



# City Commission Strategic Planning Retreat

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Day One  
February 7, 2023

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

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





**Focus**

# **Shawn Sherrouse City Manager**



# Analysis of the Lakeland Community Survey Results

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Presented by:  
Dr. Stephen Neely, Forward Analytics



# 2022 Citizen Survey

City of Lakeland, FL

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Summary of Final Report

February 7, 2023



# 2022 Citizen Survey

City of Lakeland, FL

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**Prepared for :**

**City of Lakeland**

**228 S Massachusetts Avenue**

**Lakeland, FL 33801**

**Prepared by :**

**Forward Analytics LLC**

**Stephen Neely, PhD**

**[stephen@forwardanalytics.org](mailto:stephen@forwardanalytics.org)**



# Summary

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**Purpose:** Collect feedback from residents on a broad range of public issues, help City management set priorities for the future, and identify opportunities to improve the provision of public services.

**Approach:** The survey questionnaire was divided into 5 key areas, which included:

1. Quality of Life in Lakeland
2. Community Amenities
3. Public Service Delivery
4. Communications & Citizen Participation in Government
5. Policy Priorities

# Methodology

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- ✓ Web-based questionnaire
- ✓ Opt-In Survey, Participants Recruited by City Leadership and Communications Teams
- ✓ Survey fielded between October 15th and November 15th, 2022
- ✓ Questionnaire available in English and Spanish
- ✓ 1,106 completed responses
- ✓ Margin of Error +/- 2.93 (with 95% CI)
  - ✓ Note: Sampling theory *assumes* a representative sample.

# Summary of Respondents

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## ✓ Length of Residency

- ✓ Less than 5 years – 17.8%
- ✓ 5-10 years – 18.8%
- ✓ 11-20 years – 17.4%
- ✓ 20+ years – 46.0%

## ✓ Rent/Own

- ✓ Own – 82.4%
- ✓ Rent – 15.1%
- ✓ Other – 2.5%

## ✓ Home Type

- ✓ Single Family Home – 82.4%
- ✓ Town House/Condo – 4.9%
- ✓ Apartment – 8.7%
- ✓ Other – 4.1%

# Summary of Respondents (cont.)

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## ✓ Gender

- ✓ Female – 57.8%
- ✓ Male – 36.2%
- ✓ Other/Non-Binary – 0.6%
- ✓ No Answer – 5.4%

## ✓ Ethnicity

- ✓ Hispanic – 9.3%
- ✓ Non-Hispanic – 81.6%
- ✓ No Answer – 9.0%

## ✓ Race

- ✓ African American – 4.0%
- ✓ White – 77.3%
- ✓ Other – 5.8%
- ✓ No Answer – 12.9%

## ✓ Income

- ✓ Less than \$35,000 – 8.3%
- ✓ \$35,000 – \$74,999 – 26.2%
- ✓ \$75,000 – \$99,999 – 13.7%
- ✓ \$100,000 - \$150,000 – 17.8%
- ✓ More than \$150,000 – 15.2%

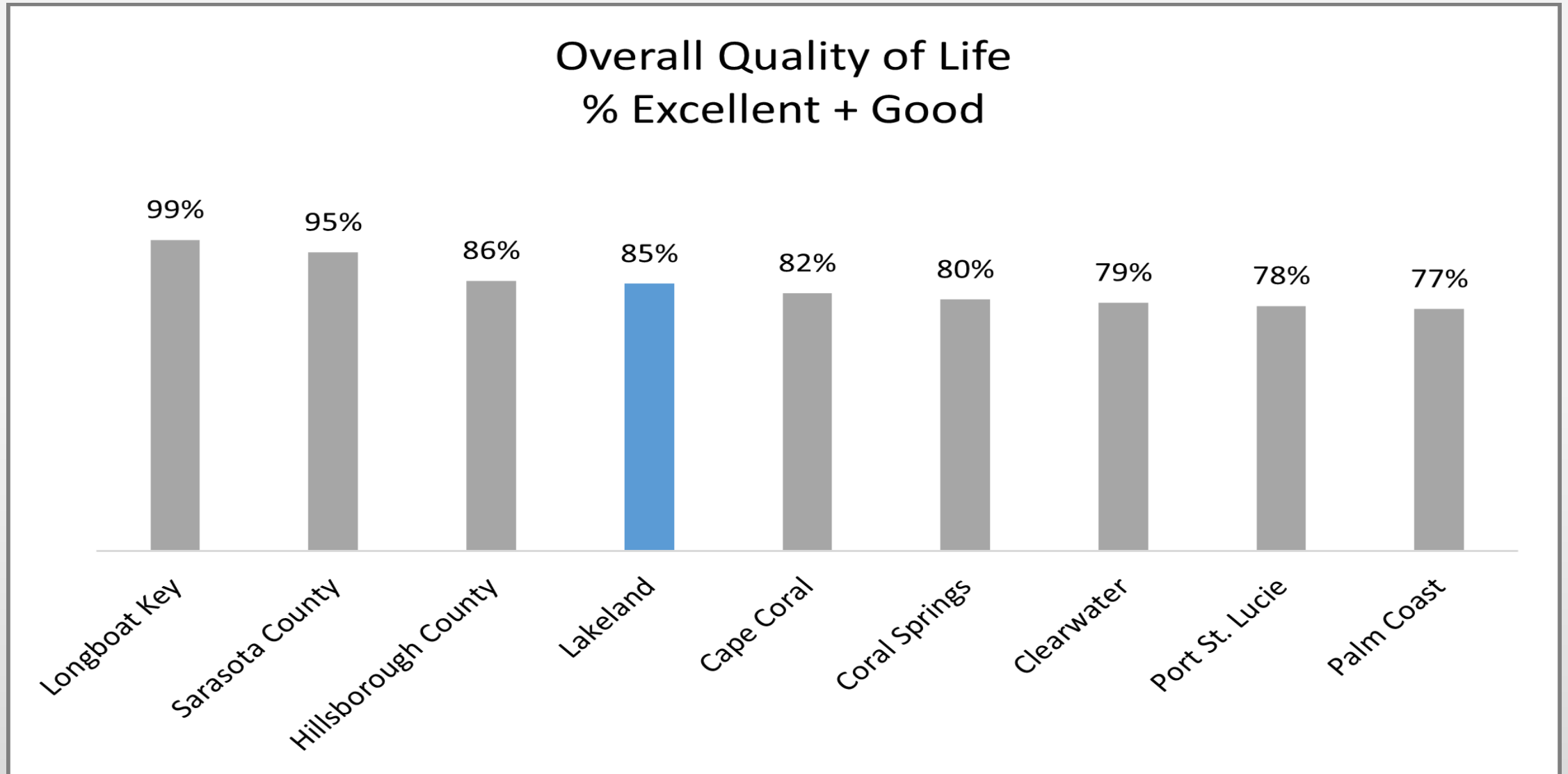
# 1. Quality of Life

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Respondents expressed very positive overall attitudes regarding their quality of life in Lakeland

- 85% described the overall quality of life in Lakeland as either “excellent” or “good”.
  - 29% chose “excellent”.
- 85% say that Lakeland is an excellent/good place to live; roughly two thirds say that it’s a good place to retire, work, and visit.
- Most residents feel that the community is safe, clean, and reputable, but they overwhelmingly identify traffic congestion and parking as the primary detractors from their quality of life in Lakeland.
  - A majority (61%) say they are dissatisfied with the flow of traffic and congestion, while 31% say the same about the availability of parking.

# 1.1 Benchmarked Quality of Life





## 2. Community Amenities

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- ✓ A majority of residents are familiar and satisfied with key city amenities:
  - ✓ Libraries – 89% familiar/70% satisfied
  - ✓ Parks – 92% familiar/78% satisfied
  - ✓ RP Funding Center – 83% familiar/54% satisfied
- ✓ There are opportunities to improve awareness of the city's public pools and recreation centers:
  - ✓ Public Pools – 51% familiar
  - ✓ Recreation Centers – 38% familiar

## 2. Community Amenities (cont.)

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- ✓ A third or more of respondents say that they regularly go outside of Lakeland for the following services and amenities:
  - ✓ Performances – 58%
  - ✓ High End Retail Shopping – 47%
  - ✓ Restaurants – 39%
  - ✓ Outdoor Activities – 37%
- ✓ Residents expressed a desire to see more high end/boutique options available for grocery shopping, retail, and restaurants, as well as more concerts/entertainment options in the community.

### 3. Public Service Delivery

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A majority were “very” or “somewhat” satisfied with key public services:

- ✓ Fire Services – 80%
- ✓ Police Services – 73%
- ✓ Emergency Management – 73%
- ✓ Water/Waste-Water – 69%
- ✓ Trash/Recycling – 68%
- ✓ Quality of Lakes/Waterways – 65%

The highest rated dissatisfaction included:

- ✓ Electric Services – 27%
- ✓ Maintenance of Streets/Sidewalks – 21%
- ✓ Trash/Recycling – 19%

### 3. Public Service Delivery (cont.)

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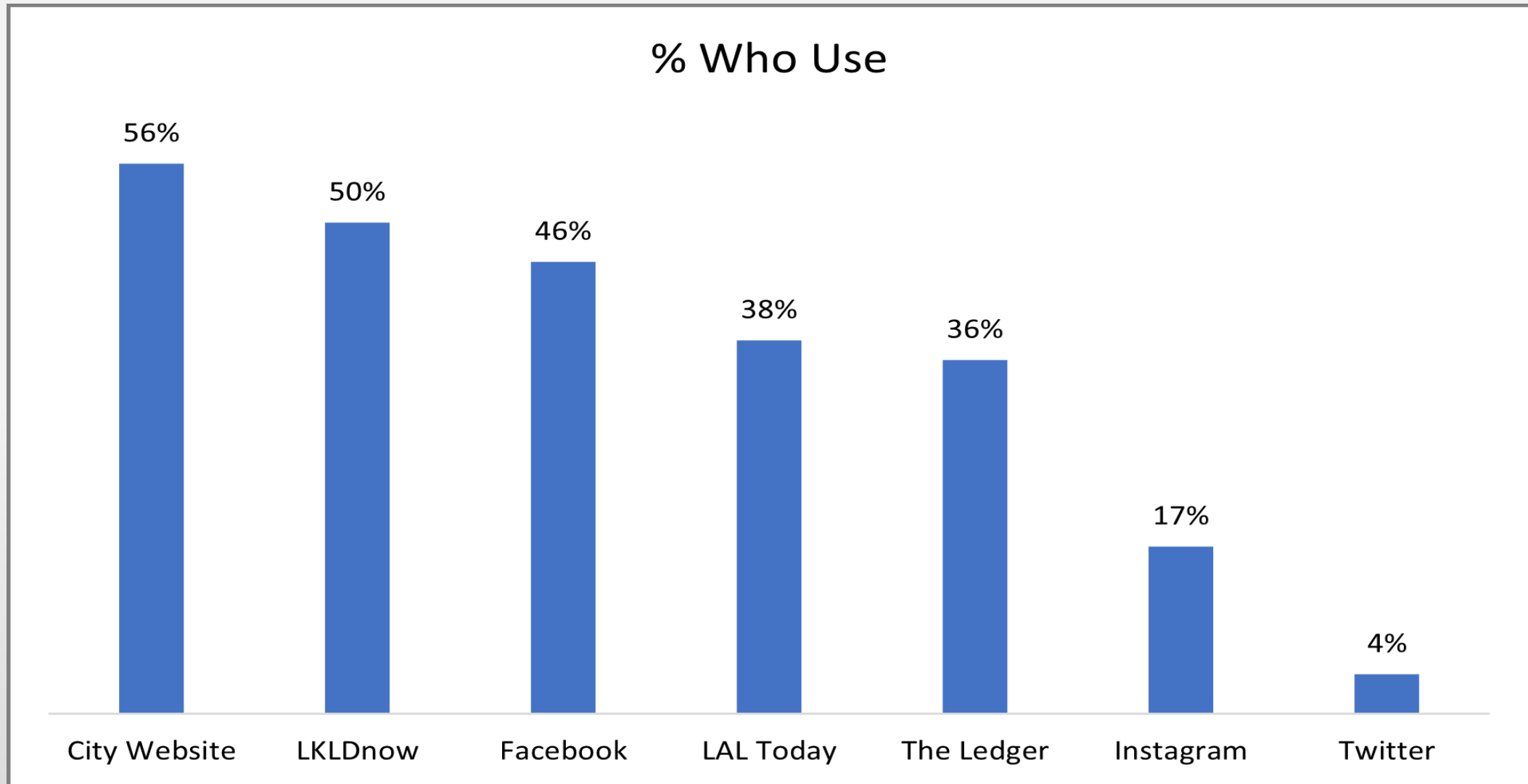
- ✓ Among those who have contacted a city official or department in the past 6 months, a majority say:
  - ✓ It was easy to contact the appropriate official/department – 66%
  - ✓ City employees were courteous/respectful – 72%
  - ✓ City employees were knowledgeable – 65%
- ✓ Most residents contact the city by phone (56%), while only 8% use the online “report a concern” link, and only 22% use email.

## 4. City Communications

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- ✓ Most residents are satisfied with Lakeland's efforts to keep them informed, but there are opportunities to increase awareness of opportunities for citizens to "get involved" in city government:
  - ✓ 61% of residents are satisfied with their access to information about city services (10% dissatisfied)
  - ✓ 60% are satisfied with the city's efforts to keep them informed (14% dissatisfied)
  - ✓ Most residents are either neutral (39%) or unsure (13%) about their opportunities to participate in city government.

## 4.1 Methods of Staying Informed



# 5. Policy Priorities

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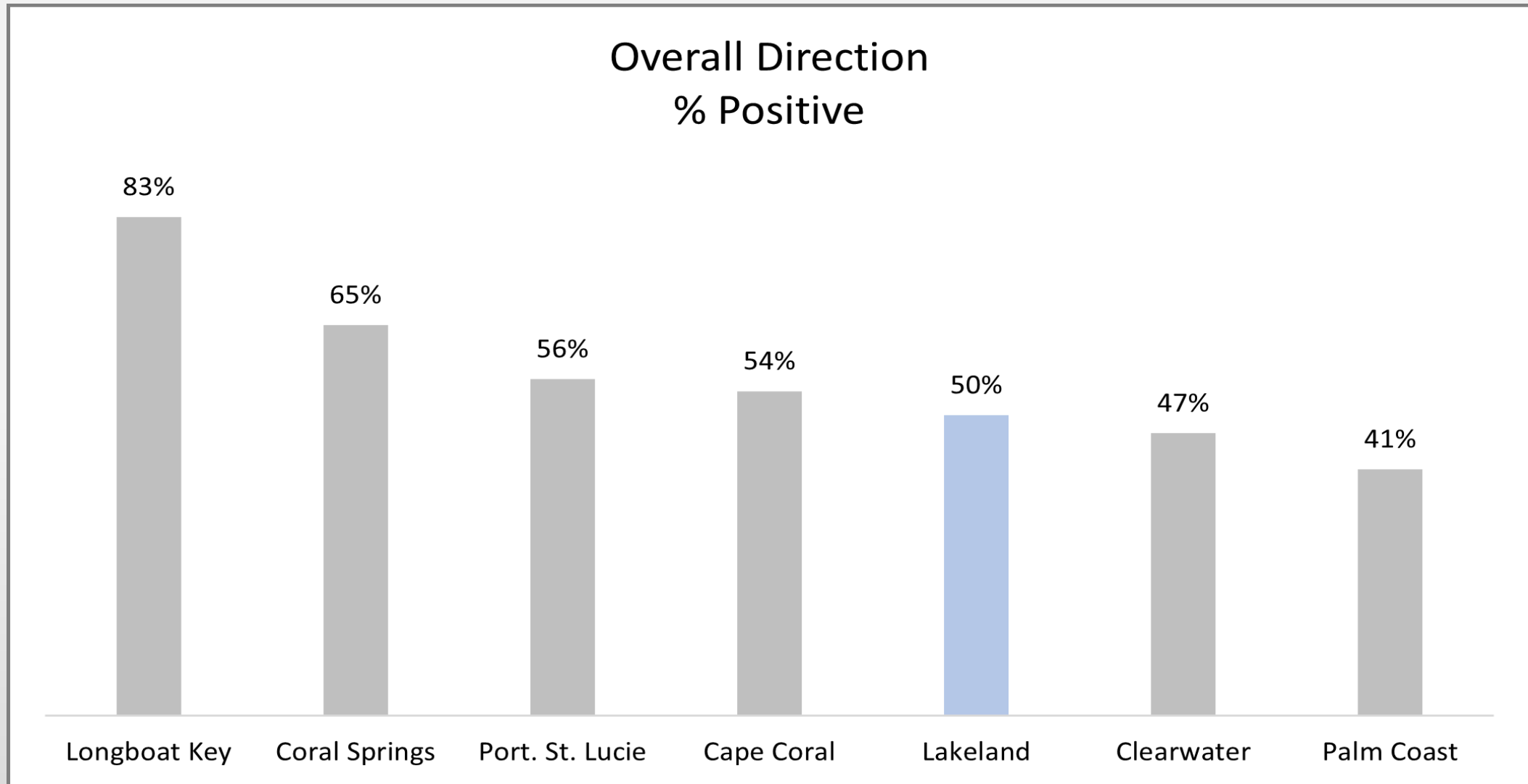
## Top 5 “strengths” of Lakeland

- ✓ Availability of parks and greenspaces (52%)
- ✓ Overall feeling of safety (36%)
- ✓ Shopping, dining, and entertainment options (29%)
- ✓ Growth and development (23%)
- ✓ Cleanliness of lakes and waterways (23%)

## Top 5 “threats” to Lakeland’s future

- ✓ Traffic/Congestion (68%)
- ✓ Availability of affordable housing (39%)
- ✓ Addressing homelessness (33%)
- ✓ Growth and development (31%)
- ✓ Energy (i.e. use, alternatives, and cost) (26%)

## 5.1 Methods of Staying Informed





# Key Takeaways

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- ✓ Overall, residents like living in Lakeland. They have a positive view of the city and the services that it provides.
- ✓ However, there are some significant concerns over the impacts of growth and development on resident's quality of life (i.e. traffic, congestion, etc.)
- ✓ Many residents would like to see some additional quality amenities/consumer services available in the city, but not at the expense of well-managed growth.

# Questions

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- For follow-up question, please contact Stephen Neely at [stephen@forwardanalytics.org](mailto:stephen@forwardanalytics.org)





# Voice of the Commission

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Presented by: Mayor and Commissioners



# Break

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# TARGET AREA 1: Infrastructure

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# Water Resource & Wastewater Capacity Strategy

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Presented by:  
Bill Anderson  
Director, Water Utilities

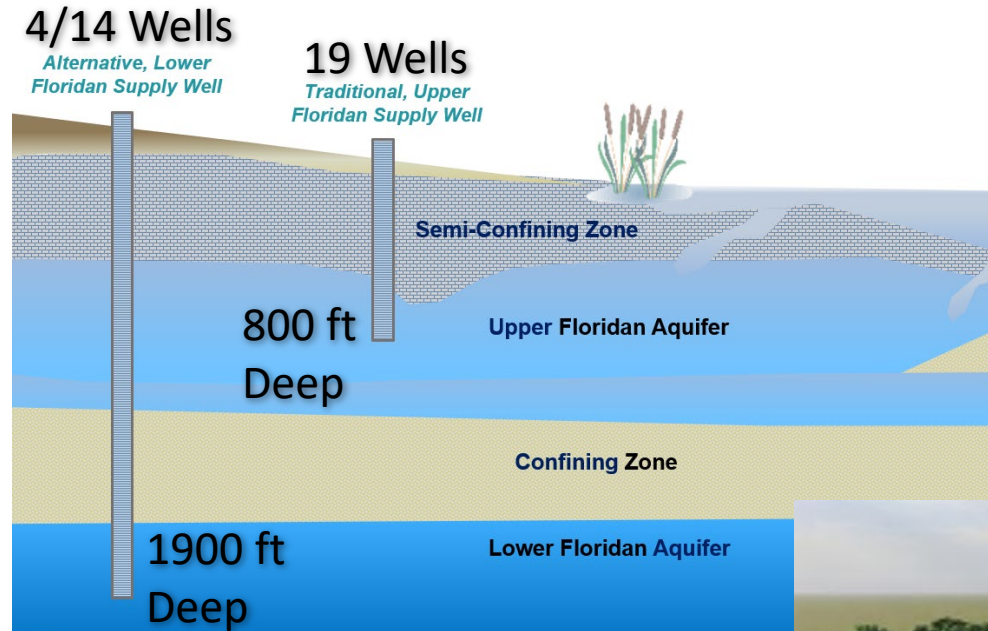
## Water Resources – Current State

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- Upper Floridan Aquifer Permit Limit 35.03 MGD – Expires in 2038 – Or could be reduced if environmental harm is observed/measured or other challenges to that permit occur
- Williams Water Plant-Rated Capacity of 51 MGD
- Combee Water Plant-Rated Capacity of 8 MGD
- FY22, combined average pumpage was 23.5 MGD
- Limiting factor is the resource itself: Water

## Water Resources – Future State

### PRWC West Polk Alternative Water Supply Facility & Lower Floridan Aquifer Wells





## Water Resources – Future State

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- PRWC West Polk Alternative Water Supply-Lower Floridan Aquifer
- After co-funding, Lakeland's proportional capital share (80%):
  - Phase I, 2.5 MGD, approximately \$55M
  - 2045 buildout, 10 MGD, approximately \$90M






# Water Resources – Future State

## PRWC-West Polk Project Projected Annual Payments

### Polk Regional Water Cooperative Projected Annual Payments - West Polk

City of Lakeland											
Fiscal Year	Fixed O&M	Debt Service [1]	Coverage Allowance [2]	Total Base Costs	Line of Credit Interest Payments	Variable O&M [3]	Member Funded [4]	Annual Payments	Water Allotment Percent	Estimated AWS Deliveries (MGD)	
2023	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,421	\$ 5,421	80.1%	N/A	
2024	\$ -	\$ -	\$ -	\$ -	\$ 148,974	\$ -	\$ 311,058	\$ 460,032	80.1%	N/A	
2025	\$ -	\$ 484,703	\$ 121,176	\$ 605,879	\$ 32,426	\$ -	\$ 5,421	\$ 643,727	80.1%	N/A	
2026	\$ -	\$ 1,789,323	\$ 447,331	\$ 2,236,653	\$ 367,462	\$ -	\$ 5,421	\$ 2,609,537	80.1%	N/A	
2027	\$ -	\$ 1,789,323	\$ 447,331	\$ 2,236,653	\$ 361,271	\$ -	\$ 5,421	\$ 2,603,345	80.1%	N/A	
2028	\$ 1,054,898	\$ 3,160,439	\$ 790,110	\$ 5,005,447	\$ -	\$ 699,397	\$ -	\$ 5,704,844	80.1%	0.64	
2029	\$ 1,078,804	\$ 3,157,403	\$ 789,351	\$ 5,025,558	\$ -	\$ 959,501	\$ -	\$ 5,985,059	80.1%	0.85	
2030	\$ 1,103,663	\$ 3,157,403	\$ 789,351	\$ 5,050,417	\$ -	\$ 1,236,164	\$ -	\$ 6,286,581	80.1%	1.06	
2031	\$ 1,129,452	\$ 3,157,403	\$ 789,351	\$ 5,076,207	\$ -	\$ 1,662,360	\$ -	\$ 6,738,566	80.1%	1.38	
2032	\$ 1,149,494	\$ 4,597,038	\$ 1,149,259	\$ 6,895,792	\$ -	\$ 2,115,545	\$ -	\$ 9,011,337	80.1%	1.70	

# Water Resources – Future State – PRWC West Polk Project Schedule

 <b>POLK REGIONAL WATER COOPERATIVE</b>		West Polk Final Design	
Description	Date		
WIFIA Funds Available	1/1/2023	 Some services (e.g., funding/financing, permitting) started 11/16/2022	
Start Test Well #2 Design	1/1/2023		
Initiate Final Design	1/1/2023		
Complete Test Well #2 Design	6/30/2023		
Start Test Well #2 Construction	12/27/2023		
Complete 60% Design	11/1/2024	 Obtain water quality results from TPW#2 Aquifer Performance Test prior to finalizing 60% design	
Complete Test Well #2 Construction	12/26/2024		
Begin Land Procurement	1/1/2023		
Complete 90% Design	5/30/2025		
CMAR Bidding/Approval of Long Lead Items	6/29/2025		
Begin Procurement of Long Lead Items	7/9/2025		
Complete 100% Design	11/26/2025		
Complete FDEP Pipeline Permitting	2/24/2026		
CMAR Bidding/Approval¹	2/24/2026		
Begin WPF and TM Construction	4/25/2026	 Begin 26-month construction	
Initiate Background Well Monitoring	6/27/2026		
End TM Construction	6/26/2027		
End WPF Construction	6/26/2028	 May require a 7-9 month extension from WIFIA (construction should be complete 5 years after contract date (est. Jan. 2023))	
Water On-line	8/31/2028		

# Adopted Annual Revenue Adjustments

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Description	FY22	FY23	FY24
Water System	2%	2%	2%
Wastewater System	2%	2%	2%

Water Utilities is currently in year 2 of an adopted 3-year rate plan

Water is a critical component to support our future

### PRWC Demand Management Plan

A strategy, including conservation measures, to lower demands

- Co-Funding Requirement
- CFWI rulemaking makes water conservation more urgent
- Reduces stress on current resources
- Helps with permitting
- Potentially help defer future phases of more costly AWS

## City of Lakeland's Water Use Permit requires a water conservation program

### Programs and activities include:

- Meter Testing
- Smart Meters-RFP advertised mid-late March
- Reuse
- Support of Irrigation Restrictions
- Public Outreach and Education
- Partnerships
- Giveaways & Rebates
- Inverted Block Rates

## Future Plans – Presented to the CC in June of 2022

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### Community Engagement Coordinator

- Outreach, Education, Conservation
- Tell our story, internally and externally



### Marketing Program

- Communicate, communicate, communicate!!!
- Mascot (think Toby's Water Warriors)

### Water Star Ordinance

## Future Plans – Presented to the CC in June of 2022

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## Water Star Ordinance



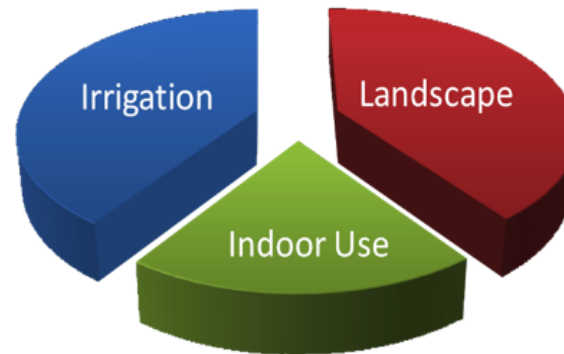
## Future Plans – Water Star

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### Florida Water Star<sup>SM</sup>

The Florida Water Star<sup>SM</sup> is a statewide water conservation certification program for homes and commercial buildings.



Florida Water Star<sup>SM</sup>

# Future Plans – Water Star

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## Estimated Builder Cost \$700 to \$1,400



Florida Water Star<sup>SM</sup>

## Future Plans – Water Star

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### **Florida Water Star<sup>SM</sup> Savings After One Year**

	Annual Water Savings	Annual Monetary Savings
Indoor	6,560 Gallons	\$276.70
Outdoor	41,741 Gallons	\$253.00
<b>Total Savings</b>	<b>48,301 Gallons</b>	<b>\$529.70</b>

- **Based on 2 people per household**
- **Indoor includes energy and water utility savings**
- **Outdoor includes only water utility savings**



## Future Plans – Water Star

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- 12 Municipalities in Polk County have adopted an ordinance
- No opposition locally
- Supported by the Florida Home Builders Association

### ORDINANCE NO.

### PROPOSED ORDINANCE NO.

**AN ORDINANCE OF THE CITY OF LAKE LAND  
CREATING WATER CONSERVATION  
REQUIREMENTS FOR NEW CONSTRUCTION;  
AMENDING **CHAPTER 38** TO CREATE  
CERTAIN REQUIREMENTS FOR PLUMBING  
FIXTURES AND IRRIGATION SYSTEMS;  
PROVIDING DEFINITIONS; PROVIDING  
REQUIREMENTS AND PROVISIONS FOR  
ENFORCEMENT; PROVIDING SEVERABILITY;  
AND PROVIDING AN EFFECTIVE DATE.**

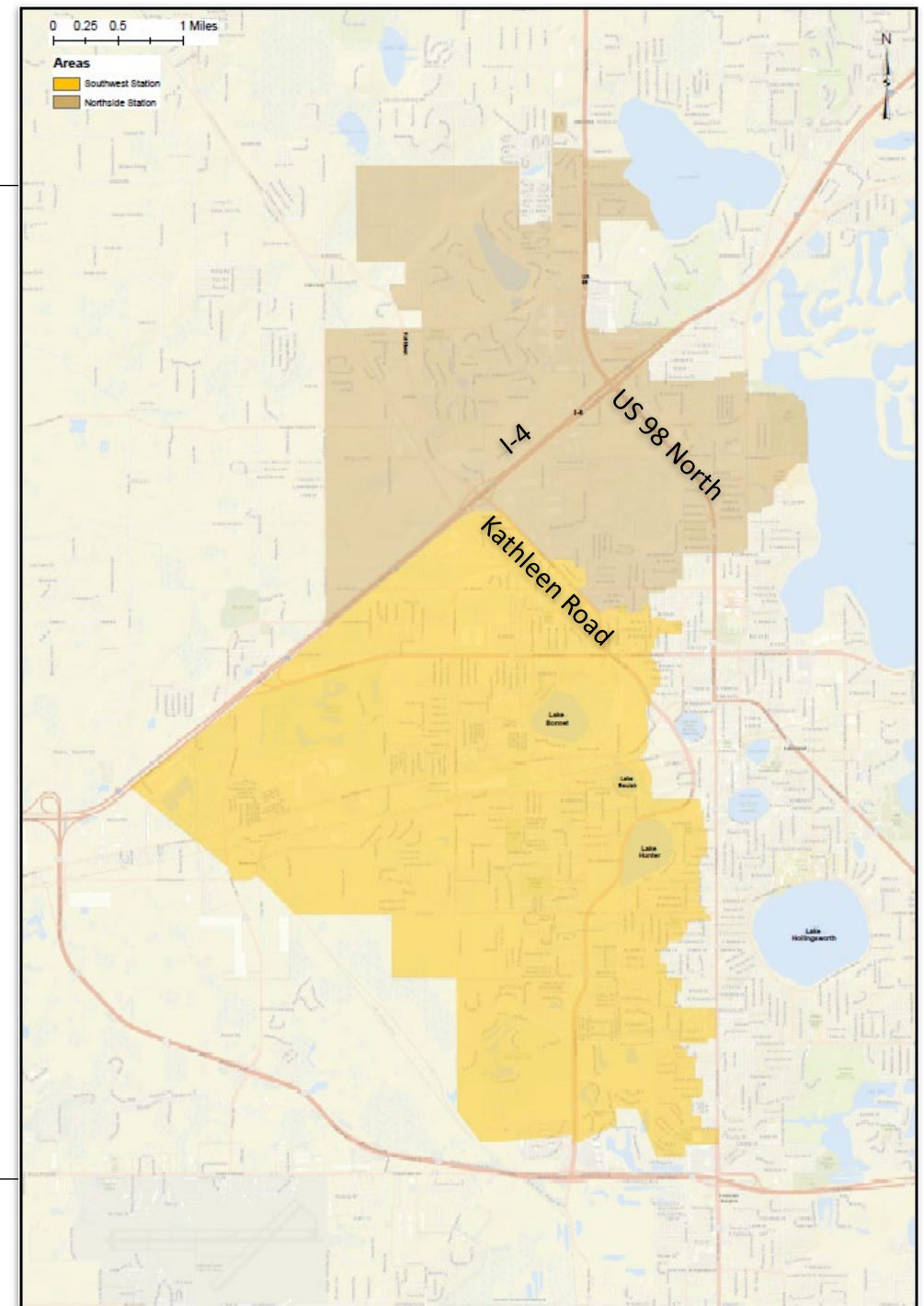
## Wastewater Capacity – Current State

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- FDEP Permits:
  - Glendale WRF Permitted Capacity – 13.7 MGD
    - FY 2021 Average Flows – 7.46
    - FY 2021 Percent Capacity – 54.5%
  - Northside WRF Permitted Capacity – 8.0 MGD
    - FY 2021 Average Flows – 4.03 MGD
    - FY 2021 Percent Capacity – 50.4%
- Limiting factor is the infrastructure – Pipes in the ground

## Wastewater Capacity – Current State

Identified areas  
with capacity  
concerns:  
Northside Pump  
Station (Brown)  
and Western  
Trunk (Yellow)

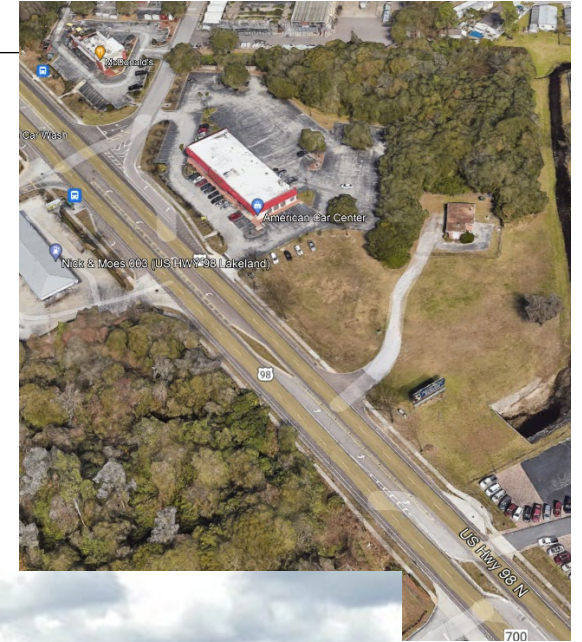




# Wastewater Capacity – Future State

## Northside Pump Station Replacement

- Final design doc's-early February
  - Bid package to advertised mid-Feb
  - FDEP Construction permit received
  - Schedule for construction is April 2023-April 2024
- 
- Meanwhile, the “Lake Crago Turnaround” is complete, gaining approximately 100KGAL/Day





## Wastewater Capacity – Future State

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# Western Trunk Line Replacement

Phase 1 – Route Study - 1/22-3/23

Phase 2 – Design – 3/23-3/24

Phase 3 – Construction - 12/23-12/26

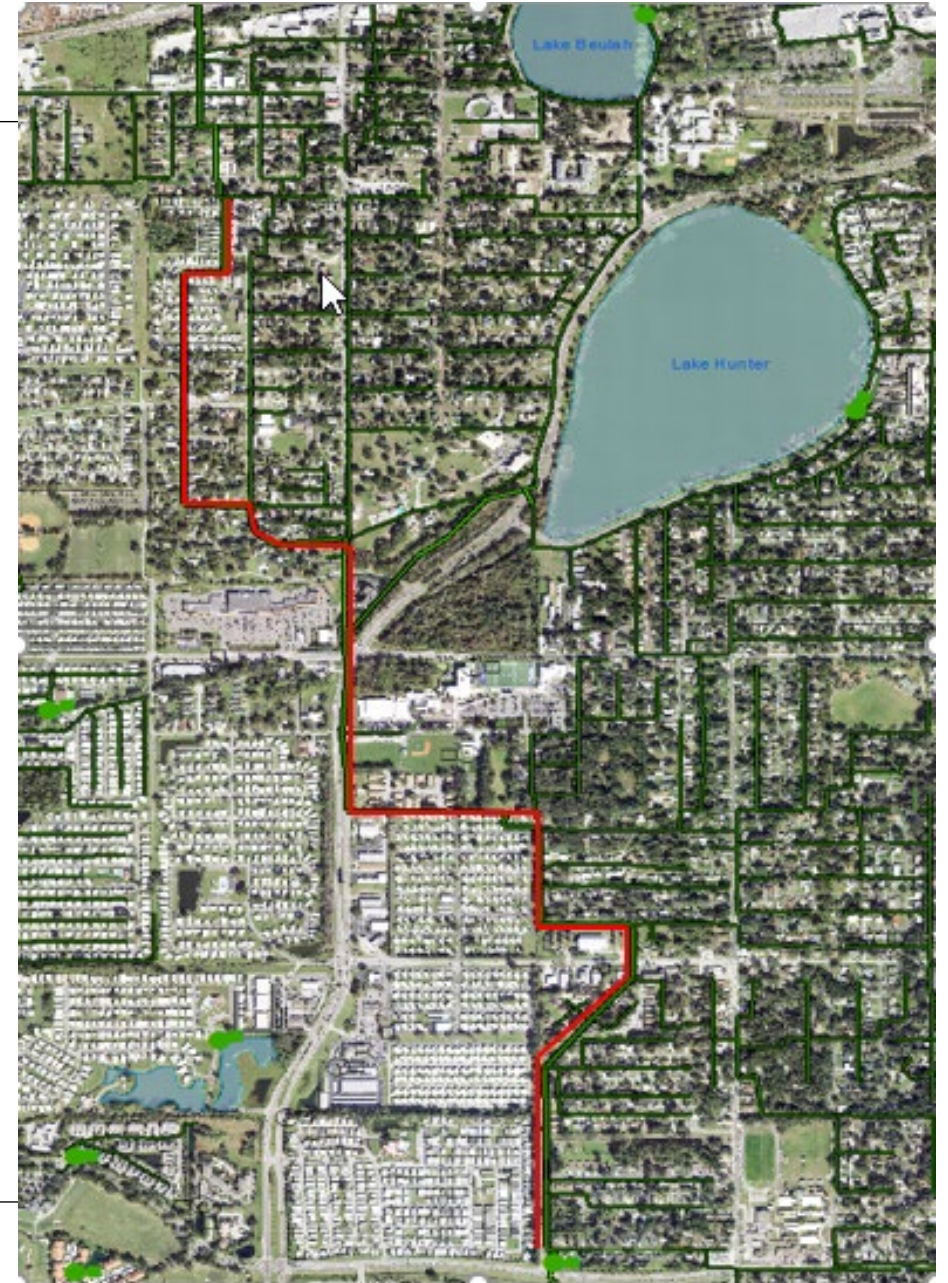
Progressive Design-Build to expedite

Expected Funding:

ARPA Funds

Impact Fees

Capital Improvement Plan





# Wastewater Capacity – Future State – Master Planning

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Task	Start	Anticipated Completion	Status
Notice to Proceed	6/14/2021	6/14/2021	Complete
Review of Existing Conditions	7/18/2021	11/4/2021	Complete
Sewer CAD Model Updating	8/19/2022	2/28/2023	In-Progress
Analyze Current WW System	1/3/2023	2/13/2023	
Develop Future Population/Flow Criteria	9/21/2022	3/9/2023	In-Progress
Update Model w/Future Flows	2/20/2023	3/1/2023	
Strategic Planning for Deficiencies & Growth	3/2/2023	5/10/2023	
Capital Improvement Planning	4/20/2023	5/10/2023	
Reports	3/1/2023	7/24/2023	

### Reduction of Inflow & Infiltration

- Inflow-groundwater that seeps into the sewer through cracks or joints
- Infiltration-rainwater that enters the sewer through holes in manholes, improper plumbing connections, or other entry points



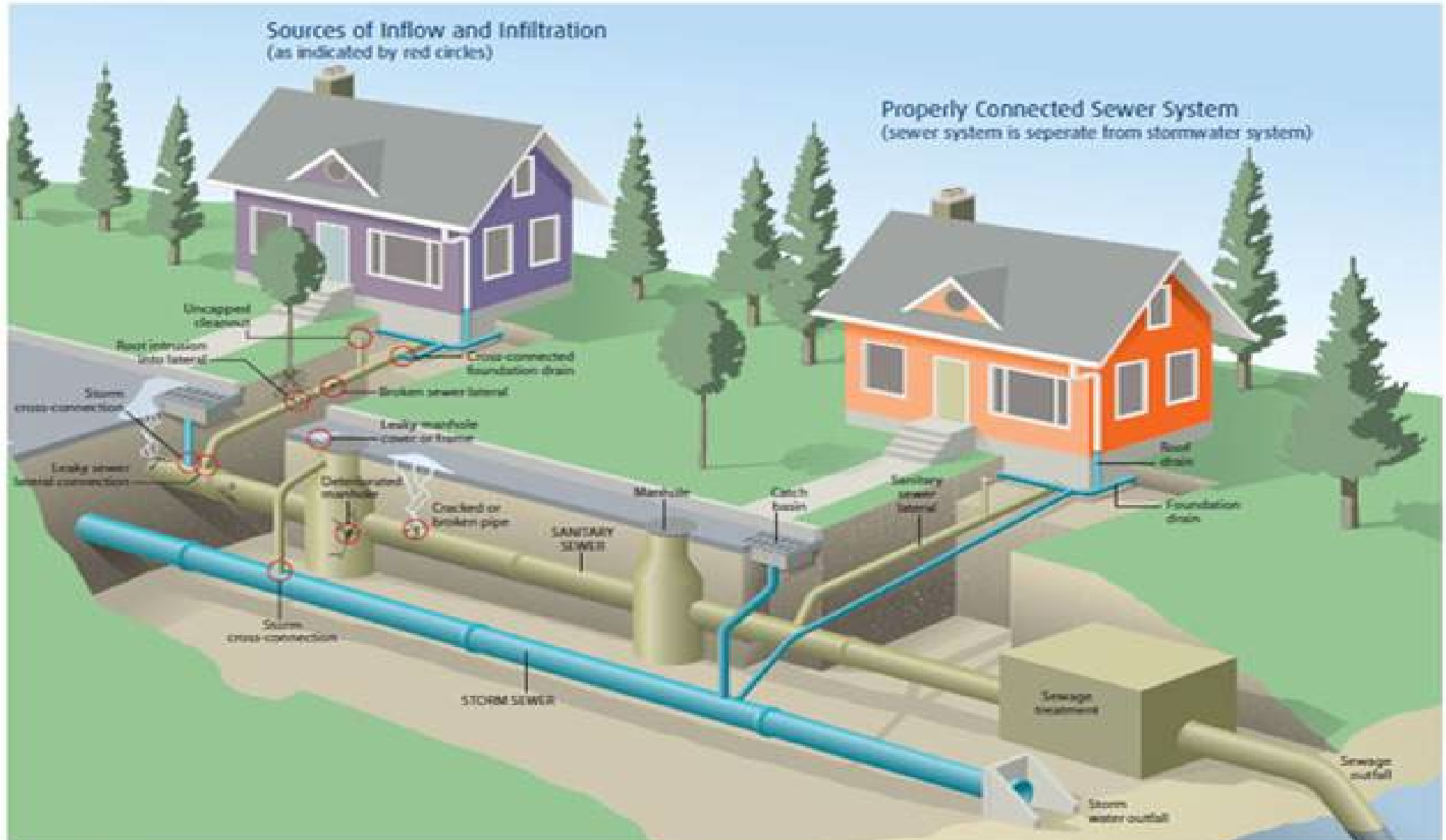
Before Rehab



After Rehab

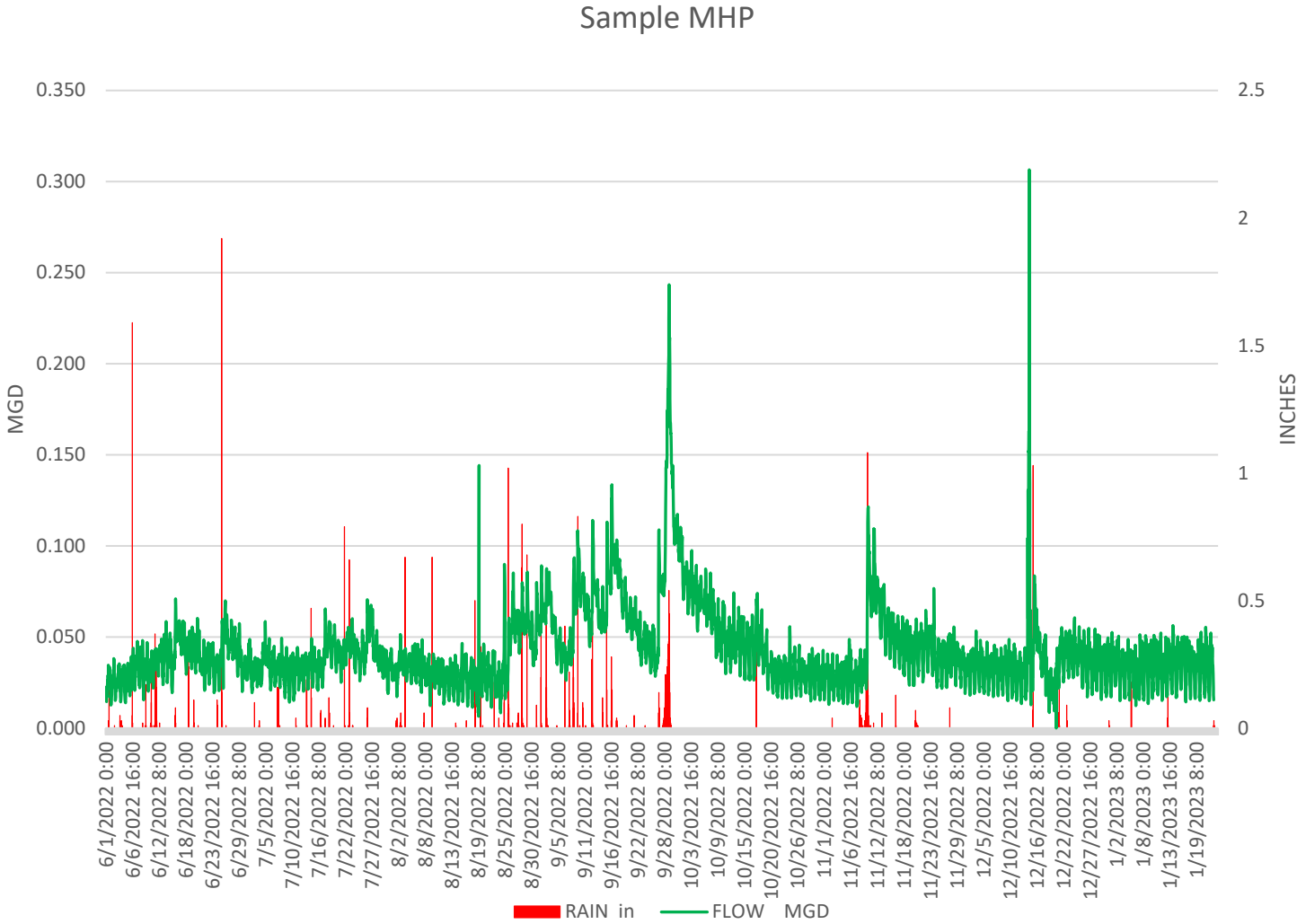
# Wastewater Capacity – Future State – Master Planning – Private Systems

Approx. 300  
private  
systems



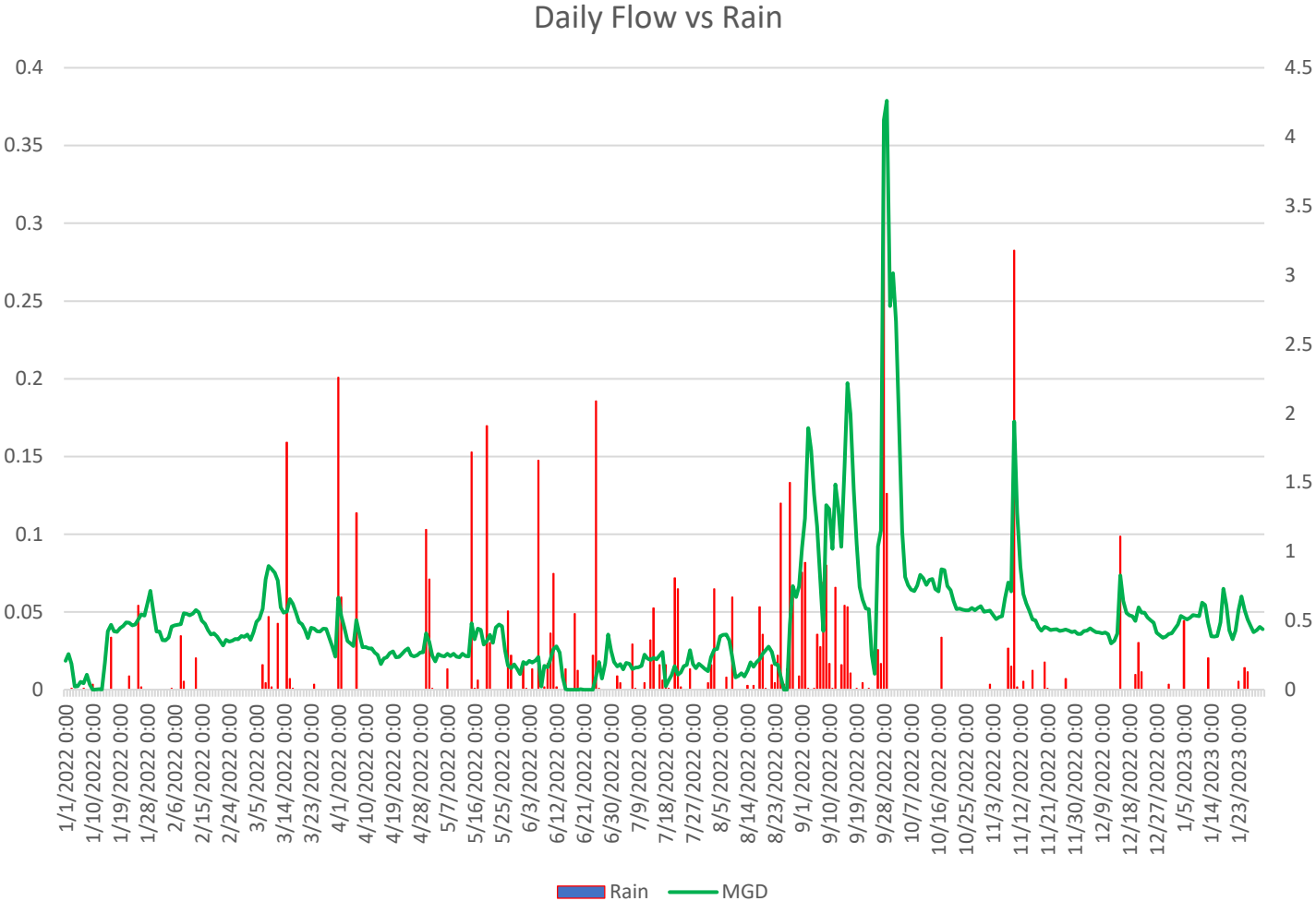
# Wastewater Capacity – Future State – Master Planning – Private Systems

Average Flow during dry periods < 50,000 gal



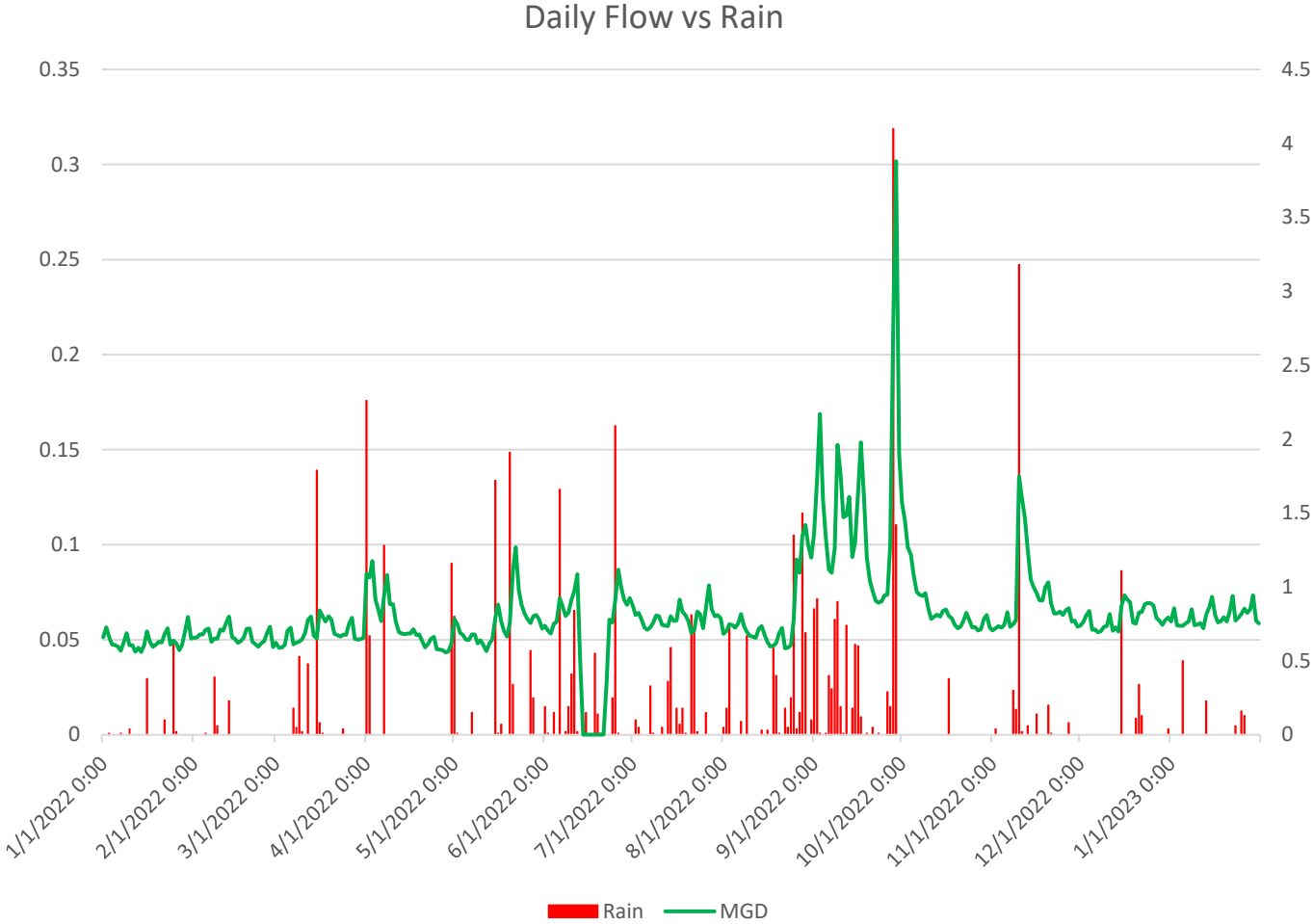
# Wastewater Capacity – Future State – Master Planning – Private Systems

Average Flow during  
dry periods < 50,000 gal



# Wastewater Capacity – Future State – Master Planning – Private Systems

Average Flow during dry periods – 60,000 gal



# Wastewater Capacity – Future State – Master Planning –Private Systems

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ORDINANCE NO.

PROPOSED ORDINANCE NO.

- Approx. 300 private systems
- Glendale Influent Flow
  - Jan-Apr 2022 9.2MGD (Dry Season)
  - Jul-Oct 2022 10.9 MGD (Wet Season)
- Preliminary approval from FDEP

AN ORDINANCE OF THE CITY OF LAKELAND REGULATING PRIVATE WASTEWATER SYSTEMS; ADOPTING FINDINGS; ESTABLISHING MINIMUM UNIFORM MAINTENANCE AND MONITORING REQUIREMENTS FOR PRIVATE WASTEWATER COLLECTION AND TRANSMISSION SYSTEMS; DEFINING KEY TERMS; DELEGATING INSPECTION AND SAMPLING AUTHORITY TO THE DIRECTOR OF WATER UTILITIES; IMPOSING OPERATION AND MAINTENANCE REQUIREMENTS; IMPOSING REPORTING AND RECORD KEEPING REQUIREMENTS; ESTABLISHING A COMPLIANCE GRACE PERIOD; PROVIDING FOR FEES; CREATING ENFORCEMENT REMEDIES; GRANTING JURISDICTION TO THE CITY'S CODE ENFORCEMENT BOARD; PROVIDING FOR RESOLUTION OF CONFLICT WITH OTHER LAW; PROVIDING FOR SEVERABILITY; PROVIDING AN EFFECTIVE DATE.





**Thank You.**





# TARGET AREA 1: Infrastructure - Transportation

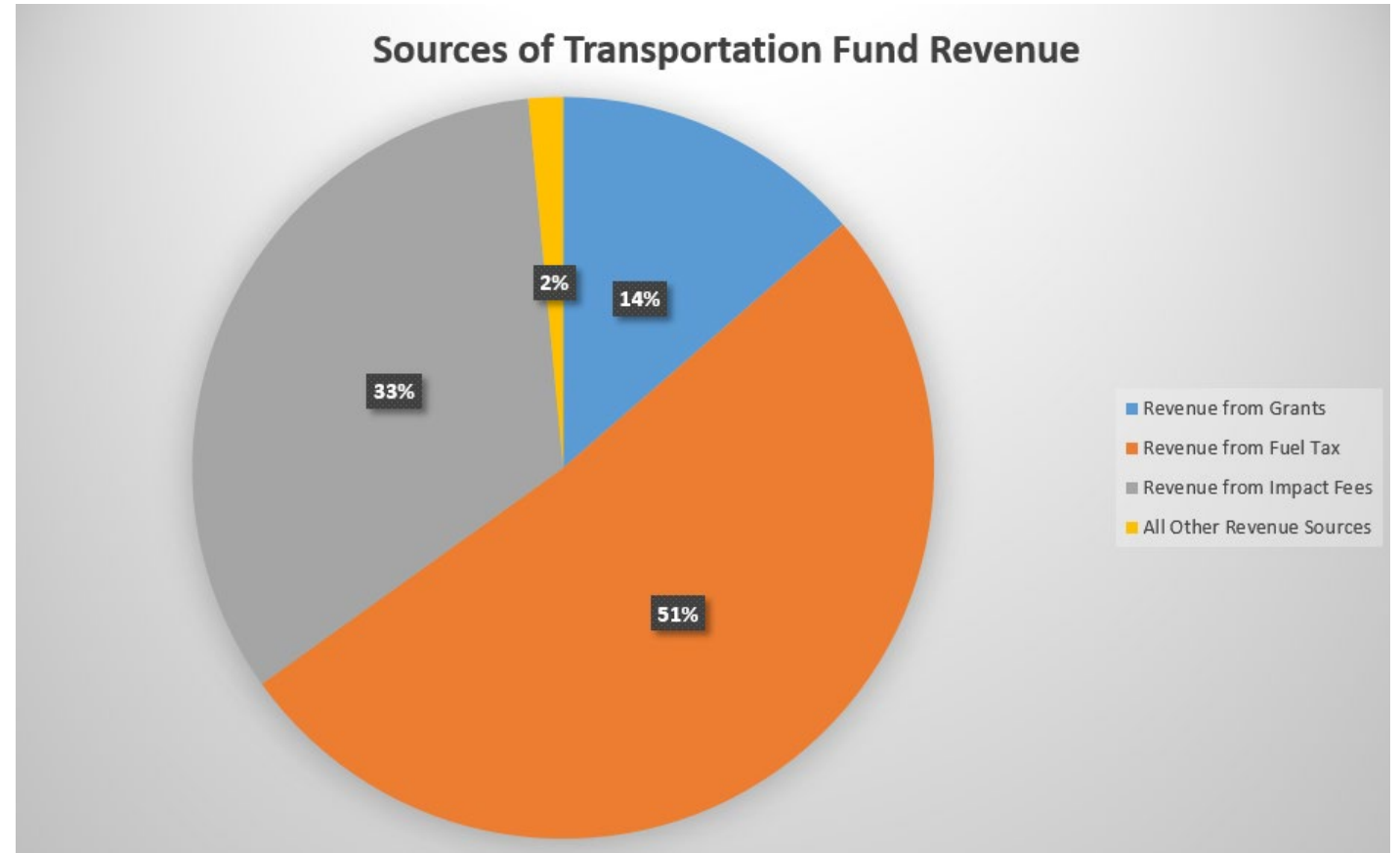
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Presented by:  
Heath Frederick, Chuck Barmby,  
Mike Brossart

## Target Area 1 (Infrastructure) - Transportation

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- 2023 Estimated Transportation Fund Revenue
- Fuel Tax - \$6,679,686
- Transfer from Impact Fees - \$6,213,290
- Revenue from Grants - \$3,365,719
- Other Sources - \$93,763
- Total Revenue = \$16,352,458



## Target Area 1 (Infrastructure) - Transportation

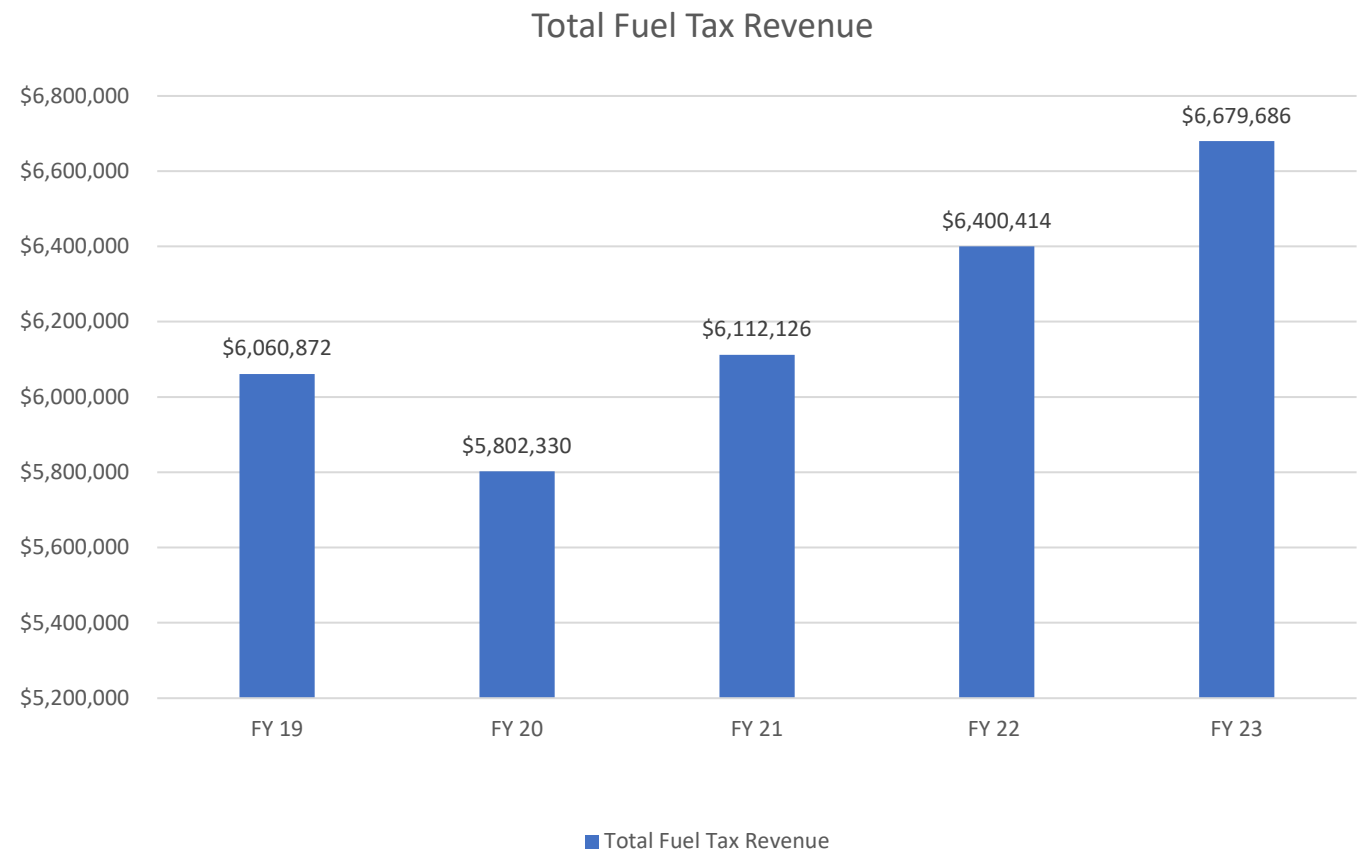
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- 2022 Maintenance Obligations and Expenditures
- 831 lane miles of roadway
- 22 miles of alleyways
- 385 miles of sidewalk
- 31 miles of multi-use trails
- 31 current request for Traffic Calming measures (\$1.25 million)
- 2022 Total Maintenance Costs = \$10 million

2022 Transportation Fund Maintenance Expenditures = \$4.6 million

# Target Area 1 (Infrastructure) - Transportation

- 2022 Actual Fuel Tax Revenue  
\$6,400,414
- 2023 Estimated Fuel Tax Revenue  
\$6,679,686



## Target Area 1 (Infrastructure) - Transportation

Year	Current Gas Tax Revenue Projections	Maint Costs vs Total Rev	Current Maint	Maint with (Inflation & Inventory Growth)	Annual Shortfall
2023	\$ 6,679,686	80.0%	\$ 5,000,000	\$ 5,000,000	\$0
2024	6,746,483	80.0%	5,397,186	5,585,512	(188,325)
2025	6,813,948	80.0%	5,451,158	5,780,408	(329,250)
2026	6,882,087	80.0%	5,505,670	5,982,105	(476,435)
2027	6,950,908	80.0%	5,560,726	6,190,840	(630,114)
2028	6,985,663	80.0%	5,588,530	6,406,858	(818,328)
2029	7,020,591	80.0%	5,616,473	6,630,414	(1,013,942)
2030	7,055,694	80.0%	5,644,555	6,861,771	(1,217,216)
2031	7,090,972	80.0%	5,672,778	7,101,200	(1,428,422)
2032	7,126,427	80.0%	5,701,142	7,348,984	(1,647,842)
2033	\$ 7,162,059	80.0%	\$ 5,729,647	\$ 7,605,414	(\$1,875,766)
				<b>Average</b>	<b>(960,000)</b>

# LONG-RANGE TRANSPORTATION



**Comprehensive Plan: Our Community 2030**

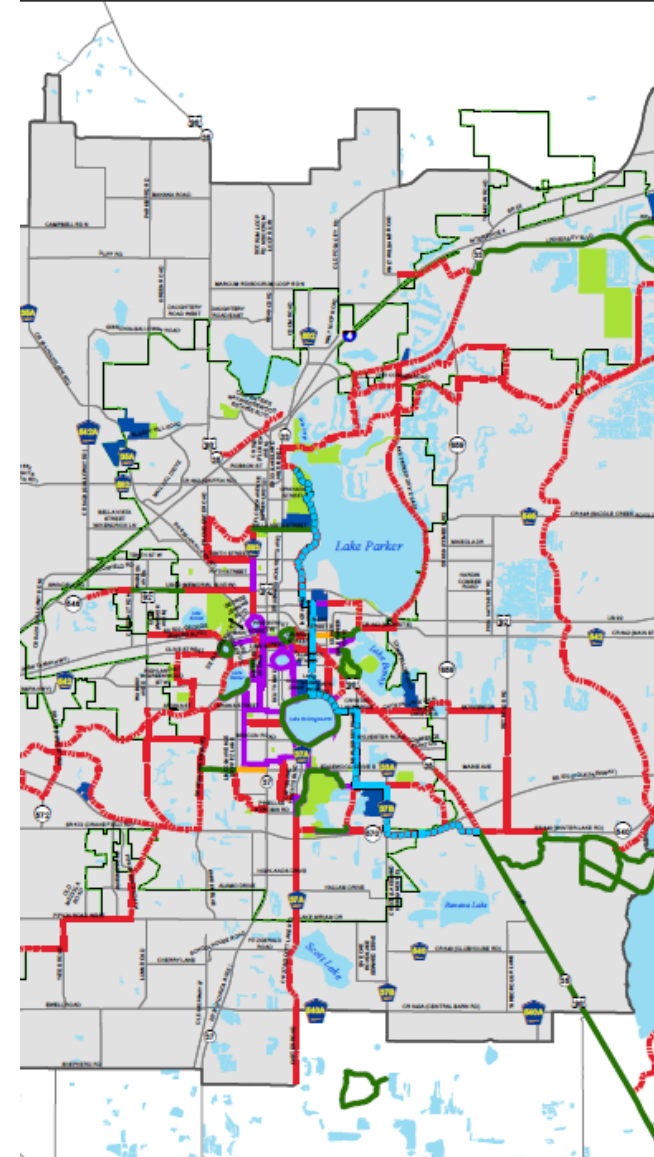
### **Key Issues**

- April 2020 to April 2022, Lakeland's population increased by 7,638 persons, representing a 3.4% annual increase. (**120,279**)
- 2030 Population Estimate: **127,236**
- Southwest, Northeast and Downtown areas
- Infrastructure Reviews – “Concurrency”
  - Transportation
  - Water
  - Wastewater
  - Schools
  - Parks and Recreation



# Safe and Convenient Mobility Options

*Transportation systems  
for everyone, everywhere*





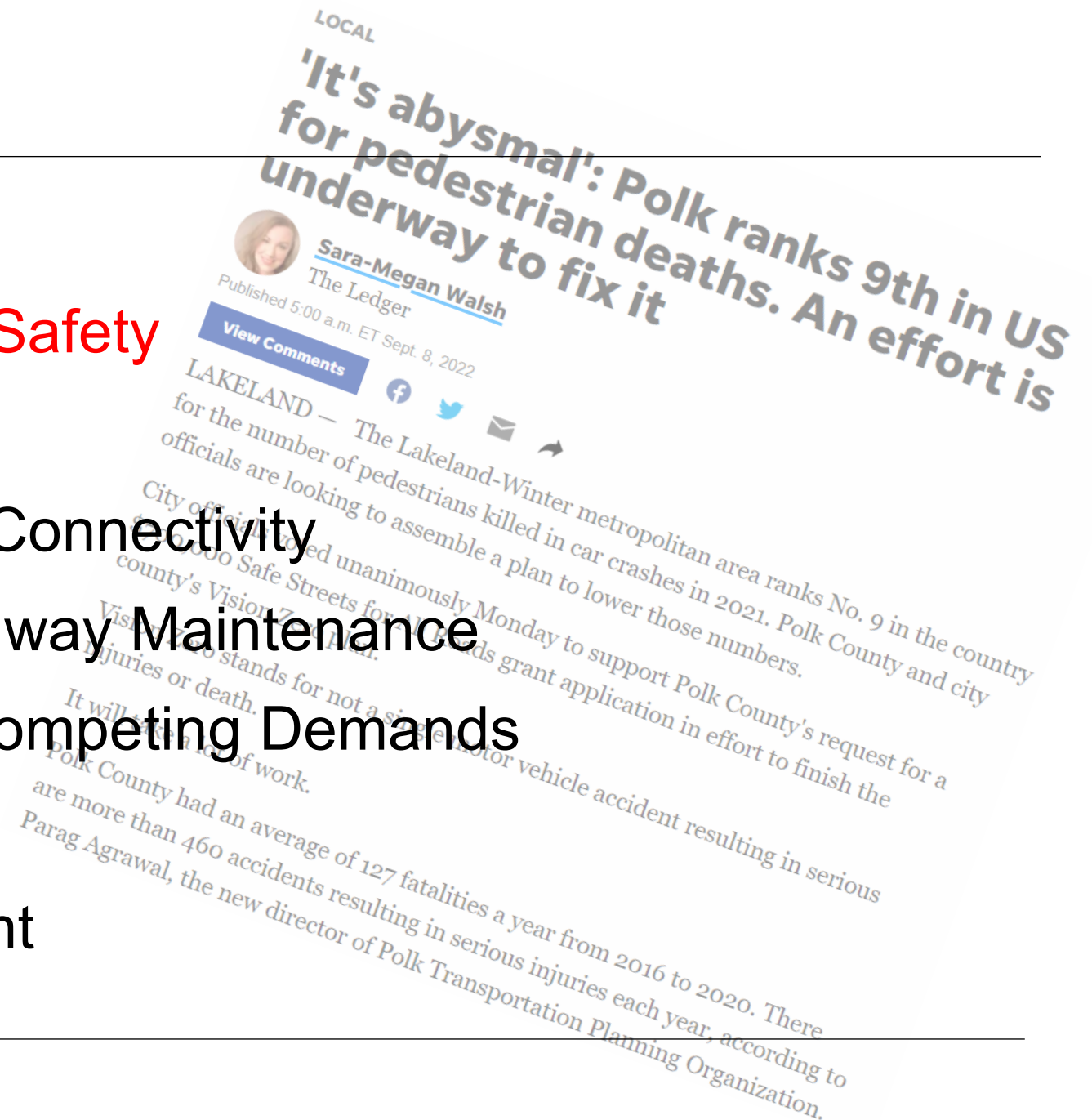
# Lakeland Growth & Transportation

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## Key Issues

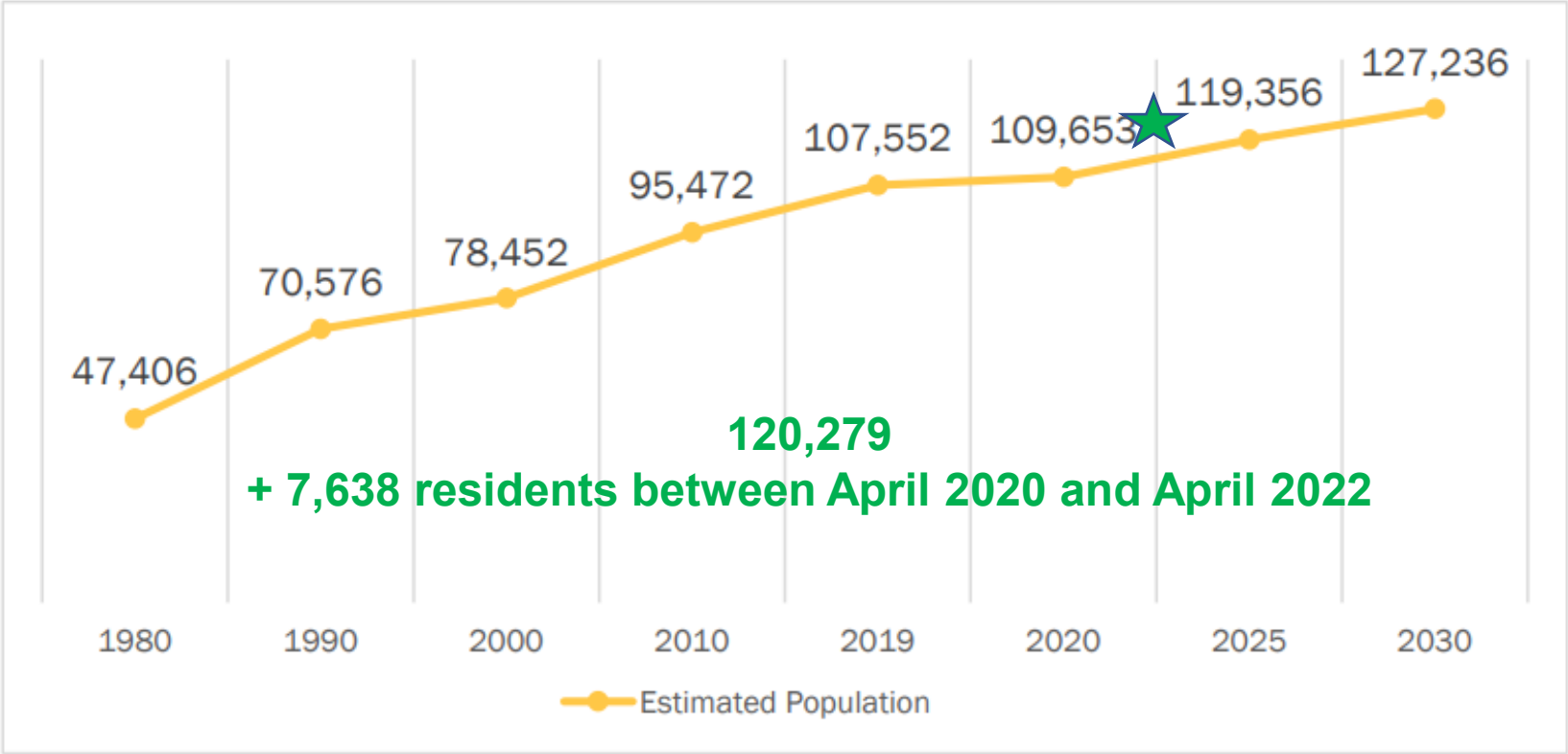
- Vision Zero Safety Goal - **Safety**
- Rapid Growth
- Transportation Options & Connectivity
- Traffic Congestion & Roadway Maintenance
- Funding Constraints vs. Competing Demands
- “Legacy” Priority Projects

Freight & Goods Movement

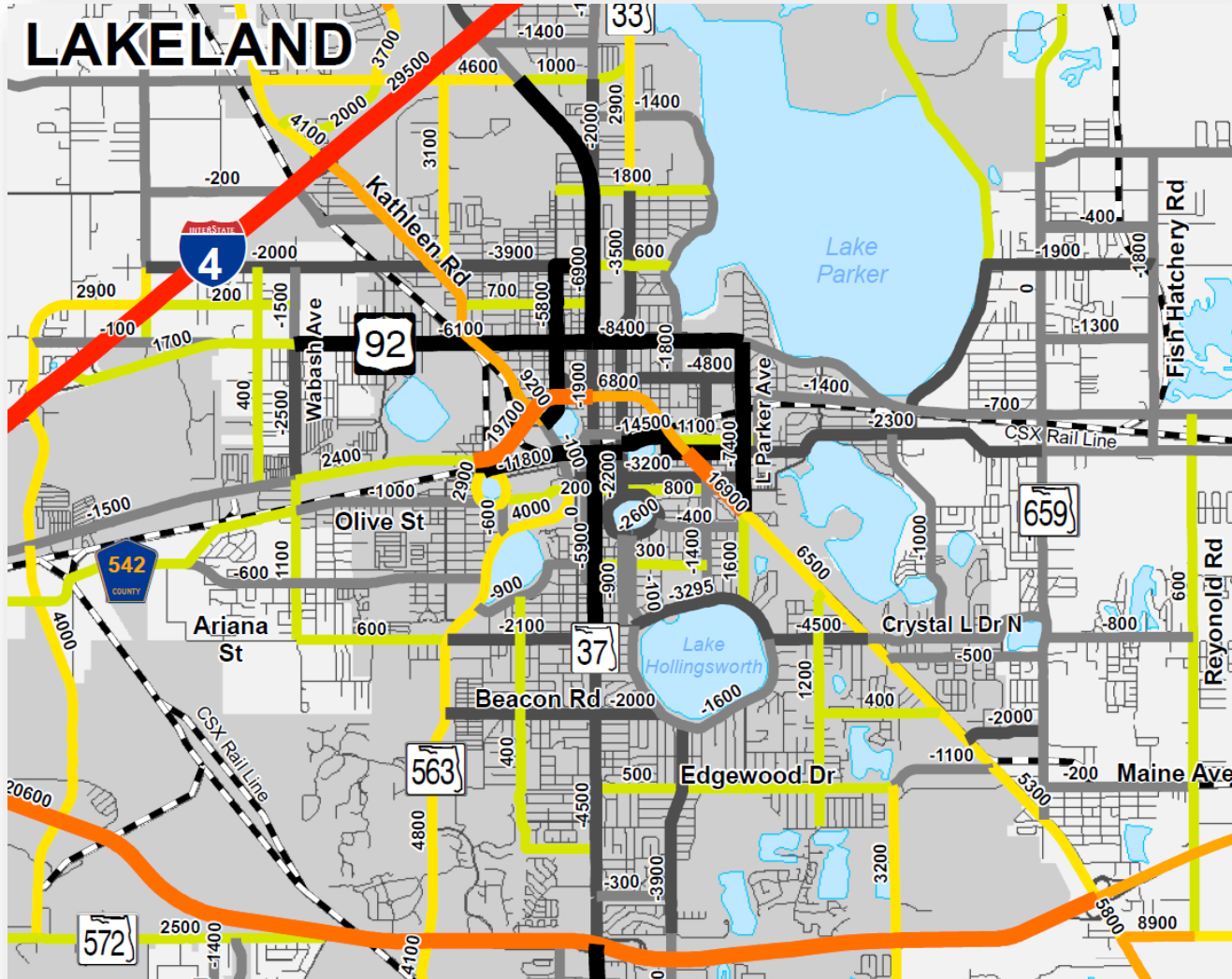


# Lakeland Growth & Transportation

**FIGURE 1-1:  
ESTIMATED AND PROJECTED PERMANENT POPULATION WITHIN CITY LIMITS**



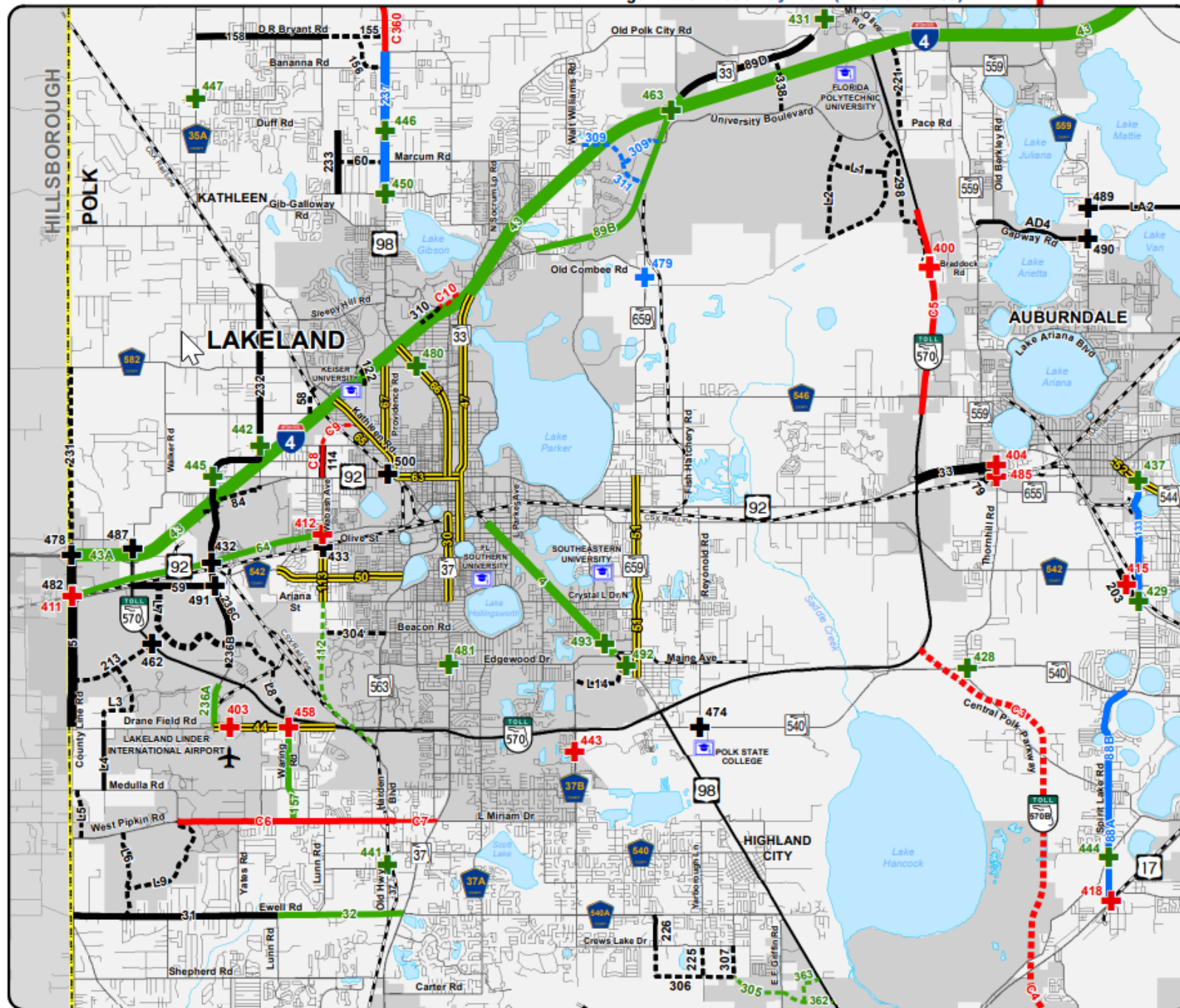
# Lakeland Area Traffic Volume Trends



- ✓ Traffic diversion to the Polk Parkway
- ✓ Construction of the In-Town Bypass
- ✓ Improvements on parallel corridors (Kathleen Road)
- ✓ Lake Mirror Park & Downtown Street Changes
- ✓ Opening of Lakeside Village

Source: Polk TPO

Figure 4-5: Roadway Plan (Lakeland Area)



# **MOMENTUM** **2045** **2045 Cost-Feasible Highway Network Lakeland Area**

## **Legend**

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

- |                                      |                  |
|--------------------------------------|------------------|
| <b>Road Widening</b>                 | <b>New Roads</b> |
| 2 to 3/4 Lanes                       | 2 Lanes          |
| 4 to 6 Lanes                         | 4 Lanes          |
| Intersection/Interchange Improvement |                  |

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

- |                                      |                          |
|--------------------------------------|--------------------------|
| <b>Road Widening</b>                 | <b>New Roads</b>         |
| 2 to 4 Lanes                         | 2 Lanes                  |
| 4 to 6 Lanes                         | 6 Lanes                  |
| 6 to 10 Lanes                        | Complete Street Corridor |
| Intersection/Interchange Improvement |                          |

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

- |                                      |                  |
|--------------------------------------|------------------|
| <b>Road Widening</b>                 | <b>New Roads</b> |
| 2 to 4 Lanes                         | 2 Lanes          |
| 4 to 6 Lanes                         |                  |
| Intersection/Interchange Improvement |                  |

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

- |                                      |                  |
|--------------------------------------|------------------|
| <b>Road Widening</b>                 | <b>New Roads</b> |
| 2 to 3/4 Lanes                       | 2 Lanes          |
| 4 to 6 Lanes                         | 4 Lanes          |
| Intersection/Interchange Improvement |                  |



Polk Transportation  
Planning Organization

AMENDED  
December 9, 2021



### **Roadway Capacity**

- State Road 33 & Exit 38 Interchange (FDOT) - **\$197 Million**
  - \$2+ Million Local Contribution
  - Includes SR 33 Four-Lane Improvement north of Old Combee Road and Wildlife Crossings
- South Wabash Avenue Extension (City) - **\$35 Million**
- US 98/Bartow Road (FDOT)
  - Reduced scope of legacy priority (2013) - **\$30 Million**
- Lakeland Park Drive Extension Phase II (City)
- Airport Area (SR 572/Airport Rd, Waring Rd, Hamilton Rd)



# SOUTH WABASH AVENUE EXTENSION FROM HARDEN BOULEVARD (SR 563) TO ARIANA STREET





### **Multi-Modal & Connectivity**

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

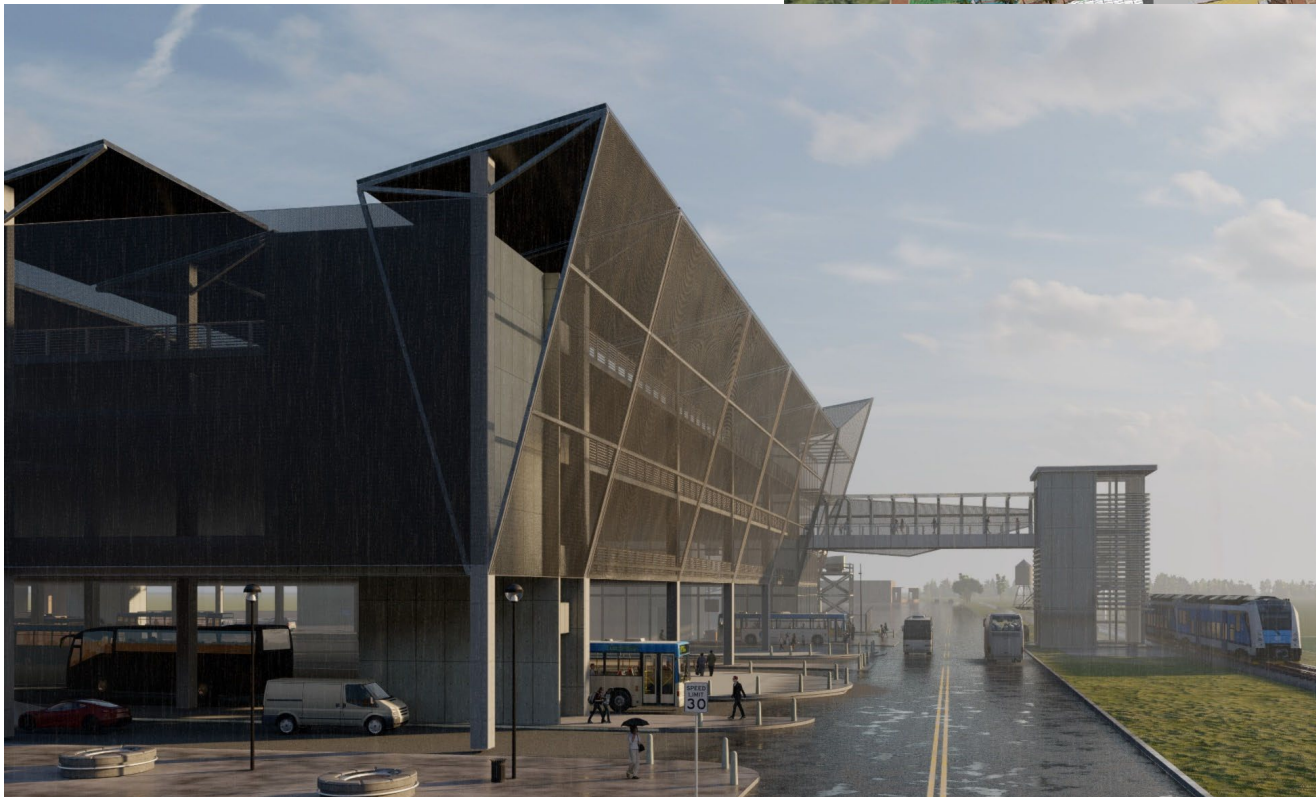


### **Complete Streets**

- South Florida Avenue - \$17 Million
- Providence Road
  - \$4,080,641 in Federal Funding, FDOT Work Program
- SR 33/Lakeland Hills Boulevard (Parkview to Granada)
  - \$1 Million Local Contribution; \$19 Million by FDOT
- US 92/Memorial Boulevard (CSX Overpass to Florida Avenue)
- SR 539/Kathleen Road (Pear Street to Fairbanks Street)



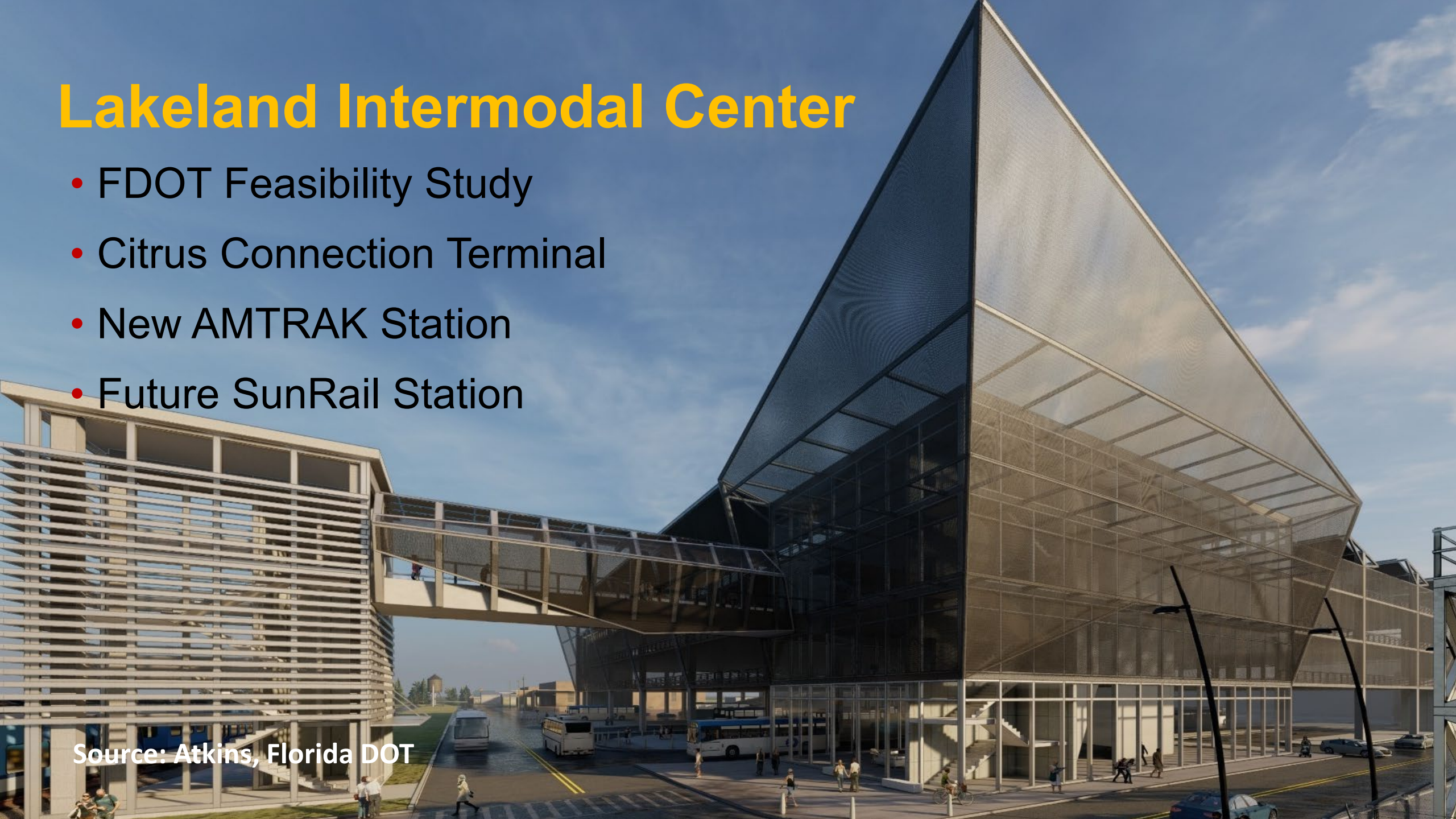
# Lakeland Intermodal Center





# Lakeland Intermodal Center

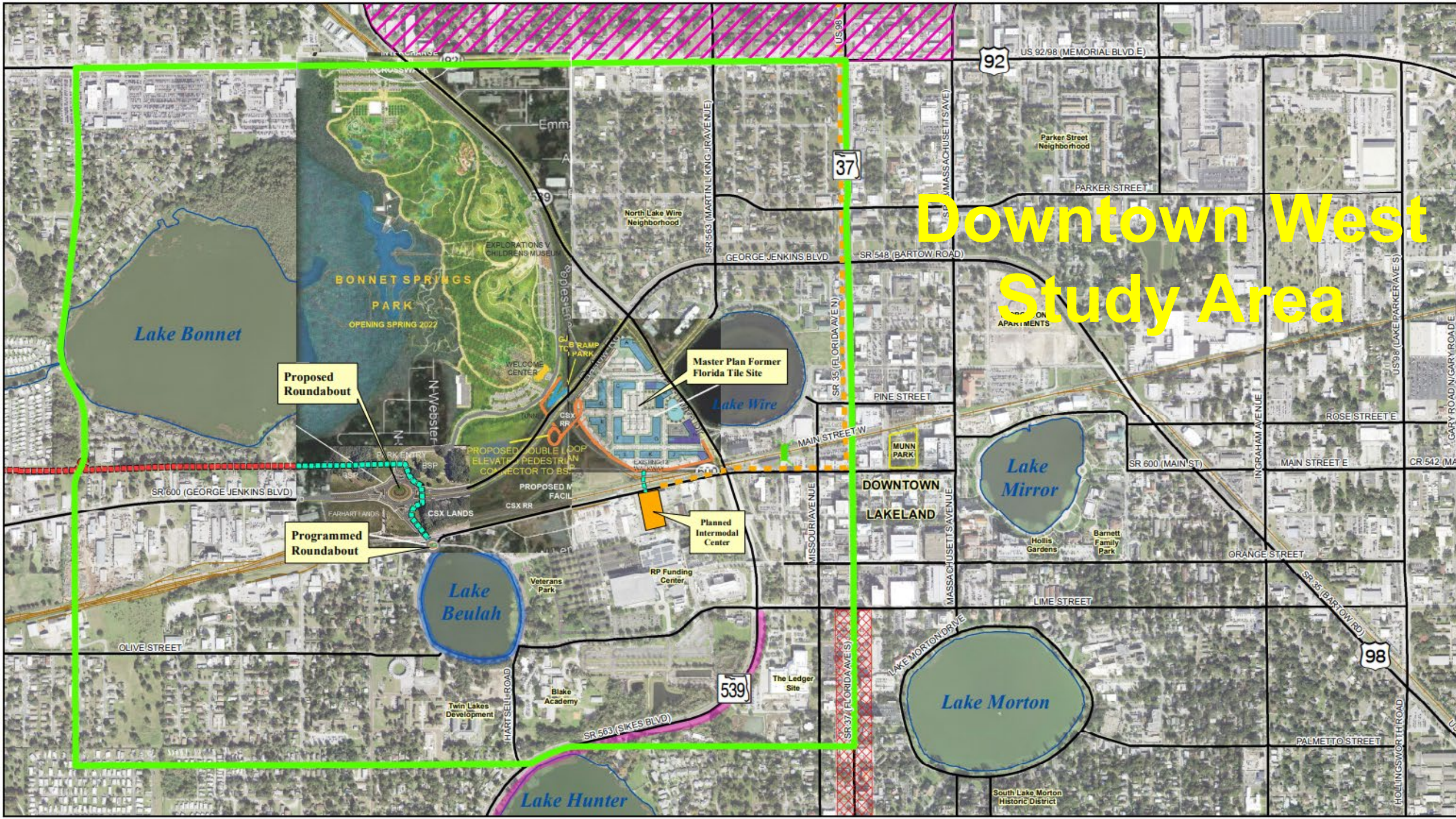
- FDOT Feasibility Study
- Citrus Connection Terminal
- New AMTRAK Station
- Future SunRail Station



Source: Atkins, Florida DOT



# Downtown West Study Area





## Transportation Needs and Conceptual City Share

Improvement	Estimated Cost	City-Share?	Notes
<b>State Road 33 @ Interstate 4 (Exit 38)</b>	<b>\$197 Million</b>		
South Wabash Ave. Extension	\$35 Million	100%	
South Florida Avenue Complete Street	\$17 Million	50%	
US 98 (Bartow Road) – N. of Edgewood	\$56 Million	10%	2036-2045
Lakeland Intermodal Center	\$42 Million	20%	
West Lake Hunter Trail	\$9 Million	15%	
Waring Road Widening	\$43 Million	50%	2036-2045
Lakeland Park Drive Ext. II	\$24 Million	100%	2036-2045
Tradeport Boulevard	\$94 Million	50%	2036-2045
Hamilton Road	\$5 Million	100%	
Lake Miriam Drive	\$4 Million	50%	
Downtown-Bonnet Springs Connector	\$15 Million	50%	
Future SunRail O&M	TBD	TBD	
<b>PRELIMINARY ESTIMATE TOTAL</b>	<b>\$344 Million</b>	<b>\$166 Million</b>	



# Lunch

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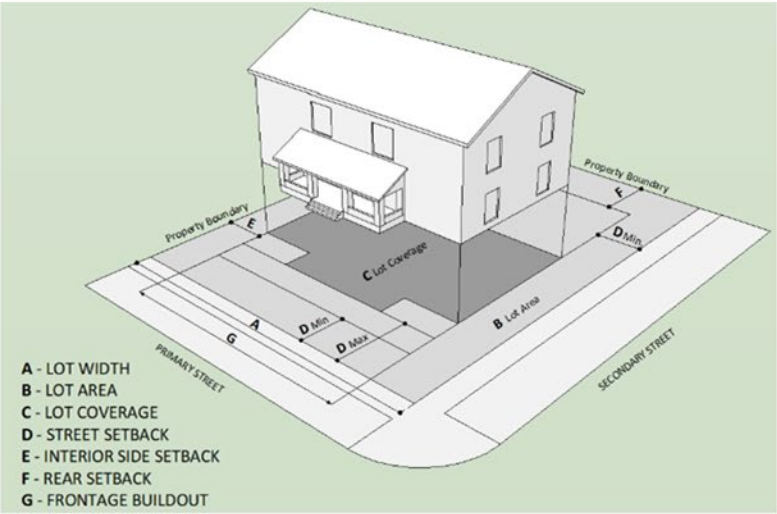
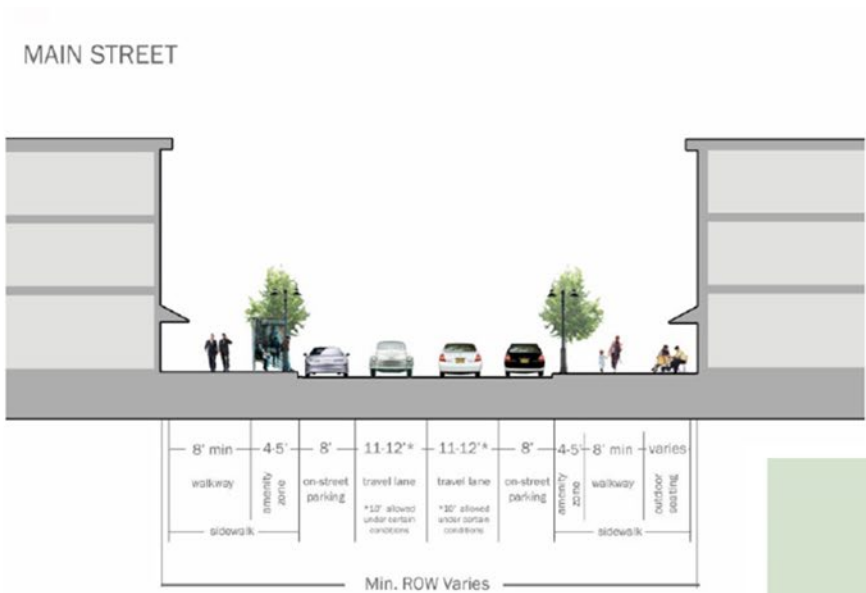


# TARGET AREA 2: Economic Development

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Presented by:  
Community and Economic  
Development

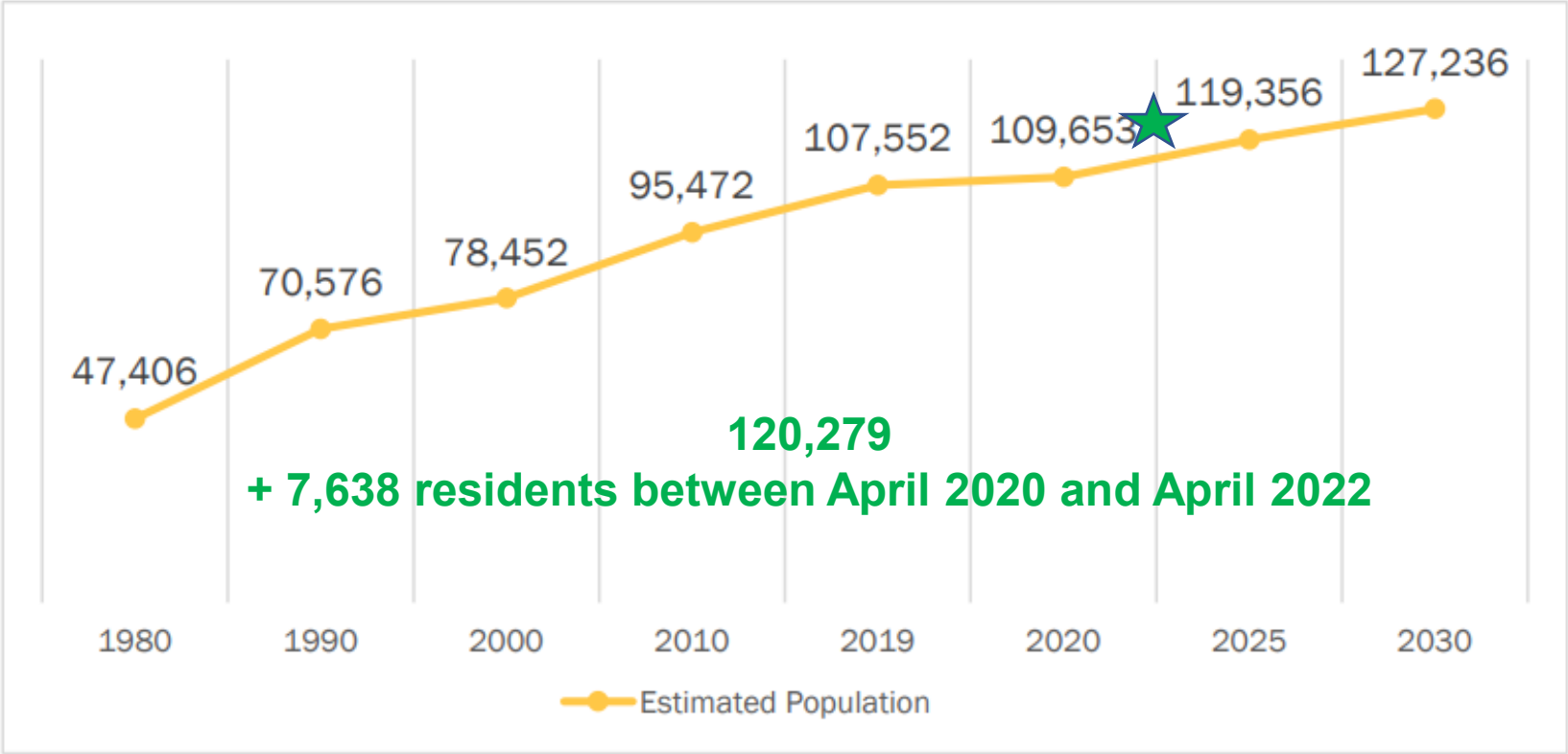
# Smart Growth and Urban Design



Comprehensive Plan: Our Community 2030

# Population Growth

**FIGURE 1-1:  
ESTIMATED AND PROJECTED PERMANENT POPULATION WITHIN CITY LIMITS**





# Growth Sectors

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## High Growth Areas

- Southwest
- Bridgewater & Innovation District
- Downtown/Central
- Southeast Medical Hub



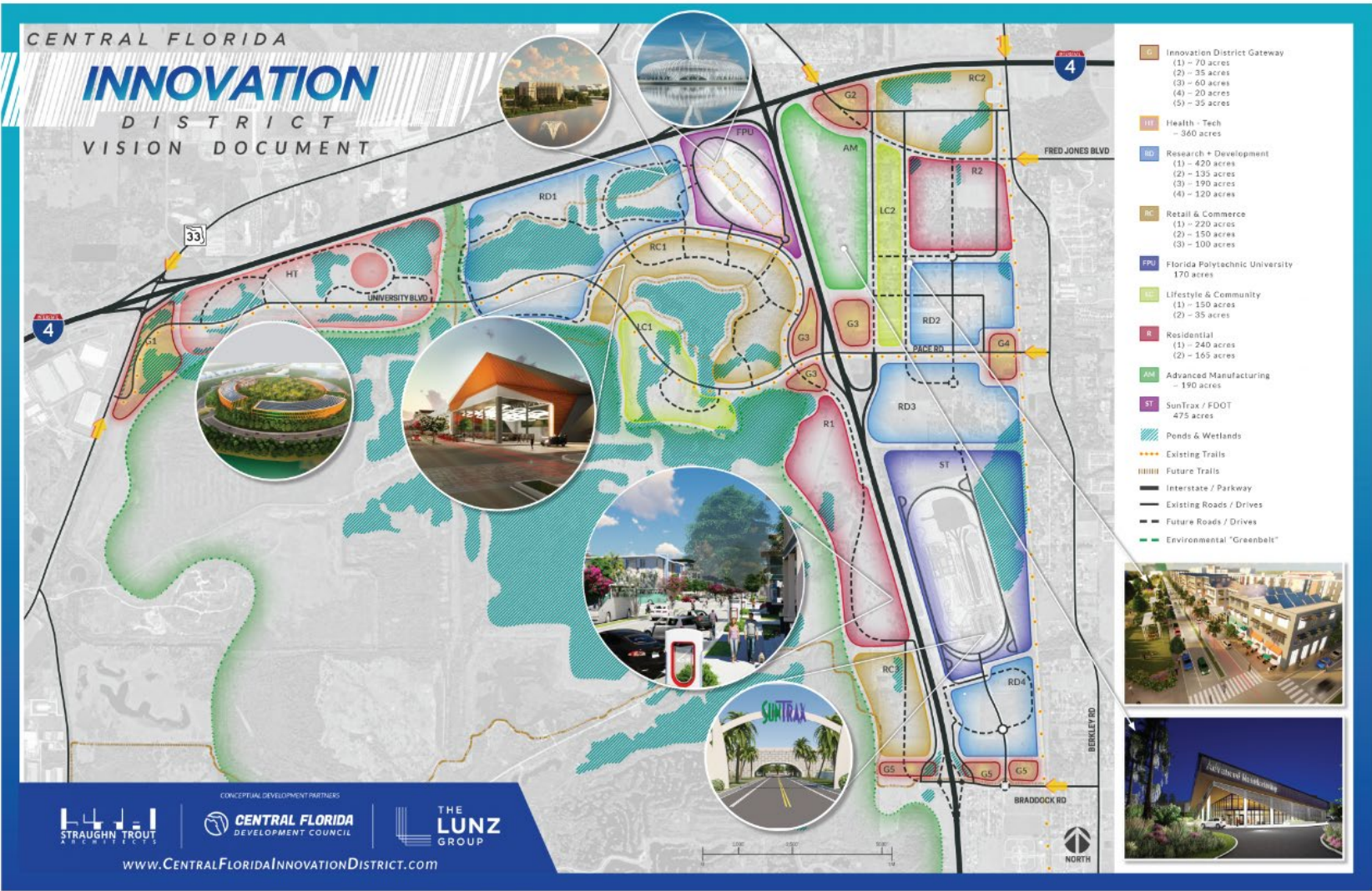
# Southwest Sector

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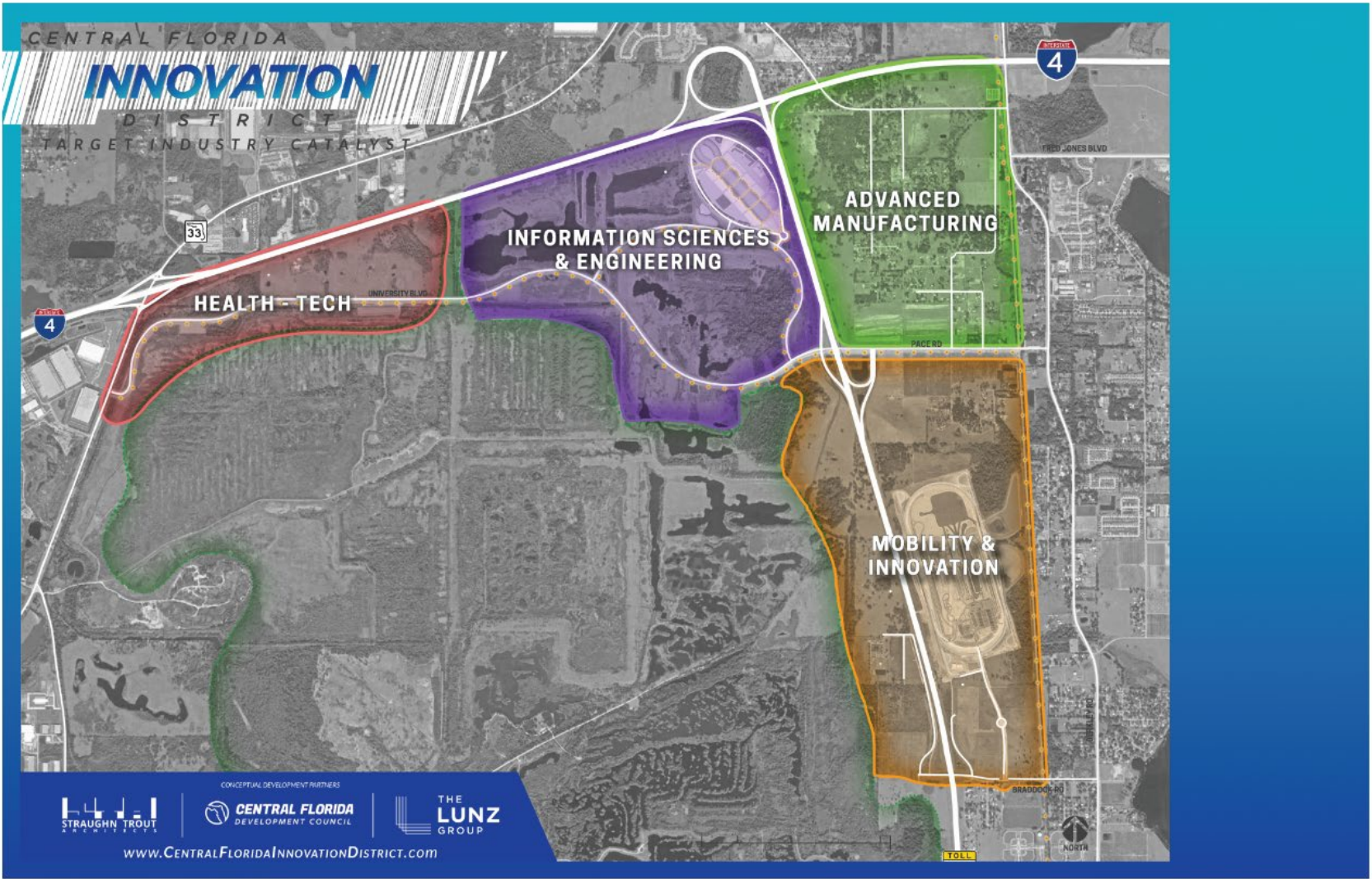


# Innovation District – Vision Map





# Innovation District – Industry Catalysts





# Public-Private Partnerships (P3s)

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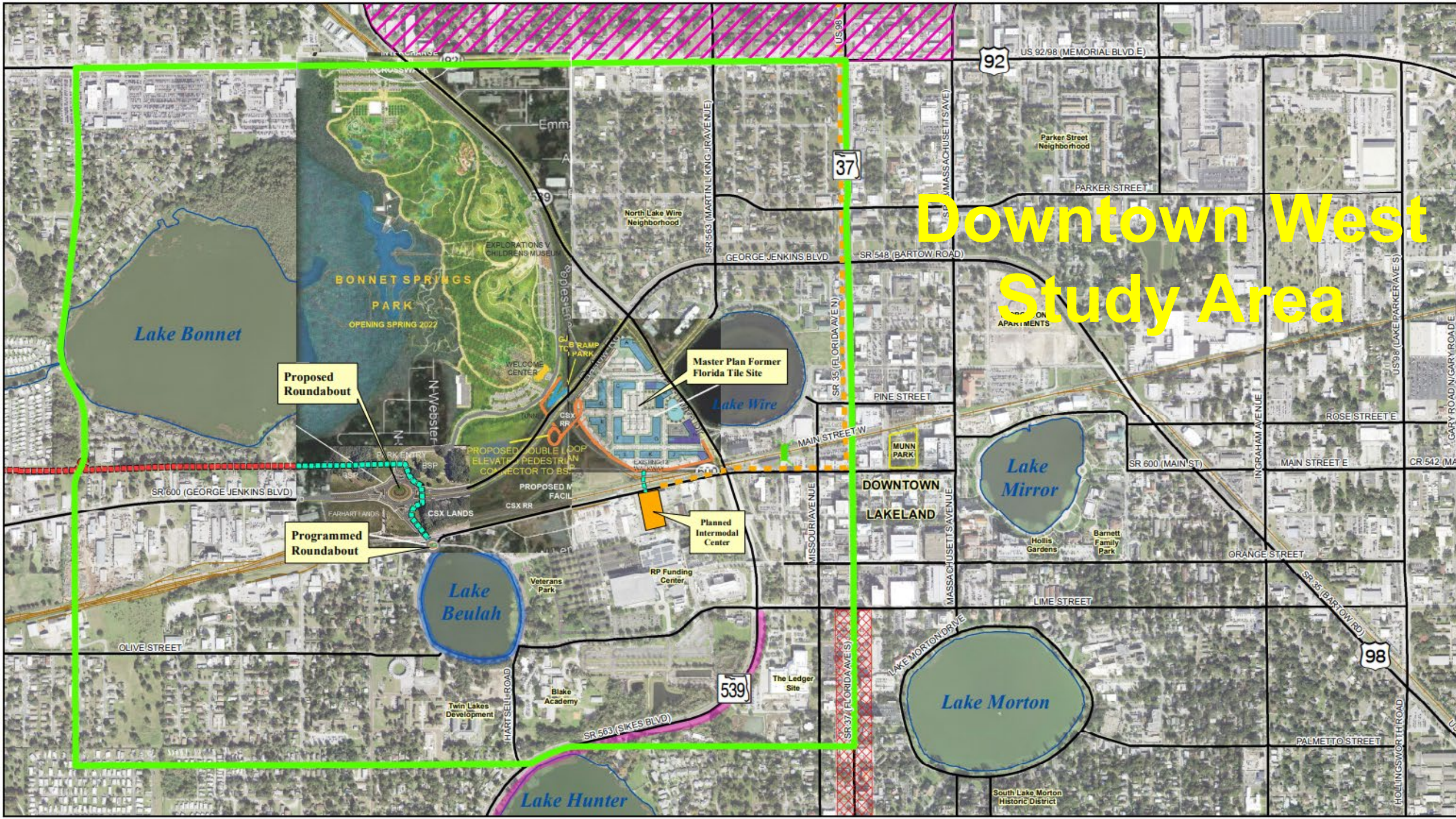


# Public-Private Partnerships (P3s)





# Downtown West Study Area





# Public-Private Partnerships (P3s)

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## Development Agreements





# Development Agreements





# Public-Private Partnerships (P3s)

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High-Speed Rail  
Station Infrastructure



# TARGET AREA 3: Affordable Housing

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Presented by:  
Community and Economic  
Development

# Defining Affordable Housing + Workforce Housing

% OF AREA MEDIAN INCOME	CDBG & HOME UP TO 80% (Federal Funds)				SHIP UP TO 140% (State Funds)		
	EXTREMELY LOW	VERY LOW	LOW		MODERATE		WORKFORCE
	30%	50%	60%	80%	100%	120%	140%
BASED ON FAMILY SIZE	HUD & FHFC	HUD & FHFC	FHFC	HUD & FHFC	FORMULA	FHFC	FHFC
1	14,200	23,650	28,380	37,800	47,300	56,760	66,220
2	18,310	27,000	32,400	43,200	54,000	64,800	75,600
3	23,030	30,400	36,480	48,600	60,800	72,960	85,120
4	27,750	33,750	40,500	54,000	67,500	81,000	94,500
5	32,470	36,450	43,740	58,350	72,900	87,480	102,060
6	37,190	39,150	46,980	62,650	78,300	93,960	109,620
7	41,850	41,850	50,220	67,000	83,700	100,440	117,180
8	44,550	44,550	53,460	71,300	89,100	106,920	124,740

# Affordable Units Completed / Under Construction

Development Name	Location	Status	Total Units	Net Units	1 Bed	2 Bed	3 Bed	Income Level %				
								E LOW 30	V LOW 50%	LOW 60/80	MOD 120	MKT
Banyan Reserve	Providence Road	Completed	139	139	139	0	0		17	122		
Twin Lakes II	Lake Beulah Drive	Completed	132	68	22	62	48		14	118		
Midtown Lofts	Parker Street	Completed	80	72	40	40	0		8	64		8
Swan Lake Village	Griffin Road	Completed	84	84	48	36	0		23	61		
Vermont Place Apartments	Vermont Avenue	Completed	16	16	16	0	0	16				
Infill Homes	Thomas Street and Valencia Street	Completed	2	2	0	0	2			2		
City Line-of-Credit	Martin L. King, Jr. Ave	Completed	2	2	0	0	2				2	
Land Bank	Multiple	Construction	49	49	0	0	0				49	
Lakeland Habitat	1603 Fruitwood Dr. 709 N. Vermont Ave.	Completed	2	2	0	0	2				2	
Parker Pointe	Bella Vista Street	Construction	88	88	26	50	12	14		47 27		
Swan Landing	Griffin Road	Construction	88	88	20	44	24	14	55	19		

**SUBTOTAL      682      610      311      232      90      44      117      460      53      8**

# Affordable Units Planned

Development Name	Location	Status	Total No. of Units	Net No. of Units	1 Bed	2 Bed	3 Bed	Income Level				
								E LOW 30	V LOW 50	LOW 60/80	MOD 120	MKT
Griffin Lofts	Griffin Road east of Baird Ave.	Awarded*	60	60	38	22			10	50		
10th St. Townhomes	10th Street and Saratoga Ave.	Annexation and Zoning	82	82								
Twin Lakes III	Lake Beulah Drive	FHFC Application Submitted**	84	44	17	33	34	30		30		
Onicx	Oak Street	Pending design approval	200	15						15		185
Residences at Westgate	Olive Street	Unfunded	96	96	30	40	22	16		62		
										18		
Neville Apartments	Neville Ave.	Zoning	92	92							92	
SUBTOTAL			614	389	85	95	56	46	10	175	92	185
TOTAL			1296	999	396	327	146	90	127	635	145	193



## Affordable Housing Contributions

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General Fund	\$	500,000.00
CRA	\$	362,000.00
HOME	\$	498,000.00
HOME CHDO	\$	230,918.00
SHIP	\$	120,000.00
Land	\$	2,716,796.00
Impact Fee Waiver	\$	1,521,273.00
<b>Total City Contributions</b>	<b>\$</b>	<b>5,948,987.00</b>
<b>Total Developer Costs</b>	<b>\$</b>	<b>125,233,206.00</b>
<b>Dollars Leveraged</b>	<b>\$</b>	<b>21.00</b>

## Challenges – Home Ownership

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Avg. Home Sales Price	Jan. 2019	\$197,427
Avg. Home Sales Price	Apr. 2022	\$374,613
Avg. Home Sales Price	Dec. 2022	\$341,925
SHIP Purchase Price Limit	Jan. 2023	\$349,526
Avg. Land Bank Sales Price	Jan. 2023	\$251,000
CoL Avg. Rehabilitation Costs	Jan. 2023	\$128/sq. ft.*

\* includes demolition and site prep

# Next Steps

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• Issue Land Bank RFA	57 Lots
• Encumber Unspent Funds	
ARP-SLFRF	\$ 1,000,000
HOME ARP	\$ 1,401,459
General Fund	\$ 500,000
CRA	\$1,471,525



# TARGET AREA 3: Homelessness in the City

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Presented by: Palmer Davis,  
City Attorney

# Homelessness and the Distribution of Food in Public Places

## Legal Considerations

### **City Commission FY2024 Strategic Planning Retreat**

## Homelessness and the Distribution of Food in Public Places

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# Fort Lauderdale Food Not Bombs v. City of Fort Lauderdale

U.S. Court of Appeals for  
the Eleventh Circuit –  
2021 Decision





## Homelessness and the Distribution of Food in Public Places

Fort Lauderdale Food Not Bombs conducted weekly food-sharing events in downtown Stranahan Park “in order to communicate the group’s message that scarce social resources are unjustly skewed towards military projects and away from feeding the hungry” and that “food is a human right, not a privilege, which society has a responsibility to provide for all.”





# Homelessness and the Distribution of Food in Public Places

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- Ft. Lauderdale Park Rule:  
“Parks shall be used for recreation and relaxation, ornament, light and air for the general public. Parks shall not be used for business or social service purposes unless authorized pursuant to a written agreement with City. As used herein, social services shall include, but not be limited to, the provision of food, clothing, shelter or medical care to persons in order to meet their physical needs.”
- Penalty for violation - up to \$500 or 60-days in jail.

## Homelessness and the Distribution of Food in Public Places

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- U.S 11th Circuit Court of Appeals: “We hold simply that the Park Rule is not related to expressive conduct; it has nothing to do with the Plaintiffs’ critique of society’s allocation of scarce resources between welfare and defense spending.”
- Because the Park Rule was a time, place and manner restriction rather than a content-based regulation, only intermediate constitutional scrutiny applied – the Park Rule must be “narrowly drawn to further a substantial governmental interest.”

## Homelessness and the Distribution of Food in Public Places

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- 11th Circuit found that the City had “a substantial interest in ensuring the ability of its citizens to enjoy whatever benefits the city parks have to offer” and in mitigating the sanitation and other logistical problems that crowded food distribution events cause.

## Homelessness and the Distribution of Food in Public Places

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- Second prong of analysis: Rule must be “narrowly-tailored” to serve the government’s interest and leave open ample alternative channels for communication of a message.
  - “[T]he requirement of narrow tailoring is satisfied so long as the regulation promotes a substantial governmental interest that would be achieved less effectively absent the regulation and the means chosen are not substantially broader than necessary to achieve the government’s interest.”



## Homelessness and the Distribution of Food in Public Places

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- 11th Circuit struck down the Park Rule because it imposed a permitting requirement without any standards to guide City officials' discretion over whether to grant a permit.
  - The Rule simply banned social service food sharings “unless authorized pursuant to a written agreement with the City.”
  - Lack of standards allowed for arbitrary enforcement and even discrimination based on viewpoint.
- “For a model of a narrower regulation targeting more or less the same interests, the City need only have looked 218 miles to the northwest.”

# Homelessness and the Distribution of Food in Public Places

## First Vagabonds Church of God and Orlando Food Not Bombs v. City of Orlando

U.S. Eleventh Circuit Court  
of Appeals— 2011





## Homelessness and the Distribution of Food in Public Places

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- In 2005, Orlando Food Not Bombs began distributing free food at Lake Eola Park every Monday at 8:00 a.m. and every Wednesday at 5:00 p.m. The free feedings ordinarily attracted between 50 and 120 people.
- First Vagabonds Church of God, a religious organization of about 40 members, most of whom were homeless, began conducting weekly services that included group feedings at Lake Eola Park.

## Homelessness and the Distribution of Food in Public Places

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- Complaints from residents of the surrounding neighborhood - City enacted an ordinance to regulate feedings of large groups at central public parks.
- The ordinance required sponsors of feedings of large groups within the Greater Downtown Park District to obtain a permit, and the ordinance limited the number of permits that a permittee could obtain for any one park to two per year.
- The ordinance defined a “large group feeding” as “an event intended to attract, attracting, or likely to attract twenty-five (25) or more people for the delivery or service of food.”



## Orlando Food Not Bombs and First Vagabonds Church of God Sued

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- 11th Circuit Holding: The City of Orlando has a substantial interest in managing park property and spreading the burden of large group feedings throughout a greater area. The ordinance is a reasonable time, place and manner restriction.
- Orlando Food Not Bombs can obtain two permits a year for each of the 42 parks in the Greater Downtown Parks District, which allows for a total of 84 group feedings a year at parks within a two-mile radius of City Hall.
- The ordinance places no restrictions on the number of large group feedings Orlando Food Not Bombs can sponsor at any of the other 66 parks located outside the Greater Downtown Parks District.
- The ordinance leaves open ample alternative channels of communication – Orlando Food Not Bombs may conduct as many political rallies, demonstrations and distributions of literature in Lake Eola Park or any other park as it likes.

# Florida Religious Freedom Restoration Act

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- 761.03 Free exercise of religion protected.—
  - (1) The government shall not substantially burden a person's exercise of religion, even if the burden results from a rule of general applicability, except that government may substantially burden a person's exercise of religion only if it demonstrates that application of the burden to the person:
    - (a) Is in furtherance of a compelling governmental interest; and
    - (b) Is the least restrictive means of furthering that compelling governmental interest.

## Homelessness and the Distribution of Food in Public Places

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### **First Vagabonds Church of God vs. City of Orlando (cont.)**

- A substantial burden on the free exercise of religion, as element for a claim under the Florida Religious Freedom Restoration Act (FRFRA), is one that either compels the religious adherent to engage in conduct that his or her religion forbids or forbids him or her to engage in conduct that his religion requires.
- 11th Circuit Findings:
  - Requiring the Church to rotate its services among multiple parks was an inconvenience, but not a substantial burden, on the exercise of religion.
  - Laws that merely inconvenience the exercise of religion do not violate FRFRA

## Homelessness and the Distribution of Food in Public Places

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- The Act does not provide the Church with a right to conduct its services at any location it desires; it does not guarantee access to the City's most desirable park (or, for that matter, any park at all).
- At most, what the FRFRA does is ensure that the City may not, without a compelling interest, affirmatively forbid the Church from feeding its members as part of its religious services.



# Homelessness and the Distribution of Food in Public Places

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## Questions?



# Break

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# TARGET AREA 4: City Hall Communication

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Presented by:  
Shawn Sherrouse City Manager



# Workforce Sustainability

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Presented by:  
Shawn Sherrouse,  
City Manager



## National Trends Remain Alarming

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**Route Fifty – National Publication for State & Local Government Leaders:**

**January 2023 Survey of Young Adults Ages 18 - 29:**

- **Only 14% want a career in local government**
  - **Personal fulfillment (49%)**
  - **Societal Impact (3%)**

# Generations in the CoL Workforce

Generations	FY18	FY19	FY20	FY21	FY22	FY23	% Change FY18-FY23
<b>Generation Z</b> (1996-Present)	2.48%	3.27%	3.35%	4.66%	6.66%	9.50%	283%
<b>Millennials or Generation Y</b> (1977-1995)	34.23%	36.88%	37.40%	40.48%	41.76%	42.41%	24%
<b>Generation X</b> (1965-1976)	30.84%	31.04%	30.97%	30.88%	30.99%	30.39%	(1.5%)
<b>Baby Boomer</b> (1946-1964)	30.06%	26.85%	26.32%	22.55%	19.49%	16.60%	(45.5%)
<b>G.I. Generation</b> (1930-1945)	2.39%	1.96%	1.96%	1.43%	1.10%	1.10%	(54%)

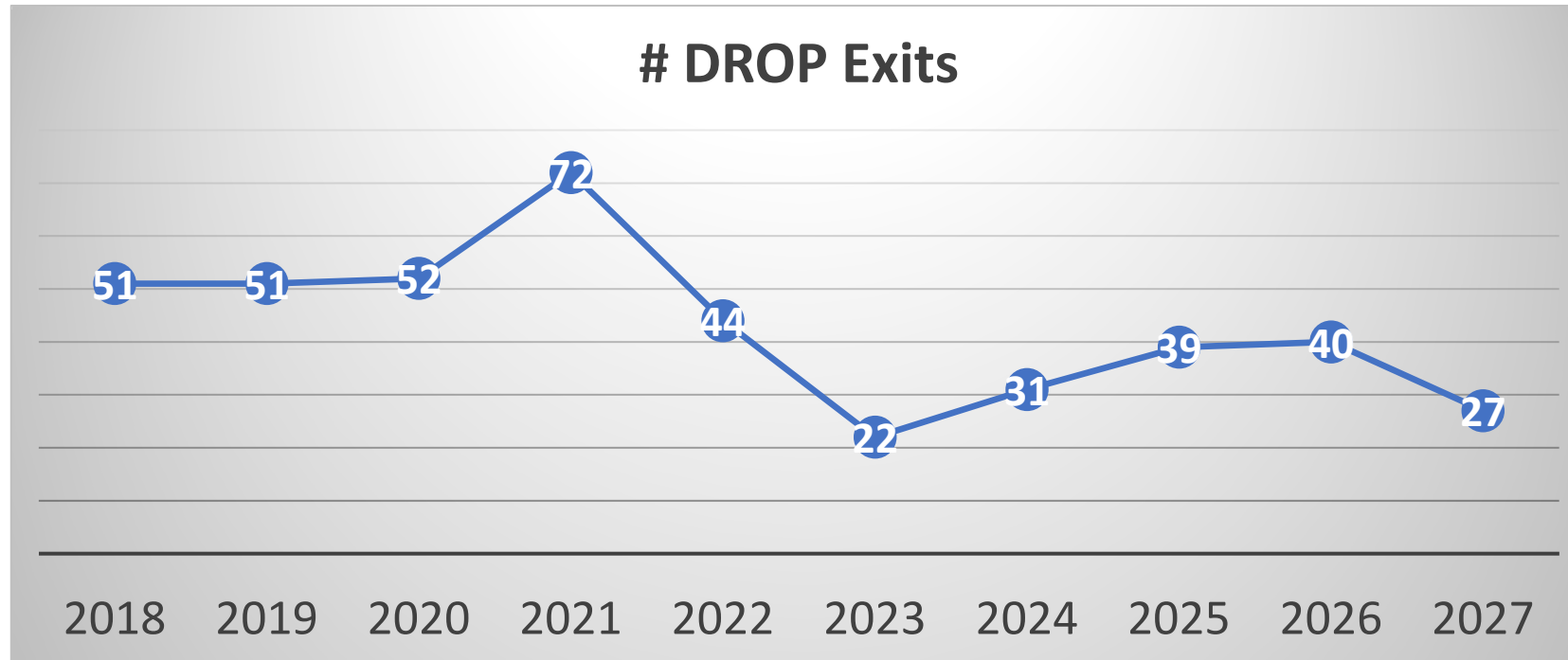
# Recruitment & Retention

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	FY18	FY19	FY20	FY21	FY22	FYTD23
<b><u>Recruitment:</u></b>						
<b>% Offers Declined</b>	3.9%	0	1.9%	13.5%	17.2%	19.8%
<b><u>Retention:</u></b>						
<b>Total # Separations</b>	190	178	193	252	282	36

# Drop Exits

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- Amazon Air
- GEICO
- IGT
- Lakeland Regional Health
- Lockheed Martin
- Pepperidge Farms
- Primo Water (D.S. Services)
- Publix
- Rooms to Go
- Saddle Creek Logistics
- Southern Glazer Wine & Spirits
- Summit
- Tampa Maid Foods
- Watson Clinic

## 2022 EXISTING INDUSTRY VISITS

14 Meetings

68 Executives

26,114 Employees



## **2022 EXISTING INDUSTRY VISITS:**

City Participants:

Mayor Bill Mutz

City Manager Shawn Sherrouse

LEDC Participants:

Steve Scruggs, President

Katie Decker, Senior Vice President





## TALENT RECRUITMENT & RETENTION IS THE #1 CHALLENGE

- Dwindling labor pool due to increased competition
- Increased local and national competition for high skill employees
- Company culture is no longer enough and must be combined with competitive schedules & location flexibility, wages and benefits



### Wages:

- 13/14 companies have raised wages since January 2021
- 12/14 companies have already raised minimum wages to above \$15/hr (FY'26 mandate)
- 14/14 companies have or will be conducting salary surveys to try to prevent exits for small changes in salary
- More than ever before HR directors feel people are leaving for small pay increases without thinking about the whole package

### Benefits:

- Family benefits feel more important to many seeking employment
- Healthcare on day one is a focus or goal of many companies, although costs continue to rise





## Current Actions To Enhance CoL Workforce Sustainability

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- **FY'23 General Employee ATB 5% & 2.5% Merit**
- **2023 General Employee Classification & Compensation Study**
- **Hybrid/Remote Workforce Program – 45 Participating Employees**
- **4/10 Work Schedules with 100% Coverage / Kelly Days for Fire Dept.**
- **Collaborated Employee Health Advocate**
- **Wellness Clinic Hours Expansion**

# Current Actions To Enhance CoL Workforce Sustainability

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- **FY'22 Started the “From Shawn” Videos to Directly Communicate with our CoL Employees (Continuing)**



- **FY'22 – Listening Campaign Meetings with 15 Employee Workgroups (Continuing)**
- **FY'22 – Resumed CoL Employee Appreciation Celebration at Lake Parker Park (Continuing)**
- **Implemented a New Training Program – REAL – Resilient, Energized, Agile, Leadership**

# Current Actions To Enhance CoL Workforce Sustainability

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- **Enhanced Service Milestone Awards –  
Increases recognitions from 174 in FY'22 to 334 in FY'23**

Service Award Milestone Years	5 Year	10 Year	15 Year	20 Year	25 Year	30 Year	35 Year	40 Year	45 Year
Previous Awards	<i>no award</i>	\$25	<i>no award</i>	\$150	\$200	\$250	\$300	\$300	\$300
2023 Awards	\$75	\$100	\$150	\$200	\$250	\$300	\$350	\$350	\$400

# Planned Actions To Enhance CoL Workforce Sustainability

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- **DROP Length Consideration**
- **2023 Employee Engagement Study**
- **Health Plan Design Review**
- **Wellness Clinic Program Enhancements**





**QUESTIONS?**

## CITY PROGRESS – HEADING IN THE RIGHT DIRECTION

- Unlike in the 2017 interviews, the overwhelming feedback from the executives is that Lakeland is heading in the right direction
- Quality of life and “things to do” have improved Exponentially
- Redevelopment of the downtown is the most exciting improvement. At Tampa Maid, the recent transplants commented on how the Farmer’s Market and downtown events are a real draw to them to make them feel a sense of community



“When I started at LHR nine years ago, our greatest challenge was convincing physicians to live here. That is no longer the case. The sales pitch is a lot easier thanks to the improvements made within the community. – Danielle Drummond, President & CEO





# RP Funding Center Update

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Presented by:  
Tony Camarillo  
Director, RP Funding Center

# RP Funding Center Updated 5-Year Plan/Forecast

	5 Year Plan / Forecast						
	FY 22 Budget	FY 22 Actual	FY 23 Budget	FY 24 Proposed	FY 25 Proposed	FY 26 Proposed	FY 27 Proposed
<i>Revenue Growth:</i>				5%	5%	5%	5%
<i>Est. Expense Increase:</i>				4%	4%	4%	4%
Revenues	5,542,501	5,694,417	5,303,231	4,710,727	4,941,263	5,183,326	5,437,492
Expenses	7,785,027	7,476,412	7,011,329	5,875,041	6,110,043	6,354,445	6,608,623
Transfer from General Fund & PIF (Operating)	2,242,526	1,781,995	1,708,098	1,164,315	1,168,780	1,171,119	1,171,131
Transfer from PIF (Capital)	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Transfer from PIF (Debt Service)	654,169	654,169	653,916	653,658	2,583,439	2,493,482	
<b>Total Subsidy</b>	<b>3,296,695</b>	<b>2,836,164</b>	<b>2,762,014</b>	<b>2,217,973</b>	<b>4,152,219</b>	<b>4,064,601</b>	<b>1,571,131</b>

- FY22 Actuals were \$460K better than budget.
- Additional \$100K for RP Funding sponsorship is added to proposed budget revenue from FY23 on.



## Naming Rights “RP Funding Agrees to New Deal”

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- 5-year deal valued at \$1.25M
- \$250K per year for 5 years, direct to the City of Lakeland
- \$100K more per year compared to deal shared with the Lakeland Magic
- Additional Naming Rights options

# RP Funding Center Reduction in Force/New Focus-Rentals

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- FY22: included approximately \$400K in staff expense reductions based on six positions eliminated
- FY23: The achievements to be realized reflect mid-year changes beginning at the end of March 2023, this is inclusive of staff reductions (nine positions), for a total of 15 positions over FY22 and FY23, and the elimination of self-promoted events.
- FY24: Reflects a full-year of the savings/changes



# Innovation in the City

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Presented by:  
Emily Colón,  
Deputy City Manager

# What is innovation?

## innovation noun

in·no·va·tion ˌi-nə-ˈvā-shən

1 : a new idea, method, or device : **NOVELTY**

2 : the introduction of something new

• **innovational** ˌi-nə-ˈvā-sh(ə)-nəl adjective



## Finance

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- Implemented Campaign Reporting Software
- Records Center transitioning to Plastic Pallets



# Lakeland Fire Department

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- Fire Mobile Data Terminals in Engines and Rescue Trucks



- Web Application to View Calls and CAD Information
- Plan to Implement installation of iOS version of Mobile CAD on all administrative devices
- Apple AirTags attached to all Phillips Cardiac Monitors



## Parks, Recreation, and Cultural Arts

- Online Burial Search
- WestBmail sends library books to residents by mail
- Self-check Stations and Self-Service Hold Pick-Up
- Book Locker at Kelly Rec
- RecTrac and WebTrac for Recreation Facilities

### Online Burial Search

Burial Information Search tips

Last Name Example: T, Th, etc.	First Name Example: A, Ab, Abbey	Year of Interment: Example: 2002
Veteran Unknown	Cemetery Name: (All)	

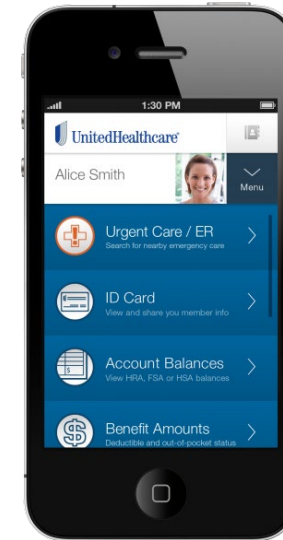
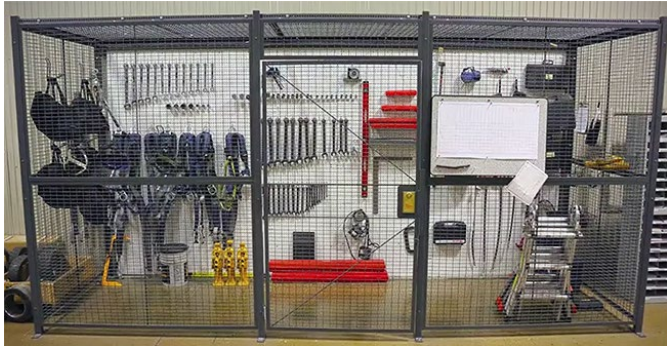
Clear Search



# Risk Management and Purchasing

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- Warehouse Consumable Material Cages for Lakeland Electric and Water Utilities
- Mobile Apps for Health, Dental and Vision Benefits

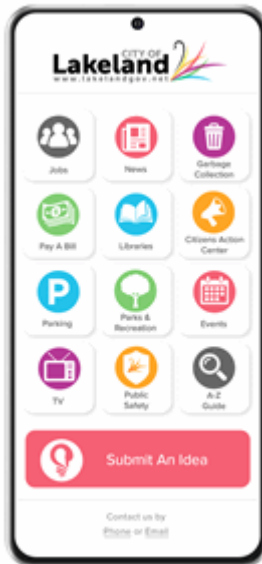




# Communications Department

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- City of Lakeland Mobile App
- Submit an Idea Program



Submit an Idea



# Community and Economic Development

---

- Neighborly Software Implementation
- DoIT GIS Consolidation



A purpose driven city that aligns solutions to strategic plans, target areas, and departmental goals through the use of information and communications technology to enhance its livability, workability, sustainability, resilience and engagement.



# Emerging Technology

## Where are we now?





AFFORDABLE

--

DEPENDABLE

--

SUSTAINABLE

---

## Research the Future

- Hydrogen, SMR, Storage

## Operationalize the present

- Solar and EV penetration

AFFORDABLE

--

DEPENDABLE

--

SUSTAINABLE

---

## Policy

- IRA, IIJA, FED, STATE

## Investment

- Capital

## Partnerships

- Vendors, Utilities, Economic Develop, Universities

## Technology

- Data Analytics, Smart Grid

# SOLAR

---

25% Capacity

Renewable?

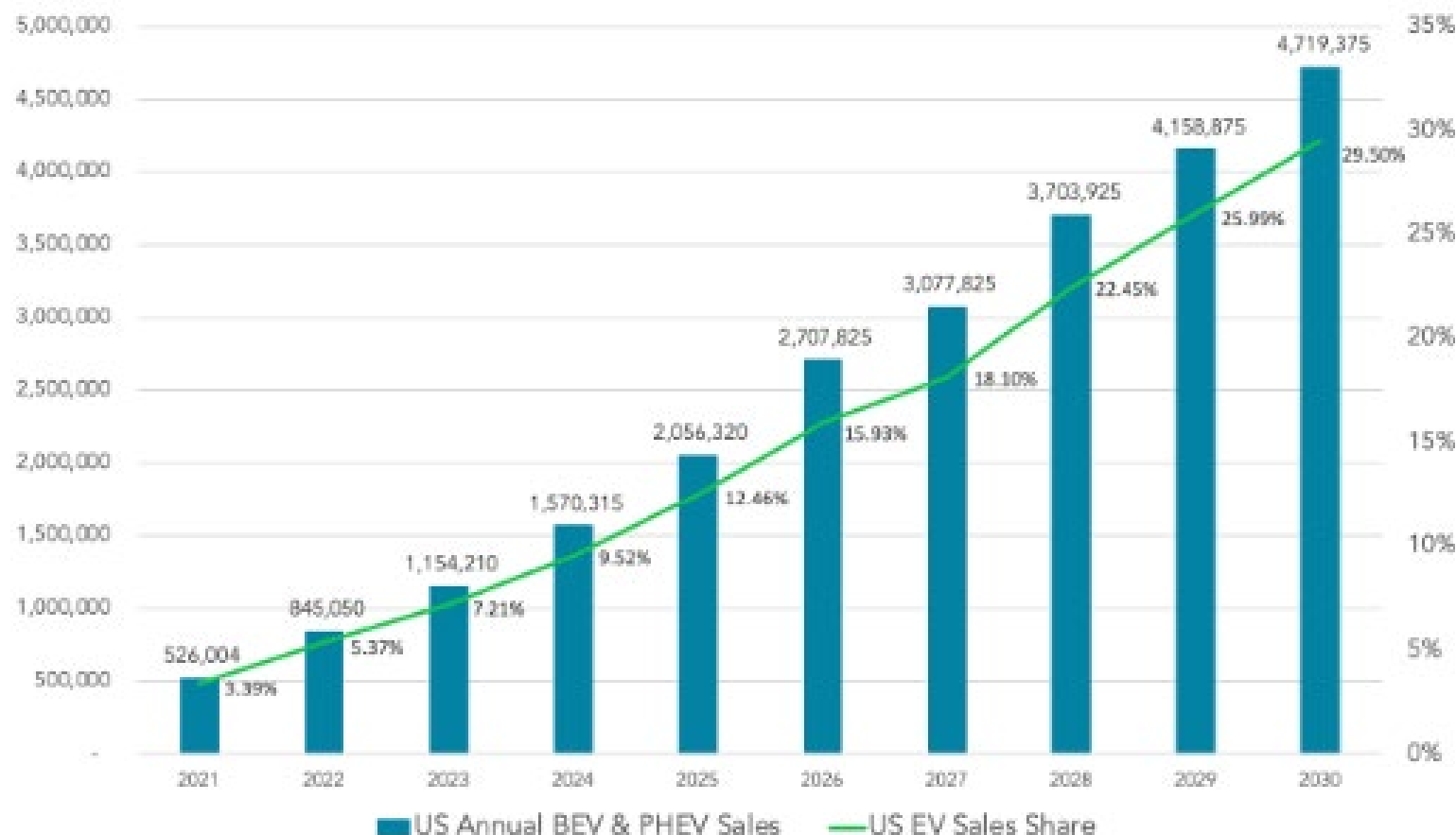
50+ a month

Res/Utility Scale

opportunity cost



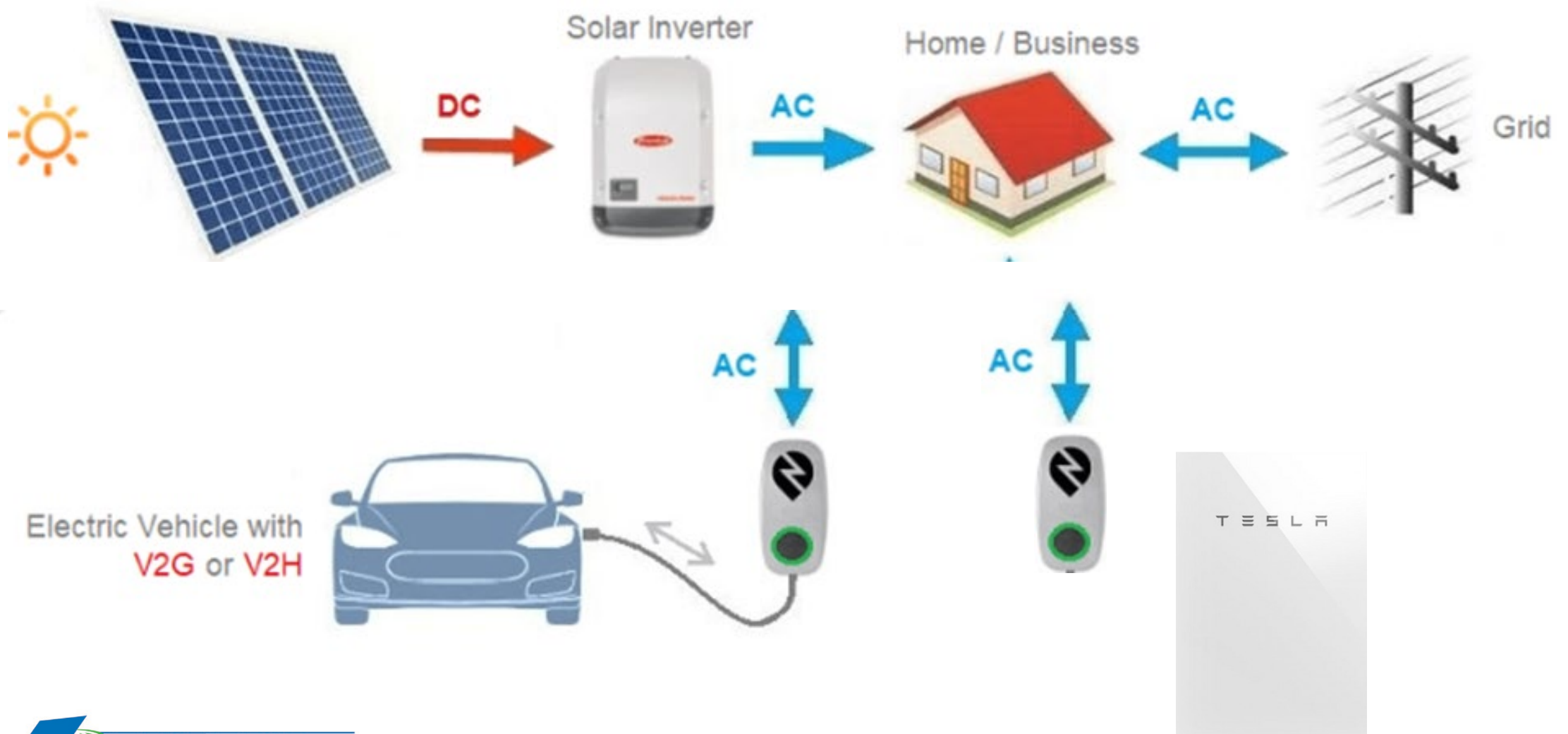
## US EVs (BEV & PHEV) Sales & Sales Share Forecast: 2021-2030



Historical Sales Data: GoodCarBadCar.net, InsideEVs, IHS Markit / Auto Manufacturers Alliance,  
Advanced Technology Sales Dashboard | Research & Chart: Loren McDonald/EVAdoption

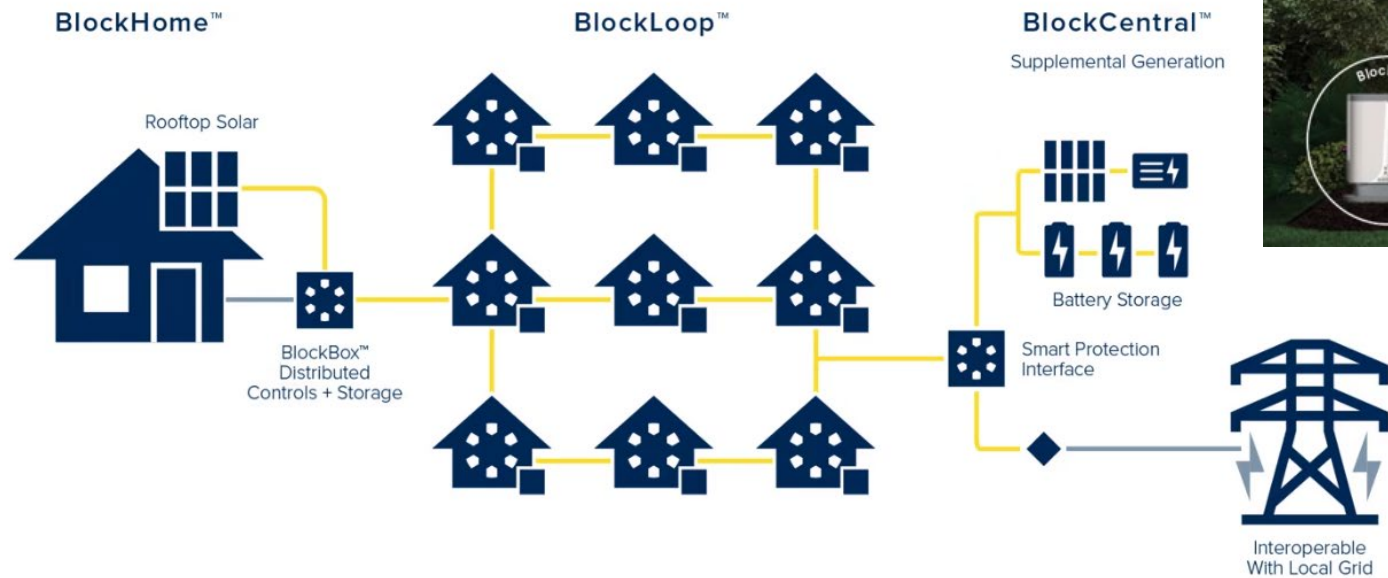


# PROSUMER – Grid operators



# MICROGRIDS

## How BlockEnergy™ Works



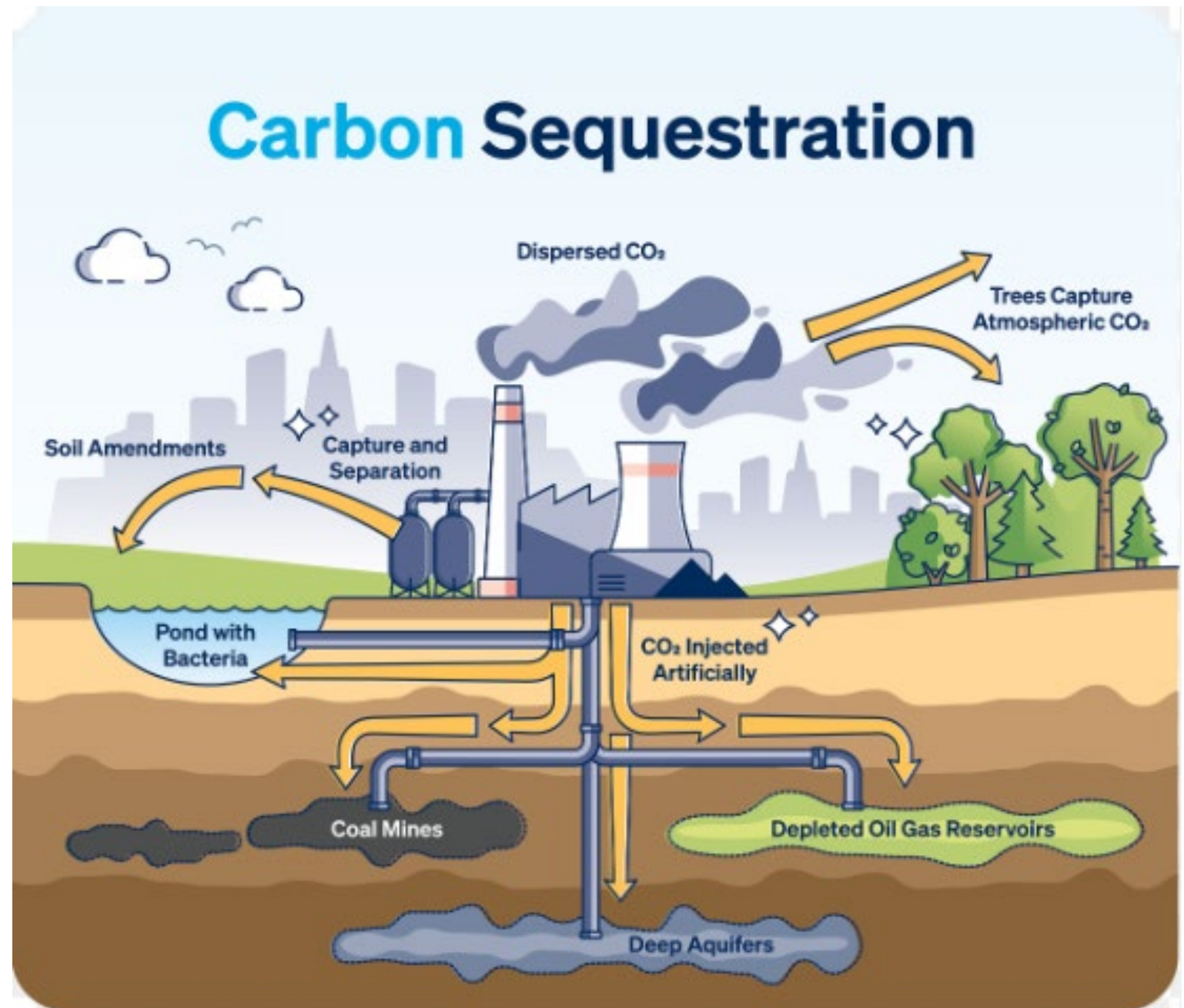
## MREP – 20% Hydrogen

---





# Carbon Capture





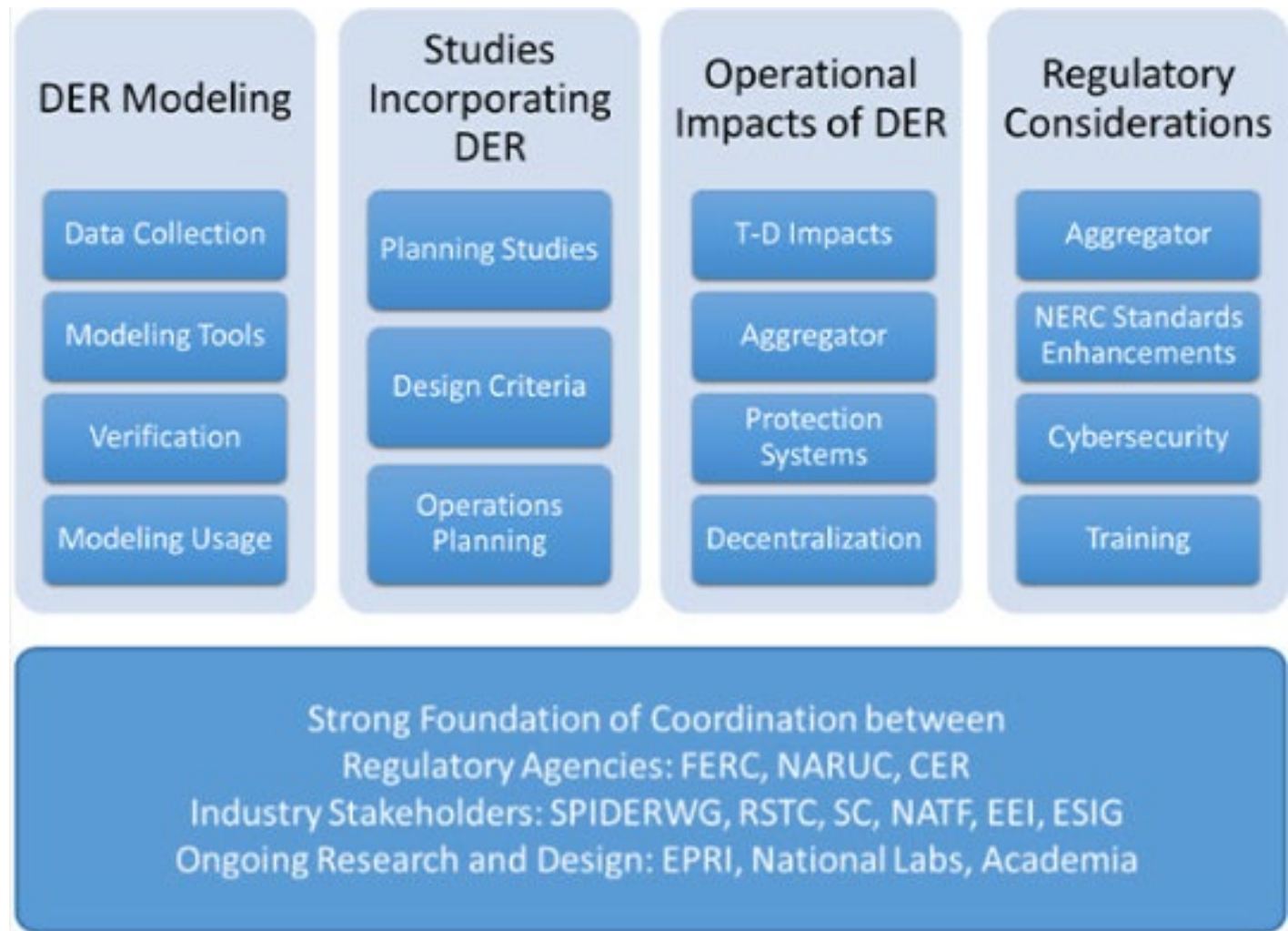
# STRATEGY - TEA

10 yrs worth of data

Model our data/grid

Impact Studies

Regulatory Changes





# GRANTS:

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## Yesterday, Today, and Tomorrow

Presented by:  
Emily Colón  
Deputy City Manager

# WHERE WE WERE...

## Decentralized Grant Process

- No dedicated staff for a centralized grant management approach
- No universal guidance
- No dedicated software for grant tracking



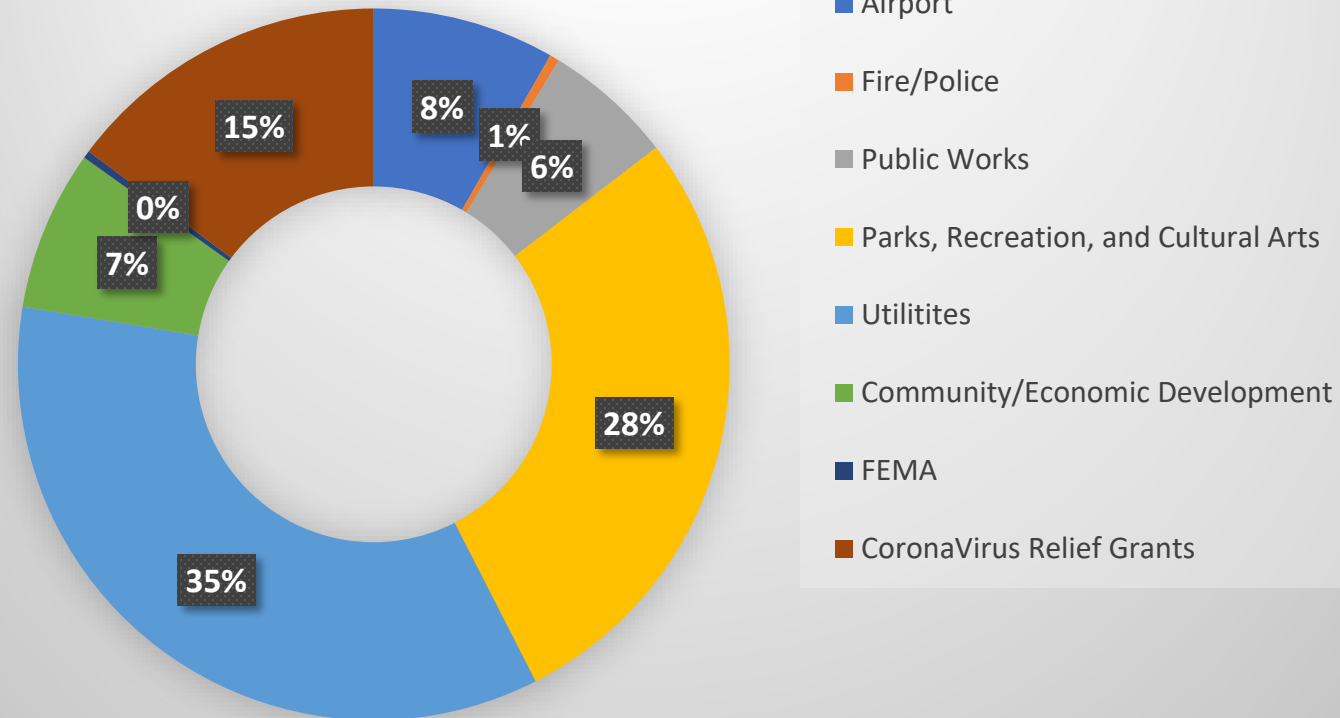
# GRANT MONEY RECEIVED

Federal, State, Nonprofits, Corporate Donations

## \$153,705,865



By Department





# GRANT MONEY RECEIVED

Federal, State, Nonprofits, Corporate Donations

## \$153,705,865



### Utilities

Water, Electric

\$53,561,296



### Parks, Recreation and Cultural Arts

\$42,891,395



### Lakeland Linder International Airport

\$12,701,704



### Community and Economic Development

Community Redevelopment Agency

\$11,183,119



### Public Works

Lakes/Stormwater and Transportation

\$ 9,031,955



### Police/Fire

\$680,179

# WHAT WE'RE DOING...

## Centralizing Grant Application and Tracking

- Dedicated Staff
  - Office of Innovation and Strategy recently hired a Grant Writer/Management Analyst
- Universal Guidance
  - Grant Management Handbook, currently in review
- Dedicated software for grant tracking at all stages
  - eCivis went live in August 2022





## Grant Management software that allows

- Grant Research
- Grant Application Tracking
- Project/Grant Financial Tracking

The screenshot displays the eCivis dashboard with a dark header containing the logo and navigation links: Home, COVID-19, Grant Management, Research, Insight, Reports, and Administration. Below the header are four main action buttons: Research (Find Grants), Tracking & Reporting (Manage Grants), Insight (Best Practices and More), and Enterprise Reporting (Data and BI Intelligence).

**Organization Activity Summary**

Open Projects	Applications Due	Applications Submitted	Funding Awarded	Post Award Reports Due
20	0	5	11	0

**Department Activity Summary** [View Department Dashboard](#)

Open Projects	Applications Due	Applications Submitted	Funding Awarded	Post Award Reports Due
<b>Police</b> <a href="#">Show Top 5</a>				
4	0	1	2	0

**eCivis Grants Blog** [View More](#)  
Last Updated: 23 Minute(s) Ago

- [6 Valuable Resources to Ease the Grants Administration and Compliance Journey](#)  
Published: 10/31/2022 5:36 AM
- [Best Practices for Grantees and Grantors: Grant Compliance](#)  
Published: 08/26/2022 6:03 AM
- [Secrets to Success From a Former Grants Slack Administrator](#)  
Published: 07/28/2022 12:00 PM
- [Why You Need a Grants Nerd On Your Team](#)  
Published: 06/29/2021 2:00 PM

**Federal Grants in the News** [View More](#)  
Last Updated: 23 Minute(s) Ago

- [Work on Orange Beach islands part of federal grant application - Q&A website.com](#)  
Published: 01/24/2023 8:56 AM
- [Dyer County school officials paid with federal grant money - Overton County News | Opinion - Fresno Bee](#)  
Published: 01/24/2023 8:47 AM
- [Dickson Co. audit shows school official was paid unapproved federal funds - WSMV 4 Justice](#)  
Published: 01/24/2023 8:26 AM

Federal Grants in the News powered by Google News. News links are provided and maintained by third-party sources. eCivis makes no claims regarding the availability or content within the linked articles.

**My Action Items** [View Task List](#)

Tasks (Next 7 Days)  
No pending items in next 7 days.

Past Due Items  
No past due items.

**My Grant Activity**

My Saved Grants  
0 Updates  
0 New Fiscal Year

My Search Agents  
No New Activity

**My Transaction Activity**

Last Imported  
N/A

Unmatched Transactions  
0 Unmatched

**Recently Published**

Grants Network: Research  
103 New Grants  
53 Grant Updates



## Grant Management software that allows

- Grant Research

**Search by Keyword**

See help popup for advanced search syntax. ?

Show all grants tagged with the keyword COVID-19

**Search Agent** My Search Agents ▶

Run an existing search agent. ?

**Filter**

Categories ▶

Grant Type and Agency ▶

Other Criteria ▶

Apply Filter


Search Results						
Results 1 - 25 of 368 (0.031 seconds) ◀ 1 2 3 4 5 6 7 ... 14 15 ▶						
Score ▲	GN Code	Grant Title	Agency	Actual Funds	Due Date	
100.00	FD12693	<a href="#">National Police Dog Foundation (NPDF) - FY 2022</a>	FD Foundation	Unspecified	Rolling	 
99.95	US17462	<a href="#">Community Policing Development (CPD): Accreditation - FY 2021</a>	US DoJ	\$5,000,000	07/22/2021 (Multiple)	 
99.07	US13677	<a href="#">Community Oriented Policing Services (COPS): Community Policing Development (CPD) Microgrants Program - FY 2022</a>	US DoJ	\$5,000,000	06/23/2022 (Multiple)	  
99.01	US6752	<a href="#">Community Oriented Policing Services (COPS): Community Policing Development (CPD) Program - FY 2020</a>	US DoJ	Unspecified	04/14/2020 (Multiple)	  
99.01	FD15473	<a href="#">National Association of Chiefs of Police: Police K-9 Program - FY 2019</a>	FD Foundation	Unspecified	Rolling	 
98.93	FD21483B	<a href="#">Rural Violent Crime Reduction Initiative (RVCRI) (Part B): National Policing Institute - FY 2023</a>	FD Foundation	Unspecified	Rolling	
97.66	US9035A	<a href="#">Coordinated Tribal Assistance Solicitation (CTAS) (Part A): Purpose Area 1: Public Safety and Community Policing - FY 2023</a>	US DoJ	Unspecified	03/21/2023 (Multiple)	 
97.37	US8001	<a href="#">Community Oriented Policing Services (COPS) Hiring Program (CHP) - FY 2022</a>	US DoJ	\$156,000,000	06/16/2022 (Multiple)	  





## Grant Management software that allows

- Grant Application Tracking



HomeCOVID-19Grant ManagementResearchInsightReportsAdministration

Home / Dept Project Dashboard

Department Project Dashboard

Department Goals

+ Open

Department Summary

Click on any linked number for a detailed report

Department	Open Projects	Active Grants	Applications:	Funding:	Reports:	
			Due   Submitted	Awarded   Allocated	Due   Submitted	
Police	4	2	0   0	3   0	0   0	
<div>Funding Summary</div> <div>Applying: \$0.00</div> <div>Submitted: \$0.00</div> <div>Awarded: \$262,794.00</div> <div>Total: \$262,794.00</div>						

Project Summary

Project	Lead	Active Grants	Applications:	Funding:	Reports:	
			Due   Submitted	Awarded   Allocated	Due   Submitted	
<a href="#">Coronavirus Emergency Supplemental Funding Program...</a>	Franklin Fitzgerald	1	0   0	1   0	0   0	<a href="#">View Details</a>
<a href="#">Edward Byrne Justice Assistance Grant Program</a>	Franklin Fitzgerald	1	0   0	1   0	0   0	<a href="#">View Details</a>
<a href="#">VOCA-2021-City of Lakeland Police</a>	Franklin Fitzgerald	1	0   0	1   0	0   0	<a href="#">View Details</a>
<a href="#">Vocational Trades Summer Camp</a>	Kelly Kautz	4	0   0	0   0	0   0	<a href="#">View Details</a>



## Grant Management software that allows

- Project/Grant Financial Tracking

The screenshot displays the eCivis dashboard with a dark header containing the logo and navigation links: Home, COVID-19, Grant Management, Research, Insight, Reports, and Administration. Below the header are four main action buttons: Research (Find Grants), Tracking & Reporting (Manage Grants), Insight (Best Practices and More), and Enterprise Reporting (Data and BI Intelligence).


The dashboard is divided into several sections:

- Organization Activity Summary:** A table showing metrics for Open Projects (20), Applications Due (0), Applications Submitted (5), Funding Awarded (11), and Post Award Reports Due (0).
- Department Activity Summary:** A table for the Police department showing Open Projects (4), Applications Due (0), Applications Submitted (1), Funding Awarded (2), and Post Award Reports Due (0). It includes a 'Show Top 5' button.
- My Action Items:** A section for tasks and past due items, currently showing no pending or past due items.
- My Grant Activity:** A section for saved grants and search agents, showing 0 updates and 0 new fiscal years.
- My Transaction Activity:** A section for transaction tracking, showing no unmatched transactions.
- Recently Published:** A section for recent publications, showing 103 new grants and 53 grant updates.
- eCivis Grants Blog:** A section for blog posts, including 'Valuable Resources to Ease the Grants Administration and Compliance Journey' and 'Best Practices for Grantees and Grantors: Grant Compliance'.
- Federal Grants in the News:** A section for news articles, including 'Work on Orange Beach islands part of federal grant application' and 'Dyer County school officials paid with federal grant are money - Overton County News'.



## Grant Management software that allows

- Project/Grant Financial Tracking



Hello Kelly Kautz, your License is provided by City of Lakeland

[Help / Training](#) [Logout](#)

[Home](#) [COVID-19](#) [Grant Management](#) [Research](#) [Insight](#) [Reports](#) [Administration](#)

[Home](#) / [Dept Project Dashboard](#) / [Project Dashboard](#) / [Contracts & Accounts](#)

### Grant Contract & Account Details

VOCA-2021-City of Lakeland Police

Information pertains to grants "awarded" in this project.

#### FL0240 Victims of Crime Act (VOCA) Assistance Grant Program - FY 2023

Stage: Grant Awarded	Awarded: \$154,618.00	Match: \$0.00
----------------------	-----------------------	---------------


Grant Contract Summary

Award Notification Date: 09/28/2021


Contract Start Date:

Contract Close Date:

Award Type: ☐ Advance Payment ☐ Reimbursement

Award Documents: 

Grantor Contract Number:

UEI: 

DUNS Number:

Grant Identifiers

Internal Grant ID:

Internal Grant Name:

Notes

Edit

Revenue & Expense Accounts

Search:

Account Name	Number	Type
No data available in table		

1 - 0 of 0 Accounts

← Previous

Next →

# WHERE WE'RE GOING...

## Centralized Grant Process

- Grant Training
  - Internal
  - External
- Future Opportunities
  - Bipartisan Federal Funding





### **Build Stronger Applications**

Collaboration between City and External Partners

### **Take advantage of all eCivis has to offer**

Integrate eCivis into each department's grant process

# GRANT TRAINING EXTERNAL

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## **Webinar Series**

Energy Efficiency and Conservation  
Block Grant

US Department of Transportation  
RAISE Discretionary Grants

BICI Bloomberg Bicycle Initiative

Flood Mitigation Assistance

## **In-Person Meeting**

Regional Information Session,  
FDOT District 1 HQ in Bartow

# BIPARTISAN INFRASTRUCTURE LAW - FEDERAL FUNDING

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The Infrastructure Investment and Jobs Act (IIJA), aka Bipartisan Infrastructure Law (BIL), was signed into law by President Biden on November 15, 2021. The law authorizes \$1.2 trillion for transportation and infrastructure spending with \$550 billion of that figure going toward “new” investments and programs. Funding from the IIJA is expansive in its reach, addressing energy and power infrastructure, access to broadband internet, water infrastructure, and more. Some of the new programs funded by the bill could provide the resources needed to address a variety of infrastructure needs at the local level.



# BIPARTISAN INFRASTRUCTURE LAW - FEDERAL FUNDING

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IIJA funds both Discretionary and Formula Grants.

Discretionary Grant Programs related to transportation:

\$973 Billion over 5 years

\$187 Billion released in this fiscal year

34 Grant Programs

13 Existing Grant Programs

21 Brand New Programs

# BIPARTISAN INFRASTRUCTURE LAW - FEDERAL FUNDING

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IIJA funds both Discretionary and Formula Grants.

Our First Formula Grant through the IIJA –  
Energy Efficiency and Conservation Block Grant: \$172,390

Pre-Application due April 28<sup>th</sup>, 2023.  
Final Project Application due  
January 31, 2024.



# BIPARTISAN INFRASTRUCTURE LAW - FEDERAL FUNDING

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## FUNDING OPPORTUNITIES

Discover what funding opportunities are coming next.



## GRANT LIST

View all of DOT's grant programs for the Bipartisan Infrastructure Law.



## DOT NAVIGATOR

View technical assistance resources for DOT grant programs.

## Discretionary (Competitive) Grants

Rebuilding American Infrastructure with Sustainability and Equity, or RAISE Discretionary Grant program

Safe Streets and Roads for All (SS4A) Grant Program



# Closing Remarks and Adjournment

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