

**BROWARD COUNTY CAPITAL PROGRAM
FISCAL YEAR 2007-2011**

INTRODUCTION

Each year, the Broward County Board of County Commissioners adopts a five-year capital program which serves as the County's financial plan for addressing facility and infrastructure needs. Adoption of a five-year program serves many purposes. It enables the County to address more needs than can be funded in a single year; provides an opportunity to phase funding for an individual project over several years to coincide with projected construction schedules; enables the County to plan for the impact of new facilities and infrastructure on future operating and debt service budgets; and provides citizens with information about the County's plans for new facilities and infrastructure.

Broward County is no different than other local governments in that there are more needs than there are resources available. In many cases, capital projects must compete for the same funding as ongoing services and programs. As a result, clear criteria for prioritizing capital projects are essential to the development of a successful five-year capital program. Staff develops the capital program each year based on the priorities and policies of the County Commission which are articulated through the Commission's annual goal-setting process, in the adopted Comprehensive Plan, and in a multitude of master plans adopted to address specific service needs.

The County Commission's goals fall into the following programmatic areas: housing and economic opportunity, mobility, community wellness, economic development, redevelopment, culture and the environment. The County's Adopted Comprehensive Plan articulates additional policies used to prioritize capital projects, including the protection of public health and safety, maintenance of past infrastructure investments, provision of infrastructure concurrent with the impact of new development, maintenance of adopted levels of service, phasing of capital projects to minimize the impact of additional operating costs on taxes and fees, and compliance with mandates such as those imposed by Federal and State governments. The Commission has also adopted policies in support of the transition of municipal-level services from the County to City governments through annexation.

The County uses several strategies to satisfy vast capital funding needs with limited resources. One strategy includes the leveraging of funds from other sources by obtaining grants and working with other jurisdictions to jointly fund capital projects. Another strategy includes utilizing a pay-as-you-go approach whenever possible and borrowing funds only when pay-as-you-go is not feasible or cost-effective. When necessary to fund high priority needs, the County pursues new sources of revenue such as fees and charges to allocate the costs of improvements to the users of the facilities.

The following section describes the major sources of funding for the capital projects included in the five-year program.

FUNDING SOURCES

General revenues, including an annual property tax allocation and one-time fund balances from the general fund for FY 2007, are the primary funding source for general capital projects, which are those projects that typically do not have dedicated funding sources including libraries, parks, regional communications and public safety, environmental, human services, information technology and general government capital projects. Annual contributions from the general fund also support the County's Redevelopment Capital Program.

Dedicated revenues also provide significant support for capital projects. The County will continue to utilize gas taxes for the expansion, maintenance and improvement of the regional road system, to improve roads, drainage and sidewalks in formerly unincorporated areas and to fund Mass Transit operations. The Capital Program also includes impact fees to support park and roadway improvements, transit concurrency fees for transit system enhancements and tourist tax dollars to maintain the Convention Center.

The five-year capital program includes three programs that are primarily supported with fees paid by the users of the facilities. These programs include Aviation, Port Everglades and the Water and Wastewater utility. Revenues generated by users of these facilities will offset the debt service payments required to fund expansion projects and will pay for maintenance and renovation projects on a pay-as-you-go basis.

The capital program continues to rely on grants to support Mass Transit, Housing and Community Development capital needs. Federal and State aid is also an important funding source for Aviation and Beach Renourishment. The Federal Government traditionally provided 58% of the cost of beach renourishment projects; however, support for this program is waning at the federal level. Surplus tourist taxes levied for the arena are used to free up funds to pay for the portion of beach renourishment projects that are not funded by the Federal, State and City governments.

The Board of County Commissioners placed a referendum on the November, 2006 ballot to ask voters to approve a one cent sales tax for transit and transportation improvement projects. If approved, sales tax proceeds would enable substantial expansion of the fixed route bus system, the leveraging of Federal funds to build light rail and many other transportation improvements to mitigate increasing traffic congestion in Broward County.

The following sections highlight the most significant projects included in the five-year program.

CAPITAL PROJECTS***Libraries***

The voter-approved library bond program provided funds for the construction of three new facilities; twelve replacement libraries; four renovation/expansion projects; and new furnishings, equipment and interior improvements for eleven libraries. Libraries opened in 2006 include the North Lauderdale Branch, Hollywood Community, Weston/BCC Community and the expanded Carver Ranches Branch. The Miramar Community

Library, South Regional Library and the West Regional Library are scheduled for opening in 2007. The remaining bond projects, including the Tyrone Bryant Branch, Sunset Strip Branch, Lauderdale Lakes Branch and Lauderdale Cultural Center, are scheduled to be complete during 2008.

Funding is completed in FY 2007 for the replacement of the Pompano Beach Branch Library with a Community library. The County's commitment to the preservation of the Main Library is demonstrated by a multi-year allocation for improvements and repairs.

Parks

Funding for the projects included in the voter-approved \$400 million parks and open space bond program was provided in prior years and construction and acquisitions are ongoing. The 2007-2011 Capital Program includes additional funding to address recurring maintenance and capital replacement needs over and above the projects included in the bond issue to maintain past infrastructure investments as stated in the Adopted Comprehensive Plan.

Design plans are funded for two new projects, the development of Everglades Holiday Park which is leased to the State until 2012 and a new Parks Administration building to replace the current facility in Easterlin Park.

Park impact fees are programmed over the five-years to support a new maintenance facility at Markham Park, park services buildings at Easterlin and Quiet Waters Parks, lighting improvements at Brian Piccolo and Tradewinds Parks, and installation of lake aeration equipment in several parks.

The County continues its commitment to improve neighborhood parks within the unincorporated area. Construction of Roosevelt Gardens Park and small improvements at existing parks are planned for FY 2007.

Government Facilities

Mitigation to reduce impacts from future catastrophic events is a high priority in the general capital program to insure uninterrupted service provision and protection of critical facilities and resources. Funding is provided in FY 2007 for the expansion of the Emergency Operations Center in order to relocate the County's data center to a hardened facility.

Funding for the design and construction of a new Central Animal Care facility is provided in FY 2007 and 2009. Funding to implement improvements required to comply with the Americans with Disabilities Act (ADA) is provided each year of the five-year program. Funding is programmed for renovation of a County-owned building to establish a Fleet Services shop to serve the southern part of the County. Repairs to the Government Center 1200 car garage are scheduled in FY 2007 and funding for the State-mandated replacement and/or upgrade of above and below ground fuel tanks is also continued in FY 2007.

Environmental and Water Resource Projects

In accordance with the Commission goal of preserving the environment and the goals of the Comprehensive Everglades Restoration Plan (CERP), the County's Integrated Water Resources Plan (IWRP)

will help Broward to meet its future water needs. Substantial progress has been made since the plan's inception. Specific projects programmed for FY2007-FY2011 include Secondary Canal Master Plan Modeling, the design of secondary canals to facilitate stormwater reuse, and construction projects to restore natural hydration to wetlands areas. In addition, funding is provided in FY2009 for a feasibility study and design of a regional Aquifer Storage and Recovery (ASR) well to further enhance the county's ability to manage future water needs. Commission goal-oriented projects also include funding for native plantings and xeriscaping at County facilities, as well as the replacement of selected County-owned vehicles with hybrid fuel vehicles to reduce gas usage and greenhouse gas emissions.

Public Safety Projects

The five-year capital program provides funding to harden the Public Safety Building in FY 2007 to safeguard the structure and operations of the Sheriff's Emergency Operations Center during hurricanes. The program also provides funding for the construction of a 1,000 bed medium security detention facility in fiscal years 2007 through 2009. In addition, funding is provided to test the smoke exhaust systems in all County facilities, including detention facilities, required by the Florida Fire Prevention Code.

The County continues to implement the fire rescue regional service plan by funding the infrastructure for a County-wide public safety communication system. Regional public safety communication will provide enhanced coordination and efficiencies, increased reliability, improved functionality, and improved inter-departmental communications during emergencies, and will lead to closest unit response for fire/rescue emergencies.

Unincorporated Neighborhood Improvement Projects

The County continues to allocate significant funding for neighborhood infrastructure improvements to increase the economic quality and the quality of life within unincorporated neighborhoods and to provide incentives for cities to annex these areas. The neighborhood improvement projects include drainage improvements to alleviate chronic flooding, sidewalk installation, landscaping, and roadway and utility improvements. The capital program completes the funding for the non-utility portion of all neighborhood improvement projects by FY 2008. The County has entered into interlocal agreements with North Lauderdale, Deerfield Beach, Pompano Beach, Oakland Park, West Park, Lauderhill and Fort Lauderdale committing to the completion of these projects after the neighborhoods are annexed.

Facilities Maintenance Projects

The five-year program includes annual funding for preventive maintenance and improvements to structures and mechanical systems in County facilities, demonstrating the County's commitment to the preservation of its general government facilities. More than \$13 million is provided over the five-year program for exterior painting and sealing, carpet replacement, roof replacement, elevator and escalator repairs, HVAC upgrades and replacements, and security improvements.

Human Service Projects

The replacement of the Central Family Success Center (the Mills Center) is funded in FY 2007. The original Mills Center experienced extensive damage from Hurricane Wilma. The replacement facility will be 25,000 square feet larger than the original building to address population growth and to relocate staff from overcrowded County and rental facilities.

Funding is provided in FY2007 for improvements to several Human Services facilities, demonstrating the County's continuing commitment to maintenance of these heavily utilized facilities. Security enhancements are funded at several sites, including the Booher facility, which will also receive interior lighting improvements. Other improvements funded in FY 2007 include renovations to the South Regional Health Center restrooms, the expansion and renovation of the South Regional Health Center pharmacy, and the replacement of bedding at the Central Broward Addiction Recovery Center.

Information Systems

This five-year program focuses on the Commission goal ensuring consistent, strategic placement of knowledge and services infrastructure. The program includes \$29 million over the next five-years for generally-funded information technology improvements. Funding is included for the installation of wireless internet access, web content management and other web based environments for e-government applications. Funding continues for agency automation, hardware replacement, applications development, acquisition and upgrades, improvement and expansion of network infrastructure, server replacement and expansions in accordance with the Information Technology Strategic Plan. Additional funding for information technology is allocated to support enterprise agencies and self-funded programs such as Aviation, Port, Water and Wastewater and Mass Transit.

Transportation Projects

The fiscal year 2007-2011 capital program includes funding for ten major road improvement projects and contributions to four additional projects managed by other government agencies. Road expansion projects are chosen for inclusion in the five-year program when existing or projected traffic on the road exceeds the adopted Comprehensive Plan standard, if the project relieves an overcrowded segment, or if the segment is a link in the completion of the regional road network.

Phase III of the Advanced Traffic Management System is funded to implement the County Commission goal of improving multi-modal mobility. This project includes the deployment of fiber optic cable, network equipment, traffic controllers and cabinets, video cameras and dynamic message signs to improve traffic flow and reduce congestion. The Federal and State governments have already provided funds for phases I and 2. Phases IV, V and VI are currently unfunded. To minimize hurricane damage to traffic lights and the corresponding traffic flow issues, funding is added in the five-year program to incrementally replace

existing traffic signal poles with the mast arm-style poles.

The FY 2007-2011 capital program continues funding for construction of greenways to improve multi-modal mobility and create a sense of place. The greenways system will be a County-wide network of bicycle and equestrian paths, nature trails, and waterways. The five-year capital program provides funding to complete greenways along the Flamingo Rd., State Road 84 and Cypress Creek/C14 Canal corridors.

Aviation Projects

To further the Commission's goal to support economic development and improve multi-modal mobility, the fiscal year 2007-2011 aviation capital program includes approximately \$2.25 billion in funding for renewal and replacement, improvements, and airport expansion projects. Major airport expansion projects include the construction of a five gate concourse A to accommodate continued growth, a general aviation maintenance and inspection station, the relocation of bag screening areas, new administration facilities and the construction of a cruise passenger and baggage processing facility. Facilities improvement projects include the design and construction of additional long term parking facilities to accommodate passenger growth and the construction of separate walkways for screened passengers connecting Concourses B, C, E and F. Runway expansion projects include construction of the eastside of Taxiway C and associated connector taxiways to improve capacity of the airfield and the construction of a high speed taxiway to assist aircraft in landing in each direction. In the last years of the five year program, funds are programmed for the extension of runway 9R/27L. In addition, significant contributions are made to the noise mitigation bank and an Advanced Wetlands Mitigation project to offset the environmental impacts of future runway expansion. The program also includes the build-up of reserves for noise mitigation and other expansion projects planned for 2011 and beyond. This capital program is funded with airport fees and charges and bonds supported with airport revenues.

Port Everglades Projects

The fiscal year 2007-2011 Port Everglades capital program enhances economic opportunity in accordance with Commission goals by including funding for the expansion of baggage claims areas to meet the growing needs of the cruise industry and by expanding the Southport cargo facilities. Other Port capital improvements include crane improvements and replacements and other projects necessary to enhance and maintain Port infrastructure and buildings. The Port capital program is funded with balances remaining from prior years and Port fees and charges.

Water and Wastewater Projects

The fiscal year 2007-2011 capital improvement program for the Water/Wastewater utility continues the rehabilitation of existing water and sewer systems and the expansion of sewer lines into unserved areas of Broward County. Funding is also provided for the replacement of existing water and sewer systems in the former North County unincorporated area now part of the Cities of Pompano Beach and Deerfield Beach.

Funding continues for rehabilitation of the water system and installation of a sewer system in the Broadview Park neighborhood. Construction is continuing in the south portion of the North Andrews Gardens neighborhoods and a new sewer system will be installed in the Twin Lakes South neighborhood in accordance with an interlocal agreement with the annexing City.

Funding is programmed over the five-years to repair or replace water and sewer mains and, where necessary, to install sanitary sewer service in areas that are not included in the Neighborhood Improvement Program. Funding continues for security system enhancements at water plants, distribution facilities, and the administration complex in accordance with a vulnerability assessment performed under EPA guidelines. Water and wastewater projects are primarily funded with utility user fees and bonds to be repaid from user fees.

Mass Transit and Transit Concurrency Projects

The five-year capital federally funded Mass Transit capital program continues to emphasize replacement and maintenance of buses and other equipment as well as replacement and maintenance programs for transit facilities. Additional funds are also provided for implementation of Americans with Disabilities Act improvements in each year of the five year capital program. Information technology related projects are also programmed including replacement of the transit facilities phone system, software upgrades, and fleet security cameras.

The adopted “transit concurrency” program ensures that new developments pay a “fair share” contribution toward the costs of transit system improvements. Transit concurrency fees partially fund capital projects such as bus stop upgrades, construction of three additional neighborhood transit centers, pedestrian improvements linked to transit routes and installation of bus bays. Transit concurrency fees also support operating expenses for route expansions and improvements in the form of a transfer to the Mass Transit operating fund.

Convention Center Projects

Broward County’s Convention Center will receive funding to repair, maintain and renovate the facility to enable its continued success as a draw for local and national events. Funding for Convention Center projects is provided from Convention Center revenues.

Beach Renourishment Projects

The Beach Renourishment program is an ongoing effort to mitigate the natural erosion of beaches to protect residential and commercial beachfront property, as well as maintain the vitality of the county’s tourism industry. The program includes the placement of approximately 2.5 million cubic yards of sand onto 12 miles of beach on the coastline in addition to installing a spur on the south Jetty of Port Everglades and two T-head groins at John U. Lloyd Park. Funding for this effort is provided from federal, state, local, and county government. The Segment III project, Hallandale Beach to Dania Pier and along the northernmost mile of

John U. Lloyd Beach State Park, is virtually complete. Construction of Segment II, consisting of portions of Fort Lauderdale, Lauderdale-By-The-Sea, and Pompano Beach, will begin following 18 months of monitoring the impact of Segment III. Funding is also provided for the Port Everglades Sand Bypassing Project to infuse 50,000 to 80,000 cubic yards of sand annually to the beaches of John U. Lloyd Park, Dania, Hollywood, and Hallandale to increase the sustainability of the beaches south of the Port Inlet.

Redevelopment, Affordable Housing and Community Development Projects

More than \$40 million in general funds are programmed over five-years to facilitate the County's redevelopment efforts in accordance with County Commission goals. These funds will be used to finance redevelopment infrastructure and other capital needs consistent with municipal and unincorporated redevelopment plans. The program was established to provide an alternative to traditional Community Redevelopment Agencies (CRAs) funding and provide funds to support redevelopment projects tied to achievement of specific performance measures to ensure accountability of the public's investment. An Affordable Housing Trust Fund is established in FY2007 with a \$2 million contribution from the Redevelopment Capital Fund.

Incremental decreases are expected over the next five years in the Federal grants for Community Development and Housing. These funds are allocated for rehabilitation and construction of housing within targeted areas, and for construction and rehabilitation of public facilities and infrastructure. There is \$7.6 million budgeted in FY2007 for various projects, a \$1.2 million decrease compared to FY2006.

FUTURE CHALLENGES

The balancing of maintenance needs, growth needs, and funding for implementation of County Commission's goals always presents a challenge when developing the five-year capital program. In addition to providing the one-time capital funding for new facilities, funds must also be identified to operate, maintain and repay debts associated with those facilities once built. The County is also dealing with ongoing reductions in Federal and State funding for Commission priorities such as housing, community development and beach renourishment when needs in those program areas continue to rise.

There is an additional challenge which must be dealt with in the FY 2007-2011 capital program. The demand for labor and construction materials due to the international economy and natural disasters has resulted in extreme inflation in the cost of construction. Although the five-year program attempts to address these increases, which in recent months have approached 2 percent each month, it is unclear whether the funds will be sufficient. Once again, these costs will need to be balanced with the ongoing need to maintain infrastructure and facilities and address the need for new and expanded facilities. The five-year program will be reevaluated and refined each year to address these challenges. If these challenges cannot be overcome, difficult choices will have to be made to reprioritize projects and/or raise the revenue necessary to support the highest priority projects.