



CAMPO Organizational Assessment

September 2022



*Scott Lane and Jeff
Kramer contributed
to this project.*

PROJECT OBJECTIVES

CAMPO desires to understand the relationships between their short- and medium-term work programs and staffing needs, specifically:

- Potential staffing needs and staff restructuring
- Related actions to define and achieve the effective delivery of services to their members.



NC Capital Area Metropolitan Planning Organization



METHODOLOGIES

- Conducted interviews with current and former CAMPO staff
- Conducted a survey of CAMPO members
- Conducted interviews with six peer MPOs
- Reviewed recent benchmarking studies:
 - FHWA/AMPO benchmarking study
 - Wilmington MPO salary surveys
 - Assessment of current job openings within NCDOT
- Reviewed City of Raleigh policies and pay structures
- Reviewed CAMPO's current staffing needs and future needs based on adopted strategic plan



CAMPO MEMBER SURVEY

OBSERVATIONS

Overall satisfaction with CAMPO is very favorable, and there were no “dissatisfied” responses to this question.

Funding sources and expansion of existing services were highest ranked work tasks.

Overall, how satisfied are you with the performance of CAMPO?



Please rank the following CAMPO work tasks	Rank*
Identification of funding resources for transportation projects	1.27
Expansion of *existing* CAMPO services that benefit my organization	2.09
Development of *new* CAMPO services that benefit my organization	3.13
More communication between CAMPO staff and my organization	3.61
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 average ranking indicates a higher priority item.*

CAMPO CAPACITY: PEER COMPARISON

INTERPRETATION

Staffing interviews and this data suggest the **current staffing shortfall is at least four positions.**

CAMPO salaries are lower than peers in Engineering, Executive Director, Transportation Modeler positions and Transit Planner.

These comparisons do not account for the recent “hot” market trends.

MPO	Location / Host	Population (million)	FTE	FTE/Pop.
CAMPO (Raleigh, NC)	City of Raleigh, NC	1.36	16.5	12
AMPO 2016-2017 ⁽¹⁾	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 ⁽²⁾	1.58	7	4
Palm Beach TPA	Independent	1.49	16	11
WUAMPO	City of Wilmington, NC	0.29	11	38

Notes: (1) MPOs that answered FTE questions with populations between 832,000 and 1.9 million (n=22)

(2) NFTPO has independent (board-based) hiring/firing authority, but does work with the City of Jacksonville on insurance coverages, for example

CAMPO CAPACITY: STRATEGIC PLAN DEMANDS

INTERPRETATION

CAMPO will need between 5 and 7 FTEs over the next five years just to accomplish the work set out in the Strategic Plan. A smaller number of staff can be partially offset by more consultant dollars.

Note: this is in addition to the 4 additional staff recommended to keep pace with current workload.



Increased Focus on Land Use, Transportation



Increased Focus on Diversity, Equity & Inclusion



Enhanced Bike-Ped Coordination



Active Role as Transit Champion & Coordinator



Prepared for the Future

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

PRINCIPLE FINDINGS



CAMPO staff attraction and retention success is affected by the host agency's policies, as are other aspects of decision-making...**ensuring that a host arrangement works is a cross-cutting issue to assure autonomy for CAMPO.**



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 senior staff needs to be focused on liaising with member agency representatives; increasing transparency of decision-making internally and externally; and the **management of people and resources.**



Staffing is stretched thin now in transit planning, public engagement, administration, and technical production with additional staffing recommended now. **The Strategic Plan suggests two additional positions** in its first two years. **The Strategic Plan's workload for years 3 through 5 implies four more positions are needed to complete those objectives.**



THANK YOU



WARREN@FOUNTAINWORKS.COM



JULIE@FOUNTAINWORKS.COM



JSLANEMPO@GMAIL.COM