

PEOPLE FOR
PROGRESS
KEEP BROWARD MOVING

MOVING BROWARD PLAN a community vision for mobility today

May 11, 2006



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To the residents of Broward County,

The People for Progress are proud to present to you the ***Moving Broward Plan***. Begun as an initiative of the Broward Workshop and its Transportation Committee, People for Progress was launched to create an open and inclusive dialogue with our diverse community about the need to plan and implement a complete, user friendly, safe and efficient transit and transportation system for Broward County. This dialogue was begun in direct response to the Broward Board of County Commissioners identifying Transportation as their Number 1 strategic goal in their Five-Year Plan (2006-2010).

To meet this strategic goal, the Board declared its intention to “initiate a campaign to ask voters to support a sales tax surcharge to help finance future transit and transportation projects.” Further, they affirmed that “in preparation for a 2006 General Election ballot measure, the Board [would] create a citizens’ review panel to help develop a transit and transportation improvement program with specific recommendations.” The ***Moving Broward Plan*** is the product of the People for Progress’ efforts to develop the desired transportation improvement program.

In its first year if successfully passed in November by you, the voters of Broward County, the penny sales tax will generate \$260 million to be used for transit and transportation projects throughout the County. Each year, each City will receive a direct distribution of 10% of these funds (\$26 million in the first year) to spend on transit and transportation related projects of their choosing in their own communities. Each year, 10% of the funds will also be allocated to County-wide traffic synchronization, road, and intersection improvements. Each year, as sales tax receipts grow, the sales tax revenues, the direct distributions to the Cities, and the amount allocated toward County-wide roadway projects will similarly increase.

Broward County will immediately and simultaneously be able to accelerate transit and transportation projects that have not been able to be done because there simply is no money available to do so. And we will be able to leverage millions of dollars in State and Federal funds--money that is now going to other communities across the Country to develop their light rail transit lines--because we can demonstrate that we have a mandated, dedicated source of local funding.

The time to act is now. Doing nothing to solve the transportation crisis that we, our children, and our children’s children will face is not a solution.

The ***Moving Broward Plan*** is a transportation solution for the citizens of Broward County.

Sincerely,

James A. Cummings
Chairman, People for Progress

John P. Hart
Manager, People for Progress

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Background

In 2005, following a comprehensive review of the challenges facing Broward County resulting from its inevitable growth, the Board of County Commissioners adopted a Five-Year Work Plan for the fiscal years 2006-2011. In the work plan, the Commission outlined eight (8) strategic goals they deemed essential to be accomplished for our community to effectively maintain its quality of life values.

These strategic goals included the need to effectively address the critical issues of affordable housing, economic development, environmental preservation and regional cooperation as a means of solving our long term mutual objectives.

The Commission identified Transportation as its Number 1 strategic goal, and they subsequently acknowledged that none of the other goals could be met without the transportation component in place first.

The Commission went on to state that “with limited options available to improve traffic on our roads and highways, Broward County must concentrate on building a viable public transit system that is efficient, economical, and appealing to all segments of the community. Redevelopment must include a public transit component.”

To meet this strategic goal, the Board declared its intention to “initiate a campaign to ask voters to support a penny sales tax to help finance future transit and transportation projects.” Further, they affirmed that “in preparation for a 2006 General Election ballot measure, the Board [would] create a citizens’ review panel to help develop a transit and transportation improvement program with specific recommendations.”

Lastly, the Board “envisioned that County staff, along with input from Broward residents, businesses, workers, and public officials, [would] assist this panel in reviewing and nominating projects for inclusion.”

People for Progress was formed by the business community and other concerned citizens of Broward County following years of planning and community involvement and in direct response to the Transportation goal outlined by the Board of County Commissioners in their Five-Year Plan. For more specifics on the Board of County Commissioners’ Five-Year Plan, see their website at: www.broward.org/5yearworkplan/welcome.htm.

The ***Moving Broward Plan*** is the product of their efforts.

Introduction

People for Progress

Begun as an initiative of the Broward Workshop and its Transportation Committee, People for Progress was launched to create an open and inclusive dialogue with our diverse community about the need to plan and implement a complete, user friendly, safe and efficient transit and transportation system for Broward County.

This group of business leaders immediately recognized the importance of being able to honestly and openly discuss the importance of this issue with every segment of our community. But first they needed to satisfy themselves that an investment of an additional penny sales tax sales tax dedicated exclusively for transportation made sense.

Importantly, these business leaders had to answer some very basic questions:

- How would they build into the proposal a system of checks and balances?
- Would they be able to establish a credible guarantee that the revenues generated from this sales tax would actually go to the transportation improvements promised?
- Was this tax investment in our transit and transportation infrastructure a worthy investment?
- Was it fair and equitable to all segments of the community and to all of the local jurisdictions?

- Would it do the job, creating the transportation system that would save time, money and aggravation for the workforce of Broward County who today have few transit options and are stuck in traffic burning \$3.25 per gallon gas?
- Was the timing right for residents already reeling from soaring insurance costs and house repairs following the 2005 hurricane season?
- With property taxes continuing to rise with housing values could the people of Broward County afford it?
- And finally, what would Broward County look like 5, 10, 20 and 30 years down the road if we as a community did NOTHING to address the transportation crisis that is looming – if we simply went forward with the status quo?

All of these questions demanded careful review and consideration even before the nuts and bolts of the proposal could come together. Simply put, they demanded real answers, not philosophical, pie-in-the-sky observations.

Economic Analysis

Taking it one step at a time, this group of community leaders examined each and every question they knew needed to be honestly answered.





To begin, they carefully examined the economic impact of the transportation sales tax investment. Their review concluded:

- For every one dollar invested in transportation improvements, an average of six dollars is returned to the community.
- For every billion dollars invested in transit and transportation projects 47,000 jobs are created (our initiative, the ***Moving Broward Plan***, is a multi-billion dollar program).
- By establishing a local dedicated funding source for transportation, our community could leverage a 50 percent and a 25 percent match from the federal and state governments, respectively. This immediately generates a 3 to 1 return on our tax investment

When this return is enhanced by the fact that our visitors and tourists contribute approximately 30 percent to the overall sales tax receipts of Broward County, the conclusion was reached that the proposed penny sales tax constituted a wise and appropriate investment.

Now, not only would we be able to build a world-class transportation system for the residents of Broward County, but we would end the practice of “donating” our locally-generated tax dollars to other communities across the country who take advantage of matching federal funds and build their systems.

People for Progress Safeguards

Next, the People for Progress Team sought to structure a proposal that would have built in protections to safeguard against the possible misuse of the transportation funds.

To accomplish this goal, they decided to develop the ballot question based upon a Florida Statute (212.055(1)) that specifically spells out the allowable allocation of the revenues generated by our local initiative. It requires all monies be dedicated *exclusively* to transportation projects. It further requires that the funds be divided, with 75 percent allocated to transit and 25 percent allocated to other transportation related undertakings.

Adhering to the restrictions of the statute was only a first step in protecting our community’s transportation investment.

The team then negotiated with the County Administration to have the current percentage of annual transit program dollars be frozen. This safeguard guarantees that our sales tax generated transportation dollars always remain as an enhancement, not a replacement, of the existing budgeted amount.

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Finally, to further ensure our investment went directly to the projects promised, it was determined that all the monies raised through the penny sales tax sales tax would flow into a separate ***Transit and Transportation Trust Account***, and not co-mingled with general revenue. This trust account would be managed, monitored and audited by an ***Independent Citizen's Oversight Committee*** consisting of residents of our County.

Those volunteering their time and talents for this responsibility would be appointed by the County Commission based upon qualification in an open application process, would represent a cross-section of our diverse community, and would sign a declaration stating that their service would not be hindered by either a perceived or real conflict of interest.

The Bottom-Line: Our investment made sense (dollars and cents). Our investment would be ensured to go where it was proposed to go. But, would it do the job and could we afford it?

Building an Affordable World Class Transportation System

It is often argued that Broward County is the poster child of sprawl; a massive suburban community lacking a dominant single employment

center *and* a populace so wedded to our cars we will never use mass transit.

That argument would be valid if we were to ignore the dramatic commuting habit adjustments that have occurred across our nation in the last three decades. Other car-committed communities such as Dallas, Phoenix, Charlotte and Denver have proven that “if you build it, they will ride!”

The first challenge is to build a ***complete*** system, methodically, beginning with meaningful improvements for those already using our public transportation services, some 120,000 per day. Concurrently, we need to complete county-wide congestion relief projects, such as signal synchronization and key intersection and roadway improvements.

While doubling the mass transit fleet with modern clean-fuel vehicles and while doubling the funding for the community bus system, we will plan for the implementation of our Bus Rapid Transit, Express Bus and Light Rail Transit components of the ***Moving Broward Plan***.

All of these foundational improvements can and will be completed within the first few years of our program because the investment dollars – starting at \$260 million per year –





will be available and exclusively dedicated for these projects.

People for Progress' goal is simple: Build a comprehensive, integrated multi-modal transportation system, a first-class complete transit system that is convenient, dependable, safe and, gets us where we want to go when we want to get there! We sincerely believe our transit and transportation sales tax will achieve these straight-forward objectives.

As to the impact on our individual budgets, we turned to the Bureau of Labor Statistics to conservatively estimate just what our penny sales tax would cost the average worker in our community.

What we found was for an individual earning between \$45,000 and \$55,000 annually, the approximate impact of this additional penny sales tax investment would total \$45.00 per year.

We carefully considered this impact and compared it to the real cost of gridlock and \$3.25 per gallon gas. We further considered the loss of time and productivity for each and every one of us and simply imagined: What would we be faced with over the next two decades with the projected 1,000,000 more residents who will call Broward County home, their 1.5 million

more cars, and the millions more tourists and their vehicles?

This startling picture had us conclude that "**doing nothing is not a plan**" for our future. By making this investment now, as a community, we will actually determine how our quality of life will be preserved well into the future. The transportation investment is modest compared to the cost of inaction.

The Moving Broward Plan

The ***Moving Broward Plan*** is a compilation of projects and programs contained in both the Broward County Metropolitan Planning Organization's Long Range Transportation Plan and the Broward County Transit Investment Plan – so we started with some clearly identified and universally acknowledged needs. ***But, it is much more!***

The ***Moving Broward Plan*** details phasing, prioritization and partnership. It lays out specific bus headway (frequency) improvements; where and when planning and implementation of Express and Limited Stop type service will be instituted; the time frame for the planning and implementation of Bus Rapid Transit and Light Rail Transit and the corridors where those services will be introduced; and the financial plan

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to support both the capital and operating costs of all of these programs.

The *Moving Broward Plan* also addresses the special needs our paratransit riders have and how our doubling of the budget in this area will lead to the improved service quality that we know is necessary, and that we are obligated and responsible to provide.

The *Moving Broward Plan* details the partnership between the County and its Municipal colleagues, with a direct distribution of 10 percent of the sales tax revenues to each city for use at their discretion on transit and transportation related projects and services.

The *Moving Broward Plan* addresses the opportunity for regional cooperation; setting the stage for an inter-county transit system, where political boundaries are seamless and commuters get to where they need to go on time and unencumbered by who is running the system.

Lastly, the *Moving Broward Plan* provides the dedicated funding source for regional transit and transportation projects to leverage state and federal monies, and provides a dedicated revenue stream for municipalities to leverage for the acceleration of their priority projects. Timing is of the essence in order to qualify for

these funds. If we do not demonstrate a dedicated funding source by the beginning of 2007, we will miss out on having Broward County included in the next federal funding authorization legislation as it is developed for distribution beginning in 2010, and will have to instead wait until the next round of funding decisions in 2016 – a wait we simply cannot afford!

Essentially, the *Moving Broward Plan* is the blueprint for our transit and transportation future. It is specific to the point of accountability that projects identified will be completed yet sufficiently flexible to make adjustments as circumstances and demographics realign. We have given the Broward County Commission exactly what it envisioned when it astutely identified transportation as their **Number 1 Priority** and we look forward to presenting this plan to them for their review, and ultimately their vote to place this issue on the November 2006 ballot.

Overview of the MOVING BROWARD PLAN



Why is The Moving Broward Plan Needed?

Broward County has matured into a dynamic urban environment. It offers to its residents and tourists the full complement of natural beauty, art and culture, world class neighborhoods and an ever expanding center for business and commerce. While the assets bring benefits, they also come with challenges. One of those challenges is how to effectively deal with the strain on our transportation system, the vital infrastructure for our continued economic and smart growth.

The Broward County Commission recognized these challenges as they prepared their Five-Year Plan in 2005, as stated in the of this Plan. Some basic introduction facts, which support the conclusions reached by the Broward County Commission, speak to our transportation system crisis in Broward County:

- In 2003, a commuter spent an average 52 extra hours a year on the region's roadways due to traffic congestion, compared with 11 extra hours in 1982.
- Congestion cost South Floridians approximately \$2.6 billion in wasted time and fuel in 2003.
- These costs and delays will only rise with projected population and employment increases

of 48.8 percent and 45 percent, respectively according to the Broward County Transit Investment Plan, by 2030.

- Broward County tourism brings millions more people to our community and onto our roads and highways each year.
- By 2030, virtually all of the major county roads and highways will be even more congested during morning and evening rush hours and these rush hours will become longer.

Virtually every day in the last few months, the *Sun-Sentinel* headlines have contained more of the dire situation facing our residents: April 27, 2006 a headline read:

"I can't afford to pay for gas"

A *Sun-Sentinel* headline on April 11, 2006 read:

"When the bus doesn't come retirees often left waiting or stranded"

And on March 29, 2006, the *Sun-Sentinel* headline read:

"You Need Deep Pockets to Run a Car; It's Not Only the Gas that Attacks Your Wallet, AAA Says"

The article went on to state that "the average driving cost a mix of expenses for small, medi-

Overview of the MOVING BROWARD PLAN

um and large passenger cars – works out to \$150 a week. And the average cost of driving a car is now \$7,834 a year.”

And importantly, for emergency response personnel, the increasingly congested roadways can mean the difference between life and death. In a *Sun-Sentinel* article from March 30, 2006, entitled:

“How Well Do Pompano Paramedics Serve Residents? In A Two-Year Analysis Of Emergency Calls, Here Is What We Found: Every Second Counts.”

It was reported that:

“Six minutes. That’s a national standard for the most amount of time it should take paramedics to respond to a medical emergency. Six minutes is also the time it takes for brain cells that are deprived of oxygen to die, causing irreparable damage.... [and]... Response consistently crosses the deadly six-minute threshold in areas such as the northwest, where most of the city’s poor residents live, and Palm Aire, which is largely a retirement community.”

Broward County has a bus only transit system currently in place. As of 2005, the operating division, Broward County Transit (BCT) has 287 fixed route buses. The County also serves over

20,000 individuals with the TOPS paratransit system for those who cannot ride the fixed route buses. In addition, Tri-Rail commuter trains operated by the South Florida Regional Transportation Authority (SFRTA) services passengers in a three-county region, and there are local community buses in 22 cities, subsidized by Broward County, that provide localized service within a community. However, the system is grossly under funded. Sometimes in fact, the TOPS shuttle doesn’t come to pick seniors up at their doctor’s offices, and riders of the fixed route system are often left waiting an hour for a bus to arrive at their stop. Additionally, connections from a local transit stop to an ultimate destination are sometimes just not there to make the service convenient.

We cannot expect people to use a system that cannot get them where they need to go. But we cannot improve on a system if there is no money available to do so. We cannot offer people **choices** to get to work, to school, to shopping, to doctor’s appointments, to recreational activities and the like if we do not begin **now** to fund, plan for, and implement integrated, multi-modal public transit system, a system that is not just for bus riders.

The Broward County Commission stated this specifically in their Five-Year Plan: “with limited



Overview of the MOVING BROWARD PLAN

options available to improve traffic on our roads and highways, Broward County must concentrate on building a viable public transit system that is efficient, economical, and appealing to all segments of the community.” The Commission further states that it is their mission “to ensure that we are prepared for this growth, and able to maintain high quality of life for residents, businesses and visitors.” The ***Moving Broward Plan*** captures their vision and the goals of the Commission’s Five-Year Plan.

By providing Broward County an integrated comprehensive transportation network, residents and visitors in Broward County will have choices for moving about the region, they will have lower cost alternatives to the automobile and the soaring prices of gasoline, public safety will be enhanced because emergency vehicles can move through improved intersections, and the environment will be preserved through the use of clean-fuel buses. The people of Broward County, and our visitors will have greater connectivity between their destinations through increased bus and rail services, and our economic vitality as a community will be sustained, because people won’t lose hundreds of hours each year in traffic. And because people will have access to more affordable housing, we can keep our teachers, firefighters, police officers, nurses, and hospitality professionals living in the same community in which they work.

The Moving Broward Plan is a transportation solution for the citizens of Broward County.





Overview of the MOVING BROWARD PLAN



How are Other Communities Addressing Their Transportation Needs?

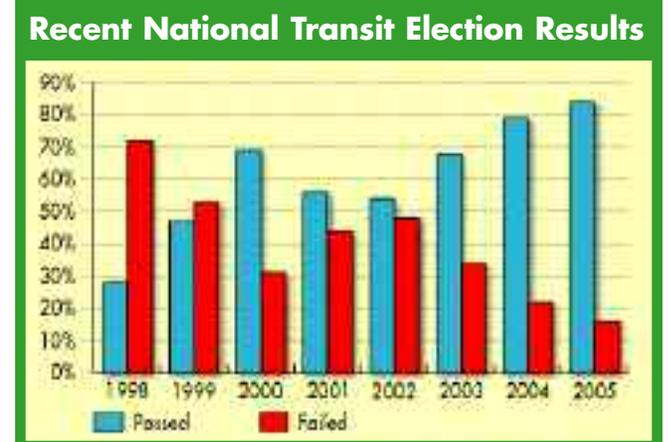
Public transit is experiencing a renaissance across America. For ten consecutive years ridership has increased and in 2004 over 9 billion trips were taken on public transit. Transit ridership is currently growing faster than vehicle miles traveled by the automobile.

Fueling this new interest in transit is increased funding at the local, State and federal levels. At the local level, over 115 communities have passed local transit initiatives since 2002. In 2005, over 80 percent of local communities who went to the voters for new transit funding were successful (see graph below). Also in 2005, the largest Federal transit funding bill in history SAFTEA-LU passed Congress and was signed by the President, providing over \$50 billion in new transit funding for communities across the nation through 2009.

The fastest growing component of transit is rail. New rail systems have recently been opened in Houston, Dallas, Portland, Denver, Salt Lake City, Minneapolis, St. Louis, San Diego, Los Angeles, Sacramento, and San Jose. Extensions to all of these systems as well as additional new systems are under construction in Phoenix, Seattle, and Albuquerque.

Planning is underway in many other communities across the country for expanded rail, bus rapid transit and bus projects. Urban areas are using these transit projects to stimulate economic development and coordinate future growth. On average, over 300 jobs are created for every \$10 million invested in transit capital projects. In Dallas alone, the community has experienced over \$800 million in new development around rail transit stations since the opening of their light rail system.

Investing in public transit provides communities with additional choices in their fight to cope with growing congestion. As in Broward County,

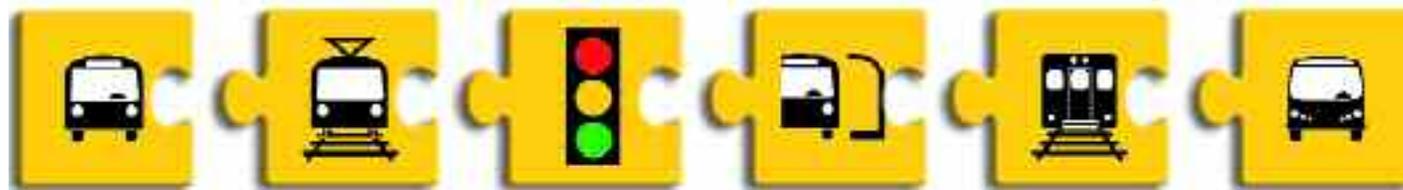


Source: Center for Transportation Excellence

Overview of the *MOVING BROWARD PLAN*

over one third of Americans spend 40 hours or more each year sitting in traffic. That is a full work-week lost to congestion for millions of Americans.

Finally, the high cost of energy is causing many Americans to look for alternatives to having a second or third automobile primarily for travel back and forth to work. Transit ridership in 2005 set an all time record with over 9.7 billion trips. While the automobile will always be the predominant mode of choice in this country, if just 1 in 10 Americans used transit we could reduce our dependence on foreign oil by 40 percent equivalent to all the oil imported from Saudi Arabia.



Overview of the MOVING BROWARD PLAN

What is the Overall Concept of the Initiative and Moving Broward Plan?

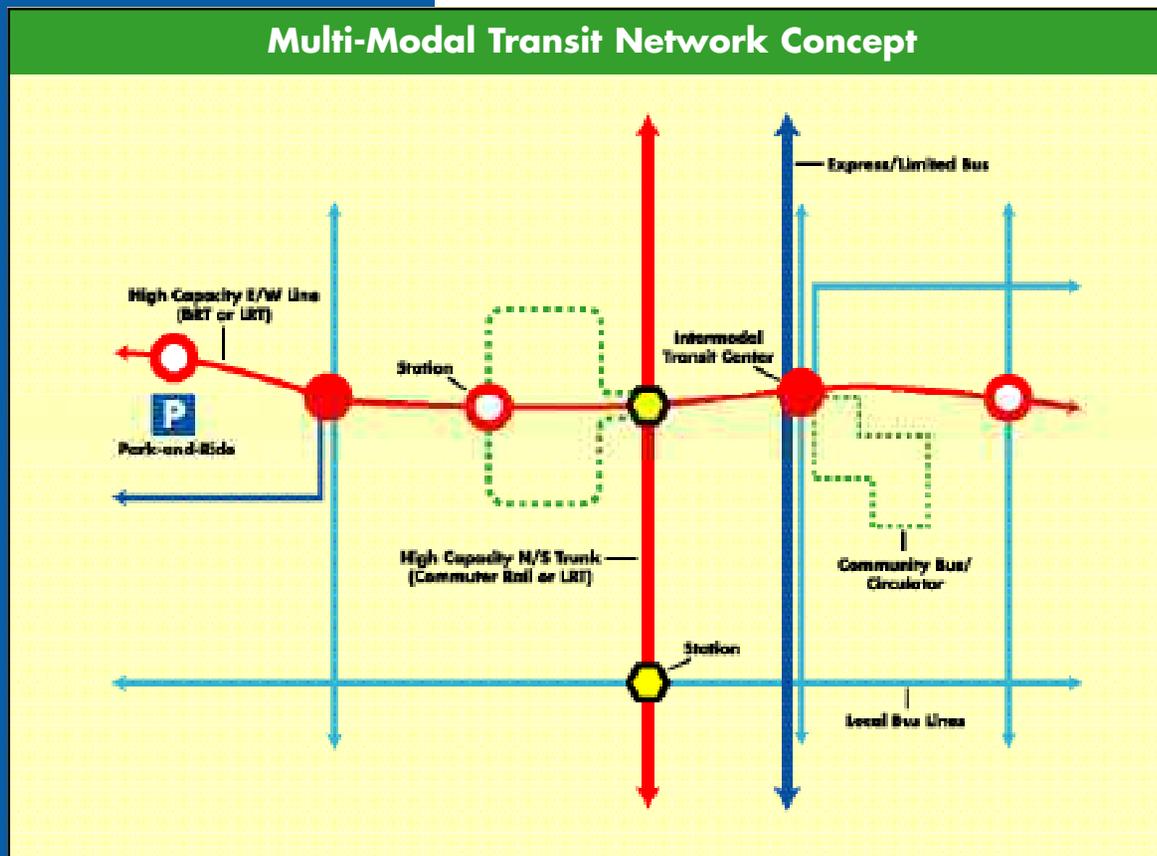
The overall concept of the initiative being proposed as the *Moving Broward Plan* is to provide the citizens of Broward with an integrated, multi-modal transit system that will be sustainable well into the future through a dedicated

funding source. The Plan provides for the enhancement of the existing transit services in the short term, and the implementation of several new high capacity and express services in the next ten years. The funding is based on the penny sales tax within Broward County.

The integrated, multi-modal transit system will be built around major “trunk” services on the north-south and east-west corridors of Broward County, with multi-modal centers for transfer between the high capacity trunks (light rail, commuter rail and bus rapid transit) and the main bus routes and community buses or downtown shuttles.

The *Moving Broward Plan* will:

- Provide almost **\$53 million in the first few years to synchronize traffic signals** throughout the county and a total of over **\$850 million by 2030 that will be allocated for roadway and intersection improvements County-Wide**
- Provide \$4 million in the first year, and growing by 4 percent yearly as the transit program grows, for enhanced security for protecting riders and safeguarding our equipment and transit facilities



Overview of the MOVING BROWARD PLAN

- **Return \$26 million each year to the Cities** to implement transportation-related improvements of their choosing in their own communities
- **More than double the funding for community bus services in a three year period**, allowing for enhancement of existing service to operate for 12-hour days and weekends and for additional cities to add service if they choose
- **Allow seniors to ride for free**
- **Generate \$260 million annually** to be used for transportation improvements, **30 percent of which will be paid for by sales tax revenue generated by tourists**
- Provide for **10-minute headways during peak hours on the most heavily traveled bus routes** in the County and **add over 100 fixed route buses and add limited service buses** in the first few years
- Provide **over 65 miles of light rail transit (LRT) on high volume corridors with the backbone of the system starting on SR7** and being extended ultimately to downtown Fort Lauderdale; development of the **Downtown Streetcar** and **high capacity transit on the FEC**; and the extension of **LRT along I-595**.
- Contain over **39 miles of bus rapid transit (BRT) on east-west corridors with service on Atlantic Boulevard or Sample Road, Oakland Park Boulevard, and Pines/ Hollywood Boulevard**

- Provide **express bus service along three primary corridors** that can provide immediate relief to western County residents with long commutes to Miami-Dade, downtown Fort Lauderdale, and Palm Beach.

There are several safeguards that will be built into this initiative. First, the enabling legislation that allows the penny sales tax to be considered contains specific language that restricts all expenditures from the revenues generated to be spent exclusively on transit and transportation projects. Federal, state, county, and municipal agencies have further checks and balances built in to the procurement process and the management of all projects that will be let.

The evidence is clear: To maintain a sound and vibrant national economy and to enhance Americans' quality of life, the US must increase its investment in public transportation. Providing a broad and sustainable economic stimulus to local communities, metropolitan regions, states and the nation, public transportation:

- Boosts business revenues and profits
- Creates jobs and expands the labor pool
- Stimulates development and redevelopment
- Expands local and state tax revenues and reduces expenditures required for other essential public services
- Reduces household and business costs and enhances worker business productivity

Overview of the MOVING BROWARD PLAN

What are the Benefits of the Moving Broward Plan?

Public transportation contributes to the nation's economic strength in two fundamental ways:

- Direct dollar investment, multiplied throughout the economy
- Improved transportation options, which create economic benefits for individuals, households, businesses and governments

Dollars invested in public transportation flow through all sectors of the economy and a cross section of American communities, large and small, urban and rural. Through increased jobs, income, profit and tax revenue, they provide an economic stimulus far exceeding the original investment – as much as six dollars for every dollar invested.*

In addition to directly stimulating the economy, investment in public transportation enhances mobility for businesses and households, thereby:

- Protecting personal freedom, choice and mobility
- Enhancing access to opportunity
- Enabling economic prosperity
- Protecting our communities and the natural Environment

Every \$10 million capital investment in public transportation can return up to \$30 million in business sales alone.

* Under different scenarios, the overall economic benefits of public transportation investment may be as high as nine to one.

In addition to providing necessary relief to the millions of residents and tourists traveling daily on our roads and highways, the **Moving Broward Plan** will have significant tangible benefits to our economy and our environment. These benefits are presented below.

Economic Benefits

The following is taken from material developed by the American Public Transportation Association (APTA) in 2002. Many of the economic benefits discussed in this material may in fact be higher by now.

Transit is an Economic Stimulus

An investment in public transportation directly benefits the economies of local communities, regions, and entire States where the transportation improvements are made.

- In St. Louis, a 25-year modernization and expansion of the public transportation system is expected to bring \$2.3 billion in business sales.
- In Chicago, the METRA commuter rail system's 20-year "good repair" strategy could add an additional \$4.6 billion to business sales.
- Analysis of system expansion for New York City's Metropolitan Transportation Authority and Chicago's Regional Transportation Authority show nearly equivalent statewide economic benefits in relationship to costs: in excess of 2 to 1 for New York State and 1.8 to 1 for Illinois.

Transit Creates and Sustains Jobs, Locally and Nationwide

"Every \$1 billion invested in the nation's transportation infrastructure supports approximately 47,500 jobs – proving that transportation continues to be an economic engine and job creator."

The jobs created by transit investments include durable and non-durable manufacturing jobs, as well as jobs in non-manufacturing industries such as construction, finance, insurance and real estate, retail and wholesale trade, and service.

Overview of the MOVING BROWARD PLAN



- At plants in Plattsburgh and Hornell, New York, and Sacramento, California, hundreds of workers assemble orders for rail equipment.
- New York's MTA-LIRR East Side Access project is expected to generate 375,000 jobs and \$26 billion in wages.
- New Orleans expects the economic activity generated by its Canal Line to create over 1,661 new jobs.
- Tri-Rail in our own community expects its five-year public transportation development plan to spawn 6,300 ongoing system-related jobs.

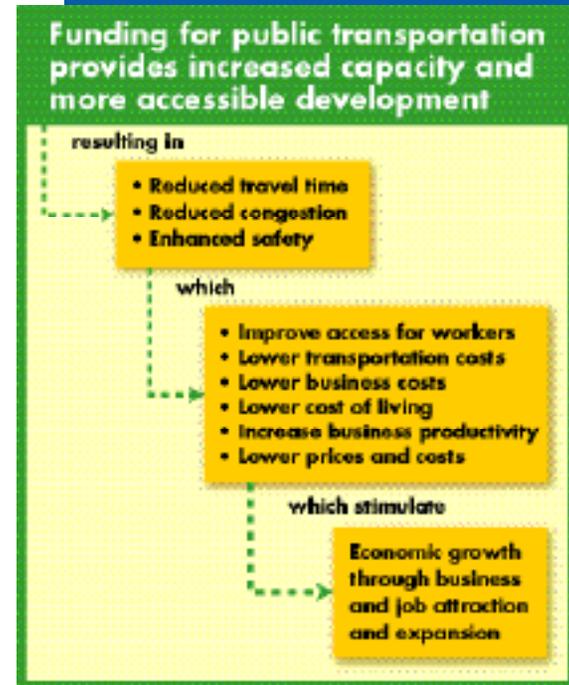
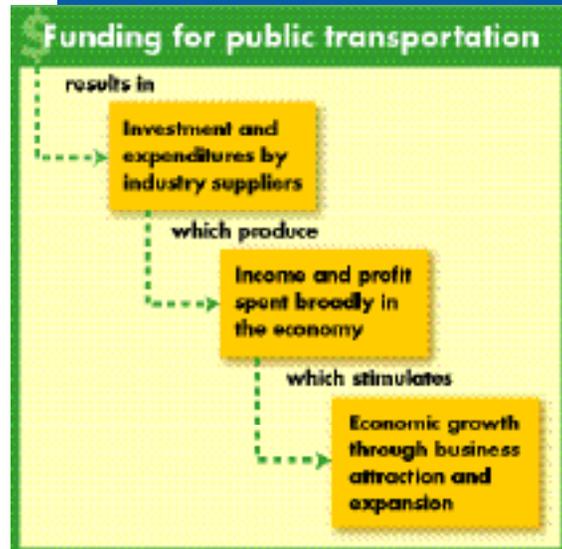
Transit Spurs Economic Growth and Development

In communities and regions across the nation, investment in public transportation promotes vital economic growth and development.

Public transportation-oriented development in congested corridors revitalizes neglected and decayed neighborhoods, frequently serving as a catalyst for new business partnerships between public agencies and private businesses. These partnerships are often community-based, involving minority-owned enterprises seeking to establish new economic roots in distressed neighborhoods and communities.

- In Washington, DC, the new \$90 million New York Avenue "in-fill" station on Washington Metro's existing Red Line is being developed through an equal partnership between the federal and DC governments and local business interests. The station will trigger significant new mixed-use development, revitalizing an underdeveloped and underserved part of DC.
- The 35-mile MetroLink light rail system in St. Louis has sparked construction of a \$266 million Convention Center Hotel, the \$60 million Performing Arts Center and the \$5.8 million Jackie Joyner Kersee Sports Complex. Revitalization of the area around MetroLink's downtown Busch Stadium Station includes a \$160 million renovation of Cupples Station, a 10-building, 12-acre mixed-use development.

Smaller scale, bus-oriented public transportation investments are also spurring economic redevelopment across the country.



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- In Dayton, Ohio, the Wright Stop Plaza occupies a historic building and provides easy access to and transfers between most routes of the Greater Dayton Regional Transit Authority. Housing an assortment of shops, the plaza has become a popular downtown gathering place.
- The first phase of Boston's Silver Line Bus Rapid Transit (BRT) project opened on July 20, 2002. Since the planning process began, over \$450 million has been invested in commercial and residential development in the corridor.



- Developers in places as diverse as northern Virginia, Portland, San Diego, Denver, Chicago, Baltimore, Los Angeles, and New York are investing millions in commercial buildings, sports facilities and entertainment complexes around public transportation stations.

“Indeed, development atop Los Angeles subway stops already is revitalizing Hollywood Boulevard...from affordable apartments and neighborhood retail at Western Avenue to a 640,000-square-foot entertainment retail complex and a 640-room hotel at Highland Avenue.”

Source: Holt, Nancy D. “Railway Agencies Play Bigger Real-Estate Role,” *The Wall Street Journal*, May 2, 2001.

Transit Attracts and Concentrates New Development

Public transit stations attract and concentrate new development, often in livable and attractive arrangements that encourage public transportation use and reduce reliance on private vehicles.

- The Dallas Area Rapid Transit (DART) light rail starter line has generated over \$3 billion since 1996 in development, surpassing the \$860 million cost of the project.
- Washington, DC's Metrorail has generated nearly \$15 billion in surrounding private development. Between 1980 and 1990 alone, 40 percent of the region's retail and office space was built within walking distance of a Metro station.

Transit Promotes Increased Economic Activity

In many areas, *traffic congestion is putting the brakes on economic activity*. Business leaders stress that increased access results in more commerce and often encourages business and industry to adopt new, more efficient business practices that improve productivity and profitability and reduce costs. Enhanced and expanded public transportation substantially increases access to and through established business and community centers.

Overview of the MOVING BROWARD PLAN

- In Manassas Park near Washington, DC, the Virginia Railway Express commuter rail station has jump-started commercial activity, helping revitalize that community.
- One of the country's greatest transit success stories, the DART system in downtown Dallas sparked a nearly 33 percent jump in retail sales between mid-1997 and mid-1998, as opposed to only a 3 percent rise city-wide over the same period.
- In Atlanta and Washington, DC, average office rents near transit stations rose with ridership, and joint development projects added more than three dollars per gross square foot to annual office rents.

The benefits to transportation users of a \$10 million capital investment in public transportation will translate into \$31 million in added business output and \$18 million in added personal income over 20 years.

Transit Strengthens Fiscal Health of Local and State Governments

Expanded development and economic activity made possible through public transportation help create and sustain the fiscal health of local and state governments and strengthen local economies. New public transportation-oriented development expands business revenues, leading

to new jobs and higher wages and salaries, thus increasing the tax base and revenues flowing to local and state governments. Studies show that, nationwide, residential and commercial property values rise with proximity to rail public transportation systems and stations. Typically, state and local governments realize a 4 to 16 percent gain in revenues as a result of increases in business profits and personal income generated by public transportation investment.

The Washington Metrorail system is expected to generate \$2.1 billion in tax revenues for the Commonwealth of Virginia between 1977, when the first station opened in Virginia, and 2010.

Economic Benefits of Public Transportation Investment

Between 1994 and 1998, the increase in taxable value of properties located near Dallas' DART light rail stations was 25 percent higher than elsewhere in the metropolitan area.

Transit Benefits Individuals, Households and Businesses

Every day, the economic benefits of public transportation are felt on personal, regional and national levels. For every dollar earned, the average US household spends 18 cents on transportation, 98 percent of which goes towards

The return on dollars invested in public transportation is far greater than the costs. This is true in rural and small urban areas as well as in major metropolitan regions, and at state as well as regional levels. Under different scenarios, the overall economic benefits of public transportation may exceed costs by as much as nine to one.

Source: Cambridge Systematics, Inc., Public Transportation and the Nation's Economy: A Quantitative Analysis of Public Transportation's Economic Impact, Washington, D.C., October 1999.

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buying, maintaining and operating vehicles, the largest source of personal debt after home mortgages. Public transportation can save American households thousands of dollars a year in transportation expenditures.

- Americans living in public transportation-intensive metropolitan areas save \$22 billion annually in transportation costs.
- The Altamont Commuter Express, running 77 miles between Sacramento and San Francisco, can cut annual commuting costs in half, from \$5,300 to \$2,700.
- Fannie Mae's pilot program, which provides "location efficient" mortgages, recognizes that households' transportation costs are reduced significantly with proximity to transit, enabling families to afford better housing options.

As a fundamental component of our economic safety net for individual Americans, public transportation provides for fuller participation of all Americans in the nation's economy, a wider range of economic opportunities for individuals and businesses, and more avenues for business and industry to increase productivity and reduce costs.

- In Atlanta, BellSouth is consolidating its suburban offices into three downtown locations convenient to the MARTA rail and bus system in order to increase productivity by making commuting easier.

- The location of Motorola's new cellular phone factory at the end of the Chicago's METRA commuter rail system in Harvard, Illinois, greatly expands the labor pool from which the company draws workers.
- In Detroit, the Job Express service operated by the Suburban Mobility Authority for Regional Transportation connects 800 employers and 16,000 jobs.
- Treasure Valley Transit, in Canyon County, Idaho, provides 91,000 residents spread over 583 square miles with access to jobs, schools and healthcare providers.
- In Wyoming, the Sweetwater Transit Authority helps residents in a 10,000-square-mile area access work sites.

Public transportation provides wide-ranging and lasting economic benefits at the local, state and national levels. ***To compete successfully in the global economy, our economic strategy in the years ahead must include a solid commitment to increase investment in and use of public transportation.***

Environmental Benefits

Transportation's contribution to America's energy consumption and environmental quality is immense. Americans use more energy and generate more pollution in their daily lives than they do in the

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production of all the goods in the economy, the operations of all commercial enterprises, or the running of their homes. ***Any serious effort to reduce our dependence on foreign oil and make significant environmental progress must address the way Americans travel.***

The vital role of public transportation in improving energy efficiency and the environment is often under-appreciated. With its fuel and pollution advantages, increased use of transit offers the most effective strategy available for reducing energy consumption and improving the environment without imposing new taxes, government mandates, or regulations on the economy or consumers.

Public transportation needs to be an essential element in sound national energy and environmental policies. Potential threats to the supply and price of foreign oil as a result of terrorism, conflicts in the Middle East, and OPEC decisions underscore the need for a public transportation strategy that reduces our nation's dependence on imported oil. Likewise, ongoing efforts to reduce harmful emissions from our air can be more effective when they include ways to increase use of public transportation.

"Conserving Energy and Preserving the Environment: The Role of Public Transportation," a report sponsored by American Public Transportation Association (APTA), demonstrates

that traveling by transit, per person and per mile, uses significantly less energy and produces substantially less pollution than comparable travel by private vehicles. The findings provide ***clear and indisputable evidence that public transportation is saving energy and reducing pollution in America today*** – and that increased usage could have an even greater impact in the future.

At our current levels of use, the APTA study found public transportation is reducing Americans' energy bills and keeping the air cleaner. For example:

- For every passenger mile traveled, public transportation uses about one-half the fuel of private automobiles, sports utility vehicles (SUVs) and light trucks.
- For every passenger mile traveled, public transportation produces only a fraction of the



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harmful pollution of private vehicles: only 5 percent as much carbon monoxide, less than 8 percent as many volatile organic compounds, and nearly half as much carbon dioxide and nitrogen oxides.

The study concludes that greater use of public transportation offers the single most effective strategy currently available for achieving significant energy savings and environmental gains, without creating new government programs or imposing new rules on the private sector.

For example, if Americans used public transportation at the same rate as Europeans, for roughly ten percent of their daily travel needs, the United States would:

- Reduce its dependence on imported oil by more than 40 percent or nearly the amount of oil we import from Saudi Arabia each year
- Save more energy every year than all the energy used by the U.S. petrochemical industry and nearly equal the energy used to produce food in the United States
- Reduce carbon dioxide emissions by more than 25 percent of those directed under the Kyoto Agreement
- Reduce CO pollution by three times the combined levels emitted by four high polluting

industry (chemical manufacturing; oil and gas production; metals processing; and industrial use of coal)

- Reduce smog across the country by cutting NOx emissions by 35 percent of the combined NOx emissions from the four industries cited above, and cut VOC pollution by 84 percent of the combined VOC emissions from these four industries

As responsible citizens of Broward County, and the global community at large, we cannot turn our backs on the irrefutable environmental benefits of an efficient and effective transportation system.





Overview of the MOVING BROWARD PLAN



Why is a Sales Tax Proposed and Not another Funding Source?

The Broward County Transit Investment Plan (TIP) contains a description of revenues that the County could obtain through a one-half cent tax, a special transit dedicated property tax, and a full penny sales tax. The report was presented to the Broward County Commissioners in September 2005 and to the Broward Metropolitan Planning Organization in October 2005.

Florida State statute (F.S. 212.055(1)) permits certain counties and cities to levy up-to a one percent sales tax for programs with fixed guide-way elements. Broward County is included in this provision. Two Florida jurisdictions – Jacksonville and Miami-Dade County – have transit sales tax surcharges. By provisions of the statute, most funds must be dedicated to build, operate and maintain transit systems. To receive funding for major transit projects, known as New Starts by the Federal Transit Administration (FTA), communities must show the financial capacity to pay for their share to build (capital funds), and operate and maintain (O&M funds) the New Starts projects, while also supporting their existing transit services. The local funds must be “earmarked”, or dedicated, for transit use so they cannot be shifted elsewhere causing a decrease in transit service benefits promised with the New Start project.

Broward County government’s contribution to Broward County Transit (BCT) has been very small for a County of 1.8 million residents. Only \$60-70 million from County gasoline taxes and general fund go to operate, build or maintain the current bus system with 120,000 daily riders. While ridership has grown 30 percent in the last five years, actual bus service (hours of vehicle operations) has grown only 12 percent. Bus equipment and support facilities are inadequate for major service growth. This source is not dedicated to transit (except for the 9 cent Local Option Gas Tax) and can vary over time. Current funding is therefore both inadequate and unreliable as a federally-mandated “dedicated” source for funding for a major expansion of services.

Demand has been constrained to expand the Community Bus system, the TOPS program (the ADA-Transportation Options program for people with disabilities), express buses to employment areas in Miami-Dade or Palm Beach Counties. There has been no funding of major capital projects proposed by the Florida Department of Transportation, the South Florida Regional Transportation Authority, or the South Florida Regional Planning Council.

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Thus, the penny sales tax is needed for Broward to catch-up on deficiencies and to develop new transit facilities and services for a growing community.

According to the Broward County Budget Department in the TIP in 2005 a sales tax at this level would yield \$260 million. Actual collections will grow with the overall economy, population growth and inflationary trends. Due to Broward's population growth and economic trends, the sales tax is anticipated to increase in "real" term by 2.3 percent annually, excluding inflationary trends.

An additional benefit of a penny sales tax for transportation is that the cost is shared with visitors and non-residents. Visitors and non-residents contribute to Broward's traffic congestion and transportation challenges. In Florida, the millions of tourists that visit our County each year will contribute an estimated 30 percent of all sales tax collections from the penny sales tax. With a transportation sales tax, visitors and non-residents will help share the costs of improving Broward's transportation network.



Overview of the MOVING BROWARD PLAN

Why must the Initiative be on the Ballot in November 2006?

The November 2006 General Election provides several advantages over a separate election conducted at any other time. First, the ballot will include a gubernatorial election which typically generates higher electoral participation and interest. Second, the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) authorizes federal transportation funding for the five-year period of 2005-2009. A transportation sales tax effective on January 1, 2007, provides the local funds necessary to demonstrate a local financial commitment for projects to be considered in the next federal transportation funding cycle beginning in 2010. If we do not submit projects for consideration in this cycle, before 2008 when the next Authorization is scheduled to be developed, Broward County must wait until the subsequent federal cycle which begins in 2016. Approval of the penny sales tax initiative in 2006 or early 2007 will allow the advancement of major project planning and development putting the program in-line for funding in 2010 and beyond.





Elements of the MOVING BROWARD PLAN

How was the Moving Broward Plan Developed?

The *Moving Broward Plan* projects come from the current transit planning documents, including:

- The 2005-2030 Broward County Transit Investment Plan prepared in 2005.
- The Metropolitan Planning Organization's (MPO) 2030 Long Range Transportation Plan (LRTP), prepared in December 2004
- The 2005-2009 Broward County Transit Development Plan.
- Other transportation plans and studies conducted by a variety of organizations including VisionBROWARD, the Florida Department of Transportation, and the Downtown Development Authority.

The *Moving Broward Plan* utilizes a planning horizon of 2030, consistent with other planning documents. As no planning has yet occurred beyond the 2030 date, the establishment of a continuing dedicated funding source will permit future projects and system expansion needs to be funded and implemented.

Projects included in the *Moving Broward Plan* are being refined through a series of public workshops to identify and confirm the communities' needs. The resulting *Moving Broward*



Plan will be presented to the Board of County Commissioners for approval and inclusion in the referendum package.

Upon adoption and implementation through the referendum, the *Moving Broward Plan* will be incorporated into the county, regional, state and federal transportation plans as adopted, and will be the designated plan for use in requesting funding assistance from state and federal funding sources. The Citizen's Oversight Committee will be responsible for implementing the *Moving*

Elements of the *MOVING BROWARD PLAN*

Broward Plan, reporting on progress, and updating the *Moving Broward Plan* through active community involvement and coordination with the region's transit and transportation planning and operating entities.

The *Moving Broward Plan* will be updated and amended based on:

- Program development progress
- Service implementation performance policies
- Results of annual audits
- Community input into the implementation process
- Participation of the region's transportation planning and funding entities

The referendum language will require review and update of the *Moving Broward Plan* at least every five years to provide for the use of Federal and State funds that may become available or to take into consideration unforeseen circumstances, and when necessary. Such review by the Citizen's Oversight Committee will consider recommendations from local governments, transportation agencies, interest groups, and citizens of the County.



Elements of the MOVING BROWARD PLAN

What are the Components of the Moving Broward Plan?



The *Moving Broward Plan* includes improvements to or development of new:

- Traffic control (signal synchronization) and traffic flow (road and intersection improvements)
- Enhanced security
- Passenger Amenities
- Bus service
- Paratransit service
- Community bus service
- Transit center, Park-and-Ride Lots and Express Bus
- Bus rapid transit (BRT)
- Light rail transit (LRT)
- Downtown Streetcar
- FEC High Capacity

The *Moving Broward Plan* will provide a comprehensive and multi-modal transportation system. The Plan will provide immediate relief to the existing users of our transportation system and to our Cities who have desperate needs to improve their community bus systems, or institute new ones, and critical needs to synchronize traffic signals County-Wide and improve local roadways and intersections.

At the same time that the *Moving Broward Plan* will be enhancing the foundation of our transit and transportation network, the Plan will begin planning and designing for the future expansion of an even more aggressive and high-capacity program. Each element will be a piece of the whole puzzle and the results will be a comprehensive system that provides choices, connectivity, and reasonable costs to each and every one of us trying to go east/west and north/south on our way to work, play, school or recreation. The *Moving Broward Plan* will provide economic and environmental benefits while enhancing mobility for all of us, all of which will be consistent with the strategic goals set forth by the Broward County Commission in their 5-year Work Program.

We all have different needs for our travel; the *Moving Broward Plan* will provide benefits that each and every one of us will be able to tangibly measure and experience as we move forward in making Broward County a premier place to live and work.

The components of the *Moving Broward Plan* are presented in the pages that follow. This discussion that follows in this section provides the costs that will be allocated from the penny

Elements of the *MOVING BROWARD PLAN*

sales tax revenues for primarily capital improvements (building/constructing the particular projects or service). The *Moving Broward Plan* will account for both capital and operating costs of the multi-modal transportation system. For a discussion of both components of the cost, please see the "Cost of the *Moving Broward Plan*" section later in this document.



Elements of the MOVING BROWARD PLAN

What are the Traffic Control and Traffic Flow Improvements?



Probably everyone driving around Broward County has experienced the frustration of getting stuck at a traffic signal for what can seem like hours. And you no sooner get through one traffic light, only to get stuck at the next one. Or, you cannot make a turn at an intersection because there are no turn lanes and the traffic is backed up for blocks. Most importantly, for everyone's safety, emergency vehicles often get stuck in the same kind of intersection congestion. As stated in the "Why is the *Moving Broward Plan* Needed" section of this plan, response times of six minutes or greater can lead to "irreparable damage" to the brain, and six minutes is often the response times in parts of Broward County.



The *Moving Broward Plan* will address this problem and will **provide over \$850 million to synchronize traffic signals, and improve roads and intersections throughout the County**. Approximately almost \$53 million will be allocated in the first two years to these efforts. Systems will be developed in coordination with public safety and emergency medical services (EMS) to provide faster response times. Service plans and improvements will also facilitate hurricane evacuation and recovery. Traffic signal synchronization will be the highest priority. Plans will be coordinated with municipi-

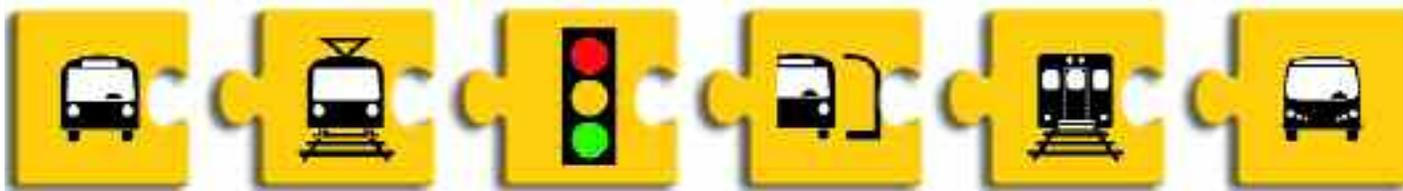


palities and Florida Department of Transportation (DOT). Penny sales tax funds will also be used to match or leverage more funds from the State or U.S. Department of Transportation (DOT).

The *Moving Broward Plan* will also **include a traffic flow improvement plan for major congested streets**. Funded from the \$850 million, the improvement plan will include:

- Improvements to intersections with extra lanes and turn-lanes
- Improvements to public safety and emergency medical service travel with GPS and signal modulation technologies
- Hurricane evacuation and service restoration
- Installations of bus bays to minimize traffic delays
- Improvements to traffic signs
- Safety improvements in critical areas
- Coordination with street beautification programs

Funds will also be used to maintain and operate upgrades and traffic flow technology.



Elements of the *MOVING BROWARD PLAN*



What are the Enhanced Security Improvements?

Every transit agency in the Country has been on virtual high-alert since the tragic events of September 11, 2001, and safety and security on and around transit facilities have been top priorities for operators and users of the systems. In particular in Broward County, riders have been seeking increased security at our bus stops. But like every facet of the transportation network discussed in this Plan, nothing can be done without the necessary funding.

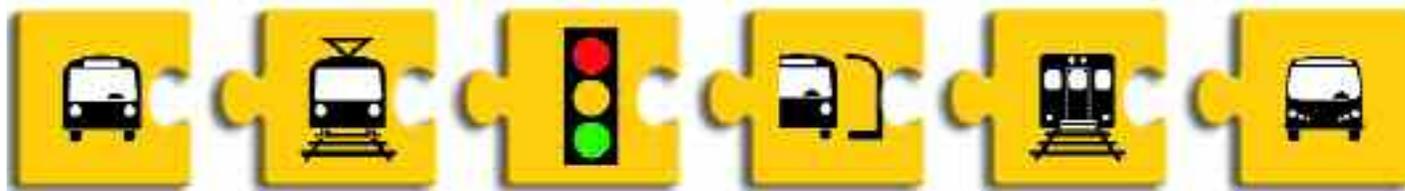
The *Moving Broward Plan* will allocate \$4 million within the first year of the Plan, and this will grow by 4 percent annually as the transit program grows. Over \$156 million will be allocated to safety and security measures by the year 2030.

The enhanced security system is designed to augment transit operations through;

- Providing personnel at key sites to monitor activities
- Having roving patrols in problem areas
- Blend sworn officers and private contractors to safeguard transit riders, premises and facilities
- Staff and operate CCTV systems and other remote surveillance

- Develop user awareness programs for transit users, especially school-age riders and older residents regarding transit safety and awareness





Elements of the MOVING BROWARD PLAN

What are the Passenger Amenity Improvements?



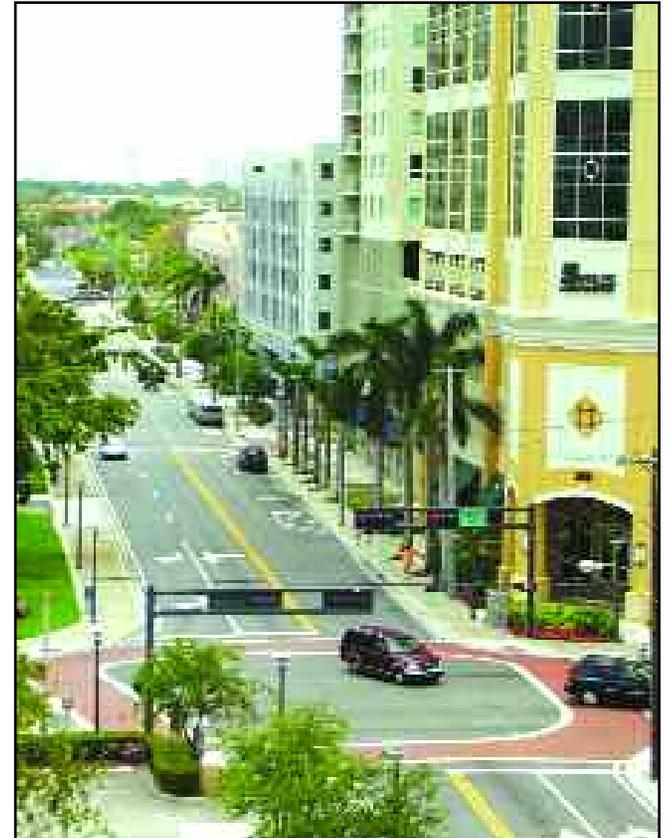
Anyone who has attempted to wait for the bus in Broward County has probably encountered non-existent bus stops, broken benches, uneven pavement on sidewalks or no sidewalks, and the like. Most stops probably have inadequate shelter from the weather and little to no signage. The Cities and the County share responsibilities in the development and implementation of these passenger amenities for the bus service. The difficulty has been, as with many other aspects of the overall transit and transportation system, is that there just has not been enough funding to address the various issues facing both the Cities and the County.

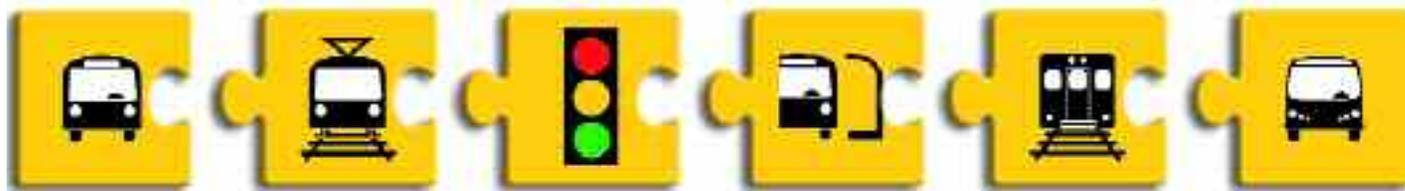
The *Moving Broward Plan*, in the first year, will allocate \$8 million to immediately improve inadequate bus stops and passenger amenities. Another \$8 million will be allocated to these improvements in the second year.

The *Moving Broward Plan* will include:

- Repairs to existing bus stops
- Provision of shelters with lighting and electronic messaging signs
- Other features to improve passenger waiting and loading areas

A total of \$40 million will be allocated toward the improvement of these amenities within the first five years. By the year 2030, \$136 million will be spent on upgrading stops, sidewalks, benches, signage, and shelters.





Elements of the MOVING BROWARD PLAN

What are the Bus Service Improvements?

Today, Broward County Transit operates 287 diesel buses along 40 fixed bus routes. The ridership of this service is 36,000,000 riders each year. The bus service today operates for more than 1.2 million hours each year.



The *Moving Broward Plan* will include *almost a doubling of the bus fleet, a more than doubling of the hours that the service will operate each year, an increase in the number of bus routes, and an anticipated doubling of the number of bus riders* by the year 2030. A total of **78**

clean-fuel buses will be purchased in the first two years to immediately enhance the existing service on the most heavily traveled bus routes in the County. A total of 276 new clean-fuel buses will be purchased by 2030. The total number of hours of bus service each year will increase to over 2.4 million hours annually. Bus routes will increase by 2030. And the number of bus riders is anticipated to increase to over 114 million each year.

The addition of these new clean-fuel buses will allow for significant service improvements on numerous routes.

Increased Frequency within the First Two Years:

Routes with buses every 10 minutes

- Route 1/10 – Federal Highway
- Route 2 – University Drive
- Route 7 – Hollywood Boulevard/Pines Boulevard
- Route 18 – State Route 7
- Route 22 – Broward Boulevard
- Route 72 – Oakland Park Boulevard

Routes with buses every 15 minutes

- Route 36 – Sunrise Boulevard

These improvements will add an additional 78 clean-fuel buses to these routes within the first two years.

Elements of the MOVING BROWARD PLAN

Local Route Improvements, New Routes, and Major Restructuring of Existing Routes Within the First Five Years:

Local Route Improvements

- Sheridan Street
- Sample Road
- McNab Road/Cypress Creek Road
- Commercial Boulevard
- Miramar Parkway/Hallandale Beach Boulevard

New Routes

- Atlantic Boulevard
- Griffin Road
- Sterling Road
- Nob Hill Road
- Flamingo Road
- S.W. 136th Avenue
- Pembroke Road

Routes along Nob Hill Road, Flamingo Road, and S.W. 136th Avenue will connect to routes that serve Miami-Dade County, *providing regional linkages to our neighbors to the south.*

Major Restructuring of Routes

- Hillsboro Boulevard
- Sawgrass/Dykes Road
- Davie Road
- AIA

These improvements will add an additional 166 clean-fuel buses to these routes within the first five years.

New Limited-Stop Type Service Beginning in 2012:

Limited-stop service is a hybrid between local and express service, where the stops may be several blocks to a mile or more apart to speed up the trip. This type of service will be implemented on:

- Federal Highway
- Sunrise Boulevard
- Powerline Road
- Sheridan Street
- Atlantic Boulevard
- Sample Road

These improvements will add an additional 32 clean-fuel buses to these routes beginning in 2012.

Elements of the *MOVING BROWARD PLAN*

Services will be monitored to maintain quality and cost-effectiveness. Modifications will be made as needed to assure residents of high-quality and efficient service.

New bus maintenance facilities will also be developed. The *Moving Broward Plan* also accounts for the replacement of buses consistent with industry practices (typical lifespan of a bus is 12 years). The *Moving Broward Plan* also includes costs for operating the system, which are between \$103 million in 2007 to \$198 million by the year 2030.





Elements of the MOVING BROWARD PLAN

What are the Paratransit Improvements?



Currently, Broward County Transit operates the Transportation Options (TOPS) program for people with disabilities who qualify under the Americans with Disabilities Act of 1990 (ADA) as paratransit eligible. Nearly 16,000 riders are currently certified to use the TOPS program, and another nearly 3,000 are eligible under the Transportation Disadvantaged program. The TOPS program provides essential transportation for people with disabilities who need to travel to school, work, medical services, social or other activities. The service parallels the fixed route bus service throughout the County. During 2005, 962,000 passenger trips were provided for these individuals. Approximately \$20 million was spent on providing these services in 2005.



The *Moving Broward Plan* takes into account the enormous importance of enhancing this service, both on a quality basis and a quantity basis. With the minimal funding for paratransit, Broward County has done the minimum in serving this population. We have an obligation and a responsibility to provide greater service in quantity, in quality, and in

reliability to those individuals that have no other means of traveling from their homes to anywhere in the County.

The *Moving Broward Plan* will allocate almost **\$50 million in the first two years, approximately \$10 million more than is currently allocated**. The investment in paratransit services will increase each year concurrent with the fixed route bus service increases, to an **investment by 2030 of over \$45 million each year**. These funding increases, in current dollars, will provide an extra 125 percent more funds for the TOPS program to both expand the program and enhance quality. The total investment in paratransit services by 2030 will be over \$920 million.

This investment will be used to make improvements in customer service improving reliability, service area coverage, provider response time, and providing additional back-up service when needed. Additional resources will be used to accommodate increases in wages for drivers and support personnel. The ADA paratransit system will continue to grow as the transit system expands, providing additional service to meet and exceed the service standards established for the provision of ADA Complementary Paratransit.



Elements of the MOVING BROWARD PLAN

What are the Community Bus Improvements?

Broward County currently operates Community Bus program that provides localized bus service in 22 communities. Broward County Transit's community bus service is designed to increase the number of destinations within city limits that residents can access through public transit. All community buses connect to BCT fixed routes and are wheelchair accessible and equipped with bike racks. Today, the County spends approximately \$5 million annually in support of the Community Bus program.

The program began as a partnership between the County and Cities that were interested in providing service more tailored to meet the needs of the Cities' local residents. Each City that participates in the Community Bus program creates its own routes and schedules. Broward County pays for a share of the operating costs of the buses, while the participating Cities pay the remainder of the operating cost. Cities have the ability to add any additional service that they like on top of what the County pays for. The buses used for the service is paid for by Broward County through its capital program fund. The Florida Department of Transportation and the Federal Transit Administration are also funding partners

in the program. Buses are replaced by the County based on wear and mileage limits. The Cities that currently provide Community Bus service are:

- Coconut Creek
- Cooper City
- Coral Springs
- Dania Beach
- Davie
- Deerfield Beach
- Fort Lauderdale
- Hallandale
- Hillsborough Beach
- Lauderdale-by-the-Sea
- Lauderdale Lakes
- Lauderhill
- Lighthouse Point
- Margate
- Miramar
- North Lauderdale
- Oakland Park
- Pembroke Pines
- Plantation
- Pompano Beach
- Sunrise
- Tamarac



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The *Moving Broward Plan* will **double the funding for the Community Bus program in the first two years to over \$11 million each year**. Through this funding, participating Cities will be able to extend their daily hours of operation, operating 12-hour days and providing weekend service if they choose. Cities that want to begin the program in their communities will now have the funding available to do so. In the first two years, the number of Community Buses operating in Broward County Cities could increase to 165. By the year 2030, funding for this program would more than triple to over \$18 million annually (or a total of \$352 million since the passage of the sales tax initiative), which will allow for over 260 Community Buses to be operating in our communities. Through the funds provided in the *Moving Broward Plan*, the County will continue to purchase the buses and will continue to provide 50 percent of the funds needed to operate the service. The Cities will then be responsible for the other 50 percent. Cities will be able to use the sales tax revenues that will be returned to them each year and/or existing local funds for their portion of the operating costs.

The County will use funds from the sales tax proceeds to provide the matching share for capital equipment for the Community Bus program, with remaining funding assistance from the Florida Department of Transportation and the Federal Transit Administration. Vehicles will be purchased and replaced through the MPO capital planning

process, and consistent with federal requirements. Performance standards for the Community Bus programs will be developed by mutual agreement between the participating City and the County, and will be expected to vary by community based on level of service and connectivity to the County-Wide transit system.



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What are the Transit Center, Park-and-Ride Lot and Express Bus Improvements?



TRANSIT CENTERS

One of the most important overall objectives of the *Moving Broward Plan* is to provide a multi-modal transportation network that provides greater connections between different modes of travel. One of the most effective ways to provide this connection is through the development of community transit centers. Transit centers provide focal and transfer points for community bus routes, for local and regional routes, and ultimately Bus Rapid Transit and Light Rail Transit when it is developed through this Plan. They can enhance the neighborhoods they serve and can act as stimuli for economic development.

Broward County currently has three transit centers: Lauderhill, West Broward, and Downtown Fort Lauderdale. The *Moving Broward Plan* will **double the number of transit centers in the first two years**, adding three out of the priority candidates including: Hollywood's Young Circle, Pompano Beach Square, Sawgrass Mills, and Coral Springs. Within five years, an additional three transit centers will be developed around the County.

PARK-AND-RIDE LOTS

Paralleling the development of the Transit Centers, will be the development of a series of park-and-ride lots. Park-and-ride lots are generally located in suburban areas and are provided for users of express bus service. The lots are situated between suburban residential areas and a central business district.

The *Moving Broward Plan* will allocate \$30 million in the first two years for the development of Transit Centers and Park-and-ride lots. Another \$15 million will be allocated each year for each of the following four years. An additional \$90 million will be spent on these two elements by the year 2030. By 2030, the *Moving Broward Plan* will dedicate \$180 million for Transit Centers and Park-and-ride lots improvements.

But the park-and-ride lots will not work unless a bus is programmed to operate in conjunction with them. That is where the Express Bus system enters the picture.

Elements of the *MOVING BROWARD PLAN*

EXPRESS BUS

Express bus provides a system of buses that can speed up longer trips, especially in metropolitan areas during heavily-traveled peak commuting hours. The service operates over long distances with very few or no stops between a park-and-ride lot, operating on the freeway, to a central business district. The capital cost to initiate and expand the service is relatively low. The service frequency can be easily adapted to meet peak period, off-peak period and special event demand. Capacity on the buses is somewhat limited by vehicle size.

The *Moving Broward Plan* will include many of the previous proposed concepts for express bus routing along the I-75/Sawgrass Expressway /I-595 corridors. However, the *Moving Broward Plan* will expand upon these routes to ensure that Broward County residents who need to travel longer distances, and *outside* the County, will also be given a choice to not driving their car and sitting in traffic for hours and hours, commutes which are sure to increase along these already over-capacity freeways.

The concept is one of regionalism, a concept that Miami-Dade is already providing in south Broward County through their solely-funded express bus service to downtown Miami.

Broward County has an equal responsibility to provide service for these longer trips as many commuters travel from the western regions of our County south to Miami-Dade and north to Palm Beach.

The *Moving Broward Plan* will include the immediate (within the first year) purchase of 12 express buses:

- Four of which will operate from possible park-and-ride lots in Miramar and Weston south along I-75 to Miami-Dade's Hialeah Metro station.
- Four of which will operate from the same lots in Miramar and Weston north along I-75 and then east along I-595 to downtown Fort Lauderdale.
- Four of which will operate from a park-and-ride lot in Coral Springs along the Sawgrass Expressway to Boca Raton, another major center of employment for many Broward County residents.

Each successive year of the *Moving Broward Plan* will add new express buses for these routes, and/or others as are determined to be necessary. A total of 99 express buses will be purchased by the year 2030.



Elements of the MOVING BROWARD PLAN



What are the Bus Rapid Transit (BRT) Improvements?

Once the immediate improvements (traffic synchronization; fixed route bus and paratransit service increases; enhanced security; and transit centers, park-and-ride lots, and express buses) have been implemented, the **Moving Broward Plan** will begin a more aggressive implementation of even higher-capacity systems. The overall initial intent will be to get projects done as soon we can immediately, and continue increasing these foundational services, and then supplement that foundation with the development of projects that provide even greater frequencies, greater connectivity, and higher capacity services. One of the first elements of the more aggressive program is the implementation of Bus Rapid Transit (BRT).

Bus Rapid Transit is enhanced transit service using low-floor buses operating within a service corridor with a reduced number of stops (typically 1 to 2 per miles), expedited operating speeds due to traffic signal management favoring the buses, on frequent headways (often 5 to 15 minutes apart in peak hours). Vehicles can be modern and train-like in appearance and function. BRT can operate on exclusive transitways, HOV lanes, expressways, or ordinary streets. A regional example of BRT is the South Miami Busway. BRT can consist of dedicated lanes for

all or part of the route and/or elevated or underground separated rights-of-way. The average trip lengths for BRT range between 4 to 6 miles.

Planning and design for the Bus Rapid Transit program will actually begin within the first few years of the **Moving Broward Plan**. While some limited-stop type bus service will be implemented immediately, the most efficient form of a Bus Rapid Transit system is one in which the bus operates in dedicated lanes. Obviously, the concept of a lane being dedicated to buses is one that will require a great deal of planning, design, and engineering, and the concept will need to be carefully developed in coordination with all affected parties (the Cities through which the BRT would travel and who would be effected by the dedication of these lanes, Broward County who would operate the buses, and the Florida Department of Transportation who is responsible for maintenance of our streets).

Elements of the *MOVING BROWARD PLAN*

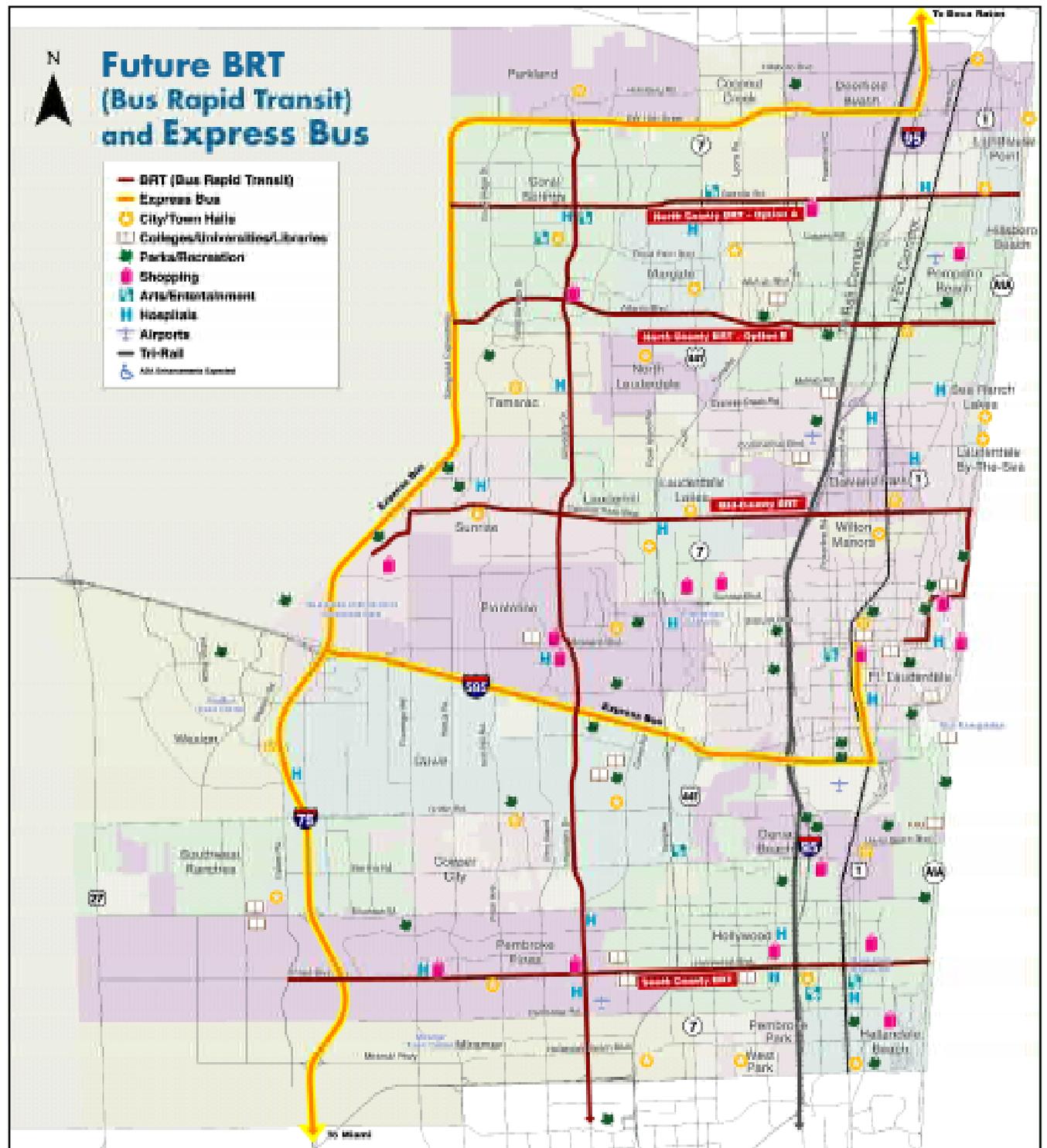
The intent of the *Moving Broward Plan* will be to begin these dialogues early so that opening of the first Bus Rapid Transit line in Broward County will be within the first five years. Three primary corridors will be planned, designed, and implemented as BRT lines:

- A North County BRT line along Sample Road or Atlantic Boulevard
- A Central County BRT line along Oakland Park Boulevard
- A South County BRT line along Pines Boulevard/Hollywood Boulevard



These high capacity, high speed BRT lines will provide integral east-west linkages between the north-south arteries: the SR 7/441 Light Rail Transit corridor when it is completed, the existing Tri-Rail corridor, the FEC corridor when it is developed, I-95, and I-75.

Approximately \$780 million will be allocated to developing the Bus Rapid Transit lines, with funding beginning as early as 2008. When completed, Broward County will have over 39 miles of Bus Rapid Transit.





Elements of the MOVING BROWARD PLAN

What are the Light Rail Transit (LRT) Improvements?



Light Rail Transit (LRT) is a flexible transportation mode which consists of a system of light-weight passenger rail cars operating singly or in short, two-car trains, on fixed rails in right-of-way that is not separated from other traffic for much or all of the way. LRT can operate in mixed traffic on tracks embedded in the street (like streetcars), on an at-grade right-of-way with street and pedestrian crossings, or on a fully segregated exclusive right-of-way. A distinction of light rail vehicles is that vehicles draw power from an overhead electric line via a trolley, pantograph or catenary wire. Station spacing can be .5 to 1.5 miles depending on the type of service being provided. Line haul, longer service can be served with traditional light rail, whereas, short distance service can be provided by streetcar light rail. The average trip length is 4.4 miles.

To initiate the *Moving Broward Plan's* component of Light Rail Transit, a starter segment will be engineered and constructed using only local funds generated from the penny sales tax revenues. This starter segment will allow for an accelerated start of the Light Rail Transit system and will not require that we wait to initiate and complete the federal funding process.

An initial 12-mile segment will be constructed on SR 7, within the first five years of the *Moving Broward Plan* implementation. This segment will extend along SR 7 from I-595 to Atlantic Boulevard. For this initial segment, \$600 million will be allocated from the *Moving Broward Plan*. Completion of this segment will be 2012.

The next segment of the LRT system will extend from SR 7 along Broward Boulevard to Fort Lauderdale-Hollywood International Airport. This segment will be an additional 6 miles in length and an additional \$300 million will be allocated to construct this line. Completion of this segment will be 2013.

After completion of this line, high capacity improvements will be implemented along the FEC. These are discussed in the following section.

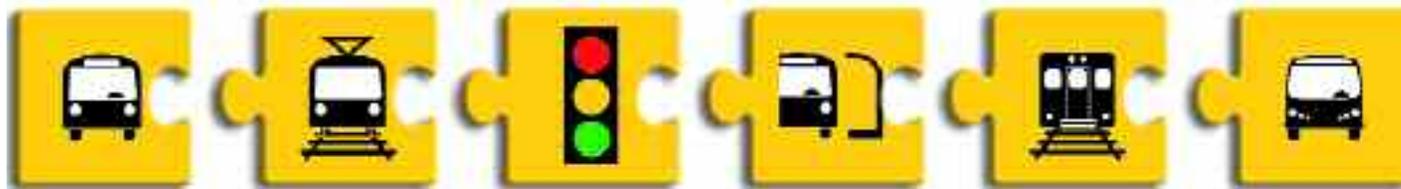
An additional two miles will extend the LRT system along I-595 to University Drive. This segment will be funded with a total of \$100 million from the fund. This line will be completed by 2014.

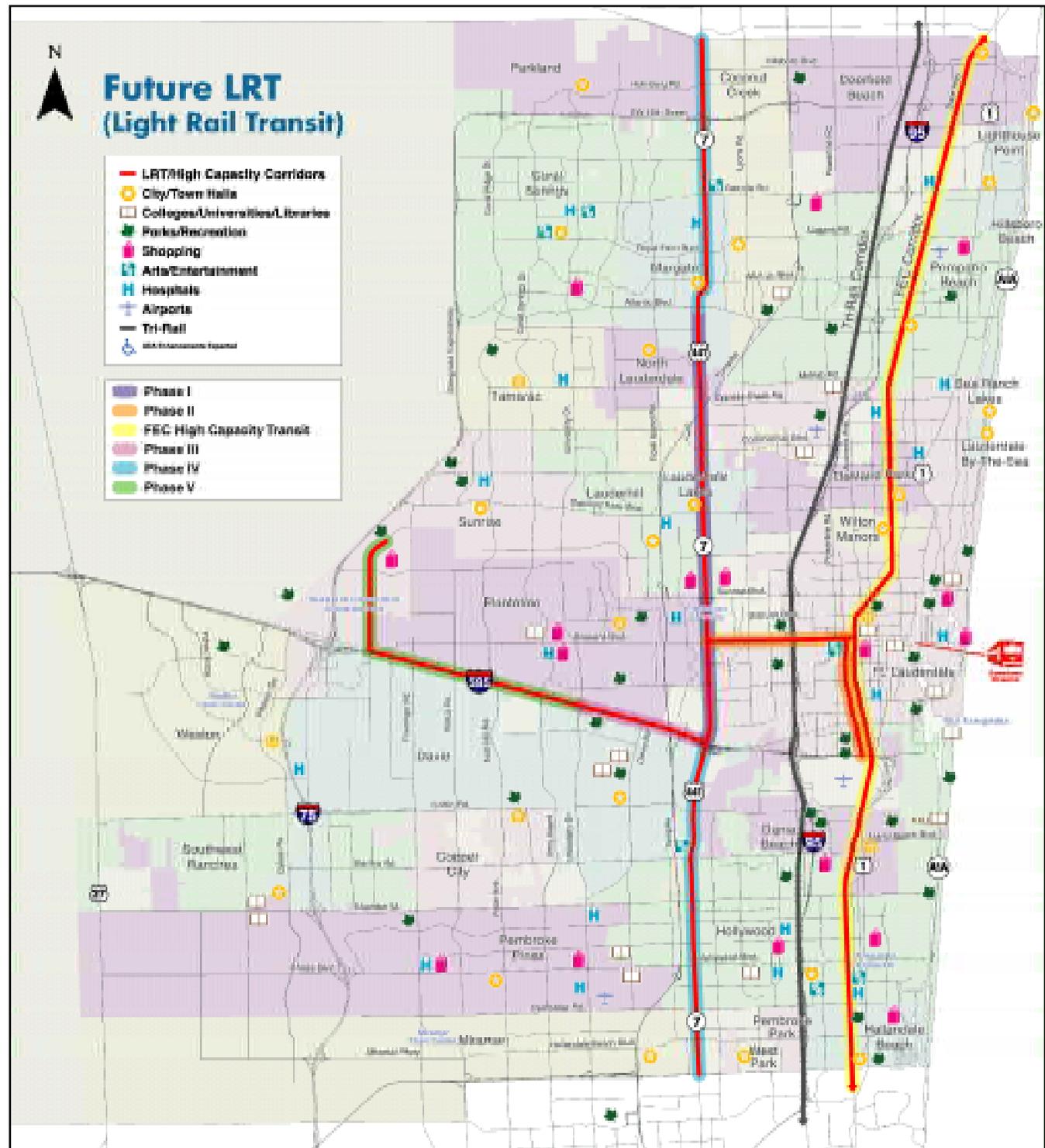
An additional 10 miles of the LRT system along SR7 will extend to both adjacent county lines. A total

Elements of the *MOVING BROWARD PLAN*

of \$500 million will be allocated for these segments. The remainder of the LRT system will be constructed along the I-595 from University Drive to Sawgrass Mills/Bank Atlantic Center by the year 2029. The *Moving Broward Plan* will allocate \$650 million for this 11-mile segment.

A total of \$1.65 billion will be allocated for the Light Rail Transit system by the year 2030.







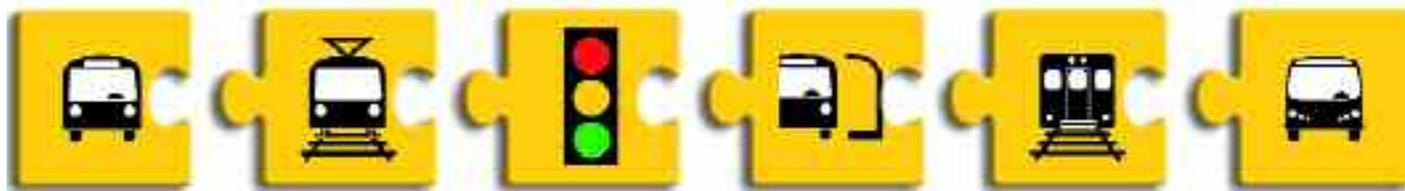
Elements of the MOVING BROWARD PLAN

What are the FEC High Capacity Improvements?

The Florida East Coast (FEC) Railroad is an approximately 82-mile rail corridor extending from Miami-Dade to Jupiter in Palm Beach County. Approximately 25 miles are within Broward County. The FEC is an active freight corridor, which once also had passenger service. The Florida Department of Transportation is currently studying the potential for re-instituting passenger rail on the corridor to serve the numerous residents and businesses that are adjacent to its tracks. The current study is expected to be completed in 2007. Given that the conclusions of that study are not known at this time, it is difficult to assume what type of high capacity transportation might ultimately be implemented on this corridor.



For purposes of the *Moving Broward Plan*, it is assumed that a high capacity system will be implemented in this corridor. The cost to construct per mile will be assumed to be between that of Bus Rapid Transit (at \$20 million per mile) and Light Rail Transit (at \$50 million per mile). The Plan's budget therefore assumes \$25 million per mile to construct this segment. A total of \$625 million will be allocated from the *Moving Broward Plan* for this 25-mile segment. The development of this corridor will be completed by 2018.



Elements of the MOVING BROWARD PLAN

What are the Downtown Streetcar Improvements?



The Downtown Streetcar consists of the 2nd Street Rail Link and the CBD (Andrews Avenue and Northeast 3 Avenue) Rail Link. According to the Fort Lauderdale Downtown Development Authority (DDA), components of the rail system will include an environmentally friendly system that travels on a fixed rail, an enhanced pedestrian streetscape which includes wider sidewalks, paving patterns, cross walks, lighting, street furniture and shade trees, and an Intelligent Transportation System including informational kiosks at the transit stops which provide “real time” information on the transit route and the arrival of the next vehicle, and signal preemption.

The DDA is already planning a 3-6 mile system that will run from near Fort Lauderdale - Hollywood International Airport, through the downtown and northward towards Sunrise. The system will be developed in phases. There have been funds earmarked by Congress for this project that has just started detailed planning.





Elements of the MOVING BROWARD PLAN

What do the Cities Receive?



The Cities will receive benefits in several ways:

- Ten percent from the total revenues generated by the penny sales tax will be distributed directly to the cities based on their population. With estimated annual sales tax revenues of \$260 million, a total of \$26 million would be distributed to the Cities. With this amount in cash, the cities can further leverage their share by bonding, at a conservative ratio of 15 to one, increasing the available \$26 million to almost \$400 million for transportation projects of their choice.
- Each City will also benefit from the 10 percent that is set aside for County-wide traffic signal and traffic flow improvements (traffic synchronization).
- Each City will also benefit from the County-wide transit projects that are paid for by the remainder of the sales tax revenue. These projects, including the overall bus service improvements, paratransit enhancements, Bus Rapid Transit (BRT), and Light Rail Transit (LRT) projects will extend across multiple jurisdictions.

The Cities will have the discretion to spend their 10 percent on any transit and/or transportation-related improvement of their choosing in their community. Some of the projects that the Cities can allocate their funds toward include:

- Roadway improvements
- Sidewalks
- Local signal improvements
- Bikeways
- Trails
- Transit facilities, vehicles, and service.

The Cities will also be able to use their 10 percent allocation to retire debt used to fund eligible transportation projects.

The table that follows lists the direct distribution that will be allocated to each City. A more detailed listing of the specific projects that will be within each City, or will affect each City, will appear in the Plan once the input from the communities has been received.

As shown in the table, each City will receive an annual distribution of 10 percent from the total revenues generated. All municipal allocations will be made by formula based on annual population estimates provided by Bureau of Business and Economic Research (BBER) of the University of Florida. It should be noted that no allocation was made to the unincorporated portions of the County as it was assumed that these areas would be annexed into adjacent Cities before the implementation of the *Moving Broward Plan*.

Elements of the MOVING BROWARD PLAN

City	2005 Pop. (Est.)	Percentage of Allocation based on Population	Distribution from \$26 M Pool
Coconut Creek	48,340	2.85%	\$741,010
Cooper City	29,369	1.73%	\$450,201
Coral Springs	126,852	7.48%	\$1,944,531
Dania	28,647	1.69%	\$439,134
Davie	83,726	4.94%	\$1,283,447
Deerfield Beach	75,160	4.43%	\$1,152,137
Fort Lauderdale	171,344	10.10%	\$2,626,555
Hallandale Beach	35,716	2.11%	\$547,495
Hillsboro Beach	2,302	0.14%	\$35,288
Hollywood	143,025	8.43%	\$2,192,449
Lauderdale-by-the-Sea	6,278	0.37%	\$96,236
Lauderdale Lakes	32,166	1.90%	\$493,077
Lauderhill	58,637	3.46%	\$898,854
Lazy Lake Village	34	0.00%	\$521
Lighthouse Point	10,833	0.64%	\$166,060
Margate	54,982	3.24%	\$842,826
Miramar	108,387	6.39%	\$1,661,479
North Lauderdale	40,925	2.41%	\$627,345
Oakland Park	31,803	1.88%	\$487,512
Parkland	20,073	1.18%	\$307,702
Pembroke Park	5,778	0.34%	\$88,572
Pembroke Pines	151,045	8.91%	\$2,315,389
Plantation	85,157	5.02%	\$1,305,383
Pompano Beach	101,712	6.00%	\$1,559,157
Sea Ranch Lakes	730	0.04%	\$11,190
Southwest Ranches	7,447	0.44%	\$114,156
Sunrise	89,736	5.29%	\$1,375,575
Tamarac	58,711	3.46%	\$899,989
Weston	61,042	3.60%	\$935,721
West Park	13,721	0.81%	\$210,331
Wilton Manors	12,439	0.73%	\$190,679

Schedule of the MOVING BROWARD PLAN

When will the Improvements in the Moving Broward Plan be Made?

The schedule for implementation of the improvements in the *Moving Broward* Plan will be aggressive, as described below, with significant improvements in the transit system being made immediately - beginning six months following the passage of the penny sales tax measure. The significant revenue generated by the penny sales tax will enable Broward County to bring to its citizens a vastly improved and fully integrated transit system, and major traffic flow improvements, within the first five years following passage.

In addition to the immediate and short-term improvements, work will begin immediately on the long-range improvements, such as the LRT and BRT components of the Plan that will require extensive planning, public input, coordination with FDOT, adherence to a lengthy federal process, and long design and construction periods. A description of the Plan improvements that will be implemented within each timeframe follows.

- **Immediate improvements**, those that will be completed within the first two years, will include increases in peak period and off peak/weekend bus service frequencies on

routes along Federal Highway, University Drive, Hollywood/Pines Boulevard, State Road 7, Broward Boulevard, Sunrise Boulevard and Oakland Park Boulevard with the addition of 78 new clean fuel buses.

Additionally, 12 new coach-type buses will be purchased to provide Express Bus service from new Park and Ride facilities on the west side of the county--in places like Miramar, Pembroke Pines, Southwest Ranches, Weston, Sunrise, Coral Springs, and Parkland—to Miami, downtown Fort Lauderdale and Boca Raton via I-75, the Sawgrass Expressway and I-595.

Other immediate improvements will include the advancement of much needed County-Wide traffic signal synchronization and the doubling of funding for Community Bus. The county will also begin major traffic flow and street improvement projects, and planning will also begin for the SR 7 Phase I LRT as well as the Mid-County BRT project.

- **Short-term improvements**, those that will be completed within five years, will include the improvement of bus service on 19 more bus routes, and the addition of six new routes

Schedule of the *MOVING BROWARD PLAN*

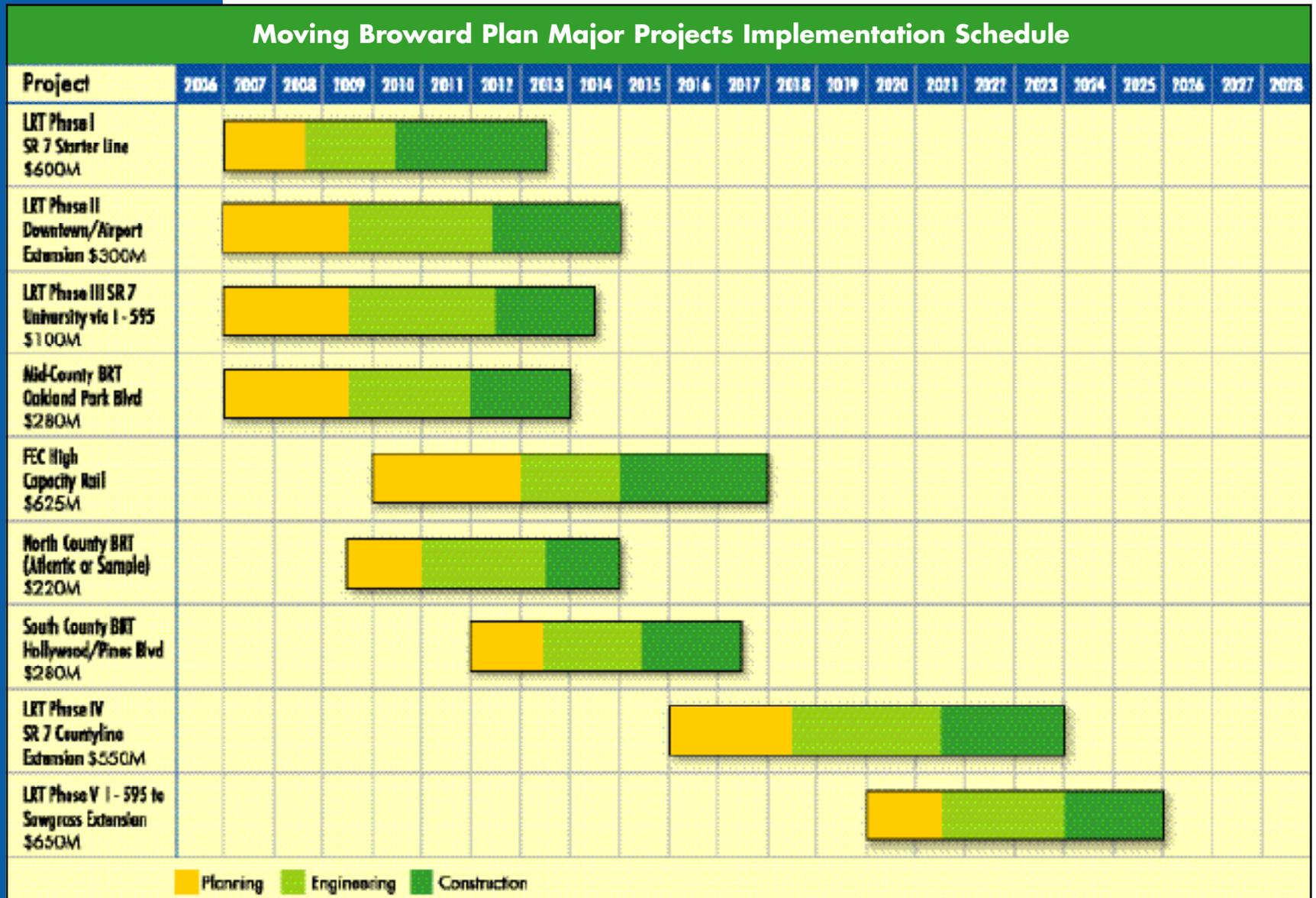
with the purchase of 166 more clean fuel buses. With the distribution of 10 percent of the penny sales tax proceeds annually to the cities, local street improvements and other amenities will begin to be implemented. Additional Express Bus service and construction of Phase I of the SR 7 LRT will begin.

- **Long-range improvements**, those that will be completed beyond the first five years, will include the build-out of the LRT system and the various BRT routes. Additional bus purchases will bring the fleet up to 596 standard vehicles and 99 BRT/Commuter Express buses by the year 2030. Additional service will be provided on all existing and new routes, as well as, expanded Express and Limited service will be provided. At the local level, the distribution to the cities over time will enable major improvements to streets and roadways as well as passenger amenities.

The chart which follows, provides a comparative schedule for the planning, engineering and construction of the major capital projects that are components of the Moving Broward Plan.



Schedule of the MOVING BROWARD PLAN





Cost of the MOVING BROWARD PLAN

What will the Moving Broward Plan Cost?

The total cost of the *Moving Broward Plan* through the year 2030 will be \$12.6 billion, which includes all of the Capital costs for the Plan's implementation (construction of major projects and purchase of new equipment) as well as the operating costs of the expanded transit system through the period. The discussion which follows, and the charts below illustrate the costs for the various system components, and the sources of funding including how the proceeds from the penny sales tax will be spent.

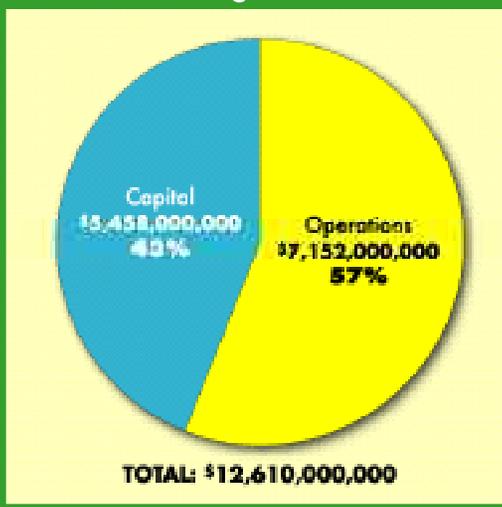
Transit Capital Improvement Costs

The *Moving Broward Plan* will feature a number of major capital improvements between now and 2030, as described in the "Overview of the Initiative and *Moving Broward Plan*" section of this Plan. The costs listed below and illustrated on the Chart represent total capital costs of \$5.46 billion for the period 2007-2030 in constant dollars (2005-06) and includes funding of these program components from federal and state formula programs as well as the penny tax and other county sources:

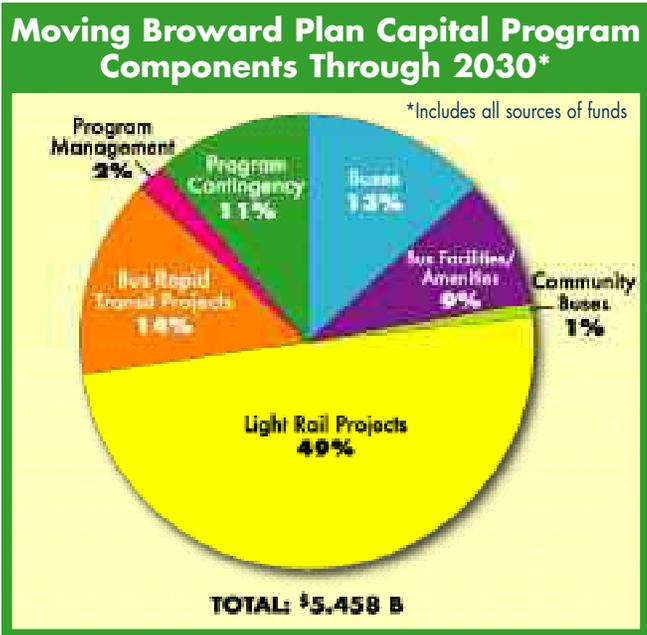
- Bus fleet expansion from 308 to 596 standard coaches, and the addition of 99 commuter and BRT vehicles including normal vehicle replacement: \$721 million.

- Community bus fleet expansion from 65 units today to over 260 buses. Since the service life of these buses is about 6-years, over the period over 1000 units will be purchased under a normal replacement cycle. The total cost for this component of the program is \$61 million. This cost represents the County share for the purchase of the Community Bus vehicles, assuming that Community Bus is expanded in existing Cities and added to Cities that currently do not have Community Bus.
- \$170 million will be spent to upgrade existing and develop new bus garages.
- \$180 million will be spent to upgrade the existing transit centers; develop 8-10 new centers, and develop park-and-ride lots.
- \$136 million is budgeted for passenger amenities such as upgrades to bus stops, shelters, sidewalks, and information systems.
- Nearly \$2.7 billion is programmed for major Light Rail (LRT) and high capacity transit lines. Another \$780 million is budgeted for Bus Rapid Transit projects on major corridors throughout the county. These projects will be funded using State and Federal funds to cover nearly 64 percent of their cost and County funds the balance. It is anticipated that the State Road 7, 12-mile starter LRT project

What is the Total Cost of the Program Through 2030?



Cost of the MOVING BROWARD PLAN



would be financed with only State and local funds that can then be used as the local match to future Federal grants. Some of the remaining phases of the LRT and the BRT projects are anticipated to qualify for Federal Transit Administration "New Starts" funds (under Section 5309, discretionary funds). A premium over-match – about 37.5 percent is budgeted versus the standard 25 percent to improve Broward County's chances of gaining project approvals and a share of the New Starts funding pool.

- \$611 million has been budgeted for program contingency to meet FTA's capital funding

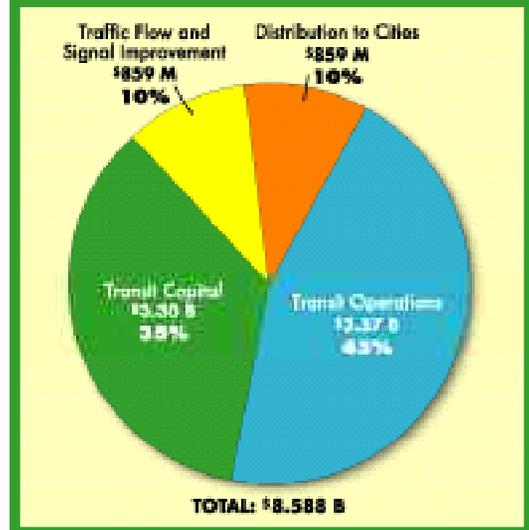
standards. Grantees are required by FTA to meet strong financial qualifications and this budget is designed to show that there are dedicated funds for the transit improvement program – including buses, plus a contingency to meet unforeseen problems.

Direct Distribution to the Cities, County-Wide Traffic Synchronization And Roadway Improvement Costs

The *Moving Broward Plan* proposes that ten percent of the penny sales tax proceeds be distributed directly to the Cities for discretionary transit and/or transportation related improvements for their specific community. Funding allocations will be based on population. In the first year, the allocation to the cities will be \$26 million. An estimated \$859 million will be allocated to the Cities by 2030.

The *Moving Broward Plan* proposes that ten percent of the penny sales tax proceeds be distributed directly to the Cities for discretionary transit and/or transportation related improvements for their specific community. Funding allocations will be based on population. In the first year, the allocation to the cities will be \$26 million. An estimated \$859 million will be allocated to the Cities by 2030. Should the

Where will the Sales Tax Proceeds Go?



Cost of the MOVING BROWARD PLAN

Cities elect to leverage these funds through bonding, over \$400 million per year could be available to fund local transportation projects.

Transit Operations Costs

By 2030, annual transit operating costs will grow considerably as a result of the increased services to be provided. It will take an estimated \$7.1 billion to operate all the existing and new transit services programmed. The County's budget in 2005-2006 was about \$100 million – with about 20 percent of these operating funds coming from passenger fares and the rest from County General funds, Local Option Gas taxes and dedicated state and Federal grants for transit. The *Moving Broward Plan* will include the following:

- By 2030, yearly bus operating and maintenance (O&M) costs will grow to over \$205 million
- ADA paratransit costs will grow from about \$20 million in 2005 to over \$45 million
- Community Bus costs will grow from about \$4.5 million in 2005 to nearly \$19 million annually by 2030
- The cost to operate new rail and high-capacity transit systems is estimated at \$82.5 million in 2030;
- A transit security program will be established in the first-year that will grow from \$4 million to almost \$10 million annually in 2030

- Six percent of O&M funds are set aside for program administration costs.
- By 2030, the total transit O&M costs will be about \$383 million annually, including the operating costs dedicated to Para transit and Community Bus services – compared to \$100 million in 2005.
- The dedication of these funds will serve as evidence to the FTA of the County's ability to fund the operation of existing transit services, expanded transit services and new LRT, BRT and high-capacity transit services. This evidence is required by FTA in order to obtain Federal New Starts funding grants for major capital projects.



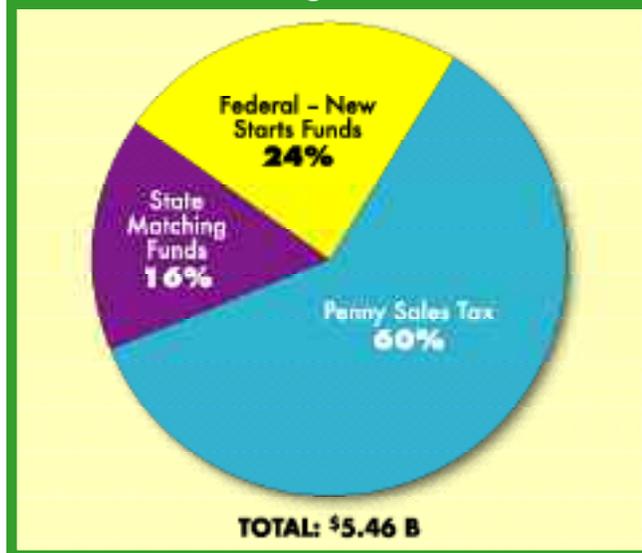
Cost of the MOVING BROWARD PLAN

Funding the Program

Funding for implementation of the *Moving Broward Plan* will come from several sources:

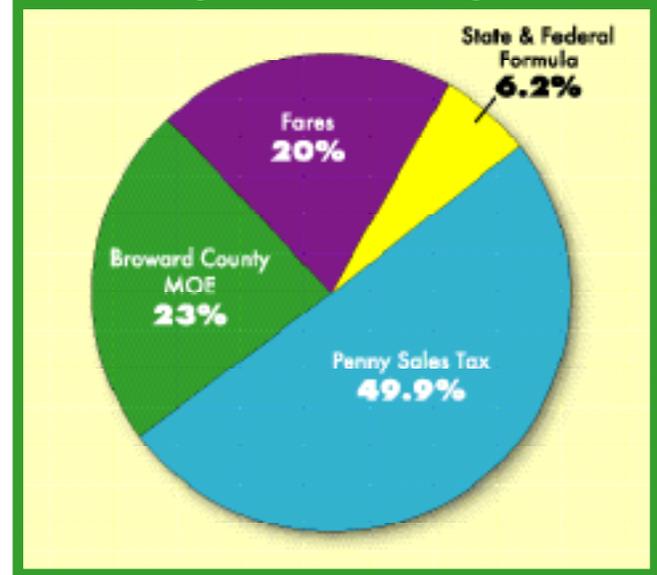
- It is estimated that the penny sales tax will provide over \$3.5 billion toward operating costs over the Plan period and \$3.3 billion for capital projects and vehicle purchases through 2030. Tax revenues generated beyond 2030 will allow the system to continue to be operated and maintained in a state of good repair, and will provide continuing capital matching funds for system enhancement and expansion.

Funding Sources for the Capital Projects in the Moving Broward Plan



- An additional \$1.5 billion in funding will come from farebox revenues, which will grow over the period to cover approximately 30 percent of operating costs.
- Broward County will continue to contribute “maintenance of effort (MOE)” funding for transit from existing general fund and local option gas taxes (LOGT), and the municipalities will continue to contribute to Community Bus operations. Over the period 2007 through 2030, the County MOE is proposed to be “frozen” at \$70 million per year, for a total of over \$1.6 billion. These sources are vital to plan integrity and meeting both capital and operating and maintenance (O&M) needs.
- For capital projects, funding will also come from state and Federal grants. For the major projects, FTA New Starts (Section 5309) funding will be sought in the amount of \$1.3 billion, representing 37.32 percent of the capital project costs. An additional 25.36 percent will come from State of Florida matching funds. Federal “Formula” grants under Section 5307 will provide another \$264 million for capital projects.

Transit Operations Funding Sources



Accountability of the MOVING BROWARD PLAN

What are the Transit and Transportation Trust and the Citizen's Oversight Committee?

THE TRANSIT & TRANSPORTATION TRUST

People for Progress recommend a trust account be established for the receipt and distribution of revenues generated by the penny sales tax. This account shall be maintained separately from any and all other county revenues and shall be appropriated exclusively for projects approved and incorporated in the *Moving Broward Plan*.

Ten percent (10%) of the revenues generated by the transit sales surtax will be distributed directly to the cities incorporated in Broward County based upon population. Revenues received by each city can be appropriated for projects as they deem necessary but only for transportation or transit purposes. Use of these revenues for any other purpose will result in forfeiture.

THE CITIZENS INDEPENDENT OVERSIGHT COMMITTEE

People for Progress recommend an independent oversight committee be established to supervise, monitor and annually audit the revenues

generated by the transit sales surtax and cause for an Annual Report be prepared and distributed to the citizens of Broward County. The committee members shall be appointed by the Board of County Commissioners.

This independent oversight committee shall consist of nine (9) members. These members will be selected from applications submitted by registered voters of Broward County and should represent the broad diversity of the County.

Applicants for the oversight committee shall possess the requisite skill sets and experience consistent with the financial, construction and operational aspects of the *Moving Broward Plan*. Appointments shall be made from the following categories:

- One (1) member of organizations representing the engineering community interests in Broward County;
- One (1) member of organizations representing the urban/transportation planning community interests in Broward County.
- One (1) member of organizations representing environmental interests in Broward County.

Accountability of the MOVING BROWARD PLAN

- One (1) member of organizations representing banking interests in Broward County.
- One (1) member of organizations representing financial management and accounting interests in Broward County.
- One (1) member of organizations representing construction interests in Broward County.
- One (1) member of organizations representing transit/transportation management interest in Broward County.
- One (1) member with experience and knowledge of federal and/or state programs supporting local governments in their transportation planning, design, and construction efforts.
- One (1) member representing the community-at-large.

The oversight committee will work in concert with the goals and objectives of the long range transportation plan of the Metropolitan Planning Organization (MPO) and the Broward County Transportation Investment Plan.

They will review projects and proposals on a monthly basis, make necessary recommendations and cause to have an annual report of the activities of the trust consistent with accepted auditing guidelines.

People for Progress further recommend that each member of the Citizens Independent Oversight Committee be free of any perceived or real conflict of interest and declare same in a signed statement.

The selection review committee should be comprised of nine (9) members:

- Five (5) appointed by and representing the Broward County Commission.
- Three (3) appointed by and representing the Broward League of Cities.
- One (1) representing the community-at-large.

While advisory in nature, People for Progress recommend the members of the Citizens Independent Oversight Committee serve a three year term.

Accountability of the *MOVING BROWARD PLAN*

Will the Public be Able to Track the Progress?

Two elements are incorporated into the *Moving Broward Plan* that will provide the opportunity to track the progress of implementation.

The first is that each year, the Citizen's Trust will publish an annual report that will specify the status of projects, programs, operations, municipal participation, progress made in implementation, matching funds attracted from state and federal sources.

An annual fiscal and compliance audit will be performed according to generally accepted accounting standards and Government Auditing Standards issued by the Comptroller of the United States by the South Florida Regional Planning Council, as an independent planning organization, to gather the status information from the participating local governments, as well as the progress towards implementation of the *Moving Broward Plan*. The audit will confirm that the requirements of the sales surtax have been met. Additionally, at any time, the County Auditor will have the authority to request and review specific information to ensure that funds are spent in accordance with the provisions of State Statute.





Management of the MOVING BROWARD PLAN

How will the Moving Broward Plan be Managed?

Implementation of the *Moving Broward Plan* will be one of the largest and most complex undertakings ever attempted by Broward County. It will involve extensive planning and coordination among several state and county agencies as well as the involvement of numerous private and public organizations. It will also include the largest outreach and public participation/involvement program in the county's history. Managing this effort will require a management organization that is highly skilled and experienced in major program implementation.

Currently, transportation planning in Broward County is not unified, with various projects and service improvements proposed within this *Moving Broward Plan* under study by different agencies. Agencies involved in transportation planning include: the Broward County MPO, Broward County Transit (BCT), the South Florida Regional Transportation Authority (SFRTA), and the Office of Multi-Modal Planning at FDOT District 4.

The Broward 2030 Transportation Plan was developed by the MPO. The recently completed Broward County Transit Development Plan, which covers improvements to the bus system, was developed for FDOT by a consultant under

the management and guidance of BCT and the MPO. The Broward Central LRT study and the FEC Corridor study are being managed by, FDOT. As the *Moving Broward Plan* and the supporting penny sales tax measure is advanced to Broward County Board of Commissioners for approval, the advent of this major new source of revenue provides an opportunity to unify the County's planning efforts under a single focused leadership. For the *Plan's* implementation, **People for Progress** recommends that Broward County designate a single, focused organization accountable to the taxpayers and their elected officials. None of the organizations currently involved in the various transit studies are ideally suited to the stewardship of the entire *Moving Broward Plan's* implementation.

FDOT's office of Multi-Modal Planning is a planning organization, and while FDOT as an agency has extensive experience in managing the design and construction of major roadway projects, other than the initial implementation of Tri-Rail commuter service, it has no experience in the development of Bus and Rail transit or with the FTA New Starts program. As a state agency, FDOT is also not accountable to the Broward County Commission. Further, as primarily a highway builder, FDOT has no formal rela-

Management of the MOVING BROWARD PLAN

tionship with the Federal Transit Administration (FTA), the agency through which federal grants for public transit flow, and is not certified to be a grant recipient.

As a subsidiary division of the County's Community Services Department, the Broward County Mass Transit Division is primarily an operating agency, and has no experience in the management of planning, design or construction of major capital projects and BRT or rail systems. The agency's planning expertise is primarily focused on bus scheduling and route improvements. The BCT Development Plan for FY2005-2009, was developed in collaboration with the MPO. BCT will continue to play a key role in the operation of the transit system, however it is not organized or equipped to manage the overall program.

The SFRTA is South Florida's only regional transit agency, providing commuter rail service to Miami-Dade, Broward and Palm Beach counties. The agency also operates a shuttle bus system serving its stations and provides intermodal connections for each of the three counties' bus systems. SFRTA is governed by a board consisting of county commissioners and business representatives from the three counties, two appointees of the governor, and one FDOT District secretary. The SFRTA has recent experience with

major construction projects; the double tracking of the line and numerous new station projects, and it has a regional mandate for transit planning. It could be a candidate for overall plan manager. Being a regional agency however, requires that all decisions and expenditures be a consensus of the Board, which is only partially accountable to the Broward County Commission and taxpayers.

The passage of the sales tax measure and the implementation of the *Moving Broward Plan*, presents the unique opportunity to bring together all of the transit planning activities within the county under one organization. This unified approach would ensure that all of the projects and system improvements funded by the *Plan* are complimentary and well coordinated, resulting in the seamless public transportation system that the *Plan* promises. It is the recommendation of the **People for Progress** that the Broward County Commission consider the establishment of a new agency, modeled after other successful transit program organizations around the country, to complete the detailed planning and implementation of the *Moving Broward Plan*.

Key Elements of an Implementing Organization

In establishing a new organization to implement a multi-billion dollar program such as the

Management of the MOVING BROWARD PLAN

Moving Broward Plan, finding a senior executive with the appropriate experience is the first step. An “Executive Director” for the new agency must be a visionary, but also a pragmatic builder, who can not only manage an internal and consultant staff, but is adept at building support among external stakeholders and the general public. The Executive Director will be the county’s top transit chief accountable for the Plan’s implementation and its contact person for dealing with state and federal funding and regulatory agencies. For a planned transit program the size of Broward’s, a national search for such an individual would be appropriate.

The Executive Director for the Moving Broward Program should be brought in at a very high level of the county government, equivalent to an Assistant County Administrator, the Airport Director, or Port Director. Key functional units under this new position would include:

- *Planning*, consolidating the various public transportation planning groups currently dispersed to several entities.
- *Finance and Administration*, responsible for the program’s budget, management of the program’s finances including state and federal grants; and Procurement Services for administration of the professional services contracts needed to support the program as well as the

contractors and vendors building the projects and supplying vehicles and equipment.

- *Engineering and Program Management* responsible for the design of transit facilities and systems and the management of the overall program’s design and construction.

The new department would be totally focused on the implementation of the program and would be the administrator of the sales tax proceeds, distributing them as appropriate to the cities and operating agencies in accordance with the Plan. The new Transit Department would ensure that local transit projects funded by the program are compatible with the overall Master Plan for the county and the region. Oversight of the Department would be provided by the Broward County Commission, with input from the Citizens’ Independent Oversight Committee. Operations of the county’s bus system would remain with the current operating department, BTC, which would expand as appropriate to handle new services. Close coordination between the new agency and BCT would ensure that the system operator provides the operational input needed to the program.

A SUCCESSFUL MODEL

This type of program-oriented organization has been used in many cities at the beginning of a

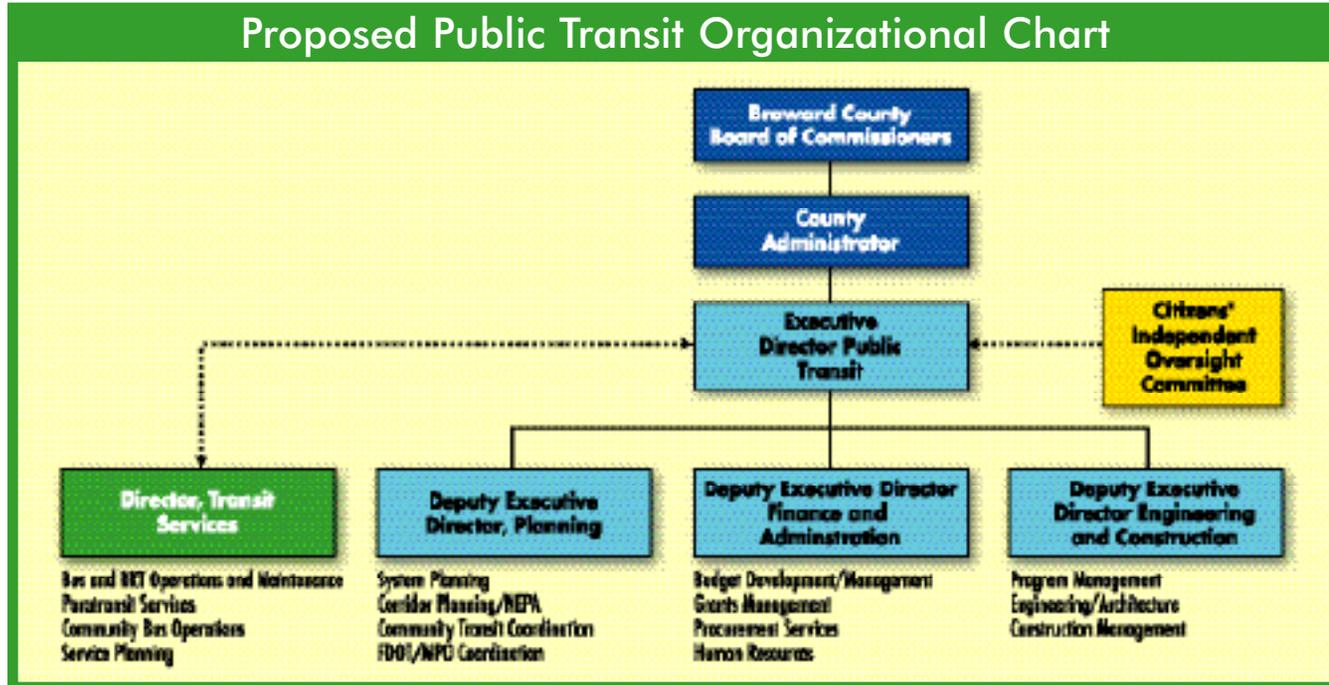
Management of the MOVING BROWARD PLAN

major transit program. In the mid 1970's, this model was utilized to start up and implement the Miami-Dade Transit (then Dade County) Metrorail system. A core staff of key professionals led the program supported by several consultant teams. As the program was built out, the organization evolved from a design and construction management operation to an operating organization.

In Broward County, the largest capital program to date has been the Airport Expansion Program.

On that program, the Aviation Director, who is a high level executive, has a Deputy Director responsible for the management of the program. Day to day airport operations and minor capital projects are handled by a separate Deputy Director. With this separation of responsibility, the expansion program is unencumbered by the day to day issues that arise in operating the airport, and there is a clear focus on the implementation of the program.

A model organization chart for the proposed new Public Transit organization is shown below.



Charter County Transit Sales Tax Specifics

Section 212.055(1) of the Florida Statutes allows charter counties, with voter approval, to impose a discretionary sales surtax of up to one-percent (one cent) for transit and transportation projects. Sales surtax proceeds may only be used for transit and transportation purposes specified in Statute including:

- Development, construction, operation and maintenance of roads and bridges.
- Expansion, operation and maintenance of a bus system.
- Expansion, operation and maintenance of a fixed guideway rapid transit system (light rail, rail, monorails, automated people movers, etc.).
- Payment of principal and interest on bonds issued for construction of fixed guideway rapid transit systems, bus systems, roads and bridges.
- Pledge for county bonds needed to refinance existing bonds or new bonds issued for construction of fixed guideway rapid transit systems, bus systems, roads and bridges.

The Office of the County Attorney's opinion is that no more than 25 percent of sales tax proceeds may be used for "non-transit" purposes (roads and bridges) while the remaining 75 percent must be used for transit-related projects and activities.

A referendum is required before the County may impose the penny sales tax. The referendum may be held on any date set by the County Commission as long as the County provides proper notices required by Section 100.342, Florida Statutes. The County may hold the referendum during a general election, separate election or by a mail ballot.

January 1 is the date on which the penny sales tax may take effect. Prior to the imposition of the penny sales tax, the Board of County Commissioners will have to take the following actions:

- Notify the Florida Department of Revenue by October 1 if the referendum or consideration of the ordinance that would result in the imposition of the penny sales tax is scheduled to occur on or after October 1.
- Notify the Florida Department of Revenue of the imposition of the penny sales tax within ten days after the final adoption by ordinance or referendum of the imposition of the penny sales tax, but no later than November 16 prior to the effective date.
- Enact an ordinance levying the penny sales tax.

Appendix

Revenue Estimate and Allocation

If approved by the voters on November 7, 2006, a penny sales tax could generate \$261 million per year beginning January 1, 2007. The Florida Department of Revenue will administer, collect and enforce the penny sales tax. Funds will be remitted by the State to the Board of County Commissioners which will, in turn, deposit them in a specially-designated account.

Revenues from the penny sales tax will be used for transportation purposes only and within the limitations of Florida Statute Section 212.055(1). As required by Statute, a minimum of 75 percent of the proceeds must be allocated for public transportation projects.

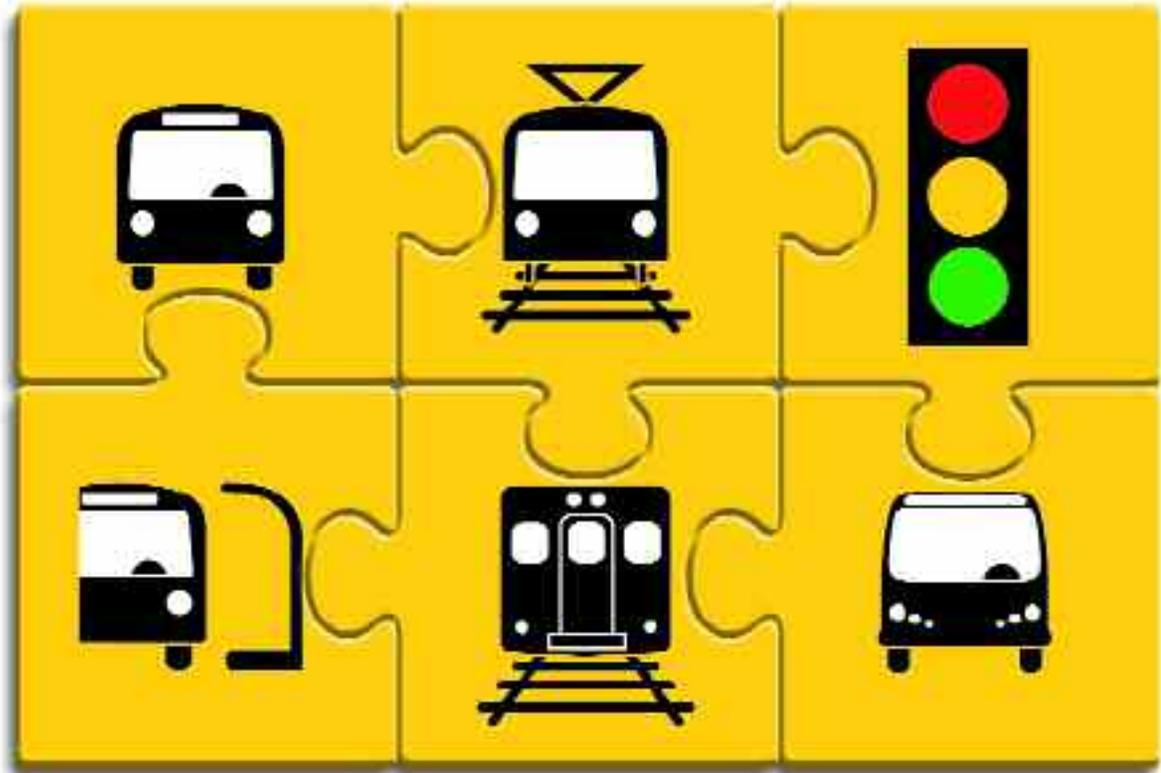
The table below identifies the potential 2007 revenue yields allocated between transit and non-transit purposes.

Allocation	Penny Sales Tax
Public Transportation Projects (75%)	\$197,750,000
All Transportation (25%)	<u>\$65,250,000</u>
Total	\$261,000,000

Exemptions

As with other sales taxes, food, prescription medicines, health services, residential rents, and other items specified in Florida Statutes, are exempt from the penny sales tax, including:

- The sales amount above \$5,000 on any item for tangible personal property.
- General groceries.
- Medicine dispensed according to an individual prescription and medical products and supplies such as medical appliances, common household remedies, prescription eyeglasses, dentures, and orthopedics.





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