



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 22/23			Plan FY 23/24		
		General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
Board of County Commissioners							
Eloise CRA - 389	0.00	-	742,520	742,520	-	818,452	818,452
Northeast Polk Roadway - 1685	0.00	-	-	-	-	-	-
Polk Harden Parkway CRA - 422	0.00	-	1,519,283	1,519,283	-	1,626,255	1,626,255
Subtotal	0.00	-	2,261,803	2,261,803	-	2,444,707	2,444,707
Cooperative Extension Service							
Cooperative Extension Service - 1363	12.00	887,557	-	887,557	907,486	-	907,486
Subtotal	12.00	887,557	-	887,557	907,486	-	907,486
Information Technology							
Geographic Information System - 122	3.40	-	751,117	751,117	-	763,781	763,781
Subtotal	3.40	-	751,117	751,117	-	763,781	763,781
Planning and Development							
Building Division - 31	78.00	483,154	25,932,192	26,415,346	489,592	25,217,073	25,706,665
Land Development - 440	41.00	3,813,226	1,202,220	5,015,446	3,902,437	1,240,192	5,142,629
Transportation Planning Organization - 103	8.00	90,385	1,917,736	2,008,121	94,720	1,302,161	1,396,881
Planning and Development Administration - 109	7.00	835,407	-	835,407	857,972	-	857,972
Subtotal	134.00	5,222,172	29,052,148	34,274,320	5,344,721	27,759,426	33,104,147
Health and Human Services							
COVID-19 CARES Act - 1711	0.00	-	1,865,000	1,865,000	-	-	-
Affordable Housing Program - 50	10.80	-	18,794,689	18,794,689	-	15,726,664	15,726,664
Community Improvement Program - 51	10.20	-	8,409,489	8,409,489	-	7,927,802	7,927,802
Subtotal	21.00	-	29,069,178	29,069,178	-	23,654,466	23,654,466
Roads and Drainage							
Survey and Mapping - 1559	18.00	-	1,728,347	1,728,347	-	1,704,761	1,704,761
Inspection and Testing - 1560	13.00	-	1,403,117	1,403,117	-	1,411,121	1,411,121
Roads and Drainage Engineering - 1558	8.00	-	1,188,662	1,188,662	-	1,220,234	1,220,234
Roadway Maintenance - 1561	164.50	-	18,622,412	18,622,412	-	18,843,003	18,843,003
Traffic - 202	32.00	-	5,377,711	5,377,711	-	5,318,631	5,318,631
Drainage - 1163	6.00	1,710,980	-	1,710,980	1,725,335	-	1,725,335
Right-of-Way and Real Estate - 193	7.00	640,341	307,424	947,765	598,883	315,993	914,876
GIS Asset Management - 1710	10.00	-	1,212,560	1,212,560	-	1,196,504	1,196,504
Roads and Drainage Administration - 1557	13.00	-	1,601,363	1,601,363	-	1,642,540	1,642,540
Street Lighting - 65	0.00	34,180	3,245,017	3,279,197	23,635	3,245,017	3,268,652
Roads and Drainage Projects/Inkind - 64	0.00	30,000	208,887,975	208,917,975	30,000	176,258,701	176,288,701
Roads and Drainage CIP Reserves - 328	0.00	-	157,165,502	157,165,502	-	99,086,866	99,086,866
CRA Contribution Millage - 462	0.00	-	3,682,769	3,682,769	-	4,013,243	4,013,243
Roads and Drainage Trust Reserves/Indirects/Debt Svc - 281	0.00	25,478	25,726,373	25,751,851	25,478	22,848,546	22,874,024
Subtotal	271.50	2,440,979	430,149,232	432,590,211	2,403,331	337,105,160	339,508,491
Utilities							
Customer Service - 213	27.69	-	2,240,349	2,240,349	-	2,243,561	2,243,561
SCADA - 216	6.00	-	1,915,425	1,915,425	-	2,027,345	2,027,345
Utilities Metering - 437	19.53	-	5,186,483	5,186,483	-	5,120,684	5,120,684
Utilities Back Flow/Large Meters - 412	5.43	-	925,077	925,077	-	954,334	954,334
Water Resource Enforcement - 1511	5.50	-	1,206,899	1,206,899	-	1,136,997	1,136,997
Infrastructure Information Section - 214	14.00	-	2,135,617	2,135,617	-	2,273,232	2,273,232
Regulatory Affairs - 403	10.50	-	3,155,802	3,155,802	-	3,291,790	3,291,790
Electrical and Mechanical Maintenance - 76	55.00	-	15,445,367	15,445,367	-	17,129,467	17,129,467
Wastewater Plant Operations - 402	25.00	-	10,129,881	10,129,881	-	9,854,147	9,854,147
Water Plant Operations - 401	19.00	-	6,384,084	6,384,084	-	6,101,353	6,101,353
Underground Maintenance - 1222	45.00	-	8,584,967	8,584,967	-	7,785,708	7,785,708
Utilities CIP Inspection - 1644	3.00	-	383,680	383,680	-	390,453	390,453
Utilities Department Administration - 436	1.00	-	4,928,129	4,928,129	-	4,937,023	4,937,023
Utilities Operations Admin - 434	8.00	-	1,185,554	1,185,554	-	1,228,955	1,228,955
Utilities Finance - 280	16.35	-	2,666,215	2,666,215	-	2,664,308	2,664,308
Utilities Debt Service - 326	0.00	-	21,454,440	21,454,440	-	21,462,328	21,462,328
Warehouse Stock and Supply - 480	3.00	-	312,501	312,501	-	319,931	319,931
Crooked Lake Park Receivership - 1715	0.00	-	210,000	210,000	-	210,000	210,000
Utilities Reserves/Indirects Op Fund - 327	0.00	-	32,085,343	32,085,343	-	30,360,655	30,360,655
Utilities Renewal and Replacement CIP - 320	2.00	-	21,801,500	21,801,500	-	11,362,470	11,362,470
Utilities Capital Expansion CIP - 77	7.00	-	65,839,877	65,839,877	-	55,558,558	55,558,558
Utilities Expansion Reserves/Transfers - 332	0.00	-	35,500,338	35,500,338	-	36,602,491	36,602,491
Subtotal	273.00	-	243,677,528	243,677,528	-	223,015,790	223,015,790
Debt Service Program							
Debt Service Program - 90	0.00	-	28,544,623	28,544,623	-	28,822,118	28,822,118
Subtotal	0.00	-	28,544,623	28,544,623	-	28,822,118	28,822,118
TOTAL	714.90	8,550,708	763,505,629	772,056,337	8,655,538	643,565,448	652,220,986

Programs highlighted in gray are not printed

Growth/Infrastructure

Appropriations	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	40,271,023	50,891,983	55,339,391	57,524,652
Operating Expenses	79,755,290	69,366,711	83,072,397	80,418,955
Capital Expenses	93,295,702	180,429,678	236,791,875	203,925,512
Debt Service	14,861,288	22,232,590	26,061,618	26,066,904
Grants And Aids	5,517,544	8,950,695	5,912,150	5,662,173
Interfund Transfers	39,665,080	68,027,982	54,469,540	39,027,950
Indirect Expense	4,397,863	5,506,386	4,959,285	4,894,831
Reserves	0	266,878,566	305,445,081	234,695,009
Refunds	4,250	0	5,000	5,000
Other Uses - All Other	224,223	0	0	0
County Total	277,992,263	672,284,591	772,056,337	652,220,986
University of Florida Contributions	1,385,185	1,385,155	1,426,710	1,426,710
Total Result Area	279,377,448	673,669,746	773,483,047	653,647,696

Revenue by Fund	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
00100 General Fund	6,723,701	7,881,628	8,550,708	8,655,538
10100 County Transportation Trust Fund	49,488,040	179,235,524	175,518,909	129,912,882
10150 Special Revenue Grants	24,523,307	31,088,196	34,878,994	13,557,332
12240 Impact Fees	29,237,103	74,677,986	115,977,387	105,973,067
14850 Hazard Mitigation Grant Program Irma FEMA-DR-4337-FL	108,475	181,897	2,240,223	200,000
14970 Transportation Millage Fund	50,503,218	104,097,169	105,390,693	88,383,003
15250 Eloise CRA Trust-Agency Funds	6,045	673,888	742,520	818,452
15290 Harden Parkway CRA Funds	1,400,000	1,451,763	1,519,283	1,626,255
15310 Building Funds	12,037,919	18,464,047	25,932,192	25,217,073
15350 Affordable Housing Assistance Trust Funds	4,701,495	4,195,000	10,057,559	11,368,404
16000 Street Lighting Districts	2,629,645	3,025,104	3,245,017	3,245,017
23500 Public Facilities Rev Ref Bonds, Series 2014 (Ref 2005)	5,820,805	9,251,954	9,324,165	9,380,915
23700 Public Fac Rev Note, S2015(Ref CFT 2006)	1,999,640	3,823,749	3,847,616	3,852,636
23800 Promissory Note 2020A	2,345,375	4,418,355	4,643,247	4,875,325
24000 Promissory Revenue Note, Series 2020 C	5,359,124	10,812,113	10,729,595	10,713,242
30200 Drainage and Water Quality Fund	4,202,184	7,440,487	2,007,587	422,082
30800 General Capital Improvement Funds	0	0	12,860,000	9,000,000
31900 Northeast Polk Roadway Fund	5,717,911	3,621,532	0	0
42010 Utilities Operating Funds	103,897,462	125,237,392	157,037,171	150,543,715
42110 Utilities Capital Expansion Funds	20,739,004	61,093,259	76,860,910	71,953,296
42432 Utilities Bonds	28,546,453	20,937,947	9,941,444	1,758,971
52000 Information Technology Fund	484,500	675,601	751,117	763,781
County Total	360,471,406	672,284,591	772,056,337	652,220,986
University of Florida Contributions	1,385,185	1,385,155	1,426,710	1,426,710
Total Result Area	361,856,591	673,669,746	773,483,047	653,647,696

Personnel

Full Time Equivalents	691	697	715	694
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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 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 20/21 (most recent available) for salaries and benefits, professional development, programming, and technical support to Polk County's office. The partnership funding report is available at <https://extadmin.ifas.ufl.edu/resources/partners-for-progress/>.

Polk Extension's 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, there is a return of \$20 to the community (Alston, Anderson et al).

During the height of COVID, Extension agents were able to keep current clientele engaged and reach new audiences through virtual programming. Since that time, educators have reinstituted in-person services while also providing virtual and online technology-driven education. Extension agents are providing classes in multiple formats and have also used 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 FY 19/20 - FY 21/22 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. The strategic plan will be updated in the FY 22/23 programming year.

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, and it is offered at least twice a year by Extension. In addition to commercial fertilizer applicators, there are more than 1,000 licensed pesticide applicators in Polk County, and many rely on Extension for both training, obtaining CEU's, 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's role in educating operators will remain critically important.

Between September 2021 and September 2022, Statewide citrus acreage fell by 8%. The latest survey does not include impacts from Hurricane Ian in late September 2022 (https://www.nass.usda.gov/Statistics_by_State/Florida/Publications/Citrus/Commercial_Citrus_Inventory/Commercial_Citrus_Inventory_Prelim/ccipr22a.pdf). Despite the decrease in acreage, Polk holds the number two spot of all counties in Florida at 66,969, behind DeSoto County. Again, this does not take Hurricane Ian's impacts into consideration as final damage estimates are not complete. Efforts to sustain the industry are funded at priority levels by federal, state, and private entities. University of Florida research and Extension 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'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 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 to engage youth participants in Polk 4-H through community clubs, in-school, after-school, short-term special interest clubs, and residential camp programs.

Extension'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 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

In FY 22/23, the Board of County Commissioners is providing \$3,132,207 million to Lakeland Area Mass Transit to match dollars 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 21/22, HND worked with nine cities in the County under the Municipal Partners Program to provide oversight for local CDBG projects.

Polk County's FY 21/22 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 is actively spending funds received in the amount of \$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 and mortgage assistance, and various public service projects aiding in the effects of the Coronavirus outbreak for Polk residents including the homeless. These Covid related programs will continue until all funds have been dispersed.

The American Rescue Plan Act (ARP) approved March 11, 2021, awarded Polk County Home ARP funds in the amount of \$5,105,519. These funds are being used towards three multi-family housing developments setting aside 25 units for affordable housing.

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 includes down payment and closing cost assistance, minor home repairs, reconstruction, and new construction. In conjunction with HOME ARP funds, SHIP awarded funds toward multi-family housing developments setting aside 13 units for affordable housing. In July 2021, the Florida Legislature permanently reduced the housing trust funds by splitting 50/50 the total of doc stamps between various programs and the affordable housing trust fund. The commitment to fully fund the housing trust fund continues for FY 22/23, Polk County's SHIP funding is \$5,567,559.

Planning and Development

In FY 21/22, the Building Division permitted 5,110 new residential dwellings (single-family detached, single-family attached, townhouse, and duplex units), which represents around a 3.00% increase over FY 20/21. The monthly average of new residential permits issued was 426. In FY 20/21, the monthly average of new single-family permits was 414. In FY 21/22, the Building Division issued 34,022 total permits compared to 33,842 total permits issued in FY 20/21. Permitting projections for the upcoming fiscal year will depend on multiple economic elements such as housing demand, mortgage rates, cost of materials, and a possible recession. Based on the current trends in the housing market, new housing permits may not maintain the same level as the previous two years and may trend towards levels

maintained in 2019. Staff will have a better picture of where permitting activity is over the course of the next couple months.

In FY 21/22, the Land Development Division (LDD) processed 1,443 applications ranging from Level 1 reviews to Level 5 reviews. This represents a 6.00% decrease compared to FY 20/21 (1,528 applications) but is still 2.00% greater than FY 19/20 (1,414 applications) and 13.00% greater than FY 18/19 (1,282 applications).

Beginning in March 2020, LDD staff began monthly tracking of applications to the same month in 2019 and has continued tracking this through 2022 comparatively to see the effects of the 2020 pandemic and resurgence of COVID variants. In addition, staff is monitoring the impacts the recent housing boom and growth trends have had on Polk County. Polk County had unprecedented growth in 2021; the County had the highest growth rate in the state of Florida and seventh overall in the United States. This growth translated into increased land development project applications. With reports of rising inflation, increasing interest rates, and a resulting cooling of the housing market, application numbers have begun to slow from their peak and returned to the FY19/20 range this year. Staff will continue to monitor housing and economic trends and anticipate market corrections to steady the growth rate for the upcoming year.

During FY 21/22, Polk County Transportation Planning Organization (TPO) completed the development of the Transit Development Plan known as Polk Transit Vision 2032. The Transit Vision Plan evaluates the transit needs of the County for the next ten years and recommends various transit improvements. Safety of all roadway users continues to be the most important issue facing Polk County residents. To improve roadway safety, Polk TPO has launched the Vision Zero Planning process and will be hosting the Gulf Coast Safe Streets Summit in Lakeland in November 2022.

Roads and Drainage

Revenues for the major funds within Roads and Drainage will continue to show increases shown below:

- **Transportation Millage:** A 17.74% increase for FY 22/23, 7.50% for FY 23/24, 4.00% for FY 24/25 and FY 25/26, and 2.00% thereafter.
- **Impact Fee Funds:** The new impact Fee Funds were established in FY 19/20. Revenue in the old Impact Fee Funds is being spent down on projects.
 - No revenue being recorded is in the old Impact Fee Funds
 - 2.00% increase for FY 22/23, FY 23/24, and FY 24/25, then 0.00% thereafter.
- **Transportation Trust Fund:** Revenues have been steady in the current fiscal year. Roads and Drainage is projecting a 1.00% increase for FY 22/23 and flat thereafter. As more electric vehicles begin to hit the roadways, the impact to gas taxes will then need to be identified.

Roads and Drainage has added the following positions:

- One Service Worker, Two Service Worker Operator IIs,
One Service Worker Operator III

Within the CIP, the following major capacity projects will continue in FY 22/23:

- Lake Wilson (CR54-CR532)
- West Pipkin Road (Medulla Road to South Florida Avenue / SR 37)
- CR 557 Widening (US17/92 to I-4)
- Marigold Avenue (Cypress Parkway south to Palmetto Street)
- Cypress Parkway Widening (Poinciana Pkwy to Solivita Boulevard) CURRENTLY ON HOLD DUE TO CFX – SOUTHPORT CONNECTOR PD&E
- Marigold Avenue (Cypress Parkway south to Palmetto Street)

Roads and Drainage has budgeted the following major capacity projects in FY 22/23 in the five-year CIP Plan:

- Thompson Nursery Road Phase One (US 17 to West Lake Ruby Road)
- Thompson Nursery Road Phase One Segment Three (Eloise Loop Road to Railroad Tracks just north of CSX Logistic Center)
- Thompson Nursery Road Phase Two (West Lake Ruby Road to US 27)

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 Utilities 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 sources that have been 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 and South Florida Water Management Districts (SWFWMD, SFWMD, respectively), 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 the SWFWMD, 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 in the three largest service areas, Northwest, Southwest, and especially in the Northeast Regional Utility Service Area (NERUSA, NWRUSA, and SWRUSA, respectively).

Critical expansion areas include Ernie Caldwell Boulevard, US Highway 17/92, and CR 547. In the NWRUSA, Polk County Utilities (PCU) has 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 NWRUSA, as have been completed in the Central Regional Utility 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 planning for the expansion of the Northeast Regional Wastewater Treatment Facility (NERWWTF) to ensure capacity is available for the fastest growing service area in Polk County.

The expansion will increase the capacity from 6.0 MGD to 9.0 MGD, with an ultimate capacity of 12.0 MGD. PCU is also increasing the budget for the 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. This program is not only necessary to provide services with few interruptions, but also to protect the environment from infrastructure failures. PCU is investing in technology to better meet the needs and expectations of the customers and proper management of the assets.

The Division is investing in Advanced Metering Infrastructure to allow the utility and the 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 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. PCU is planning for a rate study in the near future to ensure fiscal sustainability.

PCU continues to face challenges attracting and retaining entry level utility maintenance workers and electricians. The low unemployment rate, lack of skilled workers, and private entity competitive wages have had compounding effects on PCU's ability to fill open positions. The Division has had to mitigate this challenge by utilizing contracted labor at a premium cost.

Cooperative Extension Service

Program Number:	1363
Result Area:	Growth and Infrastructure
Division:	Cooperative Extension Svcs
Section:	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 and Residential Horticulture Extension programs average more than 105,000 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 63,328 acres of citrus and more than 300,000 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.

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

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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
Number of educational contacts (includes group and individual teaching and social media engagement)	1	N/A	395,000	395,000	150,000
Number of educational events taught by agents, program educators, and trained volunteers	1,2,3	N/A	3,500	3,500	3,500
Number of residents and clientele attending learning events*	1		25,725	25,725	25,725
Number of teaching hours by agents, program educators, and trained volunteers (#hours x #participants)	1	N/A	64,312	will not be measured	will not be measured
Number of events hosted at Extension office facility (including non-Extension-related)	4	N/A	400	400	400
Effectiveness Indicators:					
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	N/A	80%	80%	80%
Number of new and returning pesticide applicators trained or proctored (may be duplicates for multiple licenses held by same	2	N/A	76,000 acres	76,000	60,000
75% of Florida Friendly Landscaping program participants will adopt at least one BMP to reduce water consumption in their	1	N/A	450	450	450
Number of Extension volunteer hours donated	2	N/A	75%	75%	75%
50% of nutrition class participants will indicate they are making healthier food choices*	3	N/A	43,000		
	1	N/A	50%	50%	80%
Efficiency Indicators:					
Number of educational contacts per FTE (8.25)	1	N/A	145,950	145,950	45,000
Number of youth taught per 4-H FTE (1.25)	1	N/A	2,500	2,500	2,500

Significant Changes

During FY 22/23, Extension will request reclassification for position #1238 from PG 7 to PG 9. Will also request reclassification for position #1239 from PG 9. New pay grade is not determined.

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	12.00	12.00	12.00	12.00
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy	572,789	690,874	669,610	678,276
Cash/Fund Balance Forward	0	42,000	47,000	47,000
Charges For Services	16,792	30,000	54,272	55,535
Interfund Transfer	10,000	10,000	10,000	10,000
Intergovernmental	46,325	5,000	54,680	54,680
Miscellaneous	53,040	51,995	51,995	61,995
Total Program	698,946	829,869	887,557	907,486
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund	698,946	829,869	887,557	907,486
Total Program	698,946	829,869	887,557	907,486
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	509,304	557,600	587,288	607,679
Operating Expenses	189,642	262,269	295,269	294,807
Grants And Aids	0	10,000	5,000	5,000
Total Program	698,946	829,869	887,557	907,486

Geographic Information System

Program Number:	122
Result Area:	Growth/Infrastructure
Division:	Information Technology
Section:	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, Roads and Drainage, 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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
<i>Workload Indicators:</i>					
# of new incidents/work tickets opened	2	104	120	140	150
# of major mapping applications modified	5	46	45	45	45
# of GIS layers supported	3	360	350	370	390
# of GIS database supported by vendor	1	-	-	-	-
# of GIS vendor software upgraded (desktop/mobile)	2	97	20	100	110
# of maps created	1,3	15	50	10	15
<i>Effectiveness Indicators:</i>					
# of GIS layers modified	2	390	385	400	425
# of GIS database tables modified	2	418	420	425	450
<i>Efficiency Indicators:</i>					
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	5	3	5	5
Training hours per employee	4	40	40	40	40

Significant Changes

The GIS team completed a significant environment refresh that aligned the Enterprise GIS servers with the disaster recovery needs of the BoCC. This refresh included migrating the County's Damage Assessment application to the Cloud. Hosting this application in the cloud proved to be very beneficial during the response to Hurricane Ian, as it was heavily leveraged by staff.

An additional program that has been included in the GIS budget is an Esri Enterprise Advantage Program. This will provide Esri assistance to IT staff for strategic planning and implementation, as well as training that can be leveraged by all County GIS users.

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	3.15	3.35	3.40	3.40
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Information Technology Fund	48,179	0	0	0
Cash/Fund Balance Forward	0	196,843	197,681	197,681
Internal Service Funds	436,321	478,758	553,436	566,100
Total Program	484,500	675,601	751,117	763,781
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Information Technology Fund	484,500	675,601	751,117	763,781
Total Program	484,500	675,601	751,117	763,781
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	300,095	343,766	376,491	389,155
Operating Expenses	135,405	134,992	176,945	176,945
Interfund Transfers	49,000	38,215	0	0
Reserves	0	158,628	197,681	197,681
Total Program	484,500	675,601	751,117	763,781

Building Division

Program Number:	31
Result Area:	Growth and Infrastructure
Division:	Building
Section:	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.
4. Lobby Queue System, with real time status from the County's webpage.

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

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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# new single family residential (SFR) building permits issued	1	4,969	4,800	5,500	6,000
# total building permits issued	1	33,884	32,000	38,750	40,700
# of construction inspections performed	1	182,354	174,400	200,000	210,000
# of driveway inspections performed	1	9,400	8,400	12,500	13,100
# of new contractor complaint investigations conducted	3	218	340	400	420
# Plans Reviewed (Commercial and Residential)	1	16,900	10,000	18,600	19,500
% of owner/builder permits	2	66%	40%	60%	60%
Effectiveness Indicators:					
% of walk through (lobby) permits issued within 4 hours	2	90%	90%	75%	80%
% of online single trade permits issued within 24 hours	2	70%	80%	95%	95%
% of Commercial permits issued within 14 days	2	50%	50%	50%	70%
% of Residential (non walk through) permits issued within 7 days	2	50%	50%	50%	60%
% of construction inspections performed within 24 hours	2	95%	95%	96%	96%
% of Tech on Call inquiries resolved on same day	4	70%	75%	98%	98%
Efficiency Indicators:					
# of construction inspections per inspector per day	1	25	25	30	25
% of total permits issued remotely (non-walk through permitting)	2	85%	85%	85%	85%

Building Division

Significant Changes

Material and supply shortages have had an impact on the construction industry causing the housing supply to not keep up with the demand. However, the FY 21/22 permitting activity has continued to surge, surpassing levels from the same time last fiscal year. Building Division anticipates a continual steady increase in single family and total building permit activity in FY 22/23. The division is also anticipating increasing productivity through new technological innovation that is currently in the implementation stages and will help provide needed and necessary permitting, inspections, land development, and economic development information to customers.

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	78.00	78.00	78.00	78.00
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy	0	33,319	430,654	437,092
Building Funds	0	6,697,729	11,120,395	11,333,680
Cash/Fund Balance Forward	0	11,443,980	14,581,116	13,648,098
Charges For Services	1,072,206	518,750	76,890	78,428
Fines And Forfeitures	5,358	0	0	0
Interest	45,151	149,744	122,511	124,961
Interfund Transfer	142,435	0	0	0
Intergovernmental	7,500	7,500	7,500	7,500
Licenses and Permits	11,949,044	70,522	71,888	72,426
Miscellaneous	35,616	3,322	4,392	4,480
Others (Centrl I/D Inkind/Othr)	(265)	0	0	0
Total Program	13,257,045	18,924,866	26,415,346	25,706,665
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund	1,219,126	460,819	483,154	489,592
Building Funds	12,037,919	18,464,047	25,932,192	25,217,073
Total Program	13,257,045	18,924,866	26,415,346	25,706,665
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	6,217,202	6,742,754	7,067,341	7,321,849
Operating Expenses	2,704,354	2,633,944	4,842,201	4,957,450
Capital Expenses	0	635,000	400,000	300,000
Indirect Expense	652,706	906,595	889,304	889,304
Reserves	0	8,006,573	13,216,500	12,238,062
Total Program	9,574,262	18,924,866	26,415,346	25,706,665

Land Development

Program Number:	440
Result Area:	Growth and Infrastructure
Division:	Land Development
Section:	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 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., 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

Not Mandated ()

Mandated: Federal (X) State (X) Local (X)

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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of Planning Commission and LUHO applications submitted	6	300	300	300	300
# of Pre-Applications submitted	2,6,9	224	224	224	224
# of non-residential construction plans submitted	2,6,9	200	200	200	200
# of residential construction plans submitted	2,6,9	126	126	126	126
# of plats submitted	2,6,9	58	58	58	58
# of floodplain determinations	7,8,9	2,340	2,340	2,340	2,340
# of land use verification letters	2,6,9	306	306	306	306
# Expedited Review Projects	2,6,9	-	-	-	-
# of Pre-Construction Meetings	4,5	140	140	140	140
# Final Walk-Thru	4,5	160	160	160	160
# of Strategic Planning Projects, including SAS/SAP, Revitalization Plans, Corridor Studies	10-13, 15	1	1	1	1
# of Partnering - Joint Planning Projects Maintained	10, 15	2	2	2	2
# of Public/Coordination meetings with Cities and Stakeholders	10-13, 15	15	15	15	15
# of Comprehensive Plan Amendments	10-13, 15	25	25	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
Effectiveness Indicators:					
% of construction plans approved within the TSDA	1,6,9	1	1	1	1
# of non-residential construction plans approved	1,2,6,9	275	275	275	275
# of residential construction plans approved	1,2,6,9	200	200	200	200
# of plats approved/recorded	2,6,9	54	54	54	54
# Completed Partnering/Joint Planning Projects	10, 11, 15	100%	100%	100%	100%
# Completed Strategic Planning Studies and Analyses	10-14	-	-	-	-
Efficiency Indicators:					
# of PC/LUHO cases per FTE planner	1-6	33	33	33	33
# of active construction projects per FTE inspector (per fiscal	1-6	44	44	44	44
# Major Planning Projects per FTE Planner	10-15	3	3	3	3
# of annexations	10,11,13,15	15	15	15	15

Land Development

Significant Changes

The Comprehensive Planning program has been absorbed into the Land Development Division. Significant changes to the Land Development Division budget are reflective of this organizational change.

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	35.00	35.00	41.00	41.00
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy	1,117,929	2,154,502	2,211,751	2,300,962
Utilities Operating Funds	1,130,202	1,129,029	1,202,220	1,240,192
Charges For Services	1,531,164	1,300,000	1,600,000	1,600,000
Fines And Forfeitures	88	0	0	0
Interfund Transfer	2,609	0	0	0
Licenses and Permits	125	250	250	250
Miscellaneous	6,244	1,225	1,225	1,225
Total Program	3,788,361	4,585,006	5,015,446	5,142,629
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund	2,655,550	3,455,977	3,813,226	3,902,437
Utilities Operating Funds	1,132,811	1,129,029	1,202,220	1,240,192
Total Program	3,788,361	4,585,006	5,015,446	5,142,629
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	2,741,455	3,405,582	3,667,910	3,809,477
Operating Expenses	1,046,906	1,179,424	1,347,536	1,333,152
Total Program	3,788,361	4,585,006	5,015,446	5,142,629

Transportation Planning Organization

Program Number:	103
Result Area:	Growth and Infrastructure
Division:	Long Range Planning
Section:	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:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of Board and advisory committee meetings for which staff provides support	1	35	35	30	30
# of updates provided for the Polk County Roadway Network database (Level of service on arterial and collector roads)	2	20	20	1	1
# of updates prepared for the Transit Development Plans and Transportation Disadvantaged Service Plan	4	N/A	N/A	2	2
# of proposed developments analyzed to identify and mitigate associated traffic impacts.	3	5	5	30	30
# of special projects or plans	4	4	3	5	5
# of Public meetings	1,2,3,4	15	15	30	30
# of Regional/Statewide Coordination Meetings/Projects	1,3	20, 1	20, 1	20, 2	20, 2
Effectiveness Indicators:					
Receive annual certification from FDOT and FWHA (no cited improvement areas).	1,3	Yes	Yes	Yes	Yes
# of Special projects completed	4	2	2	5	5
# of Regional/Statewide Coordination projects completed	1,3	-	-	-	-
Efficiency Indicators:					
# of TPO Strategic Plan Projects Completed/Planned for Completion	2,3,4	2	2	12	12

Significant Changes

There are no significant changes to this program.

Transportation Planning Organization

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	8.00	7.00	8.00	8.00
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy	0	0	90,385	94,720
Special Revenue Grants	399,233	1,045,406	1,495,998	1,236,453
Transportation Millage Fund	27,105	28,211	30,117	30,891
Interfund Transfer	23,484	16,700	0	0
Intergovernmental	288,014	837,300	391,621	34,817
Miscellaneous	138,264	0	0	0
Total Program	876,100	1,927,617	2,008,121	1,396,881
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund	0	0	90,385	94,720
Special Revenue Grants	848,995	1,899,406	1,887,619	1,271,270
Transportation Millage Fund	27,105	28,211	30,117	30,891
Total Program	876,100	1,927,617	2,008,121	1,396,881
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	608,404	810,739	976,479	1,012,349
Operating Expenses	227,826	1,027,088	941,935	359,279
Capital Expenses	0	4,500	4,500	4,500
Indirect Expense	39,870	85,290	85,207	20,753
Total Program	876,100	1,927,617	2,008,121	1,396,881

Covid-19 Cares Act

Program Number:	1711
Result Area:	Growth and Infrastructure
Division:	Health & Human Services
Section:	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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
Public Service/Emergency Shelter Grant: # of executed contracts	1,4	8	8	9	-
CDBG: # of clients assisted	1	300	300	275	-
Effectiveness Indicators:					
Public Service/Emergency Shelter Grant: # of persons served	1	400	400	100	-
Efficiency Indicators:					
# of clients remaining in home with COVID assistance	1	300	300	275	-

Significant Changes

Grant to be spent to reach close out date of September 30, 2023 for both CDBG-CV 1 & 3 and ESG-CV 1 & 2.

Covid-19 Cares Act				
Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	1.40	5.50	0.00	0.00
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Special Revenue Grants	18	0	0	0
Intergovernmental	16,737,607	4,764,240	1,865,000	0
Total Program	16,737,625	4,764,240	1,865,000	0
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Special Revenue Grants	16,737,625	4,764,240	1,865,000	0
Total Program	16,737,625	4,764,240	1,865,000	0
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	233,570	400,233	115,572	0
Operating Expenses	15,255,148	369,767	1,304,428	0
Grants And Aids	1,248,907	3,994,240	445,000	0
Total Program	16,737,625	4,764,240	1,865,000	0

Affordable Housing Program

Program Number:	50
Result Area:	Growth and Infrastructure
Division:	Health and Human Services
Section:	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 (X)** **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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
TBRA: # of vouchers available	1	50	50	50	50
SHIP: # of clients assisted	2,4,5	35	78	80	80
SHIP: # of Homebuyer Education Participants	3	981	1,200	1,200	1,200
HOME: # of clients assisted	4,5	56	55	60	60
Effectiveness Indicators:					
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%
Efficiency Indicators:					
SHIP # of owner occupied rehabilitation & demolition/reconstruction	4,5	8	18	18	18
#of jobs established by down payment dollars	3	42	50	50	50
HOME # of demolition/reconstruction jobs	4,5	6	5	10	10

Significant Changes

The increase in budget is due to the increase in SHIP FY 22/23 allocation by \$2.3 million and carryforward of HOME ARP funds.

Affordable Housing Program

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	10.40	4.35	10.80	0.00
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Special Revenue Grants	14	0	0	0
Affordable Housing Assistance Trust Funds	21	0	0	0
Cash/Fund Balance Forward	0	1,895,000	4,190,000	5,500,000
Interest	26,742	50,000	50,000	50,000
Interfund Transfer	315	0	0	0
Intergovernmental	4,999,745	10,998,770	14,204,689	9,826,664
Miscellaneous	1,151,034	350,000	350,000	350,000
Total Program	6,177,871	13,293,770	18,794,689	15,726,664
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund	37,000	0	0	0
Special Revenue Grants	1,439,376	9,098,770	8,737,130	4,358,260
Affordable Housing Assistance Trust Funds	4,701,495	4,195,000	10,057,559	11,368,404
Total Program	6,177,871	13,293,770	18,794,689	15,726,664
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	345,520	336,122	718,235	871,496
Operating Expenses	5,795,187	12,957,648	18,076,454	14,855,168
Interfund Transfers	315	0	0	0
Total Program	6,141,022	13,293,770	18,794,689	15,726,664

Community Improvement Program

Program Number:	51
Result Area:	Growth and Infrastructure
Division:	Health and Human Services
Section:	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 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 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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
Clearance and Demolition: # of demolition referrals	4	85	75	75	75
Clearance and Demolition: # of units demolished	4	13	75	25	25
Capital Projects: Budgeted funds	1,2,3	\$543,867	\$1,800,000	\$1,875,000	\$1,875,000
Capital Projects: # of executed contracts	1,2	11	4	6	6
Public Service/Emergency Shelter Grant: # of executed contracts	1,5	31	14	15	15
Effectiveness Indicators:					
Clearance and Demolition: % of units demolished to units	4	17%	100%	33%	33%
Clearance and Demolition: Cost of service delivery per unit	2	\$7,000	\$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.		920	1,100	1,100	1,100
Efficiency Indicators:					
Clearance and Demolition: # of demolition cases per FTE	1,4	57	120	50	50
Capital Projects: # of projects completed per FTE	2,3	3	4	6	6

Significant Changes

There are no significant changes to this program.

Community Improvement Program

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	9.20	11.15	10.20	0.00
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Intergovernmental	4,285,460	8,120,198	8,284,489	7,802,802
Miscellaneous	223,910	0	125,000	125,000
Total Program	4,509,370	8,120,198	8,409,489	7,927,802
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Special Revenue Grants	4,509,370	8,120,198	8,409,489	7,927,802
Total Program	4,509,370	8,120,198	8,409,489	7,927,802
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	88,411	790,062	821,776	846,202
Operating Expenses	345,965	823,821	920,276	895,850
Capital Expenses	1,285,025	3,792,369	4,035,760	3,675,000
Grants And Aids	2,451,324	2,713,946	2,631,677	2,510,750
Total Program	4,170,725	8,120,198	8,409,489	7,927,802

Real Estate Services

Program Number:	193
Result Area:	Growth and Infrastructure
Division:	Real Estate Services
Section:	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 surplus 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 (x)** **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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# 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
Effectiveness Indicators:					
% of vacations completed	1,2	85%	85%	85%	85%
% of acquired parcels	1,2	100%	100%	100%	100%
Efficiency Indicators:					
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.

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	6.00	7.00	7.00	7.00
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy	225,575	620,603	535,341	493,883
Transportation Millage Fund	241,212	409,384	307,424	315,993
Licenses and Permits	49,000	27,635	30,000	30,000
Miscellaneous	82,945	30,000	75,000	75,000
Total Program	598,732	1,087,622	947,765	914,876
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund	357,520	678,238	640,341	598,883
Transportation Millage Fund	241,212	409,384	307,424	315,993
Total Program	598,732	1,087,622	947,765	914,876
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	476,388	717,454	688,457	706,029
Operating Expenses	118,094	133,168	152,308	151,847
Capital Expenses	0	237,000	102,000	52,000
Refunds	4,250	0	5,000	5,000
Total Program	598,732	1,087,622	947,765	914,876

Survey and Mapping

Program Number:	1559
Result Area:	Growth and Infrastructure
Division:	Roads and Drainage
Section:	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 ()
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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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of Non-CIP survey work requests completed	2,3	143	210	150	150
# of survey requests completed for outside agencies	2,3,5	17	20	20	20
# of CIP Project survey work requests completed	1,5	63	50	60	60
Effectiveness Indicators:					
% of CIP Project surveys completed	1,4,5	100%	100%	100%	100%
Efficiency Indicators:					
% of yearly man-hours applied to work requests	1,2,3,5	90%	75%	90%	90%

Significant Changes

There are no significant changes to this program.

Survey and Mapping

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		18.00	18.00	18.00	18.00
Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Transportation Millage Fund		1,351,374	1,530,973	1,728,347	1,704,761
Miscellaneous		1,900	0	0	0
Total Program		1,353,274	1,530,973	1,728,347	1,704,761
Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
County Transportation Trust Fund		1,900	0	0	0
Transportation Millage Fund		1,351,374	1,530,973	1,728,347	1,704,761
Total Program		1,353,274	1,530,973	1,728,347	1,704,761
Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		1,072,648	1,224,204	1,344,527	1,400,644
Operating Expenses		222,182	306,769	347,820	304,117
Capital Expenses		56,544	0	36,000	0
Total Program		1,351,374	1,530,973	1,728,347	1,704,761

Inspection and Testing

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

I. Program Offer Description:

Provide inspection and testing of the assigned CIP program projects so as to verify that they are constructed 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 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:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of inspections requested for CIP Projects	1,4,5	217	150	150	150
# of tests requested for CIP Projects	1,4,5	1,445	1,000	1,000	1,000
# of permit requests received	3	406	200	200	200
Effectiveness Indicators:					
% 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%
Efficiency Indicators:					
Average cost per permits issued	3	\$125.00	\$125.00	\$125.00	\$125.00

Significant Changes

There are no significant changes to this program.

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	11.00	13.00	13.00	13.00
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Transportation Millage Fund	979,751	1,244,598	1,403,117	1,411,121
Licenses and Permits	41,700	0	0	0
Total Program	1,021,451	1,244,598	1,403,117	1,411,121
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Transportation Millage Fund	1,021,451	1,244,598	1,403,117	1,411,121
Total Program	1,021,451	1,244,598	1,403,117	1,411,121
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	794,428	961,169	1,076,364	1,122,299
Operating Expenses	218,859	248,429	281,753	273,822
Capital Expenses	8,164	35,000	45,000	15,000
Total Program	1,021,451	1,244,598	1,403,117	1,411,121

Roads and Drainage Engineering

Program Number:	1558
Result Area:	Growth and Infrastructure
Division:	Roads and Drainage
Section:	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 (X)** **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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of roads recycled (miles)	3,8	3.00	6.00	6.00	10.00
# of roads maintained with preventative treatment (miles)	3,8	36.00	60.00	65.00	43.00
# of bridges repaired	2	13	14	14	15
# of guardrails repaired	2,7,8	23	46	58	64
# of linear feet of new sidewalk installed	6,7,8	28,042	25,000	25,000	25,000
# of drainage improvement projects managed	5,7,8	15	65	20	25
# of CIP project phases (design, right-of-way, permitting, construction) completed	1,2	15	20	25	30
# of mitigation sites maintained	4,7	9	7	-	-
# of storm water ponds maintained	4,7	160	186	166	166
# of ponds re-certified	4,7	48	70	56	38
# of ADA projects	6,7	5	6	6	6
# of road miles resurfaced	3,7,8	62.00	85.00	88.00	110.00
Effectiveness Indicators:					
Efficiency Indicators:					
Average cost per mile of asphalt recycling	3,8	\$230,500	\$420,000	\$348,000	\$383,000
Average cost per mile of preventative road treatment	3,8	\$24,500	\$25,000	\$35,000	\$38,500
Average cost per linear foot of sidewalk	6,7	\$128	\$100	\$125	\$125
Average cost of in-house recertification per storm water pond	4	\$128	\$128	\$128	\$128
Average cost per mitigation site, per FY	4	\$4,323	\$2,899	\$0	\$0
Average cost per pond for pond mowing, per FY	4	\$907	\$1,130	\$1,134	\$1,134
Average cost per mile for resurfacing	3,7,8	\$107,500	\$120,000	\$147,000	\$162,000

Significant Changes

Engineering is no longer maintaining mitigation sites. The mitigation workload indicator and the mitigation efficiency indicator will be removed next fiscal year.

Roads and Drainage Engineering

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		8.00	8.00	8.00	8.00
Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Transportation Millage Fund		846,932	1,187,991	1,188,662	1,220,234
Total Program		846,932	1,187,991	1,188,662	1,220,234
Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Transportation Millage Fund		846,932	1,187,991	1,188,662	1,220,234
Total Program		846,932	1,187,991	1,188,662	1,220,234
Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		671,925	985,720	970,018	1,004,068
Operating Expenses		175,007	202,271	218,644	216,166
Total Program		846,932	1,187,991	1,188,662	1,220,234

Roadway Maintenance

Program Number:	1561
Result Area:	Growth and Infrastructure
Division:	Roads and Drainage
Section:	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 (x)** **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:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of jurisdictional center line miles	1,9	2,835	2,689	2,697	2,744
# of acres mowed	2	50,576	33,835	31,027	45,092
# of shoulder miles maintained	3,9	50	116	94	85
# of curb miles maintained	7,8	991	1,233	988	1,013
# of culverts repaired, replaced or installed	4	166	219	223	204
# of driveways maintained on the paved/unpaved roadway system	5	304	622	619	523
# of unpaved road miles graded	6,9	4,493	2,048	2,006	2,664
# of miles drainage ditches cleaned	4,7	55	75	69	67
Effectiveness Indicators:					
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
Efficiency Indicators:					
Cost per mile for maintaining paved/unpaved roadway system	1,9	\$5,556	\$5,227	\$5,837	\$5,909
Cost per acre mowed	2	\$13.84	\$19.42	\$17.49	\$15.55
Landscaping cost per curb mile	8	\$381.79	\$296.32	\$340.91	\$362.74
Cost of grading per mile	5,9	\$77.03	\$207.56	\$202.64	\$173.53
Cost of maintenance per driveway (each)	4	\$179.27	\$116.78	\$132.07	\$142.50

Roadway Maintenance

Significant Changes

Board approved four additional FTEs to the Auburndale Maintenance Unit to replace the FTEs that were allocated to the Drainage Program.

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	161.50	160.50	164.50	164.50
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
County Transportation Trust Fund	14,323,407	29,425,089	18,606,412	18,827,003
Interfund Transfer	2,964	0	0	0
Miscellaneous	23,177	16,000	16,000	16,000
Total Program	14,349,548	29,441,089	18,622,412	18,843,003
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
County Transportation Trust Fund	14,349,548	29,441,089	18,622,412	18,843,003
Total Program	14,349,548	29,441,089	18,622,412	18,843,003
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	6,791,116	9,078,172	9,853,615	10,264,977
Operating Expenses	7,558,432	8,354,917	8,760,797	8,570,026
Capital Expenses	0	8,000	8,000	8,000
Interfund Transfers	0	12,000,000	0	0
Total Program	14,349,548	29,441,089	18,622,412	18,843,003

Traffic

Program Number:	202
Result Area:	Growth and Infrastructure
Division:	Roads and Drainage
Section:	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 retroreflector 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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of signs in inventory to maintain (PM)	2,5	133,845	131,500	134,000	134,250
# of school zones in inventory to maintain	3,5	160	170	170	170
# of signs fabricated	2,5	15,422	14,750	15,500	15,500
# of lighting systems in inventory to maintain	3,5	91	93	93	93
# of signals in inventory to maintain	3,5	299	303	305	310
# of traffic studies requested	4	675	750	750	750
Effectiveness Indicators:					
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	15,010	16,660	19,143	19,143
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	75%	100%	100%	100%
Conduct bridge counts on 50% of the bridges in the inventory in a 12 month period	4	0%	100%	0%	0%

Significant Changes

Traffic is no longer conducting bridge counts. This effectiveness indicator will be removed next fiscal year.

Traffic

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	32.00	32.00	32.00	32.00
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Transportation Millage Fund	3,541,054	3,796,742	4,193,686	4,134,606
Miscellaneous	160,553	1,184,025	1,184,025	1,184,025
Total Program	3,701,607	4,980,767	5,377,711	5,318,631
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Transportation Millage Fund	3,701,607	4,980,767	5,377,711	5,318,631
Total Program	3,701,607	4,980,767	5,377,711	5,318,631
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	1,859,029	2,093,295	2,267,694	2,395,755
Operating Expenses	1,814,473	2,636,972	2,839,192	2,872,051
Capital Expenses	28,105	250,500	270,825	50,825
Total Program	3,701,607	4,980,767	5,377,711	5,318,631

Drainage

Program Number:	1163
Result Area:	Growth and Infrastructure
Division:	Roads and Drainage
Section:	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.

This Program is:	Not Mandated ()	Mandated: Federal (X) State (X) Local (X)
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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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of square yards maintained by mowing contract	1	2,323,200	2,804,918	2,381,280	2,440,812
# of square yards maintained by ATEs	2	3,257,320	2,658,200	2,724,700	2,792,700
# of Citizen Requests	3	409	570	520	530
Effectiveness Indicators:					
% 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	92%	95%	95%	95%
Efficiency Indicators:					
Avg. cost per square yard to maintain outfalls by ATEs	2	\$0.49	\$0.73	\$0.54	\$0.60
Avg. response time (Business Days) to resident requests	3	2	2	2	2
Avg. cost per square yard to maintain outfalls by contract	1	\$0.07	\$0.05	\$0.07	\$0.08
Maintenance cost per square mile under jurisdictional responsibility (1,795 square miles)	1,2	\$905.78	\$1,081.00	\$947.97	\$974.93

Significant Changes

There are no significant changes to this program.

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	6.00	6.00	6.00	6.00
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy	1,236,348	1,624,479	1,710,980	1,725,335
Transportation Millage Fund	294,066	0	0	0
Miscellaneous	82	0	0	0
Total Program	1,530,496	1,624,479	1,710,980	1,725,335
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund	1,236,430	1,624,479	1,710,980	1,725,335
Transportation Millage Fund	294,066	0	0	0
Total Program	1,530,496	1,624,479	1,710,980	1,725,335
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	698,975	410,894	459,636	475,290
Operating Expenses	831,521	1,178,585	1,216,344	1,215,045
Capital Expenses	0	35,000	35,000	35,000
Total Program	1,530,496	1,624,479	1,710,980	1,725,335

GIS Asset Management

Program Number:	1710
Result Area:	Growth and Infrastructure
Division:	Roads and Drainage
Section:	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 (MAQA) inspections
- 8 Staff continued education in fields of asset management and GIS

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of requests for asset information	1,8	-	12,560	-	-
# of service requests	2,3	185	-	150	150
# of asset inspection work orders	1	3,921	-	3,365	3,365
# of County Roads evaluated for PCI (every two years)	5	6,123	-	6,123	-
# of MQA segments evaluated (yearly)	7	-	1,600	385	385
Effectiveness Indicators:					
% of County Roads evaluated for PCI (every two years)	5	90%	0%	100%	0%
% of MQA segments completed (new)	7	1%	100%	100%	100%
Efficiency Indicators:					
Service Request Closure Rate	3,6	97%	0%	95%	95%
Work Order Closure Rate	1	5%	0%	80%	80%
Average Task Resolution Time (days)	3,5,6	3.42	0.00	3.50	3.50

GIS Asset Management

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. The new MMS is expected to go-live in late 2022. The Performance Objectives that have been set for the next 2-3 years are mostly qualitative so as to prepare 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. Division is proposing the addition of an additional AM Technician to aid in field asset tasks and are making use of GIS student interns during part of the year to aid in longstanding GIS projects. Workload Indicators are being redefined based on the completion of phases of the new MMS.

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	8.00	9.00	10.00	10.00
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Transportation Millage Fund	719,040	833,247	1,212,560	1,196,504
Total Program	719,040	833,247	1,212,560	1,196,504
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Transportation Millage Fund	719,040	833,247	1,212,560	1,196,504
Total Program	719,040	833,247	1,212,560	1,196,504
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	583,215	647,977	743,179	765,885
Operating Expenses	116,525	185,270	414,881	430,619
Capital Expenses	19,300	0	54,500	0
Total Program	719,040	833,247	1,212,560	1,196,504

Customer Service

Program Number:	213
Result Area:	Growth and Infrastructure
Division:	Utilities
Section:	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: **Not Mandated** () **Mandated: Federal** () **State** () **Local** (X)

III. Performance Objectives:

- 1 Provide support establishing new services for customers
- 2 Provide customer call center to provide account support to new and existing customers
- 3 Track and monitor performance of support provided
- 4 Accurately accept and process walk-in customer payments, setting up new accounts and account changes

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of new services order processed annually	1,3	11,676	15,179	19,732	25,652
# of new customer accounts processed annually	1,3	11,676	15,179	19,732	25,652
# of walk-in over the counter payments (only) processed annually	1,3	13,656	17,753	-	-
# of water conservation audits	2	998	1,297	-	-
# of drop box payments processed annually	4	1,693	2,201	-	-
# of phone calls received annually	2,3	119,215	122,791	125,247	126,500
# of phone calls answered annually	2,3	10,507	12,083	12,325	12,571
# of phone calls abandon annually	2,3	18,708	(14,031)	(10,456)	(8,888)
# of service and work orders issued annually	2,3	3,047	3,199	3,359	4,535
# of calls reviewed for quality assurance	2,3	75	242	370	251
# of Admin payments processed annually (<i>mailed payments PCU processed</i>)	4	14,005	14,705	14,999	15,299
# of arrangements made annually	2	7,080	22,566	-	-
Effectiveness Indicators:					
% of new services/customer accounts processed accurately	1,3	96.0%	98.0%	99.0%	99.0%
% of payments processed without error	4	99.0%	100.0%	100.0%	100.0%
% of calls processed without complaints	2,3	99.0%	98.0%	98.0%	98.0%
% of service orders processed without error	1,2,3	99.0%	99.0%	99.0%	99.0%
% of abandon calls	2,3	16.1%	8.0%	8.0%	8.0%
% of quality calls reviewed	2,3	0.0%	1.0%	1.0%	1.8%

Significant Changes

Performance Objectives, Workload Indicators and Effectiveness indicators were refined to better fit the operation and its service focus to the customer. Division broke down payment type totals to monitor in more specific terms. SMART goal factors were used, which drive goals being measureable and obtainable.

Abandoned call numbers have been adjusted to reflect the efforts to reduce that quantity. Abandoned calls are when a customer hangs up while waiting to be answered.

Imaging of documents was removed due to it not being a performance related KPI.

Customer Service

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	23.69	23.69	27.69	27.69
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds	1,490,773	2,044,964	2,240,349	2,243,561
Interest	14,130	0	0	0
Total Program	1,504,903	2,044,964	2,240,349	2,243,561
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds	1,504,903	2,044,964	2,240,349	2,243,561
Total Program	1,504,903	2,044,964	2,240,349	2,243,561
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	1,098,278	1,350,456	1,433,091	1,515,410
Operating Expenses	406,625	672,592	739,247	596,598
Capital Expenses	0	21,916	68,011	19,553
Reserves	0	0	0	112,000
Total Program	1,504,903	2,044,964	2,240,349	2,243,561

SCADA

Program Number:	216
Result Area:	Growth and Infrastructure
Division:	Utilities
Section:	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 ()
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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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
Work Orders Processed	2,3,6,7	325	325	325	350
Number of CIP Projects Supported	1,3,4	15	15	15	15
Number of Facilities with SCADA systems to maintain	1-5	240	240	316	350
Number of SCADA Implementation Projects	1-5	24	24	24	24
Number of SCADA R&R Projects	1-5	12	12	12	12
Quantity of SCADA computer/PLC hardware	1-5	380	380	380	420
Quantity of SCADA software licenses	1-5	85	85	85	85
Number of network/communication devices	1-5	416	416	416	450
Number of locks and keys maintained in the cyberlock system	6	980	980	980	980
Number of CCTV cameras maintained	6	80	80	80	80
Effectiveness Indicators:					
Average Lag time of work orders being processed	2,3,6,7	10 days	10 days	8 days	6 days
% of CIP Projects (having SCADA) fully supported	1,3,4	100%	100%	100%	100%
% of Utility Systems having SCADA interface	1-5	66%	66%	70%	75%
% of SCADA software/hardware updated and patched	1-5	85%	85%	85%	85%
% of Communication Uptime and Data Integrity	1-5	99%	99%	99%	99%
% of Utility systems visited annually for maintenance, cleaning, and inspection	2,3	85%	85%	85%	85%
% of CCTV cameras operational and video stored	6	85%	85%	85%	85%
% 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

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		6.00	6.00	6.00	6.00
Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds		1,354,914	1,811,823	1,915,425	2,027,345
Total Program		1,354,914	1,811,823	1,915,425	2,027,345
Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds		1,354,914	1,811,823	1,915,425	2,027,345
Total Program		1,354,914	1,811,823	1,915,425	2,027,345
Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		510,261	593,466	622,540	645,997
Operating Expenses		844,653	1,130,357	1,199,605	1,281,071
Capital Expenses		0	88,000	93,280	100,277
Total Program		1,354,914	1,811,823	1,915,425	2,027,345

Utilities Metering

Program Number:	437
Result Area:	Growth and Infrastructure
Division:	Utilities
Section:	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: **Not Mandated ()** **Mandated: Federal () State (X) Local (X)**

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:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of meters to be read monthly manually	1	6,996	8,000	6,000	6,000
# of meters to be read monthly electronic reads	1	76,462	72,000	81,000	85,050
# of potable and reclaim installations for new service annually	2	3,437	2,950	3,608	3,788
# of meter change outs annually	1,2	15,637	17,500	16,000	16,000
# of work/service orders issued to service techs annually	1,2	67,962	67,400	72,000	75,600
# of work/service orders issued to contractors annually	1,3	25,492	25,200	27,000	28,300
# of meters maintained	1,2	13,639	70,000	81,000	85,050
# of water conservation audits	1,2	2,148	2,100	2,200	2,310
Effectiveness Indicators:					
% of meters read accurately	1	99.1%	98.0%	98.0%	98.0%
% of meters installed without error	2	99.9%	99.9%	99.9%	99.9%
% of accounts processed for cut off without error	1,2	100.0%	99.9%	99.9%	99.9%
% of meters maintained	1	17.0%	100.0%	100.0%	100.0%
% of new meter sets installed within 15 days	2	100.0%	100.0%	100.0%	100.0%

Significant Changes

There are no significant changes for this program

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	19.53	19.53	19.53	19.53
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds	5,114,674	4,994,617	5,186,483	5,120,684
Total Program	5,114,674	4,994,617	5,186,483	5,120,684
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds	5,114,674	4,994,617	5,186,483	5,120,684
Total Program	5,114,674	4,994,617	5,186,483	5,120,684
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	806,096	1,247,032	1,349,189	1,357,313
Operating Expenses	552,050	1,468,223	1,555,463	1,513,572
Capital Expenses	3,756,528	2,279,362	2,281,831	2,249,799
Total Program	5,114,674	4,994,617	5,186,483	5,120,684

Utilities - Back Flow/Large Meters

Program Number:	412
Result Area:	Growth and Infrastructure
Division:	Utilities
Section:	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 (X) State (X) Local (X)**

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:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of inspections for cross connections performed	1,6	39	40	40	40
# of back flow devices tested	2,4	2,567	2,707	2,800	3,100
# of reclaim inspections conducted	1,3	244	220	350	385
# of commercial meters tested	2,5	358	465	600	625
# of commercial meters installed	4	250	175	300	325
# of commercial meters replaced due to end of life cycle	4,5	320	420	275	275
# of quality verification work orders for reclaim inspections	3,5	218	218	160	175
Effectiveness Indicators:					
# of inspections for cross connections resolved	1	4.00	5.00	5.00	5.00
% 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%	4.0%	4.0%	4.0%
% 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

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		5.43	5.43	5.43	5.43
Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds		780,428	889,883	925,077	954,334
Total Program		780,428	889,883	925,077	954,334
Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds		780,428	889,883	925,077	954,334
Total Program		780,428	889,883	925,077	954,334
Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		349,946	379,916	383,818	397,379
Operating Expenses		430,482	508,471	539,688	556,543
Capital Expenses		0	1,496	1,571	412
Total Program		780,428	889,883	925,077	954,334

Water Resources Enforcement

Program Number:	1511
Result Area:	Growth and Infrastructure
Division:	Utilities
Section:	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 (X) Local (X)**

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:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of violations issued by PCU Enforcement	1,2,4,5	13	10	10	10
# of citations issued by PCSO	1	169	93	90	80
# of warnings issued by PCU Enforcement	1,2,4,6	52	68	60	60
# of warnings issued by PCSO	4	839	402	340	300
# of notice of hearings and case files prepared for	1,2,4	101	68	50	40
# of calls related to water resource enforcement	1,2	3,337	1,394	1,200	1,100
# of contested case appearances	1,2,3,4	-	1	-	-
# of impositions of liens by Special Magistrate	1,2,3,4,5	98	93	90	80
# of Biosolids related permits issued	1,2,5,6	7	5	5	5
# of Land application complaints investigated (external)	1,2,5	1	-	5	5
# Observed Ord. 95-69 violations referred to DEP/DOH	1,2,4,5	1	-	5	4
# Land biosolid application sites inspected (routine)	1,2,5	131	20	5	5
# Routine IP/FOG inspections	ALL	172	175	200	210
# Issued IP/FOG Notice of Violations	1,2,3,4,5	28	32	30	30
# IP UCRM 6E enforcement actions	1,2,3,4,5	-	-	-	-
# of hours worked by PCSO	1,2,4,5,6	926	532	550	600
# legal postings of non-compliant property	1,2,5,6	67	45	40	35
# of water conservation public education events	5,6	3	4	5	6
Effectiveness Indicators:					
% repeat WRE violators	ALL	17%	22%	20%	15%
% of violation recipients actually lowering water use	ALL	N/A	N/A	60%	65%
% of cases upheld by magistrate	ALL	100%	100%	100%	100%
% of scheduled hours actually worked	1,2,4,5,6	90%	87%	100%	100%
# of FOG re-inspections to assure compliance after Notice	1,2,3,4,5	28	175	125	135
Efficiency Indicators:					
Cost of processing per case	1,2,6	\$34.25	\$34.25	\$34.25	\$34.25
# of citations/warnings issued per hour worked	1,2,4,5,6	1.07	1.12	1.00	1.00

Significant Changes

A position was transferred from the Regulatory Affairs Program (PG403) to assist with conservation activities and training.

Water Resources Enforcement

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		4.50	4.50	5.50	5.50
Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds		415,549	1,162,489	1,206,899	1,136,997
Enterprise Funds		29,890	0	0	0
Fines And Forfeitures		120	0	0	0
Miscellaneous		65,369	19,000	0	0
Others (Centrl I/D Inkind/Othr)		1,989	0	0	0
Total Program		512,917	1,181,489	1,206,899	1,136,997
Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds		512,917	1,181,489	1,206,899	1,136,997
Total Program		512,917	1,181,489	1,206,899	1,136,997
Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		346,395	359,401	408,876	425,744
Operating Expenses		166,522	822,088	680,023	711,253
Capital Expenses		0	0	118,000	0
Total Program		512,917	1,181,489	1,206,899	1,136,997

Infrastructure Information Section

Program Number:	214
Result Area:	Growth and Infrastructure
Division:	Utilities
Section:	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 20/21	Actual FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
Sunshine State One Call of Florida, Inc. (SSoCoF)---# Locate Tickets Processed	2,4,5	22,040	25,932	26,710	27,378
SSoCoF-- # Emergency Tickets Received	2,4,5	220	250	263	276
Projects submittals logged in PCU master database	1,4	1,006	979	1,028	1,079
Projects submittals/documents scanned and loaded in document control system	1	3,707	3,217	3,378	3,547
Miles of utility lines maintained in GIS	2,3	1,779	1,616	1,664	1,714
Effectiveness Indicators:					
% of SSoCoF tickets (work orders) processed/closed within	2,4,5	85%	82%	80%	78%
% Emergency tickets from SSoCoF processed/closed within	2,4,5	85%	75%	80%	80%
% Project submittals logged, scanned and distributed same	1,4	80%	85%	80%	80%
% of SSoCoF tickets closed as "Marked" or "No Conflict"	2,4,5	85%	90%	85%	85%
% of utility lines created and/or edited in GIS	2,3,4,5	3.0%	4.0%	3.0%	3.0%

Significant Changes

There are no significant changes in this program.

Infrastructure Information Section

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		14.00	14.00	14.00	14.00
Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds		1,337,571	1,918,368	2,135,617	2,273,232
Total Program		1,337,571	1,918,368	2,135,617	2,273,232
Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds		1,337,571	1,918,368	2,135,617	2,273,232
Total Program		1,337,571	1,918,368	2,135,617	2,273,232
Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		933,131	1,364,608	1,595,809	1,670,743
Operating Expenses		345,199	531,060	514,808	564,989
Capital Expenses		59,241	22,700	25,000	37,500
Total Program		1,337,571	1,918,368	2,135,617	2,273,232

Regulatory Affairs

Program Number:	403
Result Area:	Growth and Infrastructure
Division:	Utilities
Section:	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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of PCU water and wastewater permit applications submitted	1,2,5	8	4	4	4
# of capacity summary reports prepared	1,2,5	4	4	4	4
# of Grant Funding applications prepared/submitted for	1,2,3	4	-	2	2
# of AST inspections (registered/non-registered,	1,5,6	497	497	500	505
# of development/CIP applications/clearances reviewed	1,2,4,5	182	186	180	175
# of system hydraulic modeling requests	1,2,4,5	30	24	25	20
# of inspection evaluations and sanitary surveys received	1,2	59	59	60	60
# of abnormal events submitted and Public Notices required	1,2,6	46	45	30	25
# of environmental monitoring (EMP) events	1,2	1,011	1,011	1,015	1,020
# of regulatory submittals made (RAIs, and not otherwise	ALL	711	711	800	900
# of public notices issued	1,4,5,6	1	1	-	-
# of meter connection fee worksheets prepared (temp., comm., res., etc.)	1,4,5	312	449	400	350
# of Utility Infrastructure Development Agreements	1,5	5	5	5	6
# of concurrency reviews and certificates prepared/approved	1,4,5	47	81	85	85
# of inspections for Stormwater Management Systems	1,2	4	4	5	6
# of model reviews (water and wastewater)	1,2,4,5	94	170	115	110
# of data requests received (from other sections or consultants)	All	10	10	15	20
Effectiveness Indicators:					
# of grant funding contracts awarded	1,2,3	1	3	-	2
% of actual AST inspections/required inspections performed	1,2	100%	100%	100%	100%
% of water use surveys < 10% water loss	1,2,5	86%	71%	100%	100%
Efficiency Indicators:					
% 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	100%	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	100%	100%	100%	100%
% of permit applications/CIP permit applications and clearances within three days	1,2,4,5	N/A	N/A	100%	100%

Significant Changes

The transfer of Senior Environmental Specialist position to PG1511 Water Resource Enforcement is the only significant

Regulatory Affairs

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	10.50	11.50	10.50	10.50
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds	1,758,603	3,076,694	3,155,802	3,291,790
Utilities Bonds	10,000	0	0	0
Total Program	1,768,603	3,076,694	3,155,802	3,291,790
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds	1,758,603	3,076,694	3,155,802	3,291,790
Utilities Bonds	10,000	0	0	0
Total Program	1,768,603	3,076,694	3,155,802	3,291,790
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	886,196	1,057,329	1,168,989	1,214,445
Operating Expenses	851,523	2,013,665	1,986,813	2,077,345
Capital Expenses	30,884	5,700	0	0
Total Program	1,768,603	3,076,694	3,155,802	3,291,790

Electrical & Mechanical Maintenance

Program Number:	76
Result Area:	Growth and Infrastructure
Division:	Utilities
Section:	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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
Check plant for security	1,2,3,4	850	953	975	975
Respond to electrical power and SCADA outages	1-5	745	2,100	2,300	2,300
Attend and provide technical input at pre-cons, inspection, and start-up on new systems	1,2,3,4	30	64	75	75
Maintain instrumentation/mechanical to conform according FDEP compliance	1,2,3,4	2,950	3,180	3,800	3,800
Implementation of new instrumentation equipment and support	1,2,3,4	225	615	415	415
# of lift stations with pumps and equipment to P.M.	1,2,3,4	368	360	375	375
Maintain telemetry system	1,2,3	375	420	450	450
# of motor to pump alignment	1,2	55	600	200	200
# of equipment and structures that require painting	1,2,3	485	800	825	825
# of weld and fabricate jobs	1,2,3,4	355	450	400	400
Various schedule equipment inspections	1,2,3,4	16,250	17,200	17,500	17,500

Significant Changes

Due to the increasing amount of lift stations, size of lift stations, and complexity of the pumping systems, four positions were added for FY 22/23.

Electrical & Mechanical Maintenance

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		51.00	51.00	55.00	55.00
Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds		9,369,945	13,025,078	15,445,367	17,129,467
Total Program		9,369,945	13,025,078	15,445,367	17,129,467
Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds		9,369,945	13,025,078	15,445,367	17,129,467
Total Program		9,369,945	13,025,078	15,445,367	17,129,467
Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		2,431,462	4,066,110	4,642,262	4,825,341
Operating Expenses		6,805,428	8,558,968	9,441,605	12,304,126
Capital Expenses		133,055	400,000	1,361,500	0
Total Program		9,369,945	13,025,078	15,445,367	17,129,467

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

Program treats wastewater and monitors and controls wastewater treatment.

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.

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 |

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
Chemical Costs:	1,2,3	\$ -	\$1,070,000	\$1,200,000	\$1,200,000
Biosolids Produced (Dry Tons):	1,2,3	2034.36	2202.72	2202.72	2302.72
Electrical Costs:	1,2,3		\$2,919,380	\$2,919,380	\$2,919,380
Biosolids/Sludge Hauling Costs:	1,2,3	\$ 240,142	\$ 418,464	\$ 596,786	\$ 700,000
Permitted wastewater Capacity in MGD. on a monthly averaged	1,2,3	13.090	14.109	14.109	14.109
Total gallons of Reuse/Reclaim Produced:	1,2,3	6.810	7.876	8.942	10.008
Actual wastewater received and treated in mgd per month:	1,2,3	7.100	8.429	9.758	11.087
Effectiveness Indicators:					
% of wastewater treated to permitted:	1,2,3	54%	60%	69%	79%
Efficiency Indicators:					
Direct cost per thousand gallons treated:	1,2,3	\$ -	\$3.94	\$3.94	\$3.94

Two Lead Operators were added for FY 22/23 to keep up with the demand of a growing utility system.

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Water Plant Operations

Program Number:	401
Result Area:	Growth and Infrastructure
Division:	Utilities
Section:	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:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
Site check (test, observe all critical functions) hours per year	1,2	27,750	29,120	29,120	28,400
# of samples collected per year	3	8,400	8,400	8,400	8,400
Permitted potable water produced and treated annual average daily flow (mgd)	1	31.713	31.713	31.713	31.930
Actual potable water produced and treated annual average daily flow (mgd)	1	15.864	17.528	17.528	18.083
Effectiveness Indicators:					
# of customer complaints about discolored water	1,4	25	25	20	20
# of customer complaints about foul odor water	1,4	56	40	35	35
# of customer low pressure complaints	1,4	45	45	40	40
Efficiency Indicators:					
Direct costs per thousand gallons produced	1,4	\$0.700	\$0.890	\$0.962	\$0.879

Significant Changes

There are no significant changes in this program.

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	19.00	19.00	19.00	19.00
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds	4,418,971	6,155,514	6,384,084	6,101,353
Total Program	4,418,971	6,155,514	6,384,084	6,101,353
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds	4,418,971	6,155,514	6,384,084	6,101,353
Total Program	4,418,971	6,155,514	6,384,084	6,101,353
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	1,310,222	1,514,869	1,591,523	1,639,418
Operating Expenses	3,009,729	4,317,645	4,682,561	4,416,935
Capital Expenses	99,151	323,000	110,000	45,000
Grants And Aids	(131)	0	0	0
Total Program	4,418,971	6,155,514	6,384,084	6,101,353

Underground Maintenance

Program Number:	1222
Result Area:	Growth and Infrastructure
Division:	Utilities
Section:	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.

This Program is: **Not Mandated ()** **Mandated: Federal () 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 Respond to and correct emergency situations in all systems

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Budget FY 22/23	Projected FY 23/24
Workload Indicators:					
Conduct a minimum of three inflow and infiltration studies of collection systems	1	4	7	7	10
Install pressure regulating valves in potable water systems to improve system performance	2	1	1	1	3
Attend and provide technical input at pre-cons, inspections, and start-ups on new systems	1,2,3	349	325	325	338
Oversee system tie-ins	1,2,3	262	295	295	275
# sewage back-ups responded to annually	1,4	197	180	180	150
# of potable water main breaks repaired annually	2,4	141	125	125	140
# of reclaimed water line breaks repaired annually	3,4	81	83	83	110
# of residential meters replaced or repaired	2	307	480	480	410
Footage of collection system lines cleaned with jet trucks	1	81,204	150,000	150,000	150,000
# Reclaim Activation and Testing	1,2,3	14	12	12	15
# of unscheduled maintenance visits performed on lift stations	1	575	1,020	1,020	600
# of fire hydrants exercised	1	2,117	2,100	2,100	2,100
# of isolation valves exercised per 62-555 regulatory	1	2,966	2,400	2,400	2,400
# of dead end lines flushed as per 62-555 regulatory	1	2,188	2,200	2,200	2,200
Lift Stations visits to clean annually	1	2,226	2,400	2,400	2,400
footage of collection system inspected	1	113,280	150,000	150,000	150,000
# of potable water service line breaks repaired annually	2,4	490	600	600	575
Effectiveness Indicators:					
Inflow and infiltration studies completed	1	57%	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	82%	79%	79%	79%

Significant Changes

There are no significant changes for this program.

Underground Maintenance

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	37.00	45.00	45.00	45.00
Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds	6,182,635	5,812,840	8,584,967	7,785,708
Interfund Transfer	450	0	0	0
Miscellaneous	7,176	0	0	0
Total Program	6,190,261	5,812,840	8,584,967	7,785,708
Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds	6,190,261	5,812,840	8,584,967	7,785,708
Total Program	6,190,261	5,812,840	8,584,967	7,785,708
Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	2,096,315	2,398,465	2,728,436	2,855,389
Operating Expenses	4,081,296	2,894,602	4,841,258	4,860,046
Capital Expenses	12,650	480,000	975,500	30,500
Reserves	0	39,773	39,773	39,773
Total Program	6,190,261	5,812,840	8,584,967	7,785,708

Utilities CIP Inspection

Program Number:	1644
Result Area:	Growth and Infrastructure
Division:	Utilities
Section:	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 ensuring 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 CSR 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. The inspection group provides inspection services for R/R projects rehab of existing facilities, repair of existing facilities and field project management.

This Program is:	Not Mandated (X)	Mandated: Federal () State (X) Local (X)
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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
- 7 Inspect Erosion control means and methods observations of stormwater piping and control structures including pond construction
- 8 Sanitary sewer piping CCTV, REHAB lining, Lateral lining, MH rehab and coating: Liftstation REHAB: New Liftstation construction, Air release rehab vault removal

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
Assigned projects	ALL	13	16	22	21
LS35, CRUSA WTF, Spirit Lake Road, CRUSA Improvements WI&WJ, FDC	ALL	-	-	-	-
Groove RCV	ALL	-	-	-	-
Ewell Road, West Daughtery Road WM, US27 AC WM replacement	ALL	-	-	-	-
Village Circle, Wall St., Old Colony, Fenway road, Meadow Wood WM	ALL	-	-	-	-
540A 12" WM extension, Gibson Oak WTF, Cherry Hill WTP, Sherwood	ALL	-	-	-	-
Dinner lake south storage & Booster, Ernie Caldwell RCW, CR547 RCW	ALL	-	-	-	-
		-	-	-	-
Effectiveness Indicators:					
Water, Sewer and Reclaim mains observed	ALL	10	16	21	21
New water plant construction	ALL	2	2	2	2
Road widening projects utility adjustment	1-5	3	3	1	1
Waste Water plant expansion	1-5	3	3	1	1
Water Treatment facility upgrades	ALL	3	2	0	0
Lift station rehab	1,4	8	0	4	4

Significant Changes

There are no significant changes for this program.

Utilities CIP Inspection

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		3.00	3.00	3.00	3.00
Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds		316,504	360,015	383,680	390,453
Total Program		316,504	360,015	383,680	390,453
Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds		316,504	360,015	383,680	390,453
Total Program		316,504	360,015	383,680	390,453
Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		223,845	233,830	249,611	256,382
Operating Expenses		92,659	124,325	132,209	132,211
Capital Expenses		0	1,860	1,860	1,860
Total Program		316,504	360,015	383,680	390,453

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