CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY
225 N MAIN STREET, SUITE 304, BRISTOL CT 06010 • WWW.CCRPA.ORG • 860.589.7820(P) • 860.589.6950(F)

MEMORANDUM

TO: Program, Finance and Personnel Committee
FROM: Carl J. Stephani, Executive Director

DATE: March 28, 2011

FOR AGENDA: April 7, 2011

SUBJECT: Recommendation to the Agency Board - Amendment to the FY2010-2011 Budget

The current FY2010-2011 Agency Budget provides $32,895 for "Equipment/Software Purchases." That amount was budgeted because we had anticipated needing to replace our current computer system server at a cost of $8,500. Since we prepared that budget last year, we have taken measures to assure that we can extend the life of our server thru this year and into next.

On the other hand, of the $10,500 budgeted for "Training/Workshops/Seminars/Conferences" we have already committed/expended nearly $10,000, and a quarter of the year remains. The increased expenditures from the "Training..." line can be explained by the fact that with three new planners, while the energy behind production and the quality of work has been outstanding, there has been a greater need for training and orientation.

To enable us to adequately address the training and orientation needs of the Agency for the last quarter of this fiscal year, $6,000 should be moved from the "Equipment" line to the "Training" line in this year's Budget.

On that basis, it is my

RECOMMENDATION

that your Committee

Recommend that the Agency Board amend the FY2010-2011 Agency Budget to move $6,000 from the "Equipment" to the "Training" line.

cc: Agency Board

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DATE: March 28, 2011

FOR AGENDA: April 7, 2011

SUBJECT: FY2011-2012 Budget

At this point it appears that next year's (FY2011-2012) budget will be very similar to this year's.

REVENUES

- Transportation and Paratransit - Out of the total revenues anticipated for next year of $2,133,936, our principal funding sources will continue to be our Transportation Planning Grant ($642,576), and our Paratransit Program ($1,319,340), which together will provide us with $2,061,916.
- Pequabuck River Dam Removal - We anticipate completing our current Pequabuck River Dam Removal Project engineering this year, and we do not yet have confirmation of construction funding, so that Project line shows $-0- revenue next year. We are continuing to apply for grants to fund that work, so that number may change as we get closer to final budget adoption in June.
- Paratransit Advertising - The advertising we contracted for on our paratransit buses has not produced revenue for us yet; and, we do not feel that we can rely upon that source for significant revenue next year.
- Comprehensive Economic Development Strategy (CEDS) - We do expect to complete our Comprehensive Economic Development Strategy by September and to begin the implementation and preparation of the annual update during the second part of FY2011-2012. To continue that work as in the past, we have requested $10,000 from the financially participating towns of Bristol, New Britain, Plainville, and Plymouth. Part of the implementation of the CEDS will involve applying for recognition as an Economic Development District (EDD) by the US Economic Development Administration (US EDA). If we are given that recognition, and if past federal funding practices continue, that could qualify us for up to $70,000 annually for our economic development program efforts from US EDA. That amount has not been included in the budget because, if it is forthcoming, it is likely that we would receive our first EDD funding after July 1, 2012.
- State Grant in Aid (SGIA) - Another formerly reliable source of funding for us has been the Connecticut Office of Policy and Management (OPM) State Grant in Aid (SGIA). Until last year that grant routinely came in around $60,000 annually for planning and zoning referrals and other planning work; last year it was funded by the OPM at $5,587. The Governor has proposed an amount in his FY2011-2012 Budget that would provide $30,000 to the Agency, but we will not know whether the Legislature supports that amount until May or June. To stay on the conservative side, we included the same

amount for the SGIA in next year's budget as we received this year.

- Bristol Incentive Housing Zone (IHZ) - This year we coordinated work by the University of Connecticut Center for Real Estate and Urban Economic Studies with the City of Bristol to produce their Housing Market Analysis, and we had planned to work with them to prepare zoning ordinance amendment language for implementation of an Incentive Housing Zone. Although $15,000 for that project is available thru the OPM this year, the project is no longer deemed necessary by the City. There is no follow-on work related to that project next year so the budget shows that line at $-0- for next year.
- Sustainable Communities Initiative (SCI) Project - The US Department of Housing and Urban Development has granted the three Regions covered by Springfield, MA, Hartford, and Bristol/New Britain $4.2M for planning and implementation of a Sustainable Communities Initiative Project over the next three years. Of that amount, $100,000 is allocated to the Central Connecticut Region for planning work to integrate our Regional Plan into the broader three-Region area. Because the work requirements for that project are still being defined, we do not yet have specific time requirements for it. For the purpose of preparing the FY2011-2012 Draft Budget we have simply pro-rated the total grant amount over the three years, which would give us $33,333 for this project next year. As the project becomes more clearly defined we need to modify that number.

POTENTIAL REVENUES BEYOND THOSE INCLUDED IN THE DRAFT BUDGET

- SGIA - if the Governor's proposed budget for SGIA holds, we will have an additional approximately $24,000 from this source.
- Pequabuck River Dam Removal - if any of our construction grant applications materialize, in addition to construction costs, we may have up to another $5,000 from this source for our administration and oversight of the grant(s).
- Paratransit Advertising - if the economy improves to such a degree that this advertising can be sold, we may realize some revenue from this source.
- Paratransit Administration - at last year's Federal Transit Administration's triennial review of our paratransit service it was suggested that we provide additional funding for this service to permit more direct contact with our clients. We have requested additional funding to allow us to provide those services and, if our request is approved, we may have additional revenues for this line in the budget.

EXPENDITURES

- Salaries - other than our contract to operate the paratransit buses, salaries are our greatest expense. The draft budget includes the same staffing as we have this year and proposes to add a new "Assistant Planner" position (see attachment). The person filling this position, which has been advertised at $40,000, would assist with the Sustainable Communities Project over the next 2.5 years, and help carry out our transportation planning program. As far as current salaries, the US Department of Labor calculates the Consumer Price Index (CPI) increase for Northeast Urban areas with populations between 50,000 and 1,500,000 at 2% (see attachment) from January 2010 thru December 2010. That 2% has been added to salaries and has been calculated into the attached Draft Budget. Past practice has also been to provide an additional amount for salary increases to be awarded on the basis of performance. The attached Draft Budget would allow for salary increases of up to 2% based on performance in addition to the 2% for the CPI.
- Health/Live/Short-term Disability Insurance - these costs have been budgeted based on a 13% increase over this year's budgeted amount, which may require adjustment as we are provided more definitive figures by our insurance carriers. One employee (Executive Director) has a covered dependent who will qualify for Medicare on July 1, 2011, who is willing to move out of the Agency's regular health insurance program and into Medicare. The Executive Director is already covered by Medicare and receives a reimbursement for all direct Medicare participation expenses, as well as up to $2,000 in reimbursements for medical expenses not covered by Medicare which would otherwise be covered by the

Agency's regular health insurance program. If we extend that same benefit to dependents who opt to move to Medicare coverage, and the subject dependent does move to Medicare, there would be an $8,000-$10,000 reduction in this line in the budget.

CONTINGENCY

This Draft Budget would leave us with a contingency of $136,365 which is more than 10% of our operating budget (excluding pass-thru funds) and should be sufficient.

On that basis, it is my

RECOMMENDATION

that your Committee

1. Recommend that the Agency Board amend the Personnel Policy to
   a. add the attached classification description for an "Assistant Planner;" and,
   b. add the words "and covered dependents" to the Personnel Policy Section regarding employees who opt for Medicare coverage to extend certain benefits to such dependents; and,
2. Direct staff to make appropriate changes to the Draft Budget to enable them to present a Preliminary Budget to you at the May 5, 2011, Committee meeting.

cc: Agency Board

Attachments: Assistant Planner Classification Description
Draft FY2011-2012 Budget
US Department of Labor Consumer Price Index, Northeast Urban 50,000-1,500,000; December 2009-December 2010

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Economic News Release

CPI FONT SIZE: PRINT:

Table 3. Consumer Price Index for All Urban Consumers (CPI-U): Selected areas, all items index

Table 3. Consumer Price Index for All Urban Consumers (CPI-U): Selected areas, all items index

(1982-84=100, unless otherwise noted)

All items

CPI-U	Pricing schedule (1)	Indexes: Sep. 2010	Oct. 2010	Nov. 2010	Dec. 2010	Percent change to Dec.2010 from--: Dec. 2009	Oct. 2010	Nov. 2010	Percent change to Nov.2010 from--: Nov. 2009	Sep. 2010	Oct. 2010
U.S. city average	M	218.439	218.711	218.803	219.179	1.5	0.2	0.2	1.1	0.2	0.0
Region and area size(2)											
Northeast urban	M	234.027	234.671	235.094	235.141	1.6	0.2	0.0	1.5	0.5	0.2
Size A - More than 1,500,000	M	235.995	236.560	236.806	236.828	1.4	0.1	0.0	1.3	0.3	0.1
Size B/C - 50,000 to 1,500,000 (3)	M	139.229	139.746	140.282	140.351	2.0	0.4	0.0	1.9	0.8	0.4
Midwest urban	M	208.788	208.689	208.816	209.270	1.8	0.3	0.2	1.2	0.0	0.1
Size A - More than 1,500,000	M	209.253	209.182	209.344	209.936	1.7	0.4	0.3	1.0	0.0	0.1
Size B/C - 50,000 to 1,500,000 (3)	M	134.275	134.074	134.058	134.267	1.9	0.1	0.2	1.6	-0.2	0.0
Size D - Nonmetropolitan (less than 50,000)	M	205.100	205.565	206.014	206.136	1.7	0.3	0.1	1.5	0.4	0.2
South urban	M	211.775	212.026	211.996	212.488	1.4	0.2	0.2	1.1	0.1	0.0
Size A - More than 1,500,000	M	213.493	213.589	213.424	213.850	1.4	0.1	0.2	0.9	0.0	-0.1
Size B/C - 50,000 to 1,500,000 (3)	M	134.658	134.890	134.892	135.240	1.5	0.3	0.3	1.2	0.2	0.0
Size D - Nonmetropolitan (less than 50,000)	M	215.172	215.390	215.736	216.189	1.4	0.4	0.2	1.1	0.3	0.2
West urban	M	221.384	221.708	221.671	222.081	1.3	0.2	0.2	0.9	0.1	0.0
Size A - More than 1,500,000	M	225.726	226.058	225.847	226.112	1.4	0.0	0.1	1.1	0.1	-0.1
Size B/C - 50,000 to 1,500,000 (3)	M	133.544	133.745	133.930	134.328	0.9	0.4	0.3	0.4	0.3	0.1
Size classes											
A (4)	M	199.617	199.842	199.844	200.123	1.5	0.1	0.1	1.1	0.1	0.0
B/C (3)	M	134.987	135.174	135.289	135.579	1.5	0.3	0.2	1.2	0.2	0.1
D	M	211.524	211.831	212.124	212.541	1.6	0.3	0.2	1.2	0.3	0.1
Selected local areas(5)											
Chicago-Gary-Kenosha, IL-IN-WI	M	213.339	213.332	213.066	213.778	1.2	0.2	0.3	0.4	-0.1	-0.1
Los Angeles-Riverside-Orange County, CA	M	226.048	226.794	225.941	226.639	1.3	-0.1	0.3	0.7	0.0	-0.4
New York-Northern N.J.-Long Island, NY-NJ-CT-PA	M	241.485	241.981	241.960	241.874	1.4	0.0	0.0	1.3	0.2	0.0
Boston-Brockton-Nashua, MA-NH-ME-CT	1	236.474	-	238.103	-	-	-	-	0.6	0.7	-
Cleveland-Akron, OH	1	205.492	-	206.168	-	-	-	-	2.3	0.3	-
Dallas-Fort Worth, TX	1	201.882	-	201.168	-	-	-	-	-0.4	-0.4	-
Washington-Baltimore, DC-MD-VA-WV (6)	1	142.738	-	142.915	-	-	-	-	1.6	0.1	-
Atlanta, GA	2	-	202.913	-	202.519	1.0	-0.2	-	-	-	-
Detroit-Ann Arbor-Flint, MI	2	-	205.824	-	206.384	1.2	0.3	-	-	-	-
Houston-Galveston-Brazoria, TX	2	-	195.094	-	194.479	1.9	-0.3	-	-	-	-
Miami-Fort Lauderdale, FL	2	-	223.631	-	224.907	0.9	0.6	-	-	-	-
Philadelphia-Wilmington-Atlantic City, PA-NJ-DE-MD	2	-	228.543	-	228.017	1.4	-0.2	-	-	-	-
San Francisco-Oakland-San Jose, CA	2	-	228.107	-	227.658	1.5	-0.2	-	-	-	-
Seattle-Tacoma-Bremerton, WA	2	-	227.251	-	226.862	0.6	-0.2	-	-	-	-

1 Areas on pricing schedule 2 (see Table 10) will appear next month.
2 Regions defined as the four Census regions. See technical notes.
3 Indexes on a December 1996=100 base.
4 Indexes on a December 1986=100 base.
5 In addition, the following metropolitan areas are published semiannually and appear in Tables 34 and 39 of the January and

Classification Description

Title: Assistant Planner

Provides support to Agency staff in the following areas:

1. Transportation planning (FHWA/FTA),
2. Paratransit (ADA),
3. Emergency preparedness and security (CERT, CREPC/R5EPT), and potentially
4. Sustainability/livability planning and implementation projects (SCI)
5. Other areas as needed

Minimum knowledge/qualifications

Bachelor's degree from an accredited college/university in:

- Planning (urban, regional, or spatial),
- Environment/natural resources (science, policy, or management),
- Geography, Transportation (planning or policy),

or a Bachelor's degree in a related field with one years' experience; or other combinations of education and experience judged equivalent by the Executive Director. A Master's degree is highly preferred.

General duties

- Assists with the certification of, relations with, and service to paratransit customers
- Handles complaints and resolves conflicts related to paratransit service
- Assists in the management of FHWA, FTA, and ConnDOT grant programs
- Assists in the administration of emergency management grants
- Completes sustainability/livability, transportation, and environmental projects
- Collects and analyzes data
- Prepares memoranda, reports, presentations, and other materials
- Represents the Agency and undertakes public outreach and participation
- Provides support to other Agency staff
- Other duties as assigned

Desired knowledge/skills/abilities

The employee will have knowledge of and some experience with the following subjects:

- Paratransit and the Americans with Disabilities Act
- Disabilities and civil rights
- FHWA, FTA, and ConnDOT grants
- Case and conflict management
- Transportation systems, including pedestrian/cyclist/transit planning
- Emergency management
- Sustainability and environmental protection; Land conservation and air and water quality
- Relationships and linkages between these subjects
- Environmental, transportation, and economic trends/challenges and practicable solutions

The employee will also have robust proficiency in:

- Spreadsheets and GIS (Excel, ArcGIS)
- Database and statistics packages (Access, SQL, SPSS)
- Research, analysis, and visualization techniques (including statistical analysis)
- Spoken and written English
- Public speaking and engagement
- Customer service in person and on the telephone

The following skills are desirable:

- Landscape or urban design; Transportation engineering; Computer programming
- Proficiency in Spanish and Polish

Supervised by: Senior Planner

Supervision exercised: None

CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY
BUDGET FY 2011-2012

REVENUES

		Actual as of		
	BUDGET	2/28/2011	Estimated for	DRAFT
	FY 2010-2011	2010-2011	FY2010-2011	FY2011-2012
		YTD	Year End	BUDGET
Municipal Contributions	$91,500	$91,500	$91,500	$91,500
Transportation Planning Grant	$577,392	$202,111	$320,014	$642,576
Paratransit Admin./Contractor	$1,319,340	$1,009,195	$1,485,480	$1,319,340
SGIA	$0	$5,587	$5,587	$5,587
CERT Administrative	$8,000	$5,600	$8,000	$8,000
R5EPT	$500	$625	$500	$2,500
CEDS - Municipality	$0	$0	$0	$10,000
CEDS - USEDA	$48,000	$0	$28,000	$20,000
Pequabuck River Dam Removal	$10,000	$0	$10,000	$0
Bristol IHZ	$15,000	$20,000	$20,000	$0
Substainable Communities	$0	$0	$11,111	$33,333
Paratransit Advertising	$1,000	$0	$0	$100
Miscellaneous Revenues	$6,200	$3,348	$4,000	$1,000
Total Revenues	$2,076,932	$1,337,966	$1,984,192	$2,133,936

CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY
BUDGET FY 2011-2012

EXPENSES

		Actual as of		
	BUDGET	2/28/2011	Estimated for	DRAFT
		YTD	Year End	BUDGET
	FY2010-2011	2010-2011	FY2010-2011	FY2011-2012
Salaries & Payroll Taxes	$390,056	$235,783	$374,185	$461,072
Retirement/Administration	$12,461	$4,976	$10,900	$14,039
Health/Life Insurance/STD	$119,764	$57,205	$82,826	$135,744
D&O/Liability/Bonding Ins.	$6,000	$4,976	$4,976	$6,410
Accounting/Legal	$14,500	$6,200	$13,450	$15,500
Paratransit Contractor	$1,229,340	$956,018	$1,395,480	$1,229,340
Equipment Service Cont./Maint.	$4,500	$456	$1,335	$3,500
Equipment/Software Purch.	$32,895	$11,096	$14,000	$27,900
Rent	$30,180	$22,635	$30,180	$30,180
Office Cleaning	$4,200	$2,000	$3,000	$5,200
Telephone/Postage	$6,500	$3,155	$5,000	$5,000
Supplies	$7,500	$665	$2,000	$4,000
Training/Workshops/Sem./Conf.	$10,500	$4,346	$10,500	$18,000
Travel in State	$13,000	$4,572	$9,500	$18,000
Dues/Subscription	$11,326	$5,870	$8,000	$11,346
Publications	$300	$300	$300	$400
CPC Referral Consultant	$3,500	$900	$2,200	$2,940
Advertising	$4,000	$170	$1,000	$3,000
Pequabuck River Dam Removal	$10,000	$3,346	$10,000	$0
Berlin/NB Solid Waste - RPI	$0	$0	$0	$0
Miscellaneous Expenditures	$9,400	$2,831	$4,000	$6,000
Contingency	$157,010	$0	$0	$136,365
Total Expenses	$2,076,932	$1,327,500	$1,982,832	$2,133,936

Budget Detail - Expenditures
Payroll and Taxes

Title	FY10/11 Salaries	Changes	FY11/12 Salaries
Executive Director	96,710	3,869	100,579
Sr. Plnr/IT Mgr.	51,000	2,040	53,040
Sr. Pln/Assist. Dir.	12,716	0	0
Regional Planner	42,000	1,680	43,680
Regional Planner	42,000	1,680	43,680
Transportation Plnr.	42,000	1,680	43,680
Assistant Planner	0	0	40,000
Office Manager/Bkkp	45,068	1,803	46,871
Transit Prog. Mgr.	41,000	1,640	42,640
Intern	1,434	0	4,463
Sub Totals	373,928	14,392	418,633
Employer SS & Medicare portion (7.65%)			32,025
Unemployment Comp (6.8%)			8,464
Workers Compensation			1,600
Payroll Admin Costs			350
Sub Total			42,439
Budget Amount			461,072

*2% COLA and 2% Performance = total 4% increases

Current ING Plan

Executive Director	96,710.00
Sr. Plnr./IT Mgr.	51,000.00
Regional Planner	26,654.00
Regional Planner	25,038.00
Transportation Plnr.	41,365.00
Office Manager/Bkkp.	44,201.00
Transit Prog. Mgr.	41,000.00
Total	325,968.00
Employer portion (4%)	13,038.72
Administrative Cost	1,000.00
Total Budget Amount	14,038.72

Budget Detail - Expenditures

Other Expenses		Budget Amount
Office Cleaning	4,200	
Carpet Cleaning	1,000	
		5,200
D&O	2,600	
Liability	3,500	
Bonding	310	
		6,410
Training/Workshops/Sem./Conf.		
GIS/Computer Analysis Training	5,500	
Transportation/Planning Training	5,000	
Meetings	5,000	
Miscellaneous	2,500	
		18,000
Travel in State	18,000	
		18,000
Telephone/Postage		
Telephone/Cell Phone	3,000	
Postage	2,000	
		5,000
Equipment/Software Purchases		
ArcGIS one year	6,500	
ArcGIS Network Analyst	2,500	
CommunityViz	850	
McTrans Subscription (1 year)	1,750	
Antivirus	1,500	
Server	9,000	
QuickBooks/Payroll Upgrades	650	
Replacement Computer (2)	2,000	
Other Hardware/Software	2,000	
GPS Units	500	

Budget Detail - Expenditures

Other Expenses		Budget Amount
Backup Drives	500	
Web Hosting	150	
		27,900
Dues/Subscriptions		
APA Dues (5 members)	1,300	
COST	110	
CCM	100	
Chambers	1,500	
ICMA	706	
NARC	1,000	
CRPC	3,500	
HSEP	1,000	
Others	1,655	
Subscriptions	175	
Other	300	
		11,346
Accounting/Legal		
Accounting	13,000	
Legal	2,500	
		15,500
Service Contracts/Equipment Maint.		
Service Contract Copier	1,500	
Misc. Equipment/Rep./Maint.	2,000	
		3,500
Miscellaneous		
Emp. Of the Quarter Program	400	
Holiday/Appreciation Dinner	2,000	
Other	3,600	
		6,000

Budget Detail - Expenditures

Employee Insurances

Health, RX & Dental	Class	Total Cost	Employee Cost	Agency Cost
Executive Director	EE+1	30,931	2,670	28,261
Sr. Planner/IT Mgr.	EE	5,162	258	4,904
Transportation Plnr.	EE+1	14,685	1,130	13,555
Regional Planner	EE+1	15,746	1,105	14,641
Regional Planner	EE	5,162	258	4,904
Assistant Planner	Family	32,415	2,667	29,748
Office Manager/Bkkp	Family	32,415	2,667	29,748
Non-Coverage Allow		2,000	0	2,000
Medicare OFP		2,000	0	2,000
Total Budget Cost		140,516	10,755	129,761

Short Term Disability	Total Cost	Employee Cost	Agency Cost
Executive Director	850	85	765
Sr. Planner/IT Mgr.	250	25	225
Transportation Plnr.	485	49	437
Regional Planner	220	22	198
Regional Planner	220	22	198
Assistant Planner	220	22	198
Office Manager/Bkkp	293	29	264
Transit Program Mgr.	220	22	198
Total Budget Cost	2,758	276	2,483
Life Insurance			3,500
Total Budget Costs - Employee Insurances			135,744

CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY
2225 N MAIN STREET, SUITE 304, BRISTOL CT 06010 • WWW.CCRPA.ORG • 860.589.7820(P) • 860.589.6950(F)

MEMORANDUM

TO: Program, Finance and Personnel Committee
FROM: Carl J. Stephani, Executive Director
DATE: March 17, 2011

FOR AGENDA: April 7, 2011

SUBJECT: Executive Director's Performance Evaluation

Personnel Policy Section IV.D.1 requires that the "PFP ... conduct an annual evaluation of the Executive Director." It is customary to complete all Agency performance evaluations in the month of April. To facilitate your completion of my performance evaluation I have enclosed a blank Performance Evaluation Form for your use; please bring it to the April 7th PFP meeting.

On that basis, it is my

RECOMMENDATION

that your Committee

Approve a motion to move into Executive Session to complete your review my job performance and determine my rating score for salary adjustment purposes:

90+	= full performance increase	60-69.99	=25% performance increase
80-89.99	= 75% performance increase	Below 60	=no performance increase
70-79.99	= 50 % performance increase		

Discussion

The PFP Committee is permitted to move into Executive Session to conduct an employee performance review. An Executive Session allows you to meet with only the PFP Committee members present. The proposed budget allows up to a 2% increase for recognition of above average performance.

Attachment: Blank Performance Evaluation Rating Form

PERFORMANCE APPRAISAL FORM

Employee Name: Carl Stephani Title: Executive Director

Supervisor Name: PFP Committee Title: PFP Committee

Review Period Start Date: 4/1/2010 End Date: 4/1/2011

This Form is composed of three Sections: (1) Job Classification Performance - General Duties; (2) Job Classification Performance - Special Skills/Abilities; and, (3) Behavioral Performance. Each Section of the form is completed separately, and the ratings from each section are averaged to calculate an overall rating. The following rating scale is used throughout:

Exceptional Performance	9+	Needs Improvement	6-6.9
Very Good	8-8.9	Unacceptable	<6
Satisfactory	7-7.9		

SECTION I: Job Classification Performance - General Duties

	Serves as the chief administrator of the Agency and has responsibility for implementing the policies of the Agency and its Committees.
	Overall planning, direction, and coordination of the Agency's staff members.
	Serves as the Agency's primary communication liaison with all levels of government, the private sector, and serves as its chief spokesperson with the news media.
	Coordinates Agency operations with municipal, state, and other agencies.
	Advertises for applicants, screens, and hires new employees.
	Conducts or supervises all personnel matters, including recommended staff appointments, evaluations, assignments/reassignments of duties, supervises selected staff members (i.e., may assign supervision to certain staff members), recognizes good staff performance and conducts positive discipline steps, as well as implements suspensions and terminations of employees.
	Conducts overall quality assurances of all staff oral, written, financial, and mapping products.
	Total Score for this 7 category section
	Average Score for this Section

SECTION II: Job Classification Performance - Special Skills/Abilities

	Overall office management and administration on behalf of the Agency.
	Vision and ability to harmonize diverse groups, energize others, and achieve effective inner-agency relations with innovation, creativity, and dynamic leadership.

	Prepares or directs the preparation of short range and long range programs as well as initiates new activities.
	Directs the preparation of Agency budgets and oversees the control of expenditures.
	Oversees the content of various Agency studies and Central Connecticut Plan of Conservation and Development updates.
	Guides implementation of physical, social and economic development strategies.
	Directs grant applications, negotiates, and grant oversight.
	Develops consultant Requests For Proposals/Qualifications.
	Ability to effectively organize/retrieve data and conduct general financial reviews of selected programs.
	Effective preparation of reports, statistical analyses, and other informational materials.
	Ability to communicate ideas persuasively in both oral communications and in written materials.
	Interprets states statutes, case law, local ordinances, etc. as they apply to advisory reports from the Agency or in service to public officials and citizens.
	Directs the provision of technical assistance communities in the region on planning, zoning, site plan review and related matters.
	Prepares Agency and Committee Agenda and attends all appropriate Agency and outside organization meetings.
	Overall responsibility for CCRPA staff Affirmative Action program.
	Signs checks, approves staff timesheets, expenditure invoices, etc.
	Prepares or directs the preparation of the Agency's Annual Report
	Knowledgeable regarding environmental protection, natural resource, and historic preservation issues and opportunities.
	Oversees the maintenance of the Agency's records, reports, maps, etc.
	Has the physical and legal capability to travel from site to site and carry out all assigned duties.
	Other duties as assigned.
	Total Score for this 19 category Section
	Average Score for this Section

SECTION III: Behavioral Performance

Communications			
	Expresses verbal ideas and thoughts		Selects and uses appropriate communication methods
	Expresses written ideas and thoughts		Keeps others adequately informed
	Exhibits good listening and comprehension		
Job Knowledge			
	Competent in required job skills and knowledge		Displays understanding of how job relates to others
	Exhibits ability to learn		Requires minimal supervision
	Keeps abreast of current developments		
Planning & Organization			
	Prioritizes and plans work activities		Sets goals and objectives
	Uses time efficiently		Works in an organized manner
	Integrates changes smoothly		
Quality of Work			
	Demonstrates accuracy and thoroughness		Applies feedback to improve performance
	Displays commitment to excellence		Monitors own work to ensure quality
	Looks for ways to improve and promote quality		
Quantity of Work			
	Meets productivity standards		Works quickly
	Completes work in timely manner		Achieves established goals
	Strives to increase productivity		
Attendance and Punctuality			
	Schedules time off in advance		Ensures work responsibilities are covered when absent
	Begins and ends work at appropriate time		Arrives at meetings and appointments on time
	Keeps absences within guidelines		

Business Ethics			
	Treats people with respect		Works with integrity and ethically
	Keeps commitments		Upholds organizational values
	Inspires the trust of others		
Cooperation			
	Establishes and maintains effective relations		Offers assistance and support to co-workers
	Exhibits tact and consideration		Works cooperatively in group situations
	Displays positive outlook and pleasant manner		
Initiative			
	Volunteers readily		Looks for/takes advantage of opportunities
	Undertakes self-development activities		Asks for help when needed
	Seeks increased responsibility		
Dependability			
	Responds to requests for service and assistance		Commits to doing the best job possible
	Follows instructions, responds to management direction		Keeps commitments
	Takes responsibility for own actions		
	Total Score for this 50 category Section		
	Average Score for this Section		
	Total of the three averages of the three sections		
	FINAL SCORE (average score of all three Sections)		