

**City Commission Workshop
Meeting Minutes July 29, 2019
(APPROVED)**

7/29/2019 - Minutes

1. ROLL CALL

Commission Members Present: Mayor Eugene Fultz, Terrye Howell, Robin Gibson, Curtis Gibson, Al Goldstein

Staff Present: Kenneth Fields, City Manager; Zaillet Suri, Deputy City Clerk; Dorothy Abbott, Finance Director; Sandra Davis, Human Resources Director; Teresa Allen, Public/Support Services Director; Tina Peak, Director of Library and Historic Resources; Sarah Kirkland, Utilities Director; Joe Jenkins Fire Chief; James Slaton, Assistant City Manager; Kathy Bangley, Planning Director; Karen Thompson, Assistant CRA Director, Chris Velasquez, Police Chief

Guest: Mike Mowery from Strategic Government Resources

Mayor Fultz called the meeting to order and welcomed everyone.

2. COMMUNICATIONS AND PETITIONS

3. Leadership And Strategic Visioning Workshop.

Kenneth Fields, City Manager, explained this is a workshop focusing strategic visioning and strategic directions for the City. The workshop will be led by Mike Mowery from Strategic Government Resources.

Mike Mowery asked everyone to introduce themselves. He introduced a TED Talk video from Silent City and reviewed the agenda for the workshop which will go into developing a strategic vision. He shared illustrations about staying in one's lane and the importance of customer service. The video shown encouraged the question of Why? Why are we doing what we are doing and the importance of conveying that why to citizens.

Mr. Mowery divided the participants into groups to discuss and answer what they heard in the video and what that means for Lake Wales.

Mr. Mowery had each group share responses. One group whose spokesperson was Kenneth Fields said that belief comes first and we need a common vision. Mr. Mowery emphasized the importance of enthusiasm but everyone needs to be on the same page. Another group represented by Deputy Mayor Robin Gibson said that we need a vision statement. Most citizens want a good quality of life but this can be tough to define. Ideas can be all over the map. Deputy Mayor Robin Gibson says he believes in collective judgement as the Commission operates collectively. These ideas were discussed.

One group represented by Mayor Gene Fultz said that we are not effective sales persons if we do not believe in our product. Our product needs to benefit others before we can sell it to them. There was discussion of different roles and responsibilities.

Tina Peak said that the title of a leader doesn't make a person a leader. She noted that mistakes can help make a leader. The why of an organization needs to be conveyed to everyone. Mr. Mowery emphasized trust and generosity with each other if we are to inspire passion.

Commissioner Curtis Gibson said they got the importance of the why. We need confidence in what we want for this City. He has learned to not take things personally in order to get new ideas out there and

encourage input. We need people to buy in to our message.

Mr. Mowery said the department heads are part of two teams, the ones they lead and the one they are on with the Commission and other department heads, and discussed their different roles on each. They need to advocate for their departments but remember the big picture. He said that attitude is important. Commissioner Goldstein asked if other Commissioners are under the Sunshine law requirements that they are. Mr. Mowery said yes lots of places have these laws. He encouraged everyone to protect the process even when they disagree with the outcome at times.

There was a 15 minute break.

Mr. Mowery began to discuss the strategic visioning process. He clarified the role of the Commission and staff. The Commission decides where we are going while the staff decides how we get there. He said that citizen input is necessary for the process. There needs to be a strategy to get citizen input and Commissioners need to have their own input. The Strategic Vision needs updating every 12 -18 months for adjustments.

He asked everyone to consider the question about reputation "What do you want to be known for?" The group was divided with each Commissioner in a different area.

There was a 15 minute discussion time.

Karen Thompson said in their group they want to be known as trustworthy, the place to be and raise a family, work, live and play. Tina Peak, representing her group said that they want their reputation to be the best small town in Central Florida. That includes good schools, safe, with best housing and in control of our reputation. We have a good location near big cities and tourist areas. Teresa Allen, on behalf of her group, said they want to be a city for all, for all generations, ethnic groups, and passions. Deputy Mayor Robin Gibson, on behalf of his group, said we want to be innovative, progressive, unique and known for high quality schools. Commissioner Al Goldstein said we want to be known for our responsiveness, integrity, community, stability, quality, accountability, and professionalism. Mr. Mowery asked what the gap is between what we want to be and where we are. Deputy Mayor Robin Gibson said we aren't starting at zero with many of these. Mr. Mowery agreed and reviewed some of the areas and talked about leadership. Mr. Mowery rotated the group members.

There was 15 minutes of discussion time about the pressing needs of residents. What is the most crucial? Commissioner Al Goldstein, on behalf of his group, said water, sewer, infrastructure and downtown were identified. Deputy Mayor Robin Gibson said their group listed safety, infrastructure, jobs, improved family incomes. Mr. Mowery discussed how these areas are connected. James Slaton, Assistant City Manager, reported from his group that economic development was a pressing need. Teresa Allen reported that more activity downtown is needed, infrastructure especially streets, and identity. Mr. Mowery discussed the different needs of a community and the levels of importance. People want to be proud of where they live. Tina Peak reported from her group that they listed good quality of jobs, recreation, quality of life, transparency in Government, Internet access, education opportunities for jobs.

There was a break.

After the break Mr. Mowery discussed their 4th Dimension Leadership curriculum. He emphasized the importance of healthy relationships, operational efficiency and that everyone needs to know their business including elected officials. The Foundation of leadership is how you treat people. It is ok to be curious but without being suspicious. At the systems level people will follow a leader because of the trust of the system in place. At the strategic level of leadership people will follow because they have confidence in where the organization is going. He discussed how leadership is developed and the different types of leadership. Strengths of the City were discussed. He asked everyone how they would like to see Lake Wales become in 20 years. What is our story in 2040? Mr. Mowery mixed up the groups again. The groups had a time of discussion.

After the discussion period Commissioner Curtis Gibson reported that his group came up with a City with

good infrastructure that is growing and annexed nearby areas. He said that Lake Wales could become the 2nd largest City in Polk County. Tina Peak said that her group came up with Lake Wales as a recreation paradise and in 2040 residents of Lake Wales won't have to go to Winter Haven for anything. Mayor Gene Fultz said that their group came up with a beach on Lake Wales and amphitheater. He said the grand hotel will be open. Our universities will include sports rehab and we will have excellent athletic facilities. The Airport will have expanded and have commercial flights. Kathy Bangley said their group envisioned a lower tax rate, development will be faster than inventory. Mr. Mowery asked for common themes. These included annexation, sustainable growth, infrastructure, recreation, services and fiscal responsibility. Mr. Mowery noted that there was a lot of optimism in their statements. He discussed the importance of identifying what they want Lake Wales known for. He emphasized partnerships and where they can help. Some decisions can have unintended consequences.

There was a break.

Mr. Mowery asked the groups to think about priorities for their future vision. He asked for their top 5 with a verb and a subject. Deputy Mayor Robin Gibson said that improving quality of life is top priority. To achieve this we need sustainable growth, to increase annexations, improve property values and lower millage rate, improve recreation by focusing on natural areas. Al Goldstein said their list is: encourage annexation, improve infrastructure, jump into recreation, ensure quality of life, and invest in public-private partnerships. Mr. Mowery said there were common things on both lists. These were discussed. Mayor Fultz said that these common goals can help us build cohesiveness by giving us something to work towards.

Mr. Mowery said that we need milestones to help determine that we are going in the right direction. The groups were instructed to identify steps for each of the 5 areas. Each Commissioner will get an area but as Commissioner Curtis Gibson had to leave early one group will get two areas. Each group worked on a different area of focus. Mayor Fultz asked to work on annexation. Commissioner Goldstein volunteered to take Public-Private partnerships. Commissioner Howell volunteered to take on Recreation. Deputy Mayor Robin Gibson said he would take on the remaining two areas infrastructure and quality of life. Kenneth Fields assigned Kathy Bangley and Sarah Kirkland to the annexation group, Chief Jenkins, Tina Peak and himself to the Deputy Mayor's group, Chief Velasquez and James Slaton to work with Commissioner Howell on recreation, and Dorothy Abbott and Teresa Allen on Goldstein's group. Mr. Mowery directed everyone to come up with 2 milestones in each of their areas.

There was a time of discussion.

Each group gave a report. Mayor Fultz said that regarding annexations we need conversations with nearby properties telling them the benefits of annexing into the City. The second thing is a workshop among Commissioners to discuss what inducements we can offer to bring them into the City. They would like to start with current water customers and bringing them in. We need to highlight positives of the City. Commissioner Goldstein said timing is important and the time is right to work on this. Deputy Mayor Robin Gibson reported on infrastructure. They had three priorities; to extend utilities north on 27 to Waverly, south on 27 to Warner University, roads to accommodate Florida's Natural if they annex in. Commissioner Howell said we need a study to determine what people want. We need to get the Master Plan finished. Charging kids were discussed. We need more Tennis courts and indoor gyms. We need more facilities. Deputy Mayor Robin Gibson reported on quality of life issues. He said all of these issues affect quality of life. They said within two years we will have 2 more restaurants in downtown and a brewery. They will begin on the Park Avenue Streetscape and Grove Manor mixed income housing improvements. In 5 years these projects will be complete and the Crystal Lake Park Plan will be complete. Public/Private Partnerships was reported on by Commissioner Goldstein. They said to improve relationships with Colleges and School systems. Improve partnership with FDOT. Enhance relationships with other cities, the county, the Chamber of Commerce and other businesses. These ideas and other possible partnerships were discussed. Mayor Fultz recommended a workshop with various partnerships all at once to decide what is needed.

There was a break.

After the break Mr. Mowery discussed the i-opt test results. He described the different leadership and personality traits determined by the tests that were taken beforehand. He described the different combinations of results and how they differ in leadership styles. These include Reactive Stimulators (RS),

Logical Processors (LP), Hypothetical Analyzers (HA), and Relational Innovators (RI). These results were discussed. He distributed information on the results for all to review. There was a few minutes for everyone to review their information. Some results were shared. Kenneth Fields said he was RI and RS but higher on the RI side or a Perfector. Kathy Bangley said she was a HA LP or a Conservator. Commissioner Goldstein said he was an RS LP or a Performer who wants to get things done. Deputy Mayor Robin Gibson said he was HA and LP or a Conservator. Commissioner Howell said she was LP and HA also a Conservator. Mayor Fultz said he was HA and LP a Conservator. James Slaton said he was RS and RI. Different leadership styles were discussed and compared. Mr. Mowery reported that Commissioner Curtis Gibson was also a Conservator. Mr. Mowery explained how these different types work together or against each other.

Mr. Mowery asked what some takeaways are from this. Commissioner Goldstein says he knows the people he is working with better. Deputy Mayor Robin Gibson says he has a strong belief in collective judgement and in his fellow commissioners. This was a good opportunity to work with staff. Commissioner Howell said that the commission and staff are maybe not always on the same page but at least the same chapter. This was a good opportunity for interaction.

Mr. Mowery thanked everyone for their participation. Mayor Fultz thanked Mr. Mowery for his presentation. This was a good occasion to work together. We are willing to do the work to go in the right direction.

The meeting was adjourned at 3:48 pm.

Mayor/Deputy Mayor

ATTEST:

City Clerk