dates: The approved list of streets for resurfacing and roads for paving will be completed by September 2022.

Operating

Impact: A progressive and preventative maintenance program for the 160 centerline miles of paved streets and nearly 2 miles of dirt roads is an efficient method and prudent use of public funds to maintain the City's infrastructure.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Maintenance & Construction Collins Street	2,451,121	2,361,105 500,000	2,404,021 500,000	1,697,581 1,250,000	2,991,795 -	3,036,672 -
TOTAL	2,451,121	2,861,105	2,904,021	2,947,581	2,991,795	3,036,672
FUNDING SOURCES						
General Fund	2,289,885	2,674,758	2,714,879	2,755,602	2,796,936	2,838,890
CRA	161,236	186,347	189,142	191,979	194,859	197,782
TOTAL	2,451,121	2,861,105	2,904,021	2,947,581	2,991,795	3,036,672

PROJECT: Pedestrian Handrail & Safety Guardrail - ST027

Department/Program: Street Maintenance

Description: Install and repair pedestrian handrails along sidewalks and guardrails along open ditches.

Justification: To maximize safety for pedestrians and vehicular traffic, multiple locations have been identified to add handrails and guardrails along City streets.

Protective handrails create a physical barrier between pedestrians and potential hazards and accidental falls. Safety guardrails along roadways create a visual identifier and a structural barrier separating the vehicular traffic from roadside hazards.

Core Strategies: Keeping pedestrians and motorists safe by adding and maintaining protective barriers, we will further our goals of *Organizational Effectiveness* and *Customer Service*.

Dates: Guardrails and handrails will be repaired and installed on an as needed basis.

Operating

Impact: There will be no increase to operating expenses as a result of these hand and guardrails, unless damage from accidents cannot be recovered through insurance.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Construction	53,767	50,000	50,000	50,000	50,000	50,000
TOTAL	53,767	50,000	50,000	50,000	50,000	50,000
FUNDING SOURCES						
Street Fund	53,767	50,000	50,000	50,000	50,000	50,000
TOTAL	53,767	50,000	50,000	50,000	50,000	50,000

PROJECT: Brick Road Restoration - ST029

Department/Program: Street Maintenance

Description: Restore functionality and aesthetics to brick roads within historic downtown and surrounding areas.

Justification: Establish a level of maintenance and restoration while maintaining historical accuracy.

Locations:

Drane St. - between Wheeler St. and Evers St.
 Gilchrist St. - between Collins St. and Evers St.

Core Strategies: Maintain *Organizational Effectiveness* and *Customer Service* by restoring the functionality of these deteriorating roadways back to their original functionality and nostalgia.

Dates: Spring 2021 - Drane St.
 Spring 2022 - Gilchrist St.

Operating

Impact: There will be no increase in operating expenses associated with the completion of this project.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Maintenance	90,000	100,000	-	-	-	-
TOTAL	90,000	100,000	-	-	-	-
FUNDING SOURCES						
CRA Fund	90,000	100,000	-	-	-	-
TOTAL	90,000	100,000	-	-	-	-



Capital Improvement Plan

Water Resource Management

PROJECT: Backflow Prevention Assembly & Large Meter - WR001

Department/Program: Water Resource Management: Cross Connection Control (Asset Management)

Description: Replace large backflow prevention assemblies and associated water meters.

Justification: Florida Administrative Code Rule 62-555.360 requires that public water systems establish and implement a "routine Cross Connection Control program." Routine testing, repair, maintenance and replacement of backflow prevention assemblies protects public health, safety and welfare and also protects the City's liability as the water provider. Backflow Prevention Assemblies have an anticipated service life of 15 to 20 years. As the assemblies approach the end of their useful life, many will no longer be repairable. Replacing these ensures protection of the water distribution system.

Replacing large meters concurrent with their backflow prevention assemblies provides improved cost efficiency and coordination, and ensures accurate ongoing assessment of water use.

Core Strategies: These programs enhance *Organizational Effectiveness* and support outstanding *Customer Service*.

Dates: Routine tests, repairs, maintenance, and replacements of backflow prevention assemblies and associated meters occur throughout the fiscal year, as scheduled, and/or as needed.

Operating Impact: There will be no increase in operating expenses as a result of completing this program.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Backflow Prevention Large Meters	215,297	50,000	50,000	50,000	50,000	50,000
	100,000	50,000	50,000	50,000	50,000	50,000
TOTAL	315,297	100,000	100,000	100,000	100,000	100,000
FUNDING SOURCES						
Water/Sewer Fund	315,297	100,000	100,000	100,000	100,000	100,000
TOTAL	315,297	100,000	100,000	100,000	100,000	100,000



Capital Improvement Plan

Utilities Maintenance

PROJECT: Meter Replacement/Repair Program - UM006

Department/Program: Utilities: Utilities Maintenance: Line Maintenance (Asset Management)

Description: Scheduled meter replacement program on a ten-year cycle to ensure accuracy in measuring and billing consumption.

Justification: Water meters are the asset by which water usage is tracked. Proper recording of usage is paramount to accurate reporting and billing.

Since the City is fully automated with meters using wireless technology, the ten-year cycle of replacing 5/8" to 2" meters has resumed.

On June 14, 2021, the City Commission approved the AMI Program to convert AMR (automated meter reading) meters to AMI (automated meter intergration) meters. As batteries wear out, the AMR meters will be replaced with AMI meters. New installations will use the AMI technology. The AMI updgrade will also provide customers access to Eye On Water app to monitor usage.

The larger meters, 3" and up, will continue to be tested by an outside vendor.

Core Strategies: The meter program helps to maximize *Organizational Effectiveness* and enables us to provide outstanding *Customer Service*.

Dates: The meters are replaced on a ten-year cycle.

	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	<u>2025-26</u>
Estimated Number of Meters	1,041	757	940	3,282	2,389
	<u>2026-27</u>	<u>2027-28</u>			
	845	1,036			

Operating

Impact: There will be no increase in operating expenses as a result of completion of these projects.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Meter Replacement	12,716	230,000	50,000	50,000	50,000	50,000
TOTAL	12,716	230,000	50,000	50,000	50,000	50,000
FUNDING SOURCES						
Water/Sewer Fund	12,716	230,000	50,000	50,000	50,000	50,000
TOTAL	12,716	230,000	50,000	50,000	50,000	50,000

PROJECT: Water Distribution System Asset Management - UM009

Department/Program: Utilities: Utilities Maintenance: Line Maintenance (Asset Management)

Description: Replace and upsize existing water mains that have reached or exceeded their useful life.

Justification: The funds in this project will be utilized for engineering, construction, and related services including, but not limited to the items below:

1. Replace existing water mains and related appurtenances.
2. Replace lead, galvanized, and copper services and mains with ductile iron or PVC throughout the City by both contractor and in-house personnel.
3. Upsize water mains in conjunction with the replacing undersized existing lines to improve service in the City.
4. Replace water mains and services in cooperation with street resurfacing, when feasible.
5. Annual valve exercising in accordance with DEP recommendations.
6. Water main looping where feasible of the City's 112+ dead end water mains will be phased into this project as development funds allow.

Core Strategies: Maintaining the water mains supports the safety of the public health, maximizes *Organizational Effectiveness*, and empowers outstanding *Customer Service*.

Dates: The following is scheduled to be replaced:

Fiscal Year	Street	From	To	Linear Feet	Size	Services
FY 2020-21	Eunice Drive	W. Reynolds St.	Dead End	960	2"	24
FY 2020-21	Moody Avenue	Woodrow Wilson	N. Violet St.	1700	2"	32
FY 2021-22	W. Madison St. (1)	Waller St.	S. Franklin St.	1000	2"	25
FY 2021-22	W. Madison St. (2)	Waller St.	W. Ball St.	1600	2"	34
FY 2022-23	Warren St. (1)	Hunter St.	50' Pass Last Meter	856	2"	16
FY 2022-23	Warren St. (2)	Waller St.	W. Ball St.	1400	2"	10
FY 2022-23	Merrin St. (1)	Young St.	Cherry St.	602	2"	12
FY 2023-24	Merrin St. (2)	Calhoun St.	Young St.	617	2"	15
FY 2023-24	Knight St. (1)	Cherry St.	Young St.	616	2"	9
FY 2023-24	Knight St. (2)	Young St.	Calhoun St.	678	2"	11
FY 2024 -25	Pennsylvania St. (1)	Calhoun St.	Young St.	706	2"	12
FY 2024 -25	Pennsylvania St. (2)	Young St.	Cherry St.	628	2"	9

Operating

Impact: Replacing deteriorated water lines will reduce the costs and disruptions associated with emergency repairs, as well as, improve water quality and fire protection.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Engineering and Construction	203,486	450,000	500,000	550,000	600,000	650,000
TOTAL	203,486	450,000	500,000	550,000	600,000	650,000
FUNDING SOURCES						
Water/Sewer Fund	203,486	450,000	500,000	550,000	600,000	650,000
TOTAL	203,486	450,000	500,000	550,000	600,000	650,000

PROJECT: Minor Water Main Extensions - UM010

Department/Program: Utilities: Utilities Maintenance: Line Maintenance (Asset Management)

Description: Minor water main extensions.

Justification: This project provides funding for minor extensions to connect existing City residents who are within 250 linear feet of an existing water main, and have paid the development fees to connect to City water.

This project is also used to cover the cost for upsizing water main extensions that are being installed by a developer. The upsizing will be pursued when the upsizing accommodates future development for the City.

In accordance with the City Code of Ordinances Section 74-334 (b), the mains that are extended must be 6 inches or larger when using development fees.

FY 2021 - There may be an opportunity to upsize the water main being proposed by a developer at the corner of SR39 and Trapnell.

Core Strategies: Providing these services enables *Organizational Effectiveness*, empowers outstanding *Customer Service*, and facilitates *Economic Development*.

Dates: Minor water main extensions are an ongoing process. Upsizing and minor extensions occur based upon need.

Operating

Impact: There will be no increase in operating expenses as a result of completion of these projects.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Engineering, Permitting, and Construction	53,823	100,000	50,000	50,000	50,000	50,000
TOTAL	53,823	100,000	50,000	50,000	50,000	50,000
FUNDING SOURCES						
Water/Sewer Fund	5,395	-	-	-	-	-
Water Develop Fund	48,428	100,000	50,000	50,000	50,000	50,000
TOTAL	53,823	100,000	50,000	50,000	50,000	50,000

PROJECT: Minor Sewer Main Extensions - UM011

Department/Program: Utilities: Utilities Maintenance: Line Maintenance (Asset Management)

Description: Minor sewer main extensions.

Justification: This project is used to cover the cost to upsize sewer mains that a developer will install when the upsizing will accommodate future development for the City. The upsizing will be pursued when the upsizing accommodates future development for the City.

This project also provides funding for minor extensions to connect existing City residents where sewer is available via gravity to an existing sewer main, and have paid the development fees to connect to the City's collection system.

Core Strategies: Providing these services enables *Organizational Effectiveness*, empowers outstanding *Customer Service*, and facilitates *Economic Development*.

Dates: Minor sewer main extensions are an ongoing process. Upsizing and minor extensions occur based upon need.

Operating Impact: There will be no increase in operating expenses as a result of completion of these projects.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	<i>7/16/2021</i>					
Engineering, Permitting, and Construction	208,404	50,000	50,000	50,000	50,000	50,000
TOTAL	208,404	50,000	50,000	50,000	50,000	50,000
FUNDING SOURCES						
Development Fees	175,000	50,000	50,000	50,000	50,000	50,000
Water Sewer	33,404	-	-	-	-	-
TOTAL	208,404	50,000	50,000	50,000	50,000	50,000

PROJECT: Collection System Asset Management - UM012

Department/Program: Utilities: Utilities Maintenance (Asset Management)

Description: Replacement of gravity sanitary sewer lines and force mains that have reached or exceeded their useful life.

Justification: The funds in the project will be utilized for engineering, construction, and related services including but not limited to the items listed below:

1. Replace, relocate, and upgrade wastewater lines, manholes and related appurtenances by both in-house staff and contractors.
2. Replace, Cured-In-Place-Pipe (CIPP) Line, or point repair the sanitary sewer mains deemed to be critical in accordance with the Sanitary Sewer Condition Assessment.
3. Replace sanitary sewer mains and services in cooperation with street resurfacing.

Core Strategies: This program supports our ability to maintain *Organizational Effectiveness* and provide outstanding *Customer Service*. It also enhances the City's ability to protect public health.

Dates: Specific projects for replacing and upsizing gravity sanitary sewer lines and force mains are still being finalized.

Operating

Impact: Replacing deteriorated sanitary sewer lines will reduce the costs and disruptions associated with emergency repairs, and reduce costs associated with treatment, pumping, and disposal of groundwater entering the system through infiltration.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Engineering, Design, Permitting and Construction	1,648,468	450,000	1,000,000	1,500,000	1,750,000	1,750,000
In-house Replacement		100,000	100,000	100,000	100,000	100,000
TOTAL	1,648,468	550,000	1,100,000	1,600,000	1,850,000	1,850,000
FUNDING SOURCES						
Water/Sewer Fund	1,648,468	550,000	1,100,000	1,600,000	1,850,000	1,850,000
TOTAL	1,648,468	550,000	1,100,000	1,600,000	1,850,000	1,850,000

PROJECT: Water Reclamation Facility (WRF) Asset Management - UM017

Department/Program: Utilities Maintenance: Mechanical/Electrical (Asset Management)

Description: Upgrade electrical, mechanical equipment or systems at the Water Reclamation Facility.

Justification: Staff at the WRF monitor, maintain, upgrade and dispose of assets or components in a cost effective manner. This includes, but is not limited to, eliminating or upgrading parts, components, and/or processes that are not functioning as intended or no longer serve a purpose. These projects include: replace headworks screening system; modify dechlorinating system; modify SCADA system; upgrade security system; modify the sludge drying bed system; and modify the truck wash system.

Funds are also used for systematic repair, rehabilitation, and replacement of assets that have failed or are at the end of their service life.

Core Strategies: Maintaining the Water Reclamation Facility enables *Organizational Effectiveness* and empowers outstanding *Customer Service*.

Dates: Projects anticipated are subject to change based on operational priorities.

- FY 2021-22** Scum Pumps and Anoxic Basin Mixers
- FY 2022-23** Truck Wash Drying Beds
- FY 2023-24** Aerobic Digester Mixers
- FY 2024-25** Isolation Ras Flow
- FY 2025-26** Valve Replacement

Operating

Impact: There will be no increase in operating expenses as a result of the completion of this projects.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Replace and Repair Scheduled AM	314,292	250,000	300,000	300,000	150,000	450,000
TOTAL	314,292	250,000	300,000	300,000	150,000	450,000
FUNDING SOURCES						
Water/Sewer Fund	314,292	250,000	300,000	300,000	150,000	450,000
TOTAL	314,292	250,000	300,000	300,000	150,000	450,000

PROJECT: WTP Asset Management - UM018

Department/Program: Utilities Maintenance: Mechanical/Electrical (Asset Management)

Description: Repair and rehabilitate the water treatment plants.

Justification: The City owns and operates four Water Treatment Plants (WTP). Proper maintenance and timely repairs and replacements reduces the likelihood of costly untimely failures. Proper maintenance includes but is not limited to eliminating or upgrading parts, components, and/or processes that are not functioning as intended or no longer serve a purpose.

The following projects are in the planning stages: repair and replace chemical feed systems; modify SCADA system; upgrade security system; and upgrade tank mixing; replace chlorine tank(s); maintain chlorine spill protection and containment; and overhaul and beautification of the water plant facilities and wells.

Funds are also used to repair, rehabilitate, and replace assets that have failed, at the end of their service life, or not functioning as expected in the water treatment system.

Core Strategies: Maintaining the Water Treatment Plants protects the public's health, enables *Organizational Effectiveness*, and empowers outstanding *Customer Service*.

Dates: Projects anticipated are subject to change based on operational priorities.

FY 2021-22 WTP 3 - Chlorine tank replacement, Cl2 tank replacement, overhaul & beautification

FY 2022-23 WTP 1 - Chlorine tanks 1 and 2 replacements, overhaul & beautification

FY 2023-24 WTP 4 - Chlorine Tank 1 replacement, overhaul & beautification

FY 2024-25 WTP 4 - Chlorine Tank 2 replacement

FY 2025-26 WTP 4 - Chlorine Tank Protection and Containment

Operating

Impact: There will be no increase in operating expenses as a result of the completion of this project.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Unscheduled Repairs						
Scheduled AM	1,138,625	300,000	100,000	100,000	100,000	100,000
TOTAL	1,138,625	300,000	100,000	100,000	100,000	100,000
FUNDING SOURCES						
Water/Sewer Fund	1,138,625	300,000	100,000	100,000	100,000	100,000
TOTAL	1,138,625	300,000	100,000	100,000	100,000	100,000

PROJECT: Lift Station Generator and Pump Replacement - UM019

Department/Program: Utilities: Utilities Maintenance: Mechanical Electrical (Asset Management)

Description: Upgrade generators and pumps for sanitary lift stations.

Lift Station Pumps

The City's lift stations are an integral part of wastewater collection system. Lift stations that have two to three pumps each. The average life expectancy of the lift station pumps is 10 to 15 years. Due to the increase of flushable wipes being introduced into the system, the standard lift station pumps are requiring excessive maintenance and are prematurely failing. In an effort to reduce the disproportionate maintenance and early failures of the standard pumps, the more expensive chopper pumps are being selected to replace the failing standard pumps. Estimated annual pump replacement cost is approximately \$50,000.

Generators

The City currently has stationary back-up generators for 18 of the 43 lift stations to protect the lift stations with the largest flow and those with overflow issues. The life expectancy of the generators is approximately 20 to 25 years. The program will provide uniform funding annually which will allow for the replacement of generators when they reach the end of their useful life.

Core Strategies: Maintaining the generators that support the lift stations, which aid in mitigating sanitary sewer overflows and regulatory violations, maximizes *Organizational Effectiveness*. Generators also keep lift stations running when power is not available, which empowers outstanding *Customer Service*. It also enhances the City's ability to protect public health.

Dates: Below is the schedule for lift station generator replacement:

LS #	Year Installed	Year To Be Replaced	LS #	Year Installed	Year To Be Replaced
LS #3	2004	2024	LS #13	2005	2025
LS #11	2004	2024	LS #17	2005	2025
LS #28	2004	2024	LS #20	2005	2025
LS #22	2004	2024	LS #26	2005	2025
LS #14	2005	2025			

Operating

Impact: There will be no increase in operating expenses as a result of the completion of this program project.

ACTIVITY	Previously Allocated <i>7/16/2021</i>	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Pump & Generator Replacement	403,053	50,000	50,000	50,000	50,000	50,000
TOTAL	403,053	50,000	50,000	50,000	50,000	50,000
FUNDING SOURCES						
Water/Sewer Fund	403,053	50,000	50,000	50,000	50,000	50,000
TOTAL	403,053	50,000	50,000	50,000	50,000	50,000

PROJECT: Lift Station Maintenance and Rehabilitation - UM020

Department/Program: Utilities: Utilities Maintenance: Mechanical Electrical (Asset Management)

Description: Maintain and rehabilitate lift stations.

Justification: The City's 44 lift stations are a vital part of the City's collection system. Proper maintenance reduces the probability of system failures and emergency repairs that can lead to violations of regulations and subsequent fines. Maintenance includes, but is not limited to electrical, mechanical, pumps, motors, instrumentation, control panels, access hatches, valves, etc.

The City has incorporated chopper pumps into the lift stations to reduce the amount of rags that cause pump failures and screen clogging at the City's WRF. A complete condition assessment is being performed for all lift stations performed to accurately develop a repair/upgrade program based on criticality.

Core Strategies: Maintaining the City's lift stations, which aid in mitigating sanitary sewer overflows and regulatory violations, maximizes *Organizational Effectiveness*. Keeping lift stations running properly empowers outstanding *Customer Service*.

Dates: Upgrades and repairs to the City's lift stations are done throughout the year. Most lift stations are approximately 20-50 years old.

Operating Impact: There will be a savings from unplanned repair costs as a result of the continued execution of this project. Continuous upgrade will provide a more efficient system.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Maintenance/Repair	18,102	15,000	15,000	15,000	15,000	15,000
Scheduled Rehab.	978,269	150,000	300,000	300,000	300,000	300,000
TOTAL	996,371	165,000	315,000	315,000	315,000	315,000
FUNDING SOURCES						
Water/Sewer Fund	996,371	165,000	315,000	315,000	315,000	315,000
TOTAL	996,371	165,000	315,000	315,000	315,000	315,000

PROJECT: Building Rehabilitation/Replacement - UM021

Department/Program: Utilities: Utilities Maintenance: Line Maintenance / Solid Waste

Description: Construct a new facility at the Utilities Maintenance/Solid Waste complex.

Justification: The facility located at 1802 Spooner Drive houses both the Utilities Maintenance and Solid Waste departments. The building, 30 years in age, requires significant repairs and renovations to meet Building Code requirements. In April 2020, the City enlisted architectural services to evaluate the existing building and develop a space needs assessment. Based on the architect's report, the City Commission selected the option to construct a new single-story 12,000 square foot facility. The estimated project costs for budgetary purposes is \$3,300,000 and will be refined during development of the construction documents.

Core Strategies: Improving the current working environment will maximize *Organizational Effectiveness* by reducing the amount of repairs and providing comfortable workspace for employees.

Dates: September 2021 - Complete site survey
 Fall 2021 - Select CMAR contractor to work with architect through design phase
 December 2022 - Estimated to complete construction based on 270 calendar days

Operating Impact: Depending on the size and efficiency of the new facility, operating expenses could increase or decrease as a result of the completion of this project.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Design	208,305	-	-	-	-	-
Construction	1,766,927	2,300,000	-	-	-	-
TOTAL	1,975,232	2,300,000	-	-	-	-
FUNDING SOURCES						
Water/Sewer Fund	390,197	563,286	-	-	-	-
Solid Waste Fund	411,608	1,736,714	-	-	-	-
Bond	1,173,427	-	-	-	-	-
TOTAL	1,975,232	2,300,000	-	-	-	-

PROJECT: Midtown Utility Systems - UM027

Department/Program: Utilities: Utilities Maintenance: Line Maintenance (Asset Management)

Description: Upgrades to the existing utilities and new installation to adequately serve the Midtown redevelopment area.

Justification: The current sanitary sewer lines and water mains will not be able to fully service a large development. The projected upgrades and additions include gravity sewer lines leading to a new lift station. A force main will be required to transfer the flow to the collection system network.

An approved Midtown development master plan and agreement will determine the design of the Midtown wastewater lift station, force main, gravity lines, and water mains that will be installed.

This funding is available to provide adequate service to the Midtown development area.

Core Strategies: Ensuring utilities can support new commercial development aids in the City's goals of facilitating *Economic Development*, empowering outstanding *Customer Service*, and maximizing *Organizational Effectiveness*.

Dates: This project will begin when a Midtown Redevelopment Plan and Agreement is approved.

Operating

Impact: There will be no increase in operating expenses other than normal routine maintenance as a result of completion of these projects.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Engineering and Construction	1,000,000	200,000	100,000	100,000	-	-
TOTAL	1,000,000	200,000	100,000	100,000	-	-
FUNDING SOURCES						
Water/Sewer Fund	600,000	-	-	-	-	-
CRA	400,000	200,000	100,000	100,000	-	-
TOTAL	1,000,000	200,000	100,000	100,000	-	-

PROJECT: Lift Station 2 Basin Project - UM033

Department/Program: Utilities: Utilities Maintenance: Mechanical Electrical

Description: Evaluate, design, and construct an upgrade to the Lift Station 2 basin.

Justification: Lift Station 2 serves the entire northeast basin. The lift station and the basin pipe network have reached their maximum capacities. To continue servicing future developments, the wastewater capacity within that basin should be increased. Staff utilized Black and Veatch to evaluate alternatives for the Lift Station 2 Basin and determined that there are four phases to the most feasible alternative: 1) reroute water lines to other lift stations; 2) install a new lift station with bypass capabilities to replace the current one; 3) increase the size and consistency of the lines coming into the lift station; and 4) reroute two existing lift stations currently flowing into Lift Station 2.

The next phase is to hire a consultant to design the solution and prepare the scope to bid the project. Construction funding, although only an estimate, will be utilized for the four phases based on a projected cost of \$750,000 to \$1 million to construct a new lift station. The total project cost will be updated once the design and bid process is complete.

Core Strategies: Development support and system optimization of the Lift Station 2 basin will maximize *Organizational Effectiveness* and *Economic Development*.

Dates: FY 2020 - Hired feasibility consultant to develop alternatives
 FY 2021 - Begin design based on solution
 September 2022 - Bid and begin construction
 Winter 2022 - Determine schedule to complete all four phases

Operating

Impact: There will be no increase in operating expenses as a result of completion of these projects.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Design	253,443	-	-	-	-	-
Construction	500,000	500,000	-	-	-	-
TOTAL	753,443	500,000	-	-	-	-
FUNDING SOURCES						
Water/Sewer Fund	753,443	500,000	-	-	-	-
TOTAL	753,443	500,000	-	-	-	-



Capital Improvement Plan

Utilities Operations

PROJECT: Water System Storage Tank Rehab Program - UO009

Department/Program: Utilities: Utilities Operations: Water Treatment (Asset Management)

Description: A maintenance program to extend the service life of four existing water storage tanks while maintaining the tanks at optimal operational levels.

Justification: A comprehensive maintenance program for the potable water storage tanks. This program maintains and extends the service life of the four existing storage tanks. Per State regulations the tanks are cleaned and inspected every 5 years while comprehensive rehabilitation is completed every 10 years.

Rehabilitation may include replacement or restoration of corroded steel components, removal and replacement of internal and external painting systems, and repair or replacement of piping, headers, valves, and ancillary components. The prior list is not intended to be exhaustive

The program will provide uniform funding of \$75,000 per year for maintenance and/or renovation on a ten-year schedule for the tanks listed below.

Core Strategies: Maintaining the City's ground storage tanks is a regulatory requirement and enables *Organizational Effectiveness*. Keeping our tanks operational, clean, and painted supports protection of public health and outstanding *Customer Service*.

Dates: The following tanks projected to be rehabilitated in FY 2023-24:

- Tank #4: 500,000 gallon elevated tank
- Tank #5: 500,000 gallon elevated tank
- Tank #6: 500,000 gallon elevated tank

Operating

Impact: There will be no increase in operating expenses as a result of completing this program.

ACTIVITY	Previously Allocated <i>7/16/2021</i>	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Design, Inspection & Repair	349,425	75,000	75,000	75,000	75,000	75,000
TOTAL	349,425	75,000	75,000	75,000	75,000	75,000
FUNDING SOURCES						
Water/Sewer Fund	349,425	75,000	75,000	75,000	75,000	75,000
TOTAL	349,425	75,000	75,000	75,000	75,000	75,000

PROJECT: Water System Improvements - UO010

Department/Program: Utilities: Utilities Operations: Water Treatment

Description: Construct Water Treatment Plant 5

Justification: The 2016 Capacity Analysis Report (CAR) for existing Water Treatment Plants (WTPs) evaluated the current water demands, available water resources, and the City's ability to meet its future customer demands while remaining in compliance with Florida Administrative Code 62-555.348 (Planning for Expansion of Public Water System, Treatment, or Storage).

Construction of WTP 5 was one of the recommendations in the CAR. Ten years of Real-time data from the System Control and Data Acquisition (SCADA) system was evaluated to develop projected water flows, demands, and available useful water storage. According to the projections, the City will run out of useful storage in 2021. Design is currently underway. The well has been tested and found to be fully functional as a usable well.

Core Strategies: Providing an additional Water Treatment Plant supports both residential and economic growth, and is a regulatory requirement. A healthy system enables protection of public health, *Organizational Effectiveness*, and supports outstanding *Customer Service*.

Dates: Began design - October 2019
 Begin construction - 3rd Quarter 2021
 Complete construction - 3rd Quarter 2022

Operating

Impact: The cost for withdrawing, treating and pumping the water at WTP 5 will be reflected in the water/sewer operating budget.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Construction WTP 5	1,451,848	-	-	-	-	-
	4,350,000	400,000	-	-	-	-
TOTAL	5,801,848	400,000	-	-	-	-
FUNDING SOURCES						
Water/Sewer	4,804,098	400,000	-	-	-	-
Water Development	997,751	-	-	-	-	-
TOTAL	5,801,848	400,000	-	-	-	-

PROJECT: Water Treatment Plant Upgrade Program - UO012

Department/Program: Utilities: Utilities Operations: Water Treatment (Asset Management)

Description: Extend the service life of City's water treatment plants while maintaining the plants at optimal operational levels.

Justification: A comprehensive rehabilitation program for the City's Water Treatment Plants (WTPs). The program intended for timely improvements and upgrades that maintains extends the service life of four existing water treatment plants.

Upgrade projects may include, but is not limited to, replacement or restoration of mechanical, electrical, instrumentation and control systems. This list is not intended to be exhaustive.

Core Strategies: Maintaining the City's Water Treatment Plants is a regulatory requirement and enables *Organizational Effectiveness*. Keeping our WTPs at optimal operational standards also supports protection of public health and provides outstanding *Customer Service*.

Dates: FY 2021-22 Water Well 6 - Ground Water Well Pump Total Replacement
 FY 2022-23 Water Well 5 - Ground Water Well Pump Total Replacement

Operating

Impact: There will be no increase in operating expenses as a result of completing this project.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Design & Planning	50,000	100,000	100,000	-	-	-
Rehabilitation	325,325	-	-	-	-	-
TOTAL	375,325	100,000	100,000	-	-	-
FUNDING SOURCES						
Water/Sewer	375,325	100,000	100,000	-	-	-
TOTAL	375,325	100,000	100,000	-	-	-

PROJECT: Wastewater/Reclaimed Water Tank Rehabilitation Program - UO030

Department/Program: Utilities: Utilities Operations: Water Reclamation (Asset Management)

Description: Maintain and extend the service life of large concrete process and storage tanks.

Justification: A comprehensive rehabilitation program on a ten-year revolving schedule is essential to long-term preservation of the reclaimed water tanks.

Rehabilitation may include replacement or restoration of walls and walkways, replacement of internal and external painting systems, and repair or replacement of piping, headers, valves, and ancillary components, painting, pressure washing, or any other rehabilitation effort needed to insure the resilience of the tanks in the WRF.

The below list is not intended to be all inclusive.

Core Strategies: Maintaining the City's ground storage tanks is a regulatory requirement and enables *Organizational Effectiveness*. Keeping our tanks operational, clean, and painted supports protection of public health and empowers outstanding *Customer Service*.

Dates:

FY 2022	Chlorine Contact Basin 1; Master Lift Station
FY 2023	Chlorine Contact Basin 2; Headworks (Concrete Work)
FY 2024	Chlorine Contact Basin 3; Clarifiers
FY 2025	Chlorine Contact Basin 4; Anoxic Tanks
FY 2026	Aeration Basin; Chlorine Contact Chamber

Operating

Impact: There will be no increase in operating expenses as a result of completing this program.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	<small>7/16/2021</small>					
Design, Inspection, and Construction	300,336	200,000	250,000	250,000	250,000	250,000
TOTAL	300,336	200,000	250,000	250,000	250,000	250,000
FUNDING SOURCES						
Water/Sewer Fund	300,336	200,000	250,000	250,000	250,000	250,000
TOTAL	300,336	200,000	250,000	250,000	250,000	250,000

PROJECT: Reclaimed Water Recharge - UO031

Department/Program: Utilities: Utilities Operations: Water Reclamation (Asset Management)

Description: Evaluate cost estimates and ranking to construct reclaimed water extensions for compliance with SWFWMD Grant L816.

Justification: The City received grants from SWFWMD that partially funded the reclaimed water main extension to the Walden Lake Golf course. One criterion of the agreement was to supply approximately .55 mgd of reclaimed water to customers that use approximately .40 mgd of ground water for irrigation and industrial purposes. To date, the City has not met the requirement primarily due to the loss of the Walden Lake Golf Course as a high user.

The feasibility study completed in 2019 recommended that the City retrofit properties in the downtown area that currently irrigate using potable water with reclaimed water. The project area includes City Hall, Library, Veterans Park, and Linear Park, which is approximately 4,000 linear feet of 6" to 8" reclaimed main. Construction of this phase is expected to be completed in the 2nd quarter 2022.

Snowden Park and Brewer Park feasibility study will be completed FY 2021. If approved for construction, this extension will contribute to meeting the .55 mgd goal.

Core Strategies: Maintaining the City's Reclaimed Water Program is a regulatory requirement and aids in maximizing *Organizational Effectiveness* and providing outstanding *Customer Service*.

Dates: Construction of the first phase is expected to be completed in the 2nd quarter of 2022. Design for second phase should start FY 2022.

Operating

Impact: There will be no increase in operating costs associated with this project. The improvements could enhance water quality and assist with meeting reclaimed water usage criteria.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Design	150,000	-	-	-	-	-
Construction	930,735	500,000	300,000	-	-	-
TOTAL	1,080,735	500,000	300,000	-	-	-
FUNDING SOURCES						
Water/Sewer Fund	1,080,735	500,000	300,000	-	-	-
TOTAL	1,080,735	500,000	300,000	-	-	-

PROJECT: Preserve Wetland Expansion - UO033

Department/Program: Utilities: Utilities Operations: Water Reclamation Treatment

Description: Utilize McIntosh Preserve tract for integrated water treatment and flood mitigation by increasing stormwater capacity and expanding the use of wetlands.

Justification: Phase I feasibility results will determine the available stormwater capacity and the ability to use reclaimed water as a supplemental source to maintain wetland hydration. Phase IIA will take the design from 30% to final design. The concept of this infrastructure improvement project will be brought to 100% design and permitted to expand the wetlands providing water resource benefits, supporting recreational improvements, and producing multifaceted environmental benefits.

- Water Quality
 - o Reduce nitrogen and phosphorus from Hillsborough River
 - o Reduce fecal coliform bacteria and provide a source of fecal coliform to the East Creek Canal
- Natural Systems
 - o Improve hydrology that will treat stormwater in the southeast corner
 - o Sustain ecosystem functions
 - o Recharge surficial aquifer and reduce flooding
- Water Supply
 - o Increase stormwater storage capacity
 - o Augment aquifer levels in the Dover/Plant City Water Use Caution Area
 - o Increase water supply and receive credits from SWFWMD

The City will seek any and all available grants to complete this project.

Core Strategies: The Preserve will facilitate *Economic Development* by becoming a beacon of ecological stewardship. The park empowers outstanding *Customer Service* by providing birding and wildlife events, park exploration for visitors, and learning opportunities in the understanding of Florida's natural wetlands.

Dates: FY 2022 - Complete detailed design and permitting (Final design starts 11/21)
 FY 2023 - Begin wetlands construction (50% co-funded with SWFWMD)

Operating

Impact: The increase in operating expenses which will include additional sampling, stormwater, equipment, and trail maintenance will be estimated during final design.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Design	65,000	600,000	-	-	-	-
Construction	197,174	1,000,000	4,500,000	4,500,000	-	-
TOTAL	262,174	1,600,000	4,500,000	4,500,000	-	-
FUNDING SOURCES						
Water/Sewer	131,087	150,000	500,000	500,000	-	-
Stormwater	-	150,000	500,000	500,000	-	-
W/S Impact Fees	-	-	-	-	-	-
SWFWMD	131,087	300,000	2,500,000	2,500,000	-	-
State Legislative	-	1,000,000	1,000,000	1,000,000	-	-
TOTAL	262,174	1,600,000	4,500,000	4,500,000	-	-

PROJECT: McIntosh Park Indirect Potable Reuse (IPR) - UO034

Department/Program: Utilities: Utilities Operations: Water Reclamation Treatment

Description: Design a potable reuse system that will provide a self-sustained water source for Plant City.

Justification: This infrastructure project is a multi-phase, multi-year effort, beginning with a pilot program to test utilizing reclaimed water to produce potable water for the City's use and for credits/sale to adjacent water supply authorities; such as, the Polk Cooperative or Tampa Bay Water. The City's WRF is designed to treat 12 mgd, but will be limited to 6 mgd on discharging highly treated reclaimed water into Black Creek. The advanced treatment of the City's reclaimed water could ultimately become a new potable water treatment plant to create a self sustained supply of water for the City's growth.

By November 1, the City will present a 10-year plan to DEP to eliminate non-beneficial surface water discharge. When fully implemented, water will be discharged in three ways: irrigation through reclaimed water infrastructure, spray onto the acreage to recharge the wetland, and recycle to potable water standards through advanced treatment.

Future phases of this project will be determined based on the IPR feasibility and pilot findings. Final design and construction costs will be determined upon completion of the pilot program. The 30% design will be co-funded with SWFWMD.

Core Strategies: This project maximizes *Organizational Effectiveness* by properly utilizing highly treated reclaimed water and providing the City with a return on investment. It also supports *Economic Development* by providing water for future growth.

Dates: October 2020 - Began feasibility study and pilot system design
 Fall 2021 - Select alternative treatment style to design pilot system
 3rd Quarter 2021 Begin six- to twelve-month pilot program.
 October 2022 - Begin 30% design of chosen technology once FDEP accepts pilot results.

Operating

Impact: The increase in operating expenses will be prepared during the final design and pilot feasibility phase.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Design	-	100,000	700,000	-	-	-
Sampling for Pilot	99,765	-	-	-	-	-
TOTAL	99,765	100,000	700,000	-	-	-
FUNDING SOURCES						
Water/Sewer (Impact)	99,765	100,000	300,000	-	-	-
SWFWMD	-	-	400,000	-	-	-
TOTAL	99,765	100,000	700,000	-	-	-

NEW

PROJECT: Water Capacity Improvements

Department/Program: Utilities: Utilities Operations: Water Treatment

Description: Improvements include distribution pipe upsized, service area expansion, new water mains, and new water treatment plant (WTP) to meet future demand.

Justification: This project will assist in ensuring the water distribution system can meet future water demand. The 2021 City water distribution master plan provides details to ensure the system coincides with the City’s adopted Imagine 2040 Comprehensive Plan. The drinking water system is currently permitted for a maximum daily demand (MDD) of 14.25 MGD from Florida Department of Environment Protection. The maximum daily demand (MDD) recorded in 2019 is 9.42 million gallons per day (MGD) and a current average daily demand (ADD) of potable water at 6 MGD.

Based on population projections, the hydraulic model developed for the water distribution system master plan anticipates an ADD of 11.71 MGD in 2025 and MDD of 18.04 MGD. Florida Department of Environmental Protection (FDEP) requires that additional treatment capacity be provided when MDD reaches 75% of total supply capacity (~10.7 MGD). A capital solution will enable the City to respond to future water demands and provide adequate service to customers.

This project proactively serves more development opportunities, mitigates non-compliance with the regulatory agencies regarding capacity, maintains water quality, provides adequate pressure, and increases fire flow coverage. The detail listed below may be revised as future options arise.

Core Strategies: Improving water distribution system capacity maximizes *Organizational Effectiveness* and facilitates *Economic Development*.

Dates: FY 2021-23: Distribution Piping Improvements
 FY 2021-24: Water Treatment Plant #6 (\$12.4 million if this is the best option)
 FY 2021-23: Hydraulic Model Update
 FY 2022-26: Water Infrastructure Improvements (Transmission Mains)

Operating

Impact: The cost to operate and maintain an additional drinking water system is approximately \$200,000 for electricity and chemicals. The cost will be reflected in the future operating budget when a more accurate amount is available.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Engineering & Construction	-	150,000	500,000	1,000,000	500,000	500,000
TOTAL	-	150,000	500,000	1,000,000	500,000	500,000
FUNDING SOURCES						
Water/Sewer Impact	-	150,000	500,000	1,000,000	500,000	500,000
TOTAL	-	150,000	500,000	1,000,000	500,000	500,000



Capital Improvement Plan

Stormwater

PROJECT: Stormwater Drainage Pipe Rehabilitation and Repair - SW014

Department/Program: Street & Stormwater: Stormwater (Asset Management)

Description: Rehabilitate and/or repair drainage pipes and inlets.

Justification: Pipe settlement resulting from corroded pipes and/or leaking joints leads to groundwater infiltration and increased loss of the soil matrix surrounding the pipe, ultimately causing depressions and hazardous conditions on roadways and properties.

An example of such damage occurring was the Concord Way project within the Walden Lake development. This project was completed in April 2020, with costs to repair exceeding \$50,000.

Small pipe repair priorities are evaluated yearly and replaced as needed. The construction of these projects will be performed using contract services.

In addition to these specific areas, funding includes rehabilitation or repairs to drainage pipes when the system has failures. Funds will also be used for inspections including televising, evaluation, and actual rehabilitation or repairs by Cured in Place Pipe (CIPP). This yearly program will improve the condition of the stormwater system.

Core Strategies: Repairing and/or replacing drainage pipes and inlets will reduce damage to streets which optimizes *Organizational Effectiveness*.

Dates: The repair and/or replacement of drainage pipe and inlets will occur throughout the fiscal year.

Operating

Impact: Repairs to drainage pipes and inlets will reduce damage to streets and keep the total costs down.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Construction	277,121	200,000	200,000	200,000	200,000	200,000
TOTAL	277,121	200,000	200,000	200,000	200,000	200,000
FUNDING SOURCES						
Stormwater Fund	277,121	200,000	200,000	200,000	200,000	200,000
TOTAL	277,121	200,000	200,000	200,000	200,000	200,000



Capital Improvement Plan

Community Services

NEW

PROJECT: Forest Park/Madison Park Neighborhoods

Department/Program: Community Services

Description: Road Resurfacing and Sidewalk Improvements

Justification: This CIP is based upon the 2021 CDBG application for the Fiscal Year 2021-2022 to resurface roads and install/repair sidewalks.

Approximately 970 linear feet of new and repaired sidewalk, which include:

- W. Lowry Ave. from N. Mobley St. to N. Alexander St. in the Forest Park Neighborhood

Streets to be milled and resurfaced in the Forest Park Neighborhood include:

- W. Lowry Ave. from N. Woodrow Wilson St. to S. Alexander St. (approx. 0.5 miles)
- W. Nosleda St. from S. Alexander St. to Carey St. (approx. 0.26 miles)
- N. Plum St. from W. Reynolds St. to Deadend (approx. 0.18 miles)
- N. Lemon St. from W. Reynolds St. to Deadend (approx. 0.18 miles)
- Fig St. from W. Reynolds to W. Lowry Ave. (approx. 0.11 miles)
- Mobley St. from W. Reynolds St. to W. Lowry Ave. (approx. 0.11 miles)
- Magnolia St. from W. Reynolds St. to W. Lowry Ave. (approx. 0.11 miles)
- N. Plant Ave. from W. Reynolds St. to W. Lowry Ave. (approx. 0.11 miles)

This CIP also includes the permit/design portion of W. Waller St. sidewalk (Madison Park) within CSX ROW with anticipated construction phase in FY 2022-2023.

Core Strategies: This improvement will support the goal of *Economic Development*.

Dates: Design - November 2021
 Contract Award - April 2022
 Construction Complete - September 2022

Operating

Impact: There will be no increase in operating expenses as a result of the completion of this project.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Sidewalk and Roads	-	328,082	-	-	-	-
TOTAL	-	328,082	-	-	-	-
FUNDING SOURCES						
CDBG Fund	-	328,082	-	-	-	-
TOTAL	-	328,082	-	-	-	-



Capital Improvement Plan

Community Redevelopment Agency

PROJECT: Public Parking Lot Paving - ST008 & CR009

Department/Program: Street Maintenance

Description: Resurface/repave City-owned parking lots.

Justification: The City owns a number of parking areas. Funds are programmed for resurfacing/repaving on an average 20-year cycle.

Core Strategies: Providing free and well-maintained parking lots for visitors demonstrates to prospective businesses that the City welcomes new *Economic Development*.

Dates: The following list of City-owned parking areas includes projected dates for resurfacing:

Year	Description	CIT Funding	CRA Funding
2022	Police HQ (Area 1 - Mill & Overlay)	\$ 200,000	
2022	Police HQ & Fleet (Area 2 & 3 - Seal Coat)	\$ 210,000	
2022	South Municipal Lot		\$ 95,000
2024	City Hall	\$ 125,000	
2024	1914 Building	\$ 30,000	
2024	Bruton Memorial Library	\$ 75,000	
2025	McCall Park & Downtown Linear Lots		\$ 235,000
2025	Stadium Parking	\$ 140,000	
2026	Police HQ (Area 2 - Mill & Overlay)	\$ 365,000	
		<u>\$ 1,145,000</u>	<u>\$ 330,000</u>

Operating

Impact: Completion of the projects listed above will increase the life cycle of each asset. There will be no increase in operating expenses upon completion of this project.

ACTIVITY	Previously Allocated <i>7/16/2021</i>	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Repair & Maintenance	351,882	350,000	275,000	275,000	300,000	275,000
TOTAL	351,882	350,000	275,000	275,000	300,000	275,000
FUNDING SOURCES						
CIT	250,972	300,000	225,000	225,000	225,000	225,000
CRA	100,910	50,000	50,000	50,000	75,000	50,000
TOTAL	351,882	350,000	275,000	275,000	300,000	275,000

PROJECT: Evers Street Improvements - CR019

Department/Program: Street Maintenance (Asset Management)

Description: Redevelop Evers Street from Reynolds Street south to railroad tracks at Midtown.

Justification: This project will begin with an accelerated study and design phase, including involvement of the downtown community. The design costs will primarily evaluate a streetscape build out to include street leveling, string lighting, conventional streetscaping, landscaping, and other visual and functional improvements. Undergrounding the utilities and upgrading the water and sewer will also be considered. This project will also add enhancements to support use of this section of Evers Street as an event venue.

There are two projects established for Evers Street. Funding of \$100,000 will provide the seed money to begin this project. Once the concept design is completed and approved by the City Commission, the project budget will be amended to provide full funding for the project.

Core Strategies: The project will facilitate the *Economic Development* of Downtown and Midtown.

Dates: October 2021 - Begin study
 December 2021 - Community involvement
 March 2022 - Begin design
 December 2022 - Begin construction

Operating Impact: There will be an increase in the operating and maintenance costs as the result of the completion of the improvements.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	7/16/2021					
Design	100,000	-	125,000	-	-	-
Construction	-	-	800,000	-	-	-
Underground Utilities	-	500,000	-	-	-	-
Water/Sewer	-	110,000	550,000	-	-	-
TOTAL	100,000	610,000	1,475,000	-	-	-
FUNDING SOURCES						
CRA	50,000	500,000	925,000	-	-	-
Transfer from CR016	50,000	-	-	-	-	-
Water/Sewer Fund	-	110,000	550,000	-	-	-
TOTAL	100,000	610,000	1,475,000	-	-	-

NEW

PROJECT: South Depot Parking Lot Boardwalk Patio

Department/Program: Parks & Recreation: Parks Division

Description: Design and construct a boardwalk and deck-style covered patio area at the south end of the South Depot Parking Lot.

Justification: With the growth of businesses in the downtown core, spaces for residents and visitors to gather and enjoy the outdoors are scarce. The under-utilized retention pond area of the South Depot Parking Lot provides a space that can be improved with a boardwalk and deck-style, covered patio area with lights, tables, chairs, and bench seating, useful for relaxing, eating, and socializing.

Core Strategies: This project relates to our core strategies of *Customer Service* and *Community Engagement* by providing suitable recreational facilities for our residents and

Dates: FY 2021 - Began design
FY 2022 - Begin construction

Operating Impact: Annual facility maintenance is estimated at \$1,000 annually for repairs and increased electricity usage.

ACTIVITY	Previously Allocated	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Design		25,000				
Construction	-	225,000	-	-	-	-
TOTAL	-	250,000	-	-	-	-
FUNDING SOURCES						
CRA	-	250,000	-	-	-	-
TOTAL	-	250,000	-	-	-	-



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Other Information

**BUDGET SUMMARY
CITY OF PLANT CITY
FISCAL YEAR 2021/2022**

**THE PROPOSED OPERATING BUDGET EXPENDITURES
OF THE CITY OF PLANT CITY ARE 1.6% MORE THAN
LAST YEAR'S TOTAL OPERATING EXPENDITURES**

ESTIMATED REVENUES:	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUND	ENTERPRISE FUNDS	INTERNAL SERVICE FUND	TOTAL ALL FUNDS
Taxes:						
Ad Valorem Taxes	16,368,218	-	-	-	-	16,368,218
Other Taxes	6,736,260	3,516,484	-	-	-	10,252,744
Permits & Fees	5,175,360	-	-	609,580	-	5,784,940
Intergovernmental Revenue	5,614,871	3,220,635	-	-	-	8,835,506
Charges For Services	1,936,720	20,000	-	31,056,564	2,335,400	35,348,684
Fines and Forfeits	126,000	40,000	-	-	-	166,000
Miscellaneous Revenues	230,000	130,000	-	506,000	81,000	947,000
TOTAL SOURCES	36,187,429	6,927,119	-	32,172,144	2,416,400	77,703,092
Transfers In	4,493,721	373,383	799,841	311,081	232,447	6,210,473
Fund Balances/Reserves/Net Assets	1,628,564	1,601,071	-	3,623,150	476,857	7,329,642
TOTAL REVENUES, TRANSFERS AND BALANCES	42,309,714	8,901,573	799,841	36,106,375	3,125,704	91,243,207
EXPENDITURES:						
General Government	9,020,636	-	-	-	-	9,020,636
Public Safety	20,704,568	40,000	-	-	1,242,335	21,986,903
Physical Environment	1,058,699	80,000	-	27,949,046	1,115,461	30,203,206
Transportation	2,674,758	3,901,042	--	-	73,900	6,649,700
Economic Environment	1,127,571	2,553,830	-	-	-	3,681,401
Culture/Recreation	7,532,575	1,110,000	-	-	694,008	9,336,583
Debt Services	-	190,490	799,841	3,163,974	-	4,154,305
TOTAL EXPENDITURES	42,118,807	7,875,362	799,841	31,113,020	3,125,704	85,032,734
Transfers Out	190,907	1,026,211	-	4,993,355	-	6,210,473
TOTAL APPROPRIATED EXPENDITURES TRANSFERS, RESERVES & BALANCES	42,309,714	8,901,573	799,841	36,106,375	3,125,704	91,243,207

THE TENTATIVE, ADOPTED, AND/OR FINAL BUDGETS ARE ON FILE IN THE OFFICE ABOVE REFERENCED TAXING AUTHORITY AS A PUBLIC RECORD.



CITY OF PLANT CITY PROPERTY TAX ROLLS

PROPERTY TAX ROLLS

<u>Tax Roll Year</u>	<u>CRA Area</u>	<u>Total Roll</u>	<u>Millage Rate</u>	<u>Taxes Levied</u>	<u>Rolled Back Millage Rate</u>
2002	54,257,504	1,282,056,970	4.7000	6,025,668	4.5378
2003	59,065,154	1,367,123,325	4.7000	6,425,480	4.5573
2004	66,937,242	1,477,036,619	4.7000	6,942,072	4.4326
2005	91,637,551	1,671,475,959	4.7000	7,855,937	4.1738
2006	128,789,170	1,930,922,262	4.7000	9,075,335	4.1432
2007	155,107,990	2,146,703,453	4.1653	8,941,664	4.3845
2008	154,051,616	2,078,117,193	4.1653	8,655,982	4.4012
2009	125,160,283	1,819,964,573	4.7157	8,582,407	4.7205
2010	93,617,539	1,604,053,175	4.7157	7,564,233	5.3362
2011	82,468,755	1,489,754,928	4.7157	7,025,237	5.0573
2012	77,137,267	1,452,611,428	4.7157	6,850,080	4.8906
2013	78,953,053	1,517,915,227	4.7157	7,158,033	4.5654
2014	83,298,479	1,599,226,763	4.7157	7,541,474	4.5796
2015	90,145,146	1,674,448,985	4.7157	7,896,199	4.5981
2016	103,049,582	1,858,217,005	4.7157	8,762,794	4.4883
2017	116,493,484	2,000,261,839	5.7157	11,432,897	4.4969
2018	130,963,478	2,190,581,951	5.7157	12,520,709	5.3651
2019	152,490,625	2,397,560,289	5.7157	13,703,735	5.3277
2020	169,722,398	2,674,204,538	5.7157	15,284,951	5.2846
2021	196,154,441	3,011,689,326	5.7157	17,213,913	5.3370

Fund: Major Funds	Department: Major Funds	Org Code: 001-510*
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ESTIMATED CHANGES IN FUND BALANCE FOR MAJOR FUNDS AS OF SEPTEMBER 30, 2021 & 2022

FUND	AVAILABLE		2020-21		PROJECTED		2021-22		ESTIMATED		2021-22				
	FUND BALANCE	9/30/2020	PROJECTED	PROJECTED	FUND BALANCE	ESTIMATED	ESTIMATED	FUND BALANCE	ESTIMATED	ESTIMATED	FUND BALANCE	% CHANGE			
			REVENUE	EXPENSES	9/30/2020	REVENUE	EXPENSES	9/30/2021			FUND BALANCE				
General Fund	\$	15,387,657	\$	39,708,848	\$	37,476,814		17,619,691	\$	40,681,150	\$	41,959,714	\$	16,341,127	-7%
Community Investment Tax		1,080,271		2,075,000		2,607,855		547,416		2,149,841		2,149,841		547,416	0%
Street Fund		855,293		2,683,504		2,664,135		874,662		2,441,734		2,877,412		438,984	-50%
Water/Sewer Fund		18,766,201		20,761,838		22,079,205		17,448,834		20,701,225		22,168,442		15,981,617	-8%
Solid Waste Fund		14,774,443		7,821,656		9,415,155		13,180,944		7,836,300		9,992,233		11,025,011	-16%
Stormwater Fund		1,294,057		3,459,782		3,279,691		1,474,148		3,545,700		3,426,059		1,593,789	8%
Community Redevelopment Fund		1,481,666		1,861,568		2,184,314		1,158,920		2,151,484		2,306,877		1,003,527	-13%
Total Fund Balance	\$	53,639,588	\$	78,372,196	\$	79,707,169	\$	52,304,615	\$	79,507,434	\$	84,880,578	\$	46,931,471	

Changes in Fund Balance from FY 2020-21 to FY 2021-22 that are more than 10%:

Street Fund

Expenditures in the fund are projected to exceed revenues by \$435,678, causing a decrease to fund balance equal to this amount. There are several projects, Traffic Signal Controller Upgrade, Traffic Signal Cabinet Upgrade, and Pedestrian Handrail & Safety Guardrail, associated with use of fund balance this year. This fund is being monitored to determine the necessity of future revenue increases.

Solid Waste Fund

Expenditures in the fund are projected to exceed revenues by \$2,155,933, causing a decrease to fund balance equal to this amount. The cost of construction for a new Utilities Maintenance/Solid Waste facility is included in FY 2021-22.

Community Redevelopment Fund

Expenditures in the fund are projected to exceed revenues by \$155,393, causing a decrease to fund balance equal to this amount. Many capital projects are associated with the use of fund balance. The projects include: Evers Street Improvements, Brick Road Restoration, South Depot Parking Lot Boardwalk Patio, Midtown Utility Systems, and Dog Park at Marie B. Ellis Park.

Fund: All Funds	Department: All Departments	Org Code: 001-510*
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INTERFUND TRANSFERS

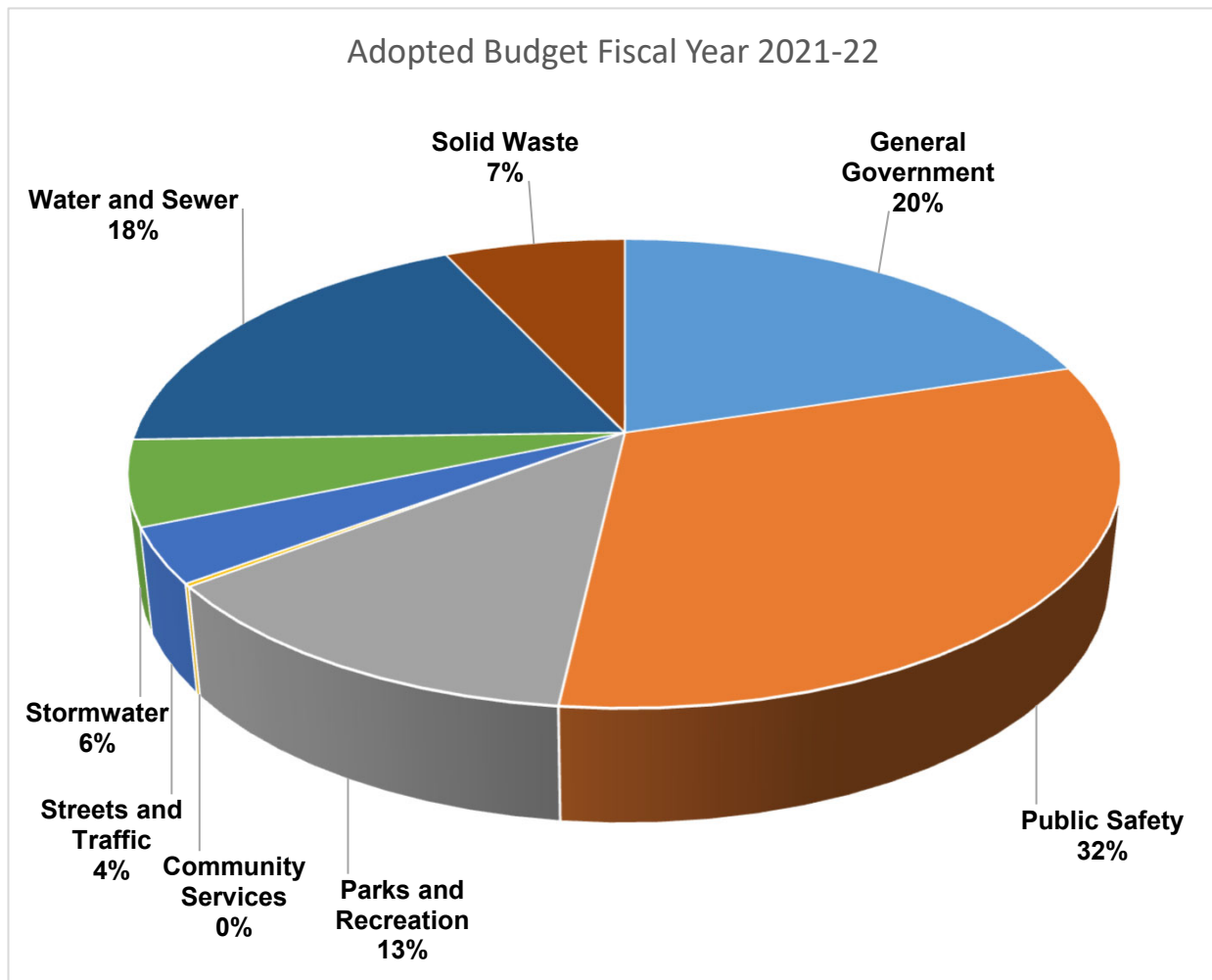
Transferred From:	Transferred To:						
	General Fund	Water/Sewer Fund	Street Fund	Debt Service Fund	Community Services	Fleet Replacement	Total
General Fund	\$ -	\$ -	\$ -	\$ -	\$ 31,464	\$ 159,443	\$ 190,907
Water/Sewer Fund	\$ 2,769,779	\$ -	\$ 171,769	\$ -	\$ -	\$ -	\$ 2,941,548
Street Fund	\$ 226,370	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 226,370
Stormwater Fund	\$ 269,366	\$ 98,949	\$ -	\$ -	\$ -	\$ 42,000	\$ 410,315
Solid Waste Fund	\$ 1,228,206	\$ 212,132	\$ 170,150	\$ -	\$ -	\$ 31,004	\$ 1,641,492
Community Investment Tax	\$ -	\$ -	\$ -	\$ 799,841	\$ -	\$ -	\$ 799,841
Total	\$ 4,493,721	\$ 311,081	\$ 341,919	\$ 799,841	\$ 31,464	\$ 232,447	\$ 6,210,473

3 Year Budgeted Positions by Department / Function

	2019-20 Actual	2020-21 Actual	2021-22 Budgeted
General Fund			
City Manager	4	4	4
Professional Standrads	4	4	4
City Attorney	2	2	3
City Clerk	3	3	3
Human Resources	5	5	5
Information Technology	5	5	6
Accounting	10	10	10
Procurement	4	5	5
Fire	54	54	55
Police	92	92	95
Planning and Zoning	4	5	5
Parks and Recreation	54	58	61
Public Library	12	12	12
Building Department	10	11	11
Code Enforcement	5	5	6
Engineering	11	13	13
General Services	9	9	9
Total General Fund	288	297	307
Community Services	1	1	1
Streets and Traffic	18	18	18
Stormwater	27	28	28
Water and Sewer	85.5	87	88
Solid Waste	36	36	33
Total Citywide Personnel	455.5	467	475

3 Year Budgeted Positions by Department / Function

	2019-20 Actual	2020-21 Actual	2021-22 Budgeted
Function:			
General Government	88	90	96
Public Safety	146	146	150
Parks and Recreation	54	58	61
Community Services	1	1	1
Streets and Traffic	18	18	18
Stormwater	27	28	28
Water and Sewer	85.5	87	88
Solid Waste	36	36	33
Total Citywide Personnel by Function	455.5	464	475



3 Year Budgeted Positions

BUDGETED POSITIONS		2019-20	2020-21	2021-22
Office of the City Attorney				
City Attorney		1	1	1
Legal Secretary		0	0	1
Paralegal		1	1	1
		2	2	3
Office of the City Manager				
Assistant City Manager		2	2	2
City Manager		1	1	1
Executive Assistant II		1	1	1
		4	4	4
Professional Standards				
ADA Coordinator		1	1	1
Professional Standards Director		1	1	1
Community Engagement Professional		2	2	2
		4	4	4
Office of the City Clerk				
Assistant City Clerk		2	2	2
City Clerk		1	1	1
		3	3	3
Human Resources				
Human Resources Generalist		2	2	2
Human Resources/Risk Mgmt. Coordinator		1	1	1
Human Resources/Risk Mgmt. Director		1	1	1
Payroll Technician		1	1	1
		5	5	5
Information Technology				
IT Manager		1	1	1
IT Technician II		1	1	2
Network Coordinator		2	2	2
Network Technician		1	1	1
		5	5	6
Accounting				
Accountant II		2	2	2
Accounting Clerk I		2	2	2
Accounting Supervisor		1	1	1
Administrative Assistant II		1	1	1
Budget Manager		1	1	1
Business Tax Clerk		1	1	1
Chief Accountant		1	1	1
Chief Financial Officer		1	1	1
		10	10	10
Procurement				
Contract Specialist		1	1	1
Fleet Coordinator		1	1	1
Fleet Services Technician		0	1	1
Procurement Manager		1	1	1
Procurement Specialist		1	1	1
		4	5	5
Fire Rescue				
Administrative Assistant II		1	1	1
Battalion Chief		3	3	3
Deputy Chief		1	1	1
EMS Division Chief		1	1	1
Fire Chief		1	1	1
Fire Driver/Engineer		9	9	9
Fire Inspector		1	1	2
Fire Shift Captain		9	9	9
Firefighter		27	27	27
Operations Chief		1	1	1
		54	54	55

3 Year Budgeted Positions

BUDGETED POSITIONS		2019-20	2020-21	2021-22
Police				
Crime Intelligence Analyst		0	0	1
Digital Evidence Technician		0	0	1
Evidence Technician		0	1	2
Executive Assistant I		1	1	1
Facilities Technician		0	1	1
Facilities/Evidence Technician		2	0	0
Police Captain		3	3	3
Police Chief		1	1	1
Police Corporal		5	5	5
Police Lieutenant		0	0	2
Police Officer		53	53	53
Police Sergeant		9	9	7
Public Service Representative		1	1	1
Records Technician I		1	1	1
Records Technician II		1	1	1
Telecommunications Supervisor		1	1	1
Telecommunicator I		8	8	8
Telecommunicator II		2	2	2
Telecommunicator III		4	4	4
		92	92	95
Planning & Zoning				
Administrative Assistant I		1	0	0
Planner		1	2	2
Planning Technician		0	1	1
Senior Planner		1	1	1
Planning & Zoning Manager		1	1	1
		4	5	5
Recreation				
Administrative Assistant I		1	1	1
Athletic Program Manager		1	1	1
Parks & Recreation Director		1	1	1
Recreation Center Coordinator		1	1	1
Recreation Program Manager		1	1	0
Recreation Superintendent		0	0	1
Recreation Supervisor		2	2	2
Recreation Supervisor II		1	1	1
Special Events Coordinator		1	1	1
Tennis Facility Supervisor		1	1	1
Youth Athletics Coordinator		1	1	1
		11	11	11
Parks				
Administrative Assistant I		1	1	1
Environmental Lands Management Supervisor		0	0	1
Foreman I		3	3	3
Foreman II		1	1	1
Groundskeeper I		15	17	17
Groundskeeper II		4	5	5
Parks Equipment Operator I		1	1	1
Parks Equipment Operator II		1	1	1
Parks Field Supervisor		2	2	2
Park Ranger		0	0	2
Parks Superintendent		1	1	1
		29	32	35
Cemeteries				
Administrative Assistant I		0	1	1
Cemetery Coordinator		1	0	0
Cemetery Superintendent		1	1	1
Foreman I		0	1	1
Groundskeeper I		4	4	4
Groundskeeper II		1	1	1
		7	8	8

3 Year Budgeted Positions

BUDGETED POSITIONS		2019-20	2020-21	2021-22
Stadium				
Foreman I		1	1	1
Groundskeeper I		4	4	4
Groundskeeper II		1	1	1
Maintenance Specialist I		1	1	1
		7	7	7
Library				
Administration & Services Assistant		1	1	1
Administrative Assistant II		1	1	1
Circulation Services Assistant		1	1	1
Information Services Assistant		1	0	0
Librarian		0	1	1
Library Assistant		0	2	2
Library Services Associate		1	1	1
Library Services Director		1	1	1
Technical Services Assistant		1	0	0
Technical Services Librarian		1	0	0
Technology Associate		1	1	1
Technology Librarian		1	1	1
Youth Services Assistant		1	1	1
Youth Services Associate		1	1	1
		12	12	12
Building				
Administrative Assistant II		1	1	1
Building Code Inspector		2	2	2
Building Official		1	1	1
Chief Building Inspector		0	1	1
Code Inspector/Plans Examiner		2	3	3
Deputy Building Official		1	0	0
Permit Technician		2	2	2
Permit Technician II		1	1	1
		10	11	11
Code Enforcement				
Code Enforcement Inspector		2	2	2
Code Enforcement Inspector (CRA)		1	1	1
Code Enforcement Inspector (Solid Waste)		0	0	1
Code Enforcement Manager		1	1	1
Code Enforcement Specialist		1	1	1
		5	5	6
Engineering				
Administrative Assistant I		0	1	1
Assistant City Engineer Capital Projects		1	1	1
City Engineer		1	1	1
Engineer I		1	1	1
Engineering Assistant		1	1	1
Engineering Tech III		1	1	1
Engineering Tech IV		1	1	1
Engineering Tech V		0	1	1
GIS Coordinator		1	1	1
Projects Coordinator		1	1	1
Project Manager		2	2	2
Senior Engineer		1	1	1
		11	13	13
General Services				
Administrative Assistant I		1	1	1
General Services Coordinator		1	1	1
General Services Foreman II		1	1	1
Maintenance Specialist I		2	2	2
Maintenance Specialist II		2	2	2
Maintenance Specialist III		1	1	1
Welding Fabricator III		1	1	1
		9	9	9
Community Services				
Community Services Manager		1	1	1
		1	1	1

3 Year Budgeted Positions

BUDGETED POSITIONS		2019-20	2020-21	2021-22
Traffic				
Traffic Foreman II		1	1	1
Traffic Maintenance Specialist		5	5	2
Traffic Maintenance Specialist II		0	0	2
Traffic Maintenance Specialist III		0	0	1
Traffic Operations Manager		1	1	1
Traffic Signal Technician		1	2	2
Traffic Tech II		1	0	0
		9	9	9
Utility Billing				
Customer Service Clerk		1.5	1	1
Customer Service Professional		4	5	5
Field Services Representative		0	3	3
Field Representative		2	0	0
Senior Field Representative		1	0	0
Utility Billing Manager		1	1	1
Utility Billing Supervisor		1	1	1
		10.5	11	11
Water Resource Management				
Cross Connection Control Coordinator		0	1	1
Cross Connection Inspector		1	0	0
Environmental Coordinator		1	1	1
Environmental Technician		1	1	1
Industrial Pretreatment Coordinator		0	1	1
Industrial Waste Coordinator		1	0	0
Water Conservation Coordinator		1	1	1
Water Resources Supervisor		1	1	1
		6	6	6
Utilities Maintenance				
Administrative Assistant II		1	1	1
CIP Engineering Manager		1	1	1
Distribution Systems Coordinator		1	1	1
Engineer Tech II		1	1	1
Equipment Operator I		3	3	3
Equipment Operator III		5	5	5
Foreman II		2	2	1
Foreman III		2	2	3
GIS Technician/CAD Support		1	1	1
Instrumentation Tech		1	1	0
Inventory Control Clerk		1	1	1
Maintenance Mechanic I		2	3	2
Maintenance Mechanic II		1	1	1
Maintenance Mechanic III		4	4	4
Maintenance Specialist I		8	8	8
Maintenance Specialist II		3	3	3
Maintenance Specialist III		5	5	5
Meter Maintenance Specialist		1	1	2
Project Development & Implementation Manager		1	1	1
Property Control Clerk		1	1	1
System Program Integrator		0	0	1
System Program Integrator Assistant		0	0	1
Utilities Construction Inspector		1	1	1
Utilities Maintenance Superintendent		1	1	1
		47	48	49
Utilities Operations				
Administrative Assistant II		1	1	1
Chief Plant Operator		1	1	1
Plant Operator I		4	4	0
Plant Operator III		0	0	3
Plant Operator III		7	7	8
Plant Operator IV		6	6	6
Utilities Director		1	1	1
Utilities Operations Superintendent		1	1	1
Utilities Support Specialist		1	1	1
		22	22	22

3 Year Budgeted Positions

BUDGETED POSITIONS		2019-20	2020-21	2021-22
Solid Waste				
Administrative Assistant II		1	1	1
Asset Management Technician		1	1	1
Equipment Operator II		8	8	9
Equipment Operator III		8	8	8
Program Coordinator		1	1	1
Refuse Collector		14	14	10
Solid Waste Director		1	1	1
Supervisor I		2	2	2
		36	36	33
Stormwater & Streets				
Administrative Assistant II		1	1	1
Foreman II		4	4	4
Stormwater Operator I		18	18	18
Stormwater Operator II		8	9	9
Stormwater Operator III		4	4	4
Streets & Stormwater Director		1	1	1
		36	37	37
TOTALS		455.5	467	475
Part-time		0.5	0	0
Full-time		455	467	475

Changes to Fiscal Year 2020-21

- Added:** (1) Fleet Services Technician (Procurement)
- Added:** (1) Administrative Assistant I (Engineering)
- Added:** (1) Engineering Tech V (Engineering)
- Added:** (1) Foreman III/ **Deleted:** (1) Foreman II (Utilities Maintenance)
- Added:** (1) Planning Technician/ **Deleted:** (1) Administrative Assistant I (Planning & Zoning)
- Added:** (1) Librarian / **Deleted:** (1) Technical Services Librarian (Library)
- Added:** (1) Library Assistant / **Deleted:** (1) Information Services Assistant (Library)
- Added:** (1) Library Assistant / **Deleted:** (1) Technical Services Assistant (Library)
- Added:** (2) Police Lieutenants / **Deleted:** (2) Police Sergeants (Police)
- Added:** (1) Chief Building Inspector / **Deleted:** (1) Deputy Building Official (Building)
- Added:** (1) Industrial Pretreatment Coordinator / **Deleted:** (1) Industrial Waste Coordinator (Water Resources)
- Added:** (1) Cross Connection Control Coordinator / **Deleted:** (1) Cross Connection Inspector (Water Resources)
- Added:** (1) Customer Service Professional / **Deleted:** (1) Customer Service Clerk (Utility Billing)

Fiscal Year 2021-22

- Added:** (1) Legal Secretary (Legal)
- Added:** (1) IT Technician II (Information Technology)
- Added:** (1) Environmental Lands Management Supervisor (Parks Maintenance)
- Added:** (2) Park Ranger (Parks Maintenance)
- Added:** (1) Fire Inspector (Fire Department)
- Added:** (1) Digital Evidence Technician (Police)
- Added:** (1) Evidence Technician (Police)
- Added:** (1) Crime Intelligence Analyst (Police)
- Added:** (1) Meter Maintenance Specialist (Utilities Maintenance)
- Added:** (1) Code Enforcement Inspector - Solid Waste (Code Enforcement)
- Added:** (1) Recreation Superintendent / **Deleted:** (1) Recreation Program Manager
- Added:** (2) Traffic Maintenance Specialist II / **Deleted:** (2) Traffic Maintenance Specialist (Traffic)
- Added:** (1) Traffic Maintenance Specialist III / **Deleted:** (1) Traffic Maintenance Specialist (Traffic)
- Added:** (1) System Program Integrator / **Deleted:** (1) Instrumentation Technician (Utilities Maintenance)
- Added:** (1) System Program Integrator Assistant / **Deleted:** (1) Maintenance Mechanic I (Utilities Maintenance)
- Added:** (1) Equipment Operator II / **Deleted:** (1) Refuse Collector (Solid Waste)
- Deleted:** (3) Refuse Collector (Solid Waste)



City of Plant City Glossary

Accrual Accounting - A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

Adopted Budget - Budget amounts as originally approved by the City Commission at the beginning of the year and also to the budget document which consolidates all adopted operating appropriations and new capital project appropriations.

Ad Valorem Taxes – See property tax.

Aid to Agencies - Agencies the City provides contributions to for community programs.

Appropriation - A legal authorization granted by City Commission to incur obligations and make expenditures for designated purposes.

Amended Budget - Budget which includes changes to the Adopted Budget that are approved by the City Commission and transfers within the authority of management. It is also referred to as the Revised Budget.

Amortization - The gradual elimination of an asset or liability, such as a bond premium, over a specified period of time.

Assigned Fund Balance - The portion of fund balance set aside for planned or intended purposes. The intended use may be expressed by the City Commission or other individuals authorized to assign funds to be used for a specific purpose. Assigned fund balances in special revenue funds will also include any remaining fund balance that is not restricted or committed. This classification is necessary to indicate that those funds are, at a minimum intended to be used for the purpose of that particular fund.

Balanced Budget - A balanced budget according to State budget law is defined as one where expenditures are not in excess of available revenues plus beginning fund balances. A structurally balanced budget is one in which current ongoing expenditures do not exceed current ongoing revenues.

Bond - A written promise to pay a sum of money on a specific date(s) at a specific interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance.

Budget - An estimate of expected revenues and expenditures for a given period in the future.

Budget Calendar - The schedule of key dates which the City follows in the preparation of adoption of the annual budget.

Budget Document - The compilation of the individual departmental spending plans for the various funds, along with supporting schedules, tables and graphs which, in total, comprises the annual revenue and expenditure plan.



City of Plant City Glossary

Budget Message - The opening section of the budget from the City Manager, which provides the City Commission and the public with a general summary of the most important aspects of the budget.

Budgetary Control - The control or management of the organization in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and revenues.

Capital Assets - Assets with a cost of \$1,000 or greater and an estimated useful life of at least two years. Capital assets include land, buildings, improvements, equipment, and infrastructure assets such as roads, bridges, storm sewers and similar items.

Capital Outlay - Use of funds for the purchase of capital assets.

Capital Projects - Major, non-recurring projects that have a purpose of acquiring or building assets such as buildings, facilities and roadways with a cost of \$50,000 or more.

Capital Improvements Plan (CIP) - A long-range plan for providing the capital outlays necessary to ensure that adequate services are provided the residents of the City. The plan includes improvements to, or the acquisition of, structural improvements and major equipment purchases.

City Commission - The Mayor and four commission members that collectively act as the legislative and policy making body of the City.

Committed Fund Balance - Consists of amounts that can be used only for specific purposes determined by formal action by the City Commission or resolution.

Community Development Block Grant (CDBG) - A type of federal grant to improve the infrastructure in low to middle income areas of the community. This includes loans to low and middle income families for housing rehabilitation.

Debt Service - The annual payment of principal and interest on the City's debt obligations.

Debt Service Fund - A fund established to accumulate resources to pay the principal, and interest of long-term debt or lease obligations.

Department - An individual section within the City government having a specialized function or activity and a separate spending plan.

Depreciation - The allocation of the cost of property, plant and equipment over their estimated useful life, in the accounting period in which these assets are used.

Encumbrances - Obligations in the form of requisitions, purchase orders, and contracts which are chargeable to an appropriation and for which a part of the appropriation is reserved because the goods or services have not been received. When paid, the encumbrance is eliminated, and an actual expense is recorded.



City of Plant City Glossary

Enterprise Fund - A fund established to finance and account for the acquisition, operation and maintenance of governmental facilities and services which are entirely or predominantly self-supporting by user charges.

Expenditures - An actual payment made by the City for goods or service, this includes current operating expenses which require the current or future use of net current assets, debt services, and capital outlays.

Fiduciary Funds - The City maintains three fiduciary funds. See Fiscal Policy for definition.

Fiscal Policy - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of governmental budgets and their funding.

Fiscal Year (FY) - A 12-month period to which the annual budget applies. The City of Plant City has specified October 1st to September 30th as its fiscal year.

Full-Time Equivalents (FTEs) - Employee positions, which are authorized in the adopted budget, to be filled during the year. One FTE is equivalent to a 40-hour per week position.

Fund - An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts.

Fund Balance - Fund balance is the excess of assets over liabilities. Fund balance is accumulated when revenues exceed expenditures and is decreased when revenues are less than expenditures. A negative fund balance is often referred to as a deficit.

General Fund - A fund set up to account for the ordinary operations of a governmental unit that are financed from taxes and other general revenues. All transactions not accounted for in some other fund are accounted for in this fund.

Governmental Funds - The City maintains thirty governmental funds. See Fiscal Policy for definition.

Intergovernmental Revenues - Revenue from other governments primarily Federal and State grants, but also payments from other local governments.

Internal Service Funds - The City maintains two internal service funds which are used to centralize services and allocate the cost of the services within the City government.

Millage – Tax rate on real property. One mill equals \$1 of tax per \$1,000 of assessed property value.

NonSpendable Fund Balance – Consist of amounts that cannot be spent either because they are in nonspendable form or because they are legally or contractually required to remain intact.

Operating Budget - The financial plan adopted for a single fiscal year.



City of Plant City Glossary

Operating Expenses - Those expenses from a fund which are directly related to accomplishing the fund's primary functions. Payroll would be one example of an operating expense.

Organization Chart - A flowchart or picture representation of the employee positions within a department and the hierarchy related to those positions.

P-Card - This is the City's procurement card program of credit cards for individual City employees.

Performance Measures - Accomplishments of a particular activity in relation to desired standards workload, effectiveness, and efficiency. These measures must be meaningful to the tasks of the activity involved, and verifiable.

Projected Revenues - The amount of estimated revenues to be collected during the fiscal year.

Property Tax - An ad valorem tax levied on both real and personal property according to the property's valuation and the tax rate.

Proposed Budget - The recommended City's budget submitted by the City Manager to the City Commission for adoption for the next fiscal year.

Proprietary Fund - The City maintains six proprietary funds, called enterprise funds and internal service funds. See Fiscal Policy for definition.

Purchase Order - A document which authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

Resolution - A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

Reserves - Accounts used to hold certain portions of a fund or types of assets as unappropriated for expenditures, or as legally set aside for a specific purpose.

Restricted Fund Balance – Consist of amounts that can be spent for specific purposes because of the City Charter, City Code, State or Federal laws, or externally imposed conditions by grantors or creditors.

Revenue - Income received by the City in support of the government's program of services to the community. It includes such items as property taxes, fees, user charges, grants and fines.

Special Revenue Funds - Funds established to account for revenues received by the City that are required by law, contract, or City policy to be spent for a particular purpose.

Transfers - The transfer of dollars from one fund to another. Treated for budget purposes as revenue in the receiving fund and as an expenditure from the originating fund. A transfer from a department to another department in the same fund or a program to



City of Plant City Glossary

another program in the same fund simply moves the appropriation, and does not require a revenue or expenditure to be recorded.

Unassigned Fund Balance - The residual portion of fund balance that does not meet any of the criteria for Restricted, Committed, or Assigned Fund Balance.

Unencumbered Balance - The year-end balance of a fund less outstanding encumbrances. The unencumbered balance at year-end in a fund together with the estimated revenues for the upcoming year determines the maximum amount available for appropriation in the next year's budget.



City of Plant City

Acronyms

ADA	American Disabilities Act
AFR	Annual Financial Report
ALS	Advanced Life Support
ATMS	Advanced Traffic Management System
BLS	Basic Life Support
BOA	Board of Adjustment
CDBG	Community Development Block Grant
CDL	Commercial Driver's License
CGFO	Certified Government Finance Officer
CIA	Certified Internal Auditor
CIE	Capital Improvement Element
CIP	Capital Improvement Plan
CIT	Community Investment Tax
CJNET	Criminal Justice Network
COLA	Cost-of-living allowance
CPA	Certified Public Accountant
CRA	Community Redevelopment Agency
DEA	Drug Enforcement Administration
DRC	Development Review Committee
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
ePCR	Electronic Patient Care Reporting
EQ	Equipment
EXP	Expense
FCIC	Florida Crime Information Center
FDLE	Florida Department of Law Enforcement
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FF	Firefighter
FICA	Federal Insurance Contribution Act
FLC	Florida League of Cities
FR	Fire Rescue
FTE	Full-Time Equivalent
FLSA	Fair Labor Standards Act
FPS	Fire Protection
FRS	Florida Retirement System



City of Plant City

Acronyms

FY	Fiscal Year
GAAP	Generally Accepted Accounting Principals
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
HCPLC	Hillsborough County Public Library Cooperative
HR	Human Resources
HRB	Historic Resources Board
IFB	Information for Bid
I.M.S.A	International Traffic Signal Association
IT	Information Technology
MIS	Management Information System
MLK	Martin Luther King
NCIC	National Crime Information Center
NFPA	National Fire Protection Association
NPDES	National Pollutant Discharge Elimination System
OSHA	Occupational Safety and Health Administration
P-Card	Purchasing Card
PCFR	Plant City Fire Rescue
PT	Part-Time
PY	Prior Year
REV	Revenue
RFP	Request for Proposal
RFQ	Request for Qualifications
RMS	Records Management System
RR&I	Repair, Replace and Improve
SCADA	Supervisory Control and Data Acquisition System
STEMI	S-Elevation Myocardial Infarction
SVCS	Services
SWFWMD	Southwest Florida Water Management District
TIF	Tax Increment Financing
TMT	Traffic Management Team
UCR	Uniform Crime Report
UM	Utilities Maintenance
UO	Utilities Operations
WRF	Water Reclamation Facility
WRM	Water Resource Management
WTP	Water Treatment Plants
W/S	Water/Sewer