



# City Commission Strategic Planning Retreat

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Day One  
February 23, 2022

**Welcome**

**Shawn Sherrouse  
City Manager**



**Agenda, Processes, Data Sources, Anticipated  
Outcomes and Ground Rules**

**Craig S. Collins, Ed. D.  
Facilitator**





# LKLDView Community Survey Ranking of City Goals

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Presented by:  
Stephanie Passey, Senior Management Analyst

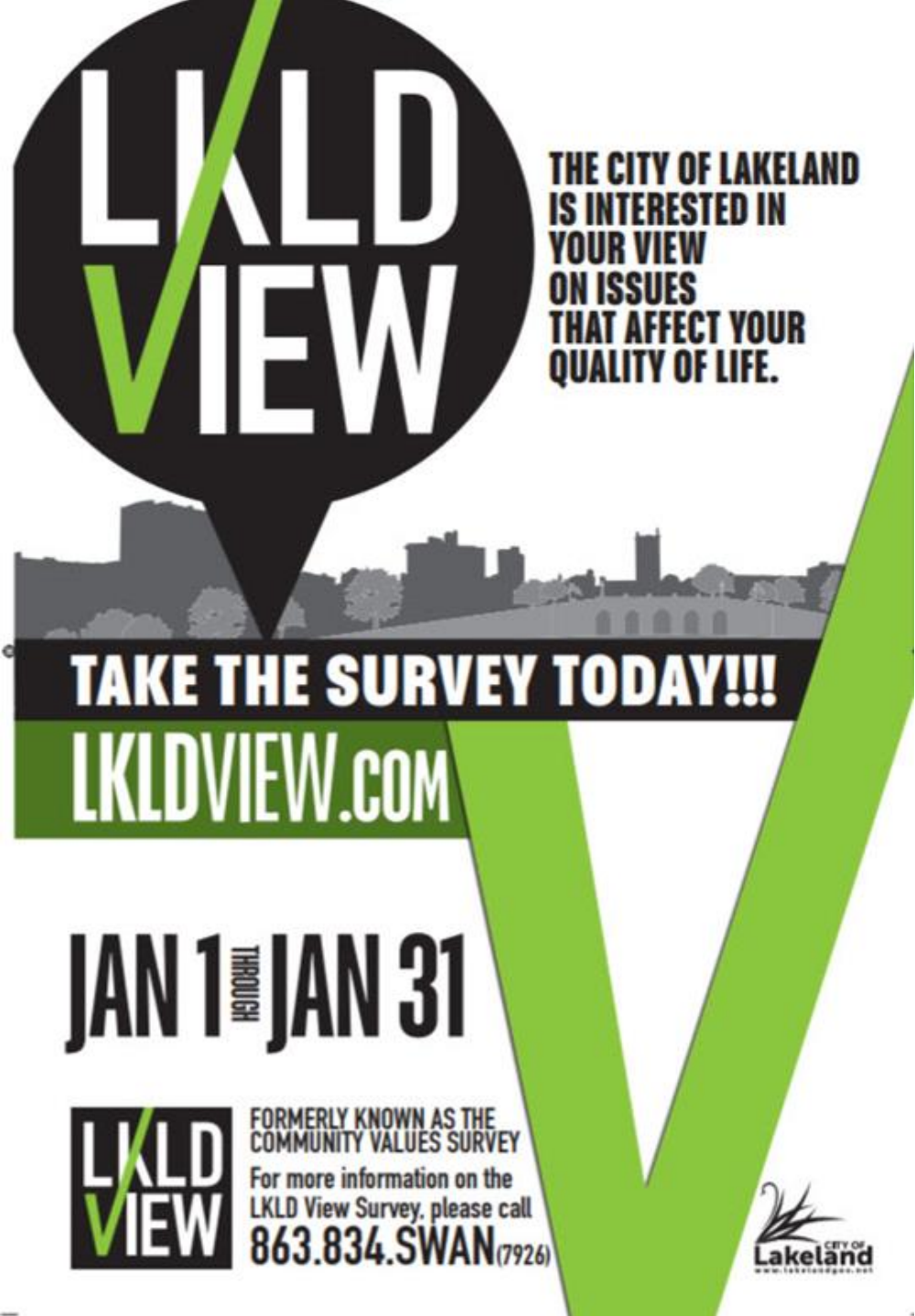
## 2022 Goal Valuation Results

Goal	Weights	2022 Rank	2021 Rank	2020 Rank
Fiscal Management	31.45%	1	1	1
Growth Management	19.78%	2	3	3
Economic Opportunity	19.17%	3	2	2
Governance	13.85%	4	4	5
Quality of Life	9.95%	5	5	4
Communication	5.80%	6	6	6





# LKLD View Survey Results



**LKLD VIEW**


THE CITY OF LAKELAND IS INTERESTED IN YOUR VIEW ON ISSUES THAT AFFECT YOUR QUALITY OF LIFE.

**TAKE THE SURVEY TODAY!!!**

**LKLDVIEW.COM**

**JAN 1** THROUGH **JAN 31**

**LKLD VIEW** FORMERLY KNOWN AS THE COMMUNITY VALUES SURVEY  
For more information on the LKLD View Survey, please call **863.834.SWAN** (7926)

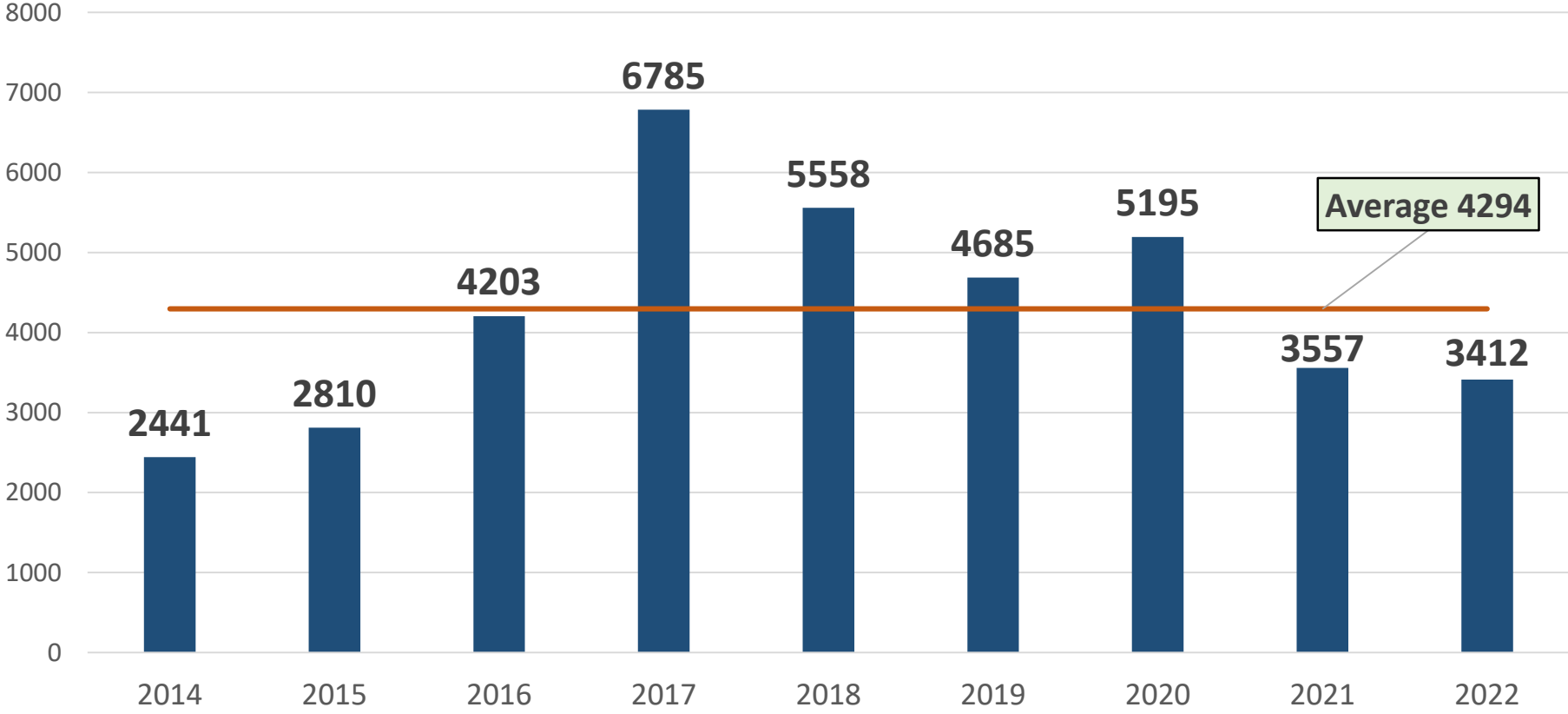
 CITY OF Lakeland  
www.lakelandgov.net

## 1. Getting the Word Out

- Email blasts
- Social Media
- [www.Lakelandgov.net](http://www.Lakelandgov.net)
- Lakeland Electric Access Newsletter
- Posters
- Neighborhood Association Meetings
- Flyers at local elementary schools
- Junior League Meeting
- MLK Jazz in the Park
- Advertised in LKLD Now
- Hard copies placed at Libraries, Kelly Recreation Complex, Coleman Bush, Simpson Park, City Hall
- Radio station advertisement at WONN, and WWRZ
- Advertised in English and Spanish

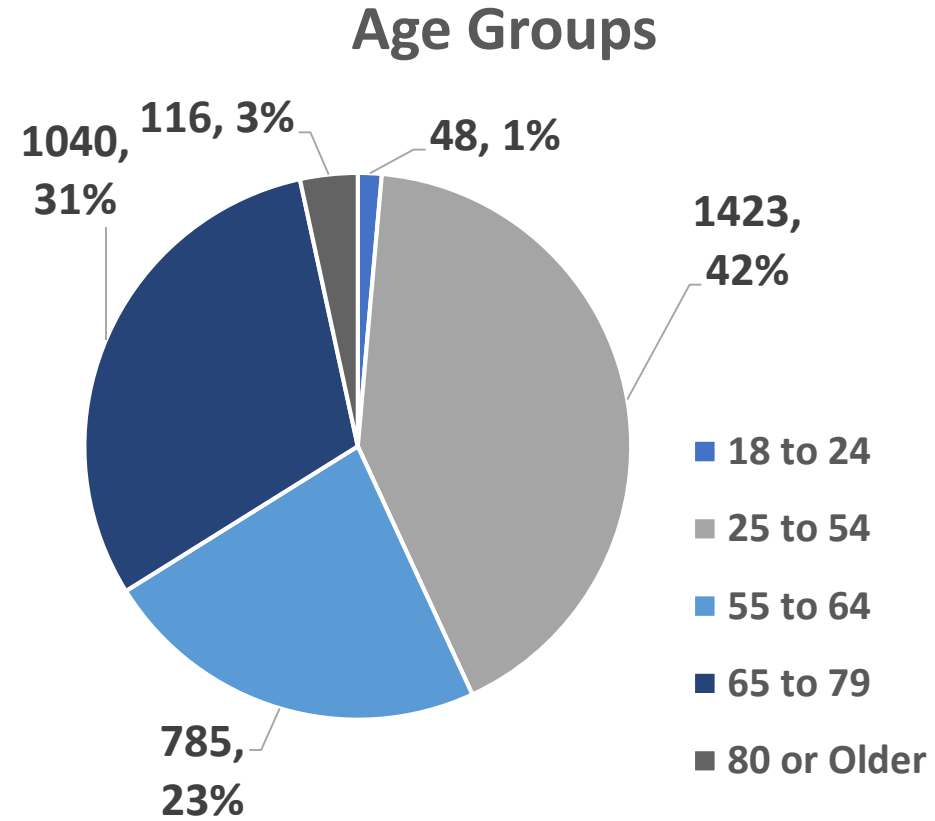
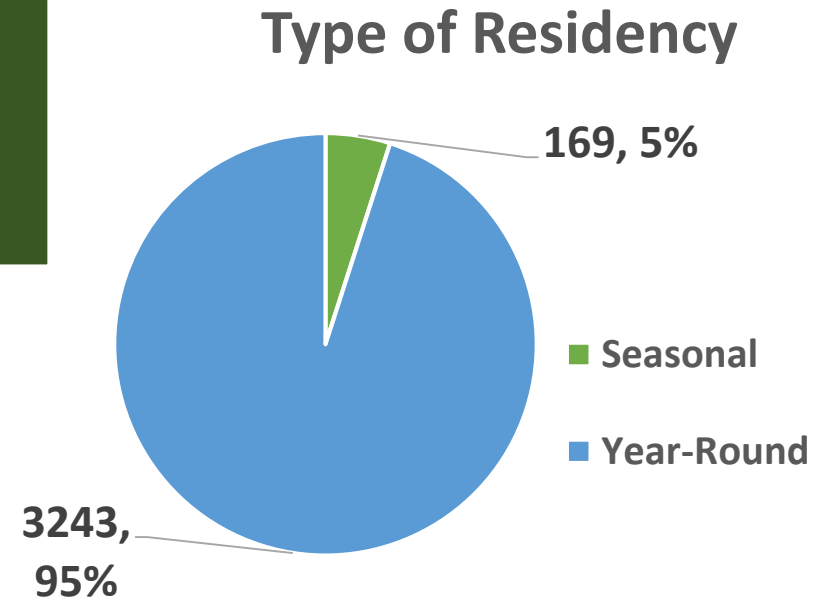
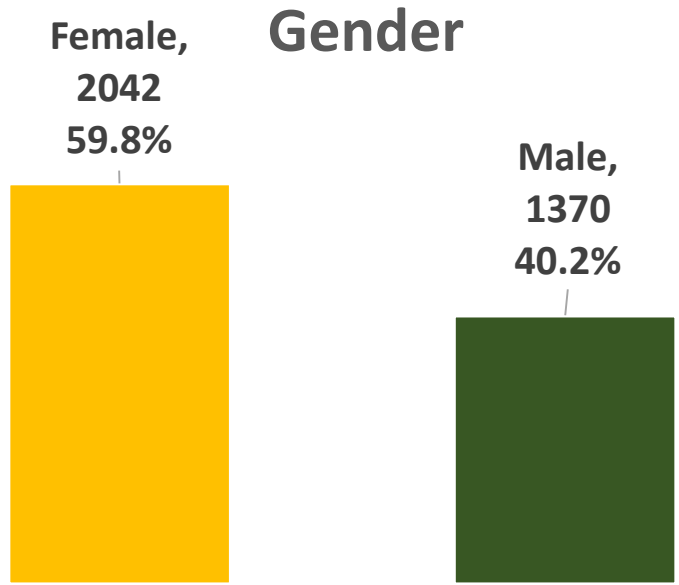
# LKLD View Survey 2022

## Number of Survey Respondents - All Years



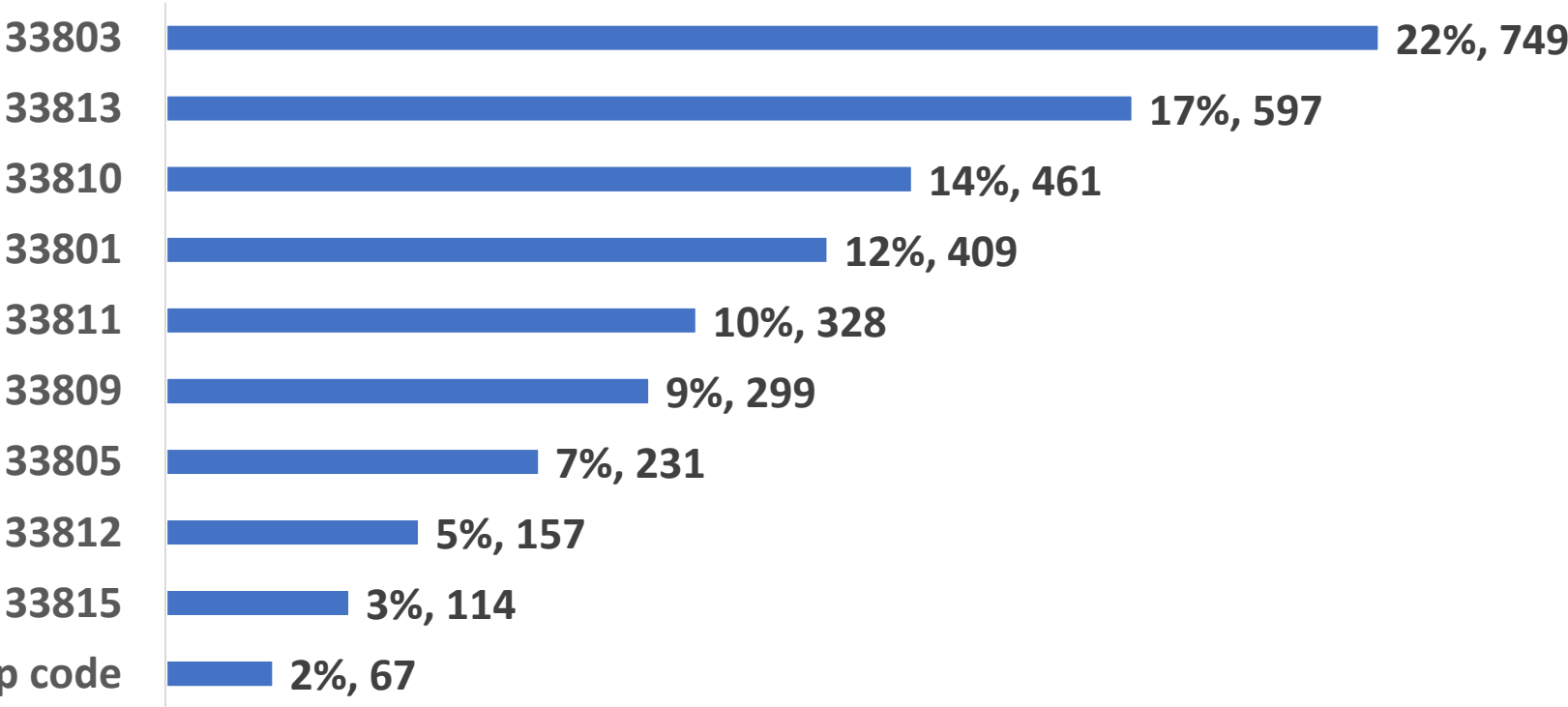


## Respondent Demographics

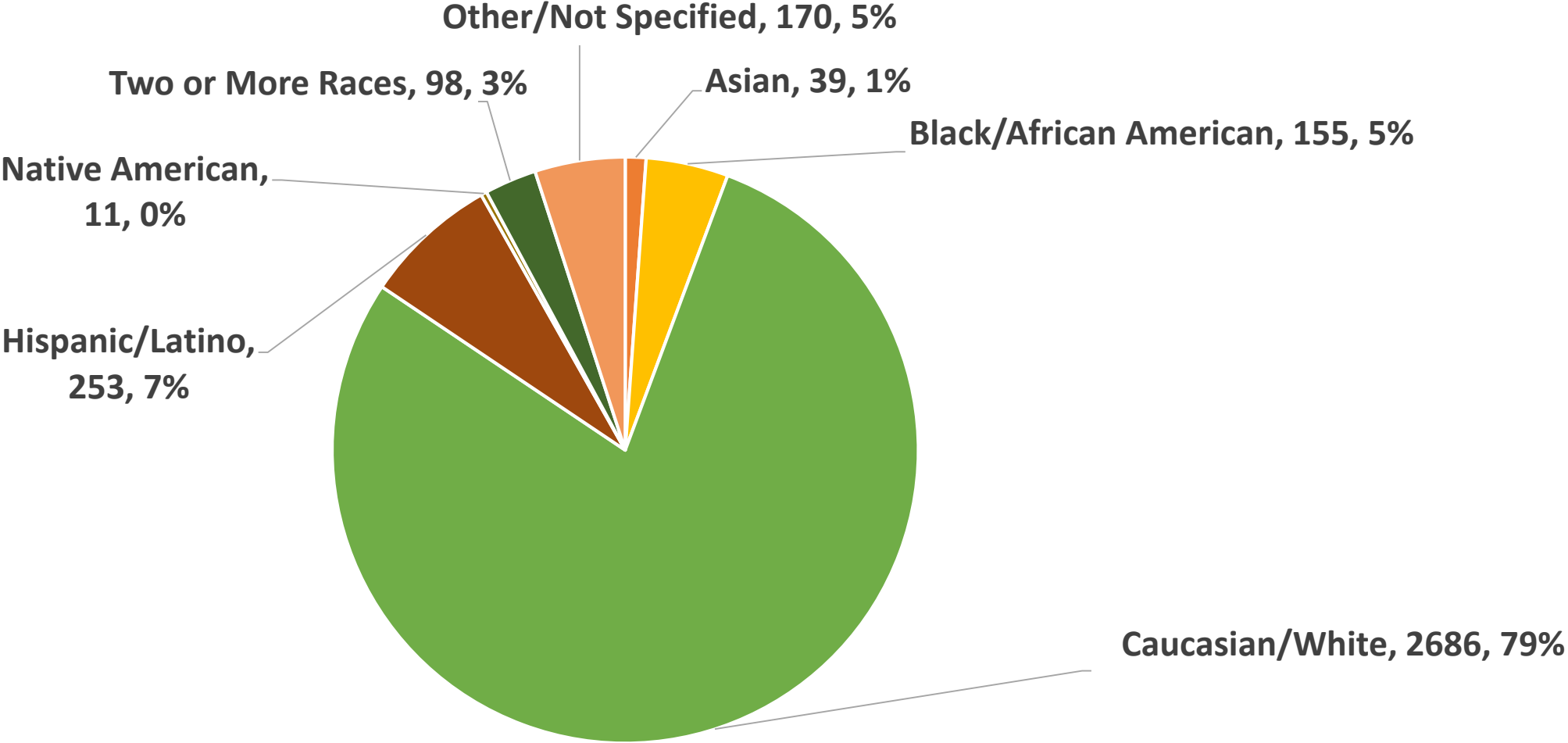


# Respondent Demographics

## Zip Codes

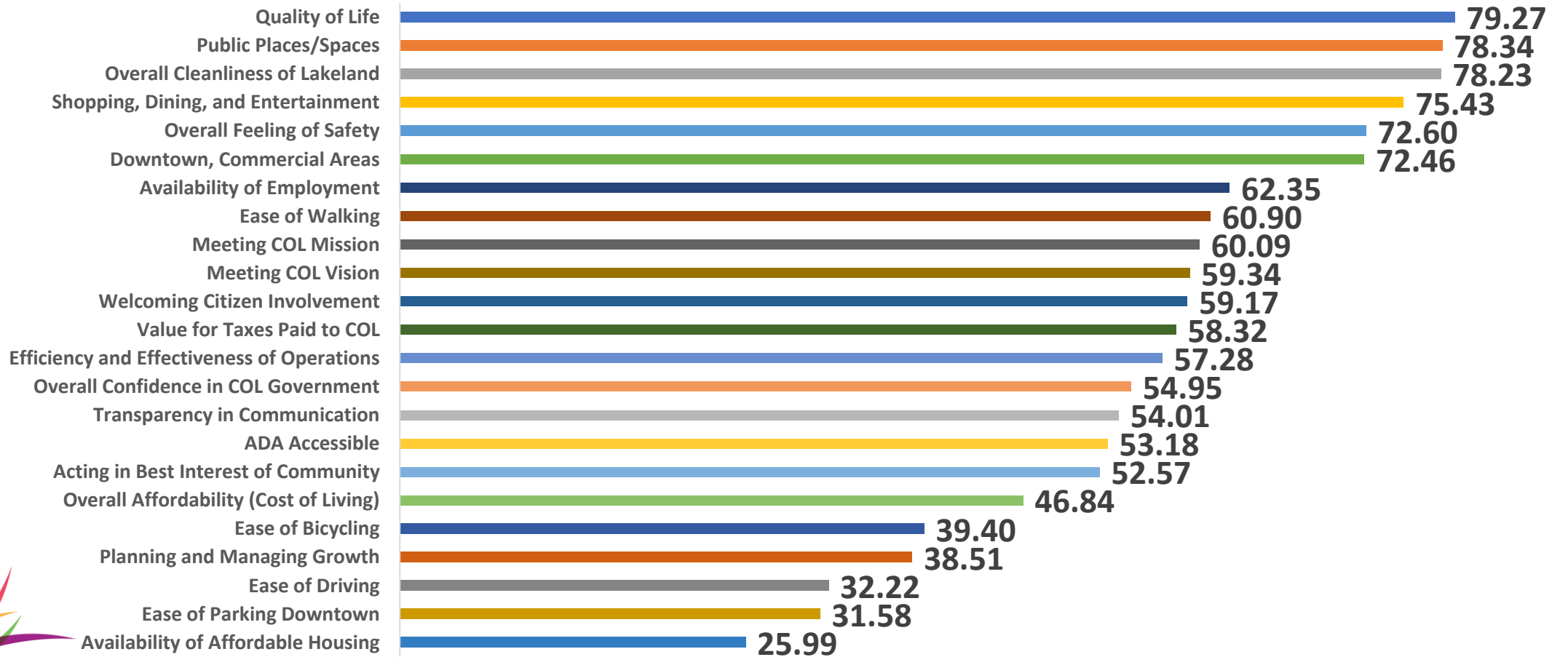


# Respondent Demographics

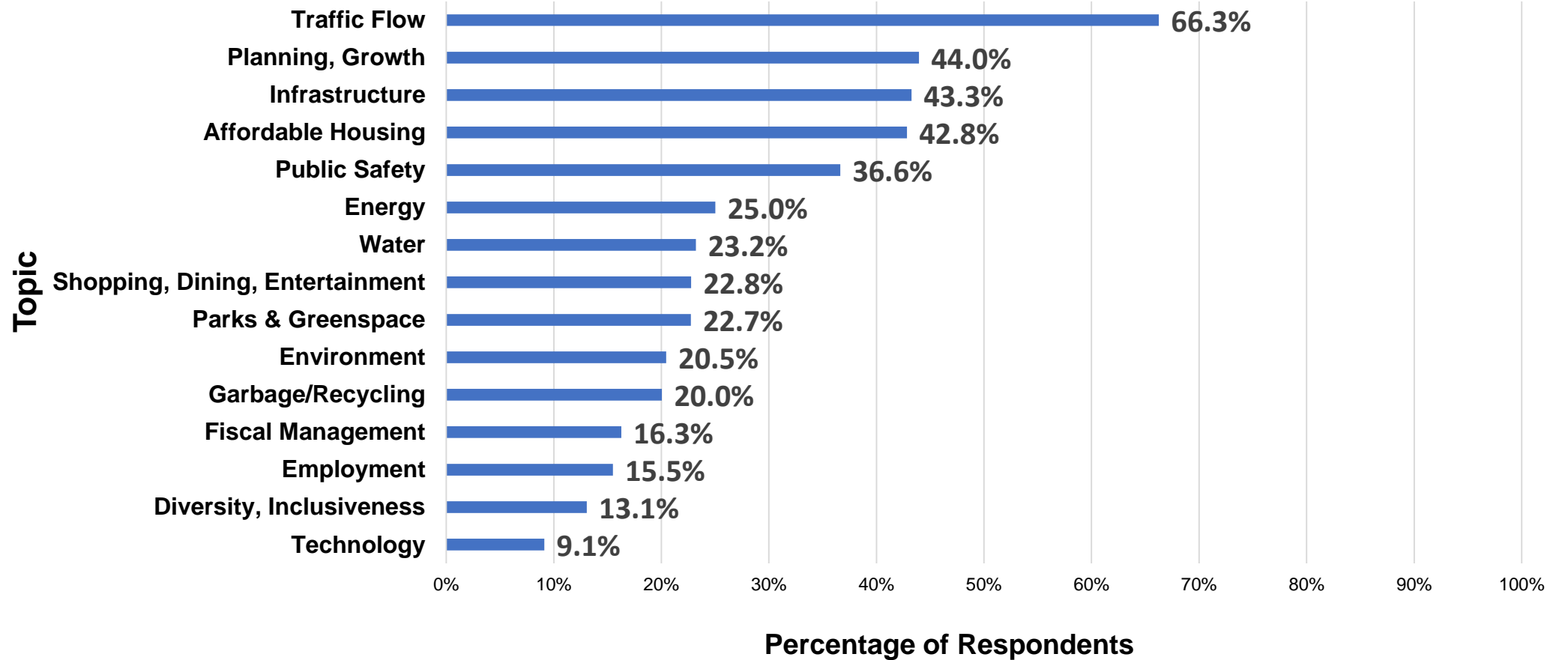


# LKLD View Survey 2022

## Percentage Rating Lakeland as "Excellent" or "Good"



## Topics of Concern - Overall Results



# LKLD View Survey 2022

## "Other" Topics of Concern

Topic*	Frequency Mentioned
<i>Government, City of Lakeland</i>	<b>16</b>
<i>Airport</i>	<b>15</b>
<i>Garbage, Recycling, Litter*</i>	<b>11</b>
<i>Education, Schools</i>	<b>8</b>
<i>Health in General</i>	<b>8</b>
<i>Traffic*</i>	<b>8</b>
<i>COVID, Masks, Vaccines</i>	<b>7</b>
<i>Homeless</i>	<b>7</b>
<i>Public Safety*</i>	<b>7</b>
<i>Noise Pollution</i>	<b>5</b>
<i>Arts and Culture</i>	<b>4</b>
<i>Housing Availability*</i>	<b>4</b>
<i>Code Enforcement</i>	<b>4</b>
<i>Public Transportation</i>	<b>4</b>
<i>Roads*</i>	<b>4</b>
<i>Accessibility, ADA</i>	<b>3</b>
<i>Bicycles</i>	<b>3</b>
<i>Florida Avenue, Road Diet</i>	<b>3</b>
<i>Technology*</i>	<b>3</b>
<i>Parking</i>	<b>3</b>

\* These topics were provided as response options on the survey, but respondents still chose to write them in as an "Other" topic.

## Differences According to Age

### 1. 18 – 54 years

- Low ratings: Ease of Driving, Availability of Affordable Housing, and Cost of Living

### 2. 18-24 Years

- Topic of Concern: Shopping, Dining, & Entertainment Options

### 3. 55 and older

- High ratings: Shopping Dining & Entertainment Options, Public Spaces, Quality of Life

### 4. 80 and older

- High ratings: Cleanliness, Overall Feelings of Safety, Value for Taxes Paid,

## Differences According to Gender

### 1. Women

- Low ratings: Availability of Affordable Housing



## Differences According to Ethnicity

### 1. Asian Respondents

- Topic of Concern: Shopping, Dining & Entertainment

### 2. Black/African American Respondents

- Low ratings: Availability of Affordable Housing
- Topic of Concern: Diversity and Inclusiveness

### 3. Hispanic/Latino Respondents

- High ratings: Cleanliness, Feelings of Safety, Quality of Life, Availability of Affordable Housing

## Differences According to Ethnicity

### 1. Native American Respondents

- High ratings: Shopping, Dining, & Entertainment Options, Public Spaces, Quality of Life
- Low ratings: Driving Throughout the City, Parking in the Downtown area, Availability of Affordable Housing, Planning & Managing Growth
- Topics of Concern: Water, Environment

### 2. Two or More Races Respondents

- Low ratings: Driving Throughout the City, Parking in the Downtown area, Availability of Affordable Housing

## Differences According to Zip Code

### 1. 33801

- Low ratings: Availability of Affordable Housing

### 2. 33803

- High ratings: Cleanliness, Public Spaces, Quality of Life,
- Low ratings: Availability of Affordable Housing

### 3. 33805

- High ratings: Public Spaces
- Low ratings: Availability of Affordable Housing

## Differences According to Zip Code

### 4. 33809

- Low ratings: Driving Throughout the City, Parking in the Downtown area

### 5. 33811

- Low ratings: Driving Throughout the City, Availability of Affordable Housing

### 6. 33812

- High ratings: Cleanliness, Quality of Life
- Low ratings: Driving Throughout the City, Availability of Affordable Housing

## Differences According to Zip Code

### 7. 33813

- High ratings: Cleanliness, Public Spaces, Quality of Life

### 8. 33815

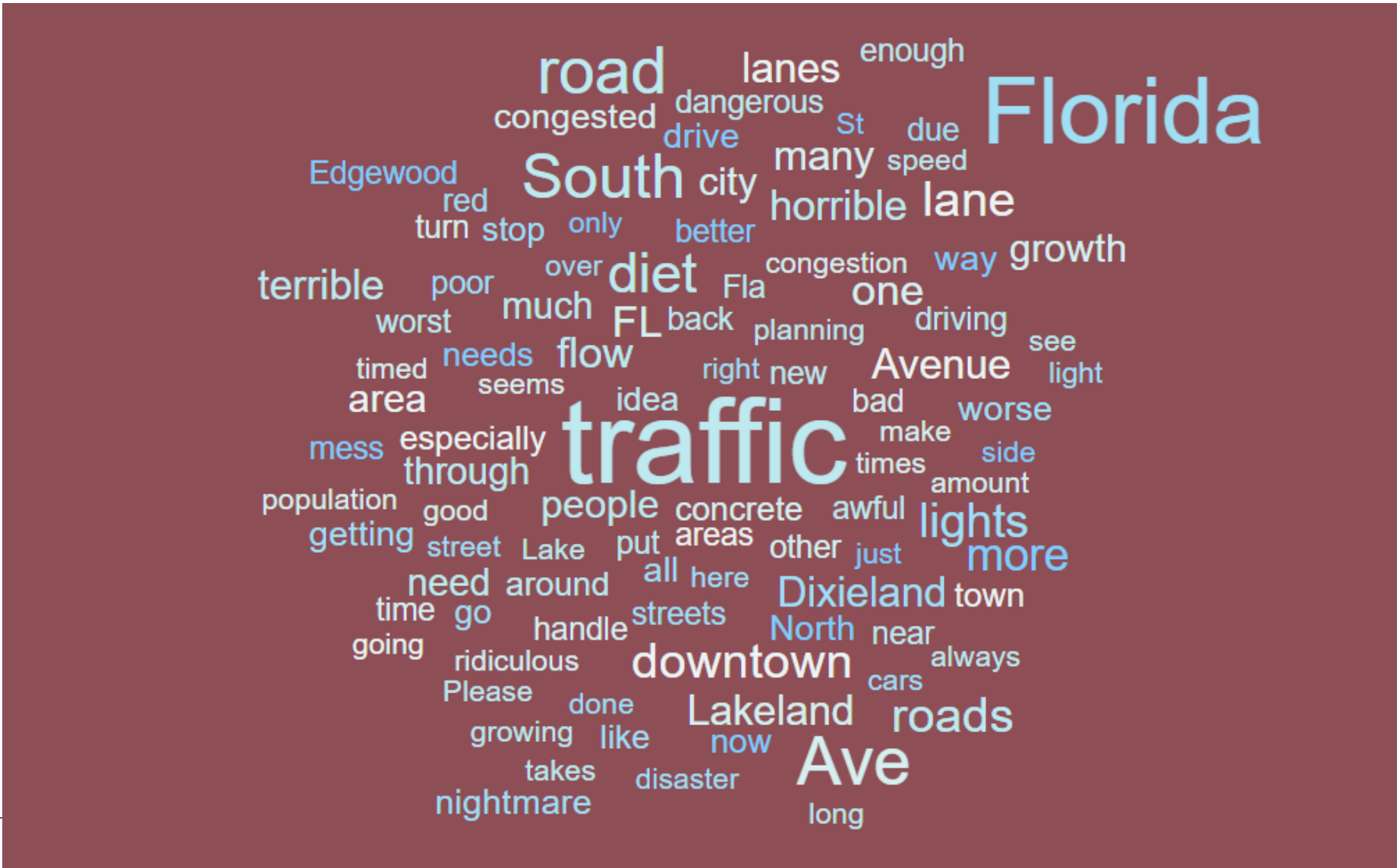
- High ratings: Shopping, Dining, & Entertainment Options, Public Spaces, the Downtown/Commercial Area,
- Low ratings: Availability of Affordable Housing

### 9. “Other” Zip Code

- High ratings: Cleanliness, Shopping, Dining, & Entertainment Options, the Downtown/Commercial Area, Quality of Life

- Topic of Concern: Shopping, Dining, Entertainment

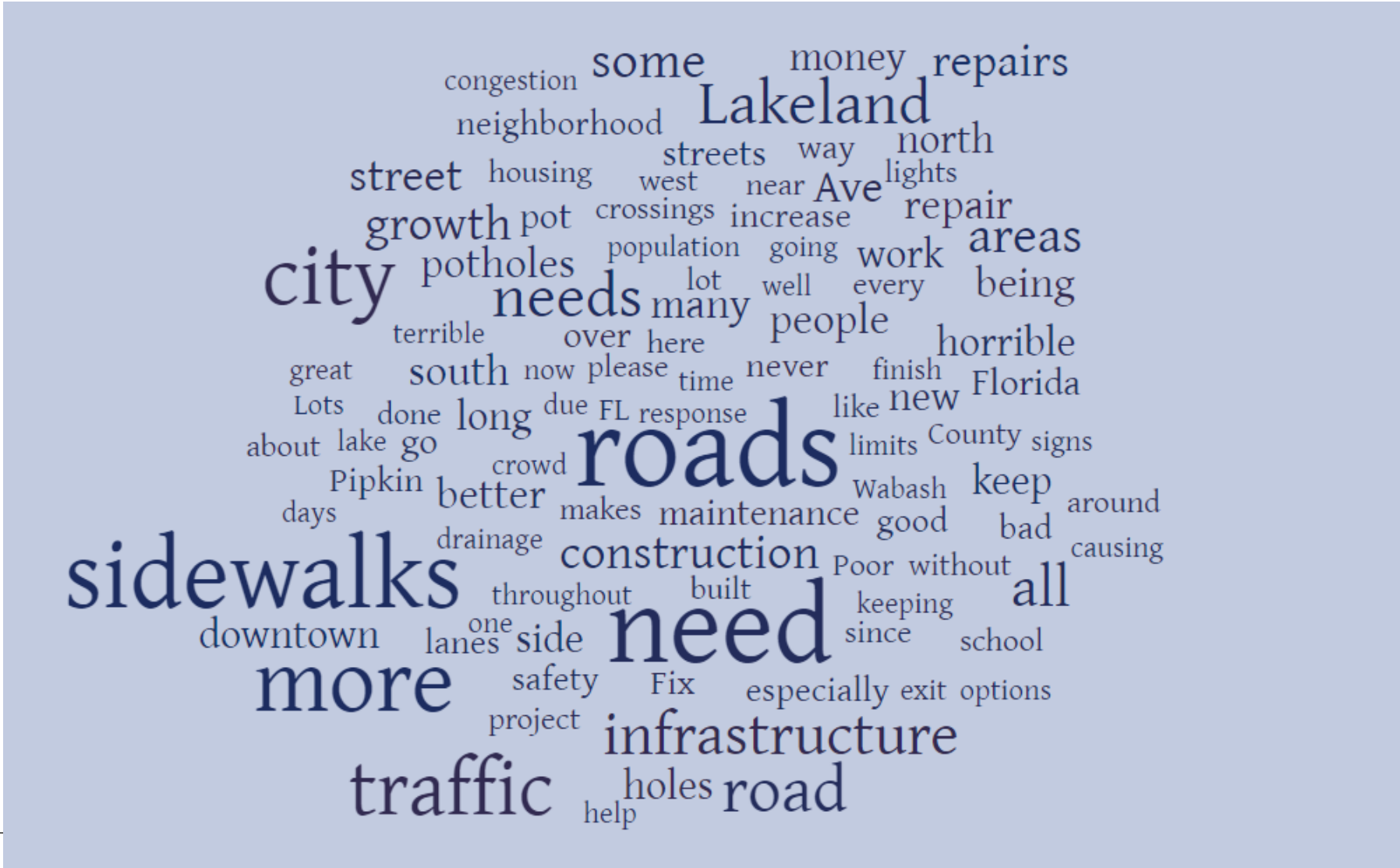
# Traffic



## Planning & Growth



## Infrastructure

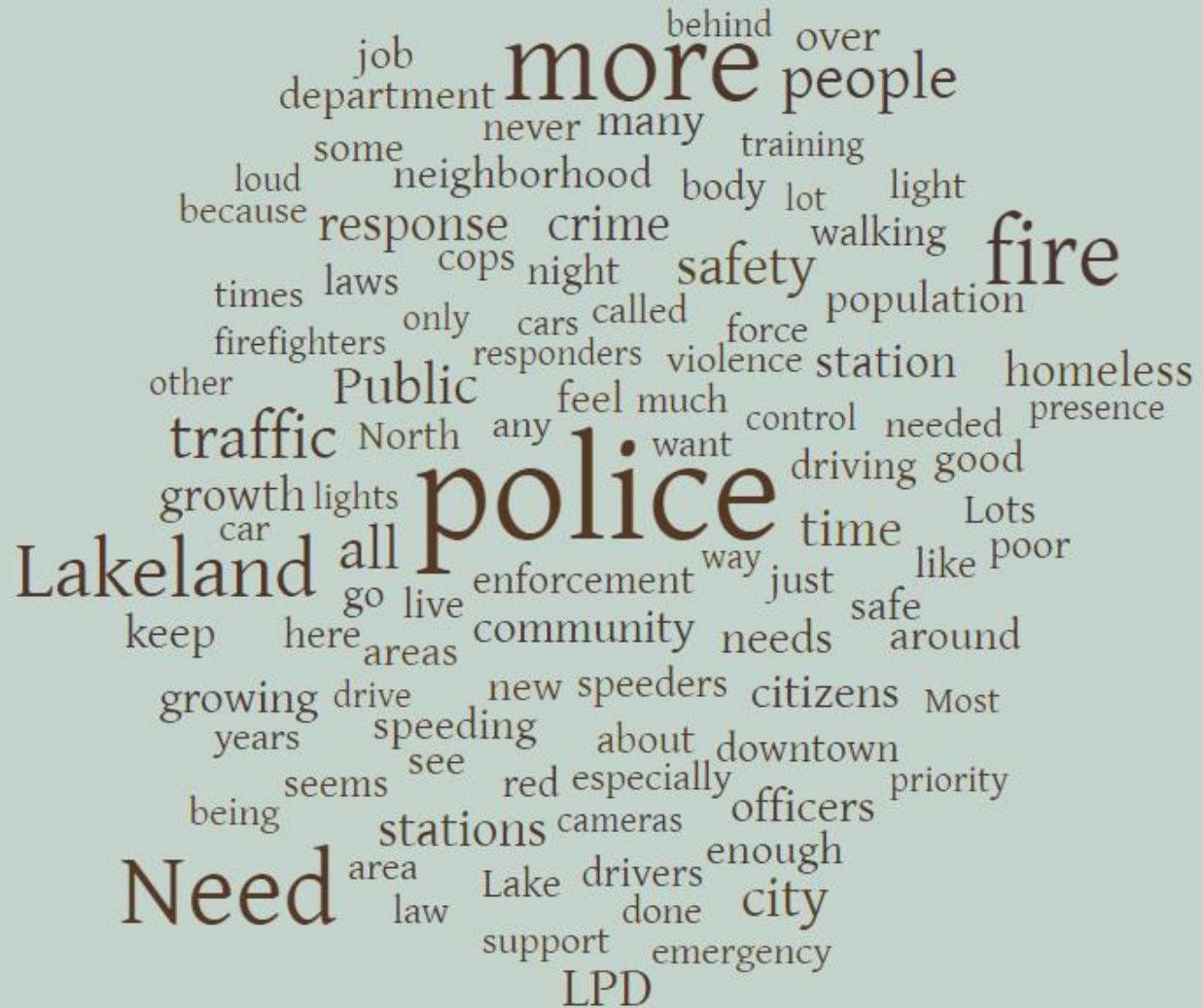




# Affordable Housing



# Public Safety



## Summary

- 3,412 Responses
- Rated as Good or Excellent by over 50% of respondents on 17 aspects (of 23 total)
- Lowest ratings on Availability of Affordable Housing, Ease of Parking, Ease of Driving, Planning for and Managing Growth, and Ease of Bicycling,
- Traffic Flow was by far the leading Topic of Concern (mentioned by 66%)
- The topic of Government was the most frequently mentioned “Other” concern



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# LKLD View Survey 2022

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## Questions?



# Lakeland Economic Development Council

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**Presented by:  
Steve Scruggs, Senior Management Analyst**



**Break**



# TARGET AREA 1: Infrastructure

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**Presented by:**

**Chuck Barmby, Business Development and Transportation Manager**

**Ryan Lazenby, Civil Engineer Manager**

An aerial architectural rendering of a city area. The scene shows several large, multi-story buildings with flat roofs and brick facades. A wide, multi-lane highway runs diagonally across the bottom right, with a train traveling along it. There are also smaller streets, parking lots with cars, and some green spaces with trees. The overall style is a clean, illustrative architectural visualization.

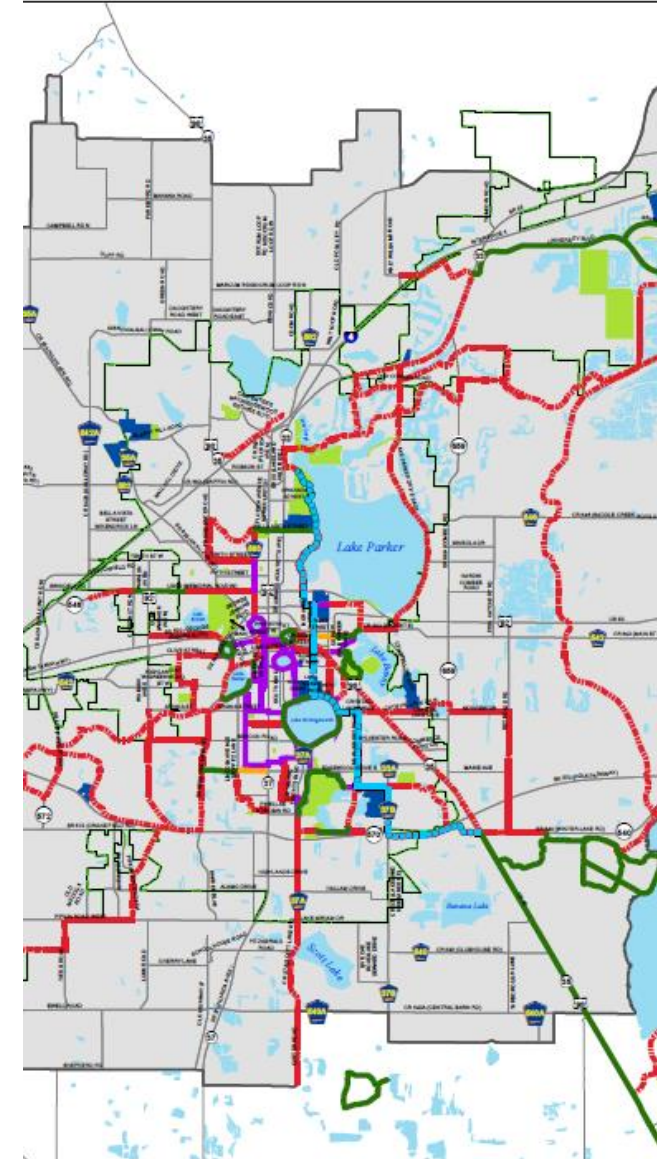
# TARGET AREA 1 (INFRASTRUCTURE): TRANSPORTATION

City Commission Strategic Planning Retreat  
February 23, 2022



# Safe and Convenient Mobility Options

*Transportation systems  
for everyone, everywhere*



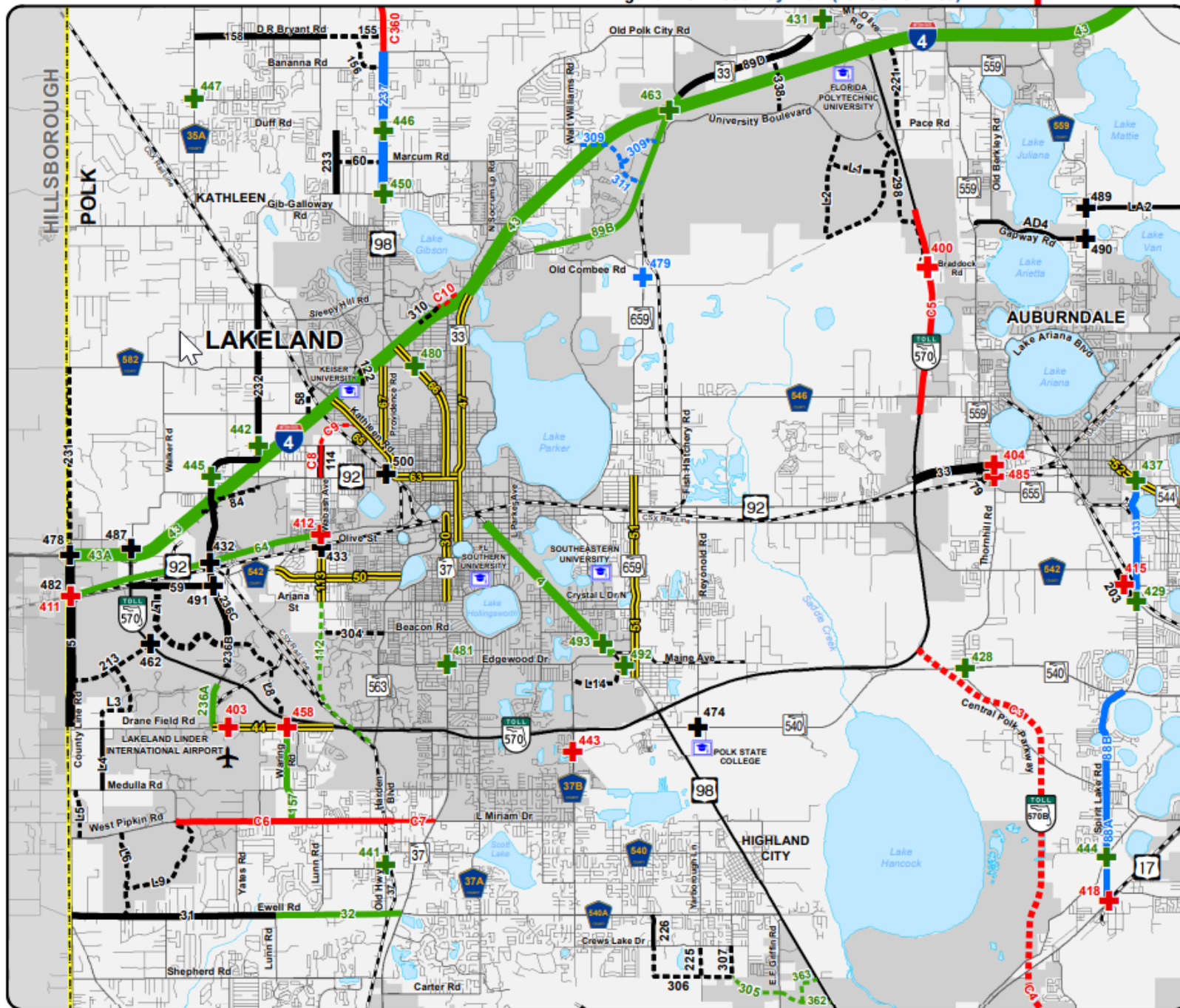
## Target Area 1 (Infrastructure) - Transportation

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### **Key Issues**

- Vision Zero Safety Goal
- Rapid Growth
- Transportation Options
- Comprehensive Plan LOS Standards
- Funding Constraints vs. Competing Demands
- “Legacy” Priority Projects

Figure 4-5: Roadway Plan (Lakeland Area)



# MOMENTUM 2045

## 2045 Cost-Feasible Highway Network Lakeland Area

### Legend

**Tier I - Committed Highway Network 2019 - 2024**

- Road Widening: 2 to 3/4 Lanes (Red line), 4 to 6 Lanes (Thick Red line)
- New Roads: 2 Lanes (Dashed Red line), 4 Lanes (Dotted Red line)
- Intersection/Interchange Improvement (Red Cross)

**Tier II + III - Cost-Feasible Highways 2025 - 2045**

- Road Widening: 2 to 4 Lanes (Light Green line), 4 to 6 Lanes (Medium Green line), 6 to 10 Lanes (Dark Green line)
- New Roads: 2 Lanes (Dashed Green line), 6 Lanes (Dotted Green line), Complete Street Corridor (Yellow line)
- Intersection/Interchange Improvement (Green Cross)

**Tier IV - Illustrative Projects or Partially Funded through 2045**

- Road Widening: 2 to 4 Lanes (Light Blue line), 4 to 6 Lanes (Medium Blue line)
- New Roads: 2 Lanes (Dashed Blue line)
- Intersection/Interchange Improvement (Blue Cross)

**Tier V & VI - Unfunded Needs 2025 - 2045**

- Road Widening: 2 to 3/4 Lanes (Thin Black line), 4 to 6 Lanes (Thick Black line)
- New Roads: 2 Lanes (Dashed Black line), 4 Lanes (Dotted Black line)
- Intersection/Interchange Improvement (Black Cross)

## Target Area 1 (Infrastructure) - Transportation

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### Roadway Capacity

- State Road 33 & Exit 38 Interchange (FDOT)
  - \$2+ Million Local Contribution
- South Wabash Avenue Extension (City)
- US 98/Bartow Road (FDOT)
  - Reduced scope of legacy priority
- Lakeland Park Drive Extension Phase II (City)
- Airport Area (SR 572/Airport Rd, Waring Rd, Hamilton Rd)

## Target Area 1 (Infrastructure) - Transportation

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### Multi-Modal & Connectivity

- Lake Beulah/Bonnet Springs Park
- Fort Fraser Trail Extension
- West Lake Hunter Trail
- Lakeland Intermodal Center
- US 98 Bus Rapid Transit (Downtown to Lakeland Square)
- Brightline and SunRail



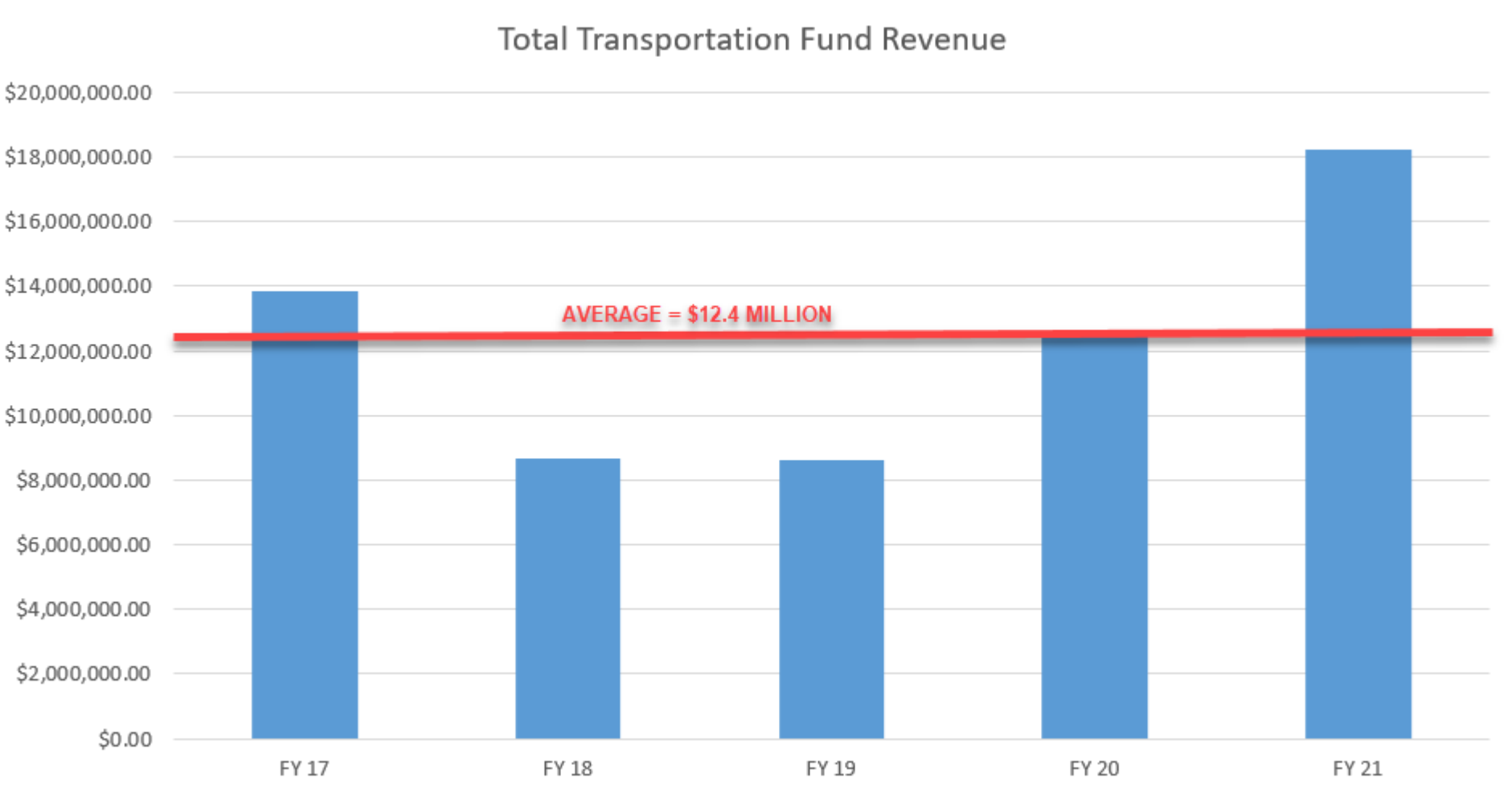
## Target Area 1 (Infrastructure) - Transportation

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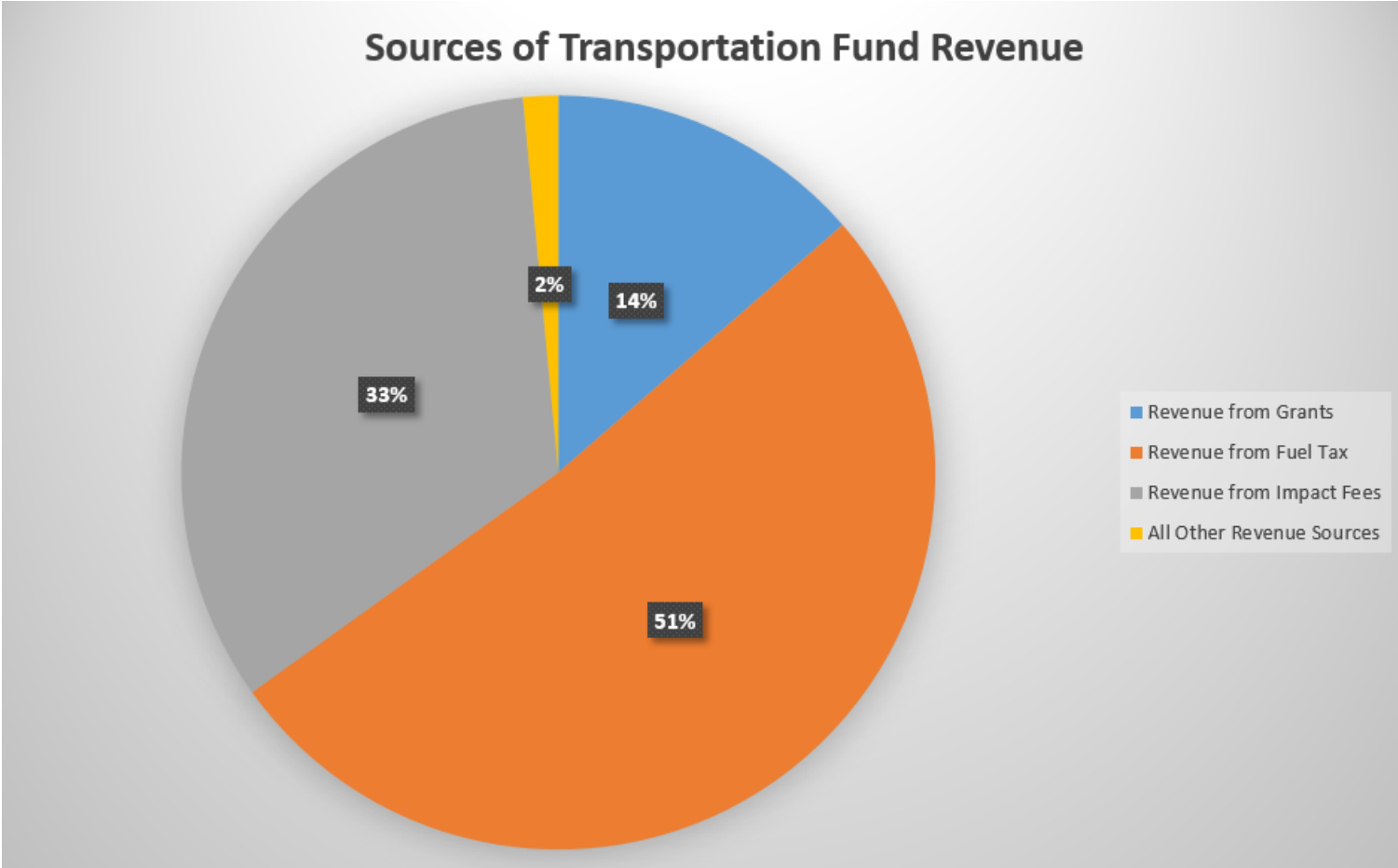
### **Complete Streets**

- South Florida Avenue (Regardless of road-diet decision)
- Providence Road
  - \$4,080,641 in Federal Funding, Draft FDOT Work Program
- SR 33/Lakeland Hills Boulevard (Parkview to Granada)
  - \$1 Million Local Contribution
- US 92/Memorial Boulevard (CSX Overpass to Florida Avenue)
- SR 539/Kathleen Road (Pear Street to Fairbanks Street)

# Target Area 1 (Infrastructure) - Transportation

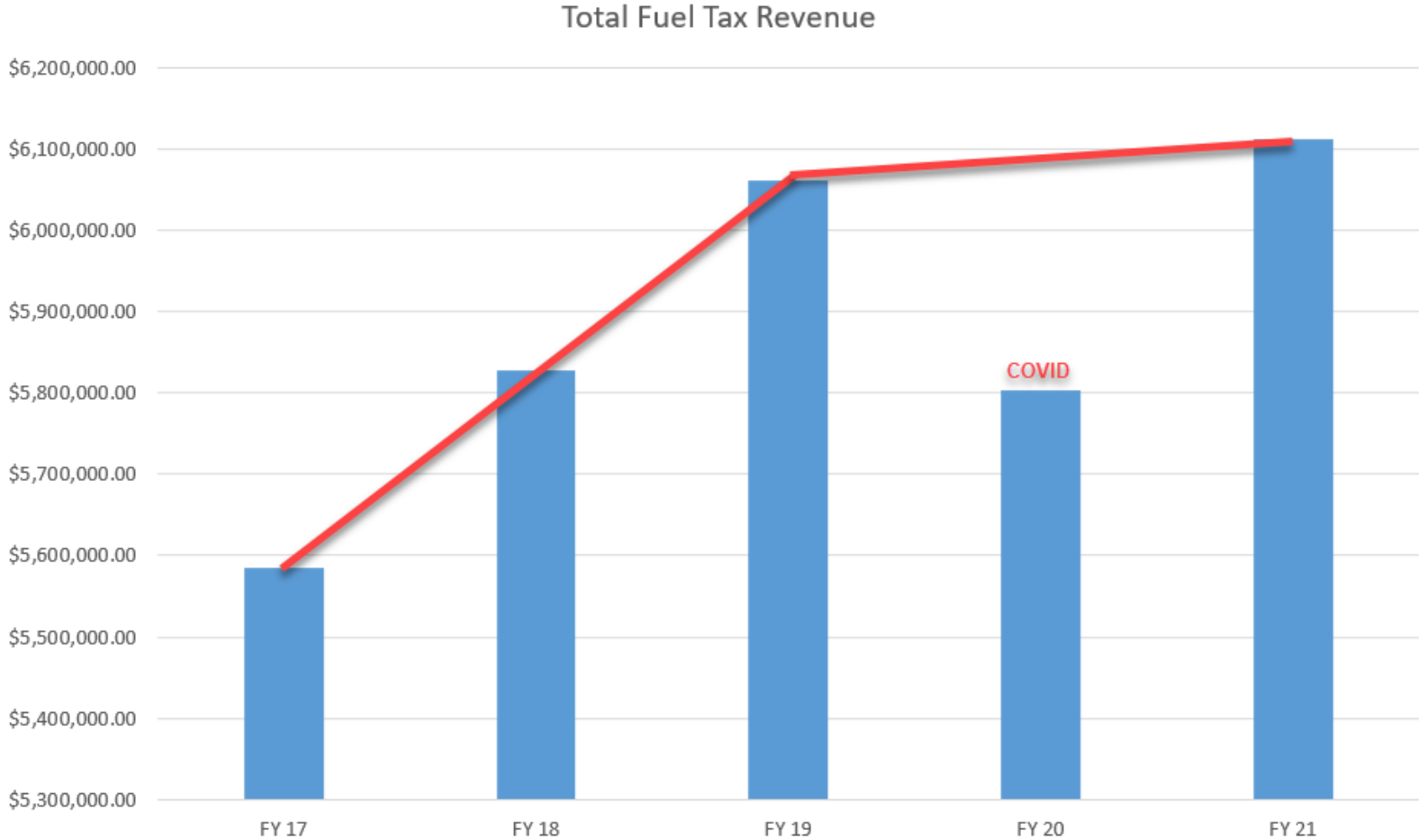


# Target Area 1 (Infrastructure) - Transportation



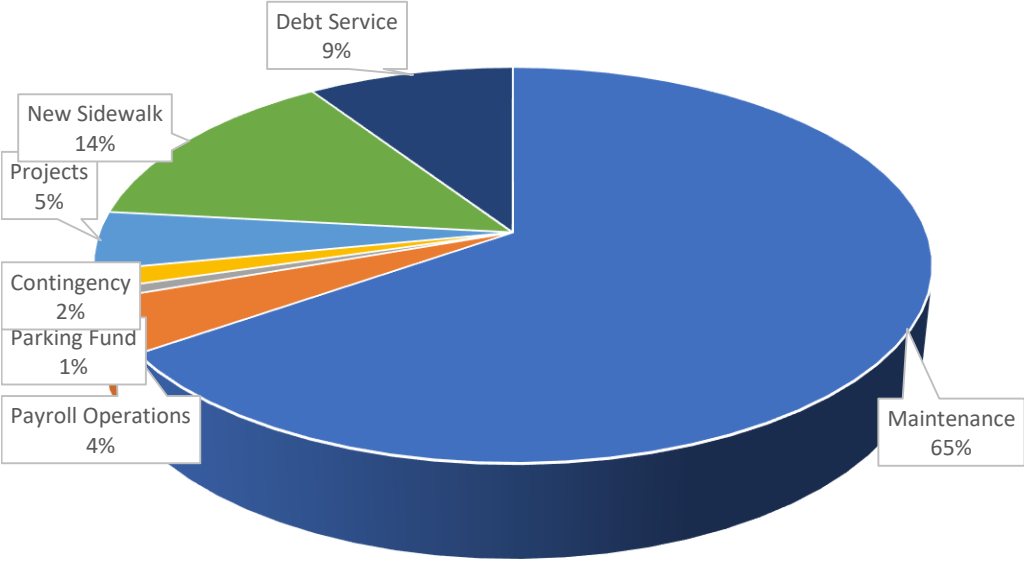


# Target Area 1 (Infrastructure) - Transportation



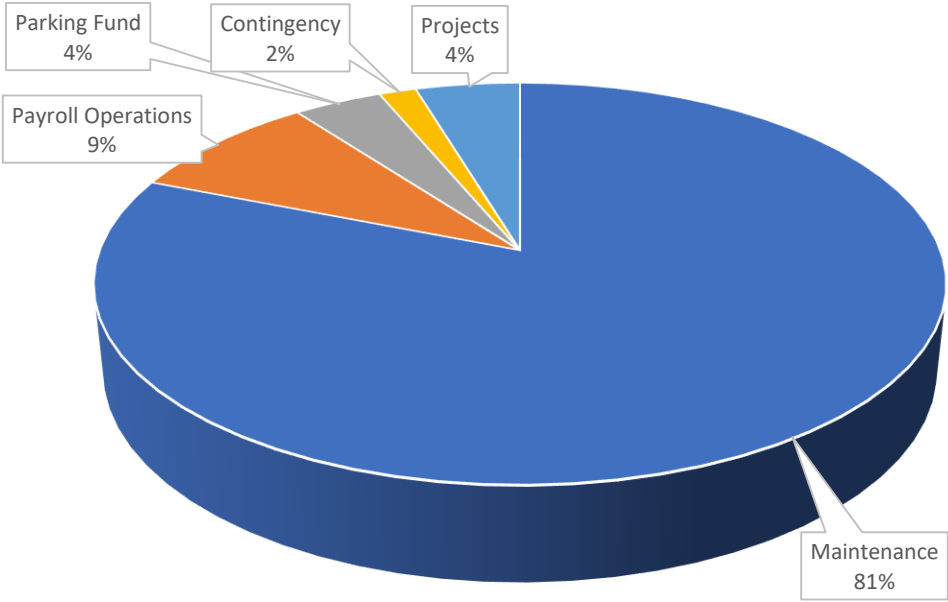
# Target Area 1 (Infrastructure) - Transportation

FUEL TAX EXPENDITURES FY17



- Maintenance
- Payroll Operations
- Parking Fund
- Contingency
- Projects
- New Sidewalk
- Debt Service

BUDGETED FUEL TAX EXPENDITURES FY 23



- Maintenance
- Payroll Operations
- Parking Fund
- Contingency
- Projects

## Target Area 1 (Infrastructure) - Transportation

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### **Significant On-Going Concerns**

- Decreasing Gas Tax and Impact Fee Purchasing Power
- Increased Maintenance Costs (Existing and New Roads)
- Lack of Progress on Legacy Priorities (City and FDOT)
- Cost of Pre-Project Studies (in Money and Time)
- Need for action from Tallahassee
- Institutional Structure vs. Regional Transit Investments



# Lunch



# TARGET AREA 2: Economic Development

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Presented by:  
Tony Camarillo, Director, RP Funding Center



# RP Funding Center

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**Presented by:**  
**Tony Camarillo, Director, RP Funding Center**

## RP Funding Center - Fiscal Year 2022 Revenue & Expense Changes

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- Eliminated 7 fulltime positions (\$481k expense reduction)
- 5% increase in event charges and misc sales (\$188k revenue increase)
- Net positive change to bottom line in FY 2022 - \$669k

## RP Funding Center - Fiscal Year 2023 Strategies

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- Sales strategy to focus on the most profitable business – rentals
- Continue to explore the use of contractors for certain operational functions
- Develop energy efficiency opportunities with other COL departments



# RP Funding Center – 5-Year Forecast

	<b>FY 22</b>					
	<b>Forecast</b>	<b>FY 23</b>	<b>FY 24</b>	<b>FY 25</b>	<b>FY 26</b>	<b>FY 27</b>
Revenues	5,202,501	5,566,676	5,845,010	6,137,260	6,444,123	6,766,330
Expenses	8,231,417	8,425,983	8,615,133	10,771,486	10,903,936	8,652,465
Transfer from General Fund (Operating)	1,874,747	1,805,391	1,716,465	1,650,786	1,566,330	1,486,135
Transfer from PIF (Capital)	500,000	400,000	400,000	400,000	400,000	400,000
Transfer from PIF (Debt Service)	654,169	653,916	653,658	2,583,439	2,493,482	
<b>Fund Surplus (Deficit)</b>						
<b>Total Subsidy</b>	<b>3,028,916</b>	<b>2,859,307</b>	<b>2,770,123</b>	<b>4,634,225</b>	<b>4,459,812</b>	<b>1,886,135</b>

QUESTIONS?



# Polk County Public Schools

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Presented by:  
Frederick Heid, Superintendent Polk County Public Schools



# TARGET AREA 2: Economic Development

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# TARGET AREA 3: Affordable Housing

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**Presented by:  
Teresa Maio, Assistant Director of Community Development**

# Affordable Units Completed / Under Construction

Name	Location	Total Development Cost	CoL Contribution	Status	Units by Income (AMI)						Total
					≤30%	≤50%	≤60%	≤80%	≤120%	Market	
Banyan Reserve	Providence Road	\$22,403,758	\$673,177	Completed		14	126				140
MidTown Lofts	Parker Street	\$16,227,994	\$798,000	Completed		8	64			8	80
Vermont Place	Vermont Avenue	\$922,479	\$290,000	Completed	16						16
CHDO Infill	Multiple	\$280,000	\$288,696	Completed				2			2
Line-of-Credit	Multiple	\$270,000	\$138,254	Completed					2		2
Twin Lakes II	Lake Beulah Drive	\$21,643,064	\$607,638	Construction		14	54				68
Parker Pointe	Bella Vista Street	\$21,277,970	\$1,287,064	Construction	14		47	27			88
Swan Lake Village	Griffin Road	\$20,380,406	\$806,812	Construction		23	61				84
Swan Landing	Griffin Road	\$20,977,417	\$460,000	Site Plan	14	55		19			88
AH Land Bank	Multiple	\$2,580,000	\$114,865	Construction					13		13
<b>TOTALS</b>		<b>\$126,963,088</b>	<b>\$5,464,506</b>		<b>44</b>	<b>114</b>	<b>352</b>	<b>48</b>	<b>15</b>	<b>8</b>	<b>581</b>

# Affordable Units Completed / Under Construction

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CoL Contributions by Source	
General Fund	\$500,000
CRA	\$362,000
HOME	\$498,000
HOME CHDO	\$279,446
SHIP	\$120,000
Land	\$2,051,488
Impact Fee Waiver	\$1,652,572
<b>TOTAL</b>	<b>\$5,463,506</b>

# Affordable Units Planned

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Name	Location	Total Development Cost	CoL Contribution	Status	Units by Income (AMI)						Total
					≤30%	≤50%	≤60%	≤80%	≤120%	Market	
Griffin Lofts	Griffin Road	\$20,740,690	TBD	Unfunded	12	36		28			76
Twin Lakes III	Lake Beulah Drive	TBD	TBD	Unfunded		9	75				84
Killian Crossing	Westgate Avenue	TBD	TBD	Unfunded							102
Arbor Manor I	Pipkin Creek Road	TBD	TBD	Unfunded							100
<b>TOTALS</b>		<b>\$20,740,690</b>	<b>\$0</b>		<b>12</b>	<b>45</b>	<b>75</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>160</b>





# TARGET AREA 4: City Hall Communication

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Presented by:  
Shawn Sherrouse, City Manager

# RECRUITMENT / RETENTION / SUCCESSION

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CURRENT	2018	2019	2020	2021
Resignations	70	79	75	159
Retirements	27	26	25	34
DROP/Retirements	54	46	69	57
Vest Deferred	27	25	19	32
Vest Refund	<u>12</u>	<u>2</u>	<u>5</u>	<u>26</u>
	190	178	193	308

FUTURE	2022	2023	2024	2025
DROP Scheduled	25	32	36	45

# RECRUITMENT / RETENTION / SUCCESSION

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Professional Development / Training = Succession Planning

Current Programs	Employees Served
Onboarding	Every Employee
New to Supervision	200
48 Hours	46
LinkedIn Learning	508
True Colors	36

Additional Programs Under Development:

- Not So New to Supervision
- Conflict Debt

# RECRUITMENT / RETENTION / SUCCESSION

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## Pay Issues:

### Recommendations of Management Advisory Group 2018\*

✓ Raise salary of employees paid below class minimum to the minimum

✗ Decompress employees using calculation algorithm up to class maximum

≡ Compression!

# RECRUITMENT / RETENTION / SUCCESSION

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## Pay Issues:

### Changes to minimum wage

September 2021	\$10.00 per hour - minimal effect
September 2022	\$11.00 per hour - 17 job classes
September 2023	\$12.00 per hour
September 2024	\$13.00 per hour
September 2025	\$14.00 per hour
September 2026	\$15.00 per hour



 Compression

# RECRUITMENT / RETENTION / SUCCESSION

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<b>EXCEPTIONS</b>	<b>2020</b>	<b>2021</b>
New Hire Start Pay	11	29
Promotions/Internal Equity	3	22
Total Pay Exceptions	14	51

<b>PAY</b>	<b>2020</b>	<b>2021</b>
Offers Declined	6	69
# of Offers	314	534
Percentage Declined	1.9%	12.9%



# Closing Remarks

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**Shawn Sherrouse**  
**City Manager**