



# Florida Department of TRANSPORTATION

## Office of Inspector General Advisory Memorandum

A handwritten signature in black ink, appearing to read "KSullivan".

TO: Carmen Monroy, Director, Office of Policy Planning

FROM: Kristofer Sullivan, Inspector General

DATE: August 30, 2018

SUBJECT: Human Resources (HR) Items Related to District Metropolitan Planning Organization (MPO) Liaisons

COPY: Tom Byron, Assistant Secretary for Strategic Development  
Mark Reichert, Public Transportation Manager, Office of Policy Planning

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### EXECUTIVE SUMMARY

As a part of the Office of Inspector General's (OIG) annual audit plan, we conducted a review of the Office of Policy Planning's (OPP) Metropolitan Planning Organization (MPO) Program. One area identified as a challenge by OPP was the Human Resources (HR) practices of the District MPO Liaisons. This memorandum communicates the results of the Human Resources (HR)<sup>1</sup> component of the overall MPO Program review. In this component, we evaluated the consistency of HR practices among District MPO Liaisons for each district across the state.

We assessed position classifications, position descriptions, SMART goals, and turnover among MPO Liaisons. As summarized below, we found broad inconsistencies in each of these HR practices across districts:

- **Position Classifications.** We evaluated Career Service (CS) vs. Selected Exempt Service (SES), overtime eligibility, and regular compensatory time eligibility.
  - *Career Service (CS) vs. Selected Exempt Service (SES)* - There are 24 District MPO Liaison positions across the state, of which eight are classified as SES and 16 are classified as CS. The Liaison positions across the state **do not have consistent** benefit types.

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<sup>1</sup> Only department employees were compared, not consultants.

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- *Overtime Eligibility* - A total of four Liaisons are eligible to receive overtime pay and 20 are not eligible to receive overtime pay. The Liaison positions **have consistent** overtime eligibility within their respective position title.
- *Regular Compensatory Time Eligibility* - A total of 14 Liaisons are eligible to receive compensatory time and 10 are not. Public Transportation Specialist II and Public Transportation Specialist III positions across the state **do not have consistent** compensatory time eligibility. Public Transportation Specialist I positions **have consistent** compensatory time eligibility.
- **Position Descriptions.** Comparing the same position titles within a district, the position descriptions **are consistent**. However, comparing the positions by title, the position descriptions outside the districts **are not consistent**, suggesting they are written district by district and there is no coordination between districts in writing position descriptions.
- **Average Annual Turnover Rate.** Over a three-year period (December 2014 through December 2017) the MPO Liaison turnover rate was 27.8%, 3.2% higher than the overall department turnover rate of 24.6%.
- **SMART Goals.** Comparing District MPO Liaisons of the same position title **within the same district**, three districts (3, 5, and Turnpike) have the same SMART Goals. Three districts (1, 4, and 7) have Liaisons with the same position title but different SMART Goals. District 6 has one Liaison and District 2 has two Liaisons, but with different titles (therefore different SMART Goals.) Comparing the same position title **between districts**, the SMART Goals do not match, suggesting the SMART Goals are written district by district and there is no coordination between districts in writing SMART Goals for MPO Liaisons.

## **OPPORTUNITIES FOR IMPROVEMENT**

We recommend OPP work with the districts to ensure greater consistency for each MPO Liaison with the same position title and responsibilities. Consideration should be given to benefit type and compensatory leave eligibility statewide, position descriptions, and SMART Goals.

## **BACKGROUND**

### **Metropolitan Planning Organizations: General Overview**

In 1973, the Federal-Aid Highway Act mandated the creation or designation of Metropolitan Planning Organizations (MPO) for urbanized areas with populations greater than 50,000 people. MPOs are federally mandated transportation planning organizations (TPO) comprised of representatives from local governments and transportation authorities. In Florida, MPOs are also referred to as TPOs and Transportation Planning Agencies (TPA). The MPO's role is to develop and maintain the required transportation authorities and plans for a metropolitan area to ensure federal funds support local priorities. As a condition for receipt and use of Federal Transportation Funds, MPOs are required to implement the 3-C Planning Process<sup>2</sup> and comply with federal and state transportation planning requirements.

The MPO must consider the following planning factors in the 3-C Planning Process:

- Safety
- Accessibility & Mobility
- System Preservation
- Environmental Quality
- Resiliency & Reliability
- Security
- Multimodal Connectivity
- Economic Vitality
- System Efficiency
- Travel & Tourism

The four primary activities of an MPO are:

- Develop and maintain a Long-Range Transportation Plan (LRTP), which addresses no less than a 20-year planning horizon.
- Update and approve a Transportation Improvement Program (TIP), a four-year program for highway and transit improvements. In Florida, MPOs are required to develop and adopt a TIP annually that includes a five-year program of projects. The fifth year is included for illustrative purposes.
- Develop and adopt a Unified Planning Work Program (UPWP), which identifies the MPO's budget and planning activities to be undertaken in the metropolitan planning area.
- Prepare a Public Participation Plan (PPP), which describes how the MPO involves the public and stakeholder communities in transportation planning. The MPO also must periodically evaluate whether its public involvement continues to be effective.

### MPO Organizational Structures

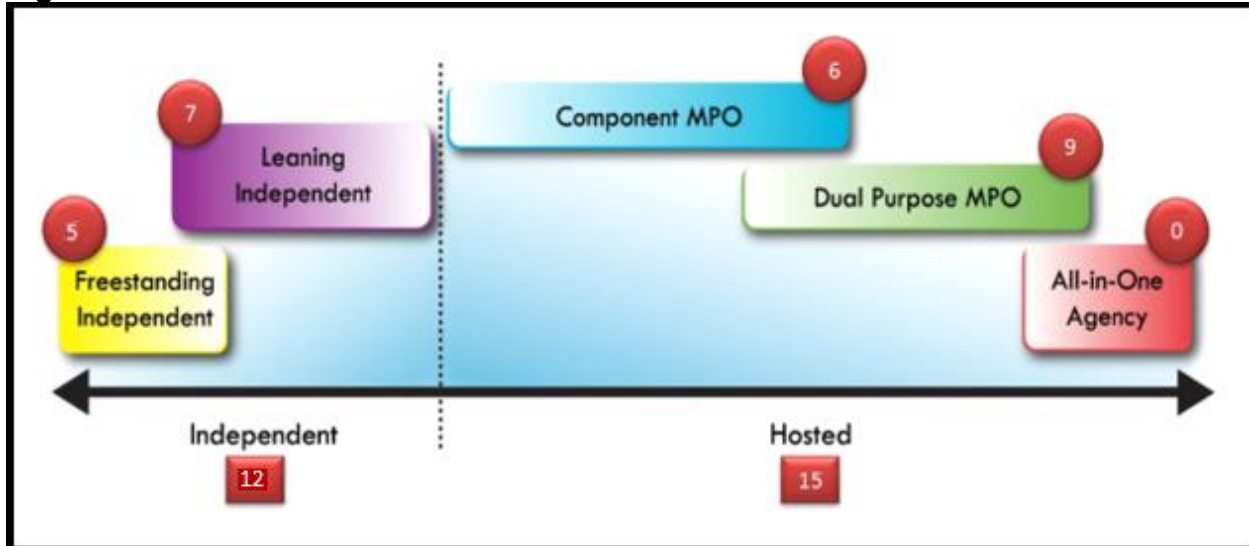
There are 27 MPOs across the state of Florida. MPOs have traditionally been classified as either independent or hosted, however there are also sub-classifications ranging from being fully independent (freestanding) to being thoroughly integrated with the host

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<sup>2</sup> Continuing, Comprehensive, urban transportation planning process undertaken Cooperatively by the states and local governments.

agency that they are nearly indistinguishable from the host (all-in-one agency). Figure 1 illustrates the continuum of possible organizational structures.

**Figure 1: MPO Structures**



Source: MPOAC: A Snapshot of Florida MPOs (prepared by CUTR, April 2011)<sup>3</sup>

Freestanding Independent MPOs must meet all their own operating needs. There are currently five freestanding independent MPOs, which include:

1. Broward MPO
2. Lee County MPO<sup>4</sup>
3. MetroPlan Orlando
4. River to Sea TPO
5. North Florida TPO

Leaning Independent MPOs receive some services from one of its member agencies under a severable contract. There are currently seven leaning independent MPOs, which include:

1. Capital Region TPA
2. Collier MPO
3. St. Lucie TPO
4. Space Coast TPO
5. Charlotte County-Punta Gorda MPO
6. Lake-Sumter MPO
7. Sarasota/Manatee MPO

Component (hosted) MPOs have functions that are separated from most functions of the host agency, but the MPO remains a division of the umbrella agency. There are currently six component MPOs, which include:

<sup>3</sup> Modified to include the newest MPO, Heartland MPO.

<sup>4</sup> Previously a Component MPO

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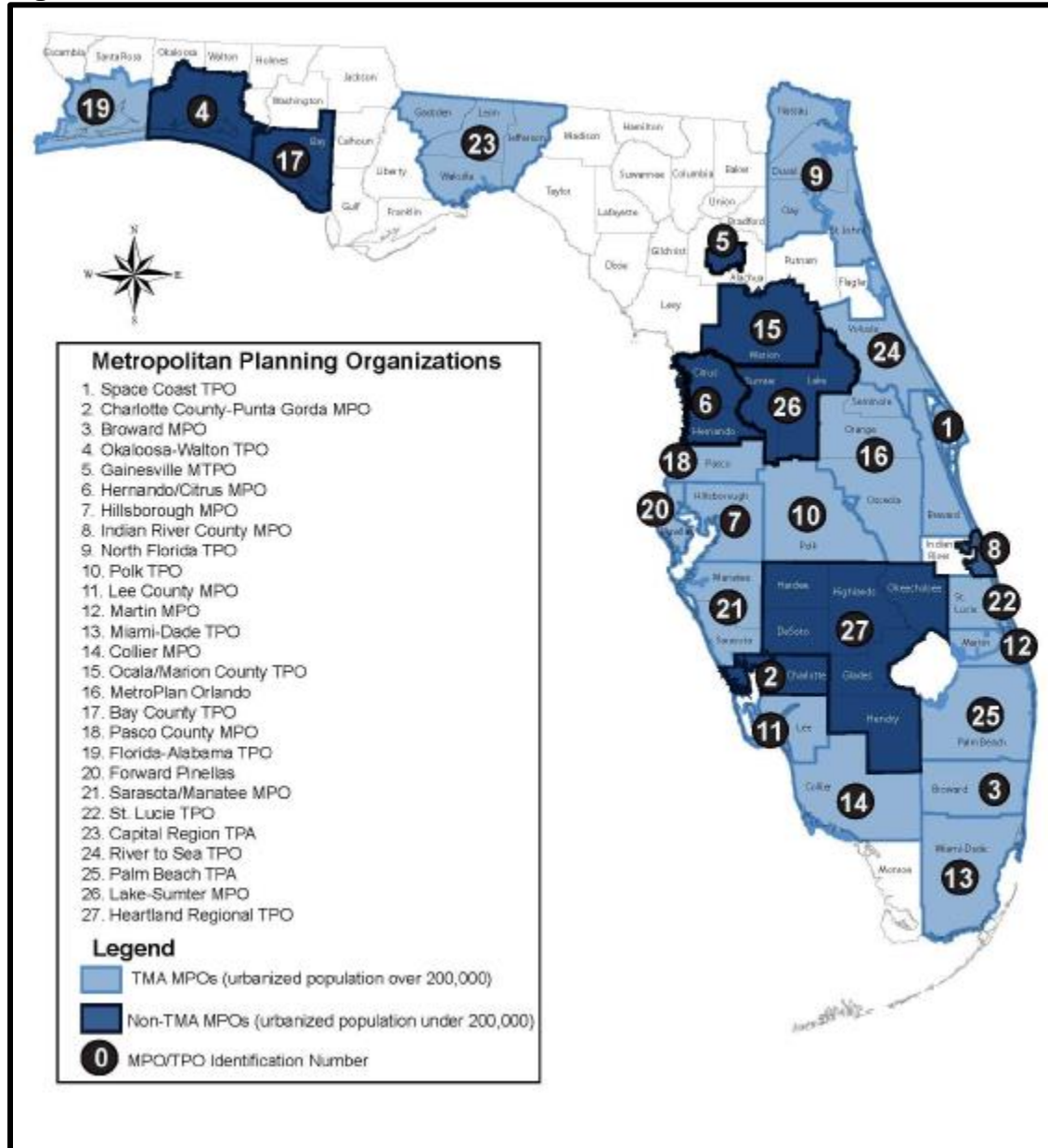
1. Gainesville MPO
2. Martin MPO
3. Ocala/Marion County TPO
4. Heartland Regional TPO
5. Miami-Dade
6. Pasco County MPO

Dual Purpose (hosted) MPOs perform both MPO planning and host agency transportation planning functions. The host agency leverages MPO planning funds to maintain transportation planning staff to accomplish these purposes. There are currently nine dual purpose MPOs, which include:

1. Bay County TPO
2. Hillsborough MPO
3. Okaloosa-Walton TPO
4. Forward Pinellas MPO
5. Palm Beach MPO
6. Florida-Alabama TPO
7. Indian River County MPO
8. Polk MPO
9. Hernando/Citrus MPO

Of the 27 MPOs in Florida, 15 are hosted and the other 12 are independent of a hosting agency. Of the 27 Florida MPOs, 15 are categorized as TMAs. Florida has no all-in-one agency MPOs and the most common organizational structure in the state is the Dual Purpose MPO (9).

**Figure 2: MPOs in Florida**



Source: April 2018 MPO Program Management Handbook (from OPP)

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The department is a decentralized state agency in accordance with legislative mandates<sup>5</sup>, with seven districts throughout Florida. Coordination between the department and the MPOs occurs mainly through the cooperative planning efforts of the MPOs and department district offices. Table 1 illustrates which MPOs each district is responsible for overseeing.

<sup>5</sup> Section 20.23, Florida Statutes (F.S.)

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**Table 1: MPOs Overseen by District**

FDOT Districts	Metropolitan Planning Offices
District 1	<ul style="list-style-type: none"> <li>• Charlotte County-Punta Gorda MPO</li> <li>• Collier MPO</li> <li>• Heartland Regional TPO</li> <li>• Lee County MPO</li> <li>• Polk TPO</li> <li>• Sarasota/Manatee MPO</li> </ul>
District 2	<ul style="list-style-type: none"> <li>• Gainesville MTPO</li> <li>• North Florida TPO</li> </ul>
District 3	<ul style="list-style-type: none"> <li>• Bay County TPO</li> <li>• Capital Region TPA</li> <li>• Florida-Alabama TPO</li> <li>• Okaloosa-Walton TPO</li> </ul>
District 4	<ul style="list-style-type: none"> <li>• Broward MPO</li> <li>• Indian River County MPO</li> <li>• Martin MPO</li> <li>• Palm Beach MPO</li> <li>• St. Lucie TPO</li> </ul>
District 5	<ul style="list-style-type: none"> <li>• Lake-Sumter MPO</li> <li>• MetroPlan Orlando</li> <li>• Ocala/Marion County TPO</li> <li>• River to Sea TPO</li> <li>• Space Coast TPO</li> </ul>
District 6	<ul style="list-style-type: none"> <li>• Miami-Dade TPO</li> </ul>
District 7	<ul style="list-style-type: none"> <li>• Hernando/Citrus MPO</li> <li>• Hillsborough MPO</li> <li>• Pasco County MPO</li> <li>• Forward Pinellas</li> </ul>

Source: June 2017 MPO Program Management Handbook (from OPP)

### **District Planning Offices**

To manage MPO planning grants that pass through the department, districts assign employees called MPO Liaisons to be grant managers for the MPOs to ensure the MPOs are operating in accordance with federal and state requirements. MPO Liaisons are responsible for both fiscal and programmatic oversight of the MPOs. These responsibilities may include providing fiscal and programmatic guidance, tracking and initializing authorization and encumbrance of funds, reviewing invoices (reimbursement requests), reviewing supporting documentation based on each MPO's risk level as part of their monitoring duties, conducting cost analysis and joint certifications with the MPOs, and maintaining records related to all actions taken on the UPWP.



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The department has 24 MPO Liaison positions throughout the state. Each district and the Turnpike Office has at least one Liaison. Each Liaison oversees at least one MPO. Table 2 displays the number of Liaisons by district and the MPO(s) each position oversees.<sup>6</sup>

**Table 2: MPO Liaisons by District and Corresponding MPOs**

<b>FDOT Districts</b>	<b>Liaisons</b>	<b>MPOs</b>
District 1	Liaison 1	Polk TPO
	Liaison 2	Sarasota/Manatee MPO
	Liaison 3	Collier County MPO
	Liaison 4	Lee MPO and Charlotte County MPO
	Liaison 5	Heartland Regional TPO
District 2	Liaison 6	Gainesville MTPO
	Liaison 7	North Florida TPO
District 3	Liaisons 8 and 9	Okaloosa-Walton TPO and Florida-Alabama TPO
	Liaisons 10 and 11	Bay County TPO and Capital Region TPA
District 4	Liaison 12	St. Lucie TPO and Indian River MPO
	Liaison 13	Palm Beach MPO and Martin County MPO
	Liaison 14	Broward MPO
District 5	Liaison 15	Ocala/Marion County TPO
	Liaison 16	Space Coast TPO
	Liaison 17	Lake-Sumter MPO
	Liaison 18	River to Sea TPO
	Liaison 19	MetroPlan Orlando MPO
District 6	Liaison 20	Miami-Dade MPO
District 7	Liaison 21	Pinellas MPO and Pasco MPO
	Liaison 22	Hillsborough MPO and Citrus MPO
Turnpike	Liaison 23	Southern MPOs -Turnpike
	Liaison 24	Western & Central MPOs -Turnpike

Source: Metropolitan Planning Program Staff List (from OPP)

The primary activities of the MPO Liaisons include but are not limited to:

- Assisting in the development of planning documents related to the MPOs;
- Assuring compliance with federal and state contracting and grant administration requirements;
- Providing programmatic and fiscal oversight for MPO grants; and
- Reviewing invoice packages to assure expenses are allowable.

<sup>6</sup> Districts 5 and 7 each have one in-house consultant working on the MPO Program.



**DETAILED SUMMARY**

**Position Classifications**

To assess consistency among district MPO Liaisons, we reviewed benefits type, overtime eligibility, and regular compensatory time eligibility of the 24 District MPO Liaison positions. Among the 24 Liaisons, there are five position titles: Public Transportation Specialist I (PTS I), Public Transportation Specialist II (PTS II), Public Transportation Specialist III (PTS III), Public Transportation Supervisor II (PT Supervisor II), and Planner II. We evaluated the PTS I, PTS II and PTS III positions for consistency. We included, but did not evaluate, the results of Public Transportation Supervisor II and Planner II because there is only one position with these titles statewide. The results of our assessment are outlined in Table 3, Position Classifications, and are further evaluated below.

**Table 3: Position Classifications**

Position Title	No. of Positions	Benefit Type		Overtime Eligibility		Compensatory Time Eligibility	
		SES	CS	Eligible	Not Eligible	Eligible	Not Eligible
PTS I	3	2	1	3	0	0	3
PTS II	14	3	11	0	14	11	3
PTS III	5	2	3	0	5	3	2
PT Supervisor II	1	1	0	0	1	0	1
Planner II	1	0	1	1	0	0	1
<b>Total</b>	<b>24</b>	<b>8</b>	<b>16</b>	<b>4</b>	<b>20</b>	<b>14</b>	<b>10</b>

Source: MPO Liaison Position Descriptions and Department Human Resources Office

Benefit Type: Career Service (CS) vs. Selected Exempt Service (SES)

During this review, we noted PTS I, PTS II, and PTS III positions across the state **do not have consistent** benefit types.

Of the 24 MPO Liaison positions across the state, eight are classified as SES and 16 are classified as Career Service. Career Service<sup>7</sup> and SES<sup>8</sup> employees receive different amounts of annual leave each year and financially contribute different amounts out of pocket towards health insurance premiums. Additionally, SES employees are classified as at-will employees, whereas Career Service employees have specific job protections identified within their respective collective bargaining agreements.

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<sup>7</sup> 104 hours of annual leave (less than 5 years), 130 hours of annual leave (5 to 10 years of service), 156 hours of annual leave (more than 10 years), 104 hours of sick leave, and 1 personal holiday. Leave is accrued each pay period.

<sup>8</sup> 176 hours of annual leave, 104 hours of sick leave, and 1 personal holiday each year. Leave is accrued all at once on an annual basis.

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Overtime Eligibility

During this review, we noted a total of four Liaisons are eligible<sup>9</sup> to receive overtime pay and 20 are not<sup>10</sup> eligible to receive overtime pay. PTS I, PTS II, and PTS III positions **have consistent** overtime eligibility within their respective position title. The three PTS I positions and one Planner II position are eligible to receive overtime compensation.

Compensatory Time Eligibility

During this review, we noted PTS II and PTS III positions across the state **do not have consistent** compensatory time eligibility within that position title.

A total of 14 Liaisons are eligible to receive compensatory time and 10 are not. All three PTS I positions are not eligible to receive compensatory time and therefore have consistent compensatory time eligibility

**Position Descriptions**

We reviewed the position descriptions (PD) for the 24 MPO Liaisons and compiled the eight most common attributes from the “duties and responsibilities” section. We added a ninth attribute, financial skills, based off the Knowledge, Skills, and Abilities (KSA) within each PD. These nine attributes are listed in Table 4.

**Table 4: Attributes in District MPO Liaison Position Descriptions**

Key	
Attribute 1	Liaison to MPO
Attribute 2	Assist in development of TIP, UPWP, LRTP <sup>11</sup> , Certification
Attribute 3	Attend public meetings; Participate in public involvement
Attribute 4	Coordinate/Manage Joint Participation Agreement (JPA)
Attribute 5	Conduct studies
Attribute 6	Oversee/Monitor grants to MPOs
Attribute 7	Procure and/or manage consultant contracts and task orders
Attribute 8	Manage/Supervise
Attribute 9	Financial skills required

Source: MPO Liaison Position Descriptions

Table 5 illustrates a matrix by position title and district that identifies which position titles contain the identified attributes from Table 4. The first three columns display the different MPO Liaison position titles, the district in which the PD originates, and the

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<sup>9</sup> Employees eligible for overtime compensation are classified as “included.”

<sup>10</sup> Employees not eligible for overtime compensation are classified as “excluded.”

<sup>11</sup> Transportation Improvement Plan (TIP), Unified Planning Work Program (UPWP), Long Range Transportation Plan (LRTP)

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number of MPO Liaisons with the PD. The check mark indicates the PD has an attribute and no check mark indicates the PD does not have an attribute.

**Table 5: Statewide Comparison of All MPO Liaison Position Descriptions**

Position Title	District	Employees with PD	Attributes in MPO Liaison PDs								
			1	2	3	4	5	6	7	8	9
PTS I	3	1		✓		✓		✓			
	Turnpike	2	✓		✓						✓
PTS II	1	5	✓	✓	✓						
	2	1		✓				✓			✓
	4	2	✓	✓		✓	✓		✓		
	5	4		✓	✓				✓		✓
PTS III	7	2	✓	✓	✓	✓					
	2	1		✓				✓			
	3	2	✓	✓		✓		✓		✓	
	5	1		✓	✓	✓		✓		✓	
Planner II	3	1		✓	✓						✓
PT Supervisor II	4	1		✓	✓	✓	✓		✓	✓	

Source: MPO Liaison Position Descriptions (from Department Human Resources Office)

Comparing the same position titles within a district, the PDs **are consistent**. However, comparing the same position titles across districts, the PDs **are not consistent**. This suggests PDs are written by each district without coordination.

We also surveyed the MPO Liaisons to determine if they believed their duties match their PDs. Four of 21 respondents believed their duties do not match their PDs.

**Average Annual Turnover Rate**

We observed over a three-year period (December 2014 through December 2017) the MPO Liaison turnover rate was 27.8%, 3.2% higher than the overall department turnover rate for all positions of 24.6%.<sup>12</sup>

Table 6 details the MPO Liaison turnover rate and average salary by district.<sup>13</sup>

<sup>12</sup> The turnover rates calculate turnover within positions. When an employee leaves a position for any reason (resignation, termination, promotion, demotion), the position change is counted as turnover.

<sup>13</sup> See Attachment 2 for MPO Liaison Turnover Rate by Position.

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**Table 6: MPO Liaison Turnover Rate and Average Salary by District**

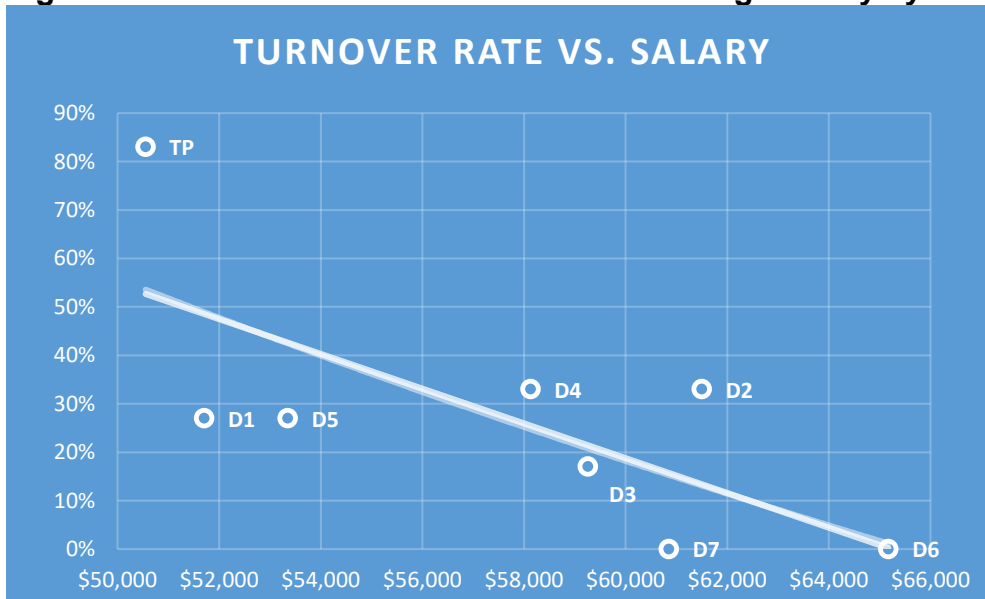
District	Average Annual Turnover Rate by District	Average Salary by District
D1	27%	\$51,704
D2	33%	\$61,500
D3	17%	\$59,259
D4	33%	\$58,129
D5	27%	\$53,350
D6	0%	\$65,172
D7	0%	\$60,851
Turnpike	83%	\$50,553
Average	27.8%	\$56,153

Sources: Department Human Resources Office and the Florida has a Right to Know website.

Note that at least six Liaisons were either promoted or transferred to another position within the MPO Program as another Liaison or as an Administrator.

Figure 3 displays negative correlation between salary and turnover rate. Generally, the higher the salary is, the lower the turnover rate. The lower the salary is, the higher the turnover rate.

**Figure 3: MPO Liaison Turnover Rate and Average Salary by District (Trend Line)**



Sources: Department Human Resources Office and the Florida has a Right to Know website.

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**SMART Goals**

We reviewed and compared the SMART Goals of each MPO Liaison<sup>14</sup> to determine consistency. Table 7 displays each position title, the number of Liaisons with the same SMART Goals, and the total number of SMART Goals for each SMART Goal Set. Each row represents a different set of SMART Goals. For example, under SMART Goal Set “b”, the four Public Transportation Specialist II Liaisons have the same SMART Goals, but different SMART Goals from all the other Liaisons. The columns on the right identify the total number of SMART Goals for a Liaison plus the number of Job-Specific Goals and Core Goals.

**Table 7: SMART Goals**

Position Title	SMART Goal Set	No. Of Liaisons	SMART Goals	Job-Specific Goals	Core Goals
PTS I	a	2	6	3	3
	b	4	6	3	3
PTS II	c	1	7	4	3
	d	1	7	4	3
	e	1	7	5	2
	f	1	7	4	3
	g	3	8	5	3
	h	1	3	0	3
	i	1	7	4	3
	j	2	6	3	3
PTS III	k	1	6	3	3
	l	1	10	7	3
PT Supervisor II	m	1	9	6	3
Planner II	n	1	7	4	3

Source: MPO Liaison SMART Goals (from Department Human Resources Office)

Comparing MPO Liaisons of the same position title **within the same district**, Districts 3, 5, and Turnpike have the same SMART Goals, and Districts 1, 4, and 7 have different SMART Goals. District 6 has one MPO Liaison and District 2 has two, but with different titles (therefore different SMART Goals).

Comparing the same position title **between districts**, the SMART Goals are different, suggesting the SMART Goals are written by district and there is no coordination between districts in writing SMART Goals for MPO Liaisons.

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<sup>14</sup> Only 21 MPO Liaison positions were occupied at the time of our review (one vacancy from PTS I, PTS II, and PTS III).

**OPPORTUNITIES FOR IMPROVEMENT**

We recommend OPP work with the districts to ensure greater consistency for each MPO Liaison with the same position title and responsibilities. Consideration should be given to benefit type and compensatory leave eligibility statewide, position descriptions, and SMART Goals.

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**ATTACHMENT 1 – MPO Liaison Salary Data**

The following tables contain different views of the salary data we obtained and compiled.<sup>15</sup> The underlying data is available on request, subject to any potential restrictions in Florida public records law.

**Table 1: Low and High Salaries by MPO Liaison Position Title**

Position Title	Low Salary	High Salary	Identical Salary <sup>16</sup>
Public Transportation Specialist I	\$45,107	\$56,000	0%
Public Transportation Specialist II	\$49,638	\$67,000	43%
Public Transportation Specialist III	\$61,000	\$70,716	0%
Public Transportation Supervisor II	\$68,600	\$68,600	N/A
Planner II	\$47,000	\$47,000	N/A
	\$45,107	\$70,716	

**Table 2: Average Salary by MPO Position Title**

Position Title	Average Salary
Public Transportation Specialist I	\$51,206
Public Transportation Specialist II	\$53,452
Public Transportation Specialist III	\$66,025
Public Transportation Supervisor II	\$68,600
Planner II	\$47,000
	\$56,153

**Table 3: MPO Liaison Salaries, District 1**

Position Title	Actual Salary	Liaison Experience
Public Transportation Specialist II	\$49,638	1-2 years
Public Transportation Specialist II	\$49,638	< 1 year
Public Transportation Specialist II	\$49,638	< 1 year
Public Transportation Specialist II	\$53,000	3-4 years
Public Transportation Specialist II	\$56,609	> 5 years

<sup>15</sup> The data include only department employees, not consultants.

<sup>16</sup> The percentage of employees of the same position title that receive the same salary.



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**Table 4: MPO Liaison Salaries, District 2**

<b>Position Title</b>	<b>Actual Salary</b>	<b>Liaison Experience</b>
Public Transportation Specialist II	\$62,000	3-4 years
Public Transportation Specialist III	\$61,000	Vacant

**Table 5: MPO Liaison Salaries, District 3**

<b>Position Title</b>	<b>Actual Salary</b>	<b>Liaison Experience</b>
Planner II	\$47,000	3-4 years
Public Transportation Specialist III	\$66,809	3-4 years
Public Transportation Specialist I	\$52,512	Vacant
Public Transportation Specialist III	\$70,716	> 5 years

**Table 6: MPO Liaison Salaries, District 4**

<b>Position Title</b>	<b>Actual Salary</b>	<b>Liaison Experience</b>
Public Transportation Specialist II	\$51,614	1-2 years
Public Transportation Specialist II	\$54,174	1-2 years
Public Transportation Supervisor II	\$68,600	> 5 years

**Table 7: MPO Liaison Salaries, District 5**

<b>Position Title</b>	<b>Actual Salary</b>	<b>Liaison Experience</b>
Public Transportation Specialist II	\$49,638	1-2 years
Public Transportation Specialist II	\$49,638	1-2 years
Public Transportation Specialist II	\$51,404	> 5 years
Public Transportation Specialist II	\$49,638	< 1 year
Public Transportation Specialist III	\$66,432	1-2 years

**Table 8: MPO Liaison Salaries, District 6**

<b>Position Title</b>	<b>Actual Salary</b>	<b>Liaison Experience</b>
Public Transportation Specialist III	\$65,172	> 5 years

**Table 9: MPO Liaison Salaries, District 7**

<b>Position Title</b>	<b>Actual Salary</b>	<b>Liaison Experience</b>
Public Transportation Specialist II	\$54,701	> 5 years
Public Transportation Specialist II	\$67,000	> 5 years

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**Table 10: MPO Liaison Salaries, Turnpike**

<b>Position Title</b>	<b>Actual Salary</b>	<b>Liaison Experience</b>
Public Transportation Specialist I	\$45,107	1-2 years
Public Transportation Specialist I	\$56,000	3-4 years

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**ATTACHMENT 2 – MPO Liaison Turnover Rate by Position**

<b>District</b>	<b>Position Title</b>	<b>Average Annual Turnover Rate (Dec. 2014 – Dec. 2017)<sup>17</sup></b>	<b>Actual Salary (as of 11/22/17)</b>
D1	Public Transportation Specialist II	33%	\$49,638
D1	Public Transportation Specialist II	33%	\$49,638
D1	Public Transportation Specialist II	67%	\$49,638
D1	Public Transportation Specialist II	0%	\$53,000
D1	Public Transportation Specialist II	0%	\$56,809
D2	Public Transportation Specialist II	0%	\$62,000
D2	Public Transportation Specialist III	67%	\$61,000
D3	Planner II	0%	\$47,000
D3	Public Transportation Specialist III	33%	\$66,809
D3	Public Transportation Specialist I	0%	\$70,716
D3	Public Transportation Specialist III	33%	\$52,512
D4	Public Transportation Specialist II	33%	\$51,614
D4	Public Transportation Specialist II	33%	\$54,174
D4	Public Transportation Supervisor II	33%	\$68,600
D5	Public Transportation Specialist II	33%	\$49,638
D5	Public Transportation Specialist II	33%	\$49,638
D5	Public Transportation Specialist II	0%	\$51,404
D5	Public Transportation Specialist II	33%	\$66,432
D5	Public Transportation Specialist III	33%	\$49,638
D6	Public Transportation Specialist III	0%	\$65,172
D7	Public Transportation Specialist II	0%	\$54,701
D7	Public Transportation Specialist II	0%	\$67,000
TP	Public Transportation Specialist I	100%	\$45,107
TP	Public Transportation Specialist I	67%	\$56,000

<sup>17</sup> The turnover rate calculates turnover within the liaison position. When an employee leaves a liaison position for any reason (resignation, termination, promotion, demotion) the position change is counted as turnover.

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**ATTACHMENT 3 – Analysis of MPO Liaison SMART Goals**

In the compilation of statistics below, each row represents a single employee.

**District 1**

Position Title	SMART Goals	Job-Specific Goals	Core Goals	Matches Other Positions in District?
PTS II	6	3	3	Yes
PTS II	6	3	3	Yes
PTS II	7	4	3	No
PTS II	6	3	3	No
PTS II	6	3	3	Yes

**District 2**

Position Title	SMART Goals	Job-Specific Goals	Core Goals	Matches Other Positions in District?
PTS II	7	4	3	No other position in district
PTS III	7	4	3	No other position in district

**District 3**

Position Title	SMART Goals	Job-Specific Goals	Core Goals	Matches Other Positions in District?
Planner II	7	4	3	No other position in district
PTS III	6	3	3	Yes
PTS III	6	3	3	Yes
PTS I	Vacant	Vacant	Vacant	No other position in district

**District 4**

Position Title	SMART Goals	Job-Specific Goals	Core Goals	Matches Other Positions in District?
PTS II	7	5	2	No
PTS II	7	4	3	No
PT Supervisor II	9	6	3	No other position in district

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**District 5**

<b>Position Title</b>	<b>SMART Goals</b>	<b>Job-Specific Goals</b>	<b>Core Goals</b>	<b>Matches Other Positions in District?</b>
PTS II	8	5	3	Yes
PTS II	8	5	3	Yes
PTS II	8	5	3	Yes
PTS II	New Liaison	New Liaison	New Liaison	New Liaison
PTS III	6	3	3	No other position in district

**District 6**

<b>Position Title</b>	<b>SMART Goals</b>	<b>Job-Specific Goals</b>	<b>Core Goals</b>	<b>Matches Other Positions in District?</b>
PTS III	10	7	3	No other position in district

**District 7**

<b>Position Title</b>	<b>SMART Goals</b>	<b>Job-Specific Goals</b>	<b>Core Goals</b>	<b>Matches Other Positions in District?</b>
PTS II	3	0	3	No
PTS II	7	4	3	No

**Turnpike**

<b>Position Title</b>	<b>SMART Goals</b>	<b>Job-Specific Goals</b>	<b>Core Goals</b>	<b>Matches Other Positions in District?</b>
PTS I	6	3	3	Yes
PTS I	6	3	3	Yes