

City of Winter Haven, Florida **A Distinctively Different City**

Dedicated to enhancing the unique lifestyle of its residents



**Fiscal Year 2021-2022 Operating Budgets and
Fiscal Year 2022-2023 Planned Operating Budgets**

*Cover renditions of Martin Luther King Jr. Park,
Skate Park & Amphitheater Projects off Lake Silver by Whitehead Construction*

In continuing Winter Haven's commitment to the preservation of the environment, recyclable paper was used to produce this document.



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Guide to Using the Budget

The intent of the budget document is to present the City of Winter Haven's budget in a comprehensive yet easy to read fashion. We have included this guide to break down the document into major sections and provide a brief description of what can be found in each section. The document starts with a Table of Contents.

- **Introduction** (pages 1 - 51)

The section opens with this Guide to Using the Budget followed by a cover page listing the Mayor, Commissioners and the Executive Management Team. Next is the GFOA Budget Award and then a summary of what the budget means, why certain funds are established and information related to Truth In Millage (TRIM). It is followed by an Organizational Chart and the Budget Message. The Budget Message discusses the major revenues and expenditures. It provides a brief look into the economy and how the budget is constructed. It includes various historical comparisons, details of grant related projects as well as purposes and descriptions of funds. A Postscript follows the Budget Message. The Postscript provides a clear detail of any item that changed from what was presented to the Commission initially to the final Adopted Budget. Next is our City Vision Plan, Mission Statement, a visual of our community, miscellaneous statistical data, a community profile and historical beginnings, the economic condition and outlook, some major initiatives, demographic statistics, principal taxpayers, historical millage rates, etc. are presented.

- **Processes/Policies** (pages 52 - 61)

This section discusses the budget adoption and amendment process, includes the Budget Calendar, accounting policies, Basis of Accounting and Budgeting Procedures and the General Fiscal Policy.

- **Organizational and Financial Summaries** (pages 62 - 90)

A chart reflecting the departmental structure for the city's budget begins this section. Followed are various graphs and charts detailing historical and current budget expenditures and revenues. A budget summary of all funds as well as a historical look at local millage rates can be found in this section. Included in this category is personnel information including a three (3) year personnel summary of full-time positions and staff changes from the previous budget year, a two (2) year itemized listing of full and part time budgeted positions with pay grade, salary range and exemption status. Completing this category is information regarding debt, which includes a history of Bonds, Notes & Certificates and debt ratio's.

- **Organization Structure / Fund Structure and Departments** (pages 91 – 213)

This section begins with a chart reflecting the financial structure for the city's budget. It is followed by a summary of each of those funds' revenues, expenses and fund balances. Historical revenue data for each of the funds is shared after the summaries. There is a Departmental Organization overview next which is then followed by a departmental organizational chart and information specific to the cost centers within these departments. The departments include; General Government, Office of the City Manager, Growth Management, Executive Services, Parks and Recreation, Public Works, Technology Services, Financial Services, Fire Services, Police Services, Utility Services and finally all non-departmental expenses within each fund.

- **Long-Range Financial Plan** (pages 214 – 222)

This section includes analysis and projections to help assist the City in managing future projects with fund availability. The independent firm, Stantec Consulting Services, Inc., compiled the data.

- **5 Year CIP (Capital Improvement Program)** (pages 223 - 287)

This section details various proposed capital improvement projects with a minimum cost of \$10,000 and a useful life of at least 5 years. It begins with a summary of funding sources for each of the projects and then details each specific project. This document is primarily a planning document, the purpose of which is to alert the City of upcoming large public improvement projects.

- **Rate & Fee Structures** (pages 288 - 302)

The rates for various City services including water, sewer and refuse can be found on these pages.

- **Glossary** (pages 303 - 306)

Frequently used terminology is defined in this section.

- **Acronyms** (page 307)

Frequently used acronyms are identified in this section.

- **Index** (page 308)

Listed in alphabetical order are basic topics included in the budget as well as the corresponding page number. It provides another method of maneuvering around in the budget.

ANNUAL OPERATING BUDGET FISCAL YEAR 2021-2022

City of Winter Haven, Florida



CITY COMMISSION



MAYOR:
Brad Dantzler

MAYOR PRO-TEM:
Nathaniel J. Birdsong

COMMISSIONERS:
Tracy Mercer
James "J.P." Powell
Brian Yates

CITY MANAGER
Mike Herr

DEPUTY CITY MANAGER
T. Michael Stavres

CITY ATTORNEY
John Murphy

CITY CLERK
Vanessa Castillo

EXECUTIVE MANAGEMENT TEAM

Parks, Recreation & Culture

Public Safety Services

Chief of Police

Fire Chief

Economic Opportunity & Community Investment

Financial Services

Winter Haven Water

Technology Services

Human Resources

Public Works

Airport

Julie Adams

Charlie Bird

David Brannan

Vacant

Eric Labbe

Cal Bowen

Gary Hubbard

Hiep Nguyen

Shawn Dykes

M.J. Carnevale

Alex Vacha

**Prepared By: Cal Bowen, Finance Director
Mary Zried, Budget Analyst
Allen Weeks, Chief Accountant**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Winter Haven

Florida

For the Fiscal Year Beginning

October 1, 2019

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 Winter Haven, Florida for its annual budget for the fiscal year beginning October 1, 2019.

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.

What is a Budget?

A budget is a financial and operating plan for a City for a period called a “fiscal year”. The City of Winter Haven’s fiscal year begins October 1st and ends September 30th. The fiscal year that began on October 1, 2020, and will end on September 30, 2021, is referred to as “Fiscal Year 2021”.

What is a Fund?

A fund is established to account for the receipt and use of specific revenues. Each fund is independent of all others. The General Fund is the largest and accounts for most of the traditional governmental services such as Recreation, Police, Fire and administrative departments including Executive Services, General Government, Finance, Streets and Planning.

Special Revenue Funds are created to account for specific revenues that can only be spent for certain purposes. Currently these include Library Fund, Community Development Fund, Local Housing Fund, Airport Fund, Cemetery Fund, CRA – Downtown and Florence Villa Funds, Federal Building, Building/Permitting Fund and the Impact Fee Fund.

An Enterprise Fund is used to account for a government service that is financed totally by user charges. These funds receive no tax money and are operated in much the same manner as a private business. Included as enterprise funds are the Solid Waste Fund, Utility Fund, Willowbrook Fund (for the City’s golf course), Stormwater Fund and the Dark Fiber Enterprise Fund.

The Capital Project Funds were created for the financing sources and expenditures associated with major multi-year capital projects. They include the Transportation Fund, 2007 Construction Fund and the 2015 Construction Fund.

Last of all of the budgeted funds are the Internal Service Funds. Although similar to the Enterprise Funds, they derive all their revenue by charging departments within the City for their services. The Internal Services Fund includes Human Resources, Facility Maintenance, Technology Services and Engineering Services. The Motor Pool Fund maintains City equipment and vehicles.

Truth In Millage (TRIM)

The budget and property tax rate adoption process is governed by State Statute known as TRIM (Truth in millage). Winter Haven properties are assessed by the County Property Appraiser’s office and taxes are collected by the Tax Collector’s Office. Property owners are eligible to receive a homestead exemption of up to \$50,000 on their principal place of residence.

The City is required to hold two public hearings for adoption of a property tax rate and budget. The first hearing occurs after citizens receive a TRIM notice from the Property Appraiser. The notice includes the following information:

1. The new assessed value and the assessed value for the prior year
2. The tax bill if the current property tax rate is levied for the new year
3. The tax bill if the rolled-back rate is levied for the new year (the rolled-back rate is that property tax rate which would derive the same amount of revenue based on the new assessed values as was raised in the prior year at the old assessed values; it discounts for inflation); and
4. The property tax bill if the proposed budget is adopted

The second public hearing is advertised by means of a 1/4–page newspaper advertisement. Accompanying this advertisement is a summary of the revenues and expenditures contained within the budget tentatively approved at the first public hearing.

CITY OF WINTER HAVEN ORGANIZATIONAL CHART 2021/2022

CITIZENS OF WINTER HAVEN

CITY COMMISSION

*Brad Dantzler, Mayor; Nat Birdsong, Mayor Pro Tem;
Tracy Mercer, Commissioner; James "JP" Powell, Commissioner; Brian Yates, Commissioner*

CITY ATTORNEY

*John Murphy, City Attorney
(Legal Services contractually provided)*

CITY MANAGER

*Mike Herr, City Manager
T. Michael Stavres, Deputy City Manager
Christine Samuel, Dir. Of Diversity/Inclusivity
Public Affairs and Communications Director*

CITY CLERK

*Vanessa Castillo, City Clerk
Joanna Abernathy, Deputy
City Clerk / Records Manager*

AIRPORT

*Alex Vacha, Department Director
Airport Administration; Operations; Maintenance;
Grant Applications and Administration;
Airport Billing and Collections*

FINANCIAL SERVICES

*Calvin T. Bowen, Department Director
Budget; Accounting; Payroll; Purchasing;
Risk-Contract Management;
Courier/Mail Service; Internal Audit*

ECONOMIC OPPORTUNITY & COMMUNITY INVESTMENT

*Eric Labbe, Department Director
Engineering; Planning; CDBG/SHIP
Building/Permitting;
Downtown & Florence Villa CRAs*

PARKS, RECREATION, & CULTURE

*Julie Adams, Department Director
Library; Recreation;
Parks, Grounds, & Cemeteries;
Athletics;
Facility Maintenance*

HUMAN RESOURCES

*Shawn Dykes, Department Director
Human Resources;
Organizational Effectiveness;
Safety, Health, & Wellness;
Special Assignments*

PUBLIC WORKS

*M. J. Carnevale, Department Director
Natural Resources;
Streets & Drainage;
Transportation(TIP); Solid Waste;
Fleet Maintenance*

TECHNOLOGY SERVICES

*Hiep Nguyen, Department Director
Information Technology;
Dark Fiber Enterprise; GIS;
Internal/External Web Site Development*

WINTER HAVEN WATER

*Gary Hubbard, Department Director
Administration; Asset Management; Utility
Account Services/Payment Services; Field
Services; Water Production & Distribution;
Wastewater Operation & Maintenance*

PUBLIC SAFETY SERVICES

*Charlie Bird, Department Director
David Brannan, Chief of Police
Police Administration; Police Support & Community Services; Law
Enforcement Operations; Code Compliance; Fire Administration; Fire
Emergency Services; Fire Prevention & Education; Fire Emergency Mgt.*

WINTER HAVEN

The Chain of Lakes City

August 2, 2021

To the Honorable Mayor,
Members of the City Commission
The City of Winter Haven, Florida

We are pleased to submit for your consideration and approval the Fiscal Year 2021-2022 City of Winter Haven Operating Budget. The \$182.8 million budget is a responsible spending plan which provides our citizens with the same level of service as in previous years.

KEY BUDGET HIGHLIGHTS:

- A. The millage rate is budgeted to remain at 6.79 mills, the same millage rate employed since FY 2018-2019. Once again one mill is dedicated to the five year capital plan approved by the City Commission. The proposed rate is 3.75% above the rolled-back rate of 6.5445 and must be advertised as a tax increase.
- B. Thirty new employee positions are budgeted at 75% of the fiscal year as follows:
- Ten additional employees are added to the Fire Department Budget, nine of which are Firefighters. Four of the Firefighter positions are projected to be funded by a SAFER grant.
 - An Assistant Superintendent position is added to the Streets Division Budget.
 - Two new employees are added to the CRA Fund budget, one for each District.
 - Three positions are added to the Building Safety Fund Budget. One inspector and two office personnel make up the three positions.
 - Six additional positions are added to the Solid Waste Fund, three of which are Drivers and three Diversified Operators.
 - Five new employees are budgeted in the Utility Fund. The positions are spread across the various Fund cost centers.
 - A Natural Resource Specialist position is added to the Stormwater Fund.
 - A Business Technology Support Specialist position is added to the Technology Services Department to support the Police Body Camera project.
 - A new Mechanic position is budgeted at the Motor Pool.
- C. The City's Pay Plan is adjusted to comply with the \$15.00 per hour minimum wage law.
- D. An Employee Step Plan is budgeted across all funds. The cost of implementation of the Plan for FY 2021-2022 is \$1,070,000.
- E. \$350,000 is dedicated to the Not for Profit organizations.

F. City Partners are budgeted as follows:

Main Street Winter Haven	\$ 70,000
Chamber of Commerce	\$ 30,000
Economic Development Commission	\$135,000
Bus Service	\$261,659

G. A \$22.5 million bond issue is proposed in the FY 2021-2022 Budget along with \$7,986,712 internal proceeds and grant funds. Projects totaling \$30,486,712 are added to the 2015 Construction Fund as follows:

Chain of Lakes Phase II	\$8,000,000
Winter Haven Recreation & Culture Center	4,500,000
Parking Garage	4,500,000
Fire Station No. 4	4,000,000
Fire Station No. 5	4,000,000
Lake Conine Recreation Improvements	1,900,000
Lake Maude Phase II	1,800,000
Lake Elbert Trail	750,000
Pocket Park – Fire Station No. 3	500,000
Estimated Bond Costs	<u>536,712</u>
	\$30,486,712

H. In FY 2021-2022 the Airport operation will move out of the Growth Management Department and become a stand-alone Department. The current Airport Manager will become a Department Director.

I. The budget includes the sale of Wastewater Plant #3 property for \$1.3 million. The proceeds are transferred to the 2015 Construction Fund to be included with bond proceeds to fund additional capital projects.

ECONOMIC OUTLOOK:

The economic outlook recorded in the FY 2020-2021 budget forecasted a quick economic recovery once a COVID vaccine was available. It further predicted interest rates to remain low during the year as well as the inflation rate. This prediction was spot on. Inflation did spike to 4.5% in June 2021 but the Federal Reserve thinks this is a temporary spike.

During the FY 2020-2021 the City's economically driven revenues suffered only small declines despite dire predictions from some quarters. The housing boom which began in FY 2019-2020 continued at a robust pace and is budgeted to continue into FY 2021-2022 but at a slightly reduced rate.

The FY 2021-2022 Budget was constructed assuming continued low interest rates and modest increases in inflation. The Federal Reserve's plan appears to be to reduce the purchase of Treasury and Mortgage backed securities to keep the economy from overheating. Only after this has run its course will they consider raising interest rates. This is predicted to not happen until late FY 2021-2022.

Grants

The FY 2021-2022 Budget contains \$18,448,703 in grant revenues and \$29,203,738 in expenditures for grant funded projects. A number of grant projects are carryovers from the FY 2020-2021 Budget; therefore, columns are included for both years to facilitate the tracking of grant revenues and expenditures.

	<u>Total Project</u>		<u>FY 2020-2021</u>		<u>FY 2021-2022</u>		<u>CC</u>
	<u>Revenue</u>	<u>Expense</u>	<u>Revenue</u>	<u>Expense</u>	<u>Revenue</u>	<u>Expense</u>	
General Fund							
1 BJA/OJP	\$ 8,750	\$ 17,500	\$ -	\$ -	\$ 8,750	\$ 17,500	206
2 JAG County-Wide	24,280	25,680	11,800	13,200	12,480	12,480	206
3 Byrne Direct	16,800	16,800	-	-	16,800	16,800	206
4 County SRO	542,706	723,608	239,647	319,529	303,059	404,079	200
5 SAFER Grant	260,052	260,052	-	-	260,052	260,052	213
6 Urban Forestry	40,000	80,000	20,000	40,000	20,000	40,000	401
7 DOJ PPE Reimbursement	47,714	47,714	47,714	47,714	-	-	200
8 DOH - EMS Grant	37,969	50,625	37,969	50,625	-	-	213
9 Arbor Day Foundation	5,504	5,504	-	-	5,504	5,504	401
Subtotal General Fund	\$ 983,775	\$ 1,227,483	\$ 357,130	\$ 471,068	\$ 626,645	\$ 756,415	
Airport Fund							
10 Security System	\$ 1,010,707	\$ 1,256,692	\$ 10,707	\$ 6,692	\$ 1,000,000	\$ 1,250,000	410
11 Taxiway C	1,777,110	1,909,998	1,777,110	1,909,998	-	-	410
12 Taxiway B	3,799,118	3,803,247	255,080	265,709	3,544,038	3,537,538	410
13 T Hanger #270	316,075	126,962	316,075	126,962	-	-	410
14 Coronavirus	23,000	23,000	23,000	23,000	-	-	410
Subtotal Airport Fund	\$ 6,926,010	\$ 7,119,899	\$ 2,381,972	\$ 2,332,361	\$ 4,544,038	\$ 4,787,538	
Downtown CRA Fund							
15 DEO Grant	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ 40,000	957
Subtotal DT CRA Fund	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ 40,000	
Transportation Fund							
16 Lake Silver Project	\$ 1,234,469	\$ 1,270,903	\$ 1,112,319	\$ 1,148,753	\$ 122,150	\$ 122,150	205
17 Ave K Project	692,000	1,165,450	-	165,450	692,000	1,000,000	205
18 Ave C Project	1,442,866	1,557,930	-	-	1,442,866	1,557,930	205
19 Lake Howard Walk	428,525	478,475	-	49,950	428,525	428,525	205
Subtotal Trans Fund	\$ 3,797,860	\$ 4,472,758	\$ 1,112,319	\$ 1,364,153	\$ 2,685,541	\$ 3,108,605	

	<u>Total Project</u>		<u>FY 2020-2021</u>		<u>FY 2021-2022</u>		<u>CC</u>
	<u>Revenue</u>	<u>Expense</u>	<u>Revenue</u>	<u>Expense</u>	<u>Revenue</u>	<u>Expense</u>	
2015 Construction Fund							
20 Tourist Dev. Council	\$ 5,200,000	\$ 9,197,215	\$ -	\$ -	\$ 5,200,000	\$ 9,197,215	413
21 FL Legis. Appropriation	200,000	200,000	-	-	200,000	200,000	413
22 FRDAP - MLK	200,000	200,000	200,000	200,000	-	-	413
23 Polk County - Lake Conine	300,000	300,000	-	-	300,000	300,000	413
24 FRDAP - Lake Conine	200,000	400,000	-	-	200,000	400,000	413
<i>Subtotal 2015 Const Fund</i>	\$ 6,100,000	\$ 10,297,215	\$ 200,000	\$ 200,000	\$ 5,900,000	\$ 10,097,215	
Water & Sewer Fund							
25 Generators for Lift Stations	\$ 158,136	\$ -	\$ -	\$ -	\$ 158,136	\$ -	305
26 By-pass Pump	55,982	-	-	-	55,982	-	305
27 South Basin Study	150,000	300,000	70,604	300,000	79,396	-	305
28 Reclaimed Interconnect	660,000	4,000,000	-	-	660,000	4,000,000	324
29 Potable Reuse Study	100,000	200,000	-	-	100,000	200,000	324
30 Peace Creek Watershed	250,000	500,000	-	-	250,000	500,000	305
31 Pollard Road Water Main	200,000	200,000	-	-	200,000	200,000	322
32 Peace Crk Flood Mitigation	225,000	450,000	-	-	225,000	450,000	305
33 AWS Transmission	500,000	1,000,000	-	-	500,000	1,000,000	324
34 Septic Sewer	625,000	1,250,000	-	-	625,000	1,250,000	323
35 Nature Center	40,000	350,000	-	-	40,000	350,000	305
36 ASR Wellfield	250,000	500,000	-	-	250,000	500,000	324
<i>Subtotal W/S Fund</i>	\$ 3,214,118	\$ 8,750,000	\$ 70,604	\$ 300,000	\$ 3,143,514	\$ 8,450,000	
Stormwater Fund							
37 Polk County	\$ 618,675	\$ 618,675	\$ 618,675	\$ 618,675	\$ -	\$ -	300
38 SWFWMD	857,250	857,250	857,250	857,250	-	-	300
39 FDEP	750,000	750,000	750,000	750,000	-	-	300
40 FDEP	50,150	85,000	50,150	85,000	-	-	300
41 SWFWMD	120,000	240,000	-	-	120,000	240,000	300
42 Unknown	500,000	700,000	-	-	500,000	700,000	300
43 FDEP	50,000	85,000	-	-	50,000	85,000	300
44 FDEP	300,000	400,000	-	-	300,000	400,000	300
<i>Subtotal Stormwater Fund</i>	\$ 3,246,075	\$ 3,735,925	\$ 2,276,075	\$ 2,310,925	\$ 970,000	\$ 1,425,000	
45 CDBG Fund	\$ 675,000	\$ 675,000	\$ 447,000	\$ 447,000	\$ 228,000	\$ 228,000	505
46 SHIP Fund	\$ 388,020	\$ 523,217	\$ 77,055	\$ 212,252	\$ 310,965	\$ 310,965	105
<i>Total All Funds</i>	\$ 25,370,858	\$ 36,841,497	\$ 6,922,155	\$ 7,625,879	\$ 18,448,703	\$ 29,203,738	

- 1) The OJP (Office of Justice Programs) Grant is a Police Department Federal 50/50 Grant passed through the Florida Department of Economic Opportunity. Grant proceeds are budgeted to purchase bulletproof vests.
- 2) The JAG County Wide Grant is a Police Department Federal 100% Grant passed through the Florida Department of Law Enforcement. In FY 2021-2022 grant proceeds will be used to purchase officer safety equipment.
- 3) The Byrne Direct Grant is a Police Department federal grant passed through the Florida Department of Community Affairs. In FY 2021-2022 grant proceeds will be used to purchase yet to be determined equipment.
- 4) The Polk County School System provides funding annually for School Resource Officers. The FY 2021-2022 Budget includes 75% funding of salary and benefits for six police officers.
- 5) It is anticipated that four firefighter positions will be 100% funded through the SAFER grant program. The grant has yet to be applied for.
- 6) The Florida/Forest Service will pay 50% of the \$40,000 cost of conducting a tree canopy inventory in the City.
- 7) The Department of Justice reimbursed the City \$47,714 of the cost of purchasing personal protective equipment during the COVID pandemic.
- 8) The Department of Health provided \$37,969 of the \$50,625 costs of purchasing 34 AEDs. The funds must be spent by June 30, 2022. EMS Grant M9048.
- 9) The Arbor Day Foundation is providing a new tree grant in the amount of \$5,504 with no City match.
- 10) The FDOT is budgeted to pay 80% of the costs of installing cameras and other security devices at the Winter Haven Airport.
- 11) The design and construction of Taxiway C is estimated to be complete in FY 2020-2021. The FAA will pay 86.7%, FDOT 6.3% and the City 7%.
- 12) The FAA will pay 91.8% of the cost of design and construction of Taxiway B, FDOT 4.1%, and the City 4.1%. The FAA deemed this project more important than the Taxiway E project which was stopped after design.
- 13) The construction of T Hanger #270 was completed in FY 2020-2021. The FDOT paid 80% of the costs.
- 14) The FDOT gave the Airport \$23,000 Coronavirus money to be used however the City saw fit for airport operating purposes.
- 15) The Department of Economic Opportunity has awarded the Downtown CRA a \$40,000 Community Planning Technical assistance grant. The funds will be used to update the Community Redevelopment Plan.
- 16) The FDOT is estimated to pay 97% of the Lake Silver Streetscaping Project.
- 17) The FDOT is budgeted to pay \$692,000 of the \$1.0 million estimated construction costs of the Avenue K Street Project. The City will bear all of the estimated \$165,450 design costs.
- 18) The FDOT will pay 100% of the construction costs but none of the design costs of the Avenue C SW/2nd Street SW Complete Street Project.

- 19) The City plans to extend a sidewalk around the south side of Lake Howard. The plan is for FDOT to pay the construction costs of \$428,525 with the City paying the survey/design costs.
- 20) The Polk County Tourist Development Council is budgeted to fund \$5.0 million toward the Chain of Lakes Phase II Project construction and \$200,000 for a study. The additional \$4,197,215 will be provided by a proposed bond issue.
- 21) The Florida Legislature has appropriated \$200,000 for the renovation of Martin Luther King Park.
- 22) FRDAP agreed to support the Martin Luther King Park renovation at \$200,000.
- 23) The County Community Development Block Grant Program is budgeted to provide \$300,000 for recreation amenities at the newly constructed Lake Conine Watershed Project.
- 24) FRDAP is budgeted to provide \$200,000 toward the planned recreation amenities at the Lake Conine Watershed Project.
- 25) With a grant from FEMA the City in FY 2019-2020 purchased generators for four lift stations. FEMA is slated to pay the City \$158,136 but due to continuing issues with FEMA the payment has not been made.
- 26) FEMA was to reimburse the City for the purchase in FY 2019-2020 of a by-pass pump at Wastewater Plant #2. For unknown reasons FEMA has been slow to pay the City for the pumps.
- 27) The South Basin Recharge Study is a \$150,000 SWFWMD 50/50 grant. \$70,604 was received in FY 2020-2021 with the remainder expected in FY 2021-2022.
- 28) The Reclaimed Water Interconnect is the residual from a SWFWMD grant from a number of years ago. The grant was used to construct a reuse tank at Wastewater Plant #3. A majority of the cost will be paid by an SRF Loan.
- 29) The Potable Reuse Feasibility Study is a 50/50 grant with SWFWMD to study the feasibility of converting reuse water into drinking water.
- 30) The Upper Peace Creek Watershed Optimization Study is a 50/50 project with SWFWMD. This project will proactively address flooding, water systems, and economic development.
- 31) The Pollard Road Water Main is a 100% grant project with FDEP. This project extends a water line from Pollard Road to Wastewater Plant #3.
- 32) The East Peace Creek Flood Mitigation Project is a 50/50 grant with DEO to study flood control on the Peace Creek. This study will look at flooding problems, wet lands restoration, and water storage.
- 33) The AWS Transmission Project is a 50/50 grant with SWFWMD to extend reuse 1.5 mile to the east of Wastewater Plant #3.
- 34) The Septic to Sewer Project is a 50/50 grant with Heartland to connect septic tanks in the north area of the City to the City's sewer system.
- 35) A grant from the Nature Conservancy to develop an Integrated Water Resources Master Plan.
- 36) ASR Wellfield is a project to design a system to inject reuse and stormwater into the Upper Floridian Aquifer. The goal is to sustain lake levels.
- 37) Polk County is budgeted to pay \$618,675 toward the Lake Conine Project.
- 38) SWFWMD is budgeted to pay \$857,250 toward the Lake Conine Project.

- 39) FDEP is budgeted to pay \$750,000 toward the Lake Conine Project.
- 40) FDEP will fund a sustainability study to examine regional hydrology.
- 41) Raingardens are to be constructed in the downtown area to capture rain water before it drains into local lakes. SWFWMD will pay 50% of the costs.
- 42) Staff plans to expand the Lake Howard Nature Park and expects to receive grant funding from a yet to be determined source.
- 43) FDEP is budgeted to fund the development of a local Stormwater model specifically for Winter Haven.
- 44) FDEP is budgeted to fund \$300,000 of the estimated \$400,000 costs of a South Lake Howard Nature Center.
- 45) CDBG (Community Development Block Grant) monies from the County are assigned to the redevelopment of the Winter Haven Recreation and Culture Center (Northeast Complex).
- 46) SHIP (State Housing Initiative Partnership) funding comes from the State of Florida from the Sadowski Affordable Housing Act. The FY 2021-2022 allocation will be used for down payment assistance and special needs construction.

GENERAL FUND

Revenues \$53,734,058

Ad Valorem Taxes:

The taxable value of property located in Winter Haven was \$3,055,022,517 on July 1, 2021 as certified by the Property Appraiser. This value equated to a \$228,711,431 increase over the previous year's taxable value and calculates to an 8.09% increase. After allocating \$212,983,812 of taxable value to the two CRA Districts, the General Fund has \$2,842,038,705 with which to apply the millage rate for general purposes. Utilizing the current millage rate of 6.7900 mills and a collection rate of 96 ½%, the General Fund's FY 2020-2021 ad valorem taxes is budgeted to be \$18,622,032 a \$1,448,287 increase over estimated FY 2020-2021 collections.

State Shared Revenues:

The half-cent sales tax line item is the largest item in this category. With an economic recovery underway from the COVID-19 induced recession, one-half cent sales tax revenues are forecast to increase \$300,000 over the \$3,200,000 estimated FY 2020-2021 collections. All the revenue sources in this category are driven by economic conditions in the local area. The City was fortunate to not have suffered the loss of economic revenues many states did during the COVID era.

Parks and Recreation Revenues:

Parks and Recreation revenues were the hardest hit revenue category during the COVID pandemic due to the closure of many facilities. Revenues in FY 2020-2021 are anticipated to increase \$340,125 over the previous year and increase an additional \$257,080 in FY 2021-2022.

Contributions:

The contribution from the Water and Sewer Fund are reduced \$300,000 from the previous year. This is in keeping with the commitment to reduce the annual contribution by \$300,000 per year until the contribution is less than 12% of the prior year's operating revenues as reported in the prior year's CAFR. The current reduction is 12.5% of the FY 2019-2020 CAFR operating revenues. It is expected that the commitment will be met after the 2021-2022 fiscal year.

Expenditures \$55,234,058

With additional revenues in the General Fund, a number of positive additions were able to be added to the budget in the upcoming year. A listing of some of the additions is as follows:

- Nine new firefighter personnel were added to the Budget, four of which are budgeted to be funded by proceeds from a SAFER Grant.
- Additional debt service costs in the amount of \$945,305 is budgeted to help fund a proposed \$22.5 million bond issue. The bond issue will fund new projects listed in the 2015 Construction Fund.
- A salary step plan is budgeted to be implemented in FY 2021-2022. The General Fund's share of the cost is approximately \$650,000.
- The General Fund continues to fund capital projects identified in FY 2018-2019 to be funded from an additional 1 mill in the ad valorem rate.
- The Budget sets aside \$350,000 to be allocated to not-for-profit organizations approved by the City Commission.
- The FY 2021-2022 General Fund Budget sets aside \$218,000 as a contingency balance available for unforeseen events or additional projects requested by the City Commission.

LIBRARY FUND

Revenues
\$1,692,661

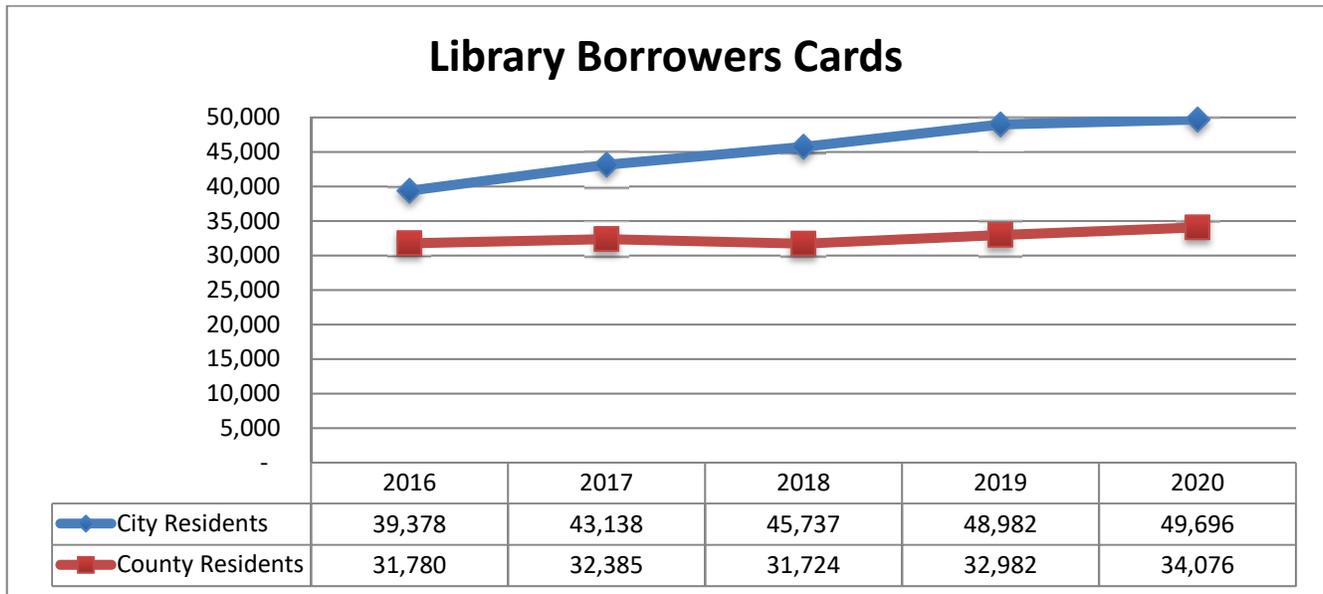
During the Pandemic fines and various fees for Library services were suspended. Suspension of the fees and fines proved to be popular with the general public. Therefore, it is the intention of staff to continue the practice of no fees for Library services post Pandemic.

The annual contribution from Polk County is budgeted at the same \$501,941 received in the previous year.

Expenditures
\$1,936,399

The Library is slated to operate with 14.15 full time and 3.0 part time employees in FY 2021-2022, the same number as previous year.

The annual debt service the fund paid for debt used to build the Library was completed in FY2020-2021. There is no debt service budgeted to be paid from the Fund in FY 2021-2022.



CDBG AND SHIP

The Community Development Fund is budgeted to transfer \$447,000 in FY 2020-2021 and \$228,000 in FY 2021-2022 to the 2015 Construction Fund to be applied to the costs of remodeling the Winter Haven Recreation and Cultural Center.

The SHIP Fund anticipates receiving \$310,965 from the State of Florida to be used for down payment assistance and Special Needs construction.

AIRPORT FUND

**Revenues
\$6,655,847**

Grant proceeds are by far the largest source of funds for the Airport operation in FY 2021-2022. A schedule of grant proceeds and project expenditures is as follows:

<u>Project</u>	<u>2021 Cost</u>	<u>2021 FAA Revenue</u>	<u>2021 FDOT Revenue</u>	<u>2021 City Contribution</u>
Security System	\$ 6,692	\$ 0	\$ 10,707	\$ 0
Taxiway C	1,909,998	1,656,185	120,925	132,888
Taxiway B	265,709	244,452	10,628	10,629
T Hanger 270	126,962	0	316,075	0
Corona Virus	0	23,000	0	0
Total	\$2,309,361	\$1,923,637	\$458,335	\$ 143,517

<u>Project</u>	<u>2022 Cost</u>	<u>2022 FAA Revenue</u>	<u>2022 FDOT Revenue</u>	<u>2022 City Contribution</u>
Security System	\$1,250,000	\$ 0	\$1,000,000	\$ 250,000
Taxiway C	0	0	0	0
Taxiway B	3,537,538,	3,544,038	0	0
T Hanger 270	0	0	0	0
Corona Virus	0	0	0	0
Total	\$4,787,538	\$3,544,038	\$1,000,000	\$ 250,000

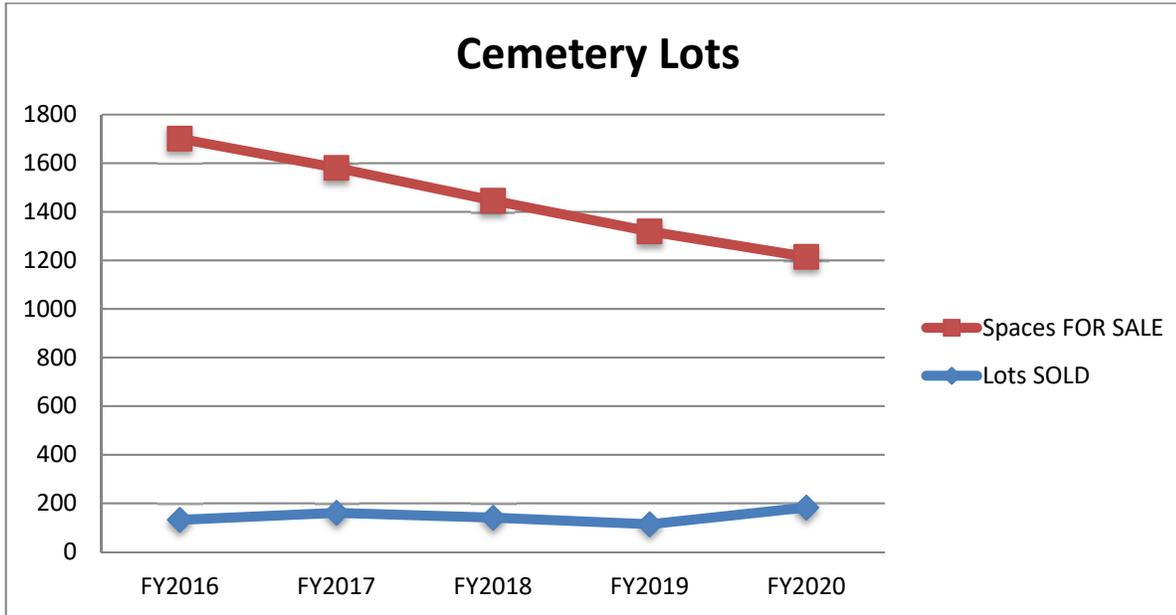
**Expenditures
\$7,378,221**

The Airport Fund is anticipated to carry a \$722,374 cash surplus forward to FY 2021-2022. The carryforward will assist in reducing the General Fund's support of the Airport operation from \$1,496,183 in FY 2020-2021 to \$348,012 in FY 2021-2022.

CEMETERY FUND

Revenues
\$332,350

As a result of revenues expected to exceed budget by \$108,844 in FY 2020-2021, the General Fund's support of the operation is eliminated in FY 2021-2022. Every revenue category is anticipated to substantially exceed beginning budget expectations in FY 2020-2021.



Expenditures
\$655,185

The Cemetery staff maintains 5 cemeteries with a staff of 5.30 people. The FY 2021-2022 budget plans for the operation to function with the same number of employees as the previous year. The FY 2021-2022 budget provides \$127,013 refund back to the General Fund as a return of a portion of the annual support the General Fund provides to the Cemetery Fund.

DOWNTOWN CRA FUND

Revenues
\$2,422,280

The current year taxable property value in the Downtown CRA District increased \$6,486,756 (1.9%) and the 1999 Base Year value decreased \$267,260 causing the net value of the increment value to increase \$6,754,016 (3.8%). The budget assumes that both the City's and County's millage rates, 6.7900 and 6.899 respectively, will remain the same in the coming year. The 3.8% increase in taxable value available to the District resulted in \$87,833 more dollars from ad valorem revenues.

In July 2021, the City was notified that the Downtown CRA would receive a \$40,000 Community Planning Technical Assistance Grant from DEO. The funds are to be used to update the Downtown Community Redevelopment Plan.

Expenditures
\$3,719,843

The CRA budgets are prepared prior to the CRA Advisory Boards making a budget recommendation to the City Commission. As a result, staff assigns costs for personnel, operations, debt service and budgets any remainder as capital items. The allocable dollars are \$1,595,000 in FY 2021-2022.

The debt service on the 2011 Sales Tax Bond falls off in FY 2021-2022 and is replaced by 41% of the debt service on a \$22.5 million bond. The Downtown CRA's debt portion entails some of the estimated debt on the Phase II Chain of Lakes Project (\$4,000,000) and the proposed Downtown Parking Garage Project (\$4,500,000).

An additional employee is added to the Downtown CRA Budget in FY 2021-2022. A Project Manager is budgeted for 75% of the year.

FLORENCE VILLA CRA FUND

Revenues
\$540,055

The taxable value of property in the Florence Villa CRA District increased by 9.7% compared to the previous year. The increase resulted in \$92,242 more ad valorem revenue in FY2021-2022, assuming the City's and County's millage rates remain the same as they were in FY2020-2021.

Expenditures
\$969,483

As with the Downtown District the Florence Villa CRA Fund budget is prepared prior to approval of the Advisory Committee and CRA Board. Staff completes the personnel, operating, debt service and non-departmental sections of the budget and allocates the remaining available budget to capital. In effect this is the balance available for reallocation by the Board. The allocable dollars are calculated to be \$679,300.

The 2011 Sales Tax Bond matured on October 1, 2021. A new bond is proposed for projects in the District. The FY 2021-2022 budget includes debt service on the new bond in a similar amount paid on the 2011 Bond.

The FY 2021-2022 Budget includes a new Neighborhood Planner position. This employee will work exclusively in the Florence Villa area of the City.

FEDERAL BUILDING FUND

Revenues
\$142,975

The United States General Services Administration donated the Federal Building to the City in 2003 in an effort to dispose of surplus Federal Buildings. The original lease with the United States Department of Agriculture (USDA), the buildings lone tenant, expired on November 30, 2019.

The City and the USDA agreed to a standstill agreement which had an expiration date of May 31, 2021. However, the City and the USDA were able to reach an agreement in November 2020. According to the agreement the USDA will pay \$136,061.40 per year beginning in FY 2019-2020 with a 2 ½% annual escalator. The lease expires on November 30, 2024.

Expenditures
\$123,691

After paying anticipated maintenance expenses in FY 2021-2022 the fund will transfer \$50,000 surplus to the General Fund leaving an anticipated fund balance of \$36,001 for emergencies.

BUILDING/PERMITTING FUND

Revenues
\$1,856,000

Winter Haven has experienced unprecedented growth the past two fiscal years. This growth has been reflected in unusually high building permit revenue. History indicates that at some point building will slow considerably. With this in mind, Building Permit Fund revenues are budgeted to decrease in FY 2021-2020 but remain at a higher than average level.

Expenditures
\$1,966,402

The Building Permit operation is budgeted to add three new positions in FY 2021-2022. Two of the additional employees will work in the office and the third will work primarily in the field as an inspector.

The Building Permit Fund will continue support of five Fire Inspectors enforcing the Fire Code in the General Fund.

IMPACT FEE FUND

	Beginning Balance	<u>Revenue</u>	<u>Expenditures</u>	<u>Interest Revenue</u>	<u>Ending Balance</u>
Library	\$ 98,895	\$ 75,000	\$ 52,000	\$ 225	\$122,120
Transportation	229,294	300,000	508,000	100	21,394
Police	307,143	400,000	438,432	225	268,936
Fire	413,033	500,000	911,356	150	1,827
Parks & Recreation	<u>323,523</u>	<u>750,000</u>	<u>947,222</u>	<u>300</u>	<u>126,601</u>
Total	\$1,371,888	\$2,025,000	\$2,857,010	\$1,000	\$540,878

- **Library** – The Library book inventory must be expanded to accommodate the growth in Winter Haven and the surrounding area.
- **Transportation** – Transportation Impact Fees are budgeted to be transferred to the Transportation Construction Fund. \$308,000 of the transfer is to bring the allocation of funds for the Avenue K Project to \$1.0 million. \$200,000 is to supplement the \$500,000 budgeted for the First Street/Cypress Gardens Blvd. Intersection Project.
- **Police** – A recent change in the Statute controlling Impact Fees now allows these funds to be used to purchase Police vehicles. \$438,432 is budgeted to be transferred to the General Fund to offset the Capital Depletion transfer for the purchase of new Police vehicles.
- **Fire** - A recent change in the Statute controlling Impact Fees now allows these funds to be used to purchase Fire vehicles. \$791,356 is budgeted to be transferred to the General Fund to offset the Capital Depletion transfer for the purchase of new Fire vehicles. An additional \$120,000 is transferred to the General Fund to offset a portion of the costs of two new fire stations.
- **Parks/Recreation** – Parks & Recreation Impact Fees are budgeted to be transferred to the 2015 Construction Fund for the Sertoma Park Project (\$131,969), the Market Piazza Project (\$165,253), and \$650,000 as a match of bond proceeds for Recreation Projects.

Summary of Fund Transfers:

Library Fund	\$ 52,000
General Fund	1,349,788
2015 Construction Fund	947,222
Transportation Fund	<u>508,000</u>
	\$2,857,010

WINTER HAVEN AFFORDABLE HOUSING FUND

A new fund was added to accommodate the City’s allocation of monies to affordable housing. The FY 2021-2022 Budget included a \$1,500,000 transfer from the General Fund.

TRANSPORTATION FUND

The Intersection Projects are moved to the Transportation Fund from the 2015 Construction Fund in FY 2021-2022. In FY 2020-2021 \$400,000 Intersection Project dollars were loaned to the Lake Elbert Trail Project to jumpstart the project one year before funding is scheduled. In FY 2021-2022 \$400,000 of the \$800,000 scheduled to be funded for the Lake Elbert Project from the General Fund will be diverted to the Transportation Fund to repay the advance. A three year revenue and expense budget is as follows:

	<u>Project</u>	<u>Expense</u>				<u>Funding Source</u>	
		<u>Design</u>	<u>Construction</u>	<u>Other</u>	<u>Total Cost</u>	<u>*Grant</u>	<u>City</u>
FY 2020-2021							
	Lake Silver	*\$31,209	\$1,099,344	\$18,200	\$1,148,753	\$1,112,319	\$54,634
	TIP	-0-	1,420,000	-0-	1,420,000	-0-	1,420,000
	Ave. K	165,450	-0-	-0-	165,450	-0-	165,450
	Lk Howard Walk	-0-	-0-	49,950	49,950	-0-	49,950
	Quiet Zone	-0-	486,859	-0-	486,859	-0-	486,859
	Total	\$196,659	\$3,006,203	\$68,150	\$3,271,012	\$1,112,319	\$2,176,893
FY 2021-2022							
	Lake Silver	\$-0-	\$122,150	\$-0-	\$122,150	\$122,150	\$-0-
	Ave. C	115,064	1,442,866	-0-	1,557,930	1,442,866	115,064
	Ave. K	-0-	1,000,000	-0-	1,000,000	692,000	308,000
	Lk Howard Walk	-0-	428,525	-0-	428,525	428,525	-0-
	Intersections	-0-	1,900,000	-0-	1,900,000	-0-	1,900,000
	TIP	-0-	1,000,000	-0-	1,000,000	-0-	1,000,000
	Sidewalks	-0-	75,000	-0-	75,000	-0-	75,000
	**6 th St. Project	-0-	40,000	-0-	40,000	-0-	40,000
	^1 st St./CGB	-0-	700,000	-0-	700,000	-0-	700,000
	Total	\$115,064	\$6,708,541	\$-0-	\$6,823,605	\$2,685,541	\$4,138,064
FY 2022-2023							
	Intersections	\$-0-	\$1,400,000	\$-0-	\$1,400,000	\$-0-	\$1,400,000
	TIP	-0-	1,000,000	-0-	1,000,000	-0-	1,000,000
	Sidewalks	-0-	75,000	-0-	75,000	-0-	75,000
	Total	\$-0-	\$2,475,000	\$-0-	\$2,475,000	\$-0-	\$2,475,000

**FDOT has allocated \$977,854 to construction in FY 2025-2026

^FDOT designed project, City to pay construction costs

*All budgeted grant proceeds are from FDOT

2015 CONSTRUCTION FUND

Revenue
\$31,427,814

The FY 2021-2022 Construction Fund Budget assumes the issuance of a \$22,500,000 Bond. Bond proceeds plus other sources will fund additional projects as well as fully fund existing projects that need additional funding. The additional sources are as follows:

Bond Proceeds	\$22,500,000
TDC Contribution for COL Phase II	4,000,000
2015 Land Sale Equity	1,536,712
Land Sale Proceeds – Utility	1,300,000
Parks/Rec Impact Fees	650,000
County CDBG – Lake Conine	300,000
FRDAP Grant – Lake Conine	200,000
TOTAL ADDITIONAL SOURCES	\$30,486,712

Expenditures
\$41,471,354

The projects to which the above sources are assigned are as follows:

COL Phase II	\$8,000,000
Northeast Complex	4,500,000
Parking Garage	4,500,000
Fire Station #4	4,000,000
Fire Station #5	4,000,000
Lake Conine Recreation Improvements	1,900,000
Lake Maude – Phase II	1,800,000
Lake Elbert Trail	750,000
Pocket Park – Fire Station No. 3	500,000
Estimated Bond Issuance Costs	536,712
TOTAL USES OF ADDITIONAL SOURCES	\$30,486,712

SOLID WASTE FUND

Revenues
\$9,263,635

During the twelve month period ending May 31, 2021, the number of Residential Solid Waste customers increased by 1,316 or 7.6%. The Commercial and Municipal customer base was relatively stable.

The growth in the residential base is forecast to remain strong in FY 2021-2022. Growth in the number of Residential customers, coupled with the scheduled October 1, 2021 rate increase, results in a forecast of a 6.5% increase in Residential revenues over estimated FY 2020-2021 collections. Commercial customer revenues are forecasted to increase 3%.

Revenues from the sale of residential containers are reduced by \$75,000 compared to previous years as a result of the policy decision to stop selling garbage containers. The City buys the containers and gives them to customers for free.

Expenditures
\$10,536,740

The FY 2020-2021 expenditures are forecast to use \$403,442 of fund equity due to construction of a large commercial compactor close to the downtown parking garage. The FY 2021-2022 expenditure budget is anticipated to use \$1,273,105 of fund equity largely as a result of purchasing three additional garbage vehicles and expansion of the parking lot.

WATER AND SEWER FUND

Revenues
\$48,045,219

Revenues in FY 2021-2022 are anticipated to increase \$4,318,357 over FY 2020-2021 collections. The increase is largely the result of proceeds from grants anticipated to increase by \$3,143,514 in FY 2021-2022 and debt proceeds to increase by \$3,806,000. A detail of the anticipated proceeds from grants is as follows:

<u>Project</u>	<u>Source</u>	<u>Revenue</u>
Lift Station Generators	FEMA	\$ 158,136
By-pass Pump	FEMA	55,982
South Basin Recharge Study	SWFWMD	79,396
Reclaimed Water Inter Connect	SWFWMD	660,000
Potable Reuse Study	SWFWMD	100,000
Peace Creek Optimization Study	SWFWMD	250,000
Pollard Road Water Main	FDEP	200,000
Peace Creek Flood Mitigation	DEO	225,000
AWS Transmission at Lake Ashton	SWFWMD	500,000
Septic to Sewer	Heartland	625,000
Nature Center	Nature Conservancy	40,000
ASR Wellfield CEI	Heartland	250,000
<i>Total Water and Sewer Grants</i>		3,143,514

A Water/Sewer rate study as well as an impact fee study, both prepared by Raftelis, will be presented to the City Commission in early FY 2021-2022 for consideration.

Expenditures
\$61,967,709

A detail of projects funded by sources other than operating revenues is as follows:

<u>CC</u>	<u>Project</u>	<u>Operating Cash</u>	<u>Sewer Impact Fees</u>	<u>Water Impact Fees</u>	<u>Grants</u>	<u>SRF Loans</u>	<u>Total</u>
301	Cypresswood WTP			\$ 1,500,000			\$ 1,500,000
301	Polk/Auburndale Interconnect			350,000			350,000
301	Dundee/Eagle Lake Interconnect			250,000			250,000
301	Pollard Road Water Plant			300,000			300,000
301	Alternative Water Supply			100,000			100,000
301	Winterset Gardens Aeration			75,000			75,000
305	East Peace Creek Mitigation	250,000			250,000		500,000
305	Peace Creek Optimization	225,000			225,000		450,000
305	Nature Center Design	310,000			40,000		350,000
310	Integrated One Water Master Plan					600,000	600,000
316	WWTP #3 Expansion	250,000				500,000	750,000
316	Access Road		400,000				400,000
316	Process Aeration		500,000				500,000
316	West Digester		500,000				500,000
322	US 17 FDOT Carefree Lane Design		275,000				275,000
322	Auto Meter Read Infrastructure		300,000				300,000
322	State Road 544 Design		100,000				100,000
322	Pollard Rd Water Main to WWTP #3				200,000		200,000
322	Master Force Main to WWTP #3					3,500,000	3,500,000
323	Lift Station Construction		1,200,000				1,200,000
323	State Road 544 Design		100,000				100,000
323	First Street FDOT Design		75,000				75,000
323	Septic to Sewer		625,000		625,000		1,250,000
324	Master Force Main to WWTP #3				660,000	3,340,000	4,000,000
324	Direct Potable Reuse		100,000		100,000		200,000
324	SR 544 FDOT Construction		100,000				100,000
324	RIB Construction		500,000				500,000
324	Reclaimed Trans Main Extension		500,000		500,000		1,000,000
324	ASR Wellfield		250,000		250,000		500,000
		<u>\$ 1,035,000</u>	<u>\$ 5,525,000</u>	<u>\$ 2,575,000</u>	<u>\$ 2,850,000</u>	<u>\$ 7,940,000</u>	<u>\$ 19,925,000</u>

STORMWATER FUND

Revenues
\$3,050,270

The Lake Conine Project, which has been in various stages of completion over a number of years, is finally slated to be finished in FY 2020-2021. The revenue pledged by Polk County, DEP, and SWFWMD to the Lake Conine Project are budgeted to be received in FY 2020-2021. Grant projects slated for FY 2021-2022 are as follows:

	<u>Total Costs</u>	<u>City Costs</u>	<u>Grant Costs</u>
Rain Gardens – SWFWMD	\$240,000	\$120,000	\$120,000
Lake Howard Park Expansion – Unknown	780,000	280,000	500,000
Lake Howard Education Center – DEP	400,000	100,000	300,000
Lake Howard Education Center - DEP	85,000	35,000	50,000
	\$1,505,000	\$535,000	\$970,000

Expenditures
\$4,174,524

The FY 2021-2022 budget includes a new position in the Stormwater Quality cost center. The title of the new position is Natural Resources Specialist. The budget also includes .50 of a new Assistant Superintendent position that is split with Streets department in the General Fund.

In addition to the \$1,505,000 grant projects listed above, \$100,000 is budgeted for the purchase of land in the Stormwater Quality cost center and the purchase of a linear pipe inspection vehicle is budgeted in the Drainage cost center at \$223,480.

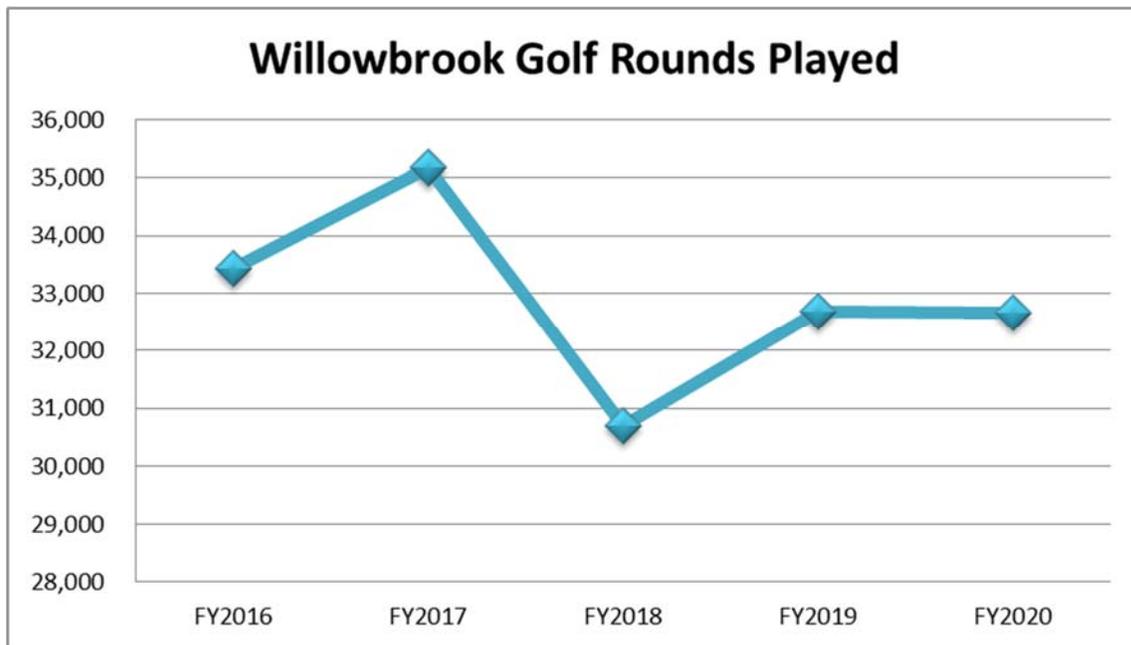
The Fund is also slated to contribute \$189,109 to the 2015 Construction Fund to assist with the construction of the Stormwater portions of the Sertoma Park Project and Market Piazza Project.

WILLOWBROOK GOLF COURSE FUND

**Revenues
\$1,136,672**

The City’s Golf Course is managed by Indigo Golf, LLC. Indigo Golf, previously Billy Casper Golf, has provided management services since July 1, 2013. The original management fee was \$7,637 per month which has been increased each year by the CPI-U not to exceed 3%. According to the contract, the City is to maintain a minimum balance of \$30,000 in an account controlled by Casper after an initial deposit of \$50,000. The City pays all non-departmental and capital costs of the Golf Fund with Casper paying most of the operating costs from their fund guaranteed by the City to have the minimum balance. The account gets most of its funding from the revenues generated from operating the course. The fund is budgeted to receive a General Fund contribution of \$244,447, a \$192,258 decrease from the previous year.

At FY 2020-2021 year end, the cash account with the required \$30,000 minimum balance is estimated to have a balance of \$153,675.



**Expenditures
\$1,260,347**

The golf cart fleet is anticipated to be replaced in March 2023. However, Parks and Recreation staff have determined that the fleet batteries need to be replaced in FY 2021-2022 as the current batteries will not last through the peak season due to over use during the Corona Virus Pandemic as a result of requiring one person to a cart. The budget includes \$45,152 for the purchase of 75 new batteries and \$11,825 for anticipated repairs and maintenance on the existing carts.

DARK FIBER FUND

The Dark Fiber Fund is an enterprise fund with the purpose of installing dark fiber through Winter Haven and ultimately linking up with fiber from other cities. The cost of fiber installation is funded by internal loans to be repaid over 7 years at an interest rate of 2 ½%. The current balance of the internal loans is \$1,905,894. The enterprise derives its funding by charges made to internal city departments for the fiber use (\$700 per month) and wholesaling fiber connections to retailers who in turn sale to public and private entities. There are currently 16 external customers paying for a full or partial strand of fiber.

In keeping with the “dig once policy”, the fund has \$500,000 budgeted for fiber installation in FY2021-2022.

INTERNAL SERVICE FUND

\$6,213,712 Revenues / \$6,675,739 Expenditures

The Internal Service Fund consists of the following services:

- Human Resources
- Technology Services
- Engineering
- Facility Maintenance
- City Hall and Grounds
- City Hall Annex
- Nora Mayo Hall

The above services derive funding by allocating their costs to other City departments; cost allocations are based on an estimated percentage of services to be rendered to the user departments in the upcoming fiscal year.

One new position is added to the Fund in FY 2021-2022, a Business Technology Support Specialist in the Technology Department. This position will administer the archiving of Police Body Camera footage.

The Nora Mayo Hall budget is added as a cost center in the Internal Service Fund in FY 2021-2022. It includes only building related expenses, including repair & maintenance and utility costs. The building currently houses staff from Parks and Recreation Administration, a portion of the Finance Department, Human Resources, and Natural Resources divisions.

MOTOR POOL FUND

**Revenues
\$3,068,924**

The Motor Pool provides the City’s vehicle and equipment fleet with fuel and repair services. The Motor Pool derives its funding by charging user Departments for these services.

**Expenditures
\$3,008,005**

One additional employee position is added to the FY 2021-2022 budget. A Mechanic I position is budgeted for 75% of the year.

UNBUDGETED FUNDS

The City has various accounting Funds which are not included in the budget. The reasons are as follows:

1. Trust Funds whose assets do not belong to the City are not included in the budget. The three pension funds fall into this category.
2. Several of the unbudgeted Funds account for activities which are budgeted in other funds. An example of this is Debt Service and the Capital Depletion Reserve Funds. All contributing Funds budget moneys for transfer to these unbudgeted Funds.
3. The City utilizes several funds which exist for a specific purpose with special legal requirements. Several Special Revenue Funds fall into this category.

A list of unbudgeted Funds with a brief description of each is as follows:

Capital Depletion Reserve

The Capital Depletion Reserve Fund accumulates moneys to replace the City's vehicular rolling stock and roofs not belonging to Proprietary Funds. Each asset is assigned a replacement date, replacement cost and an assumed interest earnings rate. A special program is then used to calculate the annual contribution to fund its replacement. The balance in this Fund at the end of FY 2019-2020 was \$5,355,578; another \$7,459,902 was held by Proprietary Funds for this purpose.

Self-Insurance Fund

The City self-insures its health program through a minimum premium plan. The plan is administered by an Administrative Services Organization (ASO) Plus contract with Blue Cross Blue Shield of Florida. This Fund accounts for all the activity relative to the City's health plan. At the end of FY 2019-2020 this Fund had ending net assets of \$3,803.

Pension Trust Funds

The City has three (3) pension trust funds; a General Plan for the general employees, a Police Plan for sworn police personnel and a Firefighter Plan for firefighters. These Funds account for the receipt and distribution of all pension plan moneys. At FY 2019-2020 year-end, the asset balances were:

General Employees	\$72,929,897
Firefighters	\$35,030,587
Police Officers	\$37,090,909

In addition to the three defined benefit plans, the City offers all employees two Internal Revenue Code (IRC) Section 457 plans. The City also offers a 401(a) profit sharing plan to Directors and the City Manager in lieu of participating in the general employees' pension. Employees that participate in the executive 401(a) plan are required to contribute ten percent of their salary. The City contributes 15% of their gross pay. The September 30, 2020 asset balance in the executive 401(a) plan was \$3,736,491. The non-executive 401(a) plan value at September 30, 2020 was \$972,386.

Sales Tax Bond Debt Service Fund

This Fund accumulates transfers to pay principal and interest on the \$6.405 million Sales Tax Bond issued in September 2011.

2007 Bond Debt Service Fund

This Fund accumulates transfers to pay principal and interest on the following debt issues:

2015A Non-Ad Valorem Bonds
2016A Non-Ad Valorem Bonds
2016B Non-Ad Valorem Bonds
2017 Non-Ad Valorem Bonds

Special Revenue Fund

Confiscations

Moneys received by Police Department for special purposes are recorded in this fund. These include: moneys derived from the forfeiture of contraband properties, police training fees and abandoned property. The forfeiture of moneys derived from contraband property used in connection with violations of the law is governed by Florida Statute 932. The balance at September 30, 2020, was \$67,213.

Police Training

Police training moneys are received monthly from the office of the Polk County Tax Collector. The source of these funds is a \$2 per conviction fee for violation of municipal or county ordinances under Florida Statue 943.25. These fees averaged \$629 per month during FY 2019-2020. They are used to pay the expenses of programs and courses meeting the provisions of Florida Statue 943.17 for the training of police officers. Any balance remaining at the end of a fiscal year is used for training in the following year. The balance at September 30, 2020, was \$19,029.

Unclaimed Evidence

Under F.S. 705, unclaimed evidence moneys may be used by the Police Department 60 days after conclusion of a criminal proceeding. The balance of unclaimed evidence moneys at September 30, 2020, was \$1,041.

Seized Funds

This account contains funds seized as a result of criminal activities pending disposition by the court. If the court forfeits the funds to the City they are transferred to the Confiscation Account. The balance at September 30, 2020, was \$4,175.

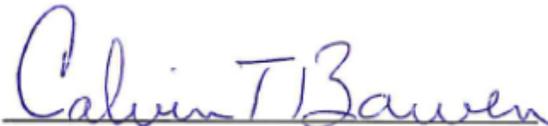
DEA Confiscations

This account records funds received from Federal agencies as a result of Winter Haven Police cooperation in Federal investigations. These funds must be spent in accordance with Federal Regulations and do not require specific City Commission approval. The balance at September 30, 2020, was \$47,989.

Respectfully submitted,



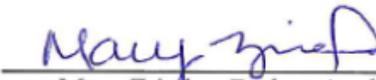
Mike Herr - City Manager



Calvin T. Bowen - Financial Svcs. Director



Allen Weeks - Chief Accountant



Mary Zried - Budget Analyst

POSTSCRIPT

Subsequent to submittal of the Transmittal Letter and Proposed Budget to the City Commission on August 2, 2021 and prior to the approval of the final budget the following changes were made:

1. Willowbrook Golf cart replacement vs batteries - The initial budget included a loan to purchase new golf carts at Willowbrook Golf. Unfortunately manufacturers are experiencing a delay and the carts would not be available in time for the peak season. The batteries in the current cart fleet will not last through that season either. It was decided to exchange the cart request for batteries and include some funding for minor repair and maintenance on the existing carts. Budget adjustments include the following:

(\$177,375)	Reduce Revenue - Debt Proceeds from golf cart loan
(\$177,375)	Reduce Expense - Golf cart purchase
\$45,152	Increase Expense - New batteries for existing carts
\$11,825	Increase Expense - Anticipated R/M on existing carts
<u>(\$39,200)</u>	Reduce Expense - Golf cart loan payment
\$17,777	Net change - Increase in Willowbrook expenses and Increase in General Fund Expense to provide additional support to Willowbrook

2. Adjust Florence Villa CRA/General Fund for estimated Debt Expense on new Bond, offset by adjusting the Capital expenditure funds available to allocate. General Fund revenue increased \$27,622 in Transfer from FV CRA - to pay debt service.
3. Adjustments to Downtown CRA Fund include providing General Fund additional revenue of \$25,000 (for a total of \$50,000) for Community Policing and a \$7,000 reduction to Ritz Theatre contribution coming from the DT CRA fund. The net effect was offset by adjusting the funds available for capital projects.
4. Monies previously set aside in General Fund Contingency increased after adjustments from items 1, 2 & 3 listed above were made. Contingency changed from \$183,155 to \$218,000.
5. The General Fund Revenue and General Fund Expense in Streets cost center increased \$5,504 to include a new tree grant. Funding will come from Arbor Day Foundation at 100%.
6. In accordance with Ordinance O-21-59, the budget was amended to appropriate \$1,500,000 City commitment to affordable housing. A new Special Revenue fund titled "WH Affordable Housing Fund" was established. Initial funding will come from General Fund equity.
7. The following transfers to the 2015 Construction Fund were made to accommodate the additional funding needed on the Market Piazza project:
\$254,723 from Downtown CRA Fund (capital projects were adjusted to accommodate)
\$165,253 from Parks and Recreation Impact Fees (Impact Fee Fund)
\$93,125 from Dark Fiber Fund for smart connectivity improvements
\$89,109 from Stormwater Fund for drainage improvements
\$21,678 from Utility Fund for expansion of the re-use systems

8. The \$250,000 in General Fund Activity Fields for the DiamondPlex fence was eliminated. In its place is a \$250,000 Transfer to 2015 Construction Fund to go towards completion of the Sertoma Park project.

VISION PLAN

In February 2018 a team of City Leaders and City employees came together to discuss new ways to strengthen and improve our City. A City that establishes the Greater Winter Haven area as a beautiful and harmonious community that embraces diversity while nurturing and promoting growth, economic development and quality of life for residents and visitors. Key Opportunities and Challenges of the City and its employees were identified as follows:

- Develop a Multi-Year Financial Sustainability Model tied to budgeting
- Focus our City culture on serving Citizens first and not the bureaucracy
- Formal Succession Planning
- Brand City Government as the public sector Employer of Choice
- Attracting greater diversity within our City workforce
- Focus on attracting high paying jobs to our City and retaining existing businesses
- Keep Community Partners (Winter Haven EDC, Winter Haven Chamber, Main Street Winter Haven) strong and make them even stronger
- Explore the potential for more public-private partnerships to reduce operating costs and improve internal efficiencies

The group was divided into KRA (Key Result Area) Teams and each team concentrated on these Key Opportunities and Challenges of the City and its employees while revisiting the City's Mission Statement and Values that were in currently place. The initial result was the formation of new Mission Statement, Vision, and Core Values that better guide the City to success.

The established Core Values drive all aspects of the City and how the City is perceived by the citizens and how City employees interact with citizens and with each other. The Core Values are defined by a set of strategies that are followed to integrate these values into the everyday operations of the City.

1. **INTEGRITY / RESPECT**
 - A. Do the right thing
 - B. Work as a united team
 - C. Open and honest communication
 - D. Self-policing
 - E. Fair
 - F. Personal accountability
2. **FINANCIAL STEWARDSHIP**
 - A. Shared resources
 - B. Strong stewards of resources and time
 - C. Transparency
 - D. Clear focus on priorities
 - E. Team understanding of the budget and individual contributions
 - F. Defined procurement procedures
 - G. Interdepartmental coordination and communication
 - H. Work is completed on time
 - I. Pursue creative funding sources
 - J. Electronically accessible financial information
 - K. Financial audits are strong
3. **INCLUSIVE**
 - A. Extensive orientation process for new employees



- B. Training, mentoring, and coaching tools are common practice**
- C. Cross-functional teamwork regularly applied**
- D. Leadership-Employee interaction**
- E. Citizen involvement and neighborhood engagement**
- F. Strong social media engagement**
- G. Celebrate service of the community**
- H. Support citizens and community partners**
- I. Celebrate diversity in people and cultural events**
- J. Collaborations for positive relationships**

4. VISIONARY

- A. Pursue “Best Practices”**
- B. Future-thinking while engaging employees**
- C. Actively seek employee input**
- D. Recognize and award visionary thinking**
- E. Invest time for “outside the box thinking”**
- F. Engage with outside partners regarding trends and approaches**

5. EXCEPTIONAL SERVICE

- A. Timely responses; find the answer – always**
- B. Respectful, honest, and genuine in all interactions**
- C. Strong citizen advocates and partners**
- D. High cooperation and engagement**
- E. Adaptable and resilient**
- F. Exceed expectations**
- G. Proactive; Get to the YES**
- H. Deliver results**

Our Community...Our Lifestyle

The Winter Haven community is a beautiful place to live, work and play; providing a vibrant downtown, beautiful landscape of opportunities for family fun, a quiet walk down the street, boating or just relaxing.



Winter Haven is home to Legoland Florida, a 150-acre theme park. The park includes more than 50 rides, entertainment and many fun-filled activities. It also has a water park complete with slides, splash area, wave pool, lazy river and beautiful lush gardens. Overnight guests can choose to remain on the property at the Legoland Hotel, Pirate Island Hotel or the Legoland Beach Retreat or choose from an array of familiar larger chain hotels to smaller more intimate inns and resorts located around the City.



Our City provides various recreational activities including skateboarding, paddle boarding, kayaking, fishing, boating, waterfront dining, entertainment or just quiet reflection.



Skate Park on Lake Silver



Fieldhouse on Cypress Gardens Blvd & Hwy. 17



Winter Haven is also home of the Cypress Gardens Water Ski Team which provides entertainment for the community with free monthly water ski shows on Lake Silver!

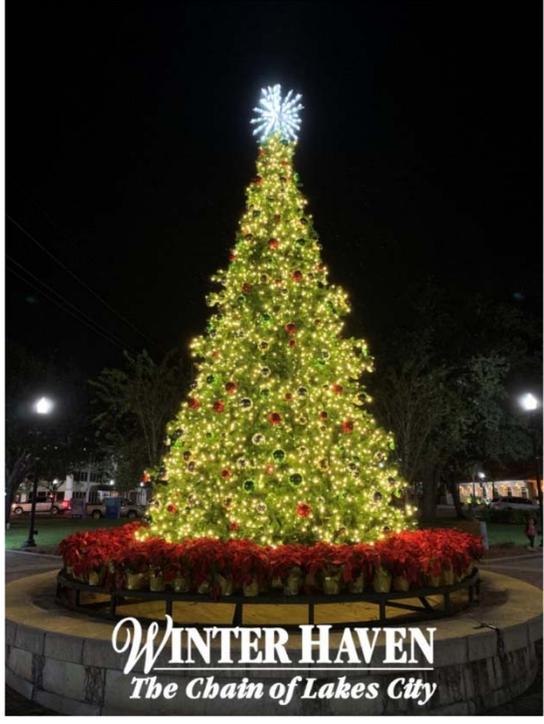
4th of July event on Lake Silver



Downtown on Central Park



Winter Haven Library & Richard's Coffee



The AdventHealth Fieldhouse & Conference Center provides a training ground for the professional basketball team the Lakeland Magic as well as community access to a wide range of recreational activities including use of fitness center, walking mezzanine, basketball gym, volleyball courts and meeting rooms. Citizens of Winter Haven are offered discounted membership for use of the Fieldhouse, Rowdy Gaines Olympic Pool and the Tennis Center.



Rowdy Gaines
Olympic Pool



Tennis & Pickle Ball Courts

Lake Maude Park
Avenue O NE



Winter Haven Airport

**CITY OF WINTER HAVEN
FISCAL YEAR 2022**

MISCELLANEOUS STATISTICAL DATA

Date of Incorporation: November 1923

Form of Government: Winter Haven’s city government comprises an appointed city manager who works with a five-member commission chaired by a mayor: the mayor is elected by the commissioners. Commissioners have a four-year term of office.

Location: Winter Haven is located in the center of Polk County in the center of the State of Florida, equidistant between the major metropolitan areas of Orlando and Tampa. Many area attractions in Tampa and Orlando are all within an hour’s drive. The beaches of either the east or west coast are less than 75 miles away.

Area: 40.8 square miles

Topography: Flat to gently rolling

Climate: Subtropical

Average Annual Temperature: 84° (high), 63° (low)

Average Annual Precipitation: 50.8 inches

Source: www.weatherbase.com

Number of Lakes: 50

Area of Lakes: 8.2 square miles

Water Supply Source: Floridian aquifer

Water District: Southwest Florida Water Management District

Standard Metropolitan Statistical Area: Lakeland/Winter Haven

Industry/Commerce: Tourism, agribusiness, healthcare, distribution industries and a growing technology sector

Area Attractions: Legoland Florida theme park, Bok Tower Gardens, Florida Air Museum at Sun ‘n Fun, American Water Ski Hall of Fame, Florida Natural Growers Grove House, Frank Lloyd Wright Architecture at Florida Southern College

City Web Site: www.mywinterhaven.com

Special Distinction: In 1930 George W. Jenkins opened the first Publix supermarket in Winter Haven. Six years later Dick Pope Sr. opened Cypress Gardens, America’s first theme park. In 2011, the botanical garden portion of the park was preserved and now exists inside the Legoland Florida attraction. The popularity of the Cypress Gardens Ski Team continues today with free ski show performances held on Winter Haven’s Lake Silver each third Saturday of the month.



COMMUNITY PROFILE

Winter Haven, known as the “Chain of Lakes City” is Polk County’s second largest city. Widely recognized as the water skiing capital of the world, the “Chain of Lakes” is a boater’s paradise with beautiful waters and world-class fishing. In Winter Haven you are always just steps away from casting for large-mouth bass, bream, speckled perch, red-finned pike, bluegill and sunshine bass.

It is centrally located with an ideal tropical climate, year-round natural Beauty and a source of a variety of activities for entertainment.

Winter Haven is 146 feet above sea level. There are fifty fresh-water lakes located inside the City limits, with two chains connected by a renovated system of navigable canals. There are 22 boat ramps, 14 public docks and 30 waterfront parks within the City limits.

Cypress Gardens Water Ski Team



Winter Haven is home to the newest and the World’s largest Legoland theme park which includes the historic Cypress Gardens, two Legoland Resort Hotel’s on property and nearby the Beach Retreat; a resort offering 83 beach-themed bungalows in a village-style layout with free transportation to Legoland.

The main campus of the four-year Polk State College is also located in Winter Haven; and an exciting new program, the Business Accelerator, developed by the Polk County Commission and Central Florida Development Council. The Business Incubator, the hub for the program located downtown, will benefit new companies by offering resources; a national research university (USF Polytechnic in nearby Lakeland) with access to faculty experts; operational infrastructure like office space, equipment and technology; technology consultants; and training programs.



Winter Haven is proud to be a popular destination, whether for a visit or permanent relocation. Our area has benefited from tourism, the growth of nearby metropolitan area, economic growth bolstered by ecologically friendly businesses and redevelopment.

Nearby, visitors enjoy Historic Bok Sanctuary (Bok Tower Gardens) and Florida Air Museum, both just minutes away. Winter Haven is an excellent location to raise a family or to retire and enjoy a wonderful climate. With Legoland Florida in our front yard and Disney World, Sea World and Universal Studios all within an hour's drive, it is a perfect "home base" for vacations, as well.



THE FIRST SETTLERS

Many veterans of the Indian War, impressed with the local climate and beauty of our area, went home to tell family and friends of the possibilities of homesteading in central Florida. The first known family to do just that was the Thornhills, who arrived in the 1860s. Soon after, the Boyd, Inman, Jackson, Sykes and Eycleshimer families established themselves in the area and began to grow strawberries, eggplant, guavas, tomatoes, peaches and peppers. The area that would become Winter Haven was platted by Blount and Whitledge in 1884.

In 1885, F.A.K. Harris and his wife Adele built the first mercantile in Winter Haven, Hovey and Harris. Harris and his wife, Adele, lived above the store. With the next few years the railroad came. The railroad construction workers dubbed the town "Harris Corners" after learning Adele would cook for them.

Around the turn of the century, the population had grown to 400. Winter Haven now housed churches, hotels, floral nurseries, a post office, a school, a real estate office, a canning factory as well as a Social Club. Citrus groves were also being established and the headquarters of the Florida Growers Association began.

By 1911, Winter Haven and its residents had acquired banks, a band, a newspaper, a movie theater and 15 automobiles. The canals that connect Winter Haven's Chain of Lakes began with the organization of the Twenty Lakes Boat Course Club in 1915.

The 1920s and Florida Boom brought land speculation and a great influx of newcomers to the area. As a tribute to the citrus business the Florida Citrus Festival was first held in 1924. In 1930, the very first Publix supermarket, founded by George W. Jenkins was opened in Winter Haven. Publix, now a Fortune 500 company with over 1,200 stores across seven states, 9 distribution centers and 11 manufacturing facilities and a fleet of trucks is one of the fastest growing employee-owned companies in the United States. Soon, tourists and the world would discover the grandeur of Winter Haven with the opening of Cypress Gardens by Dick Pope in 1936. Tourism would become an economic foundation for Winter Haven. In 2010, Cypress Gardens was acquired by Legoland and continues to attract tourism to the area.

ECONOMIC CONDITION AND OUTLOOK

Winter Haven is located in central Polk County which lies in the center of the State of Florida, equidistant between the major metropolitan areas of Orlando and Tampa. The County, which encompasses the Lakeland-Winter Haven Metropolitan Statistical Area, is the ninth most populous county in the state with an estimated population of 715,090 in 2020. Polk County's population grew 3.6 percent from 2019, which exceeded Florida's growth rate as a whole.

General economic conditions in Polk County have mirrored the national trend of economic growth over the last few years. Between 2018 and 2019, the unemployment rate for Winter Haven decreased from 4.7% to 4.1%. The preliminary rate of 9.0% for 2020, reflects a significant increase in the area's unemployment rate as a result of the Covid19 pandemic related job losses. Polk County exhibits a diversified economy with service, retail trade, construction, healthcare, business and financial services, and manufacturing being the major employment sectors in the county. Significant employment also comes from the mining, tourism and citrus industries.

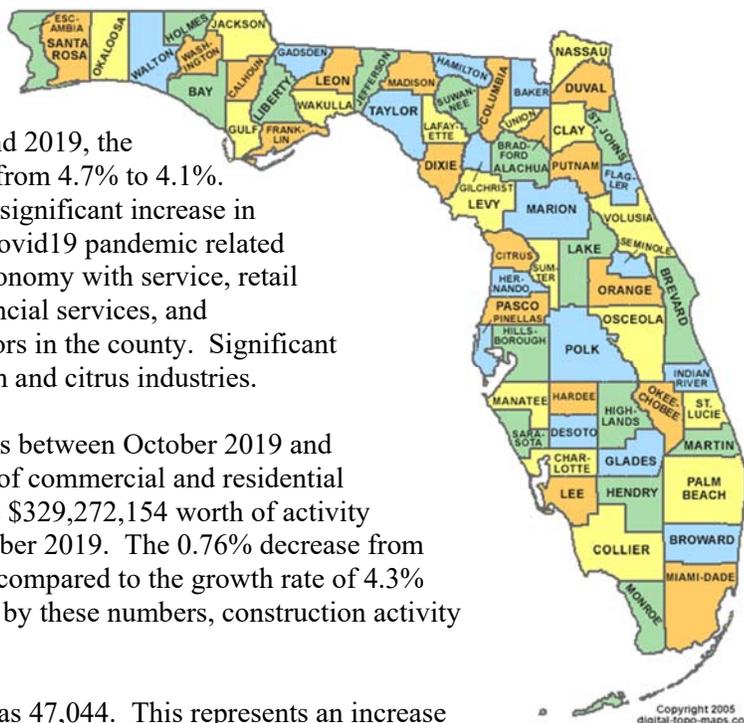
City building permits issued during the 12 months between October 2019 and September 2020 authorized \$326,768,406 worth of commercial and residential activity. This represents a 0.76 decrease over the \$329,272,154 worth of activity for the period between October 2018 and September 2019. The 0.76% decrease from 2019 to 2020, represents sustained growth when compared to the growth rate of 4.3% observed between 2018 and 2019. As evidenced by these numbers, construction activity remains strong.

Winter Haven's estimated population for 2020 was 47,044. This represents an increase of 2,229 persons or 5.0% over 2019, and a 38.9% increase since 2010. There have been 5,845 new housing units built in the City since 2010, including a mix of single-family homes, mobile homes and multiple family units.

The outlook for Winter Haven remains positive for the remainder of the decade, for both physical and economic growth. The Southeast and Lucerne Park areas contain a significant amount of platted residential lots, serviceable by City water and sewer utilities. In the last ten years, the City has annexed 1.2 square miles into the city limits of Winter Haven. This represents an increase in the City's area by 3.0%. Additionally, developers continue to show interest in the City's downtown. Within the past two years several new commercial and multi-family projects have been permitted within the downtown and surrounding areas. In total, 94 new housing units have been completed in or near downtown since 2014.

Following the 2020 recession brought on by the Covid19 pandemic, the economy is expected to resume moderate growth in 2021, an many of the large economic developments initiated in the last few years continue to grow. New growth is expected in the multi-family housing, service, wholesale/retail trade, hospitality, and warehousing and distribution sectors. With the continued success of LEGOLAND Florida, and expansion of the CSX Rail Terminal, the area will likely see increased growth for the remainder of the decade. Locational factors, and active local economic development efforts, are the basis of the outlook.

While having a positive impact, this growth also presents significant challenges for the City government. With the loss of some federal grants, if the present high level of services is to be maintained, the City will need to explore new methods of obtaining financial resources for the future.



MAJOR INITIATIVES

Winter Haven Recreational & Cultural Center

Renovation of the existing building, additional space for expanded gymnasium and branch library, new / relocated pool, splashpad and playground enhanced greenspace. The FY2022 Budget includes \$8,772,560 to go towards the project.

Timing: Complete design by October 2022; complete construction by December 2023

Lake Maude Park – Phase 2

Construction of two baseball diamonds (shared space with multi-purpose fields), completion of on-site parking improvements. The FY2022 Budget includes \$1,800,000 to go towards the project.

Timing: Complete design and construct by October 2022

Lake Conine Wetlands – Recreation Improvements

Playground, fishing pier, picnic facilities, parking access. The FY2022 Budget includes \$1,900,000 to go towards the project.

Timing: Complete design and construction by December 2022

Chain of Lakes Park – Phase 2

Four lighted baseball fields, new multipurpose field/event lawn, activated lakeshore with pedestrian facilities and docks, interior pedestrian loop, completion of access road/parking facilities. The FY2022 Budget includes \$8,197,215 to go towards the project.

Timing: Complete design by June 2022 and construction by Spring 2023

Public Safety Station No 4 – Northeast Winter Haven

Joint use facility for Public Safety including Polk County EMS. To be located on City property. The FY2022 Budget includes \$4,000,000 to go towards the project.

Timing: Commence design by March 2022; complete design and construction by March 2024

Public Safety Station No 5 – Northwest Winter Haven

Joint use facility for Public Safety including Polk County EMS. To be located on City property at Lake Hartridge Park. The FY2022 Budget includes \$4,000,000 to go towards the project.

Timing: Commence design by March 2023; complete design and construction by March 2025

Lake Elbert Trail

Project budget includes ROW acquisition, engineering/design and construction to extend the FDOT portion of trail and create a link around Lake Elbert. The FY2022 Budget includes \$1,150,000 to go towards the project.

Timing: Complete design by May 2022; construction to take 1 year (following utility improvements)

Airport Security Improvement Project

This project involves the design and construction of fencing, gates, access control, and cameras at the Winter Haven Regional Airport in order to follow TSA guidelines for Airport Security. The FY22 Budget contains \$1,250,000 with \$1,000,000 coming from FDOT.

One Water Master Plan

The ultimate goal of the One Water Master Plan is to construct a series of natural water storage facilities throughout the local watershed that would create water supply, prevent flooding, improve water quality, protect lakes and provide recreation and scenic beauty. The City's mission is to align resources, policies and funding to achieve the One water Vision working cooperatively with local and regional partners.

Avenue C SW Street Project

Improvements include installing an 8 foot multi-use trail, on street parking, widening of sidewalks on the south side of the street, landscaping and bicycling facilities. The existing 20 foot travel lanes will be reduced to a maximum of 11 feet to accommodate the pedestrian components, marked parking spaces and new green space. (Avenue C, SW from Fifth Street, SW on the west to First Street, South on the east)

Second St, SW includes completion of 5-foot sidewalks along both sides of the street between Ave C, SW and Ave G, SW and drainage improvements necessary for installation of sidewalks and crosswalks. (Second St., SW extending from Ave G, SW on the south to Ave C, SW on the north)

The FY22 Budget includes \$1,442,866 in the Transportation Fund for construction of this project, financed 100% with FDOT grant proceeds.

DEMOGRAPHIC STATISTICS

<u>Land Use</u>	<u>Land Area in square miles</u>	<u>Percent of Total</u>
Residential	9.3	22.68%
Commercial	2.1	5.12%
Industrial	1.1	2.68%
Institutional	2.1	5.12%
Recreational	1.3	3.17%
Agricultural	3.1	7.56%
Conservation	9.4	22.93%
Vacant or Undeveloped	<u>12.6</u>	<u>30.73%</u>
TOTALS	41.0	100.00%

Number of schools: 9 Public; 4 Private; 1 Technical; 1 four-year State College

	<u>Population¹</u>	<u>Numeric Change from Previous Year</u>	<u>Percent Change from Previous Year</u>	<u>FY Budgeted FT Positions</u>
2020	49,219	4,404	9.83%	521
2019	44,815	1,987	4.63%	504
2018	42,828	1,685	4.10%	502
2017	41,143	1,619	4.10%	494
2016	39,524	1,439	3.78%	470
2015	38,080	1,064	2.87%	450
2014	37,016	736	2.03%	446
2013	36,280	1,892	5.50%	457
2012	34,388	276	0.81%	462
2011	34,112	238	0.70%	466
2010	33,874	-590	-1.71%	475

¹ Source: BEBR estimates – note, BEBR may make adjusting estimates based on 10 year Census data for population estimate (see 2010)

DEMOGRAPHICS – POLK COUNTY EMPLOYMENT

Several major corporations have selected Polk County as their headquarters, or as sites of major manufacturing or distribution centers, such as Publix Super Markets, Wal-Mart, Amazon.com, Peace River Citrus Growers, Ben Hill Griffin, Inc., Fed Ex, Colorado Boxed Beef, MOSAIC, Comcar Industries, Florida Caribbean Distillers, Coca-Cola, and Saddle Creek Logistics.

THE TOP EMPLOYERS IN POLK COUNTY ARE:

<u>Employer:</u>	<u>Employees:</u>
1. Publix Super Markets	13,701
2. Polk County School Board	13,363
3. Lakeland Regional Health	5,888
4. Wal-Mart	5,523
5. Amazon.com	5,000
6. GEICO	3,700
7. City of Lakeland	2,800
8. BayCare	2,614
9. Advent Health	2,466
10. Polk County Board of County Commissioners	2,134

Source: Central Florida Development Council (updated March 30, 2021)

DEMOGRAPHICS – WINTER HAVEN Population, Employment, Households, Education (cfdc.org)

Education: 21% Bachelor’s/Grad Degree, 33% Some College, 32% High School Diploma, 14% No High School Diploma

Employment: 60% White Collar, 20% Blue Collar, 19% Services, Unemployment Rate 5.4%

Income: \$45,889 Median Household Income, \$27,575 Per Capita Income, \$86,922 Median Net Worth

Key Facts: Median Age is 46.2
 Median Disposable Income is \$39,492

**WINTER HAVEN
 CDC Census QuickFacts 2019**

Population	Population estimates, July 1, 2019		44,955	
		Male	46.8%	21,039
		Female	53.2%	23,916
	Under age 18		22.1%	9,935
	Ages 18 through 64		54.1%	24,321
	Ages 65 and over		23.8%	10,699
Race	White Alone		67.9%	30,524
	Black or African-American Alone		26.5%	11,913
	Other		5.6%	2,518
Occupational Composition	Median household income (in 2018 dollars, 2014-2018)			\$44,397
	Per capita income (in 2018 dollars, 2014-2018)			\$24,098
	In civilian labor force, total % of population age 16+ (2014-2018)			50.5%
	In civilian labor force, female, % of pop. age 16+ (2014-2018)			46.7%
	Businesses, All firms (2012)			3,727
	Men-owned firms (2012)			1,985
	Women-owned firms (2012)			1,316
	Minority-owned firms (2012)			1,528
	Non-minority-owned firms (2012)			1,974
	Veteran-owned firms (2012)			391
Non-veteran-owned firms (2012)			3,084	
Households/Education	Owner-occupied housing unit rate, 2014-2018			56.4%
	Median Value of owner-occupied housing units, 2014-2018			\$140,200
	Median Gross Rent, 2014-2018			\$939
	Households, 2014-2018			14,631
	Persons per household, 2014-2018			2.66
	Living in same house 1 yr. ago, percent of persons age 1 yr.+, 2014-2018			82.9%
	Language other than English spoken at home, persons age 5 yrs+ 2014-2018			17.4%
	High school graduate or higher, percent of persons age 25yrs.+, 2014-2018			85.7%
Bachelor’s degree or higher, percent of persons age 25yrs.+, 2014-2018			19.0%	

**CITY OF WINTER HAVEN
PRINCIPAL TAXPAYERS 2021**

Taxpayers	Taxable Value	% of Total Values
Legoland / Merlin Entertainments	\$81,130,596	2.87%
Walmart	61,605,557	2.18%
Carlton Arms	42,252,223	1.49%
Tampa Electric	37,715,555	1.33%
SFFL001Owner LLC	26,677,437	0.94%
GAHC4 Spring Haven FL FH LLC	22,516,407	0.80%
Winter Haven Apartments LLC	17,651,126	0.62%
Coca Cola	17,452,952	0.62%
PVP Winter Haven LLC	17,373,630	0.61%
Sunstone Winter Haven Florida LLC	17,212,689	0.61%
	\$348,829,927	12.09%
All other taxpayers	2,252,179,662	87.91%
Total (Preliminary)	\$2,826,311,036	100.00

**PROPERTY TAX RATES AND TAX LEVIES
ALL DIRECT AND OVERLAPPING GOVERNMENTS**

Budget Year	Winter Haven	Polk County	School Board	Lake Region Lakes Mgmt. District	Peace River Basin	SW Fl. Water Mgmt. District	Total
Tax Rates							
2011	5.790	6.8665	6.092	0.4478	0.00 ¹	0.3770	19.5733
2012	5.790	6.8665	7.670	0.4829	0.00 ¹	0.3928	21.2022
2013	5.790	6.8665	7.492	0.4996	0.00 ¹	0.3928	21.0409
2014	5.790	6.8665	7.547	0.4924	0.00 ¹	0.3818	20.7227
2015	5.790	6.8665	7.208	0.4924	0.00 ¹	0.3658	20.7227
2016	5.790	6.7815	7.149	0.4715	0.00 ¹	0.3488	20.5408
2017	5.790	6.7815	6.797	0.4512	0.00 ¹	0.3317	20.1514
2018	5.790	6.7815	6.514	0.4214	0.00 ¹	0.3131	19.8200
2019	6.790	7.1565	6.251	0.4214	0.00 ¹	0.2955	20.9144
2020	6.790	7.1565	6.086	0.4214	0.00 ¹	0.2801	20.7340
2021	6.790	6.8990	5.935	0.4214	0.00 ¹	0.2669	20.3123
2022*	6.790	6.8990	5.829	0.4214	0.00 ¹	0.2535	20.1929

* proposed rates

¹ no longer a levy on ad valorem tax

**CITY OF WINTER HAVEN
FISCAL YEAR 2022**

BUDGET PROCESS

BUDGET ADOPTION

The City of Winter Haven budget is adopted by ordinance in accordance with the City's Charter. The ordinance requires two public hearings and very specific advertising criteria in accordance with a State of Florida Statute known as the TRIM law. State Statute requires the City Commission to make annual appropriations that shall not exceed the amount to be received from taxation or other revenue sources. The budget the accrual basis for Propriety Funds with the exception that the depreciation expense is not budgeted, principle payments on debt are expensed and capital assets are expensed in Proprietary Funds. The appropriation ordinance includes all the City's funds with the exception of the City's Trust Funds, Debt Service Fund, funds that account for activities which are budgeted elsewhere in the budget and several special purpose funds, which have very strict legal requirements. A list and description of the City's unbudgeted funds are included in the City Manager's transmittal letter. The City's fiscal year begins on October 1 and ends on September 30.

BUDGET AMENDMENTS

The City Commission is permitted by City Charter to amend the budget appropriation ordinance or to transfer funds between departments during the fiscal year. Amendments to the budget ordinance must adhere to the balanced budget statutory requirements and must have two readings with a public hearing held during the second reading. Budgetary transfers of appropriated funds between departments and intra-departmental transfers in excess of \$3,000 require City Commission approval. The City Manager can authorize intra-departmental transfers in amounts of less than \$3,000. The budget is prepared on a line item basis but budgetary compliance is maintained on the departmental level.

Budget Adoption Schedule for FY 2021-2022 - City of Winter Haven

January 2021						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

January

20 Budget staff distribute Budget Instructions to include:
Personnel Worksheets & Vehicle Replacement Schedules

July 2021						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

February

3 Budget staff provide Budget Worksheets & access to NWS

12 Departments submit Personnel Worksheets to H.R.

12 Departments submit Vehicle Requests to Fleet Dept.

February 2021						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

March

5 H.R. submit vetted Personnel Worksheets to Budget Staff

8 Budget Staff calculate Personnel benefit cost estimates

12 Fleet submit vetted Vehicle requests to Budget Staff

12 Budget staff calculate Non-Departmental cost estimates

15 Deadline for Departments to enter budgets into NWS

22-31 Finance Department hold budget meetings with staff

August 2021						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

March 2021						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

April

1-30 Continue with budget meetings, as needed

September 2021						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

April 2021						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

May

3-31 Department Budget Presentations to City Manager

October 2021						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

May 2021						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

June

1* Estimate of taxable value from Property Appraiser
Complete revenue estimates, balance expenses to revenues

1-30 Continue budget meetings with staff, as needed

10 Discuss w/ Commission Utility annual rate adjmt, rate study

15 Discuss w/ Commission Utility annual rate adjmt, rate study

June 2021						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

July

1* Property Appraiser certify tax roll

26 City Commission establish millage rate, set workshop dates and set date / time for budget 1st public hearing

August

4* Latest possible date we can notify County Property Appraiser of proposed millage rate; rolled back rate; date, time and place of required public hearing on proposed millage rate and tentative budget (35 days after Certification of Value)

10 Not for Profit & Community Partners Presentations to City Commission

17 City Manager & Budget Staff present FY21-22 Budget to City Commission

September

14^ City Commission hold required public hearing & adopt tentative budget on first reading; announce percentage, if any, that proposed millage rate exceeds the rolled back rate (subject to change)

22* Finance must publish required TRIM advertisement 5 days before last public hearing.

27* Hold public hearing on ordinance; adopt budget ord.; on second reading; set final millage rate (City Clerk must publish usual legal ad for second reading of ordinance and Post final budget document on website. (subject to change)

30 Budget staff post final budget document on City website

October

1 Budget becomes effective

October

* Actions/dates required by Fl. Statutes & conform to time restrictions set forth by statute. Advertising and hearing dates may be adjusted to avoid statute-prohibited conflicts w/School Board & County Commission hearing.

^ Moved regularly scheduled Commission meeting due to conflict with County's first public hearing.

**CITY OF WINTER HAVEN
FISCAL YEAR 2022**

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the City of Winter Haven, Florida conform to Generally Accepted Accounting Principles (GAAP) as applicable to governmental units. This summary of significant accounting policies is presented to assist the reader in more fully understanding the overall budget report and the financial activities of the City.

REPORTING ENTITY

Winter Haven, Florida is a political subdivision of the State of Florida, governed by an elected Board of City Commissioners.

The reporting entity for the City includes all functions of government in which the City Commission exercises oversight responsibility. Oversight responsibility includes, but is not limited to, financial interdependency, selection of governing authority, designation of management, ability to significantly influence operations and accountability for fiscal matters.

FUND ACCOUNTING

The City of Winter Haven organizes its accounts on the basis of funds and account groups, each of which is considered a separate accounting entity. The various funds are grouped, in the financial statements in this report, into seven generic fund types and three broad fund categories, as follows:

GOVERNMENTAL FUND TYPES

General Fund - accounts for all unrestricted resources, except those that are required to be accounted for in another fund. Includes 001 - General Fund.

Special Revenue Funds - account for the proceeds of specific revenue sources that are restricted by law or administrative action to expenditure for specific purposes. Includes 101 - Library Fund, 103 - C.D.B.G Fund, 105 - S.H.I.P. Fund, 106 - Airport Fund, 107 - Cemetery Fund, 108 - CRA-Downtown Fund, 109 - CRA-Florence Villa Fund, 111 - Federal Building Fund, 113 - Building Safety Fund, 114 - Impact Fee Fund and 115 - WH Affordable Housing Fund.

Debt Service Funds - account for the accumulation of resources for, and the payment of interest and principal on general long-term debt. Includes 203 - Improvement Revenue Bond Fund, 204 - Stadium Bond Fund and 205 - Sales Tax Bond Fund all of which are non-budgeted funds.

Capital Projects Funds - account for financial resources segregated for the acquisition of major capital facilities. It includes 301 - Transportation Fund, 302 - Capital Depletion Fund, 304 - 2007 Construction Fund, and 306 - 2015 Construction Fund.

PROPRIETARY FUND TYPES

Enterprise Funds - account for operations that are financed and operated in a manner similar to private business enterprises. Includes 401 - Solid Waste Fund, 402 - Water and Sewer Fund, 404 - Stormwater Fund, 405 - Willowbrook Fund and 406 - Dark Fiber Enterprise Fund.

Internal Service Funds - account for the financing of goods and services provided by one department or agency to other departments or agencies of the City on a cost reimbursement basis. Includes 501 - Internal Services Fund, 502 - Motor Pool Fund and 503 - Self Insurance Fund. The Self Insurance Fund is not budgeted.

FIDUCIARY FUND TYPES

Trust and Agency Funds - account for the assets held by the City as a trustee for individuals, private organizations and/or other governmental units. Includes the 601 - Police Pension Fund, 602 - Fire Pension Fund, 603 - General Pension Fund and 604 - Defined Contribution Plan 401(a), all of which are non-budgeted funds.

ACCOUNT GROUPS

General Fixed Assets - accounts for all fixed assets of the City, except fixed assets of Proprietary Funds and certain improvements other than buildings, including roads, bridges, curbs and gutters, streets and sidewalks, drainage systems and lighting systems.

General Long-Term Debt - accounts for the outstanding principal balances on any general or special obligation debt of the City, except long-term debt of proprietary funds.

MEASUREMENT FOCUS

Governmental Fund Types - General, Special Revenue, Debt Service and Capital Projects Funds are accounted for on a “spending” or “financial flow” measurement focus. Accordingly, the reported undesignated fund balances provide an indication of available, spendable or appropriable resources.

Proprietary Fund Types - Enterprise Funds and Internal Service Funds are accounted for on an “income determination” measurement focus. Accordingly, all assets and liabilities are included on their balance sheets, and the reported fund equity (total reported assets less total reported liabilities) provides an indication of the economic net worth of the fund. Operating statements for Proprietary Fund Types (on an income determination measurement focus) report changes in total economic net worth.

Fiduciary Fund Types - Pension Trust Funds are accounted for like Proprietary Fund Types. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.

BASIS OF ACCOUNTING

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements.

The modified accrual basis of accounting is followed by all Governmental Fund Types and Agency Funds. Under the modified accrual basis, expenditures other than un-matured interest on general long-term debt are recognized at the time fund liabilities are incurred, if measurable. Revenues are recognized in the accounting period when they become measurable and available. Revenues that are susceptible to accrual are as follows:

- Federal and State Shared Revenues
- Federal and State Grants
- Interest income
- Rental of Assets and charges for services
- Franchise fees and utility taxes

Proprietary and Pension Trust Funds are maintained on an accrual basis with revenues being recognized when earned and expenses recognized when incurred.

BASIS OF BUDGETING AND BUDGETING PROCEDURES

- A. The City Manager submits to the City Commission a proposed operating budget for the ensuing fiscal year. The operating budget includes proposed expenditures and the sources of revenues to finance those expenditures.
- B. Public hearings are conducted to obtain taxpayer comments.
- C. The budget is approved by the Commission and becomes the basis for the millage levied by the Commission.
- D. The City Manager may approve any transfer of budgeted funds within a department not exceeding \$3,000. The City Commission must approve transfers between departments or intradepartmental transfers in excess of \$3,000.
- E. Formal budgetary integration is employed as a management control device during the year for the General Fund and the Budgeted Special Revenue Funds (Library, Community Development and Stadium). Formal budgetary integration is not employed for Debt Service Funds because effective budgetary control is alternatively achieved through debt repayment provisions.
- F. Budgets for the General and Budgeted Special Revenue are adopted on a basis consistent with generally accepted accounting principles. Budgets for Capital Projects are on a project basis rather than a fiscal year basis.
- G. Budgeted amounts are as originally adopted, or as amended, in accordance with City ordinance. Appropriations not expended at the end of each fiscal year lapse and become subject to future appropriation.
- H. Section 40 of the City's Charter makes it unlawful to expend or contract for the expenditure, in any fiscal year, more than the amount appropriated by the City Commission for a fund or a department within a fund.

- I. The city budgets for governmental funds, which include the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Fund, are based on the modified accrual basis of accounting. Under this method, revenues (income) are recognized in the period they become measurable and available to finance expenditures of the period and expenditures (expenses) are recorded when incurred with the exception of principal and interest on long term debt, which are recorded when due.

Exceptions to the modified accrual basis of accounting are as follows:

- Encumbrances are treated as expenditures in the year they are encumbered, not when the expenditure occurs.
- Grants are considered to be revenue when awarded, not when earned.
- Sales and use taxes are considered to be revenue when received rather than when earned.
- Project length (continuing appropriation or projects that span more than one year) budgets adopted during the year are considered to reduce funds available in the year funds were originally appropriated.
 - Overspending of project length (continuing appropriation or projects that span more than one year) budgets is considered to reduce funds available.
 - The closeout of unspent project length (continuing appropriation or projects that span more than one year) budgets is considered to increase funds available.

The budgets for all proprietary funds, which include Enterprise Funds and Internal Service Funds, are prepared using the accrual basis of accounting, with exceptions listed below. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

- Capital outlay is budgeted as an expense in the year purchased.
- Depreciation is not budgeted.
- Interest capitalized on construction projects is budgeted as interest expense.
- Proceeds from the issuance of debt are considered to be revenues, not an increase in liabilities.
- Principal payments are shown as expenditures rather than reductions of the liability.
- Grants obtained for the construction of assets are considered to be revenues, not capital contributions.
- Receipts of long-term receivables are considered to be revenues, not reductions of the receivable.
- Proceeds from the sale of assets are recognized as revenue; however, the related gain or loss is not.
- Purchases of inventory are considered to be expenditures when purchased, not when sold or used.
- Debt issue and discount cost, are considered to be expended when paid, not capitalized and amortized over the life of the bonds.
- Gains or losses on the early retirement of debt are considered to increase or decrease the funds available in the year in which they occur and are not capitalized and amortized over the life of the bonds.
- Accrued compensated absences are not considered to be expenditures until paid.

FIXED ASSETS

Fixed assets purchased in the Governmental Fund Types are recorded as expenditures at the time of purchase. Such assets are capitalized at cost in the General Fixed Assets Account Group, except for certain improvements other than buildings, including roads, bridges, curbs and gutters, streets and sidewalks, drainage systems and lighting systems. Gifts or contributions are recorded in the general fixed assets at fair market value at the time received. No depreciation has been provided on general fixed assets.

The fixed assets purchased in the Proprietary Fund Types are capitalized at cost when purchased. Donated fixed assets are stated at fair market value as of the date donated. Depreciation is provided using the straight-line method over the estimated useful lives of the various classes of depreciable assets as follows:

<u>Assets</u>	<u>Years</u>
Buildings	30-50
Improvements other than buildings	10-33
Equipment	3-44

Interest is capitalized on proprietary fund assets acquired with tax-exempt debt. The amount of interest to be capitalized is calculated by offsetting interest expense incurred from the date of the borrowing until completion of the project with interest earned on invested proceeds over the same period.

UNAMORTIZED BOND ISSUE COSTS AND BOND DISCOUNT

Bond issue costs and discounts in the Water and Sewer Fund are being amortized over the life of the bonds using the effective interest method.

ACCUMULATED UNUSED COMPENSATED ABSENCES

The City records the “vested” portion of accumulated unused compensated absences at each year-end based on each employee’s accumulated unused hours and rate of pay. Generally, employees use their compensated absences as they are earned. For this reason, the accumulated unused portion as of September 30 is treated as a long-term liability. The balances are recorded in the General Long-Term Debt Account Group for employees of governmental fund types and as other liabilities on the classified balance sheets of proprietary fund types. An exception to this rule is that amounts actually paid to governmental fund type employees within 90 days of year end are reported as liabilities in the governmental funds to which they relate, as these amounts are payable from available spendable resources at September 30.

RESERVES

Governmental Funds - Reserves are used to indicate that a portion of the fund balance is not appropriate for expenditure or is legally segregated for a specific future use. Usage of reserves has been limited to the following items:

Reserve for Encumbrances - indicates a portion of the fund balance that has been segregated for expenditure upon vendor performance. This reflects items that have been ordered or committed for at yearend, which have not been received nor paid for.

Reserve for Advances to Other Funds - indicates a portion of the fund balance that does not constitute an "available spendable resource." This reflects items that have been ordered or committed for at yearend, which have not been received nor paid for.

Reserve for Police Education - indicates a portion of the fund balance that is legally restricted for police education expenditures in accordance with Florida Statute 943.25.

Reserve for Police Seizures - indicates a portion of the fund balance that is restricted for contraband forfeitures under Chapter 932 Florida Statutes.

Reserve for Debt Service - indicates a portion of the fund balance that is legally restricted for the payment of principal and interest on long-term debt.

Proprietary Funds and Certain Fiduciary Funds - Reserves are used to indicate a segregation of a portion of retained earnings equal to the current assets that are restricted for meeting various covenants as may be specified and defined in a revenue bond indenture or other law or regulation. Usage of reserves has been limited to the following items -

Reserve for Revenue Bond Retirement - restricted for payment of principal and interest on revenue bonds.

Reserve for Bond Asset Replacement - restricted for meeting of various contingencies as may be so specified and defined in the indenture (frequently referred to as renewal, replacement and improvement).

Reserve for Perpetual Care - restricted for future maintenance of cemetery grounds.

Reserve for Employees' Retirement - restricted for payment of employee retirement benefits.

ENCUMBRANCES

Encumbrances represent contractual commitments in the form of purchase orders and contracts. Such encumbrances are not recorded as expenditures, but rather as reservations of fund balance for subsequent years' appropriation.

**CITY OF WINTER HAVEN
FISCAL YEAR 2022**

GENERAL FISCAL POLICY

1. The Annual Operating Budget of the City of Winter Haven, Florida shall balance the public service needs of the community with the fiscal capabilities of the City. It is intended to achieve those goals and objectives established by the commission for following fiscal year. Service programs will represent a balance of services, but with special emphasis on the City's public safety, quality of life, and compliance with various state and federal mandates including the state mandatory comprehensive plan. Services shall be provided on a most cost effective basis. A balance between personnel and other classes of expenditures will also be achieved.
2. The City recognizes that its citizens deserve a commitment from the City to fiscal responsibility, and that a balanced operating budget is the cornerstone of fiscal responsibility. Annual operating expenditures (personal services, contracts, commodities and supplies, and capital outlay) will be fiscally balanced with revenues or income estimates that can reasonably and normally be projected as being received during the fiscal year. New programs or changes in policies, which would require the expenditure of additional operating fund's will either be funded through reductions in existing programs of lower priority or through adjustments to fee rates, service charges, or taxes. Requests for new programs or changes to programs or policies will be accompanied by an analysis of the short and long-term impact on the operational budget caused by such changed or new program or policy. A standard format using this procedure shall be routinely provided to the commission when requesting approval of each new or changed program or policy.
3. New programs, services, or facilities shall be based on general citizen demand or need.
4. The City shall maintain its accounting records in accordance with Generally Accepted Accounting Principles (GAAP), applied to governmental units as promulgated by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB).
5. The City shall provide funding for public services on a fair and equitable basis, and shall not discriminate in providing such services on the base of race, sex, color, religion, national origin, or physical handicap.
6. Budgets for all City departments and all other City expenditures, shall be under commission appropriation control.
7. Inter-fund loans must be supported by a fiscally sound source of funds available for repayment.
8. Preparation of the City's budget shall be in such a format as to allow correlation with the costs reported in the City's comprehensive Annual Financial Report.
9. The City will maintain a system to ensure departments adhere to the budget. Monthly financial status reports comparing budget to actual revenue and expenditures will be provided to the City Commission with significant deviations explained.
10. The level of budgetary control shall not be exceeded. Departments shall reduce their expenditures to offset unpredictable revenue shortfalls.
11. The City will maintain and update a five year capital improvement budget. Annually the City will inventory and assess the condition of its physical assets. The five year capital improvements plan will be adjusted according to the assessment.

FISCAL POLICY FOR ANNUAL OPERATING BUDGETS

1. GOVERNMENTAL FUND TYPES

- a. Revenue projections will be based on an analysis of historical trends and reasonable assumptions of future conditions. Continue to maintain a diversified revenue structure in order to provide a secure foundation to fund continuing operations and protect the City by reducing the danger of unforeseen fluctuations during periods of unstable economic conditions.
- b. Revenue estimates will be made on a reasonably conservative basis to ensure that estimates are realized.
- c. The operating budget will be prepared based on no more than 98% of the certified taxable value of the property tax roll and other anticipated revenues.
- d. The City will not use long-term debt or unpredictable revenues to finance expenditures required for operations.
- e. The operating budget for all funds will be balanced using current year revenues to finance current year expenditures. Anticipated revenues from all sources shall equal estimated expenditures for all purposes. Fund balances shall not normally be budgeted as a resource to support routine annual operating expenses. Fund balances may be budgeted as a resource to support capital, debt, or extraordinary major maintenance needs on a non-recurring basis.
- f. As early as practical in each annual budgeting cycle, the commission shall give direction to the administration as to the circumstances under which an ad valorem tax millage increase would be considered. Normally, such direction should be given in February of each year in conjunction with the setting of a tentative budget calendar.
- g. The City's General Fund's fund balance should not be less than 17% of General Fund operating expenditures.
- h. Service charges, rent and fee structure will be established so as to ensure recovery of all costs for these funds to the fullest extent possible, considering public benefit. A review of cost of service and rate structures will be performed on a routine basis.

2. PROPRIETARY FUNDS

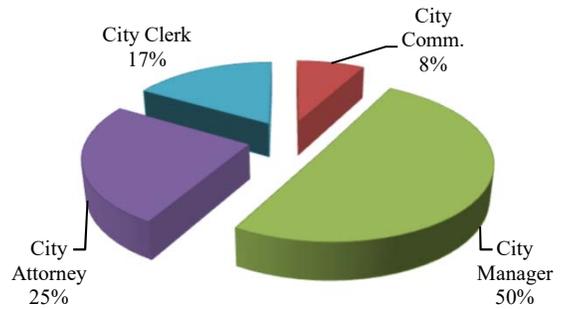
- a. Each proprietary fund will pay the appropriate general fund operation for a portion of the cost of general administrative departments and payment-in-lieu-of taxes that will be computed in a fashion that will be determined by the City Commission.
- b. Service charges, rent and fee structure will be established so as to ensure recovery of all costs for these funds to the fullest extent possible, considering public benefit.
- c. The requirements of the enterprise operating funds will include all expenses of the operations including allocation of general and administrative costs.
- d. A review of cost of service and rate structures for public utilities (water and sewer) and solid waste charges will be performed by staff on a routine basis. The recommended budget will set forth the cost requirements to be recovered by the service charges, which will be based on the cost of the services provided. The impact of such cost of services on rate schedules charged for such services shall be presented to City Commission in a timely manner.

DEPARTMENTAL ORGANIZATION STRUCTURE

General Government / City Manager
Mike Herr, City Manager
T. Michael Stavres, Deputy City Manager
Vanessa Castillo, City Clerk

General Government / City Manager

Fund:	Cost Center:	FY22 Budget:	FTE:	PTE:
GF	City Commission	\$ 148,243	5.00	0.00
GF	City Manager	\$ 939,063	5.00	0.00
GF	City Attorney	\$ 468,911	0.00	0.00
GF	City Clerk	\$ 310,354	2.00	0.00
		\$ 1,866,571	12.00	0.00

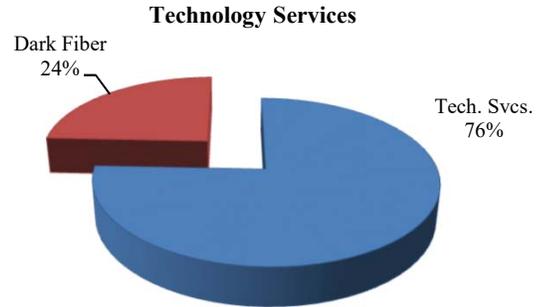


Human Resources
Shawn Dykes, Department Director

Fund:	Cost Center:	FY22 Budget:	FTE:	PTE:
IS	Human Resources	\$ 1,052,798	6.00	0.00

Technology Services
Hiep Nguyen, Department Director

Fund:	Cost Center:	FY22 Budget:	FTE:	PTE:
IS	Technology Services	\$ 3,748,540	10.00	2.00
DF	Dark Fiber	\$ 1,206,324	1.00	0.00
		\$ 4,954,864	11.00	2.00



Financial Services
Calvin T. Bowen, Department Director

Fund:	Cost Center:	FY22 Budget:	FTE:	PTE:
GF	Finance	\$ 1,249,014	13.00	0.00

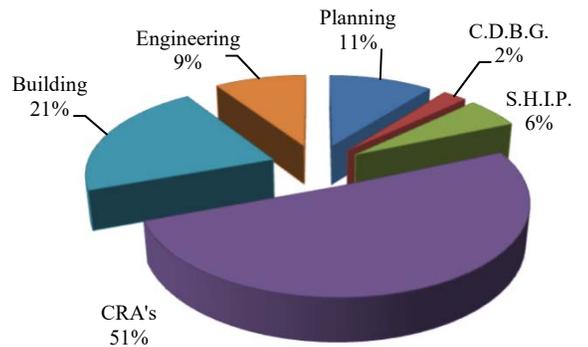
Airport
Alex Vacha, Department Director

Fund:	Cost Center:	FY22 Budget:	FTE:	PTE:
AP	*Airport	\$ 7,378,221	4.00	5.00

Economic Opportunity & Community Investment
Eric Labbe, Department Director

Fund:	Cost Center:	FY22 Budget:	FTE:	PTE:
GF	Planning	\$ 973,559	5.10	0.00
CD	*C.D.B.G.	\$ 228,000	0.00	0.00
SH	*S.H.I.P.	\$ 514,995	0.00	0.00
CR	*CRA's	\$ 4,689,326	2.90	0.00
BU	*Building/Permitting	\$ 1,966,402	11.50	0.00
IS	Engineering	\$ 857,943	9.50	0.00
		\$ 9,230,225	29.00	0.00

Growth Management Dept.



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**Includes Non-Departmental costs for Insurance, Internal Service Charges, Transfers, etc. for the Fund.*

FUND KEY:

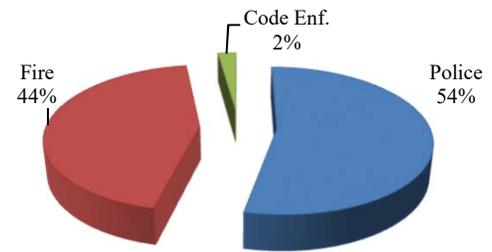
- GF=General Fund
- IS=Internal Services Fund
- DF=Dark Fiber Fund
- CD=C.D.B.G Fund
- SH=S.H.I.P. Fund
- AI=Airport Fund
- CR=CRA Fund
- BU=Building/Permitting Fund

DEPARTMENTAL ORGANIZATION STRUCTURE

Public Safety Services Department
Charlie Bird, Public Safety Director
David Brannan, Chief of Police

Public Safety Services Department

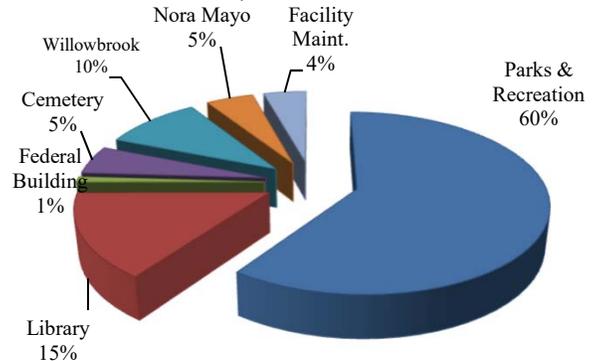
Fund:	Cost Center:	FY22 Budget:	FTE:	PTE:
GF	Police Department	\$ 12,307,352	118.30	0.00
GF	Fire Department	\$ 10,183,242	81.70	0.00
GF	Code Enforcement	\$ 513,118	5.00	0.00
		\$ 23,003,712	205.00	0.00



Parks, Recreation & Culture Department
Julie Adams, Department Director

Parks, Recreation & Culture

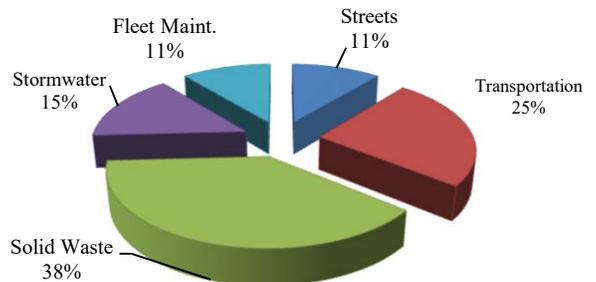
Fund:	Cost Center:	FY22 Budget:	FTE:	PTE:
GF	Parks & Recreation	\$ 7,665,266	58.05	63.00
LI	*Library	\$ 1,936,399	14.15	3.00
FE	Federal Building	\$ 123,691	0.00	0.00
CE	*Cemetery	\$ 655,185	5.30	0.00
WI	*Willowbrook	\$ 1,260,347	0.00	0.00
GF/IS	Nora Mayo Hall	\$ 614,802	4.50	5.00
IS	Facility Maintenance	\$ 551,751	3.00	0.00
		\$ 12,807,441	85.00	71.00



Public Works
M.J. Carnevale, Department Director

Public Works

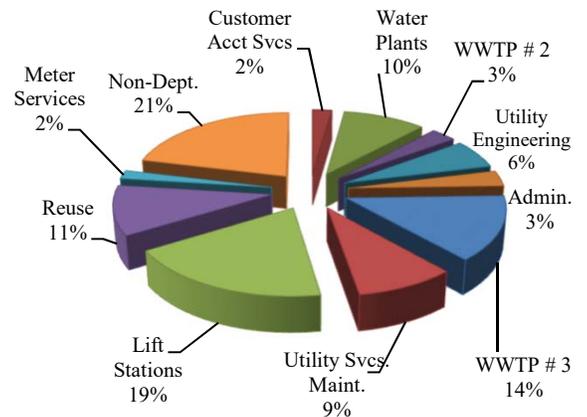
Fund:	Cost Center:	FY22 Budget:	FTE:	PTE:
GF	Streets	\$ 3,009,764	15.80	0.00
TR	Transportation	\$ 6,823,605	0.00	0.00
SW	*Solid Waste	\$ 10,536,740	39.40	1.00
ST	*Stormwater	\$ 4,085,415	13.70	1.00
IS	*Fleet Maintenance	\$ 3,008,005	11.10	1.00
		\$ 27,463,529	80.00	3.00



Utility Services
Gary Hubbard, Department Director

Utility Services

Fund:	Cost Center:	FY22 Budget:	FTE:	PTE:
UT	Customer Acct Svcs.	\$ 1,421,201	17.00	0.00
UT	Water Plants	\$ 6,039,516	14.00	0.00
UT	WWTP # 2	\$ 1,836,731	7.00	0.00
UT	Utility Engineering	\$ 3,830,198	9.00	1.00
UT	Administration	\$ 2,059,723	7.00	3.00
UT	WWTP # 3	\$ 8,596,616	17.00	0.00
UT	Utility Services Maint.	\$ 5,569,305	17.00	0.00
UT	Lift Stations/WW Mnt.	\$ 11,762,079	19.00	0.00
UT	Reuse Distribution	\$ 6,575,000	0.00	0.00
UT	Meter Services	\$ 1,121,540	11.00	0.00
UT	*Non-Departmental	\$ 13,155,800	na	na
↑		\$ 61,967,709	118.00	4.00



*Includes Non-Departmental costs for Insurance, Internal Service Charges, Transfers, etc. for the Fund.

FUND KEY:

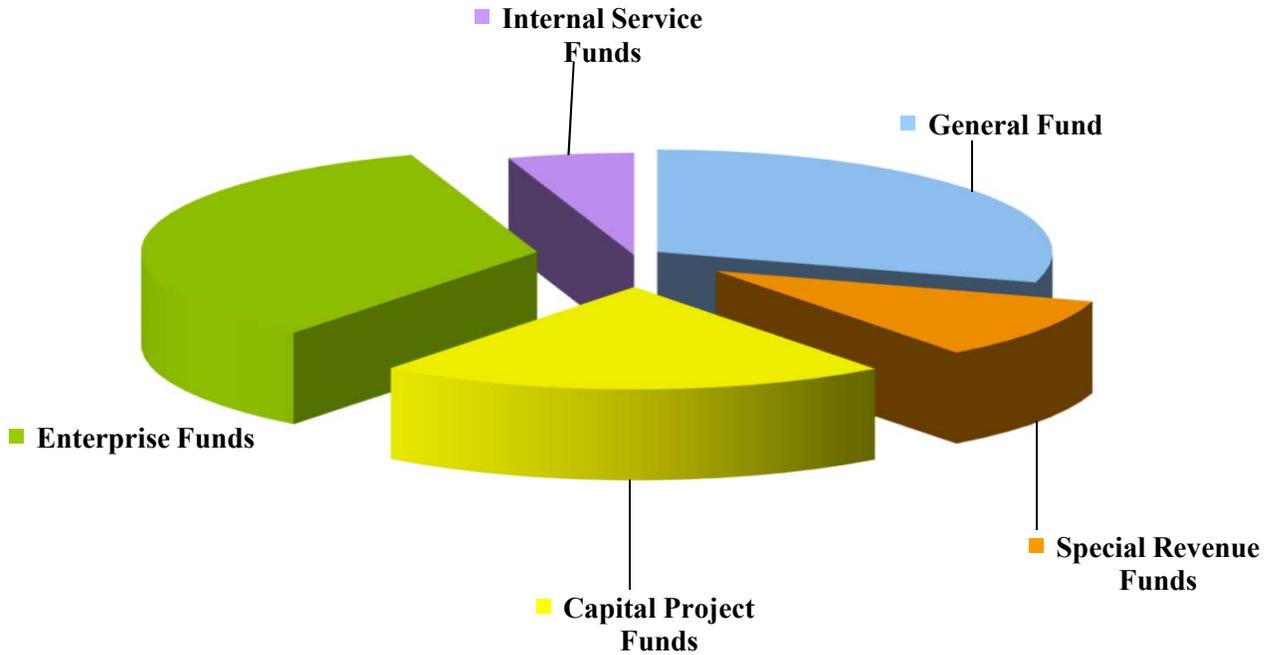
GF=General Fund
 LI=Library Fund
 CE=Cemetery Fund

WI=Willowbrook Fund
 IS=Internal Service Fund
 TR=Transportation Fund

SW=Solid Waste Fund
 ST=Stormwater Fund
 UT=Utility Fund

**CITY OF WINTER HAVEN
FISCAL YEAR 2021-2022**

REVENUES



FUND	BUDGETED	PERCENT
General Fund	53,734,058	29.8%
Special Revenue Funds:		
Library	1,692,661	0.9%
C.D.B.G.	228,000	0.1%
S.H.I.P.	314,340	0.2%
Airport	6,655,847	3.7%
Cemetery	332,350	0.2%
CRA-Downtown	2,422,280	1.3%
CRA-Florence Villa	540,055	0.3%
Federal Building	142,975	0.1%
Building / Permitting	1,856,000	1.0%
Impact Fee	2,026,000	1.1%
WH Affordable Housing	1,500,000	0.8%
Capital Project Funds:		
Transportation	6,175,041	3.4%
07 Construction	2,021	0.0%
15 Construction	31,427,814	17.4%
Enterprise Funds:		
Solid Waste	9,263,635	5.1%
Utility	48,045,219	26.7%
Stormwater	3,050,270	1.7%
Willowbrook	1,136,672	0.6%
Dark Fiber Enterprise	399,000	0.2%
Internal Service Funds:		
Internal Services	6,213,712	3.4%
Fleet Maintenance	3,068,924	1.7%

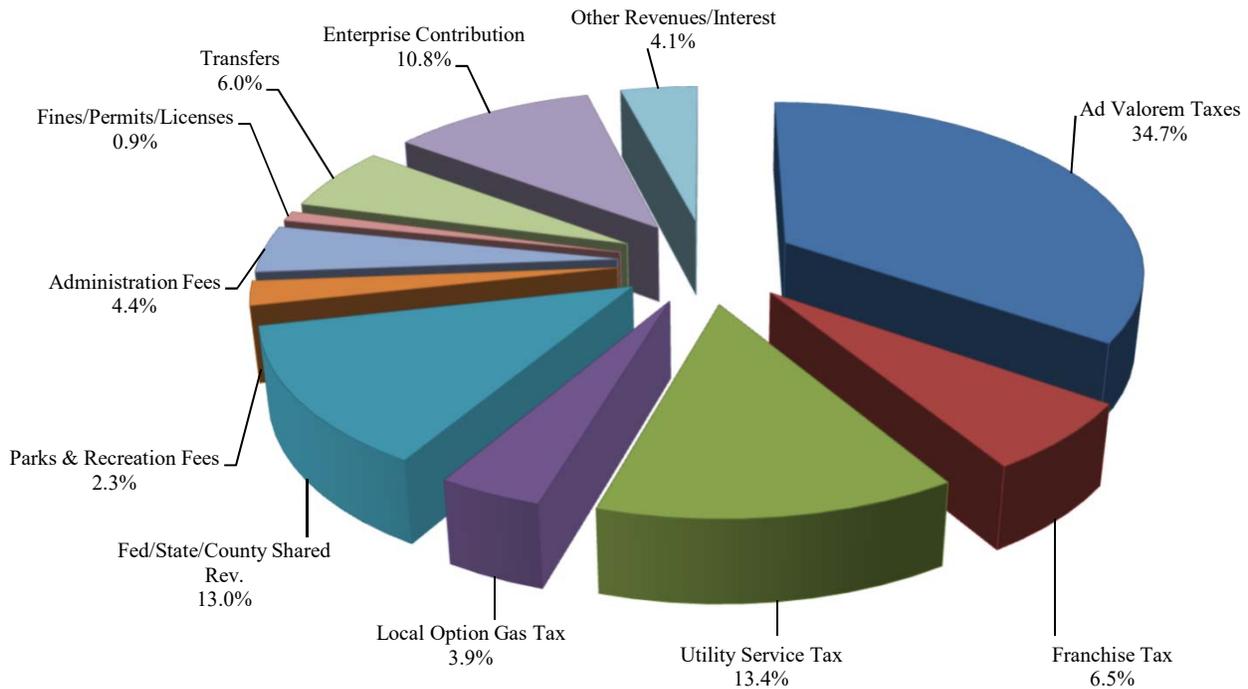
Breakdown General Fund Revenues

Taxes	58.4%
License	0.4%
Shared Revenue	10.0%
Fines/Fees	4.7%
Admin. Fees	4.1%
Misc.	2.2%
Transfers	20.2%

GENERAL FUND REVENUES BY SOURCE

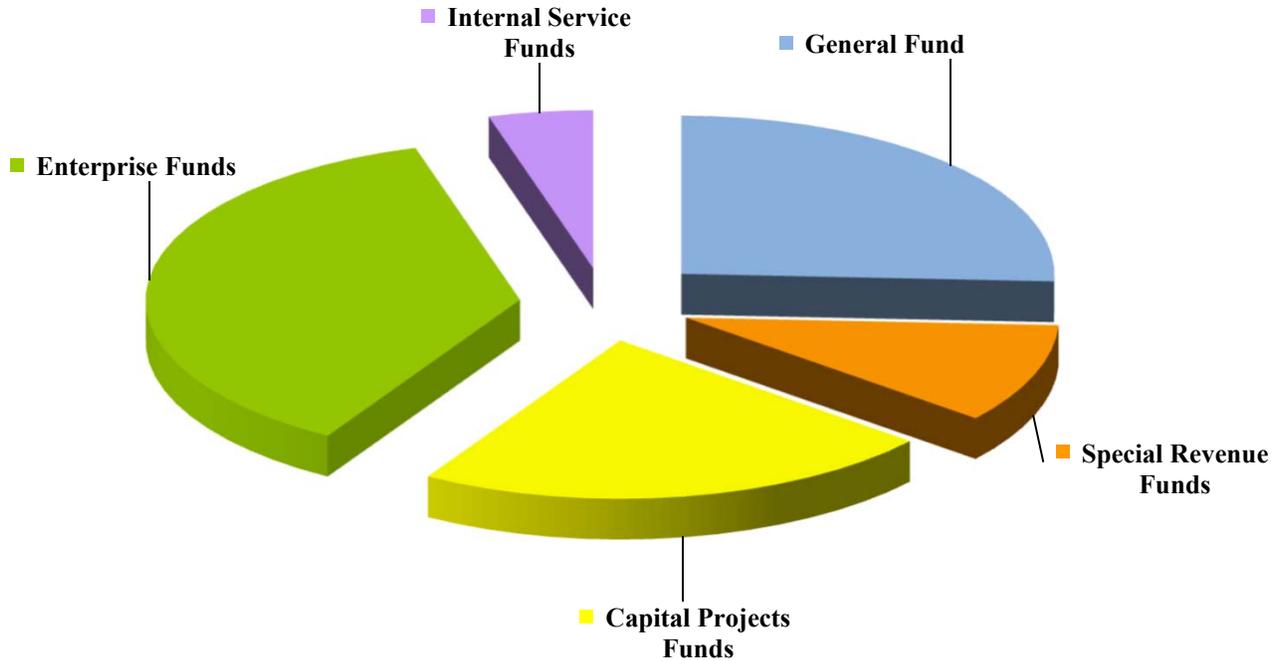
REVENUE TYPE	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	% Change	FY 2021-2022	% Change
	Actual	Actual	Actual	Estimated	2020 / 2021	Adopted	2021 / 2022
Ad Valorem Taxes	11,050,615	14,533,669	15,848,706	17,206,745	8.6%	18,657,032	8.4%
Franchise Tax	3,403,431	3,508,260	3,356,485	3,416,000	1.8%	3,480,000	1.9%
Utility Service Tax	6,714,868	6,789,197	6,877,516	7,090,000	3.1%	7,194,000	1.5%
Local Option Gas Tax	1,929,720	2,029,500	1,998,095	2,135,000	6.9%	2,108,189	-1.3%
Permits & Licenses	201,569	160,075	204,749	190,000	-7.2%	200,000	5.3%
Federal Grant Rev.	28,678	39,916	2,876	11,800	310.3%	298,082	2426.1%
State Shared Rev.	4,977,354	5,344,805	5,334,488	5,791,738	8.6%	6,355,677	9.7%
County Shared Rev.	233,448	350,728	290,404	269,647	-7.1%	333,059	23.5%
Parks and Recreation Fees	740,969	689,027	616,495	956,620	55.2%	1,213,700	26.9%
Administration Fees	1,996,414	1,917,873	2,135,119	2,100,192	-1.6%	2,365,377	12.6%
Fines and Forfeitures	265,599	269,183	348,448	281,010	-19.4%	301,000	7.1%
Other Revenues	1,535,383	2,019,586	2,443,766	1,963,882	-19.6%	2,115,931	7.7%
Interest	196,186	289,559	163,977	45,000	-72.6%	55,000	22.2%
Sale of Assets	37,445	25,955	40,023	17,570	-56.1%	20,100	14.4%
Transfers	1,646,939	2,001,563	3,725,174	4,115,372	10.5%	3,243,911	-21.2%
Enterprise Contribution	6,993,000	6,693,000	6,393,000	6,093,000	-4.7%	5,793,000	-4.9%
TOTAL	41,951,618	46,661,896	49,779,321	51,683,576	3.8%	53,734,058	4.0%

Adopted Fiscal Year 2021-2022 General Fund Revenue Sources



**CITY OF WINTER HAVEN
FISCAL YEAR 2021-2022**

EXPENSES



FUND	BUDGETED	PERCENT
General	55,234,058	25.8%
Special Revenue Funds:		
Library	1,936,399	0.9%
Comm. Development	228,000	0.1%
S.H.I.P.	514,995	0.2%
Airport	7,378,221	3.4%
Cemetery	655,185	0.3%
CRA-Downtown	3,719,843	1.7%
CRA-Florence Villa	969,483	0.5%
Federal Building	123,691	0.1%
Building / Permitting	1,966,402	0.9%
Impact Fee	2,857,010	1.3%
WH Affordable Housing	1,500,000	0.7%
Capital Projects Fund:		
Transportation	6,823,605	3.2%
07 Construction	227,792	0.1%
15 Construction	41,471,354	19.3%
Enterprise Funds:		
Solid Waste	10,536,740	4.9%
Utility	61,967,709	28.9%
Stormwater	4,174,524	1.9%
Willowbrook	1,260,347	0.6%
Dark Fiber Enterprise	1,206,324	0.6%
Internal Service Funds:		
Internal Services	6,675,739	3.1%
Fleet Maintenance	3,008,005	1.4%

Breakdown General Fund Expenses

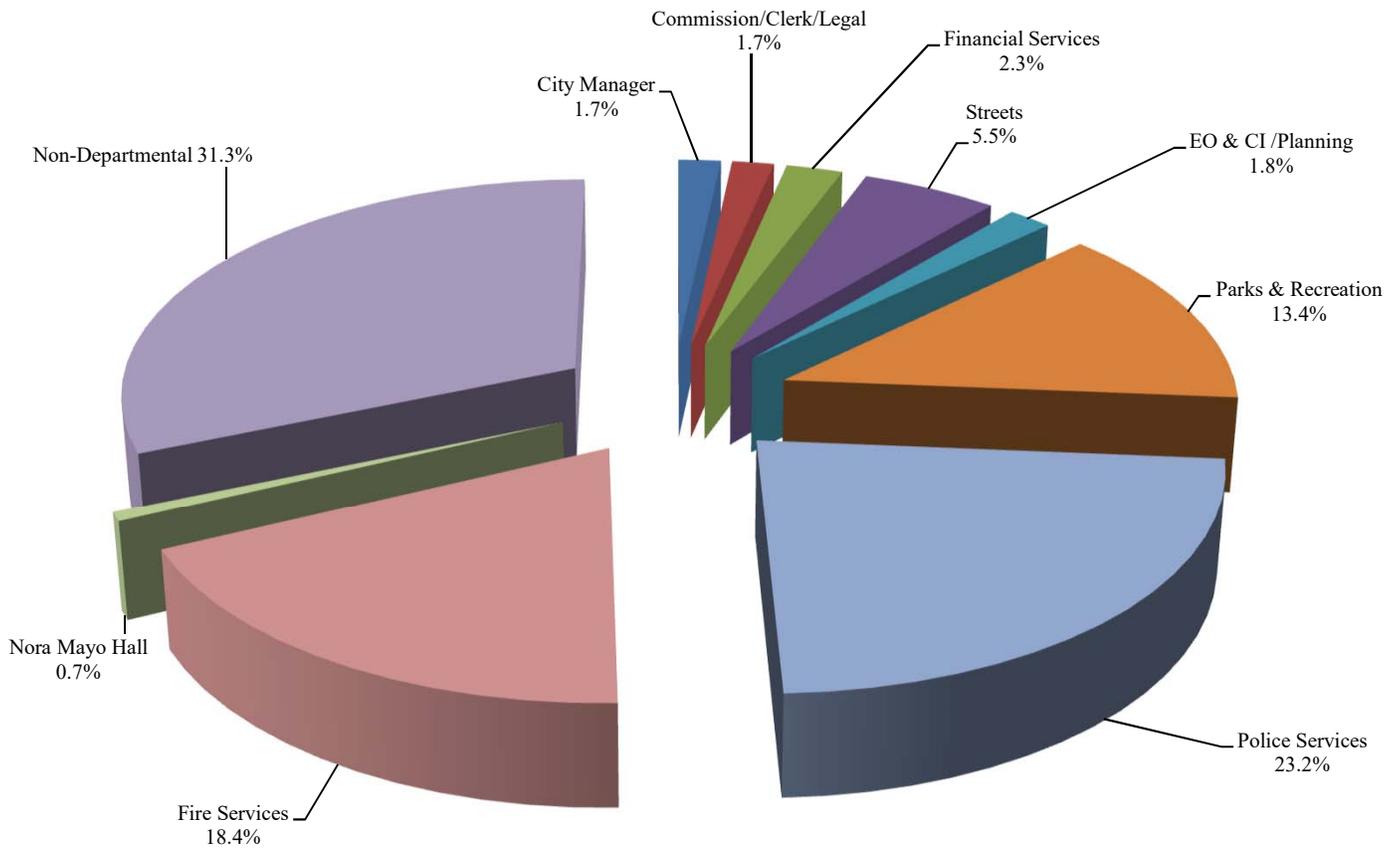
City Manager	1.8%
General Government	1.5%
Financial Services	2.5%
Streets	5.9%
Parks and Recreation	14.2%
Police /Code Compliance	23.9%
Fire Services	17.1%
E. D. & C. I. /Planning	1.5%
Non-Dept.	31.6%

100.00%

GENERAL FUND EXPENDITURES AND TRANSFERS BY FUNCTION

EXPENDITURE TYPE	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	% Change	FY 2021-2022	% Change
	Actual	Actual	Actual	Estimated	2020/2021	Budget	2021 / 2022
City Manager	787,943	694,294	832,964	849,322	-2.0%	939,063	10.6%
Commission/Clerk/Legal	817,658	790,665	919,575	886,782	3.6%	927,508	4.6%
Financial Services	1,111,296	1,125,616	1,148,270	1,178,092	-2.6%	1,249,014	6.0%
Streets	1,877,788	1,562,812	1,685,134	2,250,010	-33.5%	3,015,268	34.0%
EO & CI / Planning	428,681	486,363	528,717	613,967	-16.1%	973,559	58.6%
Parks and Recreation	5,730,320	5,400,058	5,944,615	6,077,731	-2.2%	7,415,266	22.0%
Police /Code Compliance	12,215,939	11,903,252	11,821,697	12,013,846	-1.6%	12,820,470	6.7%
Fire Services	7,888,572	8,232,942	8,916,318	8,954,624	-0.4%	10,183,242	13.7%
Public Svc/Nora Mayo	-	202,362	210,651	474,186	-125.1%	368,302	0.0%
Non-Departmental	8,645,799	16,234,822	15,981,152	16,835,430	-5.3%	17,342,366	3.0%
TOTAL	39,503,996	46,633,186	47,989,093	50,133,990	-4.5%	55,234,058	10.2%

Proposed Fiscal Year 2021-2022 General Fund Expenditures by Dept. \$55,234,058



**CITY OF WINTER HAVEN
FISCAL YEAR 2021-2022**

EXPENDITURE DETAIL-ALL FUNDS

	ADOPTED BUDGET 2020		ADOPTED BUDGET 2021		Commission BUDGET 2022
PERSONAL SERVICES					
Salary	\$ 26,729,514	\$	27,857,860	\$	28,976,450
FICA	2,014,931		2,083,002		2,216,749
Pension	6,004,257		5,722,990		5,706,427
Life & Health Insurance	4,720,823		5,277,185		6,511,851
Worker's Compensation	521,087		546,586		448,581
Education Benefit	74,900		67,000		70,800
TOTAL PERSONAL SERVICES	\$ 40,065,512	\$	41,554,623	\$	43,930,858
OPERATING EXPENSES					
Professional Services	\$ 2,999,174	\$	6,144,475	\$	6,468,937
Contract Services	4,113,593		3,941,627		4,667,378
Travel and Training	287,698		375,494		376,267
Utilities	4,186,943		4,416,625		4,300,759
Postage	226,335		229,569		190,006
Rentals and Leases	291,888		272,981		308,318
Landfill Charges	1,347,000		1,638,050		2,167,250
Insurance	1,426,604		1,951,879		1,785,002
Repair/Maintenance/Fuel	14,831,926		13,740,458		24,389,618
Other Charges & Obligations	822,216		900,000		901,171
Materials and Supplies	2,650,229		4,446,260		5,198,594
Cost of Goods for Sale	40,300		46,500		50,400
Memberships	97,414		91,208		106,180
Non Capital Equipment	317,390		371,200		354,227
Miscellaneous Acct	1,638,485		984,328		1,126,469
TOTAL OPERATING EXPENSES	\$ 35,277,195	\$	39,550,654	\$	52,390,576
CAPITAL EXPENSES	\$ 46,969,411	\$	52,701,260	\$	75,697,042
DEBT SERVICE	\$ 8,600,138	\$	8,793,841	\$	10,225,369
NON-OPERATING EXPENDITURES					
Internal Service Allocation	\$ 5,241,222	\$	5,224,187	\$	5,981,212
Transfers	13,129,618		13,229,560		14,283,406
Grant & Aid	878,672		1,239,468		2,837,859
Reserve for Contingencies	714,362		507,201		457,732
General Government Administration	2,123,561		2,060,462		2,324,377
General Fund Support	6,393,000		6,093,000		5,793,000
Community Development Grant	441,640		484,652		513,995
TOTAL NON OPERATING EXPENSES	\$ 28,922,075	\$	28,838,530	\$	32,191,581
TOTAL EXPENDITURES	\$ 159,834,331	\$	171,438,908	\$	214,435,426
LESS: INTRA FUND ELIMINATIONS	28,942,114		29,675,797		31,600,319
NET EXPENDITURES	\$ 130,892,217	\$	141,763,111	\$	182,835,107

**CITY OF WINTER HAVEN
FISCAL YEAR 2021-2022**

BUDGET SUMMARY-ALL FUNDS

	GENERAL FUND	SPECIAL REVENUE FUND	PROPRIETARY FUNDS	CAPITAL PROJECT FUND	INTERNAL SERVICES FUND	TOTAL FUND
CASH BALANCES BROUGHT FORWARD	\$ 16,337,990	\$ 6,900,576	\$ 50,301,733	\$ 15,675,596	\$ 696,646	\$ 89,912,541
ESTIMATED REVENUES:						
Taxes: Millage 6.79						
Ad Valorem Taxes	\$ 18,657,032	\$ 2,915,535	\$ -	\$ -	\$ -	\$ 21,572,567
Utility Service Taxes	7,194,000	-	-	-	-	\$ 7,194,000
Local Option Gas Taxes	2,108,189	-	-	-	-	\$ 2,108,189
Franchise Taxes	3,480,000	-	26,000	-	-	\$ 3,506,000
Licenses & Permit	200,000	1,845,450	-	-	-	\$ 2,045,450
Intergovernmental Revenue	6,986,818	7,099,578	4,626,761	15,076,355	20,800	\$ 33,810,312
Charges for Services	1,213,700	4,231,795	47,618,035	-	9,218,536	\$ 62,282,066
Fines & Forfeitures	301,000	-	-	-	-	\$ 301,000
Other Financing Sources	<u>13,593,319</u>	<u>1,618,150</u>	<u>9,624,000</u>	<u>22,528,521</u>	<u>43,300</u>	<u>\$ 47,407,290</u>
TOTAL REVENUES	\$ 53,734,058	\$ 17,710,508	\$ 61,894,796	\$ 37,604,876	\$ 9,282,636	\$ 180,226,874
Total Estimated Revenues and Balances	\$ 70,072,048	\$ 24,611,084	\$ 112,196,529	\$ 53,280,472	\$ 9,979,282	\$ 270,139,415
EXPENDITURES/EXPENSES						
General Government	\$ 4,089,144	\$ -	\$ -	\$ -	\$ -	\$ 4,089,144
Public Safety	22,661,633	1,861,788	-	8,000,000	-	\$ 32,523,421
Physical Environment	539,341	123,691	72,974,117	6,003,321	-	\$ 79,640,470
Transportation	6,613,676	7,383,751	-	7,973,605	-	\$ 21,971,032
Economic Environment	2,792,708	6,143,728	690,632	-	-	\$ 9,627,068
Human Services	1,671,040	2,670,180	-	-	-	\$ 4,341,220
Cultural and Recreation	7,501,784	3,163,621	1,220,568	25,852,404	-	\$ 37,738,377
Debt Services	4,781,091	502,470	4,260,327	681,481	-	\$ 10,225,369
Internal Services/Other	<u>4,583,641</u>	<u>-</u>	<u>-</u>	<u>11,940</u>	<u>9,683,744</u>	<u>\$ 14,279,325</u>
TOTAL EXPENDITURES	\$ 55,234,058	\$ 21,849,229	\$ 79,145,644	\$ 48,522,751	\$ 9,683,744	\$ 214,435,426
Reserves	\$ 14,837,990	\$ 2,761,855	\$ 33,050,885	\$ 4,757,721	\$ 295,538	\$ 55,703,989
Total Appropriated Expenditures	\$ 70,072,048	\$ 24,611,084	\$ 112,196,529	\$ 53,280,472	\$ 9,979,282	\$ 270,139,415
INTRA FUND ELIMINATIONS						\$ 31,600,319
TOTAL TO BE APPROPRIATED						\$ 182,835,107

CITY OF WINTER HAVEN
SUMMARY OF FUND BALANCES

		FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2021-2022
		<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Percent Chg.</u> <u>Begin to End</u>
GENERAL FUND	Beginning Balance:	12,998,176	14,788,404	16,337,990	
	Ending Balance:	14,788,404	16,337,990	14,837,990	-9.2%
SPECIAL REVENUE FUNDS	Beginning Balance:	4,509,489	5,310,572	6,900,576	
	Ending Balance:	5,310,572	6,900,576	2,761,855	-60.0%
CAPITAL PROJECTS FUNDS	Beginning Balance:	17,695,112	15,787,204	15,675,596	
	Ending Balance:	15,787,204	15,675,596	4,757,721	-69.6%
ENTERPRISE FUNDS	Beginning Balance:	40,275,438	53,716,049	50,301,733	
	Ending Balance:	53,716,049	50,301,733	33,050,885	-34.3%
INTERNAL SERVICES FUNDS	Beginning Balance:	2,087,055	1,447,226	696,646	
	Ending Balance:	1,447,226	696,646	295,538	-57.6%
TOTAL ALL FUNDS	Beginning Balance:	77,565,270	91,049,455	89,912,541	
	Ending Balance:	91,049,455	89,912,541	55,703,989	-38.0%

Explanation of large percentage changes from the beginning to the ending balance in the proposed budget:

Special Revenue Funds: Both the Downtown & Florence Villa CRA's have indicated a desire to appropriate all or most of their Fund Equity to allow use for capital projects. Other Funds are using Fund Equity to reduce the contribution from the General Fund.

Capital Projects Funds: The 2015 Construction Fund reflects use of Fund Equity to complete the next set of capital projects as have deemed desired and necessary.

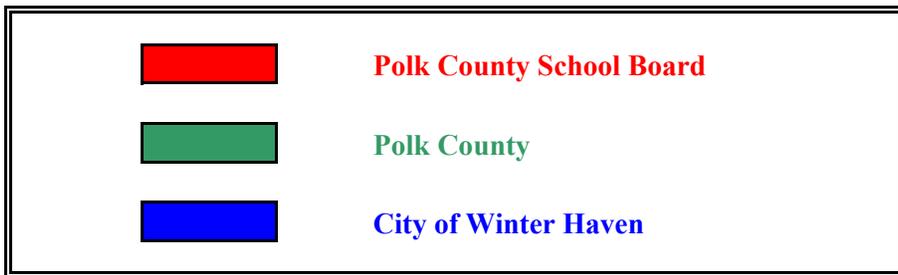
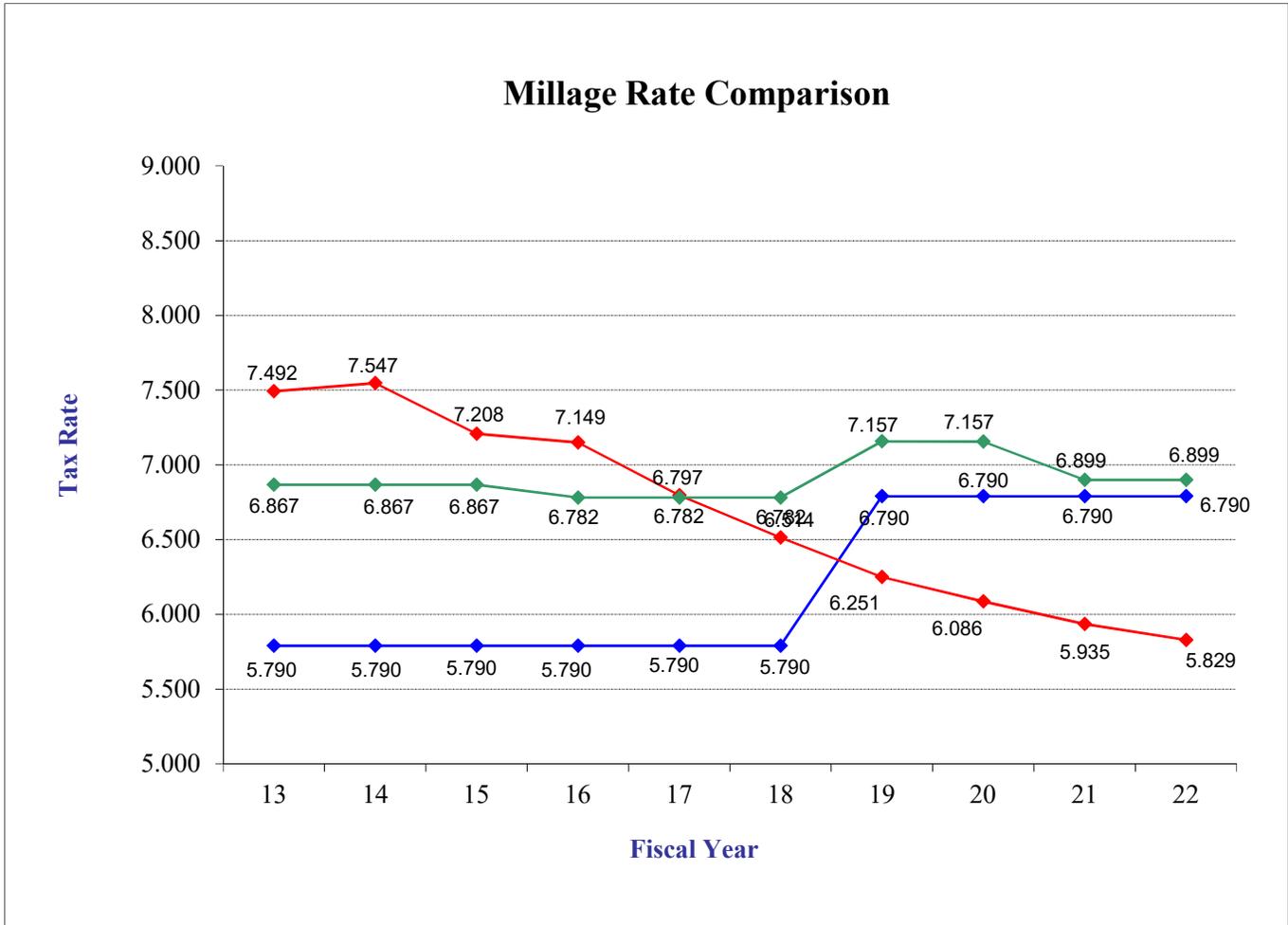
Enterprise Funds: Fund Equity is used to support increased staffing costs, Capital purchases, and Capital Projects.

Internal Services Fund: Internal service funding comes from other funds they support. Use of Fund Equity is to support increased staffing costs.

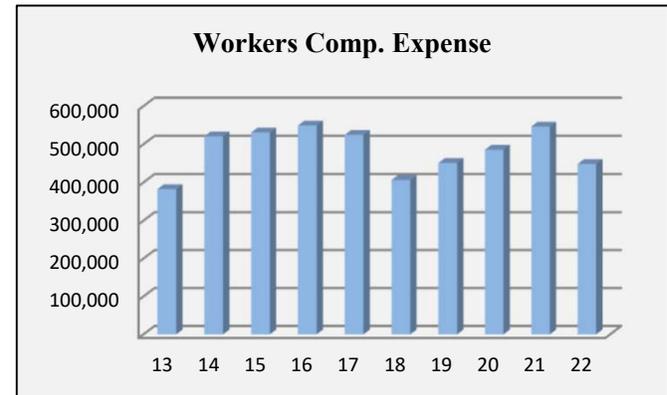
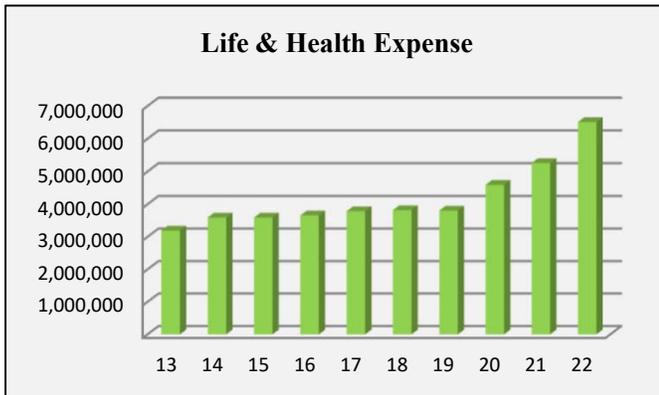
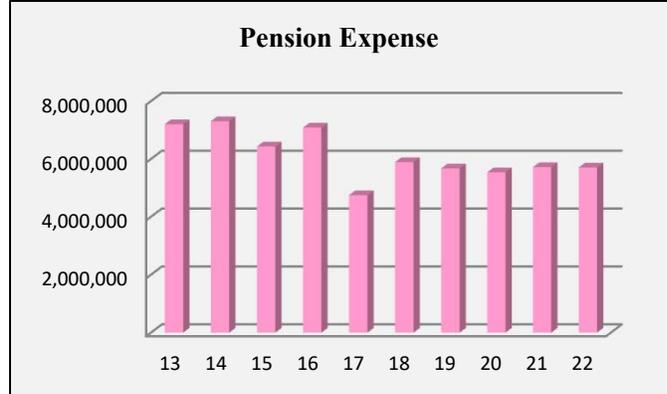
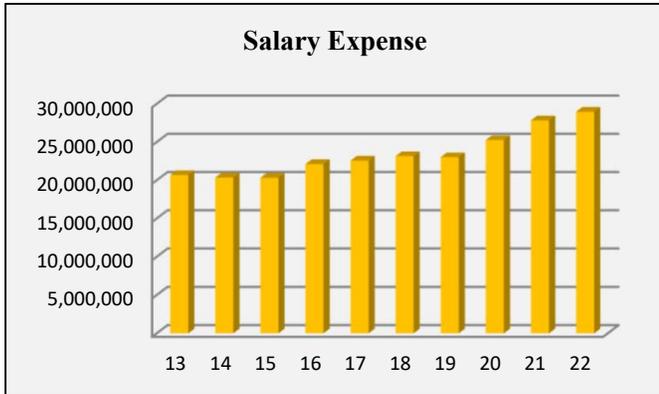
CITY OF WINTER HAVEN
FISCAL YEARS 2020, 2021 & 2022
BUDGET SUMMARY-ALL FUNDS- MULTIPLE YEARS

	FY 2019-2020 ACTUAL	FY 2020-2021 ESTIMATE	FY 2021-2022 BUDGET
CASH BALANCES BROUGHT FORWARD			
General Fund	\$ 12,998,176	\$ 14,788,404	\$ 16,337,990
Special Revenue Funds	4,481,741	5,310,572	6,900,576
Capital Project Funds	17,695,112	15,787,204	15,675,596
Enterprise Funds	40,275,438	53,716,049	50,301,733
Internal Service Funds	2,087,055	1,447,226	696,646
TOTAL CASH BALANCES	77,537,522	91,049,455	89,912,541
REVENUES:			
Ad Valorem Taxes	\$ 18,341,292	19,942,205	21,572,567
Utility Service Taxes	6,877,516	7,090,000	7,194,000
Local Option Gas Taxes	1,998,095	2,135,000	2,108,189
Franchise Taxes	3,404,416	3,442,000	3,506,000
Licenses & Permit	3,140,467	3,435,900	2,045,450
Intergovernmental Revenue	31,997,328	31,399,724	33,810,312
Charges for Services	53,192,842	54,574,384	62,282,066
Fines & Forfeitures	348,447	281,010	301,000
Other Financing Sources	26,532,015	21,953,551	47,407,290
TOTAL REVENUES	145,832,418	144,253,774	180,226,874
TOTAL REVENUES & CASH BALANCES	\$ 223,369,940	\$ 235,303,229	\$ 270,139,415
EXPENDITURES:			
General Government	\$ 3,429,526	3,528,163	4,089,144
Public Safety	22,421,363	24,387,375	32,523,421
Physical Environment	44,561,042	56,909,149	79,640,470
Transportation	9,796,737	12,621,697	21,971,032
Economic Environment	6,912,205	7,985,322	9,627,068
Human Services	1,244,977	1,466,096	4,341,220
Cultural and Recreation	24,540,124	16,321,419	37,738,377
Debt Services	6,530,482	8,777,586	10,225,369
Other Financing	12,884,029	13,393,881	14,279,325
TOTAL EXPENDITURES	132,320,485	145,390,688	214,435,426
ENDING CASH BALANCES:			
General Fund	\$ 14,788,404	16,337,990	14,837,990
Special Revenue Funds	5,310,572	6,900,576	2,761,855
Capital Project Funds	15,787,204	15,675,596	4,757,721
Enterprise Funds	53,716,049	50,301,733	33,050,885
Internal Service Funds	1,447,226	696,646	295,538
RESERVES	91,049,455	89,912,541	55,703,989
TOTAL EXPENDITURES	\$ 223,369,940	\$ 235,303,229	\$ 270,139,415
		INTRA FUND ELIMINATIONS:	31,600,319
		TOTAL TO BE APPROPRIATED:	\$ 182,835,107

CITY OF WINTER HAVEN
Fiscal Year 2021-2022
10 Year Comparison of Millage Rate

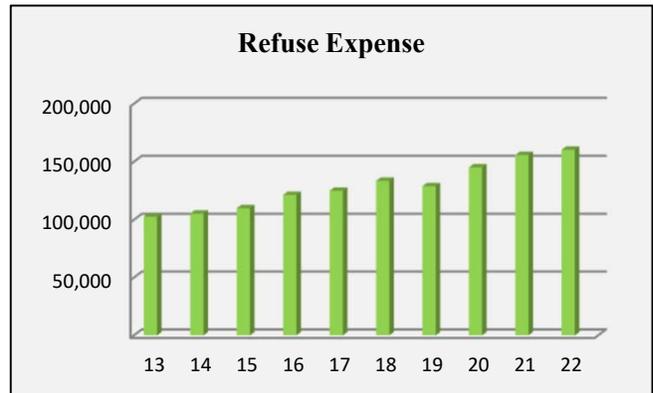
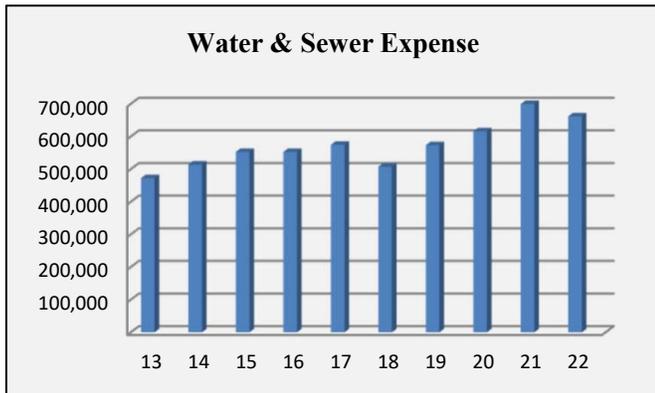
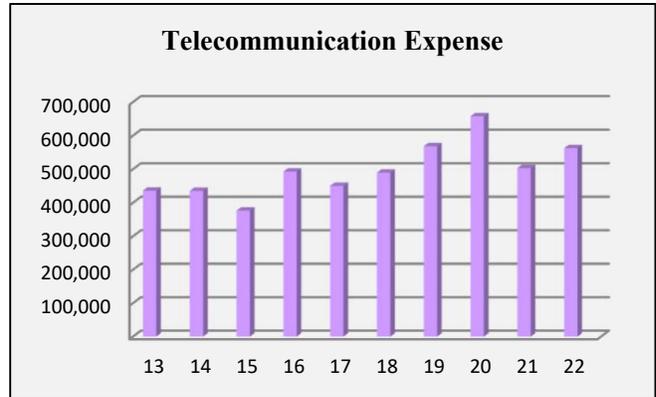
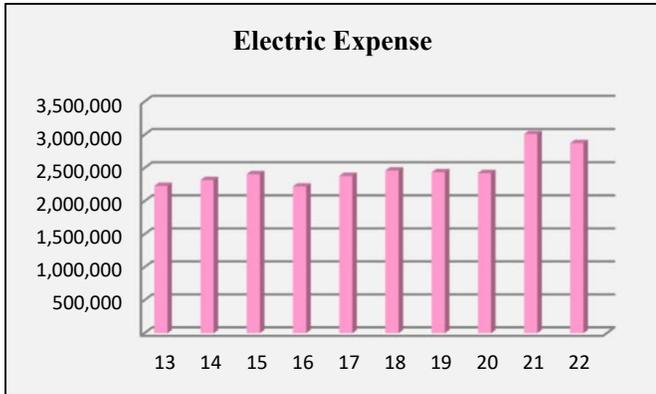


CITY OF WINTER HAVEN
FISCAL YEAR 2021-2022
Budget Summary - All Funds
Selected Personal Services Expense Trends



Expenses	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Budget FY21	Budget FY22
Salary Exp.	20,677,455	20,357,119	20,327,301	22,114,197	22,568,091	23,152,144	23,019,589	25,266,040	27,832,212	28,976,450
Pension	7,205,652	7,308,377	6,433,957	7,087,519	4,749,718	5,895,027	5,675,682	5,536,964	5,721,066	5,706,427
Life/Health Expense	3,193,318	3,595,306	3,593,207	3,659,042	3,787,812	3,821,935	3,807,327	4,593,087	5,261,840	6,511,851
Workers Comp. Exp.	382,712	520,865	531,047	549,225	524,955	406,776	451,130	485,842	546,586	448,581

CITY OF WINTER HAVEN
FISCAL YEAR 2021-2022
Budget Summary - All Funds
Selected Utility Service Expense Trends



Expenses	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Budget FY21	Budget FY22
Electric Exp.	2,231,282	2,319,930	2,409,132	2,223,581	2,380,990	2,464,719	2,436,587	2,424,513	3,011,775	2,876,005
Telecomm. Exp.	436,499	435,678	376,883	492,814	450,674	489,975	568,646	657,706	503,500	562,680
Water & Sewer Exp.	472,284	514,033	553,053	552,720	574,690	507,559	573,300	616,117	699,641	661,950
Refuse Exp.	102,748	105,370	109,988	121,478	124,964	133,575	128,938	145,126	155,834	160,374

CITY OF WINTER HAVEN
FISCAL YEAR 2021-2022
5 Year Allocation History of General Fund
Resources to Departments

	Actual FY 2017-2018	Actual FY 2018-2019	Actual FY 2019-2020	Estimated FY 2020-2021	Budget FY 2021-2022
General Govt. (City Clerk, City Commission, Legal)	2.1%	1.7%	1.9%	1.8%	1.7%
City Manager	2.0%	1.5%	1.7%	1.7%	1.7%
Finance	2.8%	2.4%	2.4%	2.3%	2.3%
Police Services / Code Compliance	30.9%	25.5%	24.6%	24.0%	23.2%
Fire Services	20.0%	17.7%	18.6%	17.9%	18.4%
Parks & Grounds / Parks & Recreation	14.1%	11.6%	12.4%	12.1%	13.4%
Streets	4.8%	3.4%	3.5%	4.5%	5.5%
E.O. & C. I. / Planning	1.1%	1.0%	1.1%	1.2%	1.8%
Nora Mayo Hall	0.4%	0.4%	0.4%	0.9%	0.7%
Non- Dept.	21.8%	34.8%	33.3%	33.6%	31.4%

FULL-TIME BUDGET POSITION SUMMARY BY FUND

		<u>FY 2019-2020</u>	<u>FY 2020-2021</u>	<u>FY 2021-2022</u>	
GENERAL FUNDS:	City Commission*	5.00	5.00	5.00	
	City Clerk	2.00	2.00	2.00	
	City Manager	6.00	5.00	5.00	
	Financial Services	13.00	13.00	13.00	
	Code Compliance	5.00	5.00	5.00	
	Police Services	117.30	117.30	118.30	
	Fire Services	71.70	71.70	81.70	
	Parks & Grounds	18.70	19.70	19.70	
	Parks and Recreation Admin	2.85	4.85	4.85	
	Aquatics	2.00	2.00	2.00	
	Senior Adult Center	3.00	3.00	3.00	
	C.O.L. Complex/Fieldhouse & Conference	13.00	7.50	7.50	
	Tennis	2.00	2.00	2.00	
	WH Recreational & Cultural Center	5.00	5.00	5.00	
	Activity Fields	16.00	14.00	14.00	
	Public Svc Bldg/Nora Mayo Hall	0.00	4.50	4.50	
	Streets	12.60	15.60	15.80	
	E. O. & C. I. / Planning	5.30	5.10	5.10	
		TOTAL GENERAL FUND	300.45	302.25	313.45
	SPECIAL REVENUE FUNDS:	Library	14.15	14.15	14.15
Airport		4.00	4.00	4.00	
Cemetery		5.30	5.30	5.30	
Downtown CRA		1.15	0.64	1.64	
Florence Villa CRA		0.55	0.26	1.26	
Building / Permitting		7.50	8.50	11.50	
		TOTAL SPECIAL REVENUE FUNDS	32.65	32.85	37.85
PROPRIETARY FUNDS:	Commercial Collection	8.10	9.10	9.10	
	Residential Collection	25.30	25.30	30.30	
	Payment Services	4.00	4.00	17.00	
	Customer Account Services	11.00	12.00	0.00	
	Water Plants	14.00	14.00	14.00	
	Wastewater Plant # 2	7.00	7.00	7.00	
	Utility Engineering	6.00	7.00	9.00	
	Utility Services Administration	5.00	6.00	7.00	
	Wastewater Plant # 3	17.00	17.00	17.00	
	Utility Services Maintenance	17.00	17.00	17.00	
	Lift Station/WW Maintenance	16.00	18.00	19.00	
	Meter Services	9.00	11.00	11.00	
	Stormwater	11.90	11.90	13.70	
Dark Fiber	0.00	1.00	1.00		
	TOTAL PROPRIETARY FUNDS	151.30	160.30	172.10	
INTERNAL SERVICE FUNDS:	Human Resources	5.00	6.00	6.00	
	Facility Maintenance	3.00	3.00	3.00	
	Technology Services	9.00	9.00	10.00	
	Engineering	9.50	9.50	9.50	
	Motor Pool	9.10	10.10	11.10	
	TOTAL INTERNAL SERVICE FUND	35.60	37.60	39.60	
TOTAL ALL BUDGETED POSITIONS		520.00	533.00	563.00	

*Not actually full-time employees

**CITY OF WINTER HAVEN
FISCAL YEAR 2021-2022
PERSONNEL SUMMARY BY DIVISION-ALL FUNDS- FULL TIME**

DEPARTMENT/DIVISION	FY 2019-2020 BUDGETED	FY 2020-2021 BUDGETED	FY 2021-2022 BUDGETED
Activity Fields	16.00	14.00	14.00
Airport	4.00	4.00	4.00
Aquatics	2.00	2.00	2.00
Building / Permitting	7.50	8.50	11.50
Cemetery	5.30	5.30	5.30
City Clerk	2.00	2.00	2.00
City Commission*	5.00	5.00	5.00
City Manager	6.00	5.00	5.00
Code Compliance	5.00	5.00	5.00
COL Complex/Fieldhouse & Conference	13.00	7.50	7.50
CRA's	1.70	0.90	2.90
Dark Fiber	0.00	1.00	1.00
Engineering	9.50	9.50	9.50
Facility Maintenance	3.00	3.00	3.00
Financial Services	13.00	13.00	13.00
Fire Department	71.70	71.70	81.70
E. O. & C. I. / Planning	5.30	5.10	5.10
Human Resources	5.00	6.00	6.00
Library	14.15	14.15	14.15
Motor Pool	9.10	10.10	11.10
Parks & Grounds	18.70	19.70	19.70
Parks & Recreation Administration	2.85	4.85	4.85
Police Department**	117.30	117.30	118.30
Public Svc Bldg / Nora Mayo Hall	0.00	4.50	4.50
Senior Adult Center	3.00	3.00	3.00
Solid Waste	33.40	34.40	39.40
Stormwater	11.90	11.90	13.70
Streets	12.60	15.60	15.80
Technology Services	9.00	9.00	10.00
Tennis	2.00	2.00	2.00
Utilities	106.00	113.00	118.00
WH Recreational & Cultural Center	5.00	5.00	5.00
TOTAL STAFF	520.00	533.00	563.00

*Not actually full-time employees

CITY OF WINTER HAVEN
PERSONNEL STAFFING LEVEL CHANGES - FISCAL YEAR 2021-2022

The following positions were eliminated from the budget:

Full-Time:

(1) Deputy Fire Chief (Fire) - Department reorganization

1

The following positions were added to the budget:

Full-Time:

(1) Fire Chief (Fire) - Department reorganization

(1) Administrator of Operations (Fire) - Department reorganization

(2) Fire Lieutenant (Fire) - Support growth and fully staff Tower Truck

(1) Fire Inspector (Fire) - Support growth and fully staff Tower Truck

(2) Firefighter III (Fire) - Support growth and fully staff Tower Truck

(2) Firefighter II (Fire) - Support growth and fully staff Tower Truck

(2) Firefighter I (Fire) - Support growth and fully staff Tower Truck

(1) Assistant Superintendent (.50 to Streets/.50 to Stormwater Drainage) - Will allow Superintendent to focus on high level initiatives

(1) Project Manager (Downtown CRA) - Monitor construction projects in CRA

(1) Neighborhood Planner (Florence Villa CRA) - Facilitate redevelopment efforts in CRA

(1) Building Division Assistant (Building/Permitting) - Provide additional office staff to keep up with growth in construction

(1) Business Tax Specialist (Building/Permitting) - Monitor compliance of Business Tax applications/payments

(1) Building Inspector (Building/Permitting) - Needed for growth in construction

(3) Driver Collectors (Solid Waste Residential Collection) - Seamless Solid Waste Service to increase routes

(2) Diversified Operator (Solid Waste Residential Collection) - Fill in for drivers on Vacation/Sick

(1) I & C Administrator (Utility Engineering) - Bring technological utility monitoring in house

(1) GIS Technician (Utility Engineering) - Monitor and upgrade current GIS Network

(1) Staff Assistant II (Utility Services Administration) - Additional customer service for growth

(1) Collections Superintendent (Utility Lift Stations/WW Maintenance) - Additional crew leader

(1) New Build Coordinator (Customer Account Services) - Improve communication between customer service and building contractors

(1) Natural Resources Specialist (Stormwater Water Quality) - Position for intern promotion to retain talent

(1) Business Technology Support Specialist (Technology Services) - Monitor new body camera project

(1) Mechanic I (Motor Pool) - Improve annual repair ratio per mechanic

30

Part-Time:

(1) Diversified Operator (Solid Waste Residential Collection) - Provide coverage for absences

(1) Special Projects Manager (Utility Services Administration) - Monitor periodic special projects for Utility

2

FULL AND PART-TIME BUDGETED POSITIONS

Department / Position	Pay Grade	Non-Exempt Exempt	WC Code	Min / Max Hourly or Annual	FY21 Budget		FY22 Budget	
					FT	PT	FT	PT
GENERAL FUND								
CITY COMMISSION / City Clerk								
Mayor	N/A	N/A	8810	TBD by Ordinance	1.00		1.00	
Commissioners	N/A	N/A	8810	TBD by Ordinance	4.00		4.00	
City Clerk	N/A	E	8810	TBD by Commission	1.00		1.00	
Records Administrator/Deputy City Clerk	29	E	8810	22.99 - 37.23	1.00		1.00	
Total City Commission / City Clerk					7.00	0.00	7.00	0.00
CITY MANAGER'S OFFICE								
City Manager	N/A	E	8810	TBD by Commission	1.00		1.00	
Deputy City Manager	44	E	8810	47.81 - 77.37	1.00		1.00	
Director of Diversity & Inclusivity	39	E	8810	37.45 - 49.04			1.00	
Public Affairs and Communication Director	35	E	8810	30.80 - 49.88	1.00		1.00	
Assistant to the City Manager	35	E	8810	30.80 - 49.88	1.00			
Chief Executive Assistant	25	NE	8810	18.92 - 30.63	1.00		1.00	
Total City Manager's Office					5.00	0.00	5.00	0.00
CODE COMPLIANCE								
Code Compliance Supervisor	28	E	9410	21.90 - 35.46	1.00		1.00	
Code Compliance Officer II	24	NE	9410	18.02 - 29.17	3.00		3.00	
Code Compliance Clerk	20	NE	8810	14.83 - 24.00	1.00		1.00	
Total Code Compliance					5.00	0.00	5.00	0.00
FINANCIAL SERVICES								
Financial Services Department Director	42	E	8810	43.36 - 70.18	1.00		1.00	
Asst. Financial Services Dept. Director	36	E	8810	32.34 - 52.37	1.00		1.00	
Procurement Officer	33	E	8810	27.94 - 45.24	1.00		1.00	
Chief Accountant	30	E	8810	24.14 - 39.09	1.00		1.00	
Administrative Services' Manager	30	E	8810	24.14 - 39.09	1.00		1.00	
Budget Analyst	29	E	8810	22.99 - 37.23	1.00		1.00	
Accounting & Payroll Specialist	27	E	8810	20.86 - 33.77	1.00		1.00	
Accountant	27	E	8810	20.86 - 33.77	1.00		1.00	
Procurement Specialist	23	NE	8810	17.17 - 27.78	1.00		1.00	
Executive Assistant	22	NE	8810	16.35 - 26.46	1.00		1.00	
Accounting Clerk II	18	NE	8810	13.45 - 21.77	2.00		2.00	
Mail Courier	14	NE	8810	11.07 - 17.90	1.00		1.00	
Total Financial Services					13.00	0.00	13.00	0.00
POLICE SERVICES								
Public Safety Director	42	E	7720	43.36 - 70.18	0.50		0.50	
Chief of Police	39	E	7720	37.45 - 49.04	1.00		1.00	
Police Captain	37	E	7720	33.97 - 54.99	3.00		3.00	
Police Lieutenant	34	NE	7720	29.34 - 47.50	6.00		6.00	
Police Sergeant	31	NE	7720	25.35 - 41.04	10.00		10.00	
Public Information & Crime Prevention Officer	28	NE	7720	21.90 - 35.46	1.00		1.00	
Police Training	26	NE	7720	19.87 - 32.16	1.00		1.00	
Detective	26	NE	7720	19.87 - 32.16	10.00		12.00	
Police Officer	26	NE	7720	19.87 - 32.16	59.00		57.00	
Police Inspector	26	NE	7720	19.87 - 32.16	0.90		0.90	
Evidence Property Supervisor	24	NE	8810	18.02 - 29.17	1.00		1.00	
Executive Assistant	22	NE	8810	16.35 - 26.46	1.00		1.00	
Accreditation Administrator	21	NE	8810	15.58 - 25.20	1.00		1.00	
Crime Analyst	21	NE	8810	15.58 - 25.20	2.00		2.00	
Personnel Selection Coordinator	21	NE	8810	15.58 - 25.20	0.90		0.90	
Police Records Clerk Supervisor	21	NE	8810	15.58 - 25.20	1.00		1.00	
Maintenance Mechanic II	21	NE	9015	15.58 - 25.20	1.00		1.00	
Crime Scene Investigator	21	NE	7720	15.58 - 25.20	2.00		3.00	
Technical Services Clerk	20	NE	8810	14.83 - 24.00	1.00		1.00	
Evidence/Property Technician	20	NE	8810	14.83 - 24.00	2.00		2.00	
Community Service Officer	19	NE	7720	14.13 - 22.86	6.00		6.00	
Police Support Services Clerk	18	NE	8810	13.45 - 21.77	1.00		1.00	
Police Records Clerk	19	NE	8810	14.13 - 22.86	4.00		4.00	
Felony Intake Coordinator	20	NE	8810	14.83 - 24.00	1.00		1.00	
Total Police Services					117.30	0.00	118.30	0.00

FULL AND PART-TIME BUDGETED POSITIONS

Department / Position	Pay Grade	Non-Exempt Exempt	WC Code	Min / Max Hourly or Annual	FY21 Budget		FY22 Budget	
					FT	PT	FT	PT
FIRE SERVICES								
Public Safety Director	42	E	7720	43.36 - 70.18	0.50		0.50	
Fire Chief	41	E	7704	41.30 - 66.84			1.00	
Deputy Fire Chief	35	E	7704	30.80 - 49.88	1.00			
Battalion Chief	37	E	7704	27.17 - 44.00	3.00		3.00	
Fire Marshall	34	E	7704	29.34 - 47.50	1.00		1.00	
Fire Training Safety Officer	33	NE	7704	27.94 - 45.24	1.00		1.00	
EMS Coordinator	33	NE	7704	27.94 - 45.24	1.00		1.00	
Administrator of Operations	37	E	8810	33.97 - 54.99			1.00	
Fire Lieutenant	31	NE	7704	20.28 - 32.83	15.00		17.00	
Fire Prevention Inspector/Investigator	31	NE	7704	20.28 - 32.83	5.00		6.00	
Firefighter III	28	NE	7704	17.51 - 28.37	16.00		18.00	
Police Inspector	26	NE	7720	19.87 - 32.16	0.10		0.10	
Firefighter II	26	NE	7704	15.89 - 25.73	10.00		10.00	
Maintenance/Logistics Officer	24	NE	7704	18.02 - 29.17	1.00		1.00	
Firefighter I	24	NE	7704	14.42 - 23.34	16.00		20.00	
Executive Assistant	22	NE	8810	16.35 - 26.46	1.00		1.00	
Personnel Selection Coordinator	21	NE	8810	15.58 - 25.20	0.10		0.10	
Total Fire Services					71.70	0.00	81.70	0.00
PARKS & RECREATION								
Parks, Recr. & Cultural Svcs. Dir. (Parks/Rec)	39	E	9102	37.45 - 49.04	0.85		0.85	
Asst. Parks, Recreation & Culture Dir. (Parks/Rec)	35	E	8810	30.80 - 49.88	1.00		1.00	
Fieldhouse/Conference Facility Manager (FH)	34	E	9102	29.34 - 47.50	1.00		1.00	
Parks and Grounds Superintendent (Parks/Grnds)	32	E	9102	26.61 - 43.09	0.70		0.70	
Parks, Plan. & Strategic Initiat. Mngr. (Parks/Rec)	32	E	9102	26.61 - 43.09	1.00		1.00	
Asst. Parks, Grounds, Cemetery Supt. (Parks/Grnds)	30	E	9102	24.14 - 39.09	1.00		1.00	
Recreation Supervisor III (FH)	27	E	9102	20.86 - 33.77	1.00		1.00	
Recreation Supervisor III (WHRCC)	27	E	9102	20.86 - 33.77	1.00		1.00	
Recreation Supervisor III (Nora Mayo Hall)	27	E	9102	20.86 - 33.77	1.00		1.00	
Recreation Supervisor II (Aquatics)	25	E	9102	18.92 - 30.63	1.00		1.00	
Recreation Supervisor II (Sr. Adult)	25	E	9102	18.92 - 30.63	1.00		1.00	
Crew Leader II (FH)	25	NE	9102	18.92 - 30.63	1.00		1.00	
Crew Leader II (Parks/Grounds)	25	NE	0042	18.92 - 30.63	3.00		3.00	
Crew Leader II (Activity Fields)	25	NE	0042	18.92 - 30.63	1.00		1.00	
Marketing/Partnership Dev. Coord. (Parks Admin)	25	E	8810	18.92 - 30.63	1.00		1.00	
Recreation Supervisor I (Aquatics)	23	E	9102	17.17 - 27.78	1.00		1.00	
Recreation Supervisor I (WHRCC)	23	E	9102	17.17 - 27.78	1.00		1.00	
Crew Leader I (Activity Fields)	23	NE	9102	17.17 - 27.78	1.00		1.00	
Crew Leader I (Parks/Grounds)	23	NE	9102	17.17 - 27.78	1.00		1.00	
Tennis Professional (Tennis)	22	E	9102	16.35 - 26.46	1.00		1.00	
Executive Assistant (Admin.)	22	NE	8810	16.35 - 26.46	1.00		1.00	
Maintenance Mechanic II (Parks/Grounds)	21	NE	9102	15.58 - 25.20			1.00	
Small Engine Mechanic (Parks/Grounds)	20	NE	9102	14.83 - 24.00	1.00		1.00	
Sr. Staff Assistant (Nora Mayo Hall)	19	NE	8810	14.13 - 22.86	1.00		1.00	
Irrigation Specialist II (Parks/Grounds)	18	NE	0042	13.45 - 21.77			1.00	
Spray Technician (Activity Fields)	18	NE	0042	13.45 - 21.77	1.00		1.00	
Recreation Leader (WHRCC)	19	NE	9102	14.13 - 22.86	1.00		1.00	
Recreation Leader (FH)	19	NE	9102	14.13 - 22.86	1.00		1.00	
Recreation Leader (Sr. Adult)	19	NE	9102	14.13 - 22.86	1.00		1.00	
Recreation Leader (Leisure Park Rentals)	19	NE	9102	14.13 - 22.86		1.00		1.00
Recreation Leader (Tennis)	19	NE	9102	14.13 - 22.86	1.00	1.00	1.00	
Recreation Leader (Activity Fields)	19	NE	9102	14.13 - 22.86	1.00		1.00	
Food Service Leader (Activity Fields)	20	NE	9060	14.83 - 24.00	1.00		1.00	
Maintenance Operator II (Parks/Grounds)	19	NE	0042	14.13 - 22.86	3.00		2.00	
Customer Service Rep. II (WHRCC)	19	NE	8810	14.13 - 22.86	1.00		1.00	
Irrigation Specialist I (Parks/Grounds)	18	NE	0042	13.45 - 21.77	2.00		1.00	
Maintenance Operator I (Parks/Grounds)	18	NE	0042	13.45 - 21.77	7.00		7.00	
Maintenance Operator I (Activity Fields)	18	NE	9102	13.45 - 21.77	8.00		8.00	
Customer Service Rep. I (Parks/Grounds)	15	NE	8810	11.62 - 18.80	1.00		1.00	
Customer Service Rep. (Activity Fields)	15	NE	9102	11.62 - 18.80		1.00		1.00
Recreation Attendant (FH)	15	NE	9102	11.62 - 18.80		16.00		13.00
Customer Service Rep. (FH)	18	NE	8810	13.45 - 21.77				3.00

FULL AND PART-TIME BUDGETED POSITIONS

Department / Position	Pay Grade	Non-Exempt Exempt	WC Code	Min / Max Hourly or Annual	FY21 Budget		FY22 Budget	
					FT	PT	FT	PT
PARKS & RECREATION (cont.)								
Recreation Attendant (Tennis)	15	NE	9102	11.62 - 18.80		4.00		3.00
Customer Service Rep. (Tennis)	18	NE	8810	13.45 - 21.77				2.00
Recreation Attendant (Leisure Park Rentals)	15	NE	9102	11.62 - 18.80		3.00		3.00
Customer Service Rep. (WHRCC)	18	NE	8810	13.45 - 21.77				1.00
Recreation Attendant (WHRCC)	15	NE	9102	11.62 - 18.80		8.00		7.00
Customer Service Rep. (Nora Mayo Hall)	15	NE	9102	11.62 - 18.80		2.00		2.00
Recreation Pool Cashier (Aquatics)	15	NE	9102	11.62 - 18.80		1.00		1.00
Food Service Worker (Activity Fields)	14	NE	8810	11.07 - 17.90		2.00		2.00
Water Safety Instructors (Aquatics)	14	NE	9102	11.07 - 17.90		8.00		8.00
Building Service Worker (Activity Fields)	14	NE	9102	11.07 - 17.90	1.00		1.00	
Building Service Worker (FH)	14	NE	9102	11.07 - 17.90	3.50	3.00	3.50	3.00
Building Service Worker (Sr. Adult)	14	NE	9102	11.07 - 17.90	1.00		1.00	
Building Service Worker (WHRCC)	14	NE	9102	11.07 - 17.90	1.00		1.00	
Building Service Worker (Nora Mayo Hall)	14	NE	9102	11.07 - 17.90	2.50	3.00	2.50	3.00
Lifeguard (Aquatics)	13	NE	9102	10.54 - 17.05		15.00		15.00
Total Parks & Recreation					62.55	68.00	62.55	68.00
STREETS								
Assistant Public Works Director	35	E	8810	30.80 - 49.88	0.20		0.20	
Streets Superintendent	32	E	5509	26.61 - 43.09	0.80		0.50	
Assistant Superintendent	30	E	5509	24.14 - 39.09			0.50	
Ecosystem and Asset Analyst	27	E	8810	20.86 - 33.77	0.10		0.10	
Traffic Operations Crew Leader	25	NE	5509	18.92 - 30.63	1.00		1.00	
Crew Leader II	25	NE	5509	18.92 - 30.63	1.00		1.00	
Signal Electrician	24	NE	5509	18.02 - 29.17	1.00		1.00	
Traffic Signal Technician	21	NE	5509	15.58 - 25.20	1.00		1.00	
Transportation Sign Technician	21	NE	5509	15.58 - 25.20	1.00		1.00	
Maintenance Operator III	20	NE	5509	14.83 - 24.00	1.00		2.00	
Maintenance Operator II	19	NE	5509	14.13 - 22.86	5.00		2.00	
Streets Maintenance II	19	NE	5109	14.13 - 22.86			3.00	
Sr. Staff Assistant	19	NE	8810	14.13 - 22.86	0.50		0.50	
Maintenance Operator I	18	NE	5509	13.45 - 21.77	1.00			
Public Works Apprentice	18	NE	5509	13.45 - 21.77	2.00		2.00	
Total Streets					15.60	0.00	15.80	0.00
PLANNING								
E.O. & C.I. (Growth Management) Dept. Director	39	E	8810	37.45 - 49.04	0.80		0.80	
Planning Manager	33	E	8810	27.94 - 45.24	1.00		1.00	
CRA & Neighborhood Programs Manager	33	E	8810	27.94 - 45.24	0.30		0.30	
Senior Planner	30	E	8810	24.14 - 39.09			2.00	
Planner II	27	E	8810	20.86 - 33.77	2.00			
Planning Assistant	22	NE	8810	16.35 - 26.46	1.00		1.00	
Total Planning					5.10	0.00	5.10	0.00
TOTAL GENERAL FUND					302.25	68.00	313.45	68.00
SPECIAL REVENUE FUNDS								
LIBRARY SERVICES								
Parks, Recreation & Cultural Svcs Director	39	E	8810	37.45 - 49.04	0.15		0.15	
City Librarian	32	E	8810	26.61 - 43.09	1.00		1.00	
Librarian II	24	E	8810	18.02 - 29.17	4.00		4.00	
Librarian I	22	NE	8810	16.35 - 26.46	2.00		2.00	
Library Assistant II	19	NE	8810	14.13 - 22.86	5.00		5.00	
Library Assistant I	15	NE	8810	11.62 - 18.80		2.00		2.00
Building Service Worker	14	NE	9102	11.07 - 17.90	2.00		2.00	
Library Page	13	NE	8810	10.54 - 17.05		1.00		1.00
Total Library Services					14.15	3.00	14.15	3.00
AIRPORT								
Airport Department Director	34	E	8810	29.34 - 47.50	1.00		1.00	
Airport Contract & Fiscal Specialist	26	E	8810	19.87 - 32.16	1.00		1.00	
Operations Tech II	20	NE	9410	14.83 - 24.00	1.00		2.00	
Operations Tech	18	NE	9410	13.45 - 21.77	1.00	4.00		4.00
Building Service Worker	14	NE	9102	11.07 - 17.90		1.00		1.00
Total Airport					4.00	5.00	4.00	5.00

FULL AND PART-TIME BUDGETED POSITIONS

Department / Position	Pay Grade	Non-Exempt Exempt	WC Code	Min / Max Hourly or Annual	FY21 Budget		FY22 Budget	
					FT	PT	FT	PT
CEMETERY								
Parks and Grounds Superintendent	32	E	9102	26.61 - 43.09	0.30		0.30	
Cemetery Supervisor	25	NE	8810	18.92 - 30.63	1.00		1.00	
Crew Leader II	25	NE	9220	18.92 - 30.63	1.00		1.00	
Maintenance Operator I	18	NE	9220	13.45 - 21.77	3.00		3.00	
Total Cemetery					5.30	0.00	5.30	0.00
CRA - DOWNTOWN								
E.O. & C.I. (Growth Management) Dept. Director	39	E	8810	37.45 - 49.04	0.15		0.15	
CRA & Neighborhood Programs Manager	33	E	8810	27.94 - 45.24	0.49		0.49	
Project Manager	30	E	8810	24.14 - 39.09			1.00	
Total CRA - Downtown					0.64	0.00	1.64	0.00
CRA - FLORENCE VILLA								
E.O. & C.I. (Growth Management) Dept. Director	39	E	8810	37.45 - 49.04	0.05		0.05	
CRA & Neighborhood Programs Manager	33	E	8810	27.94 - 45.24	0.21		0.21	
Neighborhood Planner	30	E	8810	24.14 - 39.09			1.00	
Total CRA - Florence Villa					0.26	0.00	1.26	0.00
BUILDING & PERMITTING								
Building Official	35	E	9410	30.80 - 49.88	1.00		1.00	
Plans Examiner	31	NE	8810	25.35 - 41.04	1.00		1.00	
Field Inspector/Fire Plans Examiner	31	NE	8810	25.35 - 41.04	1.00		1.00	
Building Inspector	28	NE	9410	21.90 - 35.46	3.00		4.00	
Permit Specialist	20	NE	8810	14.83 - 24.00	2.00		2.00	
Building Division Assistant	22	NE	8810	16.35 - 26.46			1.00	
Business Tax Specialist	20	NE	8810	14.83 - 24.00			1.00	
Senior Staff Assistant	19	NE	8810	14.13 - 22.86	0.50		0.50	
Total Building & Permitting					8.50	0.00	11.50	0.00
TOTAL SPECIAL REVENUE FUNDS					32.85	8.00	37.85	8.00
PROPRIETARY FUNDS								
SOLID WASTE								
Public Works Department Director	39	E	8810	37.45 - 49.04	0.80		0.80	
Assistant Public Works Director	35	E	8810	30.80 - 49.88	0.50		0.50	
Solid Waste Superintendent	32	E	9403	26.61 - 43.09	1.00		1.00	
Ecosystem and Asset Analyst	27	E	8810	20.86 - 33.77	0.10		0.10	
Admin Support Specialist	26	NE	8810	19.87 - 32.16	1.00		1.00	
Commercial Collection Crew Leader	25	NE	9403	18.92 - 30.63	1.00		1.00	
Residential Collection Crew Leader	23	NE	9403	17.17 - 27.78	3.00		3.00	
Solid Waste Services Coordinator	21	NE	8810	15.58 - 25.20	2.00		2.00	
Commercial Refuse Operator	21	NE	9403	15.58 - 25.20	5.00		4.00	
Diversified Operator	21	NE	9403	15.58 - 25.20			4.00	1.00
Recycling Driver/Operator	21	NE	9403	15.58 - 25.20	2.00		1.00	
Driver Collector	20	NE	9403	14.83 - 24.00	10.00		13.00	
SW Customer Service Representative	20	NE	8810	14.83 - 24.00	1.00		1.00	
Trashmaster Operator	19	NE	9403	14.13 - 22.86	7.00		7.00	
Total Solid Waste					34.40	0.00	39.40	1.00
UTILITY SERVICES								
Utility Services Department Director (Admin)	39	E	8810	37.45 - 49.04	1.00		1.00	
Utility Services Dept. Assistant Director (Admin)	35	E	8810	30.80 - 49.88	1.00		1.00	
US Capital Improvements Administrator (Eng)	35	E	8810	30.80 - 49.88	1.00			
WWTP Manager (WW #3)	34	E	7580	29.34 - 47.50	1.00		1.00	
Water Plant Manager (Water)	34	E	7580	29.34 - 47.50	1.00		1.00	
US Field Operations Manager (US Maint)	34	E	7580	29.34 - 47.50	1.00		1.00	
Utility Customer Service Manager (Acct Svcs)	34	E	8810	29.34 - 47.50	1.00		1.00	
Water Plant Chief Operator (Water)	32	E	7520	26.61 - 43.09	2.00		2.00	
WWTP Chief Operator (WW #2)	32	E	7580	26.61 - 43.09	1.00		1.00	
WWTP Chief Operator (WW #3)	32	E	7580	26.61 - 43.09	1.00		1.00	
Utility Svcs. Super/Water Dist. (US Maint.)	32	E	6306	26.61 - 43.09	2.00		2.00	
Superintendent (Meter Services)	32	E	6306	26.61 - 43.09	1.00		1.00	
Utility Svcs. Super/Lift Stations (Lift Stations)	32	E	6306	26.61 - 43.09	1.00		1.00	
Asst. Utility Customer Svcs. Manager (Acct Svcs)	32	E	8810	26.61 - 43.09	1.00		1.00	
Budget/Data Analyst (Admin)	29	E	8810	22.99 - 37.23	1.00		1.00	

FULL AND PART-TIME BUDGETED POSITIONS

Department / Position	Pay Grade	Non-Exempt Exempt	WC Code	Min / Max Hourly or Annual	FY21 Budget		FY22 Budget	
					FT	PT	FT	PT
UTILITY SERVICES (cont.)								
Construction Proj/Inspection Manager (Eng)	27	E	9410	20.86 - 33.77	2.00		3.00	
I & C Administrator (Eng)	32	E	8810	26.61 - 43.09			1.00	
Wastewater Collections Super (Lift Stations)	32	E	6306	26.61 - 43.09			1.00	
Water Plant Operator A (Water)	26	NE	7520	19.87 - 32.16	1.00		1.00	
WWTP Operator A (WW #2)	26	NE	7580	19.87 - 32.16	2.00		3.00	
WWTP Operator A (WW #3)	26	NE	7580	19.87 - 32.16	5.00		1.00	
GIS Technician (Eng)	26	NE	8810	19.87 - 32.16		1.00	1.00	1.00
Water Conservation Specialist (Admin)	26	NE	8810	19.87 - 32.16	1.00		1.00	
Lead Locator (US Maint.)	26	NE	6306	19.87 - 32.16	1.00		1.00	
Utility Financial Specialist (Admin)	26	E	8810	19.87 - 32.16	1.00		1.00	
Asset Manager (Eng)	26	E	8810	19.87 - 32.16	1.00		1.00	
Utility Construction Inspector (Eng)	25	E	6306	18.92 - 30.63	1.00		1.00	
Crew Leader Plant Maint. (WW #3)	25	NE	7580	18.92 - 30.63	1.00		1.00	
Crew Leader II (Lift Stations)	25	NE	7580	18.92 - 30.63	1.00		1.00	
Pretreatment/FOG Specialist (WWTP #3)	25	NE	7580	18.92 - 30.63	1.00		1.00	
Utility Billing Supervisor (Acct Svcs)	25	NE	8810	18.92 - 30.63	1.00			
Utility Customer Service Supervisor (Acct Svcs)	25	NE	8810	18.92 - 30.63	1.00		1.00	
Utility Payment Services Supervisor (Acct Svcs)	25	NE	8810	18.92 - 30.63	1.00		1.00	
Executive Assistant (Admin)	25	NE	8810	18.92 - 30.63	1.00		1.00	
New Build Coordinator (Acct Svcs)	22	NE	8810	16.35 - 26.46			1.00	
Backflow Program Coordinator (Meter Services)	24	NE	6306	18.02 - 29.17	1.00		1.00	
Water Plant Operator B (Water)	24	NE	7520	18.02 - 29.17	5.00		5.00	
WWTP Operator B (WW #2)	24	NE	7580	18.02 - 29.17	3.00		2.00	
WWTP Operator B (WW #3)	24	NE	7580	18.02 - 29.17	3.00		4.00	
Utility Locator (US Maint)	24	NE	6306	18.02 - 29.17	2.00		2.00	
GPS Locator (Eng)	24	NE	6306	18.02 - 29.17	1.00		1.00	
Utility Billing Coordinator (Acct Svcs)	23	NE	8810	17.17 - 27.78			1.00	
Crew Leader I (US Maint.)	23	NE	6306	17.17 - 27.78	2.00		2.00	
Crew Leader I (Lift Stations)	23	NE	6306	17.17 - 27.78	1.00		1.00	
Backflow Technician (Meter Services)	22	NE	6306	16.35 - 26.46	1.00		1.00	
Water Plant Operator C (Water)	22	NE	7520	16.35 - 26.46	3.00		4.00	
WWTP Operator C (WW #2)	22	NE	7580	16.35 - 26.46	1.00		1.00	
WWTP Operator C (WW #3)	22	NE	7580	16.35 - 26.46	3.00		3.00	
Maintenance Mechanic III (WW #3)	22	NE	6306	16.35 - 26.46	1.00			
Maintenance Mechanic III (Lift Stations)	22	NE	6306	16.35 - 26.46	2.00		2.00	
Asset Coordinator (Eng)	22	NE	8810	16.35 - 26.46	1.00		1.00	
Utilities Servicer III (US Maint)	21	NE	6306	15.58 - 25.20	3.00		3.00	
Utilities Servicer III (Lift Stations)	21	NE	6306	15.58 - 25.20	4.00		4.00	
Maintenance Mechanic II (Water)	21	NE	6306	15.58 - 25.20	1.00		1.00	
Maintenance Mechanic II (WW #3)	21	NE	6306	15.58 - 25.20	1.00		2.00	
Utilities Servicer II (US Maint.)	20	NE	6306	14.83 - 24.00	3.00		3.00	
Utilities Servicer II (Lift Stations)	20	NE	6306	14.83 - 24.00	3.00		3.00	
Utility Billing Clerk (Acct Svcs)	20	NE	8810	14.83 - 24.00	1.00		1.00	
Meter Auditor II (Meter Services)	19	NE	8810	14.13 - 22.86	1.00		1.00	
Meter Repair Tech II (Meter Svcs)	19	NE	8810	14.13 - 22.86	1.00		1.00	
Maintenance Mechanic I (Lift Stations)	19	NE	6306	14.13 - 22.86	1.00		1.00	
US Customer Service Rep II (Acct Svcs)	18	NE	8810	13.45 - 21.77	2.00		2.00	
US Customer Service Rep II (Pymt Svcs)	18	NE	8810	13.45 - 21.77	1.00			
Staff Assistant II (Admin)	19	NE	8810	14.13 - 22.86			1.00	
Special Projects Manager (Admin)	27	E	8810	20.86 - 33.77				1.00
Utilities Servicer I (US Maint.)	18	NE	6306	13.45 - 21.77	3.00		3.00	
Utilities Servicer I (Lift Stations)	18	NE	6306	13.45 - 21.77	5.00		5.00	
US Customer Service Rep I (Acct Svcs)	18	NE	8810	13.45 - 21.77	5.00		8.00	
US Customer Service Rep I (Pymt Svcs)	18	NE	8810	13.45 - 21.77	2.00			
Meter Auditor I (Meter Services)	18	NE	6306	13.45 - 21.77	1.00		1.00	
Maintenance Operator I (Meter Services)	18	NE	7520	13.45 - 21.77	5.00		5.00	
WWTP Trainee (WW #3)	18	NE	7520	13.45 - 21.77	1.00		3.00	
Intern (Admin)	13	NE	8810	10.54 - 17.05		2.00		2.00
Total Utility Services					113.00	3.00	118.00	4.00

FULL AND PART-TIME BUDGETED POSITIONS

Department / Position	Pay Grade	Non-Exempt Exempt	WC Code	Min / Max Hourly or Annual	FY21 Budget		FY22 Budget	
					FT	PT	FT	PT
STORMWATER								
Public Works Department Director	39	E	8810	37.45 - 49.04	0.20		0.20	
Assistant Public Works Director	35	E	8810	30.80 - 49.88	0.20		0.20	
Streets Superintendent	32	E	5509	26.61 - 43.09	0.20		0.50	
Assistant Superintendent	30	E	5509	24.14 - 39.09			0.50	
Natural Resources Manager	32	E	8810	26.61 - 43.09	1.00		1.00	
Ecosystem and Asset Analyst	27	E	8810	20.86 - 33.77	0.80		0.80	
Environmental Scientist I	25	E	9410	18.92 - 30.63	1.00		1.00	
Crew Leader II	25	NE	5509	18.92 - 30.63	1.00		1.00	
Natural Resources Specialist	24	NE	8810	18.02 - 29.17	1.00		2.00	
Stormwater Inspector	24	NE	8810	18.02 - 29.17	1.00		1.00	
Drainage Maintenance Operator III	20	NE	5509	14.83 - 24.00	1.00		1.00	
Debris Control Maintenance Operator III	20	NE	5509	14.83 - 24.00	1.00		1.00	
Sr. Staff Assistant	19	NE	8810	14.13 - 22.86	0.50		0.50	
Drainage Maintenance Operator II	19	NE	5509	14.13 - 22.86	2.00		2.00	
Public Works Apprentice	18	NE	5509	13.45 - 21.77			1.00	
Drainage Maintenance Operator I	18	NE	5509	13.45 - 21.77	1.00			
Natural Resources Intern (Scientific Aide)	13	NE	8810	10.54 - 17.05		1.00		1.00
Total Stormwater					11.90	1.00	13.70	1.00
Dark Fiber Enterprise Fund								
Fiber & Telecommunications Enterprise Manager	29	NE	9410	22.99 - 37.23	1.00		1.00	
Total Dark Fiber Enterprise					1.00	0.00	1.00	0.00
TOTAL PROPRIETARY FUNDS					160.30	4.00	172.10	6.00
INTERNAL SERVICE FUND								
Human Resources								
Executive Services Director	40	E	8810	39.33 - 63.66	1.00			
Human Resources Director	35	E	8810	30.80 - 49.88			1.00	
Organization Development Specialist	29	E	8810	22.99 - 37.23	1.00		1.00	
Human Resources Assistant	22	NE	8810	16.35 - 26.46	3.00		3.00	
Customer Service Rep I	15	NE	8810	11.62 - 18.80	1.00		1.00	
Total Human Resources					6.00	0.00	6.00	0.00
Facility Maintenance								
Facility Maint. Superintendent	29	E	8810	22.99 - 37.23	1.00		1.00	
Maintenance Mechanic II	21	NE	9015	15.58 - 25.20	2.00		2.00	
Total Facility Maintenance					3.00	0.00	3.00	0.00
Technology Services								
Smart City Officer	39	E	8810	37.45 - 49.04	1.00		1.00	
Network System Manager	32	E	8810	26.61 - 43.09	1.00		1.00	
Business Technology Support Manager	32	E	8810	26.61 - 43.09	1.00		1.00	
Information Security Administrator	29	E	8810	22.99 - 37.23	1.00		1.00	
Business Analyst	27	NE	8810	20.86 - 33.77				
GIS Analyst	27	NE	8810	20.86 - 33.77	1.00		1.00	
Business Technology Support Coordinator	25	NE	8810	18.92 - 30.63	1.00		1.00	
Business Technology Support Specialist	23	NE	8810	17.17 - 27.78	3.00		4.00	
Technology Services Student Intern	13	NE	8810	10.54 - 17.05		2.00		2.00
Total Technology Services					9.00	2.00	10.00	2.00
Engineering								
City Engineer	36	E	8810	32.34 - 52.37	1.00		1.00	
Assistant City Engineer	34	E	8810	29.34 - 47.50	1.00		1.00	
Construction Project/Inspection Manager	27	E	9410	20.86 - 33.77	1.00		1.00	
Engineering Technician V	26	E	8810	19.87 - 32.16	1.00		1.00	
Construction Inspector	25	NE	9410	18.92 - 30.63	2.00		2.00	
Engineering Technician IV	24	E	8810	18.02 - 29.17	2.00		2.00	
Survey Party Chief	24	NE	9410	18.02 - 29.17	1.00		1.00	
Sr. Staff Assistant	19	NE	8810	14.13 - 22.86	0.50		0.50	
Total Engineering					9.50	0.00	9.50	0.00

FULL AND PART-TIME BUDGETED POSITIONS

Department / Position	Pay Grade	Non-Exempt Exempt	WC Code	Min / Max Hourly or Annual	FY21 Budget		FY22 Budget	
					FT	PT	FT	PT
Fleet Maintenance								
Assistant Public Works Director	35	E	8810	30.80 - 49.88	0.10		0.10	
Fleet Maintenance Superintendent	32	E	8380	26.61 - 43.09	1.00		1.00	
Fleet Maint. Inv/Shop Supervisor	30	NE	8380	24.14 - 39.09	1.00		1.00	
Mechanic III	26	NE	8380	19.87 - 32.16	3.00		3.00	
Mechanic II	24	NE	8380	18.02 - 29.17	2.00		2.00	
Resource & Service Specialist	23	NE	8810	17.17 - 27.78	1.00		1.00	
Mechanic I	22	NE	8810	16.35 - 26.46			1.00	
Maintenance Coordinator	22	NE	8810	16.35 - 26.46	1.00		1.00	
Fleet Maintenance Intern	13	NE	8380	10.54 - 17.05		1.00		1.00
Fleet Maintenance Apprentice	13	NE	8380	10.54 - 17.05	1.00		1.00	
Total Fleet Maintenance					10.10	1.00	11.10	1.00
TOTAL INTERNAL SERVICE FUND					37.60	3.00	39.60	3.00
TOTAL ALL FUNDS					533.00	83.00	563.00	85.00

History of Bonds, Notes and Certificates

Issue	Date	Issue Amount	Interest Rate	Purpose
RETIRED:				
Water/Sewer Revenue Certificates- Series A	7/1/1953	\$1,239,000	3.50%	Water/Sewer Projects
Water/Sewer Revenue Certificates- Series B	7/1/1953	750,000	4.50%	Water/Sewer Projects
Water/Sewer Revenue Certificates- Series 1958	1/1/1958	1,200,000	3.25 to 3.75%	Water/Sewer Projects
Utility Service Taxes Revenue Certificates	7/1/1962	1,100,000	3.25 to 3.50%	Build City Hall
W/S Rev. Refunding Certificates-Series 1964	7/1/1964	1,515,000	3.50%	Refunded 1953 Series A and B
W/S Specially Secured Certificates- Series B	7/1/1964	230,000	3.00%	Refunded 1953 Issue
Revenue Certificates- Series 1966	4/1/1966	125,000	5.50%	uncertain
Improvement Revenue Certificates- Series 1967	7/1/1967	1,100,000	4.10 to 4.35%	Build WW Plant No 2
W/S Revenue Certificates- Series 1967	7/1/1967	2,625,000	4.90 to 5.15%	Build WW Plant No 2
Improvement Revenue Certificates- Series 1970	7/1/1970	4,000,000	4.00 to 5.40%	W/S Imp and Streets Imp
Improvement Revenue Certificates- Series 1972	7/1/1972	3,485,000	4.75 to 5.75%	Build WW Plant No 3
W/S Revenue Certificates- Series 1972	7/1/1972	2,625,000	4.90 to 5.15%	Build WW Plant No 3
Improvement Revenue Certificates- Series 1975	7/1/1975	2,600,000	7.70%	SW Complex/Motor Pool
Public Improvement Revenue Note- Series 1979	5/9/1979	1,980,000	6.25%	Widen First Street North
Capital Improvement Revenue Notes- Series 2001 A & B	2/13/2001	2,000,000	variable	CRA Lines of Credit
Capital Improvement Revenue Note- Series 2001C	12/11/2001	1,600,000	4.62%	Energy Equip. at SW Complex
Special Obligation Revenue Bonds- Series 1993	12/23/1993	2,000,000	5.95%	Stadium Improvements
Public Improvement Revenue Bonds- Series 1996	12/20/1996	4,000,000	4.82%	Diamond Plex/Other Cap. Imp.
Capital Impr. Rev. Note- Series 2004 (matured 10/1/14)	10/12/2004	1,021,750	3.77%	Avenue T NW Improvements
REFUNDED:				
Public Improvement Revenue Bonds- Series 1978	1/1/1978	7,285,000	5.00 to 6.00%	Refund 67-70-72 Bonds
Special Obligation Revenue Bonds- Series 1978B	1/1/1978	3,710,000	5.00 to 6.00%	Refund 67-70-72 Bonds
Water/Sewer Revenue Bonds- Series 1978	1/1/1978	8,465,000	5.00 to 6.00%	Refund 58-64-67-72 Debt
Water/Sewer Revenue Bonds- Series 1978A	1/1/1978	9,190,000	5.00 to 6.00%	Refund 58-64-67-72 Debt
Water and Sewer Refunding Revenue Bonds- Series 1984	5/1/1984	7,110,000	6.00 to 10.75%	Refund 78 Bonds/Capital Project
Public Improvement Refunding Rev. Bonds- Series 1984	5/1/1984	5,760,000	6.00 to 10.75%	Refund 78 Pub. Improv. Rev. Bond
Water and Sewer Revenue Bonds- Series 1989	10/1/1989	6,435,000	5.90 to 7.00%	Refund 1984 Bonds
Water and Sewer Revenue Bonds- Series 1990	12/1/1990	4,600,000	6.00 to 6.95%	WW #2 Improvements
Water and Sewer Revenue Bonds- Series 1991	3/1/1991	2,150,000	6.40 to 6.85%	WW #2 Improvements
Public Improvement Revenue Bonds- Series 1999	6/1/1999	6,965,000	5.20 to 5.25%	Police Station/Downtown Imp.
Utility System Improvement/Refunding Bonds- Series 1998	7/1/1998	45,015,000	3.85 to 5.18%	Purchase GG Utility/Refund Debt
Sales Tax Revenue Bonds- Series 2002	2/1/2002	9,645,000	3.00 to 4.96%	Library and Other Cap. Improve.
Utility System Imp. And Refunding Bonds- Series 2005	7/12/2005	38,355,000	3.50 to 5.00%	\$25m Cap. Imp./ \$13m refunding
Public Improv. Refunding Revenue Bonds- Series 2007	1/30/2007	23,100,000	4.0 to 5.0%	Refund 99/Airport Terminal/Trail
2016A Non Ad Valorem Refunding Bonds	12/15/2016	5,570,000	2.32%	Complete Refund 2007 Bonds
2016B Non Ad Valorem Public Improvement Bonds	12/15/2016	7,435,000	2.52%	Tennis courts, Lk. Maude, S Central Park
OUTSTANDING:				
Utility System Refunding Revenue Bond- Series 2010	10/6/2010	20,925,000	3.23%	Refund 1998 Utility Bonds
Sales Tax Refunding Bonds- Series 2011	9/20/2011	6,405,000	1.85%	Refunded 2002 Sales Tax Bonds
2015 Bonds Refunding Utility Bonds	4/1/2015	26,070,000	2.0 to 3.125%	Refund 2005 W/S Bonds
2015A Non Ad Valorem Refunding Revenue Bonds	4/1/2015	13,205,000	2% to 3%	Partially Refund 2007 PIRBs
2015B Water/Sewer Refunding Revenue Bonds	4/1/2015	7,910,000	1.20%	Refund 2005 W/S Bonds
2017 Non Ad Valorem Bonds	10/1/2017	25,000,000	2.01 to 4.03%	Chain of Lakes Complex
State Revolving Fund Loan	2019	969,085	0.015%	WW #3 Bar Screen
2021 Non Ad Valorem Bonds	3/30/2021	10,055,000	2.520%	Refunded 2016A / 2016B

**CITY OF WINTER HAVEN
FISCAL YEAR 2021-2022**

DEBT RATIOS

Neither the State of Florida nor the City of Winter Haven has statutes or ordinances placing limitations on municipal debt. The City of Winter Haven also has no formal policy regarding debt limitations. The City’s only debt limitations are imposed in the “issuance of additional parity obligations section” of the current outstanding bond resolutions. The Public Improvement Bonds and the Sales Tax Revenue Bonds require “that the aggregate proceeds of the Pledged Revenues for such preceding fiscal year or for the 12 consecutive months during the 18 months immediately preceding the date of issuance of the Additional Parity Obligations equal at least 135% of the Maximum Bond Service Requirement computed on a basis which includes both (i) all Bonds then outstanding and (ii) the Additional Parity Obligations with respect to which such certificate is made”. The Utility System Revenue Bonds and the Water and Sewer Bonds require that during any twelve consecutive month period in the twenty-four month period preceding the issuance of additional parity bonds that the pledged revenues equal to not less than 120% of the maximum bond service requirement on all parity bonds.

Outstanding Debt *	Matures	Outstanding Principal @ 10/01/21	2022 Principal	2022 Interest
2015 Refunding Utility Bonds +	2035	23,680,000	-	715,013
2010 Water/Sewer Bonds #	2028	17,030,000	2,205,000	668,545
2015A Refunding Revenue Bonds +	2032	9,660,000	750,000	299,113
2017 Non Ad Valorem Bonds #	2037	21,940,000	1,085,000	672,461
2021 Non Ad Valorem Refunding Bond +	2036	9,665,000	780,000	182,669
SRF Loan \$969,085	2038	850,940	47,160	124
		82,825,940	4,867,160	2,537,925

* The Outstanding Principal @ 10/01/21 INCLUDES deduction for principal payment due 10/1/21, budgeted in FY21.

+ Bonds are publicly held and subject to rating. The most recent Ratings are as follows :

	Fitch	S & P
2015A Refunding Revenue Bonds	AA	AA-
2015 Refunding Utility Bonds	AA-	AA

Non-Rated Bonds privately placed.

CITY OF WINTER HAVEN

**Ratio of Outstanding Debt By Type
Last Ten Fiscal Years**

Fiscal Year	Government Activities				Business Type		Total Primary Government	Percentage of Personal Income	Per Capita
	Special Obligation Bonds	Public Improvement Rev. Bonds	Sales Tax Revenue Bonds	Notes Payable	Water/Sewer Revenue Bonds	State Revolving Loan Funds			
2011	203,807	22,688,453	6,405,000	650,638	58,945,000	-	88,892,898	12.1%	2,606
2012	34,493	21,913,524	6,405,000	347,972	57,860,000	-	86,560,989	13.8%	2,517
2013	-	21,214,166	5,558,182	236,246	55,777,738	-	82,786,332	11.2%	2,282
2014	-	21,175,921	5,220,000	119,308	55,968,807	-	82,484,036	10.4%	2,228
2015	-	21,214,149	4,610,000	-	53,409,884	-	79,234,033	9.2%	2,081
2016	-	20,365,499	3,985,000	-	53,083,141	-	77,433,640	8.1%	1,959
2017	-	26,678,360	3,350,000	-	51,081,397	-	81,109,757	8.0%	1,971
2018	-	25,486,803	2,705,000	-	49,116,653	-	77,308,456	5.3%	1,805
2019	-	49,000,246	2,045,000	-	47,053,709	62,000	98,160,955	5.2%	2,189
2020	-	46,583,689	1,375,000	-	44,916,165	898,079	93,772,933	8.0%	1,993

CITY OF WINTER HAVEN

**Pledged-Revenue Coverage
Last Ten Fiscal Years**

<u>FY</u>	<u>Gross W/S Fund Revenue</u>	<u>Less: Operating Revenue</u>	<u>Net Revenues</u>	<u>Bond Svc Requirements</u>	<u>W/S System Devel. Charges</u>	<u>Debt Svc Coverage Test 1</u>	<u>Required Debt Svc Coverage Test 1</u>	<u>Debt Svc Coverage Test 2</u>	<u>Required Debt Svc Coverage Test 2</u>
2011	22,983,498	13,028,794	9,954,704	3,706,825	421,362	269%	115%	280%	120%
2012	24,063,228	13,179,690	10,883,538	3,840,726	462,288	283%	115%	295%	120%
2013	27,436,452	13,003,297	14,433,155	3,832,352	673,448	377%	115%	394%	120%
2014	31,701,970	14,738,168	16,963,802	3,776,418	830,120	449%	115%	471%	120%
2015	27,397,846	14,067,335	13,330,511	3,489,471	861,062	382%	115%	407%	120%
2016	32,575,899	19,249,338	13,326,561	1,819,029	790,282	733%	115%	776%	120%
2017	29,840,767	14,307,126	15,533,641	3,466,238	1,377,917	448%	115%	488%	120%
2018	30,000,937	15,809,782	14,191,155	3,554,438	1,391,495	399%	115%	438%	120%
2019	31,070,586	16,167,286	14,903,300	3,597,776	1,347,569	414%	115%	452%	120%
2020	31,070,586	20,218,327	13,214,679	3,743,595	1,704,966	353%	115%	399%	120%

- 1.) Gross Revenues includes all income and earnings, including connection fees but does not include proceeds from the sale of the system, contributions in aid of construction or water and sewer system development fees.
- 2.) Operating expenses include all costs of operating the system but does not include depreciation expense, bond amortization, renewal and replacement reserve payments, the annual bond service requirement or transfers to other funds.
- 3.) Bond service requirement is the amount required to be deposited in the bond service fund during each bond year (Oct . 1). The amount is reduced by the amount to be transferred from the construction fund to pay interest.
- 4.) Allowable water and sewer development charges based on water and sewer expansion percentage provision of the bond resolution. 18.65% water development charges, 36.7% wastewater development charges.
- 5.) Net revenues divided by bond service requirements.
- 6.) Test 2 is net revenues plus legally available water and sewer development charges divided by the bond service requirements.

OUTSTANDING DEBT / BUDGET ESTIMATES FOR FY 2021-2022

Date	Maturity	Description	Principal & Interest Pymt.	Lender Int. Rate	Original Amount	Budget FY21		*Balance 10/01/21	Budget FY22	
						Prin.	Int.		Prin.	Int.
04/01/15	10/01/35	2015 Bonds Refunding Utility Bonds	Semi-Annual 4/1, 10/1	US Bank 2% to 3.125%	26,070,000	-	715,013	23,680,000	-	715,013
10/06/10	10/01/28	Water/Sewer Bonds Series 2010 (refunding 1998 Series)	Semi-Annual 4/1, 10/1	J.P. Morgan Bank 3.23%	20,925,000	2,140,000	619,191	17,030,000	2,205,000	668,545
04/01/15	10/01/32	2015A Refunding Revenue Bonds (GF 53%, Airport 29%, DT CRA 18%)	Semi-Annual 4/1, 10/1	TD Bank 2% to 4%	13,205,000	715,000	327,713	9,660,000	750,000	299,113
09/20/11	10/01/21	Sales Tax Refunding Bonds Series 2011 (DT CRA 55%, Libr 30%, FV CRA 15%)	Semi-Annual 4/1, 10/1	Sun Trust Bank 1.85%	6,405,000	695,000	12,858	-	-	-
10/01/17	10/01/37	2017 Non Ad Valorem Bonds (County to pay 40% of debt, City share 60%)	Semi-Annual 4/1, 10/1	Public Offerings 2.01 to 4.03%	25,000,000	1,050,000	704,644	21,940,000	1,085,000	672,461
12/15/16	10/01/36	Series 2016 B Non Ad Valorem Public Improvement	Semi-Annual 4/1, 10/1	CenterState Bank 2.52%	7,435,000	325,000	158,130	-	-	-
12/15/16	10/01/29	Non Ad Valorem Refunding Bond Series 2016A. (refunding remaining Series 2007, refunding Series 1999 Public Improvement)	Semi-Annual 4/1, 10/1	CenterState Bank 2.32%	5,570,000	415,000	95,120	-	-	-
03/01/21	10/01/36	Non Ad Valorem 2021 Refunding Bond (refunding 2016 A & B Non Ad Valorem Bonds)(GF 74%, Airport 16%, DT CRA 10%)	Semi-Annual 4/1, 10/1	Truist Bank 1.89%	10,055,000	390,000	95,548	9,665,000	780,000	182,669
		New Bond for FY22*			22,500,000	-	-	-	1,470,118	-
						5,730,000	2,728,217	72,310,000	6,290,118	2,537,801

* Revenue for Capital Projects is projected to fund in November, 2021

04/01/18	03/01/23	Willowbrook Golf Cart Purchase	Monthly 3,314.97	Depl. Res. 4.00%	180,000	36,668	3,113	57,821	38,161	1,618
10/01/20	09/01/25	Airport Hangar #270	Monthly 3,683.30	Depl. Res. 4.00%	200,000	36,871	7,329	163,129	38,373	5,827
10/01/18	09/01/25	FIBER	Monthly 7,903.58	Depl. Res. 2.50%	608,475	84,675	10,168	360,662	86,817	8,026
11/01/19	10/01/26	FIBER	Monthly 35,070.73	Depl. Res. 2.50%	2,700,000	365,703	55,146	2,006,999	374,951	45,898
10/01/19	09/01/29	COL Energy Efficiency Project (borrow from Utility Fund)	Monthly \$12,064.08	Utility Fund 3.50%	1,220,000	107,411	37,358	1,008,867	111,232	33,537
05/15/20	11/15/38	SRF Loan \$969,085 Bar Screen	Semi-Annual 5/15 & 11/15	SRF 0.92%	969,085	59,439	131	850,940	47,160	124
		SRF Loan \$1,004,000 DW 531340	Semi-Annual 2/15 & 8/15	SRF	1,004,000	-	-	1,004,000	97,369	11,145
		SRF Loan \$500,000 SW 531350	Semi-Annual 2/15 & 8/15	SRF	500,000	-	-	500,000	25,500	-
		SRF Loan \$11,500,000 WW 531302	Semi-Annual 3/15 & 9/15	SRF	11,500,000	-	-	11,500,000	-	-
10/01/19	09/30/24	Police TASERS			154,265	45,369	-	108,895	26,013	3,312
						\$ 736,136	\$ 113,245	\$ 17,561,313	\$ 845,576	\$ 109,487

* The 9/30/20 balance includes deductions for principle payments due 10/1/20 that were budgeted in FY20.

Grand Total:

\$ 6,466,136 \$ 2,841,462 \$ 89,871,313 \$ 7,135,694 \$ 2,647,288

CITY OF WINTER HAVEN FUND STRUCTURE - ALL FUNDS

GOVERNMENTAL FUNDS:

General Fund

Special Revenue Funds:

General Fund Supported:

Library	Cemetery	Airport	WH Affordable Housing
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Non General Fund Supported:

S.H.I.P.	C.D.B.G.	DT CRA	FV CRA	Federal Building
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Building Permits	Police Training*	Revolving Fund*	Impact Fees
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DEBT SERVICE FUNDS:

Sales Tax Revenue Bond*	2007 Bond Debt Service*
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CONSTRUCTION FUNDS:

Transportation	2007 Construction	2015 Construction	Capital Depletion*
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PROPRIETARY FUNDS:

Solid Waste	Water/Sewer	Stormwater	Willowbrook	Dark Fiber Enterprise
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INTERNAL SERVICE FUNDS:

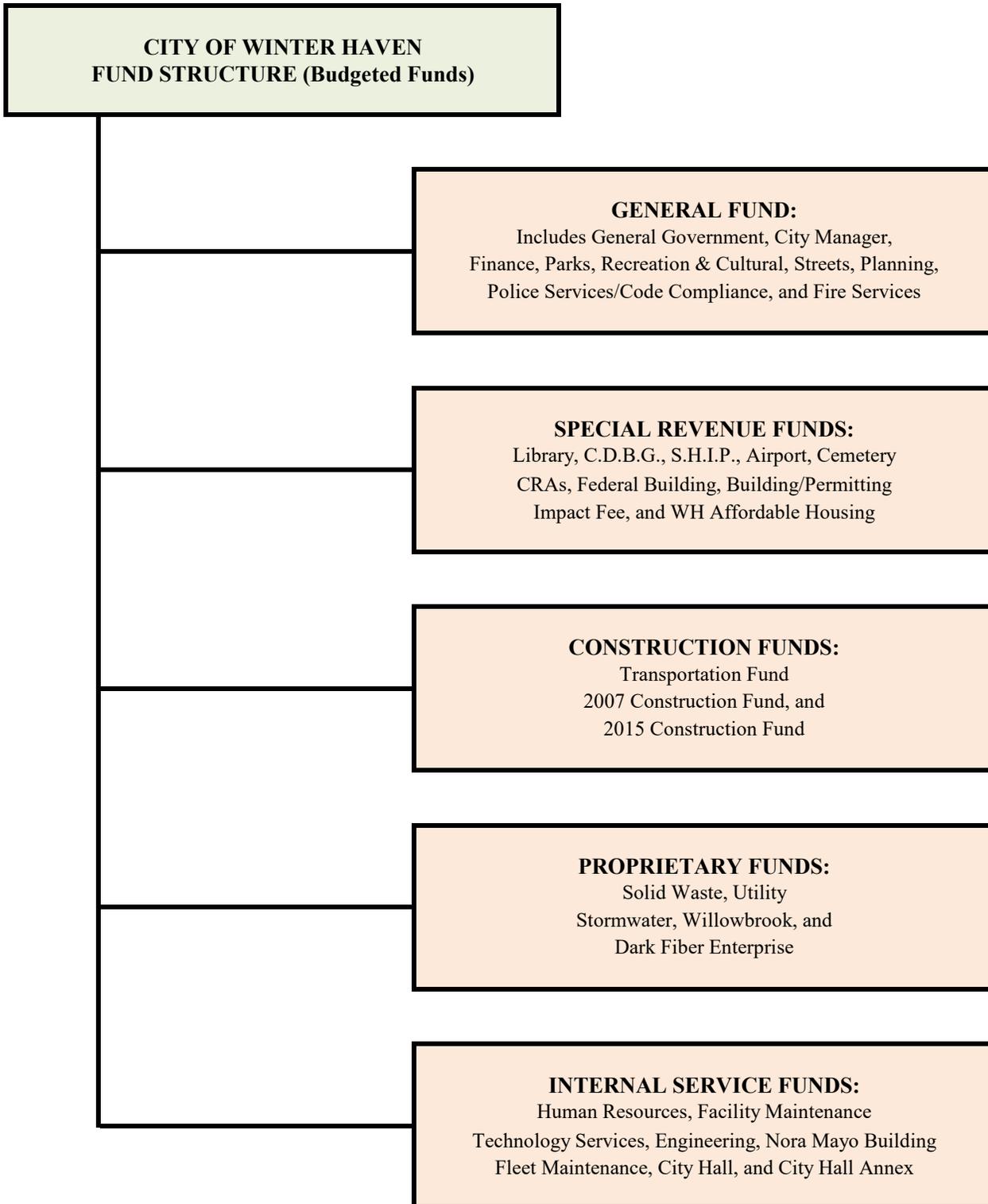
Motor Pool	General Services	Health Insurance*
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TRUST FUNDS:

General Pension*	Police Pension*	Fire Pension*	Defined Contribution Plan 401(a)*
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*Non-Budgeted Funds

CITY OF WINTER HAVEN FUND STRUCTURE - BUDGETED FUNDS



**CITY OF WINTER HAVEN
GENERAL FUND SUMMARY**

	FY 2020 Actual Amount	FY 2021 Amended Budget	Estimated @ 9/30/21	FY 2022 Tentative Budget	FY 2023 Recommended Budget
REVENUES					
Ad Valorem Tax	\$ 15,848,706.43	\$ 17,206,745	\$ 17,206,745	\$ 18,657,032	\$ 19,580,000
Franchise Tax	3,356,485.42	3,588,500	3,416,000	3,480,000	3,549,000
Utility Service Tax	6,877,516.38	6,799,497	7,090,000	7,194,000	7,298,840
Local Option Gas Tax	1,998,095.18	1,962,010	2,135,000	2,108,189	2,154,000
Permits & Licenses	204,749.40	200,000	190,000	200,000	200,000
Federal Shared Revenues	2,876.27	38,030	11,800	298,082	362,250
State Shared Revenues	5,314,487.88	4,711,496	5,686,055	6,335,677	6,418,242
State Grant Revenues	20,000.00	20,000	105,683	20,000	-
County Shared Revenues	290,403.55	304,060	269,647	333,059	333,059
Parks & Recreation Fees	616,494.68	1,067,370	956,620	1,213,700	1,233,200
Administration Fees	2,135,119.04	2,090,462	2,100,192	2,365,377	2,365,377
Fines & Forfeitures	348,447.78	265,100	281,010	301,000	306,000
Miscellaneous Revenues	2,292,746.30	1,964,953	1,963,882	2,115,931	2,113,598
Interest Earnings	163,977.16	190,000	45,000	55,000	55,000
Sale of Assets	40,022.72	15,100	17,570	20,100	20,100
Transfers & Contributions	10,118,174.04	10,208,372	10,208,372	9,036,911	8,396,836
CARES Act - Coronavirus Relief Fund	151,018.45	-	-	-	-
Total	\$ 49,779,320.68	\$ 50,631,695	\$ 51,683,576	\$ 53,734,058	\$ 54,385,502
EXPENDITURES					
City Manager	\$ 832,964.03	\$ 892,117	\$ 849,322	\$ 939,063	\$ 919,063
Legal / Commission / City Clerk	919,574.94	796,108	886,782	927,508	882,928
Financial Services	1,148,270.39	1,316,676	1,178,092	1,249,014	1,249,014
Police Services / Code Compliance	11,821,695.73	12,357,558	12,013,846	12,820,470	12,762,170
Fire Services	8,916,317.89	8,853,160	8,954,624	10,183,242	10,108,942
Parks and Recreation	5,944,615.30	6,845,649	6,077,731	7,415,266	8,297,021
Public Service Buildings/Nora Mayo Hall	210,651.24	485,723	474,186	368,302	362,056
Streets	1,685,134.39	3,064,307	2,250,010	3,015,268	2,785,464
Growth Management/Planning	528,716.78	772,083	613,967	973,559	658,859
Non-Departmental	15,981,151.87	16,418,314	16,835,430	17,342,366	16,609,985
Total	\$ 47,989,092.56	\$ 51,801,695	\$ 50,133,990	\$ 55,234,058	\$ 54,635,502
Excess of Revenues Over <Under> Expenditures:	\$ 1,790,228.12	\$ (1,170,000)	\$ 1,549,586	\$ (1,500,000)	\$ (250,000)
Beginning Undesignated Fund Balance:	12,998,175.88	14,788,404	14,788,404	16,337,990	14,837,990
Ending Undesignated Fund Balance:	\$ 14,788,404.00	\$ 13,618,404	\$ 16,337,990	\$ 14,837,990	\$ 14,587,990

**CITY OF WINTER HAVEN
LIBRARY FUND SUMMARY**

	FY 2020 Actual Amount	FY 2021 Amended Budget	Estimated @ 9/30/21	FY 2022 Tentative Budget	FY 2023 Recommended Budget
REVENUES					
Rentals	\$ 25,255.10	\$ 25,300	\$ 23,923	\$ 23,923	\$ 23,923
Fees	12,407.97	25,400	-	-	-
Fines	9,798.46	27,000	387	-	-
Private Contributions	92.39	320	-	-	-
Donations	-	10,000	-	-	-
Transfer from General Fund	1,358,472.96	1,197,767	1,197,767	1,114,622	1,306,160
Transfer from Impact Fee Fund	50,000.04	116,200	116,200	52,000	-
Polk County	475,386.89	410,871	501,941	501,941	501,941
Interest Earned	3,273.47	4,000	175	175	175
Miscellaneous Revenues	360.24	1,200	-	-	-
Grants	253.81	-	-	-	-
CARES Act - Coronavirus Relief Fund	1,990.07	-	-	-	-
Total	\$ 1,937,291.40	\$ 1,818,058	\$ 1,840,393	\$ 1,692,661	\$ 1,832,199
EXPENDITURES					
Personnel Expenditures	\$ 859,172.89	\$ 882,771	\$ 858,298	\$ 914,360	\$ 914,360
Operating Expenditures	163,838.99	278,762	188,000	319,675	212,975
Book Purchases	42,637.38	52,500	50,000	52,500	55,000
Capital Expenditures	-	-	-	-	-
Administration Fees	77,670.00	72,475	72,475	72,621	72,621
Transfer to Debt Service	211,631.04	212,357	212,357	-	-
Transfer to Dark Fiber	-	8,400	8,400	8,400	8,400
Non-Departmental	484,684.26	504,193	504,193	568,843	568,843
Total	\$ 1,839,634.56	\$ 2,011,458	\$ 1,893,723	\$ 1,936,399	\$ 1,832,199
Excess of Revenues Over <Under> Expenditures:	\$ 97,656.84	\$ (193,400)	\$ (53,330)	\$ (243,738)	-
Beginning Cash Balance:	199,411.16	297,068	297,068	243,738	-
Ending Cash Balance:	\$ 297,068.00	\$ 103,668	\$ 243,738	-	-

**CITY OF WINTER HAVEN
COMMUNITY DEVELOPMENT FUND SUMMARY**

	FY 2020 Actual Amount		FY 2021 Amended Budget		Estimated @ 9/30/21		FY 2022 Tentative Budget		FY 2023 Recommended Budget
REVENUES									
Federal Funds	\$ 249,732.39	\$	447,000	\$	447,000	\$	228,000	\$	-
Interest Earnings	-		-		-		-		-
Program Income - CDBG	-		-		-		-		-
Transfer from Stormwater	30,000.00		-		-		-		-
Total	\$ 279,732.39	\$	447,000	\$	447,000	\$	228,000	\$	-
EXPENDITURES									
Project Expenditures	\$ 72,510.85	\$	-	\$	-	\$	-	\$	-
Administration Fees / Personal Services	65.75		-		-		-		-
Transfers	179,407.96		447,000		447,000		228,000		-
Total	\$ 251,984.56	\$	447,000	\$	447,000	\$	228,000	\$	-
Excess of Revenues Over <Under> Expenditures:	\$ 27,747.83	\$	-	\$	-	\$	-	\$	-
Beginning Cash Balance:	(27,747.83)		-		-		-		-
Ending Cash Balance:	\$ -	\$	-	\$	-	\$	-	\$	-

**CITY OF WINTER HAVEN
S.H.I.P. FUND SUMMARY**

	FY 2020 Actual Amount	FY 2021 Amended Budget	Estimated @ 9/30/21	FY 2022 Tentative Budget	FY 2023 Recommended Budget
REVENUES					
Loan Repayments	\$ 38,979.00	\$ 3,000	\$ 24,000	\$ 3,000	\$ 3,000
Interest Earnings	1,699.54	2,000	375	375	375
Miscellaneous Revenues	19,285.80	-	29,832	-	-
State Grants	77,055.00	479,652	-	310,965	300,000
CARES Act - Coronavirus Relief Fund	266,395.00	-	264,075	-	-
Total	\$ 403,414.34	\$ 484,652	\$ 318,282	\$ 314,340	\$ 303,375
EXPENDITURES					
Project Expenditures	\$ 212,252.16	\$ 484,652	\$ 11,000	\$ 513,995	\$ 302,375
Administration Fees	1,180.50	-	-	1,000	1,000
CARES	129,697.09	-	399,874	-	-
Total	\$ 343,129.75	\$ 484,652	\$ 410,874	\$ 514,995	\$ 303,375
Excess of Revenues Over <Under> Expenditures:	\$ 60,284.59	\$ -	\$ (92,592)	\$ (200,655)	\$ -
Beginning Cash Balance:	232,962.41	293,247	293,247	200,655	-
Ending Cash Balance:	\$ 293,247.00	\$ 293,247	\$ 200,655	\$ -	-

**CITY OF WINTER HAVEN
AIRPORT FUND SUMMARY**

	FY 2020 Actual Amount	FY 2021 Amended Budget	Estimated @ 9/30/21	FY 2022 Tentative Budget	FY 2023 Recommended Budget
REVENUES					
Rents /Royalties /Fuel Sales	\$ 1,367,306.38	\$ 1,511,990	\$ 1,702,556	\$ 1,706,312	\$ 1,707,517
Miscellaneous Revenues	38,454.65	36,060	43,110	57,485	43,110
Grant Revenues	1,681,329.41	3,031,956	2,381,972	4,544,038	1,896,875
Debt Proceeds	-	-	-	-	-
Transfer from General Fund	1,155,908.04	1,496,183	1,496,183	348,012	1,042,448
Transfer from Impact Fee Fund	-	-	-	-	-
CARES Act - Coronavirus Relief Fund	69,000.00	-	-	-	-
Total	\$ 4,311,998.48	\$ 6,076,189	\$ 5,623,821	\$ 6,655,847	\$ 4,689,950
EXPENDITURES					
Personnel Expenditures	\$ 351,855.78	\$ 360,202	\$ 344,789	\$ 393,637	\$ 393,637
Operating Expenditures	839,571.10	993,542	1,057,449	1,009,786	995,461
Capital Expenditures	2,246,199.40	3,440,335	2,324,684	5,010,327	2,337,789
Admin. Allocation	250,629.96	178,371	178,371	175,715	175,715
Non-Departmental	305,725.04	399,103	399,130	322,086	322,087
Transfer to Debt Service Fund	457,251.96	450,322	450,322	458,270	456,861
Transfer to Dark Fiber	-	8,400	8,400	8,400	8,400
Total	\$ 4,451,233.24	\$ 5,830,275	\$ 4,763,145	\$ 7,378,221	\$ 4,689,950
Excess of Revenues Over <Under> Expenditures:	\$ (139,234.76)	\$ 245,914	\$ 860,676	\$ (722,374)	\$ -
Beginning Cash Balance:	932.76	(138,302)	(138,302)	722,374	-
Ending Cash Balance:	\$ (138,302.00)	\$ 107,612	\$ 722,374	-	\$ -

**CITY OF WINTER HAVEN
CEMETERY FUND SUMMARY**

	FY 2020 Actual Amount	FY 2021 Amended Budget	Estimated @ 9/30/21	FY 2022 Tentative Budget	FY 2023 Recommended Budget
REVENUES					
Lot Sales	\$ 141,532.07	\$ 77,500	\$ 154,500	\$ 104,500	\$ 104,500
Grave Preparation	126,005.00	121,750	136,510	132,750	132,750
Marker Sales	52,081.13	43,000	81,000	75,000	75,000
Niche Sales	13,644.00	3,000	10,000	8,000	8,000
Interest Earnings	5,083.85	10,500	700	600	600
Miscellaneous Revenues	11,403.50	8,000	13,000	11,500	11,500
Transfer from General Fund	249,954.96	159,833	159,833	-	187,322
Hurricane Receipts FEMA	3,726.49	-	-	-	-
CARES Act - Coronavirus Relief Fund	302.02	-	-	-	-
Total	\$ 603,733.02	\$ 423,583	\$ 555,543	\$ 332,350	\$ 519,672
EXPENDITURES					
Personnel Expenditures	\$ 277,926.52	\$ 336,059	\$ 279,291	\$ 301,372	\$ 301,372
Operating Expenditures	137,037.12	121,100	100,660	121,645	121,645
Capital Expenditures	16,200.96	13,184	15,634	27,557	19,057
Administration Fees	19,418.04	16,898	16,898	19,553	19,553
Transfer to General Fund	-	-	-	127,013	-
Non-Departmental	44,727.21	36,342	34,216	58,045	58,045
Total	\$ 495,309.85	\$ 523,583	\$ 446,699	\$ 655,185	\$ 519,672
Excess of Revenues Over <Under> Expenditures:	\$ 108,423.17	\$ (100,000)	\$ 108,844	\$ (322,835)	\$ -
Beginning Cash Balance:	105,567.83	213,991	213,991	322,835	-
Ending Cash Balance:	\$ 213,991.00	\$ 113,991	\$ 322,835	\$ -	-

**CITY OF WINTER HAVEN
CRA - DOWNTOWN FUND SUMMARY**

	FY 2020 Actual Amount	FY 2021 Amended Budget	Estimated @ 9/30/21	FY 2022 Tentative Budget	FY 2023 Recommended Budget
REVENUES					
Taxes / Ad Valorem	\$ 2,099,216.21	\$ 2,288,925	\$ 2,288,147	\$ 2,375,980	\$ 2,575,310
Interest Earnings	21,761.31	20,000	3,000	3,000	3,000
Parking Lot Rentals	8,400.16	4,200	3,300	3,300	3,300
Miscellaneous - CARES Act	-	-	11,199	-	-
Grant Proceeds	-	-	-	40,000	-
Total	\$ 2,129,377.68	\$ 2,313,125	\$ 2,305,646	\$ 2,422,280	\$ 2,581,610
EXPENDITURES					
Personnel Expenditures	\$ 53,917.19	\$ 85,962	\$ 84,944	\$ 150,088	\$ 150,088
Operating Expenditures	120,185.49	135,640	124,249	143,650	93,150
Capital	-	1,336,667	302,744	1,595,000	889,642
Economic Development	331,009.80	475,000	350,000	475,000	465,000
Transfer to General Fund (Debt Service/Policing)	806,802.00	767,610	767,610	891,488	766,836
Transfer to 2015 Construction Fund	477,719.00	-	100,000	254,723	-
Transfer to Transportation Fund	15,000.00	-	-	-	-
Transfer to Dark Fiber Fund	-	12,600	12,600	12,600	12,600
Non-Departmental	136,126.66	187,858	187,858	197,294	204,294
Total	\$ 1,940,760.14	\$ 3,001,337	\$ 1,930,005	\$ 3,719,843	\$ 2,581,610
Excess of Revenues Over <Under> Expenditures:	\$ 188,617.54	\$ (688,212)	\$ 375,641	\$ (1,297,563)	\$ -
Beginning Cash Balance:	733,304.46	921,922	921,922	1,297,563	-
Ending Cash Balance:	\$ 921,922.00	\$ 233,710	\$ 1,297,563	\$ -	-

**CITY OF WINTER HAVEN
CRA - FLORENCE VILLA FUND SUMMARY**

	FY 2020 Actual Amount		FY 2021 Amended Budget		Estimated @ 9/30/21		FY 2022 Tentative Budget		FY 2023 Recommended Budget
REVENUES									
Taxes / Ad Valorem	\$ 393,370.38	\$	449,836	\$	447,313	\$	539,555	\$	597,200
Miscellaneous Cares Act	-		-		4,800		-		-
Interest Earnings	4,436.97		4,000		450		500		500
Total	\$ 397,807.35	\$	453,836	\$	452,563	\$	540,055	\$	597,700
EXPENDITURES									
Personnel Expenditures	\$ 20,841.28	\$	34,442	\$	34,073	\$	86,776	\$	86,776
Operating Expenditures	952.50		16,882		17,550		20,750		20,750
Capital	-		537,000		-		679,300		335,139
Transfer to General Fund (Debt Service)	105,816.00		106,179		106,179		148,622		121,000
Transfer to Dark Fiber Fund	50,000.04		4,200		4,200		4,200		4,200
Transfer to Transportation Fund	15,000.00		15,000		60,000		-		-
Transfer to 2015 Construction Fund	-		100,000		100,000		-		-
Non-Departmental	23,689.65		26,633		96,770		29,835		29,835
Total	\$ 216,299.47	\$	840,336	\$	418,772	\$	969,483	\$	597,700
Excess of Revenues Over <Under> Expenditures:	\$ 181,507.88	\$	(386,500)	\$	33,791	\$	(429,428)	\$	-
Beginning Cash Balance:	214,129.12		395,637		395,637		429,428		-
Ending Cash Balance:	\$ 395,637.00	\$	9,137	\$	429,428	\$	-	\$	-

**CITY OF WINTER HAVEN
FEDERAL BUILDING SUMMARY**

	FY 2020 Actual Amount		FY 2021 Amended Budget		Estimated @ 9/30/21		FY 2022 Tentative Budget		FY 2023 Recommended Budget
REVENUES									
Rent	\$ 136,067.05	\$	136,067	\$	139,465	\$	142,950	\$	146,524
Interest	282.50		600		25		25		25
Total	\$ 136,349.55	\$	136,667	\$	139,490	\$	142,975	\$	146,549
EXPENDITURES									
Operating	\$ 33,867.78	\$	44,000	\$	41,700	\$	71,300	\$	46,300
Transfer to General Fund	99,999.96		115,000		115,000		50,000		75,000
Miscellaneous	4,155.28		5,939		5,939		2,391		2,391
Total	\$ 138,023.02	\$	164,939	\$	162,639	\$	123,691	\$	123,691
Excess of Revenues Over <Under> Expenditures:	\$ (1,673.47)	\$	(28,272)	\$	(23,149)	\$	19,284	\$	22,858
Beginning Cash Balance:	41,539.47		39,866		39,866		16,717		36,001
Ending Cash Balance:	\$ 39,866.00	\$	11,594	\$	16,717	\$	36,001	\$	58,859

**CITY OF WINTER HAVEN
BUILDING / PERMITTING FUND SUMMARY**

	FY 2020 Actual Amount	FY 2021 Amended Budget	Estimated @ 9/30/21	FY 2022 Tentative Budget	FY 2023 Recommended Budget
REVENUES					
Permits & Fees	\$ 2,935,717.86	1,353,500	3,245,900	1,845,450	1,703,500
Miscellaneous Revenues	33,875.35	33,550	10,250	10,550	25,550
CARES Act - Coronavirus Relief Fund	552.27	-	-	-	-
Total	\$ 2,970,145.48	1,387,050	3,256,150	1,856,000	1,729,050
EXPENDITURES					
Personnel Expenditures	\$ 471,947.02	626,840	600,691	856,650	858,410
Operating Expenditures	145,276.85	181,765	184,414	197,019	187,019
Capital Expenditures	11,313.96	40,461	41,436	54,815	8,880
Non-Departmental	2,275,018.21	1,016,670	2,379,609	857,918	845,918
Total	\$ 2,903,556.04	1,865,736	3,206,150	1,966,402	1,900,227
Excess of Revenues Over <Under> Expenditures:	\$ 66,589.44	(478,686)	50,000	(110,402)	(171,177)
Beginning Cash Balance:	2,178,788.27	2,245,378	2,245,378	2,295,378	2,184,976
Ending Cash Balance:	\$ 2,245,377.71	1,766,692	2,295,378	2,184,976	2,013,799

**CITY OF WINTER HAVEN
IMPACT FEE FUND SUMMARY**

	FY 2020 Actual Amount		FY 2021 Amended Budget		Estimated @ 9/30/21		FY 2022 Tentative Budget		FY 2023 Recommended Budget
REVENUES									
Impact Fees	\$ 2,361,641.27	\$	1,649,453	\$	2,541,000	\$	2,025,000	\$	1,275,000
Interest Earnings	6,909.48		7,500		1,200		1,000		1,000
Total	\$ 2,368,550.75	\$	1,656,953	\$	2,542,200	\$	2,026,000	\$	1,276,000
EXPENDITURES									
Transfer to 2015 Construction Fund	\$ 1,558,026.96	\$	1,104,656	\$	1,415,927	\$	947,222	\$	-
Transfer to Transportation Fund	32,391.00		49,950		49,950		508,000		-
Transfer to General Fund	489,222.96		630,000		630,000		1,349,788		1,276,000
Transfer to Library Fund	50,000.04		116,200		116,200		52,000		-
Total	\$ 2,129,640.96	\$	1,900,806	\$	2,212,077	\$	2,857,010	\$	1,276,000
Excess of Revenues Over <Under> Expenditures:	\$ 238,909.79	\$	(243,853)	\$	330,123	\$	(831,010)	\$	-
Beginning Cash Balance:	802,855.21		1,041,765		1,041,765		1,371,888		540,878
Ending Cash Balance:	\$ 1,041,765.00	\$	797,912	\$	1,371,888	\$	540,878	\$	540,878

**CITY OF WINTER HAVEN
WH AFFORDABLE HOUSING FUND SUMMARY**

	FY 2020 Actual Amount	FY 2021 Amended Budget	Estimated @ 9/30/21	FY 2022 Tentative Budget	FY 2023 Recommended Budget
REVENUES					
Transfer from General Fund	\$ -	\$ -	\$ -	1,500,000	\$ 250,000
Total	\$ -	\$ -	\$ -	1,500,000	\$ 250,000
EXPENDITURES					
Non Departmental	\$ -	\$ -	\$ -	1,500,000	\$ 250,000
Total	\$ -	\$ -	\$ -	1,500,000	\$ 250,000
Excess of Revenues Over <Under> Expenditures:	\$ -	\$ -	\$ -	-	\$ -
Beginning Cash Balance:	-	-	-	-	-
Ending Cash Balance:	\$ -	\$ -	\$ -	-	\$ -

**CITY OF WINTER HAVEN
TRANSPORTATION FUND SUMMARY**

	FY 2020 Actual Amount		FY 2021 Amended Budget		Estimated @ 9/30/21		FY 2022 Tentative Budget		FY 2023 Recommended Budget
REVENUES									
Grants	\$ 804.65	\$	3,006,024	\$	1,112,319	\$	2,685,541	\$	-
Transfer from General Fund	1,546,858.96		1,000,000		1,000,000		2,975,000		2,475,000
Transfer from Downtown CRA Fund	15,000.00		-		-		-		-
Transfer from Florence Villa CRA Fund	15,000.00		15,000		60,000		-		-
Transfer from Impact Fee Fund	32,391.00		49,950		49,950		508,000		-
Transfer from Stormwater Fund	21,042.00		-		-		-		-
Transfer from Dark Fiber Fund	5,645.00		-		-		-		-
Interest Earnings	10,396.91		10,000		2,000		6,500		5,000
Total	\$ 1,647,138.52	\$	4,080,974	\$	2,224,269	\$	6,175,041	\$	2,480,000
EXPENDITURES									
Lake Silver Project	\$ 585.00	\$	1,306,321	\$	1,148,753	\$	122,150	\$	-
MLK Blvd. Project	745,527.48		-		-		-		-
Avenue C SW Project	12,430.70		1,441,866		-		1,557,930		-
Avenue K Project	29,381.00		100,000		165,450		1,000,000		-
Lake Howard Sidewalk Project	-		-		49,950		428,525		-
Quiet Zone	-		-		486,859		-		-
6th Street SE Complete Street Project	-		-		-		40,000		-
6th, 8th, 9th & CGB Intersection Improvements	-		-		-		1,900,000		1,400,000
1st Street & CGB	-		-		-		700,000		-
TIP	-		1,167,000		1,420,000		1,000,000		1,000,000
Resurface/Striping 21st Street	227,636.81		-		-		-		-
Sidewalks	-		15,000		-		75,000		75,000
Various projects	310.00		-		-		-		-
Total	\$ 1,015,870.99	\$	4,030,187	\$	3,271,012	\$	6,823,605	\$	2,475,000
Excess of Revenues Over <Under> Expenditures:	\$ 631,267.53	\$	50,787	\$	(1,046,743)	\$	(648,564)	\$	5,000
Beginning Cash Balance:	1,064,260.47		1,695,528		1,695,528		648,785		221
Ending Cash Balance:	\$ 1,695,528.00	\$	1,746,315	\$	648,785	\$	221	\$	5,221

**CITY OF WINTER HAVEN
2007 CONSTRUCTION FUND SUMMARY**

	FY 2020 Actual Amount	FY 2021 Amended Budget	Estimated @ 9/30/21	FY 2022 Tentative Budget	FY 2023 Recommended Budget
REVENUES					
Interest Earnings	\$ 2,021.56	\$ 1,500	\$ 250	\$ 2,021	\$ -
Miscellaneous	-	-	-	-	-
Total	\$ 2,021.56	\$ 1,500	\$ 250	\$ 2,021	\$ -
EXPENDITURES					
Reserve for Contingencies	\$ -	\$ 225,000	\$ -	\$ 227,792	\$ -
Transfer to General Fund	-	91,974	91,974	-	-
Total	\$ -	\$ 316,974	\$ 91,974	\$ 227,792	\$ -
Excess of Revenues Over <Under> Expenditures:	\$ 2,021.56	\$ (315,474)	\$ (91,724)	\$ (225,771)	\$ -
Beginning Cash Balance:	315,473.44	317,495	317,495	225,771	-
Ending Cash Balance:	\$ 317,495.00	\$ 2,021	\$ 225,771	\$ -	-

**CITY OF WINTER HAVEN
2015 CONSTRUCTION FUND SUMMARY**

	FY 2020 Actual Amount	FY 2021 Amended Budget	Estimated @ 9/30/21	FY 2022 Tentative Budget	FY 2023 Recommended Budget
REVENUES					
Grants	\$ -	\$ 400,000	\$ 200,000	\$ 4,900,000	\$ -
Interest Earnings	139,572.23	100,000	21,000	20,000	-
Donation	21,500.00	-	-	-	-
Debt Proceeds	-	-	-	22,500,000	-
Transfer from General Fund	3,135,466.61	3,445,000	3,445,000	973,957	944,769
Transfer from Community Development Fund	179,407.96	447,000	447,000	228,000	-
Transfer from Downtown CRA Fund	477,719.00	-	100,000	254,723	-
Transfer from Florence Villa CRA Fund	-	100,000	100,000	-	-
Transfer from Impact Fee Fund	1,558,026.96	1,104,656	1,415,927	947,222	-
Transfer from Building/Permitting Fund	1,409,999.96	100,000	100,000	-	-
Transfer from Utility Fund	3,258,929.00	-	264,314	1,321,678	-
Transfer from Stormwater Fund	34,000.00	-	78,500	189,109	-
Transfer from Dark Fiber Fund	-	-	50,000	93,125	-
Total	\$ 10,214,621.72	\$ 5,696,656	\$ 6,221,741	\$ 31,427,814	\$ 944,769
EXPENDITURES					
Capital Expenditures	\$ 11,626,745.93	\$ 12,868,172	\$ 4,603,863	\$ 40,777,933	\$ 1,247,500
Operating Expenditures	-	-	46,250	-	-
Debt Issue Costs	-	-	-	536,712	-
Transfer to General Fund	1,088,027.04	400,000	400,000	-	-
Debt	41,046.66	144,769	144,769	144,769	144,769
Reserve for Contingency	-	182,262	-	11,940	-
Total	\$ 12,755,819.63	\$ 13,595,203	\$ 5,194,882	\$ 41,471,354	\$ 1,392,269
Excess of Revenues Over <Under> Expenditures:	\$ (2,541,197.91)	\$ (7,898,547)	\$ 1,026,859	\$ (10,043,540)	\$ (447,500)
Beginning Cash Balance:	16,315,378.91	13,774,181	13,774,181	14,801,040	4,757,500
Ending Cash Balance:	\$ 13,774,181.00	\$ 5,875,634	\$ 14,801,040	\$ 4,757,500	\$ 4,310,000

**CITY OF WINTER HAVEN
SOLID WASTE FUND SUMMARY**

	FY 2020 Actual Amount	FY 2021 Amended Budget	Estimated @ 9/30/21	FY 2022 Tentative Budget	FY 2023 Recommended Budget
REVENUES					
Franchise Fee	\$ 47,930.68	\$ 24,000	\$ 26,000	\$ 26,000	\$ 26,000
Trash Pickup Charges	115,384.47	130,000	110,000	114,400	118,970
Residential	3,954,078.75	3,774,000	4,180,000	4,451,700	4,521,100
Commercial	3,328,393.72	2,400,000	3,447,000	3,550,410	3,728,275
Commercial Hobo	-	-	-	-	-
Municipal	103,590.36	97,000	114,000	116,850	119,770
Resident Container Sale	75,160.27	65,000	20,000	-	-
Private Hauler Roll Off Fees	110,097.61	120,000	122,000	120,000	120,000
Recycling	644,948.90	599,000	669,000	692,475	716,125
Roll-Off Pull Revenue	177,664.23	175,400	150,000	175,000	175,000
Miscellaneous Revenues	18,304.73	5,000	5,130	10,300	10,400
Interest Earnings	78,405.87	100,000	6,500	6,500	6,500
Sales of Assets	-	-	-	-	-
CARES Act - Coronavirus Relief Fund	396.98	-	-	-	-
Total	\$ 8,654,356.57	\$ 7,489,400	\$ 8,849,630	\$ 9,263,635	\$ 9,542,140
EXPENDITURES					
Commercial Collection	\$ 1,832,641.54	\$ 2,663,529	\$ 2,534,663	\$ 2,362,752	\$ 2,225,752
Residential Collection	3,810,175.62	4,380,606	4,943,659	6,414,734	5,471,941
General Fund Support	1,227,999.96	1,228,000	1,228,000	1,228,000	1,228,000
Transfer to Self Insurance Fund	27,800.04	27,800	27,800	27,800	27,800
Non-Departmental	1,439,990.57	516,130	518,950	503,454	503,454
Total	\$ 8,338,607.73	\$ 8,816,065	\$ 9,253,072	\$ 10,536,740	\$ 9,456,947
Excess of Revenues Over <Under> Expenditures:	\$ 315,748.84	\$ (1,326,665)	\$ (403,442)	\$ (1,273,105)	\$ 85,193
Beginning Unrestricted Cash:	3,553,406.16	3,869,155	3,869,155	3,465,713	2,192,608
Ending Unrestricted Cash:	\$ 3,869,155.00	\$ 2,542,490	\$ 3,465,713	\$ 2,192,608	\$ 2,277,801

**CITY OF WINTER HAVEN
UTILITY FUND SUMMARY**

	FY 2020 Actual Amount	FY 2021 Amended Budget	Estimated @ 9/30/21	FY 2022 Tentative Budget	FY 2023 Recommended Budget
REVENUES					
Water Sales	\$ 14,933,393.77	\$ 14,157,400	\$ 15,280,400	\$ 15,586,450	\$ 15,890,350
Sewer Charges	12,811,818.75	12,441,200	12,775,000	13,027,000	13,287,000
Hydrants / Fire Sprinklers	13,424.75	13,125	13,302	13,125	13,125
Service Charges / Set	1,682,388.30	1,437,700	1,501,150	1,464,130	1,492,800
Interest Earnings	680,972.76	747,000	747,000	782,000	782,000
Water / Sewer Impact Fees	5,217,207.16	3,867,000	5,100,000	3,900,000	3,800,000
Fees-Admin Acct Svc/Eng Inspection	1,255,835.97	1,245,000	1,245,000	1,269,000	1,293,100
Refuse Billing Fee	76,011.45	68,000	78,000	78,000	78,000
Miscellaneous Revenues	827,827.95	712,000	818,103	837,000	837,000
Contributions-Developers	6,394,346.17	-	-	-	-
Grants	265,211.80	3,550,654	-	3,143,514	3,550,654
Sale of Assets	3,229,150.97	265,000	1,568,907	5,000	1,505,000
Debt Proceeds	-	15,158,026	4,600,000	7,940,000	18,600,000
CARES Act - Corona relief Fund	10,947.94	-	-	-	-
Total	\$ 47,398,537.74	\$ 53,662,105	\$ 43,726,862	\$ 48,045,219	\$ 61,129,029
EXPENDITURES					
Customer Account Services	\$ 931,415.26	\$ 1,256,245	\$ 1,211,744	\$ 1,421,201	\$ 1,446,349
Payment Services	210,455.13	250,949	289,422	-	-
Water Plants	2,315,740.67	2,583,593	2,551,140	6,039,516	12,494,516
Wastewater Plant # 2	1,175,761.57	1,160,698	1,090,599	1,836,731	2,545,231
Utility Engineering	3,147,406.21	32,143,113	17,817,126	3,830,198	14,831,198
Administration	1,644,260.76	2,732,875	2,270,847	2,059,723	1,679,823
Wastewater Plant # 3	2,804,312.04	3,444,477	3,318,872	8,596,616	9,060,516
Utility Services Maintenance	2,438,779.29	2,505,313	2,501,822	5,569,305	8,594,430
Lift Stations/ WW Maintenance	1,736,021.48	2,922,814	2,675,912	11,762,079	10,147,679
Reuse Distribution	-	-	-	6,575,000	6,050,000
Meter Services	557,811.72	857,730	938,411	1,121,540	1,024,605
Non-Departmental	18,750,758.84	11,709,430	11,977,681	13,155,800	11,880,818
Total	\$ 35,712,722.97	\$ 61,567,237	\$ 46,643,576	\$ 61,967,709	\$ 79,755,165
Excess of Revenues Over <Under> Expenditures:	\$ 11,685,814.77	\$ (7,905,132)	\$ (2,916,714)	\$ (13,922,490)	\$ (18,626,136)
Beginning Available Cash:	32,488,138.23	44,173,953	44,173,953	41,257,239	27,334,749
Ending Available Cash:	\$ 44,173,953.00	\$ 36,268,821	\$ 41,257,239	\$ 27,334,749	\$ 8,708,613

**CITY OF WINTER HAVEN
STORMWATER FUND SUMMARY**

	FY 2020 Actual Amount		FY 2021 Amended Budget		Estimated @ 9/30/21		FY 2022 Tentative Budget		FY 2023 Recommended Budget
REVENUES									
Grants	\$ 1,092,807.00	\$	990,370	\$	2,276,075	\$	970,000	\$	-
Interest Earnings	62,472.96		70,000		5,100		5,100		5,100
Donations	4,508.64		4,500		104,430		4,500		4,500
Fees	1,968,470.07		1,795,350		2,014,950		2,065,670		2,116,400
Miscellaneous	2,250.96		-		5,880		5,000		5,000
Total	\$ 3,130,509.63	\$	2,860,220	\$	4,406,435	\$	3,050,270	\$	2,131,000
EXPENDITURES									
Drainage	\$ 603,910.71	\$	816,098	\$	730,691	\$	1,162,745	\$	913,265
Stormwater Quality	431,831.29		2,449,741		3,365,688		2,588,917		987,617
Non-Departmental	845,010.46		199,567		277,566		422,862		233,753
Total	\$ 1,880,752.46	\$	3,465,406	\$	4,373,945	\$	4,174,524	\$	2,134,635
Excess of Revenues Over <Under> Expenditures:	\$ 1,249,757.17	\$	(605,186)	\$	32,490	\$	(1,124,254)	\$	(3,635)
Beginning Unrestricted Cash:	2,611,319.83		3,861,077		3,861,077		3,893,567		2,769,313
Ending Unrestricted Cash:	\$ 3,861,077.00	\$	3,255,891	\$	3,893,567	\$	2,769,313	\$	2,765,678

**CITY OF WINTER HAVEN
WILLOWBROOK FUND SUMMARY**

	FY 2020 Actual Amount		FY 2021 Amended Budget		Estimated @ 9/30/21		FY 2022 Tentative Budget		FY 2023 Recommended Budget
REVENUES									
Transfer from General Fund	\$ 218,987.04	\$	436,705	\$	436,705	\$	244,447	\$	525,457
Golf Management	842,090.00		782,070		761,000		861,225		875,000
Miscellaneous Revenues	24,538.83		22,000		30,000		30,000		30,000
Interest Earnings	3,460.30		3,000		1,000		1,000		1,000
Sale of Assets	770.29		-		-		-		-
Total	\$ 1,089,846.46	\$	1,243,775	\$	1,228,705	\$	1,136,672	\$	1,431,457
EXPENDITURES									
Operating Expenditures	\$ 950,973.76	\$	990,698	\$	990,698	\$	1,111,061	\$	1,002,059
Capital Expenditures	-		36,213		36,213		52,136		277,136
Non-Departmental	126,050.17		98,903		98,903		97,150		77,262
Total	\$ 1,077,023.93	\$	1,125,814	\$	1,125,814	\$	1,260,347	\$	1,356,457
Excess of Revenues Over <Under> Expenditures:	\$ 12,822.53	\$	117,961	\$	102,891	\$	(123,675)	\$	75,000
Beginning Unrestricted Cash:	37,961.47		50,784		50,784		153,675		30,000
Ending Unrestricted Cash:	\$ 50,784.00	\$	168,745	\$	153,675	\$	30,000	\$	105,000

**CITY OF WINTER HAVEN
INTERNAL SERVICE FUND SUMMARY**

	FY 2020 Actual Amount	FY 2021 Amended Budget	Estimated @ 9/30/21	FY 2022 Tentative Budget	FY 2023 Recommended Budget
REVENUES					
Charges to Departments	\$ 5,355,459.50	\$ 5,328,414	\$ 5,334,887	\$ 6,090,412	\$ 6,458,998
Miscellaneous Revenues	118,338.80	90,000	202,231	102,500	102,500
CARES Act - Coronavirus Relief Fund	126,094.29	-	-	-	-
Transfer from Utility Fund	20,799.96	20,800	20,800	20,800	20,800
Total	\$ 5,620,692.55	\$ 5,439,214	\$ 5,557,918	\$ 6,213,712	\$ 6,582,298
EXPENDITURES					
Human Resources	\$ 800,196.18	\$ 956,599	\$ 872,818	\$ 1,052,798	\$ 1,035,298
City Hall Annex	63,672.56	63,140	61,535	128,640	67,640
Facility Maintenance	282,165.39	365,747	334,896	551,751	346,751
Nora Mayo Building	-	-	-	246,500	171,500
Technology Services	3,015,111.49	3,226,467	3,168,056	3,748,540	4,040,126
Engineering	703,608.10	810,302	743,506	857,943	857,943
City Hall & Grounds	123,619.75	42,100	49,220	42,100	42,100
Non-Departmental	1,325,288.14	909,856	909,856	47,467	47,467
Total	\$ 6,313,661.61	\$ 6,374,211	\$ 6,139,887	\$ 6,675,739	\$ 6,608,825
Excess of Revenues Over <Under> Expenditures:	\$ (692,969.06)	\$ (934,997)	\$ (581,969)	\$ (462,027)	\$ (26,527)
Beginning Unrestricted Cash:	2,064,987.06	1,372,018	1,372,018	790,049	328,022
Ending Unrestricted Cash:	\$ 1,372,018.00	\$ 437,021	\$ 790,049	\$ 328,022	\$ 301,495

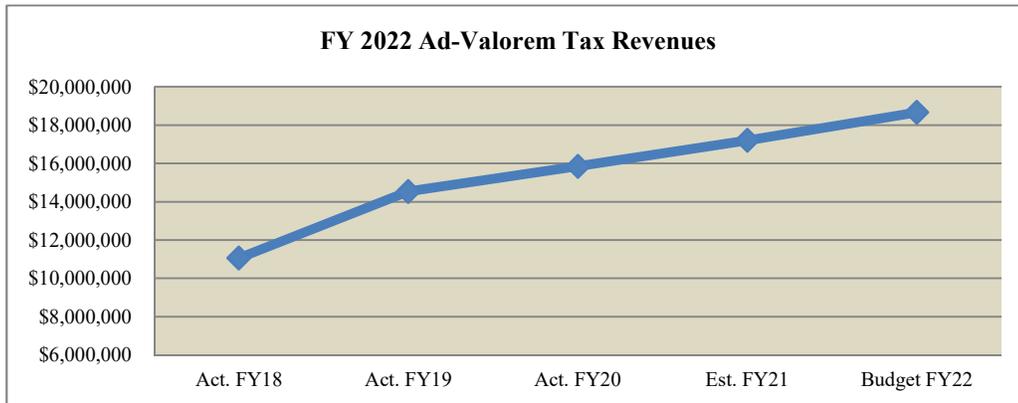
**CITY OF WINTER HAVEN
MOTOR POOL FUND SUMMARY**

	FY 2020 Actual Amount	FY 2021 Amended Budget	Estimated @ 9/30/21	FY 2022 Tentative Budget	FY 2023 Recommended Budget
REVENUES					
Interest Earnings	\$ 8,671.58	\$ 8,000	\$ 900	\$ 800	\$ 800
Miscellaneous	5,300.00	-	-	-	-
CARES Act - Coronavirus Relief Fund	1,104.01	-	-	-	-
Charges to Departments	2,336,016.46	2,764,361	2,473,400	3,068,124	3,068,124
Total	\$ 2,351,092.05	\$ 2,772,361	\$ 2,474,300	\$ 3,068,924	\$ 3,068,924
EXPENDITURES					
Personnel Expenditures	\$ 499,919.99	\$ 785,541	\$ 654,700	\$ 815,177	\$ 815,177
Operating Expenditures	82,390.75	147,248	143,124	191,573	153,773
Capital Expenditures	-	65,000	65,000	69,430	79,430
Parts / Tires Issued	559,333.77	455,000	455,000	563,500	563,500
Outside Repairs	117,772.37	147,000	147,000	147,000	147,000
Cost of Fuel Sold	591,273.00	767,500	767,500	959,375	959,375
Auto Insurance	173,583.00	191,541	191,541	195,875	195,875
Non-Departmental	273,678.91	219,046	219,046	66,075	66,075
Total	\$ 2,297,951.79	\$ 2,777,876	\$ 2,642,911	\$ 3,008,005	\$ 2,980,205
Excess of Revenues Over <Under> Expenditures:	\$ 53,140.26	\$ (5,515)	\$ (168,611)	\$ 60,919	\$ 88,719
Beginning Cash Balance:	22,067.74	75,208	75,208	(93,403)	(32,484)
Ending Unrestricted Cash Balance:	\$ 75,208.00	\$ 69,693	\$ (93,403)	\$ (32,484)	\$ 56,235

REVENUES:

GENERAL FUND	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Ad Valorem Tax	\$ 15,848,706.43	\$ 17,206,745	\$ 17,206,745	\$ 18,657,032	\$ 19,580,000
Franchise Tax	3,356,485.42	3,588,500	3,416,000	3,480,000	3,549,000
Utility Service Tax	6,877,516.38	6,799,497	7,090,000	7,194,000	7,298,840
Local Option Gas Tax	1,998,095.18	1,962,010	2,135,000	2,108,189	2,154,000
Permits & Licenses	204,749.40	200,000	190,000	200,000	200,000
Federal Shared Revenues	2,876.27	38,030	11,800	298,082	362,250
State Shared Revenues	5,314,487.88	4,711,496	5,686,055	6,335,677	6,418,242
State Grant Revenues	20,000.00	20,000	105,683	20,000	-
County Shared Revenues	290,403.55	304,060	269,647	333,059	333,059
Parks & Recreation Fees	616,494.68	1,067,370	956,620	1,213,700	1,233,200
Administration Fees	2,135,119.04	2,090,462	2,100,192	2,365,377	2,365,377
Fines & Forfeitures	348,447.78	265,100	281,010	301,000	306,000
Miscellaneous Revenues	2,292,746.30	1,964,953	1,963,882	2,115,931	2,113,598
Interest Earnings	163,977.16	190,000	45,000	55,000	55,000
Sale of Assets	40,022.72	15,100	17,570	20,100	20,100
Transfers & Contributions	10,118,174.04	10,208,372	10,208,372	9,036,911	8,396,836
CARES Act - Coronavirus Relief Fund	151,018.45	-	-	-	-
REVENUES Total	\$ 49,779,320.68	\$ 50,631,695	\$ 51,683,576	\$ 53,734,058	\$ 54,385,502

Ad Valorem Tax - Tax on real and personal property. City of Winter Haven had no increase in its millage rate which remains stable at 6.7900. The taxable value of City property as submitted by the Property Appraiser on July 1, 2021 totaled \$3,055,022,517 an 8.09% increase over the FY2021 value. The maximum ad valorem levy allowed by statute is 10 mills. Ad valorem tax proceeds are 34.72% of total General Fund revenues.



Act. FY18	\$ 11,050,615
Act. FY19	\$ 14,533,669
Act. FY20	\$ 15,848,706
Est. FY21	\$ 17,206,745
Budget FY22	\$ 18,657,032

Franchise Tax - Taxes imposed upon a utility for the right to utilize the City's rights-of-way for the conduct of utility business. The electric and gas franchises pay a 6% franchise fee. The telephone and cable television franchises pay a fee labeled telecommunications tax. This revenue category is anticipated to increase \$64,000 over anticipated FY 2021 collections. Franchise Tax proceeds are 6.48% of total FY 2022 General Fund revenues.

Actual FY18	\$ 3,403,431
Actual FY19	\$ 3,508,260
Actual FY 20	\$ 3,356,485
Estimated FY21	\$ 3,416,000
Budget FY22	\$ 3,480,000

Utility Service Tax - Revenues derived from taxes on the sale of utility services in the City of Winter Haven. The tax rate is 10% with the exception of communication services, which is 6.32%. Utility service taxes are 13.39% of total FY2022 General Fund revenues.

Actual FY18	\$ 6,714,868
Actual FY19	\$ 6,789,197
Actual FY 20	\$ 6,877,516
Estimated FY21	\$ 7,090,000
Budget FY22	\$ 7,194,000

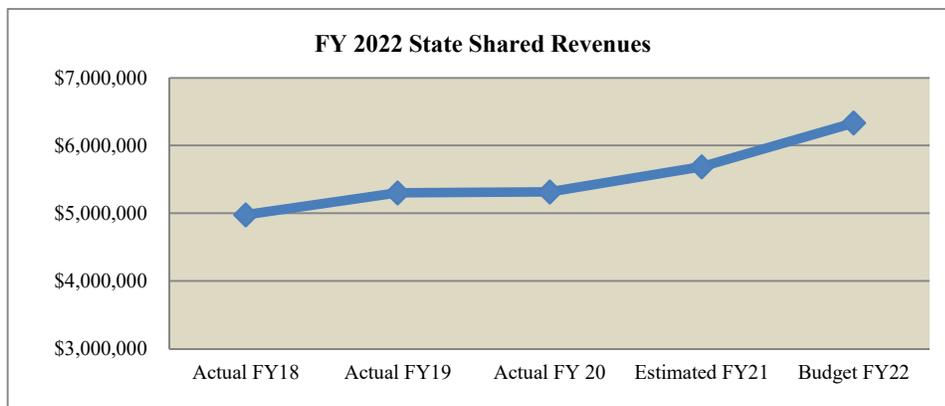
REVENUES (cont.):

Local Option Gas Tax – County governments are authorized to levy up to 12 cents local option fuel taxes in the form of three separate levies. The first is a tax of 1 cent on every net gallon of motor fuel and diesel fuel sold within a County. The tax is known as the Ninth-Cent Fuel Tax. The second is a tax of 1 to 6 cents on every net gallon of motor fuel and diesel fuel sold within a County. The Polk County levy is 6 cents. The third tax is a 1 to 5 cents levy on every net gallon of motor fuel, excluding diesel fuel sold in the County and Polk County levies the full 5 cents. The proceeds of these taxes are shared with local governments within the County by Interlocal agreements. The proceeds in general must be used for transportation purposes. The Local Option Gas Tax is 3.92% of total FY2022 General Fund revenues. Budget amounts are estimated by State Department of Revenue.

Actual FY18	\$ 1,929,720
Actual FY19	\$ 2,029,500
Actual FY 20	\$ 1,998,095
Estimated FY21	\$ 2,135,000
Budget FY22	\$ 2,108,189

Permits & Licenses – Fees from the sale of Business Tax Receipts (BTR) required to conduct business in the City of Winter Haven. BTR’s are required to be renewed annually. The BTR fee is regulated by State Statute. BTR revenues are 0.37% of total General Fund revenues. Budget amount estimated on prior years’ collections.

State Shared Revenues - Revenues levied and collected by the State of Florida and shared with local governments according to state statute. These revenues are based on taxes on cigarettes, motor fuel, alcohol licenses and general sales taxes. State shared revenues are 11.79% of total General Fund revenues. Budget amounts are estimated by State Department of Revenue.



Actual FY18	\$ 4,976,776
Actual FY19	\$ 5,300,586
Actual FY 20	\$ 5,314,488
Estimated FY21	\$ 5,686,055
Budget FY22	\$ 6,335,677

Parks & Recreation Fees - Fees charged by the Parks and Recreation Department for activities under its jurisdiction. These services include building and facility rentals as well as recreational activities. These fees represent 2.26% of total General Fund revenues. Budget amounts are estimated on prior years’ collections.

Actual FY18	\$ 740,969
Actual FY19	\$ 689,027
Actual FY 20	\$ 616,495
Estimated FY21	\$ 956,620
Budget FY22	\$ 1,213,700

Fines & Forfeitures – These fees are derived from citations written by the Winter Haven Police Department as well as Code Compliance assessments. Fines and Forfeitures are 0.56% of total General Fund revenues. Budget amounts are estimated on prior years’ collections.

Administration Fees - Fees derived from the City’s enterprise operations for their prorata share of the costs of the City Manager, City Clerk, City Commission, City Attorney, Finance, Economic Development and Grant & Aid. Administration fees are 4.40% of total General Fund revenues. Budget estimates are determined by formula.

Actual FY18	\$ 1,964,162
Actual FY19	\$ 1,917,873
Actual FY 20	\$ 2,135,119
Estimated FY21	\$ 2,100,192
Budget FY22	\$ 2,365,377

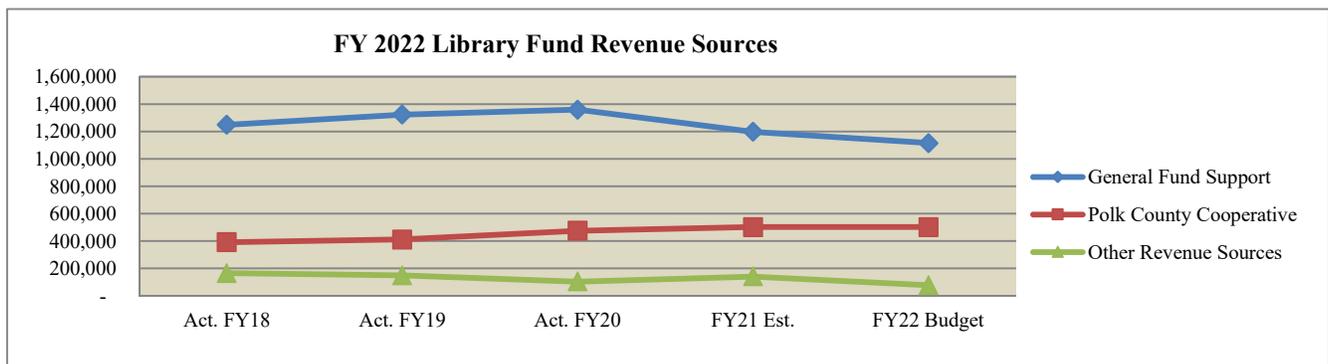
Miscellaneous Revenues – These include revenue sources which do not lend themselves to the other classifications. Other revenues are 3.94% of total General Fund revenues. Budget amounts are estimated on prior years’ collections.

Interest Earnings - Revenues from the investment of General Fund cash. City investments are regulated by State Statute. Interest revenues are 0.1% of total General Fund revenues. Budget estimated by investments times expected return.

Transfer & Contributions – This source is a charge to the business funds of the City as a return of profits to the taxpayers much as a corporation returns profits to its owners. Transfers from Enterprises are 16.82% of total General Fund revenues.

REVENUES (cont.):

SPECIAL REVENUE FUND: LIBRARY FUND		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Rentals	\$	25,255.10	\$ 25,300	\$ 23,923	\$ 23,923	\$ 23,923
Fees		12,407.97	25,400	-	-	-
Fines		9,798.46	27,000	387	-	-
Private Contributions		92.39	320	-	-	-
Donations		-	10,000	-	-	-
Transfer from General Fund		1,358,472.96	1,197,767	1,197,767	1,114,622	1,306,160
Transfer from Impact Fee Fund		50,000.04	116,200	116,200	52,000	-
Polk County		475,386.89	410,871	501,941	501,941	501,941
Interest Earned		3,273.47	4,000	175	175	175
Miscellaneous		360.24	1,200	-	-	-
Grants		253.81	-	-	-	-
CARES Act - Coronavirus Relief Fund		1,990.07	-	-	-	-
REVENUES Total	\$	1,937,291.40	\$ 1,818,058	\$ 1,840,393	\$ 1,692,661	\$ 1,832,199



Transfers / Polk County - The library operation has historically generated only 5-10% of the funds needed to operate the facility. The City's General Fund, Impact Fees and the Polk County Library Cooperative contribute the balance.

Miscellaneous - includes revenue from the sale of assets (equipment).

Private Contributions - includes revenue from contributions from groups such as Friends of the Library organizations and other miscellaneous revenues.

Rentals - revenue from rentals including the square footage space occupied by a coffee shop.

Fines - The City of Winter Haven library suspended all fines to patrons in March 2020 at the beginning of the pandemic and will continue this practice through the end of FY2022.

SPECIAL REVENUE FUND: C.D.B.G. FUND		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Federal Grant Revenue	\$	249,732.39	\$ 447,000	\$ 447,000	\$ 228,000	\$ -
Transfer from Stormwater		30,000.00	-	-	-	-
REVENUES Total	\$	279,732.39	\$ 447,000	\$ 447,000	\$ 228,000	\$ -

The City of Winter Haven is not an Entitlement City and does not receive C.D.B.G funds directly from the Federal Department of Housing and Urban Development but receives an allotment from Polk County. The most recent allotment for FY2022 is \$677,955.69 which includes a current year allotment of \$228,000 and carryover in the amount of \$449,955.69 from prior years. These funds will be used to provide renovations (including ADA improvements) and new construction to the Winter Haven Recreational and Cultural Center as well as fund for improving accessibility to suitable living environments for low to moderate income residents.

REVENUES (cont.):

SPECIAL REVENUE FUND: S.H.I.P. FUND	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Loan Repayments	\$ 38,979.00	\$ 3,000	\$ 24,000	\$ 3,000	\$ 3,000
Interest Earnings	1,699.54	2,000	375	375	375
Miscellaneous Revenues	19,285.80	-	29,832	-	-
State Grants	77,055.00	479,652	-	310,965	300,000
CARES Act - Coronavirus Relief Fund	266,395.00	-	264,075	-	-
REVENUES Total	\$ 403,414.34	\$ 484,652	\$ 318,282	\$ 314,340	\$ 303,375

State Grants – Inter Governmental Revenue

Miscellaneous Revenues - The State of Florida deposits twenty cents (.20) of each dollar collected from documentary stamps into the S.H.I.P. Fund. This account records distributions from this trust to the City for low and moderate income housing.

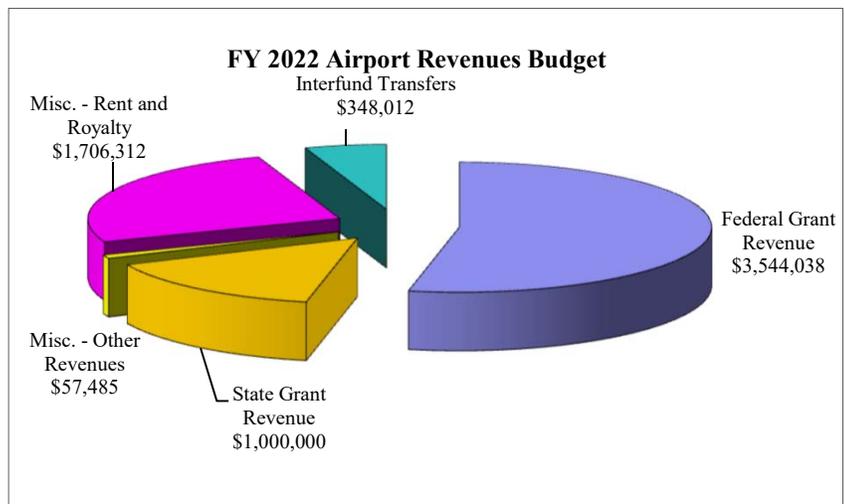
SPECIAL REVENUE FUND: AIRPORT FUND	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Rents and Royalties	\$ 1,367,306.38	\$ 1,511,990	\$ 1,702,556	\$ 1,706,312	\$ 1,707,517
Miscellaneous Revenues	38,454.65	36,060	43,110	57,485	43,110
Grant Revenues	1,681,329.41	3,031,956	2,381,972	4,544,038	1,896,875
Transfer from General Fund	1,155,908.04	1,496,183	1,496,183	348,012	1,042,448
Transfer from Impact Fee Fund	-	-	-	-	-
CARES Act - Coronavirus Relief Fund	69,000.00	-	-	-	-
REVENUES Total	\$ 4,311,998.48	\$ 6,076,189	\$ 5,623,821	\$ 6,655,847	\$ 4,689,950

Rents and Royalties - This account records the proceeds from the rents for commercial lease units, Eagle’s Landing and hangar rentals as well as revenue derived from fees paid by commercial lessees for fuel sold by or delivered to them.

Miscellaneous Revenues - This classification records the proceeds collected by the Airport, which do not fit any of the other Airport revenue codes.

Transfers - This account records the transfer from other funds, typically the General Fund in amount sufficient to balance annual Airport budget.

Grant Revenues - Records revenues from grants awarded the City by the Florida Department of Transportation and Federal Aviation Administration for airport improvement projects.



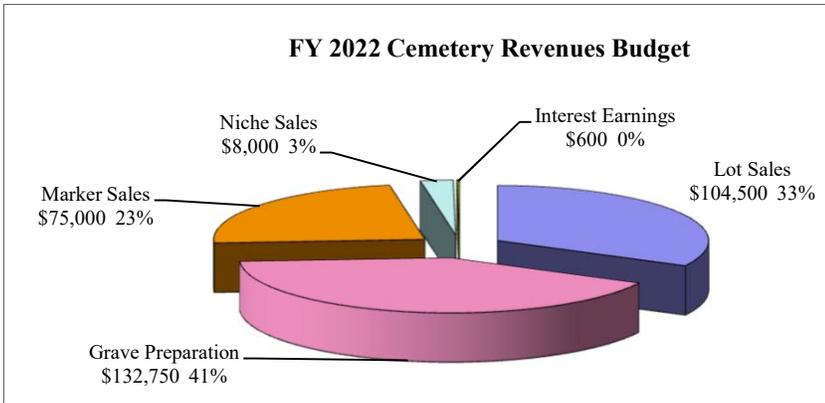
REVENUES (cont.):

SPECIAL REVENUE FUND: CEMETERY FUND	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Lot Sales	\$ 141,532.07	\$ 77,500	\$ 154,500	\$ 104,500	\$ 104,500
Grave Preparation	126,005.00	121,750	136,510	132,750	132,750
Marker Sales	52,081.13	43,000	81,000	75,000	75,000
Niche Sales	13,644.00	3,000	10,000	8,000	8,000
Interest Earnings	5,083.85	10,500	700	600	600
Miscellaneous Revenues	11,403.50	8,000	13,000	11,500	11,500
Transfer from General Fund	249,954.96	159,833	159,833	-	187,322
Hurricane Receipts FEMA	3,726.49	-	-	-	-
CARES Act - Coronavirus Relief Fund	302.02	-	-	-	-
REVENUES Total	\$ 603,733.02	\$ 423,583	\$ 555,543	\$ 332,350	\$ 519,672

Grave Preparation - Revenue derived from digging and filling gravesites.

Lot Sales - Revenue derived from sale of gravesites.

Marker Sales - revenues received from charges for grave markers and for placing marker at grave site when marker is purchased from outside manufacturer.

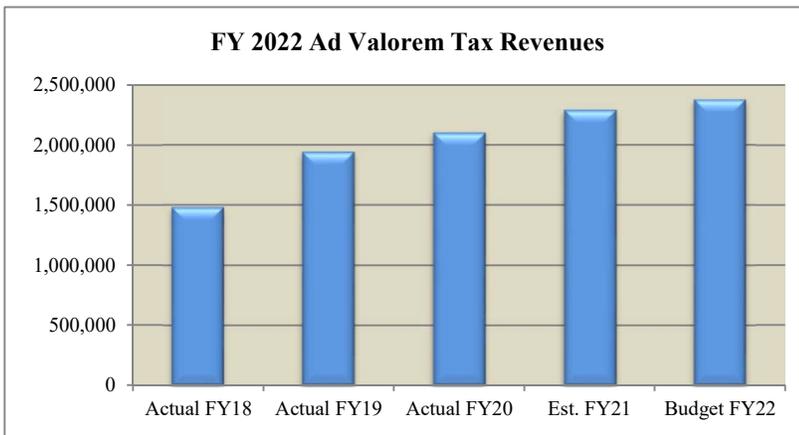


Interest Earnings - Revenue derived from interest earned on investments with other institutions except for overnight repurchase.

Transfers from General Fund - This account records the transfer from General Fund in amount sufficient to balance annual Cemetery budget.

Miscellaneous Revenues - Revenue that does not have any other specific code.

SPECIAL REVENUE FUND: CRA - DOWNTOWN FUND	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Taxes / Ad Valorem	\$ 2,099,216.21	\$ 2,288,925	\$ 2,288,147	\$ 2,375,980	\$ 2,575,310
Interest Earnings	21,761.31	20,000	3,000	3,000	3,000
Parking Lot Rentals	8,400.16	4,200	3,300	3,300	3,300
Miscellaneous - CARES Act	-	-	11,199	-	-
Grant Proceeds	-	-	-	40,000	-
REVENUES Total	\$ 2,129,377.68	\$ 2,313,125	\$ 2,305,646	\$ 2,422,280	\$ 2,581,610



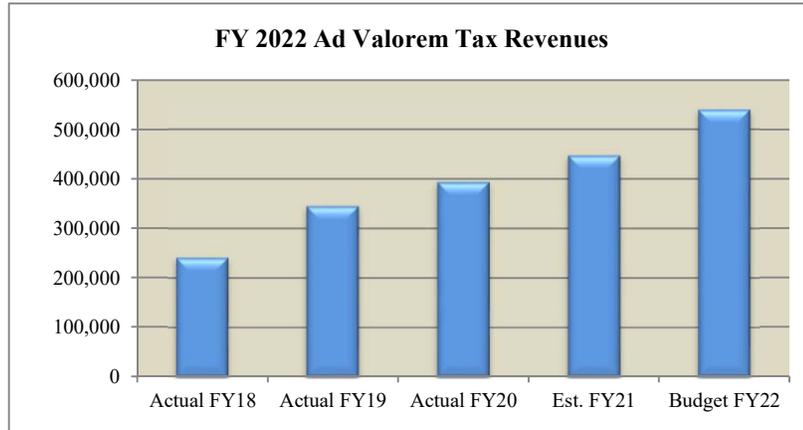
Taxes/Ad Valorem - CRA revenues are derived from the proceeds of ad valorem taxes collected on properties located within the districts. The levy is on the property value in excess of the value established at June 30th for each property.

Actual FY18	\$ 1,480,655
Actual FY19	\$ 1,941,712
Actual FY20	\$ 2,099,216
Est. FY21	\$ 2,288,147
Budget FY22	\$ 2,375,980

REVENUES (cont.):

SPECIAL REVENUE FUND: CRA - FLORENCE VILLA FUND	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Taxes / Ad Valorem	\$ 393,370.38	\$ 449,836	\$ 447,313	\$ 539,555	\$ 597,200
Miscellaneous	-	-	4,800	-	-
Interest Earnings	4,436.97	4,000	450	500	500
REVENUES Total	\$ 397,807.35	\$ 453,836	\$ 452,563	\$ 540,055	\$ 597,700

Taxes/Ad Valorem - CRA revenues are derived from the proceeds of ad valorem taxes collected on properties located within the districts. The levy is on the property value in excess of the value established at June 30th for each property.



Actual FY18	\$ 241,219
Actual FY19	\$ 345,169
Actual FY20	\$ 393,370
Est. FY21	\$ 447,313
Budget FY22	\$ 539,555

SPECIAL REVENUE FUND: FEDERAL BUILDING FUND	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Rent	\$ 136,067.05	\$ 136,067	\$ 139,465	\$ 142,950	\$ 146,524
Interest	282.50	600	25	25	25
REVENUES Total	\$ 136,349.55	\$ 136,667	\$ 139,490	\$ 142,975	\$ 146,549

Rent - This property was turned over to the City by the Federal Government who in turn leases the property while the City has the responsibility of maintenance of the building. The lease contract has an annual 2.5% rental escalation clause through 2024.

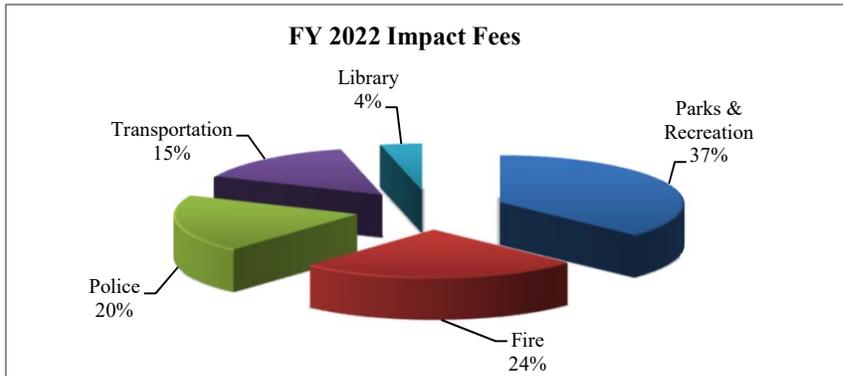
SPECIAL REVENUE FUND: BUILDING / PERMITTING FUND	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Permits & Fees	\$ 2,935,717.86	\$ 1,353,500	\$ 3,245,900	\$ 1,845,450	\$ 1,703,500
Miscellaneous Revenues	33,875.35	33,550	10,250	10,550	25,550
CARES Act - Coronavirus Relief Fund	552.27	-	-	-	-
REVENUES Total	2,969,593.21	\$ 1,387,050	\$ 3,256,150	\$ 1,856,000	\$ 1,729,050

Permits & Fees - revenue generated from the issuance of building, electrical, plumbing, mechanical, sign, and pool permits.

REVENUES (cont.):

SPECIAL REVENUE FUND: IMPACT FEE FUND	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Impact Fees	\$ 2,361,641.27	\$ 1,649,453	\$ 2,541,000	\$ 2,025,000	\$ 1,275,000
Interest Earnings	6,909.48	7,500	1,200	1,000	1,000
REVENUES Total	\$ 2,368,550.75	\$ 1,656,953	\$ 2,542,200	\$ 2,026,000	\$ 1,276,000

Impact Fees - Records the collection of Police, Fire, Library, Parks and Recreation and Transportation Impact Fees.



Parks/Recreation	\$ 750,000
Fire	\$ 500,000
Police	\$ 400,000
Transportation	\$ 300,000
Library	\$ 75,000

SPECIAL REVENUE FUND: WH AFFORDABLE HOUSING FUND	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Transfer from General Fund	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 250,000
REVENUES Total	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 250,000

This new fund was added in FY 2022 to accommodate the City's allocation of monies to affordable housing. The FY 2022 budget includes a \$1,500,000 transfer from the General Fund and for each year thereafter will receive an annual appropriation from the Genral Fund in the amount of \$250,000.

CONSTRUCTION FUND: TRANSPORTATION	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Grant Revenue	\$ 804.65	\$ 3,006,024	\$ 1,112,319	\$ 2,685,541	\$ -
Transfers	1,635,936.96	1,064,950	1,109,950	3,483,000	2,475,000
Interest Earnings	10,396.91	10,000	2,000	6,500	5,000
REVENUES Total	\$ 1,647,138.52	\$ 4,080,974	\$ 2,224,269	\$ 6,175,041	\$ 2,480,000

This Fund was established late in FY2019 in order to isolate and track large Transportation Improvement projects that continue over multiple years.

CONSTRUCTION FUND: 2007 CONSTRUCTION - 304	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Interest Earnings	\$ 2,021.56	\$ 1,500	\$ 250	\$ 2,021	\$ -
REVENUES Total	\$ 2,021.56	\$ 1,500	\$ 250	\$ 2,021	\$ -

In February 2007 the City issued bonds for capital projects and refunding of an existing bond issue. The 2007 Construction Fund accounts for the expenditures of the proceeds from this Public Improvement Refunding Revenue Bond Issue.

CONSTRUCTION FUND: 2015 CONSTRUCTION - 306	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Debt Proceeds	\$ -	\$ -	\$ -	\$ 22,500,000	\$ -
Interest Earnings	139,572.23	100,000	21,000	20,000	-
Grant/Legislative Appropriation	-	400,000	200,000	4,900,000	-
Transfers	10,053,549.49	5,196,656	6,000,741	4,007,814	944,769
Donations	21,500.00	-	-	-	-
REVENUES Total	\$ 10,214,621.72	\$ 5,696,656	\$ 6,221,741	\$ 31,427,814	\$ 944,769

The 2015 Construction Fund will account for the activities associated with construction of various projects that have been talked about and requested for years, however funding has been unattainable. These projects can be achieved with various funding support including the issuance of a bond.

REVENUES (cont.):

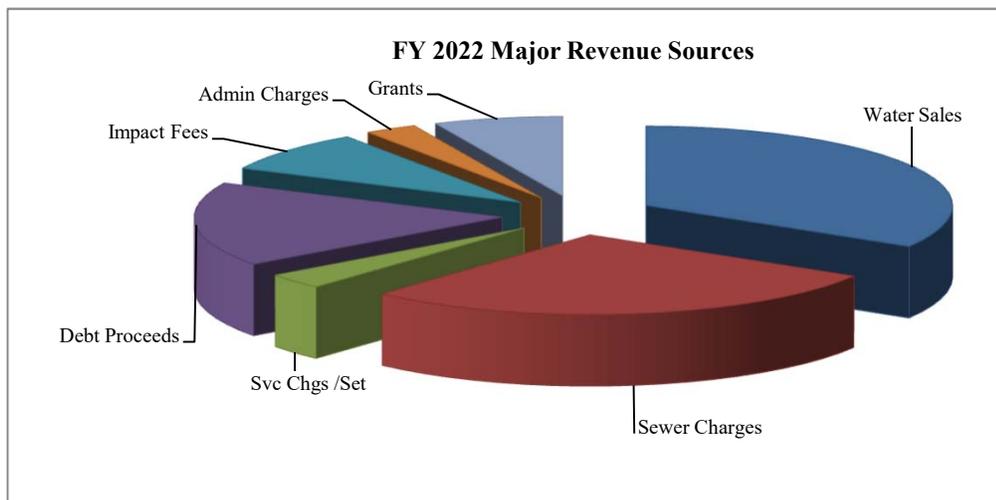
PROPRIETARY FUND: SOLID WASTE FUND - 401	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Franchise Fees	\$ 47,930.68	\$ 24,000	\$ 26,000	\$ 26,000	\$ 26,000
Trash Pickup Charges	115,384.47	130,000	110,000	114,400	118,970
Residential	3,954,078.75	3,774,000	4,180,000	4,451,700	4,521,100
Commercial	3,328,393.72	2,400,000	3,447,000	3,550,410	3,728,275
Municipal	103,590.36	97,000	114,000	116,850	119,770
Resident Container Sale	75,160.27	65,000	20,000	-	-
Private Hauler Roll Off Fees	110,097.61	120,000	122,000	120,000	120,000
Recycling	644,948.90	599,000	669,000	692,475	716,125
Roll-Off Pull Revenue	177,664.23	175,400	150,000	175,000	175,000
Miscellaneous Revenues	18,304.73	5,000	5,130	10,300	10,400
Interest Earnings	78,405.87	100,000	6,500	6,500	6,500
CARES Act - Coronavirus Relief Fund	396.98	-	-	-	-
REVENUES Total	\$ 8,654,356.57	\$ 7,489,400	\$ 8,849,630	\$ 9,263,635	\$ 9,542,140

Residential and Commercial - Revenue derived from the fees charged to residential and commercial customers for the pickup of solid waste.

PROPRIETARY FUND: UTILITY FUND - 402	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Water Sales	\$ 14,933,393.77	\$ 14,157,400	\$ 15,280,400	\$ 15,586,450	\$ 15,890,350
Sewer Charges	12,811,818.75	12,441,200	12,775,000	13,027,000	13,287,000
Hydrants / Fire Sprinklers	13,424.75	13,125	13,302	13,125	13,125
Service Charges / Set	1,682,388.30	1,437,700	1,501,150	1,464,130	1,492,800
Interest Earnings	680,972.76	747,000	747,000	782,000	782,000
Water / Sewer Impact Fees	5,217,207.16	3,867,000	5,100,000	3,900,000	3,800,000
Fees-Admin. Acct Svcs/Engineering Inspection	1,255,835.97	1,245,000	1,245,000	1,269,000	1,293,100
Refuse Billing Fee	76,011.45	68,000	78,000	78,000	78,000
Miscellaneous Revenues	827,827.95	712,000	818,103	837,000	837,000
Contributions-Developers	6,394,346.17	-	-	-	-
Grants	265,211.80	3,550,654	-	3,143,514	3,550,654
Sale of Assets	3,229,150.97	265,000	1,568,907	5,000	1,505,000
Debt Proceeds	-	15,158,026	4,600,000	7,940,000	18,600,000
CARES Act - Coronavirus Relief Fund	10,947.94	-	-	-	-
REVENUES Total	\$ 47,398,537.74	\$ 53,662,105	\$ 43,726,862	\$ 48,045,219	\$ 61,129,029

Water Sales and Sewer Charges - Revenue derived from the fees charged to customers of Winter Haven Water for water and sewer usage.

Interest Earnings - This classification records the proceeds from interest earned on all types of Water & Sewer Utility Fund investments as well as interest earned on customer deposits.



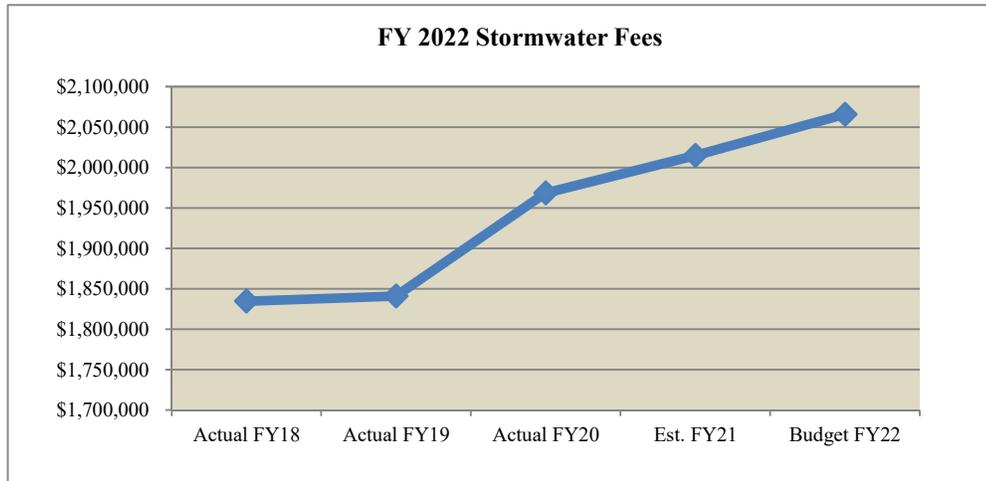
Water Sales	\$ 15,586,450
Sewer Charges	\$ 13,027,000
Svc Chgs /Set	\$ 1,464,130
Impact Fees	\$ 3,900,000
Admin Charges	\$ 1,269,000
Grants	\$ 3,143,514
Debt Proceeds	\$ 7,940,000

REVENUES (cont.):

PROPRIETARY FUND: STORMWATER FUND - 404	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Grant Revenue	\$ 1,092,807.00	\$ 990,370	\$ 2,276,075	\$ 970,000	\$ -
Interest Earnings	62,472.96	70,000	5,100	5,100	5,100
Donations	4,508.64	4,500	104,430	4,500	4,500
Stormwater Fees	1,968,470.07	1,795,350	2,014,950	2,065,670	2,116,400
Miscellaneous	2,250.96	-	5,880	5,000	5,000
REVENUES Total	\$ 3,130,509.63	\$ 2,860,220	\$ 4,406,435	\$ 3,050,270	\$ 2,131,000

Grant Revenue – Revenues from state and local agencies for the construction of Stormwater projects.

Stormwater Fees - This revenue source accounts for the collection of a storm water utility fee levied on City residents for the protection of the well-known Winter Haven Chain of Lakes.



Actual FY18	1,834,695
Actual FY19	1,840,977
Actual FY20	1,968,470
Est. FY21	2,014,950
Budget FY22	2,065,670

PROPRIETARY FUND: WILLOWBROOK FUND - 405	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Transfer from General Fund	\$ 218,987.04	\$ 436,705	\$ 436,705	\$ 244,447	\$ 525,457
Golf Management	842,090.00	782,070	761,000	861,225	875,000
Miscellaneous Revenues	24,538.83	22,000	30,000	30,000	30,000
Interest Earnings	3,460.30	3,000	1,000	1,000	1,000
Sale of Assets	770.29	-	-	-	-
REVENUES Total	\$ 1,089,846.46	\$ 1,243,775	\$ 1,228,705	\$ 1,136,672	\$ 1,431,457

Golf Management - This account records the proceeds from fees charged to play golf at Willowbrook Golf Course including greens fees, membership fees, tournament fees and handicapping service. It also includes fees charged for discount cards, pro shop and concession sales, lessons, cart rentals and range ball rentals.

Interfund Transfers - This account records the transfer from other funds, typically the General Fund in amount sufficient to balance annual Willowbrook budget.

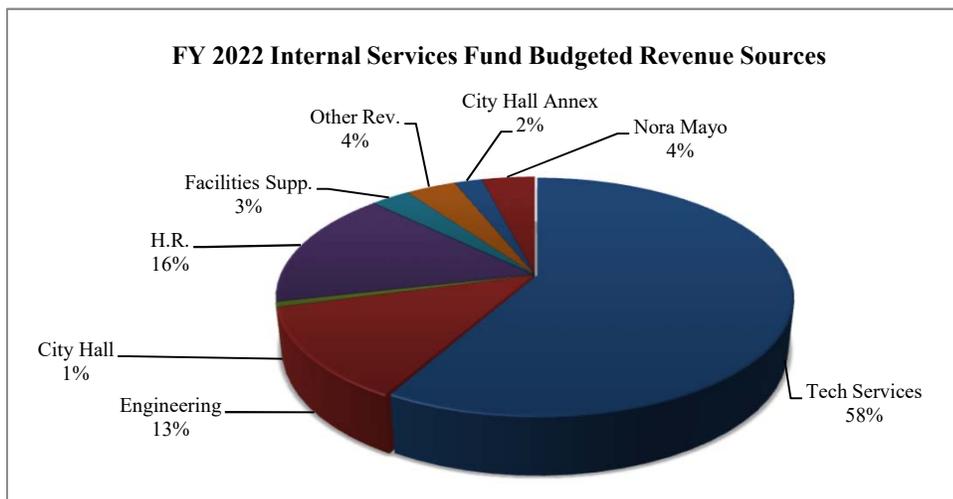
PROPRIETARY FUND: DARK FIBER ENTERPRISE FUND - 406	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Rent and Royalty	\$ 139,327.10	\$ 123,152	\$ 128,200	\$ 128,200	\$ 128,200
Interest Earnings	14,952.34	5,000	2,000	2,000	2,000
Interfund Transfers	251,600.04	268,800	268,800	268,800	268,800
REVENUES Total	\$ 405,879.48	\$ 396,952	\$ 399,000	\$ 399,000	\$ 399,000

Rent and Royalty - The City anticipates leasing fiber strands through NAP of Florida Inc. at \$1,050 per strand per month. It is anticipated additional new customers will sign contracts for fiber services.

Interfund Transfers - This account records the transfer from other funds that pay for fiber services based on information provided by Technology Services Department.

REVENUES (cont.):

INTERNAL SERVICES FUND: INTERNAL SERVICE - 501	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Fees-Admin Acct Svc/Eng. Inspect.	\$ 59,361.57	\$ 50,000	\$ 90,000	\$ 60,000	\$ 60,000
Interest Earnings	24,760.80	30,000	3,000	2,500	2,500
Sale of Assets	235.00	-	-	-	-
Misc. - Other Revenues	33,981.43	10,000	109,231	40,000	40,000
CARES Act/ARPA - Coronavirus Relief	126,094.29	-	-	-	-
Charges for Services - Labor	114,237.50	112,000	110,700	109,200	109,200
Transfers	20,799.96	20,800	20,800	20,800	20,800
Technology Services Allocation	3,319,839.96	3,163,545	3,163,545	3,615,123	3,906,709
Human Resources Allocation	852,100.92	910,895	910,895	985,429	985,429
Facilities Support Allocation	215,141.04	246,184	253,957	181,523	258,523
Engineering Allocation	761,922.00	799,703	799,703	781,009	781,009
City Hall & Grounds	35,492.04	37,438	37,438	41,939	41,939
City Hall Annex	56,726.04	58,649	58,649	128,887	128,887
Nora Mayo Building	-	-	-	247,302	247,302
REVENUES Total	\$ 5,620,692.55	\$ 5,439,214	\$ 5,557,918	\$ 6,213,712	\$ 6,582,298



Tech Services	3,615,123
Engineering	781,009
City Hall	41,939
H.R.	985,429
Facilities Supp.	181,523
Other Rev.	232,500
City Hall Annex	128,887
Nora Mayo	247,302

INTERNAL SERVICES FUND: MOTOR POOL FUND - 502	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Interest Earnings	\$ 8,671.58	\$ 8,000	\$ 900	\$ 800	\$ 800
Miscellaneous	5,300.00	-	-	-	-
CARES Act - Coronavirus Relief fund	1,104.01	-	-	-	-
Charges to Departments	2,336,016.46	2,764,361	2,473,400	3,068,124	3,068,124
REVENUES Total	\$ 2,351,092.05	\$ 2,772,361	\$ 2,474,300	\$ 3,068,924	\$ 3,068,924

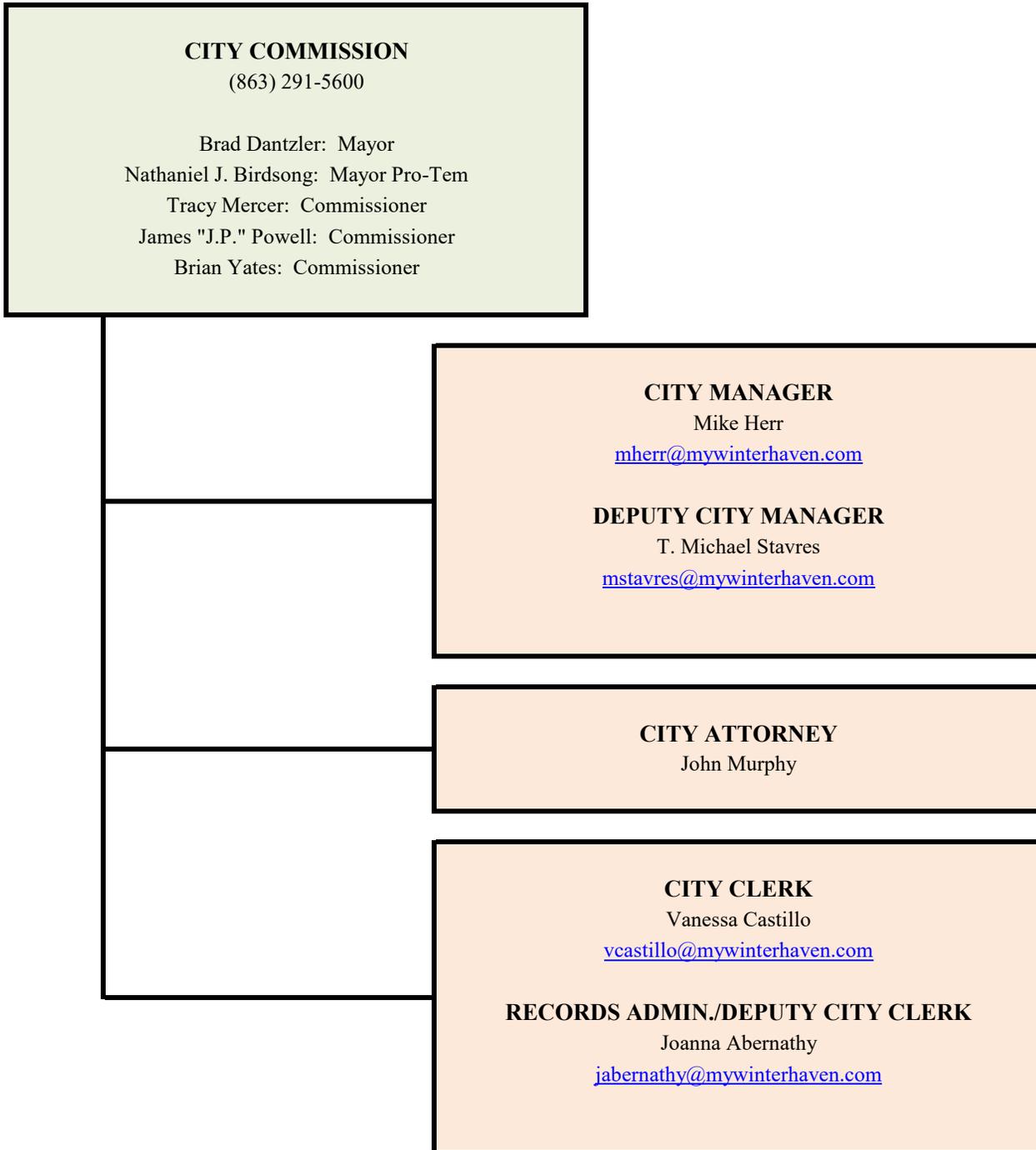
Revenue Sources - The Motor Pool Fund is an Internal Service Fund, accounting for the maintenance and fueling of the vehicle fleet. Maintenance costs include those for parts, labor and a monthly fee for each vehicle for the costs of insurance and a preventative maintenance program. The Fund is reimbursed for these costs by billing rates charged to user departments. This Fund accumulates the total cost, including depreciation and overhead, of providing this service to City Departments.

DEPARTMENTAL ORGANIZATION

DEPT:	COST CENTER:	*FY22 BUDGET:	FTE:	PTE:
General Gov't.	City Commission	148,243	5.00	0.00
	City Attorney/Legal	468,911	0.00	0.00
	City Clerk	310,354	2.00	0.00
Office of City Mngr.	City Manager	939,063	5.00	0.00
	City Hall	42,100	0.00	0.00
	Airport	7,378,221	4.00	5.00
Economic Opp. & Community Investment	E.O. & C.I./Planning	973,559	5.10	0.00
	C.D.B.G.	228,000	0.00	0.00
	S.H.I.P.	514,995	0.00	0.00
	CRA's	4,689,326	2.90	0.00
	Building/Permitting	1,966,402	11.50	0.00
	Engineering	857,943	9.50	0.00
Exec. Svcs.	Human Resources	1,052,798	6.00	0.00
Technology Services	Information Technology	3,748,540	10.00	2.00
	Dark Fiber Enterprise	1,206,324	1.00	0.00
Financial Services	Finance	1,249,014	13.00	0.00
	City Hall Annex	128,640	0.00	0.00
Public Safety	Administration/Operations/P.A.L.	12,260,572	118.30	0.00
	Code Compliance	513,118	5.00	0.00
	Police Grants	46,780	0.00	0.00
	Fire Services	10,183,242	81.70	0.00
Public Works	Streets	3,015,268	15.80	0.00
	Transportation	6,823,605	0.00	0.00
	Solid Waste	10,536,740	39.40	1.00
	Stormwater	4,174,524	13.70	1.00
	Fleet Maintenance	3,008,005	11.10	1.00
Parks, Recreation and Cultural Services	Parks, Grounds and Recreation	8,030,068	62.55	68.00
	Library	1,936,399	14.15	3.00
	Cemetery	655,185	5.30	0.00
	Willowbrook Golf Course	1,260,347	0.00	0.00
	Facilities Maintenance	551,751	3.00	0.00
Utility Services	Customer Account Services	1,421,201	17.00	0.00
	Payment Services	-	0.00	0.00
	Water Plants	6,039,516	14.00	0.00
	Wastewater Treatment # 2	1,836,731	7.00	0.00
	Utility Engineering	3,830,198	9.00	1.00
	Administration	2,059,723	7.00	3.00
	Wastewater Treatment # 3	8,596,616	17.00	0.00
	Utility Services Maintenance	5,569,305	17.00	0.00
	Lift Stations/WW Maintenance	11,762,079	19.00	0.00
	Reuse Distribution	6,575,000	0.00	0.00
	Meter Services	1,121,540	11.00	0.00
Non-Departmental	13,155,800	0.00	0.00	
Federal Building Fund		123,691	0.00	0.00
Impact Fee Fund		2,857,010	0.00	0.00
WH Affordable Housing Fund		1,500,000	0.00	0.00
Construction Funds		41,699,146	0.00	0.00
			563.00	85.00

* Cost centers in General & Internal Service Funds do not include non-departmental expenses (transfers, insurance, internal service charges, etc.)

GENERAL GOVERNMENT DEPARTMENT ORGANIZATIONAL CHART



GENERAL FUND: City Commission 001-00-101	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 65,698.19	\$ 65,887	\$ 65,149	\$ 69,113	\$ 69,113
Operating Services	60,402.62	77,930	55,630	79,130	78,730
Operating Budget	\$ 126,100.81	\$ 143,817	\$ 120,779	\$ 148,243	\$ 147,843
Settlement	-	-	-	-	-
Budget Allocation	\$ 126,100.81	\$ 143,817	\$ 120,779	\$ 148,243	\$ 147,843

Authorized Positions FT	5.00	5.00	5.00	5.00	5.00
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MISSION: To prudently govern municipal resources, growth, development and public service delivery ensuring the fundamental needs and interests of citizens, property owners and businesses in Winter Haven are protected and served.

GOALS & OBJECTIVES:

CORE VALUE

1- Increase knowledge of city operations through attending regular meetings.	
2- Inform the public of all legislative and policy making considerations.	2C - Financial Stewardship -
3- Respond to citizen inquiries and requests.	1C - Integrity / Respect - Open and honest communication
4- Maintain effective working relationships with surrounding cities and Polk County.	4F - Visionary - Engage with outside partners regarding trends and approaches
5- Consider all ordinances, resolutions, and policies of the City.	
6- Increase City Commission knowledge of city-wide need through citizen participation.	
7- Participate in community events.	3E - Inclusive - Citizen involvement and neighborhood engagement
8- Hold regular City Commission meetings, agenda review session and workshops to include those discussing the City's budget.	
9- Guide the City along the path that allows for the most effective use of available resources.	
10- Provide clear leadership and direction.	
11- Gain educational training through the Florida League of Cities and other organizations.	3B - Inclusive - Training, mentoring, and coaching tools are common practice

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

Annual Cost per Capita (excludes non-dept. costs)	\$ 2.63	\$ 2.81	\$ 2.57	\$ 3.15
Regular commission meetings	23	22	23	22
Commission liaison to city board meetings	over 100	over 100	over 100	over 100
Participation in community activities	over 150	over 150	over 150	over 150
Proclamations issued	40	39	49	50
Workshops/Agenda Review Sessions	22	20	23	20
Special meetings	1	2	8	4
Ordinances	60	36	65	60
Resolutions	40	29	47	45

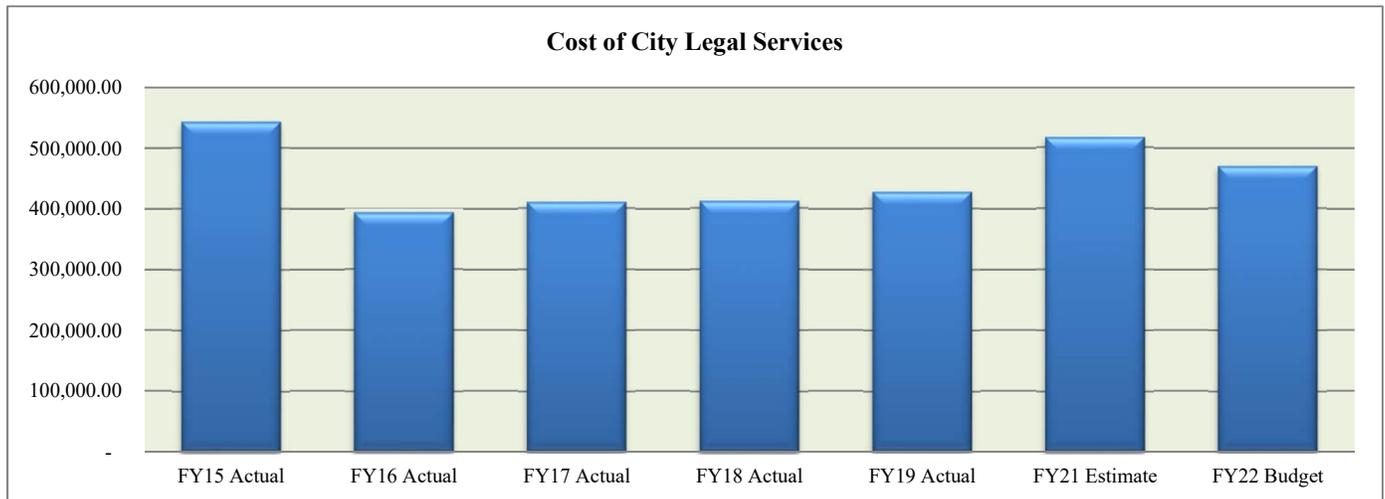


Pictured left to right: Commissioner Brian Yates, Commissioner Tracy Mercer, Mayor Brad Dantzler, Mayor Pro-Tem Nat Birdsong and Commissioner J.P. Powell

GENERAL FUND: Legal 001-00-102	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 13,128.00	\$ 14,680	\$ 14,676	\$ 16,901	\$ 16,901
Operating Services	464,631.96	390,135	502,010	452,010	452,010
Operating Budget	\$ 477,759.96	\$ 404,815	\$ 516,686	\$ 468,911	\$ 468,911
Capital	-	-	-	-	-
Budget Allocation	\$ 477,759.96	\$ 404,815	\$ 516,686	\$ 468,911	\$ 468,911

The Legal Division of the General Government department consists of the costs associated with a private law firm under contract with the City of Winter Haven to provide general legal counsel services. John Murphy from the law firm of Boswell & Dunlap, LLP provides these services. In addition to general counsel the City has the Thompson, Sizemore, Gonzalez and Hearing law firm that provides legal services in the labor relations area. These legal services are budgeted in various cost centers under the line item "Professional Services - Legal".

MISSION: To responsibly provide sound legal representation, counsel and service to the City Commission, City Manager, City departments, offices and agencies responsible for administering municipal resources, programs and services in Winter Haven.



GENERAL FUND: City Clerk 001-00-105		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Personal Services		\$ 212,877.82	\$ 214,031	\$ 201,668	\$ 216,943	\$ 216,943
Operating Services		102,836.35	33,445	47,649	93,411	49,231
	Operating Budget	\$ 315,714.17	\$ 247,476	\$ 249,317	\$ 310,354	\$ 266,174
Capital		-	-	-	-	-
	Budget Allocation	\$ 315,714.17	\$ 247,476	\$ 249,317	\$ 310,354	\$ 266,174
Authorized Positions FT		2.00	2.00	2.00	2.00	2.00

MISSION: The City Clerk's Office is dedicated to providing administrative support, serving the Mayor and City Commissioners, committed to providing quality services to the community in an ethical, impartial and professional manner; official recordings of the meetings, prepare minutes of the proceeds, records custodian for the City, prepare legal compliance of public notices, and responsible for conducting the municipal elections with the highest integrity, certify pertinent official documents pursuant to Florida Statutes; and provide vital administrative service support to others as needed or requested.

GOALS & OBJECTIVES:

CORE VALUE

1- Participate in IIMC Courses/Conferences, FACC Courses/Conferences/Academies and other appropriate educational sessions for City Clerks.	3B - Inclusive - Training, mentoring, and coaching tools are common practice
2- Attend FRMA Records Management Seminars.	3B - Inclusive - Training, mentoring, and coaching tools are common practice
3- Attend all meetings held by the City Commission.	
4- Prepare minutes of all meetings held by the City Commission.	
5- Provide secretarial services to City Commission (open and route mail, manage calendars, etc.)	
6- Prepare Proclamations (or like Resolutions) for Mayor signature.	
7- Conduct all regular, runoff, and special elections of the City.	
8- Conduct research for Commission, Administration and general public.	5D - Exceptional Service - High cooperation and engagement
9- Ensure the publishing of the agenda for all meetings of the City Commission.	
10- Prepare and advertise/post Public Notices.	2C - Financial Stewardship - Transparency
11- Process contracts and agreements approved by the City Commission and track on a monthly log.	
12- Verify and certify the authenticity of City legal documents.	
13- Record all annexations, easements, plats and agreements for water/sewer extension and petition/consent for annexation with Polk County Clerk of Courts.	
14- Coordinate with State Department Commission on Ethics to ensure commissioners, appointed officials, committees/boards and certain city employees fulfill all financial disclosure requirements.	
15- Have knowledge of general organization, operation and administration of municipal government.	
16- Maintain and provide public access, as required by Florida Statutes, to City of Winter Haven records. Serve as the custodian of records.	2C - Financial Stewardship - Transparency
17- Ensure quality external customer service by preserving all City of Winter Haven records that have historical	
18- Provide efficient and timely response to all requests for records, both internal and external.	5A - Exceptional Service - Timely responses
19- Provide training classes on records management and quality internal customer service by assisting each department with records management system, retention and disposition.	3C - Inclusive - Cross-functional teamwork regularly applied

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

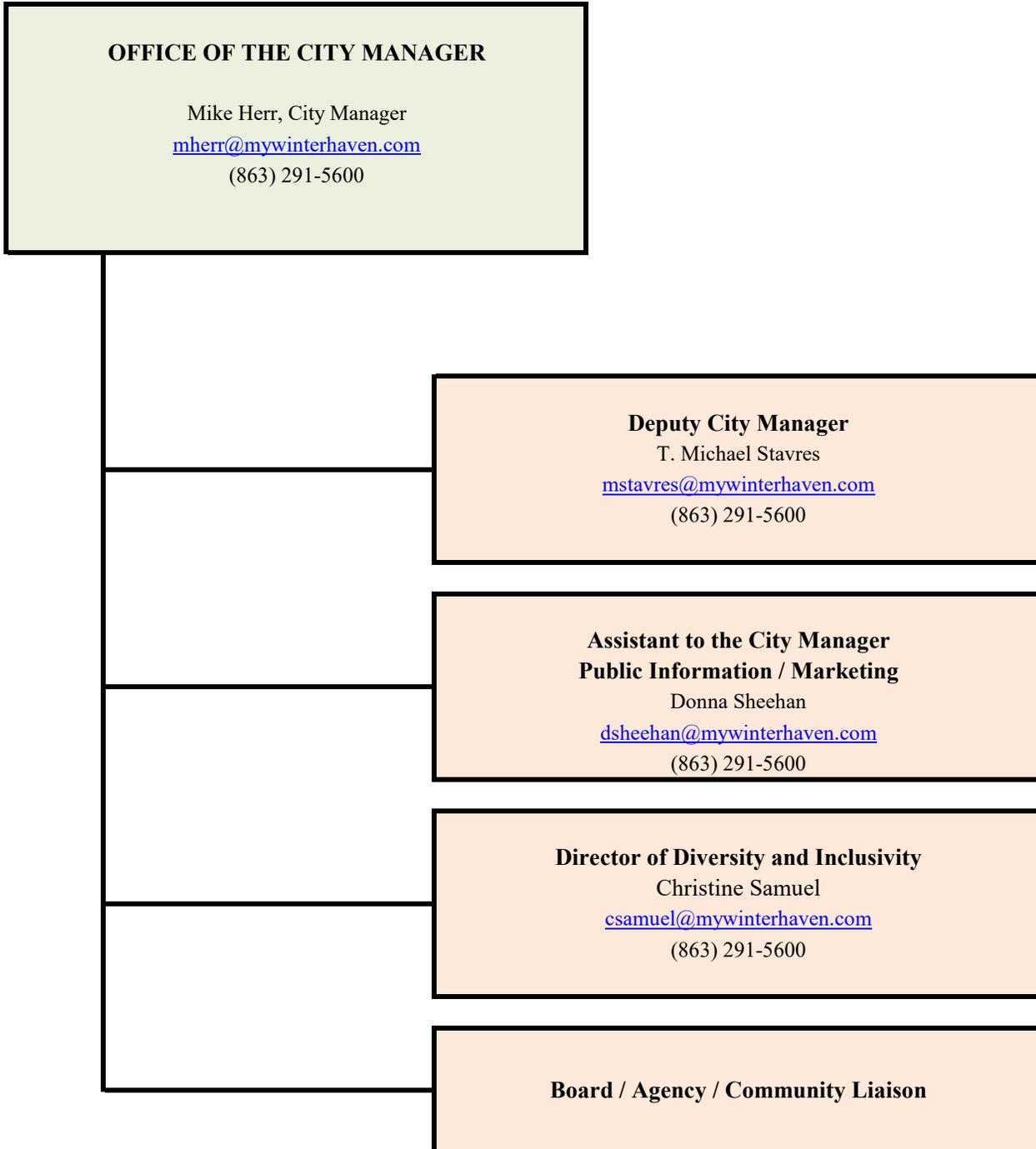
ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

Annual Cost per Capita (excludes non-dept. costs)	\$ 5.47	\$ 7.04	\$ 5.30	\$ 6.60
Respond to external public records requests	over 300	422	513	550
Disposed records (in cubic feet)	na	1,069	822	750
Proclamations prepared	39	33	49	35
Regular City Commission Meeting Minutes prepared	22	22	23	23
Workshop/Agenda Review Session Minutes prepared	20	23	23	23
Special Meeting Minutes prepared	2	2	8	8

FY21 Services and Accomplishments

- City Clerk received Bachelor of Science Degree in Supervision and Management with a concentration in Public Administration.
- Responded to 513 external public records requests.
- Disposed of over 822 cubic feet of records.
- Maintain the contracts and agreements log implemented.
- Processed 93 more Public Records Requests in JustFOIA in FY 20-21.
- Wrote a comprehensive Records Management Plan.
- Held two records management trainings
- Converted paper commercial plans and archived paper City Attorney files to electronic files

OFFICE OF THE CITY MANAGER ORGANIZATIONAL CHART



GENERAL FUND: City Manager 001-01-103		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Personal Services		\$ 734,345.63	\$ 783,617	\$ 744,522	\$ 807,063	\$ 807,063
Operating Services		98,618.40	108,500	104,800	132,000	112,000
	Operating Budget	\$ 832,964.03	\$ 892,117	\$ 849,322	\$ 939,063	\$ 919,063
Capital		-	-	-	-	-
	Budget Allocation	\$ 832,964.03	\$ 892,117	\$ 849,322	\$ 939,063	\$ 919,063
Authorized Positions FT		5.00	6.00	6.00	5.00	5.00

MISSION: To strategically, professionally, proficiently and soundly administer City government finance, growth and development, utility, leisure, public safety and infrastructure systems and staff such that through visionary and effective leadership Winter Haven visitors, residents and business owners gain the most value and benefit from municipal resources, programs and services afforded by the City Commission.

GOALS & OBJECTIVES:	CORE VALUES
1- Provide staff support to the Mayor and City Commission.	
2- To schedule and facilitate department head staff meetings as needed.	
3- To support public involvement and development of public/private partnerships aimed at improving community relations and sustainability.	5c - Exceptional Service - Strong citizen advocates and partners
4- To provide the City Commission and media with accurate and timely information updates.	
5- To create and distribute a monthly employee newsletter.	1C - Integrity/Respect - Open and honest communication
6- To create and distribute a weekly electronic newsletter.	1C - Integrity/Respect - Open and honest communication
7- To assist with the creation of department-specific marketing and information pieces.	3C - Inclusive - Cross-functional teamwork regularly applied
8- To respond to media and community inquiries.	2C - Financial Stewardship - Transparency
9- To develop and implement an effective marketing strategy.	

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 15.49	\$ 18.59	\$ 18.05	\$ 19.96
Staff support meetings	48	48	48	48
Staff News Articles on City Intranet	NA	NA	312	500+
Citizens newsletter distributed	14	12	12	12

Internal Services and Communication

- A City Manager/Department Director Staff Meeting Summary is created and distributed weekly to the workforce. **Core Value: 3D - Inclusive - Leadership-Employee interaction**
- Information is routinely posted to the Jostle platform for access by City Employees, and includes important topics, messages, highlights and general information. **Core Value: 1C - Integrity/Respect - Open and honest communication**

Public Communication

- The City Commission agenda for Regular Meetings and Agenda Review Sessions are made available to the public in electronic format and in hard copy for their viewing (hard copy available at City Hall.) Beginning in April 2020, the City Commission used approved Communication Media Technologies to (ZOOM Platform) to facilitate their official meetings. Access to this CMT was also made available to the general public to ensure access to the proceedings and ample opportunities for public comment. **Core Value: 2C - Financial Stewardship - Transparency**
- The City News Splash e-newsletter is published every four weeks. It includes events, activities and projects in Winter Haven. Feedback is positive. The e-newsletter has close to 4,000 registered subscribers, which includes the entire organization workforce. In addition, the Greater Winter Haven Chamber of Commerce provides a link to the publication in their newsletter. The piece is also printed, displayed and distributed at City Hall. **Core Value: 3F - Inclusive - Strong social media engagement**
- An important goal is to inform citizens of projects, activities and engagement opportunities that could make an impact on their life. This includes road closures, changes in facility hours, and office closings, to name a few. The Communications/Marketing Division receives regular information from each Department, and it is forwarded to the public via the press, the City's website, publications such as the News Splash, signage, Facebook, Nextdoor, Instagram and Twitter. **Core Value: 3F - Inclusive - Strong social media engagement**
- Staff participates in regular neighborhood meetings in two large retirement communities. This includes discussion on current issues, displays and handouts. On average, 250 citizens are in attendance. **Core Value: 3E - Inclusive - Citizen involvement and neighborhood engagement**
- During the past fiscal year, approximately 300 press inquiries were addressed, and more than 150 press releases were issued.
- Public information and meetings are tailored to share project construction progress to various audiences.
- City Government Week was coordinated and celebrated through the City with various virtual opportunities promoting the importance of local government.

Public Communication (cont.)

- The City of Winter Haven Facebook page has more than 15,087 "Likes". The City's Twitter account has more than 3,437 followers. In addition, the City started a Nextdoor account, which has 6,448 members.
- Talking points are developed for speaking engagements to ensure information is communicated accurately, and the City's overall mission message is shared.
- Multiple PowerPoint presentations are created to visually share Winter Haven's message.
- Various community meetings and presentations are coordinated including Polk Vision, Winter Haven Leadership, Winter Haven Chamber of Commerce discussions and civic organization presentations. **Core Value: 3H - Inclusive - Support citizens and community partners**
- Legislative priorities and requests for funding are established and communicated through documents and meetings.

Community Outreach

Annual community outreach campaigns are coordinated with partnering agencies including United Way of Central Florida, the American Heart Association and other donation collection program. **Core Value: 3H - Inclusive - Support citizens and community partners**

Objectives, Projects and Activities - Assistant to the City Manager

Provide Management Support

- Public relations consultants
- Write, edit, design/layout, produce and distribute material
- Create communication pieces in line with the City's vision and priorities
- Support Administration

Produce Quality, Cost-effective Internal and External Communications

- Use multiple communication tools to effectively inform internal customers
- Support organizational and City management's communications
- Provide external customers with information-rich publications
- Provide quality, focused coordinated marketing guidance for issues and programs

Maintain Positive Media Relations

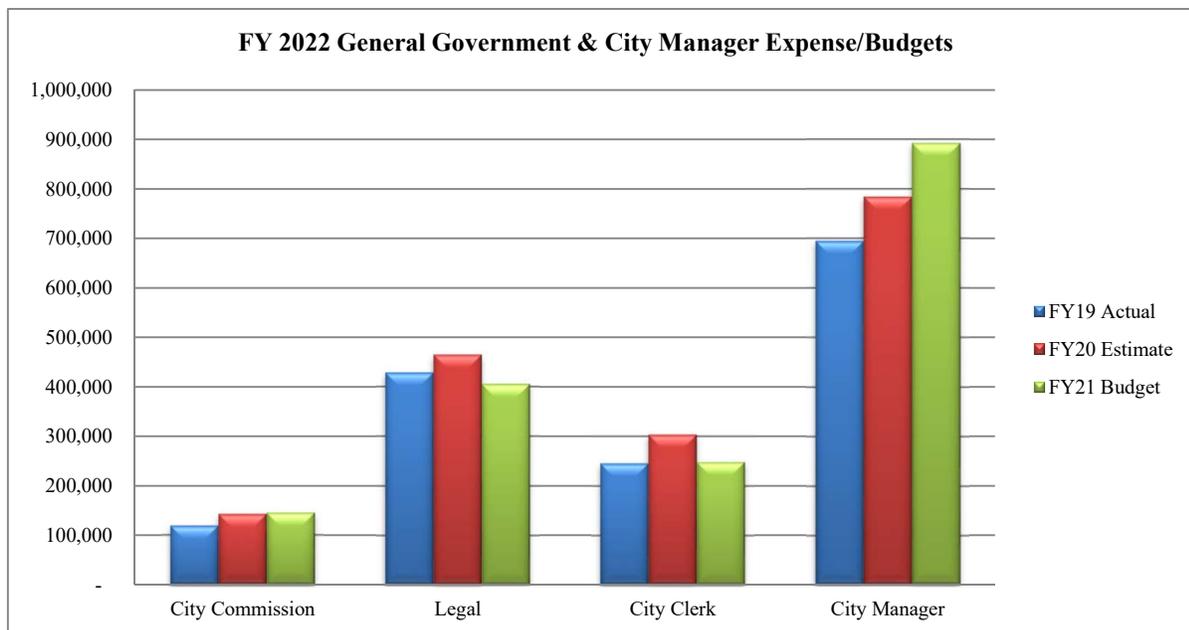
- Advise management on media-related issues
- Initiate media coverage for positive government messages and respond to all inquiries in a timely manner

Coordinate Community Relations and Events

- Manage and promote City milestone events including ground breakings, ribbon-cuttings and dedications
- Respond to citizen requests and concerns

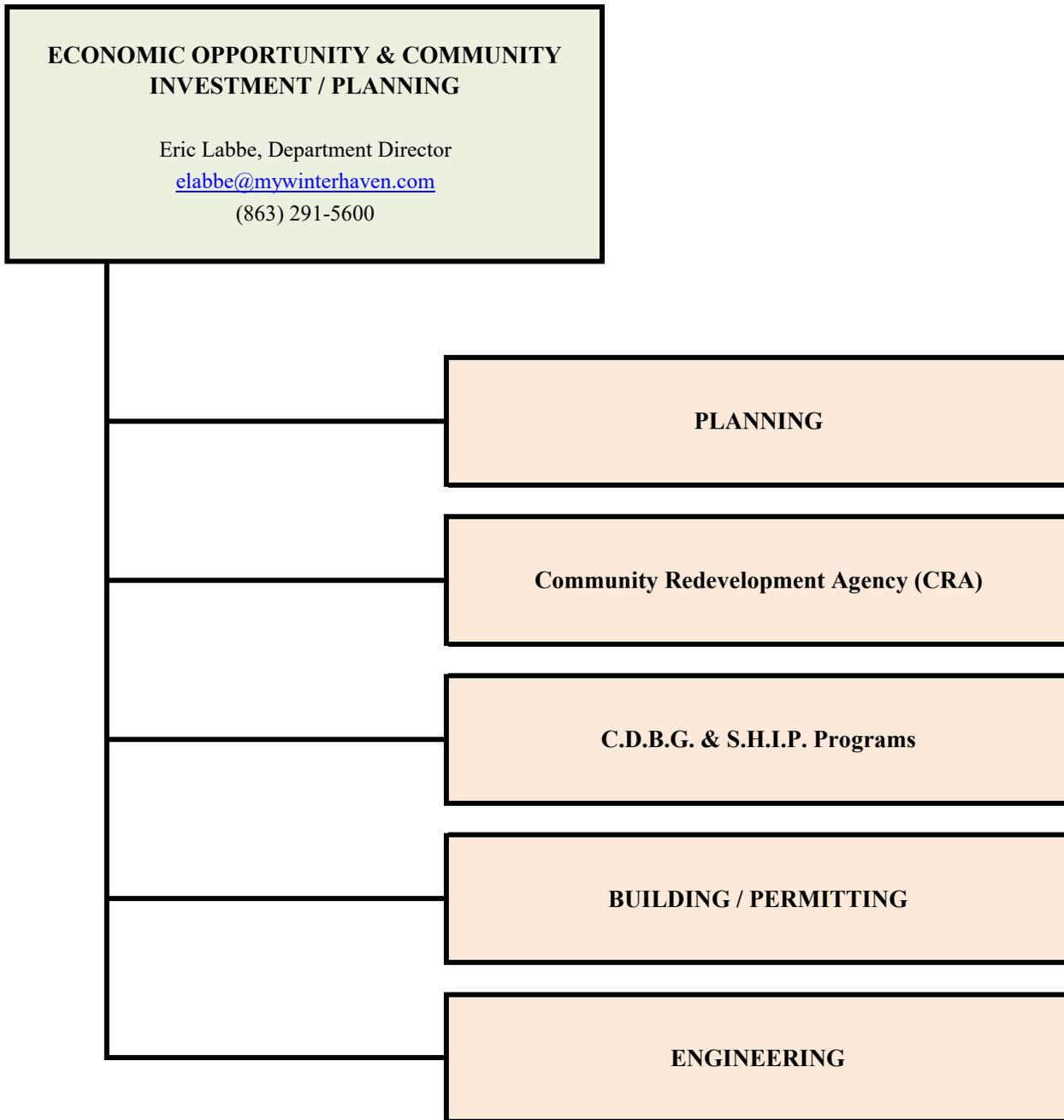
Develop Organization and Community Image-Building

- Implement internal information programs/publications
- Manage public tours
- Enhance and promote the City Brand
- Review and revise public relation material for consistency, creativity and focus



INTERNAL SERVICES FUND: INTERNAL SERVICE FUND - City Hall 501-10-905		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Personal Services	\$	-	\$	-	\$	-
Operating Services		123,619.75	42,100	49,220	42,100	42,100
Internal Svc Charges		-	-	-	-	-
Operating Budget	\$	123,619.75	\$	42,100	\$	49,220
Capital		-	-	-	-	-
Budget Allocation	\$	123,619.75	\$	42,100	\$	49,220
Authorized Positions FT		0.00	0.00	0.00	0.00	0.00

ECONOMIC OPPORTUNITY & COMM. INVESTMENT DEPT. ORGANIZATIONAL CHART



The Economic Opportunity & Community Investment Department consists of the Building Division, CRA & Neighborhood Programs, Engineering Services and the Planning Division. The Building Division permits and inspects all new construction, alterations, repairs, demolitions or additions within the City. The Planning Division administers the City's Comprehensive Plan and Unified Land Development Code, which is a guide to the future growth of Winter Haven. The CRA & Neighborhood Programs Division fosters and promotes community redevelopment activities in two designated CRA districts; Downtown and Florence Villa, coordinates neighborhood programs and initiatives, administers the SHIP program, and coordinates the CDBG program as a municipal partner with the County. Engineering Services is a support/design/engineering division providing services to all City departments for in-house yearly capital improvement needs, reviews and approves utility and construction plans, and inspects construction projects.

Winter Haven's future depends on our ability to enrich and maintain a high quality of life, which is envisioned by the City's Comprehensive Plan. The E.O. & C.I. Department guides the implementation of the Comprehensive Plan by using tools and strategies necessary to ensure quality growth and economic prosperity, while preserving the City's character, neighborhoods and natural resources. The various Divisions within the Department, including Planning, Engineering Services, Building Division, and CRA and Neighborhood Programs, apply land development regulations and building codes to achieve quality development that can invigorate the City economically, aesthetically and socially. This activity includes coordination with property owners, land developers, builders and a variety of permitting agencies including Florida Department of Transportation (FDOT), Department of Economic Opportunity (DEO), the Southwest Florida Water Management District (SWFWMD), and others to facilitate economic growth and community goals. The Department is concerned with communicating and building partnerships with residents, businesses, and community organizations to achieve a common vision of our future where people and businesses can thrive. Our success requires the proper mix and blending of all elements that enable our city to grow and provide a quality environment for future generations.

The Planning Division is responsible for the City's Comprehensive Plan and the Land Development Regulations (zoning) that implements the Comprehensive Plan. The Division advises citizens on the future land use and zoning designations of property and the permitted uses throughout the City. Requests for an amendments to the Comprehensive Plan or a change in zoning is made to the Planning Division and processed for public hearings before the City Planning Commission and the City Commission. The Division prepares staff reports and makes recommendations at these public hearings. The Division is also responsible for processing variances requests to be heard by the Development Special Magistrate, transportation planning, and development review. The Planning Division Staff is also engage in long range planning, visioning, and data collection.

GENERAL FUND: Economic Development & Community Investment/ Planning 001-10-218	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 373,489.83	\$ 477,283	\$ 436,964	\$ 510,068	\$ 510,068
Operating Services	155,226.95	294,800	177,003	460,859	146,159
Operating Budget	\$ 528,716.78	\$ 772,083	\$ 613,967	\$ 970,927	\$ 656,227
Capital Depletion Reserve	-	-	-	2,632	2,632
Budget Allocation	\$ 528,716.78	\$ 772,083	\$ 613,967	\$ 973,559	\$ 658,859
Authorized Positions FT	5.30	5.30	5.30	5.10	5.10

MISSION: To provide citizens, businesses, developers, land owners, and other stakeholders with exceptional customer service that facilitates quality planned growth and economic sustainability and resiliency.

GOALS & OBJECTIVES:	CORE VALUES
1- Provide courteous, efficient and professional service to each customer.	
2- Ensure accurate and timely review of development projects. Provide responsive, professional coordination and timely feedback to developers and citizens inquiries.	2H - Financial Stewardship - Work is completed on time
3- Promote annexation opportunities and provide necessary administration, support and data to achieve desired results.	
4- Continue the on-going Comprehensive Planning Process.	
5- Continue working with transitional neighborhoods by defining land use that will comply with the vision plan, CRA plans and the future needs of the neighborhoods.	3E - Inclusive - Citizen involvement and neighborhood engagement
6- Improve the Land Development Code by continuing to monitor the status of the City's land development code and effectively seek improvements in development regulations to facilitate and ensure that quality projects are constructed in the City of Winter Haven.	
7- Promote professional development through support for planning and community development education and training classes that benefit staff and enhance the ability of the unit to serve the needs of the community.	3B - Inclusive - Training, mentoring, and coaching tools are common practice
8- Continue to provide planning and community development education and opportunities to encourage the community to provide input into plans, projects and processes that affect the quality of life in Winter Haven.	3E - Inclusive - Citizen involvement and neighborhood engagement
9- Develop and seek funding for appropriate and responsive community development improvement plans and projects to meet community needs.	2I - Financial Stewardship - Pursue creative funding sources
10- Continue outreach efforts to support neighborhood initiatives and seek funding where available to implement partnership opportunities.	3E - Inclusive - Citizen involvement and neighborhood engagement

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 10.85	\$ 11.80	\$ 13.05	\$ 20.69
Planning and Zoning Fees	\$ 29,156	\$ 58,471	\$ 120,222	\$ 95,000
Site Plan Review Fees	\$ 65,692	\$ 75,747	\$ 70,439	\$ 55,000
Planning Commission cases (future land use, amend, zoning)	38	41	46	45
Development Special Magistrate cases (variances, etc.)	21	17	12	15

SPECIAL REVENUE FUND: C.D.B.G. FUND - Administration 103-10-505		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Personal Services		\$ -	\$ -	\$ -	\$ -	\$ -
Operating Services		65.75	-	-	-	-
	Operating Budget	\$ 65.75	\$ -	\$ -	\$ -	\$ -
Capital		-	-	-	-	-
	Budget Allocation	\$ 65.75	\$ -	\$ -	\$ -	\$ -
Authorized Positions FT		0.00	0.00	0.00	0.00	0.00

The CDBG program was established in 1974 through the Housing and Community Development Act. It is administered by the U.S. Department of Housing and Urban Development. The program adheres to national objectives of targeting low- and moderate-income persons, preventing or eliminating slum or blight, and addressing other urgent community development needs. The City of Winter Haven is a municipal partner with Polk County and the CRA & Neighborhood Programs Manager coordinates with Polk County to administer the program. The City receives an annual allocation of the Polk County CDBG funds based upon population and funds received by the County.

MISSION / GOALS:

The goal of the CDBG Program is to develop viable neighborhoods by providing assistance to low and moderate income persons and aid in the prevention or elimination of slums or blight; or meet an urgent need. The primary means towards this end is to extend and strengthen partnerships among all levels of government and the private sector, including for profit and non-profit organizations. Prepare a Consolidated Plan, at least every five years, that identifies long term strategies for community needs, resources and priorities. In addition, an Action Plan is developed every year to select projects that reflect the needs and priorities contained in the Consolidated Plan.

GOALS & OBJECTIVES:

- 1- Provide decent affordable housing.
- 2- Provide suitable living environment.
- 3- Expand economic opportunity primarily to low and moderate income persons.

Based on the goals outlined in the Consolidated Action Plan and limited funding, the City uses its CDBG money primarily for neighborhood infrastructure projects. In the FY 2022 Budget, the City transferred \$228,000 to the 2015 Construction Fund to go towards renovations at the Winter Haven Recreation and Culture Center.

SPECIAL REVENUE FUND: C.D.B.G. FUND - Projects 103-10-506		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Project Expenditures		\$ 72,510.85	\$ -	\$ -	\$ -	\$ -
Transfer to 2015 Construction Fund		179,407.96	447,000	447,000	228,000	-
	Budget Allocation	\$ 251,918.81	\$ 447,000	\$ 447,000	\$ 228,000	\$ -

SPECIAL REVENUE FUND: S.H.I.P. FUND - Local Housing 105-10-508	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Services	129,877.59	-	399,874	-	-
Internal Svc Charges	1,000.00	-	-	1,000	1,000
Project Expenditures	212,252.16	484,652	11,000	513,995	302,375
Budget Allocation	\$ 343,129.75	\$ 484,652	\$ 410,874	\$ 514,995	\$ 303,375

The SHIP program is administered by the CRA & Neighborhood Programs Manager. The City receives an annual allocation of funds from the State pursuant to the Sadowski Act and the Governor's adopted budget.

MISSION:

The purpose of the State Housing Initiatives Partnership, or SHIP, is meeting the housing needs of the very low- and moderate- income households; to expand production of and preserve affordable housing; and to further the housing element of the local government comprehensive plan specific to affordable housing.

GOALS & OBJECTIVES:

CORE VALUES

1- Down payment and closing cost assistance.	3H - Inclusive - Support citizens and community partners
2- Minor repairs - provided one time for SHIP eligible very low and low income, owner occupied homes not to exceed \$5,000.	3H - Inclusive - Support citizens and community partners
3- Substantial Housing Rehabilitation - exceeds \$5,000 but no greater than 75 percent of the appraised value of the home.	3H - Inclusive - Support citizens and community partners
4- Reconstruction - will provide replacement housing for SHIP eligible very low and low income, owner occupied homes that are unfeasible for rehabilitation.	3H - Inclusive - Support citizens and community partners
5- Disaster Assistance - provided to those who meet criteria in the aftermath of a natural disaster.	3H - Inclusive - Support citizens and community partners
6- Multi-family Development - to provide gap financing for the construction or rehabilitation of affordable units. Eligible expenses are those hard costs, which are typically or customarily treated as construction costs by institutional lenders.	3H - Inclusive - Support citizens and community partners
7- New construction - to provide hard cost for the construction of affordable units.	3H - Inclusive - Support citizens and community partners
8- Rental and Utilities Security Deposit - to provide for persons in danger of becoming homeless as a result of the inability to pay security and/or utility deposits when seeking residence in rental housing. This is a one time grant no to exceed \$700.	3H - Inclusive - Support citizens and community partners
9- Increasing Energy Efficiency - to provide funds to builders who wish to improve the energy efficiency of new construction of single family housing units for affordable housing. This is a one time grant not to exceed \$5,000.	3H - Inclusive - Support citizens and community partners
10- Foreclosure Prevention - To provide assistance to eligible clients with foreclosure prevention in the form of counseling and financial assistance. Assistance is limited to a one time loan not to exceed \$5,000.	3H - Inclusive - Support citizens and community partners

COMMUNITY REDEVELOPMENT AGENCY (CRA):

The Community Redevelopment Agency (CRA) is led by a seven member Board of Directors, which includes the City Commissioners and two citizens and receives input from an advisory committees for each district. The CRA & Neighborhoods Program Manager is the staff administrator for the CRA.

MISSION: The Winter Haven Community Redevelopment Agency (CRA) was established by the Winter Haven City Commission on March 13, 2000. The purpose of the CRA is to foster and promote community redevelopment activities in designated areas throughout the City. The CRA is a “special district,” under Florida Statute, and contains two redevelopment areas or districts: Downtown and Florence Villa.

GOALS & OBJECTIVES:

The purpose of the Winter Haven CRA is to undertake community redevelopment activities to prevent and eliminate slum and blight conditions in designated areas throughout the City. Activities of the CRA are detailed in redevelopment plans for each area or district and include:

- * Infrastructure improvements
- * Streetscaping or beautification
- * Recreational and park facility improvements
- * Economic development
- * Transportation
- * Neighborhood enhancements
- * Affordable housing

SPECIAL REVENUE FUND: CRA DOWNTOWN FUND - Downtown CRA 108-10-215	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 53,917.19	\$ 85,962	\$ 84,944	\$ 150,088	\$ 150,088
Operating Services	120,185.49	135,640	124,249	143,650	93,150
Operating Budget	\$ 174,102.68	\$ 221,602	\$ 209,193	\$ 293,738	\$ 243,238
Capital	-	1,336,667	302,744	1,595,000	889,642
Economic Development	331,009.80	475,000	350,000	475,000	465,000
Non-Departmental	1,435,647.66	968,068	1,068,068	1,356,105	983,730
Budget Allocation	\$ 1,940,760.14	\$ 3,001,337	\$ 1,930,005	\$ 3,719,843	\$ 2,581,610
Authorized Positions FT	1.15	0.64	0.64	1.64	1.64

Capital Detail

Sidewalk Café Construction	\$ 500,000
Joyce B. Davis Park - Lighting, Landscape	300,000
Dog Park	150,000
2nd Street Streetscape Project Design	150,000
Allyway Reimbursement Program	100,000
Façade Grants - Commercial	100,000
Skate Park Infrastructure Improvements	100,000
Thorguard Lightning Detection	60,000
Façade Grants - Residential	40,000
Offsite Sidewalk Reimbursement	30,000
MLK Park Multi-Use Stage	25,000
Mural Grant Program	25,000
Central Decorative Lighting	15,000
	<u>\$ 1,595,000</u>

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

	ACTUAL FY2018	ACTUAL FY2019	ACTUAL FY2020	ESTIMATED FY2021
Annual Cost per Capita*	\$ 33.21	\$ 35.65	\$ 44.66	\$ 36.92
Taxable valuation	\$ 329,766,051	\$ 347,052,888	\$ 353,747,067	\$ 360,570,368
1999 Base Line	\$ 171,310,567	\$ 171,310,567	\$ 171,310,567	\$ 171,310,567
Tax increment	\$ 158,455,484	\$ 175,742,321	\$ 182,436,500	\$ 189,259,801

*Based on total Operating and Non-Departmental expenses (no capital expenses are included)

DOWNTOWN DISTRICT

The Downtown CRA District encompasses the traditional core of the City of Winter Haven and is bordered by Lake Silver on the North, Lake Howard on the West, Lake Elbert on the East, and Lake Eloise on the South. The district exhibits a strong grid pattern for block development. Since the inception of the Downtown CRA District, public investment into capital projects has stimulated private investment, resulting in a transforming downtown core and stronger surrounding neighborhood. Recent public investments include streetscape and complete street projects, park improvements, pedestrian improvements, funding of a cafe district, facade grants, and development incentives. Recent private sector improvements include multi-family residential developments, new retail/restaurant/bar investments, medical offices, and hotels.

SPECIAL REVENUE FUND: CRA FLORENCE VILLA FUND - Florence Villa CRA 109-10-214		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Personal Services		\$ 20,841.28	\$ 34,442	\$ 34,073	\$ 86,776	\$ 86,776
Operating Services		952.50	16,882	17,550	20,750	20,750
	Operating Budget	\$ 21,793.78	\$ 51,324	\$ 51,623	\$ 107,526	\$ 107,526
Capital		-	537,000	-	679,300	335,139
Non-Departmental		194,505.69	252,012	367,149	182,657	155,035
	Budget Allocation	\$ 216,299.47	\$ 840,336	\$ 418,772	\$ 969,483	\$ 597,700
Authorized Positions FT		0.35	0.26	0.26	1.26	1.26

Capital Detail

Façade Grants - Commercial	\$ 198,500
Residential Improvements Grants	198,500
Economic Development Projects	100,000
Bus Shelters	92,300
Business Incubator	50,000
Demolition Assistance	25,000
Marketing/Branding	15,000
	<u>\$ 679,300</u>

**KEY PERFORMANCE MEASURES / WORKLOAD
INDICATORS**

**ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED
FY2022**

Annual Cost per Capita*	\$ 3.42	\$ 4.83	\$ 8.90	\$ 6.17
Taxable valuation	\$ 69,365,356	\$ 74,187,424	\$ 81,086,514	\$ 88,627,188
1999 Base Line	\$ 39,596,809	\$ 39,596,809	\$ 39,596,809	\$ 39,596,809
Tax increment	\$ 29,768,547	\$ 34,590,615	\$ 41,489,705	\$ 49,030,379

*Based on total Operating and Non-Departmental expenses (no capital expenses are included)

FLORENCE VILLA DISTRICT

The Florence Villa CRA Districarea is located in the north central portion of the City and encompasses the area bounded by Sixth Street Northwest on the west, Avenue X Northwest/Ware Avenue on the north, 11th Street on the east, and Avenue M Northwest/Avenue I/Lake Martha Drive on the south. This planning area was one of the original African-American settlements located in Winter Haven. During the past century, this community has undergone many changes in its evolution to its present condition. Recent public sector investments include MLK Boulevard improvements, facade grants, residential improvement grants, the Winter Haven Recreation and Culture Center renovation project, and development incentives. Recent private sector investments include new single family housing, affordable multi-family residential housing, and scattered non-residential development.

BUILDING DIVISION

The Building Division is responsible for the review of building construction plans to ensure that building construction, including new buildings, remodeling, and additions, are in compliance with the Florida Building Code. Services include the issuance of permits for residential and commercial construction, electrical, plumbing, and mechanical work. The Division also inspects all work to ensure compliance with the approved construction plans and documents. Contractors must be properly licensed with the City Building Division in order to obtain permits and perform construction work within the City.

SPECIAL REVENUE FUND: BUILDING/PERMITTING FUND - Building/Permitting 113-10-216	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 471,947.02	\$ 626,840	\$ 600,691	\$ 856,650	\$ 858,410
Operating Services	145,276.85	181,765	184,414	197,019	187,019
Operating Budget	\$ 617,223.87	\$ 808,605	\$ 785,105	\$ 1,053,669	\$ 1,045,429
Capital	-	30,935	31,910	45,935	-
Capital Depletion Reserve	11,313.96	9,526	9,526	8,880	8,880
Non-Departmental	2,275,018.21	1,016,670	2,379,609	857,918	845,918
Budget Allocation	\$ 2,903,556.04	\$ 1,865,736	\$ 3,206,150	\$ 1,966,402	\$ 1,900,227

Capital Detail

New Air Conditioning System	\$ 15,000
New Vehicle	30,935
	<u>\$ 45,935</u>

Authorized Positions FT	7.50	8.50	8.50	11.50	11.50
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MISSION: Provide professional building code administration services to protect safety, health and general welfare of the public environment through administration of the building code. Services include but are not limited to plan review, permitting, inspection and contractor registration. Provide assistance to contractors and owners by way of technical advice and interpretation of the Florida Building Code.

GOALS & OBJECTIVES:

CORE VALUES

1- Respond to all complaints concerning building code within forty-eight (48) hours.	5A - Exceptional Service - Timely responses
2- Develop employees through continuing education program of ICC & BOAF.	3B - Inclusive - Training, mentoring, and coaching tools are common place
3- Provide courteous and responsive customer service.	5B - Exceptional Service - Respectful, honest, and genuine in all interactions
4- Implement Florida Building Code within City Building Division.	
5- Update all forms for permitting and inspection to meet new F.B.C. & ISO.	
6- Review all fees for permitting, inspection and plan review.	
7- Implement new office procedures to ensure accurate fee evaluations and processing.	2B - Financial Stewardship - Strong stewards of resources and time

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

Annual Cost per Capita*	\$ 20.67	\$ 64.54	\$ 67.27	\$ 40.63
Total Permits Commercial	16	13	6	10
Total Permits One & Two Family**	758	893	896	860
Site Plan Submittals	35	38	69	75
Total Inspections	13,356	13,818	17,021	17,000
Business Tax Receipts issued -new businesses	140	153	186	200
Business Tax Receipts	1,565	1,914	1,549	2,000
Business Tax Receipts fees collected	\$ 160,075	\$ 204,749	\$ 224,697	\$ 200,000
Total building permits collected	\$ 1,789,860	\$ 2,033,158	\$ 2,353,094	\$ 1,300,000
Building department revenue	\$ 2,579,572	\$ 2,970,145	\$ 3,482,775	\$ 1,856,000
Total demolition permits issued	40	26	20	20
Total mobile home setup	60	39	22	20
Total plumbing permits issued	95	118	105	110
Total mechanical permits issued	295	302	319	315
Total electrical permits issued	172	182	152	175
Total miscellaneous permits issued	113	74	204	130
Total sign permits issued	68	67	68	65
Total roof permits issued	597	823	947	800
Total pool permits issued	58	63	60	60
Total new construction permits issued	745	918	916	915
Total remodel permits issued	869	845	1,134	1,000

*Based on total Operating and Non-Departmental expenses (no capital expenses are included)

ENGINEERING SERVICES DIVISION

This division is responsible for creating in-house capital improvement projects, which include preparation of plans, specifications, permits, bid documents and construction cost estimates. Projects include water and sewer line extensions, sewer lift stations; roadway improvements, drainage, sidewalks and curbing. Field Survey capabilities are also provided to support projects prior to and during design and construction phases through project completion. Creation of legal descriptions and various agreements; maintaining "as-built" drawing records; providing technical support to other divisions and departments are all part of the many functions of this division. Engineering Services includes the following:

- * ePlans (ProjectDox) - electronic submission of development applications and plans
- * Site plan and subdivision plat review and approval
- * Development Review Committee coordination and scheduling

INTERNAL SERVICES FUND: INTERNAL SERVICE FUND - Engineering 501-08-901	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 667,563.43	\$ 764,389	\$ 697,779	\$ 798,892	\$ 798,892
Operating Services	36,044.67	38,126	37,940	42,622	42,622
Internal Svc Charges	-	-	-	8,869	8,869
Operating Budget	\$ 703,608.10	\$ 802,515	\$ 735,719	\$ 850,383	\$ 850,383
Capital Depletion Reserve	-	7,787	7,787	7,560	7,560
Budget Allocation	\$ 703,608.10	\$ 810,302	\$ 743,506	\$ 857,943	\$ 857,943
Authorized Positions FT	9.50	9.50	9.50	9.50	9.50

MISSION: Provide technical assistance to the citizens of Winter Haven and engineering/architectural consulting firms and to provide professional engineering services to all City departments.

GOALS & OBJECTIVES:

CORE VALUES

1- To provide professional engineering/surveying/technical assistance to the citizens of Winter Haven and other City departments.	3C - Inclusive - Cross-functional teamwork regularly applied
2- To proactively approach community needs and requirements.	3H - Inclusive - Support citizens and community partners
3- To decrease overall spending by providing engineering design, permitting and construction management services using in-house resources.	2B - Financial Stewardship - Strong stewards of resources and time
4- To systematically approach workload assignments in order to meet the requested and required needs.	
5- Continually upgrade and enhance the knowledge, capabilities and skills of staff to meet the demands of the ever changing environment.	3B - Inclusive Training, mentoring, and coaching tools are common practice
6- Deal with internal and external customers in a courteous and professional manner.	
7- Maintain a clean, orderly, efficient, pleasant and fair work environment.	
8- Finalize plans, specifications and construction for the raingardens and recreational improvements, as needed.	
9- Create plans, specifications, permit applications for utility infrastructure improvement projects outlined within the water/sewer master plan, as requested.	
10- Create plans, specifications and permit applications for other City wide CIP, including but not limited to: drainage improvements, pathways/sidewalks and park facility parking areas.	
11- Coordinate with the IT Department on interfacing G.I.S. and Engineering Services CADD generated files, drawings, as-builts, etc.	1B - Integrity/Respect - Work as a united team

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

Annual Cost per Capita (excludes non-dept. costs)	\$ 15.32	\$ 15.70	\$ 15.80	\$ 18.24
Pre-construction meetings	23	22	26	30
Utility and commercial inspections	1,459	2,908	1,776	2,400
Plan reviews	109	100	154	175
Sanitary sewer tap inspections (outside City limits)	41	8	4	10
Utility Svcs. applications processed - Comm / Res.	320	232	261	280
Right-of-way permits issued	11	17	33	40
Inspection fees - Residential & Commercial	\$ 102,705	\$ 59,362	\$ 94,358	\$ 60,000
Easement / Right-of-ways dedications	11	-	5	10
Work orders completed for City departments	40	47	88	100

Engineering Services Division (cont.)

Engineering Services Division has a staff of ten full time employees. The Sr. Staff Assistant workload is shared 50/50 with the Building Department. This multi-faceted engineering operation has the following responsibilities:

- Engineering design, permitting and construction management for City projects
- Site development plan review and permitting for City-wide developments to assure compliance with applicable City codes and specifications
- Process Right-of-Way Use Permit and Maintenance of Traffic (MOT) Applications for all utility work performed in City right-of-way
- Site development inspections
- Utility “locates” prior to construction activity
- Survey and mapping utilizing GIS and GPS technology
- Survey construction layout and as-built for City projects
- Process Utility Service Applications for new commercial accounts
- Prepare legal descriptions and maps for annexations and easements
- Maintain City roadway and utility location maps
- Provide technical assistance to other City departments

Project design typically requires surveying of the proposed site and preparation of site development plans, which takes a number of weeks. Most projects require permits from various agencies such as SWFWMD, Polk County Health Department, FDEP, and FDOT prior to construction activity beginning. These approved engineering plans are used to show the contractor, and City staff what, where, and how to construct the proposed improvements. Upon completion of construction, Engineering Services staff prepares record as-built drawings and certification documents used to “clear” the improvements for placement into service.

Design, permitting, and construction documents being prepared include:

- Annual Transportation Improvement Program (T.I.P.) – primarily milling and/or resurfacing of numerous streets throughout the City.
- Replacement of several public sanitary sewer lift stations within the City’s utility service area. The new lift stations will provide more efficient pumping of wastewater to the wastewater treatment plants for treatment.
- Neighborhood sidewalk construction projects
- Several potable water main extension construction projects
- Regional Transportation Enhancement Projects
- Sanitary sewer forcemain replacement
- Miscellaneous enhancements at various parks within City.
- Rain gardens and drainage enhancements throughout the City.

Winter Haven Municipal Airport

Administrative Office: 2073 U.S. Highway 92 West

Department Director: Alex Vacha



The Winter Haven Regional Airport - Gilbert Field (GIF) is owned and operated by the City of Winter Haven and provides a full-range of corporate/business and general aviation (GA) services to the surrounding community. The airport supports over 80,000 flight operations per year and various activities, including but not limited to: aeromedical flights; law enforcement flights; search and rescue flights; charter flights; corporate flights; flight instruction; agricultural flights; aerial surveying and observation; tourism; and personal flying.

GIF was classified by the Federal Aviation Administration (FAA) as a Regional General Aviation Airport due to its support to the regional economy by connecting the community to statewide and interstate markets. The Airport helps to keep existing employers in the community and to attract new ones to the region because companies value the transportation and competitive business advantages offered by general aviation airports.

Florida realizes significant annual economic benefits from aviation. The Florida Department of Transportation (FDOT) completed a comprehensive economic impact analysis in 2019 to measure these benefits. Benefits measured in the FDOT study considered direct and indirect economic impacts and induced impacts that result from the multiplier effect.

The annual economic impact of Winter Haven Regional Airport is associated with direct impacts that come from tenants/businesses located at the airport and construction projects that are undertaken by the airport or by on-site businesses. Indirect impacts are associated with spending from visitors who arrive in the area via general aviation aircraft to visit LEGOLAND and other local destinations. Locally, the total output of the Winter Haven Municipal Airport is \$66,640,000 per year.

The Airport is located immediately south of U.S. Highway 92 and public access to the Airport is achieved directly from U.S. Highway 92. In addition to the City of Winter Haven, the Airport serves its immediate neighbors including City of Auburndale, City of Lake Alfred, Polk City, and Haines City.

GIF has two runways, Runway 5/23 is the primary runway and Runway 11/29 is the crosswind runway. Runway 5/23 meets the design criteria for an Airport Reference Code (ARC) of B-II and Runway 11/29 for an ARC of B-I.

The central location of the airport within the state and its close proximity to the many attractions, such as LEGOLAND, Disney World, SeaWorld, Universal Orlando, and Busch Gardens, make the Winter Haven Regional Airport a great place to land. The Airport typically experiences peak periods of activity during the months of March and April due to major annual events like the Sun n' Fun Fly-In and Exhibition in Lakeland.

The Airport is surrounded by five lakes, making it a natural choice for seaplane activities. Coupled with its natural resources, GIF is home to Brown's Seaplane Base and the Seaplane Pilots Association. The Brown's Seaplane Base has been providing seaplane training to national and international pilots since 1963. The Seaplane Pilots Association is the most influential association within the seaplane industry.

For over 50 years, Winter Haven has been the single largest location of seaplane training in the country! Because of its abundance of freshwater lakes and superb flying weather, seaplane enthusiasts and visitors from around the world have chosen Winter Haven as the ideal location to enjoy this invigorating flight activity.

The Airport continues to grow. The plans for the future include not only major improvements to the airfield, but improvement of existing facilities and the addition of facilities for aeronautical and non-aeronautical businesses. The airport is positioning itself to accommodate aircraft/parts manufacturers and distributors, repair stations, educational institutions, hotels, retail stores, restaurants, and others.

The Fixed Based Operator (FBO) located at the airport is managed by the City of Winter Haven, and is operated as a proprietary exclusive fuel reseller under FAA regulations. FBO services fall under the responsibility of the Airport Department and are administered by the Airport Director.

The City of Winter Haven's Airport Department is also responsible for management of all hangar and office leases at the Airport. Payments are made directly to the City, and all facility repair and maintenance requests are reported to the Airport Administration office.

Highlights

Recent improvements include the construction of 10 new T-hangers, extension of utilities into future development areas, runway and taxiway improvements, software improvements, budgeting for security improvements, updated rules and regulations, marketing and development planning.

Airport Advisory Committee

The Airport Advisory Committee acts in an advisory capacity to aid the City Commission, the City Manager or any department of the City in its respective legislative oversight, regulatory, and/or other prescribed duties relating to the operation of the Airport.

The Airport Advisory Committee consists of five voting members and an alternate. Members are appointed by the City Commission in accordance with a process as determined by the City Commission. All members serve at the discretion of the City Commission.

Facilities and Services

A 13,500-square-foot terminal was dedicated in late 2008. The facility consists of areas identified for Fixed Base Operations: service counter, retail area, private office and storage room. The terminal facility includes a flight planning/weather room that accommodates three computer terminals, including a weather terminal with DTN weather system and a terminal for the Automated Weather Observation System (AWOS) which shows in graphic form the information being broadcast to the pilots by radio from the airfield weather center.

The pilots' lounge is a private area intended to accommodate up to 10 pilots. The purpose of the room is to provide pilots a quiet place to sit and relax. A television is provided for their use. The pilots' sleeping lounge is a separate room adjacent to the pilots' lounge with two recliners. A door between the two rooms provides a quiet place to nap between flights. No overnight sleeping is permitted.

The flight school has four rooms: reception, testing, classroom (conference), and a private office. There is also an administration area, conference room, retail spaces, and a restaurant. The conference room at the Winter Haven Municipal Airport can be rented for meetings and events.

To better serve our tenants and users the City now offers Phillips 66 and Shell branded oil, aircraft tug equipment, a ground power unit (GPU), sectional charts, Airport Facility Directories (AFD's), and other pilot supplies.

The Airport is comprised of approximately 520 acres of land with 45 buildings on site. The following buildings are located on the Airport:

- . 14 T-hangars (135 units total)
- . 29 Exec./Corp./Misc. Hangars & Office Buildings
- . 2 Office Buildings
- . Terminal Building

The Airport sold 198,570 gallons of aviation fuels (AvGAS/100LL and Jet-A) in FY 2020-2021. The breakdown percentages of the FY 2020-2021 fuel sales by type is 74.8% AvGas/100LL and 25.2% Jet-A. The Airport has an average of about 167,134 gallons of total aviation fuels sold per year from October, 2017- October, 2021.

Airport Projects

The airport receives financial support through aviation programs (grants) from the FAA and FDOT. However, such financial support requires matching funds from the airport. The matching funds are generally 5%, 20%, or 50% depending on the grantor and project type.

Projects are crucial for the further development of the Airport. Moreover, projects translate into economic impact; not only by creating or maintaining jobs, but by adding "outside money" into the local economy, inducing genuine economic growth.

FY21 Grant information (as budgeted) - Capital Improvement Projects

Description	Est. Balance Remaining	FUNDING		
		FAA	FDOT	CITY
Taxiway B	\$ 3,537,538	\$ 3,544,038	\$ -	\$ -
Security System	\$ 1,250,000	\$ -	\$ 1,000,000	\$ 250,000

SPECIAL REVENUE FUND: AIRPORT FUND - Airport 106-10-410		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Personal Services		\$ 351,855.78	\$ 360,202	\$ 344,789	\$ 393,637	\$ 393,637
Operating Services		839,571.10	993,542	1,057,449	1,009,786	995,461
	Operating Budget	\$ 1,191,426.88	\$ 1,353,744	\$ 1,402,238	\$ 1,403,423	\$ 1,389,098
Capital		2,243,541.40	3,437,706	2,322,055	4,985,038	2,312,500
Capital Depletion Reserve		2,658.00	2,629	2,629	25,289	25,289
Non-Departmental		1,013,606.96	1,036,196	1,036,223	964,471	963,063
	Budget Allocation	\$ 4,451,233.24	\$ 5,830,275	\$ 4,763,145	\$ 7,378,221	\$ 4,689,950
Authorized Positions FT		4.00	4.00	4.00	4.00	4.00
Authorized Positions PT		5.00	5.00	5.00	5.00	5.00

Capital Detail

CIP Projects	\$ 4,787,538
Seaplane Base Apron Rehabilitation	125,000
Ground Power Unit	42,000
F 150 Truck	30,500
	<u>\$ 4,985,038</u>

VISION STATEMENT:

To be a Vibrant and Unique Aviation Facility.

MISSION STATEMENT:

The Winter Haven Regional Airport is a General Aviation Facility that embraces safety, quality, growth, and diversity; creating an environment that supports prosperity through collaborative efforts of the public and private sectors; this, a great place to work and play.

AIRPORT'S CORE VALUES:

- 1- Strive to provide, operate, maintain, and develop top facilities to serve the public with the highest levels of safety, convenience, efficiency, and customer service.
- 2- Strive to provide leadership and support in civic and business matters affecting the airport.
- 3- Strive to develop an environment in which the community can work together to enhance growth, well-being, and economic development.
- 4- Leverage the airport as an economic engine and increase its economic impacts on the community.
- 5- Provide the community at large with opportunities to participate in activities at the airport.
- 6- Participate in meetings, events, and conferences to promote the airport; inform and update the public on topics related to airport.
- 7- Strive to be self-sustaining; operating and developing the airport efficiently and effectively.
- 8- Strive to diversify revenue sources while expanding services and facilities provided to the public.
- 9- Strive to maximize federal and state grants available under aviation programs for airport development.
- 10- Strive to be a friendly business environment.

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

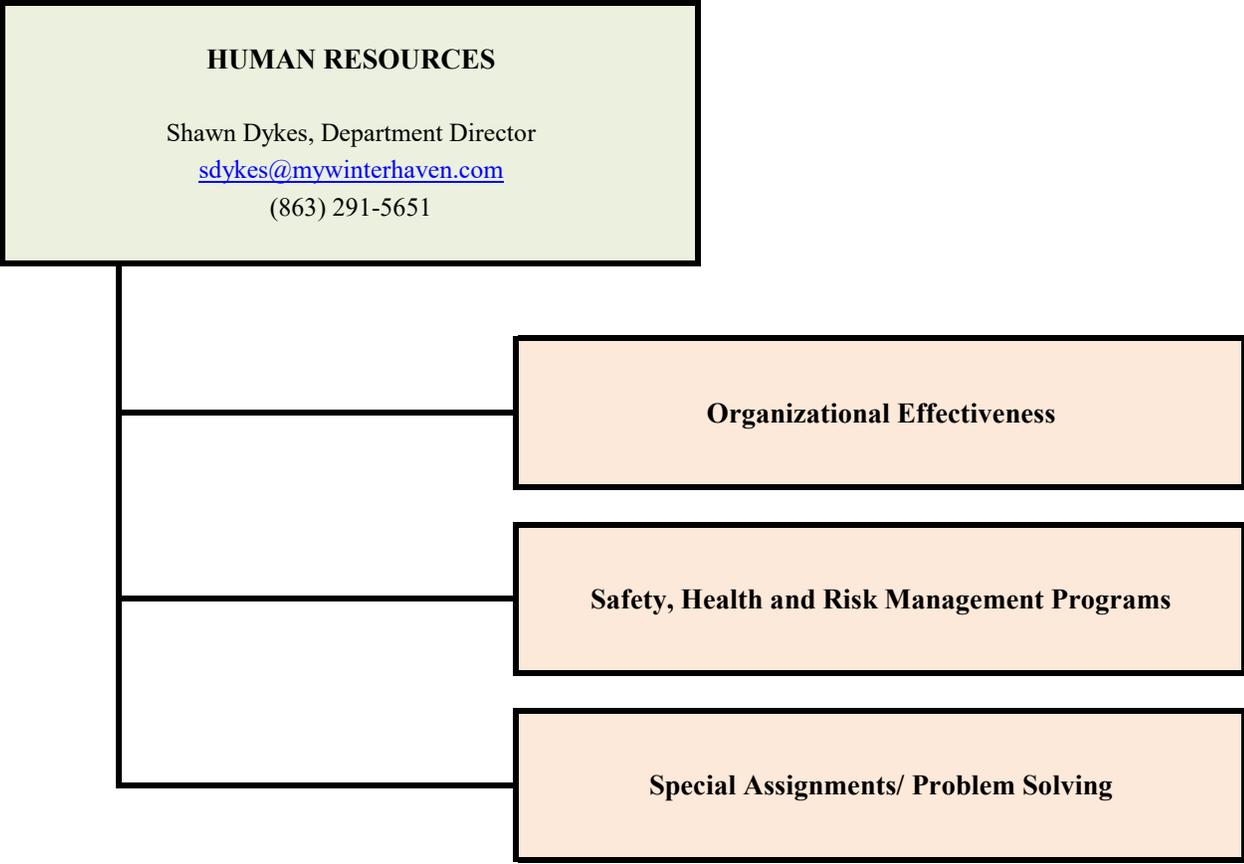
	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita*	\$ 49.05	\$ 46.88	\$ 50.95	\$ 48.85
T-Hangar bay occupied/leased out @ 9/30	125	125	135	135
Executive storage/comm. Business hangars/ Aviation related offices leased @ 9/30	36	58	58	58

*Based on total Operating and Non-Departmental expenses (no capital expenses are included)

Goals for the Airport:

Continue to achieve and maintain 100% hangar occupancy. Improve security. Maintain excellent customer service. Future development.

HUMAN RESOURCES DEPARTMENT ORGANIZATIONAL CHART



Human Resources Department

Human Resources, staffed by six fulltime employees, is primarily responsible for recruitment and employment; labor and employee relations; administering policy and benefits; performing special assignments and problem solving, and overseeing the City's safety, health and risk management programs.

Serving an unlimited number of external customers and a complement of 648 fulltime and part-time employees, Human Resources is a component of the Internal Service Fund with a FY 2022 budget totaling \$1,052,798.

INTERNAL SERVICES FUND: INTERNAL SERVICE FUND - Human Resources 501-02-910	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 430,300.68	\$ 524,749	\$ 438,733	\$ 489,966	\$ 489,966
Operating Services	369,895.50	431,850	434,085	446,600	429,100
Internal Svc Charges	-	-	-	116,232	116,232
Operating Budget	\$ 800,196.18	\$ 956,599	\$ 872,818	\$ 1,052,798	\$ 1,035,298
Capital	-	-	-	-	-
Budget Allocation	\$ 800,196.18	\$ 956,599	\$ 872,818	\$ 1,052,798	\$ 1,035,298
Authorized Positions FT	4.00	5.00	5.00	6.00	6.00

MISSION: To administer an equitable, sound and legally compliant recruitment, employment, benefits, risk and organization development program and ensure the efficient and effective delivery of service to the City's internal and external customers.

GOALS & OBJECTIVES:

- 1- To maintain skilled, efficient and motivated staff
- 2- To maintain a central employment/personnel records system
- 3- To accurately and promptly respond to information and service requests
- 4- To assist employees and others seeking insurance and retirement benefits
- 5- To process accident reports, damage claims, and endeavor to recover related costs
- 6- To plan, coordinate and facilitate safety committee, wellness, and work training activities
- 7- To recruit the best suited and qualified for City service, while promoting the attainment of a workforce profile that mirrors the community

**KEY PERFORMANCE MEASURES / WORKLOAD
INDICATORS**

**ESTIMATED
FY2022**

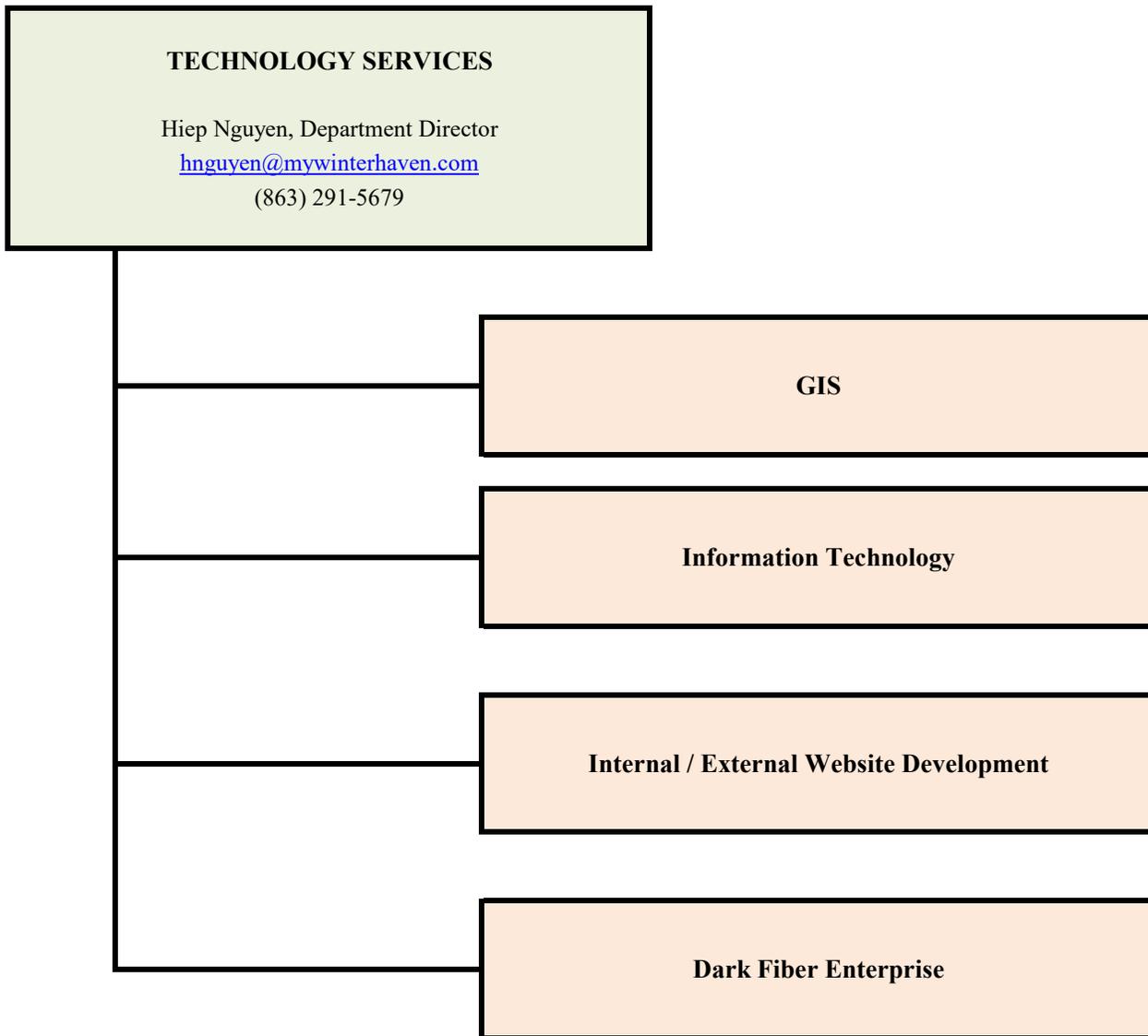
ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021

	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 13.92	\$ 17.86	\$ 18.55	\$ 22.38
Personnel Actions processed	955	978	958	990
Performance Evaluations (Final)	84	274	209	600
Job postings-advertisements	136	174	213	200
Employment applications	1,493	2,373	1,619	1,800
Live scan fingerprinting	149	166	199	190
New hires processed	141	142	129	140
Transfers	12	6	19	10
Promotions	31	28	44	30
Agency Departures	124	113	125	120
Educational assistance requests processed	59	50	74	50
DROP REGISTRATIONS (All Plans)	6	8	7	10
Health Plan New Enrollment	60	65	61	60
Health Plan Cancellations (COBRA)	79	61	19	50
Life Insurance Claims	6	3	4	3
Family Medical/Other Leave requests processed	26	56	26	35
Physicals	165	170	148	160
Vaccinations	61	56	12	60
Annual Asbestos Physical	29	39	4	30
Accident-Incident reports:				
Employee	131	177	207	165
Other	70	100	80	80
Claims filed:				
Auto Liability	not measured	not measured	52	45
General Liability	37	32	56	35
Police Liability	0	0	0	1
Property Damage	27	22	0	15
Workers' Compensation claims processed	68	59	57	60
Notice of Litigation	3	1	2	2

Following are some of the FY 2021 Projects and Accomplishments:

- Provide guidance and assistance to prior year established Key Result Area (KRA) teams which are comprised of nearly 10% of the City's employee population. These teams continue to work in concert with one another to modify, create, and implement means for achieving service excellence and operational effectiveness by bolstering recruitment, retention, succession, and employee engagement, communication, and morale initiatives.
- Initiated and continue to collectively bargain with the Winter Haven Professional Firefighters, International Association of Firefighters Local 4967 the Agreement for the purpose of negotiating wages.
- Collectively bargained and obtained approval of the wage reopener agreement with the Federation of Public Employees, representatives of the City's general service workforce, and the Police Benevolent Association, representatives of the City's sworn law enforcement workforce.
- Facilitated monthly Safety Committee meetings; the revamping of the annual facility – work area safety inspection process, to provide for Safety Committee members, Fire Inspector/Investigators, and Facility Maintenance personnel to perform inspections as a team; developed and implemented a new employee safety shoe purchase means, with an increase in the subsidy value, and orchestrated the annually required Hazard Communication training as well as general employee CPR-AED-Stop the Bleed training rendered by incumbent Fire Service personnel.
- Collaborated and worked cooperatively with insurance adjusters and legal counsel to mitigate claims and any related matters of litigation.
- Working jointly with insurance consultants and the City's third party administrator, successfully maintained health insurance plan design and employee self-pay premium rate structures; with an alternative plan choice for Medicare eligible retirees, and a Teledoc service benefit for insured employees, retirees, and their dependents.

TECHNOLOGY SERVICES DEPARTMENT ORGANIZATIONAL CHART



The Technology Services Department is an award-winning internal services department, responsible for the direction, control and efficient, effective operation of the City's information resources including support and administration of the City's desktop computers and applications; network and server infrastructure; backend services and database systems; inter- and intranet websites; and Geographic Information Systems (GIS).

The City of Winter Haven continues to make significant investments in information technology to improve communication, internal operations and to provide better services to the community. Through its partnerships with other City departments, the Technology Services Department continues to strive to be leaders in effectively utilizing technology as an essential tool to empower its employees, achieve strategic business objectives, be a responsive city government, and to innovate.

INTERNAL SERVICES FUND: INTERNAL SERVICE FUND - Technology Services 501-04-923	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 788,714.24	\$ 799,388	\$ 794,411	\$ 915,864	\$ 915,864
Operating Services	2,226,397.25	2,123,047	2,184,613	2,412,927	2,704,513
Internal Svc Charges	-	-	-	49,884	49,884
Operating Budget	\$ 3,015,111.49	\$ 2,922,435	\$ 2,979,024	\$ 3,378,675	\$ 3,670,261
Capital	-	300,000	185,000	365,000	365,000
Capital Depletion Reserve	-	4,032	4,032	4,865	4,865
Budget Allocation	\$ 3,015,111.49	\$ 3,226,467	\$ 3,168,056	\$ 3,748,540	\$ 4,040,126
Authorized Positions FT	9.00	9.00	9.00	10.00	10.00
Authorized Positions PT	5.00	2.00	2.00	2.00	2.00

Capital Detail

Telephone System Expansion	\$ 75,000
New Facilities Network Control	50,000
Talent Acquisition & Mgt Software	50,000
Fire Dept Records Management System	50,000
LoRaWAN Mesh Network Pilot	20,000
City Facilities WiFi Expansion	20,000
Core Server Replacements	100,000
	<u>\$ 365,000</u>

MISSION: We strive to be leaders in effectively utilizing technology as an essential tool to empower its employees, achieve strategic business objectives, to innovate and to be a responsive city government.

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

Annual Cost per Capita (excludes non-dept. costs)	\$ 56.51	\$ 67.28	\$ 67.34	\$ 79.68
Work orders initiated	1,225	1,297	1,406	1,500
Work orders completed	1,219	1,287	1,410	1,500
Satisfaction: user survey rating	99	100.0	99.8	100.0
Satisfaction: user survey response rate	46	46.0	39.5	45.0
Efficiency: one-touch tickets	35	41.1	52.8	50.0

PROPRIETARY FUND: DARK FIBER ENTERPRISE FUND - Dark Fiber 406-80-971	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 8,447.06	\$ 74,413	\$ 54	\$ 74,453	\$ 74,453
Operating Services	347.79	10,500	-	10,500	10,500
Transfers	5,645.00	-	-	93,125	-
Debt Service	70,735.77	515,692	515,692	515,692	515,692
Internal Svc Charges	144,237.16	12,795	12,795	12,554	12,554
Operating Budget	\$ 229,412.78	\$ 613,400	\$ 528,541	\$ 706,324	\$ 613,199
Capital	-	683,574	100,000	500,000	-
Budget Allocation	\$ 229,412.78	\$ 1,296,974	\$ 628,541	\$ 1,206,324	\$ 613,199
Authorized Positions PT	1.00	1.00	1.00	1.00	1.00

MISSION: We strive to be leaders in effectively utilizing technology as an essential tool to empower its employees, achieve strategic business objectives, to innovate and to be a responsive city government.

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

Annual Cost per Capita	\$ 1.89	\$ 5.12	\$ 13.36	\$ 25.64
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TECHNOLOGY SERVICES DEPARTMENT GUIDING PRINCIPLES:

The department uses the following principles to guide the application of information technology to City operations and management.

- The City will use information technology as a tool to continuously improve the quality, efficiency and effectiveness of services provided.
- Information technology should not be viewed as providing all the answers. It is not a replacement for effective business processes, sound management practices and productive employees. Information technology is viewed as a set of tools that can be used to help develop solutions to problems and achieve the City's business and service goals.
- The application of information technology is a partnership among Technology Services, the operating departments, management staff and City Commissioners. Success is not measured by output from the Technology Services Department, but the successful business outcomes from technology implementation. **Core Value: 1B - Integrity/Respect - Work as a united team**
- The City will update and enhance its information technology infrastructure. The infrastructure will provide a means for secure, reliable and effective communication.
- The City will implement best practices in managing its information technology environment, including development of standards, policies and processes required to maintain an effective information technology environment.
- The City views information technology as an integral component of its business operations. Information technology will be managed as an investment. Protection of that investment from undue risks will require appropriate expenditure of funds to assure sustainability of the information technology infrastructure, equipment and applications.

Geographic Information Systems (GIS)

- The Technology Services Department provides GIS services. Property and land data is managed in a central database for 96,000 parcels covering over 320 square miles. The information is used to aid land development, permitting, and police deployment and analysis. Staff is working to convert the City's water, sewer and storm system to a GIS-compatible format.

Information Technology STRATEGY

- * **Design and build a solid network foundation** by implementing a high-speed network backbone; managed switch environment; connectivity to remote City sites; central server computing; and protection of data from disaster, unauthorized access and malicious threats. **Core Value: 2D - Financial Stewardship - Clear focus on priorities**
- * **Embrace enterprise computing** by procuring and supporting an Enterprise Resource Planning software (Tyler Technologies/New World Systems Logos.net); procuring integrated departmental software packages; moving away from in-house software development; embrace enterprise GIS; and embrace mobile computing.
- * **Embrace digital transformation** by implementing a centralized document management system; and electronic forms, applications and workflows.
- * **Embrace Internet-based technologies** to provide open, cross-platform, low-bandwidth, and cost-effective communications, including Intranet, Internet, e-government service, and cloud-based computing.
- * **Refresh and manage the desktop** for end users to access vital computing and network resources. **Core Value: Exceptional Service - High cooperation and engagement**
- * **Align skills and knowledge** to fully realize the benefits of implemented technology for both the user and I.T. staff.
- * **Develop standards** to govern the use of City I.T. resources.

GOALS & OBJECTIVES:**CORE VALUES**

* Increase capacity and capabilities of the Technology Services Department through the addition of four full-time positions. The four positions will increase customer service, maintain network and server systems infrastructure support, provide for security compliance, and provide for succession planning.	
* Maintain the City's investment in technology programs by continuing to fund maintenance contracts for software, hardware and telecommunications contracts.	
* Add services for security compliance and subscription services for a cloud-based intranet website and paperless documents and signatures.	
* Grow the existing student internship	3B - Inclusive - Training, mentoring, and coaching tools are common practice
* Fund the capital to replace or enhance the following technology projects: Cemetery software Upgrade asset management system Boards and committee tracking software Public records tracking software Ground Penetrating Radar for engineering locators Expand City Wi-fi network infrastructure	4A - Visionary - Pursue "Best Practices"

Information Technology ACCOMPLISHMENTS**COVID-19 Reponse**

The Technology Services department rapidly expanded remote work connectivity and deployment of remote work support and communication tools to support operational resilience due to the emerging COVID-19 pandemic. The department was recognized by the Florida Local Government Information Systems Association for the COVID response by awarding the department the Innovative Use of Technology to Service the Public Award in 2020.

Dark Fiber Fund

In Fiscal Year 2019 the dark fiber enterprise expanded to include the leasing of split fiber. Currently, the City has 16 dark fiber optic strand orders, generating \$1,050 per month for the lease of each full strand of fiber optic cable, and \$250 per month for the lease of split strands. The orders include five medical clinics, the local state college, a charter school, a bank facility, a law firm, and a technology company. The City continues to invest in underground fiber infrastructure to connect City facilities with resilient, high-speed data connectivity. The value of the fiber infrastructure was evident during recent hurricanes for emergency and recovery operations. City Departments that utilize fiber assets are charged for fiber use.

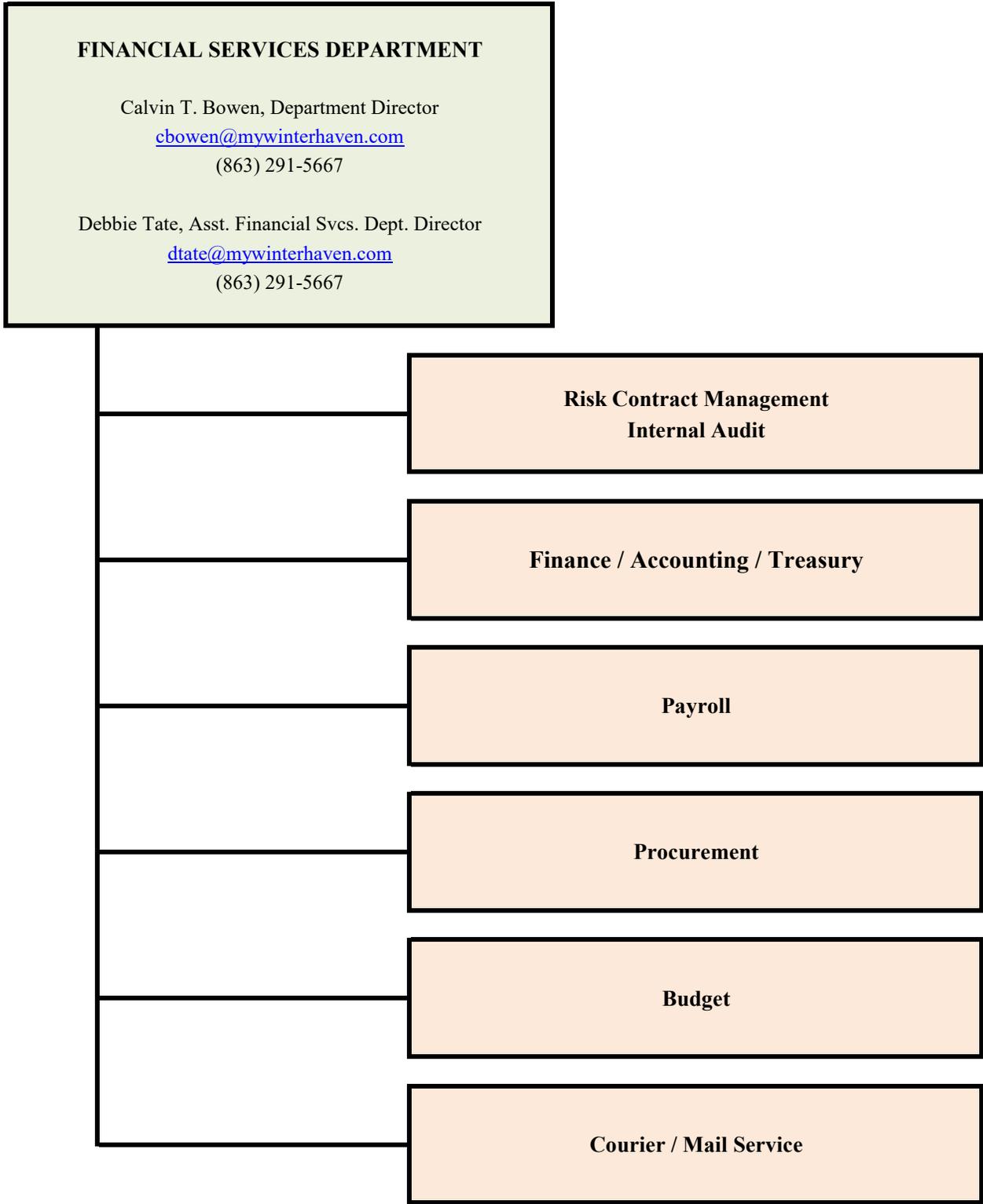
Smart City Initiatives**Smart City Advisory Committee**

The City Commission established the Smart City Advisory Committee to focus on smart city opportunities, strategies, and partnerships. The committee will engage city departments and external partners for collaboration and communications to recommend innovative smart city development for the City of Winter Haven.

Digital Twin Pilot

Using new software technology tools from ESRI and LiDAR data from Natural Resources, the department started a project using interns to convert point cloud data into 3D building information that serve as a 3D basemap. The tools include Urban 3D, ArcGIS, and gaming engine SDK. The 3D basemap can be used to enhance the ability to show information and collaborate, including the ability to be used with virtual reality headsets.

FINANCIAL SERVICES DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SERVICES DIVISION

GENERAL FUND: Finance 001-03-111	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 1,052,481.48	\$ 1,212,512	\$ 1,088,859	\$ 1,156,469	\$ 1,156,469
Operating Services	95,788.91	101,969	87,038	90,354	90,354
Operating Budget	\$ 1,148,270.39	\$ 1,314,481	\$ 1,175,897	\$ 1,246,823	\$ 1,246,823
Capital Depletion Reserve	-	2,195	2,195	2,191	2,191
Budget Allocation	\$ 1,148,270.39	\$ 1,316,676	\$ 1,178,092	\$ 1,249,014	\$ 1,249,014
Authorized Positions FT	10.00	13.00	13.00	13.00	13.00

MISSION: To perform its assigned duties in a timely, efficient manner consistent with the City's goals and objectives. To provide the City with efficient procurement services to ensure the highest quality service and product from vendors at a significant cost savings to the City.

GOALS & OBJECTIVES:	CORE VALUES
1- Process principal and interest payments on debt so they are timely and in accordance with bond covenants and commitments.	2B - Financial Stewardship - Strong stewards of resources and time
2- Prepare accurate bi-weekly payroll for over 500 full and part time employees and accurately file all State and Federal tax reports timely.	2G - Financial Stewardship - Interdepartmental coordination and communication
3- Process and disburse weekly payment to vendors as received from departments, with no late payments.	2G - Financial Stewardship - Interdepartmental coordination and communication
4- Implement, monitor and provide training in financial procedures for new programs city wide.	3B - Inclusive - Training, mentoring, and coaching tools are common practice
5- Provide the City Commission and City Manager an unaudited Financial Report with narrative.	1C - Integrity/Respect - Open and honest communication
6- Process departmental budget requests, balance requests to revenue and prepare the City's annual budget document.	2E - Financial Stewardship - Team understanding of the budget and individual contributions
7- Post Annual Comprehensive Financial Report and Annual Budget and all budget amendments on the City website.	2J - Financial Stewardship - Electronically accessible financial information
8- Prepare required schedules and work papers necessary to complete information for the annual audit.	2K - Financial Stewardship - Financial audits are strong
9- Monitor and manage the reserves set aside for the future replacement of city wide roofs and vehicles.	2B - Financial Stewardship - Strong stewards of resources and time
10- Maintain current lists of fixed assets and monitor inventory controls.	2B - Financial Stewardship - Strong stewards of resources and time
11- Commission approval of newly update Procurement Manual.	2F - Financial Stewardship - Defined procurement procedures
12- Increase education of vendors on how to sell products/services to the City via streamlined procurement methods.	2F - Financial Stewardship - Defined procurement procedures

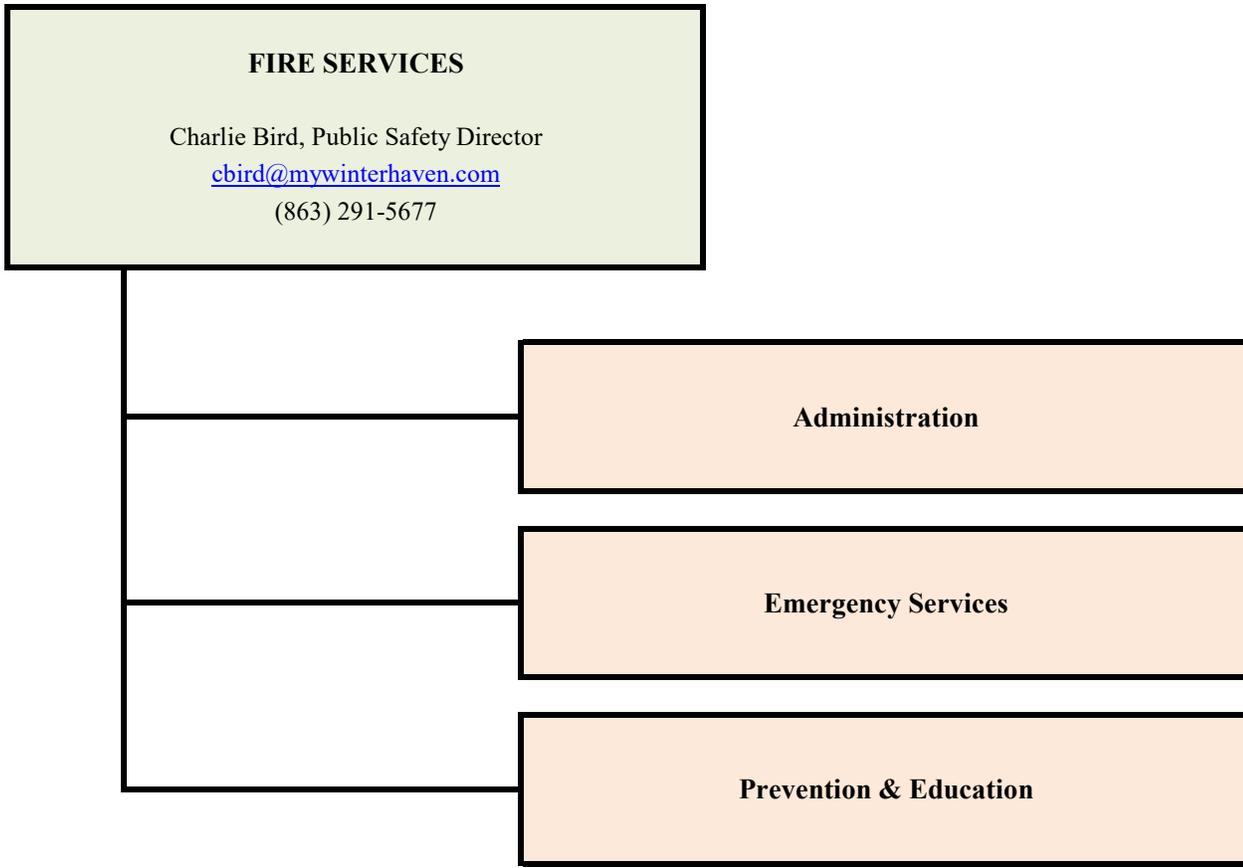
KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 25.05	\$ 25.62	\$ 25.04	\$ 26.55
Number of A/P checks issued	8,952	8,421	8,714	8,600
Value of A/P checks	54,674,974	59,880,612	79,901,342	70,000,000
EFT's processed	310	255	234	250
Value of EFT's processed	4,505,358	5,709,999	4,768,420	5,000,000
Number of Payroll checks issued	1,121	971	874	800
Value of Payroll checks issued	1,236,836	1,186,042	1,100,053	900,000
Payroll direct deposits processed	12,550	13,124	13,876	14,500
Value of Payroll Direct Deposits	14,953,685	16,394,293	17,618,232	18,500,000
Years earned GFOA's Distinguished Budget Award	26	27	28	29
Years earned GFOA's Award for Annual Report (CAFR)	34	35	36	37
Provide an Unaudited Financial Report/Narrative	yes	yes	yes	yes
Provide a monthly financial assessment report	12	12	12	12
Bid openings	56	65	41	55
Pre-bid conferences	19	6	6	7
Purchase orders issued/processed	208	260	230	250
Average days to process Purchase Orders	5	7	5	5
Purchase order total dollar amount	\$ 43,499,772	\$ 37,958,815	\$ 49,627,161	\$ 55,000,000
Number of purchasing card transactions	9,179	9,786	10,161	10,000

FY 2021 ACCOMPLISHMENTS:

- ❖ Earned GFOA awards for both the budget document and the annual financial report.
- ❖ P-card system (using New World software) The number of transactions continues to increase thus streamlining efforts in check processing.
- ❖ The receipt module in New World has been very receptive and training continues with departments to create seamless cash reports electronically. Deposits and receipting continue to be processed at the department level - holding departments accountable for accuracy with the bank. This change streamlines work loads and creates a more efficient process. As we continue training and understanding this module, the end goal is to eventually implement the bank module which works directly with this process.

INTERNAL SERVICES FUND: INTERNAL SERVICE FUND - City Hall Annex 501-03-902		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Operating Services		\$ 63,672.56	\$ 63,140	\$ 64,535	\$ 128,640	\$ 67,640
Internal Svc Charges		-	-	-	-	-
	Operating Budget	\$ 63,672.56	\$ 63,140	\$ 64,535	\$ 128,640	\$ 67,640
Capital		-	-	-	-	-
	Budget Allocation	\$ 63,672.56	\$ 63,140	\$ 64,535	\$ 128,640	\$ 67,640

FIRE SERVICES DEPARTMENT ORGANIZATIONAL CHART



The Winter Haven Fire Department provides emergency and non-emergency services for the City of Winter Haven and some adjoining areas. Services are provided through three internal divisions: Fire Department Administration, Emergency Response, and the Fire Prevention, Inspections and Investigations Divisions, with 81.70 full-time employees.

Fire Department Administration is responsible for the direction and supervision of emergency response operations, fire prevention, investigations and inspection, and fire service activities. Administration develops recommendations and enforces codes and standards for the protection of life and property. The Division plans and develops policies and procedures to maintain efficient personnel staffing, continuity of operations, effective emergency and non-emergency operations and sound budgetary management. It serves as the focal point for planning, developing and organizing Department projects, programs and activities to enhance the Fire Department and promote the City's goals and objectives.

The Emergency Response Division provides fire suppression, tactical rescue, basic life support and advanced life support emergency medical services. Units are deployed and respond from three fire station locations: Fire Station No. 1, 301 Avenue G SW; Fire Station No. 2, 4700 Lucerne Park Road; and Fire Station No. 3, 6600 Cypress Gardens Boulevard.

The Fire Prevention, Inspections and Investigations Division (FPII) interprets and enforces City and State codes, ordinances and standards regarding fire and life safety compliance; performs life safety code inspections, fire cause investigations, reviews plats and building plans; performs fire protection system tests; and coordinates the investigation of arson and criminal code violation with law enforcement agencies. In addition, the Division conducts public education presentations and events. Life safety presentations include classes and hands-on training sessions for youth and adults through the utilization of the Department's Fire Safety trailer.

FIRE SERVICES DIVISION

GENERAL FUND: Fire Stations 001-06-213	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 7,320,150.16	\$ 7,392,111	\$ 7,369,853	\$ 8,278,203	\$ 8,278,203
Operating Services	1,025,862.36	893,050	1,004,772	1,039,683	1,039,383
Operating Budget	\$ 8,346,012.52	\$ 8,285,161	\$ 8,374,625	\$ 9,317,886	\$ 9,317,586
Capital	80,306.37	78,000	90,000	74,000	-
Capital Depletion Reserve	489,999.00	489,999	489,999	791,356	791,356
Budget Allocation	\$ 8,916,317.89	\$ 8,853,160	\$ 8,954,624	\$ 10,183,242	\$ 10,108,942
Authorized Positions FT	71.70	71.70	71.70	81.70	81.70

Capital Detail

Hydraulic Extrication Tools	\$ 74,000
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MISSION: The mission of the Winter Haven Public Safety Department is committed to the delivery of professional services, which enhance the health, safety and the

GOALS & OBJECTIVES:

- 1- To enhance our professional approach to community safety through the effective and innovative use of information, technology, and contemporary public safety practices
- 2- To provide the most effective approach to the management of community public safety
- 3- To provide “world-class” customer service through community education, engagement, and partnerships
- 4- To provide a professional environment that attracts, retains, recognizes, and professionally develops our diverse workforce

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

Annual Cost per Capita (excludes non-dept. costs)	\$ 166.59	\$ 198.96	\$ 190.35	\$ 216.46
Structure, vehicle, forest, grass, trash fires, etc.	172	226	214	240
Emergency medical service (EMS) responses	4,731	5,653	61,750	4,500

Future Projects, Plans and Initiatives

Fleet Upgrade:

Continue to upgrade the department’s emergency response apparatus and support services by utilizing the City’s depletion reserve budgeting process to bring all vehicles into National Fire Protection Association compliance.

Plans Review Certification:

Obtain Plans Review certification for all Fire Prevention Inspector/Investigators via the Nation Fire Academy Plans Review Certification Program.

Accomplishments

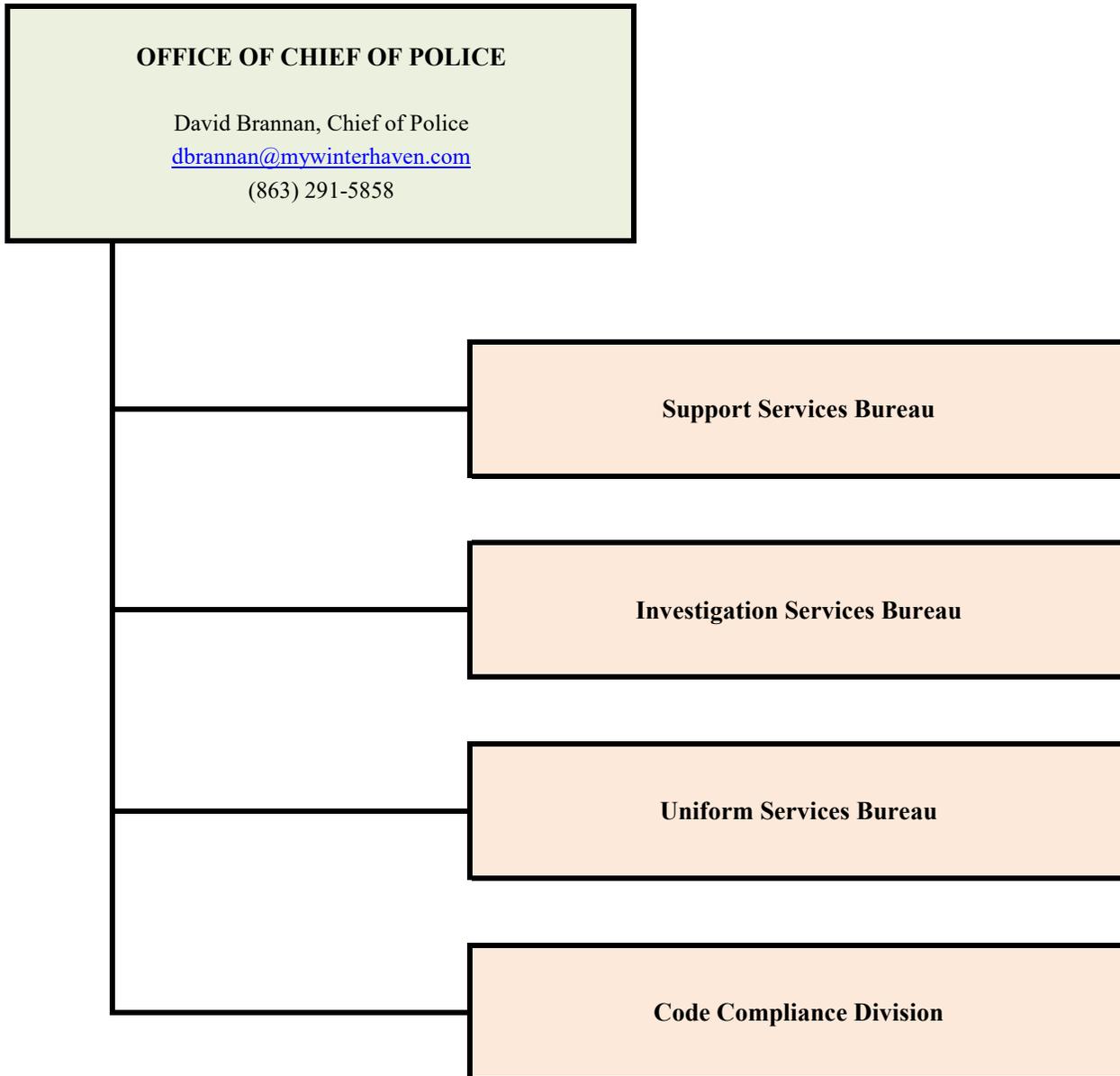
The Fire Department continued operational and technical level training for its technical rescue team members. The procurement of tools, equipment, and resources was continued in an effort to increase the effectiveness and capabilities of the technical rescue team. The team also expanded on it's knowledge of various diciplines in specialized rescue techniques.

Due to the integrated a video conferencing hardware that was put into place for standard training sessions, this is now also being utilized for staff meetings. This technology is keeping Engine Companies in service with the added savings of vehicle wear and tear, plus fuel costs while maintaining a consisten stream of communication.

The opening of new Fire Station #3 was held with a large contingency from the City and surrounding community residents. Additionally, the two new temporary stations set up on Havendale Blvd. and behind Denny;s in the SE area of the City has greatly improved repsonse time for our citizens.

We maintained the standards of our current ISO rating of 2. Continued training and ISO regulation improvements have been improved upon.

POLICE SERVICES DEPARTMENT ORGANIZATIONAL CHART



The Winter Haven Police Department is a full-service law enforcement agency with modern equipment, competitive salaries and benefits, state of the art Computer Aided Dispatch, records management and reports systems, and 118.30 well trained and dedicated full time members.

The Agency is professionally accredited by the Commission for Florida Law Enforcement Accreditation (CFA) since 2002 and the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 2016. The Department has established and adheres to high standards of professional conduct and service delivery working in partnerships with the community and other government agencies.

GENERAL FUND: Police Services 001-05-200	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 8,901,376.64	\$ 9,408,273	\$ 8,830,605	\$ 9,347,977	\$ 9,447,977
Operating Services	2,058,634.66	2,116,601	2,381,596	2,479,695	2,321,395
Operating Budget	\$ 10,960,011.30	\$ 11,524,874	\$ 11,212,201	\$ 11,827,672	\$ 11,769,372
Capital Depletion Reserve	317,075.54	287,054	287,054	426,212	426,212
Budget Allocation	\$ 11,277,086.84	\$ 11,811,928	\$ 11,499,255	\$ 12,253,884	\$ 12,195,584
Authorized Positions FT	17.30	117.30	117.30	118.30	118.30

MISSION: The mission of the Winter Haven Police Department is to work in partnership with our community to prevent crime and enhance safety and the quality of life in our city.

GOALS & OBJECTIVES:

GOAL: To enhance our professional approach to community safety through the effective and innovative use of information, technology, and contemporary public safety practices

Reduce crime and the fear of crime:

Through the work of crime suppression models and technology as well as resources from patrol, investigations, and the crime suppression unit, the crime rate for 2020 was reduced to 2.32 crimes per 100 residents. This is a 20.8% reduction from 2019. **Core Value: 5D - Exceptional Service - High cooperation and engagement**

To develop a staff study for presentation to the City Commission on the deployment of body-worn cameras, including use, purchase, training, and storage:

A study was prepared and presented to the City Commission in May 2021. It was approved to purchase body cameras and related software/licensing from Axon. Due to existing contracts with Axon, the City was able to receive \$165,259 in discounts for a five year contract. In addition, to help offset costs, the body cameras and signalling kits will be purchased through forfeiture funds, which will not impact the FY2022 budget. Purchase order was issued in Oct. 2021. **Core Value: 1A -**

Integrity/Respect - Do the right thing

To include a Department-specific information technology position in future budgets:

With the implementation of body cameras, it was determined that an additional IT position would be needed for implementation, maintenance, and public records request. Also, due to expanding technology at the department, this position would assist with maintenance and repairs. IT agreed and included a new IT position that will be staffed at the PD. This will help provide more efficient services in the future. **Core Value: 3C - Inclusive - Cross-functional teamwork regularly applied**

GOAL: To provide the most effective approach to the management of community public safety

To expand efforts at identification and acquisition of grants and other public and private sources of funding:

In addition to our normal federal grants, in FY 2021 the department was able to procure other funding sources for equipment and resources. A grant was obtained through the Florida Department of Health to obtain Narcan for treatment of overdose victims. This on average saves the City \$6,300 per year. Also worked with BayCare Hospital in the funding for a wellness application for Police and Fire employees for a savings of \$35,000. **Core Value: 2I - Financial Stewardship - Pursue creative funding sources**

Ensure continuation for accreditation with CALEA:

Maintaining accreditation through CALEA and CFA is a daily and ongoing task. Maintaining accreditation helps ensure procurement of grants, funding and reduced liability for the City. The police department had the annual CALEA review in July 2021. CALEA awarded the annual "in compliance" with all standards reviewed. **Core Value: 4A - Visionary - Pursue "Best Practices"**

GOAL: To provide "world-class" customer service through community education, engagement, and partnerships

To establish a formal Public Safety Advisory Council:

In May 2021, the City Commission passed a resolution creating a public safety advisory council. Applications were received and the council will be staffed by the end of 2021. This council will help maintain and improve citizen relationships, sharing of concerns from the community and educate the community on policies and practices of the police department. **Core Value: 3E - Inclusive - Citizen involvement and neighborhood engagement**

To continue to work with local organizations to effectively deal with issues relating to mental illness and intellectual and developmental disabilities:

Currently working with Winter Haven BayCare Hospital to develop a response team made up of police officers and mental health professionals to better deal with those in our community that have mental health issues. These types of calls for service can have an impact on resources. This team would provide better services to our citizens while also making for more efficient use of our resources and potentially reduce calls for service. **Core Value: 4F - Visionary - Engage with outside partners regarding trends and approaches**

To conduct a periodic review of weapons, safety equipment, and vehicles for replacement, enhancements, and need:

Our training section has identified the need to update our current patrol rifles to include new sights to enhance the abilities of our officers. One way would be to purchase new rifles and sights at a cost of \$37,500. Our Range Master found parts that can update our rifles including sights for a total of \$10,000 and use forfeiture funds so there will not be an impact to the budget or citizens. **Core Value: 2B - Financial Stewardship - Strong stewards of resources and time**

GOAL: To provide a professional environment that attracts, retains, recognizes, and professionally develops our diverse workforce

To enhance our program focusing on the active recruitment of qualified personnel, including through the use of a designated and trained Recruitment Team:

Over recent years, the department has experienced an approximately 80% reduction in applications and qualified recruits. A program was developed to recruit correctional officers and deputies and then send those recruits through the shorter corrections to law enforcement academy. In FY2021 this program increased applications by 800% and resulted in the hiring of seven new officers. Compared to sending an inexperienced recruit through a full academy, the City saved approximately \$12,600 on these seven recruits. This program has proven successful at attracting and hiring qualified persons. **Core Value: 3B - Inclusive - Training, mentoring, and coaching tools are common practice**

To enhance funding sources to ensure the adequate provision of educational funds for both undergraduate and graduate school attendance:

The department has established a tuition foundation for college and advanced training tuition for both Police and Fire. This is a great resource for our members to obtain a college education. Funds are provided by an unknown foundation to our members. In FY2021, this foundation donated \$39,000 with \$30,100 used for college tuition. While this benefits the citizens and City, it has no cost to either. **Core Value: 3B - Inclusive - Training, mentoring, and coaching tools are common practice**

POLICE SERVICES DIVISION

Office of the Chief of Police

The Chief of Police is the Executive Officer of the Winter Haven Police Department and is responsible for professional and efficient operation of the Department. The Police Chief establishes policy, sets agency standards and establishes goals necessary for the Department to complete its public safety mission. The Chief is responsible for the day-to-day operations of the Police Department.

Accreditation

For a law enforcement agency to become accredited, the agency must install standardized operations and establish written responsibilities, expectations and accountability. The agency is accredited through both the Commission on Accreditation for Law Enforcement Agencies (CALEA) and Commission on Florida Accreditation (CFA) The agency was re-accredited in 2020 for both CALEA and CFA, which for CFA was an Excelsior Status. In August 2021, the agency passed its annual CALEA review. The accreditation manager is responsible for maintaining proofs of compliance, review/revision of general orders and that all members are aware of and trained on accreditation process.

Internal Affairs/Staff Inspection

It is the policy of the Winter Haven Police Department to accept and investigate all complaints of alleged misconduct against its members. Inquiries are performed to provide the citizens a fair and effective avenue for redress of legitimate grievances against law enforcement officers. At the same time, this procedure protects officers from false charges of misconduct or wrongdoing and provides officers with due process safeguards. It instills in citizens confidence in the integrity of police actions, and engenders community support and confidence in the Police Department. The Internal Affairs Inspector also conducts staff inspection to ensure compliance with agency policies.

UNIFORM SERVICES BUREAU

Patrol Division

Patrol Division Officers are responsible for providing 24-hour-a-day police service. Officers are assigned to one of four patrol squads that work 12-hour shifts. Officers are on permanent shifts. Officers are assigned to emergency and service response. All officers receive extensive training. To be certified as a police officer in the State of Florida, an individual must complete a minimum of 770 hours of basic recruit training provided by a certified police academy training center. After completing the basic recruit training, the aspiring officer must pass a state examination on the principles and techniques learned in the police academy. Officer's must complete the basic training and pass the state examination before being certified as a law enforcement officer. Once an officer is certified and employed by the Department, that officer is integrated into the Field Training Program and assigned to a Field Training Officer. Upon successful completion of a 14-week Field Training Program, the officer is then assigned to solo duty on a patrol shift. Typical patrol officer tasks include crime prevention; report taking; criminal investigation; community relations; criminal enforcement; traffic enforcement and deterrent patrol.

K-9 Unit

The Department has four Police K-9's to augment services of the Patrol Division. These K-9's conduct building searches, track and apprehend suspects and locate missing persons. Both the K-9 and the handler must successfully complete training guidelines established by the Florida Department of Law Enforcement (FDLE). All four K-9's are dual certified in narcotics and patrol.

School Resource Officers

The School Resource Officer Program was implemented full-time in September 1990. Its purpose is to build rapport between students, school officials and parents, plus project a positive image of law enforcement. The program, which currently consists of six specially-trained officers, is partially funded by the school board and provides a law enforcement presence at the schools, sporting events and other related school functions. The officers work cooperatively with school administrators to resolve school disciplinary problems and investigate all criminal matters on school grounds or at school functions. These officers also teach a series of classes on peer pressure, crime in society and substance abuse prevention.

D.A.R.E. Program

D.A.R.E stands for Drug Abuse Resistance Education and is an in-class anti-substance abuse and violence prevention program taught in 10 Winter Haven public and private elementary schools by one specially trained uniformed police officer. This program was implemented as a cooperative venture between law enforcement and school authorities as an initiative for dealing with drug abuse, gang activities and violence in the schools. The 10-week program is taught to all fifth grade students who attend school within the municipal boundaries of the City of Winter Haven. The D.A.R.E. program reaches children at the age where they are most receptive to drug prevention. Project D.A.R.E. seeks to prevent adolescent drug use and reduce drug trafficking by eliminating the demand for drugs. D.A.R.E provides students with the tools they need to build a better life and a brighter future. The program teaches children to identify and resist social pressures to use drugs. D.A.R.E instills a sense of self-confidence and will empower kids need to resist drugs. The D.A.R.E. program has been facilitated by the Winter Haven Police Department since 1994 and more than 8,500 students have successfully completed the program. Additionally, the D.A.R.E. Officer visits kindergarten through fourth grade classes, conducts faculty workshops, actively participates in community projects and presents programs to parent/teacher organizations.

Emergency Response Team

Law enforcement agencies are creating specially trained and equipped units to address high-risk incidents such as barricaded suspects, hostage situations and warrant service, as well as other specialized tactical assignments. The Police Department's Emergency Response Team (ERT) was created to respond when traditional police response is neither suitable nor adequate. The efforts of a few patrol officers with only service weapons could fail when faced with heavily armed or dangerous criminals. The task of intervention and containment is best accomplished by a highly-trained, organized team employing special weapons and tactics. Members of the ERT are selected from the ranks of experienced police officers at the Winter Haven Police Department. Members must maintain good physical condition and be proficient with a number of weapons. Members must pass periodic physical proficiency tests to maintain their position on the ERT. ERT philosophy (or mission) is to save lives.

Reserve Officer Unit

The Reserve Officer program consists of volunteers who have met state qualifications to perform the duties of a police officer. Reserve Officers supplement personnel needs as necessary. To become a Reserve Officer, an individual must attend the police academy, pass a background and reference check, take a medical examination, pass drug screening and successfully complete a state-certified examination.

Police Explorer Unit

The Police Explorer Program has been sponsored by the Police Department and the Winter Haven Police Benevolent Association for the past 41 years. The Explorer Program offers youth, aged 14 to 21, the opportunity to get an inside look at the operation of the Winter Haven Police Department while building confidence and self-esteem. Explorers assist officers with traffic duties, participate in community crime prevention programs and assist in child fingerprinting programs. During the summer, Explorers participate in competitive events with other Police Explorers throughout the state and attend other events outside of the county. The Explorer Program is open to young men and women and is a branch of the Boy Scouts of America.

INVESTIGATIVE SERVICES BUREAU

Detective Division

The Detective Division is responsible for follow-up investigations on all felony cases that occur within the City limits. Its main objectives are protection of lives, recovery of property and prosecution of individuals committing offenses. The Detective Division performs (but is not limited to) the following investigative tasks:

- Crimes against persons - Exploitation of the elderly, rape, robbery, homicide, missing persons/runaways
- Crimes against property - Burglaries, vehicle thefts and fraud
- Intelligence gathering and distribution - Gangs, career criminals
- Identification and crime scene unit - Photographs, fingerprints and evidence at crime scenes
- Liaison with the State Attorney's Office - Coordination and transmittal of court documents

Crime Suppression Unit

The Crime Suppression Unit is tasked with crime suppression operations that may include narcotics and vice investigations. The Crime Suppression Unit currently utilizes an intelligence led policing model to target repeat and identified offenders to reduce and prevent crime. This unit focuses on specific issues but assists patrol and investigations when needed.

Crime Scene

The Identification and Crime Scene Unit is a valuable tool in solving criminal cases. Although both Identification and Crime Scene Units are located within the same office, they are two separate disciplines. The services provided by the Identification Unit include latent print comparison, an evidence processing lab, a photo processing lab, storing and comparing photo and fingerprint files, and video editing and programming capabilities. Evidence procedure training for personnel is another function of this section. The Crime Scene Unit responds to various crime scenes which may require collecting and preserving evidence, crime scene and aerial photography, crime scene reconstruction and pathology photography.

Crime Analysis

The agency utilizes a data driven, intelligence led policing model to provide real time information to officers to develop strategies for reducing crime. Weekly Crime Suppression meetings are held and attended by all division of the Department in which crime analysis data is disseminated and crime reducing strategies are discussed and planned. The Crime Analysis/GIS Unit performs two major functions. The first is the analysis of crime data from police documents to help identify criminal methods of operation, crime patterns and individuals. Secondly, the Department's Geographic Information Systems (GIS) generates geographic maps for investigative purposes. These are retrieved from a county-wide GIS data bank.

Property and Evidence Division

The Property and Evidence Division is responsible for all property held as evidence and for safekeeping. It monitors disposition of all property, making sure it is returned to its owner in a timely fashion. The Property and Evidence Division is subject to ongoing audits by City Auditors and a Staff Inspection Officer.

SUPPORT SERVICES BUREAU

Training Division

Education does not stop with completion of basic law enforcement training. Police Officers are re-certified every four years by the completion of 40 hours of mandatory training. Required training topics include human diversity, domestic violence investigations and juvenile sexual offender training. The Training Officer assigns, schedules and documents all training received, both internally and externally. Training and certification records are audited by the Florida Department of Law Enforcement's Criminal Justice Standards and Training Commission. Schedule modification consideration, along with participation in the City's tuition reimbursement program are ways the Department encourages employees to continue formal education.

Marine Unit

The Winter Haven Police Department maintains a marine unit that will assist with patrolling the lakes within the City on an as-needed basis. Officers assigned to this duty monitor vessel traffic for safety violations, render aid to stranded boaters, issue citations for violations and work night surveillance to prevent thefts on the lakes.

Traffic Unit

Traffic Division responsibilities are to enforce the traffic laws of the state and to investigate automobile crashes that occur within the Winter Haven City limits. This unit is comprised of four highly-trained officers assigned to motorcycle duty who specialize in automobile, boat and plane crash investigations. They also coordinate selective traffic enforcement operations to make our roadways safer. The Traffic officers continually receive training and many times are called to testify as expert witnesses in the judicial system. Additionally, they are required to operate specialized equipment such as the intoxilyzer and traffic speed monitoring equipment. Community relations is commonplace with the Traffic Division, as they make appearances at schools and other functions throughout the year. Traffic staff are routinely seen directing traffic at major events throughout the City, such as escorting parades, bicycle races and walkathons, or assisting with funeral escorts.

Community Service Officers

The Community Service Officer program utilizes civilian personnel to handle non-emergency events. This allows police officers to devote more time to their law enforcement responsibilities and crime prevention. The duties of a Community Service Officer include conducting faulty equipment checks; traffic assistance; vehicle identification number verification; parking enforcement; preliminary crime scene processing duties; traffic crash investigations; and Police Department reception and switchboard duties.

Records Division

The Winter Haven Police Department uses a centralized records management section with responsibilities to maintain report hard copies and to enter data into the records management computer system. This documentation is used by the court system and the Department, or when dealing with public information requests. The Police Department forwards computer-generated data taken from all offense reports to the Florida Department of Law Enforcement for the state Uniform Crime Reporting system. The Winter Haven Police Department has implemented the Tiburon computer system, which allows the Department to share vital information with other neighboring agencies. It improves mobile reporting and added bar-coding capabilities with the property/evidence section.

Fiscal Management

The Bureau of Support Services supervises the Police Department's budget and documents all purchases in accordance with City purchasing and finance standards. The Support Services Clerk maintains and performs all accounting and purchasing paperwork functions and provides financial updates to the Support Services Commander and Chief of Police. The City of Winter Haven Police Department budget for FY22 is \$12,820,470.

Personal Selection Coordinator

To attract the most qualified and diverse candidates, the Personnel and Recruiting manager attend job fairs and academy graduations at the local and neighboring police academies and community colleges. Candidates for Police Officer are chosen from a competitive field of applicants based on test scores, assessments and a rigorous background investigation. The coordinator also coordinates all promotional processes for department members.

Crime Prevention

Crime Prevention is an important responsibility for the Winter Haven Police Department. Programs through the Unit include topics on Neighborhood Watch, residential and business security checks, business watch, safety for seniors, fraud and scam alerts, child fingerprinting, bicycle helmet giveaways, school programs and more.

Victim/Witness Advocate

This program utilizes citizen volunteers to offer support and referrals to these individuals who are victims or witnesses to major crimes. Selected police officers receive specialized training in handling the law enforcement duties of domestic violence investigations, while the volunteers handle the human service aspects. Volunteers, including chaplains, offer sensitivity, information and follow-up contacts designed to change or save victims' lives.

Volunteer Program

The Volunteer Unit is a vital element that enhances the services to the citizens of Winter Haven. Volunteers perform duties that augment services for members of the police department. Some of these duties include neighborhood and parking lot patrols, speed radar enforcement, special events, parking enforcement, traffic direction assistance, administrative duties and other areas that do not require a certified law enforcement officer to perform the duty.

Winter Haven Police Benevolent Association

The Winter Haven Police Benevolent Association (WHPBA) is a non-profit corporation chartered in 1962. All organization members are Winter Haven Police Department employees. WHPBA is dedicated to youth programs and projects throughout the community. WHPBA conducts an annual mail request for donations to fund programs. Some projects are Little League team sponsorships in several sports, police drug education programs, and police/community relations programs focusing on crime prevention, safety and youth assistance.

CODE COMPLIANCE DIVISION

The Code Compliance Division of Police Services Department is responsible for enforcing the Code of Ordinances and Minimum Property Maintenance Standards throughout the City. The Division of 5 full-time members process an average of 2,200 cases annually with violations ranging from overgrowth to unsafe structures.

GENERAL FUND: Code Compliance 001-02-217		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Personal Services		\$ 372,273.97	\$ 384,114	\$ 376,383	\$ 393,133	\$ 393,133
Operating Services		83,620.20	100,646	100,646	112,646	112,646
	Operating Budget	\$ 455,894.17	\$ 484,760	\$ 477,029	\$ 505,779	\$ 505,779
Capital Depletion Reserve		7,761.96	7,540	7,540	7,339	7,339
	Budget Allocation	\$ 463,656.13	\$ 492,300	\$ 484,569	\$ 513,118	\$ 513,118
Authorized Positions FT		5.00	5.00	5.00	5.00	5.00

MISSION: To provide quality, timely, and cost efficient code compliance and obliterate blight.

GOALS & OBJECTIVES:	CORE VALUES
1- Respond to all complaints within 72 hours.	5A - Exceptional Service - Timely responses
2- Proactively enforce City codes.	
3- Develop a safe and aesthetically pleasing environment.	
4- To work directly with members of the public to achieve prompt and effective code compliance at the lowest level possible without need for issuing notices of violation, imposing fines and liens, and presenting cases to the Special Magistrate.	3J - Inclusive - Collaborations for positive relationships

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 14.74	\$ 10.35	\$ 10.30	\$ 10.91
New cases generated	1,594	1,823	1,763	1,800
Warnings notices	570	753	535	650
Notices to correct & citations	15	13	9	10
Demands for removal	139	162	195	180
Notices of violation	592	485	741	630
Unfounded	242	309	255	280
Turned over to other department/agency	36	66	28	50

Key performance indicators have been updated to reflect items captured in the new Trakit program.

POLICE GRANTS DIVISION

GENERAL FUND: Police Grants 001-05-206		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Operating Services		\$ 80,301.55	\$ 46,780	\$ 23,472	\$ 46,780	\$ 46,780
Budget Allocation		\$ 80,301.55	\$ 46,780	\$ 23,472	\$ 46,780	\$ 46,780

Grant Management

The Winter Haven Police Department actively pursues grant funds. The responsibility for this task is assigned to the Support Services Bureau. Past grants awarded include:

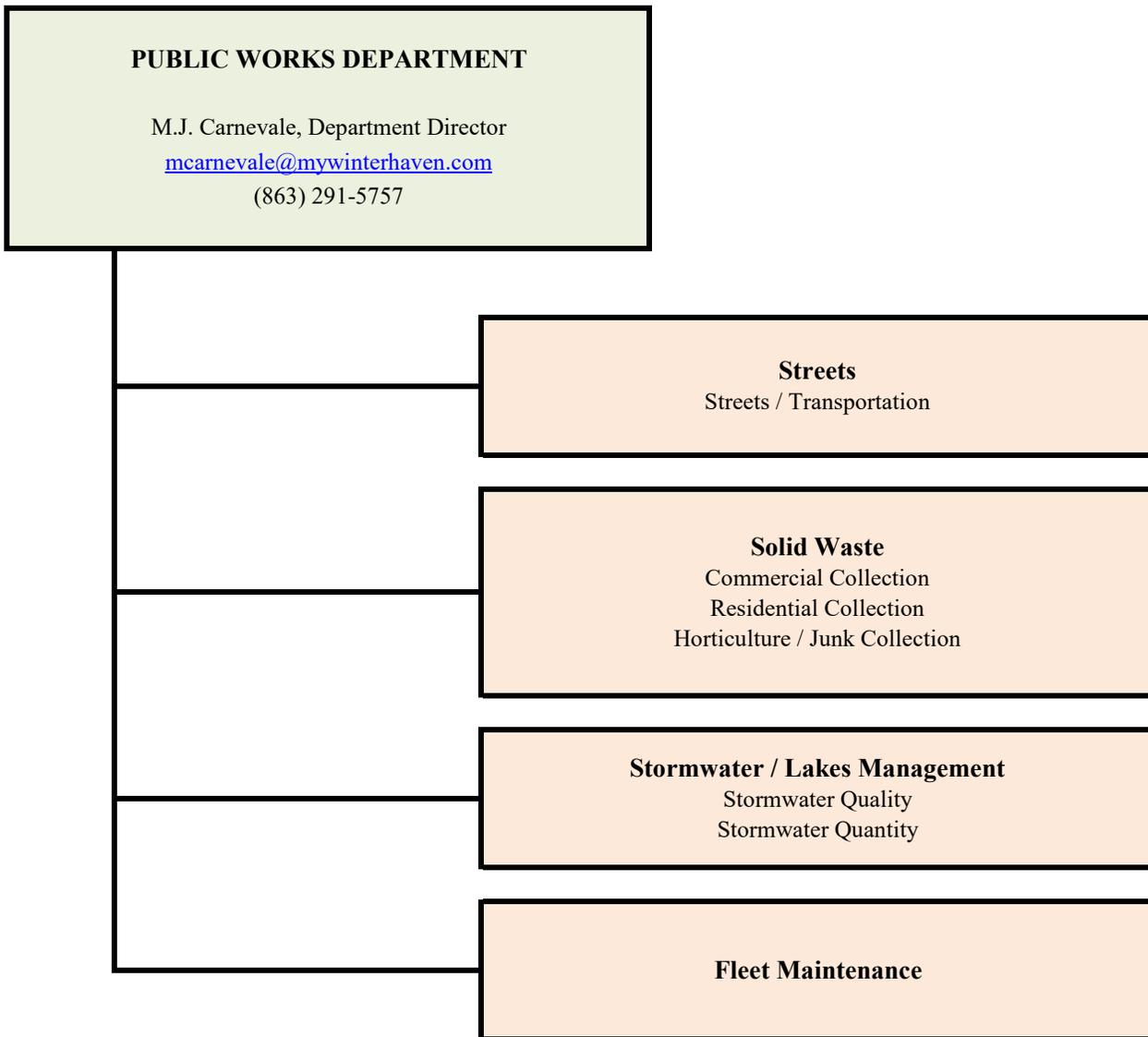
- Byrne Direct — License Plate Readers
- Jag County Wide — Ballistic Shields for Patrol and Investigations
- Office of Justice Programs — Bullet-proof vests/body armor

Current grant projects

- Byrne Direct — Fingerprint Scanners
- Jag County Wide — Citation Printers
- Office of Justice Programs — Bullet-proof vests/body armor

GENERAL FUND: P.A.L. 001-05-204		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Operating Services		\$ 651.21	\$ 6,550	\$ 6,550	\$ 6,688	\$ 6,688
Budget Allocation		\$ 651.21	\$ 6,550	\$ 6,550	\$ 6,688	\$ 6,688

PUBLIC WORKS DEPARTMENT ORGANIZATIONAL CHART



The Public Works Department is responsible for administrative oversight of Streets, Solid Waste, Transportation, Stormwater, and Fleet. The Department operates with a total FY22 Budget of \$20,668,462 and a staff of 80 full-time and 3 part-time employees across a wide range of disciplines. The administrative activities include planning, directing, and managing the services provided and keeping the department focused on broader goals. In addition to central management, administration streamlines communications and information services, trains employees, manages human resource functions, and fiscal affairs.

MISSION: The Public Works Department provides essential services to support and improve the community.

Current Issues/Challenges and Solutions

The Department is responsible for a large number of assets and community services. Keeping pace with the rapid growth of the community is an on going challenge that we continue to tackle by making data driven decisions.

PUBLIC WORKS ACCOMPLISHMENTS

Streets, Transportation and Stormwater

- Streets crews responded to 104 roadway service requests (i.e. pot hole repairs, pavement maintenance, sidewalk repair requests)
- Streets crews conducted 447 tree maintenance events.
- Streets crews completed 5 repairs or replacement of signalized intersections.
- Streets crews conducted 1140 sign maintenance task, including fabricating, installing, replacing or repairing signs.

Fleet

- Fleet mechanics completed 2,538 vehicle repair work requests consisting of \$577,966 worth of parts and material while compiling 5,109 hours of billable time.
- 173,270 gallons of gasoline and 176,320 gallons of diesel were dispensed from the fuel island at the Public Works Complex.
- Fleet personnel received 58 new vehicles and pieces of machinery, to replace aging vehicles and equipment in the City's inventory.

Solid Waste

- Solid Waste personnel collected 14,834 tons of refuse from Residential accounts and 15,308 tons from Commercial accounts.
- Solid Waste personnel collected 6700 tons of yard waste and 3025 tons from residential accounts.
- Recycling Operation collected 3,824.07 tons of recycling materials from residential and commercial accounts.

Stormwater Quality and Stormwater Quantity

- Natural Resources staff conducted 11 educational outreach programs with nearly 350 participants.
- Drainage crews conducted 525 drainage task, which include inspecting, cleaning and repairing stormwater inlets and outlets.

Stormwater Assessment and Improvement Project:

Used Comprehensive stormwater model to drive capital project planning effort.

Public Benefit: Using this data to drive decisions related to stormwater maintenance and improvement allows the staff to make efficient decisions about projects with the highest return on investment. **Core Value: 2B - Financial Stewardship - Strong stewards of resources and time**

Street Sweeping

- Natural Resources staff oversaw the sweeping of over 2,447.2 miles of streets within the City, which collected over 1,204 cubic yards of material and debris.
- The street sweeping program was analyzed for effectiveness in FY19/20 and revamped and brought in house with an increase in frequency and coverage targeted at stormwater benefits.

Public Benefit: This non-structural Best Management Practice provides a physical removal of potential pollutants that is more efficient than dealing with them once they enter a waterbody. It also limits debris from blocking the stormwater conveyance system which can be problematic and expensive to address. This is a true maintenance practice that strives to deal with issues by attentively and routinely managing them rather than allowing the issue to reach the end of the line where they are more expensive and difficult to manage. Removing this debris from roadways also prevents situations that undermine the quality of the roadway. There is an ancillary aesthetic benefit as well. **Core Value: 4A - Visionary - Pursue "Best Practices"**

Stormwater Treatment Parks:

- Increased restoration and maintenance activities to include all 3 of the existing nature parks.
- Substantially completed construction of a 34 acre treatment wetland that treats the stormwater over a 300 acre watershed before it reaches Lake Conine.
- This is a \$2.5 million project that has funding from 3 partner agencies (FDEP, SWFWMD, Polk County) The City paid for approximately 20% of the project.
- In addition, an 8-acre parcel bordering the South Lake Howard Nature Park was purchased to manage stormwater that currently moves through a 1,000 ft corrugated-metal stormwater pipe that is failing.

Public Benefit: These parks provide treatment of stormwater prior to it entering local lakes providing a centralized location for debris and pollutants to be actively managed. These parks keep significant pollution from entering local waterbodies. Additionally there is a recreational component that these parks provide supporting social and economic wellbeing in the community. **Core Value: 1A - Integrity/Respect - Do the right thing**

319 Grey to Green:

- Used grant funding (EPA and FDEP) to oversee a program that solicited stakeholder input to be used in producing education materials and tools to provide the development community for use in planning Low Impact Development.
- Developed materials, garnered feedback and applied for and received additional state funding to produce a tool to work with development to encourage LID's and began development of said tool.

Public Benefit: Changing land uses come with changes in the way water moves in the landscape. The goal of this program is to make sure the City is providing options to customers on how to develop using tools like Low Impact Developments and Best Management Practices to minimize impacts to the functions of the natural system. The newly funded effort will help further reduce the barriers locally to green infrastructure being used in new development. **Core Value: 2I - Financial Stewardship - Pursue creative funding sources**

Floating Treatment Wetland:

- Acquired outside funding (Florida Lakes Management Society) to supplement the cost of a floating treatment wetland pilot program.
- Continue to build a dataset for water quality parameters in the Soccer Complex pond to use in tracking effectiveness of management tool.
- Installed the wetland and monitored its impact on water quality. Will be harvesting plants to provide them to lakefront homeowners.

Public Benefit: This project has a fourfold potential for benefits. The first being potential for reduction in the stormwater pond where it is deployed helping to stabilize that system by limiting swings in nutrient and oxygen concentrations that lead to undesirable conditions. Second is an opportunity to provide desirable aquatic vegetation to lake front homeowners at no cost through a subsequent harvest and giveaway. Third is an opportunity to communicate with the public about why such a management strategy is effective and how the same theories apply to lakes. Lastly, is a learning opportunity for the City to determine the worthwhileness of expanding the program.

Aquatic Vegetation Monitoring:

- Developed time series aquatic vegetation data for all Priority 1 Lakes in the Winter Haven Area.
- Took a lead role in driving the Polk Aquatic Vegetation Working Group to improve cooperative management of resources.

Public Benefit: Aquatic vegetation is a significant component of lake health and understanding it provides multiple benefits to the community. Most visible is the early detection and early response to invasive species. But major changes in plant communities are an early indicator that something negative may be happening in a lake and can serve as a red flag for a pending lake issue allowing time for corrective action to be taken. By understanding the vegetative community staff can help guide the management of species on local lakes towards the types of communities that create stability and health in lake systems. This becomes very significant information for the City to have when it comes to dealing with local, state and federal water quality regulations.

STREETS, TRANSPORTATION & DRAINAGE UNIT

Streets operates within the General Fund with a total FY22 Budget of \$3,015,268 and a staff of 15.80 full-time, working in areas ranging from administrative to field employees. Staff offers a variety of services including the pruning, trimming and removal of a variety of trees and palms, inspection and maintaining of streets to include repairing potholes, striping roadways and traffic operations. The Transportation, to include CIP and major roadway projects is in a Construction Fund with a total FY22 Budget of \$6,823,605.

GENERAL FUND: Streets 001-09-401	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 679,620.73	\$ 944,267	\$ 790,883	\$ 986,329	\$ 986,329
Operating Services	909,227.43	1,328,549	1,182,636	1,650,920	1,659,616
Operating Budget	\$ 1,588,848.16	\$ 2,272,816	\$ 1,973,519	\$ 2,637,249	\$ 2,645,945
Capital	68,133.27	781,000	266,000	338,500	100,000
Capital Depletion Reserve	28,152.96	10,491	10,491	39,519	39,519
Budget Allocation	\$ 1,685,134.39	\$ 3,064,307	\$ 2,250,010	\$ 3,015,268	\$ 2,785,464
Authorized Positions FT	12.60	15.60	15.60	15.80	15.80

Capital Detail

Land Acquisition	\$ 40,000
Signals and Lighting	100,000
MOT Truck	130,000
Paint Gun	27,000
Stump Grinder	18,000
Asphalt Roller	15,500
Trailer for Skid-Steer	8,000
	\$ 338,500

TRANSPORTATION FUND: Transportation 301-80-205	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Operating Services	\$ 1,003,130.29	\$ 1,167,000	\$ 1,420,000	\$ 6,823,605	\$ 1,000,000
Operating Budget	\$ 1,003,130.29	\$ 1,167,000	\$ 1,420,000	\$ 6,823,605	\$ 1,000,000
Capital	12,740.70	2,863,187	1,851,012	-	1,475,000
Budget Allocation	\$ 1,015,870.99	\$ 4,030,187	\$ 3,271,012	\$ 6,823,605	\$ 2,475,000

MISSION: Maintain right of way assets while ensuring safe and efficient multimodal transportation options to facilitate a thriving community.

BEST PRACTICES:

- 1- Cartegraph - Asset Management Program (Constantly evolving)
- 2- Process Improvements - From intake, to completion to follow up. Improving quality communication and depth of understanding within the team.
- 3- Urban Forestry Inventory: Grant Funding from Florida Forest Service Awarded, Second phase of inventory completed and reporting began.
- 4- Established a multi-year contract for the pavement management tool box.
- 5- Developed of a sidewalk team that consist of 3 skilled individuals, who work to construct sidewalks and improve existing sidewalks to enhance our pedestrian program.

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (Streets)	\$ 30.42	\$ 60.27	\$ 117.36	\$ 209.14
Street Maint. Tasks (Pot Holes, Pavement, Sidewalks)	N/A	N/A	365	400
Traffic/Street light service requests received/cleared	N/A	N/A	23	n/a
Sidewalk - Linear Feet Repaired and Built	N/A	N/A	9749 sq ft.	12,000 sq. ft
Street signs: New fabrication, replacement, and relocate	N/A	N/A	1,140	1,300
Tree Maintenance Tasks	N/A	N/A	447	500

New Planned Best Practices:

Lighting Enhancements: Work with TECO to upgrade all existing lighting in residential areas. Upgrade all FDOT lighting to LED lighting for a added safety component. **Core Value: 4F - Visionary - Engage with outside partners regarding trends and approaches**

Improve the ATMS system: Work with FDOT to evaluate improvements within the system and operations. **Core Value: 4F - Visionary - Engage with outside partners regarding trends and approaches**

See Click Fix: Implement See Click Fix to enable residents to report issues directly into our workflow management system (Cartegraph) .

StreetLightData: Collect and Analyze traffic data in cooperation with the Economic Opportunity and Community Investment Department via StreetLightData. **Core Value: 1B - Integrity/Respect - Work as a united team**

Traffic Calming: Implement revised traffic calming strategy in cooperation with Winter Haven Police Department. **Core Value: 1B - Integrity/Respect - Work as a united team**

Current and Pending Projects and Initiatives

Transportation Improvement Project (T.I.P.): The T.I.P. involves annual resurfacing of City roadways. The Budgeted TIP funding for FY20 is \$1,000,000. Funding is also in place for the following projects:

- \$1,442,866 - Avenue C SW / 2nd Street SW Complete Street Project (100% grant funded)
- \$1,300,000 - Avenue K NE Project(Partially grant funded)
- \$90,000- Lake Howard Pedestrian Improvments (design only - Partially grant funded)
- \$40,000 - 6th Street SW Complete Street Project (Design Only - Partially grant funded)
- \$20,000 - North Lake Shipp Drive Reconstruction (design only)

SOLID WASTE UNIT

The Solid Waste Unit operates as an Enterprise Fund, with a FY22 Budget of \$10,536,740 (includes Non-Departmental expenses) and a staff of 39.40 full-time and 1 part-time, working in areas ranging from administrative to field employees. Staff serves approximately 19,000 customers and offers a variety of services including the collection of garbage, recycling and yard trimmings, large brush and bulk items, construction and demolition debris and litter control.

MISSION: To provide Winter Haven citizens with an efficient waste reduction, recycling and disposal system, which protects the public health, safety and human environment of Winter Haven.

BEST PRACTICES:

Webpage Development: Make Frequently requested information easier for customers to find and access. Create an avenue for customers to submit requests (See, Click, Fix!). **Core Value: 3G - Inclusive - Celebrate service of the community**

Seamless Solid Waste Service: To provide a more seamless customer service experience, on October 1, 2020, the City began providing both a garbage and recycling container to each new resident as part of their City welcome package. **Core Value: 5H - Exceptional Service - Deliver results**

Implement Routing Software: Implement Samsara to optimize both Commercial and Residential Routes.

Diversify Solid Waste Fleet: Diversify the Solid Waste Fleet and the Debris/Bulk pick up operations by adding a route assist to the newly purchased vehicles.

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ESTIMATED
FY2022

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021

	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 35.60	\$ 40.89	\$ 56.56	\$ 52.05
Garbage collected (tons) Commercial	N/A	N/A	15,308	15,500
Garbage collected (tons) Residential	N/A	N/A	14,834	15,000
Residential Bulk collected (tons)	N/A	N/A	3,025	3,200
Residential Brush collected (tons)	N/A	N/A	6,701	6,800
Roll Off - Brush collected (tons)	N/A	N/A	151	150
Roll Off - Construction Debris collected (tons)	N/A	N/A	2,101	2,000
Recycling collected (tons) Commercial and Residential	N/A	N/A	3,824	3,500

COMMERCIAL COLLECTION

The City provides garbage collection to commercial establishments, multi-family units and other entities requiring waste collection services. There are four commercial drivers, 1 diversified operator and one Crew Leader that provide this service six days a week (Monday through Saturday). The Crew Leader is responsible for ensuring the maintenance of existing containers and prepares new containers for service and delivery to new customer locations.

Roll Off Operation - The Roll Off Operation is an extension of the Commercial Collection services that are provided. A roll-off vehicle is used for the delivery and collection of containers used by homeowners, multi-family units and businesses for the purpose of disposing of brush, construction and demolition waste (C & D).

PROPRIETARY FUND: SOLID WASTE FUND - Commercial Collection 401-09-306	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 634,460.40	\$ 733,630	\$ 640,168	\$ 708,977	\$ 708,977
Operating Services	1,198,181.14	1,290,804	1,255,400	1,455,650	1,318,650
Operating Budget	\$ 1,832,641.54	\$ 2,024,434	\$ 1,895,568	\$ 2,164,627	\$ 2,027,627
Capital	-	439,014	439,014	30,000	30,000
Capital Depletion Reserve	-	200,081	200,081	168,125	168,125
Budget Allocation	\$ 1,832,641.54	\$ 2,663,529	\$ 2,534,663	\$ 2,362,752	\$ 2,225,752
Authorized Positions FT	8.10	9.10	9.10	9.10	9.10

Capital Detail

6 Yard Vertical Compactors	\$ 30,000
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RESIDENTIAL COLLECTION

Residential collection is comprised of three sections:

Residential Garbage: The City provides once-a-week garbage collection to residents. Currently collection is accomplished with 5 trucks. This operation was previously comprised of two driver/collectors on each route/truck, however the fleet has diversified to automatic side load collection vehicles that require only one driver. The residents roll out their 95 gallon garbage carts curbside and the cart is emptied by a semi-automated or automated truck. This method reduces the potential for injury to the staff member.

Residential Junk/Yard Waste: The City provides once-a-week junk/yard waste collection to residents. Junk and Yard Waste are separated by the resident and placed curbside to be collected by one of Seven Trashmaster drivers.

Residential Recycle: The City provides a once-a-week recycling collection to residents. Household recycling is collected from 65 gallon roll cart containers using fully automatic trucks and transported to a Materials Recovery Facility.

PROPRIETARY FUND: SOLID WASTE FUND - Residential Collection 401-09-307	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 1,334,430.28	\$ 1,415,478	\$ 1,401,082	\$ 1,740,576	\$ 1,740,566
Operating Services	2,475,745.34	2,054,112	2,625,150	3,095,766	3,164,766
Operating Budget	\$ 3,810,175.62	\$ 3,469,590	\$ 4,026,232	\$ 4,836,342	\$ 4,905,332
Capital	-	650,000	656,411	1,011,783	-
Capital Depletion Reserve	-	261,016	261,016	566,609	566,609
Budget Allocation	\$ 3,810,175.62	\$ 4,380,606	\$ 4,943,659	\$ 6,414,734	\$ 5,471,941
Authorized Positions FT	25.30	25.30	25.30	30.30	30.30

Capital Detail

Automated Side Load Trucks	\$ 1,011,783
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STORMWATER AND LAKES MANAGEMENT

Stormwater and Lakes Management consist of 2 separate divisions, Stormwater Quality and Stormwater Quantity.

The Natural Resources Division also known for Stormwater Quality consists of 4 budgeted full time employees and 1 part time employee that are responsible for all City programs and projects related to water resource management and quality of our natural resources, primarily lake water. Historically, most of the City's efforts focused on stormwater treatment as a lakes protection priority, but recent efforts have shifted to ensure a balanced approach in how the City manages water quantity for lakes, water supply, flooding, natural habitat and water quality. The new strategy is to manage water as one system, not several separate systems, which presents challenges since only a few other communities in the nation are integrating water resource management in such detailed fashion.

The Drainage Division is known for its efforts to improve Stormwater Quantity. This program operates with a staff of 9 full-time employees. The Unit is responsible for the maintenance and repair of approximately 35 miles of the City's stormwater conveyance systems that include 1,780 drainage structures (i.e. catch basins, manholes, inlets, spillways and other drainage structures) to help eliminate flooding of streets, homes and businesses. Routine sweeping of the City's main roadway arteries, downtown streets and City parking lots is also funded by this cost center. This unit is in the midst of a significant transition including restructuring staff, an updated inventory and improved workflow. It is anticipated that by next year workload indicators will be updated to better track level of service.

MISSION: Provide excellent customer service in the action of proactively maintaining the local stormwater system to prevent flooding and erosion, while reducing negative water quality impacts to lakes and encouraging hydrologic restoration through active stormwater management.

BEST PRACTICES:

Construction of the Lake Conine Treatment Wetland to take the last major stormwater outfall to the chain of lakes offline.

Creation of an Interactive Digital Lakes Report that is both technical and approachable.

319 Grant funded effort to improve the ability of the development community to implement Sustainable Low Impact Green Development Practices related to water quality.

Continued evolution of Street Sweeping Program to help make Winter Haven the cleanest City in Polk County.

Continued evolution of storm water inspection program to improve the efficiency of the City of Winter Haven's storm water assets.

Development of an updated and non-static Water Quality Management Plan to address new Total Maximum Daily Loads for the Southern Chain of Lakes.

PROPRIETARY FUND: STORMWATER FUND - Stormwater Drainage 404-08-299	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 391,657.43	\$ 507,128	\$ 426,606	\$ 557,060	\$ 557,060
Operating Services	212,253.28	280,593	274,658	296,029	283,029
Operating Budget	\$ 603,910.71	\$ 787,721	\$ 701,264	\$ 853,089	\$ 840,089
Capital	-	16,950	18,000	236,480	-
Capital Depletion Reserve	-	11,427	11,427	73,176	73,176
Budget Allocation	\$ 603,910.71	\$ 816,098	\$ 730,691	\$ 1,162,745	\$ 913,265
Authorized Positions FT	8.10	8.10	8.10	8.90	8.90

Capital Detail

Linear Pipe Inspection Vehicle	\$ 223,480
Mulch Head Attachment (50%)	13,000
	<u>\$ 236,480</u>

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 15.22	\$ 13.48	\$ 16.30	\$ 25.95
Drainage Maintenance and Improvement Tasks	N/A	N/A	525	650

PROPRIETARY FUND: STORMWATER FUND - Stormwater Quality 404-08-300		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Personal Services		\$ 285,610.03	\$ 323,353	\$ 309,074	\$ 384,133	\$ 384,133
Operating Services		146,221.26	677,213	472,687	907,863	599,563
	Operating Budget	\$ 431,831.29	\$ 1,000,566	\$ 781,761	\$ 1,291,996	\$ 983,696
Capital		-	1,446,772	2,581,524	1,293,000	-
Capital Depletion Reserve		-	2,403	2,403	3,921	3,921
	Budget Allocation	\$ 431,831.29	\$ 2,449,741	\$ 3,365,688	\$ 2,588,917	\$ 987,617
Authorized Positions FT		3.80	3.80	3.80	4.80	4.80
Authorized Positions PT		1.00	1.00	1.00	1.00	1.00

Capital Detail

CIP Projects	\$ 1,280,000
Mulch Head Attachment (50%)	13,000
	<u>\$ 1,293,000</u>

**KEY PERFORMANCE MEASURES / WORKLOAD
INDICATORS**

	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 6.88	\$ 9.64	\$ 75.10	\$ 57.77
Education-Outreach Programs	18	7	11	25
Education-Outreach Program Participants	819	792	350	500
Street Sweeping Miles Swept	4,965	4,365	2,447	3,000
Street Sweeping Debris Collected (cubic yards)	1,188	1,272	1,204	6,097

FLEET MAINTENANCE DIVISION

Fleet Maintenance currently has a staff of 11 full time and 1 part time employees. Most fleet team members have well in excess of 10 years of service coupled with ASE Certification. At least one team member has achieved ASE Master Service Technician distinction.

The City of Winter Haven possesses a large inventory of motorized vehicles and equipment, which is a significant investment on the part of the community served. The Fleet Maintenance Division repairs and maintains the City's fleet. The City's fleet is mechanically and financially sound. Fleet Maintenance staff maintains a wide variety of equipment including mowers, tractors, construction equipment, refuse trucks, police patrol vehicles, fire engines, and occasionally boats within the City's fleet. The vehicle to mechanic ratio is approximately 120-1 and the diversity of equipment maintained by the City's fleet mechanics is not found in private sector repair facilities.

The FY22 Budget for this division is \$3,008,005, which is \$230,129 higher than FY21 Budget. The increase is due to multiple factors including the addition of an full time Mechanic I position and an increase in cost for parts and fuel.

To ensure vehicles are serviced on a scheduled basis, a preventative maintenance program is in place; this program aids in prolonging vehicle life and its safe functionality. Simultaneous with the routine inspection and service performed at scheduled intervals, vehicle concerns discovered during this time are immediately repaired, so down time is minimized or avoided in its entirety.

Sustainability undertakings within this unit include the recapping of tires, transitioning to a citrus based parts washer cleaner, and the recycling of anti-freeze, oil filters, batteries, and scrap metal. The City is presently recognized by the state as a used-oil recycling collection facility.

Staff continues to explore ways to provide additional reductions while maintaining an acceptable service level. As vehicles are replaced, a review process is utilized to determine if downsizing or other energy conservation means are appropriate. The end goal is to provide a vehicle that fits the job.

MISSION: Fleet provides a thorough and consistent professional level service in maintaining the 500+ vehicles and equipment utilized by various departments to enable them to perform and serve residents.

BEST PRACTICES:

The Shop Supervisor and Superintendent have worked hard to build relationships interdepartmentally and learn how they support the various operations. This has lead to improved efficiency, increased PM's, and reduction in major breakdowns. **Core Value: 1B - Integrity/Respect - Work as a united team**

Fleet Internship Program started to build relationships as part of succession planning. Recruiting efforts at Vocational Schools resulted in filling (2) apprentice positions.

Core Value: 3B - Inclusive - Cross-functional teamwork regularly applied

Fuel Management Software creates efficiency and provides better quality service to customers in regards to offsite fueling.

INTERNAL SERVICES FUND: MOTOR POOL FUND - Fleet Maintenance 502-03-907	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 499,919.99	\$ 785,541	\$ 654,700	\$ 815,177	\$ 815,177
Operating Services	1,350,769.89	1,516,748	1,512,624	1,861,448	1,823,648
Insurance	173,583.00	191,541	191,541	195,875	195,875
Operating Budget	\$ 2,024,272.88	\$ 2,493,830	\$ 2,358,865	\$ 2,872,500	\$ 2,834,700
Capital	-	65,000	65,000	65,000	75,000
Capital Depletion Reserve	-	-	-	4,430	4,430
Non-Departmental	273,678.91	219,046	219,046	66,075	66,075
Budget Allocation	\$ 2,297,951.79	\$ 2,777,876	\$ 2,642,911	\$ 3,008,005	\$ 2,980,205
Authorized Positions FT	9.10	10.10	10.10	11.10	11.10
Authorized Positions PT	1.00	1.00	1.00	1.00	1.00

Capital Detail

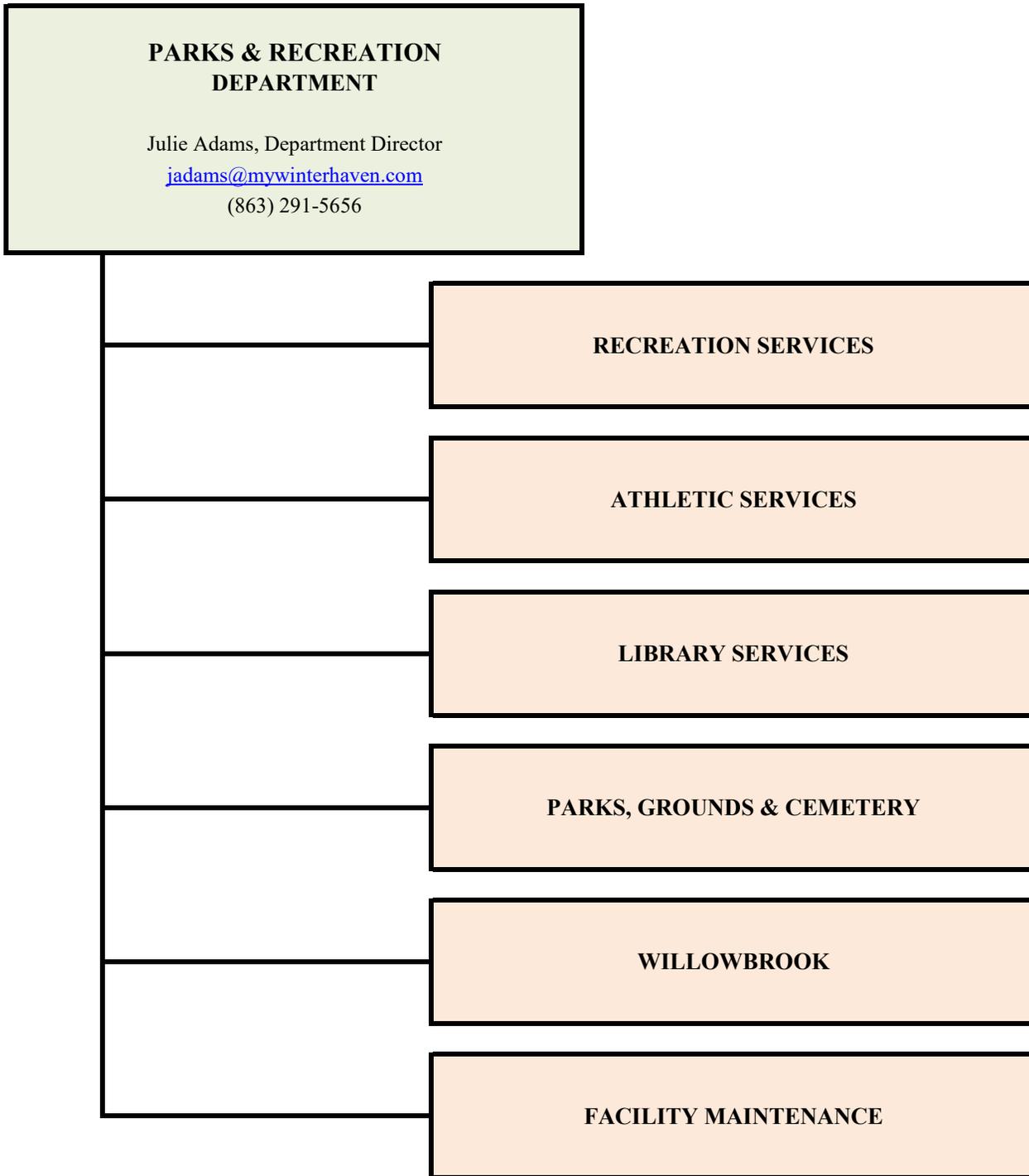
Parts Storage Building	\$ 30,000
Fuel Truck (Capital Depletion Shortage)	35,000
	<u>\$ 65,000</u>

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita*	\$ 58.67	\$ 51.28	\$ 58.97	\$ 67.12
Vehicles and equipment maintained	over 460	over 575	over 500	over 500
Repair Orders written	\$ 2,811	\$ 2,627	\$ 2,484	2,650
Repair Orders completed	2,818	2,588	2,538	2,650
Man hours billed	6,169	5,363	5,109	6,100
Outside parts utilized (value)	\$ 286,021	\$ 283,319	\$ 293,832	\$ 300,000
Outside services utilized (value)	\$ 139,610	\$ 120,411	\$ 189,238	\$ 180,000
Inventory received (value)	\$ 228,536	\$ 291,528	\$ 270,675	\$ 275,000
Inventory issued (value)	\$ 226,041	\$ 274,684	\$ 284,134	\$ 275,000
Gasoline dispensed (gallons)	168,283	168,350	173,270	180,000
Diesel fuel dispensed (gallons)	133,528	141,507	176,320	180,000
Vehicles orders	\$ 39	\$ 58	\$ 36	\$ 35
Vehicles received	29	60	50	35
Vehicles declared surplus	\$ 25	\$ 38	\$ 21	\$ 20
Vehicles sold at auction	\$ 32	\$ 37	\$ 14	\$ 15

*Based on total Operating and Non-Departmental expenses

PARKS, RECREATION & CULTURE DEPARTMENT ORGANIZATIONAL CHART



The Department is committed to building the community by promoting inclusive opportunities that foster social health and wellness through innovation, professionalism, exceptional customer service, integrity and diversity for all. The core element is to provide safe, clean, places and spaces for the community.

The Department employ 85 full-time and 71 part-time employees and is responsible for all City sponsored and co-sponsored recreational activities, community athletic programs for youth and adults, Willowbrook Golf Course, park and facility planning/construction, and the day-to-day operation and maintenance of a variety of community centers, City facilities and public parks. It is also responsible for the grounds maintenance at various City facilities and along numerous roadways throughout Winter Haven. The Department oversees 36 parks that account for 415 acres of developed parklands.

GENERAL FUND: Parks & Recreation Administration 001-07-700		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Personal Services		\$ 223,014.66	\$ 461,178	\$ 429,540	\$ 473,541	\$ 473,541
Operating Services		98,633.78	69,924	43,544	262,119	112,124
	Operating Budget	\$ 321,648.44	\$ 531,102	\$ 473,084	\$ 735,660	\$ 585,665
Capital		142,000.00	-	-	7,500	-
Capital Depletion Reserve		2,769.96	2,721	2,721	2,704	2,704
	Budget Allocation	\$ 466,418.40	\$ 533,823	\$ 475,805	\$ 745,864	\$ 588,369
Authorized Positions FT		2.85	4.85	4.85	4.85	4.85

Capital Detail

Canopy Tent \$ 7,500

MISSION: The Mission for Parks, Recreation & Culture is simple: Safe-Clean-Green-Service Driven. It is the goal of the Department's employees to exemplify these characteristics in their actions, facilities, services and products, this branding Winter Haven as a Safe-Clean-Green-Service Driven community and a benchmark of excellence for residents, businesses and visitors alike.

GOALS & OBJECTIVES:

CORE VALUES

1- Develop, implement and evaluate recreation programs and venues for all ages, abilities and areas of interest.	3I - Inclusive - Celebrate diversity in people and cultural events
2- Implement the priorities and objectives of the Parks, Recreation and Open Space Master Plan.	
3- Work directly with local civic organizations, neighborhood associations, boards, committees and user groups to ensure community recreation needs are identified and addressed.	3E - Inclusive - Citizen involvement and neighborhood engagement
4- Provide leadership and direction in the provision of leisure, park and recreation services.	

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

Annual Cost per Capita	\$ 6.19	\$ 10.41	\$ 10.11	\$ 15.85
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Current Issues/Challenges and Solutions

Communicating with those residents not familiar with City services continues to be a challenge. In order to broaden the communication strategy, staff has begun placing flyers and information in places that residents frequent such as restaurants, businesses, etc. Staff also provides information blasts on the City's Parks & Recreation Facebook and Twitter pages.

The City has hosted and/or coordinated logistics for over 180 special events. These events range in size from 100 to approximately 30,000, and are as short as two hours while others span three days.

Generating revenue or recovering costs for events remains a challenge. Staff continues to seek out sponsorship opportunities for programming and youth activities.

The value of in-kind services for special events is estimated to be in excess of \$200,000 taking into consideration staff time (including the re-assignment of Parks & Recreation personnel to work events), facility use fees, equipment rental fees and utilities.

Major in-house events for the coming year include Ghoul's Night Out, Snow Central, The Florida Outdoor Sculpture Invitational, Hoppin' Hunt, Rockin' Freedom Fest, Food Truck Wars and Sizzlin Smokin BBQ.

Major Projects and Initiatives in FY 2021/2022:

Dr. Martin Luther King Jr. Park Phase II (\$1,592,805.71): Under Construction - The final phase of Dr. Martin Luther King Jr. Park is under construction. The project includes a new restroom/concession building with an accessible observation deck, ADA sidewalks, new stage, accessible water entry for adaptable water events, new fishing pier, picnic areas, new Dr. King Monument & Education Area. The improvements tie into the new South Lake Silver Drive Complete Street Project and newly renovated amphitheater. The project should be completed by early 2022.

Lake Elbert Trail (\$2,350,000): Underway - Property acquisitions for this project have occurred over the past year resulting in approximately 90% of needed properties acquired. The 1.6 mile trail will start design in Fall/Winter 21/22 and it is expected to be under construction by late 2022.

Winter Haven Recreational & Cultural Center Renovation (\$10.5 Million): This project will feature a complete redevelopment of the WHRCC Site including a new recreation center with a library/technology component, double gymnasium, fitness area, meeting/rental area, recreational program space, splash pad, new aquatic venue, new playground & outdoor basketball courts, great lawn for events, parking, new access, landscaping and site amenities. The project is currently under design and is anticipated to start construction by mid 2022.

Chain of Lakes Park Phase II (\$8 Million): This project will include the redevelopment of the existing stadium and baseball fields at the Park. The new design is expected to include a new baseball complex, lakefront pathway, shoreline enhancements, parking, concession/restrooms, multipurpose fields, playground and other site amenities. This project is currently under design and is being partially funded by Polk County.

Sertoma Park Baseball Upgrades (\$2,915,705): The project started construction in September 2021 and includes the complete renovation of the baseball complex including new field dimensions, drainage upgrades, fencing, dugouts, turf, LED Lighting, lakeside sidewalks, lakeshore clearing and other generally upgrades. The project is expected to be completed by March 2022.

Lake Maude Recreation Complex Phase II (\$1.8 Million): Lake Maude Recreation Complex Phase I was completed in 2019 and included a lighted youth football field stadium, concession/restroom building, lighted multipurpose/practice field, playground, parking, picnic facilities and site amenities. The Phase II project will add two lighted youth baseball fields, a multipurpose field, additional parking, connecting pathways and site amenities. An RFQ for Design Build Services will be released in November 2021, with construction anticipated to start by late Spring/early Summer 2022.

Lake Conine Nature Park Recreation Elements (\$1.9 Million): Construction of the 32 acre wetland restoration project concluded in 2021. This phase will include recreational amenities on the site including trails, boardwalks, fishing area, kayak launch, picnic areas, parking area, playground, restroom building, educational signage, trail connection to the Chain of Lakes Trail and other amenities. An RFQ for design build services was released in October 2021. Design is anticipated to start in early 2022 with construction commencing by late 2022. A FRDAP Grant was submitted to help fund this project in October 2021.

Southeast Pocket Park (\$500,000): This project includes the build out of the pocket park at the Fire Station 3 Site in southeast Winter Haven. The first phase is complete with a dog park and this phase will include a playground, restroom, picnic facilities and site amenities. The project is expected to be completed by mid 2022.

South Lake Howard Nature Park Expansion (\$TBD): An adjacent parcel was purchased primarily for stormwater and drainage upgrades similar to SLHNP. PRC is working with PW on planning recreational amenities to compliment the site which would include trails, playground, outdoor classroom, picnicking, parking area, kayak launch, boardwalks and other amenities. A FRDAP Grant was submitted in October 2021 to help fund this project.

RECREATION SERVICES UNIT

Recreation Services is comprised of the Winter Haven Senior Adult Center, the Chain O' Lakes Complex, the Winter Haven Recreational & Cultural Center (WHRCC) and Rentals at Rotary Park, rental and operation of The Florida Citrus Building, Lions Park and the Woman's Club. The Unit is responsible for the day-to-day operations at each facility and all related programming including after school, summer youth activities, instructional classes, and facility rentals.

Current Issues/Challenges and Solutions

The Unit's greatest challenge continues to be increasing marketing and revenues. The solution includes using a varied approach to marketing, ensuring the provision of services desired by the public and providing exceptional customer service.

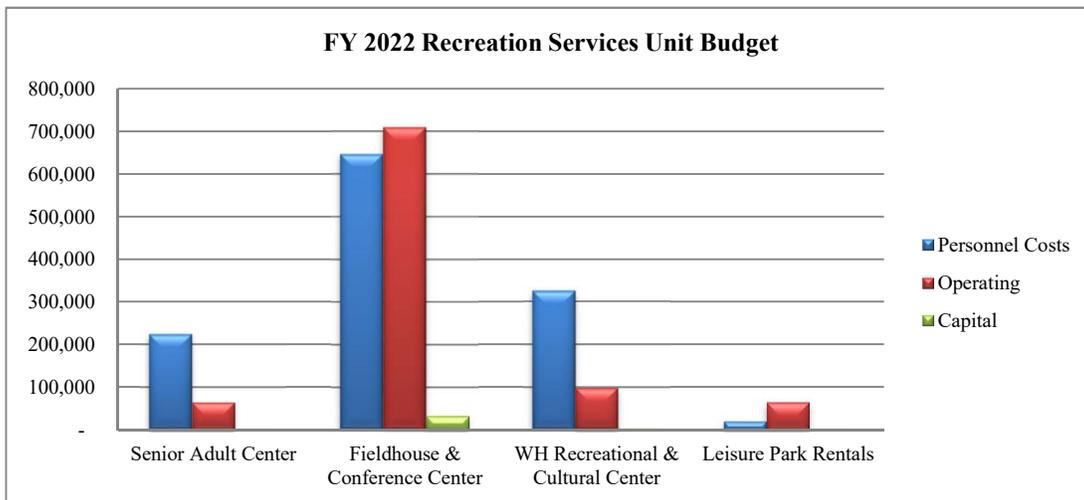
Maintaining aging facilities has become an issue - funding is minimal making updates to facilities challenging. The solution is to continue to request funds and seek out partners within the community.

Increasing amounts of work with decreases in staffing have become a challenge. Staff is looking for creative and efficient ways to handle the work load including through the use of volunteers.

Determining what the community wants and needs has been challenging. Staff will implement a survey system to help guide staff to meet their needs. Additionally, working to partner with outside organizations such as, the Winter Haven Chamber and Main Street Winter Haven.

FY21 BUDGET

	Personnel Costs	Operating	Capital		
Senior Adult Center	\$ 223,382	\$ 64,689	\$ -		
Fieldhouse & Conference Center	\$ 646,309	\$ 708,909	\$ 32,839		
WH Recreational & Cultural Center	\$ 324,976	\$ 98,404	\$ 3,276		
Leisure Park Rentals	\$ 19,652	\$ 63,743	\$ -		
	<u>\$ 1,214,319</u>	<u>\$ 935,745</u>	<u>\$ 36,115</u>	=	<u><u>\$ 2,186,179</u></u>



GENERAL FUND: Senior Adult Center 001-07-704	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 220,862.35	\$ 218,040	\$ 216,666	\$ 223,382	\$ 223,382
Operating Services	46,728.49	73,539	49,819	64,689	71,689
Operating Budget	\$ 267,590.84	\$ 291,579	\$ 266,485	\$ 288,071	\$ 295,071
Capital	-	-	-	-	-
Budget Allocation	\$ 267,590.84	\$ 291,579	\$ 266,485	\$ 288,071	\$ 295,071
Authorized Positions FT	3.00	3.00	3.00	3.00	3.00

MISSION: The Recreation Services Unit commits to improving the social health and wellness of the community by providing affordable, diverse, innovative and inclusive programs for all ages in safe and clean facilities with exceptional customer service.

GOALS & OBJECTIVES:	CORE VALUES
1- Evaluate and expand leisure programs that are cost effective for seniors.	2B - Financial Stewardship - Strong stewards of resources and time
2- Increase marketing efforts for facility rentals and programs.	
3- Expand recreation programming and opportunities to the active senior.	
4- Maintain a resource file of local and government agencies that provide assistance and services to seniors.	4F - Visionary - Engage with outside partners regarding trends and approaches
5- Continue to work with Age Friendly Winter Haven to implement the Age Friendly Action Plan.	4F - Visionary - Engage with outside partners regarding trends and approaches

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 5.66	\$ 5.97	\$ 5.66	\$ 6.12
Instructional participants	9,257	2,442	3,541	7,000
Fellowship Dining participants	16,047	3,920	1,400	10,000
Senior Center programs	932	249	572	932

Note: Senior Center facility includes approximately 8,060 square footage

Winter Haven Senior Center off Lake Silver Drive



GENERAL FUND: Fieldhouse & Conference Center 001-07-705	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 788,738.68	\$ 599,600	\$ 577,597	\$ 646,309	\$ 646,309
Operating Services	487,707.34	755,862	621,374	708,909	708,909
Operating Budget	\$ 1,276,446.02	\$ 1,355,462	\$ 1,198,971	\$ 1,355,218	\$ 1,355,218
Capital	7,295.00	40,000	-	30,000	-
Capital Depletion Reserve	11,520.96	6,256	6,256	2,839	2,839
Budget Allocation	\$ 1,295,261.98	\$ 1,401,718	\$ 1,205,227	\$ 1,388,057	\$ 1,358,057
Authorized Positions FT	13.00	7.50	7.50	7.50	7.50
Authorized Positions PT	22.00	19.00	19.00	19.00	19.00

Capital Detail

Scissor Lift	\$ 30,000
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MISSION: The Recreation Services Unit commits to improving the social health and wellness of the community by providing affordable, diverse, innovative and inclusive programs for all ages in safe and clean facilities with exceptional customer service.

GOALS & OBJECTIVES:

CORE VALUES

1- Evaluate and expand leisure programs that are cost effective for all ages.	
2- Maintain all contractual agreements with Theatre Winter Haven, Ridge Art Association, Lakeland Magic and program instructors. Pursue additional partnership opportunities.	4F - Visionary - Engage with outside partners regarding trends and approaches
3- Implement a quality summer program that is both safe and fun for children by ensuring staff are properly trained and proper procedures are followed.	
4- Improve marketing efforts by providing the community with quality rentals, program brochures and other electronic marketing outlets.	
5- Continue to partner with outside Divisions and Organizations to provide community wide recreational opportunities.	2G - Financial Stewardship - Interdepartmental coordination and communication

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

Annual Cost per Capita (excludes non-dept. costs)	\$ 18.27	\$ 28.90	\$ 25.62	\$ 29.51
Youth basketball participants	NA	NA	183	200
Instructional programs participants	1,610	NA	77	100
Drop In Use participants	N/A	1,366	15,670	18,000
Summer youth program	356	60	180	180

Note: Chain O'Lakes Complex building includes approximately 58,000 square footage
FY2020 participation effected by COVID pandemic

GENERAL FUND: Winter Haven Recreation & Cultural Center 001-07-709	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 256,348.83	\$ 291,775	\$ 257,453	\$ 324,976	\$ 322,976
Operating Services	77,393.96	107,434	68,169	98,404	98,654
Operating Budget	\$ 333,742.79	\$ 399,209	\$ 325,622	\$ 423,380	\$ 421,630
Capital Depletion Reserve	4,584.00	4,332	4,332	3,276	3,276
Budget Allocation	\$ 338,326.79	\$ 403,541	\$ 329,954	\$ 426,656	\$ 424,906
Authorized Positions FT	5.00	5.00	5.00	5.00	5.00
Authorized Positions PT	8.00	8.00	8.00	8.00	8.00

MISSION: The Recreation Services Unit commits to improving the social health and wellness of the community by providing affordable, diverse, innovative and inclusive programs for all ages in safe and clean facilities with exceptional customer service.

GOALS & OBJECTIVES:	CORE VALUES
1- Establish new and creative programming for the community.	
2- Continue to organize and implement instructional, athletic and cultural programs for the youth and adults of the community.	3H - Inclusive - Support citizens and community partners
3- Maintain facility and ensure it is available for community and private functions.	
4- Market new and established programs creatively to increase community awareness.	
5- Improve marketing efforts with the implementation of a quality rental brochure and other electronic marketing outlets.	
6- Provide safe, fun and excellent/affordable After School, School's Out and Summer Programs for Youth.	3G - Inclusive - Celebrate service of the community
7- After School Program participants will participate in the Get Fit Health and Nutrition Program.	3J - Inclusive - Collaborations for positive relationships

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 8.40	\$ 7.55	\$ 7.01	\$ 9.07
General recreation programs offered	28	15	30	35
General recreation program participants	2,336	405	426	1,000
General recreation program Drop In	8,450	5,607	4,457	7,000
Summer youth programs	356	2	123	300
After school program participants	117	327	79	60
After school program participants in Get Fit Program	60	83	52	60

Note: Winter Haven Recreational and Cultural Center building includes approximately 25,125 square footage

GENERAL FUND: Leisure Park Rentals 001-07-710		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Personal Services		\$ 15,949.80	\$ 16,874	\$ 16,521	\$ 19,652	\$ 19,652
Operating Services		27,776.98	80,073	50,700	63,743	56,243
	Operating Budget	\$ 43,726.78	\$ 96,947	\$ 67,221	\$ 83,395	\$ 75,895
Capital		-	200,000	200,000	-	400,000
	Budget Allocation	\$ 43,726.78	\$ 296,947	\$ 267,221	\$ 83,395	\$ 475,895
Authorized Positions PT		4.00	4.00	4.00	4.00	4.00

MISSION: The Recreation Services Unit commits to improving the social health and wellness of the community by providing affordable, diverse, innovative and inclusive programs for all ages in safe and clean facilities with exceptional customer service.

GOALS & OBJECTIVES:

- 1- Maintain rental and recreation facilities and improve marketing efforts by providing quality rental and program brochures and other electronic marketing outlets.
- 2- Recruiting more diverse events of quality and improve the special event application process by making it more transparent for applicants.

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 1.10	\$ 0.98	\$ 5.68	\$ 1.77
Summer Camp attendance (Rotary Park)	59	27	46	60
Facility rentals (all facilities)	481	272	349	600
Special events (all facilities)	204	70	102	175
Outdoor Pavilion rentals (all facilities)	40	17	39	45

Note: COL Rentals were significantly less for 2019 because the COL Complex was vacated for Field House Construction - set to open November 2019.

ATHLETIC SERVICES UNIT

The Athletics Unit is comprised of the Aquatics, Tennis and Activity Field sections. The Unit of 20 full-time and 32 part-time employees, is responsible for the development and implementation of a wide variety of athletic opportunities including swimming, tennis, adult softball, kickball, dodge ball and youth baseball, basketball and football programs. The Unit is also responsible for the coordination of tournaments and competitions and serves as a liaison with area youth sports leagues. The Unit continually works with these youth groups to help with background checks, establish operational policies and procedures and give guidance as needed.

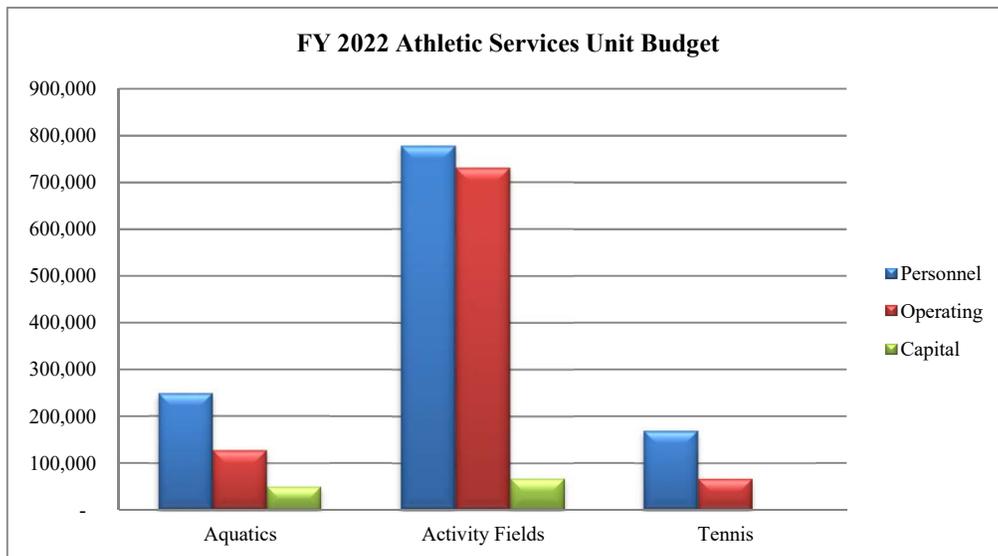
The Aquatics Section is responsible for the day-to-day operations of two municipal pools and Splash Pad as well as the training of all lifeguard and water safety personnel, swimming lessons for infants to adults, swim meet location for five local high schools and a variety of other aquatic opportunities. In addition, the unit also supports the Winter Haven Stingrays, partners with the Winter Haven Kiwanis Club to offer the “Every Child a Swimmer” Program and partners with various elementary schools to teach water safety programs.

The Tennis Section offers a full line of tennis services for all ages and abilities from 5 years old and up and beginner level to advanced. The facility hosts numerous tournaments each year, both sanctioned USTA and non-sanctioned for all ages.

The Activity Fields Section is responsible for the daily grounds and facility maintenance associated with the DiamondPlex Softball Complex, Polk State College baseball and Soccer Fields, Chain of Lakes Stadium, Sertoma Park football and baseball fields, Lake Maude Park and WHRCC ball fields. Staff performs maintenance for four football fields, five adult softball fields, seven youth baseball fields, one collegiate baseball field, three soccer fields and the Chain O' Lakes Stadium which includes the stadium field, five auxiliary fields, and one-half practice field. Staff is also responsible for the daily maintenance of the common grounds, buildings, and batting tunnels.

FY22 BUDGET

	Personnel	Operating	Capital
Aquatics	\$ 248,376	\$ 127,434	\$ 50,000
Activity Fields/ Stadium	\$ 777,848	\$ 730,485	\$ 67,148
Tennis	\$ 168,818	\$ 66,606	-
	<u>\$ 1,195,042</u>	<u>\$ 924,525</u>	<u>\$ 117,148</u>
		=	<u><u>\$ 2,236,715</u></u>



ATHLETIC SERVICES UNIT

GENERAL FUND: Aquatics 001-07-703	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 186,229.02	\$ 224,601	\$ 223,804	\$ 248,376	\$ 248,376
Operating Services	120,927.42	115,384	109,414	127,434	382,934
Operating Budget	\$ 307,156.44	\$ 339,985	\$ 333,218	\$ 375,810	\$ 631,310
Capital	-	-	-	50,000	-
Budget Allocation	\$ 307,156.44	\$ 339,985	\$ 333,218	\$ 425,810	\$ 631,310
Authorized Positions FT	2.00	2.00	2.00	2.00	2.00
Authorized Positions PT	24.00	24.00	24.00	24.00	24.00

Capital Detail

Pool Deck Shade Structure	\$ 50,000
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MISSION: The Aquatics Section is committed to enhancing the community's physical and social health by providing exceptional aquatic facilities, programs and instruction rooted in water safety and customer service.

GOALS & OBJECTIVES:

- 1- To implement new programs for all ages that meet the changing needs of the residents by providing a more comprehensive aquatic programming.
- 2- To provide premier aquatic facilities and staffing for residents.

KEY PERFORMANCE MEASURES / WORKLOAD

INDICATORS	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 7.78	\$ 6.85	\$ 7.08	\$ 9.05
COL Open swim participation	42,042	3,734	34,725	40,000
COL lesson participation	840	NA	930	1,000
WHRCC Open swim participation	2,325	NA	2,058	N/A *
WHRCC lesson participation	125	NA	29	N/A *

* WHRCC is scheduled to be closed due to construction during FY2022.

GENERAL FUND: Tennis 001-07-707		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Personal Services		\$ 147,452.34	\$ 160,500	\$ 161,880	\$ 168,818	\$ 168,818
Operating Services		49,097.64	66,606	60,919	66,606	66,606
	Operating Budget	\$ 196,549.98	\$ 227,106	\$ 222,799	\$ 235,424	\$ 235,424
Capital		1,412.04	1,417	1,417	-	-
	Budget Allocation	\$ 197,962.02	\$ 228,523	\$ 224,216	\$ 235,424	\$ 235,424
Authorized Positions FT		2.00	2.00	2.00	2.00	2.00
Authorized Positions PT		5.00	5.00	0.00	5.00	5.00

MISSION: The Tennis Section is committed to enhancing the community's physical and social health by providing exceptional facilities, programs and instruction rooted in customer service.

GOALS & OBJECTIVES:

- 1- To pursue mutually beneficial public/private partnerships.
- 2- Better promote services, programs and tournaments to the general public through service announcements, social media, flyers and brochures.

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 4.06	\$ 4.42	\$ 4.77	\$ 5.00
Open play participation hours	7,399	2,055	10,167	11,000
Tournament participation	77	50	930	1,000
Tennis lesson participation	1,558	157	1,703	1,800
Tennis league participation	670	175	647	700

GENERAL FUND: Activity Fields 001-07-711	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 682,598.36	\$ 739,871	\$ 680,918	\$ 777,848	\$ 777,848
Operating Services	627,091.51	703,478	656,738	730,485	726,485
Operating Budget	\$ 1,309,689.87	\$ 1,443,349	\$ 1,337,656	\$ 1,508,333	\$ 1,504,333
Capital	25,000.00	-	-	-	500,000
Capital Depletion Reserve	67,995.96	48,447	48,447	67,148	67,148
Budget Allocation	\$ 1,402,685.83	\$ 1,491,796	\$ 1,386,103	\$ 1,575,481	\$ 2,071,481
Authorized Positions FT	16.00	14.00	14.00	14.00	14.00
Authorized Positions PT	3.00	3.00	3.00	3.00	3.00

MISSION: The Activity Fields Section is dedicated to providing exceptional athletic facilities that promote healthy activity, opportunities for social interaction for both youth and adult users and contribute to the community's overall economic vitality.

GOALS & OBJECTIVES:	CORE VALUES
1- Maintain athletic fields and facilities in an effective and cost efficient manner that are used as a benchmark for other facilities.	
2- To provide creative athletic opportunities that meet the needs of residents and enhance their quality of life and leisure time.	5H - Exceptional Service - Deliver results
3- Reduce overtime and increase efficiency through flexible work schedules for events and tournaments.	2B - Financial Stewardship - Strong stewards of resources and time
4- Maintain and encourage exceptional customer service with all facility users.	5B - Exceptional Service - Respectful, honest, and genuine in all interactions

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 31.72	\$ 31.30	\$ 29.46	\$ 33.49
Adult softball registrants	1,500	900	1,501	1,600
Youth baseball registrants	550	200	431	500
Youth football/cheerleading registrants	361	160	511	500
Athletic field rentals & tournaments	37	16	34	35

Accomplishments:

DiamondPlex hosted 20 tournaments/field rentals including everything from Polk State College Softball, Senior Softball, Youth Baseball and Youth and Adult Softball. COL Park hosted 11 baseball tournaments/field rentals including the NAIA Collegiate Baseball tournament and the BOCC Polk County Schools Band/Choir competition. The RussMatt Baseball tournament which usually occupies the COL Complex during the month of March was cancelled due to Covid-19. Both facilities had dramatic decreases in tournament and field rentals due to Covid-19 Pandemic.

LIBRARY UNIT

By creating spaces and experiences to connect and engage the community, the Library invites people of all ages and from all walks of life to explore, discover and learn at the Library. The Library provides access to a large collection of physical materials including books, CDs, DVDs, audiobooks as well as a growing collection of digital materials such as eBooks, downloadable magazines and audiobooks.

LIBRARY SERVICES DIVISION

SPECIAL REVENUE FUND: LIBRARY FUND - Library 101-07-728	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 859,172.89	\$ 882,771	\$ 858,298	\$ 914,360	\$ 914,360
Operating Services	163,838.99	278,762	188,000	319,675	212,975
Operating Budget	\$ 1,023,011.88	\$ 1,161,533	\$ 1,046,298	\$ 1,234,035	\$ 1,127,335
Capital	42,637.38	52,500	50,000	52,500	55,000
Non-Departmental	773,985.30	797,425	797,425	649,864	649,864
Budget Allocation	\$ 1,839,634.56	\$ 2,011,458	\$ 1,893,723	\$ 1,936,399	\$ 1,832,199
Authorized Positions FT	14.15	14.15	14.15	14.15	14.15
Authorized Positions PT	3.00	3.00	3.00	3.00	3.00

Capital Detail

New Books \$ 52,500

MISSION:

The Winter Haven Public Library connects people with information, ideas and experiences to entertain, inspire, enrich and strengthen our community.

GOALS & OBJECTIVES:

- 1- Provide patrons with a knowledgeable, service oriented staff.
- 2- Create opportunities for the public to engage with new technologies.
- 3- Provide people with a strong popular materials collection.
- 4- Provide attractive, usable spaces for the public.
- 5- Engage people through high quality programming and services.

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED
FY2022

Annual Cost per Capita*	\$ 39.78	\$ 40.10	\$ 39.19	\$ 40.05
Program attendance	15,187	8,834	3,002	5,000
Number of Programs	663	426	181	297
Number of Meetings & Rentals	199	64	51	64
Library Visitations	537,099	342,178	309,704	350,000
Circulation Physical Collection / Digital Collection	281,258 / 47,460	265,341/69,510	243,249/74,312	260,000/75,000
Total Circulations	338,744	334,851	317,560	335,000
Library Cards Issued	4,415	1,864	2,309	3,500

*Based on total Operating and Non-Departmental expenses

Library Administration Unit:

The general oversight of operations including leadership and coordination of all respective work units, personnel and the budget at the Winter Haven Public Library is provided by the Library Services Director. Regular communications are provided to the Friends of the Library and the Library Board. As City representative for the Polk County Library Cooperative, the Library Services Director plans and recommends development of library services.

Public Services Unit:

Public Services Unit provides a broad range of programming and services to Library card holders and the community. The creation and implementation of cultural, education and leisure programs are initiated by the unit. Assisting users, registering new card holders, fielding account questions, handling money and providing general information are the main responsibilities associated with this work unit.

Information & Technology Services Unit:

The Information & Technology Services Unit helps people research questions, use Library databases and access e-learning resources. The Unit also offers a wide variety of technology courses.

Collection Development Services Unit:

The Collection Development Services Unit provides all cataloging of items into the online database so items can be searched and located easily. This unit is responsible for collection development and purchasing. Inter-library loan service, which allows patrons to request books from other Libraries, is also managed by this unit.

Youth Services Unit

The Youth Services Unit provides library service and programming to children and young adults. They also assist caregivers and children in funding reading and learning materials.

Current Issues and Solutions:

more circulation and patrons receiving their items more quickly. The issue is made more complicated because of the number of formats available. And just because a new format exists doesn't mean everyone has adapted it; the library has to buy each high-demand title in multiple formats. An example: we need to buy the same title as a physical book, large print book, audiobook, ebook, e-audiobook, and each format will more than likely have multiple people waiting to use. Library supervisors are learning new ways to look granularly at the collection - and move away from only using traditional methods to purchase books - becoming more flexible and timely in ordering what is in demand.

Accomplishments:

Winter Haven Public Library App: Our new app lets our patrons access your library anytime, anywhere. The library's physical and digital resources are available side by side. Users can download ebooks, magazines, and movies directly to their device. In addition, the app features a way to print from any mobile device wirelessly. Just print and pick it up at the library. Patrons can also manage their account – with tasks like putting items on hold, renewing, or checking out items.

Walk-Up Window: The library now has a full-service Walk-Up Window located on the north side of the library. Through the window, patrons can do anything that can be done inside the library like placing and picking up items on hold, picking up print jobs, making copies, sending faxes, registering for a library card, picking up weekly kids crafts, asking reference questions, and much more. The window is open extended hours for more convenience to our community. The window has proven popular not only for those who are hesitant to go into public spaces but also for those who are busy and like the convenience of accessing services without coming into the building.

Personal Shopper Service: This service is perfect for the busy reader on the go, the person who is home due to the pandemic, a student eager for more books but doesn't have a particular title in mind, or maybe someone who just doesn't know what to read next. Patrons simply fill out the Library's Personal Shopper Survey found on the website or Library app. The simple survey includes questions such as what genres the patron enjoys, the most recent books they have read, and who their favorite authors are. Our Librarians will then pull around six books that match their tastes. The books are bundled and packaged, and the customer is notified their books are ready to be picked up. It is fast and convenient.

PARKS & GROUNDS and CEMETERY UNIT

The Parks & Grounds Unit is responsible for the landscape maintenance at all City parks, most City facilities and numerous rights-of-way and roadway beautification projects throughout the City. It includes 18.70 employees who perform routine maintenance for approximately 415 acres of developed property.

Current Issues/Challenges and Solutions

One of the biggest challenges for the Parks & Grounds Unit is to maintain sites with the highest quality of work and efficiency. Staff continues to evaluate maintenance practices and procedures to provide quality care at all maintenance sites. Current maintenance practices continue to be fluid to allow for schedule adjustments, special event needs and unforeseen work demands. Biggest challenge currently is remaining full staff and meeting job expectations without effecting services and quality. To accomplish this staff continues to evaluate work processes and seek ways to increase work efficiencies.

Current and Pending Projects/Initiatives/Accomplishments

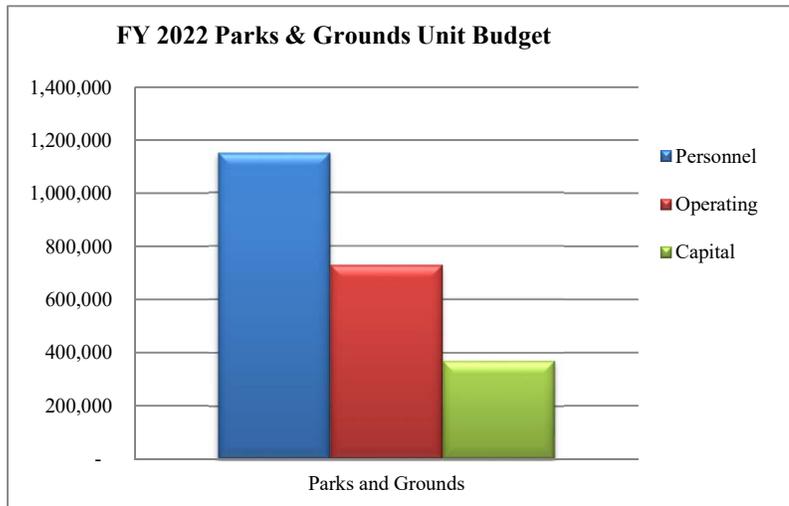
City Right-of-Way: The FY22 Budget includes \$7,500 for continuing efforts to replace landscape materials and elated special projects. Responsible for overseeing the contractual services for CSX Intermodal Drive Maintenance, \$30,000.

Tree Replacement Program: The FY22 Budget includes \$2,500 for the City tree replacement program.

City Park Amenities: The FY22 Budget includes \$225,000 Rotary Park playground resurfacing, \$95,000 to resurface South Lake Howard Nature Park, and \$60,000 for Rotary Park Asphalt Parking and \$4,000 for replacement of park amenity items.

Some of the major challenges for the Parks & Grounds Unit has been filling vacant positions, adjusting maintenance schedules to accommodate additional sites, and maintaining sites with limit alternative labor staffing. Existing staff adjusted routines to performed all the same maintenance duties including R.O.W's despite being down 20 Alternative Labor staff for approximately 11 months. Staff established a new maintenance schedule for the newly acquired Woman's Club along with the new Winter Haven Skate Park. Staff is also working with Straughn Trout Architects to develop a Downtown Streetscaping Evaluation and Recommendations for the downtown district.

	Personnel	Operating	Capital
Parks & Grounds	1,148,661	728,460	369,387
			2,246,508



GENERAL FUND: Parks & Grounds 001-07-312	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 972,396.73	\$ 1,111,597	\$ 943,977	\$ 1,148,661	\$ 1,148,661
Operating Services	506,811.57	685,275	584,660	728,460	668,460
Operating Budget	\$ 1,479,208.30	\$ 1,796,872	\$ 1,528,637	\$ 1,877,121	\$ 1,817,121
Capital	98,868.92	25,000	25,000	320,000	350,000
Capital Depletion Reserve	47,409.00	35,865	35,865	49,387	49,387
Budget Allocation	\$ 1,625,486.22	\$ 1,857,737	\$ 1,589,502	\$ 2,246,508	\$ 2,216,508
Authorized Positions FT	18.70	19.70	19.70	19.70	19.70

Capital Detail

CIP Projects \$ 320,000

MISSION: The Parks & Grounds Unit is dedicated to ensuring the public spaces of the community are efficiently maintained at a level that exceeds the citizens' expectations for safety and aesthetics.

GOALS & OBJECTIVES:

- 1- Provide enhanced landscape maintenance practices to include irrigation, nutrient management and pest control.
- 2- Design and construct new landscape projects in the City.
- 3- Provide landscaped areas that conserve and protect Florida's water resources.
- 4- Reduce overtime expenditures through flexible work schedule.
- 5- Provide exceptional customer service in all areas of responsibilities.

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

Annual Cost per Capita (excludes non-dept. costs)	\$ 34.72	\$ 33.01	\$ 30.37	\$ 39.90
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SPECIAL REVENUE FUND: CEMETERY FUND - Cemetery 107-09-311	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 277,926.52	\$ 336,059	\$ 279,291	\$ 301,372	\$ 301,372
Operating Services	137,037.12	121,100	100,660	121,645	121,645
Operating Budget	\$ 414,963.64	\$ 457,159	\$ 379,951	\$ 423,017	\$ 423,017
Capital	-	-	2,450	8,500	-
Capital Depletion Reserve	16,200.96	13,184	13,184	19,057	19,057
Non-Departmental	64,145.25	53,240	51,114	204,611	77,598
Budget Allocation	\$ 495,309.85	\$ 523,583	\$ 446,699	\$ 655,185	\$ 519,672
Authorized Positions FT	5.30	5.30	5.30	5.30	5.30

Capital Detail

Tilt Trailer \$ 8,500

MISSION: To provide memorialization of the deceased in a place of beauty and solace; giving consolation to families and individuals by meeting their final needs with compassion and dignity; and to perpetuate its life, as an active memorial park by offering traditional and alternative memorialization that will serve the public while conserving land and protecting the character of its landscape.

GOALS & OBJECTIVES:

- 1- Provide properly maintained burial plots.
- 2- Provide proper and correct interment procedures.
- 3- Provide plot marker sales and installations.
- 4- Advertise and promote sales of available lot and niche spaces.
- 5- Upgrade and improve irrigation in all cemeteries.
- 6- Strive to make all cemeteries aesthetically pleasing.
- 7- Develop computerized database for burial and sales information.
- 8- Update the City's website to include Cemetery service fees, rules and regulations and maps to each cemetery.

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita*	\$ 9.22	\$ 10.69	\$ 9.16	\$ 13.34
Cemetery services performed	201	203	246	255
Spaces sold	112	167	213	225
Niches sold	2	16	8	10
Grave markers sold	25	28	25	27

*Based on total Operating and Non-Departmental expenses

Spaces include standard spaces, cremation niches, infant spaces and mausoleum spaces where available

The Cemetery Unit provides funeral services for in-ground burials, cremations and mausoleums. Staff maintains five cemeteries: Oaklawn, Lakeside, Rolling Hills, Chris Brown and Lake Maude, totaling 75.8 acres.

The Unit operates as a Special Revenue Fund with a budget of \$541,774 and a staff of 5.30, including .30 of a Parks & Grounds Superintendent, one Supervisor and four field employees. The Unit also offers a variety of services to include selling of lots and niche spaces, markers and benches and arranging burial services. Other operations include landscape maintenance and gravesite opening and closing.

Current Issues/Challenges and Solutions

Cemetery Roadways: Tree root intrusion continues to be an issue within the City cemeteries. Staff has proposed resurfacing projects for Lakeside and Chris Brown Cemetery for FY 22. If approved, the resurfacing should reduce the amount of intrusion along the interior roads within the cemeteries. Due to limited grave spaces within the upright section of Rolling Hills Cemetery staff is proposing to open a new section.

Operational Costs: As previously mentioned staff is continually seeking ways to minimize cemetery operational costs. One area we have increase efficiencies is purchasing portable rolling service tents. Staff have been able to reduce time setting up service tents allowing them more time to prepare for services in other areas. Staff will purchase an additional rolling service tent during the current Fiscal Year.

Current and Pending Projects and Initiatives

The FY22 Budget includes \$4,000 for sectional markers at Lakeside Cemetery, \$4,500 for Portable Rolling Service Tent, \$2,000 for a new utility trailer for transporting of equipment. Staff has also implemented the use of new irrigation control devices that utilize the Bluetooth App.

Accomplishments:

Staff performed over 200 cemetery services, installed a new information board at Rolling Hills Cemetery, installed a new roof and painted the administration building, and installed conduit to the maintenance building for communication upgrades.

PROPRIETARY FUND: WILLOWBROOK FUND - Willowbrook 405-07-712		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Personal Services		\$ -	\$ -	\$ -	\$ -	\$ -
Operating Services		950,973.76	990,698	990,698	1,111,061	1,002,059
	Operating Budget	\$ 950,973.76	\$ 990,698	\$ 990,698	\$ 1,111,061	\$ 1,002,059
Capital		-	-	-	25,000	250,000
Capital Depletion Reserve		-	36,213	36,213	27,136	27,136
Non-Departmental		126,050.17	98,903	98,903	97,150	77,262
	Budget Allocation	\$ 1,077,023.93	\$ 1,125,814	\$ 1,125,814	\$ 1,260,347	\$ 1,356,457

Capital Detail

CIP Project	\$ 25,000
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MISSION: To enhance the physical, social and economic health of the community and become the premier municipal golf facility in Central Florida by providing exceptional service, quality playing conditions and an affordable golf experience.

GOALS & OBJECTIVES:

- 1- To develop innovative golf programs that provide opportunities for all community members to participate in the game of golf.
- 2- Expand marketing and promotional efforts by offering new events and programs to attract new golfers and increase play of existing players.
- 3- Continue to improve the condition of the course and focus on providing the best customer service.

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED
FY2022

Annual Cost per Capita*	\$ 22.29	\$ 24.03	\$ 23.16	\$ 25.68
Rounds of golf played	32,671	33,377	29,294	35,324
Paid green fee rounds played - Public	28,344	30,412	26,887	32,223
Total rounds played - ALL (Member, Outing, Public)	37,977	33,377	29,294	35,324
Revenue sales - Green fees	\$ 278,661	\$ 336,489	\$ 331,673	\$ 321,781
Revenue sales - Cart fees	\$ 246,683	\$ 248,479	\$ 188,701	\$ 251,344
Revenue sales - Driving range	\$ 23,050	\$ 25,336	\$ 21,654	\$ 29,744
Revenue sales - Golf cards/passes	\$ 50,792	\$ 58,103	\$ 43,592	\$ 59,654
Revenue sales - Pro-shop	\$ 37,977	\$ 47,348	\$ 55,039	\$ 46,445
Revenue sales - Food and soft drinks	\$ 66,981	\$ 64,081	\$ 58,174	\$ 75,452
Revenue sales - Beverages (alcohol)	\$ 51,510	\$ 34,963	\$ 36,083	\$ 48,358
Revenue sales - Dues income - monthly dues	\$ 40,319	\$ 26,756	\$ 24,361	\$ 28,447

*Based on total Operating and Non-Departmental expenses

Employee and operational duties at Willowbrook are currently being managed by Indigo Golf Partners.

Willowbrook Golf Course is Winter Haven's premier municipal golf facility. Opened for play in 1968, it offers 18 championship holes from four sets of tee markers, and plays from 5,345 yards to 6,450 yards. A combination of century old oaks and pines, strategically placed ponds, white sand bunkers, and dogleg holes provide a challenge for all levels of golfers.

The practice facilities include a full size golf range, putting green, practice bunker and short game chipping area.

The one level clubhouse has a well-stocked pro shop with a varied selection of balls, gloves, clothing, shoes, equipment, and accessories. The Grillroom is open daily with a menu of hot and cold sandwiches, snacks and beverages. Other amenities at Willowbrook include the USGA Handicap System, leagues for men and women, annual single and family memberships, tournaments such as the Father-Son Championship and City Employee Tournament. Willowbrook is also available to businesses and organizations for private outings and events.

Current Issues/Challenges and Solutions

The main challenges for Willowbrook are increasing revenues, improving fairway and tee conditions, continuing to provide top customer service and creating innovative programs to develop new golfers as well as increase the frequency of play by existing golfers. All of these challenges and the solutions to them are interrelated and improving any or all of them will result in increased revenues and better services to the public.

The condition of the greens has improved greatly in the past year, but other areas of the course, notably tees and fairways, must be improved if we are to continue providing good value and service to our customers. Improving overall conditions will bring more play and increase revenues.

The challenge of customer service at Willowbrook is not so much the concern with customer treatment, which is already good, but with providing more amenities, better-maintained common grounds, better equipment and cleaner facilities which is being actively pursued by Willowbrook staff.

Current and Pending Projects/Initiatives

Marketing Initiatives: Develop and emphasize the promotion of the course and available programs through electronic means, such as website, email and online tee time sales. Produce a high quality brochure for distribution to various media and visitor outlets. Partner with local businesses and citizen groups to host tournaments and outings.

Program Development and Opportunities: Expand the adult player development program Get Golf Ready by adding second level classes in addition to offering more first level classes. Introduce golf to community youth through two-week introductory classes in conjunction with other recreational activities.

Course Improvements: Concentrate course improvement efforts on fairways, green slopes and tees, which will entail insect treatment and growth of new grass in some locations.

FACILITIES MAINTENANCE DIVISION 501 - 03 - 906

The Facilities Maintenance Division repairs and maintains all or in part, a total of 386 buildings, airport hangars, pump houses and pavillions. The City of Winter Haven possesses a large inventory of public facilities, parks and recreation areas, which constitutes a large investment on the part of the community served. The Facilities Maintenance Division performs electrical, plumbing, roofing, painting, flooring, carpentry, renovations and construction work. Facility Maintenance manages contracts for HVAC, Fire Extinguisher, Alarm Monitoring, General Contracting and Pest Control Services.

The FY22 Budget for the Facilities Division is \$551,751. This reflects an increase of \$186,004 from FY21 primarily due to costs for new software and an increase in the amount of roof repairs that will be needed throughout the City in FY22.

INTERNAL SERVICES FUND: INTERNAL SERVICE FUND - Facility Maintenance 501-03-906	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 216,590.93	\$ 216,849	\$ 215,183	\$ 223,667	\$ 223,667
Operating Services	65,574.46	147,137	117,952	318,352	113,352
Internal Svc Charges	-	-	-	1,971	1,971
Operating Budget	\$ 282,165.39	\$ 363,986	\$ 333,135	\$ 543,990	\$ 338,990
Capital Depletion Reserve	-	1,761	1,761	7,761	7,761
Budget Allocation	\$ 282,165.39	\$ 365,747	\$ 334,896	\$ 551,751	\$ 346,751
Authorized Positions FT	3.00	3.00	3.00	3.00	3.00

- MISSION:** Maintain City's facilities ensuring:
- * Reliable, efficient and accurate job performance
 - * High-quality, cost effective maintenance services
 - * High standards of appearance for City's facilities
 - * Readiness and support for emergencies or disasters
 - * Efficiency and the prolonging of life of major City assets

GOALS & OBJECTIVES:

To provide cost effective repair and maintenance service to all city department facilities.

Quality maintenance service and the appearance of City facilities is this unit's focus. In this regard, a preventive maintenance and inspection program has been established and energy conservation measures instituted. Conservation measures include installing water saving devices and energy saving light bulbs and ballasts as maintenance is performed, installing programmable air conditioning and heating thermostats and as the need arises, replacing air conditioning units with more energy efficient equipment. Perform in-house projects to reduce cost. Continue to identify cost saving, conservation and efficiency improvements to the building maintenance program to ensure fiscal responsibility.

**KEY PERFORMANCE MEASURES / WORKLOAD
INDICATORS**

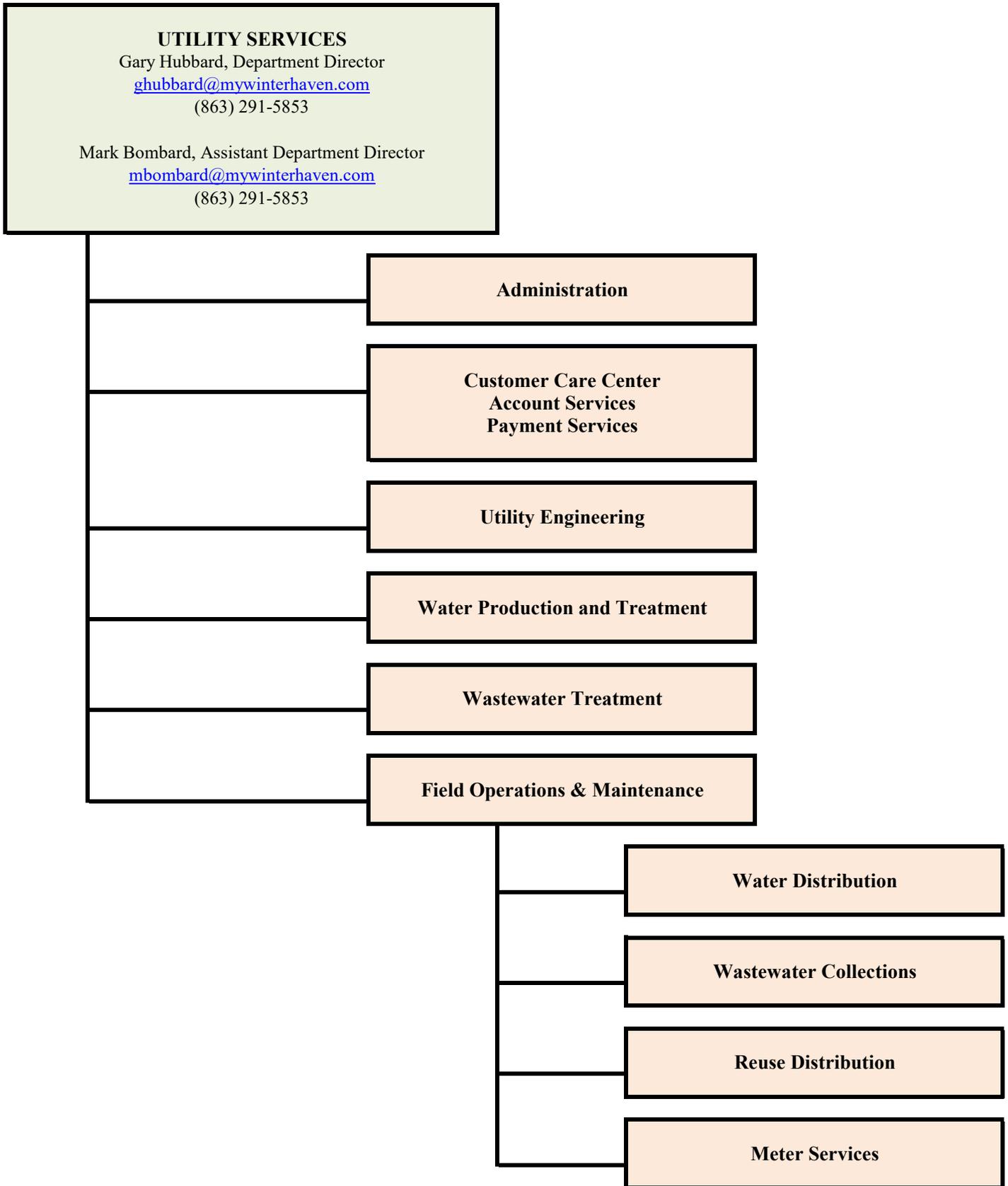
**ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED
FY2022**

Annual Cost per Capita (excludes non-dept. costs)	\$ 5.54	\$ 6.30	\$ 7.12	\$ 11.73
Building Repairs	\$ 362,067	\$ 548,470	\$ 569,532	\$ 478,471
Man hours billed	4,455	4,569	4,319	5,250
Facility Building Inspections	600	62	525	600
Maintenance Call - Out (After Hours)	116	100	65	60
Construct./Renov./Reroof Perform. and/or Oversight	19	18	23	25
Safety Committee Meeting Attendance / Safety	12	11	11	11
Outside materials utilized	\$ 49,546	\$ 61,802	\$ 63,164	\$ 65,000
Outside services utilized	\$ 201,158	\$ 372,430	\$ 398,393	\$ 300,000

Accomplishments:

Staff provided oversight and inspections for the roof replacement of Fairfax Water Plant, Federal Building, Sertoma Park Equipment building , Inwood Water Plant and Garden Grove Water Plant. They also provided oversight over the following projects/repairs: Concerned Citizens building- total remodel of the house located on 557 MLK Blvd, CDC - rerouted sewer lines to eliminate backups, Human Resources - remodeled office space in FCB, Fire Station #4 - remodel of Modular Home for temporary station and Garden Center - remodel.

UTILITY SERVICES DEPARTMENT ORGANIZATIONAL CHART



Department Objectives:

- Provide exceptional drinking water supply and wastewater treatment services in the most efficient, effective and sustainable manner possible using Smart City Initiatives.
- Improve the health and safety of area residents and natural ecosystems, while providing quality customer service.
- Manage the water supply, collection and treatment systems in an innovative manner that provides economic, social and environmental benefits to the community.

General Background:

The Winter Haven Water Department is made up of five primary Divisions: Administrative, Utility Engineering, Water Plants, Wastewater Treatment Plants, Field Operation & Maintenance, and Customer Services. There are 118 full-time and 4 part-time budgeted staff members that serve approximately 77,000 people in the Utility Service Area, which includes all of the 42,000 citizens inside the City limits. Residents generate approximately 34,000 utility accounts (these numbers fluctuate daily) that each have a water meter that is read monthly. The total Winter Haven Water budget for FY22 is \$48,811,909 of which includes \$19,985,000 Capital Improvement Plan. It also includes water and sewer charges, impact fees, service charges and grants. Winter Haven is located in a geologic region that has many lakes and is the headwaters to both the Floridan Aquifer system (where most of Florida receives its water supply) and the Peace River. Since almost every aspect of water resources in Winter Haven are interconnected, the City has adopted an integrated approach for water management that includes water supply, lake levels, stormwater, flooding, water quality, economic development and quality of life. The Sustainable Water Resource Management Plan, adopted by the City Commission in December 2010, provides significant direction for the management of this valuable asset. Efforts are underway to create a One Water Master Plan that will incorporate all aspects of water management. Utilities is also undergoing a transition into a data-driven/Smart Cities operation. Efforts are underway to collect information and establish software programs for billing, customer service, work orders, asset management and system processes.

PROPRIETARY FUND: UTILITY FUND - Customer Account Services 402-03-918	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 625,504.64	\$ 703,449	\$ 646,635	\$ 942,191	\$ 942,191
Operating Services	305,910.62	472,796	565,109	479,010	423,158
Operating Budget	\$ 931,415.26	\$ 1,176,245	\$ 1,211,744	\$ 1,421,201	\$ 1,365,349
Capital	-	80,000	-	-	81,000
Budget Allocation	\$ 931,415.26	\$ 1,256,245	\$ 1,211,744	\$ 1,421,201	\$ 1,446,349
Authorized Positions FT	11.00	11.00	11.00	17.00	17.00

Customer Service

The Customer Service Division consists of Account Services and Payment Services employing 16 full-time staff and is responsible for:

- Sending monthly bills that include water, sewer, garbage and stormwater fees;
- Coordinating the discontinuation of service based on failure to pay;
- Opening and closing approximately 14,200 accounts annually;
- Interacting with city customers on billing issues, including answering approximately 6,000 calls per month, and;
- Providing general customer service relations.

Significant emphasis has been placed on encouraging electronic payment methods that use e-mail, website, Text & Pay ; and electronic fund transfers. These methods of payment save considerable time, effort and expense, helping to keep water rates low.

Over 7,400 customers have had their services interrupted annually for non-payment. Within the last fiscal year, the customer base has sustained itself by having 6,617 accounts closed and 7,592 new accounts opened. This Division works closely with Engineering Services through the commercial application process.

MISSION: To assure courteous, accurate and timely responses to customer inquires. To assure timely and accurate billing and to coordinate customer's needs with this and other City departments/divisions.

GOALS & OBJECTIVES:

CORE VALUES

1- Provide exceptional service to our internal and external customers in a courteous, professional efficient manner.	
2- Compile information for new and terminated accounts.	
3- Receive all walk in, telephone phone calls, fax and email utility requests for service/assistance and distribute to proper staff for timely and accurate response.	5A - Exceptional Service - Timely responses
4- Receive all customer inquires, research accounts and follow up to resolution.	
5- Monitor delinquent accounts and water theft situations, take appropriate action.	2B - Financial Stewardship - Strong stewardsof resources and time
6- Receive, process, balance and deposit utility bill payments and other City monies.	2B - Financial Stewardship - Strong stewardsof resources and time
7- Prepare proper documentation and reports.	
8- Maintain a clean, orderly and pleasant work environment.	

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

Annual Cost per Capita (excludes non-dept. costs)	\$ 19.15	\$ 20.78	\$ 27.04	\$ 31.71
Number of utility customers (annual)	449,252	461,659	480,679	490,293
Annual water sales (gallon)	3,158,724,102	3,329,169,064	3,376,959,460	3,410,729,055
Annual non-metered water totals (gallon)	97,283,828	152,845,201	231,434,655	233,749,002
Work Orders processed	28,813	28,342	33,525	34,196
Average monthly number of utility bills	37,437	32,813	33,178	33,842
Average monthly utility bills prepared and emailed	17,086	13,609	1,303	13,569
Average monthly utility bills mailed USPS	28,697	26,406	30,541	29,930
Average monthly accounts terminated	545	512	551	562
Average monthly accounts activated	509	612	633	646
Average monthly accounts cut-off for non-payment	424	386	619	631
Customer payments manually processed (annually)	138,752	111,275	109,252	111,437
Email bills participants (annually)	203,191	163,220	159,641	162,834
Easy Pay Plan participants (annually)	68,242	23,275	NA	NA
Online bill pay participants (annually)	93,060	167,309	212,777	217,033
Text & Pay (annually)	500	1,191	1,022	1,042
EFT payment participants (annually)	51,281	53,230	51,853	52,890

TASKS:

- 1- Assist customers to establish and close utility service accounts, and water service turn on and turn off.
- 2- Provide excellent customer service and evaluate/address customer account concerns/inquiries.
- 3- Utility account billing – approximately 37,000 per month for regular, duplicate and final billing.
- 4- Utilize Easylink System to notify customers of returned utility payments, as well as those with delinquent account balances.
- 5- Impact fee auditing.
- 6- Records management (electronic scanning of historical records and documents).
- 7- Administer/manage developer agreements.
- 8- Promote/coordinate Customer Service “Going Green” initiatives (email billing, online bill pay, bank EFT, Auto Pay; Text & Pay).
- 9- Research / Identify unaccounted for water situations.

ACCOMPLISHMENTS:

- * Successfully made changes to Same Day Service; benefiting both customers and utility. **Core Value: 5H - Exceptional Service - Deliver results**
- * Final stages of migrating our new Customer Information System (CIS) software.
- * Account Services and Payment Services were combined into one cost center for FY 2021/2022.

Future Account & Payment Services Initiatives and Opportunities

We are transitioning to a New Customer Information Software (CIS) known as Tyler New World.

PROPRIETARY FUND: UTILITY FUND - Payment Services 402-03-920	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 180,039.51	\$ 197,475	\$ 235,373	\$ -	\$ -
Operating Services	30,415.62	47,474	48,049	-	-
Operating Budget	\$ 210,455.13	\$ 244,949	\$ 283,422	\$ -	\$ -
Capital	-	6,000	6,000	-	-
Budget Allocation	\$ 210,455.13	\$ 250,949	\$ 289,422	\$ -	\$ -
Authorized Positions FT	4.00	4.00	4.00	0.00	0.00

* Account Services and Payment Services were combined into one cost center for FY 2021/2022.

PROPRIETARY FUND: UTILITY FUND - Water Plants 402-08-301	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 1,016,149.42	\$ 1,036,405	\$ 1,010,658	\$ 1,050,607	\$ 1,050,607
Operating Services	1,299,591.25	1,463,634	1,456,928	2,370,922	1,925,922
Operating Budget	\$ 2,315,740.67	\$ 2,500,039	\$ 2,467,586	\$ 3,421,529	\$ 2,976,529
Capital	-	35,000	35,000	2,575,000	9,475,000
Capital Depletion Reserve	-	48,554	48,554	42,987	42,987
Budget Allocation	\$ 2,315,740.67	\$ 2,583,593	\$ 2,551,140	\$ 6,039,516	\$ 12,494,516
Authorized Positions FT	13.00	14.00	14.00	14.00	14.00

Capital Detail

CIP Projects	\$ 2,575,000
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The Water Plant Division is made up of one Manager, 2 Chief Water Plant Operators, 9 Water Plant Operators, one Maintenance Mechanic who operate and maintain 9 water supply, water treatment, storage tank and pumping facilities that chlorinate, aerate and pressurize the City's system. The quality of water supplies are regulated by the Florida Department of Environmental Protection (FDEP) and the water quantity is regulated by the Southwest Florida Water Management District (SWFWMD) through the water use permitting process. The City of Winter Haven routinely monitors for contaminants in drinking water according to Federal and State laws, rules and regulations. Ninety bacteria samples are collected each month to ensure a healthy system. An annual report is prepared and distributed to all utility customers based on the results of the monitoring. The report can be viewed on the City's website at the following address: http://www.mywinterhaven.com/water_quality_report.htm.

The water supply source for Winter Haven consists of 21 groundwater production wells in 9 locations throughout the community that withdraw from the upper Floridan Aquifer. Wells range from 600-850 feet deep. The Fairfax Water Plant and wellfield (near the DiamondPlex Ballfields) generates approximately 50% of the water produced by the City with the remainder coming from other facilities. SWFWMD regulates groundwater withdrawals from the aquifer through the City's Water Use Permit. The City is currently permitted a 12-month average of 14.06 Million Gallons per Day (MGD) from these 21 wells. Monthly water production averages from between 8 and 11 MGD depending on rainfall, temperature and irrigation demand. It is estimated that up to 40% of the City's water supply is used for irrigation.

MISSION: To provide the citizens of the greater Winter Haven area with safe high quality potable water efficiently with a strong customer focus and in compliance with regulatory mandates.

GOALS & OBJECTIVES:

CORE VALUES

1- To produce a sufficient supply of safe and aesthetically pleasing water for the needs of our customers.	
2- To maintain and effectively operate water treatment facilities.	2B - Financial Stewardship - Strong stewards of resources and time
3- To maintain the highest level of customer satisfaction by treating all in a professional and courteous manner.	5B - Exceptional Service - Respectful, honest, and genuine in all interactions
4- Meet and exceed local, state and federal regulations.	
5- Evaluate current and future needs and plan sufficient capacity to fulfill those needs.	5G - Exceptional Service - Proactive
6- Maintain a clean, orderly, efficient, pleasant, fair and safe work environment.	
7- Apply to SWFWMD for additional ground water withdrawals.	5G - Exceptional Service - Proactive
8- Conduct water audit.	
9- Promote water conservation initiatives.	
10- Maintain affordable water rates.	

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

Annual Cost per Capita (excludes non-dept. costs)	\$ 55.29	\$ 51.67	\$ 56.93	\$ 134.77
Cost per Gallon of Drinking Water Produced	\$ 0.0007	\$ 0.0007	\$ 0.0004	\$ 0.0006
Estimated service area population (Sept est.)	76,039	85,050	74,771	76,966
Total housing units (in Sept.)	29,359	32,835	35,605	36,650
Daily water usage average (million gallons)	9.543	10.138	10.138	10.738
Recorded annual rainfall (inches)	50.58	52.14	48.02	51.00

Current and Pending Water Plant Projects and Initiatives

Painting Elevated Tanks (\$4,000,000): This year, one of the City's elevated storage tanks will be painted according to industry standards and regulations. Design for upgrade of the Cypresswood Water Plant including new ground storage tank with aeration and the design of a new water production facility on Pollard Road adjacent to WWTP #3. New PLC at Winterset Gardens WTP.

Future Water Plant Initiatives and Opportunities

Water Conservation: Conserving water could postpone significant investment in large water supply infrastructure. Current estimates show that Polk County may have to invest up to \$320,000,000 in the next 20 years and pay an estimated \$20M annually to supply water for future growth unless significant water conservation practices are implemented. Measures being considered include; Florida Friendly Landscaping; low flow toilet and washing machine rebates; incentives for zero impact development; and an extensive education program. **Core Value: 5G - Exceptional Service - Proactive**

Water Reuse: A combined effort between the Water Supply and Wastewater Treatment Divisions is to create a reuse water supply system that can provide alternative water sources for irrigation and industrial purposes. Wastewater Treatment Plant No. 3 recently constructed a storage tank and pump station so that up to 4MGD of treated effluent is available to customers. Staff is working to find customers and construct the transmission mains to future development sites. **Core Value: 3C - Inclusive - Cross-functional teamwork regularly applied**

SUCSESSES FROM THIS PAST YEAR

- Painted (3) three elevated tanks.
- Completed Risk & Resilience Plan as well as Emergency Preparedness Plan required by EPA.
- Cleaned and inspected 400,000 gallon GST at Fairfax, replaced fuel day tank at Fairfax.
- Completed new bacteriological sample plan.

CHALLENGES FOR UPCOMING YEAR

- Rehabilitation of one more well to meet new standards.
- Reduce bacteriological sample failures.
- Complete risk and resilience projects.
- Replace the 12-inch flow meter at the Third Street and Ridge Vo-Tech plants.
- Replace the chlorine system at Fairfax.

FY22 CAPITAL PROJECTS:

- \$1,500,000** Cypresswood WTP
- \$300,000** Pollard Road WTP/Plan Review
- \$350,000** Polk/Auburndale Interconnect
- \$250,000** Dundee/Eagle Lake/Haines City Potable Interconnects
- \$100,000** Local Alternate Water Analysis
- \$75,000** Winterset Gardens aeration design

PROPRIETARY FUND: UTILITY FUND - Wastewater Treatment Plant #2 402-08-304	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 457,011.02	\$ 510,697	\$ 475,408	\$ 507,205	\$ 507,205
Operating Services	718,750.55	611,763	571,813	1,261,288	1,999,788
Operating Budget	\$ 1,175,761.57	\$ 1,122,460	\$ 1,047,221	\$ 1,768,493	\$ 2,506,993
Capital	-	-	-	30,000	-
Capital Depletion Reserve	-	38,238	43,378	38,238	38,238
Budget Allocation	\$ 1,175,761.57	\$ 1,160,698	\$ 1,090,599	\$ 1,836,731	\$ 2,545,231
Authorized Positions FT	7.00	7.00	7.00	7.00	7.00

Capital Detail

Grit Pump	\$ 30,000
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Wastewater Treatment

The City has two wastewater treatment plants (WWTP) that are operated by 23 staff and treat an average of 5 MGD of sewage and generate the same amount of treated effluent water (frequently called reuse or reclaimed water) that is available for irrigation and other uses. Both plants have been upgraded to produce public access reuse water, which is significant for meeting the City's future water supply demands.

Wastewater Treatment Plant No. 2 is located in northwest Winter Haven adjacent to the City's Motor Pool and Streets complex. This plant has a permitted capacity of 1.7 million gallons a day, with an average flow of about 1.1 million gallons daily. In 2009, this plant changed from 24 hour to 16 hour coverage as a cost savings measure. Plant No. 2 has a crew of seven that operates under the direction of the Chief Operator. Wastewater Treatment Plant #1 used to be located at the Chain of Lakes Complex property, but has since been abandoned.

During the rainy season, the average flow for Plant No. 2 increases to around 1.3 million gallons a day. This plant was built in the early 1970's, and the treatment process was improved to produce public access reuse in 1992, which is distributed to cemeteries, parks, 2 golf courses, residents, and industries on the north side of town. There is a need to upgrade the ability to recharge or store treated effluent during the rainy season when demands for reuse water are low. Willowbrook Golf Course, the Gates of Lake Region subdivision, and Lake Region Yacht and Country Club are some of the higher volume reuse customers.

MISSION: Protect the public health, welfare and safety by properly operating and maintaining the City's Wastewater Plant # 2 facility in an efficient manner, while protecting our natural environment.

GOALS & OBJECTIVES:

CORE VALUES

1- Evaluate cost savings initiatives as technology changes.	
2- Provide quality reclaimed or reuse water at WWTP # 2.	
3- Maintain a clean, orderly, efficient, pleasant, fair and safe work environment.	
4- Maintain all structures and equipment to maximize life expectancy of our plant complex.	2B - Financial Stewardship - Strong stewards of resources and time
5- Continue education and technology updates in our field of work.	3B - Inclusive - Training, mentoring, and coaching tools are common practice
6- One Water Implementation - Utilize our reuse water resources to create a sustainable water supply for the City of Winter Haven.	5G - Exceptional Service - Proactive

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ESTIMATED FY2022

	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 24.37	\$ 26.24	\$ 24.67	\$ 23.18
Cost per Gallon of Wastewater Treated	\$ 0.0026	\$ 0.0026	\$ 0.0026	\$ 0.0042
Daily wastewater flows average (million gallons)	1.162	1.222	1.088	1.162
Annual average percent of water treated at WWTP's *	12.2%	12.1%	10.7%	10.8%

CHALLENGES FOR UPCOMING YEAR

- Retaining operational and maintenance staff.
- Retaining knowledgeable staff due to turnover rates and retirement.
- New software training and implementation for improved efficiency.

Current and Pending Wastewater Treatment Plan Projects and Initiatives

Implement Hach Wims software (\$30,000) at WWTP #2. Monitor and adjust SCADA control for chemical feeds to improve efficiency and cost savings. Continue implementing Cartegraph software and adding SOP's. The software will improve plant efficiency by automatically pulling data from SCADA into reports and fully tracking all operational aspects of the treatment process.

FY22 CAPITAL PROJECTS:

- \$200,000** Facilitate repairs and painting exterior GSR tanks.
- \$100,000** Rehab master lift station.
- \$95,000** Replace west clarifier gear drive.
- \$50,000** Overhaul sludge transfer pumps.

PROPRIETARY FUND: UTILITY FUND - Utility Engineering 402-08-305		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Personal Services		\$ 481,737.21	\$ 580,492	\$ 574,693	\$ 680,693	\$ 679,693
Operating Services		2,665,669.00	7,102,580	4,163,892	1,571,724	1,146,724
	Operating Budget	\$ 3,147,406.21	\$ 7,683,072	\$ 4,738,585	\$ 2,252,417	\$ 1,826,417
Capital		-	24,445,700.00	13,064,200	1,573,000	13,000,000
Capital Depletion Reserve		-	14,341	14,341	4,781	4,781
	Budget Allocation	\$ 3,147,406.21	\$ 32,143,113	\$ 17,817,126	\$ 3,830,198	\$ 14,831,198
Authorized Positions FT		6.00	7.00	7.00	9.00	9.00
Authorized Positions PT		1.00	1.00	1.00	1.00	1.00

Capital Detail

CIP Projects	\$ 1,500,000
F350 Utility Truck	42,000
F150 4x4 Truck	31,000
	<u>\$ 1,573,000</u>

MISSION: Maintain a Capital Improvements Program (CIP) to provide needed facilities improvements and quality services to its citizens that protects assets, maximizes the use of existing facilities and promotes orderly growth. Expand Alternate Water Supply (AWS) system to provide the most beneficial use of reclaimed water.

GOALS & OBJECTIVES:

CORE VALUES

1- Forecast and match projected revenues and major capital improvement needs over a five year period.	2E - Financial Stewardship - Team understanding of the budget and individual contributions
2- Utilize a variety of funding sources to implement capital improvements. Actively pursue grant opportunities to fund capital improvements.	2I - Financial Stewardship - Pursue creative funding sources
3- Provide an asset management and GIS program to evaluate utility assets and provide fiscal accountability.	
4- Pursue conservation and sustainability of water resources.	5G - Exceptional Service - Proactive
5- Provide an environmentally safe utility framework for City staff, its residents and visitors.	
6- Construct interconnection loop of reclaimed mains throughout the Utility Service Area.	
7- Determine recharge potential for reclaimed water in Rapid Infiltration Basins (RIB), wetland augmentation and	
8- Identify long-term plan for customer connections to reclaimed water.	

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ESTIMATED FY2022

	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 0.07	\$ 70.23	\$ 397.57	\$ 85.47

SUCSESSES FROM THIS PAST YEAR:

- Update the five year Capital Improvement Program for fiscal years '22-'26.
- Secured funding and started construction of the new Reclaim, Force Main Transmission, Interconnect project. Completion scheduled 9/2022.
- Grant funding approval for Septic to Sewer program from Heartland Headwaters.
- Grant funding approval for ASR Wellfield at WWTP #3 from Heartland Headwaters.
- Secured grant funding for Direct Potable Reuse and Peace Creek Watershed Optimization plan from SWFWMD.
- Secured grant funding for Pollard Road Water Treatment Plant-Phase 1 from Heartland Headwaters.
- Secured grant funding for AWS Transmission Main from SWFWMD.
- Kickoff of the Bogy Bottom septic tank conversion program.

CHALLENGES FOR UPCOMING YEAR

- Proactive replacement of aging and failing infrastructure, asbestos cement (AC) water mains; and infiltration and intrusion in gravity sewer.
- Continued development of Winter Haven Water's Asset Management system.
- Completion of the One Water Planning Document to assist with the planning of future reclaimed mains.
- Supply reuse connections to residents for irrigation.

FY22 CAPITAL PROJECTS:

- \$800,000** ONE Water, Utility Administration Facility Land Acquisition.
- \$500,000** AWS Transmission Expansion.
- \$500,000** East Peace Creek Flood Mitigation Plan.
- \$450,000** Peace Creek Optimization Plan.
- \$350,000** Nature Center Design.
- \$300,000** Sapphire Necklace Project Design.
- \$200,000** New Administration Facility Design.

PROPRIETARY FUND: UTILITY FUND - Utility Services Administration 402-08-310	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 528,582.41	\$ 628,497	\$ 557,220	\$ 731,775	\$ 731,875
Operating Services	1,115,678.35	2,096,922	1,706,171	1,321,607	941,607
Operating Budget	\$ 1,644,260.76	\$ 2,725,419	\$ 2,263,391	\$ 2,053,382	\$ 1,673,482
Capital Depletion Reserve	-	7,456	7,456	6,341	6,341
Budget Allocation	\$ 1,644,260.76	\$ 2,732,875	\$ 2,270,847	\$ 2,059,723	\$ 1,679,823
Authorized Positions FT	5.00	6.00	6.00	7.00	7.00
Authorized Positions PT	2.00	2.00	2.00	3.00	3.00

Administration

This Division of Winter Haven Water has 7 full time, 2 part time Intern positions and 1 part time special projects manager, responsible for the general operation and management of the Department, including large projects, fiscal accountability, budgeting, strategic planning, overall policy, and personnel. A strategic plan is being developed to provide specific direction in how Utilities meets the needs and significant challenges of the future.

MISSION:

Create an environment of employee involvement and enrichment which inspires a sense of acceptance and personal accountability; and the ability to work together to continuously improve systems and processes, resulting in services that meet or exceed our customer's need and expectations.

GOALS & OBJECTIVES:

- 1- Ensure that employees have every opportunity to improve themselves and the department.
- 2- Continuously evaluate department and customer needs to include manpower, supplies and equipment.
- 3- Improve the operational efficiency and effectiveness of the department.

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ESTIMATED

	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	FY2022
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Annual Cost per Capita (excludes non-dept. costs)	\$ 23.27	\$ 36.69	\$ 50.67	\$ 45.96
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SUCSESSES FROM THIS PAST YEAR:

- * Completion of Phase I and kick off of Phase II of the One Water Master Plan, which will direct efforts to meet water supply, wastewater, reuse, natural system and community goals. **Core Values: 5G - Exceptional Service - Proactive**
- * Involvement with the Polk Regional Water Cooperative and Central Florida Water Initiative to establish alternative sources of water and meet future economic and environmental goals. **Core Value - 4F - Visionary - Engage with outside partners regarding trends and approaches**
- * Hiring staff in all utility divisions to ensure efficient and effective operations.

CHALLENGES FOR UPCOMING YEAR

- * Attracting and retaining staff remains a challenge, especially in light of the significant number of employees that have entered the retirement program.
- * Continue with Phase II of the One Water Master Plan and begin implementing recommendations.
- * Engaging Local, State and Federal elected officials to garner support for the One Water Master Plan

PROPRIETARY FUND: UTILITY FUND - Wastewater Treatment Plant #3 402-08-316		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Personal Services		\$ 1,101,409.87	\$ 1,262,509	\$ 1,183,379	\$ 1,287,210	\$ 1,287,210
Operating Services		1,702,902.17	1,954,807	1,908,332	5,222,155	3,826,055
	Operating Budget	\$ 2,804,312.04	\$ 3,217,316	\$ 3,091,711	\$ 6,509,365	\$ 5,113,265
Capital		-	195,000	195,000	2,035,000	3,895,000
Capital Depletion Reserve		-	32,161	32,161	52,251	52,251
	Budget Allocation	\$ 2,804,312.04	\$ 3,444,477	\$ 3,318,872	\$ 8,596,616	\$ 9,060,516
Authorized Positions FT		17.00	17.00	17.00	17.00	17.00

Capital Detail

CIP Projects	\$ 2,035,000
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Wastewater Treatment Plant No. 3 constructed in the mid-1970s is located on the south side of Winter Haven off of Pollard Road just north of the CSX Interlogistics Center. It is managed by a Chief Operator and 17 staff members. The plant is staffed 24 hours a day, 7 days a week. This plant has a permitted capacity of 7.5 million gallons per day, but is only producing about 4.1 MGD of treated effluent, most of which is currently discharged to the Peace Creek Canal under a permit from the FDEP. In 2008, this plant was upgraded to produce advanced wastewater treatment, which dramatically reduces nitrogen and phosphorous discharged to the Peace Creek Drainage Canal.

As new development occurs and new reuse lines are laid, much of the treated wastewater will no longer be discharged into the Peace River system, but will be used for irrigation, ground water recharge, maintaining lake levels, etc. By utilizing reuse efficiency, we can develop a sustainable water supply for the City of Winter Haven.

As part of the wastewater treatment plant permitting requirements, the City has an approved Industrial Pretreatment Program (IPP) regulated by the FDEP and the Environmental Protection Agency (EPA). The City of Winter Haven permits and monitors two major industrial users for compliance, including Borden Dairy and Indian River Transport.

MISSION: Protect the public health, welfare and safety by properly operating and maintaining the City's Wastewater Plant # 3 facility in an efficient manner, while protecting our natural environment.

GOALS & OBJECTIVES:

CORE VALUES

1- Maintain a clean, orderly, efficient, pleasant, fair and safe work environment.	
2- Maintain all structures and equipment to maximize life expectancy of our plant complex.	2B - Financial Stewardship - Strong stewards of resources and time
3- Continue education and technology updates in our field of work.	3B - Inclusive - Training, mentoring, and coaching tools are common place
4- Staff and train Plant Maintenance Group	
5- Evaluate cost savings initiatives as technology changes.	2B - Financial Stewardship - Strong stewards of resources and time
6- Provide quality reclaimed water or reuse.	
7- One Water Implementation - Utilize our reuse water resources to create a sustainable water supply for the City of Winter Haven.	
8- Reduce the operational and maintenance costs by preventing the illicit discharge of pollutants.	
9- Maintain conformance with Federal and State pretreatment standards.	
10- Prevent pollutants which interfere with treatment processes.	

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

Annual Cost per Capita (excludes non-dept. costs)	\$ 70.10	\$ 62.58	\$ 74.06	\$ 191.82
Cost per Gallon of Wastewater Treated	\$ 0.0021	\$ 0.0018	\$ 0.0020	\$ 0.0041
Daily wastewater flows average (million gallons)	4.09	4.16	4.26	4.36
Annual average percent of water treated at WWTP's	11.90%	43.60%	42.00%	52.74%

SUCSESSES FROM THIS PAST YEAR

- Rehabbed RAS Pumps.
- Rehabbed South Belt Press.
- Purchased new IMLR Pumps and Clarifier Gear Drive.

CHALLENGES FOR UPCOMING YEAR

- Obtaining and retaining knowledgeable operational and maintenance staff due to turnover rates and retirement.
- New software training and implementation for improved efficiency.

Reuse Program Expansion– \$9.5M over 5 years: The City has 2 projects related to the expansion of reuse water lines to meet both future water demands and improve lake

Groundwater Recharge Using Treated Effluent – \$6.6M over 5 years: Two projects are anticipated that would construct rapid infiltration basins (RIB) on the north and

FY22 CAPITAL PROJECTS:

- | | |
|---|---|
| \$500,000 Process Aeration Improvements | \$60,000 Replace Bleach Tanks |
| \$500,000 West Digester Aeration System | \$150,000 Hydro Tank System |
| \$400,000 Access Road and Utilities Relocation | \$75,000 Replace West Hydro Tank |
| \$150,000 Polymer Pump #2 | |

PROPRIETARY FUND: UTILITY FUND - Utility Services Maintenance 402-08-322	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 1,108,766.60	\$ 1,294,348	\$ 1,196,468	\$ 1,309,584	\$ 1,309,584
Operating Services	1,330,012.69	1,054,598	1,086,498	2,740,950	2,819,075
Operating Budget	\$ 2,438,779.29	\$ 2,348,946	\$ 2,282,966	\$ 4,050,534	\$ 4,128,659
Capital	-	91,000	153,489	1,453,000	4,400,000
Capital Depletion Reserve	-	65,367	65,367	65,771	65,771
Budget Allocation	\$ 2,438,779.29	\$ 2,505,313	\$ 2,501,822	\$ 5,569,305	\$ 8,594,430
Authorized Positions FT	17.00	17.00	17.00	17.00	17.00

Capital Detail

CIP Projects	\$ 1,400,000
F150 Pickup	30,000
Dump Truck Capital Depletion Shortage	23,000
	<u>\$ 1,453,000</u>

MISSION: To maintain and construct water distribution systems in accordance with City and State Codes in a timely and cost effective manner.

GOALS & OBJECTIVES:

- 1- Maintenance, replacement and construction of potable water lines.
- 2- Develop a long term meter testing and replacement program.
- 3- Provide exceptional service to our internal and external customers in a courteous and professional manner.

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

	ACTUAL FY2019	ACTUAL FY2020	ACTUAL FY2021	ESTIMATED FY2022
Annual Cost per Capita (excludes non-dept. costs)	\$ 48.37	\$ 54.42	\$ 55.83	\$ 124.27
Cost per Gallon of Drinking Water Produced	\$ 0.0006	\$ 0.0007	\$ 0.0007	\$ 0.0009
Number of Water Main Breaks/Leaks Repaired	98	650	63	100
Number of Water Meters Installed	1,600	1,734	1,747	1,800

SUCCESSSES FROM THIS PAST YEAR

- Repaired 803 water leaks/main breaks successfully without failing a bacteria sample.
- Promoted qualified employees who showed initiative to move up within the organization.
- Completed Cooley Rd AC water main replacement, 400 LF of AC water main replaced & extended 1,548 LF of water main for future development
- Acquired Fruitland Park subdivision from Eagle Lake, adding 2 hydrants and AMI meters.
- Completed Wakulla Dr AC water main replacement. Replaced 6,072 LF of AC water main & 3,792 LF of galvanized water lines, added 2 hydrants.
- Completed PH I of City-wide water main valve exercise program. 6,162 valves exercised and 2,294 hydrants flushed.
- Set 1,747 new water meters; replaced 208 broken meter boxes.
- Investigation and repairs to 966 valves identified in valve exercise program.
- Located 9,137 Locate Tickets.

CHALLENGES FOR UPCOMING YEAR

- Hiring and retention of qualified, motivated staff.
- Repair of asbestos concrete (AC) watermain coupling leaks.
- Repair of water service lines in, around and under trees.
- Design and construct Phase II of Wakulla AC water main replacement.
- Complete 10" water main loop on Recker Highway.
- Complete Ave Q AC water main replacement. Removing 1,372 lf of AC water main from Sertoma Park.
- Complete initial valve exercise program and complete 50% of uni-directional flushing program.
- Complete Ave K NE utility replacement project.

FY22 CAPITAL PROJECTS:

- \$300,000** Automated meter infrastructure pilot program.
- \$275,000** FDOT US17/Havendale Blvd-Carefree Lane.
- \$200,000** Pollard Rd Water Main to WWTP #3-Interconnect.
- \$175,000** North Lake Shipp Drive, design.
- \$150,000** Inwood water main/lateral replacements.
- \$100,000** Septic to Sewer water main conflict relocation
- \$100,000** FDOT 1st Street
- \$75,000** FDOT SR 540 & US 17 Intersection
- \$50,000** FDOT SR 542, PH 2 Buckeye-US 27

PROPRIETARY FUND: UTILITY FUND - Lift Station/Wastewater Maintenance 402-08-323	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 940,632.13	\$ 1,170,617	\$ 999,830	\$ 1,204,574	\$ 1,204,574
Operating Services	795,389.35	994,100	1,032,985	3,960,210	2,051,810
Operating Budget	\$ 1,736,021.48	\$ 2,164,717	\$ 2,032,815	\$ 5,164,784	\$ 3,256,384
Capital	-	573,500	458,500	6,406,000	6,700,000
Capital Depletion Reserve	-	184,597	184,597	191,295	191,295
Budget Allocation	\$ 1,736,021.48	\$ 2,922,814	\$ 2,675,912	\$ 11,762,079	\$ 10,147,679
Authorized Positions FT	16.00	18.00	18.00	19.00	19.00

Capital Detail

CIP Projects	\$ 6,150,000
Boom Truck	115,000
6 Inch Portable Lift Station Bypass Pumps	100,000
F150 Truck	31,000
Lateral Push Camera	10,000
	<u>\$ 6,406,000</u>

MISSION: To maintain and construct wastewater systems in accordance with City and State Codes in a timely and cost effective manner.

GOALS & OBJECTIVES:

- 1- Provide exceptional service to our internal and external customers in a courteous and professional manner.
- 2- Maintenance and construction of wastewater infrastructure to include AC force main replacement.
- 3- Boggy Bottom Septic to Sewer conversion.
- 4- Review and update sewer ordinances.
- 5- Rehabilitation/replacement of antiquated lift stations.
- 6- Develop plan to reduce inflow and infiltration in collection system.
- 7- Installation of sewer backup/overflow monitoring system.
- 8- Reduce the amount of incident reports due to sewer issues.

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

Annual Cost per Capita (excludes non-dept. costs)	\$ 51.61	\$ 38.74	\$ 59.71	\$ 262.46
Cost per Gallon of Wastewater Treated	\$ 0.0011	\$ 0.0012	\$ 0.0012	\$ 0.0014
Linear Ft. of Wastewater Collection Line Cleaned	9,346	2,220	15,397	15,400
Number of Wastewater Stoppages	100	173	401	200
Linear Ft. of Wastewater Lines TV Inspected	26,400	11,159	15,144	15,000

SUCCESS FROM THIS PAST YEAR

- Design and permitting phase to rehab and/or replace 17 lift stations.
- Completed inspection and sanitary sewer lining of 4,280 foot of sewer main.
- Resurfaced and lined 4 sewer manholes and 1 lift station wet well.
- Rehabilitation of 4 lift stations.
- Purchase and installation of 18 Smart Cover monitoring devices.

CHALLENGES FOR UPCOMING YEAR

- Design and construction of the Harmony Master Lift Station.
- Utility contractors boring through and damaging sewer laterals in City right-of-way.
- Implement a City-side cleanout installation program.
- Frequent breakdown of the TV truck which require repairs and loss of use.
- Hiring and retention of qualified, motivated staff.

FY22 CAPITAL PROJECTS:

- \$3,500,000** Master force main to WWTP #3
- \$1,200,000** Lift Station Replacements
- \$1,075,000** Septic to Sewer
- \$175,000** North Lake Shipp design
- \$100,000** FDOT SR544 US27-MLK Improvements
- \$75,000** FDOT 1st Street
- \$25,000** FDOT SR542, PH 2, Buckeye-US27

UTILITY FUND - Reuse Distribution 402-08-324		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses						
Personal Services		\$ -	\$ -	\$ -	\$ -	-
Operating Services		-	-	-	250,000	-
	Operating Budget	\$ -	\$ -	\$ -	250,000	\$ -
Capital		-	-	-	6,325,000	6,050,000
	Budget Allocation	\$ -	\$ -	\$ -	6,575,000	\$ 6,050,000

Capital Detail

CIP Projects	\$ 6,325,000
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MISSION: Expand reuse system to provide the most beneficial use of reclaimed water.

GOALS & OBJECTIVES:

CORE VALUES

1- Construction of Alternate Water Supply (AWS) Transmission loop around service area.	5G - Exceptional Service - Proactive
2- Determine recharge potential for disposal of reclaimed water in Rapid Infiltration Basins and Aquifer Storage and Recovery Systems.	
3- Identify long-term plan for customer connections to reclaimed water.	5G - Exceptional Service - Proactive
4- Evaluate reuse as a direct and indirect potable water source.	

SUCSESSES FROM THIS PAST YEAR

- Reclaimed Interconnect and Master FM under construction, completion September 2022.
- Secured grant funding for reclaim transmission main on Thompson Nursery Road.
- Secured grant funding for Direct Potable Reuse Study.
- Secured grant funding for ASR wellfield.

CHALLENGES FOR UPCOMING YEAR

- Completion of the One Water Planning Document to assist with the planning of future reclaimed mains.
- Supply reuse connections to residents for irrigation.

FY22 CAPITAL PROJECTS:

- \$4,000,000** Reclaim transmission interconnect from WWTP #2 to WWTP #3.
- \$1,000,000** Reclaim transmission main on Thompson Nursery Rd.
- \$500,000** ASR wellfield design.
- \$500,000** RIB construction.
- \$200,000** Direct Potable Reuse side.
- \$100,000** FDOT SR544 US27-MLK design.
- \$25,000** FDOT SR 542, PH 2, Buckeye-US27

PROPRIETARY FUND: UTILITY FUND - Meter Services 402-08-919	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Expenses					
Personal Services	\$ 489,401.60	\$ 646,147	\$ 683,280	\$ 665,823	\$ 665,823
Operating Services	68,410.12	169,386	212,934	372,139	335,204
Operating Budget	\$ 557,811.72	\$ 815,533	\$ 896,214	\$ 1,037,962	\$ 1,001,027
Capital	-	28,000	28,000	60,000	-
Capital Depletion Reserve	-	14,197	14,197	23,578	23,578
Budget Allocation	\$ 557,811.72	\$ 857,730	\$ 938,411	\$ 1,121,540	\$ 1,024,605
Authorized Positions FT	9.00	11.00	11.00	11.00	11.00

Capital Detail

F150 Truck	\$ 30,000
F150 Truck	30,000
	<u>\$ 60,000</u>

MISSION: To assure all water meters are read accurately, readings recorded and calculations completed within the billing cycles designated.

GOALS & OBJECTIVES:

- 1- Provide exceptional service to our internal and external customers in a courteous and professional manner.
- 2- Accurately read all meters, manual, radio and AMI.
- 3- Record readings and consumption history.
- 4- Process all service orders in a timely manner.
- 5- Document all meter change out data into customer information system for meter change outs.
- 6- Maintain a clean, orderly and pleasant work environment, to include vehicles and shop area.
- 7- Backflow protection enforcement to protect the quality of our drinking water for our customers.

KEY PERFORMANCE MEASURES / WORKLOAD INDICATORS

ACTUAL FY2019 ACTUAL FY2020 ACTUAL FY2021 ESTIMATED FY2022

Annual Cost per Capita (excludes non-dept. costs)	\$ 9.24	\$ 12.45	\$ 20.94	\$ 25.03
Average monthly water meters read	38,975	41,034	41,034	42,460
Average monthly work orders processed	2,602	2,361	2,924	3,274

TASKS:

- Reading all of the approximately 42,460 water meters in the utility service area;
- Managing 35,094 service orders per year.
- Update water meter database to reflect all new meter change out data.
- Utilize data-logging technology, water meter bench testing equipment and onsite field investigations to troubleshoot water usage concerns at homes and businesses.
- Research / Identify unaccounted for water situations.
- Updating equipment and adding meter lid antennas for enhancing the AMI signal range and reception of our utility meters.
- Annual backflow inspections for all City owned facilities, plants and lift stations.

Future Meter Services Initiatives and Opportunities

All of the City's meters were replaced beginning in 2007 with upgraded Automatic Meter Reading technology that allows meters to be read from the street. Staff continues the process of installing antennas throughout the City to begin reading these meters remotely. This technology is known as AMI (Automated Meter Infrastructure). This will allow meters to be read anytime, collect more frequent information, and allow both staff and residents to have constant access to water usage information. Soon customers will have access to this information through the new billing portal that is scheduled to be released in late 2021. Transitioning to this technology has been shown to save considerable value to utility customers as they transition from reactive to proactive in their water usage. Since the implementation of AMI last year, we have 50% of our customer base covered. In May 2021, paid same day service has transitioned to courtesy same day service and in doing so we have significantly improved the level of customer service we are providing to our customers. **Core Value: 4A - Visionary - Pursue "Best Practices"**

NON-DEPARTMENTAL EXPENSES:

GENERAL FUND: Non-Departmental 001-80-928	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Operating	\$ 46,201.30	\$ 70,449	\$ 61,211	\$ 45,744	\$ 45,744
Capital	4,383.96	4,450	4,450	993	993
Miscellaneous	268,717.20	304,150	306,434	309,926	55,817
Transfers	11,669,007.57	11,879,774	11,879,774	12,245,629	11,814,159
Debt Service	-	29,325	3,312	-	-
Insurance	462,945.75	485,874	485,874	496,668	496,668
Internal Svc Charges	3,130,186.08	3,058,664	3,058,664	3,485,406	3,853,992
Grant & Aid	399,710.01	1,035,711	1,035,711	540,000	-
Reserves	-	(450,083)	-	218,000	342,612
Budget Allocation	\$ 15,981,151.87	\$ 16,418,314	\$ 16,835,430	\$ 17,342,366	\$ 16,609,985

SPECIAL REVEUE FUND: LIBRARY FUND - Non-Departmental 101-80-935	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Operating Services	\$ 564.19	\$ 500	\$ 500	\$ 500	\$ 500
Miscellaneous	1,868.00	1,672	1,672	1,613	1,613
Transfers	211,631.04	220,757	220,757	8,400	8,400
Admin Allocation Expenses	77,670.00	72,475	72,475	72,621	72,621
Insurance	25,625.07	26,023	26,023	16,908	16,908
Internal Svc Charges	456,627.00	475,998	475,998	549,822	549,822
Budget Allocation	\$ 773,985.30	\$ 797,425	\$ 797,425	\$ 649,864	\$ 649,864

SPECIAL REVENUE FUND: AIRPORT FUND - Non-Departmental 106-80-950	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Operating Services	\$ 27,656.82	\$ 30,000	\$ 30,000	\$ -	\$ -
Miscellaneous	6,026.00	4,114	4,141	3,902	3,902
Transfers	457,251.96	458,722	458,722	466,670	465,261
Admin Allocation Expenses	250,629.96	178,371	178,371	175,715	175,715
Debt Service	-	44,200	44,200	44,200	44,201
Insurance	106,419.30	122,539	122,539	84,662	84,662
Internal Svc Charges	165,622.92	198,250	198,250	189,322	189,322
Budget Allocation	\$ 1,013,606.96	\$ 1,036,196	\$ 1,036,223	\$ 964,471	\$ 963,063

SPECIAL REVENUE FUND: CEMETERY FUND - Non-Departmental 107-80-955	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Operating	\$ 3,846.59	\$ 2,380	\$ 254	\$ 5,563	\$ 5,563
Capital	-	-	-	142	142
Miscellaneous	464.00	392	392	434	434
Transfers	-	-	-	127,013	-
Admin Allocation Expenses	19,418.04	16,898	16,898	19,553	19,553
Insurance	6,511.70	7,215	7,215	5,298	5,298
Internal Svc Charges	33,904.92	26,355	26,355	46,608	46,608
Budget Allocation	\$ 64,145.25	\$ 53,240	\$ 51,114	\$ 204,611	\$ 77,598

SPECIAL REVENUE FUND: CRA-DOWNTOWN FUND - Non-Departmental 108-80-957	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Miscellaneous	\$ 1,391.00	\$ 1,356	\$ 1,356	\$ 5,000	\$ 5,000
Transfers	1,299,521.00	780,210	880,210	1,158,811	779,436
Admin Allocation Expenses	57,893.04	58,956	58,956	76,613	76,613
Insurance	22,600.58	27,498	27,498	21,636	21,636
Internal Svc Charges	9,242.04	8,048	8,048	9,045	9,045
Grant & Aid	45,000.00	92,000	92,000	85,000	92,000
Budget Allocation	\$ 1,435,647.66	\$ 968,068	\$ 1,068,068	\$ 1,356,105	\$ 983,730

NON-DEPARTMENTAL EXPENSES (cont.):

SPECIAL REVENUE FUND: CRA-FLORENCE VILLA FUND - Non-Departmental 109-80-958		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Miscellaneous		\$ 178.00	\$ 140	\$ 140	\$ 3,000	\$ 3,000
Transfers		170,816.04	225,379	270,379	152,822	125,200
Admin Allocation Expenses		7,551.00	6,008	6,008	8,539	8,539
Insurance		11,999.57	17,220	17,220	14,332	14,332
Internal Svc Charges		3,961.08	3,265	3,265	3,964	3,964
Grant & Aid		-	-	70,137	-	-
Budget Allocation		\$ 194,505.69	\$ 252,012	\$ 367,149	\$ 182,657	\$ 155,035

SPECIAL REVENUE FUND: FEDERAL BUILDING FUND - Non-Departmental 111-80-924		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Operating		\$ 33,867.78	\$ 44,000	\$ 41,700	\$ 71,300	\$ 46,300
Transfers		99,999.96	115,000	115,000	50,000	75,000
Ins.-Property		67.24	64	64	64	64
Internal Svc Charges		4,088.04	5,875	5,875	2,327	2,327
Budget Allocation		\$ 138,023.02	\$ 164,939	\$ 162,639	\$ 123,691	\$ 123,691

SPECIAL REVENUE FUND: BUILDING/PERMITTING FUND - Non-Department 113-80-933		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Operating		\$ 166,913.43	\$ 100,552	\$ 145,441	\$ 100,581	\$ 100,581
Miscellaneous		973.00	3,617	3,617	2,545	2,545
Transfers		1,884,706.04	583,106	1,901,156	524,800	512,800
Admin Allocation Expenses		30,204.96	156,966	156,966	114,620	114,620
Insurance		7,946.86	9,367	9,367	6,464	6,464
Internal Svc Charges		184,273.92	163,062	163,062	108,908	108,908
Budget Allocation		\$ 2,275,018.21	\$ 1,016,670	\$ 2,379,609	\$ 857,918	\$ 845,918

SPECIAL REVENUE FUND: IMPACT FEE FUND - Non- Departmental 114-80-960		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Transfers		\$ 2,129,640.96	\$ 1,900,806	\$ 2,212,077	\$ 2,857,010	\$ 1,276,000
Budget Allocation		\$ 2,129,640.96	\$ 1,900,806	\$ 2,212,077	\$ 2,857,010	\$ 1,276,000

SPECIAL REVENUE FUND: WH AFFORDABLE HOUSING FUND - Non-Departmental 115-80-964		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Miscellaneous		\$ -	\$ -	\$ -	\$ 1,500,000	\$ 250,000
Budget Allocation		\$ -	\$ -	\$ -	\$ 1,500,000	\$ 250,000

CONSTRUCTION FUND: TRANSPORTATION FUND - Non-Departmental 301-80-205		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Operating		\$ 1,003,130.29	\$ 1,167,000	\$ 1,420,000	\$ 6,823,605	\$ 1,000,000
Capital		12,740.70	2,863,187	1,851,012	-	1,475,000
Budget Allocation		\$ 1,015,870.99	\$ 4,030,187	\$ 3,271,012	\$ 6,823,605	\$ 2,475,000

CONSTRUCTION FUND: 2007 CONSTRUCTION FUND - Non-Departmental 304-80-411		2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Reserves		\$ -	\$ 316,974	\$ 91,974	\$ 227,792	\$ -
Budget Allocation		\$ -	\$ 316,974	\$ 91,974	\$ 227,792	\$ -

NON-DEPARTMENTAL EXPENSES (cont.):

CONSTRUCTION FUND: 2015 CONSTRUCTION FUND - Non-Departmental 305-80-413	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Operating	\$ -	\$ -	\$ 46,250	\$ -	\$ -
Capital	11,626,745.93	12,868,172	4,603,863	40,777,933	1,247,500
Transfers	1,088,027.04	400,000	400,000	-	-
Debt Service	41,046.66	144,769	144,769	681,481	144,769
Reserves	-	182,262	-	11,940	-
Budget Allocation	\$ 12,755,819.63	\$ 13,595,203	\$ 5,194,882	\$ 41,471,354	\$ 1,392,269

PROPRIETARY FUND: SOLID WASTE FUND - Non-Departmental 401-80-965	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Personal Services	\$ 113,407.00	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	87	87
Miscellaneous	390,604.94	7,048	9,868	7,310	7,310
Transfers	27,800.04	36,200	36,200	36,200	36,200
Admin Allocation Expenses	1,505,598.96	1,533,671	1,533,671	1,557,172	1,557,172
Insurance	359,371.63	44,356	44,356	27,343	27,343
Internal Svc Charges	143,610.00	150,655	150,655	131,142	131,142
Pension Expenditures	155,398.00	-	-	-	-
Budget Allocation	\$ 2,695,790.57	\$ 1,771,930	\$ 1,774,750	\$ 1,759,254	\$ 1,759,254

PROPRIETARY FUND: UTILITY FUND - Non-Departmental 402-80-968	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Personal Services	\$ (32,445.00)	\$ -	\$ -	\$ -	\$ -
Operating	300,223.52	261,407	252,382	261,368	261,368
Capital	-	2,967	2,967	1,206	1,206
Miscellaneous	3,883,705.19	30,531	42,135	31,305	31,305
Transfers	3,611,328.92	386,000	650,314	1,707,678	386,000
Admin Allocation Expenses	6,422,104.08	6,030,605	6,030,605	5,974,784	5,674,784
Debt Service	1,525,589.29	3,521,609	3,522,967	3,704,856	4,051,552
Insurance	1,307,073.80	476,335	476,335	366,494	366,494
Internal Svc Charges	983,468.04	999,976	999,976	1,108,109	1,108,109
Pension Expenditures	749,711.00	-	-	-	-
Budget Allocation	\$ 18,750,758.84	\$ 11,709,430	\$ 11,977,681	\$ 13,155,800	\$ 11,880,818

PROPRIETARY FUND: STORMWATER FUND - Non-Departmental 404-80-969	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Personal Services	\$ 141,089.00	\$ -	\$ -	\$ -	\$ -
Operating	722.29	1,173	672	2,489	2,489
Miscellaneous	216,048.52	1,388	1,388	1,649	1,649
Transfers	98,542.00	13,500	92,000	202,609	13,500
Admin Allocation Expenses	68,321.04	60,083	60,083	74,244	74,244
Insurance	116,957.61	30,092	30,092	19,498	19,498
Internal Svc Charges	88,464.00	93,331	93,331	122,373	122,373
Pension Expenditures	114,866.00	-	-	-	-
Budget Allocation	\$ 845,010.46	\$ 199,567	\$ 277,566	\$ 422,862	\$ 233,753

PROPRIETARY FUND: WILLOWBROOK FUND - Non-Departmental 405-80-967	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Miscellaneous	\$ 46,819.83	\$ 910	\$ 910	\$ 944	\$ 944
Admin Allocation Expenses	53,577.96	39,429	39,429	42,516	42,516
Debt Service	4,548.00	39,781	39,781	39,779	19,891
Insurance	17,231.38	15,336	15,336	10,809	10,809
Internal Svc Charges	3,873.00	3,447	3,447	3,102	3,102
Budget Allocation	\$ 126,050.17	\$ 98,903	\$ 98,903	\$ 97,150	\$ 77,262

NON-DEPARTMENTAL EXPENSES (cont.):

INTERNAL SERVICES FUND: INTERNAL SERVICE FUND - Non-Departmental 501-80-970	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Personal Services	\$ 74,275.00	\$ -	\$ -	\$ -	\$ -
Operating	3,688.56	272	272	617	617
Miscellaneous	157,682.62	-	-	-	-
Transfers	701,600.04	866,800	866,800	16,800	16,800
Insurance	232,098.92	42,784	42,784	30,050	30,050
Pension Expenditures	155,943.00	-	-	-	-
Budget Allocation	\$ 1,325,288.14	\$ 909,856	\$ 909,856	\$ 47,467	\$ 47,467

INTERNAL SERVICES FUND: MOTOR POOL FUND - Non-Departmental 502-80-972	2020 Actual Amount	2021 Amended Budget	Estimated 9/30/21	Adopted 2022 Budget	2023 Budget Recommended
Operating	\$ 2,143.83	\$ 600	\$ 600	\$ 600	\$ 600
Miscellaneous	13,272.03	-	-	-	-
Transfer	-	162,600	162,600	12,600	12,600
Insurance	82,736.09	18,585	18,585	12,614	12,614
Internal Svc Charges	33,900.96	37,261	37,261	40,261	40,261
Pension Expenditures	141,626.00	-	-	-	-
Budget Allocation	\$ 273,678.91	\$ 219,046	\$ 219,046	\$ 66,075	\$ 66,075

LONG-RANGE FINANCIAL PLAN

The City developed a long-range financial plan to help assist management in planning for future projects. A long-range plan is necessary to complete the vision and goals of the City and maintain a financially secure city government.

While preparing the FY2018-FY2019 Budget, the City contracted with Stantac Consulting Services, Inc. to help compile specific data and make projections for the future state of the City. Stantec's model was generated in order to establish the effect of a projected 1 mill increases in the ad valorem tax rate and what benefits that might provide to future "pay-as-you-go" capital projects and what that effect would be to the citizens.

The long-range plan utilizes a "baseline" projection model. Under this model, future revenues are estimated based on current revenue sources and the current level of service. It reflects the 1 mil increase in ad valorem tax rate in FY2019 (raising it to 6.79) and also sustains that rate through FY2028.

Revenues

Property tax revenues are the largest source of revenue to the General Fund representing approximately 34.72% of the total anticipated General Fund revenues in the FY2022 Budget. Under this model, future revenues are estimated based on current revenue sources and the current level of service.

Most other revenues have an escalation factor based on historical data.

Expenditures

Operating expenditures were based on a 1.5% escalator factor with the exception of Repair and Maintenance line items which was a 3% escalator across all years. It also contemplates a 2% cost of living salary increase each year in the scenario. Capital expenses were based on the Capital Improvement Plan.

Note: All financial projections were based on the best information available at that time and are subject to change.

**FY 2018 General Fund Sustainability Analysis
 Projection of Cash Flows
 Budget Year FY 2018 - FY 2028**

Prepared by Stantec Consulting Services, Inc.

REVENUE TYPE	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	FY 2027 Budget	FY 2028 Budget
Ad Valorem Taxes	\$ 11,123,029	14,556,712	15,234,257	16,407,204	17,667,242	18,776,238	19,756,704	20,507,957	21,264,519	22,047,453	22,857,692
Local Option Gas Tax	1,854,000	1,890,600	1,959,640	1,995,059	2,002,144	2,009,093	2,014,027	2,017,803	2,021,579	2,025,355	2,028,580
Franchise Fees	3,440,000	3,544,000	3,669,359	3,735,895	3,752,928	3,769,739	3,779,935	3,788,229	3,796,523	3,804,818	3,812,209
Utility Service Tax	6,496,500	6,617,900	6,805,439	6,915,051	6,959,161	7,003,575	7,039,669	7,073,827	7,108,586	7,143,944	7,178,698
Permits & Licenses	230,000	230,000	236,977	241,844	244,976	248,108	249,323	250,538	251,753	252,968	254,183
County Shared Revenue	257,000	257,000	257,000	257,000	257,000	257,000	257,000	257,000	257,000	257,000	257,000
Federal Shared Revenue	46,390	149,608	149,600	149,600	149,600	149,600	149,600	149,600	149,600	149,600	149,600
State Grant Revenue	126,000	1,213,138	721,433	721,433	0	0	0	0	0	0	0
State Shared Revenue	4,798,000	4,890,792	5,038,581	5,114,592	5,130,124	5,145,370	5,156,040	5,164,249	5,172,458	5,180,667	5,187,707
Misc-Other Govmt. Charges & Fees	378,364	380,664	391,963	397,941	399,472	400,982	401,898	402,643	403,389	404,134	404,798
Misc-Public Safety	97,750	79,700	83,007	84,823	85,386	85,943	86,246	86,504	86,762	87,020	87,257
Misc-Physical Environment	15,300	15,300	15,300	15,300	15,300	15,300	15,300	15,300	15,300	15,300	15,300
Parks & Recreation Fees	745,805	849,230	873,501	885,385	886,872	888,307	889,741	890,721	891,701	892,680	893,444
Misc-Violation of Local Ordinance	255,100	262,100	271,424	276,350	277,573	278,780	279,526	280,128	280,730	281,332	281,865
Judgements & Fines	13,000	18,000	18,484	18,732	18,782	18,831	18,865	18,892	18,918	18,945	18,968
Interest Earnings	214,000	170,000	170,600	171,200	176,100	178,400	180,700	182,100	182,400	181,600	179,700
Misc-Sales	41,000	49,627	49,600	49,600	49,600	49,600	49,600	49,600	49,600	49,600	49,600
Misc-Other Revenues	897,341	1,335,307	1,335,881	1,336,164	1,336,200	1,336,232	1,336,267	1,336,290	1,336,312	1,336,336	1,336,354
Misc-Rents & Royalty	31,200	31,200	31,200	31,200	31,200	31,200	31,200	31,200	31,200	31,200	31,200
Other Charges for Services	1,994,162	1,915,157	1,968,400	2,023,300	2,079,500	2,137,400	2,196,900	2,258,100	2,321,100	2,385,700	2,452,000
Interfund Transfers	1,646,939	1,066,563	1,868,768	1,998,989	1,439,454	1,435,919	1,268,433	1,238,126	1,238,126	1,238,126	1,223,731
Contributions-Other Funds	6,993,000	6,693,000	6,393,000	6,093,000	5,793,000	5,493,000	5,193,000	5,193,000	5,193,000	5,193,000	5,193,000
Total Sources of Funds:	\$ 41,693,880	46,215,598	47,543,414	48,919,662	48,751,614	49,708,617	50,349,974	51,191,807	52,070,556	52,976,778	53,892,886

FY 2018 General Fund Sustainability Analysis
Projection of Cash Flows
Budget Year FY 2018 - FY 2028

Prepared by Stantec Consulting Services, Inc.

EXPENDITURES By Category	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	FY 2027 Budget	FY 2028 Budget
Personnel Services	\$ 23,158,488	24,111,970	24,770,152	25,450,296	26,153,279	26,880,021	27,631,481	28,408,663	29,212,617	30,044,439	30,905,276
Operating Services	7,721,051	8,391,290	8,346,746	8,505,579	8,667,871	8,833,706	9,003,171	9,176,354	9,353,346	9,534,241	9,719,135
Miscellaneous	52,633	39,968	39,969	39,969	39,968	39,968	39,968	39,969	39,968	39,969	39,968
Capital	0	1,461,662	914,870	928,593	942,522	956,660	971,010	985,575	1,000,359	1,015,364	1,030,595
Transfers	5,165,512	5,400,926	5,470,742	5,519,949	5,031,620	5,096,464	5,165,977	5,231,955	5,309,668	5,384,743	5,470,635
Insurance	428,502	460,684	467,594	474,608	481,727	488,953	496,288	503,732	511,288	518,957	526,741
Internal Service Charges	2,620,136	2,894,230	2,974,811	3,057,635	3,142,766	3,230,267	3,320,203	3,412,644	3,507,659	3,605,319	3,705,698
Grant & Aid	267,004	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400
Cash-Funded Capital	1,398,329	6,450,873	4,324,755	4,692,562	3,592,421	3,266,328	3,042,000	3,122,600	3,205,800	3,291,600	3,377,400
Total Expenses by Category:	\$ 40,811,655	49,217,003	47,315,039	48,674,591	48,057,574	48,797,767	49,675,498	50,886,892	52,146,105	53,440,032	54,780,848
SURPLUS / (DEFICIT)	882,225	(3,001,405)	228,375	245,071	694,040	910,850	674,476	304,915	(75,549)	(463,254)	(887,962)
BEGINNING FUND BALANCE	10,478,551	11,360,776	8,359,371	8,587,746	8,832,817	9,526,857	10,437,707	11,112,183	11,417,098	11,341,549	10,878,295
ENDING FUND BALANCE	11,360,776	8,359,371	8,587,746	8,832,817	9,526,857	10,437,707	11,112,183	11,417,098	11,341,549	10,878,295	9,990,333

**FY 2018 General Fund Sustainability Analysis
Capital Improvement Program**

Prepared by Stantec Consulting Services, Inc.

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<u>General Fund Operating Revenue</u>											
Fire Station #2 Roof Replacement	\$ -	-	45,000	-	-	-	-	-	-	-	-
Rotary Park Horseshoe Renov/Upgrade	\$ -	-	14,250	-	-	105,000	-	-	-	-	-
Kiwanis Park	\$ -	-	-	-	100,000	-	-	-	-	-	-
Trailhead Park	\$ -	-	500,000	-	-	-	-	-	-	-	-
"Rowdy" Gaines Olympic Pool	\$ -	-	-	-	87,000	60,000	-	-	-	-	-
W.H. Senior Adult Center	\$ -	35,000	-	-	10,000	-	-	-	-	-	-
W.H. Recreational & Cultural Cntr.	\$ -	100,000	20,000	150,000	45,000	-	-	-	-	-	-
Woman's Club	\$ -	-	100,000	-	-	-	-	-	-	-	-
Lion's Park	\$ -	-	60,000	25,000	80,000	-	-	-	-	-	-
Chain Of Lakes Park	\$ -	-	1,500,000	-	-	-	-	-	-	-	-
Sertoma Park	\$ -	400,000	-	2,200,000	-	-	-	-	-	-	-
DiamondPlex	\$ -	-	25,000	195,000	500,000	-	-	-	-	-	-
W.H. Public Library	\$ -	45,000	5,500	31,500	113,550	-	-	-	-	-	-
Avenue T NE	\$ -	550,000	-	-	-	-	-	-	-	-	-
S. Lake Silver Dr Complete Street 80%	\$ -	242,628	-	-	-	-	-	-	-	-	-
Avenue C SW/2nd Street SE Design	\$ -	75,000	-	-	-	-	-	-	-	-	-
Nora Mayo Generator	\$ -	75,000	-	-	-	-	-	-	-	-	-
<u>Governmental Grants</u>											
Woman's Club	\$ -	-	100,000	-	-	-	-	-	-	-	-
S. Lake Silver Dr Complete Street 80%	\$ -	970,510	-	-	-	-	-	-	-	-	-
Avenue C SW/2nd Street SE Design	\$ -	-	721,433	721,433	-	-	-	-	-	-	-
<u>Impact Fees</u>											
Girl Scout Park	\$ -	18,000	-	-	-	25,000	-	-	-	-	-
"Rowdy" Gaines Olympic Pool	\$ -	-	-	-	540,000	-	-	-	-	-	-
<u>Gas Tax Funding</u>											
First St. S. Signalize Intersection Improv.	\$ -	14,000	12,000	14,000	14,000	14,000	-	-	-	-	-
Transportation Improvement Program	\$ -	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<u>General Fund - Fund Equity</u>											
Fire Station Three	\$ -	3,200,000	-	-	-	-	-	-	-	-	-
<u>Total FY 2018 Estimates</u>	\$ 1,398,329	-	-	-	-	-	-	-	-	-	-
<u>Unspecified Future Capital Spending</u>	\$					1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total CIP (Current Year Dollars):	\$ 1,398,329	6,725,138	4,103,183	4,336,933	2,489,550	2,204,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000

**FY 2018 General Fund Sustainability Analysis
RESIDENTIAL DEVELOPMENT PROJECTIONS**

Prepared by Stantec Consulting Services, Inc.

Specific Subdivisions	Estimated Build-Out	Single-Family		Taxable Value per Unit \$200,000			2,000 SF per Unit		\$2,276 Total Impact Fees per Unit			
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Taxable Value per Unit	\$	200,000	206,000	212,180	218,545	225,102	231,855	238,810	245,975	253,354	260,955	268,783
Units		256	147	120	85	39	38	38	26	26	26	20
Taxable Value	\$	#####	#####	#####	#####	8,841,383	8,782,028	9,045,489	6,365,156	6,556,111	6,752,794	5,423,313
Square Footage		512,388	294,388	240,388	169,055	78,555	75,755	75,755	51,755	51,755	51,755	40,355
Impact Fee Revenue	\$	582,982	334,947	273,507	192,346	89,377	86,192	86,192	58,885	58,885	58,885	45,914

Apartment Units on Cypress Gardens Road		Multi-Family		Taxable Value per Unit \$9,252			1,202 SF per Unit		\$1,138 Total Impact Fees per Unit			
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Taxable Value per Unit	\$	9,252	9,530	9,816	10,110	10,413	10,726	11,048	11,379	11,720	12,072	12,434
Units		-	-	-	258	-	-	-	-	-	-	-
Taxable Value	\$	-	-	-	2,608,420	-	-	-	-	-	-	-
Square Footage		-	-	-	310,120	-	-	-	-	-	-	-
Impact Fee Revenue	\$	-	-	-	293,546	-	-	-	-	-	-	-

Apartment Units Westside Lakeshore Dev.		Multi-Family		Taxable Value per Unit \$9,252			1,202 SF per Unit		\$1,138 Total Impact Fees per Unit			
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Taxable Value per Unit	\$	9,252	9,530	9,816	10,110	10,413	10,726	11,048	11,379	11,720	12,072	12,434
Units		-	-	130	-	-	-	-	-	-	-	-
Taxable Value	\$	-	-	1,276,039	-	-	-	-	-	-	-	-
Square Footage		-	-	156,262	-	-	-	-	-	-	-	-
Impact Fee Revenue	\$	-	-	147,911	-	-	-	-	-	-	-	-

Unspecific/Redev. Households		Single-Family Addl. Unit 12.5%		Taxable Value per Unit \$125,000			2,000 SF per Unit		\$2,276 Total Impact Fees per Unit			
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Taxable Value per Unit	\$	125,000	128,750	132,613	136,591	140,689	144,909	149,257	153,734	158,346	163,097	167,990
Units		32	18	15	11	5	5	5	3	3	3	3
Taxable Value	\$	4,003,030	2,368,902	1,992,402	1,443,207	690,733	686,096	706,679	497,278	512,196	527,562	423,696
Square Footage		4,003,030	2,299,905	1,878,030	1,320,739	613,707	591,832	591,832	404,332	404,332	404,332	315,270
Impact Fee Revenue	\$	64,048	36,798	30,048	21,132	9,819	9,469	9,469	6,469	6,469	6,469	5,044

FY 2018 General Fund Sustainability Analysis
NON RESIDENTIAL DEVELOPMENT PROJECTIONS

Prepared by Stantec Consulting Services, Inc.

Primary Activity Center		Non-Residential		379,914 Sq. Ft.		Value per Sq. Ft. \$116.05		\$1,138 Est. Impact Fees per ERU				
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Taxable Value	\$	4,007,970	4,128,209	4,248,448	4,368,687	4,488,926	4,609,165	4,729,404	4,849,643	4,969,883	5,090,122	5,210,361
Square Footage		34,538	34,538	34,538	34,538	34,538	34,538	34,538	34,538	34,538	34,538	34,538
Square Footage ERUs		20.34	20.34	20.34	20.34	20.34	20.34	20.34	20.34	20.34	20.34	20.34
Estimated Impact Fees per ERU	\$	23,138	23,138	23,138	23,138	23,138	23,138	23,138	23,138	23,138	23,138	23,138

Regional Activity Center		Non-Residential		396,781 Sq. Ft.		Value per Sq. Ft. \$116.05		\$1,138 Est. Impact Fees per ERU				
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Taxable Value	\$	4,185,908	4,311,485	4,437,062	4,562,639	4,688,216	4,813,794	4,939,371	5,064,948	5,190,525	5,316,103	5,441,680
Square Footage		36,071	36,071	36,071	36,071	36,071	36,071	36,071	36,071	36,071	36,071	36,071
Square Footage ERUs		21.24	21.24	21.24	21.24	21.24	21.24	21.24	21.24	21.24	21.24	21.24
Estimated Impact Fees per ERU	\$	24,165	24,165	24,165	24,165	24,165	24,165	24,165	24,165	24,165	24,165	21,165

Neighborhood Activity Center		Non-Residential		29,588 Sq. Ft.		Value per Sq. Ft. \$116.05		\$1,138 Est. Impact Fees per ERU				
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Taxable Value	\$	312,145	321,510	330,874	340,238	349,603	358,967	368,331	377,696	387,060	396,425	405,789
Square Footage		2,690	2,690	2,690	2,690	2,690	2,690	2,690	2,690	2,690	2,690	2,690
Square Footage ERUs		1.58	1.58	1.58	1.58	1.58	1.58	1.58	1.58	1.58	1.58	1.58
Estimated Impact Fees per ERU	\$	1,802	1,802	1,802	1,802	1,802	1,802	1,802	1,802	1,802	1,802	1,802

Commercial		Non-Residential		36,606 Sq. Ft.		Value per Sq. Ft. \$116.05		\$1,138 Est. Impact Fees per ERU				
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Taxable Value	\$	386,183	397,768	409,354	420,939	432,525	444,110	455,696	467,281	478,867	490,452	502,038
Square Footage		3,328	3,328	3,328	3,328	3,328	3,328	3,328	3,328	3,328	3,328	3,328
Square Footage ERUs		1.96	1.96	1.96	1.96	1.96	1.96	1.96	1.96	1.96	1.96	1.96
Estimated Impact Fees per ERU	\$	2,229	2,229	2,229	2,229	2,229	2,229	2,229	2,229	2,229	2,229	2,229

FY 2018 General Fund Sustainability Analysis
NON RESIDENTIAL DEVELOPMENT PROJECTIONS (cont.)

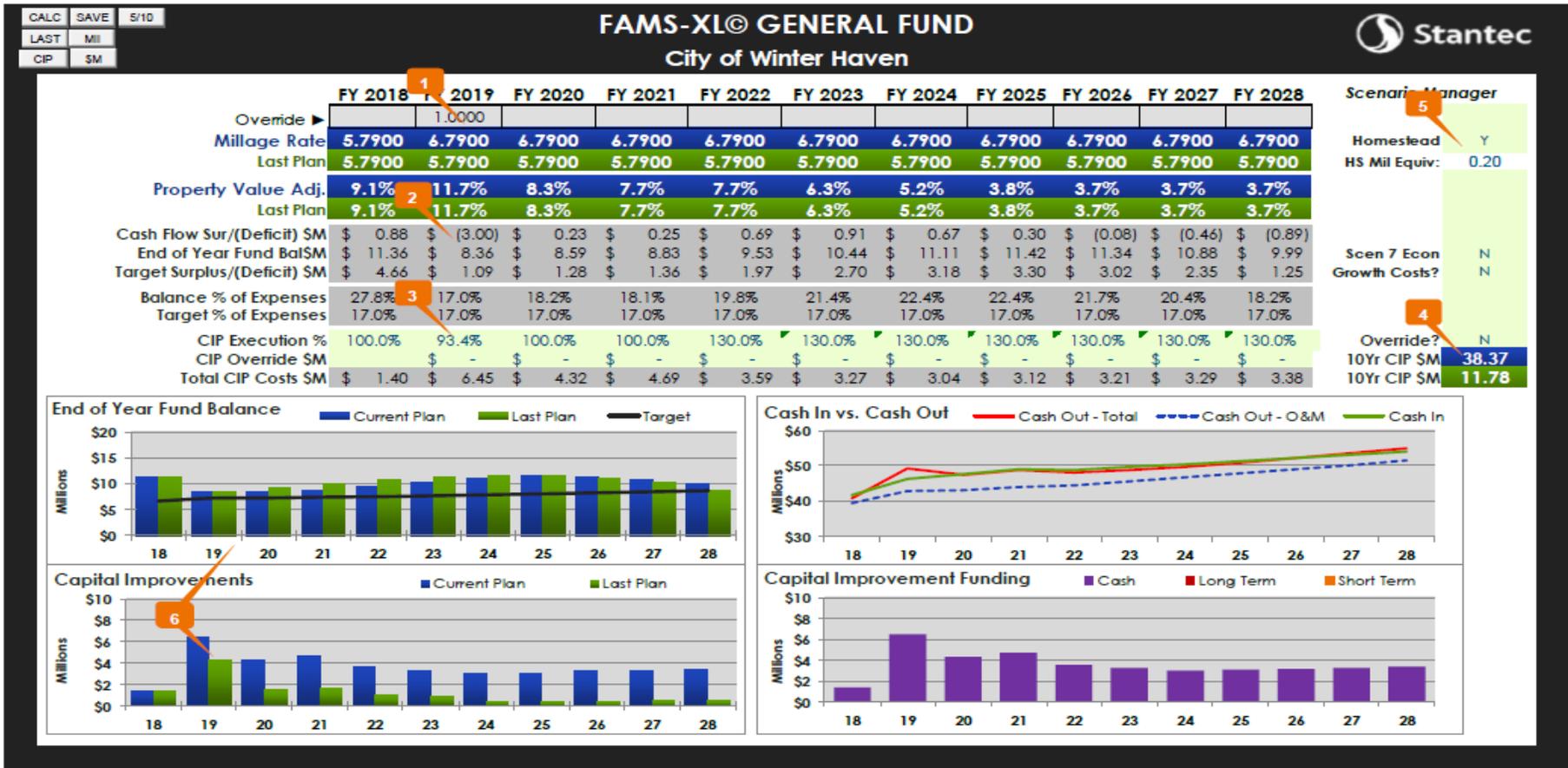
Prepared by Stantec Consulting Services, Inc.

Industrial		Non-Residential		864,906 Sq. Ft.		Value per Sq. Ft. \$39.69		\$1,138 Est. Impact Fees per ERU				
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Taxable Value	\$	3,120,630	3,214,249	3,307,868	3,401,487	3,495,106	3,588,725	3,682,343	3,775,962	3,869,581	3,963,200	4,056,819
Square Footage		78,628	78,628	78,628	78,628	78,628	78,628	78,628	78,628	78,628	78,628	78,628
Square Footage ERUs		46.30	46.30	46.30	46.30	46.30	46.30	46.30	46.30	46.30	46.30	46.30
Estimated Impact Fees per ERU	\$	52,676	52,676	52,676	52,676	52,676	52,676	52,676	52,676	52,676	52,676	52,676

Institutional		Non-Residential		35,479 Sq. Ft.		\$1,138 Est. Impact Fees per ERU						
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Taxable Value	\$	-	-	-	-	-	-	-	-	-	-	-
Square Footage		3,225	3,225	3,225	3,225	3,225	3,225	3,225	3,225	3,225	3,225	3,225
Square Footage ERUs		1.90	1.90	1.90	1.90	1.90	1.90	1.90	1.90	1.90	1.90	1.90
Estimated Impact Fees per ERU	\$	2,161	2,161	2,161	2,161	2,161	2,161	2,161	2,161	2,161	2,161	2,161

Warehouse Property		Non-Residential		1,000,000 Sq. Ft.		Value per Sq. Ft. \$39.69		\$1,138 Est. Impact Fees per ERU				
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Taxable Value	\$	-	-	#####	#####	#####	#####	-	-	-	-	-
Square Footage		-	-	250,000	250,000	250,000	250,000	-	-	-	-	-
Square Footage ERUs		-	-	147.20	147.20	147.20	147.20	-	-	-	-	-
Estimated Impact Fees per ERU	\$	-	-	167,486	167,486	167,486	167,486	-	-	-	-	-

Specific Development Projects		Non-Residential		411,008 Sq. Ft.		Value per Sq. Ft. \$89.08		\$1,138 Est. Impact Fees per ERU				
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Taxable Value	\$	-	6,196,723	#####	#####	-	-	-	-	-	-	-
Square Footage		-	69,560	115,000	226,448	-	-	-	-	-	-	-
Square Footage ERUs		-	40.96	67.71	133.34	-	-	-	-	-	-	-
Estimated Impact Fees per ERU	\$	-	46,601	77,043	151,707	-	-	-	-	-	-	-



- (1) - 1.0 Mil Adjustment in FY 2019, held at this level throughout projection period
- (2) - \$3 Million of Fund Equity used in FY19 for Fire Station
- (3) - CIP Adjusted to reflect project dollars afforded in each year of projection period
- (4) - 10 Year total CIP dollars afforded under this scenario
- (5) - Impact of new Homestead Exemption included in projection
- (6) - Green Bars and Numbers reflect baseline scenario with no millage adjustment

Schedule 2 - Property Impact Analysis

FY 2018 General Fund Sustainability Analysis

Residential Property Impacts					
Home Type	Taxable Value	FY 2018 Ad Valorem	FY 2019 Ad Valorem	Ad Valorem Impact - FY19	Effective Monthly Impact
Low Value	\$100,000	\$579	\$679	\$100	\$8
Average Value	\$150,000	\$869	\$1,019	\$150	\$13
Mid-High Value	\$200,000	\$1,158	\$1,358	\$200	\$17
High Value	\$250,000	\$1,448	\$1,698	\$250	\$21

Commercial Property Impacts					
Property Type	Taxable Value	FY 2018 Ad Valorem	FY 2019 Ad Valorem	Ad Valorem Impact - FY19	Effective Monthly Impact
Holiday Inn	\$4,180,000	\$24,202	\$28,382	\$4,180	\$348
Hampton Inn	\$3,450,000	\$19,976	\$23,426	\$3,450	\$288
Legoland	\$25,210,000	\$145,966	\$171,176	\$25,210	\$2,101
Walmart Distribution Center	\$28,910,000	\$167,389	\$196,299	\$28,910	\$2,409
ILC (CSX/Logistics Center)	\$16,170,000	\$93,624	\$109,794	\$16,170	\$1,348
State Farm Regional Office	\$24,270,000	\$140,523	\$164,793	\$24,270	\$2,023
City Center	\$5,090,000	\$29,471	\$34,561	\$5,090	\$424
Frontier Building	\$1,990,000	\$11,522	\$13,512	\$1,990	\$166
MYEYEDR Bldg.	\$2,250,000	\$13,028	\$15,278	\$2,250	\$188
Borden's Dairy	\$5,860,000	\$33,929	\$39,789	\$5,860	\$488
Publix Properties	\$10,090,000	\$58,421	\$68,511	\$10,090	\$841
Carlton Arms	\$33,200,000	\$192,228	\$225,428	\$33,200	\$2,767
Rain Garden Apartments	\$1,460,000	\$8,453	\$9,913	\$1,460	\$122
Briar Crest Apartments	\$12,060,000	\$69,827	\$81,887	\$12,060	\$1,005

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2022 - 2026

Presented on the following pages is the proposed Five-Year Capital Improvement Program (CIP) for the fiscal years 2022 through 2026. The Five-Year CIP presents various budgeted funding sources for capital improvement projects and certain capital equipment acquisitions for the budget year and proposed funding sources for subsequent years. To meet the requirements for inclusion in the CIP, a project must cost at least \$10,000 and have a useful life of at least five years.

The Five-Year Capital Improvement Program is a systematically developed plan for the identification of the financing and acquisition of various public improvements over a period of five years. It is predicated on an in-depth understanding of community needs and financial resources available. The basic source data used in the development of the CIP, in terms of selecting projects and establishing priorities, is the Comprehensive Plan and other identified departmental requirements. In this regard, the CIP must complement and support the capital improvement element of the Comprehensive Plan.

The purpose of the CIP is primarily as a planning document to alert the City of upcoming large financing requirements in accomplishing needed public improvements and to develop financing strategies for their accomplishment.

The City's current plans are to fund the Governmental Funds capital needs of the city over the next five (5) years without issuing debt. The funding sources will be expansion fees, gasoline taxes, donations and operating revenues.

The impact upon operations is also an important factor in that any increases to operating costs must be covered by current year anticipated operating revenues.

Capital expenditures and the Capital Improvement Programs are approved based on the project/program priority, fund availability and time constraints impacting City Operations.

SUMMARY OF FUNDING SOURCES (Capital Expenses Only)

Funding Sources:			FY22	FY23	FY24	FY25	FY26
General Fund Equity (prior year funding)							
LS-6*	pg. 235	Winter Haven Recreational and Cultural Center	2,294,748				
Total General Fund Equity:			2,294,748	-	-	-	-
Ad Valorem Tax Funding							
LS-1	pg. 230	Rotary Park Horseshoe Renovation	60,000	150,000	40,000	80,000	
LS-3	pg. 232	Playground Replacement Program	225,000	200,000	200,000	200,000	160,000
LS-4*	pg. 233	"Rowdy" Gaines Olympic Pool	20,000	305,000	500,000		
LS-6*	pg. 235	Winter Haven Recreational and Cultural Center			50,000	50,000	50,000
LS-7*	pg. 236	Woman's Club / Heritage Park			200,000		
LS-8*	pg. 237	Lion's Park				2,000,000	
LS-10	pg. 239	DiamondPlex		500,000	500,000		
LS-11	pg. 240	Winter Haven Public Library	193,500	85,000	84,500	72,500	
LS-13	pg. 242	Garden Center		400,000	150,000		
LS-14	pg. 243	Trails Resurface Program	95,000		135,000		
LS-15*	pg. 244	Sertoma Park	250,000				
ST-2	pg. 247	Signalize Intersection Improvements	14,000	14,000	14,000	14,000	14,000
ST-9	pg. 254	East Lake Howard Trail & Trailhead	90,000	50,000	1,360,000		
ST-12	pg. 257	North Lake Shipp Drive Reconstruction Project	20,000	20,000			
ST-14*	pg. 259	Neighborhood Sidewalks	145,000	145,000	90,000	90,000	90,000
AIR-2*	pg. 264	Airport Gates, Access Control and Fencing	250,000				
AIR-3*	pg. 265	Airport Master Plan Study				15,000	
AIR-4*	pg. 266	Airport Runway 05 Obstruction Removal		400,000			
AIR-5*	pg. 267	Rehabilitation of the South Apron		15,625	239,006		
AIR-6*	pg. 268	Taxiway "E" Extension Design & Construction				105,000	
AIR-7*	pg. 269	Corporate Hangar - Design & Construction					40,000
WB-1	pg. 286	Willowbrook Golf Course Improvements	25,000				
Total Ad Valorem Tax Funding:			1,387,500	2,284,625	3,562,506	2,626,500	354,000
Downtown CRA (Ad Valorem Taxes)							
ST-14*	pg. 259	Neighborhood Sidewalks	15,000	15,000	15,000	15,000	15,000
Total Downtown CRA (Ad Valorem Taxes):			15,000	15,000	15,000	15,000	15,000
Florence Villa CRA (Ad Valorem Taxes)							
LS-6*	pg. 235	Winter Haven Recreational and Cultural Center	182,788				
ST-14*	pg. 259	Neighborhood Sidewalks	15,000	15,000	15,000	15,000	15,000
Total Florence Villa CRA (Ad Valorem Taxes):			197,788	15,000	15,000	15,000	15,000
Transportation Fund (Ad Valorem Taxes)							
ST-1	pg. 244	Transportation Improvement Program	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
ST-4*	pg. 249	Avenue K NE Complete Street Project	308,000	150,000			
ST-5*	pg. 250	Avenue C SW/2nd Street Complete Street Project	115,064				
ST-8	pg. 253	Lake Elbert Trail Project	1,150,000	800,000			
ST-11*	pg. 256	Sixth Street, SW Complete Street Project	40,000			300,371	
ST-13*	pg. 258	Cypress Gardens Congestion Improvements	500,000	1,400,000	1,450,000		
ST-14*	pg. 259	Neighborhood Sidewalks	75,000	75,000			
ST-15*	pg. 260	Avenue C SE Pedestrian Enhancement			20,000		940,000
Total Transportation Fund (Ad Valorem Taxes):			3,188,064	3,425,000	2,470,000	1,300,371	1,940,000
Parks & Recreation Fee Revenue							
LS-5	pg. 234	Winter Haven Senior Adult Center	3,000	10,000	15,000	15,000	150,000
LS-8*	pg. 237	Lion's Park			200,000		
Total Parks & Recreation Fee Revenue:			3,000	10,000	215,000	15,000	150,000
C.D.B.G. Funding							
LS-6*	pg. 235	Winter Haven Recreational and Cultural Center	228,000	447,500			
Total C.D.B.G. Funding:			228,000	447,500	-	-	-

SUMMARY OF FUNDING SOURCES (Capital Expenses Only)

Funding Sources:			FY22	FY23	FY24	FY25	FY26
Governmental Grants							
LS-7*	pg. 236	Woman's Club / Heritage Park			100,000		
ST-3	pg. 232	South Lake Silver Drive Complete Street Project	122,150				
ST-4*	pg. 249	Avenue K NE Complete Street Project	692,000	150,000			
ST-5*	pg. 250	Avenue C SW/2nd Street Complete Street Project	1,442,866				
ST-10	pg. 239	Lake Howard Trail (South and West)	428,525				
ST-11*	pg. 256	Sixth Street, SW Complete Street Project				677,483	
ST-15*	pg. 260	Avenue C SE Pedestrian Enhancement			84,206		
Total Governmental Grants:			2,685,541	150,000	184,206	677,483	-
Impact Fees							
LS-2*	pg. 231	MLK / Skate Park			200,000		
LS-4*	pg. 233	"Rowdy" Gaines Olympic Pool	50,000				
ST-11*	pg. 256	Sixth Street, SW Complete Street Project			62,500		
ST-13*	pg. 258	Cypress Gardens Congestion Improvements	200,000				
Total Impact Fees:			250,000	-	262,500	-	-
Land Sale							
LS-6*	pg. 235	Winter Haven Recreational and Cultural Center	1,170,000				
Total Land Sale:			1,170,000	-	-	-	-
Donated Funding							
LS-7*	pg. 236	Woman's Club / Heritage Park			50,000		
Total Donated Funding:			-	-	50,000	-	-
TDC Contribution							
LS-9*	pg. 238	C.O.L. Park	4,200,000				
Total TDC Contribution:			4,200,000	-	-	-	-
Airport Grant Revenue							
AIR-1	pg. 263	Taxiway Bravo Lighting Design and Construction	3,537,538				
AIR-2*	pg. 264	Airport Gates, Access Control and Fencing	1,000,000				
AIR-3*	pg. 265	Airport Master Plan Study				285,000	
AIR-4*	pg. 266	Airport Runway 05 Obstruction Removal		1,600,000			
AIR-5*	pg. 267	Rehabilitation of the South Apron		296,875	4,541,104		
AIR-6*	pg. 268	Taxiway "E" Extension Design & Construction				1,995,000	
AIR-7*	pg. 269	Corporate Hangar - Design & Construction					160,000
Total Airport Grant Revenue:			4,537,538	1,896,875	4,541,104	2,280,000	160,000
Bond Issuance / Bond Proceeds							
FS-PS-1	pg. 228	Public Safety Complex #4	4,000,000				
FS-PS-2	pg. 229	Public Safety Complex #5	4,000,000				
LS-2*	pg. 231	MLK / Skate Park	1,075,247				
LS-6*	pg. 235	Winter Haven Recreational and Cultural Center	4,500,000				
LS-9*	pg. 238	C.O.L. Park	3,997,215				
LS-15*	pg. 244	Sertoma Park	2,494,204				
LS-16	pg. 245	Lake Maude Recreation Complex	1,800,000				
STM-3*	pg. 283	Conine Nature Park Stormwater Treatment	1,200,000				
Total Bond Issuance / Bond Proceeds:			23,066,666	-	-	-	-
Utility Operating Cash							
UT-1*	pg. 270	Water Treatment Plant Projects	175,000	975,000	1,130,000	600,000	
UT-3*	pg. 273	Utility Engineering Projects	500,000	3,500,000	3,000,000		
UT-4*	pg. 274	Wastewater Treatment Plant #3 Projects	435,000	1,815,000	1,050,000		
UT-5*	pg. 276	Water Distribution Projects	625,000	400,000	300,000	200,000	100,000
UT-6*	pg. 278	Wastewater Collection Projects	175,000	250,000	250,000	250,000	250,000
UT-7*	pg. 280	Reclaim Water Projects	1,100,000	2,100,000	2,500,000	500,000	500,000
Total Utility Operating Cash:			3,010,000	9,040,000	8,230,000	1,550,000	850,000

SUMMARY OF FUNDING SOURCES (Capital Expenses Only)

Funding Sources:			FY22	FY23	FY24	FY25	FY26
Water Impact Fees							
UT-1*	pg. 270	Water Treatment Plant Projects	600,000	750,000	550,000	1,250,000	300,000
UT-3*	pg. 273	Utility Engineering Projects	500,000	500,000	500,000	500,000	500,000
UT-5*	pg. 276	Water Distribution Projects	575,000	1,000,000	4,500,000	500,000	500,000
Total Water Impact Fees:			1,675,000	2,250,000	5,550,000	2,250,000	1,300,000
Sewer Impact Fees							
UT-2*	pg. 272	Wastewater Treatment Plant #2 Projects	230,000				
UT-3*	pg. 273	Utility Engineering Projects	500,000	500,000	500,000	500,000	500,000
UT-4*	pg. 274	Wastewater Treatment Plant #3 Projects	1,400,000	1,200,000	1,740,000		
UT-6*	pg. 278	Wastewater Collection Projects	725,000	2,200,000	2,200,000	1,200,000	1,200,000
UT-7*	pg. 280	Reclaim Water Projects	125,000		300,000		
Total Sewer Impact Fees:			2,980,000	3,900,000	4,740,000	1,700,000	1,700,000
Utility Bond Construction							
UT-2*	pg. 272	Wastewater Treatment Plant #2 Projects					1,000,000
UT-3*	pg. 273	Utility Engineering Projects		5,000,000	3,000,000	4,000,000	4,000,000
UT-4*	pg. 274	Wastewater Treatment Plant #3 Projects			1,250,000	10,000,000	40,000,000
Total Utility Bond Construction			-	5,000,000	4,250,000	14,000,000	45,000,000
SRF Loan							
UT-1*	pg. 270	Water Treatment Plant Projects	1,800,000	7,750,000	6,000,000	2,500,000	2,800,000
UT-5*	pg. 276	Water Distribution Projects		1,500,000	300,000	500,000	
UT-6*	pg. 278	Wastewater Collection Projects	4,000,000	3,250,000	2,250,000		
UT-7*	pg. 280	Reclaim Water Projects	4,000,000	550,000		750,000	750,000
Total SRF Loan			9,800,000	13,050,000	8,550,000	3,750,000	3,550,000
Grant Revenue - Utility							
UT-3*	pg. 273	Utility Engineering Projects		4,500,000	4,000,000	4,000,000	4,000,000
UT-4*	pg. 274	Wastewater Treatment Plant #3 Projects			3,050,000	10,000,000	40,000,000
UT-5*	pg. 276	Water Distribution Projects	200,000	500,000	500,000	500,000	500,000
UT-6*	pg. 278	Wastewater Collection Projects	1,250,000	1,000,000	1,000,000	1,000,000	1,000,000
UT-7*	pg. 280	Reclaim Water Projects	1,100,000	2,750,000	3,050,000	500,000	500,000
Total Grant Revenue - Utility			2,550,000	8,750,000	11,600,000	16,000,000	46,000,000
Developers Contribution							
UT-4*	pg. 274	Wastewater Treatment Plant #3 Projects	200,000	750,000			
Total Developers Contribution:			200,000	750,000	-	-	-
WIFIA							
UT-7*	pg. 280	Reclaim Water Projects		650,000	550,000		
Total WIFIA:			-	650,000	550,000	-	-
Total ALL Utility Fund:			20,215,000	43,390,000	43,470,000	39,250,000	98,400,000
Stormwater Fee Revenue							
STM-1	pg. 281	Lake May Muck Removal Project	80,000				
STM-2*	pg. 282	Rain Garden Watershed Improvement	140,000	80,000			
STM-3*	pg. 283	Conine Nature Park Stormwater Treatment	30,000				
STM-4*	pg. 284	Lake Howard Watershed Enhancement	430,000	300,000			
STM-5*	pg. 285	Stormwater Assessment & Improvement Project			3,225,189	1,741,426	1,318,016
Total Stormwater Fee Revenue:			680,000	380,000	3,225,189	1,741,426	1,318,016
Stormwater Grant Revenue							
STM-2*	pg. 282	Rain Garden Watershed Improvement	100,000	120,000			
STM-3*	pg. 283	Conine Nature Park Stormwater Treatment	700,000				
STM-4*	pg. 284	Lake Howard Watershed Enhancement	850,000				
STM-5*	pg. 285	Stormwater Assessment & Improvement Project			3,225,189	1,741,426	1,318,016
Total Stormwater Grant Revenue:			1,650,000	120,000	3,225,189	1,741,426	1,318,016

SUMMARY OF FUNDING SOURCES (Capital Expenses Only)

Funding Sources:			FY22	FY23	FY24	FY25	FY26
Sale of Fiber Revenue							
IT-1*	pg. 287	Fiber Optic Infrastructure Expansion	128,200				
Total Sale of Fiber Revenue:			128,200	-	-	-	-
Fund Equity Dark Fiber Fund							
IT-1*	pg. 287	Fiber Optic Infrastructure Expansion	371,800				
Total Fund Equity Dark Fiber Fund:			371,800	-	-	-	-
Internal Service Funds							
LS-6*	pg. 235	Winter Haven Recreational and Cultural Center	397,024				
LS-12	pg. 241	Nora Mayo Hall Building Renovations	75,000				
Total Internal Service Funds:			472,024	-	-	-	-
TOTAL ALL FUNDING SOURCES:			66,740,869	52,134,000	61,235,694	49,662,206	103,670,032

* Denotes multiple funding sources

Note: the total capital listed in the CIP may not be the total capital entity-wide. This summary does not include funding for replacement of capital equipment including vehicles and rolling stock. This summary also includes TIP funding for resurfacing of streets which we budget under "Repair & Maintenance" under operating expenses. Other notable differences are Library books which are budgeted as capital but not included in the CIP and computer equipment which is in the CIP, however is purchased under Equipment and other non-capital line items.

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: FS-PS - 1
Project Code: Fstation

Project Name: Public Safety Complex #4
Location: Fairfax Ave. N.E. Water Treatment Property
Department: Fire Department
Project Lead: Charlie Bird
Start Date: 1/1/2022
Complete Date: 5/30/2024
Account Code(s): 306-80-413-6807
Comprehensive Plan Element Category: Future Land Use Objective 1.4

TOTAL Project Cost: \$4.0 million
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: YES
ADD to Insurance: YES

PROJECT OVERVIEW:

Public Safety Station #4 - The City currently owns this property (+/- 6.37 acres) beside the waste water treatment plant facing Fairfax Ave. N.E. and is to be used as a future fire station, police substation (Public Safety facility). The City currently owns the property.

Design costs, construction, and furnishing for a 11,000 square foot multi-use public service building in the northeast section of the city. This will be a new build on vacant land and will be an additional/new public safety building.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

The facility will be a new addition to city facilities. It will increase response times and public safety services in the northeast section of the city that does not have a facility in the immediate area. This facility will provide a safe and secure station that will also serve as a multi use public service facility. The facility will house a new fire engine and personnel to staff 3 shifts on the engine.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Public Safety Station Construction (while reflected in the FY22 Budget - it is not planned to begin construction until FY23)	4,000,000					4,000,000
						-
						-
						-
Total:	4,000,000	-	-	-	-	4,000,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Debt Bond Proceeds	4,000,000					4,000,000
						-
						-
						-
Total:	4,000,000	-	-	-	-	4,000,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs			27,640	30,500	33,500	91,640
Maintenance Costs			11,000	12,000	13,500	36,500
Other Operating Costs						-
Total:	-	-	38,640	42,500	47,000	128,140

FIVE-YEAR PROJECTION OF FUTURE COSTS:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	4,000,000	-	38,640	42,500	47,000	4,128,140

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: FS-PS - 2
Project Code: Fstation

Project Name: Public Safety Complex #5
Location: 2220 20th St. N.W.
Department: Fire/Police Department
Project Lead: Charlie Bird
Start Date: 1/1/2024
Complete Date: 5/30/2026
Account Code(s): 306-80-413-6807
Comprehensive Plan Element Category:

TOTAL Project Cost: \$4.0 million
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: YES
ADD to Insurance: YES

Future Land Use Objective 1.4

PROJECT OVERVIEW:

Public Safety Complex #5 - The City currently owns the property at 2220 20th St. N.W. (+/- .58 acres) on the corner of 20th St. N.W. and the Lake Hartridge Boat ramp to be used as a future fire station, police substation. (Public Safety Station)

Design costs, construction, and furnishing for a 11,000 square foot multi-use public service building in the northwest section of the city. This will be a new build on vacant land and will be an additional/new public safety building.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

This new facility will replace a modular unit that is a temporary solution to get a fire presence in that area. The new facility will provide a safe and more secured station that will also serve as a multi-use public service facility. This will replace a modular building currently being used.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Public Safety Station Construction (while reflected in the FY22 Budget - it is not planned to begin construction until FY24)	4,000,000					4,000,000
						-
						-
						-
Total:	4,000,000	-	-	-	-	4,000,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Debt Bond Proceeds	4,000,000					4,000,000
						-
						-
						-
Total:	4,000,000	-	-	-	-	4,000,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs				27,640	30,500	58,140
Maintenance Costs				11,000	12,000	23,000
Other Operating Costs						-
Total:	-	-	-	38,640	42,500	81,140

FIVE-YEAR PROJECTION OF FUTURE COSTS:	4,000,000	-	-	38,640	42,500	4,081,140
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TOTAL Capital Expenses only:	8,000,000	-	-	-	-	8,000,000
TOTAL Additional Operating Impact:	-	-	38,640	81,140	89,500	209,280
TOTAL ALL FIRE DEPARTMENT:	8,000,000	-	38,640	81,140	89,500	8,209,280

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 1
Project Code: LS Park Enhance
 Rotary Park

Project Name: Rotary Park Horseshoe Renovation and General Park Upgrades
Location: Rotary Park
Department: Parks, Recreation and Culture Department
Project Lead: Andy Palmer / Steve Pruitt
Start Date: On-going
Complete Date: On-going
Account Code(s): 001-07-312-4605, 6301, 001-07-710-6301-710
Comprehensive Plan Element Category: Recreation Objective 1.1, Objective 2.1

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: YES
ADD to Insurance: YES

PROJECT OVERVIEW:

Size/Acreage: ±6.34 acres
Original Construction Date: TBD / Renovated 2006/2010
Facility Description: Rotary Park contains a recreation center, group picnic pavillion, tournament horseshoe complex, skate park, small pond with dock, a ball diamond and open turf field, and a large playground installed in 2006 with mulch surfacing. In 2010, renovations to include an additional group pavilions playground safety surfacing, relocation/rebuild of 1/2 basketball court, new site amenities, exterior fencing and internal and external sidewalk improvements.

Anticipated Projects:
 FY22: Site Improvements - Asphalt parking lot (\$60,000)
 FY23: Rotary Park Improvements: Horseshoe Courts (\$75,000), BMX Pump Track (\$75,000)
 FY24: Building Upgrades (\$40,000)
 FY25: Skate Park & Site Repurpose (\$80,000)

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Building renovations and asphalt improvements will enhance the existing amenities for patron use and building rentals. Horseshoe court renovations will enable club to host multi-day sanction tournament events. Playground replacement will provide upgraded playground equipment and safe play.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
Construction	60,000	150,000	40,000	80,000		330,000
Other						-
Total:	60,000	150,000	40,000	80,000	-	330,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes	60,000	150,000	40,000	80,000		330,000
Rotary Club - Donation						-
Total:	60,000	150,000	40,000	80,000	-	330,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	60,000	150,000	40,000	80,000	-	330,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 2
Project Code: na

Project Name: MLK / Skate Park
Location: Lake Silver - West side
Department: Parks, Recreation and Culture Department
Project Lead: Steve Pruitt/Andy Palmer
Start Date: 10/1/2015
Complete Date: NA
Account Code(s): 306-80-413-6235, 001-07-312-4605
Comprehensive Plan Element Category: Recreation Objective 1.1, Objective 2.1

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: YES
ADD to Insurance: YES

PROJECT OVERVIEW:

Size/Acreage: ±1 acre
Original Construction Date: N/A
Facility Description: The new skate park was constructed in 2020 and is located on the west side of MLK Jr. Park. Improvements include a new amphitheater, new restrooms and re-grading of the property for a more cohesive and user friendly appearance.

Anticipated Projects:
 FY22: A major renovation of the grounds and restroom facilities are underway at the Martin Luther King Park on the shores of Lake Silver.
 FY24: It is anticipated that within 2-4 years of operation, the skate park will need upgrades for obstacles and infrastructure due to use. These funds will help ensure the continued safety and enjoyment of the facility.

Expands level of service through a larger skate and modernized skate facility.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
MLK Park complete overhaul of grounds and restrooms	1,075,247					1,075,247
Skate Park - renovations			200,000			200,000
						-
						-
Total:	1,075,247	-	200,000	-	-	1,275,247

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Bond Proceeds	1,075,247					1,075,247
Parks & Recreation Impact Fees			200,000			200,000
						-
						-
Total:	1,075,247	-	200,000	-	-	1,275,247

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	1,075,247	-	200,000	-	-	1,275,247
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 3
Project Code: LS Park Enhance

Project Name: Playground Replacement Program
Location: Various Playgrounds
Department: Parks, Recreation and Culture Department
Project Lead: Steve Pruitt/Andy Palmer
Start Date: On-going
Complete Date: On-going
Account Code(s): 001-07-312-6301
Comprehensive Plan Element Category: Recreation Objective 1.1, Objective 2.1

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Size/Acreage: Parks Vary
Original Construction Date: Varies by park
Facility Description: . Playgrounds generally have a lifespan of 10-15 years depending on the amount of use. Our 15 playgrounds have been evaluated for replacement over the next ten years based on age, use and safety issues. The requested funding amounts will include equipment, site work needed and safety surfacing.

Anticipated Projects:

This schedule may be adjusted yearly based on increased/decreased usage or unexpected wear and tear. The following is a schedule of replacement over the next five years: Rotary Park (last renovated 2006) - Replacement 2022 - \$225,000; Lions Park (last renovated mid 1990s) - Replacement 2023 -\$100,000; Lake Hartridge (installed 2006) Replacement 2023 -\$100,000; WHRCC (last renovated 2009) - Replacement 2024 - \$200,000; Kiwanis Park Toddler (installed 2010) & Youth (installed 2004) Playgrounds 2025 - \$200,000; Girl Scout Park (last renovated 2009) - Replacement 2026- \$60,000; Lake Maude Nature Park (installed 2009) - Replacement 2026 -\$100,000

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Playground replacement ensures continued safety for park users and new features over time. All playgrounds will be ADA accessible.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Playground replacement / Surfacing						-
Rotary Park	225,000					225,000
Lions Park & Lake Hartridge Park		200,000				200,000
WHRCC			200,000			200,000
Kiwanis Toddler & Youth				200,000		200,000
Girl Scout Park (FY 2026)					60,000	60,000
Lake Maude Nature Park (FY 2026)					100,000	100,000
Total:	225,000	200,000	200,000	200,000	160,000	985,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes	225,000	200,000	200,000	200,000	160,000	985,000
						-
						-
Total:	225,000	200,000	200,000	200,000	160,000	985,000

FUTURE OPERATING IMPACT:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	225,000	200,000	200,000	200,000	160,000	985,000

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 4
Project Code: (to be determined)

Project Name: "Rowdy" Gaines Olympic Pool
Location: "Rowdy" Gaines Pool - 210 Cypress Gardens Blvd.
Department: Parks, Recreation and Culture Department
Project Lead: Scott Eilers
Start Date: On-going
Complete Date: On-going
Account Code(s): 001-07-703-4605, 4602, 6301, 6402
Comprehensive Plan Element Category: Recreation Objective 1.1, Objective 2.1

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Size/Acreage: 25Y X 50M Lap Pool / 40' X 60' Diving Well
Original Construction Date: 1976; Renovated 2002
Facility Description: Olympic size competitive pool which is 4 ft deep on each end and 6 1/2 ft deep in the middle. The pool has competitive starting blocks and is used for competitive swimming, swim instruction and recreational use. There is a separate diving well with two (2) one-meter and two (2) three-meter spring boards. A concession / patio area is located on the west end of the deck. The site also includes a playground and sand volleyball court.

Anticipated Projects:
FY22: RGOP Mechanical Room Upgrades (replacement of filtration) - \$20,000; Shade Structure - \$50,000
FY23: Pool Deck & Gutter Upgrades - \$205,000; Filter Replacement - \$100,000
FY24: Activity Pool - \$500,000

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Provides a recreation component for our citizens and visitors to the Winter Haven area. Allows families to gather together in a safe environment with fun water activities.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
Design/Engineering						-
Pool repairs/improvements	20,000	305,000				325,000
Construction	50,000		500,000			550,000
						-
Total:	70,000	305,000	500,000	-	-	875,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes	20,000	305,000	500,000			825,000
Impact Fees	50,000					50,000
						-
Total:	70,000	305,000	500,000	-	-	875,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	70,000	305,000	500,000	-	-	875,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 5
Project Code: (to be determined)

Project Name: Winter Haven Senior Adult Center
Location: 250 S. Lake Silver Dr. NW
Department: Parks, Recreation and Culture Department
Project Lead: Andy Palmer/Jennifer Burke
Start Date: On-going
Complete Date: On-going
Account Code(s): 001-07-704-4602, 4605, 6301, 501-03-906-4605
Comprehensive Plan Element Category: Recreation Objective 1.1, Objective 2.1

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Size/Acreage: 12,921 sf / ±2.25 acres
Original Construction Date: 1965
Facility Description: Recreation center with designated auditorium, exercise room, kitchen, conference room, 24 shuffleboard courts, cue shack and parking facilities for 37 vehicles.

Anticipated Projects:
 FY 22: Resurface Stage (\$3,000)
 FY 23: Exterior Painting (\$10,000)
 FY 24: Shuffle Board Upgrades (\$15,000)
 FY 25: Shuffle Board Court Upgrades (\$15,000)
 FY 26: Building Upgrades (\$150,000)

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Provides a recreation component for our senior citizens and visitors to the Winter Haven area. Establishes a place where seniors can gather together and enjoy a variety of fun activities.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
a) Design						-
Building Maintenance	3,000	10,000			150,000	13,000
Renovation / Rehab			15,000	15,000		180,000
Construction						-
						-
Total:	3,000	10,000	15,000	15,000	150,000	193,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Parks & Recreation Fees	3,000	10,000	15,000	15,000	150,000	193,000
						-
						-
Total:	3,000	10,000	15,000	15,000	150,000	193,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	3,000	10,000	15,000	15,000	150,000	193,000

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 6
Project Code: To be determined

Project Name: Winter Haven Recreational and Cultural Center
Location: 801 Martin Luther King Jr. Blvd NE
Department: Parks, Recreation and Culture Department
Project Lead: Andy Palmer
Start Date: On-going
Complete Date: On-going
Account Code(s): 001-07-709-6301, 001-07-703-6301 (pool), 501-03-906-4605, 306-80-413-6225
Comprehensive Plan Element Category: Recreation Objective 1.1, Objective 2.1

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Size/Acreage: 25,125 sf / ±11.64 acres
Original Construction Date: 1975
Facility Description: Multi-purpose use facility with a gymnasium, 25-meter "L" shaped swimming pool, kitchen facility, gameroom, conference room, computer lab, fitness / weight room, and two youth diamonds with lighting. Parking area for 55 vehicles, with unpaved overflow parking at the rear of the building.

Anticipated Projects:
 FY22 Renovation & Building addition to include a branch library, technology area, complete interior renovation improving ADA Accessibility, Mechanical systems building security, building flow and community accessibility.
 FY24-26: Library Collection & Technology (\$50,000 each year)

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:
 Provides a recreation component for our citizens and visitors to the Winter Haven area. Allows families to gather together in a safe environment with fun water activities.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Library Collection & Technology			50,000	50,000	50,000	150,000
Pool						-
Replace gym floor						-
Renovation/ New construction	8,772,560	447,500				9,220,060
Outdoor basketball court						-
Total:	8,772,560	447,500	50,000	50,000	50,000	9,370,060

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes			50,000	50,000	50,000	150,000
General Fund Equity						-
WWTP #3 Land sale	1,170,000					1,170,000
Nora Mayo funding	397,024					397,024
General Fund / Prior year funding (447,000 from CDBG)	2,294,748	447,500				2,742,248
Community Development	228,000					228,000
Florence Villa CRA	182,788					182,788
Bond Proceeds (new bond)	4,500,000					4,500,000
Total:	8,772,560	447,500	50,000	50,000	50,000	9,370,060

FUTURE OPERATING IMPACT:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	8,772,560	447,500	50,000	50,000	50,000	9,370,060
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 7
Project Code: Womens Club

Project Name: Woman's Club / Heritage Park
Location: 660 Pope Avenue NW
Department: Parks, Recreation and Culture Department
Project Lead: Andy Palmer
Start Date: 1/1/2015
Complete Date: On-going
Account Code(s): 001-07-710-6301-720, 4602-720
Comprehensive Plan Element Category: Recreation Objective 1.1, Objective 2.1

TOTAL Project Cost: On-going
Any GRANT Revenue: YES
If yes, Total GRANT: \$50,000
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Size/Acreage: 6,682 sf / ±.49 acres
Original Construction Date: 1923
Facility Description: 6,682 s.f. historical facility with rental area, caterer's kitchen and parking facilities for 12 vehicles.
Anticipated Projects:
FY24: Climate control system, insulation, restoration, weatherproofings, roof repairs (\$200,000); Historic Preservation Grant Rehab Project (\$100,000 pending award); Heritage Park Renovation - Beautification (\$50,000)

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Projects improve existing assets. No expansion or increase in level of service anticipated.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
Parking Lot						-
Building Maint./ Rehab			300,000			300,000
Equipment Repairs						-
Beautification			50,000			50,000
Other						-
Total:	-	-	350,000	-	-	350,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes			200,000			200,000
Grant			100,000			100,000
Donation (Mary Moody)			50,000			50,000
Total:	-	-	350,000	-	-	350,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	-	-	350,000	-	-	350,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 8
Project Code: LS Lions Park

Project Name: Lion's Park
Location: Lion's Park
Department: Parks, Recreation and Culture Department
Project Lead: Steve Pruitt
Start Date: 1/1/2015
Complete Date: On-going
Account Code(s): 001-07-711-4605, 6301-723
Comprehensive Plan Element Category: Recreation Objective 1.1, Objective 2.1

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Size / Acreage: ±3.75
Original Construction Date:
Facility Description: Lions Park was purchased by the City in 2007 from the Lions Club. The park is located on the south side of Lake May and contains a rental hall, parking areas, boardwalks, fishing pier, playground, picnic pavilions, and open space.
Anticipated Projects:
 FY 24: Redesign of Park Focusing on Modernization & Access (\$200,000)
 FY25: Construction (\$2,000,000)

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Projects improve existing assets. No expansion or increase in level of service anticipated.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
Design/Engineering			200,000			200,000
Park Enhances				2,000,000		2,000,000
Construction						-
Playground replacement						-
Other						-
Total:	-	-	200,000	2,000,000	-	2,200,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Parks and Recreation Fees			200,000			200,000
Ad Valorem Taxes				2,000,000		2,000,000
Total:	-	-	200,000	2,000,000	-	2,200,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	-	-	200,000	2,000,000	-	2,200,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 9
Project Code: Various

Project Name: C.O.L. Park
Location: 210 Cypress Gardens Blvd. SW
Department: Parks, Recreation and Culture Department
Project Lead: Scott Eilers
Start Date: 1/1/2015
Complete Date: On-going
Account Code(s): 001-07-711-4605, 306-80-413-6320
Comprehensive Plan Element Category: Recreation Objective 1.1, Objective 2.1

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Size/Acreage: ±53.55 acres
Original Construction Date: 1966 (Stadium) 1993 (Maintenance Bldg.)
Facility Description: C.O.L. Park is a seven field baseball complex consisting of a 7,000 seat capacity stadium as well as six lower fields. The site also houses the operations of the Parks & Grounds unit.

Anticipated Projects:

FY22: Renovation of ball fields & grounds - Field enhancement project (\$8,197,215) - renovate fields 1-5 to include drainage, fencing, lighting, spectator amenities, and support facilities.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Projects improve existing assets. No expansion or increase in level of service anticipated.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
Construction	8,197,215					8,197,215
Field Enhancement						-
Other						-
Total:	8,197,215	-	-	-	-	8,197,215

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Bond Proceeds	3,997,215	-				3,997,215
TDC contribution	4,200,000					4,200,000
						-
Total:	8,197,215	-	-	-	-	8,197,215

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	8,197,215	-	-	-	-	8,197,215
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 10
Project Code: LS Dplex Fields

Project Name: DiamondPlex
Location: 900 Polk State College Access Rd.
Department: Parks, Recreation and Culture Department
Project Lead: Steve Pruitt
Start Date: 1/1/2015
Complete Date: On-going
Account Code(s): 001-07-711-4605, 6402
Comprehensive Plan Element Category: Recreation Objective 1.1, Objective 2.1

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Size/Acreage: ±21.12 acres
Original Construction Date: 1998
Facility Description: DiamondPlex is a five field complex consisting of four 300 ft. softball fields and one 220 ft. field that serves as the home field for the PSC Girls Softball Team. The site includes a playground, two large group pavilions, and a two-story concession/score keeper building with locker rooms.

Anticipated Projects:
FY23: Update field lighting to green / LED fixtures at DiamondPlex (\$500,000)
FY 24: Field & Turf Renovations \$500,000

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Projects improve existing assets. No expansion or increase in level of service anticipated.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
Fence Replacement						-
Field Renovation			500,000			500,000
Field Lighting		500,000				500,000
Equipment Purchase						-
Other						-
Total:	-	500,000	500,000	-	-	1,000,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes		500,000	500,000			1,000,000
Parks & Recreation Fees						-
Total:	-	500,000	500,000	-	-	1,000,000

FUTURE OPERATING IMPACT:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	-	500,000	500,000	-	-	1,000,000

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 11
Project Code: (to be determined)

Project Name: Winter Haven Public Library
Location: 325 Avenue A, NW, Winter Haven 33880
Department: Parks, Recreation and Culture Department
Project Lead: Jane Martin
Start Date: 1/1/2015
Complete Date: On-going
Account Code(s): 101-07-728-4605, 6301, 6402, 6601
Comprehensive Plan Element Category: Recreation Objective 1.1, Objective 2.1

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Size/Acreage: 31,500 sf
Original Construction Date: 2004
Facility Description: 31,500 square foot library with designated children's, young adult, technology areas, multi-purpose room, computer lab, coffee shop and book store. Parking facilities for 85 vehicles.
Anticipated Projects:
FY 22: Replace carpet in main bookstacks (\$40,000); Saniglaze gallery and front circ desk (\$36,000); HVAC replacement (\$50,000) - replacement of air handler & chiller units 3 & 4; Replace 2 staff doors (\$15,000)
FY 23: Resurface parking lot (\$30,000)
FY 24: Replace circulation & reference desks (\$32,000)
FY 25: Install a glassed in quiet area (\$20,000)

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Projects improve existing assets. No expansion or increase in level of service anticipated.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Furniture Replacement			32,000			32,000
Construction		30,000				30,000
HVAC replacement	50,000					50,000
Building Maintenance	91,000			20,000		111,000
Upgrade security cameras						-
Books	52,500	55,000	52,500	52,500		212,500
Total:	193,500	85,000	84,500	72,500	-	435,500

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Parks & Recreation Fees						-
General Fund Support (Ad Valorem)	193,500	85,000	84,500	72,500		435,500
Total:	193,500	85,000	84,500	72,500	-	435,500

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	193,500	85,000	84,500	72,500	-	435,500
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 12
Project Code: (to be determined)

Project Name: Nora Mayo Hall Building Renovations
Location: 500 3rd Street NW
Department: City Manager's Office
Project Lead: T. Michael Stavres
Start Date: 10/1/2018
Complete Date: on-going
Account Code(s): 501-03-908-3105
Comprehensive Plan Element Category:

TOTAL Project Cost: on-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

Recreation Objective 1.1, Objective 2.1

PROJECT OVERVIEW:

Renovation of the Florida Citrus Building (Nora Mayo Hall) to consolidate municipal services and staff into a central location. This would create a "one-stop shop" experience for customers and allow for greater efficiency in many areas and departments in the City. It would foster greater collaboration and coordination amongst departments which in turn would provide a more effective experience for our citizens.

FY 22: HVAC System Evaluation Plan (\$75,000)

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

One-Stop Shopping / Coordinated Customer Care / Internal Collaboration / Cross Training and Cross Functionality / Financial Savings

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Capital Renovations						-
HVAC	75,000					75,000
						-
						-
Total:	75,000	-	-	-	-	75,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Internal Service Funds	75,000					75,000
						-
						-
Total:	75,000	-	-	-	-	75,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	75,000	-	-	-	-	75,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 13
Project Code: (to be determined)

Project Name: Garden Center
Location: 715 Third Street NW
Department: Parks, Recreation and Culture Department
Project Lead: Andy Palmer
Start Date: 10/1/2020
Complete Date: on-going
Account Code(s): 001-07-710-6301-735
Comprehensive Plan Element Category: Recreation Objective 1.1, Objective 2.1

TOTAL Project Cost: on-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

The City is budgeting for utilities and the general upkeep of this facility.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Projects improve existing facility. It is anticipated with acquisition that the City would be able to provide a new venue for citizens to use.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Capital Renovations		400,000	150,000			550,000
						-
						-
						-
Total:	-	400,000	150,000	-	-	550,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes		400,000	150,000			550,000
						-
						-
Total:	-	400,000	150,000	-	-	550,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	-	400,000	150,000	-	-	550,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 14
Project Code: Trail Resurface

Project Name: Trails Resurfacing Program
Location: Various Trails
Department: Parks, Recreation and Culture Department
Project Lead: Steve Pruitt/Andy Palmer/MJ Carnevale
Start Date: On-going
Complete Date: On-going
Account Code(s): 001-07-312-6301
Comprehensive Plan Element Category: Recreation Objective 1.1, Objective 2.1

TOTAL Project Cost: on-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Size/Acreage: Trails Vary
Original Construction Date: Varies by Trail
Facility Description: . The City has developed 13 + miles of trails over the past 20 years. Over that time based on age, usage and site specific conditions, the need to resurface these trails has arisen. The following is a schedule of CAPITAL replacement over the next five years: South Lake Howard Nature Park (built- 2000) - resurfacing 2022 - \$95,000; COL Trail (built 2007) - resurfacing 2024- \$90,000; Lake Hartridge Nature Park (built 2006) - resurfacing 2024 - \$45,000
 While not a capital expense, these maintenance projects are slated to be completed as follows in the next 5 years: Lake Howard Trail (built 2010/2016 - rejuvenate 2022- \$12,000; 7th Street NW Trail (built 2019) - rejuvenate 2022 -\$3,000;Third St. SW Trail (built 2013) - rejuvenate 2022 - \$10,000; PSC Loop Trail (built 2012) -rejuvenate-2023- \$17,000; Avenue B NW Trail (built 2014) - resurfacing/rejuvenate 2023 - \$20,000
Anticipated Projects:
 FY 2022: Resurface South Lake Howard Nature Park
 FY 2024: Resurface - COL Trail \$90,000; Lake Hartridge Nature Park \$45,000

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Trail connections are utilized for transportation and recreation. These facilities must be maintained and resurfaced over time to ensure proper safety.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
South Lake Howard Nature Park	95,000					95,000
COL Trail			90,000			90,000
Lake Hartridge Nature Park			45,000			45,000
						-
						-
Total:	95,000	-	135,000	-	-	230,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes	95,000		135,000			230,000
						-
Total:	95,000	-	135,000	-	-	230,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	95,000	-	135,000	-	-	230,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 15
Project Code: LS Sertoma Fball
 Sertoma Fencing

Project Name: Sertoma Park
Location: Sertoma Park - W. Lake Shipp Drive
Department: Parks, Recreation and Culture Department
Project Lead: Steve Pruitt/Andy Palmer
Start Date: 5/7/2014
Complete Date: On-going
Account Code(s): 306-80-413-6232
Comprehensive Plan Element Category: Recreation Objective 1.1, Objective 2.1

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Size/Acreage: ±20.75 ac
Original Construction Date: 1950; (leased property from Daniels / Brantley family; City took over lease in 2004)
Facility Description: Sertoma Park is the primary location for youth football and baseball. The facility includes 4 baseball / 1 T-ball field, 2 youth football fields and two concession facilities.. Improvements to the on-site parking facilities are scheduled to commence in FY15 with funding allocated through O-14-25.

Anticipated Projects:
FY22: Renovation Project - complete facility renovation (\$2,494,204) - This project is intended to incorporate replacement of the existing baseball concession facility, replacement of all athletic lighting for football and baseball, field expansion and/or addition where practical, and spectator area improvements to include shade/safety awnings. On-site maintenance facilities are also to be considered. (Baseball field & lighting renovations; football lighting renovations)

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Expands level of service related to athletic facilities by increasing number of fields; enhances functionality of the facility and modernizes existing amenities; expected to recoupe operational expenses through a more efficient design and modern systems (i.e. field lighting, irrigation, etc.)

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Renovations	2,744,204					2,744,204
						-
						-
						-
Total:	2,744,204	-	-	-	-	2,744,204

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Bond Proceeds	2,494,204					2,494,204
Ad Valorem	250,000					250,000
Total:	2,744,204	-	-	-	-	2,744,204

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	2,744,204	-	-	-	-	2,744,204
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: LS - 16
Project Code:

Project Name: Lake Maude Recreation Complex
Location: Northeast Winter Haven
Department: Parks, Recreation and Culture Department
Project Lead: Steve Pruitt/Andy Palmer
Start Date: 10/1/2021
Complete Date: 10/1/2022
Account Code(s): 306-80-413-6209
Comprehensive Plan Element Category: Recreation Objective 1.1, Objective 2.1

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

FY22: Phase 2 - Construction of two baseball diamonds (shared space with multi-purpose fields), Completion of on-site parking improvements.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Completion of the Lake Maude Park will result in expanded outdoor recreation amenities for residents in the Northeast Winter Haven (Florence Villa) area. Additionally, the construction of the baseball fields will allow for the Winter Haven Wolverines to host their youth football and baseball programs at the same park, resulting in greater efficiency in the program delivery. An indirect benefit of the ballfield construction is the opportunity to eliminate one of the two existing ballfields at WHRCC, thereby allowing for an expanded renovation of that facility.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Phase 2	1,800,000					1,800,000
						-
						-
Total:	1,800,000	-	-	-	-	1,800,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Bond Proceeds	1,800,000					1,800,000
						-
Total:	1,800,000	-	-	-	-	1,800,000

FUTURE OPERATING IMPACT:		FY22:	FY23:	FY24:	FY25:	FY26:	Total:
		New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs							-
Utility Costs							-
Maintenance Costs							-
Other Operating Costs							-
Total:		-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	1,800,000	-	-	-	-	1,800,000
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TOTAL Capital Expenses only:	23,310,726	2,097,500	2,424,500	2,417,500	360,000	30,610,226
TOTAL Additional Operating Impact:	-	-	-	-	-	-
TOTAL ALL PARKS & RECREATION DIVISION:	23,310,726	2,097,500	2,424,500	2,417,500	360,000	30,610,226

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 1
Project Code: TIP

Project Name: Transportation Improvement Program
Location: Various
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: On-going
Complete Date: On-going
Account Code(s): 301-80-205-4605
Comprehensive Plan Element Category:

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

PROJECT OVERVIEW:

Size/Acreage: N/A
Original Construction Date: N/A ongoing
Facility Description: Project involves Pavement Improvement on locally controlled roads and transportation infrastructure throughout the City.
Anticipated Projects:
 FY22: Pavement Improvement / Striping (\$1,000,000)
 FY23: Pavement Improvement / Striping (\$1,000,000)
 FY24: Pavement Improvement / Striping (\$1,000,000)
 FY25: Pavement Improvement / Striping (\$1,000,000)
 FY26: Pavement Improvement / Striping (\$1,000,000)
Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:
 Projects improve existing assets to improve the level of service of transportation system.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
Pavement Improvement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Construction Mgmt.						-
Other						-
Total:	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
						-
						-
Total:	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

FUTURE OPERATING IMPACT:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 2
Project Code: ST SignalTiming

Project Name: Signalize Intersection Improvements
Location: Various
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: On-going
Complete Date: On-going
Account Code(s): 001-09-401-6312
Comprehensive Plan Element Category: Transportation Objective 1.1

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: NO
ADD to Insurance: NO

PROJECT OVERVIEW:

Size/ Acreage: N/A
Original Construction Date:
Facility Description: This effort strives to improve signalized intersections through the City.

Anticipated Projects:
FY 22: Intersection upgrades (\$14,000) - 3rd Street and Avenue D NW
FY 23: Intersection upgrades (\$14,000) - 3rd Street and Avenue C SW
FY 24: Intersection upgrades (\$14,000) - Traffic Timing Study on First Street
FY 25: Intersection upgrades (\$14,000) - TBD
FY 26: Intersection upgrades (\$14,000) - TBD

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Projects improve existing assets, increases safety of intersections and will increase level of service.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
Intersection Upgrades	14,000	14,000	14,000	14,000	14,000	70,000
Construction						-
Construction Mgmt.						-
Other						-
Total:	14,000	14,000	14,000	14,000	14,000	70,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes	14,000	14,000	14,000	14,000	14,000	70,000
						-
						-
Total:	14,000	14,000	14,000	14,000	14,000	70,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	14,000	14,000	14,000	14,000	14,000	70,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 3
Project Code: To be determined

Project Name: South Lake Silver Drive Complete Street Project
Location: S. Lake Silver Drive, First Street, N to 5th Street, NW
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 12/15/2017
Complete Date: 10/30/2021
Account Code(s): 301-80-205-4605, 6301
Comprehensive Plan Element Category: Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

TOTAL Project Cost: \$1,564,138
Any GRANT Revenue: YES
If yes, Total GRANT: \$1,306,321
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Original Construction Date:
Facility Description: The South Lake Silver Drive project will convert a two lane street with oversized 20-foot travel lanes into a multi-modal corridor connecting the Chain of Lakes Trail, Martin Luther King Park, the City's Senior Center, Tennis Complex, Gessler Clinic and Winter Haven Hospital. Additionally this project will complete sidewalks on both sides of Third Street, NW completing the last segment of sidewalk in front of the Garden Club. Considerations will be given during design to reconfigure aspects of the intersection of Lake Silver Drive and First Street, North to accommodate for safer pedestrian movement. Additional improvements include bicycle facilities, drainage improvements, sidewalks, crosswalks and landscaping.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Complete sidewalks on Third Street and South Lake Silver Drive, improve drainage, add pedestrian crosswalks and landscaping to improve overall multi-modal level of service.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
Design						-
Construction	122,150					122,150
Construction Mgmt.						-
Other						-
Total:	122,150	-	-	-	-	122,150

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
FDOT Grant	122,150					122,150
Ad Valorem						-
						-
Total:	122,150	-	-	-	-	122,150

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	122,150	-	-	-	-	122,150
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 4
Project Code: To be determined

Project Name: Avenue K NE Complete Street Project
Location: East Lake Martha Drive to East Lake Silver Drive
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 10/1/2019
Complete Date: 9/30/2022
Account Code(s): 301-80-205-4605, 6301
Comprehensive Plan Element Category: Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

TOTAL Project Cost: \$1,300,000
Any GRANT Revenue: YES
If yes, Total GRANT: \$692,000
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Design and construct 2,000 feet of multi-modal improvements such as enhanced sidewalks, enhanced crosswalks, and improved drainage, intersections and lighting.

*The most recent estimate from engineer's shows the project coming in at \$1,300,000. Although it was not anticipated when we completed the FY22 requested budget we are reflecting the balance of funding required in the FY23 column for purposes of this CIP spreadsheet.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

The project adds sidewalks to improve multi-modal level of service.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
Design						-
Construction*	1,000,000	300,000				1,300,000
Intersection improvements						-
Other						-
Total:	1,000,000	300,000	-	-	-	1,300,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes	308,000	150,000				458,000
Impact Fees						-
FDOT Grant	692,000	150,000				842,000
						-
Total:	1,000,000	300,000	-	-	-	1,300,000

FUTURE OPERATING IMPACT:		FY22:	FY23:	FY24:	FY25:	FY26:	Total:
		New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs							-
Utility Costs							-
Maintenance Costs							-
Other Operating Costs							-
Total:		-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	1,000,000	300,000	-	-	-	1,300,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 5
Project Code: To be determined

Project Name: Avenue C, SW / Second Street, SW Complete Street Project
Location: Avenue C, SW / Second Street, SW(First Street to US 17)
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 10/1/2018
Complete Date: 9/30/2022
Account Code(s): 301-80-205-4605, 6301, 3101
Comprehensive Plan Element Category: Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

TOTAL Project Cost: \$1,441,866
Any GRANT Revenue: YES
If yes, Total GRANT: \$1,441,866
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Size/Acreage: Ave C, SW approximately 1,725 feet; Second Street, SW approximately 1,340 feet
Original Construction Date:
Facility Description: Ave C, SW improvements include installing an 8 foot multi-use trail, on street parking, widening of sidewalks on the south side of the street, landscaping and bicycling facilities. The existing 20 foot travel lanes will be reduced to a maximum of 11 feet to accommodate the pedestrian components, marked parking spaces and new green space. (Avenue C, SW from Fifth Street, SW on the west to First Street, South on the east)
 Second St, SW includes completion of 5-foot sidewalks along both sides of the street between Ave C, SW and Ave G, SW and drainage improvements necessary for installation of sidewalks and crosswalks. (Second St., SW extending from Ave G, SW on the south to Ave C, SW on the north)
Anticipated Projects:
 FY22: Engineering (\$115,064), Construction (\$1,442,866)
 * Since the initial budget request, the project has been bid out at \$1,448,158.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Continuation of the City's multi-use trail network improving pedestrian connections between downtown and the Citi Centre, drainage improvements, on street parking, bicycling facilities and green space.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Engineering	115,064					115,064
Construction	1,442,866					1,442,866
Other						-
Total:	1,557,930	-	-	-	-	1,557,930

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
FDOT Transportation Enhancement Grants	1,442,866					1,442,866
Ad Valorem funding	115,064					115,064
Total:	1,557,930	-	-	-	-	1,557,930

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	1,557,930	-	-	-	-	1,557,930
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: **ST - 6**
Project Code: **To be determined**

Project Name: Avenue D, NW Street Project
Location: Avenue D, NW
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: TBD
Complete Date: TBD
Account Code(s): 001-09-401-3105, 301-80-205-6301
Comprehensive Plan Element Category:

TOTAL Project Cost: TBD
Any GRANT Revenue: YES
If yes, Total GRANT: TBD
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

PROJECT OVERVIEW:

Avenue D, NW is a key east/west collector roadway lying immediately north of Downtown. With many pedestrians oriented improvements occurring in the core of downtown along Central Avenue, Avenue D, NW is experiencing increased traffic. The 2015 Winter Haven Downtown Transportation Plan recognizes this and indicated improvements are needed along this corridor. The study will identify specific project opportunities on Avenue D, NW and of adjacent streets to improve overall East/West level of service. Currently the fDOT is engaged in a larger corridor study on highway 17 that will help guide the direction of this effort

Anticipated Projects:

Date TBD: Study
 Date TBD: Construction - to be determined based on study

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Project will improve overall East/West traffic movement within downtown improving level of service.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Study						-
Construction						-
						-
						-
Total:	-	-	-	-	-	-

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes						-
						-
						-
Total:	-	-	-	-	-	-

FUTURE OPERATING IMPACT:		FY22:	FY23:	FY24:	FY25:	FY26:	Total:
		New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs							-
Utility Costs							-
Maintenance Costs							-
Other Operating Costs							-
Total:		-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	-	-	-	-	-	-

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 7
Project Code: To be determined

Project Name: Avenue O, SW Street Project
Location: Avenue O, SW
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: TBD
Complete Date: TBD
Account Code(s): 301-80-205-6301
Comprehensive Plan Element Category:

TOTAL Project Cost: \$2,450,000
Any GRANT Revenue: YES
If yes, Total GRANT: TBD
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

PROJECT OVERVIEW:

Phase 2 of the Winter Haven Downtown Transportation Plan focused on increasing levels of traffic congestion along the Cypress Gardens Boulevard corridor. Avenue O, SE/SW from Eighth Street, SE to Third Street, SW (US 17) was identified as a potential parallel to relieve a portion of this congestion. This project explores multi-modal improvements between First Street, South and Third Street, SW.

Anticipated Projects:

Avenue O, SW \$700,000
Avenue O, SE Phase 1 \$950,000
Avenue O, SE Phase 2 \$800,000

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

This project will improve East/West movement in Cypress Gardens corridor increasing level of service.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Avenue O SW (Design)						-
Avenue O SE, Phase 1 (Design)						-
Avenue O SE, Phase 2 (Design)						-
Construction						-
Total:	-	-	-	-	-	-

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Gas Tax Funding						-
FDOT Grant						-
CRA Funding (Eligible)						-
Total:	-	-	-	-	-	-

FUTURE OPERATING IMPACT:		Five-Year Future Planning					Total:
		FY22:	FY23:	FY24:	FY25:	FY26:	
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
	Personal Service Costs						-
	Utility Costs						-
	Maintenance Costs						-
	Other Operating Costs						-
Total:		-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	-	-	-	-	-	-

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 8
Project Code: To be determined

Project Name: Lake Elbert Trail Project (East & West)
Location: Lake Elbert (NE Winter Haven)
Department: Public Works
Project Lead: Andy Palmer
Start Date: 10/1/2019
Complete Date: 9/30/2023
Account Code(s): 306-80-413-6239
Comprehensive Plan Element Category:

TOTAL Project Cost: \$2,700,000
Any GRANT Revenue: YES
If yes, Total GRANT: TBD
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

PROJECT OVERVIEW:

Design and construct a 4,000 +/- foot multi-use trail along the eastern and western side of Lake Elbert. This project is identified in the Sidewalk Pedestrian Multi-modal Infrastructure Access Plan as a priority sidewalk connection.

Anticipated Projects:

FY22: Construction \$1,150,000
 FY23: Construction \$800,000

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Improves multi-modal level of services - Transportation Policy 1.1.1

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Acquisition						-
Design						-
Construction	1,150,000	800,000				1,950,000
						-
						-
						-
Total:	1,150,000	800,000	-	-	-	1,950,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes	1,150,000	800,000				1,950,000
	-					-
						-
Total:	1,150,000	800,000	-	-	-	1,950,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	1,150,000	800,000	-	-	-	1,950,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 9
Project Code: To be determined

Project Name: East Lake Howard Trail & Trailhead
Location: Avenue B, NW to Lake Howard/Lake May Canal
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 10/1/2024
Complete Date: 9/30/2026
Account Code(s): 301-80-205-6301, 001-09-401-3105
Comprehensive Plan Element Category: Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

TOTAL Project Cost: \$1,500,000
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Design and construction of a 3,500 foot multi-use trail and sidewalks along the eastern side of Lake Howard from Avenue B, NW to Avenue D, SW. This trail will provide a connection to neighborhoods in southwest Winter Haven from the Chain of Lakes Trail network. This project is identified in the Sidewalk Pedestrian Multi-modal infrastructure Access Plan as a priority multi-use trail.

Anticipated construction cost - \$1,360,000; currently without a funding source.
 Note: For FY22 Budget the design will come into place only after ROW land acquisition.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Improves multi-modal level of services - Transportation Policy 1.1.1

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
E. Lake Howard Pedestrian Enhancement Design	50,000	50,000				100,000
Design, Construction and Contingency			1,360,000			1,360,000
Land Acquisition for ROW	40,000					40,000
						-
Total:	90,000	50,000	1,360,000	-	-	1,500,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes	90,000	50,000	1,360,000			1,500,000
						-
						-
Total:	90,000	50,000	1,360,000	-	-	1,500,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	90,000	50,000	1,360,000	-	-	1,500,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 10
Project Code: To be determined

Project Name: Lake Howard Trail (South and West)
Location: Lake Howard/Lake May Canal to Avenue G, NW
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 10/1/2022
Complete Date: 9/30/2026
Account Code(s): 301-80-205-6301, 4605
Comprehensive Plan Element Category: Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

TOTAL Project Cost: \$4,275,000
Any GRANT Revenue: YES
If yes, Total GRANT: TDB
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

South (Lake Howard/Lake May Canal to 15th Street SW): Design and construct a 1,900-foot multi-use trail along the shore of Lake Howard from the Lake Howard/Lake May Canal to 15th Street SW. The trail will aid in providing a connection between downtown and the Lake Howard Nature Park. This project is identified in the Sidewalk Pedestrian Multi-modal Infrastructure Access Plan as a priority multi-use trail. 500,000

South (15th Street SW to Avenue C, SW): Design and construct a 3,200-foot multi-use trail along the shore of Lake Howard from 15th Street, SW to Avenue C, SW. The trail will aid in providing a connection between downtown and the Lake Howard Nature Park. This project is identified in the Sidewalk Pedestrian Multi-modal Infrastructure Access Plan as a priority multi-use trail. \$4,000,000 - project date TBD.

West (Avenue C, SW to Avenue G, NW): Corridor analysis for a trail connection along the western side of Lake Howard between Avenue C, SW and Avenue G, NW. The specific route for this trail has not been finalized. This project is identified in the Sidewalk Pedestrian Multi-modal Infrastructure Access Plan as a priority multi-use trail. \$150,000 - project date TBD.

Anticipated Cost - \$4,275,000; currently has partial committed funding from FDOT, Construction date TBD.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Improves multi-modal level of services - Transportation Policy 1.1.1

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
South (Howard/May Canal to 15th St. SW) Design/Construction	428,525					428,525
South (15th St SW to Ave. C SW) Design/Construction						-
West (Ave. C SW to Ave. G. NW) Analysis						-
Design / Construction TBD						-
Total:	428,525	-	-	-	-	428,525

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Gas Tax Funding						-
FDOT Grants	428,525					428,525
Total:	428,525	-	-	-	-	428,525

FUTURE OPERATING IMPACT:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	428,525	-	-	-	-	428,525

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 11
Project Code: To be determined

Project Name: Sixth Street, SW Complete Street Project
Location: Sixth Street, SW
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 10/1/2019
Complete Date: 9/30/2026
Account Code(s): 301-80-205-6301, 4605
Comprehensive Plan Element Category:

TOTAL Project Cost: \$1,102,854
Any GRANT Revenue: YES
If yes, Total GRANT: \$677,483
ADD to Fixed Assets: NO
ADD to Insurance: NO

Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

PROJECT OVERVIEW:

The Sixth Street, SW Complete Street improvements will convert the existing former 4-lane roadway between Avenue C, SW and Avenue G, SW into a corridor with two, 10 to 11-foot travel lanes (existing), and median/center turn lane, landscaping, rain gardens, and an 8-foot sidewalk along the eastern side of the roadway. The project will also provide 5 to 6-foot wide infill sidewalks along Avenue G, SW between Fifth Street, SW and Seventh Street, SW. This project was identified by the 2015 Winter Haven Downtown Transportation Plan.

The City submitted a construction cost of \$811,000 and applied for complete street funding in FY19 - at this time we have not received word on funding. The City would be responsible for design costs needing to occur in FY23 or FY24. Construction costs would likely be no earlier than FY25/26.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Improves multi-modal level of services - Transportation Policy 1.1.1

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Design	40,000		62,500			102,500
Construction				977,854		977,854
						-
						-
Total:	40,000	-	62,500	977,854	-	1,080,354

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem	40,000			300,371		340,371
FDOT Grant				677,483		677,483
Impact Fees			62,500			62,500
Total:	40,000	-	62,500	977,854	-	1,080,354

FUTURE OPERATING IMPACT:		FY22:	FY23:	FY24:	FY25:	FY26:	Total:
		New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs							-
Utility Costs							-
Maintenance Costs							-
Other Operating Costs							-
Total:		-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	40,000	-	62,500	977,854	-	1,080,354
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 12
Project Code: To be determined

Project Name: North Lake Shipp Drive Reconstruction Project (Street portion of project only)
Location: Avenue Q, SW to CSX RR Tracks
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 10/1/2021
Complete Date: 9/30/2026
Account Code(s): 301-80-205-6301, 001-09-401-3105
Comprehensive Plan Element Category: Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

TOTAL Project Cost: \$4,000,000
Any GRANT Revenue: YES
If yes, Total GRANT: TBD
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Project will resurface/reconstruct a 2,800-foot segment of N. Lake Shipp Drive, add curbs to the median, improve drainage, improve lighting, add a multi-use trail and sidewalks. The multi-use trail has been a long identified need along this corridor and will aid in connecting to Sertoma Park.

Anticipated Cost - \$4,000,000; currently without a funding source in a date yet to be determined. Utility Department has \$350,000 in funding for "design" in FY22.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Improves multi-modal level of services - Transportation Policy 1.1.1

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Street and Drainage Design	20,000	20,000				40,000
						-
						-
Total:	20,000	20,000	-	-	-	40,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem	20,000	20,000				40,000
						-
						-
Total:	20,000	20,000	-	-	-	40,000

FUTURE OPERATING IMPACT:		FY22:	FY23:	FY24:	FY25:	FY26:	Total:
		New Personnel Staff	0.0	0.0	0.0	0.0	0.0
	Personal Service Costs						-
	Utility Costs						-
	Maintenance Costs						-
	Other Operating Costs						-
Total:		-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	20,000	20,000	-	-	-	40,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 13
Project Code: To be determined

Project Name: Cypress Gardens Boulevard Congestion Improvements
Location: Between First Street and Overlook Drive
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 10/1/2021
Complete Date: 9/30/2025
Account Code(s): 301-80-205-6301, 301-80-205-4605
Comprehensive Plan Element Category: Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

TOTAL Project Cost: \$3,550,000
Any GRANT Revenue: YES
If yes, Total GRANT: TBD
ADD to Fixed Assets: NO
ADD to Insurance: NO

PROJECT OVERVIEW:

This project addresses the congestion in the Cypress Gardens corridor with the increasing volume in this area. This will likely be a partnership with the FDOT. Opportunities for this are currently being explored.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

This project will improve movement in Cypress Gardens corridor increasing level of service.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
1st Street / Cypress Gardens Blvd Improvements	700,000					700,000
6th, 8th & 9th Street SE		1,400,000	1,450,000			2,850,000
						-
						-
Total:	700,000	1,400,000	1,450,000	-	-	3,550,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes	500,000	1,400,000	1,450,000			3,350,000
Impact Fees	200,000					200,000
						-
Total:	700,000	1,400,000	1,450,000	-	-	3,550,000

FUTURE OPERATING IMPACT:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	700,000	1,400,000	1,450,000	-	-	3,550,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 14
Project Code: To be determined

Project Name: Neighborhood Sidewalks
Location: City-wide
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: on-going
Complete Date: on-going
Account Code(s): 301-80-205-6301,001-09-401-5300,-5301,108-10-215-5300,109-10-214-5300
Comprehensive Plan Element Category:

TOTAL Project Cost: Ongoing
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

PROJECT OVERVIEW:

This project addresses the on-going general sidewalk improvements within the City limits.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

This project will improve movement in Cypress Gardens corridor increasing level of service. It also is a safety issue.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
General Fund (Sidewalks/Road Materials)	145,000	145,000	75,000	75,000	75,000	515,000
Transportation Fund	75,000	75,000	15,000	15,000	15,000	195,000
Downtown CRA	15,000	15,000	15,000	15,000	15,000	75,000
Florence Villa CRA	15,000	15,000	15,000	15,000	15,000	75,000
Total:	250,000	250,000	120,000	120,000	120,000	860,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes - General Fund	145,000	145,000	90,000	90,000	90,000	560,000
Ad Valorem Taxes - DT CRA Fund	15,000	15,000	15,000	15,000	15,000	75,000
Ad Valorem Taxes - FV CRA Fund	15,000	15,000	15,000	15,000	15,000	75,000
Ad Valorem Taxes - Transportation Fund	75,000	75,000				150,000
Total:	250,000	250,000	120,000	120,000	120,000	860,000

FUTURE OPERATING IMPACT:		FY22:	FY23:	FY24:	FY25:	FY26:	Total:
		New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs							-
Utility Costs							-
Maintenance Costs							-
Other Operating Costs							-
Total:		-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	250,000	250,000	120,000	120,000	120,000	860,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 15
Project Code: TBD

Project Name: Ave. C SE Pedestrian Enhancement
Location: Ave. C SE Pedestrian Enhancement
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 10/1/2022
Complete Date: 9/30/2024
Account Code(s): 301-80-205-6301
Comprehensive Plan Element Category:

TOTAL Project Cost: \$1,044,206
Any GRANT Revenue: YES
If yes, Total GRANT: \$84,206
ADD to Fixed Assets: NO
ADD to Insurance: NO

Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

PROJECT OVERVIEW:

Project constructs pedestrian enhancements between Ave. C SE from First Street to Second Street

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Improves multi-modal level of services - Transportation Policy 1.1.1

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Design			104,206			104,206
Construction					940,000	940,000
						-
						-
Total:	-	-	104,206	-	940,000	1,044,206

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Ad Valorem Taxes			20,000		940,000	960,000
FDOT Grant			84,206			84,206
						-
Total:	-	-	104,206	-	940,000	1,044,206

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	-	-	104,206	-	940,000	1,044,206
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 16
Project Code: TBD

Project Name: Cypress Gardens Blvd East Corridor Improvements
Location: Cypress Gardens Rd. to Cypress Gardens Rd.
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 10/1/2019
Complete Date: 9/30/2027
Account Code(s): 301-80-205-6301, 301-80-205-4605
Comprehensive Plan Element Category: Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

TOTAL Project Cost: TBD
Any GRANT Revenue: YES
If yes, Total GRANT: TBD
ADD to Fixed Assets: NO
ADD to Insurance: NO

PROJECT OVERVIEW:

Implements initiatives outlined in the 2020 Corridor study performed by FDOT.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Creates traffic efficiencies, improves safety and pedestrian access in the corridor, as well as improved business and residential access to the area.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
						-
						-
						-
						-
Total:	-	-	-	-	-	-

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
						-
						-
						-
Total:	-	-	-	-	-	-

FUTURE OPERATING IMPACT:		FY22:	FY23:	FY24:	FY25:	FY26:	Total:
		New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs							-
Utility Costs							-
Maintenance Costs							-
Other Operating Costs							-
Total:		-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	-	-	-	-	-	-
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: ST - 17
Project Code: TBD

Project Name: Highway 17 Corridor Improvements
Location: Between Motorpool Rd. and Cypress Gardens Blvd.
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 10/1/2019
Complete Date: 9/30/2027
Account Code(s): 301-80-205-6301, 301-80-205-4605
Comprehensive Plan Element Category: Transportation Objective 1.3, 1.7, 1.14, 2.2, 2.3; Recreation Objective 1.6

TOTAL Project Cost:
Any GRANT Revenue: YES
If yes, Total GRANT:
ADD to Fixed Assets: NO
ADD to Insurance: NO

PROJECT OVERVIEW:

Implements initiatives outlined in the 2020 Corridor study performed by FDOT.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Creates traffic efficiencies, improves safety and pedestrian access in the corridor, as well as improved business and residential access to the area.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
						-
						-
						-
Total:	-	-	-	-	-	-

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
						-
						-
						-
Total:	-	-	-	-	-	-

FUTURE OPERATING IMPACT:		FY22:	FY23:	FY24:	FY25:	FY26:	Total:
		New Personnel Staff	0.0	0.0	0.0	0.0	0.0
	Personal Service Costs						-
	Utility Costs						-
	Maintenance Costs						-
	Other Operating Costs						-
Total:		-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	-	-	-	-	-	-
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TOTAL Capital Expenses only:	6,372,605	3,834,000	4,110,706	2,111,854	2,074,000	18,503,165
TOTAL Additional Operating Impact:	-	-	-	-	-	-
TOTAL ALL STREETS DIVISION:	6,372,605	3,834,000	4,110,706	2,111,854	2,074,000	18,503,165

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: AIR - 1
Project Code: AIR Taxi Bravo

Project Name: Taxiway Bravo Lighting Design and Construction
Location: Gilbert Field off U.S. Hwy 92
Department: Airport
Project Lead: Alex Vacha
Start Date: 10/1/2021
Complete Date: 9/30/2022
Account Code(s): 106-10-410-6301
Comprehensive Plan Element Category: Transportation Objective 1.11

TOTAL Project Cost: \$3,615,709
Any GRANT Revenue: YES
If yes, Total GRANT: \$3,437,355
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Taxiway Bravo lighting and construction -The project includes a mill and overlay to the existing asphalt pavement, fillet widening at all of the taxiway to taxiway and runway to taxiway intersections, new LED airfield lighting and signage, and removal of adjacent Taxiway A and Apron pavement

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Taxiway Bravo lighting system continues to fail and requires daily maintenance. This will alleviate those problems. The Statewide Airfield Pavement Management Program developed by the FDOT, In May 2011, stated that the PCI's ranged from 44 to 66.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
a) Design						-
b) Engineering						-
Construction	3,212,078					3,212,078
Construction Mgmt.	325,460					325,460
Other						-
Total:	3,537,538	-	-	-	-	3,537,538

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Grant - FAA	3,544,038					3,544,038
Grant - FDOT						-
General Fund Support (Ad Valorem)						-
						-
						-
Total:	3,544,038	-	-	-	-	3,544,038

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	3,537,538	-	-	-	-	3,537,538
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: AIR - 2
Project Code: Gates & Access Control

Project Name: Airport Gates, Access Control and Fencing Construction
Location: Gilbert Field off U.S. Hwy 92
Department: Airport
Project Lead: Alex Vacha
Start Date: 9/1/2021
Complete Date: 6/30/2022
Account Code(s): 106-10-410-6301
Comprehensive Plan Element Category: Transportation Objective 1.11

TOTAL Project Cost: \$1,250,000
Any GRANT Revenue: YES
If yes, Total GRANT: \$1,000,000
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

This project involves the design and construction of fencing, gates, access control, and cameras at the Winter Haven Regional Airport in order to follow TSA guidelines for Airport Security.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

This project would correct the security problems at GIF according to the current guidelines and available security technology.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
a) Design						-
b) Engineering						-
Construction	1,250,000					1,250,000
Construction Mgmt.						-
Other						-
Total:	1,250,000	-	-	-	-	1,250,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Grant - FDOT	1,000,000					1,000,000
General Fund support - Ad Valorem	250,000					250,000
						-
						-
Total:	1,250,000	-	-	-	-	1,250,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	1,250,000	-	-	-	-	1,250,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: AIR - 3
Project Code: Master Plan Update

Project Name: Airport Master Plan Study
Location: Gilbert Field off U.S. Hwy 92
Department: Airport
Project Lead: Alex Vacha
Start Date: 10/1/2025
Complete Date: 9/30/2026
Account Code(s): 106-10-410-6311
Comprehensive Plan Element Category:

TOTAL Project Cost: \$300,000
Any GRANT Revenue: YES
If yes, Total GRANT: \$285,000
ADD to Fixed Assets: YES
ADD to Insurance: YES

Transportation Objective 1.11

PROJECT OVERVIEW:

This would be the first Master Plan Update since the 2016 Master Plan Update, a period of about eight (8) years.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

The Airport Master Plan provides guidance and direction for future Capital Improvement Projects.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Professional Services						-
Study/Design				300,000		300,000
Construction						-
Construction Mgmt.						-
Other - Marketing Plan						-
Total:	-	-	-	300,000	-	300,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Grant - FAA				270,000		270,000
Grant - FDOT				15,000		15,000
General Fund Support - Ad Valorem				15,000		15,000
						-
Total:	-	-	-	300,000	-	300,000

FUTURE OPERATING IMPACT:		FY22:	FY23:	FY24:	FY25:	FY26:	Total:
		New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs							-
Utility Costs							-
Maintenance Costs							-
Other Operating Costs							-
Total:		-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	-	-	-	300,000	-	300,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: AIR - 4
Project Code: Air Rwy 5 Obstructions

Project Name: Airport Runway 05 Obstruction Removal
Location: Gilbert Field off U.S. Hwy 92
Department: Airport
Project Lead: Alex Vacha
Start Date: 10/1/2023
Complete Date: 9/30/2024
Account Code(s): 106-10-410-6311
Comprehensive Plan Element Category: Transportation Objective 1.11

TOTAL Project Cost: \$2,000,000
Any GRANT Revenue: YES
If yes, Total GRANT: \$1,600,000
ADD to Fixed Assets: YES
ADD to Insurance: YES

PROJECT OVERVIEW:

During our June 2020 airport FDOT Inspection, many obstructions (Trees) were noted in the approach end of Runway 05. This project would remove the obstructions and bring our Runway 5 approach end back into compliance with the FDOT. There is a NOTAM in place until the trees can be removed. The trees are estimated at 34 feet tall. They are 170 feet west of centerline and 535 feet before the approach end of Runway 05.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

This project will bring our airport back into compliance with FDOT and FAA.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Professional Services						-
Study/Design						-
Construction		2,000,000				2,000,000
Construction Mgmt.						-
Other - Marketing Plan						-
Total:	-	2,000,000	-	-	-	2,000,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Grant - FAA						-
Grant - FDOT		1,600,000				1,600,000
General Fund Support - Ad Valorem		400,000				400,000
						-
Total:	-	2,000,000	-	-	-	2,000,000

FUTURE OPERATING IMPACT:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	-	2,000,000	-	-	-	2,000,000

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: AIR - 5
Project Code: (to be determined)

Project Name: Rehabilitation of the South Apron
Location: Gilbert Field off U.S. Hwy 92
Department: Airport
Project Lead: Alex Vacha
Start Date: 10/1/2023
Complete Date: 9/30/2024
Account Code(s): 106-10-410-6301
Comprehensive Plan Element Category: Transportation Objective 1.11

TOTAL Project Cost: \$5,092,610
Any GRANT Revenue: YES
If yes, Total GRANT: \$4,837,980
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

This project would design the rehabilitation of the South Apron. It would also relocate Taxiway A3 to comply with new FAA standards. Included would be the design of the razing of an 8-unit T-hangar and an adjacent box hangar; both located on the South Apron.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

The Statewide Airfield Pavement Management Program, developed by FDOT in May of 2011 stated that Taxiways A, A2, A3 and the South Apron had PCIs ranging from 35 to 68. The condition of the hangars is very poor.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
a) Design		312,500				312,500
b) Engineering						-
Construction			4,780,110			4,780,110
Construction Mgmt.						-
Other						-
Total:	-	312,500	4,780,110	-	-	5,092,610

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Grant - FAA		281,250	4,302,099			4,583,349
Grant - FDOT		15,625	239,006			254,631
General Fund Support - Ad Valorem		15,625	239,006			254,631
						-
						-
Total:	-	312,500	4,780,110	-	-	5,092,610

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	-	312,500	4,780,110	-	-	5,092,610
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: AIR - 6
Project Code: AIR Taxiway E

Project Name: Taxiway "E" Extension, Construction
Location: Gilbert Field off U.S. Hwy 92
Department: Airport
Project Lead: Alex Vacha
Start Date: 10/1/2025
Complete Date: 9/30/2026
Account Code(s): 106-10-410-6301
Comprehensive Plan Element Category: Transportation Objective 1.11

TOTAL Project Cost: \$2,100,000
Any GRANT Revenue: YES
If yes, Total GRANT: \$1,995,000
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Construction of Taxiway E, from RW 05/23 to the approach end of RW 29, parallel to RW 11/29.

The estimated grant funding is: FAA at 90%, FDOT at 5% and the remaining 5% from the City of Winter Haven.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Due to developments including the Seaplane Pilots Association new headquarters in this area of the airport, it is necessary to build the final extension of the taxiway in order to facilitate aircraft movement and comply with applicable standards.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
a) Design						-
Construction				2,100,000		2,100,000
Construction Mgmt.						-
Other						-
Total:	-	-	-	2,100,000	-	2,100,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Grant - FAA				1,890,000		1,890,000
Grant - FDOT				105,000		105,000
General Fund Support (Ad Valorem)				105,000		105,000
Total:	-	-	-	2,100,000	-	2,100,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	-	-	-	2,100,000	-	2,100,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: AIR - 7
Project Code: AIR Corporate Hangar

Project Name: Corporate Hangar - Design and Construction
Location: Gilbert Field off U.S. Hwy 92
Department: Airport
Project Lead: Alex Vacha
Start Date: 10/1/2026
Complete Date: 9/30/2028
Account Code(s): 106-10-410-6301
Comprehensive Plan Element Category: Transportation Objective 1.11

TOTAL Project Cost: \$2,700,000
Any GRANT Revenue: YES
If yes, Total GRANT: \$2,160,000
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

This project is for the design and construction of a new corporate hangar at a location specified by the 2021 Airport Development Plan project.

The anticipated funding sources for this project are 80% Florida Department of Transportation (FDOT) and 20% City of Winter Haven.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

This project will provide a revenue producing corporate hangar on the airport.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
a) Design					200,000	200,000
Construction						-
Construction Mgmt.						-
Other						-
Total:	-	-	-	-	200,000	200,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Grant - FAA						-
Grant - FDOT					160,000	160,000
General Fund Support (Ad Valorem)					40,000	40,000
Total:	-	-	-	-	200,000	200,000

FUTURE OPERATING IMPACT:		FY22:	FY23:	FY24:	FY25:	FY26:	Total:
		New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs							-
Utility Costs							-
Maintenance Costs							-
Other Operating Costs							-
Total:		-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	-	-	-	-	200,000	200,000
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TOTAL Capital Expenses only:	4,787,538	2,312,500	4,780,110	2,400,000	200,000	14,480,148
TOTAL Additional Operating Impact:	-	-	-	-	-	-
TOTAL ALL AIRPORT DIVISION:	4,787,538	2,312,500	4,780,110	2,400,000	200,000	14,480,148

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: UT - 1
Project Code: NA

Project Name: Cost Center 301 Water Treatment Plants
Location: Various
Department: Winter Haven Water
Project Lead: Mark Bombard
Start Date: on-going
Complete Date: on-going
Account Code(s): 402-08-301-6301
Comprehensive Plan Element Category:

TOTAL Project Cost: On-Going
Any GRANT Revenue: No
If yes, Total GRANT:
ADD to Fixed Assets: Update
ADD to Insurance: Update

Potable Water: Objective 1.1, 1.3; Water Supply Objective 1.1

PROJECT OVERVIEW:

The Water Treatment Plants Capital Improvement program for the five-year planning will address:
 Cypresswood WTP Improvements project will provide a new water treatment facility on the easterly portion of Winter Haven water service area.
 New Pollard RD WTF project will provide a new water treatment facility on the southerly portion of Winter Haven water service area and support the ILC.
 Polk/Auburndale Interconnect project creates a potable water connect to neighboring utilities for sharing future water supply and emergency conditions.
 Dundee/Eagle Lake/Haines City Interconnect project creates a potable water connect to neighboring utilities for sharing future water supply and emergency conditions.
 Winterset Gardens WTP aeration system is scheduled for replacement for water quality.
 Garden Grove WTP will be decommissioned and converted to a water distribution pump station after Cypresswood WTP improvements are completed.
 3rd Street/Polk State and the Inwood Water Towers are scheduled for resurfacing per inspections and FLDOH.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

A progressive schedule for the operation and maintenance of the water treatment facilities and wells to continue to produce a reliable and quality potable water supply to the residents of Winter Haven is ongoing. A continuing effort to repair, upgrade and expand the facilities to provide quality service to the City is a priority of the Capital Improvement program and staff.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Cypresswood WTP Improvements	1,500,000	4,250,000	2,000,000	2,500,000	2,800,000	13,050,000
Pollard Road WTF	300,000	3,500,000	4,000,000			7,800,000
Polk/Auburndale Interconnect	350,000	250,000				600,000
Dundee/Eagle Lake/Haines City Interconnect	250,000	400,000	300,000			950,000
Orchid Springs Interconnect		100,000	250,000			350,000
Local Alternative Water Supply Analysis	100,000					100,000
Winterset Gardens aeration System	75,000	500,000				575,000
Convert one HSP at Winterset Gardens to VFD		25,000				25,000
Garden Grove WTP Pump Station				100,000	300,000	400,000
3rd Street/Polk State Water Tower Resurfacing		450,000				450,000
Inwood Water Tower Resurfacing			500,000			500,000
Winterset WTP Decommissioning			500,000			500,000
Winterset Gardens WTP Decommissioning				500,000		500,000
Replace HSP Number One at Inwood WTP			30,000	500,000		530,000
Faifax WTP Improvements			100,000	750,000		850,000
Total:	2,575,000	9,475,000	7,680,000	4,350,000	3,100,000	27,180,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Water Impact Fees	600,000	750,000	550,000	1,250,000	300,000	3,450,000
SRF Loan	1,800,000	7,750,000	6,000,000	2,500,000	2,800,000	20,850,000
Operating Revenues	175,000	975,000	1,130,000	600,000		2,880,000
Bond						-
Total:	2,575,000	9,475,000	7,680,000	4,350,000	3,100,000	27,180,000

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2020 - FY 2024

CIP Number: UT - 1 (cont.)

		FY22:	FY23:	FY24:	FY25:	FY26:	Total:
FUTURE OPERATING IMPACT:	New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
	Personal Service Costs						-
	Utility Costs						-
	Maintenance Costs						-
	Other Operating Costs						-
Total:		-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	2,575,000	9,475,000	7,680,000	4,350,000	3,100,000	27,180,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: UT - 2
Project Code: NA

Project Name: Cost Center 304 Wastewater Treatment Plant #2
Location: 3190 West Lake Conine Drive
Department: Winter Haven Water
Project Lead: Mark Bombard
Start Date: on-going
Complete Date: on-going
Account Code(s): 402-08-304-6301, -4605, -6402
Comprehensive Plan Element Category: Potable Water: Objective 1.1, 1.3; Water Supply Objective 1.1

TOTAL Project Cost: On-Going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

The Wastewater Treatment Plant #2 Capital Improvement program for the five-year planning will address:
 WWTP #2 is reaching the end of its useful life expectancy. The generator, lift stations and pumps will be required to be replaced to keep the plant within compliance.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Wastewater Treatment Plant #2 receives 2 Million Gallons per Day of sewage. A progressive schedule for the operation and maintenance of the facility to continue to produce the required effluent discharge and reclaim water standards is ongoing. A continuing effort to repair, upgrade and expand the plant to provide quality service to the City is a priority of the Capital Improvement program and staff.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
WWTP #2 Upgrade Design & Construction					1,000,000	1,000,000
Replace Generator Enclosure	100,000					100,000
Rehab Master Lift Station	100,000					100,000
Biosolids Study						-
Spare Grit Pump	30,000					30,000
Total:	230,000	-	-	-	1,000,000	1,230,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Sewer Impact Fees	230,000					230,000
Bond/Loan					1,000,000	1,000,000
						-
						-
Total:	230,000	-	-	-	1,000,000	1,230,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	230,000	-	-	-	1,000,000	1,230,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: UT - 3
Project Code: NA

Project Name: Utility Engineering Projects
Location: Various Locations
Department: Winter Haven Water
Project Lead: Mark Bombard
Start Date: on-going
Complete Date: on-going
Account Code(s): 402-08-305-6301, -6101
Comprehensive Plan Element Category:

TOTAL Project Cost: On-Going
Any GRANT Revenue: YES
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

Potable Water: Objective 1.1, 1.3; Water Supply Objective 1.1

PROJECT OVERVIEW:

The ONE Water Master plan will provide direction to the Peace Creek flood mitigation effort as well as future wetland mitigation and recharge projects.

The continued growth in Winter Haven has opened opportunities for Utility Services to partner with Developers to expand our infrastructure at a cost effective level.

Utility Services has out grown the existing Administration and Operations facility. The Buckeye site is being evaluated for Utility Services expansion and will incorporate a nature park and wetland preservation.

With Winter Havens continued growth, partnering with Developers to provide water, sewer, reclaim and fiber is a cost effective and accelerated method of installation.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

The adopted ONE Water Master Plan will provide direction and goals for the future of Winter Havens holistic approach to water conservation. The acquisition of specific lands for wetland preservation, recharge and flood protection will be detailed at the completion of the ONE Water plan.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
ONE Water Peace Creek Projects Development		3,500,000	3,000,000	3,000,000	3,000,000	12,500,000
Developers Agreement	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
Winter Haven Water, Admin/Maintenance Facility Design/Build	200,000	3,500,000				3,700,000
ONE Water Land Acquisition		5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
Winter Haven Water, Admin/Maintenance Facility Land	800,000					800,000
Nature Center Construction		1,000,000	2,000,000			3,000,000
Total:	1,500,000	14,000,000	11,000,000	9,000,000	9,000,000	44,500,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Sewer Impact Fees	500,000	500,000	500,000	500,000	500,000	2,500,000
Cash	500,000	3,500,000	3,000,000	-	-	7,000,000
Water Impact Fees	500,000	500,000	500,000	500,000	500,000	2,500,000
Grant		4,500,000	4,000,000	4,000,000	4,000,000	16,500,000
Bond/Loan		5,000,000	3,000,000	4,000,000	4,000,000	16,000,000
Total:	1,500,000	14,000,000	11,000,000	9,000,000	9,000,000	44,500,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	1,500,000	14,000,000	11,000,000	9,000,000	9,000,000	44,500,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: UT - 4
Project Code: NA

Project Name: Cost Center 316 WWTP # 3 Improvements
Location: 4400 Pollard Road
Department: Winter Haven Water
Project Lead: Mark Bombard
Start Date: on-going
Complete Date: on-going
Account Code(s): 402-08-305-6301
Comprehensive Plan Element Category:

TOTAL Project Cost: On-Going
Any GRANT Revenue:
If yes, Total GRANT:
ADD to Fixed Assets: NO
ADD to Insurance: NO

Potable Water: Objective 1.1, 1.3; Water Supply Objective 1.3, Objective 1.4

PROJECT OVERVIEW:

The Wastewater Treatment Plant #3 Capital Improvement program for the five-year planning will address:

WWTP#3 is nearing its permitted capacity and will require expansion to accomodate future growth. Planned expansion fro 7.5 MGD to 12.0MGD is expected.

Process Aeration and West Digester Aeration improvements are scheduled to produce the required effluent treatment for the process of the sewage.

Air Basin #2 Interior Painting. The basins are in a extreamly abrasive environment and routine maintenace is required to preserve the infrastructure.

With the development of the ILC to the south of WWTP #3 , rerouting of the exisiting Pollard Road and exisiting utilities are required.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Wastewater Treatment Plant #3 receives 4 Millon Gallons per Day of sewage. A progressive schedule for the operation and maintenance of the facility to continue to produce the required effluent discharge and reclaim water standards is ongoing. A continuing effort to repair, upgrade and expand the plant to provide quality service to the City is a priority of the Capital Improvement program and staff.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
WWTP #3 Plant Expansion			1,800,000	20,000,000	80,000,000	101,800,000
Process Aeration Improvements	500,000					500,000
West Digester Aeration System	500,000					500,000
Build Second Ground Storage Tank			2,500,000			2,500,000
Paint Interior of AB #3		500,000				500,000
Sand Filter #4 (Engineer & Construct)		130,000	1,700,000			1,830,000
Engineering/Construct WAS Automation	100,000	500,000				600,000
Asphalt Paving, Parking Lots & Drives			450,000			450,000
Clarifier Covers			400,000			400,000
Access Road & Utilities Relocation	400,000	1,500,000				1,900,000
Turbo Blowers for Rear Basins		300,000				300,000
Replace Thickner Transfer Pumps		250,000				250,000
Rehab Thickner		215,000				215,000
Engineering 2nd GST		150,000				150,000
Polmer Pump Package #2	150,000					150,000
New Hydro Tank System	150,000					150,000
Biosolids Study			100,000			100,000
Install Tank Receiving Equipment	100,000					100,000
WWTP #3 Fiber Loop		100,000				100,000
Replace Grit Screw Structure			100,000			100,000
Clarifier Catwalk Design		80,000				80,000
Replace West Hydro-tank	75,000					75,000
						-

CITY OF WINTER HAVEN, FLORIDA

CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: **UT - 4 (cont.)**

CAPITAL EXPENSE (cont.):	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Replace Bleach Tanks	60,000					60,000
Engineering for Chemical Tank Replacement		40,000	40,000			80,000
Total:	2,035,000	3,765,000	7,090,000	20,000,000	80,000,000	112,890,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Sewer Impact Fees	1,400,000	1,200,000	1,740,000			4,340,000
Grant			3,050,000	10,000,000	40,000,000	53,050,000
Operating Cash	435,000	1,815,000	1,050,000			3,300,000
Loan/Bond			1,250,000	10,000,000	40,000,000	51,250,000
Developers Contributions	200,000	750,000				950,000
Total:	2,035,000	3,765,000	7,090,000	20,000,000	80,000,000	112,890,000

FUTURE OPERATING IMPACT:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	2,035,000	3,765,000	7,090,000	20,000,000	80,000,000	112,890,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: UT - 5
Project Code: NA

Project Name: Cost Center 322 Water Distribution
Location: Various Locations
Department: Winter Haven Water
Project Lead: Mark Bombard
Start Date: on-going
Complete Date: on-going
Account Code(s): 402-08-322-6301
Comprehensive Plan Element Category:

TOTAL Project Cost: On-Going
Any GRANT Revenue:
If yes, Total GRANT:
ADD to Fixed Assets: **YES**
ADD to Insurance: **UPDATE**

Potable Water: Objective 1.1, 1.3; Water Supply Objective 1.3, Objective 1.4

PROJECT OVERVIEW:

The Water Distribution Capital Improvement program for the five-year planning will address:
Automated Meter Infrastructure (AMI) will automate the City's water meter data collection and aid water conservation.
Pollard Road Water Main WWTP #3 to Eloise Loop Road will provide water main for future development looping for water quality.
SR540/Fruitland Subdivision Water Main Design/Construction will provide water main for future development looping for water quality.
SR544 (FDOT) Design/Construction replacement of water distribution main and services within the reconstructed roadway.
Septic to Sewer Water Main relocations to provide support for the septic to sewer initiative to provide connection to unserved lots, reducing nutrient loading.
N. Lake Shipp Drive Construction replacement of undersized and aging water main and services in conjunction with roadway and stormwater improvements.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Providing a reliable water distribution system for the residents, proactively working on replacement of deteriorated existing system and AC replacement and preparing for future expansion is a priority of the Capital Improvements program in the five-year planning. One of Winter Haven Water's Smart City Initiative is to automate the data collection from water meters. The AMI program will provide electronic data collection allowing reallocation of manpower and increase water conservation efforts by better monitoring of leaks.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Automated Meter Infrastructure (AMI)	300,000	400,000	300,000	200,000	100,000	1,300,000
Pollard Road Water Main to WWTP #3	200,000					200,000
SR540 & US 17 Intersection FDOT-Const & CEI						-
Inwood Watermain/Lateral Replacements-multi-year	150,000					150,000
SR540/Fruitland Subdivision Water Main Design/Const.		1,250,000	1,250,000			2,500,000
Firehouse #3-Eloise Loop Road Water Expansion						-
US 17 FDOT Havendale-Carefree Lane Design	275,000					275,000
SR542, PH 2, FDOT Buckeye-US 27 CEI	25,000					25,000
SR544 (FDOT) US27 MLK Design/Construction	100,000		1,500,000			1,600,000
Septic to Sewer Water Main relocations	100,000	1,000,000	1,000,000	1,000,000	1,000,000	4,100,000
N. Lake Shipp Drive Design/Construction	175,000	500,000	1,000,000			1,675,000
Cypresswood Blvd Utility Expansion to WTP			300,000	500,000		800,000
1st Street FDOT Central to Ave O NE (Design)	75,000	250,000	250,000			575,000
Total:	1,400,000	3,400,000	5,600,000	1,700,000	1,100,000	13,200,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Water Impact Fees	575,000	1,000,000	4,500,000	500,000	500,000	7,075,000
SRF Loan		1,500,000	300,000	500,000		2,300,000
Grant	200,000	500,000	500,000	500,000	500,000	2,200,000
Operating Cash	625,000	400,000	300,000	200,000	100,000	1,625,000
Total:	1,400,000	3,400,000	5,600,000	1,700,000	1,100,000	13,200,000

CITY OF WINTER HAVEN, FLORIDA

CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: **UT - 5 (cont.)**

		FY22:	FY23:	FY24:	FY25:	FY26:	Total:
FUTURE OPERATING IMPACT:	New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
	Personal Service Costs						-
	Utility Costs						-
	Maintenance Costs						-
	Other Operating Costs						-
Total:		-	-	-	-	-	-
FIVE-YEAR PROJECTION OF FUTURE COSTS:		1,400,000	3,400,000	5,600,000	1,700,000	1,100,000	13,200,000

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: UT - 6
Project Code: NA

Project Name: Cost Center 323, Wastewater Collection
Location: Various Locations
Department: Winter Haven Water
Project Lead: Mark Bombard
Start Date: on-going
Complete Date: on-going
Account Code(s): 402-08-323-6301
Comprehensive Plan Element Category: Sanitary Sewer Objective 1.1, Objective 1.2

TOTAL Project Cost: On-Going
Any GRANT Revenue:
If yes, Total GRANT:
ADD to Fixed Assets: YES
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

The Wastewater Collection Capital Improvement program for the five-year planning will address:
 Replacement of aging lift stations improving safety and reducing long term maintenance.
 Master forcemain replacement, the existing forcemain is beyond its useful life. This main handles the majority of the wastewater flow from the City to Wastewater Treatment Plant #3
 Septic to Sewer, Design/Permit/Construction of sewer to provide connection to unserved lots, reducing nutrient loading.
 7th St SW & S. Lake Shipp Dr. will provide sewer infrastructure to currently unserved lots along Lake Shipp.
 N. Lake Shipp Dr, replacement of undersized and deteriorated gravity and forcemain in conjunction with roadway and stormwater improvements.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Providing a reliable sewage collection system for the residents, proactively working on reducing infiltration and intrusion on the existing system and preparing for future expansion is a priority of the Capital Improvements Program in the five-year planning. Protecting Winter Haven's lakes by initiating a Septic to Sewer Program to provide sewer connections to unserved lots surrounding the lakes and near shore parcels to reduce nutrient loading and improving water quality.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Lift Station Replacement (Construction)	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
Master Force Main to WWTP #3	3,500,000	1,750,000	550,000			5,800,000
Force Main Relocation-Villamar Phase 3						-
US17 FDOT Havendale-Carefree Lane Design/Construction						-
SR542, PH 2, FDOT Buckeye-US27-CEI	25,000					25,000
7th Street SW/S. Lake Shipp Drive		1,000,000	1,000,000			2,000,000
1st Street FDOT Central to Avenue O NE (Design)	75,000					75,000
SR544 (FDOT) US27 MLK Design/Construction	100,000					100,000
Force Main Replacement (Various locations)		250,000	250,000	250,000	250,000	1,000,000
Septic to Sewer	1,075,000	1,000,000	1,000,000	1,000,000	1,000,000	5,075,000
Cypresswood Blvd., Utility Expansion to WTP			200,000			200,000
N. Lake Shipp Drive (Design/Construction)	175,000	1,500,000	1,500,000			3,175,000
Total:	6,150,000	6,700,000	5,700,000	2,450,000	2,450,000	23,450,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Wastewater Impact Fees	725,000	2,200,000	2,200,000	1,200,000	1,200,000	7,525,000
Operating Cash	175,000	250,000	250,000	250,000	250,000	1,175,000
SRF Loan	4,000,000	3,250,000	2,250,000			9,500,000
Grant	1,250,000	1,000,000	1,000,000	1,000,000	1,000,000	5,250,000
Total:	6,150,000	6,700,000	5,700,000	2,450,000	2,450,000	23,450,000

CITY OF WINTER HAVEN, FLORIDA

CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: **UT - 6 (cont.)**

		FY22:	FY23:	FY24:	FY25:	FY26:	Total:
FUTURE OPERATING IMPACT:	New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
	Personal Service Costs						-
	Utility Costs						-
	Maintenance Costs						-
	Other Operating Costs						-
Total:		-	-	-	-	-	-
FIVE-YEAR PROJECTION OF FUTURE COSTS:		6,150,000	6,700,000	5,700,000	2,450,000	2,450,000	23,450,000

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: UT - 7
Project Code: NA

Project Name: Cost Center 324, Reclaim Water
Location: Various Locations
Department: Winter Haven Water
Project Lead: Mark Bombard
Start Date: on-going
Complete Date: on-going
Account Code(s): 402-08-324-6301
Comprehensive Plan Element Category:

TOTAL Project Cost: On-Going
Any GRANT Revenue: YES
If yes, Total GRANT: \$3,616,974
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

Conservation Objective 1.2, 2.3; Drainage & Aquifer Recharge Objective 2.3

PROJECT OVERVIEW:

The Reclaim Water Capital Improvement program for the five-year planning will address:
 Reclaim Transmission Mains will provide a looped reuse water system, around the City of Winter Haven to provide irrigation, watershed recharge and wetland resoration.
 Rapid Infiltration Basins (RIB's) will provide recharge to the aquifer, lakes and wetlands.
 Aquifer Storage and Recovery (ASR) wells for the recharge, storage and recovery of reclaim, storm and fresh water for future use.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Projects identified will provide beneficial use of reclaim water and recharge surficial aquifer and lakes. Project is outlined in the Water Resources Sustainability Plan.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Reclaimed Main Interconnect	4,000,000	550,000				4,550,000
Reclaim Transmission Main Extension/Connections	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
One Water Demonstration Project-Reuse Water Recharge		300,000	1,100,000			1,400,000
SR542, Phase 2, FDOT Buckeye-US27 CEI	25,000					25,000
SR544 (FDOT) US27 MLK Design/Construction	100,000					100,000
RIB Construction	500,000	1,000,000				1,500,000
Cypresswood Blvd., Utility Expansion to WTP			300,000	750,000	750,000	1,800,000
Direct Potable Reuse	200,000	200,000	2,000,000			2,400,000
ASR Wellfield-CEI Services & Construction	500,000	3,000,000	2,000,000			5,500,000
Total:	6,325,000	6,050,000	6,400,000	1,750,000	1,750,000	22,275,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Wastewater Impact Fees	125,000		300,000			425,000
Operating Cash	1,100,000	2,100,000	2,500,000	500,000	500,000	6,700,000
SRF Loan	4,000,000	550,000		750,000	750,000	6,050,000
Grant	1,100,000	2,750,000	3,050,000	500,000	500,000	7,900,000
Wifia		650,000	550,000			1,200,000
Total:	6,325,000	6,050,000	6,400,000	1,750,000	1,750,000	22,275,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	6,325,000	6,050,000	6,400,000	1,750,000	1,750,000	22,275,000
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TOTAL Capital Expenses only:	20,215,000	43,390,000	43,470,000	39,250,000	98,400,000	244,725,000
TOTAL Additional Operating Impact:	-	-	-	-	-	-
TOTAL ALL UTILITY DEPARTMENT:	20,215,000	43,390,000	43,470,000	39,250,000	98,400,000	244,725,000

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: STM - 1
Project Code: STM Muck Removal

Project Name: Lake May Muck Removal Project
Location: Lake May - Avenue N SW
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 10/1/2011
Complete Date: 9/30/2026
Account Code(s): 404-08-300-6311, 6301
Comprehensive Plan Element Category: Conservation Objective 1.1, 1.2

TOTAL Project Cost: \$5,580,000
Any GRANT Revenue: YES
If yes, Total GRANT: \$4,500,000
ADD to Fixed Assets: YES
ADD to Insurance: YES

PROJECT OVERVIEW:

Acreage: ±20
Original Construction Date: N/A (Initial study completed 2010, evaluation of option completed in 2016, development of long-term funding strategy underway)
Facility Description: The project involves the removal and treatment of organic materials from within Lake May. The City acquired 20 acres of land on the west side of the May / Shipp canal for a staging and treatment area. Upon completion of the project, the area is anticipated to be repurposed as a park.

Anticipated Projects:

FY TBD: Removal process (\$5,000,000) - removal, processing, and disposal of muck
FY TBD: Removal process (\$500,000) - removal, processing, and disposal of muck
 Department is hoping for a special appropriation from the state but that will not be known until after the legislative session.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Project improves water quality within Lake May and Southern Chain. Repurposing of site will add to developed park land level of service.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
Design	80,000					80,000
Muck Removal						-
Construction Mngmt						-
Other						-
Total:	80,000	-	-	-	-	80,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Stormwater Quality Fees	80,000					80,000
Potential Grants						-
Total:	80,000	-	-	-	-	80,000

FUTURE OPERATING IMPACT:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	80,000	-	-	-	-	80,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: STM - 2
Project Code: STM - Rain Garden

Project Name: Rain Garden Watershed Improvement - Aquifer Recharge Project
Location: Various
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 4/1/2014
Complete Date: On-going
Account Code(s): 404-08-300-3101, 5210
Comprehensive Plan Element Category:

TOTAL Project Cost: On-going
Any GRANT Revenue: YES
If yes, Total GRANT: On-going
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

Drainage & Aquifer Recharge Objective 1.2, 1.5, 2.2, 2.3; Conservation Objective 1.2, 2.3

PROJECT OVERVIEW:

Size/Acreage: NA
Original Construction Date: 2012 (Start of initiative and original rain gardens)
Facility Description: Initiative is for the construction of rain gardens and related recharge projects in high percolation areas throughout Winter Haven.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Projects alleviate existing storm water issues, act as a tool to limit trash entering the lakes, increase percolation benefiting hydrologic restoration, provide pre-treatment for water traveling to the lakes to improve water quality, and beautify the areas they occupy.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land Acquisition						-
Professional Services						-
Design	40,000					40,000
Construction	200,000	200,000				400,000
Construction Mngmt.						-
Total:	240,000	200,000	-	-	-	440,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Stormwater Quality Fees	140,000	80,000				220,000
SWFWMD Grant funding	100,000	100,000				200,000
Potential Grant Funding		20,000				20,000
Total:	240,000	200,000	-	-	-	440,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	240,000	200,000	-	-	-	440,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: STM - 3
Project Code: Lk Conine Proj

Project Name: Conine Nature Park Stormwater Treatment
Location: Lake Conine - Avenue Y NE
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 10/1/2008
Complete Date: 9/30/2021
Account Code(s): 404-08-300-6301, -6311, -3105, 306-80-413-6240

TOTAL Project Cost: \$5,400,000
Any GRANT Revenue: YES
If yes, Total GRANT: \$3,125,925
ADD to Fixed Assets: YES
ADD to Insurance: YES

Comprehensive Plan Element Category: Drainage & Aquifer Recharge Objective 1.2, 1.5, 2.2, 2.3; Conservation Objective 1.2, 2.3; Recreation Objective 3.1, 3.2

PROJECT OVERVIEW:

Size/Acreage: ±34 acres
Original Construction Date: N/A (designed/permitted-2008; bid 2013; shelved due to cost)
Facility Description: Lake Conine Park is an unimproved 34 acre site. Upon completion it is intended to function as a stormwater treatment nature park similar to the Lake Howard Nature Park.

 FY22 Completes this project

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Project helps address stormwater runoff and nutrient contribution to Lake Conine. Project increases level of service for developed park land.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Construction						-
Monitoring	30,000					30,000
Recreational Improvements	1,900,000					1,900,000
Total:	1,930,000	-	-	-	-	1,930,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Bond	1,200,000					1,200,000
FRDAP	200,000					200,000
Fl. Legislature Appropriation	200,000					200,000
CDBG	300,000					300,000
Stormwater Quality Fees	30,000					30,000
Total:	1,930,000	-	-	-	-	1,930,000

FUTURE OPERATING IMPACT:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Sampling						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	1,930,000	-	-	-	-	1,930,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: STM - 4
Project Code: Lake Howard Expansion

Project Name: Lake Howard Watershed Enhancement
Location: South Lake Howard Nature Park area
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 10/1/2020
Complete Date: 12/31/2023
Account Code(s): 404-08-300-6311, 6301, 3105, 6101

TOTAL Project Cost: \$1,580,000
Any GRANT Revenue: YES
If yes, Total GRANT: \$850,000
ADD to Fixed Assets: YES
ADD to Insurance: YES

Comprehensive Plan Element Category: Drainage & Aquifer Recharge Objective 1.2, 1.5, 2.2, 2.3; Conservation Objective 1.2, 2.3; Recreation Objective 3.1, 3.2

PROJECT OVERVIEW:

Size/Acreage: 8
Original Construction Date: N/A
Facility Description: The Lake Howard Nature Park is on the South side of Lake Howard and treats stormwater in a park like setting.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Lake Howard Nature Park has an overflow pipe in need of replacement. There is an opportunity to expand the nature park, create pre-treatment for stormwater entering Lake Howard, and make the system more resilient to flooding by re-routing the stormwater from this pipe.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Land	100,000					100,000
Park Design	80,000					80,000
Construction - Park Expansion	700,000	300,000				1,000,000
Construction - Education Center	400,000					400,000
Total:	1,280,000	300,000	-	-	-	1,580,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
SWFWMD Cooperative Funding						-
DEP Grant - Education Center	350,000					350,000
Misc Grant - Park Expansion	500,000					500,000
Stormwater Quality Fees	430,000	300,000				730,000
Total:	1,280,000	300,000	-	-	-	1,580,000

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Sampling						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	1,280,000	300,000	-	-	-	1,580,000
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CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: STM - 5
Project Code: TBD

Project Name: Stormwater Assessment and Improvement Project Improvements
Location: Various
Department: Public Works
Project Lead: M.J. Carnevale
Start Date: 10/1/2021
Complete Date: 10/1/2025
Account Code(s): 404-08-300-3101

TOTAL Project Cost: \$14,706,521
Any GRANT Revenue: YES
If yes, Total GRANT: \$7,353,260
ADD to Fixed Assets: NO
ADD to Insurance: NO

Comprehensive Plan Element Category: Drainage & Aquifer Recharge Objective 1.2, 1.5, 2.2, 2.3; Conservation Objective 1.2, 2.3

PROJECT OVERVIEW:

Uses the data driven outcomes from the Stormwater Assessment and Improvement Project (SAIP) to improve drainage in priority areas throughout the City where flooding and pollutant loading can be addressed simultaneously.

- Area 1 - 24 acre neighborhood near Ware Ave. NE, improves flooding and runoff to Lake Idyl
- Area 2 - 17 acre neighborhood near Mirror Terrace NW, reduces pollutant loading to lakes
- Area 3 - 166 acre neighborhood near Ave. C SE, reduces pollutant loading to lakes
- Area 4 - 72 acre neighborhood near Ave. K SE, expands drainage systems and reduces pollutant loading to lakes
- Area 5 - 19 acre neighborhood near High Point Ave., addresses flooding potential and reduces pollutant loading
- Area 6 - 17 acre neighborhood near South Lake Howard Drive, reduces flooding potential

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Projects alleviate existing storm water issues, act as a tool to limit trash entering the lakes, increase percolation benefiting hydrologic restoration, provide pre-treatment for water traveling to the lakes to improve water quality, and beautify the areas they occupy.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Area 1			1,518,946			1,518,946
Area 2						-
Area 3			4,931,432			4,931,432
Area 4				3,482,852		3,482,852
Area 5						-
Area 6					2,636,032	2,636,032
Total:	-	-	6,450,378	3,482,852	2,636,032	12,569,262

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Stormwater Fees			3,225,189	1,741,426	1,318,016	6,284,631
Grants			3,225,189	1,741,426	1,318,016	6,284,631
Total:	-	-	6,450,378	3,482,852	2,636,032	12,569,262

FUTURE OPERATING IMPACT:	FY22:	FY23:	FY24:	FY25:	FY26:	Total:
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	-	-	6,450,378	3,482,852	2,636,032	12,569,262
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TOTAL Capital Expenses only:	3,530,000	500,000	6,450,378	3,482,852	2,636,032	16,599,262
TOTAL Additional Operating Impact:	-	-	-	-	-	-
TOTAL ALL STORMWATER DIVISION:	3,530,000	500,000	6,450,378	3,482,852	2,636,032	16,599,262

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: **WB - 1**
Project Code: **Various**

Project Name: Willowbrook Golf Course Improvements
Location: Willowbrook GC 4200 SR544 E.
Department: Community Services - Parks & Recreation
Project Lead: Travis Edwards
Start Date: On-going
Complete Date: On-going
Account Code(s): 405-07-712-6301
Comprehensive Plan Element Category: Recreation Objective 1.1, 2.1

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Size/Acreage: 120 ac.
Original Construction Date: 1965
Facility Description: Championship par 72 golf course with separate putting green and driving range, pro-shop, restaurant and lounge and full fleet of electric golf carts.
FY22: Phase I drainage work - engineering

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

Projects improve existing assets. No expansion or increase in level of service anticipated.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Professional Services - engineering - drainage	25,000					25,000
Construction						-
Renovation						-
Cart Paths						-
Equipment						-
Total:	25,000	-	-	-	-	25,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
General Fund Support	25,000					25,000
						-
Total:	25,000	-	-	-	-	25,000

FUTURE OPERATING IMPACT:		Five-Year Future Planning					Total:
		FY22:	FY23:	FY24:	FY25:	FY26:	
	New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
	Personal Service Costs						-
	Utility Costs						-
	Maintenance Costs						-
	Other Operating Costs						-
Total:		-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	25,000	-	-	-	-	25,000
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TOTAL Capital Expenses only:	25,000	-	-	-	-	25,000
TOTAL Additional Operating Impact:	-	-	-	-	-	-
TOTAL ALL WILLOWBROOK DIVISION:	25,000	-	-	-	-	25,000

CITY OF WINTER HAVEN, FLORIDA
CAPITAL IMPROVEMENT PROGRAM DETAIL FY 2022 - FY 2026

CIP Number: IT - 1
Project Code:

Project Name: Fiber Optic Infrastructure Expansion
Location: NA
Department: Technology Services
Project Lead: Hiep Nguyen
Start Date: On-going
Complete Date: On-going
Account Code(s): 406-80-971-6301
Comprehensive Plan Element Category: Future Land Use Objective 1.4

TOTAL Project Cost: On-going
Any GRANT Revenue: NO
If yes, Total GRANT:
ADD to Fixed Assets: UPDATE
ADD to Insurance: UPDATE

PROJECT OVERVIEW:

Fiber Optic Infrastructure Expansion - Expansion of underground fiber optic conduit and cable to City facilities. The fiber optic connectivity provides for faster, more reliable network data communications to critical current and future City facilities. Existing leased telecommunication connections will be eliminated. Revenue can be generated by leasing excess dark, or unused, fiber strands to Internet service providers.

FY22 includes: \$300,000 for fiber conduit laterals and gap fill, \$200,000 for fiber cable and installation.

Project Benefits - How Project Addresses Existing or Future Level of Service or Implements Goals of Comprehensive Plan:

City departments will be able to provide more efficient service with increased bandwidth and reliable connectivity. Revenue may be generated by leasing excess dark fiber strands.

CAPITAL EXPENSE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Installation/Expan. Costs	300,000					300,000
Fiber Optic Cable	200,000					200,000
Total:	500,000	-	-	-	-	500,000

FUTURE FUNDING SOURCE:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
Debt Proceeds (in Fund Equity)	371,800					371,800
Revenue from sale of fiber	128,200					128,200
Total:	500,000	-	-	-	-	500,000

FUTURE OPERATING IMPACT:	Five-Year Future Planning					Total:
	FY22:	FY23:	FY24:	FY25:	FY26:	
New Personnel Staff	0.0	0.0	0.0	0.0	0.0	0.0
Personal Service Costs						-
Utility Costs						-
Maintenance Costs						-
Other Operating Costs						-
Total:	-	-	-	-	-	-

FIVE-YEAR PROJECTION OF FUTURE COSTS:	500,000	-	-	-	-	500,000
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TOTAL Capital Expenses only:	500,000	-	-	-	-	500,000
TOTAL Additional Operating Impact:	-	-	-	-	-	-
TOTAL ALL TECHNOLOGY SERVICES DEPT:	500,000	-	-	-	-	500,000

TOTAL Capital Expenses only:	66,740,869	52,134,000	61,235,694	49,662,206	103,670,032	333,442,801
TOTAL Additional Operating Impact:	-	-	38,640	81,140	89,500	209,280
TOTAL ALL:	66,740,869	52,134,000	61,274,334	49,743,346	103,759,532	333,652,081

**SCHEDULE OF STANDARD RATES FOR WATER AND SEWER SERVICE
INSIDE CITY RATES EFFECTIVE 10/01/2021**

<u>Administration Charge per Bill</u>	2.85									
<u>Single Family Residential (SFR)</u>		<u>Meter Size</u>								
		3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
SFR Water Base Charge		6.31	15.70	31.38	50.19	100.36	156.81	376.29	501.72	721.23
SFR Water Usage Charge										
0 - 5,000 gallons	2.10									
5,001 - 10,000 gallons	3.53									
10,001 - 15,000 gallons	3.91									
Above 15,000 gallons	4.45									
SFR Sewer Base Charge		8.91	22.21	44.40	71.00	141.98	221.83	523.33	709.77	1,020.29
SFR Usage Charge Per 1,000 gallons	4.93									
SFR Irrigation Base Charge		6.31	15.70	31.38	50.19	100.36	156.81	376.29	501.72	721.23
SFR Irrigation Usage Charge										
0 - 5,000 gallons	2.10									
5,001 - 10,000 gallons	3.53									
10,001 - 15,000 gallons	3.91									
Above 15,000 gallons	4.45									
<u>Multi-Family & Commercial (M-F/C)</u>										
M-F/C Water Base Charge		6.94	17.34	34.67	55.45	110.89	173.24	415.75	554.33	796.84
M-F/C Water Usage Charge										
0 - 5,000 gallons	2.10									
5,001 - 10,000 gallons	3.53									
10,001 - 15,000 gallons	3.91									
Above 15,000 gallons	4.45									
M-F/C Sewer Base Charge		9.78	24.43	48.84	78.11	156.21	244.07	585.71	780.93	1,122.61
M-F/C Usage Chg. (Caps @ 14,000 gal.)	4.93									
M-F/C Irrigation Base Charge		6.94	17.34	34.67	55.45	110.89	173.24	415.75	554.33	796.84
M-F/C Irrigation Usage Charge										
0 - 5,000 gallons	2.10									
5,001 - 10,000 gallons	3.53									
10,001 - 15,000 gallons	3.91									
Above 15,000 gallons	4.45									
<u>Municipal / Enterprise (M/ENT)</u>										
M/ENT Water Base Charge		6.31	15.70	31.38	50.19	100.36	156.81	376.29	501.72	721.23
M/ENT Water Usage Charge (per 1,000 gals)	2.93									
M/ENT Sewer Base Charge		8.91	22.21	44.40	71.00	141.98	221.83	523.33	709.77	1,020.29
M/ENT Sewer Usage Charge (per 1,000 gals)	4.93									
M/ENT Irrigation Base Charge		6.31	15.70	31.38	50.19	100.36	156.81	376.29	501.72	721.23
M/ENT Irrigation Usage Chrg. (per 1,000 gals)	2.93									
<u>Circumstantial Wastewater Customers</u>										
Sewer Base Charge per EMC	N/A									
Sewer Usage per 1,000 gal.	4.96									

**SCHEDULE OF STANDARD RATES FOR WATER AND SEWER SERVICE
OUTSIDE CITY RATES EFFECTIVE 10/01/2021**

Administration Charge per Bill	3.56									
		<u>Meter</u>								
		<u>Size</u>								
		3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
<u>Single Family Residential (SFR)</u>										
SFR Water Base Charge		7.88	19.62	39.21	62.74	125.46	196.01	470.36	627.15	901.53
SFR Water Usage Charge										
0 - 5,000 gallons	2.62									
5,001 - 10,000 gallons	4.42									
10,001 - 15,000 gallons	4.88									
Above 15,000 gallons	5.56									
SFR Sewer Base Charge		11.13	27.75	55.49	88.74	177.46	277.28	665.41	887.21	1275.36
SFR Usage Charge Per 1,000 gallons	6.16									
SFR Irrigation Base Charge		7.88	19.62	39.21	62.74	125.46	196.01	470.36	627.15	901.53
SFR Irrigation Usage Charge										
0 - 5,000 gallons	2.62									
5,001 - 10,000 gallons	4.42									
10,001 - 15,000 gallons	4.88									
Above 15,000 gallons	5.56									
<u>Multi-Family & Commercial (M-F/C)</u>										
M-F/C Water Base Charge		8.67	21.67	43.33	69.31	138.61	216.55	519.69	692.91	996.05
M-F/C Water Usage Charge										
0 - 5,000 gallons	2.62									
5,001 - 10,000 gallons	4.42									
10,001 - 15,000 gallons	4.88									
Above 15,000 gallons	5.56									
M-F/C Sewer Base Charge		12.23	30.54	61.04	97.63	195.26	305.08	732.13	976.16	1403.26
M-F/C Sewer Usage Charge	6.16									
M-F/C Irrigation Base Charge		8.67	21.67	43.33	69.31	138.61	216.55	519.69	692.91	996.05
M-F/C Irrigation Usage Charge										
0 - 5,000 gallons	2.62									
5,001 - 10,000 gallons	4.42									
10,001 - 15,000 gallons	4.88									
Above 15,000 gallons	5.56									
<u>Municipal / Enterprise (M/ENT)</u>										
M/ENT Water Base Charge		7.88	19.62	39.21	62.74	125.46	196.01	470.36	627.15	901.53
M/ENT Water Usage Charge (per 1,000 gals)	3.66									
M/ENT Sewer Base Charge		11.13	27.75	55.49	88.74	177.46	277.28	665.41	887.21	1275.36
M/ENT Sewer Usage Charge (per 1,000 gals)	6.16									
M/ENT Irrigation Base Charge		7.88	19.62	39.21	62.74	125.46	196.01	470.36	627.15	901.53
M/ENT Irrigation Usage Chrg. (per 1,000 gals)	3.66									
<u>Circumstantial Wastewater Customers</u>										
Sewer Base Charge per EMC	N/A									
Sewer Usage per 1,000 gal.	6.20									

**SCHEDULE OF STANDARD RATES FOR GENERAL REUSE SERVICE
INSIDE/OUTSIDE CITY RATES EFFECTIVE 10/01/2021**

<u>Single Family, Multi-Family & Commercial</u>	<u>INSIDE CITY LIMITS</u>
Reuse Water usage per 1,000	1.30
Reuse Water Base Charge per EIC* (price equals 1 EIC)	5.99

- * One EIC is defined as the **Greater** of:
- A. One Single Family Lot of 15,000 Square Feet or Less;
 - B. 500 Gallons per Day of Required Reuse Service; or
 - C. 5,600 Square Feet of Area to be irrigated.

To calculate the number of IECs to charge per property, determine the **Greater** of A, B, or C from above. Then multiply the number of EICs determined by the Base Charge per EIC.

A:		B:		C:	
<u>Lot size per sf:</u>	<u># of EICs</u>	<u>Monthly Usage</u>	<u># of EICs</u>	<u>SQ FT Irrigated</u>	<u># of EICs</u>
0 - 15,000	1	0 - 15,000	1	0 - 5,600	1
15,001 - 30,000	2	15,001 - 30,000	2	5,601 - 11,200	2
30,000 - 45,000	3	30,000 - 45,000	3	11,201 - 16,800	3
45,001 - 60,000	4	45,001 - 60,000	4	16,801 - 22,400	4
60,001 - 75,000	5	60,001 - 75,000	5	22,401 - 28,000	5
75,001 - 90,000	6	75,001 - 90,000	6	28,001 - 33,600	6
90,001 - 105,000	7	90,001 - 105,000	7	33,601 - 39,200	7
105,001 - 120,000	8	105,001 - 120,000	8	39,201 - 44,800	8

*One Acre = 43,560 sq ft
 Lot size ÷ 15,000 = # of EICs Daily Usage ÷ 500 = # of EICs SQ FT IRR ÷ 5,600 = # of EICs

<u>Single Family, Multi-Family & Commercial</u>	<u>OUTSIDE CITY LIMITS</u>
Reuse Water usage per 1,000	1.62
Reuse Water Base Charge per EIC* (price equals 1 EIC)	7.48

- * One EIC is defined as the **Greater** of:
- A. One Single Family Lot of 15,000 Square Feet or Less;
 - B. 500 Gallons per Day of Required Reuse Service; or
 - C. 5,600 Square Feet of Area to be irrigated.

To calculate the number of IECs to charge per property, determine the **Greater** of A, B, or C from above. Then multiply the number of EICs determined by the Base Charge per EIC.

A:		B:		C:	
<u>Lot size per sf:</u>	<u># of EICs</u>	<u>Monthly Usage</u>	<u># of EICs</u>	<u>SQ FT Irrigated</u>	<u># of EICs</u>
0 - 15,000	1	0 - 15,000	1	0 - 5,600	1
15,001 - 30,000	2	15,001 - 30,000	2	5,601 - 11,200	2
30,000 - 45,000	3	30,000 - 45,000	3	11,201 - 16,800	3
45,001 - 60,000	4	45,001 - 60,000	4	16,801 - 22,400	4
60,001 - 75,000	5	60,001 - 75,000	5	22,401 - 28,000	5
75,001 - 90,000	6	75,001 - 90,000	6	28,001 - 33,600	6
90,001 - 105,000	7	90,001 - 105,000	7	33,601 - 39,200	7
105,001 - 120,000	8	105,001 - 120,000	8	39,201 - 44,800	8

*One Acre = 43,560 sq ft
 Lot size ÷ 15,000 = # of EICs Daily Usage ÷ 500 = # of EICs SQ FT IRR ÷ 5,600 = # of EICs

MISCELLANEOUS CHARGES - RATE EFFECTIVE 10/01/2021

	<u>Inside</u>	<u>Outside</u>
Water Meter Installation		
3/4" Meter	429.81	537.26
1.0" Meter	498.73	623.41
1.5" Meter	670.98	838.72
2.0" Meter	920.16	1,150.20
Larger than 2.0" Meter (cost as determined by Utility Director & Must be approved by City Manager.)	Cost plus 25%	Cost plus 25%
Irrigation/Domestic Meter (installed at the same time)		
3/4" Meter	351.08	438.85
1.0" Meter	407.35	509.18
1.5" Meter	548.05	685.06
2.0" Meter	751.58	939.47
Temporary/Construction/Hydrant Meter		
Administrative and Hook-Up Fee	137.82	172.27
Deposits: Meter & Consumption	1,619.67	2,024.58
Total Cost	1,757.49	2,196.85
Utility Impact Fees:		
Water (ERU = 350 gallons per day)	1,135.92	1,419.90
Sewer (ERU = 275 gallons per day)	3,685.05	4,606.32
Water Service Extension:	Cost determined by Utility Director + 25%	
Sewer Service Extension:	Cost determined by Utility Director + 25%	
Water Line Sampling	220.55	275.68
Line/Lateral Location (Water or Wastewater)	96.48	120.60
Meter Testing (Bench Test)	96.48	120.60
Meter Box Upgrade (Traffic Bearing)	51.87	64.83
Sewer Inspection	27.56	34.45
Lien Search Fee	15.00	15.00
New Account / Initial Turn On	62.44	78.04
Irrigation Turn On	31.21	39.01
New Service Garbage Only	31.21	N/A
Transfer of Account	48.19	60.23
15 Day Temporary Service	31.21	39.01
Unauthorized Connections/Tampering	48.20	60.24
Delinquent Account Reactivation and Turn On	55.12	68.91
Delinquent Payment Penalty (Late Fee)	Greater of \$6.71 or 5% of outstanding balance	Greater of \$8.38 or 6.25% of outstanding balance
Fire Service Charges:		
Sprinkler System - Small	4.43	5.53
Sprinkler System - Large	51.67	64.58
Stand Pipe System	2.95	3.68
Fire Sprinkler Standpipe System	1.49	1.86
Fire Hydrant	6.07	7.58
Special Vacation Bill Amounts:		
Water ONLY	0.00	11.44
Water and Sewer / Wastewater	25.02	22.57
Water, Sewer / Wastewater and Irrigation	31.33	30.45
Garbage ONLY	9.80	0.00
UTILITY ACCOUNT DEPOSITS:		
Residential - Inside / Outside		
Water, Sewer & Garbage	180.92	
Water Only	90.45	
Garbage Only	59.23	
Commercial - Inside / Outside		
Minimum Deposit	188.44	
Builder Deposit	323.06	
Deposits equals average of 2 1/2 highest month		
Surety Bonds		
Residential -16 open accounts	\$3,000 Bond	
Commercial - Surety Bond equals same calculation a commercial deposit 2 1/2 highest month		
Temporary Service (Inside or Outside)	141.08	

**SCHEDULE OF STANDARD RATES FOR GARBAGE AND REFUSE COLLECTION RATES EFFECTIVE 10/01/2021
FY 2021-2022 - Rates for Monthly Service**

Residential Recycling

Single family (65 gal. rolling cart collected once per week) 2.69

Residential Garbage & Reuse Collection:

Residential Pick Up 23.12
Each additional container, per address 11.57

Commercial Recycling

65-Gallon rolling cart (collected once per week)		7.33		
95-Gallon rolling cart (collected once per week)				
	1	14.67	5	17.51
	2	15.30	6	18.44
	3	15.93	7	19.03
	4	16.54	8	20.60

Commercial Garbage & Refuse Collection

Residential type container	28.51					
Commercial Container (per cubic yard)	7.53	x	volume	x	# pickups	x 4.33
Cardboard or Recycling Container (per cubic yd)	3.63	x		x		x 4.33
Dry Waste Container (per cubic yard)	6.49	x		x		x 4.33
Compactor (per cubic yard)	19.68	x		x		x 4.33

Overfill of Commercial Containers:

Overfilled Container 14.46

Monthly Rental of Commercial Container (one pickup per week)

2 cubic yard container	17.54
3 cubic yard container	22.38
4 cubic yard container	24.01
6 cubic yard container	30.38
8 cubic yard container	33.56
Delivery Charge (for temporary containers)	18.44

Horticultural Refuse (per cubic yard)

Residential:

0-5 yards (1 pickup per/week; 0-30 bags) FREE
Each yard over 5 yards \$6.66/yard

Commercial:

\$6.66/yard

Non-Horticultural Refuse (Excluding furniture and appliances, per cubic yard, all customers)

\$14.20/yard

**SCHEDULE OF STANDARD RATES FOR GARBAGE AND REFUSE COLLECTION RATES EFFECTIVE 10/01/2021
FY 2021-2022 - Rates for Monthly Service**

Furniture and Appliances (per item, all customers)

Refrigerator, stove, water heater, dryer, washing machine	15.92
Sofa, mattress, bed springs, upholstered chair, arm chair	13.31
Stereo, television set, computers, electronics	11.83

Tires

Residential:

Tire without rim (maximum 4 per pick-up)	6.32
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Commercial:

Each pick-up (rate + landfill charges)	72.30
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Extra Pick-Up Services

Commercial container	28.51
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Extra Pickup Commercial Containers:

2 cubic yards	28.98
3, 4 cubic yards	56.38
6, 8 cubic yards	103.95

Temporary Commercial Containers

Delivery Fee	18.44
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Commercial Container Cleaning:

Cleaning fee	47.07
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Roll-off Container (Rate Charged per Pull)

*20 cubic yard containers	175.25
*30 cubic yard containers	190.77
*40 cubic yard containers	271.46
*Total charge will include applicable landfill fees	
Delivery Charge (for roll-off containers)	31.87

Temporary Commercial Collection

Permit Fee (Per customer) – Private Haulers	47.47
Permits for 6 Yard Construction Dumpster (private haulers)	9.50

Misc. Sales (Overfill of Commercial Containers)

1 yard overfill fee	14.46
Locks	14.84

Ordinance No. O-03-39

"A fee schedule establishing all fees and charges relating to garbage and refuse service adopted as a part of this chapter is on file in the city clerk's office, and commencing on October 1, 2003, effective on the 1st of each year thereafter, all fees and charges relating to garbage and refuse service shall be automatically increased two and one-half percent (2 1/2%)."

Note: All rates are subject to change, other fees may apply.

**STORMWATER QUALITY & MAINTAINENCE UTILITY – RATES EFFECTIVE 10/01/2021
FY 2021-2022 - Rates for Monthly Service**

	Quality	Maintenance
Residential	3.82	3.64
With Mitigation Credits	2.26	2.07

Resolution No. R-12-17

Reference the resolution listed above for detailed information regarding the fee and how it is calculated.

Note: All rates are subject to change, other fees may apply.

Resolution No. R-07-41 (previously enacted Ordinances O-98-52 and O-04-29 and adopted Resolutions R-98-26 and R-04-21)

"Effective on the 1st of October of each year, the stormwater utility maintenance fee, and all other stormwater utility fees, rates and charges then in effect shall be automatically increased, without hearing, two and one-half percent (2 1/2%) to account for inflation."

**POLICE SERVICES FEE SCHEDULE EFFECTIVE 10/01/2021
FY 2021-2022**

Fingerprinting	\$5.00 per fingerprint card
Copies of Reports	\$0.15 single-side copy \$0.20 double-side copy
Parking Fines – Overtime Parking	\$25.00 if paid within five days \$10.00 additional if paid after five days
Parking Fines – Improper Parking	\$10.00
Vehicle Identification Number Verification	\$4.00
Special Detail	\$34.00 / hour – minimum 3 hours \$39.00 / hour – if less than 5 day notice

Security Alarm System Excessive False Alarms

Fee after second alarm in a month	\$25.00 each
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*Fee increases to \$25 per ticket (\$50 if not paid after five days) if someone charged has had five or more in a 12 month period

**FIRE SERVICES FEE SCHEDULE EFFECTIVE 10/01/2021
FY 2021-2022**

Fire Safety Re-Inspection Fees**

Property Type	Commercial (Retail Svcs. Sales/ Multi Family Rentals)	Institutional (Education/Medical/ Nursing Care)	Industrial (Warehouse/ Manufacturing)
2 nd Re-inspection	\$ 102.49	\$ 170.78	\$ 345.70
3 rd Re-inspection	136.63	204.95	273.27
4 th Re-inspection	204.95	239.10	307.44
All subsequent Re-inspections	\$273.27 per inspection	\$307.44 per inspection	\$341.58 per inspection

Fire Systems Installation Test Inspection Fees**

Fire Protection System Installation Type	Commercial Cooking Hood Fire Extinguishment (Hood Protection)	Fire Alarm/Emergency Evacuation	Automatic Fixed Fire Suppression/ Sprinkler & Other used for Property & Life Protection
Preliminary/ Rough Inspections	\$ 68.33	\$ 136.63	\$ 204.95
Final Inspection	136.63	204.95	273.27
Any required re-inspection	204.95	273.27	341.58

* Subject to a Consumer Price Index based adjustment of no less than 2.5% annually each October 1 per Ordinance O-08-27.

** Subject to a Consumer Price Index based adjustment of no less than 2.5% annually each October 1st per Ordinance O-08-62.

Note: All rates are subject to change, other fees may apply.

**PARKS AND RECREATION FEE SCHEDULE EFFECTIVE 10/01/2021
FY 2021-2022**

WINTER HAVEN PUBLIC LIBRARY FEE SCHEDULE

Fines	\$0.10 per day	Book Bags	\$2.00
Library Cards	\$35 per out of county borrower	Ear Buds	\$1.00
Lost Library Card	\$1.00	Copy Charges (Black/White)	\$0.15 per copy
Replacement Costs	Actual cost of item replacement	Copy Charges (Color)	\$0.25 per copy
Ellison Machine Service	\$2.00 per half hour	Faxes	\$1.00 per page
Laminator Services	\$0.75 per foot for thin/pliable	Proctoring	\$25.00 per session
	\$0.75 per piece for pouch laminator	Public Computer Use	\$1.00 per guest pass

Meeting Room Rental Rates	Half Room 4 hours	Half Room 8 hours	Full Room 4 hours	Full Room 8 hours
Business or Commercial Entity	\$106.00	\$210.00	\$158.00	\$316.00
Polk County Non-Profit	\$53.00	\$105.00	\$79.00	\$158.00

Digital Projector	\$25.00
Laptop to be used with digital projector	\$25.00
TV/VCR/DVD Player	\$25.00
Microphone/sound system	\$25.00

Kitchen	\$25.00
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SEEDLab Rental Rates	2 hours	4 hours	6 hours	8 hours
Business or Commercial Entity	\$100.00	\$150.00	\$200.00	\$300.00
Polk County Non-Profit	\$50.00	\$75.00	\$100.00	\$150.00

Damage Deposit for Meeting Room and SEEDLab Rental	\$100.00
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AQUATICS

Rowdy Gaines Olympic Pool

Daily Admission Fees:	
Residents	\$2
Non-Residents	\$3
Lifejackets	\$1

WH Recreational & Cultural Center Pool

Daily Admission Fees:	
Residents 15 & over	\$2
Non-Residents 15 & over	\$3
Lifejackets	\$1
Children under 15	Free

Multi-Visit Passes:	Resident	Non-Resident
10 Time Punch Pass	\$18	\$27
20 Time Punch Pass	\$30	\$45
Monthly Pass	\$36	\$54
60 Time Punch Pass	\$80	\$111

Swim Lessons (2 weeks)	\$35	\$44
Lifeguard Training	\$150	\$188
Water Safety Instructor Training	\$175	\$219

Pool Rental – COL (min. 4 hrs)	\$325	(\$100 first hour and \$75 each additional hour)
Pool Rental – WHRCC (min. 2 hrs)	\$100	(\$50 per hour)

High School Swim Teams (Non-Local / Private)	\$1,000/season
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PROGRAMS

Playground Style Summer Camps

Late Pick-up Fee	\$5/15 Minutes
Rotary Park Playground Program (Residents Only)	\$80/8 weeks
WHRCC Summer Fun at the Rec (Residents Only)	\$80/8 Weeks

Chain O' Lakes Complex

	Resident	Non-Resident
Discovery Camp	\$238/4 weeks	\$338/4 weeks
	\$476/8 weeks	\$676/8 weeks
Late Pick-up Fee	\$5/15 minutes	\$5/15 Minutes

WHRCC

After School Program	\$20/month	\$30/Month
School Holiday Camp	\$5/Day	\$10/Day
Late Pick-up Fee	\$5/15 minutes	\$5/15 Minutes

**PARKS AND RECREATION FEE SCHEDULE EFFECTIVE 10/01/2021
FY 2021-2022 (cont.)**

TENNIS:

MEMBERSHIP AND DAILY COURT FEES	City Resident	Non-City Resident
Clay Court Fees Per 90 Minutes		
Junior	\$5.00	\$5.00
Single	\$7.00	\$10.00
After 6:00 P.M. (Add Per 90 Minutes)	\$1.00	\$1.00
Pickleball Court Fees Per Hour		
Junior	\$1.00	\$1.00
Single	\$2.00	\$3.00
After 6:00 P.M. (Add Per 90 Minutes)	\$1.00	\$1.00
Clay & Pickleball Court Semi-Annual Memberships		
Junior	\$60	\$90
Single	\$100	\$150
Family	\$150	\$225
Clay & Pickleball Court Annual Memberships		
Junior	\$100	\$150
Single	\$150	\$225
Family	\$225	\$338
Pickleball Court Semi-Annual Memberships		
Junior	\$45	\$68
Single	\$65	\$130
Family	\$80	\$160
Pickleball Court Annual Memberships		
Junior	\$65	\$100
Single	\$100	\$160
Family	\$150	\$300

PROGRAM FEES

10 and Under Program (4 weeks)		
Ready for Red (Ages 5-6)	\$40	\$50
Pathway to Play (Ages 7-8)	\$80	\$100
Orange to Green (Ages 9-10)	\$80	\$100

	Oct 1-Nov 15	Nov 16-Dec 31	Jan 1-Mar 31	Apr 1-Sept 30
<u>WILLOWBROOK GOLF COURSE:</u>				
18 holes w/cart morning	\$25 - \$35	\$30 - \$40	\$35 - \$45	\$20 - \$30
18 holes w/cart afternoon	\$20 - \$30	\$25 - \$35	\$30 - \$40	\$15 - \$25
18 holes walking	\$15 - \$20	\$20 - \$25	\$20 - \$30	\$12 - \$20
9 holes w/cart	\$15 - \$22.50	\$15 - \$25	\$20 - \$30	\$10 - \$15
9 holes walking	\$10 - \$15	\$12 - \$18	\$15 - \$20	\$10 - \$15
Jr. 9 holes walking	\$5 - \$7	\$5 - \$7	\$5 - \$7	\$5 - \$7
Jr. 18 holes walking	\$8 - \$12	\$8 - \$12	\$10 - \$15	\$8 - \$10
Member 9 holes w/cart	\$6.75 - \$7.50	\$6.75 - \$7.50	\$6.75 - \$7.50	\$6.75 - \$7.50
Member 18 holes w/cart	\$13.50 - \$15	\$13.50 - \$15	\$13.50 - \$15	\$13.50 - \$15
Tournament/Outing	\$20 - \$30	\$30 - \$40	\$35 - \$45	\$18 - \$25
League 18 holes	\$20 - \$30	\$30 - \$40	\$35 - \$45	\$18 - \$25
Replay 9 holes	\$10	\$15	\$15	\$10 - \$15
Replay 18 holes	\$15 - \$25	\$20 - \$30	\$25 - \$35	\$15 - \$20
Enhancement	\$1	\$1	\$1	\$1

Annual Golf Membership (plus tax)

Single	\$1,005
Couple	\$1,510
Family	\$1,825
Junior	\$201

Annual Cart Pass

Single	\$850
Family	\$1,275

Rentals

Clubs	\$15
Range Balls	\$3.75 - \$4.50
Pull Cart	\$2.50 - \$3.00

(All fees are taxable; City Residents receive 20% discount on annual membership fees)

**PARKS AND RECREATION FEE SCHEDULE EFFECTIVE 10/01/2021
FY 2021-2022 (cont.)**

FACILITY RENTAL RATES (plus sales tax)

	<u>Category I</u>	<u>Category II</u>	<u>Category III</u>	<u>Category IV</u>	<u>Category V</u>
Pavillions:					
Small	\$44/day	\$44/day	\$22/day	\$22/day	n/c
Large	\$70/day	\$70/day	\$35/day	\$35/day	n/c
Enclosed	\$66/day	\$66/day	\$33/day	\$33/day	n/c
Amphitheater	\$300/day	\$360/day	\$150/day	\$210/day	n/c
Theatre	\$400/day	\$480/day	\$200/day	\$280/day	Tech Fees
Sr. Adult Center	\$50/hr	\$60/hr	\$25/hr	\$35/hr	n/c
Rotary/Lions Park	\$20/hr	\$24/hr	\$10/hr	\$14/hr	n/c
Conference Rm. (WHRCC)	\$28/day	\$34/day	\$14/day	\$20/day	n/c
Woman's Club (M-Th/S)	\$350/650	NA	NA	NA	NA
<i>Category I</i>	<i>City Resident</i>				
<i>Category II</i>	<i>Non-City Resident</i>				
<i>Category III</i>	<i>City Based Non Profit Entity</i>				
<i>Category IV</i>	<i>No-City Based Non Profit Entity</i>				
<i>Category V</i>	<i>Co-Sponsored / Gov't. Agency</i>				

Nora Mayo Hall Building Rental:

Non Profit groups	\$1,500
General Public/Corporate groups	\$2,000
Refundable Damage Deposit	\$1,000
Additional Deposit when alcohol involved	\$1,500

Other costs associated with the rental of this facility including staffing requirements at \$50.00 per hour, per employee

FIELDHOUSE AND CONFERENCE CENTER

<u>Court Rental</u>	<u>Hourly Fee</u>	<u>Full Day Fee (12 Hours)</u>	<u>Staffing</u>
Per Basketball Court	\$75.00/Hour	\$750.00/Day	\$25.00/Hour
Per Volleyball Court	\$37.50/Hour	\$375.00/Day	\$25.00/Hour
Gym Block A or B	\$125.00/Hour	\$1,250.00/Day	\$25.00/Hour
Gym Block A, B & C*	\$375.00/Hour	\$3,750.00/Day	\$75.00/Hour
Championship Gym (of available)	\$200.00/Hour	\$2,000.00/Day	\$25.00/Hour

*Rental of the full Fieldhouse includes all three Gym Blocks as well as Meeting Rooms C, D, E, F and G

<u>Conference Rental</u>	<u>Hourly Fee</u>	<u>Full Day Fee (12 Hours)</u>	<u>Staffing</u>
Meeting Room A	\$50.00/Hour	\$500.00/Day	\$25.00/Hour
Meeting Room B or G	\$40.00/Hour	\$400.00/Day	\$25.00/Hour
Meeting Room C - F	\$30.00/Hour/Room	\$300.00/Day	\$25.00/Hour
Fieldhouse & Conference Center **		\$4,000.00/Day	*\$125.00/Hour

**Rental of the full facility includes all three court spaces & Meeting Rooms A - G. *Staffing levels are subject to change based on event needs.

<u>Specialty Areas</u>	<u>Hourly Fee</u>	<u>Full Day Fee (12 Hours)</u>	<u>Staffing</u>
Locker Room	\$40.00/Hour	\$400.00/Day	
Training Room	\$75.00/Hour	\$750.00/Day	
Board Room	\$75.00/Hour	\$750.00/Day	\$25.00/Hour
Food Truck		\$150.00/Day	
Concession Area	\$50.00/Hour	\$300.00/Day	

Fieldhouse Rental:

Refundable Damage Deposit	\$1,000
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- PCTSM events would receive a 25% discount of fees
- Government/Co-Sponsored/Non-Profit events receive a 20% discount of fees
- Non-PCTSM events will receive a 10% discount of fees for each consecutive day (up to 4 days)
- Staffing fees are multiplied by 1.5 when on a City Observed Holiday or Actual Holiday

Fee's charged the public for use of facilities shall be established by City Commission - see Ordinance O-10-25.

**PARKS AND RECREATION FEE SCHEDULE EFFECTIVE 10/01/2021
FY 2021-2022 (cont.)**

Senior Adult Center

Wellness with Wilma	70/30 split plus \$1/Class resident fee, \$2/Class non-resident fee
Ballroom Dance Social	70/30 split plus \$3/Class resident fee, \$4/Class non-resident fee

Special Event Fees

Application Fee	\$35	Skirting for Stage	\$50/Day
Event Trailer	\$250/Day	Barricade	\$5/Each
Stage (Mobile & Portable)	\$300/Day	Barricade (not recovered/returned)	\$40/Each
(Set-up & Removal)	\$25/Man/Hour	Traffic Cones	\$5/Each
Public Address System	\$30/Day	Traffic Cones (not recovered/returned)	\$22/Each
Wireless Microphone	\$15/Day	Farmers Market Booth Fee (10' x 10')	\$8/Space
Banner Permit	\$20	Ghoul's Night Out Booth	\$50/Space
Banner Installation	\$50 (Flat Fee)	Snow Central Booth Fee	\$100/Space
City Maintenance Staff at Event	\$25/Man/Hour	Rock N' Freedom Fest Booth Fee	\$125/Space
Podium	\$10/Day		

ATHLETIC FIELD / AMENITY FEES

Chain O'Lakes Park

Stadium Day	\$125/game	Visitor's Clubhouse	\$75/day
Stadium Light Fee	\$90/hour	Covered Batting Cages	\$100/day
Minor League Field	\$50/game	Lower Field 10 Mounds	\$50/day
Concessions Rental (each)	\$150/day	Soil Amendments	\$12/bag
Minor League Clubhouse	\$150/day	Maintenance Fee	\$25/man/hour

Field Rental: DiamondPlex, Sertoma Park, PSC Soccer Field, WHRCC

Field Use	\$75/day/field
Light Fee	\$25/hour/field
Temporary Fencing	\$50/field
Maintenance Fee	\$25/man/hour
Soil Amendments	\$12/bag

Lake Maude Park (Football)

Stadium Field	\$500/per day
Practice Fields	\$250/per day
Lighting Fee	\$200/per game
Concession Rental	\$200/per day
Field Marking (Per field)	\$150/per game
Maintenance Fee	\$25/Man/Hour

**BUILDING PERMIT FEE SCHEDULE EFFECTIVE 10/01/2021
FY 2021-2022**

Add 50% Plan Check Fee for Multi-Family or Commercial Over \$1,000.

0 – 100 =	\$10.00	50,001 – 51,000 =	183.00
101 – 1,000 =	16.00	51,001 – 52,000 =	187.00
1,001 – 2,000 =	22.00	52,001 – 53,000 =	191.00
2,001 – 3,000 =	26.00	53,001 – 54,000 =	195.00
3,001 – 4,000 =	30.00	54,001 – 55,000 =	199.00
4,001 – 5,000 =	34.00	55,001 – 56,000 =	203.00
5,001 – 6,000 =	38.00	56,001 – 57,000 =	207.00
6,001 – 7,000 =	42.00	57,001 – 58,000 =	211.00
7,001 – 8,000 =	46.00	58,001 – 59,000 =	215.00
8,001 – 9,000 =	50.00	59,001 – 60,000 =	219.00
9,001 – 10,000 =	54.00	60,001 – 61,000 =	223.00
10,001 – 11,000 =	58.00	61,001 – 62,000 =	227.00
11,001 – 12,000 =	62.00	62,001 – 63,000 =	231.00
12,001 – 13,000 =	66.00	63,001 – 64,000 =	235.00
13,001 – 14,000 =	70.00	64,001 – 65,000 =	239.00
14,001 – 15,000 =	74.00	65,001 – 66,000 =	243.00
15,001 – 16,000 =	77.00	66,001 – 67,000 =	247.00
16,001 – 17,000 =	80.00	67,001 – 68,000 =	251.00
17,001 – 18,000 =	83.00	68,001 – 69,000 =	255.00
18,001 – 19,000 =	86.00	69,001 – 70,000 =	259.00
19,001 – 20,000 =	89.00	70,001 – 71,000 =	263.00
20,001 – 21,000 =	92.00	71,001 – 72,000 =	267.00
21,001 – 22,000 =	95.00	72,001 – 73,000 =	271.00
22,001 – 23,000 =	98.00	73,001 – 74,000 =	275.00
23,001 – 24,000 =	101.00	74,001 – 75,000 =	279.00
24,001 – 25,000 =	104.00	75,001 – 76,000 =	283.00
25,001 – 26,000 =	107.00	76,001 – 77,000 =	287.00
26,001 – 27,000 =	110.00	77,001 – 78,000 =	291.00
27,001 – 28,000 =	113.00	78,001 – 79,000 =	295.00
28,001 – 29,000 =	116.00	79,001 – 80,000 =	299.00
29,001 – 30,000 =	119.00	80,001 – 81,000 =	303.00
30,001 – 31,000 =	122.00	81,001 – 82,000 =	307.00
31,001 – 32,000 =	125.00	82,001 – 83,000 =	311.00
32,001 – 33,000 =	128.00	83,001 – 84,000 =	315.00
33,001 – 34,000 =	131.00	84,001 – 85,000 =	319.00
34,001 – 35,000 =	134.00	85,001 – 86,000 =	323.00
35,001 – 36,000 =	137.00	86,001 – 87,000 =	327.00
36,001 – 37,000 =	140.00	87,001 – 88,000 =	331.00
37,001 – 38,000 =	143.00	88,001 – 89,000 =	335.00
38,001 – 39,000 =	146.00	89,001 – 90,000 =	339.00
39,001 – 40,000 =	149.00	90,001 – 91,000 =	343.00
40,001 – 41,000 =	152.00	91,001 – 92,000 =	347.00
41,001 – 42,000 =	155.00	92,001 – 93,000 =	351.00
42,001 – 43,000 =	158.00	93,001 – 94,000 =	355.00
43,001 – 44,000 =	161.00	94,001 – 95,000 =	359.00
44,001 – 45,000 =	164.00	95,001 – 96,000 =	363.00
45,001 – 46,000 =	167.00	94,001 – 95,000 =	359.00
46,001 – 47,000 =	170.00	95,001 – 96,000 =	363.00
47,001 – 48,000 =	173.00	96,001 – 97,000 =	367.00
48,001 – 49,000 =	176.00	97,001 – 98,000 =	371.00
49,001 – 50,000 =	179.00	98,001 – 99,000 =	375.00
		99,001 – 100,000 =	379.00

100,001 – 500,000 = 379.00 for 1st 100,000 + 2.50 for each additional 1,000 or fraction thereof, to and including 500,000

500,001 – 1,000,000 = 1,379.00 for 1st 500,000 + 1.50 for each additional 1,000 or fraction thereof, including 1,000,000

1,000,001–2,000,000 = 2,129.00 for 1st1,000,000 + 1.00 for each additional 1,000 or fraction thereof, including 2,000,000

2,000,001 and up = 3,129.00 for 1st 2,000,000 + 1.50 for each additional 1,000 or fraction thereof

Note: A CPI adjustment will be applied to the above Building Permit Fee Schedule.

(Each fee above will be multiplied by 1.889). The Plan review fees of an additional 25% for residential and 50% for commercial are then applied.

MISCELLANEOUS BUILDING FEES

Single family homes are based on fee schedule for building permit

Permits for trade contractors for single-family homes are as follows:

Electrical	\$100.00
Plumbing	\$100.00
Mechanical	\$75.00

Electrical Permit Fees	Based on job value
Plumbing Permit Fees	Based on job value
Mechanical Permit Fees:	
Permit Basic Fee	\$25.00
	\$15.00 for 1 st 1,000 or fraction thereof
	\$4.00 for each 1,00 thereafter
	Fee for repairs, alterations and additions to an existing system
	Shall be \$5.00 plus \$2.00 for each 1,000 or fraction thereof
Demolition Permit	Basic Fee - \$113.05
Tent Permit Fee	Basic Fee \$25.00
Plans Checking Fee	Commercial and Multifamily will be charged 50% of the Building Permit Fee
	Residential will be charged 50% of the Building Permit Fee
Reinspection Fee	Basic Fee \$25.00

Additional fees may apply – contact Building/Permitting for complete fee calculation.

**PLANNING AND ZONING FEE SCHEDULE EFFECTIVE 10/01/2021
FY 2021-2022**

BOARD OF ADJUSTMENT

<i>Variance:</i>	Single Family	217.60
	Multi-Family	435.18
	Non-Residential	579.31

Planning Commission

<i>Zoning:</i>	5 or fewer lots	579.31
	More than 5 lots	724.85
	0-5 acres, unsubdivided	868.97
	5.01 – 10 acres, unsubdivided	1,158.64
	More than 10 acres	1,448.30

<i>PUD (Planned Unit Development):</i>	2,825.94
<i>PUD Plan Amendment:</i>	2,119.46
<i>Special Use/Conditional Use:</i>	579.31
<i>Right-Of-Way Vacation (per right-of-way):</i>	3,532.43
<i>Easement/Alley Vacation (each):</i>	1,448.30
<i>Street/Alley Re-Direction:</i>	579.31

FUTURE LAND USE

SMALL SCALE:

Up to 5 subdivided residential lots of 10 acres or less with a density of 10 units/acre or less.	565.19
More than 5 subdivided residential lots of 10 acres or less with a density of 10 units/acre or less.	702.24
0-10 acres of residential or non-residential land or combination of both, of 10 units/acre or less.	840.72

LARGE SCALE:

10.01 to 100 acres or requests with a density of 10/units per acre or greater, regardless of acreage	1,404.51
100.01 + acres	1,969.69

AMENDMENT TO COMPREHENSIVE PLAN TEXT:

(Per Plan Amendment)	1,130.38
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**PLANNING AND ZONING FEE SCHEDULE EFFECTIVE 10/01/2021
FY 2021-2022 (cont.)**

SUBDIVISION PLAT REVIEW FEES:

Base Fee:	706.48
Additional Per Lot Fee:	38.15
Subdivision Plat Resubmittal:	671.18
(per review, begins after 2 nd submittal)	

NOTE: These fees are the application submittal fees. Surveyor fees are in addition to the base and per lot fees and will be charged after the surveyor submits the bill to the City. Recording fees are in addition to all other costs and are determined by Polk County Clerk of Courts Office.

SITE PLAN REVIEW

Site Plan Review (Residential): \$1,412.97 up to 10 acres + \$28.25 per acre over 10 acres

Site Plan Review (Non-Residential): \$1,412.97 up to 30,000 square feet of building area
\$1,931.80 > 30,000 square feet of building area

Minor Site Plan Review:* 607.58

*Less than Minor Site Plan Review**:* 121.51

Site Plan Resubmittal: (per review, begins after second submittal) 671.18

*Less than 2,000 sq. feet or less than 10% of site improvements

**To be determined by staff

DEVELOPMENT OF REGIONAL IMPACT (DRI)

Base Fee	4,344.91
Per Commercial Acre	14.48
Per Residential Acre	7.25
Per DU	0.68
Substantial Deviation	2,173.16
Annual Report	145.53

DEVELOPMENT REVIEW COMMITTEE (DRC) MEETING

Major Review	353.26
Minor Review	70.64

OTHER FEES:

Community Development District (CDD):	3,621.47
CDD Annual Report Review	353.26
Zoning Verification Letter:	57.93

The Planning & Zoning Fee Schedule is subject to two and one half (2.5) percent annual upward adjustment on all fees effective October 1 of each year per Resolution R-07-48 adopted November 13, 2007.

Note: All rates are subject to change, other fees may apply.

CEMETERY SERVICE FEE SCHEDULE EFFECTIVE 10/01/2021

	Resident	Non-Resident
<u>Space Prices</u>		
Adult	779.00	1,061.00
Infant	455.00	738.00
Cremation	455.00	738.00
Inside Mausoleum	4,521.00	8,760.00
Corner Mausoleum	6,217.00	11,871.00
<u>Opening / Closing - Standard</u>		
Weekday	586.00	738.00
Weekday after 3:00 p.m.	779.00	916.00
Saturday before 3:00 p.m.	779.00	916.00
Saturday after 3:00 p.m.	916.00	1,061.00
Sunday and/or holidays	1,061.00	1,200.00
<u>Cremation with Set-Up</u>		
Weekday	283.00	427.00
Weekday after 3:00 p.m.	352.00	496.00
Saturday before 3:00 p.m.	352.00	496.00
Saturday after 3:00 p.m.	427.00	564.00
Sunday and/or holidays	564.00	711.00
<u>Cremation without Set-Up</u>		
Weekday	178.00	318.00
Weekday after 3:00 p.m.	283.00	427.00
Saturday before 3:00 p.m.	283.00	427.00
Saturday after 3:00 p.m.	352.00	496.00
Sunday and/or holidays	496.00	634.00
<u>Opening / Closing - Infant</u>		
Weekday	283.00	427.00
Weekday after 3:00 p.m.	352.00	496.00
Saturday before 3:00 p.m.	352.00	496.00
Saturday after 3:00 p.m.	427.00	564.00
Sunday and/or holidays	564.00	711.00
<u>Disinterment</u>		
To Non-City Cemetery	564.00	564.00
Within City Cemetery	711.00	711.00
<u>Additional Services</u>		
Bronze/Granite Marker Installation - Single	124.00	124.00
Bronze/Granite Marker Installation - Companion	220.00	220.00
Vase Installation	76.00	76.00
Date Plate Installation	28.00	28.00
Memorial Bench Purchase & Installation	1,456.00	1,456.00
Transfer Fee / Deed Document	56.00	56.00
Second Service Tent (Tent only)	174.00	174.00
Second Tent & Chairs & Carpet	232.00	232.00
Additional Chairs (6)	56.00	56.00
<u>Niche Garden – Columbarium Space Prices:</u>		
Individual space for one urn	1,581.00	1,621.00
Companion space for two urns	2,253.00	2,309.00
Additional fee to increase from Individual to Companion	740.00	759.00
<u>Engraving of Front Plate</u>		
One name (First, middle or initial & last name), birth year & death year dates	235.00	241.00
<u>Opening and Closing Fees</u>		
Weekday	405.00	415.00
Saturday	470.00	482.00
Holidays	605.00	620.00

Note: All rates are subject to change, other fees may apply. Cemetery fees increase by 2.5% every October 1st per Ordinance O-07-84.

CITY OF WINTER HAVEN - GLOSSARY

Account Number – In accordance with the State Chart of Accounts, each class of expenditures and revenues is assigned a specific account number for use within the City’s accounting system.

Accrual Basis of Accounting – The basis of accounting refers to when a transaction is recognized. In the accrual basis of accounting revenues are recognized when they are earned, and expenses are recognized when they are incurred.

Actual – Reflects the actual financial activity for the fiscal year.

Ad Valorem (Property Tax) – A tax levied on the assessed value of real and personal property located within the City, a major revenue category reflecting the value of both real and personal property. Property taxes are determined by multiplying the rate of taxation, expressed in mills times the non-exempt value of property.

Amortization – The paying off of debt through a series of installment loan payments over a period of time. This is frequently referring to that repayment schedule.

Appropriation – The legal authorization granted by the City Commission to spend public funds.

Assessed Value – The value set by the County Property Appraiser on real and personal taxable property as a basis for levying taxes.

Audit – A formal examination of an organization’s or individual’s accounts or financial situation, a methodical examination and review.

Available (Undesignated) Fund Balance – This refers to the funds remaining from the prior year which are available for appropriation and expenditures in the current year.

Balanced Budget – According to Florida Statute, the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriation for expenditures and reserves.

Basis of Accounting and Basis of Budgeting – The system under which revenues, expenditures, expenses, and transfers – and the related assets and liabilities – are recognized in accounts and reported in financial statements. Basis of Accounting and Basis of Budgeting specifically relates to the timing of the measurements made.

Bed Tax – A levy imposed by a local government on hotel stays within its jurisdiction.

Bond – A written promise to pay a designated sum of money (the principal) at a specific date in the future, along with periodic interest at a specific rate. Bond payments are identified as Debt Service. Bonds are generally used to obtain long-term financing for capital improvements.

Budget – A plan of financial operation embodying an estimate of proposed expenditures for the fiscal year and the proposed means of financing such expenditures. The term also denotes the officially approved expenditure ceiling under which the City and its departments operate.

Budget Calendar – Refers to a schedule of key dates or milestones that the City follows in preparation and adoption of the budget.

Budget Ordinance – A formal legislative enactment by the City Commission. If it is not in conflict with any higher form of law, such as a statute or constitutional provision, it has full force and effect of law within the boundaries of the municipality to which it applies.

BYRNE – This refers to a grant that was set up as a memorial to Edward Byrne.

Capital Expenditures – Expenditures over \$5,000, which result in the acquisition of or addition to fixed assets. Includes the cost of land, buildings, improvement other than buildings, machinery, furniture, and equipment.

Capital Improvement Plan (CIP) – A financial plan for construction of physical assets such as buildings, streets, sewers and recreation facilities. The plan extends over several future years indicating the beginning and ending date of each project, the amount to be expended in each year and the method of financing those expenditures.

Capital Projects Funds – Accounts for financial resources segregated for the acquisition and construction of major capital projects.

Cash Forward – Reflects the balance of cash brought forward from the previous fiscal year. In the terms of the budget, this balance together with current year budgeted revenues and other financing sources equals the total available financial resources for the budget year.

Cash Working Capital – Funds that allow the City to meet current cash flow requirements, shortfalls in revenues or unexpected demands until tax revenues or other major revenues are available.

Charges for Services – Revenues generated from user fees for current services. These charges reflect revenue only from the users of particular services such as leisure services, utility, solid waste and others.

Contingency – A special amount set aside for necessary unforeseen and unplanned expenses. Contingencies may not be spent without City Commission approval via a transfer.

Cost of Living – A fixed adjustment to each range/step of the classification and pay plan tied to an increase in the cost of living.

CRA – An acronym for Community Redevelopment Agency, a special taxing district. The City has designated two areas: Downtown and Florence Villa.

Debt Service – Payment of interest and repayment of principal to holders of the City's debt instruments. This includes charges paid to the fiscal agents.

Debt Service Funds – Accounts for the accumulation of resources for and the payment of, interest and principal on general long-term debt.

Deficit – The amount by which outlays exceed receipts in a given fiscal period.

Department – A separate organizational unit whose line of authority is under the City Manager. The City has operational departments consisting of Executive Services, Technical Services, Strategic Initiatives, Community Development, Support Services, Community Services, Technology Services, Financial Services, Police Services, Fire Services and Utility Services.

Depreciation – Expiration in the service life of fixed assets, other than the wasting of assets attributable to wear and tear, deterioration, inadequacy, and obsolescence.

Division – A separate organizational activity whose line of authority is under one of the City's departments.

ELLI – Acronym for Environmental Lands and Lakefronts Initiative. Funds are set aside to acquire environmental sensitive lands and those lands serve a public purpose such as recreation, stormwater retention, etc.

Encumbrance – A financial commitment for a contract not yet performed. An encumbrance is charged against an appropriation, and a portion of the appropriation is reserved for the purpose of satisfying the encumbrance.

Enterprise Funds – Accounts for the activities that are financed and operated in a manner similar to private business enterprises. These funds are most appropriate for activities that charge the public for goods or services, such as municipal golf courses or utilities

Enterprise Revenues – Monies received as a result of charges made whole undertaking and providing a proprietary delivery of goods or services.

Excise Tax – A tax assessed on the consumer of a service, usually a utility service that is based upon the level of consumption.

Expenditures – Decreases in the new financial resources of the fund including current operating expenses, which require the current or future use of net current assets, debt service and capital outlays.

Fiduciary Fund – A type of fund in which the government acts as a trustee or agent on behalf of another party. An example is pension funds.

Fines and Forfeitures – Revenues received from fines and penalties imposed for the commission of statutory offenses, and City ordinances. Forfeitures include revenues resulting from confiscation of deposits or bonds held as performance guarantees.

Fiscal Year – The twelve months between October 1 and September 30 of the following year.

Fixed Assets – Refers to long-lived tangible assets obtained or controlled as a result of past transactions, including buildings, equipment, improvements other than buildings, and land.

Franchise Fees – A major revenue category reflecting the fees levied on a corporation or individual by the local government in return for granting a privilege, sanctioning a monopoly, or permitting the use of public property.

Full-Time Employees – A City employee hired to work forty (40) hours per week on a continuing basis and eligible to participate in the City's health insurance, dental insurance, life insurance, and retirement programs.

Function – Any one of several major purposes addressed by City government, including general government, public safety, physical environment, transportation, economic environment, human services, culture and recreation, internal services, and non-expenditure disbursement.

Fund – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance – The difference between assets and liabilities accounted for in a governmental unit. A positive ending fund balance from one fiscal year can be utilized as a resource for the following year's activities.

Generally Accepted Accounting Principles (GAAP) – Accounting principles that are commonly used in preparing financial statements and generally accepted by the readers of those statements. The authoritative source of GAAP for state and local governments is the Governmental Accounting Standards Board (GASB).

General Fund – Accounts for all unrestricted resources except those that are required to be accounted for in another fund. This fund accounts for most of the current operating activities of the governmental unit (administration, police, and fire for example)

General Purpose Funds – Includes all sources of funds including ad valorem taxes when no specific source is designated for funding. For activities having charges for services or other identifiable sources, the general-purpose funds are the difference between the total budgetary requirement and the other identifiable sources of funds.

Goal – A single, broad statement of the ultimate purpose for existence of an organization, organizational unit, or program.

Governmental Fund – Funds in which most governmental functions of the City are financed. The funds are fiscal and accounting entities with a self-balancing set of accounts recording cash and other financial resources along with all related liabilities and residual equities or balances and related changes.

Grants – All revenues of federal, state or local origin, which are remitted to City of Winter Haven. An actual grant is a contribution of cash or other assets from another governmental agency to be used for a specific purpose.

Grants & Aid – Includes all grants, subsidies, and contributions made by the City to other governmental units, and private organizations.

Intergovernmental Revenue – All revenues from federal, state and other local government sources in the form of grants and shared revenues.

Internal Service Charges – Revenue for charges generated from the goods and services furnished by central service department of the City, which are accounted for as Internal Service Funds, to other City departments.

Internal Services Funds – Accounts for the financing of goods and services provided by one department or agency of a governmental unit to other departments or agencies of the City on a cost reimbursement basis.

Licenses & Permits – Revenue derived from the issuance of local licenses and permits such as building permits and occupational licenses.

Merit Program – An established system to recognize and financially reward employee performance that exceeds the City's standards for a classification.

Miscellaneous – All revenues generated not accounted for in other accounts. This primarily includes interest earnings on City investments.

Millage – The tax rate levied on real property. One mill equals \$1 per \$1,000 of assessed property value.

Mission – A single, broad statement of the ultimate purpose for existence of an organization, organizational unit, or program.

Modified Accrual Basis of Accounting – The basis of budgeting and accounting where revenues are recorded when measurable and available, and expenditures are recorded when the services or goods are received and the liabilities are incurred.

Non-Departmental – Expenditures which are not under the jurisdiction of any of the City's seven departments.

Non-Operating Expenses – Includes the movement of monies from one fund into another in the form of transfers and the payment of monies into reserves and contingencies.

Non-Revenues – Revenue category described to account for unoriginal revenue, which is either carried forward from another year or transferred in from another fund or account without regard to the conduct of any operations.

Objectives – A descriptive list of those things that are accomplished in order to fulfill an organization's goal or mission.

Operating Expenses – Expenditures for goods and services which primarily benefit the current period such as professional fees, travel, utility and communication service, maintenance of equipment, office supplies and motor fuels.

Ordinance – A formal legislative enactment by the City Commission. If it is not in conflict with any higher form of law such as a statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Performance Measures – Specific quantitative and qualitative measures of work performed.

Personal Services – Expenditures for salaries and wages, overtime, social security matching, retirement contribution, life and health insurance, workman’s compensation and unemployment compensation.

Property Tax (Ad Valorem tax) – Refers to a tax levied on the assessed value of real and personal property located within the City.

Proprietary Fund – Funds that focus on the determination of operating income, changes in net assets, financial position and cash flows. Examples include enterprise funds and internal service funds.

Reserves – An account used to indicate that a portion of fund equity is restricted for a specific purpose.

Retained Earnings – An equity account reflecting the accumulated earnings of the Enterprise Operating Funds.

Revenues – Increases in a fund’s net current assets from other than expenditures, refunds, residual equity transfers, operating transfers in, and other financing sources.

Rolled-Back Rate – The millage necessary to raise the same amount of ad valorem tax revenue as the previous year, excluding taxes from new construction. Under Florida law as property values are increased each year by the property appraiser due to inflation, the City property tax rate is automatically reduced proportionately so that the City does not automatically derive additional revenue. All property tax rate changes are calculated using the rolled-back rate as the base.

Shared Revenue – Revenue levied by federal or state governments but shared on a predetermined basis, often in proportion to the amount collected at the local level, with the local governments.

Special Revenue Funds – Accounts for the proceeds of specific revenue sources that are restricted by law or administrative action to expenditures for specific purposes.

Surplus – The amount by which receipts exceed outlays in a given fiscal period.

Taxes – Charges levied by the City Commission for the purpose of financing services performed for the common benefit of all citizens. This term does not include charges for services rendered only to those paying such user fees, for example, utility charges.

TIF (Tax Increment Financing) – A mechanism for using property taxes to stimulate investment in economically depressed areas. This involves identifying the depressed areas then reinvesting property taxes generated as a result of new construction in projects designated to further enhance the area’s economic vitality.

Transfers – Monies shifted from one fund into another. It is listed as expenditure in the former and revenue in the latter.

Trim – Truth in millage (section 200.065 F.S.) State Law governing the Ad Valorem Tax process.

Total Operating Revenues – All revenues except for other financing sources and cash balance forward.

Unappropriated Fund Balance – An amount set aside and to be used as cash carryover for the next fiscal year's budget.

Utility Franchise Tax – Tax levied by the City on power utilities for the sale of electricity in the City.

Working Capital – The amount of a company’s current assets minus the amount of its current liabilities.

Working Capital Reserve – The working capital reserve represents reserves that are for purposes of providing liquidity in the event of future adverse financial conditions.

Workload Indicators – An indication of the output of a department. It may consist of transactions, products, events, services, or persons served.

CITY OF WINTER HAVEN ACRONYMS

ACFR	Annual Comprehensive Financial Report	LLEBG	Local Law Enforcement Block Grant
ALP	Airport Layout Plan	MSTU	Municipal Services Taxing Unit
ASO	Administrative Services Organization	NPDES	National Pollution Discharge Elimination System
ATMS	Advanced Traffic Management System	OGT	Office of Greenways and Trails
AWT	Advanced Wastewater Treatment	OJP	Office of Justice Programs
BJA	Bureau of Justice Administration	PAL	Police Athletic League
BTR	Business Tax Receipts	PGIT	Preferred Governmental Insurance Trust
CDBG	Community Development Block Grant program	PLC	Programmable Logic Controllers
CIP	Capital Improvement Plan	PSC	Polk State College
COL	Chain of Lakes	PCNR	Polk County Natural Resources
CRA	Community Redevelopment Agency	REILS	Runway End Identifying Lighting System
DARE	Drug Abuse Resistance Education	RGOP	Rowdy Gaines Olympic Pool
DART	Domestic Abuse Response Team	SAFER	Staffing Adequate Fire & Emergency Response
DEP	Department of Environmental Protection	SBA	State Board of Administration
EDI	Economic Development Initiative	SCADA	Supervisory Control And Data Acquisition
EDTF	Economic Development Transportation Fund	SEW	Smart Energy Water
ELLI	Environmental Lands and Lakefronts Initiative	SHIP	State Housing Initiatives Partnership
ERT	Emergency Response Team	SRF	State Revolving Fund
FAA	Florida Aviation Authority	SRO	School Resource Officer
FASB	Financial Accounting Standards Board	SWFWMD	Southwest Florida Water Management District
FDEO	Florida Department of Economic Opportunity	TIF	Tax Increment Financing
FDEP	Florida Department of Environmental Protection	TIP	Transportation Improvement Program
FDOT	Florida Department of Transportation	TRIM	Truth in Millage
FEMA	Federal Emergency Management Agency	USDA	United States Department of Agriculture
FMVTPA	Fl. Motor Vehicle Theft Prevention Authority	VOCA	Victims of Crime Act
FRDAP	Fl.Recreation Development Assistance Program	WHRCC	Winter Haven Recreational and Cultural Center
GAAP	Generally Accepted Accounting Principles	WTP	Water Treatment Plant
GASB	Governmental Accounting Standards Board	WWTP	Waste Water Treatment Plant
GFOA	Government Finance Officers Association		
HUD	Dept. of Housing and Urban Development		
ICMA	International City/County Mgmt. Association		
JAG	Justice Assistant Grant		
JPA	Joint Participation Agreement		
LAP	Local Agency Program		
LEAD	Lakes Education Action Drive		
LEED	Leadership in Energy & Environmental Design		

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