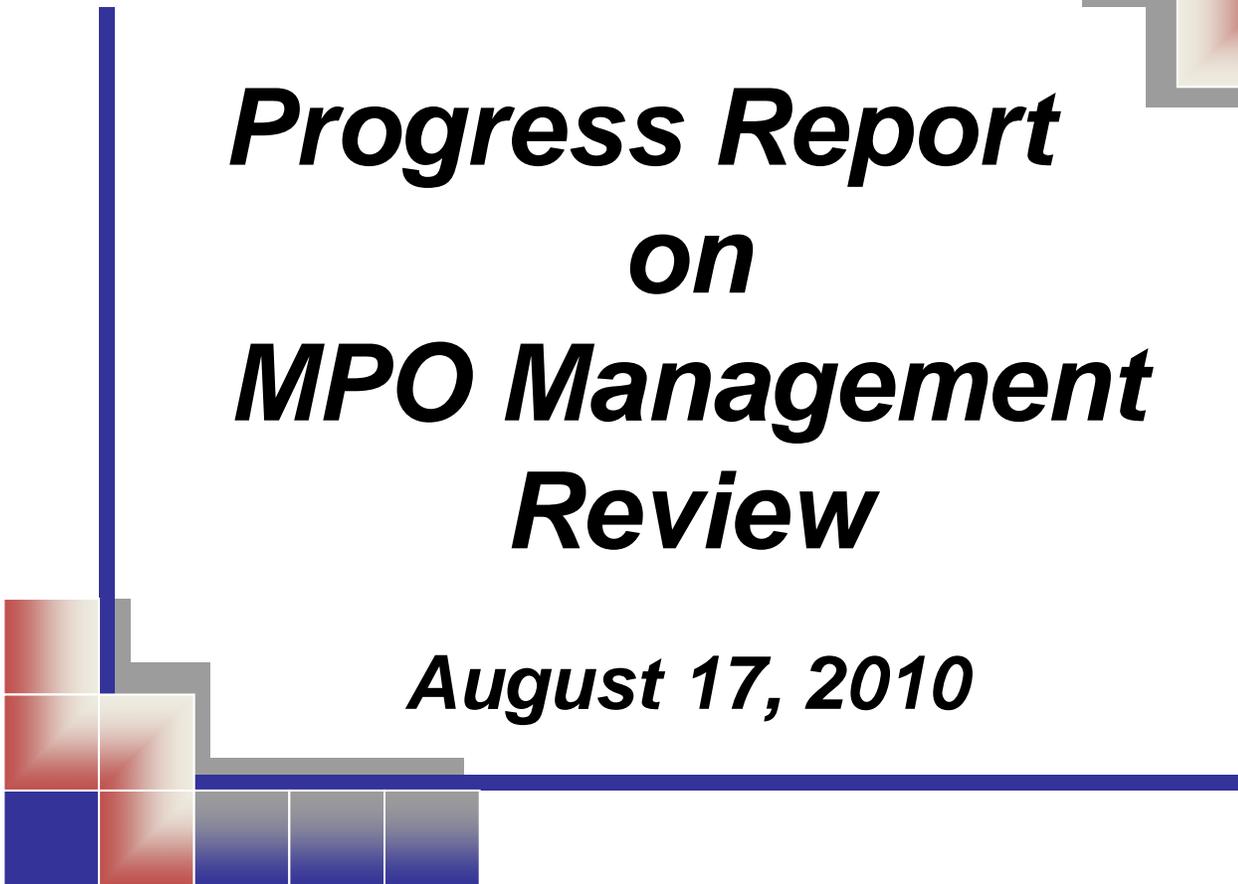
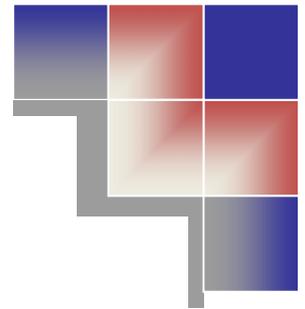


***Presentation for  
Abilene MPO  
Policy Board***

***Progress Report  
on  
MPO Management  
Review***

***August 17, 2010***



***Prepared by  
Texas Transportation Institute  
in Cooperation with  
Texas Department of Transportation***





# PROGRESS REPORT OUTLINE

*mgw tti fn=foster iac/progress report outline 8.12.10*

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## **PROGRESS REPORT**

### **ABILENE MPO MANAGEMENT REVIEW**

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#### **Purpose of Management Review**

Upon request of the Abilene MPO Policy Board (Policy Board), Texas Transportation Institute (TTI) is assisting the MPO, City of Abilene, TxDOT District, and TxDOT Division staff in a management review of the organization and operating procedures of the Abilene MPO. This effort focuses on analysis of the work elements necessary to conduct the essential planning processes and corresponding organization and staffing needs. Tasks outlined below are being conducted to support this focus.

A Work Group was formed to conduct the management review. A draft and final report will be delivered for Policy Board consideration. The Work Group consists of the following members:

TTI Senior Planning Engineer Montie Wade – Facilitator of Work Group  
Abilene MPO director Robert Allen  
City of Abilene Planning Director Jon James  
TxDOT District Director of Transportation Planning and Development Blair Haynie  
TxDOT Austin Transportation Planner Cary Karnstadt  
TxDOT District Transportation Planner Joe Clark  
TTI Research Scientist Bill Frawley

Policy Board Chair Judge Dale Spurgin and Policy Board member District Engineer Lauren Garduno have attended a portion of some of the Work Group meetings with input. Mr. Garduno, Mayor Norm Archibald, and City Manager Larry Gilley have also met to furnish guidance to deliberations by the Work Group.

#### **Initial Tasks to be addressed:**

1. Review and make recommendations regarding existing contract agreements, bylaws, prospectus, and committee structures.
2. Establish categories/areas of planning work which are required of the Abilene MPO in order to assure an effective continuing, cooperative and coordinated planning process to comply with Federal and State laws. This will include establishment of logical local time frames and planning cycles for accomplishing the individual elements of the work plan.

3. Establish the “State of the Abilene MPO”. This task will document what has been accomplished by the MPO over the past ten years. The task will also identify and document planning funds allocated, spent, and what areas these funds have addressed. Documentation will be both graphical and in text. This initiative will establish a baseline of where we are and assist in evaluating where we want to be and how we can get there from here.
4. Establish priorities of planning work to be accomplished by the MPO during the next five years.
5. Recommend staffing levels to accommodate required products and evaluate potential availability of planning funds to support the required activity.
6. Review existing MPO job classification descriptions and make recommendations of improvement where needed.
7. Review planning personnel work descriptions and assign responsibility to individual positions.
8. Recommend a process that assures assignment of areas of responsibility, training, and mentoring of MPO staff. Address succession planning for key staff positions.
9. Investigate available data on salary levels in use per job position by other MPOs.
10. Evaluate opportunities for effective use of engineering/planning consultants in the planning process. Estimate financial reserves necessary for consultant contracts, if desirable.
11. Recommend an improved staff evaluation of the MPO director and staff process. The recommendations will be accompanied by appropriate forms for the Policy Board to accomplish the evaluation.
12. Recommend strategies to address the continuing work load in case the MPO director or other staff is out of the office due to sickness. (Robert Allen had recommended and participated in a special executive meeting of the Policy Board where he discussed his concern.)
13. Review or develop an organization chart which indicates relationship between local planning partners.

## **Work Group Consensus**

All recommendations contained in this report are unanimous consensus of the Work Group with exception of one element in Task 1. City Work Group representative Jon James was of the opinion that the City should be represented with an additional membership on the Policy Board to gain more voting strength for the major city.

## **Summary of Major Recommendations**

The following list of major recommendations will be discussed in detail in individual Tasks of this report:

### ***By-Laws***

*The Chair of the Policy Board should have authority to immediately place any MPO employee on administrative leave pending further action by the Board in cooperation with the City of Abilene as employer of record. The MPO has adopted the City personnel management policies (thus MPO personnel policies are identical to City personnel policies) and cooperative action regarding personnel matters is essential.*

### ***Committee Structure***

*The planning process would be better served by a clearly structured separation of functions of the decision makers, the technical/professional participants, and the public in general. The Work Group has drafted a three group organization composed of the Transportation Policy Board (decision makers), the Technical Advisory Committee (technical/professional support), and a Citizens Advisory Committee (public involvement).*

### ***Supervision of Planning Director***

*The Policy Board should have sole responsibility to hire, supervise, evaluate, and terminate the MPO director. The City, as employer of record, and to assure compliance with Fiscal Agent policies and procedures, should have input into these processes through its representatives designated to the Policy Board. Day-to-day supervision of the MPO Planning Director by City Human Resources Services is considered unnecessary for this position.*

### ***MPO Staff***

*The MPO Planning Director, acting through the Policy Board, should have responsibility to hire, evaluate, and terminate staff. The City, as employer of record, and to assure compliance with Fiscal Agent policies and procedures, should have input into these processes through its representatives designated to the Policy Board.*

### ***Job Classification and Descriptions***

*The Policy Board should adopt job classifications/job descriptions which relate to individual MPO staff positions instead of trying to fit existing City classifications/descriptions.*

### ***Salaries***

*The Policy Board should establish salary ranges and individual salary positions within appropriate ranges for all MPO staff. Consideration should be given to coordination with City Department level positions for the MPO Director.*

### ***Staff Positions***

*The Work Group recommends three staff positions for the Abilene MPO, given the current funding levels. Those three staff positions are a Director, Transportation Planner, and Technician. At a time when there is turnover among current staff, a senior transportation planner or planner II is preferred over a planner I, and a planning technician with GIS education or experience is preferred over a planning technician. Existing staff should be encouraged to secure training to be able to supply this functional need.*

### ***Budgetary Fiscal Constraint***

*The Policy Board should be fiscally conscious of the need to preserve carryover funding under the current transportation funding climate.*

### ***Work Assignments***

*The MPO Director and Staff should use the dynamic work assignments included in Task 4 of this report on a routine basis for programming and scheduling of work . Spreadsheets from Task 5 can be modified for use in prioritizing Abilene MPO work activities by staff member.*

### ***Salary Structures***

*Based on a combination of extensive national and limited Texas surveys, need to fit City of Abilene structures, and currently allowable funding by MPO budgets, the Work Group recommends the following salary ranges for potential Abilene MPO staff positions:*

- *MPO Director - \$60,000 to \$85,000 with a hiring range of \$60 to \$75,000*
- *Senior Transportation Planner - \$43,300 to \$61,500*
- *Transportation Planner II - \$38,200 to \$54,400*
- *Transportation Planner I - \$35,500 to \$50,500*
- *GIS/Planning Technician II - \$31,800 to \$45,200*
- *GIS/Planning Technician I - \$28,800 to \$40,900*

*It is important to note that the Work Group developed these recommendations for any staff position reclassifications in the future. Furthermore, these salary ranges should be kept in line with similar City of Abilene staff positions if they are adjusted.*

### ***Engineering/Planning Consultants***

*The MPO should be cautious in contracting out work which would result in significant reduction of its carryover funds until new Surface Transportation Legislation is passed by Congress. The three staff-person financial load combined with resulting indirect costs from the Fiscal Agent may result in continued reduction of the annual carryover.*

### ***MPO Director Evaluation***

*The Policy Board should continue the recently implemented practice of using its Executive Committee to conduct the MPO Director evaluation process. In an immediate need to identify Policy Board expectations and priorities, a quarterly or semi-annual evaluation might be desirable during this transition period.*

### ***Addressing Staff Absences from Duty***

*The Policy Board should have a goal of establishment of a staff position and person who could act as Interim Director until the Director could return to his position or until a replacement Director could be hired. This would require considerable training and mentoring of existing staff, or addition staff, or replacement of existing staff with a more highly trained and experienced staff person to enable this situation.*

*Appointment of an existing City staff person as Interim Director is recommended if the Policy Board considers existing staff to be unqualified to serve in this capacity. In such situations, the appointment of an existing City staff person would provide a logical option for providing planning expertise to temporarily serve in this capacity. In this situation the Policy Board would request that the City Manager make a recommendation as to the appropriate staff person, which would likely come from the Planning and Development Services Department and would be a Director, Assistant Director, or Division Manager. This option would require the designated City employee to reallocate a portion of their time to MPO day-to-day oversight and other responsibilities, which would be reimbursed from MPO funds. This option would also require current City staff to become more familiar with MPO requirements and responsibilities in order to step into this role if necessary.*

*The Interim Director would most likely require some assistance from outside expertise in order to maintain an acceptable level of meeting planning requirements and deadlines. Technical assistance to the Interim Director would require persons knowledgeable in all aspects of the transportation planning requirements and ability to give weekly guidance, both on-site and virtual, to the remaining MPO staff in the event that existing MPO staff are not yet trained to assume duties. This technical assistance would lessen the need for transfer of some of the existing responsibilities and time requirements to a City Interim Director or other City staff.*

*Immediately, each staff member should be assigned responsibility for their area of job description. It is imperative that MPO staff be trained to the extent that they can accomplish, without instruction, daily planning duties in their area of responsibility.*

Note: If all parties choose to implement the recommendations contained in this report, a new Designation Agreement and a new MPO/City of Abilene Memorandum of Agreement will be essential.

## **Task 1 – Review Contract Agreements, By-Laws, Prospectus, and Committee Structure**

Contracts and By-Laws are current and meet planning requirements unless/until changes are made in policies and procedures of the Abilene MPO planning processes. A Prospectus is not currently required by Federal legislation but one could be a useful document which summarizes and accumulates all of the MPO's policies and operating procedures into one document.

### *Recommendations*

*By-Laws*        *The Policy Board Chair should have authority to immediately place any MPO employee on administrative leave pending further action by the Board in cooperation with the City of Abilene as employer of record. The MPO has adopted the City personnel management policies (thus MPO personnel policies are identical to City personnel policies) and cooperative action regarding personnel matters is imperative.*

*Committee Structure*        *The planning process would be better served by a clearly structured separation of functions of the decision makers, the technical/professional participants, and the public in general. The Work Group has drafted a three group organization composed of the Transportation Policy Board (decision makers), the Technical Advisory Committee (technical/professional support), and a Citizens Advisory Committee (public involvement).*

*Figure 1 indicates these recommendations.*

## Optional Committee Structure - Abilene MPO

*fn=c:/foster iac/abilene committee membership version 4*

### Transportation Policy Board (Decisionmakers) (TPB)

Abilene Mayor -*voting*  
 Abilene City Council - *voting*  
 Taylor County Judge -*voting*  
 Jones County Judge - *voting*  
 TxDOT District Engineer -*voting*  
 TxDOT TP&D - *voting*  
 Tye City Mayor - *voting*

US Representative Dist 19 - *non-voting*  
 State Senator Dist 24 - *non-voting*  
 State Senator Dist 28 - *non-voting*  
 State Representative Dist 71 - *non-voting*  
 State Representative Dist 85 - *non-voting*

### Technical Advisory Committee (Professional/Technical Recommendations) (TAC)

MPO Transportation Director  
 Abilene Planning Director  
 Abilene Director of Public Works  
 Abilene Traf & Transp Administrator  
 Transit General Manager  
 Abilene City Engineer  
 Abilene Airport Director  
 TxDOT Director of Trans Plng & Devmt  
 TxDOT Regional MPO Coordinator  
 TxDOT Abilene Area Engineer  
 TxDOT Traffic Operations  
 Texas Department of Public Safety  
 Taylor County Commissioner  
 Jones County Commissioner  
 West Central Texas COG  
 City of Tye Public Works Director  
 Engineer of Dyess Air Force Base  
 TxDOT Austin TP&P Area Planner  
 FHWA Planning Representative -*non voting*  
 FTA Review Officer-*non voting*  
 Tx Commis Envir Qlty Regional Dir-*non voting*  
 \*Abilene COC if a CAC is not developed

### Optional Citizens Advisory (Public Advisory) (CAC)

Abilene Chamber Commerce  
 Active Civic and Service Clubs  
 plus each voting member of the  
 TPB appoints a member to CAC  
 and their terms coincide with  
 terms of TPB member who  
 appointed them:

Rotary  
 Lions  
 BPW  
 TPB appointee  
 TPB appointee  
 TPB appointee  
 TPB appointee  
 TPB appointee  
 TPB appointee  
 TPB appointee

- Note:* Attendance of four TPB members shall meet the quorum requirements as long as one is City of Abilene and one is TxDOT.
- Note:* Chair of TPB is elected by the TPB but must be an elected official.
- Note:* Written Proxies are permitted (with certain restrictions) for TPB meetings.
- Note:* Members of TAC and CAC are invited and encouraged to attend and participate in discussion at TPB meetings but can not vote.
- Note:* Attendance of 7 TAC members shall meet the quorum requirements as long as one is City of Abilene, one TxDOT, and one another agency.
- Note:* Ad hoc professional and/or technical members may be appointed to the TAC by the TPB

**Figure 1. Optional Committee Structure for the Abilene MPO.**

### **Task 13 – MPO/Fiscal Agent Relationships**

The Work Group spent considerable time documenting existing practice of the MPO/Fiscal Agent relationship for the Abilene process. The Governor of the State of Texas has designated the City of Abilene, acting through its Transportation Policy Board, to be the MPO for the Abilene Urbanized Area.

Employees: The existing State/MPO/City contract (May 2007) indicates that the MPO Board "shall have sole responsibility to hire, supervise, evaluate and terminate the director." Through a Memorandum of Understanding (MOU) between the MPO Board and the City of Abilene, the City of Abilene not only serves as the fiscal agent, but also serves as the employer of record and provides human resource services to the MPO. As part of these human resource services, the MOU outlines that hiring and performance evaluation shall be a joint decision reached by the City and the Board in order to ensure that the City's legal obligations as the employer of record are met.

Oversight: Under current practice, City human resource services include providing day-to-day oversight of MPO staff, including the MPO Director. The MPO Director reports to both the Policy Board (for matters of work product and productivity) and to the City of Abilene (for matters related to compliance with employment policies and procedures). Likewise, the remaining MPO staff report directly to the MPO Director, who performs duties of a supervisor under the City's policies and procedures. For these purposes, the MPO staff is considered a functional and budgetary Division of the Planning and Development Services Department and the MPO Director serves as the manager of the MPO Transportation Division. For the purposes described above, the MPO Director reports directly to the City Director of the Planning and Development Services Department. In all other respects, the MPO Director reports directly to the MPO Policy Board.

Job Classification and Salary: Although the MPO Director is functionally a division manager, in terms of position classification within the City's job classification system, the MPO Director is classified as a Planner III (or Senior Planner). Per the MOU the City of Abilene, as employer of record, has sole discretion for the salaries and salary ranges for each MPO staff position, including the MPO Director. All employees of the MPO are actually City employees of record and accrue benefits in accordance with City policy.

Disciplinary Actions: The responsibility for disciplinary action is shared between the Board and the City. The City's authority in this respect is limited to its legal obligations as the employer of record, particularly giving the City the authority to ensure compliance with the City's Policies and Procedures Manual (which has been adopted by the Board as governing MPO employees). In addition, the City must notify the Board Chair prior to initiating any disciplinary action. The Board retains the sole authority and responsibility for disciplinary action arising from

performance issues and work product and is obligated to notify the City Manager prior to initiating any disciplinary action.

The existing MOU states that hiring, evaluation, and termination of the MPO employees other than the director shall be the sole authority of the City. The director, as direct supervisor, will provide a recommendation in this regard.

Figure 2 portrays an understanding of the relationship which currently exists. The figure shows the MPO Director under the supervision of the City of Abilene Planning and Development Department. In essence, the MPO Transportation Division is on equal level with the City Building Inspection, Planning Services, Community Enhancements, Animal Services, and Neighborhood Initiatives Divisions.

Figure 3 is drafted as a more accurate portrayal of the existing MPO/Fiscal Agent relationship for the MPO operations. The MPO, under existing or revised future agreements, must continue to operate in compliance with City (Fiscal Agent) policies and procedures.

Policy Board Chair Spurgin, members DE Garduno, and Mayor Archibald, as well as City Manager Gilley have agreed to a desire to request a clearer designation that the MPO Policy Board is the MPO for the Abilene Metropolitan Transportation Study. The existing State/MPO/City contract could be considered ambiguous in that the title of the document mentions that the City of Abilene is designated the MPO; the document later clarifies its intent by stating “acting through the MPO Policy Board.”

A new Designation Agreement will require negotiation of an amended MPO/City Memorandum of Understanding.

### *Recommendations*

*The Transportation Policy Board should have sole responsibility to hire, supervise, evaluate, and terminate the MPO director. The City, as employer of record and to assure compliance with Fiscal Agent policies and procedures, should have input into these processes through its representatives designated to the Transportation Policy Board.*

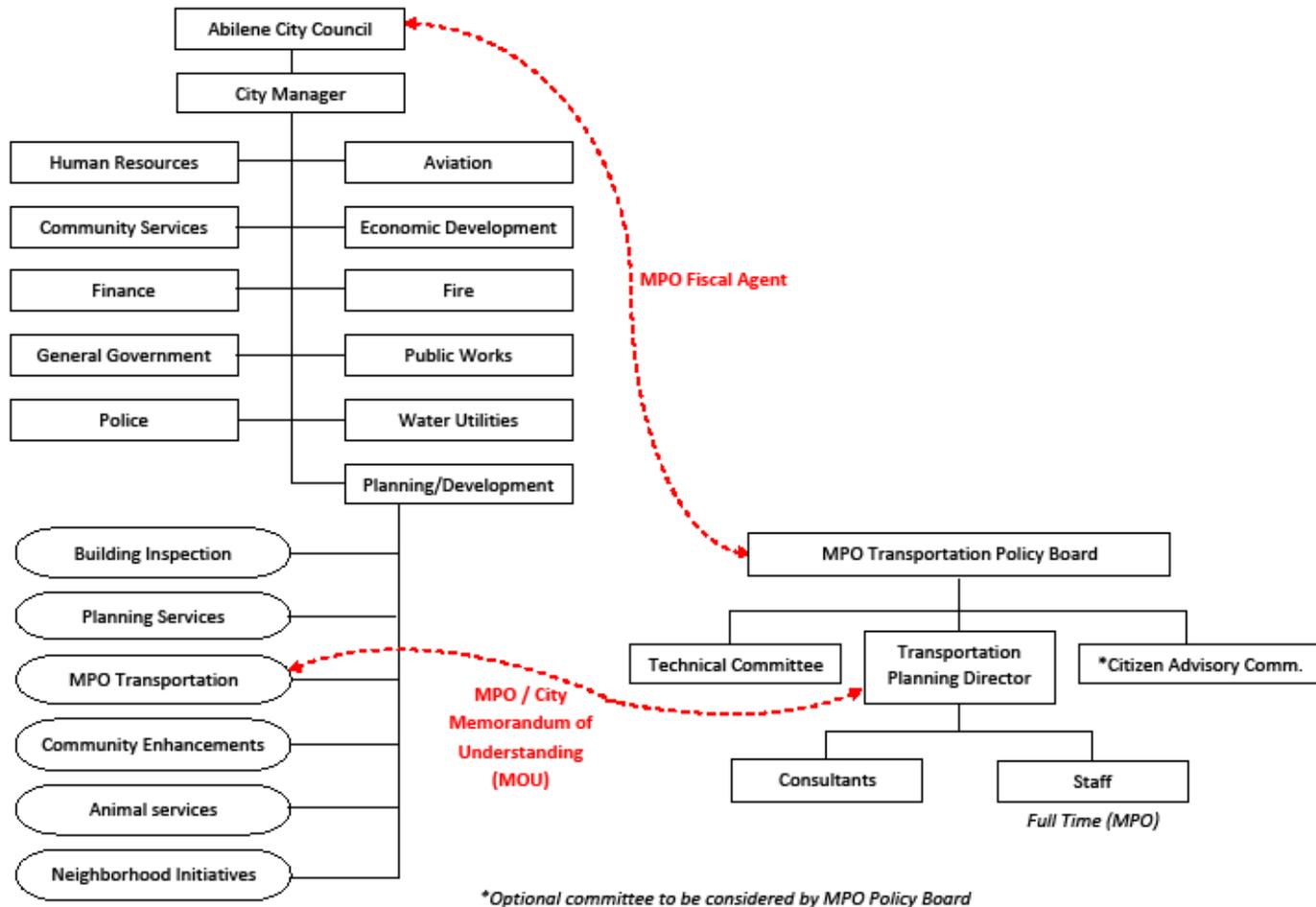
*The MPO director, acting through the Policy Board, should have responsibility to hire, evaluate, and terminate staff. The City, as employer of record and to assure compliance with Fiscal Agent policies and procedures, should have input into these processes through its representatives designated to the Transportation Policy Board.*

*The Transportation Policy Board should adopt job classifications/job descriptions which relate to individual MPO staff positions instead of trying to fit existing City classifications/descriptions.*

*The Transportation Policy Board should establish salary ranges and individual salary positions within appropriate ranges for all MPO staff. Consideration should be given to coordination with City Department level positions for the MPO Transportation Director.*

*Day-to-day supervision of the MPO director by City Human Resources Services is considered unnecessary for this position.*

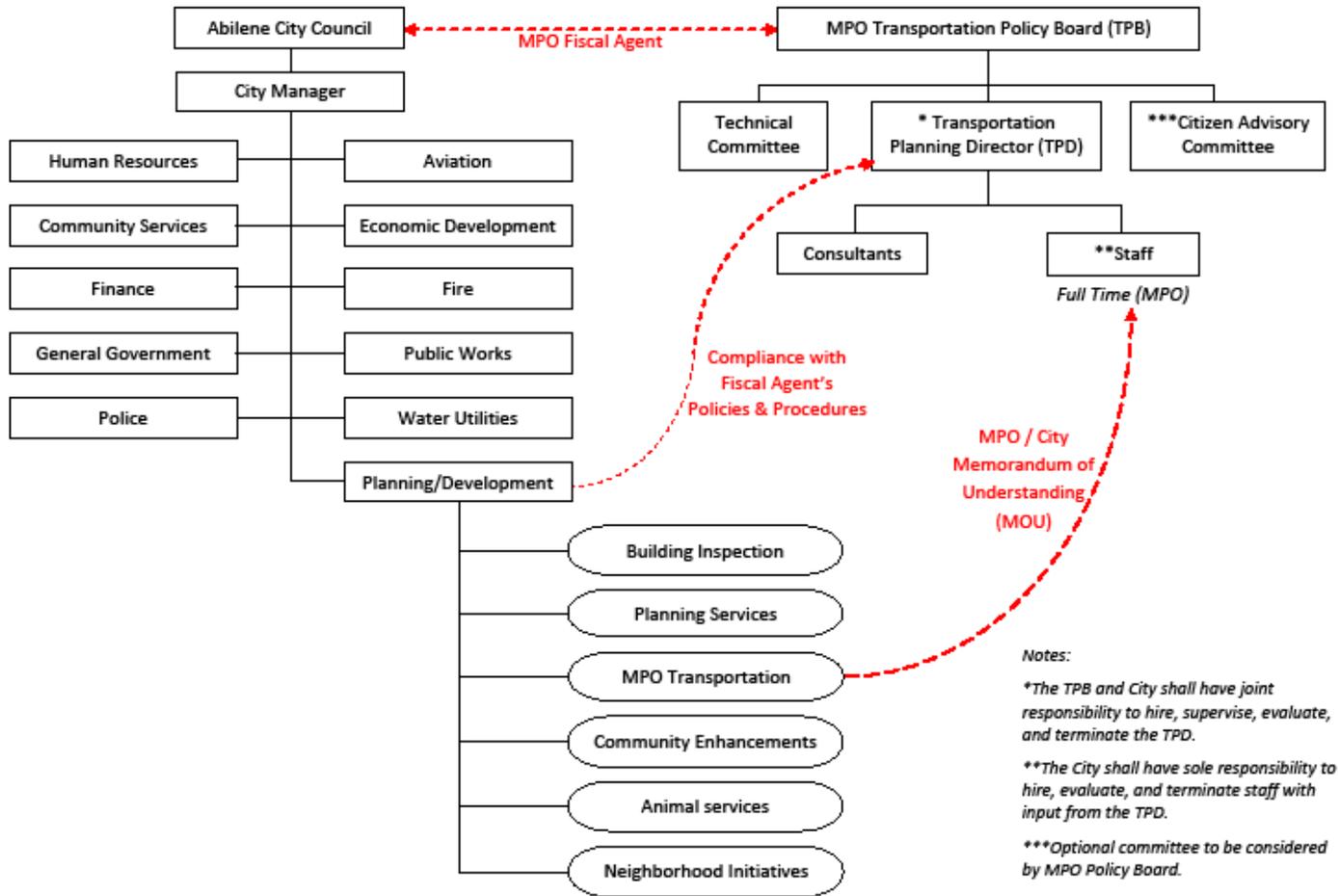
**Organization Chart of Relationship Between City of Abilene and the Abilene Metropolitan Planning Organization**



7/29/2010

**Figure 2. Abilene Organization Chart, Example 1.**

**Organization Chart of Relationship Between City of Abilene and the Abilene Metropolitan Planning Organization**



7/29/2010

**Figure 3. Abilene Organization Chart, Example 2**



## **Task 2 – Establish Categories/Areas of Work, Planning Cycles, and Logical Time Frames**

One of the most critical tasks was establishing categories and areas of work required of the MPO to ensure compliance with Federal and state laws. A subgroup focused on this effort during work sessions. The subgroup began with a spreadsheet that had been developed during previous MPO management reviews that TTI has participated in. While MPO planning processes have certain consistent requirements and elements, the Work Group and subgroup realized that the previously developed spreadsheet is not a “one-size-fits-all” tool. Through the work sessions the subgroup identified the following major groups:

- Currently performed activities
- Potentially desired, but not currently performed activities

Most of the potential new work areas are activities performed by other MPOs, and may be considered beneficial by the Abilene MPO at some point in the future.

The Abilene MPO spreadsheet (see Appendix A) is divided into the following categories, each of which contains numerous activities:

- Tasks on a 10-Year Cycle
  - Primarily related to census activities and boundary issues
- Tasks on a 5-Year Cycle
  - Primarily related to metropolitan transportation plan (MTP) and travel demand model (TDM) updates
- Tasks on a 2-Year Cycle
  - Primarily related to transportation improvement program (TIP) development and revisions
- Tasks on an Annual Cycle
  - Primarily related to unified planning work program (UPWP) development and amendments
- Tasks on a Quarterly Cycle
  - Primarily related to policy board and technical committee meetings, as well as the Association of Texas Metropolitan Planning Organizations (TEMPO) and local committees
- On-Going Tasks
  - Wide variety of activities

The spreadsheet is designed to assign work activities to various staff positions. For the Abilene MPO, the spreadsheet contains the following staff positions:

- MPO Director
- Planner
- GIS Technician
- Planning Technician
- Administrative Assistant

The Work Group realizes that there are only three staff positions at the Abilene MPO currently. However, to fully identify all work (current and potential), the subgroup wanted to be able to assign any potential work activities to the most appropriate staff positions, though the activities ultimately may be performed by another staff position. The general purpose is to show how much work may be required of specific staff positions.

The process involved identifying how many hours it would likely take for each staff position to complete the various activities. This process was used by assuming that there were no financial or human resource limitations.

The spreadsheet was populated with data representing actual hours necessary to accomplish specific tasks. Hours required for tasks occurring less frequently than once per year were normalized to an annual equivalent to produce total annual hours for all activities.

The results of this exercise indicate that the MPO could potentially use the following FTEs for each staff position:

- MPO Director – 1.14 FTEs
- Transportation Planner – 1.33 FTEs
- GIS Technician – 1.14 FTEs
- Planning Technician – 0.78 FTEs
- Administrative Assistant – 0.16 FTEs
- Total – 4.55 FTEs

Following are activities that were listed as desirable, but not required nor currently performed:

- Perform travel-time runs in the field
- Develop crash database and perform crash studies and analyses

The total estimated hours for these tasks is relatively minor, compared to the total estimate for all activities, as listed below:

- MPO Director – 48 hours
- Transportation Planner – 96 hours
- GIS Technician – 240 hours
- Planning Technician – 384 hours
- Administrative Assistant - 0 hours

The total hours used to calculate the FTEs include vacation, sick leave, holidays, and general office time in addition to the hours assigned to each task. The MPO will continue to have the option to perform these activities in the future, if deemed priorities, at levels of effort appropriate given resources available.

Following are the FTEs without the potential new work activities:

- MPO Director – 1.11 FTEs
- Transportation Planner – 1.28 FTEs
- GIS Technician – 1.01 FTEs
- Planning Technician – 0.57 FTEs
- Administrative Assistant – 0.16 FTEs
- Total – 4.13 FTEs (this represents a decrease of 0.42 FTEs, or approximately 10% of the total desired FTEs)

Later exercises used the results of this work to produce results for Tasks 4, 5, and 7. Furthermore, in Task 9 the Work Group compared salary survey results, combined with the available annual funding to create recommendations for staffing levels for the Abilene MPO. Because enough work was identified to potentially keep more than four FTEs busy, the MPO will need to prioritize activities and assign work judiciously.

### *Recommendations*

*The Work Group recommends three staff positions for the Abilene MPO, given the current funding levels. Those three staff positions are a Director, Transportation Planner, and Technician. At a time when there is turnover among current staff, a senior transportation planner or planner II is preferred over a planner I, and a planning technician with GIS education or experience is preferred over a planning technician. Existing staff should be encouraged to secure training to be able to supply this functional need.*



### **Task 3 – Establish “State of the Abilene MPO”**

This task will document what has been accomplished by the MPO over the past ten years. The task will also identify and document planning funds allocated, spent, and what areas these funds have addressed. Documentation will be both graphical and in text. This initiative will establish a baseline of where we are and assist in evaluating where we want to be and how we can get there from here.

Expenditure Data for the Abilene MPO is shown in Figure 4. At the present time, the MPO financial status is in the enviable position of more than \$200,000 of funds available as carryover for the past three years of budgeting. Average of the past four years of total allocation (Federal Section 134 plus Public Transportation 5303 funds) has been more than \$231,000 per year. However, the average of the past six year’s unspent annual allocations has been only an average of approximately \$24,000.

The carryover is deceiving when one considers the following likely situations:

- The year 2010 preliminary census estimates indicate that the Abilene Urbanized Area has grown at a significantly slower rate of population increase than the State of Texas as a whole. The planning fund distribution to individual MPOs is largely dependent on the percentage of population each urbanized has compared to the percent of the combination of all of the State’s MPO urbanized area populations. The Abilene MPO stands a chance of receiving a reduced amount of planning funds from the statewide total.
- The preliminary census also indicates that some areas currently classified as non-urbanized areas will exceed the 50,000 population requirement and new MPOs will join the planning fund distribution. This could also reduce the amount of planning funds from the statewide total.
- A new Federal Surface Transportation Act is long overdue but not expected to be passed by Congress until after the next Presidential election. This would mean unlikely passage until at least year 2012. Unless Congress approves a significant increase in transportation funding, the Abilene urbanized area would not likely receive an increase in planning funds.

#### *Recommendation*

*The Transportation Policy Board should be fiscally conscious of the need to preserve carryover funding under the current transportation funding climate.*

**Note:** A complete study to document this task is incomplete at this time. Additional information regarding the “State of the Abilene MPO” will be developed. Discussion will include ability to meet time required frames, management of special non-routine projects, success of past and progress of future travel demand modeling efforts, success in meeting challenging marks, etc.

**EXPENDITURE DATA FOR ABILENE MPO**

*m wade tti fn=foster iac/abilene MR cost 6.14.2010*

Year	Carryover	Annual PL Allocation	Annual 5303 Allocation	Total Allocation	Total Available	Budgeted By MPO	Expended By MPO	Unused Per Year
2001						\$255,000	\$89,906	
2002						\$264,400	\$157,150	
2003						\$176,282	\$154,343	
2004	\$68,815	\$150,329	\$33,292	\$183,621	\$252,436	\$208,454	\$152,232	\$31,389
2005	\$100,194	\$182,724	\$33,292	\$216,016	\$316,210	\$190,000	\$182,319	\$33,697
2006	\$133,890	\$176,054	\$32,837	\$208,891	\$342,781	\$189,000	\$176,120	\$32,771
2007	\$166,660	\$180,195	\$41,401	\$221,596	\$387,956	\$215,000	\$160,003	\$61,593
2008	\$227,954	\$183,023	\$54,481	\$237,504	\$465,458	\$260,000	\$225,859	\$11,645
2009	\$239,599	\$185,343	\$46,731	\$232,074	\$471,673	\$280,000	\$259,962	-\$27,888
2010	\$211,711	\$185,343	\$49,629	\$234,972	\$446,683			

**Average of past 4 year total allocation (PL + 5303) = \$ 231,537**  
**Average of past 6 years unspent annual allocation = \$23,868**

**Figure 4. Expenditure Data for Abilene MPO.**



#### **Task 4 – Establish Five-Year Planning Work Priorities**

Subsequent to identifying tasks and the hours likely needed per staff position, the Work Group developed a set of planning work priorities for the Abilene MPO to perform during the upcoming five-year cycle. The cycle actually covers parts of six fiscal years (2010 through 2015), to include the beginning of the next cycle to ensure inclusion of all activities.

Work activities were assigned to the fiscal years of the five-year cycle in which they are most likely to occur. Each task was then assigned to one or more staff positions, with an estimate of how many hours would be required to perform each task. To be consistent with the FTE estimates developed in Task 2, the Work Group assigned corresponding numbers of hours from the FTE estimates. Because only 0.16 Administrative Assistant FTEs were estimated to be required, that staff position is not included in the spreadsheet.

The process involved a few iterations of estimating hours per staff position per year, but there was no bias attempt to spread the hours evenly throughout the five-year cycle. The hours also include those needed to perform potential new activities, such as travel-time runs, crash analyses, and database development.

Notable observations about this task include:

- Activities that occur only every two, five, or ten years are assigned to the appropriate fiscal years of the five-year cycle.
- Total number of hours required for the five-year cycle is spread out relatively evenly over all years in the five-year cycle.
- Total hours represent optimal staffing with trained personnel.

The spreadsheet, Five –Year Planning Cycle Activities by Fiscal Year, that Task 4 efforts yielded is shown in Appendix B.

#### *Recommendation*

*The MPO Director and Staff should use the above for dynamic task assignments on a routine basis for programming and scheduling of work.*



## **Task 5 – Recommend Staffing Levels to Accommodate Required Products and Evaluate Potential Availability of Planning Funds to Support the Required Activity.**

During Task 2 the Work Group identified work activities that are and potentially may be performed by the Abilene MPO. In this task the Work Group combined the results of Task 2 with information provided by MPO staff regarding annual funding levels, including carry-over funds that remain available. This effort resulted in identifying that there appears to be adequate funding for the following three staff positions in the Abilene MPO:

- MPO Director – this would be a new position, with a higher staff position level and pay range (relatively consistent with the City of Abilene staff position and pay range guidelines)
- Transportation Planner – this would be one of the three following levels:
  - Senior transportation planner
  - Transportation planner II
  - Transportation planner I
- Technician – this would be one of the two following positions:
  - Planning technician
  - GIS technician

The MPO director position is technically a new position, because the current Abilene MPO staff leader is classified as a planner, not a director. This new classification would recognize the responsibilities that a director must undertake.

The Work Group determined that there should be three levels of transportation planner available for the MPO. The Work Group recognizes that it is likely that only one of the planner positions would be filled at any given time for the foreseeable future, given current and anticipated funding levels. Ultimately the Abilene MPO would be best served by having a senior transportation planner or planner II. This scenario could occur by current staff becoming experienced and knowledgeable enough to be promoted to one of those positions or by seeking a qualified candidate should staff turnover occur.

The Work Group also determined that employing a technician is very beneficial to the Abilene MPO. A technician could be someone with training and/or education in the transportation planning field or someone with significant GIS experience and the ability to learn transportation planning principles and practices. With either position, GIS experience is crucial to this position, along with the ability to perform myriad other tasks as necessary.

The Work Group developed these recommendations with the future of the Abilene MPO in mind. These recommendations in no way reflect on individuals currently employed by the Abilene MPO and/or performance by them.

In Task 6 the Work Group developed job descriptions for each of the staff positions discussed above. The following section presents information related to the job descriptions.

### *Recommendations*

*The Work Group recommends three staff positions for the Abilene MPO, given the current funding levels. Those three staff positions are a Director, Transportation Planner, and Technician. At a time when there is turnover among current staff, a senior transportation planner or planner II is preferred over a planner I, and a planning technician with GIS education or experience is preferred over a planning technician. Existing staff should be encouraged to secure training to be able to supply this functional need.*

## **Task 6 – Review Existing MPO Job Classification Descriptions and Make Recommendations of Improvement Where Needed.**

Based upon the staffing recommendations developed in Task 5, the Work Group developed job classification descriptions for those positions as part of Task 6. Job descriptions from another MPO were used as a starting point and supplemented with job descriptions from additional MPOs to compile descriptions for the Abilene MPO.

The MPO Director job description includes specific duties that reflect a director's roles and responsibilities. This description also includes a provision for the MPO Policy Board to waive certain requirements if they deem a candidate to be desirable for the job. This provision was adapted from descriptions obtained from other MPOs.

The three transportation planner positions feature a progression of responsibilities from the Transportation Planner I to the Transportation Planner II to the Senior Transportation Planner positions. The descriptions also include increasing requirements for education and experience among the positions. Certification by the American Institute of Certified Planners (AICP) or professional engineer (PE) registration is included as preferred criteria for the Transportation Planner II, Senior Transportation Planner, and MPO Director positions. The position assumes that a Transportation Planner I will likely need experience before being eligible to take the AICP or PE exams.

More detail and draft job descriptions are included in Appendix C.

The Work Group has yet to develop job descriptions for the two technician positions.

### *Recommendation*

*These job descriptions are complete and ready to go, but can be modified as necessary.*



## **Task 7 – Review Planning Personnel Work Descriptions and Assign Responsibility to Individual Positions.**

The purpose of this task was to identify current and upcoming (through Spring 2011) work activities for each of the current Abilene MPO staff members. The resulting spreadsheet (included in Appendix D) is a dynamic instrument and should be added to for 2010 and 2011 as time progresses. This spreadsheet will help serve as a priority checklist to be used at times when multiple requests are made of the MPO staff. Activities are grouped in columns by staff member and in sets of rows by related activities. Because of the related activity grouping by rows and by staff member columns, there are blank spaces in portions of the columns between activity row groups.

### *Recommendation*

*Modify and use the spreadsheet from this task to prioritize Abilene MPO work activities by staff member.*



**Task 8 – Recommend a Process that Assures Assignment of Areas of Responsibility, Training, and Mentoring of MPO Staff.**

The Work Group developed a menu of training and professional development opportunities that current and future staff may participate in to build knowledge in certain fields of work. Participating in training and professional development activities (along with increased work experience) may help individual staff members become more qualified for advancement to other positions. It may also help the Abilene MPO collectively reach higher levels of ability in performing activities in-house.

The menu of training and professional development opportunities is included in Appendix E

This menu is a starting point and intended to be dynamic, modified as appropriate through time.

*Recommendation*

*The Abilene MPO should use the training and professional development menu to increase knowledge of the staff, individually and collectively.*



## **Task 9 – Salary Levels and Job Position Study**

This task charged the Work Group with investigating salary ranges relative to the staff positions recommended in Task 6. This investigation including obtaining and reviewing salary information from the following sources:

- Association of Texas Metropolitan Planning Organizations (TEMPO)
- American Planning Association (APA)
- Association of Metropolitan Planning Organizations (AMPO)
- Federal Highway Administration (FHWA)
- Individual MPOs
- City of Abilene

TEMPO The Work Group contacted TEMPO representatives and discovered that TEMPO had not performed an MPO salary survey recently enough to provide relevant data.

APA APA has only conducted general planner salary surveys, none specific to MPOs. Because planners can perform myriad duties for a wide range of agencies, there is no way to determine if the salary ranges are relevant to an MPO scenario. Therefore, there was no APA data for the Work Group to consider.

AMPO The AMPO surveys, conducted in 2007 and 2009, also provided information from MPOs around the country of various populations.

The 2007 national survey attempted to obtain salary data from all MPOs in the country. Approximately 130 MPOs from all areas of the country and with various populations responded. These surveys provided general data from which the Work Group was able to make some general observations. The Work Group focused on responses from MPOs in the population range of 100,000 to 150,000. It is important to note that there was still a fairly wide range of salaries in this subset of responses. Also, it was impossible to identify the entire set of responsibilities (including MPO and non-MPO-related) each staff position at each responding MPO is responsible for. Because MPO employees at smaller MPOs can have job responsibilities that vary significantly, extremely high and low salary ranges may not provide relevant comparisons.

The 2007 survey data with very few respondents indicating salaries in the \$70 – \$80,000 range, with almost equal numbers of respondents indicating higher and lower salary ranges. The estimated median salary according to the 2007 data was \$65,000.

The 2009 survey stated that 57 total MPOs responded to the survey, with 46 MPOs providing Director salary ranges between \$50,000 and \$120,000. Eleven MPOs did not provide director salary range responses. The survey showed an average weighted salary of \$85,000. According to

the survey, approximately 70% of the respondents indicated that due to fiscal constraint, they have positions that are in need of filling but do not have enough budget to allow the positions.

FHWA The May 2010 report “Staffing and Administrative Capacity of Metropolitan Planning Organizations” recently released by FHWA indicates MPO Directors nationwide have earnings which range between \$37,000 and \$239,000 per year. Directors of the larger MPOs earn more on average than smaller MPO Directors. MPOs such as Abilene in a range of 100 – 200,000 population indicate a mean minimum of \$66,130 and a mean maximum of \$89,090. The report states that the most powerful predictor of MPO Director salary is the size of the MPO staff by number of total employees. MPOs such as Abilene with three employees indicate a mean minimum of \$62,970 and a mean maximum of \$82,180. The average of Abilene size MPOs by combination of both population size and employee size indicate a range from a mean minimum of \$64,550 to a mean maximum of \$85,635.

Other MPOs The Work Group contacted some MPOs in Texas and received limited information from MPOs, some with populations in the same general range of the Abilene MPO and some that are larger. The notable observation from these data are that most of the positions of similar job titles in larger areas were 10 to 15% higher than salary ranges of the smaller MPOs, including current Abilene MPO staff positions.

City of Abilene Salary Structure Annual salaries of City Department Directors range between \$87,000 and \$117,000 with the existing average of \$100,000. Salaries of City Division Managers fall in a range between \$41,000 and \$66,000 with an existing average of \$51,000. Current salary of the MPO Director of Transportation (classified with a Senior Planner title) is slightly less than \$57,000.

After reviewing all of the data available, the Work Group came to the conclusion that City of Abilene salary ranges currently listed with staff positions other than the MPO Director are similar to those recommended for the Abilene MPO and are generally in line with the current job market, within Texas and in other states.

Appendix F contains a spreadsheet that contains the proposed salary ranges and potential job responsibilities for each staff position.

*Recommendations: Based on national surveys, need to fit City of Abilene structures, and currently allowable MPO budgets, the Work Group recommends the following salary ranges for potential Abilene MPO staff positions:*

- *MPO Director - \$60,000 to \$85,000 with a hiring range of \$60 to \$75,000*
- *Senior Transportation Planner - \$43,300 to \$61,500*
- *Transportation Planner II - \$38,200 to \$54,400*
- *Transportation Planner I - \$35,500 to \$50,500*

- *GIS/Planning Technician II - \$31,800 to \$45,200*
- *GIS/Planning Technician I - \$28,800 to \$40,900*

*It is important to note that the Work Group developed these recommendations for any staff position reclassifications in the future. Furthermore, these salary ranges should be kept in line with similar City of Abilene staff positions if they are adjusted.*



## **Task 10 – Use of Engineering/Planning Consultants**

Figure 4 in Task 3 indicates expenditure data for the Abilene MPO for the past seven fiscal years. Total allocations to the MPO have increased continuously during the period, but outlay requirements continue to increase as well. Average annual allocation over the past four years totaled approximately \$231,000.

Over the past six years, the MPO has averaged spending slightly less than Federal and State annual allocations (average \$23,876 less). However, during the past fiscal year (2009) the MPO spent \$27,888 more than its annual allocation (dipping into carryover funds from previous years). Total carryover coming into fiscal year 2010 is \$211,711.

If increased funding is not provided in the next Federal Surface Transportation Legislation, the allocation to the Abilene MPO will be reduced for two reasons. First, the 2010 Census of population is used to make distribution of MPO planning funds to the State DOTs. Each State DOT in turn makes distribution by equation which is predominantly population related. The census has already indicated that additional metropolitan areas will be recognized in Texas thus a reduced amount of funds at existing levels would be allocated the increased number of MPOs. Second, the Abilene MPO has been growing at a slower rate than the major metro areas of the state, thus a reduced funding would most likely be evident from population redistribution.

### *Recommendation*

*The above explanation is given to emphasize that the Abilene MPO should be cautious in contracting out work which would result in significant reduction of its carryover funds until new Surface Transportation Legislation is passed by Congress. The three staff-person financial load combined with resulting indirect costs from the Fiscal Agent may result in continued reduction of the annual carryover.*



## **Task 11 – Periodic Evaluation of MPO Director and Staff**

The Policy Board should continue the recently implemented practice of using its Executive Committee to conduct the evaluation process. In an immediate need to identify Policy Board expectations and priorities, a quarterly or semi-annual evaluation might be desirable during this transition period. The draft evaluation should be furnished to the Abilene city administration as Fiscal Agent for the MPO to solicit any comment they would like to add regarding how the MPO director and staff are following established city policies and procedures.

As first-line supervisor, the MPO director should prepare periodic staff evaluations on a schedule which is established by the Transportation Policy Board.

First drafts of evaluation forms are included as Appendix G.

### *Recommendation*

*The Policy Board should continue the recently implemented practice of using its Executive Committee to conduct the MPO Director evaluation process. In an immediate need to identify Policy Board expectations and priorities, a quarterly or semi-annual evaluation might be desirable during this transition period.*



## **Task 12 – Addressing MPO Staff Absences from Duty**

This task addressed the need for recommend strategies to address the continuing work load in case the MPO director or other staff are out of the office due to sickness or other causes. (The Transportation Policy Board has recently participated in a special executive meeting to discuss need to address this concern).

The Abilene MPO Management Review Work Group evaluated possible situations and developed the following recommendation to address this potential management crisis.

### *Recommendations*

*The Policy Board should have a goal of establishment of a staff position and person who could act as Interim Director until the Director could return to his position or until a replacement Director could be hired. This would require considerable training and mentoring of existing staff, or addition staff, or replacement of existing staff with a more highly trained and experienced staff person to enable this situation.*

*Appointment of an existing City staff person as Interim Director is recommended if the Policy Board considers existing staff to be unqualified to serve in this capacity. In such situations, the appointment of an existing City staff person would provide a logical option for providing planning expertise to temporarily serve in this capacity. In this situation the Policy Board would request that the City Manager make a recommendation as to the appropriate staff person, which would likely come from the Planning and Development Services Department and would be a Director, Assistant Director, or Division Manager. This option would require the designated City employee to reallocate a portion of their time to MPO day-to-day oversight and other responsibilities, which would be reimbursed from MPO funds. This option would also require current City staff to become more familiar with MPO requirements and responsibilities in order to step into this role if necessary.*

*The Interim Director would most likely require some assistance from outside expertise in order to maintain an acceptable level of meeting planning requirements and deadlines. Technical assistance to the Interim Director would require persons knowledgeable in all aspects of the transportation planning requirements and ability to give weekly guidance, both on-site and virtual, to the remaining MPO staff in the event that existing MPO staff are not yet trained to assume duties. This technical assistance would lessen the need for transferring some of the existing responsibilities and time requirements of a City Interim Director to other City staff.*

*Immediately, each staff member should be assigned responsibility for their area of job description. It is imperative that MPO staff be trained to the extent that they can accomplish, without instruction, daily planning duties in their area of responsibility.*

**Table 1. Abilene Staff Hours Spreadsheet.**

Task 2 - Staff Hours and Tasks by Cycle.									
TASK	MPO as lead entity?	Participation by Non-MPO Staff	MPO Director	Planner	GIS	Technician	Adm Assistant	Total Hours	
<b>Tasks on a 10-year Cycle</b>									
UAB review and smoothing	Y	Y	36	48	32				
MAB review	Y	Y	8	8	4				
Functional Classification review	Y	Y	40	32	80				
Census Review	Y	Y	24	80	40				
<i>Total</i>			108	168	156	0	0		
<i>Monthly Average</i>			0.90	1.40	1.30	0.00	0.00		
<i>Annual Average</i>			10.80	16.80	15.60	0.00	0.00		
<b>Tasks on a 5-year Cycle</b>									
<u>Metropolitan Transportation Plan</u>									
Demographic development	Y	Y	52	478	110	480	0	1120	
Demographic Updates (weekly)			0	4	0	20	0		
Coordination & meetings	Y	Y	24	24	12	9	18	87	
Contract management	Y	N	100	0	0	0	16	116	
Public involvement	Y	Y	24	24	32	16	16	112	
Network development and review	Y	Y	54	100	80	60	0	294	
Database maintenance	Y	N	0	8	8	16	0	32	
Mapping	Y	N	4	16	24	12	0	56	
Document development	Y	Y	40	120	40	20	20	240	
TAZ			32	64	16				
"Learning Curve" (incl training courses & book)			40	136					
Model Evaluation (incl projection yrs)			24	120	24				
Review cordon boundary			8	8	8				
Saturation Count Map Mtg			8	8	8				
Saturation Count Map Review			32	64	32				
Model Kick-Off Meeting			8	8	8				
<u>Texas Urban Mobility Plan</u>									
Statewide meetings			80	0	0	0	0		
Review model runs	Y	Y	24	40	0	0	0	64	
Manage technical work ?	Y	N						0	
Document development	Y	N	12	24	12	8	8	64	
<u>TxDOT Audit</u>	N	Y	Does not occur often enough to affect totals						0
<i>Total</i>			566	1246	414	641	78		
<i>Monthly Average</i>			9.43	20.77	6.90	10.68	1.30		
<i>Annual Average</i>			113.20	249.20	82.80	128.20	15.60		
<b>Tasks on a 2-year cycle</b>									
<u>Transportation Improvement Program</u>									
Technical Development	Y	Y	1	3	3	0	1	8	
Quarterly Revisions	Y	N	1	4	2	0	1	8	
<i>Total</i>			2	7	5	0	2		
<i>Monthly Average</i>			0.08	0.29	0.21	0.00	0.08		
<i>Annual Average</i>			1.00	3.50	2.50	0.00	1.00		

**Table 1. Abilene Staff Hours Spreadsheet, Page 2.**

Task 2 - Staff Hours and Tasks by Cycle.								
TASK	MPO as lead entity?	Participation by Non-MPO Staff	MPO Director	Planner	GIS	Technician	Adm. Assistant	Total Hours
<b>Tasks on an Annual Cycle</b>								
<u>External Audit</u>								
Preparation	Y	Y	4	0	0	0	1	5
Audit Review	Y	N	1	0	0	0	0	1
<u>Unified Planning Work Program</u>								
Development	Y	Y	8	16	4	2	2	32
[City Budget]			12	0	0	0	0	
Coordination meetings	Y	Y	4	0	0	0	0	4
Amendments	Y	N	4	8	1	0	2	15
Annual Report	Y	N	2	10	0	0	1	13
<i>Total Annual</i>			35	34	5	2	6	
<b>Tasks on a Quarterly Cycle</b>								
<u>Standing MPO Committees</u>								
<i>Per meeting basis</i>								
Transportation Policy Board	Y	Y	2	2	0	0	2	6
Meeting minutes	Y	N	1	0	0	0	6	7
Meeting package development	Y	N	2	6	2	2	2	14
Meeting package distribution	Y	N	0	0	0	0	1	1
Technical Advisory Committee	Y	Y	2	2	0	0	2	6
Meeting minutes	Y	N	1	0	0	0	6	7
Meeting package development	Y	N	2	6	2	2	2	14
Meeting package distribution	Y	N	0	0	0	0	1	1
<i>Very few Tech mtgs - TIP, special studies</i>								
<u>Other Standing Committees</u>								
TEMPO	Y	Y	16	8	0	0	0	24
Local Emergency Planning Committee (LEPC)	N	Y	2	0	2	0	0	4
Disability Advocacy Group			2					
Bicycle Committee				6				
<i>Total Quarterly</i>			30	30	6	4	22	
<i>Total Annual</i>			120	120	24	16	88	
<b>On-going Tasks</b>								
<u>Public Information (General)</u>								
Website Development/Maintenance	Y	N	1	1		12		
Photography/Videography	Y	N				4		
Quarterly Newsletter	Y	N	4	12	4	16	16	
General Public Involvement	Occ	Y	48	24	6	12	12	
General Mapping & GIS	Y	N			1020	504		
<u>Partnerships</u>								
CitiLink	N	Y	48	24				
Regional Transit Meetings			8					
Consultant Studies			Very Rare					

**Table 1. Abilene Staff Hours Spreadsheet, Page 3.**

Task 2 - Staff Hours and Tasks by Cycle.									
TASK	MPO as lead entity?	Participation by Non-MPO Staff	MPO Director	Planner	GIS	Technician	Adm Assistant	Total Hours	
<u>Other Projects</u>									
Travel Time Studies	Y	Y							
Develop TT Corridor Selection/Prioritization	Y	Y							
Perform TT Runs	Y	Y	24	96	48	96			
Database Development	Y	Y							
Model Evaluation	Y	Y							
Project Selection/Prioritization	Y	Y							
<u>Crash Database, Studies, &amp; Analysis</u>									
Crash Database, Studies, & Analysis	Y	Y	24		192	288			
Regional Thoroughfare Plan	Y	Y	48	96	48				
City Major Thoroughfare Plan	N	Y							
Title VI/EJ Analysis	Y	N	48	48	96				
Freight Planning & Data Analysis	Y	Y							
<u>Congestion Management System</u>									
Congestion Management System	Y	Y							
Walkable Communities Workshops	Y	Y							
Safe Routes to Schools Program	Y	Y							
Bike/Ped Outreach (Rodeos, Walks, Runs, etc)	N	Y							
Commuter Rail Study	N	Y							
<u>Software Application/Training</u>									
ArcView/TransCAD	Y	N			4	2			
Investigate other software	Y	N							
<u>Other</u>									
Model Runs - Alternatives Analyses & Review			80	400					
Model Runs - Off Years			20	100					
Administrative & Oversight & answering questions			200	200	50	50			
Coordination with City (AM, Bike, sidewalk, etc)			250	150	100				
Personnel & Benefits	Y	Y	City Handles						
Human Resources Planning	Y	N							
Computer Support	Y	Y							
Involvement w/elected officials	Y	Y	96	96	96	96	96		
MPO monthly billings	Y	N	48						
Purchasing	Y	Y							
Staff meetings	Y	N	200	200	100				
Work Groups	N		180	120					
Staff development	Y	Y	44	44	16	16	16		
Conference attendance	Y	Y	56	24					
Cross Training			200	200					
General office support	Y	N							
Vacation, Sick, Holidays			200	200	200	200	50		
			1827	2035	1980	1296	190		
Total Hours/Year			2107	2458.5	2109.9	1442.2	300.6		
divided by 2080 hrs per year			1.013	1.182	1.014	0.693	0.145		
Non-productive time factor*			1.125	1.125	1.125	1.125	1.125		
Effective positions needed			1.140	1.330	1.141	0.780	0.163		



**Table 2. Five-Year Planning Cycle Activities by Fiscal Year.**

Row #	FY 10				FY 11						
	Dir	Plan	GIS	Tech	Dir	Plan	GIS	Tech			
5-Year Cycles	19 - Network Dev	54	100	80	60	5-Year Cycles	14 - Demo Dev	39	360	76	360
	24 - Cordon	8	8	8	0	16 - Coord & mtgs	18	18	9	6	
	25 - Sal CI Map Mtg	8	8	8	0	17 - Contract mgmt	75	0	0	0	
	26 - Sal CI Map Rev	32	64	32	0	21 - TAZ	32	64	16	0	
	27 - Model KO Mtg	8	8	8	0						
	<b>Sub Totals</b>	110	188	136	60	<b>Sub Totals</b>	164	442	101	366	1073
					494						
2-Year Cycles	41 - TIP Tech Dev	100	50	0	0	2-Year Cycles	43 - Qrtly Revs	90	30	0	0
	42 - Qrtly Revs	20	10	0	0						
UPWP (Annual)	53 - UPWP Dev	16	32	8	4	UPWP (Annual)	53 - UPWP Dev	16	32	8	4
	54 - City Budget	24	0	0	0	54 - City Budget	24	0	0	0	0
	55 - UPWP Coord mtgs	8	0	0	0	55 - UPWP Coord mtgs	8	0	0	0	0
	56 - UPWP Amdends	8	16	2	0	56 - UPWP Amdends	8	16	2	0	0
	57 - Annual Report	3	20	0	0	57 - Annual Report	3	20	0	0	0
	124 - Model Runs	20	100	0	0	124 - Model Runs	20	100	0	0	0
	<b>Sub Totals</b>	199	228	10	4	<b>Sub Totals</b>	169	198	10	4	381
				441							
	<b>Major Document Totals</b>	309	416	146	64	<b>Major Document Totals</b>	333	640	111	370	1454
				935							
Quarterly Meetings & Activities	63 - Policy Mtg	3	3	0	0	Quarterly Meetings & Activities	63 - Policy Mtg	3	3	0	0
	64 - Mtg minutes	1	0	0	0		64 - Mtg minutes	1	0	0	0
	65 - Mtg Pack dev	2	8	2	2		65 - Mtg Pack dev	2	8	2	2
	66 - Mtg pack distr	0	1	0	0		66 - Mtg pack distr	0	1	0	0
	68 - Tech Mtg	3	3	0	0		68 - Tech Mtg	3	3	0	0
	69 - Mtg minutes	1	0	0	0		69 - Mtg minutes	1	0	0	0
	70 - Mtg pack dev	2	8	2	2		70 - Mtg pack dev	2	8	2	2
	71 - Mtg pack distr	0	1	0	0		71 - Mtg pack distr	0	1	0	0
	75 - TEMPO mtgs	16	8	0	0		75 - TEMPO mtgs	16	8	0	0
	76 - Emerg Planning	8	0	4	0		76 - Emerg Planning	8	0	4	0
	77 - Disabled Advoc	4	0	0	0		77 - Disabled Advoc	4	0	0	0
	78 - Bicycle Comm	0	6	0	0		78 - Bicycle Comm	0	6	0	0
	<b>Quarterly Totals</b>	40	38	8	4		<b>Quarterly Totals</b>	40	38	8	4
	<b>Quatrly Annual Total</b>	160	152	32	16		<b>Quatrly Annual Total</b>	160	152	32	16
Annual Activities	84 - Web Site Dev/Mall	1	1	0	12	Annual Activities	84 - Web Site Dev/Mall	1	1	0	12
	85 - Photo/videography	0	0	0	4		85 - Photo/videography	0	0	0	4
	86 - Qrtly Newsletter	4	12	4	16		86 - Qrtly Newsletter	4	12	4	16
	87 - General Pub Involve	48	24	6	12		87 - General Pub Involve	48	24	6	12
	89 - Gen Map & GIS	0	0	1020	504		89 - Gen Map & GIS	0	0	1020	504
	92 - CitiLink Coord	48	24	0	0		92 - CitiLink Coord	48	24	0	0
	93 - Regl Trans Mtgs	8	0	0	0		93 - Regl Trans Mtgs	8	0	0	0
	99 - Travel Time Runs	24	96	48	96		99 - Travel Time Runs	24	96	48	96
	104 - Crash Data	24	0	192	288		104 - Crash Data	24	0	192	288
	107 - Regl Thor Plan	48	96	48	0		107 - Regl Thor Plan	48	96	48	0
	109 - Title VI / EJ	48	48	96	0		109 - Title VI / EJ	48	48	96	0
	119 - ArcVlew/TCAD	0	0	4	2		119 - ArcVlew/TCAD	0	0	4	2
	125 - Adm/Over/Q&A	200	200	50	50		125 - Adm/Over/Q&A	200	200	50	50
	126 - Coord w/ City	250	150	100	0		126 - Coord w/ City	250	150	100	0
	130 - Elect Officials	96	96	96	96		130 - Elect Officials	96	96	96	96
	131 - MPO Billings	48	0	0	0		131 - MPO Billings	48	0	0	0
	133 - Staff meetings	200	200	100	100		133 - Staff meetings	200	200	100	100
134 - Work Groups	180	120	0	0	134 - Work Groups	180	120	0	0		
135 - Staff develop	44	44	16	16	135 - Staff develop	44	44	16	16		
136 - Conf Attend	56	24	0	0	136 - Conf Attend	56	24	0	0		
137 - Cross Training	100	100	100	100	137 - Cross Training	100	100	100	100		
<b>Sub Totals</b>	1427	1235	1880	1296	<b>Sub Totals</b>	1427	1235	1880	1296		
		1896	1803	2058	1376		1920	2027	2023	1682	
Total w/ unprod time	2133	2028	2315	1548	Total w/ unprod time	2160	2280	2276	1892		
Vac/Sick/Holidays	200	200	200	200	Vac/Sick/Holidays	200	200	200	200		
	2333	2228	2515	1748		2360	2480	2476	2092		
	1.122	1.071	1.209	0.84		1.135	1.192	1.19	1.006		

Table 2. Five-Year Planning Cycle Activities by Fiscal Year, Page 2.

		FY 12				FY 13					
		Dir	Plan	GIS	Tech	Dir	Plan	GIS	Tech		
5-Year Cycles	5 - UAB review	36	49	32	0	5-Year Cycles	7 - FC rev	40	32	80	0
	6 - MAB review	8	8	4	0		23 - Model Eval	24	120	24	0
	8 - Census Rev	24	80	40	0						
	14 - Demo Dev	13	120	34	120						
	16 - Coord & mtgs	6	6	3	3						
	17 - Contract mgmt	25	0	0	0						
	22 - Model "learn curve"	40	136	0	0						
	<b>Sub Totals</b>	152	399	113	123	<b>Sub Totals</b>	64	152	104	0	
					787					320	
2-Year Cycles	41 - TIP Tech Dev	100	50	0	0	2-Year Cycles	43 - Qrtly Revs	90	30	0	0
	42 - Qrtly Revs	20	10	0	0						
UPWP (Annual)	53 - UPWP Dev	16	32	8	4	UPWP (Annual)	53 - UPWP Dev	16	32	8	4
	54 - City Budget	24	0	0	0		54 - City Budget	24	0	0	0
	55 - UPWP Coord mtgs	8	0	0	0		55 - UPWP Coord mtgs	8	0	0	0
	56 - UPWP Amdends	8	16	2	0		56 - UPWP Amdends	8	16	2	0
	57 - Annual Report	3	20	0	0		57 - Annual Report	3	20	0	0
	124 - Model Runs	20	100	0	0		124 - Model Runs	20	100	0	0
		<b>Sub Totals</b>	179	128	10		4	<b>Sub Totals</b>	169	198	10
					321					381	
	<b>Major Document Totals</b>	331	527	123	127	<b>Major Document Totals</b>	233	350	114	4	
					1108					701	
Quarterly Meetings & Activities	63 - Policy Mtg	3	3	0	0	Quarterly Meetings & Activities	63 - Policy Mtg	3	3	0	0
	64 - Mtg minutes	1	0	0	0		64 - Mtg minutes	1	0	0	0
	65 - Mtg Pack dev	2	8	2	2		65 - Mtg Pack dev	2	8	2	2
	66 - Mtg pack distr	0	1	0	0		66 - Mtg pack distr	0	1	0	0
	68 - Tech Mtg	3	3	0	0		68 - Tech Mtg	3	3	0	0
	69 - Mtg minutes	1	0	0	0		69 - Mtg minutes	1	0	0	0
	70 - Mtg pack dev	2	8	2	2		70 - Mtg pack dev	2	8	2	2
	71 - Mtg pack distr	0	1	0	0		71 - Mtg pack distr	0	1	0	0
	75 - TEMPO mtgs	16	8	0	0		75 - TEMPO mtgs	16	8	0	0
	76 - Emerg Planning	8	0	4	0		76 - Emerg Planning	8	0	4	0
	77 - Disabled Advoc	4	0	0	0		77 - Disabled Advoc	4	0	0	0
	78 - Bicycle Comm	0	6	0	0		78 - Bicycle Comm	0	6	0	0
		<b>Quarterly Totals</b>	40	38	8		4	<b>Quarterly Totals</b>	40	38	8
	<b>Quatrly Annual Total</b>	160	152	32	16	<b>Quatrly Annual Total</b>	160	152	32	16	
Annual Activities	84 - Web Site Dev/Mail	1	1	0	12	Annual Activities	84 - Web Site Dev/Mail	1	1	0	12
	85 - Photo/Videography	0	0	0	4		85 - Photo/Videography	0	0	0	4
	86 - Qrtly Newsletter	4	12	4	16		86 - Qrtly Newsletter	4	12	4	16
	87 - General Pub Involve	48	24	6	12		87 - General Pub Involve	48	24	6	12
	89 - Gen Map & GIS	0	0	1020	504		89 - Gen Map & GIS	0	0	1020	504
	92 - CitiLink Coord	48	24	0	0		92 - CitiLink Coord	48	24	0	0
	93 - Regl Trans Mtgs	8	0	0	0		93 - Regl Trans Mtgs	8	0	0	0
	99 - Travel Time Runs	24	96	48	96		99 - Travel Time Runs	24	96	48	96
	104 - Crash Data	24	0	192	288		104 - Crash Data	24	0	192	288
	107 - Regl Thor Plan	48	96	48	0		107 - Regl Thor Plan	48	96	48	0
	109 - Title VI / EJ	48	48	96	0		109 - Title VI / EJ	48	48	96	0
	119 - ArcView/TCAD	0	0	4	2		119 - ArcView/TCAD	0	0	4	2
	125 - Adm/Over/Q&A	200	200	50	50		125 - Adm/Over/Q&A	200	200	50	50
	126 - Coord w/ City	250	150	100	0		126 - Coord w/ City	250	150	100	0
	130 - Elect Officials	96	96	96	96		130 - Elect Officials	96	96	96	96
	131 - MPO Billings	48	0	0	0		131 - MPO Billings	48	0	0	0
	133 - Staff meetings	200	200	100	100		133 - Staff meetings	200	200	100	100
134 - Work Groups	180	120	0	0	134 - Work Groups	180	120	0	0		
135 - Staff develop	44	44	16	16	135 - Staff develop	44	44	16	16		
136 - Conf Attend	56	24	0	0	136 - Conf Attend	56	24	0	0		
137 - Cross Training	100	100	100	100	137 - Cross Training	100	100	100	100		
	<b>Sub Totals</b>	1427	1235	1880	1296	<b>Sub Totals</b>	1427	1235	1880	1296	
		1918	1914	2035	1439		1820	1737	2026	1316	
	Total w/ unprod time	2158	2153	2289	1619	Total w/ unprod time	2048	1954	2279	1481	
	Vac/Sick/Holidays	200	200	200	200	Vac/Sick/Holidays	200	200	200	200	
		2358	2353	2489	1819		2248	2154	2479	1681	
		1.134	1.131	1.197	0.874		1.081	1.04	1.192	0.808	

Table 2. Five-Year Planning Cycle Activities by Fiscal Year, Page 3.

		FY 14				FY 15					
		Dir	Plan	GIS	Tech	Dir	Plan	GIS	Tech		
5-Year Cycles	18 - Pub Inv	10	10	12	5	18 - Pub Inv	30	30	36	15	
	20 - Doc Dev	20	50	16	10	20 - Doc Dev	60	150	48	30	
		123	80	400		25 - Sat Ct Map Mtg	8	8	8	0	
						26 - Sat Ct Map Rev	32	64	32	0	
						27 - Model KO Mtg	8	8	8	0	
	<b>Sub Totals</b>	110	460	28	15	<b>Sub Totals</b>	138	260	132	45	
				613						575	
2-Year Cycles	41 - TIP Tech Dev	100	50	0	0	2-Year Cycles	43 - Qrtly Revs	90	30	0	0
	42 - Qrtly Revs	20	10	0	0						
UPWP (Annual)	53 - UPWP Dev	16	32	8	4	UPWP (Annual)	53 - UPWP Dev	16	32	8	4
	54 - City Budget	24	0	0	0		54 - City Budget	24	0	0	0
	55 - UPWP Coord mtgs	8	0	0	0		55 - UPWP Coord mtgs	8	0	0	0
	56 - UPWP Amdends	8	16	2	0		56 - UPWP Amdends	8	16	2	0
	57 - Annual Report	3	20	0	0		57 - Annual Report	3	20	0	0
							124 - Model Runs	20	100	0	0
	<b>Sub Totals</b>	179	128	10	4	<b>Sub Totals</b>	169	198	10	4	
				321						381	
	<b>Major Document Totals</b>	289	588	38	19	<b>Major Document Totals</b>	307	458	142	49	
				934						956	
Quarterly Meetings & Activities	63 - Policy Mtg	3	3	0	0	Quarterly Meetings & Activities	63 - Policy Mtg	3	3	0	0
	64 - Mtg minutes	1	0	0	0		64 - Mtg minutes	1	0	0	0
	65 - Mtg Pack dev	2	8	2	2		65 - Mtg Pack dev	2	8	2	2
	66 - Mtg pack distr	0	1	0	0		66 - Mtg pack distr	0	1	0	0
	68 - Tech Mtg	3	3	0	0		68 - Tech Mtg	3	3	0	0
	69 - Mtg minutes	1	0	0	0		69 - Mtg minutes	1	0	0	0
	70 - Mtg pack dev	2	8	2	2		70 - Mtg pack dev	2	8	2	2
	71 - Mtg pack distr	0	1	0	0		71 - Mtg pack distr	0	1	0	0
	75 - TEMPO mtgs	16	8	0	0		75 - TEMPO mtgs	16	8	0	0
	76 - Emerg Planning	8	0	4	0		76 - Emerg Planning	8	0	4	0
	77 - Disabled Advoc	4	0	0	0		77 - Disabled Advoc	4	0	0	0
	78 - Bicycle Comm	0	6	0	0		78 - Bicycle Comm	0	6	0	0
		<b>Quarterly Totals</b>	40	38	8		4	<b>Quarterly Totals</b>	40	38	8
	<b>Qtrly Annual Total</b>	160	152	32	16	<b>Qtrly Annual Total</b>	160	152	32	16	
Annual Activities	84 - Web Site Dev/Mall	1	1	0	12	Annual Activities	84 - Web Site Dev/Mall	1	1	0	12
	85 - Photo/Videography	0	0	0	4		85 - Photo/Videography	0	0	0	4
	86 - Qrtly Newsletter	4	12	4	16		86 - Qrtly Newsletter	4	12	4	16
	87 - General Pub Involve	48	24	6	12		87 - General Pub Involve	48	24	6	12
	89 - Gen Map & GIS	0	0	1020	504		89 - Gen Map & GIS	0	0	1020	504
	92 - CitiLink Coord	48	24	0	0		92 - CitiLink Coord	48	24	0	0
	93 - Regl Trans Mtgs	8	0	0	0		93 - Regl Trans Mtgs	8	0	0	0
	99 - Travel Time Runs	24	96	48	96		99 - Travel Time Runs	24	96	48	96
	104 - Crash Data	24	0	192	288		104 - Crash Data	24	0	192	288
	107 - Regl Thor Plan	48	96	48	0		107 - Regl Thor Plan	48	96	48	0
	109 - Title VI / EJ	48	48	96	0		109 - Title VI / EJ	48	48	96	0
	119 - ArcView/TCAD	0	0	4	2		119 - ArcView/TCAD	0	0	4	2
	125 - Adm/Over/Q&A	200	200	50	50		125 - Adm/Over/Q&A	200	200	50	50
	126 - Coord w/ City	250	150	100	0		126 - Coord w/ City	250	150	100	0
	130 - Elect Officials	96	96	96	96		130 - Elect Officials	96	96	96	96
	131 - MPO Billings	48	0	0	0		131 - MPO Billings	48	0	0	0
	133 - Staff meetings	200	200	100	100		133 - Staff meetings	200	200	100	100
134 - Work Groups	180	120	0	0	134 - Work Groups	180	120	0	0		
135 - Staff develop	44	44	16	16	135 - Staff develop	44	44	16	16		
136 - Conf Attend	56	24	0	0	136 - Conf Attend	56	24	0	0		
137 - Cross Training	100	100	100	100	137 - Cross Training	100	100	100	100		
	<b>Sub Totals</b>	1427	1235	1880	1296	<b>Sub Totals</b>	1427	1235	1880	1296	
		1876	1975	1950	1331		1894	1845	2054	1361	
	Total w/ unprod time	2111	2222	2194	1497	Total w/ unprod time	2131	2076	2311	1531	
	Vac/Sick/Holidays	200	200	200	200	Vac/Sick/Holidays	200	200	200	200	
		2311	2422	2394	1697		2331	2276	2511	1731	
		1.111	1.164	1.151	0.816		1.12	1.094	1.207	0.832	



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**Job Title**

**Director**

**Posting Number:**

**Agency:** Metropolitan Planning Organization

**Posting Type:** Open to All Applicants

**FLSA Exempt/Non-Exempt:**

**Full Time/Part Time:** Full Time Regular/Temporary: Regular

**Travel:** *Yes (local and out of town)*  
REQUIRES TEXAS CLASS C Drivers License

**Job Location:** 400 Oak Street, Suite 102, Abilene, Texas 79602

**Salary Range:**

*Salary commensurate with qualifications and experience*

**Typical Hours:** 8:00 am – 5:00 pm Monday through Friday  
*(Work hours can vary based on policy board and community meetings held after customary work hours)*

**Job Closing Date:**

**Refer any questions to:**

**Telephone:**

**To apply for this position:** Submit a completed Abilene MPO job application, resume, and three letters of reference to the Abilene MPO Office before 5:00pm of the closing date.

Applicants can obtain a job application from the Abilene MPO by contacting our office at:

Mail your completed application, resume, letters of reference and transcripts to:

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### GENERAL SUMMARY OF POSITION

Under the limited direction of the MPO Policy Board (PB), the MPO Director is responsible for the management, coordination, and administration of MPO staff, budget, MPO facilities, of the Abilene MPO.

### ORGANIZATIONAL RELATIONSHIPS

- Reports to the MPO PB.
- Directs the MPO staff, MPO assignments, and projects.
- Administratively manages MPO budget, and coordinates compliance with the fiscal agent's procurement and human resources policies and procedures.
- Works closely with the MPO's Policy Board and Technical Advisory Committee, members of MPO, local and state agencies, the City of Abilene, City of Tye, Taylor County, Jones County, and Texas Department of Transportation; has frequent contact with local elected officials, state and federal government officials, local media press, CityLink, Taylor-Abilene Geographic Information Community, and the general public.

### ESSENTIAL JOB DUTIES

*Performs a combination of the following:*

#### *Technical:*

- *If the Transportation Advisory Committee becomes a standing committee*, ensuring timely dissemination of meeting notification, preparation of agenda, preparation and distribution of minutes, and provision of supplemental information for the meetings for the Policy Board and committees created in the bylaws.
- On a strict timeline, prepares planning related documents and approves billings for reimbursements, requirements, required by state and federal regulations and laws, ensuring their timely submittals to MPO PB and state and federal agencies, for their review and approval.
- Prepare, plan, evaluate project methodologies, and conduct technical studies, inside Taylor and Jones Counties, within the MPO urban area boundary, both in-house and outsourced to qualified consultants.
- Develop scope of services for work to be outsourced, including the hiring of qualified consultants, negotiation of fees, undertaking project management responsibilities to monitor progress, timeline, budget, quality assurance, and acceptance of final deliverables.
- Organize, and coordinate public involvement process, including outreach initiatives within the MPO communities to bring awareness and involvement of the communities related to transportation planning and funding.
- Ensure, develop and maintain travel demand model, using TRANSCAD, and other State and Federal approved computer applications, including their utilization in evaluating

## APPENDIX C

planning alternatives for capacity, congestion mitigation, operation and turning movements, and safety issues.

- Present findings and results of studies undertaken to the MPO PB for approval and implementation.
- Prepare in-house reports, memorandums, and other related correspondences.
- Coordinate, oversee, and participate in the compilation and maintenance of transportation and demographic databases.
- Perform research and literature review and share results with other agencies as requested and necessary.

### ***Management:***

- Ensure development and implementation of the UPWP, including amendments to the UPWP.
- Proactively manage the MPO budget to ensure it is within fiscal constraints of the approved UPWP.
- Present accurate financial reporting of the MPO budget and expenditures to the PB on a regular basis.
- Establish performance measures for quality control of work undertaken in-house and outsourced.
- Manage the day-to-day activities of MPO staff.
- Develop, implement, monitor, and evaluate MPO staff performance plans and training needs.
- Working with the fiscal agent/employer of record, hire MPO staff, recommend promotions and carry out disciplinary actions, including employment termination of MPO staff.
- Coordinate and pursue timely billing cycles of invoices received from vendors and reimbursements requested from agencies with the fiscal agent.
- Research available funding programs for the Abilene MPO.
- Evaluate the organizational structure and recommend changes, as necessary, to ensure optimum effectiveness of programs/staff services.

### ***Additional Responsibilities of the MPO Director:***

- Coordinate all tasks of the MPO with Transportation Advisory Committee, Policy Board, and external agencies.
- Manage and maintain all MPO records in accordance to state and federal regulations.
- Manage, coordinate, and/or participate in a variety of transportation planning activities.
- Oversee development and coding of thoroughfare networks.
- Provide technical assistance upon request to participating member agencies of the MPO.
- Evaluate software programs and procedures for data manipulation and analysis.
- Evaluate results of research and literature review performed by MPO staff, and share results with other agencies as requested and necessary.

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- Stay abreast of state and federal legislation and policies, and summarize potential impacts of proposed changes.
- Overnight travel to necessary meetings in Texas and other parts of the United States will be required.
- Responsible for timely production and submittal of transportation planning documents as required by state and federal rules and legislation.
- Manage MPO's cooperative decision-making process, including public involvement activities.
- Perform such other related duties as may be assigned by the MPO, Policy Board, or otherwise required by state or federal regulation.

### **KNOWLEDGE, SKILLS & ABILITIES**

#### ***Considerable knowledge of***

- Applications of transportation planning software such as TransCAD and ArcGIS.
- Ability to manage a small department or an office
- Ability to supervise a staff of two or more employees
- Ability to initiate, motivate, communicate, and present ideas, sometimes abstract, related to transportation network planning, funding, multi-modal transportation needs, and budget
- Proficiency in Microsoft Office related applications
- Establishing professional working relations with numerous agencies

#### ***Working knowledge of***

- The application of basic accounting practices

#### ***Proficient skill in***

- Knowledge of transportation planning process and procedures
- State and federal legislation and rules governing the MPO process, federal transportation programs, state transportation programs and funding allocation process
- Transportation modeling
- Written and verbal communications
- Presentations

### **WORKING CONDITIONS**

- Works in well-lighted, air-conditioned office with little hazard to health or body.
- Requires attendance at some night meetings.

### **PHYSICAL DEMANDS**

- No unusual physical effort is required.

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### ***Registration or Licensure Requirements:***

- Class C Drivers License

### ***Required Qualifications***

- Bachelor's degree (urban/regional/transportation planning or civil engineering preferred) and a minimum of 4 years progressive experience in related field of transportation planning and/or urban planning and development (experience in transportation planning with an MPO, COG, local governments, state or federal agencies involved in metropolitan transportation planning preferred);
- Graduate level education (urban/regional/transportation planning, civil engineering, public administration or closely related field), may be recognized in place of a bachelor's degree in an unrelated field and may substitute for one year of experience;
- Minimum of 2 years of supervisory or management experience.

### **REMARKS**

- In consideration of an applicant's overall qualifications, the Policy Board reserves the right to waive any of the above listed requirements.
- The above statements are not a complete list of all responsibilities, duties, and skills held or performed by employees in this job. Employee may perform other related duties as assigned.
- Bilingual (English and Spanish) communication skills are desirable.
- AICP certification or professional engineer registration preferred.

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**Job Title**

**Senior Transportation Planner**

**Posting Number:**

**Agency:** Metropolitan Planning Organization

**Posting Type:** Open to All Applicants

**FLSA Exempt/Non-Exempt:**

**Full Time/Part Time:** Full Time      Regular/Temporary: Regular

**Travel:** *Yes (local and out of town)*

REQUIRES TEXAS CLASS C Drivers License

**Job Location:** 400 Oak Street, Suite 102, Abilene, Texas 79602

**Salary Range:**

*Salary commensurate with qualifications and experience*

**Typical Hours:** 8:00 am – 5:00 pm Monday through Friday

*(Work hours can vary based on special board and community meetings held after customary work hours)*

**Job Closing Date:**

**Refer any questions to:**

**Telephone:**

**To apply for this position:** Submit a completed Abilene MPO job application, resume, and three letters of reference to the Abilene MPO Office before 5:00pm of the closing date.

Applicants can obtain a job application from the Abilene MPO by contacting our office at:

Mail your completed application, resume, letters of reference and transcripts to:

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### GENERAL SUMMARY OF POSITION

Performing various travel model activities and reviewing results for technical accuracy and soundness; development of highway and transit forecasts for regional and corridor analysis; analysis of model output for various applications serving the MPO's needs; working with team members in updating the model process; preparing and presenting results in both written and electronic formats, and interfacing with consultants on a variety of model development and data collection tasks.

This is an administrative and technical position involving professional and supervisory work assisting the director. Work includes preparing long-range comprehensive/transportation plans, sub-area studies, short-range transportation improvement programs, urban and regional transit planning, annual work programs, and other pertinent MPO documents, policies, and programs. Knowledge of federal transportation planning regulations pertaining to MPO functions is essential.

Candidates must possess strong analytical skills as well as good organizational, oral, and written communication skills, especially the ability to convey technical information clearly and concisely to a variety of audiences. Strong self-motivation and the ability to work in a multi-disciplinary team environment are also necessary.

### ORGANIZATIONAL RELATIONSHIPS

- Reports to and takes direction from the director.
- This position serves as the lead worker among technical staff.
- Works closely with local governmental officials and staff of MPO member agencies.
- Will have contact with locally elected, state and federal officials.
- Works in cooperation with other agency positions within the same peer group.
- Works in cooperation with the urban transit provider.

### ESSENTIAL JOB DUTIES

#### *Performs a combination of the following:*

- Conducts research and analysis of information and adherence to current federal legislation, TxDOT & FHWA requirements to fulfill the mission of the Abilene MPO.
- Prepares, revises, and administers the planning and special studies sections contained in the UPWP. Provides revisions, manages contracts and consultants as they are relevant to these portions of the adopted UPWP, and prepares amendments for consideration.
- Collaborates with CityLink on urban and regional public transit methods.
- Answers inquiries and disseminates information upon request to other agencies, consultants and the public.

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- Prepares correspondence, reports, studies and makes presentations regarding program/project activities; assists in researching and preparing appropriate response for technical assistance requests.
- Reviews and monitors plans and related documents to ensure compliance with applicable state or federal requirements and conformance to acceptable professional standards.
- Monitors and ensures information regarding Abilene MPO programs, (UPWP, MTP, TIP, and STIP) is accurate and maintained on the Abilene MPO website and distributed both externally and internally.
- Monitors and ensures project selection, scope, and funding are accurate for highway and transit projects in the MTP and TIP.
- Assists with the planning, development and management of strategic planning efforts related to transit issues.
- Assists with the selection and development of transit-related projects in the Abilene metropolitan area, while monitoring federal and state legislation that facilitates or otherwise affects the delivery and operation of urban transit.
- Assists with planning, coordinating, and conducting the community involvement portion of the public participation plan, both to maintain regulatory requirements and to respond to public needs.
- Assists with building and maintaining strong working relationships between the urban transit agency, TxDOT and other transportation funding entities, including the Federal Transit Administration (FTA).
- Develops planning documents and interprets and develops data analysis.
- Prepares presentations for and attends interagency meetings, and local government meetings.
- Monitors activities of assigned projects and provides information regarding their impact; analyzes needs/changes/enhancements and makes recommendations.
- Assists in carrying out the short and long-range plans and projects in the Abilene MPO Metropolitan Planning Area.
- Ability to perform drafting and graphics work.
- Performs local and regional transportation alternatives analysis.
- Collects, maintains, analyzes, and prepares data used for travel demand estimates and modeling.
- Assists in monitoring funds through application, contract review and approval, procurement of equipment, billing and reporting.
- Works with consultants, vendors and other external entities
- Assists in the preparation of agendas, memorandums, and official correspondence of the Abilene MPO.
- Handles inquiries by phone providing general information or referring callers to the appropriate individual and resources as needed.

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- Serves as liaison between the director and other transportation agencies, government entities, legislators and the public at large with strong attention to sensitive or confidential information.
- Takes initiative to perform other duties to maintain Abilene MPO operations. Promotes and demonstrates appropriate respect for cultural diversity.
- Develop informational materials to keep the public informed about the planning progress of the MPO.
- Performs other job-related duties as assigned by the director.

### **KNOWLEDGE, SKILLS & ABILITIES**

#### ***Considerable knowledge of:***

- Metropolitan transportation planning process
- Statistical analysis methodologies and reporting procedures
- Urban transit planning
- Forecasting methodologies
- Title VI of Environmental Justice
- Concepts, techniques and tools used in planning, designing and implementing database managements systems and related technologies
- Office protocol and procedures
- Materials archiving process

#### ***Working knowledge of:***

- Modeling principles and practices
- Demographics
- Budgeting methods and procedures
- Transportation funding programs
- Applicable federal and state transportation legislation
- Policy development methodologies and procedures
- The legislative process

#### ***Proficient skill in:***

- Supervising and directing small groups
- Planning methods, techniques and strategies
- Researching, evaluating and interpreting complex information
- Public relations for maintaining effective working relationships with individuals and groups
- Analyzing and organizing technical documents
- Prioritizing and scheduling organizing work assignments
- Preparing technical/statistical reports

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### ***Ability to:***

- Develop and give technical presentations to small and large groups
- Establish effective working relationships with transportation partners and stakeholders
- Handle and prioritize multiple tasks
- Set, attain and meet deadlines
- Work in an office where re-prioritization or multiple changing events drive the day-to-day activities.
- **Suggestion:** Adapt efficiently and effectively to re-prioritization of and/or changes to tasks or work underway.
- Support committees and the public.
- Operate a personal computer using various planning, plotting and mapping software packages such as TransCAD, ArcGIS, Adobe Acrobat, and the Microsoft Office Suite.
- Take initiative to problem solve by researching, suggesting and implementing solutions
- To work under short timelines with limited supervision
- Ability to use basic office equipment
- Ability to interpret and effectively communicate written and verbal information including rules, regulations, policies and procedures to Abilene MPO staff and external stakeholders, while verbalizing ideas, communicating, concerns and providing critical analysis in a tactful manner
- Ability to train others
- Ability to promote a unified work environment

### ***Registration or Licensure Requirements:***

Class C Drivers License

### ***Required Qualifications:***

- Bachelor's degree (urban/regional/transportation planning or civil engineering preferred) and a minimum of 3 years progressive experience in related field of transportation planning and/or urban planning and development (experience in transportation planning with an MPO, COG, local governments, state or federal agencies involved in metropolitan transportation planning preferred);
- 7 years of progressive experience as described above may be substituted for the combination of a bachelor's degree and 3 years experience listed above.
- Graduate level education (urban/regional/transportation planning, civil engineering, public administration, or closely related field), may be recognized in place of a bachelor's degree in an unrelated field and may substitute for one year of experience.

### **REMARKS:**

- AICP certification or professional engineer registration preferred.

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**Job Title**

**Planner II**

**Posting Number:**

**Agency:** Metropolitan Planning Organization

**Posting Type:** Open to All Applicants

**FLSA Exempt/Non-Exempt:**

**Full Time/Part Time:** Full Time      Regular/Temporary:      Regular

**Travel:** *Yes (local and out of town)*  
REQUIRES TEXAS CLASS C Drivers License

**Job Location:** 400 Oak Street, Suite 102, Abilene, Texas 79602

**Salary Range:**  
*Salary commensurate with qualifications and experience*

**Typical Hours:** 8:00 am – 5:00 pm Monday through Friday  
*(Work hours can vary based on special board and community meetings held after customary work hours)*

**Job Closing Date:**

**Refer any questions to:**

**Telephone:**

**To apply for this position:** Submit a completed Abilene MPO job application, resume, and three letters of reference to the Abilene MPO Office before 5:00pm of the closing date.

Applicants can obtain a job application from the Abilene MPO by contacting our office at:

Mail your completed application, resume, letters of reference and transcripts to:

### **GENERAL SUMMARY OF POSITION**

Performing various travel model activities and reviewing results for technical accuracy and soundness; development of highway and transit forecasts for regional and corridor analysis; analysis of model output for various applications serving the MPO's needs; working with team members in updating the model process; preparing and presenting results in both written and electronic formats, and interfacing with consultants on a variety of model development and data collection tasks.

This is a technical position involving professional work assisting the director. Work includes preparing long-range comprehensive/transportation plans, sub-area studies, short-range transportation improvement programs, urban and regional transit planning, annual work programs, and other pertinent MPO documents, policies, and programs. Knowledge of federal transportation planning regulations pertaining to MPO functions is essential.

Candidates must possess strong analytical skills as well as good organizational, oral, and written communication skills, especially the ability to convey technical information clearly and concisely to a variety of audiences. Strong self-motivation and the ability to work in a multi-disciplinary team environment are also necessary.

### **ORGANIZATIONAL RELATIONSHIPS**

- Reports to and takes direction from the director.
- This position serves as the lead worker among technical staff.
- Works closely with local governmental officials and staff of MPO member agencies.
- Will have contact with locally elected, state and federal officials.
- Works in cooperation with other agency positions within the same peer group.
- Works in cooperation with the urban transit provider.

### **ESSENTIAL JOB DUTIES**

***Performs a combination of the following:***

- Conducts research and analysis of information and adherence to current federal legislation, TxDOT & FHWA requirements to fulfill the mission of the Abilene MPO.
- Prepares, revises, and administers the planning and special studies sections contained in the UPWP. Provides revisions as they are relevant to these portions of the adopted UPWP, and prepares amendments for consideration.
- Collaborates with CityLink on urban and regional public transit methods.
- Answers inquiries and disseminates information upon request to other agencies, consultants and the public.

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- Prepares correspondence, reports, studies and makes presentations regarding program/project activities; assists in researching and preparing appropriate response for technical assistance requests.
- Reviews and monitors plans and related documents to ensure compliance with applicable state or federal requirements and conformance to acceptable professional standards.
- Assists in monitoring and ensuring that information regarding Abilene MPO programs, (UPWP, MTP, TIP, and STIP) is accurate and maintained on the Abilene MPO website and distributed both externally and internally.
- Assists in monitoring and ensuring that project selection, scope, and funding are accurate for highway and transit projects in the MTP and TIP.
- Assists with the planning, development and management of strategic planning efforts related to transit issues.
- Assists with the selection and development of transit-related projects in the Abilene metropolitan area, while monitoring federal and state legislation that facilitates or otherwise affects the delivery and operation of urban transit.
- Assists with planning, coordinating, and conducting the community involvement portion of the public participation plan, both to maintain regulatory requirements and to respond to public needs.
- Assists with building and maintaining strong working relationships between the urban transit agency, TxDOT and other transportation funding entities, including the Federal Transit Administration (FTA).
- Develops planning documents and interprets and develops data analysis.
- Prepares presentations for and attends interagency meetings, and local government meetings.
- Assists in monitoring activities of assigned projects and providing information regarding their impact; analyzes needs/changes/enhancements and makes recommendations.
- Assists in carrying out the short and long-range plans and projects in the Abilene MPO Metropolitan Planning Area.
- Ability to perform drafting and graphics work.
- Performs local and regional transportation alternatives analysis.
- Collects, maintains, analyzes, and prepares data used for travel demand estimates and modeling.
- Assists in monitoring funds through application, contract review and approval, procurement of equipment, billing and reporting.
- Works with consultants, vendors and other external entities
- Assists in the preparation of agendas, memorandums and official correspondence of the Abilene MPO.

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- Handles inquiries by phone providing general information or referring callers to the appropriate individual and resources as needed.
- Serves as liaison between the director and other transportation agencies, government entities, legislators and the public at large with strong attention to sensitive or confidential information.
- Takes initiative to perform other duties to maintain Abilene MPO operations. Promotes and demonstrates appropriate respect for cultural diversity.
- Develop informational materials to keep the public informed about the planning progress of the MPO.
- Performs other job-related duties as assigned by the director.

### **KNOWLEDGE, SKILLS & ABILITIES**

#### ***Considerable knowledge of:***

- Metropolitan transportation planning process
- Statistical analysis methodologies and reporting procedures
- Urban transit planning
- Forecasting methodologies
- Title VI of Environmental Justice
- Concepts, techniques and tools used in planning, designing and implementing database managements systems and related technologies
- Office protocol and procedures
- Materials archiving process

#### ***Working knowledge of:***

- Modeling principles and practices
- Demographics
- Budgeting methods and procedures
- Transportation funding programs
- Applicable federal and state transportation legislation
- Policy development methodologies and procedures
- The legislative process

#### ***Proficient skill in:***

- Supervising and directing small groups
- Planning methods, techniques and strategies
- Researching, evaluating and interpreting complex information
- Public relations for maintaining effective working relationships with individuals and groups
- Analyzing and organizing technical documents
- Prioritizing and scheduling organizing work assignments

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- Preparing technical/statistical reports

### ***Ability to:***

- Develop and give technical presentations to small and large groups
- Establish effective working relationships with transportation partners and stakeholders
- Handle and prioritize multiple tasks
- Set, attain and meet deadlines
- Work in an office where re-prioritization or multiple changing events drive the day-to-day activities. **Suggestion:** Adapt efficiently and effectively to re-prioritization of and/or changes to tasks or work underway.
- Support committees and the public.
- Operate a personal computer using various planning, plotting and mapping software packages such as TransCAD, ArcGIS, Adobe Acrobat, and the Microsoft Office Suite.
- Take initiative to problem solve by researching, suggesting and implementing solutions
- To work under short timelines with limited supervision
- Ability to use basic office equipment
- Ability to interpret and effectively communicate written and verbal information including rules, regulations, policies and procedures to Abilene MPO staff and external stakeholders, while verbalizing ideas, communicating, concerns and providing critical analysis in a tactful manner
- Ability to train others
- Ability to promote a unified work environment

### ***Registration or Licensure Requirements:***

Class C Drivers License

### ***Required Qualifications:***

- Bachelor's degree (urban/regional/transportation planning or civil engineering preferred) and a minimum of 2 years experience in related field of transportation planning and/or urban planning and development (experience in transportation planning with an MPO, COG, local governments, state or federal agencies involved in metropolitan transportation planning preferred);
- 6 years of progressive experience as described above may be substituted for the combination of a bachelor's degree and 2 years experience listed above.
- Graduate level education (urban/regional/transportation planning, civil engineering, public administration, or closely related field), may be recognized in place of a bachelor's degree in an unrelated field and may substitute for one year of experience.

### **REMARKS:**

- AICP certification or professional engineer registration preferred.

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**Job Title**

**Planner I**

**Posting Number:**

**Agency:** Metropolitan Planning Organization

**Posting Type:** Open to All Applicants

**FLSA Exempt/Non-Exempt:**

**Full Time/Part Time:** Full Time      Regular/Temporary:      Regular

**Travel:** *Yes (local and out of town)*

REQUIRES TEXAS CLASS C Drivers License

**Job Location:** 400 Oak Street, Suite 102, Abilene, Texas 79602

**Salary Range:**

*Salary commensurate with qualifications and experience*

**Typical Hours:** 8:00 am – 5:00 pm Monday through Friday

*(Work hours can vary based on special board and community meetings held after customary work hours)*

**Job Closing Date:**

**Refer any questions to:**

**Telephone:**

**To apply for this position:** Submit a completed Abilene MPO job application, resume, and three letters of reference to the Abilene MPO Office before 5:00pm of the closing date.

Applicants can obtain a job application from the Abilene MPO by contacting our office at:

Mail your completed application, resume, letters of reference and transcripts to:

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### **GENERAL SUMMARY OF POSITION**

Working with team members in updating the model process; preparing and presenting results in both written and electronic formats, and interfacing with consultants on a variety of model development and data collection tasks.

This is a technical position involving professional work assisting the director. Work includes preparing long-range comprehensive/transportation plans, sub-area studies, short-range transportation improvement programs, urban and regional transit planning, annual work programs, and other pertinent MPO documents, policies, and programs.

Candidates must possess strong analytical skills as well as good organizational, oral, and written communication skills, especially the ability to convey technical information clearly and concisely to a variety of audiences. Strong self-motivation and the ability to work in a multi-disciplinary team environment are also necessary.

### **ORGANIZATIONAL RELATIONSHIPS**

- Reports to and takes direction from the director.
- Works closely with local governmental officials and staff of MPO member agencies.
- Will have contact with locally elected, state and federal officials.
- Works in cooperation with other agency positions within the same peer group.
- Works in cooperation with the urban transit provider.

### **ESSENTIAL JOB DUTIES**

*Performs a combination of the following:*

- Conducts research and analysis of information and adherence to current federal legislation, TxDOT & FHWA requirements to fulfill the mission of the Abilene MPO.
- Assists in preparing, revising, and administering the planning and special studies sections contained in the UPWP. Provides revisions as they are relevant to these portions of the adopted UPWP, and prepares amendments for consideration.
- Collaborates with CityLink on urban and regional public transit methods.
- Answers inquiries and disseminates information upon request to other agencies, consultants and the public.
- Provides input for correspondence, reports, studies and makes presentations regarding program/project activities; assists in researching and preparing appropriate response for technical assistance requests.
- Assists in Reviewing and monitoring plans and related documents to ensure compliance with applicable state or federal requirements and conformance to acceptable professional standards.
- Assists with the planning, development and management of strategic planning efforts related to transit issues.

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- Assists with the selection and development of transit-related projects in the Abilene metropolitan area.
- Assists with planning, coordinating, and conducting the community involvement portion of the public participation plan, both to maintain regulatory requirements and to respond to public needs.
- Assists with building and maintaining strong working relationships between the urban transit agency, TxDOT and other transportation funding entities, including the Federal Transit Administration (FTA).
- Assists in developing planning documents and interpreting and developing data analysis.
- Assists preparing presentations for and attending interagency meetings and local government meetings.
- Assists in carrying out the short and long-range plans and projects in the Abilene MPO Metropolitan Planning Area.
- Ability to perform drafting and graphics work.
- Assists in local and regional transportation alternatives analysis.
- Collects, maintains, analyzes, and prepares data used for travel demand estimates and modeling.
- Works with consultants, vendors and other external entities
- Assists in the preparation of agendas, memorandums, and official correspondence of the Abilene MPO.
- Handles inquiries by phone providing general information or referring callers to the appropriate individual and resources as needed.
- Takes initiative to perform other duties to maintain Abilene MPO operations. Promotes and demonstrates appropriate respect for cultural diversity.
- Develop informational materials to keep the public informed about the planning progress of the MPO.
- Performs other job-related duties as assigned by the director.

### **KNOWLEDGE, SKILLS & ABILITIES**

#### ***Considerable knowledge of:***

##### Metropolitan transportation planning process

- Statistical analysis methodologies and reporting procedures
- Concepts, techniques and tools used in planning, designing and implementing database managements systems and related technologies
- Office protocol and procedures
- Materials archiving process

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### ***Working knowledge of:***

- Demographics
- Budgeting methods and procedures
- Policy development methodologies and procedures
- The legislative process

### ***Proficient skill in:***

- Planning methods, techniques, and strategies
- Researching, evaluating, and interpreting complex information
- Public relations for maintaining effective working relationships with individuals and groups
- Analyzing and organizing technical documents
- Prioritizing, scheduling, and organizing work assignments
- Preparing technical/statistical reports

### ***Ability to:***

- Develop and give technical presentations to small and large groups
- Establish effective working relationships with transportation partners and stakeholders
- Handle and prioritize multiple tasks
- Set, attain, and meet deadlines
- Support committees and the public
- Operate a personal computer using various planning, plotting, and mapping software packages such as ArcGIS, Adobe Acrobat, and the Microsoft Office Suite.
- Take initiative to problem-solve by researching, suggesting, and implementing solutions
- Ability to use basic office equipment
- Ability to interpret and effectively communicate written and verbal information including rules, regulations, policies, and procedures to Abilene MPO staff and external stakeholders, while verbalizing ideas, communicating concerns, and providing critical analysis in a tactful manner
- Ability to promote a unified work environment

### ***Registration or Licensure Requirements:***

Class C Drivers License

### ***Required Qualifications:***

Bachelor's degree or graduate degree (urban/regional/transportation planning or civil engineering preferred) or a minimum of 4 years experience in related field of transportation planning and/or urban planning and development (experience in transportation planning with an MPO, COG, local governments, state or federal agencies involved in metropolitan transportation planning preferred)



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**Table 3. Work Activities for Current Abilene MPO Staff through Spring 2011.**

Current and Upcoming Work Activities for Each Current Abilene MPO Staff (through Spring 2011)		
<b>ROBERT ALLEN</b> Transportation Planning Director	<b>REGINALD SAMPSON</b> Transportation Planner	<b>DEAN CARTER</b> Planning Technician
Saturation count - review previous		Sat Counts - sta loc's, id constr loc's in Fall (with TxDOT)
Saturation count - show Tech what to do		
UPWP preparation		
UPWP & TIP amendments		
Check new UABs		GIS - UAB/MAB review
FC - written descriptions	Learn FC process	
FC - show Tech what to do		FC - edit layers
	Demo data - county septic permits	GIS - project/task specific
	Demo data - population & employment (soon)	GIS - general support
Policy Board Attendance	Policy Board Attendance	Policy Board Attendance
Policy Board packet write ups	PB packets - print, collate, deliver	PB packets - print, colate, deliver
Policy Board presentations	PB minutes	PB arrangements/setup/exhibits/technology
Coordinate with City (zoning, thoroughfare plan, subdivisions)	Coordinate with City (zoning, thoroughfare plan, subdivisions)	Coordinate with City (zoning, thoroughfare plan, subdivisions)
Coordinate with City bike/ped		
Administrative oversight & answering questions		
City Plat Review (Development Review Committee)		
Legislatutre responses/reviews/etc		
		Web site - design
		Web site - maintenance
		Web site - uploading
	TAZ review (fall)	
CTPP/TAZ Review (fall)	CTPP/TAZ Review (fall)	CTPP/TAZ Review (fall)
Model network review (fall)	Model network review (fall)	Model network review (fall)
Census Data for TAZs (spring)		
TWC Data for TAZs (spring)		
Median HH income (figure out how, since no longer in Census)		
Involvement with elected officials		
MPO monthly billings		
Purchasing		Purchasing
Staff meetings	Staff meetings	Staff meetings
External (statewide) work groups		
Staff development	Staff development	Staff development
Conference attendance	Conference attendance	Conference attendance



**Table 4. Training and Professional Development Opportunities.**

<b>Transportation Planning Director</b>	<b>Senior Transportation Planner</b>	<b>Transportation Planner II</b>	<b>Transportation Planner I</b>	<b>Transportation Planning Tech II</b>	<b>Transportation Planning Tech I</b>
Supervisor Skills	Supervisor Skills	NHI/NTI Metro Transp Planning or similar	NHI/NTI Metro Transp Planning or similar		
		Travel Demand Model Theory	Travel Demand Model Theory		
Travel Demand Model Applications	Travel Demand Model Applications	Travel Demand Model Applications			
Transportation Planning Grants Administration	Transportation Planning Grants Administration	Transportation Planning Grants Administration			
			ARCGIS (various levels)	ARCGIS (various levels) - workshops & user groups	ARCGIS (various levels) - workshops & user groups
How Transportation Planning Works in Texas	How Transportation Planning Works in Texas	How Transportation Planning Works in Texas	How Transportation Planning Works in Texas		
Technical Writing	Technical Writing	Technical Writing	Technical Writing	Technical Writing	Technical Writing
	CTPP or related census data training	CTPP or related census data training	CTPP or related census data training	CTPP or related census data training	
TEMPO Workshops	TEMPO Workshops	TEMPO Workshops	TEMPO Workshops		

**Table 4. Training and Professional Development Opportunities, Page 2.**

<b>Transportation Planning Director</b>	<b>Senior Transportation Planner</b>	<b>Transportation Planner II</b>	<b>Transportation Planner I</b>	<b>Transportation Planning Tech II</b>	<b>Transportation Planning Tech I</b>
Time Management	Time Management	Time Management	Time Management		
City of Abilene training courses	City of Abilene training courses	City of Abilene training courses	City of Abilene training courses	City of Abilene training courses	City of Abilene training courses
AICP Cert Maint - use as a prioritization for conference selection	AICP Cert Maint - use as a prioritization for conference selection	AICP Cert Maint - use as a prioritization for conference selection	AICP Exam Training		
Transportation & Land Use Relationships	Transportation & Land Use Relationships	Transportation & Land Use Relationships	Transportation & Land Use Relationships		
				Web Site Dev & Maint	Web Site Dev & Maint
				Graphics	Graphics
AMPO Conference	AMPO Conference	AMPO Conference			
TxDOT Planning Conf	TxDOT Planning Conf	TxDOT Planning Conf	TxDOT Planning Conf		
Specific National Conferences / Workshops	Specific National Conferences / Workshops	Specific National Conferences / Workshops	Specific National Conferences / Workshops		

**Table 5. Future Staff responsibilities and Salary Ranges.**

	Adm Asst II	Adm Asst I	Director	Planner III	Planner II	Planner I	Plan Tech II	Plan Tech I
	Could use part-time	Could use part-time	Need	Most Desired	OK	Can Make Work	Preferable	
City of Abilene Ranges	21.9 - 29.7	20.9 - 26.3	To be reclassified as program manager	43.3 - 61.5	38.2 - 54.4	35.5 - 50.5	31.8 - 45.2	28.8 - 40.9
Model Issues	N/A	N/A	Responsible for ensuring alternatives analyses through model runs are accomplished (including arranging for staff training); uses results of analyses to recommend project prioritization	Perform alternatives analyses through model runs, with minimal need for TransCAD training; uses results of analyses to recommend project prioritization	Understand and develop model inputs with minimal oversight	Basic understanding of model principles; ability to learn model operations	N/A	N/A
PPP / Communications	Mtg minutes	Mtg minutes	Media contact and make presentations to public and groups; draft public notices; prepare and post web site content; prepare press release	Make presentations to public and groups; draft public notices; prepare and post web site content; prepare press release for Director approval	Participate in presentations; draft public notices; prepare and post web site content	Assists with public meetings; prepare content; prepare and post web site content	Schedule public mtgs (incl accommodations/ room res, displays); conducting mtg event/ event setup; web site maint.	Schedule public mtgs (incl accommodations/ room res, displays); conducting mtg event/ event setup
Grants and Contracts	Document development	Document development	Contract Mgmt	Contract Mgmt	Some contract oversight	N/A	N/A	N/A

**Table 5. Future Staff responsibilities and Salary Ranges, Page 2.**

	Adm Asst II	Adm Asst I	Director	Planner III	Planner II	Planner I	Plan Tech II	Plan Tech I
	Could use part-time	Could use part-time	Need	Most Desired	OK	Can Make Work	Preferable	
<b>City of Abilene Ranges</b>	21.9 - 29.7	20.9 - 26.3	To be reclassified as program manager	43.3 - 61.5	38.2 - 54.4	35.5 - 50.5	31.8 - 45.2	28.8 - 40.9
<b>UPWP</b>	Document development	Document development	Review & ultimate responsibility; administers the UPWP	Preparation	Input	Some input	N/A	N/A
<b>MTP</b>	Document development	Document development	Review & ultimate responsibility; administers the MTP	Content development; prepare financial constraint analysis	Content development	Assist in content development	Prepare maps & graphics; data collection	Prepare maps & graphics; data collection
<b>TIP</b>	Document development	Document development	Review & ultimate responsibility; administers the TIP	Content development; prepare financial constraint analysis; coordinate with transit agency	Content development; coordinate with transit agency	Assist in content development	Prepare maps & graphics; data collection	Prepare maps & graphics; data collection
<b>UTP</b>	Document development	Document development	Lead MPO effort for input into UTP					
<b>General</b>							Mapping and graphics as requested by staff	Mapping and graphics as requested by staff

**Table 5. Future Staff responsibilities and Salary Ranges, Page 3.**

	Adm Asst II	Adm Asst I	Director	Planner III	Planner II	Planner I	Plan Tech II	Plan Tech I
	Could use part-time	Could use part-time	Need	Most Desired	OK	Can Make Work	Preferable	
<b>City of Abilene Ranges</b>	21.9 - 29.7	20.9 - 26.3	To be reclassified as program manager	43.3 - 61.5	38.2 - 54.4	35.5 - 50.5	31.8 - 45.2	28.8 - 40.9
<b>Supervisory</b>			Responsible for hiring, reviewing, disciplining, and terminating MPO staff; provides direction to all staff	Gives assignments to Planner II, Planner I, Planning Tech II, and Planning Tech I	Gives assignments to Planner I, Planning Tech II, and Planning Tech I	Gives assignments to Planning Tech II, and Planning Tech I		
<b>Coordination</b>	Prepare meeting summaries	Prepare meeting summaries	Meet as necessary with city, county, COG, and other agency elected officials and staff to coordinate planning activities	Meet as necessary with city, county, COG, and other agency and staff to coordinate planning activities	Meet as necessary with city, county, COG, and other agency and staff to coordinate planning activities	Meet as necessary with city, county, COG, and other agency and staff to coordinate planning activities	Prepare necessary graphics to support coordination efforts	Prepare necessary graphics to support coordination efforts
<b>Legislative Review</b>	Assist in preparing legislative reviews	Assist in preparing legislative reviews	Stay current with legislative updates and provide review summaries to PAC, TAC, CAC	Stay current with legislative updates and prepare review summaries				

**Table 5. Future Staff responsibilities and Salary Ranges, Page 4.**

	Adm Asst II	Adm Asst I	Director	Planner III	Planner II	Planner I	Plan Tech II	Plan Tech I
	Could use part-time	Could use part-time	Need	Most Desired	OK	Can Make Work	Preferable	
<b>City of Abilene Ranges</b>	21.9 - 29.7	20.9 - 26.3	To be reclassified as program manager	43.3 - 61.5	38.2 - 54.4	35.5 - 50.5	31.8 - 45.2	28.8 - 40.9
<b>PAC, TAC, and CAC mtgs</b>	Assist in preparing and delivering meeting packets; mtg minutes	Assist in preparing and delivering meeting packets; mtg minutes	Leads staff presentations	Participate in staff presentations	Assist in developing and delivering staff presentations	Assist in developing staff presentations; mtg minutes	Assist in data collection and developing maps/graphics	Assist in data collection and developing maps/graphics
<b>Bicycle/Ped Planning</b>	Assist in document preparation	Assist in document preparation	Coordinate with local government agencies; ultimately responsible for developing and administering plan and related documents	Primary role in preparing and updating plans and coordinating with citizens	Primary role in preparing and updating plans and coordinating with citizens	Assist in preparing and updating plans and coordinating with citizens	Assist in data collection and developing maps/graphics	Assist in data collection and developing maps/graphics
<b>Special Studies</b>	Assist in document preparation	Assist in document preparation	Meet and coordinate with other affected and/or participating agencies; see also grants and contracts	Perform research, data collection, and data analysis, and prepare reports and document content	Perform research, data collection, and data analysis, and prepare reports and document content	Perform research, data collection, and data analysis, and assist in preparing reports and document content	Assist in data collection and developing maps/graphics	Assist in data collection and developing maps/graphics

**Table 5. Future Staff responsibilities and Salary Ranges, Page 5.**

	Adm Asst II	Adm Asst I	Director	Planner III	Planner II	Planner I	Plan Tech II	Plan Tech I
	Could use part-time	Could use part-time	Need	Most Desired	OK	Can Make Work	Preferable	
<b>City of Abilene Ranges</b>	21.9 - 29.7	20.9 - 26.3	To be reclassified as program manager	43.3 - 61.5	38.2 - 54.4	35.5 - 50.5	31.8 - 45.2	28.8 - 40.9
<b>Budget</b>	Assist in document preparation	Assist in document preparation	Primary responsibility for preparing budget	Assist in preparing budget	Provide budget information as requested by director			
<b>Training and Mentoring</b>	Participate in training opportunities to enhance professional development	Participate in training opportunities to enhance professional development	Primary responsibility for developing training and mentoring program; provide direct mentoring to planner(s)	Participate in training opportunities to enhance professional development	Participate in training opportunities to enhance professional development	Participate in training opportunities to enhance professional development	Participate in training opportunities to enhance professional development	Participate in training opportunities to enhance professional development



## ***Appendix G***

### ***ABILENE METROPOLITAN PLANNING ORGANIZATION***

#### ***PERFORMANCE MANAGEMENT***

**Overview:** The Abilene MPO performance evaluation process is based on the belief that employees are their most important resource and essential to the continued success of the organization and planning for the metropolitan area. Evaluating the performance and development of the employee is critical in determining the value and contribution toward fulfilling the goals and objectives of the Abilene MPO. It is recognized that performance measurement goes beyond assessment of past behavior; it also includes goal setting for future behavior and corrective action for unwanted behavior. The attached form should be used in a formal performance appraisal.

#### **Performance Evaluation Process:**

- Meet with the employee on schedule and ensure a private setting without interruption.
- Review the employee's Position Description with employee to assure it is accurate and current.
- Review individual elements of the evaluation and give the employee an opportunity to respond to the evaluation.
- Discuss evaluation summary content including strengths, areas needing improvement, and a plan for development.
- Offer the employee the opportunity to make written comments concerning the evaluation.
- Plan and schedule follow-up activities necessary.

#### **Performance Definitions:**

*Exceptional Performance* Individual consistently contributes at an exceptional level of performance relative to MPO objectives and goals. She/he is recognized as a role model, consistently develops and implements challenging work objectives, is self motivated and

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self-directed, and voluntarily assumes responsibilities beyond his/her assigned responsibilities.

*Exceeds Expectations* Individual consistently contributes at a very high level of performance relative to agency objectives and values. She/he is self-reliant, requires limited direction, and produces work that exceeds the requirements of assigned duties.

*Meets Expectations* The individual fully meets expectations relative to agency objectives and values. She/he performs acceptable work for all assigned responsibilities.

*Improvement Desired* Individual performs at a lower level than required to meet agency objectives and values. She/he may require some close direction to complete projects and assigned work. Task prioritization is not consistent with MPO objectives and values.

*Unsatisfactory Performance* Individual does not perform acceptably for assigned responsibilities. She/he requires close supervision and work requires corrective action.

*Not Applicable (NA)* The responsive criteria are not applicable to the employee being evaluated.

**ABILENE METROPOLITAN PLANNING ORGANIZATION**  
**EMPLOYEE EVALUATION: Transportation Planning Director**

**Mission:** *The goal of the Abilene MPO is to accomplish regional transportation planning under one voice that will provide the greatest benefit while at the same time reflect the concerns of the communities within the study area.*

Current Review Period: .....

Employee Name: .....

Job Title: .....

Evaluator Name: .....

Review date: .....

Email Address: .....

**Acceptance / Agreement of Plan**

Employee Signature: ..... Date: .....

Evaluator Signature: ..... Date: .....

***Confidential: This document is subject to disclosure under the Public Information Act of the Texas Government Code.***

## Performance Plan

### **Job Activity #1:** Provide management for the Abilene MPO

Objective criteria:

- On a strict timeline, *ensures* preparation of required (by state and federal law) planning related documents and billings for reimbursements which include, but are not limited to, the items below, including their timely submittals to the Policy Board and state and federal agencies for their review and approval:
  - the Metropolitan Transportation Plan (MTP)
  - Transportation Improvement Program (TIP)
  - Annual Performance and Expenditure Report (APER)
  - Annual Project Listing of Let Projects
- Prepares annual Unified Planning Work Program (UPWP) for review and approval of the Policy Board, including implementation of the approved UPWP, including amendments to the UPWP.
  - on-time
  - stay within available funding
  - appropriate tasks and subtasks
- Proactively manages the MPO budget to ensure it is within fiscal constraints of the approved UPWP.
  - expend resources according to schedule
  - did not exceed any task by 25%
  - advise Policy Board Chair in timely manner if there are issues
  - provide financial report updates of the budget and expenditures, including travel expenses, on a regular basis
- Establishes performance measures for quality control of work undertaken in-house and outsourced.
  - In-house:

## APPENDIX G

- Develops, implements, monitors, and evaluates MPO staff performance plans and training needs.
- Out-source (as applicable):
  - Develops, implements, monitors, and evaluates contractor performance, including milestones and deliverables.
- Coordinates and pursues timely billing cycles of invoices received from vendors and reimbursements requested from agencies, in coordination with the fiscal agent.
  - Completed in a timely and accurate manner
  - Issues/complaints from contractors addressed and resolved
  - Billings forwarded from City to State in a timely manner
- Manages and maintains all MPO records according to state and federal regulations.
  - Yes
  - No (informed by state or federal agency that requirements not met)
- Ensures development and coding of thoroughfare and transit networks.
  - Travel demand model
    - Yes
    - No (problems/limitations due to lack of application)
  - GIS
    - Yes
    - No (problems/limitations due to lack of application)

### Subjective criteria:

- Coordinates all tasks of the MPO with the Technical Advisory Committee, Policy Board, and external agencies to ensure timely resolution of issues.
- Plans, prepares, schedules, and implements regular MPO meetings with Policy Board, Technical Advisory Committee and external agencies, including preparation of reference materials, agenda, minutes of meetings, drafting of resolutions when required.

## APPENDIX G

- Provides appropriate technical assistance, upon request, to participating member agencies for the MPO.
- Stays abreast of state and federal legislation and policies, summarizes potential impacts of proposed changes, and communicates to Policy Board and TRANSPORTATION ADVISORY COMMITTEE.
- Manages MPO cooperative decision-making process, including public involvement activities.

### **Rating:**

Superior

Exceeds Requirements

Achieves Expectations

Needs Improvement

Unacceptable

### **Job Activity #2:** Perform technical job activities for the MPO

#### Objective:

- Ensures timely dissemination of advisory committee meeting notification, preparation of agenda, preparation and distribution of minutes, and providing supplemental information for the meetings.
  - Meets deadlines
  - Includes all necessary items in packets
- Organizes and schedules Policy Board meetings, public notification of the agenda, preparation and distribution of minutes, carrying out the directions and decisions of the Policy Board.
  - Meets deadlines
  - Includes all necessary items in packets
  - Implements Policy Board directions and decisions
- Coordinates, oversees, and participates in the compilation and maintenance of transportation and demographic databases.

## APPENDIX G

- For travel demand model updates on an on-going basis
- *Ensures* the cooperative development and maintenance of the travel demand model, using state and federal approved computer applications, including their utilization in evaluating planning alternatives for capacity, congestion mitigation, and safety issues.
  - Yes
  - No
- Organizes and coordinates the public involvement process, including outreach initiatives within the MPO communities to bring awareness and involvement of the communities related to transportation planning and funding.
  - Public notice of meetings
  - Review and/or update public participation plan as needed
  - Address community groups to provide information and updates about the MPO and projects
  - Coordinates with other local agencies as described in public participation plan
  - Conducts proactive public outreach in the community to demonstrate planning, prioritization, and programming processes, as well as needs vs. limited funding.

### Subjective criteria:

- Prepares, plans, evaluates project methodologies and conducts technical studies, within the MPO metropolitan area boundary, both in-house and outsourced to qualified consultants.
- Develops scope of services for work to be outsourced, including the hiring of qualified consultants, negotiation of fees, undertaking project management responsibilities to monitor their progress, timeline, budget quality assurance, and acceptability of final deliverables.

### **Rating:**

Superior

Exceeds Requirements

Achieves Expectations

Needs Improvement

Unacceptable

APPENDIX G

**Job Activity #3:**

**Job Activity #4:**

**Lead Worker On (list project names):**

1. ....
2. ....
3. ....
4. ....

**General Factors (Yes/No) - *Explanation is required for answer of No***

**Acceptable presentation and communication skills**

**Attends work regularly**

**Provides prompt and courteous service**

**Uses MPO materials and equipment properly**

**Follows safety rules and standards**

**Collaborates and cooperates with others**

**Shows initiative and problem solving skills**

**Observes MPO policies and standards of conduct**

**Makes sound decisions based on facts**

**Demonstrates planning and organizational skills**

**Fosters group development and motivation**

**Fosters long term working relationships**

**Sets and achieves goals and objectives**

**Free of disciplinary action**

**Fosters organizational accomplishment**

### **Training and Development Activities (TDA)**

*Each TDA should specifically state all information available pertaining to recommended classes, seminars, or other activities. Each activity must be accomplished by an expected benefit. The review of results achieved is completed at the end-of-period review. Transportation related courses are offered from TxDOT, FTA, and FHWA.*

.....

Training Development Activity:

Expected Benefits:

Results Achieved:

.....

Training Development Activity:

Expected Benefits:

Results Achieved:

.....

### **NEXT REVIEW PERIOD OBJECTIVES**

Objective #1

Objective #2

Objective #3

**EMPLOYEE'S OVERALL PERFORMANCE**

Superior

Exceeds Expectations

Achieves Expectations

Needs Improvement

Unacceptable

**Evaluator's Justification for Overall Rating and Comment:**

**Employee Comments:**

Employee signature and date: .....

Evaluator signature and date: .....

Policy Board Chair signature and date: .....