



Lauderdale Lakes  
L I F E I N F U L L C O L O R

**Year End Review**  
**Fiscal Year 2011-2012**  
Summary of Accomplishments

**City of Lauderdale Lakes  
Year End Review  
Fiscal Year 2011 - 2012**

## **From the City Manager**

This report presents a summary of the City's accomplishments during the Fiscal Year 2011 and 2012. The primary purpose of this report is to give the City of Lauderdale Lakes residents, business owners, stakeholders and other readers an in-depth view of the City's accomplishments in priority areas including: Parks and Human Services; Budget, Accounting and Fiscal Management; Community and Neighborhood Improvements; Economic Development & Vitality; Public Safety; Employee Initiatives; Organizational Effectiveness; Grants and Partnerships; and External Communications & Technology.

I am proud of the City's accomplishments in the face of significant economic and budgetary challenges. There is more that needs to be done as the City continues to implement a sound Financial Recovery Plan, as well as Community and Economic Development Initiatives to insure the City's financial stability and vision will be achieved over the long-term. The City of Lauderdale Lakes is moving in the right direction, operationally and fiscally, and working to ensure that the City continues to be a great place to live, work and play for many years to come.

Sincerely,



Jonathan K. Allen, MPA  
City Manager



**Lauderdale Lakes**  
LIFE IN FULL COLOR

**City of Lauderdale Lakes  
Year End Review  
Fiscal Year 2011 - 2012**

**Parks and Human Services**

- ❖ Established Community Contribution Model with City Contractors to provide a reliable and recurring funding source for Parks and Human Services programming
- ❖ Implemented modified Parks and Recreation Fee Schedule in Fiscal Year 2012
- ❖ Managed the Alzheimer's Disease Initiative and Older American's Act Program Agreement between the Area-wide Council on Aging of Broward County and the City of Lauderdale Lakes Alzheimer's Care Center
- ❖ Implemented Florida Adult Care Food Program for the Lauderdale Lakes Alzheimer's Care Center serving over 5,000 nutritious snacks
- ❖ Awarded \$100,000 Alzheimer's Association Grant for the Caregiver's Resource Center
- ❖ Coordinated Broward County Transit Funded Public Transportation/Community Bus Services within the City
- ❖ Implemented Community Development Block Grant (CDBG) Funded Senior Quality of Life, Senior Transportation and Youth Leadership Programs, serving over 300 Lauderdale Lakes residents
- ❖ Modified the Lauderdale Lakes Community Bus Service Program to realize more than \$50,000 in cost savings
- ❖ Implemented new After School Program at Vincent Torres Memorial Park
- ❖ Sponsored a Community Resource Fair and Book Bag Give Away in collaboration with the Kiwanis Club of Lauderdale Lakes, Florida Medical Center and other community partners
- ❖ Coordinated athletic programming, such as the FY2011 and FY2012 Youth Football, Basketball, Soccer, and Baseball Programs
- ❖ Implemented Lauderdale Lakes Great American Cleanup
- ❖ Served over 2,500 nutritious snacks to over 200 children through the Summer Food Service Program
- ❖ Hosted School and Teacher Appreciation Ceremony and Community Welcome Ceremony for the newly appointed School Board of Broward County Superintendent and Broward Sheriff's Office (BSO) Police Chief
- ❖ Recognized Lauderdale Lakes Cardinals who were awarded the Fiscal Year 2012 Baseball Division Championship
- ❖ Provided Swimming lessons to over 1800 students at the Municipal Swimming Complex
- ❖ Hosted several special community events, such as Holiday Lighting Ceremony, Black History Month Parade/Event, Eggstravaganza and Halloween Spooktacular attended by over 1,000 children and adults



**Future Opportunities:**

- ❖ Providing quality youth and senior enrichment programs with decreasing grant and other resources
- ❖ Continuing partnerships for recreation programs, activities, and events
- ❖ Maintaining park systems and providing recreation programs with limited full-time and part-time staff resources

**City of Lauderdale Lakes  
Year End Review  
Fiscal Year 2011 - 2012**

**Budget, Accounting, and Fiscal Management City**

- ❖ Achieved Year Two Goals from the adopted Five Year Financial Plan including the continued budgeting and payment of funds for the debt payment of the BSO outstanding obligation
- ❖ Established a community contribution for parks and human services programming
- ❖ Re-negotiated \$2.5 Million SunTrust Bank Note and avoided balloon payment
- ❖ Adopted a fiscally responsible Budget to include the tentative/final millage rate; fire rescue services assessment rate; solid waste services rate and stormwater rate. Ended Fiscal Year 2012 with revenues over expenditures
- ❖ Implemented corrective actions for Annual Audit Management Letter Comments
- ❖ Maintained positive cash flow throughout the Fiscal Year to ensure liquidity and payment of debt obligation
- ❖ Transitioned to a new Banking Service provider
- ❖ Reversed negative trending fund balances in the General and Fire Rescue Fund
- ❖ Met all bi-weekly, monthly, quarterly and annual financial reporting requirements



**Budget, Accounting, and Fiscal Management CRA**

- ❖ Adopted the CRA FY2012 Budget including more financial information and transparency
- ❖ Completed evaluation of the CRA's SunTrust Line Of Credit debt payments
- ❖ Remained current with all SunTrust debt service payments
- ❖ Approved renegotiated Forbearance Agreement between the City and CRA for \$2.5 Million outstanding debt ensuring repayment
- ❖ Maintained positive cash flow throughout the Fiscal Year to ensure liquidity and payment of debt obligations
- ❖ Prepared Monthly Financial Reports
- ❖ Developed and implemented City's Procurement Code

**Future Opportunities:**

- ❖ Producing a Comprehensive Annual Financial Report for Fiscal Year 2012
- ❖ Addressing all matters in the schedule of findings and responses from Fiscal Year 2012 Annual Financial Report
- ❖ Ending Fiscal Year 2012 with revenue over expenditures
- ❖ Implementing the City's Five Year Financial Action Plan and New Procurement Code
- ❖ Conducting a City Commission Retreat

City of Lauderdale Lakes  
Year End Review  
Fiscal Year 2011 - 2012

**Key Financial Factors  
Summary of City's Financial Trends**

Factors	Trend in 2013
Financial Condition	Improving
Business Development	Improving
Outstanding BSO Debt	Decreasing
Cash Balance	Increasing
Capital Investment	Increasing
Property Values	Improving
CRA Debt	Decreasing

**Key Year-End Financial  
Performance Measures**

	FY 2012	FY 2011
<b>Government Wide</b>		
<b>Total Net Assets:</b>	24,051,959.00	20,205,763.00
<b>Total Cash and Cash Equivalents:</b>	5,303,554.00	1,725,412.00
<b>Governmental Funds</b>		
<b>Total Fund Balance (All Funds)</b>	10,493,401.00	10,306,950.00
General Fund	1,045,437.00	(4,853,499.00)
CRA Trust Fund	3,863,443.00	3,550,387.00
Fire Rescue Fund	384,410.00	(1,735,562.00)
<b>Proprietary Funds</b>		
<b>Total Net Assets</b>	3,775,416.00	1,888,287.00
Stormwater Fund	2,754,715.00	1,390,683.00
Solid Waste and Recycling Fund	1,080,174.00	907,831.00

Financial Indicators Overall Rating **Favorable** as compared to the Benchmark Group.

**City of Lauderdale Lakes  
Year End Review  
Fiscal Year 2011 - 2012**

**Community and Neighborhood Improvements**

- ❖ Effectively managed the City's Stormwater Utility Fund
- ❖ Implemented amendments to City's Land Development Regulations to permit automobile truck and trailer rental establishments within the Neighborhood Business, B-2 zoning district
- ❖ Restructured City/Waste Management Solid Waste Franchise to enhance City revenues and solid waste/recycling collection services
- ❖ Implemented Stormwater Action Plan to complete all backlog Stormwater System Improvement Projects
- ❖ Completed City's NPDES Annual Stormwater Permit to comply with stringent stormwater requirements
- ❖ Continued to repair and maintain the City's infrastructure including facilities, parks, streets, landscaping, bus shelters, stormwater systems
- ❖ Awarded bid for the construction of a new \$750,000 Emergency Operations Center in the City through a FEMA Grant
- ❖ Completed State Mitigation Grant Funded Public Safety Building and City Hall Roof Mitigation Project
- ❖ Completed \$500,000 DRI Traffic Signalization Project and \$625,000 DRI Social Services/Alzheimer's Center Hurricane Improvement Project
- ❖ Re-established optimal staffing levels for the Building Services Division, including City Staff positions



- ❖ Issued approximately 1,920 building permits.
- ❖ Provided management and oversight for the Solid Waste and Recycling Services Contract
- ❖ Amended the Land Development Regulations modifying the building permit fee schedule
- ❖ Amended Land Development Regulations providing for an amendment to permit primary and secondary schools as conditional uses in the Office Park District
- ❖ Established a modified Rental Housing Inspection Program
- ❖ Established the Samuel S. Brown Historic Preservation Room
- ❖ Awarded contract for Canal Bank Stabilization Project totaling \$832,316
- ❖ Purchased new Vac-Con Vehicle for Stormwater System Maintenance Services
- ❖ Processed 11 Land Development Applications

**Future Opportunities:**

- ❖ Revising the Land Development Code for new development opportunities
- ❖ Funding and completing Infrastructure/Capital Improvement Projects
- ❖ Incorporating technology in the permitting and development processes
- ❖ Completing recycling program enhancements and initiatives

**City of Lauderdale Lakes  
Year End Review  
Fiscal Year 2011 - 2012**

**Economic Development & Vitality**

- ❖ Achieved the positive Economic Development Outcomes - 149 new businesses opened in the City of Lauderdale Lakes
- ❖ Executed Five (5) Year Development/Purchase Option Agreement with Trammell Crow Company for the Commerce Park through CRA
- ❖ Executed the City/CRA Agreement with Broward County for the Bus Shelter Installation Project
- ❖ Adopted revisions to the CRA By-laws governing the CRA's business and Service Agreement between the CRA and City
- ❖ Completed Lauderdale Lakes Library Parking Lot Project
- ❖ Implemented Business Resource Center Programming including Business Coach Initiative, Business Plan Development, One-on-One Computer Training and Women's Corporate Think Tank
- ❖ Launched the "Deal of the Day" Buy Local Initiative
- ❖ Held a Corporate Roundtable (informal meeting) for local business owners, property owners and property managers
- ❖ Hosted focus group sessions to obtain feedback on issues faced by local business owners
- ❖ Coordinated job fairs, in collaboration with new and existing businesses, for over 600 individuals
- ❖ Successfully achieved Enterprise Zone designation which provides local incentives
- ❖ Implemented a transparent process for the City Commission to review and approve budget amendments for the City's General and Special Revenue
- ❖ Balanced FY2012 City Budget and FY2012 CRA Budget and Monitored the Annual City and CRA Budgets to ensure structural balance
- ❖ Budgeted and paid one million dollars (\$1,000,000) for BSO Public Safety Outstanding Debt Obligation for Fiscal Year 2012



**Future Opportunities:**

- ❖ Conducting charrette process for transportation system improvements
- ❖ Enhancing the City's professional image within the business community
- ❖ Establishing public/private partnerships with investors and developers
- ❖ Upgrading the Citywide and neighborhood entryway signage
- ❖ Continuing economic development initiatives for existing and new businesses

**City of Lauderdale Lakes  
Year End Review  
Fiscal Year 2011 - 2012**

**Public Safety (Police, Code Compliance and Fire Rescue)**



- ❖ Renegotiated BSO Law Enforcement and Fire Rescue Services Contract and realized a cost reduction for FY2011 and FY2012
- ❖ Update the City's fire assessment fees
- ❖ Accepted and Implemented Fiscal Year 2011 Edward Bryne Memorial Justice Assistance Grant (JAG) totaling \$33,369
- ❖ Amended Broward Sheriff's Office Services Agreement to include code enforcement services
- ❖ Monitored and enforce the city code forbidding gambling in the parks
- ❖ Utilized Law Enforcement Trust Funds for the BSO Fiscal Year 2011 Gang Resistance Education and Training Summer Program
- ❖ Partnered with owners of Bella Visa development to install cameras on the property
- ❖ Implemented new Policing Model that retained two School Resource Deputies (SRDs) in local schools
- ❖ Implemented Traffic Enforcement Pedestrian Enforcement Team in response to Jay walking
- ❖ Implemented Alternate Service Delivery Model for Fire Rescue Services
- ❖ Achieved International Accreditation through the Commission on Fire Accreditation International (CFAI)
- ❖ Participated in the "Thanksgiving To-Go" Program serving 250 meals to needy families
- ❖ Implemented the "Dress for Success" Program with the Local Law Enforcement
- ❖ Secured two million dollars (\$2,000,000) to acquire self-contained breathing apparatus and other grant funding to acquire six (6) Automatic Emergency Defibrillators
- ❖ Installed thermal imaging cameras on Rescue Ambulance Vehicles
- ❖ Fiscal Year 2012 Fire Rescue Performance Measures: Average EMS Response Time was 5:23 minutes; Responded to 5,379 Fire and EMS Calls; and Average Time of Emergency Calls dispatched in 2.0 minutes
- ❖ Fiscal Year 2012 Police Performance Measures: Burglary conveyance decreased by 30%; Burglary Structure decreased by 60%; Over All Crime rate decrease by 6%; COP Program Year-to-Date Hours Donated was 2,985 hours
- ❖ Fiscal Year 2012, Code Enforcement Performance Measures:: Code Enforcement activities increased 75% over the previous year; 2,813 Total cases in compliance; Issued 3,484 Notice of Violations (NOVs); The Magistrate Heard 725 Cases



**Future Opportunities:**

- ❖ Implementing and administering the Staffing for Adequate Fire and Emergency Response (SAFER) Grant
- ❖ Pursuing and securing COPS grant funding to hire additional police officers
- ❖ Enhancing code compliance activities and upgrading code compliance regulations
- ❖ Funding and providing adequate police, fire/rescue and code compliance services to serve and protect the Community

**City of Lauderdale Lakes  
Year End Review  
Fiscal Year 2011 - 2012**

**Employee Initiatives**

- ❖ Managed Citywide Safety and Risk Management Program
- ❖ Established a partnership with Workforce One to provide over 20 youth with work experience in various city departments
- ❖ Coordinated Employee Appreciation Event
- ❖ Provided oversight for City's risk management issues and recovered funds for risk management insurance claims
- ❖ Worked with City's Insurance Broker to implement new Health Insurance Coverage and comply with Health Care Reform changes
- ❖ Coordinated Employee Health and Wellness Fair
- ❖ Successfully implemented Fiscal Year 2011 and 2012 Health Insurance Plan Open Enrollment and Rollout for all City Officials and Staff
- ❖ Implemented Fiscal Year 2012 Employee Group Insurance Plans
- ❖ Deployed 14 school crossing guard near schools in Lauderdale Lakes



**Future Opportunities:**

- ❖ Recruiting, Retaining, and Training a highly qualified City workforce
- ❖ Providing a competitive compensation and benefits packet for City employees
- ❖ Maintaining an effective Safety Training Program geared toward reducing workers compensation costs and providing employee safety incentives
- ❖ Managing a diverse and competent City workforce
- ❖ Establishing an Employee Recycling Team and Recycling Initiatives

**City of Lauderdale Lakes  
Year End Review  
Fiscal Year 2011 - 2012**

**Organizational Effectiveness**

- ❖ Implemented departmental reorganization and consolidated four (4) departments into two (2) departments to realize a cost savings.
- ❖ Reorganized the Financial Services Department including the appointment of an experienced Public Administrator to oversee the department's operations
- ❖ Implemented citywide training programs
- ❖ Presented legislative agenda items, including 154 Resolutions, 23 Ordinances, 71 Workshop Items; and 12 CRA Agenda Resolutions
- ❖ Conducted a detailed financial analysis of Code Enforcement Services. The final recommendation reduced FY2012 Budgeted code enforcement service costs through BSO to less than \$350,000
- ❖ Conducted Auction of foreclosed property generating net proceeds
- ❖ Coordinated a City training session on Understanding Municipal Financial Management with City Officials



**Future Opportunities:**

- ❖ Exploring operating efficiencies throughout the City
- ❖ Modernizing the City's Facilities/Fleet to reduce operating costs and increase safety
- ❖ Maintaining a streamlined and highly productive workforce
- ❖ Upgrading the City's Commission Agenda Preparation System
- ❖ Maintaining Financial Transparency and Accountability in the City

**City of Lauderdale Lakes  
Year End Review  
Fiscal Year 2011 - 2012**

**Grants and Partnerships**

- ❖ Awarded \$750,000 FEMA Grant for design and construction of new state-of-the-art Emergency Operations Center in the City
- ❖ Awarded Broward County Recycling Grant totaling \$400,000
- ❖ Received \$100,000 Alzheimer's Association Grant for the Caregiver's Resource Center
- ❖ Implemented National League of Cities Service Line Warranties Program
- ❖ Secured \$456,792 Broward County Reimbursement for City/County Library Project
- ❖ Established an Online Lobbyist Registration Program
- ❖ Awarded \$500,000 DRI Grant for Traffic Signalization Project and \$625,000 DRI Grant for Social Services/Alzheimer's Center Hurricane Improvement Project
- ❖ Awarded \$1.5 Million SAFER Grant to restore fire services positions
- ❖ Awarded Children's Services Council (CSC) Summer Camp Challenge Grant
- ❖ Awarded Summer Food Services Grant totaling \$14,130 to provide lunch and snacks to community youth
- ❖ Received State Mitigation Grant Reimbursement for the Public Safety Building/City Hall Roof Mitigation Project
- ❖ Received Broward County Reimbursement for NW 49<sup>th</sup> Avenue Roadway Project totaling \$73,364
- ❖ Awarded 2011 Edward Bryne Memorial Justice Assistance Grant (JAG) from the Broward Sheriff's Office totaling \$33,369
- ❖ Partnered with Area and Regional non-profit, human services and educational entities to host training and community events at the education and cultural center
- ❖ Secured matching funds for new Bus Shelters



**Future Opportunities:**

- ❖ Successfully completing stormwater and other infrastructure improvements
- ❖ Constructing a state-of-the-art emergency operating system
- ❖ Securing State funding for stormwater and transportation Improvements
- ❖ Establishing partnerships to create a healthy community
- ❖ Providing financial and non-financial support for successful community garden

**City of Lauderdale Lakes  
Year End Review  
Fiscal Year 2011 - 2012**

**External Communications & Technology**

- ❖ Completed “First 100 Days Into Recovery” Report in September 2011
- ❖ Established and maintained open lines of communication with financial institutions including Bank of America and SunTrust Bank
- ❖ Established/Maintained regular communication with the State of Florida Auditor General’s Office on the City’s financial conditions and financial recovery action items
- ❖ Issued Press Releases
- ❖ Implemented Phase 2 of the City’s Branding Strategy
- ❖ Responded to more than 200 public records requests
- ❖ Processed ninety one (91) Passport Applications
- ❖ Submitted historical information to be recognized through the State of Florida
- ❖ Held public meetings on the City’s FY2011 and FY2012 Audit Reports and presented the Final Annual Audit Reports
- ❖ Selected firm for the City’s website redesign scheduled for completion in Fiscal Year 2013
- ❖ Developed Five Year Information Technology Plan
- ❖ Minimized emergency downtime and provided emergency response time service levels
- ❖ Ensured the administration and stability of City network, workstations, and applications
- ❖ Developed technical concept for the design and construction of the City’s Emergency Operations Center



**Future Opportunities:**

- ❖ Upgrading the City’s Website and Public Access Communication Systems
- ❖ Completing Technology Improvements, including Hardware and Software Upgrades
- ❖ Preparing Annual Report on the City’s Achievements, Challenges, and Opportunities
- ❖ Holding Regular community and business meetings on the city’s financial condition
- ❖ Using technology to expand community access to public records and documents
- ❖ Implementing the City’s Branding Strategy, including upgrading the City’s bus benches and advertisements



**City of Lauderdale Lakes  
Year End Review  
Fiscal Year 2011 - 2012**

**MAYOR**

Barrington A. Russell, Sr.

**VICE MAYOR**

Patricia Hawkins-Williams

**COMMISSIONERS**

Dr. Edwina Coleman  
Eric L. Haynes  
Gloria Lewis  
Eileen Rathery  
Levoyd Williams

**CITY MANAGER**

Jonathan K. Allen

**CITY ATTORNEY**

James C. Brady

**EXECUTIVE TEAM**

Celestine Dunmore, Economic Development Manager/Special Assistant to the City Manager  
Marie Elianor, Financial Services Director  
Danny Holmes, Public Works and Development Services Director  
D'Andrea Giddens-Jones, Human Resources and Risk Management Director  
J. Gary Rogers, Executive Director of Community Redevelopment Services  
Tresa Brown-Stubbs, Parks and Human Services Director

Captain Greg Holness, Broward Sheriff's Office District Fire Chief  
Captain Andrew Dunbar, Broward Sheriff's Office District Police Chief