

# Strategic Business Plan





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*Note: Membership at Time of Adoption*

### **Vision Statement**

To transform transportation in Broward County to achieve optimum mobility with emphasis on mass transit while promoting economic vitality, protecting the environment, and enhancing quality of life.

### **Mission Statement**

To influence the expenditure of federal and state funds to provide a regional transportation system that ensures the safe and efficient mobility of people and goods, optimizes transit opportunities, and enhances our community's environmental and economic well-being.

**Move People · Create Jobs · Strengthen Communities**

# Strategic Business Plan

**ADOPTED – April 2015**

# LETTER FROM BOARD CHAIR

The *Strategic Business Plan*, an action-oriented strategy, will guide the Broward Metropolitan Planning Organization (MPO) over the next five (5) years as the agency advances *Commitment 2040*, our Long Range Transportation Plan (LRTP). This Plan represents both a careful examination of the MPO's recent performance and a bold vision of the MPO's role as a force of change within Southeast Florida. The current economic climate and the rapid pace of change in society and technology profoundly affect the MPO's planning area and the MPO itself. In response, the MPO Board developed this *Strategic Business Plan* to address these external changes and increase the agency's leadership role to create positive transformation.

This Plan will advance seven (7) major strategic directions that will position the MPO to effectively lead a wider range of challenges and opportunities, including:

- **Multimodal Improvements** - Establish vision for multimodal systems and improve safety for all modes.
- **Technology** - Expand the use of new technologies to improve efficiency and service delivery.
- **Revenue / Funding** - Increase funding for transportation improvements.
- **Economic Development** - Expand the taxable base and the MPO's role in the movement of goods.
- **Leadership / Partnerships** - Strengthen and expand strategic partnerships and hold agencies receiving federal funding accountable.

- **Education Development** - Increase awareness of the vision, mission and products of the MPO and strengthen MPO Board decision-making capacities and MPO staff technical capacities.
- **Contingency Planning** - Improve regional emergency services.

As the MPO implements this Plan, the agency will continue to develop as a leader of positive change and will measure and report progress on the implementation of the Plan. These strategic directions will foster a greater awareness of the MPO's role to residents, businesses and visitors.

I would like to extend my gratitude for all the dedicated and enthusiastic efforts of the Board and MPO staff in helping shape this *Strategic Business Plan*. In particular, I would like to recognize the leadership and commitment of the MPO's Executive Director, Greg Stuart. This Plan is a direct result of his vision and direction.



Richard Blattner, Board Chair

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***“Change is the law of life. And those who look only to the past or present are certain to miss the future.”***

***JOHN F. KENNEDY***

# WHO IS THE BROWARD MPO?

The Broward Metropolitan Planning Organization (MPO) is a federally-designated agency that is responsible for making policy about local transportation and deciding how to spend federal money on transportation projects within Broward County (“planning area”). The MPO seeks to address overall mobility needs within its planning area, based on the needs and aspirations of residents, businesses and visitors. The mission of the MPO is to transform transportation options, both locally and regionally, and to provide a transportation system that ensures the safe and efficient movement of people and goods.

*The vision of the MPO is to transform transportation within Broward County to achieve optimum mobility with emphasis on mass transit while promoting economic vitality, protecting the environment and enhancing quality of life.*

The voting members of the MPO Board are elected officials who represent the Broward County Board of County Commissioners, the 31 Broward municipalities, the South Florida Regional Transportation Authority (SFRTA) and the Broward County School Board. The MPO works with transportation stakeholders who represent all segments of the MPO’s planning area: individual members of the public, civic and community groups, government agencies and planning organizations at the local, county, state and federal levels.



*Polling the MPO Board during a Long Range Transportation Plan workshop*

The MPO is responsible for developing and maintaining three (3) core products:

- **Long Range Transportation Plan (LRTP)** - Allocates expected funding for improvements over a 20-year period; must be “financially feasible,” meaning only revenues that can be reasonably expected can be budgeted.
- **Transportation Improvement Program (TIP)** - Programs funds for improvements over a five-year (5) period consistent with the LRTP.
- **Unified Planning Work Program (UPWP)** - Budgets MPO’s efforts over a two-year (2) period.

In addition to these products, the MPO conducts various planning studies to address topics such as climate change, livability, reduced funding and freight.



***“If you do not change direction,  
you may end up where you are heading.”***

***LAO TZU***

# PURPOSE OF THE PLAN

This Plan is designed to fulfill the following major purposes:

- **Position the MPO for change** - This Plan's structure ensures a balance of effort between the external components of producing results, while also addressing the public and partners within the internal components of operations and resources.
- **Develop the MPO** - Continuously improve the internal operations of the agency to meet the demands of its current and expanding mission.
- **Support the MPO's planning efforts** - Support the implementation of *Commitment 2040*, the Long Range Transportation Plan (LRTP), by informing the Unified Planning Work Program (UPWP).
- **Strengthen the MPO as a regional asset** - The MPO is presently a significant but under-recognized regional asset. In order to make the MPO an asset, this Plan will help increase the agency's activity through Southeast Florida, while strengthening its partnerships.



*Tri-Rail commuter service*



*Port Everglades*



***“Plans are nothing; planning is everything.”***

***DWIGHT D. EISENHOWER***

# BUILDING THE PLAN

This *Strategic Business Plan* is the direct result of an all-day Board retreat held on January 8, 2015. The purpose of the retreat was to set the direction of the MPO for the next five (5) years. In the morning session, the Board discussed:

- **Current trends** - How well is the MPO meeting its current responsibilities?
- **Future needs** - What are the future challenges the MPO will likely need to address?
- **Strategic directions** - How will the MPO need to respond to overcome these challenges?



*Welcoming participants to the Board retreat*

The Board came to a consensus on seven (7) strategic directions that would serve as the purpose for this Plan:

- **Multimodal Improvements** - Establish vision for multimodal systems and improve safety for all modes.
- **Technology** - Expand the use of new technologies to improve efficiency and service delivery.
- **Revenue / Funding** - Increase funding for transportation improvements.
- **Economic Development** - Expand the taxable base and the MPO's role in the movement of goods.
- **Leadership / Partnerships** - Strengthen and expand strategic partnerships and hold agencies receiving federal funding accountable.
- **Education Development** - Increase awareness of the vision, mission and products of the MPO and strengthen MPO Board decision-making capacities and MPO staff technical capacities.
- **Contingency Planning** - Improve regional emergency services.

In the afternoon session, the Board identified a variety of strategic goals and objectives for each strategic direction. These goals and objectives serve as the targets and the means of implementing the *Strategic Business Plan*.



*Facilitating the discussion at the Board retreat*

After the retreat, the Plan was organized following these steps:

1. Advisory committees, composed of volunteer Board members, were organized to guide the advancement of five (5) of the seven (7) strategic directions.
2. Strategic directions were aligned with corresponding *Commitment 2040* goals: move people, create jobs and strengthen communities.
3. Strategic goals were mapped to common elements to provide greater structure and accountability.

4. Strategic objectives were classified into three (3) distinct operational types (target, performance, and development) to improve monitoring.
5. Products / actions required to accomplish each strategic objective were grouped into Implementation Matrices representing each strategic direction.
6. Timeframes for each product / action were identified and organized by primary and secondary functions.
7. A set of considerations were documented to assist the advisory committees in the development of each product / action listed in this Plan.



*Documenting ideas at the Board retreat*

## Steps in Building the Plan





***“Trend is not destiny.”***

***LEWIS MUMFORD***

# ORGANIZATION OF THE PLAN

## Strategic Goals

Each of the seven (7) strategic directions yielded a set of strategic goals the Board identified that will need to be achieved through the implementation of the *Strategic Business Plan*. Elements of this Plan have been organized into a *Strategic Goal Map*. This map frames each identified goal and provides these goals with structure and accountability. In addition, the map identifies the type of control that the Board exercises over the goal. The *Strategic Goal Map* creates a four-square (4) matrix based upon the following:

### Internal and External Influence:

- **MPO Board / Staff (Internal)** - MPO has direct influence over the goal.
- **Customers / Partners (External)** - There is an external audience for the goal and it is the role of the Board to take actions back to their local and / or state constituents.

### Mission and Capability / Resource:

- **Mission** - The goal advances an organizational purpose and / or responsibility.
- **Capabilities / Resources** - The goal improves the capacity to fulfill organizational responsibilities with either revenue, training or resources.

## Strategic Objectives

Identified strategic objectives provide actions to implement each strategic goal. Strategic goals are supported by strategic objectives that vary based on the type of action needed to fulfill them. The strategic objectives identified by the Board at the retreat, are classified into three (3) different types based upon the resultant product / action:

- **Target Objectives** - Results in a specific project / action.
- **Performance Objectives** - Improves the existing organizational structure and outcomes.
- **Development Objectives** - New ideas that need to be developed to improve the ability of the MPO and its partner agencies to achieve their mission.

The strategic objectives identified by the Board as a part of the *Strategic Business Plan* are detailed in the *Plan Implementation* section of this Plan. Each strategic objective is identified as to whether it is a target, performance or developmental objective.

*Some of the strategic goals and strategic objectives can be directly achieved by the Board themselves in their role at the MPO, while others may be more easily achieved by while representing their agencies.*

## Strategic Goal Map

	<b>Internal MPO Board / Staff</b>	<b>External Customers / Partners</b>
<b>Mission</b>	<ul style="list-style-type: none"> <li>Increase Awareness of the Vision, Mission and Products of the MPO.</li> <li>Strengthen Board Decision-making Capacities.</li> <li>Establish Vision for Multimodal Systems.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen and Expand Strategic Partnerships.</li> <li>Hold Agencies Receiving Federal Funding Accountable.</li> <li>Increase Funding for Transportation Improvements.</li> </ul>
<b>Capabilities / Resources</b>	<ul style="list-style-type: none"> <li>Strengthen MPO Staff Technical Capacities.</li> <li>Form Freight Committee.*</li> </ul>	<ul style="list-style-type: none"> <li>Improve Safety for All Modes.</li> <li>Expand Taxable Base.</li> <li>Expand Role in the Movement of Goods.</li> <li>Expand Use of New Technologies to Improve Efficiency and Service-delivery.</li> <li>Improve Regional Emergency Services.</li> </ul>

\*Objective of Strategic Goal: Expand Role in the Movement of Goods



*Downtown Fort Lauderdale*



***“You must be the change  
you wish to see in the world.”***

***MOHANDAS GANDHI***

## WHAT THE PLAN WILL ACHIEVE

The seven (7) strategic directions relate directly to *Commitment 2040* and have been grouped based on their ability to achieve its core goals: move people, create jobs, and strengthen communities.



*Broward County Transit bus service along Oakland Boulevard*

**Move People** - Reduce travel times and costs to make destinations more accessible.

- **Multimodal Improvements** - Broward County is built out. This presents a significant burden on the current infrastructure system, which is nearing capacity. Only by a concerted effort towards reinvestment can there be a line of improvements aimed at filling existing challenges and addressing public transportation gaps.
- **Technology** - The MPO has recognized the value of technology investments as tools to address mobility and

accessibility needs with time and cost savings. This Plan seeks to expand the role of the MPO in incorporating innovative technological advancements into future investments to save time and money.



*Port Everglades*

**Create Jobs** - Transportation options that connect and create successful economic centers.

- **Revenue / Funding** - Sources of revenue are becoming increasingly strained. Transportation funding predominantly come from gas taxes on the Federal, state, and local level. Transit is also heavily subsidized from the same pool of funds. This plan seeks to address the issue of relying solely on larger distributive funding sources and develop a long-term strategy to increase sources of revenue.

- **Economic Development** - Strong partnerships with business development organizations assist the MPO in addressing local economic needs. This plan outlines where the MPO is equipped to support economic development, and what planning tools are at the MPO's disposal.



*B-cycle station*

**Strengthen Communities** - Create environments where all transportation modes are accommodated.

- **Leadership / Partnerships** - The regional leadership of the MPO is critical to the success of future transportation investments. Through forging partnerships with other local and regional agencies, the MPO is better positioned to fulfill long-term organizational goals.
- **Education / Development** - Maintaining an effective MPO Board and staff educational program will improve agency decision-making. Establishing staff performance reviews will assess the capabilities of the agency to carry out organizational duties, and to develop industry best practices.
- **Contingency Planning** - The coordination of emergency services strengthens communities when resources are most strained. This Plan calls for a collaboration with partner agencies to identify opportunities for consolidation.



*Beach and Boardwalk*



***“If you don’t know where you are going,  
you are certain to end up somewhere else.”***

***YOGI BERRA***

# PLAN IMPLEMENTATION

The Board has established seven (7) strategic directions within this *Strategic Business Plan*. All but two (2) directions were assigned an advisory committee: Technology and Contingency Planning. These advisory committees, which are comprised of volunteer Board members, will spearhead the advancement of the five (5) remaining, prioritized strategic directions:

- **Multimodal Improvements** - Establish vision for multimodal systems and improve safety for all modes.
- **Revenue / Funding** - Increase funding for transportation improvements.
- **Economic Development** - Expand the taxable base and the MPO's role in the movement of goods.
- **Leadership / Partnerships** - Strengthen and expand strategic partnerships and hold agencies receiving federal funding accountable.
- **Education Development** - Increase awareness of the vision, mission and products of the MPO and strengthen MPO Board decision-making capacities and MPO staff technical capacities.

The success of this Plan will be determined by the progress of the MPO in completing the products / actions connected to each strategic objective. Performance measures will be used to monitor the implementation of these products / actions. Regular updates to the Plan will contain a status assessment of each strategic objective. This will serve as the MPO's scorecard. Based

on the results of the scorecard, strategic objectives will be deleted or modified and new goals and objectives added.

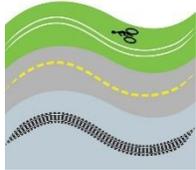
The *Strategic Business Plan* will be updated regularly as part of a performance review. This review will evaluate the progress and implementation of short-term, mid-term, and long-term actions, giving the Board and MPO staff guidance in the development of future strategic goals and objectives.

The Plan has short-term, mid-term, and long-term performance measures that provide an estimate of the time required to complete each project / action. These timeframes are consistent with the MPO's corresponding UPWP for those years.

- **Short-term** - Actions to be addressed within the current Unified Planning Work Program (UPWP) which ends June 30<sup>th</sup>, 2016. Progress reported quarterly.
- **Mid-term** - Actions to be addressed within the following UPWP, effective July 1<sup>st</sup>, 2016 through June 30<sup>th</sup>, 2018. Progress reported annually.
- **Long-term** - Actions to be addressed over the course of the lifetime of *Commitment 2040*. Progress reported annually.

The implementation timeframe for each strategic objective's products / actions is identified in the following section of the *Strategic Business Plan*.

## Multimodal Improvements



Development in Broward County has predominantly favored cars for decades. The MPO has recognized that this trend has not been entirely in the best interests of the residents and businesses within its planning area. Consequently, the MPO has identified **Multimodal Improvements** to be a strategic direction. Key to the Board’s motivation for adding this strategic direction was their recognition of needed improvements to transit and non-motorized transportation systems as a preferred alternative to “business as usual” roadway construction. The following goals and objectives lay the foundation for the MPO to promote policies and programs for a safe, balanced and equitable transportation system.

### Goal 1 - Establish Vision for Multimodal Systems

- **Objective 1** - Develop Complete Streets Master Plan
- **Objective 2** - Develop Transit System Plan
- **Objective 3** - Implement Complete Streets and Other Localized Improvements Program



*Broward County Transit bus service at Young Circle*

### Goal 2 - Improve Safety for all Modes

- **Objective 1** - Consolidate and Archive Partner Safety Plans and Programs
- **Objective 2** - Identify Gaps in Existing Partner Safety Plans and Programs
- **Objective 3** - Implement Project Review and Evaluation Policy (e.g., safety)\*



*Traffic calming along NE 45<sup>th</sup> Street*

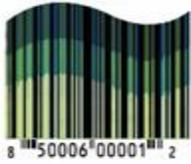
\*Included within the Leadership / Partnerships Implementation Matrix.

## Multimodal Improvements Implementation Matrix

Products / Actions	Type	Timeframe*			Resource Considerations
		Short-term (FY15-16)	Mid-term (FY16-18)	Long-term (Ongoing)	
<b>Complete Streets Master Plan</b>	Target		P		<b>Update and Consider:</b> <ul style="list-style-type: none"> <li>Completed Projects</li> <li>Relevant Needs</li> <li>Best Practices from Completed Projects</li> </ul>
<b>Transit System Plan</b>	Target		P		<ul style="list-style-type: none"> <li>Identify Goal Alignment Between MPO and Broward County Transit (BCT)</li> <li>Perform Transit Needs Assessment and Transit Capabilities Audit</li> <li>Explore Opportunities for Increased Transit Funding</li> </ul>
<b>Complete Streets and Other Localized Initiatives Program</b>	Development	P		S	<b>Collate and Annually Update List of:</b> <ul style="list-style-type: none"> <li>Approved, Non-Funded Projects</li> <li>Approved, Funded Projects</li> <li>Completed Projects</li> <li>Evaluation Material</li> </ul>
<b>Regional Safety Plans Consolidation</b>	Development	P			<ul style="list-style-type: none"> <li>Collate Existing Regional Safety Plans</li> <li>Identify Overlaps in Existing Plans</li> <li>Hold Contingency Planning Workshop to Propose Consolidation</li> </ul>
<b>Regional Safety Gap Analysis</b>	Target		P		<ul style="list-style-type: none"> <li>Establish a Safety Team</li> <li>Collate Existing Regional Safety Plans</li> <li>Identify Overlaps in Existing Plans and Bridge Gaps</li> </ul>

\*P indicates a "Primary Priority", while S indicates a "Secondary Priority".

## Technology



During the Board retreat, several members of the Board noted that many innovative MPOs are taking advantage of new technologies and software programs to help improve mobility and accessibility, as well as education and public engagement. The Board identified **Technology** to be a strategic direction because integrating new technology will make the existing transportation network more adaptive. The Board is interested in technology as an organizational principle, staying updated on what advancements are available to provide quick, efficient solutions to transportation issues.

### Goal 1 - Expand Use of New Technologies to Improve Efficiency and Service Delivery

- **Objective 1** - Identify Tools Used and in Development to Increase Mobility and Accessibility
- **Objective 2** - Implement Program to Identify Opportunities Where New Technology can Save Time and Money



*Tri-Rail station*

## Technology Implementation Matrix

Products / Actions	Type	Timeframe*			Resource Considerations
		Short-term (FY15-16)	Mid-term (FY16-18)	Long-term (Ongoing)	
<b>Technology Implementation Program</b>	Target		P		<ul style="list-style-type: none"> <li>Assess Current Technological Landscape and Determine Product Alignment with MPO Needs</li> </ul>

\*P indicates a "Primary Priority".

## Revenue / Funding



In recent years, transportation funding levels have failed to even keep pace with the growing need to maintain existing systems. Transportation projects must be “financially feasible” in order to be included within *Commitment 2040*. **Revenue / Funding** was identified as a strategic direction because of the Board’s concerns that the means of collecting revenue to maintain and improve transportation systems has not changed and will therefore not meet future needs. Consequently, the Board seeks to find new and innovative revenue streams to supplement existing resources.

### Goal 1 - Increase Funding For Transportation Improvements

- **Objective 1** - Develop a Local Option Tax Plan (1 Cent)
- **Objective 2** - Implement a Program to Identify Public / Private Partnership Opportunities
- **Objective 3** - Implement Advocacy Review and Evaluation Program
- **Objective 4** - Implement Grant Review and Evaluation Program
- **Objective 5** - Implement an Intergovernmental Shared Resources Program



*Construction of I-595; completed in 2014*

## Revenues / Funding Implementation Matrix

Products / Actions	Type	Timeframe*			Resource Considerations
		Short-term (FY15-16)	Mid-Term (FY16-18)	Long-term (Ongoing)	
<b>Local Option Tax Plan (1 Cent)</b>	Development			P	<ul style="list-style-type: none"> <li>• Develop Board Consensus</li> <li>• Develop Concept for Public Acceptance of Tax Plan</li> <li>• Develop Tax Initiative</li> <li>• Present Initiative to Broward County Board of County Commissioners</li> </ul>
<b>Public / Private Partnership Program</b>	Development		P		<ul style="list-style-type: none"> <li>• Explore Benefit to MPO from Partnerships</li> <li>• Explore Opportunities for Partnering</li> <li>• Identify Potential Strategic Business Partnerships</li> </ul>
<b>Advocacy Review and Evaluation Program</b>	Performance	P		S	<ul style="list-style-type: none"> <li>• Review Past Progress and Evaluate Performance</li> <li>• Identify Opportunities for Innovation and Cost Savings</li> </ul>
<b>Grant Review and Evaluation Program</b>	Development	P		S	<p><b>Maintain List of Grant Applications:</b></p> <ul style="list-style-type: none"> <li>• Approved Grant Applications</li> <li>• Denied Grant Applications</li> <li>• Develop File of Other Successful Grants from Other MPOs</li> <li>• Develop Best Practices Based off of Past MPO Applications for Future Applications</li> </ul>
<b>Intergovernmental Shared Resources Program</b>	Development		P	S	<ul style="list-style-type: none"> <li>• Develop a Planning Codex for MPO Line of Products and Services Offered</li> <li>• Seek Out Partner Agency Liaisons and Maintain Relationships</li> <li>• Develop Partner Agency MOUs</li> </ul>

\*P indicates a "Primary Priority", while S indicates a "Secondary Priority".

## Economic Development



One of the biggest challenges facing Southeast Florida is maintaining its economic resiliency, especially after the Great Recession. The Board seeks to help the region improve its economic competitiveness and therefore identified **Economic Development** to be a strategic direction. To support this effort, the Board expressed interest in aligning MPO goals with those of Port Everglades and the Fort Lauderdale / Hollywood International Airport.

### Goal 1 - Expand Taxable Base

- **Objective 1** - Implement Program to Identify Public / Private Partnership Opportunities\*
- **Objective 2** - Implement Project Review and Evaluation Policy (e.g. transit-orientated development)\*\*



Beach and boardwalk

### Goal 2 - Expand Role in the Movement of Goods

- **Objective 1** - Form Freight Committee
- **Objective 2** - Negotiate Memorandum of Understanding (MOU) with Port Everglades and the Fort Lauderdale / Hollywood International Airport.



Fort Lauderdale Hollywood International Airport

\*Included within the Revenue / Funding Implementation Matrix.

\*\*Included within the Leadership / Partnerships Implementation Matrix.

## Economic Development Implementation Matrix

Products / Actions	Type	Timeframe*			Resource Considerations
		Short-term (FY15-16)	Mid-term (FY16-18)	Long-term (Ongoing)	
<b>Freight Committee</b>	Target	P			<ul style="list-style-type: none"> <li>• Establish MPO Freight Committee</li> <li>• Extend Advisory Membership to Local Freight Authorities</li> <li>• Explore Freight Planning Best Practices and Assess Applicability to Broward County</li> <li>• Coordinate with Regional Freight Partners in Development of a Freight Plan</li> </ul>
<b>MOU with Fort Lauderdale-Hollywood Airport</b>	Development		P		<ul style="list-style-type: none"> <li>• Explore Best Practices in MPO - Airport Relationships</li> <li>• Draft and Adopt MOU Following Board Consideration</li> </ul>
<b>MOU with Port Everglades</b>	Development		P		<ul style="list-style-type: none"> <li>• Explore Best Practices in MPO - Sea Port Relationships</li> <li>• Draft and Adopt MOU Following Board Consideration</li> </ul>

\*P indicates a "Primary Priority", while S indicates a "Secondary Priority".

## Leadership / Partnerships



The Board recognizes that many of the issues facing Southeast Florida are complex and interconnected. The nature of the MPO's planning effort cross multiple jurisdictions, with diverse political landscapes, demographics, economic and ecological needs. At the intersection of this complexity is the MPO. This is precisely why the Board identified **Leadership / Partnerships** as a strategic direction. In doing so, the Board will strengthen and expand the MPO's relevancy with its partners so that it can effectively take the lead and respond to issues, leverage more funds from state and federal sources and make stronger decisions.

### Goal 1 - Strengthen and Expand Strategic Partnerships

- **Objective 1** - Continue to Implement *Speak Up Broward*\*
- **Objective 2** - Host Yearly, Joint Meeting with the Broward County Commission
- **Objective 3** - Host Yearly Meeting with Florida State Legislators - Broward Delegation
- **Objective 4** - Develop Five (5) New Strategic Partnerships (e.g., Chamber of Commerce, Broward Business Alliance, Visitors Bureau, Regional Planning Council, World Cities)

### Goal 2 - Hold Agencies Receiving Federal Funding Accountable

- **Objective 1** - Implement a Project Review and Evaluation Policy for all Projects Pursuing Federal Funds
- **Objective 2** - Implement a Reasonable Progress Policy for All Projects Utilizing Federal Funds

*\*Not included within the Implementation Matrix.*

## Leadership / Partnerships Implementation Matrix

Products / Actions	Type	Timeframe*			Resource Considerations
		Short-term (FY15-16)	Mid-term (FY16-18)	Long-term (Ongoing)	
<b>Yearly, Joint Meeting with Broward County Commission</b>	Target	S		P	<ul style="list-style-type: none"> <li>• Conduct Board / Broward County Commission Workshop</li> <li>• Identify Opportunities for Goal Alignment</li> </ul>
<b>Yearly Meeting with Florida state Legislators</b>	Target	S		P	<ul style="list-style-type: none"> <li>• Develop Staff Relationships with State Legislators Office</li> <li>• Develop MPO Executive Board – State Legislators Workshop</li> </ul>
<b>Five (5) New Strategic Partnerships</b>	Target	P			<ul style="list-style-type: none"> <li>• Identify Five (5) New Partners Based on MPO Goal Alignment</li> <li>• Designate MPO Strategic Partnership Coordinator</li> </ul>
<b>Project Review and Evaluation Policy</b>	Development		P		<ul style="list-style-type: none"> <li>• Establish Review Framework and Procedure for Consistency</li> </ul>
<b>Reasonable Progress Policy</b>	Development		P	S	<ul style="list-style-type: none"> <li>• Establish Appropriate Project Timeline Determined by the Board and Staff</li> <li>• Track Delinquent Projects and Collate List of Delinquencies</li> <li>• Tie Delinquencies to Project Sponsors for Future Funding Considerations</li> </ul>

\*P indicates a “Primary Priority”, while S indicates a “Secondary Priority”.

## Education / Development



For members of the Board, it can be a daunting task to understand the scope of work that the MPO undertakes as well as their relationships to state and local agencies. Even more difficult is uncovering what an MPO could do to push the envelope and innovate - whether to stretch public resources, achieve multiple benefits with transportation dollars or advance regional and local transportation priorities. Consequently, the retreat served as a self-reflective exercise that helped pinpoint areas of improvement for both Board members and MPO staff. It was determined and approved that a more robust **Education / Development** program be established and identified as a strategic direction.

### Goal 1 - Increase Awareness of the Vision, Mission and Products of the MPO

- **Objective 1** - Distribute yearly Annual Report to All Elected Officials and the Public
- **Objective 2** - Distribute One-(1) Page summary of All Board Meetings to All Board Members and Elected Officials
- **Objective 3** - Implement a Public Involvement Program Specifically Designed to Engage School Age Children
- **Objective 4** - Continue to Implement *Speak Up Broward*\*

### Goal 2 - Strengthen Board Decision-making Capacities

- **Objective 1** - Two (2) Board Members Will Attend the MPOAC / CUTR Institute's Board Training
- **Objective 2** - Implement a Board Educational Program for all Board Members
- **Objective 3** - Implement a *Project Review and Evaluation Policy* for all Projects Pursuing Federal Funds\*\*
- **Objective 4** - Implement a *Reasonable Progress Policy* for All Projects Utilizing Federal Funds\*\*

### Goal 3 - Strengthen MPO Staff Technical Capacities

- **Objective 1** - Perform Skills Audit of All MPO Staff Members
- **Objective 2** - Implement a MPO Staff Educational Program

*\*Not included within the Implementation Matrix.*

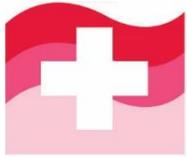
*\*\*Included within the Leadership / Partnerships Implementation Matrix.*

## Education / Development Implementation Matrix

Products / Actions	Type	Timeframe*			Resource Considerations
		Short-term (FY15-16)	Mid-term (FY16-18)	Long-term (Ongoing)	
<b>MPO Annual Report</b>	Target	S		P	<ul style="list-style-type: none"> <li>Establish Reporting Framework and Procedure for Consistency</li> <li>Include MPO Staff Skills Audit as Performance Review</li> </ul>
<b>One-Page Summary of All Board Meetings</b>	Target	P		S	<ul style="list-style-type: none"> <li>Distribute Electronically Following Each Board Meeting</li> <li>Compile and Distribute Annually</li> </ul>
<b>Public Participation Plan (School Age Children)</b>	Development	P			<ul style="list-style-type: none"> <li>Reach Out to Broward County School Board Officials on Furthering Partnership Outline Action Plan for Bolstering Deficient Skills</li> <li>Inform Broward County School District of Complete Streets and Other</li> <li>Localized Initiatives Program Opportunities</li> </ul>
<b>Board Educational Program</b>	Performance	P		S	<ul style="list-style-type: none"> <li>Update Program to Include Legislative Agenda/Political Elements</li> <li>Track Emerging Issues and Transportation Policy Changes</li> <li>Attend the MPOAC/CUTR Training</li> <li>Maintain Conciseness</li> </ul>
<b>Staff Skills Audit</b>	Target		P		<ul style="list-style-type: none"> <li>Determine Essential MPO Technical Skillsets</li> <li>Determine Essential MPO Publicity Skillsets</li> </ul>
<b>MPO Staff Education Program</b>	Performance		P	S	<ul style="list-style-type: none"> <li>Determine Essential Skillsets to be Evaluated</li> <li>Outline Action Plan for Bolstering Deficient Skills</li> <li>Identify Opportunities for Goal Alignment</li> <li>Provide Training and MPO Certified Training Certificates</li> </ul>

\*P indicates a "Primary Priority", while S indicates a "Secondary Priority".

## Contingency Planning



Transportation networks are particularly vulnerable to natural and man-made disasters. Emergency response situations and every day public safety issues play a critical role during times of community distress and disaster recovery. As such, the Board recognized that the MPO must consider ways to both become more resilient from disasters and more effective in responding and rebuild afterwards. As a result, the Board identified **Contingency Planning** to be a strategic direction.

### Goal 1: Improve Regional Emergency Services

- **Objective 1** - Consolidate and Archive Partner Contingency Plans and Programs
- **Objective 2** - Identify Gaps in Existing Partner Contingency Plans and Programs



*Fire engine within a local community*

## Contingency Planning Implementation Matrix

Products / Actions	Type	Timeframe*			Resource Considerations
		Short-term (FY15-16)	Mid-term (FY16-18)	Long-term (Ongoing)	
<b>Regional Contingency Plans Consolidation</b>	Development	P			<ul style="list-style-type: none"> <li>• Collate Existing Regional Contingency Plans</li> <li>• Identify Overlap in Existing Plans</li> <li>• Hold Contingency Planning Workshop to Propose Consolidation</li> </ul>
<b>Regional Contingency Plans Gap Analysis</b>	Target		P		<ul style="list-style-type: none"> <li>• Establish a Contingency Team</li> <li>• Collate Existing Contingency Plans</li> <li>• Identify Overlaps in Existing Plans and Bridge Gaps</li> </ul>

\*P indicates a "Primary Priority", while S indicates a "Secondary Priority".



## MPO Staff

**Gregory Stuart**

*Executive Director*

**Michael Ronskavitz**

*Deputy Director*

**Paul Calvaresi**

*Transportation Planner*

**Priscila J. Clawges**

*Transportation Disadvantaged Program  
Manager/Transportation Planner*

**James Cromar**

*Director of Planning*

**Carl Ema**

*Administrative Assistant*

**Roxana Ene**

*Transportation Improvement Program  
Coordinator/Project Manager*

**Paul Flavien**

*Transportation Planner*

**Tracy Flavien**

*Administrative Manager*

**Alan Gabriel**

*General Counsel*

**Ricardo S. Gutierrez**

*Bicycle & Pedestrian Coordinator/  
Transportation Planner*

**Peter Gies**

*Transportation Planner*

**Daniel Knickelbein**

*Transportation Planner*

**Christopher Ryan**

*Public Information Officer/  
Title VI Coordinator/DBE Liaison*

**Buffy C. Sanders II**

*Transportation Planner*

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*Executive Assistant*

**Francis Tettey**

*Accounting & Finance Manager*

**Anthea Thomas**

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**Lydia Waring**

*Procurement Officer*

## Consultant Team



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