

Public Engagement Action Plan



SPEAK UP BROWARD

Transportation Choices.  Your Voice Counts.

This collection of resources describes how this public engagement program will build networks to engage the people of Broward and how credible information will be developed and communicated.

broward **MPO**
metropolitan planning organization

move people • create jobs • strengthen communities



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Section 1: Public Education and Engagement Plan

This plan details communications and outreach to stakeholders and the public-at-large. Communication and collaboration is essential to keeping communities connected and engaged, ensuring public confidence, generating consensus, and identifying and resolving issues and concerns.





Why engage the public?

The overarching outcome of the Broward MPO Public Engagement Services, known as **Speak Up Broward**, is to develop a unified vision for Broward's transportation future. This vision builds on the **Commitment 2040** long range transportation plan update and will result in a public and agency-wide commitment to a plan that is funded and implemented. The plan envisioned will produce an integrated multimodal transportation system that is financially sustainable and includes a dedicated long-term operating funding source. The Broward MPO is expanding its public engagement activities through this specialized outreach process to increase public understanding and facilitate an expanded and meaningful exchange of information sharing and collaboration in development of its transportation plans. Gaining public participation, ownership, and trust in the process will help to identify the solutions and strategies that meet the needs of the community and that will ultimately be supported.

This plan establishes communication strategies to be used throughout this program for outreach to stakeholders and the public-at-large. Communication is essential to keeping communities connected and engaged, ensuring public confidence, generating consensus, and identifying and resolving issues and concerns.

About the Effort

The project team will work to understand priorities, complete values research, and test scenarios with stakeholders, partners, and the general public. This effort is different from most public engagement efforts in that it is not centered on conducting meetings or workshops. Instead, our focus is on reaching more people through eTownHall meetings, public opinion surveys, focus groups, a stakeholders group, a speakers bureau, street teams and a mini-grant process. There will be targeted meetings designed to network and multiply our efforts through ambassadors.





Public Engagement Approach

Two surveys will be conducted, first at the beginning (taken April 17-24, 2013) to establish our baseline and at the end to test the scenarios. A series of eTownHall meetings and eight Focus Groups will be conducted to test the scenarios. In addition, an interactive webspace will be created to engage the public in an understanding of the scenarios and to gather their opinion and feedback on what they support. There are basically three stages for our work:

- **Building our Networks** – Over the summer of 2013, and into the fall, we will be identifying groups, individuals and interested parties. We will work with the Broward Partners Group and the GrassRoots Forum (a speakers bureau) to develop our message and guide the development on information resources for our public education effort. Our information resources and content are in development for inclusion in a webspace later in the fall of 2013. We will also develop a competitive mini-grant process to seek groups who want to do their own outreach, report on their efforts, and engage in a working group to discuss their input.
- **Scenario Planning** – Once we have an idea of how the Financially Feasible Plan is shaping up, we will begin the development of two system scenarios that go beyond what we can afford. We will also identify new sources of revenues for further exploration and input. Early in this process, we will roll-out a webspace to build traffic and get early input on scenarios.
- **Testing the Scenarios** – By the time we have shaped the system scenarios and identified revenues synchronized with the scenarios, we will introduce the interactive webspace to test the financial and system scenarios. A series of Focus Groups will be conducted and eTownHalls will be held to gather input and insights. A final survey will be conducted to further test the scenarios and revisit public opinion and values to compare with the baseline survey.

At the conclusion of each phase, we will evaluate the effectiveness of the outreach strategies to measure success and determine what adjustments need to be made in future outreach efforts.

An interim webspace is available for early public interaction. A more in depth webspace with multiple levels is in development.



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Who Is Involved?

Speak Up Broward is designed to reach a broad audience and representatives from many special-interest groups through a networking approach. Participants will include elected and business leaders, community and neighborhood organizations, transportation agencies, and advocacy groups. We will be using a 'grassroots' approach to building these networks and utilize two groups to approach our coverage in different ways.

Early in our project, we formed the Broward Partners Group to solicit partners who will assist with engagement drawing from a broad spectrum of stakeholders in Broward: citizens, businesses and transportation agencies. We will also engage elected officials to gain their insights and ensure we are keeping the Broward MPO Board and representatives fully informed and engaged throughout the process.





Broward Partners Group

Made up of a mix of representatives of agencies, governmental representatives, non-profit organizations, special interest groups, business leaders, the Broward Partners Group is organized to provide a broad representation for Broward, including:

- **Economy:** business, industry, tourism, and economic development stakeholders
- **People/Advocacy:** citizens, educators, environmental advocates, social equity groups, and healthcare
- **Transportation:** planning and implementing agencies

This group of key leadership is brought together to serve as a sounding board and idea bank. The formation meeting was held on April 30, 2013. Subsequent meetings will be held about every three-four months. Communications in the interim will be targeted and designed to solicit feedback on specific questions.

Upcoming sessions and topics that may be covered include:

April 30, 2013 - Formation Meeting

Program Framework
Messaging
Baseline Survey Results

September 2013

Planning for Webspaces Launch
(to be embedded in MPO website)
2040 Needs and Revenues

January 2014

Funding and Mobility Gaps
Federal Policy and Funding
GrassRoots Forum Progress
Mini-grants Selection Process

March 2014

Visioning and Scenario Building
Preparation for Media Blast and eTownHall

June 2014

Scenario Planning Early Results
Evaluation of Outreach:

- Webspaces
- eTownHall
- GrassRoots Forum
- Mini-grants
- Media Use

July 2014

Outreach Report Card
Path Forward Recommendations



GrassRoots Forum (a speakers bureau)

Getting people excited and involved is a continuing challenge for long range transportation planners, especially when much of the focus is down the road and into the future. With low attendance and interest in traditional workshops, public engagement strategies must find different ways to bring the information to the community in a comfortable and convenient format that successfully engages them in collaboration.

The GrassRoots Forum will be used to engage partner organizations to disseminate a prepared presentation to reach out to pre-arranged group meetings in a familiar, accessible setting. It allows participants to engage and connect at the convenience of their regularly scheduled group meetings. The GrassRoots Forum is an effective tool for reaching out to individuals who may not normally participate in traditional community workshops. In addition to transportation agency partners, some of the local organizations could include:

- Area Chambers of Commerce
- Broward League of Cities
- Broward Alliance
- Broward Association of Realtors
- Broward Complete Streets
- Broward County Association of Student Councils
- Broward County Public Schools
- Broward Sierra Club
- Public Relations Society of America (PRSA), Greater Fort Lauderdale Chapter
- Rotary Club of Fort Lauderdale North
- Rotary Club of Fort Lauderdale South

Many of the same organizations that are involved in the Broward Partners Group will be engaged in the GrassRoots Forum either as speakers or as a resources for identifying audiences.





Elected and Public Officials

Broward is a diverse population made up of many towns and cities, as well as unincorporated areas. Elected officials that represent these jurisdictions will provide insight into their constituents' needs, how to best communicate with them, and what funding options they may be most likely to support. Elected and public officials include Broward County Commissioners, City and Town Mayors and Councils/Commissioners, City Managers, Community Redevelopment Authority management and staff, etc.

Partner Agencies

Effective coordination with partner transportation and planning agencies throughout the County and the region will maintain an open dialogue with each agency and ensure consistency between past and present studies and efforts. In addition, some partner agency representatives will be involved in the Broward Partners Group (described in the following section). The Broward MPO will work with many partner agencies, including those listed below.

- Florida Department of Transportation, District Four
- South Florida Regional Transportation Authority
- South Florida Regional Planning Council
- Southeast Florida Transportation Council (SEFTC) (Broward, Miami-Dade, and Palm Beach MPOs)
- Broward County (a number of transportation-related departments including Environmental Protection and Growth Management, Human Services, Public Works, Aviation, Port Everglades, and Transportation)
- Broward League of Cities, representing the municipalities of:
 - Coconut Creek
 - Coral Springs
 - Cooper City
 - Dania Beach
 - Davie
 - Deerfield Beach
 - Fort Lauderdale
 - Hallandale Beach
 - Hillsboro Beach
 - Hollywood
 - Lauderdale-by-the-Sea
 - Lauderdale Lakes
 - Lauderhill
 - Lazy Lake
 - Lighthouse Point
 - Margate
 - Miramar
 - North Lauderdale
 - Oakland Park
 - Parkland
 - Pembroke Park
 - Pembroke Pines
 - Plantation
 - Pompano Beach
 - Sea Ranch Lakes
 - Southwest Ranches
 - Sunrise
 - Tamarac
 - West Park
 - Weston
 - Wilton Manors

SEFTC is forming a Public Involvement Subcommittee of the Regional Transportation Technical Advisory Committee in the summer of 2013.

Transportation partners in neighboring counties will also be involved, including the public transportation providers, MPOs, and regional planning councils.



Who Is Our Target Audience?

In addition, other business and community interests be considered, consulted, and included throughout the effort. The **Speak Up Broward** outreach process has three primary objectives:

1. To make certain that information is transparent, current and readily available to agencies and the public throughout the duration of this effort, and that such information is as timely, clear, and comprehensive as possible;
2. To make certain that interested parties have abundant opportunities to participate in an open exchange of views throughout the effort; and
3. To ensure comments, thoughts, suggestions, concerns, and ideas are heard and questions responded to throughout the engagement effort.

Our audience includes all persons in Broward affected by transportation. Types of organizations we want to engage are listed below. This list will be modified and amended to allow for flexibility in our plan to respond to new audiences and issues as they are identified.

- Business Community
- Restaurants/Lodging
- Property Owners
- Chambers of Commerce
- Neighborhoods and Home Owner Associations
- Professional Associations
- Students
- Developers
- Tourists
- Multi-cultural and multi-generational
- Non-Profit Organizations
- Transit Users and Non-Users
- Transportation Disadvantaged Community
- Disadvantaged Organizations (e.g. elderly, disabled, minority, disenfranchised)
- Service and Community Organizations
- Homeowner Associations
- Marine Industry
- Environmental Groups

The **Speak Up Broward** project team will maintain a record of how many people we engage and through which means we reach them. Based on this information, we will adjust strategies as needed. Ideally, all people, from every group, and every demographic, would be involved in some way. Often in our outreach experiences, those that are involved initially tend to be people who are already informed and already have an interest in transportation issues. Those people are needed, but so are people we typically don't hear from. Our intent is to be flexible in application of marketing strategies throughout this process to ensure full engagement from all target audiences.



How Are We Engaging Participants?

Reaching out to Broward's diverse citizens and gaining their honest, actionable participation will take multiple approaches and methods ranging from the traditional use of face-to-face engagement and media, to fast-paced social media and interactive web-based media that enables participation from home or work. Every community is different and the method for engaging the public must be tailored to it. While digital media is exciting and innovative, it doesn't have the same appeal to every person in the community. Not everyone has access, or even wants access to a computer or mobile device. Some ideas are better communicated in person, with visual aids and presentations. And sometimes people simply prefer face-to-face interaction to better understand how a decision may affect them. Therefore, the strategies and tools for engaging the public have been thoughtfully considered to ensure they are effective in involving every person that wants to be a part of the process. These strategies and tools include:

- **Unique methods of engagement** – to reach out to people in a way they are more comfortable with and to go where people already congregate
- **Surveys and Questionnaires** – to establish the baseline of how the public feels about specific topics and identify what needs to be communicated better
- **Technology strategies and web-based interactions** – to interactively collect comments and questions from the public on a large scale while at the same time conveying information to the larger public in a virtual forum
- **Focus Groups** – to dig deeper into the “why” of public opinion
- **Collateral Materials** – to disseminate information by means of e-newsletters, fact sheets, and other printed informational materials
- **Media Relations** – to garner a line of communication with media professionals
- **Broward Portraits** – to identify everyday champions to share their experiences and aspirations for our transportation future, and how it affects “real” people in their daily lives





Unique Methods of Engagement

Program for Empowering People (Mini-Grants Program)

These small grants will be competitively awarded to more directly engage traditionally under-represented populations in a manner that they define and that are run by people they trust. Target populations include environmental justice (minority and low-income) populations and those with limited English proficiency, special interest advocacy groups (such as accessibility, community development, etc.), faith-based organizations, and youth or student organizations. Participants will be selected in compliance with environmental justice and Title VI considerations for full and meaningful participation. Grants will be evaluated based on pre-determined criteria. Participation in the program will allow communities to decide how they prefer to be communicated with and engaged, on their own terms, but with specific obligations and accountability for reporting their results and participating in a working group to discuss their input. (See Section 5, Program for Empowering People Framework.)

Street Teams

Street Teams will attend places or events where people congregate to disseminate information, gather input through surveys, and to gain input from citizens. By going where people already are, we can increase exposure to our message and interactively engage more people. Members of the GrassRoots Forum will be given an opportunity to participate along with public involvement professionals.





Surveys and Questionnaires

Surveys involve collecting quantitative and qualitative data from the public on a variety of topics from a sample of the population, so as to make statistical inferences about public opinion and values based on the questions asked. Surveys can be administered in a variety of ways, including telephone, online, email, and smartphone interactions. The success of a survey is highly dependent on its representation of the target population; therefore, several techniques can be employed to outreach to a larger spectrum of the population, including financial and non-monetary incentives, personalization of survey requests, and guaranteeing and ensuring anonymity.

Public Opinion Survey

A public opinion survey aims at gathering attitudinal opinions from a random sample of people regarding a particular topic to help identify the general perceptions, shortcomings, and support level. Two statistically valid public opinion surveys are scheduled. The first survey was conducted in late April 2013 early in this process to establish a baseline of public opinion. (*Baseline Survey*, May 2013) The second survey will be conducted in spring 2014 and will test the system and financial scenarios developed.

Questionnaires

Easy and public-friendly questionnaires can be conducted online through user-friendly interfaces such as SurveyMonkey™ and will be customized to reflect messaging priorities and information gathering goals. Questionnaire announcements and results will be communicated on the webspace and other collateral.

Value Cards

Simple and easy to distribute, a values card will be used to ask basic questions. These cards will be distributed broadly to gain responses to key questions throughout the process.

Business cards/Project cards

Business cards are an easy way to give the public a take-home that easily fits in a wallet or purse. They provide basic information about the project, primarily contact and webspace information. They are also a great leave-behind that can be strategically placed at local business bulletin boards.





Technology Strategies and Web-Based Interactions

eTownHall Events

Telephone, online and televised eTownHall events are planned as an alternative to traditional public meeting methods. Planned for early spring 2014, this series of events will enable us to engage a large number of people in a 'virtual' public meeting to convey ideas, ask questions, collect comments, and spread the word. This real-time technology utilizes telephone/conference call, television, and/or online technologies to broadcast meetings and allows members of the public to speak directly to a panel of elected officials and project staff. Public participants may submit comments or questions or ask their question directly either online or on the phone. The eTownHall events will be held in the evenings or on weekends to gain the largest audience. Cost is variable based on the number of calls (connects) that occur. For **Speak Up Broward**, a series of eTownHall events will be held in spring 2014. Content and participation from leadership will be determined in the fall/winter of 2014.



Webspace

Websites are infinitely customizable virtual spaces designed to meet the communication needs of the outreach effort. Web-based interactions will be used to disseminate information to the larger public, collect comments and questions, and provide a forum for interaction between members of the community with the project team. Our web interface will be a webspace on the Broward MPO's website and will be designed to convey general information, news, and updates. It will also provide a conduit for the public to submit comments and contact information to receive regular updates. Because the webspace will be embedded in the Broward MPO website, it will maintain visitors' engagement in other Broward MPO information resources and project links, as well as links with other partners and social media accounts. We will also investigate the use of the internet for online meeting tools. An official webspace for **Speak Up Broward** will be launched in the fall of 2013 (possibly sooner). A placeholder is being investigated for early release to provide a forum for our network building now in progress.

Web-based Interaction

Online and electronic social media can be a major component for fostering community engagement, discussion, and ownership by the public. Social media activities will be integrated with other communication strategies and focus on building an engaged and active community. (See Section 4 Multimedia Outreach Strategy and Work Plan.)



Focus Groups

Focus Groups are used to generate ideas and observe public reactions in an open, comfortable environment. Facilitated by a professional, small groups of participants discuss their perceptions and expectations to help better understand different viewpoints on a particular subject. Focus Groups are an excellent way to expose differing attitudes and underlying issues related to a specific recommendation. Eight focus group meetings will be held in the spring of 2014 to test the system and financial scenarios and solicit ideas and attitudes from the public.

Collateral Materials

E-Blasts

E-mails will be distributed periodically to provide updates and special announcements. Interested parties can also add themselves to the list through the webspace or at an event or presentation.

Printed Material

Fact sheets will be prepared to provide information throughout the process and provide information about how people can get involved. Print publications (postcards, bookmarks, fliers, surveys, and business cards) will be developed to outline the general scope of a project or planning process, and provide information on how the public can become engaged. These will be created and distributed as hand-outs at meetings, in government offices including libraries, on public transit, and other available locations identified by the GrassRoots Forum.





Media Relations

Community-based, local, and regional media are key participants in the public engagement process. Media outlets include paid advertisements, press releases, and media alerts that are also distributed via internet sites, government access channels, and in some communities through utility bill inserts.

In addition, media interviews, editorial board briefings, and responses to media information requests will be used to promote public awareness about the eTownHall events (in-person or online) and build traffic on the webspace. Press releases can be sent out to notify media outlets about events and news during the planning process. Press releases may also be sent to daily and weekly newspapers, public information offices, government access channels, community bulletin boards, and internet blog sites.

Broward Portraits

We will identify representative members of our population to profile. We will ask them to volunteer to tell their story about their life in Broward - how they live, travel, work, and play every day, and what they aspire for in the near and long term. These profiles will include small business owners, students, homemakers, and leaders from all walks of life. We will ask everyday people to tell their story in their own words in short videos. These testimonials will be presented to make transportation choices exciting again and worthy of attention in ways other people can relate to.





How do we measure success?

This plan was developed with the hindsight of previous public participation engagements – what worked and what worked better. There is always a learning opportunity from each engagement approach or activity. Advances in technology continue to progress and new ways of looking at old ideas will always emerge. Everything old is new again, and sometimes, the best way is the simplest way. **Speak Up Broward** is designed to dovetail with **Commitment 2040** and other transportation planning processes now underway to avoid burdening the public with duplicative meetings and conflicting messages. **Speak Up Broward** is designed to support and supplement the outreach efforts already in the works and provide a new dimension to those efforts through eTownHall events, focus groups, surveys, web-based conversations, and going where people already go – through the GrassRoots Forum speakers bureau and through Street Teams at special events and public places. An Outreach Report Card template is provided in Section 6.



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Section 2: GrassRoots Forum Strategy

The GrassRoots Forum is a speakers bureau designed to multiply our communications efforts to more people by trusted members of the community.





GrassRoots Forum Organizing Strategy

The GrassRoots Forum is a key component to our public engagement program. This speakers bureau will foster ownership of the message and identify trusted community leaders to be ambassadors to spread the message.

An overarching goal of this public engagement program is to reach a diverse and organized sector of the population that can help multiply these public education efforts. A list of organizations has been prepared in the development of the Broward Partners Group. While it is expected that many of the participants in the Broward Partners Group will participate in the GrassRoots Forum, these groups serve two separate functions.

Broward Partners Group – This diverse group of leaders among organizations and agencies that represent business, citizens and transportation agencies will serve as a sounding board and “idea bank” to help shape the message and to build system scenarios and test them. This group will meet every three to four months.

GrassRoots Forum – This speakers bureau will consist of some of the same representatives and volunteers from the Broward Partners Group, but it will reach deeper into the membership of the organizations, and the Broward communities and neighborhoods. Ambassadors will be solicited for participation in GrassRoots Forum organization and coordination meetings. Training sessions will be provided for participants to prepare them to deliver the message as well as to solicit and gather feedback. But not everyone needs to be a speaker. Some participants may only want to provide contacts for meetings, help facilitate the meetings, while others may want to provide input about the messaging developed for the presentations and collateral materials.

Building Our Network

Possible organizational leaders and representations have been identified for possible participation in the GrassRoots Forum. We have identified business and professional groups, advocacy groups, neighborhood organizations, and student groups to broaden our base and build our networks. A handout will be developed to explain what the GrassRoots Forum is about and how they can be involved. A sports theme around Broward’s Most Valuable Players (MVP) will be worked into the collateral material to gather interest and sign-up participants. When we meet or speak to organizations, we will distribute this information and ask for volunteers. Sample language for the handout is shown on pages 2-4 to 2-7.



How Does It Work?

Organizational meetings for the GrassRoots Forum will be held over the summer of 2013 and into the fall. In addition to phone solicitation of participants, 20 organizational meetings are expected with multiple participants. During these organizational meetings, topics will be explored for inclusion in a series of 10-15 minute presentations. Input on upcoming meeting opportunities will be requested before the organizational meetings and reviewed with the group. Suggestions for meeting topics are expected to emerge during the early organizational meetings, but topics may include:

- *Public Opinion about Transportation - Baseline Survey Results*
- *How Does Broward's Transportation System Stack Up?*
- *What Are Our Transportation Priorities?*
- *How Can We Pay For a Better Transportation System?*

Training sessions will begin when the first GrassRoots Forum presentation is prepared for delivery. We anticipate that this will occur following significant progress with the Commitment 2040 plan development, including revenues, sometime in the fall of 2013. Six training sessions are expected and they will provide the following:

- *Practice sessions on delivery of the presentation*
- *Information about how to respond to frequently asked questions*
- *Templates to summarize meeting results (for inclusion in the Outreach Report Card)*
- *How to solicit input through comment cards*

Where possible, the meetings will be attended by **Speak Up Broward** project team members, but the purpose is to create a "meeting in a box" that can be presented to the maximum number of meetings. The presentations will be designed to be delivered by any of the GrassRoots Forum members. The presentations are also designed to be short, so limited facilitation would be required. If a longer presentation or discussion group is desired, project team members would be requested.

Once the participants are trained, regularly scheduled coordination meetings will be held with GrassRoots Forum members to gain feedback as to the how well the presentations are working and to identify any revisions to the messaging that may be appropriate. Nine coordination meetings are expected. These coordination meetings will also identify new opportunities to solicit new members and expand participation. They will be held at different locations throughout Broward in the interest of expanding exposure and likely participation in different areas.

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Section 3: Fact Files Library Framework

The Fact Files is a collection of transportation resources and socio-economic data from publicly available resources, completed and ongoing studies and corridor plans, and other pertinent topical research. This section documents what information is collected, how it will be used, and how it will be updated.





FACT FILES LIBRARY FRAMEWORK

What are the Fact Files?

The Fact Files consist of a collection of transportation resources and socio-economic data from publicly available resources, completed and ongoing studies and corridor plans, and other pertinent topical research. The table below represents the types of information compiled.

Table 3-1: Fact Files Content

Category of Data	Time Periods	Types of Data
Transportation	Historical (since 1990) Current (2010) Future (5-year increments to 2040)	Roadway capacity and volumes, vehicle miles traveled, transit ridership, hours of delay, vehicle registrations, freight tonnage, fuel tax sales
Socio-economic	Current (2010) Future (2040)	Population (race and ethnicity), employment, age cohorts, number of households and income levels
Peer areas	Current (period of last reported information)	Transportation system characteristics and socio-economic data for comparison to Broward - includes older, new and aspiring premium transit systems (Table 3-2)
Local, Regional and Statewide Plans and Studies	Current and Future (horizon year varies)	List of relevant Broward County, South Florida, and Statewide corridor studies, master plans, transit development plans, long range transportation plans, etc. [Attachment 1]
Media and Research Reports	Current	Topical resources on transportation or relevant socio-economic trends and analysis [Attachment 2]

Section 3: Fact Files Library Framework



A database of information on Broward's peers will be developed for comparison. The core city is listed as the reference point, although the area may cover more than the individual city. Coverage of service and MPO area varies, but in most cases includes more than the incorporated city itself.

Table 3-2: Peer Areas by Stage of Transit Development

Established	New	Aspiring
Miami, FL	Charlotte, NC	Tampa, FL
Cleveland, OH	Minneapolis, MN	San Antonio, TX
Portland, OR	Houston, TX	Detroit, MI

There are many cities that have similar populations compared to Broward, but they are very different in other important aspects. Given Broward's relatively recent post-World War II development, it is important that the peer areas identified have similar histories or development patterns. Because our focus will be the future transportation system and the introduction of premium transit (modern streetcar, light rail, bus rapid transit), the peer cities selected for this analysis include those that have established mass transit systems, recently implemented new systems, or those that aspire to bring premium transit to their service area.





How Will This Information Be Used?

This public engagement and education program initiated by the Broward MPO on February 15, 2013 requires the development of informational content for communications with stakeholders, leaders and the general public. As we lay the groundwork for our communications program, presentations and collateral material will be needed to increase understanding about the Broward MPO's mission and goals relative to implementing a transportation system that meets the needs of the greater Broward area and the South Florida region.

Early communications and public opinion research begun during in the spring of 2013 have helped to better understand what people think, value, and believe about the state of transportation. The resources developed for the Fact Files will be used and expanded upon over the course of this work to provide the types of communications tools and messaging that will increase fact-based understanding among a larger audience. We will start by looking inward to Broward's history and status quo. Then, we will focus on ways to communicate how travel and development patterns might change over time and what our future might look like through visual images. Another good perspective is to show how Broward compares to other places in the US. A look at how our peers have addressed their transportation and funding challenges will better inform our public conversation and increase awareness of what is possible.

In the fall/winter of 2013, the project team will develop a webpage on the Broward MPO's website to communicate and provide an exchange with the public. This website will include information to help generate input and ideas from the general public about transportation system scenarios and funding options.

Scenario-building is expected to begin by winter 2013/spring of 2014, pending progress with the 2040 Long Range Transportation Plan Update, Commitment 2040. The project team will need to better understand ongoing projects and regional planning results to identify the system deficiencies that remain after the Financially Feasible Plan has exhausted all available revenues. The Fact Files will provide the basis for information gathering to holistically review the system and to develop two additional scenarios and potential revenues to support them.



How Will This Information Be Catalogued?

The basic file structure for the Fact Files is a series of Excel spreadsheets that will serve as the database for all these resources. There will be a separate Excel workbook for each of the resource areas. For resource materials that include numerical data, this information will be stored directly in the Excel spreadsheet. Whenever possible, information from online databases and other digital resources will be directly downloaded or copied into the appropriate Excel spreadsheet to avoid transcription errors. For non-numerical data, such as studies and articles, the Excel spreadsheet includes a category column to help identify which topic(s) are addressed, the source of the information and a hyperlink to the document.

For information that will be used with Geographic Information System (GIS) mapping technology, the Excel spreadsheet will contain a translation of the GIS attribute table column headings since the number of characters available in GIS is limited. A second Excel spreadsheet will be included that provides a description of the information displayed in any GIS-based maps created specifically for this effort to allow individuals without access to GIS to see what is available. For example, if a map showing transit-dependent communities is prepared, the description in the Excel spreadsheet would be “a map depicting the overlapping areas of minority and low income populations and zero car households”. The data, however, that is used in GIS mapping will be stored in the GIS files and not extracted to a separate Excel file.

Resources to support the above activities will be compiled in four primary formats: Data, Maps, Graphs, and Talking Points.

Table 3-3: Fact Files Content

Category of Data	Data	Maps	Graphics	Talking Points
Transportation data	✓	✓	✓	✓
Socio-economic data	✓	✓	✓	✓
Corridor plans	✓	✓	✓	
Peer areas	✓		✓	✓
Regional and statewide reports	✓		✓	✓
Media and research reports	✓		✓	✓



Data: The most straight-forward way to collect data is in a tabular format which can then be graphed or mapped to increase understanding. Tables are useful formats to show relative values such as population and density, or growth rates. While small tables are useful, larger tables can be harder to read and comprehend. In written communications, call-out boxes draw attention to key fact-based ideas data such as existing and projected population or an analytical result.

Maps: GIS allows us to display information in a way that people can relate to personally by virtue of where they live or work. By mapping socio-economic data or outreach results, our project team can also better understand where we should focus our outreach efforts.

Graphics: Graphics can be static, like charts, or dynamic. Dynamic graphics will most likely be part of the interactive web-based tool used during the evaluation of scenarios. An example of a static graphic would be a line and/or bar chart to show how the number of registered vehicles or vehicle miles traveled has increased or decreased. To make this a dynamic graphic, we might enable a user to see how the number of vehicle miles traveled changes depending upon the scenario selected. Graphics may be combined with maps for added effect. For example, higher population density is often argued to be a requirement for successful fixed guideway systems. A map of U.S. peer areas combined with a relative size graphic to represent density could illustrate the role it plays for established or new fixed guideway transit systems.

Talking Points: Topical information on transportation and socio-economic data will be gathered for resource and reference from news media articles, blogs and videos, as well as research reports and studies. In the interest of capacity building, national organizations compile and assimilate considerable resources from U.S. Census Data, the National Transit Database and other original research sources. Interactive databases and research tools will be utilized for efficiency in gathering key information. In addition to federal agency sites (such as the MPO Database noted earlier and the Transit Cooperative Research Program), other organizations provide transportation and information resources such as the American Public Transportation Association, Reconnecting America, Smart Growth America, Center for Transportation Excellence, and the Center for Transit Oriented Development. See Appendix 3-C for information gathered to date.



How Will Data Gaps Be Addressed?

After the initial data collection effort, any missing data (or gaps) will be identified. This missing data will be prioritized based on need and a plan developed for gathering the highest priority needs. In some instances, the specific data may not be available so a surrogate may be required. For example, many of the corridor studies in Broward are a work in progress; however, the project team will need to identify an order of magnitude cost so that we may identify and build system scenarios and identify potential funding resources. The Broward MPO will provide guidance on collection of surrogate or preliminary data.

How Will Information Be Updated?

The resources identified in this framework will be updated over the course of this program as needed and to the extent practical. Since a number of the corridor studies and plans are on-going, we will update the relevant information from these studies as it is made available. Today, much more information is available electronically and the multitude of resources is considerable. Our project team is continually searching for relevant media reports and research and will update the information resources as it is identified.



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Section 4: Multimedia Outreach Strategy and Work Plan

This program will use media buying and advertising. Our strategy is flexible but laser-focused on economies and results. The strategy outlined in this section describes our approach and timing to maximize our media budget.





Creative Messaging and Branding

Early in the project, a logo was developed through a collaborative process. During the Project Kick-off Meeting held with the full MPO staff and the Project Manager for the **Commitment 2040**, a brainstorming session was held to review draft ideas for logo and tagline. After several iterations, and an independent review by marketing professionals, **Speak Up Broward** was selected with the tagline of "Transportation Choices. Your Voice Counts."



Another collateral piece was developed early in the project to serve as a "leave-behind" to inform people we network with what **Speak Up Broward** has set out to accomplish, how we are going about it, and when we expect activities to occur. The first meeting of the Broward Partners Group was our first opportunity to receive input from a diverse audience for use in development of our message. Over the course of the summer, the GrassRoots Forum (a speaker's bureau) will be formed and additional insights into what stakeholders understand and want to know more about will be used to better define messaging for use in collateral material and the website, scheduled for release in the fall of 2013. (See Section 1 Public Education and Engagement Plan for more information about the make-up and purpose of each of these groups.)

Another important source of insight for consideration in our messaging is the Baseline Survey conducted April 17-24, 2013. This statistically valid survey provides a starting point of understanding Broward voters.

Other opportunities for presentations to organizations and groups of stakeholders will be exploited as a means of learning more about what people think, value, and support. We will continue to hone our message as we build our networks and learn more from all stakeholders.

The Southeast Florida Transportation Council established a Public Involvement Subcommittee of the Regional Transportation Technical Advisory Committee (RTTAC) in the early summer of 2013 to coordinate among various long range transportation planning processes being conducted throughout the South Florida region. **Speak Up Broward** will be engaged in the discussion of messaging and branding to ensure consistency with our efforts and a seamless 'voice' among all of these efforts.



Market Research

Transportation consumers in Broward represent a very large audience and include every single person who lives, works, and plays – including people who do not live here. Regionalism will be important in planning for a seamless transportation system, but in defining our audience we have a slightly different focus.

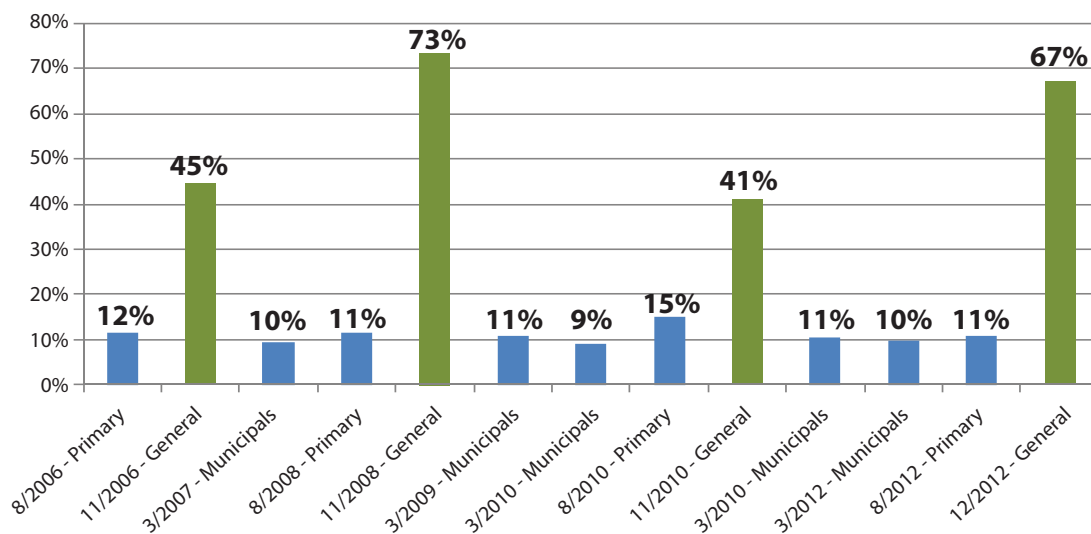
As we prepare for a path forward, we need to focus on our critical audience. In this case, it will be voters and potential voters residing in Broward. This focus is based on two rationales:

- The MPO Board is made up of elected officials who need to understand where their constituents stand on issues and what they would likely support.
- Potential new revenue sources could involve a mix of funding that could lead to a referendum for bonding, sales tax, or assessments.

Voting History

Our review of voting precincts provides insights into voting behavior and characteristics. We reviewed primary, general and municipal elections for voter turnout over the past eight years. Approximately 70 percent of the registered voters went to the polls in the presidential general elections of 2008 and 2012. In the general elections of 2006 and 2010, approximately 40 percent voted. Significantly fewer people vote (9-15 percent) during primary or municipal elections.

Broward Voter Turnout

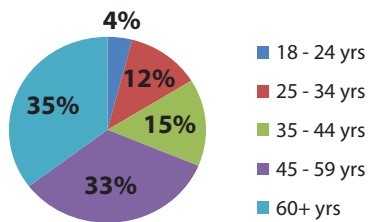


Section 4: Multimedia Outreach Strategy and Work Plan

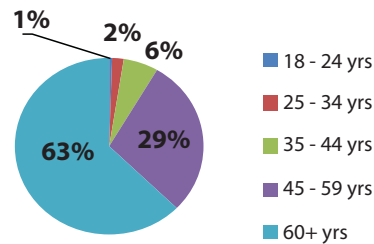


Another important insight is the voting age of likely voters. Those who voted in all November even-year elections (2006, 2008, 2010, and 2012) were 68 percent over 45 years old and only 16 percent under 35 years old. The age cohorts are quite a bit older for those who vote in municipal or primary elections at 63 percent over 60 years old and only 8 percent under 35 years old.

Voted in Just 1 of 4 Even-Year Elections



Voted in 4 of 4 Even-Year Elections



While history can be a powerful predictor of future, there is no guarantee that it will be repeated. **Speak Up Broward** is looking to reach all cohorts and has a goal of special outreach to young residents as they have a big stake in our transportation future. The knowledge about who votes and when they vote will be considered in our outreach strategy to increase exposure of transportation issues to a broader spectrum of the population and generate more understanding of the potential future outcomes. This understanding will also help in developing our message and branding.





Broward Population Characteristics

In addition to voting history, information about where people live and work in 2010 and projected to 2040 is an important part of our market research. Population from the U.S. Census provides characteristics such as age cohorts, minority and ethnic populations, transit-dependent, disabled, etc. We will utilize this information in conjunction with our networking intelligence in allocating our media buying budget. The largest sector of Broward’s population is white (non-Hispanic) at 44 percent. The next largest is African-American (non-Hispanic) at 26 percent followed by 25 percent total Hispanic of all races. In total, minority populations of all race/ethnicity make up 56 percent of the population in Broward.

Table 4-1 – Broward Population Characteristics

Race/Ethnicity	Total	Percent
Broward Total Population (2010)	1,748,066	100%
Non-Minority Population (White non-Hispanic)	760,817	44%
Minority Population	987,249	56%
<i>Non-Hispanic Minority Population</i>	<i>549,002</i>	<i>31%</i>
Black or African American Alone	449,677	26%
American Indian or Alaskan Native Alone	3,394	< 1%
Asian Alone	55,692	3%
Native Hawaiian and Other Pacific Islander Alone	762	< 1%
Some Other Race Alone	9,152	1%
Two or More Races	30,325	2%
<i>Hispanic or Latino Population</i>	<i>438,247</i>	<i>25%</i>
White Alone	341,414	20%
Black or African American Alone	17,842	1%
American Indian or Alaskan Native Alone	1,671	< 1%
Asian Alone	1,103	< 1%
Native Hawaiian and Other Pacific Islander Alone	149	< 1%
Some Other Race Alone	55,562	3%
Two or More Races	20,526	1%

Source: U.S. Census Bureau, 2010



Minority populations are mapped by location in *Figures 4-1* and *4-2* for non-Hispanic minority and Hispanic or Latino populations, respectively. Knowing the locations of these groups is a vital component of an effective community outreach effort. The non-Hispanic minority populations are heavily concentrated in three main areas: (1) in the northern part of Broward along the I-95 corridor in Pompano Beach and Deerfield Beach; (2) in the central part of Broward between I-95 and Florida's Turnpike mostly in Lauderhill, Lauderdale Lakes, and parts of Ft. Lauderdale; and (3) in the southern part of Broward along the I-95 corridor in Hollywood and Hallandale Beach, extending west into Miramar. The Hispanic population is not as heavily concentrated and, with few exceptions, is mostly found west of Florida's Turnpike and south of I-595. The highest percentage of Hispanic populations lives near Broward's southwest corner in Weston, Southwest Ranches, Pembroke Pines, and Miramar.

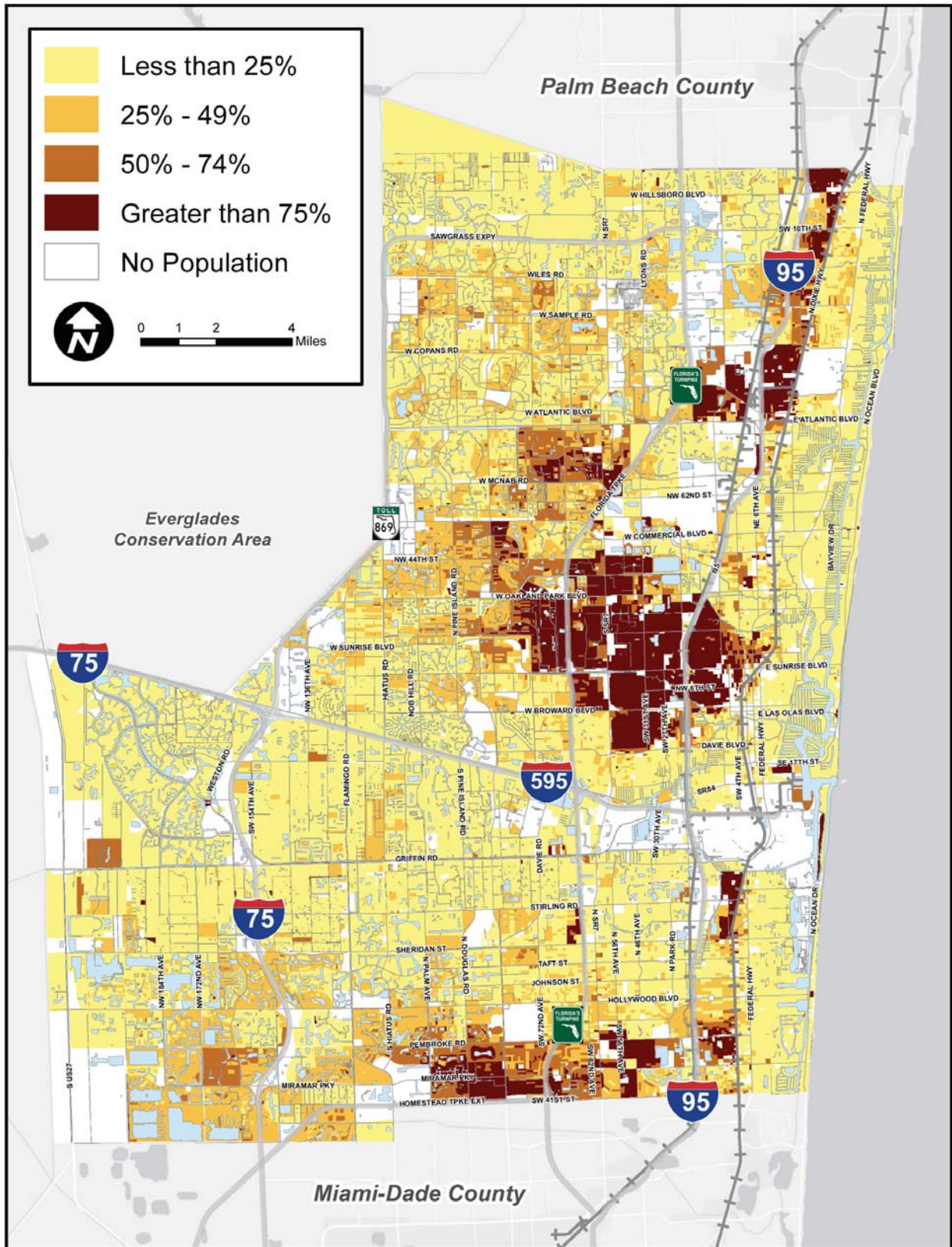
Another important factor to consider when examining Broward's unique population groups is income. *Figure 4-3* maps median household income broken down into quartiles with the lowest incomes (represented by the darkest color) consisting mostly of households that earn less than \$30,000 per year. The distribution of low-income populations is similar to the distribution for non-Hispanic minority populations as shown in *Figure 4-1*.

In addition to income levels, *Figure 4-3* also shows areas of high transit dependency. A person considered transit-dependent is a worker who lives in a household with no vehicles, and is therefore reliant on public transportation for mobility. In Broward, three percent of the working population lives in a household that does not have a car. For purposes of this analysis, we assumed high transit dependency to be U.S. Census tracts that contain four or more percent of workers living in households without a car. Those areas are overlaid to show relationships with income levels. These transit-dependent populations are usually found in low-income areas, but not exclusively, as there are reasons other than lack of income for not owning a vehicle such as being elderly or disabled.

Location-specific information about populations will inform our messaging and media buys for outlets that target those sectors. For example, public service announcements and advertising targeting populations in Hispanic communities would include Spanish language text and voice-over in addition to English. Similarly, targeted media outlets such as WEDR and WHQT (radio stations) include a majority of African American populations and would be appropriate to reach these audiences. We will also seek Caribbean radio stations.

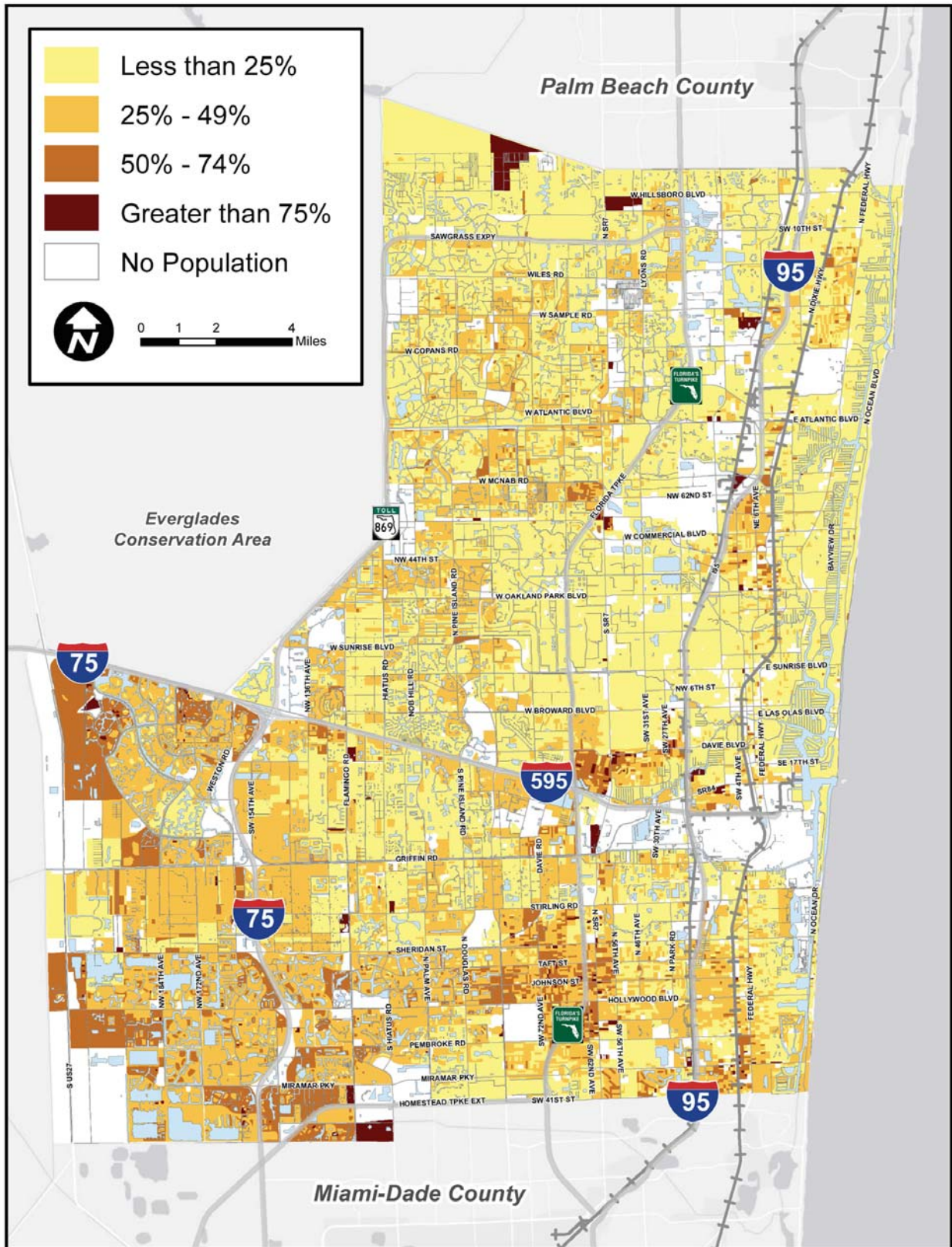
Section 4: Multimedia Outreach Strategy and Work Plan

Figure 4-1 - Non-Hispanic Minority Populations (Source: U.S. Census Bureau, 2010)



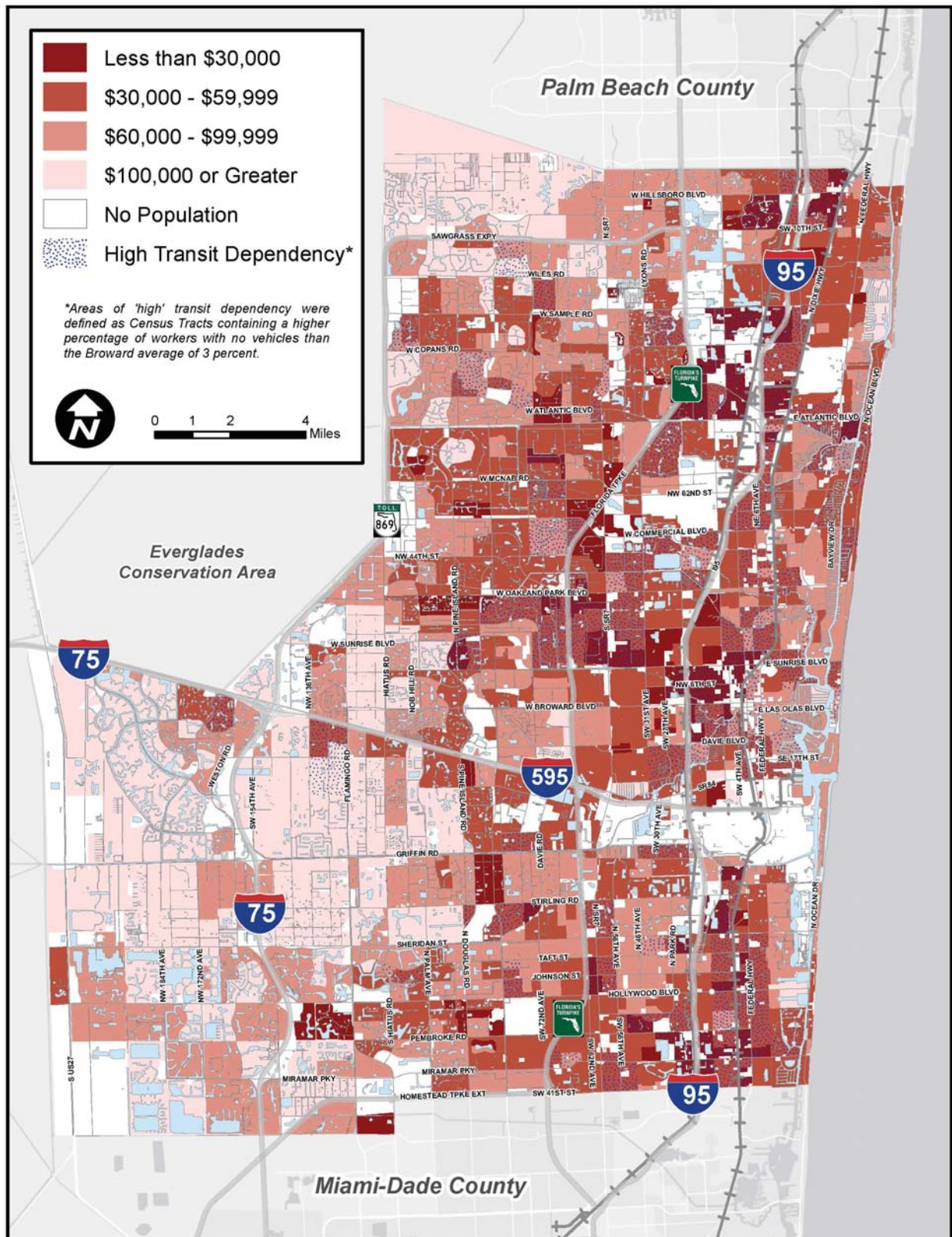
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Figure 4-2 - Hispanic Population (Source: U.S. Census Bureau, 2010)



Section 4: Multimedia Outreach Strategy and Work Plan

Figure 4-3 - Household Income and Transit Dependency (Source: American Community Survey, 2010)





Integration of Commitment 2040

Speak Up Broward is not another study. Our project team is dependent upon and building on corridor plans and other long range transportation plans by others. Although we will be conducting analytical work about the transportation system and potential revenues as we build scenarios, the work will be conducted at a “big picture” level. It is critical that we track the development of the **Commitment 2040** Financially Feasible Plan as well as the regional transportation plan which compiles the results of the neighboring counties.

To that end result, we will need to reference and promote involvement in our outreach activities. It is important that the public view the **Speak Up Broward** and the **Commitment 2040** efforts as seamless and coordinated.

An example of this is in the branding of the logo for **Speak Up Broward**. Consistency in blue colors used for the Broward MPO and the **Commitment 2040** logos and the use of a wave all tie the images together.





Webspace Platform

Our web interface will be a webpage within the Broward MPO website. Our initial webspace will consist of a webpage to provide basic information about Broward's transportation system and how it functions within the region. All collateral material will include a QR code to direct people to the **Speak Up Broward** webpage within the Broward MPO website. An outline will be developed that addresses input from stakeholders received over the summer and from the Baseline Survey. A sample table of contents could include:

- **Home Page** – Overview of **Speak Up Broward**, link to Survey Monkey, Facebook, YouTube, Twitter, Pinterest, etc.
- **Broward's Transportation System** – Describe today's transportation system, how it has evolved over time with development patterns, the regional and "seamless" aspects to transportation within and outside of Broward. Links to BCT, Tri-Rail, Water Taxi, Trolley, BikeShare, etc.
- **Transportation Choices** – Discuss the options and compare and contrast to other cities that have different choices and what that has meant to the economic vitality of those places. Describe competitive aspects of attracting talent pool for our work force, tourists, and new business.
- **What's In the Works?** Illustrate the plans for corridor improvements and explain how they work together. Describe the scenario building process and the kinds of options we can explore.
- **How Do We Get There?** Discuss what we can expect if we only implement what we can afford, describe the cost of doing nothing, and explain what possible options may emerge from today's conversation.
- **Get Involved** – This is a call to action and will include survey and other timely ways for people to interact and participate.
- **Upcoming Events** – Opportunities to provide input and participation in the GrassRoots Forum, etc.
- **Documents** – Baseline Survey, Public Engagement Action Plan, Media and Research Reports, etc.

Once the scenario building is underway and we have something to share, we will develop an interactive webspace from which we will demonstrate the transportation system scenarios and illustrate the financial options to pay for the system. A recommendation is made to use a system such as MetroQuest which can both display and collect input. This system is economical and can contain layers of information for clarity of understanding. The interactive site can also be displayed on iPads to gather input at staffed meetings and events, as well as standalone kiosks that can be left in remote locations where people congregate over longer periods of time.



Video Strategy

We anticipate using short videos of events and specially produced segments for use in e-mail blasts and for incorporation into the webspace. Our goal is to engage interest and make the subject matter relevant to a broad audience. After all, the entire traveling public of Broward is a big and diverse audience. We will provide lifestyle stories in videos of "Broward Portraits" which will feature citizens from various "walks of life" that resonate with individuals among our population. Short sound bites from the eTownHall meetings will also be a source of videos that answer frequently asked questions.



Visualization Strategy

Illustrations to highlight key features for cost-feasible corridors, modes and mobility hub locations will be incorporated from the **Commitment 2040** effort. Our project team will generate additional images and maps that go beyond what we can afford based on the two additional scenarios built for comparison. Images may also be provided by project sponsors for inclusion in the web materials and scenarios. We will illustrate spatial concepts with animated maps and visual images that are driven by the questionnaire format developed for the interactive webspace.

Creative Strategy

The creative strategy for **Speak Up Broward** is in the early stages and will evolve over time as we assimilate input on messaging from the stakeholders we meet and get to know as we build our networks.

Our early indications are that "less is best" when it comes to visuals and graphics. Our guidance is to use fewer words, simple and clear graphics combined with cool colors consistent with and that harken back to the Broward MPO and **Commitment 2040** logos. The look we are going for is youthful, energetic and indicative of lifestyles in Broward. The message we are portraying should be easy to read, quick to comprehend, and focus on results. Our website and collateral material will include "how you can get involved" or a "call to action." Our presentations will be interactive and provide plenty of opportunity to get people talking and communicate their thoughts and ideas.



Multimedia Outreach Allocation Budget

The media budget is flexible and designed to be reactive to early input. The table below shows the initial allocation by media type.

Media Type	Total	Website Rollout	eTownHall Event
Television	\$ 80,000		✓
Print Advertising (newspapers, neighborhood newsletters, lifestyle magazines, minority publications, digital/online publications)	25,000	✓	✓
Printing of Collateral: Brochures, postcards, posters, bill stuffers, etc.	20,500	✓	✓
Online Web Banners: Geo-coded leaderboards, skyscraper and rectangle web banners on local and national websites	20,000	✓	✓
Radio: Promotional spots targeting news/talk format shows	20,000		✓
Outdoor Media: Billboards 1 major roadway/3 surface roads	20,000		✓
Street Teams: Five different events with presentation materials	15,000		✓
Digital Media	10,000	✓	✓
Video: 5-8 video vignettes	10,000	✓	✓
Trade show banners, t-shirts, ad specialty items	10,000	✓	✓
Grand Total	\$ 230,500		

The media plan will be developed to build traffic and interest several months in advance of the eTownHall event. The bulk of the expenditures would be just prior to the eTownHall event.

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Section 5: Program for Empowering People Framework

This is a competitive mini-grant program by which communities and advocacy groups will be asked to submit applications to conduct their own outreach activities. This section describes the framework for soliciting, evaluating, and managing the program.





Mini-Grant Program for Empowering People

The goal of the Program for Empowering People is to help under-represented neighborhoods and communities and advocacy groups participate in this very important conversation about our transportation future. The Program for Empowering People is a new approach to reach groups and communities of interest by awarding mini-grants that allow them to design and conduct their own community outreach program for transportation planning. These communities of interest include minority and low-income populations, Limited English Proficient populations, special interest advocacy groups (such as transportation disadvantaged, environmental, elderly, housing and community development), as well as faith-based organizations.

Through a competitive process, **Speak Up Broward** will solicit applications and award contracts to approximately six or up to ten groups. Their objective is to engage citizens for the purpose of collecting input for consideration in developing recommendations for expanding and funding the transportation system in Broward. Individual awards are anticipated to be in the range of \$3,000 to \$5,000 each up to a maximum of \$30,000.

Applications will be solicited through a Request for Proposals (RFP) in a two-step process. Because this is the first time for this process, we want to make sure we generate broad interest in participation in the program. The RFP will be requested through all known communication channels, including the MPO website. The solicitation will be simple and easy to understand. Requirements will be carefully determined to maximum the competitive field for this new type of engagement. A “scoping” meeting will be held to answer any questions candidate groups may have prior to the deadline for a Letter of Interest (LOI). Feedback from the scoping meeting will be posted on the website. Candidate groups will be short-listed based on their LOI information after which selected groups will be asked to submit their full applications.

The Request for Proposal will establish the following parameters:

1. Background and purpose for the grants.
2. Payment – monthly progress payments for a lump sum contract
3. Scope of Work – tasks and deliverables
4. Schedule – start date and final deliverable due dates
5. Proposal Requirements
6. Evaluation and Selection Process, including selection criteria and weighting
7. General and Special Conditions (including insurance requirements)
8. Attachments – including sample agreement



Evaluation criteria will be presented in the RFP to ensure all applicants know how their proposal will be evaluated for selection. Possible points for the evaluation criteria will be based on 100 percent and split equally to all evaluation criteria including:

- **Ability to reach their constituency:** Proposers will describe the manner by which they propose to reach their membership and/or interested public.
- **Organizational qualifications:** Demonstrated unique qualification of key personnel and the capacity of the group to meet their proposed objectives and adhere to the schedule requirements of the RFP.
- **Understanding of the project:** The proposer will describe how they will fulfill tasks outlined in the Request for Proposal. Clear and complete proposals that show the understanding of the project and those that propose innovative and well-thought-out approaches to meeting the project tasks will receive higher scores.
- **Similar types of projects:** Proposers should have some experience in engaging their communities and/or constituents. Evaluation scores will be based on the types of public engagement activities undertaken previously and the quality of the results achieved.



An Evaluation Committee will be assigned to review and score all compliant applications. The MPO Executive Director will confirm results or request additional review. All awarded proposals must benefit the community; no project shall be for the benefit of any individual or private entity. Projects that require ongoing funding or staffing will not be considered for funding. Projects must be completed within the period defined in the RFP.

Each successful proposer will receive technical and informational support in the form of presentations, meeting facilitation (if needed), and a “toolkit” that will include program information, sample reports, sign in sheets, budget guidance and financial grant closeout reports, etc. The successful proposers will be obligated, at minimum, to perform and participate in the following:

- Provide periodic status reports
- Provide meeting/workshop notices
- Complete meeting summary templates
- Distribute and collect comment cards during meetings
- Prepare a summary report using outline provided
- Participate in a working group roundtable to review results of outreach efforts

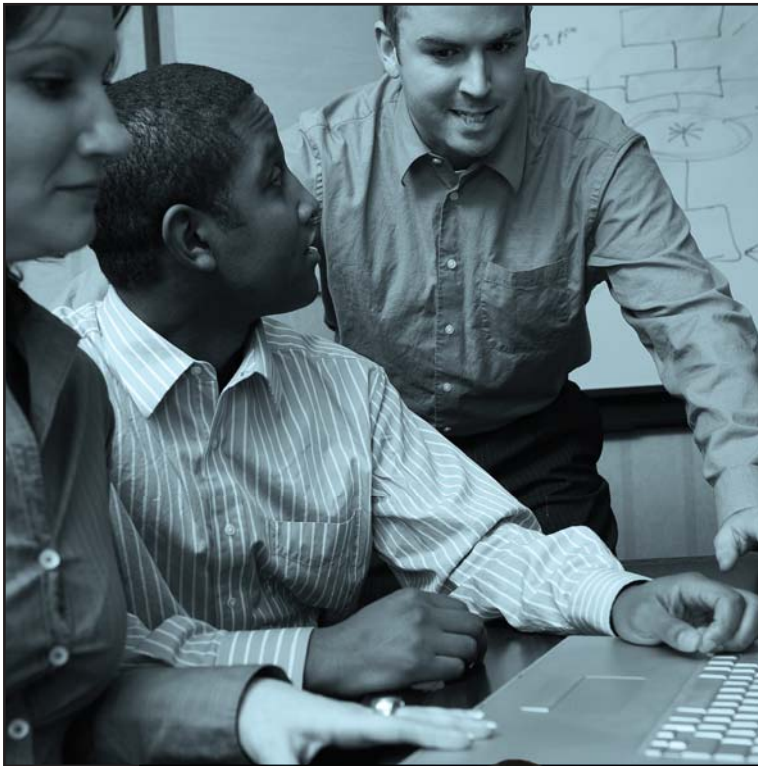
This process will be reviewed for legal sufficiency prior to further development.

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Section 6: Outreach Report Card Metrics and Template

The success of *Speak Up Broward* will be measured and evaluated against goals to ensure a clear understanding of what methods work best. This section provides the methodology for metrics and template for evaluating engagement results. Initial goals for the outreach results to be measured against are also established.





Outreach Report Card

The Outreach Report Card (the Card) will be prepared on a quarterly basis beginning with the evaluation of the quarter ending December 31, 2013. Evaluation will begin following early outreach efforts in the fall of 2013 and the full launch of our website.

The Card will quantify the number of exposures against an established goal. To further evaluate the results of the outreach, a grade will be given for each measure. The established goal represents the expected number of exposures (e.g. number of attendees, participants, engagement events, comments and online likes, posts, or views). Grades will be established using the following scale:

Percentage	Letter Grade	Connotation
90 to 100%	A	Excellent results.
80 to 89%	B	Above average results.
70 to 79%	C	Average results; something additional is needed.
60 to 69%	D	Below average results; re-evaluation required.
Below 60%	F	Serious re-evaluation of effort necessary.

A secondary benefit of the Card is that the team will quickly see where additional efforts may be warranted or what efforts are not performing as well as expected. The Card will include a discussion of what worked well and what could be improved or changed.

In addition, the Card will track the costs of **Speak Up Broward** activities and exposures to evaluate the cost-effectiveness of different outreach tools. At the end of the study, a final report card will be created that compiles the information from each of the quarterly reports. The final distribution of this Card will include recommendations for future outreach highlighting lessons learned and best practices.



Goal Setting

Target goals for *Speak Up Broward* were estimated based on previous experience or knowledge of local markets (where available) for each method and by cost category. In addition, we estimated the total number of contacts we aspire to involve for this engagement. It should be noted that for some of these methods, little or no experience is currently available for comparison in Broward.

Methodology

Timing of activities is considered to facilitate interim measurement on a quarterly basis beginning December 31, 2013, shortly after web-based tools and GrassRoots Forum programs are anticipated to be underway. Goals are established for activities associated with each time period. The overall program results will be included in each quarterly Card to keep the focus on the overall program goals while we assess the performance during each relevant time period. Adjustments may be prompted based on results in a given quarter. Interim goals were either associated with a specific activity (eTownHall, Focus Group sessions, Street Team distribution, etc.) or were prorated based on the engagement schedule. Our rationale for establishing goals is explained by type of outreach – media, website, engagements and coordination, cost-effectiveness, and engagement contacts. Goals for activities within each type of outreach and how those goals are established are also explained.

Media

Media outreach will include traditional techniques, such as press releases, news articles, and radio. Newer technologies will also be used such as e-blasts, YouTube videos, and social media, including Facebook and Twitter. In many cases, we have little direct experience with some of these methods for the Broward MPO, yet a goal is established as a starting point. Over time, our actual experience will inform future efforts and may lead to a revision of the overall goals established. For example, we have set a goal of 500 “likes” for Facebook and YouTube combined. With more experience, we will have a better understanding for whether that is achievable, or whether we are setting the bar too low.

- **Press Releases/Media Alerts:** We plan on six milestone opportunities for a press release to a total of 20 media contacts. The number of contacts is an estimate based on known media outlets.
- **E-blasts:** The total number of email addresses we expect to manage is estimated to be 300. The number of e-mails received is estimated to be 85%. Some e-mail addresses won't be valid and will fall off the list or be updated. The number of opened e-mails is estimated at 20%. We will supplement our own e-blasts by asking others to send them out, but this may be difficult to consistently manage or document.
- **Media Stories (TV/radio/blogs):** The total number of mentions, articles, blogs, editorials, radio stories, interviews, etc. will be tracked. Although difficult to estimate, we are aspiring to 50 total “stories” (news articles) or some other form of coverage such as television or radio news items.
- **Facebook/YouTube:** We have identified two measures for this category – views and likes. An estimated number of views is estimated at 5,000 and is based on recent experience with Tri-Rail marketing campaigns. We aspire to a total of 500 likes. We anticipate using ‘give-aways’ as an incentive to increase traffic.
- **Twitter:** This media will be used to heighten participation at meetings and call-ins for the eTownHall meetings. We are estimating the total number of followers at 500.





Website

The engagements from the **Speak Up Broward** website will be measured through web-based surveys and through a specialized survey that will monitor activity and tally submitted surveys used to test the scenarios. We will also tabulate comments received. We may add to the goals for additional measures that Google Analytics can provide.

- **Web-based Surveys:** We anticipate using Survey Monkey for short interactive experiences for our web visitors. Based on recent activity for other projects, we are estimating 2,000 surveys could be taken.
- **Interactive Survey on Scenarios:** This is the use of the MetroQuest survey instrument for which we are estimating 3,000 surveys submitted.
- **Project Webpage:** We will track unique IP addresses that access the website and aspire to 7,500 unique visits.

Engagements and Coordination

This category contains the bulk of engagement coordination opportunities with the different community groups such as the Broward Partners Group, the GrassRoots Forum (a Speakers Bureau), mini-grants (Program for Empowering People), etc. The number of events is established in our scope of work. Participation is calculated based on number of events budgeted and expected level of attendance. Street Team attendance will vary widely depending on the specific event. Until we select the events, a base goal of 10,000 per event is used for goal-setting.

- **Broward Partners Group:** Approximately 30 persons are participating representing citizens, business and government to serve as a sounding board and idea bank for **Speak Up Broward**.
- **GrassRoots Forum:** This is a Speakers Bureau. Our targeted membership is 50 active members who will have various responsibilities ranging from speaking roles, coordination of meeting logistics, identification of speaker opportunities, and interaction with meeting participants. Estimated meeting attendance is 15-30 per meeting.
- **Mini-grants:** A total of \$30,000 is budgeted for the mini-grants. A range of 6-10 grants are anticipated to be awarded based on an established competitive range of \$3,000 - \$5,000 per mini-grant. A total of 25-40 persons engaged is estimated at this time, but could be adjusted based on actual awards and specific estimates made for proposals.
- **eTownHall Events:** Based on our experience using this technology in the Tampa Bay area, and for the Pinellas Alternatives Analysis in particular, we are estimating that out of the total households with a land line, we would have an average of 7,250 participants per event. Given the four events, we should expect to connect with 29,000 persons.
- **Street Team Events:** We have six planned events for this one-on-one outreach at places where the public congregates. We will target locations where people are more relaxed and have time to interact for a conversation and survey. Based on previous experience with street teams, we estimate connecting with 300 persons at each event.
- **Interactive Survey on Scenarios:** We plan on using MetroQuest for this online survey, and we will use a kiosk and iPads to moderate surveys at public events and meetings. We are targeting a total of 3,000 submitted surveys based on national examples. More information will be available following the use of this technology for the University Drive Alternatives Analysis.



Cost-Effectiveness

This category will be assessed at completion of each engagement type to avoid a mismatch of expenditure and results. Goals for cost-effectiveness are established by dividing the overall budget by the total number of exposures for each engagement category.

- **Overall Media/Advertising:** Our overall marketing budget per person reached estimated in the previous sections.
- **eTownHall:** Budgeted cost against estimated 29,000 persons for all four events.
- **Mini-grants:** Budgeted cost against expected 6-10 grants with 25-40 persons estimated to be involved in the outreach effort.
- **Street Team Events:** Budgeted cost divided by estimated distribution for all six events.
- **Interactive Survey on Scenarios:** Budget for the interactive survey (with MetroQuest) divided by an estimated number of surveys submitted.

Engagement Contacts

Incremental periodic goals are established for total numbers of persons, members, media outlet contacts, event attendance, etc. and will be compared to the end goal for the program.

- **E-mail List:** Total number of valid e-mail addresses we aspire to communicate with is 300.
- **Broward Partners Group:** Total membership in this leadership group is around 30 persons.
- **GrassRoots Forum:** Our targeted number of active members is 50 persons.
- **Media Outlets:** Estimated number of media outlet contacts for distribution of public service announcements.

Report Card Template

The following page represents the sample *Speak Up Broward* Outreach Report Card for the overall program. At the end of each quarter, a Card will be tailored to the activities that occurred during those three months. Adjustments will be made to future program activities based on lessons learned.



Speak Up Broward Report Card

Measure Category	Units	PROGRAM END GOAL			PROGRAM ACTUAL			
		How many?	Persons?	Results	Start-up to 6/30/14			
					How many?	Persons?	Results	Grade
MEDIA								
Press Releases/Media Alerts	times	6	20	120				
E-blasts:	Sent	16	300	4,800				
	received	85%	300	4,080				
	opened	20%	300	960				
Media Stories (TV/radio/blogs)	coverage			50				
Facebook/YouTube:	views			5,000				
	likes			500				
Twitter	followers			500				
WEBSITE (www.SpeakUpBroward.org)								
Web-based Surveys	taken			2,000				
Interactive Survey on Scenarios	taken			3,000				
Project Webpage	unique views			2,500				
ENGAGEMENTS AND COORDINATION								
Broward Partners Group	meetings	6	25	150				
GrassRoots Forum	events	100	15-30	1,500 - 3,000				
Mini-grants	meetings	6-10	25-40	150-400				
eTownHall Events	events	4	7,250	29,000				
Street Team Distribution	events	6	300	1,800				
Comment Cards Returned	all events	126	2,000	2,000				
COST-EFFECTIVENESS (cost per person by engagement type)								
Overall Media/Advertising	dollars	230,000	47,460	\$4.85				
eTownHall	dollars	20,000	29,000	\$0.69				
Mini-grants	dollars	30,000	350	\$85.71				
Street Team Events	dollars	15,000	1,800	\$8.33				
Interactive Survey on Scenarios	dollars	20,000	3,000	\$6.67				
ENGAGEMENT CONTACTS (at end of period)								
E-mail List	e-mails			300				
Broward Partners Group	members			30				
GrassRoots Forum	members			50				
Media Outlets	contacts			20				



Attachments:

Attachment 1: Local, Regional and Statewide Reports

List of relevant Broward County, South Florida, and Statewide corridor studies, master plans, transit development plans, long range transportation plans, etc.

Attachment 2: Media and Research Reports

Topical resources on transportation or relevant socio-economic trends and analysis.

The attachments list references that include links to the documents referenced. These resource listings are being updated and will be made available periodically. The current listings are up to date through July 24, 2013.



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Attachment 1 - Local, Regional, and Statewide Plans and Studies

Name	Type	Link	Status
BROWARD COUNTY			
Broward County Transit's Comprehensive Operational Analysis	Comprehensive Operational Analysis	website	Completed in May 2010
Hollywood/Pines Boulevard Corridor Congestion Management Process/Livability Planning Project*	Corridor Study	website	Scheduled for completion by August 2013
University Drive Alternatives Analysis*	Corridor Study	website	LPA should be selected by August 2014
Broward Boulevard Transit Study*	Corridor Study	website	Completed in July 2012
Central Broward East-West Transit Analysis*	Corridor Study	website	LPA selected in October 2012
Oakland Park Boulevard Alternatives Analysis*	Corridor Study	website	Should have an LPA by early 2014
The Wave - Downtown Transit Circulator*	Corridor Study	website	30% Design should be completed in early 2014
US 1 Enhanced Bus Study*	Corridor Study		Solicitation in progress
Broward's Complete Streets Initiative	Initiative	website	Approved by County Commission in March 2013
Broward MPO's <i>Commitment 2040</i> LRTP Update*	Long Range Transportation Plan	website	Scheduled for completion at the end of 2014
Port Everglades Master/Vision Plan Update 2011	Master Plan	website	Completed in February 2011
Fort Lauderdale-Hollywood International Airport Master Plan Update and Implementation 2010	Master Plan	website	Completed in May 2010
Broward County Transit's Transit Development Plan*	Transit Development Plan	website	Scheduled for completion by November 2013
SOUTH FLORIDA			
Southeast Florida Regional Partnership - Seven50*	Comprehensive Plan	website	Scheduled for completion in February 2014
South Florida East Coast Corridor Transit Study*	Corridor Study	website	Project Development Phase should begin at the end of 2013
Express Bus/Managed Lanes on I-75*	Corridor Study	website	Initial segment Design Phase should begin in September 2013
Express Bus/Managed Lanes on I-95*	Corridor Study	website	Phase II construction underway
State Road 7 PD&E (Sample Road to Glades Road)*	Corridor Study	website	Scheduled for completion at the end of 2014
State Road 7 PD&E (Sample Road to Miramar Parkway)*	Corridor Study		Solicitation in progress
Transportation Systems Management & Operations Program from District 4*	Initiative	website	Construction and design are currently underway for different implementation phases
2040 Regional LRTP*	Long Range Transportation Plan	website	Due January 2015
SFRTA Strategic Regional Transit Plan	Long Range Transportation Plan	website	Completed in December 2008
Regional Freight Plan*	Master Plan	website	Due December 2014
SFRTA Transit Development Plan*	Transit Development Plan	website	Due November 2014
STATEWIDE			
MAP-21 Statewide Performance Measure Targets*	Long Range Transportation Plan	website	Performance Report submitted to congress in February 2013
SIS 2040 Multi-Modal Unfunded Needs Plan	Long Range Transportation Plan	website	Completed in October 2011
2060 Florida Transportation Plan	Long Range Transportation Plan	website	Completed in April 2011
Freight Mobility and Trade Plan	Master Plan	website	Completed in June 2013
Statewide Seaport Mission Plan*	Master Plan	website	Completed in May 2013

*Denotes work in progress

Attachment 2 – Media and Research Reports

Category	Title	Source	Date	Document #	URL Address
Bicycle and Pedestrian	<i>Analysis: Cities with More Walkers, Bike Commuters are Less Obese</i>	Governing	06/14/12	A18	Link
Bicycle and Pedestrian	<i>DC: The Walk Up Wake-Up Call, The Nation's Capital as a National Model for Walkable Urban Places</i>	The George Washington University School of Business, Center for Real Estate and Urban Analysis	05/01/12	R14	Link
Bicycle and Pedestrian	<i>The Business of Bike Sharing</i>	Washington Post	05/19/13	A35	Link
Bicycle and Pedestrian	<i>The Inequitable Toll of Pedestrian Deaths</i>	D.C. Streets Blog	05/07/13	A24	Link
Bus Rapid Transit	<i>BRT: Cities Get on Board with Better, Reliable Transportation</i>	Planetizen	07/02/13	A47	Link
Bus Rapid Transit	<i>New, Faster Bus Route Debuts in Hillsborough County</i>	Tampa Bay Times	05/27/13	A32	Link
Commuting Patterns	<i>Broward-by-the-Numbers, No. 60: Daytime Populations</i>	Broward County Environmental Protection and Growth Management Department: Planning and Environmental Regulation Division	03/01/13	R35	Link
Complete Streets	<i>The Best Complete Streets Policies of 2012</i>	Smart Growth America and the National Complete Streets Coalition	04/01/13	R28	Link
Congestion Management	<i>Ditching Cars for Bus Rapid Transit A Tough Sell</i>	Bethesda Now	05/21/13	A27	Link
Congestion Management	<i>Drivers, You're Being Tracked; Bluetooth Makes Road Trips Easier with Traffic Control</i>	Sun-Sentinel	04/06/13	A05	Link
Congestion Management	<i>Texas A&M Transportation Institute 2012 Annual Mobility Report</i>	Texas Transportation Institute	12/01/12	R06	Link
Cost of Living	<i>3 Charts That Explain Why You Spend So Much on Transportation</i>	The Atlantic	03/04/13	A28	Link
Cost of Living	<i>As Cities Prosper, Poor People Relocate to Suburbs</i>	National Housing Institute	06/13/13	A42	Link
Cost of Living	<i>Housing Costs Burdening South Florida Working Families</i>	Sun-Sentinel	05/02/13	A12	Link
Cost of Living	<i>Losing Ground: The Struggle of Moderate-Income Households to Afford the Rising Costs of Housing and Transportation</i>	Center for Housing Policy and Center for Neighborhood Technology	10/01/12	R22	Link
Driving Trends	<i>A New Direction: Our Changing Relationship with Driving and the Implications for America's Future</i>	U.S. PIRG Education Fund and Frontier Group	03/01/13	R36	Link
Driving Trends	<i>Fewer Cars in LA Culture Shift: Transit Use Rises; Bike Lanes, Light Rail Are Expanded</i>	The Boston Globe	06/21/13	A50	Link
Driving Trends	<i>Surprising Trends in Transportation</i>	Connect Savannah	07/03/13	A48	Link
Driving Trends	<i>U.S. PIRG: The Driving Boom is Over But the Road-Building Binge Continues</i>	D.C. Streets Blog	05/14/13	A21	Link
Economic Development	<i>\$2 Billion in Project Along Highway 101 Put Sonoma County to Work</i>	Press Democrat	05/25/13	A26	Link
Economic Development	<i>100 Top Cities for Business Growth in 2012</i>	MarketWatch	04/15/13	A13	Link
Economic Development	<i>Florida Chamber of Commerce Six Pillars</i>	Florida COC	Current	-	Link
Example Documents	<i>2050 Regional Transportation Plan, Chapter 4 - Social Equity: Title VI and Environmental Justice</i>	San Diego Association of Governments (SANDAG)	10/28/11	R30	Link
Example Documents	<i>Metro Countywide Sustainability Planning Policy and Implementation Plan</i>	LA Metro and Reconnecting America	12/01/12	R27	Link
Funding	<i>A \$750 Billion Infrastructure Bank - With No Federal Funds</i>	Transportation Issues Daily	05/19/13	A30	Link
Funding	<i>Are Good Roads and Transit Worth as Much to You as Household Electricity or Cable Service?</i>	American Road and Transportation Builders Association	05/28/13	A38	Link
Funding	<i>Broward Reaps Record Bed Taxes in March</i>	Sun-Sentinel	05/03/13	A11	Link

Attachment 2 – Media and Research Reports

Category	Title	Source	Date	Document #	URL Address
Funding	<i>Campaigns Already Gearing Up for 2014 Pinellas Vote</i>	Tampa Tribune	05/12/13	A14	Link
Funding	<i>Can the Metrolinx Investment Strategy Succeed?</i>	Torontoist	05/28/13	A25	Link
Funding	<i>Fort Lauderdale Commissioners Consider Downtown Tax to Help Pay for Wave Streetcar System</i>	Sun-Sentinel	06/03/13	A39	Link
Funding	<i>Fort Lauderdale Streetcar Funding Plan OK'd</i>	Railway Age	06/06/13	A46	Link
Funding	<i>Fort Lauderdale to Assess Downtown Property Owners for Wave Streetcar</i>	Sun-Sentinel	04/06/13	A06	Link
Funding	<i>Good News for Transit Riders</i>	Roanoke Times	05/13/13	A15	Link
Funding	<i>Investing in Our Region, Investing in Our Future</i>	Metrolinx	05/27/13	R29	Link
Funding	<i>States Seek to Become More Self-Reliant for Infrastructure</i>	New Geography	04/02/13	A01	Link
Funding	<i>The Innovative DOT: A Handbook of Policy and Practice</i>	State Smart Transportation Initiative & Smart Growth America	09/11/12	R17	Link
Funding	<i>The State of State Transit Funding</i>	D.C. Streets Blog	06/20/13	A51	Link
Funding	<i>Transit Campaign Planning: A Strategy Template for Organizers</i>	Smart Growth America	10/01/11	R12	Link
Funding	<i>Transit Funding Mechanisms - A Primer</i>	Smart Growth America	No Date	R13	Link
Funding	<i>Road Advocate Says Car Dependence is an Argument for More</i>	Greater Greater Washington	07/17/13	A53	Link
Funding	<i>Transportation Trust Fund is Going Broke</i>	Sun-Sentinel	05/16/13	A22	Link
Funding	<i>What do Americans Think about Federal Tax Options to Support Public Transit, Highways, and Local Streets and Roads? Results from Year 3 of a National Survey</i>	Minnesota Transportation Institute	06/01/12	R16	Link
Land Use	<i>Our Built and Natural Environments: A Technical Review of the Interactions Among Land Use, Transportation, and Environmental Quality</i>	US EPA	06/01/13	R31	Link
Lessons Learned	<i>Lost Vision? Miami-Dade Transit 40 Years On...</i>	Transit Miami	05/14/13	A31	Link
Light Rail	<i>Minneapolis Light Rail Line Given Green Light</i>	Global Rail News	05/13/13	A16	Link
Light Rail	<i>Siemens Installing America's First Regenerative Energy Storage Unit</i>	Cleantechnica.com	06/05/13	A44	Link
Mileage-Based User Fees	<i>The Era of Pay-Per-Mile Driving Has Begun</i>	The Atlantic	07/10/13	A54	Link
Mileage-Based User Fees	<i>Alternative Approaches to Funding Highways</i>	Congressional Budget Office	03/01/11	R18	Link
Mileage-Based User Fees	<i>Could This Be a Solution to VMT Privacy Concerns?</i>	Transportation Issues Daily	05/17/13	A37	Link
Mileage-Based User Fees	<i>High-Mileage Cars Mean Motorists Should Pay for Miles Driven</i>	Sun-Sentinel	03/30/13	A02	Link
Mileage-Based User Fees	<i>Mileage-Based Tax System Just Might Work</i>	Sun-Sentinel	04/07/13	A07	Link
Mileage-Based User Fees	<i>National Evaluation of Mileage-Based Charges for Drivers</i>	University of Iowa	01/01/11	R20	Link
Mileage-Based User Fees	<i>NCHRP Report 689: Costs of Alternative Revenue-Generation Systems</i>	Transportation Research Board	01/01/11	R19	Link
Mileage-Based User Fees	<i>Virginia Shies Away from Vehicle Miles Traveled Tax</i>	NPR	01/29/13	A10	Link
Miscellaneous Information	<i>2012 Public Transportation Fact Book</i>	APTA	09/01/12	R02	Link
Miscellaneous Information	<i>Are We There Yet?</i>	Reconnecting America	10/01/12	R21	Link
Miscellaneous Information	<i>Leading Population Metropolitan Statistical Areas (MSAs)</i>	Wikipedia	Current	-	Link
Miscellaneous Information	<i>Metropolitan Planning Organization (MPO) Database Search Tool</i>	FHWA	Current	-	Link
Miscellaneous Information	<i>The American Road and Transportation Builders Association Web Resources</i>	ARTBA	Current	-	Link
Operating Costs	<i>Breaking Down the Economics of Bus vs MAX</i>	Portland Transport	03/04/13	A34	Link
Performance Measures	<i>FHWA Performance Measures Resources (various reports)</i>	FHWA, et al	Current	-	Link
Performance Measures	<i>MAP-21: 2013 Performance Report</i>	FDOT	02/01/13	R15	Link

Attachment 2 – Media and Research Reports

Category	Title	Source	Date	Document #	URL Address
Performance Measures	<i>Southeast Florida Regional Transportation System Measures: Outcomes Assessment Annual Report</i>	SEFTC	12/01/12	R05	Link
Political Trends	<i>Four Surprising Things About Civics and Politics in America</i>	TechPresident	04/25/13	A20	Link
Population Growth	<i>Pssst! Here's Why People Move to Florida, Speaker Weatherford</i>	Miami Herald	04/06/13	A04	Link
Public Outreach	<i>Good Going, Broward Workshop, for Helping Lead Our Community</i>	Sun-Sentinel	04/11/13	A08	Link
Public Outreach	<i>Pop-Up' Transit Station Featured in North Tulsa Community Event</i>	KOTV Tulsa	05/13/13	A17	Link
Public Outreach	<i>Public Involvement Techniques, Using Special Techniques to Enhance Participation</i>	FHWA	08/01/02	R26	Link
Public Outreach	<i>Sugar House Streetcar Vote Continues to Echo in City Hall</i>	Salt Lake Tribune	05/22/13	A41	Link
Public-Private Partnerships	<i>Moving Forward on Public Private Partnerships: US and International Experience with PPP Units</i>	Brookings-Rockefeller, Emilia Istrate and Robert Puentes	12/01/11	R23	Link
Public-Private Partnerships	<i>Public-Private Partnerships a Winning Strategy</i>	Miami Herald	04/04/13	A03	Link
Public-Private Partnerships	<i>Using Public Private Partnerships to Carry out Highway Projects</i>	Congressional Budget Office	01/01/12	R24	Link
Regional Transit Best Practices	<i>Case Studies in Regional Transit Systems</i>	SFRTA/Jacobs	03/01/09	R08	
Regionalism	<i>South Florida County Mayors Join Together to Present a Unified Vision in Tallahassee</i>	Sun-Sentinel	06/06/13	A40	Link
Scenario Planning	<i>Scenario Planning Guidebook</i>	FHWA	02/01/11	R25	Link
Transit Oriented Development	<i>Sportlight on Sustainability: Puget Sound Building Communities Around Transit</i>	Smart Growth America	07/02/13	A49	Link
Transit Benefits	<i>Alameda County Details How Transit Cuts Harm Health</i>	The California Report	05/16/13	A19	Link
Transit Benefits	<i>Home Values Perform Better Near Public Transit During Recession</i>	APTA	04/05/13	R10	Link
Transit Benefits	<i>Homes Near Transit Are Less Likely to Go Into Default</i>	The Atlantic	06/27/13	A52	Link
Transit Benefits	<i>How Transit Benefits People Who Do Not Ride It: A Conservative Inquiry</i>	APTA	10/01/03	R04	Link
Transit Benefits	<i>Is March Driving You to Madness? Saving Money by Taking Public Transportation is a Slam Dunk!</i>	APTA	03/29/13	R01	Link
Transit Benefits	<i>Job Impacts of Spending on Public Transportation: An Update</i>	APTA	04/29/09	R07	Link
Transit Benefits	<i>New Jersey's Urban Transit Hub Tax Credit Is a Big Handout</i>	Next City	05/22/13	A33	Link
Transit Benefits	<i>Public Transportation: Moving America Forward</i>	APTA	01/01/10	R03	Link
Transit Benefits	<i>The New Real Estate Mantra: Location Near Public Transportation</i>	APTA	03/01/13	R11	Link
Transit Initiatives	<i>Northern Layover and Light Maintenance Facility Operations and Space Planning Technical Memorandum</i>	SFRTA/Jacobs	03/01/13	R33	
Transit Initiatives	<i>Results and Resources by States - Interactive Map</i>	Center for Transportation Excellence	Current	-	Link
Transit Oriented Development	<i>Hennepin County, Twins Seek Deal for Transit, Cultural Hub</i>	Minneapolis Star Tribune	05/28/13	A29	Link
Transit Oriented Development	<i>Mixed-Income Transit-Oriented Development Action Guide</i>	Reconnecting America	03/01/12	-	Link
Transit Oriented Development	<i>Rail Planners Aim to Re-'Train' L.A.'s Car Culture</i>	NPR	04/30/13	A23	Link
Transit Oriented Development	<i>ULX: Just Add Transit</i>	Urban Land Institute	05/02/13	A36	Link
Transportation and Employment	<i>Missed Opportunity: Transit and Jobs in Metropolitan America</i>	Brookings Institute	05/01/11	R09	Link
Transportation and Employment	<i>Unemployment Problem Includes Public Transportation That Separates Poor from Jobs</i>	Huffington Post	07/11/12	A09	Link
Transportation and Employment	<i>Where's the National Business Voice for Transit?</i>	D.C. Streets Blog	05/30/13	A45	Link
Transportation Surveys	<i>Americans' Support for Public Transportation</i>	APTA and MTI	05/01/13	R32	Link
Transportation Surveys	<i>Commuters Would Pay More for Better Public Transit Tech, Study Says</i>	Wired	05/30/13	A43	Link
Transportation Trends	<i>Transportation and the Economic Health and Attractiveness of Metropolitan Regions</i>	Free Congress Foundation	06/13/13	R34	Link

Speak Up Broward Public Engagement Action Plan

July 2013

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www.SpeakUpBroward.org