CAMPO
NC Capital Area Metropolitan Planning Organization

ORGANIZATIONAL
STUDY
2022

PRESENTED AND PREPARED BY:

fountainworks
FACILITATION · MANAGEMENT CONSULTING

With J.S. Lane Company/
Jeff Kramer, AICP

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CAMPO Framework Study

Phase 2 - Organization and Staffing

September 2022 Executive Summary

Fountain Works / J. S. Lane Company with Jeff Kramer, AICP

Purpose of Study

Gather information from staff, peer MPOs, and membership to identify and refine key issues related to organizational structure and staffing. The timing of this study also allowed an assessment of the workloads anticipated from Phase I of the organizational study and the adopted 2022 - 2027 *CAMPO Strategic Plan*.

How It Has Been Done

Information came from staff interviews, peer MPO interviews (*see chart at right*), and a survey of the CAMPO membership (technical and executive boards). Additional data was obtained from interviews with joint modeling staff and City of Raleigh management, as well as data collected from third-party sources. The peer MPO interviews, findings, and recommendations focused on several key topics identified in the opening discussion and staff inteviews: External Relationships, Internal (Staff) Relationships, Transit Planning, Staffing (capacity and retention factors), and Host Agency Considerations.

Principle Findings

CAMPO staff attraction and retention success is affected by the host agency's policies, as are other aspects of decisionmaking...**ensuring that the new host arrangement secures autonomy for staffing decisions while leveraging the benefits from aggregation (e.g., medical benefits) is critical**.

Skillsets for MPOs are diverse, cross-disciplinary, and highly competitive. Data obtained from studies conducted in the last 1 - 5 years suggests that **CAMPO's salaries are falling behind** relevant peers and those of NCDOT for some positions.

CAMPO's staff is becoming more specialized, and the leadership needs to be focused on liasing with member agency representatives; increasing transparency of decisionmaking internally and externally; and the **management of people and resources**.

Staffing is stretched thin now in planning, public engagement, administration, and technical production. Some work can be done through consultants, but **additional staffing for bicycle-pedestrian planning and technology-enhanced mobility services** are suggested in the first two years of the *Strategic Plan*. **Four more positions are implied** by the work contained in years 3-5 of the *Strategic Plan*. **Increasing resources in one functional area ideally benefits other areas** - a new planner position may assist with public engagement, for example.
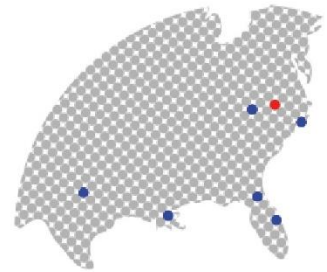
Six MPOs were interviewed to gain insights on the topics discovered during the interviews: Austin, TX; New Orleans, LA; North Florida (Jacksonville); Palm Beach, FL; Greensboro, NC; and Wilmington, NC. MPO staff size relative to planning area population varied.
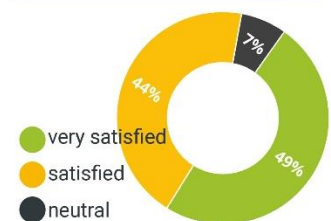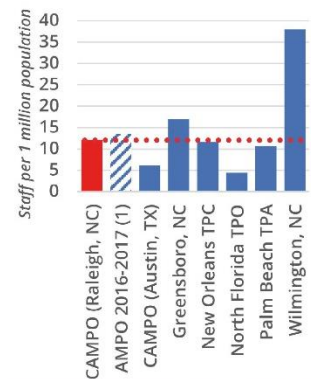
*No Negative Marks. When asked, participating **CAMPO members noted satisfaction or strong satisfaction with CAMPO's overall performance** - they especially valued explaining technical infor-maiton and liasing with NCDOT. Member communication, training, one-on-one meetings, and funding resources were desired directions for the organization.*

Purpose and Methods of Study

CAMPO desired to understand the relationships between their short- and medium-term work programs and staffing needs. There is a concern that the organization may not have the capacity to take on all of its strategic priorities outlined in their recently completed strategic plan. CAMPO is thus interested in assessing its current organizational structure. **The purpose of this study is to identify potential staffing needs, opportunities for staff restructuring, and other related actions to define and achieve the effective delivery of services to CAMPO members.**

The study included the following research activities:

- Existing CAMPO structure and a review of pertinent City of Raleigh policies.
- Interviews with all CAMPO staff members
- A survey of CAMPO members (*responses: typically 42*)
- A review of relevant recent studies of MPO staffing and related organizational issues
- Interviews with six peer MPOs
- A salary and benefits comparison with peer MPOs and NCDOT
- A review of the recently adopted strategic plan

Documents pertaining to CAMPO's context were reviewed, and included the City of Raleigh salary structure, CAMPO staff salary information, draft Lead Planning Agency agreement, Unified Planning Work Program, and board bylaws. The recent CAMPO Five-Year Strategic Plan was also used to assess workload demands in the next five years. The consultant team deepened their analysis of the findings from CAMPO staff interviews and a survey of members of the Executive Board and Technical Coordinating Committee by conducting benchmarking research on six peer organizations across the Southeast. The topics of interest that were explored with the peers were directly derived from the staff interviews, MPO member survey results, and coordination with the CAMPO management-level staff. Prior to the telephone interviews with the six peer MPOs a review of relevant information on the characteristics of the MPOs, their staff, and their planning activities were conducted to help prepare the consultant team to lead the interviews.

The research team utilized several secondary sources for an understanding of MPO staffing and salary structures. The Association of Metropolitan Planning Organizations (AMPO) MPO Salary Survey from May of 2018 and the FHWA MPO Staffing and Organizational Structures report, AMPO Policy Board Structure Survey from November of 2018 were important national resources. A Compensation Analysis for the Wilmington Urban Area MPO (including an external summary of comparable salaries from outside the Wilmington Urban Area MPO reported in that analysis) from March of 2022 were also used for the salary compensation components of this study.

The next section of the report details the CAMPO structure today, followed by key findings and recommendations. Appendices provide additional detail on survey results, peer MPO interviews, and secondary sources.

Preliminary recommendations have been shared with CAMPO staff, as well as with the MPO boards. Final revisions will be conducted after all comments have been received and incorporated into this report.

Existing CAMPO Structure

The consulting team reviewed the existing CAMPO structure and pertinent CAMPO and City of Raleigh policies. Information around hiring and pay scales, as well as Lead Planning Agency agreements, were reviewed.

Staff

There are currently 17 staff positions employed by CAMPO, one of which is part-time. Therefore, CAMPO has a total of 16.5 FTEs (Full-Time Employees). The organization chart below indicates the position titles.
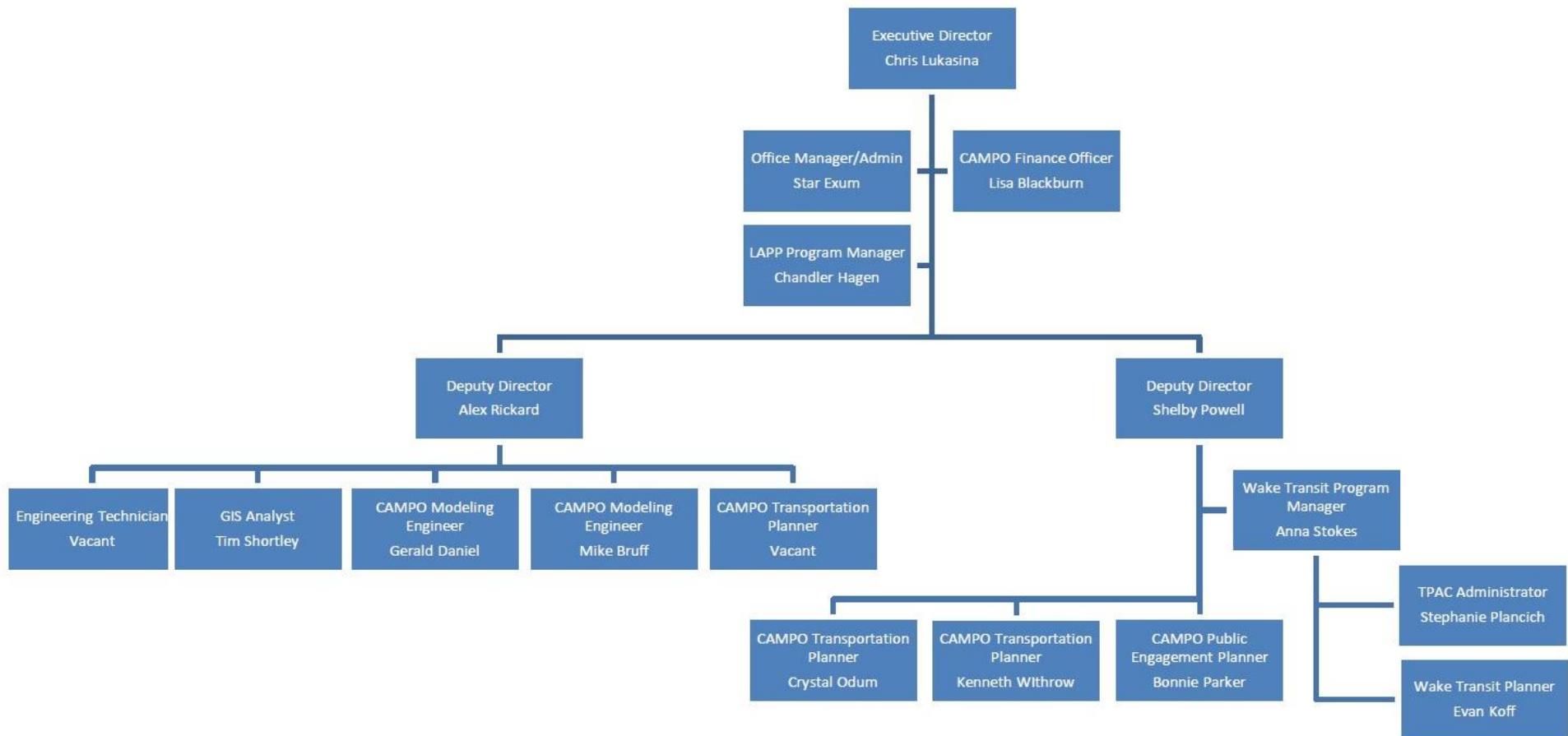
The CAMPO staff positions are composed of the following titles:

- Executive Director
- Deputy Director (2)
- Finance Officer
- Office Manager
- Transit Program Manager
- LAPP Program Manager
- Wake Transit Planner
- Senior Transportation Planner (3)
- Public Engagement Planner
- TPAC Administrator
- Transportation Modeling Engineer (2)
- Engineering Technician (part time)
- GIS Programmer/Analyst

Staff is augmented through the use of contracted private consultants. The use of consultants in CAMPO is primarily for "special projects" such as corridor plans, hot spot concept designs, and subarea plans. The total amount of consultant funds varies annually.

Budget

The FY 2023 CAMPO Unified Planning Work Program (UPWP) identifies $7,306,227 in federal, state, and local funds flowing to CAMPO for MPO planning purposes. The type of funds that are primarily used for internal CAMPO operations include federal transportation planning funds [section 104(F)], federal Surface Transportation Block Grant Program – Urban Allocation funds (STBG, formerly STP-DA funds), local funds from member agencies that match federal and state funds, and Wake Transit Tax District funds. This last category of monies is supported by a half-cent sales tax that went into effect in April 2017. Funds from these sources totaled $2,505,422. The remaining funds shown in the UPWP are presented for informational purposes for use by other agencies (GoRaleigh, GoTriangle, GoCary, etc.) within the CAMPO Metropolitan Planning Area (MPA) and amount to $4,800,805, but do not flow through CAMPO to other agencies.

Governance

The CAMPO Metropolitan Transportation Plan (MTP), *Connect 2050*, provides a variety of information related to the CAMPO area. The population living in the CAMPO MPA is 1,360,000 people as of 2020. The CAMPO MPA employs 660,000 workers. The population is expected to grow by 840,000 people to 2,200,000 by the year 2050 while the economy is expected to add 610,000 new jobs for a total of 1,270,000. The broader Research Triangle Region had an estimated 2,020,000 people in 2020 and 1,040,000 jobs, which are expected to grow to 3,180,000 people and 1,880,000 jobs by the year 2050. Transportation planning for most of the area of the Research Triangle is performed by the Durham-Chapel Hill-Carrboro (DCHC) MPO.

CAMPO is governed by an Executive Board (EB) that provides policy direction for the planning process, approves a variety of planning and programming documents and activities, and improves communications and coordination between the several governmental jurisdictions in the MPA. The Executive Board is composed of 28 voting members. Voting membership includes elected officials of all member jurisdictions, a representative of the Go Triangle Board of Trustees, and representatives of the

NC Board of Transportation for Divisions 4, 5, and 6. A weighted voting option can be enacted upon notification from any voting member prior to a vote being taken. There are three non-voting members representing the NC Turnpike Authority, the Federal Transit Administration, and the Federal Highway Administration on the EB.

The Technical Coordinating Committee (TCC) is responsible for general review, guidance, and coordination of the transportation planning process for the MPA. The TCC makes recommendations to the EB and to other entities designated by the Board regarding any necessary actions relating to the continuing transportation planning process. TCC membership includes technical staff representatives from local, regional, federal, and state governmental agencies. Major modal transportation providers directly related to and concerned with the transportation planning process for the planning area are also TCC members.

Background and Methods

In total the team completed thirteen interviews with CAMPO staff members, three interviews with members of the CAMPO leadership team, and two additional staff interviews from partnering agencies (Triangle Regional Model Team and City of Raleigh financial officer). Each interview lasted approximately one hour and was conducted virtually or in person at the CAMPO offices. There were two members of the research team present at each interview, one to conduct the interview and one to take notes.

Prior to beginning each staff interview, the research team informed the interviewee that the responses would be anonymous, meaning no specific comments given would be shared back to CAMPO leadership or directly quoted in any materials presenting study findings. Each participant was also introduced to the motivations for the project. The full interview script for these interviews is included in Appendix A.

Key Findings

Some prevalent themes which emerged across the CAMPO internal staff interviews were the following.

- There is a lot of respect that the employees have for each other, and for the CAMPO mission. There is a fairly good understanding that "customer support" and responsiveness are important attributes for MPOs.
- Staffing shortages were often noted, particularly for public engagement activities, planning, financial services, and administrative support. Staff departures and turnover have placed new, perhaps temporary, responsibilities on the existing staff.
- Top-Down communication could be enhanced, particularly from the Executive Director, in the minds of front-line employees. This is especially true for broad concepts affecting the larger directions of the MPO.
- The on-boarding process could be enhanced; only City of Raleigh (COR)-related policies are included in the formal staff training as a matter of course. When new employees come from outside of any MPO, the roles and operations are not intuitive.
- Other communications in the form of cross-training, regular updates on staff activities, and off-boarding have declined as a result of the pandemic. Meetings tend to happen one-on-one. The Tech Team meeting, which is weekly, is an exception; the utility of staff meetings, while they are efficient, has meanwhile declined.
- There are some lingering pandemic-related effects in terms of the communication, group activities, team meetings, and understanding how often work from home is acceptable generally and by position.
- There is little or no opportunity – and sometimes no desire – to advance professionally within CAMPO. Pay increases are an exception.
- Training is supported. Some noted that having a more structured set of professional development requirements, perhaps communicated during performance reviews, would help motivate staff to continue to develop skills and credentials.
- The COR relationship challenges are perceived differently, with financing seeing the largest direct issues; other staff have some understanding that salaries are being impacted by COR hiring (slower) and merit pay (lower) policies. Engineering, executive director, transportation modeler, and transit planner positions are severely underpaid compared to comparable state positions.

- There are some technical hardware and software issues, but not yet severe. Some computers are under-powered; need for improvements to data sharing platforms were cited.
- When asked, most (but not all) had something they would like to see fixed at CAMPO or with their own position. These improvements include:
  - Addressing staffing shortfalls.
  - Spending more time managing or working on Quality Assurance/Control tasks.
  - Increasing frequency of communication from Leadership and, to a lesser extent, non-management staff members.
- Recently departed employees seemed to indicate that salaries were the primary reason for their departure; lack of advancement was mentioned although that was subsidiary to the compensation point.
- Major advancements to the Triangle Regional Model and changes in the Modeling Services Bureau indicate the need to reexamine the four-party modeling support team housed at ITRE. A detailed study cooperatively conducted by NCDOT, GoTriangle, CAMPO, and DCHC MPO should address current and future (five-year) modeling needs and objectives to relate them to current staffing and funding levels. A restructuring of this program may free some resources for other tasks, advance technical practices, or off-load some tasks to private consulting companies, an approach that was used extensively in the most recent update the TRM. .

FINDINGS: CAMPO Member Survey

Background and Methods

The research team crafted a survey to solicit input from CAMPO members. CAMPO itself sent out the link to the survey to members and allowed approximately three weeks for responses. A reminder to complete the survey was sent one week in advance of the closing date. Responses were analyzed and reported as a whole in the graphs on the following pages. The respondent's affiliation, length of board tenure, and representation in CAMPO were used to cross-tabulate responses. The research noted key differences between these stratifications in the summaries below.

The consulting team received forty-six survey responses back from members, though not all responded to each question. Respondents were organized by their member organization affiliation (top figure) as well as by their representation status on the board (bottom figure). A fairly equal distribution of government sizes and government types was represented among survey respondents. The proportion of voting TCC respondents to Executive Board survey respondents (64%) was close to the actual proportion (61%). Responses were also stratified by respondents' length of tenure on their board or committee. Over half (57%) of respondents have served on their current board for less than five years.

Respondent Affiliation

County Government	23%
Municipal Government (<20,000)	21%
Municipal Government (20,000 – 50,000)	17%
Municipal Government (>50,000)	21%
Transit Agency	6%
Other	6%
State Government	4%
Federal Government (0)	0%

Respondent Board Representation

Executive Board	24%
TCC	42%
TPAC	15%
LAPP Committee	11%
US 1 Council of Planning	3%
B/P/SRTS Steering Committee	2%
CMP Stakeholder Group	2%
Mobility Coordination Committee	2%

Percent of Respondents

Key Findings

WHAT DO YOU VALUE MOST TODAY ABOUT CAMPO AND THE WORK IT ACCOMPLISHES?

Important CAMPO Functions

Function	Percentage
Acting as a liaison with NCDOT	52%
Explaining complex, transportation-related matters to me or my agency	52%
Working with my community or organization to develop new transportation solutions.	50%
Getting back to me with answers to my questions in a timely fashion	26%
Developing technical reports that are used to provide information to decisionmakers	26%
Something Else (LAPP Funding)	11%

Liaising with NCDOT, articulation, and working directly with the community were highly and equally valued among survey respondents. Technical reports and query services were lower ranked. Mid-sized municipalities (20,000 to 50,000 in total population) specifically rated "Getting back to me with answers…" higher (+35%) than other groups. TCC and TPAC members also valued this service more in comparison to their Executive Board counterparts (+23% to +28%).

	1 - Strongly Disagree	2 - Somewhat Disagree	3 - Not Sure / Neutral	4 - Somewhat Agree	5 - Strongly Agree
I know whom to reach out to at CAMPO to answer my questions	2%	2%	14%	26%	55%
CAMPO is open to positive changes	2%	2%	19%	29%	48%
The mission of CAMPO is very clear to me	2%	5%	7%	38%	48%
Communication between CAMPO and its members is excellent and consistent	2%	2%	7%	45%	43%
CAMPO responds to my questions or requests for information in a timely fashion	2%	0%	10%	40%	40%
The way CAMPO works is transparent, and I understand it	2%	7%	17%	38%	36%
The roles of the CAMPO staff I interact with are very clear to me	2%	2%	21%	43%	31%
The current hosting arrangement with the City of Raleigh works well	2%	10%	38%	24%	26%
CAMPO has adequate resources NOW to do the tasks that our board is asking of it	5%	17%	27%	37%	15%
CAMPO has adequate resources to do the tasks that our board is likely to be asking of it IN FIVE YEARS	17%	10%	52%	17%	5%

Survey respondents overall showed positive agreement with the above statements. Statements on the availability of adequate resources now and in five years, CAMPO's current hosting relationship, and the clarity of staff roles received the most disagreement. New board members disagreed more often with statements on CAMPO's communication and level of transparency with them. This same group exhibited less understanding of CAMPO's mission or whom to reach for questions. Executive Board members were less comfortable with the current host relationship than were TCC members.

PLEASE RANK THE FOLLOWING CAMPO WORK TASKS …

Please rank the following CAMPO work tasks	Rank*
1. Identification of funding resources for transportation projects	1.27
2. Expansion of *existing* CAMPO services that benefit my organization	2.09
3. Development of *new* CAMPO services that benefit my organization	3.13
4. More communication between CAMPO staff and my organization	3.61
5. Faster response times to my inquiries (and those of people within my organization)	4.73

*Ranking = the average ranking of that option. For example, if one person ranked an option as their 1st choice, and another person ranked that same option as their 3rd choice, the option's ranking would be 2. For this figure, a **lower value indicates a higher priority item.**

Identifying funding sources for transportation projects and expanding existing CAMPO services received the highest rankings from respondents among all of the listed options. Members diverged on the value they saw in this second service, however, as Executive Board members tended not to favor an expansion of services while new board members and municipal staff did. Fewer respondents (n=27) answered this question than any other, lending to a more limited assessment of stratified results.

PLEASE RATE THE VALUE OF EACH OF THE FOLLOWING EFFORTS TO YOUR ORGANIZATION...

	No Value or Almost No Value	Somewhat Not Valuable	Not Sure / Neutral	Somewhat Valuable	Highly Valuable
Development of the Transportation Improvement Program (TIP)	0%	0%	0%	24%	76%
Roadway Project Studies and Implementation / Funding	5%	2%	0%	22%	71%
Development of the Metropolitan Transportation Plan (MTP)	0%	5%	2%	24%	68%
Providing Data and Technical Services or Information	0%	0%	10%	27%	63%
Transit Project Studies and Implementation / Funding	5%	5%	2%	24%	63%
Working with Local Governments to Improve Connections between Land Use Planning / Development and Transportation Planning / Development	0%	2%	12%	24%	61%
Technical Studies to Inform Decision-Making	0%	2%	7%	32%	59%
One-on-One Meetings or Conversations with CAMPO Staff	0%	0%	15%	27%	59%
Pedestrian and Bicycling Project Studies and Implementation / Funding	0%	2%	5%	37%	56%
Exploring New Ways of Improving Mobility through Technology, Private Sector Partnering, or Other Means	0%	2%	7%	41%	49%
Increasing Racial, Ethnic, and Economic Inclusiveness in Planning Outcomes	0%	7%	17%	32%	44%
Committee / Board Meetings	2%	5%	10%	49%	34%

Developing the Transportation Improvement Program and Metropolitan Transportation Plan, implementing and funding roadway projects, and providing technical services and data were valued highly by members. Members representing small governments particularly valued this last type of work. In one exception to these rankings, shorter tenured respondents were less likely to "Highly Value" roadway implementation. Efforts surrounding technical support for land use and transportation integration and technical studies followed these top-rated services. The Executive Board specifically valued land use and transportation integration planning more favorably than the TCC. Committee and Board Meetings ranked very low on value among survey respondents. This trend held especially true for TCC members. One-on-one meetings were valued much more highly across respondents.

OVERALL, HOW SATISFIED ARE YOU WITH THE PERFORMANCE OF CAMPO?

- ■ Very Satisfied
- ■ Somewhat Satisfied
- ■ Neutral

7%
49%
44%
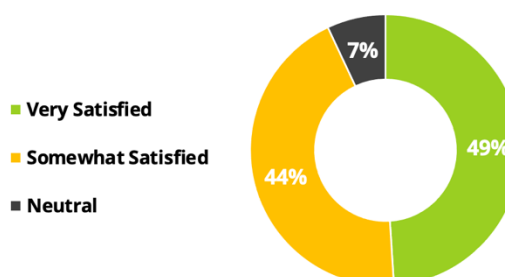
Responses to this last survey question indicate that the rate of overall satisfaction with CAMPO is very favorable. There were no "dissatisfied" responses to this question. Respondents representing less-tenured board members, TCC members, and larger municipalities were more split between "Very Satisfied" and "Somewhat Satisfied" compared to other groups.

ADDITIONAL COMMENTS FROM SURVEY PARTICIPANTS

A complete list of additional, open-ended comments received from members through the survey can be found in Appendix B.

Background and Methods

The consulting team conducted six in-depth interviews with peer organizations spread throughout the Southeast to continue the Organizational Framework Study's second phase of work. The purpose of these peer interviews was to understand how each MPO has or is responding to the challenges identified in the interviews with CAMPO staff. The targeted focus areas in the peer interviews based on feedback from the staff interviews included the following:

- Staffing.
- Hosting Agency.
- Internal Communication.
- Transit Planning Organization.
- Engaging the Public (External Communication).

The primary tool of engagement with peer MPOs was a virtual interview preceded by a review of available information pertaining to the MPO's size, growth rate, number of board members, and budget The full list of these initial reviews for all six peer MPOs interviewed can be found in Appendices D-I in the "Data Sheets" section. The specific topics and sub-areas for investigation during the interviews were reviewed and refined by CAMPO staff after being initially developed by the consulting team (see full interview script in Appendix C). Although the script was not intended to be followed strictly, all of the topic areas were initiated by the interviewer, who would allow the interviewee some latitude in where they took the discussion. If a peer MPO interviewee and interviewer did not initially identify practices that were deemed relevant, applicable, or innovative then less time was spent on that part of the interview. This flexibility allowed for a "deeper dive" into areas of interest that the peer MPO was engaged in during the interview. Interview conversations lasted between sixty and ninety minutes.

Most of the MPOs engaged with during peer interviews had staff back in their offices at least two days per week. Questions concerning staff communications still contained issues pertaining to remote work options being employed by the MPO or their host agency, however.

Each interview comprised a lead facilitator and a note-taker. Both members of the interview team took notes during the interview. Interview notes were edited for clarity immediately after the conversation and were then combined to ensure that nothing of relevance was missed or mis-stated. The full set of interview notes for all six peer interviews can be found in Appendices D-I in the "Interview Notes" section.

The five peer MPOs that were interviewed (see below) were culled from a larger, initial set of candidates suggested by the consulting team and discussed with CAMPO staff prior to the final selection. The Wilmington Urban Area MPO was added as a sixth interviewee since it was deemed to be experiencing some of the same issues as CAMPO with respect to staff retention and LPA arrangements.

Peer Interview MPOs and their planning area population size and full-time employee numbers are shown in the chart below.

MPO	HOST	POPULATION SIZE (MIL.)**	STAFF (FTE)
CAMPO (AUSTIN, TX)	Williamson County, TX	2.44	15
GUAMPO	City of Greensboro, NC	0.53	9
NEW ORLEANS TPC	New Orleans Regional Planning Commission	1.03	12
NORTH FLORIDA TPO	Independent*	1.58	7
PALM BEACH TPA	Independent	1.49	16
WUAMPO	City of Wilmington, NC	0.29	12

*Relies on external agency for human resources and employee insurance coverages.
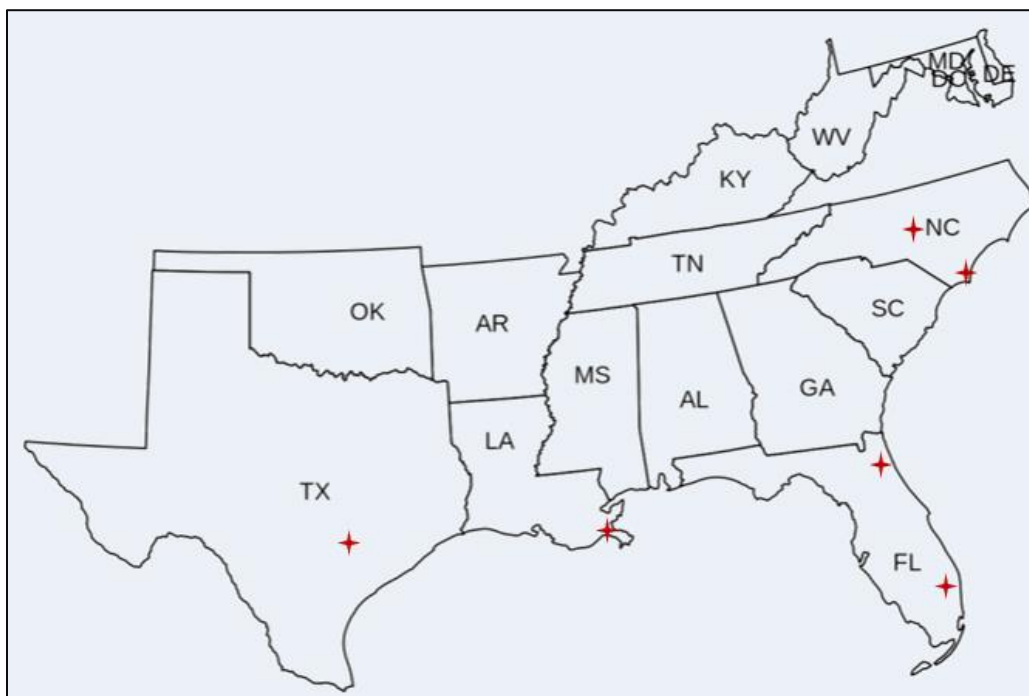
Key Findings

The data sheets compiled for each of the six peer MPOs interviewed by the consultant team (first half of Appendices D-I) include information on the MPO's LPA/host agency, the total population and total geographic area served by the organization, the MPO's annual budget and staff size, and the structure of the policy and technical boards for the group. Each data sheet also detailed the MPO's current work in the realms of public transportation, public engagement and social equity and technical innovation. The interview notes for each peer conversation led by the consultant team (second half of Appendices D-I) detail the interviewee's responses to questions in the five main areas of focus produced by the staff interviews. Some prevalent themes which emerged across all six discussions with peer MPOs include:

- More flexibility to adjust salaries is important
- Advancement is not as important as title or salary adjustments
- Retention is critical as long tenures translate to more trust within the organization and with members
- Partnerships and shared positions improve capacity & capabilities

- Hiring an Operations Manager allows the MPO Director to have more informal conversations with staff members.
- Staff tenure and trust are viewed as more important than technique for internal culture and communications
- Trust has made remote work easier to accommodate
- Peer MPOs ranged in internal staff meeting frequency
- Most peer MPOs were without dedicated technology staff
  - CAMPO-Austin has a TDM position to address tech-oriented transit issues
  - NFTPO has, and has created, strong partnerships for technology startups and traffic/safety planning and data
- Both NC MPOs have 1-2 transit planners. All MPOs engage in transit planning at some level.
- All peer MPOs said that state DOT, USDOT, and transit operator relationships are very good. They have regular meetings with the MPO
  - NFTPO makes extensive use of partnerships with focus on regional benefits
- Peer MPOs are becoming increasingly involved in Federal initiatives
  - CAMPO-Austin tasked with supporting IIJA fund access
- Community outreach and engagement is the responsibility of all staff and, for projects, consultants

# Findings: Peer Organization Salary & Benefits

Background and Methods

The consulting team then reviewed current CAMPO staffing information to develop a baseline of the MPO's workforce structure and characteristics. The team followed up this research by revisiting the two surveys from the Association of Metropolitan Planning Organizations (AMPO) examined as a part of the peer document review. The first survey offered further insights into staffing composition and compensation figures for MPOs across the country. The second examined the structure of policy boards (comparable to the CAMPO Executive Committee) within the same group of organizations. The team further added to this research by incorporating a third source from the Wilmington Urban Area MPO (WUAMPO) into their analysis. These sources were thus collectively utilized to benchmark CAMPO's salaried positions against those of other MPOs.

Key Findings

The consultant team found that the majority of current CAMPO staff positions are over 50% of their salary range mid-point within the City of Raleigh salary structure. Some positions are so near their maximum compensation that they would need to be reclassified to achieve a raise. CAMPO staff as a whole are at 83% of the maximum of their current salary range.

CAMPO salaries are lower than peers in Engineering, Executive Director, Transportation Modeler, and Transit Planner positions. In other occupations, CAMPO salaries are higher than Wilmington actual and market salaries. These comparisons may be skewed however, as the CAMPO market is more competitive in the Triangle region. CAMPO positions consistently have lower salaries than their comparisons illustrated by the AMPO median value and the NCDOT mid-point number.

Difference between CAMPO and Peer Salaries
(w/adjusted mid-point for NCDOT)

How to read the chart: "CAMPO Supervisory positions are, on average, approximately 8% lower than those found in the AMPO study."

AMPO Nationwide Survey of MPOs *(2018, n=75)*
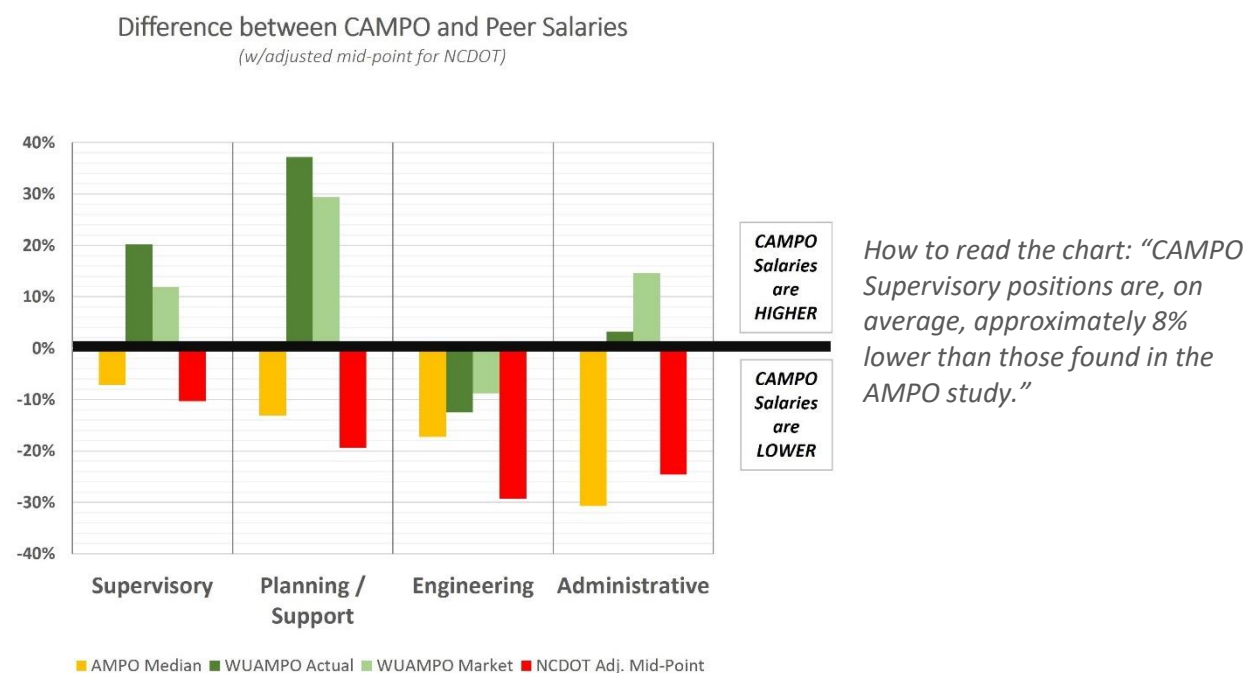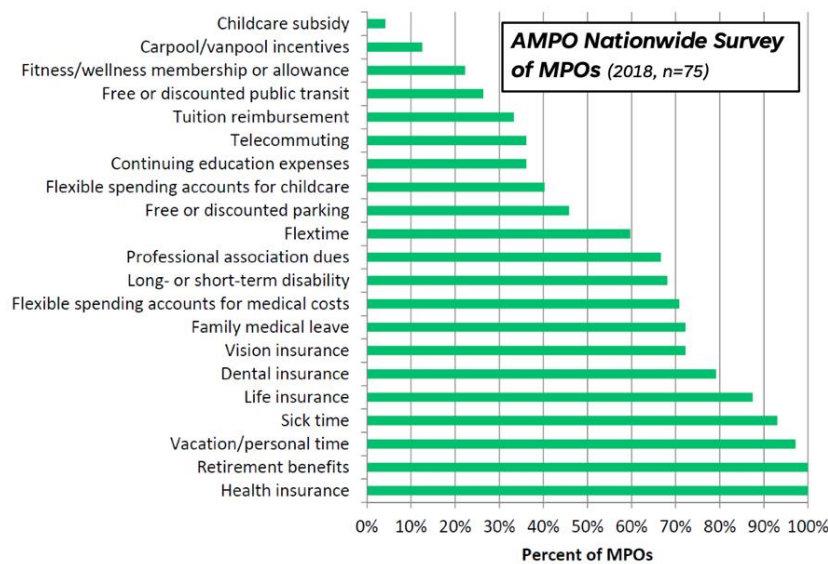
A 2018 AMPO nationwide survey on compensation besides salaries assisted the team in better understanding additional and unique ways CAMPO could assist its staff. Some methods revealed by the survey included offering signing bonuses (senior staff), on-site childcare, birthday leave, and emergency rides home. The research group sent a follow-up research question on non-salary compensation to the six peer MPOs interviewed earlier in the process and four of them responded back. Some common non-salary benefits that emerged from this additional survey question include paid time off (vacation, sick, volunteer or special event, maternity and paternity leave), insurance benefits (health/dental/vision, life), performance or merit-based bonuses, transit vouchers for public transit or incentives for walking/biking to work, workplace improvements, and casual or telecommuting days.

MPO	Location	Population (million)	FTE	Pop/FTE
CAMPO (Raleigh, NC)[1]	City of Raleigh, NC	1.36	16.5	12
AMPO 2016-2017 [2]	Various: 22 MPOs	1.33	18	14
CAMPO (Austin, TX)	Williamson County, TX	2.44	15	6
GUAMPO	City of Greensboro, NC	0.53	9	17
New Orleans TPC	New Orleans RPC	1.03	12	12
North Florida TPO	Independent[3]	1.58	7	4
Palm Beach TPA	Independent	1.49	16	11
WUAMPO[1]	City of Wilmington, NC	0.29	11	38

Notes:
(1) Both CAMPO (3 FTE) and WUAMPO have transit positions paid for and dedicated to specific transit functions
(2) MPOs that answered FTE questions with populations between 832,000 and 1.9 million (n=22)
(3) NFTPO has independent (board-based) hiring/firing authority, but works with the City of Jacksonville on insurance coverages, for example

The consultant team concluded their peer comparison research by examining the FTE to population ratio of CAMPO against the same figure for the MPOs included in the AMPO study and the six MPOs which were chosen for peer interviews. In conjunction with the other results from the peer comparison study, these figures (shown in the table above) indicate that CAMPO is facing a staffing shortfall. More precisely, the consultant team estimates that CAMPO is facing a current staffing gap of four positions. In evaluating the results in this table, it is important to note that MPOs such as the North Florida TPO rely heavily on consultants to assist with projects.

Background and Methods

In early 2022, the CAMPO Executive Board adopted focus areas as part of its strategic plan:

1. Increased Land Use and Transportation Coordination
2. Enhanced Bike-Ped
3. Increased Focus on Diversity, Equity, and Inclusion (DEI)
4. Active Role as Transit Champion and Coordinator Regionally and Locally
5. Prepared for the Future

In order to further assess staffing needs, the consultant team assigned a number of staffing hours to complete each of the 77 subtasks, consultant hours to complete, or both. These subtasks were grouped along the key focus areas of Increased Focus on Land Use and Transportation, Increased Focus on Diversity, Equity, and Inclusion, Enhanced Bike-Ped Coordination, Active Role as Transit Champion and Coordinator. This assessment did not include maintenance of existing or new tasks, but rather represented simply what it might take to execute the Strategic Plan actions. Low, High, and Mid-Point effort values were generated for each sub-task by the consultant team. These estimates were then compiled to generate a range illustrating CAMPO's staffing needs to execute the goals of the strategic plan with or without the assistance of consultants.

Key Findings

The consultant team's strategic plan analysis revealed that CAMPO will need between five and seven FTEs over the next five years to accomplish the work set out in the Strategic Plan. These FTEs would be in addition to the four additional staff recommended to sustain CAMPO's current workload. A smaller number of staff can be partially offset by more consultant dollars for a task (staff time is still required to procure and manage consultants). The charts below show the resulting categorical staff needs (top chart) and summary of existing staff needs plus additional resources (new staff or consultant dollars).

ASSESSMENT OF RESOURCES TO COMPLETE STRATEGIC PLAN

High-Level Task	Hours Low	Hours Mid-Point	Hours High	Consultant Dollars Mid-Point (Required ONLY)	FTE Equivalent Low	FTE Equivalent Mid	FTE Equivalent High	Consultant Offset Hours (15% of hours for 'or' tasks)	FTE Mid-Point w/Consultant Offset	Consultant Dollars Mid-Point (ALL Costs)
Increased Focus on Land Use and Transpor	2,456	3,128	3,800	$190,000	1.2	1.6	1.9	697	1.2	$367,500
Increased Focus on Diversity, Equity, and I	1,370	1,819	2,268	$40,000	0.7	0.9	1.1	307	0.8	$75,000
Bike-Ped Coordination	5,364	5,924	6,484	$265,000	2.7	3.0	3.3	2,033	2.0	$495,000
Active Role as Transit Champion and Coor	2,464	3,053	3,642	$382,500	1.2	1.5	1.8	765	1.2	$872,500
TOTALS	11,654	13,924	16,194	$877,500	5.9	7.0	8.2	3,802	5.1	$1,810,000

Scenario	Staff (FTE)	Consultant ($)	Current Shortfall	Total Staff
Low Consultant, High Staff Capacity	7.0	$877,500	4	11.0
High Consultant, Lower Staff Capacity	5.1	$1,810,000	4	9.1

♊ *Total hours were estimated as the mid-point of low- and high-hour assignments for all 77 subtasks. Estimates for replacing a portion (85%) of some sub-tasks deemed to be suitable for consultant offsets were also estimated.*

The consulting team was tasked with studying a variety of different areas in terms of the organization of CAMPO, including the hosting relationship, communications and engagement, staffing, and transit planning.

Hosting Relationship

While an LPA agreement is pending, research indicated the need to prioritize several items such as a more flexible hiring process and compensation/titles, improved technology, and more streamlined financial processes. With a city host, formalizing an LPA agreement with clear expectations should reduce conflict and increase potential to form new partnerships. **The City of Raleigh (COR) was the current host agency for CAMPO during the course of this study. However, the Town of Cary will be the new host agency going forward, a decision made after most of the reporting had been completed for this project Some references to Raleigh as LPA were accurate at the time the study was conducted.**

Some investigation was done into whether becoming an independent agency was in the best interest of CAMPO with interviews done of independent peer agencies. Being independent maximizes flexibility, but presents challenges around administrative tasks, costs and financial "float," which is the time between receiving revenue and having to pay bills.

North Florida TPO and Palm Beach TPA are both independently hosted, although the former still relies on the City of Jacksonville to improve health insurance coverages and contracting/procurement (Palm Beach noted that the price and value of employee health insurance were hurt when they became an independent agency). Both MPOS said that going to an independent status was not easy with NFTPO leaving the city in 2004 primarily due to an inability to form objective partnerships that benefited the region, while Palm Beach TPA made the change more due to personnel relationship issues as well as different visions for the future transportation system. In fact, NFTPO noted being independent was crucial to partnerships such as the region's robust Smart Cities initiative that sponsors startups that aren't necessarily led by transportation objectives.

Hybrid options do exist where certain functions are independent while others are under an LPA arrangement. Williamson County, the host of CAMPO-Austin, provides no oversight and no salary or hiring restrictions while CAMPO-Austin still gets the benefit of being a part of the larger insurance pool.

CAMPO-Austin's situation is a direct result of leaving the City of Austin as the fiscal agency due to restrictions on staff hiring, disciplinary, and salary actions. Williamson County (north of Austin) was chosen instead of pursuing an independent agency status because at the point in time there was a need for contracting authority that could cover "float," which had become an issue with reimbursement extending up to eight months. CAMPO-Austin has hired their own technology, human resources, and legal counsel independent of the county host.

Greensboro (GUAMPO) is closely tied to the city's transportation program, including with respect to salaried positions and structure. However, it was noted that most of the population and issues also are within the city limits, so the relationship is a functional convenience. Both GUAMPO and the Wilmington (WUAMPO) MPO noted that attracting and retaining employees are challenges due to the non-competitive salary structures and/or long hiring processes. This also is an issue that has been identified by CAMPO.

Ultimately, the challenges of independence and the complexity of a hybrid arrangement outweigh the potential benefits, so we believe sticking with a hosting agency arrangement is the best path forward for now. **As the hosting arrangement is the foundation of every issue that CAMPO faces, it is essential to get it right, and the current investigation provides an opportunity to establish a tailored arrangement to best meet the needs of CAMPO and its obligations to members.**

It might behoove CAMPO to consider moving some staff positions out of the City of Raleigh's system with titles and responsibilities that reflect the MPO. However, the arrangement with a city does allow CAMPO to use city resources for human resources, for example. Currently, the physical separation from the city's office and staff means CAMPO never really shares positions temporarily with Raleigh.

Communications & Engagement

Public engagement is a crucial aspect to the future of CAMPO and one that needs significant attention. The importance of educating others on simply what CAMPO does, what their role is/what the role of each staff member is, and where they can add value to others and their organizations seems to be a critical effort. CAMPO should retool the new member orientation and offer a refresher course for existing members about the organization as a whole.

Public engagement activities should be a part of everyone's responsibilities with the staff tasked specifically with engagement focusing on website/branding activities as well as focusing on under-served populations. In fact, in terms of public outreach, all the peers but one (NFTPO) has specialized engagement personnel though NFTPO does have a public affairs managerl. No MPO said that they had thought about increasing their public engagement-specific staffing, and most noted that engagement was part of the responsibility of every staff person.

Communications with key partners (e.g., NCDOT, DCHC) on a regular basis is important as is maintaining relationships with constituent member agencies. All of the MPOs studied said that they have very good relationships with their respective state departments of transportation, USDOT offices, and transit operators (refer to discussion on Transit Planning for details on transit relationships). Some of the MPOs said that they have regular and scheduled meetings with division (or equivalent) office personnel. Palm Beach TPA noted that they have started a monthly call with FDOT to improve coordination. The same MPO noted that regular meetings of several MPOs occurs, and that a regional plan is developed once every five years. They also have a monthly "touching base" call with the Miami-Dade TPO.

An engagement strategy should be included in all projects with an emphasis on diverse populations. Research also indicated CAMPO should focus on fewer, larger programs that have regional significance and impact. NFTPO stands out in this respect in that they have focused on these types of programs with the Smart Cities and start-up programs. NFTPO also doesn't particularly focus resources on traditional MPO objectives such as the long-range/metropolitan transportation plan, noting that those deliverables aren't as highly valued as some other products. CAMPO-Austin has been tasked with understanding IIJA and recent federal requirements, so that they can aid their local governments in accessing these funds. Meanwhile, GUAMPO relies on their much smaller policy board (compared to CAMPO-Raleigh) to generate close relationships and collaboration.

While monthly meetings with the policy and technical boards were universal, not all the peer MPOs employed the practice of allowing local governments access to Surface Transportation Block Grant Program or other funds for local projects. NFTPO uses their own consultants for studies and pays for 100% of those studies' costs. For other MPOs, the consulting team during project-specific actions was expected to lead outreach actions for that project with support from the MPO or local staff; others

noted a reliance on local government members to support outreach efforts (e.g., NOTPC and Jefferson Parish/City of New Orleans).

The communication gap also exists within the organization. Due to the growth of responsibilities, COVID, and an overburdened workload, CAMPO has experienced difficulties with communication, particularly from leadership to front-line employees. The gap starts with a minimal onboarding process, which is done through the hosting agency rather than an MPO-specific training. On the other end of the spectrum, CAMPO should add an exit interview process when employees leave the organization.

The amount of communication being conducted at the peer MPOs varies widely, although there is not a lot of variation in the techniques employed. The similarity of strategies may have to do with pandemic-related remote work situations curtailing prior communication practices, although all of the MPOs studied have either fully returned to the office or are operating on a hybrid work week. Remote workers were required to check-in daily in at least one case, while at other MPOs the regularity of meetings didn't change but the need to remain available while working from home did become more important. Attempts were made during the interviews to account for pre-COVID strategies.

Internal Operations

A standard staff meeting served as the foundation for cross-communication for all of the peer MPOs, although one (GUAMPO) meets only quarterly with all the staff present and one other citing monthly staff meeting scheduling. Another variation, or supplement, to the all-staff meeting is where the Executive Director meets with one or more top-level managers more frequently, and those managers are then responsible for communicating with their subordinates.

Some MPOs, notably CAMPO-Austin and NFTPO, cited the importance of having informal interactions with staff members, which is easier to do with a "flatter" and smaller organization**.** Taking staff out to lunch if they are out of the office at meetings, stopping by people's workstations to talk, and other informal actions were deemed important. **It is also noteworthy that in the case of CAMPO-Austin having a day-to-day operations manager was crucial to freeing the director position to pursue better and more-frequent staff interactions as well as higher-level meetings, coordination and liaising with member agencies and forging new partnerships.**

Related to this informal communication practice was the trait or mindset of leadership trusting staff to do their jobs, and the length of staff tenure. CAMPO-Austin and NFTPO particularly cited the degree to which they trust in their staff, thus eliminating some of the need for more-frequent coordination meetings. During the pandemic when remote work was commonplace, this high level of trust translated into not having to contact each employee every day.

Staffing

There is a general staff consensus that CAMPO is currently understaffed. This staffing deficit is particularly affecting public engagement, planning, financial services, and administrative support. As CAMPO grows and you seek to implement the strategic plan, the organization will only become shorter without bolstering the workforce. **The current shortfall is 4 FTEs, but there is a need for an additional 5-7 FTEs in the next three to seven years to deliver the strategic plan.** Developing on-call contracts with consultants can supplement staff but managing consultants does take manpower as well.

The staffing levels of the peers suggest a full-time equivalent position-to-planning-area population ratio of about 15 FTEs per 1 million population. It is worth noting that some adjustments were made to the estimated FTE figures to account for shared positions (e.g., New Orleans TPC and their host, the Regional Planning Commission) and interns (e.g., GUAMPO), so that the actual staff figures possess an

inherent float. This shared-staff situation is not as applicable to CAMPO-Raleigh, or at least not to the same degree. The ability to share positions as unique situations arise or to address peak workloads was considered a benefit to having a cooperative and complementary hosting arrangement. Shared positions included GIS, account management, human resources, IT support, and engineering.

The range of staffing capacity available to the peer MPOs is large: from a low of 4.4 to over 41 FTEs per million population. The low end of the spectrum is represented by the North Florida TPO (NFTPO), which heavily relies on consulting staff to do more work than other MPOs in this peer group, but also emphasizes partnerships to accomplish regionally important work, like developing a stand-alone entity that is coordinating and developing smart technology for the members. Both NFTPO and CAMPO-Austin note that their staffs have a long tenure and are highly competent – staff retention or advancement are less of a concern than losing the institutional memory of key staff approaching retirement (succession planning). NFTPO went further, noting that the consultants commonly used are treated like part of the MPO staff, in that they care about the outcome as much as the regular staff does.

Several MPOs noted the importance of a "family-first" mindset towards their staff, and that flexibility has helped them to retain their employees despite having compensation packages that may be the same or lower than competing employment opportunities. This mindset towards trust and flexibility was particularly valuable when the pandemic lockdown period and remote working began.

Some of the MPOs, like WUAMPO (Wilmington, NC) and PBTPA (Palm Beach) have larger staffs but also noted higher rates of staff turnover and were more likely to note difficulties with attracting competent staff. WUAMPO and GUAMPO noted the need for additional staff positions as likely due to recent federal legislation emphasizing grantsmanship and larger accounting efforts (CAMPO-Austin also noted that they would likely be hiring another position for this purpose, as well as a resiliency/sustainability planner). The most-commonly cited positions that were needed in the peer MPOs were accounts management and/or grants management (particularly related to federal IIJA funds). WUAMPO noted that they are not in a good position to address transportation-technology issues, and CAMPO-Austin still is defining a TDM position to incorporate those issues into their MPO skill set. As noted, NFTPO has been a leader in developing a stand-alone external partner to manage, promote, coordinate, and implement technology solutions.

Most of the MPOs studied are relatively "flat" and don't allow for much advancement (Palm Beach TPA is an exception, with five supervisory positions reporting to the Director and Assistant Director). Compensation and titles can be adjusted more freely in some organizations (CAMPO-Austin, NFTPO, and Palm Beach to a more limited extent) than others that have tighter municipal host relationships that include being bound by those entities' cost structures. WUAMPO moved the MPO Director position out of the city's salary classification system recently, a practice that had been done previously for other city positions (City Manager, City Clerk), but the rest of the MPO staff is still working in the same system.

Transit Planning

The definition of what constitutes "transit" is evolving rapidly to include technologies and practices far beyond traditional fixed-route bus service into technology-enhanced and micro-transit services. The evolution also means that coordination with state, regional (DCHC MPO) and internal initiatives is a critical and expanding role. The expanding job of the current transit planning staff is worthy of a new Deputy Manager position.

None of the peer MPOs studied have similar relationships to transit planning as the CAMPO context. There also was considerable variation in the degree to which the MPOs become engaged in transit planning, as explained below.

Two of the MPOs, CAMPO-Austin and North Florida TPO, have fairly traditional and relatively "hands-off" roles in transit planning. Working with the transit operators to develop the UPWP and MTP are commonplace, and as-needed for other tasks such as TIP amendments. The NFTPO notes that JTA (Jacksonville Transit Authority) essentially does the transit planning for the entire region, as smaller counties/systems have a hard time keeping their systems going and doing longer-range planning – a "net positive," in the words of the NFTPO Director. Again, the NFTPO is somewhat of an outlier in the peer group since they helped fund the transportation operations center/emergency response center where they are now housed. This close proximity and relationship is seen as advantageous from the perspective of data generation/management and safety planning.

Palm Beach TPA notes that they prioritize safety funds for projects inside transit corridors; WUAMPO prioritizes bicycle-pedestrian improvements that will serve transit stops. The Director at PBTPA also noted that their independent status helps their position as an objective authority, and that they can take positions that the county-run transit operator might be reluctant to vocalize. While there is a lot of renewed interest in transit in their study area, including from a business/economic development perspective, there is some pushback from outlying areas that remain focused on auto-oriented development patterns.

WUAMPO has a transit planner on staff, and they are closely involved with transit planning and WAVE (city transit authority). The Director of WUAMPO noted that the transit board was replaced with city and county (and MPO) staff about two years ago, prompting a renewed focus on transit convenience (rather than coverage). A half-cent sales tax that will go to referendum in November 2022 would further increase transit activity and the MPO's involvement.

GUAMPO is similar, with 1–1.75 FTE positions used for transit planning, and more of a special action is being undertaken like surveying bus stops. They also are working towards improving Automatic Vehicle Locator and boarding/alighting count technologies across the system.

New Orleans TPC states that they have a more traditional approach to transit planning, leaving that area up to the relevant agencies, of which there are two that are very large and dominate transit discussions. They view their role as mediating these two operators, which have service areas that overlap. However, they did undertake a major ($700,000) route study using 5303 and 5307 funds. A consultant started this project and was later removed for under-performance; the staff finished the study in-house. Similarly, CAMPO-Austin completed a regional transit study that was designed to support and guide the efforts of local transit operators. See Appendix J for more information on both projects.

One practice that was commonplace among the peer MPOs was purchasing, or having previously purchased, Remix software to conduct route analysis, sometimes even going beyond a consultant's recommendations (e.g., WUAMPO).

Managing the mobility initiative is heavily involved and a full-time position might be warranted rather than taking time from planners. It also is critical that CAMPO develop a coordinated technology strategy to include apps, software, technologies, and processes.

Moving Forward

While the current CAMPO staff has been successful, there is always room for improvement as the organization grows to better serve our communities. The following suggestions would support the short-term objectives and concerns identified through this study.

Hosting Relationship

- ✓ Establishing an LPA agreement is essential to the future of the organization, and it is important to get it right. Take advantage of this rare opportunity presented by investigating alternatives to establish a tailored arrangement that best meets the needs of CAMPO and its obligations to members.
- ✓ When establishing an agreement with a host agency, it is important to delineate between staffing, purchasing and technology expectations within the LPA. Keeping the CAMPO staff "pooled" with host agency staff would likely translate to better medical benefits / lower costs, and some technology and human resources support functions may be better served by the host agency.
- ✓ In the longer term, CAMPO should consider a hybrid arrangement. With regard to a hybrid arrangement, CAMPO should explore outsourcing some functions to help alleviate the burden on the staff, which is already overburdened.

Communications & Engagement

- ✓ Public engagement should be within the responsibilities of all employees, regardless of titles. When partnering with consultants and local governments, public outreach can be included within the project scope to expand the impact.
- ✓ Consider hiring a public engagement professional with experience focusing on under-served populations.
- ✓ Education is needed with regard to the general public and CAMPO's role, what staff does, and how they can add value to the community.
- ✓ Every project should include an engagement expectation with an emphasis on reaching diverse populations.
- ✓ Consider establishing a formal mechanism to strengthen communication and coordination between CAMPO and partner agencies, including agencies responsible for transit/other modes and neighboring MPOs
- ✓ Improvement is needed in terms of communication between leaders and front-line employees. CAMPO leaders should prioritize more frequent and less formal interactions with all staff.
- ✓ New CAMPO member orientation needs to be retooled with a fresher course offered to existing members in order to maximize collaboration and community impact.
- ✓ Virtual meetings increase participation and should continue to be offered in compliance with state law.

Staffing

- ✓ Salaries have fallen behind CAMPO's peers, and the organization is encouraged to negotiate flexibility in hiring within the LPA agreement to better compete with other employers.
- ✓ Recommended salary ranges are proposed in the table below.
- ✓ There is a need for 4 new FTEs in finance/administrative supervisor level, transportation planner/project manager, technical data scientist and transit planner that does not focus on Wake Transit.
  - o These positions are in addition to the new senior transit position created for Wake Transit.
  - o A multi-phase approach is recommended to begin to implement this finding. Phase I includes the creation of three new positions in FY 23. Phase II includes the creation of 4-6 new positions in FY 24, with subsequent staff expansion phases taking place in future years based on further evaluation.
- ✓ To deliver the strategic plan within the next 3-7 years, CAMPO will need to hire 5-7 additional FTEs in land use, transit planning, bike/ped and Diversity, Equity, and Inclusion.
- ✓ In order to supplement the work of FTEs, CAMPO should develop on-call contracts with consultants.
- ✓ Employee advancement was identified as an area for improvement with the recommendation of creating new positions that meet needs while providing opportunities for staff to climb the career ladder. The operations manager, "senior" level staff, and project managers can help coordinate.
- ✓ Develop better on-boarding and orientation programs and materials for new staff members and retention efforts for staff advancement.

CAMPO Positions	Developmental		Market		Performance		High Performance	
CAMPO Data Scientist - Modeler	$ 82,804.80	$ 93,891.20	$ 93,912.00	$ 98,966.40	$ 99,008.00	$ 117,603.20	$ 117,624.00	$ 136,614.40
CAMPO Data Scientist - Modeler	$ 82,804.80	$ 93,891.20	$ 93,912.00	$ 98,966.40	$ 99,008.00	$ 117,603.20	$ 117,624.00	$ 136,614.40
CAMPO Senior Transportation Planner	$75,108.80	$85,176.00	$85,196.80	$89,772.80	$89,793.60	$106,662.40	$106,683.20	$123,926.40
CAMPO Executive Director	$150,000.00	$165,000.00	$165,020.80	$180,020.80	$180,041.60	$210,041.60	$210,062.40	$275,000.00
CAMPO Admin./Office Manager	$53,372.80	$60,528.00	$60,548.80	$63,793.60	$63,814.40	$75,816.00	$75,836.80	$88,067.20
CAMPO Data Scientist - GIS (SR)	$ 82,804.80	$ 93,891.20	$ 93,912.00	$ 98,966.40	$ 99,008.00	$ 117,603.20	$ 117,624.00	$ 136,614.40
CAMPO Deputy Director	$120,000.00	$130,000.00	$130,020.80	$145,020.80	$145,041.60	$175,041.60	$175,062.40	$225,000.00
CAMPO Deputy Director	$120,000.00	$130,000.00	$130,020.80	$145,020.80	$145,041.60	$175,041.60	$175,062.40	$225,000.00
LAPP Program Manager	$ 78,852.80	$ 89,419.20	$ 89,460.80	$ 94,265.60	$ 94,286.40	$ 112,008.00	$ 112,028.80	$ 130,124.80
CAMPO Financial Analyst	$ 71,531.20	$ 81,120.00	$ 81,140.80	$ 85,508.80	$ 85,529.60	$ 101,587.20	$ 101,608.00	$ 118,019.20
CAMPO Public Engagement Manager	$75,108.80	$85,176.00	$85,196.80	$89,772.80	$89,793.60	$106,662.40	$106,683.20	$123,926.40

CAMPO Senior Transportation Planner	$75,108.80	$85,176.00	$85,196.80	$89,772.80	$89,793.60	$106,662.40	$106,683.20	$123,926.40
CAMPO Senior Transportation Planner	$75,108.80	$85,176.00	$85,196.80	$89,772.80	$89,793.60	$106,662.40	$106,683.20	$123,926.40
CAMPO Finance Officer/Director	$ 78,852.80	$ 89,419.20	$ 89,460.80	$ 94,265.60	$ 94,286.40	$ 112,008.00	$ 112,028.80	$ 130,124.80
CAMPO Transportation Planner	$61,776.00	$70,075.20	$70,096.00	$73,860.80	$73,881.60	$87,755.20	$87,776.00	$101,940.80
Wake Transit Program Manager	$ 95,846.40	$ 108,700.80	$ 108,721.60	$ 114,587.20	$ 114,608.00	$ 136,136.00	$ 136,156.80	$ 158,163.20
WT Planner	$61,776.00	$70,075.20	$70,096.00	$73,860.80	$73,881.60	$87,755.20	$87,776.00	$101,940.80
TPAC Administrator	$75,108.80	$85,176.00	$85,196.80	$89,772.80	$89,793.60	$106,662.40	$106,683.20	$123,926.40
Senior WT Planner	$75,108.80	$85,176.00	$85,196.80	$89,772.80	$89,793.60	$106,662.40	$106,683.20	$123,926.40

Transit Planning

✓ Current transit planning staff is tasked with an increasingly important and expanding job, which warrants the creation of a new Deputy Manager position to help with the workload.

✓ The mobility management initiative role is significant, and a full-time position should be considered rather than relying on planners.

✓ A coordinated technology strategy is needed. When developing the strategy, make sure to include apps, software, technologies, and processes.

✓ The relationship with GoTriangle should be better defined and bolstered to improve community impact.

Appendix A – CAMPO Staff Interview Script

This exercise is happening because the MPO leadership wants to make sure that CAMPO is now and continues to operate at the highest possible level. Your responses are anonymous, with the current study sharing themes in aggregate with CAMPO Leadership but not specific comments.

For All CAMPO Staff

1. What are your current job responsibilities?
    a. What takes the most time (top to bottom) each month?
    b. What adds the most value – in your opinion – also in descending order?
    c. Have any of those been added in the past 12 months?
2. What are some things that you wish you had more time to work on, or feel "rushed" to complete?
3. Are there some of these tasks that can be done differently, less often, or could be conducted by external staff (consultants, junior staff, interns, temporary employees, etc.)?
4. Is the amount of cross-training adequate to meet your needs and the needs of the organization, in your opinion?
5. Are there opportunities for career advancement within CAMPO?
6. Is the equipment (e.g., computers, software, etc.) adequate to optimize your time and work? If not, describe the deficiencies.
7. What kinds of professional development opportunities do you wish there were more of?
    a. External Training (virtual)
    b. External Training (in-person)
    c. Conferences
    d. Internal (CAMPO / COR) Trainings
    e. Education (degree or continuing education)
    f. Accreditation (AICP, PE, ITE, etc.)
8. Please rate the following on a 1 (strongly disagree) to 5 (strongly agree) scale for your organization.
    a. Internal communication is excellent and consistent
    b. The way CAMPO works is transparent, and I understand it
    c. Feedback is highly valued
    d. The organization is open to positive changes
    e. Workload is spread equitably across the team
    f. My job responsibilities are very clear to me
    g. The mission of CAMPO is very clear to me
    h. Work-Life balance here is really good
9. If you could fix or modify one thing in your own position or the organization itself, what would it be?

For Leadership Team

1. What is the COR pay structure for your (CAMPO) employees?
2. How does procurement work, and where are jobs posted / disseminated?

3. Is the COR hiring / staffing structure or processes restrictive in any way that hurts the potential for making top-quality hires? This may include non-competitive salaries, wage stagnation, relocation allowances, health care insurance, leave time, retirement contributions, or other forms of compensation.

4. Do shifting politics at the COR create challenges to the LPA relationship (or have they)?

5. Are the COR staffing requirements or policies limiting for things you want to do with your staff (e.g., training, conferences, pay increases, etc.)?

6. What is the on-boarding process used for new employees?

7. Are there functions within the MPO that feel resource-strained, or even absent? Some ideas might include: public engagement / communication specialization, member agency engagement, GIS, land use planning, engineering, architectural / design, graphic design, administrative support, financial planning / grant administration, mobility specialization (freight, transit, micromobility, active modes), website / internet deployment, and / or travel demand modeling / microsimulation studies.

8. For the next five years, will the staffing levels be adequate to complete the objectives set out in the recent Strategic Plan, and other challenges that the MPO is likely to face? If not, in which of the areas in the previous question (or other areas not discussed) will there need to be an investment in resources?

9. Who should we talk to at COR to get a sense of the LPA relationship from the "other side?"

Appendix B – Member Survey Additional Comments

The following were typed in as additional comments to the CAMPO member survey.

- I would like CAMPO to emphasize transit, bicycle, and pedestrian programming over highway projects for the distribution and programming of federal funding.
  - See above comment.
  - Highway funding is just as important.
- Time and location of meetings.
- Granville is an outlier as to many of the ongoing projects. I would like more interaction with CAMPO to address transportation corridors as growth continues.
- I would like to see CAMPO integrate equity as a scoring criterion into discretionary funding programs.
- Consider becoming independent from the City of Raleigh
- NCDOT's process of improving roads, intersections, etc. before they are broke. So much planning goes into this area, but construction is highly prioritized to the major municipalities.
- CAMPO staff and TCC should shift their focus from obtaining more funding to improving transportation outcomes. I would like CAMPO to have clear, aggressive goals to reduce per-capita VMT and reduce crashes and especially fatalities. Much of the funding flowing into the region from NCDOT is destructive to these outcomes. There's too much of an attitude that we can all be happy and not enough struggling with the conflict.
- Adjust the point allocation to allow fast growing but still small towns to compete better with Raleigh, Apex, and Cary.
- If all meetings are virtual, I lose less time, which I enjoy.
- Better projection of things that should be done better in the future. This tends to get lost in drive to complete work and is underrepresented in the next iteration. This could be tied to the establishment of board level tactical transportation goals.
- You do good. No changes needed
- Additional and efficient communication, support, and guidance for new funding sources resulting from the Bipartisan Infrastructure Law.
- It would be great if CAMPO could provide a dashboard of all projects, which can be sorted by municipality. So, for Morrisville for example I could go in and see all the various road/transit projects which are underway/under consideration/aspirational and where they are in the process, construction start and end dates, the links to additional info etc. A one stop info shop with info presented in a consistent manner for all member municipalities.
- More help to smaller member jurisdictions who don't have specialized transportation related staff.

Appendix C – Peer MPO Interviews Script

Transit Planning

1. How does the MPO work with transit planning and operators in your area?
2. How much of your budget, as a percentage of the whole, is dedicated to transit planning? *Follow-Up: Do you feel that amount is too much, too little, or just right?*
3. Do you use consultants for any transit planning work? *Follow-Up: If so, how much do you estimate, as a percentage of the whole, that they contribute to your transit planning?*
4. How would you describe your relationship with other transit partners in the region? Is this a source of tension or strength?
5. How much staff do you have working FTE on transit (planning, operations, engagement, etc.)? *Follow-Up: Do you feel this is too much time, too little time, or about the right amount spent working on this?*
6. Do you expect your role in transit to grow, shrink, or stay about the same over the next 10 years?

Public Engagement

1. How much FTE staff, or staffing time, is dedicated to public engagement?
2. What is your process for public engagement? *Follow-Up: Do you have a dedicated in-house public engagement staff that handles all public engagement, or do the individual planners have significant roles in public engagement?*
3. Do you work with planning partners to engage with the public and how?
4. How do you use consultants to engage the public?
5. How much of your budget, as a percentage of the whole, is dedicated to public engagement? Do you feel that amount is too much, too little, or just right?

Hosting Relationship

1. How would you rate your relationship with your hosting agency – excellent, average, poor?
2. In your relationship with the hosting agency, what roles does the agency perform for you (employee benefits, technology, contracting authority, etc.)?
3. Is the hosting agency involved in your hiring process? Do they have oversight or an approval role in hiring new employees, approving new positions, changing salary scales, or handling of HR responsibilities? *Follow-Up: f there is involvement in the process, what is your sentiment about it? Do you feel it is a source of tension in the MPO?*
4. Do you feel you have a clear level of autonomy from the host agency, as it relates to being a fair provider to all member agencies and serving them equitably? *Follow-Up: Specifically, do you feel there is the ability to act independently (either from overt or subverted pressure) on policy decisions?*
5. Do you know if there is a perception amongst non-host members that the host agency receives unfair treatment, and if so, how do you manage that perception?
6. What are some of the benefits of the way you are organized; what are some of the challenges?

Internal Operations and Staffing

1. How would you rate communication internally amongst staff, or from staff leadership to front line staff, excellent, above average, adequate, below average, or poor? *Follow-Ups: (a) Have you noticed a decline in internal communication since or during COVID, and (b) What are steps you have taken to improve any decline?*

2. Would you describe your staffing levels as overstaffed, understaffed, or adequate? If you are understaffed, what would you describe as the main reason for that (lack of funding, inability to get approval for more positions, difficulty hiring/retaining staff)? *Follow-Up: What are steps you have taken to improve this, if understaffed?*

3. Do you feel there are opportunities for career advancement in your organization? *Follow-Up: How do you approach a potential issue of career advancement or employee retention?*

External Relations

1. Are you expecting your boundaries to grow? *Follow-Up: If so, how many member communities do expect to bring in?*

2. Do you feel you are equipped to handle an increase either in terms of organizational capacity, technology/tools, or skillsets?

3. How do you engage with member agencies? *Follow-Up: How would you describe your relationships with members?*

4. How would you describe your relationship with other agencies/partners (DOT, FHWA/FTA, other MPOs, or other local departments)?

Appendix D – CAPITAL AREA METROPOLITAN PLANNING ORGANIZATION (Texas)

MPO Basics

Lead Planning Agency / Host: City of Austin
Contact / Information: Ashby Johnson, Executive Director / ashby.johnson@campotexas.org
Population (area type)/Year: ~2,440,000 / 2020
Compound Avg. Annual Growth Rate (CAGR): 3.8%
Geographic Area (square miles): 5,301
Number of Voting Members on Policy Board: 21
Number of Non-Voting (ex-officio) Members on Policy Board: 1
Number of Voting Members on Technical Board: 24
Number of Non-Voting (ex-officio) Members on Technical Board: 0
UPWP Budget (FY 2021): $1.836 million (note: FY 2020 budget was $2.77 million)
Staff (FTE): 15 (Executive Director, Deputy Executive Director, Executive Assistant, Short Range Planning Manager, Finance and Administration Manager, TDM Program Manager, Regional Planning Manager, Community Outreach Manager, Data & Operations Manager, Administrative Associate, Planner, Community Outreach Planner, Regional Planner, GIS and Data Analyst, Regional Planner.

Other Key Insights

Structure: Voting members must come from a town with at least 50,000 population. Hence, there are 50 member municipalities but only 22 voting members as of this writing. The Executive Committee is a separate body from the Policy Board with 8 or 9 members. This separate group talks through difficult issues before they get to the full board. They sometimes make recommendations to the full board, but they don't vote on anything. The EC didn't used to meet but when Ashby arrived, he reactivated the EC to cut down on political drama, build relationships, increase trust (sometimes worked, sometimes didn't), and get feedback. The group no longer meets on a monthly basis and now meets once per quarter on average. Members of the technical committee (FHWA, FTA) are in the room, but they don't contribute unless asked a direct question.

Public Transportation: They conducted a Regional Transit Study through their general planning contractor, completed in 2020 (link). Apart from special studies, there doesn't appear to be a consistent role in transit development. There is a dedicated TDM Program Manager position, however. This position is still evolving. They are beginning to stand up a regional TDM program, but also are responsible for safety plan, congestion management, getting into smart cities, CAVs, and other technology- enhanced transportation initiatives (including big data). Austin CAMPO hired out of graduate school locally for this position, and they found someone who had worked at DoD as a data analyst.

Public Engagement / Social Equity: They conduct / maintain analysis of EJ impacts of the toll network.

Technical Innovation: Acknowledged high growth rates that are transformative; also considered development in the "Megacorridor" (3 urban areas) and "MegaRegion" (including Dallas-Ft. Worth and Houston).

Interview Notes

Public Engagement

Every contract has a heavy dose of public engagement in it, and two people are dedicated full-time to engagement as well as engagement consultants (one popular consultant in particular). He pushes the idea that everyone is part of the public engagement effort even technical people (go to public meetings).

Transit Planning

While the MPO does not have a titled transit planner position, CAMPO-Austin recently completed a 727-page report entitled *2045 Regional Transit Study*. As noted, a TDM position will likely be tasked with managing technology-enhanced transit projects and services.

Hosting Relationship

Initially the City wanted to stipulate employee level; some things got changed in the renewal of the agreement. Hiring practices and unionization (the City is unionized); let them know that if things didn't change they would change fiscal agent. Williamston County is now the fiscal agent – they are there to process the bills, they don't tell the MPO or director what to do. They have their own staff manual procurement process, legal counsel, and own IT. If the state didn't have a rule that there had to be a fiscal agent, then the MPO would be independent. The issue of the need for a fiscal agent has to do with the "float" (amount of time between when an invoice is submitted and payment is received, which is now 14 days so there is less need to have a fiscal agent than there used to be).

Internal Operations and Staffing

Hired a deputy director to run day-to-day operations; his job is no longer to write documents but to "make deals" and manage people. He thinks Austin MPO is still small; he leaves the office and just talks with people in the office, sometimes projects and sometimes not about work at all. He wants to narrow the distance between he and his staff.

Takes people to lunch or dinner if meetings end around those times. People have to come in on Monday plus one more day of the week (Mondays are board / committee days). He wants them to visit with each other.

Some things in house but he does a lot of consultant contracting in part because governments there want the MPO (and government generally) to be small. He gets a lot of mileage from existing staff but going forward he needs people that do contract management. TXDOT and governor's office have good courses that he requires people to take before managing a contract. Primarily shortfall in bandwidth going forward, not a specific area, in part because of found money that will need to be managed and new federal programs. He can hire two more people comfortably.

He makes it clear that this organization is pretty flat and lets them know that someone has to leave to move up. But current title and pay can be moved up, along with responsibilities – there is room to grow within that framework. If you're doing the work at the MPO then they get paid well, and they feel that they are valued.

He feels that it is the supervisor's role to on-board new people, and that on-boarding won't work well remotely. If you have a new employee coming in, then they (new employee and supervisor) have to come in every day for six months.

External Relations

The Deputy Director handles the technical committee; he is seldom involved. He has tasked staff for reviewing NOFOs coming out and reviewing that information with their members (from USDOT, state DOT, lawyers). Preparing for letters of support and what to ask for when you request a LOS (equity analysis, how to aligns with the MPO plan, full description / purpose e.g., safety countermeasures).

Excellent relationship with central office and district (Division in N.C.) engineers. He wants to help TxDOT get as many lettings as possible, which is how their performance is measured. There is a lot of trust. Toll road, transit authority have good albeit distant relationships.

Appendix E - North Florida Transportation Planning Organization

MPO Basics

Lead Planning Agency / Host: N/A (formerly City of Jacksonville)
Contact / Information: Jeff Sheffield, Executive Director / jsheffield@northfloridatpo.com
Population (area type)/Year: ~1.58 million (MPO planning area) / 2020 estimate
Compound Avg. Annual Growth Rate (CAGR): 1.22%
Geographic Area (square miles): 2,681
Number of Voting Members on Policy Board: 15
Number of Non-Voting (ex-officio) Members on Policy Board: 3 (1 representing neighboring rural county, one military liaison, 1 FDOT non-voting advisor)
Number of Voting Members on Technical Board: 39
Number of Non-Voting (ex-officio) Members on Technical Board: 3 (representing neighboring rural counties)
UPWP Budget (FY 2021/2022): $3.204 million (total reflected in UPWP is $5.573 including $2.369 million of JTA projects that are included for information only)
Staff (FTE): 7 (including 1 Chief Financial Officer and 1 Public Affairs Manage.

Other Key Insights

Structure: Voting membership detailed in bylaws. Most members (15) have a single vote. The Mayor of Jacksonville and the three members from Jacksonville City Council each have a weighted vote worth 2 votes. One Board seat rotates between 3 beach towns. Four Board seats are for 4 modal authorities (each with 1 vote).

Public Transportation: NFTPO received noteworthy practice mention in the 2020 Certification review for The Bay Street Innovation Corridor (part of the Ultimate Urban Circulator or U2C). The Bay Street Innovation Corridor introduces autonomous vehicles along Bay Street within the Jacksonville Urban Core.

Public Engagement / Social Equity: NFTPO received noteworthy practice mention in the 2020 Certification review for the MPO's public involvement program in developing nontraditional partnerships. Multiple examples were provided, including discovering (at a meeting with the United Way) a ride program for low-income users called RideUnited, accessed by dialing 211. The MPO learned that the service was only available from 8am to 5pm during the week because of the dispatch location. As the lead agency for the Traffic Management Center, the MPO helped 211 relocate to the TMC so that RideUnited can operate 24/7. An organization that never previously worked with the MPO is now a grateful and engaged partner with a direct connection with the area's underserved communities. The NFTPO was also commended for its use of cutting-edge data and technology in public engagement, including an electronic engagement tool for surveying and collecting public input and 5 separate social media platforms.

Technical Innovation: Incubator for SMART North Florida non-profit. Funded construction of and remains home to the region's transportation operation center.

Interview Notes

Transit Planning

The JTA is able to work with other counties and municipalities through interlocal agreements. Others are providing local services. The JTA does all the regional transit planning, and their work is incorporated into the MPO's long-range planning work. Outer counties are struggling to operate their own systems, so JTA's involvement has been a net positive. From a process standpoint the JTA as a strong partner (and board member) does the transit planning for the MPO's transit element.

The MPO built the first response center, so they are joined at the hip with first responders, investing $11 million. Their (MPO) offices are in this same center.

It is less about grants; how do they turn collections into ROI for the counties and cities. They get $400,000 per year and they turn all that with federal / state / MPO dollars into 12-15 studies per year through their general consultants and pay for those studies 100%. ITS and technology deployment that happens in 12 months instead of 12 years are important to commissioners that are driven by in-term goals.

Public Engagement

They have one position dedicated to public engagement. He's doing statewide webinar on smart cities, in Smart Regions Initiative has over 1,000 startups and investors engaged. They do a "tech and beer" (TAB) meetup through a non-profit Smart North Florida, so the MPO doesn't get in trouble. They work through Meetup.com with over 1,200 members in their meetup.

The Smart North Florida (SNF) started with data science from the TMC they had built back in 2016. They stood up a smart cities plan that included a lot of external research (smart cities are what the region needs). This includes real-time performance measures through a dashboard; open, cloud-based data storage / exchange that startups could use to develop apps that wasn't tied to transportation but had 12 different buckets that others (startups) started creating apps – hospitals, broadband, etc. They created a 501c3 organization with its own board and CEO (young millennial) whose salary was guaranteed by the TPO for the first two years. They de-risk public sector involvement from exposure on procurement; SNF receives requests and sandboxes them in the region. Sensors for sea-level rise from female-founded startup discovered through SNF. An acoustic sensing startup from Canada was mounted on poles and monitored by the TMC. Startup out of Orlando is flying defibrillators on drones to rural areas. They are creating economic growth by internal startups or moving external startups outside the area into the TPO planning area.

Counties are paying Smart North Florida to be their innovation arm all over the region. The Chambers of Commerce are slowly coming to understand that this is the model for growth in the future. Trying to get statewide legislation to allocate funds to technology development zones. SNF might become just "SF" with chapters around the state. This greatly increases the scalability and potential because of the "smart state" approach. Other MPOs are interested now in this latter model.

Hosting Relationship

After 2004, the MPO left the city of Jacksonville to increase their abilities to form partnerships. Their neutrality has allowed them to be more successful. They wiped the slate clean, starting from scratch as if they were a start-up business. A really cool factor of starting a business in the public sector.

It wasn't a cultural or organizational push that led them out of the City as a host in 2004; it was really the size of the jurisdictional reach and its ongoing expansion, including the St. Augustine UZA that

became eligible for MPO status after the 2000 census. It didn't look right to have a city staffer doing the work outside the City. The City also was worried about the optics of the MPO leaving, although they understood the reasoning. The timing was good because of the Census, a mayor that understood transportation and facilitated the transition including getting JTA to cut a check to kick off the cash flow. It is not easy. A hybrid process doesn't make sense in terms of independence; they only do procurements once every 4-5 years and use JTA for that purpose as well as health insurance.

MPOs need to stay relevant and find initiatives beyond the region. Clean fuels, ITS deployments, non-profit running smart regions initiative, freight – a lot of things are value adds for the region.

Internal Operations and Staffing

Small staff for a 2,600-square mile planning area. One benefit as an independent is that conversations can occur at a higher altitude – large regional issues, not local issues – than they did as an arm of the City of Jacksonville. This facilitates more of a project manager mindset and with such a small staff they can be aware of everything every week. He is very transparent; he wants to have board members to have a personal relationship with all of the staff – he is not just the only face of the organization. Some staff are assigned to core processes, and some are assigned to the many studies and special projects. Even with consultants they don't treat the relationship as a purely business proposition; they are as invested as the TPO in quality products. The culture has been created that everyone agrees is a handshake agreement to bring value to both parties (adding value was repeated many times during this conversation). "I don't want you to play just because I made you sign something." The relationship with NCDOT is very good (much better than in other parts of Florida), and issues are worked out before it ever gets into the mainline process.

The staffing level is adequate; in fact, they lost one person last year due to attrition. They will not go back to nine people; all MPO staff have been there for at least 15 years. The same transparent leadership quality helps with staff retention. While compensation is very competitive and helps keep people at the MPO. It's a very family-first policy and makes it very flexible. From the lowest to the highest everyone hears everything. If he talks raises, then he talks to all seven staff. The staff was once concerned about the optics for the (poorer) counties that couldn't afford a raise for their staff, so they asked not to be given raises themselves. Encourages engagement, but it's "game face" on the other side of the door. They've had better offers but ultimately turned them down.

Colleagues are overly concerned about not having any hiccups in front of their board, but if they make a mistake, they admit it in front of the board and if they aren't sure of an outcome they tell their board where they think the situation is at – and they all kind of get there together.

External Relations

They do not expect their boundary to grow because they are already beyond it now (no new area or jurisdictions).

Appendix F - Palm Beach Transportation Planning Agency

MPO Basics

Lead Planning Agency / Host: Independent (formerly Palm Beach County)
Contact / Information: Valerie Neilson, Interim Executive Director / VNeilson@palmbeachtpa.org
Population (area type)/Year: ~ 1.49 million (MPO planning area) / 2020 estimate
Compound Avg. Annual Growth Rate (CAGR): 0.84%
Geographic Area (square miles): 1,980
Number of Voting Members on Policy Board: 21
Number of Non-Voting (ex-officio) Members on Policy Board: 1 (FDOT is a non-voting advisor)
Number of Voting Members on Technical Board: 24
Number of Non-Voting (ex-officio) Members on Technical Board: 1 (FDOT is a non-voting advisor)
UPWP Budget (FY 20212022): $3.702 million
Staff (FTE): 16 (including 2 public relations staff, 2 financial staff, 3 multi-modal planning staff, including Lead Planner – Transit Coordinator)

Other Key Insights

Structure: Voting membership is outlined in the interlocal agreement forming the MPO and the apportionment plan. Membership consists of 15 elected officials from the 13 largest municipalities in the county (2 members for City of Boca Raton and City of West Palm Beach), 5 members of the 7-member County Commission, and 1 Port of Palm Beach. The TPA Executive Committee is comprised by the Governing Board Chair, Vice-Chair and 3 at-large members. The Exec Comm meets annually to review and recommend updates to the agency strategic plan, meets as needed to review and recommend content for consideration by the Gov Board, meets as needed to facilitate the process of hiring an Executive Director, and meets as needed to fulfill tasks assigned by the Governing Board.

Project Funding: PBTPA sets aside $20 million/year in STBG program funds for lower cost, non-regionally significant projects (LI) through an annual competitive grant program; $3.5 million is annually awarded to fund connected infrastructure for non-motorized users using federal TA program urban area funds; $20.4 million is allocated annually to enhance state roadways through a competitive grant program using state DDR funds (from state gas taxes).

Public Transportation: There is little indication that there is any direct involvement with public transportation beyond basic coordination necessary to produce required documents (e.g., UPWP, MTIP, Title VI). The PBTPA does employ 3 multi-modal planners, one specifically for transit planning.

Public Engagement / Social Equity: PBTPA uses a Traditionally Underserved Index to assess EJ and equity for planning (https://dashboards.mysidewalk.com/palm-beach-tpa-performance/our-region). Funding for the LI and TA programs is weighted to support projects for the Tier 1 pedestrian network (facilities missing sidewalks in areas with high active transportation demand and equity disparities). PBTPA has an active Citizens Advisory Committee representing community interests. PBTPA hosts the Transportation Disadvantaged Local Coordinating Board (LCB that plans for and evaluates the paratransit service provided by the local Community Transportation Coordinator (CTC). The MPO PPP describes outreach activities and includes a Limited English Proficiency (LEP) plan.

Technical Innovation: PBTPA Open Data Hub allows public to explore, visualize and download the data used for transportation planning. The PBTPA is a member of the South Florida Transportation Council (SFTC; a three-MPO alliance that covers the Miami Urbanized Area.

Interview Notes

Transit Planning

Quarterly meeting with transit authority since they fund transit projects, flexing money to buy busses, build shelters, etc. to apply for grants. There is a lot of coordination, like "dump the pump" effort that they finance and support. They prioritize safety funds in the public ROW for transit. They are trying to promote the use of transit and laying the groundwork for supportive transit services. Because the MPO is now independent, but the transit operator is still under the county, the MPO can say things that the transit operator with the county cannot. They are in a moment in time where they have to decide about a dedicated funding source.

Public Engagement

They get a lot of mileage with their on-line interactive mapping database. They also have an interactive comment map that stays live all the time; they are trying to get more people used to using it. They have done HIAs to help get involvement from shelters, non-profits, department of health, etc. that leverages their resources and ongoing projects thereby creating new partnerships. They do a lot of in-person meetings using innovative presentations, first-person stories, renderings, and so forth.

Hosting Relationship

A new county administrator came in at about the same time as the founding MPO Director. Other long-standing (30- and 40-year veterans) also left. The new administrator viewed themselves as the MPO "boss" but the MPO Director stated that he used resources from the county but that the MPO Board was the host. Staff raises and new positions were denied by the county administrator. They are independent and downtown – everybody got a raise, and they are in a cool, hip spot (all their employees are young). But legal, HR, policies, IT, building maintenance, etc. has been the downside – they have had to establish all these new practices and guidance documentation. She left briefly and returned at the request of the Board; decision coming next month. She is doing the Interim Director job and her old job.

Going independent is hard with economies of scale (like for health insurance). Interlocal agreements with four cities for operating dollars then they reimburse them, then collect local fees.

Internal Operations and Staffing

Everyone is on Teams (they have Zoom, too). Every other Friday people can take off (flex day schedule). They are required to be present three days a week. They have a staff meeting every other week; someone presents at every staff meeting about what they do. On off Mondays she meets with leadership team. Each week the leadership team meets with their staff. If you are working remotely you are expected to be available on Teams, check in at 8am and out for lunch and end of day with your supervisor. This required everyone to sign agreements for the flex schedule and remote work arrangements.

New position coming in that is an accountant to cover what the county was doing for them previously. It may be better to be leaner and use more consultants to do more things because people are sometimes leaving or there are personnel issues. Staffing levels are adequate, and they wouldn't add any more positions.

External Relations

Boundaries are unlikely to grow; county to the north is very rural (total population in MPO is about 1.5 million or a little more). They have tried to improve communications with FDOT and have started doing a standing monthly telephone call to address various things, as well as a quarterly meeting with the

District (Division) Secretary. There is a transportation council that works to collaborate on regional decisions, and they make a regional transportation plan every five years. The relationships are good with the USDOT; they are responsive.

The MPO has an open data portal, but there is a regional subcommittee with members from each of the region's MPOs like RTAC (Regional Transportation).

Appendix G - Wilmington Urban Area Metropolitan Planning Organization (North Carolina)

MPO Basics

Lead Planning Agency / Host: City of Wilmington, NC
Contact / Information: Mike Kozlosky, Executive Director / Mike.Kozlosky@wilmingtonnc.gov
Population (area type)/Year: ~ 290,000 (Wilmington Metro Area)/2021 estimate
Compound Avg. Annual Growth Rate (CAGR): 1.6%
Geographic Area (square miles): 494
Number of Voting Members on Policy Board: 13
Number of Non-Voting (ex-officio) Members on Policy Board: 2 (FHWA, FTA)
Number of Voting Members on Technical Board: 18
Number of Non-Voting (ex-officio) Members on Technical Board: 5 (FHWA, State Port Authority, NC Turnpike Authority, New Hanover County Airport Authority, Cape Fear Council of Governments) – From MOU section on "Board Membership"
UPWP Budget (FY 2021/2022): $1.5 million
Staff (FTE): 12 (Director, Exec. Assistant, Deputy Director, Accountant, Planners (3), GIS, transit coordinator, engineers (2), traffic counter. 11 staff members are funded by the MPO, and one is funded by City for city development reviews only

Other Key Insights

Structure: The structuring of the MPO policy and technical boards is fairly NC-standard in composition. The City is by far the largest player in this region, rivaling Charlotte/CRTPO as a center-city dominant MPO. Prior communication with the Director indicates that there is some strife with the city-host relationship (specifically around maintaining competitive salaries), which needs to be explored further in the interview.

Public Transportation: There is a transit coordinator position (vacant now) on the staff, suggesting a more active role in transit planning than might be the case for similarly sized MPOs in the Southeast. They provide support to the Transportation Planning Division (TPD) for developing/monitoring the Travel Demand Model (verify employment data, the assignment of growth rates), but overall they don't take a lead role with this work.

Freight. As a port city, Wilmington has representation from the NC Port Authority and has done work to plan for freight movements and growth. There have been times when truck movements, particularly through the historic downtown and downtown-adjacent areas, has been perceived as a nuisance factor.

Public Engagement / Social Equity: Wilmington is known as a tourist destination but has a long history of social equity involvement. The area is fairly diverse and composed of rural and newly developed suburban areas that are likely reticent to growth, and also contains many wetlands, stream and environmentally restrictive areas on which to build new roadway capacity.

Technical Innovation: The MPO still conducts subarea (recently Navassa) collector street plans, a device that was popular in prior years but not seen as often now.

Interview Notes

Transit Planning

The MPO receives Section 5303 funds and work with the transit authority to conduct transit planning in the area. The Transit Authority is trying to hire a transit planner as well, they are working on a quarter-cent sales tax for presentation in November by referendum. Looked at bike / ped access to highest ridership routes and worked with them on route redesign. Transit service is "lackluster" operating on more of a coverage model but has a desire to work towards moving a convenience model. Hired Transpro to do a route restructuring; also hired a new executive director with different ideas and opinions beyond the Transpro report. They purchased Remix software to help review the work of Transpro and augment their recommendations.

Changes occurred about two years ago when the WAVE board was replaced with city and county staff people (including the MPO Director). The relationship now is very good, and more cooperatively now. If the quarter-cent sales tax passes their role in transit will increase, as will the staffing levels.

Public Engagement

One staff member handles social media. Community engagement is handled by planners; there is a technical services side of the MPO (traffic, local area programming), and a planning side (including TDM and accounting).

They do work with their seven municipalities and three counties to conduct engagement for MTPs, collector street plans, consulting projects, etc. They develop a public engagement plan for each project then implement it. The MPO is positioned as more of an implementor of projects, in part because of the close relationship with the City of Wilmington and working together on bond-funded projects such as multi-use trail projects.

Hosting Relationship

The relationship with the City is good now. The City Council recently decided to move the director of the MPO outside of the City's pay and classification system (joining the City Clerk, Manager). The MPO Director reports to the MPO Board, not the City of Wilmington, who then sets the compensation terms for this position.

There are challenges all the time with retaining MPO staff; it is a revolving door where they move on to better pay. They did their own compensation study, but the City HR did not look at that study; planners at the MPO did get a 7.5% increase this year. However, they are not keeping competitive with other employers. As a result, the City has lost a lot of people, including police officers that left for much smaller municipalities. The county and smaller jurisdictions matched the across-the-board adjustments, leaving the city in the same position it was previously. The beach location is not sufficient because of the "work from anywhere" mentality – they need to be more competitive. An HR error cost them one candidate for a position.

The relationship with the city's financial people is good and they have an accountant position to help keep the relationship and practices strong.

Internal Operations and Staffing

Eleven staff are funded by the MPO, one by the City (associate planner solely responsible for development review in the City of Wilmington formerly neighborhood traffic manager that has been in the organization for 20 years or more).

He has a weekly meeting on Monday for the two leadership positions, and a bi-weekly with all staff. He is in frequent communication with the two branch leaders (engineering and planning). The pandemic has strained communication, but people appreciate the remote work.

Staffing levels are in the "sweet spot" at the moment; could use one more position, especially for IIJA whereby MPOs have the ability to pursue funding than they did previously. They have a big staff compared to other MPOs, but they are doing more (e.g., TIA reviews for the more-stringent standards than NCDOT policies).

They have a P.E. (transportation planning engineer) and two staff are working towards getting their P.E.s. They work with local communities to develop direct attributable-fund projects, and also assisting their members in navigating through the NCDOT (design) process. This position also is serving as the PM for a building renovation for a historic property in downtown Wilmington.

External Relations

There is overlap now between the Division planning and corridor engineers are doing with the MPO. Decentralization did not happen the way he had envisioned with moving TPD out to the Divisions, they instead added positions in the Divisions. At one point three corridor studies had three different forecasts. He would like to see more clearly defined roles for the Division Corridor Engineer and Division Planning Engineer. His relationship with all of them is good, however.

They work very closely with the jurisdictions, particularly through the board members, especially the Chair and vice-Chair. They are going to have small-group meetings to discuss the draft STIP and larger projects (e.g., the Memorial Street Bridge) next week for example. Growing communities like Leland will request his participation and advice on matters affecting the MPO, but generally through the projects. He has a relationship built on a 17-year relationship.

The MPO is in a good place to handle some changes, but CAV technologies for example are a weak point. The inefficiencies and remote locations of some charging stations are a real concern, but they are not in a position to go to electrification at this point. The last MTP included a chapter on technological advancements.

Appendix H - Greensboro Urban Area Metropolitan Planning Organization

MPO Basics

Lead Planning Agency / Host: City of Greensboro
Contact / Information: Tyler Meyer, Division Manager / Tyler.Meyer@greensboro-nc.gov
Population (area type)/Year: ~2.44 million (MPO planning area) / 2020 estimate
Compound Avg. Annual Growth Rate (CAGR): 0.58%
Geographic Area (square miles): 612
Number of Voting Members on Policy Board: 4
Number of Non-Voting (ex-officio) Members on Policy Board: 1
Number of Voting Members on Technical Board: 13 (note: 2 of the 13 voting members are "special voting members" that don't count towards a quorum)
Number of Non-Voting (ex-officio) Members on Technical Board: 3
UPWP Budget (FY 2021): $1.627 million
Staff (FTE): 8 FTE, plus 3-5 interns to supplement capacity (Director, Senior Planning Engineer, modeler, new Safety Focus engineer, bike/ped coordinator, transit planner, NCDOT project planner, GIS/analyst); two more people at GDOT that are engineers and another transit planner at GDOT – they do not pay their salaries. With IIJA coming out and all the new opportunities with it they will likely need more people in next one or two years. Tyler says they currently have a PhD student intern who is helping a lot with this work.

Other Key Insights

Structure: Voting members must come from a town with at least 3,500 population; smaller towns communicate with their representative (presumably county). Like CAMPO, GUAMPO funds local projects through STBG-DA funds, and uses a competitive application process to determine funded projects. Unlike CAMPO, GUAMPO is constrained to a single county and has relatively few government members. It also is clearly highly integrated with the City of Greensboro, having its website under the city's site.

Public Transportation: There is little indication that there is any direct involvement with public transportation beyond basic coordination necessary to produce required documents (e.g., UPWP, MTIP, Title VI).

Public Engagement / Social Equity: GUAMPO utilizes a "Degree of Impact" (DOI) analysis on their projects (used for the first time in 2021). From 2021 Certification Report: "The analysis focuses on the dollar amount of projects that occur within or touch those census block groups with EJ populations. Additionally, the MPO has a Highway Project Impact Matrix that uses a scoring system that considers project impacts on each of the various EJ populations along with impacts on the natural and social environments." (page 21). The MPO PPP describes different tiers of outreach based on geographic scale of the project for which input is sought. There also is mention of "periodic" effectiveness reviews of public engagement practices.

Technical Innovation: PART (Piedmont Authority for Regional Transportation) manages the regional model for three MPOs, including GUAMPO. The GUAMPO MTP appears to only be accessed via Arc Story Map (link). Interview Notes

Transit Planning

GUAMPO is trying to follow the CAMPO model for transit planning, which they admire. They work very closely with GTA staff and do a lot of their planning for them and will likely continue to work with them on effective way to use their formula grants, discretionary grant applications, and long-range planning. CAMPO has put a lot of money into bus acquisitions to make it more convenient (frequencies to 30 minutes and later to 15 minutes on core routes). With PART it is more like a formula allocation relationship, but if there is a service expansion then the relationship will likely get even closer if a sales tax passes. One to one-and-half FTE on transit planning, and more if they are assessing bus stops or planning on bus stop access for bike / pedestrian facilities. They are working boarding/alighting data and implementing a better AVL system than TransLoc (not good). They also used Remix software (license) to improve on-time performance and convenience.

Public Engagement

Public engagement is a distributed role with different staff getting involved by project. They use MetroQuest for survey work. They have been using fewer consultants since 2020, instead putting money into staff positions. But they are starting to do more studies, including a downtown parking study / plan. When they do use consultants it's part of an overall project study where public engagement is one component.

The DOI assessment is conducted for the MTP, with specific discussions being had for each project in terms of their EJ impact. Some of what they do for EJ assessment and access is comparatively rudimentary (compared to other MPOs).

The MPO has put a lot of resources into sidewalk construction, and they keep a quantitative record of it. But they also communicate these successes to the public.

Hosting Relationship

The lion's share of the population and study issues are within the city limits so it's convenient to have a close relationship with the city and city staff. Benefits also include administrative support and support for indirect costs. The structural elements of a merger would be vexing and difficult to resolve. The current relationship works very well as do the GUAMPO planning processes. They would benefit from having better staffing salary levels and classifications; it isn't easy to get a position where it needs to be. They also bring new people in at a higher place in the salary range. The legal department is kind of a pain, but the IT support is good, which helps them a lot.

Internal Operations and Staffing

Another grants manager / accounting person and probably one more staff is needed in the coming years. They are not in a critical position as yet.

Staff meetings happen but only on a quarterly basis. They also have weekly work reporting requirements. For one of his people, he requires this daily. It helps them think through about what they are doing and what is pending. They use a team approach to most things that they are doing where the teams come together over the needs of the project, often monthly. Consistency and ongoing touches are important; chemistry is important, too. He meets with Lydia almost weekly as she is a higher-level staff position.

External Relations

Not sure, it is possible, maybe to Randolph County or Rockingham County. Won't expand unless it's required because it adds complexity without adding any benefits.

They coordinate with members through TAC/TCC meetings, some special project-related meetings for unique issues. On the prioritization process they reach out to the jurisdictions, but they (GUAMPO) evaluate the projects based on its competitiveness (in SPOT prioritization). NCDOT has a tool on-line to produce a project score, but they may support non-competitive projects if they are really important to their member communities. The smaller TAC generates more discussions and more collaboration in the dynamic. They try to encourage dialogue, even with minor MTIP / STIP amendments so that they can understand over time what the amendment is for.

Appendix I - New Orleans Regional Planning Commission

MPO Basics

Lead Planning Agency / Host: Orleans Parish
Contact / Information: Jason Sappington, Deputy Director / jsappington@norpc.org
Population (area type)/Year: ~1.36 million (RPC Planning Area) / 2020 estimate
Compound Avg. Annual Growth Rate (CAGR): 2.4% (approximate calculation)
Geographic Area (square miles): 4,000 (land) and 4,700 (water)
Number of Voting Members on Transportation Policy Committee: 49 (38 from RPC Board and 11 Reps. From major regional transportation interests).
Number of Non-Voting (ex-officio) Members on Transportation Policy Committee: N/A
Number of Voting Members on RPC Commission: 38 (8 officers, Reps. From 8 parishes, DOT Rep.)
Number of Non-Voting (ex-officio) Members on RPC Commission: N/A
UPWP Budget (FY 2021/2022): $95.19 million (total FTA transit funding [including 5307, 5337, 5339] for 2019-2022.
Staff (FTE): 16 people on planning staff and 4 on administrative/finance staff. Staff are shared with RPC that charge to MPO grant allocations. 10 staff are primarily transportation planners. They also have a "Data wrangler," and a GIS senior person. All staff dabble in GIS (everybody has a license).

Other Key Insights

Structure: The RPC consists of eight parishes. The Regional Planning Commission (RPC) represents the New Orleans metropolitan area on matters of regional importance, including transportation, economic development, and the environment. The RPC also functions as our region's Metropolitan Planning Organization (MPO). The MPO develops transportation plans for four separate urbanized areas/MPAs. The geographies of the RPC and MPO don't quite match up.

Public Transportation: The New Orleans region is served by seven public transit providers, operating a mix of services ranging from rural demand response to bus, streetcar and ferry service. The New Orleans Regional Transit Authority (RTA) and Jefferson Transit (JET) are the region's two largest transit operators, and both agencies serve on the RPC's Transportation Policy Committee. NORPC promotes their Transit Coordination work as a way to work with regional transit operators to identify capital projects for the region's various short- and long-term transportation plans and coordinate between the agencies and other transportation stakeholders. They also offer comprehensive planning projects and studies for these agencies. The RPC also co-hosts the Commuter Krewe rideshare program in partnership with the Acadiana Planning Commission (APC), Capital Region Planning Commission (CRPC), and the Louisiana Department of Transportation and Development (LADOTD)

Public Engagement / Social Equity: NORPC does a significant amount of environmental work in Southeast Louisiana. They established the Southeast Louisiana Clean Fuel Partnership to promote clean fuels and reduced greenhouse gas emissions. The RPC also sponsors a Brownfield Redevelopment Program and works in collaboration with the Louisiana Watershed Initiation to improve flood risk mitigation. NORPC also serves as the Economic Development District for the five parishes of Jefferson, Orleans, Plaquemines, St. Bernard and St. Tammany. In this role they develop a Comprehensive Economic Development Strategy for the region and partner with the Delta Regional Authority (DRA) to improve the quality of life for the residents of the Mississippi River Delta region.

Interview Notes

Transit Planning

A few transit agencies; the TPC is a designated recipient of transit funds (5307/5303) for transit planning. The Regional Transit Authority (RTA) in Orleans is the largest; one in Jefferson Parish Transit is already pretty large. They don't have direct authority, at least not that they will exercise. The two operators are quite different in scope and mission, so they play the role of arbitrator. They did do a network redesign and analysis for both as one study using their own 5307 and 5303 funding (about $700,000). The MPO is considered a neutral party and so the transit operators did the study, which they ended up taking over from an under-performing consultant (the MPO did a great job). The $700,000 route study was started with a consultant, who was later removed for under-performance. The staff finished the study in-house. The result is a program called New Links, which sought to redesign public transportation Orleans, Jefferson, and St. Bernard parishes. The full recommendations are listed [here](#).

Public Engagement

They went all in on public engagement for the transit plan, but they only have one staff person dedicated to engagement – not much capacity, so they work with the City, parish, or consultants on projects. They weren't always great at public engagement but hired the specialist as a result of an internal assessment, then Covid-19 stopped their progress. The biggest problem is that no one knows what the MPO does – they don't deal with potholes or late buses. So, they spend a lot of time explaining what they do.

Hosting Relationship

They are physically located in Orleans Parish and there has not been a change since he started in 2007. The Mayor of New Orleans is the chair and they get along well in the meetings. They pay dues on an annual basis, which they use as local match – everyone gets the same number of seats on the policy board, so that makes everyone happy. Some parishes are better at moving projects. They don't often hear about inequitable treatment from the MPO, but there was one case concerning a toll bridge where the state eliminated the toll that paid for ferries and street / decorative lighting. The state does not pay for lighting of any kind in Louisiana. Jefferson and Orleans parishes had a conflict over that, fueled by a vocal congressman. They have to keep the smaller ones involved, but it's really about Orleans and Jefferson parishes – it's one of their primary jobs.

The current setup is all he knows of MPOs, but it does work. Now that they are getting money dumped on them (from IIJA) they want more staff to manage that funding, and will probably have to hire more people for resilience and environmental planner. He likes having the staff small and giving them the freedom to do their job but also explore their passions. They have public health people, journalists, and various backgrounds that they bring to the table.

New Orleans is not growing, they aren't building new highways just trying to keep the ones that they have repaired and in reasonable condition. This reduces a lot of political pressure. The fluidity of staff helps a lot. They don't have engineers and probably wouldn't have the work to do that work. They don't develop the model, they just run it – a consultant does that work. The state doesn't help; they have a statewide model and use theirs when it is necessary. The model needs to be updated, badly – they are trying to find the money to do that.

Internal Operations and Staffing

Everyone is back in the office now; the office and all state offices shut down in March 2020. The staff had to check in every day for a year – they only lost one staff person, who relocated back to a family home. The staff do their jobs professionally and they care about their work.

They have a monthly all-staff meeting to deal with logistics, health care, etc. There is a planning staff meeting every other Friday to ensure that there is a cross-pollination of ideas for 60 to 90 minutes. They annually have to deal with hurricanes and emergency modes, e.g., Hurricane Ida last year where he lost two weeks. They built emergency time off into their budgets; the emphasis is on safety and their families.

Probably considering new positions associated with succession planning when someone retires; not imminent but there are some people that are further along in their careers. There is a lot of institutional memory that is valuable, and no one out of school knows what a MPO is; also, much is about building relationships. With IIJA they need to have a resiliency / environmental (water resources) planner; a new grants manager that increases their capacity. If there is a specific study, they will almost always hire a consultant due to staff shortages and lack of specific types of expertise (e.g., graphic expertise). The finished the transit plan in house, the freight plan is done in house, the updates to the MTP are in-house, and they would like to do an update to the complete streets plan in house.

The organization is too small to have many grades of planners (Planner I, II or III); sometimes they promote a planner. Director-Assistant Director-3 Principal Planners-rest of staff. They try to increase raises past the cost of living; sometimes the board balks a bit when they can't give their own municipal or parish staff raises. They encourage people not to take their work home with them. They have a strong family orientation although they can't compete on base salaries. No real merit pay system, just an annual review of performance.

External Relations

They have a call for projects (studies) that the MPO would mostly pay for (PL or 5303); if it's larger (over $150,000) then they might dip into STPBG, but that is more complicated.

The boundaries will likely grow because of the Census count. There should be a different arrangement of urbanized areas and MPO, but that probably won't happen. Parts of the planning area are growing much faster, and three smaller UZAs could create one large UZA. The MPO Board would likely not change at all, but they would likely not have smaller urban areas. One way to keep people happy is that pots of money can only be spent in the areas where they are allocated.

They get along with FTA very well; FHWA has a good relationship with state regional office (Baton Rouge). Certification reviews never reveal bad things, but the reviewers are all engineers and it can be hard to convey what the MPOs actually do. All of their studies have to pass through LDOT's planning, safety, etc. sections.

Appendix J - Prior Research Review

AMPO MPO Salary Survey (May 2018)
https://www.ampo.org/wp-content/uploads/2018/06/Salary-Survey-2018.pdf

Background
AMPO conducted the salary survey in 2018 using an online survey tool and invited member MPOs to respond to the survey. MPOs were provided several weeks to respond. A total of 75 MPOs completed the survey (a response rate of 52%), representing just over 18% of all MPOs in the country.

Data gathered by the survey included MPO annual budget, staff levels, allocation of budget for staffing purposes, pay increases, benefits offered, common staffing challenges, and salaries for several common positions including:

- Executive/MPO Director
- Deputy/Assistant MPO Director
- Principal/Senior Planner, AICP certified
- Principal/Senior Planner, not certified
- Principal/Senior Engineer, PE
- Principal/Senior Engineer, not PE
- Planner II, AICP certified
- Planner II, not certified
- Engineer II, PE certified
- Engineer II, not PE
- Planner I, AICP certified
- Planner I, not certified
- Engineer I, PE certified
- Engineer I, not PE certified
- GIS Specialist
- Office Manager
- Economist
- C/AV, Shared Mobility, or Emerging Technology
- Public Involvement Specialist
- Modeler

Observations generally obtained from this study included the following.

- Annual budgets of MPOs ranged from $160,000 to $28,000,000.
- A total of thirty-two MPOs had an annual budget of $1,000,000 or more, while the remainder had a budget of less than $1,000,000.
- The average MPO budget was $1,612,934 and the median budget was $1,470,404.
- MPO staff size ranged from 0.5 to 58 FTE. The average staff size was 7.9 FTE and the median was 5 FTE.
- Among MPOs with similar budgets, the number of employees varied considerably.
- The vast majority of MPOs received more than 70% of their funding from federal sources.

- Most MPOs spent at least half of their budgets on staff salaries and benefits. However, about a quarter of MPOs spent less than half of their budget on staff salaries and benefits.
- The top three employee benefits provided by MPOs for full-time employees are health insurance, paid time off, retirement benefits, and life insurance. Many MPOs provide a wide range of other benefits including flextime, tuition reimbursement, telecommuting, and flexible spending accounts for childcare.
- The salary range for the Executive Director position varied the most among the positions queried.
- 28% of MPOs indicated they face challenges in paying current staff salaries and benefits, including several MPOs with budgets in the millions of dollars.
- 44% of MPOs responded that they have staff positions they need but cannot afford, including several MPOs with budgets in the millions of dollars.
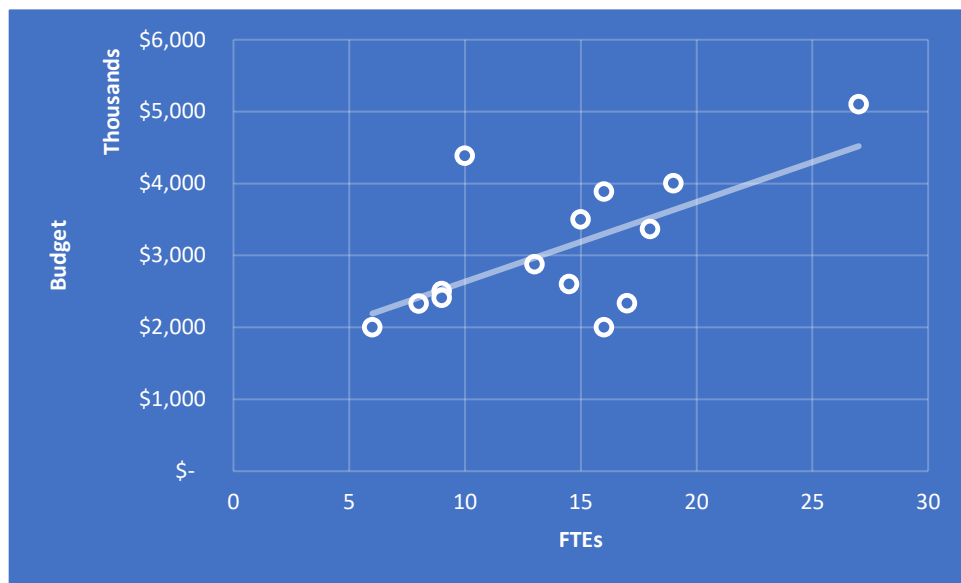
Figure 1. Correlations between FTE and Budget for MPOs with a Self-Reported Annual Budget between $2 and $5 million (n=14, correlation=0.63)

Observations Relevant to CAMPO

- It should be noted that, in general, the questions asked were very general in nature. This generality likely resulted in a wide range of answers based on interpretation on the conditions of the individual MPO. For example, many MPOs are integrated parts of Councils of Government or Regional Planning Councils and the answer provided may reflect the entire agency (budget, staff size, etc.), not just the MPO. All answers to the 2018 AMPO survey should be understood in that context.
- The AMPO survey asked, "What is the annual budget of your MPO?" It should be noted that the question does not make a distinction between internal operating budget and the overall annual budget (which could be the entire amount shown in the agency UPWP), which may have skewed the survey data. The annual budget for MPOs responding to the survey in 2018 ranged from $160,000 to $28,000,000 with an average of $1.6M (the median was slightly lower at $1.5M). The FY23 CAMPO UPWP reflects $7.3M in total planning funds and $2.5M for internal

operations. Regardless of which amount is considered, the annual CAMPO budget is above the average MPO responding to the AMPO survey in 2018.

- The survey asked, "How many people are on your MPO staff?" MPO staff sizes for MPOs responding to the survey in 2018 ranged from 0.5 to 58 FTE, including CAMPO which indicated a staff size of 16 FTEs. The average staff size was 7.9 FTEs and the median was 5 FTEs.

- MPOs with comparable annual budgets to CAMPO (a self-reported $3.9M in 2018), those with budgets between $2M and $4.9M, had staff sizes ranging from a low of 6 to a high of 27 FTE. The average staff size for MPOs with a budget between $2M and $5M was approximately 14 FTE. CAMPO, with 16.5 FTE, has a modestly larger than average staff for comparable sized MPO that replied to the survey. For a point of reference, the three MPOs falling in the next 2 larger budget categories ($5M to $19.9M) had staff sizes of 51, 25, and 27 FTEs, all considerably larger than CAMPO.

- When attempting to take budget into account, the MPOs with comparable budgets to CAMPO (those between $2M and $4.9M) had a range between 2.28 and 8.00 FTEs per $1M in self-reported budget, an average of 4.56 FTEs per $1M in budget. CAMPO had 4.12 FTEs for every $1M in self-reported budget (16 FTEs for a self-reported annual budget of roughly $3.9M), just below the average. If CAMPO employed the category average of 4.56 FTEs for every $1M in self-reported budget, the CAMPO staff would be just below 18 FTEs (17.73 FTEs). That said, the budget question asked in the AMPO survey, as previously discussed, is open to interpretation and, as a result, the data resulting from that question of marginal reliability.

- Data relating to staff size was not differentiated by MPO criteria other than annual budget (MPA population, hosting arrangement, etc.) that would have been useful for this study.

- The survey asked, "What percentage of your MPO's budget is allocated for all staff salaries (including benefits)?" The responses ranged from MPOs allocating under 30% of their budget to staff salaries and benefits (just over 5% of all MPOs responding to the survey) to MPOs allocating over 90% of their budget to staff salaries and benefits (just over 5% of all MPOs responding to the survey). A majority allocated between 41% and 80% of their budget to staff salaries and benefits, with the most popular responses being 41-50% and 71-80%, both of which had responses of just under 20% of MPOs. The data was not differentiated by other MPO criteria such as annual budget, MPA population, region of the country, etc.

- The survey asked, "Please mark all benefits that your MPO provides for full-time salaried positions." All MPOs replied that they provide employees with health insurance and retirement benefits. The next most popular benefits included vacation/personal time, sick time, and various other insurances (life, dental vision). Over 50% of MPOs also provided employees with family medical leave, flexible spending accounts for medical costs, long- and short-term disability, professional association dues, and flextime. All other potential benefits were offered by fewer than 50% of MPOs responding to the survey.

- MPOs were asked to provide salary information by staff position/title. The potential responses ranged from more than $200k to less than $40k. MPOs also could reply with "N/A" if an MPO did not have that staff position or that position was in a salary range not provided. The results were as follows:
  - Executive/MPO Director – the range was between greater than $200k and $50k, with the highest response (just over 18% of MPOs) being $110 to $125k. The next highest responses (just over 14%) were for ranges from $100k to $110k and from $70k to $80K.

- Deputy/Assistant MPO Director – 60% of respondents answered N/A for this position type, potentially indicating that this position type is less common across the country and may be skewed by the large number of smaller MPOs that replied to the survey. The next highest response was (around 8%) $80 to $90K followed by a tie between two ranges (around 5%), $110k to $125k and $100k to $110k.
- Principal/Senior Planner, AICP – just over 40% of respondents answered N/A for this position type. The next highest response was (around 18%) $70k to $80k followed by (around 12%) $80k to $90k.
- Principal/Senior Planner (not certified) – just over 45% of respondents answered N/A for this position type. The next highest response was (around 18%) $70k to $80k followed by a tie between two ranges (around 7%), $60k to $70k and $50k to $60k.
- Planner II (AICP) – just over 60% of respondents answered N/A for this position type. The next highest response was (around 15%) $50k to $60k followed by (around 12%) $60k to $70k.
- Planner II (not certified) – just over 40% of respondents answered N/A for this position type, possibly indicating that more individuals at this level are not AICP planners. The next highest response was (around 17%) $50k to $60k followed by (around 12%) $60k to $70k.
- Planner I (AICP) – nearly 70% of respondents answered N/A for this position type. The next highest response was (around 12%) $40k to $50k followed by (around 8%) $50k to $60k.
- Planner I (not certified) – nearly 50% of respondents answered N/A for this position type, possibly indicating that more individuals at this level are not AICP planners. The next highest response was (around 25%) $40k to $50k followed by (around 15%) $50k to $60k.
- GIS Specialists – 50% of respondents answered N/A for this position type, potentially indicating that this position type is less common across the country and may be skewed by the large number of smaller MPOs that replied to the survey. The next highest response was (just over 20%) $50k to $60k followed by (around 12%) $60k to $70k.
- Office Manager – just over 35% of respondents answered N/A for this position type. The next highest responses were rough ties (around 15%) between 4 ranges ($30k to $40k up to $60k to $70k).
- Public Involvement – just over 60% of respondents answered N/A for this position type, potentially indicating that this position type is less common across the country and may be skewed by the large number of smaller MPOs that replied to the survey. The next highest response was (10%) $60k to $70k followed by (just under 10%) $70k to $80k.
- Modeler – just over 70% of respondents answered N/A for this position type, potentially indicating that this position type is less common across the country and may be skewed by the large number of smaller MPOs that replied to the survey. It may also be impacted by the use of consultants and reliance on other agencies for modeling activities The next highest response was (just under 10%) $70k to $80k, followed by a tie between two ranges (around 7%) $80k to $90k and $60k to $70k.
- The following position types had responses of N/A of 80% or higher making the data of little value to this study other than as an indication that this position type is not found at

a vast majority of MPOs. These rarer position types included Principal/Senior Engineer (PE), Principal/Senior Engineer (not PE-certified), Engineer II (PE), Engineer II (not PE-certified), Engineer I (PE), Engineer I (not PE-certified), Economist, C/AV, Shared Mobility, or Emerging Technology.

- o Several position types found at CAMPO were not included in the survey, including Transit Manager and Planner, Finance Officer, LAPP Program Manager, and TPAC Administrator. Experience indicates that transit manger/planning and financial officer positions are found at MPOs across the country and that salary information from peer MPOs for those positions would be useful for this study.
- o Data relating to staff salaries was not differentiated by MPO criteria (annual budget, MPA population, hosting arrangement, etc.) that would have been useful for this study.

- The survey asked, "Does your MPO face challenges in paying current staff salaries and benefits?" Nearly 72% said that they do not face challenges paying current staff salaries. Of the 28% of MPOs indicating that they did face challenges paying current staff, several provided explanations that fell into the following general categories:
  - o Increasing costs (benefits and retirement) and workload
  - o Federal grants are insufficient and the MPO must rely on local sources of revenue (dues, etc.), which are politically or administratively difficult to increase
  - o Hosting arrangement complicates ability to increase salaries
  - o High cost of living in the area/competitive salary market

- The survey asked, "Are there particular staff positions that your MPO is in need of but cannot afford to pay for?" 44% of survey respondents indicated that there were staff positions they could not afford. These included the following general categories:
  - o Modeler
  - o Junior planners
  - o Public participation
  - o Engineer
  - o Administrative support positions
  - o Technical support (GIS specialists, data analyst, emerging technology specialist)

- The survey asked for any additional comments. The following are relevant to this study:
  - o Since there has been no increase in federal PL and 5303 funds and we have been required to meet additional federal requirements (PBPP), we are starting to be concerned about future UPWPs
  - o Contract out modeling services
  - o Use state DOT staff
  - o Our Executive Director of 31 years retire last week
  - o The MPO is housed within the Consolidated Government, and they determine the raises for all staff
  - o 2020 Census
  - o We would have no challenges in absorbing higher salaries within our budget. However, there is a considerable resistance by our Steering Committee to appropriately pay MPO staff. The leaders are resisting urbanization on one hand and resent that the MPO is facilitating urbanization
  - o Our MPO uses consultant contracts to accomplish much of our planning activities

- o Our MPO is not a standalone MPO and our salaries/benefits are at the mercy of the annual city budget. Even though we might have enough in grant funding to give ourselves a raise or hire another person, we are not allowed to by the policies of the city
- o Our challenge is not financial, we have enough PL funds for current and additional staff. The issue is our fiscal agent's restrictions on creating and filling staff positions. Until recently, our fiscal agent had an across the board hiring freeze and also had a policy of not just rejecting new position authorizations but eliminating positions if they were vacated through attrition. It did not matter how the position was funded. The concept was that it gave a 'good perception'
- o If we are able to go independent, we are hoping to create a better working environment for the employees and provide incentives for them to stay.
- o The pension program and health care in MANDATORY for employees (no opt-out option). Also, if an employee leaves before serving 5 years (vested), they will lose 100% of the money that was taken out of their checks for pension. "

AMPO Policy Board Structure Survey (November 2018)
https://www.ampo.org/wp-content/uploads/2018/11/2018-Policy-Board-Survey-Results.pdf

Key survey findings from the Policy Board Structure Survey are as follows. Note that a sample size is not provided in the source document, and data relating to policy board structure was not differentiated by MPO criteria (MPA population, hosting arrangement, etc.), which would have been useful for this study.

- The survey asked, "What is the population covered by your MPO?" The CAMPO MPO had a population of approximately 1.36M in 2020. Approximately 18% of survey respondents were from areas between 1M and 5M people.
- The survey asked, "Is your MPO stand alone, part of a regional (agency), or other?" Approximately 55% of MPOs indicated they were stand-alone MPOs. Experience indicates that respondents commonly misunderstand this question and meaning that this cohort may include MPOs that are hosted by larger agencies but are independent of local member governments. Approximately 15% indicated they were part of a regional agency while the remaining 35% indicated that they were part of a different structure (perhaps hosted by a local member jurisdiction).
- The survey asked, "In which part of the U.S. is your MPO?" Approximately 25% of respondents were from the Southeast with the next largest cohort being from the Midwest (just under 20%).
- The survey asked, "How many members are on your MPO Policy Board?" The range of total MPO Board membership was from 4 to over 26, with the highest response rate (over 20%) having a policy board of over 26 members. The next highest 14 members followed by a tie between 12 and 17 members. The MPOs also were asked to identify voting versus non-voting members. The range was between 3 and more than 26 voting members with the highest response rate (around 15%) having a policy board consisting of 11 voting members followed by a policy board consisting over 26 voting members (just over 10%). The range of non-voting members was between 0 and 16 with the highest response rate (over 20%) having a policy board consisting of 0 non-voting members followed by 1 non-voting member (around 17%).

- The survey asked, "How many positions on your MPO Policy Board are required to be filled by elected officials?" The responses ranged from 0 to over 26 with the most frequent response (14%) being 5 elected officials followed by a tie between (10%) between 6 elected officials and 12.
- The survey asked, "What role does each of the following organizations have on your MPO Policy Board?" The potential responses included Freight, Citizen Group, Port Authority, Airport, Transit Agency, State DOT, Local Cities, Local Counties, Other Local Governing Bodies, and School Board. The highest voting members included local cities and counties, transit agencies, and the state DOT (all over 70%). The highest non-voting members were from state DOTs (20%), followed by transit agencies and citizens groups (each around 5%). The most common organization not represented on an MPO Policy Board was the school board followed by freight organizations (each over 80%). Ports, airports, and citizen groups also were commonly not included (each over 50%).
- The survey asked, "Does your Policy Board have weighted representation?" Approximately 27% of MPOs indicated that they do have weighted representation. Of those MPOs that had weighted representation, the vast majority (90%) weight representation on the MPO Policy Board by population. The remaining 10% of MPOs consider additional criteria for weighting purposes. Experience indicates that this question may not have been well understood as many MPOs across the country allocate Policy Board representation by population with the largest jurisdiction(s) having more members than smaller jurisdictions and modal agencies.
- The survey asked, "Does your Policy Board have a provision for weighted voting?" Approximately 15% of MPOs indicate that they do have weighted voting. Of those, 90% weight by population only while the remaining 10% consider other factors. Those MPOs with weighted voting also were asked how often their weighted voting system is invoked, with 60% indicating that all votes are weighted votes. 20% indicated that the weighted vote had never been invoked and 10% use the weighted vote less than once per year.
- The survey asked, "Does your Policy Board require consensus decision-making?" Nearly 30% of MPOs say that always require consensus decision-making. While the remaining 70% never require consensus decision-making, just over 20% say that while consensus decision-making is never required, it is often used.
- The survey asked, "Are designated alternates for Policy Board members permitted to vote at board meetings?" Approximately 85% of MPOs responding to the survey permit alternate Policy Board members to vote.

Observations Relevant to CAMPO
- CAMPO could consider adding members representing other constituencies (school board, freight shippers, citizen interests, etc.), even if only as non-voting members. This would introduce a broader range of opinions during Policy Board deliberations.
- CAMPO could consider weighted Policy Board representation in lieu of weighted voting. This could provide a broader range of voices to the decision-making process while still providing a greater voice to the larger jurisdictions. Additional factors could also be considered such as vehicle-miles travelled, transit ridership, lane-miles, etc.
- CAMPO could consider consensus decision-making to encourage greater compromise and broader considerations by the membership.

MPO Staffing and Organizational Structures (October 2017)
https://www.planning.dot.gov/documents/MPOStaffing_and_Org_Structures.pdf

Background

This research report documented how MPOs have structured their organizations and allocated staff resources and expertise, including governance structures, host agency relationships, budgeting, and work planning, as well as issues related to staffing arrangements, technical skills, use of consultant labor, and employee retention. The information contained in the report was obtained through a national survey of MPOs. The survey consisted of 55 to 111 questions, depending on each MPO's characteristics and the survey logic. The survey data collection phase lasted from February 4, 2016 to March 11, 2016.

The survey was sent to 396 of the 409 MPOs in the United States; thirteen were excluded primarily due to hosting arrangements that were incompatible with the survey. A total of 279 MPOs participated in the survey, a 70 percent response rate. However, not all MPOs answered every question in the survey and survey results are based on varying numbers of responding MPOs. Of the 279 MPOs that participated in the survey, 38 had a population over 1 million people based on 2010 census figures, the same category as CAMPO. Staffing and other employment related information comes from Chapter 4, Chapter 6, and Appendix C of the report.

Key Survey Findings

Respondents were asked how many full-time and part-time employees work at the MPO. MPOs responding to the survey had an average of 8.4 full-time employees and 2.2 part-time employees. These figures are skewed up by a few outliers with very large staff sizes. The following tables are cited using the same numbering scheme as that employed in the source document.

Table Error! No text of specified style in document.-1 MPO Staff Size Measures of Central Tendency

Statistic	Full-Time	Part-Time	Total Employees
Mean	8.37	2.17	10.54
Median	4	1	6
Mode	2	0	3
Maximum	105	55	105
3rd Quartile	9	2	12
1st Quartile	2	0	3
Minimum	0	0	1

MPO staff size is strongly correlated with the MPO population. The largest MPOs (1 million or more) by far have the largest staff sizes and this category of MPO held all the high outliers in the dataset. The range of staff sizes for MPOs in this category was very wide including an MPO with only 9 employees all the way up to an MPO with 105 employees. One explanation for the very large MPO staff sizes is a high degree of integration with the host. It is possible that some of the staff members reported to be employed by the MPO in fact spend some or all their time doing work for the host agency. Respondents may not have been able to separate the employees of the MPO from the employees of the host agency. This should be considered when considering the appropriate staff size for CAMPO.

Table Error! No text of specified style in document.-2 MPO Employees by Planning Area Population Size

Population in Planning Area	Full-Time Employees (mean)	Total Employees (mean)	Total Employees (median)	Maximum Total Employees	Minimum Total Employees
Less than 100,000	1.9	3.4	3	8	1
100,000 to less than 200,000	4.1	5.5	5	20	1
200,000 to less than 500,000	7.3	9.8	8	46	3
500,000 to less than 1 million	11.3	13.4	12.5	28	4
1 million or more	31.7	36.4	25.5	105	9
All MPOs	8.4	10.5	3	105	1

Using nationwide averages, an MPO can be expected to have one employee per 50,567 people in the MPO planning area. Using this information and the 2020 population in the CAMPO MPA (1.36 million people), the CAMPO staff could be expected to be closer to 27 employees. Again, this is an estimate subject to interpretation and should be used cautiously. More appropriately, MPO staffing should be based on financial resources, workload, and other factors unique to each MPO's planning environment.

Respondents were asked to indicate if any staff member(s) spent more than half of their time in a specialized planning area. No attempt was made to calculate the number of positions or number of full-time equivalents being dedicated to this specialization. The most common specialty among MPO staff is Geographic Information Systems, or GIS, followed by bicycle and pedestrian planning and transit planning. Other common specialties include travel demand modeling, public involvement, and traffic operations and management.

The median figures are closely clustered around 8 to 14 employees. This suggested that MPOs reach a critical mass of employees around this level and can assign specialized activities to their employees once

the size of the MPO staff grows to be within this range. Of course, staff specialization is a function of the policy focus of individual MPOs and the specific work that MPO staff are being asked to engage in.

Table Error! No text of specified style in document.-3 Specializations of MPO Staff

Specialization	Percent of MPOs with this Specialty on Staff	Median Staff Size of MPOs with this Specialization
GIS	43.2%	10
Bicycle and Pedestrian	35.0%	10
Transit	34.6%	8
Travel Demand Modeling	25.7%	14
Public Involvement	24.5%	11
Operations and Management	23.3%	7.5
Intergovernmental Relations	19.5%	12
Safety	16.7%	13
Freight	12.8%	20
Transportation Disadvantaged	10.9%	13
Air Quality	9.7%	15.5
Socio-cultural Impacts	5.1%	22.5
Other	6.6%	9

Respondents were asked what benefits they offered their employees. Additionally, respondents were asked how health insurance and retirement benefits were obtained (through a host agency, independently, etc.). The results indicate that a wide range of employee benefits are provided by MPOs, but that larger MPOs are able to provide more benefits to their employees. The results also indicate that a large majority of MPOs procure employee benefits through a host agency or a special arrangement with a local or state government that does not act as the MPO host (an example would be participation in a state retirement program through administrative arrangement).

Table Error! No text of specified style in document.-4 Fringe Benefits Offered by MPOs

Benefit	Less than 3 Employees	4 to 9 Employees	10 to 20 Employees	More than 20 Employees	All MPOs
Health Insurance	94%	99%	100%	100%	98%
Retirement Plan	97%	98%	100%	100%	98%
Other Insurance	85%	92%	98%	100%	92%
Life Insurance	80%	94%	91%	100%	90%
Disability Insurance	72%	85%	91%	100%	84%
Flexible Spending Accounts	72%	67%	74%	92%	72%
Professional Dues	60%	65%	81%	83%	69%
Continuing Education Expenses	34%	44%	65%	71%	49%
Tuition	35%	30%	51%	75%	40%
Free/Discounted Transit	5%	13%	46%	67%	24%
Free Parking	9%	19%	33%	33%	21%
Carpool Incentives	3%	3%	14%	29%	8%
Child Care	6%	7%	5%	8%	6%

Note: The survey defined "Other Insurance" as group or employee-paid insurance such as dental, vision, elder care, or any other insurance type.

Table Error! No text of specified style in document.-5 Procurement of Health Insurance Plan

Procurement Method	Percent
The MPO's host agency provides insurance	70.31%
The MPO contracts with a local or state government that is not the host	12.50%
The MPO contracts directly with an insurance provider	11.33%
Other	3.91%
The MPO does not provide insurance	1.95%

Survey respondents were asked a series of questions for employees falling into the following defined categories: directors, senior managers, and professional employees.

MPO Directors

The average tenure of an MPO staff director in his or her current position was 8.8 years. The highest quarter of MPO directors had been in their position for more than thirteen years, while the bottom quarter for fewer than two. There was no identified relationship between the size of the MPO and the average tenure of the MPO staff director.

Many current directors had overseen the MPO for a substantial portion of the MPO's existence with the average MPO director having been in place for 38 percent of the MPO's existence. Seven percent of MPO directors reported being in charge since the MPO was formed.

More than half of MPO directors were expecting to retire within the next ten years of when the survey was completed.

Table Error! No text of specified style in document.-6 Retirement Horizon of MPO Directors

Retirement Horizon	Number	Percent
Less than 1 year	13	5%
1-2 years	16	6%
2-3 years	17	7%
3-4 years	10	4%
4-5 years	26	10%
5-10 years	47	19%
More than 10 years	104	41%
Unknown	19	8%
Total	252	100%

At independent MPOs, the director answers only to the MPO board. The survey asked respondents at hosted MPOs to identify the individual or group who has the power to hire, fire, promote, and negotiate the salary of the MPO director.

Table Error! No text of specified style in document.-**7 Persons or Groups Making Personnel Decisions for MPO Directors**

Response	Number of Hosted MPOs	Percent of Hosted MPOs
The MPO governing board	110	39%
The host agency director	98	35%
The host agency board	39	14%
A host agency employee who is not the host agency director	14	5%
A solitary elected official, such as an elected county executive or mayor	3	1%
Other	18	6%
Total	282	100%

Many MPO directors (104 of 256 MPOs responding to this question in the survey, or 41%) were simultaneously the director of another agency or the head of another department. Of those 104 directors, 44 (42%) led the council of governments/regional council (or equivalent), 24 (23%) led a municipal (or equivalent) department, and 19 (18%) led a county (or equivalent) department. A handful of MPO directors (7 of 104, or 7%) were also the head of a transit agency or council on aging. Several MPOs (22 of 104, or 21%) reported that the MPO director was also the head of some "other" type of department, including the City/County Planning Commission, the Regional Economic Development District, and the Regional Office of the State Department of Transportation.

MPO directors are the highest-paid group of MPO employees. The highest reported pay was $300,000. On average, MPO directors receive an annual salary of $99,174. Statistical analysis showed that the MPO director maximum salary was moderately to highly correlated to population and staff size, with staff size having the strongest correlation. MPO directors at independent MPOs were paid more than directors at hosted MPOs. This disparity is likely due to the fact that some hosted MPO directors are not the head of the host agency, and therefore are not classified in the senior-most pay category. Please note that the mean minimum described in the salary table in this section represent the average of all the minimum salaries provided by the survey respondents for this category of employee. The mean maximum is the average of all the maximum salaries provided by the survey respondents for this category of employee.

Table Error! No text of specified style in document.-**8. Descriptive Statistics of Annual Salary Range of MPO Directors**

	Lower Bound	Upper Bound
Minimum	$12,000	$20,000
1st Quartile	$64,000	$90,000
Median	$77,000	$110,000
3rd Quartile	$96,000	$125,750
Maximum	$290,000	$300,000
Mean	$84,966	$114,026
Standard Deviation	$34,700	$40,612
Count	237*	226*

* Sixteen MPOs only reported the lower bound and five MPOs only reported the upper bound of the salary.

Table Error! No text of specified style in document.-9 MPO Director Pay Ranges by MPO Population

Planning Area Population	Mean Minimum	Mean Maximum
All MPOs	$84,609	$114,026
Less than 100,000	$75,158	$93,612
100,000-200,000	$78,016	$102,070
200,000-500,000	$81,705	$114,780
500,000-1,000,000	$95,333	$131,542
1,000,000 and over	$114,563	$154,656

Table Error! No text of specified style in document.-10 MPO Director Pay Ranges by MPO Staff Size

Staff Size	Mean Minimum	Mean Maximum
All MPOs	$84,609	$114,026
3 or less	$73,893	$91,523
4 to 9	$80,745	$107,802
10 to 20	$95,473	$131,019
20 or more	$107,609	$150,957

Table Error! No text of specified style in document.-11 MPO Director Pay Ranges by MPO Hosting Status

	Mean Lower Bound	Mean Upper Bound
All MPOs	$84,609	$114,026
Independent	$90,781	$122,866
Hosted	$82,378	$111,019

Senior Managers

Over 80 percent of MPOs (168 of 209) responding to this question in the survey reported having at least one senior manager, with an average of 1.8 per MPO. That said, most MPOs replying to the survey only had one, with only larger MPOs reporting a higher number of senior managers. Like MPO directors, a sizable proportion of senior managers are approaching retirement.

Table Error! No text of specified style in document.-12 Retirement Horizon of MPO Senior Managers

Retirement Horizon	Number	Percent of all Senior Managers
Less than five years	66	17.4%
Five to ten years	103	27.2%
Ten years or more	210	55.4%
Total	379	100%

Senior managers earn less than the MPO director, but some top senior managers earn six-figure incomes. Among all MPOs, senior managers earn an average minimum salary of $64,508 and an average (mean) maximum of $90,887. As with MPO directors, salaries are higher at MPOs with larger populations, large staff sizes, and an independent staffing structure. As in the previous section, the mean minimum described in the salary tables in this section represent the average of all the minimum

salaries provided by the survey respondents for this category of employee. The mean maximum is the average of all the maximum salaries provided by the survey respondents for this category of employee.

Table Error! No text of specified style in document.**-13 Descriptive Statistics of Annual Salary Range of Senior Managers**

	Lower Bound	Upper Bound
Minimum	$21,000	$41,000
1st Quartile	$50,000	$74,750
Median	$60,000	$85,000
3rd Quartile	$75,000	$102,750
Maximum	$180,000	$200,000
Mean	$64,508	$90,887
Standard deviation	$21,304	$26,875
Count	179*	168*

*Note: Eleven MPOs only reported the lower bound of the salary.

Table C-1 Senior Manager Pay Ranges by MPO Size

Planning Area Population	Mean Minimum	Mean Maximum
All MPOs	$64,508	$90,887
Less than 100,000	$57,154	$78,500
100,000-200,000	$54,911	$75,605
200,000-500,000	$60,058	$87,940
500,000-1,000,000	$69,250	$98,261
1,000,000 and over	$87,656	$124,179

Table C-2 Senior Manager Pay Ranges by Staff Size

Staff Size	Mean Minimum	Mean Maximum
All MPOs	$64,508	$90,887
3 or less	$51,500	$77,550
4 to 9	$58,419	$81,465
10 to 20	$66,811	$95,745
20 or more	$83,083	$124,682

> *The recruitment and retention of younger employees [in the] past 2-3 years is very rare. We are a training ground and carousel for recent college graduates.*
>
> *- AMPO Survey Respondent*

Table C-3 Senior Manager Pay Ranges

	Mean Minimum	Mean Maximum
All MPOs	$64,508	$90,887
Independent	$74,935	$103,727
Hosted	$58,983	$84,637

Professional Employees

Over 96 percent (96%) of MPOs (213 of 221) responding to this question in the survey reported having at least one professional employee based on the definition provided, with a mean of 4.7 per MPO. Professional employees tended to be in the first five years of employment with the MPO. As in the previous section, the mean minimum described in the salary tables in this section represent the average of all the minimum salaries provided by the survey respondents for this category of employee. The mean

maximum is the average of all the maximum salaries provided by the survey respondents for this category of employee.

Table Error! No text of specified style in document.-14 Professional Employee Tenure with the MPO

Tenure with the MPO	Number	Percent
Less than five years	465	45.4%
Five to ten years	263	25.7%
Ten years or more	297	29.9%
Total	1,025	100%

Several respondents expanded on the types of professional employees retained by the MPO. These include transportation planners, engineers, GIS specialists, travel demand modelers, public involvement specialists, and graphic artists. A handful of MPOs noted that they have a professional employee position that is currently unfunded. One MPO even commented on the difficulty of retaining qualified professional employees: "The recruitment and retention of younger employees past 2-3 years is very rare. We are a training ground and carousel for recent college graduates."

Professional employees experience the largest variation in pay. Professional employees on average received an annual salary of $58,327. The average minimum professional employee salary was $43,672, while the average maximum salary was $73,018. The maximum salary earned increased at independent MPOs, MPOs in larger areas, and at agencies with more employees.

Table Error! No text of specified style in document.-15 Descriptive Statistics of Annual Salary Range of Professional Employees

	Lower Bound	Upper Bound
Minimum	$15,000	$34,000
1st Quartile	$35,000	$59,750
Median	$43,000	$71,000
3rd Quartile	$50,000	$85,000
Maximum	$100,000	$150,000
Mean	$43,672	$73,018
Standard deviation	$11,163	$19,642
Count	227*	220*

*Seven MPOs only reported the lower bound of the salary

Table C-4 Professional Employee Pay Ranges by MPO Size

Planning Area Population	Mean Minimum	Mean Maximum
All MPOs	$43,672	$73,018
Less than 100,000	$45,227	$65,195
100,000-200,000	$41,540	$64,571
200,000-500,000	$43,508	$72,032
500,000-1,000,000	$41,083	$79,917
1,000,000 and over	$47,970	$97,967

Table C-5 Professional Employee Pay Ranges by Staff Size

Staff Size	Mean Minimum	Mean Maximum
All MPOs	$43,672	$73,018
3 or less	$41,956	$61,093
4 to 9	$42,969	$69,344
10 to 20	$44,464	$78,873
20 or more	$46,833	$97,696

Table C-6 Professional Employee Pay Ranges by Hosting Status

	Mean Minimum	Mean Maximum
All MPOs	$43,672	$73,018
Independent	$45,362	$80,215
Hosted	$42,956	$70,000

MPOs were asked to report the number of people occupying professional jobs that left the MPO for another job over the previous two years (2014 and 2015). The mean number of positions that were vacated at any MPO in any given year was calculated to be 1.15, which meant that 11.59 percent of MPO jobs could be expected to turn over each year.

Smaller MPOs appear to have more difficulty retaining employees. Large- and mid-sized MPOs (10 or more employees) tended to enjoy lower turnover rates. This also appeared to be the case for MPOs from more populous areas (though it should be noted that these two statistics, MPO staffing size and MPA population size, are related).

Table Error! No text of specified style in document.**-16 Turnover Statistics by MPO Staff Size**

Employees at the MPO	Mean Number of Employee Departures Per Year	Percentage Staff Turnover Per Year
More than 20	2.98	6.46%
10 to 20	1.25	9.43%
4 to 9	0.65	11.16%
0 to 3	0.42	18.64%
All MPOs	1.15	11.59%

Table Error! No text of specified style in document.**-17 Turnover Statistics by Planning Area Population**

Population in Planning Area	Average Number of Employees in this Class	Mean Number of Employee Departures Per Year	Percentage Staff Turnover Per Year
1 million or more	35.3	2.73	8.73%
500,000-1,000,000	13.4	0.91	7.62%
200,000-500,000	9.8	1.05	10.97%
100,000-200,000	5.5	0.62	11.79%
Less than 100,000	3.4	0.47	16.74%
All MPOs	10.5	1.15	11.59%

Respondents were asked the staff specialization of the last three employees who left the MPO to pursue alternative employment. Most departed professionals were urban planners (65%).

Table Error! No text of specified style in document.**-18 Position Types Vacated**

Position Type	Number	Percent
Planner	292	64.6%
Other	54	11.9%
Geographic Information Systems	42	9.3%
Engineer	21	4.6%
Travel demand modeler	18	4.0%
Public involvement	13	2.9%
Intergovernmental/public relations	8	1.8%
Air quality specialist	2	0.4%
Environmental or sociocultural specialist	2	0.4%
Total	452	100%

Compensation Analysis for the Wilmington MPO (March 2022)
Obtained from WUAMPO Executive Director on April 12, 2022

Background

The Wilmington MPO retained a consultant to assess the reasonableness and competitiveness of compensation for the organization. The report contained a market analysis of wages for 9 jobs. Whenever possible, market research was conducted specific to the Wilmington, NC area and city support services, public administration, or all industries, for all jobs included in the study.

Median data points were used in the market analysis. Where there was more than one data source, market data were blended to create a single market data point. The computed single market data point, named "market average", gives equal weight to each survey source. Each survey source represents benchmark salaries at a single point in time, referred to as the effective date (March 2022).

The sources included:

- Wilmington MPO Sponsored Survey – Data from 11 similar planning organizations was collected and tabulated for this study.
- Catapult – These surveys are compiled using national & local information as a part of the Employers Association of America.
- Economic Research Institute – This salary database is compiled from numerous primary sources of data from survey firms throughout the U.S. The data represent multiple industries that vary by business, sales volume, and geographic area.
- CompAnalyst – This survey was a product of IBM, Kenexa as of 2016; the survey was repurchased by the founders of Salary.com and is populated with organizations data. The survey is an on-demand salary database for businesses representing 700,000 participating subscribers and 10,000,000 employees.

Key Findings

The report identified market average wages for nine project titles. The report then identified a proposed wage midpoint for each job title based on existing grade classifications.

Position Title	Market Average	Proposed Midpoint
Administrative Support Specialist	$44,489	$43,867
Associate Transportation Planner	$61,205	$63,960
Engineering Associate	$64,377	$63,960
GIS Analyst	$65,213	$63,960
MPO Deputy Director	$94,848	$93,678
MPO Executive Director	$123,610	$126,620
Senior. Accountant	$73,411	$70,382
Traffic Counter	$55,865	$53,082
Transportation Demand Management Coordinator	$61,205	$63,960
Transportation Planning Engineer	$94,624	$93,678