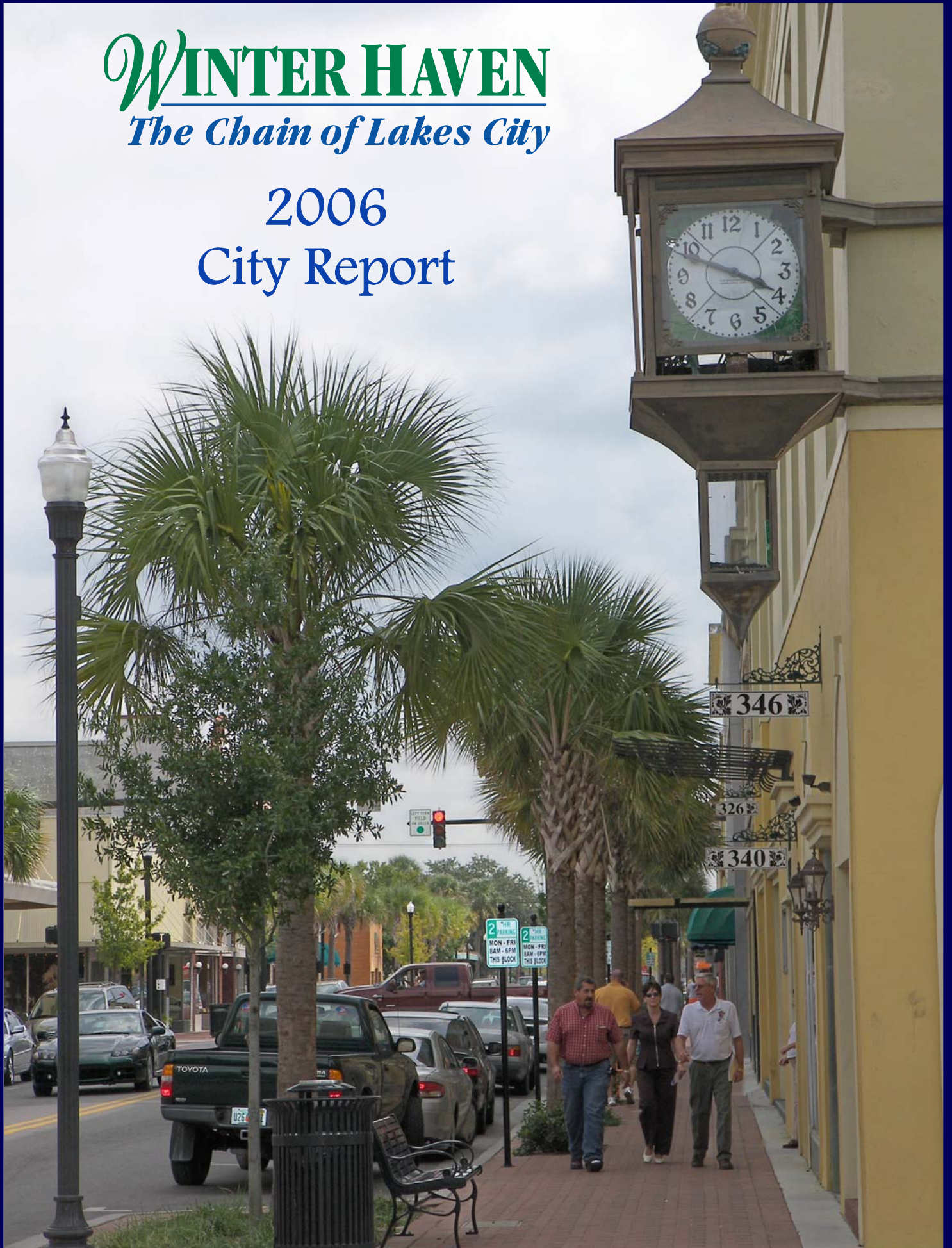


WINTER HAVEN

The Chain of Lakes City

2006 City Report



WINTER HAVEN

The Chain of Lakes City

Dear Neighbors,

On behalf of the City of Winter Haven, it is with great pleasure the City Commissioners and I present the 2006 City of Winter Haven Report. A Premier City of Distinction is the theme of this document, and throughout the pages you'll see examples of the many programs, services and projects that set our City apart.

The City has risen to the occasion of the changing times and has created its own future with positive transformations. A dedicated Commission and staff are committed to Winter Haven's Premier City distinction. Planned projects such as the Third Street Streetscape Project and the Avenue T Improvement Project Phases II and IV; Chain of Lakes Trail and Trailhead; Lake Maude Recreational Complex; CSX Economic Development Project; Sign Ordinance revision and Parks and Recreation Master Plan will improve on an already beautiful community progressing to be recognized as a City of distinction.

We are proud of our accomplishments, our organization's ability to work as a team and our pursuit to make Winter Haven a community of excellence. It's what being a City of distinction is all about and we are pleased to present this 2006 City Report to you.

Sincerely,

Nathanial Birdsong, Jr.
Mayor

P.O. Box 2277 ♦ 451 Third Street NW ♦ Winter Haven, Florida 33883-2277
Telephone: 863.291.5600 ♦ Fax: 863.297.3090 ♦ www.mywinterhaven.com

CITY OF WINTER HAVEN ORGANIZATIONAL CHART 2006/2007

CITY COMMISSION
Nat Birdsong, Mayor
Mike Easterling, Mayor Pro Tem
Charles Cone, Commissioner
Yvonne Brooks, Commissioner
Jeff Potter, Commissioner

CITY ATTORNEY
John Murphy

CITY MANAGER
David L. Greene

CITY CLERK
Barbara McKenzie

ASSISTANT CITY MANAGER
Dale L. Smith
 Airport
 Community Redevelopment Agency

Technical Services
Tony Viola, Dir.
 CIP/TIP
 DRC/TRC
 Engineering
 Infrastructure

Strategic Initiatives
Pete Chichetto, Dir.
 Annexation
 Grant Acquisition
 Strategic Planning
 Economic Development

COMMUNITY DEVELOPMENT
David Dickey, Dir.
 Administration

Planning <i>Manager Position Vacant</i> Planning/Zoning	Building / Permitting <i>Randy Aldridge, Div. Dir.</i>	Neighborhood Revitalization <i>Erin Tilghman, Div. Dir.</i> CDBG/SHIPP Historic Preservation Neighborhoods/Codes Neighborhood Planning
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EXECUTIVE SERVICES
Michele Stayner, Dir.
 Human Resources
 Organizational Effectiveness
 Safety, Health & Wellness Programs
 Special Assignments-Problem Solving

ASSISTANT TO THE CITY MANAGER
SUPPORT SERVICES
Deric C. Feacher
 Benchmarking
 Reception-Mail Service
 Communications-Marketing
 Fleet-Facility Maintenance
 Board/Agency/Community Liaison

COMMUNITY SERVICES
T. Michael Stavres, Dir.
 Administration / Fiscal Coordination

Leisure Services <i>Travis Edwards, Dir.</i> Library Recreation/Culture Community Athletics Landscape Maintenance	Natural Resources <i>Mike Britt, Dir.</i> Stormwater Lakes Management	Public Services <i>Terrence Nealy, Dir.</i> Streets Cemeteries Solid Waste
---	---	---

TECHNOLOGY SERVICES
Hiep Nguyen, Dir.
 GIS
 Records Management
 Information Technology
 Internal/External Website Development

FINANCIAL SERVICES
Calvin T. Bowen, Dir.
 Accounting - Payroll
 Procurement Services
 Occupational Licensing
 Risk Contract Management
 Utility Account/Field Services

FIRE SERVICES
Tony Jackson, Chief
 Administration
 Emergency Services
 Prevention, Education &
 Emergency Management

POLICE SERVICES
Mark LeVine, Chief
 Administration
 Support Services
 Community Services
 Law Enforcement Ops.

UTILITY SERVICES
Kim Hansell, Dir.
 Administration
 Asset Management
 Water Production & Distrib.
 Wastewater Ops. & Maint.



2006 City Report

Accomplishments – October 2005 to the Present

**Nat Birdsong, Mayor
Mike Easterling, Mayor Pro-Tem
Yvonne Brooks, Commissioner
Charles Cone, Commissioner
Jeff Potter, Commissioner**

**David L. Greene, City Manager
Dale L. Smith, Assistant City Manager
Barbara McKenzie, City Clerk
John Murphy, City Attorney**

Prepared by

**Deric Feacher, Assistant to the City Manager/Support Services Director
Donna Sheehan, Communications/Marketing Director
Joy Townsend, Communications Officer**

**Cal Bowen, Financial Services Director
David Dickey, Community Development Director
Pete Chichetto, Strategic Initiatives Director
Kim Hansell, Utility Services Director
Tony Jackson, Fire Chief
Mark LeVine, Police Chief
Hiep Nguyen, Technology Services Director
Michael Stavres, Community Services Director
Michele Stayner, Executive Services Director
Tony Viola, Technical Services Director**



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OVERVIEW

The Winter Haven City Commission, City Manager and City employees are happy to present this report outlining the accomplishments of your City government. We endeavor everyday to support and enhance Winter Haven – to make it a Premier City – a preferred place to live, work, play and raise a family.

In 2000, a diverse group of 150 “stakeholders” gathered to mold a plan for the City’s future. That plan became known as “Our Future by Design, a Greater Winter Haven Community.” The end result was a community effort that outlined a 20-year plan of dreams to make Winter Haven an ideal community.

City officials and staff embraced the plan, and today, six years later, much progress has been made toward implementing it. In fact, many of those dreams have been realized.

The City now has experienced business growth, improved protection of lake resources, increased annexation, improved relationships with local schools, a network of neighborhood associations, a strengthened city park system, more effective code enforcement and an annual art exhibit, just to name a few strategic considerations identified during the 2000 visioning process. All of this is proof that “to dream it is to do it.”

Commissioners and all City employees have made great strides in recent years to make Winter Haven the Premier City it has become. Outstanding projects have been completed in the past year we think add to that status, including streetscape projects in the Downtown and Florence Villa areas. These improvements will encourage investment from the private sector, as well.

More improvements are in the works that will add to the City’s Premier status, such as the Chain of Lakes Trail, restoration of the Ritz Theatre, additional parking in the downtown business district to include a 250 to 300-space parking garage and redevelopment of the Chain of Lakes Park if the Cleveland Indians relocate spring training operations.



2006-2007 City Commission

Bottom row: Commissioner Yvonne Brooks, Mayor Pro Tem Mike Easterling and Mayor Nat Birdsong. Top row: Commissioner Charles Cone and Commissioner Jeff Potter.

The City plans Premier park improvements this year. Park funding, budgeted at \$4.3 million, including \$1.1 million in grants, will be dedicated to areas around lakes Howard, Hartridge, Maude and Conine, as well as lakes access projects, the Pollard Road Regional Recreation project and other recreation improvement initiatives.

The City has plans to create a Premier pedestrian-friendly environment in its core, from Downtown west to Lake Howard and east to Buckeye Loop Road.

Work has already begun to develop a sign ordinance to make business signs more attractive and give the City a more first rate, Premier, appearance.

The City is creating more stringent development standards including sidewalk and landscape requirements, tree preservation and planting requirements, recreation/green space set aside requirements and requiring the use of reclaimed water.

The City’s economic future is bright with new commercial developments planned including the CSX Integrated Logistics Center, business development along Lucerne Park Road and

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improvements at the municipal airport. These developments will bring new jobs to the City and new ad valorem tax revenues and may lead to reduced property taxes for individual homeowners and businesses.

Our successes belong to all who live in Winter Haven. Within this report you will find descriptions of these and other programs and activities that benefit all City residents.

We've also included a quick look at our Chamber of Commerce, Main Street Winter Haven, Winter Haven Area Transit system and the Lake Region Lakes Management District.

Extensive planning is underway to create a City of distinction. Winter Haven is a Premier City with everything life has to offer within its limits. Review this report and learn about projects and accomplishments contributing to the goals of the community vision.

MISSION STATEMENT

Through a unified community, we will:

- Create a secure atmosphere that supports prosperity and growth.
- Maintain an open government that values and respects all citizens.
- Embrace quality, growth and diversity.
- Be dedicated stewards of our natural environment, our economic resources and our employees.
- Overcome obstacles that discourage working together effectively.
- Revitalize the community through collaborative efforts of the public, private and non-profit sectors.

Thereby establishing Winter Haven as the preferred place in which to live, work and play.

2006 AREAS OF FOCUS

On April 7, 2006, Winter Haven City Commissioners and staff held an annual retreat to determine priorities for the year. Seven areas of focus were discussed including: Economic Development, Education, Lakes Preservation and Enjoyment, Community Neighborhoods,

Community Leisure, Growth and Development and City Services.

To accommodate those priorities, in July 2006, key management positions were reorganized. These shifts in the organization were designed to establish a "best fit" operations and leadership group, stretch the organization to its greatest potential, gain the most and greatest value from available resources, simplify and align our organization with community needs, strengthen our ability to provide superior service and create a foundation for developing and implementing "smart" growth and progress that will ensure our future and the future of this community.

While the plays and the players may periodically change, the game remains the same – it's all about serving the Winter Haven community in a quality way and achieving Premier City distinction!

ECONOMIC DEVELOPMENT

In Fiscal Year 2005/06 the Strategic Initiatives Department announced four major economic development projects coming to the City, as well as several smaller projects.

Two major developments involved the sale of City-owned property, thereby returning the property to private ownership that will generate new tax revenue for the City.

The major economic development projects are:

CSX Integrated Logistics Center

The City contracted the sale of 1,250 acres of property at Wastewater Treatment Plant No. 3 to CSX Transportation for \$21.8 million. The transaction was approved by the City Commission January 23, 2006.

The first 320 acres will close in 2007, and the



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remaining 930 acres will close by 2010. CSX plans to build an Integrated Logistics Center (ILC) that will provide 8,500 new jobs at build out and more than \$10 billion in economic impact to the City of Winter Haven.

The City Commission approved two ordinances assigning Business Park Center Future Land Use and Heavy Industrial (I-2) zoning district to 320 acres of the proposed ILC. And the Department of Community Affairs adopted those changes October 21, 2006.

Maxcy Development

On January 23, 2006 the City Commission adopted an ordinance assigning PUD zoning to nine acres for the Maxcy Development Group's Lake May/Howard Project, Latimore Landings condominiums. In May 2006, demolition of the buildings and structures on the City's old utilities yard on Seventh Street Southwest was complete. Latimore Landings was showcased May 2, 2006, at the Lake Region Yacht and Country Club. Offsite and onsite construction plans have been submitted for 82 units.

Hanson Pipe and Products, Inc.

Hanson Pipe and Products, Inc., purchased 89 acres (J&J Grove) on Lake Lucerne Road next to the Wal-Mart Distribution Center to build a manufacturing and distribution facility. The state-of-the-art automated facility will manufacture concrete pipe products. The project represents a \$45 million capital investment and will provide more than 50 jobs with hourly salaries between \$10 and \$25.



Carlton Arms

Carlton Arms recently completed the first phase, 550 units, of a 900-plus unit apartment complex on Cypress Gardens Boulevard. Construction on the second phase is underway.

Other business developments in FY 2005/06 include three neighborhood shopping centers representing 100,000 square feet of retail and office space with more than 30 new businesses. Hill Nissan opened a new showroom on Cypress Gardens Boulevard. This is all in addition to a new 220,000-square-foot Wal-Mart Supercenter on Cypress Gardens Boulevard. Wal-Mart also has plans to redevelop an existing store into a Supercenter in 2007. High Pointe Shopping Center opened on Cypress Gardens Boulevard, and two new shopping centers in the first stages of development are Cypress Station on Cypress Gardens Boulevard and Dundee Station on Dundee Road.

Todhunter Warehouse

This building, located on Avenue T Northeast, was demolished in 2006. Adjacent to the proposed Chain of Lakes Trail, this site will be used for trail head parking at Avenue T.

Point of interest...

In FY 2005/06, the City annexed 1,163.63 acres, bringing the City boundaries to a total 37 square miles.

Annexations

In FY 2005/06, the City annexed 1,163.63 acres, bringing the City boundaries to a total 37 square miles and adding a taxable value of \$5,838,044.

Grants

In FY 2005/06, the City received, or was awarded, more than \$3.35 million in state and federal grants. Grants received include:

- Three FEMA Hazard Mitigation Grants - \$861,000
- Enterprise Florida, Inc. (EFI) Road Grant - \$250,000 (Hanson Pipe & Products, Inc.)

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- Florida Recreation Development Assistance Program (FRDAP) grant - \$200,000 (Charles Richardson Park)
- FRDAP grant - \$ 200,000 (Lake Hartridge Nature Park)

Grants applied for but not yet awarded:

- FDOT Intermodal Development Program Application - Strategic Intermodal System (SIS) – Pollard Road Connector to State Road 60 - \$4 million
- Enterprise Florida, Inc. (EDT OTTED) Grant – CSX (ILC) \$2 million

AIRPORT NEWS

The Winter Haven Municipal Airport is situated on about 440 acres with 42 buildings on site. The airport provides a full range of corporate, business and general aviation services to the surrounding community.

Point of interest...

The airport's current operations, including take offs and landings, total about 80,000 a year.

The airport typically experiences peak periods of activity during the spring months when major annual events take place. The airport's current operations, including take offs and landings, total about 80,000 a year.

The City receives about \$43,500 each month, or almost \$553,000 per year, from rentals of hangars and other buildings at the airport. With this year's addition of a new \$401,000 10-unit T-hangar facility.

In the coming year, a major improvement project will begin at the airport. The \$4.7 million project



will include a new terminal to replace the World War II-era terminal currently being used, with a modern state-of-the-art facility. The project also includes apron and parking lot improvements. The City's portion of the costs will be \$924,000, with \$3.68 million coming from the Florida Department of Transportation and the Federal Aviation Administration paying \$147,746.

The new 13,000 square-foot terminal will face U.S. 92 to give the entire airport better economic development opportunities. The facility will also include a restaurant and lounge that will be privately operated.

Although the primary focus of the airport development is aviation-related facilities, an increase in industrial and commercial revenue may be obtained by development of a commerce park to optimize non-aviation industry resources.

COMMUNITY REDEVELOPMENT AGENCY

Established in 2000, the Winter Haven Community Redevelopment Agency fosters and promotes community redevelopment activities in two designated districts: Downtown and Florence Villa.

A CRA is a "special district" under Florida Statutes. The activities of the Winter Haven CRA are detailed in redevelopment plans tailored for each district which include:

- Infrastructure improvements
- Streetscaping or beautification
- Affordable housing
- Recreation and park facility improvements
- Economic development
- Transportation improvement
- Neighborhood enhancement

The Community Redevelopment Agency is led by a seven-member Board, which includes the five City Commissioners, as well as two City

Point of interest...

The Downtown District's taxable value has increased from 1999's baseline amount of \$171,310,567 to the 2006 value of \$318,578,564.

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residents. The board receives input from an advisory committee for each district.

The CRA is primarily funded through Tax Increment Financing (TIF), a process of capturing property tax revenues that would normally go to Polk County and the City. TIF funds are deposited into a Redevelopment Trust Fund that can be spent on specific projects or used to leverage additional financing for larger projects.

Based on Polk County Property Appraiser 2006 Preliminary Redevelopment Reports, the Downtown District's taxable value has increased from 1999's baseline amount of \$171,310,567 to the 2006 value of \$318,578,564. The increase equates to an ad valorem tax increment of approximately \$2.2 million.

The Florence Villa District's taxable value increased from 1999's baseline amount of \$39,596,809 to a 2006 taxable value of \$73,757,390. The increase equates to an ad



valorem tax increment of \$459,470.

Completed Projects

The Central Avenue and Central Park Improvement Project was the first major CRA project. The goal was to rebuild the aging infrastructure in the Historic Downtown District to provide a more customer-friendly atmosphere for downtown businesses. Reconstructing eight blocks of City sidewalks with new, decorative concrete paver bricks, installing pedestrian lighting and other site amenities cost \$3.5 million.



The Avenue "T" Improvement Project - Phase I was the second major project for the CRA. The \$3.1 million project included landscaping, curbs and gutters, pedestrian lighting, site amenities, a decorative paver brick center turn lane and new asphalt roadway overlay. Completed in spring 2006, the official ribbon cutting was held May 11 at the Winter Haven Recreation and Cultural Center.

Current Projects

Third Street Streetscape Project

This will be a continuation of the Central Avenue Streetscape Project, with the construction limits from Avenue A Southwest, north to Avenue D Northwest. The design will be the same as was used on Central Avenue, with minor changes to the type of plantings along the sidewalks and on the bump-outs. The projects' estimated cost is \$650,000 with \$400,000 coming from the CRA and \$250,000 coming from the U.S. Housing and Urban Development (HUD) – Economic Development Initiative Grant (EDI) Program. Construction is expected to begin in spring 2007.

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Latimore Landings

On March 1, 2006, the City received \$1,258,777 from Lake Howard, LLC, from the sale of City property on Lake May. The site has been cleared. A Development Agreement, being prepared with the Maxcy Development Group, will provide the project with certain financial incentives based on the future tax increment revenues and include roadway and infrastructure improvements in the surrounding neighborhood. The improvements are:

- Streetscaping Avenue G Southwest from US 17 to Seventh Street Southwest
- Streetscaping Seventh Street Southwest from Avenue G Southwest to Lake Howard Drive
- Streetscaping Avenue D Southwest from Lake Howard Drive to Seventh Street Southwest
- Lake Howard Trail from the canal to Central Avenue
- Upgrade water lines to serve the area

Downtown Parking Garage

The City is acquiring properties for a downtown parking garage. Two parcels have been purchased and additional parcels are being sought in order to reach ultimate design capacity. The facility will have 250-350 spaces with retail/office space available along Central Avenue and Third Street Northwest. The facade will blend with existing store fronts.

The City will continue to pursue Federal funding for this project, which has an estimated cost of \$10 million. The schedule to begin construction is approximately three years out, depending on funding. In the interim, the City will continue to lease the purchased buildings to help pay debt service on the property's purchase.

Avenue T Improvement Project – Phase II

Right-of-way limitations will restrict this project to pedestrian lighting, limited landscaping, benches and possible median improvements from U.S. 17 along Avenue T Northwest to First Street North. The survey has been completed and preliminary design is underway. The design will be presented to the community for input. Construction is

scheduled to begin in summer 2007. Total project budget, \$595,200, is 100-percent Federal grant administered by FDOT.

Florence Villa Improvements – Phase IV

Polk County is providing the City with \$348,000 in CDBG funding for a streetscape and beautification project on Lucerne Park Road from Avenue T to Avenue Y Northeast. The project will add pedestrian lighting and limited landscaping to this section of the roadway. The design will be presented to the community for input in early 2007. Construction is scheduled to begin in summer 2007.

Chain of Lakes Redevelopment Alternative

Preliminary planning is underway with Kimley-Horn and Associates, Inc., to propose alternative uses for the Chain of Lakes property in the event the Cleveland Indians sign a contract to move spring training operations out of Winter Haven.

Additional CRA Projects

Other CRA-funded projects within the two districts:

- **Chain of Lakes Trail - \$500,000**
- **Trailhead - \$181,800**
City matched \$475,000 to FDOT grants. Located north of the fire station, the Trailhead will include parking for the new W.H.A.T. terminal currently under construction.
- **Lake Maude Recreational Complex - \$50,000**
To fund a master plan of the complex proposed for City property located on Avenue O Northeast, north of Fairfax Water Plant and Diamondplex.
- **Women's Club Renovation - \$125,196**
Florida Historical Committee Grant matching funds will finance window replacement, roof repairs and ADA compliant restrooms at the Historic Women's Club.
- **Resurfacing streets within the CRA district - \$225,000**
To fund TIP projects within the CRA District.
- **Mainstreet (Operational) – \$30,000**

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- **Facade Grant Program - \$20,000**
Funding for storefront improvements on private property located in the City's downtown district.

Technical Services

Design and permitting for streets projects, as well as water main projects, originate in the Technical Services Division.

Streets Report

Improving City streets is a priority for City Commissioners. Maintaining City streets helps enhance safety, relieve congestion, and improves the aesthetic value of the area where milling, resurfacing and restriping investments are made by the City.

As part of the City's Transportation Improvement Program (TIP), improvements were made to four miles of City streets in FY 2005/06:

Locations	Limits
Avenue N S.E.	8 th Street S.E. to Cul-de-Sac West of 7 th Street S.E.
Lake Shipp Drive	15 th Street S.W. to Bridge
7 th Street S.E.	Avenue L S.E. to Avenue Q S.E.
Avenue L S.E.	6 th Street S.E. to 7 th Street S.E.
Fairfax Avenue N.E.	Avenue O N.E. to Lake Martha Drive
Avenue B N.E.	6 th Street N.E. to 7 th Street N.E.
College Grove Circle N.E.	Lake Elbert Drive to College Grove Drive Loop
Avenue S N.W.	17 th Street N.W. to 16 th Street N.W.
12 th Street N.W.	Havendale Boulevard to Vernon Avenue
Vernon Avenue N.W.	11 th Street N.W. to 12 th Street N.W.
11 th Street N.W.	Havendale Boulevard to Vernon Avenue
Lake Howard Drive N.W.	Avenue B N.W. to Avenue C S.W.
Lake Howard Drive S.W.	Avenue C S.W. to 14 th Street S.W.
Avenue K S.E.	1 st Street South to 3 rd Street S.E.; 3 rd Street S.E. to 6 th Street S.E.

In addition to surface projects, streets drainage improvements initiated in FY 2005/06 include:

- **Avenue A/Second Street Southeast**
This includes drainage Improvements to alleviate street flooding in this commercial area of the City.
- **Sears Avenue/Lake Maude Drive**
A Community Development Block Grant of \$394,000 was obtained for this Sanitary Sewer Rehabilitation Project. This project will repair 1,500 feet of 8-inch and 2,900 feet of

14-inch gravity sewer pipe and 21 manholes. The improvements will alleviate excessive system infiltration resulting in less wear and expense on pump stations that service this area. It will also reduce the treatment of stormwater at wastewater plants, thereby increasing plant capacity.

Water Main Projects

Two major water main projects were completed in FY 2005/06:

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- Approximately 650 feet of an 8-inch water main was relocated due to County roadway/drainage improvements along Avenue G Northwest. City staff completed all design, permitting and construction.
- The first of several water interconnections between the Winter Haven and Garden Grove water systems. This project consisted of installing 20 feet of 8-inch pipe located at Polk Avenue and State Road 540 (Cypress Gardens Boulevard). Interconnects will increase operational efficiency by moving

water between plants/production wells from one area to another as needs arise for residential/commercial/industrial use and fire protection.

Technical Services is also a revenue-generating department by collecting inspection fees:

- \$186,360 residential inspection fees for 2,317 subdivision units
- \$27,767 commercial inspection fees

Goals and Objectives

For FY 2006/07 include:

- Complete TIP projects prior to the close of the 2006 calendar year including:

Locations	Limits
15 th Street S.W.	North Lake Shipp Drive to South Lake Howard Drive
Jessie Road N.W.	21 st Street N.W. to Pistol Range Road
21 st Street S.W.	Recker Highway to Avenue D S.W.
West Lake Howard Drive	Avenue G N.W. to Avenue B N.W.
Avenue E N.E. & 2 nd Street N.E.	Avenue D N.E. to 1 st Street North
Roselawn Street S.W.	15 th Street S.W. to Sheridan Street S.W.
Martin Avenue S.W.	Lake Shipp Drive S.W. to Dead End
Virginia Drive S.W.	Lake Shipp Drive S.W. to Roselawn Street S.W.
Kenwood Avenue S.W.	Roselawn Street S.W. to Dead End
Sheridan Street S.W.	Kenwood Street S.W. to Avenue O S.W.
Brigham Road	SR 17 West to Pansy Drive
Motor Pool Road	Adjacent to Motor Pool Facility

- Water main projects in design, permitting construction stage:
 - Cypresswood water main installation, 900 feet of 8-inch pipe from Cypresswood Boulevard entrance to Dundee Road (State Road 542), will provide two additional water main connections within this section of utility service area.
 - Dundee Road/Overlook Drive water system interconnection, 1,900 feet of 12-inch pipe between Winter Haven and Garden Grove systems, will improve water quality and pressure in the northeast area.
 - West Lake Eloise Drive water main installation, 7,600 feet of 12-inch pipe between Winter Haven and Garden Grove systems, will improve water quality and pressure in this area and

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provide the catalyst for annexation and development of several hundred acres.

- North Lake Eloise Drive water interconnection, 825 feet of 8-inch pipe between Winter Haven and Garden Grove systems to improve efficiency.
- Relocate Technical Services Division to City Hall Complex to create a one-stop shop.
- Purchase state-of-the-art Global Positioning Satellite (GPS) survey equipment to enable the survey staff to collect field data in a highly efficient manner.
- Create a computerized mapping of City streets resurfaced over the past 10 years to be updated with the annual TIP and help plan future TIP projects.
- Implement the Roadway Pavement Management System to better recognize street locations that need resurfacing, milling, reconstruction, etc. This will aid in the creation of the annual TIP.

COMMUNITY DEVELOPMENT

The Community Development Department consists of the Planning, Building and Neighborhood Revitalization divisions, all charged with making the City's neighborhoods and commercial areas the best they can be.

Planning Division

This Division administers the City's Comprehensive Plan, which is a guide to the City's future growth. The Comprehensive Plan spans a 20-year time frame and was created with input from residents, businesses, elected and appointed officials, and interested organizations. The plan contains goals and policies that provide for the City's orderly development. A major update to the plan is conducted every seven

Point of interest...

With more than 37 square miles and a population of 31,420, Winter Haven continues to experience steady and controlled growth.

years. This update is referred to as an Evaluation and Appraisal Report (EAR) which is to begin in FY 2006/07.

Zoning is the guideline that governs the use of individual parcels of land and what can be built on them. Zoning also governs the intensity of development. An integral part of the zoning process is the City's Planning Commission, which is a resident board that makes recommendations to the City Commission on requested zoning changes. The Planning Commission considered more than 45 cases in FY 05/06.

The City established a group known as the Development Review Committee (DRC), which reviews less intense projects that can be administered by City staff and does not require a public hearing. In FY 2005/06 the DRC approved more than 20 new commercial projects and 17 new subdivision plats totaling more than 1,600 lots.

In 2005/06 the Planning Division accomplishments include:

- 38 new projects reviewed by the DRC
- 13 new residential subdivisions approved (1,627 units)
- 21 commercial site plans approved
- 17 subdivision plats recorded totaling 1,608 lots
- 48 Planning Commission cases processed
- 22 cases transmitted and approved by the Florida Department of Community Affairs

Division Objectives for 2006/07 include:

- Process the CSX Development of Regional Impact (DRI)
- Update Sign Code
- Begin data collection for EAR amendments
- Adopt Waterfront Design Guidelines
- Adopt Tree Preservation Code
- Adopt Subdivision Design Guidelines

Neighborhood Revitalization Division

Incorporated in 1911, Winter Haven has a significant history. The Chain of Lakes canal

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project began with the introduction of the Twenty Lakes Boat Course Club in 1915, the first Publix Super Market opened on Fourth Street Northwest in the 1930's and visitors first experienced the beauty of Cypress Gardens in 1936. Residents and visitors alike continue to enjoy these local amenities as well as recently completed projects such as the pedestrian friendly, redeveloped downtown and the Avenue T Improvement Project in the historically rich Florence Villa neighborhood. Several other quaint and beautiful neighborhoods are experiencing a vibrant renewal. With more than 37 square miles and a population of 31,420, Winter Haven continues to experience steady and controlled growth as it transforms into a Premier City embracing the values and needs of its residents.



The Neighborhood Revitalization Division provides services for Neighborhood Planning, Neighborhood Matching Grants, Code Enforcement, CDBG/SHIP administration, historic preservation, neighborhood organization assistance, meeting facilitation and community workshops.

Code Enforcement

The Code Enforcement unit is responsible for enforcing the Code of Ordinances and Standard Housing Code throughout the City. The Unit processes more than 2,100 cases annually with violations ranging from overgrown lots to unsafe structures.

Point of interest...

The Code Enforcement unit processes more than 2,100 cases annually with violations ranging from overgrown lots to unsafe structures. Violations are cited based on the type and magnitude of the violation.

- Warnings, usually a door tag, are issued for minor violations to occupied properties. In FY 2005/06, 31 percent of all cases were corrected after a warning.
- Demand for Removal (DFR) is typically used for vacant lots and abandoned properties. In 2005/06, 8 percent of all cases were corrected utilizing the DFR process.
- Notice of Violation is used for violations involving safety, housing code, repeat offenses, major violations, and non-response to warnings and are presented to the Special Magistrate at public hearings. In 2005/06, 42 percent of the cases were addressed using the Notice of Violation/Special Magistrate process.
- Another 13 percent of code cases were unfounded, duplicates or abated before action was taken.
- The remaining 6 percent were either demolition cases (1 percent), or cases that were referred to other departments for maintenance. As of Dec. 13, 2006, less than 1 percent of all 2005 cases remained open due to non-compliance.

Point of interest...

A Web address, code@mywinterhaven.com, has been created to allow residents to submit questions, complaints, or concerns via the Internet.

Neighborhood Services

The Neighborhood Services Unit handles inquiries from neighborhood associations and groups, facilitates neighborhood meetings, coordinates and facilitates community education workshops, and administers the housing identification

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program, neighborhood matching grant program, and CDBG and SHIP programs. The City spent more than \$303,000 in CDBG funding in 05/06. The majority of funding went to the Avenue T streetscape project and the remainder went to the Winter Haven Recreational and Cultural Center swimming pool renovation project.



Neighborhood Services also assists other City departments in facilitating public meetings for grant proposals, department initiatives, and public inquiries. In 2005/06 Neighborhood Services held 35 neighborhood meetings, facilitated 10 traffic, community, and development-related meetings, organized four special projects, provided 22 homes with identification numbers, and presented three residential beautification awards. Some of these projects include:

- Make a Difference Day Project – Neighborhood Service Center
- Neighborhood Leadership Meeting
- Gang Awareness Workshop
- Walk for a Cure, World HIV/AIDS Awareness Day
- Winter Haven Heights Neighborhood Plan

Division objectives for 2006/07 include:

- Complete two additional Neighborhood Plans
- Adopt minimum requirements for rental properties
- Create a Minimum Property Maintenance Ordinance
- Implement an Affordable Housing Program
- Sponsor a Neighborhood Summit

Building Division

The Building Division provides services for a variety of permits including building, electrical, plumbing, mechanical, demolition, docks, swimming pools, signs, occupational and impact fee collection.

The Division collected approximately \$1.5 million in building-related permit fees in FY 05/06. In addition, the following impact fees were collected during FY2005/06:

➤ Fire	\$95,311
➤ Library	\$15,618
➤ Parks & Recreation	\$169,285
➤ Police	\$80,545
➤ Sewer	\$3,082,416
➤ Water	\$1,011,080

An occupational license (OCL) is collected annually on any business maintaining a permanent location or branch office within the City. In FY 05/06 the City collected approximately \$228,000 in Occupational Licensing fees. The City issued 431 new OCLs and renewed 1,958 OCLs in FY 05/06. An occupational license application can be obtained through the Website www.mywinterhaven.com.

UTILITY SERVICES

The mission of the City's Utility Services Department is to efficiently provide customers with potable water, wastewater and reclaimed water services with a strong customer focus in compliance with regulatory mandates.

Established strategies and goals include:

- Manage existing water supplies and continue to develop new supplies to meet current and future water system demands.
- Systematically improve, upgrade and replace existing infrastructure.
- Reduce use of potable water for irrigation by 50 percent in 10 years through water

Point of Interest...

The City of Winter Haven's water supply source consists of 22 groundwater production wells withdrawing from the upper Floridan Aquifer.

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conservation efforts and development of the reclaimed water system.

- Complete meter retrofit program, making all utility system meters radio read within 10 years.
- Reduce sanitary sewer overflows by 30 percent within two years by implementing the Fats, Oils and Grease Prevention program.

Water Supply

Having an adequate water supply for now and future generations is a concern for everyone. Through adoption of an Interlocal Agreement, the City of Winter Haven has agreed to work cooperatively with 16 other local government utilities to help address those issues and to proceed with development of a county-wide water supply plan.

Phase I of this water supply planning effort, known as the Polk County Water Alliance, has been completed and identifies the local governments' existing and planned water sources and projects for a 30-year planning horizon.

Current Water Resources

The City of Winter Haven's water supply source consists of 22 groundwater production wells withdrawing from the upper Floridan Aquifer. The Southwest Florida Water Management District has permitted a 12-month rolling average of 10.56 million gallons per day (MGD) as a combined daily withdrawal from the City's 22 wells.



For the period of October 2005 through September 2006 the City's 12-month rolling average withdrawal was 10.40 million gallons per day. A Public Supply Annual Report is submitted by the City of Winter Haven Utility Services Department to the water management district. In January 2006, a Water Use Permit modification application was submitted to the water management district to increase permitted daily

Point of interest...

The City of Winter Haven's water distribution system consists of approximately 281 miles of water transmission/distribution piping ranging in size from 2 to 24 inches.

withdrawals (12-month rolling average) to 12.28 MGD. The application included the City's population and water demand projections and a water conservation plan. The modification application is under review by the water management district. The City's current Water Use Permit expires in 2009.

Southern Water Use Caution Area

The City's utility service area lies within an area identified by the Southwest Florida Water Management District as the Southern Water Use Caution Area (SWUCA), established in October 1992.

Permitted public water utilities within the SWUCA, including the City of Winter Haven, must meet the following requirements of the approved strategy:

- Consideration of the use of alternative water supplies upon permit renewal. The City of Winter Haven is focusing on expanding its use of reclaimed water as an alternative water supply source.
- Achieve and maintain an adjusted gross per capita water use less than or equal to 150 gallons per person per day. Winter Haven's adjusted gross per capita water use is 137 gallons per day.
- Prepare a Goal Based Water Conservation Plan. The City's plan has already been approved by the SWFWMD.

Reclaiming water

The City's existing reuse system is permitted for 1.7 million gallons annual average daily flow at Wastewater Treatment Plant No. 2 and is mainly land application. Along with wastewater systems, reclaimed water is regulated by the Florida Department of Environmental Protection (FDEP) and the Environmental Protection Agency (EPA).

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The City of Winter Haven adopted a Reuse Ordinance that requires all new subdivisions located within a reclaimed/reuse water supply area to construct reclaimed water distribution mains.

In an effort to develop strategies for implementing and promoting reuse throughout its utility service area, the City of Winter Haven has partnered with the Southwest Florida Water Management District for the year 2005-2006 to complete a Reuse Feasibility Study. The study is scheduled to be completed soon.

Point of interest...

An estimated average of 360 gallons of water is used each day by every single-family home for irrigation.

Based on a review of existing customers within the City of Winter Haven utility service area with separate irrigation meters, the Master Plan estimated 69 percent, or an annual average of 360 gallons each day by every single-family home for irrigation. This value was used to estimate the future reclaimed water demands. Together, the Reuse Feasibility Study and recently completed Reclaimed Water Master Plan will assist in identifying capital projects to meet projected reclaimed water demands and conserve potable water.

Water Conservation Efforts

Water supply needs within the City's utility service area continue to increase. To address increasing demands, the City anticipates a future of intensive management and growing reliance on reclaimed water. A program of aggressive water conservation is paramount, as well as continued development of reclaimed water facilities. Water conservation measures, outlined in the City's 2006 Water Conservation Plan, have been approved by the Southwest Florida Water

Point of interest...

Water conservation kits are available free of charge to all City of Winter Haven utility customers.

Management District. The conservation measures describe the City's existing plan and include new policies and programs designed to foster a coordinated water supply with other agencies and new conservation decisions made by the City.

Water Conservation accomplishment highlights this year include:

- Water Conservation Web page activated
- Water Conservation bill inserts distributed to all utility customers
- Home Water Conservation kits offered to utility customers
- Free irrigation audits and rain sensors installed

Preventing Fats, Oils and Grease Buildup

A comprehensive Fats, Oils and Grease (FOG) Prevention Program was developed and staffed this year. All commercial FOG generators within our utility system have been identified and comprehensive rules regarding administration of the program have been developed. Program goals include:



- Reduce operational and maintenance costs of maintaining wastewater system by preventing accumulation of grease within system's collection and transmission lines.
- Bring the City into compliance with Federal and State FOG pretreatment standards to control pollutants, which pass through or interfere with treatment processes in domestic wastewater facilities or which may contaminate domestic wastewater residuals.

Wastewater System

The City's wastewater system is comprised of gravity pipes and force mains conveying wastewater to two wastewater treatment plants. Approximately 1/3 of the wastewater collected flows to Wastewater Treatment Plant No. 2 and 2/3 flows to Treatment Plant No. 3. Approximately 180 lift stations of variable

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pumping capacities are connected to the system, including 12 master re-pump stations. The wastewater system is regulated by the Florida Department of Environmental Protection (FDEP) and the Environmental Protection Agency (EPA).

Treatment Plant No. 2, at Lake Conine, is a facility operated to achieve secondary treatment with high-level disinfection including liquid chlorine for public access reuse. Treatment Plant No. 3, at Pollard Road, is operated to achieve advanced secondary treatment with basic disinfection. Disinfected effluent is routed to a 30-acre polishing pond to overland flow, and ultimately to the Peace Creek Drainage Canal of the Peace River. Residuals from both wastewater plants are stabilized and land applied at the Pollard Road plant.

The proposed sale of 1,250 acres at the Pollard Road plant to CSX will leave approximately 450 acres for the continued wastewater plant operation. Current spray field and overland flow operations for effluent disposal, and sludge land application, will be phased out to allow for development.

Currently no reclaimed water is available at Treatment Plant No. 3. As a part of the City's reuse plan, the City must implement a wet-weather storage or discharge option. The City currently has a permit to dispose effluent after it flows through an overland-flow system into the Peace Creek.

Attempting to maintain effluent discharge capability, the overland-flow portion of the treatment process and produce public access reuse quality effluent, the City will construct a process at Treatment Plant No. 3 to meet advanced wastewater treatment (AWT) standards. These improvements will provide a means of intermittent wet weather disposal, and will jump start the reuse system in the City's

Point of interest...

The City will construct a process at Treatment Plant No.3 to meet advanced wastewater treatment (AWT) standards, which will jump start the reuse system in the City's southern area.

southern area. Construction will require about one year for completion.

The Utility Services Department is responsible for maintaining, repairing and monitoring the operation of 180 lift stations. Maintaining those lift stations cost the City \$767,783 in FY 2005/06.

Installation of permanent generators at designated lift station locations continues. The City received a Community Development Block Grant (CDBG) of \$350,628, for the purchase of generators at eight lift stations.

Utility Services in an Emergency

A Continuity of Operations Plan was developed to ensure Utility Services is always prepared for an emergency. The plan was developed in cooperation with other municipalities in Polk County and was designed to:

- Ensure the Utility Services Department is prepared to respond to and recover from emergencies and mitigate the impact.
- Ensure the Department is prepared to provide critical services in a threatened, diminished or incapacitated environment.
- Facilitate a return to normal operating conditions as soon as is practical, based on circumstances and the threat to the environment.
- Provide a means of information coordination to the City organization and all identified critical customers.
- Ensure the plan is fully capable of addressing all types of emergencies or hazards and all mission-essential functions are able to continue with minimal or no disruption during the emergency.

Point of interest...

The City of Winter Haven received a Community Development Block Grant (CDBG) totaling \$350,628, for the purchase of generators at eight lift stations.

COMMUNITY SERVICES

The Community Services Department encompasses all daily municipal services provided to City residents. The department includes a general administrative unit and three primary divisions. These divisions are Leisure Services, Public Services and Natural Resources.

Leisure Services

This division is comprised of recreation and culture, community athletics, the library and landscape services.

Grants

Grants play a significant role when it comes to funding Leisure Services projects. In June 2006 the City applied for Transportation Enhancement Funding through the Polk Transportation Organization and Florida Department of Transportation for the downtown trailhead project. The City's project was ranked first out of nine applications. As a result, the City will receive an additional \$400,000 for this project in the FDOT 2010/2011 Work Program.

The City had two projects funded in the 2006 Florida Recreation Development Assistance Program cycle. Lake Hartridge Nature Park ranked 33rd and the Charles Richardson Park Project ranked 75th. There were 156 projects submitted. Both projects were awarded a \$200,000 matching grant. As a result the City has allocated \$400,000 per project.

The Lake Hartridge Nature Park Phase II Project is currently underway. A picnic pavilion, restrooms, playground, four small picnic pavilions, fishing pier, pedestrian bridge, boat ramp



renovations, education signage, and site amenities are all being developed. Phase II will be complete in spring 2007.

Charles Richardson Park will include a walking path, boardwalks, fishing pier, playground area, picnic facilities and a parking area. Survey and engineering work is underway. Construction is expected to begin in FY 2007/08.

In summer of 2006, the City was notified it had been awarded a \$200,000 matching grant for the Chain of Lakes Trail Project from the Florida Office of Greenways and Trails. The funds will be used for construction of the northern portion of the trail project.

The City received \$170,420 from the Division of Forestry and will match the funds with \$60,580 to inventory and assess trees on City-owned rights-of-way and properties. The \$231,000 project will aid City staff in pruning and removing blighted trees. The project will also provide the City with a software program, tools, and additional tree plantings to continue the program City-wide.

The County Park Municipal Services Taxing Unit (MSTU) Advisory Committee is in its first year of the Partnering Community Investment Program. The program is designed as a matching-fund mechanism for local parks projects. The City has applied for \$100,000 for youth sports facility improvements at Sertoma Park, and Tugerson and Birdsong Fields. The County Commission will rank applications in early 2007.

Projects

One of the most significant projects undertaken in FY 2005/06 was the City's participation in the Florida Outdoor Sculpture Competition. This project, coordinated by Polk Museum of Art, and sponsored by the cities of Winter Haven and Lakeland, involved the placement of 10 large-scale outdoor sculptures throughout the downtowns of each community. Winter Haven's portion of the program involved the use



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of Virginia Miller Park, Central Park and South Central Park, where the sculptures will remain until March 2007. The Greater Winter Haven Chamber of Commerce and Main Street Winter Haven, were also partners in this effort.

Over the past year, the Chain of Lakes Trail Project has undergone all levels of review and its design is being prepared for bid.

Fiscal Year 2006/07 will focus heavily on long-range planning within Leisure Services' Administration. Several projects will be aimed at establishing development plans for new facilities including:

- City-Wide parks, Recreation and Open Space Master Plan
- Pollard Road Regional Complex Master Plan
- Lake Maude Regional Recreation Complex Master Plan
- Sertoma Park Re-Design Concept
- PCC Soccer Complex Concept

Recreation & Culture

The Recreation & Culture Division is responsible for management and operation of four recreation/community centers, all active recreational programming including after-school and summer youth camps and special events. In addition, the unit serves as the immediate contact for the Florida Citrus Showcase and Festival, Theatre Winter Haven and Ridge Art Association.

◆ Special Events

During FY 2005/06, the Recreation & Culture Unit helped organize more than 100 special events. Many are held on a monthly basis. New events held during the year included:

- WHRCC Super Bowl Bash
- AIDS Awareness Walk
- Polk County Hurricane Expo

Attendance in most cases was higher than in previous years for repeat events. Events drawing 1,000 or more participants included:

- Snow Central
- Ghouls' Night Out
- Pops in the Park
- Rock, Walk and Run

- Chain of Lakes' Sunset Festival
- Central Park Stroll



Downtown events, such as Winter Haven Bike Fest and Cruisin' Winter Haven, which started in late spring 2005, continue to grow in popularity and attendance. Average attendance at the monthly classic car cruise exceeds 1,000 people, while the monthly Bike Fest draws more than 4,000. Pickin' in the Park acoustical music sing-a-long and the Rhythms of Life Drum Circle are also held regularly in the downtown area.

Seasonal festivals are also plentiful. Ghouls' Night Out, Pops in the Park, Snow Central, Carol's in the Park, the Havendale Christmas Parade, the Chain of Lakes Festival including the Sunset Celebration and Cardboard Boat Race, Banana George Barefoot Water Ski Competition and the Central Park Art Festival are popular with both residents and visitors to the area.

A Special Events Review Committee (SERC) was created to make planning and organizing events more effective and efficient. The committee is made up of representatives from



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Police Services, Fire Services, Leisure Services, Public Services, and Marketing.

◆ **Winter Haven Senior Adult Center**

Programming at the Center includes both organized and open activities for seniors, including monthly dining out, social games, seminars, entertainment, shuffleboard, exercise classes, movies and dancing. The center averages more than 100 programs each month. Fellowship Dining continues at the Center and gives seniors an opportunity to receive a free hot lunch each weekday. The restrooms on the west side of the building were renovated in FY 2005/06 bringing the facility up to current code and requirements for ADA access. The major focus for FY 2006/07 is expansion of programs to include more afternoon and evening opportunities.

◆ **Rotary Park**

Averaging six rentals per week, programming remained strong throughout the year with 344 rentals at the facility in FY 2005/06. The increase in overall use at the facility has led to the addition of a full time Recreation Leader for FY 2006/07.

Summer 2006 was the first year the City charged a fee for participation in the Summer Playground Program coordinated out of Rotary Park. The fee was \$15 per child and covered the cost to lease a bus from the Polk County



School Board. Major projects for FY 2006/07 include renovating the three-wall racquetball courts, installing a second basketball court, parking lot upgrades and installing a new playground.

◆ **Winter Haven Recreational & Cultural Center (WHRCC)**

Enrollment in the after-school program grew to 60 and enrollment in summer camp increased to 72. A free basic computer class was also

introduced. Major improvements to the facility include complete renovation of the facility's swimming facility and parking lot upgrades. Improvements scheduled for FY 2006/07 include interior painting and retiling the main entryway.

◆ **Chain O' Lakes Complex**

Recreation programming continued to advance in FY 2005/06, with the most popular classes being Yoga, Ballroom Dance, Latin Dance, Puppy School, Belly Dancing and Guitar Lessons.

Summer Camp at the facility maintained a maximum enrollment of 240 participants despite a fee increase of 7 percent. Projects completed in FY 2005/06 included painting the facility's exterior, constructing a professional backdrop for the gymnasium stage and landscape improvements along the north entry. Planned improvements for FY 2006/07 include re-carpeting two meeting rooms, painting the complex interior, adding frames to Ridge Art banners, and replacing theatre awnings.

Community Athletics

Community Athletics is comprised of Willowbrook Golf Course, Winter Haven Tennis Center, Aquatics, Diamondplex and all City sponsored and co-sponsored youth and adult sports activities.

◆ **Willowbrook Golf Course**

Major projects completed during FY 2005/06 included resurfacing and striping the parking lot and landscape improvements to the entryway. Another major improvement was the purchase of 36 new golf carts from Club Car Inc., to replace nearly half of the existing six-year-old fleet. The purchase of a new chemical spray rig, rough mower and slope

Point of interest...

Willowbrook programs include Junior Golf Lessons for children ages 7-17, group lessons, private lessons and the PGA of America Play Golf America program, aimed at increasing new golfer participation.

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mower highlighted new course equipment additions. The construction of two new fairway bunkers along hole No. 11 was completed by in-house personnel to add more definition to the hole and offer an increased challenge for longer hitters.

Golfers chose Willowbrook for more than 41,000 rounds and the course was the site of 24 tournaments/outings, topped by the two-day, 33rd Annual Dexter Daniels Father-Son Tournament in September. Instructional programs included the Junior Golf Lesson program for children ages 7-17. Other instructional classes included group lessons, private lessons and a new program promoted by PGA of America, entitled Play Golf America, aimed at increasing new golfer participation.

Major projects for FY 2006/07 include purchasing 39 new golf carts, construction of new cart paths along the back nine, renovating on-course restrooms and various equipment acquisitions.

◆ Aquatics

During FY 2005/06, the City co-sponsored "Every Child a Swimmer" with the Kiwanis Club, reaching out to area Head Start programs. In addition to providing swimming instruction to area children, this program helps potential Water Safety Instructor trainees by providing an opportunity to work first-hand with children during training. The City also provided an Adaptive Aquatics program to children with physical and mental limitations at the Karen M. Siegel Academy and Polk Life and Learning Center.



The most significant project completed in FY 2005/06 was the renovation of the WHRCC Swimming Pool. The project consisted of installing a new pool surface and stainless steel gutter system, re-piping, chemical/filtration conversion and new decking. The project was funded through the Community Development Block Grant Program and the City. In FY 2006/07, restrooms and changing facilities at Rowdy Gaines Olympic Pool will be renovated.

◆ Winter Haven Tennis Center

USPTA Pro Bobby Woodard joined the organization in spring 2006 and quickly expanded the tennis offerings. Programming continues to remain strong. Major facility improvements undertaken during FY 2005/06 included replacing all exterior court fences and painting the clubhouse exterior. In addition, the facility is a host for an ongoing research project in connection with the University of Florida Department of Applied Physiology and Kinesiology focusing on senior tennis players and the various physical impacts. Major projects for FY 2006/07 include renovation of the existing court lighting system and upgrades to existing net systems.

◆ DiamondPlex Athletics



Over the past year the City's athletics programs have experienced tremendous growth through increased youth sports participation and setting standards for volunteer coaches. New adult athletic opportunities, such as kickball and flag football, were offered at DiamondPlex and proved extremely successful. More than 1,200 youth participated in organized youth leagues at City facilities. In the past year, new

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standards were developed and agreed upon with co-sponsored youth leagues to establish minimum standards for everyone who has on-field contact with children. These standards are based on the National Recreation and Parks Association's recommendations for youth sports. The City of Winter Haven is on the leading edge in developing youth sports programs that protect the participants and encourage training of all coaches. In the coming year, Athletics will provide diverse opportunities in the community; such as an Ultimate Frisbee League, Cricket Clinics, Co-ed Kickball League and establish a lunch time basketball league.

Winter Haven Public Library

As was the case with many Community Services facilities, the Library experienced a significant personnel change in FY 2005/06. In January 2006, Kathryn "Kitty" Smith, the City's Librarian for the past 32 years, passed away unexpectedly. In June, Jennifer Beard was selected as City Librarian and has carried forward many of Kitty's initiatives, as well as started several new projects aimed at expanding library services. In July the library was renamed the Winter Haven Public Library – Kathryn L. Smith Memorial in recognition of all Kitty did for library services in the area.

New programming at the Library during FY 2005/06 includes Poetry Live!, Saturday Afternoon Movies, computer classes, conversational Spanish, environmental education workshops and a variety of reading programs for all ages and interests. More than 372,000 people visited the Library in FY 2005/06.

Super Saturday, a day of family fun and entertainment, was sponsored at the Library by the Junior League of Greater Winter Haven.

Point of interest...

The library welcomed more than 372,000 customers and checked-out over 379,000 books in the past year. Currently, the library houses around 80,000 books. More than 9,000 participants attend the 300+ programs offered.



Monthly Blood Pressure Clinics were offered by Tandem Health Care and Health & Wellness classes were presented by Winter Haven Hospital. Partnering with local schools and day care centers, the library has offered tours and presentations on a regular basis, extending outreach services and programs to students. Working with the Polk County Literacy Council, the library furnished resources to aid in adult literacy. Large display cases located in the library gallery and lobby featured local artwork, special book displays and novelty collections. The library also offered patrons the convenience of wireless internet access. More than 85,000 patrons used library computers over the past year.

Major initiatives and projects planned for FY 2006/07 include:

- Implement a storefront, eLibrary in Southeast Winter Haven
- Install solar film to address temperature issues within facility
- Inventory Circulating Library Collection
- Expansion of Library outreach services
- Create innovative programming – storytelling/art classes
- Create a Library art exhibit coordinated with Ridge Art Association
- Expand computer games and interactive programs for children
- Expand virtual reference capability
- Increase number of public access computers to meet demand

Landscape Services

Landscape Services Division is comprised of three units: Landscape Maintenance, Stadium Operations and Activity Fields. The division is essentially

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responsible for maintaining all green space and beautification areas throughout the City to include parks, City grounds, rights-of-way and athletic turf.

◆ Landscape Maintenance



Landscape improvements focused on utilizing species specifically grown for high intensity areas. This includes greater use of drought tolerant plants and new turf grass varieties geared toward faster recovery and greater stability. On the construction side, staff replaced the playground equipment at Kiwanis Park, installation of the Rotary Park skateboard park, and has been a key player in planning Phase II for Lake Hartridge Nature Park.

◆ Stadium Operations



The Cleveland Indians hosted 16 games in 2006 at Chain of Lakes Park with a total attendance of 74,092. It was the third year in the Indians' first five-year contract extension. The team also fielded a Gulf Coast League team playing out of Chain of Lakes Park. In September, staff received confirmation the Indians were negotiating with the Cactus League to relocate spring training operations

Point of interest...

If the Cleveland Indians leave Winter Haven, the City will explore alternative uses for the property, focusing on lakefront development and amateur athletics.

to Arizona in 2009. It is likely Winter Haven will host the team for spring training in 2007 and 2008. If the team leaves Winter Haven, the City will explore alternative uses for the property, focusing on lakefront development and amateur athletics. In addition to the Indians operations, Chain of Lakes Park hosted six tournaments during FY 2005/06.

◆ Activity Fields

Activity Fields is responsible for maintaining five softball fields, seven little league baseball fields, two football fields, and the Polk Community College baseball field. In addition to general maintenance at Sertoma Park, DiamondPlex, Polk Community College and WHRCC, staff hosted 36 tournaments during FY 2005/06 and 23 collegiate baseball games. The tournament schedule for FY 2006/07 tentatively includes 27 planned at three of the City's athletic venues.

Major projects within Landscape Services Division for FY 2006/07 include:

- Create a landscape replacement program for rights-of-way and beautification areas.
- Create a streetscape package to coincide with the Third Street Streetscape and Improvement Program.
- Continue exploring alternative end uses for Chain of Lakes Park if spring training is no longer hosted there.
- Replace existing turf, lighting, backstops and fencing at Sertoma Park.
- Laser grading of baseball fields at Sertoma and softball infields at DiamondPlex.
- Improve existing turf quality at Winter Haven Recreational and Cultural Center.

Public Services

The Public Services Division, comprised of three subdivisions – Streets, Cemeteries and Solid Waste – provides services including Solid Waste collection, cemeteries, streets maintenance, traffic and stormwater maintenance, and interdepartmental support for the Technical Services Division and Utility Services Department.

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Major accomplishments in FY 2005/06 include the implementation of a monthly service request protocol, allowing staff to better track resident service requests. Staff also implemented several new safety policies.

Projects slated for FY 2006/07 include improvements to the Division's Web page to better communicate information to current and prospective customers, and implementation of an asset management system to help track and quantify daily activities and improve overall service delivery.



Streets Division

The Streets Division is responsible for routine maintenance of City streets, alleys, curbs and gutters. The Division is also responsible for stormwater drainage maintenance and traffic operations, including signal maintenance, signal timing, traffic sign manufacturing and repair, and pavement marking.

Accomplishments for FY 2005/06 include replacing 360 feet of damaged 18-inch drainage pipe on Lake Howard Drive Southwest and installing 600 feet of new sidewalk at Kiwanis Park to accommodate new playground equipment.

Major accomplishments of the Traffic Operations unit for FY 2005/06 include:

- Worked with various neighborhoods on traffic calming planning.
- Upgraded traffic signals from incandescent bulbs to LED's (Light Emitting Diodes).
- Reevaluated and optimized traffic signal coordination plans throughout the City.
- Installed 16 countdown timers at two signalized pedestrian crossings.



- Upgraded school signs from black/yellow to black/fluorescent yellow-green.
- Provided technical oversight for the design of an Advanced Traffic Management System (ATMS) including traffic signal improvements at 49 Intersections.

Projects and initiatives scheduled for FY 2006/07 include:

- Oversight of the completion of the ATMS/Intelligent Transportation System (ITS) design with FDOT.
- Stormwater drainage improvements on Avenue A Southeast.
- Install countdown timers at signalized pedestrian crossings.
- Develop a new annual TIP to include sidewalk and curb improvements.
- Complete improvements to the stormwater drainage ditch adjacent to the Motorpool.

Cemeteries Division

The Cemeteries Division maintains five cemeteries totaling 158 acres. The cemeteries are Oaklawn, Lakeside, Rolling Hills, Chris Brown and Lake Maude.

Major accomplishments for FY 2005/06 include:

- Increased operation efficiency by streamlining management with Streets Division.
- Provided additional repair work on irrigation systems increasing irrigation coverage at Oaklawn, Lakeside and Rolling Hill Cemeteries.

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Cemeteries General Statistics	2005/2006
Total Services Provided	266
Resident Burial Spaces Sold	138
Non-Resident Burial Spaces Sold	62
Resident Cremation Spaces Sold	3
Non-Resident Cremation Spaces Sold	9
Bronze Markers Sold	83

Projects and initiatives scheduled for FY 2006/07 include:

- Complete a master plan for Rolling Hills and Lakeside Cemeteries.
- Design and construct a new columbaria at Lakeside Cemetery and installation of a niche unit.

Solid Waste Division

The Solid Waste Division represents an enterprise fund created to manage solid waste for the City. Comprehensive solid waste services are provided

for residents, businesses and industry. Services include collection, recycling and technical assistance.

➤ Residential Collection

The number of housing units continued to grow in FY2005/06, which has a significant impact on solid waste services.

Residential Collection General Statistics	2005/2006
Residential Collection Accounts	9,450
Total Residential Waste Collected (tons)	8,568
Total Bulk Waste Collected (tons)	8,867

Several clean-up events were performed by the City in coordination with non-profit organizations including:

- Clean It Up Winter Haven
 - Project Eagle
 - Spring Clean-Up
 - Household Hazardous Waste Day
- **Commercial Collection**
Growth in the commercial sector continued with new businesses, strip malls, apartment complexes and other entities requiring waste collection services. This service includes the collection of commercial dumpsters.

➤ Recycling

Services include collecting commercial roll-off containers from customers that are homeowners, multi-family units and businesses. Roll-off services are also used for servicing the City's recycling drop sites at Rotary Park and Fire Station No. 1. The City recycles more than 1,100 tons of material a year. Glass, cardboard, newspaper, plastic, metal cans, magazines and phone books are recycled.

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Commercial Collection General Statistics	2005/2006
Total commercial waste collection customers	1,742
Total commercial waste collected (tons)	14,665
Total Construction and Demolition waste (tons)	1,646
Total C & D revenue	\$63,230
Total recycling materials collected (tons)	1,194
Total recycling revenue	\$40,152

In addition, surcharge fees collected from private haulers in FY 2005/06 totaled \$200,651; an increase of 14 percent over the previous year.

The City successfully implemented a fifth residential collection route focusing predominantly on new development in southeast Winter Haven.

Projects scheduled for FY 2006/07 include:

- Development of a citywide curbside recycling program for single family, multi-family and manufactured housing units.
- Reorganization of Solid Waste Division for more efficiency, reduce service inquiry calls and increased revenue.

Natural Resources

Created in July, the Natural Resources Division stems from the City's Lakes Management Division, previously part of the Utility Services Department. The Division is responsible for the overall protection and preservation of the City's lakes, stormwater management and coordination and acquisition of environmentally significant lands. In October 2005, a Lakes Program Coordinator position was added to the Division. This position had an immediate impact in a number of areas, including NPDES permitting, environmental lands, educational programs, operation and maintenance, and high water mark determinations.

The Division is currently engaged in a number of projects ranging from land acquisition to construction to research and planning. Major projects undertaken in FY 2005/06, and those scheduled for FY 2006/07 include:

- **Lake Hartridge Nature Park**
The Lake Hartridge Nature Park opened in August, and includes a stormwater pond, wetlands area, structural controls,

lakefront restoration and maintenance road. Construction on the recreation elements began October 2.

➤ Lake Conine Stormwater Project

Additional property for the Lake Conine Stormwater Treatment Project was purchased, bringing the total land acquired to 34 acres. A grant was approved by the Southwest Florida Water Management District (SWFWMD) for project design, permitting and construction. A Request for Proposals for consultant selection has been issued.



➤ Sediment Removal Feasibility Study (Muck Study)

The Chain of Lakes Sediment Removal Feasibility Study was initiated to determine if muck in some lakes should be removed to improve water quality and if it is feasible to remove it. The first phase is almost complete after sampling stations were installed, and results are being compiled.

➤ Total Maximum Daily Loads (TMDLs)

The Florida Department of Environmental Protection (FDEP) in FY 2005/06 determined which of the City's lakes are "impaired" and what standards should be

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used for lake restoration. Discussions between the Natural Resources Division, FDEP and the U.S. Environmental Protection Agency (EPA) regarding pollutant reduction goals has helped change standards to reflect the City's vision for water quality improvement. The new standards establish a framework for projects in Winter Haven for years to come.

➤ **Chain of Lakes Watershed Management Master Plan**

In anticipation of the Total Maximum Daily Load (TMDL) process, grants were submitted to SWFWMD to perform a modeling effort and create a master plan to determine which projects should be constructed to meet pollutant load reduction goals. The City Commission approved a funding agreement with SWFWMD and the Request for Proposals (RFP) was developed and distributed to consultants.

➤ **Environmental Lands and Lakefronts Initiative (ELLI)**

This is a cooperative effort to establish a funding source to purchase waterfront and environmentally sensitive properties. The City Manager recommended funding the program through a budget reduction of two-tenths of a mill and received City Commission approval. Properties have been identified, prioritized and ranked for potential acquisition. The properties will be pursued for acquisition throughout the year.

➤ **Stormwater Quantity Utility**

The City contracted Brown and Caldwell to perform a preliminary study as to how a Stormwater Quantity Utility might be created using existing City information.

The City already has the Stormwater Quality Utility, but needs a program to help with flooding and maintenance problems. The new utility program is expected to be implemented in early 2007.

➤ **National Pollution Discharge Elimination System (NPDES)**

As authorized by the Clean Water Act, the National Pollutant Discharge Elimination System (NPDES) permit program regulates sources of pollution that discharge into waters of the United States. In the late 1980's, stormwater pollution was determined a source of pollution regulated by the NPDES Program. As a stormwater discharge entity, the City is required to update its permit every five years and write an annual report on the progress of implementation. The permit requires the City to perform such tasks as erosion control inspection, street sweeping, reduce stormwater pollution, inspect for hazardous wastes and perform educational programs. The City reported its accomplishments for the year ending October 31, 2005.

➤ **Lake Howard Stormwater Retrofit Project**

This project will treat physical pollutants discharging into Lake Howard from the Downtown area. Design and permitting will be complete during FY 2006/07.

➤ **Waterfront Design Standards**

This project will establish waterfront development standards to guide growth near lakes as well as make recommendations for a new dock



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ordinance. The project is expected to be completed in FY 2006/07.

PUBLIC SAFETY

All 9-1-1 calls are received by the countywide E911 center in Bartow. Those calls are then transferred to the appropriate dispatching center throughout the County, including the City of Winter Haven's Fire Services and Police Services.

Fire Services

Point of interest...

Providing fire protection 24 hours a day, every day, the City's Fire Services personnel responded to 6,446 incidents from Oct. 1, 2005 to Oct. 31, 2006. That's an increase of about 1.1 percent over the previous year.

One of the most significant accomplishments this year was the addition of the City's first Advanced Life Support (ALS) program in July. The program elevates emergency medical care provided patients whose condition is beyond care that can be provided by Fire Services' Basic Life Support skills and knowledge.

The ALS program was started with six ALS providers who have undergone the extensive and challenging paramedic's certification courses. A second ALS unit will be deployed when six additional employees, who are in the final stages of paramedic's certification, complete their training.

The cost to train, certify and deploy personnel for ALS assignment and implementation is about \$3,300 per employee, or \$19,800 per unit. An additional \$4,000 is needed to outfit a fire engine for ALS service. The cost for medical supplies, medications and some required continuous training is supplied by Polk County Emergency

Point of interest...

The addition of a new fire engine enables the department to maintain two reserve apparatus, thus allowing the City to be National Fire Protection Association compliant.

Medical Services on a monthly and re-supply basis. The savings from this arrangement is about \$25,000 to \$30,000 a year.

Fire Station No. 3 was recently relocated to 6600 Cypress Gardens Blvd. to provide better response times and emergency services to the most southeastern boundaries of the City. The cost to prepare the new site, disconnect and install new utilities and connections, and transport the building to the new location was approximately \$58,000. Future plans are to construct a permanent building on or near the new site. Current cost estimates for a permanent 12,000 square foot facility are \$3 million.

The Fire Department is set to take delivery of its second new fire engine, which like the previous one cost \$290,000. The addition of this fire engine will enable the department to maintain two reserve apparatus, thus allowing the City to be National Fire Protection Association compliant.

The Fire Department continues to be successful in its efforts to seek grant funding. In FY 2005/06 non-matching fund grants included:

- Fire Prevention and Investigations Division obtained two "Hometown Heroes" grants totaling \$2,000.
- Fire Department Administration secured a Department of Homeland Security, Commercial Equipment Direct Assistance Program (CEDAP) Grant totaling \$38,000, used to purchase extrication equipment, also known as the "Jaws of Life." The City plans to apply for the grant funding again next year in hopes of purchasing much needed Thermal Imaging Cameras that help rescuers locate fire victims, and increase safety for firefighters.

In an effort to upgrade staff and be progressive in training efforts, the Fire Department will add two

Point of interest...

The Winter Haven Fire Department strives to provide efficient and economically sound emergency and non-emergency service to City residents, while staying ahead of growth.

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officers in the coming year. A Safety and Training Officer will coordinate and conduct department training, maintain mandatory training and safety records, develop training and safety policies and act in the capacity of a company officer, as needed. A Maintenance/Logistics Officer will also be hired to plan, coordinate, and develop progressive systems to maintain stock, establish effective distribution procedures and use competitive and cost effective procurement practices through streamlined management efforts.

The Winter Haven Fire Department provides efficient and economically sound emergency and non-emergency service to City residents, while staying ahead of growth. Plans are underway to construct a new main Fire Station and Administration Building at U.S. 17 and Avenue G Southwest. Additional property to accommodate the 21,000-square-foot facility is expected to be acquired by January 2007.

Police Services

With both national and state accreditation and a strong commitment to community policing, the Police Department is prepared for the future challenges of a City destined for growth and development. It is also an agency that maintains professional standards through ethical job application, and a state-of-the-art Computer Aided Dispatch and records management system.

Uniform Services

Uniform Patrol Officers are charged with providing 24 hour-a-day police protection every day of the year. Officers are assigned to one of four patrol squads that work 12-hour shifts.

The Bureau of Uniform Services consists of Patrol Squads, the Community Policing Unit, K-9 Unit, Traffic Unit, DARE program, School Resource Officers, Felony Intake, Marine Patrol, Reserve Officers and the Police Athletic League.

➤ Community Policing

Community Policing Units, along with uniformed police patrol, help identify and solve community problems. The entire agency follows this philosophy and to

further the efforts, a special Community Policing unit was established in 1994. Officers who make up this unit generally ride bicycles in their zones and also do foot patrol. The officers establish close personal contact with residents and have been very well received.



➤ K-9 Unit

The Winter Haven Police Department uses four police K-9 Units to augment the services of the Uniform Patrol squads. The K-9's conduct building searches, track and apprehend suspects, locate missing persons and search for certain illegal drugs.

➤ Traffic Unit

The Traffic Unit is responsible for enforcing traffic laws and investigating vehicle crashes that occur within the City. This unit is comprised of five highly trained officers who specialize in vehicle, boat and aircraft crash investigations. The officers of the Traffic Unit continually strive to make the roadways safer by conducting selective enforcement programs.



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➤ **School Resource Officers**

In 1990 the Winter Haven Police Department implemented a full-time School Resource Officer program in the City's schools. Its purpose is to build relationships between police officers, students, school officials and parents, while projecting a positive image of law enforcement in the Polk County School System and the community.

➤ **DARE Program**

Project D.A.R.E. (Drug Abuse Resistance Education) is an in-class anti-substance abuse and violence prevention program taught in the City's public and some private elementary schools by one specially trained officer. The program was implemented as a cooperative venture between law enforcement and school authorities as an initiative for dealing with drug abuse, gang activities and violence in schools. In the 17-week program for fifth-graders, the curriculum focuses on building self-esteem, taking responsibility for one's behavior, resisting peer pressure and making responsible decisions.

➤ **Community Service Officers**

The Community Service Officer program is designed to utilize trained civilian personnel to handle routine, non-emergency calls that do not require the presence of a sworn police officer. The duties of a Community Service Officer include faulty equipment checks, traffic assistance, vehicle identification number verifications, fingerprinting and reception and switchboard duties.

➤ **Felony Intake**

The Felony Intake Coordinator assists the agency by reviewing cases, taking statements and making sure cases are complete and properly put together prior to submission to the State Attorney's Office.

➤ **Marine Patrol**

Since lakes are such an important part of the City's identity and cover more than eight square miles within the City limits, patrolling those lakes is also significant to the Winter Haven Police Department. The Marine Patrol Unit utilizes a 17-foot Boston Whaler with a 150-horsepower motor to patrol the lakes. Officers assigned this duty monitor vessel traffic for safety violations, aid stranded boaters, issue citations for violations and work surveillance during the hours of darkness to deter thefts on lakes.



➤ **Police Athletic League**

The Winter Haven Police Athletic League (PAL) program is a recreation-based juvenile crime prevention program designed to bring children and police officers together in a safe, non-adversarial environment. The PAL facility is located in the heart of the City's community policing target zone – Florence Villa. The center is operated by the Winter Haven Police Department and managed by a full-time police officer who serves as director.

Accreditation and Recruitment

The Winter Haven Police Department was first accredited by the Commission on Accreditation for Law Enforcement (CALEA) in 1997. Every three years, the agency must undergo re-accreditation to ensure compliance with standards set by CALEA. By complying with all CALEA standards it is also accredited by the Commission on Florida Law Enforcement Accreditation (CFA). Once again, the Department is undergoing the reaccreditation process.

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The Department takes an active role in efforts to recruit quality applicants. Advertising and recruiting efforts on the Web and contacts with other criminal justice institutes, colleges and universities in Florida have all been expanded over the past year.

- Participation in job fairs has increased from three in 2004, to seven in 2005 and 11 in the first 10 months of 2006.
- For the past 12 years, the Department has participated in Student Career Day. During the program, students from Winter Haven High School and Lake Region High School spend a day at the Police Department to see what it's like being a police officer.
- Since 1968, the Police Department has sponsored a Boy Scouts of America Explorer Post. The program is open to youth who get a first-hand look at the Police Department operations. The Explorer Scouts receive basic police training and ride along with police officers. Sponsoring the Explorer Post is another of the Department's recruitment efforts and several former Explorers have gone on to become full-time law enforcement officers.

Recertification and Training

- Police Officers are re-certified every four years by the completion of 40 hours of mandatory retraining. Topics that are required include Human Diversity, Domestic Violence Investigations and Juvenile Sexual Offender training.
- The Stotz-Patterson Training Center, located on the north shore of Lake Idylwild, is an approved Florida Department of Law Enforcement (FDLE) training site. The six-acre center is equipped with an outdoor firearms range, Emergency Response Team (ERT) obstacle course and K-9 training course.
- The Winter Haven Police Department assigns a full-time training officer to the Polk Community College Law Enforcement Academy.

Crime Prevention



Many of the City's crime prevention programs are targeted to young audiences including the National Crime Prevention icon "McGruff the Crime Dog". Other programs include:

- A crime prevention van was purchased using drug confiscation funds. The van's vinyl wrap, funded by the Heartland Crime Stoppers, offers a crime prevention message for children and adults. "McGruff the Crime Dog" appears on one side. The opposite side features an "Identity Theft – Protect Yourself" message. Identity Theft is the fastest non-violent growing crime. The back of the van is reserved for the "Crime Stoppers" toll free phone number and Website information to encourage people to report crime anonymously.
- The Department's 2006 crime prevention offerings for children included:
 - 291 children finger printed
 - "Stranger Danger/9-1-1" – 50 children taught importance of dialing 9-1-1 when confronted by a stranger.
 - 196 children greeted and given a personal safety message from McGruff the Crime Dog.
 - "Buckle-Up Campaign" – 800 high school students viewed a video on the importance of seat belt usage.
 - "Prom Promise" – 500 high school students signed a contract to not drink and drive. Students also participated in a mock DUI driving course and a field sobriety test while wearing the fatal vision goggles.
 - Bike Rodeo – 50 children taught the importance of wearing bicycle helmets

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and being safe while riding through a variety of bicycle courses.

- Community crime prevention programs included:
 - Distributed 33 9-1-1 cell phones to residents for emergency use only.
 - Neighborhood Watch – 233 residents participating.
 - Drug prevention program – 225 adults informed about types of drugs, the effects and how to detect signs of drug use in their children.
 - Frauds – Scams – ID Theft – 171 residents informed how to minimize the risk of becoming a victim.

Investigations and Statistics

The Investigative Services Bureau is responsible for bringing criminal activity information to the proper court jurisdiction.

- 2005 – 980 cases assigned
 - 263 Cleared
 - 166 Unfounded
 - Stolen property recovered \$78,000
- 2006, January through June – 698 cases assigned
 - 201 Cleared
 - 157 Unfounded
 - Stolen property recovered \$383,965

Within the Bureau, the General Investigations Unit conducts follow-up investigations on all felony cases that have occurred within the City limits. A new initiative for the Bureau this year will include an Internal Major Crimes Unit made up of hand selected officers to assist the Detective Division. The Unit will assist with investigations of major crimes such as homicides, aggravated assault/battery with a weapon, armed robberies, home invasions, carjackings and other serious crimes.

In 2005 and 2006, the Bureau's Special Investigations Unit took 17 firearms off the City's streets. The unit has also carried out the seizure of 17 vehicles, valued at \$120,800, property and

cash to include drugs with a street value estimated at \$294,166. The Unit made 172 arrests, including 145 drug arrests, 17 fugitive arrests and 10 other arrests.

Using confiscated/forfeiture funds, the Special Investigations Unit obtained several new pieces of equipment. Much of the equipment is state-of-the-art using the latest technology used on covert operations, surveillance, tracking and intelligence gathering, as well as in day-to-day operations including:

- Covert audio transmitters
- Covert digital recorder
- Set of uniforms for SIU members
- Audio repeater
- Zero G ballistic raid vests w/ police insignia
- Covert camera systems
- Glock 39 sub-compact handguns
- Paddle holsters for Glock 39's
- Telephone pick-ups for recording phone calls

FINANCIAL SERVICES

Fiscal year 2005/06 was a successful year for Financial Services. The Department was able to function at a high level of efficiency and productivity. Accomplishments include:



- **GFOA Award for Distinguished Budget, Certificate of Achievement for Excellence in Financial Reporting**
The City has received the Budget Award for 12 consecutive years and the Financial Reporting Award for 18 consecutive years. Winter Haven is the only City in Polk County to receive both awards.
- **Administered the FEMA/Insurance Recovery Program**
Financial Services completed reporting requirements in FY 2005/06 for FEMA and Sentry Insurance Company after three hurricanes struck the City in 2004. The Department also oversaw repairs to City

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facilities and expenditure of insurance company and FEMA funds following the claims. The account was closed with \$1,592,183 turned over to the General Fund.

➤ **Auditor Comments**

City auditors have historically made a number of management comments incorporated into the annual financial report. Working with other City departments, the Financial Services Department was able to reduce auditors' comments to only one in the FY 2005 report.

➤ **Impact Fees**

In conjunction with the City Manager's office and other departments, the Financial Services Division was a participant in the passage of Police, Fire, Library, Transportation and Parks and Recreation Impact Fee ordinances in FY 2005/06.

➤ **Senior Homestead Exemption**

In October 2006 City Commissioners approved a \$25,000 Homestead Exemption for senior citizens. The City's Homestead Exemption will save qualifying homeowners an additional \$165.60 a year. The estimated cost to the city, based on the current 402 residents taking advantage of the City's \$1,000 additional Homestead Exemption, is \$66,571. The exemptions exempt \$355,000 in property value. A 2003 Winter Haven's ordinance allows the income limit of qualifying homeowners to increase each year according to the Consumer Price Index. This year's income limit is \$23,463.

➤ **Studies**

Financial Services is currently working with other departments and Brown and Caldwell studying various revenue sources, which may be available to the City. The Department also coordinated a study by Public Financial Management of the City's bonding capacity.

➤ **Investment Portfolio**

The Department is responsible for an investment portfolio of \$62.7 million. The portfolio grew by \$5.2 million in FY 2005/06.

➤ **Financial Improvement**

The yearend General Fund surplus for FY 2006 was \$2.4 million. Revenues for the year finished 8 percent over budget and expenditures were 5 percent below budget. Part of the revenue surplus was created by transferring the \$1.6 million remaining in the 2004 hurricane account funded by insurance and FEMA proceeds. The yearend General Fund balance was in excess of \$7.8 million. Not all of that is available since \$1.5 million has been advanced to the Golf Fund and prepaid expenses total \$183,409, leaving \$6.1 million available.

➤ **Grants**

The City received more than \$3.2 million in state and federal grants, an increase of \$918,604, over the \$2.3 million received in FY 04/05. These funds were used to enhance parks, economic development, transportation, community development, neighborhood, utilities and environmental improvement projects, just to name a few.

Procurement Services

On certain projects, the City has been able to realize substantial savings by purchasing supplies directly from vendors. Some examples include a \$37,810 savings on the Avenue T Improvement Project, and a \$75,697 savings on the Library and Central Avenue/Central Park projects.

Account and Field Services

During FY 2005/06 2,070 new utility accounts were added to the system, which represents a 7.6

Point of interest...

The Phonemaster system is used to notify customers of impending utility service disconnection. Service reconnections for delinquent customers are performed within 24 hours of payment.

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percent growth rate. Those accounts, as well as the previously existing ones, are being serviced by the same number of employees as the previous year.

All requests for service turn-ons and turn-offs are now handled by the meter reading staff without assistance from the Utility Services Department on-call employees. Service reconnections for delinquent customers are performed within 24 hours of payment. The Phonemaster system has been reactivated and is used to notify customers of impending service disconnection.

COMMUNICATIONS

The Communications/Marketing Division has placed an emphasis on creating communications vehicles that inform, encourage and challenge all customers to engage in the progressive movement of the City of Winter Haven as we experience Premier City status including:

- “The Mayor’s Update,” a monthly radio show sponsored by Hall Communications, features the mayor and highlights projects and advances being made by the City.
- A Citizens Academy, scheduled to begin in January, is still being developed. The 10-week program will inform up to 15 residents in each session about how the City is managed and how decisions are made in an effort to provide premier service to the community.
- The City of Winter Haven is partnering with the City Map Project to print 10,000 detailed street maps of the City and surrounding area at no cost to residents. Maps will be distributed by advertisers with the majority being delivered to the City for distribution to new utility customers. The front panel and three additional panels will be full of important City-related information.
- Winter Haven activities and accomplishments were featured in three PGTV segments.
- Three weekly radio interview shows are aired on WHNR, Hall Communications and

WTWB, promoting important City events and issues.

- The new East Polk Magazine features a full-page City of Winter Haven advertisement in each quarterly edition.
- Cyclecrossroads e-magazine has featured an article on the monthly downtown Bike Fest that was created by the City’s marketing staff. The article has been featured twice – February and October – in the magazine that has an average monthly circulation of more than 30,000 readers.
- Information about the City of Winter Haven was created for participants in the Chamber of Commerce Leadership Winter Haven Municipal Government Day, held March 8, 2006. During a full day of tours and demonstrations City business was highlighted.
- Internal and external Customer Satisfaction Survey Cards are available at every City facility. The results are compiled monthly and distributed to department directors for review and discussion with staff. They are also posted on the internal Website WHIP. Overall, 98.5 percent of the 462 responding customers state they are satisfied or strongly satisfied with the service they receive from the City.

Publications

The Communications/Marketing Division also keeps customers informed through printed material about various City programs and activities including:

- The quarterly Winter Haven “Insider” newsletter, which informs the City’s approximately 75,000 utility customers of projects and activities the City has to offer.
- A special edition of the “Insider” was

Point of interest...

Overall, 98.5 percent of the 462 customer service respondents state they are satisfied or strongly satisfied with the service they receive from the City.

published to highlight the planned CSX intermodal facility.

- Additional utility bill inserts were created and distributed to inform customers about water conservation and the Fats, Oil and Grease program.

TECHNOLOGY SERVICES

The City of Winter Haven continues to make a significant investment in information technology to improve communication, internal operations and to provide better services to the community.

The Technology Services Department is an internal services department that is responsible for the direction, control and efficient, effective operation of the City's information resources, including the City's computer and network infrastructure; application and database systems; Inter- and intranet Websites; and Geographic Information Systems (GIS). Technology Services is also responsible for the City's document imaging and management systems.

The department's principles for applying information technology include:

- In some departments and divisions, such as the Police Department, Fire Department and Library, usage is heavy and requires extended support.
- Technology must operate within local, state and federal regulatory guidelines, including those mandated by Federal Bureau of Investigation (FBI), Florida Department of Law Enforcement (FDLE), Health Insurance Portability and Accountability Act (HIPAA) and Florida General Records Schedules.
- The department is aggressively replacing legacy applications, systems and technologies to expand capacity and capability to meet current and future business needs.

Strategies used to address the support environment include:

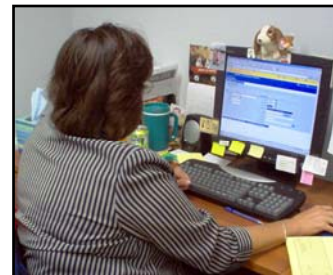
- With digital records management, the ability to scan, store and search vital and operational records helps not only to

organize records and speed the delivery of needed information, but also provide a backbone for business recovery and continuity in case of disaster.

- The continuous renewal of technology equipment and software is necessary to maintain relevance in skills and compatibility in a modern technological world. As regulations change, programming evolves and innovations improve, it is necessary to put in place processes and programs to sustain the City's technological relevance.

Desktop Support

Department staff provides support for 394 computers, including 245 desktop computers, 116 laptop computers, 14 tablet PCs and 19 thin client computers.



The largest groupings of computers are in the Winter Haven Police Department and the Winter Haven Public Library, with 124 and 79 computers, respectively.

Spam

In FY 2005/06, the City's e-mail gateway server processed 3.2 million incoming e-mail messages. Approximately 2.9 million messages were spam messages, comprising 90 percent of incoming mail. The City utilizes enterprise anti-spam software from GFi Software to heuristically identify and isolate spam messages.

E-mail

The City's e-mail system processed 345,034 incoming e-mail messages (post spam screening) totaling 38.7 Gigabytes (GB), and 145,098 outgoing e-mail messages totaling 46.1 GB for FY 2005/06.

Virus

The City's e-mail system detected and removed 53,176 incoming e-mail viruses in FY 2005/06. The City uses enterprise



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e-mail anti-virus software from Symantec.

Spyware

Spyware is unsolicited software installed from Web browsing that may monitor user browsing behavior, create browser pop-up advertisements or allow hackers to take control of users' machines. Spyware threatens productivity and security. In FY 2005/06, the software detected and quarantined more than 516 instances of spyware.

Web

The Technology Services Department hosts the City's internal and external Websites. The City's public Website received 5,414,860 hits from 369,367 visitors in FY 2005/06. The Website receives an average 1,006 hits per day.

For the City's internal intranet Website, a total of 615,532 hits were recorded for fiscal year 2005/06. An average of 77 internal visitors per day visit the site.

Records Management



The Records Management Division services internal and external requests for City records, and leads the City's efforts to digitize records:

Internal customer records requests: 202

External customer records requests: 76

Subpoena records requests: 10

Telephone deposition: 1

Pages scanned into Laserfiche Records Management System: 74,243

PC Build Program

The Technology Services Department help desk staff internally builds and maintains desktop computers for the City as part of the PC Build

Program. Historically, the City has purchased pre-built computers from a number of vendors.

The program provides a number of benefits:

- Helps technicians maintain technical skills and stay current with computer technology.
- Helps increase morale and provide a sense of ownership and pride.
- Computers that are built cost the City less and are of higher quality.
- Computers are standardized and easier to repair and fix, reducing downtime and loss of productivity for the end user.

All help desk technicians are A+ Certified Technicians for computer repair, and the department is certified as an A+ Authorized Computer Service Center.

In FY 2005/06, the department built 40 desktop computers and 96 computers since the start of the program.

Web Stewards Program

In July 2005, the Technology Services Department redesigned the City's public Website to incorporate an updated layout and provide ease in navigation. The redesign includes a robust calendar using software developed by PeopleCube.

In September 2005, the internal Website portal, called the Winter Haven Intranet Portal (WHIP), was redesigned to incorporate a similar layout and structure as the City's public Website. The internal portal serves as a centralized source of citywide information, including news, and common forms and documents.

The Technology Services Department created the Web Stewards Program to help keep Website content on both the public and internal Websites fresh and updated. Utilizing content management

Point of interest...

In fiscal year 2005-06, the City's e-mail gateway server processed 3.2 million incoming mail messages. Approximately 2.9 million messages were spam messages, comprising 90% of incoming mail.

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software from Macromedia, 18 participants from all City departments are able to update both the public Website and internal Web portal without the need of a dedicated Web developer or direct intervention from the Technology Services staff.

The program empowers participants the freedom to make changes directly, allowing Website content to be updated in minimal time. The information is kept up-to-date and quickly accessible.

In fiscal year 2005-06, the Web Stewards made 2,330 updates to the City public Website and 1,069 updates to the WHIP.

2006 Accomplishments

Integrated Public Administration Software

Technology Services continued implementation of the Logos.Net integrated public administration software from New World Systems. The software, also referred to as Enterprise Resource Planning (ERP) software, is an integrated multi-module software that helps the City manage its critical functions, such as finance and human resources. The software replaces a legacy Disk Operating System (DOS) developed internally. As a result of the software implementation, for the first time, the City's finance, procurement, payroll, human resources, permitting and licensing units now share the same integrated information.

Integrated Police Computer Aided Dispatch (CAD) and Records Management System (RMS) Software

In partnership with the Winter Haven Police Department, Technology Services began implementation of the integrated CAD/RMS software in March 2005. The Aegis public safety software system will allow the Police Department to share and track vital information, increase productivity by decreasing manual work, and enable the department to analyze and project crime trends.

In conjunction with new cellular wireless communications, police officers will be able to access information and complete reports in their patrol vehicles using the mobile modules of the software. The system will also provide instant

integrated access to information from state and federal criminal databases.

Document Imaging and Records Management Software

Working with City's Records Management and vendor Municipal Code Corporation Inc. in November 2005, the Technology Services Department completed the implementation of Laserfiche Records Management Edition software. Laserfiche is a document management platform that delivers high-volume information capture, retrieval and distribution organization-wide. By digitizing documents and storing images in a relational database, the software reduces misfiling, document retrieval time and costs related to photocopying and paper distribution. The department continues to expand the digitizing efforts citywide through its Records Coordinator Program. In 2006, Financial Services, Code Enforcement, and Human Resources began locally scanning and digitally storing vital records in the Laserfiche database.

Primary Emergency Operations Center (EOC) Facility

In 2006, the Technology Services Department's main office was designated the City's primary Emergency Operations Center (EOC) as part of the Comprehensive Emergency Management Plan (CEMP). New audio visual equipment was purchased and installed to maintain the site in a state of readiness for EOC activation.

Public Asset Management Software

Multi-module public asset management software from Cartegraph allows the Utility Services Department to track assets and coordinate resources and work. The installed modules include Sewer View, Work Director, Pavement View Plus and Map Director. The software is integrated with Geographic Information Systems (GIS) and allows the accumulated data to be represented spatially.

7.1 THX Digital Surround Sound Audio System

Installation of a 7.1 digital surround sound system in the Winter Haven Public Library's multi-purpose room allows presentation of free movies to the public every other Saturday. The system

supports THX decoding and includes seven Polk Audio in-ceiling speakers and a 12-inch Velodyne subwoofer.

Technology Classes

In 2006, department staff began providing free classes offering basic instruction on the Internet, computer and operating systems usage. Laptops are provided to students for hands-on practice. Classes are held at the library.

EXECUTIVE SERVICES

Executive Services is responsible for a number of areas within the more than 500-employee City organization, including:

- Recruitment and employment
- Policy and benefit administration
- Classification and compensation plan maintenance
- Labor relations and contract management
- Safety, health, wellness and varied risk programs
- Organizational development and effectiveness
- Special assignments and problem solving

Recruitment and Employment

In the past year, the Department processed 110 job announcements, 1,749 applications, 14 transfers, 77 promotions, 158 new hires, 1,211 personnel action forms and 154 employment departures, including 13 retirees and 80 seasonal employees.

The Department participated in four career fairs:

- Winter Haven High School Employment Fair
- Polk Works Professional Career Expo
- Florida Technical College
- Adam Putnam Job Fair

In FY 2005/06 15 percent fewer job applications and 39.3 percent fewer personnel action forms were processed than the previous year. The turnover rate declined 1.1 percent from January to July of 2006 compared to the same period of 2005. The turnover for that period in 2006 was 10.6 percent.

Policy and Benefit Administration

- Health Insurance Renewal with BCBS – For the plan year beginning January 2006, a reduction in the 5 percent increase in administration fees proposed by BCBS was successfully negotiated downward to 2.5 percent and the City fully funded an overall 13 percent rate increase; employee premiums were not increased. A 2-percent increase to the City's plan renewal rate for the plan year beginning January 1, 2007, will be fully funded by the City. Employee premiums will not be affected.
- BCBS Claims Processing Audit – Occurred in June 2006 and resulted in BCBS remitting a \$70,000 check to the City for their system-oriented paid claims errors detected during the audit.

Classification and Compensation Plan Maintenance

The Department worked with Creative Insights Consultants to conduct a study of the City's salary levels and related competitiveness within the local labor market. This resulted in several job classification pay grade changes; the City's minimum/maximum salary ranges being increased three percent; employees being issued a pay adjustment in excess of that afforded by neighboring agencies and the City implementing a change in its performance evaluation system.

The annual pay adjustments in 2005 and 2006 have been as follows:

- Oct. 1, 2005 – 3 percent across the board
- Oct. 1, 2006 – 4.5 percent across the board; an additional adjustment, if needed, to align with new salary minimum; and for those hired on or before October 1, 2005, a longevity allowance equal to .5 percent per year for each year of service, capped at 10 service years or no more than a five percent increase, was awarded.

Labor Relations and Contract Management

At the beginning of the new Fiscal Year, an employee-generated petition seeking decertification of the Federation of Public Employees as representative of certain City

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employees was filed with the Public Employee Relations Commission (PERC). The date for a secret ballot election will be determined at a later date.

Other labor- and contract- related issues include:

- One Grievance filed and successfully addressed
- Quarterly labor management committee meetings held
- 2005 and 2006 contract negotiations completed

Safety, Health, Wellness and Risk Programs

Work included redesigning the internal accident/incident/injury report form and refining Workers Compensation codes for accuracy and to potentially reduce the City's estimated 2006 renewal premium expense. In mid-2006, the Department coordinated the update of the City's insured property schedule and its submittal to the Florida League of Cities.

Other issues addressed include:



- 77 vaccinations administered (Hepatitis B, Titters and other)
- Annual Employee Health Fair
- Flu Shot Clinics
- Blood Mobile Visits
- Programs coordinated by Health Concepts:
 - Biggest Loser
 - Fitness Center Employee Discounts
 - National Wear Red Day

- 30-Minute Lunch Bunch Walk-Workout
- 10,000 Step Program
- Blood Pressure – Ask a Nurse Clinics
- Peanut Butter Pow-Wows Breast Cancer Awareness Activities – Wear Pink Day, Pink in the Park
- Watson Clinic's Mobile Screening Unit Visit (Mammograms and Skin Cancer Screenings)
- Training
 - Infectious Disease Training
 - Back School Training
 - Right to Know Law Coordinator Training
 - Pandemic Summit Seminar Participation
 - City Facility and Work Area Safety Inspections

Organizational Development and Effectiveness

Several program changes were made in FY 2005/06 to make the City organization more effective. Two programs are among the most significant:

- In April 2006, the City engaged Health Concepts to provide organizational and professional development services in conjunction with the EAP and Wellness Program services already in place.
- In October 2005, the City implemented a quarterly and annual Performance Evaluation Program with a cash award component; this system enabled those who ranked above-average on their annual evaluation to receive a \$500 cash award and those who ranked exceptional to receive a \$1,000 lump sum cash award. Effective October 1, 2006, the program was changed to allow employees with an annual evaluation ranking of average to receive a one percent increase in base pay; an employee who ranks above average to receive a two percent increase in base pay; and an exceptional ranked employee to receive a three percent increase in base pay. These increases

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are in addition to the annual cost-of-living adjustment all employees receive. This change will both reward top performers and create a means for movement within the City's established minimum/maximum salary ranges.

Other strides made to improve Organizational Development and Effectiveness include:

- ICMA Benchmark Training and Program Kick-off
- Facilitated partnering with the Polk County Tax Collector's Office to locally provide Florida State University's Florida Certified Public Management Program. Seven employees participate in this two-year training initiative.
- Rock Solid Supervisor Workshops - four separate two-day workshops benefiting 100+ staff members



- Employee Breakfast Exchange
- Inside Winter Haven Tour
- Employee Appreciation and Recognition
 - Bonuses (City Manager Elected)
 - \$50 Publix Gift Cards
 - \$25 BP Gas Gift Cards
 - Employee Luncheon/Barbecue
 - Halloween Extravaganza
 - Holiday Party
 - Service Awards – 74 recognized for completing five or more service years

Special Assignments

- Cypress Gardens 2006 Annual Pass Purchase Offer (716 general admission passes; 14 platinum passes and 235 parking passes sold; the combined value of this opportunity for employees was \$48,597.70.
- Spring Training Ticket Giveaway

HELPING PEOPLE

Each year City of Winter Haven employees help a number of community-based organizations:

- The Kiwanis Club "Stuff the Bus" – more than \$350 in school supplies donated for needy local school children.
- On "Passionately Pink" Day, during Breast Cancer Awareness Week, employees raised \$405 when they paid to wear pink to work.
- Donations were up 19 percent over the previous year when 135 employees pledged \$10,942 to the City's 2005 United Way campaign.
- More than 100 toys donated to the annual Toys for Tots Christmas campaign.
- The Chain of Lakes Achievers (COLA) tutoring program received a facility and water service free of charge from the City. Paper and other needed supplies were also collected.
- Hurricane Katrina Relief Fund effort netted \$1,870 for the American Red Cross and \$200 for the Salvation Army in late 2005.
- Sight Night Eye Glass Donation Program

Budgeted donations

- Marching Wolverine Band – \$ 5,000
- Family Emergency Services – \$8,964
- Fellowship Dining – \$4,500
- Keep Winter Haven Clean and Beautiful – \$18,000
- Polk Museum – \$1,869
- Boys Club – \$29,500
- East Polk County Development Council \$2,500
- Ritz Theater – \$12,463
- Girls, Inc. – \$15,000
- Haven Day Care – \$7,463
- Ridge Art Association – \$9,445
- Polk Vision – \$5,000
- Tourism Development and Promotion – \$30,225
- WHAT – \$60,000
- Florence Villa CDC – \$15,000

PARTNERING AGENCIES

Winter Haven Chamber of Commerce

The Greater Winter Haven Chamber of Commerce and City officials have for several years worked in harmony to achieve the same goal of a Premier City. To help do that, Chamber officials have participated in the City's annual planning retreat, and this year used the same facilitator to help frame their strategic planning, as well. The City's growth, both economically and residentially, is one of its premier aspects. According to Chamber officials – Growth is what makes this a community people want to live in.

The proposed CSX project, Latimore Landings, downtown redevelopment and overall growth were listed as the most positive economic drivers of the past year when more than 150 individuals responded to 19 business-related questions in the Winter Haven Chamber of Commerce Member Survey.

- Other survey responses stated the quality of life in Winter Haven has improved due to superior leadership in City government, more choices and opportunities and an improved community appearance.
- When comparing the Winter Haven they know today, 69 percent of the survey's responders said the City is significantly better or better than that of 10 years ago due to growth, development and more businesses including entertainment and additional restaurants.
- Eighty-nine percent of the survey's respondents said Winter Haven's future is very positive or positive.

Lake Region Lakes Management District

An independent special taxing district, the Lake Region Lakes Management District, maintains canals on the two Chains of Lakes that identify Winter Haven. The district also builds boat ramps and monitors water quality in the City's 30 lakes, some of which are not part of the Chains of Lakes.

The 56-square-mile District is made up of more than 60 lakes, including several outside of the City limits. Residents living near lakes within the District pay property taxes to the District and elect three commissioners to serve four-year terms on the District board.

Main Street Winter Haven

Main Street is a downtown revitalization organization that encourages economic development within the context of historic preservation. The Main Street Winter Haven organization is part of the Florida Main Street Program. The Main Street philosophy is a long-term, community effort to bring about organization, promotion, design and economic restructuring. Since its beginning in 1995, Main Street Winter Haven has been involved in positive changes in the downtown area, including:

- Strong public/private partnership with the City of Winter Haven
- 1997 Fifth Street streetscape
- 2004 Make Your Mark Program
- Re-routing of State Road 542 (bypassing West Central Avenue)
- Facade grant program
- 48 building rehabilitations
- USF Study of Facade Renovations
- Downtown Facade Guidelines
- Partnership with Winter Haven Symphony Guild - Champagne & Shamrocks
- Downtown Development Design Strategy – LDR Plan
- Reinvestment in Downtown Winter Haven

Winter Haven Area Transit

After beginning in March 1999, the Winter Haven Area Transit (WHAT) had 84,000 riders by the end of its first year of operation. In fiscal year 2005/06 the system saw 534,379 riders.

The system operates seven routes throughout Winter Haven. The WHAT system also connects to four routes operated by Polk County that reach other cities in Polk County. Half of WHAT's \$1.1 million operating budget comes from federal grants, with the Florida Department of

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Transportation contributing 25 percent and local agencies – Polk County and the City of Winter Haven - paying the remaining 25 percent.

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FREQUENTLY CALLED NUMBERS

City Hall - 291-5600

City Manager's Office
Assistant City Manager
Assistant to the City Manager/Support
Services
City Commission
City Clerk
Communications/Marketing
Community Development
Community Redevelopment Agency
Community Services
Executive Services
Records Management
Strategic Initiatives

Building/Permitting – 291-5695

Code Enforcement – 291-5697

Financial Services – 291-5667

Fire Services (Administration) – 291-5677

Fire Prevention – 291-5693

Fire Station No. 1 – 291-5665

Fire Station No. 2 – 298-7881

Fire Station No. 3 – 298-5212

Human Resources – 291-5650

Leisure Services – 291-5656

Natural Resources – 291-5881

Neighborhood Services – 298-4482

Occupational License – 298-7656

Police Services – 291-5858

Procurement Services – 291-5664

Public Services – 291-5756

Technical Services – 291-5850

Technology Services – 291-5679

Utility Account/Field Services – 291-5678

Utility Services – 291-5853

Winter Haven Airport – 298-4551

Winter Haven Public Library – 291-5880



Winter Haven – Distinctly Premier