



HAINES CITY

Professionalism • Responsiveness • Integrity • Diversity • Ethics

FY 2015 GOALS & OBJECTIVES UPDATES

Our Mission

"Our team of professionals will provide our residents and business community with the highest quality services in a fiscally responsible manner through cooperation, strong ethical leadership with a lifelong commitment to enriching lives."

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To: The Honorable Mayor and City Commissioners

From: City Manager, Jonathan Evans, MPA, MBA, ICMA-CM

Date: March 19, 2015

Subject: **FY 2015 City Administration's Goals and Objectives Update**

Introduction:

The intent of this memorandum is to serve as the Fiscal Year 2015 update concerning the organizational goals and initiatives that were formally adopted by the City Commission by virtue of ratifying the Fiscal Year 2015 Budget. The goals and objectives identified under "City Administration" were: to encourage public and private partnerships; to foster an environment that attracts economic opportunity and sustains economic viability; to maintain improvements in response to growth; to develop and maintain fiscal policies based on program and performance measures that will engage in community involvement; and lastly, to create an environment that enhances the quality of life and benefits the community culturally, recreationally, and economically. These organizational goals are merely the beginning of some of the organizational changes that are occurring in Haines City.

The City Manager's Office has continued to build a relationship throughout the community, and the region for that matter, for the purpose of articulating the positive momentum and successes that the organization has experienced. None of these successes could ever be accomplished without the dedicated personnel that serve at the pleasure of the community. With involvement at local educational institutions, i.e., Polk State College, the University of Central Florida, and other local high schools and elementary schools, the City Manager's Office continues to be an active and participatory member in the community on multiple fronts. In addition, with the adding of new personnel, the City Manager's Office will engage the community unlike any other municipality in the history of local government. Our "Take It to the Streets," approach will gain the City much notoriety as we strive to engage our residents in a non-traditional fashion by visiting their businesses and their homes for the purpose of encouraging civic involvement and participation. It is our goal to traverse the streets in our community weekly, talking to people in order to get a good understanding and a clear realization of public sentiment concerning the services we provide.

Organizational Goal (1) - Encourage Public and Private Partnership - is ongoing and will come to fruition within the coming months. The Assistant to the City Manager will be responsible for developing and implementing a communication strategy that will allow for more access to City Staff at a myriad of different venues. It is our goal to be very transparent and accessible to our community as we strive to provide exceptional public services.

Organizational Goal (2) - Fostering an environment that attracts economic development and sustains economic growth - is an important aspect that will be considered part of the City's economic development strategy. The City's current marketing plan for the downtown corridor has a desperate need for substantive and quantifiable analyses intended to provide opportunities for continued economic growth within the downtown area. Over the next couple of months, City Administration will work tirelessly with community partners such as the Chamber of Commerce and the Haines City Economic Development Council; these partners will be instrumental with regards to creating a plan intended to make Haines City and its downtown a viable destination for commerce. Multiple community meetings will need to occur within the downtown hub in order to garner feedback and support from downtown businesses. It is this Administration's goal to continue to promote business within downtown Haines City.

Organizational Goal (3) - Maintain infrastructure improvements in response to growth - is intended to promote the preservation and support for infrastructure development throughout our community. With the recent hire of the Public Works Director, water, wastewater, and storm-water infrastructure will be a priority of this Administration for years to come. It is incumbent upon the City to continue to look for grant opportunities, as well as other revenue streams suitable for the purposes of advancing and protecting the City's critical infrastructure. This process is continuously ongoing and will always be a priority of this organization.

Organizational Goal (4) - Develop and maintain fiscal policies based on program and performance measures while engaging community involvement - is intended for the purposes of maintaining and promoting fiscal policies based on program and performance measures, all while soliciting community input. For the third consecutive year, Haines City is conducting its annual community value survey. Our goal is to increase participation by 10% in subsequent years. This survey has served as an excellent tool to garner public input and feedback as they relate to City services. Surveys are very important ways to engage civic participation in a nontraditional format; thus, we will continue to expand the survey for the purposes of hearing from our community.

Objective (2) under this organizational goal is to provide quarterly updates with regards to the financial state of the organization. Our first quarter updates are anticipated to occur on March 19, 2015. This means of communication, furthermore, continues to promote our transparency and open dialogue with our elected leadership in order to provide the elected leadership with substantive data so that it may continue to make good financial decisions intended for the betterment of our community. Objective (3) holds that the City will continue its long-standing relationship with the Chamber of Commerce and conduct the "State of the City" presentation on an annual basis at the beginning of every fiscal year. This has continued to be a successful endeavor for the City, and it has allowed us to continue to inform the public about the fiscal conditions of the community, as well as any impending development projects that will have a lasting impact on the ad valorem base. Regarding Objective (4), the Human Resources Department is in the final stages of completing the compensation classification study; the data must still be vetted by the Executive Management Team, but they should be ready for presentation to the elected body within the month of April. Objectives (5) and (6) were established with the purpose of looking at cost savings and efficiencies within the organization, which is something that this Administration has done for the last couple of years. Spending our financial resources judiciously is a priority for this organization and one that we will continue as we look for more efficient ways of doing business and more importantly, preserving the exceptional services that our residents receive for the best possible value.

Organizational Goal (5) - Create an environment that enhances the quality of life and benefits the community culturally, recreationally and economically - consists of promoting the quality of life services that are uniformly enjoyed in our community. City Staff has already begun looking for ways to increase exposure and revenue concerning leisure service amenities. The public's perception of services has improved slightly, but there is still significant work that needs to be done. With new Staff, this organization is committed to promoting, attracting, and retaining businesses and events intended to boast a positive tangible result for our residents. This process is ongoing and will consistently be re-evaluated and measured in order to provide the elected officials with a substantive and concrete analysis with respect to the revenue that is expended for the purposes of promotion within the community. Understanding that leisure services do not traditionally make money, however, our expenditures must be well thought out and spent wisely throughout our community. It is still our goal to be fiscally responsible in every conceivable way.



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To: The Honorable Mayor and City Commissioners

Through: City Manager, Jonathan Evans, MPA, MBA, ICMA-CM

From: City Clerk, Linda Bourgeois

Date: March 19, 2015

Subject: FY 2015 City Clerk's Office Goals and Objectives Update

Introduction:

City Clerk departmental initiatives for the fiscal year 2015 budget included two organizational goals:

1. Create an environment which enhances the quality of life and benefits the community culturally, recreationally, and economically.
2. Utilize technology to enhance public services.

Background

Organizational goals are met with the completion of successful objectives, and the 2015 objectives set for the City Clerk's office were:

Reorganize the City Clerk's Office

In an effort to reorganize the City of Haines City's records, the City Clerk has devised a filing system designed for accuracy, effectiveness, and efficiency. Before implementation, the contacts, agreements, and amendments were stored chronologically according to the year in which they were executed. This made for a very difficult challenge when locating requested documents. Essentially, personnel would have to find the execution date through research, withdraw the entire years' worth of documents, and review each one for content.

Before



After



The new filing system is currently a work in progress and is anticipated to be completed within the next few months. There will be generalized categorical sections (e.g. employment, annexations, leases, State of Florida, and Polk County) which will have all contracts, agreements, and amendments filed alphabetically. Naturally, this will make any document easier to locate upon request.

Additionally, during the observation of the existing processing practices, several areas of improvement were identified. First, there was not a tracking method in place which led to the implementation of a “pending log” maintained in spreadsheet format. Processing the contracts and agreements now follow the following steps:

- Two originals are now prepared for execution by the Mayor. This ensures both parties have possession of an original.
- A letter is now prepared and sent with the document for executorial and specific return instructions.
- The outgoing document is copied, recorded, and filed in the designated pending area until returned.
- Upon receipt, the document is recorded as received, scanned, distributed, and properly filed.

Prepare for and administer the 2015 election.

The preparation and administration of the 2015 Municipal Election is well underway. As the Chief Election Officer, all candidate manuals have been constructed, legal election notices have been published, and qualifying week has been scheduled.

An Ordinance with three (3) Charter Amendment referendum ballot questions have been prepared to be presented for consideration. In the event the incumbent faces no opposition, a decision will have to be made as to whether or not the City of Haines City would want to hold an election for the amendments only. Naturally with an election, the City Clerk would be sending out precinct change notices, hiring all election workers, and conducting the actual election.

Evaluate the City’s records management program.

With this objective, the City of Haines City records management program has been reviewed. The City Clerk met with the authors of the management program (SML, Inc.) to determine the best course of action for the City of Haines City’s records management program moving forward. A proposal was given to provide record management services for on-site technical assistance including the identification of records eligible for destruction based upon approved Department of State Retention Schedules and the organization of existing record collections. In addition, SML, Inc. has provided an updated records disposition list for internal departmental use. The City Clerk will assist in training the department personnel on how to properly identify, document, and dispose of the eligible record series. This is an ongoing project.

Additionally, the City Clerk has requested a proposal from the Cemetery Information Management Software (CIMS) designers, Ramaker & Associates, Inc. Collectively, the Leisure Services Director and City Clerk agreed this software system is the best for the City of Haines City to consider for the

management of cemetery records. This system has an interactive user interface, has mobile capability, and can perform any necessary reporting functions. Upon receipt of the quote, it will be presented for consideration of funding within the 2015-2016 fiscal year budget.

Budget Impact

The budget impact for these goals and objectives are contingent upon the administrative and legislative decisions, and most projects were provided funding in the fiscal year 2015 budget on page 102. The funding exception is the Cemetery Information Management Software and maintenance.

Recommendation

Staff's recommendation is to consider the funding of the Cemetery Information Management System in the 2015-2016 fiscal year budget.



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To: The Honorable Mayor and City Commissioners

Through: City Manager, Jonathan Evans, MPA, MBA, ICMA-CM,

From: Director of Development Services, Richard D. Greenwood, AICP

Date: March 19, 2015

Subject: **FY 2015 Development Services Goals and Objectives Update**

Introduction:

The Development Services Department is responsible for providing assistance and direction to the development community and citizens regarding the permitting and development processes. The Development Services Department strives to ensure that projects are planned and built in the most efficient manner while maintaining the highest quality design standards that support the Haines City Comprehensive Plan, Land Development Regulations and the Florida Building Code with a focus on customer-centric service. These projects may range from building a new neighborhood, establishing a new manufacturing operation, or opening a new clinic, to building a new home or backyard fence.

To further support this focus, the Department has adopted the role of “Customer’s Advocate” with a promise to attempt in every way to solve problems and find ways for customers to accomplish their objectives.

In addition, the Department is responsible for the establishment, maintenance, and updating of the City’s Urban Planning Program. The department also provides professional staff support to the City Commission and the Technical Review Board (TRB), which is an administrative review board for development plans. The department also supports the Planning Commission and the Board of Adjustment.

The Development Services Department also coordinates programs and activities with other agencies including the Polk County TPO, School Board of Polk County, Polk County Board of County Commissioners and Planning Commission, Haines City Chamber of Commerce, and Haines City Economic Development Council, to promote the proper growth and economic development of the City. Contained within the Department are the Planning Division, the Building Division, and the Community Redevelopment Agency (CRA). The Department Director reports directly to the City Manager.

Departmental Initiatives for FY 2015 Budget Year

Organizational Goal: Encourage public and private partnership.

Objective 1: Continue to coordinate with the Haines City and Northeast Polk County Chamber of Commerce and the Haines City Economic Development Council to promote the growth of the City.

Staff held a meeting with the Chamber of Commerce and the EDC on January 14th to discuss updates to the sign regulations. The consensus was that the city is going in the right direction.

Staff met with the EDC to discuss the coordination of projects and to define leadership responsibilities. We established a regular weekly meeting time for communication and coordination.

Objective 2: Continue to work with the Chamber of Commerce and the Haines City Economic Development Council by reporting new Business Tax Receipts (BTR) and any customer service needs.

Staff has established this as an ongoing activity, all issued BTR are automatically forwarded to the Chamber of Commerce and the EDC. Also, any development activities in progress are also shared when appropriate and beneficial.

Organizational Goal: Foster an environment that attracts economic opportunity and sustains economic viability.

Objective 1: Continue to work with the Haines City Economic Development Council to implement a proactive and fiscally responsible Business Incentive Program.

Staff holds regular meetings with the EDC. We expect a major part of this program to be completed in the second quarter.

Objective 2: Create marketing literature to facilitate development approvals, thereby promoting economic opportunities, and inform the general public of the available services.

Development Services continues to update the public information handouts and information packets. The current focus is on the processes for sign approvals and developing information related to permitted and non-permitted signs.

Objective 3: Continue to provide development opportunities that create quality jobs in the industrial, commercial, and medical sectors.

Development activity continues to recover from the recession. The Haines City 'CityView' Selected Area Plan has established and provided four (4) major areas for economic development activity that include industrial, medical, commercial, and residential, both multi-family and single family. New building construction has been the strongest in medical offices along the HWY 27 corridor and the Heart of Florida Hospital. Four new buildings have been constructed at the Florida Medical Center and both site development and building construction have started at the Park Place Medical Complex (just north of the Hospital). This type of construction is then followed by single family residential and commercial.

Regarding residential construction, there has been new interest in multi-family residential and single family residential short term rentals.

Organizational Goal: Maintain infrastructure improvements in response to growth.

Objective 1: Use the Comprehensive Plan Capital Improvement Element and Capital Improvements Plan to prioritize infrastructure improvements.

Development Services Staff provides support for the CIP by process. First quarter activity has included the Haines City Trail (currently under construction), the 6th Street Streetscaping Project with pedestrian/bike linkages, 10th Street renovations with pedestrian and bike linkage currently at pre-construction, and the Johnson Avenue Extension currently in pre-construction.

Also, utilities extensions are planned as one of the requirements for the recently approved St. Charles project. Additionally, there will be an extension of utilities along Massee Road and Holly Hill Road and to existing facilities on Bates Road and 10th Street.

Objective 2: Work in collaboration with the Public Works Department to ensure that the Haines City Trail, 6th Street Streetscape, and the Johnson Avenue extension projects are completed to benefit the community.

Currently providing support for the construction of the Haines City Trail, 6th Street Streetscape, and the Johnson Avenue extension projects.

Objective 3: Continue to maintain the inventory of City-owned properties.

Development Services continues to maintain the inventory for city owned properties. In the first quarter, the City Commission declared 12 properties as surplus and the Department is in the process of disposing of certain properties.

Organizational Goal: Develop and maintain fiscal policies based on program and performance measures while engaging community involvement.

Objective 1: Continue to serve as lead staff for the required annual update of the City's Comprehensive Plan Capital Improvement Element and Capital Improvements Plan.

Currently collecting data and related information to initiate the CIP process in the 2nd quarter. The Department will serve as lead staff for required annual update of Comp Plan CIE & CIP.

Objective 2: Improve efficiency by revising the development project filing system to facilitate information transfer to citizens and developers.

This project was partially completed and then put on hold due to staffing levels.

Organizational Goal: Create an environment that enhances the quality of life and benefits the community culturally, recreationally, and economically.

Objective 1: Review signage regulations, especially along US 27, to allow business advertising while still improving the appearance of the community.

Revisions to the sign ordinance was completed on October 16, 2014, to allow greater flexibility for site specific signage. A provision for high definition signage was also facilitated by amending the sign regulations.

Objective 2: Continue to work with the developers to provide quality residential neighborhoods with “complete streets” and neighborhood parks with a focus on customer service.

All new subdivisions incorporate “Complete Street” standards at the time they are built. Besides the standard curb and gutter and storm sewers, new streets also include sidewalks designed to link into neighborhood parks and to connect to adjacent neighborhoods. Also, streetscaping is incorporated on all new streets that serve as collectors and may also incorporate bike paths on one side of the right-of-way.

Neighborhood parks are planned as part of every new development with new standards that require these parks be developed as a focal point more centrally located within convenient walking distance for every new subdivision over 20 lots. Most recently, neighborhood parks were incorporated into the plans for Balmoral Estates and the Resort and Country Club at Lake St. Charles. The four new multi-family developments utilizing the new standard are Bella Dane, Hinson Avenue Apartments, Bonnie’s Landing, and Liberty Bluff at Covered Bridge.

Also in the first quarter, the neighborhood park for Lake Tracy Estates and Stonewood Estates was completed with a gazebo, playground, and walkways. Development Services staff plans, reviews, permits, and inspects each of these projects.

In the first quarter, Development Services staff held weekly meeting to discuss the monthly focus on customer service. The focus for each month is as follows:

October:	Attitude Makes the Difference
November:	Create a Positive Experience
December:	Take Pride in Everything That You Do

Development Services staff holds a roundtable discussion each month to explore the importance of quality customer service and discuss methods to improve service. This has been an ongoing program since 2011.



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To: The Honorable Mayor and City Commissioners

Through: City Manager, Jonathan E. Evans, MPA, MBA, ICMA-CM

From: Finance Director, Donald Carter

Date: March 19, 2015

Subject: **FY 2015 Finance Department Goals and Objectives Update**

Organizational Goal: Maintain infrastructure improvements in response to growth.

- **Objective 1:** Work with all City departments in preparation for the City's Five Year Capital Improvements Plan (CIP).

The Finance Department has worked with all departments to complete the FY 15/19 CIP. Through the upcoming budget process for Fiscal Year 2016, the CIP will be updated and modified according to departmental and City needs.

Organizational Goal: Develop and maintain fiscal policies based on program and performance measures while engaging community involvement.

- **Objective 1:** Staff will continue to provide quarterly financial updates at regular City Commission meetings for the edification of the general public and elected officials.

This objective has been a struggle to accomplish with the current staffing level and regular workload. Providing financial updates in a timely manner will be greatly enhanced when the department is fully staffed.

- **Objective 2:** The Finance Department will work with both the City Manager and the Human Resources Department to conduct a compensation and classification study to be presented to the City Commission prior to the closure of the second quarter of Fiscal Year 2015.

The completion of this project is one of great importance and the Finance Department has worked tirelessly assisting Human Resources in accomplishing this goal. The process continues to move forward and will be completed by fiscal year-end. For more detailed information concerning this objective, see the Human Resource Department's response.

- **Objective 3:** Explore opportunities to contract out services that will provide better value at lower cost, when it is deemed reasonable and economically feasible.

The department continues to look for ways of being more effective and efficient in the services and functions the City provides its citizens. More can will be done when the department is fully staffed and moves into the FY 2016 budget process.

- **Objective 4:** The Finance Department will continue to work with the Utilities Department to finalize the Utility Billing Policy and Procedures and all associated fee changes prior to the closure of the first quarter of Fiscal Year 2015.

This objective has been delayed but will be accomplished towards the end of the 2nd Quarter of Fiscal Year 2015. In an attempt to involve the Finance Advisory Board (FAB) in additional financial matters, the Utility Billing Policy and Procedures being suggested were presented for review. From that initial presentation, additional information and discussion was requested from the FAB and an additional meeting will be scheduled in the next two weeks. Once the revised billing policies and procedures are vetted through the FAB, they will be presented to the City Commission for adoption. A period of at least 45 days will be needed to advertise approved changes so customers can react as needed.

- **Objective 5:** The Finance Department staff will continue to expand the Finance Advisory Board's role concerning any and all financial matters deemed to be in the best interest of the City.

During the first quarter of the fiscal year, the Finance Department has presented to the Finance Advisory Board the new Purchasing Policy which has been adopted by the City and the revised Utility Billing policy and Procedures. As the budget process starts up, more issues will be vetted through the FAB.

Organizational Goal: Utilize technology to enhance public services.

- **Objective 1:** The Finance Department will add the remaining City departments to the electronic time card system for the payroll process.

All departments except for the Fire Department and Public Works are utilizing the electronic time card system. The remaining departments will be added by fiscal year end.

- **Objective 2:** The Finance Department will upgrade the City's financial accounting software to the web-based version.

All financial software has been migrated to the web-based version. Finance staff continues to work with other departments to get them acclimated to the new version.



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To: The Honorable Mayor and City Commissioners

Through: City Manager, Jonathan E. Evans, MPA, MBA, ICMA-CM

From: Human Resources Director, Kandace Tappen

DATE: March 19, 2015

Subject: **FY 2015 Human Resources Department Goals and Objectives Update**

Introduction:

In accordance with the Human Resources Department initiatives for the FY 2015 Budget, as indicated on page 136 of the City of Haines City Annual 2014-2015 Budget, the following is an update on Human Resources' progress in successfully achieving its assigned projects, goals and objectives.

Background:

Assigned Projects

1. Wage and Labor Study
 - a. Retirement reform –
 - i. Successfully completed freezing and closing the Defined Benefits program, effective 03/13/2015. Initial cost savings are undetermined. (Additional savings may be realized if non-vested Employees select to rollover their contributions to the new 401(a) Defined Contribution plan.)
 - ii. Successfully completed bid process and entering into a contract with a 401(a) Defined Contribution Vendor. Plan effective date is 03/14/2015.
 - b. Healthcare reform –
 - i. Successfully completed a bid process and new vendor selection. Initial savings estimated at \$106,000.
 - c. Compensation / classification design
 - i. Successfully engaged all employees for their input on their job functions.
 - ii. Successfully created new job descriptions, classification criterion, and Departmental “mapping,” which includes possible succession and future planning initiatives.
 - iii. Successfully identified market.
 - iv. Successfully developed and disseminated a market survey instrument.
 - v. Collection of market data, market analysis, compensation analysis, pay for performance program, and matrix system development are in progress.
 - vi. Approval and implementation phase is the last step.

- d. Successfully kept Employees, Pension Review Board members, and Commission up-to-date and involved on all steps and progress through meetings, straw polls, numerous e-mails, handouts, training sessions, etc.
- 2. Annual Insurance Renewals
 - a. Successfully completed two (2) six (6) month renewals and one (1) 12-month renewal of Property and Liability insurance contracts. Began revising property schedules, which resulted in an estimated \$7,000 refund to the City.
 - b. Successfully completed Workers' Compensation Insurance renewal.
 - c. Successfully completed Dental Insurance renewal with a rate pass
 - d. Successfully completed Life & Vision Insurance renewal with a rate pass
- 3. Standardized the progressive disciplinary and Pre-Determination Hearing processes.
- 4. Standardized unemployment claims and appeals processes.
- 5. Professional Accomplishments
 - a. ICMA membership
 - b. FCCMA membership
 - c. ICMA code of ethics review through FCCMA
 - d. PHR recertification
 - e. Board of Director for the Florida Local Government Healthcare Insurance Consortium
 - f. Member of the Human Resources Interagency Group
 - g. Speaker at Rotary

Organizational Goal(s)

Goal: Encourage Public and Private Partnerships

- Objective 1: Establish professional partnerships with industry experts.
 - Memberships
 - FCCMA (also attended a meeting on behalf of and to represent the City Manager)
 - ICMA
 - Human Resources Interagency Group member
 - Society of Human Resources Management member
 - Finance Advisory Board
 - Developed stellar relationships with
 - Labor Attorney (Linda Edwards)
 - Workers' Compensation Attorney (Pat Dsario)
 - City Attorney (Fred Reilly)
 - Healthcare Brokers (PRIA; Wells Fargo)
 - Retirement Consultants (Gallagher)
 - Actuarial Consultants (Gallagher)
 - Florida Attorney General's Office
 - Haines City Rotary Club – as a speaker (one time)
- Objective 2: Develop internal partnerships through timely and accurate communication methods.

- Sound consultation on personnel issues (e.g. policy, healthcare, retirement, recruiting, discipline, etc.) to other Department Heads, Employees, City Manager and City Commission.
 - Streamlined and standardized the disciplinary and Pre-Determination Hearing processes.
 - Involved the City Commission and Employees in the Retirement and Healthcare Reform processes – meetings, e-mail updates, obtained feedback, etc.
 - Developed standard practices regarding Property and Liability claims procedures.
- Objective 3: In collaboration with internal departments, develop strategies to further support and enhance City services.
 - Leadership role in disciplinary, property and liability, Workers' Compensation and counseling.
 - Leadership role in creative recruiting processes and procedures.
 - Conducted job task analysis resulting in the development of job descriptions.
 - Standardized classification of positions.
 - Accomplished FLSA and ADA compliance, and organization parity and standardization of job requirements.
 - Developed a standardized reporting structure.
 - Began audit of critical policy initiatives regarding leave administration with respects to federal compliance.
 - Professionalized the interview process.
 - Standardized candidate correspondence.
- Objective 4: Develop partnerships with local organizations to further support professional development within the community.
 - Developed the Professional Volunteer Program
 - City of Auburndale – provided updates on healthcare insurance and retirement reform initiatives
 - Polk State College – IT Internship
 - St. Leo University Agreement
 - Tuition Reimbursement benefit increase
 - Developing Human Resources Staff's public speaking skills
 - Human Resources Interagency Group (multi-municipal Human Resources member group)

Goal: Foster an environment that attracts economic opportunity and sustains economic viability.

- Objective 1: Implement reform initiatives, to include the cooperation of other municipalities, to further enhance the City's competitiveness in the labor market.
 - Compensation / Classification Study (market study in progress)
 - Job Description revisions (completed)
 - Position Announcement redesign (completed)
 - Pay for Performance Plan Design (in progress)
 - Recruiting Process Audit & Streamlining

- Interview processes (implemented on a small scale)
 - Advertising tracking (implemented; on-going)
 - Pre-Employment procedures (implemented; on-going)
 - Creative recruiting (implemented; on-going)
- Objective 2: Develop cost savings measures that remain economically viable.
 - Retirement Reform
 - Healthcare Reform – projected cost savings \$103,000
 - Property and Liability – property schedule audit (on-going), estimated cost savings \$7,000

Goal: Provide responsive public services that protects the health, welfare and safety of the community.

- Objective 1: Risk abatement audit.
 - Implemented new strategies
 - Internal investigation on Property and Liability
 - Internal education of Departments



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To: The Honorable Mayor and City Commissioners

Through: City Manager, Jonathan E. Evans, MPA, MBA, ICMA-CM

From: Information Technology Manager, Brian Ross

Date: March 19, 2015

Subject: FY 2015 Information Technology Goals and Objectives Update

Introduction:

The following is an update on Information Technology's progress on successfully completing its goal to "Utilize technology to enhance public services" as specified on page 88 of the City of Haines City Annual Budget for Fiscal Year 2015.

Background

Organizational goals are met with the completion of successful objectives, and the fiscal year 2015 objectives set for Information Technology were:

Reorganize the Information Technology Division

Staff has worked with HR to adjust the job requirements and reclassify the Computer Network Technician position to a Systems and Networks Administrator III position. This position is currently posted so staff may acquire someone to round out the team's knowledgebase.

The vacant PC Technician position will be posted shortly with the desire to add resources to help resolve technology issues and thereby reducing the time it takes to satisfactorily resolve a client's request.

Prepare an Information Technology Strategic Plan

Staff has met individually with several department Directors to discuss their future plans for technology. Staff will meet with the remaining Directors to acquire the framework for building a Strategic Plan for the City's use of technology. Staff will also continue to meet with all department Directors periodically to adjust the plan as technology advancements occur.

Develop an Information Technology Governance Board

No action has been taken on this objective at this time. Staff will discuss the merits and objectives of this potential board to develop a game plan for its implementation.

Replace network equipment in all City Departments

All scheduled replacements of network equipment are complete as of December 31, 2014. Staff will continue to work on a few minor upgrades to improve performance at various facilities.

Work with BrightHouse Networks to complete implementation of public Wi-Fi services throughout City parks

BrightHouse Networks has completed the installation of Wi-Fi at all the contracted locations. Staff may discuss the addition of other locations as opportunities arise.

Budget Impact

The funding to meet these objectives was provided within the fiscal year 2015 budget. The need for additional funding is not anticipated to complete these objectives.

Recommendation

Staff recommends the continued support from the Mayor and Commissioners.



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To: The Honorable Mayor and City Commissioners

Through: City Manager, Jonathan E. Evans, MPA, MBA, ICMA-CM

From: Leisure Services Director, Auburn Taylor

Date: March 19, 2015

Subject: FY 2015 Leisure Services Department Goals and Objectives Update

Organizational Goal: Encourage Public and Private Partnership

- **Objective 1:** Promote/seek-out the opportunity to create a partnership for an outside organization to offer summer recreation in our facilities.

Staff has been in discussion with an organization about the summer recreation program and their desires to take over the program. The group was made aware of the initial documentation that needs to be provided to the City for consideration. At this time, no documentation has been furnished to the City. Staff will proceed with operating summer camp as budgeted.

- **Objective:** Seek opportunity to partner with outside organizations to offer special events.

Staff has partnered with outside organizations to offer special events to the community and will continue to work diligently with those organizations to retain the partnerships as well as seek out additional opportunities. In Fiscal Year 2014-15, the Leisure Services Department has/will partner with the following groups for special events:

5K Color Run – Run or Dye
Fall Festival – NorthRidge Church
5K – Habitat for Humanity
International Chili Cook-Off – Habitat for Humanity
Economic Education Summit - NAACP
Summer Bridal Expo – Nvee Unlimited
Theatrical Series – Haines City Community Theater
National Day of Prayer Program – First Presbyterian Church and NorthRidge Church

- **Objective 3:** Seek opportunity to partner with individuals for new program instruction.

Staff has been able to offer new programming in the Fiscal Year 2014-15 and will continue to seek out additional opportunities. Leisure Services is very limited on space for new programming,

however, once the renovations to the Cultural Arts Center are finished. Staff anticipates adding programs geared toward the arts.

In the Fiscal Year 2014-15 the Leisure Services Department has added the following programs:

- Line Dancing
- Karate
- **Objective 4:** Continue to foster the relationship between the Friends of the Library and the City for the betterment of the Library and all of its patrons.

Staff meets with the Friends of the Library on a regular basis and continues to foster their relationship. The Friends of the Library has a monthly book sale and is continuing thier fundraising efforts. They have made multiple contributions to the Library and continue to seek out ways to help.

- **Objective 5:** Partner with the Haines City Theater Group to offer a diverse and robust theater program to all interested patrons.

The City has an agreement in place allowing the Haines City Community Theater to use the Cultural Arts Center. Staff has completed the renovations to the theater allowing the Haines City Community Theater to start this year's season as scheduled. Staff plans to approach the theater in regards to an interest in hosting a theatrical camp this summer.

Additional Comments: Staff is currently working on an inter-local agreement with the City of Davenport to provide an athletic facility for our youth baseball and softball programs upcoming season.

Organizational Goal: Foster an environment that attracts economic opportunity and sustains economic viability

- **Objective 1:** Focus on improving aesthetics in the downtown corridor intended to boost commerce and exposure for local area businesses.

Staff has created and initiated a monthly quality control walkthrough of all facilities and grounds to ensure aesthetics are being maintained to the highest level possible. This is a continual effort, but at current time Staff acknowledges that this objective has not been met to the highest standard. The Leisure Services Department has several vacant positions at this time and this is proving to be difficult in maintaining an aesthetically pleasing environment.

- **Objective 2:** Continue to foster and grow our branding initiative to attract people to the community.

Ongoing.

Organizational Goal: Develop and maintain fiscal policies based on program and performance measures while engaging community involvement

- **Objective 1:** Staff has created and will implement a detailed budget tracking system and will report quarterly within our department.

Staff has implemented a detailed tracking system in all divisions. To ensure that information is recorded in a timely manner, all Multi-Purpose Forms (MPF's) must be submitted and tracked each week by Friday before the end of the day.

- **Objective 2:** Staff will continue to provide reports on programs/performance measures.

Ongoing, however, Staff has not produced first quarter reports at this time.

- **Objective 3:** Explore contracting out opportunities that will provide a better level of service, at a lesser cost, when it is deemed reasonable and economically feasible in nature. (i.e., summer recreation, leagues, and special events).

Staff has partnered with outside agencies on a few special events. By allowing the outside agencies to host the special events, we were able to offer a quality product at a lower cost to the City, as well as the patrons attending the event.

- **Objective 4:** Create log to control assets, inventory, surplus and property insurance.

Completed. Staff has created detailed spreadsheets but they are fluid documents and are constantly changing. Staff is working to combine some of the documents with similar information. In regards to inventory, staff is looking to add pictures to all items on the inventory list.

Organizational goal: Create an environment that enhances the quality of life and benefits the community culturally, recreationally and economically

- **Objective 1:** Continue our branding efforts to promote, market and entice visitors to patronize our facilities, thus increasing revenue.

Staff has created new retractable banners for use in trade shows and seminars. Staff has not yet had the opportunity to showcase the items. Staff is continuing to create branding items as well.

- **Objective 2:** Research and develop a youth program to encourage healthy lifestyle and activities.

Ongoing.

- **Objective 3:** Create new and continue to work with partners in order to promote and market our services that are intended to benefit Haines City and its residents.

Staff is continuing to work with the Northeast Regional Chamber of Commerce, the Haines City EDC, various media outlets, and area businesses to promote our services. The intent, once the marketing position is filled, is that the City has a larger presence in regards to social media and digital advertising.

- **Objective 4:** Create/Offer arts based programming (i.e., theater, photography, design)

Ongoing.

Organizational goal: Utilize technology to enhance public services

- **Objective 1:** Implement RecTrac (Recreation Software System) to create efficiencies in our Department.

Ongoing. This project is something that the Leisure Services Department in conjunction with the I.T. Department was working to implement. The intention of Staff is to continue to move forward in the future on this initiative but currently limited resources has put this project on hold.

- **Objective 2:** Implement an electronic ticket work order system for our Facility Maintenance Division.

The Leisure Services Department has met with the I.T. Department in regards to the specific needs of the management program. I.T. is working on a solution similar to the I.T. help desk tickets.

- **Objective 3:** Create children's programs at the Library that utilize technology. (i.e., Smart board, iPads, computers, etc.)

The Haines City Library has implemented the use of iPads in the children's area of the Library. The iPads are currently set up with educational apps and as personnel increases, Staff would like to implement additional programs that utilize the devices to maximum potential.

The Leisure Services Library Division has purchased several new items to enhance the use of technology in children's programming. The Haines City Library is continuing to increase circulation numbers, as well as new memberships and personnel is feeling the pressures of being understaffed. The Library currently does not have enough resources to utilize the new equipment offering new programs focusing on technology.

- **Objective 4:** Continue to work with Bright House Networks to complete implementation of public Wi-Fi services throughout our City parks.

Bright House has completed the installation of public Wi-Fi services throughout the locations in the current agreement. As the City moves forward, there is an opportunity to discuss adding additional sites to the agreement.



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To: The Honorable Mayor and City Commissioners

Through: City Manager, Jonathan E. Evans, MPA, MBA, ICMA-CM

From: Public Safety Director, Richard H. Sloan

Date: March 19, 2015

Subject: **FY 2015 Public Safety Goals and Objectives Update**

Fire Department Initiatives for FY 2015 Budget Year

In accordance with the Department Initiatives for the FY 2015 Budget, as spelled out on page 125 and 126 of the City of Haines City Annual Budget Fiscal Year 2015, I am proud to provide you this quarterly update as to the achievements of the Haines City Fire Department.

Organizational Goal: Utilize technology to enhance public safety

- **Objective 1:** Acquire technology that will make the HCFD better equipped to provide more responsive and effective essential public safety services. The department has purchased new Hurst E-Tools. This battery powered equipment is the latest technology when it comes to emergency rescue equipment. Extensive training will begin with all Fire Department Members a few weeks prior to the arrival of the new pumper truck.

Organizational Goal: Create an environment that enhances the quality of life and benefits the community culturally, recreationally, and economically.

- **Objective 1:** Purchase one fully equipped fire engine ("Pumper Truck").
- **Objective 2:** Purchase two Emergency Medical Response vehicles.
- **Objective 3:** Maintain full staffing levels throughout the fiscal year to provide the highest level of service possible.
- **Objective 4:** Begin the Commission on Fire Accreditation International (CFAI) process. This 36-month process will enable the HCFD to review all internal and external policies and procedures to be more efficient and effective in providing public safety services to the Haines City Community.

The department has ordered the new pumper truck and it is currently being built by Hallmark/E-One with a tentative delivery date in September of 2015. In addition, the two new Emergency Medical Response vehicles are also being built with a delivery date toward the end of February 2015.

At the start of this fiscal year we were fully staffed, however two months in we lost one member to another fire department. Since that time, we have not hired a new person into this position. We hope to begin the process of interviewing new applicants during this quarter. The fire accreditation process is continuing behind the scenes through rewriting policies and working on statistical reports that are needed to officially begin the process. Once we have all the necessary items in place, we will pay the fees and officially begin the process.

Organizational Goal: Maintain infrastructure in response to growth

- **Objective 1:** Reconstruction of Haines City Fire Station No. 1 at 138 North 11th Street. This project will result in a modernized fire station capable of supporting firefighting services for the next 30 to 40 years.
- **Objective 2:** Work in concert with the City's Water Utility Division to ensure that appropriate testing and maintenance are done on all fire hydrants within the municipal boundaries of Haines City.

The City and the department selected Mitchell Construction Company to construct Fire Station #1 and the new station is well under way. The projected completion date of the new station is July 1, 2015.

The City's Utilities Department has identified the company to perform this service and they are completing the first 50 of 600+ hydrants located in the City.

Organizational Goal: Develop and maintain fiscal policies based on program and performance measures while promoting community involvement.

- **Objective 1:** Maintain the department's Capital Improvement Plan and its Strategic Plan to ensure that projects come in on time and within budget.
- **Objective 2:** Review the HCFD's strategic plan to ensure that it is compliant and coincides with the fire accreditation process.
- **Objective 3:** Develop a method to track public safety expenditures to ensure that fiscal resources are spent in the most judicious manner.

The department's construction of the new fire station is within the allocated budget at this time. Accreditation is early in the pre-accreditation process. As we get closer to officially entering the process, the compatibility comparison will begin. The City recently hired an Assistant Fire Chief, whose input is very important in this process.

Due to recent changes related to the creation of a Public Safety Director position, the decision was made to fill a Secretary II position this fiscal year and postpone the creation and hiring of a Public Safety Analyst position. Therefore, this objective shall be carried over to FY 2016.

Organizational Goal: Encourage public and private partnerships

- **Objective 1:** Make the department more visible in the community by establishing better public education programs.
- **Objective 2:** Identify hazards in public facilities such as schools, healthcare centers, and assisted living facilities. Create fire prevention seminars to educate our citizens about fire hazards and emergency/disaster preparedness.

The members of the Haines City Fire Department currently interact with the community through school visits, Leisure Services activities and at the Fire Station. However, due to the new construction and the loss of some key personnel who have not been replaced at this time, any improvement in this area will be considered later this fiscal year. Educational and Protection/Safety inspections are an ongoing process within the Fire Marshal's office.

Police Department Initiatives for FY 2015 Budget Year

Assistant Chief McNulty provided the following information in accordance with the Department Initiatives for the FY 2015 Budget as spelled out on page 171 and 172 of the City of Haines City Annual Budget Fiscal Year 2015. The City is proud to provide this quarterly update as to the achievements of the Haines City Police Department.

Organizational Goal: Foster an environment that attracts economic opportunity and sustains economic viability.

- **Objective 1:** Maintain Accreditation with the Commission on Accreditation for Law Enforcement (CALEA) and become reaccredited.
- **Objective 2:** Collect and file proofs necessary for accreditation and continually maintain files. The department successfully obtained its accreditation with CALEA in 2013 and the process of maintaining its accreditation will be ongoing.

The department has implemented the CALEA schedule into our daily, weekly, and monthly routine. During each weekly staff meeting and each monthly supervisor meeting, the accreditation process is reviewed and proofs of compliance are addressed. Additionally, the Accreditation Manager sends out scheduled reminders to individuals and divisions regarding proofs of compliance and their due dates.

Organizational Goal: Utilize technology to enhance public services.

- **Objective 1:** Improve training capabilities and purchase equipment to update technology to assist in the deployment of resources and maintain a proactive approach to crime fighting.
- **Objective 2:** The department will seek to improve its on-site advanced training, to be hosted here at our facility, thus mitigating any additional travel and training costs.
- **Objective 3:** Use online educational programs and seek to become a corporate partner with local universities to enhance the individual talents of each employee.

The Police Department has submitted an application with the Florida Department of Law Enforcement regarding the Byrne JAG Direct Grant. Within this application we have asked for a crash data retrieval kit, which will assist in all major crash investigations by allowing investigators the ability to download pertinent information from the vehicles' central processing unit. The information obtained will be data such as speed, breaking, velocity, lights, and seatbelt engagement. The Criminal Investigations Division has also requested night vision binoculars which have additionally been requested through this same grant. This piece of equipment will assist units in surveillance techniques during nighttime investigations. The Criminal Investigations Division has also been asked to inquire about a social media investigation software that will filter through social media sites and compile daily assessments of threats to the City of Haines City.

The department has completely remodeled its training room and has moved its interactive training simulator into this room as well. On January 21, 2015 the Police Department will be hosting a Probation and Parole course. This course will provide law enforcement from the area with an opportunity to learn about the ins and outs of probation and parole and how they can be utilized as a resource in fighting crime in the area.

Organizational Goal: Create an environment that enhances the quality of life and benefits the community culturally, recreationally, and economically.

- **Objective 1:** Develop programs and neighborhood watches to actively involve the populace in reporting crimes and suspicious activities.
- **Objective 2:** Partner with the Polk County Sheriff's Office (PCSO) to start a Citizen Assisted Patrol (CAP) program in mobile home parks.
- **Objective 3:** Increase the number of meetings, community projects, and City projects the Community Oriented Policing (COP) Unit is involved in.
- **Objective 4:** Continue with a proactive approach to predicting crime trends. Continue to practice positive customer service tactics and initiatives.

Departmental Staff has come up with a crime sign program. The program will provide the department with the ability to post signs in neighborhoods and subdivisions reminding citizens to lock their vehicles and homes. It's just another way of getting the message out to our community about being safe.

The department is also continuing with its trespass agent agreements for the City of Haines City. This program has helped enormously in curbing loitering and suspicious activity throughout the City.

Currently, the Police Department has a Citizen Assisted Patrol programs in Central Park, Lake Hammock Village, Ridge Manor, and Royal Palm Village. Officers have made contact with Heartland RV Resort and Randa Ridge in regards to this program and are currently waiting for a response.

Within the past month the Police Department was granted privilege to allow all of its officers access to Crime View. Crime View is a data driven software that pinpoints where crimes are occurring and allows for strategic proactive planning in order to thwart crime and deter the criminal element. The Crime View software is utilized to keep staff abridged to where arrests are made, where crime occurs and where field interrogation reports are initiated. Providing each member access to this software will help the first line officers see up to the minute data concerning the city.

Organizational Goal: Encourage public and private partnerships.

- **Objective 1:** Continue to be an active participatory speaker on topics regarding the Haines City Police Department. This objective will be accomplished by active speaking engagements in schools, homeowner associations, civic groups and churches.
- **Objective 2:** Continue to educate the community and increase knowledge about the “Free Ride” campaign to deter shoplifting and burglary in the community.
- **Objective 3:** Promote the emergency contact sticker program in the Haines City business community. This program is intended to obtain emergency contact information for all business within the municipal boundaries of Haines City so that appropriate parties can be notified in case of an emergency.

The Police Department actively seeks speaking engagements within the community. For this fiscal year, we have participated in the Great American Teach In at every school in the community, providing educational briefing at the Headstart program, mentored youth in the art of tie etiquette, participated in the NAACP Banquet in which Lt. Harris received an award and quarterly participation in the prescription take back program which increases the quality of life for the citizens of Haines City.

In the coming weeks, the Police Department will implement on its Facebook page and website information regarding the “Free Ride” program. This program is a way to inform the public that shoplifting will not be tolerated. By posting the information on the City’s website and Facebook pages, the Public will be informed.

The current emergency contact sticker program is active. However, the department is in the process of updating all the information and then implementing it into TIBURON (report writer) so that access can be more efficient and accessible when an emergency arises.

Organizational Goal: Develop and maintain fiscal policies based on program and performance measures while engaging community involvement.

- **Objective 1:** Continue to seek grants for public safety initiatives to provide more responsive and proactive police services.
- **Objective 2:** Maintain the department’s Capital Improvement Plan and its Multi-Year Plan to ensure that projects come in on time and within budget.

The Police Department had made application and was awarded \$10,500.00 in money for the purchase of an all-terrain vehicle through the Byrne JAGC Grant. Additionally, the department has made application and is awaiting confirmation regarding an additional \$5,000 for a crash data retrieval kit and night vision binoculars. The department also participates in the annual application process for bullet resistant vest reimbursement program. This year the department received \$1,737.58.

In regards to maintaining the department’s Capital Improvement Plan and the department’s Multi-Year Plan, these two processes are reviewed continuously. As part of the budget process, and in an effort to identify capital projects and anticipated loss and deficiency in equipment, the Capital Improvement Plan is watched closely and addressed on an as needed basis. The department’s Multi-Year Plan is an

accreditation standard which is updated annually and revisited quarterly to see if goals and objectives have been accomplished.



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To: The Honorable Mayor and City Commissioners

Through: City Manager, Jonathan E. Evans, MPA, MBA, ICMA-CM

From: Utilities Director, Michael Stripling

Date: March 19, 2015

SUBJECT: FY 2015 Public Works Department Goals and Objectives Update

Organizational Goal: Encourage public and private partnerships

- **Objective 1:** Maintain current collaborative partnership that ensures a high quality of refuse disposal for residents.

Staff has closely monitored the contract with Republic Services to ensure high quality refuse service that has included the collection and disposal of 2,164.93 tons of household waste, 340.27 tons of household yard waste and 1,674.44 tons of commercial waste, additionally 170.31 tons of material was recycled.

- **Objective 2:** Ensure that the City is receiving the highest level of service from contract providers to maintain the utmost consistency in design and construction of all infrastructure projects.

Staff has worked closely with design engineers on the 6th Street Streetscape Project which is set to begin on April 13, 2015, (to accommodate the Ironman event). The project will include a six (6) foot wide sidewalk, crosswalks, lighting and drainage improvements.

Staff has been very involved with the Haines City Trail Project that is currently under construction. The trail includes an eight (8) foot wide concrete path along Grace Avenue from 10th Street to the Railroad ROW West of the underpass and a 12 foot wide asphalt path along the railroad ROW to 7th Street and Lily Avenue. The project is scheduled to be completed by fall of 2015. Currently, the eight (8) foot wide path on Grace Avenue has been completed to 14th Street and grading work has been completed on the railroad bed for the 12 foot path.

Organizational Goal: Foster an environment that attracts economic opportunity and sustains economic viability.

- **Objective 1:** Continue to manage projects that attract residents and businesses to the downtown district.

Staff is developing plans with Civilsurv Engineering for an extension of Johnson Avenue to open a corridor to the downtown district that will allow for easier access to residents on the East side of 17/92. The critical path item is a maintained ROW map that has been identified and affected residents are being notified of the project.

- **Objective 2:** Assist in the procurement, design and construction of the appropriate infrastructure in response to growth, both in residential housing market and the City's commercial corridors.

Lighting for the new Haines City Trail is being planned to provide a safe amenity for residents to utilize year round. Once the trail construction has been completed by the Florida Department of Transportation, City crews will begin installation of the lighting. Budgeting for the lighting is in the transportation impact fee account in the amount of two hundred thousand dollars (\$200,000.00).

Organizational Goal: Maintain infrastructure in response to growth

- **Objective 1:** Maintain high quality pavements for motorists, pedestrians, and bicyclists.

Public Works staff has completed the paving program for 2014-2015 that included previous Fiscal Years 2012-2013 and 2013-2014. The following roads were completed: Citrus Blvd. from 20th Street to 30th Street, Grace Avenue from 16th Street to 22nd Street, 26th Terrace from Baker to cul-de-sac. Aqua Vista from RT 17 to dead end, LaSalle Drive from Peninsular Drive to dead end, Terrace Drive from 17 to dead end, 19th Street from Baker Avenue to dead end, Arlington Court from Arlington Heights Circle to cul-de-sac, Lee Jackson Hwy North 550' North of RT 600 to RT 600, Lee Jackson Hwy North from 10th Street to 6th Street South, Scenic Drive from county line western boundary to RT 544

- **Objective 2:** Continue to evaluate the status of the City's fleet to ensure that repairs and replacements are carried out in a timely manner.

The Fleet Division has performed 70 oil changes, 14 brake jobs, changed 41 tires and replaced 28 batteries in the first quarter of the fiscal year. Several pieces of equipment are to be replaced this year and the Fleet Maintenance Division is making recommendations to all departments on specifications and parts availability information.

- **Objective 3:** Serve as a liaison between the City and Florida Department of Transportation (FDOT) in the reconstruction of 10th Street.

Weekly meetings are attended by City Utilities Staff to address any concerns that result in questions from the contractors or inspectors in relation to any infrastructure that is to be maintained by the City of Haines City.

- **Objective 4:** Function as one of the principal project managers for the renovation of 6th Street, working in collaboration with Development Services Department and the Utilities Department to ensure continuity and compliance.

This project has been delayed in order to better accommodate the Ironman Competition held on April 11th and 12th, 2015. This project will necessitate the closing of 6th Street periodically and that would interfere with the route for the cyclists and ingress and egress to the venue.

- **Objective 5:** Work with the Haines City Fire Rescue Department and the Public Safety Director to ensure that the reconstruction of Fire Station No. 1 not only meets the needs of the existing personnel, but also accommodates future staffing needs. in collaboration with Development Services Department and the Utilities Department to ensure continuity and compliance

The Public Works Streets Division has ensured that funds from the 2015 paving plan include the roads surrounding Fire Station No. 1 and that curb and gutter on Ingraham and 10th Street are constructed.

Organizational Goal: Utilize technology to enhance public services.

- **Objective 1:** Continue to monitor and evaluate automated fleet maintenance systems to better manage the City's fleet and its fuel consumption.

Public Works staff has inquired with the IT Department on the availability of work order programs that would meet the needs of fleet maintenance and interface with the billing software ADG.

- **Objective 2:** Look for additional opportunities where technology could be deployed to make more informed and calculated decisions; but more importantly, assist staff in becoming as efficient as possible.

The new lighting for the Haines City trail has been planned and tested by the Public Works staff for use with LED lighting. Tests were conducted utilizing decorative poles that were 15 feet high and outfitted with LED fixtures. The lighting was sufficient at 100 feet apart to appropriately light the trail. Additional lights maybe required to light any additional trail heads, however funding should be sufficient for city crews to add to the project.

Organizational Goal: Provide responsive public services that protect the health, welfare and safety of the community.

- **Objective 1:** Assist the Leisure Services Department with the aquatic slide reconditioning project to ensure safety of all patrons that use this piece of equipment.

The aquatic slide project is comple.

- **Objective 2:** Manage the City's ongoing roadway projects to ensure appropriate execution and timely project completion.

The paving plan for Fiscal Years 2012-2013, 2013-2014, and 2014-2015 are complete with funds remaining to complete the curb, gutter and roads surrounding Fire Station No. 1 once the building is complete.

- **Objective 3:** Work with the Utilities Department on any capital projects that may require the services of Public Works staff and/or the expertise of the Public Works Director.

The new Public Works Director began working with the City of Haines City on March 2, 2015, and the Utilities Director and Utilities staff are prepared to work with the new Director immediately to avoid any gaps in service.



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To: The Honorable Mayor and City Commissioners

Through: City Manager, Jonathan E. Evans, MPA, MBA, ICMA-CM

From: Utilities Director, Michael Stripling

Date: March 19, 2015

Subject: **FY 2015 Utilities Services Goals and Objectives Update**

Organizational Goal: Encourage public and private partnerships

- **Objective 1:** Cultivate a beneficial partnership with the goal of relocating the existing permitted wells to a site that preserves a healthy public water supply while reducing the effects on wetlands.

Utilities Staff has met with the City Attorney and outlined the need for a change in the agreement with NOLA Land Company (E. R. Jahna Sand Mine) for the agricultural well sites that were to be converted to public supply. The original agreement was with Lake Marion Development Group and called for the transfer of wells to the City of Haines City. The agreement was transferred to NOLA Land Company when they purchased the property. The City Attorney has had positive conversations with the attorney for NOLA Land Company

- **Objective 2:** Work with local schools, churches, and other civic organizations to provide education about the importance of being good stewards of the City's natural resources.

In cooperation with Polk County, the City of Haines City Water Department has entered into an agreement to provide irrigation system evaluations to citizens at their request. To date, only one citizen has applied for this free evaluation. Since the inception of this program, (29) Haines City residents have taken advantage of the evaluations.

Water Utilities Staff and Public Works Staff work together to provide conservation and environmental responsibility training at events including schools, festivals, and expos. The leadership group, sponsored by the Haines City Regional Chamber of Commerce, was also given the presentation during their tour of City facilities.

- **Objective 3:** Pursue the concept of a regionalized utility to serve the residents of Haines City as well as other municipal partners.

A meeting was held with representatives of the Town of Davenport, Lake Hamilton and Dundee and a presentation was done by Mayor Tyler that was well received. Follow up information from each municipality has been requested.

A meeting with the Southwest Florida Water Management District was held to discuss the possibility of locating a lower aquifer well in the Haines City service area. However, funding for that program has been put on hold due to questions about ownership of the wells.

Organizational Goal: Foster an environment that attracts economic opportunity and sustains economic viability.

- **Objective 1:** Preserve and protect the City's lakes and other natural resources.

The Alta Vista Elementary project has been completed which included a drainage system that redirected a portion of the stormwater that previously went into Lake Eva and is now going into a stormwater pond.

The 10th Street rebuilding project is nearing completion and the project includes a new stormwater pond that was donated to the Florida Department of Transportation (FDOT) by the City of Haines City. This project redirects stormwater that previously entered Lake Eva without treatment and now will be directed to the new stormwater pond.

Stormwater Staff installed new curb inlets, new piping and a new mitered end section at Florida and C Street that conveys stormwater to an existing pond. This new system reduces flooding and treats stormwater, that previously would have not have been treated, prior to going to the wetlands south of the Knights of Columbus property.

The following projects are to be completed by September 2015: Commerce Avenue asphalt flume, 24th and Winger flume, 5th and Orange swale and pond and Citrus inlet pipe installation. These projects are to be completed by in-house staff and do not require a permit from the Southwest Florida Water Management District or engineering.

- **Objective 2:** Ensure that adequate capacity is always at the forefront, and continue to plan for future growth and expansion.

The Wastewater Utilities Division has worked with CPH Engineers to design improvements and additional capacity to our filtration system at the wastewater treatment plant. The design work is complete and the micro screens that were selected have been purchased. The bid documents are prepared and a contractor will soon be selected to provide the installation services.

- **Objective 3:** Maintain a fire hydrant testing schedule to ensure that all hydrants are fully operational and ready for use at all times.

The first 20 hydrants have been tested and are being painted to match the flow rates per the American Water Works Association standard. It is anticipated that 100 hydrants will be completed by May 30, 2015 and 200 completed by September 30, 2015.

Organizational Goal: Maintain infrastructure in response to growth

- **Objective 1:** Preserve the City's infrastructure by proactively inspecting and reviewing existing maintenance protocols to ensure that the City's assets remain in pristine condition.

The City of Haines City Commission, at the request of the Utilities Division, purchased a new Vac truck in November of 2015. This piece of equipment is utilized for cleaning gravity sewer and stormwater lines prior to camera inspection, soft digging around utilities to avoid damage to existing infrastructure, and removing fats, oils, and grease from lift stations. These jobs help to extend the life of the assets and help identify future projects to replace assets that might be damaged or worn due to usage.

Utilities Staff is working with Hinterland Group to line manholes at the wastewater treatment plant that are deteriorating. These manholes have been in service for more than 50 years and once lined will add years to the service life of the manholes.

A security gate has been installed at the wastewater treatment plant to protect the City infrastructure and the most valuable resource, City employees from outside threats.

- **Objective 2:** Maintain compliance with the safe drinking water act.

Water Utilities Staff has been diligent to maintain chlorine residuals, fluoride levels, corrosion control inhibitors, flushing boxes, boil water notices, cross connection control inspections and valve exercising that has kept the City of Haines City in compliance with the safe drinking water act.

Water Utilities Staff has been working closely with CPH Engineers to design, permit and acquire funding through the Florida Department of Environmental Protection State revolving fund (FDEP SRF) an anionic ion exchange system to help reduce the level of Total Trihalomethanes (TTHM's) and Haloacetic acids (HAA5's). This project is 90% complete and will be ready to bid once the requirements of the FDEP SRF are met. Initially this project was scheduled to be completed by September 30, 2015, however, the time line for receiving funding from the FDEP SRF does not allow for construction funds to be expended until July of 2015, and the project is estimated to take nine months. The new completion date will be in fiscal year 2016. The benefit of using the FDEP SRF loan is that it offers the City of Haines City 85 % principal forgiveness (grant) at a rate of one million (\$1,000,000) to one million two hundred and fifty thousand (\$1,250,000) dollars per year.

The City of Haines City was recently granted a request for reduction in plant staffing because of the addition of the Anionic Ion Exchange system that we are installing to reduce Total Trihalomethanes (TTHM's) and Haloacetic acids (HAA5's), based on the fact that Haines City has had no water quality or operations and maintenance violations.

- **Objective 3:** Maintain adequate capacity of water treatment facilities, wastewater treatment facilities, and collection systems through sustainable and operationally sound processes.

An RFQ for design services for a new force main from Robinson Drive to North 20th Street has been prepared and is scheduled for advertisement. This project will alleviate excess flow to the gravity sewer system on the east side of Haines City and will provide additional capacity to the gravity systems

throughout the city. The design will be completed by September 2015 and potential construction would take place in fiscal year 2016 and 2017 pending funding. The project, by adding capacity, should be funded by both impact fees and operating revenue funds.

- **Objective 4:** Continue to manage the Lake Eva cleanup in coordination with the consultant of record and the Lakes Advisory Board.

The Lake Eva Restoration Project is in design and is approximately 30% complete. This project is designed to help reduce turbidity in the water body and help the aesthetics of Lake Eva.

- **Objective 5:** Manage/coordinate the 20" inch water pipe from water plant to US 27 in response to the existing demand for additional water pressure capacity along the Old Polk City Road and US 27 corridor.

Staff is working with Civilsurg Engineering to provide design for the construction that is planned for fiscal year 2016. The project is currently in the 30% plan phase and an easement with Southern Dunes has been identified. The critical path for this project is obtaining the easement and completing the design elements of the project. The Utilities Staff will work diligently to have this project out to bid and ready to construct by October 1, 2015.