expansion of regional planning functions and responsibilities to be carried out or coordinated by OahuMPO staff.

Short-Term Staffing Needs

In the immediate future, OahuMPO is looking to fill the seven full-time positions identified in Section 3, three of which are currently vacant at the time this report was published. Fulfillment of these seven staff positions is necessary for OahuMPO staff to be able to complete the required work programs and perform day-to-day management of metropolitan activities, effectively coordinate with other agencies, and support the Policy Board and advisory committees. However, the Consultant Team's observation is that, with only seven full-time positions, it is difficult for OahuMPO staff to complete all required MPO activities, requiring the use of consultants to assist staff or forgoing/postponing other non-required planning activities. Immediate growth in staff resources is limited by both the current office space and addition financial resources needed to fund more staff positions. Therefore, the short-term staffing plan includes the addition of one full-time staff position to support the Senior Planner and one part-time Clerk/Secretary to support all staff members.

Lessons learned from the best practice review interviews completed early in the Planning Process Review, Consultant Team experience working with other MPOs, and the MPO peer staff survey indicate that MPOs with smaller staff sizes benefit from assigning individual staff in charge of different programmatic areas, boards, and committees to ensure that staff resources are maximized to complete all required activities with minimal overlap of responsibility. This short-term staffing plan also aligns with the OahuMPO maintaining its current organizational structure as administratively attached to another agency (currently HDOT). The short-term organization of OahuMPO staff is illustrated in Figure 14 and is based on the following:

- Assumes the addition of one full-time staff position (Transportation Planner) to support the Senior Planner and one part-time Clerk Typist/Secretary to support all staff members.
- Renames and expands the Data Specialist position to Planning Analyst to emphasize the analytical responsibilities of the position, including analysis of transportation data related to transportation system performance monitoring and performance measures, as well as evaluating how measurable targets have been met.
- Renames and expands the Finance Specialist position to Accountant to recognize the additional financial management/procurement responsibilities required of this position under the approved finance and administrative supplemental agreements.
- Renames the Office Manager position to Administrative Assistant to better define the administrative responsibilities of this position and shifting any financial or procurement-related responsibilities previously associated with this position to the Accountant.

- Limits the number of full-time staff positions to nine, consistent with what the OahuMPO's current office space can support.
- Ensures that no single staff position is responsible for more than one major planning document.
- Ensures that no single person responsible for more than one advisory committee.

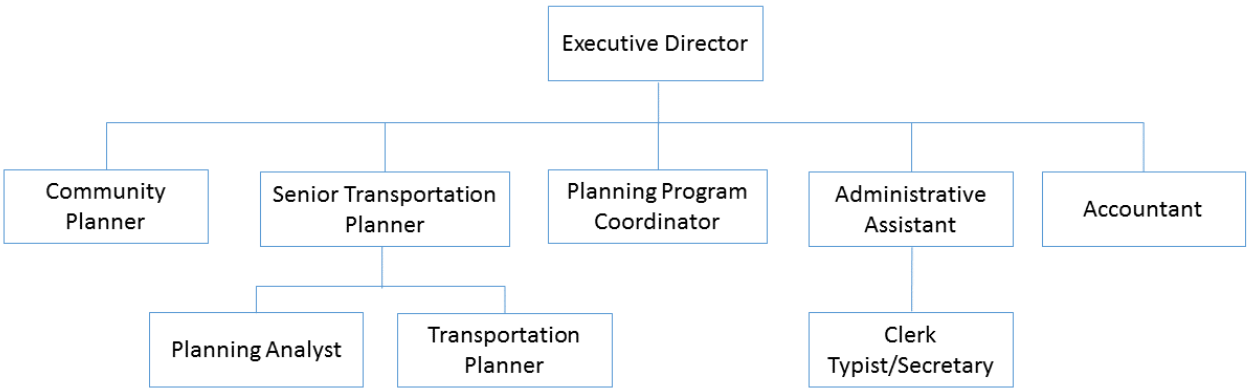

Figure 14: OahuMPO Staff Organizational Chart (Short-Term)

The foreseen roles and responsibilities of each staff position are organized as follows:

- **Executive Director:** The Executive Director is responsible for the OWP process as well as preparing OahuMPO budgets. The Executive Director is also responsible for preparing/updating/clarifying operating policies and procedures, hiring and day-to-day management of OahuMPO staff, as well as overseeing personnel and human resource matters. The Executive Director serves as a representative of the Policy Board in meetings with elected officials and local leaders as necessary. The Executive Director also serves as the Policy Board coordinator.
- **Senior Planner:** The Senior Planner is responsible for the ORTP process as well as overseeing any modeling work/products completed internally or by participating agencies or consultants. The Senior Planner is also responsible for managing/completing various corridor and sub-area studies led by the OahuMPO. The Senior Planner will also serve as coordinator for the new TOD Advisory Committee coordinator once it is formed.
- **Planning Analyst:** The Planning Analyst is responsible for transportation system performance monitoring, data collection and analyses, and performance measures.
- **Transportation Planner:** The Transportation Planner is responsible for the TIP process, as well as overseeing the Transportation Alternatives Program (TAP). The Transportation Planner is also responsible for assisting the Senior Planner with completion or management of various corridor and sub-area studies led by the OahuMPO.

- **Community Planner:** The Community Planner is responsible for developing, maintaining, and implementing the Public Participation Plan and is the coordinator for the Citizen Advisory Committee. The Community Planner also monitors Title VI & Environmental Justice issues with regard to opportunities for public input and completes all Federal and State required Title VI and Environmental Justice reports. In addition, the Community Planner maintains the OahuMPO website and social media resources and serves as OahuMPO's "customer service representative" to the general public.
- **Planning Program Coordinator:** The Planning Program Coordinator is responsible for monitoring grant sub-recipients, serves on steering committee for partner agency projects, and provides intergovernmental staff interface to carry-out the 3-C process. The Planning Program Coordinator also serves as the Technical Advisory Committee coordinator.
- **Accountant:** The Accountant is responsible for all financial and accounting matters related to the OahuMPO, including general accounting functions and financial management/reporting. The Accountant will also serve as the procurement specialist for the OahuMPO.
- **Administrative Assistant:** The Administrative Assistant is responsible for overseeing day-to-day administrative functions of the OahuMPO office, including answering phones, filing, copying, mailing, meeting coordination, posting meeting notices, and preparing meeting minutes. The Administrative Assistant will also support the Executive Director in developing and maintaining office policies and procedures consistent with applicable State and Federal laws and regulations.
- **Clerk Typist/Secretary:** The part-time Clerk Typist/Secretary will work under the direction of the Administrative Assistant and will assist with routine typing, filing, mail-out of meeting agenda packets, and other routine tasks as needed.

Intermediate to Long-Term Staffing Needs

Beyond the short-term, staffing needs for OahuMPO are anticipated to build upon the eight core staff positions previously identified in Figure 14 to expand the depth and knowledge of MPO staff and the services they provide. The timeline at which this occurs is both a function of need (in terms of the planning activities to be undertaken) and available funding. Increasing internal staff resources will allow the OahuMPO to oversee and perform in-house activities beyond those required by federal regulations. Increasing staff resources over time will better position the OahuMPO's transition to leaning independent and subsequently to a freestanding independent MPO, should that occur in the future.

In addition to staff salaries and benefits, other costs must be considered as the OahuMPO adds additional positions. For example, additional costs associated with moving to a larger office to accommodate more staff must be factored into the staff growth plan.

Based on a review of the peer MPOs surveyed, outcomes from this Planning Process Review effort, and the Consultant Team's professional experience, the following potential staff positions that could be considered by the OahuMPO as it evolves in both capacity and independence:

- **Deputy/Assistant Executive Director**—Of the peer MPOs surveyed, all but AMATS (which has a staff of only five and relies heavily on the Municipality of Anchorage for administrative support) have a deputy/assistant director. This position is especially important for a freestanding independent MPO to ensure that daily operations continue in the event the OahuMPO Executive Director is unable to fulfill his or her duties due to illness, absence, etc. The deputy director assists the Executive Director with overseeing the day-to-day management MPO operations and staff and represents the Executive Director in meetings and at events, as needed.
- **Planning (Programmatic) Director(s)**—Of the peer MPOs surveyed, all but one freestanding independent MPO has a planning director or similar position that oversees the various planning functions of the MPO. As the OahuMPO grows in capabilities, it is important to diversify the levels of staff experience to provide opportunities for staff to grow professionally over time within the organization. If there is a hierarchy of positions with staff at various levels of experience (i.e., planner, senior planner, project manager, planning director) where younger staff can grow into supervisory and other roles, this can help with staff retention. As the number of planning initiatives overseen by the OahuMPO grows, it is also important to have someone responsible for overseeing the entire planning program to ensure consistency among the different projects and to provide oversight among and serve as a resource to the different OahuMPO project managers.
- **Specialized Planning and Programmatic Staff**—As MPOs increase in size, it is common to diversify staff by having different planning and programmatic specialists in addition to planning generalists. Based on a review of its budgets over the past five years, the top three areas where OahuMPO uses consultants most (in terms of dollars spent) include:
    - Corridor, subarea, or other special plans
    - Modeling and data analysis
    - ITS and operations

  Additional staff that bring experience in these areas could reduce the amount of annual funding spent on consultants, as consultants typically cost more on a per-hour basis than OahuMPO staff. Other specialist staff common to many MPOs that could benefit the OahuMPO include:

    - Bicycle/pedestrian planning
    - Public involvement/Title VI
    - Transit/TOD

- GIS/Graphics

- **Human Resources Director**—Under the approved Administrative Supplemental Agreement, OahuMPO is solely responsible for its human resources. Under the existing roles and responsibilities of OahuMPO staff, the Executive Director is responsible for human resource matters. As the OahuMPO grows in the number of staff, a separate staff position responsible for human resources matters is important to oversee the employee-centered activities, including conflict resolution, staff training, performance evaluations, etc.
- **Procurement/Contracts Officer**—Under the existing organization of the OahuMPO, the Accountant is also responsible for procurement/contract matters. As the OahuMPO grows in the number of staff and services provided, a review of the Accountant position responsibilities should be undertaken to determine if workload and responsibilities justify a separate staff position responsible for procurement/contract matters.
- **Legal Counsel**—None of the peer MPOs surveyed have full-time legal counsel on staff, but rather contract for these services as needed. Should the OahuMPO transition to a freestanding independent MPO, then obtaining independent legal counsel will be an important component of this transition. Unless the OahuMPO determines it to be cost justified to employ a full-time legal counsel position, then it would be fiscally prudent to contract these services out.

Implementation Plan

As documented in this report, considerable progress has been made in not only addressing the Tier 1 and 2 corrective actions, but also towards:

- Redefining the role of the OahuMPO Policy Board as the regional decision-maker on the use of federal transportation funds on Oahu.
- Strengthening the vision and mission of the OahuMPO.
- More clearly defining the role of the OahuMPO and its partner agencies in preparing metropolitan planning work programs and elements.
- Reinforcing the 3-C process as a fundamental underpinning of regional planning on Oahu.

To continue the progress made or to continue enhancing the metropolitan planning progress, there are additional actions that the OahuMPO should consider over time. These ideas are organized into an implementation plan presented in Table 7. The action items included in this implementation plan were identified from several sources, including the Tier 3 correction actions and recommendations from the 2014 Federal Certification Review, actions related to next steps or monitoring/evaluation of Tier 1 and 2 corrective action deliverables, actions identified earlier in the Planning Process Review but not yet addressed, and finally, recommendations from the Consultant Team based on professional experience.