

Celebrating
Established
1977
40
Years Moving
Broward

MPO
Broward
Metropolitan Planning Organization

Move People | Create Jobs | Strengthen Communities

Strategic Business Plan
ADOPTED - May 11, 2017



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Richard Blattner
Chair

“We are focused on expanding transportation options for all our residents and visitors - where everyone as an opportunity to attain a better quality of life.”

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

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

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

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

A handwritten signature in blue ink that reads "Richard Blattner". The signature is fluid and cursive, written in a professional style.



Gregory Stuart
Executive Director

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

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

be realized as we work with our partners to plan, fund and deliver transportation projects that are well selected and represent the values of the communities we serve.

Our team looks forward to rolling up our sleeves and getting to work implementing the Strategic Business Plan. There is much to be done, but as I have learned, there is much we can accomplish with the leadership provided by the Board.

A handwritten signature in blue ink, appearing to be 'G. Stuart', with a long, sweeping underline that extends to the right.

OUR BOARD

The voting members of the MPO Board are elected officials who represent the Broward County Board of County Commissioners, the 31 Broward municipalities, the South Florida Regional Transportation Authority (SFRTA) and the Broward County School Board.

Officers



Commissioner
Richard Blattner
Chair
Hollywood



Councilmember
Bryan Caletka
Vice Chair
Davie



Vice Mayor
Bruce Roberts
Deputy Vice Chair
Fort Lauderdale

Members



Mayor
John Adornato III
Oakland Park



Commissioner
Gloria J. Battle
Deerfield Beach



Commissioner
Mikkie Belvedere
Coconut Creek



Commissioner
Mark D. Bogen
Broward County Board of County
Commissioners



Vice Mayor
Mark Brown
Lauderdale-By-The-Sea



Vice Mayor
Charlotte Burrie
Pompano Beach



Commissioner
Yvette Colbourne
Miramar



Commissioner
Toby Feuer
Weston



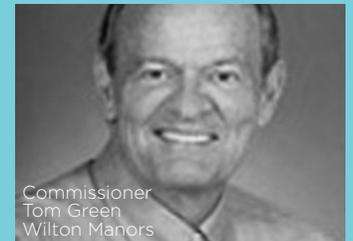
Vice Mayor
Freddy Fisikelli
Southwest Ranches



Vice Mayor
Beam Furr
Broward County Board of County
Commissioners



Board Member
Patricia Good
School Board of
Broward County



Commissioner
Tom Green
Wilton Manors



Commissioner
Jerry Graziose
North Lauderdale



Vice Mayor
Bill Harris
Dania Beach



Commissioner
Dale V.C. Holm
Broward County Board of County
Commissioners



Mayor
Christine Hunschofsky
Parkland



Councilmember
Ron Jacobs
Plantation



Commissioner
Sandy Johnson
Lighthouse Point



Mayor
Eric H. Jones, Jr.
West Park



Mayor
Richard J. Kaplan
Lauderhill



Vice Mayor
Irene Kirdahy
Hillsboro Beach



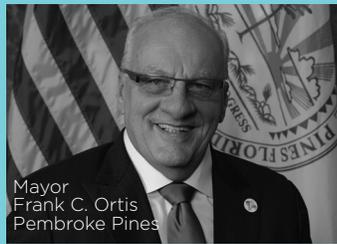
Vice Mayor
Keith London
Hallandale Beach



Lisa Mallozzi
Commissioner
Cooper City



Mayor
Ashira Mohammed
Pembroke Park



Mayor
Frank C. Ortis
Pembroke Pines



Vice Mayor
Debra Placko
Tamarac



Commissioner
Romney Rogers
Fort Lauderdale



Commissioner
Tim Ryan
South Florida Regional
Transportation Authority (SFRTA)



Mayor
Barbara Sharief
Broward County Board of County
Commissioners



Commissioner
Joanne Simone
Margate



Commissioner
Lawrence A. Field
Sunrise



Councilmember
Gregory Solitto
Sea Ranch Lakes



Vice Mayor
Larry Vignola
Coral Springs



Commissioner
Beverly Williams
Lauderdale Lakes

INTRODUCTION

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

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

GUIDING PILLARS

- Mission Achievement
- Efficient Decision-making
- Efficient Administration

MISSION STATEMENT

[Why we exist]

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

VISION STATEMENT

[What we strive for]

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

VALUES

[How we conduct business]

We provide responsibility and the authority to deliver.

We deliver what we commit to.

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

We champion the organization and our colleagues over self.





Strategic Planning for Success

Retreats of the Broward MPO Board were held in January of 2015 and 2017 to lay the groundwork of a robust Strategic Business Plan. Three fundamental questions served as the guiding framework for the Strategic Business Plan that was developed.



DOES SUCCESS LOOK LIKE?

WILL WE MAKE THAT HAPPEN?

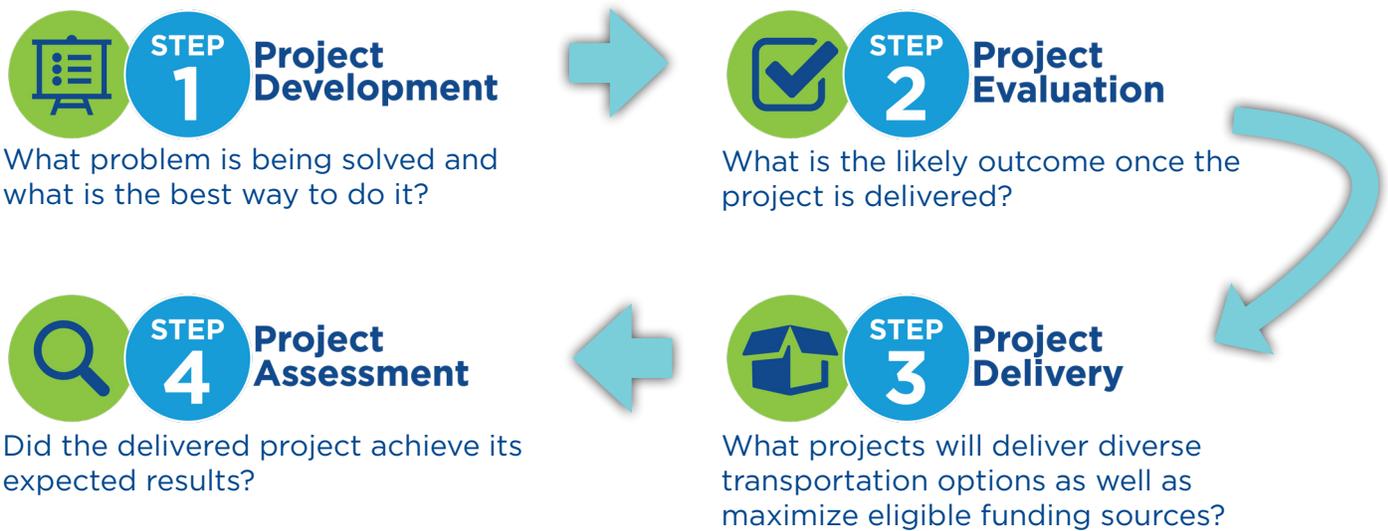
WILL DELIVER IT?



TRANSPORTATION PLANNING 101

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

Project Delivery Process

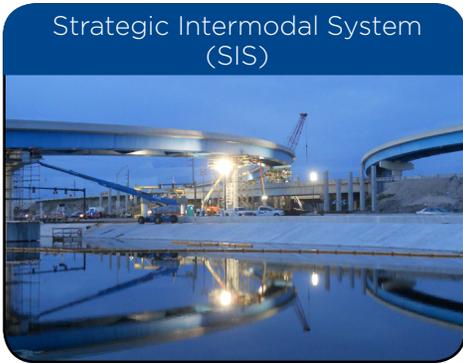


Through active community engagement and a consensus-driven conversation, alignment around key priorities will position the region to enhance mobility.

Regional Transportation Systems

Move People. Create Jobs. Strengthen Communities.

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



Strategic Intermodal System (SIS)

Owner
Florida Department of Transportation (FDOT)

Funding
Capital
Federal and State
Operations & Maintenance
Federal and State



State Highway System (SHS)

Owner
FDOT

Funding
Capital
Federal and State
Operations & Maintenance
Federal and State



Tri-Rail

Owner/Operator
South Florida Regional Transportation Authority (SFRTA)

Funding
Capital
Federal and State
Operations & Maintenance
Federal, State and County



Broward County Transit (BCT)

Owner/Operator
Broward County

Funding
Capital
Federal, State and County
Operations & Maintenance
State and County



Fort Lauderdale-Hollywood International Airport

Owner
Broward County

Funding
Capital
Federal, State and County
Operations & Maintenance
Federal, State and County



Port Everglades

Owner
Broward County

Funding
Capital
Federal, State and County
Operations & Maintenance
Federal, State and County



ROLE OF THE MPO

The Broward MPO is an independent governmental agency responsible for creating local transportation policy. Federal highway and transit statutes require urbanized areas greater than 50,000 in population to designate MPOs as a condition for spending Federal highway or transit funds.

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

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

Core Products

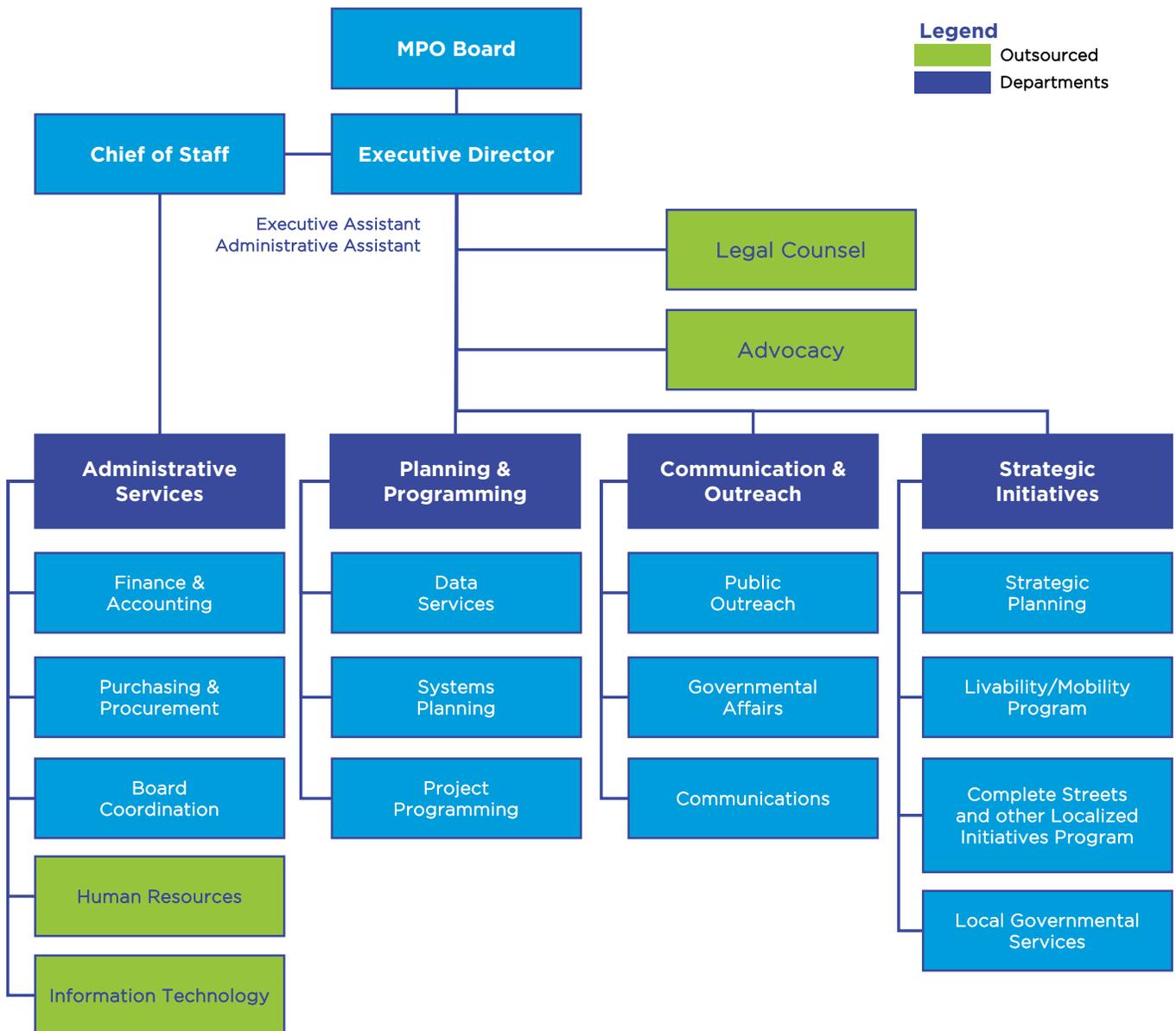




2017 Let's Go Biking event

The Executive Director has **re-organized and re-energized** the team to deliver on the Board's adopted agenda **for the future.**

MPO Organization



Our Staff

Executive Staff



Gregory Stuart
Executive Director



Michael Ronskavitz
Chief of Staff

Staff Members



Charlene A. Burke
Local Governmental Services
Principal Planner



Paul Calvaresi
Local Governmental Services
Manager



Conor Campobasso
Complete Streets and Other
Localized Initiatives Program
Manager



James Cromar
Strategic Initiatives Deputy
Executive Director



William Cross
Planning & Programming Deputy
Executive Director



Carl Ema
Boards Coordination Manager



Roxana Ene
Project Programming Manager



Paul Flavien
Data Services Manager



Tracy Flavien
Chief Financial Officer



Ricardo S. Gutierrez
Livability/Mobility Program
Manager



Peter Gies
Strategic Planning Manager



Daniel Knickelbein
Governmental Affairs Manager



Shaleese Pitterson
Livability/Mobility Program
Associate Planner



Christopher Ryan
Communication & Outreach
Deputy Executive Director, Title VI
Coordinator/DBE Coordinator



Buffy C. Sanders II
Livability/Mobility Program
Principal Planner



Kathy Singer
Executive Assistant



Francis Tettey
Finance & Accounting Manager



Anthea Thomas
Public Outreach Manager



Lydia Waring
Purchasing & Procurement
Manager



Alan Gabriel
General Counsel



2017 Safe Streets Summit

GOALS & OBJECTIVES



Mission Achievement

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



Efficient Decision-making

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



Effective Administration

- 3A Expand staff technical skills and support services
- 3B Expand MPO presence and community outreach
- 3C Reorganize MPO to achieve its mission

The Board has **defined success** clearly and the tools are in place for the Broward MPO **to deliver**.

COMMUNITY FACING

Clarity of Purpose



- Mission
- Vision
- Two and Five-year Success Markers

Engagement Principles



- Values

Stakeholders



- Strategies
- Operating Tactics

Measurable Value



- Performance Scorecard

Transparency



- Monthly & Quarterly Cadence of Results

ORGANIZATION FACING

Structurally Aligned



- Organizational Chart to Deliver Agenda

Aligned Team



- Skills, Ability, Capacity to Deliver Agenda

Results



- Internal Key Performance Indicator (KPI) Reports

Performance



- Results & Values Based Performance Reviews

ACHIEVEMENT FRAMEWORK

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

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

Two-year Success Markers

1

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

2

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



2016 TIGER Grant celebration



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

Five-year Success Markers

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

Implementation & Reporting

STEP

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



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