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On behalf of the Board of the Broward Metropolitan Planning Organization (Broward MPO), it is my pleasure to share with you this Strategic Business Plan. This document will guide our work as we update our Long Range Transportation Plan and implement our various programs over the next five years. Efforts that we expect to result in the achievement of our vision for Broward County, where our work will have a measurable positive impact by ensuring transportation projects are well selected, funded and delivered.

The goals and objectives outlined on the following pages represent the essence of our mission. We collaboratively plan, prioritize and fund the delivery of diverse transportation options. This mission represents more than the work of Board and MPO staff - these efforts involve the community. Dedicated people from local governments, nonprofit agencies, business and industry, education institutions, and other partners devote countless hours of their time to committees that guide our work to make Broward County a better place to call home.

We are focused on expanding transportation options for all our residents and visitors - where everyone as an opportunity to attain a better quality of life. Our focus is to enable our partners to build what has been planned and supported by our citizenry. That’s what we are all about. Our efforts help move people, create jobs and strengthen communities.

Thank you for your efforts to create greater opportunities and a better Broward County. We have a lot of work to do to achieve our vision. I look forward to working with all of you not just to plan our future, but to get it built.

Richard Blattner
Chair
I would like to thank the Board for the opportunity to learn from each of them and work with the amazing team that is the MPO staff. It is a joy to work with our key stakeholders and build partnerships with local, state and Federal-levels of government as well professional organizations. Together, we have already accomplished more than I could have ever imaged possible. This is the direct result of earnestly working with such a great group of people.

It is my pleasure to be tasked with implementing this focused direction from our Board. The mission statement developed by the Board proactively put a stake in the ground on what this organization intends to achieve over the next five years. Once accomplished, our communities will enjoy the benefits of a diverse transportation system that serves the needs of anyone who lives in or visits Broward County. The principal that served as the foundation of the Board’s development of the mission and vision statements - move people, create job and strengthen communities - will be realized as we work with our partners to plan, fund and deliver transportation projects that are well selected and represent the values of the communities we serve.

Our team looks forward to rolling up our sleeves and getting to work implementing the Strategic Business Plan. There is much to be done, but as I have learned, there is much we can accomplish with the leadership provided by the Board.
The voting members of the MPO Board are elected officials who represent the Broward County Board of County Commissioners, the 31 Broward municipalities, the South Florida Regional Transportation Authority (SFRTA) and the Broward County School Board.
INTRODUCTION

The Broward MPO is taking their industry leading planning process and establishing a series of best in class systems to construct the foundation for organizational excellence.

During the course of this past year, the Broward MPO has aligned the Board, management team, workforce, and key stakeholders around building the organizational capabilities to deliver measurable value to the communities it serves. Important to this collaboration were guiding pillars that are integrated into the MPO’s business work agenda for 2017.

MISSION STATEMENT
[ Why we exist ]
To collaboratively plan, prioritize and fund the delivery of diverse transportation options.

VISION STATEMENT
[ What we strive for ]
Our work will have measurable positive impact by ensuring transportation projects are well selected, funded and delivered.

VALUES
[ How we conduct business ]
We provide responsibility and the authority to deliver.

We deliver what we commit to.

We are aware of our own limitations and support each other in our path of continuous improvement.

We champion the organization and our colleagues over self.

GUIDING PILLARS

- Mission Achievement
- Efficient Decision-making
- Efficient Administration
Retreats of the Broward MPO Board were held in January of 2015 and 2017 to lay the groundwork of a robust Strategic Business Plan. Three fundamental questions served as the guiding framework for the Strategic Business Plan that was developed.
TRANSPORTATION PLANNING 101

Transportation planning is the process of moving from an idea of how to meet a need from conception to construction. There are four major steps to effective project implementation.

**Project Delivery Process**

1. **Project Development**
   - What problem is being solved and what is the best way to do it?

2. **Project Evaluation**
   - What is the likely outcome once the project is delivered?

3. **Project Delivery**
   - What projects will deliver diverse transportation options as well as maximize eligible funding sources?

4. **Project Assessment**
   - Did the delivered project achieve its expected results?

Through active community engagement and a consensus-driven conversation, alignment around key priorities will position the region to enhance mobility.
Regional Transportation Systems

Move People. Create Jobs. Strengthen Communities.

Transportation is the backbone of the Broward community. The Broward MPO works collaboratively with Federal, state, and local partners to coordinate and plan the County’s transportation network.

**Strategic Intermodal System (SIS)**
- **Owner**: Florida Department of Transportation (FDOT)
- **Funding**: Capital
- **Capital Funding**: Federal and State
- **Operations & Maintenance**: Federal and State

**State Highway System (SHS)**
- **Owner**: FDOT
- **Funding**: Capital
- **Capital Funding**: Federal and State
- **Operations & Maintenance**: Federal and State

**Tri-Rail**
- **Owner/Operator**: South Florida Regional Transportation Authority (SFRTA)
- **Funding**: Capital
- **Capital Funding**: Federal and State
- **Operations & Maintenance**: Federal, State and County

**Broward County Transit (BCT)**
- **Owner/Operator**: Broward County
- **Funding**: Capital
- **Capital Funding**: Federal, State and County
- **Operations & Maintenance**: State and County

**Fort Lauderdale-Hollywood International Airport**
- **Owner**: Broward County
- **Funding**: Capital
- **Capital Funding**: Federal, State and County
- **Operations & Maintenance**: Federal, State and County

**Port Everglades**
- **Owner**: Broward County
- **Funding**: Capital
- **Capital Funding**: Federal, State and County
- **Operations & Maintenance**: Federal, State and County
The Broward MPO is an independent governmental agency responsible for creating local transportation policy. Federal highway and transit statutes require urbanized areas greater than 50,000 in population to designate MPOs as a condition for spending Federal highway or transit funds.

We identify the best use of tax dollars on transportation projects in the Broward County (our “planning area”) portion of the greater Miami Urbanized Area. To accomplish this, we work with all the transportation stakeholders - the public, municipalities, elected officials, SFRTA, the Broward County School Board, the Broward County Commission, FDOT and Federal agencies - to identify, prioritize and secure funding for improvements to our planning area’s transportation infrastructure.

Our governmental partnerships - local, regional and Federal - make us strong and together we plan and build the varied transportation systems that meet the mobility needs of all the citizens and employers in southeast Florida.

Core Products

- Long Range Transportation Plan
- Multimodal Priorities List
- Transportation Improvement Program
- Unified Planning Work Program
- Strategic Business Plan
- Public Participation Plan
The Executive Director has re-organized and re-energized the team to deliver on the Board’s adopted agenda for the future.

MPO Organization

Executive Director

Chief of Staff

Executive Assistant Administrative Assistant

MPO Board

Legal Counsel

Advocacy

Administrative Services

Finance & Accounting

Purchasing & Procurement

Board Coordination

Human Resources

Information Technology

Planning & Programming

Data Services

Systems Planning

Project Programming

Communication & Outreach

Public Outreach

Governmental Affairs

Communications

Strategic Initiatives

Strategic Planning

Livability/Mobility Program

Complete Streets and other Localized Initiatives Program

Local Governmental Services

Legend

- Outourced
- Departments

2017 Let's Go Biking event
Our Staff

Executive Staff

Gregory Stuart
Executive Director

Michael Ronskavitz
Chief of Staff

Staff Members

Charlene A. Burke
Local Governmental Services
Principal Planner

Paul Calvaresi
Local Governmental Services
Manager

Conor Campobasso
Complete Streets and Other
Localized Initiatives Program
Manager

James Cromar
Strategic Initiatives Deputy
Executive Director

William Cross
Planning & Programming Deputy
Executive Director

Carl Ema
Boards Coordination Manager

Roxana Ene
Project Programming Manager

Paul Flavien
Data Services Manager

Tracy Flavien
Chief Financial Officer
GOALS & OBJECTIVES

GOAL 1 Mission Achievement

1A Assist owners / operators in project development
1B Identify projects with the greatest expected positive impacts
1C Fund projects that deliver diverse transportation options
1D Fund projects that maximize eligible funding sources
1E Identify owner / operators who consistently deliver projects on-time and on-budget
1F Verify that actual outcomes match those expected for delivered projects

GOAL 2 Efficient Decision-making

2A Strengthen Board training program
2B Improve Board meetings and informational materials
2C Expand Board involvement beyond meetings

GOAL 3 Effective Administration

3A Expand staff technical skills and support services
3B Expand MPO presence and community outreach
3C Reorganize MPO to achieve its mission
The Board has defined success clearly and the tools are in place for the Broward MPO to deliver.

### COMMUNITY FACING

- **Clarity of Purpose**
  - Mission
  - Vision
  - Two and Five-year Success Markers

- **Engagement Principles**
  - Values

- **Stakeholders**
  - Strategies
  - Operating Tactics

- **Measurable Value**
  - Performance Scorecard

- **Transparency**
  - Monthly & Quarterly Cadence of Results

### ORGANIZATION FACING

- **Structurally Aligned**
  - Organizational Chart to Deliver Agenda

- **Aligned Team**
  - Skills, Ability, Capacity to Deliver Agenda

- **Results**
  - Internal Key Performance Indicator (KPI) Reports

- **Performance**
  - Results & Values Based Performance Reviews
ACHIEVEMENT FRAMEWORK

As any high functioning public sector agency recognizes, the Broward MPO has been ambitious in clearly defining the outcomes it intends to deliver the region. So many organizations take a defensive approach, empowering others to set the agenda. The Broward MPO has proactively put a stake in the ground on what it intends to achieve over the coming five years.

With two-year and five-year definitions of success, the MPO intends to set the agenda, coalesce key stakeholders, and actively secure funding for projects to enhance the mobility of the entire region.

Two-year Success Markers

1. We will have aligned the Board around a prioritized list of transportation projects that will reward performance and deliver measurable value.

2. We will have identified the cost of that plan, secured consensus to fund it and a mechanism to deliver it.

2016 TIGER Grant celebration
The Broward MPO has proactively put a stake in the ground on what it intends to achieve over the coming horizon.

**Five-year Success Markers**

1. We will have funded our plan.
2. We will have a structure in place to ensure the plan’s timely delivery.
3. We will have an ability to objectively measure the positive impact of the plan on our member communities.

**Implementation & Reporting**

**STEP**

1. Executive Director establishes performance targets.
2. Executive Director assigns staff member responsible for each objective.
3. Assigned staff members identifies products needed to achieve the objective.
4. Management staff selects team to successfully deliver each product.
5. Management staff reports progress to Executive Director monthly.
6. Executive Director reports progress to the Board quarterly.

Produced by WHITEHOUSE GROUP for the Broward MPO.