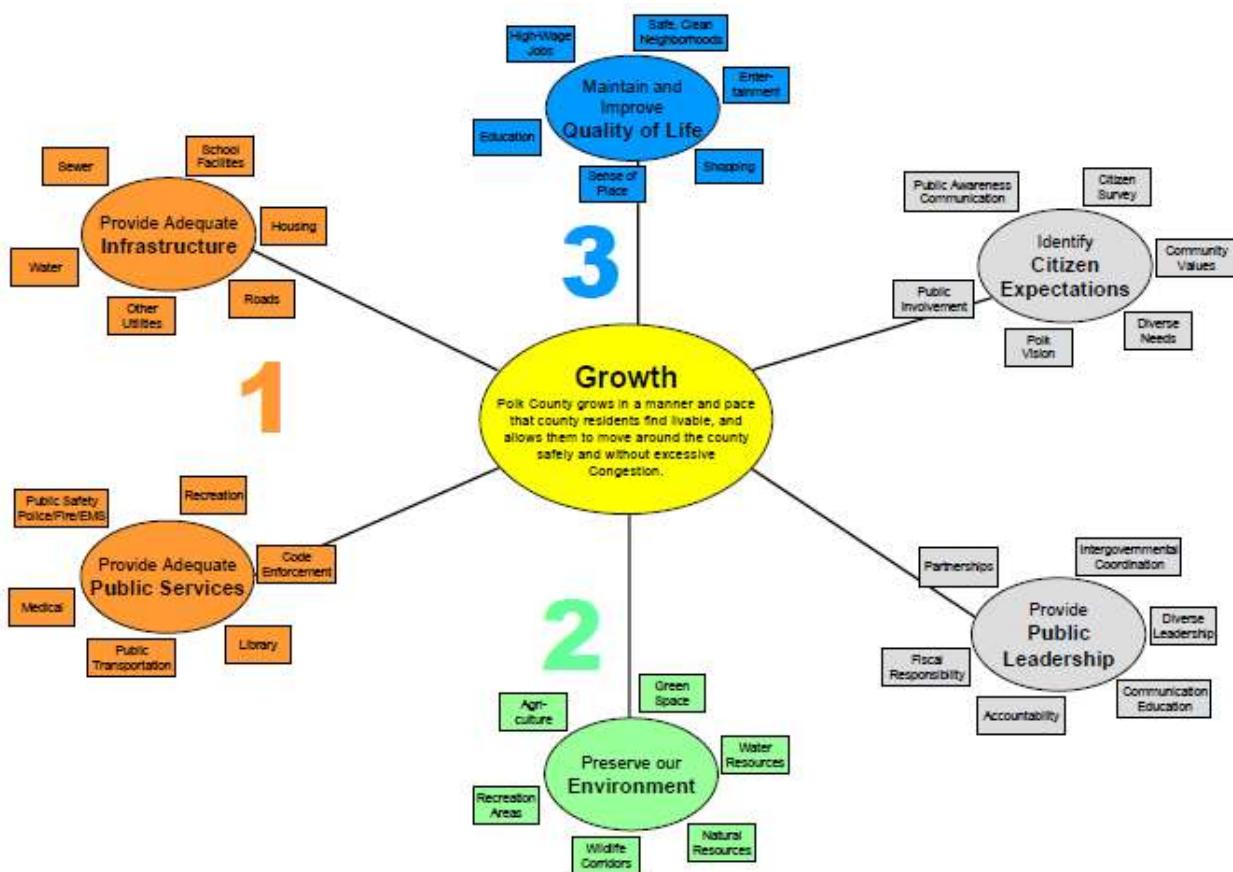


## Growth and Infrastructure

**“Polk County grows in a manner and pace that County residents find livable and allows them to move around the County safely and without excessive congestion.”**

### Primary Factors for Achieving the Result

As shown below in the Growth/Infrastructure causal map, the primary factors affecting the Polk County Board of County Commissioners' ability to meet the residents' expectations are (1) Provide and maintain adequate infrastructure and public services, (2) preserve the environment, and (3) maintain and improve quality of life.



### Strategies for Achieving the Result

The Divisions that have programs in the Growth/Infrastructure Result Area help the County achieve the result through one or more of the following strategies:

1. Improve transportation mobility
2. Improve strategic planning for future growth
3. Ensure needed infrastructure and public services are in place
4. Increase preservation and set-aside of green space
5. Provide places to live, learn, work, and play while building communities with a mix of land uses and a sense of place

**GROWTH AND INFRASTRUCTURE  
DIVISION PROGRAM SUMMARY**

Program (number listed is the program number)	FTE	Adopted FY 21/22			Plan FY 22/23		
		General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
<b>Board of County Commissioners</b>							
Eloise CRA - 389	0.00	-	673,888	673,888	-	678,101	678,101
Northeast Polk Roadway - 1685	0.00	-	3,621,532	3,621,532	-	179,499	179,499
Polk Harden Parkway CRA - 422	0.00	-	1,451,763	1,451,763	-	1,520,126	1,520,126
<b>Subtotal</b>	<b>0.00</b>	<b>-</b>	<b>5,747,183</b>	<b>5,747,183</b>	<b>-</b>	<b>2,377,726</b>	<b>2,377,726</b>
<b>Cooperative Extension Service</b>							
Cooperative Extension Service - 1363	12.00	829,869	-	829,869	851,092	-	851,092
<b>Subtotal</b>	<b>12.00</b>	<b>829,869</b>	<b>-</b>	<b>829,869</b>	<b>851,092</b>	<b>-</b>	<b>851,092</b>
<b>Information Technology</b>							
Geographic Information System - 122	3.35	-	675,601	675,601	-	650,155	650,155
<b>Subtotal</b>	<b>3.35</b>	<b>-</b>	<b>675,601</b>	<b>675,601</b>	<b>-</b>	<b>650,155</b>	<b>650,155</b>
<b>Planning and Development</b>							
Building Division - 31	78.00	460,819	18,464,047	18,924,866	471,137	18,697,911	19,169,048
Land Development - 440	41.00	3,455,977	1,129,029	4,585,006	3,564,590	1,161,766	4,726,356
Transportation Planning Organization - 103	7.00	-	1,927,617	1,927,617	-	1,299,331	1,299,331
Planning and Development Administration - 109	7.00	776,768	-	776,768	799,770	-	799,770
<b>Subtotal</b>	<b>133.00</b>	<b>4,693,564</b>	<b>21,520,693</b>	<b>26,214,257</b>	<b>4,835,497</b>	<b>21,159,008</b>	<b>25,994,505</b>
<b>Health and Human Services</b>							
COVID-19 CARES Act - 1711	5.50	-	4,764,240	4,764,240	-	1,345,000	1,345,000
Affordable Housing Program - 50	4.35	-	13,293,770	13,293,770	-	14,651,883	14,651,883
Community Improvement Program - 51	11.15	-	8,120,198	8,120,198	-	8,020,537	8,020,537
<b>Subtotal</b>	<b>21.00</b>	<b>-</b>	<b>26,178,208</b>	<b>26,178,208</b>	<b>-</b>	<b>24,017,420</b>	<b>24,017,420</b>
<b>Roads and Drainage</b>							
Survey and Mapping - 1559	18.00	-	1,530,973	1,530,973	-	1,602,756	1,602,756
Inspection and Testing - 1560	13.00	-	1,244,598	1,244,598	-	1,246,783	1,246,783
Roads and Drainage Engineering - 1558	8.00	-	1,187,991	1,187,991	-	1,227,486	1,227,486
Roadway Maintenance - 1561	160.50	-	29,441,089	29,441,089	-	17,778,588	17,778,588
Traffic - 202	31.00	-	4,980,767	4,980,767	-	4,847,026	4,847,026
Drainage - 1163	6.00	1,624,479	-	1,624,479	1,701,610	-	1,701,610
Right-of-Way and Real Estate - 193	7.00	678,238	409,384	1,087,622	692,921	300,377	993,298
GIS Asset Management - 1710	8.00	-	833,247	833,247	-	1,069,906	1,069,906
Roads and Drainage Administration - 1557	14.00	-	1,505,486	1,505,486	-	1,550,641	1,550,641
Street Lighting - 65	0.00	-	3,025,104	3,025,104	-	2,925,104	2,925,104
Roads and Drainage Projects/Inkind - 64	0.00	30,000	146,484,532	146,514,532	30,000	116,327,000	116,357,000
Roads and Drainage CIP Reserves - 328	0.00	-	135,022,444	135,022,444	-	83,611,340	83,611,340
CRA Contribution Millage - 462	0.00	-	3,086,716	3,086,716	-	3,238,345	3,238,345
Roads and Drainage Trust Reserves/Indirects/Debt Svc - 281	0.00	25,478	47,108,685	47,108,685	25,478	62,206,567	62,232,045
<b>Subtotal</b>	<b>265.50</b>	<b>2,358,195</b>	<b>375,835,538</b>	<b>378,193,733</b>	<b>2,450,009</b>	<b>297,931,919</b>	<b>300,381,928</b>
<b>Utilities</b>							
Customer Service - 213	23.69	-	2,044,964	2,044,964	-	2,174,321	2,174,321
SCADA - 216	6.00	-	1,811,823	1,811,823	-	1,905,387	1,905,387
Utilities Metering - 437	19.53	-	4,994,617	4,994,617	-	5,106,394	5,106,394
Utilities Back Flow/Large Meters - 412	5.43	-	889,883	889,883	-	918,297	918,297
Water Resource Enforcement - 1511	4.50	-	1,181,489	1,181,489	-	1,234,307	1,234,307
Infrastructure Information Section - 214	14.00	-	1,918,368	1,918,368	-	2,305,008	2,305,008
Regulatory Affairs - 403	11.50	-	3,076,694	3,076,694	-	3,202,839	3,202,839
Electrical and Mechanical Maintenance - 76	51.00	-	13,025,078	13,025,078	-	14,516,143	14,516,143
Wastewater Plant Operations - 402	23.00	-	9,085,552	9,085,552	-	9,219,792	9,219,792
Water Plant Operations - 401	19.00	-	6,155,514	6,155,514	-	5,803,189	5,803,189
Underground Maintenance - 1222	45.00	-	5,812,840	5,812,840	-	5,505,194	5,505,194
Utilities CIP Inspection - 1644	3.00	-	360,015	360,015	-	367,950	367,950
Utilities Department Administration - 436	1.00	-	5,084,071	5,084,071	-	5,275,395	5,275,395
Utilities Operations Admin - 434	12.00	-	1,048,536	1,048,536	-	1,079,649	1,079,649
Utilities Finance - 280	16.35	-	2,534,863	2,534,863	-	2,395,236	2,395,236
Utilities Debt Service - 326	0.00	-	13,975,452	13,975,452	-	13,969,752	13,969,752
Warehouse Stock and Supply - 480	3.00	-	269,515	269,515	-	275,097	275,097
Crooked Lake Park Receivership - 1715	0.00	-	200,000	200,000	-	-	-
Utilities Reserves/Indirects Op Fund - 327	0.00	-	11,442,473	11,442,473	-	7,374,216	7,374,216
Utilities Renewal and Replacement CIP - 320	2.00	-	15,292,501	15,292,501	-	13,352,499	13,352,499
Utilities Capital Expansion CIP - 77	7.00	-	69,061,449	69,061,449	-	53,795,523	53,795,523
Utilities Expansion Reserves/Transfers - 332	0.00	-	36,873,872	36,873,872	-	25,843,198	25,843,198
<b>Subtotal</b>	<b>267.00</b>	<b>-</b>	<b>206,139,569</b>	<b>206,139,569</b>	<b>-</b>	<b>175,619,386</b>	<b>175,619,386</b>
<b>Debt Service Program</b>							
Debt Service Program - 90	0.00	-	28,306,171	28,306,171	-	28,863,898	28,863,898
<b>Subtotal</b>	<b>0.00</b>	<b>-</b>	<b>28,306,171</b>	<b>28,306,171</b>	<b>-</b>	<b>28,863,898</b>	<b>28,863,898</b>
<b>TOTAL</b>	<b>701.85</b>	<b>7,881,628</b>	<b>664,402,963</b>	<b>672,284,591</b>	<b>8,136,598</b>	<b>550,619,512</b>	<b>558,756,110</b>

Programs highlighted in gray are not printed

### Growth/Infrastructure

Appropriations	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personal Services Expenses</b>	38,439,346	47,904,009	50,891,983	52,883,249
<b>Operating Expenses</b>	64,325,685	68,072,382	69,366,711	71,184,488
<b>Capital Expenses</b>	68,337,744	198,645,495	180,429,678	157,630,315
<b>Debt Service</b>	28,202,037	19,281,301	22,232,590	22,236,617
<b>Grants And Aids</b>	2,848,899	7,759,989	8,950,695	6,305,947
<b>Interfund Transfers</b>	215,684,398	39,744,604	68,027,982	24,176,353
<b>Indirect Expense</b>	4,169,320	4,405,921	5,506,386	5,495,976
<b>Reserves</b>	0	189,636,188	266,878,566	218,843,165
<b>Refunds</b>	2,500	0	0	0
<b>Other Uses - All Other</b>	272,695	0	0	0
<b>County Total</b>	<b>422,282,624</b>	<b>575,449,889</b>	<b>672,284,591</b>	<b>558,756,110</b>
<b>University of Florida Contributions</b>	<b>1,160,405</b>	<b>1,191,573</b>	<b>1,385,155</b>	<b>1,385,155</b>
<b>Total Result Area</b>	<b>423,443,029</b>	<b>576,641,462</b>	<b>673,669,746</b>	<b>560,141,265</b>

Revenue by Fund	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>00100 General Fund</b>	6,201,443	7,741,762	7,881,628	8,136,598
<b>10100 County Transportation Trust Fund</b>	40,199,742	120,832,478	179,235,524	141,633,595
<b>10150 Special Revenue Grants</b>	8,583,397	30,011,065	31,088,196	20,757,515
<b>12240 Impact Fees</b>	26,154,138	56,905,417	74,677,986	55,424,591
<b>14850 Hazard Mitigation Grant Program Irma FEMA-DR-4337-FL</b>	31,298	221,293	181,897	0
<b>14970 Transportation Millage Fund</b>	42,713,534	83,048,421	104,097,169	96,199,954
<b>15240 Polk Commerce Centre CRA</b>	74,604	0	0	0
<b>15250 Eloise CRA Trust-Agency Funds</b>	42,323	646,088	673,888	678,101
<b>15290 Harden Parkway CRA Funds</b>	1,300,000	1,545,639	1,451,763	1,520,126
<b>15310 Building Funds</b>	9,083,428	13,946,903	18,464,047	18,697,911
<b>15350 Affordable Housing Assistance Trust Funds</b>	3,282,027	6,992,500	4,195,000	5,030,061
<b>16000 Street Lighting Districts</b>	2,549,728	2,855,185	3,025,104	2,925,104
<b>23300 Capital 2010</b>	9,367,098	0	0	0
<b>23400 Transportation 2010</b>	13,827,536	0	0	0
<b>23500 Public Facilities Rev Ref Bonds, Series 2014 (Ref 2005)</b>	5,850,025	8,795,681	9,251,954	9,287,879
<b>23700 Public Fac Rev Note, S2015(Ref CFT 2006)</b>	2,135,869	3,837,161	3,823,749	3,854,773
<b>23800 Promissory Note 2020A</b>	299,059	2,586,176	4,418,355	4,648,901
<b>23900 Promissory Note 2020B and 2020C</b>	378,308	0	0	0
<b>24000 Promissory Revenue Note, Series 2020 C</b>	274,263	5,700,000	10,812,113	11,072,345
<b>30200 Drainage and Water Quality Fund</b>	5,075,000	9,052,852	7,440,487	1,277,850
<b>31900 Northeast Polk Roadway Fund</b>	1,363,496	5,720,497	3,621,532	179,499
<b>42010 Utilities Operating Funds</b>	256,449,196	111,538,793	125,237,392	113,645,497
<b>42110 Utilities Capital Expansion Funds</b>	16,780,433	56,295,574	61,093,259	62,848,595
<b>42432 Utilities Bonds</b>	66,143,722	46,444,981	20,937,947	287,060
<b>52000 Information Technology Fund</b>	403,778	731,423	675,601	650,155
<b>County Total</b>	<b>518,563,445</b>	<b>575,449,889</b>	<b>672,284,591</b>	<b>558,756,110</b>
<b>University of Florida Contributions</b>	<b>1,160,405</b>	<b>1,191,573</b>	<b>1,385,155</b>	<b>1,385,155</b>
<b>Total Result Area</b>	<b>519,723,850</b>	<b>576,641,462</b>	<b>673,669,746</b>	<b>560,141,265</b>

### Personnel

Full Time Equivalents	676	690	702	702
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## **GROWTH AND INFRASTRUCTURE TRENDS AND ISSUES**

The programs in this Result Area are from multiple divisions including Board of County Commissioners (BoCC), County Manager, Cooperative Extension Services, Information Technology, Parks and Natural Resources, Planning and Development, Health and Human Services, Roads and Drainage, Real Estate Services, and Utilities. County residents informed that they expect Polk County to grow in a livable manner that allows safe, uncongested movement around the County. In order to address this expectation, these programs focus on (1) improving transportation mobility, (2) improving strategic planning for future growth, (3) ensuring needed infrastructure and public services are in place, (4) increasing preservation and set-aside of green space, and (5) providing places to live, learn, work, and play while building communities with a mix of land uses and a sense of place. The narrative below presents the trends and issues affecting the growth and infrastructure related divisions and programs.

### **Extension Service Division**

The Extension Service (Cooperative Extension Service) is a partnership between the BoCC and the University of Florida Institute of Food and Agricultural Sciences (UF/IFAS). The division provides research-based solutions to residents, communities, and local governments for issues in agriculture, natural resources, public health, and families and youth. UF/IFAS provided \$1,385,155 for the state FY 2021 for salaries and benefits, professional development, programming, and technical support to Polk County's office. The latest partnership funding report is available at <https://extadmin.ifas.ufl.edu/resources/partners-for-progress/>.

Polk Extension's Services program areas include commercial citrus and other fruit crops, commercial livestock, residential horticulture, Florida-Friendly Landscaping™ and water conservation program, ornamental horticulture production, small agricultural enterprises (small-scale fruit crops, goats, poultry), pesticide/herbicide applicator certification tests and training, 4-H youth development, natural resources and conservation, and chronic disease prevention and nutrition education.

In 2019, Polk County's agricultural and related industries contributed \$4.43 billion to the Gross Regional Product and provided almost 82,000 jobs (UF/IFAS Food and Resource Economics Department). It is estimated that for every \$1 invested in agricultural research and Extension Services, there is a return of \$20 to the community.

During the height of the 2020 pandemic, Extension Service Agents made significant shifts in outreach to keep current clientele engaged and reach new audiences. However, there continues to be high demand for in-person services while also providing virtual and online technology-driven education. Extension Service Agents are providing classes in multiple

formats and will use the hybrid model (in-person and virtual participants at the same time) as a way to meet demand. This requires support for equipment to facilitate high-quality learning and teaching experiences.

The 2019-2022 Cooperative Extension Service Strategic Plan includes collaborative efforts with other County divisions such as Parks and Natural Resources, Health and Human Services, Tourism and Sports Marketing, Planning and Development, and the Property Appraiser.

UF/IFAS has been integral in developing water quality best management practices (BMPs) in agriculture. County faculty offer training and consultation in water quality BMPs. For two decades Polk County Extension Services has hosted a biennial Water School aimed at elected officials and other decision makers who create local and state policy about water use and land development that impacts water supply. The next water school is scheduled for 2022. The Extension Natural Resources agent utilizes a planning committee of water management district, municipal, County, and community organization officials to build the agenda and facilitate the sessions. Extension Service faculty and staff have participated in focus groups including the Central Florida Water Initiative and the Polk Regional Water Cooperative's conservation subcommittee.

All cities and municipalities in Polk County must comply with requirements of their MS4 permit, which is regulated by the federal Environmental Protection Agency's National Pollutant Discharge Elimination System (NPDES). To document public education efforts in reducing storm water runoff pollution through proper pesticide and fertilizer applications, municipalities are partnering with UF/IFAS Extension's Florida-Friendly Landscaping™ (FFL) staff to provide workshops so that residents can do their part in employing practices that protect water quality. Partners include the Polk County BoCC's Parks and Natural Resources division, City of Lakeland Lakes and Stormwater, City of Lakeland Utilities, and City of Haines City Utilities.

Another part of the Florida-Friendly Landscaping™ program is training for landscape maintenance professionals (also known as green industry workers). The Green Industries Best Management Practices (GI-BMP) Training is a science-based educational program developed by the Florida Department of Environmental Protection that provides training on environmentally friendly landscaping practices to help protect and conserve Florida's natural water resources. This training is required for commercial fertilizer applicators to be in compliance with Florida Statute 482.1562(m) and it is offered twice a year by Extension Service. In addition to commercial fertilizer applicators, there are more than 1,000 licensed pesticide applicators in Polk County, and many rely on Extension Services for both training, obtaining CEUs, and for testing to renew their licenses. As water quality issues continue to be a focus of legislative action at the local, state, and federal levels over the coming years, Extension Services role in educating operators will remain critically important.

Between 2020 and 2021, citrus production values statewide fell 17% ([https://www.nass.usda.gov/Statistics\\_by\\_State/Florida/Publications/Citrus/Citrus\\_Summary/Citrus\\_Summary\\_Prelim/cit90821.pdf](https://www.nass.usda.gov/Statistics_by_State/Florida/Publications/Citrus/Citrus_Summary/Citrus_Summary_Prelim/cit90821.pdf)). In the 2020-2021 production season, Polk County regained its number one ranking in number of boxes produced in a Florida County, at 9.946 million boxes. Efforts to sustain the industry are funded at priority levels by federal, state, and private entities. University of Florida research and Extension Service efforts continue to address the problem of *Huanglongbing*, better known as HLB or “citrus greening” that has affected all of the citrus industry in the County. This bacterial disease is spread through an insect called the Asian citrus psyllid, and there are numerous strategies being employed to control the psyllid and extend the life and productivity of infected trees. The trend toward alternative crops continues, including hops, blueberries, pomegranates, and other specialty crops including small-scale production of vegetables. There are also controlled research projects exploring hemp as a viable Florida crop. The continued viability of the citrus industry, and alternative crops is key to how and where land development progresses in Polk County.

Wildlife encounters, including bears and coyotes, are increasing, along with encounters with exotic pets such as monitors, tegus, and iguanas that have been released or escaped captivity. Extension Service’s natural resources agent works with Florida Fish and Wildlife Conservation Commission to provide accurate and timely information to residents through social media, webinars, and face-to-face workshops. Bear interactions and sightings began to increase several years ago, most notably in southeast Polk. Residents are also encountering invasive amphibians such as cane toads, which excrete a substance poisonous to pets, and Cuban tree frogs, which eat native frogs and can cause infrastructure damage. Extension Service educates residents about these species, what to do when encountering them, and how to avoid inadvertently contributing to the spread of these invasive populations.

While continuing to deliver and uphold existing 4-H programs and serve current audiences, 4-H youth development across Florida is taking strides for more culturally representative club programs in the counties to reflect the cultures of Florida’s youth. In Polk, there is a low rate of ethnic diversity in community clubs compared to the school population, and diversifying the 4-H membership is a programming priority. Polk’s 4-H program is consistently in the top three in number of club members among Florida counties. In the coming year, program goals will continue to focus on quality youth development experiences and engaging youth participants in Polk 4-H through community clubs, in-school, after-school, short-term special interest clubs, and residential camp programs. Over the next year, the levels of participation of youth will continue to be guided by COVID safety protocols, as well as development and growth of virtual learning venues for youth and volunteers.

Extension Service’s partnership with the Indigent Health Care (IHC) program under the Health and Human Services Division provides residents and employees of Polk County with healthy living, nutrition, and chronic illness prevention information. The current contract for services of the Extension Service Family and Consumer Sciences agent is for the period

October 1, 2019 to September. 30, 2022. The goal of the partnership is to expand opportunities to measure the impact of client education on health-related costs to the County.

## **Health and Human Services**

The Board of County Commissioners provides over \$2.5 million annually to Lakeland Area Mass Transit to match grant dollars it receives from State and Federal sources. The Health and Human Services Division will continue to monitor LAMTD to ensure that County funds are being used as designated to match grant funding.

Polk County Housing and Neighborhood Development Office (HND) continues to address the housing needs of low to moderate income residents throughout Polk County through Federal and State funded rental and homeownership programs. Polk County is designated as an Entitlement Urban County. HND is the lead office in developing and implementing the five-year Consolidated Plan and yearly Action Plan for use of the Community Development Block Grant (CDBG), HOME Partnership Program, and Emergency Solutions Grant (ESG) programs.

These programs assess community development and housing needs in approximately 105 predominately (51% or greater) low or moderate income census block groups across the County. These activities address obstacles to meeting underserved needs, such as demolition or clearance, emergency home repairs, rapid re-housing of homeless, residential reconstruction or rehabilitation, and affordable rental housing for seniors and disabled individuals. In addition, funding is used for communities and unincorporated parts of the County with the need for infrastructure and neighborhood improvements, including drainage and roadway improvements, parks, and the need for improvements to public facilities and neighborhood facilities. In FY 20/21, HND worked with nine cities in the County under the Municipal Partners Program to provide oversight for local CDBG projects.

Polk County's FY 20/21 funding from the U.S. Department of Housing and Urban Development (HUD) saw a slight increase of entitlement funds. On March 27, 2020, the United States Congress passed The Coronavirus Aid, Relief, and Economic Security Act. Polk County received \$2,252,394 in Community Development Block Grant – Coronavirus (CDBG–CV1) and \$1,073,500 in Emergency Solutions Grant (ESG-CV1) funding. Another round of funding was received in March 2021. Polk County accepted \$2,812,299 in Community Development Block Grant – Coronavirus (CDBG–CV3) and \$2,054,711 in Emergency Solutions Grant (ESG-CV2) funding. Polk County allocated these funds to assist with public facilities improvements to support programs for health and safety, Rental Eviction Assistance, and various Public Service Projects aiding in the effects of the Coronavirus outbreak for Polk residents including the homeless.

Finally, HND manages the public or homeless Services CDBG contracts with local non-profits in providing services for low-income projects for disabled adults and children, job training, support for homeless and low-income pregnant women, and senior centers.

The State Housing Initiatives Partnership (SHIP) program provides a combination of public and private resources to preserve, improve, and create affordable housing for low to moderate income households. SHIP affordable housing strategies for the coming year include down payment and closing cost assistance, minor home repairs, and reconstruction.

A new construction pilot project provided three new homes to Polk County for low-income homebuyers. Assistance in the aftermath of a disaster is available when needed. In early 2020, Florida's economy had been devastated by the coronavirus health crisis and the 2020 SHIP funds were vetoed. During this time Polk County's SHIP office was awarded \$3,003,500 to administer federal CARES Act Funds (Coronavirus Relief Funds CRF) for rent and mortgage assistance. These funds had to be expended by December 30, 2020. In July of 2021 the Florida Legislature permanently reduced the housing trust funds by changing the percentage of doc stamps that fund affordable housing. The local housing trust funds will be recurring revenue. The commitment to no longer sweep these funds begins with FY 21-22. Polk County's estimated SHIP funding is \$3,700,439.

## **Planning and Development**

Polk County continues to make investment in building new roads and widening existing roads to eliminate traffic congestion. The additional transportation capacity needed to meet current population and future growth comes with an enormous price tag. The Polk TPO is committed to identifying strategies to make the existing network safer through "complete street" improvements. This means incorporating all modes and ensuring the transportation remains accessible to residents and visitors of all ages and abilities.

During FY 20/21, the Polk TPO completed its 20-year Long Range Transportation Plan (LRTP), known as Momentum 2045. The LRTP evaluates the transportation needs for the County through the year 2045 and recommends transportation system improvements that promote multi-modal transportation system that provides safe travel for all users, the efficient movement of goods and services, and promotes livable communities and economic activity.

In FY 20/21, the Land Development Division (LDD) processed 1,528 applications ranging from Level 1 reviews to Level 5 reviews. This represents a 16% increase compared to FY 18/19 (1,282 applications) and an 8% increase compared to FY 19/20 (1,414 applications).

Beginning in March 2020, LDD staff began monthly tracking of applications comparatively to the same month in 2019 and has continued tracking this through 2021 comparatively to see the effects of the 2020 pandemic and the resurgence of the COVID delta variant. The 2021 applications through September compared to overall 2020 (January to December), and the applications have been higher every month except for three months (March, August, and

September). Those months were higher in 2020. It bears noting, the last two months in FY 20/21 (August and September) have declined when compared to the same months in 2020. This is the first consecutive month decline when compared to the previous year since November and December 2019. This will be something to continue to monitor. Overall, the monthly average in 2021 so far compared to overall 2020 is higher at 137 (2021) versus 116 (2020). Projecting the remaining three months in 2021, it should still finish higher than 2020 on a calendar year basis.

In FY 20/21, the Building Division permitted 4,970 new residential dwellings (single family detached, single family attached, townhouse, and duplex units), which represents a 52% increase over FY19/20. The average monthly new residential permits issued was 414. In FY 19/20, the average was 272. In FY 20/21, the Building Division issued 33,842 total permits compared to 28,528 permits issued in FY 19/20. Permitting projections for this fiscal year depend on many things; however, based on the trends in the housing market related to increased material costs and material shortages, estimate 30,000 total permits for FY 21/22, which is a 11% decrease from FY 20/21 but still an increase from previous fiscal years.

## **Roads and Drainage**

Roads and Drainage has completed the following changes to positions:

- Added (one) Lead Construction Inspecting Inspector to help with the increasing Pavement Management Program.
- Added (one) Signal Technician to the Traffic Operations Section to assist with the increasing Signal count within Polk County.
- Roads and Drainage has added multiple drainage projects utilizing American Recovery Plan funding:
  - Imperial Lake Phase 1 Drainage
  - South Lake Wales Drainage
  - Benton Street Drainage
  - Hamilton at Medulla Road Drainage
  - Waynesville Ave at French Ave Drainage
  - Urband Lane Drainage
  - Carefree Cove Drainage
  - Palmer Road Drainage
  - Indian Woods Trail Drainage
  - Stonewood Subdivision Drainage
  - King Blvd Drainage
  - Lake Victoria Outfall Drainage
  - Driftwood Drive Drainage
  - Fairway Avenue Drainage
  - NW Wahneta Drainage
  - Armstrong/Pipkin Drainage
  - Creekwater Drive Drainage

- Roads and Drainage has added the following capacity projects to the CIP:
  - Thompson Nursery Road Phase I, Segments 1, 2, and 4.
- The division will continue work of the following capacity projects:
  - Lake Wilson Road (CR54 to CR532)
  - West Pipkin Road (Medulla RD to Harden BLVD)
  - Marigold Avenue
  - Cypress Parkway (W Solivita to Solivita BLVD)
  - Wabash Avenue
  - Northridge Trail Phase 1 Segment 1

## **Utilities**

Trends within the water utility environment are constantly changing due to stakeholder, regulatory, and economic pressures. The Division's challenge over the next five years is to address these pressures in a balanced, efficient, and economic manner.

The most pressing issue facing utility providers today is the need to develop alternative water sources to supply potable water and meet irrigation needs for current and future demands. Regulators have dictated that future water supplies shall come from alternative sources instead of the traditional groundwater source that have relied on for decades. The water quality of these alternative sources requires advanced treatment prior to distribution, making them much more costly than traditional water supplies.

Polk County, in cooperation with water management districts and regional and municipal partners, has elected to approach this challenge in a collaborative manner to share costs of implementation of regional alternative water supply projects. Polk County is a founding member of the Polk Regional Water Cooperative, an agency created along with the Southwest Florida Water Management District and several cities and towns within Polk County. The cooperative has identified four alternative water supply projects and will begin conceptual designs of these facilities. Polk County is also a participant in the Cypress Lake Regional Water Supply project, along with TOHO Water Authority, Orange County, and the City of St. Cloud.

Expansion of the reclaimed water transmission/distribution system is an ongoing strategy used by the County to offset the use of potable water for irrigation, especially in the Northeast Regional Utility Service Area. Critical expansion areas include Ernie Caldwell Boulevard, US Highway 17/92, and CR 547. In the Northwest Regional Utility Service Area, Polk County Utilities (PCU) initiated a pilot study to determine whether non-traditional reuse solutions are viable options to supplement water supplies beyond providing irrigation to residents and businesses. The pilot study examines direct potable reuse (DPR), a concept of treating reclaimed water to potable standards so that in the future it may be introduced into the potable water delivery system. As a public utility provider, it is the County's responsibility to explore

available options to provide sustainable water supplies in the most cost effective and technologically sound methods to meet the current and future needs of the County residents.

To meet the demands of future regulatory requirements, PCU's five-year Community Investment Program budget includes funds to construct regional water production facilities in the Northwest Regional Service Area, as have been completed in the Central Regional Service Area.

In addition to meeting the demands of current and future regulatory requirements, these regional facilities will be more operationally efficient, will provide more reliable water quality and hydraulics, and will allow the decommissioning of small, obsolete facilities in the area. PCU is also increasing the budget for its repair and replacement program as well as investing in a robust asset management initiative to help guide future investments in the repair and replacement program which will become more critical as the system ages.

PCU is investing in technology to better meet the needs and expectations of its customers and manage its assets. The division is investing in Advanced Metering Infrastructure to allow the utility and its customers to monitor their water consumption in near real time in the future. The division is also in the process of acquiring a new customer information system and computerized maintenance management systems to replace the current systems. The new systems will leverage current technologies including GIS, Business Intelligence, and mobile work management to achieve much improved levels of automation, workflow, data gathering, data analysis and data sharing. The division is expanding and upgrading the SCADA system to enhance local and remote control and monitoring of facilities, including protecting against cyber threats.

Revenue projections developed by PCU anticipates that growth will provide for the needed revenues to support the system over the next five years without the need for a rate increase. Any future increase will likely be driven by the need to fund Alternative Water Resource projects or unforeseen regulatory changes affecting the utilities industry.

## Cooperative Extension Service

<b>Program Number:</b>	1363
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Cooperative Extension Svcs
<b>Section:</b>	N/A

### **I. Program Offer Description:**

UF/IFAS Extension Polk County links research with hands-on education for Polk's youth and adult residents, Polk County government divisions, Polk's municipalities, small farms, large-scale agricultural producers, and other property owners. Using virtual and traditional teaching methods, Extension provides solutions in the areas of agricultural production and viability, homeowner and community landscaping and water conservation, sustainability of natural resources, certification and licensing for commercial pesticide and fertilizer applicators, youth citizenship and workforce preparation, and healthy living on a budget. Extension's trained and certified Master Gardener and 4-H volunteers expand the teaching efforts of the Extension agent faculty members. The Extension Service is not a program mandated by the State, but the function within the counties is outlined in Florida Statute 1004.37, 'County or area extension programs; cooperation between counties and University of Florida & Florida Agricultural and Mechanical University.'

### **II. Contribution to Result:**

"The Extension Service contributes to growth management and economic development, especially the priority areas ""Preserve our environment"" and ""Maintain and improve quality of life,"" as outlined in the Growth and Infrastructure results area

#### Factor #2: Preserve Our Environment; Strategy #4, Environment

-Provide educational programs in agriculture, natural resources, and water conservation driven by needs expressed by residents (represented on Extension advisory committees), Polk County government, municipal governments, traditional production agriculture, and beginning and young farmers, including urban farms

-Engage 4-H and other youth groups directly in the preservation of natural resources and continuation of the agricultural industry through active participation in forest and marine ecology, large and small animal sciences, horticulture, vegetable gardening, fisheries, wildlife ecology, and other STEM-related areas (Science, Technology, Engineering, and Math)

-Provide commercial citrus growers with late-breaking information and strategies in the fight against the Huanglongbing disease, commonly referred to as HLB or citrus greening

-The Florida-Friendly Landscaping program averages more than 50,000 educational contacts each year with residents to help homeowners and homeowner associations reduce yard waste, conserve water, use pesticides and fertilizers wisely, and enhance wildlife habitats

-Biennial Water School program educates elected officials, candidates for public office, government administrators and staff, and citizens about timely issues related to water quality and sustainability. The program targets city managers and administrators engaged in the Polk County Water Cooperative collaboration effort, which includes 15 of Polk's 17 municipalities and the Polk County BoCC

-Implementation of Best Management Practices (BMPs) by commercial ranchers, citrus growers, ornamental nurseries, and other agricultural enterprises improves economic productivity and efficiency, positively impacting profits. Profitable agriculture is more likely to continue production and maintain desirable green space throughout the County. This includes 66,969 acres of citrus and 371,565 acres of pasture land. Polk continues among the leading counties in the number of total farms in a Florida county, with more than 2,080 (2017 USDA Census of Agriculture)

#### Factor #3: Maintain and Improve Quality of Life; Purchasing Strategy #5, Quality of Life

-4-H youth development supports a vulnerable population, children and youth ages 5 to 18, who face challenges such as domestic, school, and community violence, substance abuse, obesity and other health-related problems, gang recruitment, early sexual activity, and low academic achievement

-Horticultural educators and Master Gardener volunteers work with neighborhoods throughout the County to implement Florida-Friendly landscape management practices and support community garden efforts. Both strategies help conserve resources, beautify the environment, add to the health and safety of neighborhoods, and build a greater sense of community

-Extension faculty in Small Farms and Family, Youth, and Community Sciences support and educate in efforts to expand fresh food access to moderate- and low-income residents through partnerships with farmers markets and produce stands. With focused efforts to help residents learn how to shop for and prepare whole, fresh foods, preventable chronic diseases may be reduced.

<b>This Program is:</b>	<b>Not Mandated ( X )</b>	<b>Mandated:</b>	<b>Federal ( )</b>	<b>State ( )</b>	<b>Local ( )</b>
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### **III. Performance Objectives:**

- 1 Utilize effective teaching and demonstration methods, updated technology, and progressive media outlets to provide research-based education and information, making at least one million educational contacts per year
- 2 Clients will implement Best Management Practices (BMPs) and adopt behaviors to improve response to critical agricultural and environmental issues and improve individual and family health
- 3 The number of Extension volunteer hours donated to the 4-H, Master Gardener, Lake WATCH, and nutrition programs will be sustained or increased, indicating the community investment into the programs
- 4 The Extension Office complex, or Polk County Agricultural Center, will provide youth, government, nonprofit, and agricultural entities with a place to host events that benefit the Polk community

## Cooperative Extension Service

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
Number of educational contacts (includes group and individual teaching and social media engagement)	1	304,771	395,000	395,000	150,000
Number of educational events taught by agents, program educators, and trained volunteers	1,2,3	680	3,500	3,500	3,500
Number of residents and clientele attending learning events*	1	11,193	25,725	25,725	25,725
Number of teaching hours by agents, program educators, and trained volunteers (#hours x #participants)	1	275,291	61,250	64,312	64,312
Number of events hosted at Extension office facility (including non-Extension-related)	4	193	400	400	400
<b>Effectiveness Indicators:</b>					
80% of livestock program participants will adopt one or more BMPs and/or report knowledge gain, resulting in continuous Polk County Citrus production, measured in acres of citrus, will be in top five counties as result of implementation of disease mitigation strategies.	2	85%	80%	80%	80%
	2	64,379 acres; 2nd in FL	77,000 acres	76,000 acres	67,000 acres
Number of new and returning pesticide applicators trained (may be duplicates for multiple licenses held by same person)	1	110	450	450	450
75% of Florida Friendly Landscaping program participants will adopt at least one BMP to reduce water consumption in their	2	75%	75%	75%	75%
Number of Extension volunteer hours donated	3	13,359	43,000	43,000	27,550
50% of nutrition class participants will indicate they are making healthier food choices*	1	85%	90%	50%	50%
<b>Efficiency Indicators:</b>					
Number of educational contacts per FTE (8.25)	1	42,329	16,342	145,950	145,950
Number of youth taught per 4-H FTE (1.25)	1	1,551	2,812 (3,515 total youth)	2,500	2,500

### Significant Changes

There are no significant changes for this program.

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	12.00	12.00	12.00	12.00
<b>Funding Sources:</b>				
<b>General Fund Subsidy</b>	575,703	671,649	690,874	712,097
<b>Cash/Fund Balance Forward</b>	0	42,000	42,000	42,000
<b>Charges For Services</b>	23,966	30,000	30,000	30,000
<b>Interfund Transfer</b>	10,000	10,000	10,000	10,000
<b>Intergovernmental</b>	35,958	5,000	5,000	5,000
<b>Miscellaneous</b>	60,322	51,995	51,995	51,995
<b>University of Florida Contributions</b>	<b>County Total</b> 705,949	<b>Budget FY 20/21</b> 810,644	<b>Adopted FY 21/22</b> 829,869	<b>Plan FY 22/23</b> 851,092
	<b>Total Program</b> 1,160,405	1,191,573	1,385,155	1,385,155
		2,002,217	2,215,024	2,236,247
<b>Revenue by Fund:</b>				
<b>General Fund</b>	<b>Actual FY 19/20</b> 705,949	<b>Budget FY 20/21</b> 810,644	<b>Adopted FY 21/22</b> 829,869	<b>Plan FY 22/23</b> 851,092
<b>University of Florida Contributions</b>	<b>County Total</b> 705,949	810,644	829,869	851,092
	<b>Total Program</b> 1,160,405	1,191,573	1,385,155	1,385,155
		2,002,217	2,215,024	2,236,247
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	<b>Actual FY 19/20</b> 475,652	<b>Budget FY 20/21</b> 538,715	<b>Adopted FY 21/22</b> 557,600	<b>Plan FY 22/23</b> 578,100
<b>Operating Expenses</b>	230,297	261,929	262,269	262,992
<b>Grants And Aids</b>	0	10,000	10,000	10,000
<b>University of Florida Contributions</b>	<b>County Total</b> 705,949	810,644	829,869	851,092
	<b>Total Program</b> 1,160,405	1,191,573	1,385,155	1,385,155
		2,002,217	2,215,024	2,236,247

## Geographic Information System

<b>Program Number:</b>	122
<b>Result Area:</b>	Growth/Infrastructure
<b>Division:</b>	Information Technology
<b>Section:</b>	N/A

### **I. Program Offer Description:**

The Geographic Information Systems (GIS) Program provides services to BoCC divisions and residents by centralizing all GIS data and aerial images using professional mapping tools (analytical and graphical) to assist with land based/population decisions. Key applications are: Accela address/parcel/owner (APO), damage assessment, existing and future land use planning, utilities infrastructure, roadway asset inventory, community investment projects, population growth tracking, census address updates, redistricting, mosquito control, environmental land acquisition, parks asset tracking, voting precinct lookup, E911 Addressing, flood plain determination, and Office of Planning and Development land based functions.

#### Mandate Information:

Florida State Statue, Title XI County Organization and Intergovernmental Relations, Chapter 163 Intergovernmental Programs, 163.3177 GIS Required and Optional elements of the Comprehensive Plan; studies and surveys. Maintain future land use by creating and updating future land use maps utilized by County staff and residents.

### **II. Contribution to Result:**

The enterprise GIS has four business-centric databases (Utilities, Planning, Transportation, and E911 Addressing) plus one common database shared by all other GIS users. The GIS Program provides open read-only access to all County spatial data and maps in digital and paper format through online and offline access. The GIS program contributes to Polk County's Growth/Infrastructure by:

1. Enterprise Architecture: GIS maintains the County's repository of GIS information and serves the County through centralized GIS databases, server components with state of the art web-GIS technologies, and concurrent desktop and mobile GIS software licenses.
2. Application development: GIS staff supports web-based applications, which includes the Utilities, Roadway, E911 Street Address, Tax Collector, and County data viewers (the viewers provide 24/7 worldwide access to GIS data through web browsers).
3. Growth Strategies (Land Development/Long Range Planning): The GIS Program staff work closely with the Office of Planning and Development (OPD) to create and regularly update comprehensive planning map series (CPMS), public notifications, and commission meeting presentation maps. The mandated Future Land Use map (FLU), a BoCC adopted document and maintained by GIS staff, is the basis for numerous land development decisions to plan population growth centers by showing market demand, environmental lands, and transportation corridors.
4. Transportation Mobility: In cooperation with the Roads and Drainage Division, the GIS Section supports various road and transportation assets that help transportation asset management and road surface maintenance/ improvement. The section works closely with Emergency Management Division to publish and distribute Countywide street centerline data.
5. Growth Strategies: The GIS Program staff works closely with the Utilities Division to develop a Countywide utility network of pipes, wells, valves, hydrants, service areas, lift stations, and other assets. Utilities management, Operations (maintenance and new development), and the Customer Service section all depend heavily on GIS data and applications on a daily basis.
6. Environment: GIS helps in the acquisition of environmental lands and the mapping of recreational facilities that help residents find park locations and services.
7. Quality of Life: GIS is used to accurately track all streets and addresses and provides GIS support to ensure E911 dispatching sends emergency vehicles to the correct location.

**This Program is:**      **Not Mandated ( )**      **Mandated: Federal ( ) State (X) Local ( )**

### **III. Performance Objectives:**

- 1 Help BoCC divisions make more informed, cost effective decisions by providing data interpretation through GIS analysis and professionally-generated maps
- 2 Manage and maintain Countywide server infrastructure and desktop GIS software
- 3 Create, update, and maintain 319 unique GIS data layers to meet division requirements
- 4 Provide County GIS staff with technical knowledge and training in current GIS systems software
- 5 GIS web-based application development and ongoing maintenance to make data and maps available to other County employees and the public through the Internet
- 6 User training and support for all BoCC divisions

## Geographic Information System

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
# of new incidents/work tickets opened	2	44	75	120	130
# of major mapping applications modified	5	40	75	45	48
# of GIS layers supported	3	348	350	350	350
# of GIS database supported by vendor	1	-	-	-	-
# of GIS vendor software upgraded (desktop/mobile)	2	15	20	20	20
# of maps created	1,3	30	50	50	50
<b>Effectiveness Indicators:</b>					
# of GIS layers modified	2	300	385	385	400
# of GIS database tables modified	2	400	420	420	450
<b>Efficiency Indicators:</b>					
Web applications maintained on-time	3	100%	100%	100%	100%
GIS database administration (by consultant) on time	5	100%	100%	100%	100%
# of projects worked on that were not on backlog	0	2	3	3	3
Training hours per employee	4	40	40	40	40

### Significant Changes

In fiscal year 20/21 the GIS environment was updated to the current ArcGIS version and streamlined to better support DR requirements. This environment refresh will allow the entire ArcGIS infrastructure to operate out of the EOC during an activation. It also reduced maintenance requirements and simplified troubleshooting during system outages.

In fiscal year 21/22 a key focus will be coordinating with the Utilities and Roads and Drainage Divisions as they complete CMMS projects that leverage ArcGIS as the system of record.

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
Full Time Equivalents	3.05	3.15	3.35	3.35
<b>Funding Sources:</b>				
Information Technology Fund	49,250	0	0	0
Cash/Fund Balance Forward	0	293,640	196,843	158,628
Interfund Transfer	188	0	0	0
Internal Service Funds	354,340	437,783	478,758	491,527
	Total Program	403,778	731,423	675,601
				650,155
<b>Revenue by Fund:</b>				
Information Technology Fund	403,778	731,423	675,601	650,155
	Total Program	403,778	731,423	675,601
				650,155
<b>Appropriations:</b>				
Personal Services Expenses	261,524	300,462	343,766	356,685
Operating Expenses	62,254	135,867	134,992	134,842
Interfund Transfers	80,000	49,000	38,215	0
Reserves	0	246,094	158,628	158,628
	Total Program	403,778	731,423	675,601
				650,155

## Building Division

<b>Program Number:</b>	31
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Building
<b>Section:</b>	N/A

### **I. Program Offer Description:**

Administer construction related codes, statutes, and regulations through issuing permits and contractor competency cards, plan reviews, field inspections, and complaint investigations to safeguard the public health, safety, and welfare in the constructed environment.

### **II. Contribution to Result:**

PUBLIC LEADERSHIP (Growth) & FISCAL STEWARDSHIP (Good Government) In an effort to foster partnerships with Polk's municipalities, have entered into agreements to perform the functions of Building Official, plans review, and inspections for the cities of Polk City and Fort Meade; continue to maintain long term agreements with Hillcrest Heights and Highland Park for permitting, plans review, and inspections as well. Through these intergovernmental partnerships, residents and contractors have benefited from a single source of building code interpretations. Meet regularly with industry stakeholders, such as the Polk County Builders Association, to discuss issues important to the construction industry.

QUALITY of LIFE, PUBLIC SERVICES, INFRASTRUCTURE (Growth) STATESMANSHIP, COMPETENT STAFF (Good Government) PREVENTION, RESPONSIVE SERVICES (Safety) The Building Division is accountable to ensure construction is safe and built to meet code requirements. In accordance with the Polk County Comprehensive Emergency Management Plan, the Building Division is also responsible for conducting initial and detailed damage assessment following a disaster. It involves assessing residential and commercial structures to determine the severity of the disaster and to help in the determination of whether state or Federal resources are needed. Continue training sessions with the Emergency Operations Center to ensure our preparedness for any future natural disasters. Continue to be a Department of Business and Professional Regulation's (DBPR) certified training site for staff to stay current with continuing education requirements. This process is the key to a safe constructed environment.

PUBLIC LEADERSHIP (Growth) FISCAL STEWARDSHIP, CITIZEN ACCOUNTABILITY (Good Government.) The Building Division pursues technology and facility upgrades, as well as staff training to provide enhanced customer service. These include:

1. Use of laptops and iPads in the field to enable inspectors to be dispatched from home, as well as perform and report their inspections without ever having to come to the office.
2. Placing the permits, projects, and contractor licensing information on the County's website to allow contractors and citizens real time inspection status information.
3. Online permitting through the Accela Citizen Access Portal. Also includes scheduling of inspections, payment of fees, and access to documents.

**This Program is:** Not Mandated (  )      **Mandated:** Federal (  ) State (  ) Local (  )

### **III. Performance Objectives:**

1	Ensure construction in the County is properly permitted and built to code by providing an expedient and efficient permitting, plans review, and inspection process
2	Process permit and contractor license applications in a timely and efficient manner
3	Expedite investigation of consumer complaints, seeking resolution that results in code compliance
4	Provide timely and accurate information to customers

### **IV. Measures:**

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
# new single family residential (SFR) building permits issued	1	3,302	4,800	4,800	4,000
# total building permits issued	1	28,657	32,000	32,000	27,000
# of construction inspections performed	1	155,492	174,400	174,400	145,000
# of driveway permits issued	1	207	240	240	200
# of driveway inspections performed	1	8,384	8,400	8,400	7,000
# of new contractor complaint investigations conducted	3	218	340	340	300
# Plans Reviewed (Commercial and Residential)	1	9,097	10,000	10,000	8,300
# of contractor competency cards issued and/or renewed	2	554	600	600	500
% of owner/builder permits	2	66%	60%	40%	30%
<b>Effectiveness Indicators:</b>					
% of walk through (lobby) permits issued within 4 hours	2	70%	90%	90%	90%
% of online single trade permits issued within 24 hours	2	70%	70%	80%	80%
% of Commercial permits issued within 14 days	2	28%	50%	50%	65%
% of Residential (non walk through) permits issued within 7 days	2	16%	50%	50%	65%
% of construction inspections performed within 24 hours	2	97%	95%	95%	95%
% of Tech on Call inquiries resolved on same day	4	60%	70%	75%	75%
<b>Efficiency Indicators:</b>					
# of construction inspections per inspector per day	1	24	25	25	25
% of total permits issued remotely (non-walk through permitting)	2	92%	85%	85%	85%

## Building Division

### Significant Changes

Note: Some "Effectiveness Indicators" have room for improvement. A combination of Building/Fire Marshall staffing issues, COVID, system performance delays, along with the volume of permits being submitted have contributed to permit issuance delays. Staff is making internal process adjustments, staffing levels are improving, and there is a coordinated effort with IT in pursuing technological and software enhancements to help alleviate some of these delay issues.

Note: The number of driveway inspections increased more than double because driveway inspections have evolved to include drainage inspections on new residential construction and inspections on used mobile home setups and skirting.

#### Mandate Referrals:

Federal: Americans with Disabilities Act

State: Chapter 553.73 F.S., Chapter 489 F.S., 2017 Florida Building Code 105.3, Section 713.135 (5) & (6) Florida Statutes

Local: Land Development Code (Ord. 00-09, as amended), Licensing and Enforcement (Ord.90-16, as amended)

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
Full Time Equivalents	78.00	78.00	78.00	78.00
<b>Funding Sources:</b>				
General Fund Subsidy	0	7,258	33,319	43,637
Building Funds	0	6,863,370	6,697,729	9,901,997
Cash/Fund Balance Forward	0	6,855,768	11,443,980	8,468,741
Charges For Services	780,921	474,287	518,750	520,906
Fines And Forfeitures	1,483	0	0	0
Interest	307,914	51,470	149,744	151,990
Intergovernmental	6,550	7,500	7,500	7,500
Licenses and Permits	8,862,473	125,265	70,522	70,905
Miscellaneous	(47,467)	6,743	3,322	3,372
Others (Centrl I/D Inkind/Othr)	(9,830)	0	0	0
Total Program	9,902,044	14,391,661	18,924,866	19,169,048
<b>Revenue by Fund:</b>				
General Fund	818,616	444,758	460,819	471,137
Building Funds	9,083,428	13,946,903	18,464,047	18,697,911
Total Program	9,902,044	14,391,661	18,924,866	19,169,048
<b>Appropriations:</b>				
Personal Services Expenses	5,486,353	6,562,979	6,742,754	6,979,179
Operating Expenses	2,318,366	2,586,851	2,633,944	2,665,653
Capital Expenses	42,329	439,000	635,000	135,000
Indirect Expense	483,716	652,706	906,595	906,595
Reserves	0	4,150,125	8,006,573	8,482,621
Total Program	8,330,764	14,391,661	18,924,866	19,169,048

## Land Development

<b>Program Number:</b>	440
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Land Development
<b>Section:</b>	N/A

### **I. Program Offer Description:**

Growth and land development within unincorporated Polk County is facilitated through the processing, review, and evaluation of development applications by the Land Development Division. Development applications are reviewed for consistency with local, state, and federal land development regulations, including the Polk County Land Development Code, Utilities Code, and the Comprehensive Plan. The Division also implements planning principles through the development and review of land use plans, planning theories, policies, and incentives that enhance the quality of life within Polk County's communities. Conduct strategic studies to address the complexities of comprehensive planning projects.

### **II. Contribution to Result:**

The Land Development Division contributes to the Growth/Infrastructure results area by:

\*

Implementing policies that ensure that roads, water, wastewater, and reuse infrastructure constructed as a result of development approved within the County are constructed in accordance with standards in the Land Development Code and Utilities Code and do not require premature maintenance by County crews. (Purchasing Strategy # 1)

\* Reviewing and approving developments which contribute to the County's sidewalk network.

\* Proposing policies that promote the use of non-motorized transportation

\* Proposing and implementing policies within the Land Development Code that promote efficient growth strategies. (Purchasing Strategy #2)

\* Administering the activities of the Development Review Committee which fosters communications with other agencies as well with other municipalities

\* Facilitating the process and managing the software (i.e. Accela, E Plan, PCUMD) that documents that infrastructure (schools, water, wastewater, and roads) are in place prior to approving development. (Purchasing Strategy #3)

\* Implementing policies that encourage, through incentives, the creation or preservation of open space, natural areas, agricultural resources, and recreational areas. Example policies include a minimum 10% open space designation on developments seeking additional densities. (Purchasing Strategy # 4)

\* Proposing and implementing policies that encourage shopping and entertainment opportunities that contribute to the quality of life for Polk County's residents and visitors. (Purchasing Strategy #5)

\* Proposing and implementing policies that encourage the development of affordable, workforce, and market rate housing.

The Division also contributes to Economic Development (Strategies # 1, 3), Good Government (Strategies #1, 5, and 6), Natural Resources (Strategies #1, 2, 3), Recreation & Cultural Arts, and Safety (Strategy #4). The Division will also conduct strategic planning activities to achieve the desired outcome for the Growth result area. The Division will partner with community stakeholders Purchasing Strategy #1 \* Land use policies that support the development of multi-modal travel options (also addresses Strategy #5) \* Polk Green to encourage the preservation of green areas and support the development of a network of multi-use trails to encourage bicycling and walking (also Strategies #4 and #5)

Purchasing Strategy #2 \* Conduct strategic studies to preserve a sense of place, establish a functional mix of land uses and identify plans/strategies for providing the infrastructure and community services needed to support growth (also Strategies #1, #3, #4 and #5) \* Joint Planning Area Agreements with the cities to coordinate the provision of infrastructure/services to new growth areas

Purchasing Strategy #3 \* Land use policies and infrastructure investment policies, e.g., Ten year Urban Service Area, to promote economic development and ensure an orderly pace of growth and concurrent infrastructure/services (also Strategy #2) \* Capital Improvement Element to ensure that growth is supported by necessary community investments

<b>This Program is:</b>	<b>Not Mandated ( <input type="checkbox"/> )</b>	<b>Mandated: Federal ( <input checked="" type="checkbox"/> ) State ( <input checked="" type="checkbox"/> ) Local ( <input checked="" type="checkbox"/> )</b>
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## Land Development

### III. Performance Objectives:

- 1 Incentivize and encourage greater density and intensity in the Transit Supportive Development Areas
- 2 Develop processes to increase effectiveness and efficiency of public involvement practices
- 3 Sponsor public meetings and host trainings designed to inform the public about or seek their input regarding proposed growth strategies
- 4 Approve road construction consistent with the Land Development Code and ensure sufficient inspections to achieve high quality expansion to the County road network
- 5 Approve utility infrastructure that is consistent with the Utilities Code and conduct sufficient inspections to ensure infrastructure is installed properly, is easy to maintain, and will have long life cycles
- 6 Review and evaluate land development applications to ensure consistency with the Comprehensive Plan and the Land Development Code
- 7 Perform flood data determinations and provide available flood data to customers
- 8 Maintain the Flood Insurance Rate Program and flood maps, and prepare annual FEMA/CRS reports
- 9 Provide useful and timely services, products, and information to customers in a timely and cost effective manner
- 10 Prepare, evaluate, and implement land use and corridor studies, joint planning agreements, and other development mechanisms that can be utilized to preserve a sense of place, provide a sustainable mix of land uses, and ensure adequate infrastructure and community services
- 11 Establish land use designations or policies and infrastructure investment strategies tied to the Community Investment Program (CIP) and the Capital Improvement Element of the Comprehensive Plan to support economic development initiatives and growth in targeted areas
- 12 Implement development incentives as part of the programs identified in the Comprehensive Plan such as the Polk Land Stewardship, PolkGreen Community Design, Healthy Communities, and Conservation Subdivisions to support agriculture and provide a diverse parks, recreation, and environmental habitat system connected by multi-use trails
- 13 Respond to customer needs and create opportunities to communicate with citizens and other stakeholders regarding the effectiveness of the Comprehensive Plan and strategic planning initiatives
- 14 Manage Polk County's Development of Regional Impact Program to ensure timely and streamlined review
- 15 Manage data, such as GIS, used to support the Comprehensive Plan and Land Development Code, and to evaluate development applications

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
# of Planning Commission and LUHO applications submitted	6	322	300	300	300
# of Pre-Applications submitted	2,6,9	256	224	224	224
# of non-residential construction plans submitted	2,6,9	219	200	200	200
# of residential construction plans submitted	2,6,9	103	126	126	126
# of plats submitted	2,6,9	50	58	58	58
# of floodplain determinations	7,8,9	2,234	2,340	2,340	2,340
# of land use verification letters	2,6,9	318	306	306	306
# Expedited Review Projects	2,6,9	1	-	-	-
# of Pre-Construction Meetings	4,5	186	140	140	140
# Final Walk-Thru	4,5	74	160	160	160
# of Strategic Planning Projects, including SAS/SAP, Revitalization Plans, Corridor Studies	10-13, 15	2	-	1	1
# of Partnering - Joint Planning Projects Maintained	10, 15	3	4	2	3
# of Public/Coordination meetings with Cities and Stakeholders	10-13, 15	7	15	15	15
# of Comprehensive Plan Amendments	10-13, 15	24	60	25	25
# of DRI (New and Amendments)	14	1	1	1	1
# of projects/maps created using OPD data	10, 15	15	15	15	15
<b>Effectiveness Indicators:</b>					
% of construction plans approved within the TSDA	1,6,9	1	1	1	1
# of non-residential construction plans approved	1,2,6,9	26	275	275	275
# of residential construction plans approved	1,2,6,9	93	200	200	200
# of plats approved/recorded	2,6,9	55	54	54	54
# Completed Partnering/Joint Planning Projects	10, 11, 15	400%	100%	100%	100%
# Completed Strategic Planning Studies and Analyses	10-14	2	1	-	1
<b>Efficiency Indicators:</b>					
# of PC/LUHO cases per FTE planner	1-6	36	33	33	33
# of active construction projects per FTE inspector (per fiscal	1-6	40	44	44	44
# Major Planning Projects per FTE Planner	10-15	3	3	3	3
# of annexations	10,11,13,15	25	15	15	15

### Significant Changes

Beginning in FY 21/22, the Land Development Division now includes the Comprehensive Planning program, which was absorbed from the former Long Range Planning Division that was discontinued in FY 20/21.

**Land Development**

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
Full Time Equivalents	34.00	35.00	41.00	41.00
<b>Funding Sources:</b>				
General Fund Subsidy	1,368,948	1,661,682	2,154,502	2,263,115
Utilities Operating Funds	1,185,198	1,140,658	1,129,029	1,161,766
Charges For Services	1,113,032	1,070,000	1,300,000	1,300,000
Licenses and Permits	550	2,850	250	250
Miscellaneous	644	1,225	1,225	1,225
Total Program	3,668,372	3,876,415	4,585,006	4,726,356
<b>Revenue by Fund:</b>				
General Fund	2,483,174	2,735,757	3,455,977	3,564,590
Utilities Operating Funds	1,185,198	1,140,658	1,129,029	1,161,766
Total Program	3,668,372	3,876,415	4,585,006	4,726,356
<b>Appropriations:</b>				
Personal Services Expenses	2,684,804	2,899,193	3,405,582	3,530,743
Operating Expenses	879,732	977,222	1,179,424	1,195,613
Capital Expenses	103,836	0	0	0
Total Program	3,668,372	3,876,415	4,585,006	4,726,356

## Comprehensive Planning

<b>Program Number:</b>	429
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Land Development
<b>Section:</b>	Comprehensive Planning

### I. Program Offer Description:

Implement planning principles through the development and review of land use plans, planning theories, policies, and incentives that enhance the quality of life within Polk County's communities. Conduct strategic studies to address the complexities of comprehensive planning projects.

### II. Contribution to Result:

The Comprehensive Planning Section will conduct strategic planning activities to achieve the desired outcome for the Growth result area. The Section will partner with community stakeholders to deliver results in an inclusive and cost-effective manner. Staff will develop and implement:

#### Purchasing Strategy #1

- \* Land use policies that support the development of multi-modal travel options (also addresses Strategy #5)
- \* Polk Green to encourage the preservation of green areas and support the development of a network of multi-use trails to encourage bicycling and walking (also Strategies #4 and #5)

#### Purchasing Strategy #2

- \* Conduct strategic studies to preserve a sense of place, establish a functional mix of land uses and identify plans/strategies for providing the infrastructure and community services needed to support growth (also Strategies #1, #3, #4 and #5)
- \* Joint Planning Area Agreements with the cities to coordinate the provision of infrastructure/services to new growth areas

#### Purchasing Strategy #3

- \* Land use policies and infrastructure investment policies, e.g., 10-Year Urban Service Area, to promote economic development and ensure an orderly pace of growth and concurrent infrastructure/services (also Strategy #2)
- \* Capital Improvement Element to ensure that growth is supported by necessary community investments

#### Purchasing Strategy #4

- \* Incentive-based policies as part of the Polk Land Stewardship Program to preserve wildlife habitat/corridors and support agriculture
- \* Conservation subdivisions (clustering of units) and rural development policies to increase the preservation and set-aside of green space (also Strategy #5)

#### Purchasing Strategy #5

- \* Community Meetings with a broad cross-section of community representatives to coordinate growth strategies that will result in livable and walkable communities
- \* Incentive-based program to support inclusion of healthy design elements in future development (Healthy Communities Initiative) (also Strategy #4)

The Comprehensive Planning Section will help deliver results in other areas as noted: Economic Development (Strategy #2 - Growth Strategies to Address Infrastructure/Public Services) and Environment (Strategy #4)

**This Program is:**      **Not Mandated ( )**      **Mandated: Federal ( ) State (X) Local (X)**

### III. Performance Objectives:

- 1 Prepare, evaluate, and implement land use and corridor studies, joint planning agreements, and other development mechanisms that can be utilized to preserve a sense of place, provide a sustainable mix of land uses, and ensure adequate infrastructure and community services.
- 2 Establish land use designations or policies and infrastructure investment strategies tied to the Community Investment Program (CIP) and the Capital Improvement Element of the Comprehensive Plan to support economic development initiatives and growth in targeted areas.
- 3 Implement development incentives as part of the programs identified in the Comprehensive Plan such as the Polk Land Stewardship, PolkGreen, Community Design, Healthy Communities, and Conservation Subdivisions to support agriculture and provide a diverse parks, recreation, and environmental habitat system connected by multi-use trails.
- 4 Respond to customer needs and create opportunities to communicate with citizens and other stakeholders regarding the effectiveness of the Comprehensive Plan and strategic planning initiatives.
- 5 Manage Polk County's Development of Regional Impact Program to ensure timely and streamlined review.
- 6 Manage data, such as GIS, used to support the Comprehensive Plan and Land Development Code, and to evaluate development applications.

## Comprehensive Planning

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
# of Strategic Planning Projects, including SAS/SAP, Revitalization Plans, Corridor Studies	1-4,6	-	-		
# of Partnering - Joint Planning Projects Maintained	1,6	4	4		
# of Public/Coordination meetings with Cities and Stakeholders	1,4,6	15	15		
# of Comprehensive Plan Amendments	1-4,6	60	60		
# of DRI (New and Amendments)	5	1	1		
# of projects/maps created using OPD data	1,6	19	15		
<b>Effectiveness Indicators:</b>					
# Completed Partnering/Joint Planning Projects	1,2,5	1	1		
# Completed Strategic Planning Studies and Analyses	1-5	-	1		
<b>Efficiency Indicators:</b>					
# Major Planning Projects per FTE Planner	1-6	3	3		
# of annexations	1,2,4,6	19	15		

### Significant Changes

In FY 20/21, Comprehensive Planning was absorbed into the Land Development Division. Indicators for this program will now be shown within the Land Development Program Budget.

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	6.00	6.00	5.00	5.00
<b>Funding Sources:</b>				
<b>General Fund Subsidy</b>	575,609	678,130	0	0
<b>Total Program</b>	575,609	678,130	0	0
<b>Revenue by Fund:</b>				
<b>General Fund</b>	575,609	678,130	0	0
<b>Total Program</b>	575,609	678,130	0	0
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	401,804	496,427	0	0
<b>Operating Expenses</b>	173,805	181,703	0	0
<b>Total Program</b>	575,609	678,130	0	0

## Transportation Planning Org.

<b>Program Number:</b>	103
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Long Range Planning
<b>Section:</b>	Transportation Planning Organization

### I. Program Offer Description:

Maintain a coordinated, comprehensive and continuing planning process meeting requirements set forth under Section 339.175, F.S. Serve as the metropolitan planning organization for the Lakeland and Winter Haven Urbanized Areas and develop both short and long-term plans and programs to meet the existing and future travel needs of Polk County.

### II. Contribution to Result:

1. Transportation Planning Org. (TPO) program contributes to the Growth and Infrastructure Purchasing Strategy of improving TRANSPORTATION MOBILITY.

\*Multi-Modal Transportation standards to improve mobility and access to public transportation services.

\*Polk Green to encourage the preservation of green areas and support the development of a network multi-use trails (also Strategy #3)

2. Transportation Planning Org. (TPO) program contributes to the Growth and Infrastructure Purchasing Strategy of ensuring needed INFRASTRUCTURE and PUBLIC SERVICES are in place prior to, or concurrent with growth.

\*Land use policies and infrastructure investment policies to promote economic development and ensure an orderly pace of growth and be compatible with concurrent infrastructure/services

\*Capital Improvement Element to ensure that growth is supported by necessary community investments

3. Transportation Planning Org. (TPO) program contributes to the Growth and Infrastructure Purchasing Strategy of improving the QUALITY OF LIFE for citizens.

\*Adviser Network Forums with a broad cross-section of community representatives to coordinate growth strategies that will result in livable and walkable communities

**This Program is:**  **Not Mandated**  **Mandated:**

**Federal (X)** **State (X)** **Local (X)**

### III. Performance Objectives:

- 1 Serve as the metropolitan planning organization for the Lakeland and Winter Haven Urbanized Areas. Receive annual certification from Federal Highway Administration (FHWA) and Florida Department of Transportation (FDOT)
- 2 Monitor existing and short-term travel conditions. Identify candidate transportation improvements for programming in the FDOT 5 year work program, the Polk County CIP, and the Consolidated Transit Development Plan
- 3 Perform travel demand forecasting to project future traffic conditions. Develop and maintain a long-range transportation plan that contains highway, transit, and non-motorized components
- 4 Prepare special project or plans to improve short and long-term mobility

### IV. Measures:

	<b>Key Obj.</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Workload Indicators:</b>					
# of Board and advisory committee meetings for which staff provides support	1	35	35	35	35
# of updates provided for the Polk County Roadway Network database (Level of service on arterial and collector roads)	2	25	20	20	20
# of updates prepared for the Transit Development Plans and Transportation Disadvantaged Service Plan	4	1	N/A	N/A	N/A
# of proposed developments analyzed to identify and mitigate associated traffic impacts.	3	5	5	5	5
# of special projects or plans	4	4	4	3	3
# of Public meetings	1,2,3,4	15	15	15	15
# of Regional/Statewide Coordination Meetings/Projects	1,3	19, 1	20, 1	20, 1	20,1
<b>Effectiveness Indicators:</b>					
Receive annual certification from FDOT and FHWA (no cited improvement areas).	1,3	Yes	Yes	Yes	Yes
# of Special projects completed	4	2	2	2	1
# of Regional/Statewide Coordination projects completed	1,3	-	-	-	-
<b>Efficiency Indicators:</b>					
# of TPO Strategic Plan Projects Completed/Planned for Completion	2,3,4	2	2	2	2

### Significant Changes

For FY 21/22, many of Polk TPO's tasks are based on the recommendations of the strategic plan approved in 2020, and focuses on the principles envisioned for Momentum 2045: Safety, Livability, Mobility, Economy, and Sustainable Resources. Grant funds in FY 21/22 will be used for the implementation of a Bicycle and Pedestrian Safety Education program, a major update to the Transit Development Plan, and an evaluation of the planning and infrastructure needs for future Automated, Connected, Electric, Shared (ACES) Vehicle projects.

**Transportation Planning Org.**

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
Full Time Equivalents	7.00	7.00	7.00	7.00
<b>Funding Sources:</b>				
Special Revenue Grants	193,024	876,301	1,045,406	884,187
Transportation Millage Fund	33,020	27,102	28,211	29,175
Interfund Transfer	26,294	46,522	16,700	0
Intergovernmental	803,296	666,860	837,300	385,969
	Total Program	1,055,634	1,616,785	1,927,617
<b>Revenue by Fund:</b>				
Special Revenue Grants	1,022,614	1,589,683	1,899,406	1,270,156
Transportation Millage Fund	33,020	27,102	28,211	29,175
	Total Program	1,055,634	1,616,785	1,927,617
<b>Appropriations:</b>				
Personal Services Expenses	522,751	729,152	810,739	840,577
Operating Expenses	506,822	835,480	1,027,088	383,874
Capital Expenses	0	4,500	4,500	0
Indirect Expense	26,061	47,653	85,290	74,880
	Total Program	1,055,634	1,616,785	1,927,617

## Covid-19 Cares Act

<b>Program Number:</b>	1711
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Health & Human Services
<b>Section:</b>	Housing & Neighborhood Development

### **I. Program Offer Description:**

Coronavirus Aid, Relief, and Economic Security Act (CARES Act), provides assistance to the American people as the country works diligently to combat COVID Polk County is entitled to receive an additional federal funding of \$5.064 million in CDBG and \$3.128 million in ESG. The activities are outlined below of potential use:

1. Construct medical facilities for testing and treatment
2. Acquire a motel or hotel building to expand capacity of hospitals to accommodate isolation of patients during recovery
3. Replace HVAC systems to temporarily transform commercial buildings or closed school buildings into clinics or treatment centers
4. Support businesses manufacturing medical supplies
5. Construct a group living facility to centralize patients undergoing treatment
6. Carry out job training of health care workers and technicians who are available to treat disease within a community
7. Build more emergency shelters for homeless individuals and families
8. Operate emergency shelters by providing maintenance, rent, repair, security, fuel, equipment, insurance, utilities, food, furnishings, and supplies necessary for the operation
9. Provide Hotel/Motel Vouchers for homeless families or individuals
10. Provide essential services to people experiencing homelessness including childcare, education services, outreach, employment assistance, outpatient health services, legal services, mental health services, substance abuse treatment services, and transportation
11. Prevent individuals from becoming homeless and rapidly rehouse homeless individuals

### **II. Contribution to Result:**

HND provides a wide variety of activities utilizing funds from Polk County's federally-funded programs to assist the most economically-challenged citizens in the prevention of chronic and temporary homelessness and poverty. Provision of Public Service and Homeless Services grants are to given to local non-profits for local service delivery for child care, disabled workers assistance, homeless services, medical care, and training and educational programs Countywide.

**This Program is:**  Not Mandated ( X ) **Mandated:**  Federal ( )  State ( )  Local ( )

### **III. Performance Objectives:**

- 1 Execute agreements to implement activities intended to improve lives of residents impacted by COVID
- 2 Maintain expenditure rate of grant funds to meet the compliance mandate of the federal government
- 3 Monitor and inspect for regulatory compliance as required by the federal grant funding sources
- 4 Ensure expenditures are completed with federal deadline of September 30, 2023

### **IV. Measures:**

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
Public Service/Emergency Shelter Grant: # of executed contracts	1,4	N/A	12	8	4
CDBG: # of clients assisted					
	1	N/A	600	300	200
<b>Effectiveness Indicators:</b>					
Public Service/Emergency Shelter Grant: # of persons served	1	N/A	800	400	200
<b>Efficiency Indicators:</b>					
# of clients remaining in home with COVID assistance	1	N/A	700	300	200

### **Significant Changes**

From CARES Act Federal funding, Polk County's has received CDBG and ESG allocations specific to COVID relief in the amount of \$8.192 million.

## Covid-19 Cares Act

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personnel:				
Full Time Equivalents	0.00	2.00	5.50	0.94
Funding Sources:				
Intergovernmental	0	5,054,711	4,764,240	1,345,000
	Total Program	0	5,054,711	4,764,240
Revenue by Fund:				
Special Revenue Grants	0	5,054,711	4,764,240	1,345,000
	Total Program	0	5,054,711	4,764,240
Appropriations:				
Personal Services Expenses	0	217,173	400,233	80,350
Operating Expenses	0	1,728,298	369,767	19,650
Grants And Aids	0	3,109,240	3,994,240	1,245,000
	Total Program	0	5,054,711	4,764,240

## Affordable Housing Program

<b>Program Number:</b>	50
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Health and Human Services
<b>Section:</b>	Housing & Neighborhood Development

### I. Program Offer Description:

Housing and Neighborhood Development provides a variety of housing objectives with State and Federal grants. These funds provide assistance to low- and moderate-income families with down payment assistance, rehabilitation to existing homeowners, rental assistance, and multi-family development. Goals include strategies for the local housing assistance plan including:

- 1) Owner-Occupied Rehabilitation
- 2) Purchase Assistance
- 3) Emergency Repair
- 4) Demolition/Reconstruction
- 5) Rapid Re-Housing (rental)
- 6) Disaster Repair/Mitigation
- 7) Acquisition/Multi-Family Construction

Using these strategies, the program must achieve compliance with minimum statutory set-asides; if set-aside requirements are not met, the funding source will close the program for failure to meet mandatory objectives. This program is fully-funded by grant awards; no General Fund dollars are used.

### II. Contribution to Result:

The funding for Tenant Based Rental Assistance (TBRA) is established through HOME Partnership funds. Housing Construction/Reconstruction, Education, and Down Payment Services Delivery programs are designed to foster homeownership, stabilize declining neighborhoods, and work to provide safe and decent housing options. These emergency repairs include installation of new roofs, repairing and replacing septic tanks, and ADA accommodations.

**This Program is:** Not Mandated (  )      Mandated: Federal (  )    State (  )    Local (  )

### III. Performance Objectives:

- 1 Provide TBRA rental subsidy for eligible clients
- 2 Provide down payment/closing cost assistance to eligible families qualifying for traditional lending source first mortgages
- 3 Provide homebuyer education classes for eligible families/persons
- 4 Demolition/Reconstruction or provide emergency repairs to substandard homes for income eligible owner-occupied dwellings
- 5 Provide funds for single-family new construction

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
TBRA: # of vouchers available	1	52	58	50	50
SHIP: # of clients assisted	2,4,5	33	40	78	78
SHIP: # of Homebuyer Education Participants	3	721	1,000	1,200	1,200
HOME: # of clients assisted	4,5	50	70	55	55
<b>Effectiveness Indicators:</b>					
TBRA: % of units under contract	1	100%	100%	100%	100%
SHIP: % of housing units completed within contracted timeline	4,5	100%	100%	100%	100%
HOME: % of housing units completed within contracted timeline	3,4,5	100%	100%	100%	100%
<b>Efficiency Indicators:</b>					
SHIP # of owner occupied rehabilitation & demolition/reconstruction	4,5	18	7	18	18
#of jobs established by down payment dollars	3	28	50	50	50
HOME # of demolition/reconstruction jobs	4,5	3	5	5	5

### Significant Changes

HOME funding for FY 21/22 had a slight increase from FY 20/21. New HOME ARP funding for FY 21/22 in the amount of \$5.1 Million will be used for New Construction and Multi-family rental rehabilitation. The planned FY 21/22 funding for SHIP of \$2.0 million will be used for down payment assistance, owner-occupied rehabilitation, and demolition/reconstruction.

### Affordable Housing Program

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	8.10	8.10	4.35	8.70
<b>Funding Sources:</b>				
General Fund Subsidy	80	0	0	0
Special Revenue Grants	11	0	0	0
Affordable Housing Assistance Trust Funds	16	0	0	0
Cash/Fund Balance Forward	0	1,742,500	1,895,000	2,730,061
Interest	228,363	70,000	50,000	50,000
Interfund Transfer	1,069	0	0	0
Intergovernmental	3,753,208	8,599,108	10,998,770	11,521,822
Miscellaneous	631,257	305,000	350,000	350,000
<b>Total Program</b>	4,614,004	10,716,608	13,293,770	14,651,883
<b>Revenue by Fund:</b>				
General Fund	70	0	0	0
Special Revenue Grants	1,331,907	3,724,108	9,098,770	9,621,822
Affordable Housing Assistance Trust Funds	3,282,027	6,992,500	4,195,000	5,030,061
<b>Total Program</b>	4,614,004	10,716,608	13,293,770	14,651,883
<b>Appropriations:</b>				
Personal Services Expenses	318,657	434,281	336,122	650,772
Operating Expenses	4,284,986	10,282,327	12,957,648	14,001,111
Grants And Aids	9,292	0	0	0
Interfund Transfers	1,069	0	0	0
<b>Total Program</b>	4,614,004	10,716,608	13,293,770	14,651,883

## Community Improvement Program

<b>Program Number:</b>	51
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Health and Human Services
<b>Section:</b>	Housing & Neighborhood Development

### I. Program Offer Description:

The Housing and Neighborhood Development Office collaborates with Polk County divisions, municipalities, and non-profit organizations to construct public facilities, improve public infrastructure, and deliver essential services to eligible very low-, low-, and moderate-income citizens.

### II. Contribution to Result:

HND provides a wide variety of activities utilizing funds from Polk County's federally-funded programs to assist the most economically-challenged citizens in the prevention of chronic and temporary homelessness, poverty, and crime-ridden communities and the elimination of slum and blighting influences Countywide.

In the Community Improvement Program (CIP), infrastructure projects throughout the County are completed and funded by HUD.

Removal of unsightly, unsafe, and unsanitary structures through the CDBG grant funds allows for revitalization of local communities and areas of the County in need of removal of slum and blighting influences through the Demolition unit.

Provision of Public Service/Homeless Services grants are to be given to local non-profits for local service delivery for child care, disabled workers assistance, homeless services, medical care, and training and educational programs Countywide.

<b>This Program is:</b>	<b>Not Mandated ( X )</b>	<b>Mandated: Federal ( ) State ( ) Local ( )</b>
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### III. Performance Objectives:

- 1 Execute agreements to implement activities intended to improve quality of life in low-income neighborhoods
- 2 Maintain expenditure rate of grant funds to meet the compliance mandate of the federal government
- 3 Monitor and inspect for regulatory compliance as required by the federal grant funding sources
- 4 Demolish and clear residential structures presenting health/safety hazards not feasible for rehabilitation
- 5 Ensure expenditures do not exceed 15% of the annual CDBG budget allocation

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Proposed FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
Clearance and Demolition: # of demolition referrals	4	83	100	75	75
Clearance and Demolition: # of units demolished	4	79	100	75	75
Capital Projects: Budgeted funds	1,2,3	\$243,460	\$1,120,000	\$1,800,000	\$1,800,000
Capital Projects: # of executed contracts	1,2	3	2	4	4
Public Service/Emergency Shelter Grant: # of executed contracts	1,5	13	13	14	14
<b>Effectiveness Indicators:</b>					
Clearance and Demolition: % of units demolished to units referred	4	95%	100%	100%	100%
Clearance and Demolition: Cost of service delivery per unit	2	\$6,200	\$7,000	\$7,000	\$7,000
Capital Projects: % of projects completed within timeline	3	100%	100%	100%	100%
Capital Projects: % of projects completed at or under budget	2	100%	100%	100%	100%
Public Service/Emergency Shelter Grant: # of persons served.		718	1,000	1,100	1,200
<b>Efficiency Indicators:</b>					
Clearance and Demolition: # of demolition cases per FTE	1,4	100	120	120	120
Capital Projects: # of projects completed per FTE	2,3	3	2	4	4

### Significant Changes

There are no significant changes for this program.

### Community Improvement Program

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
Full Time Equivalents	10.90	10.90	11.15	11.36
<b>Funding Sources:</b>				
Special Revenue Grants	232,333	0	0	0
Interfund Transfer	1,176,023	0	0	0
Intergovernmental	3,587,255	7,945,840	8,120,198	8,020,537
Miscellaneous	13,239	0	0	0
<b>Total Program</b>	<b>5,008,850</b>	<b>7,945,840</b>	<b>8,120,198</b>	<b>8,020,537</b>
<b>Revenue by Fund:</b>				
Special Revenue Grants	5,008,850	7,945,840	8,120,198	8,020,537
<b>Total Program</b>	<b>5,008,850</b>	<b>7,945,840</b>	<b>8,120,198</b>	<b>8,020,537</b>
<b>Appropriations:</b>				
Personal Services Expenses	614,593	598,109	790,062	852,750
Operating Expenses	569,305	866,087	823,821	701,473
Capital Expenses	2,630,454	3,825,000	3,792,369	3,792,369
Grants And Aids	1,194,498	2,656,644	2,713,946	2,673,945
<b>Total Program</b>	<b>5,008,850</b>	<b>7,945,840</b>	<b>8,120,198</b>	<b>8,020,537</b>

## Real Estate Services

<b>Program Number:</b>	193
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Real Estate Services
<b>Section:</b>	N/A

### I. Program Offer Description:

This program manages real estate activities on behalf of the County divisions. Activities include the acquisition of real property interests, leasing of land and buildings, and surplusing of unneeded County owned property. Processing of right-of-way vacations, street lighting districts, and maintaining the County Land Inventory.

### II. Contribution to Result:

The services provided by Real Estate Services (land acquisition, site leasing, conservation donations, sidewalk easements, and street light assessments) directly contribute to County divisions being able to provide adequate Infrastructure and Public Service along with preserving the Environment.

**This Program is:** Not Mandated ( ) Mandated: Federal ( ) State ( ) Local ( )

### III. Performance Objectives:

- 1 Provide real estate services in an efficient manner to County divisions
- 2 Strategic Plan Goal #2: Improve the efficiency and effectiveness of current processes, procedures, and practices

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
# of acquired parcels (fee, easement and temporary construction/easement/right of entry)	1,2	154	100	150	175
# of Right-of-Way vacations processed	1,2	15	12	12	12
# of new street light districts processed	1,2	3	4	6	6
# of parcels declared surplus by BoCC	1,2	173	50	50	80
# of lease renewals	1,2	8	10	10	12
<b>Effectiveness Indicators:</b>					
% of vacations completed	1,2	85%	85%	85%	85%
% of acquired parcels	1,2	100%	100%	100%	100%
<b>Efficiency Indicators:</b>					
Cost per hour to manage the County's real estate and right-of-way issues	1,2	\$1,244	\$1,244	\$1,244	\$1,244

### Significant Change

There are no significant changes for this program.

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	6.00	6.00	7.00	7.00
<b>Funding Sources:</b>	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>General Fund Subsidy</b>	159,513	365,909	620,603	635,286
<b>Transportation Millage Fund</b>	206,241	249,891	409,384	300,377
<b>Licenses and Permits</b>	26,000	25,000	27,635	27,635
<b>Miscellaneous</b>	176,995	20,000	30,000	30,000
<b>Total Program</b>	568,749	660,800	1,087,622	993,298
<b>Revenue by Fund:</b>	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>General Fund</b>	362,508	410,909	678,238	692,921
<b>Transportation Millage Fund</b>	206,241	249,891	409,384	300,377
<b>Total Program</b>	568,749	660,800	1,087,622	993,298
<b>Appropriations:</b>	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personal Services Expenses</b>	462,521	487,708	717,454	657,179
<b>Operating Expenses</b>	89,643	132,592	133,168	134,119
<b>Capital Expenses</b>	14,085	40,500	237,000	202,000
<b>Refunds</b>	2,500	0	0	0
<b>Total Program</b>	568,749	660,800	1,087,622	993,298

## Survey and Mapping

<b>Program Number:</b>	1559
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Roads and Drainage
<b>Section:</b>	N/A

### I. Program Offer Description:

Provide survey and mapping services for internal and external clients. Services include certified control, design, topographic, boundary, and route surveys; horizontal and vertical control network development and maintenance; drainage studies; wetland delineation; construction stakeout; complete ACAD drafting services that include; right-of-way mapping; legal descriptions and sketches; certified surveys; SWFWMD permit sketches; various exhibits and maps; provide field, office, and supervisory support to the Polk County Property Appraiser's Office for the GIS base map; maintain data files and historical records for private and public entities.

### II. Contribution to Result:

Provide survey and mapping services for internal and external clients. Services include certified control, design, topographic, boundary, and route surveys; horizontal and vertical control network development and maintenance; drainage studies; wetland delineation; construction stakeout; complete ACAD drafting services that include; right-of-way mapping; legal descriptions and sketches; certified surveys; SWFWMD permit sketches; various exhibits and maps; provide field, office and supervisory support to the Polk County Property Appraiser's Office for the GIS base map; maintain data files and historical records for private and public entities.

**This Program is:**  **Not Mandated ( X )** **Mandated: Federal ( ) State ( ) Local ( )**

### III. Performance Objectives:

- 1 Provide efficient/cost effective survey services for budgeted CIP Projects
- 2 Provide efficient and effective design, boundary, topographic, and route surveys
- 3 Provide efficient and effective horizontal/vertical controls and construction stakeouts
- 4 Roads and Drainage Strategic Plan Goal #3, Objective 1
- 5 Roads and Drainage Strategic Plan Goal #1, Objectives 1-3

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
# of Non-CIP survey work requests completed	2,3	120	210	210	210
# of survey requests completed for outside agencies	2,3,5	17	20	20	20
# of CIP Project survey work requests completed	1,5	67	30	50	50
<b>Effectiveness Indicators:</b>					
% of CIP Project surveys completed	1,4,5	100%	100%	100%	100%
<b>Efficiency Indicators:</b>					
% of yearly man-hours applied to work requests	1,2,3,5	75%	75%	75%	75%

### Significant Changes

There are no significant changes for this program

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	18.00	18.00	18.00	18.00
<b>Funding Sources:</b>				
<b>Transportation Millage Fund</b>	1,440,902	1,597,357	1,530,973	1,602,756
<b>Total Program</b>	1,440,902	1,597,357	1,530,973	1,602,756
<b>Revenue by Fund:</b>				
<b>Transportation Millage Fund</b>	1,440,902	1,597,357	1,530,973	1,602,756
<b>Total Program</b>	1,440,902	1,597,357	1,530,973	1,602,756
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	1,085,316	1,223,880	1,224,204	1,279,211
<b>Operating Expenses</b>	213,402	283,477	306,769	293,545
<b>Capital Expenses</b>	142,184	90,000	0	30,000
<b>Total Program</b>	1,440,902	1,597,357	1,530,973	1,602,756

## Inspection and Testing

<b>Program Number:</b>	1560
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Roads and Drainage
<b>Section:</b>	N/A

### I. Program Offer Description:

Provide Inspection and Testing of the assigned CIP Program projects so as to verify that they are constructed in accordance to , and with materials meeting the project specifications. This program also provides for the issuance, and inspection of Utility/ROW Permits.

This will ensure that all completed projects, and permits meet the Polk County roadway network standards.

### II. Contribution to Result:

Provide Inspection and Testing of the assigned CIP Program projects so as to verify that they are constructed in accordance to, and with materials meeting the project specifications. This program also provides for the issuance, and inspection of Utility/ROW Permits.

**This Program is:**  **Not Mandated ( X )**  **Mandated: Federal ( ) State ( ) Local ( )**

### III. Performance Objectives:

- 1 Provide effective verification inspection services for CIP Projects
- 2 Provide effective verification testing services for CIP Projects
- 3 Provide effective issuance, and inspection of Utility/ROW Permits
- 4 Strategic Plan Goal #2: Improve efficiency and effectiveness of current processes
- 5 Strategic Plan Goal #3: Sustainable Funding

### IV. Measures:

	<b>Key Obj.</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Workload Indicators:</b>					
# of inspections requested for CIP Projects	1,4,5	165	150	150	150
# of tests requested for CIP Projects	1,4,5	1,126	1,000	1,000	1,000
# of permit requests received	3	375	200	200	200
<b>Effectiveness Indicators:</b>					
% of permits completed	3	100%	100%	100%	100%
% of inspections completed for CIP Projects	1,4,5	100%	100%	100%	100%
% of tests completed for CIP Projects	2,4,5	100%	100%	100%	100%
<b>Efficiency Indicators:</b>					
Average cost per permits issued	3	\$125.00	\$125.00	\$125.00	\$125.00

### Significant Changes

New career ladder position, Construction and Inspector I, II, III was Board approved, effective 10/01/21 (new fiscal year 21/22).

	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	10.00	12.00	13.00	13.00
<b>Funding Sources:</b>				
<b>Transportation Millage Fund</b>	921,476	1,137,037	1,244,598	1,246,783
<b>Licenses and Permits</b>	20,060	0	0	0
<b>Total Program</b>	941,536	1,137,037	1,244,598	1,246,783
<b>Revenue by Fund:</b>				
<b>Transportation Millage Fund</b>	941,536	1,137,037	1,244,598	1,246,783
<b>Total Program</b>	941,536	1,137,037	1,244,598	1,246,783
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	753,521	874,819	961,169	996,351
<b>Operating Expenses</b>	184,623	232,218	248,429	250,432
<b>Capital Expenses</b>	3,392	30,000	35,000	0
<b>Total Program</b>	941,536	1,137,037	1,244,598	1,246,783

## Roads and Drainage Engineering

<b>Program Number:</b>	1558
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Roads and Drainage
<b>Section:</b>	N/A

### I. Program Offer Description:

The Transportation Engineering Section manages the County's CIP Program to meet the following criteria: a)Improve transportation mobility to meet the travel needs of existing and future residents and b) improve the roadway network to accommodate a growing economy through reduction of traffic congestion and by providing additional highway capacity to targeted growth areas. CIP project phases entail design, right-of-way, permitting, and construction. This program manages road construction and bridge construction/maintenance. This program provides support for public records requests. Additionally, the section manages roadway drainage improvements.

### II. Contribution to Result:

The Transportation Engineering Section manages the County's CIP Program to meet the following criteria: a) Improve transportation mobility to meet the travel needs of existing and future residents and b) improve the roadway network to accommodate a growing economy through reduction of traffic congestion and by providing additional highway capacity to targeted growth areas. CIP project phases entail design, right-of way, permitting, and construction. Additionally, This program manages road construction and bridge construction/maintenance. Also the section manages roadway drainage improvement, the resurfacing program, and installs new sidewalk, and maintains existing sidewalk and storm water facilities/mitigation sites.

**This Program is:** Not Mandated (  )      Mandated: Federal (  ) State (  ) Local (  )

### III. Performance Objectives:

- 1 Manage all CIP Projects to ensure projects are completed within specifications and within budget to include bridge construction and maintenance
- 2 Provide oversight to all road construction and bridge construction/maintenance
- 3 Provide efficient/cost effective roadway resurfacing treatments to support the County's Pavement Management Program
- 4 Provide efficient/cost effective maintenance/recertification of storm water facilities
- 5 Provide efficient/cost effective improvements to roadway drainage
- 6 Provide efficient/cost effective installation of new sidewalks
- 7 Roads and Drainage Strategic Plan Goal #2, Objectives 1 and 2
- 8 Roads and Drainage Strategic Plan Goal #3, Objectives 1 and 2

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
# of roads recycled (miles)	3,8	3.50	4.00	6.00	12.00
# of roads maintained with preventative treatment (miles)	3,8	46.50	51.50	60.00	60.00
# of bridges repaired	2	11	15	14	12
# of guardrails repaired	2,7,8	37	55	46	45
# of linear feet of new sidewalk installed	6,7,8	31,309	25,000	25,000	25,000
# of drainage improvement projects managed	5,7,8	60	78	65	70
# of CIP project phases (design, right-of-way, permitting, construction) completed	1,2	15	29	20	25
# of mitigation sites maintained	4,7	7	9	7	2
# of storm water ponds maintained	4,7	176	184	186	186
# of ponds re-certified	4,7	46	48	70	70
# of ADA projects	6,7	6	7	6	6
# of road miles resurfaced	3,7,8	83.00	97.00	85.00	65.00
<b>Effectiveness Indicators:</b>					
<b>Efficiency Indicators:</b>					
Average cost per mile of asphalt recycling	3,8	\$416,000	\$420,000	\$420,000	\$420,000
Average cost per mile of preventative road treatment	3,8	\$25,000	\$25,000	\$25,000	\$25,000
Average cost per linear foot of sidewalk	6,7	\$93	\$65	\$100	\$100
Average cost of in-house recertification per storm water pond	4	\$125	\$128	\$128	\$128
Average cost per mitigation site, per FY	4	\$2,896	\$2,899	\$2,899	\$1,000
Average cost per pond for pond mowing, per FY	4	\$1,213	\$1,141	\$1,130	\$1,130
Average cost per mile for resurfacing	3,7,8	\$112,000	\$155,000	\$120,000	\$120,000

### Significant Changes

There are no significant changes for this program.

## Roads and Drainage Engineering

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	9.00	6.00	8.00	8.00
<b>Funding Sources:</b>				
<b>Transportation Millage Fund</b>	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Total Program</b>	784,386	865,767	1,187,991	1,227,486
<b>Revenue by Fund:</b>	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Transportation Millage Fund</b>	784,386	865,767	1,187,991	1,227,486
<b>Total Program</b>	784,386	865,767	1,187,991	1,227,486
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Operating Expenses</b>	632,075	670,721	985,720	1,021,806
<b>Total Program</b>	152,311	195,046	202,271	205,680
	784,386	865,767	1,187,991	1,227,486

## Roadway Maintenance

<b>Program Number:</b>	1561
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Roads and Drainage
<b>Section:</b>	N/A

### I. Program Offer Description:

a) Paved/unpaved road maintenance consisting of maintaining existing roadways to provide residents with a safe, easily traveled roadway; b) Mowing, vegetation management, tree trimming, sidewalk edging, etc. c) Miles maintained for the roadway drainage system function is to retain stormwater from the roadway to assist in maintaining a safe driving surface. d) Maintain the County's ROW in a safe and aestically pleasing way by removing unsightly trash and ensure the safety of the motoring public from ROW hazards; e) Maintain the County's curb and gutter systems to be clear of trash/debris in order to keep the drainage system fully functioning. This program is augmented by individuals from contractual services (temporary labor force) and by the labor force from the PCSO Inmate Work Program.

### II. Contribution to Result:

a) Paved/unpaved road maintenance consisting of maintaining existing roadways to provide residents with a safe, easily traveled roadway; b) Mowing, vegetation management, tree trimming, sidewalk edging, etc. c) Miles maintained for the roadway drainage system function is to retain stormwater from the roadway to assist in maintaining a safe driving surface. d) Maintain the County's ROW in a safe and aestically pleasing way by removing unsightly trash and ensure the safety of the motoring public from ROW hazards; e) Maintain the County's curb and gutter systems to be clear of trash/debris in order to keep the drainage system fully functioning. This program is augmented by individuals from contractual services (temporary labor force) and by the labor force from the PCSO Inmate Work Program.

**This Program is:**  **Not Mandated**  **Mandated:**  **Federal**  **State**  **Local**

### III. Performance Objectives:

- 1 Maintain the County's paved/unpaved roadway network
- 2 Mow County-maintained right-of-way as needed
- 3 Maintain shoulders on the paved road system to include protecting the edge of pavement
- 4 Perform annual preventative and corrective maintenance on the County's roadway drainage system
- 5 Protect edge of roadway through driveway repairs
- 6 Preserve and maintain the integrity of the unpaved roadway by rebuilding roads and utilizing a six week grading cycle or on an as needed basis
- 7 Remove safety hazards (i.e., appliances, furniture, etc.) from County's right of way within 3 days upon observation and/or notification
- 8 Maintain the County's curb and gutter system (approximately 90.8 miles), medians, and intersection islands in a manner that will not be unsightly. Additionally, ensure that the curb and gutter systems remain clear of trash/debris in order to keep the drainage system fully functioning.
- 9 Roads and Drainage Strategic Plan Goal #2, Objectives 1 and 2

### IV. Measures:

	<b>Key Obj.</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Workload Indicators:</b>					
# of jurisdictional center line miles	1,9	2,707	2,689	2,689	2,697
# of acres mowed	2	50,866	21,763	33,835	31,027
# of shoulder miles maintained	3,9	88	114	116	94
# of curb miles maintained	7,8	816	1,200	1,233	988
# of culverts repaired, replaced or installed	4	228	211	219	223
# of driveways maintained on the paved/unpaved roadway system	5	642	737	622	619
# of unpaved road miles graded	6,9	1,452	1,858	2,048	2,006
# of miles drainage ditches cleaned	4,7	71	59	75	69
<b>Effectiveness Indicators:</b>					
Average mowing times per year	2	6	6	6	6
Six week cycle (grade the unpaved road inventory as per industry standard, leaving at least a 4 inch crown in the center of the roadway; # of weeks between grading	6,9	6	6	6	6
<b>Efficiency Indicators:</b>					
Cost per mile for maintaining paved/unpaved roadway system	1,9	\$6,944	\$5,134	\$5,227	\$5,837
Cost per acre mowed	2	\$13.40	\$21.70	\$19.42	\$17.49
Landscaping cost per curb mile	8	\$410.11	\$279.22	\$296.32	\$340.91
Cost of grading per mile	5,9	\$236.00	\$239.30	\$207.56	\$202.64
Cost of maintenance per driveway (each)	4	\$131.45	\$116.52	\$116.78	\$132.07

### Significant Changes

There are no significant changes for this program.

### Roadway Maintenance

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
Full Time Equivalents	167.50	161.00	160.50	160.50
<b>Funding Sources:</b>				
County Transportation Trust Fund	16,726,115	16,587,496	29,425,089	17,762,588
Interfund Transfer	19,779	0	0	0
Miscellaneous	29,243	16,000	16,000	16,000
<b>Total Program</b>	<b>16,775,137</b>	<b>16,603,496</b>	<b>29,441,089</b>	<b>17,778,588</b>
<b>Revenue by Fund:</b>				
County Transportation Trust Fund	16,775,137	16,603,496	29,441,089	17,778,588
<b>Total Program</b>	<b>16,775,137</b>	<b>16,603,496</b>	<b>29,441,089</b>	<b>17,778,588</b>
<b>Appropriations:</b>				
Personal Services Expenses	6,992,958	8,569,646	9,078,172	9,395,055
Operating Expenses	6,756,442	8,019,850	8,354,917	8,375,533
Capital Expenses	25,737	14,000	8,000	8,000
Interfund Transfers	3,000,000	0	12,000,000	0
<b>Total Program</b>	<b>16,775,137</b>	<b>16,603,496</b>	<b>29,441,089</b>	<b>17,778,588</b>

## Traffic

<b>Program Number:</b>	202
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Roads and Drainage
<b>Section:</b>	N/A

### I. Program Offer Description:

In accordance with the Manual of Uniform Traffic Control Devices, and the FDOT Roadway and Traffic Design Standards, the Traffic Program consists of Signing and Marking on the County road system in order to ensure the roadways are appropriately treated with traffic control devices to promote traffic safety and efficient movement of traffic. The program manages the County's signal and lighting systems which consist of highway lighting systems, beacons, traffic signals, intelligent transportation system, and the traffic management center to ensure a seamless, efficient, and safe transportation network. The program also studies and investigates customer concerns related to traffic safety and makes recommendations for necessary improvements. In the event of an emergency, the Traffic program functions in the role of urgent repair to ensure traffic control devices are properly in place.

### II. Contribution to Result:

The Traffic Operations Program contributes to the Growth/Infrastructure results area under Factor #1 - Provide Adequate Infrastructure/Provide Adequate Public Services addressing Purchasing Strategies #1, #2, and #3.

#### Purchasing Strategy #1 - Transportation Mobility

Ensuring adequate roadway maintenance through a proactive retroreflectometer preventative maintenance program making certain our roads are properly treated with signs in accordance with Federal and State guidelines. Maintaining sign retroreflectivity is consistent with the core mission, which is to improve safety on the roadway network. A worn-out sign may not be visible at all at night due to the Level of Service (LOS) of its retroreflectivity. This LOS may result in a motorist driving off the road because a curve warning sign was no longer reflective or not stopping at a stop sign.

Ensuring adequate roadway maintenance through preventative maintenance programs making certain roads are properly striped with pavement markings in accordance with Federal and State guidelines.

#### Purchasing Strategy #2 - Growth Strategies to address Infrastructure/Public Services

Fostering city County partnerships. As a fabricator of custom and Manual of Uniform Traffic Control Devices (MUTCD) signs, the Traffic Operations Program fosters intergovernmental cooperation and partnerships by providing cost effective traffic sign fabrication for other governmental agencies including 17 municipalities.

#### Purchasing Strategy #3 - Infrastructure and Public Services Needed to Support Growth

Encouraging fiscal responsibility through the use of retroreflectometers to measure the useful life of traffic control signs. In addition to the safety issues related to maintaining sign reflectivity, there are demonstrated cost savings. Early testing and implementation of the reflective preventative maintenance program has yielded a 32% reduction in sign replacement.

**This Program is:**  Not Mandated ( )  Mandated:  Federal (X)  State ( )  Local ( )

### III. Performance Objectives:

- 1 Maintain pavement striping on County roads based on available funding
- 2 Maintain reflectivity on roadway signs to required federal standards
- 3 Maintain traffic signals, beacons, school zones, and highway lighting on State and County roads
- 4 Conduct traffic studies as requested to investigate traffic and safety issues on County roads.
- 5 Roads and Drainage Strategic Plan Goal#1: Enhance the Asset Management Plan, Objectives 1-4

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
# of signs in inventory to maintain (PM)	2,5	131,280	131,000	131,500	131,750
# of school zones in inventory to maintain	3,5	166	155	170	175
# of signs fabricated	2,5	13,138	14,750	14,750	14,750
# of lighting systems in inventory to maintain	3,5	91	90	93	95
# of signals in inventory to maintain	3,5	293	302	303	310
# of traffic studies requested	4	587	750	750	750
<b>Effectiveness Indicators:</b>					
Maintain reflectivity of signs/roads to federal standards, assume seven year life of sign face, cover entire inventory in seven year cycle. Perform PM on 1/7 (14%) of approx 130,000 sign inventory in 12 months	1,2,5	16,628	16,628	16,660	16,660
Perform preventive maintenance on 100% of signals in 12 month period	3	100%	100%	100%	100%
Perform preventive maintenance on 100% of school zones each year	3	100%	100%	100%	100%
Complete 100% of studies requested	4	100%	100%	100%	100%
Perform preventive maintenance on 100% of lighting systems two times per year	3,5	100%	100%	100%	100%
Conduct bridge counts on 50% of the bridges in the inventory in a 12 month period	4	100%	100%	100%	100%

## Traffic

### Significant Changes

New career ladder position, Traffic Signal Technician I, II, III was Board approved, effective 10/01/21 (new fiscal year 21/22)

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	32.00	31.00	31.00	31.00
<b>Funding Sources:</b>				
<b>Transportation Millage Fund</b>	2,570,733	3,494,007	3,796,742	3,663,001
<b>Interfund Transfer</b>	2,854	0	0	0
<b>Miscellaneous</b>	1,368,723	1,184,025	1,184,025	1,184,025
<b>Total Program</b>	3,942,310	4,678,032	4,980,767	4,847,026
<b>Revenue by Fund:</b>				
<b>Transportation Millage Fund</b>	3,942,310	4,678,032	4,980,767	4,847,026
<b>Total Program</b>	3,942,310	4,678,032	4,980,767	4,847,026
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	1,827,415	1,982,232	2,093,295	2,128,110
<b>Operating Expenses</b>	2,037,705	2,626,800	2,636,972	2,636,916
<b>Capital Expenses</b>	77,190	69,000	250,500	82,000
<b>Total Program</b>	3,942,310	4,678,032	4,980,767	4,847,026

## Drainage

<b>Program Number:</b>	1163
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Roads and Drainage
<b>Section:</b>	N/A

### I. Program Offer Description:

The Drainage Program addresses drainage and flooding problems by maintaining the County's drainage infrastructure outside the road right-of-way and installing new drainage infrastructure as needed to address problems. The County's drainage infrastructure is maintained by in-house staff and equipment and through contracts with private vendors/contractors. The installation of new drainage infrastructure is done through the implementation of a Community Investment Plan (CIP) and Contractual Services. This funding provides permanent corrective solutions to these drainage/flooding problems that impact the residents of Polk County. The Drainage Program is also involved in disaster response by conducting complaint investigations of drainage/flooding problems and performing emergency pumping, maintenance activities, and drainage infrastructure repairs. All of these activities are performed in accordance with the Board adopted Drainage Policy (Updated 2009).

### II. Contribution to Result:

The Drainage Program contributes to the Growth/Infrastructure results area by:

#### 1. Provide and Maintain Adequate Infrastructure/Public Services:

Purchasing Strategy #1 - Transportation Mobility: This program contributes to the Transportation Mobility by addressing drainage/flooding issues as a result of growth in the past and present. If the roads and/or homes are flooded, then the residents cannot access the road system either with vehicles, public transportation, walking, or bicycling. This program provides solutions to drainage/flooding problems through the implementation of the CIP and the maintenance of the County's infrastructure. With open roads the program reduces congestion, allows access for all forms of transportation, and allows roads to be safer for the residents of Polk County.

Purchasing Strategy #2 - Growth Strategies to Address Infrastructure/Public Services: This program contributes to the Growth Strategies to Address Infrastructure/Public Services by having a representative on the Development Review Committee (DRC) and developing projects in cooperation with the Water Management Districts (WMD) through Watershed Management Plans (WMP). The representative from this program reviews projects that come through the DRC for potential solutions to drainage/flooding problems in the area, conservation areas, and long term maintenance issues through easements and buffers. The Cooperative Funding Agreements with the WMDs allow this program to look at flood protection in a proactive manner. The Watershed Management Plans (WMPs) provide detailed modeling of the regional drainage systems, updated the flood plains, and infrastructure improvements that address flood protection, water quality, and wetland restoration. The County currently has an agreement with the SWFWMD to develop WMPs throughout the County that can be used to provide information for future growth.

Purchasing Strategy #3 - Infrastructure and Public Services Needed to Support Growth: This program contributes to the infrastructure and Public Services Needed to Support Growth strategy by maintaining the County's drainage infrastructure and by implementing the CIP so that the Infrastructure is maintained and in-place as the County continues to grow. The current CIP addresses drainage/flooding problems from past growth and addresses potential drainage/flooding problems in the future by the development and implementation of the WMPs to address these problems prior to development. The implementation of the CIP and the WMPs should reduce the cost of infrastructure in the future. In addition, the 50/50 cost sharing with the WMDs makes the County's funding go twice as far.

#### 2. Preserve our Environment-

Purchasing Strategy #4 - Environment: This program contributes to the Environment by making sure that during the development of CIP projects and the review of projects in the DRC that any potential for incorporating the preservation of water resources, natural resources, wildlife habitat and corridors, recreation areas, and agricultural uses is undertaken by providing water quality treatment, conservation easements, and drainage easements. In addition, a properly maintained drainage system can also function as green space, wildlife habitat, recreation areas, and can insure that erosion is not occurring that would lead to impacts to the water resources, natural resources, wildlife habitat and corridors, recreation areas, and agricultural uses.

#### 3. Maintain and Improve Quality of Life-

Purchasing Strategy #5 - Quality of Life: This program contributes to the Quality of Life for Polk County residents by maintaining the County's existing infrastructure, providing emergency pumping operations, addressing drainage/flooding problems that allow residents the freedom to get where they need to go without flooded roads, yards, and homes, and insuring that future growth is done in a manner that does not create drainage/flooding problems.

<b>This Program is:</b>	<b>Not Mandated ( )</b>	<b>Mandated: Federal ( X ) State ( X ) Local ( X )</b>
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### III. Performance Objectives:

- 1 Maintain the County's off-road drainage systems through annual contracts
- 2 Maintain 2,350,000 square yards of the County's off-road drainage system with All Terrain Excavator (ATE) per year
- 3 Respond to 90% of resident requests within two business days

## Drainage

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
# of square yards maintained by mowing contract	1	2,699,510	2,749,920	2,804,918	2,804,918
# of square yards maintained by ATEs	2	2,338,639	2,658,200	2,658,200	2,658,200
# of Citizen Requests	3	533	560	570	570
<b>Effectiveness Indicators:</b>					
% of drainage systems maintained by ATEs (planned or targeted systems)	2	95%	95%	95%	95%
% of Resident Requests responded to within two business days	3	90%	95%	95%	95%
<b>Efficiency Indicators:</b>					
Avg. cost per square yard to maintain outfalls by ATEs	2	\$0.63	\$0.72	\$0.73	\$0.73
Avg. response time (Business Days) to resident requests	3	2	2	2	2
Avg. cost per square yard to maintain outfalls by contract	1	\$0.04	\$0.04	\$0.05	\$0.04
Maintenance cost per square mile under jurisdictional responsibility (1,795 square miles)	1,2	\$883.50	\$1,071.00	\$1,081.00	\$1,081.00

### Significant Changes

There are no significant changes for this program.

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	0.00	9.00	6.00	6.00
<b>Funding Sources:</b>				
<b>General Fund Subsidy</b>	1,187,739	1,625,884	1,624,479	1,701,610
<b>Transportation Millage Fund</b>	289,993	302,322	0	0
<b>Miscellaneous</b>	4,655	0	0	0
<b>Total Program</b>	1,482,387	1,928,206	1,624,479	1,701,610
<b>Revenue by Fund:</b>				
<b>General Fund</b>	1,192,394	1,625,884	1,624,479	1,701,610
<b>Transportation Millage Fund</b>	289,993	302,322	0	0
<b>Total Program</b>	1,482,387	1,928,206	1,624,479	1,701,610
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	676,896	696,393	410,894	445,630
<b>Operating Expenses</b>	794,382	1,196,813	1,178,585	1,220,980
<b>Capital Expenses</b>	11,109	35,000	35,000	35,000
<b>Total Program</b>	1,482,387	1,928,206	1,624,479	1,701,610

## GIS Asset Management

<b>Program Number:</b>	1710
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Roads and Drainage
<b>Section:</b>	N/A

### I. Program Offer Description:

Asset Management (AM) is responsible for the management of the inventory of all County owned/maintained roadway and drainage assets with the objective of facilitating improved decision making and resource allocation, in assistance of the Division's mission of maintaining and improving the roadway and drainage systems of the County. More recently AM has also been tasked with implementing and subsequently administering a new standardized Maintenance Management System (MMS) to help streamline maintenance workflows, improve resource allocation, optimize maintenance work plans, and aid in the preview of budget scenarios. Secondary duties include providing GIS information and analytics in assistance to other Divisions, neighboring agencies, and consultants.

### II. Contribution to Result:

1. Collect and maintain asset information regarding type, location, and general condition of each asset group managed by Roads and Drainage.
2. Provide asset information to be used towards data-driven decision making and improved resource allocation.
3. Increase the use of decision support techniques and tools to facilitate decision making to maximize maintenance program effectiveness and efficiencies.
4. Promote data sharing between sections and other County divisions to facilitate greater consistency and continuity of information.
5. Assist sections in developing a robust system for collecting, analyzing, and integrating the data needed to calculate and forecast future maintenance needs.

**This Program is:**  **Not Mandated ( X )** **Mandated:**  **Federal ( )**  **State ( )**  **Local ( )**

### III. Performance Objectives:

- 1 Adopt Roads and Drainage Strategic Plan Goals related to asset management
- 2 Conduct QA audits of each asset database
- 3 Incorporate the use of technology and industry related equipment to aid in the accurate and efficient collection of asset data (migrating data collection to Ipads using Collector/Survey 123)
- 4 Improve data sharing between sections and other County divisions to promote greater consistency and continuity of information
- 5 Perform Pavement Rating Survey every two years
- 6 Perform cyclical asset inspections per the established future inspection date rules
- 7 Perform yearly Maintenance Quality Assurance (MQA) inspections
- 8 Staff continued education in fields of asset management and GIS

### IV. Measures:

	<b>Key Obj.</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Workload Indicators:</b>					
# of requests for asset information	1,8	6,673	12,560	12,560	12,560
# of County Roads evaluated for PCI (every two years)	5	2,050	6,123	-	6,123
# of MSA segments evaluated (yearly)	7			1,600	1,600
<b>Effectiveness Indicators:</b>					
% of County Roads evaluated for PCI (every two years)	5	33%	100%	0%	100%
% of MSA segments completed (new)	7			100%	100%
<b>Efficiency Indicators:</b>					
Undetermined					

### Significant Changes

Asset Management continues with the implementation of the Division's new standardized Maintenance Management System to help streamline maintenance workflows, improve resource allocation, optimize work plans, and aid in the preview of budget scenarios in support of the Division's Strategic Plan. This implementation is expected to take approximately 18 months as of May 2021, until the go-live date in Summer 2022. The Performance Objectives that have been set for the next two-three years are mostly qualitative so as to prepare our databases for this coming transformation and are therefore not measurable. For this reason, there are more performance objectives than measurable outcomes until such time as the implementation is completed. Will redefine Performance Objectives and Measures at such time. Also, this year will begin to conduct yearly Maintenance Quality Assurance (MQA) inspections on a statistically-representative sample of the network. Are proposing reclassifying an existing Unit Chief Clerk position to Maintenance Management Specialist to assist in the daily management of the new MMS databases and provide user support.

### GIS Asset Management

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	8.00	8.00	8.00	8.00
<b>Funding Sources:</b>				
<b>Transportation Millage Fund</b>	685,002	840,902	833,247	1,069,906
<b>Total Program</b>	685,002	840,902	833,247	1,069,906
<b>Revenue by Fund:</b>				
<b>Transportation Millage Fund</b>	685,002	840,902	833,247	1,069,906
<b>Total Program</b>	685,002	840,902	833,247	1,069,906
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	563,065	595,743	647,977	671,755
<b>Operating Expenses</b>	67,740	162,058	185,270	398,151
<b>Capital Expenses</b>	54,197	83,101	0	0
<b>Total Program</b>	685,002	840,902	833,247	1,069,906

## Customer Service

<b>Program Number:</b>	213
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Utilities
<b>Section:</b>	N/A

### I. Program Offer Description:

Responsible for assisting existing and new customers with setting up new services/accounts, maintenance of and servicing of accounts, providing customer support for resolving customer issues, processing account transactions, and for complying with the rules/regulations established by the BoCC so customer needs are met or surpassed.

### II. Contribution to Result:

Provides all around service to create a link between the customer and County Utility Services.

**This Program is:**  **Mandated:**  **Federal** () **State** () **Local** ( X)

### III. Performance Objectives:

- 1 Establish new services for customers
- 2 Provide a customer advocate call center for new and existing customers
- 3 Provide a system to track and monitor services provided
- 4 Process walk-in customer payments, new accounts and changes
- 5 Process imaging work orders, applications, correspondence, email, fax, etc.

### IV. Measures:

	<b>Key Obj.</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Workload Indicators:</b>					
# of new services order processed annually	1,3	16,603	21,252	27,628	31,772
# of new customer accounts processed annually	1,3	12,706	13,722	11,500	11,500
# of walk-in over the counter payments processed annually	1,3	21,244	26,130	30,249	31,762
# of water conservation audits	1,2	1,925	1,271	1,337	1,403
# of drop box payments processed annually	1,3	1,853	2,000	2,000	2,000
# of phone calls received annually	2,3	129,792	136,282	143,096	147,389
# of phone calls answered annually	2,3	118,458	124,381	130,600	134,518
# of phone calls abandon annually	2,3	11,334	11,901	12,496	12,871
# of service and work orders issued monthly	3	1,384	1,771	2,302	2,648
# of calls reviewed for quality assurance	2,3	250	300	300	300
# of payments processed annually	4	37,840	49,745	52,232	84,844
# of arrangements made annually	2,3	16,629	21,491	22,566	23,694
# of arrangements not kept annually	2,3	489	645	677	711
# of documents imaged annually	5	163,346	221,286	232,351	243,968
<b>Effectiveness Indicators:</b>					
% of new services/customer accounts processed accurately	4	90.0%	90.0%	90.0%	90.0%
% of payments processed without error	4	92.0%	100.0%	100.0%	100.0%
% of calls processed without complaints	2,3	92.0%	95.0%	98.0%	98.0%
% of service orders processed without error	1,3,4	98.0%	100.0%	100.0%	100.0%
% of documentation imaged	5	100.0%	100.0%	100.0%	100.0%
% of arrangements kept	1,2,3	86.0%	86.0%	96.0%	96.0%
% of abandon calls	2,3	12.0%	10.0%	9.0%	9.0%
% of quality calls reviewed	2,3	0.0%	100.0%	100.0%	100.0%

### Significant Changes

Started tracking all phone calls and percentages (abandoned and received, calls reviewed for Quality assurance) and the volume of documents imaged.

### Customer Service

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
Full Time Equivalents	24.00	23.69	23.69	23.69
<b>Funding Sources:</b>				
Utilities Operating Funds	1,370,949	2,230,426	2,044,964	2,174,321
Interest	153,563	0	0	0
<b>Total Program</b>	<b>1,524,512</b>	<b>2,230,426</b>	<b>2,044,964</b>	<b>2,174,321</b>
<b>Revenue by Fund:</b>				
Utilities Operating Funds	1,524,512	2,230,426	2,044,964	2,174,321
<b>Total Program</b>	<b>1,524,512</b>	<b>2,230,426</b>	<b>2,044,964</b>	<b>2,174,321</b>
<b>Appropriations:</b>				
Personal Services Expenses	996,285	1,243,865	1,350,456	1,403,151
Operating Expenses	520,213	955,599	672,592	703,159
Capital Expenses	8,014	30,962	21,916	68,011
<b>Total Program</b>	<b>1,524,512</b>	<b>2,230,426</b>	<b>2,044,964</b>	<b>2,174,321</b>

## SCADA

<b>Program Number:</b>	216
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Utilities
<b>Section:</b>	N/A

### I. Program Offer Description:

This program provides system planning, development, and maintenance for water and wastewater utility computerized SCADA systems for utility system process monitoring and control to meet Department of Environmental Protection requirements and to optimize utility operations. This program also aims to provide compliance with national standards, codes, and mandates for critical infrastructure protection, data storage, and cyber security risk mitigation. Section responsibilities include 1) management of the Division's SCADA systems, process data collection, and process computerized tools and equipment, 2) processing daily work orders for SCADA system maintenance, and 3) planning for future system expansion and facility operational optimization.

### II. Contribution to Result:

The Utilities Supervisory Control and Data Acquisition (SCADA) Systems section enhances utility system operation and overall product quality and efficiency. Developing and maintaining functional and secure SCADA systems across the utility ensures that necessary compliance and planning data is recorded and maintained and that operations are done consistently across the utility to ensure produce effluent water qualities meet all required standards and guidelines. Maintenance is provided on a seven day per week/24 hour basis to monitor, maintain, and repair SCADA systems and assist operations at all wastewater collection and treatment facilities.

**This Program is:** Not Mandated ( ) Mandated: Federal (X) State ( ) Local ( )

### III. Performance Objectives:

- 1 Plan and develop SCADA systems to meet current and future utility system requirements and enhance operational performance
- 2 Maintain computerized SCADA systems across the entire utility to ensure operational uptime
- 3 Maintain Utilities process system data for compliance reporting and CIP Master planning of utilities
- 4 Improve the quality and efficiency with which process and operational information is deployed and utilized to improve decision making processes
- 5 Provide SCADA related technical assistance on CIP Projects to support design, construction, and utility code development
- 6 Maintain and improve the utility Cyberlock and CCTV security systems
- 7 Provide technical assistance to the electrical and instrumentation maintenance groups as required

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
Work Orders Processed	2,3,6,7	344	300	325	350
Number of CIP Projects Supported	1,3,4	13	15	15	12
Number of Facilities with SCADA systems to maintain	1-5	184	220	240	280
Number of SCADA Implementation Projects	1-5	21	22	24	25
Number of SCADA R&R Projects	1-5	12	12	12	12
Quantity of SCADA computer/PLC hardware	1-5	296	350	380	420
Quantity of SCADA software licenses	1-5	72	80	85	85
Number of network/communication devices	1-5	306	379	416	430
Number of locks and keys maintained in the cyberlock system	6	953	970	980	990
Number of CCTV cameras maintained	6	35	50	80	100
<b>Effectiveness Indicators:</b>					
Average Lag time of work orders being processed	2,3,6,7	22 days	15 days	10 days	8 days
% of CIP Projects (having SCADA) fully supported	1,3,4	100%	100%	100%	100%
% of Utility Systems having SCADA interface	1-5	47%	47%	66%	70%
% of SCADA software/hardware updated and patched	1-5	72%	80%	85%	90%
% of Communication Uptime and Data Integrity	1-5	95%	98%	99%	99%
% of Utility systems visited annually for maintenance, cleaning, and inspection	2,3	75%	80%	85%	90%
% of CCTV cameras operational and video stored	6	49%	70%	85%	95%
% of Cyberlocks and keys programmed, labelled, operating, and accounted for	7	99%	99%	99%	99%

### Significant Changes

There are no significant changes for this program.

### SCADA

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	6.00	6.00	6.00	6.00
<b>Funding Sources:</b>				
<b>Utilities Operating Funds</b>	1,544,792	1,768,272	1,811,823	1,905,387
	<b>Total Program</b>	1,544,792	1,768,272	1,811,823
<b>Revenue by Fund:</b>				
<b>Utilities Operating Funds</b>	1,544,792	1,768,272	1,811,823	1,905,387
	<b>Total Program</b>	1,544,792	1,768,272	1,811,823
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	509,615	600,346	593,466	615,521
<b>Operating Expenses</b>	1,032,281	1,092,926	1,130,357	1,196,586
<b>Capital Expenses</b>	2,896	75,000	88,000	93,280
	<b>Total Program</b>	1,544,792	1,768,272	1,811,823

## Utilities Metering

<b>Program Number:</b>	437
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Utilities
<b>Section:</b>	N/A

### I. Program Offer Description:

Reads all Utility customer meters, performs all new residential meter installations for new customers, manages meter change out program for old and worn out meters, and performs all service work including shut offs and turn ons so water consumption can be accurately tracked and customers can be accurately billed. Performs water audits and meter tests for customers and educates the public about water conservation.

### II. Contribution to Result:

Provides for efficient management of meters and efficient tracking of actual water usage.

**This Program is:**  **Mandated:**  **Federal** () **State** () **Local** ()

### III. Performance Objectives:

- 1 Obtain and verify meter readings for accurate billing
- 2 Coordinate the installation of all new services, meter maintenance, back flow inspections, and reclaim inspections

### IV. Measures:

	<b>Key Obj.</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Workload Indicators:</b>					
# of meters to be read monthly manually	1	9,263	8,000	1,000	1,000
# of meters to be read monthly electronic reads	1	72,088	75,000	77,250	79,568
# of installations new service annually	2	3,248	3,345	3,446	3,549
# of meter change outs annually	2	15,121	10,000	7,725	7,956
# of work/service orders issued to service techs annually	1,2	52,649	66,103	68,086	70,129
# of work/service orders issued to contractors annually	2	25,262	25,515	13,000	13,130
# of meters maintained	1,2	14,730	75,000	77,250	79,568
# of water conservation audits	1,2	2,030	2,233	2,456	2,702
<b>Effectiveness Indicators:</b>					
% of meters read accurately	1	99.4%	99.6%	99.9%	99.9%
% of meters installed without error	2	99.9%	99.9%	99.9%	99.9%
% of accounts processed for cut off without error	1,2	99.9%	99.9%	99.9%	99.9%
% of new meter sets installed within 15 days	2	100.0%	100.0%	100.0%	100.0%
% of meters maintained	1	20.8%	100.0%	100.0%	100.0%

### Significant Changes

There are no significant changes for this program.

	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	19.53	19.53	19.53	19.53
<b>Funding Sources:</b>				
<b>Utilities Operating Funds</b>	4,839,837	7,920,078	4,994,617	5,106,394
<b>Miscellaneous</b>	5,159	0	0	0
<b>Total Program</b>	4,844,996	7,920,078	4,994,617	5,106,394
<b>Revenue by Fund:</b>				
<b>Utilities Operating Funds</b>	4,844,996	7,920,078	4,994,617	5,106,394
<b>Total Program</b>	4,844,996	7,920,078	4,994,617	5,106,394
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	899,194	1,184,711	1,247,032	1,303,726
<b>Operating Expenses</b>	716,087	1,695,327	1,468,223	1,520,837
<b>Capital Expenses</b>	3,229,715	5,040,040	2,279,362	2,281,831
<b>Total Program</b>	4,844,996	7,920,078	4,994,617	5,106,394

## Utilities - Back Flow/Large Meters

<b>Program Number:</b>	412
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Utilities
<b>Section:</b>	N/A

### I. Program Offer Description:

Test, maintain, and certify backflow equipment and commercial meters to make sure they are reading accurately for billing customers and reporting flows to regulatory agencies.

### II. Contribution to Result:

To protect the public by insuring that no commercial cross connections exist and the system is protected by adequate back flow precautionary measures.

**This Program is:** Not Mandated (  )

**Mandated:** Federal (  ) State (  ) Local (  )

### III. Performance Objectives:

- 1 Protect the public health by performing inspections for cross connections
- 2 Test and maintain back flow devices to insure they are functioning
- 3 Inspect commercial reclaim systems for functionality and usage
- 4 Install Commercial Meters and change out meters when life cycle has ended
- 5 Prevent Lost Revenue and minimize unaccounted for water
- 6 Provide quality assurance to residential customers

### IV. Measures:

	<b>Key Obj.</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Workload Indicators:</b>					
# of inspections for cross connections performed	1,6	38	40	40	40
# of cross connections identified	1	7	5	5	5
# of back flow devices tested	2,4	2,505	2,580	2,658	2,737
# of reclaim inspections conducted	1,3	341	351	362	373
# of commercial meters tested	2,5	502	517	533	549
# of commercial meters installed	4	281	289	298	307
# of commercial meters replaced due to end of life cycle	4,5	418	300	100	100
# of quality verification work orders for reclaim inspections	3,5	233	360	360	360
<b>Effectiveness Indicators:</b>					
% of inspections for cross connections resolved	1	100.0%	100.0%	100.0%	100.0%
% of back flow device failing test relative to # tested	2	1.0%	1.0%	1.0%	1.0%
% of backflow devices passed test	2	99.0%	99.0%	99.0%	99.0%
% of commercial meters set within 15 days	4	100.0%	100.0%	100.0%	100.0%
% of meters & backflows tested within required timelines	2,5	100.0%	100.0%	100.0%	100.0%
% of quality checks conducted on residential reclaim inspections	6	2.0%	2.0%	2.0%	2.0%
% of annual reclaim inspections conducted within required timelines	3	100.0%	100.0%	100.0%	100.0%

### Significant Changes

There are no significant changes for this program.

**Utilities - Back Flow/Large Meters**

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	5.43	5.43	5.43	5.43
<b>Funding Sources:</b>				
<b>Utilities Operating Funds</b>	817,931	820,393	889,883	918,297
	<b>Total Program</b>	817,931	820,393	889,883
<b>Revenue by Fund:</b>				
<b>Utilities Operating Funds</b>	817,931	820,393	889,883	918,297
	<b>Total Program</b>	817,931	820,393	889,883
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	321,735	356,430	379,916	394,718
<b>Operating Expenses</b>	496,196	432,467	508,471	522,008
<b>Capital Expenses</b>	0	31,496	1,496	1,571
	<b>Total Program</b>	817,931	820,393	889,883

## Water Resources Enforcement

<b>Program Number:</b>	1511
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Utilities
<b>Section:</b>	N/A

### I. Program Offer Description:

Responsible for the enforcement of watering restrictions, as outlined in Polk County Ordinance 04-07 (and related Ordinances) and in accordance with Chapter 162, Florida Statutes; and the fulfillment of the Enforcement section of Polk County's Water Conservation Policy Manual, as required by Chapter 373, Florida Statutes and 40D-2, 40D-22, 40C-2 and 40C-22, Florida Administrative Code.

### II. Contribution to Result:

To fulfill obligations to regulatory agencies and to protect and conserve precious resources.

**This Program is:**  Not Mandated  Mandated: **Federal**  **State**  **Local**

### III. Performance Objectives:

1	Successfully comply with water resource regulatory requirements and perform water resource enforcement in PCU service areas
2	Perform water resource enforcement for PCU service areas in accordance with applicable regulations
3	Coordinate payment of violator fines and reimbursement of costs incurred by other agencies
4	Coordinate activities with other agencies to implement County wide Ordinances for watering restrictions
5	Develop cost effective measures and data management practices to comply with rules and permit conditions
6	Increase customer knowledge of resource sustainability through communication and public involvement activities

### IV. Measures:

	<b>Key Obj.</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Workload Indicators:</b>					
# of violations issued by PCU Enforcement	1,2,4,5	1	5	10	15
# of citations issued by PCSO	1	161	155	150	145
# of warnings issued by PCU Enforcement	1,2,4,6	9	10	15	20
# of warnings issued by PCSO	4	796	800	805	810
# of notice of hearings and case files prepared for	1,2,4	259	250	240	230
# of calls related to water resource enforcement	1,2	4,236	4,200	4,100	4,000
# of contested case appearances	1,2,3,4	-	-	-	-
# of impositions of liens by Special Magistrate	1,2,3,4,5	87	85	80	75
# of Biosolids related permits issued	1,2,5,6	7	12	12	12
# of Land application complaints investigated (external)	1,2,5	2	2	2	2
# Observed Ord. 95-69 violations referred to DEP/DOH	1,2,4,5	1	1	1	1
# Land biosolid application sites inspected (routine)	1,2,5	150	120	120	120
# Routine IP/FOG inspections	ALL	251	240	240	250
# Issued IP/FOG Notice of Violations	1,2,3,4,5	65	72	72	72
# IP UCRM 6E enforcement actions	1,2,3,4,5	-	-	-	-
# of hours worked by PCSO	1,2,4,5,6	853	850	840	830
# legal postings of non-compliant property	1,2,5,6	30	25	22	15
# of water conservation public education events	5,6	2	5	7	9
<b>Effectiveness Indicators:</b>					
% repeat WRE violators	ALL	17%	15%	13%	11%
% of violation recipients actually lowering water use	ALL	N/A	N/A	N/A	N/A
% of cases upheld by magistrate	ALL	100%	100%	100%	100%
% of scheduled hours actually worked	1,2,4,5,6	89%	90%	91%	92%
# of FOG re-inspections to assure compliance after Notice	1,2,3,4,5	291	280	270	260
<b>Efficiency Indicators:</b>					
Cost of processing per case	1,2,6	\$34.25	\$46.03	\$57.82	\$69.60
# of citations/warnings issued per hour worked	1,2,4,5,6	1.00	1.00	1.00	1.00

### Significant Changes

There are no significant changes for this program.

### Water Resources Enforcement

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	4.50	4.50	4.50	4.50
<b>Funding Sources:</b>				
Utilities Operating Funds	456,940	1,242,107	1,162,489	1,215,307
Enterprise Funds	29,539	0	0	0
Miscellaneous	41,635	19,000	19,000	19,000
<b>Total Program</b>	528,114	1,261,107	1,181,489	1,234,307
<b>Revenue by Fund:</b>				
Utilities Operating Funds	528,114	1,261,107	1,181,489	1,234,307
<b>Total Program</b>	528,114	1,261,107	1,181,489	1,234,307
<b>Appropriations:</b>				
Personal Services Expenses	309,905	352,779	359,401	372,995
Operating Expenses	218,209	908,328	822,088	861,312
<b>Total Program</b>	528,114	1,261,107	1,181,489	1,234,307

## Infrastructure Information Section

<b>Program Number:</b>	214
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Utilities
<b>Section:</b>	N/A

### I. Program Offer Description:

This program ensures compliance with Chapters 119 and 556, Florida Statutes, providing for information review, processing, storage, and disposal of all Utilities-related information, management of geographic information system data, and participation within the state mandated Sunshine State One Call System as a facility owner/operator. Section responsibilities include 1) management of the Division's electronic document control systems, various web applications, and databases; 2) processing daily ticket requests/work orders from the State of Florida associated with Ch 556, F.S.; and 3) completing regular updates to GIS data sets that may be rendered in map format and/or exported for BoCC, staff, regulatory agency, or contractor/public use.

### II. Contribution to Result:

Growth/Infrastructure Result Area: Citizen Expectation (result): Polk County grows in a manner and pace that County residents find livable and allows them to move around the County safely and without excessive congestion.

The Utilities Infrastructure Information and Geographic Information Systems sections provide many far-reaching benefits to the County and its citizenry. Examples include State-mandated participation in the state's "Call Before You Dig" (SSOCOf) program authorized by Chapter 556, F.S. and responsiveness to Florida's Public Records Act, Chapter 119, F.S. Maintaining critical information and GIS systems while remaining effective with respect to the below detailed programs ensures that utility infrastructure damage will be limited if not completely avoided thereby supporting the above captioned result area.

**This Program is:**  Not Mandated ( )  Mandated:  Federal ( )  State ( )  Local (X)

### III. Performance Objectives:

- 1 Improve, develop, and maintain information management procedures that ensure compliance with Chapter 119, F.S.
- 2 Maintain compliance with Chapter 556, F.S. ensuring utility locates are completed within designated time frames
- 3 Improve the quality and efficiency with which information is deployed and utilized to improve decision making processes
- 4 Maintain Utilities GIS resources which are directly related to compliance with Chapter 119, F.S. and Chapter 556, F.S. as well as various state and federal regulatory requirements
- 5 Maintain and improve Utilities GIS resources; specifically, the GIS geodatabase where electronic water, wastewater, reclaimed water infrastructure is stored

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
Sunshine State One Call of Florida, Inc. (SSOCOf)---# Locate Tickets Processed	2,4,5	17,947	19,482	19,700	20,685
SSOCOf-- # Emergency Tickets Received	2,4,5	229	219	235	253
Projects submittals logged in PCU master database	1,4	868	1,006	1,083	1,137
Projects submittals/documents scanned and loaded in document control system	1	3,769	5,035	4,550	4,777
Miles of utility lines maintained in GIS	2,3	1,713	2,014	1,750	1,838
<b>Effectiveness Indicators:</b>					
% of SSOCOf tickets (work orders) processed/closed within 48	2,4,5	81%	84%	85%	86%
% Emergency tickets from SSOCOf processed/closed within	2,4,5	70%	78%	75%	80%
% Project submittals logged, scanned and distributed same day	1,4	80%	80%	85%	85%
% of SSOCOf tickets closed as "Marked" or "No Conflict"	2,4,5	86%	85%	87%	87%
% of utility lines created and/or edited in GIS	2,3,4,5	2.5%	5.0%	5.0%	4.0%

### Significant Changes

There are no significant changes for this program.

### Infrastructure Information Section

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	9.00	14.00	14.00	14.00
<b>Funding Sources:</b>				
<b>Utilities Operating Funds</b>	1,031,696	1,580,272	1,918,368	2,305,008
<b>Total Program</b>	1,031,696	1,580,272	1,918,368	2,305,008
<b>Revenue by Fund:</b>				
<b>Utilities Operating Funds</b>	1,031,696	1,580,272	1,918,368	2,305,008
<b>Total Program</b>	1,031,696	1,580,272	1,918,368	2,305,008
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	727,128	992,388	1,364,608	1,690,891
<b>Operating Expenses</b>	286,790	507,384	531,060	585,617
<b>Capital Expenses</b>	17,778	80,500	22,700	28,500
<b>Total Program</b>	1,031,696	1,580,272	1,918,368	2,305,008

## Regulatory Affairs

<b>Program Number:</b>	403
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Utilities
<b>Section:</b>	N/A

### I. Program Offer Description:

Enhance the quality of life through the protection of natural resources for the community of Polk County by (1) ensuring that Polk County Utilities facilities remains in compliance with all applicable rules, policies, ordinances, permits, consent agreements, legislation, and funding contracts; (2) providing education and outreach on best management practices; and (3) providing planning tools for sufficient capacity of water, reclaimed water, and wastewater treatment and distribution.

### II. Contribution to Result:

Responsible for ensuring Polk County Utilities maintains compliance with applicable rules, policies, ordinances, permits, orders, consent agreements, and funding contracts.

**This Program is:** Not Mandated ( )      **Mandated:** Federal (X) State (X) Local (X)

### III. Performance Objectives:

- 1 Develop cost effective measures and data management practices to comply with rules and permit conditions and provide timely responses to data requests
- 2 Maintain compliance through communication with regulatory agencies, reporting, inspections, sampling, and monitoring
- 3 Prepare applications for cooperative grant funding and coordinate projects to contract completion, including requesting reimbursement
- 4 Review connection fee requests or development/CIP permit applications and clearance packages for hydraulic and facility capacity or consistency with utilities code
- 5 Perform timely water supply and wastewater capacity planning and reporting for PCU facilities in coordination with other sections
- 6 Perform outreach efforts for reclaimed water connection and availability of water quality results

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
# of PCU water and wastewater permit applications submitted	1,2,5	5	4	4	4
# of capacity summary reports prepared	1,2,5	3	3	4	4
# of Grant Funding applications prepared/submitted for	1,2,3	3	3	3	2
# of AST inspections (registered/non-registered,	1,5,6	289	360	360	360
# of development/CIP applications/clearances reviewed	1,2,4,5	215	215	210	200
# of system hydraulic modeling requests	1,2,4,5	21	20	15	10
# of inspection evaluations and sanitary surveys received	1,2	17	30	30	30
# of abnormal events submitted and Public Notices required	1,2,6	37	35	30	25
# of environmental monitoring (EMP) events	1,2	359	400	425	450
# of regulatory submittals made (RAIs, and not otherwise	ALL	696	750	800	850
# of public notices issued	1,4,5,6	-	-	-	-
# of meter connection fee worksheets prepared (temp., comm., res., etc.)	1,4,5	360	360	300	200
# of Utility Infrastructure Development Agreements	1,5	-	3	6	12
# of concurrency reviews and certificates prepared/approved	1,4,5	676	650	625	600
# of inspections for Stormwater Management Systems	1,2	4	5	6	7
# of model reviews (water and wastewater)	1,2,4,5	86	85	80	75
# of data requests received (from other sections or consultants)	All				
<b>Effectiveness Indicators:</b>					
# of grant funding contracts awarded	1,2,3	2	2	1	1
% of actual AST inspections/required inspections performed	1,2	100%	100%	100%	100%
% of water use surveys < 10% water loss	1,2,5	86%	100%	100%	100%
<b>Efficiency Indicators:</b>					
% of abnormal events submitted in 24 hours	1,2,5	100%	100%	100%	100%
% of data requests fulfilled within three business days	1,2,5,6	N/A	100%	100%	100%
% of permit apps and capacity submittals (w/deadline) made on	1,2,5	100%	100%	100%	100%
% of development/CIP premit applications and clearances within					
three days	1,2,4,5	N/A	100%	100%	100%
% of permit applications/CIP permit applications and clearances	1,2,4,5	N/A	100%	100%	100%
within three days					

### Significant Changes

There are no significant changes for this program.

### Regulatory Affairs

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	9.50	10.50	11.50	11.50
<b>Funding Sources:</b>				
<b>Utilities Operating Funds</b>	1,203,885	3,008,753	3,076,694	3,202,839
<b>Miscellaneous</b>	175	0	0	0
<b>Total Program</b>	1,204,060	3,008,753	3,076,694	3,202,839
<b>Revenue by Fund:</b>				
<b>Utilities Operating Funds</b>	1,204,060	3,008,753	3,076,694	3,202,839
<b>Total Program</b>	1,204,060	3,008,753	3,076,694	3,202,839
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	592,703	960,696	1,057,329	1,097,066
<b>Operating Expenses</b>	611,357	2,017,756	2,013,665	2,105,773
<b>Capital Expenses</b>	0	30,301	5,700	0
<b>Total Program</b>	1,204,060	3,008,753	3,076,694	3,202,839

## Electrical & Mechanical Maintenance

<b>Program Number:</b>	76
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Utilities
<b>Section:</b>	N/A

### I. Program Offer Description:

Programs maintains wastewater collection systems to prevent back-ups, overflows, and interruption of service to customers, provides uninterrupted service, and maintains reclaimed water systems.

### II. Contribution to Result:

On a seven day/24 hour basis, monitor, maintain, and repair Polk County Utility wastewater plants, sewer pump stations, and the water plant facilities. To maintain a preventative maintenance program on all equipment, providing the best operating facilities giving customers a quality service.

**This Program is:** Not Mandated ( ) **Mandated:** Federal (X) State (X) Local (X)

### III. Performance Objectives:

- 1 Maintain wastewater collection systems to prevent back-ups, overflows, and interruption of service to customers
- 2 Maintain water systems to provide uninterrupted service to customers
- 3 Maintain reclaimed water systems to provide uninterrupted service to customers
- 4 Maintain the SCADA system to provide uninterrupted service to customers
- 5 Respond to any emergency situation in any and all facilities and systems as needed

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Actual FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
Check plant for security	1,2,3,4	965	985	953	1,000
Respond to electrical power and SCADA outages	1-5	1,826	2,000	2,100	2,400
Attend and provide technical input at pre-cons, inspection, and start-up on new systems	1,2,3,4	65	75	64	65
Maintain instrumentation/mechanical to conform according FDEP compliance	1,2,3,4	3,100	3,150	3,180	3,200
Implementation of new instrumentation equipment and support # of lift stations with pumps and equipment to P.M.	1,2,3,4	550	600	615	630
1,2,3,4	350	360	360	385	
Maintain telemetry system	1,2,3	378	420	420	425
# of motor to pump alignment	1,2	650	800	600	625
# of equipment and structures that require painting	1,2,3	975	1,200	800	950
# of weld and fabricate jobs	1,2,3,4	450	600	450	500
Various schedule equipment inspections	1,2,3,4	16,500	17,000	17,200	17,400

### Significant Changes

Two Liftstation Tech positions were added.

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	47.00	51.00	51.00	51.00
<b>Funding Sources:</b>				
<b>Utilities Operating Funds</b>	9,536,371	12,646,407	13,025,078	14,516,143
<b>Interfund Transfer</b>	199,957	0	0	0
<b>Miscellaneous</b>	200	0	0	0
<b>Total Program</b>	9,736,528	12,646,407	13,025,078	14,516,143
<b>Revenue by Fund:</b>				
<b>Utilities Operating Funds</b>	9,736,528	12,646,407	13,025,078	14,516,143
<b>Total Program</b>	9,736,528	12,646,407	13,025,078	14,516,143
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	2,236,792	3,960,931	4,066,110	4,190,491
<b>Operating Expenses</b>	7,170,459	8,160,574	8,558,968	10,150,652
<b>Capital Expenses</b>	329,277	524,902	400,000	175,000
<b>Total Program</b>	9,736,528	12,646,407	13,025,078	14,516,143

## Wastewater Plant Operations

<b>Program Number:</b>	402
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Utilities
<b>Section:</b>	N/A

### I. Program Offer Description:

Program treats wastewater and monitors and controls wastewater treatment.

### II. Contribution to Result:

Operate and maintain Polk County Utility wastewater treatment facilities in order to protect the public health and environment by collecting, pumping, and processing wastewater to produce high-quality effluent while maintaining compliance with all state, federal, and local standards.

**This Program is:** Not Mandated ( ) **Mandated:** Federal ( X ) State ( X ) Local ( X )

### III. Performance Objectives:

- 1 Treat wastewater received and reclaim or dispose of by-products
- 2 Monitor and control wastewater treatment within regulatory requirements
- 3 Provide quality public access residuals and reclaimed water that meets all regulatory requirements

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
Perform site check (test,record,observe all critical function)		51,275	52,500	52,500	52,500
Collect samples/monthly average		470	525	500	500
# of reports (Monthly Operating Reports, others) monthly		12	15	15	15
Permitted wastewater received and treated mgd on a monthly basis monthly average		6.738mgd	6.738mgd	13	13
Actual wastewater received and treated mgd on a monthly basis		12.859mgd	12.859mgd	7	7
<b>Effectiveness Indicators:</b>					
# of reuse low pressure complaints received		2	3	2	2
% of wastewater treated to permitted		60%	60%	60%	60%
<b>Efficiency Indicators:</b>					
Direct cost per thousand gallons treated		\$3.94	\$3.94	\$3.94	\$3.94

### Significant Changes

There are no significant changes to this program.

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	23.50	23.00	23.00	23.00
<b>Funding Sources:</b>				
<b>Utilities Operating Funds</b>	7,109,467	9,650,525	9,085,552	9,219,792
<b>Total Program</b>	7,109,467	9,650,525	9,085,552	9,219,792
<b>Revenue by Fund:</b>				
<b>Utilities Operating Funds</b>	7,109,467	9,650,525	9,085,552	9,219,792
<b>Total Program</b>	7,109,467	9,650,525	9,085,552	9,219,792
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	1,602,404	1,903,309	1,944,924	2,008,171
<b>Operating Expenses</b>	5,445,896	7,067,336	7,100,628	7,171,621
<b>Capital Expenses</b>	61,167	679,880	40,000	40,000
<b>Total Program</b>	7,109,467	9,650,525	9,085,552	9,219,792

## Water Plant Operations

<b>Program Number:</b>	401
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Utilities
<b>Section:</b>	N/A

### I. Program Offer Description:

Program provides sufficient pressure for customers to provide adequate pressure for fire flow and maintains wells, pumps, and storage facilities. The Polk County Vision Document identifies the need for water and sewer utilities as an important part of the future growth of Polk County. This program produces high quality potable water in the most safe and efficient way technology will allow.

### II. Contribution to Result:

Operate and maintain Polk County Utility water plants to protect public health and safety by delivering high quality and a sufficient quantity of potable water to customers while maintaining compliance with all state, federal, and local standards.

**This Program is:** Not Mandated ( )      **Mandated:** Federal (X)    State (X)    Local (X)

### III. Performance Objectives:

- 1 Provide high quality potable water to customers
- 2 Provide sufficient pressure for customers and to provide adequate pressure for fire flow
- 3 Determine the number and locations of samples to ensure a safe water supply
- 4 Maintain wells, pumps, and storage facilities

### IV. Measures:

	<b>Key Obj.</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Workload Indicators:</b>					
Site check (test, observe all critical functions) hours per year	1,2	26,700	28,700	29,120	29,120
# of samples collected per year	3	8,375	17,400	17,400	17,400
Permitted potable water produced and treated annual average daily flow (mgd)	1	31.710mgd	31.570mgd	31.488mgd	31.488mgd
Actual potable water produced and treated annual average daily flow (mgd)	1	15.864mgd	17.526mgd	17.528mgd	17.528mgd
<b>Effectiveness Indicators:</b>					
# of customer complaints about discolored water	1,4	25	118	116	116
# of customer complaints about foul odor water	1,4	40	118	111	111
# of customer low pressure complaints	1,4	45	130	138	138
<b>Efficiency Indicators:</b>					
Direct costs per thousand gallons produced	1,4	\$0.792	\$0.792	\$0.792	\$0.792

### Significant Changes

There are no significant changes for this program.

	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	15.50	19.00	19.00	19.00
<b>Funding Sources:</b>				
<b>Utilities Operating Funds</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Total Program</b>	4,055,569	5,749,176	6,155,514	5,803,189
<b>Revenue by Fund:</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Utilities Operating Funds</b>	4,055,569	5,749,176	6,155,514	5,803,189
<b>Total Program</b>	4,055,569	5,749,176	6,155,514	5,803,189
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	1,199,539	1,472,676	1,514,869	1,561,749
<b>Operating Expenses</b>	2,819,464	4,162,000	4,317,645	4,224,440
<b>Capital Expenses</b>	36,430	114,500	323,000	17,000
<b>Grants And Aids</b>	136	0	0	0
<b>Total Program</b>	4,055,569	5,749,176	6,155,514	5,803,189

## Underground Maintenance

<b>Program Number:</b>	1222
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Utilities
<b>Section:</b>	N/A

### I. Program Offer Description:

Program maintains wastewater collection and distribution systems to prevent back-ups, overflows, and interruption of service.

### II. Contribution to Result:

On a seven day/24 hour basis, monitor, maintain, and repair Polk County Utility wastewater collection systems, water distribution, and reclaimed water systems to prevent and minimize service interruption to customers.

<b>This Program is:</b>	<b>Not Mandated ( )</b>	<b>Mandated: Federal ( ) State (X) Local (X)</b>
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### III. Performance Objectives:

- 1 Maintain wastewater collection systems to prevent back-ups, overflows, and interruption of service to customers
- 2 Maintain water systems to provide uninterrupted service to customers
- 3 Maintain reclaimed water systems to provide uninterrupted service to customers
- 4 Respond to and correct emergency situations in all systems

### IV. Measures:

	<b>Key Obj.</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Actual FY 21/22</b>	<b>Projected FY 22/23</b>
<b>Workload Indicators:</b>					
Conduct a minimum of three inflow and infiltration studies of collection systems	1	4	11	7	6
Install pressure regulating valves in potable water systems to improve system performance	2	1	2	1	3
Attend and provide technical input at pre-cons, inspections, and start-ups on new systems	1,2,3	240	75	325	325
Oversee system tie-ins	1,2,3	154	150	295	300
# sewage back-ups responded to annually	1,4	136	200	180	175
# of potable water main breaks repaired annually	2,4	58	100	125	100
# of reclaimed water line breaks repaired annually	3,4	85	300	83	100
# of residential meters replaced or repaired	2	143	700	480	3,500
Footage of collection system lines cleaned with jet trucks	1	176,000	300,000	150,000	225,000
# Reclaim Activation and Testing	1,2,3	12	20	12	12
# of unscheduled maintenance visits performed on lift stations	1	460	7,600	1,020	1,020
# of fire hydrants exercised	1	3,158	5,000	2,100	2,750
# of isolation valves exercised per 62-555 regulatory	1	4,200	8,000	2,400	4,000
# of dead end lines flushed as per 62-555 regulatory	1	913	5,800	2,200	2,200
Lift Stations visits to clean annually	1	2,230	1,500	2,400	2,400
footage of collection system inspected	1	81,434	60,000	150,000	225,000
# of potable water service line breaks repaired annually	2,4	848	500	600	725
<b>Effectiveness Indicators:</b>					
Inflow and infiltration studies completed	1	100%	100%	100%	100%
Attendance at precons, inspection, and start-ups	1,2,3	100%	100%	100%	100%
Regulating valve installations completed	2	100%	100%	100%	100%
L/S site cleaning completed	1	100%	100%	100%	100%
Utilities system maintenance completed	1,2,3	100%	100%	79%	88%

### Significant Changes

Budgeted for eight new FTE's. Service workers and operators.

### Underground Maintenance

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	37.00	37.00	45.00	45.00
<b>Funding Sources:</b>				
<b>Utilities Operating Funds</b>	5,106,414	5,302,317	5,812,840	5,505,194
<b>Miscellaneous</b>	11,753	0	0	0
<b>Total Program</b>	5,118,167	5,302,317	5,812,840	5,505,194
<b>Revenue by Fund:</b>				
<b>Utilities Operating Funds</b>	5,118,167	5,302,317	5,812,840	5,505,194
<b>Total Program</b>	5,118,167	5,302,317	5,812,840	5,505,194
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	2,029,002	2,300,100	2,398,465	2,485,241
<b>Operating Expenses</b>	3,086,414	2,882,444	2,894,602	2,900,180
<b>Capital Expenses</b>	2,751	80,000	480,000	80,000
<b>Reserves</b>	0	39,773	39,773	39,773
<b>Total Program</b>	5,118,167	5,302,317	5,812,840	5,505,194

## Utilities CIP Inspection

<b>Program Number:</b>	1644
<b>Result Area:</b>	Growth and Infrastructure
<b>Division:</b>	Utilities
<b>Section:</b>	N/A

### I. Program Offer Description:

This program ensures compliance with the Polk County Utilities Code, AWWA standards, and Florida department of health requirements for disinfection of water systems. This program observes construction site safety, trench safety, and observes OSHA safety requirements. This program observes FDOT maintenance of traffic requirements ensuing public safety. This program provides in the field project inspections of underground utilities water, waste water, and reclaim. Underground construction of electrical conduits, pull boxes, and grounding systems. Other inspection service provided are storm water collection appurtenances, paving, building construction, tank construction, generator pad with generator installation, external fuel tank, and piping. Inspection of all above ground piping and pumping stations.

### II. Contribution to Result:

The CIP inspection group observes, reports, and inspects all new capital investment projects including R/R projects. This is an in house inspection group that provides in the field project management and inspection service. The benefits to the citizens and customers of Polk County are a highly trained and skilled inspection group providing in the field inspections on new water and waste water collection systems observances of all testing of new infrastructure and ensuring that new water systems are properly disinfected prior to acceptance by FDOH and Polk County Utilities. The inspection group provides onsite inspections of all new and existing water treatment facilities, waste Water treatment facilities, liftstation, and booster pump stations. The inspection group for CIP insures that all new infrastructure is properly constructed, properly flushed of any and all debris including organics, properly tested, and properly sanitized prior to activation. The CIP inspection group provides the utility with onsite of all construction disciplines.

<b>This Program is:</b>	<b>Not Mandated ( X )</b>	<b>Mandated: Federal ( ) State ( ) Local ( )</b>
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### III. Performance Objectives:

- 1 Ensure new construction is designed per Polk County standards
- 2 Observe new construction water-mains, sewer mains, reclaim-mains Liftstations, new water, and waste-water facilities
- 3 Oversee and administer all testing on new water and waste water infrastructure
- 4 Oversee new project construction and keep daily logs with inspection report
- 5 Observe and keep track of daily project material (fittings 45,22,11, tees) fire hydrant assemblies, gate valves installed, and linear feet of new pipe installed per day)
- 6 Provide in house inspections on new water system in order to provide a more reliable and safe conveyance of drinking water

### IV. Measures:

	<b>Key Obj.</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Workload Indicators:</b>					
Assigned projects LS35, CRUSA WTF, Spirit Lake Road, CRUSA Improvements WI&WJ, FDC Groove RCV Ewell Road, West Daughtery Road WM, US27 AC WM replacement Village Circle, Wall St., Old Colony, Fenway road, Meadow Wood WM 540A 12" WM extension, Gibson Oak WTF, Cherry Hill WTP, Sherwood Dinner lake south storage & Booster, Ernie Caldwell RCW, CR547 RCW	1,2,3,4, 5,6	16	26	26	26
<b>Effectiveness Indicators:</b>					
Water, Sewer and Reclaim mains observed New water plant construction Road widening projects utility adjustment Waste Water plant expansion Water Treatment facility upgrades new well drilling	ALL ALL 1-5 1-5 ALL 1,4,5	6 1 2 1 2 1	21 2 1 1 2 3	13 3 1 1 2 -	13 3 2 1 2 -

### Significant Changes

There are no significant changes for this program.

**Utilities CIP Inspection**

	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	3.00	3.00	3.00	3.00
<b>Funding Sources:</b>				
<b>Utilities Operating Funds</b>	291,579	338,253	360,015	367,950
	<b>Total Program</b>	291,579	338,253	360,015
<b>Revenue by Fund:</b>				
<b>Utilities Operating Funds</b>	291,579	338,253	360,015	367,950
	<b>Total Program</b>	291,579	338,253	360,015
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	213,524	233,201	233,830	241,804
<b>Operating Expenses</b>	78,055	103,192	124,325	124,286
<b>Capital Expenses</b>	0	1,860	1,860	1,860
	<b>Total Program</b>	291,579	338,253	360,015
				367,950