

COMMISSION CONFERENCE**SEPTEMBER 16, 2003**

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COMMISSION CONFERENCE

1:30 P.M. SEPTEMBER 16, 2003

Present: Mayor Naugle
Commissioners Hutchinson, Teel, Moore and Trantalis

Also Present: City Manager
City Attorney
City Clerk
Sergeant At Arms – Sgt. Johnston & Sgt. Roddy

I-A – Board of Adjustment Interview

Mayor Naugle announced that they would be interviewing Jon Albee for a position on the Board of Adjustment.

Jon Albee stated that he had previously served on the Board of Adjustment for 7 years, and had served as Chairman for 2 years, and would like to serve as a member of the Board once again. He stated this was an opportunity for him to serve his City once again.

Mayor Naugle stated that Mr. Albee was very qualified. Commissioner Hutchinson agreed.

Commissioner Teel stated there were presently 3 alternates on the Board and she asked if one of them would move to a permanent position. Mayor Naugle explained that would be decided later on during the appointment process.

Commissioner Hutchinson stated they could review who had been an alternate the longest.

Commissioner Moore entered the meeting at approximately 1:35 p.m.

Action: Appointment to be made later on during the meeting.

I-B – Project 10491 – N.W. 19 Street Improvements (From N.W. 9 Avenue/Powerline Road to N.W. 31 Avenue)

The City Manager stated that the memorandum which had been sent to the City Commission was self-explanatory. In addition, he stated there was a letter sent to Vice-Mayor Moore from Marsha Goldsby setting forth some of her concerns for the area which had also been distributed.

Hector Castro, City Engineer, stated that they had been working on this project for quite some time. He stated they were at a point now where there were 3 definitive plans of what they wanted to accomplish on N.W. 19th Street. He explained the area involved was from 31st Avenue on the west to N.W. 9th

Avenue on the east. He explained the work would be done in two phases. One phase would involve 31st Avenue to I-95, and then the second phase would be from I-95 to Powerline Road so that they could coordinate with the Waterworks 2011 Project. He announced that the completion date for this project would be approximately April, 2005.

Mr. Castro stated that the Design Engineer, Mina Samadi, for the project was present and could answer any technical questions the Commission might have regarding this matter. He explained they also wanted to get some direction from the Commission regarding the design features, and a jurisdictional matter since this was a County roadway. As a result, the County would have significant input regarding the design features, but one of the options was for the City to acquire jurisdiction of the roadway from the County. He explained the third issue was in regard to funding. He further stated they did not have the full \$1.4 Million needed for the project, and had only about half of what was needed for Phase I.

Mayor Naugle stated that an estimate had been given that it would cost the City about \$113,000 per year to take over jurisdiction of the roadway. He stated that this road was a collector road and consisted of 5 lanes and would be expensive to maintain.

Mr. Castro stated that they had arrived at \$113,000 was an estimate and the roadway had been recently resurfaced in various segments by the County and the drainage system was in good shape. He stated the \$113,000 would be an amount that could be put in reserve for future resurfacing in about 13-15 years and for other possible repairs.

Mayor Naugle stated regarding reclassification from a County to a City roadway could they first attempt to appear before the County Commission seeking an exception to be made for traffic calming so the improvements could be done, instead of taking over its jurisdiction.

Greg Kisela, Assistant City Manager, stated that they had met with staff and they were adamant, and the matter would require a policy change for them to deviate from their policy. He explained the major problem was the matter of U-turns and the safety of the movement of traffic. He further explained if they accommodated the County's safety standards, they would have to acquire right-of-way adding substantial cost to the project.

Mayor Naugle asked if the City could demonstrate that the County's standards were not necessary due to the City's experience with 18th Avenue where there were no problems with U-turns. Mr. Kisela replied they could and had tried such arguments before, but it was to no avail. He felt they were going to use Wilton Manors as an example on 26th Street and were requiring them to adhere to the safety standards to acquire the right-of-way. Mayor Naugle asked if they had approached the County Commission as of this time. Mr. Kisela replied they had

not approached them yet. Mayor Naugle asked if a delegation could approach the County Commission asking them to accommodate the City's request.

Commissioner Moore explained that would probably not work because the street was a connector, and the County's objective was to find ways to move the traffic and had done it successfully throughout the City in the past. He stated the only places the City could have the roads aesthetically enhanced to meet the needs of the residents was by taking over control. He further explained that having the City maintain the roadway and not having full control would be making an investment and getting nothing in return. He believed the County did not intend to maintain the roadways in a manner the City had found it necessary to do. He stated they needed to find a method of giving the residential homeowners an opportunity to enjoy a life style they wanted and deserved. He stated the same situation occurred regarding Sistrunk Boulevard and he had recently heard that the City might not have control of that roadway. He stated he wanted to be the "Captain of their own ship." He reiterated that this community had waited almost 5 years to get landscaping on that roadway.

Commissioner Trantalis stated if this roadway was being used as a thoroughfare for east/west traffic and if it was the City's goal to slow down the traffic, where would the traffic relocate to. Commissioner Moore stated they were not talking about moving traffic, but only calming it. He further stated the first priority dealt with aesthetics. Commissioner Trantalis stated if they were discussing traffic calming, individuals would look for an alternate route and were other roads going to be burdened. Commissioner Moore replied there would be no other alternate roadways for the traffic because the adjacent communities were residential. He explained that the 19th Street Corridor from SR441 to Powerline Road was a nice roadway and cars could travel 45mph due to the design of the roadway, but if the design was changed individuals would have to change their habits and leave earlier. More importantly to the community, they could walk out their doors and see enhancements and not have the carbon monoxide in the air as much.

Commissioner Trantalis stated that one of the problems discovered in the budget process over the last few months was that sometimes matters were voted on, but there was no specific source for funding the projects. He stated he did not want to see them get choked up on mandating something which could not be funded. He suggested that possibly they identify the source of funding before moving forward with the project.

Commissioner Moore stated that was why they had an operating budget. He stated that possibly privatization would occur for some roadways or there be an adopt-the-street program initiated. He added that possibly the ad valorem taxes would be assessed differently in order to deal with maintenance issues.

The City Manager agreed that they needed to identify funding sources before moving forward on projects. He stated that he had checked with staff as to how

long this project would take because many times they had to deal with multi-fiscal responsibilities. He felt the Commission should require before embarking on a new initiative or change in priority, that he come back before the Commission explaining the funding process.

Commissioner Hutchinson agreed that this community had been waiting on this project a long time, but her biggest concern was the financial aspect of it. She stated there was \$330,000 in the CDBG money, but there were no funds for the remaining part of the project. She stated her other concern was that while they attempted to do further improvements throughout the City on County roads, if they could not get what was wanted would they eventually take over maintaining all the roadways. She felt it would be prudent due to the budget situation that they review how this project would be funded on a maintenance level, if the City took it over. She asked where the funds could come from in the Engineering budget.

Commissioner Teel stated that the first phase of NE 18th Avenue had recently been completed and stated they had installed Bahia grass which some people did not like. She added that the residents realized the work was to be done in two phases, but eventually they were going to start asking when the work was going to be fully completed. She felt they needed to complete the work before embarking on another project. She stated she was also concerned about the cost of the project.

Mayor Naugle stated that in reading the memorandum which had been distributed, the cost for expanding the right-of-way for the U-turns would be \$167,000, but the annual maintenance would be \$113,000 for 15 years.

Mr. Castro explained that the \$113,000 was a budgetary number used in the Capital Program to maintain the roadway, but one of the options would be if there were no new funds in the Capital Program, then the resurfacing might have to be moved from every 15 years to possibly 16 or 17 years.

Mayor Naugle asked if someone tripped on a sidewalk along 19th Street which was a City/County road would that make any difference as to who had jurisdiction over the area. The City Attorney stated that whoever was responsible for the maintenance of the area would be the responsible party in the lawsuit.

Mr. Kisela stated an estimate had been given regarding the hard costs, but other costs were involved such as liability which had not been included. Mayor Naugle felt it made sense to ask the County first to consider this matter or just pay the one-time amount of \$167,000. Mr. Kisela remarked that the figure of \$167,000 could be higher if they had to use eminent domain to acquire the right-of-way.

Commissioner Moore stated the \$167,000 was just a projection because they did not know if there was a willing seller and if eminent domain would be involved.

He felt they could end up paying a lot more for a small piece of roadway. He realized looking at the mass amount of money for maintenance appeared large, but that was the same for any project throughout the City. He felt lawsuits were going to take place whether the City owned the property or not. He stated he did not have any objections regarding the City approaching the County regarding this matter, but reiterated that this community had been waiting a long time for this project. He stated that in the past they had never waited until all funds were available before embarking on projects. He felt they always proposed to "pay as you go," and everyone took turns getting pieces of phases for their projects and having them completed when the funds were available. He stated this case was no different, and therefore, this project should not be treated any differently. He felt if it was the consensus of this Commission to go to the County, he suggested it be done quickly because many residents had signed a petition asking that this project be done. He suggested that they approach the County within 30 days.

Commissioner Hutchinson stated that the first phase would cost \$623,535 and there was \$330,000 in CDBG, she asked where the remaining funds would come from. Mr. Kisela remarked that the first phase would be broken down into segments A and B.

Mayor Naugle stated if they went to the County Commission and asked for an exception, it would give staff the opportunity to see where the remaining funds could be gotten. He stated further if the problem could be solved for \$167,000, it would make more sense to do that instead of paying \$113,000 per year. He stated there were other roadways in the same situation which were not City roads, such as SW 4th Avenue, Davie Boulevard, and other residential streets. He stated that other roadways had received partial improvements, and some areas were still waiting on funding. This project was requesting to be done at one time.

Commissioner Moore stated that was not true because 13th Street had been done with full funding. He stated that 19th Street was supposed to have been done thereafter, and it was 4 years later and the work still was not done. He reiterated if they spent the \$167,000, then the project would get postponed another 3-4 years. He explained doing acquisitions even with a willing seller, the necessary engineering still had to be done. This project had been delayed and staff worked hard to build a consensus regarding the workings of this roadway, and even the County had cooperated, but they had a standard in place which would not allow this project to move forward. He hoped the Commission would realize it was not just spending the \$167,000, but that this could endanger the project with further delays.

Commissioner Trantalis stated he agreed that possibly the issue did not just involve the \$167,000 because it appeared that the design concepts implemented by the County were "bare bones." He stated other roadways were involved and the City was discussing reclaiming those roadways because the County would

not commit the funds the cities wanted to enhance their communities. He stated that somewhere in the future they had to address the problems on Davie Boulevard, and he believed they needed to "bite the bullet" and consider a tax increase specifically earmarked for the reclaiming of roads which would enhance the City. He reiterated that the biggest problem individuals had with tax increases was not the fact they would be increased for specific projects, but because no one knew where the funds were going. He felt they could not afford to ignore 19th Street because it involved a whole quality of life issue. He agreed with Mayor Naugle's suggestion for them to make the attempt to approach the County, and if they refused then look for a funding mechanism.

Marsha Goldsby, Lauderdale Manors, urged the Commission not to delay this project any further. She stated that the community had been waiting and working on this project for 5 years. She reiterated that the residents felt there should be traffic calming for the streets going through residential areas. She reiterated that by the time the matter went back and forth between the City and the County, there would be longer delays.

Inez Dean, President of Lauderdale Manors Homeowners Association, stated there was a need for traffic calming in the area, and asked the Commission to expedite funds and leave out the roundabout being proposed because the residents felt it would create more problems in the area.

Mayor Naugle advised they had received a letter from residents regarding their concerns about the roundabout. Ms. Dean stated that about 75% of the residents were against the roundabout. She reiterated that they wanted the landscaped medians and access provided so they could get in and out of driveways and neighboring roadways. She advised they had negotiated with the engineers to have 15th Avenue discontinued due to mass transit, but 12th and 19th Avenues had been included.

Commissioner Moore stated they had gone through 5 years of discussion regarding the roundabout and they would never get a 100% consensus regarding any roadway change. He stated he did not disagree with Ms. Dean's interpretation of the neighborhood's sentiment, but there had not been 75% disagreement with the project during any of the meetings in which he had attended. He reiterated that at one of the meetings he had attended, there was more than 50% of the users of 19th Street roadway present and 100% of them were in favor of the roundabout.

Ms. Dean reiterated that she was referring to the residents in the immediate area which included Hillman Heights and Lauderdale Village. She further stated that the individuals in Lauderdale Manors were not primarily affected by this.

Commissioner Moore reiterated that Lauderdale Manors, Lake Aire, and other communities which utilized 19th Street were overwhelmingly in support of the

calming device. He stated that during the discussions two roundabouts had been proposed, and a compromise had been made to remove one of them.

Commissioner Hutchinson stated that she was not debating the merits of this project, but her concern was the spending of \$113,000 over 15 years which would total over \$1.6 Million and she wondered if it would be prudent to spend \$1.6 Million versus \$167,000. She reiterated there were not sufficient funds to complete Phase I. She did not doubt that the community had waited a long time for this, but her issue was what was more prudent to spend as a policymaker.

Commissioner Teel stated that many improvements needed to be made along this roadway, and it was clear that the residents were suffering because of the traffic. She felt the sound fiscal move would be to have a dialogue with the County and see if they could not work together, which would show the constituents that they were looking at the funding very carefully and were exploring all avenues of opportunity. She hoped this would not cause any further delays, but she felt it was incumbent for them to do this.

Commissioner Moore recommended that City staff contact the County and have this matter placed on their Commission agenda within 30 days. He reiterated that he had no problem regarding a possible acquisition of the land for the U-turn, but he felt a certain time frame had to be set.

Commissioner Hutchinson left the meeting at approximately 2:15 p.m.

Mayor Naugle asked if the neighborhood would attend the County meeting when this item was placed on the agenda. Commissioner Moore stated there would be problems having individuals attend an afternoon meeting and they preferred an evening one. He reiterated that the County Commission did not meet then and so it would be difficult for the residents to attend since it was a working-class community. Commissioner Moore stated they would make an effort to have as many residents attend as possible.

Action: Meeting to be scheduled with the County within 30 days.

Commissioner Hutchinson returned to the meeting at approximately 2:17 p.m.

I-C – Fiscal Year 2003/2004 Sanitation Rate Increase/Trash Transfer Station

Commissioner Moore left the meeting at approximately 2:17 p.m.

The City Manager stated that this item had been deferred from the September 3, 2003 City Commission Meeting. He announced there had been no substantial changes since then.

Greg Kisela, Assistant City Manager, stated they needed some policy direction regarding this matter. He advised that the budget message had been presented to the Commission in July and discussions were held stating it might be more feasible to discontinue the trash transfer station versus raising sanitation rates. He stated that in the memorandum they had attempted to list various alternatives, but not make any recommendations. He stated the station had been in operation for 12-15 years and served about 85% commercial landscapers. He reiterated it was a residential trash transfer station, but the customers were mainly commercial landscapers.

Mr. Kisela further stated that as a policy decision, they had elected to charge \$10 per visit knowing it was not a complete cost recovery, and a subsidy would be needed. He stated that subsidy had grown substantially over the years and they recovered about 25% of the cost to operate the station. He stated if the station was closed the City could save approximately \$2 Million to \$2.5 Million per year. He further stated that the alternatives for the commercial landscapers would be to go to Envirol Cycle which was off Broward Boulevard in Davie, or use Central Land Fill. He stated there were other alternatives available.

Commissioner Moore returned to the meeting at approximately 2:20 p.m.

Mayor Naugle asked what percentage of utilization of the station were from the commercial landscapers. Mr. Kisela stated it was between 80% to 85% use. Mayor Naugle stated he felt a lot of it would end up as bulk trash. He felt they would possibly save by closing the station, but they would gain some of the savings back as an expense due to increased bulk trash. Mr. Kisela stated they assumed they would need about half-million dollars to deal with bulk trash and illegal dumping. He felt they would save about 80% of the cost.

Mayor Naugle asked if any customers had been surveyed regarding this matter. Mr. Kisela replied they had not as of this time.

Commissioner Hutchinson announced that she would not support a rate increase. She asked how long had the facility been running in a deficit, and she felt they needed to find a way to not have a deficit if they wanted to have it remain open. She stated she did not want to pay a higher trash bill for a facility that could not pay for itself.

Mr. Kisela reiterated that this facility had never paid for itself and this had been a policy decision. In order to break even, it would cost \$35 per load which was a competitive rate, and adjustments would also have to be made regarding the hours and days of operation. Mayor Naugle stated that a certain number of people would continue to dump illegally.

Commissioner Moore stated that at times the private sector did the job better. He stated this had been put together to fill a temporary hole which was that there

were empty lots where individuals were dumping illegally throughout the community. If this public entity charged the same rates as a private entity and they wanted to gain control of the budget, this would be a logical way to do it. He explained that 27th Avenue was not the only trash transfer station, and stated there was another one located between Davie Boulevard and Broward Boulevard. He stated they needed to give the public notice if the station was to be closed explaining where the private stations were located.

Commissioner Trantalis asked if the City's low cost for use of the station dampened the private sector rates, and further asked what would the net savings be out of the City's budget if the station was closed.

Mr. Kisela stated the potential existed for the private sector rates to increase. He further stated that Envirocycle was where the City took a large part of their mixed debris until May of this year and a revenue stream had been created. He stated the private sector would adjust to the supply and demand. He explained there were 3-4 choices available and the prices had been competitive over the last 4-5 years. He stated they anticipated saving about \$2 Million per year which would negate the necessity of having the 10% sanitation increase.

Ed Udvardy, Public Services, stated that a lot of the debris that came to the transfer station might not have been totally originated from the City.

Commissioner Teel stated she was surprised they were not hearing from the neighborhood, and asked if the residents liked the location of the facility. Commissioner Moore replied they did not and had no problem regarding its removal. He reiterated it had met the temporary need and gave opportunity to have developers come in. Commissioner Teel stated there was a definite change in attitude in the neighborhood. She further stated she was in support of closing the station and did not feel this was the type of facility that should be in a neighborhood attempting redevelopment.

Commissioner Hutchinson stated they had mentioned that 11 positions would be eliminated within sanitation and asked for some further clarification. Mr. Kisela explained that they would have rights under the collective bargaining agreement to bump and work through the process. He explained they had not yet worked through such details. Commissioner Hutchinson stated if those positions at the station were eliminated, they would be moved to another part of the City and would they in reality be saving money.

Mr. Udvardy stated that those positions were currently in Sanitation Enterprise Funds, and some of the positions after bumping could end up in the General Fund operating budget. Therefore, they would possibly be saving in sanitation but spending in another part of the budget.

Commissioner Moore clarified that those individuals would have continued jobs within the system and there would be no displacement towards unemployment. Commissioner Hutchinson stated she wanted everyone to understand the money would still be there depending on where things were moved, and therefore, were they really going to save money. Mayor Naugle remarked that it was conceivable that a new hire could be eliminated.

Mr. Kisela stated that overtime would save money through attrition in all funds, but initially they might not save as quickly as they would prefer. Mayor Naugle reiterated that if \$2 Million were to be saved through the closing of the station, then there would not be a need for a rate increase. Mr. Kisela confirmed. Mayor Naugle asked what the rate increase would total.

Mr. Udvardy explained that the rate increase was to be 1% which was equated to about \$140,000, and in addition the original budget called for a \$5 increase in the gate fee which would total another \$250,000. He explained further it was a combination of a rate increase plus a gate fee increase.

Mayor Naugle clarified that the City could reduce the sanitation rate or have it placed in a contingency fund. Mr. Kisela explained the reason they were facing this was due to the bonds and recommended they use this as a cushion to offset for future years. Mr. Udvardy explained the bond covenants required them to produce 1.35% of the expenditures.

Mayor Naugle asked by what date would the station be closed. Mr. Kisela stated they were discussing having the earliest date as December 1st with the latest being January 1st so they could work through the issues.

Commissioner Moore stated he did not object if it was not closed until February 1st, especially since the holidays would be approaching and he did not want to see Christmas trees on the swales.

The City Manager suggested that all ramifications be explored and staff return before the Commission with a specific timetable for closure of the station.

Action: Approved closure of the trash transfer station.

I-D—Second Phase of the Consulting Engagement – Joseph A. Epstein, CPA, Berkowitz Dick Pollack and Brant

The City Manager stated that a powerpoint presentation had been distributed to the Commission regarding this matter. He stated that Joey Epstein, Paul Kaplan and Richard Berkowitz were present today to review the results of their work.

Commissioner Moore left the meeting at approximately 2:33 p.m.

Joey Epstein, partner, proceeded to introduce members of their firm. He stated that at the last meeting they had stated the best way to approach this and give value to the City was to focus on where work needed to be done between now and next fall, which would have long-term strategic value for the City. Issues were studied in order to develop a long-term positive result that was needed. He advised today's presentation was a guide to help make long-term strategic decisions with greater knowledge.

Mr. Epstein further stated they would be discussing historical, projected and budgeted general fund for fiscal '99 through fiscal '04, along with significant financial issues and recommendations.

Mr. Berkowitz stated that if they looked at the amount of reserves, there was a significant erosion present. In the budget for fiscal 2004, there was a contingency of \$1 Million and a working capital reserve budgeted for an additional \$2 Million, which would begin building the reserves. At the end of this fiscal year, they were projected to have about \$86,000 in the General Reserve. Comments were made by the City Manager and the auditors that this was a problem and an issue that had to be addressed on a long-term basis. He pointed out that the Enterprise Funds had substantial reserves, but there were issues related to such reserves and recommendations would be made regarding this. Notwithstanding, the General Fund Reserve projected would be gone.

Mr. Berkowitz proceeded to show a chart of the unreserved fund balance from 1998 and a drop was being shown to 0 as of this year. He then proceeded to show a chart of the property taxes. He explained that the City's revenues would be enormously impacted by property taxes, and rate of increase of property taxes was rapidly increasing. He stated the chart did not reflect the dollar revenue coming from the increase of residential property in the Downtown core. He stated that rate of increase over the next 2 years would be even greater.

Mr. Berkowitz then proceeded to show a chart of the % of total increase in revenues that was comprised of the increase in property taxes. He explained they wanted to see how much of the increase every year would be coming from property taxes. In 2004, 80% increase in revenue would come from property taxes, not including any increases from property value due to the residential units being built Downtown. He reiterated that this rate of increase would be greater during fiscal years 2005/2006, and the property tax revenue would be just about the most important thing to deal with for the future.

Mr. Berkowitz stated that the total payroll for the City was a % of total expenses projected at 73.5% for 2004, and the rate of increase had accelerated over the years. When planning the budget and looking at long-term strategic planning, two things were important and they were property taxes and payroll. He reiterated that the % of the total increase in expenses was comprised of the increase in total payroll.

Mr. Berkowitz announced they were going to cover the following areas: budgetary process, financial reporting, reserves, payroll and overtime, pension plan, self insurance, and strategic planning. He further stated they were going to bring to the Commission's attention what they felt were the issues in each category and give their recommendation.

Commissioner Moore returned to the meeting at approximately 2:35 p.m.

Mr. Epstein stated that in the reports presently done by the City's financial staff, they would see good examples of benchmarking where numbers were compared against other cities in the State and around the Country with a similar population. He felt it was critically important for the City to look at this on a more comprehensive basis, and look at how they did their budget and their process by comparing themselves to other cities who had good practices. Cities with similar population, labor force, income, taxes per capita, along with geographic considerations. He further stated they needed to look at their budgetary process in terms of long-range implications and long-range strategic planning.

Mr. Epstein further stated the City needed to expand their process to build knowledge, expertise and understanding. He stated this Commission was in the process of making long-term strategic decisions and had to consider that what was done today would affect the future. They had to understand what took place previously and have some visioning towards the future. He suggested that between now and the budget workshops scheduled for next summer in anticipation of their fiscal 2004/2005 budget, that the Commission go through a process whereby they get more information regarding their Enterprise Funds and the benchmarking being suggested so when budget decisions were to be made, they had a better perspective of what took place in the past, and what the strategic choices would be for the future.

Mr. Epstein stated if they looked at a 10-year chart, there were strategic decisions which had been made over the years. He stated that in 1993 the City was spending under \$70 Million for public safety, and in 2002 the figure was over \$90 Million. At the same time the capital outlay which in 1993 was slightly under \$20 Million, and in 2002 totaled \$15 Million. He stated it was important to understand the reasons why things were done, and whether over a period of time they could sustain it. He reiterated the need to focus on what happened previously and what would happen in the future. An assessment was needed of the infrastructure to determine where they stood and what needed to be done.

Mr. Epstein proceeded to state that they needed to take into perspective what was best for the City in terms of long-range planning and where was the City going. He explained it was not a comparison with this year's budget versus last year's budget because that was not the way to plan the financial affairs of the City. He proceeded to show a chart of the number of employees per population.

He stated that in 1996 the City had 1 employee for every 72 residents, and presently it dropped to 1 for every 66. He stated more employees were provided, but was it done based on a strategic direction. He reiterated that the population increased 10%, but the rate of increase for employees was 21%. He asked if there had been a good reason for that, and was the City providing better services with that increase. He asked if the financial plan was in accordance with the long-term vision for the City.

Mr. Epstein explained that some of the specific areas in the budgetary process they felt should be changed were the following:

- Hold individual departments accountable for budget overruns
- Perform a comprehensive cost study
- Project and analyze impact of population and property tax growth
- Project and analyze impact of providing services to a growing population
- Identification of areas where outsourcing may reduce costs through the use of benchmarking, such as sanitation, employee practices, workers compensation claims, parking, and economic development.

Mr. Epstein explained that there was a variety of ways to hold departments accountable, but ways had to be chosen that would create positive morale and yet accomplish accountability. He reiterated that processes had to be put in place to make it work. He further stated the cost study was what it cost the City to perform the services being provided. He stated there should not be subsidies provided where someone is not paying their fair share. He stated this City had not done a Comprehensive Cost Study and it would allow the City to be more informed of costs and the appropriate charges could be analyzed. Mr. Epstein stated that the City had a remarkable change coming through in taxes over the next 2-3 years, and population was also increasing in various areas. He encouraged the Commission to spend the time and effort to study the impacts on the City and the long-term impact involved. He felt it was a positive change and would open opportunities to fund long-term strategic plans. By next summer, the City should know what the revenues were going to be for fiscal years 2005/2006/2007. He reiterated that as the population grew and property taxes went up, how would services be handled and would the number of employees continue to increase and would the ratio decrease, or were sufficient employees available and there would only be a need to make them more efficient. He stated this was an important consideration because the cost side of the budget was important.

Mr. Epstein stated that many cities in Florida used outsourcing very effectively. He reiterated it was this Commission's responsibility to determine what areas of the City could be run more efficiently through outsourcing.

Mr. Epstein further stated that the per capita taxes levied for 2002/2003 was high compared to other cities in Florida. He stated it was not due to the amount of the

City's millage rate because it was comparatively low, but the property values in the City were high and were rising quickly. He stated the City might not be able to raise taxes to deal with their problems, and the costs and services might have to be reviewed.

Mr. Epstein stated that monthly financial reporting should be done which would include a report by the Director of Finance, including things such as comparing the budget to actual, identifying significant variances, and a financial outlook. Accountability and follow-up should be done monthly to follow up on issues raised at meetings. There should be a citizens audit advisory committee and the implementation of GASB 34.

Mr. Berkowitz stated the best way to approach the reserve issue would be to do a benchmarking study of other cities which were comparable to Fort Lauderdale. They believed this was very important. He explained it would not just be a benchmarking of the General Reserves, but also involved a benchmarking of the Enterprise Funds. He explained the Enterprise Funds were carrying large reserves and were protected, but the City needed to understand why those funds were built up, why they needed to be there, were they required, and where should they be allocated. He felt adopting a formal policy to determine a minimum general fund reserve balance was a good idea. He explained that the City of Aventura had an \$8 Million General Fund Reserve and a \$38 Million budget. He stated this City's General Fund Reserve was 0, and the Commission needed to decide what they needed to do.

Mr. Berkowitz stated the same recommendations were made regarding payroll and overtime. Benchmarking should be done to determine best practices regarding overtime. He stated this was a difficult political and management issue and tough decisions had to be made. They needed to review the existing pension plans and understand them. He explained that cities were not businesses and they were not supposed to be running a city to make the most money, but were to be running a city that would work well for its citizens. The only way to balance this was to understand the plans and make sure they worked. Once a system was set up, it had to be monitored and audited. He also stated they needed to accurately and realistically budget for overtime.

Paul Kaplan stated he wanted to talk more specifically regarding the pension plan. He stated there had been a short fall from the actuary calculations this year, which was a result of a downturn in the marketplace coupled by the five-year average method adopted by the City previously. It was important to realize that it would not take 1-2 years to get out of the problem, but would take a few good years in the marketplace because of the five-year average. He reiterated there were other options available, such as defined benefit and defined contribution plans. He stated it was important to prepare a benchmarking analysis to determine the best practices.

Mr. Kaplan further stated that the two main areas the City was self-insured on were health insurance and workers compensation. He again reiterated there were other options available for self-insurance. He stated the City needed a better managed plan, and they recommend this be done through a benchmarking analysis to determine what the best practices were, and the City needed to hire a Risk Manager as soon as possible.

Mr. Berkowitz reiterated that the most important thing they wanted to impress upon the Commission, which had been recommended by the City Manager and from the auditor, was to create and implement a strategic plan for the next five years for the General and Enterprise Funds. He explained that this process would allow them to become more familiar with the details of the financial issues facing the City, and it was important that the City's perspective have a clear understanding of the City's resources and where they needed to spend the funds. He suggested that the City could create a Strategic Planning Department or an outside consultant could be used. He explained if the City wanted to have their own Strategic Planning Department, benchmarking could be done to determine how best to do that. He stated it was important to do that in order to plan for the impact of the population growth.

Mr. Berkowitz explained that the City of Miami had put together a high-level group of citizens which went through demographics, strategic planning, operating plan and performance measures, outsourcing, economic development, financial management, information technology, human resources, employee benefits and capital assets. He stated they developed a strategic plan with benchmarking and had graduate students from the Florida International University do metrics and workup materials. He explained there were no public funds used in the process and approximately \$67,000 had been spent which had been donated by various businesses from the community. The City of Miami now had about a \$100 Million reserve in General Funds at this time.

Mr. Berkowitz stated in conclusion they suggested for short-term that the City identify the issues discussed deeming them a priority for the fiscal 2005 budget. For the long-term over the next 5 years, the City should develop a strategic plan similar to the plan adopted in the City of Miami, prepare it with the use of volunteers such as community leaders, educational institutions, city management personnel and outside consultants which would help minimize the cost of the project. Then, they should incorporate benchmarking studies from municipalities considered to operate with best practices.

The City Manager stated he wanted to make one correction because the ending remarks made regarding reserves, it was indicated that there was 0 in next year's budget for reserves, but they were looking at between working capital reserves and contingencies in the amount of \$3 Million, assuming the budget was adopted by the Commission.

Mr. Berkowitz agreed and stated he was referring to the General Fund Reserve and he was not sure why they were referring to the working capital and contingency reserves.

Commissioner Hutchinson thanked the firm for their presentation and she felt it provided a lot of information for her to consider before tonight's meeting. She reiterated that they did not have benchmarking in the budgetary process or in the departments, and there was no accountability. She added there were no policies regarding overtime. She felt things were out of control, and it would be prudent for the Commission to begin the process of a strategic plan because the City had to be taken into the next century. She stated they had no idea what the revenues would total from the new residents in the Downtown area, nor did they know what services would cost for that increase in population. She felt that was very scary. She felt this should be taken as a "wake-up call," and she felt there were some tough budget times ahead, and they needed to prepare for the future so they could have ample reserves available. She wanted to move forward in such a direction.

Commissioner Teel stated this was an "eye opener," and she felt the suggestions made should be considered which appeared to be sound thinking. She felt they had the advantage of having cities nearby who had made great strides with such a process and she felt it was to their advantage to think along those lines. She stated she had been concerned about some of the matters she had discovered over the last few months, and in looking forward they should be able to say that they were the Commission that helped get the City back on track, and she realized it would take some difficult decisions to do so. She thanked the firm for their presentation.

Mayor Naugle stated that he saw a lot of value in the report which had been submitted, and particularly liked the idea of monthly financial reporting that could help avoid the problems they now were facing. He reiterated that they were 6 months into the year before any public recognition was made that they were overspending. He disagreed that they were not in the same financial crisis that Miami had been facing, but he felt this plan could be a blueprint to avoid such things in the future.

Mayor Naugle further stated that he felt they would be pleasantly surprised when compared to other cities, but they could learn regarding the areas where they were lagging behind.

The City Manager stated that he felt the Commission this evening would see some of these same suggestions incorporated into the budget. He stated their approach also was how to do better.

Action: As discussed.

I-E—"Convention Connection" Transit Shuttle Bus Service – S.E. 17 Street Corridor between Federal Highway (U.S. 1) and Bahia Mar

The City Manager stated this was a proposed new service they were presently considering.

Horace McHugh, Assistant to the City Manager, stated that the TMA had been a partner in a number of transportation related issues. The next agenda item would relate to their services, and additional discussions would be held regarding the TMA and other partners in relation to mass transit. He stated that this item pertained to TMA working cooperatively with a number of agencies and obtaining funding through CMAQ grants in conjunction with the Congestion Mitigation and Air Quality. He stated that Broward County Transit identified some federal funds for capital, as well as the Broward County Metropolitan Planning Organization. He explained that the TMA had secured the contract services of Barry Goodman of Goodman Corporation who would provide more detail.

Mr. McHugh explained that the supposed service would run a route from the Federal Highway to Bahia Mar, along the Convention Center and the hotels in the general area. He stated that the funding opportunities being proposed included a surcharge on rooms, as well as funds identified from the other agencies.

Commissioner Hutchinson left the meeting at approximately 3:13 p.m.

Barry Goodman stated they had worked hard to develop a comprehensive community based transit plan which combined different routes and services from different entities, such as the DDA, TMA, and Clean Air Cooperative, into a consolidated projection of what was needed for the future. He stated they had eliminated a lot of duplication, and had compared routes to be provided locally with other community based transportation efforts to determine cost effectiveness, and ensure that what would be implemented would be done on a cost per passenger basis that would be within reason. He stated that the opportunity which had been provided by the Broward County Transit through Clean-Air Cooperatives identification of the Convention Connection Route would provide \$2.5 Million of capital funding. The MPO had also authorized a half-million of Congestion Mitigation Air Quality Funding to support services for the Convention Center and tying it to hotels, as well as the community on non-convention days.

Commissioner Hutchinson returned to the meeting at approximately 3:15 p.m.

Mr. Goodman continued stating that in order to make this a financially feasible project, they were not going to use the \$2.5 Million to purchase buses which would require operating subsidies, but to invest the funds into a private sector turn-key contract providing 40% of the subsidy cost required for such service on

an hourly basis. He stated that the private sector provider which prevailed, based on a request proposal with specific specifications for the type of vehicles the stakeholders agreed to, would essentially purchase the vehicles and furnish them as part of the service. The capital cost of the vehicles would be spread throughout the life of a five-year agreement. He stated they also slashed the original projection of 16,000 hours of annual service down to less than 12,000 hours of annual service to ensure cost effectiveness. If the service performed as they believed it would, there would be substantial surpluses in revenues built in the first few years that would carry and sustain the service after the Congestion Mitigation Air Quality Funding expired. If the service failed to perform, they had the option to buy the equipment from the private operator after two years with the remaining capital funds provided by the County. In their opinion, they believed the City would be able to operate this through a provider such as the TMA without suffering the need for additional subsidies being provided.

Commissioner Trantalis asked why types of vehicles were going to be implemented. Mr. Goodman stated that the consensus of the group was for a replica-type rubber tired trolley vehicle that would be powered in one of two ways. Specifications specified 100% bio-diesel and alternatively would specify a hybrid-electric technology such as an ATU (Alternate Propulsion Engine) which would help with air conditioning and be fueled by propane or some other type of clean fuel that would drive generators to the battery to operate the vehicle. He explained the difference between the two vehicles was the different between a \$140,000 vehicle and a \$250,000 vehicle. In the budget projections, they had shown the impact of that on the overall budget. He stated the contract would have about 60,000 hours of service, and the difference with the contractors amortizing another 100,000 to 200,000 hours would only be a few dollars an hour. He stated they were providing both options so the stakeholders could decide what they preferred at the time.

Commissioner Trantalis asked why they decided to have the Bahia Mar as a terminus and not go further up the beach. Mr. Goodman stated they had considered going up the beach further with the two alternatives being provided. He explained the original study done by the Clean Air Cooperative and their consultant had the service terminate at the Bahia Mar. One of the keys was that along the route of service the amount of hotel rooms were defined that could be captured, and where the Convention and Visitors Bureau had agreed to assess a \$5.00 hotel room fee per night of use. He explained there were two alternatives that would go beyond that point to Las Olas and the Galleria. They believed it made sense to extend the service, and therefore, provided such options as a consideration. He stated it did not impact the total hours much at all. Commissioner Trantalis encouraged them to extend the route further up the beach.

Mr. Goodman stated that the City had received \$1.5 Million from the Federal Transit Administration which were earmarked for beach-related shuttles and could play a role in getting more services for the area.

Commissioner Teel stated that the people living along the Galt were thrilled with their service, but one comment made was to not have it terminate at The Palms, and possibly a connector be provided so they could continue further south. She urged they look at linking to the Galt shuttle.

Mr. Goodman stated when they finally got operating, they would probably begin tweaking the schedules, but had to maintain a 12,000 hourly schedule. He further stated that the opportunity beyond the 12,000 hours was that additional services which might be required for special events would be able to be provided at a lower hourly cost because the capital had been amortized in the 12,000 hours, which could generate more revenue for the stakeholders supporting the project. He reiterated that all options would be considered. He believed they were about 6 months away from initiating the program.

Commissioner Moore reiterated that he was concerned about the TMA. He stated he did not understand their role and was not happy with them. At the last meeting, they had discussed a hybrid system which was operating in the City, and now they were going to discard it. Then, it was said they were going to use a bio-hybrid system. He felt the only thing productive in this presentation was Broward County Mass Transit and the Air Quality opportunity, along with the bed tax that could generate a transportation mode in an area where it was desperately needed and were positive issues. He felt for them to state that TMA would be the provider was something he did not want the City to do. He felt a competitive situation was the best way to proceed. He also felt this could be done in-house. He reiterated that regarding the next item on the agenda, again staff was recommending they join forces with the TMA and he did not feel it made sense. He stated there were no benchmarks, nor any measurement of quality of service. He stated the route presently used in Lauderdale Manors had not increased ridership, and he asked how often the timetables were being met. He felt there had to be a competitive process to deliver the service, and he needed something telling him it would be better for them to offer the administrative dollars to an entity they could keep in-house. He asked how much time staff worked on such items.

The City Manager explained they served in two different capacities. In one capacity, Mr. McHugh served as a contract administrator with the TMA, and Mr. Bentley presently served on the Board of the TMA. He added there was a fair amount of time that other support staff spent doing analysis and other work.

Commissioner Trantalis left the meeting at approximately 3:24 p.m.

Commissioner Moore clarified that all administrative dollars went to the TMA, yet the City did most of the work. He felt those funds should go to the City who still had the responsibility. He stated that the idea of the vehicle being a rubberized trolley did not appear to be the most cost efficient vehicle. He reiterated they were not sure of the viability of such a project. He felt they first needed a component of transportation which the hoteliers and conventioners and users in the beach area could rely on. He felt the only good thing was that they were obtaining County and Federal funds.

Mr. Goodman stated that there had been some disconnects among local entities with respect to the provision of community-based transportation services. The entities had worked hard at staff level to try and bring all ideas and plans together. He stated there were many issues which needed to be addressed in the future. He reiterated they wanted to attract more Federal funding to assist in paying for pedestrian streetscape improvements linked to transit. He stated they needed to review how to sustain the operation of transportation services, and they had been able to transfer capital dollars into operating dollars in this case, but where would commitments come for the future for such transportation. Today, there was an opportunity to implement a service and the RFP developed had strong measures of accountability from the private operator. He stated they believed the City would take on a new service and would make sense to use the private sector in this manner because the risk would be reduced significantly.

Commissioner Moore asked when referring to the private sector were they talking about the operators of the vehicles or the administrative services of the TMA.

Mr. Goodman stated the RFP would allow the private sector to offer services in providing equipment, labor, and maintenance. He stated it also would incorporate administrative and marketing funds which would be made available to an entity to promote the service.

Commissioner Moore stated that in the back-up material provided staff had stated: "This proposal recommends that the RFP bidding and the administration of this project is performed by the TMA." He stated he was not in favor of this.

Bud Bentley, Assistant City Manager, stated they had established a partnership which went back about 5 years regarding community-based transportation, and he felt it was helpful to look at what others did. He stated that part of benchmarking was looking at policies and procedures used by other places. In other parts of the country such transportation was provided by the main transportation provider, and in this case it was the County. He stated that the County's policy was to move the activities to the community. This City accepted the challenge and funding was shared. As part of this since cities normally did not run bus systems, the City entered into a public/private partnership with the TMA. Until the policy was changed, they would be proceeding.

Mayor Naugle asked if the City's interests were being looked after by the TMA and was staff comfortable with making the recommendation of the TMA operating the shuttle.

Commissioner Trantalis returned to the meeting at approximately 3:32 p.m.

Mr. Bentley agreed and stated if efficiencies were to be made, then they could "tweak" the TMA process because they brought in outside funds to the process and input which he felt the City could not duplicate in-house.

Sam Poole, Chair of the TMA, stated that he was an attorney who practiced in the City. He advised that Bud Bentley was a member of the TMA, along with Steve Sommerville from the County, FDOT, Broward County Transit, plus members from the community and neighboring businesses. He explained further the TMA was a group of 20 volunteers focusing on the development of a transit system for the City. He stated the initial focus had been on the Downtown RAC, but more recently they were expanding into neighborhoods at the direction of the City Commission. The particular proposal being discussed dealt with the Convention connection linking that area to the beaches. He added that an additional \$1.5 Million was earmarked to connect to the beaches and the Downtown. He stated there was a lot of partnership money available at the Federal, State and County levels. He stated that the TMA had served as the consensus builder in trying to determine what routes should be served, how the service should be provided, and the frequency of the service. He explained that along with the DDA, they had retained Mr. Goodman to prepare a 10-year plan which would address the needs of the City. He felt it was a conservative plan in which no monorails had been included. He added it was principally a rubber-tired system that was intended to provide for the growth of the Downtown area and provide connectors to the neighborhoods. He felt it represented the consensus of a broad base of the community.

Mr. Poole advised the TMA had a paid staff consisting of two individuals, Paul Carpenter, Executive Director, and Doris Burkhart, Assistant. He further stated they were willing to work with the City. He stated they had grown into the role of providing the transit service in order to coordinate transportation. If the City wanted the responsibility of operating the system, they were willing to partner and transition in that respect. He stated they were all volunteers who cared about the City.

Commissioner Hutchinson stated that she did not want to take over the TMA's position, and she felt they were doing a great job with a small staff, along with a large group of volunteers. She stated she would not even consider bringing this in-house without a cost analysis being done because she felt they would "eat-up" the transportation money on salaries, benefits and payroll, and nothing in return. She felt there was enough work being done in-house before worrying about taking on the role of the TMA.

Commissioner Moore stated he was not throwing rocks at the TMA, but he felt this was an awkward situation. He stated the DDA had created the TMA, and when the TMA's service operated Downtown, there was no ridership. When the Commission began discussing taking the service into the communities, the ridership rose. He reiterated that the DDA only discussed their own turf, but now the hoteliers and convention operators were looking at their interests. He felt there needed to be leadership from individuals who were concerned about the neighborhood, the Downtown and the Beach. He stated he was in favor of the \$5 assessment to the hotels and felt it would generate great revenue, but with the City providing parking they could look at a method of generating another source of revenue in expanding a transportation service because the parking facilities could be used. He felt a percentage of that revenue could go into the pool and make it operate better. He stated there was fragmentation because of the DDA's brainchild being the TMA, and due to their desires of moving people they left out the most important component which was the people. He stated they needed to capture a City-wide approach to transportation and they were not doing that.

Commissioner Moore stated he also was concerned about the expense of the administration of such a project, but there was staff already available and yet the administrative funds were being given to the TMA. Since this was an innovative method of obtaining the bed tax into the pool, he asked if during the next 6 months they request the TMA and their volunteers to arrive at a methodology of transportation which would impact the entire City, as well as being frank about the type of transportation that was actually needed.

Commissioner Hutchinson stated that had been done and asked where the funding was in relation to those discussions.

Mr. Goodman asked if they were referring to the RAC process. Commissioner Hutchinson remarked she was referring to the Subarea Mobility Study. Mr. Goodman stated this represented a consolidation which reduced the need for amounts of equipment and eliminated duplication. He stated they were also refining the RAC ideas and formulating more realistic ideas. He explained what had been done in Phase I of the RAC, they were now taking it to a point to create a master mobility plan for the City showing regional connections, bus rapid transit, and most importantly would raise the number of people working on such transit from 5% to 15% which would make a difference in the community. At the end of September, they would present such a consolidated plan.

Commissioner Moore stated that considering the TMA's current revenues and operating costs, it would be almost impossible to consider hiring additional personnel much less such high-level administrators. He reiterated that they needed a holistic approach to this matter. He felt they were only getting pieces of things and there was no overall collaborative work. He asked if TMA wanted to

step up and do that and during the next 6 months formulate a plan. He stated he had no objections to what was being proposed, but was concerned it was being given to the TMA without giving direction as to what the outcome should be.

Mayor Naugle stated that the recommendation called for the RFP to be solicited and the project be performed by the TMA. He felt that since the City was requested to enter into an Intergovernmental Agreement, that they make sure they were protected and not obligated to come up with something if a failure was involved. In 6 months, they could be given a report as outlined.

Commissioner Moore asked why they were going to utilize a trolley.

Mr. Goodman stated that they had considered about two dozen vehicles, and the track record showed that rubber-tired, cute, replica trolleys attracted more ridership than standard buses. He explained they wanted to serve those dependent on transit as best as possible, they also wanted to get the choice rider out of the automobile, and rubber-tired trolleys had been historically determined as being able to do that.

Commissioner Moore asked what other vehicles had been considered. Mr. Goodman stated they had considered trams and open-air trams. Commissioner Moore asked what the second choice of vehicle had been. Mr. Goodman stated there was a wonderful mid-size electric bus running around Santa Barbara for the last 10 years which had been very reliable. He stated the cost of the vehicle was around \$300,000. He explained the bio-diesel vehicle ran about \$130,000 to \$140,000. He stated they urged the purchase of the most reliable vehicle possible.

Commissioner Moore stated he wanted other vehicles to be offered, not just the rubberized trolley in the RFP. Mr. McHugh stated there were 3 alternatives being offered. Commissioner Trantalis remarked that pictures would be helpful and added that the Greenberg presentation had shown various inter-city transportation alternatives. He added that the vehicles needed to be visually appealing to the customers to encourage ridership. Mr. Goodman remarked they were requesting technology whereby they could purchase trailer units because when there were heavy convention loads, they would want to maximize the driver by adding on the trailer unit which could accommodate another 70 individuals. Mr. Goodman remarked that pictures along with additional information would be provided for review.

Mr. Goodman added they were offering a hybrid electric and a bio-diesel, and if there was another technology the Commission felt was appropriate, they would investigate it, and reminded the Commission that funds were being granted because it was a Clean-Air Cooperative. He stated that it did not have to be a trolley. He stated further they would also do a non-trolley, mid-size alternate.

Mr. Poole stated they were running out of time and the Federal funding they were attempting to engage had been available for a year.

Lorraine Smith, Assistant Director of BCT, explained that the funding had been available since 2001 under the Clean-Air Cooperative. She stated that the funds would expire in 3 years and a commitment had to be made by July, 2004.

Mayor Naugle stated the RFP should be written so as to allow something other than a trolley.

Mr. Goodman explained they were going to write the RFP, but they needed the Commission to commit to receive the funds today. He stated that he would return in a few weeks and show specifications to the Commission. Ms. Smith stated she had to go to the County saying that the City of Fort Lauderdale had committed to the project.

The City Manager stated he had asked Mr. Goodman if the Commissioners who were interested could be presented with a demonstration. Mr. Goodman stated new hybrid vehicles were to be delivered to Coconut Grove. Mr. Carpenter stated that on Thursday Coconut Grove would be receiving new trolleys.

Commissioner Moore left the meeting at approximately 3:53 p.m.

Commissioner Trantalis pointed out that in Bermuda bright pink buses were used to great success and he felt they did not need to go overboard regarding technology as long as they complied with the requirements to obtain the funding.

Action: City Commission approved commitment to the project.

I-F – Downtown Fort Lauderdale Transportation Management Association (TMA)

Mayor Naugle stated that this item would be discussed in six months after the report would be presented.

Action: None taken.

I-G—Fort Lauderdale/Hollywood International Airport – Construction of the Main Runway 9L/27R

Tom Jargiello, AAD with Broward County, stated they were in the final stages of this project regarding the identification of an alternative schedule for the maintenance program for the main runway. He stated they had identified an alternative known as A+ and were going to make such recommendation to the County Administrator with some adjustments.

Commissioner Moore returned to the meeting at approximately 3:55 p.m.

Mr. Jargiello explained they were now in the position to identify the alternative that was going to be proposed. He stated they had done a public outreach program which opened up the whole decision making process. He stated they had to realize two basic things. The first thing was that when doing something of this nature, there would be 3 effects which were noise, monetary impact to the airlines, and monetary impact to the cost of the project. He believed all three of those items would never be resolved in any program, but they could attempt to reach out to all stakeholders for their input. He further stated they were going to attempt to address as many issues as possible, and the final result would probably not please everyone involved. He explained that they had started off with an excess of 40 to 50 days of potentially going over on the cross-wind day with severe impact. He stated they had gotten it down, but it would never be eliminated. Fortunately, he stated these types of programs only came through once every 15 years. He hoped the final product would have as minimal amount of impact as possible.

Mr. Jargiello stated that certain ideas had been discussed at the meetings and two of the latest were a Noise Impact Incentive Program which had been used in airports across the Country, and they would review the financial feasibility of doing such a program. He stated that the consultants would give further details.

Sheryl Dickey, Dickey Consultants Service, Inc., explained they had began in March with the forming of the Technical Working Group which consisted of 15 or more airlines, homeowner association representatives, businesses, FAA, and the Pilots Association. She explained further they had met various times from April through August to discuss the construction. In addition, in May where they had selected geographical areas across the County to hold such meetings. She stated they had mailed notices to the homeowners associations and had advertisements in the newspaper announcing the meetings. She explained they also had attended Commissioner Hutchinson's district meetings and also met with various homeowners associations and the Noise Abatement Committee, along with the Airport's Public Affairs Committee. She stated that there was a public meeting held in August. The A+ plan had been mailed out and they had been given 10 days to respond back to the Airport.

Mark Wolfe, Tetro-Tech, stated that he was going to outline the scope of work of this project and how it would impact the air traffic patterns in and around the Airport. He explained this project did not involve a new runway, nor would it be an extension to any existing runways. He explained it was a reoccurring maintenance project of the existing main runway. He stated the scope of work would include a complete mill and overlay of existing pavements which had not been maintained since 1989. Some of the other work to be done would involve the installation of new electrical lighting, main line trunk lines, improvements to the drainage at the west end of the airfield, and installation of an engineered

materials arresting system (EMAS) at both ends of the runway. He explained that EMAS was a system which would capture and slow down an aircraft which overran the threshold of a runway, and consisted of a low mass of density concrete. He explained further that the FAA required a safety area of 1,000' at the end of the runway and this Airport did not have that at this time. He stated this system was cutting-edge technology and only 6 airports in the Country had this system. He proceeded to show photographs of the site involved.

Mr. Wolfe stated the first thing they would do would be the work at the intersection which would take place on 3 consecutive nights. During that time both runways would be completely shut down to all aircraft, and the only runway which would remain opened would be the south runway. After the intersection was done, they would move forward to the next phase which would take 16 consecutive days and the runway would be shut down. During that time the cross-wind runway (13-31) would be in use for traffic. He announced that work would take place in September, 2004. He explained further that after that work was completed, it would take 30 days for the asphalt to cure and then it could be grooved. The next phase would involve the grooving and painting of the runway which would be done between midnight and 6:00 a.m. During that time, the cross-wind runway would be used.

Mr. Wolfe further stated that they would be using Alternative A+ which had been developed by the interested parties and was based on a 24/7 closure. He explained the cross-wind runway would operate for 16 24-hour periods, and also 16 night periods. He explained the start of the project would be on July 5, and the runway work would begin on September 7, 2004.

Mr. Wolfe explained the advantages to the A+ alternative were that the contractor could do the work in one complete duration, and also allowed them to avoid reopening the runway which had been worked on during the night for many days allowing for a safer operation. He stated this system was preferred by the FAA and the Airlines and Pilots Association. He announced it had the shortest construction duration and was one of the lowest cost alternatives. He advised the airlines would have to reduce the capacity of their aircraft in using the shorter runway, and therefore, take financial hits. He stated there would be increased air traffic on the cross-wind runway which would impact the local communities.

Mayor Naugle clarified that 80% of the noise would be to the southeast of the runway. Mr. Wolfe confirmed.

Commissioner Hutchinson reiterated that no matter what, there would be noise and the object was to get this project done as soon as possible.

Action: None taken.

I-H – Victoria Park Neighborhood Association – Request for Payment of Neighborhood Rezoning Application Fee

Mayor Naugle announced that this item had been deleted from today's agenda.

I-I – Revisions to Policy and Guidelines for the Paint and Plant Program

Commissioner Trantalis stated that this program had originally been designed to allow for maximum assistance level of \$10,000, and bids came in exceeding that amount. He asked if the monies were going to be allocated as long as they were available.

Faye Outlaw, Interim Director Community Economic Development, stated that under the current budget they would fund projects up to that amount and take the balance from repayment of CDBG loans. Commissioner Trantalis clarified the deficit would come from the funds generated through the program. Ms. Outlaw confirmed.

Action: Recommendation accepted.

I-J – Voting Delegates – National League of Cities (NLC) Annual Congress of Cities

Mayor Naugle asked Commissioner Moore to be the voting delegate to the National League of Cities Annual Congress of Cities. Commissioner Moore accepted.

The City Manager asked when the two alternates would be named. Mayor Naugle stated it would depend on who decided to attend.

Action: Commissioner Moore chosen as the delegate.

II-A – Sale of Housing Opportunities for Persons With Aids (HOPWA) Properties to the City of Lauderdale Lakes

Action: Status report.

II-B – Pilot Program – Floating Dock Construction on New River/Riverwalk

Action: Status report.

III-B – Advisory Board and Committee Vacancies**Aviation Advisory Board**

Action: Deferred

Board of Adjustment

The City Commission approved the appointment of Jon Albee as alternate to the Board of Adjustment. Don Larson was promoted to regular member and Patricia Rathburn was reappointed to the Board of Adjustment.

Action: Formal action to be taken at the Regular Meeting

Cemeteries Board of Trustees

Action: Deferred

Code Advisory Committee

Action: Deferred

Community Appearance Board

Action: Deferred

Community Services Board

Commissioner Teel reappointed Sanford Rosenthal and R. Chas Brady to the Community Services Board.

Commissioner Moore reappointed Jennie Brooks to the Community Services Board.

Mayor Naugle reappointed John Hurley to the Community Services Board. He also appointed Robert Pascal to the Community Services Board.

Commissioner Hutchinson reappointed Audrey O'Brien to the Community Services Board.

Action: Formal Action to be taken at the Regular Meeting

Education Advisory Board

Commissioner Moore appointed Dr. Dorothy Orr to the Education Advisory Board.

Action: Formal Action to be taken at the Regular Meeting

Parks, Recreation, and Beaches Advisory Board

Commissioner Teel reappointed JoAnn Medalie, Randolph Powers and John Melnicoff to the Parks, Recreation, and Beaches Advisory Board.

Mayor Naugle reappointed Julie Cameron, Victoria Pristo-Revier and John Rude to the Parks, Recreation, and Beaches Advisory Board.

Commissioner Hutchinson reappointed Dr. Elizabeth Hayes, P.S. Joe Shover and Timothy Nast to the Parks, Recreation and Beaches Advisory Board.

Action: Formal Action to be taken at the Regular Meeting

OB - Proposed Unincorporated Land Use Element Map Series Amendment

The City Manager stated this was in regard to a proposed action by the County regarding the unincorporated area near the Executive Airport. Clare Bennett had been asked to provide this Commission's perspective on this matter.

Commissioner Teel stated that she had been working with the Chair of the Planning and Zoning Board regarding this item. She stated the County Commission was to meet regarding this matter next Tuesday. She stated that she had been to the proposed site which was located at the southwest corner of the Executive Airport, and she did not feel it was a location for residential dwellings. She added the zoning was currently Industrial and there was an effort being made to change the land use plan and have it become residential. She explained the parcel consisted of 9 acres. She stated she was concerned if this was to become residential.

Commissioner Moore stated the only thing they could do was to go before the County Commission and state their concern about the noise.

Mayor Naugle asked if there was any way to get an avigation easement. The City Attorney explained they were proposing that the Commission authorize staff to tell the County Commission that it was the City's position that this should not be done, but in the event it was done that they condition the approval upon the granting of avigation easements so the people would be aware of the situation in advance.

Commissioner Teel felt if they pointed out the down side to this, and with reasonable consideration on the part of the County Commission, she hoped they would see what the City was saying. She suggested that along with staff, the Chair of Planning and Zoning Board also attend the meeting.

Commissioner Trantalis stated that if individuals moved there, they would probably be aware of the situation and the price of the home or rental value

would also reflect the location of the home. He did not think the County Commission was unaware of the noise problem for the area. He felt it was an individual's decision living in that area or not.

The City Attorney stated there were issues provided for in their land use plan and those items would be pointed out, which state that residential would be an inappropriate use for the area. He stated one of the problems was that they were amending the land use plan as part of the process, but they would point out the inconsistencies within the other portions of the land use plan which would be created.

Commissioner Teel stated she was also concerned because this site was presently unincorporated, but who knows what would happen in the future.

Commissioner Trantalis pointed out that some individuals were willing to put up with certain nuisances due to cost factors.

Commissioner Hutchinson stated her neighborhood had been platted residential back in 1955 and were closer to the Airport than this location, but in good conscience she could not take something which was compatible with airport use which was industrial and down zone it to residential, while she was fighting noise issues in relation to the other Airport.

Mayor Naugle asked if there had been a rock pit at the site. Clara Bennett stated it had been a lake.

The City Manager stated they had advised the County Administrator about this matter.

Mayor Naugle asked who had caught this matter. Commissioner Teel stated it had been the Chair of the Planning and Zoning Board. Mayor Naugle replied that was good work on her part. Commissioner Teel stated that it had been noticed on the first page of the report that a courtesy notice had been sent to the City about this matter.

Greg Kisela, Assistant City Manager, stated they had flagged the item and Clara Bennett had represented the City under the Local Planning Agency.

Cecelia Hollar, Director Construction Services, stated they had received the notice and had worked with Clara Bennett who had worked with the County relating the City's concerns.

IV – City Commission Reports

Coral Ridge Beautification and Traffic Calming Program/Bayview Drive

Commissioner Teel stated that Coral Ridge was continuing to work on their beautification and traffic calming plan for Bayview Drive. She advised that the homeowners association had sponsored the project and had been working diligently with the residents.

George English Park

Commissioner Teel stated that the new sign for George English Park had been erected which stated: "George English Park and Boating Facility."

Commissioner Teel stated that the water quality continued to be bad in the lagoon, and staff had arrived at an inexpensive solution which was a bubbler device which would go into the lagoon putting oxygen into the water. She advised that the ducks appeared to have left. She felt the problem was that the mouth of the lagoon was small and there was not enough movement of water to flush it out.

Commissioner Moore left the meeting at approximately 4:38 p.m.

Commissioner Teel reiterated that the person feeding the ducks, along with the ducks, had disappeared so possibly the problem may get taken care of.

Westminster Crew Club

Commissioner Teel stated there was a Westminster Crew Club who was training in the Middle River and they wanted some long-term storage facility to be available.

Mayor Naugle stated that a girl in his community was the US Champion in rowing.

Jim Blosser advised that his daughter, who attended Pinecrest, was the National Skulling Champion last year.

Paving in Imperial Point and Coral Ridge

Commissioner Teel advised that the residents in Imperial Point and Coral Ridge were looking forward to the paving which was scheduled to be done. She stated that Bill and Claire Crawford had done the history of Imperial Point recently at their meeting. She advised that Mr. Haft had developed the community and had

attended the meeting. She stated that he had also developed Bay Colony and The Landings, along with other developments.

NE 56 Street – Beautification Plans

Commissioner Teel announced that some residents had met and decided they wanted to beautify 56 Street. She stated that the City and County representatives had attended the meeting and ideas were discussed. She felt the project would continue to move forward. She stated that the free tree program was also discussed and the residents understood regarding their maintenance.

Galleria Mall

Commissioner Teel stated that the improvements were being done and new lighting had been installed in the tunnel. She stated the new entry into the garage had been done very nicely.

Spartanburg, South Carolina Conference

Commissioner Hutchinson stated that she had recently attended a conference in Spartanburg, South Carolina, due to the fact she had been asked to be a key note speaker at the Mayor's reception. She stated the City was comprised of 40,000 people and 23% of the population was under the poverty level. She stated it was an interesting City which had 6 elected officials. She felt they had a lot of challenges ahead of them, but there were many activists in the community and wanted information regarding other cities. She stated they had not had a City Manager for over 2 years, but had recently hired someone from Beverly Hills, California. She stated they had raised \$35 Million in private funding for a new performing arts center, and had their first TIF project coming out of the ground which was a Renaissance Hotel.

Complaints Regarding Construction Sites

Mayor Naugle stated that he had been receiving complaints regarding the construction sites. He remarked some builders maintained the construction sites very well, while other builders were very negligent. He felt the Building Department needed to do a better job in promoting best management practices and possibly consider shutting down jobs where the developers were negligent of such matters.

Commissioner Hutchinson remarked she had been receiving complaints more in regard to the building of family homes, than in regard to the larger construction projects.

Commissioner Teel stated that there was a project in Coral Ridge that had brought in heavy equipment and left it at the site for over a month.

Mayor Naugle suggested that possibly a brochure could be prepared listing do's and don'ts for construction sites, and if rules were not followed penalties could be involved.

Commissioner Moore stated that he agreed, but he was frustrated when contractors working for the City gave no regard to the surrounding neighborhoods or residents. He stated that the developer at the Sweetings Estate site was not maintaining it during construction and dust was going everywhere. He stated the same thing was happening in Lauderdale Manors regarding the sewer construction. He stated they needed to stop the work until maintenance was done.

Commissioner Trantalis stated there had been a problem with The Waverly, and they had met with the developers who had responded to the complaints. He further stated sometimes the maintenance issues just had to be pointed out to them. He also stated that there were problems with development sites and the vacant lots were left uncared for and detracted from the community. He felt some type of ground cover should be required.

Commissioner Hutchinson remarked that if an ordinance was not proposed, things would never change.

The City Attorney stated that they were currently working on a ground cover ordinance for the entire City to address such problems. He stated that the ordinance would be presented some time in October.

Code Advisory Committee

Commissioner Moore stated that the Code Advisory Committee had been meeting for about one year. He added there was a dissatisfaction among the members and he wanted this matter discussed at the October meeting so they could air their concerns and frustrations.

Mayor Naugle stated that they could address items that they had taken a position on. He suggested that the Chair give a presentation.

Commissioner Trantalis stated that the South Middle River Civic Association was presently marching to protest lack of code enforcement. He agreed that something needed to be done.

Action: Committee to give a status report at the Regular Meeting.

V – City Manager Reports**Application from Bob Bekoff for “Duck” Certificates of Public Convenience**

The City Manager announced that in March, 2003, several applications had been submitted for Certificates of Public Convenience and Necessity in regard to rental cars. He stated that at that time the Commission had suspended the process of those applications until the Community Services Board could evaluate the City's position, and then they would provide recommendations to the Commission. He stated that this was the same section of the Code which regulated Certificates of Public Convenience and Necessity regarding site-seeing vehicles. He advised the City had received an application from Bob Bekoff, who operated the Water Taxi/Bus and also a multi-purpose vehicle known as a “Duck.” He asked if the Commission wanted to accept the same type of application for such an operation.

Commissioner Moore stated that the same procedure should be followed.

Bud Bentley, Assistant City Manager, stated that this matter would be referred to the Community Service Board if it was to be treated the same as rental cars and chaffeurs. Mayor Naugle asked if the matter should not be referred to the Marine Advisory Board. Commissioner Moore suggested that this matter be referred to both boards. Mr. Bentley added that the application for a “duck” would be processed as soon as the Community Services Board decided on the rules and regulations for the procedure. Mayor Naugle felt that a vehicle that went on water should not have to follow the same procedure as a taxicab.

Commissioner Teel stated it was a land vehicle that was also amphibious and used for sightseeing purposes.

The City Attorney stated that in regard to limousine services there were many complaints because the certificates had been held up because they had been attempting to put together the criteria for such certificates. He stated that the criteria would also apply to the sightseeing vehicles as well. He explained if the vehicle just ran in the water, it would not need such certificates, but since it also went on land then the certificates were required.

B.C. Hasso, B.C. Express, stated that he had been waiting since February, 2003, for certificates and originally had been told it would take 2-3 months. He stated that he had to turn down a large contract with Delta due to not having received his permits. He reiterated that he had supplied all documentation necessary for such permits.

Lori Milano, Director Community Inspections, stated that the Commission had directed last Spring that these certificates were to go before the Community

Services Board, but not until their funding cycle had been completed which was in May. Staff presented the issue to the Board in May, and in June they had discussed the issue but a quorum was not present, and therefore, no vote could be taken. Staff and the Legal Department provided further recommendations as to what criteria the Board could consider, and in July the Board recommended that the criteria they wanted to see applied to such certificates. Evidently, an ordinance was now being prepared regarding this matter. She further stated that recommendations would then be made by the Board to the Commission, and then the Commission would provide further direction. The certificates would then have to be approved by the Community Services Board, and then once again come before the Commission for approval. She stated that the matter would be brought before the Commission at the second Conference Meeting in October.

The City Attorney replied that the matter was being worked on.

Mr. Hasso remarked that he dealt with large tour groups and delivered individuals to the Airport and hotels. Mayor Naugle directed that everything be done to expedite the process, but the "duck" vehicles should not be treated the same. Commissioner Moore suggested that Mr. Hasso's matter be discussed at the Commission's next meeting.

The City Manager stated the vehicle was unique but he did not feel they should make exceptions, and everyone should follow the same criteria. Mayor Naugle stated that he disagreed, but there appeared to be a consensus with the Commission.

There being no further business to come before the Commission, the meeting was adjourned at 5:09 p.m.