

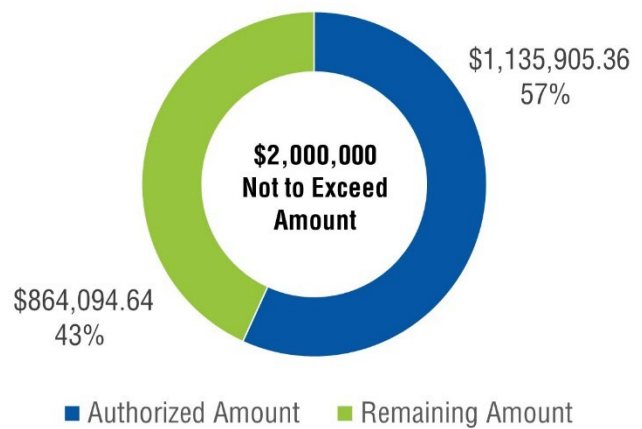
Task Work Order No. 18

Organizational Restructuring

SUMMARIES

Agreement Information and Budget Status Approved Task Work Orders

Name:	Advancing Strategic Initiatives No. 02
RFP Number:	22-02
Start Date:	03/10/2022
End Date:	03/31/2027
Not to Exceed Amount:	\$2,000,000.00
Total Amount of Approved Task Work Orders:	\$864,094.64
Remaining Amount:	\$1,135,905.36



Task Work Order Information and Agreement Status after Authorization

Date:	06/12/2025
Number:	18
Name:	Organizational Restructuring
Amount:	\$198,378.40
Total Amount of Approved Task Work Orders:	\$1,334,283.76
Remaining Agreement Amount Upon Approval:	\$665,716.24

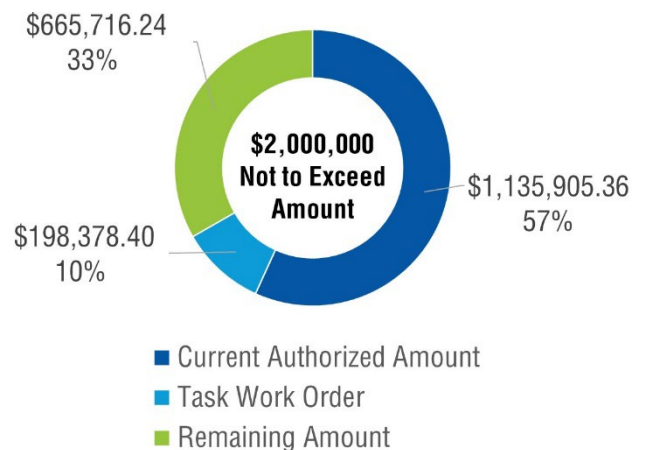


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COVER SHEET

Agreement Name: Advancing Strategic Initiatives No. 02
RFP Number: 22-02
MPO Agreement Manager: Carl Ema
Consultant Agreement Manager: Todd Brauer
Task Work Order Name: Organizational Restructuring
Task Work Order Number: 18
MPO Task Manager: Greg Stuart
Consultant Task Manager: Todd Brauer

**Strategic
Direction:**

- Improve Mission Achievement
 - Strengthen Efficient Decision-making
 - Effective Administration / Organization Efficiency
 - Increase Value to the MPO's Membership
 - Provide Greater Contribution to the Community
-

Subconsultant Utilization:

- Insight Transportation Consultants*
- Local Public Agency Solutions*
- Media Relations Group*
- Patel, Greene and Associates*
- Rockland Planning*
- Wordsworth Communications*

*DBE-certified Firm

**Rationale and
General Approach**

The current political and financial circumstances have created uncertainty in the operation and funding of MPOs nationwide. In addition, the Broward MPO expects several executive-level retirements that could significantly impact the MPO's ability to achieve its mission. To address these challenges and identify opportunities for improvement, the MPO Executive Director has tasked the Consultant Team with developing plans to restructure the MPO to continue to deliver 'best practice' products and services.

TASK WORK ORDER DETAIL

Subtask Number: 01

Subtask Name: CONDUCT SERVICES AND SKILLS ASSESSMENT

Overview: The Consultant Team will assess and develop a strategic direction (or “North Star”) for the MPO’s staffing needs for statutory and non-statutory services and assess each MPO staff member’s skills based on work samples rather than self-reporting.

Consultant Team Responsibilities: The Consultant will perform the following activities to develop the deliverables.

1. Schedule and host multiple ad-hoc coordination meetings with the MPO staff at the request of either the MPO Task Manager or the Consultant Team to discuss.
2. Collect, collate, and analyze time sheet data, work samples, and back-up materials for all MPO staff to determine the number of staff required to successfully manage or produce MPO products and services at a quality dictated (and documented) by the MPO Executive Director.
3. Analyze the work samples and back-up materials the MPO Task Manager provided for each MPO staff member and develop a measurement for various skill sets (e.g., technical, project management, staff management, etc.) needed to deliver MPO products and services.
4. Develop and submit for review by the MPO Task Manager a draft of the *Services and Skill Assessment Report* that documents the number and qualifications of MPO staff required to provide statutory and non-statutory services, as well as the results of an independent measurement of the skills level for each MPO staff member.
5. Update and submit the final *Services and Skill Assessment Report* to the MPO Task Manager, incorporating edits and addressing feedback the MPO Task Manager provided to the Consultant team.

MPO Staff Responsibilities: MPO staff shall perform the following to support the Consultant Team in preparing and finalizing the deliverables.

1. Organize, attend, and participate in the ad-hoc meetings.
2. Provide data and back-up materials for all MPO services, including non-statutory, additional services provided by the MPO (e.g., city services).
3. Provide time sheet data, work samples, and back-up materials for all MPO staff, not products developed by a consultant.
4. Review the draft deliverable and provide edits, comments, and suggestions.
5. The MPO Task Manager will consolidate and reconcile comments from other MPO staff and act as a Point of Contact for the draft deliverable.

Deliverable(s): *Services and Skill Assessment Report*

Due Date: 09/30/2025

Subtask Number: 02
Subtask Name: DEVELOP JOB DESCRIPTIONS AND TITLES

Overview: The Consultant Team will develop comprehensive, individualized job descriptions and titles that align with the results of the assessment conducted of the statutory and non-statutory services, the number of staff, and the skills required to deliver MPO products. In addition, the job descriptions will identify variables used to monitor performance and identify opportunities to enhance talent development. This subtask will be completed in parallel with developing the *Staff Alignment Plan*.

Consultant Team Responsibilities: The Consultant will perform the following activities to develop the deliverables.

1. Schedule and host multiple ad-hoc coordination meetings with the MPO staff at the request of either the MPO Task Manager or the Consultant Team.
2. Develop and submit drafts of the *Job Descriptions and Titles* for each MPO staff member, including the MPO Executive Director and MPO Management staff, for review by the MPO Task Manager. The descriptions will include variables that will align with the *Performance Monitoring Program* and the *Talent Development Program* that will be developed in Task Work Order No. 19. In addition, the descriptions and titles will have clear, concise indicators to help MPO staff understand when corrective actions are implemented and rewards for exemplary performance are provided.
3. Update and submit the final *Job Descriptions and Titles* to the MPO Task Manager, incorporating edits and addressing feedback the MPO Task Manager provided to the Consultant team.

MPO Staff Responsibilities: MPO staff shall perform the following to support the Consultant Team in preparing and finalizing the deliverables.

1. Organize, attend, and participate in the ad-hoc meetings.
2. Review the draft deliverable and provide edits, comments, and suggestions.
3. The MPO Task Manager will consolidate and reconcile comments from other MPO staff for draft deliverables.

Deliverable(s): *Comprehensive Job Descriptions and Descriptive Titles*

Due Date: 11/30/2025

Subtask Number: 03
Subtask Name: DEVELOP A STAFF ALIGNMENT PLAN

Overview: The Consultant Team will develop a plan to restructure the MPO, streamlining the organization to create efficiencies in the delivery of statutory and non-statutory products and increasing the likelihood that MPO staff can support other initiatives that are not assigned to them directly. The plan will include an organizational chart with clear lines of accountability and following organizational ‘best practices’ (e.g., number of direct reports per manager).

Consultant Team Responsibilities: The Consultant will perform the following activities to develop the deliverables.

1. Schedule and host multiple ad-hoc coordination meetings with the MPO staff at the request of either the MPO Task Manager or the Consultant Team.
2. Develop and submit for review by the MPO Task Manager a draft of the *Staff Alignment Plan* that groups MPO staff into services that align with statutory and non-statutory projects produced by the MPO. The organizational chart will include each service type (e.g., Plans and Programming, Outreach and Engagement, Administration, etc.) identified and approved by the MPO Executive Director. Each service type will have success markers; the framework for the goals and objectives that align with the *Staff Action Plan* that will be developed in Task Work Order No. 19; and clear measures of effectiveness so MPO staff can understand their jobs and how they are done successfully.
3. Update and submit the final *Staff Alignment Plan* to the MPO Task Manager, incorporating edits and addressing feedback the MPO Task Manager provided to the Consultant team.

MPO Staff Responsibilities: MPO staff shall perform the following to support the Consultant Team in preparing and finalizing the deliverables.

1. Organize, attend, and participate in ad-hoc meetings.
2. Review the draft deliverable and provide edits, comments, and suggestions.
3. The MPO Task Manager will consolidate and reconcile comments from other MPO staff for draft deliverables.

Deliverable(s): *Staff Alignment Plan*

Due Date: 12/31/2025

Subtask Number: 04
Subtask Name: DEVELOP A FINANCIAL ALIGNMENT REPORT

Overview:

The Consultant Team will assess the sustainability of funding based on previous financial data and predicted inflows over the next 10 years, review and provide suggestions for changes that may be made to the accounting structure (including time sheet codes) to help identify and predict cash flow challenges and align staff efforts with the delivery of MPO products as approved by the MPO Executive Director. The Team will also review and provide suggestions on tracking transactions (particularly MPO staff by funding sources) and expenses, which will also support great transparency to the MPO Board, identify upcoming challenges, and implement mitigation strategies to ensure the MPO remains solvent.

Consultant Team Responsibilities:

The Consultant will perform the following activities to develop the deliverables.

1. Schedule and host multiple ad-hoc coordination meetings with the MPO staff at the request of either the MPO Task Manager or the Consultant Team.
 2. Analyze the accounting data and materials the MPO Task Manager provided and conduct multiple tests on the MPO's financial management; operating revenue and expenditures; funding and financing practices; and indicators for liquidity, and financial efficiency, including, but not limited to, budget controls, segregation of duties, and fraud risks to support the number of MPO staff required to produce MPO products as documented in the *Staff Alignment Plan*.
 3. Develop and submit for review by the MPO Task Manager a draft of the *Financial Alignment Report* that ensures the MPO staff required to produce the MPO products in the most cost-effective manner possible, while producing that will be considered industry 'best practice' and a model for other MPOs to consider.
 4. Update and submit the final *Financial Alignment Report* to the MPO Task Manager, incorporating edits and addressing feedback the MPO Task Manager provided to the Consultant team.
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MPO Staff Responsibilities:

MPO staff shall perform the following to support the Consultant Team in preparing and finalizing the deliverables.

1. Organize, attend, and participate in ad-hoc meetings.
 2. Provide accounting data, including audit reports and transactional reports.
 3. Review the draft deliverable and provide edits, comments, and suggestions.
 4. The MPO Task Manager will consolidate and reconcile comments from other MPO staff for the draft deliverable.
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Deliverable(s): *Financial Alignment Report*

Due Date: 03/31/2025

Deliverable Schedule and Cost Summary

Subtask Number	Description	Deliverable	Due Date	Costs		
				Labor	Directs	Totals
01	Conduct Services and Skills Assessments	<i>Services and Skills Assessment Report</i>	09/30/2025	\$44,838.88	\$0.00	\$44,838.88
02	Develop Job Descriptions and Titles	<i>Comprehensive Job Descriptions and Descriptive Titles</i>	10/31/2025	\$34,502.24	\$0.00	\$34,502.24
03	Develop a Staff Alignment Plan	<i>Staff Alignment Plan</i>	12/31/2025	\$74,376.80	\$0.00	\$74,376.80
04	Develop a Financial Alignment Plan	<i>Financial Alignment Plan</i>	03/31/2026	\$44,660.48	\$0.00	\$44,660.48
Totals				\$198,378.40	\$0.00	\$198,378.40

Cost Breakdown by Firm

Consultant Firm	Costs		
	Labor	Directs	Totals
Whitehouse Group	\$181,152.56	\$0.00	\$181,152.56
Insight Transportation Consulting*	\$0.00	\$0.00	\$0.00
Local Public Agency Solutions*	\$0.00	\$0.00	\$0.00
Media Relations Group*	\$7,490.40	\$0.00	\$7,490.40
Patel, Greene and Associates*	\$0.00	\$0.00	\$0.00
Rockland Planning*	\$0.00	\$0.00	\$0.00
Wordsworth Communications*	\$9,735.44	\$0.00	\$9,735.44
Totals	\$198,378.40	\$0.00	\$198,378.40

*DBE-certified Firm

Planned DBE Participation 8.7%

ADDITIONAL INFORMATION

Roles and Responsibilities

CONSULTANT TEAM

Task Work Order Role	Responsible Consultant Team Member
Contract compliance and monitoring	Todd Brauer
Task Manager	Todd Brauer
Technical assistance	Wade White
Document development	Amy Vargas, Josh Simmons, Aaron Stegall, Jr., Vanessa Salinas
Training and coordination	Amy Vargas, Josh Simmons, and Aaron Stegall, Jr.
Quality control (QC)	Todd Brauer
Quality assurance (QA)	Julie Johnson
Submission of deliverables	Todd Brauer

MPO STAFF

Task Work Order Role	Responsible MPO Staff Member
Contract compliance and monitoring	Carl Ema
Task Manager	Greg Stuart
Assistance and support to the Consultant Team	Vilma Hurtado
Reviewers of deliverables	Carl Ema, Bryan Caletka, and Greg Stuart
Reception/approval of deliverables	Greg Stuart

Deliverable Review Period

For all deliverables, the following process shall be adhered to two (2) weeks prior to a deliverable's due date. One (1) week prior to the deliverable due date, a draft of the deliverable will be provided to the MPO for one (1) set of comments before it is finalized. Deliverable due dates are predicated on a two (2) week review period for both the draft outline and the draft deliverable. If more than one (1) set of comments is submitted to the Consultant Manager, or if a one (1) week review period is extended, a deliverable extension request and/or a task work order amendment may be required. If the draft outline or the draft deliverable is not turned in two (2) weeks or one (1) week, respectively, before the deliverable due date, it is the responsibility of the Consultant Manager to communicate with the MPO Task Manager to develop an appropriate plan of action.

EXECUTION SHEET

TASK WORK ORDER No. 18 - BETWEEN THE BROWARD METROPOLITAN PLANNING ORGANIZATION AND WHITEHOUSE GROUP INC. FOR THE ADVANCING STRATEGIC INITIATIVES No. 02 AGREEMENT.

IN WITNESS WHEREOF, the parties hereto have made and executed this Task Work Order on the respective dates under each signature. This Task Work Order, when completed with all signatures, is the authorization to proceed.

Broward Metropolitan Planning Organization

Whitehouse Group Inc.

BY: _____
PRINT: _____
DATE: _____

BY: _____
PRINT: _____
DATE: _____

Approved by MPO Board action on (if necessary):

DATE: _____