

CRTPO Staffing and Resources Study

*CRTPO MPO Meeting
Presented by Cambridge Systematics, Inc.*

January 16, 2019

Overview

- Study background and approach
- CRTPO stakeholder research
- Peer MPOs
- SWOT analysis
- Recommendations

Study Purpose

- Is CRTPO properly staffed and structured to meet and exceed requirements to ensure an effective transportation planning process.
- Scope: focus on staffing, resources, and processes within the existing CRTPO MOU.
 - The study does not address changes to the MOU or voting structure.

2016 Federal Certification Review

Evaluate staffing needs and identify staffing resources to meet planning requirements

2015 CRTPO Board

Implement locally-administered projects in a timely manner and ensure the means to do so

Study Approach

Document Current Planning Framework

- CRTPO structure, funding, and existing planning activities

Stakeholder Outreach

- Establish Steering Committee and conduct Workshop #1
- Steering Committee interviews
- Stakeholder survey

MPO Peer Analysis and Best Practices Scan

- Research MPO planning, staffing, and organizational practices
- Workshop #2

Develop Recommendations

- Address identified issues and develop staffing recommendations
- Workshop #3

Staffing Levels

MPO	Population	No. of Staff
Hampton Roads TPO (VA)	1.6 M	15
Indianapolis MPO	1.6 M	15
Nashville MPO	1.5 M	12+
North Florida TPO (Jacksonville)	1.3 M	9
Charlotte Regional TPO	1.3 M	6
Plan Hillsborough (Tampa, FL)	1.2 M	13
Capital Area MPO (Raleigh, NC)	1.1 M	17
Louisville MPO (KY)	1.1 M	20
Memphis MPO (TN)	1.1 M	9

Staffing CRTPO (2017)

Staff Function	No. of Staff	Department
CRTPO Core Staff	5	Planning
Regional Travel Demand Model	6	CDOT
Administration	3	Both
Miscellaneous	16	Both

- CRTPO UPWP: \$3.2M
- Staff hours: 25,182
 - Equates to roughly 13 FTE employees
 - Spread across 30 City of Charlotte employees in CDOT and Planning
- Consultants
 - \$1.40 M in FY 17
 - \$1.04 M in FY 18

OUTREACH

Project Steering Committee

Name	Position/Organization
Michael Johnson	CRTPO Chair, Councilmember - Statesville
Sherry Ashley	CRTPO TCC Chair - Statesville Planning Dept. Asst Director
Michael Miltich	CRTPO Board, Town of Cornelius
Bjorn Hansen	CRTPO TCC Member, Union County
Dennis Rorie	CRTPO Project Oversight Comm, MPO Vice-Chair, Town of Waxhaw
Dick Winters	CRTPO Bicycle & Pedestrian Work Group, Mecklenburg County
Taiwo Jaiyeoba	Director Charlotte-Mecklenburg Planning Dept (LPA)
David Howard	NCDOT Chief Deputy Secretary
Scott Cole	NCDOT Division 10
Mark Stafford	NCDOT Division 12
John Lewis	Charlotte Area Transit System, Executive Director
Liz Babson	Charlotte DOT Director
Michelle Nance	Centralina COG Director
Dana Stoogenke	CRAFT Representative, RRRPO Director
Loretta Barren	FHWA
Dumont Clark	Former CRTPO Board Member

Also interviewed:

- Anna Gallup, CDOT
- Neil Burke, CRTPO staff
- Bob Morgan, Charlotte Chamber of Commerce

Workshop #1

- What does planning success look like?
 - Knowing who CRTPO is and what it does
 - Responsiveness to all jurisdictions
 - Coordination and understanding of funding
 - Being a presence in the region and at the state level
 - Communicating effectively
- What are the region's transportation planning priorities?
 - Improving the regional economy
 - Empowering jurisdictions
 - Advancing federal projects
 - Promoting equity

Steering Committee Interviews - Staffing

- Top takeaway: No one is dissatisfied with CRTPO
- Bob has instilled a culture of excellence
 - CRTPO does an excellent job meeting requirements
 - Staff does quality work and is held in very high regard
- CRTPO is sufficiently staffed to meet requirements
- CRTPO does not have the staff needed to go beyond requirements to address pressing regional transportation needs
 - Staff is fully programmed to meet requirements
 - Capacity for proactive planning does not exist

Steering Committee Interviews – Areas for Improvement

- Transit planning
 - CRTPO is missing the connection to transit
 - CATS is a City of Charlotte initiative. It's not elevated to the level of a regional issue. CRTPO is not taking on this role
 - CRTPO staff need a day to day focus on transit formula funding, coordination with CATS and CCOG
- Pursue proactive engagement with the business community
- Where are we going? Develop a long-term strategic plan for the organization
- Better address land use in the planning process
- Provide additional technical assistance to members

Steering Committee Interviews – Areas for Improvement

- Be a strong advocate at the state level for transportation investment in the region
 - Engage NC legislators (GCLMPO, CAMPO, and Wilmington MPO cited as examples)
 - Be a voice for the region versus for the jurisdiction each member represents. What is the regional vision?
- Enhance public engagement and outreach
 - CRTPO needs proactive public engagement to educate and inform public and decision makers about CRTPO as an organization and about and key issues
 - Develop a CRTPO brand

Steering Committee Interviews – Changing Forces

- Collaboration with stakeholders and working closely with members takes an increasing amount of staff time
- New era of big data, performance management, transformational technologies, and new planning requirements
- Many felt CRTPO will be unable to keep up with evolving transportation priorities and issues as currently staffed
- Currently a strong team mentality exists between CRTPO and CDOT staff
 - With retirements and departures will this arrangement still work?

Stakeholder Survey Results

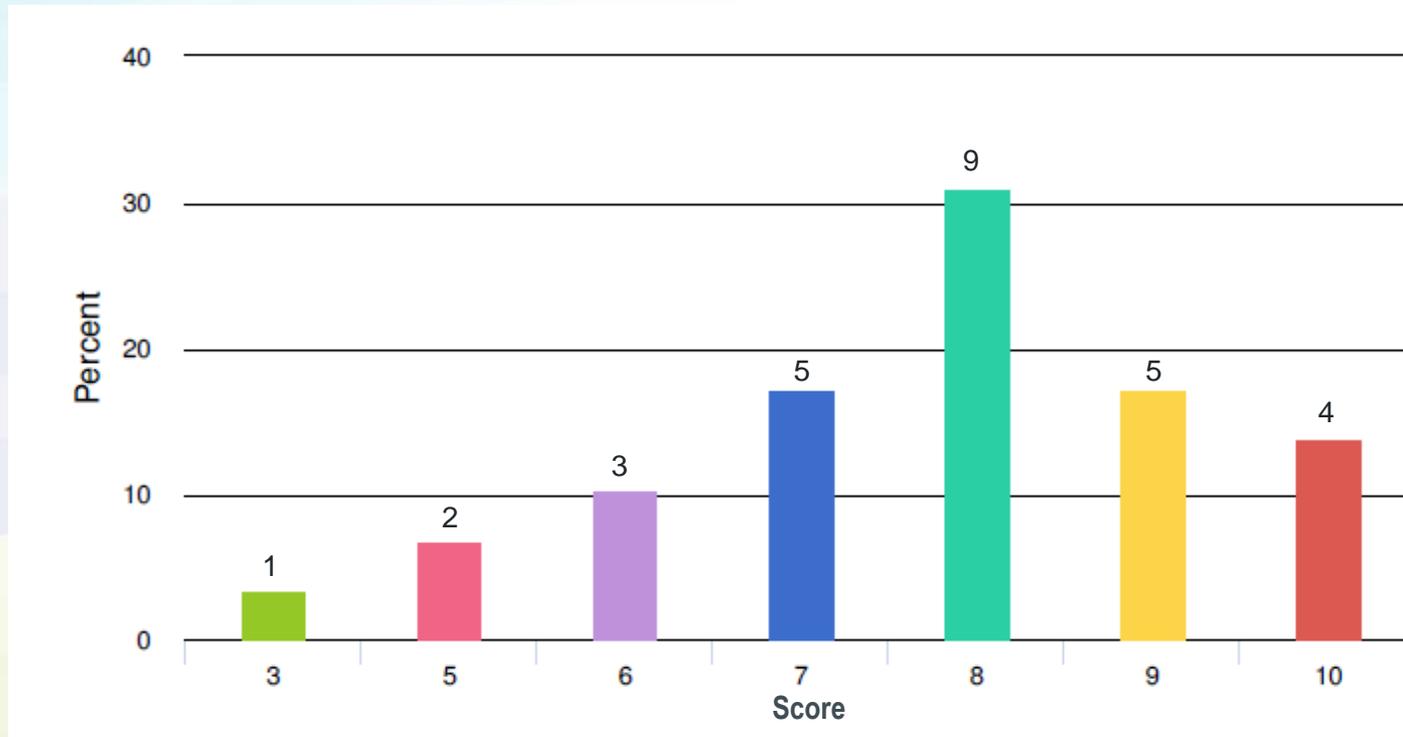
- Surveyed several CRTPO stakeholders that were not interviewed
 - CDOT staff
 - Charlotte Planning Dept staff
 - CRTPO Board delegates and TCC members
 - CCOG staff
 - Lake Norman Transportation Commission
 - NCDOT Public Transportation Div. and Transportation Planning
 - FTA
 - Sustain Charlotte
 - Charlotte Regional Partnership
 - CRAFT

On a scale of 1 to 10, how well does CRTPO:

Conduct long range transportation planning	8.3
Prioritize and select projects for funding	8.2
Advocate for the Charlotte region's transportation needs	8.0
Provide useful technical analysis and services	7.8
Address major transportation modes (roads, transit, freight)	7.6
Hold effective meetings	7.5
Public engagement	7.3
Address non-motorized transportation modes	7.3
Promote regionalism among all CRTPO member jurisdictions	7.3
Provide a forum for open discussion and consensus building	7.0
Effective coordination with adjacent MPOs and RPOs	6.8
Integrate transportation and land use planning and decision making	6.5

On a scale of 1 to 10, how well does CRTPO's planning process...

...meet the Charlotte region's current transportation planning needs?

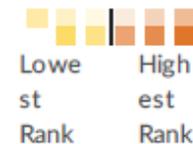


Min response = 3; Max response = 10; Average = 7.7

What future challenges...

...will CRTPO need to address in the transportation planning process? (Rank at least 3)

Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Continued population growth in the Charlotte region	1		208	22
Balancing local (jurisdiction) vs. regional (CRTPO planning area) needs	2		199	22
Inadequate funding for transportation improvements	3		197	23
Enhanced integration of transportation and land use planning	4		164	21
Engaging the public effectively	5		157	20
Transportation equity	6		134	20
Providing adequate public transportation services	7		112	16
Maintaining the Charlotte region's quality of life and economic competitiveness	8		92	13
Environmental considerations	9		60	14
Incorporating new performance management requirements into the planning process	10		58	13
Connected and Autonomous Vehicles	11		57	14



What can CRTPO do to ensure the region's planning process is...

...ready to meet these challenges?

- Continue to engage the public
- Create an advisory body of thought leaders charged with helping CRTPO staff better understand emerging trends, refine messaging
- Educate CRTPO members constantly
- Be on the cutting edge of information and transportation solutions
- Err on the side of innovation

What can CRTPO do to ensure the region's planning process is...

...ready to meet these challenges?

- Continue to move towards data-driven analysis to identify solutions
- Shift to a more proactive model based upon sub-area plans
 - Address issues at a local level with more meaningful public engagement throughout
- Elected representatives need to step up efforts to build inter-community consensus
 - City of Charlotte representative should meet individually with other members to build personal relationships

Peer MPOs

- Capital Area MPO (Raleigh)
- Indianapolis MPO
- Hampton Roads TPO (Chesapeake/Virginia Beach)
- Plan Hillsborough (Tampa)
- Nashville Area MPO

Each has done a staffing or reorg study in recent years or is currently doing so

Peer MPOs

MPO	MPO Pop.	MPO Staff	2018 UPWP Budget (total)
CRTPO	1.3M	6	\$3,410,028
CAMPO (Raleigh, NC)	1.1M	17	\$5,275,324
Indianapolis MPO	1.6M	15	\$3,869,203
Hampton Roads TPO (Chesapeake/Virginia Beach, VA)	1.6M	15+	\$6,227,526
Plan Hillsborough (Tampa, FL)	1.2M	13	\$2,560,884
Nashville Area MPO	1.5M	12+	\$4,056,925

SWOT Analysis - Strengths

STRENGTHS (+)

- High level of satisfaction / very little dissatisfaction with staff results.
- Very strong staff capabilities and expertise. Culture of excellence and pride in work at CRTPO.
- Staffed adequately to meet transportation planning requirements.
- Strong team mentality among CDOT and Planning staff, leading to a productive working relationship.
- Federal certification reviews have been favorable.
- CRTPO has funded numerous local planning efforts over many years.

SWOT Analysis - Weaknesses

WEAKNESSES (-)

- CRTPO does not have staff capacity to address other transportation needs in the region.
- Limited capability for proactive planning.
- Multiple reporting lines with current structure. City staff working on key MPO functions report to other managers.
- Public involvement activities need improvement. Desire for more engagement with citizens and business community.
- Not equipped to advocate for the region with decision makers.
- Limited coordination between transit planning and MPO planning.
- Not engaged in emerging planning topics at the national level.
- Perception remains that CRTPO is focused primarily on urban concerns.

SWOT Analysis - Opportunities

OPPORTUNITIES (+)

- CRTPO is located in the same building as CDOT and CATS staff, providing opportunity for ongoing coordination.
- CRTPO's location within City of Charlotte allows access to variety of expertise and services.
- Recent staff additions will focus on enhancing public involvement and providing additional support for ongoing MPO work.
- The creation of CRTPO as a Division in the Planning Development and Design Department will allow fuller integration of MPO and planning/zoning activities.

SWOT Analysis - Threats

THREATS (-)

- Collaboration with member agencies and partners is taking an increasing amount of staff time. Examples include bonus allocation and increase in the number of local projects.
- There is a concern that some important needs are falling through the cracks. For example, the region would benefit from more analysis of congestion trends across the region and more data analysis to identify problems and solutions. More time needs to be devoted to tracking implementation of local projects.
- New federal transportation performance management requirements will impact the planning process.
- Maintaining positive working relationships between departments if/when turnover in CDOT and Planning staff occurs.

RECOMMENDATIONS

1. *Engage on a National Level*

3. *Continue to Invest in Staff Expertise*

1. Join a national association focused on MPOs. Participate in Transportation Research Board (TRB) Committees.

Rationale:

- Exposure to latest planning information and MPO best practices.
- Opportunity to showcase Charlotte metropolitan area.
- Maximize peer learning at a low cost.

UPDATE - CRTPO joined AMPO in September

3. Attend training and workshops to develop staff expertise.

Rationale:

- Stay current with new planning methodologies and the changing transportation landscape.
- Refine/develop staff skills to maximize available planning resources.

2. Maximize the Public Involvement Staff Position

Develop a continuous and proactive CRTPO public engagement program that increases visibility of CRTPO with the public, business community, and key decision makers.

Rationale:

- Addresses issues raised in CRTPO Federal certification review.
- Responds directly to stakeholder input.
- Peers indicate this is a valuable position.

UPDATE: Position filled. Selected candidate will start January 14.

4. Create Staff Specialization and Assign Functional Areas

Once new CRTPO positions are filled, document job descriptions, create staff specialization areas (CDOT and Planning staff), and assign responsibilities to staff.

Rationale:

- Identify who, what, and how for MPO activities.
- Ensure staff understand how core assignments support CRTPO.
- Identify possible areas of redundancy.
- Allow managers to develop organizational capabilities by planning area.
- Many peers organize similarly.

Note: A staff retreat will be held in 2019 once vacant positions are filled.

5. Streamline Administrative Functions

7. In-Source More Work

5. Purchase and implement productivity tools or software to streamline administrative and business functions.

Rationale:

- Conduct routine MPO functions more efficiently and with less staff time.
- Peers report benefits of using tools.

7. Utilize a portion of funding currently spent on consulting services to hire additional staff to perform more work in-house.

Rationale:

- Build institutional knowledge and continuity among staff.
- Leverage resources for additional staff/interns to perform MPO functions.

6. *Create an Internship Program*

Create an internship program, working with students at UNC Charlotte and other college programs to work on CRTPO tasks.

Rationale:

- Bolster staff resources at a low cost.
- Peers report successful internship programs.

8. Integrate CDOT Modeling Staff into CRTPO Activities

Work to integrate CDOT travel demand model staff more fully into CRTPO activities.

Rationale:

- Addresses interdepartmental coordination concerns.
- Enables modelers/analysts to better understand analytical needs and identify solutions.
- May address perception that CRTPO staff focus is on urban issues.

9. Undertake an Organizational Strategic Planning Exercise

Define and undertake a strategic planning exercise to establish proactive planning direction for CRTPO.

Rationale:

- Outreach identified a need for proactive planning for the region.
- Develop a vision and strategic goals for the region for the next 10+ years.
- Develop strategic plan and implementation strategy to link CRTPO's day to day work with the strategic goals.

10. Advance Transit Planning within CRTPO

Integrate MPO planning performed by CRTPO and transit planning performed by CATS.

Rationale:

- Responds to interest in enhanced consideration of transit in the MPO process, and to improving coordination between CCOG, CATS, and CRTPO to collaboratively address transit planning for the region.
- Some stakeholders recommend that CRTPO hire a transit planner.
- Reflects growing role of transit in the region. Rail issues should be addressed as well.

Note: CRTPO staff requested a new position for this in the FY 20 budget process.

11. Address the Unmet Planning Needs Identified by Stakeholders

Prioritize “unmet” transportation planning needs identified during Steering Committee interviews and the stakeholder survey. Expand staff roles or hire additional staff to address needs.

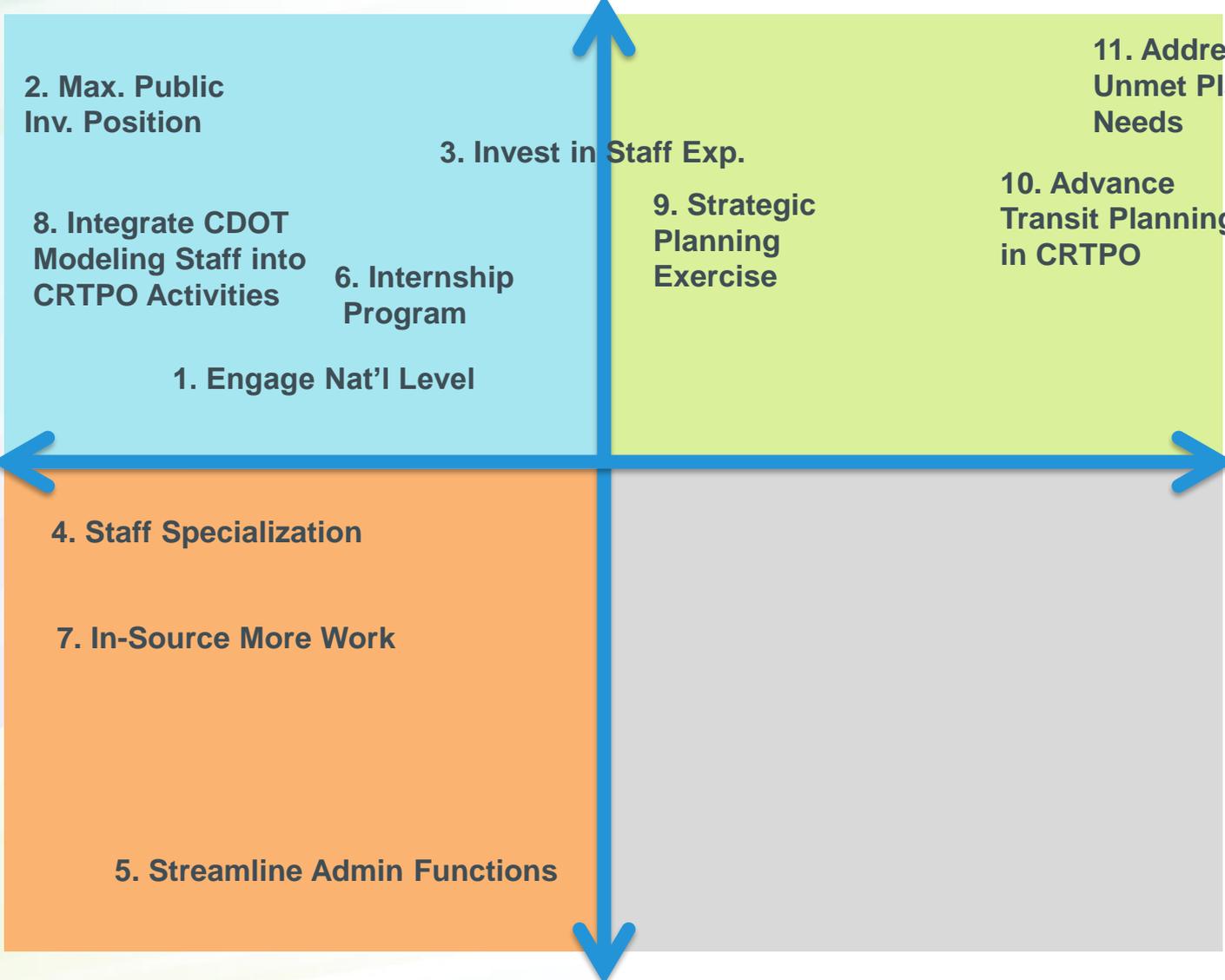
Rationale:

- Addresses input/needs identified by Steering Committee and stakeholders.
- Better position CRTPO to address planning challenges.

Recommendations Summary

Recommendation	Expected Impact	Additional Resource Needs	Implementation Horizon
1. Engage on a National Level	Medium	Low-Medium	Immediate
2. Maximize the Public Involvement Staff Position	High	n/a	Short term
3. Continue to Invest in Staff Expertise	High	Low-Medium	Immediate
4. Create Staff Specialization and Assign Functional Areas	Medium	n/a	Short term
5. Streamline Administrative Functions	Low	Low	Medium term
6. Create an Internship Program	Medium	Low	Medium term
7. In-Source More Work	Low-Medium	n/a	Medium term
8. Integrate CDOT Modeling Staff into CRTPO Activities	High	Low	Medium term
9. Undertake an Organizational Strategic Planning Exercise	High	Medium	Medium term
10. Advance Transit Planning Within CRTPO	High	Medium-High	Medium term
11. Address the Unmet Planning Needs Identified by Stakeholders	High	High	Long term

HIGH IMPACT



LOW COST

HIGH COST

LOW IMPACT

Questions?

Thank You!

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