

MINUTES

INDEPENDENT TRANSPORTATION SURTAX OVERSIGHT BOARD

June 27, 2019

MEMBERS PRESENT: Phil Allen, Retired, Finance
Douglas Coolman, Retired, Architecture
Cynthia Chambers, Retired, Land Use and Urban Planning; present until 12:16 p.m.
Alan Hooper, Engineering/Construction Management, General Contractor and Real Estate Re-developer, Hooper Construction, Inc., and a founding member of Urban Street Development.
Allyson C. Love, Former City or County Manager, Assistant City Manager, City of Homestead
Dr. Consuelo Kelley, Resident Consumer of Public Transportation
Anthea Pennant, District Director of the Broward College Office of Supplier Relations and Diversity

MEMBERS ABSENT: Shea Smith, Accounting, Director of Audit and Attest Services, Berkowitz Pollack Brant Advisors and Accountants
George Cavros, Esq. P.A., Environmental Sciences, Florida Energy Policy Attorney, Southern Alliance for Clean Energy

Also Present: Angela Wallace, County Attorney's Office
Gretchen Cassini, Assistant County Administrator
Tony Hui, Deputy Director, Broward County Public Works
Chris Walton, Director of Broward County Transportation
Lenny Vialpando, Director, Broward County Environmental Licensing and Building Permit Division
Scott Campbell, Director, Broward County Facilities Management
Dr. Sanjay Ranka, Mobility Futurist
Sandy-Michael McDonald, Director, Office of Economic and Small Business Development
Margaret Stapleton, Director of Public Communications
Jill Thompson, Construction Project Management Supervisor/Space Management and Planning
Nancy Cavender, The Laws Group

A meeting of the Independent Transportation Surtax Oversight Board, Broward County, Florida, was held in Tree Tops Park, 3900 SW 100th Avenue, Davie, Florida, at 9:30 a.m., Thursday, June 27, 2019.

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

INDEPENDENT TRANSPORTATION
SURTAX OVERSIGHT BOARD
JUNE 27, 2019
dh/NC

AGENDA ITEM 1 - WELCOME/CALL TO ORDER (CHAIR HOOPER)

MR. HOOPER: If you guys -- are you guys up for it? Okay.

MS. CASSINI: Yeah, let's do it.

MR. HOOPER: So then let's just go ahead and call the -- do you want to call it a retreat or workshop to order. And I'll just turn it over to Gretchen, if you want to lead the way with the first item. Thanks.

MS. CASSINI: Sure. Let me just give you a bit -- good morning, first of all. Hi. Nice to see all of you. Let me give you a bit of an overview of what you'll see today. We're going to go through each of the major categories of our budget request from the County, and then, right after that, we're going to demo a really nice dashboard. Thank you for creating that, Lenny's Group, Planning, GIS.

Based on your feedback about wanting to see exactly where the projects are geographically, where they were in the original plan, what we thought the costs were going to be in the original financial plan that went to the voters and to our Commission, and then where we are now with those costs.

We have that in the actual PowerPoint presentation, then we're going to visually depict it for you and try to get some feedback from you about is this where you want us to go.

And then we'll take a break for lunch, and we'll move into the retreat portion where you'll get four presentations that you all requested. All right? So I'm just going to turn it over to Tony Hui, and we'll move right into the budget workshop.

AGENDA ITEM II - FY 2020 BUDGET WORKSHOP #1

A. ROADWAYS/TRAFFIC MANAGEMENT/SAFETY

MR. HUI: Good morning, Mr. Chair and members of the Board. I'm Tony Hui with Broward County Public Works Department. What I'm going to be talking about and giving you --

MS. CASSINI: Tony, turn the mic on.

MR. HUI: I'm sorry. Hope this is better. Yeah, let me just start over. Tony Hui, County Public Works Department. And I'm going to be talking about the -- giving you information on the FY 20 budget request for roads and traffic related improvements. But what I thought before we get into the details and the nitty gritty stuff a little bit, is to just kind of walk everybody through how we develop projects, in general, and the process that we went through, and what you can expect to see going forth into the future.

Because the way it is is the -- this Mobility Advancement Plan is a really ambitious plan. We have to give the voters adequate detail so that they know what they're voting for over

30 years. But at the same time, we need -- we need it to be flexible enough so that as things change in the future, as information become available, that we can adapt and modify and refine the program as we continue and we go along.

So what I thought is I'll just spend a couple quick minutes on how we develop projects in general. And when we talk about projects, you know, how we develop it, there's two main factors is obviously the cost and the schedule of the projects.

And how we do it, and it is a standard County process, is that when we do a project, we start with the planning phase. Then we go into the design phase. And then, of course, we go into the construction phase. And then, finally, we go into the operation phase.

What the surtax plan essentially -- or what we put together is essentially the County put together, developed the planning phase of it. What we're going to be asking for, our Board and also this board as we go forth, is for us to proceed with a design and then construction, and then going forth into the future, the operational phases of the project.

So -- and just so you know, we, as we go through this, it's more or less an industry standard, but we also follow the County procedures, as we go through the standard practices as we go through it. Oh, by the way, these practices that I'm going to be talking to you about, we actually also spent quite a bit of time when OPPAGA came down to audit us a couple months back, prior to the vote of the -- prior to the vote itself, and we kind of went through in detail how we develop projects, how we plan process, and how we control constructions projects.

And I think they gave us a very favorable review that is -- that's -- their report is included, and I'm sure you guys have all seen it, so I don't need to talk about that too much.

So let me just go into the costs of it very quickly. The planning level costs that we put together as a surtax plan, it was estimated in the late 2017, early 2018 so we can put something together that we can go out and talk to all of the cities, we went out and talked to the citizens in a number of meetings and so forth. Also the various agencies. So that was the time frame.

And how we developed that cost was that we used our historical cost for the project, different project elements. For example, historically, it costs us X dollars per linear foot to put in sidewalks. We knew we need to put in so many sidewalks, so we, you know, used that average cost.

We had information on what was the average cost for us to do an intersection improvement project. And so we averaged it and we applied that average as we went through over that 400-something projects that we had in our surtax plan. And so that's how we developed the costs. And when we come to you, when we come to our Board and when we come to you for budget requests, it almost -- just about 99.9 percent of the time it's going to come in two different phases.

We're going to ask you a budget for design, and then, at a later point, we're going to ask you a budget for construction. And so what you will see in FY '20, just a heads up, is that most of it is going to be design costs that we're going to be asking you for. And there's really two reasons why we separate it out. One of it is that as it -- as the projects move through the design and construction phases, the scope changes and things happen in the field that we need to adjust for.

And the second reason also is that from a budgeting standpoint is that the construction dollars is usually the bigger -- it's always the bigger dollars. We don't want to tie up the budget, you know, in one shot. So we want to be able to separate out so it's more flexible from a planning and budgeting purposes standpoint. So that's kind of the reason we do it. Uh-huh. Yeah.

MR. HOOPER: I have a question. So you said that you estimated based on an average historical cost.

MR. HUI: Uh-huh.

MR. HOOPER: And when you did your pro forma forward, say for the entire program, did you include increase in cost of living?

MR. HUI: Yeah, we did. We also escalated the cost as we went. And we escalated about three percent a year and --

MR. HOOPER: Right.

MR. HUI: -- yeah, it's -- but, yes, we did.

MR. HOOPER: Okay.

MR. HUI: Uh-huh.

MR. HOOPER: Thank you.

MR. HUI: Okay. And -- and so -- and -- and the last bullet there is an update cost estimate. And I think it's sort of a develop -- or just a further explanation of what I just went through is that as the projects develop through planning, pre-design, and construction phases, we're going to come back and we're going to give you more detailed cost estimates at each phase of the game.

And in many cases, there may be scope adjustments up or down based on inputs that we have received from the city, FDOT, the public, and so forth. And, actually, in many of these situations, just FYI, is that after we developed the program, we went out and talked with -- got a lot of input from all of these agencies, from the public, and we kind of incorporated

and we kind of held them, and then, you know, now is the time that we wrote them out, because we didn't want to tell different things to different people. So we didn't make any changes to the planning input. We kept the input and we wrote it out. Uh-huh. Yeah.

MR. COOLMAN: Yes. Did -- when you say projects, this is the city-submitted projects --
MR. HUI: No.

MR. COOLMAN: -- and the County?

MR. HUI: No. Okay. My apologies.

MR. COOLMAN: Okay.

MR. HUI: My fault. What I'm going to be talking about is solely the County projects in this now. The city projects is going to be on a separate path through the MPO rating and ranking.

MR. COOLMAN: And the city did their own estimate?

MR. HUI: Yeah. Uh-huh. Right.

MR. COOLMAN: Thank you.

MR. HUI: Uh-huh. Yeah. Uh-huh. Sorry about that, but that was an important point. Uh-huh.

MR. ALLEN: Tony, did you allow for the potential shortage that's going to occur in the marketplace as we hit -- factor in all of these projects that we're going to be spending money on --

MR. HUI: Yeah.

MR. ALLEN: -- and into an economy that right now is full employment, and particularly in the construction trades, are -- are pretty tight.

MR. HUI: Yeah. And I think what -- where you will see that, Phil, is that as we go along and we go through each phases of it, we're going to get a better idea on what the market conditions are. I mean, you know, as you know, market conditions go up and then they can also -- they also go down.

And so -- and that's the reason that we do it in multiple phases is that -- and we continue to update it so that we can take the latest input from the market conditions into account.

MR. HOOPER: Yeah, I was -- that's the point that I would make, too, is, you know, the three percent seems really low right now, but if they did their estimate even two years

ago, we were still at a pretty high cycle, pretty high level of the cycle. And you're going to find in 30 years we're going to go through five or six cycles where we might be pleasantly surprised that some of this stuff comes in cheaper, on an average.

MR. HUI: Yeah. And we have seen that. I agree absolutely. We have seen that is is that the escalations have gone up and down over time. And we were trying to get something consistent and reasonable that -- for this planning purposes.

Okay. So and what we were also trying to do, too, is is that as much as possible, we wanted to get the projects that we have planned in advance before, that we know that are ready to go up front, we want to make sure that there's minimum or no right of way issues that may impact a project.

And I can show you an example of how some of that can play into, you know, overall schedule a little bit down the road. And then, in many cases, as we start developing or thinking more about the specifics of how to implement projects, there's certain types of projects that kind of makes sense to be grouped together, to work together. So, you know, we try to do that, and all of those have impact on -- you know, on the schedule.

I'm sorry. I jumped ahead a little bit. It got a little bit quicker than I thought. But let me start back on schedules right from the beginning, okay? It -- it's like -- again, we follow County standard procedures, and what we do is is that as the budgets get approved, it allows us to start the procurement of that phase.

And what we try to do is is that when we get the -- get the budget available, what we try to do is have, let's say, all the procurement documents ready, and that's our goal, to have them ready so that when money's available, we can start the process itself.

I have to say that this -- we're kind of in the transition phase right at the moment, because where you have approved hiring of individuals, we are going to request additional individuals to be working with us. As they get hired, as they get integrated into the process, this is going to move a lot more -- lot smoother. But we are kind of in a transition phase when we have multiple projects that we're starting out with.

So, anyway, in any instance, your budget approval, the Board's budget approval, starts our procurement process. And when we did our preliminary schedules as part of the surtax, what we really tried to do was that there are certain technology type projects, like our fiber projects, like our adaptive projects, that we think are going to be very helpful in terms of getting started on these type of improvements.

We tried to -- oh, excuse me -- having some impact. We try to move those projects -- or we had tried to move those projects up first. And so within the first ten years, most of our fiber projects will have started, most of our adaptive projects would have started so that we can get that going while at the same time a little bit more of the construction, heavy equipment type project is going to take a little bit of time to -- you know, to phase in and

catch up.

And we try to phase it in throughout. And, you know, we try to distribute it as equitably as we can. But the projects schedules, just like the cost schedules, are going to have to adjust. As an example, the corridor project delivery approach where we -- where we think about it will make most sense to the public, group them together, sort to minimize the impact. That shift -- you know, when we do them together, that shifts the schedules of the individual projects a little bit.

But I think, overall, they're going to have a better impact, make a much smoother flow for the public as we go forth into the future. Input some cities, agency -- excuse me. Just one -- I just want to make one point is input some cities, agencies, and public. As we went through talking with the public -- and as we -- also we always continue to do that -- is that their project schedule impact our schedule.

And we try to work them together so that they -- so that we can do it -- do it the most optimum way possible. So, anyway, I think I mentioned the other two that we grouped in together and so forth. So let me get started -- now, that's kind of how we develop projects. Let me get into the specifics of what we're going to ask for, okay?

So this is the first example of it. It is a road capacity expansion project. I'm going to move from the left to the right of the screen, just so that everybody can see what we're trying to -- what I'm trying to show on the screen here.

What you see --

MR. HOOPER: Excuse me --

MR. HUI: -- the first column --

MR. HOOPER: -- excuse me --

MR. HUI: -- there is a project ID.

MR. HOOPER: -- I just -- just for clarification --

MR. HUI: Uh-huh.

MR. HOOPER: -- are we looking at the real projects that are set up for 2020?

MR. HUI: Yep. Uh-huh. Yep.

MR. HOOPER: Yeah.

MR. HUI: Now we're starting to look at the actual projects that we're going to ask you for --

MR. HOOPER: I just –

MR. HUI: -- in FY 2020.

MR. HOOPER: Okay.

MR. HUI: Yeah.

MR. HOOPER: Okay. Thank you.

MR. HUI: Uh-huh. Okay. So I'm going to start the -- again, I'm going to start from left to right and explain what each one of the columns are. Yeah.

MR. COOLMAN: These are all the County projects?

MR. HUI: Yep. These again are all –

MR. COOLMAN: And –

MR. HUI: -- right.

MR. COOLMAN: -- I heard you say that you're -- you're also going to coordinate with the cities' requests, because basically this stuff is being built in the cities.

MR. HUI: No. It -- let me clarify that a little bit. Okay. So as we've gone through some of these projects, what the -- gone through the County projects, the cities have certain comments on what they'd like to see to be incorporated County projects, or they may have some other issues. They said, you know, you may want to move this up a little earlier, you may want to move it down -- you know, back a little bit. So those -- those are the type of comments that I meant.

MR. HOOPER: To be clear –

MR. COOLMAN: But there's -- they have a -- had a specific list that I assume was prepared with the same guidelines as far as budgeting, the escalation, et cetera -- I hope, or their budget's aren't -- are completely out of whack.

MR. HUI: Yeah, I'm not too clear on how the cities develop it, but they developed it I think in the same general –

MR. COOLMAN: Okay. They –

MR. HUI: -- guidelines.

MR. COOLMAN: -- developed it on their own. But you are going to be incorporating -- you have knowledge of what the cities want to do.

MR. HUI: Right.

MR. COOLMAN: They're also partnering with you in looking at what you're proposing for them so they have a chance to make sure we're coordinated. Okay.

MR. HUI: Absolutely, because we have met with number of cities, we -- over the last year or so. We continue to meet with the cities on a -- on their projects. And we -- and I really don't -- actually, it is our goal to continue to have that cooperation and coordination going forth through the entire program.

MR. HOOPER: So, to be clear --

MR. HUI: Uh-huh.

MR. HOOPER: -- corridor planning means that we're in a geography of area --

MR. HUI: Uh-huh.

MR. HOOPER: -- and there could be two cities that we're affecting.

MR. HUI: Right.

MR. HOOPER: So we've got to bring them into the fold on a County project --

MR. HUI: Uh-huh.

MR. HOOPER: -- on the County budget --

MR. HUI: Uh-huh.

MR. HOOPER: -- and so that's the kind of coordination and city input you're looking for.

MR. HUI: Absolutely. And --

MR. HOOPER: Okay.

MR. HUI: -- it may be more than the cities. It will be FDOT, it will be whoever --

MR. HOOPER: Right.

MR. HUI: -- you know, yeah.

MR. HOOPER: But –

MR. HUI: Uh-huh.

MR. HOOPER: -- but when you're planning out a corridor, it could include a city –

MR. HUI: Absolutely.

MR. HOOPER: -- because –

MR. HUI: Absolutely.

MR. HOOPER: -- you're going to end up being in somebody's city, right?

MR. HUI: Exactly. And you know, and as we get into corridors, what it may make sense, too, is if the cities see it that way, is is that they may have certain projects they said they -- you know, we want you to add to -- you know, to it, you know.

So that -- that's the -- kind of the beauty of the corridor approach is is that we kind of take everybody's concern as best as we can tell into account so that we don't go back multiple times to the -- you know, and have that impact to the public. Uh-huh. Yeah.

Okay. So what you see here starting in the first column is the -- is the project ID R zero 1. The first letter is going to be indicative of the type of projects it is. R, road expansion. And the way the projects are numbered is is that projects that are in the plan that was approved by the Board is going to be a number from 1 to 99.

So as an example, this one R zero 1, is an existing project. If we bring you a new project that is not on the original plan, what they will be numbered is is they'll be numbered in -- starting in the hundred series. 101 and above.

MR. HOOPER: Got you.

MR. HUI: Okay? So you can see very -- you'll be able to see very clearly whether it's an existing project or it's a new project. And I have examples of that to show you going forth into the future. And so the next column is what the project is, the location. In this case, Pine Island road. The limits of it, from Nova to Griffin Road. And the following columns are the design start.

And in the original plan and the Board approved in the surtax plan, we were scheduling to start this project in 2020. The next column is current. We're still planning on starting it at 2020. And we -- as I move further -- further to the right, the capital cost estimate that was in the surtax plan was \$24,000,000. As best as we can tell right at the moment, that project is still \$24,000,000. And what we're going to ask you for, coming in the next meeting, is the request to start the design of this project, and that's little over \$2,000,000.

INDEPENDENT TRANSPORTATION
SURTAX OVERSIGHT BOARD
JUNE 27, 2019
dh/NC

Okay?

So this is the format that I'm going to show you with all of the other projects. And I can go through each individual -- individual one so that to show you what the changes and what the differences are as we go along.

MR. ALLEN: Tony --

MR. HUI: Oh.

MR. ALLEN: -- two questions.

MR. HUI: Sure.

MR. ALLEN: Other than building more asphalt, what will this project produce in terms of benefit?

MR. HUI: Okay. What this project in terms of the road capacity expansion in this situation here is to increase the travel lanes from four lanes to six lanes on the roadway. So this is one of those that on County roads, there are room for expansion. So we're taking advantage of that, and we're going to expand the roadway, increase the capacity of the roadway.

MR. ALLEN: What's the increase?

MS. PENNANT: Widening.

MR. ALLEN: We'll probably get into this when we talk about performance measures --

MR. HUI: Uh-huh.

MR. ALLEN: -- et cetera, but adding two lanes and increasing capacity, I mean, you can see that. But if it doesn't result in reduced travel time or less accidents or other factors, we need to be focused -- I think we need to focus on what the -- what we intend to accomplish when we complete these projects so that --

MR. HUI: Uh-huh.

MR. ALLEN: -- the citizens know, yeah, there's two more lanes here, but is that going to result in better traffic control.

MR. HUI: Yeah. Uh-huh.

MR. ALLEN: And the second question is then when is this project then projected to be complete?

MR. HUI: Okay. The -- in terms of the project and the -- like I mentioned, when we start -- we're -- if the Board -- if our Board and you -- and your board approves it, it starts the process. And then at that time, once we get into the design of it, then we can have a better layout, better idea on what the schedules in terms of completion is, because we're going to have to go through the design. We're going to have to go through the construction.

And so we can provide you with that information as a project continues to develop. Okay? So let me move on to the next slide. The next slide is our adaptive signal control projects. Again, what you can see here is all the project IDs, is -- oh, by the way, you won't see the project IDs in sequence, just because it's the way that we numbered that the -- it was a different, you know, rhyme and reason than what we show in here.

So the numbers are not going to be sequential in terms of one, two, or whatever it is, okay? So but the -- but the gist of it is the same. Location of the project. If you take a look at the first two, we scheduled in 2020, currently still plan to do it in 2020, and no change in the capital cost estimate. And the last column is what we're asking to start with the design of those two projects going forth into 2020.

Going -- taking a look at the next two, there were two projects in -- one on Commercial Boulevard and one on Miramar Parkway, that back in the plan, a year ago, when we were back in the planning phase, we had -- we were thinking that it was appropriate to start it at 2020. But based on input that we have received, the Commercial Boulevard, FDOT is doing a project in that area right at the moment. We don't want to conflict with that, so we want to put that back a little bit.

And the column that says, current, it says to be included in five-year plan. The next time we come back to you is we're going to be putting a five-year plan together, and we expect that, you know, we'll have a better idea of coordination with FDOT, and we can place it -- the actual schedule of it going forth in the five-year plan. That's what it means by that column. So we'll be bringing that project to you. Miramar Parkway, the main impetus of it was that there was -- there was plan for major development down in that area in northwestern Dade that this was going to help with.

The best schedule of it is that it's going to be much later than what we had -- what everybody had foreseen in the future. So we can delay it a little bit, but what that allows us to do is the last slide here is is that on University Avenue, Sunrise to Stirling, we originally planned to do it in 2020, but I think we want to move it up -- excuse me -- in 2022. We want to move it up to 2020. And there's many advantages to it. And one of it is is that all three corr- -- all three projects that we're planning to start in 2020, all of them have existing fiber already installed in it. So we can implement -- get started with adaptive signal control projects a little bit easier, a little quicker along the way.

So those are the three projects that we intend to start with. No change in the project costs at the moment, but, again, last column is what we're asking you to approve, you know,

asking for approval as we go forth.

MR. HOOPER: Doug, you've got a question?

MR. COOLMAN: Yes. I assume there's zeroes there for the budget because that's later
–

MR. HUI: Yeah –

MR. COOLMAN: -- down the line.

MR. HUI: -- this is the FY 2020 request. We're not asking –

MR. COOLMAN: And number two to the budget, what are you using as a guideline for design fees versus construction costs? Because they're all over the board from ten percent to six -- I mean, what -- how did you come up with a budget for design based on construction cost estimate? Because it's not a consistent percentage, number –

MR. HUI: Yeah.

MR. COOLMAN: -- one.

MR. HUI: Right.

MR. COOLMAN: Why isn't it?

MR. HUI: It -- and –

MR. COOLMAN: Or should it be?

MR. HUI: -- the -- what -- what we try to do is first of all, different types of projects have different –

MR. COOLMAN: Okay.

MR. HUI: -- design features.

MR. COOLMAN: Different scopes. Okay.

MR. HUI: Right. And then -- and then within the projects themselves, within each group themselves, we kind of take a look at what we -- what we know to be the specifics –

MR. COOLMAN: Okay.

MR. HUI: -- with regards to the project.

MR. COOLMAN: I think another thing that would be helpful to us, you have two pots, one for maintenance and operations and one for new stuff. I think you should identify these projects of which they're coming out of. Just be nice to know that, oh, this is a maintenance and operations cost versus a new element.

MR. HUI: Well, the -- just you have a very good point, and --

MR. COOLMAN: Maybe you could put in the number, the --

MR. HUI: Yeah.

MR. COOLMAN: -- ID, and we can tell --

MR. HUI: Yeah.

MR. COOLMAN: -- automatically.

MR. HUI: And we can -- we can -- we can do that --

MR. HOOPER: (Unintelligible.)

MR. COOLMAN: Pardon?

MR. HOOPER: Are you talking about where it says, traffic signal control?

MR. COOLMAN: No. I'm just saying out of the -- all the monies that's spent, the County has half of it for existing things that they're going to renovate, operate, fix. Then they have a whole pot of new --

MR. HUI: No.

MR. COOLMAN: -- money, and I think it would be nice to know are those projects all new or are those --

MS. CASSINI: These are new. So in Public Works, we do not have operations and maintenance costs.

MR. COOLMAN: So we're not going to --

MS. CASSINI: That's in Transit.

MR. COOLMAN: -- be reviewing any of that.

MS. CASSINI: Well, the projects that were in the plan that went to the voters --

MR. COOLMAN: Right.

MS. CASSINI: -- for Public Works were new projects. And then there are operations and maintenance costs on the Transit side. So we will -- we do split it up that way in Transit, but you won't see that in the Public Works area.

MR. HUI: Just as an example, when you think of typical maintenance projects for roadway, you may be thinking about -- or not you in particular, but generally everyone will be thinking about repaving a road and, you know, redoing pavement markings and that type of thing.

We -- the County didn't -- did not include any of those projects in our surtax plan. And what we wanted to do was that we wanted to focus on -- focus our expenditures on things that can be more or less directly attributed to, you know, congestion and major, you know, capital, that type of thing. So we're a little bit different than maybe what you -- we have heard with regards to the city projects themselves.

MR. COOLMAN: I'm a little confused --

MR. HUI: Okay.

MR. COOLMAN: -- because I thought we had three pots of money that we were looking at. One was the cities, and two pots for the County, and they were broken between new projects and maintenance and operation of old projects. Am I --

MS. CASSINI: You're not wrong. It's just that the way that we structured the program in Public Works was that we were going to maintain maintenance in our capital GR. So the County will continue to maintain existing facilities, Public Works facilities, not using surtax money, so that the surtax funds can go to new projects that are focused on congestion relief and connectivity, which was what our Board asked for. That's on the Public Works side. Again, we're focused on roadway. There are three pots of money, but the operations and maintenance that you're thinking of is in the Transit area.

MR. COOLMAN: Will we be looking at those projects?

MS. CASSINI: Yes. Next.

MR. COOLMAN: Thank you.

MR. HUI: Okay. So if we can go on to the next slide, fiber optic projects. Again, F series, all existing projects that were already -- already in the plan. The first two, no change in the plans, no change in the project estimate. The FY 2020 request is the furthest column on the right.

The next project, FY -- excuse me -- Pine Island Road, we originally planned on incorporating that or performing that in 2020, but I think we're going to put it back a year or so. And the reason for it is because we want to do the Atlantic -- the F03 Atlantic Boulevard project from Coral Springs to State Road 7. Instead of doing it in 2021, we want to move it up to 2020.

And the reason for that is because we can phase that in better for -- and coordinate it better for future adaptive signal project that we have planned on the Atlantic Boulevard. So we can kind of phase that in a little better. We shift the schedule just a little bit. So, again, that's the reason. No change in cost. And that is the budget request for fiber optic projects FY '2020.

MR. ALLEN: Tony, to get the benefits from the -- from adaptive traffic signal control --

MR. HUI: Uh-huh.

MR. ALLEN: -- do you need to have the fiber done first?

MR. HUI: You need to have the fiber, and you also need to have the fiber that leads up to it, you know, the connection that goes up to it. So that's the -- and so it just makes for a better coordination in this case, and it's -- with a slight shift in schedule.

MR. ALLEN: Are there any changes proposed in the backbone of the traffic signal control, from a countywide perspective?

MR. HUI: Phil, I'm sorry. I --

MR. ALLEN: Are we -- are we set on the -- is the technology locked in place for how we're going to approach traffic signalization going forward?

MR. HUI: It's -- I hope I'm understanding your question correctly. I apologize if I don't -- is that as these -- this, like you said, creates the backbone, and as we start to more develop the adaptive signal control projects, that's going to modify it and improve the way we do, you know, our signal timing, not just for the segments themselves, but in terms of the residual impact for the rest of the system.

So we're going to continue to -- you know, we're going to continue to make improvements on that, and a lot of it is going to base on some of the improvements that we're making.

MR. ALLEN: But you don't see anything that will be obsolete when we change technology --

MR. HUI: Oh --

MR. ALLEN: -- to the backbone?

MR. HUI: -- oh, no, no, no, no, no. I -- it's -- the way that this is -- that we continue to build our system is that they build on top of each other, and there's no equipment that will be rendered useless by becoming obsolete. Am I still getting you, Phil? I'm not sure I am.

MR. ALLEN: Sort of. You're close.

MS. CASSINI: I think he's asking about the technology.

MR. HUI: Uh-huh.

MS. CASSINI: So are we anticipating the exponential changes in technology or the impacts that 5G might have on the backbone?

MR. HUI: Oh, oh, we --

MS. CASSINI: Are we building all of that into our plans?

MR. HUI: -- yeah. Oh, I'm sorry. Thank you. Sorry. Thick head here.

MR. ALLEN: I just didn't want to get in the place that we're laying fiber that's not going to be -- meet our needs or a computerized system that is not modifiable as the technology changes. As we start to add --

MR. HUI: Yeah.

MR. ALLEN: -- smart controls and artificial intelligence to the system --

MR. HUI: Right. Uh-huh. Yeah.

MR. ALLEN: -- that that's going to be compatible going down the road.

MR. HUI: Yeah. Uh-huh.

MR. ALLEN: I was going to say do we need to start moving forward on the backbone stuff before we get too far along on some of these signal control projects?

MR. HUI: Yeah. I think that in -- thank you. I think -- first of all, I think the way that we're building the system, where they -- the fiber optic cables provide that backbone, it allows this new technology to continue to evolve and go along.

So we're not -- we're -- we can do it in -- we can do it in phases of it. That is not going to, you know, render one -- another useless. We're -- we work very closely with our innovation group, so that we're planning on our projects that, in cases where it's possible, we're also going to be, you know, having -- you know, try to build in additional capacity so

that we can, you know, implement other projects using fiber outside of the surtax money to -- you know, to do other elements of it.

So, no, I think we're -- I think we're doing it in a way that will allow us to plan it out, allow us to continue to adapt to changing the technology as we go forth. Uh-huh. Mast arms. It's -- these are mast arm conversions from span wires to the steel mast arms that you have seen throughout the system. There were three projects that we originally plan out to do in 2020 that we're actually going to move it back a little bit.

And this is actually kind of interesting. We -- I mentioned earlier about I'll show you an example of some of the right of way issue that can impact a project. The -- all of the -- these streets that originally planning on doing in 2020 have some right of way issues with it that we have to deal with.

Really interesting is the third one that you can see here on the list, that's Washington Street 62nd Avenue. When we took a look at the details of it as how do we implement the project, looking at the Property Appraiser's website, we actually find that half of the road on 62nd Avenue has never been dedicated as public right of way.

So it's -- these are like these old city roads that, for one reason and another, looks like there's a major issue with it. I don't think there -- there won't be any issue in terms of resolving the issue, because the road has been maintained as a road, and they've been using it as a road for so many years. But it is one of those things that we kind of have to deal with before we actually get to build the mast arm.

So that's the reason we kind of moved some of these back, and we moved two of them - - two of the projects up from a couple -- couple years later down up to 2020. And, again, the requests for those for the design of that in 2020. Uh-huh. So next up is intersection improvements. We're making expansion to our intersections. And first projects here -- first four project in the list, 2020. Still going to do them in 2020. Oh, here. Here's a very good example of how we did, you know, some of our cost estimates in terms of using the average cost.

What you can see here is the Board approved plan, our estimated cost was 1.4 million dollars for each one of them. And that was a historical -- historical average on intersection type improvement projects.

And when we took a look at it into a little bit more detail as we were putting this 2020 plan together, there's some site specific situations with each one of these intersections. Some of the costs are actually lower. Some of the costs are higher. And so this is where we would provide the best update possible as we go forth. And those are some of the budget requests for those first projects.

The next two, we originally planned to do it in 2020, Sunrise Boulevard and Northeast 15th. This is another example of where we continue to coordinate with other agencies.

FDOT's planning a project right around in the same vicinity of this area, so what we want to do is is that we want to coordinate them. We don't want to jump the gun, and so we're going to push that project back a little bit. Andrews Avenue, Andrews is one of our corridors that we want to take a look at, and FDOT also is planning a project in the area. So we're going to put that in the corridor review. And then we're going to come back to you at a later point about the actual schedules of the project themselves, so that it can jive better, so they can fit better within the overall game plan.

MR. ALLEN: What's included in an intersection improvement? Is it adding lanes or –

MR. HUI: Yeah. Oh –

MR. ALLEN: -- what if you've got mast arms and traffic signals as part of the work?

MR. HUI: Right.

MR. ALLEN: Which pot does it go into?

MR. HUI: It -- the intersection improvements themselves are -- is that in many situations we have certain physical constraints at certain intersections. A very good example of that is is that sometimes for -- it's that the left turn lanes are not long enough, so that cars trying to make a left turn now backing -- back up into the main thoroughfare. So -- and that creates a physical constraint in our system that is very difficult to over -- cannot be overcome with signal timing.

So what the intersection improvements is is that typically, what we try to do is is that we, as an example, increase the length of the left turn lane. Where there's room, we would - - and there's a need to it, we would actually add two left turn lanes. And, you know, you've seen -- I'm sure you've seen many of those in some of the intersections.

But where possible, we're going to have two left turn lanes, or maybe a right turn lane that would help. So an intersection improvement project is going to take a look at all of those things, where we're going to increase either left turn, increase storage in -- at right turn lanes, to improve the intersection so that we eliminate those physical constraints, and then that let the intersection flows a lot better as we go forth.

And so it will include a number of different improvements. So it could involve changing the medians a little bit. It could involve improving the signals, and you know, so all of those things that's associated in an intersection.

MR. ALLEN: So if that particular intersection –

MR. HUI: Uh-huh.

MR. ALLEN: -- you're expanding the lanes but that intersection does not have mast arms

now –

MR. HUI: We -- we would go ahead –

MR. ALLEN: -- you would put that into –

MR. HUI: Yeah.

MR. ALLEN: -- the intersection improvement –

MR. HUI: Right.

MR. ALLEN: -- project.

MR. HUI: Yeah. Uh-huh.

MR. ALLEN: Okay.

MR. HUI: Yeah. Absolutely. We again, we -- as much as we can, as much as possible, we're going to do them all together so we don't go -- we don't go back again. Yeah, Cynthia.

MS. CHAMBERS: Could you tell -- on the New River Greenway, you said you –

MR. HOOPER: You've got to hit your mic.

MS. CHAMBERS: I'm sorry. On the New River Greenway, could you describe the improvements for that one specifically?

MR. HUI: Yeah. It's -- one of the improvement along that one is to improve the crossing for the bicyclists –

MS. CHAMBERS: Okay.

MR. HUI: -- as we go forth. Uh-huh.

MS. CHAMBERS: Thank you.

MR. HUI: Uh-huh. It's one thing that the public has been asking for. We have a number of them as we go forth.

MS. CHAMBERS: I'm glad. I'm glad.

MR. HOOPER: So I don't -- I don't know, you know, we're moving forward with this pretty fast. And one of the things -- and I kind of hear it out of Phil when he asks questions, and

I seem to feel the same way, there should -- shouldn't there be a little bit better description, or are we going to get, on a per project basis when we're approving them, descriptions as to what the project is? For instance, a right turn lane, a left turn lane, we're going to put a mast arm.

And then also something that I think is very important for this board and for the public is what is the objective. What is the improving? Flow of traffic due to choking on the left turn lane. You know, I think we need that information. If it's not -- I get that this is budget, so you're trying to compress it so that you're looking at the numbers, when it's going to happen.

This is more of a planning matrix. I get that. But is there going to be some sort of matrix or maybe as part of the package, this sits on the top as the cover, and then underneath it speaks to objectives -- performance objectives, and it speaks to a better description as to what the work is.

MR. HUI: We can definitely provide the project descriptions if -- and -- but just FYI is that a -- in -- we -- some of this is is that we can -- we'll provide as much -- we can provide as much detail as possible in each one of these projects, because a lot of it is going to go into -- when we get into the design, things are going to continue to evolve and optimize.

So it -- we're not going to be able to define every single, you know, element of it as we go forth, but in terms of what the project is trying to do, like, you know, we talked about earlier increasing it from four to six lanes in road capacity, certainly we can provide that information.

MR. HOOPER: Yeah, I mean, I'm not asking to look at working drawings or anything like --

MR. HUI: Yeah, yeah.

MR. HOOPER: -- that.

MR. HUI: Right.

MR. HOOPER: But at the same time, there could be a very summarized objective sheet --

MR. HUI: Uh-huh.

MR. HOOPER: -- for instance, if we were -- this is very simple.

MR. HUI: Uh-huh.

MR. HOOPER: If we were buying new buses --

MR. HUI: Uh-huh.

MR. HOOPER: -- for a community group, and we had an objective of improving choice ridership, okay? And the equipment is going to look like this. Just things that give us --

MR. HUI: Yeah. Uh-huh.

MR. HOOPER: -- a better picture --

MR. HUI: Uh-huh.

MR. HOOPER: -- over the overall objective --

MR. HUI: Uh-huh.

MR. HOOPER: -- and the achievement of it, and what are the -- what are the main ingredients, what are the main parts of the project that are being implemented. And I know you can't fit all that on a matrix, so maybe --

MS. PENNANT: Bullet points.

MR. HOOPER: And so Ms. Pennant.

MS. PENNANT: No, I totally echo everything that you're saying, Alan. I think it's important for us to get a sense of the return on this investment, what -- however you want to stipulate that. But I also would like to see the city designation for these projects, because we want to track which cities are actually benefitting from this. So I think it's also important --

MS. CASSINI: Would --

MS. PENNANT: -- to show that.

MS. CASSINI: -- would the Oversight Board like to break away from the presentation and go to the dashboard now so that you can see how the dashboard works? Because it has the cities, it has the project descriptions. It's a visual depiction -- we were going to try to run through everything, through the presentation, and then take you to the dashboard, but Lenny is happy to take you to the dashboard now so that you can --

UNIDENTIFIED SPEAKERS: (Inaudible.)

MS. CASSINI: -- kind of see that.

MR. HOOPER: If that's what's going to happen, if --

UNIDENTIFIED SPEAKER: (Inaudible.)

MR. HOOPER: -- if you've answered the question and we're about to see that --

MS. CASSINI: I hope so.

MR. HOOPER: -- I would -- I would just let Tony finish his presentation --

MS. CASSINI: Okay.

MR. HOOPER: -- and understanding that this is more of a budget matrix and -- because I didn't know. And I was --

MS. CASSINI: Of course.

MR. HOOPER: -- starting to think we were going down a road and there was more information that I wanted. And -- but if we have a dashboard that we're developing, then --

MS. CASSINI: The --

MR. HOOPER: -- definitely (inaudible).

MS. CASSINI: -- the only thing we don't have in the dashboard, at this point, are performance measures, because we're working on that, and we're trying to get some outside input into best practices for each type of project that we can bring back to you and kind of workshop --

MR. HOOPER: Great.

MS. CASSINI: -- with you.

MR. HOOPER: I'm -- sorry about that.

MS. PENNANT: We're good.

MS. CASSINI: Go ahead, Tony.

MR. HUI: Okay. Uh-huh. So the next slide, it -- several intersections that we had originally planned on doing in 2020 along State Road 7, part of the corridor review, so we're going to -- we're going to shift that into -- in -- into a further analysis of how they're going to -- when they're going to be implemented, tied into any rail analysis that would go forth in the future.

The last one, just to point out to your attention, Sheridan Street, Dykes Road, that project,

we were actually, between the time when we first put it into the plan, it actually got -- we were able to be able to accomplish that through the gas tax. So the County has already funded it. So what you see here is that if you take a look into the cost column, originally 1.4 million dollars. The cost has already been approved by the Board, so we won't be asking for money going forth for that in the future.

As the project get approved -- or constructed, we'll bring it back to the board and say -- and let you notified of when it's done. School zone improvements, it's similar type of situation. Again, all existing projects. These are -- these are typically smaller projects where we analyze the school zones that you see in our roadway in terms of the flashers, in terms of the signs and so forth.

They're typically smaller projects, easier to accomplish.

So a number of them, the first six of them, actually, were accomplished. We were able to do it in between when the plan was first developed and now, that they were already -- they've been funded by the gas tax. We're working on them right now. So we won't be asking for funds in the future. There's a -- 2020 projects that we continue to do.

And just so you know, and I'm going to highlight this a little bit, is is that what you see here under the cost -- capital cost estimate is that originally our average was about \$70,000 for each one of these school zone improvements. The cost that -- have gone up a little bit, just because of the amount of work that has been done. And we also have a - - we built better databases, cost database as we go along. So theres a slight increase in terms of the -- in terms of the project cost. And -- but it's -- and, again, the last column is our budget request for each one of those schools. Uh-huh.

MR. COOLMAN: Yes, Tony, these projects that are funded by the gas tax --

MR. HUI: Uh-huh.

MR. COOLMAN: -- are going to be kind of a bonus to the billion dollar approval or are they -- you're not repaying it out of the fund; right? It's just zero --

MR. HUI: It's just zeroed out, right. Uh-huh.

MR. COOLMAN: So asked, I think, at the last meeting to keep track of what we were doing over and above, so we could tell the people we've -- we spent your 30,000,000,000, but we actually did \$32,000,000,000 worth of work, or something like that.

MR. HUI: Yeah.

MR. COOLMAN: Okay.

MR. HUI: Yeah. We -- it's -- absolutely. Uh-huh. Uh-huh. Okay. So the -- so the projects that we identified to be performed in 2020 -- and just so -- just to, again, give a little bit of

background ideas is that in terms of these school zones, we work pretty closely with the Broward School Board on these in terms of what type of -- where are the schools, where did they see the greatest needs are.

So we shift our -- we constantly shift our schedules around based on, you know, our coordination efforts with them. And because of the -- because the school population changes and so forth, and walking route changes sometimes, so those are the adjustments that the School Board and we work with them on which schools should be - - which schools should be performed first. So those schools identified 2020, requested cost. Okay. If we can go to the next slide, please. Okay.

The bike lane/Complete Streets projects, now, it's two projects that we were originally planning on doing in 2020. And there's a new project. What you'll see here down at the bottom is a B101. So, as I mentioned earlier, the new projects are going to be starting in the 100 series. So that's why it shows up. And I'll come back and talk about that a little bit.

The Nob Hill project, we want to -- we want to postpone it a little bit because right at the moment, our maintenance staff is working on some drainage issues, drainage repairs on that roadway. There are some short-term drainage repairs, and there's going to be some longer term drainage repairs that we're going to have to do on that roadway. So we want to postpone any bike lane/Complete Streets projects on that prior to proceed -- we want to postpone it and get a better sense of what the repair folks are going to do before we proceed into the project themselves. So I see a question. Please.

MR. COOLMAN: On this -- jumping back to the school safety zone --

MR. HUI: Uh-huh. Yeah.

MR. COOLMAN: -- I assume the four projects that we approved on the school safety zone at our last meeting aren't on this list because we've taken care of them.

MR. HUI: Yeah, they're not on this list --

MR. COOLMAN: Because we've already --

MR. HUI: -- because they've already --

MR. COOLMAN: -- approved it.

MR. HUI: -- been approved.

MR. COOLMAN: All right.

MR. HUI: Right. Uh-huh. Yeah.

MR. COOLMAN: Thank you.

MR. HUI: Uh-huh. Uh-huh. Yeah. Okay. And the -- I want to jump to the new project is a Southwest 3rd Street -- it's a County road -- between Powerline and Cypress Creek. This is one of the roads that when we went out -- one of the projects that when we went out to the cities, in this case, it's in Pompano Beach, we got some real good input in terms of what they're thinking about in terms of redeveloping.

And that roadway's a County roadway. It's actually going to be a really good project. And it's going to be making a number of improvements in terms of the -- in terms of sidewalks, increasing bike -- improving bike lanes, mobility in it. Minimal impact to traffic flow. It's actually involve -- it's kind of a strange location here. This is like it -- it's a four-lane -- it's a four-lane segment leading up to it. This segment itself is a six-lane -- six lane segment. And then, right after this segment, it goes back to a four-lane segment. So it's -- somehow, the way it was originally developed, it was really odd. So theres like -- so part of the project is to utilize those two excess lanes, making it a continuous four-lane roadway throughout the area. But that allows them to improve a lot of the Complete Streets -- a lot of the Complete Streets elements and increase mobility in terms of pedestrian and also traffic flow and so forth.

This is a really nice project on County road. It is not -- obviously not -- was not part of the original plan. We're going to be asking for -- our Board for approval for it. So right at the moment, the FY 2020 request is to be -- to be requested. I didn't put any money in that right at the moment. After our Board approves it, and after this board approves it, then, you know, we can add it into the cost column.

MS. CASSINI: Our -- just for your edification, we are going to put together an agenda item to go to our Commission hopefully in August with any new projects. And then, once our board approves it, then we'll be bringing those new projects back to you for your September meeting for your consideration.

MR. HUI: So going into the next element is the street lighting element. We -- these are areas that have, in many cases, no street lighting or lighting that doesn't meet current standards and so forth. We're going to start with our neighborhood improvement projects. And there are two -- the first two is according as plan.

The next two, we're moving up the schedules a little bit from 2021 and 2022 into 2020. And a big reason for that is that what we'll see in the next side is is that we think that, as we work the street lighting and the sidewalks improvement projects together in unincorporated neighborhood, it makes sense that these projects can be worked together. And so we want to phase the timing of them to --working together. And I think that is going to make a better project sequencing, better project flow.

MS. CHAMBERS: Just a question, Tony.

MR. HUI: Uh-huh.

MS. CHAMBERS: If these projects are traditionally funded through a taxing district, are they eligible for this money, even though they're a special taxing district and related to the unincorporated area? Is that -- that's an eligible activity under this money?

MS. WALLACE: Yes. As long as the expenditure is a transportation expenditure as defined in the Statute 212.055, it's eligible. It doesn't matter where it is in the projects, because municipalities can tax as well. And so the unincorporated area is a special taxing district that is maintained by the County, but it is eligible for funding. It's -- and all areas countywide are eligible for the funding as long as they meet the statutory criteria.

MS. CHAMBERS: Yeah, I was thinking about that area's like a city. So --

MS. WALLACE: Uh-huh.

MS. CHAMBERS: -- thinking it could have or should have gone through a different funding process, just like the city projects. Would it have been -- it's your -- it's our city.

MS. WALLACE: Uh-huh.

MS. CHAMBERS: So I'm just kind of curious how it's -- it's -- like, to me, I look at all these other projects as countywide projects, and the MSD area as like another pot.

MS. WALLACE: Uh-huh.

MS. CHAMBERS: And whether it's funded through a street lighting district or the MSD or something like that, it just seems like those projects seem to be not in the same pot as the other projects you have here. So as long as it's an eligible activity, again, street lighting, it's -- I think it's fine. But I just -- thinking it seems to be --

MR. ALLEN: But --

MS. CHAMBERS: -- it should be in another pot somehow, or like in a competitive pot with the city projects, because I see it as a city project, I guess.

MR. ALLEN: -- but do you get into a taxing situation with those districts that are -- some districts are paying for street lighting as part of a special taxing district, whether it's a city or a county?

MS. WALLACE: No, because the --

MR. ALLEN: And you're -- but you're now coming in and using surtax revenues to pay for those same services. So do those entities then have a beef, if you will, to come back against the County and saying, well -- or their taxing district that says the County is

spending these monies for other areas that we're being specialty taxed for?

MS. WALLACE: No. So –

MR. ALLEN: I -- it's not a maintenance of (inaudible). I don't know what the appropriate legal term is for –

UNIDENTIFIED SPEAKER: (Inaudible.)

MR. ALLEN: -- that kind of an offset.

MS. CASSINI: I just want to make sure on the record, so is the question here -- there's a -- they are a special taxing district, and those special taxes are supposed to be paying for these exact type of improvements –

MR. ALLEN: Right.

MS. CASSINI: -- so would the residents be able to say why are we paying the special tax and then using the surtax for those improvements. Is that the question?

MR. ALLEN: Yes.

MS. CHAMBERS: Yeah. It's because they're benefitting -- I mean, it's a special benefit district. So I see these street lighting projects as a special benefit to the MSD residents. So in that sense, I think it's a little unusual and that -- not that it's not a good project.

MS. WALLACE: Uh-huh.

MS. CHAMBERS: But I just see special purpose districts are for a special purpose, and the people that get that benefit pay for it, so how is it that we're all paying for it.

MS. WALLACE: Right. So --

MS. CHAMBERS: So that -- if you could just check it out and –

MS. WALLACE: Okay.

MS. CHAMBERS: Thank you.

MR. HOOPER: And I'm sorry to do this, but I'd like to go back a page. I just want to make a point, and I'd like to know what my colleagues, how they feel about it. But if we're going to bring new projects, not moving a priority project from a city or a project that is further down the road forward, if we're going to bring new projects in that weren't as part of the plan, I think we need to understand what projects are being bumped and really a justification. And I get that it's a good project. I'm just talking about there may be others

in the future, and these were not projects that were anticipated. So how do we, you know, work through that?

MS. CASSINI: Chair, what –

MR. HOOPER: Uh-huh.

MS. CASSINI: -- we are trying to do is to show you the projects that had been in the plan that we've completed with other money, freeing up money for us to bring forward new projects. And we'll capture that in a much more clear way so that you understand exactly how much has come out of the Public Works pot using gas tax or other revenues, freeing up money for these new projects. When we come back to you in July, we'll do a -- you know, just a straight table where you can see exactly how much we've paid for with other resources and exactly how much we're asking for.

MR. HOOPER: So it's like a reconciliation of –

MS. CASSINI: Yes.

MR. HOOPER: Okay. That's -- that answers my question. And then also, you know, on the special district, I think, you know, there's a lot of -- I kind of understand where you're coming from, but sometimes, like special districts, if -- let's say a CRA or a -- even the downtown has the Downtown Development Authority that's a taxing district, but there's a gap, or there's margin where we need help, you know, to build stuff. So I don't know. I think we're going to run into that a lot, don't you?

MS. CHAMBERS: I'm just asking for them to look at the legal aspects. One of the what we're supposed to be looking at is eligibility under the -- you know, the referendum. And I just want to make sure that this is a special -- that used to be a street lighting district that funded these things, and –

MR. HOOPER: That's different. You're right.

MS. CHAMBERS: -- so -- and there are lots of street lighting districts, and those are special benefits.

So, you know, I'm just raising –

MR. HOOPER: I get you.

MS. CHAMBERS: -- it. I just want to make –

MR. HOOPER: I got you.

MS. CHAMBERS: -- sure we're –

MR. HOOPER: Yeah, no, I –

MS. CHAMBERS: -- doing the right thing.

MR. HOOPER: -- I hear you.

MS. CHAMBERS: That's all.

MR. HOOPER: Thank you.

MS. CHAMBERS: Thanks.

MR. HUI: The next element of it is the video detection maintenance element. What this does is is that -- again, existing project. This is the only element that we're bringing to your attention that does not involve design. It actually involve actual installation of equipment. What this element does is is that we -- just to take a step back in our maintenance -- yeah.

MS. LOVE: You said it doesn't involve design? Because you have a design heading.

MR. HUI: Yeah, I know.

MS. LOVE: So you will have those instances, albeit rare –

MR. HUI: Right.

MS. LOVE: -- where design is not part. But I just was curious with that statement.

MR. HUI: Right. Uh-huh.

MS. LOVE: But yet you talk about (inaudible).

MR. HUI: It -- my -- apologies.

MS. LOVE: So we'd have to –

MR. HUI: Yeah.

MS. LOVE: -- distinguish (inaudible).

MR. HUI: My apologies. You're absolutely right. Uh-huh. Yeah. Uh-huh. And we will distinguish that this is an installation –

MS. LOVE: Okay.

MR. HUI: -- and rather than the actual design itself. And what this is is that we do maintenance. And anytime that we get knowledge of something, you know, that needs to be repaired, I think we do a very good job of it. This is the next step along the way, where we're -- where we want to -- because the technology continuously improve and we have the ability to take advantage of that, we want to be in a -- more of a proactive mode.

What this element does is is that it actually installs a little unit, encoder, out in the field that brings video image from the intersection back into our main home office so we can have people monitor it so if there's adjustment that need to be done in a video camera, we can identify them quicker, send people out to the field to repair them before the actual repairs, you know, get -- we get complaints from the public.

So this element, 315,000 of it is to install the -- these encoder units in the intersections. And we have it -- we have a couple year program as we go forth is is that installation of this equipment to allow us to do a better job, the step -- to take the next level of maintenance effort. So that's what this element is about.

So the next slide is the corridor design project delivery method. We're -- we will be requesting that our Board and this board allow us to proceed with the study of starting the corridor analysis and the corridor pre-design. We're -- identified Pine Island, Andrews, and Atlantic Boulevard as the ones that we need to -- we want to start with first. The primary reason is is that all of the -- all these three corridors are primarily County roads, so that we can just be a little bit ease -- it makes it -- things a little easier in terms of coordination, but we'll still be coordinating with all of the cities along the way that these corridors impact.

And our estimate is that the study of these corridors is about \$450,000 apiece, about 1.3 million dollars total. And these projects are not labeled with a project number, just so you -- this is a little bit different than the other ones. And it's from a standpoint that these corridors is actually a conglomeration of a number of projects that have been identified in the plan. So as these get further developed, we're going to have to adjust some of the -- you know, the projects that included in the corridor.

So what -- we're starting to talk with some of the cities. Actually had a meeting with a city yesterday about the Andrews Avenue corridor. So we're getting some of the input. Some of the costs we -- you know, may get adjusted up and down a little bit when we come to you for the actual request, but this is, you know, where we -- where we want to head in terms of getting a head start on the corridor analysis. Uh-huh. Mr. Coolman.

MR. COOLMAN: I realize we're learning to walk with this, but did you have in your line item either a contingency or something that we're drawing this out of, or is this going to be money that we didn't anticipate that we have to change a project for?

MR. HUI: Yeah, the -- these items, I just want to notify you that it was not in the original

–

MR. COOLMAN: Okay.

MR. HUI: -- line item. And what they are, because they involve so many projects, you know, is that you can -- really, you're taking pieces of all of them out, you know, to you know, to do this analysis and so –

MR. COOLMAN: Okay. I think it's wonderful that we have that kind of flexibility. I'm -- but we just -- I just was curious that it was an afterthought. Which is fine.

MR. HUI: Yeah. Uh-huh.

MR. COOLMAN: Thank you.

MR. HOOPER: And is this for the entire Pine Island Road or the entire Andrews or the entire Atlantic Boulevard?

MR. HUI: Uh-huh.

MR. HOOPER: So you're just looking at it from like a big picture design –

MR. HUI: Yeah, we're taking a look at this from, you know –

MR. HOOPER: -- and tying all the –

MR. HUI: -- entire –

MR. HOOPER: -- pieces together.

MR. HUI: -- corridor. But what we'll likely find is is that we'll likely find that only elements of that entire corridor makes sense to be done on -- you know, on this basis.

MR. HOOPER: Uh-huh.

MR. HUI: You know, so I don't expect that the -- I do not expect that we do the entire let's say Andrews Avenue corridor in a single project –

MR. HOOPER: Right.

MR. HUI: -- you know. What I expect is like segments –

MR. HOOPER: Planning.

MR. HUI: -- of it, and we're going to break it up into pieces. And that's what this study hopefully is going to tell us.

MR. HOOPER: That's great.

MR. HUI: Okay. So what I just did is that this is just a summary of all the elements that we talked about. The very -- the first column in terms of current request is 7.9 million dollars. It does not include the new projects that I mentioned. The next column does. And so if I take a look at the next column, if we -- what we'll intend to bring back after our Board approve it is the orange numbers is an additional \$624,000 for the new project, and then an additional approximately \$400,000 for the sidewalks. And that will increase it from 800 to 1.23 million.

So those are just a summary of the items that I've talked about. And I want to place that into perspective for you a little bit. So if you focus on the last column, 7.9 and then the nine -- I'm going to flip over to the next slide. So the next slide, again, is 7.9, \$9,000,000. The next item underneath that is the Board approved plan. In the surtax plan, the Board approved for 2020 7.4 million dollars, again, for both cases. And I showed you the difference that the last line here is is that just on our request right now is 537. But if both you and our Board approve the new projects, the difference of that is 1.6 million dollars, as you can see.

And the reason I want to highlight that is is because, in summary, what I think we're asking you to do is we're asking for the board to approve what we -- oh, excuse me -- asking you to approve what was originally in the plan, plus roughly one and a half million dollars, which is roughly equivalent to the cost of the corridor analysis. So we're saying what we're asking is that -- the Board to approve what we had -- what they had originally approved, plus an additional roughly 1.6 million dollars for the corridor study, so that we can get ahead of the game and start looking into the corridor. So that's kind of the summary and the point of the slide. Uh-huh.

MR. COOLMAN: Tony, one question. On the previous page --

MR. HUI: Uh-huh.

MR. COOLMAN: -- you're asking for 1.35 million for the delivery pre-design on the corridor projects that weren't in the original.

MR. HUI: (Inaudible.)

MR. COOLMAN: Why isn't the 1.35, the second from the last, orange on this chart?

MR. HUI: It -- you got (inaudible).

MR. COOLMAN: Technical question.

MR. HUI: Yeah.

MR. COOLMAN: Wouldn't it be orange?

MR. HUI: It -- it's -- the -- the reason I didn't include it as a orange, okay, is this. And you can -- if you prefer that I change it, I'll be happy to. But the reason why is that --

MR. COOLMAN: Wait a minute, Tony.

MR. HUI: -- it's a consolidation --

MR. COOLMAN: If we --

MR. HUI: -- of a number of projects.

MR. COOLMAN: If we are to understand what was in the original request and not, that has to be orange. Okay? And -- thank you.

MR. HUI: I got it, but I -- but that was the reason why I didn't do it.

MR. COOLMAN: That reasoning doesn't cut the mustard, okay?

MR. HUI: Point well taken. Okay. So in addition to project requests is, again, just a re-summary of the lines.

MS. PENNANT: Tony --

MR. HOOPER: Ms. Pennant.

MS. PENNANT: -- you know, if he changed that number, it's going to increase this nine or seven -- 9,000,000 and seven --

MR. COOLMAN: No, we're changing the color, not the number.

MS. PENNANT: No. When you -- but when you do the math, the 624 and the 123-8. Unless I'm not doing that math right. But it seems the numbers go up.

MR. HUI: The -- I don't think the numbers --

MS. CASSINI: It's the difference between the numbers. It's the same conversation that we had --

MR. HUI: Yeah.

MS. CASSINI: -- during the review. It's a little confusing --

MR. HUI: Uh-huh.

MS. CASSINI: -- just because you're looking at the difference between the costs that were in the plan and the costs that are being asked for. So it's -- it's actually the difference between the eight -- 108,000 and the 1.2. It -- it's not -- right?

MR. HUI: I think the last column is correct. I think your point is is that the second column, if the -- if it was a orange number, it will be correct.

UNIDENTIFIED SPEAKER: Uh-huh.

MR. HUI: Yeah.

MS. PENNANT: Okay. Okay. I just saw my error. It's okay.

MR. HOOPER: Okay.

MR. HUI: The last slide is, again, our budget request for the capital projects we just talked about. About \$320,000 in requests for vehicles mostly is associated with a bucket truck, that third -- you had previously approved two bucket trucks in the last go around. This is a third one mostly that allows maintenance staff to increase our maintenance efforts.

Ten additional positions. Three in our project management section, seven of them in operations -- excuse me -- in our Traffic Engineering and Maintenance Division that allows to monitor the -- and review the -- the maintenance activities and also staff that goes out and actually perform the maintenance themselves. And the last item is miscellaneous telephone and software, miscellaneous traffic -- office costs.

MR. HOOPER: And those line items also fall within the budget of the approved plan?

MR. HUI: Those projects -- those line items were not specifically identified in the approved plan. We stuck -- in the approved plan, we went with a project by project basis.

MS. CASSINI: I think the answer to your question goes back to our conversation in May. We didn't -- we have a project-based plan, so all of the administrative costs associated with supporting the plan are in contingency. They weren't identified specifically.

MR. HUI: Specifically, right.

MS. CASSINI: They were just set asides, because we knew we had to support and stand up the overall project-based plan, but we didn't go into the specifics of what administrative costs would look like.

MR. HOOPER: So then what I would request is that we have a -- we identify the contingency line item, and then we start itemizing against the contingency, so that we know what we've got left in the balance.

MR. COOLMAN: Alan, I don't know that it was a contingency. I think they had a pot, and they're pulling from it; correct?

MR. ALLEN: I'm just going by what Gretchen said.

MS. CASSINI: I'll do that.

MR. COOLMAN: Okay.

MR. HOOPER: Okay.

MR. HUI: I'll be happy to entertain any -- oh, no, no, no. Quick -- I just want to give you a quick status update on the projects that you approved last time.

These are the projects that you approved last time. F01, we estimated to start construction in August. Sunrise Boulevard, we're -- is a fiber project. We're awaiting -- awaiting permit approval from the City of Sunrise. Design's done. We're awaiting permit approval. Mast arm at Stirling -- M01, mast arm at Stirling and Palm, estimated to start in August.

And Wiles Road at Coral Springs is the next one. That is in procurement for bidding right now. And we just started the process, and we expect that to start in November. Broward Boulevard at East 15th Avenue, as I mentioned last time, we need that money to participate in the FEMA grant that's looking very favorable. We feel pretty -- very good about that. And the last was school zones, sort of the minor projects. We're still continuing design at this point. So this is a quick status on the projects you guys approved last time.

MR. HOOPER: You guys have any comments or questions? I want to thank you. I really appreciate handing us this -- these itemized project -- these lists, because it's something that I was hoping we would have. And it gives me a clearer idea of what's coming. And then as we get projects delivered to us for approval, we know that we at least have an understanding of what's on deck and what's going to be delivered in the next year. So thank you for --

MR. HUI: You're welcome.

MR. HOOPER: -- giving us that.

B. TRANSIT

MS. CASSINI: We're going to move into the transportation, Transit and rail section now.

MR. WALTON: Good morning.

MS. LOVE: Good morning.

MR. WALTON: Chris Walton, Director of Transportation in the County. And we are going

to just talk a little bit about the transit improvements that are planned for the year 2020. Many of the transit improvements that are planned for 2020 are the same as they are for '19. And the basic intent of the first couple years of this program was to restore and provide better connectivity to the system. We really hadn't made any substantive improvements to our transit network for probably the last seven or eight years, anything substantial other than the express services that go down from south Broward to Miami. But, as you may or may not know, those are -- operate or funded -- operated by us, but funded from a capital and operating perspective by the Florida Department of Transportation in partnership with the County. So this is really a great opportunity for us to build the transit system. And what we're -- what we have done from the April meeting, April 25th meeting, where you did approve the first ten percent service increase, those increases are well on the way. We have staff hired. In about three weeks, we will implement the first half of the ten percent increase. July 14th is actually when the service starts.

And we have the balance of the 2019 staff in training now for an October implementation. So 2019 is actually moving along quite well. One of the things you should know, and you'll see it a little bit later in the presentation, is we actually brought the service increases forward. They were not initially in the 2019 plan. And the reason for that is typically what happens around the country when surtaxes are passed, it takes about a full year before you can actually implement transit services.

And the primary reason behind that is it takes a year to order buses. Typically, the ordering process for manufacturers in North America is a 12-month cycle, so generally you don't plan for a service increase in the first year. We were able to overcome that by taking a look at the existing buses that were in our fleet and the timing of when the new buses would come.

We actually were going to surplus a significant number of buses, but we felt that we could hold on to them to implement the service increase in 2019 so that we wouldn't have to wait an entire year. So we got a -- we really got a head start on that. So that process is moving along quite well. So for 2020, we are going to implement another ten percent service increase, which equates to 144,000 service hours.

There'll be two new routes, and there'll be increased service frequency on six additional routes. Earlier starts, better weekend service, and later service in the evening. And the first phase of that for the 66,000 service hours would go into effect in May of 2020. And the second will go -- Phase 2 will be 78,000 hours of service increase effective in September of 2020. So for May --

MR. ALLEN: Chris, before you go further -- get out of -- into '20, but -- '19. Did I understand you, the new services, or the expanded services that we approved for '19 will be commencing in July --

MR. WALTON: That is correct.

MR. ALLEN: -- but it'll be running with equipment that was pre-surtax?

MR. WALTON: That is correct.

MR. ALLEN: I guess the dilemma, then, that we have is if we tout the increased services or the expanded routes, restoration of routes, as a benefit of the surtax, people are going to say, well, that's the old bus that's been running for eight years.

MR. WALTON: Well, the bus itself, but the actual staffing and the operation of the new service will be funded by the tax. But you're actually correct. The actual vehicle itself will be buses -- they will be buses that we already had on the property.

MR. ALLEN: I guess one of the things relative to how we're going to be promoting the advantage of the program is do we wrap a bus and say here's your brand new bus brought to you by the surtax when, in fact, it's a ten-year-old bus?

MR. WALTON: Well, you know, and we thought about that. And the actual -- we are actually promoting the new service because the residents need to know that we will be increasing our service. But you'll see a much more robust advertising campaign -- advertising and marketing campaign around the end of the year, because the new buses will start to arrive around Christmas. So that's when you will see much more emphasis in terms of what the impact of the surtax will be on the vehicles themselves.

MR. COOLMAN: Phil, I think I hear you, but I think it's wonderful that you guys thought outside of the box about how to solve a problem a little sooner. Congratulations.

MR. WALTON: Thank you. So for May 2020, these are the service increases that we plan to put in place. And you would note that one of the targets again was to make sure that, geographically, we covered areas of the County where we previously had no service. And there is a new route, Route 13, which will be on Rock Island Road, which we see as a very dense corridor, lots of residential units, lots of commercial. And we currently have no bus service there. So this, I think, will be a significant improvement for transit riders in that section of the County. The others are service improvements in terms of, again, as I mentioned, earlier -- and I'll go into detail on these if you'd like me to. But earlier starts, more frequent service during the day, and better weekend service. The Route 5 is -- it services Pembroke Lakes Mall via Pembroke Road. What -- the improvement there is a service improvement during the weekday peak. Instead of buses coming every 40 minutes, they'll drop to every 33 minutes during peak.

Off-peak, the improvement goes -- it's a ten-minute improvement from 50 to 40. And Saturday, it goes from 60 to 45. Span of service increase weekday, the service actually starts at 6:00 o'clock. That will remain the same, but the service day ends a little bit later, about 30, 40 minutes later on a weekday. And about -- on Saturday, the current service day ends at 9:50. We're extending that to 10:24. And Sunday, the service day ends at 8:50 currently. That will extent to 10:08.

MR. HOOPER: Hey, Chris –

MR. WALTON: Yes.

MR. HOOPER: -- when someone is going to the bus stop -- I'm just asking for information here -- do we have an app or something where they know when the bus is coming, or where it is?

MR. WALTON: Yes, we do.

MR. HOOPER: And do they use it a lot?

MR. WALTON: Our passengers –

MR. HOOPER: I'll bet they do it –

MR. WALTON: -- are –

MR. HOOPER: -- all the time.

MR. WALTON: -- our passengers are well aware of it. You can actually go on the app and see the next three buses that are scheduled at your particular stop.

MR. HOOPER: So the improved headways for the customer, our existing customer, is going to be instantaneous. They're going to know they're getting an improvement because they are going to see that the buses are coming more frequently.

MR. WALTON: The –

MR. HOOPER: You're going to market it, and then they're going to take advantage of it.

MR. WALTON: Right. You'll -- once we -- well, you -- this has already been approved, so we're actually starting -- and I looked at the -- the marketing brochures yesterday -- we're actually starting to roll out that information, the specific routes and the specific improvements.

But, yes, that information is available on both the website as well as our app. Route 11 operates primarily along A-1-A. It is being extended to provide better connectivity to other routes. And weekday peak headway -- when I say, peak, we're basically talking about the primary travel time of the County, when most people are either going to work or to school. Probably close to 65, 68 percent of our trips are generated between 6:00 in the morning and 9:30 in the morning, and then in the afternoon from about 3:30 until about 7:00, 7:15.

So our peak service will be improved five minutes on the Route 11. And the Saturday, there's a five-minute improvement, and Sunday there's also -- there's a five-minute improvement on Route 11. So there's five minutes' improvement through the route on -- for Route 11. The service day is about the same. The new route, we're starting this route at a 30-minute headway and a 30-minute off-peak headway. I mean, typically with a new route, it takes a little while to prove itself. So we're starting it out at what we really want our peak, or what we've -- what we've told the public our peak service would be from a minimum standpoint.

It is our objective within five years that there will be no route in the County that will have a peak headway of greater than 30 minutes. So we're starting this one out at 30 minutes. And typically, it takes anywhere between 12 to 18 months for a route to mature. So we'll be watching the ridership to see if the service needs any adjustments, either up or down. Route 48 is a route that operates on Hillsboro. We're seeing growing -- slightly growing ridership there. Lots of travel from the Century Village crowd.

This actually -- the route -- and I know this route quite well. I live in this area. And this extension will actually help them, because right now, the -- it turns around just south of Hillsboro Boulevard. We're going to take it further south, and it'll actually take them down to the casino and give them better connectivity to other routes in the system --

MS. CASSINI: I like this route.

MR. WALTON: -- which, quite frankly, they've made a number of requests for. Route 72 is our third most traveled route in our system. Last year, it carried almost 2.2 million passengers. It had -- it currently has a frequency, a peak frequency of 18 minutes. But this route is always overloaded, particularly during peak. And it's -- because of the traffic on that corridor, it's almost impossible to keep our buses on schedule.

So what we're showing is a three-minute improvement in headway. We're adding a couple buses, which is quite substantial. It improves headway, but it also improves or decreases loading, because in many times -- I mean, that's one of the routes where we have our articulated buses, our 60-foot buses, and during certain times of day at certain intersections, say if you're talking about Oakland Park and 441, you can easily see the old 60-foot buses are overcrowded. So this should alleviate the overcrowding and improve the on-time performance.

MR. HOOPER: How do you improve on-time performance if they're running into traffic jams, right?

MR. WALTON: It --

MR. HOOPER: Because once you're on the bus --

MR. WALTON: Right. Well, when you add more buses, you will have fewer stops of each individual bus. So the bus itself will travel a bit faster. Our system --

MR. HOOPER: Got you.

MR. WALTON: -- speed averages about 13 miles an hour in the urban core. When you add buses, that bus -- because it's picking up fewer passengers because you have more buses picking up passengers, the bus moves a bit faster. So we should be able to maintain on-time performance a little bit better.

MR. HOOPER: Can I ask another crazy question? So if you're going -- essentially, you're cutting right through the center of the County from the east to the west. Sawgrass Mills is becoming a huge hub, center of the universe for the County. At some point, does it make sense to have -- to think a little bit more forward and have maybe a dedicated lane or some form of fast transit that avoids having to get behind a bunch of cars and actually promotes people to get on transit versus sitting in their car?

MR. WALTON: It makes all the sense in the world, and we'll talk about that a little bit later, because we're talking about faster and high capacity transit.

MR. HOOPER: Right.

MR. WALTON: And one of the things you'll see a little bit later in the presentation is where we're requesting money for studies to look at solutions just like that, or potentially rail going out west.

MR. HOOPER: And I want to make one more point on that comment, because I think what we'll end up getting is people that don't ride buses are going to give us a hard time because we've increased service in order to put fewer passengers on a bus so it doesn't stop as often, so that it provides a better service, and they're going to say, well, you've got less ridership. You shouldn't even be doing it. That's what I hear sometimes from people that have never even used a bus.

MR. WALTON: And, you know -- and typically, when you add service like that, you will -- the riders per hour, you will see a drop. But in a corridor like Oakland Park --

MR. HOOPER: It'll still fill up.

MR. WALTON: -- it will continue to increase.

MR. HOOPER: That's good.

MR. WALTON: Because at some point, I anticipate that we'll come back -- and what we have seen in every case where we have improved service, the ridership has increased.

MR. HOOPER: Good.

MR. WALTON: And I would anticipate that, with this corridor, with a headway of 15 minutes, at some point in the future, we'll come back to you and probably want to drop it to 12 or so.

MR. HOOPER: Right. Doug.

MR. COOLMAN: Can I assume this will be one of the first new bus routes -- bus -- old bus routes with a new bus on it?

MR. WALTON: No, can't make that assumption. And it -- but it's a great question, because we cannot -- in terms of Title VI federal regulations, we have to make sure that all assets that are purchased with federal funds or any participation in federal funds are distributed equally throughout the County on every socioeconomic basis. So we can't dedica- -- we can't necessarily say that we're going to put all new buses on one route. We have to --

MR. COOLMAN: No.

MR. WALTON: -- make sure that there's --

MR. COOLMAN: No, I -- but my point is we're -- from a marketing standpoint, this is the heaviest traveled route. Most people see it. If this was private sector, that's where you'd put your money. Now, I understand you have your hands tied a little bit, but that seems absolutely -- I won't say anymore.

MR. WALTON: Well, there are -- there's some considerations that we have to -- but there's also another point. The buses that we're buying now are all 40-footers, and there's 27 35-footers. We use 60-footers on this route. And we've got an -- not an excess, but we've got enough 60-footers to supply the needs on this route.

MR. COOLMAN: All right. Let's just get them a new paint job on the old bus.

MR. WALTON: We can -- that, we can do. That, we can do. Okay. The Route 9 services the education center. And there's significant improvement that we're proposing here where we would have a weekday peak improvement from 52 minutes down to 33 minutes, and off-peak from 52 to 45. And Saturday, 60 to 48. And Sunday, 60 to 48. And we're extending the service day half hour -- yeah, about a half hour each day. The new Route 21, which would be a route that we are implementing on Nob Hill Road, basically from -- it's a north/south route from Holmberg on the north down to Broward in the south, implemented at 30-minute headways during peak. And Saturday and Sunday service will be implemented 45 minutes.

Route 42 is we're adding an extension on the western end. This is one of our heavily traveled routes, as well. And there's a significant service improvement here. We're going from a weekday peak of 30 minutes down to 20 minutes. Saturday currently is at 60

minutes. That will cut in half to 30. We see a lot of traffic on our -- on Atlantic Boulevard on Saturday. And Sunday is going to drop from 60 to 40.

From an infrastructure perspective, there are a number of projects that we need as the system grows that, quite frankly, we've fallen behind on. And if we haven't, we can provide all the detail on all of these projects. But just to pick a couple of them out, security enhancements. You know, what we're finding is that we need to improve our security at our downtown terminals, at our neighborhood bus stops, and even on our routes, particularly around schools.

We're finding that, you know, we do have a lot of ridership in -- on certain routes that need more police attention. So we -- as the system grows -- and, quite frankly, as we become a more, you know, urban system, we need to improve our security. And we get, quite frankly, some complaints from people who say, well, you know, I would ride the bus if I felt safer. So it's incumbent upon us to make sure that we do everything we can to make sure that people feel secure when they ride our services.

MR. ALLEN: Can you give an example of security improvements or enhancement?

MR. WALTON: A couple things we're doing. We are changing our video system on our bus. Right now, we've got a system where we have eight to 12 cameras per bus, depending on the size of the bus. When something occurs and let's say a police agency wants to get some information, we will provide them, typically, a video of -- if they're looking for someone.

What we're moving to is a new camera system that will be real time, where we'll have live look-in by not only us but by law enforcement. They can, from their vehicle, if we -- we'll give them access, see what's going on inside that bus in real time, so that they can react much more quickly to a situation that would occur on a bus.

MR. ALLEN: Is that activated by the driver?

MR. WALTON: No, it's -- no, no, it isn't. It's -- it's actually activated all the time. We would just need to give them web access, the security, either BSO or whatever law enforcement agency, web access to --

MR. ALLEN: But how does -- how does police know that there is an incident occurring?

MR. WALTON: Oh, okay. The driver does send a -- either through a -- either a foot switch or other mechanism, a signal to our control center, who will then notify the police. Bus shelters. Outside of increased service, that is the second most request that we get. You know, the elements here are -- can be brutal, like these past couple days have been very, very hot. People want a place to get out of the sun and out of the rain.

And in our plan, we committed to build 75 shelters every year. We did not build any in --

well, we did build some, but since we actually rolled the money over from 2019 to 2020, so we planned for the year 2020 to build 150 shelters. We are asking for \$20,000,000 for a third maintenance facility. Right now, we operate out of two facilities. We're at capacity at our southern capacity, and we're about 90 percent capacity at our northern facility. So if we are to continue our expansion, we're going to have to buy some land and build another operating facility.

MR. HOOPER: Ms. Pennant, did you have something to add?

MS. PENNANT: Yes. I just kind of want to piggyback, go back to what was said about the security and the police being called and so on. I just want to underline the importance for sensitivity training, you know, because some of the folks that ride the bus, I would just hate for us to end up with a situation where they come in and the wrong level of force is used, and people get hurt. You know, because now you have people in a confined area that -- it's a situation that could become explosive and create other liabilities. So I would hope that those who are responding can be --

MR. WALTON: And I'm very sensitive to that. What we find, though, is we need to heighten the presence, because typically, if you see a uniformed officer on the bus, or if you see them at the bus station, things are pretty calm. So we just need to increase our presence. And where we've done that, where we've placed security at our -- what we call our neighborhood transit centers, when there is a presence there, we see a lot less incidents. But I do understand the concern.

MS. PENNANT: Thank you. Thanks.

MS. LOVE: Does -- will the identification of cameras on a bus at all times of being observed all the time, is there something that says that so people --

MR. WALTON: Yes.

MS. LOVE: -- know?

MR. WALTON: Yes. They know. In fact, it's posted outside the bus and inside the bus. And one of the things that we've also learned from the industry -- our new buses actually have video screens where we can actually show them, you know, where the bus is traveling, what the next stops are. One of the things we've learned from our industry is we -- if you periodically show the people getting on the bus, they recognize that the possibility of being recorded --

MR. HOOPER: Camera.

MR. WALTON: -- is there.

MR. HOOPER: Cameras.

MR. WALTON: So they know. But, yeah, we make sure that they're well aware. And, in fact, we have -- we can provide the scrolling messages that, you know, all BCT buses are audio/video taped.

MS. LOVE: Thank you.

MR. WALTON: One of the projects, just jumping to the bottom, and we talk about the rehabilitation and construction of our Copans facility. That is our northern facility that actually operates -- we operate two-thirds of our service. That's the one we have the remaining space for expansion. At I think it was the last meeting of the Oversight Committee, there was a question about potential leveraging. We view this as a \$61,000,000 project. We're asking for two and a half million to get started on the design. However, I would like to point out to you that we have made an application through the Federal Transit Administration for a 20 and a half million-dollar grant to assist us with this project.

We've been quite successful in the past with our grant applications. We've gotten in the last couple years over \$3,000,000 for electric buses and electric bus infrastructure. And I've done a quick review of the past few years of the awards for this particular grant. There's \$423,000,000 available nationwide. Again, our request is for \$20,000,000. Whether we get the entire 20, you know, is questionable, but I'm fairly confident that we'll get some assistance.

So whatever we -- whatever we get will reduce the cost of this project by that amount.

MR. HOOPER: What is the Copans facility? What is that?

MR. WALTON: That's our northern bus facility where we operate about two-thirds of our service out of.

MR. HOOPER: Got you.

MR. WALTON: It's on Copans Road by the Turnpike.

MR. HOOPER: And then you also mentioned that there's -- we have to buy some land? What is that -- where is that and --

MR. WALTON: Well, the reason we need to buy land, if we're going to continue to grow this system --

MR. HOOPER: Uh-huh.

MR. WALTON: -- and the plan calls for us to grow our fleet from 360 to 620, our current facilities cannot accommodate the growth. So we're going to have to find someplace else. Now, we do have Copans in the north, and we have Ravenswood in the south. We're looking for, without being specific, but we're looking for land someplace central County so that -- so that we can actually expand the system.

MR. HOOPER: Right.

MR. WALTON: But as important as just having a place to go, one of the most expensive costs in operating a transit system is what we call deadhead. And that's when you're running the bus empty to get into and to get out of service.

So right now, to service central and western -- central and western Broward County, we're operating from the north and the south. We're bringing buses from the north and the south to get into and out of central County empty. So we need another location more centrally located so they can come out of that facility and get in and out of service more quickly.

MR. HOOPER: So I have thoughts on that, and, you know, you could be talking about a lot of money in terms of buying land for an intermodal center or something like that, or a centralized center. But you could do something where you do a private/public.

It's kind of like the downtown campus that we're talking about doing with the city and the County and having the bus station right there. I think there's a lot of possibilities where, if you were to identify your location -- not now, and not to tell anybody where it is right now. Certainly not. But thinking, you know, a little bit more like in a transit oriented development that not only provides housing -- affordable housing, potentially -- and it also puts people right there where they might get on transportation and not require a car.

I mean, there's -- there are the possibilities, and then bringing in a developer or a group to do that, you may not spend nickel one. Maybe the County, through the surtax, will come in and take down the property, but then, through a development, that property cost washes out, because there's a lot of value to a developer to be part of a project where all of his customers have a way to use transportation. It's a huge, huge feather in a -- in the cap of a project. And it helps affordability.

MR. WALTON: Yeah. And we do have a couple examples of that. In fact, we're building a new one in Lauderhill at the Lauderhill Mall. We have one in Pompano that basically is exactly what you're talking about, where transit routes come together, and we -- and it's also served by a community shuttle. And there is development that occurs around the transit. We're working with our partners at the MPO on the mobility hub concept, which is basically what you're talking about. Transit oriented development, or development around transit corridors where there is residential, where there is commercial, live, work, and play concept.

So we're working closely with the MPO. But what I'm talking about is a maintenance and operating facility where we actually need -- where we actually have to do heavy maintenance. So --

MR. HOOPER: I guess I'm just talking about conceptually in the future as we need land for those type of things like an intermodal center that's not maintenance.

MR. WALTON: No, no. No, no, and we -- further in the plan, we do have -- and, you know, we have one at what we call our West Regional. We're building a new one at Lauderhill. We have a beautiful facility in Pompano. And we've identified some areas in the County where we want to do just that very thing.

At one -- and this is not really active. At one point, we had talked about -- we talked to the City of Coral Springs at University and Sample about maybe a transit hub there. And now they've built a new City Hall, they've got new residences going up. So that would have been a perfect location had we been able to secure transit hub there.

MR. HOOPER: I'm sorry to continue expanding --

MR. WALTON: No, no.

MR. HOOPER: -- on this, but I guess it's a workshop retreat, so we can talk about these things. But, you know, just my head starts to spin and I'm like -- and I think of 441, because that street has got such a wide right of way, it's such an opportunity, just like that Oakland Park line that's going out to Sawgrass. And then there's all these malls that are there that some of them are doing well and some of them are not doing so well.

And if you could almost just start connecting dots along a street, or maybe University or something, where people are going in and building stuff and they're putting the bus -- the -- not an intermodal center, just a -- just letting the bus pull in, and you're not spending money on shelter or anything, and you're making it part of the experience where you're going from stop to stop, and the stop is the development. And then the next one and then -- you know, and maybe there aren't all of them, but along the way, you start working with people to -- with developers to place your stops within the edges of their development. So you don't lose time, you know. Almost like it pulls in.

And it's a huge amenity for the project itself. I just think if we were -- started to think that way, we might save a little bit of money on some of our shelters. We might enhance our shelter opportunities, and then you might find that scooters and Uber, they all find their way to this one spot in the development, and it -- and it's happening down the whole corridor. It's just something I'm -- you know, I just -- I think it would be --

MR. WALTON: Yeah, and -- and we do --

MR. HOOPER: -- forward thinking.

MR. WALTON: -- have those -- we do have those conversations. In fact, we're in discussion -- you know, when -- let's say at the Aventura Mall, where we also provide service, when they -- we worked with Miami-Dade Transit and the mall to actually build a transit hub there.

We're in discussions with the American Dream for a transit location there. So I understand

the concept. So we -- and there are certain malls that we actually do -- we actually do have discussions and relationships with where we actually do provide service. We haven't had a whole lot, in terms of like new development, but, again, as I mentioned, the concept of transit hubs that we're working with the MPO actually incorporates that. So I would anticipate you'll see a lot more of that in the future.

MR. HOOPER: If we don't -- if we -- first of all, I'm a developer, okay? If I don't understand the value of transit in the future, then I'm missing the boat. That and technology, you know, it's just -- it's something that even if we just promoted it out there and said, hey, if you have a site, we may or may not -- we might be able to work with you, you know, to provide you with a location where transportation might come through just the edge of your property.

I'm talking more not in terms of going through a mall as much as just looking to the future and how do we integrate our transportation with our housing. And it doesn't have to be a huge, you know --

MR. WALTON: No, no, I --

MR. HOOPER: -- centralized hub.

MR. WALTON: Point well taken. Okay. So in the plan, it's time for us to just start having the serious discussions about light rail, because, you know, the County continues to grow. Our traffic continues to get substantially worse, and we've got to develop mechanisms and strategies to move large numbers of people faster. So one of the things that I'm asking for here is six and a half million dollars. And the thought here is to work with the MPO, to work with the State Department of Transportation to come together on a collaborative vision for rail in Broward County.

Up to this point, you know, we've all kind of had our thoughts and ideas about what we can do and what we should do. But at this point, we need to sit down together and work out a strategy that takes us into the future. So that's what this request is for. It is six -- 6.6 million dollars to conduct those studies.

MR. HOOPER: Do you have a question?

MR. COOLMAN: Yeah, I've seen you present the County's big plan where there is 20-some miles of light rail. I assume that was just on a map somewhere. Now this is to put more flesh on the bones of that?

MR. WALTON: Absolutely. What you've seen has been a -- our concept or our thought where we think it's most appropriate. Again, you know, we've had discussions and we're engaged in discussions right now with the MPO, as well as the state. Now it's time to make these plans more concrete, for us to work together to get it done.

MR. COOLMAN: Will that be a chance for maybe to get mass transit where the Wave used to run? Thank you.

MR. WALTON: I think it's an opportunity to –

MR. COOLMAN: You don't have to answer that right now.

MR. WALTON: All right.

MR. HOOPER: The only two people that openly supported the Wave, they weren't part of the County –

(Laughter.)

MR. HOOPER: -- the city. It was like, oh, my God.

MR. COOLMAN: Let me clarify that. The County had a 22-mile plan. The city had a small piece of it, okay? So the County was far ahead of anyone else.

MR. WALTON: Okay. And the current plan does call for 26 miles of rail. And, you know, we're looking at different technologies at this point. You know, historically when we've talked about rail, we've talked about rail at grade. But there are some new technologies that we'll be looking at. In fact, I guess maybe I'm breaking news here, but we would –

MS. CASSINI: (Inaudible.)

MR. WALTON: -- maybe it should probably come through Gretchen, but our partners in Miami have invited us to go with them on a trip to Asia to take a look at some monorail technologies, both magnetic levitation as well as electric monorail. Now, they're going in mid-July. We're not going to be able to go with them, but we are going to go subsequently, probably sometime in the month of October.

MR. HOOPER: Wow.

MR. WALTON: And we would -- we would extend that invitation through the Chair to members of the Oversight Committee to go with us.

MR. HOOPER: Wow.

UNIDENTIFIED SPEAKER: (Inaudible.)

MR. HOOPER: That would be awesome. I can tell you, I was on a maglev in Shanghai, and it was amazing. It was amazing. It took me like an hour to get from the airport via taxi to the downtown, and it took me all of nine minutes to get to the airport on the way back. It's an amazing -- they have amazing technology. I would recommend that any of

us that could do that and go, we should.

MR. WALTON: Yeah, we're contemplating October.

UNIDENTIFIED SPEAKER: (Inaudible.)

MR. WALTON: We'll -- we'll talk.

(Laughter.)

MS. CASSINI: News to me.

DR. KELLEY: What part of Asia are you -- would it be Shanghai? I have a son working in Shanghai.

MR. WALTON: I know there -- there are a couple projects in Tokyo and there is a project in a province called Shenzhen, and that's in China. And there's one other which I don't --

UNIDENTIFIED SPEAKER: (Inaudible.)

MR. WALTON: -- but we'll --

MR. ALLEN: Twenty -- 20 years ago, I was fortunate enough to sit in a meeting with the County -- then County Administrator and a group that wanted to come in and do a trial project for a maglev system to run between the airport and the port. And I asked a question what about whiplash.

(Laughter.)

MR. WALTON: I'm familiar with that group, and, actually, they're coming to town next week or the week after to kind of -- because they -- when we talked to them, they did bring up the airport/seaport project of many years ago. So -- but the technology has advanced. There -- in fact, there's a test track in Atlanta --

MR. ALLEN: Right.

MR. WALTON: -- Marietta. So we would -- we're going to bring them here to town and we'll probably take a trip to Marietta to see, you know, what's available out there. But, you know, the trip to Asia I think is something that we could benefit from, because, I mean, the reality is we talk about transit technologies, we're way behind in this country. Now, there are some restrictions, because when we talk about, you know, the federal issues, there are Buy America requirements.

MR. HOOPER: Uh-huh.

MR. WALTON: And these don't necessarily meet Buy America requirements. But if we were to -- we collectively were to decide that that was a route that we wanted to go, you don't have to -- I mean, if you spend your own money, you can buy whatever you want. And certain segments of the rail plan in the project were self-funded through the surtax. So there's opportunity there.

MR. HOOPER: And 6.6 million dollars is a lot of money. Are we going -- are we planning for areas that we think we'll get some buy-in and we won't, you know be ashamed to run into naysayers or whatever and it gets blocked down? I mean -- because I'm all in, but I just think we need to think through. Is that -- the 6.6 is going towards planning out routes throughout the County --

MR. WALTON: It's to do --

MR. HOOPER: -- right?

MR. WALTON: -- all of the required studies. Again --

MR. HOOPER: Okay.

MR. WALTON: -- studies meaning that there would have to be community involvement. We'd have to have what's called alternatives analysis looking at, you know, what it -- what would be the best method of achieving the objective? What would be the best technology to achieve the objective? What are the environmental impacts? Are there noise issues? Are there vibration issues? Are there any burial ground -- I mean, all of the environmental concerns would have to be addressed.

MR. COOLMAN: Will these studies include a way of funding this, too? I mean --

MR. WALTON: Well --

MR. COOLMAN: -- do analysis of, okay, here's the funding opportunities that may be out there, so it's not all --

MR. WALTON: -- well, we -- we've done that in terms of the plan. Where we looked ahead and we actually talked about or designated what we felt we could afford in this plan at 26 miles, we actually looked at what the contribution would come -- would be from the County, what the -- what would the anticipated contribution be from the state and the other partners, as well as what we could reasonably expect from the federal government. So a funding strategy is already in place. So we --

MR. COOLMAN: Well, that's probably outdated by now, so my comment would be if we're going to do a new study to find out how we're going to fund this, we need to take another look at that.

MS. CASSINI: And, actually, Vice Chair, when Chris and I went to D.C. and met with various agencies of the USDOT and talked about the reauthorization of the FAST Act, there's -- there is actually a rail program in the currently authorized FAST Act called the interrelated project -- the Program of Interrelated Rail Projects that they haven't even put out grant guidance on yet.

So there are new programs. There are new opportunities for revenue capture that are coming out of this administration that we are watching and taking into consideration when we look at these studies.

MR. ALLEN: There is existing environmental review completed on the airport/seaport connector that was stopped just short of a finding of no significant impact because of financial feasibility. Now, that study could be reactivated fairly easily. I'm not saying that it's necessarily a rail solution. Elevated roadway, bus -- dedicated bus lanes, et cetera, may be alternatives to, you know, what they traditionally think of rail for three miles.

MS. CASSINI: FDOT is actually advancing that project right now.

MR. ALLEN: Oh, okay.

MS. CASSINI: Yeah.

MR. HOOPER: Ms. Pennant.

MS. PENNANT: Yes. I'm also interested in us thinking outside of the box in terms of some non-specific transportation innovative ideas. And what I mean by that is, you know, creating a conversation, and whatever surveys or research you're doing, to include some of our really large corporate partners in the community, and those who hire large numbers of employees to look at different strategies in terms of the times that people come to work. Because I think we can build a transportation structure now, but you look at 15, 30 years from now, we know what whatever we build now is likely not to meet the demand. So I think we have to look at some other strategies that will help to relieve the amount of traffic on the road --

MR. WALTON: Uh-huh.

MS. PENNANT: -- and that we can be -- at least ask or probably incentivize some of these corporations to look at these other ways of alleviating traffic. I mean, we see it all the time when school is out, you know, transportation is much easier on the road. You have the winter months come along, and, of course, we're, you know, again in deadlock. So --

MR. WALTON: Uh-huh.

MS. PENNANT: -- I think there are some opportunities there. And I also think it's important

to keep in mind the Silver Tsunami. With everything that you're doing, I think you always to keep that in mind in terms of some of your research analysis.

MR. WALTON: Excellent points. And one of the studies that -- and I'll talk about it a little bit later, it's called a comprehensive operation analysis, which actually requires us to go out and engage the community and the business -- all the different elements, just as you -- you've spoken to, that the business community see what the trends are. But I'll talk about it just a little bit further in the presentation.

And I just wanted to address one point that the Chair made in terms of the 6.6 million dollars being a lot of money. I just want to -- and I told my staff I was going to tell you guys this. When we start talking about rail, 6.6 million dollars not a lot of money. Because we just spent \$82,000,000 and bought 147 buses. \$82,000,000 won't buy you a mile of light rail. So as a group, collectively, you need to start preparing yourselves to see these large numbers, because to build these systems is -- I mean, we've -- we've got a -- I think a great financial plan, but these are number that heretofore have not been discussed in Broward. But it's time. So just don't be shocked.

MR. HOOPER: Yeah, you're -- you know, you're talking about 2.6 billion dollars for 26 miles. And all I'm talking about is just on -- I'm all for planning, because if you plan ahead and if you plan properly, then you're setting -- you're navigating forward with your eyes wide open. So I'm good with planning. I just -- I -- you know, after the Wave, the buy-in thing with me is what I'm shy of. That's all.

MR. WALTON: Yeah, and that's a required element, that there is community buy-in. So if it's -- I think if it's done well, we can get that.

MR. HOOPER: Sure.

MR. WALTON: So BRT, or bus rapid transit, is basically a higher level of bus service where you have less frequent stops. You've got more amenities, you know, station level -- platform level boarding, some -- in some cases, off board fare payment.

We're looking at doing studies for BRT in corridors that we don't anticipate will have the high demand of rail but are -- certainly have more demand than some of our local routes. So we're asking -- we'll be asking for \$4,000,000 for those studies.

MR. COOLMAN: I have a question there. I mean, this -- you guys have done such an excellent job with your bus, in my opinion so far, in all this work, this kind of seems like -- I'm just not sure what we're getting here. I mean, it -- is this a new plan, or what is it?

MR. WALTON: For bus rapid transit or BRT?

MR. COOLMAN: No, the bus system, yeah. In other words, it's buses; right?

MR. WALTON: It's buses but we're talking about levels of service. You know, we -- at the lowest level, we're talking about our -- let's say our community shuttle. And we step up to our fixed route along our local corridors. Then we have what we currently call our Breeze, or our rapid service, which is primarily peak hour service that operates what we call limited stop. It actually moves about 22 to 25 percent faster than our local service.

And for those people who are traveling longer distances, it works very, very well. So this is more like that level of service, where you -- it's not a local, but it -- you actually build in infrastructure to try to make the bus move faster. So it's just another layer of -- it's a higher layer of service than the local service.

Okay. So for vehicles, we do not intend to buy any new buses for -- in this -- in the 2020 request, because we actually -- you approved buses for the expansion for 2019 and 2020 already. We do intend to, from a Silver Tsunami perspective, our paratransit or our ADA-required service we're finding is growing exponentially. That's the service that we are required to provide as a recipient of federal funds for individuals who may have a physical or cognitive disability and, for whatever reason, cannot ride our fixed route service. And coupled with the growth rate in terms of our aging population in Broward, I think -- and we talked this morning -- the numbers you gave me in terms of the people that will be 75 years or older in the next --

DR. KELLEY: Thirty percent.

MR. WALTON: -- 30 percent. So our population's aging in Broward, and we need to be able to provide transportation options for people to move around. I mean, the reality is in many cases, we don't want our older citizens driving.

UNIDENTIFIED SPEAKER: No.

MR. WALTON: I would --

UNIDENTIFIED SPEAKERS: (Inaudible.)

MR. WALTON: -- well --

MR. ALLEN: Be careful.

(Laughter.)

MR. WALTON: -- we're all -- we're all headed that way. But we want to provide options for them. And we certainly want to make sure that, from a quality of life standpoint, that they have the ability to move around and participate in everything that Broward County has to offer. So the paratransit service that we offer I think is a very good one, but to keep up with what we see as the demand -- because, quite frankly, the services, the services

have grown in the last two years 38 percent.

I think that's a combination of a number of things. The aging population, and I think the quality of the service has improved, and the confidence level in the service has improved. But I anticipate -- we don't anticipate that growth will continue. We're projecting about an eight percent growth on an annual basis. So what this does is provides vehicles for that, it provides vehicles for new acquisition and also replacement of some of the older vehicles. We're asking -- we'll be asking for 5.2 million dollars. 1.1 million dollars of that would be to convert the 146 vehicles that are on order now to propane, because, from an environmental standpoint, they're much friendlier, and from a cost standpoint, it's a lot cheaper than gasoline and diesel.

MS. CHAMBERS: Chris, where is there information on your paratransit system in terms of ridership, fleet, current fleet, things like that? Is there a web page or anything where --

MR. WALTON: It's on our website, yeah.

MS. CHAMBERS: It is.

MR. WALTON: Uh-huh.

MS. CHAMBERS: Okay. And if -- but if you would like for me to provide something to the committee, I'd be happy to do it.

MS. CHAMBERS: Well, I'm just interested because I do volunteer work with the elderly, and one of the things that we try to do is help people who are eligible sign up for paratransit. And I was just curious if there's literature available or a good website that would show that information. Also, in terms of current fleet versus the fleet that you're -- the additional --

MR. WALTON: Uh-huh.

MS. CHAMBERS: -- vehicles you're adding, what's the total? I'm just curious. Like right now, do you know offhand how many --

MR. WALTON: You -- you would ask.

MS. CHAMBERS: No, I didn't ask. Forget it.

MR. WALTON: Oh, no.

MS. CHAMBERS: That's why I just want to look it up. I don't expect you to have that.

MR. WALTON: I -- that data, I just -- I don't carry --

MS. CHAMBERS: Yeah.

MR. WALTON: -- those like I do fixed route statistics my head.

MS. CHAMBERS: Right.

MR. WALTON: But I can get that for you.

MS. CHAMBERS: Yeah.

MR. WALTON: But it's growing substantially.

MS. CHAMBERS: We agers are interested in this, right, Phil?

MR. WALTON: We should all be.

MS. LOVE: I have a question in reference --

MS. CHAMBERS: All right. Thanks.

MR. HOOPER: Ms. Love.

MS. LOVE: -- in reference to the vehicle acquisition. So is that more than one vehicle? What's that 5,000,000 number for?

MR. WALTON: That is actually 73 vehicles.

MS. LOVE: Seventy-three.

MR. WALTON: Yes.

MS. LOVE: Okay. And also for conversion.

MR. WALTON: Right.

MS. LOVE: So what's that?

MR. WALTON: 1.1 million dollars to actually convert the engine from gasoline or diesel to operate on propane.

MS. LOVE: How many was that number?

MR. WALTON: That's for the 146 that you approved last time.

MS. LOVE: Okay.

MR. WALTON: Well, you -- actually, not all of it came out of surtax dollars. And I forget

the split, but we paid, through grants and our federal capital, probably more than half of those vehicles, and then you approved the balance out of surtax. So we're converting all of those vehicles to propane. By the year 2021, our entire paratransit fleet will be operating on propane. It is our objective, and –

MR. ALLEN: What is the technology on LNG?

MR. WALTON: LNG?

MR. ALLEN: Right. Rather than propane.

MR. WALTON: Well, what we found, just from a conversion standpoint and a service delivery stand- -- fuel delivery standpoint, it was just much more convenient. And we see that -- well, just from our -- from what we do, we just found that it was from a -- the availability and delivery of propane was much more available for it.

MR. ALLEN: That's today. But down the road, LNG may become more available because of other conversions ongoing.

MR. WALTON: It may be, but personal thought is that by the time that happens, the electric vehicles will have taken over and you will see the electric technology accelerate away from -- from that technology.

MR. COOLMAN: Question regarding the -- why is the \$2,000,000 difference between what the board approved and the current estimate? I mean, what -- is it the gas vehicles that's 1.1 million, or what was missed in the original estimate that's now \$2,000,000 higher?

MR. WALTON: Because when we originally projected this, we did not anticipate the growth that we have seen. You have to keep in mind, when we developed -- we've been developing this plan for the better part of the last three -- three years, because initially, when we went out in 2016, we kind of had the rudiments of it, then we updated it. But at that time, we did not anticipate the growth that we've seen in our paratransit sector.

MR. COOLMAN: So that \$2,000,000 difference would be orange in an accountant's mind.

MR. WALTON: Right.

MR. COOLMAN: Okay. Thanks.

MR. WALTON: Orange. Got it. Got it.

UNIDENTIFIED SPEAKER: (Inaudible.)

MR. WALTON: We're making a request for \$4,000,000 for planning studies and

passenger surveys. And, again, I had mentioned a study called a comprehensive operational analysis. And that's basically where you take the macro view of your transit system, and you actually go out and you speak to the groups that we talked about, the business community, the community at large, politicians, all the different cities. And you really want to make sure that the services that you are designing and developing for today have some application to tomorrow, but you -- more importantly, you want to get the input, you want to see where their thoughts are.

And you want to develop a plan that fits not only today, but the future. And you also want to make sure that, you know, whatever you design as a plan, that it has the ability to be modified. So that -- this is a study that most transit systems will undertake maybe every, you know, five to seven years. So it's our turn to do this now. So, you know, again, we have not -- you know, we have been kind of nibbling around the edges in terms of service improvements, but it's time to take a step back and look at the overall plan.

And it dovetails with some of the other plans in terms of the integration of rail and other transportation modes. How do we integrate what we call micro transit system, because in many cases, you will find that there are pockets of our County where the density, quite frankly, will never require a full-size bus. So rather than the expense of running a bus out there and running it empty, you might want to develop a micro system where -- I mean, in some cities, they've got this service called Freebee, where you actually call up and they come to you. So how do we integrate the micro transit systems, the Ubers, the Lyfts into the overall transportation network, and that's what this study will do.

MR. HOOPER: Go ahead, Doug.

MR. COOLMAN: You know what my question is, don't you?

MR. WALTON: Color?

MR. COOLMAN: Why is the -- yeah. Why is the 1.7 million dollars that much more from two, three years ago?

MR. WALTON: Well, because in this case, we added another element to it. This is for our comprehensive operation analysis, but we also added the element of general planning studies, because as we move forward, you know, there are different types of projects that we can talk about a little bit later that, from a planning perspective, we're going to need to have consultants on contract to do -- because we, quite frankly, don't have the planning staff to do it. We have a very small planning staff.

But we're going to -- from a transportation perspective, if there are certain things that we want to build into the system, we're going to need to have access to consultants that can help us do that, just general planning.

MR. HOOPER: You know, kind of playing off of the -- I agree with the whole planning

thing, and understanding what passengers need. I also appreciate the micro transit thing. I also -- I think not only does it -- is it suited for areas that aren't dense, I almost think it's suited for areas that are dense, because sometimes you have to be nimble to get around some of these really tight spots, you know.

And I think we're going to -- I would love to see micro transit in downtown, to be honest with you. But, aside from that, you know, Phil brought this up a meeting or two ago about performance measures, and I think that either our board -- I -- honestly, I think we have to keep it on our side of the table, but to coordinate with this planning study that you're doing and moving forward, we should have these -- these projects and this planning and the measurables and the objectives all put into the beginning of the -- before you've done something, and then measure the performance after we've done it on either an annual or a five-year plan. And I think we need to hire somebody to do that. And we've talked about it, and I'm sure I may be speaking, and then Gretchen's going to tell me this is something we're talking about in the next -- the next section --

(Laughter.)

MR. HOOPER: -- which is probably true. And here I am, going ahead. So, anyway, I just want -- while it was on my head, not -- not so much -- I just want to bring that up. Thank you.

MR. WALTON: Okay.

MS. LOVE: I want to understand when you say, studies, because this was a lot of money for different studies. What is the tangible product that we get or see to show what the \$4,000,000 is for?

MR. WALTON: A lot of times, the tangible product goes back to something that was asked in one of the other meetings in terms of leveraging dollars. We need to make sure that, from a planning perspective, that the services or -- well, primarily the services, but just from an overall transit perspective, long-range planning, that what we're doing dovetails with what allows us to leverage our local dollars with federal dollars.

And, you know, quite frankly, you know, I think we do a pretty good job in terms of understanding the rules -- the federal rules and regs. But what I've also found in the industry that there's so much more knowledge out there that consulting firms and, quite honestly, even some of the lobbying firms can bring to you in terms of bringing money back. So when you're writing these plans about what you want to do with your transit system, you really want to have a focus on how that leverages other state and federal dollars coming back to the County. I'm not sure if I answered.

MS. LOVE: Not quite. What is it that we would actually -- if someone was to -- say you did a study.

MR. WALTON: Okay.

MS. LOVE: What is it that we could tangibly put our hands on –

MR. WALTON: Okay.

MS. LOVE: -- to say this cost us \$4,000,000?

MR. WALTON: Okay.

MS. LOVE: And I don't know if the \$4,000,000 is the right number. Is it six? Or is it four? I'm not sure of the two numbers.

MR. WALTON: Okay. Well, the six was specifically for the rail planning studies that I talked about, where we would collaborate with the state and the Florida Department of Transportation. When I'm talking -- here, we're talking passenger surveys, we're talking other planning studies. And I -- and I'll give you an example. If we wanted to -- if I go -- let's go back to the BRT.

MS. LOVE: Well --

MR. WALTON: There --

MS. LOVE: -- I'm sorry, but I -- we can stay on that slide. I -- so I was really talking about those two numbers on the slide here.

So is the amount you're looking for in total this four? So it's just the incremental difference --

MR. WALTON: Yes.

MS. LOVE: -- that you are asking for?

MR. WALTON: The -- no. The total -- the total is -- we initially had 2.3 in there, so --

MS. LOVE: Right.

MR. WALTON: -- I'm asking -- well, from the plan had 2.3 --

MS. LOVE: Right.

MR. WALTON: -- so we're asking for the increment to be added for a total of four.

MS. LOVE: Okay.

MR. COOLMAN: I have another question. Is the money that we're spending over and above what the County's already been spending for these things, or are we replacing what the County was spending and spending these dollars? Because --

UNIDENTIFIED SPEAKER: (Inaudible.)

MR. COOLMAN: -- in our fiduciary responsibility I think we have is I don't want to be buying something that's already been paid for the least ten years. I don't mind paying an added increment, but that's kind of a, you know, just a general question.

MR. WALTON: For the most part, we had not been performing these studies. Now, what I will say is that the last comprehensive operation analysis that we did was funded by the County. But, again, that's not an every year study. But these other planning studies, these other rail studies, we just have not had the dollars to do it.

MS. LOVE: I interrupted you to answer the question about the tangible product that we would receive. So what is that?

MR. WALTON: In many cases, it's a document that spells out what you need to do, or if we -- if we were to -- if we use the example like the Wave, you would actually have a planning consultant come in to take a look at routing, to take a look at, again, the environmental impacts, to take a look at what other alternatives. And they would actually deliver a document to say this is what we, as planning professionals, recommend that you go to the federal government with to ask them to enter into the funding process for receipt of federal dollars.

MS. LOVE: Okay.

DR. KELLEY: Can I ask a quick question about the paratransit --

MR. WALTON: Yes, ma'am.

DR. KELLEY: -- vehicle --

MR. WALTON: Uh-huh.

DR. KELLEY: -- acquisition? 73 vehicles, I don't know about the time -- yeah, I don't know about the timing of that acquisition, but they're not -- it'll be sometime in this coming fiscal year, right, the acquisition of 73 vehicles?

MR. WALTON: Those would be 20 -- in 2020.

DR. KELLEY: In 2020.

MR. WALTON: Because the 146 that you approved -- 140 -- yeah, 146 you approved last time --

DR. KELLEY: Right.

MR. WALTON: -- we'll start to see those in November of this year.

DR. KELLEY: But these are the -- in 2020. So there -- is there anything for, in terms of -
- and they're all propane; is that correct?

MR. WALTON: They -- well, either they're being purchased as propane or will be converted to propane.

DR. KELLEY: And the County has those propane tanks on the current facilities?

MR. WALTON: No, because we don't -- we don't fuel them ourselves. Those are operated by contractors --

DR. KELLEY: Okay.

MR. WALTON: -- and they have agreements with propane providers at their facilities. So what they will do -- what they do now is they actually built -- they drop propane tanks at their facilities, and they're filled each night when they come back in.

DR. KELLEY: Okay. And so in terms of they're not driverless, so who's going to be -- I mean, in terms of drivers, adding drivers and training drivers, is there anything in here in terms of, you know, for those vehicles as they come in so they can be used right away? In terms of training and acquiring new drivers.

MR. WALTON: Well, that actually comes out of another bucket. That comes out of a contractual bucket, where we pay the operating costs for the contractor.

DR. KELLEY: Okay.

MR. WALTON: So we --

DR. KELLEY: Okay.

MR. WALTON: -- we place that responsibility -- of course, we provide the guidelines, but we place --

DR. KELLEY: On the vendor.

MR. WALTON: -- the responsibility on the contractor --

DR. KELLEY: Right.

MR. WALTON: -- to do the training as we have instructed.

MR. HOOPER: So, you know, I've communicated this and I think that -- I think part of what I think you're saying is you want more information, and you want to be able to see the equipment, a picture of the equipment that we're proposing to buy and understand what that is. And that falls under also what Ms. Love was bringing up, you know, an itemization, lobbying, you know, the different things that you would spend the money on the planning study, whether that's hiring a couple of people, whether that's hiring consultants.

And so my thought was is this is like what's on deck. And then, when we go to approve this stuff, I think we're going to need a -- each time we approve something, a package that says, okay, I showed you -- I went over what each budget line item was, in your retreat. We're bringing this forward for approval. Here's what the equipment looks like, here's what our objective is in terms of goals and performance measures. I think we're going to need --

MS. PENNANT: Deliverables.

MR. HOOPER: -- yeah. And a little bit more meat on the bones on this as we approve stuff so that we can feel like, okay, I had a total and complete picture as to what I was approving and what it all entailed. And that's why I've brought up in the past -- I use equipment as an example, because it's easy for us to visualize it. We're going to go get new buses. Well, this bus is going to look like this. Here's a picture of it, either a brochure or something. And we're going to buy 176 of them.

You've given us some of your objectives on the headways and all that stuff. I get that. But just a breakdown of objectives, equipment, cost, what the budget was, what it is today, blah, blah, blah, blah, blah. And it all goes through the checklist of what we would need to feel like I was completely informed, and when I approved this line item, knowing it was on deck and that it was part of the budget, that that's what I voted on.

And so I appreciate where we are today, but I think that that's what draws some of these questions is is that we don't really know, we don't see up there exactly what the description is. And whether that's meant for -- it would take -- this meeting would take two days if we did it that way. But when you are getting the single item approved -- and are you going to -- in our next meeting, are we going to get ten items to approve? Are all these going to come in front of us? They are, in the next meeting.

So if they're coming in front of us in the next meeting, we're going to need -- there's going to need to be a little bit more meat on the bone, at least for me, on some of these things. Some of them are pretty self-explanatory, but others, it would be nice to see what the equipment looks like and what the -- anyway, that's --

MS. CASSINI: We'll definitely do that. We'll -- that's what the purpose of this is, so that we can hear exactly what you want for each of these. Also, we're going to be reaching out as soon as this meeting is over to try to schedule briefings one-on-one, so if there are

individual questions that you might have that you want answered, we'll bring the right people, we'll make sure that we get all of that compiled before the July meeting. Absolutely.

MR. HOOPER: Good.

MR. COOLMAN: On these issues of studies, it might -- if you've got a budget here, three and a half and it went to 4,000,000, just someone must have made a list of scope. And just sharing that with us, then we can see what we're buying.

MR. WALTON: We --

MR. HOOPER: Yeah, I agree. Because like the \$4,000,000 number is a round number, and it doesn't break down all the different things that we're buying. And it --

MR. ALLEN: Gretchen, the budget won't be approved until September, though. So it'll be after September. The Board will not approve the budget until September.

MS. CASSINI: We're going to take the surtax in August. So keep in mind, that's what's important about the feedback that we've gotten from you and that we got from you in May. Everything that we're bringing to you that's not orange, right, that's not a new project, was in the original plan that was approved by the Commission and is going to be part of our recommended budget.

So at this point, it's been approved by the Commission and we're seeking your approval of the entire amount. I think that goes to Ms. Love's question, which is what are you asking for. Are you asking for the differential, are you asking for the 4,000,000. We've interpreted the Oversight Board's involvement as you have to approve the whole thing. You've never seen any of this before. Our Board has, but you haven't. So we're bringing you not just the differential, but the entire amount that we are going to be asking our Board for in the recommended budget. Does that make sense?

MS. PENNANT: Alan?

MR. HOOPER: Yes, I'm sorry.

MS. PENNANT: So I have a concern again. With -- with each of these items --

UNIDENTIFIED SPEAKER: (Inaudible.)

MS. PENNANT: -- that's -- that is being proposed for approval, I really would like to see where we're taking that 30 percent set aside. You know, I know in some cases we can and some places we can't, but I'd like to see that component built into these budget outlines so we will know exactly which projects are better suited based on the funding source to identify for those 30 percent set asides.

MR. WALTON: Okay.

MS. PENNANT: Thank you.

MR. HOOPER: Yeah, like for instance, the routes are very explanatory. I know what you're doing with the routes. It's just a few of these things that, you know, it would be nice to get more information so that we better understand what we're voting on.

MR. WALTON: Well, we have the detail. I mean, we've -- I mean, we -- in terms of these -- all the things that we've asked for, we've actually costed them all out, and we have explanations for. But we can provide that to you.

MR. HOOPER: Okay.

MR. WALTON: That's not a problem at all.

MS. PENNANT: Awesome.

MR. HOOPER: Okay.

MR. WALTON: Okay. Community shuttle. When we built the plan, we told the cities that we would, under the County side of the ledger, absorb the existing community shuttle program. And so that is what you see at the top of the page. That is the existing community shuttle program.

MR. HOOPER: Uh-huh.

MR. WALTON: Now, one of the things that I've mentioned that we're attempting to do is on the capital side here, you see a request for 4.875. We are moving the entire community shuttle program out of the internal combustion engine realm --

MR. HOOPER: Uh-huh.

MR. WALTON: -- and we are moving everything to a cleaner burning fuel, propane.

MR. HOOPER: Uh-huh.

MR. WALTON: So this takes all of the vehicles that are currently in use -- the rest of the vehicles that are currently in use, because we start -- we've actually received the first 20 of our propane vehicles. This actually buys another 39, and it removes all of the other diesel-powered vehicles in the community shuttle program. So that's what we're doing on the County side.

MR. HOOPER: Uh-huh.

MR. WALTON: Where you see community shuttle new service, these are community shuttle projects that have been requested out from the cities that were not part of the existing program. So these are actually coming out of the city side of the ledger. And we have, to this point, received requests for 20 new routes. And we're going through the evaluation process now. Quite frankly, you know, we always receive a lot of requests and we don't always grant them all because, I mean, realistically, some just don't -- they just don't cut the -- it doesn't meet the standard.

UNIDENTIFIED SPEAKER: Uh-huh.

MR. WALTON: So what we're projecting at this point as an estimate for the operation and maintenance is -- pending approval, is about three and a half million dollars, and capital for 15 vehicles at 1.8 million dollars on the city side of the ledger.

MR. ALLEN: Who is going to manage the community shuttle?

MR. WALTON: Right now, we manage the overall program out of Transit. Some cities actually directly operate the shuttles --

MR. ALLEN: Right.

MR. WALTON: -- themselves. But about half of the program -- there's 19 cities right now. Half of them directly operate the shuttles, and half of them use a contractor. What --

MS. PENNANT: Half of them use what?

MR. WALTON: A contractor. Now --

MR. HOOPER: Doug?

Go -- I'm sorry. Go ahead. Keep going, Chris.

MR. WALTON: One of the things that we've been talking to them about, and they're very receptive, is that we think there's economies of scale if we were to offer a -- let's say a countywide contract that allowed each city or each -- or city or each entity to participate in that contract, because we know -- well, we believe that we could actually lower the average cost. Because right now, the cost to operate, depending on the type of vehicle the city uses, and really, quite frankly, their ability to negotiate the deals, are averaging anywhere between maybe 40 and almost 70 bucks an hour to operate. We think we can -- if we operated it in a collective, we think we could bring this cost down.

MR. HOOPER: Doug.

MR. ALLEN: Once you take over that control, the cities now are going to argue that that's not a city project, it's now the County's project.

MR. WALTON: Well, I mean, the way it works -- in fact, a lot of them have come to us and asked us to do this, because in some cases, you know, the cities are very small, and they just don't want the headache to do it. I don't ever anticipate us necessarily taking control. We would manage. Because the way we work it now is we work very closely with them in terms of designing routes and designing hours of service.

And, you know, they look at their budgets and, historically, what, you know, we have paid, \$15 per revenue hour. We would now pay that entire cost, but we work very closely with them. And they -- it's not -- this would be optional. I mean, this is not something they would have to do. It's just something that we would offer, because we think there's economies of scale that could be gained.

MR. HOOPER: Doug.

MR. COOLMAN: Yeah, I've been mentally telling the cities that they have a pot of money, and they can change it, move it around, but their pot of money stays what it is. I assume that applies to the County.

My concern is -- maybe it's because this is all new to everybody, is these increases from what was estimated a year or two ago and what's currently being asked, we're not going to need 30,000,000,000. We're going to need 40,000,000,000 unless there's some -- I mean, everything, with the exception of one project, has gone up, and up substantially. So I'm -- that's my concern is if we're -- if we miss our estimates by 30 percent, that means we're going to cut 30 percent of somebody's projects out, or -- I don't know. I mean, am I missing something?

MS. CASSINI: I think you'll see, again, on -- that's on us to do a better job of explaining to you where we've saved money and where we've increased funds. We are far under spending our expectation for FY 20, and we're going to show that to you in a couple of slides. But you're right. I mean, we need to break it down project by project, as well, and kind of line item by line item off of the financial plan, and we'll definitely do that.

MR. COOLMAN: Well, I think the flexibility's good. And I don't mind spending more in 2020 if we're going to save more down the line. But I haven't -- like you said, I haven't seen any savings yet.

MS. CASSINI: Right.

MR. HOOPER: I -- the only place I ever hit the numbers right on a construction project in development is the cost of the land, because I know what it is. Every other number moves in every direction. And what you hope for is that the total -- and that's where I -- I'm coming from where he comes from, but I'm more on the reconciliation side of it. I'm more worried about the total, and then hitting our objectives and getting the performance that we wanted out of what we intended.

And then, just to go back on the community service, because Chris knows I have a lot of experience in that, you know, that's funny, because, like First Transit, for instance, when we used them over at City of Fort Lauderdale, you're doing, you know, eight routes, and you're negotiating eight routes. And if five operators were bidding on the entire community bus service countywide, we, on a dollar per hour basis, the TMA for Fort Lauderdale would be dumb not to do that. I mean, it's just -- you'd probably save five or - - five to \$10 an hour on just an economy of scale.

So I think that's a great idea. My question on the community shuttle service, the new service, is some of that -- like, for instance, is it a new route could be -- again, I'm going to go to Fort Lauderdale TMA because before I left, we were trying to -- we were trying to start a new route and drop three other routes. Is that something like that, or is this just more money altogether? Is this a new service, not a reconfiguration of a few old services?

MR. WALTON: It's actually new service. Typically, when we introduce a new route into an existing structure, we look to see if there's modifications, because sometimes there's combinations of routes where you might shorten one --

MR. HOOPER: Right.

MR. WALTON: -- and add the new in, and -- or we will combine two for economy. But as it exists now, these are new requests that the municipalities have made.

MR. HOOPER: That are going over and above their budget.

MR. WALTON: This -- over and above what we currently provide. Right.

MR. HOOPER: Okay. Okay.

MS. CASSINI: Chris, it may help -- I think what we'll do is we're going to bring you the exact cities. Most of these are new cities that don't have any service now. So there are five cities that don't have community shuttles --

MR. HOOPER: Yeah.

MS. CASSINI: -- requesting 22 routes. So we'll bring that to you so you can --

MR. HOOPER: That'd be great.

MS. CASSINI: -- see it.

MR. WALTON: Well, some of them actually are --

MS. CASSINI: Existing.

MR. WALTON: -- yeah, but -- and they're looking to fund it out of their city side. But we

can -- we can bring you the specifics of who they are.

MR. HOOPER: Okay.

MR. WALTON: Listing of all of our proposed projects in 2020. And, again, we can provide you with specifics in everything that's in here, and we will be happy to do that. Okay. From the operating perspective -- and, basically, what -- the way we look at this is, you know, we're taking what we call our status quo, our existing revenues, and from an operating and maintenance perspective, we're asking for you to fund the growth, or what would have been the deficit of the new -- primarily the new service.

Because if you look at the third line here where it says, new 30-year bus service plan, the original in 2020 was 18,000,000. It goes up to 27,000,000. And that's primarily a result of the 20 percent service increase that we actually pulled ahead. We didn't anticipate that back in 20-- when we initially put the plan together, but since -- subsequently, we decided that we could accelerate that service but we didn't -- hadn't accounted for it in the original plan.

So that's where most of that increase comes from. On the revenue side, most of the increase you will see comes from -- if you look at the bottom line where it says farebox revenues new bus. And it's kind of a concept that in transportation, farebox recovery ratio is the percentage of the farebox that actually pays for your operating costs.

Historically, because of the -- quite frankly, the inadequacies of our system, our farebox recovery ratios had been the highest -- the highest ten percentile in the nation, which basically meant either you're operating extremely efficiently or your system is too small and your buses are too crowded. I like to think the former, but I think it's a combination of the two.

The reality is when you expand service, the point that you made earlier, you will see fewer people per route, or fewer people per ride per hour riding the service initially. So when we did our calculations, we took our existing farebox recovery rate, which is about 27 and a half percent, and, for the new service alone, we dropped it to about 20 percent, because when you're starting new service, you don't anticipate to get the same recovery rate. So that is the primary driver in the revenue side. So when you -- when you add the two numbers together, we had initially asked for 33.2 million in the plan to cover the growth, but with accelerating the service and the reduced farebox recovery and the other costs here, we're now asking for 43 -- 43.45 million on the operating for 2020, in addition.

MR. ALLEN: What are your total farebox revenues?

MR. WALTON: About 20 -- 27, 28,000,000.

MR. ALLEN: Okay.

MR. HOOPER: So -- yeah, I want to go to that, too. So the 4.2 million is what you were

anticipating in new service in your 2020 plan, and you think because we added –

MR. WALTON: Well –

MR. HOOPER: -- I don't understand, because there -- there's still the same amount of people getting on, whether that's one bus or a second bus. You know, if you're spreading the buses out but you're still getting the same amount of people getting on, and they're all paying a fare; right?

MR. WALTON: Yeah. Well, the reason that number's reduced is because the original plan had us actually operating BRT in this year, where we anticipated a higher recovery rate.

MR. HOOPER: Okay. Then that answers that.

MR. WALTON: And we're not -- we're not operating it --

MR. HOOPER: Okay.

MR. WALTON: -- this year.

MR. HOOPER: All right. Okay. So (inaudible).

MR. WALTON: Okay. So basically this is just a synopsis or a comparison of the O and M, the capital, and the community shuttle, what was initially in the plan and what is -- what we -- our current requests are.

MR. HOOPER: So that's the reconciliation? So -- but we're leaving some projects out; correct?

MR. WALTON: Yeah. And one of the big hitters, of course, is the rail and the BRT. There's a lot of money. In fact, what we had anticipated in the plan, we're spending \$91,000,000 less.

MR. COOLMAN: You're spending 91,000,000 less than you –

MR. WALTON: Right. The Board approved plan called for –

MR. COOLMAN: 218.

MR. WALTON: -- 218.

MR. COOLMAN: You're now only requesting 127.

MR. WALTON: Only 127.

MR. COOLMAN: So you're really under your budget.

MR. WALTON: That's correct. And those dollars will be spent in the out years as we accelerate the rail program and the BRT program.

MS. LOVE: So you had projected initially because you had planned on the BRT.

MR. WALTON: Uh-huh.

MS. CASSINI: And rail.

MS. LOVE: So now, because of that not happening is why you're deferring it.

MR. WALTON: That's correct. And you'll see catch up in the out years.

MS. LOVE: So it will just be reprogrammed during that time?

MR. WALTON: Right. It'll be moved forward.

MR. HOOPER: So the only thing I -- if I were doing this and I wanted to know more, I would ask for -- I would ask for what was the total projects we were moving forward with, which ones didn't we move forward with, what's the delta, and then when we reimplement those later, how much are those -- you know, even if you leave them at the original plan, I think you're still -- we're going to be over. You know, you're pushing the -- it's like I was going to buy, you know, ten cars, and I bought nine, but I've still got to buy that tenth one next year. And I paid the amount for ten on this nine. You know, it's just kind of moving something to a later date.

And the only reason I'm bringing this up -- and I appreciate that we're not spending the money this year -- is if we project our revenue for 30 years and if we do this every year and there's always an increase but we push some projects further down the road, are we going to end up not being able to do as much as we wanted because we pushed some projects every year down the road and they're going to cost more next year or the year after?

And it's not because of you wanting to push them down the road, it's just timing, scheduling, whatever. And then everything else on the -- that you kept on the -- in the -- on deck costs you more by a million here, 2,000,000 there. It -- are we going to get all of our objectives complete?

MS. CASSINI: We -- I'm sorry.

MR. WALTON: No, go ahead.

MS. CASSINI: We believe that the corridor studies and the corridor delivery method will actually save us money over what we placed in the plan and escalated. So we did not,

when we delivered the plan to the public, include the corridor delivery method. That was something that came after June when we finalized the plan. But that delivery method is intended to increase efficiencies, to deliver projects in packages more effectively, and reduce costs so we could actually do more than we intended.

MR. HOOPER: So then, my only -- my thing would be -- all right. So let's pretend I -- that we are going to save money in the future, we're moving some stuff down the road. Just when I -- when we go to vote on this next month, on the ones that -- there's a few that we're not spending as much, but on the ones where we're breaking the budget on the overall section of expenses, just write why this is better. Give me the reason why we should go forward with it and tell me that we're going to improve these things and we can't live without it. You know, that -- it's that kind of thing. It's like a -- I want to understand and to be convinced that this is money well spent. And a lot of times, it is. It's based on cycle of economy --

MR. WALTON: Uh-huh.

MR. HOOPER: -- you know, and maybe say that. It doesn't matter. But I think that we do need to have something to understand why these things are costing more money. For instance, the part that Ms. Love brought up. That isn't broken down enough for any of us to understand why that's 4,000,000 and it's not 2.3 million.

I mean, that, to me, it doesn't give me enough information to say, oh, yeah, okay, let's spend the extra million seven. But if you give us the detail, it'll help quite a bit.

MR. WALTON: Yeah, we have that. And I would also add, just from, you know, my experience in the transit industry, this is a 30-year plan. Transit systems that have done this in the past, typically, you know, each five years you -- who knows what we'll be doing in 30 years.

MR. HOOPER: Absolutely.

MR. WALTON: There are projects, realistically, because of technological advances, you know, land use changes, that might fall out. So there needs to be an understanding that, okay, what you see here in year 11, 18, 29 might not come to pass. So there needs to be, probably on some sort of regular maybe five-year basis just a refreshed view of exactly what we're going to do and what we can do.

MR. HOOPER: And that's why, in the 4,000,000 or the 6.6 on the planning for the light rail, just tell us why. Hey, we need to do this because, and we need -- this needs to be done this year because of these things. And it went over a little bit on the budget, but we're not doing something -- you know, it's just a matter of explanation and giving us -- because it is going to be -- it's going to be like this every year; right?

MR. WALTON: Uh-huh.

MR. HOOPER: Based on what you just said, and us knowing that things change in the future, in 30 years, I don't know where -- well, I probably won't be around. But that's what -- I think that's what we need. And so when we approve all these projects, I know we're going to be -- it's going to be a long meeting, but -- and as board members, I urge you guys, if we can get some of that information on the front end, please do your homework before we go to the meeting so we don't -- so we don't go through the thing all --

UNIDENTIFIED SPEAKER: (Inaudible.)

MR. HOOPER: -- all day long. And I'll try to do that, too. And that might help as well. Thank you.

MS. CASSINI: And, as I said, we'll be scheduling briefings with each of you so that we can go through in detail, make sure we bring the subject matter experts with us, and that we are able to answer all of your questions ahead of time, and then package what you need in order to feel comfortable. Would you -- we're almost there. We're running on time. Would you like to take a little break? I mean, we don't have a whole lot more to go before we move to the retreat, but it has been three hours, so I thought I would ask. Or two and a half hours, I guess.

MS. PENNANT: How much more do we have?

MS. CASSINI: You want to -- just a couple more pages, and then the dashboard review. You want to move through or stop for a second?

MS. PENNANT: Oh, we're going to do the dashboard review. If we're going to do the dashboard review --

MS. CASSINI: So I -- we are going to do the dashboard review in probably about 15 minutes.

MS. PENNANT: Okay.

MR. HOOPER: What do you want to do? It doesn't matter to me.

MS. PENNANT: It doesn't matter.

MS. CASSINI: Okay.

MS. PENNANT: Are we taking a break for --

MS. CASSINI: We're going to take a break for lunch between the budget workshop and the retreat. So we're almost done with the budget workshop portion. Then we'll break for half an hour to have lunch, and then we'll come back for the retreat. Does that sound

good to everybody?

MR. HOOPER: Are you okay with that?

MS. PENNANT: Yeah. Yes, I am.

MS. CASSINI: Okay.

MS. LOVE: Yes.

C. MAP ADMINISTRATION/INNOVATION

MS. CASSINI: All right. So now we're to Mobility Advancement Plan administration. So the first bullet and its three sub-bullets are kind of grayed out to visually depict what you've already approved in '19, and what's moving over to '20.

So we're not necessarily asking you to approve those expenses, but we do want to be transparent about what's in our base. The new requests, we have a one-time relocation capital cost for co-location that actually you're going to be getting a pretty robust presentation about during the retreat from Ms. Thompson, and so you can see exactly what you're buying with that \$2,000,000, because I know that's going to be a question. We've got 304,770 in new personnel.

I did ask for a small amount of temporary services because I do have -- I mean, I'm trying to stand up the program with only six people, and so there may be the need at some point, depending on what's happening, that we have to bring in temporary services. So I did ask for about \$12,000 for that, just in case.

Consultants. Because you all have the ability to hire consultants in the ordinance, it makes sense to at least have a set aside. If you say to me, you know what? I want a consultant to X, Y, and Z, we should have that money there and not have to go through the whole budget process.

So it's just going to sit there, and it'll roll over from year to year. Phone service. I forgot to put phone service in my 2019 request to you all, and we certainly do need to pay for it, along with leasing equipment, which I also did not realize that we were going to need a new copying machine and scanner. So we need to do that.

And then the \$315,000 is for Lenny's big data management contract, which we are expecting to have in place in fiscal year '20, which starts on October 1. And then 21,500 just for software, hardware, and training for the three-person surtax-funded Innovation Team. For a total of 2.2. Again, I just want to bring to your attention that 1.979 of that is one-time only.

MR. HOOPER: Phil, were you going to say something?

MR. ALLEN: Well, the FY 2020 numbers, is that annualizing the 2019 that we've already approved?

MS. CASSINI: Yes, sir.

MR. ALLEN: Okay.

MR. HOOPER: And I would ask on the consultant side, again, can we put a bid out or something and find out what a performance consultant costs and what that would -- how that would fit in your 304,000? Or have you --

MS. CASSINI: We have one.

MR. HOOPER: -- done that?

MS. CASSINI: So you all approved it --

MR. HOOPER: Oh.

MS. CASSINI: -- for FY '19, and we are -- we've already -- Angela and I have already --

MR. HOOPER: Okay.

MS. CASSINI: -- negotiated the contract. So it should go online -- they're going to come -- they're going to be actually working with you and the community and our partners, because they're not --

MR. HOOPER: Great.

MS. CASSINI: -- not just a performance measure consultant. They're also kind of a data accessibility. So what they're going to do is they're going to look at all of the things that we're collecting and the way that we're communicating internally and to the public through dashboards and things like that, and they're going to give us some recommendations about ways to make our reports and these meetings and our minutes and everything that we do more accessible and meaningful. And then they're also going to be simultaneously looking at what should we be measuring and how should we be talking about impacts. And that's --

MR. ALLEN: And that's the Canadian firm that --

MS. CASSINI: That's the Open --

MR. HOOPER: That's the 315.

MS. CASSINI: -- North. And they're going to come -- they will come -- no, the 315 is

actually in the innovation side. It's in –

MR. HOOPER: Oh, okay.

MS. CASSINI: -- it's in the Innovation Center.

MR. HOOPER: Okay. All right.

MS. CASSINI: That's the -- that's the County brain, big data –

MR. HOOPER: Oh, yeah, yeah, yeah.

MS. CASSINI: -- management –

MR. HOOPER: Right.

MS. CASSINI: -- contract.

MR. HOOPER: Right, right.

MR. COOLMAN: Of the money we approved for 2019 and this new request, was any of that in your early budget, or is this all -- is this all orange money?

MS. CASSINI: Okay. So that's a -- again, this is a great question, and I think we, as a group, have to figure out how we want to communicate this. I know that, from our perspective, from the County's perspective, we built the project based budget around projects, but we always had money in this plan that was approved for administration. It's not new money. It would -- it's money that's in the plan. And I can show you where it would be coming out of, if you'd like, out of line items or –

MR. COOLMAN: No. So this was in your budget for administration. That's all –

MS. CASSINI: Oh, yes.

MR. COOLMAN: -- that's not orange money, okay?

MS. CASSINI: No, it's not orange money.

MR. COOLMAN: Okay.

MS. CASSINI: It's in –

MR. COOLMAN: That's –

MS. CASSINI: -- the plan that was –

MR. COOLMAN: Okay.

MS. CASSINI: -- approved, yes. There are also three entities inside of the County -- well, actually, there's quite a few more, but these are the ones that would move forward, recommended by my boss. Yeah, everybody wants a little piece of the surtax, as you might expect, but small business, our Office of Economic and Small Business Development actually does have a crucial role in this, as Ms. Pennant has mentioned, in identifying -- and they're going to be doing a presentation for you, again, during the retreat, very robust presentation about what this is going to buy you.

But they need positions not only to do recruitment of businesses to our area that we know we need to build that capacity, but also to be working with our solicitations. So you asked earlier how many of these contracts are going to have goals on them. These are the people who are going to be evaluating every contract and every project and trying to give us that information so we can bring that back to you, how many of these solicitations are going to have goals and what are those goals going to look like. So that sits in their office. It doesn't sit with me. And it's about \$200,000.

There's also a greenways plan update, and I'm going to show you a little bit about that in the next slide. And Lenny's here to talk about that if you have any questions. But that's going to sit in our Planning Department, which is in Environmental Protection and Growth Management. They're going to be working on that. And it will inform the way that we deliver the greenways that were included in the plan that was approved by our Commission and the voters.

MR. HOOPER: When you say something is not on your side, what do you mean by that?

MS. CASSINI: So right now, there are surtax-funded projects in Transportation Department, in the Public Works Department, and in the MAP Administration Department. And that's generally the way that we bring them to you and that's the way that the plan was structured; right?

MR. HOOPER: Uh-huh.

MS. CASSINI: But then there's also services that the County believes are centralized, like legal services, small business services, planning services, that were contemplated in the plan, but the money goes back to those agencies.

MR. HOOPER: Okay. I'm going to ask something, and it's more for the benefit of my colleagues, but are -- are you in our budget?

MS. CASSINI: Yes. For 2020.

MR. HOOPER: So --

MS. CASSINI: Not -- not for 2019. I was still General Funded until October 1.

MR. HOOPER: -- so in 2020, you work -- you're --

MS. CASSINI: You own me.

MR. HOOPER: -- you work for us.

MS. CASSINI: You got it.

MR. HOOPER: Okay.

MS. CASSINI: I'm all yours. I can't do anything else.

MR. HOOPER: No, that's -- that's great. Okay?

MS. CASSINI: Yeah.

MR. HOOPER: But that's one of the questions I wanted to ask. I think --

MS. CASSINI: And her, too.

MR. HOOPER: -- it's -- I think it's -- and so you're going to be working for us.

MS. WALLACE: Yes.

MR. HOOPER: Okay. I think it's --

MR. WALTON: And for the people.

MR. HOOPER: -- important -- okay, good. All right. Thank you.

MS. CASSINI: And so this County Attorney, the County Attorney is a little complicated, and I do feel like, for transparency purposes, I need to put this on the record, because it's -- it's something that is very unusual. In our ordinance and in our Charter, all attorney positions must be paid for from the General Fund. Right? So while all the rest of us can be funded directly from the surtax, unless we went to the voters to change the Charter, what we're doing is we are funding all the attorney positions in the General Fund, and then we are paying the General Fund back with surtax dollars for County positions only.

But I just want that to be out there, because there probably will be a discussion about that when this goes to our Board. So this paralegal position will be funded in the General Fund, and then the Surtax Trust Fund will pay that position back.

MR. COOLMAN: But that position, they're working for the --

MS. WALLACE: Dedicated.

MS. CASSINI: Dedicated 100 percent to the surtax.

MR. HOOPER: But aren't we essentially doing that, too, where when you have costs related to transportation and there's staff people doing stuff, aren't we paying for that?

MS. CASSINI: Yes, but for the attorney -- from the attorneys -- so for all those other positions, those DPNs can actually be placed into the surtax funds --

MR. HOOPER: Uh-huh.

MS. CASSINI: -- so there's no paybacks, there's no transfer of funds.

MR. HOOPER: Right.

MS. CASSINI: It's very clean that way from an audit standpoint.

MR. HOOPER: Right.

MS. CASSINI: But this particular thing has a -- you know, the legal component is going to be a little different.

MR. HOOPER: Okay.

MS. CASSINI: That's all.

MR. HOOPER: All right. Thank you.

MS. CASSINI: And this is what you are going to be buying with that greenways study. Lenny, do you want to talk a little bit about what they're seeing here in this visual?

MR. VIALPANDO: Just basically, you know, the idea that we want to have enhanced awareness about crossings and be able to provide specific signals for bikes and improve our bike crossings. And then what you see here is -- this is actually in Denver, but it's a separation of the high-speed bikes and electric scooters and electric bikes from ped on the -- on the right there.

So you see the guy running on the right, and this is sort of like the scooter and bike highway here on the left. And they cross at various times, but, you know, there's two lanes, kind of like you're -- you know, you're used to seeing on the road. And then on the right there, where the person's going up on the bike, that's actually in an on and off ramp from the scooter and pedestrian walkways up to the road there on that bridge so that, you know, hopefully we can create some grade separations and some easier ways to get on and off the greenways, as well as incorporate the greenways into our mapping and into like Google and Waze and others so that you can actually plan a route and it won't be

interrupted, and there's clear wayfinding and ways for you to get on the greenway and off the greenway, and understanding, you know, how much farther you have to go.

I mean, I -- when I was in Denver, you know, for something not surtax related, I was just amazed at how easy it was to -- to get on the scooter highway, bypass all the traffic, and then pop up, you know, off of the on ramp on -- in another location. And, you know, just this idea that we have so many canals and right of ways and greenways here in the County, and, obviously, it's been, you know, 17 years or so since we've updated the study on that. We would update that, we would, you know, modernize it, incorporate technology.

You know, just to kind of, you know, expound a little bit on some of the things that you guys have talked about today about all the studies and all the different products that we're getting, and using technology and being able to find out, well, what did -- what did that improvement get us and -- and how good was it, you know, I kind of want you to think of all these things as a layer cake, and no one study or source of data being better than another, but that you're getting multiple layers.

And the innovations group -- innovation group's job is going to be to try to integrate a lot of those layers, as well as use the big data contracts and then ultimately Internet of Things and sensors to be able to collect additional information that we will, you know, fully intend to look at, you know, future projects and say, okay, you know, what can we -- what can we find out about average vehicle speed, trip times, origin and destination before and after the project, and quantify it's benefit.

And then use that to drive future projects and find out what's working and what's not working, why it worked in this area and maybe didn't in another, and be able to understand also our bus routes. And so they'll be doing studies and looking at operational analysis, but we'll also be looking at other sources of information, including like economic information and future construction information and all the various data that we can conglomerate together.

And so over the years, you'll start to see increased layers of data and then being integrated as part of the County brain so that you'll be able to see exactly what's happening where and hopefully be able to understand what is and is not working, and then to -- you know, what Chris was saying earlier, this idea that we're going to be adapting and, you know, we don't know ten years from now.

We don't -- we really want to look on a year-by-year, project-by-project basis and find out what's working and what isn't and be able to iterate along the way so that we make sure that we're delivering the maximum value, obviously, as part of this project, so.

MR. HOOPER: So 225,000 is going to update a plan, and there's \$76,000,000 budgeted for greenway systems?

MR. VIALPANDO: That's correct. The original plan included 76,000,000 in greenway

upgrades, new greenways, changes to the greenways. We might put like adaptive lighting on the greenway so that it turns on when it detects people and isn't -- isn't on when there's no one there. That way, you don't have this light on behind people's houses all the time. But, yeah, it would be any number of greenways upgrades.

MR. HOOPER: Configure -- reconfiguration of streets to include greenways and stuff like that?

MR. VIALPANDO: Yes. Well, some of that would also be like the Complete Streets and the bike paths.

MR. HOOPER: Uh-huh.

MR. VIALPANDO: So it just depends. And like some of the sidewalk improvements, you know, if we go from a standard five-foot sidewalk to an eight-foot, you know, mixed use pedestrian pathway, that might get paid out of another fund, but we might leverage that as part of the greenway --

MR. HOOPER: Uh-huh.

MR. VIALPANDO: -- system to provide the connectivity. And so the study would, A, identify new greenways, but, B, also find opportunities to leverage other projects to create enhanced connectivity in the greenways, and then be able to map all that and come up with routes that people can use to get from one place to another safely, and in -- and separated in a clean, safe manner from traffic.

MR. HOOPER: That's great.

AGENDA ITEM III - PROJECT DASHBOARD REVIEW

MR. VIALPANDO: I'm just going to turn off the filter here. This is our attempt to provide the overview that we think you've requested. And what you're looking at here is a series of buttons that you can push to find out information. For example, I'll just push this one for a moment. So this is reflective of what you approved -- or what was up for approval at your April 25th, 2019 meeting in which you discussed fiscal year '19 budget approvals. So this is a roll up. That day, you approved nine traffic projects that had a total construction estimated cost of \$5,000,000.

If you look down here at this map, which we can make bigger and then smaller, this highlights just the projects you approved that day. So it shows you these are the -- these are the projects that were approved. You can click on one and you can see, you know, what it was. This was a bus route, Route 62. You know, this one was probably some fiber optic networks. It was Sunrise. It was a total of cost 929,000. You know, so you'll basically be able to click around this map and see, okay, this is what we approved that day. You know, that's sort of an overview.

If I turn off the filters from that day and make the map bigger, this is the entirety of all of the original like -- remember, it was project-based, so this is the entirety of all of the projects. You can see them here. You can -- you know, you can, of course, click on them and see that this was a -- you know, a levee greenway. But only the ones you approved that day get highlighted when we -- when we turn the filter on. So if we move over to Transit, you'll see that day you approved one new local route, four realignments or extensions or, you know, connectivity changes, and then 12 increases in service. And then if you want to go down the list and look at each --

MS. CASSINI: And that the color next to the number corresponds to the map.

MR. VIALPANDO: Right. Yeah. These colors, like if you see purple here and you want to go down and look at the map and, you know, you want to look at the purple, that matches the new route. And the same thing happens like if I go through this list here and I want to look for -- see, that's an increase in service, an increase in service. If I want to go down and find, oh, where was the new route, if I click on it, it will zoom me in to where the new route was, and it'll be purple.

And if I switch and I say, oh, I want to see that increase in service, it will do the same. It'll highlight it here in purple, and it'll show you that that's the green line that was that increase in service. So you can move around or you can -- you can go and look where was that school zone improvement. Well, it was here. It was at that school. And it will move in and show you that's the mast arm improvement, and so on. And then if you just click it again, it just takes you back out to the overall map. Again, click off that, and then that's everything that was approved that day.

MS. CASSINI: Show the expenditures.

MR. VIALPANDO: Yeah. And then if you look over here at expenditures, that was the stuff that was approved that day. So it was 1.9 million for MAP admin, 10,000 went to small business, 755,000 went to MPO. So of that 1.9 million, what was the cost breakdown. Well, you had 480,000 for ten positions, you had 700,000 for the Phase 1 co-location, 75,000 for a community engagement/transparency consultant, 62 for marketing.

UNIDENTIFIED SPEAKER: Very cool.

MR. VIALPANDO: MPO got 755, the MIT data project was 400,000. There was -- you know, so you can go through each one of those and see a breakdown for that day. Now, if we move over to the 25th, and, you know, everything that you saw today was rolled up here. So if you were to go through and look, on the -- on the 25th of July, you're going to get 29 roadway and traffic projects totaling a construction cost of 64,000,000.

This is showing you the overall map of where those'll be. And if you rolled up the new

local routes, there were two. Then three realignment and extensions and six increases in service. This goes through each one of them. And then, again, you can click on them and see, you know, where it is. And then if you go down here, now that you know where it is, you can get more information about it.

And, you know, we can add, based on the feedback that we're getting today, more data so that you can move through it this way if you would like. You see again city projects are still zero because they're still going to be reviewed by the MPO, although Chris showed you earlier that about 5,000,000 in city project money is going to go to community shuttles requested by the cities.

And, again, if I turn off the filter, this gives you the universe of all 485 total projects that were in the original roadways and traffics approval for the surtax by the voters. And that totals 1.33 billion in construction costs. And then you've got the overall original Transit projects, which -- I'll have to look at that. And then you've got the 500 city capital projects that you -- earlier, you guys were asking about, well, isn't there money for maintenance. Well, yes, the cities had 205 maintenance projects, and that was the total budget for that, the 150,000,000. This was 1.9 billion for those 500 projects.

And then this is the original, I think, community shuttles and there were six here. And it's 17,000,000. So, you know, basically, this is just a -- an overall format of a way for you to go to one place and sort of get a visual of, okay, you know, what does the entire universe of projects look like, you know, what am I approving today. And then also, if there were some deviation --

MR. HOOPER: I'm waiting for him to (inaudible).

MR. VIALPANDO: -- for example, if at the April 25th meeting --

UNIDENTIFIED SPEAKER: (Inaudible.)

MR. VIALPANDO: -- we had brought you --

MR. HOOPER: You want to speak, right?

MS. PENNANT: Yeah.

MR. VIALPANDO: -- 9, 1, 4, and 12, and you approved something different, you would be able to go here and see what the difference was. Like if one project got left off, it would not show up here, but we would keep the historical information of the fact that on that day, you were presented with something different than what you approved.

MR. HOOPER: Hold --

MR. VIALPANDO: So you --

MR. HOOPER: -- hold on. I think Ms. Pennant has something she wants to ask.

MR. VIALPANDO: Yes.

MS. PENNANT: All right. So awesome stuff here. I love it.

MR. VIALPANDO: Excellent. Thank you.

MS. PENNANT: Very exciting.

MR. VIALPANDO: I appreciate that.

MS. PENNANT: But two points. One, I think I'd want to see this before I approve anything.

MR. VIALPANDO: Uh-huh.

MS. PENNANT: And, two, again, my 30 percent.

MR. VIALPANDO: Yes.

MS. PENNANT: Right?

MR. VIALPANDO: So this right here, if -- once you guys are okay with it and it includes the things that you would like to see, this will be made available to you. So you'll be able to play with it at your leisure and go back and refer to it. And, in fact, another thing I'll kind of bring up is so in July, you're going to look at some FY '20 budget expenditures. But we know, for example, that the MPO is going to approve the projects early next year, and then we're going to have to bring you all the city projects; right?

So when we -- when we do that, we're going to -- that's going to be another FY '20 meeting. So only meetings at which you're presented with budget requests will show up here, and it will -- there will be another button here. So you may end up with two or three FY '20 filters, for example. And these buttons at the top will allow you to click on them, and then you'll see the entirety of all 2020 meetings summed together for --

MS. PENNANT: Uh-huh.

MR. VIALPANDO: -- so that will -- this will then change, right? Because right now, you've only got one meeting. But if you had 29 at your July 25th meeting and then 20 more at some March meeting, then this would then become 49. And so these buttons up here -- and they'll stay in perpetuity; right? So the idea is is each fiscal year, you know, this will just continue to grow and then you'll be able to roll up each fiscal year, you'll be able to combine -- like I can highlight all three fiscal years and add them together. So like right now, I can -- I can add up FY '19 and 20; right? So theoretically you've got two meetings,

so if -- if you approve on July 25th all 29, that gets added to the nine you already approved, so that would be 38. Do you follow me? So you'll be able to change fiscal years at the --

MS. PENNANT: You're going talk here?

MR. VIALPANDO: -- top here.

MS. CASSINI: Yes. So we wanted, first of all, to make sure that we had heard you and that we are delivering what you want.

MR. HOOPER: Uh-huh.

MS. CASSINI: And then once we get feedback from you, and buy-in, then our goal is, using the information from the consultant services that we've -- that we're acquiring in FY '19 that you all approved, we're going to build other layers, so that you'll have a dashboard of what the Oversight Board does, but you'll also have a dashboard of performance. And you'll have a dashboard of local preference.

MS. PENNANT: The small business --

MS. CASSINI: Right.

MS. PENNANT: -- participation.

MS. CASSINI: So that there are -- because it -- it'll get way too busy. I mean, even this is somewhat visually busy. You know, we had to build it very quickly, and I think they did an amazing job.

MS. PENNANT: They did.

MS. CASSINI: But our goal is to refine this so that it does what it's intended to do, which is tell a compelling story that's easy for people to understand. But if you all like it and we can keep refining it and bringing it back to you with different types of information, then we're going to go ahead and have it publicly face off of our website.

MS. PENNANT: Okay.

MR. ALLEN: Will that be internet or intranet?

MS. CASSINI: Internet.

MR. ALLEN: Internet.

MR. VIALPANDO: Yeah, it'll be publicly facing so anyone can access it from the internet.

MR. ALLEN: Okay. But it's -- it's --

MR. COOLMAN: So this was built by existing Broward County staff?

MS. CASSINI: Yes. And not surtax money.

MR. VIALPANDO: Right. This is -- this -- none of this was surtax. This was all just regular staff. And this is the beginning of the kind of visuals --

MS. CASSINI: In two weeks.

MR. VIALPANDO: -- that you'll be getting.

MS. CASSINI: No consultants.

MR. VIALPANDO: This is like -- I would call this beta, or, you know, 1.0. And we're going to continue to refine and improve. And the idea is eventually you'll be able to click on these things and see like renderings or images and, you know, the -- it'll continue to be more fleshed out and robust. This was a fairly quick, you know, implementation based on the feedback we got from you at the last meeting.

MR. COOLMAN: What'll be important to us question answers is that we get to this before the meeting.

MR. HOOPER: You have to.

MR. COOLMAN: I said me.

MR. ALLEN: Well, that -- that brings -- that brings up an interesting perspective here. There needs to be some caution expressed here that there may be stuff that is posted here prior to a meeting or prior to our approval that we can be looking at but the public shouldn't be, unless they are told that this is not necessarily --

MS. WALLACE: That it's a draft version.

MR. ALLEN: -- approved. It's a draft version or whatever.

MR. VIALPANDO: Right. So the idea here, if you look --

UNIDENTIFIED SPEAKER: (Inaudible.)

MR. VIALPANDO: -- this -- this right here says up for approval on. So this means these are the projects that were presented to you. And we can change the language here if you'd like. But the idea is this -- this box is the stuff that's brought to you that day, and then this box down here is the stuff you actually approve. So they may be different, based on --

MR. ALLEN: Right.

MR. VIALPANDO: -- you know, what you decide on the particular day. So this would be post-meeting this would get updated, and this would be pre-meeting this would be the full list.

MR. COOLMAN: So this --

MS. PENNANT: And I think that's what Alan is -- Phil is trying to say, that you want to make sure that the public has access to the pre-meeting information --

MR. ALLEN: (Inaudible) it would all be available, but they need to be notified what -- what they're looking at --

MS. PENNANT: Right.

MR. ALLEN: -- this is not approved at this point in time. This is being proposed at this time.

MS. PENNANT: Right. Okay, good.

MR. COOLMAN: And I would assume this is --

MS. PENNANT: I agree.

MR. COOLMAN: -- meant for us to look at individually, and we cannot do this with more than one person.

MS. CASSINI: Correct.

MR. COOLMAN: Okay.

MR. HOOPER: Is there any way like when I click on one of the projects, again, you know, we've been ask -- we asked for like some detail like -- again, I'll use equipment as a picture of something. Can you add attachments that we can look at? Okay, good. That's great.

MS. CASSINI: As soon as we have staff on board that can do 3D or videos or anything like that. Well, we can do the equipment now.

MR. HOOPER: All right.

MS. CASSINI: We can start attaching pictures of equipment based on your feedback today, but it will take some time for us to be able to get some of the videos and -- and 3D

renderings that we intend to attach to these.

MR. HOOPER: And I would echo what some of the comments have been. If you put information on something before it's baked and ready for the public consumption, you'll end up with a lot of confusion in the public. And it's not so much avoiding transparency as it is just giving out information that hasn't been baked out. (Inaudible.) I think it's great.

MR. VIALPANDO: So if you do get a chance to look at it, when you -- when you click around on the projects, you see this list of information. If there are things like text fields that you would like, if you let us know, we can try to add them. And then, to Gretchen's point, we can add images. And I'm not sure if I'm hearing the feedback correctly or not, but what I think I'm hearing is let's make this, at least initially, just available to you guys so that you can play around with it and have it before the July meeting so you can kind of look at what's coming before you, and then we'll refine it a little bit more and then we'll make it public. Is that what I'm hearing?

MR. HOOPER: Yes. Uh-huh.

MR. VIALPANDO: Okay.

MR. ALLEN: Can't we also -- somewhere to the effect, you said down the road we're going to be adding performance measures to this also, but a perspective of the overall financial, at quarterly or whatever, this is what we projected in revenues, these are what's been approved in projects, this is what's been expended in projects so that we have an ongoing balance?

MS. CASSINI: We're actually looking at some software that would plug into our enterprise system, our financial system --

MR. ALLEN: Right.

MS. CASSINI: -- so that we can give you all of that information in real time in a dashboard, and also have the asset management, construction management, so you can see expenditures, you can see, you know, what -- if a project is green or yellow or red, and it's very visually stimulating. But we're going through the process of evaluating what can plug into our PeopleSoft system, and we'll bringing that to you soon.

MR. ALLEN: Well, I assume all of the small business reports will come out of that same system, from the procurement perspective as projects are approved, how much is being designated as CBE, SB, DBE, et cetera.

MS. CASSINI: I don't -- I'm -- that's a good question.

MR. ALLEN: That should be in the financial --

MS. CASSINI: It should be.

MR. ALLEN: -- in --

MS. CASSINI: It should be. It -- it needs to --

MR. ALLEN: -- in PeopleSoft.

MS. CASSINI: Yeah. You're right.

UNIDENTIFIED SPEAKER: (Inaudible.)

AGENDA ITEM IV - LUNCH BREAK

MS. CASSINI: So at this point, we're going to break for lunch for half an hour, and then we're going to be hearing from our keynote speaker, Dr. Ranka. Please feel free to help yourself to the buffet.

(THE MEETING RECESSED AT 12:45 P.M. AND RECONVENED AT 1:37 P.M.)

MR. HOOPER: If we want to start, I mean, are we ready to go?

MS. CASSINI: Yeah.

MR. HOOPER: Okay. I'll let you take the floor.

MS. CASSINI: Thank you, Chair. I was asked to give an update on the status of the Sawgrass interchange before we move into the retreat, since that was something that you all were asked to consider at your May meeting. Mr. Allen asked for an update.

And I just wanted to let you know that, based on your direction, we are not going to bring anything back to this body until our Commission has formally executed the local funding agreement. That would be with the Turnpike Authority.

And since our Board is on break, the earliest that that could happen would be August. And so we would -- and you all will not be meeting in August, so the earliest you would be seeing anything about the interchange, whether it be a full interchange or a northbound only, will be in September at your September meeting. And I'll make sure that I give you all an update in July as well, if we've gotten anything at that point. And so now I'll turn it over to Dr. Ranka, who has joined us for the -- from the University of -- oh, sorry. Yes.

MR. COOLMAN: Was the Turnpike Authority able to work out a change in schedule?

MS. CASSINI: So we don't have anything formally from the Turnpike Authority, yet, which is one of the reasons why --

MR. COOLMAN: Okay.

MS. CASSINI: -- I can't answer that question.

MR. COOLMAN: Okay. Thank you.

MS. CASSINI: Sorry. Like I said, I will ask Larry Mahoney to come to the July meeting and to provide you with an update, since he's in much more regular communication with both the City of Sunrise and the Turnpike Authority about this project. But at this point, I'm going to turn it over to Professor Ranka. And thank you so much for joining us today from the swamp.

AGENDA ITEM V RETREAT PRESENTATIONS (REQUESTED BY OVERSIGHT BOARD)

A. KEYNOTE SPEAKER DR.SANJAY RANKA (MOBILITY FUTURIST)

DR. RANKA: More like the gator land, I guess. Again, thank you to the board for inviting me here and presenting my research here, and thanks to Lenny and Gretchen and Nick for arranging this trip for me. I mean, I just wanted to start with talking a little bit about what you have in your -- most of us have in your hand, which is a iPhone or Samsung, one of the, you know, smart phones.

My daughter has like 32 GB and she says, Dad, I need more space, because she is storing now more videos, more photographs every day. The processing power of this device is something on the order of one teraflop, which is roughly like thousand billion instructions per second, or something of that nature. And you can actually FaceTime where you're doing real time video interaction with another user.

Thirty years ago, this would be a super computer costing around ten to \$30,000,000. So we've come a long way in terms of storage, communication, as well as processing technologies which allow a lot of interesting things to be done which can help transportation as well as society as a whole. And that's roughly the main theme of my discussion today in terms of how do you leverage these new technologies on the sensing side, processing side, to be able to help improve both safety, which is primary issue in transportation, as well as operations to make mobility improvements for the general public. And please feel free to ask questions along the way.

This is roughly, you know, my talk overall outline. I want to talk a little bit about how smart societies are using these technologies in a variety of disciplines. Since the focus here is mostly on transportation, most of my talk is on transportation, but, obviously, these technologies are being used in a variety of arenas like environment, healthcare, other issues, to be able to improve the lives of citizens.

My focus today is obviously on the transportation side. And I'm going to talk a little bit

about where the trends are in terms of how the technology's evolving from a transportation infrastructure perspective. The car companies do a lot of sensing from autonomous car. We focus more on the infrastructure side of it.

And then I'll give you an overview of some of the work which we are doing which directly impacts some of the traffic incidents as well as impacts overall traffic mobility. So I just went through your MTP, and I kind of summarized the key issues which are of interest to you. Obviously, this is my own version of it.

But at a high level, you want to make sure that mobility is there for all people, including underserved communities; break down digital barriers so that people can actually understand how to use technology for effective transportation; manage traffic congestion and improve safety; and then, obviously, make everything to be data driven. Is this clear enough? Should I speak a little louder? No. Okay. All right.

And then, of course, be able to move goods, services, and people by using mechanisms which are sustainable from an environment perspective, with the goal that you improve economic prosperity, and, obviously, for all the people who are coming from outside be able to experience the County in the best possible fashion. And the key thing -- the three main goals there which I got from your website. But the technology, the way it's going right now is, from a car perspective, they are getting more and more connected.

Connected generally, at a high level, means that a vehicle can communicate with another vehicle. So, for example, if I was driving and there was a vehicle behind me, and if my vehicle detects something, it'll transfer that information to the -- the vehicle behind me, which cannot see what's happening in front of me, to be able to be more effective. People use this for transpor-tuning (Phonetic) where essentially you have a single driver and the other drivers can essentially follow that by communicating with the other vehicles today.

Autonomous effectively means that the cars can drive on their own. Obviously, there are different levels of it. Mostly right now we are at Level 2 or 3, in many cases, where you get some information from the vehicle about what the environment looks like. But Level 5 basically means the car can drive on its own. Obviously, some cars today can drive on highways in a limited setting for miles at a time in an autonomous fashion.

And these two technologies are kind of converging where right now some cars are connected and some cars are autonomous. But by 2025, the expectation is that many cars will have both of these things combined together, so they will not only be autonomous, but they will be combining that with communicating with each other. So generally, there are several communications which we talk about. When I say V to V, it basically means vehicle to vehicle. When I say V to I, it basically means vehicle to infrastructure. And then you're going to have I to P, which is infrastructure to person. Yes.

MR. COOLMAN: Question. Are there other countries in the world that are ahead of us on autonomous vehicles? Are -- I mean, are we at the bottom of it, the middle of it, or top of it?

DR. RANKA: I mean, I would say we are nearly in the middle of it right now. There are some countries which are more aggressive because they can dictate things more to the public on how to implement stuff, or they can make changes more drastically. We, being a democracy, cannot do those things as easily. But the bottom line is, in terms of technology itself, we are probably ahead of everybody else.

In terms of actual implementation, in terms of allowing for autonomous cars to be on the roadways today, we are obviously much more conservative right now. And which probably makes sense, because you don't want to drastically change things from where we are to where we should be.

So the thing is that, as I was pointing out, the intent long-term is that you have intersection on -- on the left there. All the vehicles are coming to the intersection. The infrastructure should be able to sense that information, make the right decisions, and send it back to all the vehicles.

Or the vehicles can communicate with each other to say, look, I'm going at this particular speed, no problems, you can continue going at that speed. Or, in this particular case on the right-hand side, if this particular truck or this particular bus wants to take a right turn, it cannot see anything because there is some occlusion. The infrastructure tells it, hey, there's a pedestrian walking on the -- on the pathway. Don't take a right turn because you probably will hit the pedestrian.

So all these things require effectively real time computing, real time communication, and real time sensing. And we have made progress on all of those three technologies in the last ten years that we can actually make it real to some extent today and, obviously, over the next decade. This is a slide from the USDOT Smart City Challenge which was awarded to Columbus, Ohio. It's a \$50,000,000 grant which was awarded last year. The goal of that challenge essentially is around leveraging the changes in the car technology using machine learning, AI, Internet of Things, big data, all of them together to make things more safer and make things more efficient.

And as I look at your plan, effectively it covers most of the aspects of what you see here, to be able to leverage all these different technologies as part of the surtax and be able to leverage it to make things safer and more mobile. So there is -- McKinsey has done a study on the impact of different approaches. I'm sorry this slide is a little busy and may not be very clear. But they have rated different technologies and applications as of today for different types of cities. So City 1 is a medium commute time with subway as the primary mode. City 2 is more where the bus is a primary mode. And City 1 [sic] is a long commute where bus is a primary mode.

So they've kind of separated them out, and they've actually studied the impact of different technologies today all over the world, and found out that these are four or five top things, which I have listed there on the right, which can have the most impact today.

So, for example, providing real time public transit information, doing predictive

maintenance of the infrastructure, or using intelligent traffic signals which can change signal timing based on the traffic requirements, smart parking, and providing real time navigation to -- to the citizens to say, hey, based on the current traffic conditions, if you have to go from Point A to Point B, what's the best possible route.

So these are the four or five important things that they found had a positive impact right away, and -- and they measured them in some scale of percentages. So now what I'm going to do is I'm going to talk a little bit about some of the work we are doing. Most of this work is supported by National Science Foundation as part of their Smart Cities Project, and Florida Department of Transportation Central Office, which is based in Tallahassee. And we also work with City of Gainesville and City of Orlando District 5.

So these are all -- we get a lot of input from them in terms of what they need, and we actually develop technologies which can be useful in the real world. What we are trying to do at a high level is we're trying to make this -- the intersections smarter by putting cameras. You can put cameras to observe what's going on, and I'll show you some results on that. But new technology like LiDAR and new infrared cameras which can actually measure traffic in the nighttime. So we're going to be able to use those technologies to understand what's happening at intersection to make the intersection safer, find out the near misses which happen on intersection so that we can actually rate the intersection, because the number of accidents, fortunately, are a lot less. They don't always tell us whether it's because of human error or because of the designer.

But when we look at near misses, we can hopefully plan the intersection designs better so that we can actually say, hey, these intersections work much better than the other ones, or if you make these changes, we can do a before and after study. The smarter streets, we are going to put cameras in some of the transit buses in Gainesville. This project has just started. So we can observe what happens not only at the intersection but on the street itself, how people are behaving in front of the -- how many people are jay crossing, how many people are actually coming in front of the bus at a fast speed and changing lanes very quickly. We can actually observe all that behavior and record it. But the challenge with all these things, of course, is that you're getting a lot of data every second. So from a video point of view, you can get, from a single intersection, hundred megabytes of data every day.

Now, if you have thousand intersections, you can multiply that, and it's a large number. So the key is how do you process this, synthesize this for the end user to be able to make sensible decisions. The other thing we want to be able to do is not only look at the -- the street and the intersection, but we look at it at network level to be able to say, hey, you are having incident in one part of the city or one particular arterial, how should I figure that out as soon as possible so that I can change that route of everybody else.

Or if there's a transit bus that is going to go through the signal, maybe I should extend the green light by a little bit more, because transit is carrying 50 people as opposed to a car which is only carrying one person or two persons. So how do you prioritize in your

overall signal optimization.

Now, most of the signal optimization today is done at a intersection level, but sometimes even at a corridor level, but those are all suboptimal because they just fix it for the entire day or the entire week or the entire month, or some -- someone did optimizing three years ago and people are still using it. What we want to be able to do is the fact that we have real time data coming in, we can actually make changes pretty much in real time. So if there is an incident which happens, I know about it in say 50 seconds or 30 seconds, I want to be able to adapt my traffic conditions from that.

The fact that you have now more connected and autonomous vehicles, we were having a discussion with Ford Motor Company. They expect their cars to have connected technologies in the next two years, pretty much every car they produce. And right now, the expectation is that the latency of communication with those cars in the infrastructure is going to be on the order of microseconds. So we can actually talk to the car, understand what's happening in the car level in terms of traffic conditions, and then can provide information to the car to be able to do a much better job.

So we want to be able to focus on all these different things to be able to create a smart transportation system. We have a pilot project in Gainesville. This is the UF campus. It's -- there are effectively four corridors in the shape of a trapezium. That -- that's called a Trapezium Project where we'll have roadside units which will communicate with autonomous cars and connected vehicles, collect data from them, and back and forth. This is a project which is actually being installed right now, and we'll start collecting data from this in six months' time.

What we want to be able to do beyond that is be able to add a variety of different sensors, including adding fisheye cameras on a subject intersection which are already there right now, we're collecting data from them, to be able to observe traffic at the intersection level, and then there are loop detectors in the ground today for which we get data at the rate of ten hertz. That means every Deci second. So every time a car goes over that loop detector, we get that event recorded, and we get that with a latency of a few seconds.

So we have that data along with the data from the video. We are going to add LiDAR, because LiDARs are good at understanding pedestrian behavior a lot better than video. They can actually look at the T.V. view of the intersection and recognize pedestrian behavior a lot better. So we want to be able to use all these modalities of information to be able to actually develop a synopsis of the traffic conditions at the city level, because the buses are also going to be equipped with cameras that we're going to get data from. So these three different modalities are going to be included, along with other ones. And we have actually developed a, quote, unquote, Edge and a Cloud-based system where essentially there's the Edge processing happening at the intersection.

So right now, for example, the video comes to my lab. We process it and we upload it in the Amazon Cloud. The idea basically is that you want to be able to process the data very

close to the -- where the data's getting collected, for two reasons. One is band width requirements go down substantially because you can process it. If you're getting hundred megabytes of video, if you can convert it into one megabyte of information, then you only capture that amount of information. The other advantage is privacy issues. We don't want to store an entire video. We want to be able to observe what's happening in the -- from a traffic pattern perspective, but we don't really care about what person was there, what vehicle was there at that particular time.

So we have developed the system. The system is up and running right now. We get information from around five to ten signals at an hourly basis, in real time, both ADSDM (Phonetic), which is loop detector data, as well as video data, and we use that to look at interesting traffic applications. This project is also partly supported by Amazon.

So what we have done is we have developed a -- the most important part is that you have to store the data in some sensible fashion, because you're getting a large amount of data, some processed, some unprocessed, some raw, and be able to have a system which can collect this information, because this is like your brain.

You kind of have all the information now, and then you develop technologies from a monitoring perspective, evaluation, predictive modeling, optimization, analysis, planning, so you can do all kinds of stuff with this data because you have what happened yesterday, what happened last year, what happened -- and predict what'll happen next year. So it's -- go ahead.

MS. PENNANT: Good.

MR. HOOPER: She didn't believe you.

MS. PENNANT: I was just saying good, I love it. I love it. Go ahead.

DR. RANKA: All right. So right now, we have pretty much data for a number of intersections for the entire year. And, again, our goal is to compress the data to a level where we need it. We don't want to store anything which we don't believe will be useful. Maybe there'll be some use later on which we missed out on, but we'd rather be conservative and say I don't want to store anything which I can't find a real value for today.

Again, from a privacy perspective, it's very important for us to keep the minimal amount of information and be able to encrypt it, or at times say that, look, I don't really care about what particular second the data what happened. I -- all I care about is sometime in the hour it happened. So I'll just add a random noise to my time so that no one can actually figure out what happened.

This is an example of real time video coming. So, for example, here you see this is a file of what's happening on the intersection. This is showing you -- the green arrows are showing the pedestrians, the yellow -- sorry -- yellow ones are the pedestrians, the green

one is a bicycle, a motor bike, and white is a car. And, again, this is -- this processing is happening in real time. So as we get the data feed, we're getting data feed at 20 frames per second. We process 50 frames a second. So that way, we are never behind. And it can track all the information in real time. And that's all information you store, so effectively, that video's now compressed into these dots and the trajectories. Because our main goal is to look at this data to find out abnormal behavior and normal behavior so that we can actually use that for better signal optimization, as well as understand if someone's behaving erratically, how do we actually take care of that.

I'll show you an -- so what we do is we basically take that data and then -- a typical signal has multiple phases. In each phase, some subset of directions get traffic moving. So we can divide up what's happening in those different phases. Also, sometimes it's important to see what happened when a phase change happened, because people run red lights. So we want to be able to observe what changes happen when you move from one phase to the other one. And so we want to be able to visualize this information and then be able to look for traffic feeds which are anomalous.

So, for example, this traffic feed is of a pedestrian walking through that intersection and then coming back and going there. So you can observe that person. He'll come back again -- sorry. If you -- if you look at that, like this person came in here, walked through this intersection, saw that the light was red. Well, didn't really want to wait. Went back and jay crossed.

These are the kind of behaviors you want to be able to sift through from the large amount of data. We don't really care about normal behavior. Now, what can we do with it is obviously a second level question in terms of how do I change the -- change the intersection design or put some barrier so that the behavior can be avoided. Here's another example of a similar behavior which our system can find. If you look at that person on the bottom, they're just crossing through all the traffic and just basically going their merry way. Right? Now this is standard behavior at every intersection.

MR. HOOPER: Standard for students at University of Florida.

DR. RANKA: Exactly. Exactly. And -- and so the reason -- part of the reason we are interested is because campus traffic is obviously a quote, unquote, bad scenario. So if you can learn from that, then it obviously will be useful for other scenarios. We also get a lot of data from signal controller, from the loop detectors which are in the ground. Every intersection has roughly six to seven detectors on each direction. The lead detector, the stop bar detector. That provides a very rich amount of information about what's going on at the intersection.

We want to be able to look at that and say, hey, from a multi-hour perspective -- this is for City of Orlando, Seminole County. It ranks all the intersections to you in a dashboard, and says which intersections are working well, which detectors are broken, which can be improved. So we can rank them based on that and a traffic engineer can look at that and

prioritize where they ought to spend their time. We can actually do -- we can do this at a -- at a hourly level, daily level, weekly level. We can tell you what changes happened from yesterday to today, what changes have happened from last month, so you can see traffic trends. And this information is useful from a diagnostic perspective to say, where do I need to optimize. The other thing which we are doing is we -- as I was pointing out earlier that we have some intersections where we're going to have video, LiDAR, infrared. We're going to combine all of this information together to basically do the anomaly detection which I talked about, but these are near misses.

So near misses between a vehicle and vehicle, near miss between a vehicle and a pedestrian, and maybe a skateboarder and a pedestrian, in our case, because have a lot of people going on a skateboard on a campus community. We want to be able to do incident detection. If for whatever reason there is a fender bender at the intersection, it comes to a stop, we want to be able to detect it in ten seconds or less, let the traffic control know that something has happened.

Or, actually, beyond that, let all the vehicles know which are coming to that intersection and say, look, if you're going to go in that direction, you're going to -- you're going to be waiting for a long time. So the other thing which we are doing is we are saying that, look, if you -- if vehicles are moving from Intersection A to Intersection B, and, for whatever reason, suddenly on B you're starting to see less number of vehicles, most likely something has happened between A and B, which I should be able to inform you so that you can do something about it. So the challenge basically in this case is that you -- like anything else, if I keep raising an alarm every time and I'm only right ten percent of the time, you'll say I'm going to ignore you. It's not worth my time spending on your alarm.

So there's always a ratio of what we call true positives and false positives. We want that ratio to be very high. So right now, if we just use volume, what happens is that you get ten false alarms for every correct decision. But what we have now done is we do what we call platoon analysis and gap analysis in traffic, and we apply machine learning to that, and now we can -- there was a thing today where we'll have basically one false alarm for every ten correct alarms. And -- and the -- and the general idea here is -- sorry, I don't know where the --

MS. CASSINI: We've got static.

MR. JORGENSEN: Okay.

DR. RANKA: All right. Okay. All right. So this is an example of that. You see there this is the traffic on a particular detector, and you see a big dip there. And we detected that to be a true positive and, in fact, since we have historical data, we also have fact data for the entire State of Florida. So every crash that has happened for the last five years, we have that information, and we were able to correlate that with the crash on that particular arterial at that time.

There are obviously other issues like this one, where the traffic dipped, but it was close to 9:00 p.m. That's a normal dip. So our system automatically detected -- detected the fact that there's a -- this is not a -- something which I should alert you for and be able to do that. So we are doing this. The other thing we are doing is we are looking at, as I was pointing out, at a network level our goal is to be able to look at historical analysis of traffic based on day of the week and hour of day, and, as I was pointing out, be able to do a real time incident detection and then apply machine learning for corridor optimization in real time.

So I -- if, for whatever reason, this intersection is busy, I don't want to send more traffic to that intersection. There's no point. It's just going to get more congested. Or in the morning time, I know that that particular arterial's going to be busy, how do I manage -- prioritize the time for that particular arterial over other ones? Because I have historical data for it, plus real time data.

So all our decisioning, the way we compute it is says that the latency's going to be around three to five seconds, we can make changes in that much time. The other important part here is obviously the fact that if you have mixed traffic -- what I mean by mixed traffic here is you have transit buses and you have normal traffic, you want to -- if you can recognize the fact that there's a transit bus at the intersection, or you -- you're getting information from the transit but through some other sensor, that the GPS location of that particular transit bus tells you precisely that this bus is going to arrive at this intersection in three seconds, then I want to give it higher priority in my signal timing.

So when I'm looking at a network level optimization, I can say, look, the value of a -- a delay on a traffic bus is ten times more than a normal vehicle, or a hundred times more than a normal vehicle, so that my optimizing system will automatically say, well, I want to give this a few more seconds. And this is something which can be set by planners. We can provide the levels, but the actual choices are going to be made by -- by traffic planners. The other thing which we do is we can actually -- this is a drone video from a highway. This is the highway -- this is the system on the left side. We are interested in how different trucks or buses or vehicles are entering the highway, at what speed are they entering, where they enter, and where they exit.

That way, we can come up with better designs in terms of entry ramps and exit ramps, because you want to make sure that the traffic, the normal traffic doesn't get impacted by the entering vehicles and the exiting vehicles. So how much -- that should be there (indicating) so we have to hear from a variety of different highway systems to be able to say what works and what doesn't work. Again, this is all based on the fact that a drone collects the video in a pretty cost -- cost effective fashion, and then you can analyze that rather quickly.

The other project which we are looking at is since the vehicles are getting more and more autonomous and since we can talk to them through the signal, our goal is that organically the vehicle mix is going to change over time. So today, maybe there's only zero percent

autonomous vehicles. In a year down the road, there will be three percent. In the next year, it maybe seven. And so on and so forth. No one knows those predictions very, very well, but we want to be able to say, hey, how do we leverage that information and to be able to do a better signal optimization, because I want to be able to not assume hundred percent autonomous vehicles. That's not going to happen for maybe another 30 years. I want to be able to do something effective today, as -- as the penetration of these vehicles get more and more.

We look at crash data. We have around 35 variables in terms of where the crash happened, what was the land use on either side of that particular intersection or -- or that particular arterial if it happened in between the two intersections. What were the lighting conditions; what was the race, gender of the person who was in the accident. Did they not understand the signs, for example?

All that information is available to us. So we analyze that data using machine learning to find out what are the important determinants of a fatal crash or a non-fatal crash so that we can use that information to learn from previous accidents or design better signage or better lighting conditions or better land use rules, if you may. The other thing we do is the state is very interested in how commodities are getting transferred from one part of the state to the other one. But they want to do it in a all-inclusive fashion. So we have videos on highways. We can collect that video and use that information to classify all the vehicles, different kinds of trucks, two-axel, four -- I'm sorry -- four-axel, six-axel, eight axel.

And, based on that, we predict what commodities they will be carrying. Sometimes its not easy to figure out because the only way you can figure out is actually knowing which company the truck belongs to. So if it's a Publix truck, I will know that it's carrying groceries. So we have a system which can detect the logos automatically and be able to say that, well, this is a Publix truck, so most likely it's groceries. If it's a Shell truck, it's most likely carrying gas or oil.

So roughly, at a high level, these are some of the projects, just a flavor of them, given my time. But our goal is to be able to develop using -- using novel physical and cyber infrastructure, leveraging autonomous and connected vehicles, using advanced sensors, using intelligent data stores, Cloud computing, and artificial intelligence together. The goal is to improve congestion and improve safety, make more data driven decisions, and support efficient tracking of whatever movement you're interested in. But, of course, the key thing is the end goal process, the stakeholder should be happy, whether they're citizens or traffic planners or the government.

MR. HOOPER: Does anybody have any questions? Phil?

MR. ALLEN: Yeah, I've got one. You cited you're working at the University of Florida in Gainesville and --

DR. RANKA: Yeah.

MR. ALLEN: -- has there been -- is there public knowledge of the extent of the automation that's being built into that traffic system within Gainesville, and what has been -- if there has been, what has been the citizen reaction to that?

DR. RANKA: All right. So all of this is like non-historical data. We are only observing today. We are simulating historical data to see what would have happened if he had made those decisions. None of this has been implemented --

MR. ALLEN: Oh, okay.

DR. RANKA: -- (inaudible) actually -- I'm sorry? Is that -- what that your question?

MR. ALLEN: That's -- that was what I was wondering, if this is just theoretical at this point in time. It hasn't --

DR. RANKA: Well --

MR. ALLEN: -- it -- while it -- you may have rationalization of what should have been the result. You don't have real results yet.

DR. RANKA: That is correct.

MR. ALLEN: So, I mean -- so the -- the students don't realize that they're on -- potentially on camera because the cameras aren't there yet.

DR. RANKA: Well, no. So I would not -- so the cameras are there.

MR. ALLEN: Okay.

DR. RANKA: So the data is collecting. We are not making any changes to the intersection timing. So all of the data which I showed you is all real data. So the intersection where we're collecting, that data is being collected by the City of Gainesville today. What they do is they collect it and they store it away. All we're doing is we're collecting it, processing it, and then storing it away.

MR. ALLEN: Yeah.

MR. HOOPER: Throwing it away?

DR. RANKA: We are not destroying the whole video, right? We are not interested in the video. We are only interested in the behavior. We're keeping the data --

MR. HOOPER: Oh, data. Okay. I'm sorry. I thought he was throwing away everything.

MR. ALLEN: The reason for the line of questioning there is all based on, you know, people are concerned about privacy and things like that. You've had the whole debate about red light running and whether that is an appropriate retention of records, et cetera.

DR. RANKA: And, again –

MR. ALLEN: So the concern is, you know, while we are all intending to improve traffic or reduce traffic congestion, et cetera, et cetera with this data, the public perception is you've got these cameras all over the place, and you're using it for other purposes, too.

DR. RANKA: And, of course, I mean, all I can attest to the fact that our goal is to use the information in a most limited fashion where it's definitely not personally identifiable. We take extreme steps to make sure that we don't store the actual video. We just process it, keep the -- as I was showing you here, effectively, in this example right there, just -- if you look at this, effectively the original video has become these dots in the traffic feed; right?

And then we also make sure that we add some random time to this so no one can figure out when this actual event happened based on our data. Or even if they are able to figure out, they cannot go back and see who the -- which vehicles and which people were involved in -- in that particular incident.

MR. ALLEN: Yeah.

DR. RANKA: That's the way we are. And the other part of that is we are encrypting this information.

MR. VIALPANDO: Yeah, so I just -- I just want to add, because I know this will -- will continue to come up as we continue down the Internet of Things road, and that's one of the reasons why we talk a lot about 5G and the the significant increase in speed with which we're able to transmit data.

And the idea would be that we would use -- like right now, when a lot of people think of computing, and you probably think of these videos, you're thinking of the Cloud, right? Which is we got some video that's being taken at this intersection, and that video's being transmitted to the Cloud and stored. And then now that video exists and people can go look at it, and they can use it to figure out who that was that walked across the street, and they can figure out, well, what's the license plate of that car and all that stuff. So we are not intending to do that.

Why we're calling it the County brain and why we're hoping for 5G and Edge computing is that will allow the analysis that he's talking about to be done at the Edge. Which means that the video does not need to be stored. It's actually processed faster than the frames per second in the video.

Like if the video is 20 frames per second and we can process it at 50, then we're actually

processing it in real time faster than the video can even display an image. So we're not actually storing this video, and this video will never be transmitted to the Cloud. That's not the intention. That you would -- the video would be kept for, you know, literally no time. It would just be processed immediately.

The data that would be transmitted to the Cloud would be the thing on the right, the black box that you see there just showing the patterns. It would give you the results of the processing, which is we saw this in cars, we saw this many near misses, we saw this many pedestrians using the intersection the right way and this many that didn't do -- use it the right way. And this is how they used it when they didn't use it the right way.

But we're not capturing like any personally identifiable information about who it was, or you're not going to be able to go back and look at the video, because the video's gone. We're not a police organization, right? We're not interested in surveillance, facial recognition, license plate readers. None of that. This is simply about using these technologies to detect anomalies and then give us data back about what the anomalies were so that we can design around them.

And this is the kind of data that we would look at, like from before, and say, okay, this is how this intersection's working. Now we put in a new turn lane, we eliminated a lane and put in a bike lane. You know, before, we detected two bikes. That's the green dots or whatever. Now we've got ten bikes and this many less cars. Or the average speed went up or down.

So it's really about processing at the Edge, not in the Cloud, taking just the data that it -- you know, that it came up, it's conclusions, and storing just the conclusions in the brain so we're able to analyze the results and use that data to inform decision making. But the intention is not to have the video. I hope that helps you, because that is a huge distinction between what we would use the information for and what other people might want to use the information for from like a public safety perspective. But that's not the goal of the surtax.

DR. RANKA: And I would even go further and say that even this data, at some juncture, you can aggregate by the hour, so you don't even have data at a second-by-second level. Because if you're only interested in near misses, if there are only three near misses happening every day, I'll just give you three, the number three, and then you won't even know when they happened or what happened, right?

So a lot of this information, which is normal traffic behavior, can be encapsulated into a very aggregated fashion that, at that juncture, you can do a further data compression and further encryption of information effectively so that you -- and the level of thing -- we can provide that technology, and then a decision maker can decide what they are comfortable with, right?

Because you just want us to find the number of near misses, just the import three or four,

whatever the number happened on the intersection. Or the number of abnormal behaviors are only 15 or 30, and we'll only point those out. And, again, we can change the time by adding a random amount of noise to it.

MR. HOOPER: Doug.

MR. COOLMAN: So this new leading edge technology, Broward County's aware of and I assume is going to be utilizing as part of the studies and stuff to get us up to speed and moving cars –

MR. VIALPANDO: So –

MR. COOLMAN: -- people, bicycles.

MR. VIALPANDO: -- this is where the layers come in –

MR. COOLMAN: Safely.

MR. VIALPANDO: -- right? So the Oversight Board has already approved the agreement -- or the funding for an agreement with MIT to do a lot of the baseline research. And we're going to be hopefully setting up the innovation district where we're going to be testing this kind of stuff. And then we're going to be collecting data that exists already, kind of like he's showing you. Like he didn't put those cameras in, you know, he didn't collect that information about the accident, but it's out there, and he went and got it and he analyzed it.

So the big data contract that we talked about earlier, that's what that's about. That's getting access to information that's already out there and starting to analyze that. And then, in the innovation district, we're going to start testing new technologies like Dr. Ranka's, showing you where we're going to figure out, okay, what kind of sensors do we need to install to collect better information, to do the Edge computing, to be able to analyze before and after on our own, using our own data that we're able to collect versus going out and getting data that already exists through like the big data contracts. So that's where the layering of information is going to start to come in. We're -- we might get some stuff from Waze, we might get some stuff from Google, we might get some stuff from cell phone companies, from app providers.

And then we also might directly collect our own information as we figure out what types of sensors we need to install and what kind of communications networks we need to create and what kind of Edge computing is possible so that we can start taking this kind of information and then doing that feedback loop. But it's entire our intention to look at, you know, when you talk about performance metrics, right, it's -- it's our intention to, after all this is fleshed out -- and, believe me, this won't be next year, maybe even the year after. This is a multi-year thing. But we'll be able to, as projects get designed and implemented, do a before and after and figure out what's working, and then refine that,

and just keep iterating it, right?

MR. HOOPER: So for my -- so that I understand what the objectives are, by doing something like this smart intersection, we're trying to optimize traffic signals, engineering of or renovation or refurbishment of intersections, right? Understanding what might have happened between two intersections as real time, if there's a -- if you start -- if it starts seeing a logjam of cars and no one's crossing the intersection, there could be a -- there could be an accident ahead. Notify whoever.

I mean, all those things are great objectives. And, you know -- and I'm quite sure that camera technology is getting better and better, so failure -- failure rate, depending on what kind of quality of camera, the cost is something that comes into play. But, to me, this is one of the goals of the surtax, and, based on what you've told us, I don't -- I don't see how it could be an issue for the public worrying about -- and I guess you could always say, well, someone else could get their hands on cameras and start messing with them and changing them, you know.

But at the end of the day, if we don't move forward with something like this, and -- and you're telling me it could be two, three, five, whatever how many years down the road, I - - to me, this couldn't happen soon enough. So I think it's great. My question is so you've just started this in Gainesville?

DR. RANKA: So this one of the projects --

UNIDENTIFIED SPEAKER: I'm sorry.

DR. RANKA: We've been working on this project for the last three to five years, and we've come to a point where we are slowly going to start implementing some of this stuff in a -- on a real physical intersection. So far, we are more in the historical data collection mode to be able to collect the data, analyze it to see whether whatever we want to do is useful or not.

MR. HOOPER: So are they not using the information to -- for traffic signalization, at this point?

DR. RANKA: Because we are just developing the technologies, we have just developed them in the last six months --

MR. HOOPER: Oh.

DR. RANKA: -- so we are -- it takes a lot of time to -- plus have a research prioritized and we prioritize it then deploy it.

MR. HOOPER: Oh.

DR. RANKA: And we obviously want to deploy it at one intersection first, then two, then

four, then eight so that we do it in a more organic fashion.

MR. HOOPER: And -- right. And -- and one other question --

MR. RANKA: Sure.

MR. HOOPER: -- for you, Lenny. What do you anticipate is our deployment countywide to have a smart network of roads? How -- what's our timeline?

MR. VIALPANDO: So I would say that starting in January is when we hope to have MIT start working in the innovation district and defining the limits. They're going to do a lot of public outreach as part of that and find out what people's tolerances are for technology, start to explain the different types of technologies, including AVs and all this other stuff. So, believe me, it will be completely, you know, a public engagement process.

And then we want to test in the innovation district for a of years, probably quicker the better. But as we identify technologies that work, we want to start creating standards and deploying those as specs so that as we construct future projects like if -- so one of the things that, you know, I think I want to clarify about Dr. Ranka, and maybe he can -- he can explain this, too, is like that camera, for example, may already exist, but it doesn't do what Dr. Ranka is showing you, because it wasn't designed for that.

But his software uses that camera and then processes the motion, and then -- and then uses what it sees to typify, okay, I'm -- the AI basically says that's a car, that's a person, that's a bike. So we would potentially be able to leverage existing cameras as well as find out, well, do we need better specs on those cameras, do we want to have a different standard because maybe there's, you know, some advancements that would allow us to do more if we spec that.

And then, you know, well, we need fiber in this area. And I've already met with some of the cities and we've sort of met on the County level, and we're trying to figure out -- you know, that's why there's a General Funded component to the innovation district and a surtax funded component, because there might be a surtax-related need for fiber and then -- and then another sort of innovation district need for fiber.

And so we might flesh out our fiber network, put in 5G in alternate locations, and start testing, you know, what's the right spacing, what's the right sensor, what's the robust sensor. So, to me, I would -- I would hope that within five years we're at the point where we're in a good position to start saying, okay, this is how we're rolling out smart infrastructure, right? So the street light or the traffic signal might have 5G built into it. It might have a certain amount of sensors that are doing different things that are giving us layers of data that are coming up with the types of analysis that, like he was saying, actually are meaningful.

But one of the things that I think we need to understand is is that we don't know what we

don't know. And so in the innovation district, we're going to test different things and see if it works. And we're going to collect data and see if it's useful, and process it and then find out if it's telling us things that we want to know.

Because we don't want to spend money where we don't need to, but we want -- so we want to make wise investments. So it's going to be an iterative process of figuring that out.

MR. ALLEN: My line of questioning has not been so much as to questioning the viability or the usefulness of this information. It is only preparing us and the public to recognize these issues, that this is not an invasion of privacy, this is not --

MR. HOOPER: I -- I'm not --

MR. ALLEN: -- you know, face -- facial recognition, et cetera, that we just need to be prepared as we start to roll this out that we are sensitive to that potential. I mean, we're out in the public right now. This is on the internet. People are watching this presentation. And so --

MR. HOOPER: No, I get it. I get it. My -- what -- so, again, the way I look at it is we're also -- we're also put here to push things forward. You know, people are already paying a penny sales tax and they're saying -- they're going to say, in a year or two, where is everything that I was promised. So the longer stuff takes, the -- that's going to be a hard question to answer, too.

So, you know, my -- you over analyze things. I can tell you right now, 5:00 o'clock in the morning on my drive to workout, there's a U-turn light that goes on. It turns red after the light turns green at the major intersection and I'm the only guy on the road. So, at the very least, there could be a camera there that says, don't turn red. It's 5:00 o'clock in the morning. There's no cars on the street.

You know, it -- some of this stuff seems like your software, you're already pretty advanced to use it for certain things, right? So my only question is is your -- what's your timing? If you could just give me like five years, ten years. Countywide, when do you think -- if we could get past all that stuff that the public might object to or not object to or trust in the -- in what we're doing, how long would it take if -- do you think? Do you think.

MR. VIALPANDO: I honestly have no idea, because there are so many layers to the question that you're asking. All I can tell you for sure is so, for example, Waze. So we did -- we did already get our Board to approve a partnership with Waze, and we're going to start laying the groundwork where we can give them better data about road closures and be able to share information.

We're going to be bringing something before the Board where we can put our current traffic signal timing information out there. And, for example, one company already

approached the County and, in the vehicle, you'll be able to see this red light is going to be red for 30 more seconds, or it's going to be green for ten more seconds. And so that will to become available –

MR. HOOPER: And that can happen without cameras.

MR. VIALPANDO: That can happen –

MR. HOOPER: That's using Waze.

MR. VIALPANDO: Right. That's -- well, and it's –

MR. HOOPER: And that –

MR. VIALPANDO: -- and it's –

MR. HOOPER: -- that might –

MR. VIALPANDO: -- yeah.

MR. HOOPER: -- be the answer, too.

MR. VIALPANDO: So those -- those kinds of things are going to start to trickle out over the next few years. There's -- like I said, there's only one company right now that is going to start using it. It's actually for Audi vehicles, but they have maybe some other clients. But there will be, you know, that data being provided. And then we will start, like I said, testing different technologies and sensors and incorporating them.

We would like to leverage some of the County's existing cameras. I believe there's like 1200 of them. So if we, you know, can work with Dr. Ranka and look at some, you know, pilot areas and start -- you know, obviously, my intention would be to roll it out as quickly as possible. However, like I said, we'll probably have limitations of when the fiber projects get built, when the new mast arms go in, when the cameras can be installed, when we figure out what sensors are the right sensors. So it's -- honestly, I would be happy to get back to you –

MR. HOOPER: Okay. And –

MR. VIALPANDO: -- with that.

MR. HOOPER: -- and then the other question is where is this innovation center or district going to be?

MR. VIALPANDO: So that has not been fully decided yet. That's one of the things that I was going to try to have MIT work on with us. We were thinking initially that it would be

something that involved, let's just say the Tri-Rail station at Broward Boulevard on past the -- the Virgin Railroad station down to probably US-1, over to 17th Street.

You know, what we want to do is we want to pick up the tunnel, a lot of different types of intersections, rail, the bus facilities, lots of bus stops. We basically want to try to capture as large of a variety of different types of intersections as possible. And then the idea would be that we would deploy different types of technologies in different places and pit them against one another and see which ones work best and which ones give us the kind of information that we would be able to use for the best price and for the least amount of, you know, intrusion and infrastructure, you know, requirements.

And so we're -- that's why we were, you know, talking with Dr. Rankin, because this type of stuff is something that could be possibly retrofitted to certain types of equipment that might already exist. And, yeah, so that's the preliminary. I still have a lot of meetings to go, and it's something that, like I said, hopefully will be finalized once MIT comes on board.

MR. HOOPER: Thank you.

DR. RANKA: Quick comment. I mean, this (inaudible) data (inaudible) not using any new technology (inaudible) today. They're just using it in a slightly different fashion to be able to do a better job. So there are a lot of low hanging fruit that you can leverage today. And, again, our goal ultimately is to make sure that whatever technology that are viable (inaudible) public to think about it. Of course, we can't (inaudible) scenario, but we can (inaudible).

MR. HOOPER: Thank you. Any more questions? Thank you. Thank you very much. That was very informative. Thank you.

UNIDENTIFIED SPEAKERS: (Inaudible.)

MR. HOOPER: If -- you can still record through this mics, right? If they're on?

MR. JORGENSEN: Yes.

MR. HOOPER: Because you know what? I think we can all hear each other speak. If we just -- you don't have to have that speaker on. If we -- if you're recording us when we turn it on.

MR. JORGENSEN: Yeah. We're good. (Inaudible.)

MR. HOOPER: Yeah, that's great. Okay. The next one's the small business outreach strategies, right?

MR. COOLMAN: Yes. It says it here.

B. SMALL BUSINESS OUTREACH STRATEGIES AND EXPECTED ECONOMIC IMPACTS, MR. SANDY-MICHAEL MCDONALD, DIRECTOR, OFFICE OF ECONOMIC AND SMALL BUSINESS DEVELOPMENT

MR. MCDONALD: Good afternoon. Am I on?

MR. COOLMAN: Hello.

MR. HOOPER: How you doing?

UNIDENTIFIED SPEAKER: (Inaudible.)

MR. MCDONALD: Okay, good. Got you. Thank you for having me this afternoon. Again, my name is Sandy McDonald and I'm the Director of the Office of Economic and Small Business Development. So what I want to try to do for you in my 15 or 20 minutes is to explain a little bit about our program and how we work with small businesses throughout Broward County. And then I want to shift to talk a little bit on the ED side of what would be some of the economic development impacts and benefits from what's taking place or what will be taking place dealing with surtax.

And then I want to begin to go into the ideal of growing capacity and the things that we know we need to do coming out of the box to make sure that not only do we have small businesses, but we have businesses in Broward, businesses, bare minimum, in south Florida, if not Florida, that can help us meet some of the needs and the obligations, and the opportunities, that this is going to actually afford us.

So, again, our office is not established out of someone's back pocket. It's actually established from the Business Opportunity Act of 2012. This past May -- or, actually, May 2018, the Commission even expanded our opportunities to support small businesses by taking what we used to do as a County of trying to average 25 percent of what we used to procure with small business utilization. So Broward's Procurement does about \$600,000,000 a year. And when I got here six years ago, the goal was to try to average -- try to average 25 percent of the \$600,000,000 using Broward small businesses.

What the Commission did in favor of small business in May, on May 8th of 2018, they took that average and we now actually have it at least. So for eligible contracts that cross my desk on their way to Procurement from user agencies, we now take a look at at least 25 percent of what we're doing, we want to do with small businesses right here in Broward County.

The objective of the Business Opportunity Act, again, was to create opportunity for businesses that are in Broward. As you can understand it, whether you're a city or whether you're the County, you have businesses that made a decision to come here. They're already invested in here. They already pay taxes here. They're already hiring here.

So if you have to procure goods and services anyway, and if the goods and services aren't going to cost you extra money or cost you time, why would you not, bare minimum, consider the businesses that are already in your community? Small business development. I do want to make one correction here, because I used this slide interchangeably for other meetings, so in case you want to write it down, but we'll certainly correct it, for the less than 20 employees in a company out of the 60,000 -- so in case you didn't know, according to the U.S. Business Patterns, Census patterns for Broward County, there are 60,000 businesses registered in Broward County.

Now, you know your County as I do. You have 1300 square miles, you have 31 cities, you have 1.9 million residents. You have 60,000 businesses in your County. But we also want to demonstrate that Broward happens to be a small business county. So I want to interchange this first number. For less than 20 employees in any one company, 89.3 percent of the businesses in Broward are small by less than 20 employees. For 20 or less employees, as demonstrated, it's actually 97.

So at the end of the day, I want everyone to understand right at 8.9, almost nine out of ten are small, with that 20 or less or under 20. I'm born and raised from Michigan. Outside of the big three, GM, Ford, and Chrysler, the second tiers and the third tiers, everybody still has 13, 30, 40,000 employees. But Broward, and even when you pay attention to our state, we are a community under the SBA, 500 employees or less, always 80-plus percent of the businesses that are small.

We use this slide at different presentations just to demonstrate why there should be some commitment to small businesses, and not just the utilization of small businesses, but the growth of small businesses in Broward County. For our program, we have two programs dealing with small business. The SBE, which is my Small Business Enterprise, and the CBE, which is my County Business Enterprise, but for how the resolution was written in the ordinance, and for our example, we'll be talking about the CBE, the County Business Enterprise. But I do want to explain what the two programs are.

The SBE is the smallest of my two programs. At the end of the day, if there's a business in Broward, they've been here at least one year, and if the personal net worth of that owner is a million three two or less, not counting his or her primary residence, and if that business general revenue averaging three years is 3,000,000 or less in construction, 1,000,000 or less in -- I mean, I'm sorry -- yeah, contractual services or a half a million for professional services, that business is eligible to be a certified small business under SBE.

For the sake of today, the CBE, our County Business Enterprise Program, if that business, once again, the proprietor's personal net worth is a million three or less not counting their resident [sic], and that revenue is 9,000,000 or less over three years for construction, and all other services, an average of 5,000,000 or less over three years, that's our CBEs. So when you heard me earlier speak about the at least 25, that at least 25 is on my CBE side. I did want to share --

INDEPENDENT TRANSPORTATION
SURTAX OVERSIGHT BOARD
JUNE 27, 2019
dh/NC

MS. WALLACE: (Inaudible.)

MR. MCDONALD: -- oh, yeah, that's coming up. And so I did want to share the SBE side because, again, as we start talking about the small businesses and their opportunities, that's the opportunity that's unique to the County, because we're allowed, based on any agency, if they procure a good, material, or service for 250,000 or less, we're allowed to look in our directory. And if in my directory of certified small businesses I have a firm, at least two, that could provide that good, material, or service, the County has a right to bid it all over.

But if at least one of our small businesses responds to that procurement responsibly and responsibly, they're going to get that bid. That's the County's commitment to help developing and growing the smallest of our businesses. So we'll talk about the penny. So you heard me talk about the 25. You heard me talk about when I got here it was the average of 25, now it's at least 25. What the Commission did for the surtax is that they decided that they wanted to do 30 percent.

So the way it looks now, I would take my program for subcontracting opportunities based off of CBEs, and we would want to work with the County in all of its activities relevant to surtax, and our cities and their activities relative to surtax, and we would want to take a look at 30 percent of what's being spent eligible. And I have to pause for the eligible. And you guys know it better than I. We've got to get it.

Everything we procure won't be eligible for my local small businesses. Even if I can grow my number that you'll see later from 588 certified to 5,000, there'll still be some things through surtax that we'll procure that we just don't have the expertise or the business here. And that's fine. But respecting that number, we'll be challenging and working with the user agencies as well as the cities to make sure for those things that do qualify, for those areas where we do have those businesses, we want to make sure we can apply that 30 percent.

Where you get this 53 point -- I mean this 53,000,000 is from the idea that because we said eligible, the original numbers we got from the surtax was an estimated 355,000,000 a year. So recognize there are some procurements that we know will not occur. We also recognize that if Transit or the cities are going to be doing projects and they leverage state funds, I can't put my local program on state funds.

If they get some dollars from the Department of Transportation for some of the road improvements, I can't put my goal on those. So, conservatively, we started off with the small business community making sure that they were educated that, based on eligible, we're looking conservatively to say that hopefully at least 177,000,000 a year of the 355 estimated to be collected a year can work towards the small business 30 percent.

That's how you would get to approximately 53,000,000 a year eligible and 30 percent for

small business, and potentially end up as much as 1.5 billion eligible opportunities for small business participation based on the dollars that are coming in and the projects that we're looking at.

So, again, we still recognize, whether it was the 355 or just was the conservative starting at 177,000,000 a year, that's still major opportunities for existing businesses to participate, but, more importantly, for businesses that currently are not existing to consider what the opportunities are.

For businesses that happen to be existing but they don't have the current certifications or license, if we're talking about a 30 year project, I'm hoping some would recognize maybe I go into my own R and D, my research and development, maybe I take a look at other certifications, and just maybe I decide that two years from now I grow my business to a capacity where I can then engage some more of these opportunities.

So as I go into the economic development side, I'm not going to spend a lot of time talking about GDP and labor income. I don't want to bore you. But I do want you to understand, in addition to the quality opportunities and activities that will take place with the surtax of removing congestions and reducing emissions and having more convenient ways of travel, these dollars will grow business, these dollars will sustain existing business, these dollars will create major workforce development opportunities for those who are unemployed to be employed, those who are under employed to get better employment, and for our businesses to be engaged.

And we just wanted to show that through some of the projects, as I go forward. And the key here is that from my shop, and this is just for your use today, but from my shop, we plan to take project-by-project, and as we're working with the cities and as we're working with Transit, we will be running a business formula, an end plan formula, and we'll be talking about direct jobs. We'll be talking about indirect activity, and we'll be talking about induced activity.

So to be real clear, without going over that economic or that business modeling example, I want you to recognize that for dollars spent, there's direct jobs. But in addition to direct jobs, the things that come out of indirect are the activities, are the materials, are the equipment that the person for the job would also need to buy for that job.

And what should be exciting to Broward and our 31 cities is the induced side of these perspective models. The induced side is simply saying if someone's hired and I'm fortunate enough to get a job, then the induced activity are the things that I would do with the revenue coming from my job. Folks will pay the rent. Folks will pay the mortgage. Folks will go to the grocers. Folks will buy that coffee. And those things are helping the other businesses that are already in Broward to be sustained. So your dollars are going more directly to those in terms of labor, but they're also going to sustain as well as grow those other markets that are already in our County.

MR. HOOPER: Excuse me, Mr. McDonald.

MR. MCDONALD: Yes, sir.

MR. HOOPER: I just have to say to the folks in the public that might be watching on television or on video, the air conditioning went out in the building and we've had to turn on the fans. So if you're having a hard time hearing over the fan, we apologize, but we have no air conditioning. And Mr. McDonald is brave enough to go through this whole thing with a jacket on. So, anyway -- but I'm sorry to interrupt you.

MR. MCDONALD: No. No, thank you.

MR. HOOPER: Go ahead.

MR. MCDONALD: I was going to ask for permission earlier. I see my friend Scott over there, he took his jacket off. But I've already started. So I just wanted to show you these as a couple of examples, because I really want to get to what's exciting about what we believe this oversight group, this board can do to support what we're trying to do in terms of targeting our community, targeting our business community, and working with the individuals in the businesses to take advantage of what you're going to be able to afford them based off of what was approved last year for surtax.

Different jobs come out of direct as well as indirect. This would have been related to the last slide as well. And, again, we took two snapshots for intersection projects just simply on the current website. Over the next 15 years, this would be some of the direct, indirect, and induced impacts of those type jobs and -- combined for what's currently listed. And, again, just using this as a sample and an example, this is the type of impact in terms of jobs, new as well as induced as well as indirect activity as well as the GDP in terms of support minus taxes of what comes back to Broward based on the dollars we have the chance to spend.

And going into the next session, that's why we want to make sure as many of those dollars as possible, if they can be spent here, that we want to create those opportunities with businesses that are currently here. And we're not shy about it. If some businesses out of state need to consider moving here, they might want to be about their business, because, again, on the economic development side for short-term projects, four and five years, that's not the push.

The fact that this is 30 years and the reality is for some of the things we know we procure -- and I'm going to show you that in a few slides later -- that's not here, it's in someone's best interest to competitively come to Broward, because one of the things that we're going to selfishly do in Broward is find someone similar local and try to find ways to grow capacity where they can do the job.

At the end of the day, if it doesn't cost -- cost us, cost you an extra dollar, if it doesn't cost

you extra time, and if you're still getting the quality product, we need to be working local. Potential trades, I'm using these examples, and I'm showing you what I'll be doing as I work with cities and other organizations. We go through the NAICS Code, we go through the North American Industry Codes and we identify the codes for every single job or opportunity or business that's there, and we bring that back and try to relate it to the projects that's going to be proposed by the different cities as well as through the county.

Means and annual wages for urban communities, this is what some of these dollars actually account for in terms of the positions and what's being paid to date. So that's a snapshot of us. Broward County right now has approximately 588 certified small businesses in multiple industries. I'm not going to deal with my DBE and ACDBE, but just to note DBE and ACDBE is the federal program. Every time we touch Department of Transportation money, I'm talking about DBE and ACDBE, and that stands for Disadvantaged Business Enterprise.

But on the County side, based on the surtax as approved, we'll be focusing on CBE, so we'll be working with our cities and with our business partners to attract as many CBEs or businesses that's eligible to become CBEs as possible. Capacity building. And this is what we're about. From my regular program with the County right now, especially I get to look at surtax, and it's our program on steroids.

Guys and gals, we don't have everything we need. We get it. But the opportunity to attract more, the opportunity to get those who are existing in our County certified is certainly in front of us. The ideal of making sure from our education networks to our community networks, including our school district, our community college, our not-for-profits, and our community-based organizations, the attraction of apprenticeship is throughout the country right now specifically the State of Florida.

Our governor also just approved legislation -- actually, that was one that actually got inked in terms of the apprenticeship and the opportunities to begin to seed more dollars so that our school district begins to share that information. We've already committed, Broward County, outside of surtax, we've already committed two additional staff to my shop to begin to coordinate those apprenticeships and trade opportunities so that we can share the information and specifically go to those targeted communities where they've had the hard-to-hires and some of our lowest Census tract communities in Broward.

So, again, we want to make sure that folks know right now on the record that if you were to go to the state's website, you have more than 20 apprenticeship and trade programs certified by the state that's currently listed. Most folks don't know. Fifteen of those 20 are free programs. Most folks don't know. Thirteen of those 15 paying you while you're in those programs. Most folks don't know.

For the five that's not free or that might have some dollars for materials, you've got a partner like Career Source Broward who can cover that cost. As a County, we have trade programs that will be relevant to surtax that can be made available to our residents and

our student populations that they need to consider. We're not against a two-year college. We're not against a four-year college, but to add to what's real opportunities trades and apprenticeships with projects similar to surtax are real.

And for parents, the reason we want to work with our middle schools and our high schools, we need a parent to really understand that, no matter what the challenges, charge, or the opportunity, we're talking about this young person preparing themselves for a career path in a trade that, at the end of the day, there's no college debt. So for those who can go to college, those who can afford to go to college, those who get the scholarship, great, kudos. I was one of those who went to college. I was on a scholarship.

But for those who can't or for those who are looking for other ways to work, the state has already approved additional towards apprenticeship. We're working with the existing apprenticeships throughout the County. And even our County Commission at the last meeting has decided to go one step further. They said, okay, fine. For every County contract \$2,000,000 or more that's construction related, we now want an apprenticeship program attached to the County's.

So we're actually putting our money where our mouth is in terms of assuring that we can begin to use the apprenticeships that are available here, but also as a pipeline, begin to interest our adults and our young adults in what might be some trade opportunities if that's their interest. Attraction of new business, one of the things I alluded to earlier. These are real examples in working with Mr. Walton's office. And I know he was here earlier. These are some of the things that we currently in Transit procure that's procured outside the State of Florida.

I'm not against any one of those states. Actually, I was born and raised in one of them, and lived in another one for 13 years. But if I can get those services or those goods or those products procured, or repairs being made, here in Broward, bare minimum the State of Florida, that's what our challenge should be. That's what our opportunity should be. So we're now preparing to do our target assessments. We're listing with transportation and highway industries of the County to come up with everything we are currently procuring that's outside this state.

And we want to create a campaign to begin to find first businesses that are local that might have those opportunities, and businesses that are local that don't have the necessary certification or the license for that previous OEM or the wheel bearings for the buses. If I'd been doing -- if I'm a master mechanic and I've been doing school buses forever but I've never really considered the transit buses, and I realize all I need is someone to get that other 18 months and that certification, that's something I have to now tell that business specifically, that at the end of the day, you're already in this game 90 percent. You just need this additional certification or this license. And for what we're looking to do, we'd rather do that at home than 75 percent of some of the activity outside the state.

So these are real active ideas. So the point is with this last slide, and I'll leave it, I see the word brakes. We are procuring for some of our Transit needs right now brake activities. Whether it's the pads, whether it's the drums, or whether it's the retooling, Transit is currently procuring that outside the State of Florida. So I'm also not going to say it can't be procured tomorrow in Florida or in Broward, but my job is to find out why not. My job is to find out who's currently doing it, why are you not bidding, are you certified, are you not certified, are you not interested.

So this is a part of the attraction that we'll be doing with the -- with Transit and with Highways to make sure these happen. Some of our community partners (inaudible) from Career Source to OIC, vocational and trades, Broward College, and, again, the County has already committed two additional staff to my office specifically for our activities to begin to get information that, as we begin to share with these groups, they have true information and resources that can assist them in assisting us with making sure businesses are aware of the programs and individual residents are also aware of what the employment opportunities might be.

Targeting new businesses, again, it'll be across the board. And this is one of the things that we will be doing with the cities. One of the things that I've been doing now for about a year and a half, and I'm almost done, we meet with each city. And I'm not asking every city in Broward to have a small business program. I know they don't procure as much as Broward. I'm 600,000,000. Some of my cities procure as little as 20,000,000 a year, 30,000,000 a year, 190,000,000 year. They don't have to have the staff I have. But what I am challenging cities to consider, I'm challenging cities to consider a local bidder's preference. And that just goes back to the economic model.

If I'm a city and I have to re-asphalt City Hall, anyway, if I have to asphalt City Hall anyway, why would I not, as a city, competitively, not free, look at the businesses in my city first as a part of the total procurement. You ain't got to do two or three. And if, for whatever reason, I could not find that asphalt company in my city, then I'm asking each city consider the County's directory second, because if you couldn't find it in your one city, maybe it's in one of the other 30 cities.

If we can't get it in the city, if we can't get it in the County, then I'm open. Let's buy it somewhere in south Florida. If we can't get it in south Florida, then I'm open. Let's find it somewhere in the State of Florida.

But if each one of us was to consider how we can grow that economic impact by procuring locally, and I'm saying it openly, competitively openly -- I don't want you paying more, but if I can get the product for a price that's reasonable, that's comparable, and the quality of product is there, we have to take care of the businesses and the residents who are already here.

So that's what we're hoping. I'm hoping that this surtax charge, leveraged with what the County's already doing, combined, I get more cities to see the investment and let's at least take a look at those who are already invested in our individual cities as well as our

County. Spreading the word, post this -- we wanted to come here first -- post this presentation, between July and September, we're going to start our business spreading the word from July through September.

We're going to start making sure that my locally certified businesses are aware. For businesses in Broward in general that's not certified, that they're aware. And we're going to be giving the examples that I talked about about six slides ago. We're going to be talking about product and industry and NAICS code by name. We want to say this is what we're procuring and we don't have. This is what we're procuring with subcontracting opportunities and that we need. So we want to make sure that we begin to put the messages out.

I'm going to do about six Town Halls between now and September just giving the business and the workforce development side of surtax. I know you're going to hear from Margaret after me in terms of our Office of Public Communication, who's going to explain more about overall marketing and advertising, but we want to be clear, there's a message to the economic impact, the workforce development, and the small business participation that also must be shared as we're sharing the general message about surtax.

Some of the ways and the creative ways we're going to do it. I also recognize -- and I -- and I heard the last speaker. We believe in analytics and data as well. We just recognize that even for the things that we believe that we do good, we were able to go through one of the softwares these days, Mail Chimp, and take a look.

In case you didn't know, we now know for the emails I send about our small business opportunities, I not only know who received them, I actually know who opened them. That's important for me on behalf of the County in terms of targeting. If folks aren't reading what I'm sending, then it's not only a waste of sending, it means I've got to find other ways of communicating with those.

So the folks who are reading, I'll continue. The folks who are not reading, I've got to get in front of them and find out, so, are you the Instagram type, are you the Facebook type. Do I need to change the subject line on my Wednesday email because you don't understand econ dev means economic development and that's too long? Do I need to say, hey, come get your share of the pie?

We recognize that there's real information. I've just got to find different ways to make sure I target. So I'm an old hen, and I just found out, and the staff wanted me to make sure that I knew, Sandy, no one's reading your emails but you and folks older. So that 55 to 70-year-old, they read all your emails. But, Sandy, ain't nobody reading your emails that's 28, 35, and 40. I took that personal.

(Laughter.)

MR. MCDONALD: But, as I told staff, then you need to find the communication ways for me to communicate with that 25, that 35, that 40. Those are the entrepreneurs, those are

the markets that need to understand not only what we're doing, that's who I need to be telling about surtax. So, again, we're open to assessing, we're open to doing -- dealing with analytics, because it's not about a negative impact. It's about making sure we know that what we're doing is actually working or not.

So you're going to find and hear of new ways that we're telling our story versus my old-fashioned traditional emailing a newsletter, according to my staff. More spreading of the word. We are going to be working with the County administration and, with your approvals, we're hoping to bring on two people dedicated to surtax. Outside of everything that I've discussed, we recognize as these projects truly begin to roll out, from a outreach perspective and my target perspective, if they're going to roll out as I'm speaking to Mr. Walton and I'm speaking with our Highway folks in the manner that they believe, then it's respectful that we commit real people to that and I just don't combine everyone with what the office is doing.

It's respectful that if I'm putting together presentations relevant to surtax A through Z, that I'm doing that and I have someone out there with me with the cities as well as the business groups speaking specifically surtax. So we are looking to bring on two individuals, one for my outreach side, one for my business targeting and compliance side that would help us do specifically that for surtax.

If, by chance, down the road a year, eight months, two years later and realize the projects are truly rolling in, we might have to be coming back asking for more. But what we do know, surtax is at the level that it certainly deserves committed staff. It deserves the individuals that can make sure for those areas that we're now talking about those gaps.

You don't want to see me three to five years from now and I'm still saying the gap is this wide (indicating) and 75 percent of those rebuilds and those repairs and those after markets are still being procured out of this state. Some of that percentage has to find its way home. Some of that percentage has to start with businesses that are here who just didn't know they had opportunities to participate. So, again, we believe dedicated staff will also help us to tell the story pre-construction of project.

Folks also on the business side and workforce development side have a right to know while the project's going how we're doing with the goal and the businesses and the workforce development. And then certainly we want to come back at the end -- we're not afraid of assessing -- to tell if we met that 30, what number of jobs actually happened, what was the average of those salaries, how did that benefit the County, as well as the economy in its entirety, because we believe in terms of your role, you want real information based on real projects that you can also share that the things you're doing on the front end actually happen on the back end.

And I assume that you also want to know if there's any gaps in the middle. You want to know if there's any hiccoughs, any hurdles, any challenges that's not affording us to get there. You want to know those as well. So our whole ideal of spreading the word is that

we want to do pre-construction in projects, during construction in projects, and certainly give full reports post construction in projects. And for me, I think that's it, but I'll certainly entertain any questions that you may have.

THE REPORTER: Please speak, speak loudly.

MS. PENNANT: Sure.

MR. HOOPER: Ms. Pennant.

MS. PENNANT: Just a comment. You know, I am sure you're all seeing my big grin, because I'm so excited. Sandy, I know you're a rock star and your department has done phenomenal work over the years. I'm really excited about how you've laid everything out. But the one thing that I'm hoping -- and I know you'll be very likely working with teams to get a better understanding as soon as possible as to the trades that will be needed, both professional and non-professional, that will be needed to work on these projects, because I think key is being proactive in identifying local companies so we can build their capacity and readiness to take on these projects.

MR. MCDONALD: No, I agree. And actually that's why we mentioned it, and that's why we didn't wait.

MS. PENNANT: Uh-huh.

MR. MCDONALD: I'm asking for dedicated staff for surtax --

MS. PENNANT: Uh-huh.

MR. MCDONALD: -- but, as I said in one of the earlier slides, the County already gave me staff specifically for apprenticeship, and that still is going to be even advantaging to surtax, because we're now looking at those trades in terms of who's in the state, what's with the DOL, but also what opportunities based on existing activities for projects that are going to hit three, four, and five years from now --

MS. PENNANT: Exactly.

MR. MCDONALD: -- that we now know trade certified or trade licensed that we can begin working today. We're serious about making sure this is rolling out from that identification and the trade relationships this year, because, again, even if I took, for example, one of the -- we have a project, and this is how we also plan to look at surtax. So we're in the Broward Municipal Service District, and we're just going to do a road improvement or a - on 27th Ave. We recognize along with the County and with FDOT, even for that 1.8 million dollar project, that project affords us not only to use my small businesses for the work, to do labor hiring from the community, but it also afforded me certification opportunities.

MS. PENNANT: Uh-huh.

MR. MCDONALD: FDOT has a program that allows us, for someone in milling and asphaltting, to do work to end up with a certification, one in asphalt, two in construction and concrete, three in signalization. So the whole -- the whole upside is these are only nine month trades, not apprenticeship programs. We're hoping individuals from the community who gets hired, paid during this period, would end up with one, two, if not all three FDOT certifications, and that's strictly on the County side.

MS. PENNANT: Right.

MR. MCDONALD: But for that project that's getting ready to start, if these individuals, and we're targeting six, complete this program and get their certification, these individuals can work for life, because they have FDOT's road certification --

MS. PENNANT: Right.

MR. MCDONALD: -- documents. What is surtax? Transportation, transportation surfaces and infrastructure, the future of rail. So any project that any one of the 31 cities are doing or the County's doing eventually down the road dealing with road, we've got some people who can get started. So we recognize that as we identify with Transit and with Highway the projects and the trades or apprenticeships that's related, we're now starting the recruitment to make sure from the program to the targeted population who should be taking advantage of the program, when and where they can get started.

MS. PENNANT: And just for the record, can you say whether or not this -- these new staff members that you're bringing on board will be tracking, per project, the percentage of that contract that will be going towards that 30 percent?

MR. MCDONALD: The answer is yes. No different than we track, monitor, and report the at least 25 right now for the Commission, and the same scenario will happen with surtax with the dedicated. Definitely, we'll be tracking and reporting, yes.

MS. PENNANT: Awesome.

MR. HOOPER: Go ahead, Mr. Allen.

MR. ALLEN: What is the status of reciprocity with Palm Beach and Miami-Dade?

MR. MCDONALD: So, for reciprocity -- and it's been different over the years. So when I first got here six years ago, Broward, for reciprocity, still had a program with Miami-Dade. But in October of 2017, Miami-Dade decided they no longer wanted that reciprocity. They sent that letter to Broward County Commission and it stopped with Miami-Dade.

Since I've been here, it hasn't been one with Palm Beach. There was originally one with Palm Beach and Miami-Dade from 1992 up to about 2006. That's when West Palm, Palm Beach flew off, and Miami-Dade and Broward continued. We currently meet now quarterly. And we're all starting to work together to consider how we can create the reciprocity. None of us as E.D.s in small business programs are procurement, and the original reciprocities were centered around procurement.

But we all now recognize, even without surtax, I have so many projects taking place in Broward, as does Miami-Dade, that we don't act like every one of the businesses in Broward is going to fulfill all my needs. I need contractors from Miami-Dade as well. So we're all trying to look at how we can extend that via new reciprocity to all of the communities, but everyone still wants to make sure, first and foremost and on behalf of the Commissioners and on behalf of the residents, that they're taking care of home first. So what we're trying to find out is for our projects, can we contend to -- can we continue to bid them, to target our local, and to extend invitation for the neighboring communities to also participate.

Broward still does that today. A business in Miami-Dade doesn't have to have their headquartered office in Broward to be a small business. All they need is just an office in Broward. Unfortunately, that's not the same right now in Miami-Dade. Miami-Dade, for the value points of an evaluation, they want you to be headquartered there, they want more than 50 percent of your employees to come from there, they want over 30 percent of your supplies to be purchased there. So, unfortunately, they've built this hurdle.

But we still recognize with major projects it's important that there's some degree of opportunity for businesses to our north and south to still work with us. So, hopefully -- we've been at it about two years now -- I come back in another year to two and say bare minimum we might be doing a uniformed certification application. But whether we end up truly the way they were from '92 to about 2006, and then with Miami-Dade that we just changed in 2017, I can't say.

MR. HOOPER: So I think this is great. The -- you know, I'm on a lot of business associations and we're trying to attract businesses to Broward County and Fort Lauderdale, and we realize the value in that. And this -- what you're doing with the surtax, the collateral benefit of the surtax, and what you're about to go after is going to create enough regeneration of money and financially for this County as if you were to bring in new businesses.

MR. MCDONALD: Yes.

MR. HOOPER: I mean, you're getting the benefit without having to actually bring new businesses. And then you add the opportunity to be able to attract new businesses into Broward County with the actual programs that are going on. I think it's -- I think you're in a very sweet spot right now, and I commend your enthusiasm. And -- I do.

MR. MCDONALD: Thank you.

MR. HOOPER: I do. You're a very enthusiastic guy. And I'm sure you're a good leader and people follow you.

MR. MCDONALD: And thank you for that, but this is one that I told my boss, Bertha Henry, and Gretchen when it passed -- and, again, I'm originally from Michigan. I did 13 years similar back in D.C. Right now, for what Broward has just done, you don't have a dozen projects across the country --

MR. HOOPER: Right.

MR. MCDONALD: -- at this level. L.A. has theirs, but they have theirs on the authority side in the airport. This has impact forever. My years in D.C., even when we were rolling out rail -- and anyone familiar with that area of D.C., Maryland, and Virginia, back in the '80s, you know, we had our Red Line, Blue Line, and Green. You go now, you've got your Yellows, you've got your Purples, you've got your Grays, you've got -- the ideal is that once you get started, you begin to spawn and continue to grow. And for my day job, this really is about new jobs. This is about taking existing incomes and growing those income.

This is about businesses not just sustaining themselves in growth; this is if a business goes to my next entrepreneurial workshop and they pay attention to the surtax website, someone can begin, even on the IT side, as you just heard, and recognize I'm willing to take the next three years to just do my R and D to then start a business to competitively be out here on surtax for the next 26, 27.

MR. HOOPER: Yeah.

MR. MCDONALD: This is really an opportunity that we should all truly embrace, and that's the message I've got to get --

MR. HOOPER: Well --

MR. MCDONALD: -- to our existing businesses.

MR. HOOPER: -- I certainly embrace it. I started with a toolbelt. I was born in Fort Lauderdale. My construction company, I used to -- I used to pay out of my pickup truck. I've worked with local subcontractors my entire life. And so I'm very sensitive to what you're endeavors are.

And I don't -- I also recognize the opportunity to bring maybe not small businesses, but other businesses to Broward County using your surtax who will then employ Broward County residents. And so for that, I would -- I'm sure you've thought about or you've already connected with the Greater Fort Lauderdale Alliance. And because this is stuff I didn't --

MR. MCDONALD: Yeah.

MR. HOOPER: -- I didn't know about half -- you know, the stuff you just presented. And then the other thing that -- and I -- and I think Ms. Pennant and I are on the same page with this -- is, again, performance and success measures. Because at the end of the day, we want -- we want to have success.

And any kind of feedback and measures that you can give us, maybe to help us get better at what we do or whatever, is going to be much appreciated, because we certainly want to be successful at this.

MR. MCDONALD: Yes, sir. And I will share that one point. You mentioned the Greater Fort Lauderdale Alliance, and most folks don't understand the connection. Greater Fort Lauderdale Alliance for Broward County is part of a public/private. I'm the public.

MR. HOOPER: Right.

MR. MCDONALD: You're the private.

MR. HOOPER: Right.

MR. MCDONALD: We're married at the hip.

MR. HOOPER: Right.

MR. MCDONALD: I oversee all their projects, their information, their --

MR. HOOPER: Right.

MR. MCDONALD: -- QTIs. I work closely with Bob. So, again, he and I have been -- and the team have been talking about these. We recognize, in addition to the state's QTI, the quality target industries that they do on our behalf for the nine items of QTI, this now is big. This now allows us -- to your point, there are some things that are outside the realm of small and won't be. This allow us to recruit the big --

MR. HOOPER: Yeah.

MR. MCDONALD: -- because if we can bring them here, you're right, that's more jobs.

MR. HOOPER: Yeah, for sure.

MR. MCDONALD: And it might not fall up under the nine that Bob is responsible by contract for QTI --

MR. HOOPER: Right.

MR. MCDONALD: -- but it's just as important for the County --

MR. HOOPER: Right.

MR. MCDONALD: -- that we bring those businesses --

MR. HOOPER: Right.

MR. MCDONALD: -- that can employ our people.

MR. HOOPER: That's right. Any other questions? Yes, Ms. Love.

MS. LOVE: What is the mechanism that you use so that we know the success as you go on for each of the projects that's part of surtax? How would we know what that is as it's progressing?

MR. MCDONALD: So -- so --

MS. LOVE: How -- how will it come here to this board?

MR. MCDONALD: -- well -- well, that's a good question. How will it come here to this board. And that's what I'll work out with Gretchen. But whether it's quarterly, biannual, or annual, what I currently do for the County, we do MURs. We do Monthly Utilization Reports.

So based on projects that the County puts out to bid, based on awards that are given to prime contractors, based on subcontracting participation, prime contractors are responsible for letting the County, through the project manager and my shop, know every month are you at your 30, are you at your 25, are you currently using the small businesses.

And it's through those reports we collect the data. And it's through those that we end up reporting quarterly, internally, because I want to pay attention to it. I don't want to look at a two-year project one year and ten months in to find out, oops. That's why we do MURs. And when MURs are late, I do a thing called Notice to Cure, I need your MUR quicker.

When MURs are falling up under the goal, we're all friends and family, I bring them in and we talk about a strategy and a plan to commit to do what you're required, as well as what you committed to do. So we'll be using the same process for the County as well as the cities in terms of collecting the data. I'll determine, through you guys or through Gretchen, how best you want your reports.

And I said earlier, by projects. You don't want me grouping them and giving you this big picture. You should see it in the same way we see them to understand where the impacts

are, because we also understand there will be some when we're not at that number because of eligibility and other factors. But when you do it long-term, that's the number we want to hit. But it's best if you can see it as we do it. So we will be collecting the data. We will be putting that information together. And we'll find out what your preference is on how we bring that to you or how often we bring that to you.

MR. HOOPER: Ms. Pennant.

MS. PENNANT: Yes. Will your data include demographic breakouts in terms of race, gender, veterans, all of that?

MR. MCDONALD: So it -- as it stands now, it doesn't include those demographics. Ours include certified small businesses, it includes the districts in the County, it includes the industries, and it includes the awards and the dollar amounts. I do track -- because as a County in the earlier slide, I am a race and gender neutral --

MS. PENNANT: I know.

MR. MCDONALD: -- program County.

MS. PENNANT: Uh-huh.

MR. MCDONALD: So even as a part of my certification, even being an African-American, I can't flat out ask you that, because I can't have someone believing that's a criteria --

MS. PENNANT: Right.

MR. MCDONALD: -- to actually get an award. But I still do that information voluntarily. So I am happy to say that even with my certification, I have 95 percent of the businesses that are my pool who did volunteer to tell me that, so I still grab that. I just can't make it a requirement. So if someone ever asked for the information that we receive to be broken out, yes, I can present it, but it's not something that we capture and make a part of a regular report.

MS. PENNANT: I understand. And I know you are race and gender --

MR. MCDONALD: Yeah.

MS. PENNANT: -- neutral. But I think it's also a risk management -- being proactive from a risk --

MR. MCDONALD: Yes.

MS. PENNANT: -- management perspective, because when you are tracking the -- those data, even though you're race and gender neutral, it will dictate your outreach strategy.

Because what I would hate to have happen is that two years from now, five years from now, we are faced with, well, you have not been equitable in terms of how you've distributed these opportunities to small businesses of a particular race of gender. And so, yes, I would –

MR. MCDONALD: So –

MS. PENNANT: -- like to see that.

MR. MCDONALD: -- so I'll say this slowly, with the attorney to my left. With Broward's race and gender neutral program, we track and collect all necessary data so that we can impact the targets of all businesses in Broward.

MS. PENNANT: Great. Perfect. Thank you.

MR. MCDONALD: Thank you.

MR. HOOPER: Thank you very much. That was a great -- oh, you have one more question?

MR. ALLEN: Just one.

MR. HOOPER: One more question. Phil.

MR. ALLEN: One problem -- or question.

MR. HOOPER: Oh, you want one, too?

MR. ALLEN: There -- one of the problems that I have seen in the past is some of these projects are such that various phases of the project lend themselves to different kinds of participation levels.

MR. MCDONALD: Yes.

MR. ALLEN: And quite often, a contractor will get into the project and get 70 percent through the project and not have met their goal. And then they come back and say, well, I don't have enough of the project left. Do we -- do you gather data upfront, or plans upfront so that you –

MR. MCDONALD: Yes.

MR. ALLEN: -- can compare that the -- we're 25 percent through this project. You told us that participation level would be this through that level, and is that part –

MR. MCDONALD: Yes.

MR. ALLEN: -- of the report?

MR. MCDONALD: Yes. I mean, it's definitely a part of the report, and I think that's where the analogy I was giving earlier. I'm not going to have a two-year project and be one year and eight months in and find out I didn't get there. We do the monthly utilization because, as I mentioned earlier, I'm not going beyond a quarter without knowing that we're all chiming where we're supposed to be.

And I do get it, even for especially a lot of construction projects. A lot of the use might be middle of the way or towards the end, but I still track it monthly so that we make sure you're reserving the activities that you committed to. The activities are set up based on the scopes and the services. You've identified the firms based on their capacity for the scope and service.

So I'm clear. If you're -- their project is going to be the resurfacing of the -- of the sidewalk and the redoing of the landscaping, at the end, then at the end of the day, that's where my firms are. If you have someone -- the CAD and the design on the front end, then I need to be seeing that within your first three months' reports. If you had it in the middle when it came to the framing -- so the fact that we look monthly allows us to make sure that we're tracking the project based on the percentages.

MR. HOOPER: Doug?

MR. COOLMAN: Yeah, I have a comment and a trivial question.

MS. WALLACE: If I may -- if I may try and explain how this happens.

UNIDENTIFIED SPEAKER: (Inaudible.)

MS. WALLACE: Yeah, the light is on. You can't hear me? Can you hear me now?

UNIDENTIFIED SPEAKER: Yes.

MS. WALLACE: Okay. So during the -- the County's procurement process is when all of the -- the CBEs are selected. So a prime contractor, when that prime contractor bids or submits a proposal in response to a County solicitation for work, they include the work that -- there's a scope that's included in the solicitation, and the prime has to identify the sections of the scope of work and the CBEs that are going to do that service, perform that service for that portion of the scope of work.

And so that's evaluated during the evaluation process for the vendor who's selected. So when that prime is selected to contract with the County, their CBEs and the portion of the scope of work for the CBE is included in their proposal and becomes a part of their

contract. And so it gets monitored along with the progress of the contract. Does that make -- does that help you? Okay.

MR. COOLMAN: My comment is -- goes along -- am I on?

MR. HOOPER: Yeah, you are, but the speaker doesn't work, so you've got to talk a little louder.

MR. COOLMAN: My comment kind of goes along with what Alan said. Your energy is so refreshing. Anyone that can sit here in this building, in a suit, talk this long, and nobody fall asleep --

UNIDENTIFIED SPEAKER: And be as energized.

MR. COOLMAN: -- is wonderful.

(Laughter.)

UNIDENTIFIED SPEAKER: Didn't fall asleep.

MR. COOLMAN: My trivial question -- and thank you -- is I've seen Sandy dash Michael McDonald in foreign countries and here with women who want to keep their maiden name, what's the dash? What's the story behind you?

MR. MCDONALD: Well, that's funny. So the first name is actually Sandy-Michael. Sandy dash Michael. Middle name is Everett. Last name is McDonald. So I'm the youngest of nine. I guess my mom said at some point she didn't want to have no more kids, so she gave me two first names, a middle name --

(Laughter.)

MR. MCDONALD: -- and my dad's surname. So that's the Sandy dash Michael.

MR. COOLMAN: Okay. Thank you.

MR. HOOPER: Thank you very much.

MR. MCDONALD: Thank you guys. Thank you all.

(Applause.)

MR. HOOPER: Okay. Our next presentation is Ms. Jill Thompson.

UNIDENTIFIED SPEAKERS: (Inaudible.)

MR. HOOPER: No? Oh, Ms. Margaret Stapleton.

UNIDENTIFIED SPEAKER: Yes.

MR. HOOPER: Right?

UNIDENTIFIED SPEAKER: Yes.

MR. HOOPER: Did I get that?

MR. COOLMAN: Trying to get out of here early?

MR. HOOPER: I have to. No, I'm kidding.

C. SHORT-TERM AND LONG-TERM MARKETING STRATEGIES, MS. MARGARET STAPLETON, DIRECTOR OF PUBLIC COMMUNICATIONS

MS. STAPLETON: It's actually much cooler up here.

MR. HOOPER: Sorry about that.

MS. STAPLETON: It's so hot in the back the leaves are actually falling off the artificial tree.

UNIDENTIFIED SPEAKER: (Inaudible.)

MS. STAPLETON: Yes, the fans are helping. Good afternoon. I'm Margaret Stapleton. I'm the Director for the Broward County Office of Public Communications. So the title of my presentation today is Short-Term and Long-Term Marketing and Communication Strategies. And I just wanted to start by explaining why that is.

As most of you know, I think, over the long-term, there -- we will be hiring the services of a consultant, a vendor to help with the marketing and communication projects. But in the interim, we have some projects that are very -- that are starting now or ready to start very shortly, and we want to get a head start on that. We want to get marketing and communications out that start telling that good story now.

So I'll be telling you a little more about what we're doing to bring that vendor consultant on board shortly. But just a little bit of background about me. I've been with Broward County since 2005. I started off as the Assistant Director of this office. Before that, I had a career in journalism and I had my own ad agency for a while.

So I love Broward County. I've actually been a resident here for almost 30 years. And I'm very passionate about communicating about mobility and improving mobility in our community. So I'm really looking forward to working with you on the short term and then continuing over the longer term as we bring in the consultant and support them in ways

that we're able to do. Mike, could you rack up my presentation?

UNIDENTIFIED SPEAKER: (Inaudible.)

MS. STAPLETON: Oh, where is it? Oh, great. Okay, perfect.

Okay. So I just want to start off with a brief description of what my office does for Broward County agencies. The Office of Public Communications has 54 employees over three broad areas of service: Public information, which is further broken down into digital design and AV services, and then also we have a print shop and a call center. So just to briefly describe what those functional areas do, our public information area obviously deals with media relations, news releases, news conferences, and events like that. We do education outreach.

We also are the administrator of the County's public record request program. And we operate a Broward County academy that teaches residents -- annually, we have a program, a ten-week program that teaches residents about the services of our great County, and, of course, we always include transportation as part of that. Our digital government area deals with our website, and we are also right now supporting the interim Penny for Transportation website.

We deal with social media. We have a number of digital e-newsletters that we send out to various constituent bases. Our AV team, some of who are here today, they're responsible for broadcasting, webcasting, and live streaming our government meetings, which include our Commission meetings and also events like this. We're live streaming this event today. We also do collaborative meeting support, and we operate an internal and external what we call BCTV, which is a series of digital messaging that is designed to reach members of the public, as well as our employees, with news about County programs and services.

Our print shop is an internal service fund. They provide below market printing and fulfillment services. And their services will be available to this group going forward. They have the latest technologies. We just added a great new machine that will actually print on doors and other substrate.

So they're very technologically innovative, and they're also environmentally friendly, using all chemical-free kind of processes. Our last area is a call center. We have a 27-seat outbound call center that also becomes our emergency hotline in activations of the Emergency Operations Center. We handle phone calls from a variety of different agencies, either long-term day-to-day operations or short-term programs or projects that require intake, call center intake or triage.

So they handle about 350,000 calls a year. So that's just a brief introduction to our office. Our goals are not unlike other goals of public information or communication support teams. We try to educate, inform. We try to engage residents in government. The

INDEPENDENT TRANSPORTATION
SURTAX OVERSIGHT BOARD
JUNE 27, 2019
dh/NC

academy is one example of that. We promote government transparency. That's why we're so instrumental in broadcasting and live streaming our meetings and so forth. And we try to protect and defend our brand, which is going to be something that's going to be very important to the implementation of the surtax. We want to be sure that the branding and promotional concepts we come up for that are carried throughout the campaign and by all the partners engaged in communications.

So we assist -- the County has a little over 50 agencies. We assist many of those in different ways. Some of them have no internal support information or marketing people at all, and we support those in virtually all the areas we talked about. Some of our other larger agencies, like the port, the airport, CVB, the surtax team, have their own marketing agencies, and we provide a different level of support for that. But we are there to assist all the agencies of the County.

So I mentioned the marketing and communications vendor. We're in the process of preparing an RFP that will go out over the summer to solicit for our consulting services. You know, marketing and communications for this project is going to be a very big priority, and it's going to be a 30-year commitment, so we need to be sure that we craft a message that takes into account all of the ages and types of audiences that we need to talk to.

Our stakeholder groups, we need to be able to test our messaging to make sure that it resonates with those groups. We need to implement our strategies using all the latest tools so that, as several presenters have alluded to earlier today, we have to talk to people where they're listening. So we need to be sure we employ all those same tools into our communications. Now, it's going to take some time to bring those folks on, so we have been working over the last several weeks on drafting an RFP that we expect is going to go out over the summer that will start the procurement process for that.

These are the broad areas of service that would be covered by that RFP. We would be looking for someone to provide branding, media, and general marketing services to help us set the tone for how we want to promote the surtax going forward, to evaluate the things we've already been doing, what's good, what do we want to keep, continue, what do we want to update, freshen up, or change.

We'll also be asking this firm to -- or available through this RFP will be the ability to procure crisis communication services, in case -- and hopefully there won't be, but if there is and we have the need for that, we would have somebody that we would be able to call in to support that. Digital content delivery includes website support and all the social media tools that we talked about, and all the new ways of utilizing those, like geofencing and making sure that we're reaching people where they are on the tool that they're listening to us on.

And the way that this RFP will work is that certain services will be available for a flat fee and other services will be available through a work authorization on sort of an a la carte basis. So you won't have to pay for more than what you're -- you need, but you will have

the support that you need on an ongoing basis. And we've also crafted the RFP so that it can be used by other County agencies in addition to the surtax team.

So these are some of the sample services that the consultant might provide. Obviously, we want them to assist with evaluating and establishing our branding and our tagline. We would like to help -- have them help us in crafting a strategic communications plan, and then updating it on an annual basis so that we're making adjustments to that as needed.

An annual media plan, having a consultant is going to facilitate the quick and easy procurement of media through an outside vendor. We have experts there in media buying and placement. They have a lot of leverage because they're buying media for a lot of other organizations. And so they will come with a great position of strength at getting both paid and non-paid media as a result of value added services. Response to media coverage --

UNIDENTIFIED SPEAKER: (Inaudible.)

MS. STAPLETON: -- dispelling myths --

MR. HOOPER: Do you want to --

MS. STAPLETON: -- and correcting rumors.

MR. HOOPER: -- ask now?

MS. STAPLETON: When something comes out in the newspaper that's negative about the surtax or the implementation of it, it may contain inaccuracies -- we've certainly seen this kind of thing before -- we want to be able to respond quickly to it and very decisively with the truth and with the facts.

And we want to be able to use trusted voices to do that. People in the community, not just the County, but people in the community that can be a trusted voice of truth regarding whatever the issue is that we're addressing.

Media training, this is a great service that a firm can provide to us in terms of teaching us how to -- or reminding us how to respond to media under a variety of different circumstances. Social media, I mentioned. And then special events, both of a celebratory nature, to announce new things, and to make sure that we're getting the coverage and the exposure that we want on the activities we're involved in.

MR. HOOPER: Excuse me. Doug wanted to ask a question.

MS. STAPLETON: Yes.

MR. COOLMAN: Can you go back a slide?

MS. STAPLETON: Sure.

MR. COOLMAN: Are you intending to hire one firm to do all this in your RFP or a cadre of firms that have specialists?

MS. STAPLETON: We've actually structured it -- the reason we structured it in these four areas, the way the RFP is written, we may have more than one consultant because there may be more than one firm that would have strength in that area.

MR. COOLMAN: Yeah, I would think --

MS. STAPLETON: It gives us more options.

MR. COOLMAN: Yeah, I would think that you want more than one, because one firm, I guarantee you, can't do -- can't be the best in all those areas.

MS. STAPLETON: Definitely.

MR. COOLMAN: All right.

MS. STAPLETON: That's the way it's structured now.

MR. HOOPER: Well, do you anticipate that more than -- that a team will be put together that covers it? Or are you anticipating multiple consultants, picking and choosing the menu?

MS. CASSINI: We anticipate that this will have a goal on it, so we might have lead firms. We may have local firms. The way that we're going to structure it is to offer as much opportunity as possible for people bid, but, you know, we're going to have that local goal on this, undoubtedly. So it will be a team. They can be a team that applies together, or it can be five or four people that are selected that are going to become a team based on the fact that they're working together.

MR. HOOPER: I got it. Mr. Allen.

MR. ALLEN: One of the requirements on the board, on the surtax board is to produce an annual report of accomplishments. Is it your concept then that that would be one of the consultant services that would be --

MS. STAPLETON: Yes.

MR. ALLEN: -- engaged? They -- they would actually --

MS. STAPLETON: Yes.

MR. ALLEN: -- assist in writing the script --

MS. STAPLETON: Yes.

MR. ALLEN: -- and publication, whether it's digital --

MS. STAPLETON: Right.

MR. ALLEN: -- or publication.

MS. STAPLETON: We've asked for a strategic plan, also annual updates to that, as well as monitoring and metrics in all the different categories where we would expect to see regular reporting.

MR. COOLMAN: One last --

MS. STAPLETON: Okay. The second --

MR. COOLMAN: -- question.

MS. STAPLETON: -- area --

MR. COOLMAN: Excuse me.

MS. STAPLETON: -- that I want to mention is the --

MR. HOOPER: Doug?

MS. STAPLETON: -- recruitment.

MR. COOLMAN: Yeah, one last question. Is this selection going to be for 30 years or every two to five years or have you given that any thought?

MS. STAPLETON: It wouldn't be for 30 years. It would probably -- generally, these contracts are usually set for between three and five years with optional renewals for a certain period of time, and then renegotiated.

UNIDENTIFIED SPEAKER: (Inaudible.)

MS. STAPLETON: The second initiative that we're working on is the Public Information Officer, and I know Gretchen is involved in recruiting a lot of other positions. But I wanted to mention this one specifically because it is so critical to the communications effort. So we will be interviewing for this position in July. We hope to have it filled very quickly and have someone on board because, as I said, many things are already ramping up in this.

MR. HOOPER: Ms. Wallace, did you have something to say? Did you want to -- I'm

sorry.

MS. WALLACE: Just with regard to County contracting, under the County's Procurement Code, contracts are generally for five years. Usually it'll be -- contracts will be written as a three-year contract with two one-year renewals, renewal options, which would be the County's option. So the initial term would be three years, and, at the end of that three-year term, the County could renew it, could opt to renew it for an additional year, or the County would go out and resolicit.

But the Board a long time ago established a policy that, you know, certain contracts should be that shorter term and that, you know, you should have at least five-year intervals of an evaluation regarding where you are and whether the County should resolicit. So it's generally up to five years.

MS. STAPLETON: Okay. Obviously, there are many entities involved in the implementation of these projects, and so it's going to be very important for the Public Information Officer position, as well as the marketing activities, to coordinate with all of these different entities to ensure that we have a consistent message.

And not only does it ensure consistency, but it also helps us leverage, because if we're able to work with the FDOT, the MPO, the municipalities, and the County together, then we all have a lot more people that we can reach out to with our message. So we see a lot of coordination going on between the collaborative partners. Did you have a question? I'm sorry. Okay.

So we're continuing to support activities in the short term. And some of you may be familiar with the website, Penny for Transportation. This was actually the site that was initially established as part of the voter education effort before the November 2018 ballot initiative. So after the initiative passed, we began to start building that site out with information about the Appointing Authority. Now it has information about the -- about this board and the activities of this board. It continues to have project information up there.

So we are continuing to try and keep this site going until we are able to get the consultant on board and determine what we want the site of the future to look like. We know we've seen some of that on the dashboard. So what we are about is ensuring that we have a seamless transition from where we are to where we're going.

So this site does have, you know, some familiarity and recognition with people, and so we would ensure that we have a very smooth transition into the new -- into the new site. And there may still be a place for some of this information on the Broward -- on the regular broward.org --

MR. COOLMAN: Do you have --

MS. STAPLETON: -- site.

INDEPENDENT TRANSPORTATION
SURTAX OVERSIGHT BOARD
JUNE 27, 2019
dh/NC

MR. COOLMAN: -- statistics to show the number of views?

MS. STAPLETON: I do. It was -- I don't have them with me right now, but I can certainly send them to the board. It was very -- it was, of course, highest during the period leading up to the ballot initiative, but there has continued to be, you know, some activity on the site. And the live streams get some activity, too. They get watched, both live and afterwards.

So the next question, as you know, we have projects that are -- we have two projects now that are coming in June and July. We have a number of projects that are imminent. And we want to be able to communicate about those. So I wanted to share with you some of the thoughts and ideas about ways we will be communicating about those earliest projects and, you know, carry that through into the activities of the consultant.

So number one is project site signage. And I'm going to show you a couple of examples in a minute of some initial concepts we've come up with for that. But we want people, when they drive by a project or they see obvious activity going on, we want them to know certain things. What is the project? When is it going to be done? What is it going to bring me, and is it part of the penny surtax or not?

So certainly, that signage is going to be very important. We have access to bus signage, both interior and exterior. Two, of course, very different audiences. Interior being for the people who ride the bus, exterior for the people who are in their cars around the bus, which can also be geographically selected so that it -- we have advertising in areas where we have projects actively going on. Bus shelter signage. We have shelters all over the County, and we want to explore opportunities for promoting things there.

Fence banners at high traffic intersections. And this is especially good for like school zone safety messaging and things like this. It was very effective when we were trying to build support for the penny. They're very visible. You pick the highest traffic intersections. A lot of them happen to be ones where our parks are. And so we're able to use that fencing along those high traffic frontage roads to get out the message about these projects going on.

Flyers. Currently, our Highway and Construction and also Broward County Transit, when they have an initiative going on, they're very active about getting flyers out through their community and neighborhood outreach. So -- and I'm going to show you a sample of what we've created for that, as well, for individual projects. And this gives a little more detail, maybe a map, some contact information if the resident has any concerns about the project or wonders about the timeline on it.

We're also looking at using community and stakeholder publications. And this would include not only County publications, which we have several ourselves that reach several hundreds of thousands of people, but also the other entities that I mentioned. We'll be reaching out to FDOT or MPO or the municipalities to try and get them to leverage and

promote those communications through their publications and on their websites, as well.

Websites and TV channels, social media. Of course, video PSAs. And these are all services that, as I mentioned earlier, our office can support until we're able to get the consultant on board. We also, as you know, broadcast and webcast all of our Commission meetings. And we have what we call a pre-show, which is a -- about a 30 to 45 minute time frame before every meeting that typically gets pretty high viewership of people who are tuning in to watch the meeting.

And we would intend on weaving in some of the project messaging into that venue, as well, either through video PSAs or through -- or through slides and so forth. Okay. So let me see if I can get a little -- I have a couple of samples here of things to show you. So this is an example of a flyer, you know, that we would distribute at some of those education outreach sessions.

UNIDENTIFIED SPEAKER: (Inaudible.)

MS. STAPLETON: Do you think we should pass those around --

UNIDENTIFIED SPEAKER: Sure.

MS. STAPLETON: -- so that you can kind of see what they look like for real. But so here you can see what we've done is -- now, this particular one has the Penny for Transportation association in the upper left corner, transportation improvement project brought to you by Penny for Transportation. We also have another option that we've done. It doesn't have the Penny for Transportation logo on it. It has more of a generic traffic cone and hardhat. But those are just a couple of options that we can work through. There is a description of the project. There's a map of the project. A very clear start and end date. Comments about how during construction we're going to work with the municipality and the residents to ease any effects. For example, sometimes during a -- you know, sometimes they'll wait and do a project around a school zone, when school's out of session, or they'll -- you know, things like that would be communicated in these kind of flyers with contacts for concerns or emergencies.

The logo across the bottom would allow room also for any other entity that might be involved in the project. So if it was MPO or FDOT, we could be sure that every representative entity was included there. Here's another example, same kind of flyer. This is for a Stirling Road project. These are the two projects that are imminent right now, so that's why I'm showing you these two particular projects. So very similar. Again, we have the same kind of variation on those.

And finally, to show you an example of a project site sign, this would be much bigger and bolder. Obviously, it's a sign, it's an outdoor board, essentially, so you don't have a lot of time to capture somebody with your message. But we definitely want them to know it's a transportation improvement project brought to you by the Penny for Transportation.

INDEPENDENT TRANSPORTATION
SURTAX OVERSIGHT BOARD
JUNE 27, 2019
dh/NC

Here's what's happening, start and end, and here's where you can go for more information. So I wanted to just pause here for a minute and see if you all have any comments on that -- on those particular concepts.

MS. CASSINI: They're melting.

MS. STAPLETON: I know. I'm keeping it short.

MS. CASSINI: They can't even talk anymore, they're so hot.

MS. STAPLETON: I've only got two slides left. Okay. All right. Let's see. Too many things I'm trying to push here.

MS. PENNANT: I just wanted to make a comment and just commend you on an excellent job. And I particularly love this piece where you're talking about the speaker's bureau of trusted voices. I think that is golden. So thanks for being so --

MS. STAPLETON: Thank you. Thank you.

MS. PENNANT: -- on target with that.

MS. STAPLETON: Okay. So I'm almost done here. I just wanted to briefly mention two other programs that our office is responsible for managing for the County, and that's our public record request program. And I know you all have spoken about this before, but each County agency in Broward has a PRR Coordinator, and Gretchen is, of course, the Oversight Board's PRR Coordinator.

So if you do get any public record requests, we have a very robust system for tracking and acknowledging those and making sure that we respond to them within the guidelines. So that was just a quick reminder about that.

And then also media inquiries. Again, to ensure consistent messaging, we're asking that if you do get a media inquiry that you contact Gretchen, first. They may be contacting other people. We want to be sure they get the same answer if they do. And so we can help facilitate those kind of activities.

MR. ALLEN: On -- on that --

MS. STAPLETON: That's it.

MR. ALLEN: -- can we make sure that, as media requests come in to you, Gretchen, that you inform us of the inquiry that's going on and who's responding to it? And I think it goes from each one of us to communicate to Gretchen when you're cornered by a reporter or even a citizen making a public records request that you work through Gretchen to fulfill that, so that we can all know what's going on out there.

MR. HOOPER: Okay?

MS. STAPLETON: Okay.

MR. HOOPER: Thank you –

MS. STAPLETON: Questions?

MR. HOOPER: -- very much.

MS. STAPLETON: Thank you.

(Applause.)

MS. STAPLETON: Wow, applause.

MR. HOOPER: All right.

D. CO-LOCATION/SPACE PLANNING, MS. JILL THOMPSON, CONSTRUCTION PROJECT MANAGEMENT SUPERVISOR/SPACE MANAGEMENT AND PLANNING

MS. CASSINI: So last but not least will be just a very brief explanation of what we are trying to do with our co-location efforts out at 1 University Drive at our Governmental Center West site.

MS. THOMPSON: Oh, let's get to the next slide. There we go. Good afternoon.

MS. CASSINI: You'll have to talk louder.

MS. THOMPSON: I'm going to have to talk a lot louder. Okay.

MS. CASSINI: Yes.

MS. THOMPSON: Okay.

MS. CASSINI: Very loud.

UNIDENTIFIED SPEAKER: Project (inaudible).

MS. THOMPSON: Project. Good. Thank you. Good afternoon and thank you for the opportunity to speak with you this afternoon. My name is Jill Thompson. I'm an architect and interior designer, and I'm the supervisor of the Space Management Section for Facilities Management Division.

I'm here today with my Director, Scott Campbell, to talk to you today about the staff support spaces that are being developed at Government Center West for the Mobility Advancement Plan team and the Surtax Oversight Board. At 150,000 square feet, Government Center West is the County's second largest office support facility for general government services.

The administrative offices of the Broward County Transportation Department and the Highway Construction and Engineering Division of Public Works, two critical agencies to the surtax initiative, are both currently housed in this facility. Between them both, they occupy approximately one-third of the existing suites at about 50,000 square feet. While other County facilities will also be impacted by the addition of staff dedicated to the surtax team, today's conversation is limited to GC West, as it is envisioned to be the first home of the administrative and oversight teams for the surtax initiative.

Here at Government Center West, the Surtax Oversight Board and Mobility Advancement Plan administrative team will be co-located with County staff that plan and build the roadways and that manage and oversee transit operations for the next 30 years. The work of the surtax initiative will span far into the next generation. Governing the development of spaces to support this initiative are the overall programming goals as defined by Gretchen Cassini, the Oversight Board Coordinator.

And these are to welcome the surtax board and -- members and administrative office services; invite the public to an information destination to learn more about the work the surtax team is currently envisioning and view up to date progress; highlight new innovation initiatives and present them in a way that is engaging, accessible, and interactive; and to encourage collaboration by creating flexible working conference areas within the building at varying scales, accommodating gatherings from as few as four persons to as many as 40 through informal casual zones where unexpected conversation can lead to cross pollination; fixed meeting areas in a commons area of the facility to balance the territory being used for additional staff moving into the building; and transitional meeting areas that are defined by their flexibility.

As you've heard previously, the data-driven environment is a prominent component of much of the work of the surtax initiative. It is data that can assist in regulating traffic and movement of resources throughout our community. And intentional focus of this space is that there will be a designated location for an interaction with visualized data for the public. And existing partnership with local tech developer Magic Leap can provide personal virtual reality exploration of our community as it's being transformed.

Headsets can provide an intense personal experience from the data stream, but in this facility, we also envision a space where -- to be created where small groups of people can access real time information from the dashboard, amongst other sources, about County transit projects and explore them on the enclosure that surrounds them.

The example that you see here is from Google's Deep City installation in New York City,

INDEPENDENT TRANSPORTATION
SURTAX OVERSIGHT BOARD
JUNE 27, 2019
dh/NC

created by Hush Studios, where they created an interactive city cave. The interactive screens visualize the data -- personal data in a creative way. And while we don't have time to review them in this forum today. There is a link that's to their operations for your reference if you want more information. It asks you where you want to go today, and it'll take you right where you want to go explore within the city.

The first sign that something new is beginning to happen will be updates to the exterior of Government Center West. Through FMD signage program, new building signage will be added to the facility in the coming months to better identify this location upon arrival. When ready, the graph -- new graphics with the MAP logo, represented here by the blue circle, will brand the facility as the new home of the program.

To assist with wayfinding, the thoroughfare to the main entrance -- you can see the image on the glass on the ground floor -- will be further enhanced by a graphic wrap similar to a bus wrap on the existing window of the offices, creating an element of visual interest and -- and creating a directional edge which will lead visitors to the main entrance of the facility.

Now, when we think about the office spaces, you've probably all seen images of the contemporary Google office. It's been over 15 years since Clive Wilkinson Architects persuaded Google to switch from a typical cubicle farm to more open and transparent work space, thereby acknowledging that people are social creatures and exploratory beings, not widgets.

As we begin to create space within the overall facility, we want to move away from the cubicle -- cubicle farm and create a more open work environment with fewer wall panels to break down silos, and create the occasional seating grouping where conversations can be caught along the roadside. Famously, from one of Google's earliest offices, is a room full of ski gondolas that are still -- that are used for ad hoc meeting areas.

A specific type of workplace culture drives this type of corporate expression, and, for the County, this might not be the ideal solution, but to engage the public in an active way, we may want to consider following in the model of Google offices in California and, within the main lobby, create a -- implement a vehicle that could be an ad hoc meeting location or a popup information kiosk to showcase the surtax initiatives and alternate modes of travel.

So we have options and opportunities within the space. This brings us to our facility and what we're hoping to accomplish as the surtax program staffs up and the need for public interaction and information increases. Government Center West is a complex environment that can be difficult to navigate, a city unto itself. So we've extended our vocabulary to include an urban terminology to discuss the concepts being used to organize the overall space for the current occupants and for further growth.

We propose design -- redesigning the work spaces with a concept called activity-based work environments. This is not a new concept. It's been around since the 1980s and is

a branch of evidence-based design, where you can try something out, see if it works, and change it if needs be. But it responds to not just a public space versus a private space, but a type of flexibility that needs to go hand-in-hand with the type of activities that staff will be doing in support of their job.

Reshaping the physical and the virtual and behavioral work -- workspace to support the team. The County's work culture's not likely to move away from a 9:00 to 5:00 traditional workday model, as there is an expectation of reliable access to civic services that the community depends on. However, it's estimated that 50 percent of workers work remotely at least for some portion of the work week, and the average decision-maker in a company today uses video conferencing for nearly half of their total meetings.

So the incorporation of new technologies, we want to make certain that we're open to the flexibility of that as we reshape the environment within the overall facility for our teams. So we'll be talking about four types of ABW, or activity-based work environments.

The town square, which are public communal areas that can be used for activities, for hands-on meetings, or company celebrations. Neighborhoods that are designed for groups of people that need to come together for long periods of time to do similar repeated activities. An agency team, for example, can function as a neighborhood.

Workshops that are meant for one-off collaborative projects with a definite end. And employees can sit up or sit down -- stand up or sit down, depending on what the task requires and what is most comfortable for them in that particular moment. And libraries that are smaller communal areas where anyone can go to for unstructured work, for research coding, or needing to take a moment away from the busier activity of the rest of the workspace.

When we look at GC West now, and we open into the main lobby, the facility was opened in 2003 for public use, and the main lobby, the atrium, serves as a hub for County residents to access services of western Broward. The existing atrium in Government Center West is a unique volume, and the ground floor is the most active space of the building. And it serves as a civic space, the town square of the facility.

The permit check-in rotunda just needs a clock face on it to round out the scenario. Visitors check in at the rotunda and then they're directed to the appropriate desk for the needs of their services.

MR. COOLMAN: I need to ask a question.

MS. THOMPSON: The upper level balconies --

MR. HOOPER: You've got a question?

MS. THOMPSON: -- circled in red --

INDEPENDENT TRANSPORTATION
SURTAX OVERSIGHT BOARD
JUNE 27, 2019
dh/NC

UNIDENTIFIED SPEAKER: (Inaudible.)

MS. THOMPSON: -- provide access to the suites in the east and the west wings of the facility but are currently underutilized. They're finished with hard surfaces and open to the atrium. They're noisy areas used for the occasional agency party or event. Yes.

MR. COOLMAN: Question for clarification. This is an existing Broward County building --

MS. THOMPSON: I -- I can't hear you.

MR. COOLMAN: -- this is an existing Broward County building --

MS. THOMPSON: Yes.

MR. COOLMAN: -- where we're proposing to put the -- this office space?

MS. THOMPSON: We're propose -- we are -- we will be integrating and embedding the surtax team within --

MR. COOLMAN: Okay. Whereas --

MS. THOMPSON: -- this facility.

MR. COOLMAN: -- everything prior to this were examples of other places' spaces. I'm --

MS. THOMPSON: That are serving as --

MR. COOLMAN: Okay.

MS. THOMPSON: -- inspiration.

MR. COOLMAN: I just want to clarify it, because when I first looked at this, I went, boy, they've been moving awful fast. Okay.

MS. THOMPSON: Well, so then the next image you will really enjoy, because taking the bare bones of this particular atrium space, and we look to the next slide, our atrium space is on the right and the atrium space on the left is -- serves as an image of inspiration.

MR. COOLMAN: Is that water there?

MS. THOMPSON: No, it actually isn't.

UNIDENTIFIED SPEAKER: (Inaudible.)

MS. THOMPSON: It is projected onto the glass.

MR. COOLMAN: Oh, good. I'm glad it's –

MS. THOMPSON: That is digital –

MR. COOLMAN: -- not water.

MS. THOMPSON: -- it's digital water on the vertical surface as well as on the floor tiles.

MS. CASSINI: That was the exact question that Ms. Henry asked.

MR. COOLMAN: Well, I've got to say –

(Laughter.)

MR. COOLMAN: -- how this message gets out is very important, because if we sent this without any disclosure like this is Google, you're going to -- phone's going to ring off the hook.

MS. THOMPSON: Well, and I don't propose to use the electronic tile system. I think that may be overkill for our particular facility. However, there are lessons to be learned here in terms of color, texture, and variety in the environment, engaging materials and color variations. This particular space on the left is Microsoft offices in Dublin.

And taking another lesson from this space, our atrium space is on the left, their atrium space is on the right. Our underutilized balconies can become places of destination and gathering, not just thoroughfares. Varying the seating on the balconies to create small gathering areas that can be used for ad hoc meetings, especially as the agencies continue to become more occupied with additional staff.

And you can see from the arrow on -- the orange arrow on the image to the left, that is the arrow that points to the area that we are envisioning the surtax suite occupying, just so you're aware of what that volume looks like right now. We're going to start our tour of the -- of GC West from the top and work our way down to the ground floor, just so that you can see.

Starting with the quieter upper floors, the fourth floor is primarily occupied by other County agencies. The space that would be possible for availability here are the balconies where we would want to begin to provide collaborative space for agency neighborhoods to spill out into these commons areas and stage for varying levels of interaction, keeping in mind that any furniture grouping would need to maintain egress from the suites to the primary exit ways.

The third floor, however, on this facility, is almost completely occupied and shared between the Transportation Department and the Highway and Construction Engineering Division of Public Works, both agencies that are currently staffing up to meet the needs of the surtax initiatives. New agency staff hired to implement the surtax initiative will be embedded within the existing agency suites.

This facility is currently a hodgepodge of physical and digital, supply closets, filing cabinets, web conferencing. To make room for the new surtax staff, the spaces will need to be reimagined and reconfigured. Designed for a different era of computing, most workspaces in the facility were designed for oversized CRT monitors. We have room for a few additional staff in the suites, but the oversize workspaces will need to be compressed and reconfigured. And, in the process, looking to reshape the environment to make room for the activity-based workspace and consolidate the team efforts so that the teams are co-located within the agencies that they are working within to support the surtax.

MR. COOLMAN: So this building, that's the existing uses there today?

MS. THOMPSON: I'm so very sorry.

MR. COOLMAN: Those are the existing uses there today?

MS. THOMPSON: This is the existing layout.

MR. COOLMAN: And –

MS. THOMPSON: We have started working with the agencies to identify who is sitting where so we can begin to reconsolidate the teams once they know how many staff they're going to be adding in the first years.

MS. CASSINI: One of the other things that you might notice is that as we move on year by year and we add more and more staff into the Public Works and the Transit agencies in this building, that they're going to be reducing their conference room areas to accommodate those staff. And so you'll see that what we're trying to do is create common areas, common conference room areas that anyone that works on the surtax could utilize so that we can free up that space for people.

MR. HOOPER: Are we –

UNIDENTIFIED SPEAKER: (Inaudible.)

MR. HOOPER: -- are we renovating the entire space for the other departments?

UNIDENTIFIED SPEAKER: No.

MS. CASSINI: No, no, no. We're renovating -- we are renovating space -- actually, no.

We are renovating space in Transit. We are renovating space in Highway and Construction and Engineering, which is why you see these legends; right? Because the reason for renovating those spaces is to accommodate surtax-funded positions. But she's going to be showing you only what that 1.97 million dollars is buying you. So she's going to walk you through very carefully what exactly it is that we're doing in this building for surtax-related functions.

UNIDENTIFIED SPEAKER: (Inaudible.)

UNIDENTIFIED SPEAKER: I'm sorry.

MR. HOOPER: Go -- oh, go ahead. Go ahead. I'm sorry.

DR. KELLEY: I just -- whoops. I just want to apologize. My ride, Paratransit TOPS, is here, so I have to go. But I just wanted to ask on the -- whatever part of the space is dedicated to paratransit and educating the public about, you know, what we're doing --

MS. THOMPSON: Oh, the paratransit space is on our next floor.

DR. KELLEY: Well, I was just going to suggest that the statistics having to do with the Silver Tsunami and, you know, what's happening in Broward and what's projected to happen be part of that educational effort there so that people know.

MS. THOMPSON: The para -- the space specifically dedicated to paratransit, and we're in process of renovating the space already for them, is if you go to where it's lavender and you see up against the green dots --

DR. KELLEY: Yeah.

MS. THOMPSON: -- there's a -- there's a service counter right there. That service counter is for the paratransit staff. And the space immediately behind, the workstations immediately behind are for the paratransit staffs' -- for their -- their dedicated workspace when they're not serving somebody at the counter.

DR. KELLEY: Great.

MR. COOLMAN: Is --

MR. CAMPBELL: Scott Campbell, the Director of Facilities.

MR. COOLMAN: -- is that the --

MR. CAMPBELL: The -- when we talk about renovating, it's not for the sake of renovating. We're -- there's a set amount of space that's there. And if you go into that space now, it's full. And what Jill was talking about as far as having these deep desks work surfaces for

the CRTs and that, is what we want to do is to in and harvest space. As we add more people into it, buying real estate is very expensive. If we can compress and increase the density and still have a very, you know, good working environment for everybody, that's - you know, it's a win/win situation. So –

MR. HOOPER: Yes, but why I asked was because we're going to be renovating for other departments beyond the surtax staff; correct?

UNIDENTIFIED SPEAKER: No.

MS. CASSINI: I want to be very clear.

MR. HOOPER: Okay.

MS. CASSINI: Very clear.

MR. HOOPER: Okay.

MS. CASSINI: We are using surtax funding for surtax functions and surtax-funded people

–

MR. HOOPER: Okay.

MS. CASSINI: -- and for renovations that will support and accommodate the addition of surtax-funded positions –

MR. HOOPER: Perfect.

MS. CASSINI: -- that you all have approved. And –

MR. HOOPER: Okay.

MS. CASSINI: -- any other renovations that need to be done will be done using other funds.

MR. HOOPER: Okay. That's the only reason I asked the question. I just wanted clarification.

MR. COOLMAN: The first drawing was the third level. Now we're going down to the second level –

MS. THOMPSON: Yes.

MR. COOLMAN: -- and the areas are going to be renovated for those two functions which we are going have people in; correct?

MS. THOMPSON: Both agencies currently occupy these suites. So the surtax staff will be embedded and incorporated into these suites.

MR. COOLMAN: Okay.

MS. THOMPSON: The areas that are shaded green -- the areas that are shaded green are the current conference rooms that Gretchen was discussing that will start to become overtaxed with the addition of other staff.

MR. COOLMAN: Okay. A simple question. If we're going to renovate 300,000 square feet to end up with 50, and the cost is X million, are we going to pay one sixth of that?

MR. HOOPER: No, we're not doing that. We're not renovating 300,000 square feet.

MR. COOLMAN: Oh, wait, wait. That building, the third floor and the second floor are there and it's occupied. We're going to change it, put some more of our new people in there, but we're going to renovate the whole second and third floor. Or --

MR. HOOPER: I don't think so --

MR. COOLMAN: -- everything --

MR. HOOPER: -- for a million nine. It's be more than a million nine.

MS. CASSINI: So --

MR. COOLMAN: -- everything in yellow and gray, purple, or whatever --

MS. CASSINI: -- so in the yellow -- so when Tony Hui was talking to you earlier, like Tony Hui and his staff from Public Works, they're in that yellow area.

MR. COOLMAN: Okay.

MS. THOMPSON: On the third floor.

MS. CASSINI: Right -- right next to them -- right. You've got the Transportation Department. So in that kind of gray purple color. Those people already exist.

MR. COOLMAN: Okay. We're not going to --

MS. CASSINI: But --

MR. COOLMAN: -- be able to do this today, but I'm -- I want to make sure that the 1.9 is going --

MS. CASSINI: I'm going to show you the 1.9.

MR. COOLMAN: Okay.

MS. CASSINI: It's not for this.

MR. COOLMAN: Because –

MS. CASSINI: It's on the first floor.

MR. COOLMAN: -- the way I'm looking at this, we're going to confuse the public, with what I'm seeing.

MS. CASSINI: Okay. So let me try -- and this is probably because I'm boiling hot and I –

MR. HOOPER: Yeah.

MS. CASSINI: -- it's very hard to think. So I was going to try to give you the layout before we started the presentation of why we're showing this to you and the importance of this, from my perspective, which is we're -- we are co-locating. I heard you all tell me that you would like to have a space that was publicly inviting. That means a first floor space, right, in a high traffic building, with lots of visible -- visual interest, the ability for us to have augmented reality cave so that people can experience these projects in an immersive environment, a place for our innovation team, a place for you all to have your meetings that we could actually live web stream, and a place where you could have an office if you wanted to drop in.

We also know that we're going to need to have flexible spaces for big projects where we have the MPO and FDOT and city staff, and we're all working together for long periods of time. And then what if we get audited and somebody wants to be there for six months looking through everything? Well, we need to have the ability to accommodate that. The reason that Jill and Scott wanted to show you the whole building, not just the first floor, is so that you could understand what co-location and breaking down these barriers that we've been talking to you about really looks like, and what's actually there, because I'm pretty sure none of you have spent a lot of time in GC West walking through the floor; right?

MR. HOOPER: No.

MS. CASSINI: So we wanted to show you what co-location means. All of these people that are working on surtax-related functions already exist there, right –

MR. HOOPER: Yeah.

MS. CASSINI: -- on the second and third floor. So by us moving into the first floor and starting to rethink the way that the space in that building is being utilized, we create a

place, a town square, for the public to come and find out anything they want about the surtax. And if I don't have the answer on the first floor, I just have to take a walk up to the second floor or the third floor to get the answer. We've got paratransit.

MR. HOOPER: Right.

MS. CASSINI: We have all of Transportation. We have Fleet. We have IT.

MR. HOOPER: Perfect.

MS. CASSINI: It's great.

MR. COOLMAN: I don't -- I'm not objecting to that. I think that's wonderful. What I'm saying is the message that goes out to the public has to be very clear of what the surtax is paying for and what the County's going to pay for, or they're going to say -- when you first -- when I first looked at this presentation, I went, whoa, that's a lot of money we're spending for office digs.

MS. CASSINI: Got it.

MS. THOMPSON: This is a good opportunity to talk about the space on the ground floor. So this is the way the ground floor looks now. And some of the -- I'm going to kind of walk you through the elements, since you may not be as familiar, because some things are going to remain the same in the way that this space works.

The primary entrance to the space is coming up from -- coming down from the upper left-hand corner. That's where we'll see the new signage and the wrap on the windows that'll carry your eye down to the main entrance to the space.

The oval is the -- where the security team is -- currently is now, where you -- where visitors would come and check in. The what is affectionately termed as the donut, the round rotunda, is where permitting services currently check in and disperse to the transaction counters adjacent for whatever type of permitting services that they're looking for. The first move that we're going to be making is in the dark blue area. That's where the MAP administration team will have their offices.

MR. COOLMAN: (Inaudible.)

MR. HOOPER: Right. Right.

MS. THOMPSON: And that has already been funded, moving the MAP administration team into the dark blue offices, into that location. The light green areas to the right is a separate agency that's going to be affected by this move, because part of one of our issues is that the space that we have available for the surtax is this medium blue area that we see against the window wall, and between the atrium and the window wall is a

transaction counter that serves one of the other agencies on the floor.

And that was that image that we saw earlier with the orange arrow pointing -- pointing towards it. One of the defining characteristics of the concept was the idea of transparency. So when we move to this idea of transparency, it's very difficult to walk behind another counter to get back into the area where you're trying to find out more information. It's not inviting to the public.

So this particular area is going to be affected by moving the surtax team and MAP administration team into this location. The first phases are moving the MAP team over, and there will be a renovation to that transaction counter to open up the space on the ground floor for the surtax team.

MR. HOOPER: Cool.

MS. THOMPSON: Now, because we have ideas of inspiration first to kind of talk about what the space might possibly look at, we will take a quick look through those first, and then we'll take a look at what we envision that ground floor looking like (inaudible).

MR. HOOPER: I'm -- in five minutes, I have to leave.

UNIDENTIFIED SPEAKER: Okay.

MS. THOMPSON: That's fine.

MR. HOOPER: So I'm sorry.

MS. THOMPSON: I'll move through these very quickly.

MR. HOOPER: If I get up and leave, I'm very sorry.

MS. THOMPSON: That's not a problem. We'll move through these quickly. We're talking about the idea of having incorporated fixed meeting spaces so that you've got additional closed meeting rooms that can be assigned and scheduled and private. Casual meeting areas where people can come together for a quick conversation, or like, meet me downstairs because we need to talk about this particular part of a project.

Separate different types of work zones. Height -- desk surfaces that are different heights so that the meeting groups can be of different types of compositions and styles. And then transitional meeting spaces. An open floor plan is challenging for the definition of smaller meeting areas and zones. And the presentation space to the right is one that can be opened up on a daily basis, but when it needs to be more private and not necessarily acoustically private, but visually private, can be closed off for meetings of a different scale and sort.

So this takes us to what we have been discussing for the ground floor at GC West, that

those two red arrows came right through the center from what we see as our town square. We see, if we follow in the green line coming in through the main entrance, to the right, that vehicular display that we had discussed a little bit earlier, we've got a perfect spot for there. And when we go to renovate the escalators, we have the opportunity to move the vehicle into the space.

As we move up the page, over to the left there's an IOT cave, our Internet of Things cave, which would be a location, a small area for the public to come and take a look at the overall space and an opportunity for Magic Leap to create an environment -- an immersive environment for the public. As we move past the crosswalk which becomes the designated change over to the surtax area, we then see one -- and they are numbered - - the fixed meeting spaces 1, 2, 3, 4, 5, and 6, of varying scales. Some for about ten to 12 people and some for four to five people.

The surtax plaza in the center would be the area that would be transitional, that could be open for other County use, with flexible seating that when you have your meetings would then be able to be reconfigured and set aside for your usage at the time. The MAP workshop, the MAP neighborhood will still remain the same. They won't have a lot of changes to their space. And as we move further to the right will be flexible offices for Oversight Board to use when you're in the facility, as well as some flexible workspaces that you could just sit down to take a phone call if you don't need the same degree of privacy. So this is the space that we're looking at for the request for FY '20.

MR. COOLMAN: Where's Gretchen and Angela's offices?

MS. THOMPSON: In the blue.

MS. CASSINI: So that dark blue is what you funded for FY '19, and it's already underway. And there are nine offices there, including the three innovation team. And those flexible offices that are off to the right would be available for us to redesign and reconfigure as we add staff, over the years.

MR. COOLMAN: I think this is wonderful. Just don't bring us any change orders, please.

(Laughter.)

UNIDENTIFIED SPEAKER: Change orders, right.

MR. CAMPBELL: And --

MR. COOLMAN: You're not going to get approval.

MR. CAMPBELL: -- and to the point of the confusion, we can definitely, while we're doing this stuff, you know, your surtax dollars at work, as opposed to -- for example, we're already in the process of remodeling paratransit.

INDEPENDENT TRANSPORTATION
SURTAX OVERSIGHT BOARD
JUNE 27, 2019
dh/NC

MS. THOMPSON: Paratransit, yes.

MR. CAMPBELL: So there's going to be a lot of different -- it's a large building. It's got a lot of dynamics to it. But we'll make sure that, you know, things -- you know, it's very evident what's going for what. And I don't think that'll be --

MS. PENNANT: What's the address on University Drive?

MR. CAMPBELL: One.

MS. THOMPSON: One.

MS. PENNANT: One? 1 University?

UNIDENTIFIED SPEAKER: Yes.

MR. CAMPBELL: Broward Boulevard --
MS. WALLACE: Right across from the mall.

MR. CAMPBELL: -- and University Drive, the northwest corner.

MS. WALLACE: Right at the corner of Broward Boulevard and University, across Broward Boulevard from where the old Sears was that they tore down at Broward mall. It's that building right on the corner. That's 1 --

MR. HOOPER: Really?

MS. WALLACE: -- 1 University.

UNIDENTIFIED SPEAKER: Yeah.

MR. HOOPER: Cool.

MS. WALLACE: Yeah, that's Government Center West.

MR. HOOPER: That's not too bad, right down the street from Downtown.

UNIDENTIFIED SPEAKERS: (Inaudible.)

MS. CASSINI: It's going to be -- it's going --

MS. WALLACE: Right down Broward Boulevard.

MS. CASSINI: -- it's going to be right down from a big mobility hub that the MPO is

studying, too, so it'll be great.

UNIDENTIFIED SPEAKERS: (Inaudible.)

MR. HOOPER: Thank you.

MS. THOMPSON: Thank you for bearing with me.

MR. HOOPER: Oh, my gosh, that was -- I'm tapping out here.

UNIDENTIFIED SPEAKERS: (Inaudible.)

MR. ALLEN: So there's the 19 that we have already approved --

MR. CAMPBELL: Correct.

MR. ALLEN: -- and now the 20th is --

MS. THOMPSON: It's --

MR. ALLEN: -- is coming up.

MS. THOMPSON: -- unfortunately, it's in orange.

MR. COOLMAN: When are these going to be done?

MS. THOMPSON: It's not additional. It's just --

MS. CASSINI: When?

MR. ALLEN: When.

MS. CASSINI: Well -- oh. We are hoping -- obviously, the dark blue needs to be done by January so that we can all move in. And then I'll turn to you all as far as when you think the orange part for --

MS. THOMPSON: We have -- with FY '19 --

MR. HOOPER: I'll see you later.

MS. THOMPSON: -- the funds were approved for the consultant. So we -- upon approval of direction, we will be able to engage the consultant to get the process started. We're envisioning that this will probably take two years.

MR. COOLMAN: Following up on --

INDEPENDENT TRANSPORTATION
SURTAX OVERSIGHT BOARD
JUNE 27, 2019
dh/NC

MR. ALLEN: So we don't have a meeting place until then.

MS. CASSINI: Well, that surtax fund -- you are -- you can continue using Room 430. We can continue using Traffic Engineering. We certainly won't be coming back here.

(Laughter.)

MS. CASSINI: Ever. No, I'm just joking.

MS. THOMPSON: What about the hearing room here?

MS. CASSINI: We have the hearing room on the second floor, which is a very nice room, too. So I'm hoping that we can continue to kind of go to different places and see what you all like, and give people the opportunity to see other parts of the County.

MR. COOLMAN: Following up on Phil's comment about we approved 1.9 million or what was it, for just that gray area on the left; right?

UNIDENTIFIED SPEAKERS: No. (Inaudible.)

MS. THOMPSON: The orange.

MR. COOLMAN: The orange, too?

MS. THOMPSON: That's -- the 1.9 is the orange. The gray area --

UNIDENTIFIED SPEAKER: \$700,000 --

MS. THOMPSON: -- was funded with last year's dollars.

MR. COOLMAN: Okay. And what's happening -- what about the second and third floor renovations?

MS. CASSINI: So those second and third floor renovations come in separate asks to you; okay? They're not right now. So --

MR. COOLMAN: Okay. I just wanted to understand.

MS. CASSINI: -- and you know you have to approve every expenditure, so those second --

MR. COOLMAN: So the 1.9 is to fix the first floor.

MS. CASSINI: The 1.9 is to fix the first floor.

MR. COOLMAN: Then you're going to –

MS. CASSINI: And you already –

MR. COOLMAN: -- come back to us –

MS. CASSINI: -- approved 700,000.

MR. COOLMAN: -- to pay for a portion of the renovations on the second and third floor to accommodate the new staff.

MS. CASSINI: Correct.

MR. COOLMAN: And I hope that's based on ten people versus a percentage of desks, not some flowery number.

MS. CASSINI: You heard him.

MS. THOMPSON: I heard -- I heard that. Yes, I did.

MR. COOLMAN: If there -- is there any other business, Gretchen?

MS. CASSINI: No, other than getting out of –

MR. COOLMAN: Alan asked –

MS. CASSINI: -- here quickly.

MR. COOLMAN: -- me to close the meeting.

MS. CASSINI: So our next meeting will occur at the Traffic Engineering Division. It will be on July 25th. I will send out an agenda. I'm going to be reaching out to each Oversight Board member to schedule briefings, very detailed briefings, in advance of that meeting, since it is an action meeting on the budget.

MR. COOLMAN: Where will that meeting be?

MS. CASSINI: At the Traffic Engineering Division. That's 2300 West Commercial Boulevard.

MR. COOLMAN: Commercial.

MS. CASSINI: You've met there before.

MR. COOLMAN: And we'll have the -- we'll have the minutes of the May meeting prior to

that, and these really don't matter that much, right?

MS. CASSINI: Absolutely, Vice Chair. We will have the minutes of the May meeting distributed to everyone along with your budget packet and your action agenda. Once I have a chance to meet with each of you individually with Angela and some of our subject matter experts, make sure we have addressed all of your questions, we'll finalize the agenda, and we'll send it out. We'll hopefully send it about ten days in advance.

MR. COOLMAN: Can I have a motion to adjourn?

UNIDENTIFIED SPEAKER: (Inaudible.)

MS. PENNANT: Thank you.

MS. LOVE: Second.

MS. PENNANT: Ms. Thompson, thank you for your presentation.

MS. CASSINI: I'm sorry?

MR. ALLEN: We'll have that -- we'll have that material before we decide whether we need a one on one meeting.

MS. CASSINI: Okay.

MR. ALLEN: No, I mean, is that the plan or are you going to --

MS. CASSINI: No -- well, I was going to meet with you first to try to address the questions that we heard today and then develop any additional materials. I mean, they're already hard at work trying to address the questions that have come forward. So whatever order you would like it. I mean, I'm fine with that. If you would prefer to have the materials and then see if you want the briefings, that's fine.

MR. ALLEN: But you also said that we're going to approve the budget. We're going to approve those budget here on the 25th. So that's probably what your one on ones are probably going to be mostly about.

MS. CASSINI: Correct. Trying to make sure we've addressed all of the questions that came up today regarding the budget.

MR. COOLMAN: I guess we're adjourned.

(The meeting adjourned at 4:27 p.m.)