



City Council Meeting
Temple Terrace, Florida
Tuesday, April 7, 2026
6:00 PM
City Hall Council Chambers

Agenda

1. Call to Order

2. Invocation

3. Pledge of Allegiance to the Flag

4. Historical Fact

5. Recognition and Proclamations

5.A. Employee of the Month - February

5.B. Proclamation - Child Abuse Prevention Month

5.C. Proclamation - Water Conservation Month

5.D. Proclamation - National Public Safety Telecommunications Week

6. Presentations

7. Board Appointments

7.A. Bicycle/Pedestrian Advisory Committee - One Alternate Appointment

7.B. Parking Enforcement Hearing Officer

8. Consideration of Minutes from Previous Meetings

8.A. Approval of March 17, 2026 City Council Meeting Minutes.

9. Public Comment

Persons Wishing to Heard on Items on the Consent Agenda or Non-Agenda Items. (The public may comment on an agenda item during the public comment period for each agenda action item. There will be a 30-minute time limit for all public comment to be continued at the end of the meeting if more time is needed):

NOTE: A three-minute time limit will be imposed on ALL comments from the public, regardless of

the subject matter. Individual members of the public who are present in the audience may designate in writing a representation spokesperson to speak on their behalf and thereby relinquish their time to that spokesperson. Thereafter, they may not be heard on the agenda item for which designation was made. The representative spokesperson shall be allowed to speak for 1 minute for each such designation up to a maximum of 10 minutes. Appropriate dress when appearing before the Mayor and City Council is appreciated. Cell phones must be silenced while in the Council Chambers.

10. Communications and Petitions

11. Consent Agenda

11.A. Resolution Approving an Addendum to the BS&A Software Contract for Access to the Integrated Payment Processor

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING AN ADDENDUM TO THE BS&A SOFTWARE, LLC CONTRACT FOR ACCESS TO THE INTEGRATED PAYMENT PROCESSOR AND THE PURCHASE OF HARDWARE CONNECTED TO THE INTEGRATED PAYMENT PROCESSING SERVICE FOR \$1,400.00; AUTHORIZING THE CITY MANAGER TO EXECUTE THE ADDENDUM TO THE CONTRACT WITH BS&A, SOFTWARE LLC; PROVIDING AN EFFECTIVE DATE.

11.B. Resolution Approving a Revised Interlocal Agreement for EMS County Grant Funds

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING A REVISED INTERLOCAL AGREEMENT BETWEEN HILLSBOROUGH COUNTY AND THE CITY OF TEMPLE TERRACE FOR THE DISTRIBUTION OF STATE OF FLORIDA DEPARTMENT OF HEALTH EMS COUNTY GRANT FUNDS TO THE CITY IN THE AMOUNT OF \$10,109.79; AUTHORIZING THE CITY MANAGER TO EXECUTE SAID AGREEMENT; PROVIDING AN EFFECTIVE DATE.

11.C. Resolution Approving Amendment 1 to the Joint Participation Agreement with FDOT for the Cleaning and Regrading of FDOT Property Located at 13103 N. 50th Street

A RESOLUTION OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING AMENDMENT 1 TO THE JOINT PARTICIPATION AGREEMENT WITH THE FLORIDA DEPARTMENT OF TRANSPORTATION (FDOT) FOR FUNDING THE CITY'S CLEANING AND REGRADING OF A 7.61 ACRE FDOT PROPERTY LOCATED AT 13103 N. 50TH STREET AS A CONDITION OF TRANSFER OF SAID PROPERTY TO CITY OWNERSHIP; PROVIDING AN EFFECTIVE DATE.

11.D. Resolution Adopting the Fire Department 2026–2030 Strategic Plan and Standard of Response Cover

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA, ADOPTING, IN ACCORDANCE WITH THE CITY OF TEMPLE TERRACE FIRE DEPARTMENT'S REACCREDITATION PROCESS, THE 2026 – 2030 STRATEGIC PLAN AND THE STANDARD OF RESPONSE COVER, PROVIDING AN EFFECTIVE DATE.

12. Public Hearings, Ordinances, and Resolutions

- 12.A. Public Hearing and First Reading of Ordinance 1593 Authorizing the Issuance of General Obligation Bonds Subject to a Bond Referendum in an Amount not to Exceed \$50 Million and Calling a Bond Referendum of the Qualified Electors of the City to be held on August 18, 2026

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA, AUTHORIZING THE ISSUANCE, SUBJECT TO THE BOND REFERENDUM HEREIN PROVIDED FOR, OF NOT TO EXCEED \$50,000,000 GENERAL OBLIGATION BONDS IN ONE OR MORE SERIES FOR THE CITY OF TEMPLE TERRACE, FLORIDA, PAYABLE FROM THE FULL FAITH, CREDIT AND UNLIMITED AD VALOREM TAXING POWER OF THE CITY, TO FINANCE THE CONSTRUCTION AND EQUIPPING OF A PUBLIC SAFETY COMPLEX INCLUDING A NEW POLICE STATION, A NEW FIRE STATION, AND RELATED FACILITIES; PROVIDING FOR AND CALLING A BOND REFERENDUM OF THE QUALIFIED ELECTORS OF THE CITY TO BE HELD ON AUGUST 18, 2026; PROVIDING FOR OFFICIAL BALLOTS; PROVIDING FOR BOND REFERENDUM PROCEDURES; ESTABLISHING INTENT TO REIMBURSE SUCH CAPITAL EXPENDITURES INCURRED WITH PROCEEDS OF SUCH GENERAL OBLIGATION BONDS; PROVIDING SEVERABILITY; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HEREWITH; AND PROVIDING AN EFFECTIVE DATE.

- 12.B. Public Hearing and Second Reading of Ordinance 1594 Rezoning Folio 38206.0000 (7911 Harney Road) and Folio 38206.0020 (RZP-25-04) from Agricultural-Urban to Public / Quasi-Public

AN ORDINANCE OF THE CITY OF TEMPLE TERRACE, FLORIDA, REZONING TWO PARCELS TOTALING FIVE ACRES (±) GENERALLY LOCATED ON THE SOUTH SIDE OF HARNEY ROAD APPROXIMATELY 1500 FEET EAST OF THE INTERSECTION OF NORTH 78th STREET MORE SPECIFICALLY DESCRIBED AS FOLIO 38206.0000 (7911 HARNEY ROAD) and FOLIO 38206.0020 AND LEGALLY DESCRIBED IN EXHIBIT "A"; CHANGING THE ZONING ATLAS MAP DESIGNATION ON SAID PROPERTY FROM ZONING CLASSIFICATION AGRICULTURAL-URBAN (A-U) TO PUBLIC/QUASI-PUBLIC (P/QP); PROVIDING FOR AMENDMENT OF THE OFFICIAL ZONING ATLAS MAP OF THE CITY; PROVIDING FOR SEVERABILITY; PROVIDING FOR CORRECTION OF TYPOGRAPHICAL ERRORS; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HEREWITH; PROVIDING FOR AN EFFECTIVE DATE.

- 12.C. Public Hearing and Second Reading of a Resolution Approving Final Site Plan SPR-25-09 for West Coast Brace and Limb located at 13401 N. 53rd Street

A RESOLUTION OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING SITE PLAN REVIEW APPLICATION SPR-25-09 FOR 0.88 ± ACRES OF PROPERTY LOCATED EAST OF NORTH 53RD STREET AND SOUTH OF EAST FLETCHER AVENUE, WITH FOLIO NUMBER 036993-0000, ADDRESSED AS 13401 N 53rd STREET, TO ALLOW FOR THE DEVELOPMENT OF A NEW 10,000 SQUARE FOOT ONE-STORY MEDICAL OFFICE SUBJECT TO CONDITIONS OF APPROVAL; PROVIDING FOR CORRECTION OF TYPOGRAPHICAL ERRORS; REPEALING ALL RESOLUTIONS OR PARTS OF RESOLUTIONS IN CONFLICT HEREWITH; PROVIDING AN EFFECTIVE DATE.

12.D. Resolution Approving a Piggyback Agreement with Sun Civil for Borrow Pit Restoration

A RESOLUTION OF THE CITY OF TEMPLE TERRACE, APPROVING THE RESTORATION OF THE 7.61-ACRE BORROW PIT (IDENTIFIED AS PARCEL FOLIO NO. 036552-0000) IN THE AMOUNT OF \$869,138.20 VIA A PIGGYBACK AGREEMENT UTILIZING CONTRACT NO. O-5625 BETWEEN TAMPA-HILLSBOROUGH COUNTY EXPRESSWAY AUTHORITY AND SUN CIVIL, LLC; AUTHORIZING THE CITY MANAGER TO EXECUTE ALL NECESSARY AGREEMENTS TO IMPLEMENT PIGGYBACK AGREEMENT; APPROVING PROJECT EXPENDITURES FROM ACCOUNT NO. 130-1721-541.63-17; PROVIDING AN EFFECTIVE DATE.

12.E. Resolution Approving the Purchase of a Sanitation Truck

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING THE PURCHASE OF A SANITATION TRUCK FROM NEXTRAN TRUCK CENTERS, UTILIZING FLORIDA SHERIFF'S ASSOCIATION CONTRACT FSA25-VEH23.0 IN THE AMOUNT OF \$390,180.41; APPROVING PAYMENT OF \$212,350.27 FROM THE SANITATION FUND AND \$177,830.14 FROM SANITATION RESERVES; PROVIDING AN EFFECTIVE DATE.

13. Council Business

14. New Business and Board Reports

15. City Manager's Report

16. City Attorney's Report

17. Persons Wishing to be Heard on Items NOT Listed on the Agenda (continued if necessary):

Americans for Disabilities Act

The City of Temple Terrace is committed to making our website accessible to all users, including those with disabilities. While we strive to adhere to the accepted guidelines and standards for accessibility and usability, it is not always possible as it relates to attachments on the agenda that don't meet Federal standards for Americans with Disabilities Act (ADA) compliance. Please call the City Clerk's office at (813) 506-6440 for information on how to access these documents.

Adjournment

The Temple Terrace City Council meets the first and third Tuesday of each month and the meetings held at City Hall are broadcast "live" on Spectrum Channel 641 and Frontier Channel 39, beginning at 6:00 p.m. A rebroadcast of the latest meeting (or a taped version of the meeting if held at locations other than City Hall) can be seen on Wednesday and Friday at 2:00 p.m. and on Monday and Thursday at 7:00 p.m. Please be advised that there may be a scheduling delay in the rebroadcast of meetings held in locations other than City Hall, such as the Lightfoot Center, to allow time for the camera footage to be reformatted for broadcast. Meetings can also be viewed on the City's official YouTube channel at <https://youtube.com/user/cityoftempleterrace>.

Minutes of the City Council meetings can be obtained from the City Clerk's office. The meetings are recorded, but the minutes are not transcribed verbatim. Persons requiring a verbatim transcript may make arrangements with the City Clerk to duplicate the recordings or arrange to have a court reporter present at the meeting. The cost of duplication and/or court reporter will be at the expense of the requesting party.

Persons who wish to appeal any decision made by the City Council with respect to any matter considered at this meeting will need a record of the proceedings, and for such purpose may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based.

In accordance with Section 282.26, Florida Statutes, persons with disabilities needing special accommodations to participate in this meeting should contact the Mayor through the City Clerk's office no later than 5:00 p.m. two business days prior to the meeting.

Item Cover Page

City Council Item Report

Date: April 7, 2026
From: Jeannie Barlow, Senior Executive Assistant
Item Type: Presentations
Subject: Employee of the Month - February
Presenter: Andy Ross, Mayor

Recommendation:

Discussion:

Rubin Lynn is being recognized as the employee of the month for February.

Rubin has been a valued member of our team for nearly seven years. Throughout his tenure with the City, he has consistently demonstrated exceptional professionalism, reliability, and a strong work ethic that sets a high standard for our residential sanitation staff. His performance consistently exceeds expectations, and he approaches his duties each day with a strong sense of responsibility and pride in the important work he performs.

Rubin maintains a clean and organized workspace within his assigned sanitation truck, demonstrating pride in both his equipment and his work environment. He regularly goes above and beyond by supporting other residential sanitation staff when they fall behind to help ensure services are delivered efficiently to our residents. He also assists our fleet maintenance crews by helping transport and moving sanitation vehicles between locations when needed. Rubin volunteers for city events and consistently demonstrates pride in his role within the City and in serving our community.

Employees like Rubin are vital to the success of our operations. His commitment to excellence, teamwork, and dependable service is truly appreciated, and we are grateful for the valuable contributions he continues to make to the City of Temple Terrace and our community.

Congratulations to Rubin for being selected as the February Employee of the Month.

Resolution/Ordinance Information:

Appropriation Code:

Requirements:

Cost:

Attachments:

None

Item Cover Page

City Council Item Report

Date: April 7, 2026
From: Margaret Persell, Administrative Assistant III
Item Type: Recognitions/Proclamations
Subject: Proclamation - Child Abuse Prevention Month
Presenter: Andy Ross, Mayor

Recommendation:

Discussion:

Hillsborough County Children's Board Director of Public Relations, Dexter Lewis, will be accepting a proclamation recognizing April as Child Abuse Prevention Month.

Resolution/Ordinance Information:

Appropriation Code:

Requirements:

Cost:

Attachments:

1. Child Abuse Prevention Month Proclamation 2026

PROCLAMATION



TEMPLE TERRACE

Amazing City. Since 1925.

WHEREAS, ensuring the safety, health, and well-being of children is fundamental to the strength and prosperity of our community, and requires the collective efforts of residents, educators, faith-based organizations, healthcare professionals, businesses, and civic leaders; and

WHEREAS, child abuse and neglect remain critical issues that demand our attention, as every child has the inherent right to grow in a secure, nurturing, and supportive environment that fosters their development and potential; and

WHEREAS, promoting the mental, physical, and emotional health of children and their families, along with access to essential resources such as economic stability, housing, education, and healthcare, is vital to creating thriving communities; and

WHEREAS, the Children's Board of Hillsborough County and the City of Temple Terrace and steadfast in its commitment to preventing child abuse and neglect through advocacy, partnerships, and funding of programs that strengthen families and enhance protective factors; and

WHEREAS, the Children's Board, through its Keeping Kids Safe Partnership, joins Prevent Child Abuse Florida's Pinwheels for Prevention campaign, Prevent Child Abuse Florida's Pinwheels for Prevention campaign, the Florida Department of Children and Families, the Ounce of Prevention Fund of Florida, and the Safe Kids Greater Tampa Coalition in empowering families, caregivers, and community members with the knowledge and tools necessary to foster healthy child development and prevent abuse and neglect; and

WHEREAS, April serves as a national call to action, urging individuals and organizations to prioritize the safety of children, while understanding that the mission to protect children is all year round; and

NOW, THEREFORE, I, ANDREW ROSS, by virtue of the authority vested in me as Mayor of the City of Temple Terrace, Florida, do hereby set aside April 2026 as

Child Abuse Prevention Month

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Great Seal of the CITY OF TEMPLE TERRACE to be affixed, at TEMPLE TERRACE, FLORIDA, this 7th day of April, 2026

X

Andrew Ross
Mayor



Item Cover Page

City Council Item Report

Date: April 7, 2026
From: Judy Nicklin, Executive Assistant
Item Type: Recognitions/Proclamations
Subject: Proclamation - Water Conservation Month
Presenter: Andy Ross, Mayor

Recommendation:

Staff recommends that a Proclamation be issued to bring awareness to encourage residents and businesses about the importance of conserving water.

Discussion:

The 2026 Water Conservation Month Proclamation will be received by Melanie Valladares Diez, City of Temple Terrace Water Plant Operator.

Resolution/Ordinance Information:

Appropriation Code:

Requirements:

Cost:

Attachments:

1. Water Conservation Month Proclamation 2026

PROCLAMATION



TEMPLE TERRACE

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WHEREAS, water is a basic and essential need of every living creature; and

WHEREAS, The State of Florida, Water Management Districts and the City of Temple Terrace are working together to increase awareness about the importance of water conservation; and

WHEREAS, the City of Temple Terrace and the State of Florida have designated April, typically a dry month when water demands are most acute, Florida's Water Conservation Month, to educate citizens about how they can help save Florida's precious water resources; and

WHEREAS, the City of Temple Terrace has always encouraged and supported water conservation; and

WHEREAS, every business, industry, school and citizen can make a difference when it comes to conserving water; and

WHEREAS, every business, industry, school and citizen can help by saving water and thus promote a healthy economy and community; and

WHEREAS, leak prevention is commonly thought to be the first step in conserving water, the City of Temple Terrace will encourage residents and businesses to focus on fixing leaks.

NOW, THEREFORE, I, ANDREW ROSS, by virtue of the authority vested in me as Mayor of the City of Temple Terrace, Florida, do hereby proclaim April 2026 as

Water Conservation Month

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Great Seal of the CITY OF TEMPLE TERRACE
To be affixed, at TEMPLE TERRACE, FLORIDA, this 7th day of
April 2026

X

Andrew Ross
Mayor



Item Cover Page

City Council Item Report

Date: April 7, 2026
From: Amy Huchla, Public Safety Telecommunications Supervisor
Item Type: Recognitions/Proclamations
Subject: Proclamation - National Public Safety Telecommunications Week
Presenter: Andy Ross, Mayor

Recommendation:

Staff recommends that a proclamation for National Public Safety Telecommunications week be presented to the Services Division Commander Amy Huchla and the Public Safety Telecommunications Unit.

Discussion:

Public safety Telecommunicators play a crucial role in safeguarding the community. They work under high-pressure conditions, answering emergency and non-emergency calls, dispatching appropriate services, and providing lifesaving instructions to callers. Their ability to remain calm, professional, and efficient during stressful and often life-threatening situations directly impacts emergency response outcomes.

The Public Safety Telecommunicators of Temple Terrace demonstrate exceptional commitment, resilience, and professionalism. Their work often goes unseen by the public, yet it is essential to the effective operation of all emergency response services.

Resolution/Ordinance Information:

Appropriation Code:

Requirements:

Cost:

Attachments:

1. National Public Safety Telecommunications Week Proclamation 2026

PROCLAMATION



TEMPLE TERRACE

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WHEREAS, the City of Temple Terrace Police and Fire Public Safety Telecommunicators play a vital role in the protection of human life and property in our community and the safety of our police officers, firefighters and paramedics; and

WHEREAS, Telecommunicators are the first contact our citizens have when calling or texting for help during an emergency. They are the vital link in a chain of individuals who make up our emergency response system and provide critical communication to the City's Police, Fire and Emergency Medical Services; and

WHEREAS, while enduring long shifts and handling life and death emergencies, Temple Terrace Public Safety Telecommunicators set high standards in performing their duties 24 hours a day seven days a week; and

WHEREAS, last year the men and women of the Temple Terrace Emergency Communications Unit answered 15,662 9-1-1 calls and 43,588 administrative calls. They monitored 52,554 Police Activity Incidents and dispatched in-progress call in an average of one minute and thirty-eight seconds. The Temple Terrace Public Safety Telecommunicators were successful in dispatching 5,204 Fire Incidents in an average of forty seconds; and

WHEREAS, each Telecommunicator exhibited compassion, understanding and professionalism during the performance of their many duties.

NOW, THEREFORE, I, ANDREW ROSS, by virtue of the authority vested in me as Mayor of the City of Temple Terrace, Florida, do hereby proclaim April 12-18, 2026 as

National Public Safety Telecommunications Week



IN WITNESS WHEREOF, I have hereunto set my hand and caused the Great Seal of the CITY OF TEMPLE TERRACE

To be affixed, at TEMPLE TERRACE, FLORIDA, this 7th day of April 2026

X

Andrew Ross
Mayor

Item Cover Page

City Council Item Report

Date: April 7, 2026
From: Margaret Persell, Administrative Assistant III
Item Type: Board Appointments
Subject: Bicycle/Pedestrian Advisory Committee - One Alternate Appointment
Presenter: Andy Ross, Mayor

Recommendation:

Consideration of one alternate appointment to the Bicycle/Pedestrian Advisory Committee to fill a vacancy for a term extending from April 7, 2026, to April 7, 2029.

Discussion:

There are two vacancies on the Bicycle/Pedestrian Advisory Committee to fill a term extending from April 7, 2026, to April 7, 2029.

According to the City Council policy, this opportunity for service was broadcast on the city's webpage and the electronic broad in the City Hall lobby.

The City received one application from Michaela Kegley.

Resolution/Ordinance Information:

Appropriation Code:

Requirements:

Motion

Cost:

Attachments:

1. BPAC Alternate Member - Michaela Kegley



TEMPLE TERRACE

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APPLICATION FOR APPOINTMENT TO BOARDS AND COMMITTEES

Your Service to the City is earnestly solicited. Service on a Board or Committee provides citizens with an opportunity to help shape policy and direction for the City of Temple Terrace.

Please check Boards/Committees for which you wish to be considered:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Bicycle/Pedestrian Advisory Committee | <input type="checkbox"/> Hillsborough County Planning Commission |
| <input type="checkbox"/> Board of Adjustment | <input type="checkbox"/> Community Action Board |
| <input type="checkbox"/> Library Board | <input type="checkbox"/> Hillsborough County Electrical Board of Adjustment |
| <input type="checkbox"/> Parking Enforcement Hearing Officer | <input type="checkbox"/> Hillsborough County Historical Advisory Council |
| <input type="checkbox"/> Municipal Code Enforcement Board | <input type="checkbox"/> Hillsborough County Maritime Law Advisory Committee |
| <input type="checkbox"/> River Watch Task Force | <input type="checkbox"/> Hillsborough County Mechanical Board of Adjustment |
| <input type="checkbox"/> School Support Committee | <input type="checkbox"/> Hillsborough County Plumbing Board of Adjustment |
| <input type="checkbox"/> Historic Preservation Board | <input type="checkbox"/> Hillsborough River Technical Advisory Committee |
| <input type="checkbox"/> Hillsborough County Building Board of Adjustment | <input type="checkbox"/> MPO Citizens Advisory Committee |
| <input type="checkbox"/> Hillsborough County Bicycle/Pedestrian Advisory Committee | |

Application is for:

- New Appointment
- If you currently serve on a City Board or Committee, please state which Board(s):
-
-
- Have you previously served on a City Board or Committee (if yes, include years you served)?
-
-

PERSONAL CONTACT INFORMATION:

Name: Michaela Kegley E-mail Address: michaela.kegley02@gmail.com

Residential Address: 11019 Saginaw Drive Temple Terrace

Telephone Number: N/A Cell Number: 832-306-1036

EMPLOYMENT:

Employer: Florida College How Long: 9 months

Title/Occupation: Director of Campus Management (Operations Dept.)

Work Phone Number: 813.988.5131 ext. 751

Professional Qualifications and/or Work Experience:

I have worked for businesses in the Temple Terrace community for nearly 3 years involving construction, traffic management, & pedestrian pathways. Aside from my work in Temple Terrace, I have also worked in a permitting position (2-years) for an architectural firm in Downtown Tampa which focused on building banks through out the east coast of the country (primarily FL) that were both vehicle, bike, & pedestrian accessible.

Other Qualifications: Briefly describe any specific expertise and/or abilities that would pertain to your service on a City Board or Committee:

Experience with parliamentary procedure & general knowledge of code research applicable to biking & pedestrian pathways, previous ~~work~~ experience working with both local & state agencies to find solutions for pedestrian traffic patterns

Community Activities/Memberships:

N/A, this would be my first opportunity to give back to the community directly.

Educational Background:

Attended Florida College in the fall of 2017 & graduated in the spring of 2021 with a Bachelor of Science in Business Administration.

Indicate reasons for desiring to serve:

I have lived in FL (specifically Temple Terrace) just shy of 10 years & worked for Florida College 3 of those years. I have grown to love this place the longer I plant roots & I want to be involved in a way that I can personally give back, but also be a representative of Florida College as an institution & give back to the community.

How long have you been a resident of Temple Terrace? August of '21 will be 10 years

Florida Statute Section 760.80 requires the City of Temple Terrace to maintain and report the following information:

- Race: Caucasian
- Gender: Female
- Disability: N/A
- Prefer not to say: _____

A resume or separate sheet with additional information may be included.

If the Applicant is not appointed at the next City Council meeting scheduled for the purpose of making appointments, this application will be retained on file for six months.

ACKNOWLEDGEMENT:

By filing this application with the City of Temple Terrace, I do hereby acknowledge the following:

- 1) This application when completed is a public record and open to public inspection.
- 2) Florida Law requires that members of certain Boards file a financial disclosure form. I consent to the filing of the State Form, Statement of Financial Interest (Form 1), if required by law for the position.
- 3) If appointed, I agree to faithfully, impartially and fully perform the duties of my office, will make every endeavor to serve my full term, and will comply with all laws or ordinances of the City, County, and State of Florida, particularly the Florida Sunshine Law.

Signature: Michaela Keyler Date: 03/13/26



MICHAELA KEGLEY

Michaela Kegley graduated from Florida College with a Bachelor of Science in Business Administration in the spring of '21 and has since been involved in construction projects in both the higher education and banking industries. She is passionate in professional relationship building and community development in her role at Florida College and strives to further relationships in the Temple Terrace Community.

EDUCATION

Florida College | Cum Laude
2017 - 2020 | BS Business Administration

SKILLS

- Event & Project Coordination
- Organization
- Budget Management
- Microsoft Office
- Interpersonal Communication
- Adobe Acrobat

VOLUNTEER EFFORTS

- 2022-23 **Florida College Cheer Coach**
- 2016 -20 **Psi Beta Gamma Giving Tuesday Coordinator**
- 2019-20 **Student Body Government Officer**
- 2019 **Florida College Camp Counselor**
- 2019 **Florida College Camp Kitchen Service**

EXPERIENCE

- 2025 - present **FLORIDA COLLEGE
DIRECTOR OF CAMPUS MANAGEMENT | OPERATIONS**
 - Daily campus infrastructure efficiency management and strategic planning
 - Campus design and brand management
- 2023 - 25 **BDG Architects
PERMITTING COORDINATOR**
 - Organization & time management with projects, coordinating with internal & external communication
- 2021 - 23 **FLORIDA COLLEGE
BUSINESS OPERATIONS ASSISTANT**
 - Project scheduling and coordination between architects, interior designers, and contractors.
 - Facilities and vendor management
- 2020 - 21 **FLORIDA COLLEGE
GROUP LEADER | SUMMER AMBASSADOR**
 - Managed team of 4 student ambassadors at camps across the country for 6 weeks
 - Interpersonal & emotional intelligence skills
- 2020 - 21 **RICHARDSON DESIGN, LLC.
ARCHITECTURAL INTERN**
 - Create vision boards, AutoCAD, & oversee budgets & daily vendor communication

Item Cover Page

City Council Item Report

Date: April 7, 2026
From: Margaret Persell, Administrative Assistant III
Item Type: Board Appointments
Subject: Parking Enforcement Hearing Officer
Presenter: Andy Ross, Mayor

Recommendation:

Consideration of one appointment to the Parking Enforcement Hearing to fill a vacancy for a term extending from July 6, 2025, to July 7, 2027.

Discussion:

There is one vacancy on the Parking Enforcement Hearing for a term extending from July 6, 2025, to July 7, 2027.

According to the City Council policy, this opportunity for service was broadcast on the City's webpage and the electronic board in the City Hall lobby.

The City received one application from Jack Ritter.

Resolution/Ordinance Information:

Appropriation Code:

Requirements:

Motion

Cost:

Attachments:

1. Parking Enforcement Hearing - Jack Ritter



TEMPLE TERRACE

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APPLICATION FOR APPOINTMENT TO BOARDS AND COMMITTEES

Your Service to the City is earnestly solicited. Service on a Board or Committee provides citizens with an opportunity to help shape policy and direction for the City of Temple Terrace.

Please check Boards/Committees for which you wish to be considered:

- | | |
|--|--|
| <input type="checkbox"/> Bicycle/Pedestrian Advisory Committee | <input type="checkbox"/> Hillsborough County Planning Commission |
| <input type="checkbox"/> Board of Adjustment | <input type="checkbox"/> Community Action Board |
| <input type="checkbox"/> Library Board | <input type="checkbox"/> Hillsborough County Electrical Board of Adjustment |
| <input checked="" type="checkbox"/> Parking Enforcement Hearing Officer | <input type="checkbox"/> Hillsborough County Historical Advisory Council |
| <input type="checkbox"/> Municipal Code Enforcement Board | <input type="checkbox"/> Hillsborough County Maritime Law Advisory Committee |
| <input type="checkbox"/> River Watch Task Force | <input type="checkbox"/> Hillsborough County Mechanical Board of Adjustment |
| <input type="checkbox"/> School Support Committee | <input type="checkbox"/> Hillsborough County Plumbing Board of Adjustment |
| <input type="checkbox"/> Historic Preservation Board | <input type="checkbox"/> Hillsborough County Technical Advisory Committee |
| <input type="checkbox"/> Hillsborough County Building Board of Adjustment | <input type="checkbox"/> Hillsborough River Technical Advisory Committee |
| <input type="checkbox"/> Hillsborough County Bicycle/Pedestrian Advisory Committee | <input type="checkbox"/> MPO Citizens Advisory Committee |

Application is for:

- New Appointment
- If you currently serve on a City Board or Committee, please state which Board(s):

Parking Enforcement

- Have you previously served on a City Board or Committee (if yes, include years you served)?

Code Enforcement (20

PERSONAL CONTACT INFORMATION:

Name: JACK RITTER E-mail Address: JP1212R@YAHOO.COM
Residential Address: 2217 WILLOWICK AVE, TT Temple Terrace
Telephone Number: 813-988-2101 Cell Number: 813-334-9128

EMPLOYMENT:

Employer: RETIRED How Long: _____
Title/Occupation: _____
Work Phone Number: _____

Professional Qualifications and/or Work Experience:
ARMY - 28 YEARS - SIGNAL CORPS (COMMUNICATIONS)

Other Qualifications: Briefly describe any specific expertise and/or abilities that would pertain to your service on a City Board or Committee:
CODE ENFORCEMENT, BOARD MEMBER & LATER CHAIR

Community Activities/Memberships:

Educational Background:
BS - COMPUTER SCIENCE; MBA - PUBLIC ADMIN

Indicate reasons for desiring to serve:

CURRENTLY SERVING

How long have you been a resident of Temple Terrace? DEC 1945 - 2026 (81 yrs)

Florida Statute Section 760.80 requires the City of Temple Terrace to maintain and report the following information:

- Race: CAU
- Gender: MALE
- Disability: VA RATED - 80%
- Prefer not to say: _____

A resume or separate sheet with additional information may be included.

If the Applicant is not appointed at the next City Council meeting scheduled for the purpose of making appointments, this application will be retained on file for six months.

ACKNOWLEDGEMENT:

By filing this application with the City of Temple Terrace, I do hereby acknowledge the following:

- 1) This application when completed is a public record and open to public inspection.
- 2) Florida Law requires that members of certain Boards file a financial disclosure form. I consent to the filing of the State Form, Statement of Financial Interest (Form 1), if required by law for the position.
- 3) If appointed, I agree to faithfully, impartially and fully perform the duties of my office, will make every endeavor to serve my full term, and will comply with all laws or ordinances of the City, County, and State of Florida, particularly the Florida Sunshine Law.

Signature: [Handwritten Signature] Date: 19 MARCH 2026

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Item Cover Page

City Council Item Report

Date: April 7, 2026
From: Lynda Sader, City Clerk
Item Type: Minutes
Subject: Approval of March 17, 2026 City Council Meeting Minutes.
Presenter: Andy Ross, Mayor

Recommendation:

Recommend Approval of the City Council Meeting Minutes

Discussion:

Resolution/Ordinance Information:

Appropriation Code:

Requirements:

Motion

Cost:

Attachments:

1. 03-17-2026 Council Regular Minutes

**CITY OF TEMPLE TERRACE, FLORIDA
CITY COUNCIL MEETING MINUTES**

Having been duly advertised as required by law, the regular meeting of the Mayor and City Council of the City of Temple Terrace, Florida, was held on Tuesday, March 17, 2026, in the Council Chambers at City Hall.

Present were: Mayor Andy Ross, Council Members James Chambers, Alison Fernandez, Erik Kravets and Gil Schisler, City Manager Carlos Baia, City Clerk Lynda Sader, and City Attorney Ernest Mueller.

Absent was: None

Also present were: Police Chief Rob Staley, Assistant City Manager/Human Resource Director Antonio Nazario, Leisure Services Director Karl Langefeld, Finance Director Jim Ingram, Community Development Director Greg Pauley, IT Director Sally Cabrera, Public Works Director Jason Warrenfeltz, Fire Division Chief of Operations Scott Murley, Community Development Deputy Director Marisa Robinson, City Planner Joseph Moreda, Senior Planner Alyssa Livingstone, and several others.

There being a quorum present, Mayor Ross called the meeting to order at 6:05 p.m., led the invocation, and the Pledge of Allegiance to the Flag.

4. Historical Fact

Council Member Fernandez presented a historic fact on Temple Terrace volunteers and the connection they had with the community. She showed samples of cookbooks that many clubs produced over the years as fundraisers. Some of the groups mentioned were the Women's Club, Garden Club, Jr. Women's Club, and the Greco Junior High PTA. A book issued by the Junior Women's Club was handwritten and run through the mimeograph for copies. When her family moved to Temple Terrace, her mother was a member of the Junior Women's Club and she presented a cookbook from the seventies. She noted she was part of that club for the 50 Year Anniversary and they produced the 50th Anniversary version with a nod to the past with including some of the recipes from the past 50 years and then recipes from the current members at that time. She showed the first scrapbook for the Greco Junior High School PTA from 1981, which was also the year the PTA was created and noted some of it was also handwritten. She noted these history pieces show the connections to the community and stated if community members have items that they would like to have the City preserve, please bring them to the City office.

5. Recognitions and Proclamations:**5.A. Life Saving Award**

Mayor Ross introduced Joseph Hartman for the Life Saving Award. He recognized Joseph's action of performing CPR on his uncle until the Temple Terrace Police and Fire personnel could arrive. Mayor Ross noted that the City is deeply grateful for his actions and honored to acknowledge his remarkable heroism.

5.B. Certificates of Recognition – Excellence in Emergency Response

Mayor Ross asked Joseph Hartman to return to the podium and introduced Police Officer Christian Gush, Firefighters: Rescue Crew Kory Sullivan and Ethan Brown, Engine Crew Chris Sayers, Jesse Oats and Austin Smith in recognition for the Excellence in Emergency Response. He recognized this team for their swift and coordinated emergency services provided in saving a life. He thanked them and noted their decisive actions, unwavering commitment and exceptional service to our community.

5.C. Proclamation – Women's History Month

Mayor Ross introduced Kylie Dumas, the City's USF intern and presented the proclamation.

Kylie Dumas thanked the Council.

5.D. Proclamation – Education and Sharing Day and Passover

Mayor Ross introduced Rabbi Lazar Rivkin and presented the proclamation.

Rabbi Lazar Rivkin thanked the Council and spoke of the meaning of the Education and Sharing Day and Passover.

5.E. Proclamation – Easter

Mayor Ross introduced Brother Stephen of the Catholic "Brotherhood of Hope" fraternity and presented the proclamation.

Brother Stephen thanked the Council and spoke of the Easter Season.

6. Presentations: None**7. Board Appointments: None**

8. Consideration of Minutes from Previous Meetings:

8.A. Approval of the March 3, 2026, City Council Meeting Minutes

Upon motion of Council Member Schisler, seconded by Council Member Fernandez, unanimously carried, the **MINUTES** of the March 3, 2026, City Council Meeting, and **APPROVED** as presented.

Vote on the motion being: Mayor Ross and Council Members Chambers, Fernandez, Kravets and Schisler voting “aye,” no “nay.”

9. Persons Wishing to be Heard on Items NOT Listed on the Agenda or Items on the Consent Agenda:

Mayor Ross stated the process for Public Comments.

Nancy Hudson spoke of the Art en Blanc fundraiser on Saturday, March 28, 2026 and invited the community to register and be a part of the event.

Charles Loeb noted St. Patrick’s Day and other events to the City Council.

Blanche Hampton commented on Code Compliance and courtesy notices.

Anthony Guido, Alyssa Hines, Laurie Barclay Collett and Patrick Brown (Lauren Brown relinquished her time to Mr. Brown) spoke of Easter and the proclamation.

Mayor Ross verified there were no other public comment requests and closed the public comments section.

10. Communications and Petitions: None

11. Consent Agenda:

11.A. Resolution Approving an Easement Agreement with Tampa Electric Company, a Florida Corporation

11.B. Resolution Approving an Interlocal Agreement County EMS Grant

Upon motion by Council Member Schisler, seconded by Council Member Chambers, and unanimously carried, **RESOLUTION, 11.A.-11.B.**, were **ADOPTED** by consent, as follows:

Vote on the motion being: Mayor Ross, Council Members Chambers, Fernandez, Kravets and Schisler voting “aye”, no “nay”.

RESOLUTION 30-26, Adopted the resolution and approved an Easement Agreement with Tampa Electric Company, a Florida Corporation.

RESOLUTION 31-26, Adopted the resolution and approved an Interlocal Agreement County EMS Grant.

12. Public Hearings, Ordinances, and Resolutions:

12.A. Public Hearing and First Reading of an Ordinance Rezoning Folio 38206.0000 (7911 Harney Road) and Folio 38206.0020 (RZP-25-04) from Agricultural-Urban to Public / Quasi-Public

Mayor Ross opened the public hearing.

City Planner Joseph Moreda stated this is a city-initiated rezoning from Agricultural-Urban (A-U) to Public/Quasi-Public (P-QP) for property intended to house the new Public Safety Facility, which will include the Police Department Headquarters and Fire Station 3. The property is generally located on the south side of Harney Road approximately 1,500 feet east of the intersection of North 78th Street. The subject site consists of two (2) parcels totaling approximately five (5) acres. The P-QP district specifically designates areas within the city which are best suited for the development and operation of significant public service facilities, government facilities, and institutions. Accordingly, this rezoning is proposed to align the zoning more closely with the property's intended use. The site abuts undeveloped property zoned Agricultural-Urban (A-U) to the south and east. To the north, the site is bordered by Harney Road; across the road there is a warehouse distribution center within the jurisdiction of Hillsborough County. To the west, the site is adjacent to single-family residential uses, also in the jurisdiction of Hillsborough County. The zoning request is for a standard district, as such the application does not require or include a regulatory site plan as part of the application. A final site plan will come back to City Council for consideration and approval pursuant to a site plan review. Additionally, a review for access management will be required by Hillsborough County for Harney Road access, and because the site is within the area of influence for Tampa Executive Airport, an Airport Zoning Review will be required. The Hillsborough County City-County Planning Commission (HCCCPC) staff reviewed this application and found it to be consistent with the vision and other provisions of the City of Temple Terrace Comprehensive Plan. The Development Review Committee (DRC) provided informational comments and raised no objections. If this rezoning application is approved, the final site plan will also be subject to DRC review. Based on the findings included herein, staff agree with Planning Commission staff and find the modification consistent with the vision and other provisions of the City of Temple Terrace Comprehensive Plan.

Mayor Ross asked for public comments, hearing none, he moved to Council Member questions and heard none.

Mayor Ross closed the public hearing and asked the Clerk to read the title of the ordinance.

The City Clerk therefore read the title.

AN ORDINANCE OF THE CITY OF TEMPLE TERRACE, FLORIDA, REZONING TWO PARCELS TOTALING FIVE ACRES (±) GENERALLY LOCATED ON THE SOUTH SIDE OF HARNEY ROAD APPROXIMATELY 1500 FEET EAST OF THE INTERSECTION OF NORTH 78th STREET MORE SPECIFICALLY DESCRIBED AS FOLIO 38206.0000 (7911 HARNEY ROAD) and FOLIO 38206.0020 AND LEGALLY DESCRIBED IN EXHIBIT "A"; CHANGING THE ZONING ATLAS MAP DESIGNATION ON SAID PROPERTY FROM ZONING CLASSIFICATION AGRICULTURAL-URBAN (A-U) TO PUBLIC/QUASI-PUBLIC (P/QP); PROVIDING FOR AMENDMENT OF THE OFFICIAL ZONING ATLAS MAP OF THE CITY; PROVIDING FOR SEVERABILITY; PROVIDING FOR CORRECTION OF TYPOGRAPHICAL ERRORS; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HEREWITH; PROVIDING FOR AN EFFECTIVE DATE.

Upon motion by Council Member Fernandez, seconded by Council Member Kravets, **APPROVED** the **Ordinance**, on First reading, Rezoning Folio 38206.0000 (7911 Harney Road) and Folio 38206.0020 (RZP-25-04) from Agricultural-Urban to Public / Quasi-Public and scheduled the second public hearing and reading for April 7, 2026.

Vote on the motion being: Mayor Ross and Council Members Chambers, Fernandez, Kravets and Schisler voting "aye," no "nay."

Mayor Ross noted the Ordinance will appear for a second reading and public hearing on Tuesday, April 7, 2026.

12.B. Public Hearing and First Reading of a Resolution Approving Final Site Plan SPR-25-09 for West Coast Brace and Limb located at 13401 N. 53rd Street.

Mayor Ross opened the public hearing.

Senior Planner Alyssa Livingstone stated this is a request to approve a Final Site Plan to allow for development of a one-story medical office pursuant to Section 12-379 – Final Site Plans, as specified in the Temple Terrace Land Development Code. Section 10, Township 28 South, Range 19 East; more specifically, addressed as 13401 N. 53rd Street, with Folio No. 036993-0000. A

complete legal description is on file with the Planning and Development Division. The subject property consists of Lots 21, 22 and 23 of Hamner’s Ridge Acres. The site is approximately .88± acres and is accessed from North 53rd Street, a designated local road. The project area is governed by the Planned Development (PD) standards established under Ordinance No. 1482 (adopted August 6, 2019). The existing single-family residence and associated structures on the project site will be demolished to facilitate the proposed development. The applicant is requesting Final Site Plan approval for the development of a one-story, 10,000 square foot medical office building. The proposed medical facility is designed to accommodate 20 full-time employees and will have 12 to 14 medical rooms. Based on the proposed use and number of employees, 33 parking spaces are required. The design proposes 33 on-site parking spaces, including two accessible ADA spaces. The site layout positions the parking area to the west of the building, adjacent to N. 53rd Street, which is classified as a minor collector road. Additionally, two bike racks will be provided to accommodate a total of four bicycle parking spaces for commuters. Primary access to the site will be from N. 53rd Street on the western boundary of the property. A secondary access point is located on the north side, connecting to an abutting lot intended for supplementary parking. The landscape plan incorporates 32 trees strategically placed within the parking lot and around the perimeter. Stormwater management is addressed via an on-site pond located at the southwest corner of the property. The Hillsborough County City-County Planning Commission (HCCCPC) staff reviewed the Site Plan and recommended approval, finding that it complies and is consistent with long-range planning goals of the City’s Comprehensive Plan. The surrounding area contains developed commercial properties. The subject property and the proposed project are compatible with the surrounding area. Staff reviewed this application under the standards of Section 12-379, Final site plans, as specified in the LDC. The Development Review Committee (DRC) has reviewed the project and has no objection to the approval of Site Plan Review Application SPR-25-09 as presented to the City Council.

These were the following proposed conditions:

1. Final Site Plan SPR-25-09, upon approval by City Council, allows for the development of a one-story medical office building which shall conform to and be limited by the configuration and details of the approved site plan and elevations.
2. Site Plan expiration as outlined in Section 12-380 of the Temple Terrace Land Development Code shall apply.
3. Where standards are not specified herein, the Temple Terrace Land Development Code standards (or current code standards) will apply.
4. Prior to any permits being issued by the City, a perpetual easement that is acceptable to the City Attorney must be obtained from the owner of the abutting property to the north. This easement shall allow for the portions of the parking spaces, dumpster and pad, and cross access aisles that encroach beyond the northern property line of the subject property. The easement

must be recorded in the Official Records for Hillsborough County. The Community Development Department recommended approval of this application, subject to the proposed conditions stated above.

Applicant Patricia Ortiz stated she would be happy to answer any questions.

Mayor Ross asked for public comments.

Charles Loeb noted he wanted to make sure the synagogue was notified and Mayor Ross noted the City notifies according to State law.

Mayor Ross asked for additional public comments and heard none.

At this time, City Attorney stated that the previous item 12.A., rezoning and this item 12.B., site plan, needed to have ex-parte communications noted by the Council Members.

City Attorney Mueller asked for disclosure of ex parte communications and clarified that this is just for communications that pertains to 12.A rezoning and 12.B final site plan. Mayor Ross and Council Members Fernandez, Chambers, and Schisler stated they had no communications.

Council Member Kravets clarified if the ex parte was for changing the zoning from one zoning to another zoning and not pertaining to anything else.

City Attorney Mueller stated that is correct. Council Member Kravets stated he had no communication.

Mayor Ross therefore moved to Council Member questions.

Council Member Fernandez asked with both of these parcels being owned by the same person at this time, does the easement agreement then move with the parcels if sold.

City Attorney Mueller stated the easement will be recorded into the official record of Hillsborough County, which will then make it run with the land, with both properties. The City will have a copy of the recorded easement and if something changes with that, the owners must notify the City because it will effect their site plan and approval of that site plan.

Ms. Livingstone noted the access points and the requirements for entrance and exit.

Mayor Ross closed the public hearing and asked the Clerk to read the title of the resolution.

The City Clerk therefore read the title.

A RESOLUTION OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING SITE PLAN REVIEW APPLICATION SPR-25-09 FOR 0.88 ± ACRES OF PROPERTY LOCATED EAST OF NORTH 53RD STREET AND SOUTH OF EAST FLETCHER AVENUE, WITH FOLIO NUMBER 036993-0000, ADDRESSED AS 13401 N 53rd STREET, TO ALLOW FOR THE DEVELOPMENT OF A NEW 10,000 SQUARE FOOT ONE-STORY MEDICAL OFFICE SUBJECT TO CONDITIONS OF APPROVAL; PROVIDING FOR CORRECTION OF TYPOGRAPHICAL ERRORS; REPEALING ALL RESOLUTIONS OR PARTS OF RESOLUTIONS IN CONFLICT HEREWITH; PROVIDING AN EFFECTIVE DATE.

Upon motion by Council Member Chambers, seconded by Council Member Schisler, **APPROVED** the **Resolution**, on First reading, Approving Final Site Plan SPR-25-09 for West Coast Brace and Limb located at 13401 N. 53rd Street and scheduled a Public Hearing and the second reading for April 7, 2026.

Vote on the motion being: Mayor Ross and Council Members Chambers, Fernandez, Kravets and Schisler voting “aye,” no “nay.”

Mayor Ross noted the Resolution will appear for a second reading and public hearing on Tuesday, April 7, 2026.

12.C. Public Hearing and Second Reading of Ordinance 1591 Amending Land Development Code Section 12-984 Permitted Signs.

Mayor Ross opened the public hearing.

Community Development Deputy Director Marisa Robinson stated the Temple Terrace Community Development Department proposed an amendment to Section 12-984 of the Land Development Code, “Permitted signs,” to allow for a second wall sign on buildings located on corner lots. This change aims to improve business visibility and wayfinding for corner properties that have frontage on two public streets. Changes are shown in Matrix #3, Matrix #4, Matrix #5, Matrix #6, and in subsection 12-984(c) – Footnotes to Matrices, item X.

Mayor Ross asked for public comments, hearing none, he moved to Council Member questions.

Council Member Fernandez clarified that this is an amendment to the corner wall signs, allowing a sign on the 2nd side only and no other changes of size or specifications.

Ms. Robinson stated that is correct.

Mayor Ross closed the public hearing and asked the Clerk to read the title of the ordinance.

The City Clerk therefore read the title.

AN ORDINANCE OF THE CITY OF TEMPLE TERRACE, FLORIDA, AMENDING SECTION 12-984 OF THE CITY CODE OF ORDINANCES TITLED "PERMITTED SIGNS;" AMENDING MATRICES THREE, FOUR, FIVE, AND SIX; ADDING FOOTNOTE "X;" PROVIDING FOR SEVERABILITY; PROVIDING FOR CORRECTION OF TYPOGRAPHICAL ERRORS; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HEREWITH; PROVIDING FOR CODIFICATION; PROVIDING FOR AN EFFECTIVE DATE.

Upon motion by Council Member Schisler, seconded by Council Member Fernandez, **APPROVED Ordinance 1591**, on Second reading, Amending the Land Development Code Section 12-984 Permitted Signs.

Vote on the motion being: Mayor Ross and Council Members Chambers, Fernandez, Kravets and Schisler voting "aye," no "nay."

12.D. Public Hearing and Second Reading of Ordinance 1592 Amending Chapter 22, Article VI, Solid Waste Collection and Disposal

Mayor Ross opened the public hearing.

Public Works Director Jason Warrenfeltz stated they were requesting changes to Chapter 22, Article VI, Solid Waste Collection and Disposal. These proposed target amendments are to the City code governing solid waste and disposal, solid waste collection, and disposal. The updates are administrative and operational in nature. They do not expand core service levels, but modernize, clarify and strengthen the City's existing regulations. Number one, clarify definitions and eliminate redundancies. Updating and consolidating definitions to remove duplication and inconsistent terminology. Key terms such as construction and demolition material, Class three material hazardous and bio hazardous waste, bulk items, and yard waste. Annual pick up and special pickup are clearly defined to reduce ambiguity and improve consistency. The second one is distinguish residential waste from commercial and contractor waste. The revision separates residential solid waste from commercially generated or contractor generated debris. This ensures that residential services are not used for materials exceeding standard service levels, and that appropriate container size services are required when applicable. The third area is formalized annual and special pickup policies. The ordinance clarifies the eligibility requirements for the one free annual pickup, and outlines standards for fee based special pickups. It also addresses nuisance conditions caused by unscheduled curb placement of large items, and number four is

aligning code language with current operations. The amendments update container specifications, service parameters, permitting requirements for private haulers. These changes ensure code accuracy and reflect how services are delivered, and the last one, strengthens public health and safety. The revisions enforce prohibitions on hazardous and biohazardous materials and clarifies disposal requirements by promoting regulatory compliance. These amendments improve, clarify and enhance the city's ability to effectively administer and enforce its program.

Mr. Warrenfeltz addressed a few concerns that were expressed by a Council Member and noted the Clerk was handing out an updated version with revisions, addressing a typo error under section 22-336. The phrase hazardous water was mentioned under the definition for solid waste. It was corrected to read, Dangerous Hazardous Waste materials. He stated another question was raised if when a resident places a cardboard box, piece of broken plastic, old carpet or furniture into their city issued trash can, would that technically be placed in class three material in a container? He stated that that is technically what they should not be doing. If the item is bagged or concealed in a manner that is not obvious to staff for identification purposes, it will randomly occur. If the items are protruding from the residential container, and staff are able to support that, they will continue to follow the current practices by tagging those items or those cans with tags and allow the residents to call public works for options for their disposal. The last concern brought forward was section 22-337, it was questioned if the title was accurate. This section was previously titled incorrectly and has been updated to a more appropriate title that clearly provided clarity for the purpose of collection for construction and demolition, class three materials.

Mayor Ross asked for public comments, seeing none, he moved to Council Member questions.

Mayor Ross asked what happens if a resident puts cardboard in their trashcan.

Mr. Warrenfeltz stated cardboard is for recycling aspect considered a clean material, but a pizza box is with contaminants or if boxes are saturated with some sort of material that does not keep it clean. Those go in the residential trash, for solid waste and it goes to the incinerator and repurposed that way. Clean cardboard goes in the city recycling container, with the recycling truck picking that up. If residents put a contaminated cardboard box with food contamination, a broken piece of plastic, things that are considered construction, demolition debris or class three materials into your residential waste on a residential level, it's okay, but if it's an industrial size, if you have a construction renovation project at your home and you're putting all the drywall and the insulation and the in the studs and the flooring in your residential container, that's not acceptable. Those materials need to be handled with a dumpster. A large refrigerator box or large tv box can be cut up and put in residential recycling.

Council Member Kravets thanked Mr. Warrenfeltz for the revision. He noted that residents have a lot of cardboard and wanted clarified that the City is okay with that being put in recycling. Mr. Warrenfeltz stated that is correct, the City will take that for recycling.

Council Member Kravets asked if class three materials could be defined to have examples, or maybe just add the phrase in quantities not typically generated by a resident. Right now, what we have is a definition that captures cardboard, carpet and plastic as well as yard trash, furniture and appliances, which is which is common. It's common for residents to throw these things out. These are captured as examples of industrial solid waste, which are not supposed to go. He noted the enforcement mechanism here is capturing waste types that people do commonly throw out, we are fine with that, but we're saying they are throwing out industrial waste even though we say we are fine with that, and will pick it up. He noted that should be written into the statute.

Mr. Warrenfeltz noted the one piece that is important here is the leachate part. If the cardboard is contaminated, that could produce the leachate. That is when it is no longer a class three, it is considered a solid waste material, which directs our handling procedures. In the definition it says industrial solid waste that is inert and not expected to produce leachate. If the cardboard is contaminated it will produce a leachate and it is considered solid waste that will go to the incinerator. Cardboard that is clean, with no leachate producing characters, it will go to the recycler. He noted it is hard for the staff to flip through all cardboard. They rely on the recyclers to do that and the City does get a small charge back for that, but that is small compared to the cost of staff looking over all the cardboard. He noted the department is fine with how it is written, and would work with the residents to be comfortable with it.

Council Member Kravets noted he understands the departments explanation but the way it is drafted, it does not mesh with that. He stated maybe an exemption for quantities that are typical for a household could be written as an exemption. He stated maybe keep the definition and say exempted from this are quantities that are typically generated by a household. This way, we don't have a situation where on paper everyone is throwing out, industrial plastic, industrial cardboard, industrial furniture and appliances, when it is a resident throwing away junk, throwing it in their trash can because that is what they have always done.

Mr. Warrenfeltz noted this is more about what will not be picked up.

Council Member Kravets noted that we have a situation where the class three materials are qualified as industrial waste, and they're not going to be picked up by the City. There are examples of that kind of waste of cardboard, plastic, furniture, appliances, among other and we are defining those as industrial waste, but we are saying we are going to pick it up anyway, even though our statute says we are not going to allow that anymore. He stated he thought it could be fixed by exempting those things. That would be fine because we give examples of industrial

waste, but when it is a typical person throwing these things out, it's not industrial waste. He noted the statute is not written that way and it does not have to be passed that night, but if the City is picking it up anyway, does it really matter in the end.

Mr. Warrenfeltz stated it does matter. It's not necessarily a violation but a different truck should be picking it up and it should be packaged in a different manner. Cardboard should be bundled, wrapped in the container in a different manner. For staff this is not changing how we run the business. It's just clarifying the definitions on what we consider appropriate for the containers. Appropriate material like if the three pieces of cardboard is in a residential trash can, staff may or may not pick that up depending on the mode of function. He stated if it is raining, the staff will not know whether the cardboard is wet or has oil on it.

County Manager Baia added it does seem like there is concern of cardboard and offered if the word cardboard is struck from the definition of class three material, does that take care of this concern.

Council Member Kravets stated that does help but his legislative position is that the City should pick up people's trash. He does not want people to have to go through a special process to get rid of cardboard.

Mayor Ross asked if class three materials is the definition, it that's defined somewhere else, or if that is the City's definition of our own creation.

Council Member Kravets stated he thought it is Florida Statute and it's a landfill designation for inert industrial waste. Focusing on the fact that it's for industrial waste, we can just easily develop a distinction from that by saying things that are generated by households are just not industrial waste because they're not generated by an industry. Just exempt anything generated by a household from this definition. Then if it is an industry, then by all means make them deal with that, they are industry and they know how to deal with industrial waste because that is their job.

Mr. Warrenfeltz stated the Florida administrative code 62 701 200 class three is defined in there in a very similar fashion that we have it. The wording is obviously not word for word but it is a very similar class. Three waste means yard, trash, construction, demolition, debris, process tires, asbestos, carpet, cardboard, paper, plastic, and furniture. Other than appliances and other materials approved by the department that are not expected to produce leachate that possesses a threat to public health and the environment. He noted he feels this proposal is similar in definition to the Florida Administrative Code.

Council Member Kravets stated the residents should not have to worry about their trash and he suggested to exempt residential properties from the class three requirement.

Mr. Warrenfeltz noted he did not think that was a very good idea.

[Clerk note: it was agreed that discussion would continue and follow the question session to clarify the positions before a motion would be presented.]

Council Member Schisler asked about comments of quantity. Residents can put trash of what fits within the trashcan and that is fine. His concern is paint cans and such.

Mr. Warrenfeltz said that is correct on what fits within the can, but paint and such is not allowed and the City does not pick that up, what falls under the hazardous waste.

Council Member Fernandez is concerned if households are totally exempt, such as if they take all the carpet out of their house, can they just put that in the trashcan.

Mr. Warrenfeltz stated if it is a demolition project, it is construction debris.

Mayor Ross asked for Mr. Warrenfeltz's opinion on exempting households. If the words cardboard and plastic is taken out of this definition, would that have an impact on the City's purpose.

Mr. Warrenfeltz stated with those two words removed, it would not change how his staff operates.

Mayor Ross noted he understood the concerns and agrees. He asked if it would work to take those two words out.

City Manager Baia stated he thought that would work, and the big concern is construction, demolition debris.

Council Member Kravets noted maybe the definition might not need to be changed, but make a change in section 22-337, the categories of waste, cardboard, plastic are exempted for residential solid waste because there is already a definition a bit higher on that page of residential solid waste, which seems to be what he was suggesting. It says residential solid waste is the non-hazardous waste generated by the normal daily activities of households. He noted maybe the statute should be sent back and revised and brought back before the Council.

Mayor Ross stated he thought the simplest way would be to take out those two words and approve it at this time. His concern is putting words such as normal household, which could be

problematic. Normal for one person may not be normal for someone else. His opinion is to pass it with the two words out, and if it does not work, it can come back to be revised.

Council Member Schisler stated he approved of taking those two words out, cardboard and plastic, and it can always be revisited.

Mayor Ross asked if Council Member Kravets would be agreeable with that revision, with Council Member Kravets stating he would.

Council Members Fernandez and Chambers agreed.

Mayor Ross closed the public hearing and asked the Clerk to read the title of the ordinance.

The City Clerk therefore read the title.

AN ORDINANCE OF THE CITY OF TEMPLE TERRACE, FLORIDA; AMENDING CHAPTER 22 OF THE CITY OF TEMPLE TERRACE CODE OF ORDINANCES, UTILITIES, ARTICLE VI, SOLID WASTE COLLECTION AND DISPOSAL, BY AMENDING SECTION 22-336, DEFINITIONS; RETITLING AND RENAMING SECTION 22-337, COLLECTION OF CONSTRUCTION/DEMOLITION & CLASS III MATERIAL BY ORDINARY SERVICES; AMENDING SECTION 22-338, COLLECTION BY CITY; AMENDING SECTION 22-339, COLLECTION SUPERVISED BY DIRECTOR OF PUBLIC WORKS - APPEAL TO CITY MANAGER; AMENDING SECTION 22-340, COLLECTION PRACTICES FOR RESIDENTIAL SOLID WASTE; AMENDING SECTION 22-341, COLLECTION PRACTICES FOR YARD WASTE; RENAMING AND AMENDING SECTION 22-342, SPECIAL/ ANNUAL PICK-UPS; AMENDING SECTION 22-343, COLLECTION PRACTICES FOR RESIDENTIAL RECYCLABLES; AMENDING SECTION 22-344, COLLECTION PRACTICES FOR COMMERCIAL COLLECTION; BY RENAMING AND AMENDING SECTION 22-345, STORAGE OF SOLID WASTE, TRASH, RECYCLABLES AND YARD DEBRIS; RENAMING AND AMENDING SECTION 22- 346, DISPOSAL OF DANGEROUS/HAZARDOUS WASTE; AMENDING SECTION 22-347, SERVICE BY PRIVATE HAULER CONTRACTORS; PROVIDING FOR SEVERABILITY; DIRECTING FOR THE CODIFICATION OF THE AMENDMENTS; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HERewith; PROVIDING AN EFFECTIVE DATE.

[City Clerk's note: Mayor Ross passed the gavel to Vice-Mayor Chambers.]

Upon motion by Council Member Kravets, seconded by Mayor Ross, **APPROVED Ordinance 1592**, on Second reading, approving agenda item 12.D. an ordinance of the City of Temple Terrace, Florida. Amending chapter 22 of the City of Temple Terrace Code of Ordinances, Utilities, Article VI, solid waste collection and disposal, with the modification that in section 22-336, titled Definitions, the fifth paragraph will be changed so that the words plastic and cardboard are struck therefrom. [Amending Chapter 22, Article VI, Solid Waste Collection and Disposal.]

Vice-Mayor Chambers therefore asked for a vote.

Vote on the motion being: Mayor Ross and Vice-Mayor Chambers, Council Members Fernandez, Kravets and Schisler voting “aye,” no “nay.”

Vice-Mayor Chambers relinquished the gavel to Mayor Ross.

12.E. Resolution Approving Amendment #2 to the Fiscal Year 2026 Budget

Finance Director James Ingram stated during the first five months of Fiscal Year 2026, a few expenditures not included in the adopted Fiscal Year 2026 Budget emerged. Exhibit 1 contains a list of unbudgeted expenditures needing to be added to the Fiscal Year 2026 Budget. Exhibit 1 details the Purchase Order numbers, vendor, GL account, item or project description, amount balance for budget amendment, and the appropriated fund balance accounts to balance the budget.

Additional Outside Legal Services (\$14,000): The Legal Department was \$14,783 under budget for Fiscal Year 2025. Appropriating \$14,000 of the savings to the Fiscal Year 2026 Legal outside counsel budget will allow the Legal Department to continue contracting services as needed for the remainder of the Fiscal Year.

EOC Construction Administrative Services (\$128,190): This reflects the change order approved by City Council on 2/17/26 to appropriate \$128,190 of Community Investment Tax (CIT) reserves, estimated to be \$1.8 million at 2026 Fiscal Year’s end, for additional EOC construction administration services.

CRA Legal and Professional Services (\$17,393): This adjustment appropriates funds from the Tax Increment Fund (TIF) reserves to cover the costs for legal and professional services related to the Blazin’ Paddles proposal. TIF reserves are estimated to be \$782,666 at 2026 Fiscal Year’s end.

EPC In-Kind Projects (\$183,181): This is to appropriate funds needed for three in-kind projects approved by the Environmental Protection Commission to offset penalties. These projects and

appropriations from Water & Sewer Utilities and Renewal/Replacement Fund reserves were approved by City Council on 11/18/25. Water and Sewer Utilities reserves are estimated to be \$5.2 million at 2026 Fiscal Year's end; Renewal/Replacement reserves are estimated to be \$1.3 million at 2026 Fiscal Year's end. The three projects are: West River CIPP Lining Project (\$34,750); N Riverhills to Ridgedale Manhole Rehab (\$67,387); and a Sanitary Lift Station 80 KW Diesel Generator (\$81,044).

Upon motion by Council Member Schisler, seconded by Council Member Chambers, **RESOLUTION 32-26, ADOPTED** the resolution, Approving Amendment #2 to the Fiscal Year 2026 Budget as presented.

Vote on the motion being: Mayor Ross and Council Members Chambers, Fernandez, Kravets and Schisler voting "aye," no "nay."

13. Council Business: None

14. New Business and Board Reports:

Council Member Fernandez noted that at King High School, Addison Berger had his number retired, stating he is a professional baseball player. She then asked about the architectural elements with the former Tomasino building, noting when they got into the renovation project, they found that the building was not able to be preserved. She asked if it could be checked into, to see if there is anything within it that could be preserved. She also asked what is being sprayed on the plant growth in the river.

Council Member Kravets thanked the Mayor for seconding his motion on Ordinance 1592, Chapter 22, Article VI, Solid Waste Collection and Disposal with the changes. He asked Council Member Chambers if there is any interest in developing the idea about using some of the adopt a tree fund to spruce up the downtown's landscaping.

Council Member Chambers stated yes, anything we can do to help the City's businesses look better, if it meets the ordinance requirements.

Council Member Kravets noted he thought that that fund could be used for other types of landscaping like shrubs to enhance the downtown area.

Council Member Chambers noted he was sure it would be looked into.

Council Member Fernandez asked if it would be possible to use the tree fund to give grants for overall landscape improvement that is specifically associated with street side, noting not all properties are suitable for actually putting a tree in.

Council Member Kravets asked if a grant was a possibility, so citizens could make application, maybe to City Arborist Joe Ferris.

Council Member Chambers noted a whole process would need to be developed and have rules so someone would not be able to continually get mulch every year or allow the plants to die, and continue to get grants, because we do want to enhance.

Council Member Fernandez noted that the City knows what will be spent on the Golf Course tree project but we do not have the report on the City public space and tree canopy. It is not known at this time, what will need to be encumbered for that yet. She stated it is a good idea and it is part of her goals, but is not ready to discuss something of a grant possibility until she has more information on the tree canopy report.

Council Member Kravets noted he would be happy to make a motion to ask staff to report back on what the possibilities are in the next two or four weeks, if that is amenable.

Council Member Chambers and Mayor Ross stated that motioning just to ask staff to do something and report back at a specific date on this, they are not in favor of that.

Community Development Director Greg Paul shared fresh information received in the last few hours. He requested that the City be careful of committing the tree fund, because in less than a month, they will be getting a plan that is very intense and goes over the course of 21 years. The goal of the plan is to raise the entire City's canopy by 10 percent. He noted he does not know the cost but it will be expensive.

Mayor Ross stated he did not think that means that they can't ever have a conversation about it, but felt they need to get the tree canopy report first and figure out where that puts the City with the tree fund.

Council Member Kravets noted he likes the grant idea and stated maybe it could be explored, possibly by doing a conservative appropriation out of TIF funds, potentially \$5,000 split into \$1,000 grants and see if a business wants to take advantage of that.

Council Member Chambers stated he thought staff understood what the Council is thinking and it would need to be looked into, even with other jurisdictions.

Mayor Ross stated he would prefer to wait, these things sound easy but it would need to be looked into and would need some guardrails to keep the City from funding all property that abuts a road. There would need to be a plan to make sure it is being done correctly, they have correct irrigation and maintain them so they don't lose the plants. He agreed it is a possibility but there has to be some limits and they need to make sure there are funds before the staff does all that work.

Council Member Fernandez said there is precedence for this because in the early stages of the full CRA development, the city did offer façade grants for façade improvement and she thought that came out of TIF funds. She stated she did not want to commit anything right this minute because the Council needs to know what the tree plan includes and more discussion might show that there are better uses for the TIF funds.

Mayor Ross stated it would still be a good idea and could be discussed later.

Council Member Schisler stated that the canopy survey would be coming soon and another concern would be utilizing TIF money, or using too much TIF money. The TIF funds are there for payments on the balance of the loan, that is what it was intended for. He thought any kind of grant program would require a modification to the existing ordinance. He thought that included public property and not private property. It's a good idea, but in a few months, a lot will be coming forth and will become evident what we can work with.

Council Member Kravets commented general terms about a food truck idea. He thinks it has potential if it is done right, with more lead time, and develop it with something that people anticipate and look forward too. It might even become revenue neutral or revenue positive, with a small cost originally. If attractive enough, maybe more food trucks will come and other vendors, a farmer's market maybe, and it could become attractive enough to make a good profit.

Mayor Ross noted for those who weren't here for the Community Redevelopment Agency meeting, Council Member Kravets had the idea that we have at least another or maybe other events, like the food truck event that we had at the redevelopment property, the council, sitting as the CRA board, agreed that that would be a good idea to look into. The City Manager will speak to staff about what it would take to make that happen and report back to Council.

Mayor Ross announced that Suncoast League of Cities will be having a membership meeting in connection with an event called Chili Blazin in Pinellas Park on Friday evening. He also stated that he had spoken with the new USF President, Dr. Moez Limayem. Dr. Limayem had noted he was hiring people that have an interest in living in Temple Terrace.

15. City Manager's Report:

City Manager Baia reported on Spectrum and the City Council meeting broadcast. He stated that if the customers have a traditional cable box, they should not be impacted. Spectrum is moving towards a streaming box, what they call their channel distribution network. If the customer is in transit, they have transitioned to that new box, but Spectrum has not moved all the public education and government channels over to that format yet. He had contacted Spectrum representatives and they have indicated the company's goal is to move all the channels, not just our City channel to their channel distribution network, but it is going to take some time. Informally they hope to have this done in three months. He will continue to follow up and report back to Council.

16. City Attorney's Report:

City Attorney Mueller stated he had one lien reduction to report for a property located at 306 South Burlingame Avenue. The property was foreclosed, and as a result, three Code Enforcement Board liens that were attached to the property were extinguished. He noted that the City was able to collect costs in the amount of \$145.

Adjournment:

Meeting adjourned at 8:28 p.m.

X

Andrew R. Ross
Mayor

X

Gil Schisler
Council Member

X

James Chambers
Vice Mayor

X

Alison Fernandez
Council Member

X

Erik Kravets
Council Member

Attest:

X

Lynda Sader
City Clerk

Item Cover Page

City Council Item Report

Date: April 7, 2026
From: Jeannie Barlow, Senior Executive Assistant
Item Type: Resolution - Agreement/Contract
Subject: Resolution Approving an Addendum to the BS&A Software Contract for Access to the Integrated Payment Processor
Presenter: Sara Sanchez

Recommendation:

It is recommended that City Council adopt a resolution approving an addendum to the BS&A Software Contract for access to the Integrated Payment Processor and the purchase of hardware connected to the Integrated Payment Processing Service for \$1,400.00;

Discussion:

Staff has identified a payment processor that aligns with the City's operational needs and proposes to execute an addendum to ensure the following:

- Centrally managed payment processing solution
- Retention of the City's established fee schedule
- Full integration with the ERP system and online payment portal

To implement this solution, the City will purchase four Stripe S710 payment terminals at \$350 per unit, for a total of \$1,400. No additional financial obligations are associated with this addendum beyond this one-time purchase.

Staff recommends that the City Council authorize the City Manager to sign the addendum to the contract with BS&A Software, LLC for payment processing services. This addendum supplements the existing BS&A contract and does not alter any previously agreed upon terms.

Resolution/Ordinance Information:

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING AN ADDENDUM TO THE BS&A SOFTWARE, LLC CONTRACT FOR ACCESS TO THE INTEGRATED PAYMENT PROCESSOR AND THE PURCHASE OF HARDWARE CONNECTED TO THE INTEGRATED PAYMENT

PROCESSING SERVICE FOR \$1,400.00; AUTHORIZING THE CITY MANAGER TO EXECUTE THE ADDENDUM TO THE CONTRACT WITH BS&A, SOFTWARE LLC; PROVIDING AN EFFECTIVE DATE.

Appropriation Code:

001-1121-513.52-23

Requirements:

Resolution

Cost:

\$1400.00

Attachments:

- 1. BS&A Addendum Resolution v2
- 2. BSA Integrated Payments Addendum Temple Terrace

RESOLUTION

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING AN ADDENDUM TO THE BS&A SOFTWARE, LLC CONTRACT FOR ACCESS TO THE INTEGRATED PAYMENT PROCESSOR AND THE PURCHASE OF HARDWARE CONNECTED TO THE INTEGRATED PAYMENT PROCESSING SERVICE FOR \$1,400.00; AUTHORIZING THE CITY MANAGER TO EXECUTE THE ADDENDUM TO THE CONTRACT WITH BS&A, SOFTWARE LLC; PROVIDING AN EFFECTIVE DATE.

Whereas, the City of Temple Terrace previously approved the BS&A Software, LLC Contract for ERP implementation services at the November 4, 2025, City Council meeting; and

Whereas, the City has identified an Integrated Payment Processor from BS&A which will allow the City to process the payments it will receive; and

Whereas, the City needs to update its contract with BS&A Software, LLC with an Addendum that provides the Integrated Payment Processing services, hardware, and implementation that align with the City's fee schedule, integrate fully with the ERP system, and provide centralized management of payment processing; and

Whereas, upon execution of the Addendum the City will make a one-time purchase of four (4) Stripe S710 payment terminals for a total of \$1,400.00 (\$350.00 each); and

Whereas, this payment will be made from the 001-1121-513.52-23 account; and

Whereas, the City staff recommends approval of the Integrated Payment Processor and related hardware.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, that:

1. The Addendum to the BS&A Software LLC contract, attached hereto, for access to the BS&A Integrated Payment Processor and the purchase of four (4) S710 payment terminals in connection with the Integrated Payment Processing services is approved.
2. The City Manager is authorized to execute the Addendum to the contract with BS&A Software, LLC.
3. This resolution shall become effective immediately upon adoption.

Passed and Adopted by the City Council of the City of Temple Terrace, Florida, this 7th day of April, 2026.

(Corporate Seal)



X

Andrew Ross, Mayor
Chair of the City Council

Attest:

X

Lynda Sader
City Clerk

Integrated Payments Addendum

This Addendum (“**Addendum**”) supplements the Customer Agreement entered into by and between BS&A Software, LLC (“**BS&A**”) and the City of Temple Terrace, Florida (“**Customer**”) together with the BS&A Customer Terms and Conditions (collectively, the “**Agreement**”), effective on the date of the Customer signature.

Payment processing services accessible through an integration with BS&A’s platform are provided by BS&A’s designated payment processor, as BS&A may designate from time to time (“**Processor**”). As of the effective date of this Addendum, the Processor is Stripe, Inc. (“**Stripe**”). This Addendum will apply if Customer sets up an account with the Processor (with Stripe as processor, such account is referred to herein as the “**Stripe Connected Account**”), to receive payment processing services from Processor (“**Payment Processing Services**”) through such integration. Capitalized terms used but not defined here will have the meanings given to them in the Agreement or in the Stripe Agreements (defined below).

1. Payment Processing Services

1.1 Processor Agreements. As of the effective date of this Addendum, use of the Payment Processing Services is subject to the Stripe Connected Account Agreement, the Stripe Privacy Policy, and other terms and conditions of Stripe, as each may be updated or modified by Stripe from time to time (collectively, the “**Stripe Agreements**”). Customer may not use any Payment Processing Services until Customer agrees to the Stripe Agreements, and by agreeing to this Addendum, Customer expressly (a) accepts and agrees to the Stripe Agreements, and (b) authorizes BS&A to capture Customer’s electronic or digital acceptance of the Stripe Agreement and provide proof of such acceptance to Stripe as may be requested by Stripe. Customer understands that the Stripe Agreements are solely between Customer and Stripe, and the Payment Processing Services are provided solely by Stripe. BS&A is not a party to the Stripe Agreements, has no control over the Payment Processing Services and the Stripe Agreements, and will have no liability under the Stripe Agreements or in any way relating to the Payment Processing Services. Customer is responsible for checking for applicable updates to the Stripe Agreements from time to time, and any use by Customer of the Payment Processing Services following a change to the Stripe Agreements shall constitute acceptance of such change.

1.2 Customer Information and onboarding. Customer will follow the onboarding procedures and policies provided by BS&A and Stripe (as may be amended from time to time), and Customer will provide all requested information. All information provided by Customer to BS&A must be truthful and accurate. Customer acknowledges that Processor has the ultimate decision whether to approve Customer for the Payment Processing Services.

1.3 Transaction Processing and Settlement. Transactions are processed by Processor, not BS&A. Stripe (or its partner banks) will settle Transaction proceeds to Customer’s designated bank account in accordance with the Stripe Agreements. Customer acknowledges and agrees that its processed transactions may be deposited into to a pooled account held for the benefit of Customer and other customers of BS&A held at any financial institution so that such funds may be combined and aggregated with other funds that are ultimately settled to Customer by such financial institution. Customer understands and agrees that BS&A does not process, receive, or hold Customer funds at any time and that BS&A is not a bank, money transmitter, or other money services business (as such terms are defined by the Bank Secrecy Act or any state law). To the extent BS&A is deemed to hold or receive funds (constructively or otherwise) of any customer of Customer at any point in time, Customer hereby irrevocably appoints BS&A as its non-fiduciary agent for the limited purpose of collecting, receiving, holding, and settling funds from Customer’s customer (the cardholder) on Customer’s behalf. In such

event, such funds shall be deemed received by Customer upon receipt by BS&A and shall satisfy the cardholder's obligation to Customer in connection with the transaction for the goods or services sold by Customer. If BS&A fails to remit such funds to Customer, Customer's sole recourse for such event is solely against BS&A and not against the cardholder or the cardholder's financial source.

1.4 Data Usage and Sharing. Customer authorizes BS&A to (a) access and receive data relating to Customer's Stripe Connected Account (as such term is defined in the Stripe Agreements), including transaction and usage data and other data about the Stripe Connected Account; (b) share data regarding the Stripe Connected Account, related activity and other Customer data with Stripe in connection with the Payment Processing Services; and (c) issue instructions to Stripe regarding Transactions and funds processed by Stripe. Customer agrees to complete and submit any additional authorization forms or other such documentation as requested by BS&A or Stripe.

2. Payment Terms

2.1 Fees. The fees for the Payment Processing Services will be as set forth in Schedule A of this Addendum and will be automatically debited by BS&A via ACH from the depository account designated by Customer that is on file with BS&A ("**Customer Account**"). Customer hereby authorizes BS&A, Processor, their financial institutions and any of their assignees to collect amounts owed under this Addendum (including, but not limited to, the fees for the Payment Processing Services set forth on Schedule A and any liabilities arising under this Addendum) by debiting funds from the Customer Account ("**ACH Debit Authorization**"). All payments are non-refundable. If Customer fails to make any payment when due (or any ACH Debit of the Customer Account is returned or rejected for any reason), late charges will accrue as permitted pursuant to Section 7.1 of the Agreement. For clarity, any fees or payment terms that may be posted on Stripe's website for Stripe's direct customers are not applicable. All fees are exclusive of any applicable taxes, unless otherwise provided. Customer agrees that all ACH transactions authorized pursuant to this authorization comply with all applicable laws and with the Network Rules (including the Nacha Operating Rules). Notwithstanding anything to the contrary in the Agreement, fees for the Payment Processing Services can be amended upon thirty days notice to Customer.

2.2 Disputes. If Customer believes that there is an error in any statement provided by BS&A or any information reported by BS&A regarding a Transaction, or any error made in the amount of a payment or settlement, Customer must notify BS&A within thirty (30) days of Customer's receipt of the statement or payment containing the error or it will waive such claim.

2.3 Tax Reporting. BS&A may send documents to Customer and the Internal Revenue Service (IRS) or other tax authority for Transactions processed using the Payment Processing Services. BS&A may have tax reporting responsibilities in connection with the Payment Processing Services such as an Internal Revenue Service report on Form 1099-K (which reports Customer's gross transaction amounts each calendar year to the IRS), or state or other taxing authority requirements. Customer acknowledges that BS&A or Stripe (as determined in their sole discretion) will report the total amount of transactions received by Customer in connection with the Payment Processing Services each calendar year as required by the taxing authorities. Customer will cooperate with BS&A and Stripe in providing accurate and complete tax reporting information, including any other information that may be required by the taxing authorities to fulfil tax reporting described herein. Customer represents and warrants that all information that it submits for tax reporting purposes is complete and accurate to the best of its knowledge, and that BS&A and Stripe may rely on all such information submitted by Customer. Customer agrees that neither Stripe nor BS&A will be liable for any penalty or other damages stemming from any 1099-K form that is issued incorrectly if it comports with the information provided by

Customer, and neither Stripe nor BS&A will have any obligation to verify the legal name or tax ID number for reporting purposes. Customer understands and agrees that BS&A and Stripe may submit tax reporting information exactly as provided by Customer. Notwithstanding the foregoing, BS&A or Stripe may in their sole discretion investigate or validate any tax reporting information or other information submitted by Customer.

2.4 Electronic Delivery of Tax Documents. In connection with the tax reporting activities described above, Customer may elect to receive electronic delivery of the referenced tax-related documents from BS&A or Stripe, including through BS&A's platform or another online portal whereby Customer can access and download the applicable statements. If Customer elects to receive tax documents electronically, it will provide such consent by clicking an "I Accept" or similar button or checking a box captioned with acceptance and consent language ("**Tax E-Delivery Consent**"). The Tax E-Delivery Consent will remain in effect until withdrawn by Customer. The Tax E-Delivery Consent may be printed or downloaded. If Customer does not specifically consent to the electronic delivery of tax-related documents, Customer will receive paper copies of all required tax-related documents, including Form 1099-K. BS&A or Stripe will notify Customer once the applicable tax forms become available via the email address BS&A has on file for Customer.

3. Compliance

3.1 Laws and Rules. Customer agrees to comply at all times with all applicable laws and regulations as well as the rules and regulations of all applicable payment networks ("**Network Rules**"), including industry standards such as the Payment Card Industry Data Security Standards ("**PCI-DSS**"). Additional data protection standards and policies which Customer must comply with are set forth in the Stripe Agreements. Furthermore, Customer acknowledges and agrees that it is fully responsible for all acts and omissions of its employees, contractors, and agents and will ensure their compliance with all laws and Network Rules as well as Customer's other obligations under this Addendum and the Stripe Agreements.

3.2 Customer's Business. Customer understands that any transactions involving Customer's goods or services which are processed through the Payment Processing Services pursuant to this Addendum ("**Transactions**") are between Customer and its customer (the cardholder), and any issues relating to a Transaction are solely between Customer and the cardholder. Customer is solely responsible for all liabilities associated with Customer's payment processing activity and use of the Payment Processing Services, including without limitation with respect to chargebacks, refunds, identity theft, fraud and any assessments or fees imposed by Stripe, a sponsor bank, the card networks or any third party. Customer is responsible for determining what, if any, taxes apply to the goods and services Customer provides to its cardholders and the payments Customer makes or receives, and it is Customer's responsibility to collect, report and remit the correct tax to the appropriate tax authority. Customer will comply with any and all applicable tax laws, including those in connection with Transactions.

3.3 Prohibited Activities. Customer will not use the Stripe Connected Account for any activity prohibited by Stripe, including but not limited to those activities listed in the section of Stripe Services Agreement titled "Services Restrictions" or those activities listed in the [Stripe Restricted Businesses List](#). Customer shall not use the Payment Processing Services to conduct a Restricted Business or transact with a Restricted Business. Customer may not use the Payment Processing Services in breach of the Connected Account Agreement or for any activity that applicable law or the Stripe Agreements prohibit.

3.4 Fraud Monitoring. BS&A and Stripe may monitor Transactions for the purpose of determining fraudulent activity and whether Customer is in good standing. Such monitoring if conducted, will be for the benefit of BS&A and/or Stripe only. BS&A does not have any obligation to monitor Transactions on

Customer's behalf. Based on BS&A's methods, which are subject to change without notice, BS&A may decide to suspend Customer's access to the Payment Processing Services, or in other ways limit Customer's privileges to the extent BS&A deems necessary or useful to prevent fraud or losses. Without limiting the foregoing, BS&A may delay, in its sole discretion, or at the direction of Stripe sending instructions on Customer's behalf if BS&A reasonably believes that Customer's instructions may involve fraud or misconduct, or violate applicable law, rule, regulation, order, this Addendum, or other applicable BS&A or Stripe policies, as determined by BS&A or Stripe in their sole and absolute discretion.

3.5 Cardholder Fee Programs. If Customer elects to impose a fee on cardholders with respect to Transactions (including a surcharge for credit cards, a convenience fee, service fee or other similar type of fee) or implement a discount based on the type of payment method used for a Transaction (including cash, check, or ACH) (collectively, "**Cardholder Fee Program**"), Customer must first seek approval from BS&A. Customer is solely responsible for its compliance with all applicable Network Rules and all present and future federal and state laws and regulations relating to any such Cardholder Fee Program and any required consumer disclosures related thereto. Although BS&A may, in its discretion, assist Customer with disclosures and practices relating to such Cardholder Fee Programs, BS&A's provision or approval of any materials or practices shall not be deemed a confirmation that such materials or practices comply with the Network Rules or applicable law and shall not in any way relieve Customer from its responsibility to ensure that all program materials and practices comply with the Network Rules and applicable law. Customer must provide BS&A with at least at thirty (30) days prior written notice before implementing (or announcing publicly that it intends to implement) any Cardholder Fee Program that would be considered a surcharge program under the Network Rules.

4. Chargebacks

4.1 Chargebacks. If BS&A determines in its sole discretion that Customer is incurring excessive chargebacks, BS&A may establish controls or conditions governing Customer's use of the Payment Processing Services, including without limitation, by (a) establishing new fees, (b) instructing Stripe to require a reserve, (c) instruct Stripe to delay payouts, and/or (d) terminating this Addendum and access to the Payment Processing Services. Notwithstanding anything to the contrary herein, for any Transaction that results in a chargeback, BS&A may direct the withholding of the chargeback amount and any associated fees. Customer authorizes BS&A to deduct or debit the amount of any chargeback and any associated fees, fines, or penalties assessed by a third party, from Customer's Account or offset from any amounts otherwise due to Customer. Further, if BS&A reasonably believes that a chargeback is likely with respect to any Transaction, BS&A may instruct Stripe to withhold the amount of the potential chargeback from payments otherwise due to Customer until such time that: (a) a chargeback is assessed, in which case BS&A will retain the funds; (b) the period of time under applicable law or Rule by which the cardholder may dispute the Transaction has expired; or (c) BS&A determines that a chargeback on the Transaction will not occur, in which case BS&A will instruct the release of the withheld funds to Customer. If BS&A is unable to recover funds related to a chargeback for which Customer is liable, BS&A may set off or debit Customer's Account for the full amount of the applicable chargeback, or, if BS&A is unable to do so, Customer shall pay BS&A the amount of such chargeback and any associated fees, fines or penalties immediately upon demand. Customer will pay all costs and expenses, including without limitation attorneys' fees, other legal expenses, and handling fees incurred by or on behalf of BS&A in connection with the collection of all chargebacks. This section will survive termination of this Addendum. Additional chargeback terms and requirements are set forth in the Stripe Agreements.

4.2 Investigations. BS&A is not obligated to intervene in any dispute arising between Customer and cardholders. Notwithstanding anything to the contrary herein, if BS&A needs to conduct an investigation or resolve any pending dispute related to chargebacks or Transactions, Customer will assist BS&A when requested, at Customer's expense, to investigate such Transactions. Customer will timely submit all applicable information, documentation, or evidence related to such chargeback to BS&A, within the timeframe instructed by BS&A, necessary for BS&A to meet card network timelines for submitting evidence and responding to a chargeback. Customer authorizes BS&A to share information about a chargeback with the cardholder, the cardholder's financial institution and Customer's financial institution in order to investigate or mediate a chargeback. BS&A will request necessary information from Customer to contest the chargeback. If a chargeback dispute is not resolved in Customer's favor by the card network or issuing bank or Customer chooses not to contest the chargeback, BS&A may recover the chargeback amount and any associated fees. Customer acknowledges that its failure to assist BS&A in a timely manner when investigating a Transaction, including providing necessary documentation within the time period specified in BS&A's request, may result in an irreversible chargeback. BS&A will charge a fee as set forth in the applicable price schedule for mediating or investigating chargeback disputes, in addition to any other chargeback fees set forth in this Addendum or the Agreement, if applicable. BS&A reserves the right to change such fee at any time. If BS&A reasonably suspects that the Customer's access to the BS&A platform or Payment Processing Services has been used for an unauthorized, illegal, or criminal purpose, Customer gives BS&A express authorization to (but understands that BS&A is not obligated to) share information about Customer and any Transactions with law enforcement.

5. Liability

5.1 Indemnification.

5.1.1 In addition to the indemnification obligations under the Agreement, Customer will indemnify and hold harmless BS&A and its officers, affiliates, and representatives from and against any and all losses, damages, claims, assessments, chargebacks, fees, and other amounts incurred resulting from third party claims to the extent directly and solely arising out of: (a) Customer's breach of any of its representations, warranties or covenants in this Addendum; (b) the Stripe Agreements or Customer's use of the Payment Processing Services, including all activity on Customer's Stripe account; (c) Customer's violation or non-compliance with any applicable law, rule, regulation, order, or Network Rules (including non-compliance of PCI-DSS); (d) all Merchant Losses (as defined in the Stripe Agreements); (e) Customer's implementation of a Cardholder Fee Program; and (f) Customer's gross negligence or willful misconduct.

5.1.2 In addition to the indemnification obligations under the Agreement, BS&A will indemnify and hold harmless Customer and its officers, affiliates, and representatives from and against any and all losses, damages, claims, and other amounts incurred resulting from third party claims to the extent directly and solely arising out of: (a) BS&A's breach of any of its representations, warranties or covenants in this Addendum; (b) BS&A's violation or non-compliance with any applicable law, rule, regulation, or order; and (c) BS&A's gross negligence or willful misconduct.

5.2 Limitation of Liability. TO THE FULLEST EXTENT PERMITTED BY LAW, IN NO EVENT SHALL THE PARTIES, HERETO, THEIR OFFICERS, DIRECTORS, EMPLOYEES, AFFILIATES, OR AGENTS, BE LIABLE TO ONE ANOTHER OR ANY OTHER PARTY FOR ANY INDIRECT, INCIDENTAL, SPECIAL, PUNITIVE, OR CONSEQUENTIAL OR EXEMPLARY DAMAGES, WHETHER BASED ON WARRANTY, CONTRACT, TORT (INCLUDING NEGLIGENCE), OR ANY OTHER LEGAL THEORY, AND WHETHER OR NOT THE PARTIES HERETO ARE ADVISED OF THE POSSIBILITY OF SUCH

DAMAGES. EXCEPT FOR THE PARTIES' INDEMNITY OBLIGATIONS SET FORTH IN SECTION 5.1, TO THE FULLEST EXTENT PERMITTED BY LAW, IN NO EVENT WILL THE PARTIES' TOTAL CUMULATIVE LIABILITY ARISING OUT OF OR RELATED TO THIS ADDENDUM EXCEED IN THE AGGREGATE THE TOTAL FEES CUSTOMER PAID TO BS&A UNDER THIS ADDENDUM IN THE SIX (6) MONTHS IMMEDIATELY PRECEDING THE EVENT GIVING RISE TO THE LIABILITY. THE EXISTENCE OF MULTIPLE CLAIMS WILL NOT ENLARGE THIS LIMIT. THE PARTIES' LIABILITY IN CONNECTION WITH THEIR INDEMNITY OBLIGATIONS SET FORTH IN SECTION 5.1.2, SHALL NOT EXCEED IN THE AGGREGATE THE TOTAL FEES CUSTOMER PAID TO BS&A UNDER THIS ADDENDUM IN THE TWELVE (12) MONTHS IMMEDIATELY PRECEDING THE EVENT GIVING RISE TO THE LIABILITY. FOR THE AVOIDANCE OF DOUBT, THE PARTIES AGREE AND ACKNOWLEDGE THAT ANY ASSESSMENT, FINE, PENALTY, FEE, OR OTHERWISE IMPOSED BY STRIPE, A BANK, A CARD NETWORK OR A GOVERNMENT AGENCY OR REGULATOR WILL BE DEEMED TO BE A DIRECT DAMAGE AND NOT INDIRECT, CONSEQUENTIAL, OR INCIDENTAL.

5.3 Force Majeure. BS&A is not responsible for any delay or failure in performing its obligations under this Addendum, in whole or in part, for any cause or circumstance outside its reasonable control, including, without limitation: fires, floods, storms, earthquakes, civil disturbances, disruption of telecommunications, pandemics, transportation, utilities, services or supplies, governmental action, computer viruses, corruption of data, failures of Processor or other third party provider, DDoS or other computer attacks, incompatible or defective equipment, software, or services, or otherwise.

6. Term and Termination

6.1 Term. This Addendum will be effective on the date that BS&A approves Customer for the Payment Processing Services and will continue for one (1) year (“**Initial Term**”) unless earlier terminated in accordance with this section. This Addendum will automatically renew for consecutive one (1)-year renewal terms (each a “**Renewal Term**” and together with the Initial Term, the “**Term**”) unless either party gives the other party written notice of non-renewal no less than sixty (60) days before the end of the then-current Term.

6.2 Termination. This Addendum will automatically terminate upon termination of the Agreement.

6.3 Termination by BS&A. In addition to the termination rights set forth under the Agreement, BS&A will have the right to terminate this Addendum immediately, with or without notice, for: (a) Customer breaches any provision of this Addendum or any Stripe Agreements; (b) Customer or its employees and agents use the Payment Processing Services in a manner inconsistent with the intended purpose; (c) Customer or its employees and agents violate any applicable laws or Network Rules; or (d) BS&A is required to terminate this Addendum by Stripe, government agency, payment network, or other regulator. BS&A will not be liable to Customer or other third party for termination of the Payment Processing Services for any reason. Upon the termination of the Stripe Agreements or the Customer’s Stripe Connected Account for any reason, this Addendum will automatically terminate.

6.4 Effect of Termination. The termination of this Addendum will not affect any of BS&A’s rights or Customer’s obligations arising under this Addendum. After termination of this Addendum and/or Customer’s Stripe account, Customer shall continue to be liable for all chargebacks, refunds, fees, card network liabilities, credits, and adjustments resulting from or relating to Transactions processed pursuant to this Addendum. The termination of Customer’s access to Payment Processing Services will be effective immediately. Customer authorizes BS&A to notify Stripe of any termination of this Addendum; however, Customer is responsible to manually close its Stripe Connected Account separately in accordance with Stripe procedures.

7. General

7.1 Precedence. Any inconsistency, conflict, or ambiguity between these Addendum and the Agreement will be resolved by giving precedence and effect to this Addendum, but only to the extent of the inconsistency, conflict, or ambiguity. Other than as expressly amended by this Addendum, all other provisions of the Agreement will remain in full force and effect.

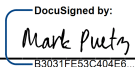
7.2 Amendments. Except as set forth below in this section, this Addendum may only be amended with the written consent of both parties. Notwithstanding the foregoing, BS&A reserves the right to amend this Addendum without the consent of Customer if such amendment is required to comply with applicable laws, Network Rules or the directives of the Processor or any payment network. BS&A will use reasonable efforts to give Customer thirty (30) days' prior notice of any such amendment. Additionally, during the Term and upon at least 30 days' prior written notice, BS&A may amend this Addendum to pass through increases in third party costs and fees, including but not limited to fees and assessments charged by Stripe, payment networks, or BS&A's vendors and service providers. BS&A may amend this Agreement other than as indicated herein, including applicable fees and rates, no less than ninety (90) days before the end of the then-current Term.

7.3 Dispute Resolution. The dispute resolution provisions of the Agreement, including the choice of law and venue will apply to any and all disputes or claims arising under this Addendum.

7.4 Counterparts. This Addendum may be executed simultaneously in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. An electronic signature shall be accepted as an original for all purposes. This Addendum may be executed and delivered by electronic means (including click-to-accept) and the parties agree that such electronic execution and delivery will have the same force and effect as delivery of an original document with original signatures, and that each party may use such electronic signatures as evidence of the execution and delivery of this Addendum to the same extent that an original signature could be used.

BS&A SOFTWARE, LLC

CITY OF TEMPLE TERRACE, HILLSBOROUGH COUNTY, FL

Signature:  _____

Signature: _____

Name: Mark Puetz

Name:

Title: Director of Business Operations

Title:

Date: 3/5/2026

Date:

Tax E-Delivery Consent

Please read this information carefully and print or download a copy for your files.

Consent to Electronic Delivery of Tax-Related Documents

By executing the Addendum or otherwise accepting this Tax E-Delivery Consent (“**Consent**”), you acknowledge that you have read and understand the terms of this Consent, and you affirmatively elect and consent to receive tax-related documents in connection with the Payment Processing Services (“**Tax Documents**”), including but not limited to IRS Form 1099-K, via electronic delivery.

This Tax E-Delivery Consent (“**Consent**”) is effective until withdrawn in the manner described below. You understand you will **NOT** receive hard (paper) copies of Tax Documents unless and until such withdrawal.

This is your copy of the Consent. Please print, download, and save a copy of this Consent for your records.

Electronic Delivery

You agree that BS&A may deliver Tax Documents to you in any of the following ways:

- (a) via email at the email address BS&A has on file for you; and/or
- (b) via an online interface which allows you to view and download the Tax Documents. For example, such interface may be provided through your account or profile on the BS&A services, if applicable. If Tax Documents are provided via the BS&A services or other online interface, BS&A (or its processor or service provider, as applicable) will notify you via email once each Tax Document becomes available.

Additional or Substitute Paper Copies

In addition to obtaining electronic copies, you may also request paper copies of your Tax Documents by contacting BS&A at the contact information provided below. Note that requesting a paper copy of Tax Documents will be considered a one-time request and will not be considered a withdrawal of this Consent. You must formally withdraw this Consent in the manner described below to begin regularly receiving paper copies of Tax Documents on a going-forward basis.

For information that is required by law to be sent to you, including Form 1099-K and other Tax Documents, as applicable, if BS&A receives notice that an email is undeliverable due to an incorrect or inoperable email address, or if BS&A is otherwise unable to deliver your Tax Documents via electronic means, BS&A will attempt to send such information via U.S. Postal Service to the mailing address BS&A has on file for you.

Notification of Change of Tax Information or Email

You must notify BS&A promptly if your email address used to receive Tax Documents, notifications, or other account information changes. You must also notify BS&A promptly of any relevant change in your information as it appears on your Form W-9, including your name, address, or taxpayer identification number. BS&A must have such information exactly as it appears on your Form W-9 in order to properly fill out and issue your Form 1099-K.

By agreeing to this Consent, you agree to notify BS&A promptly of any such change, by contacting BS&A by mail or email at the contact information provided below

Withdrawal or Termination this Consent

You may withdraw this Consent at any time by providing written notice of withdrawal to BS&A by mail or email at the contact information provided below. In each case, you must state that you are withdrawing consent to paperless delivery of tax-related documents, and you must provide your name and taxpayer identification number exactly as they appear on your IRS Form W-9.

You understand that withdrawal of this Consent is prospective only; withdrawal ensures that future Tax Documents will be delivered to you in paper, but does not apply to any Tax Document that has already been furnished to you electronically. BS&A may take up to 10 business days after receipt of your withdrawal to process your request.

In addition, BS&A reserves the right to terminate this Consent and stop electronic delivery of Tax Documents at any time by giving notice to you. If BS&A does so, BS&A will send future Tax Documents as paper copies, via mail.

System Requirements

To access Tax Documents electronically, you need a computer system or mobile device that, at minimum, has the following features and capabilities:

- internet access;
- browser software (at least 128-bit encryption, JavaScript enabled);
- application that can read and display PDF files;
- sufficient hardware necessary to support the above features, including sufficient storage to download and retails files to keep a copy for your records; and
- printer (if you want to print a hard copy).

By agreeing to this Consent you certify that your computer system or mobile device meets these hardware and software requirements.

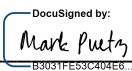
Contact BS&A

You may contact BS&A by mail or email to update your Form W-9 information or to withdraw this Consent at:

BS&A Software, LLC

- 14965 Abbey Ln, Bath Twp, MI 48808
- payments@bsasoftware.com

BS&A SOFTWARE, LLC

Signature:  _____

CITY OF TEMPLE TERRACE, HILLSBOROUGH COUNTY, FL

Signature: _____

Name: Mark Puetz

Title: Director of Business Operations

Date: 3/5/2026

Name:

Title:

Date:

Schedule A – Payment Processing Services & Fees

Service	Fee
Payment Processing Implementation	\$0
Monthly Account Fee	\$0
Gateway	\$0
PCI DSS	\$0
Tokenization	\$0
Chargeback / Dispute Management	\$0
Real-Time ACH Validation	\$0
Real-Time Transaction Fraud & Risk Monitoring	\$0
Text – to – Pay	\$0
IVR	\$0

Credit Card – Visa, Mastercard, Discover, American Express		
Online, Text, IVR, Counter	Percentage - Passed to Payor	Per Transaction - Absorbed
Utility Billing	2.75%	\$0.25
Tax	2.75%	\$0.25
Misc.	2.75%	\$0.25

ACH – Pass-Through to Payor	
Transaction Amount	Fee per Transaction
\$0 - \$1,000	\$3.00
\$1,001 - \$5,000	\$6.00
\$5,001 +	\$12.00

ACH – Absorbed by Municipality	
Transaction Amount	Fee per Transaction
\$0 - \$1,000	\$1.50
\$1,000 - \$5,000	\$3.00
\$5,000 +	\$6.00

Item	Price	Quantity	Total
Stripe S710 Terminal and Dock	\$415.00	<input type="text"/>	\$ <input type="text"/>
Stripe S710 Terminal	\$350.00	4	\$ 1400
Stripe S710 Dock	\$65.00	<input type="text"/>	\$ <input type="text"/>
Stripe S710 Hub	\$50.00	<input type="text"/>	\$ <input type="text"/>
Stripe S710 Case	\$35.00	<input type="text"/>	\$ <input type="text"/>

Payment Type	Accept Payments Using This Method
Online with BS&A Online	<input checked="" type="checkbox"/>
Text-to-Pay	<input checked="" type="checkbox"/>
IVR Phone Payments	<input checked="" type="checkbox"/>
Counter with Cash Receipting	<input checked="" type="checkbox"/>

Type	Pass Through to Payor	Absorbed by Municipality
Credit Card Fees - Online	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Credit Card Fees - Text	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Credit Card Fees - IVR	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Credit Card Fees - Counter	<input checked="" type="checkbox"/>	<input type="checkbox"/>
ACH Fees - Online	<input type="checkbox"/>	<input checked="" type="checkbox"/>
ACH Fees - Text	<input type="checkbox"/>	<input checked="" type="checkbox"/>
ACH Fees - IVR	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Item Cover Page

City Council Item Report

Date: April 7, 2026
From: Brianne Holacik, Executive Assistant
Item Type: Resolution - Agreement/Contract
Subject: Resolution Approving a Revised Interlocal Agreement for EMS County Grant Funds
Presenter: Ian Kemp, Fire Chief

Recommendation:

It is recommended that the City Council adopt a resolution approving the revised interlocal agreement between Hillsborough County and the City of Temple Terrace for the distribution of State of Florida Department of Health EMS County grant funds to the City in the amount of \$10,109.79.

Discussion:

On March 17, 2026, City Council approved Resolution 31-26 for an interlocal agreement between Hillsborough County and the City of Temple Terrace for distribution of State of Florida Department of Health EMS County grant funds. The agreement attached to that resolution reflected a City allocation amount of \$10,201.32.

Following Council approval, Hillsborough County provided a corrected version of the interlocal agreement reflecting an adjusted total County allocation and a revised City share of \$10,109.79. The previously attached agreement was not the final corrected version provided by the County.

This item is being brought back to City Council to approve the revised interlocal agreement and authorize the City Manager to execute the revised document on behalf of the City. The grant funds will continue to be used to support the purchase of video laryngoscopes and related supplies for the Fire Department's emergency medical services program, as previously presented to Council.

Resolution/Ordinance Information:

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING A REVISED INTERLOCAL AGREEMENT BETWEEN HILLSBOROUGH COUNTY AND THE CITY OF TEMPLE TERRACE FOR THE DISTRIBUTION OF STATE OF FLORIDA DEPARTMENT OF HEALTH EMS COUNTY

GRANT FUNDS TO THE CITY IN THE AMOUNT OF \$10,109.79; AUTHORIZING THE CITY MANAGER TO EXECUTE SAID AGREEMENT; PROVIDING AN EFFECTIVE DATE.

Appropriation Code:

001-1521-522.52-35; 125-1521-522.52-35

Requirements:

Resolution

Cost:

\$10,109.79

Attachments:

1. Resolution-Revised Interlocal Agreement County EMS Grant
2. InterlocalAgreement TTFR 25-26 v2

RESOLUTION

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING A REVISED INTERLOCAL AGREEMENT BETWEEN HILLSBOROUGH COUNTY AND THE CITY OF TEMPLE TERRACE FOR THE DISTRIBUTION OF STATE OF FLORIDA DEPARTMENT OF HEALTH EMS COUNTY GRANT FUNDS TO THE CITY IN THE AMOUNT OF \$10,109.79; AUTHORIZING THE CITY MANAGER TO EXECUTE SAID AGREEMENT; PROVIDING AN EFFECTIVE DATE.

Whereas, on March 17, 2026, the City Council adopted Resolution 31-26 approving an interlocal agreement between Hillsborough County and the City of Temple Terrace for the distribution of State of Florida Department of Health EMS County grant funds to the City; and

Whereas, subsequent to City Council’s approval of Resolution 31-26, Hillsborough County provided a revised interlocal agreement to the City reflecting an adjusted allocation amount; and

Whereas, the revised interlocal agreement provides for the distribution of the City’s proportional share in the amount of Ten Thousand One Hundred Nine Dollars and Seventy-Nine Cents (\$10,109.79); and

Whereas, the version of the interlocal agreement attached to Resolution 31-26 was not the final corrected version provided by Hillsborough County; and

WHEREAS, it is necessary for the City Council to approve the revised interlocal agreement and authorize execution of the updated document.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, that:

1. The revised Interlocal Agreement between Hillsborough County and the City of Temple Terrace for the distribution of State of Florida Department of Health EMS County grant funds to the City in the amount of \$10,109.79 is hereby approved.
2. The City Manager is hereby authorized to execute the Interlocal Agreement on behalf of the City.
3. This Resolution shall become effective immediately upon adoption.

Passed and Adopted by the City Council of the City of Temple Terrace, Florida, this 7th Day of April 2026.

(Corporate Seal)



X

Andrew Ross
Mayor

Attest:

X

Lynda Sader
City Clerk

**INTERLOCAL AGREEMENT
BETWEEN HILLSBOROUGH COUNTY AND THE CITY OF TEMPLE TERRACE
FOR IMPROVING AND EXPANDING PREHOSPITAL EMS SERVICES**

THIS INTERLOCAL AGREEMENT, hereinafter referred to as “AGREEMENT,” is made and entered into this ____ day of _____ 2026, by and between HILLSBOROUGH COUNTY, FLORIDA, a political subdivision of the State of Florida, hereinafter referred to as the “COUNTY,” and the CITY OF TEMPLE TERRACE, FLORIDA, a municipal corporation, hereinafter referred to as the “CITY.”

WITNESSETH

WHEREAS, the Florida Department of Health (“DEPARTMENT”) has established the 2025–2026 EMS County Funds, providing for quarterly direct disbursement of funds to each county’s Board of County Commissioners without requiring submission of a grant application or resolution; and

WHEREAS, the DEPARTMENT has allocated to the COUNTY the total sum of One Hundred One Thousand Ninety-Seven Dollars and Ninety Cents (\$101,097.90) for the purpose of improving and expanding prehospital emergency medical services within Hillsborough County; and

WHEREAS, said funds received by the COUNTY from the DEPARTMENT provide for the transfer of Ten Thousand One Hundred Nine Dollars and Seventy-Nine Cents (\$10,109.79) to the CITY to support prehospital emergency medical services within the CITY’s jurisdictional boundaries.

NOW, THEREFORE, in consideration of the mutual covenants and provisions contained herein, the parties hereto agree as follows:

The COUNTY agrees to pay, and the CITY agrees to accept the sum of \$10,109.79, representing the CITY’S proportional share of the funds received by the COUNTY from the DEPARTMENT.

The CITY shall use the funds solely for the purpose of improving and expanding prehospital emergency medical services.

Funds shall not be used for any purpose inconsistent with applicable state law, DEPARTMENT requirements, or the terms and conditions governing the 2025-2026 EMS County Funds Program.

The CITY shall maintain documentation sufficient to demonstrate that the funds were expended in accordance with this Agreement.

The CITY shall comply with all applicable federal, state, and local laws, rules, regulations, and DEPARTMENT requirements in the expenditure of the funds.

The CITY shall maintain all financial records, supporting documents, statistical records, and other documents pertaining to the funds.

Such records shall be made available for inspection and audit by the COUNTY, the DEPARTMENT, the Florida Auditor General, or other authorized governmental entity upon reasonable notice.

The foregoing constitutes the entire AGREEMENT between the parties.

IN WITNESS WHEREOF, the parties hereto have executed this AGREEMENT as of the date first written above.

ATTEST: VICTOR CRIST
CLERK OF CIRCUIT COURT

COUNTY: HILLSBOROUGH COUNTY
FLORIDA

BY: _____
DEPUTY CLERK

BY: _____
KEN HAGAN,
CHAIRMAN, BOARD OF COUNTY
COMMISSIONERS

WITNESS: _____

BY: _____
Carlos Baia, City Manager

ATTEST: _____
CITY: CITY OF TEMPLE TERRACE, FLORIDA
Lynda Sader, CITY CLERK

APPROVED BY COUNTY ATTORNEY
AS TO FORM AND LEGAL SUFFICIENCY

APPROVED BY CITY ATTORNEY
AS TO FORM AND LEGAL SUFFICIENCY

BY: _____
SR. ASSISTANT COUNTY ATTORNEY

BY: _____
Ernest Mueller, CITY ATTORNEY

Item Cover Page

City Council Item Report

Date: April 7, 2026
From: Jeannie Barlow, Senior Executive Assistant
Item Type: Resolution - Agreement/Contract
Subject: Resolution Approving Amendment 1 to the Joint Participation Agreement with FDOT for the Cleaning and Regrading of FDOT Property Located at 13103 N. 50th Street
Presenter: Carlos Baia, City Manager

Recommendation:

It is recommended that Council adopt a resolution approving a Amendment 1 to the Joint Participation Agreement with FDOT for the cleaning and regrading of FDOT property located at 13103 N. 50th Street as a condition of transfer of said property to City ownership.

Discussion:

The Florida Department of Transportation owns a 7.6 acre property addressed as 13103 N. 50th Street that has, effectively served as a retention pond for much of the drainage in the Pleasant Terrace neighborhood in the northwestern end of the Temple Terrace. Pleasant Terrace was largely developed in a piecemeal fashion in the 70's and 80's prior to current SWFWMD regulations and without benefit of a stormwater system. The FDOT property was a borrow pit for fill likely used for nearby interstate or State roadway construction several decades ago. Over the years since that project, a variety of developments in the Pleasant Terrace neighborhood, tied their stormwater systems to this abandoned borrow pit. Unfortunately, since the property is not on FDOT's list as an active stormwater facility for its roadways, little if any maintenance has been done to the pit resulting in significant overgrowth and sediment that has limited the pit's capacity to address stormwater for these properties.

In 2025, the City met with FDOT officials, including the current District Secretary, seeking the Agency's collaboration to clean out the pit. At that time, the City learned that the FDOT was unaware of the stormwater connections to the property. The FDOT acknowledged that they did not have a program to maintain this property as it did not serve any purpose for its roadway infrastructure. The FDOT officials asked if the City would be interested in assuming ownership since there would be more value to Temple Terrace to ensure that the neighborhood's stormwater continued to be addressed via the pit in perpetuity. City staff proposed to consider this option if the FDOT would

transfer ownership after the property were cleared of its overgrowth, sediment and regraded. The City secured a single quote for this work from a private contractor for \$900,000. In further discussions with the FDOT Secretary, the Agency agreed to provide \$800,000 to the City for this effort with the understanding that the City might be able to reduce the cost of the clean up by using our own forces for a portion of the work (rather than entirely by a private contractor).

At the January 20, 2026 meeting, the City Council approved the Joint Participation Agreement (JPA) between the City and the FDOT. The agreement provided for an initial \$640,000 from the FDOT which is the maximum amount the Agency could encumber for this effort via this JPA. However, as noted in the JPA, a future disbursement to meet the total of \$800,000 would be made once the City documents the additional expenses.

Since execution of the original agreement, the City solicited sealed bids for construction of the project. The lowest responsive bid exceeded the original agreement amount of \$640,000 by \$229,139. Accordingly, FDOT has agreed to increase the project funding by \$229,139, for a revised total not to exceed \$869,139, as reflected in the attached amended agreement.

Once the work is completed to the satisfaction of the FDOT, the property will be transferred to the City.

Resolution/Ordinance Information:

A RESOLUTION OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING AMENDMENT 1 TO THE JOINT PARTICIPATION AGREEMENT WITH THE FLORIDA DEPARTMENT OF TRANSPORTATION (FDOT) FOR FUNDING THE CITY'S CLEANING AND REGRADING OF A 7.61 ACRE FDOT PROPERTY LOCATED AT 13103 N. 50TH STREET AS A CONDITION OF TRANSFER OF SAID PROPERTY TO CITY OWNERSHIP; PROVIDING AN EFFECTIVE DATE.

Appropriation Code:

Requirements:

Resolution

Cost:

Attachments:

1. Resolution-JPA with FDOT re Borrow Pit
2. Amd. 1 to Joint Participation Agreement

RESOLUTION

A RESOLUTION OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING AMENDMENT 1 TO THE JOINT PARTICIPATION AGREEMENT WITH THE FLORIDA DEPARTMENT OF TRANSPORTATION (FDOT) FOR FUNDING THE CITY’S CLEANING AND REGRADING OF A 7.61 ACRE FDOT PROPERTY LOCATED AT 13103 N. 50TH STREET AS A CONDITION OF TRANSFER OF SAID PROPERTY TO CITY OWNERSHIP; PROVIDING AN EFFECTIVE DATE.

Whereas, the City and the Florida Department of Transportation (FDOT) entered into a Joint Participation Agreement on January 26, 2026 to implement the 50th Street Drainage Improvement Project in the amount of \$640,000.00; and

Whereas, the City and FDOT have determined that it would be in the best interest of the general public and to the economic advantage of both parties to coordinate and cooperate in the efforts to facilitate development of the project providing for the project work and payment for such; and

Whereas, the City requested that FDOT increase construction funds to the low-bid amount received by the City; and

Whereas, FDOT agreed to provide additional funding in an amount not to exceed \$229,139.00 for a total project cost not to exceed \$869,139.00.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, THAT:

1. Amendment 1 to the Joint Participation Agreement with the Florida Department of Transportation, attached hereto as Exhibit 1, (with FDOT Financial Project Number FPN: 457905 1 58 01) for the City’s cleaning and regrading of FDOT property located at 13103 N. 50th Street as a condition of transfer of ownership of the property, is approved.
2. This resolution shall become effective immediately upon adoption.

Passed and adopted by the City Council of the City of Temple Terrace, Florida, this 7th day of April 2026.

(Corporate Seal)



X

Andrew Ross, Mayor
Chair of the City Council

Attest:

X

Lynda Sader
City Clerk

JOINT PARTICIPATION AGREEMENT

Amendment No. 1

This Amendment, entered into on this _____ day of _____, 2026, by and between the State of Florida, Department of Transportation, (the “DEPARTMENT”), and the City of Temple Terrace (the “CITY”); and

W I T N E S S E T H

WHEREAS, the DEPARTMENT and the CITY entered into a Joint Participation Agreement (Agreement) on January 26, 2026, to implement the 50th Street Drainage Improvement project, as described in the DEPARTMENT’s Five-Year Work Program as Financial Project Number (FPN) 457905-1-58-01 for Fiscal Year 2025/2026 (“PROJECT”) in the amount of \$640,000.00 (*six hundred forty thousand dollars and zero cents*); and

WHEREAS, the DEPARTMENT and the CITY have determined that it would be in the best interest of the general public and to the economic advantage of both parties to coordinate and cooperate in their efforts to facilitate development of the PROJECT providing for the PROJECT work and payment for such; and

WHEREAS, the CITY requested the DEPARTMENT increase construction funds to the low-bid amount received by the CITY; and

WHEREAS, the DEPARTMENT shall provide the additional funding in an amount not to exceed \$229,139.00 (*two hundred twenty-nine thousand one hundred thirty-nine dollars and zero cents*), as amended in Exhibit “B”; and

NOW, THEREFORE, for and in consideration of the premises herein and other mutual benefits to accrue to each of the parties hereto, it is mutually agreed to amend the obligations for each under the Agreement as follows. All provisions in the original Agreement and amendments, if any, remain in effect except as expressly modified by this amendment.

Section 2.1 is amended as follows:

The DEPARTMENT shall provide funding for the implementation of the City of Temple Terrace 50th Street Drainage Improvement project in an amount not to exceed \$869,139.00 (*eight hundred sixty-nine thousand one hundred thirty-nine dollars and zero cents*) to construct the PROJECT, as provided in Exhibit “B”. There will be no additional funding provided beyond the amount stipulated in this amendment.

Exhibit "B", sections I and II are amended as follows:

- I. Total Estimated Cost..... \$ 869,139.00
- II. Project Participation
 - Original Agreement \$ 640,000.00
 - Amendment No. 1 \$ 229,139.00

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their duly authorized representatives.

CITY OF TEMPLE TERRACE

ATTEST _____ (SEAL) BY: _____
LYNDA SADER ANDY ROSS
CITY CLERK MAYOR

Date Approved by Commission: _____

APPROVED AS TO FORM AND
CORRECTNESS:

ERNEST MUELLER
CITY ATTORNEY

DATE: _____

**STATE OF FLORIDA
DEPARTMENT OF TRANSPORTATION**

ATTEST _____ (SEAL) BY: _____
EXECUTIVE SECRETARY KELLI BRADLEY, PE
DIRECTOR OF TRANSPORTATION
DEVELOPMENT, DISTRICT SEVEN

DATE

FDOT LEGAL REVIEW
DEPARTMENT OF TRANSPORTATION

Item Cover Page

City Council Item Report

Date: April 7, 2026
From: Brianne Holacik, Executive Assistant
Item Type: Resolution
Subject: Resolution Adopting the Fire Department 2026–2030 Strategic Plan and Standard of Response Cover
Presenter: Ian Kemp, Fire Chief

Recommendation:

It is recommended that the City Council adopt a resolution approving the Temple Terrace Fire Department’s 2026 – 2030 Strategic Plan and Standard of Response Cover, developed as part of the department’s ongoing accreditation process through the Commission on Fire Accreditation International (CFAI).

Discussion:

The Temple Terrace Fire Department first obtained international accreditation through the Commission on Fire Accreditation International (CFAI) in 2006 and has successfully maintained accreditation through subsequent reaccreditation cycles in 2011, 2016, and 2021.

As part of the accreditation process, the Fire Department updates two key planning documents requiring approval by the governing body: the Strategic Plan and the Standard of Response Cover.

The Strategic Plan establishes a long-term vision for the department and identifies organizational priorities, goals, and objectives that guide service delivery, operational planning, and resource management.

The Standard of Response Cover provides a comprehensive analysis of community risk, emergency response performance, deployment methodologies, staffing levels, and resource allocation. This document has been updated to include recent annexations and development patterns, hazard assessments, and current response data within the City.

Together, these documents serve as important planning and evaluation tools that support continuous improvement, operational effectiveness, and accountability to the community. The approval of this resolution supports the City’s strategic priorities by

ensuring the Fire Department maintains the planning framework necessary to meet the demand of existing and future call volumes.

Resolution/Ordinance Information:

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA, ADOPTING, IN ACCORDANCE WITH THE CITY OF TEMPLE TERRACE FIRE DEPARTMENT'S REACCREDITATION PROCESS, THE 2026 – 2030 STRATEGIC PLAN AND THE STANDARD OF RESPONSE COVER, PROVIDING AN EFFECTIVE DATE.

Appropriation Code:

N/A

Requirements:

Resolution

Cost:

\$0

Attachments:

1. Resolution-Fire Dept Strategic Plan and Standard of Response Cover 2026-2030
2. TTFD Strategic Plan 2026-2030
3. TTFD Standards of Response Cover

RESOLUTION

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA, ADOPTING, IN ACCORDANCE WITH THE CITY OF TEMPLE TERRACE FIRE DEPARTMENT'S REACCREDITATION PROCESS, THE 2026 – 2030 STRATEGIC PLAN AND THE STANDARD OF RESPONSE COVER; PROVIDING AN EFFECTIVE DATE.

Whereas, the Temple Terrace Fire Department first obtained international accreditation through the Commission on Fire Accreditation International (CFAI) in 2006, and successfully completed the reaccreditation process in 2011, 2016, and 2021 to retain its international accreditation designation; and

Whereas, the Fire Department continues to maintain its commitment to accreditation and is preparing for its next reaccreditation evaluation and site visit in late 2026; and

Whereas, to maintain accreditation and ensure the highest level of professionalism and efficiency in the future delivery of its services and programs, the Temple Terrace Fire Department has updated its community-driven Strategic Plan and prepared an updated Standard of Response Cover; and

Whereas, the Strategic Plan (Exhibit 1) establishes a vision for the Fire Department's future while identifying long-term goals, priorities, and objectives that guide operational planning and service delivery; and

Whereas, the Standard of Response Cover (Exhibit 2) serves as an analysis of response data, community risk, staffing, resources, and deployment methodologies which has been updated to reflect recent annexations, development patterns, and hazard assessments; and

Whereas, the administration recommends that the 2026 – 2030 Strategic Plan and Standard of Response Cover, developed by Fire Department staff in accordance with the Fire Department's accreditation process, be adopted.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, that:

1. The 2026-2030 Strategic Plan and the Standard of Response Cover (in accordance with the Fire Department's reaccreditation process), attached hereto as Exhibit 1 & Exhibit 2 respectively, is adopted.
2. This resolution shall become effective immediately upon adoption.

Passed and Adopted by the City Council of the City of Temple Terrace, Florida, this 7th Day of April 2026.

(Corporate Seal)



X

Andrew Ross
Mayor

Attest:

X

Lynda Sader
City Clerk



Temple Terrace Fire Department

2026-2030



**STRATEGIC
PLAN**

Introduction

The Temple Terrace Fire Department (TTFD) provides fire suppression, rescue, and emergency medical services, hazardous materials mitigation, fire inspection, fire investigation, and public education to the City of Temple Terrace. TTFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves and is currently pursuing reaccreditation through the Commission on Fire Accreditation International (CFAI).

In 2025, TTFD initiated its 5th version of the strategic plan. This strategic plan is written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual*, 10th ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

This process challenged the membership of the TTFD to critically examine paradigms, values, philosophies, beliefs, and desires, while encouraging individuals to work in the best interest of the “team.” Furthermore, it provided the membership with an opportunity to participate in the development of their organization’s long-term direction and focus. The members of the department’s internal stakeholders group performed an outstanding job in completing this important project.

Temple Terrace Fire Department’s Strategic Plan sets forth a comprehensive vision and mission statement that provides the agency with a clear path into the future. Additionally, this strategic plan identifies the core values that embody how the agency’s members, individually and collectively, will carry out the agency’s mission. In the following pages, TTFD identifies its goals, objectives, and strategies that will allow the agency to realize its vision.



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TEMPLE TERRACE
Amazing City. Since 1925.

Organizational Background

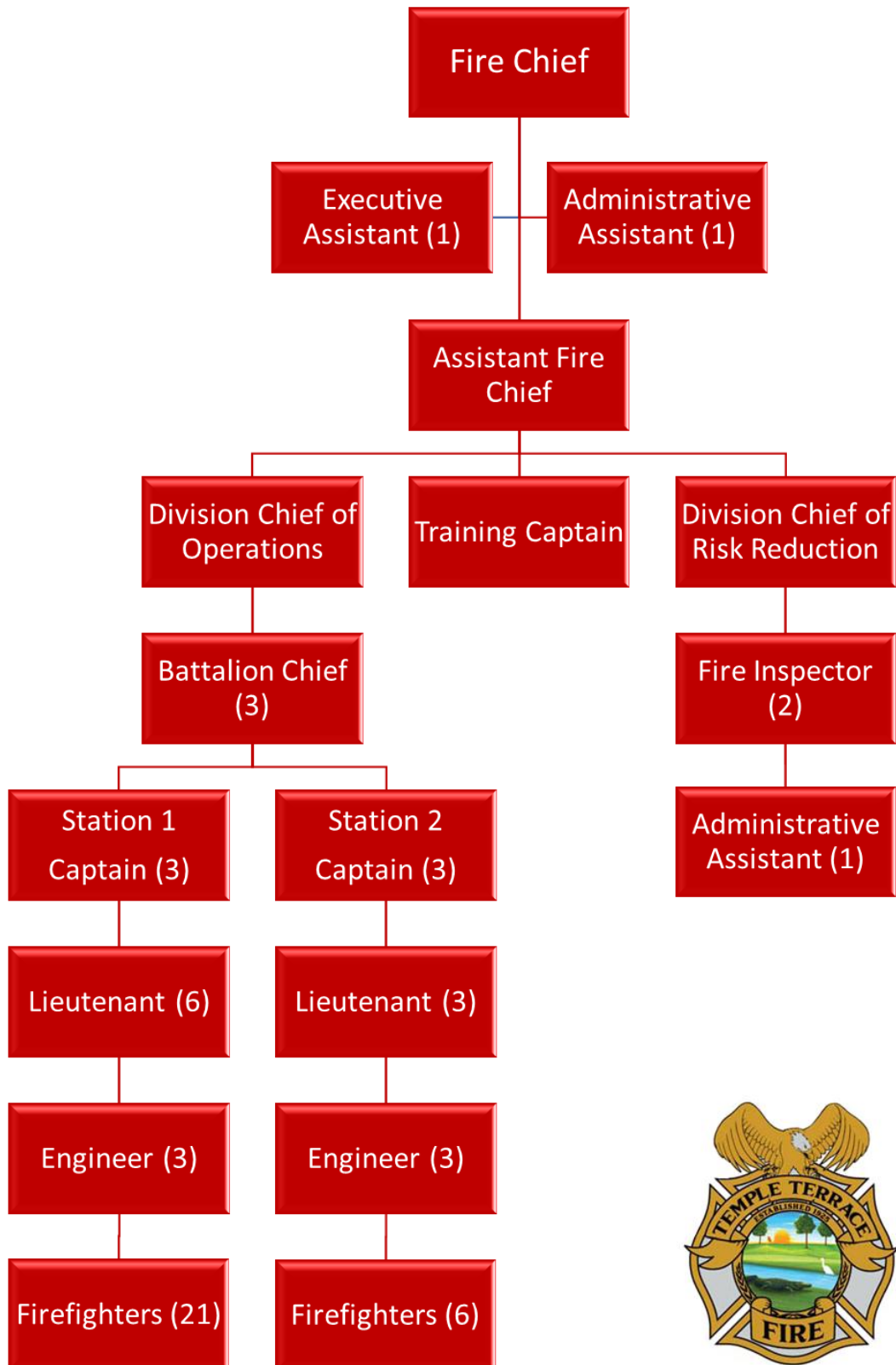
The Temple Terrace Fire Department (TTFD) serves the City of Temple Terrace, Florida. Temple Terrace is an incorporated city with a population of approximately 27,000 within 7.7 square miles in northeastern Hillsborough County, Florida. Incorporated in 1925, the city was named for the hybrid "Temple" orange (a cross between the tangerine and sweet orange, named for William Chase Temple), and the terraced terrain of the area near the bordering river. The city currently operates under a Council-Manager form of government.

In the early 1900s, several families began to develop Temple Terrace as a citrus-grove-surrounded golf course community for wealthy Northerners. Temple Terrace is one of the first planned golf course communities in the country and still boasts the original Temple Terrace Golf and Country Club (circa 1925). The city is currently redeveloping a portion of its 1960s-era downtown into a mixed-use, medium-density, pedestrian-oriented downtown. Many of its current residents work at some of the area's larger employers, such as the University of South Florida, Moffitt Cancer Center and Research Institute, Florida Orthopedic Institute, and Amazon.

The City established a fire department and appointed the first Fire Chief in 1928. By 1986, TTFD had grown to two stations and soon began ALS service. The department currently responds to approximately 5,000 calls a year, with fifty-one (51) career suppression personnel divided among three shifts. In addition, five (5) command staff members, two (2) fire inspectors, and three (3) administrative support personnel manage and guide the department's day-to-day operations.

TTFD first became internationally accredited by the Commission on Fire Accreditation International (CFAI) in 2006. TTFD has remained committed to the accreditation process by attaining its 5-year reaccreditation status in 2011, 2016, and 2021. Prior to 2006, TTFD held an ISO Public Protection Classification Program (PPC) Class 4 rating. In June of 2006, TTFD was reevaluated by ISO and received a PPC Class 3 rating with an effective date of October 1, 2006. Since that time, TTFD has remained focused on the continued improvement of the PPC rating. In 2014, TTFD asked for a voluntary inspection of the PPC for the department. On September 29, 2014, the department received notification that the Insurance Service Offices (ISO) awarded TTFD with a PPC Class 1 rating. This rating went into effect on January 1, 2015. This ISO rating places TTFD among the top 1% of departments in the country.

Temple Terrace Fire Department Organizational Chart



Definition of a Community-Driven Strategic Plan

The fire service has entered a competitive evolutionary cycle. As demand for services continues to increase, we must be resourceful and explore all possible funding sources. With continued increases in call volume, our fire service administrators, policy makers, and staff must strive to develop ways to become more effective and efficient. In many cases, the public demands the achievement of specific goals, objectives, and services with fewer resources. To work more efficiently with the available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the community.

To ensure that community needs were incorporated, a community-driven strategic planning process was used to develop the TTFD Strategic Plan. This process was adapted to accommodate TTFD’s specific needs and correlate with the City of Temple Terrace’s “Your City. Our Future.” strategic planning document.

This document is the result of significant work and planning sessions. Furthermore, this plan includes valuable community input and analysis by internal stakeholders.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

“What we have to do today is to be ready for an uncertain tomorrow.”

Peter F. Drucker,
Professor of Social Science
and Management

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. A sense of urgency pervades the customer-driven organization.

Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed regularly, it is the planning process that is important, not the publication of the plan itself. The planning process should be flexible and dynamic. New information from customers, like-providers, and life changes are to be factored into the planning process. ***The strategic plan should be an operationally useful document.***

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining customer focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality products and services to the public through efficiency while maintaining fiscally responsible programs.

Once their strategic goals are established, agency leaders must develop performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. Goodstein, Nolan, & Pfeiffer define Strategic Planning as:

*a continuous and systematic process
where the guiding members of an organization make decisions about its future,
develop the necessary procedures and operations to achieve that future, and
determine how success is to be measured.¹*

The US Federal Consortium Benchmarking Study Team explains that, to understand strategic planning fully, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than the production of a document (e.g., a strategic plan);
- **guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** describe the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

¹ Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

Most importantly, strategic planning can be an opportunity to unify the management, employees, stakeholders, and customers through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will be measured to determine success.

Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the customer/community assists with driving their operations and charts the course for their future. Companies, as well as state and city governments, must focus on their community of customers as one of the key motivators in planning for the future. A "community-driven organization" is defined as one that:

maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.²

Again, it will be useful to use the US Federal Consortium Benchmarking Study Team’s definitions of the specific terms used in the above definition:

- **Focus** - means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **Needs and expectations** - means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **Spoken and unspoken** - means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **Present and future** - recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

² Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a “To Do List” or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure the effectiveness of the actions taken in the conduct of the organization’s business.

The Community–Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the services provided to the community.
2. Establish the community’s service priorities.
3. Establish the community’s expectations of the organization.
4. Identify any concerns the community may have about the organization and its services.
5. Identify those aspects of the organization and its services that the community views positively.
6. Develop the Mission Statement, giving careful attention to the services currently provided and those that logically can be provided in the future.
7. Establish the Values of the organization’s membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Challenges to the organization.
12. Identify strategic initiatives that align with the organization’s mission.
13. Establish realistic goals and objectives for the future.
14. Identify implementation tasks for each objective.
15. Develop a Vision of the future.
16. Develop organizational and community commitment to the plan.
17. Measure the execution and performance of the plan over time.
18. Update the plan with progress and improvements.

Process and Acknowledgements

In January 2025, TTFD began planning to update its previous strategic plan. This plan included surveying a diverse cross-section of the community to provide input for a community-driven strategic plan. TTFD chose to utilize a series of online surveys to gather input from the community and external stakeholders. The surveys revolved around customer priorities, concerns, expectations, and comments about the agency. Over seventy (70) members of the community responded with valuable input. Participants could submit a survey anonymously or choose to share their names with the organization. Below is a list of individuals who chose to be recognized in the process. In addition, City Council Members and City Department Directors provided input through online surveys based on their interaction and expectations of the Fire Department. Each response was carefully evaluated and included in the internal stakeholder meeting.

Community Stakeholder Survey Participants

Annette Renny Trust	Kim Fair	Shirley Curtin	Jo Jo Garcia	Jane Adamson
Vladimir Chichkova	Tom Feely	Heather Gray	Brad Crites	Rose Killinger
Rossitza Chichkova	Dr. Daniel Buffington	Dan Rosenthal	Jennifer Roberts	Cheri Donohue
Joe Battle	Lisa Hagewood	Erik Kravets	Anna Wenders	Gil Schisler
Sarah Quarles	Karen Macaluso	Alyssa Hines	C Mark Fielding	Coleen Garner

In October 2025, the Internal Stakeholder Group was able to meet. The group was comprised of twenty-six (26) members representing a diverse cross-section of the Fire Department, which included at least one (1) representative from every division and position in the department. The group spent a day analyzing data, input, and feedback. Evaluating programs, performing a Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis, identifying critical issues and service gaps, and developing goals and objectives. TTFD’s administrative staff finalized the plan by ensuring the plan had guidelines for monitoring goals and objectives, ensuring the success of the plan.

The Temple Terrace Fire Department would like to thank all participants, both internal and external, for assisting the fire department in developing a plan, which will guide the organization to success.



External Stakeholder Group Findings

A key element of TTFD’s organizational philosophy is providing a high level of service to customers, while recognizing the importance of customer satisfaction. Therefore, the agency asked community representatives to participate in a meeting focused on their needs and expectations of the agency. This discussion centered not only on the current services provided but also on future priorities.

Customer Priorities

In order to dedicate time, energy, and resources to services most desired by its customers, TTFD needs to understand what the customers consider to be their priorities. The External Stakeholders were asked to prioritize the agency's services through a direct comparison process.

Customer Service Priorities of the TEMPLE TERRACE FIRE DEPARTMENT

PROGRAM SERVICES	RANKING	Total Score
Emergency Medical Services	1	56
Fire Suppression	2	83
Technical Rescue	3	88
Fire Investigation	4	108
Fire Prevention	5	120
Domestic Preparedness planning and Response	6	130
Hazardous Materials Mitigation	7	131
Public Fire/EMS Safety Education	8	149



Customer Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be adjusted or strengthened to meet the customer’s needs. In many cases, educating the customer through feedback and information is sufficient. The following are the expectations of the community’s External Stakeholders:

Customer Expectations of the TEMPLE TERRACE FIRE DEPARTMENT
 (# of times customers identified the expectation)

Customer Expectations	Responses
Rapid response to emergency incidents	35
Adequate fire suppression services	11
Professionalism	10
Experienced and knowledgeable staff	10
Highly trained and competent EMS professionals	9
Public education is provided to the community	7
Continuous training and advanced training of staff	6
Safety and health of the community	5
Disaster preparedness and response	4
The capability of handling technical rescues	2
Confidence and reassurance in the fire department	1
Sharing data and outcomes with the community	1
Rapid notification of emergency incidents in the community	1
Adequate facilities and equipment	1
Transparency with the community	1



Areas of Customer Concern

A community-driven strategic planning process may fall short and remain incomplete without customer feedback on concerns about the agency. Some areas of concern may, in fact, be a weakness within the delivery system. However, some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

Areas of Customer Concern of the TEMPLE TERRACE FIRE DEPARTMENT (in no particular order)

Areas of Concern	Responses
Area familiarization	1
TT is enforcing one family per rental, and is the rent fee being collected every year.	1
Streets are overcrowded due to rental properties.	1
Is the city collecting annual fees for rental properties?	1
The city’s failure to remove dead trees and branches in the Riverfront Reserve Park.	1
Handling a patient with care.	1
It would be great to have a certified car seat installer at the FD	1
Managing Homelessness, assisting starving families, and reporting threats to the police	1
Lack of funding	1
Chemical and noxious substance exposures.	1
Community education and prevention	1
Does TTFD have enough fire stations, equipment, and employees to adequately service our community?	1
Cuts in the budget will make our community less safe.	1
Funding for fire department needs	1
Traffic accidents on Fowler Ave.	1
Why does a fire truck need to accompany the ambulance on medical call-outs?	1



Positive Customer Feedback

The Center for Public Safety Excellence promotes the belief that, for a strategic plan to be valid, the customer’s view of the organization's strengths and image must be established. Needless efforts are often put forth in overdeveloped areas that are already successful. However, properly leveraging and promoting the customer-identified strengths can usually help the organization overcome or offset some of the identified weaknesses.

The External Stakeholders provided the following comments when asked to identify the department's positive aspects.

Positive Customer Comments about TEMPLE TERRACE FIRE DEPARTMENT (in no particular order)

Positive Feedback
They support the community with community events. Newer vehicles.
Completely professional and courteous.
My mom and I shared a home until she passed away. On several occasions, I called the emergency services, and they arrived swiftly to take my mom to the hospital.
Fast to respond and engaged in the community
They are wonderful, friendly, on top of everything
VERY SHORT response time, very friendly
I love and support our fire department. As a physician, I know how critical their job is for the safety and survival of people.
My experience with the FD has been excellent. Personnel responded quickly and provided appropriate care.
My neighbors and I have always received prompt and courteous service. Please continue the annual Open House.
All are very personable and professional. I am so happy with our department.
They have been welcoming whenever I have visited.
Very professional, thankful for the response and knowledge
Very helpful, responds within minutes, and is very supportive
Excellent service. Quick response
Keep up the great work.
Have seen the Fire Department respond to several neighbors, and all staff worked and responded as expected.
Thank you for showing up quickly to the car accident I experienced.
Professional, positive community involvement and relations.
I have nothing bad to say about our fire department. They have helped many of my neighbors in the past, as far as paramedic service and fire prevention
Arriving in a timely manner.
In the 28 years that I have been a Temple Terrace resident, I have had a few calls for help and have always been thrilled with the response time and skills of the medics.
Very friendly and helpful

I encountered the fire department when I had a back issue and was unable to get up. They were very sweet and understanding, and professional. And they had full knowledge and patience with what I was going through. They were able to lift me up into the ambulance and I was very grateful.
Great community events. Thankfully, I've never personally needed their services, but I know people who have, and they have nothing but nice things to say about the Fire Department.
Very visible, very accessible, and very professional
Locally noted for rapid response. I concur.
I love our fire department!
I am grateful to have the TT Fire Department!
The TT fire department does a great job, and I hope they get the funding and support they need to continue to provide great services to our community
Temple Terrace is fortunate to have such a reliable Fire Department!
Excellent response to medical problems with my 99-year-old father this summer. The treatment was very respectful.
Nothing but praise from friends and neighbors for our fire department
Professional, knowledgeable, and kind
always seems to respond super fast to calls in the neighborhood, and has a great rapport with our senior neighbors.
Quick response to calls for help, always courteous and helpful, truly love fellow man
The department responded to an emergency situation for a family member, and the TT fire department and ambulance responded capably and did everything in their power to create an environment where life-saving efforts could be administered promptly.
In the past, we have been very pleased with the response time and service provided by the Fire Department. Their personnel are very calm, knowledgeable, and professional
Friendly, knowledgeable
When our neighbor fell and hurt herself, as the medical crew attended to her wound, I saw a fireman fetch her empty trash can from the curb and wash it out. I was so impressed by his concern and desire to go the extra mile. We appreciated very much being asked if we would like a lock box installed on our front door. It is comforting to know that the fire department can get into our locked house if we have an emergency and can't get to the door.
Knock on wood, I have never had a reason to call the fire department, but the fire department employees are always so friendly and knowledgeable at community events. My kids want to be firefighters from all the exposure they've had to awesome firefighters!
From the top brass to the newly hired, each person treats our citizens with grace.
I love knowing that the fire department is there for us, and close by! Thank you!



Other Thoughts and Comments

The External Stakeholders were asked to share any other thoughts they had about TTFD or its services. The following written comments were received:

External Stakeholders’ Comments about the TEMPLE TERRACE FIRE DEPARTMENT

Other Comments
Maybe ensure that they can reach all areas of the city from the current stations in a timely manner. As the city has grown, there may be a need for another station.
Firefighters should always have access to any equipment or education necessary to perform their duties effectively.
So much better than the county and city. They do a good job.
Thank you for your service!
God Bless them and their families!
I believe we are fortunate to have a great FD staffed to well-trained personnel.
Keep up the good work.
I am very concerned about the Riverfront Preserve. Many downed trees and branches are just ignored or, at best, moved off of a path but left to dry into fire kindling.
The response when my husband used to fall and I couldn't lift him was immediate. They checked him for injuries. They were very calm and supportive and made sure he was up and Ok before they left
We are so blessed to have you.
Thank you for being vigilant of the needs of the community
I think these guys do a great job, and I think they are heroes
I love our fire department.
We have not needed any contact so far with the fire department, so have no immediate concerns.
I think they are doing a great job! I'm looking forward to the new building being built on Harney.
Keep up the good work!
TT fire department is the best
I think more training on fire safety and first aid-especially geared towards seniors. How are they using technology to improve services?
Appeal to the younger generation as a safe and noble profession
Brianne is a wonderful addition to the MARCOM team! Thank you for sharing her with us!
Keep up the good work!
The work and service of the Fire Department is much appreciated!
Does spelling count towards the score on this survey? "professional"???
Members need to be more respectful of other departments' knowledge of their area of expertise. Practice more humility.
We greatly appreciate you and all you do as a department. As a resident, that goes as well.
Thankful to have the support of TTFD and to have them as a resource

Internal Stakeholder Group Findings

The internal stakeholder work session was held immediately after receiving external stakeholder feedback. The internal work session focused on the agency’s approach to Community-Driven Strategic Planning, with a focus on TTFD’s Mission, Values, Core Programs, and Supporting Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Challenges.

In the process of strategic planning, the following are essential:

- to review the agency’s history, culture, and evolution.
- to identify the current status of the agency.
- to determine where and what the agency desires to be in the future.

The work sessions generated a high level of interest and participation from agency representatives in attendance, as listed and pictured below. Their participation and invaluable insights were essential to overcoming the challenge of developing a quality product.

TEMPLE TERRACE FIRE DEPARTMENT Internal Stakeholders

Ian Kemp Fire Chief	Shane Samon Assistant Fire Chief	Scott Murley Division Chief	Michael Hagewood Division Chief	Xavier Miranda Training Captain
Cletus Squires Fire Inspector	Rebecca Zarella Fire Inspector	Brianne Holacik Executive Assistant	Sasha Melendez Administrative Assistant	Michele Garcia Administrative Assistant
Joesph Cable Battalion Chief	Robert Harrington Captain	Roger Chewning Captain	Robert Masino Lieutenant	Zhan'delle Jackson Firefighter
Andrew Renner Firefighter	Christopher Sayers Captain	Enrique Santos Captain	Andrew Koonce Lieutenant	Devon Faircloth Lieutenant
Christopher Damico Battalion Chief	Kevin McLafferty Captain	Trae Williams Engineer	Andrew Gilliam Firefighter	Alec Hassey Firefighter



The Mission

The purpose of the Mission is to answer the following questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?
- TTFD’s Internal Stakeholder group discussed and evaluated the organization to answer the questions listed above. As a result, the group finalized the following statement, which expresses the organization’s mission.

TEMPLE TERRACE FIRE DEPARTMENT Mission Statement

To remain an extraordinary community-driven department committed to the preservation of life and property through dedicated service to our citizens, members, and visitors.



Slogan and Values

Establishing a slogan and a set of values, embraced by all members of an organization, is extremely important. They recognize the features and considerations that make up the organization's personality. TTFD internal stakeholders revised the values statement and agreed to retain the agency slogan. Collectively, the group agreed that the end product was representative of the organization's philosophy and operational expectations.

TEMPLE TERRACE FIRE DEPARTMENT Slogan

Exceeding Expectations

TEMPLE TERRACE FIRE DEPARTMENT Values Statement

Compassion,
Professionalism,
Respect &

are the core values which represent our ethical principles and commitment to integrity that drive decision making and support our mission.

Mission and Values are the foundation of any successful organization. Every effort will be made to keep these current and meaningful so that the individuals who make up the organization are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Programs and Services

The TTFD Internal Stakeholders group identified the following core programs, which are internal to the organization or are provided to the community. In addition, the group identified a diverse list of support services that complement our core programs:

Core Programs

Fire Suppression	Emergency Medical Services
Technical Rescue	Hazardous Materials
Risk Reduction	Fire Investigation
Public Education / Public Information	Rental Housing
Emergency Management and Preparedness	Health and Fitness
Personnel Development	Training

Support Services

Dispatch	Law Enforcement	Public Works
Water Purveyors (Temple Terrace and Tampa)	Human Resources	Community Development
GIS	Leisure Services	Information Technology
Finance	Administrative Support	EMS Billing
City Clerk’s Office	City Manager’s Office	City PIO
City Attorney’s Office	Local IAFF 2160	Pension Board
Firefighter’s Benevolent Organization	Pension Board	Florida Fire Chief’s Association
Community Service Organizations	Governing Body	Mutual Aid Organizations
FEMA	State Fire Marshal’s Office	Code Compliance
Municipal Code Enforcement Board	Florida Department of Health	Center for Disease Control and Prevention
Environmental Protection Agency	FF Health and Safety Collaborative	Occupational Health Services
Florida Division of Emergency Management	American Heart Association	American Red Cross
Local Education Organizations		

S.W.O.C. Analysis

The Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis is designed to help an agency identify its strengths and weaknesses, as well as opportunities and challenges. The agency participated in this analysis and recognized its strengths and weaknesses, as well as potential opportunities and challenges.

Strengths

It is essential for any organization to identify its strengths to ensure it can provide the services customers request and that those strengths align with the issues it faces. Often, identifying organizational strengths leads to channeling efforts toward primary community needs that align with those strengths. Programs that do not align with the organization's strengths or primary function should be seriously reviewed to assess the return on staff time. Through a consensus process, the Internal Stakeholders identified the strengths of TTFD as follows:

TEMPLE TERRACE FIRE DEPARTMENT Strengths

CFAI Accreditation	3 rd Rescue	Target Solutions / Virtual Training opportunities
Dedicated city dispatch	Narcotic inventory system	2 nd set of bunker gear
Easy accessibility to promoted officers	ISO Class 1	Clean Cab
IT/Tablets	ALS 100%	Positive morale / strong organizational culture
RRD Program	Response Times	Organizational desire to improve
Improved radio communications	Training	Public Education
Improved Healthcare benefits	Adaptability of department	EMS
Hydrant program	Current pay scale	Public image
Dept. & City Tuition Reimbursement	Good relationships with other agencies	Leadership development
Pension	Truck Replacement Program	Annual Physicals

Turnout Time	Aggressive medical protocol	Hiring process
Documentation / Records management	Risk Reduction protocol	Relationship with Dispatch
3-week Kelly day	Citizen's respect	Labor Management relationship / culture
Competitive compensation	Community Involvement	High-performance department
Quality personnel and management	Good relationship with Admin/Ops	Strong department vision
Quality equipment (aging but well cared for)	Level of education of leadership	



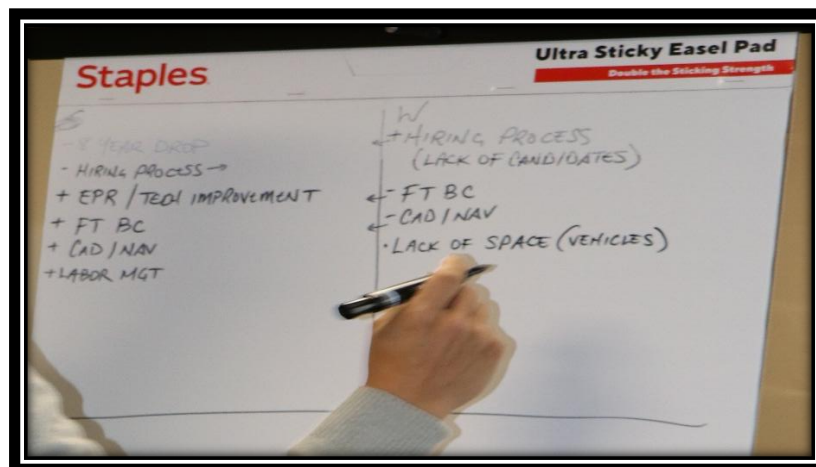
Weaknesses

Performance, or lack of it, within an organization depends significantly on the identification of weaknesses and how they are addressed. While it is not unusual for these issues to be at the heart of the organization’s overall concerns, it is uncommon for organizations to identify and address them effectively on their own.

For any organization to begin or continue moving forward, it must not only be able to identify its strengths but also the areas where it functions poorly or not at all. These areas of needed enhancement are not the same as Challenges; rather, they are the day-to-day issues and concerns that may slow or inhibit progress. The Internal Stakeholders identified the following items as weaknesses:

TEMPLE TERRACE FIRE DEPARTMENT Weaknesses

Exercise opportunities (restrictions on exercise times)	Lack of a specialty team (USAR / HazMat)	Lack of a dedicated training facility
Lack of space in FD facilities	Succession planning (personnel development)	Resources and staffing (First alarm capabilities)
Language barrier with citizens	Standardized Ops	Staffing levels for ERF (work/life balance)
Retention of staff	Vehicle breakdown maintenance	Long response times to certain areas of the city
CAD issues	Aging state of station and station systems	Mutual Aid training
Leave use availability	No dedicated Fire dispatch	Radio Communication with other departments
Non-Compliant with NFPA 1710: 4-man engine/ladder	No FD specific fleet garage	Hiring candidate pool / Reduction of candidates entering fire service
Lack of specialty apparatus	Formalized training	



Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be improved upon. The focus of opportunities is not solely on existing services, but on expanding and developing new possibilities both inside and beyond the traditional services provided. The Internal Stakeholders identified the following potential opportunities:

TEMPLE TERRACE FIRE DEPARTMENT Opportunities

New EOC	Fire Investigations program expansion	Training with mutual aid partners
Retention	42-hour work week	City-wide annexation
Staffing - Work/life balance	Cancer prevention practices – Station zones (Hot Zone, Warm Zone, Cold Zone)	Partnering with external organizations
Staffing - NFPA 1710 Compliance	Cancer prevention practices – Saunas in stations	Dedicated FD mechanics at the city garage
Response time	Review ordinances to reform staffing	Tuition reimbursement
Mental health	Health and fitness incentive program	Expanding on external relationships
8-year drop	Linguistics program incentive	Training resources/facility
Utilize software systems more efficiently (multiple software systems)	Recruiting Events	Recognize accomplishments
Expedited fire apparatus purchases	Public education programs	Utilizing staff instructors
More defined Battalion Chief roles and tasks	Risk Reduction initiatives (smoke detectors/ protection systems/ hoarding issues)	Mentorship programs
Specialized FD Teams (USAR / HazMat)	3 rd Fire Station	



Challenges

To draw strength and gain the full benefit of any opportunity, the challenges to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible challenges, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that challenges are not completely and/or directly controlled by the organization. Some of the current and potential challenges identified by the Internal Stakeholders were as follows:

TEMPLE TERRACE FIRE DEPARTMENT Challenges

Antiquated payroll system	National disaster logistics – emergency fuel tanks	Increased call volume
Apparatus cost	Increase in local homeless population	Rising health insurance costs
Hiring process	Economic environment locally and nationally	Competitive compensation packages
HB929 (42-hr work week)	Ability to maintain current level of service without additional resources	Aging infrastructure
Overtime costs unpredictability	Lawsuits	Natural disasters
Public image and support with younger populations	Increased risk of cancer	Ever changing response requirements (annexation, hazards)
Social media campaign (more service relevant content)	Health and wellness	



Critical Issues and Service Gaps

After reviewing TTFD’s core programs, support services, and the SWOT Analysis, the Internal Stakeholders group identified the primary critical issues and service gaps that face TTFD. These provide the foundation for establishing goals and objectives to achieve TTFD's future vision.

The list below reflects the issues and gaps identified by the Internal Stakeholders, which need to be addressed, to provide the levels of service it has pledged to fulfill.

Critical Issues and Service Gaps

Training opportunities	Additional Staffing for work/life balance	Maximizing current software systems
Dedicated fire training facility	Apparatus acquisition process	Vehicles maintained internally
Mental health & wellness of employees	The quantity and quality of qualified applicants for firefighter positions	Dedicated fire dispatch
Aging fire prevention systems	Annexation and growth of the city’s boundaries	Vehicle design/types for more effective service delivery
Excessive use of emergency resources by the vagrant population	PFAS free gear requirement in HB929 – concerns about quality, fire retardance, durability	Succession planning
Continued rapid increase in incident volume over time	Lack of dedicated specialty teams (USAR / HazMat)	Dedicated IT support staff
Future employee retention	Lack of dedicated specialty team apparatus (USAR / HazMat)	Training division staffing
Future technology adaptation and utilization	Department staffing to achieve 1 st alarm ERF	Public education staffing and resources
Aging station facilities	Department staffing to achieve standards of NFPA 1710	Vehicle maintenance / reactive more than proactive
Need for 3 rd Fire Station in the Southeast area of the city	Response time to extended areas of the city	CAD wireless connectivity issues

Fire Department storage/space issues	Limited staffing for fire inspections	Dedicated training with mutual aid partners
HB929 - recommendation of 42 work week by FL legislation		



TTFD Strategic Initiatives

The department has developed and adopted several core strategic initiatives that allow staff to focus on essential elements of the strategic implementation process. Each of these initiatives has been identified as a cornerstone of the strategic plan's implementation. Additionally, the department ensured consistency by aligning these initiatives with the City of Temple Terrace Strategic Plan and CPSE's 21st Century Fire and Emergency Services: Critical Issues.

<u>TTFD Strategic Initiatives</u>	<u>City of Temple Terrace Strategic Plan</u>	<u>CPSE 21st Century: Critical Issues</u>
Service Delivery	<p>Goal 6 - Make certain our Public Safety services continue to thrive and meet the challenges of population growth while delivering community data to illustrate the level of services provided.</p> <p>Goal 8 – Objective 8A - Coordinate with department directors to update and redefine position descriptions, as well as evaluate workloads to determine deficiencies, and ascertain appropriate department staffing levels.</p>	<p>Sustainability – Initiative 1 & 2 Partnerships – Initiative 1-3 Inclusiveness – Initiative 2 Robust Use of Data – Initiative 1,2, & 4</p>
Health & Wellness	<p>Goal 8 - Develop and improve procedures to monitor and address employee compensation, departmental workload, and wellness in an effort to provide the citizens of Temple Terrace with exemplary service from a workforce of qualified, experienced, and healthy employees.</p>	<p>Health and Wellness – Initiative 1-6</p>
Communication	<p>Goal 2 - Develop a multifaceted, comprehensive communication plan that engages internal and external audiences.</p>	<p>Culture – Initiative 1 & 2</p>

<p>Recruitment & Retention</p>	<p>Goal 6 - Make certain our Public Safety services continue to thrive and meet the challenges of population growth while delivering community data to illustrate the level of services provided.</p> <p>Goal 8 - Develop and improve procedures to monitor and address employee compensation, departmental workload, and wellness in an effort to provide the citizens of Temple Terrace with exemplary service from a workforce of qualified, experienced, and healthy employees.</p>	<p>Culture - Initiative 2 Inclusiveness – Initiative 1 Sustainability – Initiative 3 & 6</p>
<p>Personnel Development & Training</p>	<p>Coal 8 – Objective 8C - Create and maintain a diverse and inclusive workforce through the development of recruitment, training, performance management, and retention programs.</p>	<p>Sustainability – Initiative 9 Culture - Initiative 2</p>
<p>Facilities, Vehicles, Equipment, & Technology</p>	<p>Goal 9 – Objective 9C - Develop strategies to improve city amenities and facilities</p>	<p>Sustainability – Initiative 1 Technology – Initiative 1 & 2</p>
<p>Partnerships</p>	<p>Goal 4 - Support and enhance a high quality of life for the City’s residents, businesses, and visitors by providing sustainable, environmentally sensitive, cost-effective infrastructure and services to promote public health, personal safety, transportation, economic growth, and civic vitality.</p>	<p>Partnerships – Initiative 1-3</p>



Previously Accomplished Goals and Objectives

Goal 1 - Develop, implement, and enhance communication with our stakeholders, to highlight community requirements and department efforts through various communication mediums.

- Department implemented a significant social media campaign and now has a continual social media presence.
- City hired a marketing team to communicate with internal and external stakeholders.

Goal 2 - Enhance and maintain a workplace environment that promotes health and fitness through various initiatives, programs, and policies.

- The department established an impactful mental health program and published an elaborate resource library that is accessible on all personnel’s personal devices.
- The department developed and implemented a gross decontamination program, removing a majority of carcinogenic contaminants at the scene of incidents.
- The department acquired a second bunker gear extractor for St 2.
- The department implemented a second set of bunker gear for everyone.
- The department has purchased two sets of PFAS-free gear for evaluation.
- Adjustments made to workout hours, allowing for more physical fitness opportunities.

Goal 3 - Develop and implement a Workforce Plan that ensures a minimum staffing level consistent with NFPA 1710’s initial response criteria; and enhances our current staffing and support staffing’s ability to provide exceptional services.

- The department hired additional personnel to establish a permanent 3rd Rescue.
- The department developed and implemented a Battalion Chief position.
- The Training Captain identified and implemented training personnel to enhance shift-wide training.
- The city purchased a new CAD system.
- The department partnered with the police department to be part of the dispatch hiring process.
- The department reestablished a monthly dispatch meeting with the dispatch supervisor.
- The department contributes to training during annual dispatch meetings with all dispatchers

Goal 4 - Develop, implement, and enhance necessary services to support fire department operations and ensure exceptional emergency service delivery to our community.

- The city has acquired land, and the department is collaborating with the police department to build a new police station and fire station.
- The Battalion Chief has become an integral part of response time analysis to ensure response times are improved on a routine basis.
- The department replaced all bay door openers at Fire Station 1 to ensure turnout time is improved.

- The Division Chief of Operations developed and implemented a plan to address tree canopy concerns over roadways to improve travel time to some regions of the jurisdiction.
- The department purchased and implemented iPads on response apparatus to enhance incident routing capabilities and capture accurate response data.
- The Division Chief of Risk Reduction developed and implemented a hydrant valve opening program, ensuring adequate water flow to fire hydrants. In addition, the city purchased new specialized equipment to accomplish the program’s objectives.
- The City invested in a wireless water pressure monitoring system to detect and identify water flow and pressure issues in the water delivery system.
- The department purchased and implemented new hydrant water flow testing equipment to ensure the efficiency of the program.
- The department purchased and implemented a new software program capturing proper data for the location and monitoring of fire hydrants and water systems.

Goal 5 - Develop and maintain adequate facilities and resources which assist in the development and contribute to the safety of our personnel.

- The department Vector Check It, a vehicle and equipment tracking software to document and track maintenance of vehicles and equipment.
- City is now staffed with 2 EVT’s and 5 garage staff total.
- The training captain formulated a committee to provide input and feedback for an upcoming Rescue vehicle build.
- The Division Chief of Operations formed a committee to provide input and feedback for an upcoming Battalion Chief vehicle build.
- The department completed multiple capital projects at each station to enhance current facilities.

Goal 6 - Develop and implement a comprehensive plan to attract and retain exceptional employees, which are representative of our community, through ongoing processes which enhance and highlight competitive compensation packages.

- The department worked with the Labor Management Committee to enhance operational opportunities.
- The city and the union agreed to a three-year contract that provided significant wage increases and implemented a 3-week Kelly Day.

Goal 7 - Improve service delivery to our community by creating and enhancing various partnerships which support the fire department’s mission.

- The Fire Chief has enhanced significant core relationships with surrounding mutual aid agencies and their command staff.
- The Fire Chief has enhanced the department’s presence in the Florida Fire Chiefs Association.

- The department has reestablished a commitment to developing competitive teams. These teams travel around the state, not only developing members' skills but also fostering relationships with other departments.

Special Thank You to the 2020 Strategic Planning Committee for Developing Our Previous Goals and Objectives.



Goals and Objectives

The community-driven strategic planning process has addressed the department's mission, values, critical issues, service gaps, strengths, weaknesses, opportunities, and challenges. To achieve TTFD's mission, realistic goals and objectives must be established. Goals and objectives are imperative for enhancing strengths, addressing identified weaknesses, providing individual members with clear direction, and addressing the concerns of citizens. To establish goals and objectives, the Internal Stakeholders met for several hours to complete this critical phase of the planning process.

Goals and objectives are management tools and should be updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now be the agency's focus. Care was taken to ensure that the critical needs and gaps previously identified were addressed within the goals and objectives.

By carefully following these goals and objectives, TTFD can be directed toward its desired future. These established goals and objectives should also significantly reduce the number of obstacles and distractions for the organization and its members.

The Internal Stakeholders set timelines for completing objectives that support the goals. TTFD is committed to reviewing progress toward these goals and objectives and adjusting timelines as needs and the environment change.



Strategic Initiative 1 – Service Delivery

Goal 1

Develop, implement, and enhance essential services that support fire department operations and ensure exceptional emergency service delivery to the community.

Objective 1A	Improve travel times to all areas of the jurisdiction.
Timeline	Ongoing - quarterly
Task 1A.1	Conduct a comprehensive travel-time analysis to identify geographic gaps or routing inefficiencies.
Task 1A.2	Coordinate with city planning and public works to address roadway, access, and traffic-control issues impacting response travel.
Task 1A.3	Analyze current department deployment practices to identify opportunities for improvement.
Task 1A.4	Implement updated pre-planning routes and ensure apparatus operators receive regular training on optimized travel paths.
FESSAM Crosswalk	2C.7 The agency has identified the total response time components for delivery of services in each service program area and assessed those services in each planning zone.

Objective 1B	Improve response times for all incident types.
Timeline	Ongoing - Quarterly
Task 1B.1	Evaluate and refine turnout procedures to decrease crew mobilization time.
Task 1B.2	Monitor and analyze monthly response-time benchmarks, adjusting operational strategies as needed.
Task 1B.3	Enhance technology solutions, such as station alerting enhancements and mobile data system updates.
FESSAM Crosswalk	2C.5 The agency has identified the total response time components for delivery of services in each service program area and found those services consistent and reliable within the entire response area.



Objective 1C	Enhance department staffing to meet NFPA 1710 standards for apparatus staffing and effective response force requirements.
Timeline	60 months
Task 1C.1	Conduct a staffing needs assessment aligned with NFPA 1710 benchmarks
Task 1C.2	Analyze current effective response force deployments.
Task 1C.3	Optimize the use of daily staffing and apparatus in conjunction with mutual aid partners to meet objectives.
Task 1C.4	Develop a phased staffing plan to increase minimum daily staffing.
Task 1C.5	Collaborate with city leadership to secure funding for additional personnel and long-term staffing sustainability.
FESSAM Crosswalk	2C.4 A critical task analysis of each risk category and risk class has been conducted to determine the first due and effective response force capabilities, and a process is in place to validate and document the results.

Objective 1D	Enhance fire dispatch objectives in the communications center by providing dedicated fire dispatchers
Timeline	24 months
Task 1D.1	Perform a workload assessment to determine the required number of dedicated fire dispatchers.
Task 1D.2	Analyze comparable fire department communication centers and industry standards to determine adequate staffing models.
Task 1D.3	Develop and implement specialized fire-dispatch training and certification programs.
Task 1D.4	Advocate for staffing and technological enhancements that support accurate, timely call processing.
FESSAM Crosswalk	9B.5 Adequate numbers of fire or emergency telecommunicators, supervisors and management personnel are on duty to handle the anticipated call volume.



Objective 1E	Improve emergency service delivery and reduce response times in the city's southeast quadrant by developing and implementing a third fire station.
Timeline	48 months
Task 1E.1	Complete an analysis based on population density, risk profiles, and response time modeling.
Task 1E.2	Develop a capital improvement plan outlining design, construction, and equipment procurement.
Task 1E.3	Develop a phased staffing plan to enhance operational readiness.
Task 1E.4	Present the City Manager and City Council with findings from the cost-benefit and needs analysis.
Task 1E.5	Establish an operational launch timeline and oversee project milestones.
FESSAM Crosswalk	2C.5 The agency has identified the total response time components for delivery of services in each service program area and assessed those services in each planning zone. 2D.7 The agency has systematically developed a continuous improvement plan that details actions to be taken within an identified timeframe to address existing gaps and variations.

Objective 1F	Develop and implement a program focused on reducing the misuse of emergency resources.
Timeline	36 months
Task 1F.1	Analyze incident data to identify trends in non-emergent or inappropriate service utilization.
Task 1F.2	Develop community outreach and education strategies targeting frequent users and vulnerable populations.
Task 1F.3	Collaborate with healthcare, social services, and public safety partners to create referral pathways and alternative care options.
FESSAM Crosswalk	2B.7 The agency engages other disciplines or groups within its community to compare and contrast risk assessments in order to identify gaps or future threats and risks.



Objective 1G	Assess and strengthen the department’s technical rescue and hazardous materials response programs.
Timeline	24 months
Task 1G.1	Conduct a capability gap analysis for both technical rescue and hazmat response.
Task 1G.2	Evaluate mutual aid usage and capabilities.
Task 1G.3	Perform a cost-benefit analysis to consider alternative methods of providing enhanced technical rescue and hazmat response.
Task 1G.4	Update or develop standard operating guidelines to reflect current best practices and regional expectations.
Task 1G.5	Invest in specialized equipment, training, and certification to enhance operational effectiveness.
FESSAM Crosswalk	5G.1 & 5H.1 Given the agency’s community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and level of risk of a technical rescue and hazardous materials incident(s).

Objective 1H	Optimize resources and staffing within the Risk Reduction Division to enhance public education and community risk reduction services.
Timeline	48 months
Task 1H.1	Evaluate existing staffing levels, workload distribution, and program reach to identify areas for improvement.
Task 1H.2	Expand community risk reduction initiatives through targeted outreach, curriculum development, and partnership building.
Task 1H.3	Evaluate and implement educational resources and technology platforms that expand and enhance public education delivery.
Task 1H.4	Secure funding and resources to support additional personnel, educational materials, and technology platforms.
FESSAM Crosswalk	5B.2 The program has adequate staff with specific expertise to address identified risks and meet the public education program goals, objectives.



Strategic Initiative 2 – Health & Wellness

Goal 2

Enhance and sustain a workplace environment that promotes the health, safety, and overall wellness of department personnel through targeted initiatives, programs, and policies.

Objective 2A	Improve staffing levels to ensure personnel can fully utilize annual leave benefits and maintain a healthy work-life balance.
Timeline	48 months
Task 2A.1	Conduct a comprehensive staffing analysis comparing current personnel levels to industry standards and operational demands.
Task 2A.2	Evaluate comparable local agencies' staffing plans and leave usage policies.
Task 2A.3	Develop a staffing plan that includes recruitment strategies, projected vacancies, and succession considerations.
Task 2A.4	Analyze current scheduling practices for opportunities to reduce excessive mandatory overtime and support adequate rest periods.
Task 2A.5	Monitor annual leave utilization trends and adjust staffing allocations as needed.
FESSAM Crosswalk	7B.10 The agency conducts workforce assessments and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees/members.

Objective 2B	Strengthen and prioritize cancer-prevention initiatives within the department.
Timeline	24 months
Task 2B.1	Evaluate policies for post-incident gross decontamination and on-scene exposure reduction.
Task 2B.2	Enhance routine cancer-screening opportunities and educational programs for all personnel.
Task 2B.3	Evaluate and invest in advanced decontamination resources, station modifications (cold, warm, and hot zones), and turnout gear enhancements (PFAS-free).
Task 2B.4	Enhance opportunities to track exposure incidents and maintain a confidential exposure reduction database.
FESSAM Crosswalk	11A.5 The agency's occupational health and safety training program instructs the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, processes, procedures or equipment are introduced. It provides instructions on operations and hazards specific to the agency.

Objective 2C	Enhance and institutionalize a comprehensive preventative mental health and wellness program.
Timeline	36 months
Task 2C.1	Conduct an assessment of existing mental health resources and employee assistance program utilization.
Task 2C.2	Establish partnerships with mental health professionals experienced in emergency services and trauma support.
Task 2C.3	Implement peer support and resiliency training programs across all shifts and divisions.
Task 2C.4	Create a confidential reporting and referral system to encourage early intervention.
FESSAM Crosswalk	11B.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing, peer support and counseling, and other behavioral health resources.

Objective 2D	Analyze, formalize, and implement a PFAS-free turnout gear program that meets state legislative requirements.
Timeline	24 months
Task 2D.1	Conduct a review of emerging PFAS-free turnout gear technologies and vendor options.
Task 2D.2	Update procurement policies to ensure compliance with current state mandates.
Task 2D.3	Develop a phased replacement plan for legacy turnout gear, including budgeting and lifecycle projections.
Task 2D.4	Provide personnel with training on the proper use, limitations, and care of PFAS-free gear.
FESSAM Crosswalk	6F Safety equipment is adequate and designed to meet agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment and related equipment (e.g., self-contained breathing apparatus).



Strategic Initiative 3 – Communication

Goal 3

Enhance and institutionalize effective communication strategies that engage stakeholders, highlight community needs, and promote the department’s mission through multiple communication channels.

Objective 3A	Strengthen the department’s messaging across all platforms to increase community awareness of programs, initiatives, and the value of emergency services.
Timeline	24 months
Task 3A.1	Conduct a comprehensive assessment of current communication platforms, including social media, website content, and print materials.
Task 3A.2	Develop a unified communication plan that establishes standards for messaging, branding, frequency, and content themes.
Task 3A.3	Increase consistent posting and engagement on social media platforms using scheduled content calendars.
Task 3A.4	Collaborate with City Public Information Officers (PIOs) to ensure alignment and enhance the reach of department messaging.
Task 3A.5	Create targeted campaigns that highlight department programs, community risk-reduction efforts, and department achievements.
Task 3A.6	Train designated staff members in effective communication practices, public messaging, and media interaction.
FESSAM Crosswalk	9C.2 Public reception, public information, and electronic communications components support the customer service needs of the agency.



Objective 3B	Expand and refine public safety education initiatives by leveraging diverse communication tools and delivery methods to reach all segments of the community.
Timeline	24 months
Task 3B.1	Conduct a needs assessment to identify community groups that would benefit from enhanced safety education messaging.
Task 3B.2	Develop and distribute accessible educational materials through print, digital, and in-person channels.
Task 3B.3	Implement a multi-platform public safety education strategy that includes social media, updates to the department website, community events, and partnerships with local schools and organizations.
Task 3B.4	Enhance outreach to vulnerable populations by translating materials, partnering with community organizations, and tailoring messaging.
Task 3B.5	Establish measurable performance indicators to evaluate the effectiveness of public safety education campaigns.
Task 3B.6	Develop and implement recurring communication cycles for seasonal risks (e.g., hurricane season, holiday safety, heat-related emergencies).
FESSAM Crosswalk	9C.2 Public reception, public information, and electronic communications components support the customer service needs of the agency.



Strategic Initiative 4 – Recruitment & Retention

Goal 4 Develop and implement strategic initiatives to attract, hire, and retain high-quality employees who reflect the diversity and values of our department and community.

Objective 4A	Strengthen recruitment and hiring practices to expand the pool of highly qualified applicants for the department.
Timeline	36 months
Task 4A.1	Conduct a comprehensive assessment of current recruitment, testing, and hiring processes to identify gaps, inefficiencies, and barriers to entry.
Task 4A.2	Benchmark recruitment practices against comparable fire departments and industry best standards.
Task 4A.3	Develop targeted outreach strategies, including career fairs, community events, and partnerships with schools, to broaden applicant engagement.
Task 4A.4	Enhance recruitment marketing materials to highlight department culture, career pathways, benefits, and community impact.
Task 4A.5	Implement process improvements to streamline applicant screening and testing while maintaining high professional standards.
Task 4A.6	Establish metrics to monitor applicant diversity, application volume, and recruitment effectiveness.
FESSAM Crosswalk	7B Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements



Objective 4B	Assess and optimize annual hours worked to align with state legislative recommendations and best practices used by comparable regional agencies.
Timeline	60 months
Task 4B.1	Conduct a workload and staffing analysis to determine current hour distribution, overtime demands, and operational impacts.
Task 4B.2	Review state legislative guidance, labor standards, and comparative staffing models from similar fire service agencies.
Task 4B.3	Identify opportunities to restructure schedules, shift assignments, or staffing models to reduce excessive hours and enhance personnel well-being.
Task 4B.4	Engage labor representatives and internal stakeholders to evaluate proposed changes and ensure collaborative decision-making.
Task 4B.5	Implement revised scheduling or staffing strategies that enhance operational efficiency, support personnel health, and ensure regulatory compliance.
Task 4B.6	Establish ongoing monitoring mechanisms to track impacts on staffing levels, fatigue, service delivery, and employee satisfaction.
FESSAM Crosswalk	7B Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial and federal statutory requirements.



Strategic Initiative 5 – Personnel Development & Training

Goal 5

Foster organizational development through the enhancement of department personnel.

Objective 5A	Expand and formalize the succession planning program to encourage and develop future leaders.
Timeline	18 months
Task 5A.1	Conduct a department-wide leadership needs assessment to identify current and future leadership gaps.
Task 5A.2	Develop formal career progression pathways for all operational and administrative ranks.
Task 5A.3	Implement a mentorship program pairing emerging leaders with experienced command staff.
Task 5A.4	Create and maintain a skills and qualifications tracking system to monitor employee development.
Task 5A.5	Provide targeted leadership development courses aligned with industry’s best practices and accreditation standards.
FESSAM Crosswalk	8A.4 The agency identifies minimum levels of training and education required for all positions in the organization.

Objective 5B	Design and implement a purpose-built training facility that meets ISO standards and supports comprehensive, realistic, and mission-ready training for all personnel.
Timeline	60 months
Task 5B.1	Conduct a feasibility study to determine facility needs to optimize the Harney Road property.
Task 5B.2	Develop architectural and engineering plans that meet ISO and NFPA standards for training grounds.
Task 5B.3	Identify and secure funding sources, including capital investments, grants, and partnerships.
Task 5B.4	Procure and install training props, live-fire structures, and simulation technology.
Task 5B.5	Establish a facility operations plan that includes maintenance schedules, safety protocols, and instructor requirements.
FESSAM Crosswalk	8C.1 Facilities and apparatus are provided to support the agency's all-hazards training needs. The agency has plans to address any facilities or apparatus not available internally to complete training activities.

Objective 5C	Strengthen the Training Division by increasing personnel, resources, and operational capacity to deliver a modern, high-quality, and continuous training program.
Timeline	36 months
Task 5C.1	Conduct a program analysis to determine gaps in training program development and delivery.
Task 5C.2	Conduct a staffing analysis to determine additional instructor and support positions needed.
Task 5C.3	Develop position descriptions and qualifications for expanded staffing.
Task 5C.4	Implement a standardized training calendar and curriculum aligned with NFPA, ISO, and accreditation requirements.
Task 5C.5	Identify internal candidates as subject matter experts to assist with the delivery of the program.
Task 5C.6	Establish performance metrics to evaluate training effectiveness and personnel proficiency.
FESSAM Crosswalk	8A.2 The agency’s training program is consistent with the mission statement, goals, and objectives, and helps the agency meet those goals and objectives.



Strategic Initiative 6 – Facilities, Vehicles, Equipment, & Technology

Goal 6

Ensure modern, safe, and fully optimized facilities and resources that support personnel development, operational readiness, and overall firefighter safety.

Objective 6A	Enhance and optimize department storage facilities to ensure secure, efficient, and compliant storage of apparatus, equipment, and critical supplies.
Timeline	48 months
Task 6A.1	Conduct a comprehensive assessment of all existing storage facilities to identify deficiencies, capacity issues, and compliance gaps.
Task 6A.2	Develop facility improvement recommendations, including space optimization, climate-controlled storage needs, and security upgrades.
Task 6A.3	Create a phased implementation plan to renovate, expand, or redesign storage areas.
Task 6A.4	Evaluate opportunities for centralized storage solutions to increase efficiency and reduce redundancy.
Task 6A.5	Secure funding and establish a project timeline for prioritized improvements.
FESSAM Crosswalk	6B.1 Each function or program has adequate facilities and storage space. (e.g., operations, prevention, training, support services, and administration).



Objective 6B	Evaluate, modernize, and implement an enhanced station alerting system that reflects current industry standards and supports improved turnout and response times.
Timeline	24 months
Task 6B.1	Complete a systemwide audit of existing alerting components, capabilities, and failure points.
Task 6B.2	Research emerging technologies in fire station alerting systems and benchmark against comparable agencies.
Task 6B.3	Engage vendors and industry experts to identify cost-effective and scalable alerting solutions.
Task 6B.4	Pilot upgraded alerting components in select stations and evaluate performance outcomes.
Task 6B.5	Implement department-wide upgrades, including installation, training, and post-implementation review.
FESSAM Crosswalk	2D The agency has assessed and provided evidence that its current deployment methods for emergency services appropriately address the risk in its service area. Its response strategy has evolved to ensure that its deployment practices have maintained and/or made continuous improvements in the effectiveness, efficiency, and safety of its operations, notwithstanding any external influences beyond its control. The agency has identified the impacts of these external influences and communicates them to the authority having jurisdiction.

Objective 6C	Analyze, streamline, and optimize department software systems to support effective documentation, data analysis, and operational decision-making.
Timeline	24 months
Task 6C.1	Inventory all current software systems and assess functionality, interoperability, and user experience.
Task 6C.2	Identify duplication, inefficiencies, and gaps in documentation workflows and data reporting.
Task 6C.3	Establish an organizationally diverse committee to review system requirements and recommend improvements.
Task 6C.4	Evaluate alternative software platforms or system consolidations that enhance data accuracy and reduce administrative burden.
Task 6C.5	Develop and deliver user training to ensure consistent, effective system use across the department.
FESSAM Crosswalk	9D Information Technology: Information technology resources are in place with adequate staff to efficiently and effectively conduct and manage the agency’s information technology functions, such as hardware and software implementation and maintenance, and data analysis.

Objective 6D	Identify, evaluate, and implement opportunities to enhance emergency response apparatus to improve operational effectiveness and service delivery.
Timeline	48 months
Task 6D.1	Conduct a fleet needs assessment, including apparatus age, condition, reliability, and alignment with community risk.
Task 6D.2	Analyze response data to determine the efficiency of apparatus deployment and the capability needs.
Task 6D.3	Research modern apparatus technology, safety features, and industry best practices.
Task 6D.4	Update long-term fleet replacement and procurement plans with defined priorities and cost projections.
Task 6D.5	Collaborate with internal stakeholders to ensure new apparatus specifications meet operational and safety requirements.
FESSAM Crosswalk	6D Apparatus and vehicle resources are designed, purchased, and maintained to adequately meet the agency’s goals and objectives.



Strategic Initiative 7- Partnerships – Internal and External

Goal 7

Improve service delivery to our community by creating and enhancing various partnerships that support the fire department’s mission.

Objective 7A	Enhance partnerships with departments in our city’s organization that provide support functions for the fire department.
Timeline	Ongoing - Annually
Task 7A.1	Perform a needs and issues assessment to determine a prioritized list of areas to focus.
Task 7A.2	Meet with department leaders to evaluate current intradepartmental policies and establish opportunities for improvement.
Task 7A.3	Analyze and review suggested opportunities for improvement with the department's command staff
Task 7A.4	Implement shared information sessions to promote understanding of each department's capabilities, limitations, and processes.
Task 7A.5	Establish routine interdepartmental coordination meetings to review joint projects, share updates, and address operational challenges.
Task 7A.6	Create a system for ongoing feedback to address service delays, support needs, and partnership performance.
FESSAM Crosswalk	10A The agency’s operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations and/or cost effectiveness.



Objective 7B	Strengthen and expand partnerships with mutual aid affiliates.
Timeline	Ongoing - Annually
Task 7B.1	Evaluate and implement opportunities to enhance training with mutual aid organizations.
Task 7B.2	Develop and implement opportunities to communicate operational needs and service gaps to mutual aid departments periodically.
Task 7B.3	Update and standardize mutual aid agreements to reflect current operational expectations, communication protocols, and resource commitments.
Task 7B.4	Identify opportunities to enhance information sharing among mutual aid departments on policy direction, department statistics, and planned improvements.
Task 7B.5	Promote shared communication initiatives to ensure effective information exchange before, during, and after incidents.
Task 7B.6	Participate in annual partner agency roundtables to evaluate mutual aid performance, identify emerging risks, and strengthen professional relationships.
FESSAM Crosswalk	10A The agency’s operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations and/or cost effectiveness.

Objective 7C	Create and enhance partnerships with supporting external organizations within our community.
Timeline	Ongoing - Annually
Task 7C.1	Conduct a community partner mapping exercise to identify existing and potential support organizations, such as nonprofits, healthcare agencies, educational institutions, and civic groups.
Task 7C.2	Develop outreach strategies to engage priority organizations and introduce opportunities for collaboration.
Task 7C.3	Establish formal community partnership agreements outlining support roles during emergency operations, community risk reduction efforts, and public education initiatives.
Task 7C.4	Integrate community partners into public safety campaigns and joint outreach events to enhance risk reduction and community preparedness.
Task 7C.5	Create a performance and engagement tracking system to monitor partnership effectiveness and ensure continued alignment with department goals.
FESSAM Crosswalk	10A.1 The agency develops and maintains outside relationships that support its mission, operations, and/or cost effectiveness. 10A.2 The agency’s strategic plan identifies relationships with external agencies/systems and their anticipated impact or benefit to the agency’s mission, operations, or cost effectiveness.



The Vision

The next step in the process was to establish a vision of what TTFD should be in the future, building upon the framework and foundation of the Mission and Values. Visions provide targets of excellence that the organization will strive toward and provide a basis for its goals and objectives.

TEMPLE TERRACE FIRE DEPARTMENT Vision

Our vision for the Temple Terrace Fire Department in 2030 is for our agency to be widely recognized as one that demonstrates best practices in the delivery of fire and emergency medical services to our community. Our International Accreditation and ISO Public Protection Classification Rating will foster our organizational culture of continuous improvement, promote validation of our timely and quality services, and further maintain the trust placed in us by our community.

We will honor our community’s trust by demonstrating our commitment to delivering progressive fire and rescue services with compassion, professionalism, and respect. Through expanded training initiatives and the use of various external and internal communications methods, we will remain informed and educated on our service offerings and levels. By proactively analyzing our agency’s response capabilities and improving resource and deployment strategies, we will ensure compliance with national standards, establish best practices, and ensure the safety of our personnel.

Our internal culture will reflect a professional, customer-driven, and team-oriented atmosphere. The evolving development of workforce planning, competitive compensation, and employee development will ensure the future success of our members and agency. We will have properly prepared and equipped members who will deliver services in the safest manner possible, utilizing reliable and interoperable communications. The effective management of our physical resources, utilization of information technology, and GIS services will ensure fiscally responsible operations resulting in the delivery of excellent service.

Our demonstration of service excellence through proficiency in operations will be a priority provision to all those living, working, or visiting in our community. Our leadership and workforce will hold one another individually accountable for applying our mission and values, while continuously striving to reach our goals. It is our vision and desire that the Temple Terrace Fire Department values will be evident as we consistently “exceed expectations” of our citizens, members, and visitors.

Performance Measurement

Measuring strategic work can be challenging and complex. Collins states, “What matters is not finding the perfect indicator but settling upon a consistent and intelligent method of assessing your output results, and then tracking your trajectory with rigor.”³ TTFD must be prepared to revisit and revise the identified goals, objectives, and performance measures in this plan to keep up with accomplishments and environmental changes. It has been stated that:

...successful strategic planning requires continuing review of actual accomplishments in comparison with the plan...periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.⁴

Why Measure Performance?

It has been said that:

- *If you don't measure the results of your plan, you can't tell success from failure.*
- *If you can't see success, you can't reward it.*
- *If you can't reward success, you're probably rewarding failure.*
- *If you can't see success, you can't learn from it.*
- *If you can't recognize failure, you can't correct it.*
- *If you can demonstrate results, you can win public support.*

Reinventing Government
David Osborn and Ted Gaebler

To ensure positive results from implementing this plan, performance measurement data will be collected and integrated into it. An integrated process, known as “Managing for Results,” will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analysis and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

³ Collins Good to Great and the Social Sectors. Boulder, 2009

⁴ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.

A “family of measures” that is typically utilized to indicate and measure performance includes the following:

- Inputs – Value of resource used to produce an output.
- Outputs – Quantity or number of units produced which are activity-oriented and measurable.
- Efficiency - Inputs used per output (or outputs per input).
- Service Quality - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- Outcome - Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate “why” of providing a service.



Department Plan for Strategic Management, Implementation, and Measurement

The department will measure performance and demonstrate continuous improvement of the plan by implementing the following specific actions:

- Specific goals and objectives will be the center of focus throughout the year and will be formally incorporated into the budgeting process.
- A formal and documented measurement process will be utilized and is outlined in the department’s standard operating guidelines.
- Tasks and objectives will be assigned to department staff, and progress will be tracked utilizing the Strategic Plan Tracking Table in Appendix A of this document to ensure continual improvement and progress is made.
- Strategic Plan Management and Measurement:
 - Monitor the progress of each task quarterly.
 - Review strategic plan for opportunities for improvement and ensure continued strategic alignment with the department's mission.
 - Update the plan based on feedback and outcomes.
 - Provide an annual progress report to the AHJ, members, and the community.
- The department will formally revise the strategic plan document annually to address modifications and progress.
- The department will be committed to communicating progress and improvements to its internal and external stakeholders through a variety of processes, including:
 - Community group meetings
 - Posting updates and information on the city’s website
 - Public speaking engagements
 - Internal staff and working group meetings
 - Publishing updated internal documents

The Success of the Strategic Plan

TTFD has developed and implemented a Strategic Plan by soliciting and receiving input from our community and agency members during the planning process. The success of TTFD’s Strategic Plan will depend not only on the implementation of its goals and objectives but also on support from the authority having jurisdiction, the agency’s membership, and the community at large.

The final step in the Community-Driven Strategic Planning Process is to develop organizational and community commitment to the plan. All parties that have a stake in the future success of TTFD also play an important role and responsibility in the development of this Strategic Plan.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.⁵



⁵ Matthews (2005). *Strategic Planning and Management for Library Managers*

Glossary of Terms and Acronyms

For the purposes of the Community-Driven Strategic Planning, the following terms and acronyms have the meanings set forth below:

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
Accredited	The act of accrediting or the state of being accredited , especially the granting of approval to an institution or agency by an official review board or organization that has established nationally accepted standards.
AED	Automatic External Defibrillator/ion
ALS	Advanced Life Support
BLS	Basic Life Support
CERT	Community Emergency Response Team
CPR	Cardiopulmonary Resuscitation
Customer(s)	The person, or group, who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
Input	A performance indication where the value of resources is used to produce an output
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period. Something to accomplish in assisting the agency to move forward.

Strategic Management	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify the specific changes that must be made, implementing them, and assessing organizational performance.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
Support	As used in the objectives and strategies outlined in this plan, support may include, but is not limited to, information, facilitation, coordination, technical assistance, or financial assistance.
USAR	Urban Search and Rescue
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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Appendix A: Strategic Plan Assignment and Tracking Table

GOAL	OBJECTIVE	Timeline	TASK	Assignee	Completion Date
GOAL 1	Objective 1A	Ongoing	Task 1A.1	Asst. Fire Chief	
			Task 1A.2	Asst. Fire Chief	
			Task 1A.3	DC Operations	
			Task 1A.4	Battalion Chiefs	
	Objective 1B	Ongoing	Task 1B.1	Battalion Chiefs	
			Task 1B.2	Battalion Chiefs	
			Task 1B.3	Asst. Fire Chief	
	Objective 1C	60 months	Task 1C.1	Asst. Fire Chief	
			Task 1C.2	Asst. Fire Chief	
			Task 1C.3	DC Operations	
			Task 1C.4	Fire Chief	
			Task 1C.5	Fire Chief	
	Objective 1D	24 months	Task 1D.1	Communications Supervisor	
			Task 1D.2	Asst. Fire Chief	
			Task 1D.3	Communications Supervisor	
			Task 1D.4	Fire Chief	
	Objective 1E	48 months	Task 1E.1	Asst. Fire Chief	
			Task 1E.2	Fire Chief	
			Task 1E.3	Asst. Fire Chief	
			Task 1E.4	Fire Chief	
			Task 1E.5	Fire Chief	
	Objective 1F	36 months	Task 1F.1	DC Operations	
			Task 1F.2	DC Operations	
			Task 1F.3	DC Operations	
Objective 1G	24 months	Task 1G.1	DC Operations		
		Task 1G.2	DC Operations		
		Task 1G.3	DC Operations		
		Task 1G.4	Asst. Fire Chief		
		Task 1G.5	DC Operations		
Objective 1H	48 months	Task 1H.1	DC Risk Reduction		

			Task 1H.2	DC Risk Reduction	
			Task 1H.3	DC Risk Reduction	
			Task 1H.4	Fire Chief	
GOAL 2	Objective 2A	48 months	Task 2A.1	Asst. Fire Chief	
			Task 2A.2	Asst. Fire Chief	
			Task 2A.3	Asst. Fire Chief	
			Task 2A.4	Asst. Fire Chief	
			Task 2A.5	Asst. Fire Chief	
	Objective 2B	24 months	Task 2B.1	DC Operations	
			Task 2B.2	DC Operations	
			Task 2B.3	Asst. Fire Chief	
			Task 2B.4	Asst. Fire Chief	
	Objective 2C	36 months	Task 2C.1	DC Operations	
			Task 2C.2	DC Operations	
			Task 2C.3	Asst. Fire Chief	
			Task 2C.4	Asst. Fire Chief	
	Objective D	24 months	Task 2D.1	DC Operations	
			Task 2D.2	Asst. Fire Chief	
			Task 2D.3	DC Operations	
Task 2D.4			DC Operations		
GOAL 3	Objective 3A	24 months	Task 3A.1	Executive Assistant	
			Task 3A.2	Executive Assistant	
			Task 3A.3	Executive Assistant	
			Task 3A.4	Executive Assistant	
			Task 3A.5	Executive Assistant	
			Task 3A.6	Executive Assistant	
	Objective 3B	24 months	Task 3B.1	DC Risk Reduction	
			Task 3B.2	Fire Inspector 2	
			Task 3B.3	Fire Inspector 2	
			Task 3B.4	DC Risk Reduction	
			Task 3B.5	DC Risk Reduction	
			Task 3B.6	DC Risk Reduction	
GOAL 4	Objective 4A	36 months	Task 4A.1	Asst. Fire Chief	
			Task 4A.2	Asst. Fire Chief	
			Task 4A.3	Training Captain	
			Task 4A.4	Training Captain	
			Task 4A.5	Asst. Fire Chief	

	Objective 4B	60 months	Task 4A.6	Asst. Fire Chief	
			Task 4B.1	Asst. Fire Chief	
			Task 4B.2	Asst. Fire Chief	
			Task 4B.3	Asst. Fire Chief	
			Task 4B.4	Asst. Fire Chief	
			Task 4B.5	Fire Chief	
			Task 4B.6	Asst. Fire Chief	
GOAL 5	Objective 5A	18 months	Task 5A.1	Asst. Fire Chief	
			Task 5A.2	Asst. Fire Chief	
			Task 5A.3	Fire Chief	
			Task 5A.4	Asst. Fire Chief	
			Task 5A.5	Asst. Fire Chief	
	Objective 5B	60 months	Task 5B.1	Fire Chief	
			Task 5B.2	Fire Chief	
			Task 5B.3	Fire Chief	
			Task 5B.4	Training Captain	
			Task 5B.5	Asst. Fire Chief	
	Objective 5C	36 months	Task 5C.1	Training Captain	
			Task 5C.2	Training Captain	
			Task 5C.3	Training Captain	
			Task 5C.4	Training Captain	
			Task 5C.5	Training Captain	
GOAL 6	Objective 6A	48 months	Task 6A.1	DC Operations	
			Task 6A.2	DC Operations	
			Task 6A.3	Fire Chief	
			Task 6A.4	Fire Chief	
			Task 6A.5	Fire Chief	
	Objective 6B	24 months	Task 6B.1	Asst. Fire Chief	
			Task 6B.2	Asst. Fire Chief	
			Task 6B.3	Asst. Fire Chief	
			Task 6B.4	Asst. Fire Chief	
			Task 6B.5	Asst. Fire Chief	
	Objective 6C	24 months	Task 6C.1	Asst. Fire Chief	
			Task 6C.2	Asst. Fire Chief	
			Task 6C.3	Asst. Fire Chief	
			Task 6C.4	Asst. Fire Chief	

			Task 6C.5	Asst. Fire Chief	
	Objective 6D	48 months	Task 6D.1	DC Operations	
			Task 6D.2	DC Operations	
			Task 6D.3	DC Operations	
			Task 6D.4	Fire Chief	
			Task 6D.5	DC Operations	
GOAL 7			Objective 7A	Ongoing - Annually	Task 7A.1
	Task 7A.2	Fire Chief			
	Task 7A.3	Fire Chief			
	Task 7A.4	Fire Chief			
	Task 7A.5	Fire Chief			
	Task 7A.6	Fire Chief			
	Objective 7B	Ongoing - Annually	Task 7B.1	DC Operations	
			Task 7B.2	DC Operations	
			Task 7B.3	Asst. Fire Chief	
			Task 7B.4	Asst. Fire Chief	
			Task 7B.5	Asst. Fire Chief	
			Task 7B.6	Fire Chief	
	Objective 7C	Ongoing - Annually	Task 7C.1	Fire Chief	
			Task 7C.2	Fire Chief	
			Task 7C.3	Fire Chief	
Task 7C.4			Fire Chief		
Task 7C.5			Fire Chief		



Temple Terrace Fire Department

2026



**COMMUNITY
RISK
ASSESSMENT**

STANDARDS OF COVER

Temple Terrace Fire Department

Fire Chief Ian M. Kemp

January 2026

Introduction

Every day, elected officials, city managers, and fire chiefs make critical decisions about providing fire protection and emergency medical services. Increasingly, these leaders face pressure to deliver more with fewer resources. Local governments must justify any increase in expenditures by demonstrating a direct impact on service delivery. Historically, quantifying and justifying enhancements in fire-related services has been challenging due to the absence of standardized methods. The development of an assessment tool now enables objective evaluation of fire service performance.

This document outlines the foundation of the Community Risk Assessment: Standards of Cover (CRA-SOC) analysis, serving as a guide for service delivery and future growth. It explains the methodology behind emergency response objectives and details fire and non-fire risks within the community. The Temple Terrace Fire Department completed its first CRA-SOC in 2004, with periodic updates culminating in a full rewrite in 2020 and approval in 2021. In 2025, the accreditation team introduced several enhancements, including a three-axis risk calculation model and a comprehensive reorganization of the document.

The CRA-SOC provides data-driven insights to support decisions on deployment models, response strategies, staffing, and service levels. Like a strategic plan, it ensures that changes are grounded in real data. This dynamic document is updated as needed to maintain accuracy and optimize emergency service delivery.



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Executive Summary

The Temple Terrace Fire Department (TTFD) operates under the slogan of “Exceeding Expectations,” reflecting its commitment to continuous improvement in service delivery. To validate this commitment and assess community risk, TTFD developed the Community Risk Assessment and Standards of Cover (CRA-SOC). This document demonstrates the department’s focus on providing exceptional service to residents, visitors, and the broader community while ensuring resources are utilized effectively and efficiently.

Before creating this document, TTFD conducted a community-driven strategic planning process, gathering input from internal and external stakeholders to establish service goals and expectations. Demographic data and community-specific considerations were also analyzed to better understand local needs.

Through historical data analysis, TTFD identified four primary risk classifications within its jurisdiction: Fire Suppression, Emergency Medical Services (EMS), Technical Rescue, and Hazardous Materials (HAZMAT). Each classification was further categorized into four risk levels: Low, Moderate, Significant, and Maximum. Risk levels were determined using a 3-axis methodology that evaluates incident probability, community consequences, and agency impact. Using this data, TTFD allocated resources to meet community needs while adhering to industry standards and best practices.

To meet service level demands, the department established minimum personnel requirements for managing each type of risk and developed baseline and benchmark standards for apparatus and personnel deployment. These standards ensure that TTFD’s station locations and response models position resources strategically to deliver Fire Suppression, EMS, Technical Rescue, and HAZMAT services effectively and efficiently.

TTFD continuously monitors performance baselines and benchmarks to identify trends and variations. As conditions change, the department applies the methodologies outlined in this document to maintain alignment with community goals and deliver the highest level of service possible.





Description of the Community Served

City of Temple Terrace

Temple Terrace has proudly maintained its reputation as a premier residential community for over 100 years. Nestled along the scenic Hillsborough River, the city features beautiful neighborhoods, modern recreational amenities, and a historic golf course that winds through the community. Incorporated on May 28, 1925, Temple Terrace derives its name from the hybrid “Temple” orange and the surrounding terraced landscape. As one of the nation’s first master-planned golf course communities, the city offers a unique blend of historic Mediterranean Revival homes from the 1920s and contemporary residences along oak-lined streets.

Temple Terrace operates under a council-manager form of government, supported by a professional staff of more than 380 employees and numerous dedicated volunteers. The city serves a population of over 27,000 with a full range of municipal services, including street maintenance, planning and zoning, parks and recreation, library services, and general administration. Public safety is a top priority, with police, fire, and emergency medical services available 24/7 and average emergency response times under five minutes. In addition to tax-funded services, the city provides water, sewer, and solid waste collection, funded through user charges set by the City Council. Solid waste disposal is managed through a contract with the City of Tampa.

Residents enjoy abundant leisure and recreational opportunities. The Family Recreation Complex serves as the hub for community activities, offering a gymnastics studio, clay and hard tennis courts, a year-round aquatic center, and a fitness facility. Programs cater to all ages, from toddler splash pools to a dedicated senior center. The city’s public library provides extensive resources, while riverfront parks offer boating, fishing, and canoeing access to the Hillsborough River. The semi-private Temple Terrace Golf and Country Club features dining facilities, a pool with a cabana, and a historic course that winds through the city.

Strategically located in northeast Tampa Bay, Temple Terrace is positioned near Interstates 4, 75, and 275 and adjacent to the University of South Florida. Residents benefit from proximity to major employment centers, ensuring professional opportunities with minimal commute times. While the local economy is primarily service-based, additional employment growth is anticipated along the I-75 corridor. Combining convenience, natural beauty, and a strong sense of community, Temple Terrace continues to live up to its motto: “Amazing City. Since 1925.”

Area Description and Statistical Information

Governance

Municipality Incorporation Date—May 28, 1925

Fiscal Year—October 1 to September 30

Present Charter Adopted—May 5, 1978

Form of Government—Council-Manager

Terms of Office—Four-year staggered terms/two-term limit

Mayors Serving Temple Terrace since 1925: 20

City Managers Service Temple Terrace since 1925: 20

Property Tax Rate:

Property Tax Rate				
Fiscal Year	City Rate	County	School	Special District
2025	6.455	5.46	6.34	1.276
2024	6.455	5.602	5.388	1.287
2023	6.455	5.73	5.4	1.28
2022	6.455	5.73	5.487	1.329
2021	6.555	5.791	6.414	1.369
2020	6.555	5.791	6.414	1.369
2019	6.555	5.791	6.596	1.402
2018	6.955	5.791	6.596	1.402
2017	7.207	5.793	6.906	1.104
2016	6.955	5.734	7.247	1.523
2015	6.305	5.734	7.247	1.489
2014	6.43	5.796	7.609	1.54
2013	6.43	5.798	7.877	1.578
2012	6.15	5.799	7.913	1.583
2011	5.95	5.801	7.592	1.765
2010	5.283	5.803	7.692	1.789

Summary of Key Demographics for Temple Terrace

(Data from the 2025 U.S. Census Bureau Estimator)

Population Overview

- **Total Population (2025 Estimate):** 27,588.
- **Growth Rate:** The city is growing at approximately **0.56% annually**, with a total increase of **3.21%** since the 2020 Census.
- **Median Age:** 34 years.
- **Gender:** 50.5% Male, 49.5% Female.

Race & Ethnicity

- **White (non-Hispanic):** 49.0%.
- **Black or African American:** 19.8%.
- **Hispanic or Latino (of any race):** 19.0%.
- **Asian:** 7.7%.
- **Two or More Races:** 12.0%.

Economic Indicators (2023–2025)

- **Median Household Income:** \$65,756 (in 2023 dollars).
- **Per Capita Income:** \$38,847.
- **Poverty Rate:** 12.6%.
- **Unemployment Rate:** 4.6% as of August 2025.

Housing & Education

- **Homeownership Rate:** 48.9%.
- **Median Property Value:** \$306,200.
- **Educational Attainment:** 92.3% of residents aged 25+ are high school graduates; 43.2% hold a bachelor's degree or higher.
- **Foreign-Born Population:** 16.4%.
- **Average Commute Time:** 26.1 minutes.



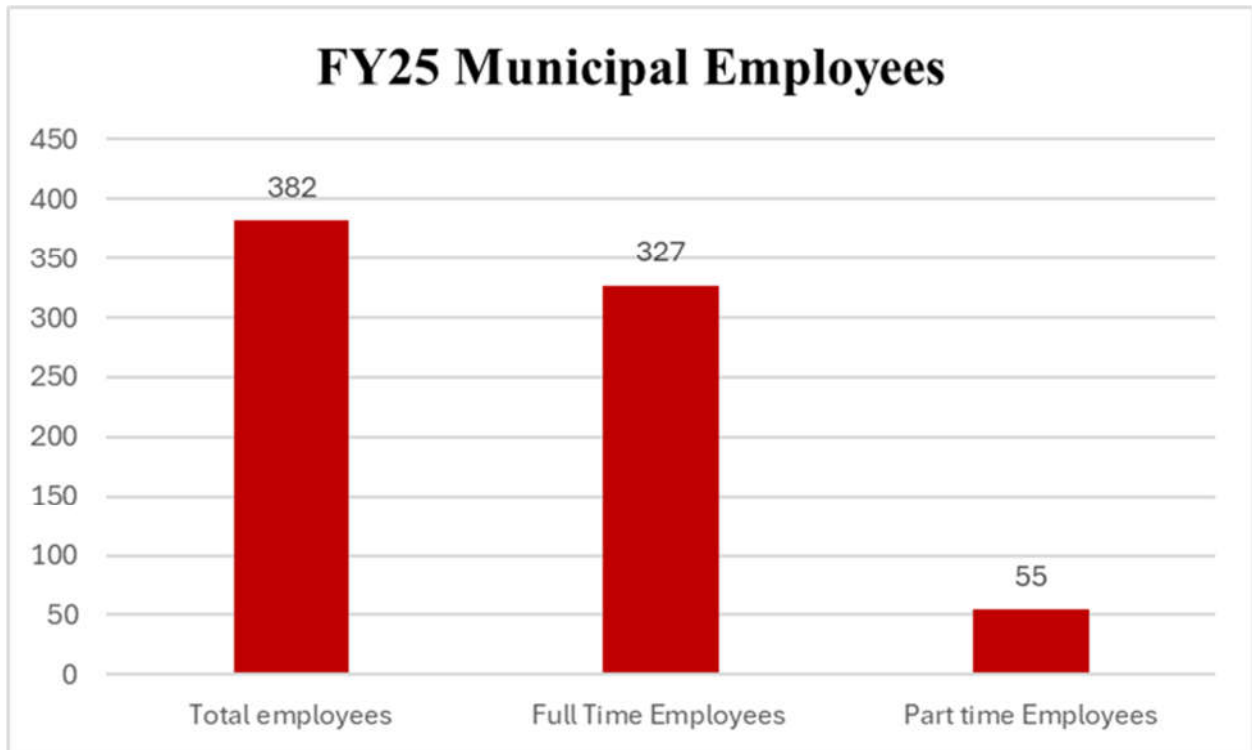
TEMPLE TERRACE

Amazing City. Since 1925.

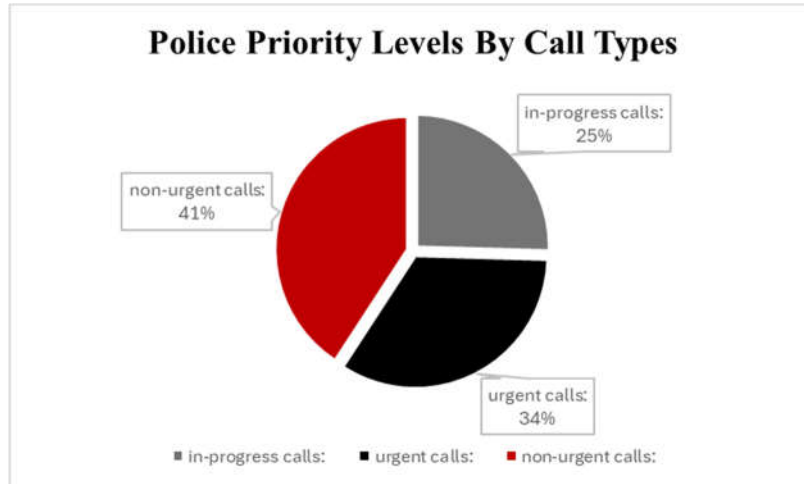
City Organization

City Facilities	
City Hall	11250 N. 56 th Street
Fire Station #1	124 Bullard Parkway
Fire Station #2	7772 E Telecom Parkway
Family Recreation Complex	6610 Whiteway Drive
Library	202 Bullard Parkway
Lightfoot Center	10901 N. 56 th Street
Public Works Complex	11210 N. 53 rd Street
Water Plant	6009 Whiteway Drive

FY 25 Municipal Employees



Police Protection



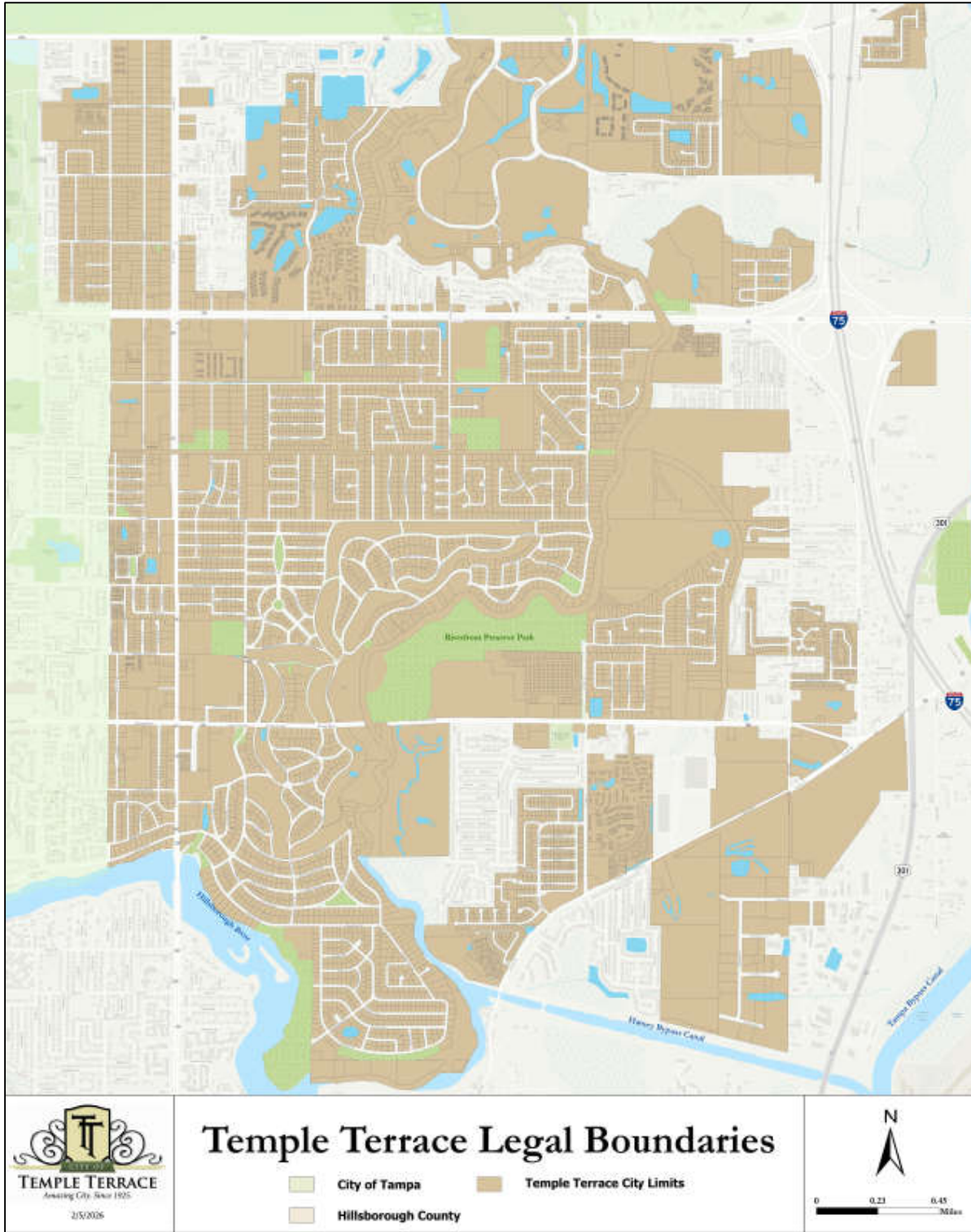
Police Protection				
Stations	Employees	Communication Personnel	Sworn Officers	Sworn offers per 1,000 population
1	73	13	58	1.99

Public Works / Utilities

Streets		
Paved Miles	Unimproved Miles	Lights
80.99	0	1,963

Water			Sanitary Sewers	
Miles of Main	Connections	Fire Hydrants	Miles of Mains	Connections
179.07	10,596	1346	134.75	7,245
Water Production			Storm Sewers	
1,590 million gallons			Miles of Pipelines	41.14

Community's Legal Boundaries



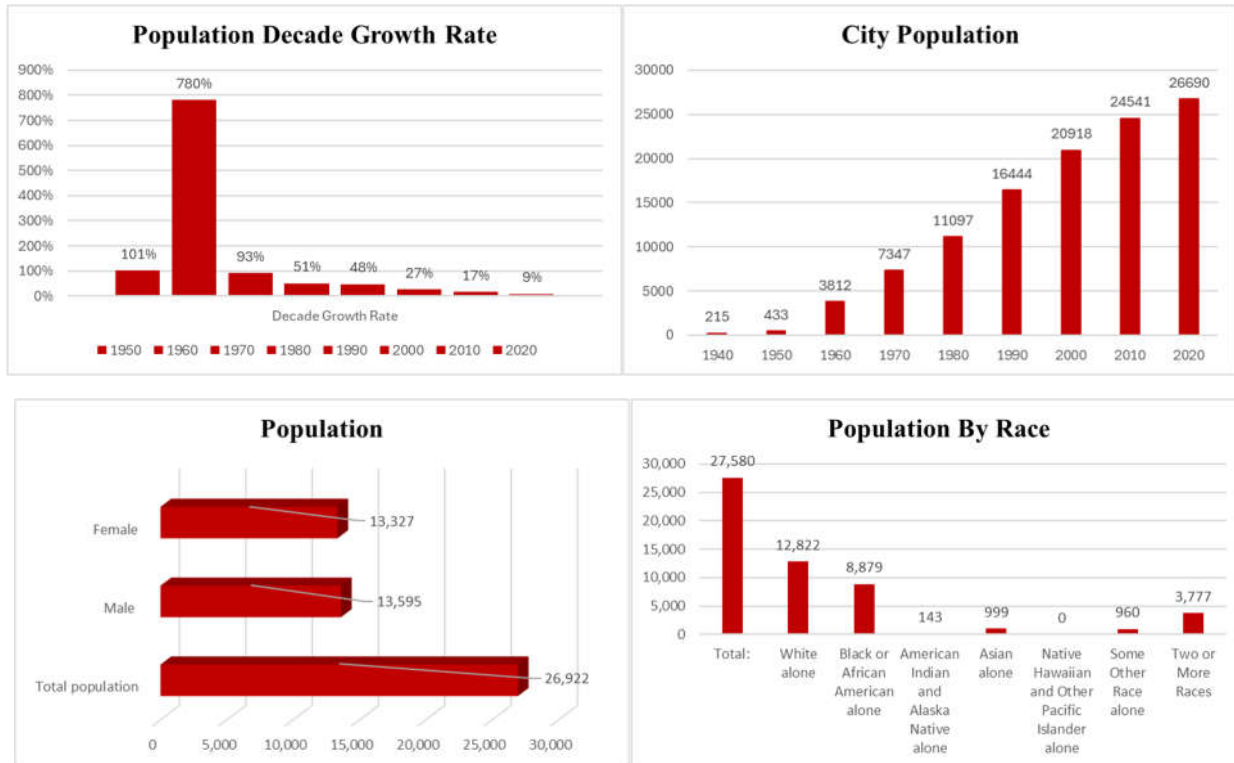
Community Considerations

Several jurisdictional factors affect TTFD’s response and performance. All of the factors below are considered when performing a community risk assessment and developing department response plans.

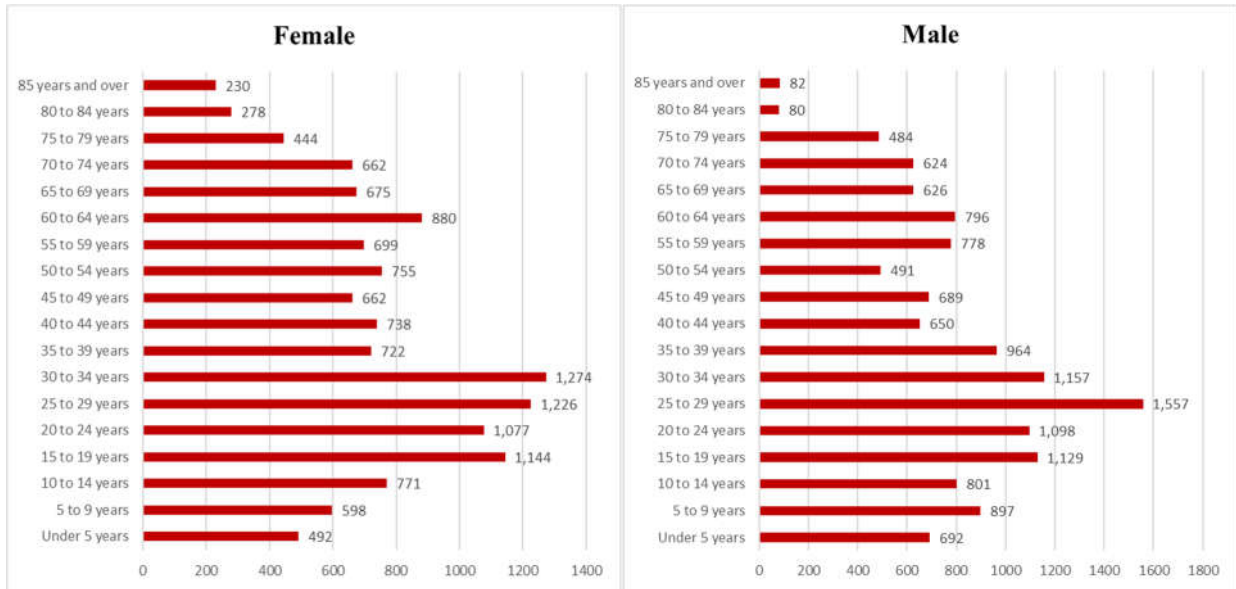
Population

Temple Terrace is a vibrant community characterized by a rich tapestry of cultural backgrounds and a strong sense of local identity. The city’s residential makeup is significantly influenced by its proximity to the University of South Florida, attracting a diverse mix of students, academic professionals, and young families who contribute to an energetic, forward-looking atmosphere. This academic influence is balanced by generations of long-term residents who take pride in the city's historic "small-town" feel and its reputation as a serene, tree-lined retreat within the larger Tampa Bay region. A notable portion of the population is foreign-born, bringing a wide array of international perspectives, languages, and cuisines, particularly from Arabic-speaking and Hispanic communities, to the local fabric. Ultimately, the people of Temple Terrace are defined by a shared appreciation for their unique riverfront environment, a commitment to maintaining a close-knit neighborhood spirit, and a growing professional sector engaged in knowledge-based and remote work.

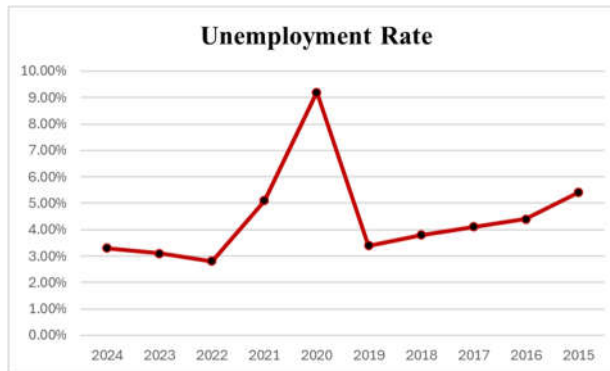
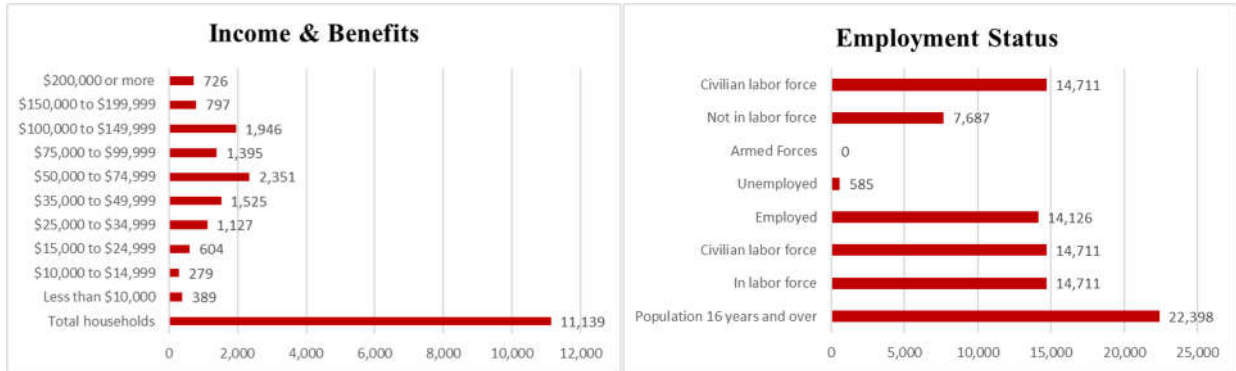
Demographic



Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

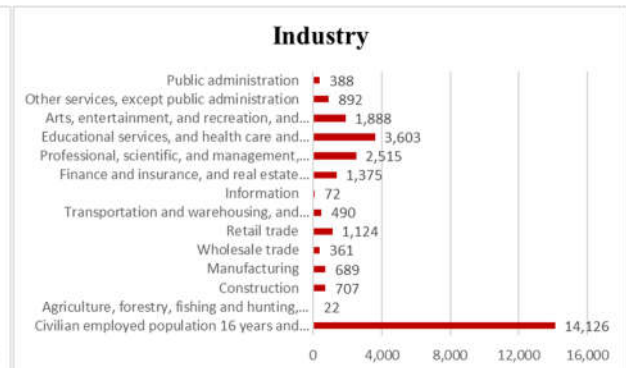
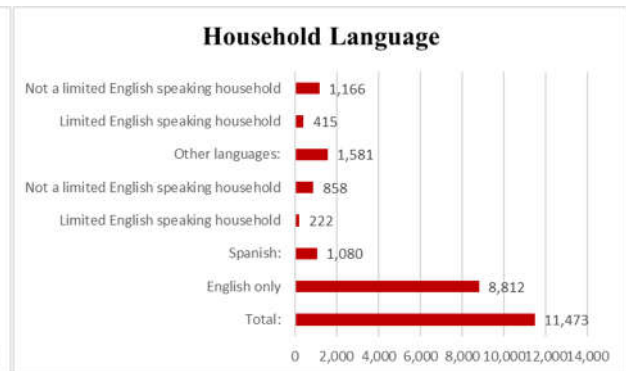
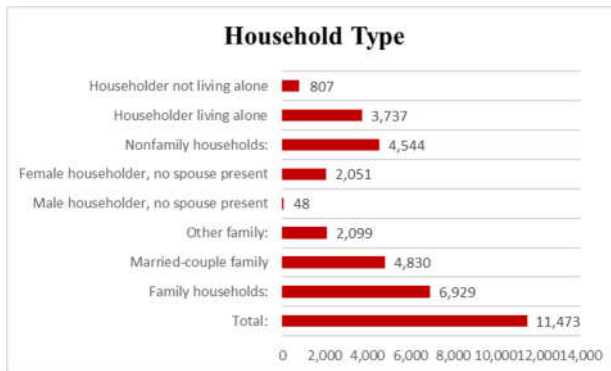
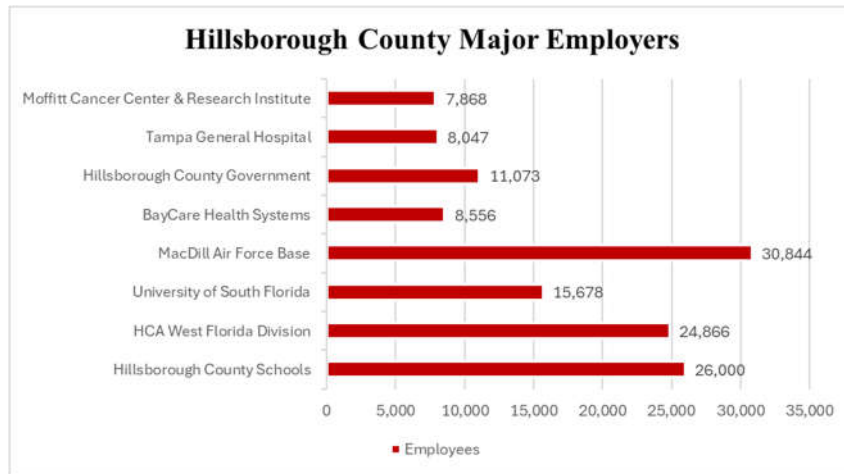


Socio-Economic

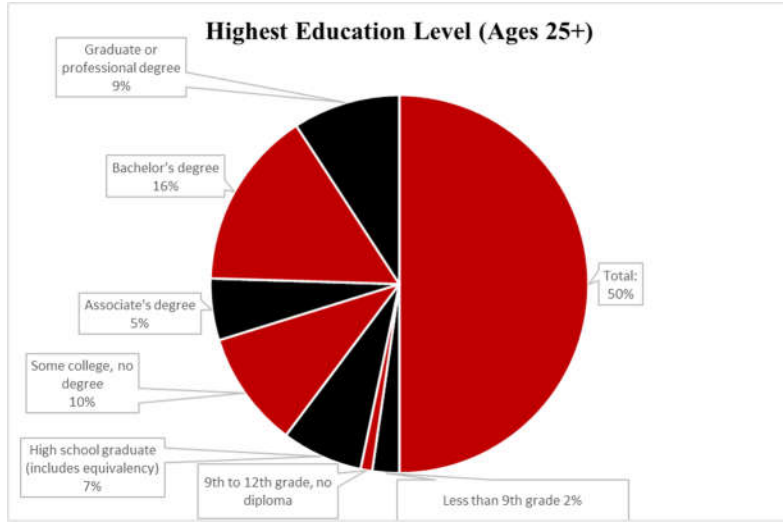
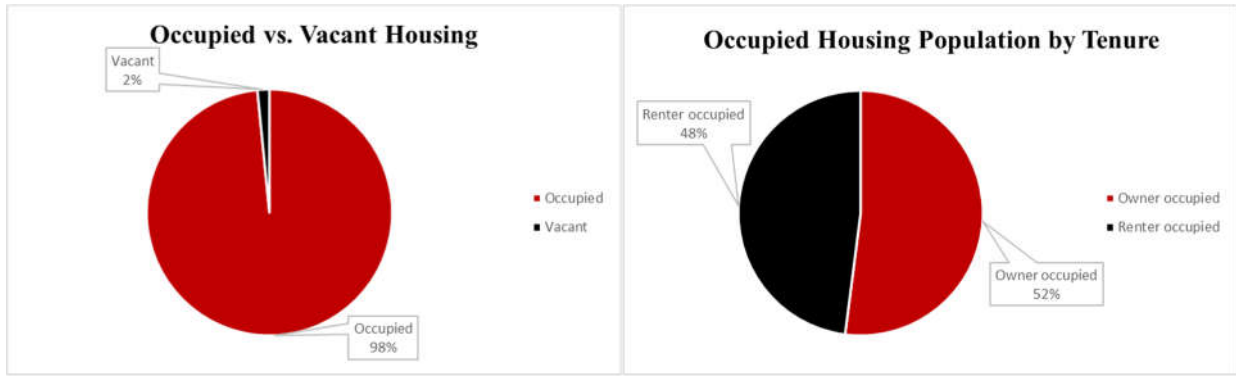


Community Insight

Temple Terrace Major Employers
Quest Diagnostics: Operates a "mega-lab," regional headquarters, and a national logistics/HR hub.
Florida Orthopedic Institute: A healthcare services institution specializing in orthopedics.
Verizon Communications: A large corporate presence in telecommunications.
Amazon: World's largest online retailer.
Chapters Health System: A non-profit healthcare organization.
Florida College: A private Christian college.
City of Temple Terrace: The local government and public services.

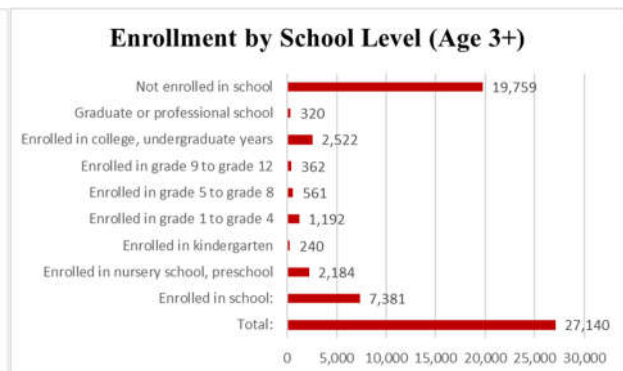
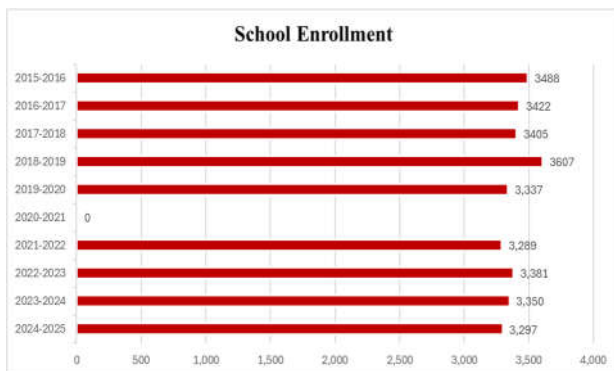


Temple Terrace Fire Department Community Risk Assessment: Standards of Cover



Public Education

Public Schools in Temple Terrace	Address
Lewis Elementary	6700 Whiteway Drive
Riverhills Elementary	405 S. Riverhills Drive
Temple Terrace Elementary	124 Flotto Avenue
Greco Middle	6925 E. Fowler Avenue
Woodmont Charter School	10402 N. 56th Street
Focus Academy	304 Druid Hills Road



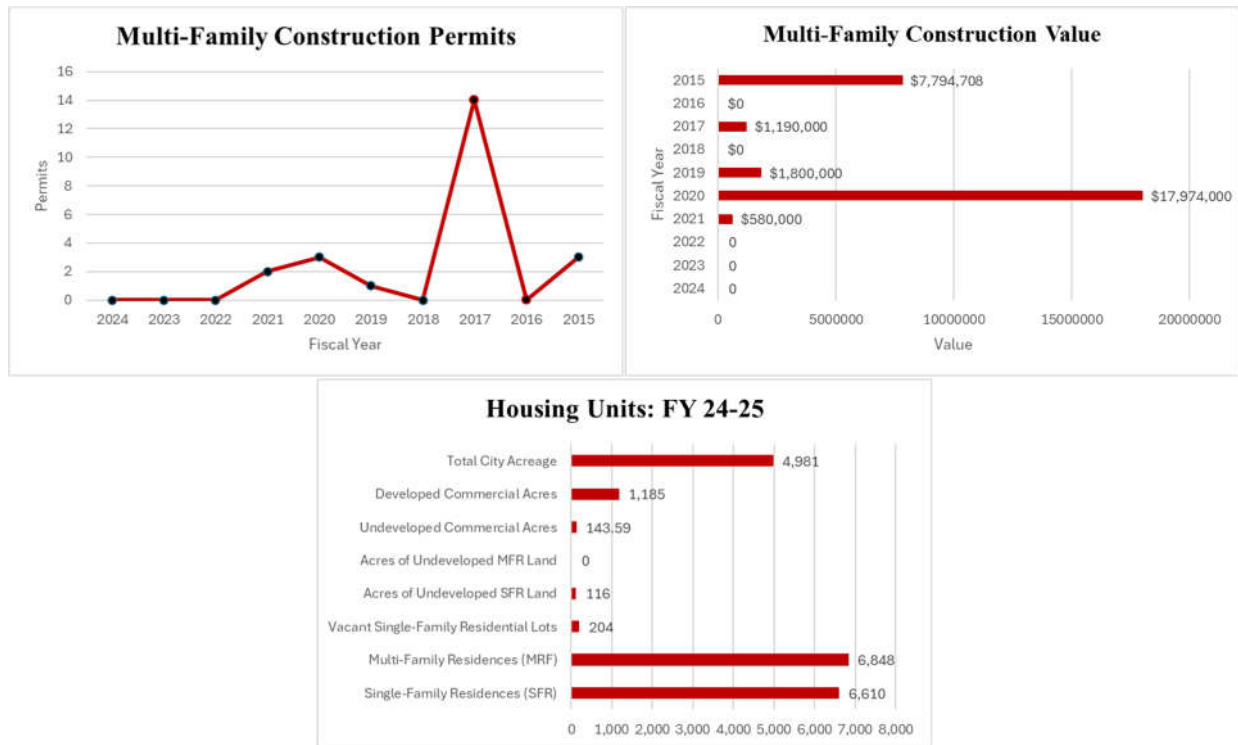
Growth and Development

The City of Temple Terrace is actively growing and developing. As a result, the city is pursuing annexation to the South and East of the existing boundaries. As Temple Terrace continues to annex these areas, response times and EMS incident volumes become a concern. In preparation for these challenges, TTFD will partner with Hillsborough County Fire Rescue to analyze the impact of potential annexation areas. Following an analysis, level of service reports will be created and submitted to executive staff members and elected officials for review. As part of the annexation plan, TTFD has identified areas in that region that will be an ideal location for expansion of the fire department. In addition, TTFD continues to financially plan for expansion via the annual budgeting process.

Furthermore, the city has made significant progress in developing the downtown area. The area known as “downtown” is located on the South end of the city. Over the last five years, the city has seen significant business growth, driven by the development of previously vacant lots and the redevelopment of older structures. Over the next five (5) years, this entire area of the City should experience continued development, which will have an impact on the number of businesses and visitors to this area.



Temple Terrace Fire Department Community Risk Assessment: Standards of Cover



Geospatial

As many of these adjacent communities were built, utility service agreements with the City of Temple Terrace were signed. At the time, the city required these communities to sign the agreement if they wanted to connect to the city water system. The agreement states that if these communities become contiguous with the City at any time, the City may choose to annex the property. TTFD has developed a comprehensive annexation plan to ensure staffing levels are maintained and adequate resources are available to provide coverage as property is annexed into the City.

Response grids within the incorporated City limits have adequate water supply, with most of the water supply being controlled and distributed by the City of Temple Terrace. The City has utility service agreements with several of the adjacent properties, which facilitate annexation as the properties become contiguous with the City limits.

One area on the Northwest side of the city is on the City of Tampa’s water distribution system. This area, known as Pleasant Terrace, was annexed into the city limits in 1999. The City of Tampa maintains this system and provides all required inspection and flow testing. TTFD receives hydrant service reports on a regular basis from the City of Tampa.

However, there are several areas to the South and East that are within the targeted annexation areas but are outside the City’s utility service area. These properties will create water supply issues as they are annexed into the City. Careful planning and preparation will be essential to ensure these newly annexed areas are provided with the same level of community protection as the rest of the City.

Transportation Network

Temple Terrace is defined by a series of critical arterial roads and state highways that connect the city to the broader Tampa Bay region. The city's transportation network is anchored by a central "downtown" intersection and surrounded by major thoroughfares that facilitate commuting to the University of South Florida and downtown Tampa.

North-South Thoroughfares

- The primary north-south corridor for the city is 56th Street, also designated as State Road 583. This roadway serves as the main commercial spine and connects the city from its southern boundaries near US 41 up to its northern limits.
- 56th Street (SR 583): Intersects with major east-west roads like Busch Boulevard and Fowler Avenue. It is the busiest local road and is often considered the "Main Street" of the community.
- US Highway 301: Located on the eastern edge of the city, this highway provides a major regional connection to I-75 and Brandon. It is a critical route for commercial traffic and regional transit.
- I-75: While not strictly a city street, this interstate runs along the city's eastern border, providing immediate regional access via interchanges at Fowler Avenue and Fletcher Avenue.

East-West Thoroughfares

- Temple Terrace is bisected by several key east-west roads that link it to interstate highways and neighboring areas of Tampa.
- Busch Boulevard / Bullard Parkway (SR 580): This road is a vital link to I-275 and Busch Gardens to the west. Within the city limits, it is known as Bullard Parkway and serves as a primary gateway to the historic residential areas.
- Fowler Avenue (SR 582): Running along the northern portion of the city, Fowler Avenue is a major commuter route that connects Temple Terrace directly to the University of South Florida and I-75.
- Fletcher Avenue (CR 582A): This is another significant east-west corridor on the northern edge, often used as an alternative to Fowler Avenue for accessing the northern parts of the USF campus and nearby medical districts.
- Temple Terrace Highway (CR 580): Extending east from the city center, this roadway connects Bullard Parkway to Harney Road and US 301.

Strategic Intersections

- The "heart" of Temple Terrace is widely recognized at the intersection of 56th Street and Bullard Parkway, which serves as the hub for city administration and local commerce.
- Other high-traffic activity centers include the intersections of 56th Street with both Fowler and Fletcher Avenues.

Bus Routes

HART Line Bus Routes Servicing Temple Terrace
Route #6
Route #33
Route #39
Route #48

To mitigate traffic-related delays, the Temple Terrace Fire Department (TTFD), in partnership with the Department of Transportation, has implemented the Opticom preemption system. This technology enables emergency vehicles to control traffic signals when responding to incidents or transporting patients to local hospitals. All signalized intersections within city limits are equipped with Opticom devices, and authorized emergency vehicles utilize the system to ensure timely response and patient transport.

Traffic calming measures such as speed bumps or humps can add 10 to 15 seconds per bump to emergency response times. For this reason, TTFD opposes their use, as they negatively impact fire apparatus response times. The department continues to collaborate with the City's Engineering Department to identify alternative traffic-calming strategies that do not impede emergency vehicles.

Emergency medical service delivery is influenced by hospital locations. While AdventHealth Tampa is the closest facility, patients may choose their preferred hospital, provided it is not on bypass and can meet their medical needs. Some hospitals in Hillsborough County are up to 45 minutes away, which can affect rescue unit availability within Temple Terrace when transporting patients to distant facilities.

TTFD also monitors major roadways and the transport of hazardous materials near the city. Interstate 75 borders Temple Terrace to the east, while Interstate 4 runs east-west across Florida. Both serve as primary routes for the transport of hazardous materials to and from the Port of Tampa. Although these highways fall outside Temple Terrace's jurisdiction, TTFD responds in coordination with Tampa Fire Rescue and Hillsborough County Fire Rescue to incidents along these critical corridors.

Topography Considerations

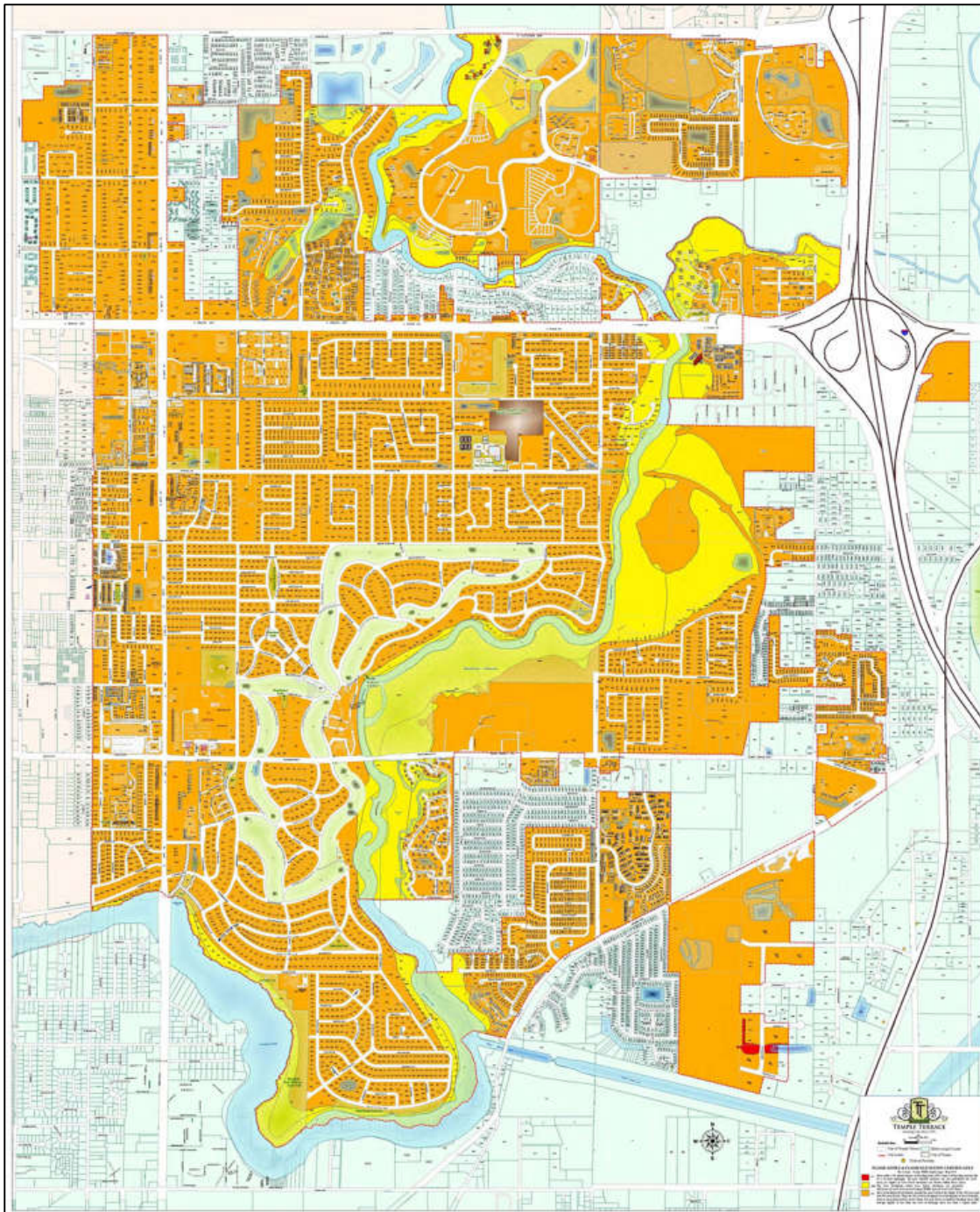
The topography of Temple Terrace is defined by its rolling terrain and its intimate relationship with the Hillsborough River, which carves along the city's eastern and southern boundaries. Temple Terrace sits on a slightly elevated limestone shelf, featuring elevations that generally range from 20 to 50 feet above sea level. This subtle rise creates a landscape of mild slopes and well-drained sandy soils, ideally suited for the lush canopy of majestic sand live oaks and longleaf pines that characterize the area. The river's presence has historically shaped the land, carving out low-lying floodplains and scenic bluffs that offer a distinct contrast to the more uniform geography of neighboring Tampa, providing the city with a unique, "old Florida" woodland aesthetic.

The City of Temple Terrace is built around a private golf course and a section of the Hillsborough River. The river runs through the heart of Temple Terrace and is used frequently by boaters,

fishermen, and other outdoor recreational activities. The Temple Terrace Police Department is responsible for the patrol and enforcement of applicable laws and ordinances on the river.

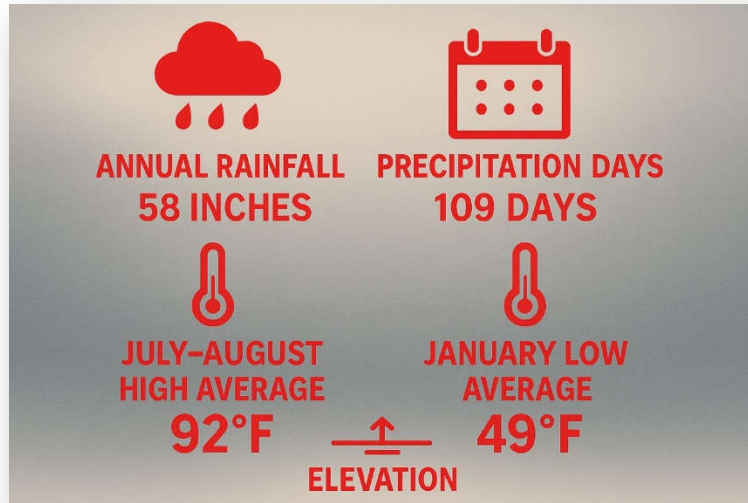
There is limited potential for flooding in the area due to river water levels. This is due to a large man-made bypass canal that assists in controlling water flow in the river. Due to the river segmenting of the jurisdiction, emergency response time and routes can be challenging in specific areas of the jurisdiction.

Temple Terrace Flood Zone Map



Environmental Considerations

The City experiences several climatic conditions that affect emergency response and scene stabilization. Florida is known for its hot and humid climate. This creates a large hazard to firefighters attempting to manage various emergencies in the middle of summer. The heat index can exceed 100 degrees on a regular basis. As firefighters don personal protective clothing and begin to work in this environment, heat emergencies become a major factor. Incident commanders must continually monitor personnel and request additional staffing as needed to ensure personnel have adequate rehabilitation time.



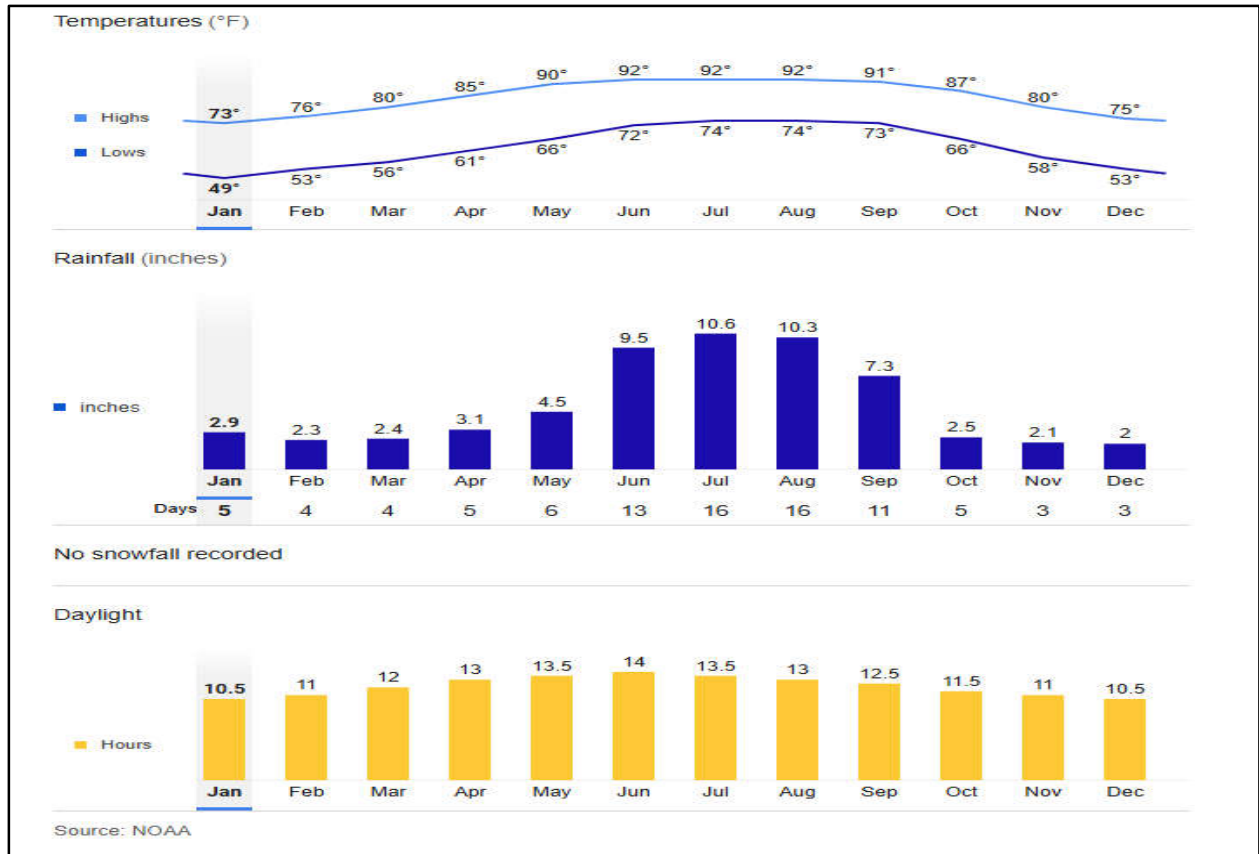
Hurricanes, tropical storms, and lightning also impact operations within TTFD. TTFD has a detailed Comprehensive Emergency Management Plan (CEMP), Continuity of Operations Plan (COOP), and Communication Plan to assist in responding during and after times of adverse weather. TTFD also uses a comprehensive suite of software to assist in decision-making as the conditions present throughout the season.

Hurricanes Causing Significant Damage to Tampa Bay Region
Hurricane Milton (2024): A major hurricane that caused widespread wind damage and power outages in the region.
Hurricane Ian (2022): Caused significant impacts to the area, despite a more southerly landfall.
Hurricane Irma (2017): Caused widespread power outages and significant flooding.
Hurricane Charley (2004): Caused extensive damage across the region.
1935 Labor Day Hurricane: Passed near the area, producing high winds and a damaging surge.
1921 Tampa Bay Hurricane: Category 3 storm that hit near Tarpon Springs, creating a 10.5-foot surge.
1848 Tampa Bay Hurricane: Caused the highest storm surge in local history.

EMS plays a big role in managing the climatic factors Florida experiences each year. Rescue units are assigned to establish a rehabilitation area during significant incidents, when required. Adequate rehabilitation of personnel is essential to maintain a safe workforce. In addition, EMS

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

crews must be effective in managing all types of climate-related emergencies. Heat exhaustion, heat stroke, and lightning strikes are among the top concerns.



Description of Agency, Programs, and Services

Temple Terrace Fire Department History

1928	Position of Fire Chief created June 18, 1928
1928	E. A. Fisher appointed Fire Chief.
1932	H. G. Harris appointed Fire Chief.
1934	Purchased first Fire Truck.
1938	Purchased 300 feet of fire hose.
1942	Basil Brook appointed Fire Chief.
1944	Basil Brook reappointed Fire Chief. A. M. Schanz appointed Fire Marshal.
1947	H. P. Wardwel appointed Fire Chief.
1959	William McEwen appointed Fire Chief.
1961	First "Fire Prevention Code" adopted by the city.
1964	G. E. Thayer appointed Fire Chief.
1965	Jay Blackburn appointed Fire Chief.
1970	James Bailey appointed Fire Chief.
1972	Richard Daniel appointed Assistant Fire Chief.
1974	Hired eight paid firefighters.
1976	First FD Secretary hired – Terry Rackley.
1977	Offered the first CPR classes.
1978	Purchased first aerial fire truck. Dedicated the Bullard Parkway Fire Station #1.
1982	City of Temple Terrace Public Library Fire.
1984	Forest Park house fire resulted in two deaths.
1986	Dedicated Telecom Parkway Fire Station #2.
1989	Basic Life Support (BLS) transport service.
1990	9-1-1 went on-line. Received Advanced Life Support license.
1991	Held first Fire Department Open House.
1995	Fire Chief James Bailey retired. Clyde E. Hiers appointed Fire Chief. International Association of Firefighters (IAFF) 3582 approved.
1996	John L. Donahue appointed Assistant Fire Chief. Fire Department became sole provider of ambulance service. Developed first Trauma Transport Protocol. Firematics Team won National Firematics Team Championship. City Council approved Insurance Billing Representative position.
1997	Former Fire Chief James Bailey passed away. New fire department ambulance is placed in-service. Fire Department implemented personnel accountability system. Department is first in Tampa Bay to implement use of 12-lead cardiac monitors.
1998	Opticom traffic control system purchased and installed. New fire department brush truck placed in-service. Assisted Flagler County during the Florida Wildfires.
1999	Purchased Pierce ladder truck using Community Investment Tax. Fire Department modified radio system and installed a repeater system. City Council approved EMS Supervisor position.
2000	Fire Department purchased new Wheeled Coach Ambulance. Purchased new self-contained breathing apparatus. Assisted Tampa Fire Rescue with historic Ybor



Original Firehouse

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

- 2001 City Block Fire. Purchased new cascade system and compressor reducing reliance on Hillsborough County. Fire Department purchased new Pierce fire engine. David Becker appointed to Division Chief – Risk Reduction. Keith Chapman appointed to Division Chief – Personnel Development.
- 2002 Fire Department developed and City Council adopted the Strategic Plan. Purchased new Pierce ambulance. Fire Department implemented Chaplaincy Program.
- 2003 New Pierce Ambulance placed in-service. Fire Department Honor Guard is created.
- 2004 Gail Garnier joined Fire Department with Residential Housing Program. City prepared and responded to Hurricanes Charley, Frances, Jeanne, and Ivan. Council adopted Fire Department Standards of Response Coverage. Purchased new Pierce Fire Engine. Coordinated City-wide Continuity of Operations Plan. Purchased infrared cameras with donation from Junior Woman’s Club donation.
- 2005 City Council approved Rental Housing Permit Program. New Pierce Fire Engine is placed in-service in September. Fire Department filed as a candidate with Commission on Fire Accreditation International, Inc., assessment scheduled in 2006. City prepared and responded to Hurricanes Rita, and Wilma. Fire Department responded with three teams of personnel to Mississippi as a result of the devastation from Hurricane Katrina. Medical Director Dean Christensen responded to India in January to provide medical assistance to December 26, 2004 tsunami victims.
- 2006 Assistant Chief / Accreditation Manager John Donahue retired after 10 years of service. Division Chief Keith Chapman appointed to Assistant Chief position. The Fire Department received Accredited Agency Status from the Commission on Fire Accreditation International. Department was evaluated by Insurance Services Office (ISO) and improved the performance classification from a Class 4 to a Class 3 fire department.
- 2007 Training Officer position created as part of strategic goals and objectives. Captain Phillip Armiger promoted to Operations Chief. Fire Chief Ernie Hiers retires after 25 years of service. Assistant Chief Keith Chapman appointed as Fire Chief. Assistant Fire Chief position filled by Ian Kemp, a Battalion Chief from Fort Lauderdale Fire Rescue.
- 2008 Fire Inspection position created secondary to annexation and workload analysis. Fire Department awarded 2008 SAFER Grant to hire six (6) firefighters to bring staffing on engine company up to four (4).
- 2009 2009 Pierce “PUC” Quantum purchased. Rebranding of the Fire Department including patch, emblem, and color scheme on apparatus. Portable sonograms added to rescue units following analysis of elderly patients and blunt trauma. Temple Terrace first in the Southeast United States to bring sonogram technology to the prehospital care environment.
- 2010 CPSE used to facilitate new strategic plan for Fire Department. After long vacancy, Assistant Medical Director position filled by Dr. Brooke Shepard. Part-time Insurance Billing Representative hired after volume and cost/benefit analysis. 2010 Medtec rescue unit purchased.
- 2011 Department purchased and began utilizing Visinet Mobile and AVL closest unit response technology. Turnout timers were installed at Fire Stations 1 & 2. Division

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

- Chief of Risk Reduction Dave Becker retires after 35 years of service, and Andrew Muzzy promoted to Division Chief of Risk Reduction.
- 2012 Hurricane Master garage doors were installed at Fire Station 2 in an ongoing effort to fortify facilities for severe weather events. New Braun Super Chief Type 1 Medium Duty Ambulance was purchased. Comprehensive Emergency Management Plan (CEMP) was updated. Fire Department and Police Department partner to develop a SWAT Medic program. 4 Firefighters are put through the police academy.
- 2013 Hurricane Master garage doors were installed at Fire Station # 1. D. Shane Samon promoted to Division Chief of Risk Reduction. Migrated to Hillsborough County 800 MHz radio system creating first county-wide integrated communication system.
- 2014 Department implements Sonosite Ultrasound program. Obtained grant for purchase and implementation of Lucas 2.2.1 Chest Compression System. Security Cameras were installed at both Fire Stations. Ebola protocol and training developed and implemented. Fire Chief Keith Chapman led the effort to develop a city-wide strategic plan titled “Your City. Our Future.” Telecom Parkway extension was opened for public use reducing response time to the Fowler Ave / Morris Bridge Road area. Department was evaluated by Insurance Services Office (ISO) and improved the performance classification from a Class 3 to a Class 1 fire department.
- 2015 Aeroclave disinfecting device purchased and implemented into daily operations. Purchased a new Braun Super Chief Type 1 Medium Duty Ambulance. Division Chief of Operations Phillip Armiger retires after 30 years of service, and Division Chief D. Shane Samon appointed Division Chief of Operations. Dale Deleacaes hired as Division Chief of Risk Reduction.
- 2016 Fire Chief Keith Chapman retires after 20 years of service. Assistant Fire Chief Ian M. Kemp is appointed to Fire Chief on May 2, 2016. Division Chief of Operations Shane Samon is promoted to Assistant Fire Chief. Captain Scott Murley is promoted to Division Chief of Operations. 2016 Pierce Quantum 75ft ladder truck is purchased and put into service to replace current Ladder 21 unit.
- 2017 Fire Inspector Michael Hagewood is promoted to Division Chief of Risk Reduction. Fire Station 1’s Classroom/EOC receives major A/V and technology enhancements. City purchases and implements a new CAD system to be used by the Police Department and Fire Department. Fire Station 2’s Adaptive Response Team is modified based upon accreditations recommendations. All SBCAs are replaced with new MSA G1 SCBAs. Target Solutions is purchased and implemented to enhance fire and medical education, as well as training documentation.
- 2018 Engineer Joe Cable is promoted to Training Officer. Fire Department moves billing process and procedures to an external agency, which ensures more effective and efficient collection of revenue for medical services that are provided to the community. Brush 21 is removed from service. New personnel accountability system is purchased and implemented within the incident command system.
- 2019 Fire Department and Police Department partner to develop and implement a city-wide active shooter response plan. The Fire Department purchases and implements ballistic gear for all front-line fire personnel. Unit numbering identifiers are transitioned from a 2-digit number to a 1-digit number (Example: Engine 11

- became Engine 1). Fire Station 2's rescue is staffed full-time based upon accreditation recommendations. 2019 Pierce Enforcer Engine is purchased and replaces current Engine 1 apparatus. The engine is designed and developed as the first "Clean Cab" unit of the department. The rest of the fire apparatus are retrofitted to focus on the "Clean Cab" concept. There is major focus on cancer awareness within the fire service across the state. The department develops and implements post fire decontamination policies and procedures. Two sets of bunker gear are issued to each line firefighter to allow for proper decontamination of gear after a fire.
- 2020 New carcinogenic particulate blocking hoods are purchased for all front-line firefighters. New Logistics Captain position is developed and implemented. Captain Nick Weidner becomes the first Logistics Captain. The country, state, county, city, and department experience major impacts from the world-wide COVID-19 pandemic. Fire Department performs "birthday drive-bys" as a way to positively impact the community. New 4-year Strategic Plan is developed and implemented. New Braun Rescue purchased and put in service to replace Rescue 1's unit. The department keeps the replaced rescue and will maintain 5 rescue units moving forward (3 front line units and 2 reserve units), to assist with unit out-of-service time and possible future expansion.
- 2021 COVID-19 federal and state guidelines are continually changing, causing a significant impact to the daily operations of the fire department. The department completely redevelops the Community Risk Assessment: Standards of Cover document. The city completes the "Davis Road extension" near the Amazon property, providing a shorter route to the industrial park in the southeast area of the city. The department implements the Rescue Lieutenant position and adds three additional personnel to staff 3 Rescues full-time (2 Rescues at Station 1 and 1 Rescue at Station 2).
- 2022 ISO evaluated the fire department and once again issued a Public Protection Classification (PPC) grade of "Class 1 Fire Department". Department implements the Reactive Response Deployment (RRD) model at St. 2. When staffing permits, this allows St. 2 to deploy a ladder and an engine (in lieu of the St. 2 Rescue) to structure fire events. With funding assistance from the state, the department implements a Narcan Distribution Program to combat statewide narcotic overdose issues.
- 2023 New Battalion Chief position is developed. 2 FTEs are added and 1 Logistics Captain position is reclassified to implement a total of 3 new Battalion Chief positions. Captains Michael Schaer, Andrew Muzzy and Michael Brown all promoted to Battalion Chief. This leads to significant promotional opportunities in all positions below the BC. The city is awarded a significant state funding grant to build the city's first standalone Emergency Operations Center. The department moves from Lifepak 12's to Lifepak 15's with significant technological enhancements. The department implements a new complex record management system called FireWorks. This software includes incident management, incident documentation, staffing, incident preplanning, hydrant maintenance, commercial inspection, resource management / documentation, and business intelligence (data

reporting). The city purchased new CAD Software for the Communications Division, which leads to enhancements in dispatch and deployment of resources to emergency incidents.

2024

The department invests in a complex and robust narcotic management system. The department experiences the tragic off duty loss of Lt. Burton. The department focuses on Behavior and Mental Health resources for staff. Tampa Bay region and the city experiences significant damage from Hurricane Milton which made landfall just south of Tampa Bay. Housing Compliance Officer Leonard Valenti retires. The Housing Compliance Officer position is reclassified to Fire Inspector and Administrative Assistant Rebecca Zarella is promoted to Fire Inspector

2025

Temple Terrace celebrates its 100th year anniversary as a city. The department secured a local mitigation grant to replace the roofs, windows, and doors at both fire stations, creating hardened facilities. The department was awarded a UASI grant in 2023 and received the funding in 2025 to purchase and replace all of the fire department's portable radios. A new 5-year strategic plan developed and implemented. Battalion Chiefs Andrew Muzzy and Michael Brown retire. Captains Joseph Cable and Christopher Damico are promoted to Battalion Chief. Lieutenant Xavier Miranda is promoted to Training Captain.



Organizational Chart



Mission Statement

To remain an extraordinary community-driven department committed to the preservation of life and property through dedicated service to our citizens, members, and visitors.

Core Values

Compassion,
Professionalism,
Respect &

are the core values which represent our ethical principles and commitment to integrity that drive decision-making and support our mission.

Community Priorities, Expectations, and Organizational Goals

In 2025, Temple Terrace Fire Department (TTFD) initiated its 5th version of the strategic plan. This Strategic Plan sets forth a comprehensive vision and mission statement that provides the agency with a clear path into the future. Through the process of strategic planning, TTFD ensures community stakeholders have a chance to share input, which assists the agency in developing priorities, expectations, and performance goals.

Community Priorities

In order to dedicate time, energy, and resources to services most desired by its customers, TTFD needs to understand what the customers consider to be their priorities. The Community's service priorities are based upon a community stakeholder survey performed during the recent strategic planning process. The ranking system represents the collective prioritization of the department's programs and services by the community.

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

PROGRAM SERVICES	RANKING	Total Score
Emergency Medical Services	1	56
Fire Suppression	2	83
Technical Rescue	3	88
Fire Investigation	4	108
Fire Prevention	5	120
Domestic Preparedness planning and Response	6	130
Hazardous Materials Mitigation	7	131
Public Fire/EMS Safety Education	8	149

Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. To develop this understanding, community stakeholders were asked to participate in a survey during the strategic planning process. The responses below were a result of each stakeholder providing their top three prioritized expectations of the fire department. The responses are listed according to the collective priority of the surveyed community and denote the number of times that expectation was mentioned by a respondent.

Customer Expectations	Responses
Rapid response to emergency incidents	35
Adequate fire suppression services	11
Professionalism	10
Experienced and knowledgeable staff	10
Highly trained and competent EMS professionals	9
Public education is provided to the community	7
Continuous training and advanced training of staff	6
Safety and health of the community	5
Disaster preparedness and response	4
The capability of handling technical rescues	2
Confidence and reassurance in the fire department	1
Sharing data and outcomes with the community	1
Rapid notification of emergency incidents in the community	1
Adequate facilities and equipment	1
Transparency with the community	1

Community Driven Organizational Goals

Goals and objectives are imperative for enhancing strengths, addressing identified weaknesses, providing individual members with clear direction, and addressing the concerns of citizens.

Goals and objectives are management tools and should be updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

By carefully following these goals and objectives, TTFD can be directed toward its desired future. These established goals and objectives should also greatly reduce the number of obstacles and distractions for the organization and its members. The agency has identified 7 strategic goals that will help guide the organization:

1. Develop, implement, and enhance essential services that support fire department operations and ensure exceptional emergency service delivery to the community.
2. Enhance and sustain a workplace environment that promotes the health, safety, and overall wellness of department personnel through targeted initiatives, programs, and policies.
3. Enhance and institutionalize effective communication strategies that engage stakeholders, highlight community needs, and promote the department's mission through multiple communication channels.
4. Develop and implement strategic initiatives to attract, hire, and retain high-quality employees who reflect the diversity and values of our department and community.
5. Foster organizational development through the enhancement of department personnel.
6. Ensure modern, safe, and fully optimized facilities and resources that support personnel development, operational readiness, and overall firefighter safety.
7. Improve service delivery to our community by creating and enhancing various partnerships that support the fire department's mission.



Services Provided

Service Delivery Programs

Fire Suppression

Temple Terrace Fire Department (TTFD) provides all structural and nonstructural fire suppression to the City of Temple Terrace. The agency operates an adequate, effective, and efficient fire suppression program, directed toward controlling and/or extinguishing fires to protect people from injury or death and reduce property damage. TTFD covers approximately seven square miles of property with 2 stations, 48 Firefighters, 3 Battalion Chiefs, 4 Chief Officers, 1 Training Captain, and 1 Fire Inspector. All personnel identified here are issued proper Personal Protective Equipment (PPE) for structural firefighting and will respond to fire suppression incidents when on duty. TTFD's initial response to fire suppression incidents is based upon deployment criteria developed in this document. Fire suppression apparatus are equipped with all necessary equipment to perform fire suppression activities. In addition, TTFD has mutual aid agreements with Hillsborough County Fire Rescue (HCFR) and Tampa Fire Rescue (TFR) to provide additional equipment and personnel needed to meet the initial response to a fire suppression incident.

Emergency Medical Services

TTFD provides all first response, BLS, and ALS services within the City of Temple Terrace. All TTFD apparatuses are staffed with paramedics and are capable of providing both Basic and Advanced Life Support Services. The agency also provides all BLS and ALS level transport to local emergency departments. All TTFD personnel are required to become Florida State-certified Paramedics within two years of their date of hire. In some cases, personnel are hired with this certification. All rescue units are staffed with two (2) paramedics, and fire apparatus have a minimum of two paramedics assigned to them. In addition, these services are provided to the City of Tampa and the unincorporated area of Hillsborough County upon request, pursuant to our mutual aid agreements.

Technical Rescue

TTFD provides first response and initial incident stabilization for all rescue incidents within the City of Temple Terrace, including all minor and moderate vehicle extrication calls. TTFD apparatuses are outfitted with appropriate equipment to provide basic operational and stabilization activities for technical rescue-related incidents. For example, each fire apparatus is equipped with extrication tools, including spreaders, cutters, rams, hand tools, and cribbing equipment. Historically, TTFD handled 99% of all patient extrication incidents. TTFD does not operate a Technical Rescue Team, nor provide technician-level operations. When a rescue incident's complexity has surpassed the equipment availability for TTFD, additional specialty rescue apparatus and services are provided by TFR and HCFR through mutual aid agreements.

Hazardous Materials

TTFD personnel respond to all hazardous materials (HAZMAT) incidents within the City limits and provide initial response and incident stabilization. TTFD personnel are trained at the

operational HAZMAT level and are capable of identification, stabilization, and assisting with mitigation strategies. All fire suppression apparatuses are equipped with the tools and equipment necessary for initial response. TTFD does not operate a Hazardous Materials Response Team, nor does it provide technician-level operations. All technician-level operations are handled by TFR and HCFR through mutual aid agreements.

Community Risk Reduction

TTFD provides several Community Risk Reduction functions to the community, including, but not limited to, new and existing building plan reviews, annual commercial fire inspections, community fire safety code enforcement, residential rental housing inspections, and public safety education.

Service Delivery Program Transitions

Due to the City of Temple Terrace's geographic size and unique location, delivering emergency services with minimal reliance on mutual aid agencies has historically posed significant challenges. Over the years, through innovative staffing strategies and rigorous analysis of call volumes, response locations, resource deployment models, and related studies, the Temple Terrace Fire Department (TTFD) has successfully reduced both the frequency and extent of its dependence on external agencies. This section highlights four major areas of service delivery where TTFD has implemented transformative changes.

Emergency Medical Services (EMS)

TTFD was established in 1925 as an all-volunteer fire department and, like most agencies in the region at that time, did not provide EMS coverage. Emergency medical services were initially managed by Hillsborough County EMS. As community needs evolved, TTFD began assisting Hillsborough County EMS by providing manpower on medical calls, with ambulances operating out of Temple Terrace Fire Station #1.

As medical call volumes increased and community expectations exceeded Hillsborough County EMS's capabilities, TTFD initiated first-response EMS services. In 1989, the department advanced further by introducing Basic Life Support (BLS) transport services. Shortly thereafter, TTFD began planning for Advanced Life Support (ALS) capabilities, including cross-training personnel as paramedics and contracting with a medical training consultant. Upon completing training, TTFD entered into a dual-response agreement with Hillsborough County EMS, and by 1996, TTFD became the sole EMS provider for the community.

Since then, TTFD has achieved significant advancements in prehospital care. Notably, TTFD was the first department in Central Florida to implement prehospital 12-lead EKG and Cardiac Alert notification protocols. Through innovative programs that have since become the standard of care across Hillsborough County and the State of Florida, TTFD has positioned itself as a leader in EMS delivery. Protocols and training programs are continuously refined to meet the community's expectations for the highest level of care.

Staffing Innovations

As community expectations grew and the need to reduce reliance on mutual aid became evident, TTFD adopted creative staffing models. One such initiative was the Adaptive Response Team (ART) concept, which assigned a single crew to a station housing multiple apparatus. This crew deployed the most appropriate unit based on the nature of the call. Station #2, located in the city's northern sector, operated under this model for several years.

However, as call volumes in Station #2's response area continued to rise, the previous accreditation site visit team recommended full-time staffing for both a fire apparatus and a rescue unit at Station #2. This recommendation was implemented in 2019, significantly improving deployment coverage and response consistency in the northern part of the city.

In 2021, the city recognized an increase in EMS and approved additional staffing to permanently operate a third rescue unit. Then, in 2023, the city recognized an opportunity to improve operational efficiency and approved adding a Battalion Chief position to each shift.

Technology Integration

Historically, TTFD relied on manual processes for administrative and emergency reporting. Recognizing the critical role of technology in enhancing service delivery, TTFD has invested in advanced systems, including upgraded Records Management Systems, Computer-Aided Dispatch (CAD), and risk-reduction applications. These improvements have streamlined operations and improved efficiency.

TTFD utilizes a mobile platform integrated with Automatic Vehicle Locator (AVL) technology, enabling GPS-based unit tracking and real-time data sharing. Each apparatus is equipped with mobile computers that provide incident routing, mapping, pre-incident plans, hydrant locations, hazard notes, occupancy data, and dispatch updates. Crews can also view the location of other responding units and concurrent incidents. Additionally, digital reporting capabilities allow crews to capture and synchronize patient and incident data in real time, enhancing accuracy and continuity of care.

Capital Investment

In response to growing service demands, the City of Temple Terrace has made substantial capital investments in the department. Key initiatives include:

Emergency Operations Center (EOC) - Securing a state matching grant to construct a hardened facility housing Fire Department Administration, the EOC, and the citywide dispatch center. This project is currently under construction.

Facility Hardening of Current Fire Stations - Securing a local mitigation grant to enhance both fire stations to withstand major damage from significant hurricane impacts

Future Expansion - Recognizing growth and annexation in the southeastern region, the city has committed to building a third fire station. Funding options are under evaluation, with construction projected for 4 to 5 years.

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

Through these strategic initiatives, TTFD has evolved into a highly capable, technologically advanced, and community-focused organization, committed to delivering exceptional emergency services while minimizing reliance on external agencies.



Current Deployment

Points of Service Delivery

TTFD provides emergency services from two (2) fire stations within the City.

Station #1

Located at 124 Bullard Parkway, Temple Terrace, FL 33617, this station serves as our master fire station and houses the department's Fire Command Staff and Fire Administration Staff.



Station #2

Located at 7772 Telecom Parkway, Temple Terrace, FL 33637, this station was built in conjunction with Telecom Business Park in the Northern part of the City.



City Hall

Located at 11250 N 56th Street, Temple Terrace, FL 33637, this building houses the department’s Risk Reduction Division, which includes the Rental Housing Program.



Resources

Administrative and Support Vehicles

Apparatus	Location	Minimum Staffing
Chief 1	Station 1	Fire Chief
Chief 2	Station 1	Assistant Fire Chief
Chief 3	Station 1	Division Chief of Operations
Chief 4	City Hall	Division Chief of Risk Reduction
Battalion 1	Station 1	Battalion Chief
Training I	Station 1	Training Captain
Inspector I	City Hall	Fire Inspector
Inspector 2	City Hall	Frie Inspector

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

Station #1

Apparatus	Year / Model	Pump Capacity	Minimum Staffing
Engine 1	2019 Pierce Enforcer	1,500 GPM	3 Firefighters
Rescue 1	2016 Braun Super Chief	N/A	2 Firefighters
Rescue 3	2012 Freightliner M2	N/A	2 Firefighters
Reserve Engine 1	2009 Pierce Quantum	1,500 GPM	Reserve Apparatus
Reserve Rescue A	2010 Freightliner MedTec	N/A	Reserve Apparatus
Special Event Vehicle	2010 Polaris ATV	N/A	2 Firefighters (During Special Events)



Station #2

Apparatus	Year / Model	Pump Capacity	Minimum Staffing
Ladder 2	2016 Pierce Quantum 75 ft Ladder	1,750 GPM	3 Firefighters
Rescue 2	2020 Braun Super Chief	N/A	2 Firefighters
Reserve Engine 2	2005 Pierce Quantum	1,750 GPM	Reserve Apparatus
Reserve Rescue B	2009 Freightliner MedTec	N/A	Reserve Apparatus



Planning Zones

The City of Temple Terrace encompasses approximately 7.77 square miles, with the Temple Terrace Fire Department (TTFD) providing comprehensive first-response coverage throughout this jurisdiction. To enhance operational efficiency, the area is divided into manageable planning zones, delineated by major thoroughfares and natural boundaries.

There are five designated planning zones:

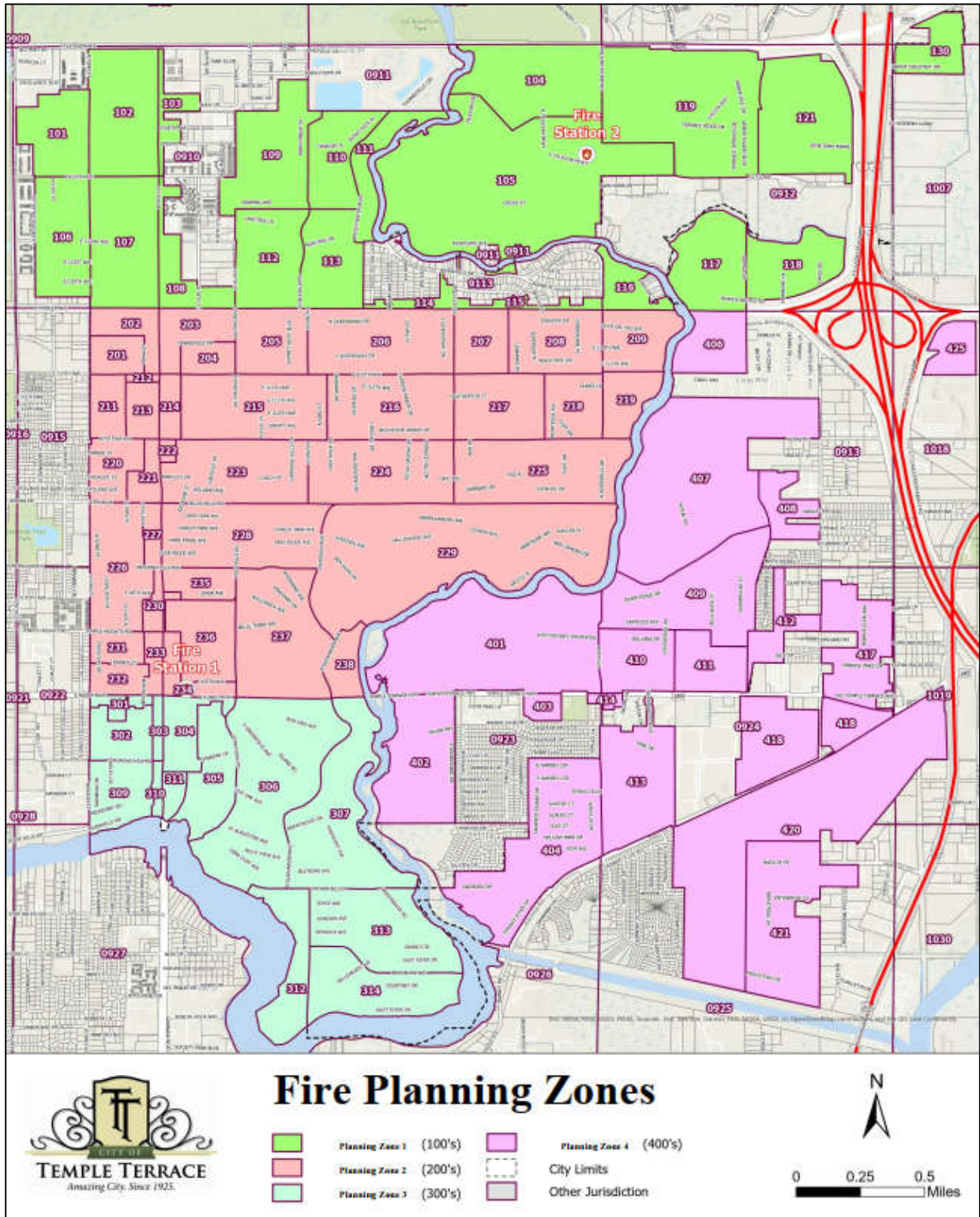
- 100 Series – All jurisdictional areas north of Fowler Avenue.
- 200 Series – Areas south of Fowler Avenue, north of Bullard Parkway, and west of the Hillsborough River.
- 300 Series – Areas south of Bullard Parkway and west of the Hillsborough River.
- 400 Series – Areas south of Fowler Avenue and east of the Hillsborough River.
- 500 Series – The entire portion of the Hillsborough River within jurisdictional boundaries.

Each planning zone is further subdivided into fire response grids, creating smaller, more precise areas for effective management. Within the CRA-SOC Supplement document, these grids are individually analyzed using demographic data, historical response information, program-specific risk assessments, target hazards, and detailed profiles of commercial occupancies, including square footage and Occupancy Vulnerability Assessment Profile (OVAP) data, as well as residential OVAP information.

All these factors are integrated into the comprehensive risk assessment process and serve as the foundation for developing the department's deployment model.

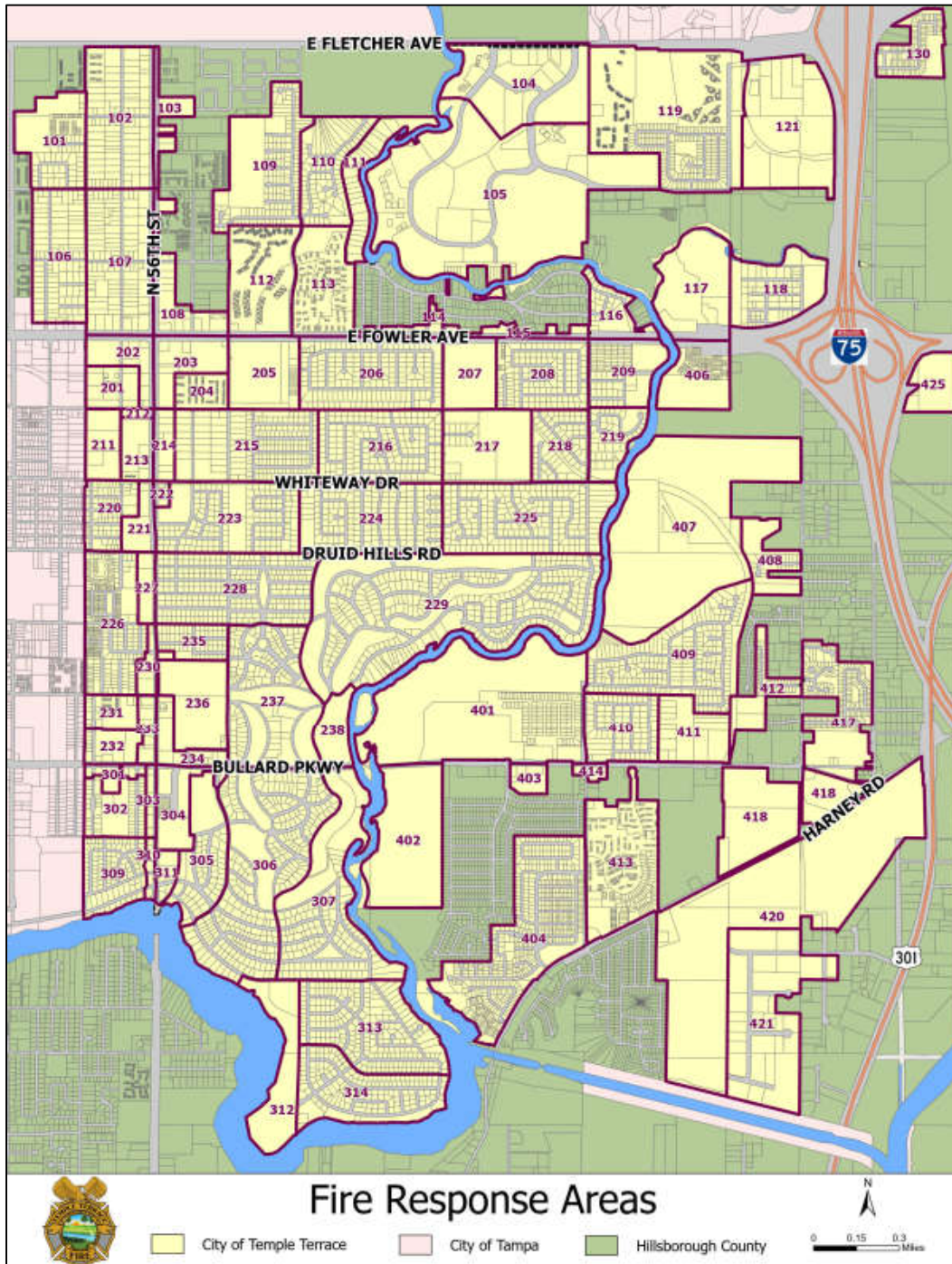


Temple Terrace Fire Department Community Risk Assessment: Standards of Cover



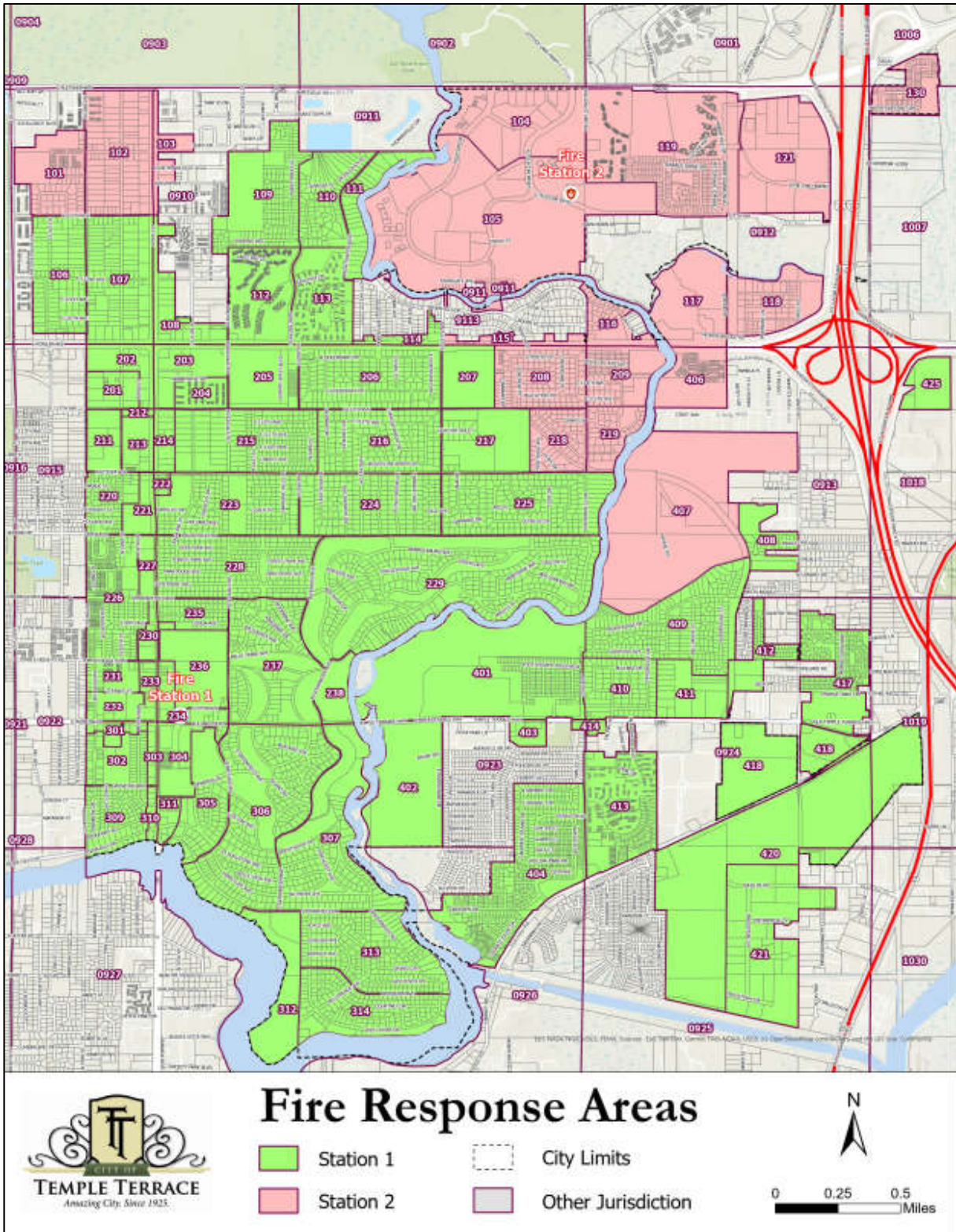
Response Zones - Grid System

The jurisdiction is broken down into a grid system for fire response plans. The grid system utilizes more concise roadways and geographical boundaries. This grid system is included in the City's GIS data files, which are loaded into the Computer-Aided Dispatch (CAD) system. For each emergency call received, the address is geo-verified, and the grid number is identified. This grid number is assigned to appropriate response plans based on the community risk analysis. The CAD system will make apparatus recommendations based on the grid number and associated response plans.



Station Response Areas

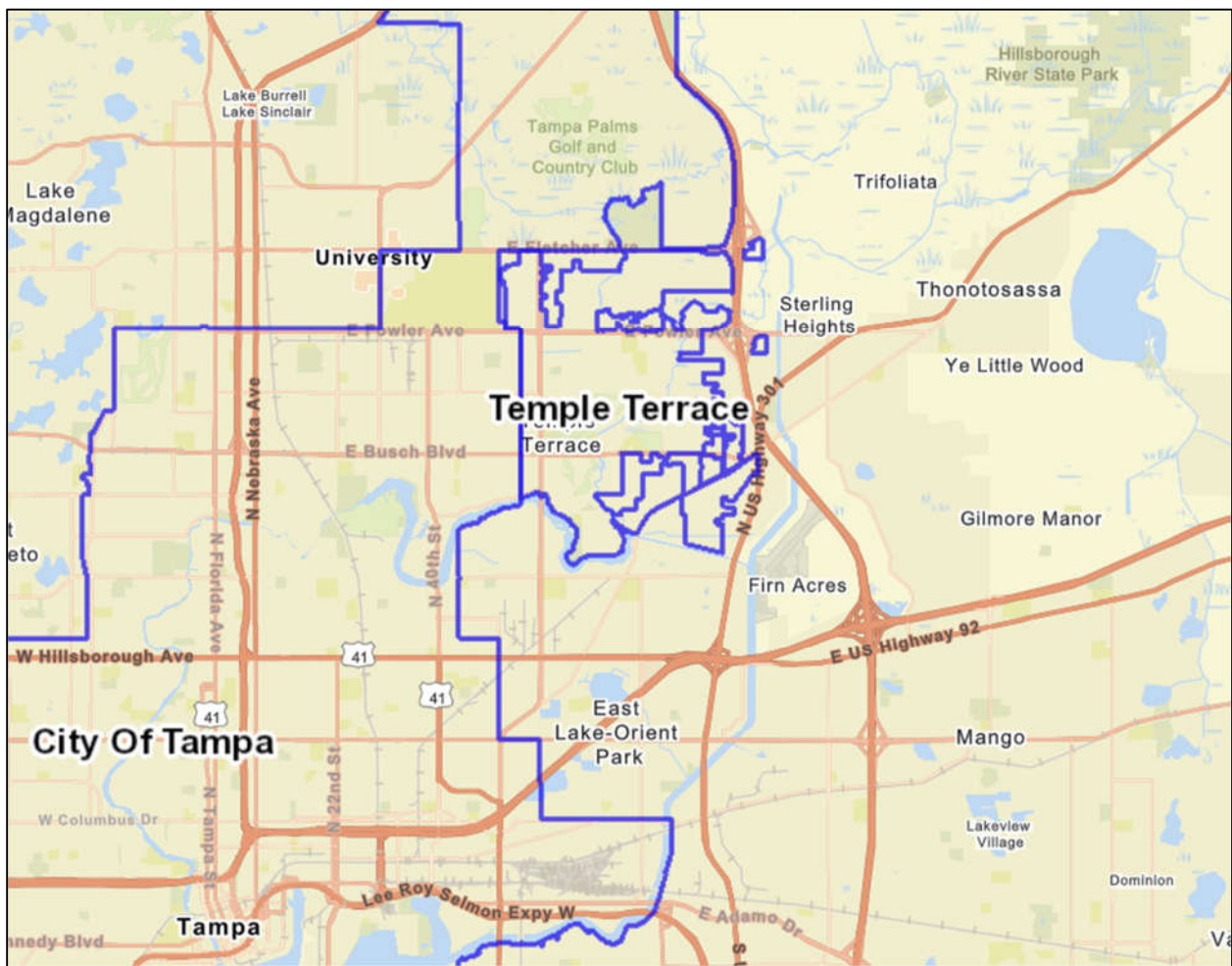
Two (2) stations provide coverage to this 7.77 square miles. Grids are assigned to the station's response area based on a travel time study using a combination of GIS data and actual drive times.



Mutual Aid Response Areas

The City of Temple Terrace is bordered by the City of Tampa on the West and North, and unincorporated Hillsborough County on the South and East.

The TTFD has mutual aid agreements with the City of Tampa and Hillsborough County. The mutual aid agreements shared throughout the county are automatic (as defined by ISO) but “upon request” agreements. If additional resources are required, the agency would contact a neighboring department and request the desired apparatus. A monthly report is generated, which demonstrates the mutual aid activity between the City of Temple Terrace, the City of Tampa, and Hillsborough County.

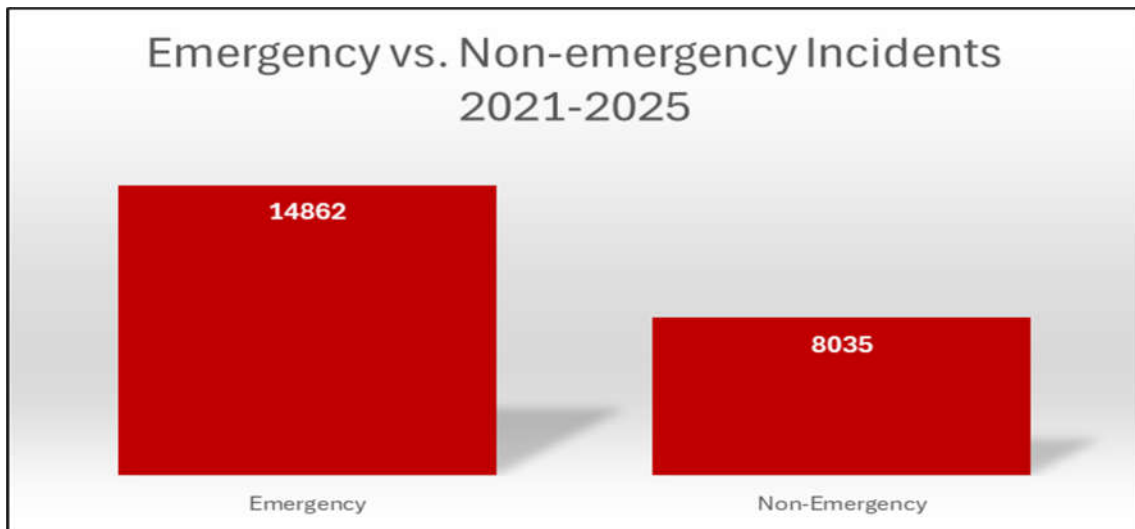
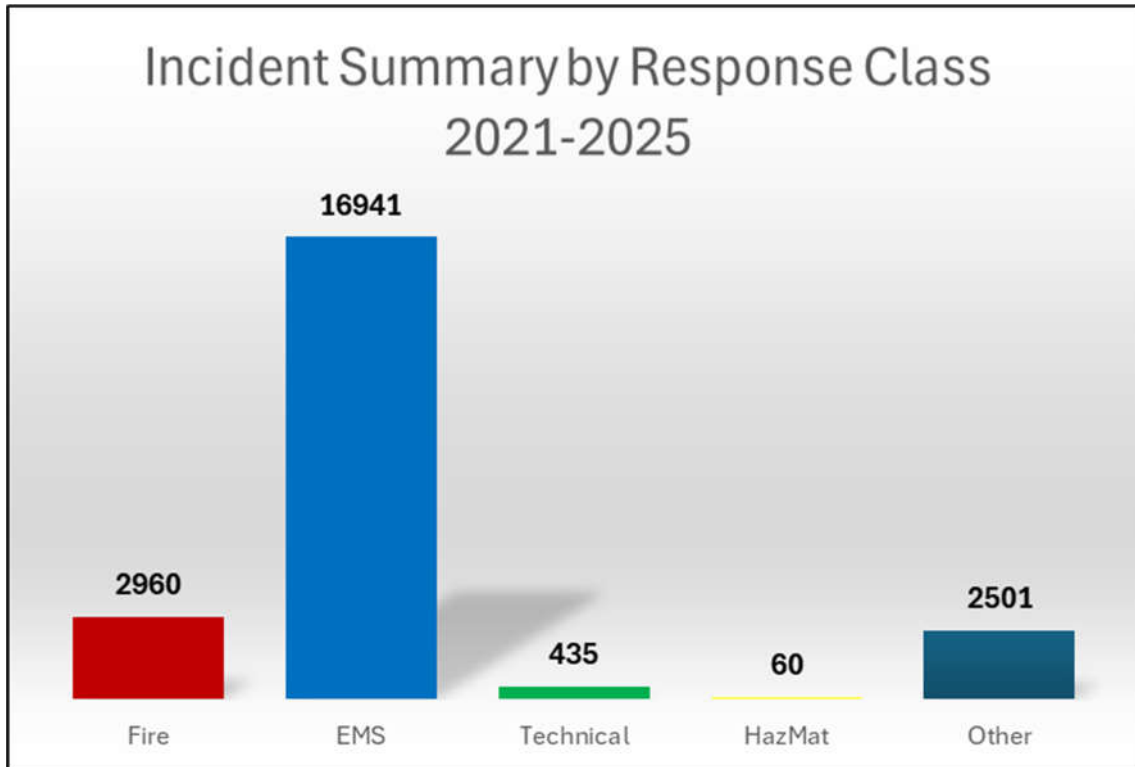


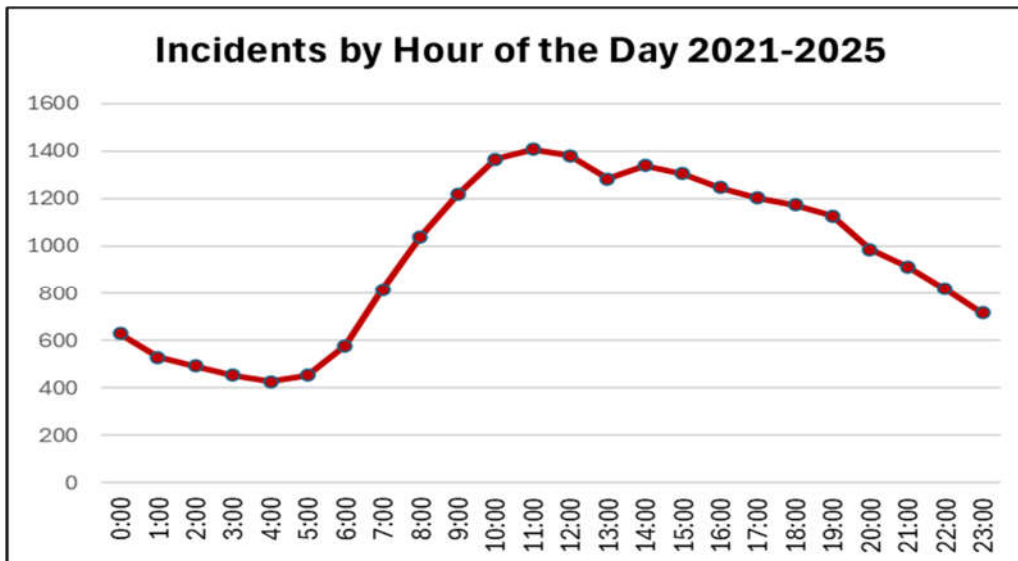
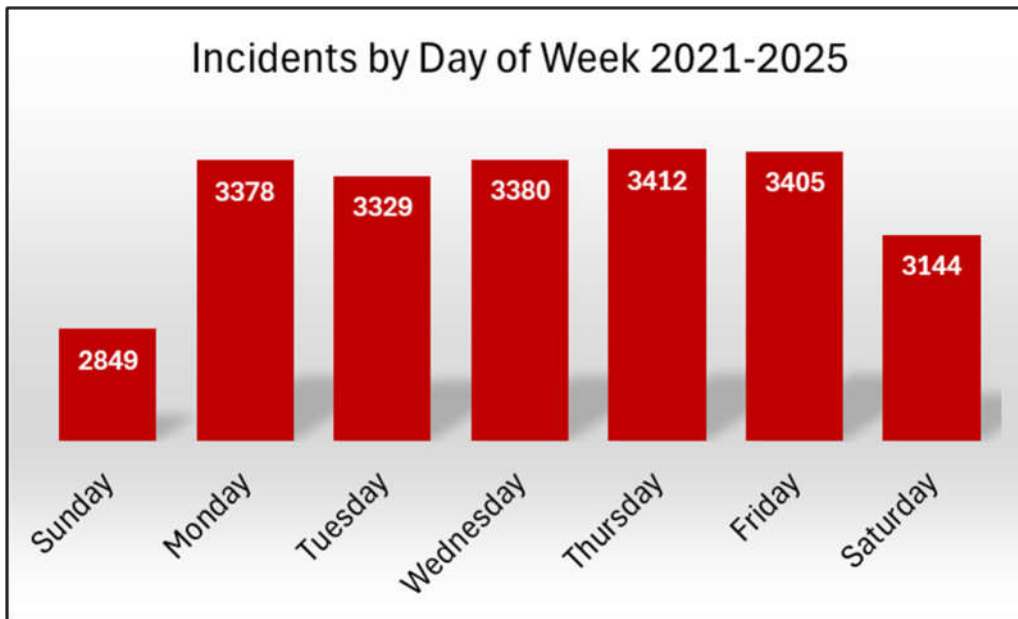
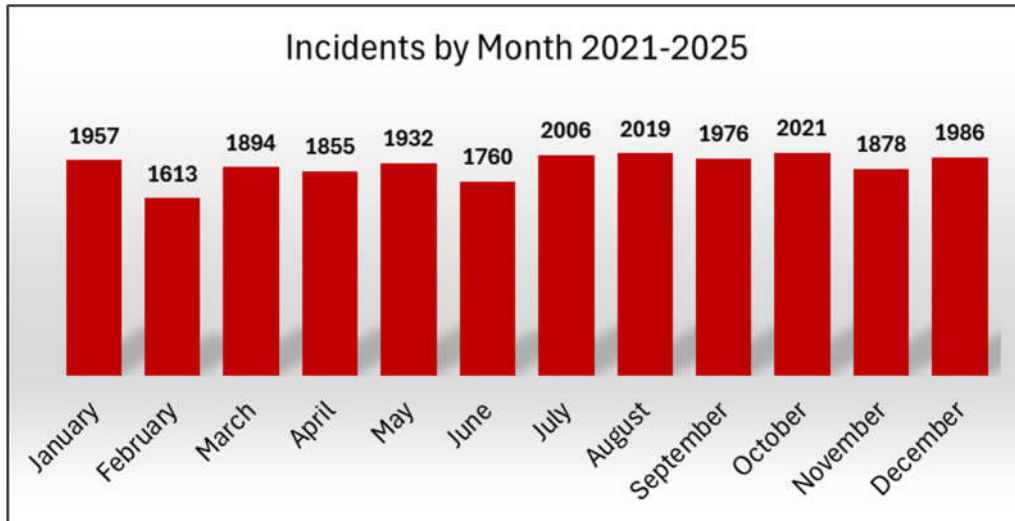
All-Hazard Risk Assessment of the Community

Community Response History

Historical Incident Volume by Various Types

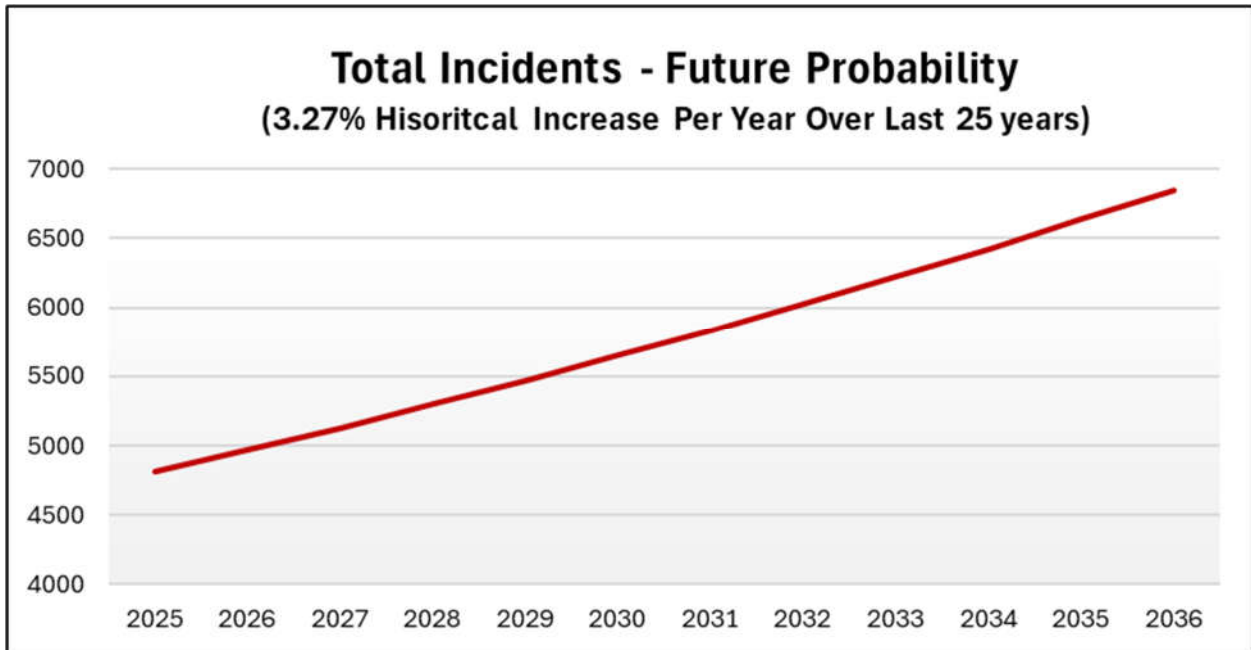
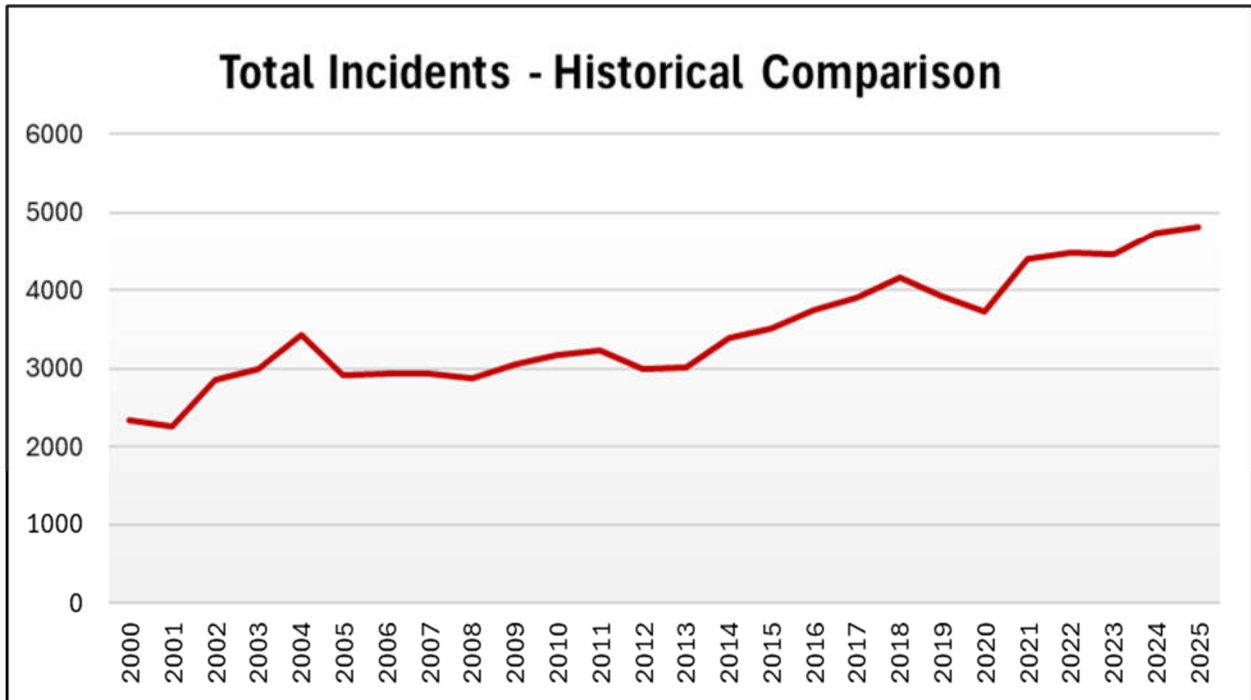
The Data Below is Representative of All Incidents Between
January 1, 2021, and December 31, 2025





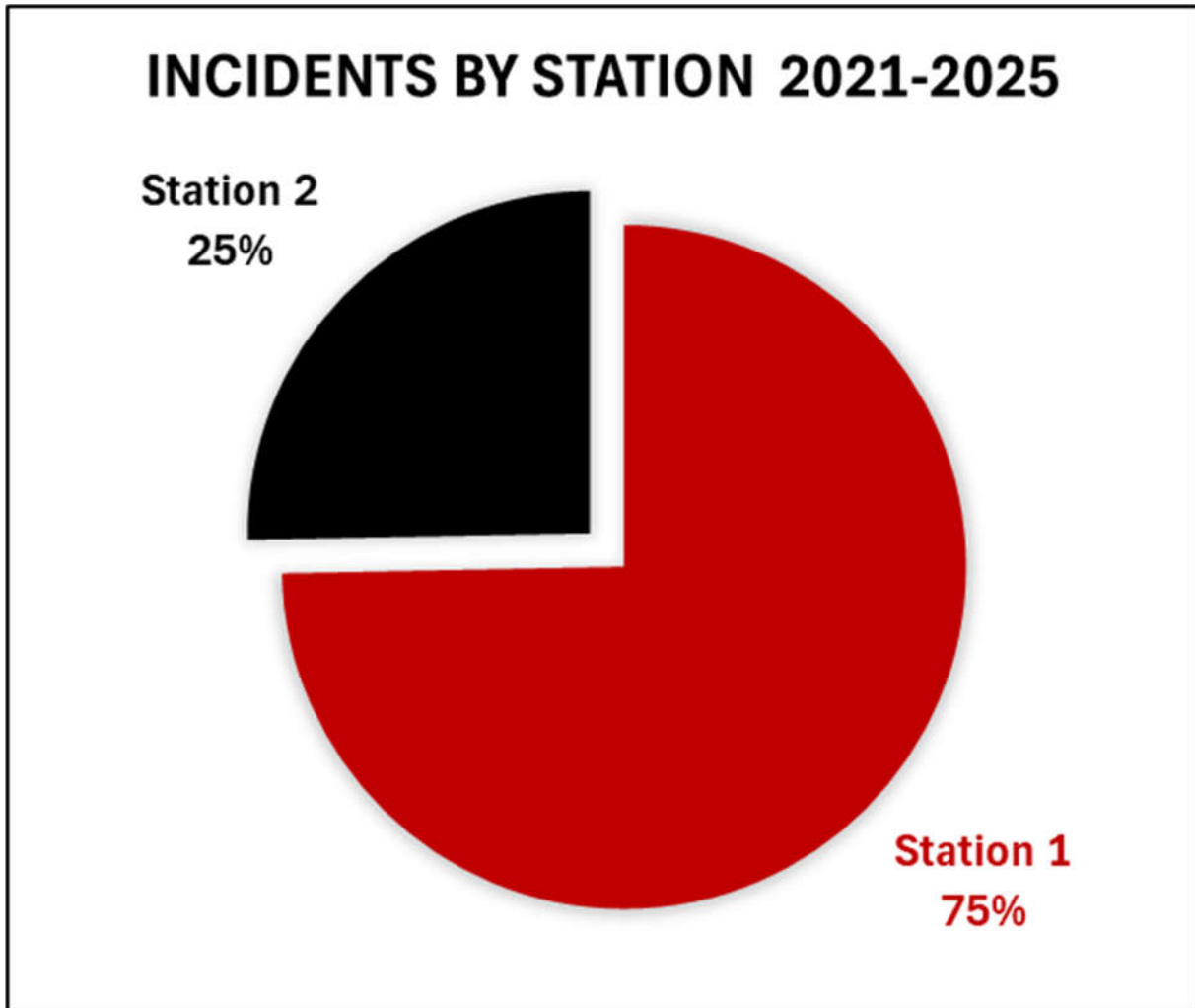
Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

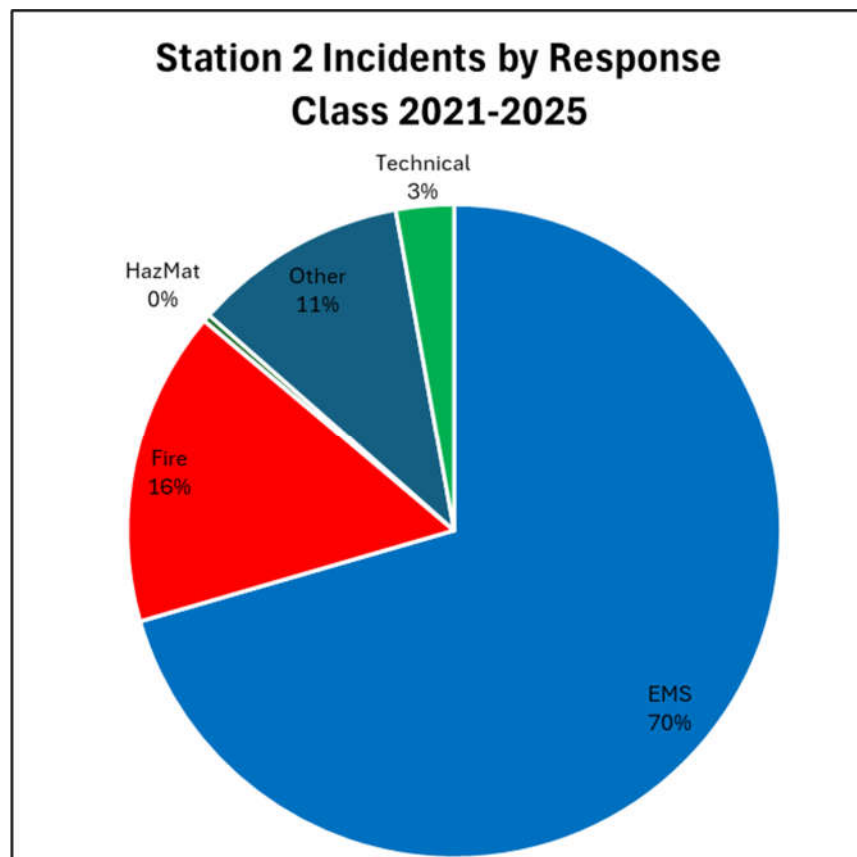
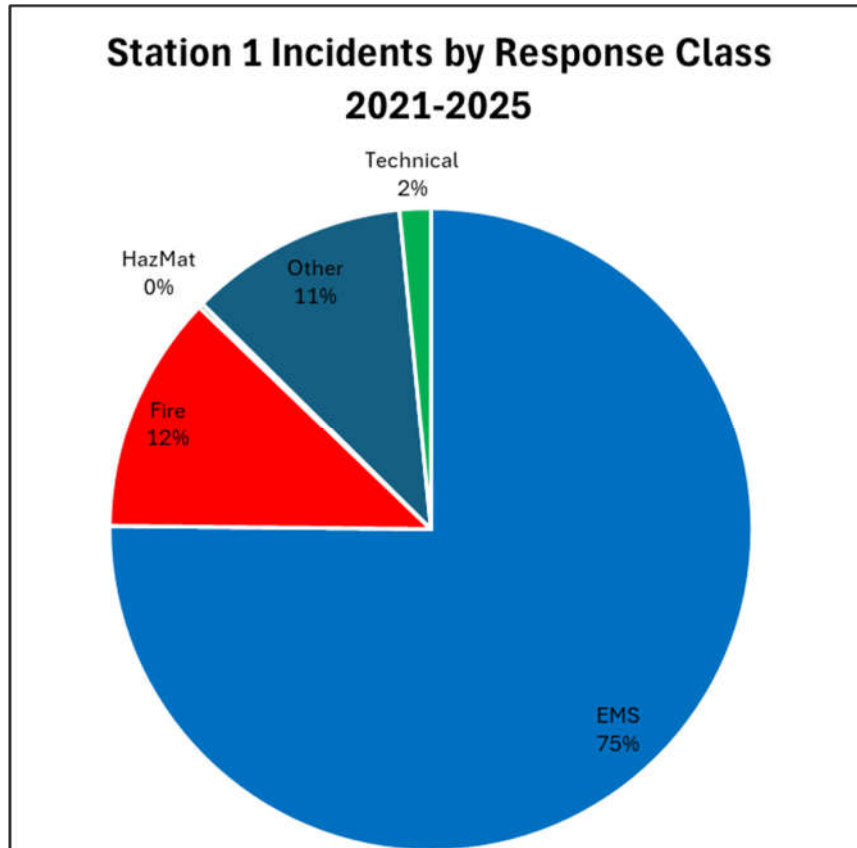
Year	Total Incidents	EMS (300's)	%	Fire (100's)	%	All Others	%
2025	4,809	3,565	74%	55	1%	1,189	25%
2024	4,739	3,520	74%	39	1%	1,180	25%
2023	4,462	3,350	75%	59	1%	1,053	24%
2022	4,481	3,258	73%	40	1%	1,183	26%
2021	4,406	3,274	74%	64	1%	1,068	24%
2020	3,717	2,707	73%	36	1%	974	26%
2019	3,915	2,919	75%	40	1%	956	24%
2018	4,163	3,006	72%	44	1%	1,113	27%
2017	3,898	2,786	71%	44	1%	1,068	27%
2016	3,739	2,754	74%	68	2%	917	25%
2015	3,512	2,637	75%	62	2%	813	23%
2014	3,398	2,458	72%	59	2%	881	26%
2013	3,017	2,171	72%	48	2%	766	25%
2012	2,996	2,117	71%	74	2%	805	27%
2011	3,238	2,305	71%	69	2%	864	27%
2010	3,169	2,191	69%	89	3%	889	28%
2009	3,060	2,135	70%	94	3%	831	27%
2008	2,867	2,053	72%	89	3%	725	25%
2007	2,939	2,032	69%	100	3%	807	27%
2006	2,934	2,018	69%	99	3%	817	28%
2005	2,912	1,966	68%	96	3%	850	29%
2004	3,419	2,026	59%	142	4%	1,251	37%
2003	2,984	1,946	65%	124	4%	914	31%
2002	2,861	1,944	68%	132	5%	785	27%
2001	2,252	1,644	73%	298	13%	310	14%
2000	2,329	1,694	73%	294	13%	341	15%

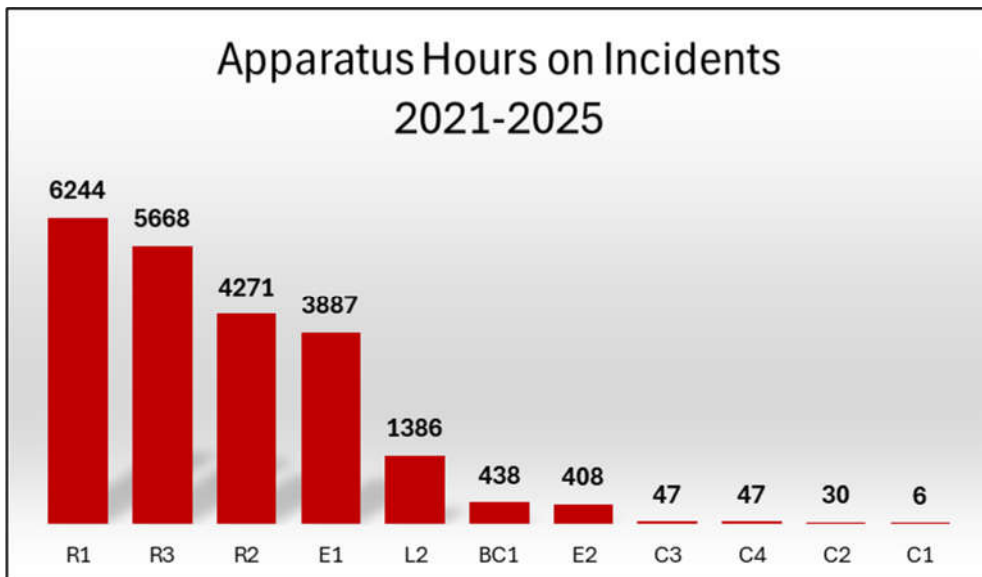
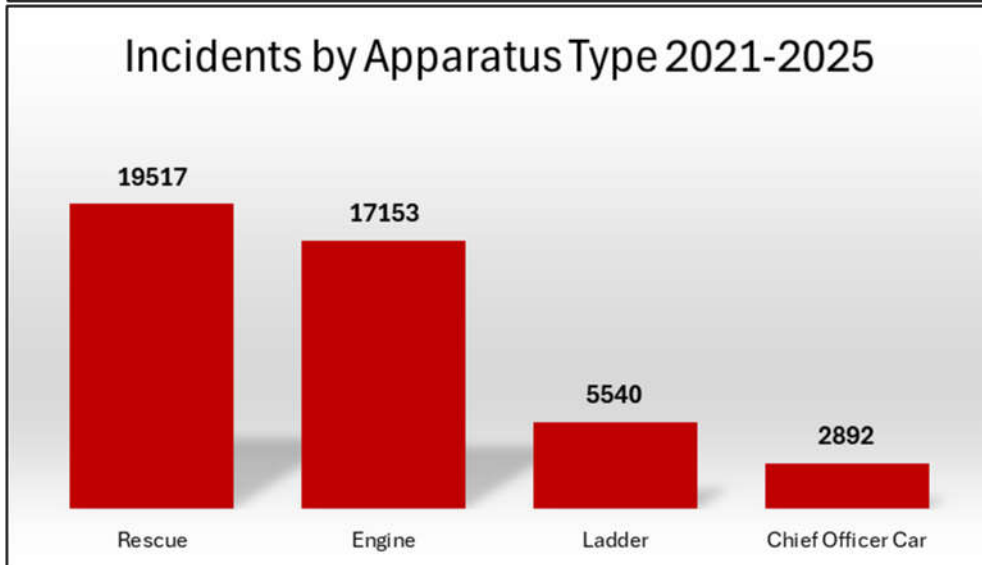
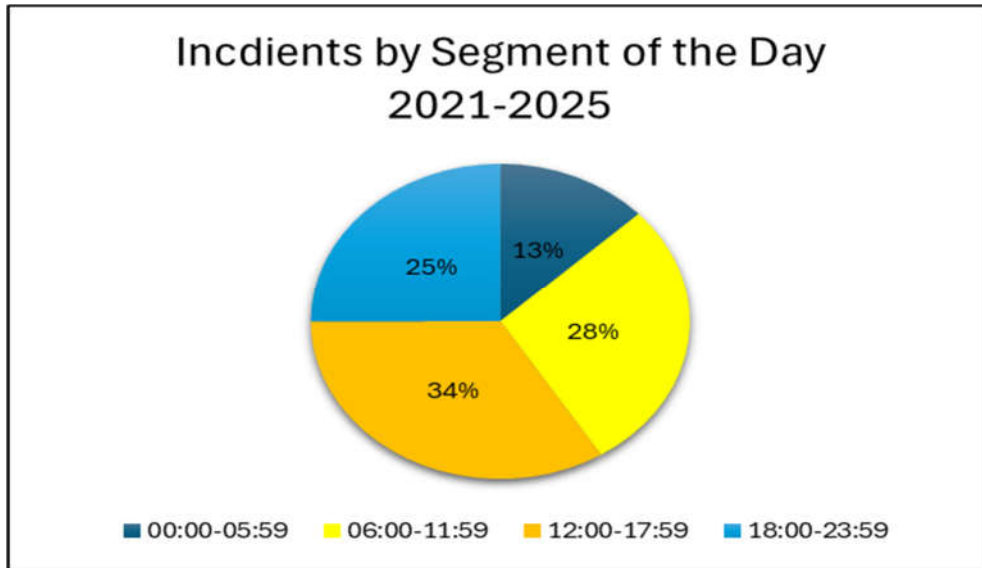


System Demand

Demand evaluates the events that occur within the community that require attention or mitigation from the agency. Temple Terrace Fire Department (TTFD) determines demand by evaluating all incidents that require agency resources. The charts below represent all incidents the agency responded to from 1/1/2021 to 12/31/2025.







Staff Hours on Incidents by Incident Type (Top 10)	
NFIS / NERIS Incident Type	Hours
321 EMS call, excluding vehicle accident with injury	42056
322 Motor vehicle accident with injuries	2837
320 Emergency medical service incident, other	1735
111 Building fire	874
554 Assist invalid	833
745 Alarm system activation, no fire - unintentional	709
735 Alarm system sounded due to malfunction	455
553 Public service	413
743 Smoke detector activation, no fire - unintentional	317
651 Smoke scare, odor of smoke	268

Incidents by Property Types (Top 10)	
NFIRS / NERIS Property Type	Count
419 1 or 2 family dwelling	7090
429 Multifamily dwelling	5014
965 Vehicle parking area	1032
449 Hotel/motel, commercial	989
311 24-hour care Nursing homes, 4 or more persons	881
961 Highway or divided highway	693
161 Restaurant or cafeteria	679
343 Hemodialysis unit	604
963 Street or road in commercial area	513
962 Residential street, road or residential driveway	436

Outputs and Outcomes

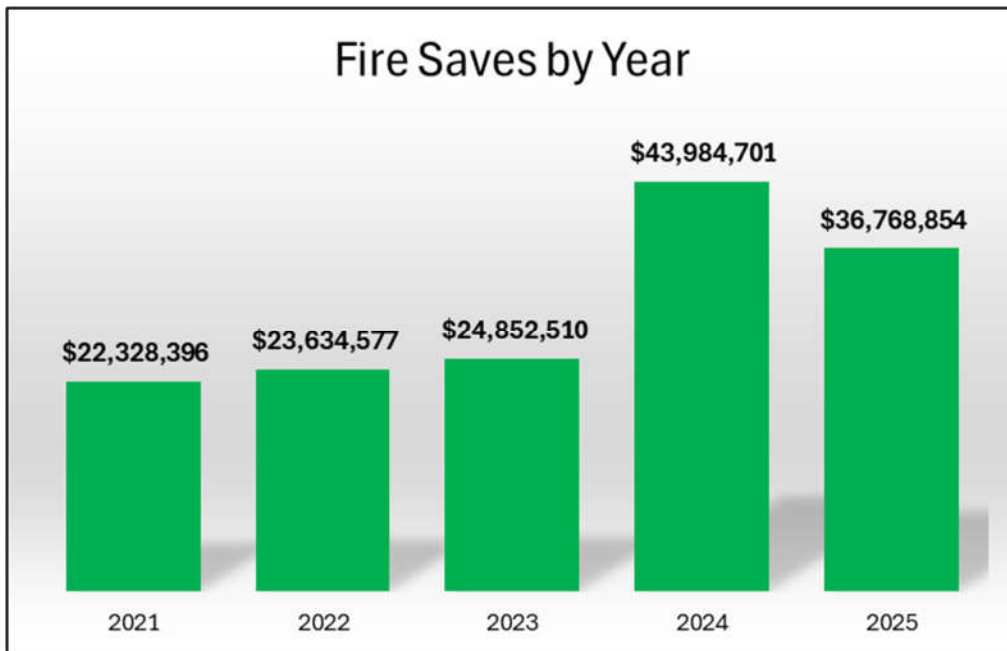
Fire department outputs and outcomes serve as critical indicators of organizational performance and community impact. Outputs represent the tangible products and services delivered by the department, such as emergency responses, fire inspections, public education programs, and training activities. Outcomes, on the other hand, measure the effectiveness of these outputs in achieving desired results such as improved response times, reduced fire-related injuries and property loss, enhanced community safety, and increased public confidence. Together, outputs and outcomes provide a comprehensive framework for evaluating operational efficiency, resource allocation, and the department’s success in fulfilling its mission to protect life, property, and the environment.

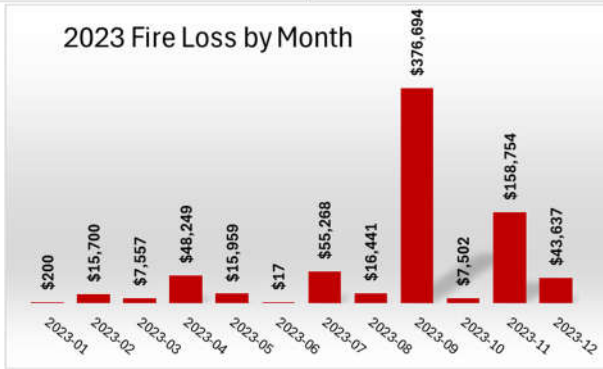
Fire Suppression

Outputs 2021-2025:

Fire Suppression - NFIRS / NERIS Incident Type	Incident Count	Fire Suppression - NFIRS / NERIS Incident Type	Incident Count
Alarm system activation, no fire - unintentional	782	Vegetation / Grass Fire	5
Alarm system sounded due to malfunction	441	Electrical Power Line Down / Arching / Malfunction	4
Smoke detector activation, no fire - unintentional	371	Severe weather or natural disaster, other	4
Smoke scare, odor of smoke	147	Electrical Hazard / Short Circuit	3
Power line down	145	Lightning strike (no fire)	3
Detector activation, no fire - unintentional	130	Overpressure rupture of air or gas pipe/pipeline	3
Smoke detector activation due to malfunction	74	Trash / Rubbish Fire	3
Fire / Smoke Alarm	73	Attempt to burn	2
Arcing, shorted electrical equipment	69	Authorized controlled burning	2
System malfunction, other	69	Chimney or flue fire, confined to chimney or flue	2
Unintentional transmission of alarm, other	58	CO Alarm	2
Smoke or odor removal	54	Damage Assessment	2
Accidental Alarm	45	Fires in structure other than in a building	2
Passenger vehicle fire	44	Heat detector activation due to malfunction	2
Malfunctioning Alarm	38	Natural vegetation fire, other	2
Cooking fire, confined to container	34	Other False Call	2
Building fire	31	Outside stationary compactor/compacted trash fire	2
Brush or brush-and-grass mixture fire	27	Outside storage fire	2
Trash or rubbish fire, contained	22	Room and Contents Fire	2
Unauthorized burning	19	Severe weather or natural disaster standby	2
Outside rubbish, trash or waste fire	17	Air or gas rupture of pressure or process vessel	1
Municipal alarm system, malicious false alarm	16	Breakdown of light ballast	1
Overheated motor	14	Commercial Compactor fire, confined to rubbish	1
Dumpster or other outside trash receptacle fire	12	Dumpster / Other Outdoor Container Fire	1
Smoke From Nonhostile Source (Smoke Scare)	12	Excessive heat, scorch burns with no ignition	1
Steam, vapor, fog or dust thought to be smoke	12	Fire, other	1
Local alarm system, malicious false alarm	11	Fuel burner/boiler malfunction, fire confined	1
Defective elevator, no occupants	9	Intentional False Alarm	1
Grass fire	9	Mobile property (vehicle) fire, other	1
Carbon monoxide detector activation, no CO	8	Motor Vehicle Collision	1
Sprinkler activation, no fire - unintentional	8	Off-road vehicle or heavy equipment fire	1
False alarm or false call, other	7	Other Alarm	1
Outside equipment fire	7	Other Outside Fire	1
Central station, malicious false alarm	6	Outside gas or vapor combustion explosion	1
Electrical wiring/equipment problem, other	6	Prescribed fire	1
Outside rubbish fire, other	6	Special outside fire, other	1
Smoke from barbecue, tar kettle	6	Special type of incident, other	1
Bomb scare - no bomb	5	Structural Involvement	1
CO detector activation due to malfunction	5	Telephone, malicious false alarm	1
Heat from short circuit (wiring), defective/worn	5	Utility Infrastructure Fire	1
Malicious, mischievous false call, other	5	Vehicle Fire - Passenger	1
Sprinkler activation due to malfunction	5	Weather Response	1

Outcomes:





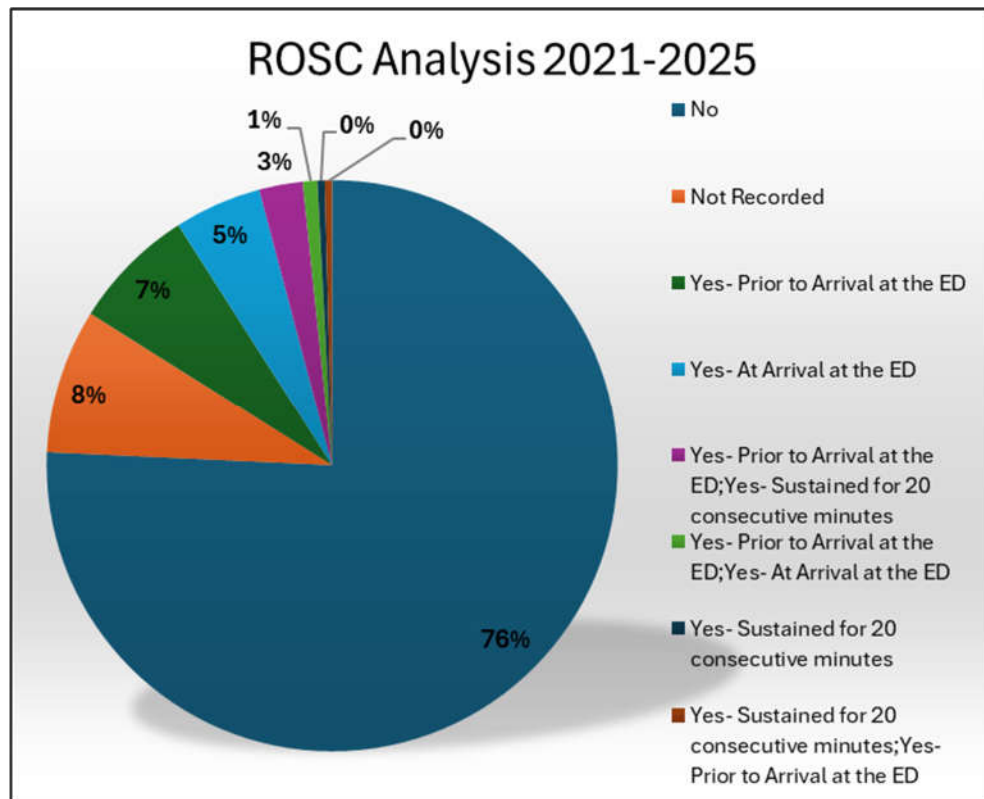
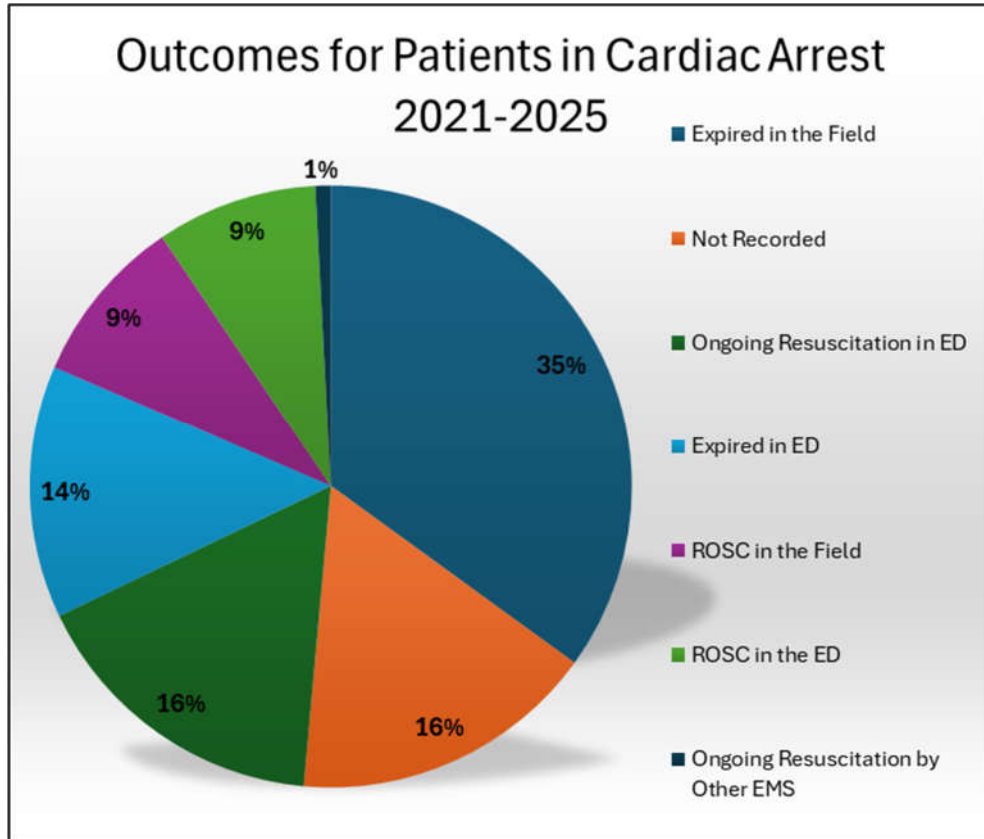


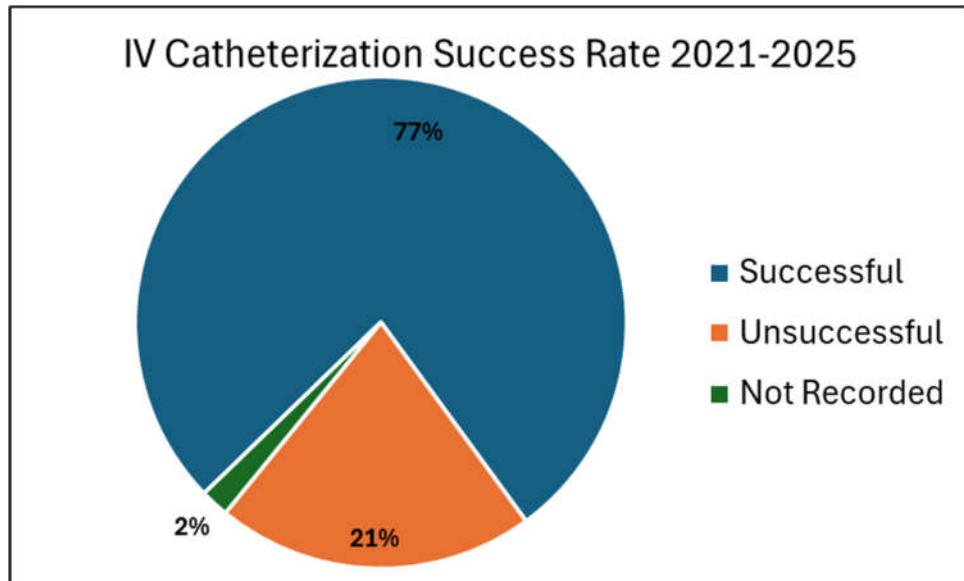
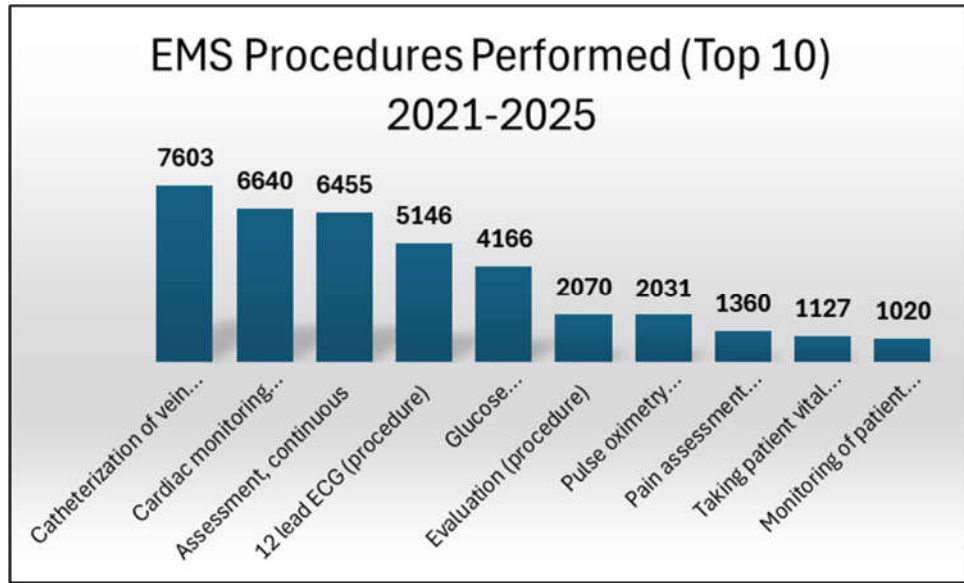
Emergency Medical Services

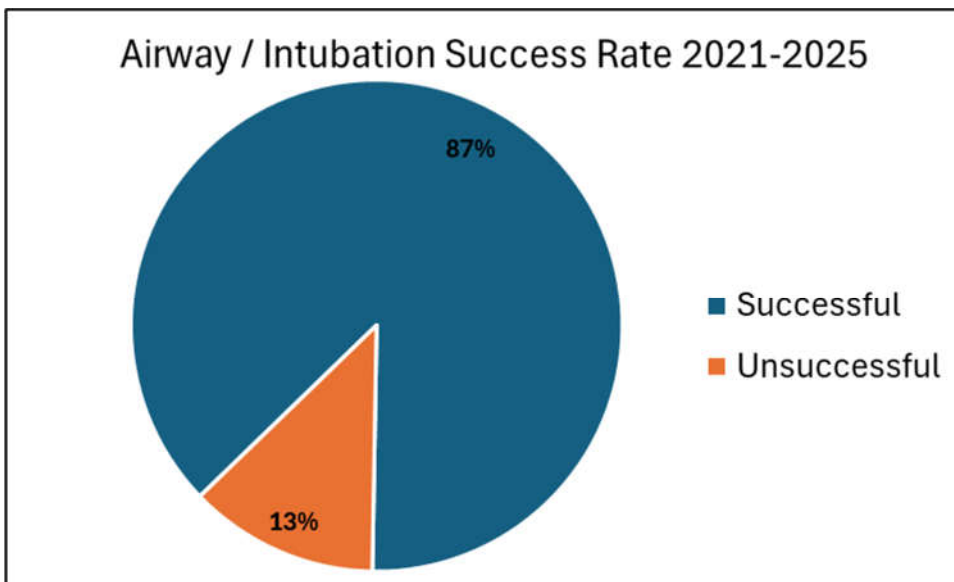
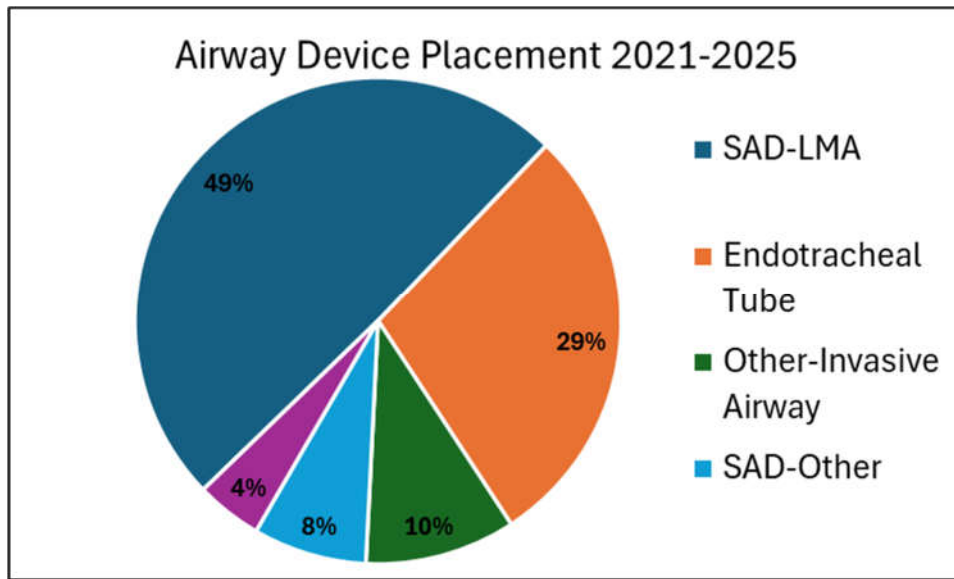
Outputs 2021-2025:

EMS NFIRS / NERIS Incident Type	Incident Count
EMS call, excluding vehicle accident with injury	14902
Motor vehicle accident with injuries	886
Sick Case	173
Fall	96
Breathing Problems	65
Chest Pain (Non-Trauma)	62
Motor Vehicle Collision	57
Heart Problems	46
Unconscious Victim	44
Abdominal Pain / Problems	40
Convulsions / Seizures	40
Motor vehicle accident with no injuries.	39
Diabetic Problems	38
Emergency medical service incident, other	30
Altered Mental Status	18
Motor vehicle/pedestrian accident (MV Ped)	18
Hemorrhage / Laceration	17
Stroke / CVA	16
Back Pain (Non-Trauma)	13
Assault	12
Cardiac Arrest	11
Overdose / Poisoning	11
Psychological Behavior Issues	9
Headache	7
Medical assist, assist EMS crew	7
Nausea / Vomiting	7
Other Traumatic Injury	7
Pregnancy / Childbirth	6
Unknown Problem	6
Allergic Reaction / Stings	4
No Appropriate Choice	4
Choking	2
Rescue or EMS standby	2
Electrocution	1
EMS call, party transported by non-fire agency	1
Eye Trauma	1
Gunshot Wound	1
Healthcare Professional Admission	1
Medical Alarm	1

Outcomes:







Technical Rescue

Outputs 2021-2025:

Technical Rescue NFIRS / NERIS Incident Type	Incident Count
Removal of victim(s) from stalled elevator	90
Lift Assist	69
Lock-in (if lock out , use 511)	56
Water evacuation	40
Water or steam leak	36
Lock-out	32
Citizen Assist / Service Call	25
Wind storm, tornado/hurricane assessment	18
Animal rescue	15
Water problem, other	12
Person In Distress	9
Service Call, other	8
Ring or jewelry removal	5
Animal problem	2
Animal problem, other	2
Building or structure weakened or collapsed	2
High-angle rescue	2
Search for person on land	2
Accident, potential accident, other	1
Extrication / Entrapped	1
Extrication of victim(s) from building/structure	1
Extrication of victim(s) from vehicle	1
Extrication, rescue, other	1
Lost Person	1
Smoke Investigation	1
Swift water rescue	1
Swimming/recreational water areas rescue	1
Water & ice-related rescue, other	1

Outcomes:

Due to the low frequency of incident volume in the category, the department does not have statistically significant data to provide outcomes.

HAZMAT

Outputs 2021-2025:

HAZMAT - NFIRS / NERIS Incident Type	Incident Count
Gas leak (natural gas or LPG)	25
Gasoline or other flammable liquid spill	14
Chemical spill or leak	5
Carbon monoxide incident	4
Fuel Spill / Fuel Odor	4
HazMat release investigation w/no HazMat	3
Gas Leak / Gas Odor	2
Hazardous Material Release (Chemical from Transportation)	1
Investigate Hazardous Release (Nothing Found)	1
Refrigeration leak	1

Outcomes:

Due to the low frequency of incident volume in the category, the department does not have statistically significant data to provide outcomes.



Risk Assessment Methodology

Classification and Categorization Methodology

Temple Terrace Fire Department (TTFD) has adopted a risk assessment methodology, which is utilized to assess, classify, and categorize all risks within the community. As a result, the agency is better equipped to manage those risks by ensuring proper utilization of resources.

The City of Temple Terrace is divided into planning zones and fire and police response grids. The agency uses data and information gathered and documented throughout the CRASOC and the CRASOC Supplement to make decisions. Each dispatch incident type, occupancy, and grid in the community is then assigned appropriate response plans based on the community risk analysis.

Classification

The department has adopted a classification methodology that classifies risks by hazard type and event threat. This provides separation and grouping of risk according to its characteristics. The agency has divided the community's risk into four (4) classifications: Fire Suppression, EMS, Technical Rescue, and Hazardous Materials. These four classification groups align with the agency's program services, which are designed to mitigate the community's risks.

Categorization

The department has adopted a 3 Axis Risk Categorization methodology, which assesses probability (Y-Axis), Community Consequence (X-Axis), and Impact to the Agency (Z-Axis).

The department utilizes a three-dimensional risk model analyzing Probability, Community Consequence, and Agency Impact to categorize emergency incident types. This data-driven approach was utilized to develop our deployment strategies and resource allocation.

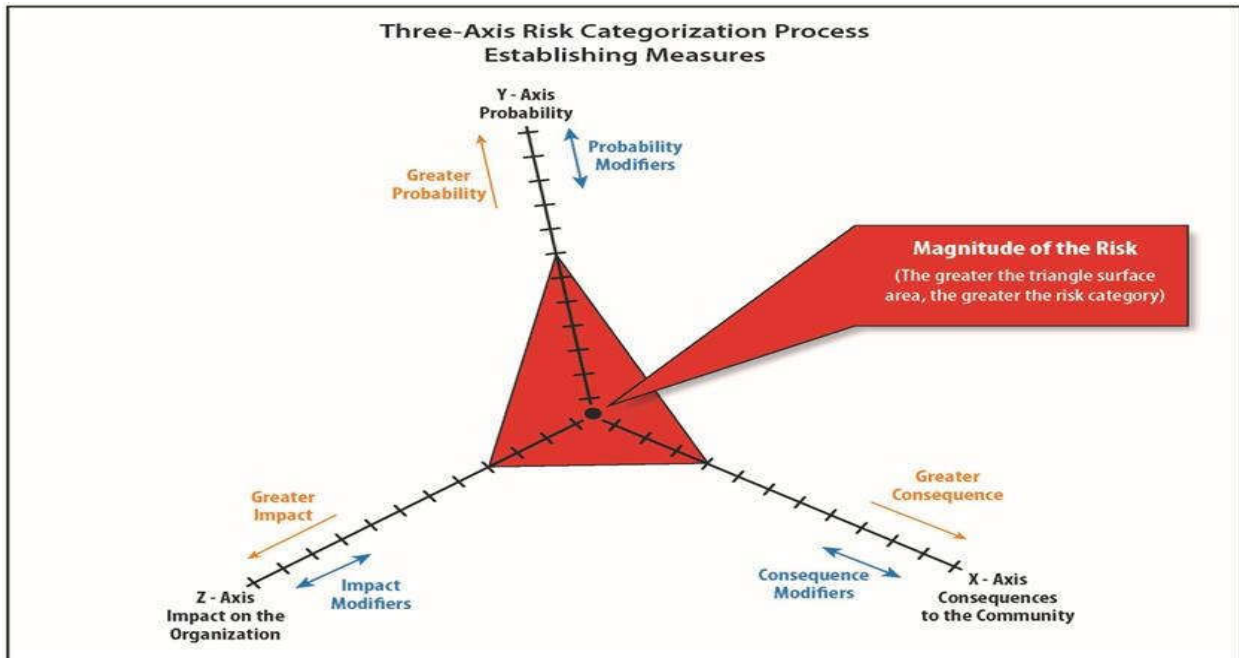
The Standards of Cover team and Command Staff evaluated all emergency incident types through the lens of the three criteria above. These values were applied using Heron's Formula to calculate a final risk score, ensuring a mathematically consistent classification for every incident type.

Heron's Formula modified for tetrahedrons:

$$\text{RISK SCORE} = \frac{1}{2} \sqrt{(\text{PC})^2 + (\text{CI})^2 + (\text{IP})^2}$$

P= Probability, C= Community Consequence, I= Impact to the Agency

Three Axis Risk Categorization Process:



Risk Category Levels

Incident types are grouped into four distinct classes based on their complexity and the inherent threat they pose to both the public and first responders:

Risk Category	Complexity & Resource Demand	Typical Response Profile
Low	Routine incidents with minimal threat to the system.	Generally resolved with minimal resources.
Moderate	Increased complexity requiring coordinated efforts.	Requires additional staffing to meet critical task objectives.
High	Significant potential for life/property loss.	Multi-unit response including suppression, EMS, and Command.
Maximum	Critical events with severe community-wide implications.	Full-scale deployment utilizing specialized units and Chief Officers

Three Axis Description

Y - Axis: Probability

Probability measures the likelihood of a specific emergency occurring within a defined timeframe. To ensure statistical accuracy, the department calculated these figures by averaging annual incident counts across a five-year study period (2021–2025).

Y - Axis Scoring: Risk scores are directly proportional to historical frequency, ranging from 2 (Low Probability) to 10 (Very High Probability).

X - Axis: Community Consequence

As defined by the CPSE, Community Consequence evaluates the "magnitude of impact or expected loss" sustained by the jurisdiction. This metric assesses the gravity of an event based on four primary factors:

- **Life Safety:** Potential for injury or loss of life.
- **Economic Impact:** Disruption of local commerce and tax base.
- **Property Loss:** Damage to residential, commercial, and industrial infrastructure.
- **Historical Significance:** Impact on irreplaceable community landmarks.
- **Occupancy Vulnerability:** Utilization of the OVAP scoring system

X - Axis Scoring: Impact is rated on an even-numbered scale from 2 (Minimal Impact) to 10 (Severe Impact).

Z - Axis: Impact to the Agency

Agency Impact quantifies the "drain effect" on the department's deployment standard and reserve capacity. It measures how many resources are diverted from the system to fulfill critical tasks during an event. High-impact incidents reduce "residual coverage," potentially delaying responses to simultaneous calls.

Z - Axis Scoring: Impact is rated on an even-numbered scale from 2 (Low Resource Commitment) to 10 (Critical System Strain).



Community Risk Assessment and Risk Levels

Fire Suppression Services Risk Assessment

Using historical data and evaluating the community for potential risks, TTFD has identified potential risks that can occur within the fire suppression classification. These risks have been identified and labeled in the CAD as dispatch incident types. Each dispatch incident type is evaluated for probability, community consequence, and agency impact, and then placed into the appropriate risk category.

Y - Axis FS Risk Probability

The department consistently maintains and analyzes data related to all incidents. For fire suppression, probability is determined by analyzing historical data in the agency’s record management system and the frequency with which these incident types have occurred. The department evaluated the frequency of all fire suppression risks over the last 5 years and calculated the probability as average annual incidents. Each risk was provided with a score based on the risk scoring chart below.

Fire Suppression Probability Risk Scoring					
Risk Score	2	4	6	8	10
Average Annual Incidents 2021-2025	0-200	201-400	401-600	601-800	801-1000

X - Axis FS Community Consequence Factors

All fire suppression risks were evaluated for life safety, economic impact, property loss, historical significance, and occupancy vulnerability. Command staff and the CRASOC then provide an associated score based on consequential factors. Due to the potential risks and contributing factors, fire suppression risks can have a wide range of consequences. Fire suppression risk can range from no potential for life loss and minor potential for property damage, with no consequence to the community, to extreme loss of life, extreme property damage, and great consequence to the community.

For structural firefighting, a key component of the hazard analysis involved utilizing the Occupancy Vulnerability Assessment Profile (OVAP) Calculator, version 2.0. Every commercial occupancy within the City of Temple Terrace was visited by a member of the Risk Reduction staff to collect and verify critical data. This information was corroborated through interagency and countywide systems, including FireWorks and the Hillsborough County Property Appraiser website. Residential properties were assessed using square-footage data in the OVAP program.

All collected data was manually entered into the OVAP calculator, which evaluates five core elements: Building, Life Safety, Risk, Water Demand, and Value. The Risk element is further divided into two subcategories—Frequency/Likelihood and Consequence. To enhance the accuracy of vulnerability assessments, fire-flow calculations were performed for both residential and commercial structures. Upon completion, the OVAP system generates a total point value and assigns an OVAP Risk Category. The categories Low, Moderate, Significant, and Maximum are determined based on predefined scoring thresholds.

OVAP Risk Category	OVAP Risk Score
Maximum Risk	60+
Significant Risk	40-59
Moderate Risk	15-39
Low Risk	<15

OVAP Risk Category	Number of Structures within the Jurisdiction	Percentage of Structures
Maximum Risk	0	0
Significant Risk	125	1.4%
Moderate Risk	9002	98.6%
Low Risk	0	0
Totatl	9127	100%

The majority of Temple Terrace structures are in the "Moderate Risk" category. As demonstrated below, Temple Terrace is comprised of 98.6% Moderate Risk structures and 1.4% Significant Risk structures.

Z - Axis FS Impact to the Agency

Impact reflects the strain placed on the community’s deployment and coverage capacity during an emergency event. As resource demands increase for a single incident, the availability of residual resources within the system decreases, reducing the ability to respond to subsequent emergencies. Department resources are allocated based on the critical tasks required for each incident type. The number of personnel needed to fulfill an Effective Response Force (ERF) determines the risk score. Simply put, the greater the resource requirement for one response, the fewer resources remain to address additional emergencies.

Currently, the department is staffed with 17 personnel on each shift. This was distributed on a scale from 2 to 10, with 2 representing the utilization of one unit and 10 representing a depletion of all department personnel.

Fire Suppression Impact Risk Scoring					
Risk Score	2	4	6	8	10
Number of People Based on Deployment Model	1-3 people	4-7 people	8-12 people	13-17 people	18+ people

Risk Categorization

The following fire suppression risk categories were developed while considering probability, community consequence, and agency impact factors. These factors were systematically applied to all identified fire suppression risks, and each risk score was calculated using the established scoring methodology formula.

Incident Type	CRASOC Risk Class	Probability	Community Consequence	Agency Impact	Total Risk Score	CRASOC Risk Category
Landing Zone	Fire Suppression	2	2	2	4.90	Low
Power Pole Lines Down	Fire Suppression	2	2	2	4.90	Low
Smoke in area - outside	Fire Suppression	2	2	2	4.90	Low
Fire - Power Pole	Fire Suppression	2	2	4	8.49	Low
Fire Alarm	Fire Suppression	4	2	4	13.86	Low
Fire - Dumpster / Refuse	Fire Suppression	2	4	4	13.86	Low
Fire - Tree / Grass	Fire Suppression	2	4	4	13.86	Low
Fire - Vehicle	Fire Suppression	2	4	4	13.86	Low
Storm Related Emergency	Fire Suppression	2	4	4	13.86	Low
Fire - Potential / Smoke Investigation	Fire Suppression	4	2	4	13.86	Low
Fire - Large Commercial Vehicle	Fire Suppression	2	6	6	28.14	Moderate
Fire - Brush Fire - Large Area	Fire Suppression	2	6	6	28.14	Moderate
Fire - Commercial Structure	Fire Suppression	2	6	10	45.52	Moderate
Fire - Residential Structure	Fire Suppression	2	6	10	45.52	Moderate
Fire - Fuel Spill	Fire Suppression	2	6	10	45.52	Moderate
Fire - Large Facility	Fire Suppression	2	8	10	59.40	High
Weapons Mass Destruction	Fire Suppression	2	10	10	73.48	Maximum

Fire Suppression Risk Categorization

LOW RISK

- * Fire Alarm
- * Potential Fire / Smoke Investigation
- * Vehicle Fire
- * Refuse Fire
- * Tree / Grass Fire
- * Power Pole Fire
- * Power Line Down
- * Smoke in Area/Outside
- * Storm-Related Emergency
- * Landing Zone

MODERATE RISK

- * Commercial Structure Fire
- * Residential Structure Fire
- * Large Commercial Vehicle Fire
- * Fuel Spill Fire
- * Brush Fire - Large Area

HIGH RISK

- * Large Facility Structure Fire

MAXIMUM RISK

- * Weapons of Mass Destruction

Emergency Medical Services Risk Assessment

TTFD has identified potential risks within the EMS classification. These risks have been identified and labeled in the CAD as dispatch incident types. Each dispatch incident type is evaluated for probability, consequence, and impact to the agency, and then placed into the appropriate risk category.

Y – Axis EMS Risk Probability

The department consistently maintains and analyzes data related to all incidents. For EMS, probability is determined by evaluating historical data housed in the agency’s record management system and evaluating the frequency in which these incident types have occurred in the past. The department evaluated the frequency of all EMS risks over the last 5 years and calculated the probability in terms of average annual incidents. Each risk was provided with a score based upon the risk scoring chart below.

EMS Probability Risk Scoring					
Risk Score	2	4	6	8	10
Average Annual Incidents 2021-2025	0-200	201-400	401-600	601-800	801-1000

X – Axis EMS Community Consequence Factors

All EMS risks were evaluated for consequence to life safety, economic impact, property loss, historical significance, and occupancy vulnerability. Command staff and the CRASOC development team then provide an associated score based on consequential factors. Typical EMS risks have potential for tremendous life risk, but this is usually isolated in numbers. In addition, consequences to property, community and system resources are low. However, with some EMS risks such as a natural disaster (i.e., a hurricane), there is potential for extreme loss of life, extreme property damage, and great consequences to the community.

To further evaluate consequences, the department captures data and analyzes items like patient age, chief complaint, provider impression, injury types, interventions, and protocol compliance. The department voluntarily participates in the state EMS data collection process. This information is also used at the local, state, and federal levels to improve the delivery of prehospital EMS care.

To ensure appropriate resource allocation based on patient condition and potential consequences, the department uses a Medical Priority Dispatch System (MPDS) to aid in EMS risk assessment. MPDS provides a structured, systems-based approach to quality management in emergency medical dispatch, enabling dispatchers to screen callers and assign a risk category.

The MPDS process requires dispatchers to ask a series of patient-condition questions, which are delivered electronically through the Computer-Aided Dispatch (CAD) system. As a contingency, printed dispatch cards are available for use during system maintenance or power outages.

All medical incidents initially generate the highest potential risk level upon CAD incident selection. Based on the caller’s responses to MPDS questions, the system automatically determines the appropriate risk level and subsequent response.

The breakdown of MPDS classifications are as follows:

Medical Response Level	Description
Omega	Non-life threatening and may not require EMS response
Alpha	Non-life threatening
Bravo	Status does not appear to be life-threatening
Charlie	Potentially life-threatening
Delta	Life threatening
Echo	Immediately life-threatening / Full Arrest

Z – Axis EMS Impact to the Agency

Impact reflects the strain placed on the community’s deployment and coverage capacity during an emergency event. As resource demands increase for a single incident, the availability of residual resources within the system decreases, reducing the ability to respond to subsequent emergencies. Department resources are allocated based on the critical tasks required for each incident type. The number of personnel needed to fulfill an Effective Response Force (ERF) determines the risk score. Simply put, the greater the resource requirement for one response, the fewer resources remain to address additional emergencies.

Currently, the department is staffed with 17 personnel on each shift. This was distributed on a scale from 2 to 10, with 2 representing the utilization of one unit and 10 representing a depletion of all department personnel.

EMS Impact Risk Scoring					
Risk Score	2	4	6	8	10
Number of People Based on Deployment Model	1-3 people	4-7 people	8-12 people	13-17 people	18+ people



Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

Risk Categorization

The following EMS risk categories were developed while considering probability, community consequence, and agency impact factors. These factors were systematically applied to all identified EMS risks, and each risk score was calculated using the established scoring methodology formula.

Incident Type	CRASOC Risk Class	Probability	Community Consequence	Agency Impact	Total Risk Score	CRASOC Risk Category
Medical Alarm	EMS	2	2	2	4.90	Low
Allergies/Hives/ Med Reaction	EMS	2	2	4	8.49	Moderate
Back Pain Non- Traumatic	EMS	2	2	4	8.49	Moderate
Eye Problems/ Injury	EMS	2	2	4	8.49	Moderate
Headache	EMS	2	2	4	8.49	Moderate
Heat / Cold Exposure	EMS	2	2	4	8.49	Moderate
Transport / Inter-facility	EMS	2	2	4	8.49	Moderate
Abdominal Pain	EMS	2	4	4	13.86	Moderate
Animal Bites/Attacks	EMS	2	4	4	13.86	Moderate
Assault Rape	EMS	2	4	4	13.86	Moderate
Carbon Monoxide/ Inhalation	EMS	2	4	4	13.86	Moderate
Diabetic Problems	EMS	2	4	4	13.86	Moderate
Falls / Back Injury (trauma)	EMS	2	4	4	13.86	Moderate
Hemorrhage / Laceration	EMS	2	4	4	13.86	Moderate
Inaccessible / Other Entrapment	EMS	2	4	4	13.86	Moderate
Pregnancy / Child Birth	EMS	2	4	4	13.86	Moderate
Psychiatric / Suicide Attempt	EMS	2	4	4	13.86	Moderate
Traumatic Injuries Specific	EMS	2	4	4	13.86	Moderate
Unknown / Problem	EMS	2	4	4	13.86	Moderate
Medical Emergency	EMS	2	4	4	13.86	Moderate
Breathing Problems	EMS	4	4	4	19.60	Moderate
Sick Person Specific Diagnosis	EMS	4	4	4	19.60	Moderate
Burns Explosion	EMS	2	6	4	19.80	Moderate
Choking	EMS	2	6	4	19.80	Moderate
Convulsions / Seizures	EMS	2	6	4	19.80	Moderate
Heart Problems AICD	EMS	2	6	4	19.80	Moderate
Overdoes / Poisoning	EMS	2	6	4	19.80	Moderate
Stroke	EMS	2	6	4	19.80	Moderate
Traffic Accident	EMS	2	6	4	19.80	Moderate
Cardiac Respiratory Arrest	EMS	2	8	4	25.92	Moderate
Drowning – Near / Diving / SCUBA	EMS	2	8	4	25.92	Moderate
Electrocution	EMS	2	8	4	25.92	Moderate
Stab/ Gunshot Wound	EMS	2	8	4	25.92	Moderate
Chest Pains	EMS	4	6	4	26.53	Moderate
Unconscious / Fainting	EMS	4	6	4	26.53	Moderate
Traffic Accident w/ 4+ Patients	EMS	2	8	6	36.77	High
Shooting / Stabbing - Multiple Patients	EMS	2	8	8	48.00	High
Mass Casualty Incident	EMS	2	10	10	73.48	Maximum

Emergency Medical Service Risk Categorization

LOW RISK

- * Medical Incident via ProQA (Alpha, Bravo, and Omega Level)
- * Medical Alarm

MODERATE RISK

- * Medical Incident via ProQA (Charlie, Delta and Echo Level)
- * Traffic Accident
- * Medical Emergency

HIGH RISK

- * Traffic Accident with 4+ Pts.
- * Shooting / Stabbing with Multiple Patients

MAXIMUM RISK

- * Mass Casualty Incident (Natural or Intentional)

Technical Rescue Services

Using historical data and evaluating the community for potential risks, TTFD has identified potential risks that can occur within the technical rescue classification. These risks have been identified and labeled in the CAD as dispatch incident types. Each dispatch incident type is evaluated for probability, community consequence, and agency impact, and then placed into the appropriate risk category.

Y – Axis TR Risk Probability

The department consistently maintains and analyzes data related to all incidents. For technical rescue, probability is determined by evaluating historical data housed in the agency’s record management system and evaluating the frequency in which these incident types have occurred in the past. The department evaluated the frequency of all technical rescue risks over the last 5 years and calculated the probability in terms of average annual incidents. Each risk was provided with a score based upon the risk scoring chart below.

Technical Rescue Probability Risk Scoring					
Risk Score	2	4	6	8	10
Average Annual Incidents 2021-2025	0-200	201-400	401-600	601-800	801-1000

X – Axis TR Community Consequence

All technical rescue risks were evaluated for consequence to life safety, economic impact, property loss, historical significance, and occupancy vulnerability. Command staff and the CRASOC development team then provide an associated score based on consequential factors. Due to risk potential and event-specific contributing factors, technical rescue risks can have a wide range of consequences. Technical rescue risks can be as minimal as no potential for life loss, minor potential for property damage, with no consequence to the community, or can be as severe as extreme loss of life, extreme property damage, and great consequence to the community.

Due to infrequent responses to technical rescue incidents and the almost nonexistent need for technician-level responses, technical rescue incidents pose a relatively low risk to Temple Terrace. However, the community does have the potential to experience complex technical rescue incidents.

As the historical data indicates, less than 1% of TTFD’s total call volume is related to technical rescue. Of those calls, very few require technician level response. Most of the responses related to technical rescue deal with elevator malfunctions and minor to moderate vehicle extrication incidents.

Z – Axis TR Impact to the Agency

Impact reflects the strain placed on the community’s deployment and coverage capacity during an emergency event. As resource demands increase for a single incident, the availability of residual resources within the system decreases, reducing the ability to respond to subsequent emergencies. Department resources are allocated based on the critical tasks required for each incident type. The number of personnel needed to fulfill an Effective Response Force (ERF) determines the risk score. Simply put, the greater the resource requirement for one response, the fewer resources remain to address additional emergencies.

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

Currently the department is staffed with 17 personnel on each shift. This was distributed on a scale from 2 to 10, with 2 representing the utilization of one unit and 10 representing a depletion of all department personnel.

Technical Rescue Impact Risk Scoring					
Risk Score	2	4	6	8	10
Number of People Based on Deployment Model	1-3 people	4-7 people	8-12 people	13-17 people	18+ people

Risk Categorization

The following technical rescue risk categories were developed while considering probability, community consequence, and agency impact factors. These factors were systematically applied to all identified technical rescue risks, and each risk score was calculated using the established scoring methodology formula.

Incident Type	CRASOC Risk Class	Probability	Community Consequence	Agency Impact	Total Risk Score	CRASOC Risk Category
Animal Rescue / Problem	Technical Rescue	2	2	4	8.49	Low
Elevator Rescue	Technical Rescue	2	2	4	8.49	Low
Lock In	Technical Rescue	2	2	4	8.49	Low
Lock Out	Technical Rescue	2	2	4	8.49	Low
Bomb Scare	Technical Rescue	2	4	4	13.86	Low
Search For Person	Technical Rescue	2	4	4	13.86	Low
Extrication	Technical Rescue	2	4	8	25.92	Moderate
Water Rescue	Technical Rescue	2	6	6	28.14	Moderate
Explosion - No Fire	Technical Rescue	2	6	8	36.77	Moderate
Confined Space Rescue	Technical Rescue	2	6	10	45.52	High
High / Low Angle Rescue	Technical Rescue	2	6	10	45.52	High
Trench Rescue	Technical Rescue	2	6	10	45.52	High
Industrial Accident / Rescue	Technical Rescue	2	6	10	45.52	High
Aircraft Incident	Technical Rescue	2	8	10	59.40	High
Building Collapse	Technical Rescue	2	8	10	59.40	High

Technical Rescue Risk Categorization

LOW RISK	MODERATE RISK	HIGH RISK	MAXIMUM RISK
<ul style="list-style-type: none"> * Animal Rescue * Elevator Rescue * Lock In/Out * Residential/Commercial Flood * Search for Person * Bomb Scare 	<ul style="list-style-type: none"> * Extrication * Water Rescue * Explosion / Rupture (No Fire) 	<ul style="list-style-type: none"> * Aircraft Incident * Building Collapse * Confined Space Rescue * High / Low Angle Rescue * Trench Rescue * Industrial Accident / Rescue 	<ul style="list-style-type: none"> None

Hazardous Materials Services

Using historical data and evaluating the community for potential risks, TTFD has identified potential risks that can occur within the HAZMAT classification. These risks have been identified and labeled in the CAD as dispatch incident types. Each dispatch incident type is evaluated for probability, community consequence, and agency impact, and then placed into the appropriate risk category.

Y - Axis HM Risk Probability

The department consistently maintains and analyzes data related to all incidents. For HAZMAT, probability is determined by evaluating historical data housed in the agency's record management system and evaluating the frequency in which these incident types have occurred in the past. The department evaluated the frequency of all HAZMAT risks over the last 5 years and calculated the probability in terms of average annual incidents. Each risk was provided with a score based upon the risk scoring chart below.

HAZMAT Probability Risk Scoring					
Risk Score	2	4	6	8	10
Average Annual Incidents 2021-2025	0-200	201-400	401-600	601-800	801-1000

X – Axis HM Community Consequence

All HAZMAT risks were evaluated for consequence to life safety, economic impact, property loss, historical significance, and occupancy vulnerability. Command staff and the CRASOC development team then provide an associated score based on consequential factors. Due to risk potential and event-specific contributing factors, HAZMAT risks can have extremely wide-ranging consequences. HAZMAT risks can be as minimal as no potential for life loss, minor potential for property damage, with no consequence to the community, or can be as severe as extreme loss of life, extreme property damage, and great consequence to the community.

Due to infrequent responses to HAZMAT incidents and the almost nonexistent need for technician-level responses, HAZMAT incidents pose a relatively low risk to Temple Terrace. However, the community is at risk of complex technical rescue incidents.

Historical data indicate that less than 1% of TTFD's total call volume is related to hazardous materials. Furthermore, of those calls, very few require technician-level response or specialty equipment. Most responses related to hazardous materials involve small fuel spills, the smell of gas, or minor gas vapor leaks.

Z – Axis HM Impact to the Agency

Impact reflects the strain placed on the community's deployment and coverage capacity during an emergency event. As resource demands increase for a single incident, the availability of residual resources within the system decreases, reducing the ability to respond to subsequent emergencies. Department resources are allocated based on the critical tasks required for each incident type. The number of personnel needed to fulfill an Effective Response Force (ERF) determines the risk score. Simply put, the greater the resource requirement for one response, the fewer resources remain to address additional emergencies.

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

Currently, the department is staffed with 17 personnel on each shift. This was distributed on a scale from 2 to 10, with 2 representing the utilization of one unit and 10 representing a depletion of all department personnel.

HAZMAT Impact Risk Scoring					
Risk Score	2	4	6	8	10
Number of People Based on Deployment Model	1-3 people	4-7 people	8-12 people	13-17 people	18+ people

Risk Categorization

The following HAZMAT risk categories were developed while considering probability, community consequence, and agency impact factors. These factors were systematically applied to all identified HAZMAT risks, and each risk score was calculated using the established scoring methodology formula.

Incident Type	CRASOC Risk Class	Probability	Community Consequence	Agency Impact	Total Risk Score	CRASOC Risk Category
Fuel Spill < 25 gal.	HAZMAT	2	2	4	8.49	Low
Smell of Gas	HAZMAT	2	2	4	8.49	Low
Fuel Spill > 25 gal.	HAZMAT	2	6	6	28.14	Moderate
Gas Rupture - Natural / Propane	HAZMAT	2	6	6	28.14	Moderate
HAZMAT / Small – no Fire	HAZMAT	2	6	10	45.52	High
HAZMAT / Large – no Fire	HAZMAT	2	8	10	59.40	High

HAZMAT Risk Categorization

<p><u>LOW RISK</u> * Fuel Spill - Liquid < 25 gal. * Smell of Gas</p>	<p><u>MODERATE RISK</u> * Fuel Spill - Liquid > 25 gal. * Gas Rupture - Natural or Propane</p>	<p><u>HIGH RISK</u> * HAZMAT Incident</p>	<p><u>MAXIMUM RISK</u> None</p>
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Evaluation of Current Deployment and Performance

Critical Task Analysis and Resource Analysis

Overview

The fire department's critical analysis and resource analysis are essential components of operational planning and efficiency. Critical task analysis involves evaluating current response capabilities and assessing risks that impact community safety. This process examines incident trends, staffing levels, apparatus deployment, and compliance with industry standards to ensure readiness for all hazards. Resource analysis complements this by reviewing the allocation and utilization of personnel and apparatus. Together, these analyses provide a comprehensive understanding of standardized resource deployment, enabling informed decisions that enhance emergency response, optimize resource distribution, and support performance objectives.

Fire Suppression

Critical Task and Resource Analysis

To ensure effective fire suppression operations, each dispatch incident type was classified into one of four (4) fire suppression categories. A comprehensive critical task and resource analysis was conducted for each incident type within these categories to identify the actions required to mitigate the event. Based on this analysis, the agency determined the personnel and equipment necessary to accomplish these tasks, collectively referred to as the Effective Response Force (ERF).

The results of these analyses form the foundation for deployment models, which are programmed into the Computer-Aided Dispatch (CAD) system. Dispatchers assign an incident type, and once identified, the CAD system recommends units based on availability, hazard risk, and proximity to the incident. If a Temple Terrace apparatus is unavailable, mutual aid resources are utilized to complete the alarm assignment.

Once resources are allocated, proper task assignments are critical to maintaining operational safety and achieving incident stabilization. The accompanying chart outlines the initial task assignments for personnel responding to fire suppression incidents. These charts represent preliminary responsibilities for arriving units; however, the Incident Commander retains ultimate authority for reassigning personnel as conditions evolve. Additionally, the Incident Commander or first-arriving officer is responsible for requesting supplemental resources as needed.

The resources listed align with the first-alarm deployment models programmed into CAD for each dispatch incident type.

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

Low Risk - Fire Suppression				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Incident Command / Safety	1	<u>TFD Units</u>		
Investigate / Attack Line	2	Engine	1	3
Pump Operations	1	Chief	1	1
Total Personnel:	4	Total Resources:	2	4

Moderate Risk - Fire Suppression				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Incident Command / Safety	1	<u>TFD Units</u>		
Attack Line / Back Up Line	4	Engine	1	3
Pump Operations	1	Ladder	1	3
Attack Line Support / Forcible Entry / Utilities	2	Rescue	2	4
Search and Rescue	2	Chief	1	1
Ventilation / Ground Ladders	2	<u>Mutual Aid Units</u>		
Rapid Intervention Team	2	Engine	1	3
Total Personnel:	14	Total Resources:	6	14

High Risk - Fire Suppression				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Incident Commander	1	<u>TFD Units</u>		
Safety Officer	1	Engine	1	3
Attack Line	4	Ladder	1	3
Back-up Line	2	Rescue	2	4
Pump Operations	2	Chief	1	1
Attack Line Support / Water Supply	2	<u>Mutual Aid Units</u>		
Search and Rescue	4	Engine	2	6
Ventilation and Utility Control	3	Ladder	1	4
Rapid Intervention Team	3	Rescue	1	2
Aerial Operations	1	Chief	1	1
Total Personnel:	23	Total Resources:	10	24

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

Maximum Risk - Fire Suppression				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Incident Commander	1	<u>TTFD Units</u>		
Safety Officer	1	Engine	1	3
Attack Line	4	Ladder	1	3
Back-up Line	2	Rescue	2	4
Pump Operations	2	Chief	1	1
Attack Line Support / Water Supply	3	<u>Mutual Aid Units</u>		
Search and Rescue	4	Engine	3	9
Ventilation and Utility Control	4	Ladder	2	8
Aerial Operations	2	Chief	1	1
Rapid Intervention Team	4			
Rehab	2			
Total Personnel:	29	Total Resources:	11	29



Emergency Medical Services

Critical Task and Resource Analysis

To ensure effective emergency medical services (EMS), each dispatch incident type was classified into one of four (4) EMS categories. A detailed critical task and resource analysis was conducted for each incident type within these categories to identify the specific actions required for incident mitigation. Based on this analysis, the agency determined the personnel and equipment necessary to accomplish these tasks, collectively referred to as the Effective Response Force (ERF).

The findings from these analyses form the basis for deployment models, which are integrated into the Computer-Aided Dispatch (CAD) system. Dispatchers assign an incident type, and once identified, the CAD system recommends units based on availability, hazard risk, and proximity to the incident. If a Temple Terrace apparatus is unavailable, mutual aid resources are utilized to complete the alarm assignment.

Once resources are allocated, proper task assignments are critical to maintaining operational safety and achieving incident stabilization. The accompanying chart outlines the initial task assignments for personnel responding to EMS incidents. These charts represent preliminary responsibilities for arriving units; however, the Incident Commander retains ultimate authority for reassigning personnel as conditions evolve. Additionally, the Incident Commander or first-arriving officer is responsible for requesting supplemental resources as needed.

The resources listed align with the first-alarm deployment models programmed into CAD for each dispatch incident type.

Low Risk - EMS				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Primary Patient Care / Documentation	1	<u>TTFD Units</u>		
Secondary Patient Care / Transport	1	Rescue	1	2
Total Personnel:	2	Total Resources:	1	2

Moderate Risk - EMS				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Incident Command / Safety	1	<u>TTFD Units</u>		
Primary Patient Care / Documentation	2	Engine	1	3
Secondary Patient Care / Transport	2	Rescue	1	2
Total Personnel:	5	Total Resources:	2	5

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

High Risk - EMS				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Incident Command / Safety	1	<u>TTFD Units</u>		
Operations Coordinator / Traffic Control	1	Engine	2	6
Incident Stabilization	2	Rescue	2	4
Medical Triage / Transport Coordination	1			
Primary Patient Care / Documentation	2			
Secondary Patient Care / Transport	2			
Total Personnel:	9	Total Resources:	4	10

Maximum Risk - EMS				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Incident Command / Safety	1	<u>TTFD Units</u>		
Operations Coordinator	1	Engine	2	6
Incident Stabilization	2	Rescue	2	4
Medical Triage	1	Chief	1	1
Transport Coordination	1	<u>Mutual Aid Units</u>		
Primary Patient Care / Documentation	4	Rescue	2	4
Secondary Patient Care / Transport	4			
Total Personnel:	14	Total Resources:	7	15

This analysis also included the determination of the mode of response related to each risk category. The following chart indicates the mode of response (emergent or non-emergent) for each apparatus assigned to the incident. This determination was made with the understanding that all apparatus, whether responding emergent or non-emergent, would utilize the preemptive traffic control system (Opticom) while responding to the incident.

Resource Response Mode

<u>Level</u>	<u>Echo</u>	<u>Delta</u>	<u>Charlie</u>	<u>Bravo</u>	<u>Alpha</u>	<u>Omega</u>
<u>Engine/Ladder</u>	Emergent	Emergent	Emergent	N/A	N/A	N/A
<u>Rescue</u>	Emergent	Emergent	Emergent	Emergent	Non-Emergent	Non-Emergent

Technical Rescue

Critical Task and Resource Analysis

To effectively support technical rescue operations, each dispatch incident type was categorized into one of four (4) technical rescue classifications. A comprehensive critical task and resource analysis was then conducted for each incident type within these categories to identify the specific actions required to mitigate the event. Based on this analysis, the agency determined the personnel and equipment necessary to accomplish these tasks, collectively referred to as the Effective Response Force (ERF).

The results of these analyses inform the development of deployment models, which are integrated into the Computer-Aided Dispatch (CAD) system. Dispatchers assign an incident type, and once identified, the CAD system recommends units based on availability, hazard risk, and proximity to the incident. If a Temple Terrace apparatus is unavailable, mutual aid resources are utilized to complete the alarm assignment.

Upon resource allocation, proper critical task assignments are essential to ensure operational safety and incident stabilization. The accompanying chart outlines the initial task assignments for personnel responding to technical rescue incidents. These charts outline the preliminary responsibilities of arriving units; however, the Incident Commander retains ultimate authority to reassign personnel as conditions evolve. Additionally, the Incident Commander, or first-arriving officer, is responsible for requesting supplemental resources as needed.

The resources listed align with the first-alarm deployment models programmed into CAD for each dispatch incident type. As no maximum-risk scenarios are identified within this classification, the critical task analysis is based on a hypothetical risk level, benchmarked against other risk categories and classifications.

Low Risk - Technical Rescue				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Incident Command / Safety	1	TTFD Units		
Primary Rescue Team	2	Engine	1	3
Equipment Setup	1	Rescue	1	2
Total Personnel:	4	Total Resources:	2	5

Moderate Risk - Technical Rescue				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Incident Command / Safety	1	<u>TTFD Units</u>		
Attack Line / Exposure Line	2	Engine	1	3
Pump Operations	1	Ladder	1	3
Stabilization / Equipment Setup	1	Rescue	2	4
Primary Rescue Team	2	Chief	1	1
Victim Medical Care	2			
Rapid Intervention Team	2			
Total Personnel:	11	Total Resources:	5	11

High Risk - Technical Rescue				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Incident Commander / Safety Officer	1	<u>TTFD Units</u>		
Attack Line / Exposure Line	2	Engine	1	3
Pump Operations	1	Ladder	1	3
Stabilization / Equipment Setup	1	Rescue	2	4
Primary Rescue Team	4	Chief	1	1
Victim Medical Care	4	<u>Mutual Aid Units</u>		
Rapid Intervention Team	2	Tech. Rescue Unit	1	4
Total Personnel:	15	Total Resources:	6	15

Maximum Risk - Technical Rescue				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Incident Commander / Safety Officer	1	<u>TTFD Units</u>		
Attack Line / Exposure Line	2	Engine	1	3
Pump Operations	1	Ladder	1	3
Stabilization / Equipment Setup	2	Rescue	2	4
Primary Rescue Team	4	Chief	1	1
Victim Medical Care	6	<u>Mutual Aid Units</u>		
Rapid Intervention Team	2	Tech. Rescue Unit	1	4
		Rescue	2	4
Total Personnel:	18	Total Resources:	8	19



HAZMAT

Critical Task and Resource Analysis

To effectively support HAZMAT operations, each dispatch incident type was categorized into one of four (4) HAZMAT classifications. A comprehensive critical task and resource analysis was then conducted for each incident type within these categories to identify the specific actions required to mitigate the event. Based on this analysis, the agency determined the personnel and equipment necessary to accomplish these tasks, collectively referred to as the Effective Response Force (ERF).

The results of these analyses inform the development of deployment models, which are integrated into the Computer-Aided Dispatch (CAD) system. Dispatchers assign an incident type, and once identified, the CAD system recommends units based on availability, hazard risk, and proximity to the incident. If a Temple Terrace apparatus is unavailable, mutual aid resources are utilized to complete the alarm assignment.

Upon resource allocation, proper critical task assignments are essential to ensure operational safety and incident stabilization. The accompanying chart outlines the initial task assignments for personnel responding to HAZMAT incidents. These charts outline the preliminary responsibilities of arriving units; however, the Incident Commander retains ultimate authority to reassign personnel as conditions evolve. Additionally, the Incident Commander, or first-arriving officer, is responsible for requesting supplemental resources as needed.

The resources listed align with the first-alarm deployment models programmed into CAD for each dispatch incident type. As no maximum-risk scenarios are identified within this classification, the critical task analysis is based on a hypothetical risk level, benchmarked against other risk categories and classifications.

Low Risk - HAZMAT				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Incident Command / Safety	1	<u>TTFD Units</u>		
Hazard Identification /Assessment	2	Engine	1	3
Equipment Setup	1	Rescue	1	2
Total Personnel:	4	Total Resources:	2	5

Moderate Risk - HAZMAT				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Incident Command / Safety	1	<u>TTFD Units</u>		
Attack Line / Exposure Line	2	Engine	1	3
Pump Operations	1	Ladder	1	3
Stabilization / Equipment Setup	1	Rescue	2	4
Hazard Identification / Assessment	2	Chief	1	1
Victim Medical Care	2			
Rapid Intervention Team	2			
Total Personnel:	11	Total Resources:	5	11

High Risk - HAZMAT				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Incident Commander / Safety Officer	1	<u>TTFD Units</u>		
Attack Line / Exposure Line	2	Engine	1	3
Pump Operations	1	Ladder	1	3
Stabilization / Equipment Setup	1	Rescue	2	4
HAZMAT Specialist / Assessment and Mitigation	4	Chief	1	1
Decontamination	2	<u>Mutual Aid Units</u>		
Victim Medical Care	2	HAZMAT Unit	1	4
Rapid Intervention Team	2			
Total Personnel:	15	Total Resources:	6	15

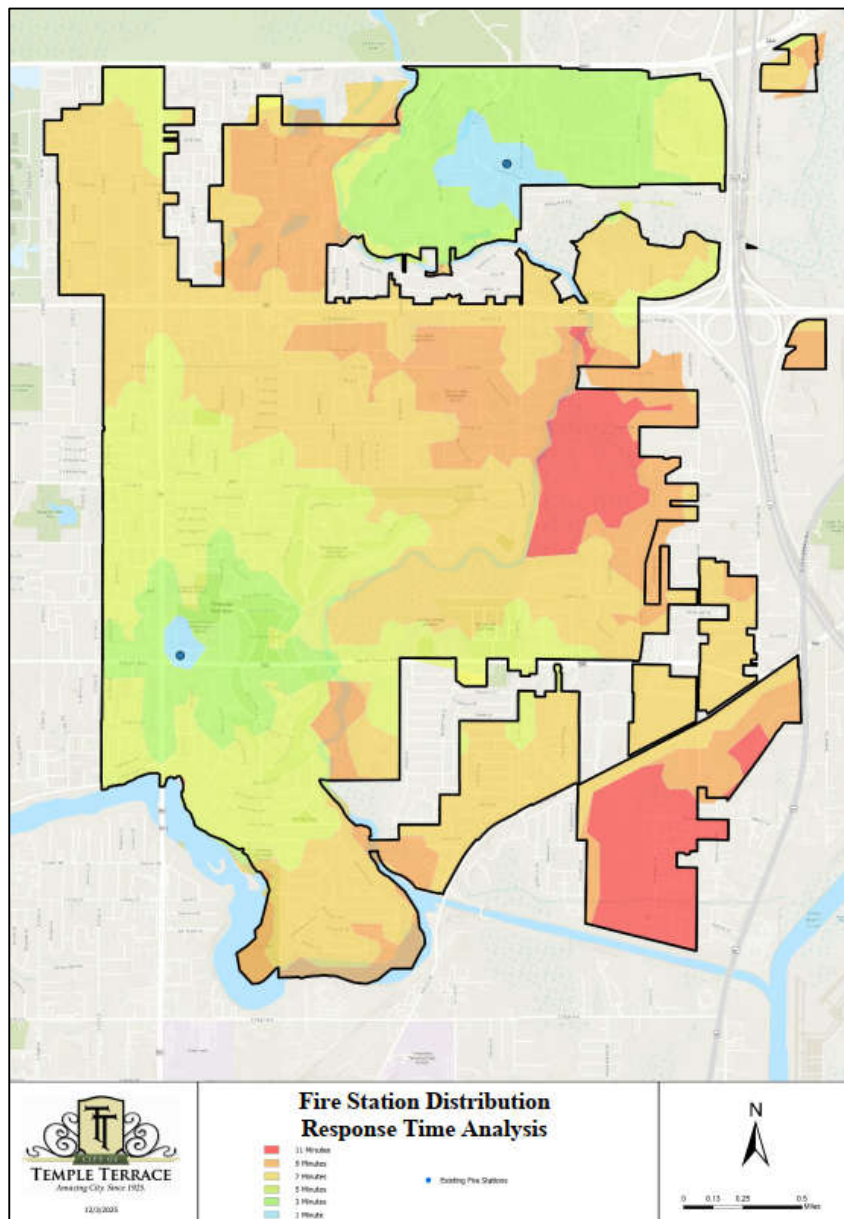
Maximum Risk - HAZMAT				
Task	# of Personnel	Standard Resource Deployment	Resources Count	Personnel Count
Incident Commander / Safety Officer	1	<u>TTFD Units</u>		
Attack Line / Exposure Line	2	Engine	1	3
Pump Operations	1	Ladder	1	3
Stabilization / Equipment Setup	2	Rescue	2	4
HAZMAT Specialist / Assessment and Mitigation	4	Chief	1	1
Decontamination	2	<u>Mutual Aid Units</u>		
Victim Medical Care	4	HAZMAT Unit	1	4
Rapid Intervention Team	2	Engine	1	3
Total Personnel:	18	Total Resources:	7	18



Historical Perspective and Summary of System Performance

Distribution Factors

Distribution reflects the geographic locations of the fire stations or distribution points. This factor assesses how quickly the first-due company can arrive on scene within an acceptable time frame. The City of Temple Terrace has two (2) fire stations that provide coverage to approximately seven (7) square miles. Fire Station #1 is located in the Southwest area of the city, known as the “downtown” area and is adequately positioned to optimize response to its first-due area. Station #2 is located inside Telecom Park in the city's Northeast area. While the location of Station #2 is not optimal, adequate resource distribution is achieved. The continual development of the Northeastern section of the jurisdiction has increased the justification of Station #2’s placement in more recent years.



The data chart below shows all emergency incident response times for each planning zone that occurred within the jurisdictional boundaries between 01/01/2021 and 12/31/2025.

Planning Zones 100'S

Zone	Number of Responses	90th Percentile Response Time
101	69	08:27
102	147	06:50
103	75	07:30
104	205	04:48
105	461	05:38
106	83	06:44
107	412	06:09
108	335	06:00
109	58	07:29
110	40	07:31
111	20	08:22
112	232	07:28
113	110	07:37
114	91	07:23
115	29	07:48
116	57	06:59
117	475	06:19
118	48	06:28
119	330	05:44
120	2	09:37
121	1119	05:53
122	2	04:33
130	20	07:13

Planning Zones 200's

Zone	Number of Responses	90th Percentile Response Time	Zone	Number of Responses	90th Percentile Response Time
201	355	05:49	220	70	06:22
202	215	05:56	221	82	05:02
203	241	05:41	222	43	05:01
204	78	06:45	223	304	05:46
205	293	06:24	224	112	06:36
206	83	07:04	225	121	07:42
207	55	06:33	226	234	05:33
208	107	08:05	227	59	04:42
209	71	07:32	228	190	05:42
211	140	05:52	229	172	07:17
212	42	05:57	230	108	04:56
213	108	05:42	231	172	04:40
214	79	05:37	232	229	04:04
215	171	06:18	233	277	04:24
216	74	07:03	234	502	03:41
217	71	07:05	235	74	04:43
218	31	07:58	236	36	04:20
219	22	09:43	237	117	05:48
-	-	-	238	30	05:10

Planning Zones 300's

Zone	Number of Responses	90th Percentile Response Time
301	72	04:24
302	284	04:59
303	123	04:19
304	270	04:04
305	370	04:49
306	159	06:14
307	99	06:28
309	146	05:16
310	114	04:19
311	69	05:04
312	18	08:43
313	129	07:26
314	69	07:21

Planning Zones 400's

Zone	Number of Responses	90th Percentile Response Time
401	62	05:38
402	629	05:34
403	334	05:36
404	384	07:02
405	1	06:59
406	89	07:27
407	3	07:09
408	88	07:50
409	128	07:35
410	66	06:18
411	13	06:43
412	34	07:03
413	331	06:35
414	49	06:25
415	5	06:54
417	311	06:59
418	215	06:12
419	4	06:00
420	6	07:27
420	175	07:20
421	22	09:05



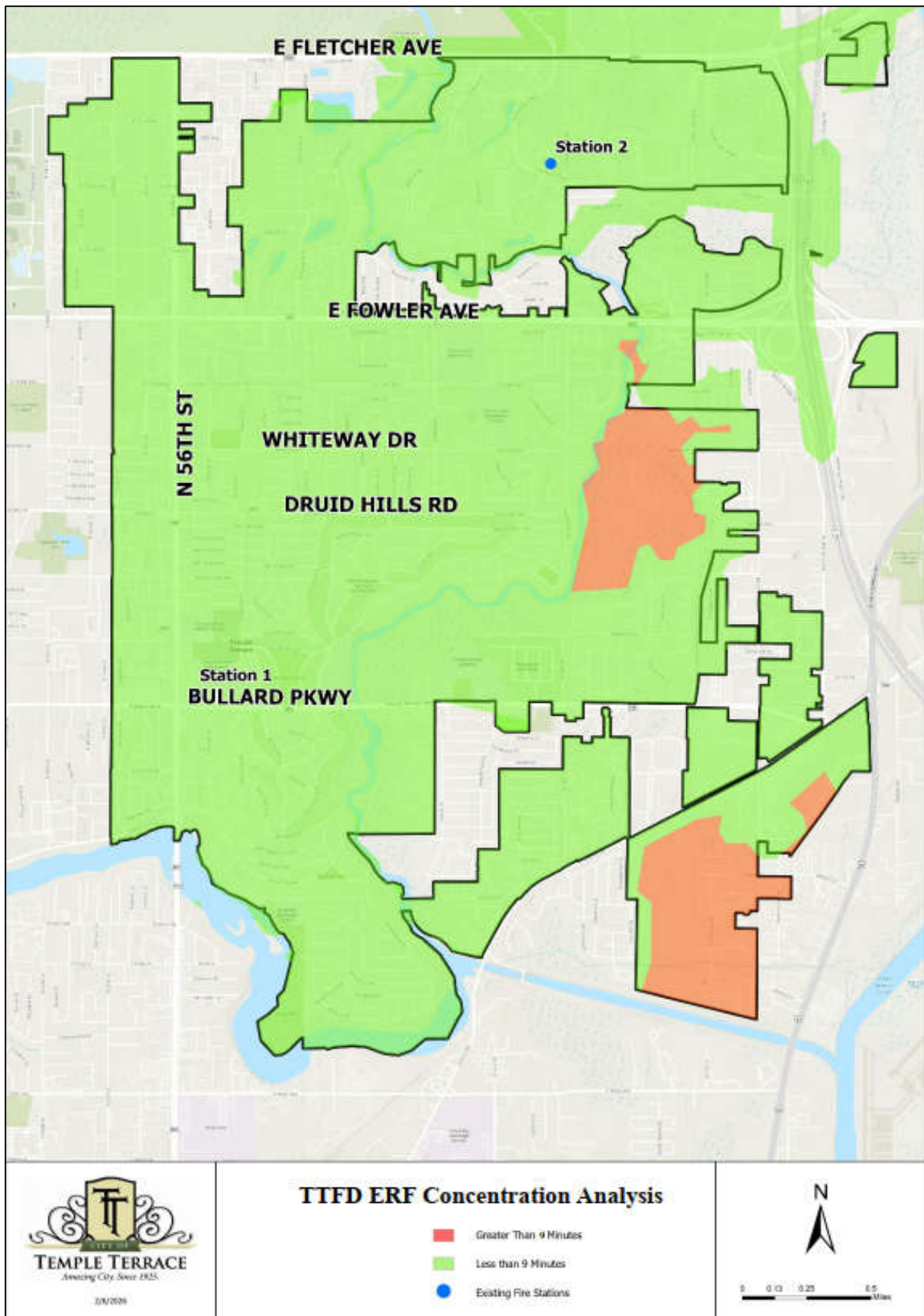
Concentration Factors

Concentration is the spacing of multiple fire companies (close enough together) so that an effective response force (ERF) can be assembled on-scene. Station #1 always maintains a minimum of one (1) engine company, two (2) rescue units and a Battalion Chief. Station #2 always maintains a minimum of one (1) ladder company or engine company and one (1) rescue unit. Unit staffing levels may increase depending on the number of personnel on duty. Mutual aid units will make up the remainder of the Effective Response Force (ERF) needed for an incident, based on deployment recommendations in the Computer-Aided Dispatch (CAD) system.

The data chart below evaluates all emergency incidents that occurred within the jurisdictional boundaries between 01/01/2021 and 12/31/2025 and represents both department and mutual aid resources.

Concentration Matrix				
All Incident Types - Emergency Response Only				
90% Travel Time				
	All Units	Rescue	Engine	Ladder
1st Arrival	5:01	5:01	5:00	5:28
count	12058	3975	6345	1539
2nd Arrival	5:55	5:52	5:31	5:32
count	13258	8689	3362	896
3rd Arrival	7:25	8:16	6:29	8:21
count	1613	677	347	83
4th Arrival	7:51	8:49	7:29	9:20
count	455	209	75	32

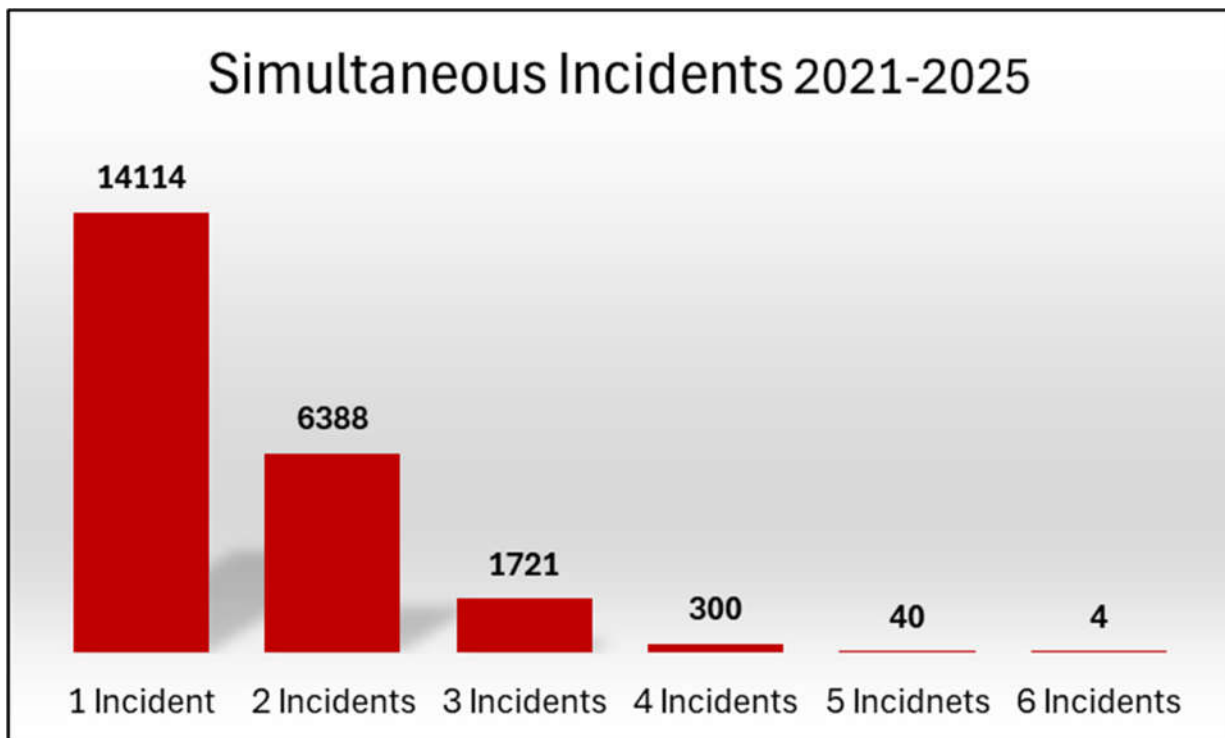




Reliability Factors

Response reliability refers to the department's consistent ability to deliver the appropriate resources to an incident within established time standards. Several factors influence this reliability, including unit availability, call volume, geographic distribution of resources, and mutual aid dependency. High call volume or simultaneous incidents can reduce reliability by limiting the availability of apparatus and personnel. Additionally, traffic congestion, the location of stations relative to incident sites, and staffing levels directly affect response times. Effective deployment models, dynamic resource allocation, and robust mutual aid agreements are essential to maintaining reliability.

The chart below demonstrates how often incidents occurred at the same time during the last five years. For perspective, an incident with a long duration, such as an EMS incident with a lengthy transport to the hospital, compared to a fire alarm incident, which may last a short duration, can significantly impact the simultaneous incidents data.



The City of Temple Terrace relies on Tampa Fire Rescue and Hillsborough County Fire Rescue to fill the remaining ERF requirements, once Temple Terrace units have been exhausted. TTFD currently has fifteen (17) firefighters assigned to each 24-hour shift with a minimum staffing of thirteen (13) personnel. The ERF for moderate to high risk events ranges from fourteen (14) to twenty-three (23). As a result, mutual aid units are dispatched along with TTFD units to ensure the ERF arrives on scene within the established time frames.

There are several mutual aid stations that surround the city's jurisdictional boundaries. The following charts depict several mutual aid stations' locations in relation to the city and distance from the city's jurisdiction boundaries, as well as the approximate drive time from each station.

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

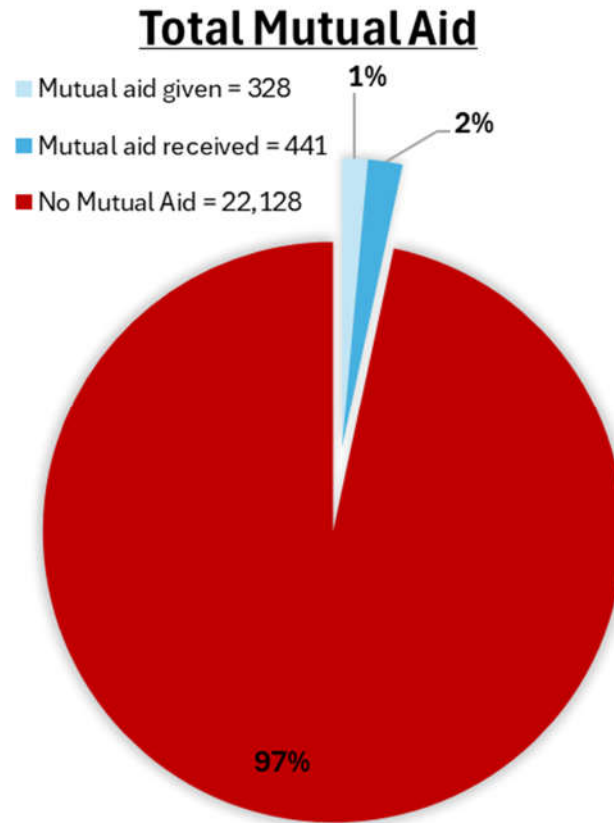
Tampa Fire Rescue (TFR) Station	General Direction from City Limits	Approx. Drive Distance
TFR Station 13	West	1.97 miles
TFR Station 18	Southwest	4.21 miles
TFR Station 20	North	5.66 miles
Hillsborough County Fire (HCFR) Station	General Direction from City Limits	Approx. Drive Distance
HCFR Station 32	South	2.47 miles
HCFR Station 21	East	3.41 miles

Mutual Aid Drive Time Analysis				
Approximate Drive Time from Various Locations	Drive Time to Closest City Location	Drive Time to Middle City Location	Drive Time to Farthest City Location	Average Drive Time to City Locations
TFR Station 13	5 min	10 min	13 min	9.5 min
TFR Station 18	9 min	13 min	17 min	13 min
TFR Station 20	7 min	9 min	10 min	8.6 min
HCFR Station 32	6 min	9 min	11 min	8.6 min
HCFR Station 21	9 min	10 min	11 min	10 min

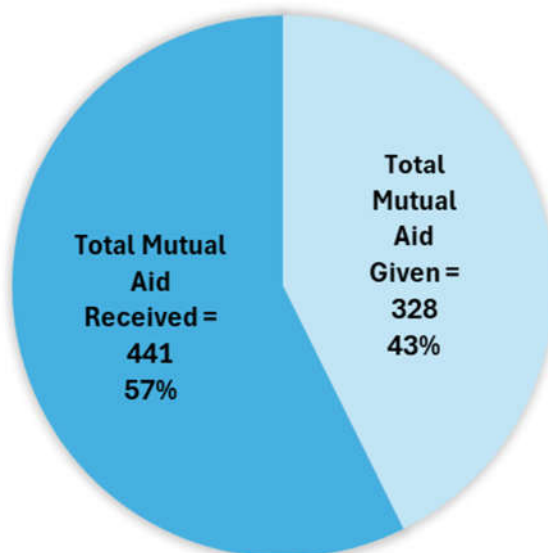
This drive distance and time analysis, along with historical statistical data, allows the department to develop realistic benchmark performance objectives when a standard response deployment requires mutual aid for additional resources.

Overall, the department relies very little on mutual aid resources, except for significant incidents with a higher agency impact score that exhaust the department’s resources during the initial response deployment.

Mutual Aid Statistics 2021-2025



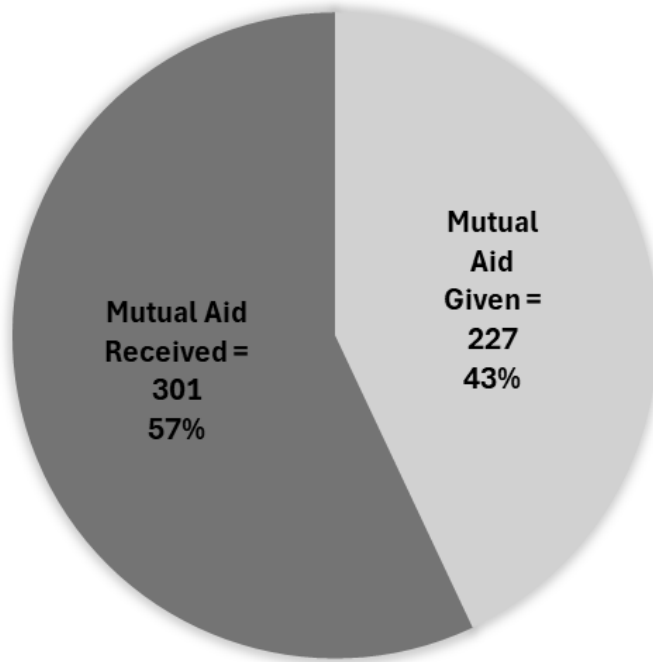
MA Given vs. MA Received



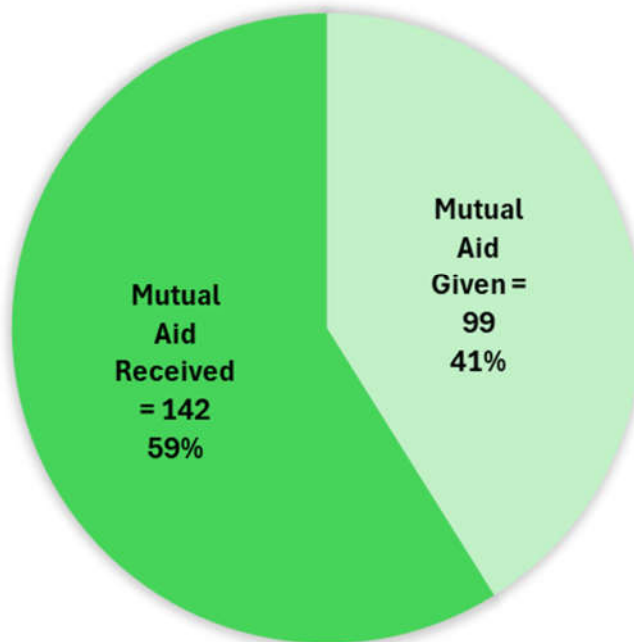
Mutual Aid Statistics 2021-2025

Tampa Fire Rescue and Hillsborough County Fire Rescue

TFR Mutual Aid



HCFR Mutual Aid



Comparability Factors

Organizational Resources

TTFD evaluates and compares the agency's performance against several external sources to ensure any opportunities for improvement may be achieved. The agency utilizes resources such as the Florida Association for Fire Accreditation and Professional Credentialing, Florida Fire Chiefs Association, International Association of Fire Chiefs, and Florida's Division of State Fire Marshal to stay up to date with the latest trends regarding all aspects of program delivery.

In addition, the agency monitors and implements programs and processes in accordance with industry standards. The agency utilizes organizations such as the National Fire Protection Association (NFPA) and Occupational Health and Safety Administration (OSHA) to ensure the latest policies and procedures are being considered or utilized.

Insurance Service Office (ISO)

Insurance Service Office (ISO) is an organization that evaluates fire departments nationwide by comparing their deployment history, apparatus, equipment, staffing levels, and operational practices against industry standards. The organization recognizes each fire department with a classification number from 1 to 10. Class 1 represents exemplary fire protection, and Class 10 indicates that the area's fire suppression program does not meet minimum recognition criteria. In 2006, the agency moved from Class 4 to Class 3 after working through the Center for Public Safety Excellence's (CPSE) continual improvement process. Over the next several years, the agency continued to make operational improvements and was recognized as a Class 1 Fire Department in 2014. In 2022, ISO reevaluated the department and once again concluded it is a Class 1 Fire Department.

Continual Improvement Process

TTFD has participated in and remained committed to an agency-wide continual improvement process since 2001. This process has ensured that the agency evaluates, documents, and improves upon all areas of responsibility in the fire department. In doing so, the agency has continued to collaborate with external fire departments from around the country to ensure the best approach to service delivery is achieved. As a result, TTFD has achieved accredited status through the Center for Fire Accreditation International in 2006, 2011, 2016, and 2021. TTFD has remained committed to the continual improvement process for the past 20 years and will seek reaccreditation in 2026.



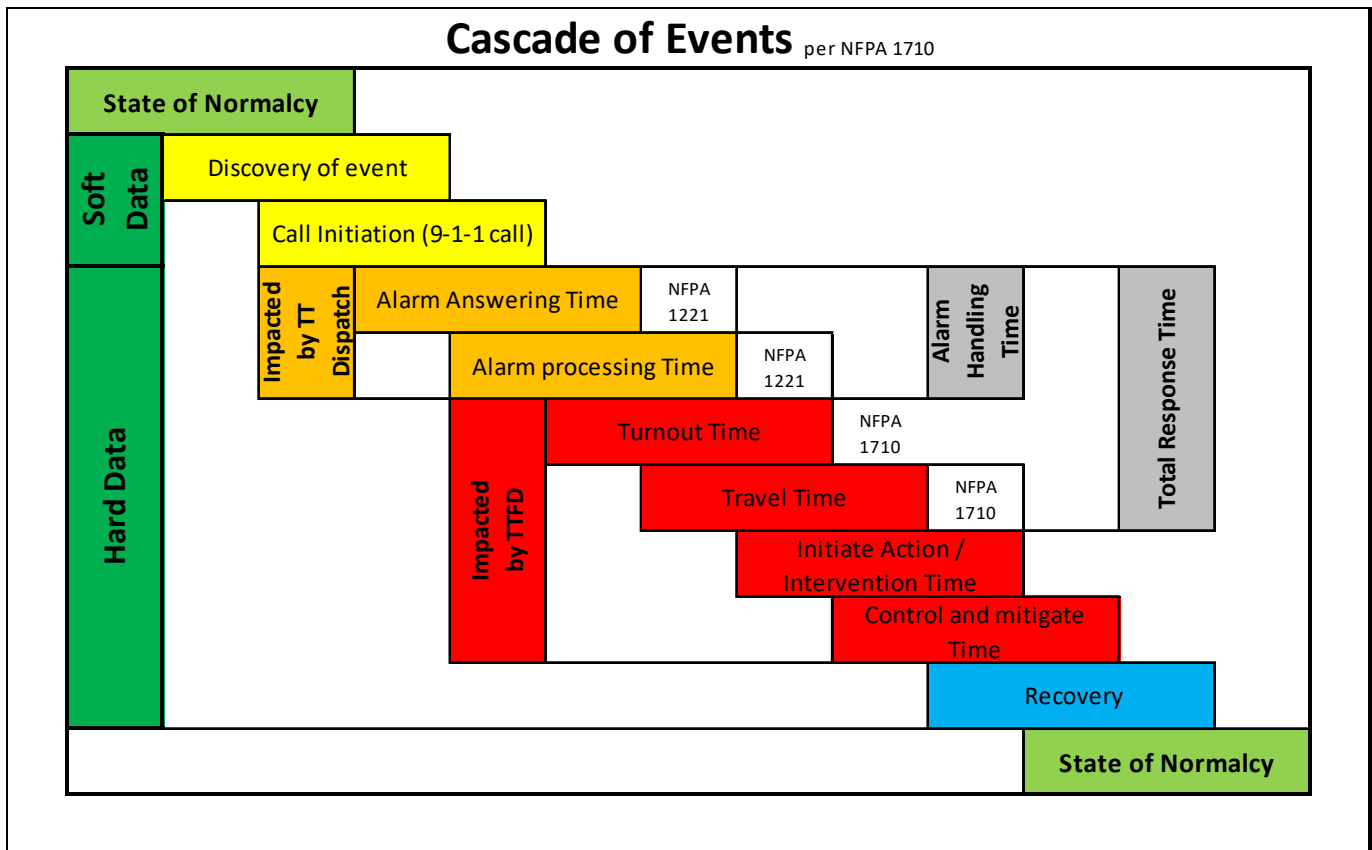
Performance Measurement and Baselines

When identifying and evaluating performance objectives, it is important to identify and understand each component described in the objective. Each component of hard data is documented and calculated independently. The data is then evaluated and compared to performance objectives to determine performance baselines.

System performance is measured by distribution and concentration. While individual times are broken down and analyzed separately, TTFD uses total response time in all baseline and benchmark performance standards.

Cascade of Events

The cascade of events is used to clearly identify and determine relevant data points as it applies to all incident responses.



Alarm Handling Time

Alarm handling time consists of two components, which are identified as one time. The first component is the alarm answering time, which starts when a Dispatcher answers an incoming call and ends when the Dispatcher determines the type of emergency. The alarm processing time starts when the dispatcher selects an incident type in the dispatch program and ends when the fire station is alerted.

Turnout Time

Turnout time is the amount of time it takes for fire personnel to start responding to an emergency. This time starts when dispatch alerts fire personnel via the station alerting system and ends when the fire unit is pulling out of the fire station.

In 2025, the department conducted a Turnout Time Study to establish realistic and achievable turnout time goals. The study incorporated multiple factors to ensure a representative and reliable data sample. The department acknowledges that daily operations involve a wide range of scenarios that cannot be fully captured, given their dynamic nature. The focus of this analysis was to evaluate the most probable and routine conditions encountered during emergency response. The study intentionally excluded variables related to normal living activities (such as eating, cooking, or showering), as these factors introduce inconsistencies that do not reflect typical operational readiness. The following section presents a summary of this study.

TTFD Turnout Time Study	Scenario Min.	Scenario Max	Avg. of All Scenarios	90% of Max
	Turnout Time In Seconds			
	Without Turnout Gear			
Department Wide	22	102	61	92
St 1	22	102	62	92
St 2	26	88	61	79
	With Turnout Gear			
Department Wide	67	147	106	132
St 1	67	147	107	132
St 2	71	133	106	120

Travel Time

Travel time is the amount of time that it takes to drive to an incident. This time starts when the fire unit is pulling out of the fire station and ends when the unit arrives at the incident.

Total Response Time

Total response time is the total amount of time it takes for the fire department to respond to an incident. This time starts when a dispatcher answers an incoming call to the dispatch center and ends when a fire unit arrives at the incident.

Data Set Qualification

Through an in-depth review of historical response data, the department identified four primary risk classifications: Fire Suppression, Emergency Medical Services (EMS), Technical Rescue, and Hazardous Materials (HAZMAT). Each classification was further stratified into four risk categories: Low, Moderate, High, and Maximum. For every classification and category, the department conducted a comprehensive critical task and resource analysis. This process is fundamental to ensuring accurate identification and evaluation of operational requirements.

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

The department participates in the Florida Fire Incident Reporting System (FFIRS) and utilizes National Emergency Response Information System (NERIS) codes to standardize incident reporting. By correlating NERIS codes with the established risk classifications and categories, the department can accurately associate response time data sets with each risk profile.

TTFD utilizes EPR FireWorks to capture and analyze incident data. This enables precise documentation of apparatus arrival times and the deployment of the Effective Response Force (ERF) as defined in the critical task analysis. To maintain data integrity, all non-emergency responses are excluded from the analysis, ensuring that performance metrics reflect true emergency operations.

For baseline and benchmark performance, TTFD applies the 90th percentile methodology, which reflects the department's capability in the vast majority of cases. For example, if ten response times are arranged from shortest to longest, the ninth time represents the 90th percentile. This approach provides a realistic measure of performance and reinforces TTFD's commitment to continuous improvement, ensuring that citizens and stakeholders can trust that emergencies will be managed as efficiently as possible.

When evaluating data sets, statistical significance is a key consideration. The n-value, representing the number of data points analyzed, is indicated in the accompanying tables. For performance analysis to be considered statistically valid, a minimum of ten incidents within a specific risk category is required. If fewer than ten incidents are available, the resulting performance data cannot accurately represent the department's 90th percentile benchmark. In such cases, the longest recorded time is used, and each incident is reviewed individually to identify potential areas for improvement.

Outliers

The department maintains a strong focus on ensuring its data is accurate. As a result, data is monitored for accuracy at many steps during the completion and review process. Members completing the data entry process ensure data accuracy by reviewing factual evidence related to the incident, such as radio traffic, key incident indicators, and confirmed apparatus timestamps. Occasionally, incidents result in data that reflect extreme circumstances that do not represent normal operations or even the majority of operations. When this occurs, the department utilizes the following outlier policy to remove data from the evaluation.

Outliers	Min	Max
Alarm Handling Time	less than 5 seconds	more than 5 minutes
Turnout Time	less than 5 seconds	N/A

Planning Zones

All planning zones and fire response grids are identified as urban areas. The department does not provide service to any rural areas.

Baseline Performance Tables

Performance for All Incidents

TTFD recognizes the importance of gathering, analyzing, and reporting data regarding response times. By breaking down response data into risk classifications and categories, the agency can evaluate performance over time. In addition to the response time analysis by category below, the agency evaluates all responses by individual apparatus collectively. This data set provides a more statistically significant outcome, which can be utilized to help validate benchmark statements for each risk category.

Summary of All Incident Responses Combined 2021-2025

Summary of All TTFD Incident Responses Combined				
90th Percentile Times All TTFD Incidents 2021-2025	Baseline 1st Arriving Unit (Emergency)	Baseline Additional Arriving Units (Emergency)	Baseline All Units (Emergency)	Baseline Mutual Aid Units (Emergency)
Alarm Handling Time	0:55	0:55	0:55	N/A
Turnout Time	1:38	1:50	1:50	N/A
Travel Time	5:04	6:24	5:43	18:33
Response Time	6:19	7:36	7:00	N/A
Total Response Time	7:14	8:31	7:55	20:29
Number of Apparatus Responses Assessed	12168	17646	29814	234



Performance by Risk Category

Baseline performance tables evaluate the fire department's performance over the last five years. These tables document each component of total response time by the 90th percentile. In addition, the table further breaks down the data into 1st unit response and the Effective Response Force (ERF) to convey the difference in distribution performance and concentration performance.

Fire Suppression

(Low Risk) Fire Suppression - 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	00:55	00:40	00:55	1:01	00:51	00:46
Turnout Time	Turnout Time 1st Unit	Urban	01:44	01:44	01:42	1:43	1:35	1:45
Travel Time	Travel Time 1st Unit Distribution	Urban	06:02	05:48	05:35	06:35	05:34	04:23
	Travel Time ERF Concentration	Urban	06:39	07:41	07:20	5:46	4:57	4:23
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	07:57	07:40	07:59	8:57	7:39	6:40
			n=304	n=56	n=55	n=104	n=42	n=47
	Total Response Time ERF Concentration	Urban	08:12	09:00	08:21	07:56	06:59	06:18
			n=182	n=44	n=41	n=53	n=21	n=23

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

(Moderate Risk) Fire Suppression - 90th Percentile Times - Baseline Performance			2025-2021	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	01:05	00:43	00:54	1:19	1:13	00:54
Turnout Time	Turnout Time 1st Unit	Urban	01:48	01:38	01:55	1:55	1:34	1:37
Travel Time	Travel Time 1st Unit Distribution	Urban	05:04	05:39	05:37	04:46	04:32	04:37
	Travel Time ERF Concentration	Urban	15:26	22:26	12:05	15:33	13:56	13:04
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	07:13	07:25	07:13	07:38	06:58	06:22
			n=252	n=58	n=47	n=40	n=46	n=61
	Total Response Time ERF Concentration	Urban	18:13	30:43	14:12	18:13	14:06	15:08
			n=35	n=9	n=8	n=8	n=6	n=4

No incidents occurred in the High Fire Suppression risk category during the last five years; therefore, no data table was produced.

No incidents occurred in the Maximum Fire Suppression risk category during the last five years; therefore, no data table was produced.

Emergency Medical Services

(Low Risk) EMS - 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	00:56	00:29	00:58	00:58	00:37	00:32
Turnout Time	Turnout Time 1st Unit	Urban	01:48	01:19	01:50	1:50	1:20	00:55
Travel Time	Travel Time 1st Unit Distribution	Urban	05:34	06:14	05:34	5:35	5:10	2:56
	Travel Time ERF Concentration	Urban	05:43	06:14	05:55	5:42	4:33	2:54
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	07:40	07:30	07:40	7:57	6:35	3:21
			n=556	n=11	n=113	n=354	n=38	n=40
	Total Response Time ERF Concentration	Urban	07:39	07:41	07:40	07:49	06:30	03:21
			n=470	n=10	n=106	n=283	n=34	n=37

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

(Moderate Risk) EMS - 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	00:54	00:46	00:53	00:58	00:54	00:45
Turnout Time	Turnout Time 1st Unit	Urban	1:48	1:46	1:51	1:49	1:48	1:43
Travel Time	Travel Time 1st Unit Distribution	Urban	4:53	5:14	5:05	4:51	4:36	4:35
	Travel Time ERF Concentration	Urban	6:00	6:07	6:17	5:59	5:08	6:03
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:01	7:08	6:59	6:56	6:43	6:38
			n=12466	n=2755	n=2556	n=2128	n=2522	n=2505
	Total Response Time ERF Concentration	Urban	8:15	8:08	8:09	7:55	7:36	8:25
			n=11230	n=2512	n=2435	n=2002	n=2154	n=2127

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

(High Risk) EMS - 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	00:23	00:07	X	00:23	X	X
Turnout Time	Turnout Time 1st Unit	Urban	1:03	00:25	X	1:03	X	X
Travel Time	Travel Time 1st Unit Distribution	Urban	5:33	5:33	X	3:06	X	X
	Travel Time ERF Concentration	Urban	14:03	14:03	X	X	X	X
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	6:05	6:05	X	4:32	X	X
			n=2	n=1	X	n=1	X	X
	Total Response Time ERF Concentration	Urban	14:11	14:11	X	X	X	X
			n=1	n=1	X	X	X	X

No incidents occurred in the Maximum EMS risk category during the last five years; therefore, no data table was produced.

Technical Rescue

(Low Risk) Technical Rescue - 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:05	00:31	1:06	1:32	00:33	1:10
Turnout Time	Turnout Time 1st Unit	Urban	1:36	1:48	1:28	1:17	1:21	1:59
Travel Time	Travel Time 1st Unit Distribution	Urban	6:42	7:00	4:00	6:42	4:05	3:50
	Travel Time ERF Concentration	Urban	6:10	6:30	5:57	4:58	3:04	3:12
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	8:19	8:20	5:43	9:25	5:14	5:21
			n=47	n=21	n=5	n=12	n=3	n=6
	Total Response Time ERF Concentration	Urban	8:10	8:18	8:10	6:36	5:14	5:06
			n=16	n=6	n=2	n=3	n=2	n=3

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

(Moderate Risk) Technical Rescue - 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:04	00:57	X	1:04	X	00:17
Turnout Time	Turnout Time 1st Unit	Urban	1:44	1:30	X	1:49	X	00:23
Travel Time	Travel Time 1st Unit Distribution	Urban	5:37	5:18	X	5:42	X	2:26
	Travel Time ERF Concentration	Urban	9:23	9:20	X	9:23	X	X
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:09	7:09	X	8:27	X	3:27
			n=20	n=15	X	n=4	X	n=1
	Total Response Time ERF Concentration	Urban	11:27	10:47	X	11:27	X	X
			n=2	n=1	X	n=1	X	X

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

(High Risk) Technical Rescue - 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	00:14	X	X	X	00:14	X
Turnout Time	Turnout Time 1st Unit	Urban	00:42	X	X	X	00:42	X
Travel Time	Travel Time 1st Unit Distribution	Urban	4:37	X	X	X	4:37	X
	Travel Time ERF Concentration	Urban	X	X	X	X	X	X
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	5:40	X	X	X	5:40	X
			n=1	X	X	X	n=1	X
	Total Response Time ERF Concentration	Urban	X	X	X	X	X	X
			X	X	X	X	X	X

No incidents occurred in the Maximum Technical Rescue risk category during the last five years; therefore, no data table was produced.

Hazardous Materials (HAZMAT)

(Low Risk) Hazmat - 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:04	00:30	00:11	1:04	X	X
Turnout Time	Turnout Time 1st Unit	Urban	2:10	2:10	00:54	1:08	X	X
Travel Time	Travel Time 1st Unit Distribution	Urban	6:55	6:55	4:17	3:38	X	X
	Travel Time ERF Concentration	Urban	8:49	8:49	X	x	X	X
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	6:41	10:46	5:22	5:50	X	X
			n=7	n=5	n=1	n=1	X	X
	Total Response Time ERF Concentration	Urban	10:51	10:51	X	X	X	X
			n=3	n=3	X	X	X	X

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

(Moderate Risk) Hazmat - 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:02	1:02	00:40	1:18	1:01	1:03
Turnout Time	Turnout Time 1st Unit	Urban	1:38	2:18	1:55	1:27	1:38	00:58
Travel Time	Travel Time 1st Unit Distribution	Urban	5:02	5:43	5:31	4:11	4:44	2:21
	Travel Time ERF Concentration	Urban	9:38	9:18	6:15	X	X	9:38
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	6:44	7:10	6:42	6:39	6:29	5:18
			n=20	n=5	n=3	n=4	n=4	n=4
	Total Response Time ERF Concentration	Urban	11:02	11:02	7:26	X	X	10:35
			n=4	n=2	n=1	x	X	n=1

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

(High Risk) Hazmat - 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	00:54	x	x	x	00:26	00:54
Turnout Time	Turnout Time 1st Unit	Urban	1:28	x	x	x	1:27	1:28
Travel Time	Travel Time 1st Unit Distribution	Urban	4:36	x	x	x	4:36	4:30
	Travel Time ERF Concentration	Urban	x	x	x	x	X	x
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	6:49	X	X	X	6:36	6:49
			n=4	x	x	x	n=1	n=3
	Total Response Time ERF Concentration	Urban	x	x	x	x	x	x
			x	x	x	x	x	x

No incidents occurred in the Maximum HAZMAT risk category during the last five years; therefore, no data table was produced.

Performance Objectives – Benchmarks

Upon reviewing historical data for each risk classification and category, TTFD has developed performance objectives for these risks. Performance objectives have been developed for both distribution (1st arriving unit) and concentration (Effective Response Force). Since many of these programs experience low incident volume, the agency had to rely on historical data while accounting for normal practices that involve common variables.

Fire Suppression Services Program

Distribution

For 90% of all fire suppression incidents, the total response time for the **first arriving unit** shall be within **7 minutes and 35 seconds**.

The first arriving engine company shall be capable of pumping 1500 gallons of water per minute (GPM). Personnel shall be capable of establishing command, developing an attack strategy, pumping a minimum of 150 GPM to an attack line, deploying an attack line, and initiating an exterior fire attack.

Concentration

All fire suppression ERFs shall be capable of completing all components of the critical task analysis for the specific risk category in the fire suppression risk classification.

Low Risk

To provide an ERF of **4 firefighters** to low risk fire suppression incidents within **8 minutes and 5 seconds** (total response time), 90% of the time.

Moderate Risk

To provide an ERF of **14 firefighters** to moderate risk fire suppression incidents within **12 minutes and 40 seconds** (total response time), 90% of the time.

High Risk

To provide an ERF of **23 firefighters** to high risk fire suppression incidents within **15 minutes and 40 seconds** (total response time), 90% of the time.

Maximum Risk

To provide an ERF of **29 firefighters** to maximum risk fire suppression incidents within **15 minutes and 40 seconds** (total response time), 90% of the time.



Emergency Medical Services Program

Distribution

For 90% of all EMS incidents, the total response time for the **first arriving unit** shall be within **6 minutes and 50 seconds**.

The first arriving unit shall be capable of providing a comprehensive patient assessment, performing BLS or ALS medical interventions and patient care documentation.

Concentration

All EMS ERFs shall be capable of completing all components of the critical task analysis for the specific risk category in the EMS risk classification.

Low risk

To provide an ERF of **2 firefighters** to low risk emergency medical incidents within **6 minutes and 50 seconds** (total response time), 90% of the time.

Moderate Risk

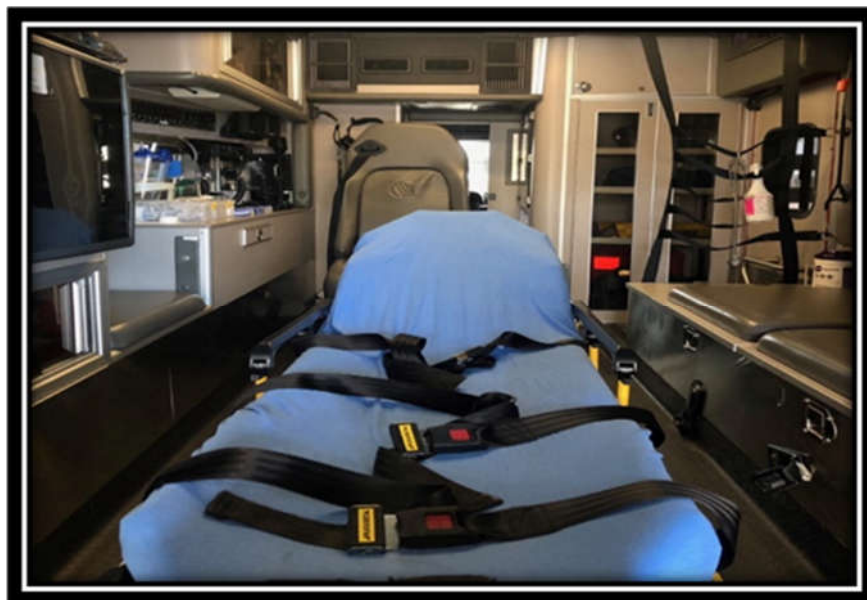
To provide an ERF of **5 firefighters** to moderate risk emergency medical incidents within **7 minutes and 20 seconds** (total response time), 90% of the time.

High Risk

To provide an ERF of **9 firefighters** to high risk emergency medical incidents within **8 minutes and 50 seconds** (total response time), 90% of the time.

Maximum Risk

To provide an ERF of **14 firefighters** to maximum risk emergency medical incidents within **15 minutes and 40 seconds** (total response time), 90% of the time.



Technical Rescue Services Program

Distribution

For 90% of all technical rescue incidents, the total response time for the **first arriving unit** shall be within **7 minutes and 35 seconds**.

The first arriving engine company shall be capable of providing technical rescue equipment for initial scene stabilization. Personnel shall be capable of establishing command, deploying initial technical rescue equipment, and initiating technical rescue efforts.

Concentration

All technical rescue ERFs shall be capable of completing all components of the critical task analysis for the specific risk category in the technical rescue risk classification.

Low Risk

To provide an ERF of **4 firefighters** to low risk technical rescue incidents within **8 minutes and 5 seconds** (total response time), 90% of the time.

Moderate Risk

To provide an ERF of **11 firefighters** to moderate risk technical rescue incidents within **9 minutes and 35 seconds** (total response time), 90% of the time.

High Risk

To provide an ERF of **15 firefighters** to high technical rescue incidents within **12 minutes and 40 seconds** (total response time), 90% of the time.

Maximum Risk

No maximum risks were identified in the risk analysis.



Hazardous Materials Services Program

Distribution

For 90% of all HAZMAT incidents, the total response time for the **first arriving unit** shall be within **7 minutes and 35 seconds**.

The first arriving engine company shall be capable of providing HAZMAT equipment for initial scene stabilization. Personnel shall be capable of establishing command, deploying initial HAZMAT stabilization equipment, and initiating incident identification and stabilization efforts.

Concentration

All HAZMAT ERFs shall be capable of completing all components of the critical task analysis for the specific risk category in the HAZMAT risk classification.

Low Risk

To provide an ERF of **4 firefighters** to low risk HAZMAT incidents within **8 minutes and 5 seconds** (total response time), 90% of the time.

Moderate Risk

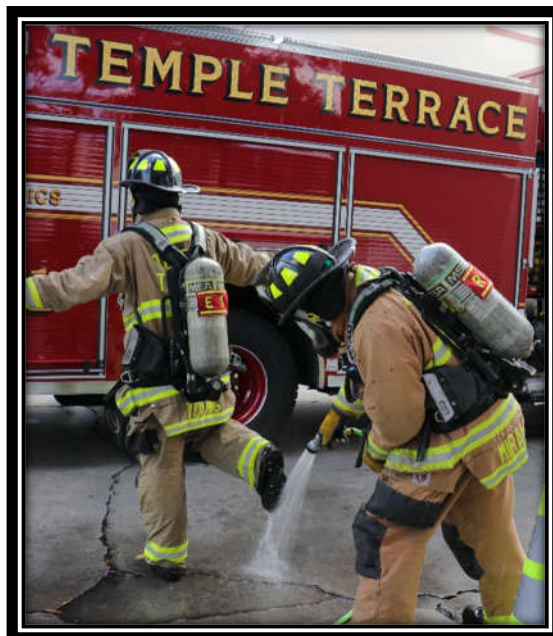
To provide an ERF of **11 firefighters** to moderate risk HAZMAT incidents within **9 minutes and 35 seconds** (total response time), 90% of the time.

High Risk

To provide an ERF of **15 firefighters** to high risk HAZMAT incidents within **12 minutes and 40 seconds** (total response time), 90% of the time.

Maximum Risk

No maximum risks were identified in the risk analysis.



General Performance Goals

TTFD recognizes that overall performance objectives for each risk classification and category is important to analyze outcomes and service gaps. The department also acknowledges that the performance of each response time component is important to meet or exceed the overall benchmark. Therefore, the department has developed goals for each component of response time to assist in evaluating data and managing the continual improvement process. The following response time component goals were developed based on historical data, department operational studies, and national standards.

Incident Response Time Component Goals	Department 90th Percentile Goal	2021-2025 1st Unit Actual 90th Percentile	2021-2025 All Units Actual 90th Percentile
Alarm Handling Time	0:50	0:55	0:55
Turnout Time - Without Turnout Gear	1:00	1:38	1:50
Turnout Time - With Turnout Gear	1:45		
Travel Time	5:00	5:04	5:43
Response Time (Turnout and Travel Time) W/O Turnout Gear	6:00	6:42	7:33
Response Time (Turnout and Travel Time) W/ Turnout Gear	6:45		
Mutual Aid Travel Time	9:40	N/A	18:33
Mutual Aid Total Response Time	12:40	N/A	20:29
Total Response Time - W/O Turnout Gear	6:50	7:14	7:55
Total Response Time - W/ Turnout Gear	7:35		

Generalized ERF Total Response Time Goals	Additional Time After First Arriving Units and MA TRT
ERF requiring 2 units from the same station	30 seconds
ERF requiring multiple units from multiple stations	2 minutes
ERF requiring units from 1 mutual aid station	12:40 total response time
ERF requiring multiple MA units from multiple MA stations	15:40 total response time

Performance Gap Analysis

A gap analysis has been performed for each risk classification and category. The data compares the 90th percentile performance to the associated benchmark and identifies the performance gap.

Fire Suppression Program

(Low Risk) Fire Suppression - Gap Analysis			2021-2025	Benchmark	Gap
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	07:57	7:35	0:22
	Total Response Time ERF Concentration	Urban	08:12	8:05	0:07

(Moderate Risk) Fire Suppression - Gap Analysis			2021-2025	Benchmark	Gap
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:13	7:35	0:18
	Total Response Time ERF Concentration	Urban	18:13	12:40	5:33



Emergency Medical Services Program

(Low Risk) EMS - 90th Percentile Times - Baseline Performance			2021-2025	Benchmark	Gap
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	07:40	6:50	0:50
	Total Response Time ERF Concentration	Urban	07:39	6:50	0:49

(Moderate Risk) EMS - 90th Percentile Times - Baseline Performance			2021-2025	Benchmark	Gap
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:01	6:50	0:11
	Total Response Time ERF Concentration	Urban	8:15	7:20	0:55

(High Risk) EMS - 90th Percentile Times - Baseline Performance			2021-2025	Benchmark	Gap
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	6:05	6:50	0:45
	Total Response Time ERF Concentration	Urban	14:11	8:50	5:20

Technical Rescue Program

(Low Risk) Technical Rescue - 90th Percentile Times - Baseline Performance			2021-2025	Benchmark	Gap
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	8:19	7:35	0:44
	Total Response Time ERF Concentration	Urban	8:10	8:05	0:05

(Moderate Risk) Technical Rescue - 90th Percentile Times - Baseline Performance			2021-2025	Benchmark	Gap
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:09	7:35	0:26
	Total Response Time ERF Concentration	Urban	11:27	9:35	1:52

(High Risk) Technical Rescue - 90th Percentile Times - Baseline Performance			2021-2025	Benchmark	Gap
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	5:40	7:35	1:55
	Total Response Time ERF Concentration	Urban	X	12:40	X

Hazardous Materials (HAZMAT) Program

(Low Risk) Hazmat - 90th Percentile Times - Baseline Performance			2021-2025	Benchmark	Gap
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	6:41	7:35	0:54
	Total Response Time ERF Concentration	Urban	10:51	8:05	2:46

(Moderate Risk) Hazmat - 90th Percentile Times - Baseline Performance			2021-2025	Benchmark	Gap
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	6:44	7:35	0:51
	Total Response Time ERF Concentration	Urban	11:02	9:35	1:27

(High Risk) Hazmat - 90th Percentile Times - Baseline Performance			2021-2025	Benchmark	Gap
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	6:49	7:35	0:46
	Total Response Time ERF Concentration	Urban	x	12:40	x

Plan for Maintaining and Improving Response Capabilities

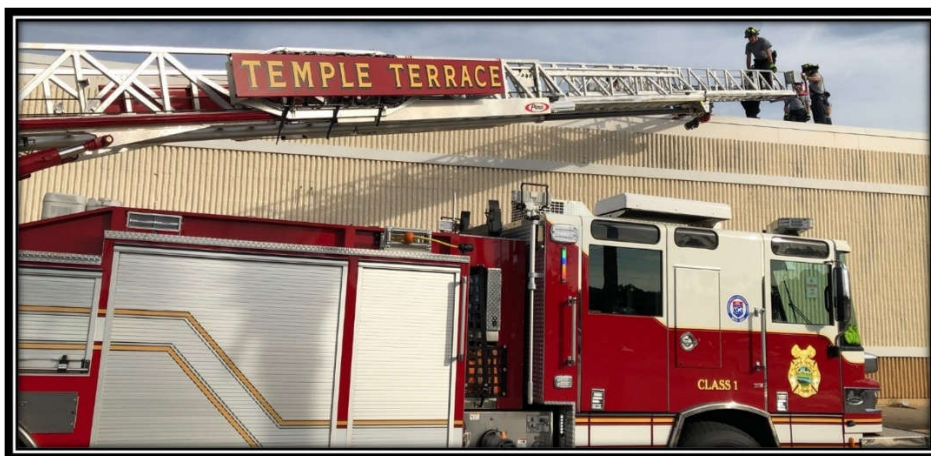
Compliance Methodology

It is the desire of the Temple Terrace Fire Department (TTFD) to ensure that this Community Risk Assessment: Standard of Cover (CRASOC) remains valid and continues to provide solid direction for the future. To accomplish this objective, a continuous evaluation process must be in place. This process will closely examine service level objectives and performance measures to ensure compliance with established baselines and benchmarks. As the department's ability to respond and provide service to the community improves, it is expected that baselines and benchmarks will continue to improve.

To ensure TTFD is meeting current service-level objectives, TTFD will review service-level baselines quarterly. This information will be included in the quarterly report provided to the City Manager. An annual summary of these reports will also be produced and made available to the department's members, the City Manager, elected officials, and the general public. Included in the report will be a series of individual reports documenting the department's performance across the various elements of the CRASOC.

In addition to reviewing service level objectives, TTFD will review the response demands within each response grid, then the risks identified within each grid. TTFD will closely monitor changes within each grid due to development, annexation, or other modifications that could affect emergency response. These response grid reviews will be conducted annually.

To assist with this compliance initiative, TTFD has established a CRASOC compliance team that will work as a group to collect and analyze the data in the above-mentioned reports. TTFD's Accreditation Manager will be responsible for overseeing and managing this team. The team will primarily be composed of command staff members. Each member of this team will maintain a working knowledge of the CRASOC document, the records management system, strategic plan, dispatch response plans, and GIS systems.



Evaluation Methodology

The evaluation process for the fire department's performance has been instituted within the organization since the commitment to continual improvement began. TTFD has several layers of evaluation conducted at specific times throughout the year and involving various levels within the organization. This ensures that all levels of the organization have a clear understanding of departmental goals and their vital role in achieving them.

On a weekly basis, the Operations Chief reviews individual response data and shares those findings with Battalion Chiefs. This part of the process is essential to ensure that members of the organization who are processing data understand that the data must be validated and reliable to accomplish a proper analysis. In addition to weekly meetings, the department conducts formal annual meetings for all levels of supervisors in the organization. These meetings consist of sharing data analysis reports and focusing on trends in performance and service delivery.

TTFD produces multiple reports, at specific timeframes, on an annual basis, which analyze and document department performance. Monthly, the Accreditation Manager produces a Turnout and Travel Times Report that analyzes baseline unit performance and breaks it down by unit and shift. This report is shared with all Operations personnel and discussed during weekly meetings with shift supervisors. In addition, a Monthly Mutual Aid Report is produced, which identifies and analyzes the amount of mutual aid that is given and received from all mutual aid partners. This report is also shared with all Operations personnel and the City Manager.

Quarterly, the Fire Chief gathers performance data for all divisions of the fire department. These data sets encompass performance objectives identified in this document, as well as additional performance objectives identified throughout the fire department. This report is then shared with the City Manager.

TTFD produces several annual reports for various reasons. Program Appraisals are produced annually in April to assist in evaluating annual performance and serve as guidance for the budgeting process. These reports analyze data for each service program and help identify gaps and develop future improvement needs. TTFD also produces an end-of-the-fiscal-year report, which is published in the City's budget document. This report uses data from the Quarterly Reports and combines them into a single annual report. Finally, the agency produces an Annual Compliance Report (ACR) which specifically analyzes all of the performance objectives that are identified in the CRASOC. This report is shared and discussed with the Command Staff, then submitted to the Center for Public Safety Excellence (CPSE) for review.

Conclusion and Recommendations for Improved Effectiveness in Deployment and Coverage

The components of this document, taken together, constitute a comprehensive analysis of TTFD's response to the Temple Terrace community. As evident in TTFD's Strategic Plan, the community's citizens have very high expectations for the department. These high expectations, coupled with the department's desire for continued improvement, require this to be a "working" document. Given the analysis's findings, this document will be updated accordingly.

With the assessment of community risk and the continuous evaluation of performance data, TTFD has identified several recommendations to improve its deployment and coverage:

- 1) TTFD will most likely experience additional annexation to the South and East of the current City limits. As a result, modifications to the SOC, including additional staffing, a fire station, or a water supply, may be required. TTFD is carefully planning to ensure service levels are maintained for newly annexed areas and that existing coverage areas are not adversely affected. When notified of a proposed annexation, TTFD prepares a level-of-service analysis for the area, including recommended modifications to staffing, resources, and site/facility design.
- 2) TTFD has recognized that it must rely on mutual aid assistance for many of the significant risks within the community. To ensure the community continues to receive the high level of service they expect, it is essential for the agency to continue exploring methods to make the department self-sufficient for the initial deployment of incidents with a higher probability of occurrence. Staffing objectives to accomplish this have been identified; however, the agency must continue to secure funding to implement them.
- 3) TTFD performed a gap analysis in this document, which highlights opportunities for improved effectiveness. Command Staff members will continue to review and evaluate Standard Operating Guidelines (SOGs) and performance processes to determine areas for improvement. When improvement opportunities are identified, Command Staff members will ensure these processes are implemented as quickly as possible.
- 4) TTFD has determined the need for a hardened facility to house the Emergency Operations Center, to ensure continuity of operations during a major disaster, such as a hurricane. The city and the fire department are currently navigating the construction process for this facility and expect it to be operational in 2027.
- 5) TTFD will continue to use advancements in various technologies to improve the analysis and overall delivery of emergency services to the community. These technology advancements will include new station alerting equipment, self-contained breathing apparatus (SCBA), enhanced unit location monitoring, and dispatch improvements, as well as enhanced use of record management software.

Appendices and Exhibits

CRASOC Supplement - Planning Zone and Response Grid Analysis

The Community Risk Assessment – Standards of Cover (CRASOC) Supplement has been developed as a separate document to provide an in-depth risk assessment and comprehensive analysis of the entire community. This document contains extensive data and detailed evaluations that support the development of the primary CRASOC. Due to the length and complexity of this analysis, it is published as a standalone document. Please refer to the supplement document for supporting data and the methodologies used to develop the primary CRASOC.

Dispatch Incident List with Unit Response Plan

Fire Incidents

<u>CAD Incident Types</u>	Standard Deployment Model				
	<u>Engine</u>	<u>Ladder</u>	<u>Rescue</u>	<u>Chief</u>	<u>Specialty Unit</u>
Fire Alarm	1			1	
Fire - Potential / Smoke Investigation	1	1	2	1	
Fire - Large Facility	3	2	2	2	
Fire - Commercial Structure	2	1	2	1	
Fire - Residential Structure	2	1	2	1	
Fire - Dumpster / Refuse	1			1	
Fire - Fuel Spill	2	1	2	1	
Fire - Tree / Grass	1			1	
Fire - Large Brush Area	2		2	1	1 - Brush
Fire - Power Pole	1			1	
Fire - Vehicle	1			1	
Fire - Large Commercial Vehicle	2		1	1	
Fire - Wildland	1	1	2	1	1 - Brush
Landing Zone	1			1	
Power Pole Lines Down	1				
Smoke in area - outside	1				
Storm Related Emergency	1		1		
Weapons Mass Destruction	4	2	2	2	

EMS Incidents

<u>CAD Incident Types</u>	Standard Deployment Model				
	<u>Engine</u>	<u>Ladder</u>	<u>Rescue</u>	<u>Chief</u>	<u>Specialty Unit</u>
Abdominal Pain	1		1		
Allergies/Hives/ Med Reaction	1		1		
Animal Bites/Attacks	1		1		
Assault Rape	1		1		
Back Pain Non- Traumatic	1		1		
Breathing Problems	1		1		
Burns Explosion	1		1		
Carbon Monoxide/ Inhalation	1		1		
Cardiac Respiratory Arrest	1		1		
Chest Pains	1		1		
Choking	1		1		
Convulsions / Seizures	1		1		
Diabetic Problems	1		1		
Drowning – Near / Diving/ SCUBA	1		1		
Electrocution	1		1		
Eye Problems/ Injury	1		1		
Falls / Back Injury (trauma)	1		1		
Headache	1		1		
Heart Problems AICD	1		1		
Heat / Cold Exposure	1		1		
Hemorrhage / Laceration	1		1		
Inaccessible / Other Entrapment	1		1		
Mass Casualty Incident	2		4	1	
Overdoes / Poisoning	1		1		
Pregnancy / Child Birth	1		1		
Psychiatric / Suicide Attempt	1		1		
Sick Person Specific Diagnosis	1		1		
Stab/ Gunshot Wound	1		1		
Shooting / Stabbing					
Multiple Patients	2		2	1	
Stroke	1		1		
Traffic Accident	1		1		
Traffic Accident 4+ Patients	2		2		
Traumatic Injuries Specific	1		1		
Unconscious / Fainting	1		1		
Unknown / Problem	1		1		
Transport / Inter-facility	1		1		
Medical Alarm			1		
Medical Emergency	1		1		

Technical Rescue Incidents

<u>CAD Incident Types</u>	Standard Deployment Model				
	<u>Engine</u>	<u>Ladder</u>	<u>Rescue</u>	<u>Chief</u>	<u>Specialty Unit</u>
Aircraft Incident	1	1	2	1	1 T.R.
Animal Rescue / Problem	1				
Building Collapse	1	1	2	1	1 T.R.
Bomb Scare	1		1		
Confined Space Rescue	1	1	2	1	1 T.R.
Explosion - No Fire	1	1	2	1	
Elevator Rescue	1				
Extrication	2		2	1	
High / Low Angle Rescue	1	1	2	1	1- T.R.
Industrial Accident / Rescue	3	2	2	2	
Lock In	1				
Lock Out	1				
Search For Person	1		1	1	
Trench Rescue	1	1	2	1	1- T.R.
Water Rescue	1	1	2	1	

HAZMAT Incidents

<u>CAD Incident Types</u>	Standard Deployment Model				
	<u>Engine</u>	<u>Ladder</u>	<u>Rescue</u>	<u>Chief</u>	<u>Specialty Unit</u>
Fuel Spill > 25 gal.	1	1	2	1	
Fuel Spill < 25 gal.	1			1	
Gas Rupture - Natural / Propane	1	1	2	1	
HAZMAT / Large no Fire	1	1	2	1	1 - HAZMAT
HAZMAT / Small no Fire	1	1	2	1	1 - HAZMAT
Smell of Gas	1				

Other Incidents

<u>CAD Incident Types</u>	Standard Deployment Model				
	<u>Engine</u>	<u>Ladder</u>	<u>Rescue</u>	<u>Chief</u>	<u>Specialty Unit</u>
Advised Incident	1				
Non-Emergent Public Assist	1				
Police Assist	1				
Rescue Standby			1		
Tree Down In Road / House	1				
Water Evacuation Problem	1				

Incident Description List

CAD Incident Name	CAD Incident Description
Medical Incident Types	
All EMS Nature Incidents in ProQA Software	All medical incidents utilized in CAD are defined by ProQA Software. ProQA is an evidence-based software tool for emergency dispatchers that provides standardized, AI-driven, and structured protocols to, analyze, dispatch, and manage calls.
Medical Alarm	Additional medical nature incident not defined by ProQA. An alarm indicating a personalized medical emergency
Medical Emergency	Additional medical nature incident not defined by ProQA. An alarm indicating a non-descript medical emergency
Traffic Accident with 4+ patients	Additional medical nature incident not defined by ProQA. A traffic accident that involves 4 or more patients and requires additional initial resources due to the number of patients requiring treatment.
Shooting / Stabbing - Multiple Patients	Additional medical nature incident not defined by ProQA. A shooting or stabbing incident involving multiple patients that requires additional initial resources due to the number of patients requiring treatment. Coordinated effort involving law enforcement and fire rescue
All Other Incident Types in CAD Order	
Advised Incident	An informative advisory of an actively occurring or pending incident
Aircraft Incident	A multi-unit response incident involving an aircraft
Animal Rescue / Problem	A rescue that involves a distressed animal that is trapped or otherwise compromised
Building Collapse	Any response that involves the collapse of a structure or compromised structural integrity
Bomb Scare	Any threat or communication that advises of a possible explosive

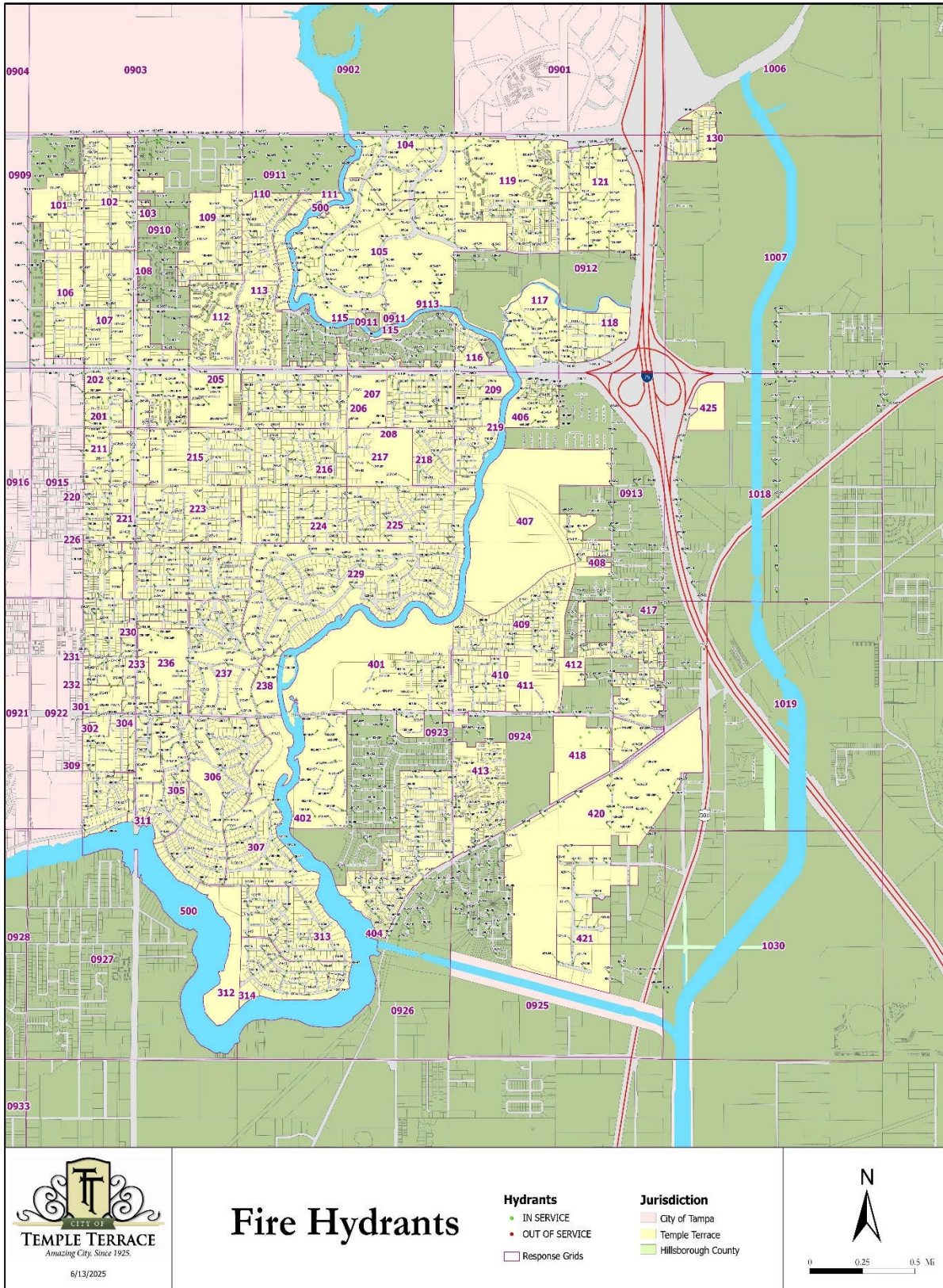
Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

	device in an area or structure
Confined Space Rescue	A rescue that involves entrapment in a space that has restricted ingress, egress, and minimal maneuverability.
Explosion - No Fire	An explosion with potential for percussive hazards and no resulting fire
Elevator Rescue	A rescue involving trapped occupants within a disabled elevator.
Extrication	A rescue involving the removal of a victim from a hazard or removing a hazard from around a victim
Fire Alarm	An automated or manually activated alarm indicating a fire hazard, triggered via smoke, heat, or a manual pull station
Fire - Potential / Investigative	Response to a potential fire or conditions that have the appearance of a developing fire without direct confirmation. (a smell of smoke from unknown source, overheating/ arcing appliance)
Fire – Large Facility	Report of an active working fire within a large facility that contain significant hazards or potential for high number of life safety risks. Examples include: large warehouse, assembly plant, manufacturing facility, multi-story and multi-building business complex, large healthcare facilities such as an ALF.
Fire - Commercial Structure	Report of an active working fire within a structure designed for business professional activity. Examples include: single commercial building, commercial strip plaza, hotel, or multi-residential apartment building.
Fire - Residential Structure	Report of an active working fire within a structure designed for single-family residential use/ human habitation
Fire - Dumpster / Refuse	Report of an active fire contained within a receptacle designed to collect/ hold rubbish and/or waste
Fire - Fuel Spill	A fuel spill involving an active fire
Fire - Tree / Grass	A fire involving vegetation, brush, and trees less than an acre.
Fire – Large Brush Area	A fire involving vegetation, brush, and trees of more than an acre.
Fire - Power Pole	A fire confined to a power pole/ line with an additional electrical hazard
Fire - Vehicle	A fire hazard involving a passenger vehicle (sedan, SUV, van)
Fire - Large Commercial Vehicle	A fire hazard involving a larger vehicle designed for commercial use (semi-trailer, bus, transport vehicle)
Fuel Spill > 25 gal.	A fuel spill with less than 25 gallons of product released
Fuel Spill < 25 gal.	A fuel spill with greater than 25 gallons of product released
Gas Rupture - Natural / Propane	Failure of a container or supply line involving the uncontrolled release of propane or natural gas
High / Low Angle Rescue	A rescue that involves the removal of a victim from an elevated point (building, tree, tower) or a lowered/ subsurface location (basemen, ditch, embankment)
HAZMAT / Large – no Fire	The uncontrolled release of a significant amount of hazardous materials with no active fire
HAZMAT / Small – no Fire	The uncontrolled release of a minimal amount of hazardous materials with no active fire
Industrial Accident /	A Response to an accident or rescue involving mechanized

Temple Terrace Fire Department Community Risk Assessment: Standards of Cover

Rescue	(heavy) equipment pertaining to producing, processing, or assembling
Lock In	A person or animal locked in a space unable to extricate them selves
Lock Out	A response where restricted access has caused the inability to gain entry into a vehicle or building
Landing Zone	The inspection, clearing, and preparation of a landing area for emergency aircraft arrival/ departure
Non-Emergent Public Assist	A non-emergency response to an uninjured person in need of assistance (fallen, elderly, disabled)
Police Assist	Police in need of assistance from fire/ rescue personnel or equipment. (forced entry into a structure, removal of roadway hazard)
Power Pole Lines Down	Downed power lines (single or multiple) with or without known electrical hazard.
Rescue Standby	A rescue truck assigned to stage in close proximity to a location, with an anticipated need for medical assistance
Search For Person	Search for a person that is missing/ unaccounted for
Smoke in the area - outside	An investigative response to the smell or visualization of smoke in an open outdoor area
Smell of Gas	An investigative response to the smell of gas in an enclosed building or open outdoor area
Storm Related Emergency	Response to a hazard or rescue resulting from or related to a significant weather event.
Tree Down In Road/House	A downed tree resulting in structural damage to a home or the impassibility of a major roadway or residential street.
Trench Rescue	A technical rescue involving the removal of a trapped victim from a narrow steep-sided excavation or void
Water Evacuation Problem	A response to help with the removal of water from a residence or the cessation of ongoing water intrusion.
Weapons Mass Destruction	A response that involves the mitigation of a mass casualty incident resulting from the discharge of a weapon. (Biological, chemical, traumatic)
Water Rescue	Rescue of a victim(s) from a water hazard. This may involve swift water, boating accidents, or any situation that involves various depths of water

Fire Hydrant Map



Item Cover Page

City Council Item Report

Date: April 7, 2026

From: Jeannie Barlow, Senior Executive Assistant

Item Type: Ordinance

Subject: Public Hearing and First Reading of Ordinance 1593 Authorizing the Issuance of General Obligation Bonds Subject to a Bond Referendum in an Amount not to Exceed \$50 Million and Calling a Bond Referendum of the Qualified Electors of the City to be held on August 18, 2026

Presenter: Carlos Baia, City Manager

Recommendation:

It is recommended that City Council approve Ordinance 1593 on first reading and schedule a public hearing and second reading on April 21, 2026.

Discussion:

At its February 3, 2026 meeting, the City Council adopted Resolution No. 17-26(m), authorizing the City to move forward with pursuing a General Obligation (GO) Bond to finance the construction of a public safety complex to be located at 7911 Harney Road. The proposed Public Safety Complex is intended to support essential public safety services, and is expected to improve response times, and address current and future space, technology, and operational needs. The GO Bond, in an amount not to exceed \$50 million, is to be presented to the qualified electors of the City for consideration at the Primary Election on August 18, 2026.

For consideration tonight is the first reading of an ordinance authorizing the issuance of General Obligation Bonds in an amount not to exceed \$50 million and calling a Bond Referendum of the qualified electors of the City to be held on August 18, 2026. If approved on first reading, the ordinance will proceed to a second reading and public hearing on April 21, 2026. Upon final adoption, the referendum will be placed on the ballot at August 18th Primary Election as required under Florida law for GO Bonds. The bonds would be secured by the full faith and credit of the jurisdiction, including an ad valorem tax levy, subject to voter approval.

Resolution/Ordinance Information:

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE,

FLORIDA, AUTHORIZING THE ISSUANCE, SUBJECT TO THE BOND REFERENDUM HEREIN PROVIDED FOR, OF NOT TO EXCEED \$50,000,000 GENERAL OBLIGATION BONDS IN ONE OR MORE SERIES FOR THE CITY OF TEMPLE TERRACE, FLORIDA, PAYABLE FROM THE FULL FAITH, CREDIT AND UNLIMITED AD VALOREM TAXING POWER OF THE CITY, TO FINANCE THE CONSTRUCTION AND EQUIPPING OF A PUBLIC SAFETY COMPLEX INCLUDING A NEW POLICE STATION, A NEW FIRE STATION, AND RELATED FACILITIES; PROVIDING FOR AND CALLING A BOND REFERENDUM OF THE QUALIFIED ELECTORS OF THE CITY TO BE HELD ON AUGUST 18, 2026; PROVIDING FOR OFFICIAL BALLOTS; PROVIDING FOR BOND REFERENDUM PROCEDURES; ESTABLISHING INTENT TO REIMBURSE SUCH CAPITAL EXPENDITURES INCURRED WITH PROCEEDS OF SUCH GENERAL OBLIGATION BONDS; PROVIDING SEVERABILITY; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HEREWITH; AND PROVIDING AN EFFECTIVE DATE.

Appropriation Code:

Requirements:

Ordinance

Cost:

Attachments:

1. Ordinance 1593

ORDINANCE 1593

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA, AUTHORIZING THE ISSUANCE, SUBJECT TO THE BOND REFERENDUM HEREIN PROVIDED FOR, OF NOT TO EXCEED \$50,000,000 GENERAL OBLIGATION BONDS IN ONE OR MORE SERIES FOR THE CITY OF TEMPLE TERRACE, FLORIDA, PAYABLE FROM THE FULL FAITH, CREDIT AND UNLIMITED AD VALOREM TAXING POWER OF THE CITY, TO FINANCE THE CONSTRUCTION AND EQUIPPING OF A PUBLIC SAFETY COMPLEX INCLUDING A NEW POLICE STATION, A NEW FIRE STATION, AND RELATED FACILITIES; PROVIDING FOR AND CALLING A BOND REFERENDUM OF THE QUALIFIED ELECTORS OF THE CITY TO BE HELD ON AUGUST 18, 2026; PROVIDING FOR OFFICIAL BALLOTS; PROVIDING FOR BOND REFERENDUM PROCEDURES; ESTABLISHING INTENT TO REIMBURSE SUCH CAPITAL EXPENDITURES INCURRED WITH PROCEEDS OF SUCH GENERAL OBLIGATION BONDS; PROVIDING SEVERABILITY; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HERewith; AND PROVIDING AN EFFECTIVE DATE

Whereas, it is necessary and desirable that the City of Temple Terrace, Florida (the "City") finance the construction and equipping of a public safety complex including a new police station, a new fire station, and related facilities (the "Project") and pay issuance expenses in connection with the financing or financings; and

Whereas, the City Council of the City (the "City Council") hereby determines that the qualified electors of the City should make, through a bond referendum, the final decision determining whether to finance the construction and equipping of the Project through the issuance of general obligation bonds in the manner and to the extent described herein; and

Whereas, the City Council hereby determines that it serves a paramount public purpose that the Project be constructed and that it is in the best interest of the City to issue general obligation bonds in one or more series to finance the costs of the Project; and

Whereas, to pay all or a part of the cost of the Project, it is necessary to issue the general obligation bonds of the City as hereinafter provided; and

Whereas, this Ordinance is intended to constitute a "declaration of official intent" within the meaning of Section 1.150-2 of the Income Tax Regulations which were promulgated pursuant to the Internal Revenue Code of 1986, as amended, with respect to the debt incurred to finance the Project; and

Whereas, the City now desires to issue general obligation bonds in one or more series in an amount not to exceed Fifty Million Dollars (\$50,000,000) (the "Bonds") pursuant to the terms of one or more authorizing bond resolutions hereafter to be adopted by the City Council if the qualified electors of the City approve the bond referendum authorized herein; and

Whereas, the Bonds shall be payable from the full faith, credit and unlimited ad valorem taxing power of the City.

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA, THAT:

Section 1. AUTHORITY FOR THIS ORDINANCE. This Ordinance is enacted pursuant to the Constitution and laws of the State of Florida, including Sections 100.201-100.351, Florida Statutes, Chapter 166, Florida Statutes, the municipal charter of the City, and other applicable provisions of law (hereinafter collectively referred to as the "Act").

Section 2. FINDINGS. The City Council hereby finds and determines that the recitals set forth herein are true and correct and adopts the same as its findings and determinations.

Section 3. AUTHORIZATION OF BONDS. Subject and pursuant to the provisions hereof, the Bonds of the City are authorized to be issued in one or more series in the aggregate principal amount not exceeding Fifty Million Dollars (\$50,000,000) to finance the cost of the Project. Such aggregate principal amount includes any original issue premiums and excludes any original issue discounts. The monies received and interest earned from the issuance of such Bonds will be used for such purpose. The Bonds shall be general obligations of the City and shall be secured by the full faith, credit, and unlimited ad valorem taxing power of the City. The Bonds shall mature in not more than 30 years from the date of issuance of each series, and the Bonds shall bear interest at a rate not exceeding the maximum rate permitted by law at the time of the sale of the Bonds. Both principal and interest on the Bonds, and, redemption premiums, if any, shall be payable at the office of the paying agent to be named by the City at or prior to the sale of the Bonds.

The Bonds shall be issued pursuant to authority granted under this Ordinance and the Act, but only after approval of the bond referendum hereinafter called and subsequent adoption of one or more authorizing resolutions by the City Council, as governing body of the City.

Section 4. BOND REFERENDUM. A bond referendum of the qualified electors residing in the City is hereby called to be held on Tuesday, August 18, 2026, to determine whether or not the issuance of the Bonds in an aggregate amount of not exceeding Fifty Million Dollars (\$50,000,000) in one or more series shall be approved by such qualified electors of the City to finance the cost of the Project. All qualified electors in the City shall be entitled and permitted to vote in the bond referendum.

The City Clerk of the City (including any acting, interim or deputy City Clerk, the "City Clerk") is hereby authorized and directed to collaborate as necessary with the Hillsborough County Supervisor of Elections to facilitate all necessary measures to conduct the bond referendum in accordance with applicable law. The results shall be certified to the Department of State in accordance with Section 100.351, Florida Statutes. All procedures and requirements of the laws of the State of Florida, the municipal charter of the City and other applicable law shall be complied with, for the purpose of conducting the computation of ballots and completion of bond referendum procedures.

The City Clerk is hereby designated and appointed as the official representative of the City Council in all transactions with the Hillsborough County Supervisor of Elections in relation to matters pertaining to the use of the registration books and the holding of said bond referendum.

Ballots containing the question set forth in Section 6 hereof shall be prepared for the use of electors by the Hillsborough County Supervisor of Elections, including, if authorized by law, absent electors entitled to cast such ballots in said election.

Section 5. NOTICE OF BOND REFERENDUM. Notice of the bond referendum shall be published in a newspaper of general circulation in the City, at least twice, once in the fifth week and once in the third week prior to the week in which the bond referendum is held, the date of first publication in said newspaper to be at least thirty (30) days before said bond referendum, in substantially the form attached hereto as Exhibit A and in the manner provided in Section 100.342, Florida Statutes.

Section 6. OFFICIAL BALLOT. The ballot for voting in the bond referendum shall be in substantially the following form:

OFFICIAL BALLOT

GENERAL OBLIGATION BOND REFERENDUM
FOR TEMPLE TERRACE
PUBLIC SAFETY COMPLEX WITH POLICE AND FIRE STATIONS

Shall the City of Temple Terrace issue General Obligation Bonds, in one or more series, not exceeding \$50,000,000, bearing interest not exceeding the maximum legal rate, maturing not more than 30 years from the issuance date of each series, pledging the City's full faith, credit and unlimited ad valorem taxing power, to finance the construction and equipping of a public safety complex including a new police station, a new fire station and related facilities?

Yes - For Bonds
No - Against Bonds

Section 7. BOND REFERENDUM RESULTS. Returns of the votes cast at the bond referendum shall be made as required by law.

If a majority of the votes cast at the bond referendum shall be "Yes - For Bonds," the Bonds shall be approved, and then the Bonds may be issued pursuant to this Ordinance as provided by one or more authorizing bond resolutions of the City Council, as governing body of the City. If less than a majority of the votes cast at the bond referendum shall be "Yes - For Bonds," the Bonds shall be defeated and no Bonds shall be issued pursuant to this Ordinance.

Section 8. LANGUAGES. To the extent required by law, the official ballot and notice of bond referendum shall be published in both the English and the Spanish languages.

Section 9. INTENT TO REIMBURSE. The City Council hereby expresses its intention that the City be reimbursed from the proceeds of the Bonds for costs relating to the Project. Pending reimbursement, the City expects to use funds on deposit in the City's general fund or other

appropriate fund or account to pay such costs. This Ordinance is intended to constitute with respect to the construction of the Project a "declaration of official intent" within the meaning of Section 1.150-2 of the Income Tax Regulations.

Section 10. SEVERABILITY. If any part of this Ordinance is declared invalid by a court of competent jurisdiction, such part or parts shall be severable, and the remaining part or parts hereof shall continue to be in full force and effect.

Section 11. REPEALER. All ordinances or parts of ordinances not specifically in conflict herewith are hereby continued in full force and effect, but all ordinances or parts of ordinances in conflict herewith are hereby repealed.

Section 12. EFFECTIVE DATE. This Ordinance shall take effect immediately upon its enactment.

Passed and adopted by the City Council of the City of Temple Terrace, this 21st day of April 2026.

(Corporate Seal)



X

Andrew Ross, Mayor

Chair of the City Council

EXHIBIT A

FORM OF PUBLISHED NOTICE

GENERAL OBLIGATION BOND REFERENDUM
TO FINANCE THE CONSTRUCTION AND EQUIPPING OF
A PUBLIC SAFETY COMPLEX
INCLUDING A NEW POLICE STATION, A NEW FIRE STATION,
AND RELATED FACILITIES

TO BE HELD ON AUGUST 18, 2026

CITY OF TEMPLE TERRACE, FLORIDA

To be held on Tuesday, August 18, 2026, as provided by
Ordinance 1593 of the City Council,
as governing body of the City of Temple Terrace, Florida enacted on
April 21, 2026

Notice is hereby given that a bond referendum will be held in the City of Temple Terrace, Florida on Tuesday, August 18, 2026. The bond referendum will be held to determine whether there shall be issued General Obligation Bonds (the "Bonds") of the City, in one or more series, in an amount not exceeding Fifty Million Dollars (\$50,000,000). The Bonds shall be general obligations of the City and shall be secured by the full faith, credit, and unlimited ad valorem taxing power of the City. The Bonds shall mature in not more than thirty (30) years from the date of issuance of each series, and the Bonds shall bear interest at a rate not exceeding the maximum rate permitted by law at the time of the sale of the Bonds. The monies received and interest earned from the issuance of the Bonds will be used to finance the construction and equipping of a public safety complex including a new police station, a new fire station, and related facilities.

The issuance of such Bonds and the holding of such bond referendum have been authorized by Ordinance 1593 of the City Council of the City enacted on April 21, 2026, which approved the following ballot question for the bond referendum:

OFFICIAL BALLOT

GENERAL OBLIGATION BOND REFERENDUM
FOR TEMPLE TERRACE
PUBLIC SAFETY COMPLEX WITH POLICE AND FIRE STATIONS

Shall the City of Temple Terrace issue General Obligation Bonds, in one or more series, not exceeding \$50,000,000, bearing interest not exceeding the maximum legal rate, maturing not more than 30 years from the issuance date of each series, pledging the City's full faith, credit

and unlimited ad valorem taxing power to finance the construction and equipping of a public safety complex including a new police station, a new fire station, and related facilities?

Yes - For Bonds
No - Against Bonds

In accordance with the Constitution and laws of the State of Florida and the municipal charter of the City of Temple Terrace, all qualified electors of the City of Temple Terrace, Florida shall be entitled to vote in the bond referendum to which this notice pertains. The polls at said bond referendum will be open as determined by the Supervisor of Elections, on August 18, 2026, and will be held at polling places in the several precincts of the City.

The City of Temple Terrace shall be authorized to issue the bonds covered by the question hereinabove set forth only if such issuance shall have been approved by vote of a majority of the qualified electors of the City of Temple Terrace voting thereon.

By order of the City Council of the City of Temple Terrace, Florida.

Lynda Sader
City Clerk
City of Temple Terrace, Florida

Item Cover Page

City Council Item Report

Date: April 7, 2026
From: Joseph Moreda, City Planner
Item Type: Ordinance
Subject: Public Hearing and Second Reading of Ordinance 1594 Rezoning Folio 38206.0000 (7911 Harney Road) and Folio 38206.0020 (RZP-25-04) from Agricultural-Urban to Public / Quasi-Public
Presenter: Joseph Moreda, City Planner

Recommendation:

Staff recommends approval of Ordinance 1594 on Second reading for Rezoning Folio 38206.0000 (7911 Harney Road) and Folio 38206.0020 (RZP-25-04) from Agricultural-Urban to Public / Quasi-Public.

Discussion:

Rezoning for Public Safety Facility

Resolution/Ordinance Information:

AN ORDINANCE OF THE CITY OF TEMPLE TERRACE, FLORIDA, REZONING TWO PARCELS TOTALING FIVE ACRES (±) GENERALLY LOCATED ON THE SOUTH SIDE OF HARNEY ROAD APPROXIMATELY 1500 FEET EAST OF THE INTERSECTION OF NORTH 78th STREET MORE SPECIFICALLY DESCRIBED AS FOLIO 38206.0000 (7911 HARNEY ROAD) and FOLIO 38206.0020 AND LEGALLY DESCRIBED IN EXHIBIT "A"; CHANGING THE ZONING ATLAS MAP DESIGNATION ON SAID PROPERTY FROM ZONING CLASSIFICATION AGRICULTURAL-URBAN (A-U) TO PUBLIC/QUASI-PUBLIC (P/QP); PROVIDING FOR AMENDMENT OF THE OFFICIAL ZONING ATLAS MAP OF THE CITY; PROVIDING FOR SEVERABILITY; PROVIDING FOR CORRECTION OF TYPOGRAPHICAL ERRORS; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HEREWITH; PROVIDING FOR AN EFFECTIVE DATE.

Appropriation Code:

Requirements:

Ordinance

Cost:

Attachments:

1. Ordinance 1594 RZP-25-04 - Rezoning 7911 Harney Road
2. Staff Report RZP-25-04 - Rezoning 7911 Harney Road
3. PC Staff Report RZP-25-04 - Rezoning 7911 Harney Road

ORDINANCE 1594

AN ORDINANCE OF THE CITY OF TEMPLE TERRACE, FLORIDA, REZONING TWO PARCELS TOTALING FIVE ACRES (±) GENERALLY LOCATED ON THE SOUTH SIDE OF HARNEY ROAD APPROXIMATELY 1500 FEET EAST OF THE INTERSECTION OF NORTH 78th STREET MORE SPECIFICALLY DESCRIBED AS FOLIO 38206.0000 (7911 HARNEY ROAD) and FOLIO 38206.0020 AND LEGALLY DESCRIBED IN EXHIBIT "A"; CHANGING THE ZONING ATLAS MAP DESIGNATION ON SAID PROPERTY FROM ZONING CLASSIFICATION AGRICULTURAL-URBAN (A-U) TO PUBLIC/QUASI-PUBLIC (P/QP); PROVIDING FOR AMENDMENT OF THE OFFICIAL ZONING ATLAS MAP OF THE CITY; PROVIDING FOR SEVERABILITY; PROVIDING FOR CORRECTION OF TYPOGRAPHICAL ERRORS; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HEREWITH; PROVIDING FOR AN EFFECTIVE DATE.

Whereas, the City of Temple Terrace, owner of Property particularly described in Exhibit "A" attached hereto, (hereinafter the "Subject Property), has petitioned and submitted a Zoning Reclassification Application (RZP-25-04) requesting to reclassify Agricultural Urban (AU) zoning to Public Quasi-Public (PQ-P); and

Whereas, the subject property has a Comprehensive Plan Future Land Use designation of Community Mixed Use 12; and

Whereas, RZP-25-04 was referred to the Hillsborough County City-County Planning Commission staff for review, and the Planning Commission staff provided a finding of consistency of such petition with the Imagine 2040: Temple Terrace Comprehensive Plan, with the written findings submitted to the City Council for consideration; and

Whereas the City Council held a public hearing and first reading of this ordinance on March 17, 2026, and held a second public hearing and reading of the ordinance at its April 7, 2026, regular meeting to consider public comment on the application and ordinance; and

Whereas, after due consideration, the Mayor and City Council have determined that the zoning for the subject property should be reclassified to Public Quasi-Public (PQ-P).

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA THAT:

Section 1. The petition for a Zoning Reclassification Amendment (RZP-25-04) of the subject property generally located on the south side of Harney Road approximately 1500 feet east of the intersection of North 78th Street (Folios 38206.0000 and 38206.0020) for property consisting of approximately five (5) acres is approved.

Section 2. The Official Zoning Atlas Map of the City shall be revised to reflect said amended zoning district.

Section 3. If any part of this Ordinance is declared invalid by a court of competent jurisdiction, such part or parts shall be severable, and the remaining part or parts hereof shall continue to be in full force and effect.

Section 4. All ordinances or parts of ordinances not specifically in conflict herewith are hereby continued in full force and effect, but all ordinances or parts of ordinances in conflict herewith are hereby repealed.

Section 5. The provisions of this Ordinance may be renumbered or re-lettered to accomplish such intention. The City Clerk is given authority to correct scribes' errors, such as incorrect Code cross references, grammatical, typographical, misspellings, and similar errors.

Section 6. This Ordinance shall become effective upon its adoption.

Passed and adopted by the City Council of the City of Temple Terrace, this 7th day of April 2026.

(Corporate Seal)



X

Andrew Ross, Mayor
Chair of the City Council

Attest:

X

Lynda Sader
City Clerk

Approved As To Form & Content:

X

Ernest Mueller
City Attorney

EXHIBIT "A" - LEGAL DESCRIPTION

038206.0020

COM AT NW COR OF SE 1/4 OF NW 1/4 OF SEC 25 N 89 DEG 51 MIN 45 SEC W 22 FT N 01 DEG 03 MIN 33 SEC E 612.19 FT FOR POB N 01 DEG 03 MIN 33 SEC E 634.57 FT N 62 DEG 47 MIN 56 SEC E 243.68 FT S 19 DEG 38 MIN 08 SEC E 642.76 FT S 72 DEG 27 MIN 43 SEC W 468.12 FT TO POB LESS COM AT NW COR OF SE 1/4 OF NW 1/4 OF SEC 25 N 89 DEG 51 MIN 45 SEC W 22 FT N 01 DEG 03 MIN 33 SEC E 709.68 FT FOR POB N 01 DEG 03 MIN 33 SEC E 188.57 FT S 88 DEG 56 MIN 36 SEC E 231 FT S 01 DEG 03 MIN 33 SEC W 188.57 FT N 88 DEG 56 MIN 36 SEC W 231 FT TO POB

038206.0000

PART OF SECTION 25 DESC AS FOLLOWS: COMM AT NW COR OF SE 1/4 OF NW 1/4 RUN S 89 DEG 54 MIN 09 SEC W 22 FT TO WLY BDRY OF RIVERDALE SUB PH 3A THN N 01 DEG 03 MIN 33 SEC E 709.68 FT TO POB THN S 88 DEG 56 MIN 36 SEC E 231 FT THN N 01 DEG 03 MIN 33 SEC E 188.57 FT THN N 88 DEG 56 MIN 36 SEC W 231 FT TO THE AFOREMENTIONED WLY BDRY LINE THN S 01 DEG 03 MIN 33 SEC W 188.57 FT TO P

Rezoning Application RZP-25-04

Date: March 3, 2026
To: Mayor Andrew Ross and City Council
Through: Carlos Baía, City Manager
Prepared by: Joe Moreda, AICP City Planner

Request: A city-initiated rezoning from Agricultural-Urban (A-U) to Public/Quasi-Public (P-QP) for property intended to house the new Public Safety Facility, which will include the Police Department Headquarters and Fire Station 3.

Property Location: The property is generally located on the south side of Harney Road approximately 1,500 feet east of the intersection of North 78th Street.

Acreeage: The modification area includes two parcels totaling approximately five (5) acres, Folio 38206.0000 (0.99 acres) & Folio 38206.0020 (4.01 acres).

Future Land Use: Community Mixed Use-12 (CMU-12)

Existing Zoning: Agricultural-Urban (A-U)

Existing Land Use: Undeveloped

Reclassification Uses:

Public buildings, facilities, stations, and uses as permitted in Land Development Code, Section 12-240.

Adjacent Future Land Use:

North – Community Mixed Use-12 (HC)
South – Community Mixed Use-12 (TT)
East – Community Mixed Use-12 (TT)
West – Residential 6 (HC)

Adjacent Land Use:

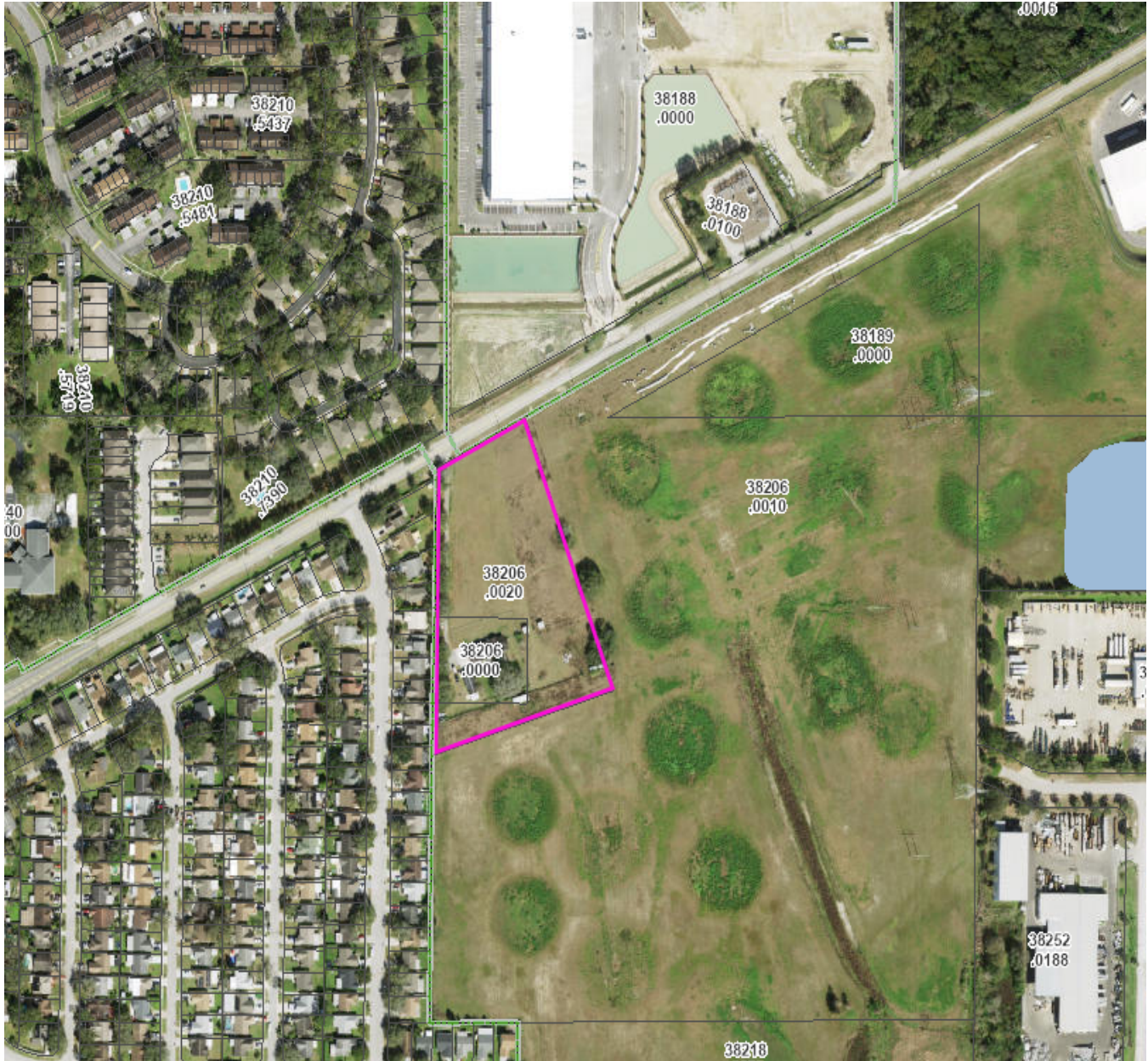
North – Warehouse Distribution
South – Undeveloped
East – Undeveloped
West – Single Family Residential

Adjacent Zoning Classification:

North – Planned Development (HC)
South – Agricultural-Urban
East – Agricultural-Urban
West – Planned Development (HC)

Area Context:

Aerial view (modification area indicated by colored outline: )



City of Temple Terrace Zoning Atlas (Green/AU District and Purple/PD District):



Background:

The subject site consists of two (2) parcels totaling approximately five (5) acres. The P-QP district specifically designates areas within the city which are best suited for the development and operation of significant public service facilities, government facilities, and institutions. Accordingly, this rezoning is proposed to align the zoning more closely with the property's intended use.

Project Evaluation

The site abuts undeveloped property zoned Agricultural-Urban (A-U) to the south and east. To the north, the site is bordered by Harney Road; across the road there is a warehouse distribution center within the jurisdiction of Hillsborough County. To the west, the site is adjacent to single-family residential uses, also in the jurisdiction of Hillsborough County.

The zoning request is for a standard district, as such the application does not require or include a regulatory site plan as part of the application. A final site plan will come back to City Council for consideration and approval pursuant to a site plan review. Additionally, a review for access management will be required by Hillsborough County for Harney Road access, and because the site is within the area of influence for Tampa Executive Airport, an Airport Zoning Review will be required.

Planning Commission Staff Review

The Hillsborough County City-County Planning Commission (HCCCPC) staff reviewed this application and found it to be consistent with the vision and other provisions of the City of Temple Terrace Comprehensive Plan. The HCCCPC Staff report is hereto attached.

Development Review Committee (DRC)

The DRC provided informational comments and raised no objections. If this rezoning application is approved, the final site plan will also be subject to DRC review.

Findings

Based on the findings included herein, staff agree with Planning Commission staff and find the modification consistent with the vision and other provisions of the City of Temple Terrace Comprehensive Plan.



**Hillsborough County
City-County
Planning Commission**

Report Prepared: 12/8/2025	Petition: RZP 25-04 Folio numbers: 38206.0000 and 38206.0020 Location: Southwest quadrant of Harney Road and Davis Road
Summary Data:	
Comprehensive Plan Finding:	Consistent
Adopted Future Land Use:	Community Mixed Use-12 (12 du/acre) (0.50 FAR)
Proposed Future Land Use:	Not Applicable
Planning Area:	NA
Zoning:	Agricultural Urban (A-U)
Parcel Size	5.0± Acres
Street Functional Classification:	Harney Road–Arterial



Plan Hillsborough
planhillsborough.org
planner@plancom.org
 813 – 272 – 5940
 601 E Kennedy Blvd
 18th floor
 Tampa, FL, 33602

Context:

The City of Temple Terrace is proposing a new public safety facility, which will house a fire station and police station, and accessory uses on a site that is currently owned by the city. The request is to revise the zoning designation from Agricultural Rural to Public/Quasi-Public. The site is located on the south side of Harney Road, west of the intersection of Harney and Davis Road.

The subject site has a Future Land Use of Community Mixed Use-12 (CMU-12), which allows consideration for single and multi-family, agricultural, general commercial, intensive commercial, office, light industrial and industrial uses. This land use category allows consideration for a maximum of 12 dwelling units per gross acre and up to a 0.50 F.A.R. per individual project. The police department will be developed for a maximum of 33,500 square feet along with a 10,000 square foot fire station, a gun range developed at 2,785 square feet and training facility developed at 800 square feet. The total square footage being requested does not exceed what can be considered on the site overall, which is 108,900 square feet.

The Planning Commission staff has reviewed the Planned Development modification request and finds it **consistent** with the *Temple Terrace Comprehensive Plan*, most notably with the following:

Goals, Objectives, and Policies of the Temple Terrace Comprehensive Plan:

Future Land Use Element

LU Policy 2.1.1: Protect stable residential neighborhoods from incompatible land uses; blighting influences; and the impacts of infill, redevelopment, and new development.

Historic Preservation

LU Policy 6.1.4: In order to recognize and preserve the City’s historic structures and special distinctive style of Mediterranean-revival architecture, strive to promote its replication in public buildings, major private structures, and large-scale developments, and encourage its use for large new private residences.

Land Development Code

LU Policy 8.5.3: Developments will meet or exceed the requirements of all Land Development Code as established and adopted by the City of Temple Terrace, the State of Florida and the federal government unless such requirements have been previously waived by those governmental bodies.

Staff Analysis:

The City of Temple Terrace is requesting a change of zoning designation from Agricultural Urban (A-U) to the Public/Quasi-Public on two parcels to allow for a public safety facility. The site is in proximity to a variety of uses. Industrial uses are located to the north on the north side of Harney Road; single family residential uses are located to the west. To the south and east is designated as crops as per the Hillsborough Property Appraiser. With the subject site adjacent to single family residential it is important to ensure compatibility. **LU Policy 2.1.1** states to protect stable residential neighborhoods from incompatible land uses, this application meets this provision by providing the

proper setbacks and buffers. Additionally on site there will be a gun range, and by placing the range indoors, this will help mitigate noise.

As per **LU Policy 6.1.4**, the City strives to promote Mediterranean-revival architecture in public buildings, Planning Commission recommends that the site be built in this manner to meet this policy direction.

Planning Commission staff has analyzed this requested site plan review application, and considered existing and future development patterns, as well as the goals, objectives, and policies noted above, and found it **CONSISTENT** with the *City of Temple Terrace Comprehensive Plan*.

RECOMMENDATION:

Planning Commission staff finds the proposed request **CONSISTENT** with the vision and other provisions of the *City of Temple Terrace Comprehensive Plan*.

Item Cover Page

City Council Item Report

Date: April 7, 2026
From: Alyssa Livingstone, Senior Planner
Item Type: Resolution
Subject: Public Hearing and Second Reading of a Resolution Approving Final Site Plan SPR-25-09 for West Coast Brace and Limb located at 13401 N. 53rd Street
Presenter: Alyssa Livingstone, Senior Planner

Recommendation:

Staff recommends approval of this Resolution upon second reading for Final Site Plan SPR-25-09 for West Coast Brace and Limb located at 13401 N. 53rd Street.

Discussion:

This is the Second Reading and Public Hearing of a resolution to approve the **Final Site Plan (SPR-25-09)** to allow for the development of a new **10,000-square-foot** medical office building within a **Planned Development (PD) District**.

Resolution/Ordinance Information:

A RESOLUTION OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING SITE PLAN REVIEW APPLICATION SPR-25-09 FOR 0.88 ± ACRES OF PROPERTY LOCATED EAST OF NORTH 53RD STREET AND SOUTH OF EAST FLETCHER AVENUE, WITH FOLIO NUMBER 036993-0000, ADDRESSED AS 13401 N 53rd STREET, TO ALLOW FOR THE DEVELOPMENT OF A NEW 10,000 SQUARE FOOT ONE-STORY MEDICAL OFFICE SUBJECT TO CONDITIONS OF APPROVAL; PROVIDING FOR CORRECTION OF TYPOGRAPHICAL ERRORS; REPEALING ALL RESOLUTIONS OR PARTS OF RESOLUTIONS IN CONFLICT HEREWITH; PROVIDING AN EFFECTIVE DATE.

Appropriation Code:

Requirements:

Resolution

Cost:

Attachments:

1. Resolution SPR-25-09 - West Coast Brace & Limb
2. Staff Report SPR-25-09 - West Coast Brace & Limb
3. SPR 25-09 - Aerial Map
4. SPR 25-09 - General Area Map

RESOLUTION

A RESOLUTION OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING SITE PLAN REVIEW APPLICATION SPR-25-09 FOR 0.88 ± ACRES OF PROPERTY LOCATED EAST OF NORTH 53RD STREET AND SOUTH OF EAST FLETCHER AVENUE, WITH FOLIO NUMBER 036993-0000, ADDRESSED AS 13401 N 53RD STREET, TO ALLOW FOR THE DEVELOPMENT OF A NEW 10,000 SQUARE FOOT ONE-STORY MEDICAL OFFICE SUBJECT TO CONDITIONS OF APPROVAL; PROVIDING FOR CORRECTION OF TYPOGRAPHICAL ERRORS; REPEALING ALL RESOLUTIONS OR PARTS OF RESOLUTIONS IN CONFLICT HEREWITH; PROVIDING AN EFFECTIVE DATE.

Whereas, Section 12-379 of the City of Temple Terrace Land Development Code sets forth the requirements and procedures for Final Site Plans; and

Whereas, Ravi Alur, an authorized agent of Tooth and Foot 2, LLC, the property owner, submitted a Final Site Plan for 0.88± acres, lying in Section 10, Township 28 South, Range 19 East, and addressed as 13401 N 53RD Street (Folio number 036993-0000 - legally described in Exhibit A attached hereto), which has been processed by the City's Community Development Department ("Department") as a Final Site Plan Review Application SPR-25-09; and

Whereas, the proposed project is for the development of a 10,000 ± square foot one-story medical office; and

Whereas, the subject property has a Future Land Use of Residential-18 and is zoned Planned Development; and

Whereas, the proposed use is permitted by the Land Development Code; and

Whereas, the City's Development Review Committee (DRC) recommends approval of the Final Site Plan, subject to any conditions required by the City Council; and

Whereas, SPR-25-09 was referred to the Hillsborough County City-County Planning Commission staff for review, and its staff provided a finding of consistency of the site plan application within the Imagine 2040: Temple Terrace Comprehensive Plan, with the written findings having been submitted to the City Council for consideration; and

Whereas, the City Council of the City of Temple Terrace has considered the applicant's Final Site Plan application at its public hearings held on March 17, 2026 and April 7, 2026, and finds that Final Site Plan Review Application SPR-25-09 should be approved subject to any conditions required by the City Council.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, THAT:

Section 1. Site Plan Review Application SPR-25-09 for a property located East of North 53rd Street and South of East Fletcher Avenue, with an address of 13401 N 53rd Street for the development of a one-story medical office, attached hereto as Exhibit "B" and

Exhibit "D", legally described in Exhibit "A", is approved subject to the conditions of approval attached hereto as Exhibit "C".

Section 2. All resolutions or parts of resolutions not specifically in conflict herewith are hereby continued in full force and effect, but all resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of such conflict.

Section 3. That the provisions of this Resolution may be renumbered or re-lettered to accomplish such an intention. The City Clerk is given authority to correct scribes' errors, such as incorrect Code cross references, grammatical, typographical, misspellings, and similar errors when codifying this Resolution.

Section 4. This resolution shall become effective immediately upon adoption.

Passed and adopted by the City Council of the City of Temple Terrace, Florida, this 7th day of April 2026.

(Corporate Seal)



X

Andrew Ross, Mayor
Chair of the City Council

Attest:

X

Lynda Sader
City Clerk

EXHIBIT "A"

LEGAL DESCRIPTION

Lots 21, 22 & 23 of W. E. Hamner's Ridge Acres, according to map or plat thereof as recorded in Plat Book 31, page 66, of the public records of Hillsborough County, Florida

Containing 38,157 square feet or 0.88 acres more or less

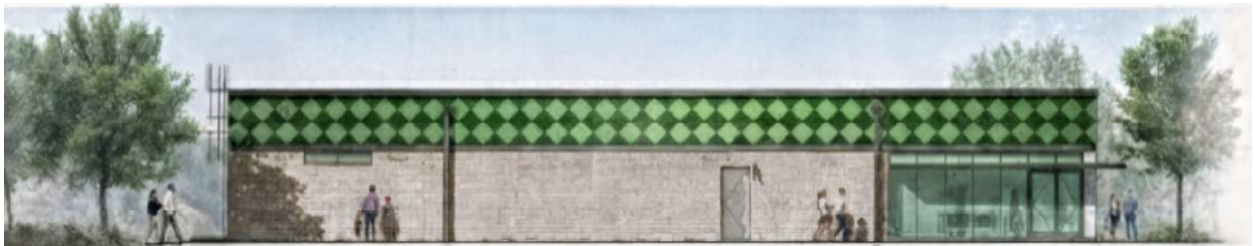
EXHIBIT "C" CONDITIONS OF APPROVAL

1. Final Site Plan SPR-25-09, upon approval by City Council, allows for the development of a one-story medical office, which shall conform to and be limited by the configuration and details of the approved site plan and elevations.
2. Site Plan expiration as outlined in Section 12-380 of the Temple Terrace Land Development Code.
3. Where standards are not specified herein, the Temple Terrace Land Development Code standards (or current code standards) will apply.
4. Prior to any permits being issued by the City, a perpetual easement that is acceptable to the City Attorney must be obtained from the owner of the abutting property to the north. This easement shall allow for the portions of the parking spaces, dumpster and pad, and cross access aisles that encroach beyond the northern property line of the subject property. The easement must be recorded in the Official Records for Hillsborough County.

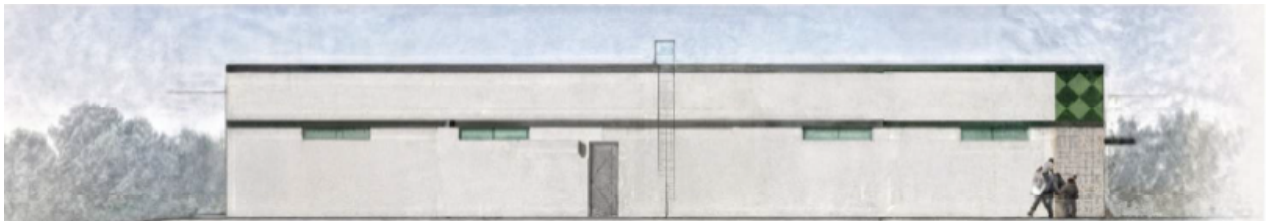
EXHIBIT "D" ELEVATIONS



West (Front) Elevation



North (Side) Elevation



East (Rear) Elevation



South (Side) Elevation

Site Plan Review Application No. SPR-25-09 (West Coast Brace & Limb)

Date: 02-27-26
To: Mayor Andrew Ross and City Council
Through: Carlos Baía, City Manager
Prepared by: Alyssa Livingstone, Senior Planner

Agenda: Final Site Plan SPR-25-09

Request: A request to approve a Final Site Plan to allow for development of a one-story medical office pursuant to Section 12-379. – Final Site Plans, as specified in the Temple Terrace Land Development Code.

Subject Property: Section 10, Township 28 South, Range 19 East; more specifically, addressed as 13401 N. 53rd Street, with Folio No. 036993-0000. A complete legal description is on file with the Planning and Development Division.

Acreage: Approximately 0.88 ± acres

Zoning: PD Planned Development

Future Land Use: Residential-18 (Temple Terrace)

Surrounding Comprehensive Plan Designation (Future Land Use Map - FLUM):

North – Office/Institutional (Temple Terrace)
South – Residential-18 (Temple Terrace)
East – Commercial (Temple Terrace)
West – Office/Institutional (Temple Terrace)

Surrounding Land Development Code Designation (Official Zoning Atlas Map):

North – PD Planned Development (Temple Terrace)
South – R-7 Single Family Residential (Temple Terrace)
East – CO Commercial Office (Temple Terrace)
West – CG Commercial General (Temple Terrace)

Surrounding Area: North – Medical Offices
South – Single Family Residences
East – Commercial Building
West – Medical Offices

Background:

The subject property consists of Lots 21,22 and 23 of Hamner’s Ridge Acres. The site is approximately .88± acres and is accessed from North 53rd Street, a designated local road. The project area is governed by the Planned Development (PD) standards established under Ordinance No. 1482 (adopted August 6, 2019). The existing single-family residence and associated structures on the project site will be demolished to facilitate the proposed development.

Analysis:

The applicant is requesting Final Site Plan approval for the development of a one-story, 10,000 square foot medical office building. The proposed medical facility is designed to accommodate 20 full-time employees and will have 12 to 14 medical rooms.

Based on the proposed use and number of employees, 33 parking spaces are required. The design proposes 33 on-site parking spaces, including 2 accessible ADA spaces. The site layout positions the

parking area to the west of the building, adjacent to N. 53rd Street, which is classified as a minor collector road. Additionally, 2 bike racks will be provided to accommodate a total of 4 bicycle parking spaces for commuters.

Primary access to the site will be from N. 53rd Street on the western boundary of the property. A secondary access point is located on the north side, connecting to an abutting lot intended for supplementary parking. The landscape plan incorporates 32 trees strategically placed within the parking lot and around the perimeter. Stormwater management is addressed via an on-site pond located at the southwest corner of the property.

Planning Commission Review:

The Hillsborough County City-County Planning Commission (HCCCPC) staff reviewed the Site Plan and recommended approval, finding that it complies and is consistent with long-range planning goals of the City's Comprehensive Plan.

Compatibility with Adjacent Land Uses:

The surrounding area contains developed commercial properties. The subject property and the proposed project are compatible with the surrounding area.

Consistency with the Land Development Code (LDC):

Staff reviewed this application under the standards of Section 12-379, Final site plans, as specified in the LDC. The Development Review Committee (DRC) has reviewed the project and has no objection to the approval of Site Plan Review Application SPR-25-09 as presented to the City Council.

Proposed Conditions:

1. Final Site Plan SPR-25-09, upon approval by City Council, allows for the development of a one-story medical office building which shall conform to and be limited by the configuration and details of the approved site plan and elevations.
2. Site Plan expiration as outlined in Section 12-380 of the Temple Terrace Land Development Code shall apply.
3. Where standards are not specified herein, the Temple Terrace Land Development Code standards (or current code standards) will apply.
4. Prior to any permits being issued by the City, a perpetual easement that is acceptable to the City Attorney must be obtained from the owner(s) of the abutting property to the north. This easement shall allow for the portions of the parking spaces, dumpster and pad, and cross access aisles that encroach beyond the northern property line of the subject property. The easement must be recorded in the Official Records for Hillsborough County.

Recommendation:

Based on the information reported herein, supported by documentation attached hereto, the Community Development Department recommends approval of this application, subject to the proposed conditions stated herein.



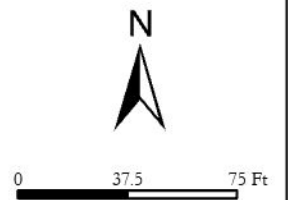
E FLETCHER AVE

N 53RD ST



General Area Map
SPR-25-09 13401 N 53rd Street
Applicant: Ravi Alur

- City Parcels
- Subject Site
- City Limits



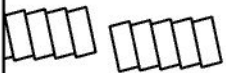
E FLETCHER AVE



OAK
CHARTER CT



PINE MILL CT



N 53RD ST

N 56TH ST

GRADUATE
CIR

GRADUATE
CIR

E 131ST AVE



TEMPLE TERRACE

Amazing City. Since 1925.

Community Development
Department
12/8/2025

General Area Map
SPR-25-09 13401 N 53rd Street
Applicant: Ravi Alur

 Subject Site
 Parcels

 TT City Limits Line
 Hillsborough River



0 100 200 Ft

Item Cover Page

City Council Item Report

Date: April 7, 2026
From: Karmen Pitts, Executive Assistant
Item Type: Resolution
Subject: Resolution Approving a Piggyback Agreement with Sun Civil for Borrow Pit Restoration
Presenter: Jason Warrenfeltz, Public Works Director

Recommendation:

Staff recommends the City Council to adopt a resolution authorizing the use of a piggyback agreement between Tampa-Hillsborough County Expressway Authority And Sun Civil, LLC for Ecological Restoration of 7.61-Acre Borrow Pit.

Discussion:

The City of Temple Terrace recognizes the environmental and community significance of the borrow pit identified as Hillsborough County Parcel Folio No. 036552-0000. The borrow pit has experienced erosion, sedimentation, ecological degradation, safety concerns, and restoration is necessary to protect public safety, and enhance environmental quality.

The Public Works Engineering Department has identified a scope of work for restoration activities, including but not limited to upland area restoration, buffer and berm restoration, aquatic restoration, pond clearing and grading, and dewatering of the pond. Tampa-Hillsborough County Expressway Authority competitively procured Contract No. 0-5625 with Sun Civil, LLC for a similar environmental restoration project, in compliance with applicable procurement laws and regulations. Tampa-Hillsborough County Expressway Authority and Sun Civil, LLC have both authorized the City of Temple Terrace to utilize as a “piggyback” contract under the terms and conditions as described in Contract No. 0-5625.

Staff has reviewed the terms, pricing, and contractor qualifications under Tampa-Hillsborough County Expressway Authority Contract No. 0-5625 and determined that piggybacking this contract for the 7.61-Acre Borrow Pit restoration is in the best interest of the City of Temple Terrace, providing cost efficiency, time savings, and proven contractor performance.

Resolution/Ordinance Information:

A RESOLUTION OF THE CITY OF TEMPLE TERRACE, APPROVING THE RESTORATION OF THE 7.61-ACRE BORROW PIT (IDENTIFIED AS PARCEL FOLIO NO. 036552-0000) IN THE AMOUNT OF \$869,138.20 VIA A PIGGYBACK AGREEMENT UTILIZING CONTRACT NO. O-5625 BETWEEN TAMPA-HILLSBOROUGH COUNTY EXPRESSWAY AUTHORITY AND SUN CIVIL, LLC; AUTHORIZING THE CITY MANAGER TO EXECUTE ALL NECESSARY AGREEMENTS TO IMPLEMENT PIGGYBACK AGREEMENT; APPROVING PROJECT EXPENDITURES FROM ACCOUNT NO. 130-1721-541.63-17; PROVIDING AN EFFECTIVE DATE.

Appropriation Code:

130-1721-541.63-17

Requirements:

Resolution

Cost:

\$869,138.20

Attachments:

1. Resolution - Borrow Pit
2. Piggyback Agreement Sun Civil O-5625
3. Temple Terrace pond Rehabilitation quote
4. City of Temple Terrace - Borrow Pit Map
5. Approval Sun Civil Re_ Cooperative Agreement ITB O-5625
6. O-5625 Lakewood Drainage Fully Executed Sun Civil

RESOLUTION

A RESOLUTION OF THE CITY OF TEMPLE TERRACE, APPROVING THE RESTORATION OF THE 7.61-ACRE BORROW PIT (IDENTIFIED AS PARCEL FOLIO NO. 036552-0000) IN THE AMOUNT OF \$869,138.20 VIA A PIGGYBACK AGREEMENT UTILIZING CONTRACT NO. O-5625 BETWEEN TAMPA-HILLSBOROUGH COUNTY EXPRESSWAY AUTHORITY AND SUN CIVIL, LLC; AUTHORIZING THE CITY MANAGER TO EXECUTE ALL NECESSARY AGREEMENTS TO IMPLEMENT PIGGYBACK AGREEMENT; APPROVING PROJECT EXPENDITURES FROM ACCOUNT NO. 130-1721-541.63-17; PROVIDING AN EFFECTIVE DATE.

Whereas, the City of Temple Terrace recognizes the environmental and community significance of the Borrow Pit identified as Hillsborough County Parcel Folio No. 036552-0000; and

Whereas, the Borrow Pit has experienced erosion, sedimentation, ecological degradation, safety concerns, and restoration is necessary to protect public safety and enhance environmental quality; and

Whereas, the Public Works Engineering Department has identified a scope of work for restoration activities, including but not limited to upland area restoration, buffer and berm restoration, aquatic restoration, pond clearing and grading, and dewatering of the pond; and

Whereas, Tampa-Hillsborough County Expressway Authority competitively procured Contract No. O-5625 with Sun Civil, LLC for a similar environmental restoration project, in compliance with applicable procurement laws and regulations; and

Whereas, Tampa-Hillsborough County Expressway Authority and Sun Civil, LLC have both authorized the City of Temple Terrace to utilize as a “piggyback” contract under the terms and conditions as described in Contract No. O-5625; and

Whereas, staff has reviewed the terms, pricing, and contractor qualifications under Tampa-Hillsborough County Expressway Authority Contract No. O-5625 and determined that piggybacking this contract for the 7.61-Acre Borrow Pit restoration is in the best interest of the City of Temple Terrace, providing cost efficiency, time savings, and proven contractor performance; and

Whereas, the cost of the restoration of the 7.61-Acre Borrow Pit under the terms and pricing of Tampa-Hillsborough County Expressway Authority Contract No. O-5625 will be \$869,138.20 and will be paid from Account No. 130-1721-541.63-17; and

Whereas, the City of Temple Terrace finds that restoration of the 7.61-Acre Borrow Pit through the use of a piggyback contract will advance public safety, environmental stewardship, and community benefit.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, THAT:

1. The restoration of the 7.61-Acre Borrow Pit (Hillsborough County Folio No. 036552-000), in accordance with the scope of work presented to the City of Temple Terrace and incorporated herein by reference, in the amount of \$869,138.20 via a piggyback agreement utilizing Contract No. O-5625 between Tampa-Hillsborough County Expressway Authority and Sun Civil, LLC, is hereby approved.
2. The City Manager is authorized to execute all necessary agreements, amendments, purchase orders, and documents required to implement the piggyback agreement.
3. Project expenditures shall be made from 130-1721-541.63-17, as appropriated in the current fiscal year budget, is approved.
4. This Resolution shall take effect immediately upon adoption.

Passed and adopted by the City Council of the City of Temple Terrace, Florida, this 7th day of April 2026.

(Corporate Seal)



X

Andrew Ross, Mayor
Chair of the City Council

Attest:

X

Lynda Sader
City Clerk



PIGGYBACK AGREEMENT WITH SUN CIVIL, LLC

THIS PIGGYBACK AGREEMENT (“Agreement”) is entered into as of the 8th day of April 2026, by and between the **City of Temple Terrace** (the “City”), a municipality organized and existing under the Laws of the State of Florida, whose address is 11250 North 56th Street, Temple Terrace, Florida 33617, and **Sun Civil, LLC**, whose address is 10323 Cross Creek Boulevard, Suite A, Tampa, FL 33647 (the “Contractor”).

WHEREAS, Chapter 2004-466, laws of Florida, as amended by Chapter 2012-239, Laws of Florida authorizes public bodies operating in Hillsborough County to purchase goods and services from contracts entered into by other federal, state, local governmental entities and certain tax-exempt organizations under the same terms of the Contract submitted to said entity or organization, providing that the contract was procured in compliance with the procuring entity’s or organization’s laws, rules, regulations or ordinances and was issued using full and open competition; and

WHEREAS, the City requires **drainage improvement services**; and

WHEREAS, the Contractor has contracted with the **Tampa-Hillsborough County Expressway Authority (“THEA”)** pursuant to **ITB O-5625** (the “O-5625 Agreement”); and

WHEREAS, the City and the Contractor have determined that the O-5625 Agreement is an acceptable contract upon which the City and the Contractor may establish this piggyback agreement; and

WHEREAS the Contractor and THEA have provided approval for the City to piggyback on the O-5625 Agreement. **Attachment B.**

NOW, THEREFORE, in consideration of the promises contained herein, the Parties hereby agree, as follows:

1. **Recitals.** The above stated recitals are true and correct.
2. **Terms and Conditions; Conflict.** Except as otherwise stated herein, the terms and conditions of the O-5625 Agreement shall form the basis of this Agreement, with the City having the rights, duties, and obligations of the **Tampa-Hillsborough County Expressway Authority** thereunder. Contractor hereby agrees to provide such services to the City under the same price(s), terms and conditions as set forth in the O-5625 Agreement. A true and correct copy of the O-5625 Agreement is attached and made part hereof as **Attachment C.** All references in the O-5625 Agreement to the



Tampa-Hillsborough County Expressway Authority shall be assumed to pertain to and are binding upon the City of Temple Terrace. If any provision of this Agreement conflicts with any provision of the O-5625 Agreement, then the terms, conditions, and provisions of this Agreement shall control.

3. **Supplemental Terms and Conditions.** The terms and conditions of the O-5625 Agreement are modified or supplemented, as follows:

- a. **Term.** The term of this Agreement shall commence on the date this Agreement is entered into and shall continue subject to appropriation of City funding for the current fiscal year.
- b. **Insurance.** Section 6 of the O-5625 Agreement shall have the following language added as 6.03:

During the term of this Agreement and during any renewal or extension term of this Agreement, the Contractor shall pay for and maintain at all times the levels and types of insurance as set forth in the O-5625 Agreement. Insurance of the O-5625 Agreement shall apply to this Agreement with the expectation that the City of Temple Terrace, its officials, employees, and volunteers are to be covered as additional insured and a Certificate Holder. The Certificate Holder shall read as follows:

City of Temple Terrace
11250 North 56th Street
Temple Terrace, FL 99617

- c. **Amendments.** No modification, amendment, or alteration in the terms or conditions contained herein shall be effective unless contained in a written document prepared with the same or similar formality as this Agreement and executed by the City Manager, and Contractor.
- d. **Public Records.** The last paragraph of Section 8.03. Public Records, of the O-5625 Agreement is amended to read as follows:



IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:

CITY OF TEMPLE TERRACE CITY CLERK

813.506.6440

Legislative@templeterrace.gov

11250 N. 56th Street,

Temple Terrace, FL 33617

- e. **Notices.** The contact information in Section 12.01 of the O-5625 Agreement is amended to read as follows:

Notices to Contractor: **Andrew Poirier, Project Manager**
 Sun Civil, LLC
 10323 Cross Creek Blvd., Suite A
 Tampa, FL 33647
 apoirier@sun-civil.com

Notices to City: **City of Temple Terrace**
 Attn: Legal and Public Works
 11250 North 56th Street
 Temple Terrace, FL 33617

- f. **Non-Appropriation of Funds.** In the event no funds or insufficient funds are appropriated for expenditures under this Agreement, the City will notify Contractor in writing of such occurrence, and the contract shall terminate without penalty or expense to the City on the last day of services for which sufficient funds have been appropriated.

- g. **Anti-Human Trafficking.** Provider must complete and abide by the Anti-Human Trafficking Affidavit, **Attachment A.**

- h. **Method of Compensation.** Section 4.02, shall have the following language added:



Invoices shall be submitted to:

City of Temple Terrace
Attn: Purchasing and Finance Department
11250 N. 56th Street,
Temple Terrace, FL 33617
ap@templeterrace.gov

The City of Temple Terrace uses a company called PaymentWorks to pay all vendors doing business with the City. PaymentWorks vets all vendors before a contract is signed by management and before any transaction can be approved. PaymentWorks does the following for the City:

1. Streamlines vendor verification,
2. Automates vendor onboarding,
3. Optimizes our payables strategy,
4. Indemnifies vendor payments for up to \$2million per transaction, protecting the City and the vendor,
5. Continuously monitors for compliance with state and federal sanctions, W-9's, COI's and bank account changes,
6. Utilizes a token for ACH/EFT processing so the vendors information is protected. The vendor can still choose to be paid by check.

If you are not currently signed up with PaymentWorks, the City is not able to transact business with you. The City can invite you to PaymentWorks if you do not have an account setup. The invitation will come directly from the PaymentWorks software for you to create your own account and provide your EIN, COI, W-9 and banking information, if applicable. You have the option to choose to receive a check for payments. You must be fully onboarded with PaymentWorks before the City signs a contract or orders any items. Please provide the following information for us to invite you to PaymentWorks:

AR/Payment Contact Name: _____

AR/Payment Contact Email: _____



IN WITNESS THEREOF, the Parties have entered into this Contract by their undersigned officials as duly authorized.

THE CITY OF TEMPLE TERRACE:

SIGNATURE OF AUTHORIZED PERSON: _____

PRINT NAME: _____

TITLE: _____

DATE: _____

SUN CIVIL, LLC:

SIGNATURE OF AUTHORIZED PERSON: _____

PRINT NAME: _____

TITLE: _____

DATE: _____



ATTACHMENT A

ANTI-HUMAN TRAFFICKING AFFIDAVIT

Pursuant to section 787.06(14), Florida Statutes, when a contract is executed, renewed, or extended between a nongovernmental entity and a governmental entity, the nongovernmental entity must provide the governmental entity with an affidavit signed by an officer or a representative of the nongovernmental entity under penalty of perjury attesting that the nongovernmental entity does not use coercion for labor or services as defined in 787.06 F.S.

Section 787.06, Florida Statutes, defines “Coercion” as:

1. Using or threatening to use physical force against any person;
2. Restraining, isolating, or confining or threatening to restrain, isolate, or confine any person without lawful authority and against her or his will;
3. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or services are not respectively limited and defined;
4. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
5. Causing or threatening to cause financial harm to any person, including extortionate extension of credit, loan sharking as defined in F.S. 687.071, or employment contracts that violate the statute of frauds as provided in F.S. 725.01;
6. Enticing or luring any person by fraud or deceit; or
7. Providing a controlled substance as outlined in Schedule I or Schedule II of F.S. 893.03 to any person for the purpose of exploitation of that person.

Sun Civil, LLC does not use coercion for labor or services as defined in section 787.06, Florida Statutes. Under penalties of perjury, I declare that I have read the foregoing statement and that the facts stated in it are true.

Entity Name: _____

Representative/Officers Printed Name: _____

Representative/Officer’s Title: _____

Signature: _____ Date: _____

ATTACHMENT B



RE: Cooperative Agreement ITB O-5625

From Amy Lettelleir <Amy.Lettelleir@tampa-xway.com>

Date Fri 3/20/2026 1:55 PM

To Donnell, Nicole <ndonnell@templeterrace.gov>

Hi Donnell.

Yes, we are agreeable to you using our contract to piggyback.

Best,
Amy

Amy E. Lettelleir, Esq.
Chief Legal Officer
Tampa-Hillsborough County Expressway Authority
1104 East Twiggs Street
Suite 300
Tampa, FL 33602
Direct Line: 813.272.2318
Amy.Lettelleir@tampa-xway.com

Under Florida law, e-mail addresses are public records. If you do not want your e-mail address released in response to a public records request, do not send electronic mail to this entity. Instead, contact this office by phone or in writing.

From: Donnell, Nicole <ndonnell@templeterrace.gov>

Sent: Friday, March 20, 2026 1:02 PM

To: Amy Lettelleir <Amy.Lettelleir@tampa-xway.com>

Subject: Re: Cooperative Agreement ITB O-5625

You don't often get email from ndonnell@templeterrace.gov. [Learn why this is important](#)

Please note: This message originated outside of the THEA email system

Hey Amy,

Thank you again for all your help. Does the City of Temple Terrace have permission to piggyback on ITB/Contract O-5625?

Thank you,
Nicole Donnell, Esq.

From: Amy Lettelleir <Amy.Lettelleir@tampa-xway.com>

Sent: Wednesday, March 18, 2026 2:23 PM

Re: Cooperative Agreement ITB O-5625

From Rick Brooks <rbrooks@sun-civil.com>

Date Fri 3/20/2026 2:10 PM

To Pitts, Karmen <KPitts@templeterrace.gov>

Cc Donnell, Nicole <ndonnell@templeterrace.gov>; Warrenfeltz, Jason <JWarrenfeltz@templeterrace.gov>; Nicklin, Judy <JNicklin@Templeterrace.gov>; Pitts, Karmen <KPitts@templeterrace.gov>

Good afternoon Karmen,

Sun civil is okay with a piggyback contract with the city of Temple Terrace.

Have a great weekend.

Regards,
Rick

Rick Brooks
President
Sun Civil LLC
Cell [407-873-3030](tel:407-873-3030)
Office [813-388-9812](tel:813-388-9812)
rbrooks@sun-civil.com

From: Pitts, Karmen <KPitts@templeterrace.gov>

Sent: Friday, March 20, 2026 2:08:19 PM

To: Rick Brooks <rbrooks@sun-civil.com>

Cc: Donnell, Nicole <ndonnell@templeterrace.gov>; Warrenfeltz, Jason <JWarrenfeltz@templeterrace.gov>; Nicklin, Judy <JNicklin@Templeterrace.gov>; Pitts, Karmen <KPitts@templeterrace.gov>

Subject: FW: Cooperative Agreement ITB O-5625

Mr. Brooks,

Good afternoon, please confirm if Sun Civil, LLC approves the City of Temple Terrace to utilize Contract 0-5625 with Sun Civil, LLC as a piggyback contract for work described as City of Temple Terrace – Borrow Pit.

Please advise.

Thank you.
Karmen

AGREEMENT

Between

TAMPA-HILLSBOROUGH COUNTY EXPRESSWAY AUTHORITY

And

SUN CIVIL, LLC

For

LAKWOOD DRIVE RETAINING WALL AND SIDEWALK REPAIR

CONTRACT NO. O-5625

THIS AGREEMENT (the "Agreement") for the Lakewood Drive Retaining Wall and Sidewalk Repair services is made and entered into as of the 3rd day of February, 2026 (the "Effective Date"), by and between the TAMPA-HILLSBOROUGH COUNTY EXPRESSWAY AUTHORITY, a public body corporate and politic and an agency of the State of Florida, organized and existing under the Laws of Florida (the "Authority"), whose address is 1104 East Twiggs Street, Suite 300, Tampa, Florida 33602, and SUN CIVIL, LLC (the "Contractor"), a corporation duly existing under the laws of the State of Florida, whose address is 10323 Cross Creek Boulevard, Suite A, Tampa, FL 33647.

WHEREAS, the Authority is created and established to construct, reconstruct, improve, extend, repair, maintain, and operate the "Expressway System," pursuant to Part II, Chapter 348, Florida Statutes; and

WHEREAS, pursuant to Section 348.54, Florida Statutes, the Authority has been granted the power to make contracts of every name and nature and to execute all instruments necessary or convenient for the conduct of its business and for carrying out the purposes of the Authority; and

WHEREAS, in response to the Authority's competitive solicitation process known as an Invitation to Bid ("ITB") for the Lakewood Drive Retaining Wall and Sidewalk Repair, ITB O-5625, the Contractor submitted its response on November 19th, 2025, (the "Proposal"); and

WHEREAS, the Authority has identified the Contractor as a qualified provider for retaining wall and sidewalk repair services and requested the Contractor to perform such services as more particularly described in the Scope of Work (the "Scope of Work") as contained in Exhibit "A" herein and attached hereto; and

WHEREAS, the Authority agrees to compensate the Contractor for the Scope of Work as described in the contractor's bid proposal form as set forth in Exhibit "B" attached hereto (the "Price Proposal");

NOW, THEREFORE, in consideration of the mutual covenants herein made and the benefits to accrue to the parties, and for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. **RECITALS.**

The above recitals are true and correct and are incorporated herein by this reference.

2. **SERVICES AND PERFORMANCE.**

2.01 The Authority hereby retains the Contractor pursuant to the terms set forth in this Agreement to perform any of the services in the Scope of Work as described in Exhibit "A" at the sole discretion of the Authority.

2.02 Before making any additions or deletions to the Scope of Work described in this Agreement, as contained in Exhibit "A," that are essential to the completion of the Scope of Work and which require additional compensation, the parties shall negotiate any changes or revisions to such services and any necessary cost changes and shall enter into a supplemental written agreement providing for such modifications and the compensation to be paid therefore. Any such agreement(s) that exceed the approved services initial budget are subject to the approval of the Authority's governing Board for an amendment to the Agreement.

2.03 The Contractor shall function as an extension of the Authority's staff by providing qualified technical and professional personnel to perform the services assigned under the terms of this Agreement. The Contractor shall be expected to operate without extensive oversight and direction and to represent, advance, and further the interests of the Authority throughout all aspects and phases of the engagement to provide any of the Scope of Work.

2.04 The Contractor shall perform the Scope of Work to the reasonable satisfaction of the Authority. All questions, difficulties, and disputes of any nature whatsoever that may arise under or by reason of this Agreement regarding the execution and fulfillment of the Scope of Work or the character, quality, amount, or value thereof, which cannot be settled by mutual agreement of the parties shall be first attempted to be resolved by non-binding mediation, then settled by recourse to litigation under Florida Law, subject to the additional provisions of Sections 9 through 11 of this Agreement.

2.05 The services of the Contractor have been and will be rendered as an independent contractor and not as an employee. In this regard, the Contractor shall not be deemed as an employee of the Authority for purposes of any tax or contribution levied by the Federal Social Security Act or any corresponding state law with respect to employment or compensation for employment, and the Contractor shall file all tax forms required of an independent

contractor.

2.06 The Authority will be entitled at all times to be advised, at its request, as to the status of work being done by the Contractor and of the details thereof.

2.07 The Contractor agrees to provide project schedules and progress reports in a format acceptable to the Authority at intervals established by the Authority. The Authority shall meet with the Contractor's key personnel to plan for performance of work activities and staffing levels to be provided by the Contractor. The closest collaboration and cooperation shall be maintained by the Contractor with authorized representatives of the Authority, or of other agencies and organizations designated by the Authority.

3. TERM.

3.01 Subject to the termination provisions set forth herein, this Agreement shall begin upon the Effective Date. Upon issuance of the Notice to Proceed, the Contractor shall have 60 days to procure materials to complete the construction of the project and the Scope of Work.

3.02 In the event it becomes impracticable or impossible for the Contractor to complete the expected Scope of Work within the term of this Agreement due to delays on the part of the Authority or circumstances beyond the control of the Contractor, the Agreement may be extended. An extension of the Agreement must be in writing. In the event there are delays caused by the Authority in approval of any of the materials submitted by the Contractor or if there are delays occasioned by circumstances beyond the control and without fault or negligence of the Contractor which delay the scheduled services completion date, the Authority may grant an extension of time equal to the aforementioned services schedule delay.

3.03 It will be the responsibility of the Contractor to check at all times that sufficient time remains in the services schedule within which to complete the Scope of Work. In the event there have been delays which would affect the services completion date, the Contractor will submit a written request to the Authority which identifies the reason(s) for the delay, the amount of time related to each reason and specific indication as to whether or not the delays were concurrent with one another. The Authority will review the request and make a determination as to granting all or part of the requested extension.

3.04 In the event time for performance of the scheduled services expires and the Contractor has not requested, or if the Authority has denied, an extension of the services schedule completion date; partial progress payments will be stopped on the date time expires. No payment shall be made for work performed after the services schedule completion date until a time extension is granted or all work has been completed and accepted by the Authority if the Agreement term has not expired.

4. **COMPENSATION AND PAYMENT.**

4.01 The Authority agrees to compensate the Contractor for the Scope of Work as described in the Price Proposal as Exhibit "B".

4.02 The Contractor shall submit one (1) original of its monthly invoice in a form acceptable to the Authority no more than thirty (30) calendar days after the end of the month. Such invoice shall include a breakdown of authorized services as required. Invoices based on services provided must be submitted to the Authority in detail sufficient for a proper pre-audit and post-audit thereof.

4.03 The Contractor shall pay all subcontractors their proportionate share of payments received from the Authority within thirty (30) days after receipt of such payment.

4.04 When reimbursement is sought for pre-authorized travel expenses, such invoices shall be submitted and paid within the guidelines of Section 112.061, Florida Statutes.

4.05 Records of costs (the "Records") incurred under the terms of this Agreement will be maintained by the Contractor for the entire term of the Agreement and for a period of three (3) years after the later of (a) final acceptance of a fulfillment of the Scope of Work by the Authority; (b) the end of the term of the Agreement; or (c) until all claims (if any) regarding the Agreement are resolved. Final acceptance is defined as when a service has been satisfactorily completed, as determined by the Authority, and at which time the Contractor shall be given written notice of final acceptance. Incomplete or incorrect entries in such Records shall be grounds for disallowance by the Authority of any fees, expenses, or costs based upon such entries. The Records of costs incurred shall include the Contractor's general accounting records and project records, together with supporting documents of the Contractor and all subcontractors performing Services under the Agreement, and all other records of the Contractor and subcontractors that are considered necessary by the Authority for a proper audit.

4.06 If a payment is not made to the Contractor within forty (40) days of receipt of an approved invoice, a separate interest penalty at a rate established pursuant to Section 218.74, Florida Statutes, will be due and payable to the Contractor. Invoices that are returned to the Contractor because of preparation errors or uncompleted services not in compliance with the terms herein, will result in a delay in the payment and are not subject to the 40-day payment provision.

4.07 Within ten (10) working days of receipt of an invoice, the Authority shall notify the Contractor if such invoice is unacceptable. The Authority reserves the right to withhold payment for services not completed, or services not completed in accordance with the terms herein, or services that are deemed inadequate or untimely by the Authority. Any payment withheld will be released and paid to the Contractor within a reasonable time when the services are subsequently satisfactorily performed.

4.08 Effect of Payments. No payment by the Authority shall relieve the Contractor of its obligation to timely deliver the services required under this Agreement. If after approving or paying for any service, product, or deliverable, the Authority determines that said service, product or deliverable does not satisfy the requirements of this Agreement, the Authority may reject same and, if the Contractor fails to correct or cure the same within a reasonable period of time and at no additional cost to the Authority, the Contractor shall return any compensation received therefore. No compensation shall be made for revisions to the Contractor's or subcontractor services or deliverables required due in any way to the error, omission, or fault of the Contractor, its employees, agents, or subcontractors. In addition to all other rights provided in this Agreement, the Authority shall have the right to set off any amounts owed by the Contractor pursuant to the terms of this Agreement upon providing the Contractor prior written notice thereof.

4.09 For this purpose, the end of the Agreement is the date of final billing or acceptance of the completion of the Scope of Work by the Authority, whichever is later.

5. INDEMNITY.

5.01 The Contractor will indemnify, save, and hold harmless the Authority, its members, officers, agents, representatives, and employees from any claim, loss, suit, action, demand, liability, damage, cost, charge, and expense, including but not limited to reasonable attorneys' and paralegal fees (at trial and on appeal), to the extent caused by any negligent act, error, omission, recklessness, or intentional misconduct by the Contractor, its agents, employees, or subcontractors arising out of the execution, performance nonperformance of the duties of the Contractor under this Agreement, the enforcement of this Agreement, or resulting from the activities of the Contractor in any way connected to this Agreement. The Contractor, its agents, employees or subcontractors shall not be liable under this paragraph for any claim, loss, damage, cost, charge, or expense arising out of any act, error, omission, or negligent act by the Authority or any of its officers, agents, or employees during the performance of this Agreement. Contractor's liability hereunder shall include all attorneys' fees and costs incurred by the Authority in the enforcement of this indemnification provision. This indemnification provision includes claims made by any employees of Contractor against the Authority, and Contractor hereby waives its entitlement, if any, to immunity under section 440.11, Florida Statutes. Nothing contained in this Agreement, and specifically this provision requiring Contractor to indemnify the Authority, is intended to nor shall it be construed as an additional waiver of sovereign immunity by Authority beyond the Authority's expressed written contractual obligations contained within this Agreement, nor shall it be construed as a waiver of any defenses or limitations to any claims, including those based on the doctrine of sovereign immunity or section 768.28, Florida Statutes. The obligations contained in this paragraph shall survive the termination of this Agreement, however terminated, and shall not be limited by the amount of any insurance

required to be obtained or maintained under this Agreement.

5.02 If either party receives a notice of claim for damages that may have been caused by the Contractor in the performance of the services required of the Contractor under this Agreement, such party shall promptly evaluate the claim and report its findings to each other. The Authority and the Contractor will evaluate the claim and report their findings to each other within seven (7) working days from the date the last party received notice of such claim. The Authority's failure to notify the Contractor of a claim within seven (7) working days will not release the Contractor from any of the requirements of this section upon subsequent notification by the Authority to the Contractor of the claim.

5.03 The parties agree that one percent (1%) of the total compensation to the Contractor for performance of the services required under this Agreement is the specific consideration from the Authority to the Contractor for the Contractor's indemnity agreement.

6. INSURANCE.

6.01 The Contractor shall not commence any services until insurance of the types listed in the "Insurance, Requirements, Coverages, and Limits," as set forth in Exhibit "C," to this Agreement have been obtained by the Contractor (the "Certificates of Insurance") and provided to the Authority. Such insurance shall be maintained in full force and effect during the term of this Agreement or for a longer term as may be otherwise provided hereunder. All insurance shall be provided through companies authorized to do business in the State of Florida and considered acceptable to the Authority. All insurance coverages required of the Contractor shall be primary over any insurance or self-insurance program carried by the Authority. The Authority's approval or disapproval of the Contractor's insurance shall not release the Contractor and subcontractors of their respective obligations to exercise due care in the performance of their duties.

6.02 The Certificate of Insurance shall include the following statement: "The policy(ies) will not be cancelled or materially changed during the period of coverages without at least thirty (30) days prior written notice" addressed to the Authority, Attention: Contracts Department, 1104 East Twiggs Street, Suite 300, Tampa, Florida 33602 or such other address as may hereafter be specified.

7. TERMINATION AND DEFAULT.

7.01 The Authority may terminate this Agreement unilaterally in whole or in part at any time the Authority deems it in its interest to effectuate such termination by providing thirty (30) days written notice of such intention. The Authority also reserves the right, with or without cause, to terminate any one or any combination of the Scope of Work to be rendered by the Contractor without terminating the Agreement. Termination of the

Agreement by the Authority shall occur as follows:

7.02 Termination for Cause. If the Authority determines the performance of the Contractor is not in compliance with the terms herein, the Authority may notify the Contractor of the deficiency with the requirement that the deficiency be corrected within a specified time (the "Corrective Period"), but not less than 10 days. Upon the Contractor's failure to correct the stated deficiency, the Agreement will be terminated at the end of the Corrective Period.

7.03 Termination Without Cause. If the Authority opts to terminate the Agreement or portions thereof for no stated reasons, the Authority will notify the Contractor of such termination, with instructions as to the effective date of work stoppage or specify the stage of work at which the Agreement is to be terminated.

7.04 If the Agreement is terminated under these provisions before performance is completed; the Contractor will be paid for the services provided and expenses incurred in compliance with the requirements of this Agreement to the date of termination.

7.05 The Contractor may cancel this Agreement only by mutual consent of both parties.

7.06 Upon termination of the Agreement, whether for cause or convenience, or upon conclusion of the term of the Agreement, the Contractor shall accomplish a complete transition of the work being terminated from the Contractor to any successor or to any replacement provider designated by the Authority, without any interruption of or adverse impact on the work or any other work provided by third parties at no additional cost to the Authority.

8. MISCELLANEOUS PROVISIONS.

8.01 Public Entity Crime Information Statement. The Contractor represents that it is not currently on the convicted vendor list as provided in its Proposal under "Public Entity Crime Information Statement." The Contractor also represents that its subcontractors are not currently on the convicted vendor list, and that it shall notify the Authority immediately if, during this Agreement, it or its subcontractor(s) is placed on said list.

A person or affiliate who has been placed on the said list following a conviction for a public entity crime may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, Florida Statutes, for Category Two for a period of thirty-six (36) months from the date of being placed on the convicted vendor list.

8.02 Publicity. No information relative to the existence or the details of the Scope of Work shall be released by the Contractor, either before or after completion of the Scope of Work, for publication, advertising or any commercial purposes without the Authority's prior written consent.

8.03 **Public Records.** The Contractor and sub-Contractors shall comply with the provisions of Chapter 119, Florida Statutes, and shall permit public access to all documents, papers, letters, or other material subject to the provisions of Chapter 119, Florida Statutes, made or received in conjunction with this Agreement. Pursuant to section 119.0701, Florida Statutes, for any tasks performed by Contractor on behalf of the Authority, Contractor shall: (a) keep and maintain all public records, as that term is defined in chapter 119, Florida Statutes (“Public Records”), required by the Authority to perform the work contemplated by this Agreement; (b) upon request from the Authority’s custodian of public records, provide the Authority with a copy of the requested Public Records or allow the Public Records to be inspected or copied within a reasonable time at a cost that does not exceed the costs provided in chapter 119, Florida Statutes, or as otherwise provided by law; (c) ensure that Public Records that are exempt or confidential and exempt from Public Records disclosure requirements are not disclosed except as authorized by law for the duration of the term of this Agreement and following completion or termination of this Agreement, if Contractor does not transfer the records to the Authority in accordance with (d) below; and (d) upon completion or termination of this Agreement, (i) if the Authority, in its sole and absolute discretion, requests that all Public Records in possession of Contractor be transferred to the Authority, Contractor shall transfer, at no cost, to the Authority, all Public Records in possession of Contractor within thirty (30) days of such request or (ii) if no such request is made by the Authority, Contractor shall keep and maintain the Public Records required by the Authority to perform the work contemplated by this Agreement. If Contractor transfers all Public Records to the Authority pursuant to (d)(i) above, Contractor shall destroy any duplicate Public Records that are exempt or confidential and exempt from Public Records disclosure requirements within thirty (30) days of transferring the Public Records to the Authority and provide the Authority with written confirmation that such records have been destroyed within thirty (30) days of transferring the Public Records. If Contractor keeps and maintains Public Records pursuant to (d)(ii) above, Contractor shall meet all applicable requirements for retaining Public Records. All Public Records stored electronically must be provided to the Authority, upon request from the Authority’s custodian of public records, in a format that is compatible with the information technology of the Authority. If Contractor does not comply with a Public Records request, or does not comply with a Public Records request within a reasonable amount of time, the Authority may pursue any and all remedies available in law or equity including, but not limited to, specific performance. The provisions of this section only apply to those tasks in which Contractor is acting on behalf of the Authority.

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR’S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT: GENERAL COUNSEL, 1104 E. TWIGGS STREET, SUITE 300, TAMPA, FL 33602; TELEPHONE: 813-272-6740

8.03.1 The Contractor's failure to grant such public access will be grounds for immediate termination of this Agreement by the Authority pursuant to Section 8, Termination and Default.

8.04 **Audit Right.** The Authority shall have the right to audit the books, records, and accounts of the Contractor that are related to the Scope of Work. The Contractor shall keep such books, records, and accounts as may be necessary in order to record complete and correct entries related to the services to the Authority.

8.05 **Record Retention.** The Contractor and its subcontractors shall make available records, at reasonable times for examination and audit by the Authority, financial records, supporting documents, statistical records, and any other documents including books, documents, accounting procedures and practices, and other data, regardless of type and regardless of whether such items are in written form, in the form of computer data, or in any other form, and other supporting evidence to satisfy contract negotiation, administration, and audit requirements of the Authority and/or the governmental agencies providing grant funds pertinent to this Agreement for the required retention period of the Florida Public Records Act (Chapter 119, Florida Statutes), if applicable, or, if the Florida Public Records Act is not applicable, for a period of three years from completion of the Services.

8.05.1 If any audit has been initiated and audit findings have not been resolved at the end of the retention period or three (3) years, whichever is longer, the books, records, and accounts shall be retained until resolution of the audit findings. If the Florida Public Records Act is determined by the Authority to be applicable to the Contractor's records, the Contractor shall comply with all requirements thereof; however, no confidentiality or non-disclosure requirement of either federal or state law shall be violated by the Contractor. Any incomplete or incorrect entry in such books, records, and accounts shall be a basis for the Authority's disallowance and recovery of any payment upon such entry.

8.06 **Subcontractors.** The Contractor shall maintain an adequate and competent staff for the purpose of performing the Scope of Work hereunder. The Contractor may associate and utilize specialists for the purpose of rendering its services hereunder, without additional costs to the Authority, other than those costs negotiated within the limits and terms of this Agreement. The Contractor shall require each authorized subcontractor or subcontractors to adhere to the provisions of this Agreement. The Contractor shall make the payment of all just claims for materials, supplies, tools or labor and other just claims against it or any subcontractor in connection with this Agreement.

8.07 **Unauthorized Aliens.** The Authority will consider the employment by the Contractor or its subcontractors of unauthorized aliens a violation of Section 274A(e) of the Immigration and Nationality Act. Such violation will be cause for unilateral cancellation of this Agreement, by the Authority, if the Contractor knowingly employs unauthorized aliens.

8.08 **Nondiscrimination, Equal Employment Opportunity, and Americans with Disabilities Act.** During the performance of the services under this Agreement, the Contractor agrees that it will comply with all federal,

state, and local laws and ordinances applicable to the services or payment for the services thereof, and will not discriminate against any employee or applicant for employment because of race, age, creed, color, gender, national origin, or disability.

8.08.1 The Contractor agrees that it will comply with all federal, state and local laws and ordinances applicable to the services or payment for the services thereof and will not unlawfully discriminate against any person in its operation and activities in its use or expenditure of the funds or any portion of the funds provided by this Agreement and shall affirmatively comply with all applicable provisions of the American with Disabilities Act (ADA) in the course of providing any services funded in whole or in part by the Authority, including Titles I and II of the ADA (regarding nondiscrimination on the basis of disability), and all applicable regulations, guidelines, and standards.

8.09 **E-Verify.** Contractor shall comply with all applicable provisions of sections 448.09 and 448.095, Florida Statutes, as may be amended. The definitions in section 448.095(1), Florida Statutes, as may be amended, apply to this section of the Agreement. Contractor shall register with and use the U.S. Department of Homeland Security's E-Verify system to verify the work authorization status of all employees of Contractor. Contractor may not enter into a contract with a subcontractor to perform work under this Agreement unless and until the subcontractor registers with and uses the E-Verify system. If Contractor enters into a contract with a subcontractor to perform work under this Agreement, Contractor must obtain a properly executed affidavit from the subcontractor stating that the subcontractor does not employ, contract with, or subcontract with an unauthorized alien. Contractor must maintain copies of all such affidavits for the duration of this Agreement. Authority may terminate this Agreement for cause if Authority determines that Contractor or Contractor's subcontractor has not complied with any applicable provision of sections 448.09 or 448.095, Florida Statutes, as may be amended. Authority will terminate this Agreement for cause if Authority has a good faith belief that Contractor has knowingly violated subsection 448.09(1), Florida Statutes, as may be amended. If the Authority has a good faith belief that a subcontractor knowingly violated section 448.09(1), Florida Statutes, as may be amended, but Authority determines that Contractor otherwise complied with section 448.09(1), Florida Statutes, as may be amended, Authority will notify Contractor as such, and Contractor must immediately terminate Contractor's contract with said subcontractor. If this Agreement is terminated under section 448.095(c), F.S.: (a) such termination is not a breach of this Agreement and may not be considered as such; (b) Contractor may not be awarded a public contract for at least 1 year after the date on which the Agreement is terminated; and (c) Contractor is liable for any additional costs incurred by the Authority as a result of the termination of the Agreement.

8.09.1 The Contractor shall provide proof of registration in the E-Verify system to the Authority upon execution of this Agreement. Documentation evidencing the Contractor's registration in the E-Verify system shall be incorporated herein and made a part of the Agreement.

8.10 **Drug-Free Workplace.** The Contractor agrees and certifies that it either has or that it will establish a drug-free work place.

8.11 **Entire Agreement.** This Agreement embodies the whole agreement of the parties. There are no promises, terms, conditions, or obligations other than those contained herein and this Agreement shall supersede all previous communications, representations, or agreements, either verbal or written, between the parties hereto. This Agreement is the product of mutual drafting, each party having been represented by or having the opportunity to be represented by counsel, and therefore shall not be construed against either party. This Agreement is entered into solely for the benefit of the parties and shall not be construed as a benefit to any third parties, including but not limited to the general public, nor shall it be construed as enforceable by any third parties. This Agreement may not be amended or modified except in writing, executed by the Authority and Contractor.

8.12 **Severability.** It is understood and agreed by the parties hereto that if any part, term, or provision of this Agreement is by the courts held to be illegal or in conflict with any law of the State of Florida, the validity of the remaining portions or provisions of this Agreement shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if this Agreement did not contain the particular part, term, or provision held to be invalid.

8.13 **Assignment:** The Contractor shall not assign, or transfer any performance of services or obligation under this Agreement without the prior written consent of the Authority.

8.14 **Successors and Assigns.** The Authority and the Contractor bind themselves, their successors, assigns, executors, administrators and other legal representatives to the other party hereto and to successors, assigns, executors, administrators and other legal representatives of such other party in respect to all terms and conditions of this Agreement.

8.15 **Contingency Fee.** The architect (or registered surveyor and mapper or professional engineer, as applicable) warrants that he or she has not employed or retained any company or person, other than a bona fide employee working solely for the architect (or registered surveyor and mapper, or professional engineer, as applicable) to solicit or secure this agreement and that he or she has not paid or agreed to pay any person, company, corporation, individual, or firm, other than a bona fide employee working solely for the architect (or registered surveyor and mapper or professional engineer, as applicable) any fee, commission, percentage, gift, or other consideration contingent upon or resulting from the award or making of this agreement.

8.16 **Waiver of Breach and Materiality.** Failure by the Authority to enforce any provision of this Agreement shall not be deemed a waiver of such provision or modification of this Agreement. A waiver of any breach of a

provision of this Agreement shall not be deemed a waiver of any other subsequent breach and shall not be construed to be a modification of the terms of this Agreement.

8.17 Scrutinized Companies: By executing this Agreement and each and every renewal hereof (if renewal is separately provided for herein), pursuant to section 287.135, Florida Statutes, Contractor certifies, represents, and warrants that: (a) it is not on the Scrutinized Companies with Activities in Sudan List, (b) it is not on the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, (c) it is not on the Scrutinized Companies with Activities in Iran Terrorism Sectors List, (d) that it does not have Business operations or is engaged in business in Cuba or Syria, and (e) that it is not engaged or engaging in a Boycott of Israel, and that all such certifications were true at the time it submitted its bid or proposal for this Agreement, as of the Effective Date of this Agreement, and as of the effective date of any renewal of this Agreement. Notwithstanding anything contained in this Agreement to the contrary, the Authority may terminate this Agreement immediately for cause if: (1) Contractor is found to have submitted a false certification regarding (a) – (e) above in accordance with section 287.135(5), Florida Statutes, (2) Contractor is found to have been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or is or has been engaged in Business operations in Cuba or Syria or a Boycott of Israel, or (3) Contractor is found to have been placed on a list created pursuant to section 215.473, Florida Statutes, relating to scrutinized active business operations in Iran. Such termination shall be in addition to any and all remedies available to the Authority at law or in equity. The terms “Boycott of Israel” and “Business operations” used in this section are defined as in Section 287.135, Florida Statutes. The Lists referred to in this section are those Lists in and maintained pursuant to section 287.135, Florida Statutes.

8.18 Venue. The parties agree that venue lies in Hillsborough County, Florida, for any action brought under the terms of, or to enforce, this Agreement; and the Contractor hereby waives any and all privileges and rights it may have under Chapter 47, Florida Statutes, relating to venue, as it now exists or may hereafter be amended, and any and all such privileges and rights it may have under any other statute, rule or case law, including, but not limited to those grounded on convenience.

8.19 Governing Law. This Agreement shall be interpreted and construed in accordance with and governed by the laws of the State of Florida. Any controversies or legal problems arising out of this Agreement and any action involving the enforcement or interpretation of any rights hereunder shall be submitted to the jurisdiction of the state courts of the Judicial Circuit of Hillsborough County, Florida, the venue situs, and shall be governed by the laws of the State of Florida.

8.20 Counterparts. This Agreement may be executed in several counterparts and each counterpart shall constitute an original of this Agreement.

8.21 **Foreign Countries of Concern.** Pursuant to section 286.101, Florida Statutes, Contractor shall disclose any current or prior interest of, any contract with, or any grant or gift received from a Foreign Country of Concern, as defined below, if such interest, contract, or grant or gift has a value of \$50,000 or more and such interest existed at any time or such contract or grant or gift was received or in force at any time during the previous five (5) years.

For purposes of this section, “Foreign Country of Concern” means the People’s Republic of China, the Russian Federation, the Islamic Republic of Iran, the Democratic People’s Republic of Korea, the Republic of Cuba, the Venezuelan regime of Nicolas Maduro, or the Syrian Arab Republic, including any agency of or any other entity under significant control of such foreign country of concern.

Contractor’s disclosure shall include the name and mailing address of the disclosing entity, the amount of the contract or grant or gift or the value of the interest disclosed, the applicable foreign country of concern and, if applicable, the date of termination of the contract or interest, the date of receipt of the grant or gift, and the name of the agent or controlled entity that is the source or interest holder. Contractor represents that within one (1) year before proposing any contract to the Authority, Contractor provided a copy of such disclosure to the Florida Department of Financial Services.

9. WAIVER OF JURY TRIAL AGREEMENT.

9.01 **Each party, by the execution hereof, knowingly, voluntarily and intentionally waive, for themselves and their respective successors and assigns, (including sub-contractors and joint venture parties) any right which any one of them may have to a trial by jury in respect to any litigation, action, suit or proceeding (whether at law or in equity) based on this agreement and any amendment or addition to the agreement, or any course of conduct, course of dealing (whether oral or written) or actions of any party or their respective officers, principals, partners, employees, agents or representatives in connection with the agreement, whether arising in contract, tort or otherwise. No party shall seek to consolidate any such litigation, action, suit or proceeding in which a jury trial cannot be or has not been waived with any other action in which a jury trial has been waived. This provision is a material and mutual inducement to enter into this agreement.**

9.02 If for any reason the foregoing waiver is declared or found by a court of competent jurisdiction to be invalid, illegal or unenforceable, then the provisions of Section 10 – Binding Arbitration shall govern.

9.03 The Contractor shall provide and require in any agreements with subcontractors and material suppliers for this provision to be included in whole as it appears in this Agreement. Further, notwithstanding the requirement of the preceding sentence, the waiver of jury trial set forth in this section shall be deemed incorporated into any and all agreements between the Contractor and subcontractors and/or material suppliers for the provision of services or materials under this agreement:

10. BINDING ARBITRATION (IF WAIVER OF JURY TRIAL IS UNENFORCEABLE).

10.01 If the provisions of Section 9 - "Waiver of Jury Trial," are found to be unenforceable, all claims, disputes and controversies between the Authority and the Contractor shall be decided and resolved by binding arbitration. The arbitration shall occur in Tampa, Florida, and shall be conducted by a three (3) member panel. For arbitration of claims between the Authority and the Contractor arising out of or in any way related to a claim of the Contractor against the Authority, the Contractor agrees to resolve those claims pursuant to the provisions of Sections 10 and 11 of this Agreement which the Contractor has familiarized itself with and adopts herein by this reference. For arbitration of claims between the Authority and the Contractor, not arising out of or in any way related to a claim of the Contractor against the Authority, the Contractor shall pick one arbitrator who is not an employee of or doing business with the Contractor. The Authority shall pick one arbitrator who is not an employee of or doing business with the Authority. The two selected arbitrators shall select the third arbitrator with concurrence of the Parties, unless additional parties are involved in the arbitration through consolidation or joinder and obtain authorization from the Authority and the Contractor to select a representative arbitrator. In that event, the parties shall arrive at a reasonable method for selecting the arbitrators.

11. PROCEDURE FOR BINDING ARBITRATION.

11.01 Notice of the demand for arbitration will be filed in writing with the other party to the Agreement at the addresses set forth in Section 12 – "Notices" herein. Arbitration shall be conducted in accordance with the Florida Evidence Code. The agreement to arbitrate (and any other agreement or consent to arbitrate entered into in accordance herewith) will be specifically enforceable under the laws of Florida.

11.02 Arbitration shall include by consolidation, joinder or in any other manner any person or entity who is not a party to the contract in circumstances where:

- a) The inclusion of such other person or entity is necessary if complete relief is to be afforded among those who are already parties to the arbitration; and,
- b) Such other person or entity is substantially involved in a question of law or fact which is common to those who are already parties to the arbitration and which will arise in such proceedings; and,
- c) The written consent of the other person or entity sought to be included and of the Authority and the Contractor has been obtained for such inclusion, which consent shall make specific reference to this paragraph.

11.03 In order to assure complete resolution of any claim or controversy, the Contractor shall provide and require (in the agreements with subcontractors and material suppliers) for joinder in such arbitration proceedings, and all dispute resolution procedures set out herein as preconditions to such arbitration.

11.04 Therefore, notwithstanding Section 11.02(c) above, if a claim, dispute or other matter in question between the Authority and the Contractor involves the work of a subcontractor, either the Authority or the Contractor may join such subcontractor as a party to the arbitration. Nothing in this paragraph nor in the provision of such subcontract consenting to joinder shall create any claim, right or cause of action in favor of subcontractor or supplier, and against the Authority, the Contractor, or any of their subcontractors that does not otherwise exist.

11.05 In connection with the arbitration proceeding all participants shall be afforded pre-hearing discovery in accordance with the rules of evidence of the Florida Evidence Code. The time frames and requirements of the Florida Evidence Code may be shortened or modified by the arbitration panel at their discretion or on motion by a party if acceptable to the arbitration panel or by agreement between the parties.

11.06 No arbitrator may serve on the panel unless he or she has agreed in writing to abide by the terms of this Section 11. Except with respect to the interpretation and enforcement of these arbitration procedures, the arbitrators shall apply the governing law set forth in herein in connection with the dispute. The arbitrators shall have no power to award damages inconsistent with this Agreement, including the limitation on liability and indemnification provisions contained herein. The arbitrators may render a summary disposition relative to all or some of the issues, provided that the responding party has had an adequate opportunity to respond to any such application for such disposition.

11.07 All aspects of the arbitration shall be treated as confidential. Before making any disclosure, a party shall give written notice to the other party and afford such party a reasonable opportunity to protect its interests. Further, judgment on the arbitrators' award may be entered in any court having jurisdiction.

11.08 Each party shall bear its own costs in the arbitration; however, the parties shall share the fees and expenses of the arbitrators equally.

12. NOTICES.

12.01 All notices or other communications regarding this Agreement shall be made in writing and shall be deemed properly delivered to the addressee at the address set forth in this Agreement or such other address as may hereafter be specified in writing by (a) hand delivery, (b) courier service or overnight service, (c) facsimile transmittal, (d) mailing of such notice or (e) by email transmission.

Notices to the Contractor:

Andrew Poirier, Project Manager
SUN CIVIL, LLC
Address - 10323 Cross Creek Blvd., Suite A, Tampa, FL 33647
(Email) apoirier@sun-civil.com

Notices to the Authority:

Amy Lettelleir, Chief Legal Officer
Tampa Hillsborough Expressway Authority

1104 East Twiggs Street, Suite 300
Tampa, Florida 33604
Amy.Lettelleir@tampa-xway.com

13. **CAPTIONS.**

13.01 Captions contained in this Agreement are inserted only as a matter of convenience and in no way define, extend or describe the scope of this Agreement or the intent of any provision hereof.

14. **ATTACHMENTS.**

14.01 The documents listed below, hereto after known collectively as the "Contract Documents" are expressly agreed to be incorporated herein by reference, the same as though fully written herein or attached hereto, and made a part of without being limited thereto, this Agreement consists of the following:

- Exhibit "A" Scope of Work
- Exhibit "B" Price Proposal
- Exhibit "C" Insurance Requirements, Coverage and Limits

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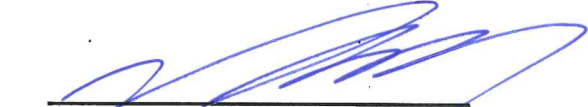
IN WITNESS WHEREOF, the parties have caused this instrument to be signed and witnessed by their respective duly authorized officials all as the dates set forth below.

**TAMPA-HILLSBOROUGH COUNTY
EXPRESSWAY AUTHORITY**

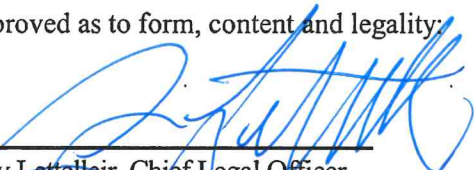
By: 
Gregory Slater
Executive Director

Date: 2/3/26


Approved as to availability of funds:


Jeff Seward, Chief Financial Officer

Approved as to form, content and legality:

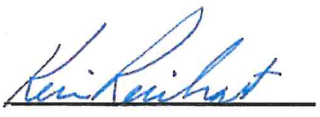

Amy Lettelleir, Chief Legal Officer

SUN CIVIL, LLC

By: 
Christopher Reichart, Vice President

Date: 01/28/2026

Witness to the signature of SUN CIVIL, LLC

Signature: 

Printed name: Kevin Reichart



I. INTRODUCTION

The Tampa Hillsborough Expressway Authority (THEA) is soliciting sealed bids from qualified firms to provide all the permits, labor, equipment, materials, tools, transportation, supplies, insurance, incidentals, mobilization, demobilization and maintenance of traffic necessary to perform infrastructure repairs for the Tampa-Hillsborough County Expressway Authority's on the east side of Lakewood Drive (SR 618A) between Morrison Road and Oakfield Drive. The title of the project is as follows:

- Lakewood Drive Retaining Wall and Sidewalk Repair

II. EXISTING CONDITIONS

Lakewood Drive was improved from the Selmon Expressway's Brandon Parkway north to SR 60 in Brandon in the 2000's. The facility is primarily an urban four or six lane divided arterial typical section. A cast in place retaining wall was constructed on the east side of Lakewood Avenue to support the roadway where it abutted an existing drainage area for adjacent properties. Over the last year the retaining wall and sidewalk has deteriorated due to the effects of the excessive rainfall from Hurricanes Helene and Milton and other factors and needs to be brought back to near the original configuration to function as originally designed.

III. SCOPE OF WORK

SUMMARY OF WORK

1. DESCRIPTION

- 1.01 This section provides a general summary or overview of the work to be performed in the Invitation to Bid (ITB) No. O-TBD. In performing the work, the contract documents, shall be adhered to. This project is to be let as a bid quantities project.

2. SCOPE OF WORK

- 2.01 The general Scope of Work consists of, but is not limited to: Providing all the permits, labor, equipment, materials, tools, transportation, supplies, insurance, incidentals, mobilization, demobilization and maintenance of traffic necessary to:

2.01.01 Install all required erosion control items to properly implement the Stormwater Pollution Prevention Plan (SWPPP) to meet permitting requirements under the National Pollutant Discharge Elimination System (NPDES) Construction Generic permit.

2.01.02 Clear and grub and regrade the construction area.

2.01.03 Remediate the wall using two component polyurethane injection. Desilt pipes, repair and replace sidewalk, handrail, fencing, and

drainage structures as designated in the plans.

- 2.01.04 The contractor will be responsible for the proper removal and disposal of any surplus materials.
- 2.01.05 Replace disturbed grass areas with sod to their pre-construction conditions or Fabric-Formed Concrete as designated in the plans.

2.02 The Contractor is responsible for all tolls incurred.

2.03 Mainline and ramp lane closures are permitted during the following hours: 9:00 AM to 3:00 PM and 7:00 PM to 5:00 AM.

2.04 A lane may only be closed during active work periods, and during the times noted above. All lane closures, including ramp closures, must be reported to the Authority's Project Manager and Public Information Officer a minimum of fourteen (14) calendar days prior to each closure. Also, the Contractor shall develop the Project to be able to provide for all lanes of traffic to be open in the event of an emergency.

3. SUBMITTALS

3.01 Submit the following in accordance with shop drawing submittal requirements of the General Provisions.

3.01.01 Shop drawings. Any required shop drawings shall be prepared and submitted to THEA for approval.

3.01.02 Schedule. Prior to beginning work, the Contractor shall prepare and submit to THEA for approval a schedule showing proposed dates for the project.

4. CONTRACT DRAWINGS

4.01 Construction drawings and specifications have been prepared for this project.

4.01.01 Construction Drawings

- o Lakewood Drive Retaining Wall and Sidewall Repairs
THEA Project ID O-00619D

4.01.02 Pay Item Bid Form

- o Lakewood Drive Retaining Wall and Sidewall Repairs
THEA Project ID O-00619D

5. PRODUCTS

5.01 All products used for this project shall adhere to the requirements set forth in this document. Shop drawings shall be submitted for approval by the Engineer of Record and THEA.

EXECUTION

5.02 Work Sequence

- 5.02.01 For this Contract, a period of 90 calendar days, as identified in the Advertisement, will be allowed after the Notice to Proceed is issued. This period allows time for the Contractor to adjust work forces, equipment, schedules, and the procurement of materials, to proceed in a manner to minimize disruption to the public. Charging of Contract Time will begin when this time period ends or on the actual day that work begins at the site, whichever is the earlier.
- 5.02.02 60 calendar days of Contract Time are allowed for completion of the work, commencing after the period indicated in Section 5.02.01. The charging of contract time will continue, uninterrupted, until Final Acceptance of the work. No other charges shall be paid for before the Contract Time commences.

5.03 Issue Escalation

In the event issues arise during the prosecution of the work, the issue escalation and resolution will be processed as detailed herein.

- 5.03.01 All issues shall be directed to the CEI Construction Project Manager (TBD). The Contractor shall provide all supporting documentation relative to the issue being escalated, and any documentation not provided in the initial contact with the CEI Construction Project Manager shall not be considered.
- 5.03.02 If the issue cannot be resolved by the CEI Construction Project Manager in coordination with the General Engineering Consultant representing THEA as applicable, the General Engineering Consultant representing THEA shall forward the issue to THEA's Director of Operations and Engineering who will coordinate with the General Engineering Consultant representing THEA and CEI, as applicable.
- 5.03.03 Each escalation level shall have a maximum of five (5) calendar days (excluding weekends and THEA observed holidays) to answer, resolve, or address the issue.
- 5.03.03.01 The five (5) calendar day period (excluding weekends and THEA observed holidays) begins when each level in the issue escalation process has received all required supporting documentation necessary to arrive at an informed and complete decision.
- 5.03.03.02 The five (5) calendar day period (excluding weekends and THEA observed holidays) is a response time and does not infer resolution.
- 5.03.04 Questions asked by THEA may be expressed verbally and followed up in writing within one (1) calendar day (excluding weekends and THEA observed holidays). Responses provided by the Contractor

may be expressed verbally and followed up in writing within one (1) working day.

5.03.05 Once a response is received from the Director of Operations and Engineering, the CEI will respond to the Contractor in a timely manner but not to exceed three (3) calendar days (excluding weekends and THEA observed holidays).

5.03.06 The Contractor shall provide a similar issue escalation process for their organization with personnel of similar levels of responsibility.

6. MEASUREMENT AND PAYMENT

6.01 The Contractor shall be paid actual quantities as approved by the CEI and THEA prior to any invoicing.

6.02 The Contractor shall submit within 15 calendar days of NTP a project schedule. The project schedule shall be approved by the Authority. The project schedule shall be updated to reflect the actual start date of Contract Time in accordance with Section 5.02.02.

EXHIBIT D

PRICE PROPOSAL FORM

(Print this page on bidder's letterhead and attach with response)

Date: 11/18/2025

TAMPA-HILLSBOROUGH COUNTY EXPRESSWAY AUTHORITY (THEA)
Attention: Procurement Department
Toni Atkinson, Contracts and Procurement Manager
1104 East Twiggs Street, Suite 300
Tampa, FL 33602

Subject: Contract # 0-5625 Lakewood Dr Retaining Wall & Sidewalk Repair

Dear THEA:

Having carefully examined the Instructions to Bidders, Supplementary Instructions to Bidders, General Provisions, Supplementary General Provisions, Special Provisions and Technical Specifications, Plans or Drawings (if issued), of the above subject project and contract, as well as the premises and the conditions affecting the work, the undersigned proposes to furnish all labor and materials called for by them and equipment necessary and to accomplish the entire work within the time period indicated in accordance with the said documents for the prices presented in the price schedules included on the attached BID TABULATION SHEET.

The undersigned acknowledges that they understand the following conditions that within the price schedules amounts indicated with brackets around the amounts are considered to be deductions or credits to the overall project cost. Calculations of price schedule extensions and price totals shall appropriately account for individual deductive and additive pay items.

TOTAL LUMP SUM PRICE: \$ 236,213.32

WRITTEN AMOUNT:

Two Hundred Thirty Six Thousand DOLLARS AND Thirty Two CENTS
Two Hundred Thirteen

The undersigned firm agrees to keep this offer open for acceptance for One Hundred Twenty (120) days after date of opening the bid proposal package.


The signer of this bid proposal package hereby declares that the only person, persons, company or parties interested in this bid proposal package as principals are named herein, that this bid proposal package is made without connection with any other person, persons, company or parties submitting a proposal; and that it is in all respects fair and in good faith, without collusion or fraud.

Christopher Reichart
Name of Respondent


Authorized Signature

11/18/2025
Date

EXHIBIT E

 BID TABULATION TEMPLATE		COMPANY NAME	Sun Civil LLC				
		PROJECT NAME	Lakewood Drive Infrastructure Repairs				
		PROJECT NUMBER	0-5625				
		BID DATE	11/19/2025				
BID QUANTITIES							
LINE #	BID ITEM #	ITEM DESCRIPTION	QUANTITY	UNIT	UNIT PRICE (\$)	BID AMOUNT (\$)	
1	101-1	MOBILIZATION	1	LS	27,167.86	\$27,167.86	
2	102-1	MAINTENANCE OF TRAFFIC	1	LS	42,309.11	\$42,309.11	
3	0104-10-3	SEDIMENT BARRIER	20	LF	6.06	\$121.20	
4	0104-18	INLET PROTECTION SYSTEM	1	EA	253.89	\$253.89	
5	0110-1-1	CLEARING AND GRUBBING	0.03	AC	840,432.01	\$25,212.96	
6	0110-4-10	REMOVAL OF EXISTING CONCRETE	102	SY	36.97	\$3,770.94	
7	0120-1	REGULAR EXCAVATION	50	CY	82.17	\$4,108.50	
8	0120-6	EMBANKMENT	32	CY	154.87	\$4,955.84	
9	0120-9-1	DITCH CLEARING OF LARGE VEGETATION, DITCH WIDTH UP TO 15'	20	LF	82.17	\$1,643.40	
10	0120-10-11	CLEAN AND RESHAPE DITCH, SPREAD, DITCH WIDTH UP TO 15'	60	LF	68.47	\$4,108.20	
11	0425-82	REPLACE GRATE	1	EA	1,867.65	\$1,867.65	
12	0430-94-1	DESILTING PIPE, 0-24"	95	LF	32.86	\$3,121.70	
13	0430-982-123	MITERED END SECTION, ROUND, 15" CD	1	EA	2,746.64	\$2,746.64	
14	0515-1-2	PIPE HANDRAIL - GUIDERAIL, ALUMINUM	116	LF	124.63	\$14,457.08	
15	0522-1	CONCRETE SIDEWALK AND DRIVEWAYS, 4"	97	SY	86.67	\$8,406.99	
16	0550-10-420	FENCING, WOOD FENCE, 5.1-6.0'	60	LF	70.84	\$4,250.40	
17	0570-1-2	PERFORMANCE TURF, SOD	80	SY	14.02	\$1,121.60	
18	0700-1-600	SINGLE COLUMN GROUND SIGN ASSEMBLY, REMOVE	1	EA	113.30	\$113.30	
19	0706-1-3	RAISED PAVEMENT MARKER, TYPE B	28	EA	11.33	\$317.24	
20	0710-90	PAINTED PAVEMENT MARKINGS, FINAL SURFACE	1	LS	2,492.60	\$2,492.60	
21	0711-11-141	THERMOPLASTIC, STANDARD, WHITE, 2-4 DOTTED GUIDELINE/ 6-10 GAP EXTENSION, 6"	0.035	GM	6,798.00	\$237.93	
22	0711-11-170	THERMOPLASTIC, STANDARD, WHITE, ARROW	1	EA	113.30	\$113.30	
23	0711-16-101	THERMOPLASTIC, STANDARD-OTHER SURFACES, WHITE, SOLID, 6"	0.154	GM	10,197.00	\$1,570.34	
24	0711-16-131	THERMOPLASTIC, STANDARD-OTHER SURFACES, WHITE, SKIP, 6", 10-30 SKIP OR 3-9 LANE DROP	0.134	GM	10,197.00	\$1,366.40	
25	0906-173-200	TWO COMPONENT POLYURETHANE INJECTION	2160	LB	30.59	\$66,074.40	
26	0920-530	FABRIC-FORMED CONCRETE, RIPRAP	55	SY	260.07	\$14,303.85	
TOTAL BID AMOUNT						236,213.32	



AGENCY CUSTOMER ID: SUNCIVI-01

DASBURY

LOC #: 1

ADDITIONAL REMARKS SCHEDULE

Page 1 of 1

AGENCY Construction Casualty Insurance, LLC		NAMED INSURED Sun Civil LLC 10323 Cross Creek Blvd, Suite A Tampa, FL 33647	
POLICY NUMBER SEE PAGE 1			
CARRIER SEE PAGE 1	NAIC CODE SEE P 1	EFFECTIVE DATE: SEE PAGE 1	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: ACORD 25 FORM TITLE: Certificate of Liability Insurance

Description of Operations/Locations/Vehicles:
Project: LAKEWOOD DRIVE RETAINING WALL AND SIDEWALK REPAIR - Contract No. -5625

When required by written contract, Tampa-Hillsborough County Expressway, (THEA) is listed as additional insured, on a primary non-contributory basis, with regard to the General Liability and Auto policies. A Waiver of Subrogation applies in favor of Tampa-Hillsborough County Expressway, (THEA) on the General Liability, Auto and Workers' Compensation policies. Excess policy follow form. A 30-day notice of cancellation applies; 10-day for non-payment of premium.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – OWNERS, LESSEES OR CONTRACTORS – COMPLETED OPERATIONS

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s)	Location And Description Of Completed Operations
Any person or organization in which the Named Insured has agreed in a written contract or written agreement executed prior to a loss.	Any location(s) in which the Named Insured has agreed in a written contract or written agreement executed prior to a loss.

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury" or "property damage" caused, in whole or in part, by "your work" at the location designated and described in the Schedule of this endorsement performed for that additional insured and included in the "products-completed operations hazard".

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. With respect to the insurance afforded to these additional insureds, the following is added to **Section III – Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or
2. Available under the applicable limits of insurance;

whichever is less.

This endorsement shall not increase the applicable limits of insurance.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – OWNERS, LESSEES OR CONTRACTORS – SCHEDULED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s)	Location(s) Of Covered Operations
Any person or organization in which the Named Insured has agreed in a written contract or written agreement executed prior to a loss.	Any location(s) in which the Named Insured has agreed in a written contract or written agreement executed prior to a loss.
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.	

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by:

1. Your acts or omissions; or
2. The acts or omissions of those acting on your behalf;

in the performance of your ongoing operations for the additional insured(s) at the location(s) designated above.

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. With respect to the insurance afforded to these additional insureds, the following additional exclusions apply:

This insurance does not apply to "bodily injury" or "property damage" occurring after:

1. All work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the location of the covered operations has been completed; or
2. That portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations for a principal as a part of the same project.

C. With respect to the insurance afforded to these additional insureds, the following is added to **Section III – Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or

2. Available under the applicable limits of insurance;

whichever is less.

This endorsement shall not increase the applicable limits of insurance.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**PRIMARY AND NONCONTRIBUTORY –
OTHER INSURANCE CONDITION**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
LIQUOR LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

The following is added to the **Other Insurance** Condition and supersedes any provision to the contrary:

Primary And Noncontributory Insurance

This insurance is primary to and will not seek contribution from any other insurance available to an additional insured under your policy provided that:

- (1) The additional insured is a Named Insured under such other insurance; and

- (2) You have agreed in writing in a contract or agreement that this insurance would be primary and would not seek contribution from any other insurance available to the additional insured.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

WAIVER OF TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US (WAIVER OF SUBROGATION)

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
ELECTRONIC DATA LIABILITY COVERAGE PART
LIQUOR LIABILITY COVERAGE PART
POLLUTION LIABILITY COVERAGE PART DESIGNATED SITES
POLLUTION LIABILITY LIMITED COVERAGE PART DESIGNATED SITES
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART
RAILROAD PROTECTIVE LIABILITY COVERAGE PART
UNDERGROUND STORAGE TANK POLICY DESIGNATED TANKS

SCHEDULE

Name Of Person(s) Or Organization(s):

Any person or organization in which the Named Insured has agreed in a written contract or written agreement executed prior to a loss to furnish this waiver.

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

The following is added to Paragraph 8. **Transfer Of Rights Of Recovery Against Others To Us of Section IV - Conditions:**

We waive any right of recovery against the person(s) or organization(s) shown in the Schedule above because of payments we make under this Coverage Part. Such waiver by us applies only to the extent that the insured has waived its right of recovery against such person(s) or organization(s) prior to loss. This endorsement applies only to the person(s) or organization(s) shown in the Schedule above.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

DESIGNATED INSURED FOR COVERED AUTOS LIABILITY COVERAGE

This endorsement modifies insurance provided under the following:

AUTO DEALERS COVERAGE FORM
BUSINESS AUTO COVERAGE FORM
MOTOR CARRIER COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by this endorsement.

This endorsement identifies person(s) or organization(s) who are "insureds" for Covered Autos Liability Coverage under the Who Is An Insured provision of the Coverage Form. This endorsement does not alter coverage provided in the Coverage Form.

This endorsement changes the policy effective on the inception date of the policy unless another date is indicated below.

<p>Named Insured: Sun Civil, LLC</p> <p>Endorsement Effective Date: 4/30/2024</p>

SCHEDULE

<p>Name Of Person(s) Or Organization(s): Any person or organization who has the Named Insured's permission to use covered, owned, hired or borrowed autos per written contract or written agreement prior to a loss.</p>
<p>Information required to complete this Schedule, if not shown above, will be shown in the Declarations.</p>

Each person or organization shown in the Schedule is an "insured" for Covered Autos Liability Coverage, but only to the extent that person or organization qualifies as an "insured" under the Who Is An Insured provision contained in Paragraph A.1. of Section II – Covered Autos Liability Coverage in the Business Auto and Motor Carrier Coverage Forms and Paragraph D.2. of Section I – Covered Autos Coverages of the Auto Dealers Coverage Form.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**WAIVER OF TRANSFER OF RIGHTS OF RECOVERY
AGAINST OTHERS TO US (WAIVER OF SUBROGATION)**

This endorsement modifies insurance provided under the following:

AUTO DEALERS COVERAGE FORM
BUSINESS AUTO COVERAGE FORM
MOTOR CARRIER COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by the endorsement.

This endorsement changes the policy effective on the inception date of the policy unless another date is indicated below.

<p>Named Insured: Sun Civil, LLC</p> <p>Endorsement Effective Date: 4/30/2024</p>

SCHEDULE

<p>Name(s) Of Person(s) Or Organization(s): Any person or organization in which the Named Insured has agreed in a written contract or written agreement executed prior to a loss to furnish this waiver.</p>
<p>Information required to complete this Schedule, if not shown above, will be shown in the Declarations.</p>

The **Transfer Of Rights Of Recovery Against Others To Us** condition does not apply to the person(s) or organization(s) shown in the Schedule, but only to the extent that subrogation is waived prior to the "accident" or the "loss" under a contract with that person or organization.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

PRIMARY AND NONCONTRIBUTORY – OTHER INSURANCE CONDITION

This endorsement modifies insurance provided under the following:

AUTO DEALERS COVERAGE FORM
BUSINESS AUTO COVERAGE FORM
MOTOR CARRIER COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by the endorsement.

- A.** The following is added to the **Other Insurance Condition** in the Business Auto Coverage Form and the **Other Insurance – Primary And Excess Insurance Provisions** in the Motor Carrier Coverage Form and supersedes any provision to the contrary:
- This Coverage Form's Covered Autos Liability Coverage is primary to and will not seek contribution from any other insurance available to an "insured" under your policy provided that:
1. Such "insured" is a Named Insured under such other insurance; and
 2. You have agreed in writing in a contract or agreement that this insurance would be primary and would not seek contribution from any other insurance available to such "insured".
- B.** The following is added to the **Other Insurance Condition** in the Auto Dealers Coverage Form and supersedes any provision to the contrary:
- This Coverage Form's Covered Autos Liability Coverage and General Liability Coverages are primary to and will not seek contribution from any other insurance available to an "insured" under your policy provided that:
1. Such "insured" is a Named Insured under such other insurance; and
 2. You have agreed in writing in a contract or agreement that this insurance would be primary and would not seek contribution from any other insurance available to such "insured".

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Schedule

* Blanket Waiver of Subrogation Applies *

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.

Date Prepared: May 15, 2025

Carrier: Bridgefield Casualty Insurance Company

Effective Date of Endorsement: April 30, 2025

Policy Number: 0196-50864

Insured: Sun Civil, LLC

Countersigned by:



WC 00 03 13 (Ed. 4-84)

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Sun Civil LLC

1333 Brunnell Pkwy Suite 110
Lakeland, Fl. 33805 P: (863)940-4276

B I D P R O P O S A L

Project : **TEMPLE TERRACE BORROW PIT RESTORATION**
Work : **CIVIL**

County: **HILLSBOROUGH**
Bid Date : **3/3/2026**

Bid Item	Description	Quantity	U/M	Unit Price	Extension
1	MOBILIZATION	1.000	LS	\$109,292.00	\$109,292.00
2	UPLAND AREA RESTORATION	1.330	AC	\$41,904.95	\$55,733.58
3	BUFFER AND BERM RESTORATION	0.970	AC	\$31,316.41	\$30,376.92
4	AQUATIC RESTORATION	5.310	AC	\$26,219.46	\$139,225.33
5	SOD ALL AREAS	1.000	LS	\$318,127.09	\$318,127.09
6	TREES / HERBICIDE / PLANTS	1.000	LS	\$216,383.28	\$216,383.28
BID TOTAL \$					869,138.20

Notations and Clarifications for Estimate:

- 1 Proposal valid 30 days from proposal date.
- 2 Bond excluded. If required add 1.5%
- 3 Permits excluded.
- 4 Taxes included in price.
- 5 Grade is estimated no elevations provided.

Submitted by: *Rick Brooks*
Rick Brooks- President

TEMPLE TERRACE BORROW PIT ECOLOGICAL RESTORATION



0 125 250 500 ft



Bob Henriquez, CFA

Hillsborough County Property Appraiser
This map is for assessment purposes only.
It is not a survey.

2025 Aerials

From: [Rick Brooks](#)
To: [Pitts, Karmen](#)
Cc: [Donnell, Nicole](#); [Warrenfeltz, Jason](#); [Nicklin, Judy](#); [Pitts, Karmen](#)
Subject: Re: Cooperative Agreement ITB O-5625
Date: Friday, March 20, 2026 2:10:51 PM
Attachments: [image001.png](#)

Good afternoon Karmen,

Sun civil is okay with a piggyback contract with the city of Temple Terrace.

Have a great weekend.

Regards,
Rick

Rick Brooks
President
Sun Civil LLC
Cell [407-873-3030](tel:407-873-3030)
Office 813-388-9812
rbrooks@sun-civil.com

From: Pitts, Karmen <KPitts@templeterrace.gov>
Sent: Friday, March 20, 2026 2:08:19 PM
To: Rick Brooks <rbrooks@sun-civil.com>
Cc: [Donnell, Nicole](mailto:ndonnell@templeterrace.gov) <ndonnell@templeterrace.gov>; Warrenfeltz, Jason <JWarrenfeltz@templeterrace.gov>; Nicklin, Judy <JNicklin@Templeterrace.gov>; Pitts, Karmen <KPitts@templeterrace.gov>
Subject: FW: Cooperative Agreement ITB O-5625

Mr. Brooks,

Good afternoon, please confirm if Sun Civil, LLC approves the City of Temple Terrace to utilize Contract 0-5625 with Sun Civil, LLC as a piggyback contract for work described as City of Temple Terrace – Borrow Pit.

Please advise.

Thank you.
Karmen



KARMEN PITTS
Executive Assistant to the Public Works Director

(813) 506-6560 kpitts@templeterrace.gov
 11210 N 53rd St, Temple Terrace, FL 33617
 <https://www.templeterrace.gov>

IMPORTANT: This email may discuss privileged and confidential information. Viewing, forwarding, or printing this email is strictly restricted to the person named. If you are not the intended recipient, you are required to inform the sender of their error and delete the email and any attachments without delay.

Mission Statement:

To deliver professional services to our community while promoting, protecting, and preserving the heritage, natural resources, and quality of life for future generations of our amazing city.

From: Toni-Catherine Atkinson <toni.atkinson@tampa-xway.com>
Sent: Wednesday, March 18, 2026 2:43 PM
To: Donnell, Nicole <ndonnell@templeterrace.gov>
Cc: Amy Lettelair <Amy.Lettelair@tampa-xway.com>; Warrenfeltz, Jason <JWarrenfeltz@templeterrace.gov>; Pitts, Karmen <KPitts@templeterrace.gov>
Subject: Cooperative Agreement ITB O-5625

Good Afternoon Nicole,

Please see the attached contract between Sun Civil and THEA as well as the ITB document. Please let me know if there are any other documents you may need.

Thanks,

Toni-Catherine Atkinson
Procurement Manager
Tampa Hillsborough Expressway Authority
1104 E. Twiggs Street
Tampa, Florida 33602
813-695-2411
Internal Procurement Sharepoint: [Contracts and Procurement FAQs](#)



[REDACTED]

[REDACTED]

Under Florida law, e-mail addresses are public records. If you do not want your e-mail address released in response to a Public records request, do not send electronic mail to this entity. Instead, contact this office by phone or in writing.

AGREEMENT

Between

TAMPA-HILLSBOROUGH COUNTY EXPRESSWAY AUTHORITY

And

SUN CIVIL, LLC

For

LAKEWOOD DRIVE RETAINING WALL AND SIDEWALK REPAIR

CONTRACT NO. O-5625

THIS AGREEMENT (the "Agreement") for the Lakewood Drive Retaining Wall and Sidewalk Repair services is made and entered into as of the 3rd day of February, 2026 (the "Effective Date"), by and between the **TAMPA-HILLSBOROUGH COUNTY EXPRESSWAY AUTHORITY**, a public body corporate and politic and an agency of the State of Florida, organized and existing under the Laws of Florida (the "Authority"), whose address is 1104 East Twiggs Street, Suite 300, Tampa, Florida 33602, and **SUN CIVIL, LLC** (the "Contractor"), a corporation duly existing under the laws of the State of Florida, whose address is 10323 Cross Creek Boulevard, Suite A, Tampa, FL 33647.

WHEREAS, the Authority is created and established to construct, reconstruct, improve, extend, repair, maintain, and operate the "Expressway System," pursuant to Part II, Chapter 348, Florida Statutes; and

WHEREAS, pursuant to Section 348.54, Florida Statutes, the Authority has been granted the power to make contracts of every name and nature and to execute all instruments necessary or convenient for the conduct of its business and for carrying out the purposes of the Authority; and

WHEREAS, in response to the Authority's competitive solicitation process known as an Invitation to Bid ("ITB") for the Lakewood Drive Retaining Wall and Sidewalk Repair, ITB O-5625, the Contractor submitted its response on November 19th, 2025, (the "Proposal"); and

WHEREAS, the Authority has identified the Contractor as a qualified provider for retaining wall and sidewalk repair services and requested the Contractor to perform such services as more particularly described in the Scope of Work (the "Scope of Work") as contained in Exhibit "A" herein and attached hereto; and

WHEREAS, the Authority agrees to compensate the Contractor for the Scope of Work as described in the contractor's bid proposal form as set forth in Exhibit "B" attached hereto (the "Price Proposal");

NOW, THEREFORE, in consideration of the mutual covenants herein made and the benefits to accrue to the parties, and for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. **RECITALS.**

The above recitals are true and correct and are incorporated herein by this reference.

2. **SERVICES AND PERFORMANCE.**

2.01 The Authority hereby retains the Contractor pursuant to the terms set forth in this Agreement to perform any of the services in the Scope of Work as described in Exhibit "A" at the sole discretion of the Authority.

2.02 Before making any additions or deletions to the Scope of Work described in this Agreement, as contained in Exhibit "A," that are essential to the completion of the Scope of Work and which require additional compensation, the parties shall negotiate any changes or revisions to such services and any necessary cost changes and shall enter into a supplemental written agreement providing for such modifications and the compensation to be paid therefore. Any such agreement(s) that exceed the approved services initial budget are subject to the approval of the Authority's governing Board for an amendment to the Agreement.

2.03 The Contractor shall function as an extension of the Authority's staff by providing qualified technical and professional personnel to perform the services assigned under the terms of this Agreement. The Contractor shall be expected to operate without extensive oversight and direction and to represent, advance, and further the interests of the Authority throughout all aspects and phases of the engagement to provide any of the Scope of Work.

2.04 The Contractor shall perform the Scope of Work to the reasonable satisfaction of the Authority. All questions, difficulties, and disputes of any nature whatsoever that may arise under or by reason of this Agreement regarding the execution and fulfillment of the Scope of Work or the character, quality, amount, or value thereof, which cannot be settled by mutual agreement of the parties shall be first attempted to be resolved by non-binding mediation, then settled by recourse to litigation under Florida Law, subject to the additional provisions of Sections 9 through 11 of this Agreement.

2.05 The services of the Contractor have been and will be rendered as an independent contractor and not as an employee. In this regard, the Contractor shall not be deemed as an employee of the Authority for purposes of any tax or contribution levied by the Federal Social Security Act or any corresponding state law with respect to employment or compensation for employment, and the Contractor shall file all tax forms required of an independent

contractor.

2.06 The Authority will be entitled at all times to be advised, at its request, as to the status of work being done by the Contractor and of the details thereof.

2.07 The Contractor agrees to provide project schedules and progress reports in a format acceptable to the Authority at intervals established by the Authority. The Authority shall meet with the Contractor's key personnel to plan for performance of work activities and staffing levels to be provided by the Contractor. The closest collaboration and cooperation shall be maintained by the Contractor with authorized representatives of the Authority, or of other agencies and organizations designated by the Authority.

3. TERM.

3.01 Subject to the termination provisions set forth herein, this Agreement shall begin upon the Effective Date. Upon issuance of the Notice to Proceed, the Contractor shall have 60 days to procure materials to complete the construction of the project and the Scope of Work.

3.02 In the event it becomes impracticable or impossible for the Contractor to complete the expected Scope of Work within the term of this Agreement due to delays on the part of the Authority or circumstances beyond the control of the Contractor, the Agreement may be extended. An extension of the Agreement must be in writing. In the event there are delays caused by the Authority in approval of any of the materials submitted by the Contractor or if there are delays occasioned by circumstances beyond the control and without fault or negligence of the Contractor which delay the scheduled services completion date, the Authority may grant an extension of time equal to the aforementioned services schedule delay.

3.03 It will be the responsibility of the Contractor to check at all times that sufficient time remains in the services schedule within which to complete the Scope of Work. In the event there have been delays which would affect the services completion date, the Contractor will submit a written request to the Authority which identifies the reason(s) for the delay, the amount of time related to each reason and specific indication as to whether or not the delays were concurrent with one another. The Authority will review the request and make a determination as to granting all or part of the requested extension.

3.04 In the event time for performance of the scheduled services expires and the Contractor has not requested, or if the Authority has denied, an extension of the services schedule completion date; partial progress payments will be stopped on the date time expires. No payment shall be made for work performed after the services schedule completion date until a time extension is granted or all work has been completed and accepted by the Authority if the Agreement term has not expired.

4. **COMPENSATION AND PAYMENT.**

4.01 The Authority agrees to compensate the Contractor for the Scope of Work as described in the Price Proposal as Exhibit "B".

4.02 The Contractor shall submit one (1) original of its monthly invoice in a form acceptable to the Authority no more than thirty (30) calendar days after the end of the month. Such invoice shall include a breakdown of authorized services as required. Invoices based on services provided must be submitted to the Authority in detail sufficient for a proper pre-audit and post-audit thereof.

4.03 The Contractor shall pay all subcontractors their proportionate share of payments received from the Authority within thirty (30) days after receipt of such payment.

4.04 When reimbursement is sought for pre-authorized travel expenses, such invoices shall be submitted and paid within the guidelines of Section 112.061, Florida Statutes.

4.05 Records of costs (the "Records") incurred under the terms of this Agreement will be maintained by the Contractor for the entire term of the Agreement and for a period of three (3) years after the later of (a) final acceptance of a fulfillment of the Scope of Work by the Authority; (b) the end of the term of the Agreement; or (c) until all claims (if any) regarding the Agreement are resolved. Final acceptance is defined as when a service has been satisfactorily completed, as determined by the Authority, and at which time the Contractor shall be given written notice of final acceptance. Incomplete or incorrect entries in such Records shall be grounds for disallowance by the Authority of any fees, expenses, or costs based upon such entries. The Records of costs incurred shall include the Contractor's general accounting records and project records, together with supporting documents of the Contractor and all subcontractors performing Services under the Agreement, and all other records of the Contractor and subcontractors that are considered necessary by the Authority for a proper audit.

4.06 If a payment is not made to the Contractor within forty (40) days of receipt of an approved invoice, a separate interest penalty at a rate established pursuant to Section 218.74, Florida Statutes, will be due and payable to the Contractor. Invoices that are returned to the Contractor because of preparation errors or uncompleted services not in compliance with the terms herein, will result in a delay in the payment and are not subject to the 40-day payment provision.

4.07 Within ten (10) working days of receipt of an invoice, the Authority shall notify the Contractor if such invoice is unacceptable. The Authority reserves the right to withhold payment for services not completed, or services not completed in accordance with the terms herein, or services that are deemed inadequate or untimely by the Authority. Any payment withheld will be released and paid to the Contractor within a reasonable time when the services are subsequently satisfactorily performed.

4.08 Effect of Payments. No payment by the Authority shall relieve the Contractor of its obligation to timely deliver the services required under this Agreement. If after approving or paying for any service, product, or deliverable, the Authority determines that said service, product or deliverable does not satisfy the requirements of this Agreement, the Authority may reject same and, if the Contractor fails to correct or cure the same within a reasonable period of time and at no additional cost to the Authority, the Contractor shall return any compensation received therefore. No compensation shall be made for revisions to the Contractor's or subcontractor services or deliverables required due in any way to the error, omission, or fault of the Contractor, its employees, agents, or subcontractors. In addition to all other rights provided in this Agreement, the Authority shall have the right to set off any amounts owed by the Contractor pursuant to the terms of this Agreement upon providing the Contractor prior written notice thereof.

4.09 For this purpose, the end of the Agreement is the date of final billing or acceptance of the completion of the Scope of Work by the Authority, whichever is later.

5. INDEMNITY.

5.01 The Contractor will indemnify, save, and hold harmless the Authority, its members, officers, agents, representatives, and employees from any claim, loss, suit, action, demand, liability, damage, cost, charge, and expense, including but not limited to reasonable attorneys' and paralegal fees (at trial and on appeal), to the extent caused by any negligent act, error, omission, recklessness, or intentional misconduct by the Contractor, its agents, employees, or subcontractors arising out of the execution, performance nonperformance of the duties of the Contractor under this Agreement, the enforcement of this Agreement, or resulting from the activities of the Contractor in any way connected to this Agreement. The Contractor, its agents, employees or subcontractors shall not be liable under this paragraph for any claim, loss, damage, cost, charge, or expense arising out of any act, error, omission, or negligent act by the Authority or any of its officers, agents, or employees during the performance of this Agreement. Contractor's liability hereunder shall include all attorneys' fees and costs incurred by the Authority in the enforcement of this indemnification provision. This indemnification provision includes claims made by any employees of Contractor against the Authority, and Contractor hereby waives its entitlement, if any, to immunity under section 440.11, Florida Statutes. Nothing contained in this Agreement, and specifically this provision requiring Contractor to indemnify the Authority, is intended to nor shall it be construed as an additional waiver of sovereign immunity by Authority beyond the Authority's expressed written contractual obligations contained within this Agreement, nor shall it be construed as a waiver of any defenses or limitations to any claims, including those based on the doctrine of sovereign immunity or section 768.28, Florida Statutes. The obligations contained in this paragraph shall survive the termination of this Agreement, however terminated, and shall not be limited by the amount of any insurance

required to be obtained or maintained under this Agreement.

5.02 If either party receives a notice of claim for damages that may have been caused by the Contractor in the performance of the services required of the Contractor under this Agreement, such party shall promptly evaluate the claim and report its findings to each other. The Authority and the Contractor will evaluate the claim and report their findings to each other within seven (7) working days from the date the last party received notice of such claim. The Authority's failure to notify the Contractor of a claim within seven (7) working days will not release the Contractor from any of the requirements of this section upon subsequent notification by the Authority to the Contractor of the claim.

5.03 The parties agree that one percent (1%) of the total compensation to the Contractor for performance of the services required under this Agreement is the specific consideration from the Authority to the Contractor for the Contractor's indemnity agreement.

6. INSURANCE.

6.01 The Contractor shall not commence any services until insurance of the types listed in the "Insurance, Requirements, Coverages, and Limits," as set forth in Exhibit "C," to this Agreement have been obtained by the Contractor (the "Certificates of Insurance") and provided to the Authority. Such insurance shall be maintained in full force and effect during the term of this Agreement or for a longer term as may be otherwise provided hereunder. All insurance shall be provided through companies authorized to do business in the State of Florida and considered acceptable to the Authority. All insurance coverages required of the Contractor shall be primary over any insurance or self-insurance program carried by the Authority. The Authority's approval or disapproval of the Contractor's insurance shall not release the Contractor and subcontractors of their respective obligations to exercise due care in the performance of their duties.

6.02 The Certificate of Insurance shall include the following statement: "The policy(ies) will not be cancelled or materially changed during the period of coverages without at least thirty (30) days prior written notice" addressed to the Authority, Attention: Contracts Department, 1104 East Twiggs Street, Suite 300, Tampa, Florida 33602 or such other address as may hereafter be specified.

7. TERMINATION AND DEFAULT.

7.01 The Authority may terminate this Agreement unilaterally in whole or in part at any time the Authority deems it in its interest to effectuate such termination by providing thirty (30) days written notice of such intention. The Authority also reserves the right, with or without cause, to terminate any one or any combination of the Scope of Work to be rendered by the Contractor without terminating the Agreement. Termination of the

Agreement by the Authority shall occur as follows:

7.02 Termination for Cause. If the Authority determines the performance of the Contractor is not in compliance with the terms herein, the Authority may notify the Contractor of the deficiency with the requirement that the deficiency be corrected within a specified time (the "Corrective Period"), but not less than 10 days. Upon the Contractor's failure to correct the stated deficiency, the Agreement will be terminated at the end of the Corrective Period.

7.03 Termination Without Cause. If the Authority opts to terminate the Agreement or portions thereof for no stated reasons, the Authority will notify the Contractor of such termination, with instructions as to the effective date of work stoppage or specify the stage of work at which the Agreement is to be terminated.

7.04 If the Agreement is terminated under these provisions before performance is completed; the Contractor will be paid for the services provided and expenses incurred in compliance with the requirements of this Agreement to the date of termination.

7.05 The Contractor may cancel this Agreement only by mutual consent of both parties.

7.06 Upon termination of the Agreement, whether for cause or convenience, or upon conclusion of the term of the Agreement, the Contractor shall accomplish a complete transition of the work being terminated from the Contractor to any successor or to any replacement provider designated by the Authority, without any interruption of or adverse impact on the work or any other work provided by third parties at no additional cost to the Authority.

8. MISCELLANEOUS PROVISIONS.

8.01 Public Entity Crime Information Statement. The Contractor represents that it is not currently on the convicted vendor list as provided in its Proposal under "Public Entity Crime Information Statement." The Contractor also represents that its subcontractors are not currently on the convicted vendor list, and that it shall notify the Authority immediately if, during this Agreement, it or its subcontractor(s) is placed on said list.

A person or affiliate who has been placed on the said list following a conviction for a public entity crime may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, Florida Statutes, for Category Two for a period of thirty-six (36) months from the date of being placed on the convicted vendor list.

8.02 Publicity. No information relative to the existence or the details of the Scope of Work shall be released by the Contractor, either before or after completion of the Scope of Work, for publication, advertising or any commercial purposes without the Authority's prior written consent.

8.03 **Public Records.** The Contractor and sub-Contractors shall comply with the provisions of Chapter 119, Florida Statutes, and shall permit public access to all documents, papers, letters, or other material subject to the provisions of Chapter 119, Florida Statutes, made or received in conjunction with this Agreement. Pursuant to section 119.0701, Florida Statutes, for any tasks performed by Contractor on behalf of the Authority, Contractor shall: (a) keep and maintain all public records, as that term is defined in chapter 119, Florida Statutes (“Public Records”), required by the Authority to perform the work contemplated by this Agreement; (b) upon request from the Authority’s custodian of public records, provide the Authority with a copy of the requested Public Records or allow the Public Records to be inspected or copied within a reasonable time at a cost that does not exceed the costs provided in chapter 119, Florida Statutes, or as otherwise provided by law; (c) ensure that Public Records that are exempt or confidential and exempt from Public Records disclosure requirements are not disclosed except as authorized by law for the duration of the term of this Agreement and following completion or termination of this Agreement, if Contractor does not transfer the records to the Authority in accordance with (d) below; and (d) upon completion or termination of this Agreement, (i) if the Authority, in its sole and absolute discretion, requests that all Public Records in possession of Contractor be transferred to the Authority, Contractor shall transfer, at no cost, to the Authority, all Public Records in possession of Contractor within thirty (30) days of such request or (ii) if no such request is made by the Authority, Contractor shall keep and maintain the Public Records required by the Authority to perform the work contemplated by this Agreement. If Contractor transfers all Public Records to the Authority pursuant to (d)(i) above, Contractor shall destroy any duplicate Public Records that are exempt or confidential and exempt from Public Records disclosure requirements within thirty (30) days of transferring the Public Records to the Authority and provide the Authority with written confirmation that such records have been destroyed within thirty (30) days of transferring the Public Records. If Contractor keeps and maintains Public Records pursuant to (d)(ii) above, Contractor shall meet all applicable requirements for retaining Public Records. All Public Records stored electronically must be provided to the Authority, upon request from the Authority’s custodian of public records, in a format that is compatible with the information technology of the Authority. If Contractor does not comply with a Public Records request, or does not comply with a Public Records request within a reasonable amount of time, the Authority may pursue any and all remedies available in law or equity including, but not limited to, specific performance. The provisions of this section only apply to those tasks in which Contractor is acting on behalf of the Authority.

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR’S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT: GENERAL COUNSEL, 1104 E. TWIGGS STREET, SUITE 300, TAMPA, FL 33602; TELEPHONE: 813-272-6740

8.03.1 The Contractor's failure to grant such public access will be grounds for immediate termination of this Agreement by the Authority pursuant to Section 8, Termination and Default.

8.04 **Audit Right.** The Authority shall have the right to audit the books, records, and accounts of the Contractor that are related to the Scope of Work. The Contractor shall keep such books, records, and accounts as may be necessary in order to record complete and correct entries related to the services to the Authority.

8.05 **Record Retention.** The Contractor and its subcontractors shall make available records, at reasonable times for examination and audit by the Authority, financial records, supporting documents, statistical records, and any other documents including books, documents, accounting procedures and practices, and other data, regardless of type and regardless of whether such items are in written form, in the form of computer data, or in any other form, and other supporting evidence to satisfy contract negotiation, administration, and audit requirements of the Authority and/or the governmental agencies providing grant funds pertinent to this Agreement for the required retention period of the Florida Public Records Act (Chapter 119, Florida Statutes), if applicable, or, if the Florida Public Records Act is not applicable, for a period of three years from completion of the Services.

8.05.1 If any audit has been initiated and audit findings have not been resolved at the end of the retention period or three (3) years, whichever is longer, the books, records, and accounts shall be retained until resolution of the audit findings. If the Florida Public Records Act is determined by the Authority to be applicable to the Contractor's records, the Contractor shall comply with all requirements thereof; however, no confidentiality or non-disclosure requirement of either federal or state law shall be violated by the Contractor. Any incomplete or incorrect entry in such books, records, and accounts shall be a basis for the Authority's disallowance and recovery of any payment upon such entry.

8.06 **Subcontractors.** The Contractor shall maintain an adequate and competent staff for the purpose of performing the Scope of Work hereunder. The Contractor may associate and utilize specialists for the purpose of rendering its services hereunder, without additional costs to the Authority, other than those costs negotiated within the limits and terms of this Agreement. The Contractor shall require each authorized subcontractor or subcontractors to adhere to the provisions of this Agreement. The Contractor shall make the payment of all just claims for materials, supplies, tools or labor and other just claims against it or any subcontractor in connection with this Agreement.

8.07 **Unauthorized Aliens.** The Authority will consider the employment by the Contractor or its subcontractors of unauthorized aliens a violation of Section 274A(e) of the Immigration and Nationality Act. Such violation will be cause for unilateral cancellation of this Agreement, by the Authority, if the Contractor knowingly employs unauthorized aliens.

8.08 **Nondiscrimination, Equal Employment Opportunity, and Americans with Disabilities Act.** During the performance of the services under this Agreement, the Contractor agrees that it will comply with all federal,

state, and local laws and ordinances applicable to the services or payment for the services thereof, and will not discriminate against any employee or applicant for employment because of race, age, creed, color, gender, national origin, or disability.

8.08.1 The Contractor agrees that it will comply with all federal, state and local laws and ordinances applicable to the services or payment for the services thereof and will not unlawfully discriminate against any person in its operation and activities in its use or expenditure of the funds or any portion of the funds provided by this Agreement and shall affirmatively comply with all applicable provisions of the American with Disabilities Act (ADA) in the course of providing any services funded in whole or in part by the Authority, including Titles I and II of the ADA (regarding nondiscrimination on the basis of disability), and all applicable regulations, guidelines, and standards.

8.09 **E-Verify.** Contractor shall comply with all applicable provisions of sections 448.09 and 448.095, Florida Statutes, as may be amended. The definitions in section 448.095(1), Florida Statutes, as may be amended, apply to this section of the Agreement. Contractor shall register with and use the U.S. Department of Homeland Security's E-Verify system to verify the work authorization status of all employees of Contractor. Contractor may not enter into a contract with a subcontractor to perform work under this Agreement unless and until the subcontractor registers with and uses the E-Verify system. If Contractor enters into a contract with a subcontractor to perform work under this Agreement, Contractor must obtain a properly executed affidavit from the subcontractor stating that the subcontractor does not employ, contract with, or subcontract with an unauthorized alien. Contractor must maintain copies of all such affidavits for the duration of this Agreement. Authority may terminate this Agreement for cause if Authority determines that Contractor or Contractor's subcontractor has not complied with any applicable provision of sections 448.09 or 448.095, Florida Statutes, as may be amended. Authority will terminate this Agreement for cause if Authority has a good faith belief that Contractor has knowingly violated subsection 448.09(1), Florida Statutes, as may be amended. If the Authority has a good faith belief that a subcontractor knowingly violated section 448.09(1), Florida Statutes, as may be amended, but Authority determines that Contractor otherwise complied with section 448.09(1), Florida Statutes, as may be amended, Authority will notify Contractor as such, and Contractor must immediately terminate Contractor's contract with said subcontractor. If this Agreement is terminated under section 448.095(c), F.S.: (a) such termination is not a breach of this Agreement and may not be considered as such; (b) Contractor may not be awarded a public contract for at least 1 year after the date on which the Agreement is terminated; and (c) Contractor is liable for any additional costs incurred by the Authority as a result of the termination of the Agreement.

8.09.1 The Contractor shall provide proof of registration in the E-Verify system to the Authority upon execution of this Agreement. Documentation evidencing the Contractor's registration in the E-Verify system shall be incorporated herein and made a part of the Agreement.

8.10 **Drug-Free Workplace.** The Contractor agrees and certifies that it either has or that it will establish a drug-free work place.

8.11 **Entire Agreement.** This Agreement embodies the whole agreement of the parties. There are no promises, terms, conditions, or obligations other than those contained herein and this Agreement shall supersede all previous communications, representations, or agreements, either verbal or written, between the parties hereto. This Agreement is the product of mutual drafting, each party having been represented by or having the opportunity to be represented by counsel, and therefore shall not be construed against either party. This Agreement is entered into solely for the benefit of the parties and shall not be construed as a benefit to any third parties, including but not limited to the general public, nor shall it be construed as enforceable by any third parties. This Agreement may not be amended or modified except in writing, executed by the Authority and Contractor.

8.12 **Severability.** It is understood and agreed by the parties hereto that if any part, term, or provision of this Agreement is by the courts held to be illegal or in conflict with any law of the State of Florida, the validity of the remaining portions or provisions of this Agreement shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if this Agreement did not contain the particular part, term, or provision held to be invalid.

8.13 **Assignment:** The Contractor shall not assign, or transfer any performance of services or obligation under this Agreement without the prior written consent of the Authority.

8.14 **Successors and Assigns.** The Authority and the Contractor bind themselves, their successors, assigns, executors, administrators and other legal representatives to the other party hereto and to successors, assigns, executors, administrators and other legal representatives of such other party in respect to all terms and conditions of this Agreement.

8.15 **Contingency Fee.** The architect (or registered surveyor and mapper or professional engineer, as applicable) warrants that he or she has not employed or retained any company or person, other than a bona fide employee working solely for the architect (or registered surveyor and mapper, or professional engineer, as applicable) to solicit or secure this agreement and that he or she has not paid or agreed to pay any person, company, corporation, individual, or firm, other than a bona fide employee working solely for the architect (or registered surveyor and mapper or professional engineer, as applicable) any fee, commission, percentage, gift, or other consideration contingent upon or resulting from the award or making of this agreement.

8.16 **Waiver of Breach and Materiality.** Failure by the Authority to enforce any provision of this Agreement shall not be deemed a waiver of such provision or modification of this Agreement. A waiver of any breach of a

provision of this Agreement shall not be deemed a waiver of any other subsequent breach and shall not be construed to be a modification of the terms of this Agreement.

8.17 Scrutinized Companies: By executing this Agreement and each and every renewal hereof (if renewal is separately provided for herein), pursuant to section 287.135, Florida Statutes, Contractor certifies, represents, and warrants that: (a) it is not on the Scrutinized Companies with Activities in Sudan List, (b) it is not on the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, (c) it is not on the Scrutinized Companies with Activities in Iran Terrorism Sectors List, (d) that it does not have Business operations or is engaged in business in Cuba or Syria, and (e) that it is not engaged or engaging in a Boycott of Israel, and that all such certifications were true at the time it submitted its bid or proposal for this Agreement, as of the Effective Date of this Agreement, and as of the effective date of any renewal of this Agreement. Notwithstanding anything contained in this Agreement to the contrary, the Authority may terminate this Agreement immediately for cause if: (1) Contractor is found to have submitted a false certification regarding (a) – (e) above in accordance with section 287.135(5), Florida Statutes, (2) Contractor is found to have been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or is or has been engaged in Business operations in Cuba or Syria or a Boycott of Israel, or (3) Contractor is found to have been placed on a list created pursuant to section 215.473, Florida Statutes, relating to scrutinized active business operations in Iran. Such termination shall be in addition to any and all remedies available to the Authority at law or in equity. The terms “Boycott of Israel” and “Business operations” used in this section are defined as in Section 287.135, Florida Statutes. The Lists referred to in this section are those Lists in and maintained pursuant to section 287.135, Florida Statutes.

8.18 Venue. The parties agree that venue lies in Hillsborough County, Florida, for any action brought under the terms of, or to enforce, this Agreement; and the Contractor hereby waives any and all privileges and rights it may have under Chapter 47, Florida Statutes, relating to venue, as it now exists or may hereafter be amended, and any and all such privileges and rights it may have under any other statute, rule or case law, including, but not limited to those grounded on convenience.

8.19 Governing Law. This Agreement shall be interpreted and construed in accordance with and governed by the laws of the State of Florida. Any controversies or legal problems arising out of this Agreement and any action involving the enforcement or interpretation of any rights hereunder shall be submitted to the jurisdiction of the state courts of the Judicial Circuit of Hillsborough County, Florida, the venue situs, and shall be governed by the laws of the State of Florida.

8.20 Counterparts. This Agreement may be executed in several counterparts and each counterpart shall constitute an original of this Agreement.

8.21 **Foreign Countries of Concern.** Pursuant to section 286.101, Florida Statutes, Contractor shall disclose any current or prior interest of, any contract with, or any grant or gift received from a Foreign Country of Concern, as defined below, if such interest, contract, or grant or gift has a value of \$50,000 or more and such interest existed at any time or such contract or grant or gift was received or in force at any time during the previous five (5) years.

For purposes of this section, “Foreign Country of Concern” means the People’s Republic of China, the Russian Federation, the Islamic Republic of Iran, the Democratic People’s Republic of Korea, the Republic of Cuba, the Venezuelan regime of Nicolas Maduro, or the Syrian Arab Republic, including any agency of or any other entity under significant control of such foreign country of concern.

Contractor’s disclosure shall include the name and mailing address of the disclosing entity, the amount of the contract or grant or gift or the value of the interest disclosed, the applicable foreign country of concern and, if applicable, the date of termination of the contract or interest, the date of receipt of the grant or gift, and the name of the agent or controlled entity that is the source or interest holder. Contractor represents that within one (1) year before proposing any contract to the Authority, Contractor provided a copy of such disclosure to the Florida Department of Financial Services.

9. WAIVER OF JURY TRIAL AGREEMENT.

9.01 Each party, by the execution hereof, knowingly, voluntarily and intentionally waive, for themselves and their respective successors and assigns, (including sub-contractors and joint venture parties) any right which any one of them may have to a trial by jury in respect to any litigation, action, suit or proceeding (whether at law or in equity) based on this agreement and any amendment or addition to the agreement, or any course of conduct, course of dealing (whether oral or written) or actions of any party or their respective officers, principals, partners, employees, agents or representatives in connection with the agreement, whether arising in contract, tort or otherwise. No party shall seek to consolidate any such litigation, action, suit or proceeding in which a jury trial cannot be or has not been waived with any other action in which a jury trial has been waived. This provision is a material and mutual inducement to enter into this agreement.

9.02 If for any reason the foregoing waiver is declared or found by a court of competent jurisdiction to be invalid, illegal or unenforceable, then the provisions of Section 10 – Binding Arbitration shall govern.

9.03 The Contractor shall provide and require in any agreements with subcontractors and material suppliers for this provision to be included in whole as it appears in this Agreement. Further, notwithstanding the requirement of the preceding sentence, the waiver of jury trial set forth in this section shall be deemed incorporated into any and all agreements between the Contractor and subcontractors and/or material suppliers for the provision of services or materials under this agreement.

10. BINDING ARBITRATION (IF WAIVER OF JURY TRIAL IS UNENFORCEABLE).

10.01 If the provisions of Section 9 - "Waiver of Jury Trial," are found to be unenforceable, all claims, disputes and controversies between the Authority and the Contractor shall be decided and resolved by binding arbitration. The arbitration shall occur in Tampa, Florida, and shall be conducted by a three (3) member panel. For arbitration of claims between the Authority and the Contractor arising out of or in any way related to a claim of the Contractor against the Authority, the Contractor agrees to resolve those claims pursuant to the provisions of Sections 10 and 11 of this Agreement which the Contractor has familiarized itself with and adopts herein by this reference. For arbitration of claims between the Authority and the Contractor, not arising out of or in any way related to a claim of the Contractor against the Authority, the Contractor shall pick one arbitrator who is not an employee of or doing business with the Contractor. The Authority shall pick one arbitrator who is not an employee of or doing business with the Authority. The two selected arbitrators shall select the third arbitrator with concurrence of the Parties, unless additional parties are involved in the arbitration through consolidation or joinder and obtain authorization from the Authority and the Contractor to select a representative arbitrator. In that event, the parties shall arrive at a reasonable method for selecting the arbitrators.

11. PROCEDURE FOR BINDING ARBITRATION.

11.01 Notice of the demand for arbitration will be filed in writing with the other party to the Agreement at the addresses set forth in Section 12 – "Notices" herein. Arbitration shall be conducted in accordance with the Florida Evidence Code. The agreement to arbitrate (and any other agreement or consent to arbitrate entered into in accordance herewith) will be specifically enforceable under the laws of Florida.

11.02 Arbitration shall include by consolidation, joinder or in any other manner any person or entity who is not a party to the contract in circumstances where:

- a) The inclusion of such other person or entity is necessary if complete relief is to be afforded among those who are already parties to the arbitration; and,
- b) Such other person or entity is substantially involved in a question of law or fact which is common to those who are already parties to the arbitration and which will arise in such proceedings; and,
- c) The written consent of the other person or entity sought to be included and of the Authority and the Contractor has been obtained for such inclusion, which consent shall make specific reference to this paragraph.

11.03 In order to assure complete resolution of any claim or controversy, the Contractor shall provide and require (in the agreements with subcontractors and material suppliers) for joinder in such arbitration proceedings, and all dispute resolution procedures set out herein as preconditions to such arbitration.

11.04 Therefore, notwithstanding Section 11.02(c) above, if a claim, dispute or other matter in question between the Authority and the Contractor involves the work of a subcontractor, either the Authority or the Contractor may join such subcontractor as a party to the arbitration. Nothing in this paragraph nor in the provision of such subcontract consenting to joinder shall create any claim, right or cause of action in favor of subcontractor or supplier, and against the Authority, the Contractor, or any of their subcontractors that does not otherwise exist.

11.05 In connection with the arbitration proceeding all participants shall be afforded pre-hearing discovery in accordance with the rules of evidence of the Florida Evidence Code. The time frames and requirements of the Florida Evidence Code may be shortened or modified by the arbitration panel at their discretion or on motion by a party if acceptable to the arbitration panel or by agreement between the parties.

11.06 No arbitrator may serve on the panel unless he or she has agreed in writing to abide by the terms of this Section 11. Except with respect to the interpretation and enforcement of these arbitration procedures, the arbitrators shall apply the governing law set forth in herein in connection with the dispute. The arbitrators shall have no power to award damages inconsistent with this Agreement, including the limitation on liability and indemnification provisions contained herein. The arbitrators may render a summary disposition relative to all or some of the issues, provided that the responding party has had an adequate opportunity to respond to any such application for such disposition.

11.07 All aspects of the arbitration shall be treated as confidential. Before making any disclosure, a party shall give written notice to the other party and afford such party a reasonable opportunity to protect its interests. Further, judgment on the arbitrators' award may be entered in any court having jurisdiction.

11.08 Each party shall bear its own costs in the arbitration; however, the parties shall share the fees and expenses of the arbitrators equally.

12. NOTICES.

12.01 All notices or other communications regarding this Agreement shall be made in writing and shall be deemed properly delivered to the addressee at the address set forth in this Agreement or such other address as may hereafter be specified in writing by (a) hand delivery, (b) courier service or overnight service, (c) facsimile transmittal, (d) mailing of such notice or (e) by email transmission.

Notices to the Contractor:

Andrew Poirier, Project Manager
SUN CIVIL, LLC
Address - 10323 Cross Creek Blvd., Suite A, Tampa, FL 33647
(Email) apoirier@sun-civil.com

Notices to the Authority:

Amy Lettelleir, Chief Legal Officer
Tampa Hillsborough Expressway Authority

1104 East Twiggs Street, Suite 300
Tampa, Florida 33604
Amy.Lettelleir@tampa-xway.com

13. **CAPTIONS.**

13.01 Captions contained in this Agreement are inserted only as a matter of convenience and in no way define, extend or describe the scope of this Agreement or the intent of any provision hereof.

14. **ATTACHMENTS.**

14.01 The documents listed below, hereto after known collectively as the "Contract Documents" are expressly agreed to be incorporated herein by reference, the same as though fully written herein or attached hereto, and made a part of without being limited thereto, this Agreement consists of the following:

- Exhibit "A" Scope of Work
- Exhibit "B" Price Proposal
- Exhibit "C" Insurance Requirements, Coverage and Limits

[REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK]

IN WITNESS WHEREOF, the parties have caused this instrument to be signed and witnessed by their respective duly authorized officials all as the dates set forth below.

**TAMPA-HILLSBOROUGH COUNTY
EXPRESSWAY AUTHORITY**

By: 

Gregory Slater
Executive Director

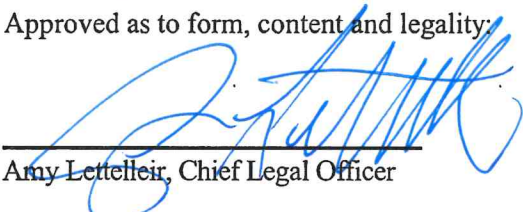
Date: 2/3/26

Approved as to availability of funds:




Jeff Seward, Chief Financial Officer

Approved as to form, content and legality:



Amy Lettelleir, Chief Legal Officer


SUN CIVIL, LLC

By: 

Christopher Reichart, Vice President

Date: 01/28/2026

Witness to the signature of SUN CIVIL, LLC

Signature: 

Printed name: Kevin Reichart



I. INTRODUCTION

The Tampa Hillsborough Expressway Authority (THEA) is soliciting sealed bids from qualified firms to provide all the permits, labor, equipment, materials, tools, transportation, supplies, insurance, incidentals, mobilization, demobilization and maintenance of traffic necessary to perform infrastructure repairs for the Tampa-Hillsborough County Expressway Authority's on the east side of Lakewood Drive (SR 618A) between Morrison Road and Oakfield Drive. The title of the project is as follows:

- Lakewood Drive Retaining Wall and Sidewalk Repair

II. EXISTING CONDITIONS

Lakewood Drive was improved from the Selmon Expressway's Brandon Parkway north to SR 60 in Brandon in the 2000's. The facility is primarily an urban four or six lane divided arterial typical section. A cast in place retaining wall was constructed on the east side of Lakewood Avenue to support the roadway where it abutted an existing drainage area for adjacent properties. Over the last year the retaining wall and sidewalk has deteriorated due to the effects of the excessive rainfall from Hurricanes Helene and Milton and other factors and needs to be brought back to near the original configuration to function as originally designed.

III. SCOPE OF WORK

SUMMARY OF WORK

1. DESCRIPTION

- 1.01 This section provides a general summary or overview of the work to be performed in the Invitation to Bid (ITB) No. O-TBD. In performing the work, the contract documents, shall be adhered to. This project is to be let as a bid quantities project.

2. SCOPE OF WORK

- 2.01 The general Scope of Work consists of, but is not limited to: Providing all the permits, labor, equipment, materials, tools, transportation, supplies, insurance, incidentals, mobilization, demobilization and maintenance of traffic necessary to:

2.01.01 Install all required erosion control items to properly implement the Stormwater Pollution Prevention Plan (SWPPP) to meet permitting requirements under the National Pollutant Discharge Elimination System (NPDES) Construction Generic permit.

2.01.02 Clear and grub and regrade the construction area.

2.01.03 Remediate the wall using two component polyurethane injection. Desilt pipes, repair and replace sidewalk, handrail, fencing, and

drainage structures as designated in the plans.

- 2.01.04 The contractor will be responsible for the proper removal and disposal of any surplus materials.
- 2.01.05 Replace disturbed grass areas with sod to their pre-construction conditions or Fabric-Formed Concrete as designated in the plans.

- 2.02 The Contractor is responsible for all tolls incurred.
- 2.03 Mainline and ramp lane closures are permitted during the following hours: 9:00 AM to 3:00 PM and 7:00 PM to 5:00 AM.
- 2.04 A lane may only be closed during active work periods, and during the times noted above. All lane closures, including ramp closures, must be reported to the Authority's Project Manager and Public Information Officer a minimum of fourteen (14) calendar days prior to each closure. Also, the Contractor shall develop the Project to be able to provide for all lanes of traffic to be open in the event of an emergency.

3. SUBMITTALS

- 3.01 Submit the following in accordance with shop drawing submittal requirements of the General Provisions.
 - 3.01.01 Shop drawings. Any required shop drawings shall be prepared and submitted to THEA for approval.
 - 3.01.02 Schedule. Prior to beginning work, the Contractor shall prepare and submit to THEA for approval a schedule showing proposed dates for the project.

4. CONTRACT DRAWINGS

- 4.01 Construction drawings and specifications have been prepared for this project.
 - 4.01.01 Construction Drawings
 - o Lakewood Drive Retaining Wall and Sidewall Repairs
THEA Project ID O-00619D
 - 4.01.02 Pay Item Bid Form
 - o Lakewood Drive Retaining Wall and Sidewall Repairs
THEA Project ID O-00619D

5. PRODUCTS

- 5.01 All products used for this project shall adhere to the requirements set forth in this document. Shop drawings shall be submitted for approval by the Engineer of Record and THEA.

EXECUTION

- 5.02 Work Sequence

- 5.02.01 For this Contract, a period of 90 calendar days, as identified in the Advertisement, will be allowed after the Notice to Proceed is issued. This period allows time for the Contractor to adjust work forces, equipment, schedules, and the procurement of materials, to proceed in a manner to minimize disruption to the public. Charging of Contract Time will begin when this time period ends or on the actual day that work begins at the site, whichever is the earlier.
- 5.02.02 60 calendar days of Contract Time are allowed for completion of the work, commencing after the period indicated in Section 5.02.01. The charging of contract time will continue, uninterrupted, until Final Acceptance of the work. No other charges shall be paid for before the Contract Time commences.

5.03 Issue Escalation

In the event issues arise during the prosecution of the work, the issue escalation and resolution will be processed as detailed herein.

- 5.03.01 All issues shall be directed to the CEI Construction Project Manager (TBD). The Contractor shall provide all supporting documentation relative to the issue being escalated, and any documentation not provided in the initial contact with the CEI Construction Project Manager shall not be considered.
- 5.03.02 If the issue cannot be resolved by the CEI Construction Project Manager in coordination with the General Engineering Consultant representing THEA as applicable, the General Engineering Consultant representing THEA shall forward the issue to THEA's Director of Operations and Engineering who will coordinate with the General Engineering Consultant representing THEA and CEI, as applicable.
- 5.03.03 Each escalation level shall have a maximum of five (5) calendar days (excluding weekends and THEA observed holidays) to answer, resolve, or address the issue.
- 5.03.03.01 The five (5) calendar day period (excluding weekends and THEA observed holidays) begins when each level in the issue escalation process has received all required supporting documentation necessary to arrive at an informed and complete decision.
- 5.03.03.02 The five (5) calendar day period (excluding weekends and THEA observed holidays) is a response time and does not infer resolution.
- 5.03.04 Questions asked by THEA may be expressed verbally and followed up in writing within one (1) calendar day (excluding weekends and THEA observed holidays). Responses provided by the Contractor

may be expressed verbally and followed up in writing within one (1) working day.

5.03.05 Once a response is received from the Director of Operations and Engineering, the CEI will respond to the Contractor in a timely manner but not to exceed three (3) calendar days (excluding weekends and THEA observed holidays).

5.03.06 The Contractor shall provide a similar issue escalation process for their organization with personnel of similar levels of responsibility.

6. MEASUREMENT AND PAYMENT

6.01 The Contractor shall be paid actual quantities as approved by the CEI and THEA prior to any invoicing.

6.02 The Contractor shall submit within 15 calendar days of NTP a project schedule. The project schedule shall be approved by the Authority. The project schedule shall be updated to reflect the actual start date of Contract Time in accordance with Section 5.02.02.

EXHIBIT D

PRICE PROPOSAL FORM

(Print this page on bidder's letterhead and attach with response)

Date: 11/18/2025

TAMPA-HILLSBOROUGH COUNTY EXPRESSWAY AUTHORITY (THEA)
Attention: Procurement Department
Toni Atkinson, Contracts and Procurement Manager
1104 East Twiggs Street, Suite 300
Tampa, FL 33602

Subject: Contract # 0-5625 Lakewood Dr Retaining Wall & Sidewalk Repair

Dear THEA:

Having carefully examined the Instructions to Bidders, Supplementary Instructions to Bidders, General Provisions, Supplementary General Provisions, Special Provisions and Technical Specifications, Plans or Drawings (if issued), of the above subject project and contract, as well as the premises and the conditions affecting the work, the undersigned proposes to furnish all labor and materials called for by them and equipment necessary and to accomplish the entire work within the time period indicated in accordance with the said documents for the prices presented in the price schedules included on the attached BID TABULATION SHEET.

The undersigned acknowledges that they understand the following conditions that within the price schedules amounts indicated with brackets around the amounts are considered to be deductions or credits to the overall project cost. Calculations of price schedule extensions and price totals shall appropriately account for individual deductive and additive pay items.

TOTAL LUMP SUM PRICE: \$ 236,213.32

WRITTEN AMOUNT:

Two Hundred Thirty Six Thousand DOLLARS AND Thirty Two CENTS
Two Hundred Thirteen

The undersigned firm agrees to keep this offer open for acceptance for One Hundred Twenty (120) days after date of opening the bid proposal package.


The signer of this bid proposal package hereby declares that the only person, persons, company or parties interested in this bid proposal package as principals are named herein, that this bid proposal package is made without connection with any other person, persons, company or parties submitting a proposal; and that it is in all respects fair and in good faith, without collusion or fraud.

Christopher Reichart
Name of Respondent


Authorized Signature

11/18/2025
Date

EXHIBIT E

		COMPANY NAME: Sun Civil LLC				
BID TABULATION TEMPLATE		PROJECT NAME: Lakewood Drive Infrastructure Repairs				
		PROJECT NUMBER: 0-5625				
		BID DATE: 11/19/2025				
BID QUANTITIES						
LINE #	BID ITEM #	ITEM DESCRIPTION	QUANTITY	UNIT	UNIT PRICE (\$)	BID AMOUNT (\$)
1	101-1	MOBILIZATION	1	LS	27,167.86	\$27,167.86
2	102-1	MAINTENANCE OF TRAFFIC	1	LS	42,309.11	\$42,309.11
3	0104-10-3	SEDIMENT BARRIER	20	LF	6.06	\$121.20
4	0104-18	INLET PROTECTION SYSTEM	1	EA	253.89	\$253.89
5	0110-1-1	CLEARING AND GRUBBING	0.03	AC	840,432.01	\$25,212.96
6	0110-4-10	REMOVAL OF EXISTING CONCRETE	102	SY	36.97	\$3,770.94
7	0120-1	REGULAR EXCAVATION	50	CY	82.17	\$4,108.50
8	0120-6	EMBANKMENT	32	CY	154.87	\$4,955.84
9	0120-9-1	DITCH CLEARING OF LARGE VEGETATION, DITCH WIDTH UP TO 15'	20	LF	82.17	\$1,643.40
10	0120-10-11	CLEAN AND RESHAPE DITCH, SPREAD, DITCH WIDTH UP TO 15'	60	LF	68.47	\$4,108.20
11	0425-82	REPLACE GRATE	1	EA	1,867.65	\$1,867.65
12	0430-94-1	DESILTING PIPE, 0-24"	95	LF	32.86	\$3,121.70
13	0430-982-123	MITERED END SECTION, ROUND, 15" CD	1	EA	2,746.64	\$2,746.64
14	0515-1-2	PIPE HANDRAIL - GUIDERAIL, ALUMINUM	116	LF	124.63	\$14,457.08
15	0522-1	CONCRETE SIDEWALK AND DRIVEWAYS, 4"	97	SY	86.67	\$8,406.99
16	0550-10-420	FENCING, WOOD FENCE, 5.1-6.0'	60	LF	70.84	\$4,250.40
17	0570-1-2	PERFORMANCE TURF, SOD	80	SY	14.02	\$1,121.60
18	0700-1-600	SINGLE COLUMN GROUND SIGN ASSEMBLY, REMOVE	1	EA	113.30	\$113.30
19	0706-1-3	RAISED PAVEMENT MARKER, TYPE B	28	EA	11.33	\$317.24
20	0710-90	PAINTED PAVEMENT MARKINGS, FINAL SURFACE	1	LS	2,492.60	\$2,492.60
21	0711-11-141	THERMOPLASTIC, STANDARD, WHITE, 2-4 DOTTED GUIDELINE/ 6-10 GAP EXTENSION, 6"	0.035	GM	6,798.00	\$237.93
22	0711-11-170	THERMOPLASTIC, STANDARD, WHITE, ARROW	1	EA	113.30	\$113.30
23	0711-16-101	THERMOPLASTIC, STANDARD-OTHER SURFACES, WHITE, SOLID, 6"	0.154	GM	10,197.00	\$1,570.34
24	0711-16-131	THERMOPLASTIC, STANDARD-OTHER SURFACES, WHITE, SKIP, 6", 10-30 SKIP OR 3-9 LANE DROP	0.134	GM	10,197.00	\$1,366.40
25	0906-173-200	TWO COMPONENT POLYURETHANE INJECTION	2160	LB	30.59	\$66,074.40
26	0920-530	FABRIC-FORMED CONCRETE, RIPRAP	55	SY	260.07	\$14,303.85
TOTAL BID AMOUNT						236,213.32



AGENCY CUSTOMER ID: SUNCIVI-01

DASBURY

LOC #: 1

ADDITIONAL REMARKS SCHEDULE

Page 1 of 1

AGENCY Construction Casualty Insurance, LLC		NAMED INSURED Sun Civil LLC 10323 Cross Creek Blvd, Suite A Tampa, FL 33647	
POLICY NUMBER SEE PAGE 1			
CARRIER SEE PAGE 1	NAIC CODE SEE P 1	EFFECTIVE DATE: SEE PAGE 1	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: ACORD 25 FORM TITLE: Certificate of Liability Insurance

Description of Operations/Locations/Vehicles:
Project: LAKEWOOD DRIVE RETAINING WALL AND SIDEWALK REPAIR - Contract No. -5625

When required by written contract, Tampa-Hillsborough County Expressway, (THEA) is listed as additional insured, on a primary non-contributory basis, with regard to the General Liability and Auto policies. A Waiver of Subrogation applies in favor of Tampa-Hillsborough County Expressway, (THEA) on the General Liability, Auto and Workers' Compensation policies. Excess policy follow form. A 30-day notice of cancellation applies; 10-day for non-payment of premium.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – OWNERS, LESSEES OR CONTRACTORS – COMPLETED OPERATIONS

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s)	Location And Description Of Completed Operations
Any person or organization in which the Named Insured has agreed in a written contract or written agreement executed prior to a loss.	Any location(s) in which the Named Insured has agreed in a written contract or written agreement executed prior to a loss.

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury" or "property damage" caused, in whole or in part, by "your work" at the location designated and described in the Schedule of this endorsement performed for that additional insured and included in the "products-completed operations hazard".

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. With respect to the insurance afforded to these additional insureds, the following is added to **Section III – Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or
2. Available under the applicable limits of insurance;

whichever is less.

This endorsement shall not increase the applicable limits of insurance.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**ADDITIONAL INSURED – OWNERS, LESSEES OR
CONTRACTORS – SCHEDULED PERSON OR
ORGANIZATION**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s)	Location(s) Of Covered Operations
Any person or organization in which the Named Insured has agreed in a written contract or written agreement executed prior to a loss.	Any location(s) in which the Named Insured has agreed in a written contract or written agreement executed prior to a loss.
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.	

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by:

1. Your acts or omissions; or
2. The acts or omissions of those acting on your behalf;

in the performance of your ongoing operations for the additional insured(s) at the location(s) designated above.

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. With respect to the insurance afforded to these additional insureds, the following additional exclusions apply:

This insurance does not apply to "bodily injury" or "property damage" occurring after:

1. All work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the location of the covered operations has been completed; or
2. That portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations for a principal as a part of the same project.

C. With respect to the insurance afforded to these additional insureds, the following is added to **Section III – Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or

2. Available under the applicable limits of insurance;

whichever is less.

This endorsement shall not increase the applicable limits of insurance.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**PRIMARY AND NONCONTRIBUTORY –
OTHER INSURANCE CONDITION**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
LIQUOR LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

The following is added to the **Other Insurance** Condition and supersedes any provision to the contrary:

Primary And Noncontributory Insurance

This insurance is primary to and will not seek contribution from any other insurance available to an additional insured under your policy provided that:

- (1) The additional insured is a Named Insured under such other insurance; and

- (2) You have agreed in writing in a contract or agreement that this insurance would be primary and would not seek contribution from any other insurance available to the additional insured.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**WAIVER OF TRANSFER OF RIGHTS OF RECOVERY
AGAINST OTHERS TO US (WAIVER OF SUBROGATION)**

This endorsement modifies insurance provided under the following:

- COMMERCIAL GENERAL LIABILITY COVERAGE PART
- ELECTRONIC DATA LIABILITY COVERAGE PART
- LIQUOR LIABILITY COVERAGE PART
- POLLUTION LIABILITY COVERAGE PART DESIGNATED SITES
- POLLUTION LIABILITY LIMITED COVERAGE PART DESIGNATED SITES
- PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART
- RAILROAD PROTECTIVE LIABILITY COVERAGE PART
- UNDERGROUND STORAGE TANK POLICY DESIGNATED TANKS

SCHEDULE

<p>Name Of Person(s) Or Organization(s): Any person or organization in which the Named Insured has agreed in a written contract or written agreement executed prior to a loss to furnish this waiver.</p>
<p>Information required to complete this Schedule, if not shown above, will be shown in the Declarations.</p>

The following is added to Paragraph 8. **Transfer Of Rights Of Recovery Against Others To Us of Section IV - Conditions:**

We waive any right of recovery against the person(s) or organization(s) shown in the Schedule above because of payments we make under this Coverage Part. Such waiver by us applies only to the extent that the insured has waived its right of recovery against such person(s) or organization(s) prior to loss. This endorsement applies only to the person(s) or organization(s) shown in the Schedule above.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

DESIGNATED INSURED FOR COVERED AUTOS LIABILITY COVERAGE

This endorsement modifies insurance provided under the following:

AUTO DEALERS COVERAGE FORM
BUSINESS AUTO COVERAGE FORM
MOTOR CARRIER COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by this endorsement.

This endorsement identifies person(s) or organization(s) who are "insureds" for Covered Autos Liability Coverage under the Who Is An Insured provision of the Coverage Form. This endorsement does not alter coverage provided in the Coverage Form.

This endorsement changes the policy effective on the inception date of the policy unless another date is indicated below.

<p>Named Insured: Sun Civil, LLC</p> <p>Endorsement Effective Date: 4/30/2024</p>

SCHEDULE

<p>Name Of Person(s) Or Organization(s): Any person or organization who has the Named Insured's permission to use covered, owned, hired or borrowed autos per written contract or written agreement prior to a loss.</p>
<p>Information required to complete this Schedule, if not shown above, will be shown in the Declarations.</p>

Each person or organization shown in the Schedule is an "insured" for Covered Autos Liability Coverage, but only to the extent that person or organization qualifies as an "insured" under the Who Is An Insured provision contained in Paragraph A.1. of Section II – Covered Autos Liability Coverage in the Business Auto and Motor Carrier Coverage Forms and Paragraph D.2. of Section I – Covered Autos Coverages of the Auto Dealers Coverage Form.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

WAIVER OF TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US (WAIVER OF SUBROGATION)

This endorsement modifies insurance provided under the following:

AUTO DEALERS COVERAGE FORM
BUSINESS AUTO COVERAGE FORM
MOTOR CARRIER COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by the endorsement.

This endorsement changes the policy effective on the inception date of the policy unless another date is indicated below.

Named Insured: Sun Civil, LLC
Endorsement Effective Date: 4/30/2024

SCHEDULE

Name(s) Of Person(s) Or Organization(s): Any person or organization in which the Named Insured has agreed in a written contract or written agreement executed prior to a loss to furnish this waiver.
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

The **Transfer Of Rights Of Recovery Against Others To Us** condition does not apply to the person(s) or organization(s) shown in the Schedule, but only to the extent that subrogation is waived prior to the "accident" or the "loss" under a contract with that person or organization.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

PRIMARY AND NONCONTRIBUTORY – OTHER INSURANCE CONDITION

This endorsement modifies insurance provided under the following:

AUTO DEALERS COVERAGE FORM
BUSINESS AUTO COVERAGE FORM
MOTOR CARRIER COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by the endorsement.

- A.** The following is added to the **Other Insurance Condition** in the Business Auto Coverage Form and the **Other Insurance – Primary And Excess Insurance Provisions** in the Motor Carrier Coverage Form and supersedes any provision to the contrary:
- This Coverage Form's Covered Autos Liability Coverage is primary to and will not seek contribution from any other insurance available to an "insured" under your policy provided that:
1. Such "insured" is a Named Insured under such other insurance; and
 2. You have agreed in writing in a contract or agreement that this insurance would be primary and would not seek contribution from any other insurance available to such "insured".
- B.** The following is added to the **Other Insurance Condition** in the Auto Dealers Coverage Form and supersedes any provision to the contrary:
- This Coverage Form's Covered Autos Liability Coverage and General Liability Coverages are primary to and will not seek contribution from any other insurance available to an "insured" under your policy provided that:
1. Such "insured" is a Named Insured under such other insurance; and
 2. You have agreed in writing in a contract or agreement that this insurance would be primary and would not seek contribution from any other insurance available to such "insured".

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Schedule

* Blanket Waiver of Subrogation Applies *

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.

Date Prepared: May 15, 2025

Carrier: Bridgefield Casualty Insurance Company

Effective Date of Endorsement: April 30, 2025

Policy Number: 0196-50864

Insured: Sun Civil, LLC

Countersigned by:



WC 00 03 13 (Ed. 4-84)

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Item Cover Page

City Council Item Report

Date: April 7, 2026
From: Karmen Pitts, Executive Assistant
Item Type: Resolution - Purchase
Subject: Resolution Approving the Purchase of a Sanitation Truck
Presenter: Jason Warrenfeltz, Public Works Director

Recommendation:

Staff recommends that the City Council adopt a resolution authorizing the purchase of a new rear load sanitation truck that will be utilized by the City's Public Works Sanitation Division to assist in maintaining reliable and efficient solid waste collection services for Temple Terrace residents during daily operations and allowing sanitation crews to maintain consistent collection schedules for Temple Terrace residents on a daily basis and during emergencies such as storms and hurricanes.

Discussion:

The City's sanitation fleet is a critical component in maintaining reliable and efficient solid waste collection services for Temple Terrace residents. Two of the City's current rear load units have accumulated significant mileage and operational hours, which has resulted in increased maintenance costs, more frequent repairs, and periods of downtime that can impact service reliability. Newer equipment reduces the likelihood of unexpected breakdowns, allowing our crews to maintain consistent collection schedules for our residents.

This purchase of new sanitation trucks will help reduce ongoing maintenance and repair costs associated with the aging vehicles. As trucks age, part failures have become more common and repairs tend to be more costly. Introducing these new units into the fleet allows the division to rotate vehicles more effectively and reduce the strain placed on older trucks.

The FY 2026 budget has allotted \$600,000 for the purchase of two sanitation trucks.

One sanitation truck was approved through Resolution 125-25 and purchased for \$387,649.73. The second sanitation truck will cost \$390,180.41. The total amount for both trucks is \$777,830.14 of which \$212,350.27 will come from the Sanitation Fund Account 480-2041-534.64-12 and the remaining balance of \$177,830.14 will be funded through Sanitation reserves in the Fiscal Year 2026 budget.

Resolution/Ordinance Information:

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING THE PURCHASE OF A SANITATION TRUCK FROM NEXTRAN TRUCK CENTERS, UTILIZING FLORIDA SHERIFF’S ASSOCIATION CONTRACT FSA25-VEH23.0 IN THE AMOUNT OF \$390,180.41; APPROVING PAYMENT OF \$212,350.27 FROM THE SANITATION FUND AND \$177,830.14 FROM SANITATION RESERVES; PROVIDING AN EFFECTIVE DATE.

Appropriation Code:

480-2041-534.64-12

Requirements:

Resolution

Cost:

\$390,180.41

Attachments:

- 1. Resolution Sanitation Truck
- 2. Nextran Truck Centers Buyer's Order 2027 MackTerraPro Cabover

RESOLUTION

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, FLORIDA, APPROVING THE PURCHASE OF A SANITATION TRUCK FROM NEXTRAN TRUCK CENTERS, UTILIZING FLORIDA SHERIFF'S ASSOCIATION CONTRACT FSA25-VEH23.0 IN THE AMOUNT OF \$390,180.41; APPROVING PAYMENT OF \$212,350.27 FROM THE SANITATION FUND AND \$177,830.14 FROM SANITATION RESERVES; PROVIDING AN EFFECTIVE DATE.

Whereas, the City's Public Works Sanitation Division is seeking to purchase one new rear loader sanitation truck in the amount of \$390,180.41 from Nextran Truck Centers utilizing Florida Sheriff's Association Contract FSA25-VEH23.0, Heavy Trucks and Buses; and

Whereas, the new rear load sanitation truck will be used during daily operations and will enhance sanitation fleet reliability by replacing or supplementing older equipment that is now at the end of its useful service life; and

Whereas, newer equipment reduces the likelihood of unexpected breakdowns, allowing sanitation crews to maintain consistent collection schedules for City of Temple Terrace residents on a daily basis and during emergencies such as storms and hurricanes, and

Whereas, the FY26 budget has allotted \$600,000 for the purchase of two sanitation trucks; and

Whereas, one sanitation truck was previously approved through Resolution 125-25 and purchased for \$387,649.73 and second sanitation truck will cost \$390,180.41; and

Whereas, the total amount for both sanitation trucks is \$777,830.14 resulting in an overage of \$177,830.14; and

Whereas, payment of \$212,350.27 for the second sanitation truck will be made from Account 480-2041-534.64-12 and the remaining amount of \$177,830.14 will come from Sanitation reserves.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TEMPLE TERRACE, THAT:

1. The purchase of a new rear load sanitation truck from Nextran Truck Centers through Sheriff's Association Contract FSA23-VEH23.0 in the amount of \$390,180.41, is approved.
2. Payment of \$212,350.27 from Account 480-2041-534.64-12 and \$177,830.14 from Sanitation reserves, is approved,
3. This Resolution shall become effective immediately upon adoption.

Passed and adopted by the City Council of the City of Temple Terrace, Florida, this 7th day of April 2026.

(Corporate Seal)



X

Andrew Ross, Mayor
Chair of the City Council

Attest:

X

Lynda Sader
City Clerk

