

City of Fort Lauderdale

*City Hall
100 North Andrews Avenue
Fort Lauderdale, FL 33301
www.fortlauderdale.gov*



Meeting Minutes - APPROVED

Tuesday, March 15, 2016

1:30 PM

City Commission Conference Room

City Commission Conference Meeting

FORT LAUDERDALE CITY COMMISSION

***JOHN P. "JACK" SEILER Mayor - Commissioner
ROBERT L. McKINZIE Vice Mayor - Commissioner - District III
BRUCE G. ROBERTS Commissioner - District I
DEAN J. TRANTALIS Commissioner - District II
ROMNEY ROGERS Commissioner - District IV***

***LEE R. FELDMAN, City Manager
JOHN HERBST, City Auditor
JEFFREY A. MODARELLI, City Clerk
CYNTHIA A. EVERETT, City Attorney***

ROLL CALL

Present: 5 - Commissioner Rogers, Commissioner Roberts, Vice-Mayor McKinzie, Mayor Seiler, and Commissioner Trantalis (arrived at 1:39)

QUORUM ESTABLISHED

Also Present: Assistant City Manager Stanley Hawthorne, City Auditor John Herbst, City Clerk Jeffrey A. Modarelli, City Attorney Cynthia A. Everett and Sergeant At Arms Sergeant W. Auguste

Mayor Seiler called the Commission Conference Meeting to order at 1:30 p.m.

No public comments were submitted by email for this meeting.

Mayor Seiler asked City Attorney Everett to introduce new Assistant City Attorney Candace Duff noting Ms. Duff will be focusing on the City of Fort Lauderdale's Executive Airport.

Events and Matters of Interest

The Mayor and members of the Commission announced recent and upcoming events and may raise matters of interest or concern.

CITY COMMISSION REPORTS

Metropolitan Planning Organization (MPO) – Infrastructure Sales Tax – Regional Transportation System Discretionary Sales Surtax

Commissioner Rogers stated he will be attending continuing discussions on surtax issues that will be the subject of a MPO Workshop on March 17, 2016. It is hoped that by April 3, 2016, there will be a definitive direction on how to proceed. Commissioner Roberts stated the last proposal at the MPO Board Meeting was for a 60/40 split, with 60 percent going to the County for transportation only and 40 percent to the municipalities. Commissioner Rogers who is also on the Surtax Committee noted the outstanding issue is with regard to how the 40 percent going to the municipalities will be handled. The two tracks going forward will be the result of the County Workshop and the County Commission's decision made at the County Commission Meeting on Tuesday, April 5, 2016.

Commissioner Roberts said municipalities will be initiating support of an Infrastructure Tax only. They will do this by resolution from the municipalities representing 50 percent of the population. The issue will be how the municipalities will be in control their fair share of the revenue. Commissioner Roberts said this is the real sticking point in the negotiations and noted by the middle of April it would be known which path to take. The City Commission should be ready to move forward with a resolution on this topic at the April 5, 2016 City Commission. City Manager Feldman noted the resolution is currently being reviewed by the City's legal staff.

Commissioner Trantalis raised the point that the County will be using a portion of any tax for funding The Wave project in the City. Commissioner Trantalis noted that the City will still need funds to fulfill infrastructure needs and other projects.

Port Everglades

Commissioner Rogers noted on Sunday, March 15, 2016, Port Everglades (the "Port") clocked a new record for the most cruise passengers in a single day, according to Port officials. Estimates indicated more than 54,700 passengers sailed in and out of the Port in Broward County. This resulted in significant traffic congestion on SE 17th Street at Eisenhower Avenue. Regarding this issue, on March 28th, there will be a meeting at the Port to address traffic congestion issues in the area. Those in attendance will include Commissioner Rogers, Tim Ryan, Jim DeMarca, an urban planner from Florida Atlantic University, local civic associations, and Diana Alarcon from the City's Transportation and Mobility Department to discuss the 17th Street Mobility Plan and solutions at the Port to alleviate congestion. Discussions ensued on this issue and City resources to alleviate the congestion.

Commissioner Rogers also noted the Seatrade Cruise Global begins Monday, March 16th and runs through Thursday March 17th. It is slated to attract more than 800 exhibitors and about 11,000 attendees, generating more than \$10 million in economic impact in the area. Formerly held in Miami, it will be held in the City through 2018 as renovations continue at the Miami facility.

Lauderdale Isles – Airport Noise

Commissioner Rogers said the Lauderdale Isles Civic Association has an Airport Noise Committee working to address airport noise on the west side of Hollywood/Fort Lauderdale International Airport. They requested the City to do another resolution addressing the flight pattern noise issue. Commissioner Rogers recommended taking the existing resolution and make necessary adjustments. This has been done and Commissioner Rogers has passed it on to the City Attorney's Office for review. Discussions ensued on this item.

Bahia Mar

Commissioner Rogers asked City Attorney Everett to create a memorandum outlining where the City is from a legal standpoint, timeframes, the ability to have a workshop, etc. Currently, there is a partial draft. In his conversation with City Attorney Everett, he clarified that the City needs to negotiate this situation differently as the City is the owner of the property. Discussions ensued on the issue including thoughts regarding an entity such as CBRE to negotiate a lease agreement that benefits all parties. It was noted that the City's contract with CBRE would need to be amended. It was recommended that City Staff and the developer should meet with the public in a Town Hall format. Mayor Seiler noted that the Boat Show's promoter and the Marine Industries Association of South Florida have reached a 30 year agreement. Further discussions ensued on this subject.

St. Patrick's Day Parade

The success of the St. Patrick's Day Parade was noted by the entire Commission and the possibility of promoting it in future years was discussed. Mayor Seiler showed a video of a portion of the parade illustrating its success. Mayor Seiler complimented City Staff on their outstanding efforts in making the St. Patrick's Day Parade a success for the City.

National League of Cities Conference

Vice-Mayor McKinzie noted his attendance at the National League of Cities Conference, his attendance at a forum addressing creating a Youth Council in the City and the benefits associated with the City reaching out to its youth.

Commissioner Roberts also attended the National League of Cities Conference and discussed the following items as a result of his attendance. There is grant funding available for additional police officers for their first three years with the City. The City is also part of the free sharing of the Cyber Security Office. Commissioner Roberts requested an update memo from City Manager Feldman as to

where the City is on this subject. Commissioner Roberts noted City Manager Feldman will be on the City's Task Force to address and work on the heroin/opioid overdose crisis. In relation to this, police officers as well as fire rescue services are being trained around the country to dispense the Narcan to counteract the effects of heroin/opioid overdoses occurring on the scene of a call. Commissioner Rogers also noted the Department of Justice as developed a program entitled "Community Policing in the 21st Century." It is a brand new program to support police agencies in developing community policing and problem solving as part of policing programs throughout the country including direction on the possible use of police body cameras, and the need for the involvement of an entire communities' holistic approach to community policing in the 21st century. Further discussions ensued on various topics raised by Commissioner Roberts and Vice-Mayor McKinzie's attendance at the National League of Cities Conference.

It has been noted by the National League of Cities there is a lack of both State and Federal support for cities with regard to accomplishing the key areas of infrastructure, public safety, and economic development. There was discussion about bringing forward a City resolution supporting an initiative by the National League of Cities to address this issue in the 2016 national election. This initiative by the National League of Cities' 2016 task force is entitled ***Cities Lead – Presidential Election Task Force*** whereby the country's national candidates are urged to support cities' initiatives in their key areas of responsibility including infrastructure, public safety, and economic development.

Commissioner Trantalis noted he was on a committee for the Lake Okeechobee C51 Project that is a \$71,000,000 project of which the State only allocated \$2,000,000. Commissioner Trantalis gave this as an example of the State not taking this project which affects local municipalities seriously. Commissioner Trantalis said, fortunately, the City's source of water is not highly threatened by salt water intrusion as the City's aquifers are insulated from a two foot sea-level rise and salt water penetration.

Information regarding this initiative is attached to these minutes.

Code Enforcement

Vice-Mayor McKinzie said he has Code Enforcement and the City's Police personnel attend his community and homeowners association meetings to address the numerous code questions and issues raised among residents. Vice-Mayor McKinzie stated this goes a long way in allowing an understanding of what is working and what is not working in the community as well as the building of relationships and better communications between residents, code enforcement and members of the police department.

16th Avenue and 10th Street

Vice Mayor McKinzie addressed City Manager Feldman regarding the prostitution problem prevalent at this location noting it is heading east. The Vice-Mayor requested the City Manager ensure the police department be focused on this issue.

Quality City Magazine Article

Commissioner Roberts noted Quality City Magazine has rated the City of Fort Lauderdale as one of the top cities in the State for hiring veterans and creating veterans' initiatives.

Haifa, Israel

Commissioner Trantalis confirmed his upcoming visit to the sister city of Haifa in Israel. He will be

meeting with its Mayor on May 25th. This opportunity was a result of having met with the Israeli Deputy Counsel noting they are excited about igniting the relationship between the two cities.

Central Beach Master Plan – Public Workshop

Commissioner Trantalis noted on March 29th there will be an important Central Beach Master Plan Public Workshop at the Hilton Hotel on the beach from 5:45 p.m. until 8:30 p.m. This will be a follow-up to the prior workshop held two and one-half years ago. City Staff has now proposed a code to distill the concepts that were discussed at the prior workshop held in November, 2013. City Manager Feldman confirmed the format will be a PowerPoint Presentation followed by stakeholder discussions.

Crescent House

Commissioner Trantalis asked City Attorney Everett the status of the litigation regarding Crescent House. Assistant City Attorney Rhonda Hasan updated the Commission stating they are meeting with the attorneys and the Zoning Administrator on March 29, 2016. There have been preliminary discussions and a desire on behalf of the State, the lessee and the sub lessee to come into compliance with the zoning restrictions. Commissioner Trantalis asked for confirmation that the facility will remain there but for a different purpose. Assistant City Attorney Rhonda Hasan confirmed this for Commissioner Trantalis.

Road Closings for Special Events

Commissioner Trantalis noted there was a beach marathon event over the weekend that caused road closings and major traffic congestion. Commissioner Trantalis asked City Manager Feldman the status of City Staff developing the necessary criteria, parameters, and the prioritization of applicants' submissions to the City to accommodate any requested road closings for special events. City Manager Feldman stated a survey and research as to how other municipalities handle these requests is ongoing and these efforts will address solutions for the City. Discussions ensued on this topic including determining the promoters and organizer's status as a for-profit entity or a non-profit entity, staying within determined parameters, reimbursing the City for its costs, and the City being more selective in granting road closings for special events.

Schlitterbahn Waterpark

Commissioner Trantalis asked City Manager Feldman about the status of Schlitterbahn Waterpark litigation. City Manager Feldman that currently they are in a 170 day due diligence period which will expire in July, 2016, and they have not requested an extension.

Loss of Fire Fighter Driver Engineer

Mayor Seiler noted the loss of highly regarded Firefighter Driver Engineer Daniel Joseph Falcone. Mayor Seiler advised the Commission that he will request a moment of silence in memory of City Firefighter Driver Engineer Daniel Joseph Falcone at this evening's Regular Commission Meeting commenting that is a tragic loss for the City.

USS Fort Lauderdale

Mayor Seiler apologized for having to step out of the Commission's last Conference Meeting to have a telephone conversation with the Secretary of the Navy for reasons he could not disclose at the time due. Mayor Seiler stated the Commission is now aware of the conversation as it has been made public that the U.S. Navy is naming its latest 12th San Antonio-class amphibious transport dock ship of the United States Navy, the USS FORT LAUDERDALE. The USS FORT LAUDERDALE will feature a high-tech, sea-based platform that is networked, survivable, and built to operate with and accommodate

a variety of military landing craft and assault vehicles and is a great honor for the City. Commissioner Roberts noted that Mayor Seiler's efforts and work over the past seven years in achieving this rare honor for the City. Mayor Seiler noted that this announcement was awaiting approval by the U.S. Congress prior to disclosing this publicly.

Update on Federal Court House – Fort Lauderdale, Florida

Mayor Seiler said he attended an exceptional meeting regarding the renovation needs of the City's Federal Court House. Mayor Seiler said there were positive developments on both the P3 side and the regular traditional funding side. The public hearing had good input from all attendees and the City is continuing their efforts. It was noted that the City has moved up on the list of federal court houses in need of renovation.

Miami Dolphins

Mayor Seiler stated the Miami Dolphins have moved all of their employees and their headquarters into downtown Fort Lauderdale. While the stadium is under renovation, they will be located on several floors of the Florida Atlantic University Building. He requested anyone who sees Miami Dolphin personnel in the City, extend a warm welcome.

Salvation Army

Mayor Seiler met with Mr. Biggers who is now at the helm of the City's Salvation Army stating. Mayor Seiler stated the Salvation Army is undertaking expansion initiatives in the City, and encouraged the other Commissioners to meet with them. One of their initiatives is to establish a safety net for families rather than sporadic assistance. They hope to offer items such as mentoring and counseling.

Special Olympics

Mayor Seiler attended the Special Olympics Ceremony at Cardinal Gibbons High School stating it was an inspiring and outstanding event.

City of Hollywood

The City of Hollywood is considering engaging a City Auditor for their city. Mayor Seiler stated he and City Auditor John Herbst will be meeting with the City of Hollywood presenting to their City Commission the associated benefits and role of a City Auditor.

Governor's Veto List

City Manager Feldman stated he had just received the governor's veto list, noting two items relating to flooding were vetoed. City Manager Feldman stated the mooring issue is still on the governor's desk.

OLD/NEW BUSINESS

BUS-1 16-0265 2015 Neighbor Survey Results

Sarah Saunders, Senior Performance Analyst presented a PowerPoint presentation to the Commission regarding the results of the 2015 Neighbor Survey Results. Ms. Saunders stated the reason for this annual survey is to ascertain objectively assess satisfaction levels with the quality of City services and other factors that influence neighborhood perceptions of our City. The data is used to develop budget priorities and to measure trends over time to guide and evaluate the progress made with the strategic plan. Questions and answers followed the presentation.

A copy of Ms. Saunders' PowerPoint presentation is attached to these minutes.

BUS-2 16-0357 Presentation of Draft 2015 Comprehensive Annual Financial Report

John Weber, Audit Partner from Crowe Horwath, presented the audit results of the City's 2015 Comprehensive Annual Financial Report. Michelle Blackstock, Senior Manager from Crowe Horwath, who contributed to the report, was also in attendance. Mr. Weber stated the presentation includes deliverables, financial highlights, and Crowe Horwath's opinions and observations. Crowe Horwath then issues an independent auditor's report on compliance with requirements applicable to major programs they audit such as federal and state grant programs. They then issue letters to those grant programs.

A copy of Mr. Weber's PowerPoint presentation is attached to these minutes.

Michelle Blackstock, Senior Manager from Crowe Horwath, who contributed to the report, was also in attendance and addressed the Commissions questions following the presentation.

BUS-3 16-0204 Cypress Creek Mobility Hub Master Plan Study Presentation

Jim Hetzel, the City's Principal Planner, stated the Cypress Creek Mobility Hub, located in the area of the City called "Uptown" is also part of the City's CAP initiatives to change the underlying land use in this area and adopt the form-based code. Mr. Hetzel gave an overview of the presentation to the Commission. Mr. Hetzel began the presentation and Ms. Odalys Delgado a consultant with HNTB for the Metropolitan Planning Organization (MPO) continued the PowerPoint presentation.

A copy of the Cypress Creek Mobility Hub Master Plan Study PowerPoint presentation is attached to these minutes.

The City Commission's Conference Meeting was reconvened at 7:46 p.m. at the City Commission's Regular Meeting.

BOARDS AND COMMITTEES

BD-1 16-0355 Board and Committee Vacancies

Please see Regular Meeting Item R-1.

BD-2 16-0356 Communications to the City Commission

Marine Advisory Board – Meeting of Thursday, February 25, 2016

The Marine Advisory Board supports the following stipulations regarding approval of the project proposed by TRR Bahia Mar:

1. *That the lease agreement between YPI, MIA SF, and TRR Bahia Mar must be contingent on a master lease agreement with the City;*
2. *That there is no selling of or docks as "dockominiums," and that this be delineated in the master lease;*
3. *There should be a provision for dedicated day dockage included in the master lease;*
4. *Any dock development or kiosks should be minimized so as to not block the views of the marina or the fishing boats at A Dock;*
5. *The condo documents that are going to be created for the condominiums reflect the permanence of the Boat Show.*

Mr. Batchelor and Mr. Walker recused themselves. Mr. Cable left the meeting prior to the vote.

The Marine Advisory Board supports the City of Fort Lauderdale's efforts to update and revise its seawall regulations in response to sea level rise and the changing regulations for minimum floor elevations for buildings. The Board also urges the City Staff and the City Commission to prepare the revised regulations and to present those regulations to the Marine Advisory Board as soon as possible. Until the new regulations are adopted, the Board supports efforts to provide relief or variances for seawall heights for those projects that are currently in the permitting pipeline. In a voice vote, the motion passed unanimously.

Mr. Brett Wood addressed the Commission on this item as he stated he attended this meeting of the Marine Advisory Board though he is not a member of the Board. He clarified for the Commission there was discussion of potential transient dockage for people coming to enjoy the restaurants or go to the beach. The developer indicated they were willing to provide a certain number of slips for this purpose but there would be a charge. Discussions ensued among the Commission on this communication. It was decided that items number 3 and 4 be sent back to the Marine Advisory Board for clarification.

Economic Development Advisory Board – Meeting of Wednesday, February 10, 2016

The Economic Development Advisory Board supports the increase in wages to the existing staff as well as to increasing the positions and hiring new staff to the Building Department immediately. In a voice vote, the motion passed unanimously.

It was noted the reason for the increase in wages was to be competitive in the marketplace.

Sustainability Advisory Board – Meeting of Monday, February 22, 2016

Sustainability is a major focus in Fast Forward, and Goals 2, 5, and 6 of Press Play address sustainable development. Development applications for new commercial projects greater than 5,000 SF, multifamily projects of five or more units, commercial projects within 100- feet of residential properties, and certain redevelopment and/or change in use projects are generally reviewed by the Development Review Committee (DRC). The DRC is composed of City staff representing various

departments and divisions including, but not limited to, Urban Design & Planning, Engineering, Transportation, Sanitation, and Police and Fire. Specific elements of sustainable development, however, may not be considered by the DRC as it is currently constituted. Therefore, since the City's Sustainability Manager is charged with developing, planning, and directing plans and strategies for the City's Sustainability Program, the Sustainability Advisory Board recommends that – in order to better meet the City's stated goal of promoting sustainable development – the Sustainability Manager be assigned to serve on the DRC.

The Sustainability Advisory Board has identified the following as its top sustainability priorities, and respectfully requests that the City Commission consider them when developing its Fiscal Year 2017 Commission Annual Action Plan:

- 1. Develop and implement a green building and smart growth ordinance*
- 2. Increase resilience to sea level rise with specific attention to water quality and salt water intrusion*
- 3. Implement urban agriculture in public places*
- 4. Incorporate sustainability into the Development Review Process*

City Manager Feldman stated he would make a recommendation to put the Sustainability Manager on the Development Review Committee. Discussions ensued on the other recommendations among Commission. It was decided to have a community action plan discussion to discuss these items.

Parks, Recreation, and Beaches Board – Meeting of Wednesday, January 27, 2016

A request for the installation of a Thorguard lightning predictor system on the beach through the Capital Improvement Plan.

The Parks, Recreation and Beaches Board was recently made aware that an RFP for synthetic turf for athletic fields has been initiated. The Board has been advised of health concerns related to the use of synthetic turf which is not stipulated in the RFP. The board would like the Commission to be aware before a vendor is selected. In the future, The Parks, Recreation and Beaches Advisory Board would like to request that all RFPs for use of synthetic turf should exclude the use of re-cycled tires or any known carcinogens. In addition, we would like to request receiving a copy of the chemical makeup of any material used for synthetic turf production.

Commissioner Roberts stated he would like to see the City move forward with this recommendation. Mayor Seiler stated the City would investigate this item further.

Parks, Recreation, and Beaches Board – Meeting of Wednesday, February 24, 2016

In a revised communication to the Commission made on Wednesday, January 27, 2016 the Parks, Recreation and Beaches Advisory Board would like to request that all RFP's accepted for use of synthetic turf and infill should exclude the use of crumb rubber or any infill with known dangerous levels of carcinogens. In addition, we would like to request receiving a copy of the chemical makeup of any material used for synthetic turf and infill production". In a voice vote, the motion passed 10-0.

After commentary from the community and consistent with the purpose of the Parks, Recreation and Beach Board, this board request that commission hold off on any forward progress of Bahia Mar until the board is advised of the development project details and has an opportunity to provide feedback.

Discussions ensued on this communication regarding the use of synthetic turf and it was decided this item should be looked at further. City Manager Feldman stated Staff would look into the synthetic turf issue with the architectural team.

It was decided that Parks and Recreation should be part of the Workshop Meeting regarding Bahia Mar. City Manager Feldman confirmed all of the City's Boards will be invited to the Workshop Meeting regarding Bahia Mar.

CITY MANAGER REPORTS

None.

There being no further business before the City Commission's Conference Meeting, Mayor Seiler adjourned the meeting at 8:22 p.m.

On behalf of the 19,000 cities, towns, and villages represented by the National League of Cities (NLC), we encourage the 2016 presidential candidates to address the issues that are at the forefront of our nation's communities: the **economy, infrastructure, and public safety**.

The next president will govern an increasingly urban country. Presently, 80% of Americans live in cities. Working

with and understanding the **issues that most impact our cities** is not just good practice, it is a necessity to lead our country.

The National League of Cities, on behalf of the communities it represents, is excited to be a resource to the 2016 presidential candidates and their campaigns.

Over the course of the 2016 election cycle, National League of Cities is excited to serve as a resource to those vying to be the next leader of our nation, and to those who want to better communicate about the needs most important to America's cities.

For more information about the Cities Lead 2016 Campaign, visit:

Citieslead2016.nlc.org



#CitiesLead2016



Cities stand ready to work with our next president to do what cities do best: create environments that support workers and grow business.

Six years after the Great Recession, the nation's economy has turned a corner.

In 2015, our economy outpaces the rest of the world in innovation, but is weighed down by other factors like slow productivity growth. The median income has increased in 53% of cities, but the demand for survival services such as food banks has also increased.

Cities work best when the economy works for every resident. To address economic disparities in our nation, we ask that the next administration:

1. Increase federal funding for workforce development, to cultivate a skilled workforce that meets 21st century employer needs
2. Support initiatives that ensure all youth have an opportunity to graduate from high school prepared for post-secondary education or employment
3. Support federal economic development tools such the Community Development Block Grant (CDBG) that will help attract and retain small businesses

INFRASTRUCTURE



If America is to preserve its economic prominence, our federal leaders must modernize our nation's infrastructure. Critical infrastructure across the nation is in a state of neglect and disrepair, slowing down economic growth.

- One in nine of the nation's bridges are rated as structurally deficient, while the average age of the nation's 607,380 bridges is currently 42 years.
- Extreme weather events are increasing, and straining existing infrastructure
- Another type of infrastructure needs bolstering too: Smartphones are raising expectations for reliable broadband networks

As we set the foundation for the next century of economic activity, the federal government must remain a reliable partner in supporting critical infrastructure. We call upon the next president to:

- 1.** Support reliable long-term funding for infrastructure that reflects local needs
- 2.** Ensure equity and connectivity among transportation options—such as railways, roads, and waterways—to reduce congestion, protect the environment, and stimulate economic development
- 3.** Preserve local authority to take action to ensure all residents have access to high speed Internet and other communications services

PUBLIC SAFETY



Public safety is just as important to growing an economy as reliable infrastructure.

20 years after the federal government's investment in community policing initiatives in our cities, the national rate of violent crime continues to decline. However, crime continues to disrupt social cohesion in racially diverse and disadvantaged neighborhoods in cities across the country.

As recent events have demonstrated, good relations between police and the community they serve are vital to a thriving city. Local elected leaders have played a huge role in bringing together officers, stakeholders, and non-profits to help develop trust between residents and law enforcement. To strengthen these crucial efforts, we ask that the next president:

- 1.** Support local government authority to manage law enforcement and emergency management operations
- 2.** Establish national training standards and technical assistance to improve community policing
- 3.** Provide sufficient funding to support coordination and cooperation between federal, state and local law enforcement agencies
- 4.** Expand the deployment of advanced communications and broadband technology to improve public safety.

Citieslead2016.nlc.org

Commission Reports
Provided by
Commissioner Robert

City officials guide to

POLICING IN THE 21ST CENTURY



NATIONAL
LEAGUE
of CITIES



ABOUT THE NATIONAL LEAGUE OF CITIES

The National League of Cities (NLC) is the nation's leading advocacy organization devoted to strengthening and promoting cities as centers of opportunity, leadership and governance. Through its membership and partnerships with state municipal leagues, NLC serves as a resource and advocate for more than 19,000 cities and towns and more than 218 million Americans.

ABOUT THE AUTHORS

Yucel Ors is a Program Director for Public Safety in NLC's Federal Advocacy Department and Nicole DuPuis is a Senior Associate in NLC's Center for City Solutions & Applied Research.

ACKNOWLEDGEMENTS

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Photo credits: All images Getty Images, 2016.

City officials guide to

POLICING IN THE 21ST CENTURY

Trust between law enforcement agencies and the people they protect and serve is essential to the stability of our communities, the integrity of our criminal justice system, and the safe and effective delivery of policing services. City officials can play a significant role in fostering that trust and promoting transparency, equity, and safety within their communities.

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FOREWORD



When it comes to governing a city, nothing is more important than protecting the public's safety. In a civil society, elected officials bear the responsibility of managing a city's public safety programs, including its police department. By accepting this responsibility and holding law enforcement accountable for their actions, local elected officials play a key role in building trust between police and the communities they serve.

The purpose of this guide is to inform elected officials about the relevant recommendations of the President's Task Force on 21st Century Policing and provide guidance on how they can work together with their city's law enforcement officials to implement the principles of community policing. This guide is intended to give an executive overview of the key recommendations of the task force report that relate directly to the management and oversight of policing functions.

Elected officials must work closely together with their city's law enforcement officials to ensure police officers have the support, resources and training they need to serve their communities with honor, integrity, moral character, and courage.

WHAT IS COMMUNITY POLICING?



Community policing is the concept that trust and mutual respect between police and the communities they serve is critical to public safety. It is a law enforcement strategy that emphasizes the systematic use of community engagement, partnerships, and problem-solving techniques to proactively address conditions that cultivate crime and social disorder. Community policing emphasizes a “guardians not warriors” mindset that can significantly benefit both police officers and the communities they serve. Collaborating with community members to identify needs, establish best practices, and provide feedback for law enforcement is common

practice. Community policing requires cooperation among police, citizens, and local decision-makers in order to forge effective partnerships that combat criminal activity.

While cities have made tremendous progress through the adoption of community policing strategies for positive, proactive engagement with the public, there is much more to be done. Although it is down nationally, in many cities across the country crime continues to be a significant barrier to individual and family safety, quality of life, and social cohesion, particularly in racially diverse and disadvantaged neighborhoods.

WHAT IS THE ROLE OF CITY OFFICIALS?

Cities and towns annually spend more than \$64 billion on law enforcement operations alone. A majority of these funds go to employing more than 600,000 law enforcement professionals on a full-time basis.¹

Local elected leaders must work together at all levels of government to bolster community-oriented policing programs in cities. This will require a challenging mix of research, policy reform, and political capital. In partnership with the federal government, cities need to be committed to evaluating police performance and taking all necessary steps to make our cities safer for all residents.

Local elected leaders have played an essential role in bringing together police chiefs, frontline officers, civic leaders, stakeholders, nonprofits, and associations to help develop effective policy to build trust between communities and law enforcement. Local officials also play an essential role in integrating the philosophy of community policing in every aspect of local government operations.

A common misconception is that community policing initiatives are exclusively targeted towards law enforcement agencies. On the contrary, many municipal agencies engage citizens through surveys and public forums to help identify which crime problems are priorities for citizens. City officials need to work closely with law enforcement executives to promote the philosophy of community policing by adopting a community governance model, which encourages partnerships among municipal agencies to best respond to and address citywide issues.

In addition to partnerships among municipal agencies, most city administrations already

have access to existing partnerships with community stakeholders. By collaborating with the business community, faith-based organizations, nonprofits, victim service providers, and health service providers, cities and stakeholders have the ability to address policing and crime issues in a healthy and thorough manner.

PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING REPORT²

On December 18, 2014, President Barack Obama signed an executive order establishing the Task Force on 21st Century Policing. The President charged the task force with identifying best practices and offering recommendations on how policing practices can promote effective crime reduction while building public trust.

There are a total of 63 recommendations in the Task Force's report. Most of the recommendations are directed at the approximately 18,000 state and local law enforcement agencies located throughout the country. The recommendations include promoting officer wellness and safety (by equipping them with individual tactical first aid kits and anti-ballistic vests, for example) and creating a "Blue Alert" warning system to enlist the public's help in locating suspects who have killed a law enforcement officer in the line of duty.

Other recommendations call for law enforcement agencies to put in place programs designed to promote positive interactions between police and communities; to foster the adoption and use of new technologies to enhance public trust and public safety; to provide opportunities for additional training on a range of topics, including leadership, for police at all levels; and to establish policies that prioritize de-escalation and avoid provocative tactics.

THE TASK FORCE RECOMMENDATIONS, EACH WITH ACTION ITEMS, ARE ORGANIZED AROUND SIX MAIN TOPIC AREAS, OR “PILLARS.” THEY ARE:

1	2	3	4	5	6
Building Trust and Legitimacy	Policy and Oversight	Technology and Social Media	Community Policing and Crime Reduction	Officer Training and Education	Officer Safety and Wellness

THE TASK FORCE REPORT ALSO OFFERED TWO OVERARCHING RECOMMENDATIONS:

The President should support the creation of a National Crime and Justice Task Force to examine all areas of criminal justice and propose reforms;

The President should support programs that take a comprehensive and inclusive look at community-based initiatives addressing core issues such as poverty, education, and health and safety.

PILLAR ONE: TRUST

Pillar One seeks to provide focused recommendations on building trust among communities, local government agencies, and police departments. City leaders play a vital role in making sure the culture of law enforcement embraces a “guardians not warriors” mindset and works to build trust and legitimacy both within agencies and with the public. City leaders need to be part of the process in making sure law enforcement agencies adopt procedural justice³ as the guiding principle for internal and external policies and practices that guide their interactions with rank and file officers and with the citizens they serve.

City leaders should aim to work with law enforcement executives to promote a culture of transparency and accountability that works to build public trust with police officers and other local government officials. They should also work together to develop community satisfaction surveys to measure the level of trust neighborhoods have with police officers.

City leaders also can play a significant role in working with their law enforcement executives to recruit a workforce that exhibits a broad range of diversity in race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities. City officials also need to understand that policing is very dangerous and taxing, and puts a

considerable strain on officer's health, family, and mental state. It requires considerable commitment and dedication to serving the community and putting your life on the line. It is a generational and fraternal profession. It is also a profession that at times can be demoralized and vilified. To overcome these obstacles, city leaders need to work with law enforcement executives to change the culture of policing in their local departments and within their communities. Law enforcement agencies need to be encouraged to attract candidates that might not fit the normal definition of police. Above all, the local leaders need to work to ensure the safety and well-being of officers by providing them sufficient training and getting new officers out of the patrol car and into the community.

PILLAR TWO: POLICY AND OVERSIGHT

Pillar Two emphasizes that established law enforcement agency policies must reflect the values of the community they are serving.

Depending on the size of a city, different neighborhoods within that city may have a very different value system when it comes to interacting with law enforcement. To establish effective policies that serve all neighborhoods within a city, local leaders need to work with law enforcement executives to develop a process of collaboration with community members, especially in communities and neighborhoods disproportionately affected by crime. In collaborating with community members, and improving these relationships, law enforcement agencies should also work to develop policies and strategies for deploying resources that aim to reduce crime, increase community engagement, and foster cooperation. City leaders also need to work with law enforcement executives to ensure that all appropriate policies and aggregate data are public and transparent.

City officials must also be aware of local law enforcement agency policies on the use of force. They must work with law enforcement executives to ensure that officers are well-trained on methods of de-escalating incidents

Grand Rapids City Manager Announces Recommendations to Increase Police Transparency

In January 2015, the city manager of Grand Rapids, Michigan, announced several recommendations aimed at increasing transparency within the city's police department and ultimately improving the relationship between the police and the community. In an attempt to resolve feelings of mistrust between community members and the Grand Rapids Police Department, City Manager Greg Sundstrom laid out a 12-point plan to the city commission that proposed: revised hiring practices, enhanced training, development of body camera protocols, analysis of racial disparities in arrests and traffic stops, review of diversity and inclusion practices, and an educational campaign about the city's civilian appeal board, among other recommendations. Despite some hesitation from some of the city's officers upon hearing the details the plan, it was drafted with input and support from the city's chief of police. Since the plan's rollout in early 2015, the Grand Rapids Police Department has been working diligently to put the policy recommendations into action.^{4 5}





before they get out of hand and leave officers with no choice but to use force to protect both the public and themselves. City leaders also need to fully understand how their law enforcement officers deal with mass demonstrations, paying special attention in particular to the appropriate use of equipment acquired from the military such as fully automatic weapons, sniper rifles, tear gas, and armored personnel carriers.

City leaders should ensure that their law enforcement agency policies and procedures are well-maintained, well-researched, and up-to-date by periodically reviewing them and conducting non-punitive peer reviews of critical incidents separate from criminal and administrative investigations. To perform these functions, many cities have established civilian oversight mechanisms within their communities. The decision to establish a civilian oversight board rests solely with elected or appointed officials.

To help cities develop effective law enforcement policy and oversight, the U.S. Department of Justice, through its Office of Community Oriented Policing Services (COPS Office) and Office of Justice Programs (OJP), can provide assistance to jurisdictions. City leaders should work with their law enforcement agencies to determine what programs might be available to assist agencies in developing appropriate policies for serving the community.

PILLAR THREE: TECHNOLOGY & SOCIAL MEDIA

The use of technology can improve policing practices and build community trust and legitimacy, but its implementation must be built on a defined policy framework with clearly delineated purposes and goals. One example of the effective use of technology is requiring law enforcement officers to wear body cameras (BWCs) as they

interact with the public. A recent 12-month study examining the use of BWCs by law enforcement found that officers wearing the cameras had 87.5 percent fewer incidents of use of force – and 59 percent fewer complaints – than officers not wearing the cameras.⁶

City leaders should fully understand the additional steps that need to be taken when requiring officers to use BWCs. These include:

- storing the data from the BWCs
- securing and restricting access to the data
- adhering to privacy rights
- properly redacting the data to comply with freedom of information requests by the public and news sources
- complying with state evidentiary and data retention requirements
- training officers on the use of the equipment

While the effective use of technology and social media can enhance community policing initiatives, there are often limits – and sometimes serious consequences – to using technology that could likewise put a city and its law enforcement agency at risk. City leaders need to fully understand both the positive and negative implications of using such technology before they authorize its use in order to foster transparency.

PILLAR FOUR: COMMUNITY POLICING & CRIME REDUCTION

Pillar Four focuses on the importance of community policing as a guiding philosophy for all stakeholders.

City leaders need to work closely with their law enforcement agencies to reach

Montgomery County Council Takes Steps Toward Improving Police-Community Relations

In mid-2015, Montgomery County Police Chief Tom Manger took the many tragic events that were occurring in cities around the country as a cue to meet with the Montgomery County Council for a discussion about police-community relations. The objective of the discussion was to prioritize building trust between the police force and the community. “What every segment of the community wants to know is, ‘Are we listening to them?’ ‘Do we care about the service that we’re providing them?’” said Chief Manger in an open meeting with the county’s elected officials. He then expressed the police force’s commitment to fairness, impartiality, and doing right by all members of the community. The Montgomery County Police Department is taking several steps to improve the police force’s presence and skills. Officers are being trained to de-escalate situations as well as consider the socio-economic makeup and history of different neighborhoods, and a body camera pilot program was recently approved.⁷



out to community residents. Doing so can help to identify problems, foster a culture of collaboration, and implement solutions that produce meaningful results for the community. City leaders need to ensure their law enforcement agencies develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

Community engagement needs to focus on multidisciplinary, community-oriented team approaches for planning, implementing, and responding to crisis situations with complex causal factors. Law enforcement agencies should engage with other city agencies to develop a multifaceted approach to community governance. Communities should support a culture and practice of policing that reflects the values of protection and the promotion of the dignity of all community members - especially the most vulnerable, such as children and at-risk youth.

Communities need to affirm and recognize the voices of young people in community decision making, facilitate youth participation

in research and problem solving, and develop and fund youth leadership training and life skills through positive youth-police collaboration and interactions.

PILLAR FIVE: TRAINING & EDUCATION

Pillar Five focuses on the training and education needs of law enforcement.

City leaders need to understand, support, and encourage law enforcement officers to receive training on community policing principles. Training programs in community policing should explore the dramatic shifts in society, technology, criminal trends, economics, and the very definition of “community” relative to law enforcement. Law enforcement officers need to understand problem solving tools, practice de-escalation methods, discover examples of successful police and community partnerships, and be educated about directly linking to numerous community-policing resources.

City leaders need to ensure their law enforcement officers are effectively trained to:

- de-escalate incidents before they become violent
- assist individuals in crisis or living with mental disabilities
- appropriately interact with people facing drug addiction
- avoid personal and implicit bias and prejudice
- understand and respect racial and cultural differences
- promote the principles of policing in a democratic society
- effectively implement procedural justice procedures
- develop effective communications, social interaction and tactical skills
- build strong and trusting relationships with the community they serve

officers, ensure traffic safety (including the wearing of seatbelts and the proper use of cell phones while driving), develop skills for situational awareness, provide ongoing physical training and endurance programs, and, most importantly, support mental health treatment for officers and their families.

PILLAR SIX: OFFICER WELLNESS & SAFETY

Pillar Six emphasizes the support and proper implementation of officer wellness and safety as a multi-partner effort. Every day, law enforcement officers face dangerous situations that can adversely affect their mental state and future actions, which in turn could affect how they respond to the next incident.

City leaders need to work with their law enforcement executives to ensure police officers are at their best both on and off the job. Law enforcement agencies should be encouraged to embrace injury reduction and mitigation practices, develop nutrition recommendations for law enforcement

SAMPLE OF COMMON COMMUNITY POLICING STRATEGIES

For community policing to work best, these (and other) individual strategies should be linked by a broad municipal commitment to the community policing effort.

Community Partnerships	Organizational Change	Problem-Solving
Post crime information on police websites	Assign officers to specific geographic locations for extended periods	Conduct community surveys to identify problems and evaluate performance
Hold regular meetings with local businesses	Incorporate technology and data systems that make information more accessible to officers and the community	Examine and incorporate best practices from other agencies
Inform citizens about major police initiatives	Train all staff in community policing principles	Seek input from members of the community to identify and prioritize problems
Use foot patrol/bike patrol	Increase officer discretion and accountability for solving problems at their level	Encourage and enable officers to think about problem solving when responding to calls for service
Get feedback from partners about the nature and priority of community problems	Reduce hierarchical structures	Evaluate the causes for crime hot spots and develop appropriate responses based on underlying conditions
Brainstorm new solutions with stakeholders	Give officers latitude in developing innovative responses to problems	Gather information about repeat offenders to make future offending more difficult
Use partners to help implement responses to problems	Encourage officers to propose innovative solution to long-standing problems	Conduct surveys of the physical environment of problem locations to make places less susceptible to crime
Operate a citizen's police academy	Build community policing into mission/vision/strategic plans	Systematically document problem solving efforts in a database

HELPFUL RESOURCES

- The [Office of Community Oriented Policing Services \(COPS Office\)](#) is the component within the U.S. Department of Justice dedicated to the concept that trust and mutual respect between police and the communities they serve is critical to public safety. This concept is the foundation of community policing and ensures that police and community stakeholders partner in solving our nation's crime challenges. Community policing is a law enforcement strategy that focuses on community partnerships, problem-solving and organizational transformation. The COPS Office mission is to advance public safety through community policing.
- The [Office of Justice Programs \(OJP\)](#) provides innovative leadership to federal, state, local, and tribal justice systems by disseminating state-of-the-art knowledge and practices across America and providing grants for the implementation of these crime-fighting strategies. Because most of the responsibility for crime control and prevention falls to law enforcement officers in states, cities, and neighborhoods, the federal government can be effective in these areas only to the extent that it can enter into partnerships with these officers. Therefore, OJP does not directly carry out law enforcement and justice activities. Instead, OJP works in partnership with the justice community to identify the most pressing crime-related challenges confronting the justice system and to provide information, training, coordination, and innovative strategies and approaches for addressing these challenges.
- The [OJP Diagnostic Center](#) is a technical assistance resource designed to help state, city, county, and tribal policymakers and community leaders use data to make decisions about criminal justice programming.
- The [International Association of Chiefs of Police \(IACP\)](#) is a dynamic organization that serves as the professional voice of law enforcement. IACP addresses cutting-edge issues confronting law enforcement through advocacy, programs and research, as well as training and other professional services. IACP is a comprehensive professional organization that supports the law enforcement leaders of today and develops the leaders of tomorrow. Each year, since 1998, the International Association of Chiefs of Police Community Policing Committee has recognized the best practices of agencies around the world through its [Community Policing Program](#). Entries are categorized by population, featuring innovative ideas utilizing the power of community policing, through collaboration and partnerships, to make local, national, and global communities safer from crime and terrorism.
- The [National Organization of Black Law Enforcement Executives \(NOBLE\)](#) serves as the conscience of law enforcement by being committed to the concept of "Justice by Action." NOBLE has nearly 60 chapters and represents over 3,000 members worldwide, including chief executive officers, command-level law enforcement officials from

federal, state, county, and municipal law enforcement agencies, and criminal justice practitioners. The combined fiscal budget oversight of its membership exceeds \$8 billion. NOBLE serves more than 60,000 youth through its major program components, which include Mentoring, Education, Leadership Development, and Safety.

- The [National Association for Civilian Oversight of Law Enforcement \(NACOLE\)](#) is a non-profit organization that brings together individuals or agencies working to establish or improve oversight of police officers in the United States. NACOLE welcomes people and organizations committed to fair and professional law enforcement that is responsive to community needs. NACOLE is dedicated to promoting greater police accountability through the establishment or improvement of citizen oversight agencies by organizing an annual training conference to increase the knowledge and skills of staff members and volunteers who work in oversight, providing technical assistance and advice to jurisdictions that are considering the creation or revitalization of oversight bodies, identifying best practices as they emerge from the experiences of members, encouraging networking, communication and information-sharing to counter the isolation inherent in the profession, and furnishing information to government officials and community

representatives that will support their advocacy of oversight in their states, counties, cities and towns.

- The [Police Executive Research Forum \(PERF\)](#) is a police research and policy organization and a provider of management services, technical assistance, and executive-level education to support law enforcement agencies. PERF helps to improve the delivery of police services through the exercise of strong national leadership, public debate of police and criminal justice issues, and research and policy development.
- The [Fraternal Order of Police \(FOP\)](#) is the world's largest organization of sworn law enforcement officers, with more than 325,000 members in more than 2,100 lodges. It is the voice of those who dedicate their lives to protecting and serving our communities. FOP is committed to improving the working conditions of law enforcement officers and the safety of those they serve through education, legislation, information, community involvement, and employee representation.
- The [National Association of Police Organizations \(NAPO\)](#) is a coalition of police units and associations from across the United States. NAPO was organized for the purpose of advancing the interests of America's law enforcement officers through legislative advocacy, political action, and education.



FUNDING OPPORTUNITIES

The Department of Justice offers funding opportunities to local governments to support a variety of law enforcement activities, provide training and technical assistance, and implement local programs that improve community policing practices and the overall criminal justice system.

Local governments can seek financial assistance from the Department of Justice to support:

- law enforcement training programs
- hiring additional law enforcement personnel
- prosecution and court programs
- prevention and education programs
- drug treatment and enforcement
- crime victim and witness support services
- planning, evaluation, and technology improvement programs, including body-worn cameras and bullet-proof vests
- smart policing initiatives for law enforcement agencies to develop and analyze innovative policing methods to address specific criminal problems or criminogenic circumstances
- programs to reduce gun and gang crime in communities by networking existing local programs that target gun crime and providing these programs with additional tools necessary to be successful
- programs that advance the practice of community policing in law enforcement agencies through training and technical assistance, the development of innovative

community policing strategies, applied research, guidebooks, and best practices that are national in scope

- programs that provide training and technical assistance to judges, court administrators, lawyers and others who wish to experiment with the new models, including the implementation of drug courts and community courts
- programs that provide resources for law enforcement agencies interested in developing or enhancing a volunteer program and for citizens who wish to volunteer their time and skills with a community law enforcement agency
- programs that provide strategic, coordinated training and technical assistance to help communities plan, implement, and sustain youth violence prevention efforts

Annually, the federal government provides more than \$2.5 billion to support state and local law enforcement activities and criminal justice programs. Thousands of municipalities have benefited from this assistance. Local leaders should work closely with their law enforcement executives and Congressional representatives to identify federal resources that could improve their community policing programs and help build trust between police and the communities they serve.⁸

CONCLUSION

The National League of Cities (NLC) has created this publication to address the importance of community policing and to outline the related issues that are relevant to local elected officials. Community policing is a comprehensive approach to public safety rather than a set of easily-implemented steps. Because it requires partnerships and a culture that actively embraces community engagement in policy-making and intervention, city leaders must often serve as champions of this approach and work in concert with law enforcement agencies and other decision-makers to underscore its importance and ensure that it becomes a part of the community's doctrine. Although community policing and the efforts surrounding it may look different in each municipality, there are several thematic take-away ideas from this publication that local elected officials should consider as they work to integrate its tenets into their local public safety cultures.

- 1 Foster trust:** Trust between police and the communities they serve is perhaps the most critical component of the community policing concept. City leaders are central to cultivating that trust within their communities. They can encourage their local law enforcement agencies to embrace the “guardians not warriors” approach to public safety and to develop positive, trust-based relationships with all segments of the community they serve.
- 2 Align policies with community values:** For a number of social and historical reasons, different neighborhoods have different value systems and experiences relative to engagement with law enforcement officials. Local elected officials should take notice of the established culture and value system pertaining to public safety and create policies collaboratively with community members that are practical and appropriate.
- 3 Embrace new technologies:** New technological innovations, such as body cameras and the use of social media in community engagement, can offer opportunities to build transparency, trust, and legitimacy into day-to-day law enforcement operations. Use of these new tools must be carefully considered, and a clearly defined policy framework must be developed to underscore the purposes and goals of implementation.



- 4 Prioritize community engagement:** City and law enforcement officials should take a “big picture,” multifaceted approach to community governance. Much of this should center on building and sustaining the type of culture that is necessary for successful community engagement. This means working collaboratively with citizens to develop a culture and practice of policing that reflects the value of protection and the promotion of the dignity of all members of the community.
- 5 Invest in training:** City leaders should advocate for adequate training for the law enforcement officers in their communities. Training programs should encompass the core values of the community policing philosophy, while also recognizing new trends and dramatic shifts in society, technology, crime, economics, and socio-political factors. Law enforcement officers should be oriented towards problem solving and de-escalation, and the practice should be guided by the numerous community policing resources available to them.
- 6 Remember to cultivate the wellbeing of officers:** City leaders need to prioritize the mental and physical wellbeing of their community’s law enforcement officers, ensuring they have the tools to be at their best both on and off the job. This includes embracing injury reduction and mitigation practices, developing nutrition recommendations for public safety officers, providing ongoing physical training and endurance programs, helping officers develop skills for situational awareness, and, most importantly, supporting mental health treatment for officers and their families.

Endnotes

- 1 <http://www.bjs.gov/content/pub/pdf/lpd13ppp.pdf>
- 2 http://www.cops.usdoj.gov/pdf/taskforce/TaskForce_FinalReport.pdf
- 3 “Procedural justice (sometimes called procedural fairness) describes the idea that how individuals regard the justice system is tied more to the perceived fairness of the process and how they were treated rather than to the perceived fairness of the outcome. In other words, even someone who receives a traffic ticket or “loses” his case in court will rate the system favorably if he feels that the outcome is arrived at fairly.” (http://cops.usdoj.gov/html/dispatch/09-2013/fairness_as_a_crime_prevention_tool.asp)
- 4 <http://woodtv.com/2015/01/13/plan-proposed-for-better-grpd-community-relations/>
- 5 <http://woodtv.com/2015/12/08/grpd-community-relations-plan-still-in-progress/>
- 6 Ariel Barak, William A. Farrar, and Alex Sutherland, “The Effect of Police Body-Worn Cameras on Use of Force and Citizens’ Complaints Against the Police: A Randomized Controlled Trial,” *Journal of Quantitative Criminology* 2014
- 7 <https://www.youtube.com/watch?v=G2HR2AohjCA&feature=youtu.be>
- 8 <http://www.justice.gov/business/grants>



CITY OF FORT LAUDERDALE

2015 NEIGHBOR SURVEY

2015 Neighbor Survey Preview

Sarah Saunders
Senior Performance Analyst
Structural Innovation



Purpose

- To objectively assess satisfaction with the quality of City services and other factors that influence neighbor perceptions of the City
- To gather input from neighbors to assist in developing budget priorities
- To measure trends over time to help guide and evaluate the implementation of the City's strategic plan



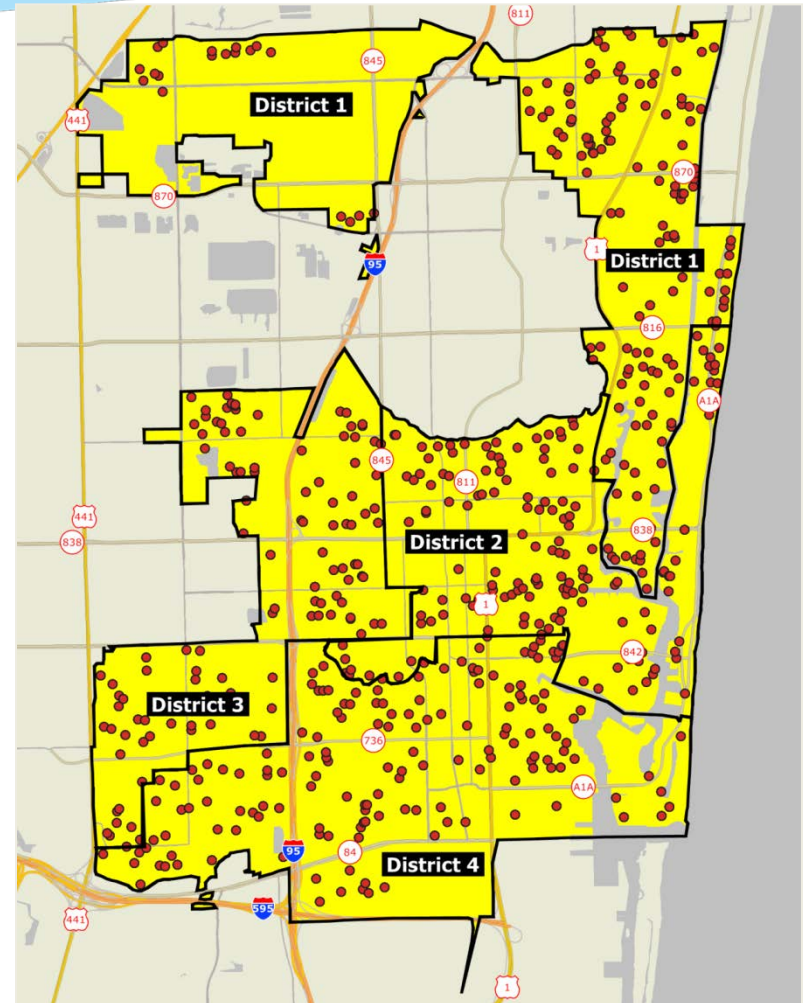
Methodology

- Survey Description
 - ☐ included most of the questions that were asked in 2014
- Method of Administration
 - ☐ survey administered by mail, phone and Internet
 - ☐ random sample of residents living in the City
- Sample size:
 - ☐ Goal: 600 completed surveys; Actual: 654 completed surveys
- Confidence level: 95%
- Margin of error: +/- 3.8% overall
- Sample representative of the City's population both demographically and geographically



Location of Respondents

At least 150
respondents from
each district





Summary of Major Findings

- Overall satisfaction with City Services is Significantly above the national average (57%)
- Neighbors feel the City is moving in the right direction.
- Notable Improvements from 2014 to 2015
 - ☐ Overall Quality of City Services (74%, up 6%)
 - ☐ Availability of Employment (42%, up 5%)
 - ☐ Overall Feeling of Safety in the City (60%, up 4%)
 - ☐ Quality of Police and Fire Services (80%, up 4%)
- Issues that should continue to be high priorities for the City over the next 2 years
 - ☐ Overall flow of traffic
 - ☐ Maintenance of streets, sidewalks and infrastructure
 - ☐ How well the City is preparing for the future
 - ☐ Education about what the City is doing to prepare for disasters



Next Steps

- Delivery of 2015 Neighbor Survey Report
- Lunch Workshop **April 5, 2016** with Chris Tatham from ETC, Institute to review the results



Fort Lauderdale, Florida

March 15, 2016

Commission Presentation
Fiscal Year Ended September 30, 2015 Audit

Agenda

- Deliverables
- Financial Highlights
- Financial Statement Audit Reports and Observations
- Single Audit Report and Observations

The accompanying information should be read in conjunction with the audited financial statements and is intended solely for the information and use of the Mayor, City Council, management and others within the organization and is not intended to be and should not be used by anyone other than these specified parties.

Deliverables

- Independent Auditor's Report
- Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards
- Independent Auditor's Report on Compliance with Requirements that could have a Direct and Material Effect on Each Major Federal Program and Major State Project and on Internal Control Over Compliance in Accordance with OMB Circular A-133 and the Department of Financial Services State Projects Compliance Supplement
- Letter to Those Charged with Governance

Financial Highlights

- The City's total assets and deferred outflows of resources exceeded its liabilities and deferred inflows of resources at September 30, 2015 by \$811.7 million (net position). Of this amount, \$131.4 million was from governmental activities and \$680.3 million was from business-type activities.
- The City's revenues for governmental activities, excluding transfers, totaled \$381.7 million, a 10.2% or \$35.3 million increase from FY2014. Charges for services increased by \$19.4 million and property taxes increased by \$6.2 million. Expenses for governmental activities increased by \$28.9 million or 9.7% to \$326.5 million. Public safety, economic environment, and transportation expenses increased by \$11.7 million, \$8.7 million, and \$5.9 million, respectively.
- Revenues related to business-type activities increased by \$20.2 million to \$189.3 million and expenses, excluding transfers, increased by \$16.0 million to \$179.0 million.

Financial Highlights

- The General Fund's fund balance increased by \$15.8 million to \$69.4 million primarily due to the City prevailing on an appeal with the Federal Emergency Management Agency (FEMA) over debris removal charges associated with Hurricane Wilma in the amount of \$8.9 million and an increase of \$5.7 million for property tax revenues. The unassigned fund balance increased from \$50.8 million in FY2014 to \$66.2 million in FY2015. The increase is due primarily to the release of the \$8.9 million FEMA liability and increases to tax revenues.
- The City's long-term debt decreased by \$35.6 million net of retirements, unamortized premiums and discounts to \$766.8 million; this resulted from the issuance of \$7.6 million in Tax Increment Revenue Note, \$2.3 million in capital lease additions, and the reduction of \$45.6 million in annual debt payments.
- The City's Net Pension Liability is \$117.6 million. \$57.8 million relates to the General Employees' Retirement System and \$59.8 million relates to the Police and Firefighters' Retirement System.

Financial Statement Audit Reports and Observations

- Financial Statements - Unmodified Auditor's Report Issued
- Internal Control Over Financial Reporting
 - Observations
 - No Material Weaknesses
 - IT Controls (Sum Total and Cash Cloud)
- Prior Year Observations Not Repeated
 - FAMIS User Administrative Procedures
 - Compensated Absences

Single Audit Report and Observations

- Unmodified Auditor's Report Issued On Compliance
- Material Weaknesses
 - None
- Significant Deficiencies
 - None



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Cypress Creek Mobility Hub Master Plan



City of Ft. Lauderdale City Commission Conference Meeting

March 15, 2016

Overview by City Staff

- Intent
- Connection to FY 16: CAAP Charters
 - 17.A Development Density Policy
 - 17.C Envision Uptown Urban Village
- FDOT Project – PD&E for I-95/Cypress Interchange
- Hub Study Results and Findings – Takeaways
- Next Steps

Agenda

- Overview of Study Process
- Market Analysis Results
- Recommendations
- Transit Oriented Development readiness
- City of Ft. Lauderdale land use and zoning efforts
- Next steps



Study Process

- Began December 2014
- Funded by Broward Metropolitan Planning Organization
- Project Steering Committee
 - South Florida Regional Transportation Authority
 - Broward MPO
 - Broward County
 - FDOT
 - City of Fort Lauderdale
 - City of Oakland Park
 - Envision Uptown

- **Scope for Cypress Creek Mobility Hub**
 - Market and Economic Analysis
 - Draft Site Plan Concepts for SFRTA site only
 - Area-wide Streetscape Improvements
 - Return on Investment Analysis for SFRTA site
 - Joint Development Strategy Analysis

Market Analysis Study Objective:

Identify the market-driven development opportunities for the Mobility Hub Site

- Define the site's primary Study Area
- Determine demand (by use) within the Study Area
 - *Based upon Existing Physical & Regulatory Environment*
- Establish potential development programs that will:
 - Guide subsequent site concepts
 - Provide basis for financial, joint development evaluation

Market Analysis Study Area Boundaries



Findings and Recommendations

- Market Study Results (Based on current land uses)

Use	Study Area Demand	Mobility Hub Site Concept
Residential	400-600 Rental Units Near-term (1-5 years)	200-250 Rental Apartments (Market Rate at \$1.55± per sq.ft.; or, Mixed Income)
Office	150,000 to 250,000± square feet Mid-term (4 to 6 years)	125,000 to 150,000 square feet (\$30-\$32 per sq.ft., 92% Stabilized Occ.)
Hotel	150 room select service, branded Mid-term (3 to 5 years)	150 room select service, branded (ADR - \$130±; 75% Stabilized Occupancy)
Retail	125,000 to 175,000 square feet Near-term (1 to 5 years)	Supporting use within Mixed Use Development

Findings and Recommendations

- Building height requirements
 - FAA height limitations throughout study area
- Land Use and Zoning
 - Completion of area wide City and Broward County land use amendment and regulating plan to maximize land value
 - TOD overlay, TOC designation – mixed use
 - Form Based Code – regulating plan
 - Update market analysis based on new land uses
- Parking requirements
 - Update requirements to allow substantive reductions in areas with extensive transit service

Findings and Recommendations

- Streetscape improvements
 - Cities and County to fully engage in upcoming FDOT PD&E related to Cypress Creek and I-95 interchange
 - City to pursue road diets along Cypress Creek Road and Andrews Avenue consistent with County process
 - Program and initiate traffic studies for desired road diets
 - Program the streetscape improvements to begin prioritized implementation

Andrews Avenue Conceptual Typical Section



Cypress Creek Road Conceptual Typical Section



Transit Oriented Development Strategies- Case Studies

- Focused on similar Cypress Creek conditions
 - Sites owned by a transit agency
 - Close proximity to expressway
 - Rail operating schedules similar to Tri-Rail
- BART/Pleasant Hill (CA)
- MBTA Riverside Station (MA)
- New Jersey Transit/Morristown Station
- **Successful projects require between five and 10 years (or more) for execution**
 - In part due to land use/zoning and market cycle issues



A Developer's Perspective:

- Clear, predictable process and outcomes:
 - Allowable densities, land uses, and entitlements in place
 - Public consensus around concept
 - Demonstrated coordination by multiple participating agencies
 - Public responsibilities and funding mechanisms confirmed (e.g., infrastructure)



Essential Factors to Maximize Value Creation:

- Reliable and frequent transit service connected to the regional network
- Supportive public policies: density bonuses, reduced parking, incentives for TOD
- Pedestrian and bicycle network
- Enough traffic congestion to encourage mode shifts
- Strong economy and healthy real estate market dynamics
- Neighborhood amenities and other infrastructure

Next Steps by City Staff

- City Commission: Resolution accepting and supporting the findings of the Cypress Creek Mobility Hub Master Plan study – April 5, 2016 Meeting
- Process Land Use Amendment – mixed-use, transit oriented development category & Master Plan Form Based Code
- Coordinate with Broward County – Desired roadway sections for Andrews Avenue and Cypress Creek Road
- City: Coordinate with FDOT on I-95/Cypress Creek interchange PD&E