

LAKELAND CITY COMMISSION

Business Planning Retreat

June 17, 2014

The Lakeland City Commission met for the Business Planning Retreat in the Lake Hollingsworth Ballroom at the Lakeland Center. Mayor Howard Wiggs and Commissioners Keith Merritt, Justin Troller, Edie Yates, Phillip Walker, Don Selvage, and Justin Troller were present. City Manager Doug Thomas, City Attorney Tim McCausland, Finance Director Mike Brossart and City Clerk Kelly Koos and Dr. Scott Paine, the facilitator, were present along with staff, the media and members of the public.

Mayor Howard Wiggs called the meeting to order at 8:06 a.m.

About the Day

Doug Thomas gave some opening remarks about the SOP Process and the agenda and introduced Dr. Scott Paine, the facilitator.

City Commission Valuation of Strategic Goals

Dr. Paine reviewed the citizen's value of the goals. Their priorities are below:

- | | |
|-------------------------|-------|
| 1. Quality of Life | 3.60 |
| 2. Economic Opportunity | 3.18 |
| 3. Fiscal Management | 3.14 |
| 4. Communication | 2.54 |
| 5. Growth Management | 2.536 |

The Commission had a goal valuation icon on their laptop. They ranked the City's goals.

Financial Forecast

Finance Director Mike Brossart gave the Financial Forecast for the City of Lakeland. The City finished last year with \$12.6 million in total surplus. Staff expected to finish 2014 with \$9.8 million in surplus. Staff anticipated ending 2015 with \$750,000 in surplus. These figures were without new projects or personnel. The Commission could improve surplus by reducing services or increasing revenues. Some options for increasing revenues would be:

- Fire Assessment Fee - that would spread more across the City than a property tax increase.
- LE Rate case could determine that some rates need to increase
- Increase Roll-off Container Franchise Fee from 10% to 15%, Roll-Off Container Service Fees increase 10%, Commercial Solid Waste Fees increase by 10%, Residential Solid Waste Fees increase by 10%

- Water increase by 5.5%
- Wastewater increase by 5%

Potential Solutions by Fund:

The General Fund faced a deficit of approximately \$7.5 Million for FY 2015 to simply balance the basic growth in expenditures.

- The City could eliminate \$3.5 Million of that by increasing LE's dividend paid to the City. The City of Lakeland was below the median of dividends paid by electric utilities.
- The County has a fire assessment fee since 1993
- The Grading Review Committee (GRC) would rank core services for each department to determine what could be cut. Many departments had been making cuts over the last seven years. The "low hanging fruit" was gone.

Timing:

Finance must provide the maximum millage rate by July 21. 1 mill = \$4 Million. Staff was proposing a 2.5% merit and 1.5% cost of living (COLA). Some employees were topped out. Approximately 55% of non-union employees qualified for a merit increase. The COLA would cost approximately \$800,000 across the board. In recent history COLAs were only allowed to cover pension or health insurance increases. When the City of Lakeland was under a pay increase freeze (no merits or COLAs) so were the other cities. Other cities were beginning to move that market now and Lakeland would have to remain competitive. Last year was the first year management allowed an increase in O&M.

The City would issue an RFP to provide scenarios for a fire assessment. The process of fire assessment was similar to impact fee.

The City of Lakeland's surplus balance target was set by policy. Not achieving targeted goals could impact the bond rate.

Eliminating the \$7.5 Million deficit in the General Fund did not re-establish reserves but it kept from spending down the balances any further. It would maintain the reserve balance.

Staff was building the budget on the assumption that the Commission would honor the current contract for the hospital lease. The 3-year freeze ended in February.

There was a suggestion to not reducing Code Enforcement fines and for Building Inspection to cover their own costs. Building Inspection did covering their costs. Parks & Recreation facilities would not cover themselves. If the City raised those fees, less people would use the facilities.

The City had evolved from the across the board cuts. They were more strategic in how they cut back.

The City could not rely just on property taxes or just on the electric dividend. Staff wanted to plan so that in 2 or 3 years the Commission would not have to make cuts.

LE could handle the dividend increase but not in a vacuum. LE was going to need some rate treatment.

In the citizen survey, citizens indicated that they would choose paying more over cutting services.

Proposed FY2015 Action Items – Growth Management

Southwest Community Park & Library Complex

Deputy Parks & Recreation Director Pam Page gave this presentation. This park would fill the gap in the Southwest District and would be south of the parkway and west of Florida Avenue. When the site was acquired, a master plan would be completed. It would be developed as impact fees became available. Staff hoped to use State development grants to help fund the facility. The average operating costs after development would be approximately \$250,000. The \$1Million to purchase the land was already funded through the Public Improvement Fund. Staff anticipated finding the site in 2015. Postponing the \$1Million purchase could be expensive because of expected growth. The City needed to bank the land or give up an opportunity to have any recreation area in that portion of town. Land would only become more expensive and less available.

The Lake Crago Park would include a dog park and a boat ramp.

The Commission discussed dog park features and costs. It was possible that private donations could enhance the dog park or speed up the southwest park development.

Small Business Assistance Initiative

Planning Manager Celeste Deardorff gave this presentation. The City developed a coordinated process for development review. The CRA developed a small business guide. The downfall was if a business owner signed a lease before they realized they would have to jump through some of these hoops first. That usually costs money but delays opening. Small business was a business with 25 or less employees. 53% of all new business tax receipts were for small businesses. There was definitely a pool of businesses that could use assistance. Many times the business owner would only hire a contractor, not an architect or engineer.

There was talk about the City possibly providing some of those services. The Chamber suggested that the City survey the businesses that purchased a business tax receipt to determine their experiences and the type of assistance they needed. The proposed cost for this initiative was approximately \$60,000. Some customer service training for employees might also be helpful.

The Commission discussed the issue of supporting small business:

- Better communication
- Applicants w/o start-up funds
- Matching grants
- Survey
- A phone number for questions
- Education for would be start-ups (including idea of a Small Business Academy)
- Customer service
- The Chamber’s role
- The Business Evaluation Task Force’s role

Break: the Commission recessed for a break at 10:25 a.m. and reconvened at 10:41 a.m.

After the break, staff reported the results of the Commission’s ranking of City goals. The Commission’s results (unchanged from last year) are listed below.

Value Priority	City Goal	Mean Score
1	Quality of Life	25.57
2	Communication	22.57
3	Economic Opportunity	20.71
4	Fiscal Management	18.86
5	Growth Management	12.29

Doug Thomas explained that the GRC would rate the core services against these goals.

Proposed FY 2015 Action Items - Economic Opportunity

Lakeland Linder Regional Airport - Growth and Support

Airport Director Gene Conrad gave this presentation. LLRA was developing an intermodal feasibility/business plan. The plan should be complete in November or December of this year. There has been increased momentum at the Airport. Mr. Conrad had met with several individuals about what was happening at the Airport. There was a lot of support and discussion for and about the airport.

Communication of City-Wide Neighborhood Stabilization and Revitalization Strategies

Assistant Community Development Director Steve Bissonnette gave this presentation. The effort was a citywide strategy for neighborhood stabilization. Many neighborhoods had commonalities. The plan was to ensure alignment with the Gang and Neighborhood task forces. Staff was looking for clear guidance on the rental property management programs and an interactive map available to the public.

Rental Property Management Program – This would ensure that rental properties were maintained in accordance with minimum standards to protect and enhance neighborhoods. Code enforcement did not often have access to interior inspections. Three possible solutions were:

- Landlord Training – a voluntary class. Those who would attend were not the problems. The City could chose to make this mandatory.
- Rental Registration - landlords could register annually the properties that they rent. This would require consequences for not registering.
- Landlord Licensing - This would be an ordinance that created a program that would require annual registration and interior inspection on a regular basis. LHA already inspected Section 8 housing and the City would not need to duplicate those efforts.

The registration fees could be discounted with participation in the SWAN program. Staff had done preliminary research and wanted to know if the Commission wanted to proceed. The two policy considerations were the interactive map and the Landlord Registration Programs. Currently, landlords did not have to obtain a business tax license unless they managed seven or more units.

The Commission discussed the Rental Property Management Program. The levels could be phased in. Level 2 could not begin until October 2015. The database was essential to controlling the problem. Staff would still need to do a lot more research but they did not want to go down that path until the Commission said they supported the program. Staff felt it was a critical element for neighborhood stabilization. Attending the Landlord Training could reduce the registration fee or Code Enforcement could use is as incentive to have a fine reduced. That would target landlords who contributed to the problem. The City would need to establish measurable goals for the program.

The Commission discussed the Interactive Mapping Software. This would be a map the public could go to and see the demographics, zoning, capital improvements in recent past and planned for the future in that neighborhood. The map would communicate well with the neighborhoods.

The Foreclosure Registration had accomplished its goals by providing contact information for properties. The revenues from that program would fund this new effort.

There was concern about penalizing everyone for the sins of a few. One third of the active housing cases were out of town owners. Problem properties were not a small problem to the neighborhood where the house existed.

There was a concern about an uptick in staffing because of the inspections. The overriding issue was poverty. The consensus of the Commission was to proceed.

Broadband Initiative

DoIT Director Terry Brigman gave the presentation. This would be part of a countywide effort. The Polk County Broadband Plan took a year to develop. The Central Florida Regional Planning Council put it together. The plan looked at future community needs. The City of could use that plan rather than start over. The plan was essential to create a world class community. The Policy Considerations were to establish the governance and leadership team and to the business plan. Staff was requesting \$50,000 to work with a partner for a plan. The City's goal was for businesses and citizens to have affordable access to high speed broadband. This would serve as an economic development tool.

Staff planned to use a consultant to develop the plan. They would look at the laws of the State, the city's goals and areas where they might need to grow. Amazon is not connected through the City.

There were concerns about competing with other service providers. At the same time, that might be the leverage needed to spur the competition to move forward. Connecting directly to the public could create a revenue stream. The City could view the fiber as a utility too. They could continue to build on this asset relatively inexpensively.

The consensus was to move forward.

Determine Economic Priorities for COL to Attract New Opportunities

Economic Development Coordinator Jason Willey gave this presentation. This topic came up during the last session in April. The Central Florida Development Council (CFDC) had a cluster study that would be updated this year. Policy considerations: confirm economic priorities for the City of Lakeland and develop marketing and strategies accordingly. Contribute \$15,000 towards updating the cluster study. This would be a combined effort with LEDC and the CFDC. This would give Lakeland a more customized approach to attracting new business. All the education partners were important to the way Lakeland moved forward with business development.

Downtown (Density, Footprint, Governance, Redevelopment, etc.)

Steve Bissonnette gave this presentation as the Interim CRA Director. The City's level of participation in downtown projects was going to be higher to provide upgraded utilities. The Bay Street project was a beta project for the City. The development agreement should come before the Commission next month. They hoped to be under construction in the 1st quarter next year. The 10 acre site interviews were been

scheduled. They would be closed doors interviews. The Commission was invited to attend those interviews.

The Policy Considerations were; approval of the Bay Street agreement, final decision on development proposals for the 10 acres, and agreement to renewed infrastructure investment.

Now would be the ideal time to consider the governance of downtown. That was one reason the City had not filled the CRA Manager position. The City was continuing to redefine the LDDA's director's role. DLP had changes recently. They are struggling a little financially. Consolidation was always desirable but not always the best. The Commission requested a recommendation on these changes before the City filled the CRA Manager position.

The Bay Street project would most likely be a 10 year TIF project. The sale of the land would be contingent upon pulling the permits. The City would structure the deal so that so the project moves forward or the City keeps the land.

The Commission discussed density. The City needed policies in place that promoted density. A suggestion was made to have a conversation with the former mayor of downtown St. Pete to consider their accomplishments. When the City considered density they would have to consider height and parking. Previously, the Marble Arcade was the standard. Outside of downtown the height of the LE building was the maximum. The Commission would need to discuss height, setbacks, zonings, overlays. Etc. Part of creating density in cities was having retail on ground floors and residential above.

Lunch: The Commission broke for lunch at 12:32 p.m. and reconvened at 1:15 p.m.

Lakeland Fire Department Training Center Master Plan

Chief Ballard reviewed what the Department needed in a fire training center. The current site was only 1/3 of what they needed. They would need to move somewhere else. They did have a \$900,000 place holder for FY 2020. Relocating would be a challenge because they needed to be centrally located to remain in-service while training.

The group discussed partnering with other agencies for a training facility, the cost of a new facility and grants.

Jenkins Arena Renovation Plan

The Lakeland Center Director Mike LaPan gave this presentation. The estimated cost was \$17M shared between the City and the County. Staff hoped to have a hotel RFP by the end of the summer. Staff wanted a hotel with a restaurant and some meeting space. The Commission may need to attend the County Commission meeting request

the funding of the Tourist Development Council. Without the renovations, TLC would experience a decrease in business.

Break: The Commission took a break from 2:26 p.m. until 2:39 p.m.

Gang Suppression

Interim Police Chief Larry Giddens gave this presentation. He requested \$32,000 for gang suppression overtime. The Police Department hoped to utilize city employees who would call in when they saw something suspicious. The SWAN (Safe Active Watchful Neighborhood) program was the Police Department's efforts to teach landlords to better screen their tenants before they rent. The landlords could resolve a lot of the problems by not allowing bad tenants. The overtime would come because of the deficit in manpower at the police department.

Chief Giddens requested to add 10 sworn officers to their Table of Organization. That was approximately \$1.1 Million. They were down 22 positions. They were feeling the hit with the gangs because they had to fill in patrol vacancies from the specialty units. Chief Giddens eliminated a complete surveillance unit to add 4 officers and a supervisor. He applied for a COPS grant this year under a gang initiative. They were asking for 5 officers. Finally he wanted to add 4 communications specialists in FY 2015 which would cost approximately \$1.3 Million.

The Commission discussed the situation at the Police Department. Things have improved. Overtime should decrease once the Department was up to staff. The Commission discussed the safety of the officers and the City's streets.

Special Events

Pam Page gave this presentation. In FY 2013 city subsidized \$133,383 in special events. The Special Events Team divided the events from FY 2013 into three tiers, Tier I=3,000 attendees, Tier II=\$2,999 attendees and Tier III=<500 attendees. In FY 2013 there were 19 Tier I events, 97 Tier II events and 39 Tier III events for a total of 155 events. The Policy Considerations were:

1. Should the City continue to subsidize special events
2. Should the subsidy be the same for all Tiers
3. Should the City subsidize income producing events for promoters
4. How will the City fund the subsidies?

Staff requested \$50,000 for event management software and the \$133,400 to cover the subsidies for FY2014-15.

The Commission discussed the subsidies; special events with a city theme, events that benefited the City as a whole, and the impact on City staff who are unable to do their regular jobs due to the event. The food truck rally was an example of an event that profited the promoter.

Lakeland had great venues and everyone wanted to use them. It had become an animal staff could not control.

The group discussed how to choose who would receive a subsidy, recouping costs, where the funding would come from, hard costs (material/labor), phasing in a higher fee, ending subsidies to promoters, a maximum subsidy and telling some events no.

The consensus seemed to be that the Commission wanted consistency, to phase in the higher fees and to treat the promoters differently. Doug Thomas would bring something back for the Commission to consider.

Assistant Superintendent of Recreation Julie Adams explained the software system. It was a total event and facility management software. They would use it for special events and for facility management of Parks & Recreation facilities. It would bring all divisions together. It would also simplify the invoicing process.

Fire Assessment Fee

Assistant Finance Director Deidra Joseph gave this presentation. Staff wanted authorization to go forward with a feasibility assessment study. The fire assessment fee would address tax inequities. The first step was to engage a consultant to perform a feasibility study. Staff could implement the program for FY2015. The fee could be added to the utility bill and it could be paid monthly. If the Commission wanted to send a separate bill, there would have to be notice to the property owners. It was too late to add it to the tax bill.

The Policy consideration was the \$50,000 for the study. That money was budgeted in the FY2014 – PIF contingency. Staff planned to bring the study back during budget discussions. The consensus was to move forward.

Lakeland Regional Medical Center Lease

Finance Director Mike Brossart gave this presentation. The 3-year temporary cap on the LRMC lease payment to the City expired on September 30, 2013. A decision must be made to either allow for an additional modification to the lease agreement or revert to the existing contracts leave calculation. The temporary cap on the LRMC lease payment resulted in the City receiving \$2.5 million less in revenues than it would have otherwise received over the last three years. Staff recommended that any financial relief provided in the LRMC lease in the form of additional caps and/or reductions in lease payments would need to include recurring replacement revenues based upon the City's operational and capital improvement plans with future projected lease payments.

The Commission discussed the lease payment, continuing the freeze, having a conversation with LRMC, and the City's due diligence.

Staff was working to get a better understanding of LRMC's financial landscape then staff would bring back a recommendation. LRMC was the City's partner but their motives were counter to the City's.

Governance

Federal Building Restoration

Public Works Director Rick Lilyquist gave this presentation. These project funds were budgeted. He showed photos of the demolition. The Policy Decisions were 1) interior built out and lease to private investment group or 2) City uses for City operations.

The Commission discussed the pros and cons of leasing the building to a private party vs using it to house City operations.

Wrap-Up/Day 2-Next Steps

Doug Thomas thanked all the teams that spent a lot of time to put the material together today. Tomorrow the Commission would talk about where to go from here.

The group briefly discussed administrative support for the Commission. That topic was slated for a workshop in the future.

The Commission adjourned at 5:16 p.m.

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The Lakeland City Commission met for Day 2 of the Business Planning Retreat in the Lake Hollingsworth Ballroom at The Lakeland Center. Mayor Howard Wiggs and Commissioners Jim Malless, Justin Troller, Keith Merritt, Edie Yates, Phillip Walker and Don Selvage were present. City Manager Doug Thomas, City Attorney Tim McCausland, Finance Director Mike Brossart and City Clerk Kelly Koos were present along with other City staff, the media and the public.

Doug Thomas called the meeting to order at 1:12 p.m.

Survey

Mayor Howard Wiggs explained he was leaving for the NLC Mayor's Conference and would be gone for a week. He wanted to discuss the employee survey today.

Commissioner Don Selvage encouraged the Commission to support the City Manager and move forward with the survey as planned. He suggested the Commission direct the City Manager to remind his staff that retaliation would not be tolerated. He suggested the Mayor send a letter to all employees letting them know they could contact the Mayor or the Commission if they felt they were retaliated against.

Commissioner Phillip Walker did not come prepared to discuss the issue. He had a concern with hearing from employees as he would only be hearing one side of the story. If the Commission got involved they would keep the management from getting involved to solve the problem.

Commissioner Justin Troller agreed with Commissioner Don Selvage. He wanted to reassure the folks. He supported the recommendation and those were 2 inexpensive things they could do.

Commissioner Keith Merritt agreed with Commissioner Phillip Walker. He was also concerned about the quality of the questions on the survey. They were confusing.

Commissioner Don Selvage felt the answers were honest and the City could use the comments.

Commissioner Jim Malless agreed they needed to continue to build trust with the employees. The Commission needed to use discernment.

Commissioner Edie Yates had taken many surveys and personality tests. Often the questions are intended to make a person think. It was important to keep in mind that none of us were perfect. No survey can be perfect. Anything the Commission does would be criticized. The Commission needed to take it seriously.

Commissioner Don Selvage felt the survey was secondary. The comments were secondary. There was a real fear among employees of retribution. The Commission could not assume it was a given that it would not happen. The Commission needed to reinforce that they had laws on the books and they would be enforced. The Commission needed to get involved because Doug Thomas was the target of many of the complaints.

Mayor Howard Wiggs was going to write the letter and tell them to report any retaliation to the Commission or the mayor.

Doug Thomas responded. The survey was statistically valid. The City had to look at it in totality. What was still being lost in this method was remembering that we engaged AgilityINsights for a diagnostic mentoring program to unpack the results of this survey. He had no tolerance for retribution. He was not accused of retaliation. There was a process to be followed if an employee felt they were being retaliated against. If an employee came to an elected official, the elected official would have no authority to investigate. Mr. Thomas would send a loud message about the zero tolerance on retaliation. If the commission became the go to people, they would be over stepping the lines that were commented on in the survey. They would be working against staff by having the employees come to the Mayor and Commission.

Mayor Howard Wiggs replied the Commission was concerned they lead the employees to believe that the survey was going to be anonymous. They did not live up to their word. The Commission was part of that equation. None of them were immune from hearing from employees every day. Employees were going to contact them. To suggest that the Commission was violating the charter when they heard from their constituents was not true. If they Commission heard from employees, they needed to let the City Manager know.

Doug Thomas explained he was saying that if a complaint came to a Commissioner, they had to do something with it. The power was not with the Commission. It was with the procedures and process. They Commission would set themselves in a position as an employee to be violating policy and procedures. It was a problem if the employee came to the Commission and thought the Commission was going to investigate the matter.

Commissioner Keith Merritt explained this was a chain of command issue. The Commission should not involve themselves in resolving disputes between employees and superiors. They needed to observe the chain of command. He did believe they Commission should make a public statement that the City would deal with retaliation in the harshest measures.

Commissioner Phillip Walker thought the letter should come from the Mayor and the City Manager.

Mayor Howard Wiggs stated it was fortunate that the Commission and the City Manager had the same goal for a supported workforce. They can draft the letter together.

Commissioner Don Selvage stated the mission was to make sure the employees were protected. If there was another way he just wanted to make sure employees knew they would get a full hearing if they felt they were retaliated against.

Commissioner Justin Troller thought the employees would still contact the Commission. Some employees felt comfortable knowing that the Commission knew that something was going on.

Dr. Paine felt Lakeland had a good thing going. It was evident in the way they worked through difficult issues.

Business & Financial Planning Decisions

Dr. Paine reminded the Commission that the decisions today were direction on things they would entertain. The Commission could change their mind if they decided not to move forward with some items.

Doug Thomas and Mike Brossart presented the revenue options to get started. Anything new was above and beyond the \$7.5 Million.

Commissioner Don Selvage said everyone wants us to cut services until we tell them what services we are going to cut. What if the Commission came back and said find \$500,000? Doug Thomas - that would be less painful than \$7.5 Million.

Commissioner Jim Malless asked what was in the \$7.5 Million. Would finding that money keep us above the 7.5% reserve? Mike Brossart - it would take the City a little below the 7.5% to 7%. That would keep the City operating as is.

Mike Brossart reviewed the budget.

Dr. Paine clarified staff was budgeting for doing business "as is" with a 3% increase for the cost of doing business.

Commissioner Justin Troller suggested covering the \$7.5 Million with the LE dividend increase, keeping O&M at 1.5% increase, no merits and 2.5% across the board.

Commissioner Edie Yates asked the Grading Review Committee to take \$500,000 out of services. What would that be? That would put the Commission in the position of having considered that process even if they decided not to make the cuts. That would help the citizens to know they had looked at the services the City provided. She disagreed with the idea of holding the general costs to 1.5%. Some of those things could not be controlled. The Commission had to be realistic.

Doug Thomas agreed. The costs would be the costs. The City would have to pay the bill when it came in. If they could not control it, they would have to cut 1.5% elsewhere.

Commissioner Edie Yates thought the Commission should discuss the payroll increase. The City had been trying to move to a performance based method of rewarding employees. Continuing with only cost of living meant moving backwards on that curve.

Commissioner Keith Merritt shared same concerns. He wondered how the costs were determined and if they should review costs over the last five years.

Commissioner Edie Yates looked at the cost of living index over the last 10-15 years. It fluctuated but once it bumped up, it went up heavy. The City was in a tough time and the Commission was making difficult choices.

Doug Thomas reminded the Commission the City had a pretty good budgeting process as far as expenses. They were pretty close. He encouraged them to have confidence in their financial staff that they were in the ballpark.

Commissioner Phillip Walker wanted staff to consider more cuts if possible. They may find more than \$500,000 in cuts.

Determine Actionable Items to be Supported in Proposed FY 2015 Budget

Doug Thomas asked the presenters with "asks" to come to the panel tables. That would save time.

Dr. Paine then presented each item to the Commission and they voted the item up or down.

Southwest Community Park & Library Complex – Yes. This item was already budgeted.

Small Business Assistance Initiative – No. Wait until the task force was finished.

LLRA Growth and Support - Yes. No funding required for 2015.

City-Wide Neighborhood Stabilization and Revitalization Strategies – Yes. The mapping software (\$50,000) would come from the foreclosure registration program. The money was there but staff wanted direction to purchase.

Broadband Initiative – Yes. \$50,000 to develop strategic broadband plan

Break: The Commission recessed from 2: 43 p.m. until 2:58 p.m.

Downtown: Density, Expanding Footprint, Governance & Leadership, and Redevelopment Effort-Infrastructure – Yes. The \$500,000 would not come out of the General Fund.

Determine Economic Priorities for COL to Attract New Opportunities – Yes.

Lakeland Fire Department Training Center – Yes. The Commission would consider the costs if the Department found a site.

Jenkins Arena Renovation Plan – Yes. TLC would fund the initial \$25,000 for program development and advocating to the County for long-term funding.

Gang Suppression – Yes. The Commission discussed Red Light Camera (RLC) funds, the need for suppression, prevention, and the arts. The \$663,000 set aside in reserve had not been earmarked.

Special Events – Yes. Purchase the software and budget current subsidy for 2015.

Federal Building Restoration & Renovation – Yes. The consensus was to do the RFP.

Fire Assessment Fee – Yes.

LRMC Lease Payment – Yes. Continue the discussion. Staff was budgeting \$13.1 Million for the Lease Payment in 2015.

Considering the “asks” for 2015, the General Fund short fall was now \$9 Million.

The Commission discussed building the reserve, a tax increase, the FAF, addition sales tax for transit, and quality of life.

Dr. Paine clarified that the instruction to staff was to craft budget with the FAF, Reduction of Ad Valorem (not \$ for \$), an LE dividend increase and the GRC looking for cuts in existing services.

Wrap-Up/Next Steps

Doug Thomas thanked the Commission for their hard work.

The Commission adjourned at 5:43 p.m.