

BROWARD MPO

ORGANIZATIONAL TRANSITION STUDY 2025

Strategic Expansion

GROWTH WAS INTENTIONAL — IT FOLLOWED THE STRATEGIC PLAN

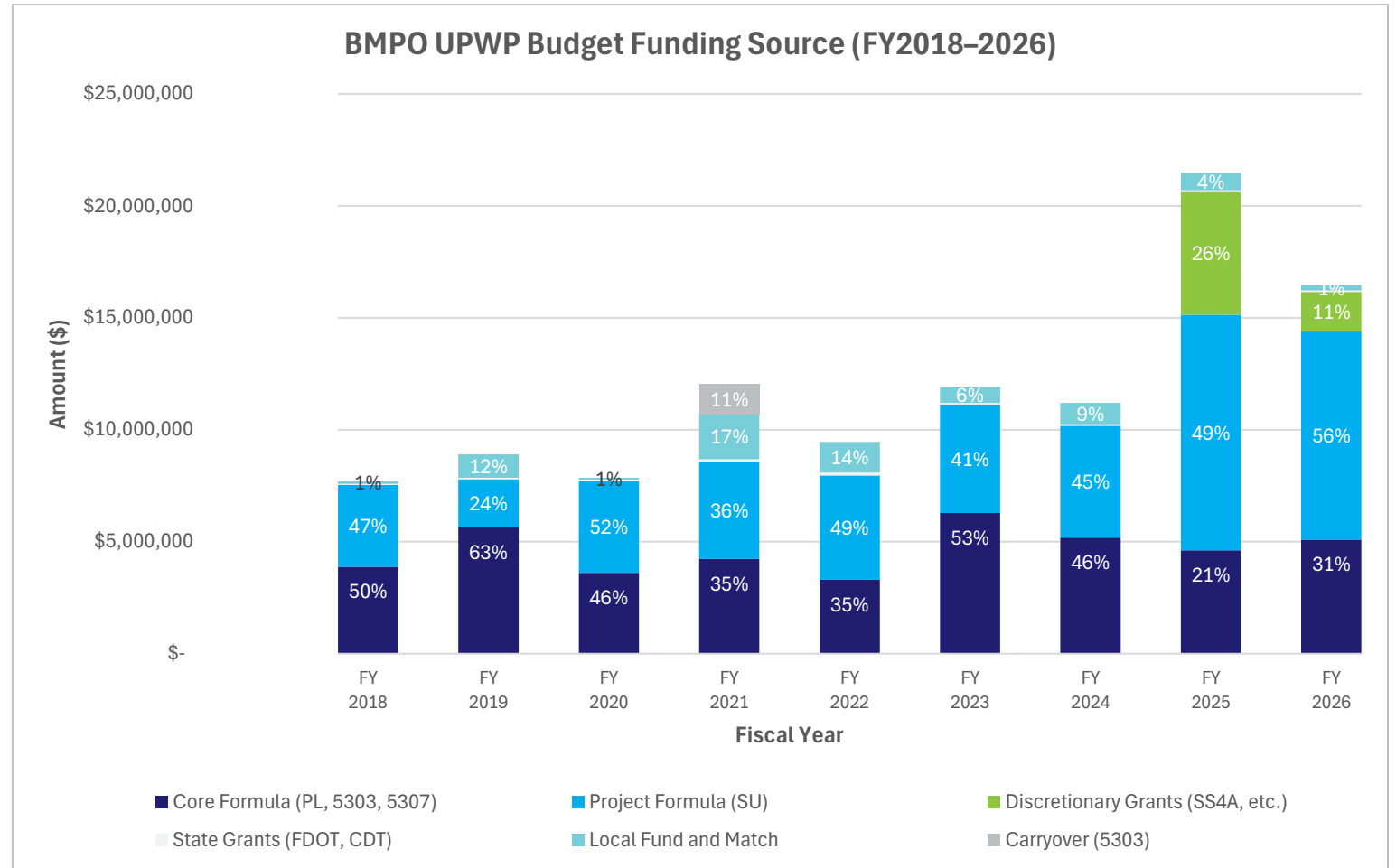
BMPO's growth over the past decade was deliberate, phased, and governed by Board-adopted Strategic Business Plans (SBP).

- **Growth aligned with Board priorities, including Multimodal Improvements, Technology, Revenue/Funding, Economic Development, Leadership & Partnerships, Education & Development, and Contingency Planning.**
- The SBP emphasized developing the MPO as an institution, strengthening internal operations, technical capacity, and decision-making, supporting later investments in specialized staff roles.
- The SBP directed the MPO to pursue new revenue sources and grants to expand impact, overseeing the shift toward discretionary funding and grant competitiveness that fueled UPWP and TIP growth.




Strategic Expansion : Financial Engine That Enabled Growth

- UPWP grew through diversification of funding sources.
- Shift from reliance on formula funds to project-based and discretionary funding
- Increased competitiveness for federal discretionary grants
- Enabled larger planning programs, stronger delivery, and deeper partnerships



Strategic Expansion : What Was Delivered

- TIP matured into a multi-billion-dollar, multimodal investment program
- UPWP expanded to support more complex planning, programming, and grant delivery
- BMPO delivered measurable outcomes (e.g., safety, mobility hubs, corridor planning, multimodal projects)
- Organizational complexity increased to match program complexity

 **COMPLETE STREETS**


Over the past decade, BMPO has emerged as one of the nation's leading agencies in Complete Streets implementation.

MAJOR ACHIEVEMENTS

70+ MILES ADVANCED INTO THE FUNDED PIPELINE

\$300M+ INVESTED IN COMPLETE STREETS ACROSS COUNTY

THREE FHWA-RECOGNIZED BEST PRACTICES DELIVERED NATIONWIDE.

 **MOBILITY HUBS**


BMPO was among the first MPOs nationally to implement a comprehensive Mobility Hubs program.

MAJOR ACHIEVEMENTS

135 MOBILITY HUBS IDENTIFIED ACROSS THE COUNTY

\$400K - \$1M PROGRAMMED PER HUB FROM PLANNING TO BUILD OUT

FIRST HUB UNDER CONSTRUCTION AT BROWARD CENTRAL TERMINAL/BRIGHTLINE.

 **COMMITMENT 2045 AND VISION 2100**

BMPO's long-range planning projects expanded significantly, shaping both near-term investment and long-term resilience.

MAJOR ACHIEVEMENTS

64 PROJECTS STRATEGICALLY PROGRAMMED FOR DELIVERY

\$500M+ FUNDED FROM PLAN TO CONSTRUCTION

COUNTY'S FIRST LONG-RANGE VISION INTEGRATING RESILIENCE, TECHNOLOGY, AND TRANSIT.

 **SAFETY**

BMPO established a Safety Program advancing zero fatalities and data-driven investment.

MAJOR ACHIEVEMENTS

\$5M SAFE STREETS AND ROADS FOR ALL (SS4A) GRANT SECURED

\$15.4M FEDERAL RAILROAD ADMINISTRATION'S (FRA) DISCRETIONARY FUNDING SECURED

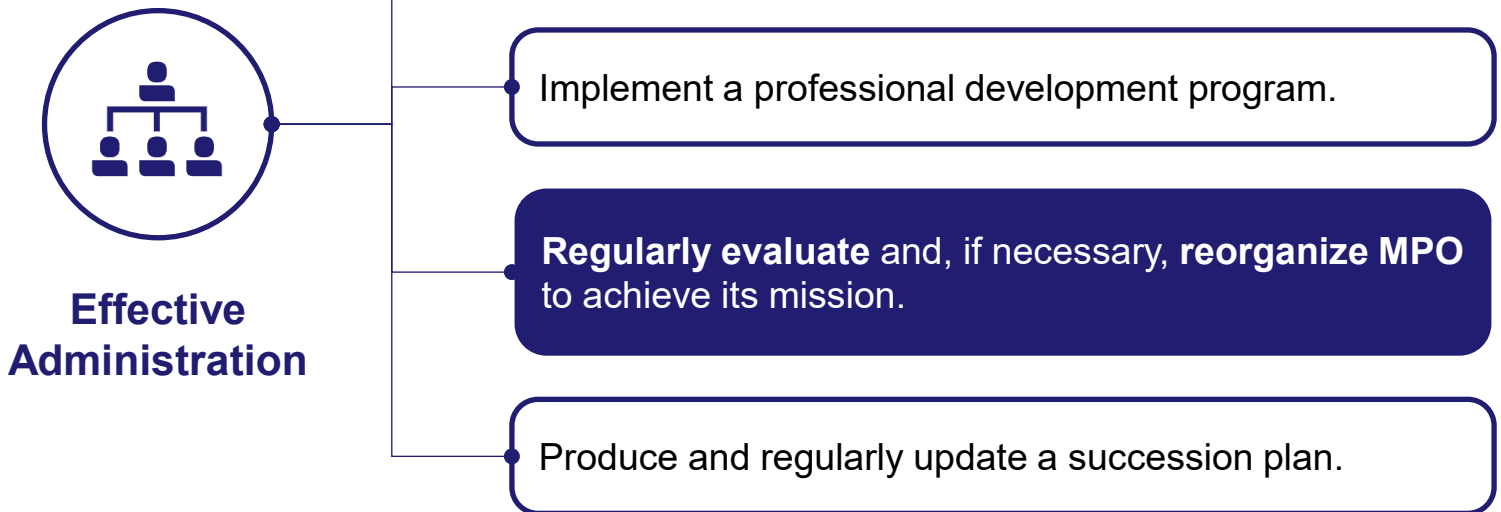
DEDICATED SAFETY PROGRAM DRIVING ANNUAL CAPITAL PROJECT PRIORITIZATION.

Alignment with BMPO Strategic Business Plan

This Organizational Review directly advances BMPO's adopted SBP 2025 priorities for Effective Administration and organizational resilience.

This report operationalizes the SBP directive to periodically assess organizational structure by examining how BMPO's current structure performs under different funding scenarios and staffing assumptions.

Strategic Focus Areas



Reference: BMPO's Strategic Business Plan 2025, Page 5

STAFF ALIGNMENT PLAN

Background

- Over the last several years, program-specific staffing needs have changed:
 - Federal grant support and oversight responsibilities expanded, but are unpredictable in the future until a new federal transportation bill becomes law
 - BMPO support for the Broward County Transportation Surtax and the revenue it generated ended in 2025
 - City-sponsored support services initially expanded, but have since seen reductions in scope
- Declines in staffing levels needed to support these programs have been successfully adjusted to meet BMPO's other responsibilities
- Four senior directors and one manager plan to retire by July 1, 2028
 - Executive Director (1)
 - Deputy Executive Directors (3)
 - Procurement Officer (1)

Staff Compensation Budget

Assumptions and Implications

- Key Staff Compensation Budget Assumptions
 - Federal formula funding will continue to **increase annually** to keep pace with inflation.
 - **Four senior directors will retire** before July 2028 and will be replaced, as warranted, through internal staff promotions, potentially resulting in **salary cost savings**.
 - **Discretionary grant and local funding levels will likely be reduced** beginning in 2028, with those staff filling empty positions created from promotions and attrition.
 - **Management will regularly redetermine staffing requirements** based on federal requirements, available funding, and successful Board initiatives such as municipal services and grant management.
- Key Staff Compensation Budget Implications
 - **Expenditures are less than revenues** through 2034.
 - If **additional funding becomes available** from grants or local sources, **management will have flexibility to adapt staffing levels** to meet contemporaneous needs.



DISCUSSION
