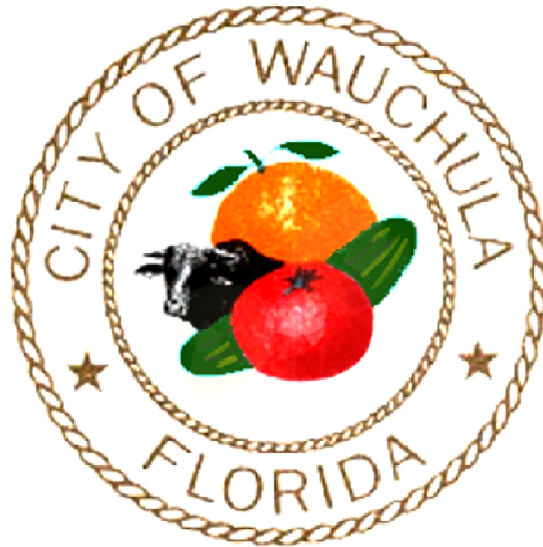
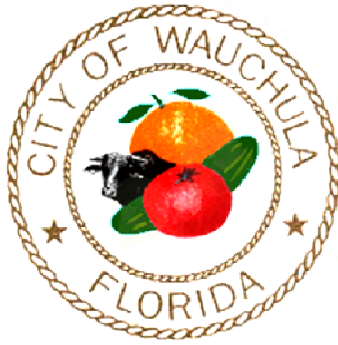


# *ANNUAL REPORT*



*“Cherishing Our Heritage,  
Cultivating Our Future”*

*July 2007*



## **OFFICIALS OF THE CITY OF WAUCHULA, FLORIDA**

### **City Commission**

**David Royal, Mayor/Chairman, District Seat 4**

**Jerry Conerly, Mayor Pro-Tem, District Seat 7**

**Troy Brant, District Seat 1**

**Connie Spieth, District Seat 2**

**Kenneth Lambert, District Seat 3**

**Clarence Bolin, District Seat 5**

**Mavis Best, District Seat 6**

**\*\*\***

**Clarissa Abbott, City Clerk**

### **City Administration**

**Richard D. Giroux, City Manager**

**Clifford M. Ables, City Attorney**

**James Braddock, Director of Finance**

**Ray McClellan, Director of Public Works**

**William Beattie, Chief of Police**

**Olivia Minshe, Director of Community Development**

Richard D. Giroux  
City Manager  
126 South 7<sup>th</sup> Avenue  
Wauchula, FL 33873



Phone: 863-773-3131  
863-773-3535  
Fax: 863-773-6376  
citymgr@cityofwauchula.com

July 30, 2007

Honorable Mayor, City Commissioners and Residents of the City of Wauchula,

It is with pride that I present this report on the city's status to date and the activities and accomplishments of fiscal year 2006-2007. Under the direction of the City Commission, 2006 - 2007 was a year of noteworthy achievements. It is my intent to highlight those achievements in this report. The city budget was balanced with no increase in the millage rate with the retention of a \$600,000.00 emergency reserve fund. The City of Wauchula continues to be in sound fiscal condition.

Health insurance costs increased zero (0%) percent due to the Public Risk Management (PRM) Board's decision to pay the five percent increase from PRM reserve funds. Our plan with PRM continues to be our most cost effective and best option for coverage at this time. Critical infrastructure needs have been and continue to be addressed, community development and growth initiatives have been implemented and refined and the scope and quality of city services provided to residents remains high.

City planning, infrastructure and community development issues continue to be a high priority for the City of Wauchula, as we now turn our focus and attention to activities and projects designed to address promotion of the city for investment and the development of new revenue streams. Our residents have chosen Wauchula to live and work; as such, we must continue to undertake activities that maintain and improve their quality of life, address the present and future needs of a growing community, and enhance our ability to provide them.

I would like to take this opportunity to recognize and thank all city personnel for their hard work and dedication this year. I would also like to thank the City Commissioners for their active involvement and continued support of our efforts, which is greatly appreciated and critical to our success for ushering in a vital and prosperous future. I am blessed to be a member of this community and to live and work in the City of Wauchula.

Respectfully submitted,

Richard D. Giroux  
City Manager

# CITY OF WAUCHULA - ANNUAL REPORT - 2006-2007

The Charter of the City of Wauchula specifies that on or before August 1 of each year, the City Manager shall prepare and present to the Commission an annual report. This report shall summarize the accomplishments of the preceding year, the City's fiscal status, as well as a proposed agenda for the pending year's business.

This report is presented in four (4) sections; Finance, Capital Projects, Accomplishments, and Recommendations.

## SECTION ONE – FINANCE – BUDGET SUMMARY FISCAL YEAR 2006-2007

### Taxes:

Ad Valorem Taxes -- <b>Millage 5.02</b>	\$	517,003			\$	517,003		
Gross Receipt & Sales Tax			\$	328,700		\$ 328,700		
Communication Service Taxes	\$	157,969			\$	157,969		
Utility Service Taxes	\$	268,345			\$	268,345		
Gasoline Tax	\$	115,500			\$	115,500		
Licenses and Permits	\$	4,250			\$	4,250		
State Grants	\$	1,680,000	\$	3,950,000	\$	886,124	\$ 6,516,124	
Federal Grants	\$	131,724	\$	-	\$	299,065	\$ 430,789	
State-Shared Revenues	\$	549,000				\$ 549,000		
Charges For Services	\$	56,486	\$	10,738,813	\$	272,650	\$ 11,067,949	
Court Revenues	\$	181,000				\$ 181,000		
TIF Revenues				\$	456,041	\$ 456,041		
Miscellaneous Revenues	\$	70,978	\$	114,685	\$	13,750	\$ 199,413	
Non-Revenues	\$	1,490,684	\$	4,324,000	\$	45,160	\$ 200,000	\$ 6,059,844

<b>TOTAL REVENUES</b>	\$	5,222,939	\$	19,456,198	\$	514,951	\$	1,657,839	\$	26,851,927
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### EXPENDITURES/EXPENSES

General Government/Administrative	\$	535,115	\$	1,517,607			\$	2,052,722
Public Safety	\$	1,507,631					\$	1,507,631
Community Development	\$	176,644					\$	176,644
Physical Environment	\$	788,945	\$	15,211,128	\$	40,075		\$ 16,040,148
Transportation	\$	1,679,187				\$	1,657,839	\$ 3,337,026
Culture/Recreation	\$	372,126					\$	372,126
Non-Expenditure Disbursements	\$	163,290	\$	2,727,463	\$	380,000		\$ 3,270,753
Contingencies					\$	94,875		\$ 94,875

<b>TOTAL EXPENDITURES</b>	\$	5,222,939	\$	19,456,198	\$	514,951	\$	1,657,839	\$	26,851,927
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BUDGET SUMMARY  
 CITY OF WAUCHULA – FISCAL YEAR 2006-2007

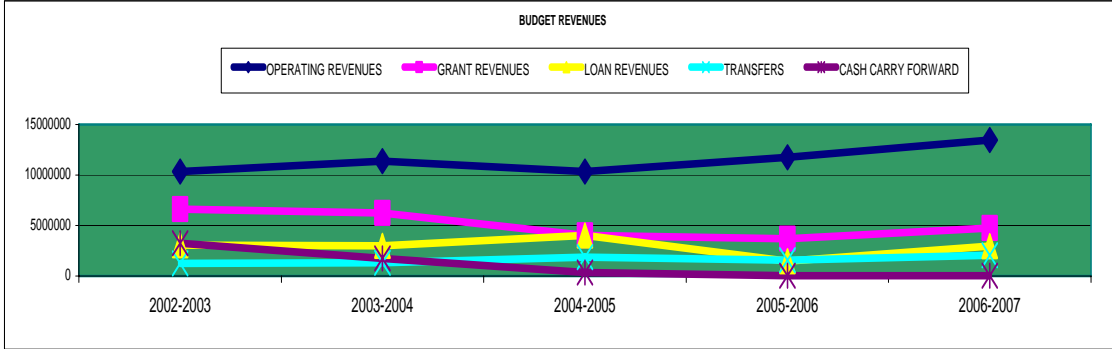
**THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CITY OF WAUCHULA ARE FORTY-SIX PERCENT (46%) MORE THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.**

ESTIMATED REVENUES	Total 2006-2007	Total 2005-2006	
<b>Taxes:</b>			
Ad Valorem Taxes – Millage 5.02	\$ 517,003.00	\$ 405,000.00	27.66% INCREASE IN APPRAISED PROPERTY VALUES
Gross Receipt & Sales Tax	\$ 328,700.00	\$ 301,601.00	8.99% REASSESSMENT OF COLLECTED TAXES
Communication Service Taxes	\$ 157,969.00	\$ 157,969.00	0.00% NO CHANGE ANTICIPATED
Utility Service Taxes	\$ 268,345.00	\$ 253,830.60	5.72% INCREASE PROJECTED
Gasoline Tax	\$ 115,500.00	\$ 114,500.00	0.87% INCREASE PROJECTED
Licenses and Permits	\$ 4,250.00	\$ 7,957.76	-46.59% DECREASE PROJECTED
State Grants	\$ 6,516,123.88	\$ 3,480,405.00	87.22% INCREASE IN STATE GRANT PROJECTS
Federal Grants	\$ 430,789.25	\$ 193,551.00	122.57% AIRPORT IMPROVEMENT FEDERAL GRANT PROJECTS
State-Shared Revenues	\$ 549,000.00	\$ 524,000.00	4.77% INCREASE PROJECTED
<b>Charges For Services</b>	<b>\$ 11,067,948.69</b>	<b>\$ 9,558,298.78</b>	15.79% INCREASE IN UTILITY RATES
Court Revenues	\$ 181,000.00	\$ 103,000.00	75.73% DECREASE PROJECTED
<b>TIF Revenues</b>	<b>\$ 456,041.00</b>	<b>\$ 177,489.00</b>	156.94% INCREASE IN APPRAISED PROPERTY VALUES
Miscellaneous Revenues	\$ 199,413.00	\$ 145,459.00	37.09% INCREASE IN INTEREST INCOME
Non-Revenues	\$ 6,059,843.00	\$ 3,081,103.47	96.68% SRF LOAN PROCEEDS
<b>TOTAL REVENUES</b>	<b>\$ 26,851,926</b>	<b>\$ 18,504,164.61</b>	45.11%
<b>EXPENDITURES/EXPENSES</b>			
General Government/Administrative	\$ 2,052,722.23	\$ 1,877,094.10	9.36% LOANS FOR PROJECTS COMPLETED
Public Safety	\$ 1,507,631.00	\$ 1,285,201.00	17.31% PROJECTED INCREASE
Community Development	\$ 176,643.99	\$ 142,643.79	23.84% NEW ZONING INSPECTOR
<b>Physical Environment</b>	<b>\$ 16,040,148.05</b>	<b>\$ 9,769,908.48</b>	64.18% WWTP EXPANSION - WHOLESALE ELECTRIC INCREASE
Transportation	\$ 3,337,026.30	\$ 2,634,421.00	26.67% AIRPORT CAPITAL PROJECTS
Culture/Recreation	\$ 372,126.00	\$ 604,426.00	-38.43% REDUCTION IN CAPITAL PROJECTS
Non-Expenditure Disbursements	\$ 3,270,753.00	\$ 2,117,573.91	54.46% INCREASE IN TRANSFERS TO OTHER FUNDS
Contingencies	\$ 94,875.00	\$ 72,896.00	30.15% INCREASE IN CRA DUE TO INCREASED PROPERTY APPRAISAL
<b>TOTAL EXPENDITURES</b>	<b>\$ 26,851,926</b>	<b>\$ 18,504,164.61</b>	45.11%

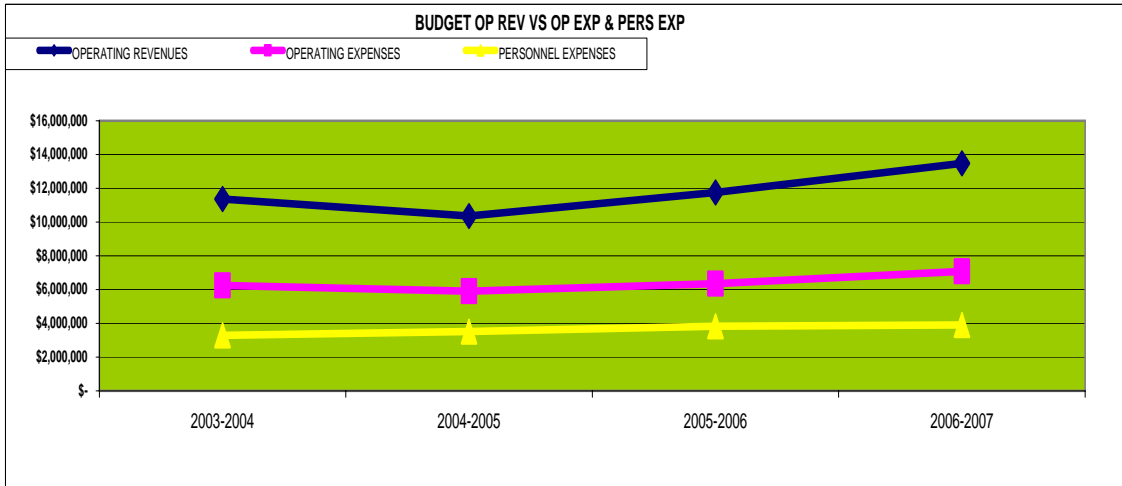
THE TENTATIVE, ADOPTED, AND/OR FINAL BUDGETS ARE ON FILE IN THE OFFICE OF THE CITY CLERK, CITY HALL,  
 126 S. 7TH AVE, WAUCHULA, FLORIDA, A

\$	26,851,925.57
\$	18,504,164.61
	45.11%

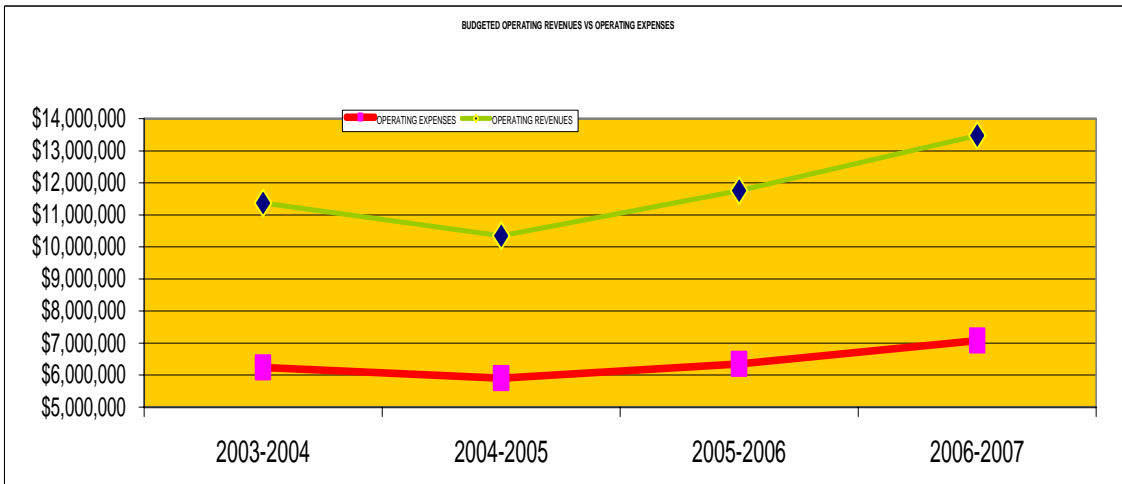
**CITY OF WAUCHULA  
2006-2007 FISCAL YEAR BUDGET  
REVENUE & EXPENSE COMPARISONS**



THIS CHART REPRESENTS THE CHANGE IN BUDGETED REVENUE CATEGORIES FROM 2003-2004 B.Y. THROUGH 2006-2007 B.Y. PROJECTIONS



THIS CHART REPRESENTS OPERATING REVENUES, OPERATING EXPENSES AND PERSONNEL EXPENSES FROM 2003-2004 BUDGET YEAR THROUGH 2006-2007 BUDGET YEAR PROJECTIONS



THIS CHART REPRESENTS OPERATING REVENUES AND THE COMBINED TOTAL OF OPERATING EXPENSES AND PERSONNEL EXPENSES FROM 2003-2004 BUDGET YEAR THROUGH 2006-2007 BUDGET YEAR PROJECTIONS

As indicated from these statistics, the proposed total budget expenditures for the city are 45% greater than last year's total expenditures. The primary reason for this due to a significant increase in total revenues and the initiation and completion of several major capital infrastructure projects funded primarily through State and Federal grants. However, if you look at the percentage differences between actual operating expenditures, including personnel costs, from this year's figures and last year's budget then you will note only an overall 5.1% increase in projected expenses. This is an acceptable figure given our ambitious capital projects agenda and continuing high fuel costs and resultant increases in associated material, equipment and operating costs.

The financial outlook appears to be excellent. Ad valorem revenues have increased 27.66% or \$112,000.00 this past year and it is anticipated to increase an additional 17% or \$90,000.00 by next year due to pending housing construction. This is a 54% overall increase in ad valorem revenue since the inception of the new Charter. Further, the City has made substantial gains by securing additional grant funds. Federal grant awards have increased by 122%, which State grant awards have increased 88% for our capital improvement projects. These increases, in conjunction with other increased revenues from the Tax Increment Financing initiative (up 157%) and other key revenue sources represent a \$8,347,762.00 increase in total revenues over last year.

With the recent approval of utility rate increases for water, wastewater and solid waste operations, all utility operations are now generating sufficient revenue to not only sustain required operating overhead, but needed capital improvement and maintenance reserves for future demand. This year the electric utility fund continued to subsidized the general fund through transfers at 27.78% of its yearly expenditure requirements or \$1,455,302.88. Though this percentage transferred has been increasing every year for the last few years and has been a concern, the trend appears to have stabilized this year, with an expected reversal within the next two years. The reversal should come about as a result of the combined effects of the increased ad valorem the city will experience as property values increase and annexation of new housing and commercial developments escalate. This of course will be spurred on by our expanded infrastructure when completed, made possible by the increased utility impact fees, our infrastructure augmentation policy and the requirement of investment and developer based infrastructure enhancements supplementing this process. Our fiscal plan to reverse the transfer trend is beginning to take shape and should provide the expected results as it matures. The benefits of this are obvious for maintaining the long-term fiscal health of the City.

The charts also indicate the percentage variations between this year's budget and last year's and the reasons for those changes. As you will note, the large fluctuations may be due and subject to grant funding the city is awarded and utilizes each year.

As with the previous year, the Finance Department has compiled budget-to-budget comparisons, by removing the grant funding from the budget, in order to provide the Commission with a more accurate overview of the city's true fiscal status. This is of course in addition to the normal budget review and approval process. By removing the

grant funding variable, we get a much better apple to apples assessment of what our actual fiscal picture is from year to year.

## **SECTION TWO – KEY CAPITAL IMPROVEMENT PROJECTS**

### **Strategy and Rationale**

As you know from monthly status reports, the City is already deeply in the process of substantial infrastructure expansion and upgrades. This process was begun in 2005 as foundational requirements of Wauchula's Strategic Plan and consists of the following key projects and associated timelines:

- 1. Wastewater Treatment Plant Expansion:** This project entails the expansion of our wastewater plant capacity from 1 million gallons per day (mgd) to 3 mgd. Expansion will also include recycling capability for wastewater effluent for public reuse purposes. This project was made possible by the securing of a \$19 million loan from the State Revolving Loan Fund to finance the project to completion. However, project costs can be reduced by at least \$3 million due to our awards of a \$2 million 2005 CDBG disaster recovery grant and a \$1 million 2006 CBIR legislative appropriations grant.

The financial plan for this project has been approved and is in place, with FDEP permits secured and the construction of Phase I, the head works and master lift stations, currently underway, with completion anticipated by December 2007. The balance of the project is now in the final stages of engineering with anticipated construction to begin in Fall 2007 and anticipated completion in December 2008. Currently, the City is on schedule and upon completion of the project will have an approximate unreserved 1.6 million gallons per day additional wastewater capacity available.

- 2. Water Treatment Plant Expansion – 5<sup>th</sup> Deep Well:** DEP currently permits the city at 2.5 million gallons per day for water treatment processing. However, SWFWMD only permits the city to obtain 987,000 gallons per day (gpd) from the aquifer for processing. The city is currently processing 950,000 gpd or 95% of capacity. This includes the city's contractual capacity obligation of 79,000 gpd to Hardee County. To supplement the new wastewater system requirements, the city is now finalizing the process of securing a special State Revolving Loan for \$3 million to proceed with the design and construction of a desperately needed fifth deep well and its supporting systems. The need for this is twofold.

First and foremost, the 5<sup>th</sup> Well provides the City with an insurance card against future drought conditions that could create potential public safety and health hazards. Plans for the new well call for much deeper drilling and an offset location from the primary systems. The permit for the 5<sup>th</sup> Well site has already been approved by the State and the engineering for the project is nearing completion.

Secondly, the by-product from this project is that it will allow the City to be permitted by the Southwest Florida Water Management District (SWFWMD) for an additional 700,000 gpd to 1.75 mgd capacity. The permit for this expanded capacity is currently under review and is pending approval. This new permit would provide additional needed water capacity to service growth plans and also poise the City to request further expanded capacity requests as needed.

The City has recently requested a proposal from our consulting engineers, Chastain Skillman, to provide a cost and project analysis to be utilized to secure the new SRF. Our financial consultants, Angie Brewer and Associates, have indicated that if the City meets six project criteria, the SRF funding would be assured during the next round of funding in October 2007. These criteria have recently been met and the submission for the SRF is now pending upon completion of the new water facilities plan.

The plan outlined above has been in place since early 2006 and is now nearing completion of the financial and engineering process. However, with the recent advent of greater interest by some companies in our area, as a possible location for large-scale distribution and manufacturing facilities, the need for even greater levels of water capacity is currently being explored. Such expansion of course would be contingent upon a solid commitment by the interested company, but a plan should be designed for possible rapid implementation to accommodate such opportunities. The City's consulting engineers, Chastain-Skillman, are extremely confident that our current permit upgrade request can be modified to permit this additional capacity requirement due to large commercial or industrial needs. This is reinforced by the fact that through REDI, all State permit applications can be expedited in *half* of the normal time, since Wauchula is a declared Rural Area of Critical Economic Concern. Our engineers have also assured the City that the 5<sup>th</sup> well infrastructure will be in place within a year, or less. A 6<sup>th</sup> well can also be constructed within the same time frame if so needed and approved. This, in conjunction with existing infrastructure, would be more than adequate to provide the water capacity that any large company may request. So the physical ability and the permitting requirements, which can be expedited with the assured State assistance, is quite possible to create in a timely fashion if needed.

- 3. Electric Substation Rehabilitation:** The primary source of city revenue is derived from electric power sales. The city purchases power in bulk by contract from TECO or Tampa Electric Company, directs it through our substation and redistributes it to the City's customers. In 2005, plans were already in motion for a complete renovation of our substation apparatus and transformers, the details of which are outlined in the Electric Utility Master Plan.

Upon the receipt of a the recent Federal Appropriations Grant of \$1 million and the possibility of obtaining a local EDA grant within the next 30 days, the City will begin the process of that comprehensive renovation. Total cost for the project is anticipated to be approximately \$2 million, which will include the

necessary transformer upgrades to handle increased power demand loads up to an additional 15 megawatts. This level of capacity would not only entice potential industry, but complements our long-term electric power distribution strategy. Our electrical engineers, Jones-Edmunds from Jacksonville, have assured total completion of the substation upgrade by mid-2008, possibly sooner, if we begin the process by Fall 2007. The main lag time involved in this particular project is transformer manufacture time.

- 4. Airport Expansion – T Hangar Project:** This project consisted of constructing ten new 44 foot wide aircraft T-hangars with associated taxi lanes, access road, storm water drainage system, a new runway GPS system and reflective markers, and an updated airport master plan. The purpose of this project was not only to improve the airport, but revenues generated from the new hangars will continue to reduce subsidies to the airport budget from the general fund. This is another step toward airport operations becoming self funding. I am please to report at this time that this \$1.2 million project is at 95% completion and that all ten hangars are pending rental agreements with new tenants upon completion.
- 5. Airport Expansion – Maintenance Hangar Project:** This project consists of the construction of a 10,000 square foot aircraft maintenance hangar with supporting infrastructure. This project was made possible by obtaining a \$775,000.00 EDA Infrastructure Grant in conjunction with the Harvest Aviation Group, a faith based, flight maintenance and flight training organization. It is anticipated the new services offered by Harvest Aviation from this new facility will greatly enhance the amenities available at the airport resulting in both direct and indirect new revenues. The project is currently in the final engineering stages with an anticipated completion date of December 2007.
- 6. Street Paving Program:** Utilizing Community Redevelopment Agency (CRA) funding, the City has allocated \$250,000.00 for needed paving and repairs of streets throughout the City. Due to budget constraints over the course of the last decade, Wauchula has been rather conservative in the amount of funds allocated for needed street maintenance and therefore our maintenance schedule has been very limited in scope. The last paving project, \$33,000.00, occurred in the 2002-2003 fiscal year. This year, we have an opportunity to substantially expand our schedule for much needed repairs. The Public Works Department has compiled a list of those streets in greatest need and anticipate work to commence by October of this year.

As you can see, the City of Wauchula is fulfilling its strategic plan objectives and we are already well into the process of enhancing our infrastructure. In 2005 it was our objective to have all of our infrastructure expansions completed by late 2008 to attract new housing, commercial and industrial investment. How fortuitous that we are currently seeing interest in our City at this time for possible large-scale investment.

## **SECTION THREE – KEY ACCOMPLISHMENTS**

### **I. City Manager's Office Highlights:**

- Secured an EDA Grant for \$775,000.00 for the construction of a new maintenance hangar for the Wauchula Municipal Airport.
- Secured a Federal appropriations bill grant via the 2008 Energy and Water Appropriations Act for \$1 million for the renovation of the City's electric power substation.
- Submitted a \$26 million State CBIR Legislative Packet.
- Submitted a \$25 million Federal Appropriations Request.
- Finalized the comprehensive redesign of the City's website.
- Oversight of KDL contract dispute negotiations and arbitration
- Implemented the updating of the codification of the City's Code of Ordinances
- Implemented the updating the Personnel Rules and Regulations Handbook
- Completed DRC project, obtained FDEP certification approvals
- Implemented City Investment & Promotions Project
- Completed new Code Enforcement Code, adopted by the Commission
- Created new Community Development Department Zoning Inspector position
- Oversight of Phase I Wastewater Treatment Plant Expansion Project construction
- Initiated Phase II Wastewater Treatment Plant Expansion Project
- Finalized the financial plan design for Phase I Water Project – 5<sup>th</sup> Water Well
- Completed the \$200,000.00 FRDAP Grant Phase II Oak Street Park Renovations
- Initiated FRDAP Grant request for \$200,000.00 for property acquisition and new amenities for Crews Park.
- Completed Phase II of the Emergency Early Warning Notification System

- Initiated bulk electric power purchase contract negotiations with power suppliers
- Initiated new comprehensive utilities rates study
- Initiated new electric territorial and franchise agreements
- Initiated \$250,000.00 City Roads Repaving Project
- Initiated construction of new City - Hardee Help facility
- Continuing City Buildings/Property Beautification Program
- Continuing City Park System Renovation Program
- Initiated Alternative Municipal Revenue Development Program
- Initiated contract franchise negotiations with COMCAST Cable TV
- Initiated contract review and negotiations with TECO for more favorable terms
- Initiated Regional and International Commercial Trade Negotiations for local businesses
- Initiated a feasibility study for a City Building Division

## **II. Finance Department Highlights:**

### *Finance Department Management*

	FTE's
Customer Service	(4)
Accounting	(2)
HR	(1)
Utility Billing	(1)
IT Department	(1)
Meter Reading	(2)

Scope: The employees of the Finance Department control the cash inflows and outflows of the City. Meter reading of 14 routes bills five times monthly. Customer Service cashier receives the cash which is disbursed through 3 regular check runs and biweekly payrolls. An external auditor team of 4 auditors take a minimum of 4 weeks annually through interim audit and final audit to test all the functions and activities of the Finance Department. The Finance Department also oversees physical inventory counts and Computer IT functions.

*Evaluation:*

Annual evaluations were done at September 30, 2006. 3% raises were approved for all (11) positions.

The following activities are categorized in a manner of frequency order.

Biweekly:

HR & Payroll

The HR function is administered and monitored by both Finance Director and City Manager. The HR specialist this year has excelled in orchestrating open enrollment, and assisting the City Manager in reorganization of safety committee activities and enhancements of the employee handbook. A change in vendor for drug testing has been a significant factor in adding meaning to the City's claim to be a drug-free work place. The HR specialist will attend the first of a three-year certification seminar to receive the special training that is becoming a greater task.

The HR specialist played a greater role in the meeting with the City's self insurance pool administrator Public Risk Management. Her involvement has aided her understanding of both the health and property insurance elements affecting the City's insurance coverage.

The HR specialist coordinates and administers monthly distribution payments to the retirees as well as orders and certifies retirement contribution for ongoing employees with retirement contribution refunds for those employees who terminate.

The HR specialist is the primary individual responsible for the biweekly payrolls and all taxes, vendor payments and reports associated with the payroll function. Cross training was successfully accomplished for the payroll function of the HR specialist's duties.

Finance Director Activities

Sign personnel checks

Review & reconcile # of checks written and Direct Deposit \$\$\$ / ###  
From previous biweekly payroll

Sign payroll vendor checks

Monitor worksheets designed to allocate health insurance and AD&D expenses

Monthly:

The Accounting Specialist and Accounts Payable specialist are busy throughout the month monitoring and managing the cash flows for the City. The General Fund expenses checks for the majority of the City's monthly payments. Numerous transfers of funds are required for reimbursement of payments by the Airport Fund, CRA fund and Utility fund. The payroll fund receives payments for expenses belonging to the General Fund and Utility fund. Payroll taxes and vendors are then paid out of the Payroll Fund.

Manual checks are issued as needed on a limited basis. Each manual check usually requires at a minimum a transfer as monies received into all funds are deposited into a money market fund requiring a transfer from the money market account to the checking account to cover the check.

The accounting specialist is responsible for all adjusting journal entries requiring coordination between the accounting specialist and the accounts payable specialist in completing the monthly bank reconciliations.

Monthly bank reconciliations were completed on a more timely basis than in the past four years since the software conversion began in October 2003.

Activities:

Check runs

Average \$\$\$

5 <sup>th</sup>	-	\$ 120,000	
15 <sup>th</sup>	-	\$ 510,000	(TECO bill \$ 400,000 monthly)
25 <sup>th</sup>	-	<u>\$ 97,000</u>	
Total		\$ 727,000	

Debt Service monthly expense = \$ 60,000

Checking account reconciliation for (40 accounts) equals 10 – 20 hours workload between Accounting Specialists and A/P specialists.

During 2007 – 2008 B.Y. we will continue to work and plan on conversion to Pooled Cash in order to reduce time and delay in the monthly reconciliation of the City's cash assets.

Monthly adjusting entries by Accounting Specialist.

Pension fund – reports from the Florida Municipal Pension Trust Fund are sent to the City reporting the monthly ending balance in the General Employee Pension Fund, Police Pension Fund and Firemen's Pension Fund. Adjustments include Employer, Employee payroll contributions, gain or loss from market investments by Atlanta Capital, and any administration fees charged by FMPTF.

Auditor's expense allocations – Expense of the external auditors has been allocated within several accounts across General Fund, Airport and Utility fund.

Prepaid insurance premiums – Invoices are paid quarterly. Allocation of expense is posted to departments across funds monthly.

Transfers for vendor invoices – The City deposits all receipt of funds into Money Market accounts to take advantage of interest earned on deposited monies. As funds are needed to cover checks issued transfers are made from money market accounts to checking accounts. The City does bulk of banking business with Wauchula State Bank and First National Bank of Wauchula. Transfers also need to be made between banks. Each transfer generates at least two sets of accounting entries to maintain the correct balances in the City's cash accounts. These adjustments account for most of the monthly adjusting entries made by the Accounting Specialist. Again this process could be streamlined by moving to a Pooled Cash System with one account at each bank.

Quarterly:

Payroll – 941 – The City does not withhold and match monies from the Federal Insurance Contributions Act. This is the 6.2% deduction usually required by Social Security Administration. Therefore, deductions from employee paychecks include only Medicare deductions at 1.45% along with federal withholding required by the Internal Revenue Service.

In the quarterly reconciliation of the 941 form it is necessary to consider reductions to employees gross payroll amount due to Cafeteria 125 reductions.

Allocation of Property & Casualty invoices – Prepaid Insurance Adjusting Entries Invoices for Property & Casualty Insurance are submitted quarterly. Through an extensive allocation process

Annually:

Budget – March – September

At this time we have made a first round of cuts to balance the budget. Currently we are reviewing revenue projections and possible improvements to the City's metering system in order to reduce the margin between gallons of water treated versus gallons of water billed. A reduction on this margin would increase water revenues and consequently sewer revenues would be positively affected by any increase to water revenues

Year End Closing – August – December

FYE 9/30/06 audit report included fewer adjustments logged and posted by the auditors during their year end audit. This trend indicates increase activities on the part of the finance department to make more adjustments through the years as opposed to larger adjustments at year end. The effect is to provide financial information which is more currently and accurate.

Audit December – February

Efforts to make corrections and adjustments during the fiscal year as opposed to year end adjustments are an attempt to move the year end audit dates back to the first two weeks in November. Advances made in bringing the financial records more current in making the

necessary interim adjustments will enhance and streamline the activities of the external auditors' testing

### *Projects*

#### *Financial Analysis*

##### Electric Rate Study:

Being performed by WHH Enterprises – Bill Herrington and Jerry Warren are two electrical engineers that have extensive knowledge in the municipal electric industry and are experienced in doing rate studies for electric municipalities. Jones Edmunds & Associates have worked with the City for the past two years in review of projects needed at the Substation plant. Ed Wisser with JEA has worked with and recommended WHH Enterprises for the rate study they are doing for the City.

At this point, it appears the process will call for a new Cost of Power Adjustment formula. The revised formula will account for costs in changes to fuel adjustment on a more proactive basis than the current formula provides.

##### Bulk Power Supply Contract

WHH Enterprises is providing consulting services with the City options for Wholesale Bulk Electric Power Supplier. Currently the City purchases bulk power from Tampa Electric, which is fed to the City's substation from Progress Energy transmission lines at the E Bay Street substation.

Per the contract between Tampa Electric and the City of Wauchula, Tampa Electric pays for the wheeling of the power provided to the City from their generation point(s) to the City substation. Because there is an option within the City's contract with Tampa Electric to exercise an early cancellation of the City's contract with TECO as of December 2008 whereas the full contract term would end in December 2013, going out to market for other energy provider quotes on providing bulk power to the City was an option the City needed to investigate at this time. The notice by the City to exercise the early cancellation in December 2008 should be given in December 2007.

##### Net Profit Electric Revenue

A concern in reduction of gross margin between Electric Revenue and Cost of Power Sold required investigative measures on the part of the finance director in this fiscal year period. The electric rate study discussed above is a part of this ongoing investigative process at this time.

##### Recalculate Electric Revenue

Again this exercise is a continuing attempt to analysis the City's electric power , overhead and administrative costs compared to revenues generated by the electric fund which have been used traditionally to fund other operations of the City.

## *Capital Improvement*

### Water / Electric meters – Valencia Gardens

120 water and electric meters were installed at the new apartment complex, which can be read electronically on site by the City's meter reading devices. This installation became a pilot project to provide experience in purchase, installation and collection of data electronically versus manually.

### WWTP expansion

Funds from two sources of funding for the 3.0 MGD expansion to the Wastewater Treatment Plant have been requested to reimburse the City for current expenses being incurred. \$590,000 has been received from the DEP through a State Revolving Fund Loan. \$80,670 of \$2,250,000 has been received from DCA through the Communities Development Block Grant for Small Communities program.

Expense to date exceeds these reimbursements. Consequently, the City has requested Consultants Angie Brewer and Associates to initiate requests for funds from the City's Community Budget Issues Request \$1,000,000 appropriations to replenish the City's cash flow requirements as these projects are ongoing.

### Water Use Permit Renewal (10 year)

Utility billing data has been provided to Chastain Skillman engineers, which the City is paying to receive the City's Water Use Renewal Permit from Southwest Water Management District. Reviewing this data for the January 2006 to December 2006 highlights the reoccurring issue of 30% margin reduction between gallons of water treated by the City compared to gallons of water billed.

Water meter testing is being conducted at locations identified as the largest water users to determine accuracy of water meters at those sites.

### 5<sup>th</sup> Well Project

A State Revolving Fund loan application is requiring financial information for business plan forms to be submitted by Angie Brewer and Associates requesting loan monies in order for the City to drill a fifth well offsite from the City's current well field. Funds needed to provide for City-wide replacement of water meters is being included in the request for loan funds.

Adding the 5<sup>th</sup> well is requiring the City to prepare a Water Facilities Plan. Chastain Skillman engineers are preparing this plan. The data from this study will be used by Central Florida Regional Planning Council to provide the City's five year Water plan required by DCA.

## *InterNet Technician*

### New Server upgrade

Through the exceptional efforts of the City's IT person, John Gibney, the platform for financial software and data generated from the City Manager, Finance and purchasing department is being processed and backed up daily on an enhanced state of the art IBM server computer. This upgrade included technical and complex processes that could have (should have) cost the City many times more than the \$3,000 spent to put this system in operation. Data access, processing and backup for disaster recovery is superb compared to other municipalities the same size and even larger than the City of Wauchula. Centralized Purchasing.

This addition to the City's financial software produced by Interactive Computer Design (INCODE) enhances the Purchase Order / Inventory process for the City's purchasing department.

### Incode Software Version 5.0 > 6.0

INCODE is developing its next version to provide data interchange on a Sequel server, which is an industry standard in program database formats.

The City has no plans to upgrade to this new version as the current database format is suited to the City's needs at this time, even though there is no additional cost for this upgrade and the City's current hardware systems could accommodate this platform.

This point illustrates the IT department's philosophy to maintain cutting edge computer techniques and technologies but not pursuing options not required by the current IT environment. This philosophy in concert with the conservative spending of IT dollars has been a benefit to the City.

### New Utility Bills

The Utility Billing department moved to an enhanced bill printing and delivery process. This upgrade provides greater flexibility in dispensing information to the City utility customers while streamlining and enhancing this portion of the utility billing operations.

### GIS

The purchase of the GEOX handheld GIS unit this year enabled the meter reading department to conduct an audit of the City's power pole to determine the number of poles on which Comcast Cable had video cable attachments. The results of this audit concluded the City had 1248 poles upon which Comcast had attachments. Comcast had only been paying for attachments on 1100 poles previous to this audit

## Cemetery

GIS mapping of cemetery plots should be completed in this Fiscal Year. The completion of this project will greatly enhance the Finance Department's task involved in the record keeping, marking and maintenance of the City's cemetery.

## *Pension*

- Successfully received Favorable Determination Letter from IRS Voluntary Compliance Plan.
- Dissolution and distribution to participants of Firemen's Pension Plan.
- Ordered and reviewed several Cost Studies for changes in Pension Plan benefits for employees.
- Tracking and calculation of Pension attorney fees.

### **III. Public Works Department Highlights:**

- Peace River Park: Continued work on removal of hurricane debris. Worked with Division of Forestry to underbrush areas adjacent to trails.
- Electric Distribution Center: Guttled interior and rebuilt Day Room, Managers Office, Restrooms, and lockable Storage Rooms.
- Warehouse: Poured concrete driveway connecting Shop with roadway and provided drainage for same.
- Wastewater Plant: Built new Storage and Maintenance Building.
- Recreation Complex: Installed water lines to convert irrigation from potable water to well system.
- City Orange Grove: Rehabbed grove by trimming, mowing, reworked irrigation system, fertilized, and herbicide. Expect income-producing property next year.
- Hired new Electric Division Manager

Water Services: 41

Sewer Services: 41

Electric Services: 34

Though the number of new projects has declined slightly this year, the Department has been exceptionally busy with daily routine maintenance needs. New services reflect increased growth over last year and in anticipated continuing trend.

#### **IV. Community Development Department Highlights:**

June 2006

Second session of FIAM training was held. City has decided to have CFRPC populate and maintain model for upcoming fiscal year. It was found that obtaining some of the necessary data for municipalities of our size is difficult in some instances. Many assumptions needed to be made and put into the model.

Work on the Old Police Station has begun. This is still hurricane repair work from Hurricane Charley in 2004.

Mojitos Original Cuban Café should open mid July. Hood is installed and wired with fire suppression. Final inspection for hood scheduled for June 30.

ProCorp Southeast attended Commission meeting for first reading. Commission passed but requested a developer's agreement to be submitted and approved prior to second reading. Have only received draft from applicant at this time, which was already presented at Commission meeting.

Depot completely finished. CO has been issued by County.

Session one was held to discuss the Rural Economic Development Catalyst Project. Plan is to identify sites, perform SWOT analysis on each site. Identify industry to target and infrastructure needs and costs at site. Next meeting to be held September 13, 2006.

The proposed East-West Corridor and Heartland Parkway were discussed at both the CFRPC meeting and at a meeting hosted by Manatee County Commissioner Joe McClash and Representative Bill Galvano. Funding sources are still being determined for both projects. East-West proposed to run across North part of Hardee County through proposed cargo airport. Parkway is proposed to run south from I-4 through Hardee County just East of Hwy 17 and pretty much parallel with 17. The two would intersect in the Northeast corner of Hardee County.

Gray Vance came before Historic Preservation Board to request a Certificate of Appropriateness to install new awnings, new windows on the second floor and to paint the first floor at business entrances. The property discussed is located at 210 and 212 W. Main Street. Certificate was approved.

FINR has put a purchase contract on 302 W. Main St right next to the Elks Lodge. Plans are to build a 2 story commercial space to house FINR's HR department for hiring and training purposes.

Meet with David Gryboski regarding proposed plans to build a CVS Pharmacy between Hwy 17 N & S on the South side of Bay Street. Should receive final site plans in July for sign-off.

#### July 2006

Old Police Station still being repaired.

Waiting on Mojitos to open. Hood was inspected and received a certificate of completion. Waiting on Fernando to give me the go ahead to call for final C.O. inspections from Fire Department. The County inspector has already signed off on it.

Received analysis of ProCorp amendment from CFRPC to review prior to submittal to DCA. Sewer and School capacity are the only issues. Sewer should be resolved with the addition 200,000 gallons per day approval. School issue may be cleared by addition on new elementary school, Hilltop Elementary.

Ribbon Cutting photo-op for Oak Street Park, Phase I was held.

Central Florida Health Care came before the Historic Preservation Board for approval of a Certificate of Appropriateness to make an addition to their building located at 204 E. Palmetto Street. Addition will house the new dental center so that the mobile oral health care RV can be removed.

#### August 2006

Old Police Station should be complete for tenants to move back in after Labor Day.

Mojitos still not open. Spoke with Fernando on August 28<sup>th</sup>, he is still waiting on state inspection. I told him I'm not calling fire dept for final inspection until he tells me he has the Class K fire extinguisher they will be requiring.

CFRPC informed City that ProCorp amendment DCA review should be completed by October 15, 2006. Therefore should be able to make it onto November Commission agenda for final hearing.

I completed final week of 4 of the Economic Development Finance Professional training course offered by DCA through National Development Council. Test results should be back within 6 weeks.

Roy Brown came before P & Z for a special exception request to have a pool hall with beer located in the 2 story wooden building located on the East side of Hwy 17 Southbound, just south of the St Farmer's market. P & Z was a split decision, did not pass. He has already reapplied for the September agenda.

Elizabeth Printz's home was re-bid for the HOME Again program. Bids were solicited through the Hardee County Economic Development Office. 6 bids were received with low bid being Lomonico Construction. Bid approval is scheduled for September Commission meeting.

Called Florida Restoration Team about leak in new shop building. I have called before, but the leak was never fixed. George with FRT is going to check on it.

## September 2006

Mojitos still waiting on state inspection.

Mural has started on North side of City Administration Building. Will take 28 days to complete.

Test results received from Economic Development Finance Professional. I passed, should receive certificate shortly.

Bids were approved for Ms. Printz's home. Contract signing is scheduled for October 5, 2006.

Application for plat was received for Hidden Creek North Subdivision. Preliminary Plat approval scheduled for October Planning & Zoning meeting. Construction approval for infrastructure by Commission scheduled for October Commission meeting.

Meetings were held to discuss the new Transportation Proportionate Fair-Share Ordinance. Same ordinance is to be adopted by County and all 3 municipalities. This is being required by Senate Bill 360 as a mitigation program for development that causes the transportation system to fall below the comprehensive plan's level of service.

Workshop was held to discuss the proposed ordinance to amend the ULDC. Will be on October agenda for first reading.

DCA came for a monitoring visit regarding the CDBG Disaster Recovery Initiative project. All went smooth.

First DOT Coordination meeting was held. DOT would like to meet every other month with County and municipalities to discuss and problems/questions there may be involving FDOT. Construction along Hwy 17 was discussed. Status of City streetscaping project was also discussed.

October 2006

Mural is more than 50% done.

Contract signing for Ms. Printz's home was successful. Lomonico Construction has obtained permits and started work.

City entered into a \$500 Purchase Contract from FEMA to purchase the travel trailer currently being used by Ms. Printz. Once she no longer needs it, City can resell for \$500.

Hidden Creek Preliminary Plat and approval of commencement of infrastructure approved by Planning & Zoning and City Commission. Waiting on submission of final plat.

First reading of Transportation Proportionate Fair Share Mitigation Program Ordinance took place and passed at City Commission. Second reading scheduled for November Commission meeting. A workshop was held jointly with the County and all 3 municipalities on October 3<sup>rd</sup>. CFRPC presented the mitigation program and answered questions from Commissioners in attendance.

Ray McClelland and myself met with various players in the CVS development at Bay and Hwy 17. Project still seems to be in motion. They are running environmental tests currently. Different solutions were proposed to the sewer line issue. Currently sewer line runs North to South down center of property, under proposed site for building. Final decision was not made, but it's not an impossible issue to overcome.

Met with David Royal and Doug Knight to discuss possible project for Little League Park. Brought the project to the attention of the City Commission at their October meeting. I am waiting on an answer from FRDAP regarding the points awarded on applications for projects already listed on a municipality's CIP.

Attended a workshop put on by CFRPC to discuss new legislation affecting the process for the E.A.R. The City's E.A.R. is due September 2009.

November 2006

Mural done.

1st draw on Printz home has been made, construction moving steadily along.

Transportation Proportionate Fair Share Mitigation Program was passed.

CVS has run into problems with FDOT. FDOT doesn't want to allow access from 17 N or S only off of Bay. Won't allow for semi-trucks to pull through for deliveries. David Royal has e-mailed FDOT to see if they will reconsider.

Still waiting on an answer from FRDAP about points on applications. I have emailed Diane Langston 4 times and Tamika Ardley twice. No response from either. Calls get forwarded to voice mail.

Met with architect from Carlson Studio to discuss new project by FINR. Proposed building will house training /hiring staff in downtown. They are applying for a couple of variances. One variance is to reduce the rear setback on the second story only, the second variance is to increase the F.A.R. from 1 to 2 so that they can make full use of the lot and build 2 stories. The location is at the old Feed Store location between the Elks Lodge and the Lawn mower store, just in front of the Garden Center. Application will be heard at December P&Z meeting.

Held workshop between Commission and ProCorp representatives to discuss the Developer's Agreement. The Mackins and Steven Southwell were all present. The Commission stated that they wanted decorative street lighting to be required as part of the agreement. Commission also wanted the agreement to state that none of the smaller lots, should the variance for that get approved, be located on the perimeter of the property. ProCorp agreed to make the changes.

Project Management Meeting was held to discuss multiple projects. Angie Brewer & Associates were there to run the meeting. First project was HOME Again. No additional applicants for the program. Give final notices to final participants that they need to make a decision or supply the information needed to process their application immediately. Second and third projects were the CDBG DRI and the SRF WWTP Expansion. Steve Dutch with Chastain-Skillman, Andy Maddox and Ray McClellan were also present. Specs are not done yet. CSI needs geo-tech to sign off on plans before he can release them. Construction should still be done by August 2007 for the first phase to satisfy the CDBG DRI.

Planning & Zoning meeting was held. Mr. John Seitz representing a development known as the Stenstrom Senior Village was there. The project is located north of Stenstrom road on property owned by Mrs. Buford Long. Annexation with rezoning was requested. Board approved the request. DeSoto Appliance was requesting a variance on the sign setback for a freestanding sign at their business location on Carlton Street. They were not in attendance. Board did not act on request, but asked for an as-built survey. They were contacted and are working on getting such survey.

Fire inspection of Mojitos was done. Certificate of Occupancy issued.

Mojitos is FINALLY open. They are serving lunch and dinner.

December 2006

2nd Draw on Printz home made. Title was received from FEMA for trailer.

Mayor seemed to have made progress with FDOT after a call to the Governor regarding access to the CVS Project. Hopefully will proceed.

Application to FRDAP for ball park project will only be awarded extra points if project is within the 1st 3 years of the CIP.

Application for new FINR project was pushed back to January 2007 meeting of the Planning & Zoning Board.

Second reading of ProCorp's annexation was held and passed at December Commission meeting.

Planning & Zoning meeting was held. DeSoto Appliance returned for their variance with survey as requested. Board recommended approval of variance of 0' sign setback. Carol Knight was present to request a rezone of her property on 7th Avenue to R3. The Board recommended denying the request.

Long application for annexation, in connection with the Stenstrom Senior Village Project, will be heard at January Commission meeting. Application was postponed from December Commission meeting because surveys were not complete. Surveys were finalized and received in late December 2006.

Meeting of Historical Preservation Board was held December 5, 2006. Don Chancey, on behalf of Victory Investments (Gary Delatorre), presented an application for property located at 219 E. Main Street. Plans are to reinstall awning over front entrance, replace all windows with new ones and other renovations inside including HVAC for the building. Board approved application.

I attended the Grants 101 Workshop in Orlando December 11 - 13, 2006. Received Certificate of Achievement for class participation. Workshop was held to increase grant proposal writing skills. Better suited for grants where there is not a set application form rather when a proposal is all that is requested.

January 2007

Planning & Zoning Board recommended approval of FINR's variance requests but denied recommending the removal of 2 parking spaces along 8th Avenue.

Report to Florida Communities Trust regarding Peace River Park's progress was submitted on time with photos as requested.

Change order for HOME Again program on Lomonico's contract was signed. Change order was to extend the contract deadline for completion of Printz home. Final walk-thru will be held in February.

First reading of Long annexation request was held at City Commission meeting, it passed. Carol Knight's request for R-3 rezoning was denied however the Board stated that she could request R-2. She did re-apply for R-2 zoning, the request will be heard at the February Planning & Zoning Meeting.

Final plans were submitted to FDOT for all streetscaping LAP projects. Checklists need to be submitted still and then we will await Notice to Proceed to Construction.

#### February 2007

Planning & Zoning Board recommended approval of Ms. Carol Knight's rezone to R2 request for her property located on 7th Avenue. They also recommended approval of Larry Martel's variance request to reduce the 20' rear setback to 10' on his property located at the northeast corner of Oak & Rust.

I attended a two-day conference in Orlando regarding FDOT's LAP Program. The streetscaping projects are LAP projects.

I attended a workshop in Orlando regarding the CDBG Application process.

Advertisements for bid were run regarding the second phase of Oak Street Park. A pre-bid meeting was held to go over the project with potential bidders. Bids are due March 9, 2007. Second phase of Oak Street Park will include a shade structure over the new playground, additional bleachers for the new championship tennis court, two picnic pavilions and additional sidewalk.

Final pay request from Lomonico Construction was received. Mrs. Printz signed off on work acceptance for her new home constructed through the HOME Again Program. Angie Brewer & Associates will prepare closeout documentation to submit to Florida Housing Finance Corporation.

Second reading of Long annexation request was held at City Commission meeting, it passed.

#### March 2007

The Planning & Zoning Board recommended approval of Mr. Elliott Roberts' request for annexation. The zoning sought was R1-A. Mr. Don Chancey represented the property owner. He submitted a rough site plan for review and assured the board that a developer's agreement would be used. The agreement would require a minimum of 1600 sq ft of living area.

Bids were received for the second phase of Oak street Park. The bid was awarded to TMD Construction. Commission approved awarding the bid at their March Commission meeting.

We received comments back from FDOT on latest submittal of streetscaping plans. A face-to-face meeting was held between FDOT, KHA and the City to work out any remaining issues. KHA said that plans would be resubmitted shortly and we are hopeful for a successful notice to proceed letter.

Historic Preservation Board met twice this month. First was to discuss the addition to the existing Wauchula Abstract building located on 9th Avenue. The Board approved the Certificate of Appropriateness. Second was to provide feedback to Mr. Michael Carlson regarding color selections for proposed building to be located at the corner of Main and 8th Avenue. This building will be used to house the HR department of FINR's operations. Application will be made later for entire building.

I spoke at Kiwanis on March 6, 2007. Played a hurricane DVD for where we were and then gave an update on where we are going. Two of the biggest updates were the CVS and Dunkin Donuts.

The pre-bid meeting for the CDBG - DRI bids was held. The meeting was mandatory and two bidders were present. Bids were due on March 27. Two bids were received. Low bidder was Spectrum Underground. The bid should be "tentatively" awarded at April 2nd Commission meeting. DCA must review bid procurement procedures before we can send Notice of Award.

April 2007

On-Site Monitoring visit with FDLE was held for both the Project Safe Neighborhood and Operation Blue Light X Grants. Met with Crystal Parker of FDLE and Maria Rojas-Quinn of Wauchula Police Department to go over documentation.

Attended Heartland Chapter of the FGFOA for a luncheon.

Commission heard request for annexation from Elliott Roberts on his parcel located at the intersection of Louisiana and Terrell Road. Commission approved on first reading but agreed to hold a workshop to discuss the proposed developer's agreement.

Workshop was held to discuss the developer's agreement in relation to the Elliott Roberts parcel that is requesting annexation at the intersection of Louisiana and Terrell Road.

Division of Forestry visited Peace River Park to cut and chip vegetative debris along trails. Took photos to include in next year's status report to FCT.

Pre-Construction meeting was held with TMD Construction regarding Oak Street Park Phase II. Construction started on April 26, 2007.

Pre-Construction meeting was held with Spectrum Underground regarding the WWTP Expansion through the CDBG DRI Grant.

Attended the Catalyst Project workshop in Sebring. Sites were ranked and the Sebring Airport ranked the highest.

Finance Committee met to review 2005-2006 Auditor's Report.

No Planning and Zoning meeting was held this month, as there were no items on the agenda.

Letters were sent to local artists requesting submittals for a logo for the Centennial Celebrations.

#### May 2007

Commission heard second and final reading of Elliott Robert's annexation request. Was passed.

TMD Construction has requested first pay application on progress at Oak Street Park. Additional sidewalks and concrete bleacher pads have been completed. Bleachers are in place.

Notice to Proceed was issued to Spectrum Underground regarding the WWTP Expansion project.

Planning & Zoning heard an application for annexation of a piece of property located at the Northeast corner of Florida Avenue and Stenstrom Road. The Planning and Zoning Board recommended approving the annexation to the City Commission.

I attended a meeting with the School Board, County, CFRPC and Zolfo regarding School Concurrency. A workshop will be held on August 10, 2007 at 8:00 in the County Commission Chambers to explain element to all elected officials.

Historic Preservation Board met this month. First item was Joe Brennick's application to construct a 2-story brick building at the Northwest corner of 8th and Main. Board approved application. Second item was to discuss property located at Northwest corner of Orange and 17 SB. Property Owner was not aware that any alterations would need to go before board and did not inform her tenant.

Tenant had already painted the trim of the building when Code Enforcement stopped him. Board does not have an approved color palette for him to choose from. Board told him that he would be contacted when color palette is chosen for him to pick two new colors from. Until then he is free to operate his business. Color Palette is being researched.

Logo was chosen for Centennial Celebrations. Four artists submitted artwork. Jen Canary was artist of chosen logo.

May 22, 2007 was centennial anniversary of the charter signing for the City. A birthday celebration was held with cake and punch at Heritage Park.

ABA was consulted to prepare two EDA Grant Applications by May 31, 2007. One will be for Electric Substation Rehab, the second for drilling the 5th Well.

## **V. Police Department Highlights:**

October 2006

- ◆ Capt. Dennis Lake and Sgt. Thomas Harris attended the 38<sup>th</sup> Annual Police Officers' and Firefighters' Pension Trustees' Conference on October 25<sup>th</sup> – October 27<sup>th</sup> in Orlando. The program was designed to respond to the concerns of cities and special fire control districts participating under Chapters 175 and 185, Florida Statutes and to help members to stay current on issues and legislation that may affect the retirement plans.
- ◆ On October 27<sup>th</sup>, Chief William Beattie, Cpl. Chris Leconte and Cpl. Angie Hill conducted a training on Patrol Vehicle Driving. Also, Capt. Dennis Lake conducted the annual Class "A" uniform inspection and Sgt. John Eason conducted a training on Gang Information.
- ◆ Det. Sgt. Dave Stimson is working on a check fraud ring out of Wauchula. He is working with surrounding agencies in Hardee, Polk, Highlands, Manatee, Desoto, Sarasota, Charlotte, and Hillsborough counties. He is also creating a task force with these agencies to bring statewide prosecution on the ringleader and underlings within the ring.

November 2006

- ◆ On November 29, 2006, Det. Sgt. Dave Stimson held a Check Fraud Ring Meeting at the Wauchula Police Dept. (A copy of the book is attached.) Representatives from thirteen different law enforcement agencies were in

attendance. The meeting was held to organize the task force that was created in order to bring statewide prosecution against the ringleader and underlings of the check fraud ring. Michael Rosales – chief suspect – was arrested in Highlands County.

#### December 2006

- ◆ Officers turned in a total of 513 submissions of evidence from offenses worked. Of the 513 submissions, a total of 1001 pieces of physical evidence was submitted into the evidence room for storage. This is 109 more case submissions, and 144 more pieces of physical evidence than was submitted 2006.
- ◆ Accreditation standard 7.02 mandates that a complete inventory of the evidence room and all of its contents shall be completed annually. During the year 2006, two complete inventories of the evidence room were made.
- ◆ The 2006 Law Enforcement Toy Drive was a tremendous success with over \$8,000.00 raised!

#### January 2007

- ◆ On January 8<sup>th</sup> thru January 12<sup>th</sup>, Det. Kevin Brock, who is assigned to the Drug Task Force, attended a weeklong clandestine lab class in Quantico, Virginia, at the FBI Academy. The U.S. Department of Drug Enforcement (DEA) sponsored this class in which participants were taught how to dismantle an active drug lab. By completing this class, Det. Brock became certified in identifying, classifying, and dismantling clandestine labs.
- ◆ On January 22<sup>nd</sup> thru January 26<sup>th</sup>, Det. Kevin Brock attended a Post Blast and Investigation class sponsored by the Florida State Fire Marshals Office in Bartow, Fl. This class taught Det. Brock how to identify what type of material was used, and the manner or device in which the material was detonated within an explosion situation.
- ◆ On January 29<sup>th</sup> thru February 2<sup>nd</sup>, Det Kevin Brock attended a Street Level Drug and Crime Seminar in Fort Lauderdale, Fl. This class instructed participants in the various methods of street level crimes dealing with narcotics to personal crimes. Participants were taught new ways in which to combat such types of crimes.

- ◆ On January 8<sup>th</sup> thru February 5<sup>th</sup>, Sgt. Chris LeConte attended South Florida Community College Public Safety Academy in Instructor Techniques. This will allow Sgt. LeConte to be a certified Criminal Justice instructor and will add to the department's staff of in-house instructors. The Department currently has two (2) certified instructors, allowing officers who attend to credit that time towards their mandatory four (4) year re-certification.
- ◆ On January 2<sup>nd</sup> thru January 4<sup>th</sup>, Ptl. Robert Spencer attended Laser Speed Measurement Class at Polk Community College's Police Academy. This class certified Ptl. Spencer in the use of Laser Speed Measuring devices.

#### February 2007

- ◆ On October 10<sup>th</sup> and 11<sup>th</sup>, Capt. Lake and Sandra Rojas attended a course at SFCC on *Managing Encounters with the Mentally Ill*. The class taught how to approach the mentally ill and keeping yourself safe doing so. On February 5<sup>th</sup> thru February 9<sup>th</sup>, Cpl. Whatley and Ptl. Wyatt attended the Field Training Officers Class at the Manatee County Sheriff's Office Training Center. This class certified both officers to be Field Training Officer's (FTO's) with the department and to train new employees on Department Policy, Procedures, and to evaluate new probationary officers to the department
- ◆ On February 16<sup>th</sup>, Det. Sgt. Stimson attended an Instructors Techniques Workshop sponsored by South Florida Community College Public Safety Academy. This class updated certified Criminal Justice and Standards Training Commission officers on new requirements set forth by CJSTC for an officer's mandatory four-year re-certification.
- ◆ On February 23<sup>rd</sup>, Chief William C. Beattie attended the Public Risk Management Seminar in Lady Lake, Fl. This seminar covered legal aspects for departments in the areas of High Liability, such as pursuits, Taser, probable cause, and firearms.

#### March 2007

- ◆ During the month of March, the Wauchula Police Department held several fund-raisers for the annual American Cancer Society's "Relay For Life", including a baked ziti lunch and a car wash. The final tally on the Relay For Life funds that were raised by the Wauchula Police Department staff and activities is \$3,119.74. The Wauchula Police Department was awarded the *Bronze Team Award* for its

efforts. Sandra Rojas was the team leader again this year and worked very, very hard to make it a success.

- ◆ Lt. Thomas Harris was promoted to Captain and Det. Sgt. Dave Stimson was promoted to Lieutenant.

#### April 2007

- ◆ On April 18<sup>th</sup>, a department-wide training on traffic stops and legal issues pertaining to traffic stops was held. Class was held at the Wauchula Police Department and was conducted by Sgt. John Eason.
- ◆ On April 24<sup>th</sup> thru April 26<sup>th</sup> Cpl. Matthew Whatley attended Breath Test training at South Florida Community College. This class certified Cpl. Whatley to operate the Breathalyzer 5000 at the Hardee County Sheriff's Office when processing individuals believed to be under the influence of an alcoholic beverage.
- ◆ On April 26<sup>th</sup>, Lt. Stimson attended a training meeting at the Hardee County Emergency Operations Center in reference to an upcoming exercise to be held in June.
- ◆ On April 30<sup>th</sup>, Ptl. Robert Spencer started Traffic Homicide Investigators School. On completion of this class, Ptl. Spencer will be able to investigate traffic accidents wherein a subject has died from injuries sustained in the accident or it is believed that the subject will die from injuries sustained in the accident.
- ◆ The American Cancer Society's "Relay For Life" was held on April 21<sup>st</sup> & April 22<sup>nd</sup> at the Wildcat Football Stadium. The Wauchula Police Department participated for the second year. Sandra Rojas, Victims Advocate, was again the Team Leader and worked very hard to help make this annual event a great success.

#### May 2007

- ◆ On May 1<sup>st</sup> information was obtained through a Confidential Informant that the Cleaning Crew hired to clean the floors in Vision Ace Hardware at night, were stealing items from the store after completing the job.
- ◆ A meeting was held with Management of Vision Ace in which it was confirmed that items reported by the Confidential Informant to have been taken from the store were missing from the stores inventory. A surveillance operation was set up with small hidden cameras that were

placed with in the store along with the departments Pole Cam that was placed on a power pole outside of the store.

- ◆ On the evening of May 4<sup>th</sup>, Capt. Harris, Lt. Stimson, Det. Brock, and uniformed members of the department began the operation at 6pm with briefing and then execution of the plan.
- ◆ Through out the night of the 4<sup>th</sup> and into the early morning hours of the 5<sup>th</sup> the cleaning crew was observed removing items from the store and placing selected items into black garbage bags. These garbage bags were then placed into the cleaning crews trailer to be removed from the property.
- ◆ A total of over \$800.00 dollars in merchandise was removed from the store and recovered on the morning of the 5<sup>th</sup>, after the cleaning crew was stopped prior to leaving the Vision Ace Hardware property.
- ◆ A search of the trailer used by the cleaning crew to carry equipment uncovered an additional \$2,500.00 in stolen merchandise from the Vision Ace Hardware taken over a period of time by the cleaning crew.
- ◆ May 7<sup>th</sup> thru May 11<sup>th</sup> – Sgt. John Eason attended CMS Driving Instructor at Polk Community College. This class certified Sgt. Eason as a Police Driving Instructor in operation of Police Vehicles. This is a High Liability area of instruction. New upcoming Criminal Justice Standards and Training (CJSTC) rules will state that any in house trainings in an area of High Liability shall be completed by a CJSTC certified instructor if the officers attending that class wish to use the class towards their four (4) year mandatory retraining.
- ◆ May 8<sup>th</sup> – Lt. Stimson attended the State Wide Hurricane exercise held at the Hardee County Emergency Operations Center. This exercise was to test the Emergency Operations Centers' functions and readiness through a mock hurricane exercise.
- ◆ May 15<sup>th</sup> thru 18<sup>th</sup> – Capt. Harris and Ptl. Maria Quinn attended the Public Risk Management training held at Marco Island. Topics covered were Worker's Comp Reduction, Contract Reviews, Competitive Negotiation, and Personal Liability Outside of Job Duties.
- ◆ May 22<sup>nd</sup> - Hurricane Preparedness Policy review conducted with all senior staff. This information was then taken by the Sergeants from each squad in which a shift briefing was held with the members of their squads to review the policy should their area be affected by a Hurricane this season.

- ◆ May 29<sup>th</sup> - Lt. Stimson attended a training meeting at the Hardee County Emergency Operations Center in reference to an upcoming exercise to be held in June.
- ◆ May 30<sup>th</sup> - Lt. Stimson attended training on Live Scan printing of Officers at South Florida Community College. The Florida Department of Law Enforcement had mandated that all new and current officers in the State of Florida be fingerprinted by use of a live scan device. The officer's fingerprints are placed into a database held by FDLE. Should an officers prints ever be run by another Law Enforcement agency an immediate hit shall be given and the local Law Enforcement Agency for which that officer works will be notified.

#### June 2007

- ◆ Capt. Harris will attend Command Staff Training in Tallahassee. This is a 3-week course June, July, and August.
- ◆ The Wauchula Police Department's web site has been completed and will be updated on the Internet soon.
- ◆ The following trainings are scheduled for June 2007: Tear Gas (non-lethal), and firearms qualifications.
- ◆ A citywide cleanup of "gang tag" graffiti will take place this month utilizing the Gang Grant funds received.
- ◆ Applications have been processed for the following grants: VOCA, GANG Grant, COP'S Grant, and BYRNE Grant. If awarded, these grant's total approximately \$300,000.00.

## **SECTION FOUR – RECOMMENDATIONS**

### **I. Internal Strategy**

As fiscal year 2006-2007 unfolded, the City anticipated that it would mirror the previous fiscal year in many respects, especially since the strategy and goals that were put into motion during prior years are still in the process of maturing. This assumption was correct and much of our financial and administrative efforts were indeed geared toward facilitating and realizing our infrastructure objectives. However, there are several new fiscal and operational initiatives to consider, discuss and implement, which may substantially affect the City's future as the infrastructure construction nears completion.

The driving force for the next fiscal year will continue to revolve around the development and expansion of the City's infrastructure until that goal has been accomplished. As outlined in last year's discussion, the expansion of the wastewater treatment plant, the development of the new deep potable water well, the rehabilitation of the electric substation, new airport facilities and road improvements are the primary priorities and they will heavily influence the design of our budget and the subsequent flow of expenditures during the course of the year. This is of course, in conjunction with secondary infrastructure objectives such as satellite improvement projects, in-house operational improvements, further park system improvements, and revitalization and beautification projects.

By the same token, the next fiscal year will also be influenced by and reflect the changes imposed last year to enhance the revenues side of the equation. With the advent of new service and utility rates, adjusted to compensate for operational deficits and to provide for future capital maintenance and improvements, the proprietary budgets should not only stabilize, but also generate additional revenues to address other needs. Further, since these operations are now generating sufficient revenue to pay for themselves, resources previously shifted to cover those deficits can now be deployed to more effective use elsewhere.

The recent 2006 increase of impact fees will also have an important role to play in supplementing the City's revenue stream to fund the capital improvements mentioned above and those needed in the future after their completion. With the pending construction of many new housing units, this revenue trend is beginning to materialize as envisioned. Also, as the infrastructure projects mature, it is anticipated that the construction of new housing units will increase significantly over the next five years. This will in turn have obvious and direct impacts to future budgets for both the revenues and expenditures as the demand for city services and expanded infrastructure increase due to the same. It is the snowballing effect that will drive a new and expanding local economy.

Even though the City of Wauchula has taken the first and critical step to enhance its capital improvement revenue streams, through recent increases in water and wastewater system impact fees, other impact fees will need to be considered in time to generate needed funding to address other vital capital improvement and development issues.

Therefore, it is intended that future workshops be held to discuss and develop new legislation for additional impact fees, at the appropriate time, to fund a broader scope of needed improvements.

It is also recommended that the City amend the current impact fee legislation to incorporate a percentage reduction from the current fee schedule to accommodate apartment construction, which are currently incurring full impact fees commensurate to single-family housing. Further, we need to consider an amended impact fee schedule in consideration of large-scale utility usage by moderate to large commercial or industrial customers. During this amendment process, the City will also need to insert language

that provides for impact fee credits for capital improvement investments made by developers to serve their developments, the cost of which can be deducted from the imposed impact fees. All of these adjustments will have a direct, but positive effect on future capital improvement budgets.

The new fiscal year may also result in significant changes in electric utility revenues resulting from recommendations made by the new utilities rates study and pending development of completely new revenue generating mechanisms.

As outlined in last year's independent audit report, there were concerns expressed regarding the recovery of electric utility overhead, specifically an apparent deficit caused by insufficient recovery of the cost of power adjustment fees. In response to this concern, the City is conducting an internal review of the cost of power adjustment formula and revenues generated. A concurrent electric utility study conducted by WHH Enterprises, an electric utilities consultant, is also in process to provide an independent analysis for comparison. This review is almost completed.

. Though the following summarizes the city auditor's primary findings:

1. The Cost-of-Power Adjustment calculations are being performed correctly, and are in accordance with the formula defined in your rate tariff.
2. All power supply costs are being recovered through application of the Cost-of-Power Adjustment.
3. During some months power supply costs are under-recovered, and during other months they are over-recovered. This is primarily due to differences in the timing of the reading of the wholesale meter by TECO and the reading and billing of retail meters by the City.
4. When the net margin between Sales and Purchases is looked at on a percentage basis, over the five-year period that we reviewed, it has declined from 41.76% to 37.11%. We observe that a similar margin divided by an increasing value for Purchases will result in a lower percentage. To check our suspicion that the decline as a percentage is simply due to the overall increase in power supply costs, we looked at the margin on a \$/kWh basis.
5. On the basis of kWh Purchases, the margin has averaged \$0.03856/kWh with a range of 0.03827 to 0.03896, a variance of only about 1% either way. On the basis of kWh Sales, the margin has averaged \$0.03973/kWh with a range of 0.03874 to 0.04064, a variance of less than 3% either way.
6. The Cost-of-Power Adjustment formula is tied to kWh, so it makes sense that the margin provided is based on kWh, and further confirms that the formula is working correctly. Again, the minor variations are likely due to timing issues.

which in their opinion reveals that the cost of power adjustment formula is functioning properly and not the cause of the apparent deficit. However, further evaluation is required to determine whether or not these findings may merely be a

ghost in the calculations and not a real concern or that we seriously need to consider adopting a new formula with which to generate adequate power cost recovery revenues for the City to eliminate the possibility of any such future deficits. Regardless, the City intends to continue reviewing this situation until it is resolved to our satisfaction.

In addition to monitoring the cost of power adjustment, the City will be analyzing its options to expand its overall electric utility customer base. Two possibilities still need to be scrutinized by the City Commission to determine which will provide maximum long-term benefit to Wauchula as its borders expand through annexation:

- Physical expansion of the distribution system.
- Execute franchise and territorial agreements with competitors.

Each option presents its own favorable and unfavorable nuances and must be considered with great care as to what is in the best long-term interests of the City. This process has already begun and will be concluded in Fall 2007. The ramifications of the final decision will have a significant affect on our main revenue stream in the future.

Further, as the City's fiscal demands continue to increase, new revenue streams must be created to not only sustain adequate financial resources for standard operations, but provide funding for improvements and investment resources as well. The City has always expressed its concern with inadequate general fund revenues produced by an equally inadequate ad valorem tax base, as well as its often squeaky tight proprietary revenue streams. Therefore, the City recognizes that it is imperative to develop new funding mechanisms, both traditional and creative, to maintain its fiscal health.

Traditional funding mechanisms are already in play and have been improved upon as outlined above, but there is great opportunity in the growth trend Wauchula is experiencing that may give rise to successful revenue streams beyond traditional municipal strategies. Some possibilities to be contemplated are:

1. Public Investment Properties: The topic of city owned investment properties has been peripherally discussed, on several occasions in the past, regarding the potential disposition and land use of various undeveloped city owned properties into new revenue generating ventures. This idea has considerable merit, since it is imperative that the city develops new sources of revenue, which does not necessarily involve tax revenues. Therefore, it is recommended that the City should contemplate the future potential and best use of city owned properties for possible private and/or public investment and development. The City's ultimate goal should be to eventually create a series of cash cow operations generating perpetual revenues from all public lands not being utilized for direct public use that does not involve the sale of these properties.
2. Public-private partnerships (PPP): is a system in which a government service or private business venture is funded and operated through a partnership of government

and one or more private sector companies. These schemes are sometimes referred to as PPP or P3.

In some types of PPP, the government uses tax revenue to provide capital for investment, with operations running jointly with the private sector or under contract. In other types, notably the Private Finance initiative, a capital investment is made by the private sector on the strength of a contract with government to provide agreed services. Government contributions to a PPP may also be in kind, notably the transfer of existing assets.

Typically, a private sector consortium forms a special company called a “special purpose vehicle” (SPV) to build and maintain the asset. The consortium is usually made up of a building contractor, a maintenance company and a bank lender. It is the SPV that signs the contract with the government and with subcontractors to build the facility and then maintain it. An example of a PPP would be a bottled water facility and constructed by a private developer and then leased to the City. The private developer then acts as landlord, providing housekeeping and other non bottling services while the City itself provides bottling services. This of course can be reversed, so that the City constructs the facility and acts as landlord to a contracted operator.

3. *Publicly Owned Businesses:* Normally when people think of publicly owned businesses, they tend to think of the traditional government owned and operated enterprises such as water and wastewater processing, solid waste removal, electric power generation and distribution, etc., utilities and services. Essentially, basic needs businesses. However, we all know that the private sector also operates such systems as businesses for a profit, while concurrently providing a public benefit in the process. By the same token, therefore, it seems logical that local government leaders can think outside traditional norms and explore the possibilities of developing and engaging in traditional private sector enterprises for profit for the benefit of the public.

It has always been apparent, especially in recent times, that local government continues to experience resident resistance to increases in the typical tax and basic service fee strategies to compensate for the cost of local government to conduct its business. This is especially true for cities with revenue streams that are inherently limited due to demographic and geographic constraints. The City of Wauchula is under such constraints at this time. Therefore, alternative methods for generating new revenue must be explored and developed to provide sufficient funding that the future will demand.

I submit that such considerations are underway. We anticipate that it is quite likely that in the near future, the construction and maintenance of the City’s budget will be substantially influence by investment in private sector forms of proprietary operations. Some possibilities may include:

- Corporate Franchises (restaurants, etc.)
- Direct Retail Business Operations (bottled water, bagged fertilizer, etc.)
- Housing Development/rehab (buying-renovating-reselling housing)
- Direct Service Business Operations (RV Park, Canoe rental, etc.)

Though the details of such endeavors are under consideration, there does not appear to be any legal sanctions or limits imposed on the City to restrict the scope of this potential.

In summation, it is recommended that we continue to:

- Complete our infrastructure enhancement objectives
- Refine our fiscal and operational management policies and practices
- Explore and develop new and creative revenue streams
- Continue to invest in community amenities and aesthetics

## **II. External Strategy**

In light of Wauchula’s Strategic Plan, which consists of three key elements:

1. Develop the necessary infrastructure to attain, support and maintain growth and investment.
2. Promote the City and its infrastructure and amenities to attract new investment and development when the requisite infrastructure is in place.
3. Develop new revenue streams.

our attention should focus on the second element now as the cornerstone of the City’s external strategy for the coming year; promotion of the City’s attributes and their availability. This promotional agenda must include Wauchula’s strategic regional location in conjunction with our new capabilities to gain maximum exposure to potential investors.

Well, I’m sure you have heard the old saying, “location, location, location.” A good location is absolutely essential for the success of most businesses. So, what makes a “good” location such a critical feature for a successful business? A good location will provide the requisite elements of infrastructure, exposure and ease of access.

The City of Wauchula, by virtue of its natural position within the State gives our community tremendous potential to be a sought after, as a successful business location. Why...because very soon, we will have all three requisite elements in place, in addition to the attributes listed below:

- Wauchula is perfectly situated as a natural radial hub, central to the South Florida region and its major population centers,

- As such, it is an excellent distribution location for any commercial or industrial business seeking to reach maximum marketing area.
- Most favorable land prices in the region
- Most favorable tax structure in the region
- A readily available workforce
- Open space for any size industry
- Pending new housing and other community amenities
  
- An unsaturated and congestion free local market area
- Accommodating road network, especially the new US Hwy 17
- Accommodating water, sewer and electric utilities
- Investment friendly local government

These attributes are foundational to creating a good business location. Therefore, the critical issue for our external strategy for next year and the next several years, is the promotion of those attributes to potential investors. It is absolutely essential that we broadcast the fact that Wauchula is ready, willing and able to do business with the all comers.

So, the obvious question is; “Who do we promote the City to?” The answer is...”everyone” we can afford to reach.

As you have often heard me say, Wauchula is an uncut diamond and the creation of the new infrastructure and its promotion is the cutting of the facets to make it sparkle to investors, in order to take advantage of recent trends:

- Coastal population movements inland and subsequent new investments resulting from the same,
- The baby-boom retiree population migration and subsequent new investments resulting from the demographics shift,
- Favorable commercial and industrial conditions and costs available in this region.

The platforms for this promotional agenda are now being developed, some of which include:

- Video info-commercials have been created for local, regional, state, and national distribution with plans to seek limited and inexpensive broadcasting venues and media time.
- Direct and indirect marketing invitations to prospective investors via meetings or tours or conferences to actively promote the attributes of the City for all levels of investment.

- Redesign of the City website to make it more user friendly, more informative and more interactive. To use it as a platform to broadcast the City's attributes and capabilities to accommodate investment and to provide information support base. Most interested parties these days will do their initial research about a subject...especially a "place" by seeking its website. Currently, our website is in the final stages of redesign and should be activated shortly.

Wauchula has a bright future and the City is working very hard to help create and usher it in. I am confident that further development and continued implementation of such strategies will bring about the City's desired results.

In summation, there have been notable and positive changes in the business practices of the City of Wauchula during this past year. It is expected that the trend will continue in the ensuing years ahead. Of course, this should always be the case. The City's Strategic Plan is a living document, a dynamic instrument, and the process of its creation and management should reflect, react, and adjust to the internal and external changes affecting the City. The most important part of those changes will be directly influence by the needs of the residents and the City's efforts to provide them, some of which were briefly touched upon here. Our management of this process, as reflected in this document, should speak for itself regarding the commitment of our city government to the residents of this city. To do all we can to enhance the quality of life of the residents and to pave the way for a prosperous future for the City of Wauchula as a whole.

A special thank you to the City Commission for continuing to lead the community toward excellence, insuring priorities are set and requiring high standards for the operation of city government. It has been my observation that the City Commissioners, the City's Boards and Commission, and City Staff are thoroughly committed to the continued improvement of Wauchula. Wauchula is a great city deserving our best efforts – and nothing less. It is indeed a privilege to serve the City of Wauchula and its residents.

Respectfully submitted,

Richard D. Giroux  
City Manager