



Public Participation Plan

Broward **MPO** 
Metropolitan Planning Organization

BrowardMPO.org
DRAFT– November 2019

Moving People & Goods, Creating Jobs, and Strengthening Communities

Our Mission: To collaboratively plan, prioritize, and fund the delivery of diverse transportation options.

Our Vision: Our work will have measurable positive impact by ensuring transportation projects are well selected, funded, and delivered.



Move People & Goods | Create Jobs | Strengthen Communities



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For complaints, questions or concerns about civil rights or nondiscrimination; or for special requests under the American with Disabilities Act, please contact: Christopher Ryan, Title VI Coordinator at (954) 876-0036 or ryanc@browardmpo.org.

Public participation is solicited without regard to race, color, national origin, age, sex, religion, disability or family status. Persons who require special accommodations under the American with Disabilities Act or persons who require translation services (free of charge) should contact Christopher Ryan, Title VI Coordinator at (954) 876-0033 or 0036 or ryanc@browardmpo.org at least seven days prior to a meeting. If hearing impaired, telephone Florida Relay Service # 711.

For more information about the Broward MPO or to learn about ways to get involved please contact:

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List of Acronyms

Name/Title	Acronym
Americans With Disabilities Act	ADA
Broward County Transit	BCT
Community Characteristics Project	CCP
Citizens' Advisory Committee	CAC
Complete Streets Advisory Committee	CSAC
Complete Streets and Other Localized Initiatives Program	CSLIP
Congestion Management Plan	CMP
Continuity of Operations Plan	COOP
Disadvantaged Business Enterprise	DBE
Federal Highway Administration	FHWA
Federal Transit Administration	FTA
Florida Commission for the Transportation Disadvantaged	FCTD
Freight Transportation Advisory Committee	FTAC
Intermodal Surface Transportation Efficiency Act	ISTEA
Limited English Proficiency	LEP
Local Coordinating Board	LCB
Long-Range Transportation Plan	L RTP
Metropolitan Planning Organization	MPO
Metropolitan Transportation Plan	MTP
Moving Ahead For Progress in the 21 st Century	MAP-21
Public Participation Plan	PPP
Regional Transportation Long Range Plan	RLRTP
South Florida Regional Transportation Authority	SFRTA
Southeast Florida Transportation Council	SEFTC
Statewide Transportation Improvement Program	STIP
Technical Advisory Committee	TAC
Transportation Disadvantaged	TD
Transportation Disadvantaged Service Plan	TDSP
Transportation Equity Act for the 21 st Century	TEA-21
Transportation Improvement Program	TIP
Transportation Management Area	TMA
Unified Planning Work Program (Business Plan)	UPWP

Executive Summary

The **Broward Metropolitan Planning Organization (Broward MPO)** created this Public Participation Plan (PPP or “The Plan”) to provide guidelines for achieving optimum public participation with assessment tools to evaluate the effectiveness of the program. Exemplary public participation begins early in the planning process and continues throughout each of the planning stages, helping to avoid, minimize and mitigate project impacts while providing the best solutions.

The goals of the Broward MPO’s Public Participation Plan are to:

- Inform** the public of transportation meetings, issues and other relevant events. The public needs to be aware of their role in the transportation planning and decision-making process.
- Involve** the public by providing opportunities throughout the transportation planning and decision-making process.
- Include** all communities in the planning area to inform and involve, with special emphasis on those communities with people who have been underrepresented and/or underserved.
- Improve** the public participation process by identifying and incorporating new tools and strategies.

This Plan is reviewed as part of the four-year certification process conducted by the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) during the MPO certification process.

Contained herein are the Broward MPO’s current public participation goals, policies and techniques including long-term improvements.



The Broward MPO encourages public comment. This document is available on the Broward MPO website at Browardmpo.org/index.php/get-involved or call Christopher Ryan, Title VI Coordinator at (954) 876-0036/0033 for a copy.

Broward Metropolitan Planning Organization

Public Participation Plan

The Broward Metropolitan Planning Organization Board (Broward MPO) is comprised of 25 voting members including representatives from eighteen municipalities, the South Florida Regional Transportation Authority (SFRTA), the School Board of Broward County, and three Broward County Commissioners. The MPO Board is also comprised of 13 Alternates, who have voting rights when others are absent. Composed of elected officials, it is an agency created under federal law to direct urban transportation planning and the allocation of federal and state funds. It is one of over 300 MPOs nationwide and its existence assures that Broward will receive federal and state transportation funds.

The Broward Metropolitan Planning Organization's Board meets on the second Thursday of each month at 9:30 a.m. in the MPO Board Room, located in the Trade Centre South Building at, 100 West Cypress Creek Road, Suite 650, Fort Lauderdale, FL 33309-2181. For more information about the MPO's meetings, please visit our website, Browardmpo.org/index.php/calendar. All meetings are open to the public and your participation is encouraged. Note dates and times may change due to holidays or other conflicts.

In partnership with the residents of its many and diverse communities, the Broward MPO influences the expenditure of state and federal funds to provide a regional transportation system that ensures the safe and efficient movement of people and goods, optimizes transit opportunities and enhances the community's environmental and economic well-being.

As the urbanized area of Broward continues to experience rapid growth, the Broward MPO plays a critical role in the community, enabling interested persons to speak with a unified voice to their state and federal legislators about transportation needs and ensuring tax dollars are applied according to the greatest needs of the community.

Intent of this Plan

The awareness and involvement of interested persons are integral to successful transportation planning. The PPP of the Broward MPO sets forth specific measures to heighten public education and responsiveness. Optimum public participation begins early in the planning process and continues throughout each of the planning stages. Public participation helps avoid, minimize and mitigate project impacts by allowing the Broward MPO to identify issues while providing the best solutions. It is essential that government agencies understand community values, and it is equally important for the community to understand the tradeoffs and constraints associated with project planning.

This mutual understanding can only be achieved through early, frequent and continued communication with the public. When the public is engaged in the planning process, their insight helps assure projects suit community needs. This Plan identifies methods the Broward MPO currently uses to optimize public participation in developing transportation projects, simultaneously complementing the movement of people and goods and addressing livability issues.

The true test of a successful public participation plan is the level of public awareness and feedback received. Too often, public participation does not occur until after the community-at-large becomes aware of an unpopular decision, at which point extensive outreach efforts become necessary to change decisions after the fact. A planning process that involves the public early on fosters continued participation through to the final decision stage.

The Broward MPO designed this Plan to identify existing and future proactive public participation processes for developing Broward's transportation planning activities. These processes provide for complete information, timely public notice, full access to key decisions and early, continuous public participation. In turn, it provides for an MPO that is informed and educated by the public in order to make the most effective transportation planning decisions.

This Plan describes existing public participation opportunities, including goals, policies and techniques that are being used to achieve them. The suggested public participation activities from which the MPO can meet its public participation goals also include a methodology for measuring effectiveness (Appendix A), as well as the elements required for the Participation Plan [23 CFR 450.210 (a) (1) (i) and 450.316 (a)].

Broward MPO Policy on Public Participation

The Broward MPO's policy on public participation is to create opportunities for all segments of the public to learn and provide feedback about issues and proposals under consideration, particularly those affected by the outcomes and/or those with special needs. This policy lays the foundation to ensure the public is a key participant in the planning and decision-making process.

To ensure that its public participation strategies are in line with the current demographic characteristics and community vision, the Broward MPO reviews and appropriately updates its public participation strategies as needed. The Florida Department of Transportation has created a Public Involvement Handbook that the Broward MPO utilizes to aid in identifying ideas, verification and suitable techniques and approaches. The full document along with other resources can be viewed at the following link: <http://www.fdot.gov/environment/pubinvolvement.shtm>

Federal Requirements for Public Participation

Moving Ahead for Progress in the 21st Century (MAP-21) was signed into law on July 6, 2012, and contains specific language outlining federal requirements regarding public participation processes and procedures. In general, MAP-21 legislation built upon previous transportation legislation (ISTEA, TEA-21 and SAFETEA-LU) to provide states and metropolitan planning organizations specific direction in conducting and promoting broad-based public participation activities.



DID YOU KNOW?

The Broward MPO is an agency created under federal law to direct urban transportation planning and the allocation of federal and state funds. It is one of over 300 MPOs nationwide and its existence assures that Broward will receive federal and state transportation funds.



DID YOU KNOW?

To better engage and connect with communities, the Broward MPO holds an annual “Let’s Go Biking! Event. Through a shared activity, residents can explore their community through active transportation.



affected public agencies, representatives of public transportation employees, freight shippers, providers of freight transportation services, private providers of transportation, representatives of users of public transportation, representatives of users of pedestrian walkways and bicycle transportation facilities, representatives of the disabled and other interested parties with a reasonable opportunity to comment on the transportation plan.

The public participation process requirements in 23 CFR450, Section 450.316(b) (1), are listed below. These requirements encourage a proactive public participation process and support early and continuing involvement of the public in the planning process. A reference to the section of this plan describing how the Broward MPO meets these requirements is included following each criterion listed below.

(i) Require a minimum public comment period of forty-five days before the public participation process is initially adopted or revised.

To ensure all interested persons residing in Broward County have the opportunity to comment, the MPO provides a public comment period of forty-five days. The draft Public Participation Plan (PPP) is also posted on the Broward MPO website and ads are posted in local newspapers informing the public the draft is available for review. Those interested persons requesting a printed copy of the draft PPP may call 954-876-0036/0033.

Once the MPO Board approves the PPP, it is distributed to eight local libraries across Broward and placed on the MPO website.

(ii) Provide timely information about transportation issues and processes to persons, affected public agencies, representatives of transportation agency employees, private providers of transportation, other interested parties and segments of the community affected by transportation plans, programs and projects.

The Broward MPO’s public participation process for transportation planning provides complete information, timely public notice and full access to key decisions. It supports early and continued involvement of the public.

(iii) Provide reasonable public access to technical and policy information used in the development of plans and the Transportation Improvement Program (TIP) and open public meetings where matters related to the Federal-aid highway and transit programs are being considered.

The effectiveness of any program and policy plan depends upon its success in meeting the public’s expectations. Further, plans and programs are reassessed periodically to determine if the public’s evolving needs and expectations are adequately provided for through the plan.

To ensure this occurs, the public must be kept informed of activities, and must be given meaningful opportunities to participate in the transportation planning process.

*See Core Products (see page 9)

(iv) Require adequate public notice of public participation activities and time for public review and comment at key decision points, including, but not limited to, approval of plans and TIP's (in nonattainment areas, classified as serious and above, the comment period shall be at least thirty days for the plan) and major amendment(s)

*See MPO Core Products and Programs (see page 9)

(v) Demonstrate explicit consideration and response to public input received during the planning and program development processes.

*See MPO Core Products and Programs (see page 9)

(vi) Seek and consider the needs of those traditionally underserved by existing transportation systems, including but not limited to low-income and minority households;

The MPO analyzes ZIP code data to identify communities requiring more extensive public participation outreach efforts, including press releases to media that target special populations and the Seminole Tribal Government.

Community and Municipal Background Reports are generated from a web-based Transportation Outreach Planner (described below). These reports provide community boundary definitions and a brief narrative about the origins of each community's incorporation and relative cohesiveness. Contemporary community dynamics and associated important historical events, and demographic data is also addressed in these reports. The Broward MPO will be phasing out the Transportation Outreach Planner and replacing it with a Transportation Planning Equity Assessment tool under development.

(vii) When significant written and oral comments are received on the draft transportation plans or TIP (including the financial plan) as a result of the public participation process, a summary, analysis, and report on the disposition of comments shall be made part of the final plan and TIP.

*See MPO Core Products and Programs (see page 9)

(viii) If the final transportation plan or TIP differs significantly from the one which was made available for public comment by the MPO and raises new material issues which interested parties could not reasonably have foreseen from the public participation efforts, an additional opportunity for public comment on the revised plan or TIP shall be made available.

*See MPO Core Products and Programs (see page 9)

(ix) Public participation processes shall be periodically reviewed by the MPO in terms of their effectiveness in ensuring that the process provides full and open access to all;

For a copy of the Broward MPO Rules visit the following link Browardmpo.org/index.php/about-the-mpo/rules or call (954) 876-0036/0033.

(x) These procedures will be reviewed by the FHWA and the FTA during certification reviews for Transportation Management Areas, and as otherwise necessary for all MPOs, to ensure that full and open access is provided to decision-making processes.

This Plan is reviewed as part of the four-year certification process conducted by the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) during the MPO certification process.

(xi) Metropolitan public participation processes shall be coordinated with statewide public participation processes (eg. FDOT Public Involvement Handbook, found [here](#)) wherever possible to enhance public consideration of the issues, plans, and programs and reduce redundancies and costs.

The MPO makes every attempt to coordinate its public participation process with state and local governments' public participation processes to enhance public consideration of the issues, plans, and programs.

*See MPO Core Products and Programs (see page 9)

* Please Note: Other components of the legislation which support 23CFR450, Section 450.316(b) (1) are:

- 450.212(a) –Public participation
- 450.214 – Statewide Transportation Plan
- 450.216 -- Statewide Transportation Improvement Program (STIP)
- 450.318(b) - - Metropolitan Transportation Planning Process: Major Metropolitan Transportation Investments
- 450.322(c) - - Metropolitan Planning Process: Transportation Plan
- 450.324(c) - - Transportation Improvement Program: General

MPO Core Products and Programs

The Broward MPO continuously develops and updates several programs and plans. In exercising its authority to guide the expenditure of federal and state transportation funds, it is critical for its public participation process to provide complete information, timely public notice and to support continuing involvement of the public in developing plans and programs. Those who need programs and plans in alternative formats may request them by contacting the Broward MPO Title VI Coordinator at (954) 876-0036/0033.

Below is a list of the core products and programs developed by the Broward MPO:

Metropolitan Transportation Plan (MTP) formally, Long-Range Transportation Plan (LRTP)



The Metropolitan Transportation Plan (MTP) is a federally required plan that addresses future transportation needs for a minimum of twenty years. The MTP is updated every five years to confirm the validity of the transportation plan, ensure consistency with current and forecasted transportation and land use conditions and to reflect the changing public and political sentiment. The MTP is financially constrained and includes transportation projects for upgrading the transportation infrastructure within the next twenty-five years.

The Broward MPO uses the LRTP to:

1. **Estimate** future needs and identify improvements in the pedestrian, bicycle, transit, highway and freight movement networks;
2. **Guide** the expenditure of transportation funds;
3. **Ensure** new transportation improvements meet community values,
4. **Prioritize** transportation projects; and
5. **Promote** safe and efficient transportation services. Local and state planning officials use the LRTP to select projects for inclusion in their work programs.

The success of the MTP is dependent upon a successful public outreach effort that yields community feedback. The process is guided by public sentiment about long-term transportation investments to achieve the best possible mobility connections. The result is increased public awareness of and support for the resulting MTP.

The current LRTP (known as Commitment 2040) has a horizon year of 2040 and was approved by the Broward MPO Board on December 11, 2014. This plan was based upon extensive dialogue with many stakeholders including a steering committee, the general public, government officials, professional staff, economic development interests and private business, non-profit and community organizations and transportation planners.



DID YOU KNOW?

The Unified Planning Work Program (UPWP), the MPO's "Business Plan," is a statement of work identifying the planning priorities and activities to be carried out by the MPO for the next two (2) years. At a minimum, a UPWP includes a description of the planning work and resulting products, who will perform the work, time frames for completion, costs, funding sources and driving factors such as economic vitality.



This process included public open houses, workshops and forums. Additional engagement techniques included surveys, oral and written comments, articles in the MPO newsletter, a dedicated website and email blasts. New technologies including real-time polling, interactive maps and electronic surveys were also used. For more information about the LRTP visit Commitment2040.org.

Multimodal Transportation Priorities List (MMPL)



The Broward MPO's Multimodal Priorities List is a core product of the MPO that serves as a bridge between "cost feasible" but unfunded projects identified in the MPO's Long Range Transportation Plan/Metropolitan Transportation Plan and the Transportation Improvement Program, which identifies projects with firm funding commitments. The Multimodal Priorities List is used to set funding priorities for federal and state funds within our region. Only projects contained in the Broward MPO's Metropolitan Transportation Plan are eligible for inclusion on the Multimodal Priorities List. The Broward MPO Board adopts the Multimodal Priorities List annually, typically in the third quarter of the calendar year, which FDOT then uses to guide development of their funding work program. From the MMPL, the Broward MPO creates the TIP.

Transportation Improvement Program (TIP)



The Transportation Improvement Program (TIP) contains all transportation programs and projects programmed for the upcoming five years. The TIP is revised annually to incorporate priorities in the MTP that are financially feasible. Projects are grouped by type (i.e. aviation, port, transit etc.) and indicate the year, funding source and funding levels for each project phase. From a policy perspective, the TIP is particularly important because it establishes the priorities for scheduling improvements on the Florida Strategic Intermodal System (SIS), the State Highway System, local roadways and the Broward MPO priorities such as transit improvements, and pedestrian and bicycle-friendly improvements, just to name a few.

The deadline for TIP submittal to state and federal offices is July 15 each year, with MPO adoption occurring before that date, following public hearings held at June's Technical Advisory Committee (TAC) and Citizens' Advisory Committee (CAC) meetings, as well as the MPO's July meeting. For comments or questions regarding the TIP please call (954) 876-0066/0033.

The public is encouraged to use our online Interactive TIP. This service helps the public find information about transportation projects planned for the next 5 years in their local area, as well as the whole of Broward. This interactive tool provides project information in a flexible and friendly format, please visit <http://broward.dtstiptool.com/>.

Unified Planning Work Program (UPWP) or Business Plan

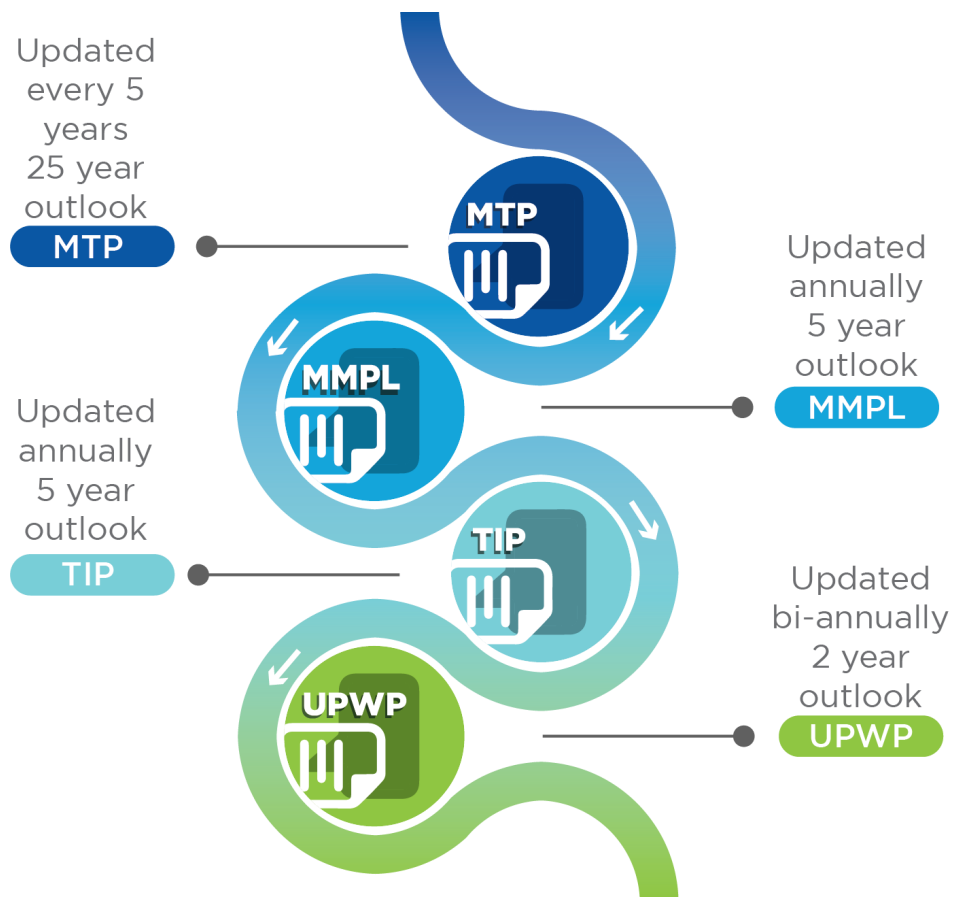


The Unified Planning Work Program (UPWP), the MPO’s “Business Plan,” is the Broward MPO’s budget. It is a statement of work identifying the planning priorities and activities to be carried out by the MPO for the next two (2) years. At a minimum, a UPWP includes a description of the planning work and resulting products, who will perform the work, time frames for completion, costs and the source(s) of funding. UPWP planning activities are driven by factors that include, but are not limited to: economic vitality, environmental protection and transportation safety, security, accessibility, connectivity, system management, efficiency and maintenance.

The MPO develops the UPWP every other year in accordance with the current Florida MPO Program Management Handbook. Further, the UPWP is submitted to federal and state review agencies according to the dates, processes and agencies described in the handbook. A sufficient public comment period is provided to obtain input for the development of the UPWP. The draft UPWP is submitted to the MPO’s Technical Advisory Committee (TAC) and Citizens’ Advisory Committee (CAC) for their review and recommendation. These are the advisory committees to the MPO. With the committees’ recommendations and public input, the MPO reviews and approves the draft UPWP for submittal to federal and state review agencies for comment. The final UPWP, addressing federal and state review agency comments, is submitted to the TAC and CAC for final recommendations to the MPO. The MPO approves the final UPWP, which is then sent

to review agencies for final acceptance. With final acceptance by federal and state review agencies, the UPWP becomes effective for the coming two fiscal years that commence on July 1 of the first year to coincide with the starting of the MPOs’ new fiscal year.

The UPWP can be downloaded at:
<http://browardmpo.org/index.php/about-the-mpo/budgets-upwp>



Transportation Disadvantaged Service Plan (TDSP)



The mission of the Florida Commission for the Transportation Disadvantaged (CTD) is to ensure the availability of efficient, cost-effective and quality transportation services for transportation disadvantaged persons. “Transportation disadvantaged” means those persons who because of physical or mental disability, income status or age are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access to health care, employment, education, shopping, social activities or other life-sustaining activities, or children who are handicapped, high-risk, or at-risk as defined in Florida Statutes 427.011- s. 411.202.

The TDSP outlines services and service parameters governing coordination of transportation services provided to the transportation disadvantaged. The TDSP addresses requirements of the federal [Moving Ahead for Progress in the 21st Century Act \(MAP-21\)](#) furthers several important goals, including safety, system reliability, and project delivery.

MAP-21 gives the Federal Transit Administration significant authority to strengthen the safety of public transportation systems throughout the United States. The Act provides needed funds and transforms the policy and programmatic framework for investments to guide the growth and development of the country’s vital transportation infrastructure.

The TDSP is a collaborative effort between the Broward MPO and Broward County Transit who currently serves as the Community Transportation Coordinator for Broward County. The TDSP is developed in accordance with state legislative requirements and criteria established by the CTD. It is updated annually and is a tactical plan containing four components:

1. A development plan;
2. A service plan;
3. Quality assurance; and
4. Cost/Revenue allocation and rate structure justification.

For more information on the TDSP, please visit:

Browardmpo.org/index.php/major-functions/transportation-disadvantaged-services

Complete Streets and Other Localized Initiatives (CSLIP)

Prior to both CSLIP and TAP, the Transportation Enhancement (TE) activities offered funding opportunities to help expand transportation choices and enhance the transportation experience through eligible activities related to surface transportation, including pedestrian and bicycle infrastructure and safety programs, scenic and historic highway programs, landscaping and scenic beautification, historic preservation, and environmental mitigation.



The Moving Ahead for Progress in the 21st Century Act (MAP-21) replaced the Transportation Enhancement (TE) activities with the Transportation Alternatives Program (TAP).

The Transportation Alternatives Program (TAP) authorized funding for programs and projects defined as “transportation alternatives”, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation, and many more. However, funding for TAP was limited, between \$4 million and \$6 million per year, the application process was complex and the applicants must be Local Agency Program (LAP) certified. This certification put a strain on applicants by requiring them to demonstrate unrealistic levels of technical expertise as well as undergo a

stringent state review process and implementation schedule.


The Complete Streets and Other Localized Initiatives Program (CSLIP), a successor to the TAP, does not have LAP requirements, automates the application process, and evaluates projects based on objective criteria and consistency with Commitment 2040. The program also grants projects access to federal SU dollars in addition to the TAP dollars, creating a larger pot for funding.

The intent of CSLIP is to provide funding for small local transportation projects which improve the safety and mobility for all transportation users in Broward. This competitive grant program can fund projects such as (but not limited to): complete streets projects, traffic calming and intersection improvements, ADA upgrades, mobility hubs, bus shelters, bike racks and technology advancements such as transit signal priority and traffic control devices.

Congestion Management Process (CMP) / Livability Planning Projects

The emphasis on congestion management has been placed on the process and how the process results in strategies and programs which can be reflected in the Broward MPOs' LRTP and TIP. The congestion management process (CMP) is no longer intended to stand alone, but rather is a key component of the transportation planning process. To that end, the Broward MPO has combined Congestion Management and Livability Planning. This effort has resulted in the implementation of various congestion management/livability studies along the most congested corridors identified through the CMP. The MPO has completed several corridor studies that combine the CMP with livability planning concepts. The complete studies include the Hollywood/Pines Corridor Project, the University Drive Congestion Mitigation/Livability Planning and Transit Improvement Study, and the State Road (SR) 7 Multimodal Improvements Corridor study. The main intent of these studies is to develop and implement strategies other than road widening to improve safety and mobility through other modes of transportation (i.e transit, bicycle and pedestrian use) and to reduce single occupancy (SOV) travel.

The MPO is advancing the implementation of the project recommendations from the completed corridor studies. FDOT and the MPO are prioritizing projects along the various corridors to make use of limited funding and fulfill the direction from the MPO Board. The 2018 Tentative Work Program, which is the basis for the next TIP, includes high priority project recommendations identified in the Hollywood/Pines Boulevard and University Drive Congestion Mitigation/Livability Planning and Transit Improvement studies located in various municipalities along these corridors. In addition, funding for the design phase for several improvements along SR7 has been programmed. The MPO has been successful in going to the public by making presentations and incorporating project materials onto the agenda of regular-scheduled meetings of neighborhood and civic associations, homeowner associations and commercial/business organizations. This approach has proven effective in expanding the coverage and obtaining input from the community.



DID YOU KNOW?

The Broward MPO has a traveling booth that goes to libraries, city halls, community centers etc... throughout Broward County to educate the community about projects, transportation safety and to engage with residents from all municipalities in Broward.



These efforts are publicized through press releases, informational bulletins, newsletters, traditional advertising and articles in print media. For more information regarding the CMP/Livability Planning please visit: <http://browardmpo.org/index.php/major-functions/congestion-management-process-livability-planning>

Public Participation is a fundamental element of the CMP/Livability Planning Projects. From the start, each project, MPO staff works with the local municipalities and partner agencies to define expectations for stakeholder input and determine public participation strategies based on the diverse characteristics for the communities and the neighborhoods

Amendments to Adopted Plans

The Board shall initiate procedures for considering a change to an adopted UPWP, MTP, RL RTP, or TIP, at its discretion when a request is received in writing from (a) a local governing body of a member government; (b) a transportation operating agency providing service in Broward County; (c) the Board or the TAC may recommend a change on its own initiative; and (d) the Executive Director can recommend a change for consideration. Requests for MTP amendments may be submitted in June or January. Requests for Regional Long Range Transportation Plan (RL RTP) amendments may be submitted through the Board for ultimate approval by SEFTC and be on a regional corridor. Requests for TIP amendments must be submitted to the Broward MPO in accordance with the annual schedule of due dates to be reviewed by the TAC and CAC prior to Board action.

For full details on amendment processes you may review the Broward MPO rules at Browardmpo.org/index.php/about-the-mpo

Guidance During Emergencies or Interruption of Services

In the event the Federal government or the Governor declares a “State of Emergency” the Chair, Vice Chair, Second Vice Chair, or Executive Director may authorize the purchase of, or contract for, goods or services required in contemplation of, preparation for, or during an emergency without utilizing the competitive bidding or competitive proposal procedures set forth in the Broward MPO’s Procurement Code which can be found on the “Working With the MPO” page of the website Browardmpo.org/index.php/solicitations/

During a “State of Emergency”, the Executive Director shall be authorized to provide for the distribution of federal or state aid for repairs, replacements, or the distribution of aid. Notwithstanding the foregoing at least two signatures, one by a Broward MPO Board Officer (use of an electronic signature may be authorized for this purpose) and one by either the Executive Director or the General Counsel, shall be required to effectuate an emergency expenditure. Emergency purchases of goods or services where the expenditure by the Broward MPO is estimated to be \$30,000 or greater, shall be subject to ratification by the Board as soon as practicable. The Chair, Vice Chair, Second Vice Chair, Executive Director or General Counsel will inform the Broward MPO Board, TAC, CAC and LCB of any such emergency actions at the next available meeting. For full details on processes during an emergency please visit our Continuity of Operations Plan (COOP) at Browardmpo.org/index.php/about-the-mpo

Achieving the Best Public Participation

Existing Strategies

Federal and state laws require the metropolitan transportation planning process to include proactive public participation that provides complete information, timely public notice and full public access to key decisions. After reading the descriptions of the MPO's goals, program and plans in the previous section, one can understand the need for collaborative and ongoing public input.

The MPO maintains public participation opportunities for transportation plans and projects for impacted communities through a wide range of methods including but not limited to advisory committees, public meetings and workshops, public workshops on special interest issues, transportation fairs, community events, visits to elementary and high schools and other education institutions, continuous public comment opportunities at MPO and committee meetings; media stories and press releases; user satisfaction surveys; displays; periodic mailings, a quarterly newsletter; press kits and social media.

Advisory Committees

In making transportation decisions, the Broward MPO considers, among other tools, recommendations from advisory committees. These committees offer input from interested persons, transit users, bicycle and pedestrian interests, businesspersons, persons representing special interest groups and local technical experts like municipal engineers and planners. The advisory committees represent a fundamental means for communities to involve themselves in planning transportation projects. The following section describes the standing advisory committees to the MPO, their composition and the role in MPO decision-making.

Citizens' Advisory Committee (CAC)

The Citizens' Advisory Committee (CAC) is a 45-member citizen advisory group to the MPO and functions as a sounding board for public opinion on transportation issues, promoting ways to improve the quality of the county's transportation system. The CAC provides an effective citizen review of transportation plans and makes recommendations to the MPO.

The membership of the CAC is determined in part, by the Board and currently consists of forty-five (45) voting members of which twenty-five (25) members are individual appointees of the regular members of the Board, seventeen (17) members are appointed by service, civic or other organizations or groups authorized by the Board to appoint a member to the CAC and three (3) members are nominated by the CAC and approved by the CAC exclusively. The MPO staff monitors the diversity and composition of the committee, ensuring that a broad cross-section of the community is represented, i.e., elderly persons, minorities, persons with disabilities, and the economically disadvantaged.

The Citizens' Advisory Committee (CAC) meets on the fourth Wednesday of each month at 6:00 p.m. in the MPO Board Room, located in the Trade Centre South Building at, 100 West Cypress Creek Road, Suite 650, Fort Lauderdale, FL 33309-2181. All meetings are open to the public and your participation is encouraged. The agenda is available online at Browardmpo.org/index.php/agendas-minutes

Note dates and times may change due to holidays or other conflicts.

For more information or to inquire about CAC vacancies, interested parties may contact the Broward Metropolitan Planning Organization Board Coordination Manager at (954) 876-0036/0052. Or visit the following link Browardmpo.org/index.php/our-committees.

Local Coordinating Board (LCB) for Transportation Disadvantaged Services

The Florida Commission for the Transportation Disadvantaged (CTD) coordinates transportation services for the transportation disadvantaged (persons who because of physical or mental disability, income status, or age are unable to transport themselves or purchase transportation to access health care, employment, education, shopping, social activities or other life-sustaining activities) with the assistance of LCBs. The guidelines for the TD Program and the responsibilities of the Program participants are provided in Chapter 427 of the Florida Statutes and Rule 41-2 of the Florida Administrative Code (FAC). The Broward MPO, as required by Rule 41-2 provides staff support and resources to the LCB. The LCB identifies Broward County's service needs and provides information, advice and direction to the Community Transportation Coordinator (CTC). Broward County Transit is the designated CTC.

LCB members meet quarterly and are appointed by the Broward MPO, as mandated by Rule 41-2 of the FAC. The members represent agencies and organizations for the transportation disadvantaged. Through outreach efforts of the LCB and the County's CTC, local participation in the planning and delivery of coordinated transportation services is encouraged and acted upon.

For more information on the LCB, please visit:

Browardmpo.org/index.php/major-functions/transportation-disadvantaged-services.

The LCB meets quarterly, in the Broward MPO Board Room, located in the Trade Centre South Building at, 100 West Cypress Creek Road, Suite 650, Fort Lauderdale, FL 33309-2181 at 2:00 p.m. Note dates and times may change due to holidays or other conflicts.

For more information on the meetings dates please visit the MPO website at Browardmpo.org/index.php/calendar.

For more information or to inquire about the LCB, interested parties may contact the Broward Metropolitan Planning Organization at (954) 876-0055/0033, Monday through Friday from 8 a.m. to 5 p.m. or visit the following link Browardmpo.org/index.php/our-committees. All meetings are open to the public and your participation is encouraged.

Technical Advisory Committee (TAC)

The Technical Advisory Committee is comprised of technically qualified representatives of agencies responsible for developing and improving the transportation system in Broward County. The TAC has voting members representing Broward County municipalities and transportation agencies such as Public Works Department, Department of Planning and Environmental Protection, Office of Transportation, Traffic Engineering Division, Port Everglades Department, Aviation Department and others. Other members include the Broward County Planning Council, the Tri-County Commuter Rail Authority and the Broward County School Board. Each municipality having a regular voting member on the MPO appoints a member to the TAC. The Florida Department of Transportation also has a non-voting place on the committee, as does the Seminole Tribe of Florida.

In selecting its representative to the TAC, each governmental unit identifies technically qualified representatives for planning transit, pedestrian and bicycle facilities, land use, traffic engineering, or civil engineering.

Committee activities include coordinating transportation planning and programming activities, reviewing all transportation technical studies and reports and reviewing work programs and transportation improvement programs. The principal responsibility of the TAC is to provide technical recommendations to the MPO on transportation matters.

The TAC meets on the fourth Wednesday of every month at 2:30 p.m. in the MPO Board Room, located in the Trade Centre South Building at 100 West Cypress Creek Road, Suite 650, Fort Lauderdale, FL 33309-2181. All meetings are open to the public and your participation is encouraged. The agenda is available online at

Browardmpo.org/index.php/agendas-minutes

Note dates and times may change due to holidays or other conflicts.

Complete Streets Advisory Committee (CSAC)

Complete Streets are planned, designed and operated for all modes of transportation and all users regardless of age or ability. Pedestrians, bicyclists, motorists, transit riders, and freight traffic must be able to safely move along and across public rights-of-way. Complete Streets provide design options that can be unique to their community context. By designing a street to be inclusive of all users' needs, a more livable community can be accomplished.

A Complete Streets project will make it easier for pedestrians to cross the street to walk to shops, it will allow individuals the option to bike to work, and it will even provide for a safer, more efficient transit service.

For more information on the Complete Streets initiative please visit Browardmpo.org/index.php/major-functions/complete-streets-initiative.

The Complete Streets Advisory Committee generally meets on a monthly basis to advance and assist local governments in the implementation of Complete Streets in the Broward region. This committee was initially established to develop the Broward Complete Streets Guidelines.

It has evolved into an information exchange network and it is through this committee that technical assistance and resources are made available to local agencies interested in advancing Complete Streets. Membership includes technical staff from local municipalities, Broward County Government, Florida Department of Transportation as well as non-traditional transportation agencies like Broward Regional Health Planning Council, Smart Growth Partnerships, the Broward YMCA, and Florida Department of Health among others.

The Complete Streets CSAC meets on the second Monday (unless otherwise advertised) of every month at 2:00 p.m. in the MPO Board Room, located in the Trade Centre South Building at 100 West Cypress Creek Road, Suite 650, Fort Lauderdale, FL 33309-2181. All meetings are open to the public and your participation is encouraged. The agenda is available online at Browardmpo.org/index.php/agendas-minutes. Note dates and times may change due to holidays or other conflicts.

Freight Transportation Advisory Committee (FTAC)

The Freight Transportation Advisory Committee (FTAC) is a committee comprised of members that are directly involved in the movement, storage and distribution of freight. The members and advisors of the FTAC represent a broad spectrum of the freight community, including: warehouse owners, industrial realtors, shipping companies, trucking companies and organizations, railroads, freight forwarders, importer/exporters, truck parking, and distribution companies. The MPO established the FTAC to provide a forum for an open dialogue where the freight community can gain insight into the MPO's decisions and upcoming projects and provide much needed industry input to decision-makers regarding freight transportation priorities and expenditures.

The Freight Transportation Advisory Committee (FTAC) meets quarterly on the third Wednesday of each month at 2:00 p.m. The primary meeting location is the MPO Board Room, located in the Trade Centre South Building at, 100 West Cypress Creek Road, Suite 650, Fort Lauderdale, FL 33309-2181. Meeting locations can vary however based on FTAC member input. All meetings are open to the public and your participation is encouraged.

Regional Coordination

Coordination with surrounding MPOs and regional efforts is vital to educating the public on the importance of transportation planning. The Broward MPO coordinates with the Miami-Dade TPO and Palm Beach TPA as well as the Southeast Florida Transportation Council (SEFTC).

SEFTC was created under Florida Statutes Chapter 339.175 to serve as a formal forum for policy coordination and communication to carry out regional initiatives agreed upon by the MPOs from Miami-Dade, Broward, and Palm Beach Counties. An interlocal agreement between the three parties was completed in 2005, paving the way for the first SEFTC meeting in January 2006.

The Public Information Officers from the Miami-Dade Transportation Planning Organization (TPA), Broward MPO, and Palm Beach Transportation Planning Authority (TPA), and FDOT Districts 4 and 6 meet on

an as-needed basis and work together to share ideas and create strategies to reach out to the South Florida general public. This group's goal is to develop a unified approach to outreach and develop effective strategies that can be implemented in each MPO's respective district.

For more information about SEFTC, it's including meeting calendar and agendas visit [SEFTC.org](https://seftc.org).

Environmental Justice / Title VI

Each public process confronts the challenge of getting traditionally underrepresented populations involved in the planning process. These potentially underrepresented populations may also be youth of the community, persons with disabilities, senior persons and others who may be too busy to attend public meetings.

In 1994, a presidential executive order directed federal agencies to make environmental justice part of their missions by identifying and addressing the effects of all programs, policies and activities on "minority populations and low-income populations." The MPO's environmental justice initiatives accomplish this by involving the potentially affected public in developing transportation projects that fit harmoniously within their communities.

There are three fundamental environmental justice principles:

- To avoid, minimize or mitigate disproportionately high and adverse human health and environmental effects, including social and economic effects, on minority populations and low-income populations.
- To ensure the full and fair participation by all potentially affected communities in the transportation decision-making process.
- To prevent the denial of, reduction in, or significant delay in the receipt of benefits by minority and low-income populations.

Properly implemented, environmental justice principles and procedures improve all levels of transportation decision-making. It enhances the public-involvement process, strengthens community-based partnerships and provides minority and low-income populations with opportunities to learn about and improve the quality and usefulness of transportation in their lives. Further, environmental justice assists to avoid disproportionately high and adverse impacts on minority and low-income populations, and mitigates avoidable negative impacts by identifying concerns early in the planning phase. The Broward MPO is currently working on the development of an environmental justice tool that will allow for a better methodology to examine environmental justice and further enhance and evaluate program delivery.

A copy of the MPO's Title VI Program can be found at [Browardmpo.org/index.php/title-vi-dbe](https://browardmpo.org/index.php/title-vi-dbe).

Limited English Proficiency (LEP) Plan

The Broward MPO's Limited English Proficiency (LEP) Plan identifies the Limited English Proficient populations in our service area and provides guidelines for MPO staff to help ensure that information and services are accessible to LEP persons. A copy of the Broward MPO's Limited English Proficiency Plan can be found at the following link: [Browardmpo.org/index.php/title-vi-dbe](https://browardmpo.org/index.php/title-vi-dbe) or call (954) 876-0036/0033.

Social Media

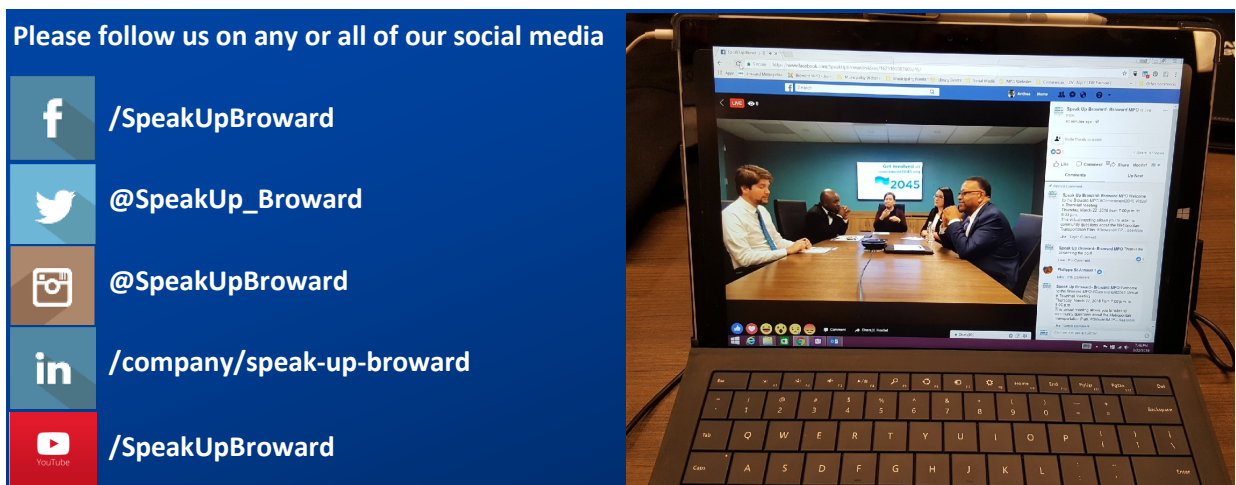
The Broward MPO recognizes the importance of reaching out to communities on social media tools like Facebook and Twitter. Use of these tools on our projects is evaluated on a case-by-case basis. They are used to communicate information to the public as well as providing a means for the public to communicate back to Broward MPO with comments or questions. Additionally, the Broward MPO coordinates with local agencies/municipalities to leverage their social media resources for any and all relevant projects. It is our policy to delete comments containing abusive language or those deemed off topic, including solicitations.

The Broward MPO Social Media terms of use can be found [here](#).

Public Meetings

As noted earlier, the Broward MPO uses several techniques to involve the public in making transportation decisions, including frequent public meetings, workshops exhibits and other activities during the development of transportation plans, studies, and projects.

Advertising public meetings



Many residents in Broward County rely on their local newspapers for notification of community events. Placing advertisements or adding an event description to the newspaper's community events column encourages these residents to attend MPO events. Combining this advertising with a tailored article highlighting any particular significant issues from that portion of the study area that may be addressed in the planning process also helps communicate the project's specific importance to those individuals.

The Broward MPO makes special efforts to reach out to minorities and low-income groups within the County by focusing on local community newspapers and radio stations serving these audiences, as well as local/neighborhood libraries, homeowner's associations, chambers of commerce, shopping areas and schools.

Generally, the Broward MPO announces public meetings related to core products and programs at least 30 days in advance, usually through paid advertisements in the Sun-Sentinel, South Florida Times, and El Sentinel newspapers. Relevant information is also made available at the MPO office during business hours and with notices posted on the Broward MPO website.

The MPO holds meetings at locations easily accessible to broad cross-sections of Broward residents. The MPO provides assistance, upon request, and adequate notice to the hearing and visually impaired, those with limited English proficiency, the transportation disadvantaged and others requiring special assistance. When possible, public meetings and workshops are held at facilities offering free public parking and accessible to transit. All meetings and workshops of the MPO and its advisory committees are held in Americans with Disabilities Act (ADA)-compliant venues.

The MPO conducts public meetings before the adoption of the Unified Planning Work Program (UPWP), the Metropolitan Transportation Plan (MTP) and the Transportation Improvement Program (TIP). This provides an opportunity for the public to comment prior to any final action.

Notices for Standing MPO and Advisory Committee Meetings

Following the standards described above, the MPO provides notice for these meetings through:

- Publication on the MPO website at Browardmpo.org/index.php/agendas-minutes
- Meeting calendar appears in the MPO's quarterly newsletter.
- Electronic mail to board members, advisory committee members and other interested parties who can subscribe to receive agenda item notifications , and
- Posting outside the MPO office.

All meetings are in compliance with Sunshine Laws.

Public participation Goals, Policies and Techniques

One of the primary goals of the Broward MPO in encouraging public participation is to ensure that transportation plans reflect community values and benefit all segments of the community equitably. The following goals, policies, and techniques reflect the Broward MPO's existing strategies as well as new strategies that are underway.

Goal 1: Informing the Public

Policy: Inform the public, to the maximum extent possible with available resources, of opportunities to participate in the transportation decision-making process.

Techniques:

- Provide meeting agendas to MPO members, committee members, and interested parties by e-mail at least one week in advance and post on web page.
- Create and distribute flyers for special events such as workshops.
- Write newsletter articles announcing upcoming events, reviewing results of recent activities, and highlighting newsworthy MPO programs.

- Include the web page address on all MPO documents, including brochures and flyers, so that the public can easily access meeting information.
- Include provisions in meeting announcements for interested persons to respond in writing, by phone or by e-mail.
- Establish a relationship with local media for coverage of public participation events and airing of Public Service Announcements.
- Set up educational displays at public events, including those in traditionally underserved communities.
- Speak at local civic group meetings, schools and leadership courses, and conferences about transportation planning.
- Give interviews on local TV/radio news programs and talk shows to educate the public regarding transportation planning issues and the role of residents.
- Publish a report in MPO newsletters to inform the public of the MPO's accomplishments and to request public participation. Post the MPO newsletter online

Goal 2: Involving the Public

Policy: Involve the public early and often in the transportation planning process.

Techniques:

- Maintain active, standing committees such as the CAC, LCB, CSAC, FTAC and TAC so residents have an opportunity to participate in the continuous planning process.
- Review CAC composition to ensure that equitable representation is maintained to the maximum extent within our control.
- Include a feature on the MPO's web page allowing the public to e-mail staff with questions or comments.
- Create surveys to be administered at MPO meetings, workshops, events, etc.
- Encourage public participation by greeting residents who attend MPO meetings and providing them an agenda.
- Include a variety of public participation techniques in the development of plans or services: for example, workshops and visioning
- Respond to all inquiries, providing interim responses while a question is being researched.
- Inform MPO members of recommendations from the CAC, TAC and LCB and inform MPO members of trends indicated from other contacts with the public.
- Allocate time for public input on each committee's agenda.



DID YOU KNOW?

Through the Broward MPO's Speak Up Broward program, the agency uses social media and other innovative tools and strategies to reach out to the public about important transportation issues.



Goal 3: Including the Public

Policy: Reach out to the geographical, organizational and demographic communities that compose the MPO planning area to increase the opportunity to participate in developing transportation plans and services.

Techniques:

- Participate in community outreach events, maintaining a focus to include traditionally underserved communities.
- Distribute copies of the TIP, MTP, UPWP, as well as the Title VI and Disadvantaged Business Enterprise (DBE) programs to eight public libraries. For a list of the eight libraries please visit Browardmpo.org/index.php/title-vi-dbe or call 954-876-0036/0033.
- Provide documents to local planning departments and other participating agencies through the Technical Advisory Committee (TAC).
- Take advantage of training opportunities and learn from the experiences of other MPOs.
- Learn about the communities that make up the Broward Urbanized Area by attending festivals, special events, lectures, etc. that highlight the diversity of the area. Add contact names to mailing lists and develop community profiles.
- Coordinate with local government redevelopment agencies, non-profit agencies and others who have already developed community contacts.
- Include in public notices posted by the MPO that upon request and adequate notice, assistance will be provided to the hearing and visually impaired, those with limited English proficiency, the transportation disadvantaged, and others requiring special assistance.

Goal 4: Improving Public participation Process

Policy: Continually identify and implement ways to improve the public participation processes.

Techniques:

- Look for opportunities to add and create strategies that will reach greater numbers and more diverse populations.
 - Conduct assessments of the effectiveness of public participation techniques and discuss with staff.
 - Seek to improve community outreach activities.
 - Continue expansion of regional inter-MPO coordination of public participation activities, particularly when projects may directly involve residents from adjacent counties.
- Utilize analytics tools to track the performance of online public outreach strategies.

DID YOU KNOW?

The Broward MPO worked to create roundtable events as a unique way to engage with Broward County's 31 municipalities. This forum provided an opportunity to discuss the shared vision for our region and how to best tackle issues around transportation and related economic and land development issues.



Assessment of the Effectiveness of Public Participation Techniques

Why Is This Assessment Needed?






The Broward MPO must assess the effectiveness of its public participation techniques to ensure that funds and time invested in public participation activities are achieving their goals. To aid in the assessment on a continuing basis, information will be collected from sign-in sheets, and/or surveys or informal conversations with stakeholders. This technique will be used for public events including workshops, displays and outreach activities.


It is standard practice for all projects and initiatives initiated by the MPO to require an evaluation of the public outreach activities. This will be conducted on a case-by-case basis, as evaluation needs to consider the context in which the project is being undertaken as well as the communities involved. All public participation plans developed for projects and initiatives undertaken by the MPO require an evaluation section (see examples in Appendix A). Evaluations are conducted to allow the project team to make mid-course corrections in its approach public outreach. If the assessment reveals that the public participation goals are not being achieved, then the techniques will be modified or changed. The reason this type of approach is being used is because we have learned from previous attempts this encourages mid-course corrections to outreach strategies to make the process better.

Agencies don't always know how to take effective measures and this means we have to be flexible, innovative and willing to assess our own evaluation strategies.

The MPO would appreciate any suggestions you, the reader, may have on ways we can improve the evaluation and monitoring of our public outreach efforts.

Please follow us on any or all of our social media

-  /SpeakUpBroward
-  @SpeakUp_Broward
-  @SpeakUpBroward
-  /company/speak-up-broward
-  /SpeakUpBroward



DID YOU KNOW?
The Broward MPO uses social media to connect with the public and engage in ongoing conversations about transportation. Our social media platforms are an important part of the online presence of the MPO.

Continuing Assessment

During staff meetings and debriefs, strategies are discussed for improving progress toward public participation goals.

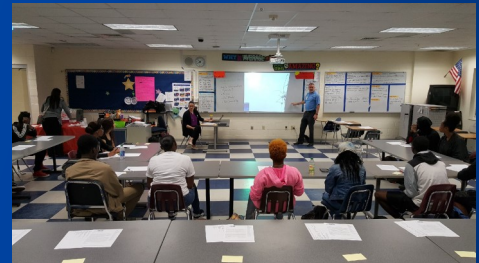
Evaluation is a valuable component of any successful plan or project. The Broward MPO's public participation activities are evaluated through numerous possible measures listed below. The sources of data for these measures are meeting attendance logs, surveys distributed, records of public comments and data on the total number of unique visitors on the MPO's website and project specific pages.

The key is to establish measures on a case-by-case basis. The MPO tracks the following:

- Total number of attendees at an MPO event or meeting
- Number of attendees at an MPO event or meeting who are attending for the first time
- Total number of comments received pertaining to the MPO's major planning documents and programs
- Geographic distribution of comments
- Geographic distribution of meeting attendees and meeting locations
- Comments from low-income and high-minority areas
- Unique visitors to the Broward MPO website and/or nested project/program pages



CONNECTING WITH OUR COMMUNITY



Appendix A

Assessments of the Effectiveness of MPO Public Participation

Public Evaluation Reports and Techniques

There are many evaluation measures that are required by any project or initiative undertaken by the MPO. They include ZIP code analysis, environmental justice analysis using the Transportation Outreach Planner (referred to on page 18 of this PPP), tracking attendance at meetings, tracking email blast open rates, monitoring the contact database and monitoring RSVPs for meetings to help identify how people heard about events. Social Media is a key element of the outreach conducted by the Broward MPO and is evaluated using various methods and techniques which include: web monitoring and analytics and quarterly reports of online activity to MPO Board.

Project Evaluation

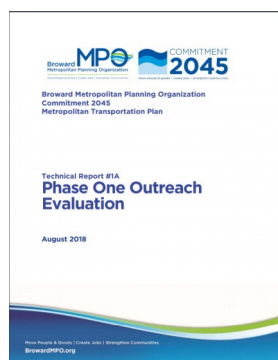
The Broward MPO uses a project based approach to evaluate any public participation efforts. A score card approach has been used to evaluate efforts under the Speak Up Broward initiative and has provided valuable data while larger outreach efforts and projects (like corridor studies) provide a good opportunity and examples of how the evaluation and examination of public involvement methods can be examined. A larger outreach effort example is the Metropolitan Transportation Plan (MTP). Below is a report outlining all of the data collected during Phase 1 of this effort which included a public survey. The first phase of outreach efforts were assessed and the Broward MPO uses these types of reports to evaluate and shape further outreach efforts. Post meeting record keeping was conducted for all activities to provide a summary of the event as well as to provide opportunity for reflection as well as to shape future outreach.

Hollywood/Pines Corridor Project:



http://browardmpo.org/images/WhatWeDo/HollywoodPines_Final.pdf

Metropolitan Transportation Plan (MTP) 2045 Outreach :



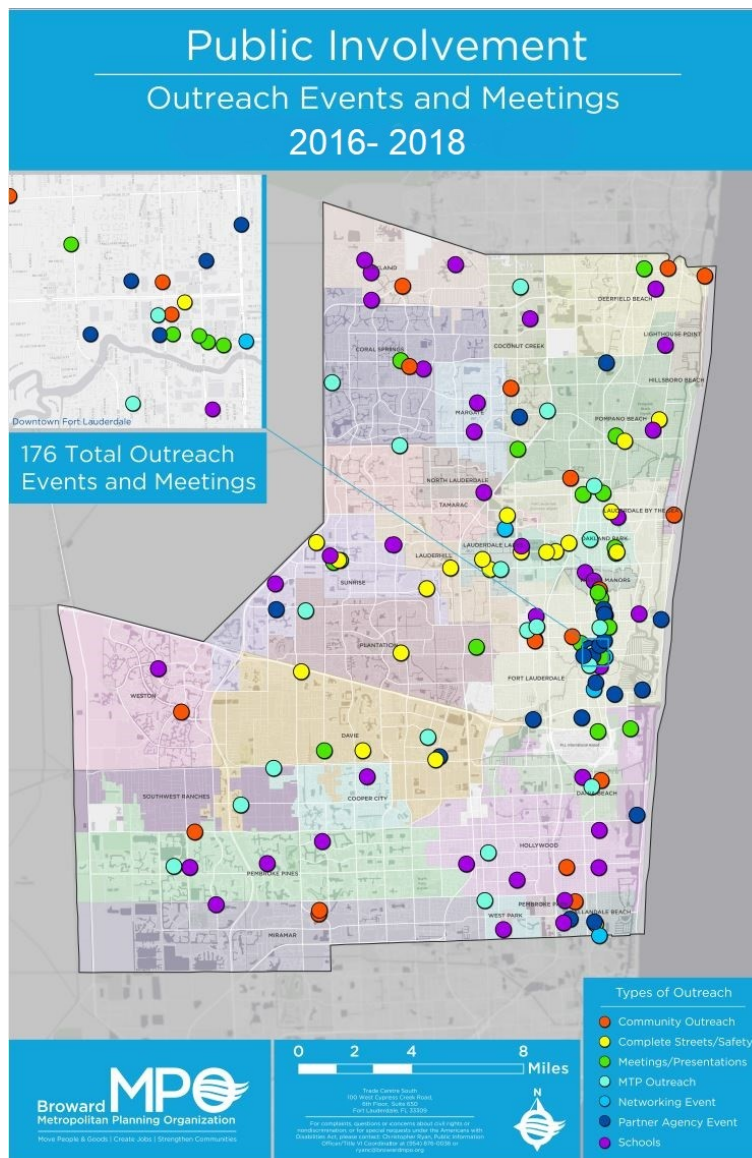
http://browardmpo.org/images/TR1A-Phase One OutreachEvaluation_FINAL.pdf

Public Outreach Map

Below is a map that has been created using data from public outreach efforts and initiatives conducted by the Broward MPO. The dates covered are from 2016 to present. This map represents areas in the regions that have received public outreach.

This map is updated each year and included cumulative data to accurately represent outreach efforts as a continuous effort. An evaluation of outreach efforts is conducted every two years and examines data from a rolling three year average.

The evaluation strategy is two-fold: identify areas that have reached as well as those that have not. This gap-analysis approach allows a strategic approach to outreach in as well as mid-course corrections as needed.



Broward Metropolitan Planning Organization

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For more information on activities and projects
of the Broward MPO, please visit:

BrowardMPO.org



Move People & Goods | Create Jobs | Strengthen Communities