

LAKELAND CITY COMMISSION
Regular Session
February 18, 2008

The Lakeland City Commission met in Regular Session in the City Commission chambers. Commissioners Glenn Higgins, Justin Troller, Jim Verplanck, Howard Wiggs, Gow Fields, Edie Yates and Mayor Fletcher were present. City Manager Doug Thomas, City Attorney Tim McCausland, Finance Director Greg Finch and Deputy City Clerk Deborah Cason were present.

CALL TO ORDER - 9 a.m.

INVOCATION

Pastor Tim Sizemore of The Lakeland Fellowship offered the invocation followed by the salute to the flag.

PRESENTATIONS

Human Resources – Consolidation Update

Tommy Hamric and George Brooks made this presentation.

PROCLAMATIONS-NONE

APPROVAL OF MINUTES

- * **City Commission 02/01/08 – 02/04/08**
- * **Utility Committee 02/04/08**

Finance Committee

The City of Lakeland Finance Committee met on Friday, February 15, 2008, in the Commission conference room. Commissioner Gow Fields (chair) and Commissioner Edie Yates (member) were present. Commissioner Higgins, Troller, Verplanck, and Mayor Fletcher were present. Commissioner Howard Wiggs was absent. City Manager Doug Thomas, Deputy City Manager Tony Delgado, City Attorney Tim McCausland, Finance Director Greg Finch, Investment Manager Jeff Stearns, and Deputy City Clerk Deborah Cason were present.

Commissioner Fields called the meeting to order at approximately 9:40 a.m. and introduced Greg Finch, who made the presentation.

Lakeland Electric has \$140 million worth of bonded indebtedness that took the form of Auction Rate Securities.

The bonds were secured by triple-A rated bond insurance companies. A few weeks ago, the insurance company was downgraded to single-A. In response, the demand for bonds insured by this company decreased. As a result, there were not enough willing buyers in the market to purchase all of the bonds that sellers wished to auction on Thursday, February 14. When that occurred (a failed auction) the interest rate on the bonds automatically increased to 12 percent. This phenomenon occurred across the industry every day of the week ended February 15, 2008. This was the first time in the twenty five year history of this market that this has happened. It is possible that higher rates on these bonds will prevail over the near future.

The Finance Department has already discussed the downgrade of the insurance company with the City Commission/Utility Committee, and advised that they are in the process of converting these bonds from Auction Rate Securities to Variable Rate Demand Obligations. Once that process was finished – approximately 4 to 6 weeks, the exposure to high interest rates would cease. In the interim, the financial impact of an increase in the interest rate to 12% was approximately \$1 million per month in additional interest cost.

To mitigate this additional cost, staff recommended that the City hedge the exposure by investing a portion of the City's non-pension investment pool in auction rate securities of other highly rated, investment grade municipal issuers. The similarly high yields that the City would earn on these investments would offset the additional cost being incurred by paying the higher yields on Lakeland Electric bonds. In order to accomplish this hedge, the existing investment policy for the City would need to be amended to allow, on a temporary basis, investment in state and local bonds for an amount up to 60% of the investment portfolio.

Action: Commissioner Yates moved to recommend the commission temporarily amend the investment policy. Commissioner Fields seconded and the motion passed.

The meeting adjourned at approximately 10:25 a.m.

Commissioner Fields presented the minutes to the commission.

Motion: Commissioner Fields moved to approve the committee's recommendation to temporarily amend the City of Lakeland investment policy. This motion included approval of the Finance Committee minutes.

Greg Finch explained the situation and the possible mitigation strategies. He fielded questions from the commission.

Public Hearings

Ordinances (Emergency Adoption)

Ordinance 4951; Proposed 08-016; Temporarily Amending City of Lakeland Investment Policy

AN EMERGENCY ORDINANCE OF THE CITY OF LAKELAND RELATING TO INVESTMENT POLICIES; AMENDING ORDINANCE NO. 4876; ADOPTING AN AMENDED CITY OF LAKELAND INVESTMENT POLICY TO TEMPORARILY PROVIDE FOR AN INCREASE IN ALLOWABLE PERCENTAGES OF STATE AND LOCAL GOVERNMENT OBLIGATIONS; MAKING FINDINGS; PROVIDING AN EFFECTIVE DATE.

Tim McCausland read the short title.

Mayor Fletcher asked for comments from the audience and the commission. There were none.

Action: Upon roll call vote Commissioners Yates, Fields, Wiggs, Verplanck, Troller, Higgins and Mayor Fletcher voted aye. Ayes: seven. Nays: Zero. The motion carried unanimously

APPROVAL OF CONSENT AGENDA

- * City Commission Minutes 02/01/08 – 02/04/08
- * Utility Committee Minutes 02/04/08
- * Memo re: Waiver of 5:01 p.m. Hearing
- * Appropriation and Increase in Estimated Revenues – Water Utility and Wastewater Utility Renewal and Replacement Funds
- * Appropriation and Increase in Estimated Revenues – General Fund, Fleet Management Fund
- * Memo re: Service Schedule to Interchange Service Agreement with TECO

Action: Commissioner Verplanck moved to approve the consent agenda. Commissioner Higgins seconded and the motion carried unanimously.

PUBLIC HEARINGS-cont.

Ordinances (Second Reading)

Proposed 07-106; Conditional Use Approval for a Bar at 215 East Main Street (1st Rdg 11/5/07, Cont. 11/19/07, 1/22/08)

AN ORDINANCE RELATING TO ZONING; APPROVING A CONDITIONAL USE FOR A BAR IN AN EXISTING BUILDING LOCATED AT 215 EAST MAIN STREET; PROVIDING CONDITIONS; FINDING CONFORMITY WITH THE COMPREHENSIVE PLAN; PROVIDING AN EFFECTIVE DATE.

Tim McCausland read the short title.

Motion: Commissioner Verplanck moved to continue the ordinance to March 17, 2008. Commissioner Yates seconded.

Mayor Fletcher asked for comments from the audience and the commission. There were none.

Action: Upon roll call vote Commissioners Yates, Fields, Wiggs, Verplanck, Troller, Higgins and Mayor Fletcher voted aye. Ayes: seven. Nays: Zero. The motion carried unanimously

Ordinance 4952; Proposed 08-010; Annexation of 1.05 Acres Located on Little Lake Bonny, West of Longfellow Boulevard, South of Shakespeare Street

AN ORDINANCE RELATING TO VOLUNTARY ANNEXATION; INCLUDING WITHIN THE TERRITORIAL LIMITS OF THE CITY OF LAKELAND, FLORIDA, THAT CERTAIN 1.05 ACRES LOCATED ON LITTLE LAKE BONNY, WEST OF LONGFELLOW BOULEVARD, SOUTH OF SHAKESPEARE STREET; FINDING COMPLIANCE WITH CHAPTER 171, FLORIDA STATUTES; MAKING FINDINGS; FINDING CONFORMITY WITH THE COMPREHENSIVE PLAN; PROVIDING AN EFFECTIVE DATE.

Tim McCausland read the short title.

Motion: Commissioner Verplanck moved to approve the ordinance. Commissioner Higgins seconded.

Mayor Fletcher asked for comments and there were none.

Action: Upon roll call vote Commissioners Higgins, Troller, Verplanck, Wiggs, Fields, Yates and Mayor Fletcher voted aye. Ayes: seven. Nays: Zero. The motion carried unanimously.

Ordinance 4953; Proposed 08-013; Conditional Use for Church Facilities and Associated Off-Street Parking Areas on Three Separate Parcels Located on North Virginia Avenue, North and South of West 2nd Street

AN ORDINANCE RELATING TO ZONING; APPROVING A CONDITIONAL USE FOR CHURCH FACILITIES AND ASSOCIATED OFF-STREET PARKING AREAS ON THREE SEPARATE PARCELS LOCATED ON NORTH VIRGINIA AVENUE, NORTH AND SOUTH OF WEST 2ND STREET; PROVIDING CONDITIONS; FINDING CONFORMITY WITH THE COMPREHENSIVE PLAN; PROVIDING AN EFFECTIVE DATE.

Tim McCausland read the short title.

Motion: Commissioner Verplanck moved to approve the ordinance. Commissioner Higgins seconded.

Mayor Fletcher asked for comments from the audience and the commission. There were none.

Action: Upon roll call vote Commissioners Yates, Fields, Wiggs, Verplanck, Troller, Higgins and Mayor Fletcher voted aye. Ayes: seven. Nays: Zero. The motion carried unanimously

Ordinances (First Reading)

Proposed 08-014; Annexation of 15.7 Acres Located North and Northwest of Interstate 4, South of Rockingham Road, East of North Road 98 and West of Union Drive

AN ORDINANCE RELATING TO ANNEXATION; INCLUDING WITHIN THE TERRITORIAL LIMITS OF THE CITY OF LAKELAND, FLORIDA, THAT CERTAIN 15.7 ACRES LOCATED NORTH AND NORTHWEST OF INTERSTATE 4, SOUTH OF ROCKINGHAM ROAD, EAST OF NORTH ROAD 98 AND WEST OF UNION DRIVE; FINDING COMPLIANCE WITH CHAPTER 171, FLORIDA STATUTES; MAKING FINDINGS; FINDING CONFORMITY WITH THE COMPREHENSIVE PLAN; PROVIDING AN EFFECTIVE DATE.

The foregoing is the title of an ordinance read for the first time by short title only. The Commission will hold the second reading and public hearing on March 3, 2008.

EQUALIZATION HEARINGS – NONE

COMMUNITY REDEVELOPMENT AGENCY – NONE

CITY MANAGER

Recommendation re: CR 37B Lakeland Highlands Road Project Landscaping/Irrigation

Polk County was administering the widening of CR 37B (Lakeland Highlands Road) from the Polk Parkway to 540A. Construction was scheduled to commence in late 2009 or early 2010, with an anticipated completion of the project in 2012. As part of the project scope, the City of Lakeland had requested the inclusion of landscaping and irrigation elements for the Lakeland Highlands segment from the Polk Parkway south to the City limits, (Lake Miriam Drive) in the construction documents. The City of Lakeland wished to continue the “Florida Friendly” landscape design that was previously installed on the portion of Lakeland Highlands from Edgewood Drive south to the Polk Parkway. In keeping with the City of Lakeland’s water conservation initiatives, irrigation for the project would be accommodated with a shallow well. Rights of way on both sides of the corridor would be similarly landscaped, in addition to the proposed center median.

The County had agreed to increase the scope of work with their consultant, URS Corporation, to include the design documents contingent on the proposed Joint Participation Agreement (JPA). The agreement required the City of Lakeland to be responsible for all fees associated with the design, landscape, and irrigation and assumption of future landscaping and irrigation maintenance. Additionally, the agreement

allowed the City to eliminate the installation of the landscape and irrigation elements from the bid if warranted. The estimated project cost to the City of Lakeland and scheduled allocation of expenditure reimbursements to Polk County are as follows:

<u>Landscaping & Irrigation</u>	<u>Cost Estimate</u>	<u>Projected Payment</u>
Consultant Design Fees	\$ 49,835	July 2008
Installation Landscape & Irrigation	\$ 493,500	2012
Annual Operating & Maintenance	\$ 15,800	2013 and annually beyond

Funding for the initial landscaping and irrigation design costs would require a transfer of \$50,000 from the Public Improvement Fund. Funding for the actual construction, landscape installation and ongoing maintenance costs would be included in subsequent capital and operating budgets as the project moved into the construction and completion phases.

Staff recommended that the City Commission authorize the appropriate City officials to execute the Joint Participation Agreement with the Polk County Board of County Commission to establish project landscaping and irrigation, identify Lakeland cost reimbursements and to authorize an associated appropriation in the Public Improvement Fund in the amount of \$50,000 for the CR 37B (Lakeland Highlands Road) Project.

Action: Commissioner Verplanck moved to accept the recommendation. Commissioner Higgins seconded and the motion carried unanimously.

CITY ATTORNEY

ORDINANCES (First Reading)

Proposed 08-015; Amending Article IV of Chapter 2 of the Lakeland City Code (Lakeland Municipal Code Enforcement Board Ordinance), to Specify Procedure for Perfection of Demolition Special Assessment Liens

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF LAKE LAND, FLORIDA RELATING TO CODE ENFORCEMENT; AMENDING DIVISION 2 OF ARTICLE IV OF CHAPTER 2 OF THE CODE OF THE CITY OF LAKE LAND, FLORIDA; PROVIDING FOR THE PERFECTION OF DEMOLITION SPECIAL ASSESSMENT LIENS; PROVIDING FOR SEVERABILITY; PROVIDING AN EFFECTIVE DATE.

The foregoing is the title of an ordinance read for the first time by short title only. The Commission will hold the second reading and public hearing on March 3, 2008.

RESOLUTIONS

Resolution 4669; Proposed 08-007; Resolution Indicating Support for Alternatives to the Proposed CSX Integrated Logistics Center (ILC) Facility

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF LAKE LAND, FLORIDA RELATING TO CSX RAILROAD AND THE PROPOSED INTEGRATED LOGISTICS CENTER TO BE LOCATED IN WINTER HAVEN, FLORIDA; INDICATING SUPPORT FOR DETAILED ANALYSIS OF ALL IMPACTS ASSOCIATED WITH THE PROJECT; CRITICIZING THE STATE OF FLORIDA FOR FAILING TO FUND AND UNDERTAKE A COMPREHENSIVE FEASIBILITY STUDY TO EVALUATE AND DETERMINE THE MOST EFFICIENT AND COST EFFECTIVE MANNER TO MEET FLORIDA'S CURRENT AND FUTURE NEEDS FOR THE MOVEMENT OF FREIGHT AND PASSENGER RAIL AND VEHICULAR TRAFFIC PRIOR TO COMMITTING TO THE ILC PROJECT; MAKING FINDINGS; PROVIDING AN EFFECTIVE DATE.

Tim McCausland read the short title.

Motion: Commissioner Verplanck moved to approve the resolution with the changes discussed. Commissioner Higgins seconded.

Mayor Fletcher asked for comments and there were none.

Action: Upon roll call vote Commissioners Higgins, Troller, Verplanck, Wiggs, Fields, Yates and Mayor Fletcher voted aye. Ayes: seven. Nays: Zero. The motion carried unanimously.

Resolution 4670; Proposed 08-008; Authorizing Mayor to Execute Documents Necessary to Donate Right-of-Way to FDOT – Fairbanks Street Improvements Project

A RESOLUTION AUTHORIZING THE EXECUTION OF A DEED TRANSFERRING TITLE OF A CITY-OWNED PARCEL TO THE STATE OF FLORIDA DEPARTMENT OF TRANSPORTATION FOR PROPOSED IMPROVEMENTS TO STATE ROAD NO. 539 AS PART OF THE FAIRBANKS STREET IMPROVEMENTS PROJECT; MAKING FINDINGS; PROVIDING AN EFFECTIVE DATE.

Tim McCausland read the short title.

Motion: Commissioner Verplanck moved to approve the ordinance. Commissioner Higgins seconded.

Mayor Fletcher asked for comments from the audience and the commission. There were none.

Action: Upon roll call vote Commissioners Yates, Fields, Wiggs, Verplanck, Troller, Higgins and Mayor Fletcher voted aye. Ayes: seven. Nays: Zero. The motion carried unanimously.

Resolution 4671; Proposed 08-009; Designating Building and Sign Located at 901 South Florida Avenue as Local Historic Landmark

A RESOLUTION RELATING TO HISTORIC PRESERVATION; DESIGNATING A BUILDING AND SIGN LOCATED AT 901 SOUTH FLORIDA AVENUE AS A LOCAL HISTORIC LANDMARK; AUTHORIZING APPROPRIATE CITY OFFICIALS TO TAKE NECESSARY ACTION TO SUPPORT AND FURTHER THE DESIGNATION; MAKING FINDINGS; PROVIDING AN EFFECTIVE DATE.

Tim McCausland read the short title.

Motion: Commissioner Verplanck moved to approve the resolution. Commissioner Higgins seconded.

Mayor Fletcher asked for comments and there were none.

Action: Upon roll call vote Commissioners Higgins, Troller, Verplanck, Wiggs, Fields, Yates and Mayor Fletcher voted aye. Ayes: seven. Nays: Zero. The motion carried unanimously.

Miscellaneous Reports and Communications

***Memo re: Waiver of 5:01 p.m. Hearing**

During the month of March, the Community Development Department would be presenting the Commission with a text amendment to the Lakeland Comprehensive Plan concerning the potable water sub-element, which would require at least one hearing after 5:00 p.m.

Staff requested that the Commission waive the statutory requirement that at least one of the hearings on these matters be held after 5:00 p.m.

Action: This item was approved on the Consent Agenda.

Memo re: Joint Project Agreement with Polk County for Relocation of Water and Wastewater Pipelines for CR 37B Project (Lakeland Highlands Road)

This was a proposed Joint Project Agreement (JPA) between the City and Polk County providing for the relocation of water and wastewater pipelines located in Polk County right-of-way which were in conflict with the County's roadway improvement plans for the CR37B Project. The JPA called for the relocation of the City's water and wastewater pipelines at the same time as the County's roadway improvements were being performed. It was, therefore, beneficial for both the City and County to participate in a Joint Project Agreement.

Following was a synopsis of the Agreement:

- County would perform the relocation of the City's affected water and wastewater pipelines.
- The City would pay the County for all relocations in which the City's pipelines were in County right-of-way plus a nominal administrative fee for administering the JPA.
- The County would perform all relocations in which the City's pipelines were in easement dedicated to the City at no charge to the City.
- The cost of the required water pipeline relocation effort had been estimated at \$2,000,000. The cost of the required wastewater pipeline relocation effort had been estimated at \$400,000.
- Construction was scheduled to commence during the summer of 2009.
- The Water Utilities Department would have sufficient funds available prior to construction.

Staff recommended that the Commission authorize the appropriate City Officials to execute the Agreement.

Action: Commissioner Verplanck moved to approve the recommendation. Commissioner Higgins seconded and the motion carried unanimously.

Memo re: Task Authorization with Dyer, Riddle, Mills & Precourt, Inc. for Engineering Services for the Waring Road Extension

This was a proposed task authorization with DRMP in the amount of \$105,355.00 for engineering services for the Waring Road Extension Project. Construction plans for this project, which would extend Waring Road from Old Medulla Road to West Pipkin Road, were completed in 2004 and the City had since been acquiring the necessary right of way. An Eminent Domain suit was filed last month for all unsettled parcels. Construction funding was available in FY 2009.

This Task Authorization included the following items:

1. Field Reviews – DRMP would conduct a field review to identify changes that have occurred to existing conditions since the plans were shelved in 2004. Survey would add those updates to the existing database.
2. Utility Coordination – Plans would be distributed to utility companies to determine if there were changes of significance. A survey may be required for utilities where changes had occurred. The project database would be corrected as necessary with updated utility information. A conflict matrix would be prepared and meetings would be held with individual companies to resolve conflicts, iron out the utility relocation schedules and expedite the schedule.
3. Plan Updates – DRMP may be required to provide revised plan sheets reflecting changes made during the Right-of-Way acquisition, changes due to updated criteria,

design changes initiated by changes to the existing condition that had occurred since the plans were shelved.

4. Meetings – DRMP would attend the Utility, Pre-Bid, and Pre-Construction Meetings.

5. Survey – DRMP would provide survey services to locate the utility test holes. Polk County was also in the process of developing construction plans for the four lane widening of West Pipkin Road. DRMP would review the County’s plans to determine if any revisions were necessary to the Waring Road plans. Revisions due to West Pipkin Road were not included in this Task Authorization.

Staff recommended that the Commission authorize the appropriate City officials to execute the Task Authorization.

Action: Commissioner Verplanck moved to approve the recommendation. Commissioner Higgins seconded and the motion carried 6 ayes to 1 nay. Commission Wiggs voted nay.

FINANCE DIRECTOR

***Appropriation and Increase in Estimated Revenues – Water Utility and Wastewater Utility Renewal and Replacement Funds**

The State of Florida refunded a total of \$1,360,232 to the Water and Wastewater Systems representing a return of excess amounts paid by Lakeland to the State to help finance the construction of water and sewer lines along the in-town bypass.

The Water Utilities Department recommended that these funds be re-appropriated to support the following projects:

Water System:

- Construction and Inspection services in conjunction with water line extensions along the in-town bypass in the amount of \$250,000.
- Relocation of water lines to accommodate the Lakeland Highlands Road widening project in the amount of \$960,232.

Wastewater System:

- Installation of a 105kw methane-burning electric generator attached to the digester at Glendale treatment plant. Total cost is \$150,000. It was estimated that this unit would defray electric energy costs of approximately \$70,000 per year.

Staff recommended that the City Commission authorize an appropriation and an offsetting increase in estimated revenues within the Renewal and Replacement Funds of the Water and Wastewater Utilities in the aggregate amount of \$1,360,232 to finance these projects.

Action: This item was approved on the Consent Agenda.

***Appropriation and Increase in Estimated Revenues – General Fund, Fleet Management Fund**

The Building Inspection Division operating budget for FY 2007 included an additional full-time Field Services Inspector position. Unfortunately, no provision was made for purchasing an associated vehicle for the new position. Accordingly, the subject employee had been utilizing a “loaner” vehicle from Fleet Management, which represented a vehicle that was scheduled to be sold at auction, but was subsequently been held back for use by this individual.

The Building Inspection Division asked to replace this with a new unit permanently assigned to this employee. A new unit was \$15,000, and related rent, fuel and maintenance on the vehicle for the remainder of FY 2008 would be approximately \$2,300.

Building Inspection Division vehicles were equipped with laptop mounts and other equipment used by the Field Inspectors. The Building Inspection Division would like to hold over an existing vehicle that was scheduled to be sent to the auction for use as a stand-by vehicle they can use when any one of the other 15 vehicles assigned to the Division were unavailable due to vehicle maintenance requirements. The annual cost of retaining a stand-by unit was estimated at \$1,500.

In order to accomplish these changes, staff requested that the City Commission authorize an appropriation and a corresponding increase in estimated revenue within the Fleet Management Fund in the amount of \$18,000 to accommodate the purchase price and six months of operating cost for the two subject units. This would also require an appropriation within the Building Inspection Division of the General Fund for the same amount. Sufficient funds were available from permitting revenues to accommodate this additional expense.

Action: This item was approved on the Consent Agenda.

AUDIENCE-NONE

MAYOR AND MEMBERS OF THE CITY COMMISSION

Commissioner Wiggs just returned from Washington D.C. and noted that our legislative folks up there were really working together for our benefit, regardless of party affiliation.

Commissioner Verplanck wished everyone a Happy President’s Day.

Doug Thomas announced Gregory Boettcher had been selected as the new Water Utilities Director.

Recess: The Commission recessed at 10:28 a.m. until after the Utility Committee meeting. They reconvened at 2:08 p.m.

The Lakeland City Commission reconvened in Regular Session in the City Commission chambers. Commissioners Glenn Higgins, Justin Troller, Jim Verplanck, Howard Wiggs, Gow Fields, Edie Yates and Mayor Fletcher were present. City Manager Doug Thomas, City Attorney Tim McCausland, and Deputy City Clerk Deborah Cason were present.

UTILITY - CONSIDERED AFTER 1PM UTILITY COMMITTEE MEETING

***Memo re: Service Schedule to Interchange Service Agreement with TECO**

In 1982, Lakeland entered into an Agreement for Interchange Service with TECO to facilitate power transactions over each other's transmission systems. Similar agreements were also entered into with Florida Power & Light and Progress Energy Florida. A typical addenda to any Interchange Service Agreement would be industry standard service schedules (similar to Lakeland's rate tariffs) that provide terms and conditions for the energy transport and delivery.

The City of Lakeland recently entered into the Florida Cost Based Broker System (FCBBS) Agreement of which TECO was a member. One function of the FCBBS Agreement was to automatically match offers for the next-hour wholesale sale or purchase of non-firm energy between and among members. Lakeland Electric staff had concluded that the best way to handle these transactions was via Service Schedule C addenda to existing interchange agreements. Some language in the Schedule C would refer appropriately to the FCCBS Agreement to tie everything together.

This was the proposed Service Schedule C to Lakeland's interchange agreement with TECO. Future Service Schedule C's were also anticipated for the interchange agreements with Florida Power & Light and Progress Energy Florida, and would be brought to the Commission as they were prepared.

Staff recommended that the appropriate City officials be authorized to execute the Service Schedule C to TECO's Interchange Service Agreement.

Action: This item was approved on the Consent Agenda.

Memo re: Agreement with Ely Energy re Anhydrous Ammonia Storage Tanks for Selective Catalytic Reduction Retrofit Project

In accordance with the City Commission's prior direction, Lakeland Electric (LE) was proceeding with the design and construction of a Selective Catalytic Reduction (SCR) system for McIntosh Unit 3 to reduce its NOx emissions and comply with the Clean Air Interstate Rule (CAIR). To date, the City has now entered into nine (9) different supply contracts to purchase equipment, structural steel, or ductwork necessary to construct the SCR; more would be forthcoming.

The purpose of Invitation to Bid (ITB) No. 7023 was to obtain bids from qualified companies to design, fabricate, and deliver FOB jobsite two (2) ammonia storage tanks for the Unit 3 SCR. The ammonia system was jointly designed by Sargent & Lundy and LE and LE would install the tanks.

Three (3) firms responded to the ITB and Ely Energy, Inc. submitted the lowest cost bid. Additionally, Ely Energy, Inc. won the contract to furnish ammonia system vaporization equipment for the SCR project.

Staff recommended that the Commission authorize the appropriate City officials to execute the Agreement with Ely Energy, Inc to furnish two (2) ammonia tanks for the SCR project for McIntosh Unit No. 3. The final contract price was \$305,686.

Action: Commissioner Yates moved to accept the recommendation of the Utility Committee. Commissioner Verplanck seconded and the motion carried unanimously.

The meeting adjourned at 2:09 p.m.

AGENDA STUDY
February 15, 2008

The Lakeland City Commission met for the Agenda Study Session in the Commission conference room. Commissioner Edie Yates, Gow Fields, Justin Troller, Jim Verplanck, Glenn Higgins and Mayor Fletcher were present. Commissioner Howard Wiggs was out of town. City Manager Doug Thomas, Deputy City Manager Tony Delgado, Community Development Director Jim Studiale, Finance Director Greg Finch, City Attorney Tim McCausland, Assistant City Manager Stanley Hawthorne, Deputy City Clerk Deborah Cason, Staff and the media were present.

Mayor Fletcher called the meeting to order at 8:33 a.m.

Doug Thomas covered the preliminaries.

Tim McCausland covered the Public Hearings.

Doug covered the City Manager's agenda and offered the following verbals:

- After returning from a meeting with the Restoration Council, Bill Tinsley updated the commission on the status of the Teneroc Land Swap arrangement
- Final Legislative Policy Statement
- The next round of Citizen Surveys would be going out in the mail.
- Central Florida Eurocars would be the sponsor for the Music on the Promenade series.
- Consensus to move forward with the Index study for Impact Fees

Tim McCausland covered the Ordinances for first reading.

Palmer Davis explained proposed ordinance 08-015, which would amend Article IV of Chapter 2 of the Lakeland City Code.

Tim McCausland covered the Resolutions.

The Commission made comments and suggestions again regarding the draft of the CSX resolution (08-007).

Tim McCausland covered the Miscellaneous Reports and Communications and the Utility Committee.

Greg Finch covered the Finance Director's agenda.

The meeting adjourned at 9:32 a.m.

LAKELAND CITY COMMISSION
2008 Annual Retreat
February 21-22, 2008

The Lakeland City Commission met for the Annual Retreat in the Lake Hollingsworth Room at The Lakeland Center. Steve Dickinson, President & Founder of Practical Quality Services, Inc. served as the facilitator. Commissioners Glenn Higgins, Justin Troller, Jim Verplanck, Howard Wiggs, Gow Fields, Edie Yates, and Mayor Fletcher were present. City Manager Doug Thomas, City Attorney Tim McCausland, City Clerk Kelly Koos, Department Directors, their assistants, and community leaders were present along with the media.

Doug Thomas called the meeting to order at 9:43 a.m.

Welcome & Opening Remarks

Doug Thomas welcomed attendees and gave the opening remarks. He then introduced Steve Dickinson, President & Founder of Practical Quality Services, Inc.

Keynote: Why Strategic Planning – Steve Dickinson

**Lakeland's Strategic Planning Process Preparation for the Annual Retreat –
Doug Thomas**

Steve Dickinson explained that at the end of the retreat the Commission would reconsider the Vision Statement, Mission Statement, and the Strategic Goals.

Sr. Leadership Vision & Implications Reports

Steve Dickinson explained that after each speaker presented, they would stop and discuss the issue.

People/Population: Steve Bissonnette

Lakeland has a more diverse population. People were no longer long-time Polk County residents. There was an increase demand for multilingual services. Lakeland's Population was Increasingly diverse in age distribution. There was an increase in chronic homeless population. There was an increase in average education level and income. There was an increased commuter population. More than twice as many workers leave Polk County to work as come in. Staff anticipated that Lakeland would grow to 97,263 in 2010 The goal to reach 100,000 by 2010 would require additional annexation.

Discussion

Mayor Fletcher re twice as many people leaving for work, has that changed in the last few years? It used to be about equal. Steve Bissonnette said the data indicated that things

were changing but the raw numbers were still in favor of people working elsewhere, countywide.

Commissioner Wiggs was concerned that Lakeland did not have a strategy to engage the younger folks. Kevin Cook would address that issue later.

Commissioner Wiggs asked if staff was inferring that Lakeland needed to look at greater government involvement with the homeless. Most of the people that he talked with thought that there were too many services already. He thought they should be considering how they would curtail or contain it. Steve Bissonnette said the homeless service providers desired greater clarification from the City. The City should establish a policy. The City needed to develop a policy on how to handle the homeless. Justin Troller wanted to see what it cost to keep those people here and offer the services offered. Gow Fields thought the City needed to understand how many of them were City residents that ended up homeless and how many chose to live that lifestyle. Mayor Fletcher felt the City should differentiate between the homeless and the transients. The homeless want and need help. The transients just come in and use the city.

Commissioner Yates said the younger generation was the largest growing group. The City needed to look at the quality of life issue and how it would attract the younger generation to stay in the community and become a part of the community. Gow Fields felt the City needed to have a more effective way of communicating with the entire population not just the younger population. Commissioner Wiggs agreed. Even the focus groups, who the Commission thought would know more, were not clued in.

Government/Regulation - Kevin Cook

Discussion

Commissioner Wiggs felt the City needed some sort of mechanism to explain to the citizens how the city makes decisions. Gow Fields said the city should consider including in the conversation that instead of needing more funding, explain what government is that costs less. We need to lose the part of our communication that says we need more funding. Howard Wiggs responded that the City needed to convey that the citizens were the most important people in the City's business world. Every decision we make is a decision that is not designed to harm our citizens. That would be a step to re-establishing the trust with our citizens. We are going to be in an environment where the City cannot do everything the citizens want done. Commissioner Fields reminded everyone that the polls were very high in the state showing that citizens wanted more green energy sources but they did not want to pay for it.

Technology – Tim McCausland

Integrated and more mobile technology would affect all aspects of our lives. Technology was producing a better-educated customer. Increased need for security. Continue to move toward paperless organization.

Discussion

Justin Troller thought the city should use the technology they already have to its fullest. Glenn Higgins thought the city was very slow in moving toward a paperless organization. The City really needed to work on that. City would be competing with the private sector for IT talent. Gow Fields thought this (technology) is the greatest opportunity and resource area to accomplish our desires in communication. Utilization of young people/high school talent. Edie Yates heard a story on the news about a youth representative on the school board. Maybe Lakeland could have youth representatives on the Commission or a Youth Advisory Board.

Economic/Economy – Palmer Davis

Cost of Living: health care, insurance, energy, USF Impact, and Lack of workforce housing were all facing the City of Lakeland.

Discussion

Howard Wiggs thought the City needed more public/private partnerships. Listen to his comments/deleted notes by mistake. Steve Dickinson clarified that the City needed to collaborate with partners in order to accomplish needs without cutting. Edie Yates said Lakeland was still in a booming economic area. When things come back, Lakeland is at a greater advantage to take advantage of that recovery. Justin Troller stated that preventative maintenance was better than damage control. Jim Verplanck re workforce housing, the City did not need to discuss it unless the City was going to do the traditional program which would require a significant source of money to own the land under the workforce housing.

Business Environment-Tommy Hamrick

Continuous turnover of business entities
Increased use of technology in business
Higher percentage of total jobs with national and international firms
Continued growth in medical services
USF campus will bring in support businesses.

Discussion

Edie Yates: The talked a lot about wanting to attract new business and better forms of business. They need to be more customer focused in that area so that when someone was coming in they knew what the City expected. The City also needed to facilitate the process so the incoming business had a great experience with the City of Lakeland (i.e. permitting and regulations). Gow Fields asked if the expectations of local government came up. Tommy replied yes, the City would have to continue to learn about the preferences of large corporations.

Doug Thomas introduced the new water utilities director, Gregory Boettcher, just before everyone left for lunch.

Lunch

The group broke for lunch at 11:32 a.m. and reconvened at 12:45 p.m.

Stakeholder Focus Group Results – Dr. Larry Ross

The perception was that there was not much waste in Lakeland government.

Discussion

Larry introduced the panel: Ann Wilson-Executive Director of Platform Florida, Kathleen Munson-President of Lakeland Chamber of Commerce, David Steele-Director of University Advancement USF Lakeland, Tim Mitchell-Executive Director of Parker Street Ministries and Ford Heacock-President of Heacock Insurance (LDDA).

Howard Wiggs found it disconcerting that 30% of those invited to the focus group meetings did not attend. Was it a certain group that did not participate? Larry Ross explained that first staff identified the communities and then the leaders. Most of the reasons were schedule conflicts.

Edie Yates thought it was interesting the difference between the importance between public spaces and beautification. Where do you draw the line between the two? Kathleen Munson thanked the city for the opportunity to participate. That was a difficult question to address because none of them truly understood the cost of services provided. Ford Heacock, speaking for downtown, Downtown was the one neighborhood they all shared. The beautification point was the one thing that sets Lakeland apart from other communities. He would be heartbroken to see beautification pushed off as a disposable item. Tim Mitchell was working to show people that they were not only part of the Lakeland community they were also responsible for it. When you give them something pretty, it is easier to take care of it. The city had to think carefully when they thought about what to cut. David Steele thought there was a lot of mystery attached to this process. It was unclear how they were connected or what was the purpose. There may be some people who did not participate because they were not sure how relevant it was or how relevant they would be. Justin Troller thought the City should not do away with beautification but do it more efficiently. Mayor Fletcher said beautification was economic development. A beautiful city attracts the businesses. He said they should not cut the beautification.

Commissioner Fields asked what were some of the comments that you hear from people in your world about how the Lakeland City government works. Kathleen Munson responded that everyone was feeling the pressure of higher costs. That was what the Commission should look at, the total cost of services. There should be more roundtables to hear from constituents. From a Chamber point, they hear that more and more

businesses are struggling. David Steele said this was the best city government in the country. Having worked with alternatives, this was far and away the best. It seemed to him the cuts were going to happen whether there was good city government or not. Two concepts that were most helpful were 1) intense focus on mission critical and 2) relentless communication. Ford Heacock said that everyone he asked was so proud of the city. Saving a couple hundred dollars a year in property taxes was not worth giving up their quality of life. They would support an increase in fees to maintain that quality of life. David Steele said Miss Helen at the front desk of City Hall was essential. He thought he was her favorite but he knows she is that good to everyone.

Eddie Yates asked if the panels discussed issues like support of cultural and art functions. Where did that fall in essential and nonessential? Kathleen Munson said that was critical to bringing quality of life and economic development in this community. Tim Mitchell said that was the only way his people were ever going to have any culture. It was also a tremendous way of building community. It helped them see the big picture. Anne Wilson said there was a need for the community culture plans to be integrated into the city's plans so that arts & culture was not seen as discretionary and not the first place people look to make cuts.

Staff Presentations by Strategic Goals:

Economic Opportunity: Tony Delgado, Deputy City Manager

Tony introduced the panel: George Brooks, Kevin Torres, Tommy Hamrick, Steve Scruggs, and Karen Lukhaub.

Discussion

Howard Wiggs asked when the pension evaluation committee would begin its work and when they would bring their recommendations. Doug Thomas wanted to get through a few issues first one being the separation of police and fire. The second issue would be the methodology of a COLA for retirees. He envisioned the task force process would begin in the second quarter. Commissioner Wiggs asked if the City was going to move toward a defined contribution as opposed to a defined benefit plan. Doug Thomas said the mindset of the individuals the City was trying to recruit was that they would not work for one organization for their entire career. They were addressing options but not replacing the base plan. Kevin Torres explained that when an organization introduced defined contribution plans, they would begin diverting funds away from defined benefit plans and would have to be careful of that.

Eddie Yates asked about the wellness campaign. Was a method in place to measure the savings of the HealthSTAT program to see if it is doing its job? Karen Lukhaub responded yes, HealthSTAT developed reports for the City. It would be 18 months before they could report on the cost savings. Doug Thomas did not want to lose track of the fact that identifying risks of hypertension, diabetes, etc. for the employees would not only save dollars but also keep productivity up.

Commissioner Wiggs said that Lakeland had challenges in infrastructure and water issues. He asked Steve Scruggs what his approach was when trying to attract new businesses.

Steve Scruggs responded to Mayor Fletcher's question about commuters earlier. What the Commission really needed to do was look at Lakeland rather than Polk County. When you look at Lakeland, it is a wash.

That might not be an issue for the City of Lakeland but it was for Polk Works. At one time they had a billboard facing westward on I-4 at 27 that said you would be at work by now if you worked in Polk County.

Steve Scruggs said infrastructure was a big deal for LEDC. When they asked around the state and talked with 18 other communities as part of the high-skill wage effort, they learned it was all a matter of perspective. Many people who move to Lakeland do not think the traffic is that bad. Last week he met with a big company that had an office here since 1988 and they came into the office to say they were going to shut their plant down because the costs were so high. They said it was because of union issues and their electric rate had gone up 38%. In addition, sewer and water would be an issue that would keep companies away.

Steve Scruggs also brought up one other issue. When considering attracting and keeping young professionals, Lakeland is having success with those efforts.

Break

The Commission recessed for a break from 1:14 p.m. to 1:51 p.m.

Communications: Tony Delgado, Deputy City Manager

Tony Delgado introduced the panel Shannon Lanier-Executive Director of Lakeland Vision, Kevin Cook-Director of Communications Department, Eric Vaughn-DOIT Web Administrator, and David Kus-Assistant LE General Manager of Customer Service.

Discussion

Jim Verplanck asked if the question of the City Calendar on the citizen survey. Kevin Cook responded no. Jim Verplanck asked if there was any feedback on the Brighthouse piece. Kevin Cook responded that it was informative and put Brighthouse in bad light. Mayor Fletcher people are asking what is happening in Lakeland. He would like to see an update from Steve Scruggs about what is happening in Lakeland. Howard Wiggs clarified the ambassador program. Tony Delgado explained it was modeled after the Citizens Academy and allowed employees to spend time with different departments in the City to really help employees better understand what was happening in the city organization. Howard Wiggs asked about the employee suggestion program. Tony Delgado explained that program was still in place. The Commission may see some coming before the

commission soon. Howard Wiggs thought that maybe the City should do a similar program with citizens. Doug Thomas spoke regarding the ambassador program, this would empower employees to address questions and be a promoter of some of the issues the city is facing. Doug Thomas explained the employee suggestion program happened below the radar of the Commission. Howard Wiggs explained that the Florida League of Cities (FLC) has a publication that they put out showing the billions of dollars of costs to municipalities in un-funded mandates. He has been asked if Lakeland would like to join a group who wanted to state the costs of un-funded mandates specifically. Gow Fields asked if employees were saying the City did not communicate with them. Tony Delgado explained that the real issue was that they feel they get most of their information from other employees or the newspaper rather than directly thru the City. Gow Fields asked if the employees were saying the city did not care about them enough. Kevin Cook responded that there was 10% the City was never going to make happy. What they found out in the audit was that the employees prefer face-to-face communication. A lot of them said that was going away. A lot of them enjoyed the monthly newsletter. Justin Troller liked the idea of town hall meetings. How can citizens report their concerns? Tony Delgado asked Eric Vaughn to update the Commission on the Citizens Action Center. That feature is now up and running on www.lakelandgov.net.

Utility Bill

Steve Dickinson asked for discussion of modifying the utility bills. Jim Verplanck thought that was a great idea. Edie Yates thought that even though the City breaks it out on the bill, citizens do not realize that the bill is for more than just the electricity. Tony Delgado explained the bill would remain the same but it would be under one umbrella and the citizen would make the check out to the City of Lakeland rather than Lakeland Electric. David Kus thought the issue was not the logo. What the customers look at every month was the box that said total amount due. Gow Fields thought they did not pay attention to the line items on the bill. Changing the logo would not matter.

Opening Day Comments & Takeaways

Steve Dickinson asked the Commission what was their biggest Ah Ha moment today.

Edie Yates - They kept going back to communication and as a subset of that, communicating costs. The City was going to have to become better cost accountants.

Justin Troller - The City was in the people business. The citizens wanted the City to value the dollars that they give us. The City needed to value their input and treat them with respect.

Jim Verplanck - Part of this whole problem was generated by the legislature. That led to an attitude that cities were just crooked politicians and the legislature helped to promote that.

Howard Wiggs – The City was getting on the cutting edge so that the foot plan would be more congruent with what the citizens wanted to see happen. An example was the budget process. The new format was understandable for the average citizen

Mayor Fletcher - Communication was very important and many people did not read. People watch the government channel if the Commission could keep it on a channel they could reach.

Gow Fields - Talking about communications, was there something proactive the City could do on the website for people to watch video or an electronic newsletter.

Steve Dickinson's closing comments. He thanked everyone for their work today. Tomorrow morning breakfast was at 7:30 a.m. and the meeting would convene at 8 a.m.

Doug Thomas' closing comments. He appreciated everyone participation. Tomorrow they would discuss the financial situation.

The Commission adjourned for the day at 3:28 p.m.

LAKELAND CITY COMMISSION
Annual Retreat – Day 2
February 22, 2008

The Lakeland City Commission met for the Annual Retreat in the Lake Hollingsworth Room at The Lakeland Center. Steve Dickinson, President & Founder of Practical Quality Services, Inc. served as the facilitator. Commissioners Glenn Higgins, Justin Troller, Jim Verplanck, Howard Wiggs, Gow Fields, Edie Yates, and Mayor Fletcher were present. City Manager Doug Thomas, City Attorney Tim McCausland, City Clerk Kelly Koos, Department Directors, their assistants, and community leaders were present along with the media.

Steve Dickinson called the meeting to order at approximately 8 a.m.

Staff Presentations by Strategic Goals:

Growth Management Goal – Jim Studiale, Community Development Director

Discussion

Jim Verplanck – Did taking wastewater from other cities to the wetlands put Lakeland in a bad position? Bob Conner responded the water they were taking was only from one specific wastewater plant, Imperial Lakes. That water would be retreated. The City would use the water as reuse water in southwest Lakeland. Doug Thomas explained that it was clear that reuse was going to play a larger role in Lakeland's potable water supply to replace irrigation. Jim Studiale explained that working with Auburndale was an

opportunity. The City was striving to meet SWFWMD's desire for cooperation between local governments.

Jim Studiale asked if there a consensus that Lakeland should join TBARTA, Tampa Bay Area Regional Transportation Authority. Jim Verplanck explained that this organization would give the group access to federal money. Countywide transit would eventually go before the voters. They were working to get Polk County eligible for the charter county transit surtax first. Alexander and Ross were proposing bills to bring that forward.

Doug Thomas re the water permit - Lakeland and SWFWMD were working to come to an agreement with their exceptions to the administrative law judge's ruling. If they could not agree, they would have to file exceptions. That deadline was not until March 14, 2008.

Howard Wiggs asked about the Edgewood extension project. Jim Studiale responded that this project would make the Edgewood-Florida intersection work better. It would also give more east/west access. Mayor Fletcher said FDOT was talking about widening some roads in north Lakeland. He thought there should be a toll road. The Polk Parkway should be continued to make a complete circle around Lakeland. Also, if Wabash were extended that would take traffic off downtown. He thought the City should push both those options as toll roads.

Mayor Fletcher asked about the odor at Glendale. Would the new digester at Publix help with the odor problem? The City needed to do something about the odor. Bob Connor explained that the digester would help some. In the last year, the City had been rehabbing the old digesters. By the end of the month, they would be testing the rehabbed digester. The big improvement will come with the waste load plant.

Rick Lilyquist explained that Lakeland's issues were not just local when it comes to transportation. It was a nationwide issue. Unless the State changed their funding sources, the problems would continue. You could not resolve the infrastructure issues with the current funding. Howard Wiggs was working to ask Congress to redirect some of the funds so that they actually made it to the local level. In addition, it did not make any sense for the State not to have an overall plan for commuter rail and it should include Lakeland.

Quality of Life - Jim Studiale, Community Development Director

Discussion

Justin Troller asked if LPD had a computer crime section. Chief Boatner responded no. LPD did some work on computers used in crime but did not have a computer crime unit. Justin Troller wanted LPD to be more active in that area. Chief Boatner explained that when those crimes were brought to their attention, they did work those crimes. Justin Troller asked about the retention of fire employees. The City should make it easier for fire fighters to go to school. He also asked if Lakeland had considered providing ambulance services. Chief Mohler explained that worked in a collaborative effort with Polk County

EMS. LFD did have some paramedics. Polk County provided the medical equipment they needed and the pay for the medical director. LFD's only expense was the pay incentive. For LFD to go into the ambulance business, the county would have to give Lakeland a certificate of public need. The County said that if Lakeland had their own ambulance service, it would fragment the county system and take funding from their system. Doug Thomas explained that the City was going to have to work smart and cooperatively with regional local governments. That did not mean doing everything ourselves.

Homelessness:

The City needed to deal with homelessness. The needed to separate the homeless from the transient. The City could create a policy within the constitution to deal with the problem. The homeless problem was becoming increasingly severe in the public parks. It was keeping the citizens from enjoying the public spaces. The #1 priority was a vibrant downtown for the businesses and the schools. The City needed to draw a line with zoning and state what they were trying to maintain.

Panelist Comments

Steve Bissonnette: It was important to understand that the agencies had been seen as part of the solution. Only in recent years had they been seen as part of the problem. The number of homeless has outstripped their capacity. They would acknowledge that the issues today had grown beyond their ability to address. They wanted the City to step up and help and provide some guidance. The police were looking to the Commission to provide some guidance. There needed to be a distinction between the services that were provided. Emergency shelters and the soup kitchens were the services that caused the largest problem. It was good public policy to say no emergency shelters or soup kitchens downtown. The police needed a clearly defined role in how far they can go to draw the line in the sand. Thirdly, there was a fundamental element in the social service agencies that dealt with funding. The largest chunk of those dollars ended up in Lakeland. Until that funding started getting used elsewhere in the county, the programs in Lakeland would continue to grow. Some of that was changing now. Lighthouse Ministry no longer accepted federal funds. Talbot House was exclusively in the federal funding realm. The Salvation Army had a broader range of funding at a national level. In addition, the National Alliance to End Homelessness was inviting communities to develop a 10-year plan to end homelessness.

Anne Furr: Homelessness was not just in downtown. Whatever policy was created needed to address the entire Lakeland community. The Commission needed to look at what happened when transients came in and camped out in an area, what happened to the value of the properties and the businesses in that area. If property owners would mark their property with no trespassing signs, the police could respond.

Chief Boatner: Compassionate citizens have a true desire to help those who are needy. They have a hard time differentiating between the homeless and the transient. What they were seeing was a new trend over the last 18 months. Some folks with issues (controlled

substance or mental health) created a segregated population and they could be predators or they could be prey. What they were dealing with was a high level of aggressiveness of transients who were selling drugs or stealing from the defenseless. There were also those that could only support themselves by prostitution. This was a subculture far apart from the homeless that needed and wanted the social services. What drew our attention was the behavior of those people that were not going to go into a shelter for any reason. Often the offensive behavior was not criminal and sometimes when it was it was not committed in front of police. People needed to report the incidents every time. The problem was getting a little better in part because the service providers were coming together and they recognized the issues too. The Talbot House was beginning to recognize that they had reach capacity. They were reaching that opinion because the volunteers were becoming afraid to volunteer because of some things they had seen happening.

Discussion

Doug Thomas – There was a clear desire for dialogue with service providers. Staff would then come back with considerations and options for a policy

CSX

Doug Thomas said staff was going to have to decide who was going to be the point person on this issue. Jim Verplanck spoke to Dennis Ross last night and Dennis thought the resolution was very well done. Gow Fields said that finally getting the resolution on the street had helped with movement on a number of fronts.

Break

The Commission took a break from 10:45 a.m. to 11 a.m.

Steve Dickinson brought up an unanswered question from an earlier discussion. Did the Commission want staff to pursue annexation to reach the 100,000-population goal by 2010? The Commission did not want to pursue aggressive annexation. If someone wanted to annex into the City voluntarily, then staff should consider it.

Fiscal Management – Greg Finch, Finance Director

Discussion

The group discussed LE rates compared to cities around the state during the presentation.

Howard Wiggs said because of lower sales tax revenue, the City was in a bad situation even without Amendment 1. How were those unfilled positions factored into the budget? Greg explained they were factored into the projected savings levels. Howard Wiggs asked if they were going to recommend not filling vacancies or start discussing lay-offs. Doug Thomas did not have a recommendation at that point.

Edie Yates - if the State limited the total ad valorem at 13.5%, everyone would have to deduct an addition 29% from their budget. Doug Thomas said these were the challenges the City was facing this year. The City would now have to reconcile the desires and dreams for Lakeland with the finances. The Commission needed to make targeted and strategic decisions about what the priorities were going to be.

Howard Wiggs thought that programs like Lakeland Vision would give the citizens an opportunity to voice their opinions. The Commission had an obligation to hear from the citizens on what they wanted. Doug Thomas said the City could not embark on a visioning process knowing the financials they would be facing in the future. They could not have the disconnect between what citizens want and what it was going to cost. Shannon Lanier of Lakeland Vision thought this was an opportunity to get a consensus from the citizens to determine priorities. Having an educational component would help the citizens know what sacrifices they might need to make. It would also help the government understand what the priorities of the citizens are. Edie Yates thought Lakeland Vision involved people in the process. The City was going to have to rely on the citizens to figure out how to pay for something they want to have in the community Jim Verplanck thought the City should at least do what they would do in their own households and that would first be to reduce expenses.

Doug Thomas said that when one looks to staff, they think no increases in salaries but the City has to remain competitive in the market place. Commissioner Wiggs thought staff had shown creativity by finding reductions without affecting services. It is going to take more creativity.

Lunch

The Commission broke for lunch at 12:11 p.m. and reconvened at 1:30 p.m.

Validate, Amend and/or Revise Strategic Operating Plan

Steve Dickinson explained there were four questions about each goal/outcome he want the Commission to ask themselves.

1. Okay as is?
2. Something need changed?
3. Delete?
4. New Issue?

After the Commission reviewed each one, he wanted them rank the desired outcomes.

Vision Statement – “Lakeland – a vibrant, culturally inclusive world-class community”

No changes

Mission Statement – “A community working together to provide an exceptional quality of life”

No changes

Economic Opportunity Goal – “Create and encourage inclusive, lasting environments that grow, attract and retain a creative, talented, educated and technically qualified workforce.”

New Outcome: Environment with amenities that provides the lifestyle for each generation

Communication Goal – “Develop an Informed and Engaged Community”

No changes

Fiscal Management Goal – “Develop and effectively manage financial resources.”

New Outcomes:

Effectively working with legislatures/government to protect existing resources and rights to resources

Working with Legislatures to define home rule

Identify community-based resources - collaboration

Encourage Legislature to keep the cost of government down - unfunded mandates

Growth Management Goal – “Ensure planning and infrastructure results in quality developments, and safe attractive neighborhoods”

Changes to the goal:

Add collaborative before the word planning

Add redevelopment after the word developments.

Outcomes:

Add Redevelopment

Quality of Life – “Provide quality public spaces; deliver superior municipal services; and support arts, education, recreation and wellness.”

No changes

Steve Dickinson explained that now they were going to give the Commission a copy of all the outcomes and ask them to rank the outcomes.

Jim Verplanck said a new outcome for Growth Management would be compatible redevelopment.

Steve reviewed the changes to the Outcomes.

- * Environment with amenities that provide a lifestyle for each generation
- * Working with legislatures and government to protect existing resources and the right to those resources
- * Working with legislature to define and protect home rule
- * Identify community based resources
- * Work with the State to identify and communicate unfunded mandates
- * Collaborative planning Redevelopment
- * Compatible Redevelopment

The Commission took a break from 2:22 p.m. until 2:30 p.m. while Ed Hacker updated the list of outcomes. Steve distributed the spreadsheet listing all the outcomes and asked the Commission to rank them in order of importance with #1 being the most important.

While Ed was tabulating the rankings, Doug asked for input on the potential financing options:

- * Reduce expenditures - yes
- * Increase millage rate - half & half (Glenn, JV, Gow, Howard-no)(Justin, Edie-yes)
- * Jim Verplanck said the City would not gain anything by withholding COLAs or merits but staff should not start adding a bunch of employees.
- * Increase Dividends - No
- * Increase the Public Improvement Fund (hospital) subsidy to the General Fund - Yes
- * User Fees – yes, the City needs to look at those every year

Results

Steve Dickinson distributed the results. The results are listed below in ranking order:

1. Optimal management of existing financial resources
2. Informed and engaged community
3. Informed and engaged employees
4. Enriched organization workforce
5. Working with legislators to define and protect home rule (government to protect resources)
6. Superior municipal services
7. Identify and communicate the local costs of implementing new state laws (unfunded mandates)
8. Sustainable business environment
9. Quality public spaces
10. Work with state/feds to lower cost of government (unfunded mandates, allocation of true costs)
11. Safe, attractive neighborhoods
12. Enriched community workforce
13. Identify community based resources (collaboration)
14. Develop new financial resources
15. Quality developments

16. An environment with amenities that provides the lifestyle attractive for each generation
17. Compatible redevelopment

Steve Dickinson asked the Commission if they had any Ah Ha moments before they closed:

- * Utility Bill – The Commission should have heard from Jim Stanfield on this issue. Edie Yates - breaking the bill out into such detail was too much.
- * Howard Wiggs -we cannot continue to do business as usual.
- * Howard Wiggs - we cannot communicate with our public as we have in the past. Mayor Fletcher - we need to keep the public better informed.
- * Edie Yates -we have to focus on our core responsibilities, core business
- * Justin Troller -we need to reevaluate to see if we can do things more efficiently
- * Glenn Higgins -transportation & CSX situation
- * Red Light Running

Retreat Summary & Closing

Doug Thomas in closing thanked his staff, specifically the speakers and support staff. He personally thanked Steve Dickinson. He thanked ARAMARK and The Lakeland Center. He thanked the Commission and the community stakeholders.

Concerning City bonds: the City entered purchase agreements but could not buy until Monday, February 25, 2008. The rates had fallen to 10.

The meeting adjourned at 3:11 p.m.