

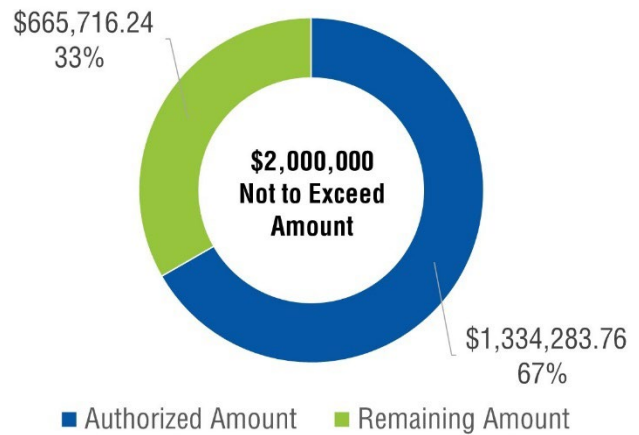
Task Work Order No. 19

Organizational Programs

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: \$1,334,283.76
Remaining Amount: \$665,716.24



Task Work Order Information and Agreement Status after Authorization

Date: 07/10/2025
Number: 19
Name: Organizational Programs
Amount: \$344,522.00
Total Amount of Approved Task Work Orders: \$1,678,805.76
Remaining Agreement Amount Upon Approval: \$321,184.24

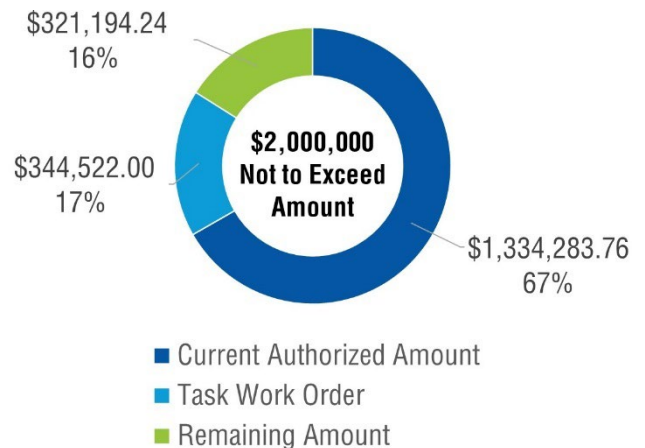


TABLE OF CONTENTS

COVER SHEET	III
TASK WORK ORDER DETAIL	1
Develop an HR Realignment Plan.....	1
Develop a Performance Monitoring Program.....	2
Develop Essential Training Programs	3
Develop a Hiring/Orientation Program	4
Develop an Onboarding/Retention Program.....	5
Develop a Talent Development Program	6
Deliverable Schedule and Cost Summary	7
Cost Breakdown by Firm	7
ADDITIONAL INFORMATION	8
Roles and Responsibilities	8
Consultant Team	8
MPO Staff	8
Deliverable Review Period	8
EXECUTION SHEET	9

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 Programs
Task Work Order Number: 19
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 MPO Executive Director has tasked the Consultant Team in Task Work Order (TWO) No. 18 with developing plans to restructure the MPO. To support the restructuring of the MPO and to be completed in parallel with this effort, the MPO Executive Director has tasked the Consultant Team to develop a series of MPO staff programs to establish a standard of performance, maximize professional development, standardize hiring and onboarding, and provide a logical career track for advancement.

TASK WORK ORDER DETAIL

Subtask Number: 01

Subtask Name: DEVELOP A HUMAN RESOURCES REALIGNMENT PLAN

Overview:

The Consultant Team will develop a plan to transition the Human Resources function from a decentralized support role to a centralized, strategic partner. This plan will position Human Resources to lead key areas such as workforce planning and development, talent management, and organizational culture in alignment with organizational goals. It will outline a clear roadmap for the Human Resources Department to take ownership or oversight of hiring and recruitment, onboarding, performance management, training, employee engagement, and offboarding. The plan will also include strategies to standardize HR processes and implement data-driven tools to support informed decision-making.

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 and address a list of goals and objectives.
 2. Develop and submit for review by the MPO Task Manager a draft of a *Human Resources Realignment Plan* that includes a change management strategy and a timeline for piloting the plan during the subsequent subtasks in this work order, as well as success measures.
 3. Update and submit the final draft of the *Human Resources Realignment Plan* to the 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 and act as a Point of Contact for draft deliverables.
-

Deliverable(s): *Human Resources Realignment Plan*

Due Date: 09/30/2025

Subtask Number: 02
Subtask Name: DEVELOP A PERFORMANCE MONITORING PROGRAM

Overview: The Consultant Team will develop a program to monitor the performance of MPO Staff regularly to ensure productivity and professionalism standards are being met and will establish clear communication and engagement expectations, provide feedback in real time, and allow for an open dialogue to give and receive constructive criticisms. The program will also include evaluations, standards for improvement programs, and guidance on when and how to recognize a misalignment in the productivity of MPO staff and the requirements of their career track, and the specifications of their job responsibilities and duties as included in the announcement and job description.

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 drafts of tools/templates developed for monitoring (e.g., evaluations, performance reports, career progression matrices, Performance 360) to be piloted by Human Resources as part of the overall program.
3. Update and submit any final tools or templates to the Task Manager, incorporating edits and addressing feedback the MPO Task Manager provided to the Consultant Team.
4. Develop and submit for review by the MPO Task Manager a draft of a *Performance Monitoring Program Guidebook* for MPO Staff to conduct each of the training sessions and measure the success of the program, and a process to update and adjust the program based on the changing needs of the MPO and the products and services provided.
5. Update and submit the final *Performance Monitoring Program Guidebook* 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): *Performance Monitoring Program*

Due Date: 12/31/2025

Subtask Number: 03
Subtask Name: DEVELOP ESSENTIAL TRAINING MODULES

Overview: The Consultant Team will develop five (5) training modules focusing on topics that commonly put agencies at risk (cybersecurity, harassment, etc.). These training modules will be required for MPO employees as part of the onboarding process and provided to all staff regularly to discourage risky behaviors. The modules will be developed so that MPO staff can easily update them and remain relevant as risk areas change.

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 each of the *Five (5) Training Modules*, as selected by the MPO Task Manager and communicated to the Consultant Team, that will include guidebooks for MPO Staff to conduct each of the training sessions, the materials that will be used during each of the training sessions, and acknowledgement templates that used to establish and document that MPO staff has both attended each session, has completed the training, and has successfully passed a series of tests to confirm the materials have been understood and retained.
3. Update and submit the final *Five (5) Training Modules* 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. Identify five (5) training modules to be developed by the Consultant Team.
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 draft deliverables.

Deliverable(s): *Five (5) Training Modules*

Due Date: 03/30/2026

Subtask Number: 04
Subtask Name: DEVELOP A HIRING/ORIENTATION PROGRAM

Overview: The Consultant Team will develop a program that includes activities to be completed during the first month of employment for MPO staff and a post-orientation feedback survey to identify and address concerns quickly. Materials developed for the orientation will include a comprehensive packet of materials with an agenda, which will be transmitted to new MPO staff before their first day, the paperwork and forms required for administrative purposes, an overview of the MPO and their specific contribution based on their career track and the specifications of their job responsibilities and duties as included in the announcement.

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 drafts of tools/template materials developed for hiring and orientation (e.g., interview questionnaire, new hire checklist, candidate evaluation rubrics, agenda) to be piloted by Human Resources as part of the overall program.
3. Update and submit any final tools or templates to the Task Manager, incorporating edits and addressing feedback the MPO Task Manager provided to the Consultant Team.
4. Develop and submit for review by the MPO Task Manager a draft of a *Hiring/Orientation Program Guidebook* for MPO Staff to conduct each of the training sessions and measure the success of the program, and a process to update and adjust the program based on the changing needs of the MPO and the products and services provided.
5. Update and submit the final *Hiring/Orientation Program Guidebook* 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 the draft deliverable.

Deliverable(s): *Hiring/Orientation Program*

Due Date: 09/30/2026

Subtask Number: 05
Subtask Name: DEVELOP AN ONBOARDING/RETENTION PROGRAM

Overview: The Consultant Team will develop a program that includes a learning management system (LMS) to develop MPO staff after the first month and within the first year of employment through their tenure at the MPO and will be structured to match the requirements of each career track for which the MPO staff were hired and the specifications of their job responsibilities and duties as included in the and job description.

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 drafts of tools/templates developed for onboarding and retention (e.g., schedules, ambassador program, skills assessment checklist, stay interview, 30-60-90 Day Plan) to be piloted by Human Resources as part of the overall program.
3. Update and submit any final tools or templates to the Task Manager, incorporating edits and addressing feedback the MPO Task Manager provided to the Consultant Team.
4. Develop and submit for review by the MPO Task Manager a draft of a *Onboarding/Retention Program Guidebook* for MPO Staff to conduct each of the training sessions and measure the success of the program, and a process to update and adjust the program based on the changing needs of the MPO and the products and services provided.
5. Update and submit the final *Onboarding/Retention Program Guidebook* 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 the draft deliverable.

Deliverable(s): *Onboarding/Retention Program*

Due Date: 12/31/2026

Subtask Number: 06
Subtask Name: DEVELOP A TALENT DEVELOPMENT PROGRAM

Overview: The Consultant Team will develop a program to develop MPO staff starting after the first year of employment that will include up to five (5) training modules focusing on the possible career tracks (e.g., long-range planning, project programming, administration, finance, and human resources) for MPO staff to achieve greater clarity regarding roles and a sense of career progression. The program will include milestones that can lead to promotion and will be usable regardless of which stage they are in with their career.

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

Consultant Team Responsibilities:

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 each of the *Five (5) Training Modules*, as selected by the MPO Task Manager and communicated to the Consultant Team, that will include the materials that will be used during each of the training sessions and acknowledgement templates that used to document that MPO staff has completed the training, and has successfully passed a series of tests to confirm the materials have been understood and retained.
3. Update and submit the final *Five (5) Training Modules* to the MPO Task Manager, incorporating edits and addressing feedback the MPO Task Manager provided to the Consultant team.
4. Develop and submit for review by the MPO Task Manager a draft of a *Talent Development Program Guidebook* for MPO Staff to conduct each of the training sessions and measure the success of the program, and a process to update and adjust the program based on the changing needs of the MPO and the products and services provided.
5. Update and submit the final *Talent Development Program Guidebook* 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. Identify five (5) training modules to be developed by the Consultant Team.
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.

Deliverable(s): *Talent Development Program*

Due Date: 12/31/2026

Deliverable Schedule and Cost Summary

Subtask Number	Description	Deliverable	Due Date	Costs		
				Labor	Directs	Totals
01	Develop an HR Realignment Plan	<i>HR Realignment Plan</i>	09/30/2025	\$33,062.96	\$0.00	\$33,062.96
02	Develop a Performance Monitoring Program	<i>Performance Monitoring Program</i>	12/31/2025	\$39,281.28	\$0.00	\$39,281.28
03	Develop Essential Training Modules	<i>Five (5) Training Modules</i>	03/30/2026	\$124,486.80	\$0.00	\$124,486.80
04	Develop a Hiring/Orientation Program	<i>Hiring Orientation Program</i>	09/30/2026	\$42,079.52	\$0.00	\$42,079.52
05	Develop an Onboarding/Retention Program	<i>Onboarding/Retention Program</i>	12/31/2026	\$52,059.12	\$0.00	\$52,059.12
06	Develop a Talent Development Program	<i>Talent Development Program</i>	12/31/2026	\$53,552.32	\$0.00	\$53,552.32
Totals				\$344,522.00	\$0.00	\$344,522.00

Cost Breakdown by Firm

Consultant Firm	Costs		
	Labor	Directs	Totals
Whitehouse Group	\$303,123.92	\$0.00	\$303,123.92
Insight Transportation Consulting*	\$0.00	\$0.00	\$0.00
Local Public Agency Solutions*	\$0.00	\$0.00	\$0.00
Media Relations Group*	\$25,467.36	\$0.00	\$25,467.36
Patel, Greene and Associates*	\$0.00	\$0.00	\$0.00
Rockland Planning*	\$0.00	\$0.00	\$0.00
Wordsworth Communications*	\$15,930.72	\$0.00	\$15,930.72
Totals	\$344,522.00	\$0.00	\$344,522.00

*DBE-certified Firm

Planned DBE Participation 12.0%

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. 19 - 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: _____