

MINUTES
INDEPENDENT TRANSPORTATION SURTAX OVERSIGHT BOARD
ANNUAL BOARD RETREAT
NOVEMBER 19, 2021

MEMBERS PRESENT:

Phil Allen, Retired, Finance

Douglas Coolman, Vice Chair, Retired, Land Use and Urban Planning

Ronald Frazier, Architecture

Alan Hooper, Chair, Engineering/Construction Management, General Contractor and Real Estate Re-developer, Hooper Construction, Inc., and a founding member of Urban Street Development.

Dr. Consuelo Kelley, Resident Consumer of Public Transportation

Allyson C. Love, Former City or County Manager, Assistant City Manager, City of Delray Beach

Anthea Pennant, District Director of the Broward College Office of Supplier Relations and Diversity

Shea Smith, Accounting, Director of Audit and Attest Services, Berkowitz Pollack Brant Advisors and Accountants

MEMBERS ABSENT:

Deborah Madden, Environmental Sciences, Florida Energy Policy Attorney,

Southern Alliance for Clean Energy

Also Present:

Angela Wallace, Surtax General Counsel

Gretchen Cassini, Board Coordinator

Audrey Thompson, Administrative Support Specialist

Laura Rogers, County Auditor's Office

Bryan Caletka, Broward Metropolitan Planning Organization

Todd Brauer, Whitehouse Group

Jeff Napier, Procurement Specialist, MAP Administration

Neil Lyn, Mobility and Innovations Team Supervisor

Devona Perez, Assistant County Attorney

Josette Severyn, Senior Mobility Planner, MAP Administration

Dr. Min-Tang Li, Mobility Planning Section, Innovation Team Unit, MAP

Natasha Herne, Senior GIS Analyst, MAP Administration

Roy Burnette, Administrative Specialist, MAP Administration

Johnny Caldera, Court Reporter, Laws Reporting, Inc.

A meeting of the Independent Transportation Surtax Oversight Board,
Broward County, Florida, was held in Room 430, 115 South Andrews Avenue,
Fort Lauderdale at 1:30 p.m., Friday, November 19, 2021.

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

PRESENTATIONS

III - SURTAX SERVICES UPDATE, BROWARD MPO AND WHITEHOUSE

GROUP - MR. BRYAN CALETKA AND MR. TODD BRAUER

MR. CALETKA: Good afternoon, Mr. Chair, Vice Chair, and the board.

Is it on?

MR. HOOPER: Yeah, we can hear you.

MR. CALETKA: Okay. Good. So my name is Bryan Caletka, and I'm with the Broward MPO. And I -- with all sincerity, for the past week I've been looking forward to this presentation.

And the main reason is is because we just signed our consultant to a four-round deal, the one that brought us through last round.

And the message I wanted to give to the board is that we have received your message, and I think you're going to like what you're going to hear about what the change of scope we have performed for the next four rounds in order to get the cities to take the funding that has already been allocated to them.

So, in the new scope that was signed into contract on October 14th, we actually add tools and assistance to the cities.

Some of them may be a small city and not have the ability to fill out the checklist correctly. We're now going to assist them to do that so they can take advantage of the funding.

So I am the Surtax Manager by the MPO, and so it's pretty much just

me in my organization. I'm the only one that is allocated towards the surtax.

And what we do is we rank the projects that come in, the new projects, called New Municipal Capital Projects, or projects or MCPs, and then we recommend, based on the second amendment that was passed by all 29 cities and the County and the MPO.

So, the new role is we're going to teach municipalities how to do this for themselves and, if not, through training, we will support their efforts to make sure that they fill out all of the funding agreements and the checklist in order to get their funding.

As you remember, we ranked the new projects. So you have two different groups of projects.

The first is the Cycle 1, the first 110 that you all already approved as eligible, minus a couple of them that we're still investigating.

We ranked the new ones as one of our deliverables, and then we recommend within the minimum annual guarantee, which is the ten percent of the overall surtax that's been allocated to municipal capital projects.

So here's the Cycle one MCPs, municipal capital projects, and then the new ones could be either ones that didn't make that top 110, so that could be 111 through 510, or it could be a brand new one that nobody's ever seen.

And we basically are going to fund the first 110 according to the second amendment first. And once that is allocated, then we start going to

the new projects, and, based on their rankings, is what we'll recommend to you for approval and ask you for the eligibility.

MR. HOOPER: Have you guys gone through those yet? Have you?

MR. CALETKA: No, we are actually coming up on December 19th, I believe, or 13th --

MR. BRAUER: The 13th.

MR. CALETKA: December 13th we're holding our first training workshop with the cities.

We've already reached out to the County Attorney's Office so we can get a list of which cities have outstanding checklists and which ones had outstanding surtax funding agreements.

And then we're going to require them to set up a one-on-one meeting with us in order to get the password to access the portal for new projects.

And at that time, we're going to go through and see what are their individual needs, per municipality, so we can bring them up to par and have them submit for their funding.

And the secret that I wanted to share with you is we're also going to be letting our board members know, in our new web page, there's going to be a section for elected officials.

So if I'm, let's say, a City Commissioner from Fort Lauderdale or a County Commissioner, I can actually go and look at my cities and see what outstanding checklist and what outstanding surtax funding agreements are

out there, and we can track it with monthly reports to show -- let's say Davie had five outstanding issues and the staff started working on it, and now there's three or even none, that they're in full compliance.

So we're going to be able to have a transparency factor in there to work with the elected officials to have them go, because most of them want to do good by their city. They want this funding to move forward, and they don't understand why.

And it may be because they don't have the technical assistance.

Now we're going to be able to identify that in these one-on-ones, give them the password for this year, and then let the elected officials know that they can watch the progress that their communities are making to get the funding.

So this is the Whitehouse Group that we have brought on as our consultant to assist with all these tasks.

And with me I have Todd Brauer today. He is going to be the lead, and I'll let him introduce his team.

MR. BRAUER: Thank you, Bryan.

And I know one of the things that this board -- I've heard a lot of questions about is CBE. Whitehouse Group is a CBE firm. So our headquarters is located in Fort Lauderdale.

And you'll also notice that we also take a lot of pride that almost a hundred percent of our entire staff are also from minority or a protected

class.

So we do work really hard to create diversity within our group.

So not only are we a CBE, but we're definitely making sure that we're reaching out, so we also have someone that speaks Creole on our staff, as well as several that speak Spanish. So we have that option as well.

And when we looked at this from a liaison team standpoint, we realized, just as Bryan was saying, that these cities need some help. They need to understand the process, they need to understand the role of the MPO, the role of Broward County, and the work that the County is doing to make this happen and for us to move that along.

And so we looked at that and said, okay, we immediately need to start setting this up to where we've got people that they can go to and get answer to right away.

So we even included a scheduler in there, as well. So Maria basically is going to work with them to get scheduled, as Bryan was saying, to get these one-on-ones, and we're going to do this regularly with them.

And the first setup that we're going to be doing, as Bryan was saying, was December 13th. And as part of that, that's going to be an opening to the new website, the tools that we're creating for them that I'll tell in a minute, but also introducing them to the team and saying, if you have a question about recommendations, you have me. If you have a question about ranking, you have Wade. If your application review's, Kat. Amy and Dale manage our

readiness reviews. And then Maria will help you get scheduled.

So that way, we're always available to them.

So not only do we want to have workshops and training, but we want them to know that we're going to be flexible with their schedule as well. So they're going to work with them to get one-on-one meetings done right away.

So we looked at this. We sat down, we worked with Angela, we worked with Gretchen. Bryan, Wade, and myself sat down together and said, okay, what were the lessons learned and what have we heard as feedback, not just from the Oversight Board, but also the people that we had worked with.

And so from that, we were kind of seeing it as multiple themes for each year, because there's lessons learned. We're always working with the County Administrator, going through the process, hey, this I think could be helpful, this is where the cities are struggling.

And so we saw these as our major objectives for this one is to first start with that robust communication infrastructure, letting these cities know that we're available to them 24/7, just like we've set up with the database management system, where they can get into their applications.

They may not be able to submit until the application period opens, but allows them to update their information and allows us to build it over time.

So we said, okay, we need to do the same thing when it comes to communication.

So I'm going to give a brief overview of the website that is under testing as -- at -- now. And we're going to actually be training them, all the municipalities, on December 13th about using the website and then, as Bryan had already said, giving a preview about how we're going to be connecting their City Commissions with that, too, so that they can actually keep an update on what's happening from the staff level.

But right away, too, it's not just about the communication, but it's what do we want to communicate.

And we saw number one vital thing was we have got to get rid of the logjam as it relates to Cycle 1.

The second amendment makes it very clear that those are the priorities. So if there's anything that's stopping that, if they're struggling with understanding the interlocal agreement, if they're struggling getting that to them, or they're not being able to show that they're ready, we want to get on that right away.

So our first message to them is all things Cycle 1.

We're going to be sitting down with them one-on-one, going through their Cycle 1 projects, because our job is to recommend -- again, only to recommend, but we're also saying, hey, we've looked through all the material, we know that these projects are ready. And if they're not, we can help them through that process.

So that's really what we want to start communicating with them right

away is getting those Cycle 1 projects done.

At the same time, though, we also want to make them aware that there is some work to do within the database itself.

So last year, one of the things that we did to help them was we created an online portal that allows them to submit applications online. And they can keep all of that data together. They actually have their own screen.

And, as Bryan was saying, it's password protected, so each city can go into their own individual dashboard and look to see what applications that they have.

Now, what's interesting, though, is that we had pre-loaded Projects 111 through 510, so the ones that we said, hey, would you like to resubmit these.

Many of them did nothing with those projects. So we don't know if they want to keep them, we don't know if they've sort of changed their mind. But they didn't update all the information that they needed.

So we also see a need to really clean this new database for those that hadn't had a chance to look at it. But, again, we want them on the hook for Cycle 1, because that's where the logjam is occurring.

So the website itself, and this is a screenshot of it, where we immediately go how can we help you.

And the great thing about this is its context management system. So it's actually going to have an interactive calendar where they see all

events that are occurring, not just workshops, training, but it also has when they're meeting with us, when they're meeting on the one-on-ones.

And, as Bryan said, it gives us a section for the elected officials, for the Commission to see -- they can actually search and say, what's happened in the Town of Davie, for instance. And it'll show all of the calendar events, so all the times that they've met with us, what they met with us about, where we saw there were challenges, where we -- we're looking to see help.

Again, really framing this as a positive, because I think everybody within this County realizes the importance of this program and getting us there.

So how do we overcome those hurdles? So if the elected body is informed and they can start to say, oh, our staff is struggling here, we're going to be there to help them, but at least then they now have a marker to be able to say, oh, this is what's happening.

So we do that with events, we do that with the calendar. So they're going to have opportunity, as well as documentation. So any documents that get uploaded.

As Bryan was saying, we're going to be doing reports to say, hey, here's what the challenges are, here's how we get those Cycle 1 projects moving.

Or, also, if they're not moving, how do we remove them, then? Because there's nothing worse to a program than money that's allocated on

a project that will just never happen. And it does happen. That's a regular occurrence.

We actually manage the transit program for the State of Pennsylvania. They do about 1.8 billion dollars every year funding for transit. We manage that program just like we're -- we're helping to assist you with yours. And that's the biggest problem, is those projects that sit there, that never happen. You get the money allocated. We've worked with them to get rid of those logjams.

And that's how we're going to use this communication tool is so everybody's aware where do they stand, where's the benchmark, and how do we get there.

But it's going to have everything from the latest news, educational resources, and interactions for them to work off of.

But it's completely content management, so any elected official can go in and say, show me everything about Cooper City, Davie, Fort Lauderdale, and then they can get a sense of, oh, this is the story. So kind of like a Facebook timeline, these are all the interactions, we'd like to see somethings moving.

So that's how we're changing our messaging and getting with them, because the intent is -- is to get them through the hurdle.

So for the municipalities, the things that are coming up next is I believe the -- and I don't know if you've had a chance to review it -- we're

going to be asking them to register for our workshop that we'll have December 13th. And we're now requiring them to register. So we want to see them. We want to have them fill out.

So every time that we ask for them to register or go onto the website to say, hey, I'm requesting a meeting, we have them fill out a questionnaire. What is -- what are the challenges that you're finding? What's your name? What's your role in the process? Are you new to the process?

So we're now generating information about those that we're working with. Are they -- are they new, just like we're finding with Fort Lauderdale. Oh, I'm new to this process.

We make that part of that interaction so we know, okay, we've got some education to do, so we can make that part of the meeting right away.

So every meeting is specific to that partner to make sure that we're reflective and getting things done.

So the first thing that we're going ask them to do is we're going to train them on the website and say, this is how you can interact with us, this is how you connect with Maria. You get your one-on-ones. You can request anything from that. It actually goes to the entire team.

Then we're going to ask them to review their new MCPs, take a look at that database.

But, as part of that workshop, that activity is -- is you don't get your password to that database until you've selected and scheduled a one-on-one

meeting with us to talk about the Cycle 1's.

Now, there are a few cities that don't have Cycle 1's, so, obviously, they're exempt from that. So they'll be able to meet with us related to their new MCPs.

So we'll have them register for that, and we're really excited about this new process. I think that we can definitely get it there.

And it's been a joy to work with the team, to work with all of you, and it's nice to actually see your faces for the first time, for me, so -- from the virtual meetings.

But that is basically where we're going. So starting December 13th, buckle up, because we are on a ride to get things done.

MS. PENNANT: All right.

MR. HOOPER: Todd --

MS. PENNANT: Great job.

MR. HOOPER: -- I've got a question for you.

MR. BRAUER: Yeah.

MR. HOOPER: So we've had this issue with cities that are in the logjam, right? So your efforts that you're putting forth here, are there going to be any that are still logged or jammed? Probably?

MR. BRAUER: And --

MR. HOOPER: Right?

MR. BRAUER: -- probably, because you can lead a horse to water --

MR. HOOPER: Right.

MR. BRAUER: -- but you can't make the horse drink.

MR. HOOPER: Right.

MR. BRAUER: However, what will be different about this, though, is that the Commission -- the City Commission will be able to see, oh, there's going to be a report generated, this is what's happening in your city related to our Cycle 1's, where the logjam is.

So now their elected body are going to be much clearer about, okay, where is staff needing assistance, additional assistance. But --

MR. HOOPER: So --

MR. BRAUER: -- we're going to take them to the water.

MR. HOOPER: -- all right. Well, is -- is that report going to go to the MPO and are the other cities going to see who's jamming it up?

MR. BRAUER: Yup, please, I'll let you answer that.

MR. CALETKA: Yes, sir. Actually, it is, and we're --

MR. HOOPER: Right.

MR. CALETKA: -- we are hoping that it encourages the non-performing cities to actually start performing --

MR. HOOPER: Right.

MR. CALETKA: -- because we see this at the MPO, where every city has one representative and Fort Lauderdale has two, you know, they'll -- we have where -- it's called a local contribution for advocacy in Washington,

D.C., and they'll be like, you didn't pay. I paid, you didn't.

And we think that it's going to be the same exact thing with this, which is like Davie has all of their agreements out.

MR. HOOPER: Uh-huh.

MR. CALETKA: And, in fact, I live really close to Davie Road, it's under construction with the surtax project.

And I'm thrilled to see that that -- my town is getting something.

And I think that when other cities that are not performing, and their City Commissioners, they go to this website, we have a section that says for elected officials, and they click on it and they click on their city and they see, well, wait a second. I thought it was the County was dragging their feet. That's what my staff told me. But my attorney is sitting on four surtax funding agreements. Or my Public Works is sitting on three different projects worth of checklist, they're going to realize that --

MR. HOOPER: Right.

MR. CALETKA: -- they need to make an announcement at their Commission meeting to move it forward with their staff.

MR. HOOPER: You what would be really good? At your MPO meetings, you -- you say, okay, we have ten cities that are not complying. At the next meeting, we're going to announce you -- we're going to announce which ones those are. And you start saying --

MR. BRAUER: Well, and if I may?

MR. HOOPER: -- Davie or -- or Cooper City, and you say it out loud, and then that City Commissioner that sits on the MPO hears that, hears his city get called out --

MR. CALETKA: So we will --

MR. HOOPER: -- shame them.

MR. CALETKA: -- we were going to take a softer approach. We --

MR. HOOPER: I know. I don't ever take the soft approach.

(Laughter.)

MR. CALETKA: -- we --

MR. HOOPER: I'm a shotgun kind of guy.

MR. CALETKA: -- and that's probably how I got married. But --

(Laughter.)

MR. CALETKA: -- so the -- what we were going to do is we're required, per our agreement, to have a certain number of -- of presentations to the MPO board --

MR. HOOPER: Right.

MR. CALETKA: -- as well as to the technical and the citizens.

MR. HOOPER: Okay.

MR. CALETKA: So what we were going to do is direct them to the web page and say, we have a section just for you so you can --

MR. HOOPER: Right.

MR. CALETKA: -- check up on your staff.

MR. HOOPER: Right.

MR. CALETKA: And we can do that four times a year.

MR. HOOPER: Right.

MR. CALETKA: So we can reinforce that. And I think the curiosity will inspire most of them to actually visit the web page --

MR. HOOPER: Okay.

MR. CALETKA: -- just to check up on their staff.

MR. HOOPER: Okay. Good. Good.

MR. BRAUER: I want to throw a little carrot out there, too, so as a little bit of a preview, because my team, we're also working with the DBE firm, a media relations group, as part of this effort. And one of the things that we've come up with them is why don't we highlight who's successful.

So let's say that we get some low hanging fruit and we get one or two cities that immediately get through that logjam, we actually want to highlight them --

MR. HOOPER: Right.

MR. BRAUER: -- and say, this is what worked well, so --

MR. HOOPER: Right.

MR. BRAUER: -- how can we take those -- those lessons and apply them to your city as well.

So, yes, there is a little bit of a stick, and I'm all for public shaming, but we're also trying to put a -- a big carrot out there so they get excited about,

oh, these are --

MR. HOOPER: Yeah, yeah.

MR. BRAUER: -- who's doing well, and this is what we're finding working.

MR. HOOPER: Good.

MR. BRAUER: And we think it can work for you.

MR. HOOPER: Good. Thank you. Glad you're doing that.

MR. COOLMAN: Mr. Chair, a couple questions?

MR. HOOPER: Doug.

MR. COOLMAN: In order to understand the extent of the problem, we have 110, how many right now are you guys going to be visiting, number one?

Number two --

MR. HOOPER: Visiting.

MR. COOLMAN: -- with -- with that number, when you come back to us monthly with a report of what that number's going to down to, a scoreboard, per se, it would be very interesting to know where we're starting and how fast and when you end up.

And another one that I don't think you can answer right away is how much money is being tied up by those X people that don't have -- they're -- they're not ready?

MR. BRAUER: Yeah, and I know that -- that Broward County staff can

answer some of those, but what I will say is that we are going to meet with every one of them --

MR. COOLMAN: Well, how many's every one of them? All of them?

MR. BRAUER: -- yeah, every city that has a Cycle 1 project must meet with us one-on-one --

MR. COOLMAN: No, no, but --

MR. BRAUER: -- to go through that.

MR. COOLMAN: -- every city is delinquent?

MR. BRAUER: No.

MS. WALLACE: No.

MR. BRAUER: No, they are not. But to make sure that nobody gets through the cracks, we're going to meet with every one of them.

MR. HOOPER: Oh, good. That's good.

MR. COOLMAN: Okay. But how any of them don't have their paperwork ready?

MR. BRAUER: I see Angela working on her computer.

MR. COOLMAN: I see 110.

MR. BRAUER: Angela, do you have an immediate answer?

MS. CASSINI: We -- we have a --

MR. BRAUER: Or Gretchen?

MS. CASSINI: -- presentation for you during the retreat on that.

MR. HOOPER: Okay.

MR. BRAUER: And we'll be working with your team on this because we're obviously going to be taking that information saying, hey, this is what we need to work with it.

So -- and Gretchen and Angela have been great to work with on this, so we're excited to move that forward.

MR. HOOPER: All right. Well, good. Thank you guys.

MR. CALETKA: Absolutely. Thank you.

MS. PENNANT: Excellent.

MR. HOOPER: Really appreciate it. Can't wait.

MR. BRAUER: Gretchen, did we do you proud?

MS. CASSINI: Yes.

(Laughter.)

MR. BRAUER: Angela, thank you guys.

MS. CASSINI: If they're happy, I'm happy.

(Laughter.)

MS. CASSINI: And thank you so much for your -- for waiting and sticking around. We do appreciate it, and we hope you have -- are you going to stay? Okay.

MR. CALETKA: No, I have to go.

MS. CASSINI: I thought so. Okay.

MR. CALETKA: Yeah.

MS. CASSINI: But thank you. Have a good weekend. Have a nice

holiday season.

MR. CALETKA: Thank you.

**IV - BIG DATA REGIONAL COLLABORATION DEMONSTRATION AND
UPDATE - DR. MIN-TANG LI**

MS. CASSINI: In -- to respect all of your time, when we move into --
we're going to move into the retreat portion.

Dr. Li actually works for MAP Administration. He's going to try to come
back at our next meeting and do the presentation for you, because it is
really exciting presentation and demonstration.

We'll have a little bit more data at that time.

ANNUAL BOARD RETREAT AGENDA

I - SET 2022 CALENDAR FOR OVERSIGHT BOARD MEETING DATES

MS. CASSINI: But I know we really do need to be able to set our
schedule for -- so I'm going to pull up the retreat portion of the presentation.
Hopefully.

MR. HOOPER: Guys, I'm sorry, but I have to leave at 3:00 to catch a
plane. So I'm going to have to jump ship.

MS. CASSINI: So those of you that actually loaded the materials to
this computer, could you tell me -- oh, there it is. I found it. There we go.

This should go relatively quickly. There we go.

And Dr. Li, if you want to just wave to the Oversight Board members.

This is your traffic modeler extraordinaire that works on a variety of

different data and modeling projects for us.

And he will be back with his fabulous presentation and demonstration, I hope, in January.

So let's start with setting the schedule for 2022.

I think as all of you realize, we have to meet at least once per quarter per the ordinance.

We have previously discussed meeting on the fourth Thursday when we do meet, whatever month we do select.

But I have had the opportunity to speak with most of you, and it seems as if maybe Fridays might work better for the group.

So, Mr. Chair, do you want to lead the conversation about -- what I can do is at the time that you feel is appropriate, I can share with you when Ms. Madden, who is absent today, when she indicated that she's not available.

MR. HOOPER: Yeah, I mean, so are we targeting certain months? Can we just look at that real quick and -- right?

MS. CASSINI: So previously, I just -- I've looked back at what our schedules have been, and it's been a little erratic, as you can imagine, because the first year, we met quite a bit, because we were trying to figure everything out, and then we had COVID.

But I do think January, April, August, and November have seemed to work well.

We need to meet in August because of budget. That's extremely

important.

And we have to wait until the County Administrator's recommended budget is released --

MR. HOOPER: Right.

MS. CASSINI: -- before we really have a clear understanding of what we're working with.

So we generally do not meet in July at all.

We have met in June when we needed to.

But just something to start with.

MR. HOOPER: Okay. You want to start with January? Right? Didn't you say January and April?

MS. CASSINI: January, April, August, and November, I would say would be kind of the baseline, unless anybody else has other ideas.

MR. HOOPER: Anybody else? All right.

So typically we did like the fourth week, or was it the third week?

MS. CASSINI: It was the fourth Thursday, because the third Thursday is when the MPO meets.

MR. HOOPER: Uh-huh.

MS. CASSINI: But I will tell you that for January, Ms. Madden is not available the 25th through the 27th, but the -- I believe the fourth Thursday of that month --

MR. HOOPER: What about the 28th? Can you guys do Friday or do

you not like Fridays?

MS. CASSINI: The 27th and the 28th --

MR. HOOPER: Those are soft days for me.

MS. WALLACE: Yeah, the 20th.

MR. SMITH: Yeah, it's easier for me as well.

MR. HOOPER: And this is going to be -- these aren't -- these aren't retreats. These are just the regular meetings.

MS. CASSINI: Yeah, we'll set them as regular meetings, and then we --

MR. HOOPER: Okay.

MS. CASSINI: -- can always add the retreat --

MR. HOOPER: Are you guys good with that?

MS. CASSINI: -- at the -- in the afternoon of November.

MR. HOOPER: Dr. Kelley, how do you look on the 28th of January?

DR. KELLEY: Looks good.

MR. HOOPER: How about you, Ms. Love?

MS. LOVE: Fine.

You guys? Phil? You're good?

MR. ALLEN: Uh-huh.

MR. HOOPER: You good?

MR. COOLMAN: I have no idea, but that's okay.

MR. HOOPER: Why don't you have any idea?

(Laughter.)

MR. HOOPER: You can't get your phone to work? It's called the iCal.

MR. COOLMAN: I use it. Generally, I make arrangements to --

MR. HOOPER: Oh, right.

MR. COOLMAN: So you give me the date --

MR. HOOPER: You're a traveling guy. You --

MR. COOLMAN: -- no, by the way, I -- I got my -- off my plane this morning. You've got to get on yours this afternoon.

MR. HOOPER: -- you might want to turn on your microphone.

MR. COOLMAN: I said I got off my plane this morning, you've got to get on yours this afternoon.

MR. HOOPER: That's right.

All right. So let's shoot for January 28th.

MS. CASSINI: Okay.

MR. HOOPER: Okay. Now let's go --

MS. CASSINI: Done.

MR. HOOPER: -- to April. What were we shooting for in April? Like a Thursday?

MS. CASSINI: That's completely up to you all. I will just say the third Thursday -- I'm sorry -- the fourth Thursday is the 28th, and then after that is the 29th.

MR. HOOPER: I can do either/or.

DR. KELLEY: I'm okay.

MR. HOOPER: What do you guys want to do? Want to stick to Fridays now or do we want to go Thursday?

I don't remember -- let me -- hold on just a second. April.

I mean, what do you guys want to do? Thursday or Friday in April?

MR. SMITH: So we locked down January. That's done.

MR. HOOPER: We locked down January.

MR. SMITH: What time are we going to start in January?

MS. CASSINI: 9:30?

MR. HOOPER: We start at 9:30 because Doug Coolman doesn't like to come earlier than that.

(Laughter.)

MR. COOLMAN: I couldn't even make that.

MR. HOOPER: That's how we changed that, right? He's -- the Vice Chair didn't want --

MR. COOLMAN: That's not true.

MR. HOOPER: Okay. What do you guys say? April 28th or 29th?

MR. COOLMAN: Doesn't matter to me.

MR. SMITH: Whatever everyone else wants to do.

MR. HOOPER: Let's stick with Friday. All right. 29th. I think I'm good then.

MR. COOLMAN: Mr. Chair, I suggest we set that Fridays and if we

have to, adjust them later. But --

MR. HOOPER: We will

MR. COOLMAN: -- it's easier to keep it --

MR. HOOPER: So stay on Fridays until, okay.

MR. COOLMAN: -- same day and let's get on with it.

MR. HOOPER: All right. So what's the next month? Was August or June?

MR. CASSINI: August. Well, it's up to you all. If you'd like to have -- so one of the things I heard today, and I just want to throw this out there, from you all is that you'd like more oversight opportunities, you'd like people to -- that have received quite a bit of funding, particularly today for those pilot projects, to maybe be reporting to you more frequently about performance of these various programs.

So I think we, your staff, are open to meeting more frequently.

If you would like to meet in June, we certainly can.

MR. HOOPER: Let's -- why don't we get to April and if we want to meet in June, we'll talk about it in that meeting.

MR. COOLMAN: No, let's set the June meeting now as a -- as an option, so everybody --

MR. HOOPER: As an option.

MR. COOLMAN: -- has it.

MR. HOOPER: Okay. But I -- I -- that -- that month is always weird on

vacations for me. So --

MR. COOLMAN: It's just --

MS. CASSINI: I will also tell you that will not be there the end of June.

Because we normally don't meet in June, so I've planned my vacation --

MR. HOOPER: Yeah.

MS. CASSINI: -- for that time.

MR. HOOPER: Yeah, me, too. I've got a --

MS. LOVE: I think we should go to August.

MS. CASSINI: Okay. So we'll go to August.

MR. HOOPER: That's easier.

THE COURT REPORTER: Board members, if you would turn on your mics and point them towards you. Thank you.

MR. HOOPER: Okay. So August, are we going to do the 26th? Is that what we're doing?

MS. CASSINI: So normally in August we do two days. We do a workshop --

MR. HOOPER: Oh yeah?

MS. CASSINI: -- and then we do the actual budget and five-year plan. This -- the last two years, we've done actually the middle of August --

MR. HOOPER: Okay.

MS. CASSINI: -- to give our County Administrator and Budget Director more time to prepare.

Because once you all act, then we have to go back and take it to the Commission in a workshop form as well, before they start passing the budget in September.

So if it's possible -- I don't know if it's -- if it is for you all -- the 18th and 19th, similar to what we did this year. It would certainly work well for us.

We can also push it to the following week and do the 25th and 26th.

MR. HOOPER: Yes.

MS. LOVE: What I do know, not that it's an issue for me, but typically that third week of August, there's a lot of college, those kind of activities, maybe even starting of school. I'm not sure what that schedule's like.

So I think the end of August probably is a more --

MR. HOOPER: I'm good with either/or.

MS. LOVE: -- a better -- better timeframe.

MR. HOOPER: Okay.

MS. LOVE: But I'm okay either --

MR. HOOPER: Is --

MS. LOVE: -- either one.

MR. HOOPER: -- is that all right with you guys? Everybody?

MS. CASSINI: So we're looking at the 25th and 26th?

MR. HOOPER: Uh-huh. Okay.

What's the last one, or is there another one?

MS. CASSINI: Yes.

MR. HOOPER: November?

MS. CASSINI: The November.

MR. HOOPER: Just do it on Thanksgiving and what the heck.

MS. CASSINI: Perfect.

MR. HOOPER: So we'll do it -- what is it -- we're doing it -- the 18th
you want to do it? Like this one?

MS. WALLACE: Like now.

MS. CASSINI: Sure.

MR. HOOPER: I'm all right with that. I think. Yeah, should be. Okay.

Are you guys going to send out the --

MS. CASSINI: Uh-huh.

MR. HOOPER: -- invites?

MS. CASSINI: We will. Definitely.

MR. SMITH: So did we pick the 18th?

MR. HOOPER: Yeah. The 18th.

MS. LOVE: Of August?

MR. HOOPER: Of November.

MS. LOVE: Oh.

MR. HOOPER: The August one was the two -- last two days of
August --

MS. LOVE: Okay.

MR. HOOPER: -- the 25th and 26th.

DR. KELLEY: Okay.

MS. CASSINI: Okay. Done.

MR. HOOPER: Great.

MS. CASSINI: That was easy.

MR. HOOPER: Not too bad.

MS. CASSINI: No. Not too bad at all.

Mr. Chair, would you like me to move into the retreat progress report?

MR. HOOPER: Go.

MS. CASSINI: Okay.

MR. HOOPER: You've got it.

MS. CASSINI: Thanks.

II - UPDATES AND PROGRESS TOWARD OVERSIGHT BOARD

GOALS/OBJECTIVES SET 11/2020, REPORT BY MAP ADMINISTRATION

MS. CASSINI: So the first thing I'd like to do, since I didn't have the opportunity to do when we were in the chambers, because we were rushed for time, so I'd like to introduce -- and I'm not sure where Roy is, but I was hoping Roy would be here -- I -- I wanted to introduce you to our two newest members of the Mobility Advancement Program Administration family.

And Natasha Herne is your Senior GIS Analyst.

MR. HOOPER: Hi.

MS. HERNE: Hello.

MS. CASSINI: She is the one that works on the internal and external

dashboards, our data visualizations. She'll be taking the lead on our LiDAR project, which is an opportunity for us to three dimensionally map the existing facilities throughout Broward County so that we can show you over time progress.

We also have Roy Burnette. He was the one that was assisting you all with scheduling your meetings, your briefings. And he is our Administrative Specialist.

So we now have a full complement of staff in Mobility Advancement Program Administration that are operationalizing your roles and responsibilities.

MR. HOOPER: I have a --

MS. CASSINI: And we're really thrilled about that.

MR. HOOPER: -- question on that.

MS. CASSINI: Yes, sir.

MR. HOOPER: Do you have a full complement of office yet?

MS. CASSINI: We have a full complement of office for eight of us.

MR. HOOPER: Okay.

MS. CASSINI: And as soon as the actual facility is completed, which I am hesitant to tell you that -- because I don't want to have to say it slipped, it slipped, it slipped, but they came out actually last week and told us that it'll be done by the end of 2022. All of it.

MR. HOOPER: Wait a minute.

MS. CASSINI: So the public --

MR. HOOPER: You're talking about the office build-out that you were doing out west?

MS. CASSINI: Yes.

MR. HOOPER: End of 2022?

MS. CASSINI: Well, it was -- it was three phases, Chair. It was relocation of various agencies, it's knocking down walls, it's the complete -- you know, we had to go to permitting with City of Plantation several times.

It's a big job. When you see it, I think you'll be --

MR. HOOPER: You guys are the County. You're making the city, the -
- Plantation control the permits?

MS. CASSINI: Local control. Local control.

MR. HOOPER: Terrible.

MS. CASSINI: Yeah.

MR. COOLMAN: You mean it's another year before you get moved out there?

MS. CASSINI: No, we are there. What I'm saying is your space and the public engagement space and the Innovation space, and the rest.

So we have a team of -- a Senior Planner, as I had just introduced you to Dr. Li. He is our engineer, and he's a traffic modeler. We have a team of four people --

MR. COOLMAN: Oh.

OPERATOR: Thank you for attending the conference. You are the first participant. Please hold.

MR. COOLMAN: What percentage of your staff is out there today, I guess is a better question.

MS. CASSINI: Okay. So I'm not the best at math, but I would say 66 percent.

MR. COOLMAN: Okay. That's --

MR. HOOPER: Oh good.

MR. COOLMAN: -- that's better. I thought --

MR. HOOPER: Well I didn't know that anybody was out there.

MR. COOLMAN: -- nobody was out there.

MS. CASSINI: Angela needs to have a person move us. So there's -- there's legal -- legal space, and then there is planning space that is going to be part of the full build-out.

MR. HOOPER: Okay.

MS. CASSINI: And then we will be kind of fully co-located.

There'll also be, as I think I mentioned to you all, flex space. So if you all wanted to come out and use an office or one of our agencies want to come, or we have, let's say, a consultant team that's coming in and we want to do work there.

The idea is that anybody who's surtax funded can come there and utilize that space, because it --

MR. COOLMAN: When will we move our meetings out there?

MR. HOOPER: When we are termed out.

(Laughter.)

MS. CASSINI: Hopefully November.

MS. WALLACE: Feeling good today, aren't you?

MR. HOOPER: I'm just in a funny mood.

MS. CASSINI: His daughter's coming in town.

MR. HOOPER: That's right.

MS. CASSINI: It's the holidays. So --

MR. HOOPER: My daughter.

MS. CASSINI: -- I'm hoping, Vice Chair, that by November of 2022 we might be able to have our first meeting there, but I I wouldn't hold your breath. Maybe -- maybe January '23.

MR. COOLMAN: You said the end of 2022, right?

MS. CASSINI: Yeah, yeah.

MR. COOLMAN: Okay.

MS. CASSINI: It's getting there. Okay.

MR. HOOPER: Okay.

MS. CASSINI: So last retreat, last year's retreat, we asked a lot of questions. You all were giving me some feedback about my performance, the things that were -- we were doing in the Mobility Advancement Program Administration to operationalize your roles and responsibilities.

And I'm sure you will recall that at that time there was a significant emphasis on communication, branding, logos, marketing, an outreach plan.

Our -- what are we -- what are we talking about with the public? Does the public understand what we're doing?

Are we doing focus groups? Are we doing outreach with K through 12, universities?

We also heard that you really were looking for a better mechanism to financial -- to provide the type of financial oversight that you are responsible for under the ordinance. How are we leveraging funds, how are we tracking that, how will we be reporting that to you.

And also a method for tracking projects, not just municipal projects as the MPO presented to you all, but also the County's projects, and the program as a whole.

And so I wanted to just very briefly -- very briefly -- take you through some of the things that we have been working on over the last 12 months.

As many of you know, and we thank you, those of you that do follow us on social media -- and those of you that don't, please do -- we do have multiple new social media platforms.

And, unfortunately, neither our Public Information Officer or Public Information Specialist is here today for me to celebrate for all of the hard work that they're doing, but I'm going to be communicating their accomplishments to you and -- on their behalf.

They do provide me with monthly reports so that I can see what level of engagement is occurring across the various platforms.

I will tell you I consider myself pretty savvy and technologically astute. I had never used Nextdoor. I had no idea what a valuable resource that particular platform is going to be to us when we start doing project --

MR. HOOPER: All right.

MS. CASSINI: -- level outreach, especially in corridor projects.

MAP Broward and specifically MAP Administration has done presentations to the Port Everglades Associations, the Broward workshop, their Transportation Subcommittee, Broward College, the Resource Fair, the Urban Land Institute.

We have spoken with our Broward City and County Managers Association several times, lots of local businesses, firms, vendors.

Those of you that are familiar with the Prosperity Partnership, which is an initiative that the Alliance Foundation started. And the Latin Music Festival.

All of our videos and program flyers are now translated into our three main non-English languages.

And we have several MAP Broward representatives, Sandy-Michael McDonald, myself, we have folks that are participating in the Prosperity Partnership Transportation Pillar, and also serving on the project executive committee for the Broward Community -- Commuter Rail Project that

includes Mr. Walton.

I am pleased to tell you that one of our in-house staff worked very hard to create an animated video. It's very accessible. It's something that we really look forward to using.

If you're interested in checking it out, it's on YouTube.

It talks about how transportation is connected to so many other aspects of community and it's really one of the way that we can lift all boats. Investments in transportation are investments in the lake, not just the fish.

And it's a really important way that we can impact our community long-term, and every aspect of our community.

We sent you a public perception survey -- actually, Nichole Kalil did -- on November 3rd. I hope you all took -- had the opportunity to take a look at that.

It's going to act as the foundation for going out and creating conversations with very targeted members of our communities.

And we want to use those relationships that we establish through focus groups and Charettes to bring you more directly from our citizens. I'd really like to have people show up here and talk to you so it's not coming through me, it's coming straight from them, and they have a seat at this table.

We also heard from several of you that you'd like to make sure that we're doing a better job of communicating with our municipal partners. So since last November's retreat, we've hosted several municipal workshops.

We make sure that all of the municipalities are represented. We track that.

We record all of our workshops. We post them to our website.

If there's something that we're about to roll out that would impact the cities, we ask for their feedback. We give them time to communicate with us, both verbally and in writing.

I'll just use one of Angela's big initiatives as an example. When the project funding agreements were being developed, you know, we asked for the input of all of the cities, and they provided written input, and that was placed into a matrix and then, you know, what we were willing to accept or not accept was communicated back to them.

And all of that was tracked so that there's a very clear record of our communication strategies and that feedback loop.

One of the other things I heard loud and clear was let's not decide what people need. Let's make sure that people in the various communities are telling us what they need.

And one of the best ways to do that is to leverage our relationships with our municipalities, because they are the closest to our constituents, our shared constituents.

So we're hoping that through our contract administration efforts and as we're going out into the community to site visits on construction sites, that we'll really get an opportunity to create those connections directly with some of our more hard to reach populations and communities.

And then, as I mentioned in the previous slide, we'd like to use the focus groups that we create as a result of the public perception survey. That's kind of the next step in the public perception survey, where we really get to drill down a little bit deeper and use some of the people's contact information to keep them engaged as the program evolves and progresses, and, again, create kind of citizens advisory committees to you all.

So let me stop there, because I know I'm going pretty fast. But, again, I want to make sure that we get you all out of here by 3:00 o'clock.

Is there anything else at this point that you wanted to share about public perception, community engagement, communication before I move on to -- to the next -- yes, please, Dr. Kelley.

DR. KELLEY: I had some specific suggestions on the survey.

MS. CASSINI: Could you please use your mic?

MR. HOOPER: Microphone.

DR. KELLEY: Oh, thought it was on.

MR. HOOPER: Yeah, you got it.

DR. KELLEY: I had some comments on the survey that you -- that we were supposed to look at, which is part of gauging public perception. And are we going to deal with that later or do you want us to just write you comments or?

MS. CASSINI: We do have --

DR. KELLEY: Is that part of the --

MS. CASSINI: -- an opportunity -- we actually have a specific slide for that at the very end.

And I'd love to take your written comments, your verbal comments, just to have that on the record as well when we get there. Is that okay?

DR. KELLEY: Sure.

MS. CASSINI: Okay. With respect to municipal surtax grants, of which there are many, many, many, you heard from Mr. Caletka and Mr. Brauer earlier that every day there are more being negotiated and coming online.

So we use the project funding agreements as the structural foundation for our performance and compliance efforts.

There's financial tracking related to municipal surtax grants, and that includes leverage.

And one of the things that I want to make sure we just talk about on the record is our centralized financial management system that was put in place in October of last year, at your request, centralizes certain aspects of the surtax's financial activities.

It can tell us very limited information about municipal surtax grants. It lets us know how much we've advanced.

But because municipalities are responsible for managing those projects inside of their cities, they're the project managers, not us, once we advance that money to them, what's happening with that money and how

that money is leveraging other resources is inside of their financial systems.

And we can't reach into those financial systems and bring it into ours.

So as a result, Ms. Dalley-Johns, your Finance Manager, has been working diligently to try to put together a system that is efficient, but it is a manual system to be able to compile information about municipal leverage so that we are able to compile all of that and still come to you and talk to you at the program level about our progress towards that 2.5 billion dollar leverage over the 30-year goal.

From a programmatic tracking, again, they are required to report to us on certain aspects of their municipal surtax projects.

They're also required to report to the Program Management Office, which I'll talk to you about just a little bit.

And that's on execution, project execution.

You also asked about scorecards. So I wanted to give you an idea of kind of the three main ways that scorecards for municipal projects are handled.

One, again, back to the contract. So the four corners of that contract, are you complying with that, you get a score. You know, green, yellow, red basically is the way that we look at that.

We're also, at your request, looking at the way that project align to the overall five major goals of the surtax.

That's not just municipal projects. We do the same thing with County

projects, but we're focused on municipal projects here.

And then, one of the aspects of the second amendment to the interlocal agreement is secondary things that are happening at the municipal level. Have they passed a Land Use Plan amendment that allows for density in formerly commercial zoned areas where we're doing transit-oriented development? Well, you're supposed to get additional points for that if you've done that.

Does this -- is this project the highest priority of that particular municipality and have they been able to demonstrate that through a resolution? Well, you're supposed to get additional points for that.

So it's our responsibility to try to gather that information, with the help of the MPO in some instances, if it's a capital project, and make sure that we have all of that centrally located so that we can provide that during an evaluation process.

I already mentioned that we have required municipalities to provide us with information about their leverage, but we also give them the opportunity to talk to us about expenses. They give us expense summaries, they provide us with progress reports. They can request changes to the schedule that are non-material.

And as we get more data and expense reports and we start doing more and more of these compliance reviews, we will include additional reports addressing compliance and bring those back to you for your feedback

as well.

MR. HOOPER: And would -- would -- I'm sure you would, but I'm just making -- that's on -- making sure that when there is a red flag, that -- how do we manage red flags? Like you're going to give us a report on -- while you're tracking these projects. It would be nice to know -- I guess you guys normally do give us red flags, though, don't you?

So, anyway. Okay.

MS. CASSINI: No, I mean, I think actually it would be helpful for us to --

MR. HOOPER: Almost like a formal way of --

MS. CASSINI: -- flesh that out a little bit.

MR. HOOPER: -- like put it on paper and -- if we had some sort -- well, I guess this what you're doing here?

MS. CASSINI: Well, I think, for us, and I don't want to speak for my whole team, but we certainly talk about this a lot. So if I miss something, please don't be afraid to jump up, because that's what this is. That's why -- that's why we're having this conversation.

Understanding from you, from the Oversight Board, what a red flag is, how would you define that so that we are clear on what a red flag is to you?

Because what a red flag is to us may not be the same thing.

MR. HOOPER: So -- and I'll let some of the other board members speak, but just what we were talking about earlier. When there's a project

that is -- that's been approved and they haven't put in their application.

There might be like a matrix of five or six things that you put under every project from one to a hundred, and you would make a note if they're stalled on their schedule, they're over budget, they haven't made application, they're -- and it's always -- it should be based on some sort of a delay or a lack of performance.

And maybe it's just -- if there's only five of them out of the hundred, then we can go right to those instead of us having to review through.

I think if we had a matrix of things that are important to us and maybe on a quarterly or semi annually or something we could see where the municipalities are.

I mean, it seems to be important to several of the board members.

MS. CASSINI: Well, schedule and budget is clear, because you all have already indicated that 85 percent of all projects needs to be on time and within budget.

When it comes to not having made application -- and I'm going to have to turn this over to Angela, probably, as well, because the way that the second amendment is structured, planning and design projects hold their ranking -- and we've talked about this ad nauseam --

MR. HOOPER: I know.

MS. CASSINI: -- so I'm not going to beat the dead horse, but we will bring you the information about that.

But what the MPO is trying to do with both the sticks and the carrots, and what we're trying to do by bringing this information to you in a public arena is to push that along, but unless it's a construction phase project that has not actually gone into project funding agreement -- unless the -- it's construction phase that hasn't --

MR. HOOPER: I understand.

MS. CASSINI: -- been executed within three years, there's not a lot that I can -- that I can bring to you.

And, Angela, I don't know if you want -- want to say anything on that or --

MS. WALLACE: So for the construction phase projects, the ones for which we haven't received anything so far, they've lost a year. Right? So -- but we have to wait two more years before --

MR. HOOPER: Uh-huh.

MS. WALLACE: -- we can cancel them.

We are trying to motivate the cities to submit the checklist for the others --

MR. HOOPER: Uh-huh.

MS. WALLACE: -- and hopefully the public shaming that's going to start --

MR. HOOPER: Uh-huh.

MS. WALLACE: -- at the MPO will -- will start to, you know, flesh some

of that out.

We still have municipalities that don't want the project or, you know, have funded their project with other money that are holding on and, you know, are pushing, trying to get permission to use that -- those funds for other --

MR. HOOPER: Something else.

MS. WALLACE: -- projects. But, you know, that's not happening.

So it's those kind of logjams where they just sit on it that we -- we hope that shaming them will -- will -- will help. Or at least bringing it to the attention of the elected officials within those cities who sit on the MPO, bringing to their attention that these projects are not moving.

MR. HOOPER: But wasn't there something in our last meeting that we last talked about where it stopped the funding for the next cycle?

MS. WALLACE: Right. So that's one of the things that the MPO was alluding to, that Todd and Bryan were alluding to.

So they get a password to the application portal. So they're going to meet with each municipality individually and tell them, you have these Cycle 1 projects pending. You don't get your password to submit your application until you, you know, show some movement one way or another with the ones that are pending from Cycle 1.

So it will prevent them from being able to submit projects for the next cycle if they have some that they're sitting on for the first cycle.

MR. HOOPER: So that's their leverage.

MS. WALLACE: Right.

MR. HOOPER: Got you.

MR. COOLMAN: Mr. Chair?

MR. HOOPER: Uh-huh. Doug.

MR. COOLMAN: I guess you have this list of 110, and you know how many don't have the right paperwork in.

MS. WALLACE: Uh-huh.

MR. COOLMAN: Why can't you tell me today how many and who they are and put them on that screen? Because I understand you're working your way through it --

MS. WALLACE: Uh-huh.

MR. COOLMAN: -- but we identified, I don't know how many minutes -- months ago --

MS. WALLACE: Right. So there's --

MR. COOLMAN: -- that this was a problem.

MS. WALLACE: Right. So it's more than the 110 --

MR. COOLMAN: How big is the problem? Is it half of them? Is it ten percent?

MS. WALLACE: Oh. Oh, more like 75 percent.

MR. COOLMAN: So 75 percent of these cities have --

MS. WALLACE: There were 110 --

MR. COOLMAN: -- are in the 110 --

MS. WALLACE: -- municipal capital projects, and then there was another 20 rehab and maintenance --

MS. CASSINI: Forty.

MS. WALLACE: -- 40 rehab and maintenance projects.

So altogether, you have --

MS. CASSINI: Now, many -- many -- so I just want to be clear. Many projects are -- they're viable. They -- they are submitting their paperwork, but they haven't submitted everything that they need in order to move to a project funding agreement.

There are also projects that have been bundled.

So at this point, we have about 88 active projects.

We have projects that have fallen out. We have projects that have been formally withdrawn. We have projects that have been bundled for efficiencies that we have approved.

But -- and we have 27 executed agreements.

And so 27 out of 88 is not terrible.

MR. HOOPER: Mr. Allen.

MR. ALLEN: Maybe a suggestion. There are not several types of reports that go to the Board of County Commissioners on their agenda.

MR. HOOPER: Right.

MR. ALLEN: There's just items that are information that are maybe a

quarterly basis or -- like the --

MR. HOOPER: Right.

MR. ALLEN: -- investment report or the checklist of checks that have been issued.

Why can't we create a quarterly, let's say, report to the Board of County Commissioners and place it on their agenda? And hopefully somebody then will pay attention to this --

MR. HOOPER: Yeah. That's what I think.

MR. ALLEN: -- when that happens.

I mean, it's public record. It -- it'll probably be buried on the Consent Agenda, but still, you know, the media may, in fact, get hold of it, or somebody else may get hold of it, saying, well --

MR. HOOPER: Yeah, that's a good idea. See.

MR. ALLEN: -- is this city on the -- the bad list.

MS. CASSINI: Okay.

MR. HOOPER: That's kind of what I was saying is --

MS. CASSINI: Uh-huh.

MR. HOOPER: -- you just give us a -- we could almost put it in our backup and it's almost like a Consent Agenda for us. And it has the 111 and you put the status.

And we'll know if one -- if we want to pull one, just talk about it.

And then -- yeah, then we can -- we can alert the City Commission or

whatever -- I mean County Commission or whatever, and --

MS. CASSINI: We'll pull --

MR. HOOPER: -- it gives us an -- lets us look -- look through it and see where we are.

MS. WALLACE: Okay.

MS. CASSINI: -- we'll -- we'll pull that together. We'll -- we'll -- we will make sure that we vet it with Legal, because sometimes what our -- our information is not the most up-to-date.

So we have a matrix of where we think things are, and then we'll send it over to Legal.

And we'll try to bring something back to you in January so you can see exactly where we stand.

MR. HOOPER: Okay.

MS. CASSINI: Okay? What -- I will tell you, one of the other things that you're going to see in January is probably the first set of municipal projects asking for additional money --

MR. HOOPER: Right. Yeah.

MS. CASSINI: -- because many of these municipal cost estimates were done two years ago.

And as the County is experiencing, so is -- so are the cities and so are the private sector, costs are escalating.

MR. HOOPER: Yeah, they are.

MS. CASSINI: And they are going to be coming, asking for additional money.

So the first thing that we have to do is get in front of the County Administrator.

I mean, we have a set of principles that we've all agreed to. If it's with -- if it's up to ten percent, it comes here. If it's exceeding 15 percent, it has to come here and the County Commission.

MR. HOOPER: Uh-huh.

MS. CASSINI: So understanding exactly what the universe of cost increases are is going to be important for all of us as well.

MR. HOOPER: It's going to impact the original surtax budget line items, too, even with the contingency, because the construction costs are going through the roof.

MS. CASSINI: Uh-huh.

MS. WALLACE: Right. And so -- and that's the only realm. So the second amendment only allows for increases due to unforeseen conditions during the course of construction --

MS. CASSINI: Uh-huh.

MS. WALLACE: -- not anything else. And it makes it clear that the municipalities are responsible for the costs in excess of the --

MR. HOOPER: Contingency.

MS. WALLACE: -- the -- right, in -- in excess of the surtax funds that

were allocated for the project.

MR. HOOPER: Uh-huh.

MS. WALLACE: So to the extent that they can establish that there was an unforeseen condition discovered during construction and present it from that standpoint, it is -- it is something we can consider under the second amendment.

Otherwise, it's not.

And if they want to open up the second amendment, well, then we need to deal with that list of FY '20 projects that are holding things up.

MR. HOOPER: Right.

MS. WALLACE: So that -- so considering --

MR. HOOPER: A little leverage.

MS. WALLACE: -- anything other than unforeseen conditions, costs associated --

MR. HOOPER: Right.

MS. WALLACE: -- with unforeseen conditions is not consistent with the second amendment.

MR. COOLMAN: Gretchen --

MR. HOOPER: Wow.

MR. COOLMAN: What?

MR. HOOPER: No, I'm just wowing what she just said. Go ahead.

MR. COOLMAN: Can we have in January a list of the 110 that are

deficient today and how many are not deficient in January and who they are?

MR. HOOPER: Yeah.

MS. CASSINI: Yes.

MR. HOOPER: Okay.

MR. COOLMAN: And for red line, I think your ten or 15 percent budget is a good red line --

MR. HOOPER: It is.

MR. COOLMAN: -- for that item.

MR. HOOPER: It's kind of a good one. If they've gotten that far.

MS. CASSINI: All right. So I just wanted to give you an idea of what some of the dashboards and reports are that we can put together for you, and also get some feedback from you if there's other things that you'd like to see, because these are very flexible, they're very adaptive tools.

We use Power BI and -- Power Business Intelligence, which is a Microsoft tool -- and we are able to take a variety of different analytics that we are currently tracking, and we can put them together for you.

For instance, how much is being invested in our historically under-invested in community by ZIP Code, based on a -- you know, certain factors, Census data.

We can also let you know one of -- unfortunately, one of your colleagues that said they'd really like to see bicycle and pedestrian infrastructure investments in areas where walking and biking is more likely to

be a primary form of mobility. So we can talk to you about that as well.

We can show you in a particular fiscal year how much money is going to a particular municipality, at least based on the amount of money that's been awarded.

And I wanted to highlight for you, as I did in each briefing, that this is all very raw data. It's all draft data. What you're looking at here does not -- is not life-to-date. It is not inclusive of community shuttle funding, and it also does not reflect some of the realities that we know about projects that may not be moving forward.

This is just illustrative just to get your feedback.

The Program Management Office, they meet with every municipalities' project manager. As I mentioned, the municipalities are responsibility for managing their own projects. They go out, they talk through the actual project funding agreement.

They also go back -- once the municipalities have completed their solicitation process and they have a plan of record, they talk about the execution.

And they're there to provide technical assistance and support to try to get these projects over the finish line.

They're not there to actually manage the projects. They're there to try to keep these projects on time and on budget.

I've already mentioned to you some of the leverage issues, so I won't

spend a lot of time on that.

We did want to at least give you some level of comfort that we've been working very hard on some procurement strategies.

We have an actual procurement strategist on staff, Mr. Napier, that I've introduced to you previously. He embedded in the Purchasing Division for an entire year just to try to learn the County's processes and the Procurement Code.

He's now co-located with us, but he still does a lot of liaising back with the Purchasing Division.

One of the ways that we're hoping to be able to come up with some creative and innovative approaches, being very proactive with procurement, is to sit with all of the procurement staff in the various agencies that receive surtax funding, look at some evidence-based approaches in other jurisdictions, and also work with our municipal procurement directors.

So, again, a summary of some of our ongoing initiatives.

We're doing a lot of data visualization. We're looking at reporting tools that are flexible and adaptive to your needs.

We'd like to show you these dashboards quarterly. It sounds like that's what you would like to see as well.

We're going to continue to improve on these functionalities as we get more data and we have the access to additional tools.

We are moving off of the Broward County website. The Public --

MR. HOOPER: Wow.

MS. CASSINI: -- Communications Office encouraged us to do so, just based on the amount of information that is on our website at this point.

So we'll have an independent website, and we're working on the SEO for that so that people get to it easily.

Again, at this point I'm going to turn it back over to the Chair so that you all can give us some -- some direction and some of your thoughts and ideas for the upcoming year.

And with that, I -- it's my pleasure to serve you, and thank you for all of your support.

MR. COOLMAN: Well, I have one comment.

MR. HOOPER: Yeah.

MR. COOLMAN: You're moving off the County. You just got all these people started to understand this stuff, and now we're going to change it.

MR. HOOPER: No, they're not.

MR. COOLMAN: Well --

MR. HOOPER: It's moving off the County's website.

MS. CASSINI: No, not at all.

MR. COOLMAN: Aren't we there now?

MR. HOOPER: Yeah, but it's still a -- it's still probably the same address, right? Or similar.

MS. CASSINI: So what happens when you do that --

MR. HOOPER: You can que the same words.

MS. CASSINI: -- Vice Chair, is that you get routed automatically.

So if you typed in penny for transportation, or you type in MAPBroward.Broward.org, no matter what you type in -- even if you typed in surtax, transportation surtax Broward, you all -- everybody goes to the same website.

It's just a different host, yeah.

MR. HOOPER: Even if you type in Doug Coolman, Vice Chairman.

MS. CASSINI: Yeah, it'll take you to --

(Laughter.)

MS. CASSINI: -- that website, guarantee you. Unless you're the vice chairman of something else.

MR. HOOPER: That's right.

MR. COOLMAN: I think your plane's already left.

MR. HOOPER: So -- okay. And, actually, I don't think it's so bad that you go to a separate page, because we're supposed to be the independent oversight.

MR. COOLMAN: I just don't want to -- you know, we get people going one way and then all of a sudden, it's like very six months they change your - - you know.

MR. HOOPER: Okay.

III - STRATEGY SESSION (SETTING PRIORITIES) AND DIRECTION FOR

**2022 REGARDING OPERATIONALIZING OVERSIGHT BOARD
RESPONSIBILITIES - CHAIR HOOPER AND OVERSIGHT BOARD
MEMBERS**

MR. HOOPER: All right. So strategy session, setting priorities and providing direction for 2022.

Do we -- you know, why don't we go around. Start with Doug, because that'll take the longest. We'll start with him.

MR. COOLMAN: No, it won't. I just want to see everything that you guys have started and gotten collecting data on. I want to see some meat to it. Okay?

In other words, I want to start seeing results shown, a -- a table, okay, here's what you said. We figured out what you're going to do, now you're doing it.

Now let's see some -- let's see these reports, what the end product is.

MR. HOOPER: You're talking about the municipality or you're talking about the County?

MR. COOLMAN: I'm talking about both, but, obviously, I'm interested very much in the municipalities, because they seem to be holding things up --

MR. HOOPER: Yeah.

MR. COOLMAN: -- for the other municipalities.

MR. HOOPER: Because we get a lot of reports on the -- the projects that the County does, and -- but I hear you. I hear you.

So performance measures. Okay.

Mr. Allen, you have any suggestions or requests?

MR. ALLEN: I'm going to go back just to the previous comment about the website.

THE COURT REPORTER: Turn your mic on, please? Thank you.

MR. ALLEN: I want to go back to that comment about the website. Just -- it just hit me.

With all of the concern relative to internet security, will a separate website for MAP create a potential for not abiding by centralized internet protocols relative to ransomware, et cetera?

MS. CASSINI: So, actually --

MR. ALLEN: I mean, are you going to be administering your own website, including the -- all of the security software for that?

MS. CASSINI: No. So this was a suggestion by the Office of Public Communication. There is actually a -- a solicitation -- there's a web hosting entity that's being used by other agencies of the County, including the port, including the airport, including the Convention and Visitors Bureau, websites that are very content rich, that have a lot of data, videos.

We -- the content on our website is not static and it's not two-dimensional, because every single one of your videos from your meetings is there, because we have a lot of information and we're just continuing to add to that website, the suggestion was that we move our website content to a

separate hosted entity where our other enterprise agencies already live.

The entity is responsible for the safety and security of the content, but there is no protected content, there's no way to move through our website into the financial website.

So, unfortunately, the real experts in this, Nichole Kalil and Tashauna Williams, aren't here today to talk to you about the technical aspects of that, but I'm happy to get back with you if there's a specific concern that you have about ransomware.

MR. ALLEN: I just want to make sure that there is some centralized level of control over what is accessible, you know, what are -- you know, that the -- I don't want five different County agencies out there creating their own set of policies as it relates to management and controls, et cetera.

MS. CASSINI: No, we're still required to abide by all of the County's requirements with respect to controls. It's just --

MR. ALLEN: Okay.

MS. CASSINI: -- simply where the information is hosted and how.

MR. HOOPER: Mr. Smith.

MR. SMITH: So I think 2022 in my mind, I'm thinking this has to be a lot about, you know, the interaction with the public, public perception.

What -- and I know I -- I did go through that -- that survey. I know that's one kind of piece of it in terms of trying to solicit input.

I mean, all of this ties to the bigger picture here of these larger things

we're talking about, like commuter rail, big changes in what we're trying to do.

I mean, even like the greenways we were talking about a little bit earlier, and paths and things like that, how are we really communicating that and what we're doing?

And is -- I think we even need kind of analytics on how is that being received and is it being picked up by the public, and we have to be a little bit, I think, honest about that.

And if it's not, maybe change our strategy and be willing to keep looking at that, because I do think just -- with things like this, it -- it can not -- it can kind of go unnoticed, right? And then the -- by the time it really does get noticed, it's kind of when, you know, people get a little bit upset or they don't think it's moving quickly enough, and then all of a sudden, it's noticed.

So I think we just have to control the narrative and just keep focusing on that, you know, the perceived value that's out there.

I think that's a theme for me.

MR. HOOPER: Ms. Love.

DR. KELLEY: I agree, and making it --

MR. HOOPER: Oh, go ahead.

DR. KELLEY: -- proactive instead of reactive would be great.

MR. HOOPER: Ms. Love.

MS. LOVE: I agree with what everyone has shared.

What I'm looking forward to is the accountability piece in terms of the performance side of where are we, especially as it comes from a independent assessment opportunity.

So that's what I would enjoy seeing in the future. We talk about it. We make sure that, you know, we want performance measures, but I would love to -- I'll be happy when we're able to actually get to those reports and outcomes to just kind of judge and see exactly where we are from a holistic but yet it also goes out to the project levels, to the municipal levels, to the County level, but from an independent side.

MR. HOOPER: Dr. Kelley.

DR. KELLEY: I don't really have anything to add except those comments that I will have about the survey, and I can always give you those separately.

I think that the education is a huge piece of what has to happen here effectively.

And I'm glad for the -- for reasons of the seasons that we're not doing any embarrassing of municipalities until January. I think that's a good idea.

But I -- I -- I also was -- I was very interested when Mr. Allen talked about making available to individuals who are -- they could be homebound or -- or elderly or disabled or -- or simply -- or a group of people who need to know what options do I have, you know, do they go to MAP or do they go to their cities and their cities put them in touch with the right person at MAP, you

know, because we have a whole educational -- we're all working in concert instead of -- part of the problem with all of the -- the bidding process and whatever is it tends to put us all on competitive -- in competitive stances.

So any way we can sort of encourage them and yet have them communicate with us will help, I think, with the educational piece.

MR. HOOPER: Okay. I kind of -- I really like where -- where we've evolved to. I think staff is doing a great job. I think you guys leading the way for the department is going great.

I think we -- that the -- the map is unbelievable.

What would be cool in one meeting is to maybe look -- literally put the map up and look at kind of if we could do some sort of a global, where we see where we're impacting the County, and do it in a meeting where it's public, and really hit the -- the -- from a 30,000 feet, really hit the areas of the County that are getting impacted right now, you know, like that -- that mobility hub in Sawgrass that we're planning, and just go through some of the big highlights of what's happening in the County, whether it's municipal or County.

I think it would be beneficial, because sometimes we get into the weeds on the individual projects, and I think it would be interesting to know what we're doing globally in the County.

So maybe in a meeting in the future. It doesn't have to be January.

The other thing that I would like is that we do nail down this -- you

know, it's a problem, and it -- it's hard to get your fingers around it. We don't have the leverage on the municipalities.

But when Christmas and the holidays are over, maybe we will start throwing out some public shaming.

But I think it -- it's necessary that we try to help at least just kind of move the boulder down the -- down the hill as quickly as we can. And a little bit of -- of just harassing might help a little bit.

And then kind of leading into the next -- the next item, the annual report, I think I would be interesting -- and this kind of goes to what you were talking about, Shea, the DDA years ago, we wanted -- and -- and also the Broward Workshop, two groups that I'm involved in, at different times, we came up with these -- these platforms in which to inform our constituents or our audience about what we were doing.

And the first one I was ever involved in was the DDA we did a -- an annual -- kind of an annual report, a -- a report of the downtown. And we did it at the Broward Center. And there was, you know, several hundred people there.

And we kind of gave them a big report on what's coming and how great and vibrant the downtown is going to be.

And then the Broward Workshop, several years later -- and now a lot of people go to that -- we have a -- an audience of 2500 come out to the Signature Grand, and we have different guests, and we talk about all the

things that are happening in the County, whether it's business related or community related or whatever, education.

And I just think we should have one of those platforms one -- one day, where we pick a place, we invite key people, maybe have one of the Commissioners or somebody, or the -- or the County Administrator or somebody -- somebody that can speak to -- you know, that can speak to the audience.

We can show our map, we can show off what we're doing to a group of leaders that might be community leaders, they might be business leaders, just a way to get a hundred people in a room or something, and maybe some -- some press at the same time, and really strut our stuff on what we've done.

Because people don't really know, and I still to this day hear people say, you know, oh, what are they doing. All you see are buses driving around. Now they've got these big, long buses.

And I hear a lot of that stuff, right?

MS. CASSINI: Yeah.

MR. HOOPER: So --

MS. CASSINI: We do, too. Agreed.

MR. HOOPER: -- so it would be good to do something where we spend a little bit of money to make to -- to get a private spot and, you know -- and make it nice. Just -- and -- and let them know what's going down, and do it in a presentation that's a little more grand than our -- than our meetings.

MS. CASSINI: So -- so, Mr. Chair, one of the things that we've been talking about, and I just wanted to let you all know, goes back to the grand opening of your space, right?

That will be the kind of bellwether of this program's progress from a administrative, independent surtax oversight perspective, creating a public space that's convertible, where you can have a private Oversight Board meeting, you can open it up, it can be public. You can even open it up wider into the lobby area. People can bring their kids. You can have interactive events.

You're going to have screens, you're going to have an innovation area, you're going to have AR and VR. You're going to have, you know, the opportunity to show videos about all the projects that are happening.

My vision is that when that space opens, that that's what we do. It's an opportunity for the Commissioners, for the municipalities, for FDOT, for the MPO, for all of the mobility stakeholders, for everyone in the County that participates in this program, you know, legal, PMO, everyone. ETS. We have tons of people in planning and in our IT Department that help to support this program, because this is a cross-functional --

MR. HOOPER: Right.

MS. CASSINI: -- operation.

You know, the 11 people that operationalize what you do can't do any of that without leaning on a lot of other organizational --

MR. HOOPER: Right.

MS. CASSINI: -- yeah -- support.

So that was the whole idea. And we would have press, and we would invite, you know, the public.

Maybe we'd have one that was more private and then we'd invite the public and we'd do --

MR. HOOPER: Yeah.

MS. CASSINI: -- you know, and have all of the people, all of these stakeholders that helped get the surtax passed come to that event.

MR. HOOPER: Yeah.

MS. CASSINI: And we'd have different areas that they could go and they could see what was happening.

And hopefully by that time -- I mean, that's 12 months in the future if we don't have any more virulent COVID outbreaks, we would be able to do some drone footage for you. We'd be able to fly over some of the major construction projects that are happening, both County and municipal projects, and be able to show all of that off.

MR. HOOPER: And, you know, hopefully, we may not -- certainly won't have anything built, but we might have figured out what the alternative is, the preferred alternative for the New River crossing, okay? And maybe they'll be moving forward on a program, the Coastal Link.

I mean, we are funding the study right now. I mean, there's stuff we're

participating in, and it's surtax money, and that is big stuff, and that needs to be shown to the public.

And I would rather, more so than telling the court -- what the -- the chorus what we're doing, I really want, you know, people from all of our neighborhoods to be invited. I want church leaders, you know, people that will go out and tell other people in the community what's going on, and really strut our stuff.

And that's what I'd like to see. So one meeting like that, where we're saying thank you to the whole team, and then another meeting or another opportunity where we can let the public know what's going on.

MS. CASSINI: Yeah, we were even -- on this slide, if you look at that second bullet, we were even hoping to be able to have translators on-site so that we would be able to walk people through. We would have --

MR. HOOPER: Yeah.

MS. CASSINI: -- videos in various languages and things of that nature as well.

So we would like to do that as well

MR. HOOPER: Cool. That's great.

MR. SMITH: Yeah, I think this has to work -- I have similar thoughts. I think this has to work both ways.

I think having people come to us will be great, and hopefully a lot of people do, but we need to mobilize this message and really get business

leaders back behind us, just like when we were trying to get the vote for this, and say, look, don't forget that we're out here.

Like maybe you and I should do something, or the three of us, for Broward Workshop and say, hey, there's a lot going on here, as opposed to just like a simple update. And I know we've done this --

MR. HOOPER: Oh, right, right --

MR. SMITH: -- type of --

MR. HOOPER: -- right.

MR. SMITH: -- stuff. Like Broward Workshop, DDA, you know, all these downtown councils, like get people back behind and telling them like we need you to also push kind of the message, right behind this thing.

Because if not, it -- this is what I mean. We have to control the narrative.

And I think sometimes I like the idea of the bigger events, but it is also grassroots. I think there's something to be said about neighborhood associations and just showing up, literally, at that small of a level and saying, look, this is -- you know, that's like the smallest form of government that we basically have. And, you know, look, we live in these neighborhoods and this is what's going on with the roads and everything that's happening.

MS. CASSINI: Well, we would love -- I mean, one of the things that we struggle with is whether or not to bother you all.

But we get lots of requests to do presentations at the HOA level, you

know, at the municipal chamber level, at the, you know, the -- just sometimes like the Women in Transportation that I did yesterday, Smart Growth Partnership.

There's all kinds of these smaller professional associations that invite us.

And if that's something that you all would like to do and you want to start getting involved and being those trusted voices and carry the message out -- it's been a long time. Couple -- we did a couple presentations together, Chair -- Chair Hooper and I.

MR. HOOPER: Uh-huh.

MS. CASSINI: But if that's -- if that's where the -- the Oversight Board is ready to move to, then, you know, I'm happy to reach out to you all and -- and say, okay, there's something happening in your neck of the woods, would you like to come along or would you like to do the presentation and we'll prepare it for you.

MR. HOOPER: And, in all fairness, COVID kind of squashed all that.

MR. SMITH: Of course.

MR. HOOPER: Because it was going in that direction.

MS. SMITH: It was.

MR. HOOPER: So, yeah, that -- that's the good stuff. That's the stuff that we should be doing now that COVID seems to be ebbing out, and hopefully it does and there's not something else.

But let -- let's just shoot for that kind of outreach.

And, you know, as members -- like, for instance, I -- I tell you, you think we can't shut him up in these meetings, you should see him.

(Laughter.)

MR. HOOPER: He -- he is one of our biggest -- he is. He -- he goes to the Urban Core meetings and he talks about transportation, he talks about -- right, Doug? I'm -- I'm -- right? Don't you? You --

MR. COOLMAN: Yeah, I'm ready to go into this topic right here, discussion --

MR. HOOPER: -- he pushes.

MR. COOLMAN: -- direction regarding annual report.

IV - DISCUSSION/DIRECTION REGARDING ANNUAL REPORT DRAFT

MR. HOOPER: We are on it. Go ahead.

MR. COOLMAN: I know, but it's a good segue.

MR. HOOPER: Oh, good, good.

MR. COOLMAN: The segue is what I'd like to see in the annual report is half of it, here's where we -- here's what we said, here's what we did, and here's what we're going to do. Real simple.

Use the model. You already set it up.

MR. HOOPER: Yeah.

MR. COOLMAN: I want a report on what it said last year and I want to be -- woops, shut it off. I want to get excited about what you've done new

this year and let them know.

MR. HOOPER: Good deal.

All right. What's next?

MR. COOLMAN: That's it.

V - DISCUSSION/DIRECTION REGARDING PUBLIC PERCEPTION SURVEY

MR. HOOPER: Discussion of direction -- public perception survey.

So anybody want to talk about that?

MR. COOLMAN: We just got it.

MR. HOOPER: I know, I didn't get anything.

MS. CASSINI: Well, actually, we sent it to you on the 3rd of November, electronically. It's also in your binders, just in case you weren't able to find the email.

And you're more than welcome to give me your comments now, or you can send me your comments by email.

MR. COOLMAN: I'd like to send them to you, because the thing I got on the --

MR. HOOPER: Yeah.

MR. COOLMAN: -- 5th of November --

MS. CASSINI: 3rd.

MR. COOLMAN: -- I haven't even had time to review. And -- well, it didn't come from you, but that's okay.

MS. CASSINI: No, it didn't. It came from Nichole Kalil.

DR. KELLEY: There's a lot of things from Nichole.

MS. CASSINI: Okay.

MR. HOOPER: Yeah, we'll probably --

MS. CASSINI: Yeah. Then that's fine. That's fine. I just wasn't sure if you all wanted to have a conversation amongst one another.

MR. HOOPER: Does anybody else have anything they want to bring up or discuss? All right.

MS. LOVE: I like the --

MR. HOOPER: Yes.

MS. LOVE: -- idea that I would like to know the presentations that you all are doing. I think that's just helpful for us. That's talking about the surtax.

So if you could maybe once a quarter just kind of give us a perspective of what presentations have been made, the audiences, that might also help as we wonder -- or I wonder exactly how this is being exposed.

MS. CASSINI: Sure.

MR. COOLMAN: Ms. Love, I'd like to know about them before they go, in case you want to go to it. I mean, you know --

MS. LOVE: Well, I think it's both. So -- but I think it's good to amplify what you all are doing and participating in. I know you all are active and --

MR. HOOPER: They are.

MS. LOVE: -- things are happening. I just may not know about it.

MR. ALLEN: I would also encourage everybody, if you belong to groups, is to take --

MR. HOOPER: That's right.

MR. ALLEN: -- before them, you know, offer them up for -- you know, they're always looking for presentation materials for their luncheon meetings, et cetera, so, you know, the staff is out there to help.

MR. HOOPER: Yeah.

MR. ALLEN: I've suggested several.

MR. HOOPER: Okay. Is -- so can I adjourn the meeting everybody?

Okay. Well, thank you all. Happy Thanksgiving to everybody, and safe travels wherever you go.

And thank you all for your hard work.

MS. CASSINI: Thank you, everybody.

(Applause.)

(The meeting concluded at 2:57 p.m.)