

**Summary of Discussion  
Broward County Charter Review Commission  
Transportation Subcommittee Meeting  
Thursday, June 7, 2007- 10:00 AM - 12:00 PM  
Governmental Center Room 430**

**Members Present:**

Michael Buckner, Esq., Chair  
Ted Mena, Vice Chair  
David Esack  
H.K. "Petey" Kaletta  
Jodi Jeffreys-Tanner  
Commissioner Hazelle Rogers

**Members Absent:**

Bruce Rogow, Esq.

**Others Attending:**

James Cummings, CEO, James A. Cummings, Inc.  
Roger Del Rio, Director, Metropolitan Planning Organization  
Mayor Josephus Eggleton, Broward County  
Chedley Etienne, Administrative Assistant, CRC  
Yolanda Grooms, Administrative Specialist, CRC  
Maria Gross, Assistant Director, CRC  
Dan Glickman, Deerfield Beach, FL  
Phyllis A. King, Transcriber, PKING Consulting  
Commissioner Ilene Lieberman, Broward County  
Ms. Lisa Vondrak, News-Abstracts.com  
Patricia G. West, Executive Director, CRC

(A copy of the sign-in sheets identifying those present is filed with the supplemental papers to the summary of this Subcommittee Meeting.)

A meeting of the Broward County Charter Review Transportation Subcommittee "Committee," "Subcommittee," or "TSC," was held at 10:00 a.m. on Thursday, June 7, 2007 at the Broward County Governmental Center – Room 430, Fort Lauderdale, FL.

### **I. Call to Order/Roll Call**

The Chair Michael Buckner called the meeting to order at 10:08 a.m. and requested the roll call by Phyllis A. King, PKING Consulting, Inc. Upon completion of the roll the Chair acknowledged the presence of a quorum and opened the floor to discussion of the Approval of the Summary of Discussion.

### **II. Approval of Summary of Discussion of May 17, 2007 Subcommittee Meeting**

**Mr. Mena MOTIONED, Ms. Tanner SECONDED and the motion carried unanimously to approve the Transportation Subcommittee May 17th Summary of Discussion.**

### **III. Presentation by Mr. James Cummings**

**Mr. Cummings:** I'd really rather wait until the Mayor spoke but if you want me to I will, just as long as I have rebuttal time.

The Chair advised Mr. Cummings that time would be allowed for rebuttal.

**Mr. Cummings:** You know, I am not sure exactly the purpose for me to be here. Those of you that were familiar with the penny sales tax probably know that I was heavily involved in that. Personally, I think that an additional tax is the only way that Broward or quite frankly any major County will ever be able to support and sustain a municipal transportation system that any large City – large County like Broward County it's going to be needed if you're going to be able to provide for Affordable Housing. If you're going to be able to provide the needs of a workforce and the community to allow it to grow, and it will grow, as Broward will grow. But absent a dedicated funding source that probably will never happen. The reason it will never happen is because most of these systems – not most of them, virtually all of them require much more funds than are available at the local level. It requires State and Federal support. With a dedicated funding source, you can get a 3 to 1 return on your investment and it's the only thing that would allow for reasonable growth without severely damaging the financial structure of a County. Broward County probably would have been able to pass the penny sales tax if they would have had the support of the County Commission. We surveyed over 12,000 people by phone calls and the biggest concern they had was that they really do not trust the County Commission. Now having said that, most people don't trust the local government, and the higher up the level you go from State to Federal there is kind of a universal mistrust for the

elected officials and that has occurred probably for as long as I can remember. But having said that, without the support of the County Commission that was probably the death knell that precluded us from passing the one penny sales tax. Will it come back from the business community? I think they would certainly look long and hard at it. At that time I was the Chair of the Broward Workshop. They were also instrumental and involved in the Airport Runway Expansion and other issues in Broward County. Not to have support from our leaders is devastating. We just had a retreat last week in Hollywood and one of the topics of discussion was our County Government. I'm not sure what this Charter Review Commission can really do for transportation and whether it is transportation that we are talking about or Affordable Housing, which incidentally according to the Management and Efficiency Study are the upper most problems we've got in the County. Yet if you look around they're not being addressed by our County Commission, there is no solution.

From the business community perspective our problem is – what we see is we don't have the leaders in place; we don't have the government structure in place that is prepared to address these major problems, and make no mistake about it, these problems are extremely expensive, solutions are far reaching. You think the problem with the people living south of the Airport is a major concern, wait until you start addressing where people are going to live. Where are we going to get the people that work in our County? How are they going to get from point A to point B? I mean you're talking billions and billions of dollars, but I don't think and this is pretty much the consensus of our group, is that we don't have the government structure in place to appropriately address those problems. One of the biggest problems we have is the parochialism that comes from single-member districts. Now, fifteen years ago our group was instrumental in helping to get rid of single-member districts. Quite frankly, we wanted to break up the condo vote and it did that, but as you can see just by using the airport as an example, the Commissioners that voted against the airport were those who were most affected by where their constituents were the most affected. If you look at Rodstrom he was the most outspoken. Sue Gunzburger was outspoken against it and you have to ask yourself: well, why don't these people look at the whole picture? Why don't they look at what's good for the whole County? Well they're only elected by their district. So why should they look at the whole County? I go around and around with John Rodstrom a lot of times, but one thing I can say about it, I totally disagree with his position. If I were elected from that district and that was the concern of those people I think he is obliged to come forward and take a strong position against something that adversely affects the people in his district. That's good if that's the way you want to be and you don't want to grow any and John is totally, I mean he's just anti-growth and his people are anti-growth. There is nothing wrong with that if that's what you want, but if you are going to look at

Broward County and what it's going to look like 30 years from now somebody in a leadership role has to stand up at the plate and say *"were going to provide for Broward County, not in the year 2007, but the in the year 2047"* and until such time as people are capable of doing that and not worrying about whether their constituents are going to vote them out of office, which quite frankly is a big problem because we have elected officials, some of them are just continuous politicians. Personally, I elect an official to govern and make the hard decisions. That's why I think I vote for somebody. I put them there; I expect them to make the hard decisions. I don't expect them to agree with me on everything. I expect them to evaluate the facts, look at the future of the place where we live for me, my kids, and my grandchildren and then make whatever decision is right. With our form of government single-member districts that doesn't happen.

I've been here since 1950. I've seen this County grow from virtually nothing to what it is today. And let me tell you, we are on a downhill slide relative to Government. What I think needs to be done from not just the transportation portion of the Charter Review Commission but they need to look at how we can solve these problems and if it is Transportation, you better have some leaders to solve these problems because you are not going to get the business community to step up to the plate, spend \$800,000 and get slapped in the face because our County Commission comes up with a statement and says "well we don't know that we got a plan." Our group has started businesses that do \$100, \$200, \$300, and \$400 million a year with less of a plan than what we have for our transportation program. Our plan was evaluated by no less than five international engineering firms. It was developed financially, it was developed with costs that are consistent across that United States and it had a projection., It was fair to all the County. Unfortunately, certain Commissioners said "well what do I get, what does he get?" You have to look at the whole picture. We who developed that plan - not being politicians - were charged with coming up with a solution to our transportation problem. If they would have said come up with a one-half solution of our Transportation problem maybe we would have suggested a half penny. Unfortunately, a half penny won't solve the problem. Dade proposed a half penny it took them 3 times to pass it. They're now trying to go back for another half a penny because it's not sufficient. So, when you asked us to solve the problem and you asked the business community to look at it, we don't look at what's politically correct. We look at what's going to solve the problem and what will be the best for the community. We don't have to answer to constituents and we don't, but we do provide, fortunately, some type of guidance that will be beneficial for all of Broward County and not just the people that live on the beach but the people that go up and down State Road 7 which is the highest utilized corridor in Broward County.

The people that have to work in Broward County, people that work for me, people that work for other businesses in Broward County. Because if we can't give them an opportunity to get to and from work, be able to afford to live here in Broward County, be able to afford to work here in Broward County, our businesses aren't going to stay here. This will turn into a 100% tourist area which is fine if that's what you want, but don't expect businesses to come here and support the Arts, support the humanities, support the various things like the United Way. That if it were not the businesses and the people in Broward County you wouldn't have. And all the social services that get funding from the businesses and the people of Broward County will come up short because they're not going to be able to have any additional money to provide services like that. With the State Legislature and the tax cuts being proposed and what they're thinking about doing with the property taxes, I don't see any viable way to proceed with the Transportation Initiative until those major problems are resolved and that's unfortunate because the Transportation solution in Broward County is something that will take – if you passed a sales tax today and could get Federal funding it would probably 10 to 12 years before you could see some substantial results other than putting additional buses on the roads. That is the initial solution to the problem. That along with your signalization which is in complete disrepair and they don't have the money to do it. I know the County voted to spend \$82 million dollars I believe, to put articulated buses on State Road 7. That's good; I don't know where they're going to get the money especially when the State says we are going to make you provide a lot more services. At any event that is a start, but what's interesting -and the reason I say it's the form of government that is creating the problems - some of the most outspoken people against our Transportation issue were John Rodstrom and Joe Eggelton. They have their constituents who have the highest usage of public transportation of any district in the County. So I don't know what the story is. I know Joe didn't want to see the – and I wish he were here because he and I do this all the time - he didn't want to see anything down 595. He didn't want to see a rail corridor down there, but what you have to realize is it doesn't do any good to go down State Road 7 to get everybody in a North / South direction if they can't go East and West. I've been on the RTA for I think 12 or 13 years now. When I first got there I said well Tri-Rail's great. Unfortunately, you go from point A to point B in a North / South direction. What about the people that – you're not going to walk a mile to get to work or get to your place of business. So how about coming with an East / West support system that is reliable? We don't have the money for buses. We should have bought the FEC. The DOT is doing a six years study, \$6 million. The business community looked at that, the actual value of the FEC at most could have been \$1.5 billion. And that's all of us looking at it and saying, hey, if we're going to buy this and do something with its \$1.5 billion. I even knew Directors on the Board of the FEC. The State jerks around; commissions this study which we're spending \$6 million to evaluate it. In the

meantime, a private group puts together and offers \$3.5 billion and they buy it out from under the State. Now what's going to happen? Eventually, there will be passenger service on the FEC because it goes through every major City and you know who is going to pay for that service? We're going to rent service on that line. And you think we're not going to pay a premium for it? All of the people that would ride it, instead of paying \$5 dollars to go from Mangonia Park in Palm Beach to Dade County, you are going to pay \$15 dollars and you know what? When gas is \$5 or \$6 per gallon hey you're going to pay it. Right now what gas is, it would behoove you to drive over to RTA, get on their train, ride down to South Dade and get off on a bus. That's how critical it is. When you figure you're getting 12 miles to the gallon and a gallon is \$5 and its 72 miles the full length of the corridor. Well if you get 20 miles to the gallon, you're over 3, there's \$15 in gas if you go one way, and are you coming back. There are just some basic economics that I think people don't understand and that our local County government is not capable of making critical decisions. So I will tell you, if you really want to make a change on Transportation the mindset of people that govern has to change. They have to look at the total perspective and not be tied down with the parochialism that is driven by single-member districts and I think you are going to see a move to possibly change that. Whether it's – there are options of adding two seats on the County Commission. There's an option – what should happen is certain amount of them run County-wide which would make a big difference. I don't think, certainly our Commission would never vote to make it a preference for them to run County-wide;; they don't want to do that, they only have to have a couple thousand votes to get elected. They don't want to run in a County that's a million seven / a million eight, so they will be against it. Only the people will change our government. Our County Commission is not going to do that because it will not be to their specific sole best interest.

- ***Strong Mayor***

A Strong Mayor we have talked about Strong Mayor I would hate to get the wrong Strong Mayor, that doesn't mean you couldn't have Mayor that runs County-wide maybe two people run County-wide the highest vote getter be Mayor, the second one be Vice Mayor and then you would have to specifically outline the duties so that Mayor or Vice Mayor is not so all powerful that they control the other voter. I don't think an all powerful Mayor is the way to go. There are people in our community looking at that and I will tell you if it takes a vote of the people we have to actually get enough signatures to get it on the ballot. There is a potential that will happen before 2008 and their decision will be made by a lot of people that are prepared to put up money to change something because we don't see it happening in Broward County and this

Charter Commission should go back and say we need something more; we need to get rid of this parochialism because it's choking us and it's killing us and it's going to hurt our kids and it's not solving the problems that we have here in Broward County. And that is all I've to say.

The Chair asked Mr. Cummings what transportation solutions he would implement.

**Mr. Cummings:** The plan we had which was 2 volumes, would have been the best start that you could get in solving your problem. The FEC is critical; you have to get passenger transportation on that. The major corridors 595 -- There are such things that are called Strategic Intermodal Systems where the Federal Government will look at and say these are the corridors that we are most prone to provide money for to expand and build on. I-595 is one of them. I-95 is one of them. The plan we had, had East / West corridors, had North / South corridors and in some cases we had rapid bus transits, rapid bus, and express buses. We don't have rapid or express bus here. We don't have a viable signalization system which needs to be paid for. What you do when you go after Federal money -- Incidentally our proposal suggested and had in the financial package State Road 7 being funded for a Passenger Light Rail System without Federal funding and State funding. Having done that in maybe six or seven years we could have had that accomplished. The reason we did that is two-fold. State Road 7 has probably the biggest workforce with the least amount of money to get to where they're going; they're critical and we could have utilized the expenditure we did there for grant purposes for other areas that were maybe not as critical right now but later on. The plan was intact it was very close to the 2030 Plan that was prepared by the MPO. The MPO does a great job studying; unfortunately they got no money. I mean they get there and all these people go and they argue about what are we going to get? Whose job are we going to get? Well nobody has got any monies; so who cares what job you are going to get; it's a joke. But they have a great understanding. They have many public hearings that nobody goes to because I've personally been to them. Getting back to your question - the Plan was there. The Federal Government - if they're going to fund projects, for example, we had two East / West corridors up on Atlantic and then we had one on either Atlantic or Sample, I think. It could have been either one. We had money for one. The reason it could be either one is when the Federal Government gets in they're going to make you look at all sorts of things, alternative solutions, alternative routes, capacity, funding, what's the cheapest, what's the most expensive; so, the reason we had two is we knew we needed two up in that area and we didn't really care if it went on Sample or if it went on Atlantic; all the people up there everybody has a difference of opinion. They've got the NIMBY philosophy; I don't want it in my back yard but oh by the way have a cab pick me up and take me to work. Rather than get into to that, which that type of minutia and that level of

involvement you can't get in when you're looking at this because eventually down the road the Federal Government will tell you "if you want my money this is where you are going to put it" and then you make the decision; okay here are the pros, here are the cons, here is the federal money, here it is without money and what do we want to do? That is the process that any transportation organization will have to go through. Speaking of transportation organization we have a good organization. Would they be capable of handling a one penny sales tax? Absolutely not; they're not big enough; they're not autonomous enough; they can't go through the County processes, the purchasing process and all that mess that they have to do. They would never get anything done. We had a proposal and a outline of an organization chart to establish a Transportation Organization and I am not saying those people over in Transportation aren't good; they're all good. It's just that this was such an – in comparison to what they had in the responsibility and what they had to work with, -this would have been overpowering, and they all acknowledged that. You would need somebody like a Transportation Czar or somebody like who runs an airport, but they would have to be a separate department, not come under Community Services. This project is bigger than all the community services; so it would have to take a separate organization; so we even put that in there. We had the financial package, where the money would go and you'd get so frustrated when you go through all this and you have Commissioners send out their flyers once every quarter to their district and it's not even factual or somebody says, 'well I don't have enough information to make a decision' This was developed by CEO's of business companies that have actually walked the walk and talked the talk and do billions of dollars worth of work. We had enough to make a decision; it's very frustrating; that's why I say you've got to change your form of government and if people would think County-wide, not just in their district, they will make the right decision because, hopefully, they will get enough input from the people of Broward County and the business of Broward County and yes even the lobbyist, which I don't like at all but they do serve a purpose if they give the right information. I know some great lobbyist and I know some terrible ones, but if you get somebody that is truly interested in doing what is right, truly interested in getting the facts to the elected official because they have voluminous amounts of paper to read, it helps. So our system is not broken but it sure needs to be changed where it can be restructured to allow for the bigger picture viewpoint.

Mr. Mena explained the charge of the TSC and described the issues assigned. He then asked what good the MPO is if it has no money. He explained that Mr. Allen from Port Everglades presented to the dais and advised that the Port is not broken. He acknowledged that Mass Transit is broken but advised that he is not sure if the TSC will have any impact without funding. He asked Mr. Cummings for his comments.

**Mr. Cummings:** Let me comment on the Seaport, the Seaport is not broken, and I would agree, it's because of Phil Allen. Phil Allen is an exceptional Administrator. I've known him for 25 years. The Airport needs some leadership; it needs a plan and I don't build runways but I will build and have built most of it as it is. I don't think it's broken; it just need a leader. It's an independent self-sufficient area. It needs to grow with the rest of Broward County. Relative to transportation the County Commission has no plan; that's the big problem. If they had a plan and had somebody that would take the leadership role in developing a plan, maybe if they would eventually know enough about the problem and the funding of the problem maybe they would come to the same conclusion we did. Unfortunately, the single-member district precludes that. The Mayor, they're only there a year. They control the agenda, they control the meetings but it is just a figurehead. I think the Mayor needs to be County-wide elected and run for 6 or 8 years. You can only do so much and you got to have more time and you got to have the responsibility. That's why I say you've got to get rid of the single-member districts. I only think that is going to happen with the people saying - we want this on the ballot, and I will guarantee if you get that on the ballot it is going to be a very interesting vote.

Mr. Esack asked Mr. Cummings for his title and background.

**Mr. Cummings:** I am the CEO and Chairman of the Board of James A. Cummings Inc. I founded the company. I'm still the Chairman of the Broward Workshop if you're familiar with that, up until the end of this month. I've been a Board Member on the Regional Transportation Authority (RTA) for the last 12 years. Longer than I care to count and I've been here since 1950 I grew up in Broward County.

#### **Dan Glickman, Deerfield Beach - Public**

Mr. Dan Glickman asked Mr. Cummings if there were in the County Charter, a right to public transportation would that in the long run simplify or make funding more easily accessible.

**Mr. Cummings:** Well I think they give you the right for public transportation; the answer would be okay you have the right to call a cab, you have the right to ride the RTA, you have the right ride our buses you have that right, right now. Now, is it a very good transportation system? No, but the only way you are going to make it any better, Hazelle, is to vote for funding for the system. You know I make a lot of speeches recently to things like Junior Achievement and Leadership Broward and stuff like that and one thing I always try to say to people is if you think you are going to get something for nothing in this world you've got your head in the sand. I don't care if you are a big taxpayer or a little taxpayer there is no free ride out there if you want a

system you are going to have to pay for it and your leaders are going to have to step up to the plate and endorse the system and that is the way you get it passed. If you don't, don't complain about the fact that we don't have busses here or we don't have busses there. Come to stuff like this; come to the County Commission; come to your School Board; stand up and tell them what you think. I was on the Charter Review Commission 12 years ago and you have a very interesting, daunting, educational task in front of you. I just hope you take the broad moves to step up to the plate and say we need to make some major changes here and you have the ability to put something on the ballot, and if you don't come up with something sooner or later the people will to change it because they're going to eventually say we are tired of paying this money for this gas; we are tired of not having this, and oh, by the way, we do want our parks and we do want our schools the way they're suppose to be, and we do want a transportation system.

You know one of the suggestions was about the Affordable Housing because it ties directly to transportation because there are a lot of things that you get with the transportation system that relates to Affordable Housing. You have what they call now these Transit Oriented Developments where you go to the City and say we want higher density. We are going to allow density right next to a train station so people don't need an extra car which cost the average person 8,000 a year. You can also get additional financing from Fannie Mae and Freddie Mack if you live near a transit orientated development you don't have to have a car. So you can get supplements that are maybe \$15,000 of your income. The average income in Broward County is something like \$25,000 - \$28,000 a \$15,000 advantage is a heck of a lot if you can get to work. Well you have to be able to get to work to make your \$25,000 or \$30,000.

One of the things that came up is maybe we should run a railroad all the way out Alligator Alley and go up to Belle Glade or South Bay where you can buy land for \$5,000 an acre. Well let me tell you if you ran a railroad from Belle Glade or South Bay down I-595 and got it down to a transportation system in the County you could be here in an hour. Do you know how many people drive an hour to get to work? You know about 35% of the workforce in Broward County drives to Miami or Palm Beach to go to work? That is a lot. So when you start thinking and we have developers in our organization that could put together a package that says we are going to buy a track of land out here in Belle Glade. How do we get the railroad? Let me tell you the sugar companies have already said that we've got a railroad. Does it meet our standards no? But at least you've got a right away. So there is a railroad running right out through the sugar fields; it carries all the sugar that they sell to the government. It can be done and that vision – people better have a vision of what is going to happen because the transportation system even

as we purposed it, that's just if that keeps up with the problem, we'll be lucky. Eventually you're going to have to have people coming from the other area. People that live in the Keys, they bus them down. There is a stop down there by the Last Chance Saloon. People bus in there from Miami; they go down there and there is a bus that takes people down into the Keys. They do it all the time. I live in a place - in a resort where I've a house in Montana; we spend \$50 an hour for a carpenter, \$50 an hour for an electrician, \$50 an hour for plumbing. The rate down here is \$18 to \$20; the reason it is high is because nobody can afford to live out there and they've got this big luxurious place with a bunch of expensive homes and wealthy people, but they have out priced themselves; they don't have anybody there to work; you can't forget the working people of Broward County and if you build all this expensive stuff and you can't get a way to get to work and get home, and have at least some reasonable semblance of a life, they're going to leave. They'll go to North Carolina, Georgia where else they can go where they can provide for their family with shelter and food and education. You can't look every six years with your Charter Review; this is looking down the road and if you want to do something, take a bold position; recommend some changes that will make a difference 20 years down the road. Because it will take you 10 to 15 to get anything implemented.

Ms. Kaletta mentioned her attendance at a meeting hosted by Steve Geller on property taxes. She asked Mr. Cummings if he had suggestions on getting people out of their apathy and to come to the Charter meetings.

**Mr. Cummings:** Obviously you don't fit the role of an apathetic person or you wouldn't be here. You probably wouldn't belong to the League of Women Voters and you wouldn't have gone to Steve Geller's Meeting. All the years I've lived here and other places as well apathy is probably the biggest deterrent to good government because the people don't get heard. Unfortunately I don't know if that will every change,. but I will tell you that education of the issue is the most critical issue and only about 10% of the people read the papers; so that doesn't cut the mustard. But when a County Commission doesn't support an educational initiative; look at the Courthouse, we need a Courthouse and some people opposed it and some were favored but nobody knew the factual issues. Nothing is going to pass and there is a statute out there that said when something is on the ballot a local government has not just the responsibility but the duty to educate the public. Well educating the public in Broward County is a major, major problem that takes hundreds of thousands of dollars and it has to be done and without that education the apathy will continue until it hurts them in their pocket book. When it gets to \$5 dollars a gallon of gas people are going to start hurting. Just like they're hurting now with the property tax, and the insurance cost and you're seeing people wake up and do something. It is

unfortunate that, that is what it takes and I think if our leaders were enough and good enough leaders they would try to head off that and solve problems before they occurred. But unfortunately it just takes people to get hurt before they respond with their vote.

The Chair asked if there were any more questions; he then thanked Mr. Cummings for his presentation.

#### **IV. Presentation by Mayor Josephus Eggelletion**

The Chair welcomed Mayor Josephus Eggelletion to the floor.

**Mayor Eggelletion:** Good Morning and thank you for allowing me to address you. Let me just say that Jim Cummings I consider a very good friend and a person with a great deal of knowledge and experience in this County, and he and I agree on almost every single thing there is even on most issues involving Transit and Transportation. We really do. We just have a few minor things that always can be worked out. One thing that I like about Jim is that Jim has knowledge of the inner politics of the County that you can't – you can't buy that. It just takes years to accumulate that so I value his comments a great deal.

- **Transit Oriented Development**

Having said that I've been asked to come and talk to you a little bit about transportation and from where I sit what I think is some things that may or should be tweaked in the Charter. Some of what I am going to talk would requires, I believe statutory changes, by members of the Legislature and others by just some changes here in Broward County. There is no question about it that there is a severe need for a better Transit System here in an Urban County of 1.8 million people. But I think when you start to look at that you have to understand frankly, how Broward County has been developed over the years. Broward County was developed in such a way that it stifles transportation and makes Mass Transit, particularly Rail Transit extremely expensive to implement. The Transit Oriented Developments that we're talking about now should have been done 30 years ago and we are just getting around to that; which means that you're 30 years behind and there the expense of doing it's very, very expensive.

- **Local Municipalities and Implementing a Seamless System**

The second part about that is you always have Nimbyism when it comes to implementing a seamless system meaning that certain Cities don't necessarily want certain types of transit in

their Cities period, and that's a hurdle that you have to overcome. Cities – we have 31 Municipalities in Broward County if I had to change anything about this County I would eliminate half of those municipalities frankly because there are way too many and it's one of the reasons why I believe that members of the Legislature are filing Bills to force the State to shut down some of these Cities. The duplication of cost is just tremendous throughout the system which makes it almost impossible to run government in a cost effective manner. So that's another problem local government itself. Remember municipalities love to assert home-rule authority – and you know – Unfortunately I think if they take a step back – take a deep breath and look at it they will find that although yes, you have statutorily designated home-rule authority, but what good is home-rule when you can't afford it? What good is a nice house when you can't afford to make the payments? You have to really think critically whether or not these things are necessary. So I think the second problem then is local municipalities and implementing a seamless system.

- **Metropolitan Planning Organization**

A big problem I believe is the disconnect between the way our MPO is set up. Local transit, particularly roads and things that are the outgrowth of roads are primarily placed into the legislative budget that return those dollars back to Broward County in what is called a Local Transit Plan. It's done by your local MPO. It's set up by State statute and frankly, required by Federal Law. It's done that way so that you can get buy in from all sides. You get buy in from local people, you get buy in from the local regional government, from the State, and the Feds so that at the end of day, hopefully when the road is constructed you've had a wide view of where the transit need is. The disconnect is between those my colleagues and those that sit on the MPO. They – we rarely talk. I've moved up a meeting that was schedule for October, to August and it will be the first meeting that I can remember between the Board of County Commissioner and the MPO. As a result, because of this disconnect because those two entities don't talk, they are often on opposite pages when it comes to transit needs in this County. The MPO has an idea of where roads would be and Commissioners who represent their constituencies have another idea and often time the two clash and therefore you have a stalemate and nothing gets done. If I had my druthers I would somehow change that the way the MPO is made up maybe even abolish it, put that in the hands of the Commission and let it run that way. And let me tell you why I say that. The County Commission really is a *regional governance authority* I mean we have to look at the big picture item. We have to look at transit, we have to look at water and wastewater, we have to look at an Airport, Seaport,

Libraries, and Regional Parks. Those are big ticket items and require a great deal of money. At the end of the day to fund a Mass Transit System or even our bus system as we know it today the burden falls on the Board of County Commissioners not your local municipality. We're the ones that have to appropriate dollars to do that and if I have a different view on how to spend my money – I don't think anyone of you are going to go to the store and argue with someone on how you spend your money. It's your money and shame on you if you go to the store and you've got to argue with a person to spend it. So sitting where I sit I am just simply not going to engage in a argument with someone on how I spend the money that I have the Charter and Statutory responsibility to spend. I am not going to do that and so what generally happens is you have a breakdown of communication and you have those two entities going in two different ways. And an excellent example of that was the penny sales tax where part of the Board felt that you should spend money one way and the other felt that you should spend it another way the MPO was with part of those on the Board and as a result of – frankly there was enough votes on the Board to say we are not going to spend any money to educate folk period. And so you have that disconnect.

***Suggested Resolution:***

Now how do you resolve that? One is to simply *rearrange how the MPO is laid out* that's one you can do it and you have to – you're going to have to go to the Legislature in order to do that. That would require a statutory fix. Another thing that could very well happen is you simply *abolish that MPO and you create a Transit Authority* in the County period, independent appointments part made by Board of County Commissioners a part made by the Governor to create the independence that is necessary in order to move a transit ideas forward. I would assert to you that transit is such a problem that requires a great deal of time for anybody to deal with. The MPO only meets once a month and there are some months when they don't meet so at the most you get 10 meetings, 9 meetings a year of the MPO that is all you get. So that means that 9 times out of a year, or 10 times out of a year transit is being addressed. It can't simply function that way – you know you've got to have an authority that probably meets once every other week to deal with transit needs.

I sit on the RTA alone with Jim Cummings and we meet once a month and frankly I think we probably need to meet a little bit more than that and the RTA I've seen it grow and grow and grow and I think it's getting better at what it does. So frankly I would not be opposed if there were *established here a Transit Authority vested with the authority to deal not only with local*

*roads as the MPO does, but also rail and other transit needs.* It's critical. Transit is such a problem that you have to concentrate a lot of effort into resolving it and frankly I have a very difficult time just getting my Board together on their schedule just to have a workshop on these issues. I mean you would be surprised at how difficult it is to try to get your members together to say we need a workshop on these issues, it's hard. So, that's something I think that you may want to flush out over time.

- **Money, Disconnect and a Lack of Transit in a single-focus Authority to deal with Transit**

The real issue with transit however is money, and the lack thereof. Transit is expensive. Those buses you see operating up and down our highways are very, very, very expensive not only the purchase but to operate and to maintain. We could probably use somewhere in the neighborhood of 500 buses right now. I was just recently – Let me give you an idea. I was just recently in Santiago Chile, a City of 6 million people, that have one of the most advanced Transit Systems I've seen anywhere in the world. I've traveled all over the world and I was really surprised. But it's *privately funded*. They have roads on top of roads, on top of roads and what I mean by that stacked vertically and they all pay to travel those. Most of the highways are built by Spanish and French companies. So you may travel underground on a road and on top of that road is another road at surface level, and on top of that is another road above that. Some of these are going in the same direction at certain hours of the day and some of them are going in differing directions. But they can move a lot of people at one time. They also have a subway system because of the earthquakes, that's extremely modern and is designed so that it can protect against earthquakes. Chile as you know, experience a lot of earthquakes. So they designed a system to protect itself, somewhat against these earthquakes. They have a bus system. I've never seen in a City, even in London, even in Paris that's suppose to have great Transit Systems. I've never seen as many buses as I have in Chile. Even in San Paulo, Brazil I have not seen as many buses. You probably read in the paper recently, a few weeks ago where they were rioting because of transit. Do you know what that was all about? Because the new President changed that system and said rather than have a bus – they had an old way of doing things, Hazelle, you are familiar with this, in the islands where you private operators of buses and if you're on the side of the street and you want a bus, you just wave your hand, the bus just picks you up an you keep moving. Well they moved away from that system, they had large buses on the street doing that in Chile. They moved away from that system to designated bus stops where you had to go to a bus stop, wait for a

bus, and get on that bus to go where you have to go. It's not a lack of buses, I saw buses every 30 second almost, every half-minute there were buses going in different directions. Articulated buses, regular buses, small buses they all kinds of buses but the folk were use to just waving their hands and getting on a bus, despite the fact that they had a very modern Transit System. You don't hear those riding anymore because folk are getting use to it and they're now going to those designated bus stops to move about. *I believe that we need more buses. You need better integration of those buses and you need more buses on the street during peak hours.*

One of the things that we've done at the Board of County Commissioners – up until a few months ago believe it or not the Director of our Bus Transit System had to report to a Director who then reported to the Administrator. You had no direct line between Transit and the Administrator there was a third party. If transportation is so important it need to rise to the level of important and the Director of Public Transit needs to report directly to the County Administrator. So we've changed that recently. That was a suggestion that we thought we should have made and we've made it and now you have Chris Walton who is our Director of Mass Transit reporting directly to the County Administrator. You would be surprised at how much red tape that cut. I mean here it is he was reporting to a person who didn't even know anything about transit that was his Director. So sometimes here it is your Director of Transit was being over ruled by a Director of a Division where they might not have know – they may not have been on the same page some of time. Maybe some of the time they were, maybe his Director knew a lot about Transit, I do not know, but the bottom line is leave Transit in hands of Transit experts and that person should have had a direct line of communication directly with the Administrator and I think that is a very, very good move. So money, disconnect, and lack of transit in a single focus authority to be able to deal with it I think frankly is a problem.

Now what may you experience if you decide to say okay let's put on the ballot "Should Broward have a separate Transit Authority?" A person such as myself has huge egos. So frankly they don't want to give up power. Power is a strange aphrodisiac and the more of it you get the more of it you want and you crave it. I am one of those kind of individuals I could care less create a separate Transit Authority if it makes Broward County function better do so. It's one less thing I have to worry about and I firmly believe that. I believe in a government that is effective not necessarily efficient; efficiency you know is the foundation of survival. Effectiveness is the foundation of success. I want an *effective government* one that is successful in doing what it does.

The other thing I think you need to understand is sometime County government is just too bureaucratic frankly. I mean – I am just being very – I've sat here and I have never seen it take so long to get an item on the agenda. It's just so bureaucratic. The hoops you have to walk through. Jodi you know that. I mean it's just extremely bureaucratic, the level of bureaucracy is just unbelievable and so to be effective you can't have that many layers of bureaucratic between yourself and the people. It's just too many layers. So streamlining the process would be to focus it in a single agency charged with the responsibility of Transit. I've tried to articulate to you the hurdle that you are going to cross when you try to do that. The egos that are going to get in the way and say ya'll are a bunch of nuts, we are not doing that, I am not giving up my authority to do XYZ. Now you've got to understand – How do you do that understanding what are the federal requirements as to how the money or who the money goes to? It can be done you have Transit Authorities in other Cities or what they call it Expressway Authorities or however way you do it. But I think you need to take a look at those Authorities. How they are set up. How does the money flow, learn from their negative experience so that you don't replicate that here and if you do in fact decide to do that.

- **Transit Delivery System**

The problem with transportation in Broward County as I see it's an East/West Transit Delivery System. We have several major arteries that lead you North and South. Let me just deal first of all with the most advance of those and let me just say heavy rail like we have with the RTA. The problem with the RTA is money. We have to find a dedicated funding source so that we can improve the effectiveness of the RTA for it to attract riders. One of the most unique things, and Jim knows far more about this than I because he served on the RTA for a long period of time and that is the FEC the possibility of that becoming a North/South rail link that I think puts together the two North/South rail links that are critical necessary to start to connect that downtowns with your suburbs. And this gets back to the first point that I made in terms of how South Florida and Broward County in particular has grown. It grew from the coastal areas out West. So you have most of your businesses or your governmental entities located in your Eastern coastal areas and most of the persons that work in those entities living out west and have to commute in. Persons that need those services have to commute in to experience them. How do you get them here in a rapid very fast pace fashion? It has to be – because they're so scattered North and South you have to have just that many links to get to them. If I had a magic wand and I were to get take that magic wand as in Cinderella or something I would create a rail link from Sample Road in your area Commissioner (Mena) in Coral Springs – a rail

link from right up Sample Road from Coral Springs. Picking up persons in Parkland / Coral Springs down to our Tri-rail Station right there off of Sample Road that would then transfer and can move those persons from North or South. I would reconnect them with a East/West link either off of Oakland Park Blvd. or Broward Blvd. into the downtown area. Again Commissioner Roger in your City sense Oakland Park is one our – not one, the busiest East/West bus transportation lanes in the County. So I would have some sort of rail system there to connect people East and West that could then be transferred either of North/South or East/West where bus and rail come together as a hub to move people in different directions.

We have a large University system out off of Davie Road and we have tried to create out there a very advanced technical center dealing with technology. A lot of students go out there. Do they need transit? Yes they do. But I think that transit needs to come from the existing Tri-Rail Center that we have off Griffin Road and I think that this is your East/West link to that part of the County. So I would have it going out Griffin Road to the campuses and then continuing West in that fashion. I would also have another link off Hollywood Blvd. going out to Memorial Hospital way out West linking up with the Rail Center that is going to be coming from Dade County down University Drive. I would have another East/West link down University Drive to link up to Miami-Dade to where you have the Dolphin Stadium where the Marlins currently play. So you would connect the Tri-Rail Station off Hollywood Blvd. to western Broward County. I would continue that further out West on Hollywood Blvd. out to I-75. Those links, that is Hollywood, I believe Broward, and I believe Sample need to be linked to the East as well from those three areas. That would have North, Central, and South linked to the FEC tracks so now you have people that want to take the FEC North/South transit linking to another rail system that will either take them out West or take them to the Tri-Rail Station that would link them as well.

In order to do that you are talking about billions of dollars and you are talking about a lot of years and the most expensive cost in that is probably purchasing that Right-of-Way in order to do it. I think there is an easier way to do it is to just use the center lanes as a they do in Miami-Dade and other areas I've seen this in other parts of the world where the just take the center lane out. Of course Chicago is an excellent example of that but it's an old system where cars travel under it, and it's above and some of that is in New York as well. But it can be done. Does it cost money? Yes it does. How are you going to get that kind of money? What are you going to use to back stop the bonds that will have to be sold in order to do that? You need some sort of dedicated funding source in order to do that. That is a difficult sale ladies and

gentlemen to the general public. I do not care how much money you spend on education. People are just not in the mood to be taxed anymore. So until I think local government resolves some of these issues, as Jim Cummings articulated to you earlier; such as property taxes and insurance, I think it's going to be very difficult to deal with any permanent funding source for Transit. It's going to be difficult for people to do that until it gets to the point as Jim pointed out where it's in such dire straits that folk want to do anything.

Absent of that, *the only way out is what FDOT is doing today and that is allowing private enterprise to come in* as has been done in Chile and other places in the world. London has one of the most advanced rail systems anywhere in the world. But it's privately operated and owned. Same thing in Paris, one of the fastest most advanced rail system anywhere in the world privately owned. *So that is your only way out is to invite private enterprise in to build these systems and government provide the necessary assistance in getting the Right-of-Way, those types of technical issues straightened out so that private companies can come in and build it, operate it so that they make money off of it.* Now that is not going to sit well with a lot of folk. But if you're talking about building a system and can't go to the voters and get them to approve the funding for it that is your only choice. That is your only real choice is to turn it over to private enterprise and the government serve as conduit to move the obstacles out of the way to allow private enterprise to come in and build it, own it, and operate it. I am not opposed to that frankly. I think that is idea whose time has come. Because I don't see any other way and no politicians – you know, you get voted out of office as a publically elected official faster than anything else in the world for a proposing the dreaded “T” word and that is a fact. So no one is going to put their political head on the chopping block advocating something that every poll that take says we will fail and label you as a tax and spend person. They are just not going to do that, that's political suicide. I am going to stop now and if you have any questions I will answer your questions.

Mr. Mena asked Mayor Eggelletion if the MPO were abolished or changed and a Transportation Authority were set up who would run and head up the organization and who they would report to (the Commission?).

**Mayor Eggelletion:** They would be a separate entity, independent to themselves and I think that is the only way you are going to get good straight stuff frankly. You need to probably have the Governor appoint some. You need to have the County Commission appoint some to that particular Authority and its *independent*. So you've got to take the political influence out that.

They have to be able to think independently for themselves and come up with the best answer to Transit and they should be charged with that responsibility. There should also be some benchmarks in that too by the way. Because I don't believe in having an Independent Authority simply just sitting there as a do nothing Authority there should be some benchmarks that need to be met and if they don't meet these benchmarks – or you need to have a sunset provision in it. So that if you feel the benchmarks are not met the Authority simply sunsets and goes away if it's not reauthorized.

Mr. Mena asked Mayor Eggelletion if there is any City in the United States which already has a combination of private and government entities working together in the Transportation System that we could adapt it to Broward. He also asked the Mayor referring to Mr. Cummings statement of the need for leadership if he would be willing to take on the challenge.

**Mayor Eggelletion:** I don't mind taking it on, I mean, I've challenged my Commissioner before as you all know in 2000 when I was running for the Board of County Commissioners I advocated a Strong Mayor. Here I am running for the Board of County Commissioners against the will of those that are sitting there. Because I just felt that you need some focused leadership. The problem you have with 9 people sitting around is that when things go bad guess what? It's always the other guy, it's not them. That's just human nature frankly but sometimes you have to look at the person in the mirror and say I've recognized the problem and "it's moa", so sometimes we are the problem but with respect to that, I don't mind getting out front on those issues. But I think that is why you are here and if you advocate it I don't mind getting behind it and supporting it. Your other question was?

Mr. Mena asked if there is any City.

**Mayor Eggelletion:** I do know there are Cities that are now doing public / private Transit. Minnesota I believe on the West Coast there are Cities that also doing it, but they're doing it with respect to Transit involving cars. Frankly the Turnpike Authority is a separate entity as you well know. They do have some Reporting Authorities to FDOT. But frankly, it is a separate entity to itself and by the way it runs very effectively. Since we separated that Turnpike Authority from FDOT you can see the improvements on the Turnpike. It's operating very effectively. So sometimes you take away certain things that – remember FDOT was running both the Turnpike Authority and it other thing – you separated the Turnpike Authority it's very

effectively today. So when you take some of the bureaucracy away from government and put into other entities you get a better product it's just focused on one thing.

Mr. Mena asked why Broward County couldn't talk to the Disney World about their Transportation System.

**Mayor Eggelletion:** You can. This body, your Chair could ask to have someone from Disney come down to address how they did it. Let me just suggest to you however though that Disney is a planned theme park. It is easier to run and manage Transit when you plan it from day one. Remember what I said earlier we were not planned with Mass Transit in mind. We have not grown that way; we're just getting to Transit Oriented Developments. We're just getting to that and think that is the way you've got to go is these Transit Oriented Developments you have to go that way in the future. But then you have certain no growth cities they don't want any more growth. So what do you do? Again look at yourself in the mirror and sometime the problem is the elected officials.

Ms. Tanner asked if a separate Transportation Authority were to be created. Would or should it be strictly a streets and highways type of Authority or should it include Airport and Seaport. She also asked if it should be a Taxing Authority.

**Mayor Eggelletion:** It's going to have to be a Taxing Authority there is no question about that. It's going to have to have the ability to raise revenue, otherwise it simply wouldn't work. The only thing you would be doing if it did not have the ability to raise revenue is handing off a decision to other group.

Airports and Seaports are very, very unique. I know there has been talk of merging those under one Airport-Seaport Authority. There are only a few places in the country where that is done, New York is one. Not even in L.A. and Long Beach that has the largest and the busiest cargo Port in the United States and probably the third busiest in the world do you have that Authority merged with your Airport Authority. Even in Oakland California that also has a very busy Port the Port Authority is separate from the Airport Authority. So Airports and Seaports are enterprise funds. They generate their own revenue. A Transit Authority has to rely on federal, state, and local funding. So it is two different entities and I would not advocate having them involved in the Airport and Seaport. As was said earlier, Colon Powell I think said it best when he advised the President that "If you break it, you own it" and I am telling you, if you

break two successful operations you own them and I would not advocate doing that. The Seaport works extremely well we are growing it, we have a long ways to go. We have a lot of infrastructure needs at Port Everglades we must go to RTG's, we must – you've got to understand. The competition of Port Everglades is not Miami; it's not the Port of Palm Beach. The competition of Port Everglades is Galveston. The competition of Port Everglades is the Port of Houston, it's the Port of New Orleans, it's the Port of Savannah, and it's the Port of Charleston. That is the competition and so the bottom line is that's who they compete against and so when they make strategic moves they've got to look at what those Ports are doing in order to do that. We have moved away from passenger, well we still focus on Cruise passengers a lot by the way, but we have begun to shift that focus to container cargo that has turned the Port around and now we have record profits at the Port, we're the profitable Port in the State of Florida we're surpassing the Port of Miami. The reason being is because the diversity you have in your Port the better off you are. The single most important influence out there were to move away from rentals of just land at the Port, Land rentals to common use terminals, it use be that we would rent land to a terminal company and whether or not they brought boxes across the dock or not we did not care as long as we got the land rented. Well that made us non-competitive in world of Ports because there was no incentive for them to bring boxes across our dock and it kept competition out. So we changed that and we went to the as you well know the big debate was the South Stevedore Terminal when we went to the first common use terminal in the history of the Port and we have not looked back. It has just quadrupled our cargo because – and immediately when we did it Maersk, who had the largest piece of land, immediately changed and wanted APL which is their terminal operator to also go to a land use terminal. Because there were no incentives for Maersk and where the Port really makes it money is on those boxes that come across the dock. That is where it makes its money not on rental of land but on how much cargo it does. It has changed and we have Port Master Plan that is coming that I think will take the Port to the next level.

With respect to the Airport Jim said it best. There is a lack of leadership at the Airport. That has led to serious mistrust among Commissioner themselves of decisions and therefore up until this runway decision that was last night it was really almost at a paralytic state.

I think once the Administrator appoints a new Aviation Director and some clean-up takes place in there. I think you will see the Airport completely turn around and move very rapidly in a direction that it has to go in. It has to expand; there is no question about it. People are not going to stop coming. We are the only place in the United States of America that has a sub-

tropic climate. People come here for reason and they come by the hundreds of thousands every year. We are going to be the County in Florida including Miami-Dade that will have five, five star hotels all within five miles of each other. I want you to think about that, and think about who stay in five star hotels. I want you to think what that says about this County and not to have the other things necessary to accommodate those kinds of guests that are going to coming to this County is foolish. We have to do certain things to turn this whole thing around we have to, there is no question about it and leadership is, you know Jim had it right, leadership is a big part of that.

Ms. Rogers referring to the Mayor's comments on Transit Oriented Districts asked if one of the sub-designations was considered if the County thought about the impact on transportation along State Road 7 and what would be put in place to make it easier to achieve some of those needed transit modes.

**Mayor Eggelletion:** I think a historical review – I remember when I was in the Legislature Commissioner as you well know I urged the cities, and represent a lot of cities along that corridor and I urged them to get together to start thinking of how do you change State Road 7. We tried to do that on Broward Blvd. although it has not been very successful. When I was in the Legislature I tried to in fact I did appropriate quite a few million dollars to change Broward Blvd. about \$10 million dollars. But along with the help of then Senator Scott because I felt that Broward Blvd. was the road that brought you into our downtown and it was the ugliest road in Broward County in my mind. There were a bunch of honky-tonks a bunch of naked dance places it was a horrible street not representative of Broward County and it needed to change. I feel the same way about 441. Advertising sign, after advertising sign, after mom and pop store, after strip centers, after places that simply don't work, therefore I tried to get the leadership of the three Cities together and we appropriated money to form what became the 441 Collaborative. That then grew at the County level to now trying to resolve some of the Affordable Housing issue, to Transit Oriented Development. So to answer your question forthwith, no, I do not think that transit was thought about before the designation. But I think it's sort of a combination of things and I think folk are thinking about it. Now how do you do it? The surprising thing is for a lot of folk and I still represent a lot of that area is when you go to the homeowners meeting they do not want Rail Transit. I mean they are streaming bloody mad. They do not want Rail Transit down State Road 7. They are threatening us saying that if we do it they will organize, vote you out of office. Now how do you deal with that pressure? You are putting Transit Oriented Development on a corridor where the existing residents don't

want Transit. These are the dynamics I think that you have to deal with and that is why I think you have to have separate Transit Authority because it takes the political pressure off of elected officials. These people are independent so you can't do anything to them. So therefore they make decisions that are absence of the politics that elected officials such as myself have to deal with.

**Mr. Mena MOTIONED to extend the meeting Ms. Tanner SECONDED, and the motion passed unanimously [11:33 am].**

Mr. Esack (verbatim): Some of the questions I've been asked / answered regarding Transit Authority and the Broward County Transit Authority Rail and the Sea and the Airport. Question – and then you mentioned you were talking about 5-star resorts and I guess part of the problem that we're having here is looking at the workers for those resorts and being able to move them from A to B and being able to have effective employment opportunities in Transit and transportation for them as well. I'm just curious the buses in Chile that you were talking about, what do they – what kind of charge do they have? Is it expensive?

**Mayor Eggelletion:** It's a Paso and when I was down there I think it was 532 to 1. So I think effectively it was somewhere in the neighborhood of around 50 cents to ride the bus there. But you've got to understand they have a number of cars in Chile you got to understand we are one of the few places in the world that have these large box cars that you see traveling down the highway. Most places in the world have very small cars and in Chile it's the same way, although they do have some very large cars they have so many cars that on certain days of the week because of the smog that is created by the cars they have odd license days. So if your car ends in an odd number you are not allowed to drive certain days. If your license ends in an even number you are not allowed to drive. That's how many cars they have on the road; I mean it's a City of more than 6 million people that is surrounded by the Andes Mountains with the Pacific Ocean to the West. So it's kind of unique, but they deal with Transit very efficiently, very well there.

Mr. Esack advised that the Mayor's Transit Authority discussion is of great interest. He mentioned that there are 80+ taxing entities in the County and agreed that the "T" word is something that is difficult to get done. Mr. Esack then acknowledged the presence of the Director of the MPO (Mr. Roger Del Rio) and expressed interest in hearing his views on a

Transit Authority. He also reminded the dais that Mr. Cummings was to speak in rebuttal of Mayor Eggelletion.

The Chair advised that he wanted to give the remaining dais members the opportunity to ask questions of the Mayor.

The Chair asked Mayor Eggelletion for his opinion of the affects of single-member districts and parochialism on our local government and how it has looked at various issues affecting Broward County including transportation.

**Mayor Eggelletion:** I think single-member districts are the best thing that ever happened to Broward County. I am a strong proponent of single-member districts because I think it brings individuals who have historically been disenfranchised to the table. Since I've been in this County, I remember when Broward County had no persons of color on the Board of County Commissioners. All you had to do was look around at those neighborhoods that were under the County control and they are horrible. They got no services; anything could go they had all kinds of zoning taking place in there. It was okay to have a liquor store right next to a Church or right next an apartment complex or right to somebody's home and the County permitted all that to take place. We have to spend a great of money recently to just go in and redo the infrastructure in those neighborhoods to get them to a point where a City would want to even annex them. We are still having a hard time doing the last 6,000 because of the lack of attention that have been paid to those neighborhoods under an At-large system. So I am a strong proponent of single-member districts and I will tell you this, and I want everybody to understand this, this is real this is not make believe. If you ever want to see this County in upheaval, try to move away from it. The reason being is Hispanics in Broward County has been designated by the U.S. Justice Department as a protected class. You've got to understand what that really means politically when you start talking about abolishing districts. One the Justice Department -- You are going have to be able to prove to the U.S. Justice Department and this is a conservative Justice Department mind you. You are going to have to be able to prove to them that Hispanics will have an opportunity to be elected consistently on a County-wide bases, and you cannot hold down a Wasserman-Rubin up as the model for that. The reason being is because although she is Hispanic her sir name is not a Hispanic name. I think you can litigate and win on that in the Courts. Secondly, if you move away and even if you try to go in and change a district at this point, if a member from that protected class files a lawsuit the courts will say you must draw and Hispanic SS seat before you draw any other seat. Now if you think

they're playing with that look at what happened recently in Osceola County when Hispanics filed a law suit against an At-large electoral system saying that they were denied access to government and the Courts have gone in and drawn districts in Osceola County and the little Osceola Cowboy County, Kissimmee, Florida now have Hispanics and will have more and may even dominate that County Commission because of that decision. So I say to people be very careful what you ask for because you very well may get it. I've been involved with districts in this County since 1982 when we went away from multi-member districts, single-member districts during the reapportionment of 1982 when Bill Clark became the first elected person here. Very involved again in 1992 and I can tell you I've sat through a lot of Court Hearings. Judge Joseph Hatchett, who serves on my Board with me at my university and I are very good friends, we often talk about this topic and I've talked about Broward County. This was a Federal Judge and I can tell you that you tried to do some of things that I've heard talked about, you're talking about a mess. You would have one mess on your hands. I think that sometimes you need to be patient.

- **Mid-Decennial Census**

All of this is going to change during the decennial census. Now let's understand what the census has said recently, The Census Estimate Update. The Census Estimate Update says you know have a majority-minority County and that majority minority is made up of person of the African Diaspora, Hispanics, Brazilians, and when I say Hispanic I am talking about across the board. Those are your majority-minority County and when I say person of African Diaspora I am talking about a person from the Caribbean as well. So if that be the case and you now want to go in and say you want tinker with districts and you want to do this and that you know have to create districts to accommodate those individuals. Now the voting performance of those will not allow some of them to get elected in a County-wide At-large Electoral System. Because of that, because of the voting performance and because the large numbers of those individuals are not citizens I believe the courts will say that Broward County has acted in a way to disenfranchised certain groups of people by moving back to an At-large Electoral System, and therefore will force you to do single-member districts and give you the opportunity to draw them. But then they will say I believe, that you must draw districts to accommodate this majority-minority so I am telling you be careful what you ask for because you very well may get. And I think you will involve Court intervention in this County and I don't think you really want that.

The Chair asked the Mayor what impact a natural disaster such as Hurricane Katrina (Example: New Orleans and the inability of residents to evacuate the City in mass numbers due to lack of transportation) would have on our Transportation System as it is currently organized in terms of our road systems and mass transit operations. He asked if everyone would be able to get out.

**Mayor Eggelletion:** I think that is a very good question to be very honest with you and it's something to be very honest and frank with that we have thought about a little bit with our hurricane planning. We have identified special needs individuals that are in need of transit we have identified who they are. We have a database of those individuals, we know exactly where they live, the mode of transportation that they need and we have designated transportation to go and get those individuals.

We have Transportation Disadvantage funds we operate and move somewhere in the neighborhood of 13,000 people around this County that need it. But in order to do that I think you would have to have a collaborative effort between the Public School System and the Board of County Commissioners with its busing system. In order to have both of those working together have we sat down and created a Hurricane Evacuation Exit -- what you are talking about, we have an Exit System but not on a scale of what you are talking about. It's something I think that now that you have placed that on my mind I think that we probably need some joint planning in order to do that. We have designated shelters if persons need transportation to those shelters we can take them there. But in the case of New Orleans where it was water and not wind force damage that then becomes a problem. The only way that could occur here frankly is if you were to have a huge tidal surge in excess of 30 feet. In order to do that you would have to have a gigantic Tsunami in order to put the much of the County under the water. But that is a good question and it's something I think we need to probably work on.

***[Commissioner Lieberman Entered]***

The Chair welcomed Commissioner Lieberman to the TSC meeting.

**Commissioner Lieberman:** Thank you.

The Chair asked the dais if there were any other questions for Mayor Eggelletion.

Ms. Rogers asked Mayor Eggelletion how he would direct the County to deal with regional issues. What he would suggest the Charter must do so that becomes a focus / mandate of the County.

**Mayor Eggelletion:** Frankly we sort of operate now as a Regional Governance Authority you know Airport, Seaport, Transit, Water and Wastewater, and Social Services are things that the County provides regionally now. I always believe you can do a better job at anything you are doing. I think that we can do a better job at any of those things by refining those sorts of things. But frankly Commissioners, again if I had my druthers, if I could wave that magic wand, and I know that Cities that don't like hearing this but I would abolish half of the municipalities in Broward County. Including Commissioner your City, the City I live in. I mean you asked the question. Because that duplication of services is tremendous in this County and it's a drain to the taxpayers it really is and so you know why should I have 15 different Fire Departments what purpose does that serve only except for the ego of that elected official? When I could --.

Ms. Rogers asked Mayor Eggelletion what this Charter Commission can do to ensure that there is a regional focus of the County as it relates to some of the things – so that everyone is clear of the County's role.

**Mayor Eggelletion:** Well that is not a transportation question, but let me just try to answer it this way. I think you that what you need to do is strengthen our role in those regional things that we do Libraries, Regional Parks (not neighborhood parks), and Social Services you need to strengthen our role in those particular areas, not weaken them. Secondly, and some of my colleagues don't like to hear this but, I believe have always believed, and will continue to believe that you need single focus leadership at the top. I believe that you need an elected Mayor that has the authority to make decisions in this County. Now how much strength you give that Mayor is a different story. But I believe that the Mayor needs to have enough strength to be effective in the position that they're in. Because sometimes we paralyzed in decision making and you've got to make a decision one way or the other. Make the dog on decision and move on. So those are things I think that you can do. I think that when you start going in and tinkering with some things that – remember what Colon Powell said "if you break it, you own it". So you know, strengthen our ability to do what we do best and look very carefully before you start to put these things on a ballot. Look around, where they're working, not just here in the County but throughout the Country. Go visit those places if you have to. Bring folk in find out some of the mistakes that they have made so that if you suggest we do

those things here that we don't make the same mistake here. It needs to be thought out very well, not something that is willy-nilly or because I come in here and say to you this ought to be the case. You need to look at what are the best practices around the Country to determine whether or not that's really in the best interest of 1.8 million people and growing.

Mr. Mena advised that the reason the buses in New Orleans didn't move was because drivers went home to take care of their families and suggested the Mayor keeps this in mind when looking through the issue.

The dais thanked Mayor Eggelletion for speaking.

**[End Mayor Eggelletion]**

The Chair asked Commissioner Lieberman if she had any input.

**Commissioner Lieberman:** Well, time is short; I actually came to get the Commissioner, but I will be glad to come and speak with you at length at anytime you ask me to be here. Commissioner Rogers and I are due at 12:00 in Hallandale Beach, so we're asking Scotty to beam us up and use that transponder to get us there.

**Commissioner Rogers departed at this time [11:51 am]**

The Chair invited Mr. Cummings back for rebuttal comments.

**Mr. Cummings:** Yes, I wanted to comment on Joe's statement about single-member districts and a couple of other comments as well, but there's no question that if you don't have representation, the Federal government can come in and do your districting for you. I am not advocating that we don't have an equal representation from our citizenry, but you have to look at what it is. In the Broward County School System they teach children with over 57 different languages. You can't represent all 57. Yes over 50% of or population now is minority. You have to look at what the minority is. If you look at the Afro American community, obviously they're one of the largest portions I think they're like 17% to 18%; Joe would know better than I. That group has to be represented. Now how you do that is you say you have to live in this district but you have to run County-wide. Now that's one way to get out of this mindset of parochialism. I am not saying don't have the representation and I've lived here longer than anybody so I know probably better than anybody because I've seen what has happened in Broward County. The group that I am involved with certainly doesn't advocate lesser

representation for the population, but still you don't see the regional perspective. You need both; you need the representation of the people and you need the regional perspective. Some ways to get this, you have to live in the district and you have to run County-wide.

The more people you get County-wide maybe you will have a spilt; that is- right know we have 9 Commissioners maybe we need 11. I don't have all the answers here today but we are going to look at it and come up with a proposal. If we have to put it on the ballot by getting signatures we are going to go ahead and do that, but maybe you need two2 County Commissioners. I've been before the Dade County Commission numerous times. They're about as dysfunctional as you can get. It's very difficult to get 13 people that they have. So obviously it would be good keep it at 9 but nobody wants to give up the single-member district, certainly not the Commissioners.

Another way it would be: a Strong Mayor and Strong Vice-Mayor that had to run County-wide, that way you represent all the people. They could be a swing vote on many cases. If you look at the things that we've voted on they are never 9 to 1 or 8 to 1; they normally, if it's a real important issues, they do get split 5 to 4 or 6 to 3 so if you had somebody there that you knew was going to represent County-wide you would probably have enough votes to get something passed. Maybe you have Vice Mayor – and another thing Joe mentioned on the Strong Mayor; the devil is in the details; you've got to look at what authority you give them. If you've got the wrong elected Mayor and they were there for term limits gees it would be terrible. I would never advocate that you get away from a professional Administrator. I think they need to be there,. but you get a Mayor for one year they just get there and then they're gone so you've got to give them a little more than what they've got.

The statement he made about the Transportation Authority - there is no question about that, it needs to be done. Would the population allow you to give them the ability to tax? I don't know; the population doesn't want any tax at all right now, but if you are ever going to build a world class Transportation System, I appreciate what Joe is talking about getting them out of another level of bureaucracy. That was one of our recommendations that I've talked to him at length about. I said you can't have somebody in Community Services being the boss over Transportation. Transportation is very technical, very expensive and it needs a professional to run that. But that's that. See Joe and I agree on a lot of things; he is a good leader.

I want to re-emphasize one thing though and I keep bringing up Rodstrom. John and I don't agree on anything anymore but one thing I will tell John and I've told him to his face that I don't agree with you and I think you are wrong. But I have to respect that he does vote for his

constituents. I mean anybody that is an elected politician from a single-member district that doesn't represent those constituents exactly the way they feel is doing them a disservice. For that reason and that reason alone you have to have a regional perspective and they have to run County-wide. Because they have to – certain things, the total good for the community has to outweigh the district. And if it doesn't-- they're doing their job he represented his people well. He lost but he did – what would you expect him to do differently? Would you expect him to go up there and say here is my entire community I vote against them? No. I don't agree with him, but what he did was probably the right thing to do and any politician will do just exactly that. Thank you very much.

Mr. Mena advised that the largest minority is Hispanics at 30% of the County now, not including so-called illegals.

**Mr. Cummings:** Now see we don't have a district for them, do we? I don't know,. but the important thing is the representation of all the people and I don't agree with anybody that says everybody shouldn't be equally represented. We've just got to figure out how to make sure that is accomplished without Federal intervention. We don't need that but we need to do the right thing and that takes everybody for the record.

Ms. King asked Mr. Cummings to provide for the record, the name of the group he advised he is involved with that would create ballot language and collect signatures.

**Mr. Cummings:** It may be The Broward Workshop. It depends on – I mean, that would be the group that would take on an initiative like that and have the financial means to pursue it.

The Chair asked Mr. Del Rio if he had any comments or anything to add.

**Roger Del Rio, Director, Metropolitan Planning Organization.**

**Mr. Del Rio:** Good morning and thank you for the opportunity to just make one comment, actually two. Number one, I want to recognize the Mayor, Mayor Eggelletion's leadership. Under his leadership, Mass Transit has been elevated to maybe not the proper place, but at the high place, by itself, where it should be. Also, I want to just talk a little bit about the Transit Authority. I think that is something that is going to happen. It is going to come in the future; it's on the horizon, but, it has to be not confined to Broward County. We have to go beyond our borders into Palm Beach County into Miami-Dade County; we have to start looking at Southeast Florida Transportation issues. We have been at the MPO level. We've been dealing with this

now for the last 4 to 5 years. We have developed a Council which is the make-up of the three (Broward, Palm Beach and Dade) MPO Chairs to look at bringing some sort of regionalism into the MPO process. We've been meeting quarterly and I think we need to start looking at regionalism in respect to Southeast Florida, not just confining it to Broward County.

The Chair asked if there were any questions.

Mr. Esack asked if we would be better suited approaching the regional picture which Mr. Del Rio described as a Broward County Transit Authority without an MPO.

**Mr. Del Rio:** Let me explain. The only way the MPOs can go away is by the Congress making that determination. The MPOs are federally mandated, created by the State. We are 26 MPOs in the State of Florida. I don't see the MPOs going away; the MPO is a forum for discussing transportation issues and also a means to attract federal monies into the area. So, I don't see that happening.

Mr. Esack explained that he asked his question because possible abolishment of the MPO had been mentioned.

**Mr. Del Rio:** There are many formats for MPOs. In some areas of the County, Atlanta, Denver, other areas, they have COGS. They are MPOs that are made up of various Counties and regions. They are huge. Denver COG has 52 members. It escapes my memory, how many Counties are included, but it's more than 5 Counties. Atlanta also has a huge MPO. There has been – MetroPlan Orlando, I believe has 5 Counties. So there are many different formats for MPOs and eventually, this area also will grow into that type of a format.

**Mr. Cummings:** Explain why you can't. The Federal government defines what an MPO is. We should have one MPO made up of Dade, Broward, and Palm Beach County. That hasn't been enforced because our State and particularly the government rewrote the Statue. He could have forced the issue and said there will be one MPO but you have to look at the demographics of our Counties, we are very long, very narrow. You've got to look at Dade; it has \$150 million a year coming from their dedicated funding source; Palm Beach and Broward have nothing. Dade is not going to stay with that. So it's not going to happen certainly not until you get a dedicated funding source.

**Mr. Del Rio:** Yes, That's correct; the federal government has recognized the Miami, Fort Lauderdale Transportation Management area which includes Palm Beach, Broward, and Dade

County and in reality that would be the makeup of the MPO for Southeast Florida, but what Jim is saying is correct because of State statute and because of the desire of the three Counties to have a separate MPO, that's the way it has remained here in this area.

Mr. Esack asked if there are any current MPOs that are taxing districts, and could an MPO become one.

**Mr. Del Rio:** No, not that I'm aware of, no.

The Chair asked how Jacksonville Transportation Authority operates.

**Mr. Del Rio:** Jacksonville's MPO is called First Coast. Their area covers Duval and a portion of St. Johns County. Actually, their MPO is housed within their Transportation Authority and their MPO is separate from their Transportation Authority there, but they are housed within the Transportation Authority.

The Chair thanked Mr. Roger Del Rio for his comments.

## **V. Discussion of Proposed Charter Changes**

Item tabled until the next TSC meeting.

## **VI. Public Comment**

### **Mr. Dan Glickman, Deerfield Beach, Florida**

Mr. Dan Glickman advised that he couldn't think of a better reason to go over the necessity to have in the Charter Commission a proposal on the ballot to have under Citizens Rights, a Right to Public Transportation. He explained that he was not speaking in relation to taxi cabs, but public transportation only (LRT, Rail, Buses etc.). He mentioned Mr. Cummings' conversation with the dais today. Ms. Kaletta's attendance at other public meetings with low public attendance, finger pointing between the County Commission and the MPO and the fact that the Mayor moved up the October workshop to August by virtue of the request of the MPO. He explained that they have gone 6 or 7 months without discussing public transportation as far as the failure of the one cent sales tax and what to do about it as they've just let it go. He stated that both Mr. Cummings and the Mayor serve on the RTA. He stated that he believes that when Mayor Eggleton sometimes uses the word regional that he means County. But he stated that word regional means tri-county. Mr. Glickman advised that the SFRTA is mandated by law, by

legislation to be one. He added that (contrary to what Mr. Del Rio may say) they are not operations only. He advised that the SFRTA is to develop and implement for the 3 Counties, which they have not done so.

Mr. Glickman advised that in the last 5 meetings, this year-to-date the SFRTA has discussed 32 Tri-Rail / Tri-Rail related items, 19 internal general administrative items. Mr. Glickman advised that he considers any other items on their agenda, potential progress. He advised that of those 51 items, the only other two they have discussed is the Fort Lauderdale Downtown Transit Circulator, and two days before their agenda, they placed and voted the Pilot Project endorsement consideration by the SFRTA. Mr. Glickman stated that with the one provider of the Pilot Project they start getting money from tolls which is a strategy for getting revenue into transportation. He stated that he thinks this is the wrong way to go, but at least it is a strategy to do something, because they haven't done anything else which might be even potential progress on a regional basis. Mr. Glickman referred to the new Southeast Florida Transportation Council (SEFTC) mentioned by Mr. Del Rio. Mr. Glickman advised that the SEFTC meets quarterly and tries to get money for their individual Counties and in the past two years of "so-called" TRIP funds which would be spent regional, with the exception of Tri-Rail, not a single dollar has gone toward any project that crosses the County line. He advised that development between the 3 counties is basically a myth. Mr. Glickman stated that he says all of this to question who is doing what. He advised the dais of his own acronym for FDOT and advised that right now Broward County residents are basically apathetic, not being lead anywhere, not being informed, resistant to the education. Going about their daily lives about property taxes and insurance taxes and they have many other things to do including earning a living. He advised that the fact of the matter is that the Right to Public Transportation, if it becomes on the Charter Review Commission as one of the Rights (not taxis), it could at least be a focal point for change. Mr. Glickman referred to the changes that would occur from boosting Mass Transit from Community Services into the Office of Transportation. He advised that this was one of the things on the Charter Review Committee. He stated that if there is a Right to Public Transportation for Broward County citizens, it's not going to be done overnight, but he advised that at least the possibility exists that it might serve as a focal point for both voter enthusiasm and some action to occur in the future, certainly not right now because he stated, nothing is happening right now.

Mr. Glickman thanked the dais for listening.

### **General Discussions**

The Chair asked Ms. West to go over the next few weeks for the TSC.

Ms. West advised that the next TSC meeting will be June 21. She advised that Vice Mayor Wexler was the expected speaker but could not attend due to a scheduling conflict. She then advised that she emailed Mr. Stermer who was recently appointed as Chair to the MPO. She advised the dais that she also contacted Mr. Giulietti from the SFRTA and he is scheduled to speak at the TSC July 10<sup>th</sup> meeting.

Ms. West advised the dais that staff has requested all meetings be scheduled in the first two weeks of July, in order for staff to catch-up during the second two weeks and also take a few days off. Ms. West advised that staff continues to gather information for the TSC, and will continue to coordinate efforts with the Chair. However, she reminded the dais that staff is here to help as much as possible, but they are not experts. She asked the dais if anyone knows of experts and need to try to bring someone to assist in research and to help develop a report, they should feel free to recommend someone because backup documentation to support the TSC recommendation is important.

The Chair requested the presence of CRC General Counsel at meetings as the TSC now begins to develop proposed revisions to the Charter. He advised that the next meeting should begin substantive conversations if the dais decides to do anything.

A discussion ensued with regard to the time and length of the next meeting. Ms. Kaletta expressed concern about making decisions without time to really think and discuss the issues. It was determined that the next meeting of the TSC will be held on July 10, 2007 from 10am to 2pm and no meeting will be held on July 19<sup>th</sup>. The dais agreed to formulate their thoughts for the extended meeting for a full discussion of all issues.

## **VII. Adjournment**

**Mr. Mena MOTIONED, Ms. Kaletta SECONDED and the motion passed unanimously to adjourn the meeting of the TSC.**

There being no further discussion and no additional comment the meeting was adjourned at 12:18 pm.

The minutes of this meeting are recorded on CRC-TSC CD # 6.07.07 (BCGV CTR)