

APPROVED
AFFORDABLE HOUSING ADVISORY COMMITTEE
FORT LAUDERDALE EXECUTIVE AIRPORT
ADMINISTRATIVE OFFICE – MULTIPURPOSE ROOM
6000 NW 21ST AVENUE
FORT LAUDERDALE, FL
MONDAY, OCTOBER 20, 2008 – 6:30 P.M.

Board Members	Attendance	Cumulative Attendance 9/08 through 8/09	
		Present	Absent
Chair Peter Henn	P	3	0
Vice Chair Rebecca Jo Walter	P	3	0
Margie Alexander	A	2	1
Tam English	A	1	2
William Isenberg	A	2	1
Carolyn Jones	A	0	3
Jonathan Jordan (arr. 6:47)	P	3	0
Rene Lepine	A	1	2
Janet Riley	P	2	1
Greg Stuart	P	1	2

City Staff

Margarette Hayes, Manager, Community Development Division
Susan Batchelder, Assistant Manager, Community Development Division
Miriam Carrillo, Housing Program Supervisor
Angela Mahecha, Administrative Aide
Laura Maldonado, Senior Accounting Clerk
Wayne Jessup, Deputy Director P & Z
Hilda Testa, Recording Secretary, Prototype, Inc.

Call to Order

Chair Henn called the meeting to order at 6:42 p.m.

1. Pledge of Allegiance/Roll Call

The Pledge of Allegiance was recited and roll was taken.

As a quorum was not present, the following item was taken out of order on the agenda at the request of Chair Henn.

2. Presentations

Ms. Hayes noted that at the October 6, 2008 meeting, the Committee had requested that private agencies involved with Affordable Workforce Housing be contacted and invited to make presentations before the Committee. She introduced Michael Wohl and Tim Wheat, representatives of the Pinnacle Group, and Jim Carras, representing Carras Community Investments and Professor of the Department of Urban and Regional Planning at Florida Atlantic University.

Chair Henn provided a brief overview of the Committee's work for the guests. He stated that the AHAC serves at the pleasure of the City Commission, and has begun to compile possible recommendations for the State Housing Initiative Partnerships (SHIP) Report to be approved by the City Commission. The Committee had felt it would be appropriate to solicit the input of industry professionals on this topic, as one of the Committee's goals is a partnership between government and outside industry.

Mr. Wohl introduced himself, noting that he is also Chair of the Terwiliger Workforce Housing Initiative for the Tri-County area. The issues and initiatives that Chair Henn had raised are important to those in the private sector as well, he affirmed.

He described affordable housing as "a tough industry," as it has been adversely affected by the global and national financial situations. He estimated that some 70% of those entities engaged in acquiring affordable housing tax credits, including Fannie Mae, Freddie Mac, and other financial institutions, are no longer making money and therefore have little incentive to purchase tax credits. Mr. Wohl felt initiatives should be tailored to the current development market.

He referred to the 11 Affordable Housing Incentive Strategies listed on the Florida Housing Coalition website, describing all the initiatives listed as useful. Regarding an increase in density levels, Mr. Wohl noted that this can become a "double-edged sword," as density can be increased to a point at which structured parking becomes a requirement; in addition, there can be an increase in the cost of producing housing.

He felt that reduction of parking is particularly critical, and recommended that the AHAC encourage the construction of housing in areas where mass transit is available to residents. He hoped that in the future these two public concerns would be "tied in to one another."

Ms. Hayes noted that the initiatives were originally developed in the early 1990s, and a more recent update directly addresses transportation concerns.

Mr. Wohl added that in studies of overall affordability of housing, transportation costs play a key role in determining residents' financial burdens.

He stated that public/private partnerships are of great importance, pointing out that the Pinnacle Group is partnering with Broward County in connection with a downtown development called Flagler Point. He felt incentives to public/private partnerships should be particularly encouraged. Without dedicated subsidies in this area, it would be difficult later on to make developments feasible, considering the full value and cost of land.

[Mr. Jordan joined the meeting at 6:47 p.m.]

He also advocated ULI and mixed-income housing, and felt there are ways to encourage this as well, such as combining workforce and affordable housing in the same development.

At this point, Mr. Wohl invited Mr. Wheat to address other issues.

Mr. Wheat thanked the Committee for its invitation and stated that he sits on the Davie Affordable Housing Advisory Committee, where he felt some of Fort Lauderdale's ideas would be well received.

He added that the recommendations should be considered from both planning and use perspectives to ensure that they are meaningful incentives.

Mr. Wheat noted that he had recently had an opportunity to address the 2008 Affordable Housing Study Commission, which is focused on fostering greater participation by nonprofit organizations, as well as joint ventures between nonprofit groups and the public and private sectors.

While he did not speculate on what the Commission's conclusions will be, he believed there were opportunities for greater resource allocation of State-controlled resources if they were targeted toward effective nonprofit participation. He cautioned those who advocate on behalf of nonprofit groups that there should be a clear understanding of what the private sector can provide as well, such as energy, financial strength, and capabilities to "drive" the process. Nonprofits contribute local advocacy and understanding and the needs of local residents. Mr. Wheat felt that this synergy will prove to be an important part of the Study Commission's findings.

He stated he was troubled, regarding the area of advocacy, that Broward County seemed to have suffered, historically, with regard to its demand for affordable

households versus the supply. When Florida Housing allocates resources, such as housing tax credits and resources available through programs that help the development of housing, Mr. Wheat cited a “great disparity” between Broward County’s need and the actual dollar amount that was allocated to it.

He felt there should be more effective advocacy for policies that benefit Broward County, and this could be done by its cities joining with the County to have a single voice for making recommendations to the Florida Housing Finance Corporation regarding allocation of resources. He encouraged the AHAC to work with the County and other cities to advocate for a more equitable allocation.

Another area of concern, Mr. Wheat continued, was the need to identify sites for affordable housing that are located near mass transit or public transportation hubs. He felt incentives such as density bonuses and transfers of development rights could be used to create a program that would support transit-oriented affordable housing developments. The Urban Land Institute has done some analysis on this issue, he noted, and has had some effectiveness in California in creating transit-oriented affordable development.

He also pointed out that to private developers, expedited permitting has been of great importance. This is especially true in the multi-family affordable housing area, where the effectiveness of presentations to investors, including accurate estimates of completion dates, is paramount. If a target date is missed, the development may lose thousands of dollars in equity because the delivery schedule was not met, or, in the case of tax credits, the investor has not received the expected yield.

In many counties where the Pinnacle Group has worked, expedited permitting has helped shorten the plotting stage, Mr. Wheat said; however, the process of certifying a development once it is complete can be a lengthy bureaucratic process. He felt that the same energy brought to issuing a permit could be brought to completing the final certification process, such as Certificates of Occupancy. Mr. Wheat suggested that if affordable housing is given the same priority during the completion process that it is given for expedited permitting, it would be of enormous benefit as an incentive.

He concluded that he agreed with Mr. Wohl’s summary of industry trends, and felt that some relief will come from the Housing Assistance Act. Revenue is becoming available to cities to deal with the foreclosure crisis, he said, and also provides opportunities to create incentives. This could also bring some relief to developers, who have recently suffered in attempting to attract new investment following the crises affecting so many major banks.

Mr. Wheat thanked the Committee for providing him, and Mr. Wohl, the opportunity to speak to them, and offered to answer questions.

Mr. Stuart asked what the time frame might be between the completion of a development and the issuance of a Certificate of Occupancy from the City or County. He also asked if Mr. Wheat could give an estimate of how this time affected a developer's "bottom line."

Mr. Wheat responded that this time varies according to several issues, such as water and sewer management certifications that can, in some areas, take from 30 to 90 days. This period is sometimes mandated for review, he added, and can extend the timeline more than 120 days. Similar issues with Florida Power & Light have also plagued the industry since the hurricane seasons of 2004 and 2005, he said.

When it comes to the bottom line, Mr. Wheat pointed out, these delays affect the delivery of tax credits and financial incentives, which are often based upon dates of occupancy. It also delays the developer's access to equity.

He added that perhaps affordable housing should be its own Tax Increment Financing (TIF), outside the CRAs. The incremental tax would go into a fund that is earmarked to perpetuate affordable housing in the city or county of its location.

Chair Henn stated that at the last meeting, the Committee had concluded they should perhaps not make specific comments on, for instance, the size of a particular setback or parking reduction, but should allow experts to make these remarks. He asked if there had been, in the Pinnacle Group's experience, special rules in a jurisdiction that allowed a developer some creativity, with the recognition that affordable housing is the goal.

Mr. Wheat clarified that this would mean a special overlay district for affordable housing, where a developer operated under a different set of standards if he met a certain set of affordable housing criteria. He felt this would be an excellent incentive, and noted that the Broward County Planning Council offered a plan similar to this for affordable housing for the elderly, called a Special Residential Facility. If that designation is met, he said, the density is calculated differently, certain parking reductions are possible, and other considerations come into play.

Chair Henn asked if the expedited review is paid for on most projects, and if difficulties are still experienced after this service is purchased.

Mr. Wheat stated that his group does pay for expedited reviews, as it is a “cost-plus” when the equity investment return and other considerations are measured against its cost. He explained that the difficulties experienced at the end of the review process often involve the lack of a predictable timeline. For instance, he noted, the 30- or more day certification process is highly unpredictable, as certification could occur on the third day or the 30th.

He clarified that the incentives he proposed are not intended to mean a developer should be held to a lower standard when affordable housing is constructed, and pointed out that the “nuances” in the industry that applied to affordable housing also allow, at times, a potential for greater financial loss.

Mr. Wheat noted that in his experience, the Fort Lauderdale code made “reasonably beneficial” requirements for the development of affordable housing, such as changes to parking and other code requirements.

Mr. Jordan recalled an earlier reference to TIF, and noted that at a previous meeting, the Committee had discussed the feasibility of establishing TIFs for the municipality of Fort Lauderdale to act as its own developer and hire a private company to develop a large number of units at an accelerated pace. He added that the reason for this proposal was information stating the City needed several thousand units of different kinds of affordable housing. He asked if Mr. Wheat felt these proposals, both the establishment of TIFs and the acceleration of development within the City, were feasible.

Mr. Wheat felt the TIF concept should be expanded upon to create housing in needed areas, again identifying Fort Lauderdale as one of the State’s areas in greatest need of more affordable housing. He added that public/private partnerships are possibly the only way these projects could be done.

In conclusion, Mr. Wheat thanked the Committee for inviting the Pinnacle Group to its meeting.

The Committee’s next presenter was Jim Carras, Principal of the Carras Community Investment consulting firm. He explained that his firm worked on issues of community and economic development finance, and as a professor at FAU, he taught courses on housing, economic development, and urban redevelopment.

Mr. Carras stated that the recommendations he would make would be relatively broad in scope.

Mr. Carras's recommendations were as follows:

1. Regard the construction of affordable and workforce housing as an economic development tool, particularly considering the job loss the Fort Lauderdale area has suffered and would likely continue to suffer in the current economy.
2. Realize that the terms "affordable" and "workforce" are, in the City's case, synonymous terms applying to, for example, members of the service industry, such as retail and restaurant employees, who make up a significant portion of the workforce. Statistically, the employees who earn less than 60% of the area's median income often work in service industries, he pointed out.
3. Understand that the key attraction of expedited permitting is its predictability, which allows developers a certainty of how much time will be involved in a project. Ideally, he noted, large municipalities should have a "point person" working on affordable/workforce housing who understands the interests of developers and can assist them through the expedited process.
4. A policy focus should be on rental housing, not only in terms of new production but in preservation as well. Where there is a significant low-income population, affordable rental housing will supply more affordable and workforce housing than opportunities for home ownership could provide.
5. The business community should have capable partners in the nonprofit community, although Mr. Carras noted that in some parts of Florida, there is a sense that resources were inadequate for these projects and partnerships. He added that a capable staff is key to this issue, although such a staff would presently be stretched to its limits.
6. Capacity building should focus on employer-assisted housing, such as what occurs in hospital districts.
7. Land banking should be considered as a strategy to address the foreclosure issue. It was noted that the BHP Community Land Trust, formed in Broward County, could be part of this solution as well.

Moving on to the topic of funding, Mr. Carras noted that dedicated funding for affordable housing is limited relative to available subsidies. He felt potential solutions lay in housing trust funds, linkage fees, or other vehicles created to work along with the current subsidies, as the demand for affordable/workforce housing has outgrown the availability of funds. At present, he noted that availability and access to capital are severely limited, except possibly at smaller community and regional banks that had been less affected in liquidity in the same way larger banks had been.

Mr. Carras pointed out that there are 57 financial institutions currently in Broward County, and the challenge is to learn to work effectively with their leverage.

Equity is another consideration, as low-income housing tax credit deals are more difficult to acquire with the current lack of equity investors. If tax credits cannot earn money, major buyers will not invest in them. Mr. Carras noted that equity funds have been created in some parts of the nation, and advised that regional and sub-regional equity funds could be used for both tax credits and land acquisition purposes.

Other sources include Community Redevelopment Agencies (CRAs). A recent survey of Florida CRAs, in which Mr. Carras had participated, estimates that only one-third of the State's CRAs are actively involved in affordable/workforce housing; he noted that some states, such as California, required that at least 20% of their TIF be dedicated to affordable housing. Without this requirement, Mr. Carras advised that in the future Florida's CRAs might focus more closely on housing and enact policies and funding to deal with the issue.

Regarding the proposed policy focus on rental housing, Mr. Carras recommended a policy of allowing no net loss of rental housing. He felt the City should recognize that any loss of rental housing should be replaced, as more rental housing, not less, is key to the workforce.

In conclusion, Mr. Carras informed the Committee of two upcoming educational opportunities: on November 5, 2008, FAU's Institute of Government will sponsor a half-day seminar addressing strategies to deal with foreclosures, and on November 12, 2008, the Regional Business Alliance, in conjunction with various County and regional public/private partnerships for affordable housing, will hold a half-day session to create a South Florida Regional Housing Policy from a private-sector perspective. This will create an agenda and framework under which the private sector can address local, state, and federal levels regarding the needs of affordable/workforce housing.

Mr. Carras thanked the Committee for its time and interest in his recommendations.

Mr. Jordan asked if Mr. Carras could elaborate on the policy of a portion of TIFs going toward affordable housing in certain areas.

Mr. Carras explained that the State of California requires its TIF districts, which are equivalent to Florida's CRAs, to set aside at least 20% of the TIF collected

from each district to be used for affordable housing. While the California policy is state law, he added that, as the County in Florida approves any new or expanded CRAs, they could enact policies to review the CRA plans that are brought before them to ensure that the needs of a particular area, including affordable/workforce housing, are adequately addressed.

Mr. Stuart clarified, however, that while the County could ask for such a policy, it would most likely become a cause of contention between the County and the City, and would not be enacted.

Chair Henn asked if the Committee's interests would be best served by assisting private developers in purchasing affordable housing, as opposed to encouraging greater government involvement.

Mr. Carras referred to the earlier discussion regarding the City as its own developer in a public/private partnership. He believed that the private sector could play a crucial role in development, as well as lending, and affirmed that the pooling and leveraging of funds could be much more useful in the private sector than if the government played a role in the process.

He added that lending and developing professionals could be far more efficient than the government in their areas of expertise, and the public/private partnership that would occur with the City would yield far more preferable results than if the City assumed the role of lender or developer itself.

Mr. Jordan pointed out that the City hires architects and contractors to construct its buildings, which is no different from hiring a developer to handle these services and responsibilities for properties it owns.

Mr. Carras agreed that efficiency is enhanced when government is not a participant in private sector activity. He noted that leverage is also more difficult when government is involved. He noted that once a structure is built, the City would then have management responsibilities for the property, which is more suited to being handled by a public housing authority than by a body of government.

He advised that the low income housing tax credit has been "incredibly successful" because it has retained and incentivized private developers with the opportunity for profit. Quality well-managed units are produced in this case, he affirmed. The difficulty is that only a limited number of tax credits are available.

To overcome the existing deficit of units, he stated that incentives, capacity issues, and efficiency issues can be overcome to target these deficits, although he noted that he had not observed a “comprehensive approach” to these matters in South Florida. A framework in this area is not in place that gives participants adequate access to both tools and capital, he said.

Ms. Riley referred to the preservation of rental housing, and asked Mr. Carras’s opinion on specific policies to avoid a net loss of rental units.

Mr. Carras responded that a “no net loss policy” would require that anyone proposing the elimination of rental housing, through the sale of development rights or by other means, must come up with a plan to replace the units that would be lost. He told Ms. Riley that he would look into whether there is an existing policy of this nature that could be used as a model for such a program.

Chair Henn asked if the market is capable of self-correction with property conversions returning some developments to rental programs, therefore making the net loss smaller in recent years.

Mr. Carras believed this is partially true, although one concern with condominiums shifting back into the rental market is that the rent is often too high to be considered affordable to most of Florida’s workforce.

Chair Henn asked if there is any linkage that could help affordable housing while remaining a fair process that did not single out one kind of development at the expense of another.

Mr. Carras cited a study, of which he was the co-author, that argued there is a rational nexus for this process. Linkage, he explained, occurs primarily through real estate development, whether commercial or residential. He was not aware of any linkage programs that did not tap into real estate development in some way.

Chair Henn asked Mr. Jessup if he could offer any further considerations for the Committee regarding the expedited permitting process, or other concerns they might encounter when working with the Planning Office. Mr. Jessup stated he would look into this matter and address it at a subsequent meeting.

Ms. Hayes advised that although a quorum was still not present, the incentives and initiatives introduced at tonight’s meeting could still be discussed by the Board.

3. Discussion of Initiatives/Strategies

Mayor Jim Naugle stated that the City Commission has studied the amount of property owned by the City, and has a much greater percentage of rental properties than owner-occupied dwellings, approximately 50%. In the past, the City Commission has taken the position that owner-occupied dwellings are encouraged.

Regarding TIF, Mayor Naugle added that the two current CRAs are “starving” the General Fund. He noted that these CRAs are “winding down,” with only a few years left, at which time the CRA funds will revert to the General Fund. He added that with a significant amount of money diverted to the CRAs, the City is having trouble paying its pension obligations and expenses.

Most of the CRA funds have been committed to infrastructure, he continued.

Mayor Naugle suggested that in the future, the City and County may come to agree that the CRAs should be disbanded, with their funds diverted back into the General Fund(s).

He added that the City has an excellent relationship with the Housing Authority, and would likely continue to have a good relationship if the City becomes a developer in the future. He noted that they currently use the private sector to modernize and redevelop much of Fort Lauderdale’s public housing.

Chair Henn asked if the Mayor and City Commission view affordable housing differently from workforce housing. Mayor Naugle responded that the two entities are seen almost interchangeably.

He added that the median price of a condominium has fallen to \$130,000, while the median price of a single-family home has dropped to \$280,000. The City’s median income is currently \$60,000, and 55% of its housing is multi-family, a category that includes condominiums, townhouses, garden apartments, lofts, and patio homes. He felt that conversations tend to focus on the cost of single-family homes, although the majority of the City’s housing is now multi-family.

One way to reduce the deficit in availability of rental units, he said, is to work to raise incomes so the existing units are more affordable. Mayor Naugle concluded that he himself has been an affordable housing provider for 34 years, operating in Broward County.

It was noted that more than half of Fort Lauderdale’s workforce earns less than half the City’s median income, so even if the cost of rental units falls low enough

to be in line with the median income, it will not have an effect on most of the workforce. A rise in wages must accompany any drop in rental fees if progress is to be made.

Ms. Hayes drew the Committee's attention to two items that had been distributed at tonight's meeting: the Collier County Impact Fee Deferral Program, and the Workforce Housing Study's policy considerations, as requested by Chair Henn and other members at the previous meeting.

Also distributed was a copy of the draft report by the Florida Housing Finance Corporation, which contains useful background information and discussions on public hearings and incentives. Ms. Hayes noted that this report provides a possible format that can be used for the Committee's report.

She provided information from the Broward County Housing Incentives Strategy Report, which also uses a format the Committee may want to consider. It includes an explanation of the City's existing incentive strategy policy and regulations, as well as the advantages and disadvantages of the policy and the recommendations of the Advisory Committee who compiled the document itself.

She added that the City of Hollywood, Florida has recently finished its own recommendations for affordable housing, and a copy of these has been included as well.

She concluded that these reports provide a number of potential formats for the Committee to consider using for their own report. Ms. Hayes clarified that, as with the City of Hollywood report, all recommendations are required to be listed for the public; in the Committee's case, she said, there will be an advertised public hearing for their upcoming report before it is presented to the City Commission for their final decision.

Ms. Riley asked if the actual recommendations made by Hollywood were in greater detail than those outlined in the report. Ms. Hayes confirmed that the contents of the report are what will actually be presented at that city's Commission meeting.

Chair Henn stated that a benefit of Hollywood's approach to their report is the ability to list "the big picture" on a single sheet of paper. While it could be seen as too general, he said, it allows people an opportunity to "buy into" what the Committee is doing, and eliminates the possibility of going into too much detail.

Ms. Hayes added that the Committee can use a format similar to Hollywood's as "backup documentation," as there may be questions coming from the City Commission and the public.

Chair Henn felt the report should be written in a way that makes it easy for the general public to read and understand, not just the Committee members.

He asked that the Committee go over the reports Ms. Hayes had provided, turning first to the Collier County Impact Fee Deferral Program. Chair Henn noted that in his experience, it is very difficult to waive an impact fee; however, the Collier County document cites a way to defer the fee, yet remain consistent on local issues, he said.

Ms. Riley noted that the report lists different programs, all of which operate somewhat differently:

- The county-wide impact fee deferral for owner-occupied buildings, with the term of the agreement lasting until the time of sale, transfer of title, or refinancing, and a 5% annual interest fee, not to exceed 25% of the deferral amount. Security is by lien of the property or the amount of the impact fees that were deferred.
- Multi-family impact fee deferral for rentals, which has a 10-year term of agreement and no interest rate that is related to deferred payment. Security is a lien on the property against the amount of the impact fee. The deferral is not available for fire, water, or sewer impact fees.
- WHP, or Workforce Housing Program, also with a 10-year term of agreement and similar terms of repayment, and restrictions, as the multi-family deferral.
- Charitable organization impact fee deferral, which was originally a waiver program.

Ms. Riley noted that the deferral for owner-occupied buildings had previously been paid from SHIP funds before it was changed to a deferral program.

Chair Henn noted that if a government charges an impact fee, there must have been a need for that fee at some point, and asked how this need is being met once the fee was deferred.

Ms. Riley said this money comes from general funds, and is paid back into it when the deferral ends, with interest.

Mr. Jordan felt the use of an impact deferral for fire, water, and sewer fees should be reconsidered, as these are “large dollar” figures, and suggested that the Committee consider including a potential deferral for these fees.

Chair Henn asked if anyone was aware of a legal reason why a deferral that is allowed in Collier County might not be permissible in Fort Lauderdale. Ms. Hayes responded that legal counsel would need to answer that question.

The next item included for consideration was the Workforce Housing Policy Considerations document, which Ms. Hayes identified as being provided by a consultant for the Committee’s consideration. It includes a definition of workforce income and cost burden, establishes a set-aside program for workforce housing, determines a threshold for development participation, and recommends a pay-in-lieu program with a trust fund to expand existing affordable/workforce housing programs. City pension funds are recommended for employee housing.

Chair Henn referred to a memo from the City’s Downtown Development Authority, which recommended moving costs from the permitting phase to the closing phase of development.

Ms. Riley noted that the definition of workforce housing is a vital consideration, reiterating Mr. Carras’ assertion that the City’s work force includes members of the service and retail industries who make less than 50% of the median income. The definition used in the Workforce Housing Policy Considerations document focuses on those who make 80-120% of an area’s median income. If housing efforts are aimed at workforce housing only, the definition could exclude these residents, she cautioned.

Chair Henn felt that the Committee’s mission is to provide housing through both ownership and rental opportunities.

Ms. Riley clarified that whatever incentives the Committee recommends, housing should be made available, perhaps in a “tiered approach,” for those earning 50% or less of the median income as well as those who earn more. She felt the term “workforce incentive” should cover those members of the workforce as well as the people earning 100-80% of the median income.

Chair Henn felt the definition used in this report is narrower than the definition the Committee would adopt for its own.

Ms. Hayes moved on to another document requested at the last meeting, a summary of the previous Workforce Housing Study recommendations that had

been rejected by the City Commission. It included a section of questions and comments from its public hearing.

She clarified that a report from the Committee is due every three years, such as the one due for City Commission approval by December 31, 2008, which will be submitted to the State Legislature once it has been approved.

Chair Henn noted that two years ago, when the economy was much stronger than it is at present, the City Commission did not take action on a fee-in-lieu program. He was hesitant for the Committee to recommend new fees at this time, he said, considering that the City Commission might be even more sensitive to the current state of the economy.

Ms. Hayes clarified that the document in question was provided as an opportunity to review where the Committee's attention had been focused during the compilation of their last report. She confirmed that no formal action had been taken on this report, although it had gone before the City Commission.

She added that the next document in the packet, the Broward County Housing Incentives Strategy Report, was provided as a potential prototype for the upcoming report's format, noting that it lists background information, outlines, community views, public hearing aspects, and the names of commenters. It also includes actual incentives and recommendations.

For clarification, Ms. Hayes explained that the Committee's study would ultimately include publication of incentives and initiatives as the City of Hollywood's report had done, but when the report is submitted to the City Commission, it would use the latter document for formatting purposes.

Chair Henn affirmed that the Committee was in general agreement to write the report using this proposed format.

The last item provided in the Committee's packet dealt with the question of dual office-holding conflict, and was intended to provide the members with applicable information, Ms. Hayes said. She encouraged the Committee to bring any questions about this policy to her office, where she would consult the State Legislature in Tallahassee, where the policy had been developed.

4. Other Business

Chair Henn confirmed that the Committee's next meeting will be in two weeks, on Monday, November 3, 2008, at 6:30 p.m. Ms. Hayes asked that all members come prepared to finalize the possible recommendations of their report.

He asked that those Committee members present at tonight's meeting make a special effort to reach out to those who were not, so a quorum could be present at the next meeting.

Mr. Jordan asked if it could be verified before the next meeting whether a quorum would be in attendance. Ms. Hayes noted that all members are emailed prior to each meeting with a reminder, and asked to respond to let her office know if they would be present.

She added that there are still two vacant seats on the Committee at this time.

Chair Henn requested that in the future, all speakers at a meeting be included on the agenda. Ms. Hayes agreed that this would be done.

There being no further business to come before the Committee at this time, the meeting was adjourned at 8:12 p.m.

Next scheduled meeting date: November 3, 2008, 6:30 p.m., Fort Lauderdale Executive Airport.

Chair Peter Henn