

LAKELAND CITY COMMISSION

Strategic Planning Retreat – Day 2 February 17, 2021

The Lakeland City Commission met for the Strategic Planning Retreat in Sykes Hall at the RP Funding Center. Mayor Bill Mutz and Commissioners Bill Read, Chad McLeod, Stephanie Madden, Sara McCarley, Don Selvage, and Phillip Walker were present. City Manager Shawn Sherrouse, City Attorney Palmer Davis, Finance Director Mike Brossart, and City Clerk Kelly Koos were present along with staff and guest speakers as required. Dr. Craig Collins served as the facilitator.

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

Orientation to the Day

Dr. Collins planned to get them out early. Today was not about budget. Strategic planning is the vision/dreaming. Do not get caught up in dollars. You will come back to look at the budget later. You may have to hold back then.

LKLDArts (TA5-Parks & Recreation) Kerry Falwell, Chair, Mayor's Council on the Arts, Executive Director, Explorations V Children's Museum

lkldarts.org

- new logo
- single arts calendar on their webpage
- #1 Goal in 2021 for LKLDArts.org to be top of mind for every local looking for weekend and evening events.

What if Lakeland strategically organized resources to create a vibrant arts core? She suggested using the RPFC to house a centralized art location.

The Commission discussed:

Commissioner Sara McCarley: Kerry and Dr. Collins have done a herculean effort of bringing the ARTS together in Lakeland. This was a creative approach to connect people. The RPFC can serve as a cultural corridor.

Mayor Bill Mutz: Leslie Chambers helped spur the interest with him to get things going.

Craig Collins: there is a resurgence of the arts right now.

Commissioner Phillip Walker: Mayor Gow Fields created the Mayor's Council on the Arts. What about the smaller venues such as Crystal's World of Dance? How did the council involve those lesser known groups in the Mayor's Council of the Arts? Kerry Falwell: Soon on LKLDArts.org, organizations will be able to qualify as affiliate members

and post their events on the website. Also, all the established art organizations were at one time a Crystal's World of Dance. The Council partnered with Florida Dance and Crystal's World of Dance. We will help them to grow.

Craig Collins: they have opened the grant process so that entities outside of the original group can apply for grants. Also think destination. That is what LKLDArts is about.

Commissioner Phillip Walker: we need to make sure the other arts groups are embraced and participate.

Commissioner Don Salvage: the governance role in funding the arts. Does Lakeland have the right balance in government funding? Can you give examples of what other cities are doing to fund the arts? Ms. Falwell: there is no right way. Other cities and counties are using what they have, to do what is right for them. Some cities base funding on attendance at events before a group qualifies for funding. Lakeland's process is competitive.

Shawn Sherrouse asked about the \$46 Million economic impact included the events at the RPFC. Ms. Falwell explained that number came from the first time Polk County participated as a county. It is a county representation. It included Lakeland's contribution and any other contributions. Much of the economic impact was coming from Lakeland.

Commissioner Chad McLeod: as we revitalize downtown, there is room for an arts component. We need to create a downtown where people want to linger. What else can we do? Ms. Falwell: invite the industry to participate. People in the arts have a different lens which is helpful when considering neighborhood revitalization. Use our perspective to help make decisions. We care about the city and neighborhoods.

Commissioner Stephanie Madden: exciting presentation. When people experience arts, they come back with ideas and refreshed. She believed in transforming the RPFC. But we also love sports. Sports appeal to a lot of people and we've also spent money here for sports.

Dr. Collins heard Ms. Falwell advocate a space for the arts, not move out the sports.

Mayor Bill Mutz: sometimes art is not noticed by people, but they saw it and it changed the background of their activities. Our value as a commission is far greater than the \$250,000. Creating an art corridor and thinking of the RPFC in a different way.

Commissioner Chad McLeod: believed arts was critical for the vision of downtown. Thinking of this space, all options are on the table for the RPFC. He looked forward to that discussion.

Shawn Sherrouse: there is a RPFC workshop coming. They were open to ideas. They would be presenting some ideas to the Commission in one on ones.

Economic Outlook (TA2-Economic Development) Ashley Cheek, VP Business Development, LEDC

LEDC was a private non-profit EDC. Their primary role was to create new jobs and capital investments. They were 95% privately funded.

Membership by Industry Target: Aviation, Corporate Headquarters, Data Centers, Financial Services & Insurance, Supply Chain & Logistics, Flavors & Essences, Medical Device & Packaging Sterilization, Software & Computer Services, Value Added Manufacturing

Ms. Cheek reviewed industry clusters: beverages, pharmaceuticals, 3P Logistics, auto parts, furniture companies, bakeries, building products, insurance, customer contact, consumer goods.

How they measure success: number of jobs, High Skill/High Wage jobs, capital investment, water, wastewater, electric, ad valorem, tangible and intangible taxes

Ms. Cheek reviewed recent projects and rankings.

The Commission discussed:

Commissioner Chad McLeod: is there a policy change that LEDC would encourage to make us more competitive? Ms. Cheek: when we're competing with other communities, we want business to know they can come to Lakeland and open quickly.

Commissioner Bill Read: how beneficial is the City's incentives for jobs/salaries. Ms. Cheek: incentives are important. The State took away the QTI incentives and that was a hit. Incentives say we're open for business.

Commissioner Phillip Walker: why don't we see big chain restaurants coming to the area? Ms. Cheek: we don't work with restaurants, so she did not know for sure why they don't come to the area.

Commissioner Stephanie Madden: It was exciting to see growth after a year like 2020. She would like a survey of High Skill/High Wage companies about what attracts them to an area. Ms. Cheek: we could survey our members or executives of companies that have located here. Quality of life was important to economic development and arts & culture was a big part of that.

Commissioner Sara McCarley: any thought on residential in the southwest because of airport noise? Ms. Cheek: Lakeland has several pockets of industrial development. The southwest market has had a lot of growth on the Lakeland side and the Plant City side. The airport is just getting going. That area should remain industrial or commercial if possible.

Mayor Bill Mutz: data centers are different from online business development in that they are data mirrors. They are places where data is mirrored to provide continuity of business. A data center is a hardline cloud for business.

Mayor Bill Mutz: LEDC, which is over 30 years old, has been a creative contributor to our city. LEDC came to be because of the decline of citrus. He wanted to recognize the fruit of the existing momentum brought on by LEDC. Lakeland was in a cusp moment in their history. We need to wisely reorient our direction to continue momentum for the future

Recess/Reconvene: The Commission recessed at 9:51 a.m. and reconvened at 10:03 a.m.

Public "Temperature" Discussion (Open Discussion)

Mayor Bill Mutz: Spoke about the Airport and noise complaints. We do the best we can on the noise and low approach as possible. It is an airport and it will not get quieter. You can do housing around the airport. There are people who don't mind living near the airport. There will be commercial air traffic in Lakeland in the future. We need to live with the expectation of airline and large air growth at the airport. We should not expect it to lessen. It is going to increase.

Commissioner Phillip Walker: Ms. Cheek reviewed growth and 3 of the projects were off Exit 38. Construction for that exit is scheduled too far out. Traffic at that exit is going to continue to grow. We are going to need to continue to move that construction forward.

Commissioner Phillip Walker wanted to hear what staff was not doing to be a Yes business culture. What are we not doing to be a culture of yes?

Commissioner Sara McCarley: While Lakeland provides a wonderful level of service, permitting seems slow. We are an impatient culture. Do we provide all the information up front so they can check all the boxes or are we adding stuff later? It's not just in City government, it's in all our institutions. She is not saying we always say no. She is saying we should look for more efficient ways to provide services to our customers. The culture is to say no first, not just at city hall. Can we provide the entire picture at the beginning?

Commissioner Phillip Walker was asking because he did not want to continue to hear that we are not doing what we should. Tell us what we need to do so we can make changes.

Commissioner Sara McCarley: we need to listen to our constituents' ideas about how to do something better.

Dr. Collins: are the processes mapped out so the citizen can know what all the processes are that they will need to complete.

Commissioner Stephanie Madden: there are a couple of things at play. When it comes to public safety, they are in charge. You feel powerless. We almost need marriage counselor between the inspector and the developer. She knows some businesses that never opened because they could not get past the fire inspections. If our folks who are enforcing the laws understood the developer was at whit's end. The inspector needs to know that. At the same time the citizen needs to understand the overload of permits we've had even with COVID. Jason Willey's name always comes up as the person who helps people through the process. They should put Jason Willey and the fire inspectors together to get to a best practice.

Dr. Collins: so, there are 2 parts; the doing and the communication.

Shawn Sherrouse: we continue to listen and learn and innovate and make changes and improve the process. We try and will continue to try to improve the process every day. He has been dealing with a business for several months (before the holidays) that was frustrated by the process. Every time he checked the system, there were notes that were showing otherwise to what the business was saying. They then went back to the contractor. They have implemented a change. The contractor is the contact that can track the progress or delay. The contractor is only one person in the development. The property owner and tenant are being left out. We are now getting the email address of the property owner and the tenant which will give them the capability to track the progress along with the contractor. Get to Yes needed to be a recognition reward through HR.

Shawn Sherrouse: Permitting has been exploding. They are getting behind because of volume. It is a balance to have enough staff to handle the all-time highs. There were contract services available, but they were very expensive.

Commissioner Chad McLeod appreciated Shawn Sherrouse's concerns about citizens seeing the city as a bureaucracy.

Commissioner Bill Read: re airport. The City needed to be most concerned with Medulla and Hamilton roads. They were most concerning. If there were an accident at the airport. We do a lot better job in permitting with e filing.

Commissioner Don Selvage: over the years the people who complain about the process are the people who are told no. We must be careful and not react to those who do not follow the process or are looking for shortcuts. Are we listening to a systemic problem or complaints of a few people who do not follow the process?

Mayor Bill Mutz: there are a lot of things being done right. There are constraints. We are process oriented. That is good news. When it comes to hiring, we need the staff in peak times to support the growth. We can figure out later what to do. Adequate staff provides economic growth and a good reputation.

Shawn Sherrouse recognized Jason Willey. He is one of the best communicators he has met. Staff is researching right now the idea of adding a Jason for small business.

Park Investments (TA 5 – Parks & Recreation) - Bob Donahay

Cleveland Heights Golf Course

COVID has been horrible for the economy but outstanding for golf. Rounds are up. Rounds were down in 2019 because of construction projects. Conservatively \$172,000 was the cost of the 38-day COVID closure.

The Commission discussed The Heights:

Commissioner Chad McLeod: what would it take to cut that subsidy in half? Is that feasible?

Bob Donahay: 9 years ago, the golf course was a dirt track. We started renovation in 2013. We do not know how good the golf course could be because it has never been in this good of shape. He was confident this number will come down. They will continue to decrease that subsidy as they go along. Each quarter they are doing better. The business plan is working well beyond expectations.

Mike Brossart: paying off the irrigation loan early will begin to reduce the \$800,000 subsidy. If they keep rates the same after the loan is paid that will take the \$800,000 subsidy to \$600,000. He thought aiming for \$500,000 might be more realistic.

Commissioner Stephanie Madden: what is the lifecycle on the irrigation system? Bob Donahay: the last one was installed in the 1960s. This new system was 20-30 years easily.

Commissioner Stephanie Madden: when you think about public spaces and the desire to get into green space. She was fond of Cleveland Heights as an amenity. You don't get green space back once you sell it. Additional development there will bring more traffic on Edgewood Dr. Adding the trail around the course was a really good idea. Kudos to Bob and the Cleveland Height Golf Course complex.

Commissioner Bill Read thought they should get rid of the golf course when he first came to the Commission. He has changed his mind now. As we decrease the subsidy that would be more palatable.

Commissioner Phillip Walker: the golf course was another park entity the City had to offer.

Commissioner Don Selvage: the constituency that supports Cleveland Heights runs deep and is very vocal. He hoped this commission continued to support the golf course. It is a gem of Lakeland.

Lake Mirror Complex - Bob Donahay

Commissioner Bill Read: if Lakeland Community Theater (LCT) moved to RPFC how will that hurt revenue?

Mr. Donahay: the LCT and how the RPFC books business were two different animals. LCT takes over your theater. They are there 365 days a year. They have costume storage and hold camps for students. He loved the theater because it was one of the few recreational activities that a child and a senior can participate in together. The theater has a rich history which started in 1951. LCT has been in existence for 30 years. It would be tough for Tony Camarillo to program with the theater here at RPFC.

Commissioner Stephanie Madden asked for acreage of the complex and the charitable dollars that have been invested in the complex.

Mr. Donahay: The complex received some revenues from rental space. The Lake Mirror complex was the affordable rentals for the community. Parks & Recreation also offered subsidy for charitable groups. The LMC is a public park with some buildings.

Commissioner Don Selvage: The Chamber once approached the City about buying the LMC for the business resource center. One of the most restrictive problems is parking at LMC. If the building were expanded parking will be a problem. It's a problem now.

Commissioner Sara McCarley asked to see what the City's in-kind contribution is to those charities because of the reductions in rentals. That would be a good number to see quantified.

Commissioner Phillip Walker: LMC keeps cost down for citizens to hold events in addition to support for local charities.

Commissioner Chad McLeod encouraged the Commission to stay open into the future of the LMC.

Commissioner Stephanie Madden: this area is the heartbeat of our community. It would be important to be creative in deciding the best use of the property. It should not be decided by the pros/cons for LCT. What do we see for the next couple of decades?

Commissioner Bill Read: people were upset because we let Summit go on the lake. He had no desire to relinquish ownership of the property. He was comfortable in repurposing the uses but not selling.

LKLDView and AHP Ranking (Continued from Yesterday)

Commissioner Stephanie Madden: is there an opportunity to rank P&R facilities for citizens, maybe their top 5. Ms. Passey: we could add something if there were an

interest. We have done that for RPFC in previous surveys such as what shows they wanted to see.

Commissioner Stephanie Madden: it would be nice to have granular data on the most popular/valued P&R amenities. Ms. Passy explained P&R did a lot to capture their own customer data and surveys.

Commissioner Sara McCarley: do you overlay different department surveys over OMB data. Ms. Passey: No but she was willing to work on that. Create a warehouse spreadsheet of all the data.

Commissioner Phillip Walker: Many people do not participate in the survey, but they participate in the community.

Commissioner Stephanie Madden this discussion reminded her of the bang the table tool. This might be a tool to survey and get feedback from citizens. It will that get us information without more work on staff. Ms. Passey: all the P&R surveys have requested customer feedback to improve service.

Recess/Reconvene: The Commission recessed at 11:44 a.m. and reconvened at 12:27 p.m.

2021 Strategic Plan

Dr. Collins: Now we will review the action plan. Staff will report back in 6 months and then

Emily Colon explained the Strategic Plan was basically a transcription of what happened at the retreat last. The guidebook tab is the staff update of how they have been tackling the target areas. They had worksheets for each target area, and they planned to go through the worksheets.

Emily Colon: The Strategic Plan is the Commission's communication to staff from the last retreat. The updates are staff's communications back to the Commission. The worksheet is the working document of collaboration to make sure they are speaking the same language.

At this point the Commission went through each target area and reviewed the strategic objective, and initiatives.

TA1 Infrastructure

Strategic Objective: Determine proactive means to fund and shift the traffic and transportation needs for the next decade.

Initiative #1: A sustainable transportation system that is safe (Vision Zero, no fatalities) and serves the transportation needs of our growing City (multi-modal (including multi-

generation/ all users, including vulnerable users), supporting emerging technologies and connected vehicles today, working towards future autonomous vehicles).

Mayor Bill Mutz wanted quarterly updates on travel time and accidents for SR37/Florida Avenue Road Diet Project

Commissioner Stephanie Madden asked if anything here supported advocacy for a Brightline Stop. Shawn Sherrouse was not sure. That should be in the infrastructure section if it were in the plan. Now is the time to add it.

Commissioner Stephanie Madden: it is important that Lakeland be at the table and encourage a stop for Brightline.

Chuck Barmby: The 98 Premium Transit Study does hold a spot for a Brightline Connection.

Commissioner Stephanie Madden: re Dixieland Lane Reduction are we tracking pedestrian traffic?

Chuck Barmby: FDOT was looking at ways to measure pedestrian traffic at the corridor. He meets with DOT staff tomorrow and he will follow up on that. COVID took the opportunity for good baseline data. As an Action Item he would say: After the quarterly reporting of the data we should develop and assemble data for bicycle and pedestrian movements within the corridor using sources available from DOT or other.

Commissioner Sara McCarley commended staff that worked on years 2-5. That gives the Commission a broader framework.

Commissioner Phillip Walker asked about the design of Providence Road.

Emily Colon explained the 5 years was for all the phases. They were in the design phase.

Initiative #2: Data Collection/Behavioral Shift. – all good

Initiative #3: Move as a City to become an early adaptor for autonomous vehicle use and growth.

+an action item: to define the ACES plan/what COL is actively doing to encourage

+an action item: COL will continue to work with stakeholders and funding partners to identify additional charging stations

Commissioner Bill Read: are we doing anything for electric vehicle (EV) fueling stations. Shawn Sherrouse it is part of LE's plans.

Initiative #4: Explore alternative opportunities for funding and redistribution of existing funds; redeploy lesser use priorities within Capital Improvement Plan (CIP).

Commissioner Don Selvage: Age Friendly Lakeland listed 4 bullets under transportation. The initiatives needed to enable older adults to get around.

Commissioner Sara McCarley thought multimodal would include multigenerational.

Chuck Barmby: that could be accommodated under Vision Zero.

Shawn Sherrouse thought staff would make the necessary adjustments after the fact and show those adjustments when they report out in 6 months. Staff can work in Commission concerns.

Commissioner Chad McLeod: #3 should we add something more

Chuck Barmby and Angelo Rao have been checking with other cities to see what they were doing. Lakeland needed to work with DOT to incorporate smart cities or ACES structure.

Mayor Bill Mutz: Chad McLeod was looking for action where we define the plan on initiative #3 such as the EV charging station near I-4

Chuck Barmby: LE has been looking for locations near I-4. They found a location near iHOP and were applying for a grant. Brian Rewis is working with other departments to find locations around the City.

Chuck Barmby the City will continue to work with stakeholders and funding partners to find additional charging station along I-4 and Polk Parkway and work with internal departments to find implementation of these facilities. This will go under #3

Initiative #4: Explore alternative opportunities for funding and redistribution of existing funds; redeploy lesser use priorities within Capital Improvement Plan (CIP).

Commissioner Sara McCarley add: Investigate funding partners for new projects and corresponding transportation needs (including pedestrian, vehicular and bicycling)

Commissioner Phillip Walker asked about complete street for Providence Road

Chuck Barmby: the city had a standing request with FDOT to look at 10th and 8th St. Kathleen Rd is getting a lot of attention from FDOT.

**Target Area 2: Economic Development; Category #1 - Economic Development
Strategic Objective: Create investment opportunities to attract companies who provide jobs at 115+ % AMI**

Initiative #1: Increase Area Median Income (AMI) from 115% to a much larger percentage of average wage to receive incentive when possible.

Mayor Bill Mutz tweak sentence delete much and percentage

Commissioner Bill Read thought they were going to begin asking for more than 115%. Shawn Sherrouse explained they could have fewer employees at a higher wage and still qualify.

Commissioner Phillip Walker asked about AMI. Jason Willey explained the incentives now had 2 different tiers. The 115% was the State's threshold. He was worried about not being consistent with the State.

Mayor Bill Mutz add when possible to the initiative.

Initiative #2: Investigate and further identify commercial Public-Private Partnership (P3) opportunities.

Commissioner Sara McCarley assumed P3s were always ongoing. Did we identify any partnerships that should be detailed here?

Commissioner Chad McLeod suggested a partnership for the Innovation District with FPU might be added here.

Mayor Bill Mutz tweaked sentence under Initiative 2.

Commissioner Bill Read wondered if now was the time to address the airport noise issue. Residential outcry about noise could stifle airport development. He wanted to discourage residential development along Hamilton and Medulla roads.

Palmer Davis explained that right now when plats out there come in they are required to record an avigation easement for the airport.

Commissioner Stephanie Madden the avigation easement is 1.5 mile around the airport. She was hearing complaints from residents 3 miles from the airport.

Mayor Bill Mutz introduce another action item to read adopt development plan for Hamilton and Medulla roads immediately surrounding airport to help define future development.

Initiative #3: Leverage City resources to gain high-wage jobs with increased focus on supporting education.

Initiative #4: Catalyst ideas, with photos, to incorporate opportunities from RP Funding to Bonnet Springs Park/Kathleen Rd./West of S. Florida.

Commissioner Sara McCarley wanted the master plan to include a cultural corridor in Downtown West

Commissioner Phillip Walker wanted to make sure we add connectivity from downtown to downtown west.

Commissioner Stephanie Madden agreed the connectivity should be added.

Initiative #5: Pursue two pedestrian walkways and Oak Street garage.

Pursue two Pedestrian Walkways and Oak Street Garage

Target Area 2: Economic Development; Category #2 - Innovation District
Strategic Objective: Create a plan to help implement the vision of the Innovation District.

Formalize Committee to oversee

Mayor Bill Mutz asked if this needed more definition.

Commissioner Stephanie Madden thought they were talking about this last year. The mayor was talking to other mayors to see what was happening. Lakeland did not have a formalized committee but wanted to be ready to get started. Maybe identify players who would serve on that committee.

Target Area 2: Economic Development; Category #3 – Education
Strategic Objective: Identify tangible methods to support and strengthen education in Lakeland.

Mayor Bill Mutz this does not address adult education.

Add Initiative #4 Explore opportunities to provide skill transference for adult education; partner with businesses to include age friendly

Commissioner Don Selvage raised minority/female initiatives in the strategic plan.

Mayor Bill Mutz wanted to finish 12 first.

Commissioner Stephanie Madden: should that lens be used throughout this document or do we need to specify within each category.

Commissioner Phillip Walker: when he talks about diversity, he is talking about everything, gender, color, age, and economics. It is all included.

Commissioner Chad McLeod thought minority business was a Lift Lakeland issue. We did not have Lift Lakeland last year. He thought it should be a separate initiative bringing Lift Lakeland into the plan.

Add initiative #5 Support the intent of Lift Lakeland to equitably develop business opportunities alongside other community partners

Dr. Collins suggested staff develop a definition for diversity.

Recess/Reconvene: The Commission recessed at 2:03 p.m. and reconvened at 2:12 p.m.

Target Area 3: Affordable Housing

Strategic Objective: Increase the inventory of affordable rental housing units

Initiative #1: Partner with Public-Private Partnership (P3) developers to create affordable housing through incentives, infrastructure, and land.

Mayor Bill Mutz suggested creating a program for the expansion of infill lots.

Commissioner Stephanie Madden: beneficial to hear from CRA because they were doing similar grants, but it was difficult to construct homes that were not heavily subsidized but still affordable. It was becoming clear that multifamily was more affordable.

Commissioner Bill Read the program continued to be open. There were lots available if the builder had financing.

Nicole Travis we can do a second round of infill lots in a single RFP batch under the same action item it just required approval of additional lots.

Rental Development Program - financing for the qualified builders, loan to private developers

Nicole Travis the City provides a loan for developers to build affordable rental units.

Commissioner Phillip Walker asked about training for new homeowners to keep them from getting in trouble with code enforcement.

Add new initiative to explore new homeowner education; financially, maintenance, and neighborhood standards.

Initiative #2: Improve skills and provide training to enhance income of existing workers.

Initiative #3: Create a sustained effort to increase our median income. Restructure incentives for higher wage jobs.

Initiative #4: Investigate feasibility/desirability of developing an affordable housing trust fund.

Target Area 4: City Hall Communication

Strategic Objective: Collaborative environment within City Hall, Commission and Community.

Shawn Sherrouse talked about external and internal communications.

Mark Farrington covered internal communication when he presented yesterday. It begins in Onboarding. Training opportunities are provided, especially to new supervisors.

External: Shawn Sherrouse has talked with individual commissioners. May need a communication audit. Departmental communication is now kind of spread out and not all under Communications. We may need to consolidate all communications.

Commissioner Don Salvage wanted to address the City's commitment to sunshine, transparency etc. He would like to see those words in any goal developed for communications.

Initiative #1: Continue to develop and mentor emerging leaders/talent for succession planning.

Initiative #2: Expand our internship program to include year-round opportunities for both secondary and post-secondary students.

Commissioner Sara McCarley was excited about year-round interns. She wanted to add in middle school students by providing lectures or speaking circuits to capture their attention.

Mayor Bill Mutz the goal for the intern programs is to expose the students to city jobs.

Mayor Bill Mutz enhance the city intern programs.

Commissioner Sara McCarley suggested offering internship programs without pay for credit hours or community service hours to remain budget neutral.

Commissioner Stephanie Madden under communications Commissioner Sara McCarley mentioned going to schools. She thought many employees participate in the Great American Teach In. Maybe staff should just report on how staff participates in that program.

Shawn Sherrouse it may be more of a communications piece to highlight what our employees are doing. When we talk about three different programs, it points out high

school, college and utility. It does not mean there are only 3 interns. There are usually 10 interns in the Summer. He thought the Summer interns were more geared toward high school because they also attend a leadership training course. The college interns are not as interested in the leadership program as they are the areas of the City where they want to pursue a career.

Commissioner Phillip Walker: FLC had a Youth Council program. He asked the Commission to consider something like that.

Commissioner Stephanie Madden wondered if teens could participate in the citizens academy. Yes. Age 16 and up are eligible.

Commissioner Phillip Walker would like to see that encouraged more. Kevin Cook: The City also had a youth impact program.

Commissioner Phillip Walker: if we have these programs, how are we getting the word out so the young people can participate.

Commissioner Stephanie Madden: youth impact is an exclusive organization just like Leadership Lakeland. They have replicated Leadership Lakeland and not just anyone can participate. Maybe we could take on a cycle at the citizen academy and just invite teens.

Add #5 to investigate FLC Municipal Youth Council

Mayor Bill Mutz wanted to talk about internal communications #1 and #3. He suggested a tool for the City Manager to reach out to employees in various locations.

#3 what portion can a 360-evaluation tool play. We want to make sure employees feel empowered to talk to their immediate supervisors.

Commissioner Chad McLeod as a first step he recommended a communications audit and ask employees what they are missing.

Shawn Sherrouse spoke about 360 evaluation. He planned to use the 360 for himself.

Mayor Bill Mutz saw that more as a tool for Shawn Sherrouse rather than for the Commission. The 360 blind evaluation was intended to be a tool for the City Manager as a staff strengthening tool.

Commissioner Don Selvage suggested the Commission not get involved with the employee reviewing the managers.

Mark Farrington supported the 360 but they cannot be done in anonymity. They are subject to sunshine.

Commissioner Stephanie Madden really appreciated Shawn Sherrouse being willing to receive the criticism.

Initiative #4: Create a "culture" ceremony planned and executed by best City Values cheerleaders: Speeches, Lexicon, Symbol.

Commissioner Stephanie Madden: we talked about that last year. I know they are working on something new.

Target Area 5: Parks & Recreation

Strategic Objective: Identify future revenue sources that help to raise funds for future park needs.

Initiative #3: Pursue opportunities to partner with Polk County School Board to co-locate parks with new schools.

Commissioner Sara McCarley this may be better as an ongoing conversation with the school board. Change it to continue dialogue with PCSB

Initiative #4: Solicit support from commercial partnerships, promoting development for Public-Private Partnerships (P3s) for support of Parks and Recreation.

Commissioner Bill Read talked about Martha Vineyards' efforts to acquire open space funded by a percentage on the sale of property. That could be a way to purchase park land.

Commissioner Stephanie Madden it is incumbent on us to figure out how to pay for stuff or cut luxuries. Most citizens are shocked that the property taxes do not cover the amenities the city provides. She felt it was important to be future forward on the city's revenue streams.

Recess/Reconvene: The Commission recessed at 3:33 p.m. and reconvened at 3:43 p.m.

Target Area 6: Resiliency Plans

Strategic Objective: Formalize lessons learned policies and procedures to make it part of the City government's culture.

Commissioner Sara McCarley reminded everyone about assisting with mass vaccinations.

Mayor Bill Mutz wrote the action item: provide specific advance plans to PCHD for immediate vaccination facility availability.

Shawn Sherrouse: we may need to adjust what facility based on availability when the mass vaccines become available.

Commissioner Sara McCarley it's better to be nimble in that way.

Emily Colon: There was a meeting tomorrow with community partners for mega pod planning. We used the word pandemic because of the current emergency. The Emergency Operation Plan did not include a pandemic. Now we are working to be sure the emergency plan would also accommodate a pandemic.

Commissioner Chad McLeod asked if anything was missing for the entire target area.

Shawn Sherrouse since we brought Audrey Cain on staff as an emergency manager, she is working to update and rewrite our entire plan.

Audrey Cain: That plan will be included in the comprehensive management plan.

Shawn Sherrouse Initiative 1 will eventually fold into Initiative 2 we just aren't there yet.

Commissioner Stephanie Madden thought it might should not be PCDH.

Emily Colon the mega pod planning is with the PCDH.

Shawn Sherrouse wanted to be careful about other health care providers. We may be assisting other entities.

Target Area 7: Public Safety

Strategic Objective: Continuation of current directives for recruitment, hiring, and retention.

Commissioner Chad McLeod last year we received an update from police and fire on the recruitment, hiring and retention. An update on any changes would be helpful.

Emily Colon each chief offered a status update in the guidebook.

Commissioner Chad McLeod: how do we stack up to other agencies that we might be losing to. Chief Riley gave an update.

Commissioner Phillip Walker: it is perceived that it is not welcoming to other ethnicities.

Commissioner Stephanie Madden it is incumbent on the leadership to be overly welcoming to help the pioneers feel welcome in the department, which will increase applicants.

Chief Riley, it is tough to come in for anyone. I do not get to spend as much time at the stations as I would like. He does meet with the staff and he is hearing that there is a culture of inclusivity. He always has a diverse mix of applications when they are promoting. The biggest challenge they see is a need for financial assistance.

Commissioner Sara McCarley: it is important to remember that we're talking about an elite group of people who run to danger when the rest of us are running the other way. It takes special people to serve in these positions.

Chief Garcia gave an update. The next academy is full of all sponsored students. They've been hiring officers from out of State. The sponsorship program is very competitive. It is a competitive market. Our recruiters are recruiting like sports recruiters. We are having to go back and sponsor recruits through the academy and FTO to get them on the street as police officers.

Commissioner Chad McLeod: how did the 22 loss compare to other years. Chief Garcia: that is a little higher than normal.

Mayor Bill Mutz: is 4 people leaving law enforcement all together typical? Chief Garcia no sir. These four had opportunities with family business. The conversation nationally and the family pressure to come home was greater than our pressure to stay.

Mayor Bill Mutz: what can we do to show officers doing great work? Chief Garcia: Robin Tillet does a good job of that. Drug use and social media activity is what keeps people from serving. We are fortunate in Lakeland with community support.

Mayor Bill Mutz: is there an adverse reason for recognizing a law enforcement of the week etc. Chief Garcia there are quite a few civic organizations that recognize our officers.

Chief Riley recognized the work of the PIOs in both departments for recognizing the officers and fire fighters.

Mayor Bill Mutz agreed but how do we get the word out for those who do not follow police and fire.

Commissioner Stephanie Madden: do we buy ads on social media to get the word out?

The consensus supported the changes as discussed.

Commissioner Stephanie Madden regarding public safety and the year we've had, it feels like the elephant in the room. In Lakeland we love our law enforcement. Lakeland is different. We have a lot of things going for us re diversity and appreciation of our citizens. It is hard to tackle tough subjects in the sunshine. We have heard it is difficult to recruit because of pay. We have had discussions on body cameras. She felt like she was approached by LPD in the last minute for additional funds. She did not want to be insensitive to law enforcement. It would be nice to hear from them sooner in the process. If there are things coming from public safety, she would prefer to have the hard conversation early rather than late.

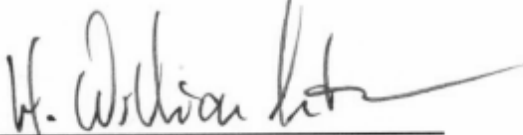
Closing Next Steps

Dr. Collins explained in 6-months Staff should report back on their progress. He thanked the Commission for the opportunity to work with them. He recognized staff for their work.

Mayor Bill Mutz thanked Dr. Collins, Shawn Sherrouse, and Emily Colon for their work.

Shawn Sherrouse thanked staff, OMB and Emily Colon for their work to create a robust Strategic Planning Session. Thanked the Commission for their long-term visioning. He thanked them for accepting this change in the process. He thanked Dr. Collins.

The meeting adjourned at 4:45 p.m.



H. William Mutz, Mayor

Kelly S. Koos, City Clerk