

## MINUTES

### INDEPENDENT TRANSPORTATION SURTAX

#### OVERSIGHT BOARD

Meeting - November 19, 2020

**MEMBERS PRESENT:** Phil Allen, Finance, via Zoom  
Douglas Coolman, Vice Chair, Retired, Land Use and Urban Planning  
Ronald Frazier, Architecture, via Zoom  
Alan Hooper, Chair, Engineering/Construction Management, General Contractor and Real Estate Re-developer, Hooper Construction, Inc., and a founding member of Urban Street Development, via Zoom  
Dr. Consuelo Kelley, Resident Consumer of Public Transportation  
Allyson C. Love, Former City or County Manager, Assistant City Manager, City of Delray Beach, via Zoom  
Anthea Pennant, District Director of the Broward College Office of Supplier Relations and Diversity, via Zoom  
Shea Smith, Accounting, Director of Audit and Attest Services, Berkowitz Pollack Brant Advisors and Accountants, via Zoom

**MEMBERS ABSENT:** George Cavros, Esq. P.A., Environmental Sciences, Florida Energy Policy Attorney, Southern Alliance for Clean Energy

**Also Present:** Angela Wallace, Surtax General Counsel  
Gretchen Cassini, Board Coordinator  
Audrey Thompson, Administrative Support Specialist  
Brian Flanagan, Broward County Human Resources  
Nichole Kalil, Public Information Officer, Mobility Enhancement Program, via telephone  
Lina Silva, Legislative Coordinator, Mobility Advancement Program, via Zoom  
Margaret Dalley-Johns, Surtax Program Finance Manager, via Zoom  
Albert Ordaz, Adept, via Zoom  
D. Reynolds Perez, via Zoom

H. Brannon, via Zoom  
Paul Vrooman, via Zoom  
Sabrina Mislner, via Zoom  
Stephanie Rosendof, via Zoom  
Mike Jorgensen, IT  
Johnny Caldera, The Laws Group, via Zoom  
\* indicates member of the public signed in to  
attend/participate in the meeting telephonically

A meeting of the Independent Transportation Surtax Oversight Board, Broward County, Florida, was held at Room 422, 115 South Andrews Avenue, Fort Lauderdale, Florida, at 1:00 p.m., Thursday, November 19, 2020.

(The following is a near-verbatim transcript of the meeting.)

**CALL TO ORDER - CHAIR HOOPER**

MR. HOOPER: Okay. So we'll call the meeting to order of the Independent Transportation Surtax Oversight Board Retreat.

It's November 19<sup>th</sup>, 2020 at about one --

OPERATOR: You are now un-muted.

MR. HOOPER: -- what? 1:14.

**ROLL CALL - AUDRY THOMPSON**

MR. HOOPER: So, Ms. Thompson, could you call the roll call, please?

MS. THOMPSON: Thank you, Chair.

Alan Hooper.

MR. HOOPER: Here.

MS. THOMPSON: Doug Coolman.

MR. COOLMAN: Here.

MS. THOMPSON: Phil Allen.

MR. ALLEN: Here.

MS. THOMPSON: George Cavros.

Ronald Frazier.

MR. FRAZIER: Here.

MS. THOMPSON: Dr. Kelley.

DR. KELLEY: Here.

MS. THOMPSON: Allyson Love.

MS. LOVE: Here.

MS. THOMPSON: Anthea Pennant.

Shea Smith.

George Cavros.

Anthea Pennant.

And Shea Smith.

Chair, we have a quorum.

MR. HOOPER: Okay. Well, Shea -- Shea's screen is showing up on the Zoom meeting, so maybe he just has it on mute.

**GOAL SETTING AND STRATEGIC PLANNING EXERCISE - MR. BRIAN  
FLANAGAN, FACILITATOR**

**I PURPOSE: Develop goal statements that align with  
Transportation Oversight Board responsibilities and Mobility  
Advancement Program goals.**

MR. HOOPER: But what -- what I'd like to do is I'm going to turn it over to Brian Flanagan for the goal setting and strategic planning exercise, and then, you guys, I think if we're going to get into any discussion or anything, I'm going to let Brian run this. Okay? So you don't have to ask to speak, just reach out to Brian as we go through this retreat, okay?

All right. So I guess I'm going to turn it over to Brian.

MR. FLANAGAN: All right. It's going to be fun when you can't see who you're talking to.

Good afternoon, everyone, and thank you for the invitation and the opportunity.

My name is Brian Flanagan. I actually work here at Broward County. I'm one of the principles -- and Organization Development was invited and by Chair Hooper and --

MR. HOOPER: Excuse me. Excuse me. It's a little -- there's -- there's not much volume.

MR. FLANAGAN: Closer to the mic. Does that help? Are we good?

MR. HOOPER: A little bit better.

MS. CASSINI: Mike Jorgensen, I don't know if you have the ability -- okay. All right. They put it up.

MR. FLANAGAN: All right. Let's try it again.

Good afternoon. I'm Brian. I work here in Human Resources, and happy to help with this conversation.

My sense is that it should be an easy conversation, you had a short agenda. What we're going to do is actually just have a conversation as a group around setting some goals for the next year, both for yourselves as an Oversight Board, you know, what do you want to commit to delivering or achieving, and, equally important, allowing Gretchen and the Mobility Advancement Project team here to set their goals in support of your work.

So the way we set up this conversation is fairly straightforward. Let's just make sure that we've got the -- re-ground ourselves in the context of the

work, not only of the -- I'm drawing a blank -- of the Mobility Advancement Program -- apologies -- but also look at the scope and the mandate of this Oversight Board.

There's a couple of documents that you've seen before that were included sort of as background or context.

One is sort of that Article V document of the statute that really lays out the -- the mandate, the scope, the responsibilities of the board, and sort of the newly-minted five-year plan for the project in terms of the work that you're overseeing and supporting.

I'm going to use a flip chart, and appreciate for those on the phone, hopefully you'll be able to see it on the camera. I'll write big. And it's really for the -- the purpose of keeping track of ideas and decisions as they come out of conversation and something we can take away and capture in a more appropriate format for you afterwards.

So really, there's three outcomes or objectives that I have for us in this short conversation.

Right. So one of them is -- not from having a clear vision of the work. You do have a clear vision of the work, but this is like anything else, one of those things where there's -- there's scope and things that are in scope or out of scope, and perspectives come into play.

So in my initial conversation with Chair Hooper and Gretchen, we thought it would be good to start with a quick conversation to make sure that

everyone comes on the same page in the same book of what the key priorities are.

Then we'll start articulating some goal statements for -- and it could be one, it could be multiple goal statements for the next year.

And then from that, a quick conversation around how does that translate into goals for Gretchen and -- and her team.

So what I wanted to do is -- hopefully, you guys have the materials at your disposal -- is to start with a bit of a conversation. This is meant to be a retreat, and I understand with that a little bit more of informality of how the conversation happens.

So I'm going to ask a question or a couple of questions, and we're going to open it up to conversation, and I'll capture things as they come in.

So, really, the first -- and I'm going to stop just for a second and just check with Chair Hooper. Alan, if you have any additional context or expectations you just wanted to set for this conversation.

MR. FRAZIER: Mr. Chairman, the screen is very blurry. Can you sharpen up the screen?

MS. CASSINI: We will ask the -- so we are -- we are -- we will ask. It could very well be your connection. Sometimes that's what happens if the wi-fi or the broadband connection is throttling.

But if it continues to be a problem for you, Mr. Frazier, I would suggest switching from Zoom to the Vimeo link, or watching it on YouTube to see if

that improves the quality of your video.

MR. HOOPER: I would say that if you could -- on Zoom along with --

MR. FRAZIER: Well, I've printed it out, so I can follow it. I printed it out in hard copy. I was just saying that the screen is very blurry on this end. All right.

MR. HOOPER: Can you hear me?

MR. FLANAGAN: Yes.

MR. FRAIZER: Yes, I can.

MR. HOOPER: Okay. Okay. I'm on Zoom, too, and I'm looking at the agenda. Is there a reason? Is it possible to put the room on the screen, the whole -- rather than the agenda?

MS. CASSINI: I'm looking at our folks. I don't know. So, Mike, if maybe you could come out, so I understand the situation.

MR. HOOPER: Okay. Until they get that figured out, I'm okay if -- I listened to what Brian said, and I'm okay with the way -- the direction you're taking this. I think we should discuss the goals first and -- so go ahead and move on with the presentation, if you'd like.

MR. FLANAGAN: I'm just going to wait a second, Alan, for technology.

MR. HOOPER: Okay.

MS. CASSINI: So, Mr. Chair, before we move on, I'd just like to let all of the Oversight Board members that are participating virtually know that we

will be sending a Vimeo link that will allow you to see the room. And it will be coming to you in just a couple of minutes.

And if you all would like to switch over from the Zoom link to the Vimeo link, you'll be able to see what's happening here inside of the chambers.

So just be watching for that to come through your email in just a couple minutes.

MR. FLANAGAN: Okay. So, let's start with a quick conversation. And, again, it may feel like I'm asking you to tell me what you already know, but I just want to make sure, you know, we kind of re-ground ourselves in the overall scope and key responsibilities.

So I sort of had three very simple questions I'm going to toss out and invite people to start sharing their answers with us, and I'll capture them.

So, one, I want to hear from you, from your perspective, you know, what do we do, what does this Oversight Board do, who do we do it for, and why are we doing it.

MS. CASSINI: So, let me first make sure that everybody who's participating virtually has audio. Can you hear?

MR. SMITH: Yes.

MS. CASSINI: Okay, great.

DR. KELLEY: Yes.

MR. FRAZIER: Yes.

MR. HOOPER: Yes.

MR. FLANAGAN: All right. I'm going to -- this is -- I'm going to thank everyone in advance for your -- your patience and your flexibility as we continue to work in new and different ways in doing this virtually.

So I'm going to ask a question and just open it up for people to answer and hopefully not trip over each other. And if that proves to be difficult, we may need to take a more structured approach to invite people's input.

Briefly this is just getting from you in your words really the purpose of this group. So when I talk about the board, what do we do, you know, who do we do it for, and why are we doing it.

Now I would invite anyone to get us started.

MR. HOOPER: I could speak, if you would like.

MR. FLANAGAN: Please.

MR. HOOPER: I -- so we are a -- a board of volunteer citizens of Broward County who are charged with assuring that the ordinance for the -- for the surtax transportation -- hold on a second. Hold on. Hold on. Sorry. The Venmo went into speaker.

So -- I lost my track.

MR. FLANAGAN: All right. So I heard a board of volunteers.

MR. HOOPER: We're -- we're -- we're charged with overseeing the surtax transportation program as it relates to what was promised to the citizens of Broward County.

So to make sure that the money is spent in accordance with the original plan and that it is also being -- you could call it audited, so that it meets the goals and objectives of the public.

MR. FLANAGAN: Okay. So for those who can't see, some of the things that I've started capturing is a board of volunteers with an assignment to oversee transportation surtax program, ensure that the money is spent in accordance to the plan. There's audit responsibilities.

What else?

MR. COOLMAN: I think he said --

MS. LOVE: And trans -- I wanted to say ensure transparency.

MR. FLANAGAN: Okay. Ensure transparency.

MS. CASSINI: And just for the recorder --

MR. SMITH: I'm also here.

MS. CASSINI: -- if you could do me a --

MR. SMITH: Sorry. Go ahead, Gretchen.

MS. CASSINI: No, no. I'm sorry, you all.

If you -- because we have a person who is doing the recording virtually, so if you could identify yourself so that they know who is saying what.

I just wanted for the record to note that Chair Hooper provided the first sets of bullets, and then Ms. Allyson Love just spoke regarding transparency.

And if you could introduce yourself before you offer your ideas.

MS. LOVE: Will do.

MR. SMITH: This is Shea Smith. I -- you know, I'll add. I appreciate what everyone else has said, obviously, and I agree with all those things.

The oversight in the oversight title is key.

I think we're also here to be passionate about this and to convey to residents what we hope to see, because we're able to participate in a lot of this and get deep into it.

And I think that's part of our role. I think this is about the future. I mean, that's why I'm interested in it. It's a long-term project. I think about my daughter and what we're doing to make it literally better to exist in Broward County.

I mean, this is monumental.

So I think as citizens, I mean, I -- we're here as citizens, and I think that's a big component. We all live here. We're here to be citizens and to be, you know, I think passionate about this, and to try and help in whichever way we can, you know, in addition to our strict kind of responsibilities, you know, in terms of how we function, you know, as a board, strictly speaking.

MR. FLANAGAN: Thank you.

Mr. Coolman?

MR. COOLMAN: Yes. Can you hear me? Doug Coolman.

I think I heard Mr. Frazier say correctly that we -- we're doing this for the citizens, the stakeholders in Broward County. We have an obligation to

them, all of them.

DR. KELLEY: This is Dr. Kelley. I'd like to add to that, if I might.

It was wonderful to be at this morning's media event. And both Shea Smith and I spoke to this board's role as almost ambassadors, in a way, to -- to convey the message to people in Broward who care about transportation and everybody's needs and benefits from it that we're bringing both critical thinking and passion to this project as volunteers.

We care deeply about Broward, and Broward has a tremendous opportunity with this transportation surtax funding to improve connectivity, reduce congestion, and just basically improve transportation for every citizen in Broward so that we could be essentially, you know, a shining hill of what is possible if you have the money and the vision. And Broward is in that situation.

So I think that's our primary role as a board, is to not only bring critical thinking and passion to this, but also just to be communicators and to send people to the dashboard, which has a tremendous amount of information.

MR. ALLEN: Hello, this is Phil Allen.

The one question that I would have is --

MS. PENNANT: Phil?

MR. ALLEN: -- is -- yes.

MS. PENNANT: This is Anthea.

MR. ALLEN: Is this not work -- is this not working?

MS. CASSINI: No, we hear you fine, Phil. Please continue.

MR. HOOPER: There's somebody else.

MR. ALLEN: Oh. The -- the question that I have is does our role go beyond the statutory requirements to certify that the projects meet the statutory requirements of the state law for the use of the proceeds, or does it -- you know, and -- and that there's a rational distribution of the projects throughout the County based on priorities, and advising the board, you know, if our priorities might differ from others'?

Does our authority or our purpose go to the final outcome of the projects, I -- i.e., the timeliness of those projects?

It's one thing to approve a five-year plan, but if we're not monitoring, or somebody's not monitoring the accomplishment, we just get a bunch of projects out there that look good on paper but, because of administrative procedures, drafting ordinances, drafting contracts with the cities, these projects, I am afraid, will drag on and we will never reach project completion.

So I guess the role -- or the question I have to the rest of the board is do you see our responsibility extending beyond those mere statutory requirements to go back into the actual completion of the projects, i.e., the -- does it take us -- we have -- we have a plan to buy buses. Does that then get delayed because of the bidding process or whatever to, you know, say that, well, we can't get the buses for five years, or the technologies not in place yet for those project?

Do we have a method to determine when those projects are on track?

And the role of the MAP administration folks here, you know, once they turn it over to either a County agency to complete the project, or to the cities, the role of the MAP administration seems to be somewhat limited in that regard.

MS. CASSINI: Well, if I might, I -- I'd just like to say that that's one of the reasons why we created a project dashboard. That's why we are coming to you with progress updates on a regular basis.

It's why we have a finance manager and a brand new financial management system, so that we can be providing you with ongoing reporting with respect to the spending.

It's why we have a procurement strategist who's doing very high level, very detailed analyses of every single surtax-related procurement to determine what happens, timeframes, where there are bottlenecks, and offer us recommendations for how to improve that.

And just for the sake of anyone who might be watching from the public, the ordinance that created the Oversight Board has a section about oversight, project oversight, and I think Mr. Allen is referring to this area as far as what the Oversight Board's responsibilities are.

And it states 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 project or expenditure.

The Oversight Board shall issue reports on the performance of ongoing projects and shall provide recommendations to the Broward County Administrator and Commission for any proposed performance improvements.

And that goes to the implementation, the creation of a project performance office that Ms. Althea Lewis is heading up.

And so we absolutely intend to be bringing you very detailed information about not just financial performance, but also project performance within the agencies that you fund and within the municipalities that are funded with surtax proceeds.

MR. HOOPER: And that's kind of where I went with the whole audit, the word audit. It falls under financial and performance.

And I -- and, Gretchen, you said it perfectly, so I'll stop there.

MR. FLANAGAN: Okay. So does that answer -- does that answer the --

MR. FRAZIER: Mr. Chairman, this is Ron Frazier.

I want to make sure that we keep a watchful eye on the economic development and benefits as it relates to the small and local businesses.

You know, this transportation tax will present a lot of opportunities for design professionals, construction professionals, employees, for people to work on these projects.

And I think as a part of our goal, we need to support the maximum utilization of business and employment opportunities for small and minority

businesses, as well as the minority communities that need to benefit from this as well.

I don't know how you word all that, but I think that's one of the by-products of this program.

MR. FLANAGAN: Thank you.

Okay. So I captured that as sort of keeping a watch on economic development opportunities, support small/minority businesses.

Are people in agreement with that? I'm -- for those in the room, I'm getting nods of yes. So we've captured that.

Thank you.

MR. COOLMAN: Doug Coolman here.

Answering why do we do this, I think we are here to ensure the money is well spent for a comprehensive solution to our, meaning all of Broward County's, transportation system.

And we've got to -- we're looking at a lot of things, but we've got to look at the big picture for the whole County.

MR. FLANAGAN: Okay. Thank you.

MR. ALLEN: Could we go back to my question or my concern or point that I raised? Did you capture anything in your potential goals or determining what we do is to monitor performance relative to project completion or, you know, whatever the funds are being spent for?

MR. FLANAGAN: Yes, I did. So following Gretchen reading Item J in

the Article V that talks about a responsibility to review, critique, and assess the project -- the duration of projects and expenditures, as well as ensuring that there's monitoring of performance and reporting performance issues or making recommendations for performance improvements comes from this group.

MR. ALLEN: Thank you.

But we can't see what you're writing --

MR. FLANAGAN: No, I know.

MR. ALLEN: -- on the white board.

MR. FLANAGAN: Absolutely. Thank you.

MR. ALLEN: And is there anyway we can transfer --

MS. CASSINI: Phil --

MR. ALLEN: -- that white board over to the screen?

MS. CASSINI: Yes. Phil, please go to the Vimeo link that Audrey just sent you about 15 minutes ago. Check your email and switch over from Zoom to Vimeo, and then you'll be able to see what's happening inside of the room.

MS. LOVE: This is Allyson Love.

Anthea needs to be un-muted. She sent a message.

MS. CASSINI: For the AT&T operator, please un-mute Anthea Pennant's line.

OPERATOR: All lines in have been un-muted.

MR. FLANAGAN: Okay.

MS. CASSINI: She may be trying --

MR. HOOPER: I think that she may -- she's trying to talk through Zoom, and she needs to call that phone number.

MR. FLANAGAN: I'll give it just a minute.

MS. PENNANT: Hello, can you hear me? Hello?

MR. FLANAGAN: Yes, we can.

MS. PENNANT: Can you hear me?

MR. HOOPER: Yes. Yeah, we can hear you.

MS. PENNANT: Okay. Okay. Can I speak now? I called the phone number, but nobody was un-muting me, so I kept sending messages through the chat. So somebody needs to monitor the chat.

Yes, I'm -- hello?

MR. FLANNAGAN: Yes, you can.

MS. PENNANT: Okay. So I just wanted to underscore what was said earlier about the economic development, but I also wanted to recommend that we -- one of -- one of the things that we need to be mindful of is equity in terms of not only diversity in terms of the populations that we serve in -- in an economic sense, but that -- equity in terms of how the projects are done.

There needs to be equitable distribution of the projects.

Hello?

MR. FLANAGAN: Yeah, we're just --

MS. CASSINI: Yes, we're capturing it right now. Thank you, Ms. Pennant.

MS. PENNANT: Okay. Okay. Very good.

MR. FLANAGAN: Thank you. We've captured that. Thank you so much.

Equitable distribution of projects.

Thank you.

Okay.

MR. ALLEN: I swapped that video like you said, and all I see is the back of the presenter. I can't see the board.

Can you change a camera position so we can see the board?

MS. CASSINI: I'm so sorry, Phil. I'm just waiting to see if that camera angle can be switched, because we -- what we are seeing is clearly not the same as what you're seeing.

Could I ask the other Oversight Board members who are using the Vimeo link what they see?

MS. LOVE: This is Allyson Love, and I see the board clearly.

MR. SMITH: Yes, I see the board.

MR. FRAZIER: Ron Frazier, and I see the board.

MR. SMITH: And he's actually standing to the right of it.

MS. CASSINI: Okay.

MR. FRAZIER: I see the same thing. Frazier.

MR. FLANAGAN: I'm feeling very self-conscious.

MS. CASSINI: Okay. So, Phil, I'm not sure what is going on, and I wish that I could be more helpful. But it seems that everyone else who's using the Vimeo link sees what we're seeing, and I can't necessarily explain why it's different for you.

MR. ALLEN: I'm looking -- I have -- I have the -- the Zoom meeting up on my screen, and you're saying I should go to a different link?

MS. CASSINI: Correct. So you need to go the email that Audrey sent about 15 minutes ago and follow a different link. We determined early on, which is one of the reasons why we had to start the meeting late, that the Zoom wasn't going to work.

So we sent you a Vimeo link by email. It was around probably 1:20.

MR. ALLEN: I got it now. Thank you.

MS. CASSINI: Awesome. Thank you.

MR. SMITH: Gretchen, this is Shea Smith. May -- may I ask my colleague, Ms. Pennant, to just clarify?

Equitable distribution, are we talking about over contractors, over geography, over cities? How would you define that? Because I think it could be an interesting conversation.

And I apologize. Those are my dogs in the background. I'll mute in a second. Typical Zoom call moment -- the pandemic.

But I think it would be -- it might lead to more conversation if we can

have that defined a little bit further.

MS. CASSINI: Anthea?

MS. PENNANT: Okay. Yes, I'm here.

MR. FLANNAGAN: She may not have heard the question.

MS. CASSINI: So what were your thoughts with respect to geographic equity? Were you -- when you say --

MS. PENNANT: It was exactly that, geographic equity in terms of -- and the types of projects that we do, that we're not just creating bike lanes in some areas and we're not in other areas.

So definitely equity in terms of the kinds of projects -- as needed, of course, but equity in terms of the geography.

MR. FLANAGAN: Does that answer the question?

MR. SMITH: Yeah, that makes sense.

MR. COOLMAN: Anthea, this is Doug Coolman. I have a --

MS. PENNANT: Yes.

MR. COOLMAN: -- question. I have a problem --

MS. PENNANT: Uh-huh.

MR. COOLMAN: -- when we're trying to develop a comprehensive transportation plan for the whole County and we say it has to be equitable for every area of the County.

The transportation plan needs to be done right, and we should try to be equitable, but I'm not so sure you can have both things done.

I'm speaking that from a planning --

MS. PENNANT: Well --

MR. COOLMAN: -- standpoint.

MS. PENNANT: -- right. And -- and I agree with you on some levels.

However, when I say equity, it's because previously we had projects that came before us, bike lanes in neighborhoods that I know they're doing it -- using those bike lanes for recreational purposes, while in other communities, where they're -- they're using bike lanes more for their primary transportation.

You know, I want to make sure that we don't put bike lanes in one area and then we don't in other communities.

It really should be based on need, and there should be some equitability in terms of how the projects are designated based on need as well.

MR. COOLMAN: I don't have a problem with that. I just -- I'm just saying I think the plan has to work, whether it's for bikes, walking, cars, buses, it has to work as a system, and then we have to make sure we've given everybody what they need.

But I don't know that it's the same -- either the same dollars or the same thing in every area.

That's -- that's my only comment.

MS. PENNANT: No, no. Right.

MR. COOLMAN: I don't have a problem with what you're saying --

MS. PENNANT: Right. And I understand that. Right. I hear you, and I agree with that. I --

MR. COOLMAN: Okay.

MS. PENNANT: -- I agree with that. I just wanted to underscore it because, well, I saw it before, you know?

MR. COOLMAN: That's fine.

MS. PENNANT: Thank you.

MR. HOOPER: Can I -- can I give a -- an alternative word? I think geographical efficiencies, where everybody is getting equal treatment and accessibility to good transportation, economically, like Mr. Frazier had mentioned.

But I think there's a certain amount of efficiency that comes, and there's places that need something more of this and less of that. And so --

MS. PENNANT: Right.

MR. HOOPER: -- go more -- so -- so I think if you went to like an equity or --

MS. PENNANT: Efficiency.

MR. HOOPER: -- efficiency, yeah.

MS. PENNANT: I --

MR. HOOPER: That's my thought.

MS. PENNANT: -- I can absolutely concede to that. that -- that's

perfect.

MR. HOOPER: Yeah.

MS. PENNANT: Thank you.

MR. HOOPER: Yeah.

MR. SMITH: And if I can add one more thing, too, and that's a -- that's a great addition, Mr. Hooper -- or Chair Hooper, I should say.

I think thinking about the interconnectivity of Broward is part of what we're here for and that's what this is about.

And my hope is that that does promote broader social equity and economic equity.

And I do think it's important for us -- I mean, think about events of this year. A lot happened. And this is one of those things that my hope is that it will promote more equity, because we've been blocking east and west in different cities all across the County in different areas, and if we can expand multimodal, biking, walking, make it safer for everyone to be able to integrate into the system, walk to your bus stop. You know, like everyone's been saying, a comprehensive system that works for everyone and does promote equity, promotes businesses along those routes, all of that, integrated, is what we really need.

Because there's going to be so many people. You can't just do it with cars. You -- the numbers just don't work.

So hopefully people -- you know, one of the things I've been talking

about in the community for a long time through my bike and walk advocacy is that the cost for someone in certain economic segments in this County to own a car are absurd as a percentage of their income. It's unfair. The insurance costs, the costs to store the car, the gas, getting around.

And it's -- it doesn't work, and we don't have a true alternative at this point.

So my hope, you know, to wrap it up on the equity comment is that this will promote equity over the longer term.

And I do think from that standpoint I want to keep an eye on that and think about that.

MR. FRAZIER: This is Frazier. I'll just add a last comment.

I think the Oversight Board's responsibility is to be able to look at this system from up 30,000 square feet in height so you see the whole connectivity and you can understand how the whole systems work, because each municipality is looking at their specific area and not necessarily at the total connectivity.

So I think all of you all comments are germane, but our job is to look at it from a higher level to ensure that that connectivity and that equality is there.

MR. FLANAGAN: Yeah. Good. Thank you.

All right. Let me --

MS. LOVE: This is Allyson Love, and I also wanted to maybe put on

the board about us, our role as the oversight is to try to ensure or at least have a mechanism to look at whether we're actually leveraging the funds in terms of federal, state resources as well, so that we could maximize what we're doing.

We have this funding, but also using it to leverage against other funding source -- sources from the federal and from the state level, as well.

MR. FLANAGAN: Okay. What I would like to do now is I'm just going to go back and just read through the two or three pages of notes that I've captured, just for the benefit of those that can't see what's being written, and just to ensure that it doesn't trigger or spark any other items or thoughts that haven't been -- haven't been listed.

MR. SMITH: Can I add -- this is Shea Smith.

Can I just add --

MR. FLANAGAN: Please.

MR. SMITH: -- one quick thing that I think goes back to just our title, too? Sorry.

I think the word independent, too, is very important.

MS. PENNANT: Yeah.

MR. SMITH: So we're independent of the County. So I think that's key, because --

MS. PENNANT: Yes.

MR. SMITH: -- I think we are here to step away from that.

The County is a large mechanism and then dealing with all these cities, there will certainly be politics involved and those sorts of things.

But we are here to be independent and I think keep the County in check to some degree.

Now, similar to Phil's question, I would kind of have a question of how far do we go with that, right, and is that really our role.

But I do think the independent part is important. And, you know, maybe we should define how much we're going to focus on those things.

But, you know, for example, if we feel that the County is somehow overall -- and I'm not saying any of this is happening -- stalling or taking too long or whatever the case is, we're going to say that, even if it's not our official doctrine, if you will.

So I think the independence word in our -- in our -- in our title is pretty important here.

MR. FLANAGAN: Okay. Thank you.

All right. So it's -- it's going to -- it's going to come across as a bit of a random hodge-podge list, which -- which is fine, because it -- it was in -- in a spirit of brainstorming, and we will clean it up and -- and categorize it for you.

But what I've captured is, you know, it's a board of volunteer citizens representing citizens to oversee the transportation surtax program, ensuring that the money is spent in accordance to the plan.

There are audit responsibilities.

Ensuring transparency.

Providing oversight.

The comment we just captured on independent from the County.

You know, being passionate and excited and advocates for the future.

Again, representing citizens.

Ambassadors of this work.

You know, caring deeply about Broward.

Bringing critical thinking to this work, but also bringing the information back to the community.

Adhering or ensuring that the statutory requirements are met.

Talked a little bit more about the oversight of -- of projects or outcomes, right? So the responsibility to review, critique, and report if there is issues with projects, as well as putting forward recommendations for improvement in performance on the projects.

A couple of comments in this area of really being watchful for economic development opportunities, you know, in support of small or minority businesses.

Ensuring the money is well spent, but looking at the whole County, taking a broader -- a broader view.

The word equitable has been discussed in terms of equitability around the distribution of the projects, the types of projects.

Geography and the term geographic efficiency came up.

And then also, you know, that -- that comment of -- of like from 30,000 feet, you know, making sure that there's interconnectivity, promoting social equity.

And then the last comment made was around ensuring that beyond what's in this scope, leveraging or maximizing other, you know, funding that may be -- may be available.

So if that has sparked anything else that hasn't been said, this was meant to be the context setting.

Dr. Kelley is going to go first.

DR. KELLEY: Yeah, I would just add, listening to that, which is beautiful, to kind of hear from everybody, our pictures or our vision of this board.

I think responsive to community outreach or community feedback or something, because, to Anthea -- or Ms. Pennant's point about communities where -- we were talking about greenways, but where bike lanes are a function of need to get to a job as opposed to recreation.

So communities in Broward have different needs, and a big component of the dashboard project, feedback, all of that, is to find out what it is that different communities within Broward, what is their perception of what they need. Not our perception of what they need, but their perception.

And so that community outreach piece I think just in terms of our role, has to do with being responsive to it.

That's it.

MR. FLANAGAN: Thank you.

Any other last thoughts on kind of the what and the why around this?

MS. LOVE: This is Allyson Love.

In terms of spring boarding from what Dr. Kelley just said, and maybe we've captured that, but how do we as a board hear from the stakeholders in the community? What mechanism do we have or should we be -- have? And maybe it's on the board. I'm just not sure I see it, but how do we get feedback from the stakeholders and the -- and the -- the cities and how -- how do we -- how do they communicate with us and we communicate back?

MR. FLANNAGAN: Gretchen, do you have that?

MR. HOOPER: Can I say something to that? I --

MS. CASSINI: Yes.

MR. HOOPER: -- believe that -- I believe that our staff is putting together the MAP Program, and our office, and with the dashboard, and with the communication program that we're trying to kick off, all those things are going to start to create outreach to the marketplace.

And I think that then our staff will be fielding feedback from people that either on the roads or that have experienced something, bicycles, pedestrians.

And that's what's going to drive our feedback.

Now, we could, though communication, also reach out and ask for

specific feedback. But I think that that's going to fall upon us as we move forward into our outreach part of this program.

MS. CASSINI: Thank you, Chair.

And, Ms. Love, you're 100 percent correct. That's one of the things that we have heard loud and clear, and one of the objectives that your Public Information Officer and the Public Information Specialist position that you recommended, we are going to be ongoing relatively soon.

The whole idea of doing more public engagement, having a public engagement space out at our new location at Governmental Center West in Plantation, having kind of a surtax plaza, having events and focus groups.

I mean, obviously, COVID has severely hampered our ability to do some of our planned public engagement events this year, but we are -- we're pivoting. We're trying to do as many things as we can virtually.

And it is absolutely our intention to bring back to this board the results of our public engagement outreach efforts. You know, information that we receive from the public through both events, on our Twitter page, and as we go out and start talking to various members of the public about what our logo should look like, what is our message, what is impactful, what do people want to see.

So thank you for the feedback, and we'll make sure that we bring more of that information to you on a regular basis during your regular meetings.

MS. LOVE: Thank you.

MR. FLANAGAN: Thank you.

## **II OUTCOMES:**

### **A Clear vision of the work of the board in the next five years**

MR. FLANAGAN: Okay. So, listen, what we've done at this point is obviously kind of at the what and the why, and what I'd like to do is now kind of start getting more concrete, right, help you move toward specific goals.

And one of the ways to do that is to kind of begin with the end in mind, so to say.

And if you think in terms of deliverables, right, now, I chose, you know, kind of a no further than the next five years, because that's sort of where there's a concrete plan with deliverables and numbers.

We can make it shorter.

But sort of the next question I'd like you to consider -- and it may be some of the same things but through a different lens. And it's really now from a deliverable perspective.

So imagine that we get to -- whether it's the end of next year or we get to 2025, which is the end of the five-year plan, imagine and let me know what you think this board will have delivered.

So now think -- think of some of these things in terms of deliverables or results.

And then from that, you know, you'll see we can kind of start working

closer to now and articulate some concrete goals to hold ourselves accountable to.

Does that -- is that -- does that make sense? Is that clear?

Okay. So --

MR. HOOPER: Well, do you want us to first attack one year from now and -- or are we going to attack one and five?

MR. FLANAGAN: I think the way to -- to do it is -- is we kind of start broader and get more narrow. So -- so if I was to -- I think the first question is let's look a little further out. Let's start with -- I would start with the five-year in terms of we're defining success, we're declaring victory at the end of this five-year plan.

And then what we'll do is we'll come back and say, okay, what do the goals need to be in the first year to start moving us in that direction.

Is that okay? It's kind of -- it's a bit of visioning.

MR. HOOPER: Yes.

MR. FLANAGAN: It's a -- it's a little bit of -- of -- of projecting what will success look like, and then we'll work backwards and say so what are the things we actually have to do to achieve that.

MR. COOLMAN: This is Doug Coolman.

MR. ALLEN: Perhaps one -- one approach would be to say, well, less congestion. We want to see less congestion, less lead time -- or what is the -  
- lead time for a bus route, increase our ridership, but reduce commute time.

MR. FLANAGAN: Okay. Thank you.

I -- I'm going to -- I'm going to re-ask the question, because I'm realizing as -- they're coming in that I -- I may not have been as -- as clear as -- as I should have been, and that's -- that's -- that's on me. I apologize for that.

So what I want us to do now is to start really coming in to -- to the work that this group does, right? So if I was to be more direct in my question is, you know, if the five-year plan is achieved, what will this group have delivered to enable that or in support of that.

MR. COOLMAN: This is Doug Coolman again.

Anytime a government does a job, it usually gets delayed. And the easy way for us to measure how our five years is, is if we can achieve -- I mean, we're not going to achieve a hundred percent of everything we've set out to do in five years.

But if we can achieve 85 percent of it so that the people see that the money they spent is making a difference, then I think that -- whether you want to call it 75 or 85 or whatever, but I think we have to set a goal of doing a major percentage of everything we've outlined in that five-year plan.

Get it done so we've spent the money as directed and got it actually accomplished, because a lot of times, governments go -- and I should add into that on budget, because they are late and they spend too much.

We want to be on time and spend what we say at least 85 percent of

our five-year plan as a -- as a yardstick that can be measured.

MR. HOOPER: Do you mind if I kind of piggyback on what Doug just said?

MR. FLANAGAN: Please.

MR. HOOPER: I think we will have done our job if we will have figured out a way, some sort of measurement through performance audits where we are able to analyze clearly and understand if the County has performed or not, or not, and that we're able to communicate that back to the County Commission in a way that's productive and meaningful.

MR. FLANAGAN: Okay. I'm just -- I'm sorry. I'm just --

MR. HOOPER: Because ultimately, when you do construction projects or transportation projects, there will be delays.

And since one of our jobs -- or failures or misses, things that could have been but weren't, things that were intended but didn't happen, that's part of our job.

And if we can have a system that helps us audit performance in a way that's productive and meaningful that we can convey back to the County, I think that is a valuable goal to have.

MR. ALLEN: But, Alan -- this is Phil -- do you measure, though, the performance on spending the dollars or projects that are completed, or what those projects were intended to do, did they get accomplished?

And that's where I'm struggling with in many cases that these projects,

they sound good, but what is the intent. Is it going to reduce congestion? Is it going to increase ridership? Is it going to perform --

MR. HOOPER: So --

MR. ALLEN: -- something better?

MR. HOOPER: -- so, Phil, my intent, in what I just said, is that it's a extremely complex thing that we're talking about, and we're talking about five years from now, okay?

So I would have to say that if we had -- whether that's through four consultants and the County's auditor, or if it's using whatever resources we have at our fingertips, if we're able to measure performances, whether that's through how the transportation system works, whether the buses have ridership, whether the projects are coming in on time, whether -- I don't know -- autonomous vehicles work or not, whether a lot of things.

But we take those first five year projects and we start to see them come online in five years, and we're -- and we have a system that is able to measure performance, whether it's financial, equity, economics for the small businesses, all those things that we have, if we have a way to measure performance and then convey the results in a productive way back to the County Commission so that they can adjust, so that they can redirect, renavigate.

Because at the end of the say, it's up to the County Commission, BCT, engineering, technology, to do the job.

We are supposed to give them some oversight. We're supposed to feed back stuff to them that I think is meaningful.

So if we're able to create that kind of audit system in five years, I would say that would be a hell of a goal.

MR. FLANAGAN: Yeah. Thank you, you're -- you're --

MR. COOLMAN: Alan, Doug Coolman.

What you're really talking about is our scorecard or our grading card. How did we do? Right?

We set out -- we've agreed on what the projects are. We need to get them done.

Hopefully, the projects were designed to do all the things we're supposed to do, improve mobility, et cetera, et cetera.

So it's really how did -- how did -- how did the projects that we set out to do get done and we had performed. It's our grading, it's our how did we do.

MR. HOOPER: Yeah, but it -- it's a grading -- it's a -- it's a scorecard against each project.

And so, look, in the -- if you were to say on day one, if we were as informed about what we do today as we were on day one when we walked into the room and first met Gretchen and Angela and everybody, if we would have said we need a dashboard that communicates what projects are starting and underway, and where they are, and how much they cost today --

today -- then that thing that -- I forget the -- the presentation that we went to at the Terminal 25, you would say that we were a huge success, that staff was very successful in delivering a dashboard. I mean, I would give them a hundred percent, an A-plus.

And so I think you could take that same technology and that same basic platform and, as things start to go online, we could start to analyze different types of projects, fiber, smart intersections, buses, and start grading them and giving back performance reports to the County Commission in a meaningful way.

I don't think it's a scorecard against us as much as it's a scorecard against everything we're putting online.

And, again, we're talking about five years from now.

So it won't be easy to do it, but I think that we're very capable of doing it. And that's just a -- it's a goal that I've set out.

MS. CASSINI: If I may, I think what I am hearing is a desire for not just a project dashboard, because clearly the projects that we deliver are important, but the oversight that the Oversight Board has goes beyond just project delivery to all expenditures, including operations and staffing and other projects that may not show up on a dashboard.

And so the ability to deliver information that's meaningful to you all on financial performance, that includes leverage, is something that we hope we've accomplished through the project costing module that we've shared

with you.

But we'll -- we're going to have to be -- we're going to have to be able to bring you reports mean- -- that are meaningful, and make sure that they meet your needs from a financial perspective.

And then from a program performance perspective, I hear both project delivery, so do the projects come in on time and in budget, and are they the projects that we told the community that we're going to do.

But then I'm also hearing from Phil that there's a program level, the -- the analytics around the actual program, are those projects aligned with our overall goals, and how many of them are. How many of them are congestion relief or connectivity?

And so we are working on all of those types of reporting capabilities and functionalities right now, and including how the CBE goals -- how we're attaining those CBE goals, too.

And so I -- I think what I'm hearing is over the next year, we need to start bringing all of those reports and analytics to you and make sure that they are what you are looking for.

MR. COOLMAN: Well, I know the simple thing is --

MR. ALLEN: And convey it to the citizens.

MR. COOLMAN: -- we've started from day one of finding how successful we can be at matching dollars so we can grow the surtax. That's a very important element independent of the projects.

So that's one -- one we should keep track of, because I'm sure the Commission would like to hear that.

MR. FLANAGAN: Yeah. Good. Thank you.

So -- so these -- these are big and overarching, but you've answered the question beautifully, I think, if I can use that word, you know, in that -- you know, if I was to reword it, you know -- you know, at the end of this timeframe, we will have achieved -- you know, one of them is -- and -- and this number may -- is probably illustrative for now, but, you know, achieved, for example 85 percent of the overall plan in terms of we spent the money, we've delivered what is in the plan.

And obviously that's something that can be refined.

And then just this really big end goal of, you know -- and it's exactly the question, right, this board's role. You know, having, you know, monitored and audited, and we kind of started with figuring out how to, you know, clearly analyze the different facets -- and I heard financial, I heard projects, I heard program, you know -- to be able to identify, report, course correct, you know, if the County is delivering or not against all of these various commitments.

So those are -- are two big areas, but I feel that they're overarching and they probably do kind of hit on that is the deliverable for this work.

Is there -- is there anything else that -- that sits outside of these or -- because it feels to me like everything falls under these umbrellas.

## **B Goal statements for FY '21**

MR. FLANAGAN: Okay. Because in the interest of time, I'm going to get us moving to the next step, because I know you guys need to have some discussion amongst yourselves as well.

So, really, as we keep -- to get more specific, now it's kind of that one year, right? So given that five years is a long time, these are big and hairy, right, and there's -- there's work that needs to be done behind them, realistically -- and I'm just going to capture ideas and then we can pick the ones that are the -- the -- the strongest and -- and define them.

But if you were to be setting goals for yourselves, right, supported by Gretchen and her team, for -- we said a year, right? That's what we do, you know, in -- in -- in our work, we set one year goals for ourselves and for our employees.

What would goals that you think of or that you'd be willing to commit to be to start moving in the direction of these big achievements?

What -- what realistically one year from now when we're standing here can we say here's what we've -- here's what we've delivered?

I hope that makes sense. It's getting more specific.

MR. COOLMAN: While everybody's thinking, I'll add something.

Two things come to mind. One, we need to be in the office space so we can be functional, which I think will help a lot.

And, two, we need to have the marketing program in the street so that

people -- it was great today to see the -- some of the physical things that supported the surtax. We just need to see more of it.

We -- I know we're -- we still haven't got the person on board yet. We've been talk- -- we're starting year two, is that right?

Well, we're on board with -- so I'd like to see the marketing -- I'd like to see the marketing plan in place in the street.

MR. FLANAGAN: Okay. I'm -- I'm going to capture it in your words --

MR. COOLMAN: That's all right.

MR. FLANAGAN: -- if that's --

What I'm going to invite you to do as you give me your ideas, just so that we -- we maybe combine some of these steps and -- and get to this, the -- the other piece of this is to ensure that the goals are specific, right?

And there's -- there's a -- hopefully a simple acronym that we use when setting goals, and they're called SMART goals, right? So the acronym SMART.

So S is -- I had given you -- had given you a worksheet just as a visual cue, you know, but if a goal is specific, measurable, achievable, realistic, and timely -- and we're working with a year -- it just increases the chances of being able to measure it, track it, achieve it, holds it accountable.

So I'm, for this one, marketing plan in place in the street, would we say by the end of the year? Is that --

MR. COOLMAN: We -- this is the first year, right? Yes.

MR. FLANAGAN: Great. All right. So we have a goal around the marketing plan being executed. Thank you.

MR. COOLMAN: -- I also think we should be in our more efficient office space.

MS. CASSINI: Your mic isn't on, Vice Chair.

But I do have to jump in on that one, because as far as realistic, that is Phase 2. So we will be in Phase 1. I think that's completely realistic.

But Phase 2 won't be completed until 2022.

So it's good, because I think that over the five years we have very realistic completion deadlines for each section of that phased work.

MR. COOLMAN: So what exactly are you calling Phase 1 then?

MS. CASSINI: So Phase 1 will be the -- the co- -- the relocation of us to that facility and the branding of a portion of that facility.

Construction for your office spaces and your meeting spaces should be underway by the end of next year, but as far as it being done and ready for us to do kind of a public ground breaking event, it probably won't be until 2022.

MR. COOLMAN: But at least the staff will be there. Thanks.

MR. FLANAGAN: Right. So -- so in terms of something that's specific and measurable is we can capture that as -- as a two -- as a two-step, right? So -- so I don't want to lose it. Capture the new space, acknowledging it's Phase 2, but a realistic goal for the next year is to complete Phase 1, and

that's staff moving into it.

Good. Good. These are specific. I love it.

MR. HOOPER: Now, does that speak to the communication program, the marketing program, or was that just for the office space?

MR. FLANAGAN: No, please do. It's -- we can -- we can bounce back and forth. Everything is open.

MR. HOOPER: Okay. Doug, so did you mention the marketing program?

MR. FLANAGAN: So we did capture. It's the first point we captured, that the marketing program --

MR. HOOPER: Oh, okay.

MR. FLANAGAN: -- literally is in place on the street by year end, so -- so deployed.

MR. HOOPER: Okay, perfect. Great. Thank you.

MR. FLANAGAN: You're welcome.

MS. CASSINI: May I add to that? Because there's a component of the marketing plan that's kind of separate and distinct that includes branding, logos, messaging, all done.

MR. FLANAGAN: So branding -- sorry, Gretchen.

MS. CASSINI: Logo, messaging.

MR. FLANAGAN: And that's --

MS. CASSINI: That's together.

MR. FLANAGAN: Yeah. Got it.

MR. HOOPER: Can I add one?

MR. FLANAGAN: Please.

MR. HOOPER: So to -- speaking to my five-year plan that we lay out a plan and possibly a first step on the -- with the -- you know, now we're starting to pump out projects, that we actually start to look at performance and try to figure out how we can audit what we've done over the last couple years.

Like start moving that forward, the whole performance measurement on the transportation program specifically, on the -- on the -- on the work itself. Not on -- not measurements on ourselves, but against the -- and maybe we break it down into categories of -- of what it is we're measuring and trying to figure out how we're going to measure it and how we're going to report it, how we're going to see it.

Like come up with a game plan on that.

And maybe the auditors can help us with that, but -- but that, to me, is a -- would be a goal for the year.

MR. FLANAGAN: So I'm -- I'm wondering if --

MR. SMITH: I think I would agree with that one. It's -- it's key.

And it's also key to establish exactly how we see the benchmarks and when we'll compare against those benchmarks in advance, so there's no guesswork.

So I think the more detailed we can be in laying the -- that out, and the performance measurements, and spend the time to really clarify those and the timing that they'll be measured is going to be very important.

MR. FLANAGAN: So --

MR. HOOPER: I think that is going to be one of the best ways for us to figure out -- I know we're doing it right now, but all those things you just wrote in that first list, I think it's going to help us redefine that list.

That -- that whole performance measurement, that whole let's look at how we're doing thing is going to help us separate the buckets and how we look at those buckets and how we measure those buckets.

So, to me, it's super critical, because it almost touches on everything that all of our board members brought up today. And that's how I'm looking at it.

MR. FLANAGAN: Yeah, so -- so I think a -- I think a way to capture it, something that's specific and realistic, is it sounds to me that for year one it's to define and establish those performance measurements, right? So -- so what is being measured, how to measure it, how to report it, identifying the benchmarks, and then, obviously, you know, using that to -- to evaluate or -- or analyze year one.

And then you'll have that in place for -- for the following --

MR. HOOPER: That's exactly --

MR. FLANAGAN: -- years.

MR. HOOPER: -- right.

MR. FLANAGAN: Okay. That's a big piece of work.

MR. SMITH: Yeah, I agree with that framework.

MR. ALLEN: This is -- this is Phil.

The -- two years ago, three years ago, the -- the citizens of Broward County overwhelming approved taxing themselves to improve transportation in Broward County.

Is one of our measurements is does the public who voted the tax on themselves, do they see a difference in what we are doing.

And we need to start in year one or year two here, start to determine what the perception is today and continue to monitor that perception as the years go by and the projects get completed.

And that's -- I think that's part of the marketing plan is to figure out a way to gage that perception from the public who voted themselves the tax that we are making it a positive performance.

MR. SMITH: I agree, and I think it's also an educational component, because transportation projects do take time.

So if we understand what our timeline is and we communicate, that's going to be very important, because people may get a little bit, let's say, hasty or not see anything that's material to them, right, for some period of time.

So I think you bring up a great point, Mr. Allen, is -- is how do we look

at that and when would people in general start to see things.

And I think you fill in the gap with educational and marketing opportunities, because people do need to understand what is happening.

DR. KELLEY: I'd like to piggyback --

MR. ALLEN: Well, for 15 years --

DR. KELLEY: -- on that.

MR. ALLEN: -- people have talked about timing of traffic lights and traffic signals as being a problem.

We have a program in place to start to implement that today. Now we need to determine if, in fact, the people are noticing a difference in that. Is that improving their lives because we have timed the traffic lights.

MR. FLANAGAN: Dr. -- Dr. Kelley.

Thank you.

DR. KELLEY: Yeah, I just wanted to piggyback on two people's comments.

Absolutely, I would like our -- a one-year goal to be to foster a sense in the public that they're deeply satisfied that they did agree to tax themselves, and this is a -- this is a very good thing.

And then in five years, they're deeply, deeply satisfied that, you know, that extra penny is actually producing a very good thing for Broward.

So the educational component that Shea mentioned is huge. And I think that it isn't only things like panels on electric buses out there and ways

that -- that we can visually convey progress towards these individual goals and projects and whatever, one year, two years, three years, four years, and five years, but also that the educational component include the schools, include outreach in an educational way to advise people, look what is available on the dashboard that you can find out about and see the progress that that extra penny is delivering to all of Broward for, you know, the positive for everyone.

MR. COOLMAN: Dr. Kelly, Doug Coolman here.

I -- I agree with you, but I don't know that I want to ask that question that soon into this process, because it might take a little longer than -- than the -- this -- the end of year one or the end of year two, however you want to call it.

That would be my only comment.

MS. CASSINI: So may I make a suggestion then, based on both of those comments and some of the other comments from the Oversight Board members?

What we can do is we can start gathering information about public perception in a variety of different areas, bring you back that information, including, you know, what the sample size was, the demographics, et cetera, and try to create, again, some -- some baselines so that we're benchmarking against that and so we're watching public perception improve, hopefully, year over year.

Would that make sense?

MR. ALLEN: That was my intent in -- in raising the issue is start to capture that data today and in the next year so that in five years or ten years, we can determine have we made a difference, a positive difference.

MR. FLANAGAN: Great. So we have -- we have three -- right now we have three sort of goal -- goal or goal areas, just to be -- to be further defined or cleaned up when we leave here.

So one is around the marketing plan, which encompasses education.

One around the office space. I -- I may not have captured that correctly, but it's close.

And then the -- sort of the big one around just measuring performance of -- of the program and all the elements.

MS. CASSINI: And I would include in that one, Brian, getting some baseline data around public perception, because that's how we'll be able to measure and -- performance in that area as we move forward.

MR. FLANAGAN: Okay. Anything -- any other big goals that are sitting -- sitting with someone that -- you know, I'm not trying to load you up with so many that it becomes overwhelming, but, you know, in terms of in -- in the next year, is there -- is there something else, or do these sort of cover the -- the big work that's being done?

### **C      Establish targets for MAP Team**

MR. FLANAGAN: Okay. Question for you, Gretchen, is one of the --

one of the outcomes we wanted was to, once we had these goals -- and I think for the purpose of today, these are fairly SMART, right, and then we can take them away and tighten them up for when the minutes go back out.

In terms of these translating into goals for you or your team, do you have what you need or is -- maybe there's some discussion?

MS. CASSINI: I think I have a -- quite a bit that I need to bring back to the Oversight Board, especially in the performance measurement area.

Certainly, I think we have what we need with respect to direction on the marketing plan.

I don't have a lot of personal control over the office space, but I understand the goal.

And, certainly, I think the folks in Public Works that are working on that project understand the importance of that as well.

But I obviously would, you know, welcome hearing from Oversight Board members about specific things that aren't captured there that they want to make sure that I deliver or that I -- they want me to be responsible for.

MR. FLANAGAN: All right. I'm going to call this goals for Gretchen.

MR. HOOPER: Yeah, and Gretchen, I think that as we -- when we -- when you come back to us with a summary of this, I think we'll be able to refine and -- and help define what we're doing in moving forward.

MR. FLANAGAN: Okay. So -- so maybe -- maybe the last question is

does anyone have any just advice or input they'd like to provide to Gretchen and her team as they develop their goals in support of your work?

And if not, I -- I want to be --

MR. HOOPER: Honestly, I think that -- I think with what little experience we had going in over the last year and a half, that I think the board members have done a phenomenal job and I think that staff has done an excellent job in executing -- hearing what we're -- what we're saying and delivering.

So I think if we take that kind of energy and move it forward into the next year, we'll -- we should be successful.

It's just a matter of defining and creating a map to navigate us forward.

MR. FLANAGAN: Great. Well --

MR. HOOPER: That -- that's where you came in, and I think this was a critical piece.

MR. FLANAGAN: Thank you.

Well, Chair Hooper, I'm not going to try to top that. Thank you for -- for the feedback and the vote of confidence for the team.

Thank you for the opportunity. I hope that was somewhat helpful.

And I'm just going to pack up your stuff, Gretchen, and let you guys continue your conversation.

It was a pleasure. I really -- I've -- I've been working with Gretchen behind the scenes a little bit, incorporating information on this entire

leadership program so that our leaders understand this huge innovation that's being driven in the County.

And I'm very, very impressed. And as a citizen of Broward County, very excited by the work that you're doing.

So thank you.

MS. CASSINI: Thank you for your time today, Brian, and for all of your hard work on this retreat.

I greatly appreciate and I'm sure the Oversight Board members do as well.

MR. FLANAGAN: I'm just going to go off to the side to get out of your way.

MS. CASSINI: Okay. At this time --

MR. HOOPER: Yes, thank you.

MS. CASSINI: -- if you all want -- Chair, if you want to move into the branding and logo section, or I'm not sure if you'd like to take a brief break.

MR. HOOPER: It's up to the -- my other board members. Do you guys want to move into the branding and logo part of it now, or do you want to take a quick break?

I think we just move on.

## **DISCUSSION ITEMS**

### **1 Oversight Board Member Discussion - Initial Set of Potential**

#### **M.A.P. Logos**

MS. CASSINI: Okay. So I'm going to ask Ms. Kalil to come to the podium. And she is going to pull up a presentation that hopefully all of you will be able to see. Just give us a moment.

MS. KALIL: Just making sure it works.

So, hello, everybody. Good to see some of you twice today.

On the board here we have three logo options which we developed with conjunction with our marketing consultant.

Before I get too deep down into it, I want to give you the macro perspective in the direction of thinking and creativity we took.

We -- one, we know this is long-awaited for, so we hope you're as excited as we are about seeing some ideas come to fruition.

As we sat down and brainstormed and strategized and considered what the end user might see and need to understand, we realized that there was a lot to communicate in a brief amount of time with limited spacing. Limited spacing meaning what goes on an advertisement, what goes on social media, what would you put on a cup or collateral.

You can't tell the whole story. You've just got to give it in a snippet or a picture. So take that into consideration.

So what we did was we broke it down into segments. We have a primary, a secondary, and accentuation.

The other consideration we had to work with was the fact that we wanted to incorporate -- can you guys hear me well? Yes? I can take this

off, actually.

We wanted to incorporate segue branding -- branding, meaning we didn't want to lose the element of what the public already understands with the traffic signal, so we incorporated some of that artwork into the new artwork as well.

So if you look at the board here, or the slide, the screen, you'll see nine blocks of artwork.

I want to start you at the upper right, the topmost upper right. That's a primary logo.

The one below it is a primary logo, and the one below it is a primary logo.

So primary logos use and what you should consider is -- a perfect example. Today, I happen to be wearing my MAP shirt. When you go to a Facebook page and you see that main profile shot, that's a primary logo.

When you produce --

MS. CASSINI: Nichole?

MS. KALIL: Yes?

MS. CASSINI: It's the upper left.

MS. KALIL: Sorry.

MS. CASSINI: It's okay.

MS. KALIL: Upper left.

MS. CASSINI: Upper left --

MS. KALIL: Sorry.

MS. CASSINI: -- for the people who are looking at it on their screens.

MS. KALIL: Yes. What you would see on profile shot of a social media, what -- if we had cups or collateral produced, the primary logo on the upper left is the logo that would be in use.

But then when we get down into it and we start creating collateral for projects, in this case, the middle column, you would -- we -- we're talking about a geographic indicator.

As you know, the funding is broken up with municipalities, there's County funding, so how do we tell that story. Well, in the logo.

So if you'll see in the second column -- and I'm going to call the top A and the middle B and the last one C -- we've incorporated the County Transit logo. It's -- sorry, it's hard to see on the screen, but we've done the same thing in the two logos before it.

So that kind of gives us a geographic indicator on where the money is being spent.

Then the third column is -- start -- sorry. The third column tells a little bit more of the story on the project type.

It -- it's also giving you a geographic indicator. For instance, in the top right corner, we have the city, but we also have the opportunity for further definition of telling you that there is a bike path being developed in said city.

The -- any city name can be inserted in that box. It's just as far as

branding goes, there's a consistency with the type of text we use.

Yes, did you have a question? No? Sorry. You looked like you had a question.

So I'll give you guys a -- a chance to look over these and, of course, we value feedback.

I wanted to let you know that next steps are already in plan and in progress, and that's showing these logos to various focus groups and gathering their input and their preferences.

What you've seen today is not necessarily finalized, because we do value the input we're going to receive from you, from other constituents, and the various groups we've identified.

If you recall the devilish details of the public engagement plan where we went over the target audiences, those are exactly the groups who we're going to introduce and survey and gather input from on these logos.

That process will be started actually next week, and we should have results by -- January is the next meeting, and we -- we should be able to share the results with you on the January meeting and, if not, before in a report form.

The results are being gathered in both video and documentation -- paper form.

MR. COOLMAN: I do have a question. Doug Coolman.

Are these three sets and you're looking for input on the top one, the

middle one, and the lower one, or not?

DR. KELLEY: I think --

MR. COOLMAN: Well --

DR. KELLEY: -- I think it would be helpful if we could decide if we're talking about rows or columns.

If we're talking column, then the column on the left is master logo, right? And the middle column is County logo --

MS. KALIL: It's -- right. Geography specific, County specific in this -- there is so many -- well, the nice thing is this concept, there are so many variations. And luckily this new Public Information Officer knows some graphics and is going to be able to interchange and tell the message accordingly.

MS. CASSINI: Could I just jump in, because we're also going to send this to you electronically so that you can spend a little bit more --

MS. KALIL: Yeah.

MS. CASSINI: -- time with it and blow it up. But we just wanted to show it to you today and see if you had some feedback.

So, again, the top row is one logo that's been refined based on whether it's a County project or a city project.

But the first one is the prime, the second one is the County --

MS. KALIL: The secondary.

MS. CASSINI: -- third one is the municipal.

MS. KALIL: Correct.

MS. CASSINI: That's -- that's the same for each one.

MR. COOLMAN: But the --

MS. KALIL: The -- the industry terms would be marketing -- sorry --  
prime -- primary, secondary, and accent.

MR. COOLMAN: But the --

MS. CASSINI: Correct.

MR. COOLMAN: -- if we were to select the logo, it would either be the  
top row, the middle row --

MS. KALIL: Right.

MR. COOLMAN: -- or the third row.

MS. KALIL: Right. You don't have --

MR. COOLMAN: Right.

MS. KALIL: -- nine options, you have three options.

MR. COOLMAN: Yeah. We're really -- right. And I -- if you wanted  
some comment -- I'll be glad to give it. I'm a very visual person, and I think  
the middle column is too confusing with Olympics.

DR. KELLEY: Yeah.

MR. COOLMAN: So I would rule it out off the bat.

I love the first and the third rows.

The County logo and the municipal logo in the top row are very, very  
legible and understandable, but the bottom column -- bottom row --

MS. CASSINI: Yeah.

MR. COOLMAN: -- Mobility Advancement Program is extremely legible, because I can't read the top row, okay?

So you have -- I would rule out the middle, and I like more of the top and some of the bottom.

MS. KALIL: And that's the thing. We could possibly interchange --

MR. COOLMAN: Right.

MS. KALIL: -- pieces --

MR. COOLMAN: What --

MS. KALIL: -- with --

MR. COOLMAN: -- what you've done with the County and the municipal logos is extremely understandable. I don't know how -- if you could marry the legibility of the bottom first on verse -- you know, I -- I don't know, but I do --

MS. KALIL: I get what you're saying.

MR. COOLMAN: -- I think your idea of the traffic light is -- is genius. That's why I probably don't like the middle column.

MS. KALIL: That --

MR. COOLMAN: Just my comment.

MS. KALIL: -- no, that's great. And you'll have more time to look at it and see it up close on your computer.

But the first glance is the most valuable impression that we can take.

Gretchen, while I'm up here, I heard a lot of questions and comments about public engagement. Can I give them an update on some plans? Just because I'm here on the mic.

MS. CASSINI: Can you let them weigh in on the --

MS. KALIL: Oh, sure. Sure.

MS. CASSINI: -- logos first?

If there's anybody online --

MS. KALIL: Anyone else --

MS. CASSINI: -- or anybody --

MS. KALIL: -- on the logos?

MS. CASSINI: -- else that wants to talk about the logo so we can capture your -- your comments?

MR. HOOPER: I have a very easy comment. If you just -- I follow -- I follow the same method that Coolman did, only if you could also incorporate the word MAP on the bottom one, how it shows the lanes of traffic. I thought that that was really cool.

And if you could incorporate that onto the top one somehow -- maybe it gets a little too busy and it doesn't look good. I don't know.

But I think it's really cool how you guys did the traffic lanes on the M and the P.

MS. KALIL: Yeah.

MR. HOOPER: So that's -- that's the only other thing.

I agree with Doug on all his other comments.

MS. KALIL: Yeah. The -- these --

MS. LOVE: I --

MS. KALIL: -- what you're seeing here --

MS. LOVE: -- this is Allyson --

MS. KALIL: -- is definitely --

MS. LOVE: -- and I --

MS. KALIL: -- Yes.

MS. LOVE: -- also agree with Doug and his comments.

MS. KALIL: Okay.

MR. FRAZIER: Frazier.

I agree with Doug as well.

MS. KALIL: Yes.

MS. CASSINI: So we have unanimous, basically.

MS. KALIL: That's good. Withing this group --

MR. HOOPER: Doug --

MS. KALIL: -- we got it down --

MR. HOOPER: -- you're on it.

MS. KALIL: -- to two, so that's good. Sorry.

MR. COOLMAN: -- we said no to Number 2, right?

MS. CASSINI: -- just Number 1 and the traffic lanes on --

MS. KALIL: Okay. But if you don't mind, as we pursue the other

areas with the focus group, I'd like to hear -- because they might have a component, just one thing, within the second one that, if we hear it repeatedly through various groups, it might be something we want to consider implementing on the final version.

MR. COOLMAN: Yeah, maybe we put the smiley face on the stop sign.

MS. KALIL: We'll put smiley faces in your email on that.

MR. HOOPER: Doug -- Doug is hardly a focus group.

MS. KALIL: He's a member of an integral group of whose opinion we value before we finalize the logo.

MR. HOOPER: Sometimes he loses focus.

MR. COOLMAN: I think -- I think, Alan, you're lucky I don't have my hearing aids in today.

MS. KALIL: He said he likes your jacket.

All right. So, again, I just wanted to take the opportunity, since I was up here, to update you on two other major pieces of progress Gretchen's managed us through.

And one of those are the inaugural report, which I think everybody has either got a physical copy of or a digital file, or a link of where it's posted on the Penny for Transportation website.

It's under the transparency tab in a large PDF file, and it is ADA accessible.

So I just wanted to make sure that you knew or -- or recall, maybe from the public engagement plan, that this is just the beginning.

There's a whole marketing plan to promoting the inaugural report, much of which, especially because of this day and age, is going to be digital.

So we have a e-marketing plan, of which we have email databases where we're putting together very marketingish-looking email, letting people know the report's available right then and there. On first click, they can opt to read it on the website or download their own version.

And that will also be mobile friendly, because, as we know now, 40 percent of people read emails on their phone.

So, again, the report is available and there's a whole scheme of plans going into promoting it with the public and with the cities and with the vested businesses.

So that will --

MR. ALLEN: This is Phil. Can I just make a comment?

MS. KALIL: Sure.

MR. ALLEN: While I appreciate the desire to save trees, can you at least reserve a printed copy for the board members?

MS. KALIL: Yes.

MR. ALLEN: Maybe we pick it up at the next meeting or whatever, or mail it out to us.

MS. KALIL: Yeah, we can -- we can mail it to you, mail you a couple

copies.

So we are -- on -- actually, I'm glad you brought up trees. We are printing them in small quantities in that respect, and, again, knowing now we really aren't going out into the community because we can't, we printing them in just quantities of a hundred.

So -- and the print shop's so cooperative. So we'll just -- as we need, we'll request more copies.

So, you know, again, once we can get out into the world and drop copies off at places, the municipalities have all agreed to store so many within their lobbies and places like that.

So just know that the report is done, but it's not done. It's just beginning in that we're going to be promoting that mostly digitally and -- and physical where we can.

I think -- well, today's event was actually -- how could I forget -- today's event was strictly catered to the media and to other government entities and internal.

That was just the beginning of getting the word out on the inaugural report.

And as you saw, those of you who were there, there were various activation areas that represented the different buckets of funding with the report.

So take that same concept and, again, when the pandemic allows us,

move that into an event specific to cities, an event specific to universities, an event specific to different groups.

So that is -- again, that's already in play, because you saw the event one of -- we don't know how many going forward.

And then tonight, we -- we've spent some time and will continue to spend some time focusing on marketing the public dashboard.

You -- you've all seen it, you know it, you love it.

We have a -- the innovations group is doing a training for the Broward Academy.

We did an email marketing campaign with the Broward Academy, and everybody knows who they are.

MS. CASSINI: I think, you know, probably it's not just for the Broward Academy, so it was anyone who was invited to participate in the beta testing process that thought that they might benefit from training, even though we have very, very robust and kind of dynamic instructions that are --

MS. KALIL: Uh-huh.

MS. CASSINI: -- part of that.

So the Broward Academy is actually, for those who might not be aware, it -- we invite members of the public to come, they participate in -- it's many, many, many months, and they learn about all the various facets of Broward County government, the various lines of business, and they work together as kind of a cohort.

And we have many graduating classes.

MS. KALIL: That database list was 192, of which we got a 50 percent response rate. So that's nice, because they're already vested and pretty well aware of the County and our workings.

So just know that the -- the marketing of the dashboard has also already begun.

Those were your side notes.

Any questions on any of that?

MS. CASSINI: Thank you.

MS. KALIL: Welcome.

### **BOARD COORDINATOR'S REPORT**

MS. CASSINI: So, Mr. Chair, it -- we have completed all of the items.

You did not have any action items today because this was just a retreat.

If I could ask for just a moment, though, to remind you all that for your January 21<sup>st</sup> meeting, unless something changes, and, of course, I will immediately notify you, we will have action items.

We expect that there will be some action that will be needed at that meeting.

And so it will require a physical presence of five members of the Oversight Board for that meeting.

It will be here in this facility, unless, you know, I -- in communication

with the Chair we determine that another facility would be safer or better.

But that is our next meeting, and that is the only other meeting that we have calendared. So at that point, we will also want to try to set our 2021 calendar for the year.

MR. COOLMAN: What's the date of that meeting?

MR. HOOOPER: So, what -- go ahead.

MS. CASSINI: January 21<sup>st</sup>.

MR. HOOPER: What time?

MS. CASSINI: 9:30 a.m.

MR. HOOPER: For some reason I don't have it on my calendar. Did we already get a calendar invite?

MS. CASSINI: I'm checking right now.

So I did not send it out to the Oversight Board yet. I just held it for the room.

Is -- are there any Oversight Board members that have a problem with that date or would you prefer to move it back to the 28<sup>th</sup>, which would be the fourth Thursday?

MR. HOOPER: I am -- I have a Broward Center meeting, I have a DDA board meeting in the morning of the 21<sup>st</sup>, so, I mean, I would have to cancel those two meetings.

If we could do the 28<sup>th</sup>, I'm wide open. And if it's okay with the rest of the board members.

MR. FRAZIER: 28<sup>th</sup> is fine with me. Frazier.

MS. CASSINI: Would the -- the 28<sup>th</sup> --

MR. SMITH: Shea Smith, fine with me.

MS. CASSINI: -- be -- 28<sup>th</sup> be okay with the other board members?

And I'll go ahead and send out an invitation.

MR. COOLMAN: What day of the week is that?

MS. CASSINI: It's a Thursday. It's going to be the fourth Thursday of January.

MR. COOLMAN: I'm probably okay.

MS. CASSINI: Are there any conflicts?

MR. ALLEN: Okay. with me.

MS. CASSINI: Okay. All right. So I'll go ahead --

MS. LOVE: Okay.

MS. CASSINI: -- and schedule this room, because it does have the dividers.

And I'm going to just again remind all of you that I will need five physically present if we're going to take any action that day.

MR. HOOPER: Okay. That sounds good.

MS. CASSINI: I will send the invitation to hold on your calendar as soon as we finish here with this meeting.

Mr. Chair, I don't have anything else to report.

MR. HOOPER: Nor do I.

## MEMBER'S REPORTS

MR. HOOPER: Does anybody else have anything to say? Maybe anything on their mind, old or new business?

DR. KELLEY: I would like to say one thing. I'm sure that all the board members will have in their hand soon, if they don't already, the inaugural report, but it is really a beautiful thing.

And it's -- it's just -- it makes so clear to me that the very great flow of information between this board and the Transportation Surtax Oversight Board staff, because every -- all the feedback that everybody gave, and all the interactions over the past year are reflected in this report.

And it is a wonderful thing to be able to pass on to somebody in the public who really cares about where their penny is going.

MR. HOOPER: I agree.

MS. CASSINI: Thank you so much.

I just have to give a big shoutout to the team that worked on that for -- we probably put a thousand hours into that for months and months and months.

So thanks to all the members of the Mobility Advancement -- admin, and for the folks at our print shop who had to go through a lot of iterations to get it to the place that you're seeing it today.

MS. LOVE: Thank you.

MR. HOOPER: By the way, you guys -- you guys did a great job

today, too. This morning was awesome.

MS. CASSINI: Thanks, Nichole.

MR. FRAZIER: That was great. I really enjoyed that.

MS. CASSINI: Yes, I -- I know she --

MR. HOOPER: Okay. If --

MS. CASSINI: -- she didn't say it, but you all look out on Channel 10 for the coverage.

And we are going to be sending you some video snippets from this morning.

We got a lot of really great video. We'll be able to use that for probably months of social media.

So thank you for those of you who were able to attend.

And for those who weren't able to attend, we'll get you some -- some highlights and some videos so you can enjoy that.

MS. LOVE: Thank you.

MR. HOOPER: Thanks, Gretchen.

## **ADJOURN**

MR. HOOPER: Okay. Well, if nobody else has anything to say, I guess we will go ahead and adjourn the meeting.

I want to thank you guys all. I think it was a great meeting.

Thanks for putting this together, Gretchen and -- and staff.

I think we got a lot done today.

And thanks again to Brian, as well.

MR. COOLMAN: May you all --

MR. HOOPER: Thank you.

MR. COOLMAN: -- have a safe and happy Thanksgiving and holiday season.

MS. CASSINI: Yes, happy Thanksgiving and holidays to all of you.

MS. LOVE: Thanks.

MR. COOLMAN: Thank you, thank you.

MS. WALLACE: Everyone take care. Happy holidays.

DR. KELLEY: Happy Thanksgiving.

MR. ALLEN: Happy Thanksgiving, everyone.

MR. FRAZIER: Thank you.

MR. HOOPER: Thank you.

(The meeting concluded at 2:55 p.m.)