

## **LAKELAND CITY COMMISSION**

### **Strategic Planning Retreat February 7, 2023**

The Lakeland City Commission met for the Strategic Planning Retreat at the RP Funding Center. Mayor Bill Mutz and Commissioners Bill Read, Chad McLeod, Stephanie Madden, Sara McCarley, Mike Musick, and Sam Simmons were present. City Manager Shawn Sherrouse, City Attorney Palmer Davis, Finance Director Mike Brossart and City Clerk Kelly Koos were present along with Dr. Craig Collins of Sterling Creative Consultants and senior staff.

Dr. Collins called the meeting to order at 8:04 a.m.

#### **Welcome, Agenda, Processes, Data Sources, Anticipated Outcomes, and Ground Rules.**

Dr. Craig Collins reviewed the process. The Commission was not voting on anything today but gaining consensus on issues.

#### **Focus - Shawn Sherrouse, City Manager**

Shawn Sherrouse welcomed everyone. He thanked City staff for their work. The City was now in year 4 of the 5-year strategic plan. Staff will share updates on accomplishments and goals that have been set. He was looking forward to hearing the Commission's vision for City staff.

#### **Focus:**

- We must focus on the goal to create a vision for the future and resist the urge to only problem solve for the present. Strategic Planning is about setting the vision for the future.
- We must focus on strategic planning target areas and continue to strategize for incremental changes that will achieve the desired outcomes. It is usually incremental change that achieves results.
- We must focus on our different roles as policy makers and operators so that our policy makers can determine our destination while our operators will forge the path that will get us there. We play different roles. The operators were seeking the direction and visioning from the voice of the people, the elected officials.
- We must focus on the collaboration and teamwork that will together provide the framework that will elevate Lakeland to a better place, a stronger and healthier community than we even are today.

Our operators will provide presentations that will update the City Commission on some of the target areas while also asking questions, planting seeds, that seek direction for our future needs.

Shawn Sherrouse proposed the following questions:

Regarding Target Area 1 Infrastructure - Should we begin increasing water rates now to reserve funding for the future costs association with the PRWC rather than have larger rate increases in the future? How will we fund maintenance and growth-related needs into the future?

Regarding Target Area 2 – Staff will present on Smart Growth and urban design, P3s, and housing affordability to illicit feedback on balancing those needs and expectations of a growing and diverse community.

Regarding Target Area 3 – Affordable Housing. City Attorney Palmer Davis will present legal limits on regulations of public feedings and other issues related to homelessness. Are there more practical alternatives that could mitigate these issues?

Regarding Target Area 4 – Shawn Sherrouse will continue the discussion on labor sustainability for the City.

Deputy City Manager Emily Colon, and Scott Bishop will discuss City of Lakeland innovations and progress toward grant administration.

Regarding Target Area 5 – Shawn Sherrouse will update on the current status of the Munn Park revitalization effort.

Regarding Target Area 6 - Chief Taylor will update on technology resources and LPD's workforce sustainability.

City staff is here to listen more than we are here to speak. We are seeking your input, direction, and goals. We will not have the answers today but will go back and plan processes to implement what the Commission believes is best for the City of Lakeland.

### **Analysis of the Lakeland Community Survey Results - Dr. Stephen Neely, Forward Analytics**

Dr. Steven Neely of Forward Analytics applauded the City for the robust efforts in the strategic plan.

#### **Methodology**

The sample is underrepresented in African Americans and Hispanics. Also, low-income residents are not represented.

Quality of Life ranking was in keeping with similar cities in Florida.

Community Amenities - the more familiar people become with amenities, the greater the satisfaction.

Public Service Delivery numbers are strong. Contact with City officials is relatively on par with other cities. He was surprised that most communications come via phone rather than online tools. Increasing the use of online tools is very powerful.

City Communications - There was an area where citizens did not know of ways to get involved with local government. He would recommend an ambassador approach to the next survey which he will talk about later.

#### Policy Priorities:

Top 5 Strengths were parks and greenspaces, safety, shopping/dining/entertainment, growth/development, and cleanliness of water.

Top 5 Weaknesses- all lead back to growth and development. Growth and development are endemic to every city in the State of Florida. You have opportunity to be collaborative across jurisdictions to find resolutions to problems. But they are wicked problems.

Methods of Staying Informed - Overall Direction: uncertainty about growth and development is keeping citizens from rating the Overall Direction higher. The City should continue to communicate what the City is doing here and what the plans are. Make sure citizens know what is happening so they can feel engaged with the direction of the City. The overall takeaway is that Lakeland is a great community and people love it here. They are concerned about growth and development and how that will affect the community.

#### Commission Discussion:

Mayor Bill Mutz: One example is the Dixieland Road Diet. How are cities doing it well to communicate with citizens? Dr. Neely - Hillsborough has leaned into social media and essentially are creating their own news content.

Commissioner Chad McLeod: What areas show an opportunity for improvement or to learn more? Dr. Neely - that comparative chart against other surveys was a convenient sample. It is not a pure benchmark. He recommended identifying peer cities to see if you can do data sharing for stronger benchmarking. More targeted data collection such as what do people want in a rec center. What would cause citizens to use a rec center? Dr. Neely strongly recommended a community ambassador approach to distributing the survey. It is hard to reach some populations, younger people, renters, etc. Have leaders in an apartment complex, at a university to get 20 surveys. Also suggest a randomly drawn mailer to 500-1000 addresses and send a mailer inviting them to complete the survey. It is a challenge. Certain people are less likely to take surveys.

Commissioner Mike Musick: Have you worked with cities that have taken additional steps to get higher results and was it worth the cost? Dr. Neely - Yes. Sarasota government spends a lot of money on random digit dialing. That would be \$50,000. Longboat Key does mailers. Hillsborough has an online platform that they use to drive

traffic, but they have the same problems of representation. The only way to have good representation is to pay for it. He was not concerned with the sample size. His concern was the representation.

Mayor Bill Mutz: There were 260,000 Lakeland addresses but 215,000 were residents. Neely said he would email an updated margin of error based on those numbers.

Dr. Neely: staff has done a tremendous job of reaching out to communities that are hard to reach.

Commissioner Chad McLeod: Are there any questions or themes that we are not asking that we should be asking? Dr. Neely: questions about what would keep young people here, career opportunities, and could you see yourself raising a family here.

### **Voice of the Commission - Mayor and Commissioners**

Commissioner Bill Read:

Future priorities: air service, protection of public greenspaces, concerned about level of service ratings on roads, may need moratoriums if level of service is failing.

Questions for Commissioner Bill Read:

Commissioner Stephanie Madden appreciated Commissioner Bill Read reminding them of the need to protect greenspaces.

Commissioner Stephanie Madden:

She loved the annual strategic planning retreats. This was her 6th year. They have:

- Moved a monument
- Reimagined the library by adding Black & Brew and LHCC
- Built 3P parking garages
- Added multifamily neighborhoods downtown
- Brought a large employer downtown
- Maintained downtown dining and shopping and built Catapult despite the pandemic
- World class park and children's museum on the west side of town
- Prioritized affordable housing and exceeded the goal of 500 units despite the pandemic

Our solutions do not lie in adding more road lanes but rather building amenities nearer to residential. She could have given a list today of all the things she wanted to cover.

Top 3 Priorities: New urbanist design (master plans), pedestrian connectivity, economic development, new energy (solar/hydrogen), casting vision.

Questions for Commissioner Stephanie Madden:

Commissioner Bill Read: what happened to the golf carts? Commissioner Stephanie Madden explained that when she mentions golf carts, she is hoping to spark creative connectivity. It does not have to be golf carts.

Break: 9:12 a.m. – 9:20 a.m.

Voice of the Commission - Mayor and Commissioners

Commissioner Samuel Simmons:

Top 3 Priorities: Public Safety, Affordable Housing, Manage Growth, Closing the Digital Divide, and Quality of Life.

One's priorities can change quickly given certain circumstances, certainly circumstances that have transpired in the City of Lakeland in the past week or so. He believed that they should provide our police officers and fire department with the resources they need to perform their jobs excellently. It is good that we reach the goal of 500 units for affordable housing, but we certainly need to go a lot further than that. We are experiencing phenomenal growth in the City of Lakeland. There must be studies somewhere on best practices that we can benefit from. He would like to see presentations to help us better understand how to pivot in this environment. We have an opportunity to provide free internet services to those families on free lunch or Medicaid. Quality of life for all citizens should be one of the key drivers of policy decisions. Any issue that comes before the City Commission should be filtered through quality of life. Does it improve the quality of life, or does it detract from the quality of life?

Questions for Commissioner Samuel Simmons:

Commissioner Sara McCarley: Commissioner Samuel Simmons just gave us a mission statement. Filtering through a quality of life helps improve our listening skills. Thank you.

Commissioner Chad McLeod asked if he had other concerns. Commissioner Samuel Simmons would like to see cold cases (murders) resolved.

Commissioner Stephanie Madden: After 2014, there was an emphasis on the Gang Task Force. The focus on community policing seemed to help keep crime down. Do you feel like there is still a need for stakeholders to come together and work alongside LPD? Commissioner Samuel Simmons understood the name has changed but it is still active. It is the Community Engagement Task Force.

Mayor Bill Mutz: The issue is more drug dealers than gangs.

Commissioner Bill Read: The area of affordable housing was a challenge. There is not affordable housing anywhere. He did not know how they would attack affordable housing any time soon. He always thought affordable housing was a federal issue. He did not think the City of Lakeland had enough funding.

Commissioner Samuel Simmons: With affordable housing, the traditional term no longer applies. Affordable is relative now. Some units are less expensive than others. Everything is now more expensive.

Commissioner Chad McLeod:

Loved Commissioner Stephanie Madden's term casting vision. He looked forward to the casting vision and he saw this event as a listening session to gain clarity on the decisions they need to make.

Top 3 Priorities: Water/Wastewater Issues, Roads and Transportation, Downtown Redevelopment.

He would like to see expanded sidewalks and a pedestrian corridor in downtown.

Questions for Commissioner Chad McLeod

Commissioner Sara McCarley liked the idea of a pedestrian pilot. What did he mean by that? Commissioner Chad McLeod thought a stretch of Kentucky Avenue made sense.

That is where he would start.

Commissioner Stephanie Madden: That is what piqued her interest too. She would be in favor of closing some roads downtown.

Commissioner Chad McLeod heard citizens say they like the expanded sidewalks more than parklets.

Commissioner Bill Read concurred. He goes to the market every Saturday. That and First Friday are full of people. He thinks the 4-way stops have made a big difference downtown. If we close roads or widen sidewalks it should go around the entire park

Shawn Sherrouse asked the Commission to focus on larger policy decisions. The best way to make incremental changes is to continue to give a vision for what you want, but it does not need to be so specific as determining which streets or sidewalks. Let your professional staff do that and bring something back to the Commission.

Mayor Bill Mutz:

This is a year we must accommodate new programs we have implemented recently, and we are going to have to show some frugality this year.

Top 3 Priorities: We are growing our downtown. That is the reality of urban development that we want to do. Providing developers certainty is important. We are competing with other cities to accomplish that. 3Ps are very important. Downtown is not going to look like Lakeland in the 1980s. Priority 2 is a wise housing mix. Affordable housing must continue to be part of the mix. Priority 3 Transportation and Trails.

Questions for the Mayor:

Commissioner Chad McLeod: Are there things that need to be in place that we are not talking about today? Mayor Bill Mutz: Connectiveness: connectiveness through downtown from the northwest and then east to Ft Fraser Trail, also going south across Lake Hunter. This must be supported with parking garages and intermodal centers. That is why Catalyst 2.0 is so important.

Commissioner Bill Read had guests in town and their response is that Lakeland is vibrant.

Commissioner Stephanie Madden: Do we have enough connections? Many folks love using the trails. Mayor Bill Mutz: It is being as drastic as necessary and planning things out. We need to have footprints in place and then connect them. When the trail is in place, people will follow it. We must have the plan in place and development will grow around it.

Shawn Sherrouse asked the Mayor what he meant by developer certainty? Mayor Bill Mutz: Our emphasis must be downtown because it solves so many problems. People can work and live downtown. It is what people want, and we need to seize the moment. We must have wastewater available and attainable rents.

Commissioner Mike Musick Top 3 Priorities: Economic Development, Infrastructure, P3s. All of those stems from economic development. Catalyst 2.0 is how we are going to give ourselves the edge. We are courting people. That is running well. In 10 years downtown is going to explode and we must work on getting ahead on that. We need to consider how we make downtown vibrant and more walkable. He would focus on the development aspect.

Questions for Commissioner Mike Musick:

Mayor Bill Mutz: We are looking for money, developers have money they need to deploy. They have partners looking to invest. Initiating money fast saves them money so the pace is extremely important. Activity will breed activity.

Commissioner Bill Read thought building heights was another issue. No one has challenged our heights yet. We should allow developers to build up to 20 stories. He thought the city was too restrictive on heights.

Commissioner Sara McCarley:

Economic Development is the backbone. Everything else falls into place. Infrastructure needs directly tie into economic development.

Top 3 Priorities: Transportation/Growth; we need to know where we are going. Look at LE and their storm recovery. Is there a way to harden some of the older areas to make sure we can mitigate damage as quickly as possible? Are we looking at the aging infrastructure of LE? Also, are we looking at City Hall and how we communicate to the public? She did not mean the Communications Department. She meant overarching the processes by which the City runs. Are we citizen centric? Are all the departments working together? For example, a wastewater project that requires road closures. How do we do that efficiently and keep it citizen centric, including employees? If we have goals in mind, what are those goals and how are we getting there? Covey says to begin with the end in mind.

Questions for Commissioner Sara McCarley:

Commissioner Chad McLeod thanked Commissioner Sara McCarley for mentioning LE. It is an area that we must consider. Focus on long term plans for LE sustainability.

Commissioner Stephanie Madden: Everything does have a ripple effect. Working in silos is not as effective. How do we begin with the end in mind with these goals?

Commissioner Sara McCarley: The departments work together, especially in department head meetings. It does happen but being cognizant of it and bring it to the forefront helps. When she works on a board, she fills in her weaknesses.

Commissioner Bill Read appreciated Commissioner Sara McCarley bringing up LE. It is ironic he had visitors saying LE did not have solar. On this strategic plan, nothing addresses LE. They are a major part of our economic future. He would like to hear more.

Break: 10:21 a.m. to 10:37 a.m.

Shawn Sherrouse responded to two comments. We do not have a specific LE item, but Scott Bishop will be presenting on innovation. Also, LE does a separate strategic planning session and just finished their 2023 Strategic Plan. Maybe he could have them present on that plan at a Commission or Utility committee meeting.

### **Target Area 1: Infrastructure**

**Water - Bill Anderson, Director of Water Utilities; David Bayhan, Assistant Director of Water Utilities gave a presentation.**

- Water permit of 35M gallons per day (gpd) expires in 2038.
- Reduction in permit size anticipated in 2038.
- The City had plenty of capacity. The limiting challenge was the resource itself which is why the City joined the Polk Regional Water Cooperative (PRWC).
- PRWC - Lakeland's share is \$55M (80%).
- Rates cover expenses through 2025. Should the City begin raising rates for PRWC now or wait until 2026? The City was in the 2<sup>nd</sup> year of the 3-year rate program.
- Part of the PRWC program is demand management. A key part of that is conservation. Conservation could defer costs of a future potential water supply.
- Smart Meters: Water attempted to install these with staff, however progress is too slow. Planning to outsource the work in the next budget year.
- Water now has an engagement coordinator on staff.
- Water Star Ordinance was a program put on by SWFWMD. Local governments must adopt an ordinance. It targeted new construction by focusing on irrigation, land scaping, and indoor costs. The builder may receive rebates. The homeowner will save money. Twelve cities have already implemented the Water Star Ordinance.

### **Commission Discussion:**

- SWFWMD funding.
- SWFWMD committed to 48% of the cost of the PRWC projects.
- Cities will pay based on their projected demands.
- Rates: Rates will increase when debt service payments begin. Should water increase rates slightly now to avoid a larger increase in the future? The Commission wanted to hear more.
- Polk municipalities working together in a cooperative way.
- Conservation – Water Star ordinance encourages conservation.
- PRWC – SWFWMD, Polk County, and municipalities were all working together.
- Water costs would go up \$1.25 per 1k gallons to \$3.25 per 1k gallons.
- Peace River water is available to PRWC.
- Water system security.

- The City used 96% of what is pumped.
- Gray water reuse would be a more isolated single family home use.
- Lakeland's permit is in danger of reduction and therefore Lakeland joined PRWC.
- Lakeland uses data from Customer Finance Billing, population projections, and SWFWMD data for water use projections.
- The PRWC projects are basically desalination projects only the water comes up through the ground rather than out of the sea. The water is very saline water.
- Tampa Bay Water already operated a desalination plant.
- Water shortages out west are a result of population growth and legislative decisions.

**Wastewater - Bill Anderson, Director of Water Utilities; David Bayhan, Assistant Director of Water Utilities**

- Lakeland's wastewater plants are permitted by the Department of Environmental Protection (DEP). We are at 50% capacity at the two plants. We are already planning for expansion to gain capacity. The limiting factor here is the pipes in the ground.
- Water has identified 2 specific areas with limitations. Just yesterday got the final design for the pump station. We're doing everything we can to expedite this project. That bid package should go out in a couple of weeks and there is a 1-year construction schedule. They have an alternative to alleviate the issue in the meantime, Lake Crago Project.
- Western Trunkline Replacement - there are some construction components they can begin with before design is complete.
- They were working to address capacity. They were increasing the CIP budget to mitigate that situation. They were working to decrease the infiltration of rainwater. The City still had terracotta pipes in some areas. The City has 300 private systems that send wastewater to the City. Flows almost double during rainy season or rain events.
- Like Water Star, they will also have an ordinance to begin dealing with challenges of private systems. Many owners are unaware of their pump stations or maintenance needs.

**Commission Discussion:**

- Private systems vs. leaks in systems. Meters capture input from private systems at the connections.
- Owners are usually unaware because knowledge is lost as property changes hands.
- Billing is based on waterflow not wastewater.
- Private system owners are often unaware of leaks.
- Pipe repairs depend on the condition of the pipe and location.
- Water targeted pipe repairs in areas with capacity limitations first.

- Lakeland had 300 miles of gravity sewers and 400+ miles of force main, and over 8,000 manholes. Those also leak. Gravity sewers and manholes tend to take on water. Force mains are under pressure.
- Penalties for water restriction violations. The water management district regulates water restrictions. Lakeland does contact customers, but they do not impose fines.
- Other cities struggle with the same issues.

#### **Roads - Heath Frederick, Director of Public Works; Chuck Barmby, Planning and Transportation Manager**

- Budget: Grants are usually for projects not maintenance, impact fees are not for maintenance.
- Fuel tax income continues to decline.

#### **Chuck Barmby Long-Range Transportation Vision**

- Lakeland still has a concurrency requirement. That is rare in the State of Florida. The City cannot build enough lanes to handle traffic congestion. The City is looking at a more complete strategy including trails, transit and other smaller roads.
- The key issue continues to be safety. Lakeland is in the top 20 most dangerous locations for traffic fatalities and pedestrians.

#### **Commission Discussion**

- Transportation funding comes from impact fees. The City should consider charging the full impact fee.
- Providing incentives: Cities need Tallahassee's help. Gas tax has not been increased and is becoming obsolete.
- There is no silver bullet. We need help from Bartow, Tallahassee, and Washington D.C.
- County's tax for transportation was moving forward but not until 2026.
- The public needed to understand that communities need behavioral changes not just more lanes.
- Complete Streets. Some of this is political will power. It takes all the cities in Polk County working together to get funding for projects like SR33.
- South Wabash Extension: Lakeland did not have a funding source.
- The list is overwhelming.
- Most Feasible: S Wabash Ave., Florida Ave. Complete Street, and then Lakeland Intermodal Center.
- Staff has identified \$6M over a 10-year period for the Wabash Ave Preserve.
- Lakeland gets transportation funding from TPO. That is where the advocating begins. Most cities and FDOT are represented at the TPO meetings.
- There are things that can be done through the FDOT policy. Also, communications with the Polk Delegation can help.

- One obstacle for the S. Wabash Ave project is that it is a local road with a high cost.
- The City could issue bonds based on millage.

**Lunch: 12:19 p.m. – 12:59 p.m.**

**Continued Commission Discussion:**

- The City cannot build toll roads.
- Bonds vs Sales Tax implemented by the County.
- All needs vs the prioritized list.
- Cannot borrow the entire \$166M because of spend down requirements in a bond issue.
- The Commission would like to see options presented from staff.

**Target Area 2 Economic Development**

**Smart Growth and Urban Design – Assistant Director of Community Development, Teresa Maio**

- Smart growth is an approach to development review and design of cities. One component of that is urban design which tends to lean towards more traditional city development.
- Lakeland's primary tool for urban design is the Comprehensive Plan.
- Transportation is woven throughout the Comprehensive Plan. Transportation is linked to how you lay out your city and land uses. The two are connected.
- The Commission sets policies in the Comprehensive Plan that staff looks to when making recommendations for land use, transportation, or the capital improvement program.
- The census data reveals a higher population than expected in the Comprehensive Plan.
- Ms. Maio reviewed the growth areas of the city. Growth needed to be redirected back into the central city for infill development.
- Central Florida Innovation District: Staff is continuously looking at policies and incentives that will attract the type of development and industries laid out in the innovation district vision. The vision was created in 2019. There has not been a lot of physical development but there has been a lot of discussion with developers. Those not meeting the vision were "crossed off" and staff directed them to development types that were consistent with the Innovation District.
- Staff had discussions with the Williams team and their energy group to look for locations outside the Innovation District for the purpose of alternative energy.

**Public-Private Partnerships – Assistant Director of Economic Development, Jason Willey.**

Jason Willey explained the agreement with The Apiary and LEDC for the digital twin. The P3 provided visioning and certainty for development in downtown Lakeland.

**Development Agreements – Planning & Transportation Manager, Chuck Barmby**

These agreements give opportunities for meaningful traffic mitigation and meeting concurrency. For example, developers may be required to purchase a bus and provide 5-years operating costs or provide funding for a traffic signal. Another example, Orlando Health will be providing a bus. The VA Clinic will be providing a para-transit bus. This area has no transit service currently.

High-Speed Rail Station Infrastructure - Staff was working to get a place holder for a station in Lakeland or at least Polk County.

Brian Rewis wanted the Commission to see that staff was consistently working for P3s.

**Commission discussion:**

- Without growth we might not even realize the need to move to urban planning. The Innovative District, even though it was privately owned property, helps Lakeland, Auburndale, and Polk County.
- Downtown West and focusing funds in that area. A good portion of affordable housing funds have been concentrated in areas north and west of downtown. Downtown West does encompass some trails and sidewalk projects. Staff works with the neighborhoods in the area to determine their greatest needs. That has been incorporated into the study.

**Target Area 3: Affordable Housing****Homelessness in the City - Palmer Davis, City Attorney**

Palmer Davis presented on 2 cases out of the 11th circuit court of appeals, one step below the supreme court. Ft Lauderdale passed a rule prohibiting the use of parks for social services. Food not Bombs sued the City of Ft Lauderdale. Palmer Davis recognized some of the law firms involved and they are ready to litigate the issue. It is very expensive litigation. The City Commission should be prepared if they want to pursue the matter.

**Commission Discussion:**

- Special events in parks - Orlando was essentially treating public feedings as special events.
- Lakeland implementing an ordinance like the City of Orlando.
- Those holding public feedings are not following the rules for special events.
- Permit requirements depended on the size and duration of the special event.
- Litigation could last years and would be expensive.
- Enforce the existing rules and require those holding public feedings to observe the special event rules.

- Providers have been dismissive of staff, inquiring after proof of permit. It was not always clear who to cite for not following the rules.
- Tampa was sued and settled.
- Holding a workshop with the stakeholders. Soliciting feedback will galvanize support for moving forward.
- The Homeless Coalition may be an opportunity for communication.

### **Affordable Housing Update and Projections - Teresa Maio, Assistant Director of Community Development**

Affordable housing is housing that does not exceed 30% of income. HUD provides a formula annually based on Area Medium Income (AMI). That is how all Lakeland's grant programs are administered. CDBG & HOME Funds assist those with income up to 80% of AMI. SHIP Funds assist those with income up to 140% of AMI. The City has contributed \$5.9 Million towards Affordable Housing. Developer costs have been \$125 Million. That equates to \$21 for every \$1 leveraged toward affordable housing. Construction costs and low inventory have challenged home ownership over the last few years.

Land Bank Program - There were 57 lots available that the City will issue a request for applications. Staff's question to the Commission, should staff stay the course to create more units?

### **Commission Discussion:**

- The City should be able to award funds to a developer by October 1<sup>st</sup>, but the developer may not come in to ask for funds until much later.
- Land Bank – This coming round would include 57 lots. Initially, 66 lots were offered. Some developers decided not to move forward. Those lots would be reassigned in this new round. Some developers could not sign the contract because they could not meet the required timeline. The City will strictly adhere to the timelines in the next round. Applications should be available within a couple of weeks.
- None of these projects have applied for TIF. Almost all developers of these units are nonprofits and do not typically receive TIF.
- There were no large parcels that could serve for tiny home neighborhoods. The lots are scattered throughout the city limits. A larger lot that could accommodate a group of tiny homes is something staff would consider. There were not any in the 57 lots coming up.
- LHA did not have an actual tiny home neighborhood but rather small cottages. Staff would be on the lookout for a tiny home opportunity.

**Break: 2:55 p.m. - 3:10 p.m.**

**Target Area 4: City Hall Communication**

**Workforce Sustainability – City Manager Shawn Sherrouse**

- National Trends Remain Alarming. Only 14% of young adults (18-29) want a career in local government.
- Recruitment and Retention. 19.8% of employment offers were declined. 282 employees separated in FY22 and 36 so far in FY23.
- Drop Exits predicted to increase over the next two years.
- 2022 Existing Industry Visits. Visited 14 companies. 13 have raised wages since January 2021. 12 have raised minimum wages to above \$15/hr. 14 have or will conduct salary surveys. HR directors believe employees are leaving for small wage increases without regard to total benefit package. Family benefits are important. Health coverage from day one is important.
- Current Actions to Enhance COL Workforce Sustainability:
  - FY'23 General Employee ATB 5% & 2.5% Merit
  - 2023 General Employee Classification & Compensation Study
  - Hybrid/Remote Workforce Program –45 Participating Employees
  - 4/10 Work Schedules with 100% Coverage / Kelly Days for Fire Dept.
  - Collaborated Employee Health Advocate
  - Wellness Clinic Hours Expansion
  - FY'22 Started the "From Shawn" Videos to Directly Communicate with our Employees (Continuing)
  - FY'22 –Listening Campaign Meetings with 15 Employee Workgroups (Continuing)
  - FY'22 –Resumed Employee Appreciation Celebration at Lake Parker Park (Continuing)
  - Implemented a New Training Program –REAL –Resilient, Energized, Agile, Leadership
  - Enhanced Service Milestone Awards – Increase in recognitions from 174 in FY'22 to 334 in FY'23
- Planned Actions To Enhance Workforce Sustainability
  - DROP Length Consideration
  - 2023 Employee Engagement Study
  - Health Plan Design Review
  - Wellness Clinic Program Enhancements

**Commission Discussion:**

- Would people come to local government as a 2<sup>nd</sup> or 3<sup>rd</sup> career?
- The City has had a lot of boomerangs who are now coming back to the City.
- Bringing young people in is critical.
- Shawn Sherrouse will send the Route 50 article.
- Key themes for reasons employees were leaving was pay, benefits, and working from home.
- There have been other issues. We are continuing to work on those. We are evolving. We do have some internal policies that we have to work on. They continue to make sure policies do not get in the way.

- Lakeland is an example of a good local government for which to work. Lakeland was doing good compared to other local governments.

### RP Funding Center Update – Tony Camarillo

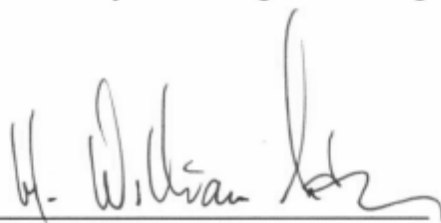
RPFC was \$460,000 better than budget. They have reduced staffing. That has been difficult. What, if any, are the areas of the RP Funding Center still to be addressed? He followed the Commission mandate and focused on reducing the subsidy. FY22 was \$460,000 better than budget. That was mostly because of unfilled positions and coming out of COVID. Looking at FY23-27, staff included the additional \$100,000 naming rights contract. FY23 was ahead of budget by \$400,000. They are getting sponsors in line to maintain the Classic Albums concerts. Part of the subsidy reduction was about reducing staff and focusing on the rental business. Staff will continue to search out entertainment that can rent the building. Six positions were eliminated in FY22 and 15 in total over the last 2 fiscal years. Rental business has been strong.

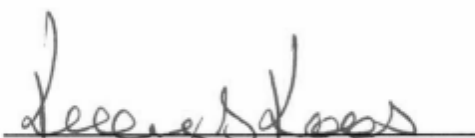
### Commission Discussion:

- RPFC can handle various types of events and shows.
- Staff will look at the mix of business to grow the revenue stream.
- To meet financial goals, they have eliminated sponsored events. The goal is to get the subsidy down to \$1 Million.
- Interested to see a hybrid model with some sponsored events.
- RPFC had a marketing plan that now focused on rentals.
- The debt service in RPFC PIF increases in FY24 and FY25 to pay the bonds off early.
- Bonnet Springs Park may encourage visitors to stay overnight after an event and then visit the park.
- RPFC FY2019, economic impact was \$88 Million. Coming out of COVID it was \$77 Million.

Tomorrow they will pick up with TA #4 at 1:00 p.m.

The first day of Strategic Planning Retreat adjourned at 4:14 p.m.

  
H. William Mutz, Mayor

  
Kelly Koos, City Clerk

