



# FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION

CITY OF FLAGSTAFF ♦ COCONINO COUNTY ♦ ARIZONA DOT

Office: 100 West Birch Avenue ♦ Flagstaff, Arizona 86001

Mail: 211 West Aspen Avenue ♦ Flagstaff, Arizona 86001

Phone: (928) 226-4849 ♦ Fax: (928) 213-4825

www.flagstaffmpo.org

## *Special* AGENDA Executive Session EXECUTIVE BOARD MEETING 4:00 p.m. – 5:00 p.m., Monday June 16, 2008

Flagstaff City Hall, Council Conference Room, 211 W. Aspen Ave., Flagstaff, AZ 86001



In compliance with the Americans with Disabilities Act, if you need assistance to participate in this meeting, please contact Rita at 928-779-7685, extension 7252 (or 774-5281 TDD). Notification at least 48 hours in advance will enable the City to make reasonable arrangements.

### CALL TO ORDER

BOARD MEMBERS:

**Bob Montoya**, Chair

Joe Donaldson, Vice-chair

Matt Ryan

Karen Cooper

Deb Hill

Scott Overton

FMPO STAFF:

David Wessel, FMPO Manager

### I. EXECUTIVE SESSION

#### 1. **FMPO Manager Personnel Review**

FMPO Staff:

David Wessel, FMPO Manager

REQUESTED ACTION:

Discussion and Possible Action

Management Committee representation will be present to deliver the evaluation to the Board and seek a letter of endorsement to the City Human Resources Department.

**RECOMMENDED ACTIONS:** Authorize Chair to sign endorsement

#### 2. **Next Meeting Date**

Executive Board

June 25, 2008

ADOT, 1801 S. Milton Road

### ADJOURNMENT

#### CERTIFICATION OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Flagstaff City Hall on \_\_\_\_\_, at \_\_\_\_\_ a.m./p.m. in accordance with the statement filed by the Recording Secretary with the City Clerk.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2008.

\_\_\_\_\_  
Meg Roederer, FMPO Administrative Specialist

# FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION STAFF SUMMARY REPORT



**To:** FMPO Executive Board  
**From:** David Wessel, FMPO Manager  
**Date:** June 12, 2008  
**Meeting Date:** June 16, 2008

---

**Title:** Executive Board review of FMPO Manager

**Recommended Action:** Motion authorizing Chair to sign the FMPO Manager evaluation as prepared by the Management Committee.

---

**ACTION SUMMARY:** Board endorsement meets the expectations of the IGA and Operating Procedures, supports the Management Committee findings, and permits the evaluation to be processed through Host Agency system.

## **DISCUSSION:**

### **Background/History:**

- The IGA and Operating Procedures call for the Management Committee to review the Manager and present their findings to the Executive Board.

### **Key Considerations/Critical Issues:**

- Evaluations are due by the end of the June to meet Host Agency deadlines, but can be made retro-active.

### **Financial Implications:**

- The Management Committee recommends the merit increase be approved.

### **Community Benefits and Considerations:**

- Enables staff to better understand Board expectations.

### **Community Involvement:**

- N/A – Executive Session

### **Alternatives and Consequences:**

- Direct staff to amend the evaluation per Executive Session findings and authorize the Chair to approve and sign the amended document.

**Attachments/Exhibits:**

- Performance Evaluation – CONFIDENTIAL, hand delivered
- MPO Manager Job Description
- MPO Manager FY 07 Goals

---

**Department Head** *(Acknowledgment that all reviews have been completed and required approvals initialed below.)*

---

<b>INITIALS</b>	<b>RESPONSIBILITY</b>	<b>DATE</b>	<b>INITIALS</b>	<b>RESPONSIBILITY</b>	<b>DATE</b>
_____	<b>BIDS/PURCHASES</b>	_____	_____	<b>FINANCE/BUDGET</b>	_____
_____	<b>GRANTS</b>	_____	_____	<b>CONTRACTS</b>	_____
_____	<b>LEGAL</b>	_____	_____	<b>IGAS</b>	_____
_____	_____	_____	_____	_____	_____

**DATE OF COUNCIL APPROVAL:** \_\_\_\_\_

**City of Flagstaff**  
**Performance Evaluation**  
**Employee Pre-Review Input**  
**Section I**

Date:	May 29, 2008				
Name:	David Wessel	Job Title:	MPO Manager		
Supervisor:	Rick Barrett	Dept:	Community Development	Division:	Engineering

The supervisor will give the employee Section I to complete and the employee will forward to the supervisor, who will use the information in completing the performance evaluation.

**Fill out this form and return it to your supervisor to assist in preparing your review prior to \_\_\_\_\_.**

1. Were this year's goals met?       Yes       No      If no, why:

Internal and external communications have improved via retreats, staff reporting, liaisons with the RTAC and COG/MPO Association. Management Committee being used to retool work efforts such as public involvement for the RTP. Admin Specialist fully integrated into FMPO work, processes being developed to better involved MMTP.

2. Other achievements accomplished outside of established goals from last year:

Application for ATTPL produced. Valuable input to ADOT statewide efforts provided including freight plan, framework study, bqAZ, critical needs list. Work with Engineering Division and Capital section on performance measurements.

3. Goals you would like to set for next review period:

- Improved private-sector stakeholder relations including communicating private-sector concerns to the Executive Board.
- Improved NAU planning coordination – regular contacts with planning development, shuttle services, and facilities management.
- Better integration of MMTP position into FMPO production.

**Empowerment Goals:**

The CD Focus Group was charged with implementing strategies to correct deficiencies identified through the last Climate Survey. The survey identified Empowerment as the lowest ranking category for CD. Empowerment is having the tools, resources and supervisory support to take ownership and make decisions at the lowest levels possible.

4. Do you feel there are opportunities for additional empowerment within your current position? If so, please list them here to discuss with your supervisor, and incorporate them into Section VI Goals & Objectives.

I believe that I possess strong insights into organizational behavior and management and should be afforded better opportunities to share those with the host agency.

**Section I is a part of the evaluation and, therefore, needs to be attached to the performance evaluation form.**

# City of Flagstaff

## Performance Evaluation

### Section II

**ALL SECTIONS MUST BE COMPLETED IN THEIR ENTIRETY**

EPA Number: \_\_\_\_\_

Evaluation Period: from July 1, 2007 to June 30, 2008 Effective Date: July 1, 2008

Name: David Wessel Job Title: FMPO Manager

Evaluator: Rick Barrett Dept: Community Development Division: Engineering

Reason for Evaluation:  3 mo  6 mo  9 mo  Annual merit  Yearly review (topped out)

Other \_\_\_\_\_

The goals of a performance evaluation are to:

- **Inform** The supervisor and employee communicate openly about performance. This should happen throughout the year and not only at this time. Issues discussed now should not be unexpected to the employee.
- **Set Goals** The supervisor and employee mutually establish goals for progress. Goals should be realistic, measurable, and obtainable within six months to one year.
- **Develop** The supervisor and employee identify actions that can be taken to enhance development and performance.
- **Evaluate** The supervisor and employee evaluate results based on previously established goals and performance standards.
- **Provide** Standards for decisions on merit advances

#### Definition of Ratings

<b>Unsatisfactory: (0)</b>	Employee's performance is frequently unacceptable and marked improvement is necessary for continued improvement (requires comments).
<b>Proficient: (5)</b>	Employee consistently fulfills the requirements of the position.
<b>Outstanding: (10)</b>	Employee consistently made unique and highly significant contributions (requires comments)
<b>Not Applicable: (N/A)</b>	Does not apply or relate to position.

# City of Flagstaff

## Performance Evaluation

### Section III

Rating Scale										
Unsatisfactory				Proficient				Outstanding		
0	1	2	3	4	5	6	<b>7</b>	8	9	10

If rating item not applicable, use N/A

**Comments are required**

A - CUSTOMER SERVICE & VALUES		Rating	Overall Comments
1	Provides quality customer service to customers within Flagstaff Metropolitan Planning Organization (FMPO)	7	<p>Dave had a successful year and has worked hard at providing the appropriate level of detail for discussion with the Technical Advisory Comm., Management Comm. &amp; Executive Board. Dave's agenda packets are typically complete with background documents and technical information and should continue to ensure that there is an executive summary included.</p> <p>Kevin Burke: I have found Dave to be very knowledgeable and accommodating. He has taken times on a couple of occasions to sit down and explain things to me. He is always patient with my questions and intent on making sure I understand what is going on. I appreciate this. He seems quite organized in the fact that there is always an agenda and the packet is sent out in advance, plus he brings extra in case we participants forget. This may be more Meg, but it will reflect upon him either way. His responsiveness to phone calls or emails is a bit delayed, but hasn't caused any problems. I would prefer that it was quicker, but I have no good grasp on what else he is balancing. I look for Dave to be our eye and ears at the state level and he seems to be well involved and informed. My expectation is that would continue, particularly with the TIME Coalition ballot initiative. Other than that, my relationship has been quite good.</p> <p>Dave has improved his customer service by staying focused on the approved Work Program and TIP and should continue to advise the E-Board and Management Committee when an emergent work request will require re-prioritization of the work program due to FMPO's limited resources.</p> <p>Dave's level of independent decision making is excellent and is one of his strengths.</p> <p>The FMPO hosted annual State Transportation Board Dinner on May 15<sup>th</sup> was a big success that is attributable to the teamwork within the FMPO as well as outreach efforts to community and numerous stakeholders.</p>
2	Provides quality customer service to external customers (outside of FMPO)	7	
3	Meeting and addressing the public's concerns/questions	7	
4	Works effectively with fellow employees	7	
5	Works effectively with host agency supervisor and Management Committee	7	
6	Appearance of work station	n/a	
7	Accountable for one's own action to the community and co-workers	8	
8	Is honest, responsible, fair, highly trained, cost conscious	7	
9	Is a team in partnership with citizens, other agencies	8	
10	Solves problems creatively, open-mindedly, professionally	7	

# City of Flagstaff

## Performance Evaluation

### Section III (Continued)

Rating Scale										
Unsatisfactory			Proficient					Outstanding		
0	1	2	3	4	5	6	7	8	9	10

If rating item not applicable, use N/A

**Comments are required**  
**Complete following shaded areas only if below standard**

B – JOB KNOWLEDGE & SKILLS	Rating	Overall Comments	
1	Observance of work hours	<p>Dave has done an excellent job in leading the way on land use modeling as it pertains to transportation planning and the Regional Transportation Plan (RTP). His land use planning skills and knowledge have aided a City effort to develop comprehensive master plans that will provide the framework for the upcoming Regional Land Use &amp; Transportation Plan (RLUTP) update.</p> <p>The FMPO has a very difficult task of accomplishing its assigned work while leveraging resources of the City, County and State. To be successful, the FMPO manager needs to be able to foresee the needs of projects in the work program and to plan and organize enough time to allow the partner organizations enough time to accommodate FMPO work requests into their respective work programs. Specifically, Dave waited too long to work with City and County GIS staff to create a land use model for the region to support the RTP and the state Framework Study. (NOTE: ADOT's request for land use planning zones associated with the statewide Framework Study was accelerated in nature).</p> <p>Dave manages his available resources very well and his work group has very good productivity for a staff of 2.88 FTEs. I'd like to see Dave continue to work closely with the City to prioritize the work load of the Multi-Modal Transportation Planner (MMTP) associated with FUTS program and balance these needs with his needs to deliver the RTP. Also, we need to prioritize the budget so that we can hire the intern (.38 FTE) to provide much needed resource to the FMPO.</p>	
2	Safety practices		n/a
3	Compliance with rules		8
4	Accepts direction		7
5	Accepts change		6
6	Effectiveness under stress		7
7	Initiative		7
8	Knowledge of work		8
9	Job skill level		7
10	Work judgments		7
11	Planning and organizing		7
12	Meeting deadlines		6
13	Work coordination		6
14	Written expression		6
15	Oral expression		6
16	Productivity		8
17	Operation, use, and maintenance of vehicles, tools, and other equipment		n/a

# City of Flagstaff

## Performance Evaluation

### Supervisor's Performance Evaluation

#### Section IV

Rating Scale										
Unsatisfactory				Proficient			Outstanding			
0	1	2	3	4	5	6	<b>7</b>	8	9	10

**Complete this section for employees who supervise.**

If rating item not applicable, use N/A

**Comments are required**

**Complete following shaded areas only if below standard**

A	PROFESSIONAL CONDUCT	Rating	Overall Comments
1	Maintains the highest standards of ethics and integrity	7	<p>Dave cares deeply about the success of the FMPO and the impact it has on ADOT, County and City.</p> <p>Dave continues to provide excellent leadership to the Engineering Division's Section Head group and advocates for the Region's values and vision on a regular basis. Dave has also become a trusted leader and has demonstrated the ability to promote open, honest communication at all levels.</p>
2	Puts the community first, the team next, and ourselves last	8	
3	Respects, trusts, and encourages staff in the pursuit of FMPO goals	7	
4	Knows and demonstrates the Region's values and vision	8	
5	Facilitates change for the greater good	7	
6	Resolves conflicts with civility and concern for others' values and beliefs	7	
7	Promotes open, honest communication at all levels	8	
8	Collaborates in design and delivery of quality service	7	
9	Committed to excellence	7	
B	LEADERSHIP	Rating	Overall Comments
1	Planning and organizing	8	<p>Dave has done an excellent job this last rating period to engage his Management Committee and Executive Board in development of clear goals and visions for the FMPO.</p> <p>Dave should continue to seek opportunities to involve the MMTP in the transportation planning tasks associated with the RTP as a way to grow staff.</p> <p>Effectiveness of the FMPO should continue to improve in the future with the well defined goals and vision as established by the chartering efforts Dave has led this last year. Continued communication efforts with stakeholders and community outreach to get the FMPO's message spread into the community are key elements of the FMPO's success in the future.</p> <p>Rakesh Tripathi: Dave Wessel has grown into the position of Manager over time and has become a knowledgeable, competent leader of the MPO.</p>
2	Training and development of staff	6	
3	Evaluating staff	6	
4	Scheduling and coordinating	6	
5	Productivity	7	
6	Supervisory control	6	
7	Leadership/coaching	7	
8	Safety record of work unit	n/a	
9	Judgments and decisions	7	
10	Conducts performance evaluations in a timely manner	6	
11	Effectiveness of unit	7	
12	Communication with staff	6	
13	Provides regular and appropriate feedback	6	
14	Is consistent, fair, and non discriminatory in the hiring and treatment of staff		



# City of Flagstaff

## Performance Evaluation

### Summary Evaluation

#### Section V

**OVERALL RATING**

Rating Scale										
Unsatisfactory			Proficient					Outstanding		
0	1	2	3	4	5	6	<b>7</b>	8	9	10

If rating item not applicable, use N/A

This evaluation is based on my observation and knowledge and represents my judgment of the employee's performance.

I recommend this employee be granted tenured status \_\_\_Yes \_\_\_No  
(for final probationary evaluations only).

I recommend this employee receive a yearly merit increase. \_\_XX\_\_Yes \_\_\_No \_\_\_N/A (top of range)

### Goals & Objectives

#### Section VI

Goals agreed upon by employee and supervisor for next rating period (you may add as many goals and objectives as you wish):

Statement of goals/objectives	How each goal/objective is to measured:	How will supervisor support the accomplishment of the goals
Improve ability to effectively communicate with Agencies and external stakeholders	By development of an outreach program and communication plan endorsed by Management Committee and Executive Board	Observe, coach & mentor
Improve ability to plan & organize work program tasks with partner agencies	Develop 5 year program and financial plan to ensure adequate resources are available to achieve stated goals	Observe, coach & mentor
Coordinate education of elected officials and the general public regarding the T.I.M.E. transportation tax initiative and the Statewide Transportation Investment Initiative	Presentations to elected bodies, service clubs, etc. Preparation and circulation of informational materials. Involvement in news releases, etc.	Identification of opportunities for education. Review of informational materials
See your goals from Section I	Show substantial progress in each area	Provide support for you and with other Agencies



**City of Flagstaff**  
**Performance Evaluation**  
**Employee Post-Review Input**  
**Section VIII**

**It is strongly recommended that the employee complete this section and it be forwarded to Human Resources, however, it is optional. The comments will be compiled and shared with Department Heads.**

1. Was your evaluation fair?  Yes  No
2. Was anything in your evaluation unexpected?  Yes  No
3. Were issues taken care of in a timely manner throughout this rating period?  Yes  No
4. Has your supervisor helped you in accomplishing the goals that were established last rating period?  
 Yes  No
5. Comments on Nos. 1 through 4 above:
  
  
  
  
  
  
  
  
  
  
6. What type of training do you believe your supervisor should attend (optional):

**RETURN TO HUMAN RESOURCES**

Department/Division \_\_\_\_\_ Supervisor's Name \_\_\_\_\_

\_\_\_\_\_  
Employee Name (please print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

11/03/04

## **DISTINGUISHING FEATURES OF THE WORK**

Actively supports and upholds the City's stated mission and values. Performs high-level professional management, administrative, supervisory and transportation planning duties as the manager of the Flagstaff Metropolitan Planning Organization (FMPO). This position is accountable to the Executive Board that is comprised of elected and appointed officials from the City of Flagstaff, Coconino County, and the Arizona Department of Transportation (ADOT). The City is the host agency managing the day-to-day operations (i.e. budget and procurement processes, communication technologies, etc.) through the City Engineer.

Under direct supervision of the Management Committee, employees of this class are expected to exercise a high degree of independence, initiative and professional expertise in the administration of the FMPO. An important aspect of this position is the oversight and coordination of multi-jurisdictional transportation planning and programming for the region including the development of regional and jurisdictional policies, evaluating and recommending changes to existing and potential programs, making recommendations for service levels, and ensuring compliance with all applicable rules and regulations governing transportation planning including the production and management of the following federally-mandated efforts: Overall Work Program, Transportation Improvement Program; Long Range Transportation Plan.

This position is FLSA exempt.

## **EXAMPLES OF THE WORK PERFORMED (ILLUSTRATIVE ONLY)**

- Provides excellent customer service to both internal and external customers.
- Responsible for the proper procedures, policies, and operations of the FMPO.
- Prepares and administers the FMPO budget and exercises control over expenditures.
- Researches, compiles, and presents technical transportation planning and engineering advises to the FMPO Executive Board and to member organizations' department heads, managers, and legislative bodies, if needed.
- Makes final decisions, recommendations, provides reports, and other information to the Executive Board in conjunction with the Management Committee.
- Recommends policies related to the transportation element of the Regional Land Use and Transportation Plan to the Flagstaff City Council and the Coconino County Board of Supervisors.
- Recommends policy positions to the Executive Board on state and federal legislative issues.
- Coordinates the development of regional transportation planning goals with the City and County Community Development Directors, County Transportation Manager, ADOT District Engineer, and relevant NAU department heads.
- Performs liaison duties regarding transportation issues between member agencies, councils of government, lobbyists to state and federal legislatures, and national transportation organizations.
- Attends regular FMPO Executive Board and Technical Advisory Committee meetings and attends City Council, County Board of Supervisors, and Arizona State Transportation Board meetings as needed to represent regional transportation issues.
- Prepares written communication and reports regarding transportation projects and activities.

- Supervises the maintenance of time sheets, attendance, leave and other FMPO personnel and payroll records.
- Directs professional, sub professional, and other employees of the FMPO and coordinates, with appropriate permission, staff from other agencies in the investigation, development and implementation of a variety of transportation projects.
- Establishes priorities of work within the FMPO.
- Directs the preparation of reports, including the Unified Planning Work Program and the Transportation Improvement Program, and represents the FMPO at a wide variety of meetings.
- Develops the Five-Year Transportation Capital Plan within the Transportation Improvement Program and coordinates those projects and schedules with the County and State programs for the region.
- Keeps the City and County Managers and ADOT Flagstaff District Engineer advised of transportation planning activities through oral and written reports.
- Attends conferences and conventions and other educational and professional meetings to keep updated on engineering methods and administration.
- Speaks before civic and professional groups on the plans, objectives, policies and programs of the FMPO.

**REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES**

- Extensive knowledge of modern theories, principals and practices of transportation planning and development as applied to the preparation of a transportation program.
- Considerable knowledge of recent developments, current literature, and sources of information related to multi-modal transportation planning, and urban growth and development.
- Considerable knowledge of the methods and techniques of technical report preparation and presentation.
- Working knowledge of the principles and practices of budget preparation and planning as it may pertain to transportation planning.
- Ability to communicate clearly and concisely and to make public presentation.
- Ability to direct and supervise professional planners of all levels.
- Ability to coordinate activities of the FMPO with City, County, State and Federal agencies and their respective departments and divisions such as traffic engineering, land use planning, public works, capital improvements, legal and finance.
- Ability to represent planning decisions that may be controversial in nature.
- Ability to make difficult and independent decisions without supervision.

- Ability to establish and maintain effective relationships with subordinates, member agency officials, other agencies and the general public.
- Demonstrated ability to maintain a high degree of organization, coordination, and attention to detail in administering project management assignments.
- Ability to research, analyze, and recommend modifications to existing plans, and to interpret, apply, and ensure plan, project and documentation compliance with federal, state, and local rules, laws, and regulations.
- Ability to administer contracts and evaluate the quality of work of outside consultants.
- Ability to chair transportation related committees, define issues, prepare agendas, coordinate and evaluate work of members and insure completion of committee tasks and goals.
- Ability to effectively utilize computer systems and software.

**MINIMUM REQUIREMENTS**

- Bachelor's Degree in transportation planning, land use planning or a related field.
- Six years professional level experience in transportation governmental planning, capital improvements, and project planning and management.
- Three years of experience in budgeting and financial management.
- Two years of experience supervising professional or technical staff.

**DESIRED EXPERIENCE AND TRAINING**

- Master's Degree in transportation or land use planning or related field.
- Experience in coordination of multi-agency programs and issues.
- Experience in grant application and administration.
- Experience with urban design, environmental planning, and land use planning issues.
- Experience in public relations, administrative liaison, and public outreach.

**OTHER REQUIREMENTS**

- Must possess, or obtain upon employment, a valid Arizona driver's license.
- Regular attendance is an essential function of this job to ensure continuity.

**Excerpt from FMPO Manager, David Wessel, 2007 Personnel Evaluation  
 Prepared for the FMPO Executive Board, June 16, 2008 Executive Session**

**Goals & Objectives  
 Section VI**

Goals agreed upon by employee and supervisor for next rating period (you may add as many goals and objectives as you wish):

<b>Statement of goals/objectives</b>	<b>How each goal/objective is to measured:</b>	<b>How will supervisor support the accomplishment of the goals</b>
Improve ability to effectively communicate with agencies, E-Board, TAC & Management Cmte.	By development of an outreach program and communication plan endorsed by all stakeholders and sponsors	Observe, coach & mentor
Demonstrate more initiative to address emerging work and to resolve practical, logistical issues	Management Committee will observe incidents where their involvement is required to troubleshoot.	Observe, coach & mentor
Involve MMTP & Admin Spec. more in the daily FMPO	By measuring & observing staff's ability to help the FMPO achieve its long term mission	Observe, coach & mentor
Distinguish messages to Boards & Committees: Ex Bd = policy; M.C. = strategy; Tech Cmte = technical	Content of respective staff reports will evolve to reflect the desired message. Minutes will reflect appropriate themes.	Observe, coach & mentor