

Independent Transportation Surtax Oversight Board Retreat  
November 19, 2020 1:00-3:00pm  
Broward County, Commission Chambers room 422

PURPOSE

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Develop Goal Statements that align with Transportation Surtax Oversight Board responsibilities and Mobility Advancement Program goals.

OUTCOMES

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- Clear vision of the work of the Board in the next 5 years
- Goal statements for FY21
- Establish targets for MAP Team

AGENDA

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1. Context – set expectations and agree outcomes
2. Board Purpose – gain alignment on scope and key responsibilities
  - “What do we do?”*
  - “For whom do we do it?”*
  - “Why do we do this?”*
3. Define deliverables in support of First Five Year Plan.
  - “If by 2025 the First Five Year Plan is fully achieved, what did the Board deliver?”*
4. Brainstorm Goals and Prioritize
5. Develop into S.M.A.R.T. Goal Statements
6. Agree next steps

REFERENCES

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- Article V, Sec. 31 ½ - 75. – Independent Transportation Surtax Oversight Board (County Ordinance)
  - 30-Year Transportation Surtax Program Goals
  - 3 Foundational Elements
- Mobility Advancement Program (MAP) First Five Year Plan (2021-2025)
- SMART Goals Worksheet

**Article V, Sec. 31½-75. - Independent Transportation Surtax Oversight Board. (County Ordinance)**

To ensure accountability and transparency in the expenditure of Transportation Surtax proceeds, there is hereby established an independent Transportation Surtax Oversight Board ("Oversight Board"). The Oversight Board shall review and approve all proposed expenditures of Transportation Surtax proceeds to ensure consistency with the requirements of Section 212.055(1)(d), Florida Statutes. No expenditure of Transportation Surtax proceeds may be made unless such expenditure has been approved by the Oversight Board.

*Composition.* The Oversight Board shall be comprised of the following nine (9) members:

One professional in the field of accounting - A person who holds, or within the past three years has held, a license in the State of Florida to practice public accounting, or a person who is practicing, or within the past three years has practiced, public accounting in this state pursuant to the practice privilege granted in Section 473.3141, Florida Statutes;

(2) One professional in the field of finance - A person who holds a professional degree and has practical experience in finance or banking;

(3) One professional in the field of land use or urban planning - A person who holds a professional degree and has practical experience in land use or urban planning;

(4) One professional in the field of engineering or construction management - A person who holds, or within the past three years has held, a license to engage in the practice of engineering as defined in Section 471.005, Florida Statutes, or a construction management professional who is, or within the past three years has been, a licensed general contractor or a licensed building contractor as defined in Section 489.105, Florida Statutes;

(5) One professional in the field of architecture - A person who holds, or within the past three years has held, a license to engage in the practice of architecture pursuant to Section 481.213, Florida Statutes;

(6) One professional in the field of environmental science - A person who holds a professional degree and has practical experience in environmental science;

(7) One resident consumer of public transportation - A person who resides in Broward County and is a user of the multimodal transportation system;

(8) One former city or county manager - A person who holds a professional degree, has professional experience as a city manager or a county manager, and is not currently employed as a city manager or a county manager in the state; and

(9) The Director of the Broward College Office of Supplier Relations and Diversity, or such person's designee.

(b) *Other Qualifications.* No member of the Oversight Board shall, at any time during his or her term, (i) be an elected official; (ii) have an employment or contractual relationship with, or be employed by any entity that has a contractual relationship with, Broward County; or (iii) be employed by any recipient of Transportation Surtax proceeds or any entity that has submitted or intends to submit an application for Transportation Surtax proceeds funding during the current, prior, or next fiscal year (including, but not limited to, any receipt of funding or application submitted by municipalities within Broward County or by the Broward Metropolitan Planning Organization ("Broward MPO")).

(c) *Appointing Authority.* The following seven (7) persons (collectively, the "Appointing Authority"), none of whom may be a current elected official, shall, based on procedures

established by majority vote, make nominations for members of the Oversight Board and shall, also by majority vote, appoint the nine (9) members of the Oversight Board on or before January 1, 2019 (any designee may be removed and replaced at any time by the designor):

- (1) The designee of the Broward Workshop;
- (2) The designee of the Broward County Council of Chambers (of Commerce);
- (3) The Broward County Administrator or the Administrator's designee;
- (4) The Director of the Florida Center for Environmental Studies at Florida Atlantic University or such person's designee;
- (5) The President/CEO of the Urban League of Broward County or such person's designee;
- (6) The President/CEO of Hispanic Unity of Florida in Broward County or such person's designee; and
- (7) The designee of the Broward League of Cities.

(d) *Term of Oversight Board Members.* The Director of the Broward College Office of Supplier Relations and Diversity shall serve for as long as he or she is employed in that position. All other Oversight Board members shall serve four-year terms and may be reappointed for successive terms. Any Oversight Board member appointed to replace an Oversight Board member who has been removed or has resigned shall serve for the balance of the term of such member.

(1) *Process for filling vacancies.* The Appointing Authority shall determine the documentation required for applications to the Oversight Board.

(2) *Removal.*

a. With the exception of the Director of the Broward College Office of Supplier Relations and Diversity, a member of the Oversight Board may be removed for good cause determined by supermajority vote of the Appointing Authority, and shall be removed by a majority vote of the Appointing Authority if the member no longer meets the applicable categorical requirement or qualifications for membership.

b. The effective date of removal from the Oversight Board shall be the earliest of the following, to the extent applicable:

1. The date provided in the member's resignation; or
2. The date provided in the written notice of removal of the member by the Appointing Authority.

(3) The Appointing Authority shall meet as required to appoint or remove members.

(e) *Compensation.* Members of the Oversight Board shall not receive any compensation for their service on such board. Reimbursement for travel and other reasonable expenses directly related to service on the Oversight Board is permissible and does not constitute compensation.

(f) *Oversight Board Meetings.* The Oversight Board shall meet at least quarterly. The members shall elect a chairperson to preside over meetings. The Oversight Board shall establish its own rules of procedure for conducting its meetings.

(g) *Staffing.* Broward County shall provide sufficient staff to enable the Oversight Board to efficiently perform its functions, and shall retain such consultants as the Oversight Board determines necessary to perform its responsibilities.

***But what ARE its functions and responsibilities exactly?*** Sec. 31 ½ -75 (i), (j), and (k) explain

*(i) Approval of Proposed Projects and Proposed Expenditures.*

(1) County staff assigned to support the Oversight Board shall at least annually compile all County and municipal proposed projects and proposed expenditures that will be considered for funding with Transportation Surtax proceeds, consistent with budgetary recommendations, and present them to the Oversight Board for approval as to statutory eligibility. The Oversight Board shall consider proposed projects and proposed expenditures submitted by the County only for eligibility under Section 212.055(1)(d), Florida Statutes, with due consideration given to the opinion of the Transportation Surtax General Counsel to the extent the applicable eligibility determination involves a question of statutory construction.

a. If the Oversight Board determines that a proposed project or proposed expenditures are statutorily eligible, the Oversight Board shall send written notice thereof to the Broward County Administrator, which written notice may contain recommendations made by the Oversight Board regarding best practices or other methods that may be employed to improve a proposed project or proposed expenditures.

b. If the Oversight Board determines that a proposed project or proposed expenditures are only partially fundable with Transportation Surtax proceeds, the Oversight Board's written notice to the Broward County Administrator shall identify those portions of the proposed project or proposed expenditures the Oversight Board determines are fundable with Transportation Surtax proceeds.

c. If the Oversight Board determines that a proposed project or proposed expenditures are not eligible for funding with Transportation Surtax proceeds, the Oversight Board shall, in writing, specify the reasons for such determination. Such proposed project and proposed expenditures may be modified and resubmitted to the County for its consideration and, if applicable, for reconsideration by the Oversight Board.

d. The Oversight Board shall issue its written notice regarding statutory eligibility of proposed projects and expenditures no later than thirty (30) days after the meeting during which the proposed project and proposed expenditures were considered (or, for resubmitted projects, reconsidered).

(2) After the Broward County Administrator receives the Oversight Board's written notice regarding eligibility, the proposed projects and proposed expenditures will be presented by the Broward County Administrator to the County Commission for its consideration.

(3) The County Commission, consistent with the terms, conditions, and restrictions of any then-applicable interlocal agreements, and after considering the recommendations of County staff and Surtax-funded Broward MPO staff, as applicable, will determine which proposed projects and proposed expenditures of Transportation Surtax proceeds are approved by the County Commission, and those projects and expenditures will be included in the County's annual budget.

*(j) Project Oversight.* All projects and expenditures funded with Transportation Surtax proceeds shall be subject to the Oversight Board's review, critique, and assessment for the duration of the projects or expenditures. The Oversight Board shall issue reports on the performance of ongoing projects and shall provide recommendations to the Broward County Administrator and the County Commission for any proposed performance improvements.

*(k) Audits.* The Oversight Board shall select an independent certified public accountant, or other qualified individuals who will adhere to all applicable auditing standards, who shall be retained

by the County, to perform and complete audits and reviews, as determined necessary by the Oversight Board, of projects funded with Transportation Surtax proceeds and of all Transportation Surtax proceeds received, maintained, and expended. Each applicable written agreement shall require completed annual audit and review reports to be submitted to the Oversight Board and to the Broward County Administrator by no later than one hundred eighty (180) days after the end of each fiscal year during which any Transportation Surtax proceeds are expended, and shall require completed non-annual reports to be submitted to the Oversight Board and to the Broward County Administrator within ten (10) days after report completion. Such accountant or other qualified individuals shall be retained consistent with applicable state and County budgetary and procurement requirements. The Office of the County Auditor shall assist the Oversight Board in its selection of the independent public accountant or other qualified individuals, and shall serve as the contract administrator for all written agreements with such public accountant or other individuals. The contract administrator shall work to ensure the audit and review objectives established by the Oversight Board are achieved while ensuring accountability of the contractor(s).

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## COUNTY GOALS AFFECTING OVERSIGHT BOARD AND TRANSPORTATION SURTAX

The 2016 – 2020 Commission Strategic Plan was updated in early 2017 to reflect the unanimous support of the Board of County Commissioners for placing a full one percent sales surtax for transportation on the November 2018 ballot.

### 2016-2020 Broward County Commission Strategic Plan Value

*Cooperatively delivering an efficient and accessible regional  
intermodal transportation network*

#### Goals

1. *Actively seek through an effective marketing plan, a full penny for transportation surtax in 2018 to support a world class intermodal transportation system including: a robust and reliable transit level of service, rail, intersection reconfiguration, adaptive signalization, and congestion relief*
2. Seek local, state, federal funding and public support for transportation projects that connect to existing transportation corridors, balancing ridership with community redevelopment demands
3. Provide a safe, sustainable integrated and efficient transportation system to enhance Broward County's economy and livability
4. Support the development, design, and construction of sustainable, multi-modal transportation facilities throughout the County to meet the demands of residents, travelers, and businesses



<b>30-Year Transportation Surtax Program Goals</b>	
<p><b>Create Connectivity</b></p>  <ul style="list-style-type: none"> <li>• Vehicle-to-Infrastructure connectivity</li> <li>• Reduce information “silos”</li> <li>• Robust public engagement</li> <li>• Multi-agency coordination</li> <li>• Wayfinding improvements</li> </ul> <ul style="list-style-type: none"> <li>• Open, transparent communication</li> <li>• Reduce gaps in facilities (pedestrian, bicycling, and roadways)</li> <li>• More options to connect to Public Transit</li> <li>• Fiber Optic Network for mobility innovations</li> </ul>	<p><b>Improve Transit Service</b></p>  <ul style="list-style-type: none"> <li>• Fully-fund existing capital and operating costs of Municipal Community Shuttles</li> <li>• Fund justified expansion and new Community Shuttle service</li> </ul> <ul style="list-style-type: none"> <li>• Fully-fund improved levels of Paratransit</li> <li>• Sustainable, low/no emission services</li> <li>• Improved amenities on fixed routes</li> <li>• Enhance safety, reliability, and accessibility</li> <li>• Premium transit investments</li> </ul>
<p><b>Traffic System Management</b></p>  <ul style="list-style-type: none"> <li>• Intersection Improvements</li> <li>• Traffic light synchronization</li> <li>• Roadway widening</li> <li>• Increase traffic flow and reduce bottlenecks</li> <li>• Traffic calming; safety elements</li> </ul> <ul style="list-style-type: none"> <li>• Evaluate utilization of multimodal facilities</li> </ul>	<p><b>Enhance Multimodal Options</b></p>  <ul style="list-style-type: none"> <li>• Improve safety of multimodal travel options</li> <li>• Expand facilities for walking, bicycling, transit, and micromobility<sup>1</sup></li> <li>• Innovative technologies for pedestrian-scale safety analyses</li> </ul>
<p><b>Economic Development and Benefits</b></p>  <ul style="list-style-type: none"> <li>• An overall program goal of 30% for local business participation benefits certified small businesses registered in Broward County<sup>2</sup>. This ensures surtax dollars benefit local communities, businesses, and employment. Keeping local dollars working in our local economy!</li> <li>• A goal of \$2.5B of leveraged funds from state and federal sources expands the benefits for transportation investments and the local economy</li> </ul> <ul style="list-style-type: none"> <li>• Capacity building and technical assistance to assure small businesses are certified and can compete for surtax funding</li> <li>• Direct, indirect, and induced job creation in many sectors, including high-wage industries, anticipating 30,000 new jobs over 30 years</li> <li>• Promote employability and equity with apprenticeships and other programs directed at areas with high unemployment and under employment</li> <li>• Connect affordable housing to public transit to improve access and affordability</li> </ul>	

The 3 **Foundational Elements** of the Program are: Transparency, Accountability, and Resiliency.

<sup>1</sup> Micromobility refers to a range of small, lightweight devices operating at speeds typically below 15mph <https://www.itdp.org/multimedia/defining-micromobility/>

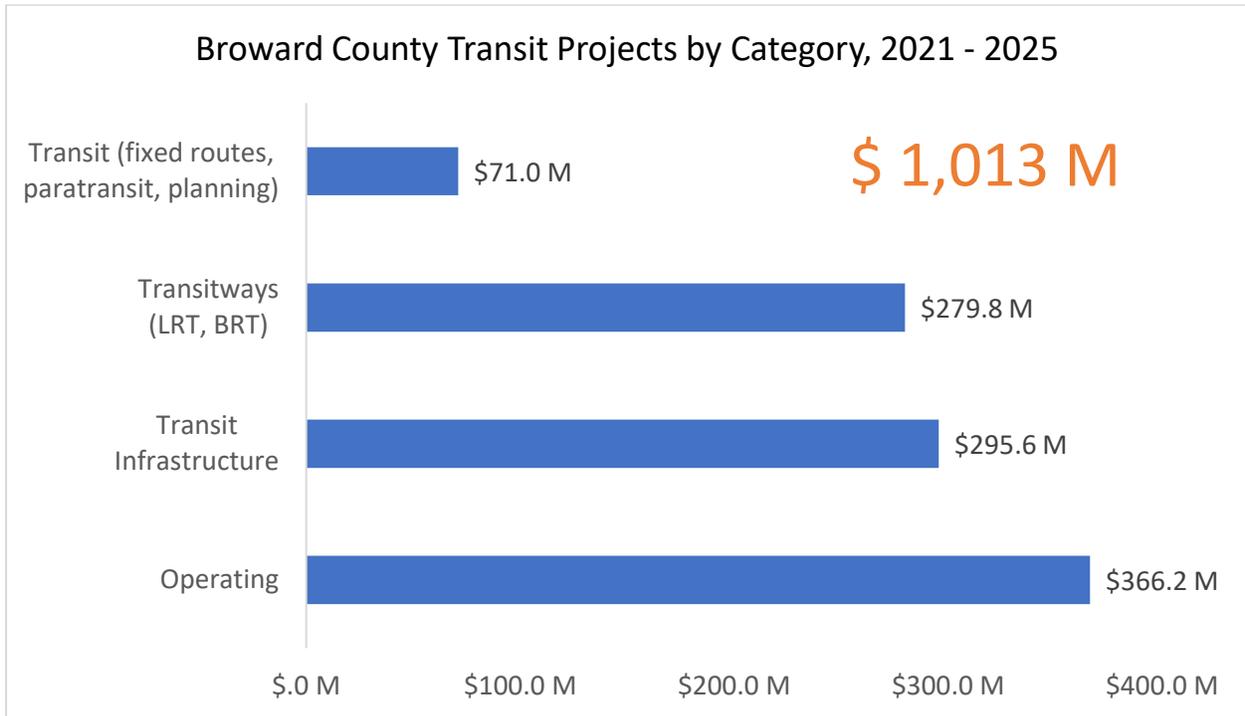
<sup>2</sup> The Broward County Board of County Commissioners developed the County Business Enterprise (CBE) program to increase participation of small businesses who are prime contractors and/or subcontractors on County projects.

**MOBILITY ADVANCEMENT PROGRAM (MAP) FUNDED BY TRANSPORTATION SURTAX**  
**FIRST FIVE-YEAR PLAN**  
**2021 – 2025**

A collaborative Five-Year plan containing County and municipal capital projects, as well as support and planning services expected, was presented to, and approved by the Oversight Board on August 14<sup>th</sup>, 2020, based on the FY2021-2025 Broward County Recommended Capital Budget.<sup>1</sup>

**Broward County Transit (BCT)**

BCT’s Five-Year Plan includes the continuation of transit improvements including service increase, new vehicles and amenities in fixed routes and paratransit, continuing implementation of Light Rail Transit (LRT) and Bus Rapid Transit (BRT) projects, and traffic infrastructure countywide and for regional development.



*Figure 1. Broward County Transit projects, 2021-2025.*

<sup>1</sup> <https://www.broward.org/Budget/Documents/FY21/FY21RecCapitalBudget.html>

### Broward County Public Works

Public Works’ projects enhance safety, resiliency, and adequate performance of countywide transportation facilities. These initiatives are implemented in coordination with state, county, and municipal jurisdictions.

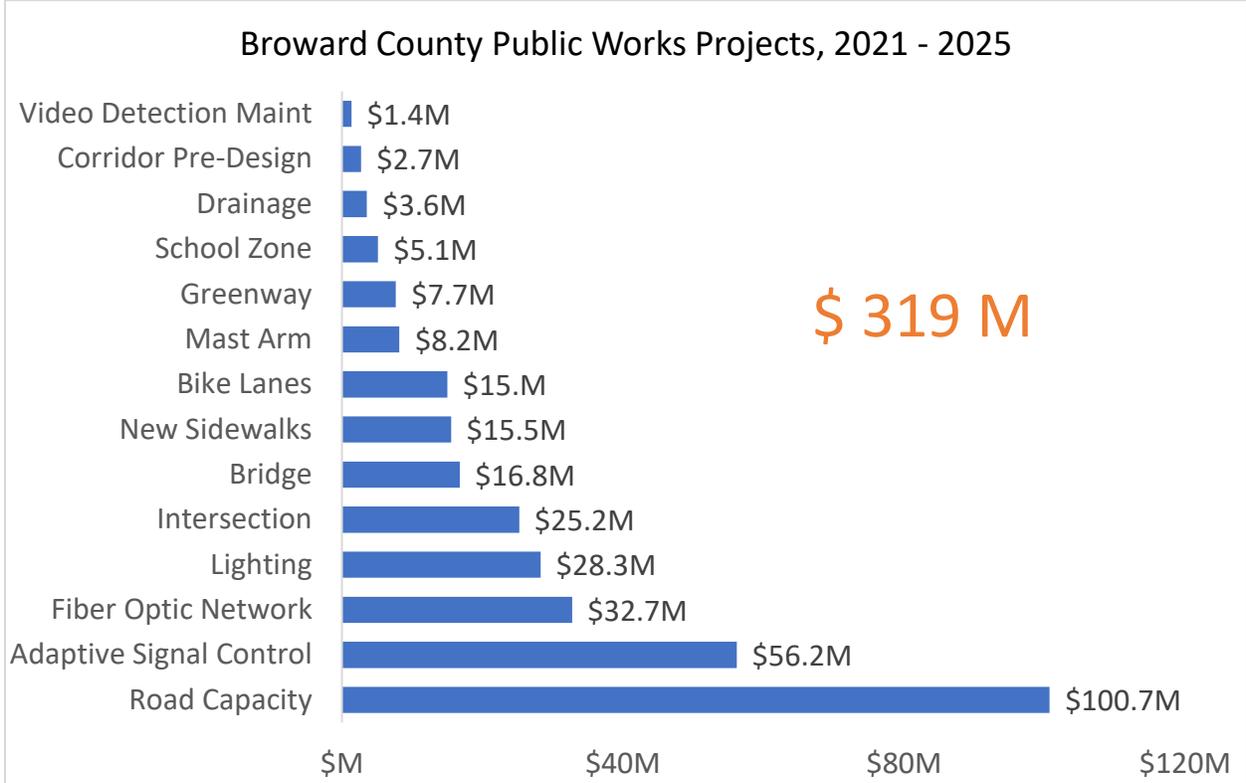


Figure 2. Broward County Public Works projects, 2021-2025.

### Municipal Capital Projects

The Municipal Five-Year Plan includes projected funding for subsequent phases of capital projects approved by the County Commission in Cycle 1 (2020) for planning and design phases. This Five-Year Plan acts as the basis for annual surtax funding appropriations and offers recipients of surtax funds a level of certainty in long-range programming and planning for transportation projects and surtax revenues. In addition, the plan provides the mechanism by which municipalities may choose to advance a project with a non-surtax source of funds and be eligible to seek reimbursement in the year surtax funding is programmed.

The criteria for inclusion in the Five-Year Plan was the project’s ranking and prioritization by the MPO, the expected availability of funds, and coordination with corridor delivery. (For more details, view Appendix: Municipal Five-Year Plan).

The Five-Year Plan includes funding for 32 projects, 30 of which will be fully funded by 2025, in addition, the Municipal Community Shuttles program and any approved expansions will continue to be funded by the surtax. Notably, this list includes some multi-year “big ticket” projects such as Pembroke Road and Miramar Parkway Expansion, which is expected to cost between \$49M to \$93M. This project is currently in its design phase. For larger dollar-value projects, the annual cap on funding was set at \$11M, since it is highly unlikely that a construction project can spend down more than that amount in any given year.

Should additional revenues be available in any given year of the Five-Year Plan, projects may be added to, and may, at the request of the applicable municipality, be deleted from, the Five-Year Plan on an annual basis. Consideration will be given to those municipalities not approved for funding in Cycle 1 or the Five-Year plan to ensure projects are evenly dispersed throughout the County. Similarly, funding for eligible R&M projects could be considered once community shuttle and capital projects have been fully funded.



Figure 3. Municipal Projects, 2021-2025

## Innovation & Mobility Planning

Innovation in transportation technologies include a data partnership and collaboration program that will allow real-time traffic signal information, as well as drivers’ information to improve planning through a better understanding of traffic patterns and their changes. In addition, the deployment and utilization of intelligent transportation solutions, artificial intelligence, and augmented reality will facilitate planning to improve safe use of multimodal transportation facilities. Also, the establishment of internet-based informational tools promotes transparency and accessibility of information for public use, including interactive dashboards, with user-centered functionality that will further improve knowledge of surtax projects and how they benefit residents, businesses and visitors.

### Office of Economic and Small Business Development (OESBD)

OESBD is instrumental in increasing local labor force and small business participation and helps assure economic benefits to our community’s economy. During the Five-Year Plan, more outreach activities, advertising, recruitment and trainings will occur. As the program grows, the office will request additional staff to track and monitor compliance with local participation goals (certified beusiness enterprise “CBE”), which is 30% over the life of the program on eligible projects.

<b>2021 Regional (South Florida)</b>	<b>2022 Statewide</b>	<b>2023 – 2025 Out of State</b>
<ul style="list-style-type: none"> <li>• Advertising: radio, digital, social media, print ads, industry publications</li> <li>• Outreach: events, conferences, partnerships</li> <li>• Staffing: Small Business Specialist and PT19 (Data Collection)</li> </ul>	<ul style="list-style-type: none"> <li>• Advertising: radio, digital, social media, print ads, industry publications</li> <li>• Outreach: events, conferences, partnerships, meet and greet</li> <li>• Staffing: Small Business Specialist (Compliance)</li> </ul>	<ul style="list-style-type: none"> <li>• States with industries not in Broward County or Florida</li> <li>• States with transit contracts in Broward</li> <li>• Advertising: radio, digital, social media, print ads, industry publications</li> <li>• Outreach: conferences, partnerships, meet and greet</li> <li>• Staffing: Economic Development Specialist &amp; Small Business Specialist</li> </ul>

*Table 4. Office of Economic and Small Business Development Planned Activities 2021 - 2025.*

## Appendix

### Municipal Five-Year Plan

<b>SURTAX MUNICIPAL CAPITAL PROJECTS FIVE YEAR PLAN FY 2021 - FY 2025</b>												
Rank	Municipality	Project ID	Cost Estimate	PHASE	(1) FY 2020	(2) FY 2021	(3) FY 2022	(4) FY 2023	(5) FY 2024	(6) FY 2025	> FY 2025	Corridor
34-37	Miramar	Multiple	\$ 49,416,667- \$93,000,000	Design	\$ 5,930,000							
34-37	Miramar	Multiple	\$ 49,416,667- \$93,000,000	ROW	→	\$ 3,500,000						
34-37	Miramar	Multiple	\$ 49,416,667- \$93,000,000	Construction		→	\$ 10,000,000					
34-37	Miramar	Multiple	\$ 49,416,667- \$93,000,000	Construction			→	\$ 10,000,000	\$ 10,000,000	\$9,986,667- \$53,570,000		
38 & 88	Fort Lauderdale	FORT-108 / 113	\$ 6,500,000	Planning	\$ 195,000							Andrews Ave Corridor
38 & 88	Fort Lauderdale	FORT-108 / 113	\$ 6,500,000	Design	→	\$ 780,000						
38 & 88	Fort Lauderdale	FORT-108 / 113	\$ 6,500,000	Construction		→	\$ 2,762,500	\$ 2,762,500				
39	Oakland Park	OAKL-023	\$ 7,875,000	Design	\$ 945,000							Andrews Ave Corridor
39	Oakland Park	OAKL-023	\$ 7,875,000	Construction	→	\$ 6,930,000						
40	Coral Springs	CORA-097	\$ 20,000,000	Planning	\$ 600,000							Pine Island Rd Corridor
40	Coral Springs	CORA-097	\$ 20,000,000	Design	→	\$ 250,000						
40	Coral Springs	CORA-097	\$ 20,000,000	Construction		→	\$ 9,450,000					
40	Coral Springs	CORA-097	\$ 20,000,000	Design			→	\$ 250,000				
40	Coral Springs	CORA-097	\$ 20,000,000	Construction				→	\$ 9,450,000			
41	Coconut Creek	COCO-024	\$ 3,600,000	Design	\$ 432,000							
41	Coconut Creek	COCO-024	\$ 3,600,000	Construction	→	\$ 3,168,000						
42	Pompano Beach	POMP-002	\$ 24,860,000	Design	\$ 2,983,200							
42	Pompano Beach	POMP-002	\$ 24,860,000	Construction	→	\$ 10,938,400	\$ 10,938,400					
43	Hollywood	HOLL-036	\$ 1,000,000	Design	\$ 120,000							SR-7 Corridor
43	Hollywood	HOLL-036	\$ 1,000,000	Construction	→	\$ 880,000						
44	Davie	DAVI-016	\$ 3,000,000	Design	\$ 360,000							
44	Davie	DAVI-016	\$ 3,000,000	Construction	→	\$ 2,640,000						

Rank	Municipality	Project ID	Cost Estimate	PHASE	(1) FY 2020	(2) FY 2021	(3) FY 2022	(4) FY 2023	(5) FY 2024	(6) FY 2025	> FY 2025	Corridor
45	Miramar	MIRA-021	\$ 3,000,000	Planning	\$ 90,000							
45	Miramar	MIRA-021	\$ 3,000,000	Design		\$ 360,000						
45	Miramar	MIRA-021	\$ 3,000,000	Construction			\$ 2,550,000					
46	Pembroke Pines	PPIN-039	\$ 4,431,250	Planning	\$ 132,938							
46	Pembroke Pines	PPIN-039	\$ 4,431,250	Design		\$ 531,750						
46	Pembroke Pines	PPIN-039	\$ 4,431,250	Construction			\$ 3,766,563					
47	West Park	WPRK-002	\$ 750,000	Design	\$ 90,000							
47	West Park	WPRK-002	\$ 750,000	Construction		\$ 660,000						
48	Lauderdale Lakes	LLAK-006	\$ 850,000	Planning	\$ 25,500							
48	Lauderdale Lakes	LLAK-006	\$ 850,000	Design		\$ 102,000						
48	Lauderdale Lakes	LLAK-006	\$ 850,000	Construction			\$ 722,500					
49	Wilton Manors	WILT-009	\$ 6,000,000	Planning	\$ 180,000							Andrews Ave Corridor
49	Wilton Manors	WILT-009	\$ 6,000,000	Design		\$ 720,000						
49	Wilton Manors	WILT-009	\$ 6,000,000	Construction			\$ 5,100,000					
50	Sunrise	SUNR-055	\$ 4,500,000	Design	\$ 540,000							Pine Island Rd Corridor
50	Sunrise	SUNR-055	\$ 4,500,000	Construction			\$ 3,960,000					
51	Pembroke Park	PPRK-010	\$ 250,000	Design	\$ 30,000							
51	Pembroke Park	PPRK-010	\$ 250,000	Construction		\$ 220,000						
52	Lauderdale -by-the-Sea	LSEA-005	\$ 2,000,000	Design	\$ 240,000							
52	Lauderdale -by-the-Sea	LSEA-005	\$ 2,000,000	Construction		\$ 1,760,000						
53	Weston	WEST-303	\$ 4,900,000	Design	\$ 588,000							
53	Weston	WEST-303	\$ 4,900,000	Construction		\$ 4,312,000						
54	Deerfield Beach	DEER-007	\$ 4,000,000	Design	\$ 480,000							
54	Deerfield Beach	DEER-007	\$ 4,000,000	Construction		\$ 3,520,000						

Rank	Municipality	Project ID	Cost Estimate	PHASE	(1) FY 2020	(2) FY 2021	(3) FY 2022	(4) FY 2023	(5) FY 2024	(6) FY 2025	> FY 2025	Corridor
56	Tamarac	TAMA-008	\$ 4,500,000	Planning	\$ 135,000							Pine Island Rd Corridor
56	Tamarac	TAMA-008	\$ 4,500,000	Design			\$ 540,000					
56	Tamarac	TAMA-008	\$ 4,500,000	Construction				\$ 3,825,000				
57	Lighthouse Point	LHP-010	\$ 500,000	Planning	\$ 15,000							
57	Lighthouse Point	LHP-010	\$ 500,000	Design			\$ 60,000					
57	Lighthouse Point	LHP-010	\$ 500,000	Construction				\$ 425,000				
58	North Lauderdale	NLAU-007.2	\$ 3,001,814	Design	\$ 360,218							
58	North Lauderdale	NLAU-007.2	\$ 3,001,813	Construction			\$ 2,641,596					
59	Parkland	PARK-008	\$ 1,500,000	Design	\$ 180,000							
59	Parkland	PARK-008	\$ 1,500,000	Construction			\$ 1,320,000					
60	Dania Beach	DANI-001	\$ 4,000,000	Design	\$ 480,000							
60	Dania Beach	DANI-001	\$ 4,000,000	Construction				\$ 3,520,000				
61	Margate	MARG-002	\$ 174,000	Design	\$ 20,880							
61	Margate	MARG-002	\$ 174,000	Construction				\$ 153,120				
62	Southwest Ranches	SWRA-021	\$ 100,000	Design	\$ 12,000							
62	Southwest Ranches	SWRA-021	\$ 100,000	Construction				\$ 88,000				
63	Fort Lauderdale	FORT-104	\$ 3,000,000	Design	\$ 360,000							
63	Fort Lauderdale	FORT-104	\$ 3,000,000	Construction				\$ 2,640,000				
64	Oakland Park	OAKL-007	\$ 150,000	Planning	\$ 150,000							
65	Coral Springs	CORA-098	\$ 20,000,000	Planning	\$ 600,000							Pine Island Rd Corridor
65	Coral Springs	CORA-098	\$ 20,000,000	Design					\$ 250,000			
65	Coral Springs	CORA-098	\$ 20,000,000	Construction						\$ 9,450,000		
65	Coral Springs	CORA-098	\$ 20,000,000	Design							\$ 250,000	
65	Coral Springs	CORA-098	\$ 20,000,000	Construction							\$ 9,450,000	

Rank	Municipality	Project ID	Cost Estimate	PHASE	(1) FY 2020	(2) FY 2021	(3) FY 2022	(4) FY 2023	(5) FY 2024	(6) FY 2025	> FY 2025	Corridor
66	Hollywood	HOLL-038	\$ 5,000,000	Planning	\$ 150,000							
66	Hollywood	HOLL-038	\$ 5,000,000	Design				\$ 600,000				
66	Hollywood	HOLL-038	\$ 5,000,000	Construction					\$ 4,250,000			
67	Miramar	MIRA-020	\$ 1,200,000	Design	\$ 144,000							Hallandale Beach Blvd Corridor
67	Miramar	MIRA-020	\$ 1,200,000	Construction				\$ 1,056,000				
68	Lauderdale Lakes	LLAK-016	\$ 500,000	Planning	\$ 15,000							
68	Lauderdale Lakes	LLAK-016	\$ 500,000	Design				\$ 60,000				
68	Lauderdale Lakes	LLAK-016	\$ 500,000	Construction					\$ 425,000			
69	Sunrise	SUNR-075	\$ 3,250,000	Design	\$ 390,000							Oakland Park Blvd Corridor
69	Sunrise	SUNR-075	\$ 3,250,000	Construction					\$ 2,860,000			
71	Davie	DAVI-012	\$ 2,000,000	Design	\$ 240,000							
71	Davie	DAVI-012	\$ 2,000,000	Construction					\$ 1,760,000			
<b>Totals</b>					<b>\$ 24,259,487</b>	<b>\$ 19,758,000</b>	<b>\$ 15,137,346</b>	<b>\$ 55,941,083</b>	<b>\$ 31,636,900</b>	<b>\$ 36,435,000</b>		

Revenues for Municipal Projects	\$ 26,310,130	\$ 32,082,900	\$ 32,938,000	\$ 33,815,860	\$ 34,717,070	\$ 159,863,960	Project in corridor, no conflicts.
Previous balance		\$ 6,552,130	\$ 23,497,684	\$ 494,602	\$ 2,673,562		
<b>Total funds available</b>	<b>\$ 26,310,130</b>	<b>\$ 38,635,030</b>	<b>\$ 56,435,684</b>	<b>\$ 34,310,462</b>	<b>\$ 37,390,632</b>		Project in corridor, potential conflicts will require coordination.
<b>Balance (Revenues + balance - Year total):</b>	<b>\$ 6,552,130</b>	<b>\$ 23,497,684</b>	<b>\$ 494,602</b>	<b>\$ 2,673,562</b>	<b>\$ 955,632</b>		

# SMART Goal Worksheet

**Specific:** *What exactly will you accomplish?*

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**Measurable:** *How will you know when you have reached this goal? Establish a benchmark or target.*

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**Achievable:** *The goal should be attainable given available resources. Do you have the resources to achieve this goal? If not, how will you get them? Note that resources include people and time.*

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**Realistic:** *The goal should require you to stretch some, but allow the likelihood of success. Is the goal's benchmark or target doable?*

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**Timely:** *When will this goal be achieved?*

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**Develop your Goal Statement incorporating the S.M.A.R.T. elements above.**