

FISCAL YEAR 2021-2022 BUDGET



CITY OF AVON PARK
Highlands County, Florida

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Mayor and City Council



Garrett Anderson, Mayor
Term Expires: November 2022



Jim Bernard, Deputy Mayor
Term Expires: November 2022



Brenda Gray
Councilmember
Term Expires:
November 2021



Maria Sutherland
Councilmember
Term Expires:
November 2021



Shirley Johnson
Councilmember
Term Expires:
November 2021



September 27, 2021

To the Honorable Mayor and Members of the City Council, and Citizens of the City of Avon Park, Florida.

The City Manager and the Interim Finance Director are pleased to present the proposed annual operating and capital budget for the City of Avon Park, Florida for the fiscal year October 1, 2021 through September 30, 2022. The proposed budget was prepared in accordance with generally accepted accounting principles and all applicable City, State, and Federal requirements. We believe this budget will meet the challenges before us and set the stage for Avon Park's continued success.

The budget document is a financial plan, intended to articulate the goals and objectives set forth by the City Council. We are proud of the efforts made by staff to formulate a document that demonstrates the financial health of our community and that will serve as a meaningful and useful tool to monitor our financial progress.

Introduction

The City of Avon Park operates under the City Council/City Manager form of government. Policy-making and legislative authority are vested in a City Council consisting of a mayor, a deputy mayor and three City Council members. The City Council is responsible for establishing policy, passing ordinances and resolutions, adopting the budget, appointing committees and other duties. The City Manager is responsible for carrying out the policies established by the City Council, and overseeing the day-to-day operations of the City. The City Council is elected on a nonpartisan basis, and members serve three-year staggered terms. The mayor is elected to serve a three-year term. The City of Avon Park provides a full range of services, including law enforcement and fire protection; construction and maintenance of streets, sidewalks and other infrastructure; engineering; planning and community development; code enforcement; recreational programs; as well as administration and support services. In addition, the City operates enterprise funds for Water, Wastewater and Solid Waste services.

Budget Presentation

The annual operating and capital budget is presented in nine sections: 1) City Information; 2) Budget Summary; 3) General Fund Budget, including line-item detail; 4) Infrastructure Fund Budget; 5) Community Redevelopment Funds; 6) Water & Wastewater Fund Budget, including line-item detail; 7) Airport Fund Budget; 8) Solid Waste Fund, including line-item detail and 9) Capital Improvement Plan. The City Information section includes this budget message and a budget summary by fund. The Budget Fund sections include a summary and corresponding line-item detail. The Capital Improvement Program section includes the major capital improvements planned over the next five-year period.



Budget in Brief

The proposed FY21/22 budget totals \$38,611,420 for all funds. This represents an increase of \$2,844,570 or 15.6% over the 2021 budget. The proposed General Fund Budget expenses total \$6,702,700 an increase of \$963,890 or 16.8% compared to last year's budget. Capital expenditures in this year's budget total \$1,647,830 for improvements/equipment for street, sidewalk and curb improvements, stormwater & drainage, parks & recreation, law enforcement, general government and fire department. The Special Revenue Funds, which are monies restricted for specific purposes total \$20,000 a decrease of \$220,000. The Solid Waste Fund decreased \$27,492. Finally, the Enterprise Funds decreased by \$2,225,760 and is attributed to a decrease in capital projects for water and wastewater.

Budget Highlights

Significant factors included in the proposed budget include:

A Millage rate of 2.2400 per \$1,000 of assessed value; which represents an increase of 1.24 mills from the previous year.

The City's taxable value increased \$15,241,570, which provided an additional \$684,740 in ad valorem tax revenue.

The Interlocal agreement with Highlands County Sheriff's Office increased \$604,330, which includes two additional patrol units and two new patrol sergeants.

- Significant capital costs include:

- Governmental Services:

New roof at City Hall,	\$100,000
Audio & Video system for Council Chambers	\$100,000

- Public Safety:

- Law Enforcement:

Vehicles	\$165,830
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- Fire Department:

Command Vehicle	\$ 62,000
SCBA Bottles and Bunker Gear	\$ 15,000
Fire Hydrant Replacement	\$ 75,000

- Streets:

Improvements	\$ 50,000
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- Transportation:

Street Improvements	\$500,000
Sidewalks and Curbs	\$100,000
Stormwater & Drainage	\$200,000

- Parks and Recreation:

New Roof at Community Center	\$250,000
Vehicle	\$ 30,000

- One new full-time Plant Operator and reclassify a part-time Administrative Assistant Clerk to full-time.



Budget Overview

Individual Fund Overview the City prepares budgets for governmental, water waste water and solid waste funds. The following section provides a brief overview of each fund.

Governmental Funds

General Fund - The proposed FY21/22 general fund budget is balanced at \$11,258,850, an increase of 13.8% from the FY20/21 budget. Projected general fund revenue, irrespective of transfers in, increased \$713,740 over FY20/21.

The general fund property tax revenues reflect an increase of \$414,350 or 124% over the preceding year. The FY21/22 proposed property tax millage rate of 2.2400, reflects a 126.31% increase over the rolled-back rate of .9898. The rolled-back rate represents the rate that would produce the same amount of property tax revenue as the prior year. Overall, the assessed value of all property located within the corporate limits of the City is estimated at \$334,749,412.

The general fund expenses are expected to increase by \$963,890. This is mostly attributable to the new Sheriff's Office Interlocal Agreement, increased starting pay city employees, along with a new pay grade.

Community Redevelopment Agency (CRA) Fund - The proposed FY21/22 community redevelopment agency fund budget is balanced at \$1,305,750, allocated for improvements in the CRA main street, southside and airport districts. The expenditures planned for this fund will be committed under the direction of the Community Redevelopment Agency Board.

Infrastructure Fund – The proposed FY21/22 infrastructure fund budget is balanced at \$6,595,720, allocated for improvements, infrastructure and capital assets.

Airport Fund – The proposed FY21/22 airport fund budget is balanced at \$413,470, allocated for improvements, infrastructure and capital assets at the airport.

Water/Sewer Fund - The proposed FY21/22 water/sewer fund budget is balanced at \$16,436,100, a decrease of 25.1% over the FY20/21 budget. The primary reason for this is a decrease in capital projects.

Significant capital costs include:

Water Meter Replacement	\$300,000
Water/Wastewater Transmission	\$700,000
Fully Equipped Truck (Rollover)	\$ 65,000
2021 Ford Ranger Super Cab 2WD (2)	\$ 46,460
2021 Ford Ranger Super Cab 4WD (2)	\$ 49,920
2021 Ford F550 4WD	\$ 58,550
2021 Ford F750 Dump Truck	\$ 85,690
Hydraulic Mini Excavator	\$ 54,960
Lift Station Rehabilitation	\$100,000



CITY OF AVON PARK
City of Charm

Fiscal Year 21-22
Annual Budget

2021 Ford F150 4WD	\$ 25,400
Wheel Loader	\$100,590

Solid Waste Fund - The proposed FY21/22 solid waste fund budget is balanced at \$2,601,530, a decrease of 1.16% compared to the FY20/21 budget.

Significant capital costs include:

Garbage Truck	\$300,000
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Capital Improvement Program

The City operates a five year Capital Improvement Program (CIP) to ensure adequate public facilities are in place as the City continues to grow.

Conclusion

In summary, the FY21/22 budget represents a sound financial and operating plan that address Avon Park's priorities while continuing to provide an outstanding level of service to our residents. Our goal is to utilize the growth from our annexations and commercial construction to reduce the overall tax burden on the resident.

Acknowledgements

We would especially like to thank the Mayor and Council Members for their interest and support in planning, budgeting, and conducting the financial operations of the City in a responsible and prudent manner.

Respectfully submitted,

Mark Schrader
City Manager

Melody Sauerhager
Interim Finance Director

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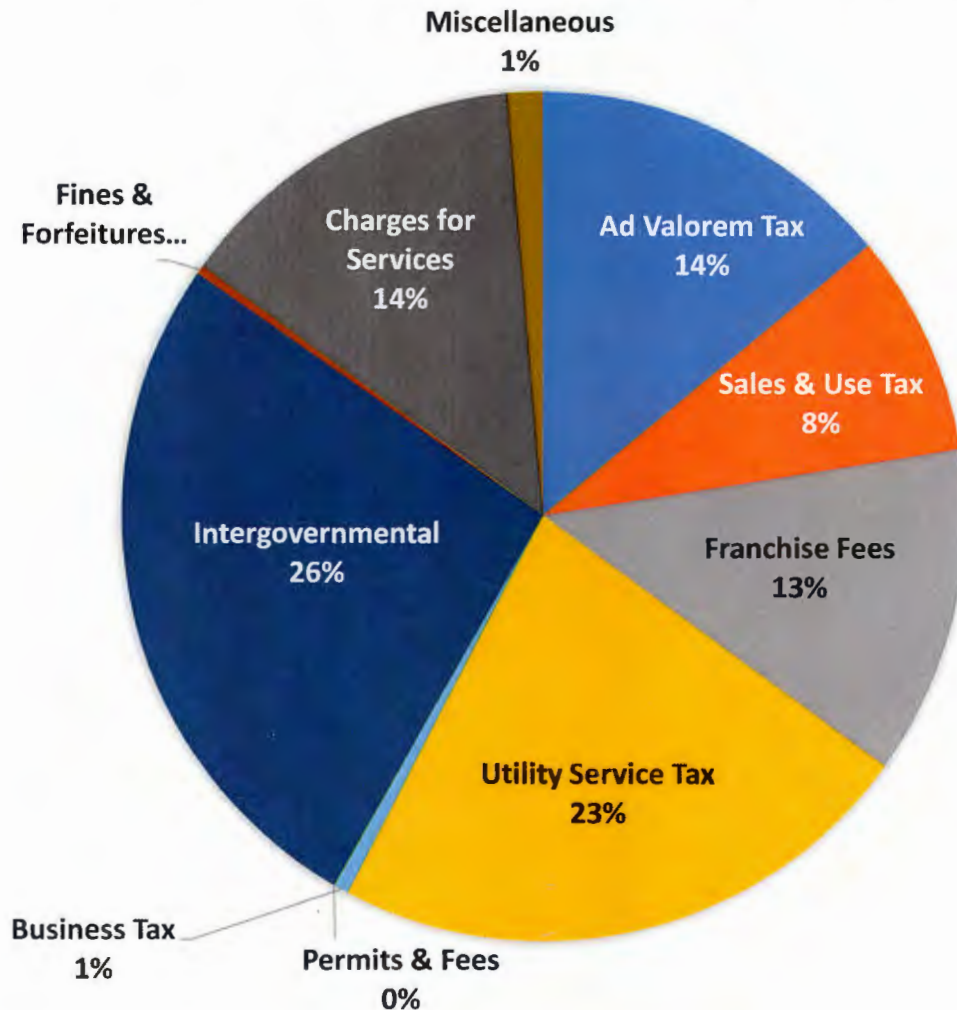
Budget Summary

Millage/\$1,000 of Property Value, Millage rate 2.24	GENERAL FUND	INFRASTRUC- TURE FUND	CRA FUNDS	WATER/ SEWER FUND	AIRPORT FUND	SOLID WASTE FUND
ESTIMATED REVENUES						
Ad Valorem Tax (Millage/\$1,000)	712,350					
Sales and Use Taxes	430,000	973,850				
Franchise Fees	637,000					
Utility Service Tax	1,153,000					
Business Tax	28,000					
Permits and Fees	2,500				13,000	
Intergovernmental	1,341,750		431,560			
Fines and Forfeitures	16,700					
Charges for Services	692,990			5,892,900		1,395,000
Other	69,100				400,470	
TOTAL SOURCES	5,083,390	973,850	431,560	5,892,900	413,470	1,395,000
Transfers In	1,216,000			17,890		16,920
Fund Balance/Reserves/Net Assets	4,959,460	5,621,870	874,190	10,525,310		1,189,610
TOTAL REVENUES, TRANSFERS & FUND BALANCES	11,258,850	6,595,720	1,305,750	16,436,100	413,470	2,601,530
ESTIMATED EXPENDITURES						
General Government	1,094,550	100,000				
Public Safety	4,475,570	317,830				
Physical Environment				5,202,000		1,764,010
Transportation	612,850	800,000			399,600	
Economic Environment			20,000			
Culture/Recreation	555,560	280,000				
Debt Service						
TOTAL EXPENDITURES	6,738,530	1,497,830	20,000	5,202,000	399,600	1,764,010
Operating Transfers Out				1,216,000	50,810	
Fund Balance/Reserves/Net Assets	4,520,320	5,097,890	1,285,750	10,018,100	(36,940)	837,520
TOTAL EXPENDITURES, TRANSFERS, AND FUND BALANCES	11,258,850	6,595,720	1,305,750	16,436,100	413,470	2,601,530

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Total General Fund Revenues

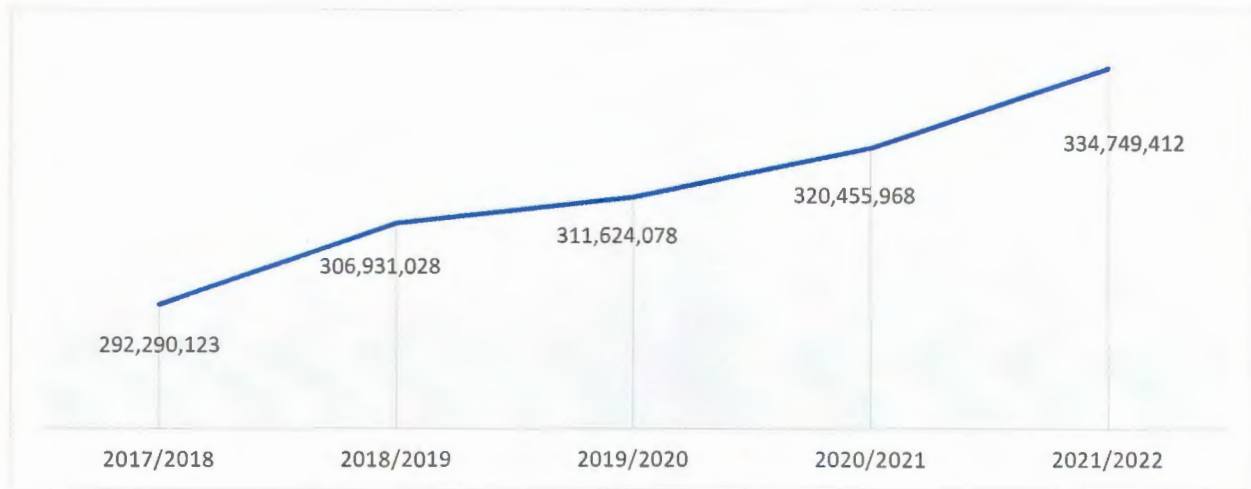


Ad Valorem Tax	712,350
Sales & Use Tax	430,000
Franchise Fees	637,000
Utility Service Tax	1,153,000
Business Tax	28,000
Permits & Fees	2,500
Intergovernmental	1,341,750
Fines & Forfeitures	16,700
Charges for Services	692,990
Miscellaneous	69,100
	<hr/>
	5,083,390
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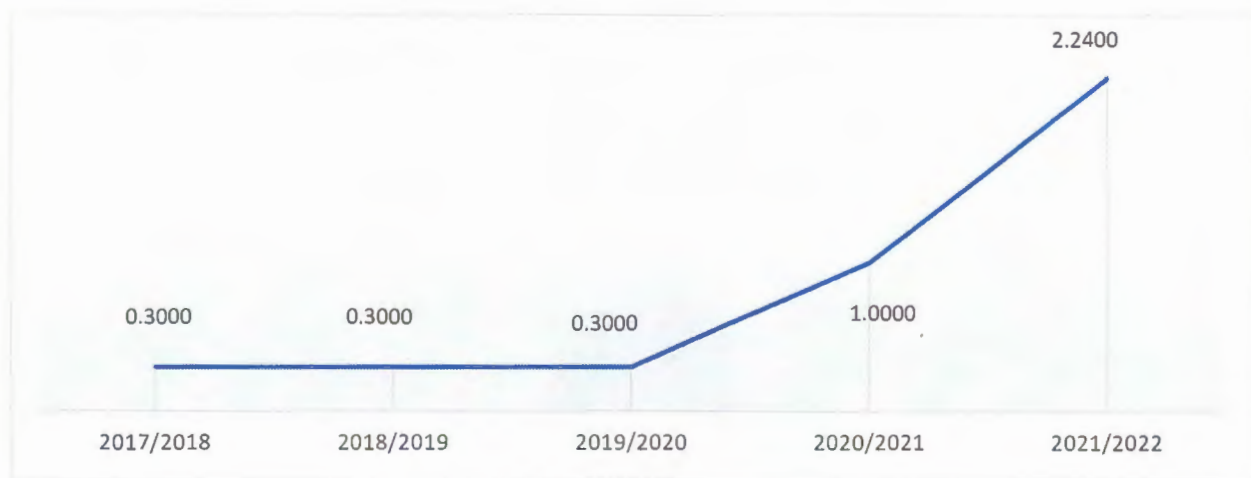
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Taxable Value

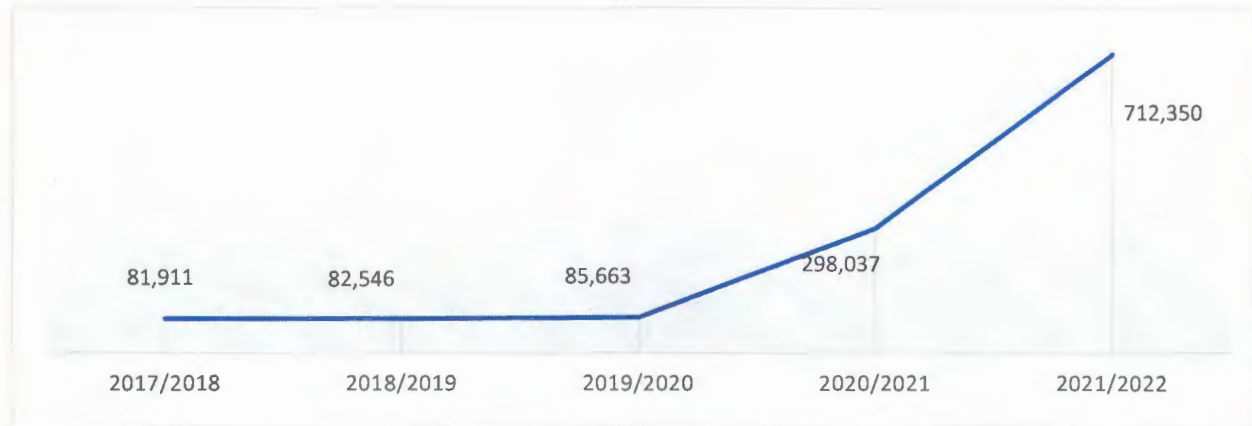


Ad Valorem Millage Rate





Ad Valorem Tax Revenue



Highlands County
Property Appraiser
C. Raymond McIntyre, CFA

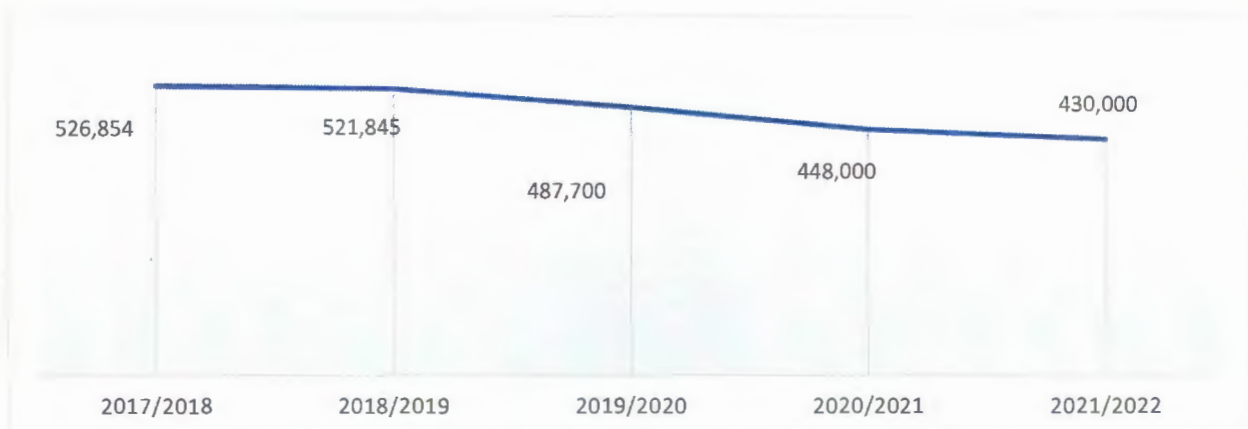
Description: A tax on property paid by owners of real and personal property within the City limits. The tax is based on an assessment made by Highlands County Property Appraiser on the market value of property and improvements.

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Sales & Use Tax Totals

Type of Revenue	Amount Budgeted
Local Option Gas Taxes	390,000
Fire Insurance Premium Tax	40,000
Total Sales & Use Tax	430,000





Local Option Gas Tax

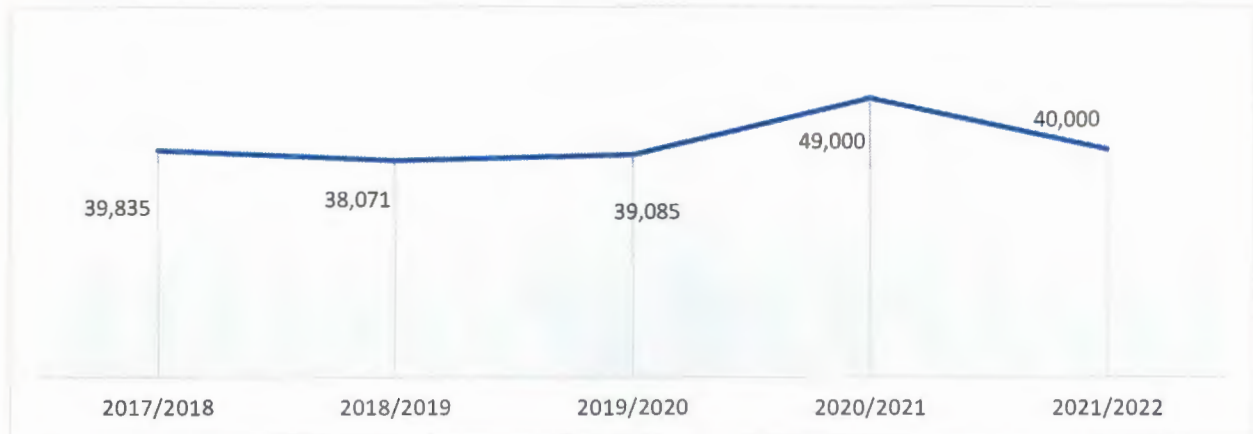


Description: County and Municipal governments are authorized to levy up to 12 cents of local option fuel taxes in the form of three separate levies. The first is a tax of 1 to 6 cents on every net gallon of motor and diesel fuel sold within a county. This tax may be authorized by an ordinance adopted by a majority vote of the governing body or voter approval in a countywide referendum. Generally, the proceeds may be used to fund transportation expenditures.

The second is a tax of 1 to 5 cents on every net gallon of motor fuel sold within a county. Diesel fuel is not subject to this tax. This additional tax shall be levied by an ordinance adopted by a majority plus one vote of the membership of the governing body or voter approval in a countywide referendum. Proceeds received from this additional tax may be used for transportation expenditures needed to meet the requirements of the capital improvements element of an adopted local government comprehensive plan or for expenditures needed to meet immediate local transportation problems and for other transportation related expenditures that are critical for building comprehensive roadway networks by local governments.



Fire Insurance Premium Tax



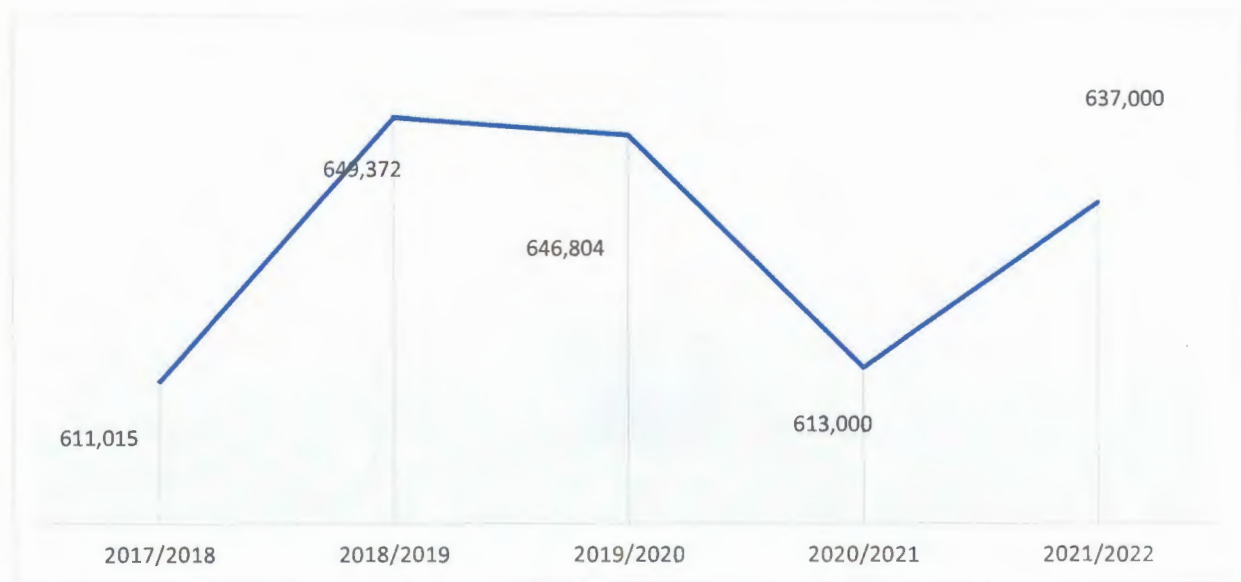
Description: Participating cities and special fire control districts are eligible to receive annual distributions of state premium tax collections on property and casualty insurance policies written within the city/district limits or boundaries of the participating plan. The amount of premium taxes collected under Chapter 175 is equal to 1.85 percent of all property insurance written within the city limits or boundaries (in the case of fire districts) of the participating plan. Chapter 185 levies a 0.85 percent tax on all casualty insurance premiums written within the city limits of the participating plan. These amounts are collected by the Department of Revenue and reported on the DR-908 tax return, and then transferred to the Police Officers and Firefighters' Premium Tax Trust Fund at the Division of Retirement. These funds are then available for distribution on or before July 1 to the participating pension plans on an annual basis, once the plan has been determined to be in compliance with all applicable statutory requirements.

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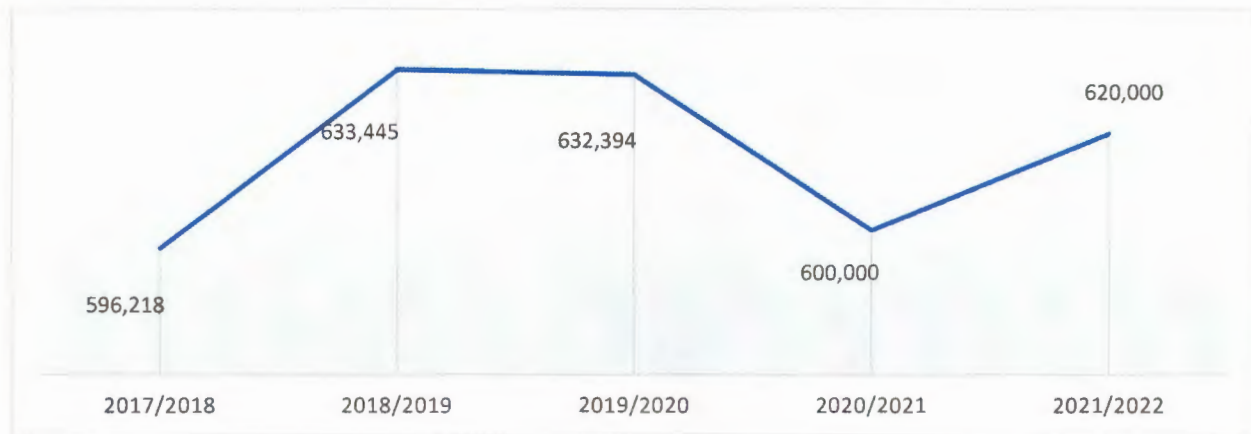
Franchise Fees Totals

Type of Revenue	Amount Budgeted
Electric Franchise Fees	620,000
Gas Franchise Fees	17,000
Total Franchise Fees	637,000





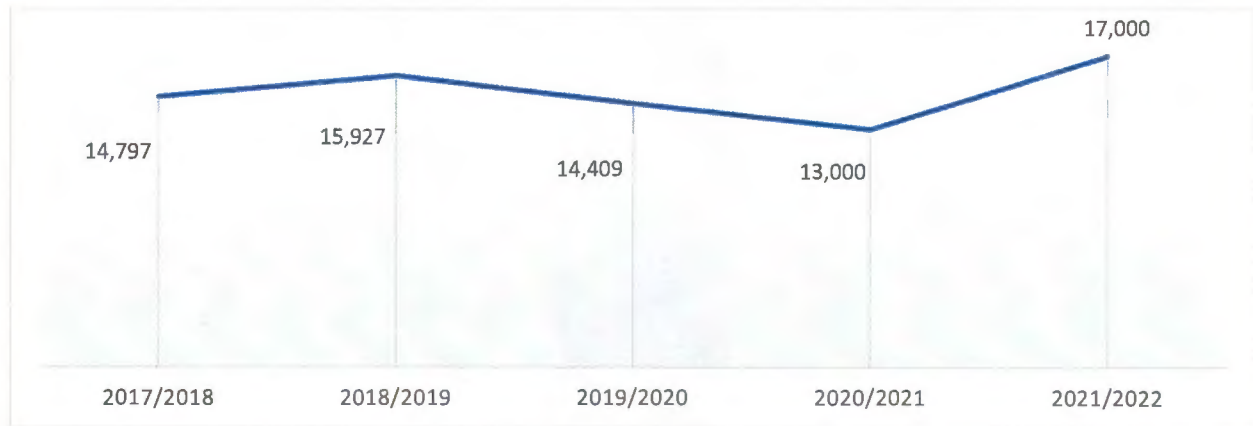
Electric Franchise Fees



Description: Franchise fees are established by franchise agreements between the City and service providers of electricity and natural gas.



Gas Franchise Fees



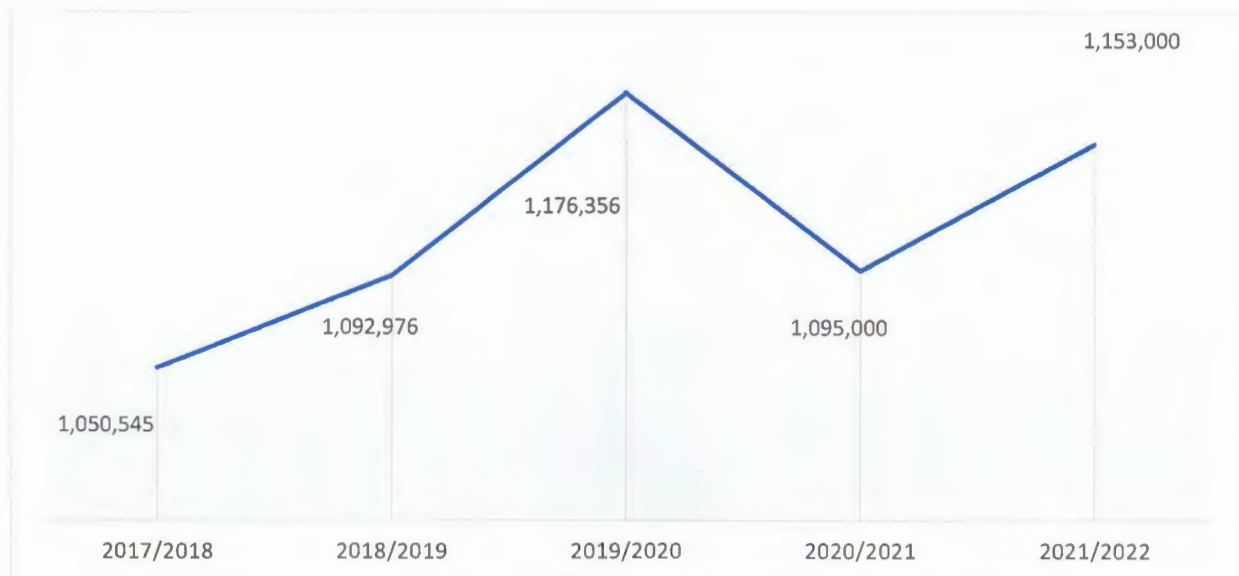
Description: Franchise fees are established by franchise agreements between the City and service providers of electricity and natural gas.

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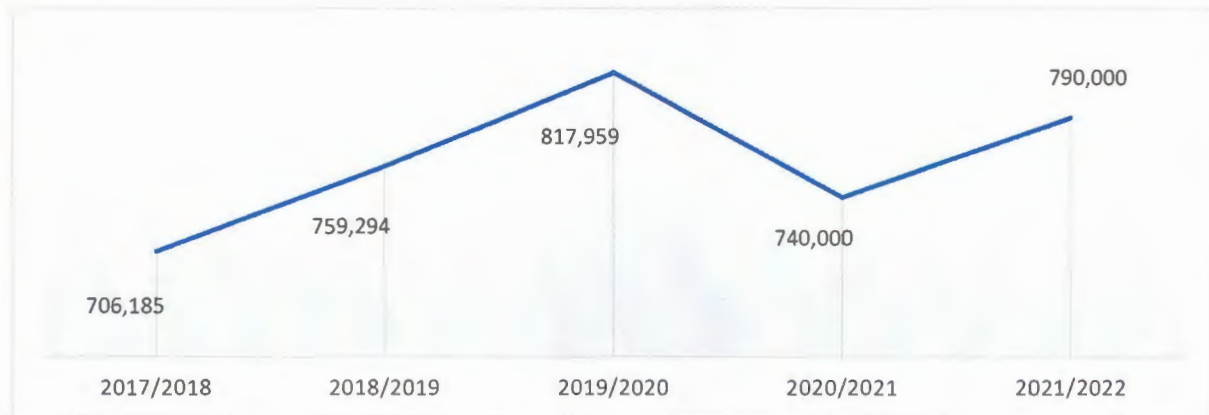
Utility Service Tax Totals

Type of Revenue	Amount Budgeted
Electric Utility Tax	790,000
Water Utility Tax	130,000
Gas Utility Tax	25,000
Communication Service Tax	208,000
Total Franchise Fees	1,153,000



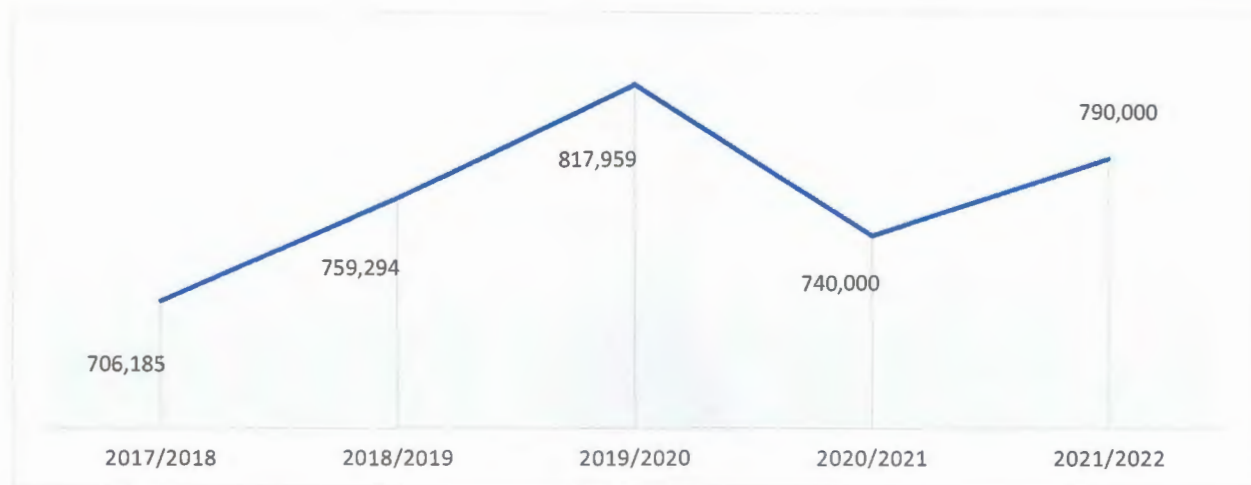


Electric Utility Tax



Description: The City imposes and levies a tax on every purchase of electricity, metered or bottled gas (natural liquefied petroleum gas or manufactured), fuel oil and water service in the corporation limits a tax amounting to 10% of the monthly charge for each service. (Ord. No. 11-02)

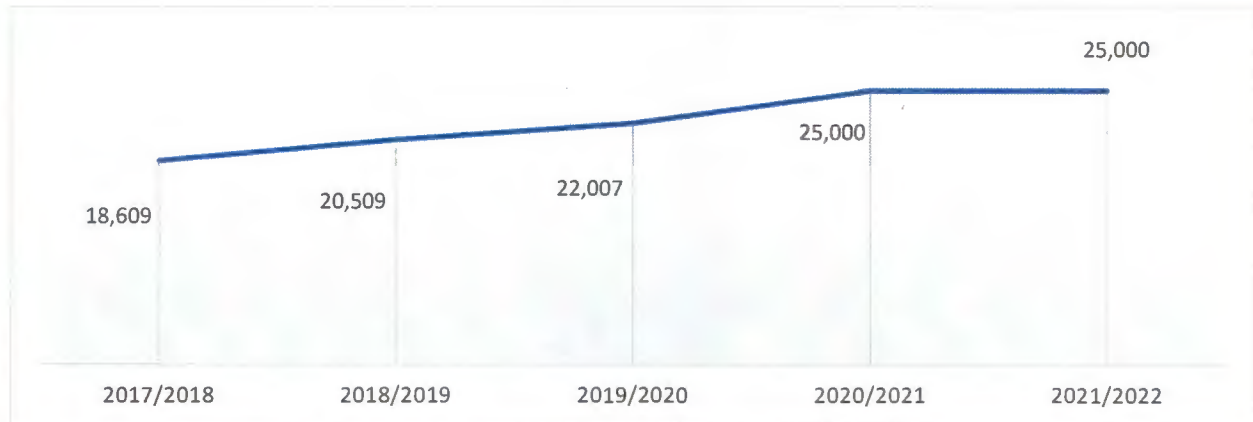
Water Utility Tax



Description: The City imposes and levies a tax on every purchase of electricity, metered or bottled gas (natural liquefied petroleum gas or manufactured), fuel oil and water service in the corporation limits a tax amounting to 10% of the monthly charge for each service. (Ord. No. 11-02)

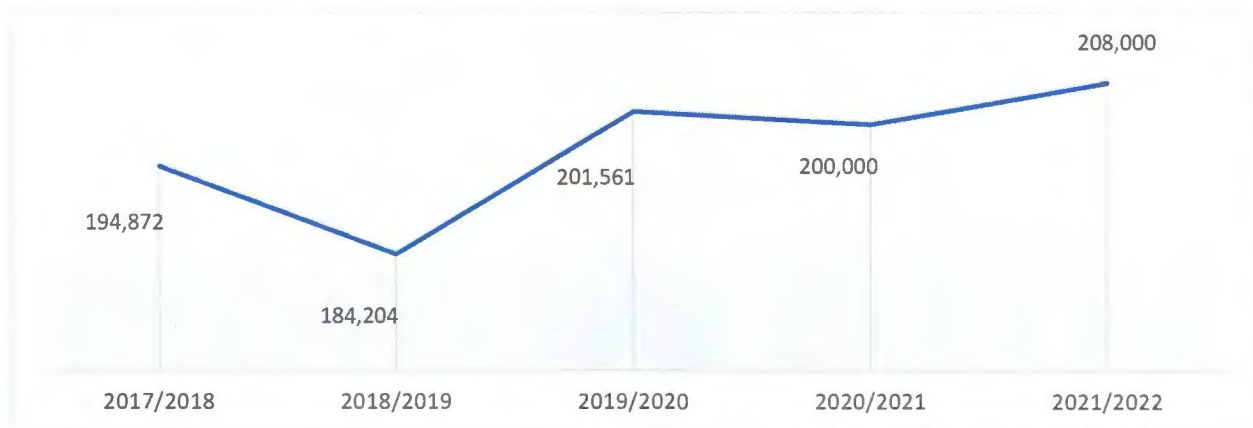


Gas Utility Tax



Description: The City imposes and levies a tax on every purchase of electricity, metered or bottled gas (natural liquefied petroleum gas or manufactured), fuel oil and water service in the corporation limits a tax amounting to 10% of the monthly charge for each service. (Ord. No. 11-02)

Communication Service Tax

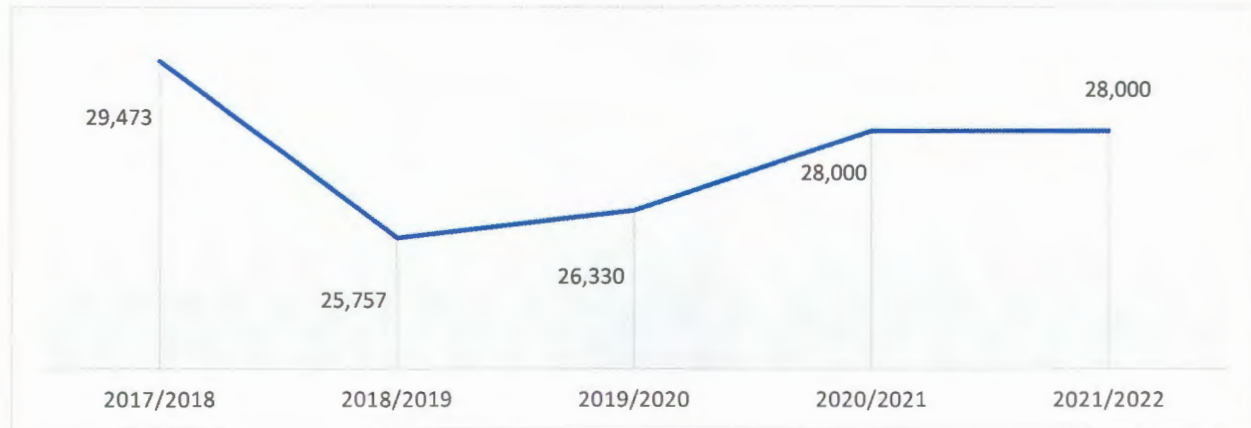


Description: The Communication Service Tax Law was enacted to restructure taxes on telecommunications, cable, direct-to-home satellite, and related services that existed prior to October 1, 2001. Communication Services encompasses voice, data, audio, video, or any other information or signals, including cable services, that are transmitted by any medium. The tax is imposed on retail sales of communications services which originate and terminate in the State. Tax proceeds are transferred to county and municipal governments, the Public Education Capital Outlay and Debt Service Trust Fund, and the State's General Revenue Fund.

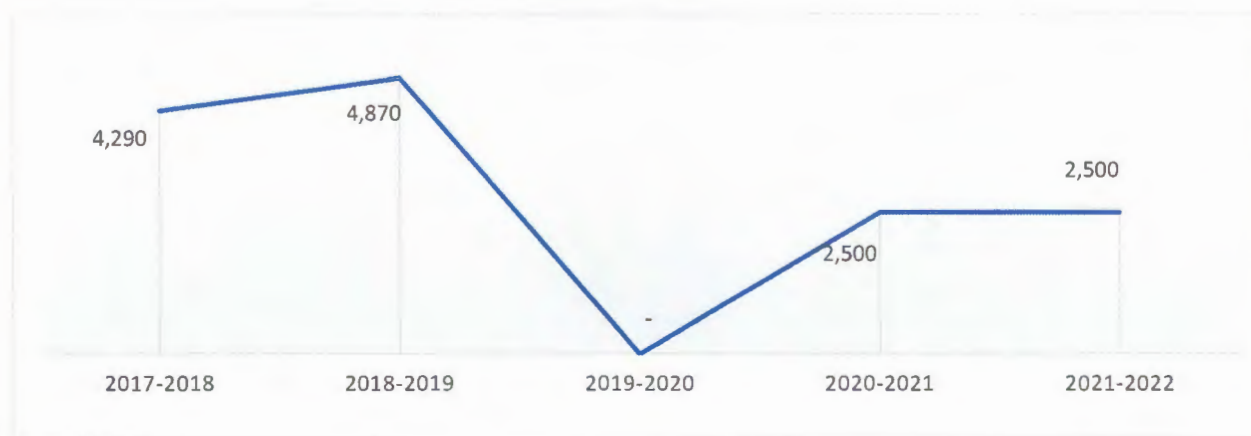
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Local Business Tax



Licenses, Permits & Fees

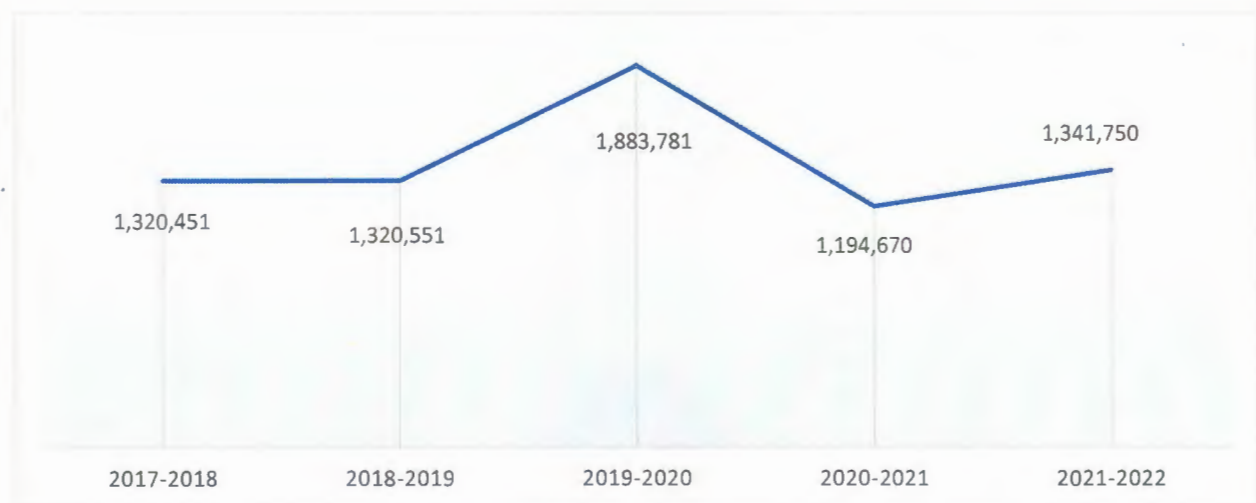


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Intergovernmental Revenue

Type of Revenue	Amount Budgeted
Half Cent Sales Tax	660,000
8 th Cent Sales Tax	100,000
Mobile Home Fees	4,340
Alcoholic Beverage License	8,000
Revenue Sharing	351,000
Firefighter Supplemental Compensation	2,000
Motor Fuel Tax Refund	40
DOT Lighting Contract	68,870
DOT Mowing Contract	37,500
Highlands County Recreation Grant	110,000
Total Intergovernmental Revenues	1,341,750



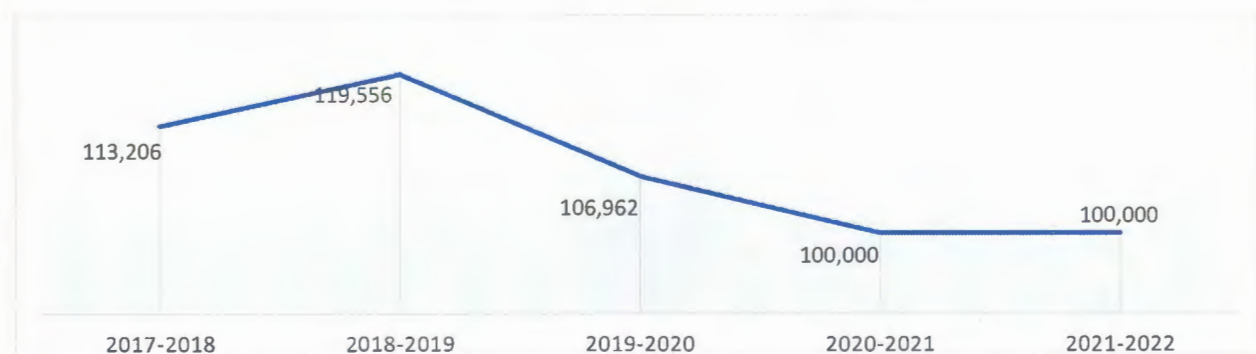


Half Cent Sales Tax



Description: Created in 1982, this program generates the largest amount of revenue for local governments among the state-shared revenue sources authorized by the Legislature. The program is administered by the Department of Revenue. Net sales tax proceeds are transferred to the Local Government Half-Cent Sales Tax Clearing Trust Fund. The Department is authorized to deduct the 7.3 percent General Revenue Service Charge from this trust fund. Monies in the trust fund shall be distributed monthly to participating counties and municipalities. The program's primary purpose is to provide relief from ad valorem and utility taxes in addition to providing municipalities with revenues for local programs.

8th Cent Sales Tax



Description: County governments are authorized to levy up to 12 cents of local option fuel taxes in the form of three separate levies. The first is a tax of 1 cent on every net gallon of motor and diesel fuel sold within a county. Known as the 8th-cent fuel tax, this tax may be authorized by an ordinance adopted by an extraordinary vote of the governing body or Voter approval in a countywide referendum. Generally, these proceeds may be used to fund transportation expenditures.



Mobile Home Fees



Description: Counties, municipalities and school districts receive proceeds from an annual license tax levied on all mobile homes, park trailers, travel trailers and fifth-wheel trailers exceeding 35 feet in body length. The license taxes, ranging from \$20 to \$80 depending on vehicle type and length, are collected in lieu of ad valorem taxes. Half of the proceeds are remitted to the respective district school board. The other half is distributed to the respective municipalities depending on the location of such units or the county if the units are located in the unincorporated area. The use of the revenue is at the discretion of the governing body



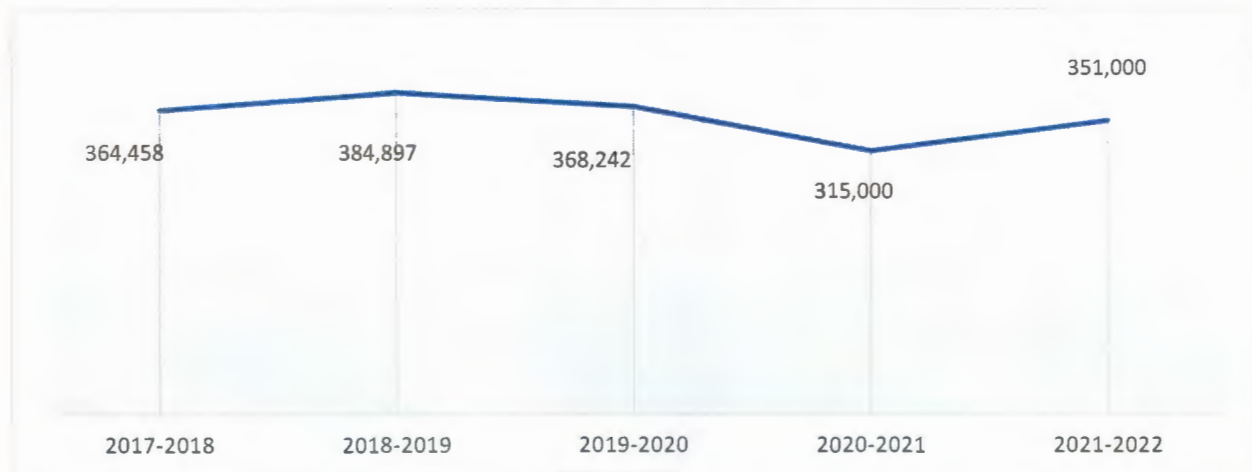
Alcoholic Beverage License Tax



Description: A portion of an annual state license tax levied on manufacturers, distributors, vendors, brokers, sales agents, and importers of alcoholic beverages and collected within a county or municipality is shared with those local governments. An annual license tax is imposed on the following: 1) any person operating a bottle club; 2) vendors of malt beverages containing alcohol of 0.5 percent or more by volume, manufacturers engaged in the business of brewing only malt beverages, or distributors of alcoholic beverages containing less than 17.259 percent alcohol by volume; 3) vendors authorized to sell brewed beverages containing malt, wines, and fortified wines; authorized wine manufacturers; or distributors authorized to sell brewed beverages containing malt, wines, and fortified wines in counties where the sale of intoxicating liquors, wines, and beers is permitted; 4) vendors permitted to sell any alcoholic beverages regardless of alcoholic content, persons associated together as a chartered or incorporated club, and any caterer at a horse or dog racetrack or jai alai fronton; 4 and 5) authorized liquor manufacturers and distributors as well as brokers, sales agents, and importers, as defined in s. 561.14(4)-(5), F.S.



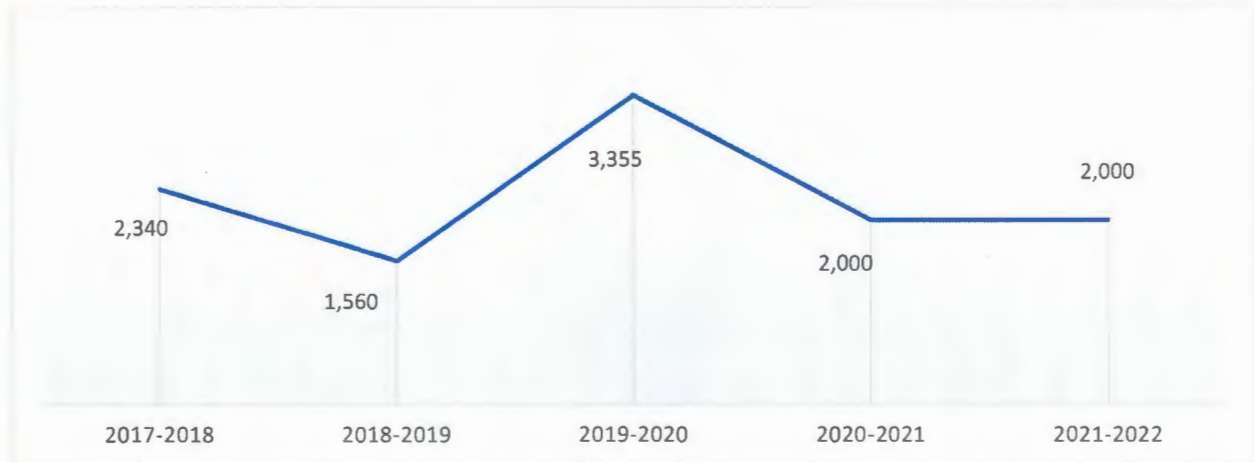
Revenue Sharing



Description: The Florida Revenue Sharing Act of 1972 was a major attempt by the Legislature to ensure a minimum level of revenue parity across units of local government. Provisions in the enacting legislation created the Revenue Sharing Trust Fund for Municipalities, which currently receives 1.3653 percent of net sales and use tax collections and the net collections from the one-cent municipal fuel tax. Effective January 1, 2014, the trust fund no longer receives 12.5 percent of the state alternative fuel user decal fee collections due to the repeal of the annual decal fee program for motor vehicles powered by alternative fuels. However, beginning January 1, 2024, 25 percent of the 4 cents of excise tax levied upon each motor fuel equivalent gallon of natural gas fuel, pursuant to s. 206.9955(2)(a), F.S, shall be transferred to the trust fund. An allocation formula serves as the basis for revenue distribution to each municipality that meets strict eligibility requirements. Municipalities must use the funds derived from the one-cent municipal fuel tax for transportation-related expenditures. Additionally, there are statutory limitations on the use of the funds as a pledge for bonded indebtedness.

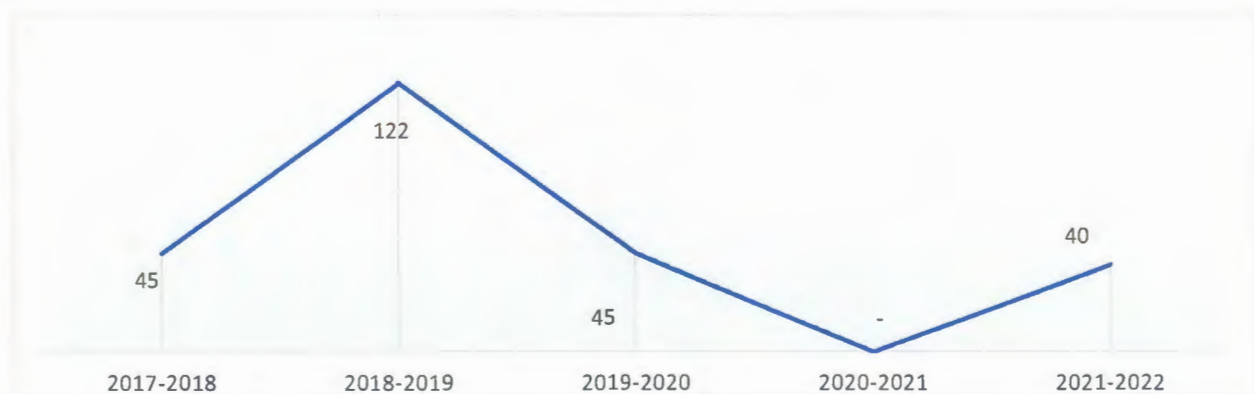


Firefighter Supplemental Compensation



Description: Firefighter Supplemental Compensation is paid to Firefighters who hold a college degree, benefits differ with each degree held. FS 633.382

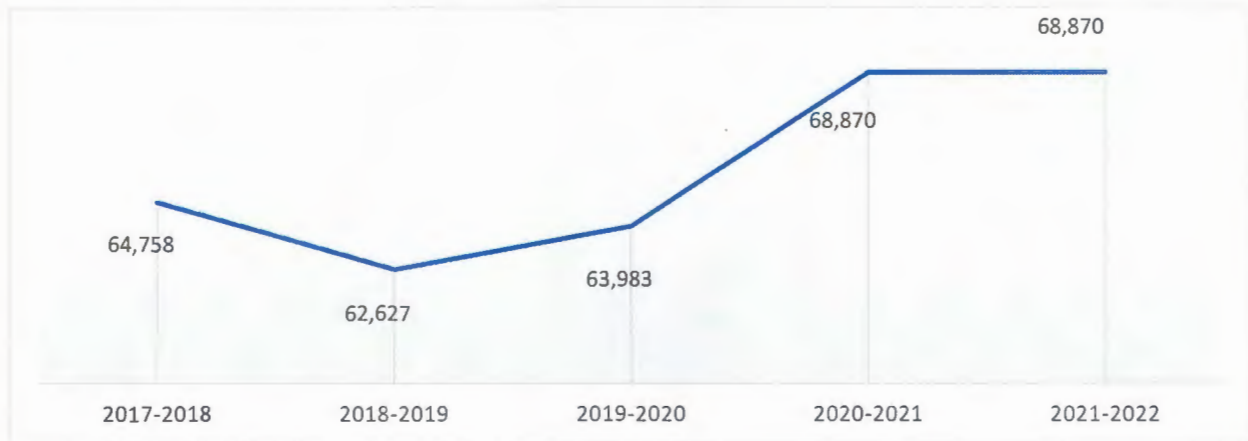
Motor Fuel Tax Refund



Description: Under separate authorizations, eligible counties, municipalities, and school Districts may be entitled to refunds or credits on taxes paid on motor or diesel fuel. Generally, the refunded monies are to be used to fund the construction, reconstruction and maintenance of roads.

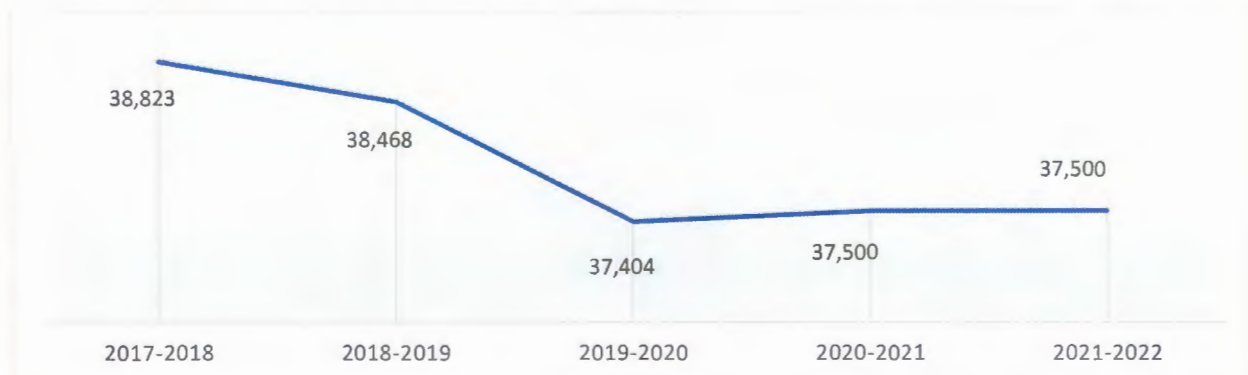


FDOT Highway Lighting Contract



Description: The City entered into a maintenance and compensation agreement with the State of Florida Department of Transportation (FDOT). The City maintains the lighting for roadways and recreational areas owned by or located on FDOT property located on the State Highway System within the jurisdictional boundaries of the City.

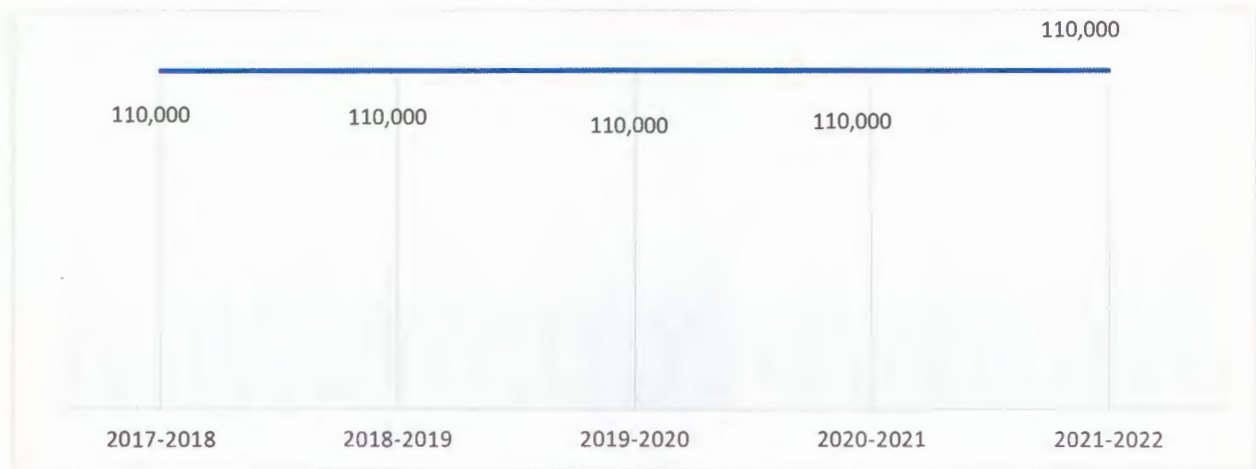
FDOT Mowing of ROWs Contract



Description: The City entered into a maintenance and compensation agreement with the State of Florida Department of Transportation (FDOT). The City is responsible for mowing and maintaining areas owned by or located on FDOT property located on the State Highway System within the jurisdictional boundaries of the City.



Highlands County Recreation Grant



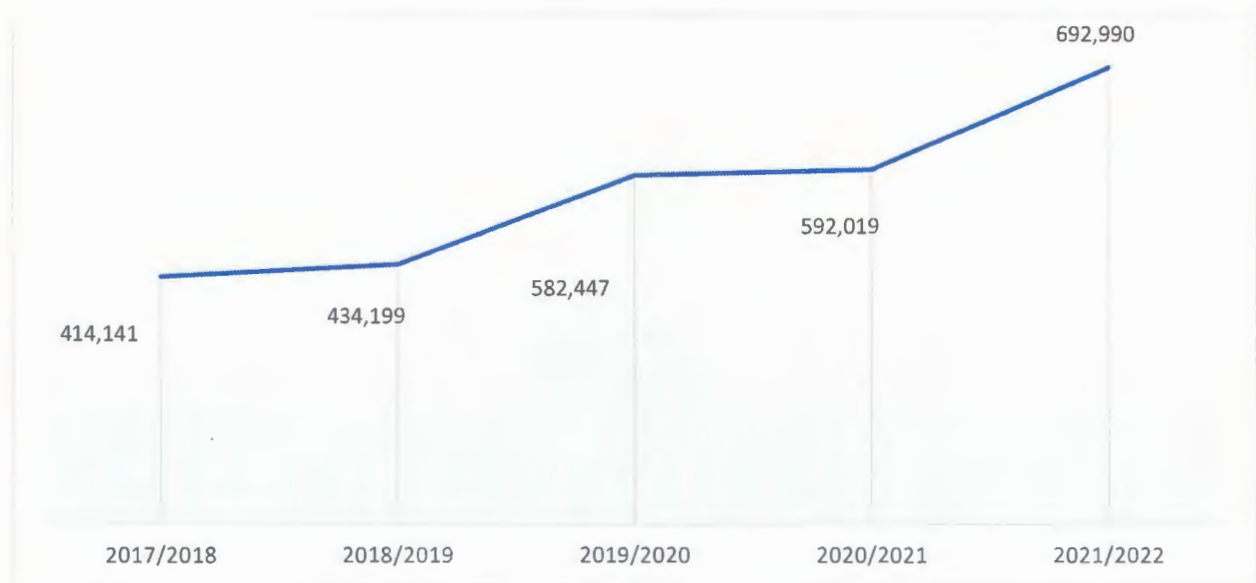
Description: The City entered into an interlocal recreation grant agreement with Highlands County. The County makes annual disbursements to the City in the amount of \$110,000, this interlocal agreement is renewed annually in around March. Funding is used to offset expenses in the recreation department.

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Charges for Services Total

Type of Revenue	Amount Budgeted
Zoning Fees	5,000
Fire Inspections	950
Fire Assessment Fees	666,270
Code Enforcement Fines	20,000
Rental Fees	770
Total Charges for Services	692,990

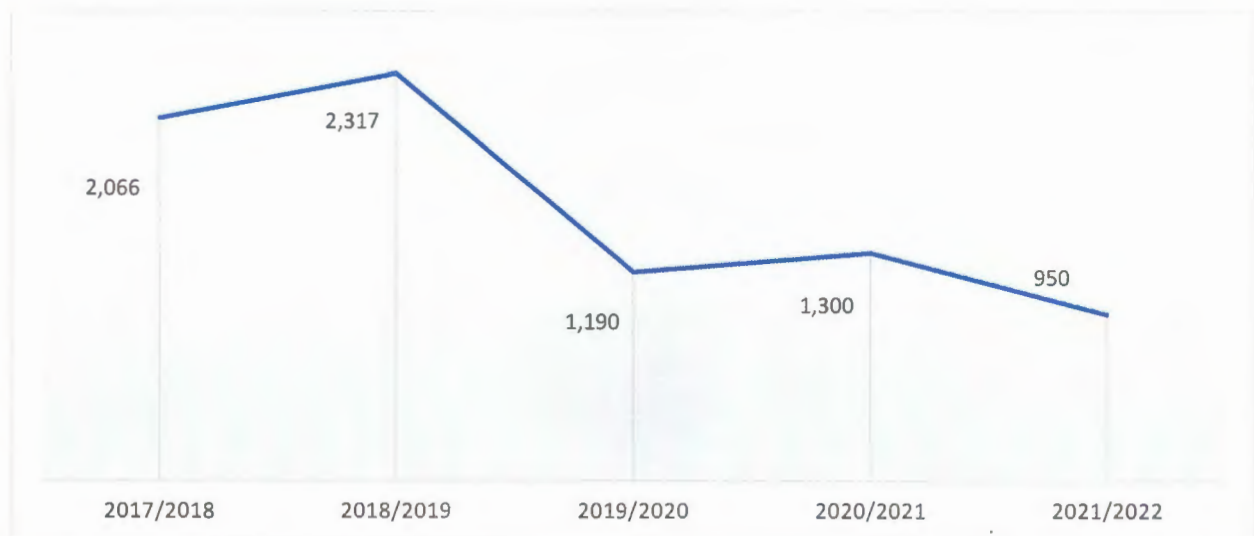




Zoning Fees

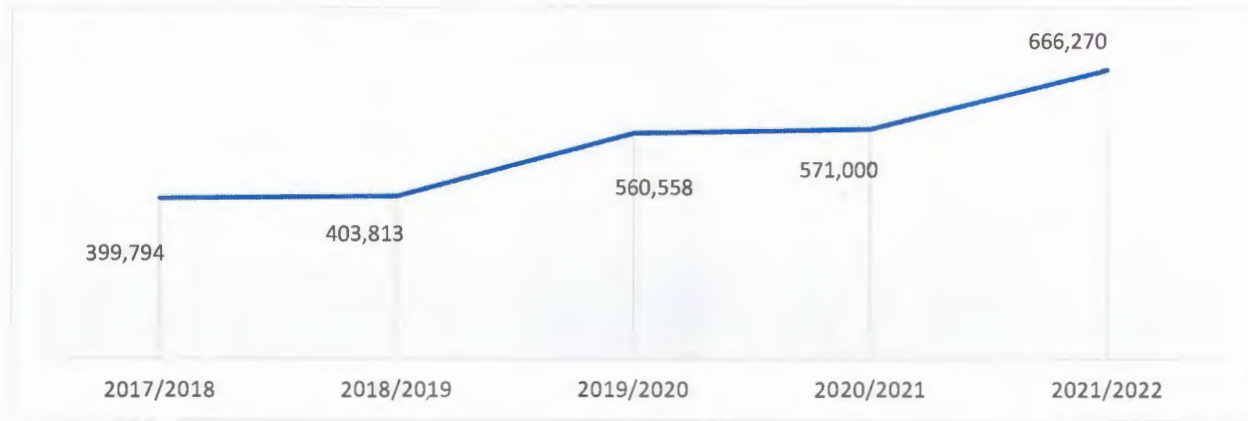


Fire Inspection Fees





Fire Assessment Fees

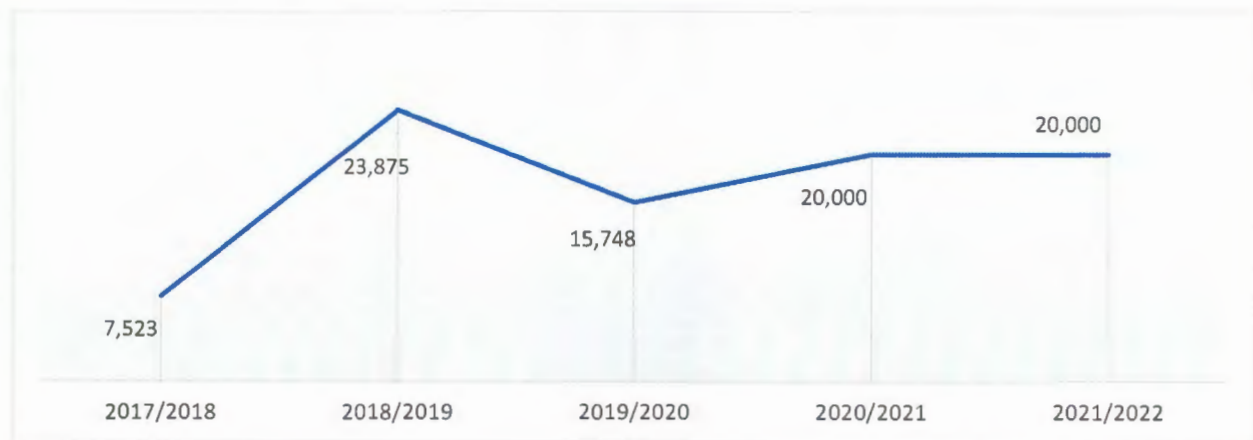


Description: City of Avon Park currently charges an annual fee of \$112/Dwelling; Commercial - .060/sf; Industrial/Warehouse - .010/sf and governmental/institutional - .026/sf.

On August 23, 2021 Council passed Resolution 2021-07 increasing fees to \$130/Dwelling; Commercial - .069/sf; Industrial/Warehouse - .011/sf and governmental/institutional - .026/sf

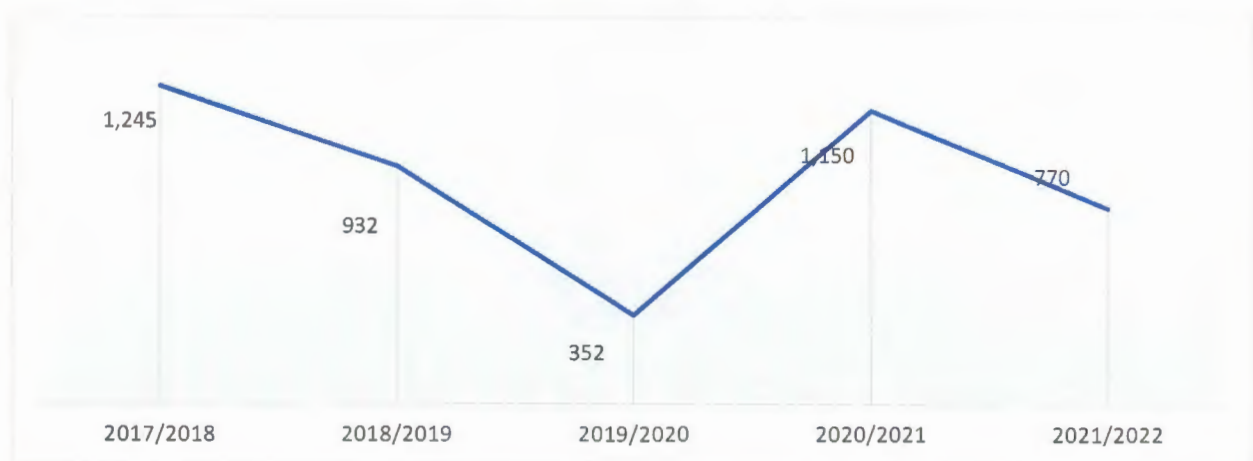


Code Enforcement Fees



Description: City of Avon Park Code Enforcement Officers have the authority to serve warning notices, citations and civil penalties to property owners within the city limits.

Rental Fees

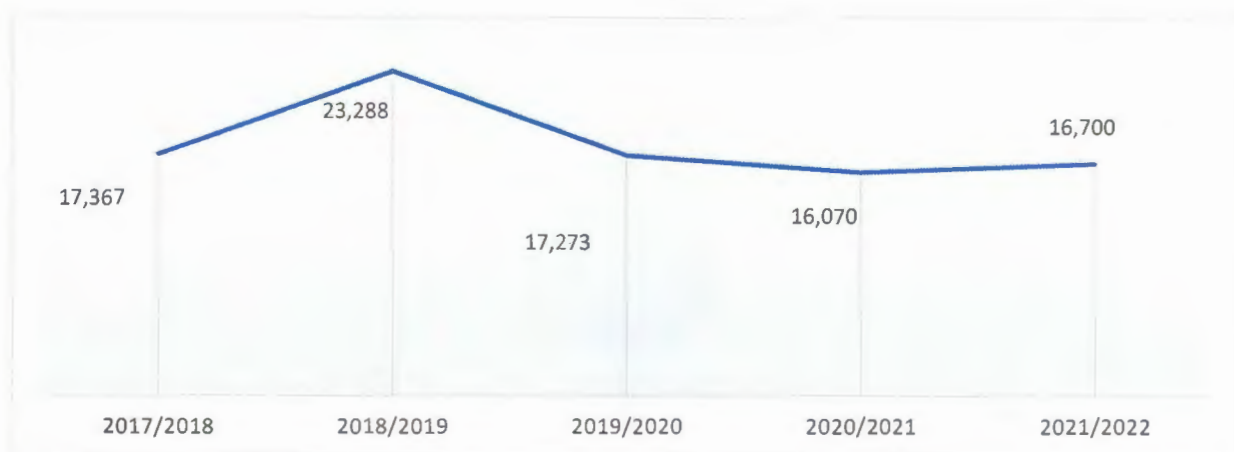


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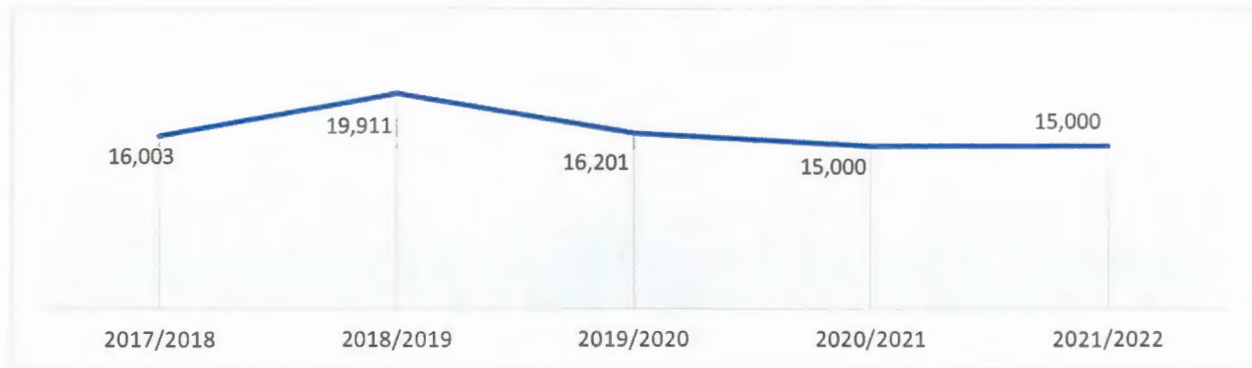
Fines & Forfeitures Total

Type of Revenue	Amount Budgeted
Court Fines	15,000
Police Education Funds	1,200
Restitution	500
Total Fines & Forfeitures	16,700

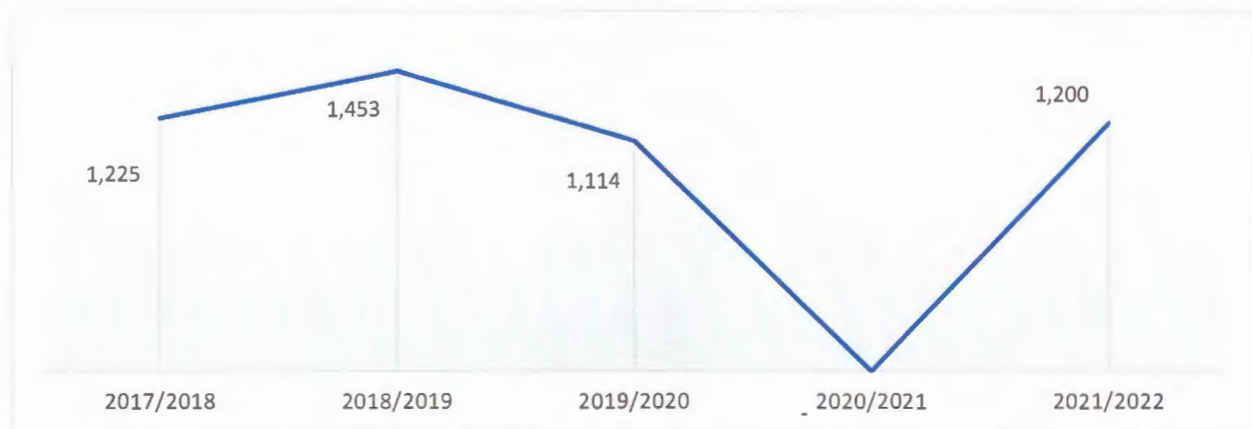




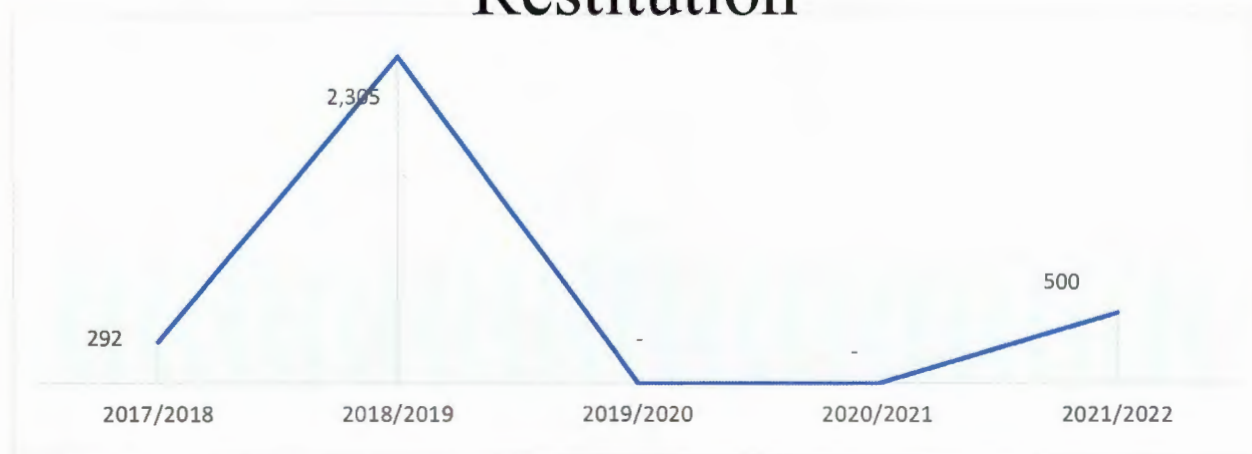
Court Fines



Police Education Funds



Restitution

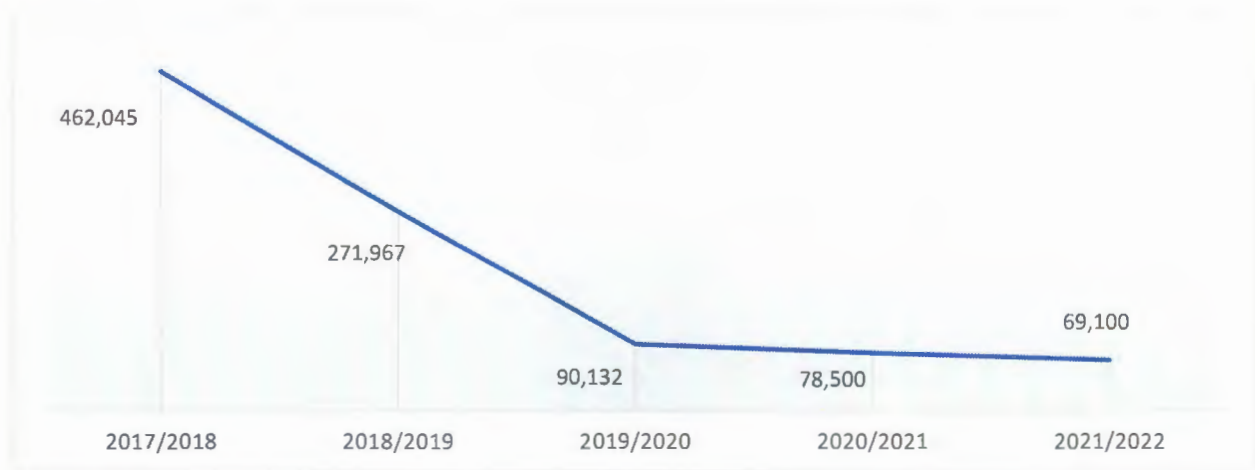


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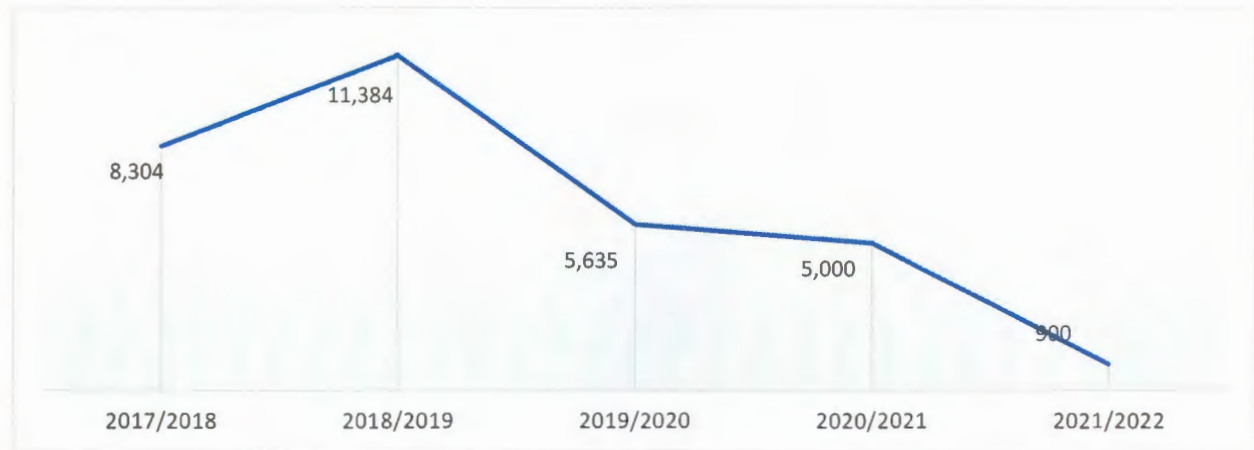
Other Miscellaneous Total

Type of Revenue	Amount Budgeted
Interest	900
Rental – Governmental Buildings	66,200
Miscellaneous	2,000
Total Other Miscellaneous	69,100
Return on Investment – Transfers In	1,200,000

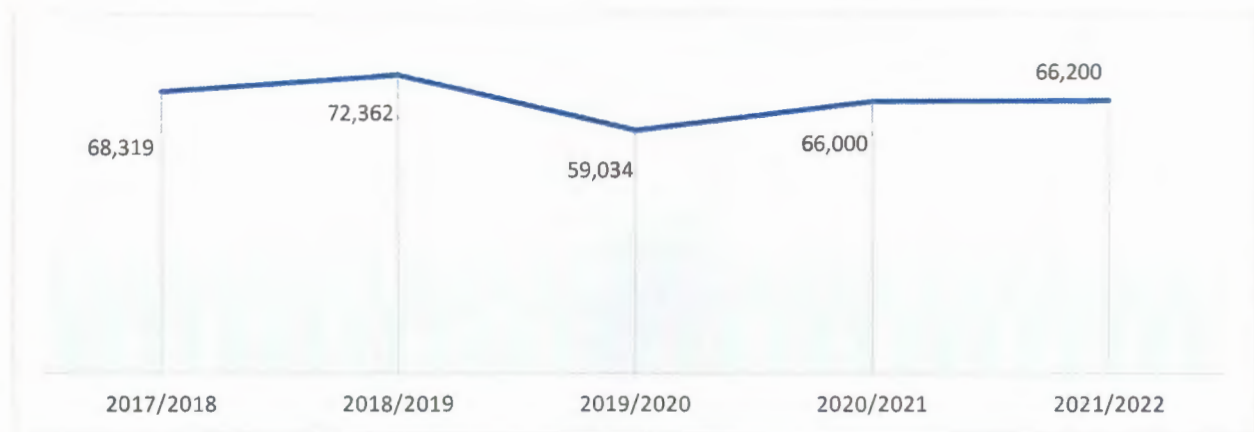




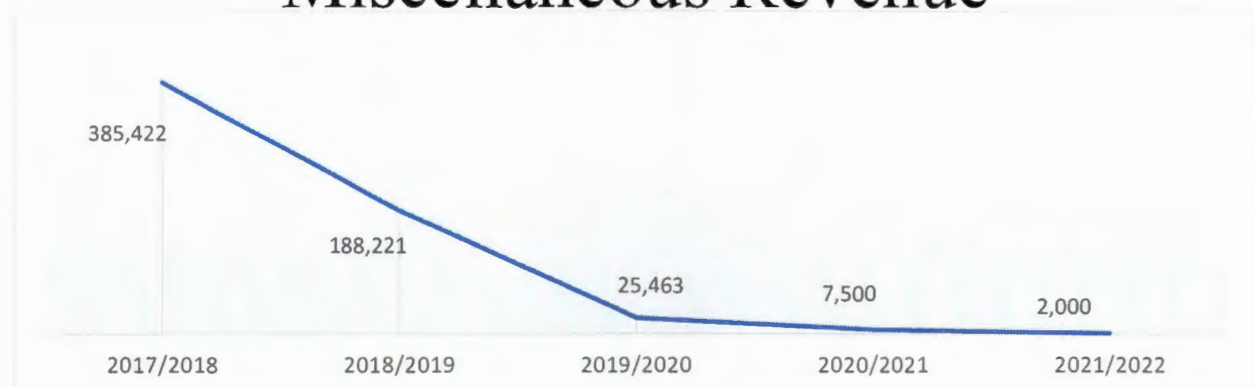
Interest Income



Rental – Governmental Buildings



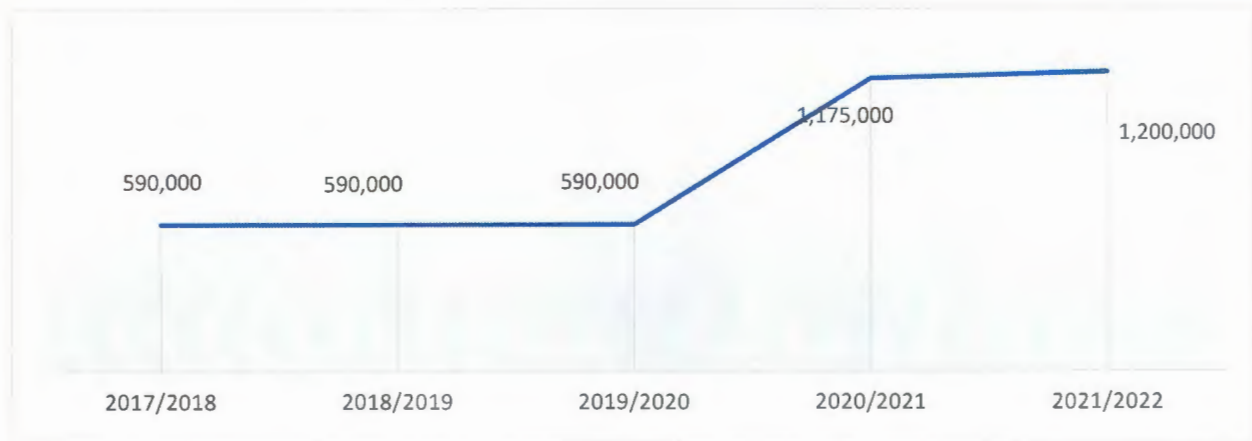
Miscellaneous Revenue



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Return on Investment



Description: The City of Avon Park owns a full-scale water and sanitary utility system which includes water production and transmission facilities, along with wastewater treatment and transmission facilities.

Based on the infrastructure investment which allows the City's Utilities to service the incorporated and unincorporated area of Highlands County, the City Council passed resolution 11-20 adopting a Return-on-Investment (ROI) Policy over its utility assets.

On a yearly basis, during the budgetary process, the City Manager recommends to the City Council an interfund transfer from the Utility Fund to the General Fund.

The allowable ROI is determined after the Utility Budget has been set by the City Council. The City Manager will consider any contingency funds available in the Utility Budget.

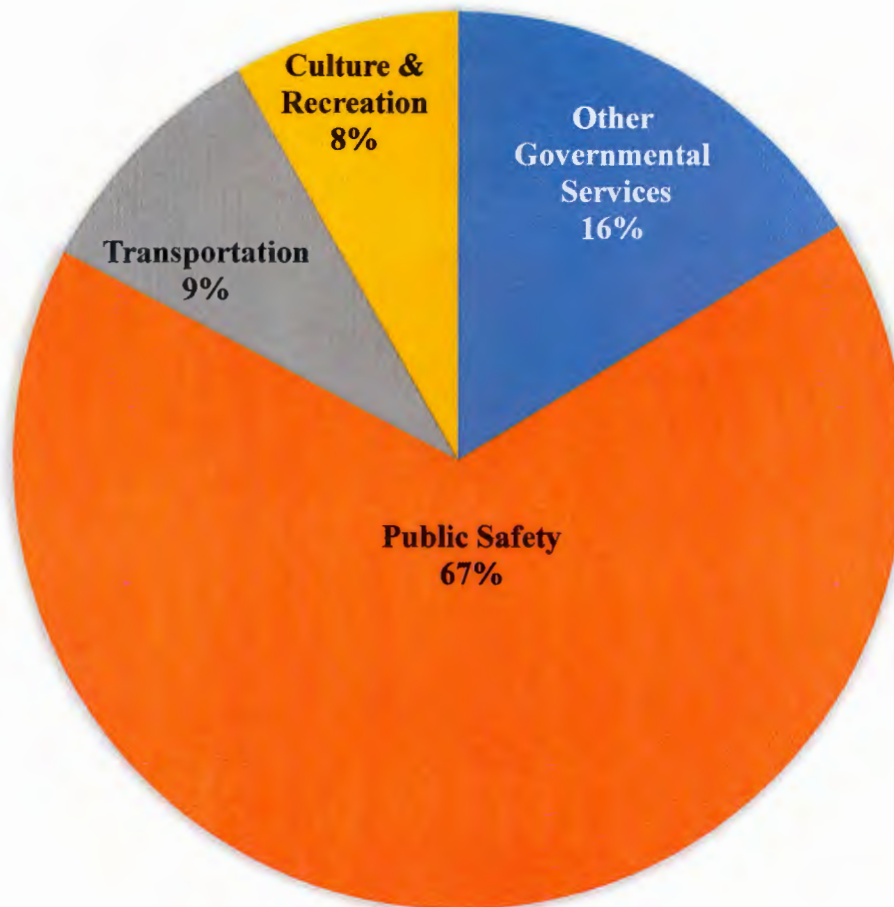
The ROI will be budgeted on a yearly basis with an operating range from 1% to 6% over the utility assets owned by the City.

Based on the remaining life values obtained from Florida Rural Water Association's September 8, 2020 Water and Wastewater Impact Fee Study, City Council passed Resolution 21-10 adopting the new asset value of \$33,076,523.

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Total General Fund Expenses

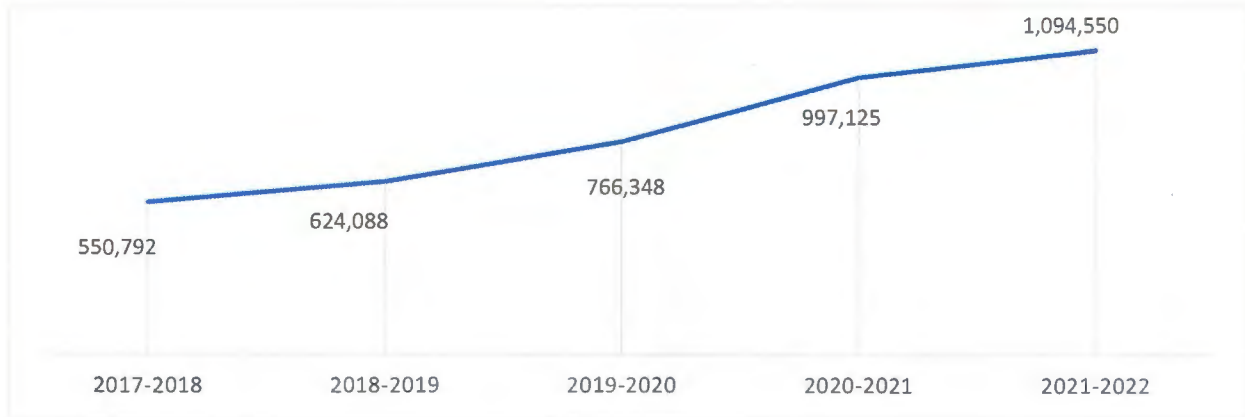


Other Governmental Services	1,094,550
Public Safety	4,475,570
Transportation	612,850
Culture/ Recreation	555,560
	<u>6,738,530</u>

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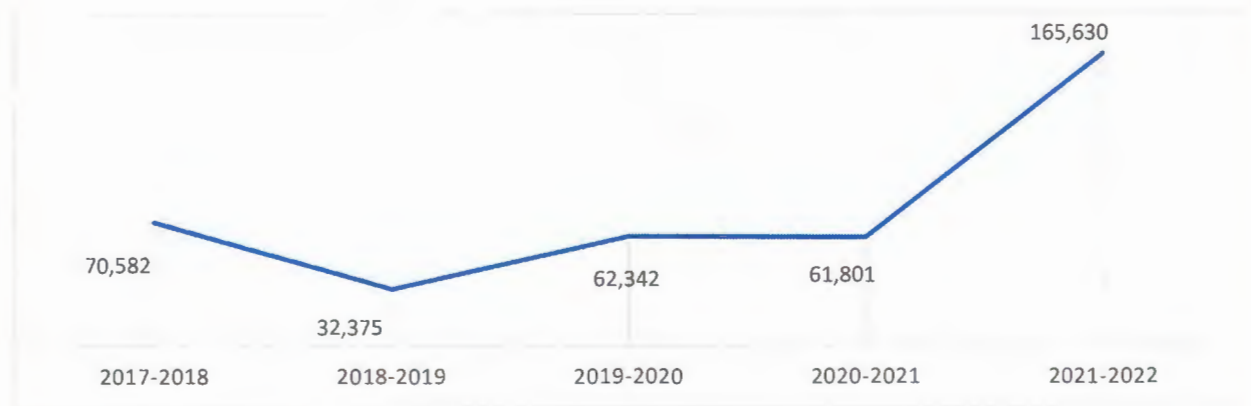
Other Governmental Services



Department	Total Expense
City Council	165,630
City Manager	449,600
Finance	180,250
City Attorney	147,090
Other Government Services	151,980
Total	1,094,550

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City Council



Description: The City of Avon Park is governed by a City Council/City Manager form of government, which combines the political leadership of elected officials with the managerial experience of an appointed administrator. The City Council is made up of the Mayor, Deputy Mayor and three Council Members. The City Council provides leadership and sets policies for the City, sets the general direction of the government and possesses all powers provided for general law by the City Charter. The City Council sets service levels, approves the budget, adopts ordinances and oversees the City's Advisory Boards. The Mayor and City Council serve as the legislative and policy-making body of the municipal government.





City Council (Continued)

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
EXECUTIVE SALARIES	18,850	22,100	51,191	40,552	43,760
FICA	1,448	1,703	3,937	3,347	3,350
RETIREMENT					
CONTRIBUTIONS	246	551	936	4,375	4,740
FRS CONTRIBUTION	78	159	311	100	300
UHC	-	-	214	4,280	6,130
HSA CONTRIBUTION	-	-	899	300	-
WORKERS COMP	-	-	6	8	10
UNEMPLOYMENT					
COMPENSATION	-	-	321	-	400
TRAVEL & PER DIEM	2,701	4,348	1,487	4,000	3,500
COMMUNICATIONS SERVICES	269	270	404	300	600
OTHER REPAIRS	45,000	-			
OPERATING SUPPLIES	160	1,851	96	1,500	500
SUBSCRIPTION &					
MEMBERSHIP	1,830	1,393	2,540	3,039	2,340
CAPITAL					100,000
TOTAL CITY COUNCIL	70,582	32,375	62,342	61,801	165,630

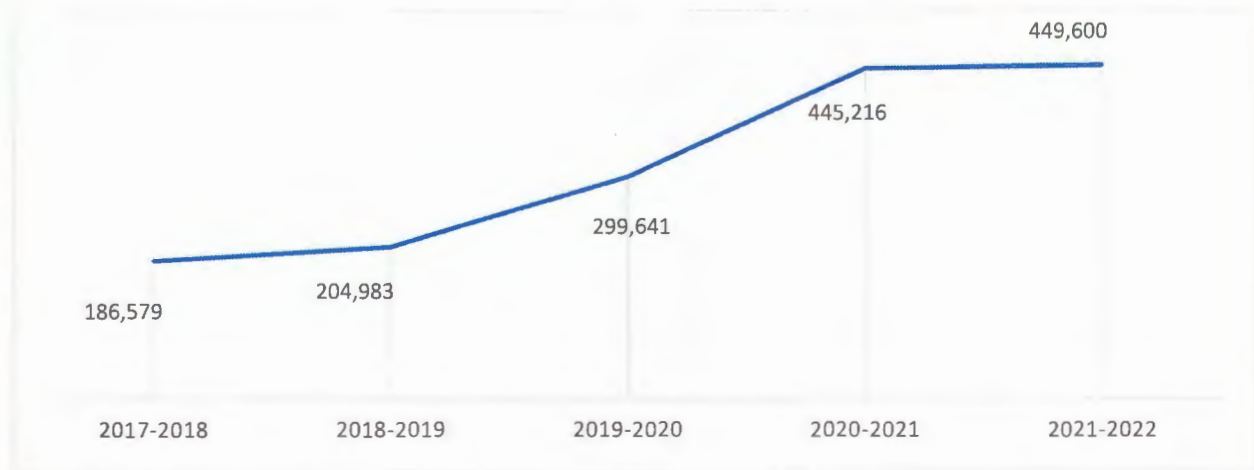
Capital

Audio/Video system for Council Chambers \$100,000 (Funded by general fund revenue)

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City Manager Department



Description: The City Manager Department is responsible for the efficient operations of all departments and the effective implementation of policy directives collectively from the Council.

The City Manager shall create and discontinue any department or division in the city administration that the city manager deems necessary for the good of the City.

Within the City Manager Department is:

The City Clerk is the custodian of the City's records. The Clerk's office provides an array of services to the public, City Manager, Council and staff.

The Human Resources (HR) Department provides services that promote a work environment characterized by fair treatment, open communication, personal accountability, trust, and mutual respect.





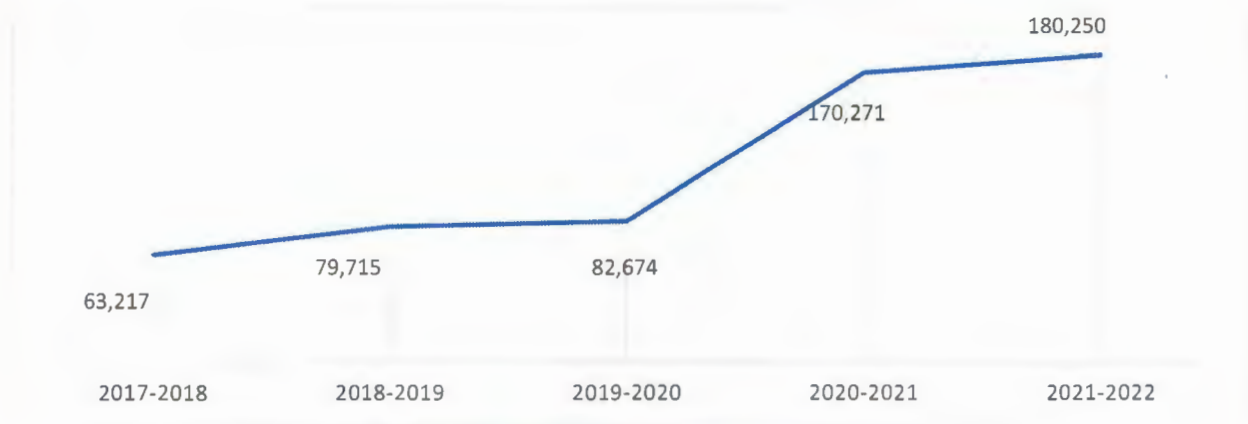
City Manager Department (Continued)

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
EXECUTIVE SALARIES	66,675	90,605	177,419	207,941	218,340
REGULAR SALARIES & WAGES	66,081	41,927	40,492	104,633	105,770
OVERTIME	198	1,094	652	600	300
ON CALL	31	-	-	-	-
FICA	9,995	10,063	16,613	23,913	8,100
RETIREMENT CONTRIBUTIONS	6,471	21,672	18,204	39,165	14,270
FRS EMPLOYEE CONT PD CITY	329	-	-	-	29,200
CITY PLAN	5,224	-	7,422	-	10,000
LIFE & HEALTH INS EXEC	3,255	328	1,001	1,084	1,970
LIFE & HEALTH INS	9,137	15,567	16,194	26,994	32,680
EMPLOYER HSA CONTRIBUTION	222	-	21	306	-
WORKERS COMP	-	-	1,433	1,341	1,500
OTHER CONTRACTUAL SERVICE	9,554	12,211	11,700	11,700	13,660
PRE-EMPLOYMENT	159	120	260	500	500
TRAVEL & PER DIEM	428	18	25	-	-
COMMUNICATIONS	1,530	2,551	2,172	2,500	2,080
TRAINING SCHOOLS	681	395	-	500	2,000
GASOLINE	955	484	619	1,200	1,200
RENTALS & LEASES	520	440	480	500	480
VEHICLES REP & MAINT	513	30	35	200	200
ADVERTISING	65	-	-	-	-
OFFICE SUPPLIES	711	2,941	2,516	2,300	1,000
OPERATING SUPPLIES	3,249	4,307	2,259	19,000	5,500
PROFESSIONAL DUES	596	230	125	600	600
UNIFORMS	-	-	-	239	250
TOTAL CITY MANAGER	70,582	32,375	62,342	61,801	165,630

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Finance Department



Description

The Finance Department is comprised of Accounting and Financial Management, Procurement and Budget. Utility Billing which is funded by the Water and Sewer Fund reports to the Finance Department. These divisions are responsible for managing the City's resources in an effective and efficient manner. Other responsibilities include budget preparation, payroll, accounts payable, accounts receivable collections, procurement, cash management, fixed assets, accounting and reporting and other functions relating to the City's finances.



Finance Department (Continued)

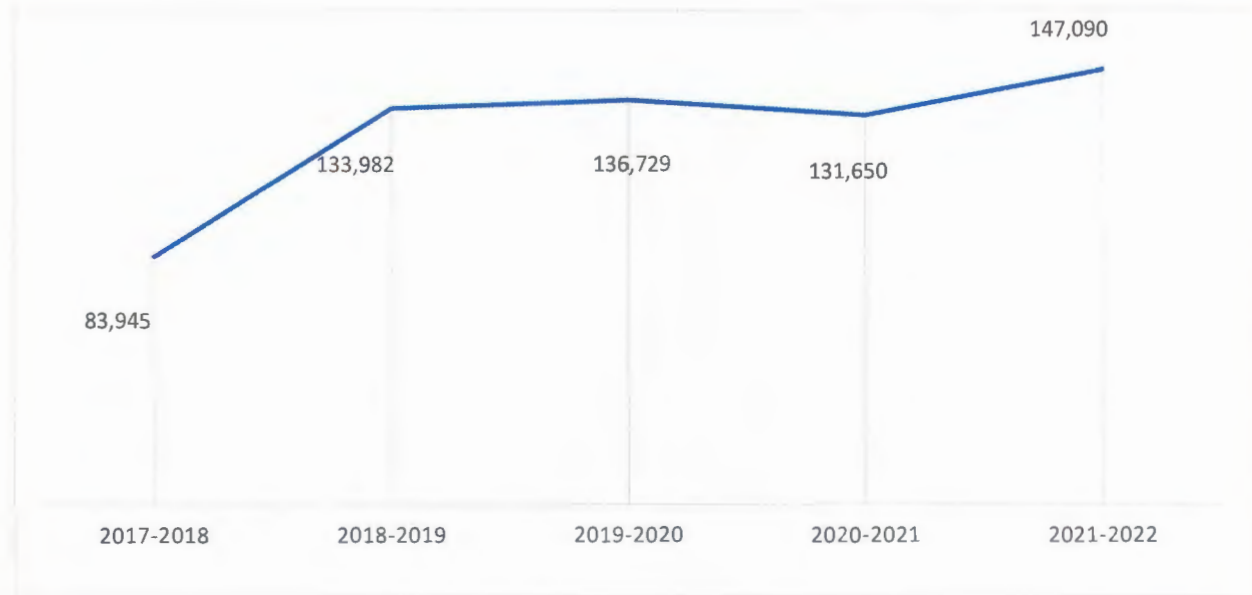
	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
REGULAR SALARIES & WAGES	25,104	18,753	22,318	69,139	84,640
OVERTIME		420	-	-	-
FICA	1,895	1,466	1,573	5,289	6,480
RETIREMENT CONTRIBUTIONS	2,013	1,594	1,958	6,914	9,470
LIFE & HEALTH	167	108	91	81	440
UHC	5,081	2,387	2,238	2,026	8,590
EMPLOYER HSA CONTRIBUTIONS	-	-	8		
WORKER'S COMP	-	-	35	150	-
PROFESSIONAL SERVICES	4,385	4,167	4,607	4,607	7,480
ACCOUNTING & AUDITING	5,667	8,833	9,299	18,000	14,020
CPA SERVICES	7,883	30,000	33,417	50,000	32,000
OTHER CONTRACTUAL SERVICE	7,430	4,202	2,663	3,460	6,170
TRAVEL & PER DIEM	-	322	-	4,250	4,500
COMMUNICATIONS SERVICES	751	1,847	1,933	2,000	1,560
TRAINING SCHOOLS	-	1,489	199	550	1,300
OFFICE SUPPLIES	838	1,165	859	2,200	1,000
OPERATING SUPPLIES	1,814	2,767	1,423	1,500	2,500
SUBSCRIPTION & MEMBERSHIP	189	115	50	105	100
PROFESSIONAL DUES	-	80		-	
TOTAL FINANCE DEPARTMENT	63,217	79,715	82,674	170,271	180,250



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City Attorney

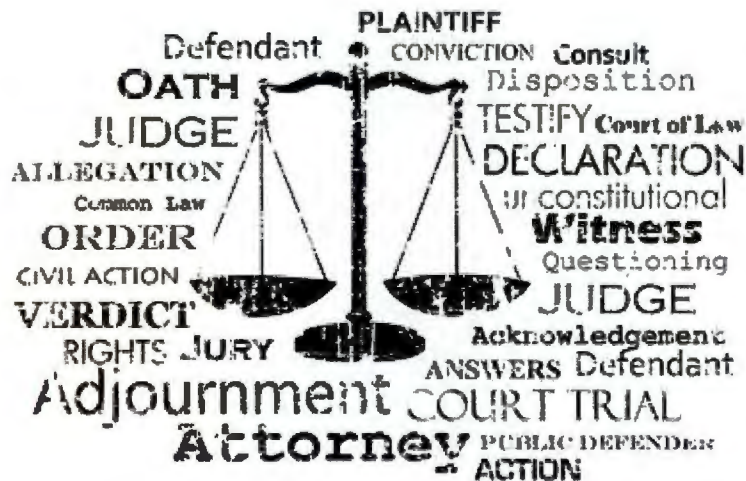


Description: The City Attorney is appointed by the City Council to serve as the chief legal advisor to the Mayor and City Council, the City Manager, and all City departments. The City Attorney assures that the City is represented in all legal proceedings and performs any other duties prescribed by the charter, by ordinance, or by City Council direction. The City Attorney represents the City in legal undertakings, including defense of civil rights claims, municipal prosecutions, drafting of all ordinances and resolutions, and advising City officials and staff.



City Attorney (Continued)

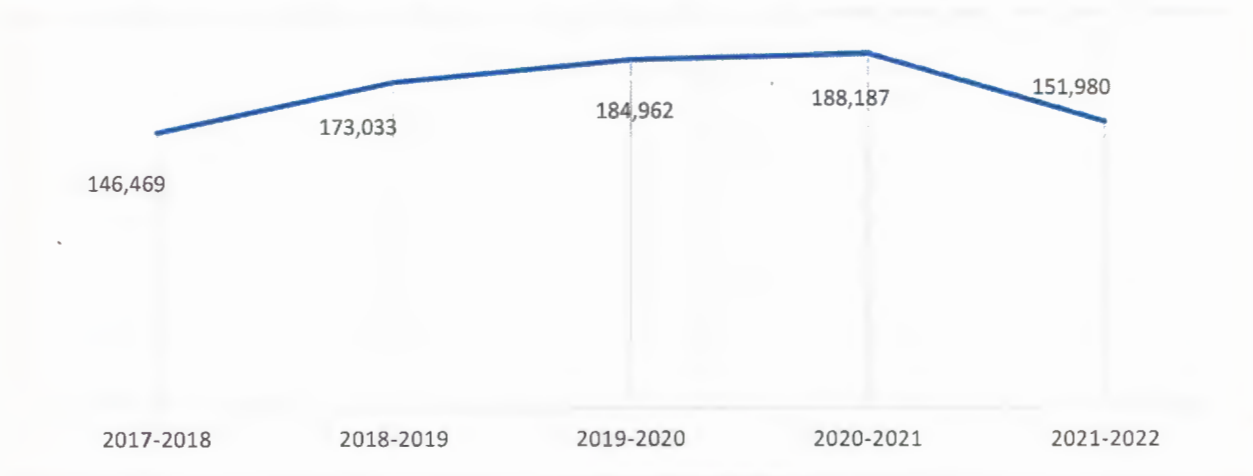
	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
PROFESSIONAL SERVICES	-	117,355	106,139	100,000	115,440
OTHER LEGAL SERVICES	9,050	8,251	25,978	21,000	21,000
OTHER CONTRACTUAL SERVICE	5,788	4,936	4,612	10,000	10,000
TRAVEL & PER DIEM	636	296	-	650	650
COMMUNICATIONS SERVICES	1,088	529	-	-	-
TRAINING SCHOOLS	275	395	-	-	-
OFFICE SUPPLIES	452	-	-	-	-
OPERATING SUPPLIES	786	-	-	-	-
SUBSCRIPTION & MEMBERSHIP	350	-	-	-	-
TOTAL CITY ATTORNEY	83,945	133,982	136,729	131,650	147,090



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Other Governmental Services





Other Governmental Services (Continued)

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
PROFESSIONAL SERVICES	-	-	2,600	10,000	10,000
OTHER CONTRACTUAL SERVICE	29,906	42,829	28,771	34,006	43,560
ELECTION EXPENSE	94	170	10,020	5,000	11,000
COMMUNICATION SERVICES	6,689	5,064	4,877	7,000	4,680
POSTAGE	1,209	832	1,055	2,500	2,000
GASOLINE	90	23	-	500	
ELECTRICITY	19,261	21,391	21,899	19,000	20,400
ELEC/MUSEUM AVE ST. LIGHT	425	415	342	800	600
WATER	6,291	7,536	6,993	8,000	3,600
WATER/MUSEUM	-	-	1,019	1,250	960
NATURAL GAS/TECO	-	-	448	500	720
RENTAL AND LEASES	5,774	6,289	4,923	6,000	5,880
OTHER INSURANCE	12,440	12,835	12,492	14,000	14,000
BUILDINGS REP & MAINT	6,230	9,304	7,741	7,000	14,280
M&R/THE STATION	-	-	15,575		
REPLACEMENT & MAINTENANCE	547	1,078	622	3,000	
PROMOTIONAL ACTIVITIES		2,192	45	-	
OTHER CUR CHARGES & OBLG.	344	1,349	397	1,500	
PROPERTY TAXES PAID		343	1,593	200	
TUITION REIMBURSEMENT	-	-	1,000	2,000	2,000
ADVERTISING	7,529	10,005	12,999	6,500	15,000
OFFICE SUPPLIES	1,371	604	3,067	2,000	1,500
OPERATING SUPPLIES	4,651	2,020	1,655	3,000	1,500
JANITORIAL SUPPLIES	202	539	114	1,000	300
SUBSCRIPTION & MEMBERSHIP	135	15	-	-	
CAPITAL	43,281	48,200	533,237	113,431	0
TOTAL OTHER GOVERNMENTAL SERVICES	146,469	173,033	673,484	248,187	151,980

Capital

New roof at City Hall

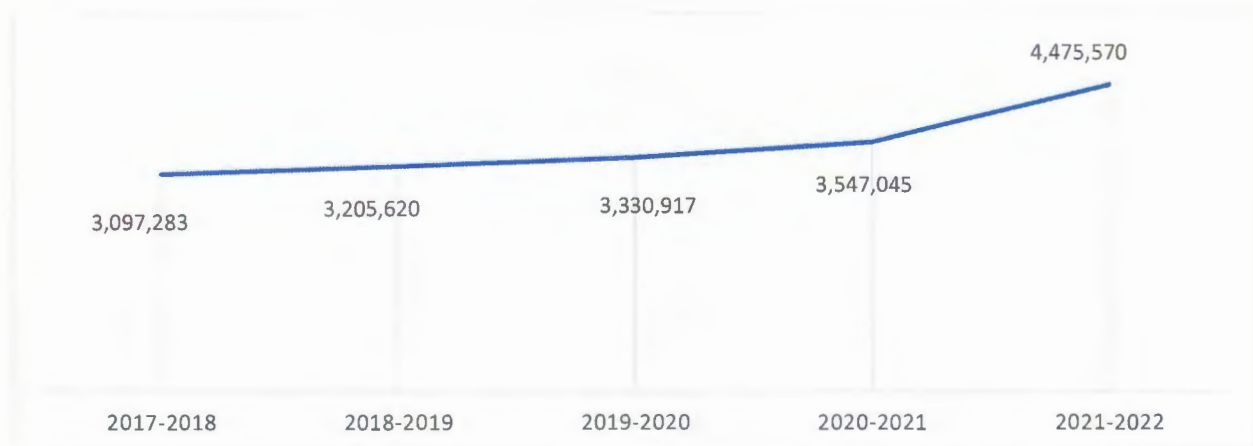
\$100,000 (Funded by infrastructure funds)

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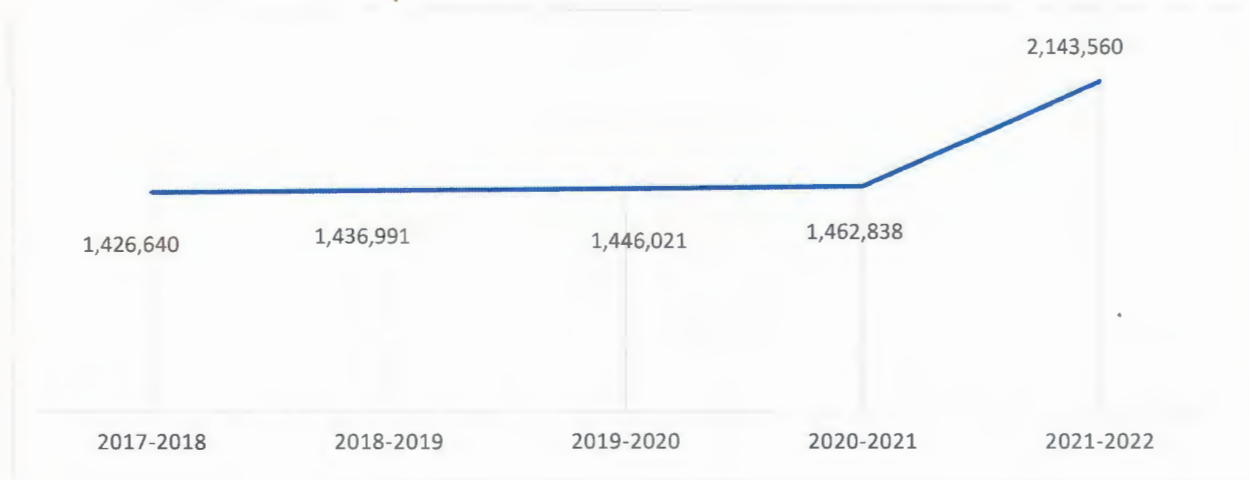
Public Safety

Department	Total Expense
Law Enforcement	2,143,560
Fire Department	1,982,670
Code Enforcement	310,840
Planning & Zoning	38,500
Total	4,475,570





Law Enforcement Services



Description: The City entered into a three-year interlocal agreement for law enforcement services September 13, 2021, the agreement commences on October 1, 2021 and ends September 30, 2024. The total amount due under this Agreement for all Law Enforcement Services commencing October 1, 2021 and ending September 30, 2022, is \$2,002,258; increasing to \$2,510,610 October 1, 2022 and ending September 30, 2023; and increasing to \$2,585,928 October 1, 2023 and ending September 30, 2024.



Law Enforcement Services (Continued)

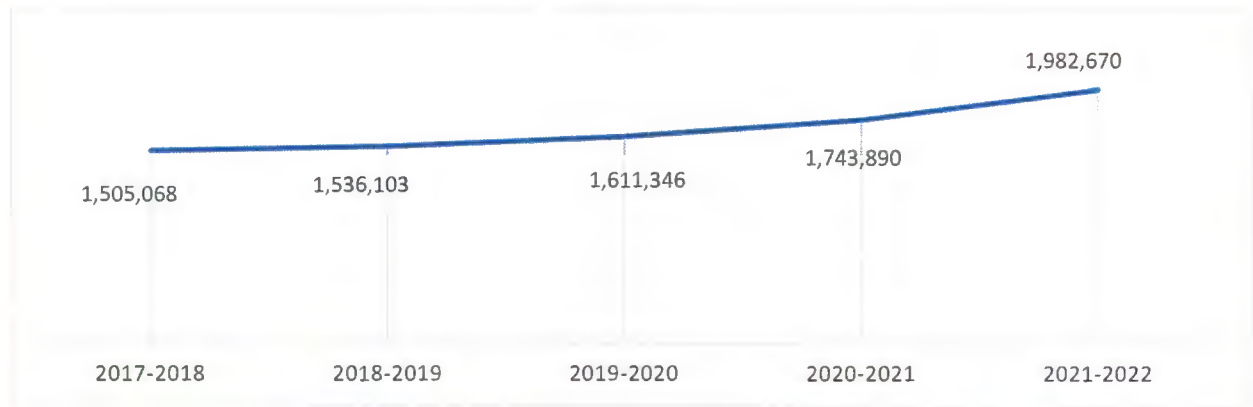
	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
EXECUTIVE SALARIES	40,825	23,794		-	
REGULAR SALARIES & WAGES	1,433	-		-	
SPECIAL PAY	480	200		-	
FICA	3,226	1,805		-	
STATE CONTRIBUTIONS	63,092	67,245	75,222	49,000	126,700
LIFE & HEALTH INS	156	60	-	-	
UHC	3,179	1,784	-	-	
OTHER CONTRACTUAL SERVICE	6,621	8,210	4,156	6,156	9,120
HCSO SERVICES	1,259,160	1,317,685	1,357,216	1,397,932	2,002,260
COMMUNICATIONS SERVICES	3,177	1,680	1,097	500	720
GASOLINE	1,121	219	-	-	
WATER	2,854	4,461	7,265	8,000	2,760
PROPERTY & OTHER INS.	8,867	8,976	-	-	
BUILDINGS REP & MAINT	15,664	592	1,065	-	2,000
VEHICLES REP & MAINT	4,397	208		1,250	
MACHINERY REP & MAINT	566	-		-	
OFFICE SUPPLIES	74	72		-	
OPERATING EXPENSE	10,253	-		-	
UNIFORMS/DUTY RELATED EQP	396	-		-	
CAPITAL	396	-		-	
TOTAL POLICE SERVICES	1,426,640	1,436,991	1,446,021	1,462,838	2,143,560



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Fire Department





Fire Department

(Continued)

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
EXECUTIVE SALARIES	60,769	22,667		-	
REGULAR SALARIES & WAGES	606,122	625,866	804,454	855,102	1,038,160
OVERTIME	38,705	56,662	39,625	57,156	59,353
PAY OUT	6,995	6,120	6,175	4,710	3,000
FICA	53,250	53,252	63,996	70,814	79,419
FIRE PLAN	330,429	407,582	328,902	325,000	308,670
STATE CONTRIBUTIONS	39,835	38,071	39,085	49,000	39,080
LIFE & HEALTH INSURANCE	3,221	2,848	3,869	3,865	4,700
UHC	86,690	75,188	83,525	96,226	122,600
EMPLOYER HSA CONTRIBUTION	6,189	3,793	4,255	4,180	
WORKER'S COMP			53,093	66,612	66,650
OTHER CONTRACTUAL SERVICE	43,829	50,784	20,800	19,000	17,980
FIRE ASSESSMENT CONSULTNG	-	10,584	11,715	9,000	44,000
PRE-EMPLOYMENT	380	10,937	2,303	9,700	7,500
TRAVEL & PER DIEM	-	-	1,074	2,500	1,400
COMMUNICATIONS SERVICES	7,452	6,736	6,906	9,000	9,360
TRANSPORTATION/POSTAGE	101	124	288	300	100
TRAINING SCHOOLS	5,540	4,066	2,504	7,000	7,000
GASOLINE	491	1,536	1,722	2,000	3,600
Natural GAS (TECO)	1,200	413	396	900	600
DIESEL	11,403	9,767	5,431	10,000	8,400
ELECTRICITY	6,358	7,017	7,127	6,000	7,200
WATER	1,475	1,376	1,463	2,500	1,500
PROPERTY & OTHER INS.	32,354	-	25,297	33,000	33,000
FIREFIGHTER CANCER INS	-	-	-	-	28,600
OTHER INSURANCE	-	32,086	3,798	-	
BUILDINGS REP & MAINT	7,127	27,167	4,422	6,000	6,500
VEHICLES REP & MAINT	59,639	45,142	38,484	40,000	40,000
OTHER REPAIRS & MAINT	(7)	298	439	500	500
MACHINERY REP & MAINT	7,443	6,433	4,266	5,500	5,700
FIRE PREVENTION ACTIVITIE	326	223	1,486	1,500	400
OFFICE SUPPLIES	1,327	1,890	735	1,450	1,500



Fire Department

(Continued)

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
OPERATING SUPPLIES	75,266	18,202	28,395	26,700	22,000
JANITORIAL SUPPLIES	1,179	1,195	1,324	1,500	2,000
SUBSCRIPTION & MEMBERSHIP	1,346	1,694	-	1,200	1,700
IMPROVEMENTS	0	1,684	4,979	9,800	
TOTAL FIRE DEPARTMENT	1,505,068	1,536,103	1,611,346	1,743,890	1,982,670



Capital

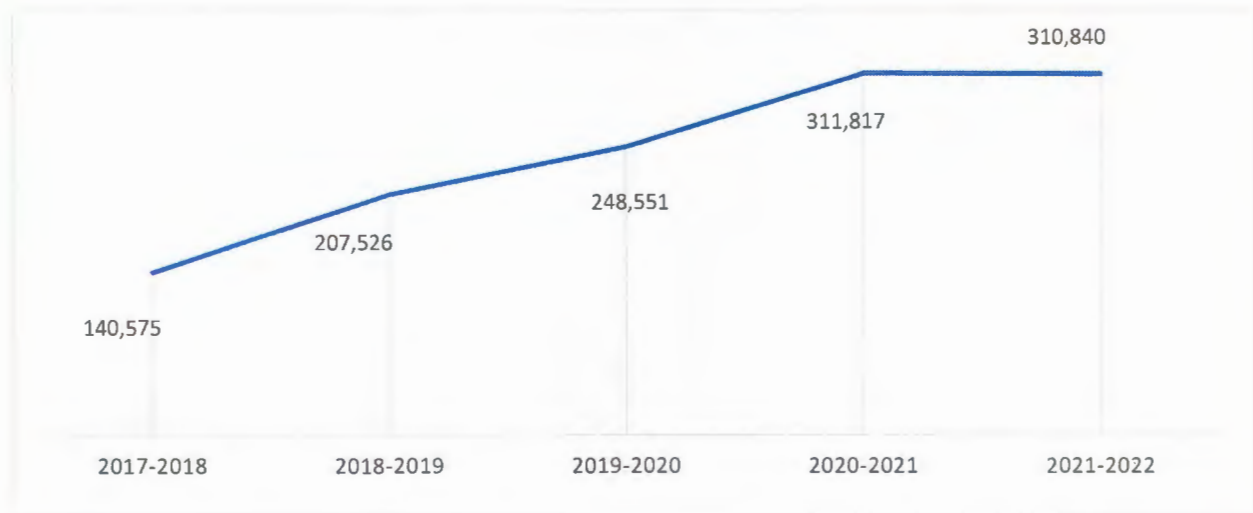
Paid from Infrastructure Funds

Fire Command Vehicle	\$62,000
SCBA Bottles 3 @ \$1,300/each	\$ 3,700
Bunker Gear 4 sets/boots	\$11,300
Fire Hydrant Replacement	\$75,000

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Code Enforcement



Description: The Code Enforcement Department is responsible for enforcement of the Avon Park Code of Ordinances relating to zoning, signage, abandoned / junked vehicles, uncultivated vegetation trash, debris, and other objectionable or unsanitary matter. With an effective code enforcement program, the City of Avon Park promotes, protects, and improves the health, safety, and welfare of the citizens of Avon Park.



Code Enforcement

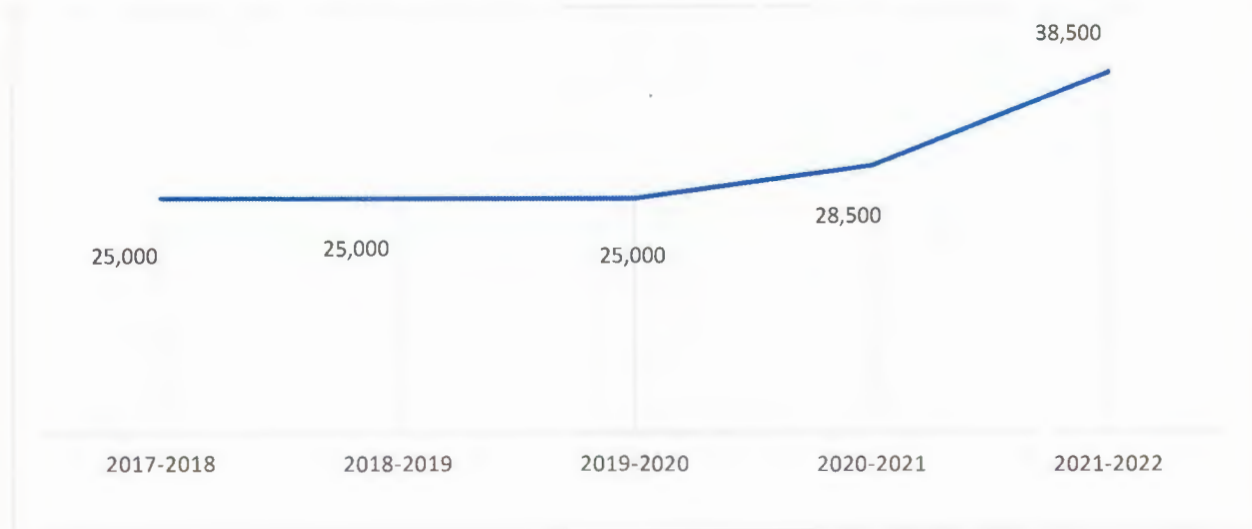
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	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
EXECUTIVE SALARIES	40,825	23,693	17,018	0	
REGULAR SALARIES & WAGES	41,466	84,668	126,702	173,051	160,390
OVERTIME	70	258	270	-	
SPECIAL PAY	480	200	-	400	-
FICA	6,138	8,086	10,605	13,269	12,270
RETIREMENT CONTRIBUTIONS	3,225	7,070	9,363	17,662	18,640
CITY RETIREMENT	-	-	4,144	0	
LIFE & HEALTH INSURANCE	472	595	991	814	920
UHC	12,438	19,474	21,992	20,258	24,520
WORKER'S COMP	-	-	5,467	6,741	7,000
PROFESSIONAL FEES	7,954	5,250	4,514	17,750	24,000
OTHER CONTRACTUAL SERVICE	5,656	7,784	5,791	7,802	11,380
DEMOLITION/ REPAIRS	-	14,745	12,900	20,000	20,000
PRE-EMPLOYMENT	-	-	96	500	300
TRAVEL & PER DIEM	-	658	1,392	4,000	4,000
COMMUNICATIONS SERVICES	1,105	3,803	4,785	4,500	4,920
TRANSPORTATION/POSTAGE	9,803	9,351	7,471	4,000	4,000
TRAINING SCHOOLS	520	3,454	100	3,000	3,000
GASOLINE	556	3,539	3,511	4,800	4,800
BUILDINGS REPAIR & MAINT		5,796	-	-	
VEHICLES REP & MAINT	2,559	1,271	73	1,500	2,500
OFFICE SUPPLIES	3,757	2,367	1,344	1,200	1,200
LIENS COURT COSTS	19	-	-	-	
OPERATING SUPPLIES	3,167	4,884	4,032	2,500	4,000
SUBSCRIPTION & MEMBERSHIP	-	145	50	500	500
UNIFORMS	365	435	5,937	7,750	2,500
TOTAL CODE ENFORCEMENT	140,575	207,526	248,551	311,817	310,840

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Planning & Zoning



Description: On September 27, 2021, the City entered into an agreement with Central Florida Regional Planning Council to provide professional planning services to assist the City in complying with the requirements of growth management laws; to provide technical assistance to the Planning and Zoning Board, elected officials, and City staff members on the evaluation and processing of land development proposals; and to maintain the Comprehensive Plan, Future Land Use Map, Unified Land Development Code, and Official Zoning Map.

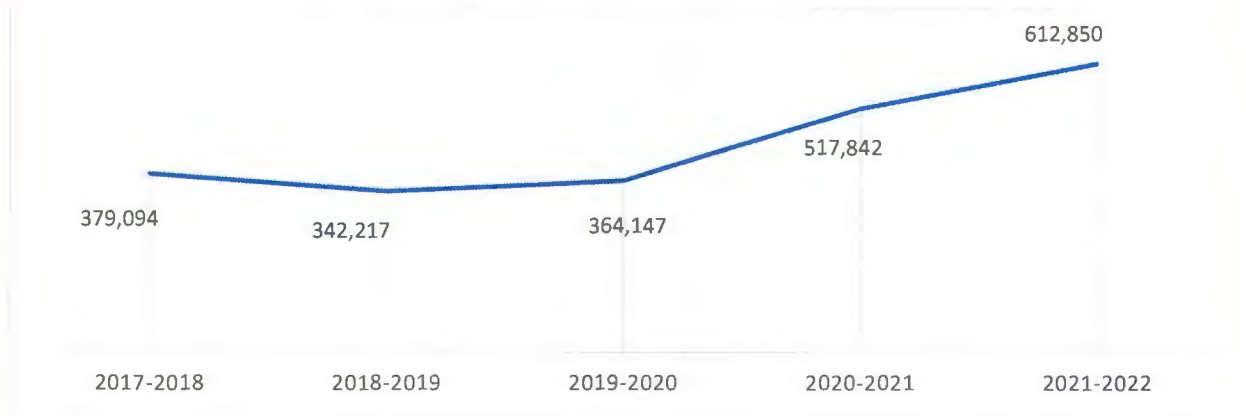


	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
PLANNING SERVICES	25,000	25,000	25,000	25,000	38,000
ADVERTISING				3,500	500
TOTAL PLANNING AND ZONING	25,000	25,000	25,000	28,500	38,500

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Transportation/Streets



Description: The Transportation/Streets Department provides a quality environment for the City of Avon Park. It performs many important functions that directly affect the health and safety of our residents each day. The Department manages the maintenances of public land and easements, street lighting and control and street maintenance.



Transportation/Streets

(continued)

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
EXECUTIVE SALARIES	21,832	34,671	33,396	28,655	113,990
REGULAR SALARIES & WAGES	43,759	40,361	63,522	122,583	97,960
OVERTIME	1,528	284	1,172	1,995	1,200
FICA	5,128	5,720	7,159	11,722	16,310
RETIREMENT CONTRIBUTIONS	5,112	8,229	9,456	15,124	22,400
LIFE INSURANCE	362	363	587	950	770
UHC	10,285	6,122	9,000	23,651	22,440
EMPLOYER HSA CONTRIBUTIONS			5		
WORKER'S COMP			4,888	15,561	15,000
OTHER CONTRACTUAL SERVICE	29,395	18,749	14,261	34,156	30,000
PRE-EMPLOYMENT	96	120	58	500	1,000
COMMUNICATIONS SERVICES	1,361	577	912	1,200	2,280
TRAINING SCHOOLS	31	-	1,028	1,000	2,000
GASOLINE	10,132	7,567	6,342	9,000	10,000
DIESEL	949	1,278	848	1,500	2,000
ELECTRICITY	1,697	1,908	2,141	1,600	3,000
ST LIGHTS/TRAFFIC SIGNALS	111,869	124,963	118,583	125,000	114,000
PROPERTY & OTHER INS	8,293	8,556	6,692	7,500	7,500
VEHICLES REP & MAINT	4,985	8,793	8,842	10,000	10,000
TRAFFIC & LIGHT REPAIRS	7,130	3,970	1,519	7,200	6,000
MACHINERY REP & MAINT	12,667	16,327	10,688	13,200	15,000
RAILROAD CROSSING MAINT.	6,320	6,320	6,320	8,000	10,000
RIGHT OF WAY MAINTENANCE	68,206	23,436	23,094	20,000	10,000
STREET SWEEPING LANDFILL	9,464	4,660	9,320	12,000	6,000
DIESEL FUEL TAX	5,934	4,819	4,247	4,600	5,000
OPERATING SUPPLIES	4,070	6,193	6,660	7,000	5,000
STREETS	1,345	2,676	2,283	2,500	2,000
SIGNS	985	4,481	2,831	25,000	25,000
UNIFORMS	131	1,074	2,418	2,145	2,500
MOSQUITO CONTROL	-	-	1,315	4,500	4,500
IMPROVEMENTS	6,028	0	4,650	-	50,000
TOTAL TRANSPORTATION/STREETS	379,094	342,217	364,147	517,842	612,850



Transportation/Streets

(continued)



Capital

Paid from Infrastructure Funds

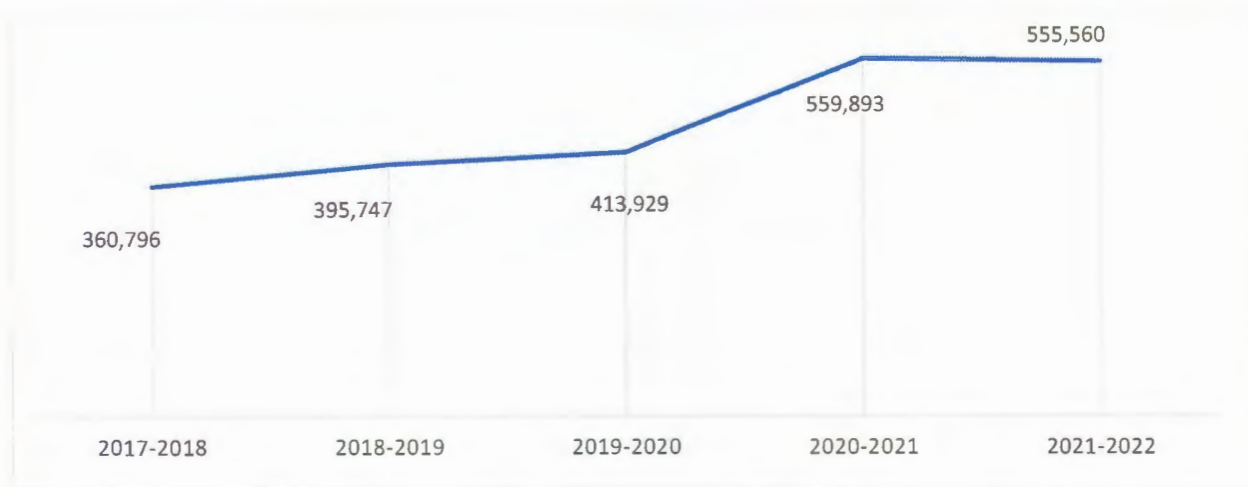
Street Improvements	\$500,000
Sidewalks & Curbs	\$100,000
Stormwater & Drainage	\$200,000
Improvement (funded by General Fund)	<u>\$ 50,000</u>
Total	\$850,000

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Parks & Recreation

Department	Total Expense
Parks	408,700
Culture & Recreation	12,000
Recreation	83,780
Community Center	29,320
Total	555,560



Description: The Parks and Recreation Department is committed to providing the citizens of Avon Park with safe and enjoyable parks and facilities that enhance the overall quality of life and promote a sense of community.



Parks

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
EXECUTIVE SALARIES	-	4,145	3,132	7,200	
REGULAR SALARIES & WAGES	44,371	33,050	51,436	83,505	119,640
OVERTIME	1,446	2,268	3,572	2,250	3,000
FICA	3,519	3,008	4,414	6,958	9,390
LIFE INSURANCE	362	363	587	950	770
UHC	10,285	6,122	9,000	23,651	22,440
EMPLOYER HSA CONTRIBUTIONS			5		
WORKER'S COMP			4,888	15,561	15,000
OTHER CONTRACTUAL SERVICE	-	-	300	80,000	80,000
PRE-EMPLOYMENT				200	200
COMMUNICATIONS SERVICES	1,056	716	1,107	1,200	1,560
TRAINING SCHOOLS	-	-	529	400	400
GASOLINE	1,994	1,488	1,182	2,200	2,500
DIESEL	1,911	1,278	848	2,000	1,500
ELECTRICITY	3,716	2,688	3,264	3,000	3,600
ANOKA-SOFTBALL FIELD	741	810	792	650	960
DURRAH MARTIN	4,915	5,588	6,165	6,100	11,500
MEMORIAL FIELD-FOOTBALL	6,344	5,807	6,579	5,200	8,400
ALINE MCWHITE PLAYGROUND	407	292	231	400	400
LAKE TULANE	192	227	178	300	300
WATER	17,604	10,869	17,705	23,000	18,000
DURRAH MARTIN	3,187	2,446	2,444	2,800	4,500
ANOKA-SOFTBALL FIELD	6,099	2,187	2,883	2,500	3,600
WATER DONALDSON PARK	263	337	588	500	600
MEMORIAL FIELD-FOOTBALL	111	111	146	150	150
ALINE MCWHITE PLAYGROUND	903	895	906	1,000	1,000
PROPERTY & OTHER INS	12,440	11,765	10,707	12,000	12,000
BUILDINGS REP & MAINT	1,152	8091	150	1,000	1,000
VEHICLES REP & MAINT	2,547	1,783	2,138	2,500	3,000
MACHINERY REP & MAINT	588	2,508	1,522	3,000	1,000
MALL MAINTENANCE	14,199	15,733	7,157	10,000	5,000
LAKE MAINTENANCE	4,351	1,591	800	2,000	1,500
LAKE TULANE	4,596	442	-	6,200	2,000
SPRINKLERS	-	-	622	5,000	5,000
BALL PARK MAINTENANCE	53,746	49,849	53,720	60,000	52,000
PLAYGROUND MAINT.	-	400	400	2,000	1,000



Fiscal Year 21-22 Annual Budget

(Continued)

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
TENNIS COURT MAINTENACE	131	-	498	600	600
MEMORIAL FOOTBALL FIELD	886	676	385	3,200	1,000
DONALDSON PARK MAINT	6,898	1,544	1,238	2,500	1,000
DURRAH MARTIN FIELD	3,106	3,034	3,876	6,000	6,000
ANOKA SOFTBALL FIELD	235	34	-	700	700
ADVERTISING EMP.	-	-	-	75	80
OFFICE SUPPLIES	-	-	-	200	200
OPERATING SUPPLIES	1,235	1,172	4,366	1,675	1,000
JANITORIAL SUPPLIES	5,191	3,769	5,353	4,000	4,000
UNIFORMS	111	685	2,951	1,711	1,000
IMPROVEMENTS	-	-	-	36,000	-
TOTAL PARKS	225,242	192,282	223,356	429,403	408,700





Culture & Recreation

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
NOT FOR PROFIT DONATION	15,550	6,850	12,125	10,000	12,000
TOTAL CULTURE & RECREATION	25,000	25,000	25,000	28,500	38,500

Recreation

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
REGULAR SALARIES & WAGES	2,228	4,914	7,352	7,515	8,360
OVERTIME	-	22	82	-	-
FICA	170	373	563	575	640
RETIREMENT CONTRIBUTIONS	180	412	664	751	990
LIFE & HEALTH INSURANCE	11	29	46	41	50
UHC	328	767	1,117	1,013	1,040
WORKER'S COMP	-	-	243	-	-
UNEMPLOYMENT COMPENSATION	-	-	-	295	-
OTHER CONTRACTUAL SERVICE	5,380	6,461	8,531	9,000	6,780
COMMUNICATIONS SERVICES	1,023	553	626	1,200	920
POSTGAGE	-	-	612	750	200
ELECTRICITY	17,925	19,992	18,808	21,000	20,400
WATER	2,092	2,095	1,979	2,100	2,400
PROPERTY & OTHER INS	36,282	34,226	30,470	35,000	35,000
BUILDINGS REP & MAINT	6,885	97,855	85,123	10,000	5,000
MACHINERY REP & MAINT	281	336	-	1,000	1,000
OPERATING SUPPLIES	301	-	41	1,750	1,000
TOTAL RECREATION	73,086	168,035	156,256	91,990	83,780



Community Center

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
OTHER CONTRACTUAL SERVICE	608	652	552.95	600	800
COMMUNICATIONS SERVICES	538	538	625.94	700	820
ELECTRICITY	9,083	9,083	7,595	10,000	9,600
WATER	464	464	3,455	2,700	3,600
INSURANCE/ COMM. CTR.	7,256	7,487	6,246	7,000	7,000
BUILDINGS REP & MAINT	7,992	4,197	2,776	6,000	6,000
OPERATING SUPPLIES	5,638	1,709	942	1,500	1,500
JANITORIAL SUPPLIES	5,191	3,769	5,353	4,000	4,000
IMPROVEMENTS	15,339	4,450	-	-	-
TOTAL COMMUNITY CENTER	46,918	28,580	22,123	28,500	29,320

Capital

New Roof at Community Center	\$250,000 (Infrastructure Funds)
Vehicle	\$ 30,000 (General Fund Funds)

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Infrastructure Fund

Description: The Local Government Infrastructure Surtax may be levied at the rate of .5 or 1 percent pursuant to an ordinance enacted by a majority vote of the county's governing body and approved by voters in a countywide referendum. Generally, the proceeds must be expended to finance, plan and construct infrastructure; acquire land for public recreation, conservation, or protection of natural resources; or finance the closure of local government-owned solid waste landfills that have been closed or are required to be closed by order of the Department of Environmental Protection. Additional spending authority exists for select counties. During the 2020-21 fiscal year, the 28 counties levying this surtax will realize an estimated \$1.48B in revenue. The 19 eligible counties not currently levying this surtax at the maximum rate will allow an estimated \$1.75B to go unrealized.

The City entered into an Interlocal Agreement with Highlands County on August 16, 2021 which remains in effect until August 31, 2031. On January 1, 2021 (and every 5 years thereafter) the County recalculates the distribution based on the immediately preceding 5 years of audited expenses (January 2016 – December 2020).

Infrastructure Fund Revenue





Infrastructure Fund Balance & Projects

Governmental Services		
	New Roof at City Hall	\$ 100,000
Law Enforcement		
	Patrol Vehicles – Per HCSO Agreement	\$ 165,830
Fire Department		
	Fire Command Vehicle	\$ 62,000
	SCBA Bottles 3 @ \$1,300	\$ 3,700
	4 Sets of Bunker Gear/Boots	\$ 11,300
	Fire Hydrant Replacement	\$ 75,000
Transportation		
	Street Improvements	\$500,000
	Sidewalks & Curbs	\$100,000
	Stormwater & Drainage	\$200,000
Parks & Recreation		
	New Roof at Community Center	\$250,000



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Community Redevelopment Areas (CRA) Funds



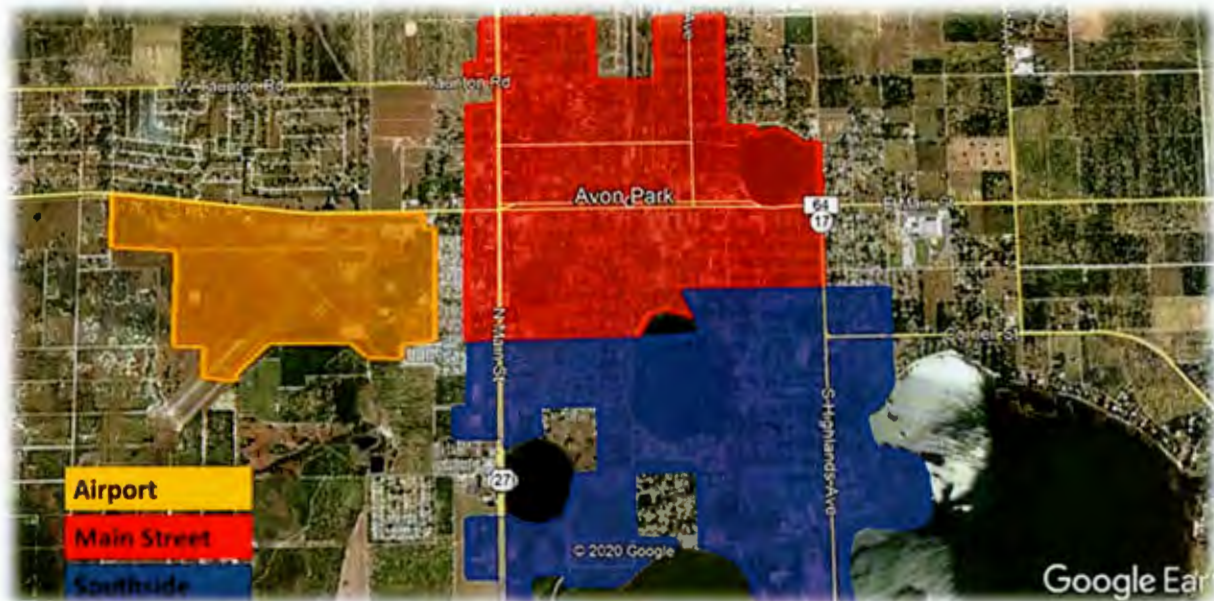


Community Redevelopment Areas (CRA) Funds

Description: Downtown areas across America began to decline after WWII as suburbs developed and people moved from the City and into the outskirts and countryside. Construction of retail complexes, office buildings and service providers sprang up in these outlying areas pulling the businesses out of what once was a vibrant urban core of downtown areas. Historic buildings stood vacant and private investments were insufficient to maintain America's downtowns active. Property values dropped significantly resulting in a decline in property taxes.

In the mid 1970's the State legislatures created a mechanism whereby communities could designate areas "blighted" - areas that are in need of redevelopment because certain conditions exist. Cities (later Counties) were given the power to create Community Redevelopment Agencies (CRAs) as Dependent Special Districts to eliminate slum and blighted conditions, restore economic vitality and the standard of living of residents in specific areas.

CRAs are a specifically focused financing tool for redevelopment. CRA Boards do not establish policy for the city or county - they develop and administer a plan to implement that policy. The CRA acts officially as body distinct and separate from the governing body, even when it is the same group of people. The CRA has certain powers that the city or county by itself may not have, such as establish tax increment financing and leverage local public funds with private dollars to make redevelopment happen. The term of a CRA is limited to 20 years, 40 years if extended.





Southside CRA

Fund Balance & Projects

Beginning Fund Balance	\$141,890
FY21/22 Budgeted Revenue	\$114,670
FY21/22 Budgeted Projects	\$ 0
Ending Fund Balance	\$256,560

The CRA Advisory Board met on September 16, 2021 and recommended budgeting \$100,000 toward facades grants and blight. The CRA Board will meet on September 27, 2021 and, if approved, this amount will be added to the budget during the budget adjustment process.





Airport CRA

Fund Balance & Projects

Beginning Fund Balance	\$147,320
FY21/22 Budgeted Revenue	\$ 25,620
FY21/22 Budgeted Projects	\$ 0
Ending Fund Balance	\$172,950

No projects have been budgeted for the Airport CRA.



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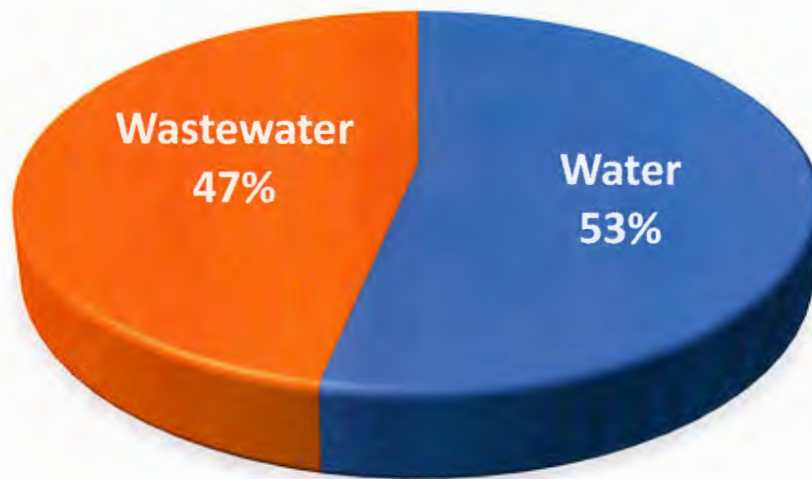


Water/Wastewater Fund





Total Water/Wastewater Fund Revenues



Water	\$3,139,400
Wastewater	\$2,753,500



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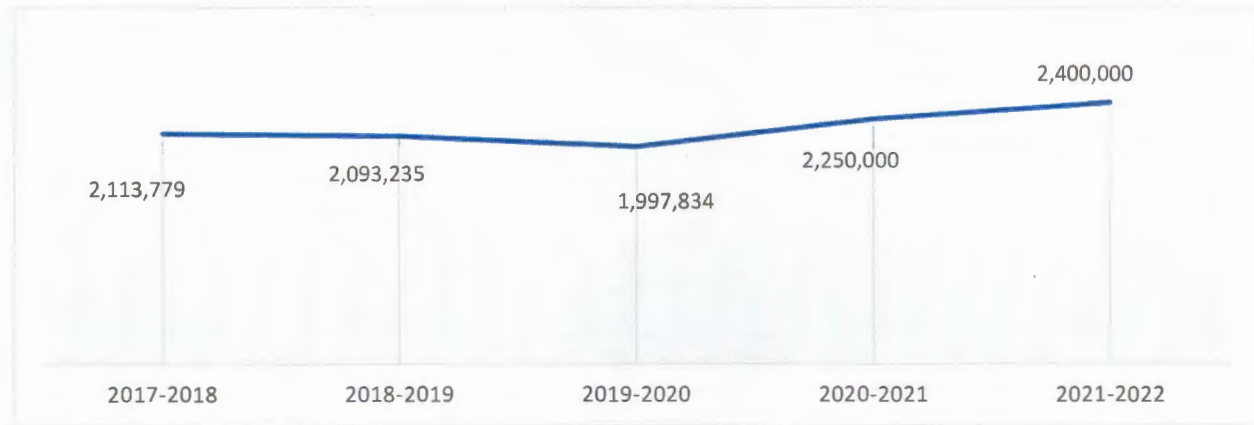


Total Water Revenues

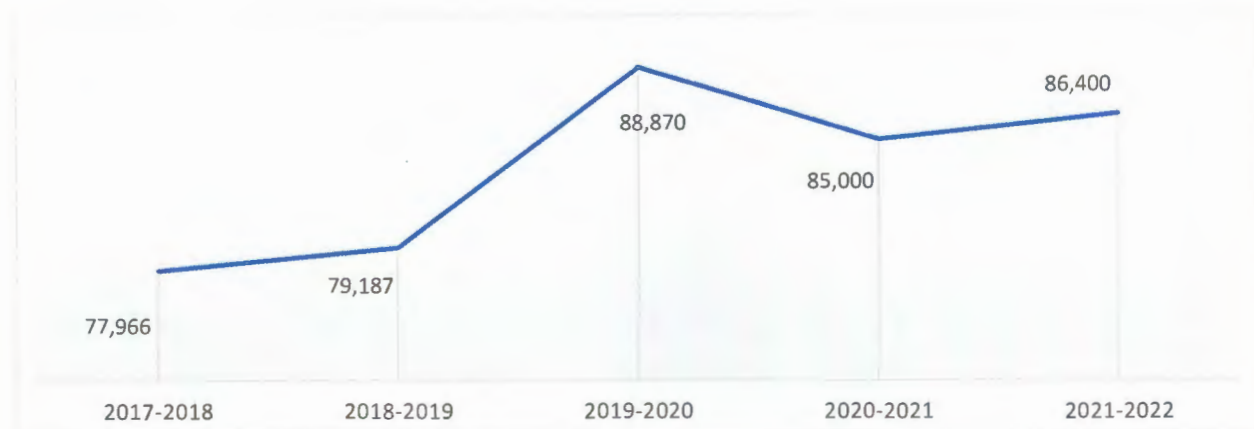
Type of Revenue	Amount Budgeted
Water Revenue	2,400,000
Irrigation	86,400
Sebring Ridge Water	298,000
Crystal Lake	72,000
Lake Damon	70,000
Water Reconnect Fees	100,000
Hydrant/Sprinkler	10,000
Tapping Fees	29,000
Impact Fees	70,500
Miscellaneous	3,500
Total Water Revenues	3,139,400



Water Revenue

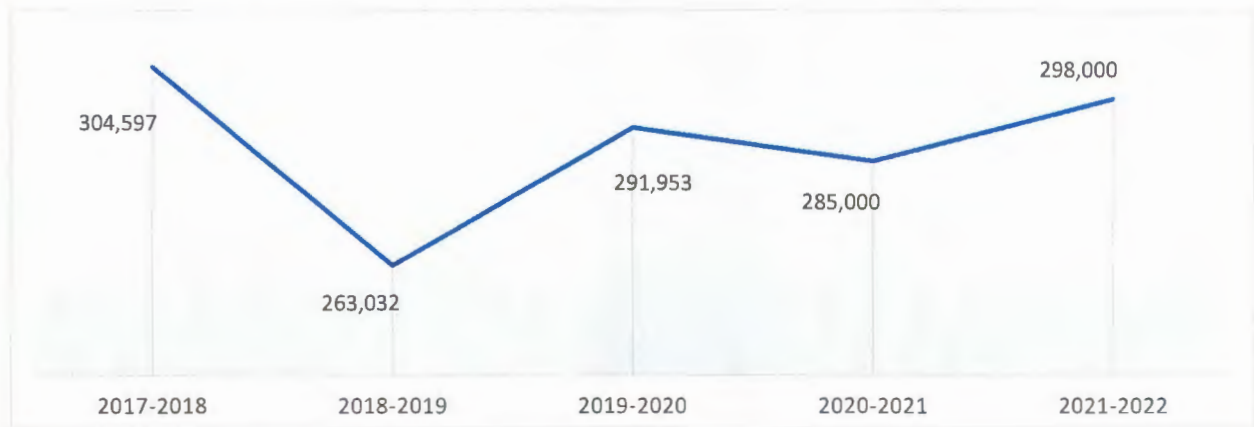


Irrigation Water Revenue

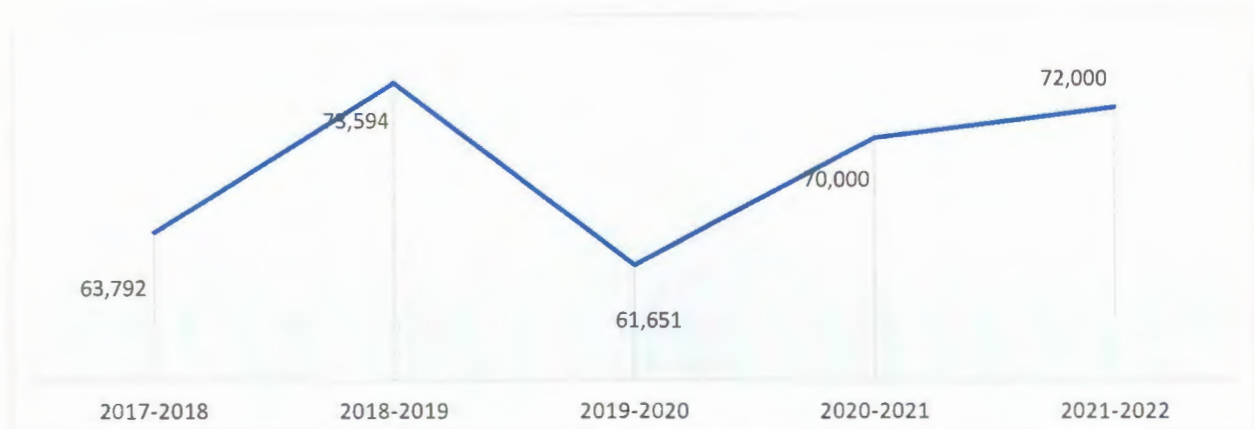




Sebring Ridge Water Revenue



Crystal Lake Water Revenue

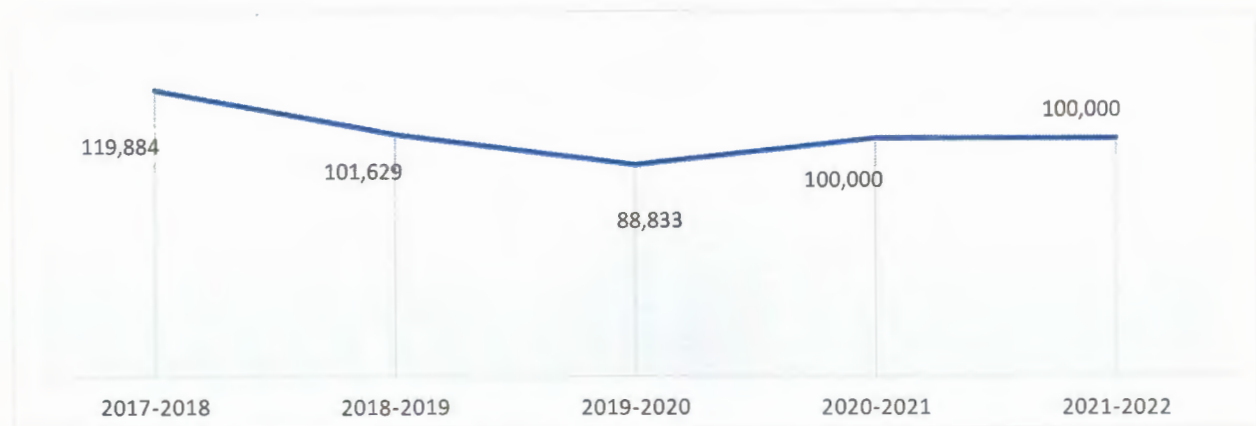




Lake Damon Water Revenue

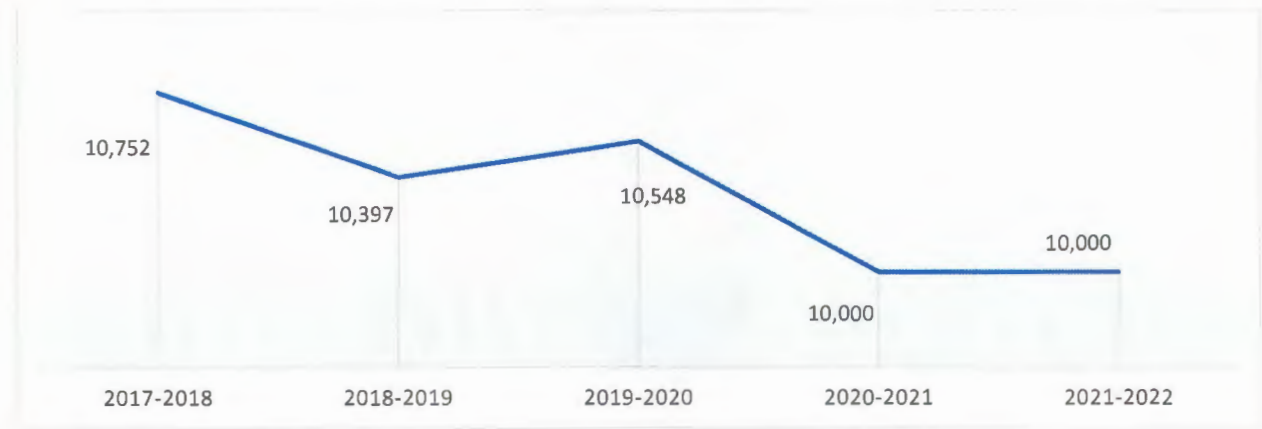


Water Reconnection Revenue

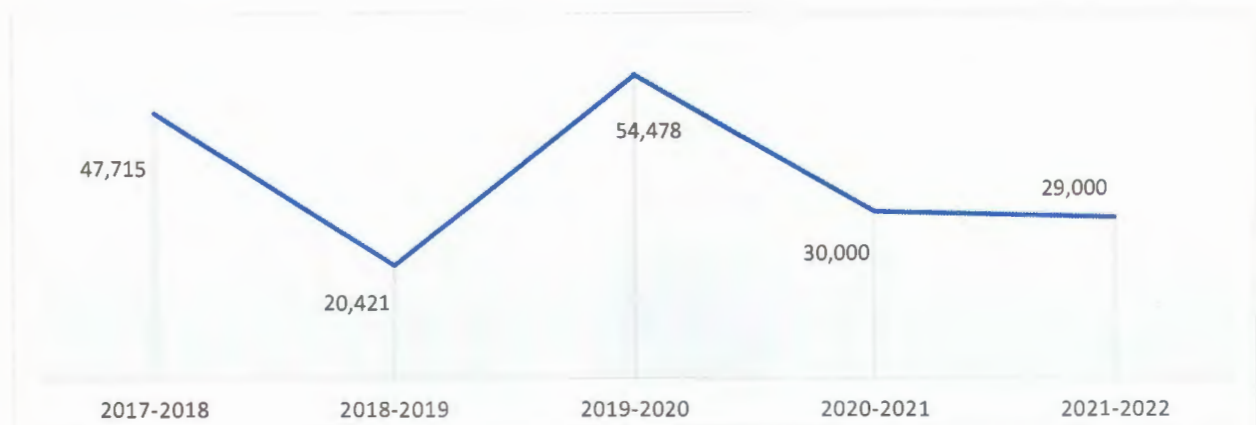




Water Hydrant/Sprinkler Revenue

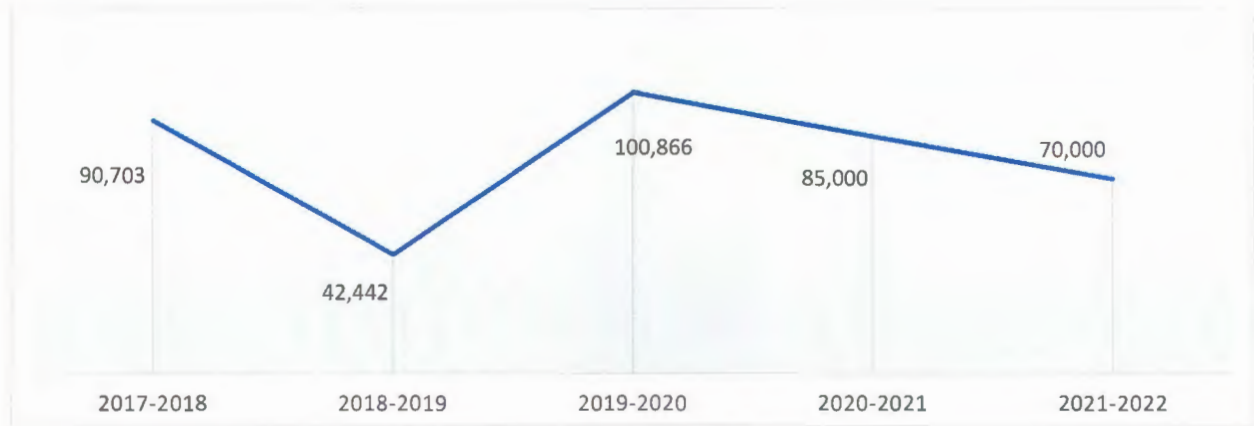


Water Tapping Fee Revenue

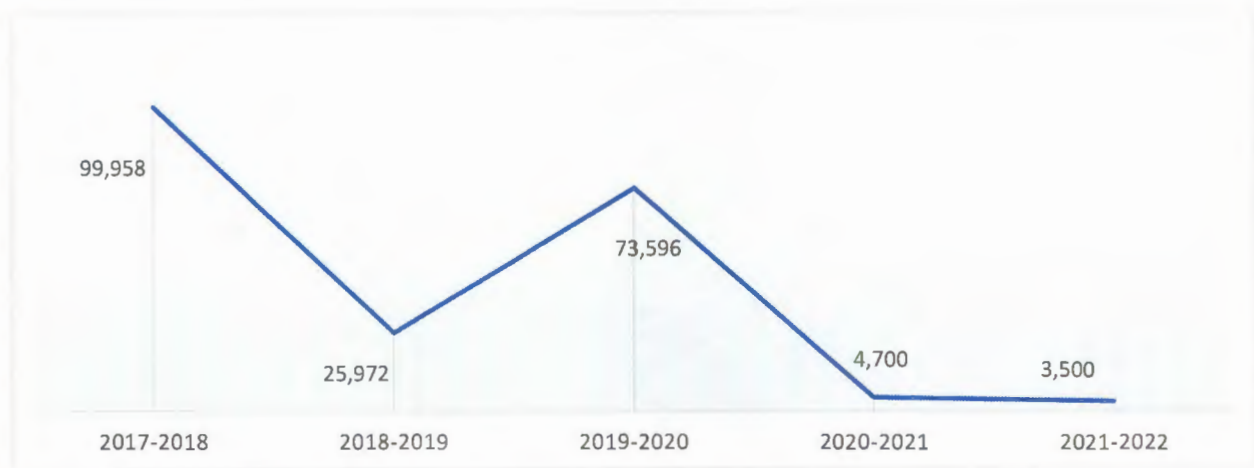




Water Impact Fee Revenue



Water Miscellaneous Revenue



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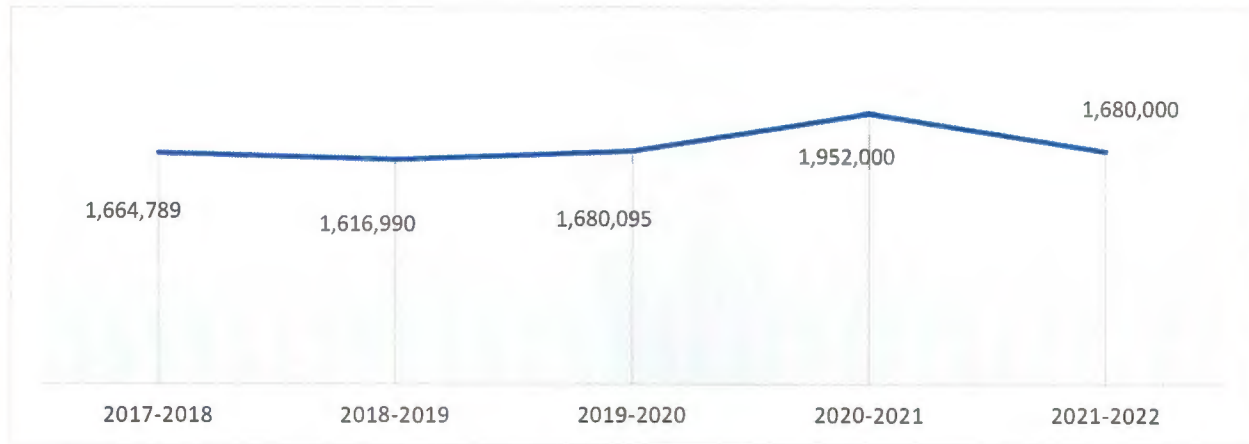
Total Wastewater Revenues

Type of Revenue	Amount Budgeted
Wastewater Revenue	1,680,000
Septage Revenue	708,000
Crystal Lake Wastewater	138,000
Lake Damon Wastewater	36,000
Penalties	145,000
Tapping Fees	1,500
Impact Fees	40,000
Other Income	5,000
Total Water Revenues	2,753,500

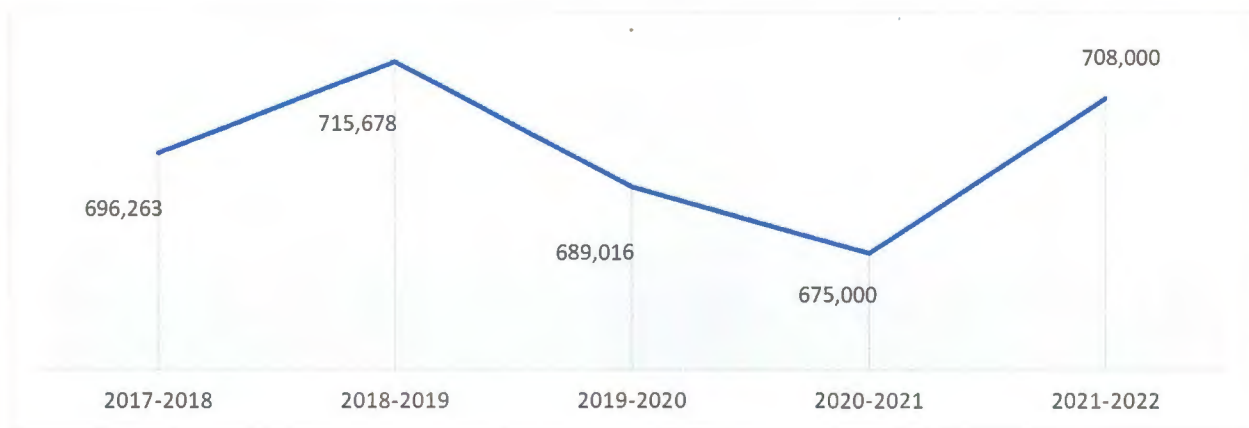




Wastewater Revenue

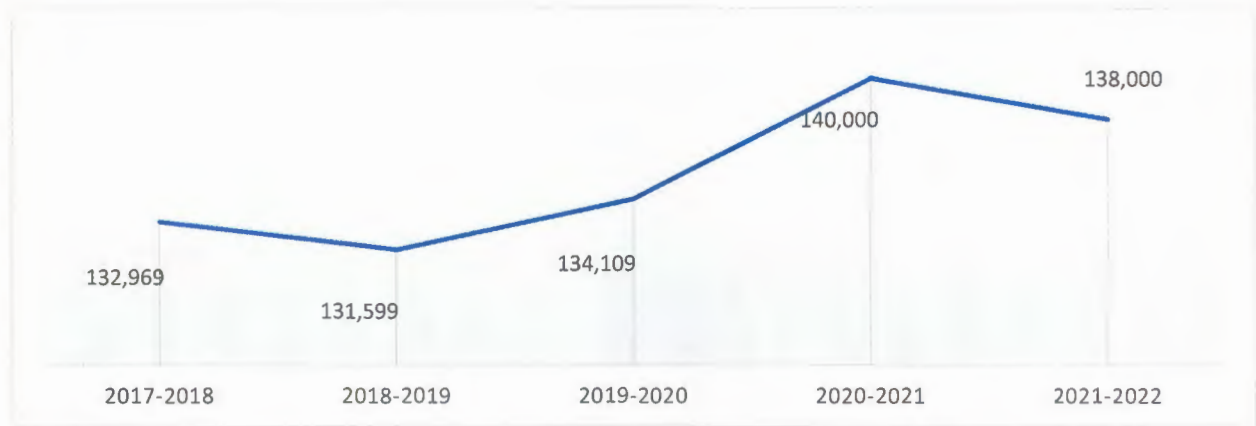


Septage Revenue

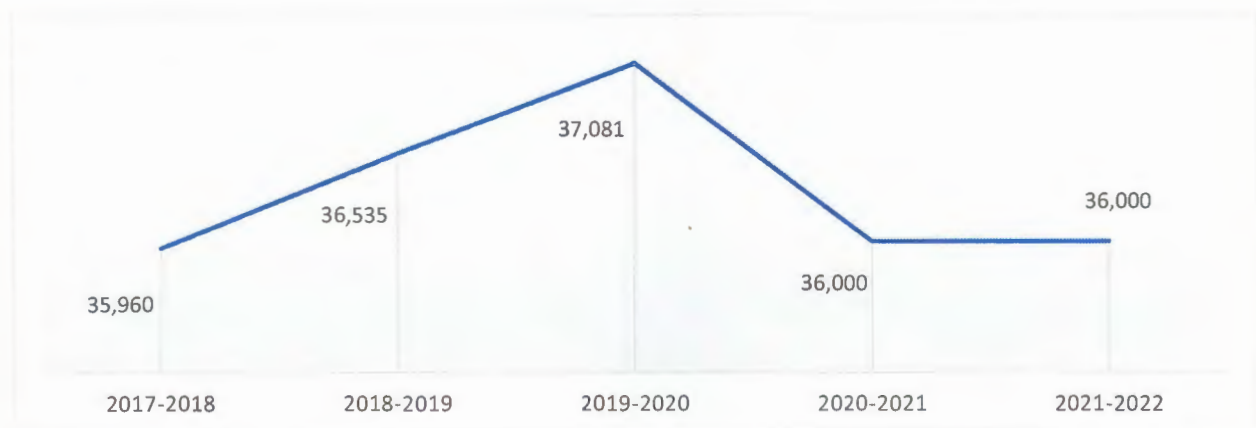




Crystal Lake Wastewater Revenue

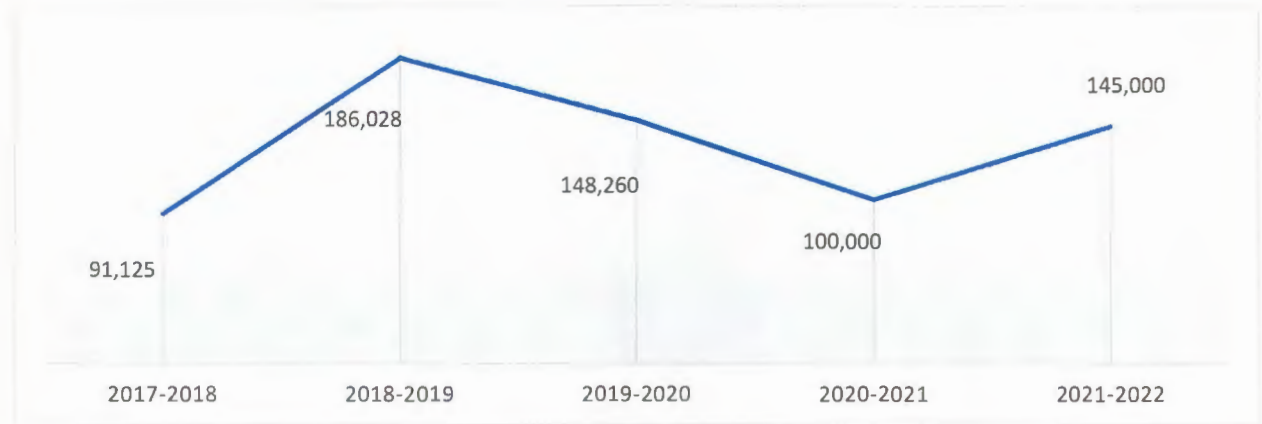


Lake Damon Wastewater Revenue

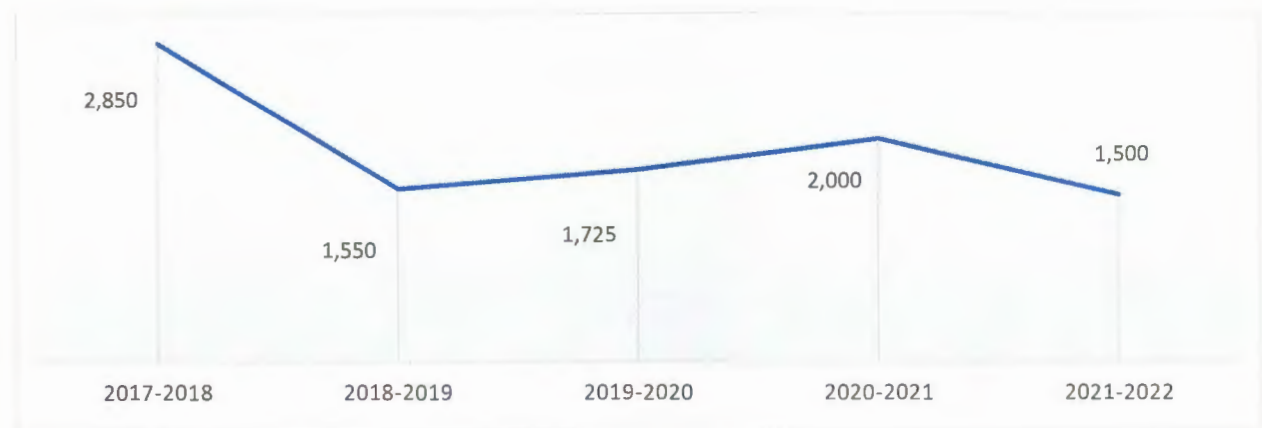




Wastewater Penalties Revenue

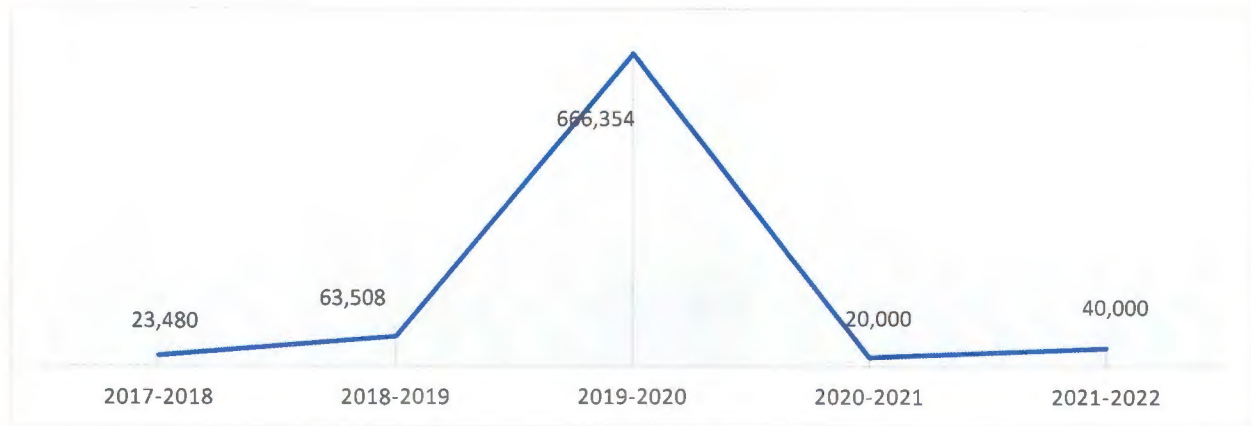


Wastewater Tapping Fee Revenue

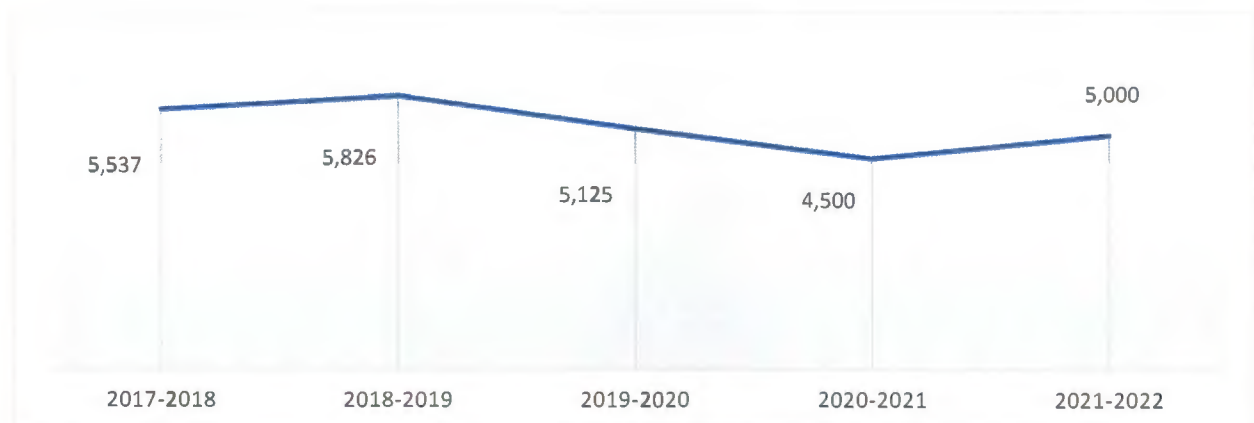




Wastewater Impact Fee Revenue



Other Wastewater Revenue

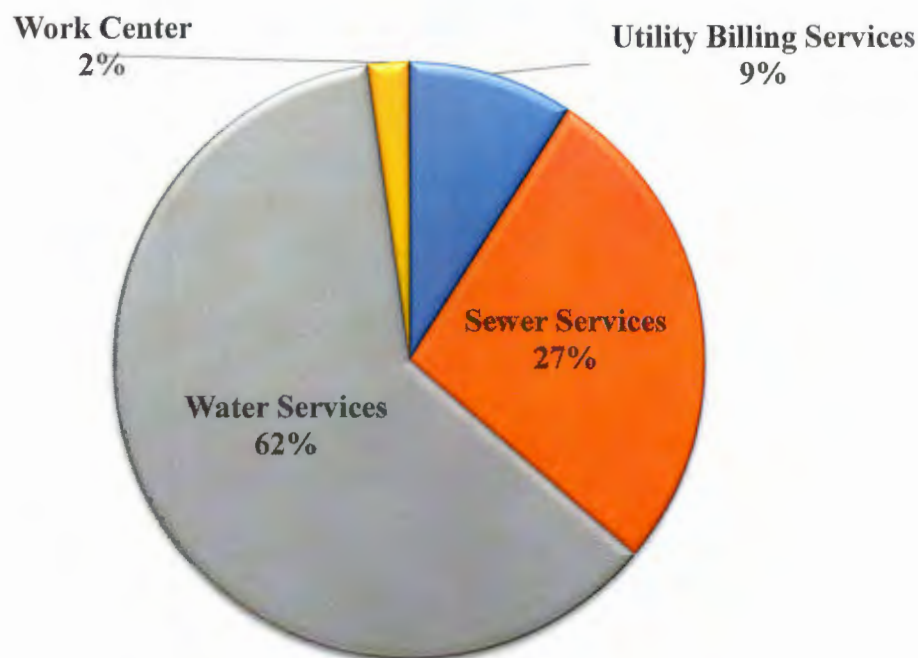


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Total Water/Wastewater Fund Expenses

Description: The Water and Sewer Utility Fund is a full-service utility providing potable water production and distribution, wastewater collection and treatment, and infrastructure inspections on all projects.



Utility Billing Services	\$ 472,300
Sewer Services	\$1,413,280
Water Services	\$3,198,750
Work Center	\$ 117,670
Total Water/Wastewater	\$5,202,000

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Utility Billing Services Expenses

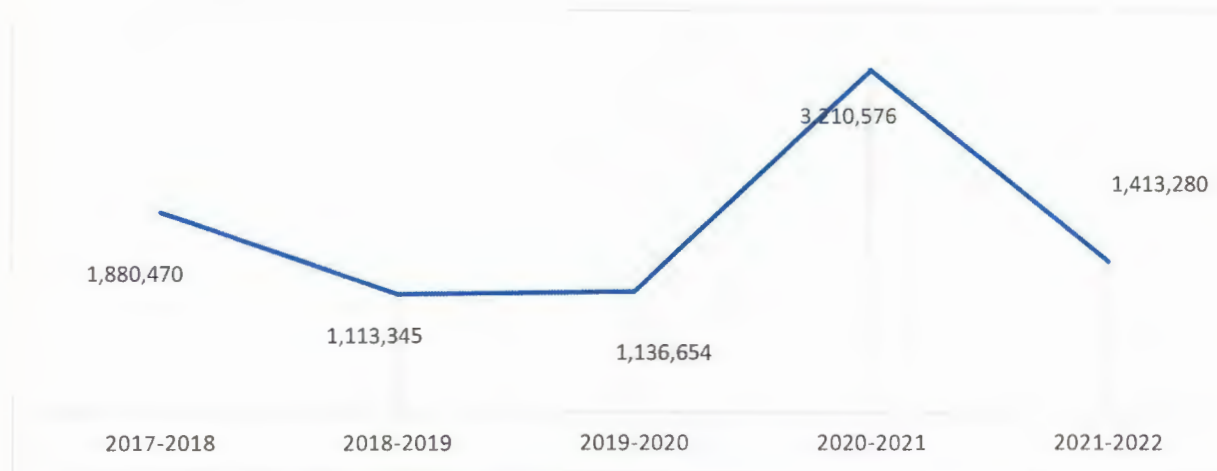
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	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
EXECUTIVE SALARIES	418	22,498	26,221	32,445	34,420
REGULAR SALARIES & WAGES	145,495	188,683	165,155	189,237	242,620
OVERTIME	-	1,903	2,962	100	60
FICA	9,870	15,048	14,317	17,001	21,200
FRS CITY CONTRIBUTIONS	15,420	44,149	42,375	16,989	25,540
CITY PLAN	7,773	9,507	10,378	11,300	9,990
LIFE & HEALTH INSURANCE	927	1,127	1,236	1,292	710
UHC	22,356	29,644	28,305	31,245	38,930
EMPLOYER HSA CONTRIBUTION	1,933	309	21	915	-
OPEB	-	-	9,826	-	-
WORKER'S COMP	2,925	2,259	1,653	2,025	2,000
UNEMPLOYMENT COMP	-	-	3,300	-	-
ACCOUNTING & AUDITING	30,000	8,833	9,299	30,000	10,000
OTHER CONTRACTUAL SERVICE	58,720	91,019	34,988	50,000	51,110
TRAVEL & PER DIEM	-	-	-	700	1,000
COMMUNICATIONS SERVICES	1,853	1,622	2,752	4,500	3,600
TRANSPORTATION/POSTAGE	27,987	15,631	14,585	13,000	14,280
TRAINING SCHOOLS	-	-	-	800	800
RENTALS & LEASES	4,088	4,652	4,875	7,000	5,040
BUILDINGS REP & MAINT	17	57	-	1,000	1,000
OFFICE SUPPLIES	2,294	3,608	3,271	3,550	4,000
OPERATING SUPPLIES	3,222	3,987	4,381	4,000	5,000
UNIFORMS	-	682	-	2,520	1,000
TOTAL UTILITY SERVICES	379,094	342,217	364,147	517,842	612,850

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Sewer Services Expenses





Sewer Services Expenses

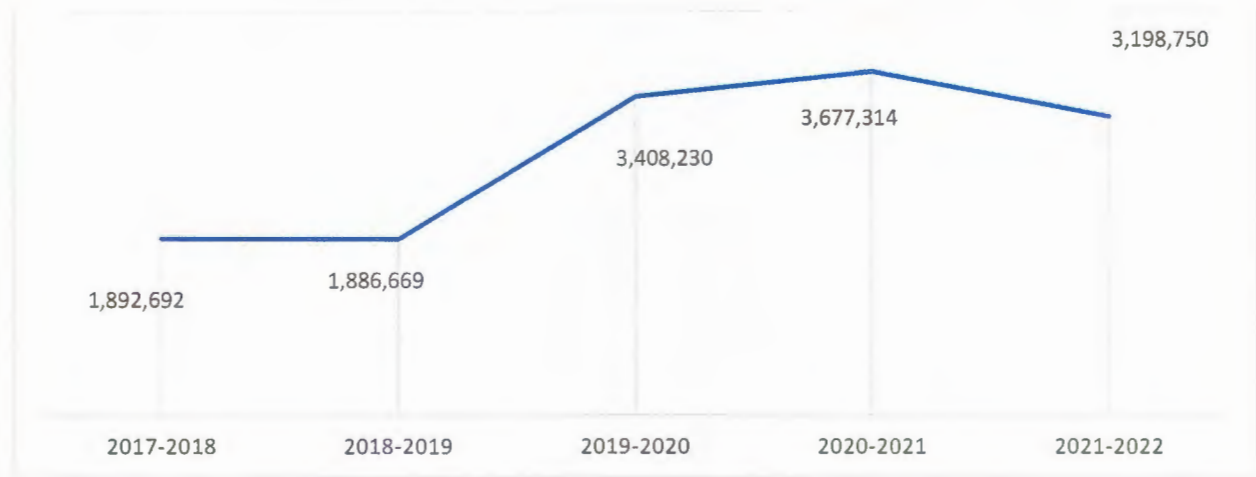
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	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
EXECUTIVE SALARIES	-	8,289	6,265	14,250	-
REGULAR SALARIES & WAGES	49,414	77,237	140,015	137,691	196,250
OVERTIME	2,753	7,454	6,792	8,371	8,750
ON CALL AND HOLIDAY WORK	8,074	8,315	8,716	10,045	11,100
FICA	4,590	7,648	12,225	13,032	16,540
FRS RETIREMENT CONTRIBUTIONS	17,531	27,451	81,589	15,094	21,430
LIFE & HEALTH INSURANCE	226	269	692	779	710
UHC	6,882	10,114	15,109	18,797	25,010
EMPLOYER HSA CONTRIBUTION	-	-	27	600	-
LIFE & HEALTH / OPEB	365	229	20,026	-	-
WORKERS COMP	-	-	6,756	7,630	-
UNEMPLOYMENT	-	-	99	-	-
PROFESSIONAL SERVICES	8,105	16,265	22,296	171,970	100,000
ACCOUNTING & AUDITING	29,000	8,833	9,299	32,000	32,000
OTHER CONTRACTUAL SERVICE	585	1,047	7,069	104,000	35,380
SLUDGE HAULING	90,314	120,297	151,645	180,000	180,000
TRAVEL & PER DIEM	747	-	22	1,000	1,000
COMMUNICATIONS SERVICES	1,458	934	1,039	2,000	1,200
TRANS. POSTAGE	6,860	12,837	17,327	14,000	16,440
TRAINING SCHOOLS	-	1,316	1,000	1,000	1,000
GASOLINE	1,596	1,488	1,222	2,000	3,000
ELECTRICITY	80,542	100,902	99,051	100,000	111,600
WATER	2,455	2,245	9,041	9,000	7,200
RENTALS & LEASES	1,364	-	-	2,000	-
PROPERTY & OTHER INS.	57,014	58,825	49,074	55,000	60,000
BUILDINGS REP & MAINT	324	1,407	1,003	2,000	2,000
VEHICLES REP & MAINT	3,278	8,108	9,526	8,000	7,880
SEWER LINE REPAIRS	170	-	-	-	-
OTHER REPAIRS & MAINT	294,379	78,028	69,434	50,000	50,000
MACHINERY REP & MAINT	47,826	37,593	42,671	45,000	50,000
REPLACEMENT & MAINTENANCE	67,044	81,598	17,657	20,000	30,000
OFFICE SUPPLIES	310	-	-	500	500

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Water Services Expenses





Water Services Expenses

(Continued)

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
EXECUTIVE SALARIES	108,504	64,572	19,861	20,085	19,500
REGULAR SALARIES & WAGES	460,143	488,277	534,401	705,785	769,780
OVERTIME	25,486	29,535	32,599	34,049	35,000
ON CALL AND HOLIDAY WORK	8,703	8,916	10,811	15,890	16,200
FICA	45,887	44,609	44,802	59,396	64,300
FRS CONTRIBUTION CITY	95,833	113,659	116,874	68,483	76,220
FRS EMPLOYEE CONT PD CITY	319	-	-	-	-
CITY PLAN	9,090	4,455	4,968	4,332	-
LIFE & HEALTH INSURANCE	5,855	2,672	3,253	3,669	4,100
UHC	85,636	76,271	64,427	89,909	91,800
EMPLOYER HSA CONTRIBUTION	201	-	16	1,455	-
LIFE & HEALTH INSURANCE / OPEB	1,084	36,524	-	-	-
WORKER'S COMP	-	-	23,104	32,575	30,000
UNEMPLOYMENT COMPENSATION	-	3,069	34	-	-
PROFESSIONAL SERVICES	13,631	12,945	21,379	47,900	54,500
ACCOUNTING & AUDITING	9,342	8,833	9,299	10,000	10,000
OTHER CONTRACTUAL SERVICE	52,209	94,456	125,597	176,873	109,060
PRE-EMPLOYMENT	340	280	474	500	500
TRAVEL & PER DIEM	295	127	18	4,000	4,000
COMMUNICATIONS SERVICES	1,820	1,740	2,391	2,800	2,760
FREIGHT & POSTGAGE	-	-	657	500	500
TRAINING SCHOOLS	152	770	2,044	800	500
GASOLINE	25,728	22,771	18,683	20,000	30,000
DIESEL	13,324	7,397	9,259	8,000	7,200
ELECTRICITY	125,938	131,788	126,538	130,000	132,000
WATER/SEWER	1,197	426	464	1,000	1,000
GARBAGE	479	406	442	500	1,000
RENTALS & LEASES	942	435	550	600	600
PROPERTY & OTHER INS.	74,869	77,207	60,729	71,000	75,000
BUILDING REP & MAINT	-	-	-	500	500
VEHICLES REP & MAINT	15,903	16,336	23,766	25,000	20,000
OTHER REPAIRS & MAINT	20,279	32,973	19,974	39,500	40,000
MACHINERY REP & MAINT	24,211	29,992	7,681	25,000	20,000
OTHER CUR CHARGES & OBLG.	38,570	46,399	24,398	60,000	45,000
ADVERTISING	258	-	235	1,000	1,000



Water Services Expenses

(Continued)

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
OFFICE SUPPLIES	852	3,056	1,233	1,000	1,000
OPERATING SUPPLIES	24,073	23,027	21,835	18,000	15,000
INVENTORY ITEMS	54,364	41,258	57,357	32,000	34,150
UNIFORMS	2,874	9,603	5,589	26,132	8,000
CHEMICALS & LAB SUPPLIES	46,678	50,012	48,184	60,000	50,000
SMALL TOOLS	-	-	-	10,000	15,000
JANITORIAL SUPPLIES	1,190	1,104	1,187	2,000	2,000
WATER METERS	268,169	90,797	241,210	354,081	350,000
SUBSCRIPTION & MEMBERSHIP	-	1,689	1,025	1,000	1,000
CAPITAL	228,264	308,283	2,576,032	1,512,000	1,060,580
TOTAL WATER SERVICES	1,892,692	1,886,669	3,408,230	3,677,314	3,198,750

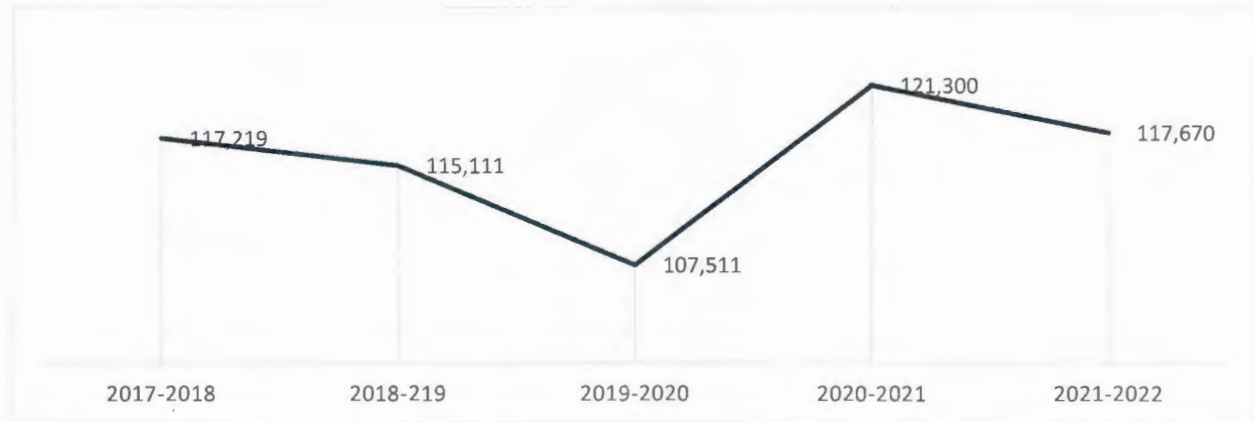
Capital

Waterline Extension	\$ 700,000
Fully Equipped Truck -Rollover	\$ 65,000
2021 Ford Ranger Super Cab 2WD (2)	\$ 46,460
2021 Ford Ranger Super Cab 4WD (2)	\$ 49,920
2021 Ford F550	\$ 58,550
2021 Ford F750 Dump Truck	\$ 85,690
Hydraulic Mini Excavator	\$ 54,960
Total	\$1,060,580

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Work Center Expenses



	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
PROFESSIONAL SERVICES	-	-	-	2,500	-
ACCOUNTING & AUDITING	9,931	-	-	-	-
OTHER CONTRACTUAL SERVICE	10,914	13,999	16,000	16,000	18,830
COMMUNICATIONS SERVICES	5,540	6,196	7,431	8,000	9,600
ELECTRICITY	1,618	1,908	2,141	3,500	3,000
WATER	1,085	1,084	1,055	2,000	1,200
GARBAGE	-	663	884	1,000	960
RENTALS & LEASES	741	992	2,813	4,000	4,080
PROPERTY AND OTHER INS	67,380	69,521	57,997	65,000	68,000
MACHINERY REP & MAINT	-	95	335	500	500
REPLACEMENT & MAINTENANCE	8,795	146	1,766	2,000	1,000
OFFICE SUPPLIES	147	122	591	1,800	500
OPERATING SUPPLIES	12,681	20,385	16,498	15,000	10,000
INVENTORY ADJUST TO COUNT	(1,613)	-	-	-	-
TOTAL WORKCENTER	117,219	115,111	107,511	121,300	117,670

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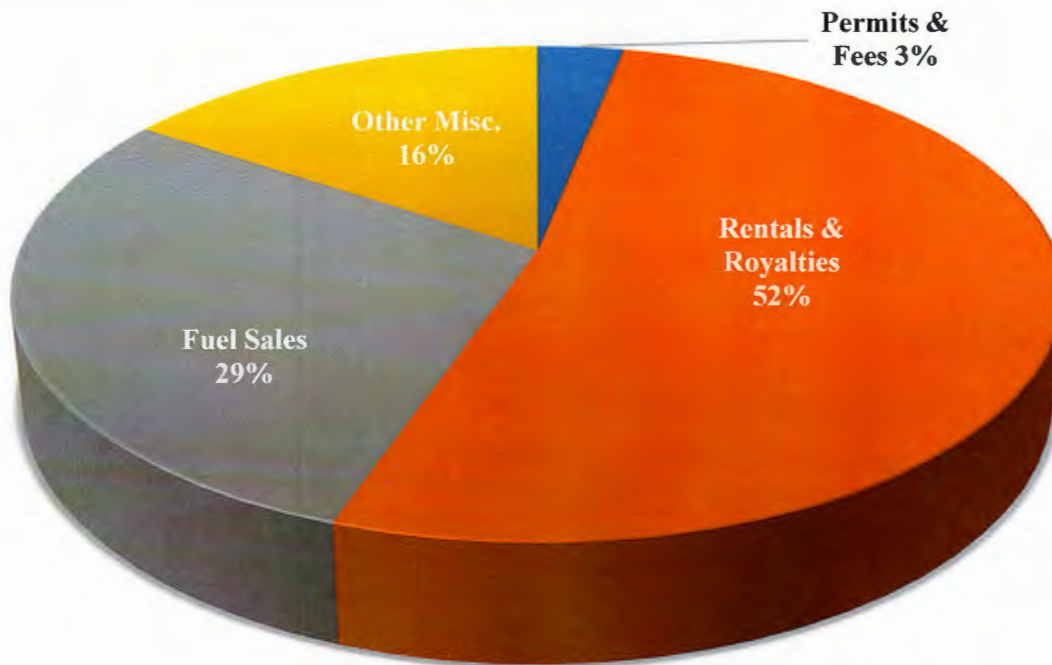
Airport Fund

Description: The Avon Park Executive Airport, as it is known today, opened as a civil airport in April 1940 as Avon Park Municipal Airport. During World War II it was leased by the United States Army Air Force on October 4, 1941. During the war, it was assigned to the Army Air Force Training Command as a contract pilot training airfield. It was placed under the jurisdiction of the 61st Army Air Force Fight Training Detachment (Contract Flying). At the end of the war the facility reverted back to the city for operation as the Avon Park Municipal Airport.

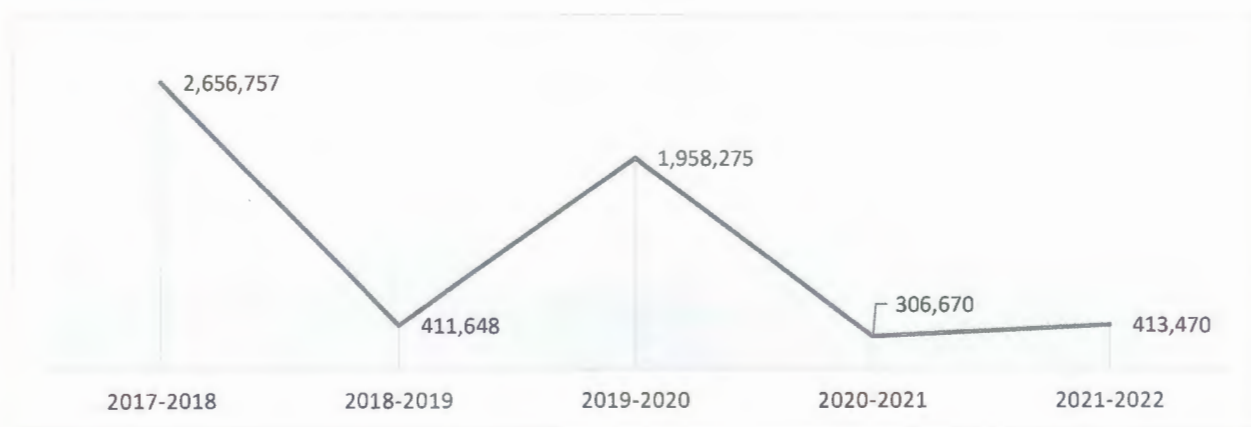




Airport Fund Revenues

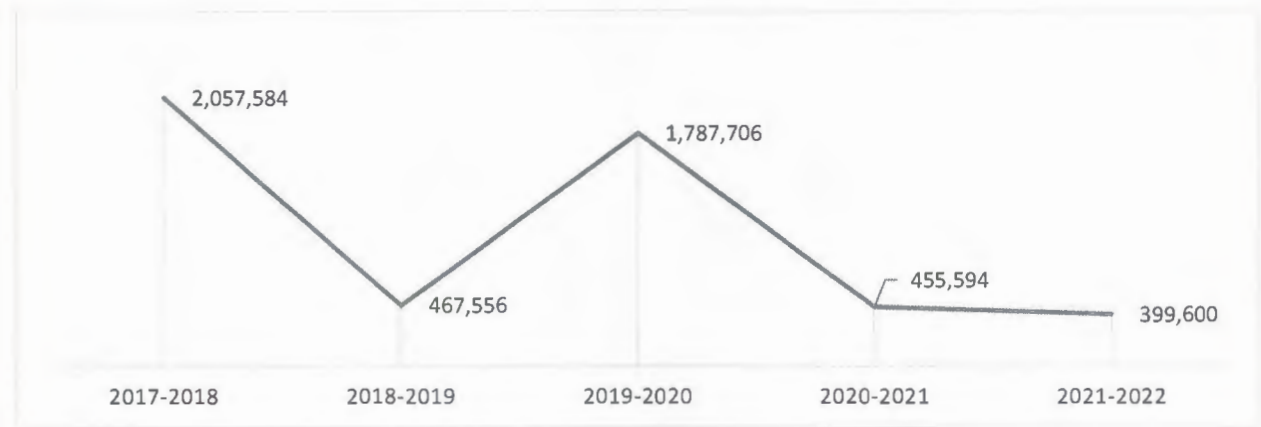


Permits & Fees	\$ 13,000
Rent & Royalties	\$216,000
Fuel Sales	\$120,000
Other Misc.	<u>\$ 64,470</u>
Total	\$413,470





Airport Fund Expenses



	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
AVIATION FUEL	60,370	70,956	43,943	65,000	100,000
JET FUEL	10,282	16,328	14,934	25,000	35,000
PROFESSIONAL FEES	31,782	12,916	2,914	1,429	15,000
ACCOUNTING & AUDITING	4,483	6,267	0	4,500	4,500
OTHER CONTRACTUAL SERVICE	7,979	14,063	9,549	15,000	20,000
TRAVEL & PER DIEM	-	0	172	300	-
COMMUNICATION SERVICES	3,752	3,534	3,050	3,000	4,000
ELECTRICITY	10,212	11,373	9,743	10,000	12,000
WATER	1,755	1,776	1,778	2,000	2,000
RENTALS & LEASES	-	0	813	1,000	1,000
INSURANCE	60,374	62,235	49,117	55,000	62,000
REPAIR & MAINTENANCE SVCS	145,355	29,742	18,586	25,000	25,000
INDUSTRIAL BUILDING	-	-	-	24,470	25,000
REPLACEMENT & MAINTENANCE	7,041	9,480	14,372	15,000	15,000
PROMOTIONAL ACTIVITIES	-	477	215	60,500	5,000
OFFICE SUPPLIES	10	120	33	1,000	100
OPERATING SUPPLIES	3,873	3,326	2,663	3,000	3,000
JANITORIAL SUPPLIES	1,170	168	29	1,200	1,000
PROFESSIONAL DUES	-	-	-	401	-
CAPITAL	1,614,493	160,092	1,549,479	15,000	-
TOTAL UTILITY SERVICES	2,057,584	467,556	1,787,706	455,594	399,600

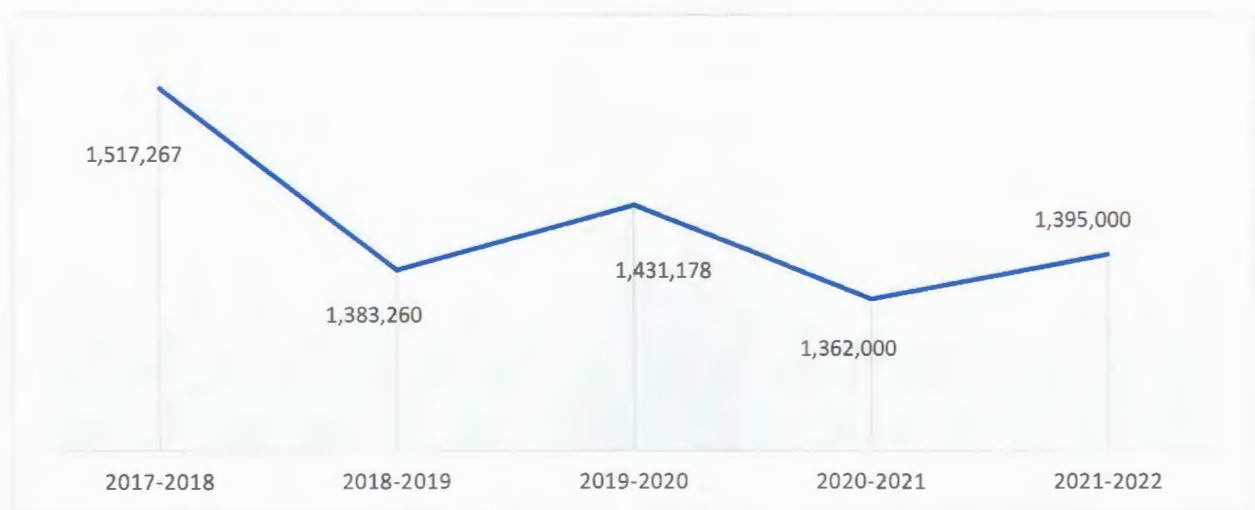
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Solid Waste Fund

Description: The Solid Waste Fund provides the removal of all residential and commercial garbage within the city limits.

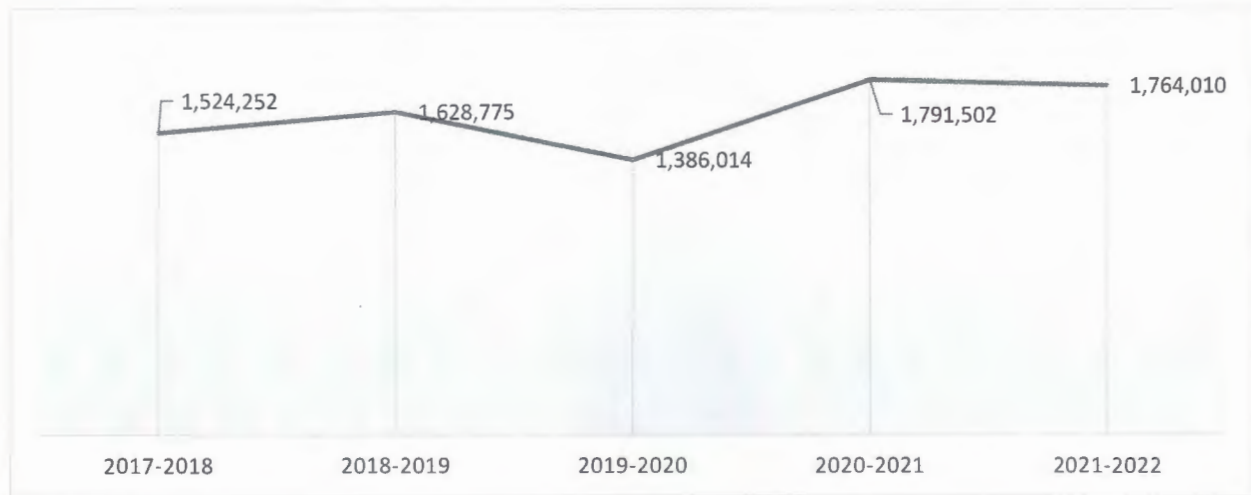
Revenues



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Solid Waste Fund Expenses



	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
EXECUTIVE SALARIES	87,422	66,830	17,179	42,560	42,560
REGULAR SALARIES & WAGES	323,627	373,926	275,754	447,402	438,660
OVERTIME	27,924	16,569	15,000	19,148	10,500
FICA	33,039	33,889	24,085	38,947	37,620
FRS CONTRIBUTIONS CITY	69,695	103,777	30,269	51,859	56,180
FRS EMPLOYEE PAID BY CITY	319	-	-	-	-
CITY PLAN	9,987	4,080	3,993	-	-
LIFE & HEALTH INSURANCE	8,706	18,981	2,237	2,811	3,990
UHC	44,382	62,419	58,894	69,992	91,890
EMPLOYER HSA CONTRIBUTION	120	-	-	-	-
WORKER'S COMPENSATION	100	476	19,450	41,766	30,000
UNEMPLOYMENT COMPENSATION	643	-	-	-	-
PROFESSIONAL SERVICES	450	-	-	-	-
ACCOUNTING & AUDITING	7,967	8,000	8,000	8,000	8,000
OTHER CONTRACTUAL SERVICE	31,326	34,252	26,000	26,000	35,000
PRE-EMPLOYMENT	378	750	1,000	1,000	1,000
TRAVEL & PER DIEM	13,238	19	-	-	-
COMMUNICATIONS SERVICES	1,698	49	1,000	1,000	1,000



Solid Waste Fund Expenses

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
TRANSPORTATION/POSTAGE	5,466	12,429	13,000	13,000	17,110
TRAINING SCHOOLS	2,222	502	1,000	1,000	1,000
GASOLINE	3,123	2,716	4,000	4,000	4,000
DIESEL	80,067	73,251	65,000	65,000	55,000
ELECTRICITY	1,618	1,908	1,800	1,800	2,500
RENTALS & LEASES	634	2,423	10,000	10,000	10,000
PROPERTY AND OTHER INS.	43,538	44,921	42,000	42,000	40,000
VEHICLES REP&MAINT	136,789	128,702	130,000	130,000	125,000
OFFICE SUPPLIES	87	1,474	1,000	1,000	1,000
OPERATING SUPPLIES	4,271	9,202	9,000	9,000	10,000
COMMERCIAL CONTAINERS	14,078	23,919	35,000	35,000	35,000
GARBAGE CARTS	-	-	4,700	-	-
LANDFILL PAYMENTS	349,332	367,283	390,000	390,000	400,000
OTHER LANDFILL CHARGES	1,063	-	-	-	-
RECORDING FEES-LEINS	1,822	1,133	2,500	2,500	2,000
UNIFORMS	2,865	4,200	8,500	9,218	5,000
CAPITAL	481,101	133,023	100,722	327,500	300,000
TOTAL SOLID WASTE	1,524,252	1,628,775	1,386,014	1,791,502	1,764,010



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Total General Fund Five-Year Capital Improvement Plan (CIP)

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Transportation	800,000	800,000	800,000	800,000	800,000
Parks & Recreation	280,000	800,000	400,000	600,000	600,000
Law Enforcement	165,830	185,970	185,970	185,970	185,970
Streets	50,000	50,000	50,000	50,000	50,000
General Government	200,000	176,750	800,000	100,000	-
Fire Department	152,000	296,000	105,000	940,000	40,000
	1,697,830	2,308,720	2,340,970	2,675,970	1,675,970

Funding Source					
State Grants	-	400,000	1,150,000	490,000	400,000
Infrastructure	1,497,830	1,681,970	1,140,970	2,135,970	1,225,970
General Fund	200,000	276,750	100,000	100,000	100,000
	1,697,830	2,358,720	2,390,970	2,725,970	1,725,970



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Transportation Five-Year CIP

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Street Improvements	500,000	500,000	500,000	500,000	500,000
Sidewalks and Curbs	100,000	100,000	100,000	100,000	100,000
Stormwater & Drainage	200,000	200,000	200,000	200,000	200,000
	800,000	800,000	800,000	800,000	800,000

Funding Source	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Infrastructure	800,000	800,000	800,000	800,000	800,000
	800,000	800,000	800,000	800,000	800,000

2021-2026 – Street Improvements: The Transportation Department continues its road improvement program inside the city limits to improve roads and traffic flow. Projects include, but are not limited to, paving City owned dirt roads; maintaining existing roads; and installing new signage and striping to comply with the Manual on Uniform Traffic Control Devices (MUTCD) guidelines which will extend their useful life.

2021-2026 – Sidewalks and Curbs: The Transportation Department continues to construct new sidewalks and repair and replace existing sidewalks inside the city limits. This will improve pedestrian pathways and continue their connectivity. As the City annexes property, consideration will be given to areas which can be improved by constructing new sidewalks.

2021-2026 – Stormwater & Drainage Improvements: The Transportation Department continues to correct nuisance flooding; provide corrective maintenance; replace and upgrade infrastructure; improve water quality; and reduce costs. Plans include the development of water quality models and accurate inventory of all basins, inlets, and outfalls. The model will be GIS based and provide a means to evaluate drainage and water quality issues.

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Parks & Recreation Five-Year CIP

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
New Roof - Community Center	250,000	-	-	-	-
Vehicle (Carry Forward)	30,000	-	-	-	-
Durrah Martin Park	-	400,000	400,000	200,000	200,000
Lake Tulane Park	-	200,000	-	200,000	200,000
MLK, JR Sports Complex	-	200,000	-	200,000	200,000
	280,000	800,000	400,000	600,000	600,000

Funding Source	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
State Grants	-	400,000	400,000	400,000	400,000
Infrastructure	280,000	400,000	-	200,000	200,000
	280,000	800,000	400,000	600,000	600,000

2021-2022 – New Roof at the Community Center: The roof at the Community Center is in need of repair and/or replacement. The City is in the process of requesting proposals for this project and it will be complete by the end of FY21/22.

2021-2022 – Vehicle Carry over: A fully equipped truck was budgeted for the park & recreation department in FY20/21. The vehicle was not purchased; therefore, the item carries over to FY21/22.

2022-2026 – Durrah Martin Park: Plans for Durrah Martin Park include a passive/paved parking lot (storm water friendly); irrigation system; walking trail around the complex; additional bleacher seating; second child playground area; relocating and constructing a screened recycle/dumpster enclosure; and development of additional pavilions. This project would be funded by the Florida Recreation Development Assistance Program (FRDAP) for \$400,000. Future improvements for Durrah Martin Park will continue each year and funding would be requested through FRDAP.





Parks & Recreation Five-Year CIP

(Continued)

2022-2026 – Lake Tulane Playground: Lake Tulane and its beach area has historic significance to the City of Avon Park. Restrooms are in need of repair. The park has capacity to provide expanded recreational use and can be developed to include additional pavilions, a child playground area, beach improvements and parking. This project would be funded by the Florida Recreation Development Assistance Program (FRDAP) for \$200,000. Future improvements for Lake Tulane Playground will continue each year and funding would be requested through FRDAP.

2022-2026 – Martin Luther King, Jr. Sports Complex: To be considered is the rehab of existing concrete bleachers; addition of new bleachers on the visitor side; improved basketball courts; replacement of rusted fencing around the field; re-striping the existing parking area; and addition of pavilions on the visitor's side of the field. This project would be funded by the Florida Recreation Development Assistance Program (FRDAP) for \$200,000. Future improvements for the Martin Luther King, Jr. Sports Complex will continue each year and funding would be requested through FRDAP.

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Law Enforcement Five-Year CIP

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Vehicles	165,830	200,340	200,340	-	-
	165,830	200,340	200,340	-	-

Funding Source	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Infrastructure	165,830	200,340	200,340	-	-
	165,830	200,340	200,340	--	--



Description: Under the interlocal agreement the City agrees to pay the Sheriff an additional \$165,830 for the purchase of patrol vehicles on October 1, 2021; increasing to \$200,340 commencing October 1, 2022 and ending September 30, 2023; and \$200,340 commencing October 1, 2023 and ending September 30, 2024.

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General Government Five-Year CIP

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Roof - City Hall	100,000	-	-	-	-
Audio & Video - Council Chambers	100,000	-	-	-	-
Accounting Software	-	176,750	-	-	-
Neighborhood Revitalization	-	-	800,000	100,000	-
	200,000	176,750	800,000	100,000	-

Funding Source					
State Grants	-	-	750,000	90,000	-
Infrastructure	100,000	-	50,000	10,000	-
General Fund	100,000	176,750	-	-	-
	200,000	176,750	800,000	100,000	-

2021 - 2022 –Roof at City Hall: The replacement of the roof at City Hall is being considered. The city will have an contractor/engineer examine the surface to determine whether seams are starting to deteriorate and whether the roof surface is becoming dry and brittle.

2021 - 2022 – Audio & Video System in the Council Chambers: The Audio/Video system in the Council Chambers is obsolete and in need of replacement. \$100,000 is budgeted for planning and purchasing a new state of the art system.

2022 - 2023 – Accounting Software: The Accounting Software currently in use is obsolete and in need of replacement. \$176,750 is budgeted for FY22/23 to allow staff the time to plan and implement a new accounting software program that is more compatible and in line with the needs of the City.

2023 – 2025 – Community Development Block Grant (CDBG) - Neighborhood Revitalization: CDBG may be submitted for installation of sidewalks and mitigation infrastructure in residential or commercial areas. Alternatively, the City can apply for a neighborhood rehabilitation grant.

The majority of funded amounts are grant funds, with Infrastructure Surtax Revenue allowed to be used as the local funding source. The total awarded by the State is usually \$750,000, requiring a match of \$50,000 from the City's infrastructure fund. Grants are available on a 5-year cycle and reimbursed as used.

Grant renewal (\$800,000) is projected for fiscal year 2023-2024.

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Fire Department Five-Year CIP

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Fire Command Vehicle	62,000	-	-	-	-
SCBA Bottles 3 @ \$1,300	3,700	-	-	-	-
Bunker Gear (4 sets/plus boots)	11,300	-	-	-	-
Fire Hydrant Replacement	75,000	50,000	40,000	40,000	40,000
Firefighting Gear Washer	-	26,000	-	-	-
Purchase Brush	-	220,000	-	-	-
Replace Bay Floor	-	-	30,000	-	-
Remodel Shower/Bathroom	-	-	35,000	-	-
Aerial Truck	-	-	-	900,000	-
	152,000	296,000	105,000	940,000	40,000

Funding Source					
Infrastructure	152,000	296,000	105,000	940,000	40,000
	152,000	296,000	105,000	940,000	40,000

2021 - 2022 –Fire Command Vehicle: A Fire Command Vehicle is budgeted to replace the current vehicle that is not a command vehicle and has mechanical problems.

2021 - 2022 –SCBA Bottles: SCBA Bottles are a vital piece of personal protective equipment and need to be replaced when the life expectancy expires.

2021 - 2022 –Bunker Gear: Bunker Gear and boots are also a vital piece of personal protective equipment and need to be replaced when the life expectancy expires.

2021 - 2025 –Fire Hydrant Additions/Replacements: The city is initiating a long-range plan to install new fire hydrants, where needed, to keep in compliance with the city's Municipal Code of Ordinances. Replacement fire hydrants, will be on an as needed basis, when identified.

2022 - 2023 –Firefighting Gear Washer: The hazards of the "ethyl-methyl " from structural firefighting contaminates turnout gear and is connected to a variety of cancers. Clean and decontaminated personal protective clothing is a health and safety issue, this piece of equipment will ensure that firefighters have the equipment to properly launder and dry their gear.

2022-2023 - Brush Truck: The Fire Department's current fire brush truck is a 2003 Ford F-450. It is scheduled to be replaced in 2023 after 20 years of service.



Fire Department Five-Year CIP

(Continued)

2023 - 2024 – Replace Bay Floor: The bay floor at the fire station is 43 years old and has lost its slip resistant properties.

2023 - 2024 – Remodel Shower and Bathroom: The Bathroom and Shower area of the fire station are also original to the building and in need of upgrade and repair.

2024 - 2025 – Aerial Truck: The current Aerial Truck will be past its useful life in FY24/25 and will need to be replaced.

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Water Wastewater Five-Year CIP

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Water Meter Replacement	300,000	300,000	300,000	300,000	300,000
Water Wastewater Transmission	700,000	700,000	700,000	700,000	700,000
Fully Equipped C&D Truck - Rollover	65,000	-	-	-	-
2021 Ford Ranger Super Cab 2WD (2)	46,460	-	-	-	-
2021 Ford Ranger Super Cab 4WD (2)	49,920	-	-	-	-
2021 Ford F550 4wd	58,550	-	-	-	-
2021 Ford F750 Dump Truck	85,690	-	-	-	-
Hydraulic Mini Excavator	54,960	-	-	-	-
Lift Station Rehabilitation	100,000	100,000	100,000	100,000	100,000
2021 Ford F150 4WD	25,400	-	-	-	-
Wheel Loader	100,590	-	-	-	-
Bell Street Water Treatment Plant	-	1,500,000	-	-	-
	1,586,570	2,600,000	1,100,000	1,100,000	1,100,000

Funding Source					
Water Wastewater Utility Funds	1,586,570	2,600,000	1,100,000	1,100,000	1,100,000
	1,586,570	2,600,000	1,100,000	1,100,000	1,100,000

2021-2025 – Water Meter Replacement: The Water Department has undertaken a water meter replacement project for the past three years. AWWA standard recommends full replacement of water meters after ten years of service. Failure to maintain a meter replacement program could result in under-billing for customer water consumption. A continued and sustained program is necessary to keep meters serviced and up to date. The past three years has seen progress being made.

2021-2025 – Water/Sewer Multi Year Main Transmission: This yearly project continues to expand the City's utilities (when new C&D positions are filled) into new service areas or for areas where the City has entered into developer agreements for service. The budgeted cost of these system expansions is projected at \$700,000 annually. This project would be funded from the water/sewer fund.

2021-2022 – Vehicle Carry over: A fully equipped C&D truck was budgeted for the water department in FY20/21. The vehicle was not purchased; therefore, the item carries over to FY21/22.



Water Wastewater Five-Year CIP

(Continued)

2021-2022 – Two (2) 2021 Ford Ranger Super Cab 2WD: The Water Department will purchase 2 new vehicles for meter readers to replace 2003 Ford Rangers that are no longer cost effective to maintain and will be sold at auction.

2021-2022 – Two (2) 2021 Ford Ranger Super Cab 4WD: The Water Department will purchase 2 new vehicles for plant operators to replace 2003 Ford Rangers that are no longer cost effective to maintain and will be sold at auction.

2021-2022 – 2021 Ford F550 4WD: The Water Department will purchase a F550 4WD to replace a vehicle that is no longer cost effective to maintain and will be sold at auction.

2021-2022 – 2021 Ford F750 Dump Truck: The Water Department will purchase a new F750 Dump Truck that is no longer cost effective to maintain and will be sold at auction.

2021-2022 – Hydraulic Mini Excavator: The Water Department will purchase a new Hydraulic Mini Excavator to replace equipment that is no longer cost effective to maintain and will be sold at auction.

2021-2026 – Lift Station Rehabilitation: The Wastewater Department will budget \$100,000 from the utility to provide routine maintenance and replacement items to the mechanical and structural elements at the lift stations.

2021-2022 – 2021 Ford F150 Truck: The Wastewater Department will purchase a new F150 Truck for the lead plant operator that is beyond mechanical repair, is not conducive to the position and will be sold at auction.

2021-2022 – Wheel Loader: The Wastewater Department will purchase a new wheel loader to replace equipment that is not conducive to the operations, and no longer cost effective to maintain and will be sold at auction.

2022-2023 – Bell Street Water Treatment Plant Overhaul: Rehab and modernize the entire facility to include: Clear wells for water storage, pumps, existing structures and construction of a new enclosed equipment and material storage facility for pumps, valves, hydrants, pipe, sleeves, fittings etc.; additionally, a parking lot for staff and their service trucks.

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Solid Waste Five-Year CIP

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Garbage Truck	300,000	300,000	300,000	-	-
	300,000	300,000	300,000	-	-

Funding Source					
Solid Waste Fund	300,000	300,000	300,000	-	-
	300,000	300,000	300,000	-	-

2021-2025 – Garbage Truck: The Solid Waste Department will purchase a new garbage truck. This will be part of the five-year replacement program for large equipment. The estimated cost is \$300,000 and will be funded out of the Solid Waste Fund.