



## Central Vermont Regional Planning Commission

### EXECUTIVE COMMITTEE MEETING

Monday, May 2, 2016

4:00 p.m. at CVRPC's Office

#### AGENDA

- 4:00 Adjustments to the Agenda**
- 4:05 Public Comment**
- 4:10 Meeting Minutes (attached)\***
  - a) February 29, 2016
  - b) March 8, 2016
- 4:15 Financial Report (attached)**
- 4:20 Executive Director Report (attached)**
- 4:30 Contract Approval (attached)\***
  - a) *NRPC, Pre-Disaster Mitigation (PDM)* – Amendment to extend the completion date for the 2010 project. Project is update to Local Hazard Mitigation Plans.
- 4:35 5-Year Goals (attached)\***
  - Review and approve goals and strategic actions.
- 4:40 Draft FY17 Budget (attached)**
  - Committee input into draft FY17 budget.
- 4:45 Job Descriptions (attached)\***
  - Review and approve new job descriptions for staff.
- 5:00 Commission Meeting Agenda (attached)\***
- 5:05 Executive Director Evaluation (attached)\***
  - Review and approve evaluation form. Set evaluation process and timeline.
- 5: 10 Anticipated Executive Session – Personnel**
- 5:30 Adjourn**

\*Denotes anticipated action item

**NEXT MEETING: Monday, June 6, 2016 at 4:00 p.m.**

Intentionally Blank

**Central Vermont Regional Planning Commission**  
**Executive Committee**  
**Minutes**  
**February 29, 2016**

Present were: B. Atwood, J. Potter, L. Hill-Eubanks, D. La Haye, T. Ruth, D. Strong, L. Hebert, E. Vorwald, and B. Waninger.

The meeting was called to order at 4:04 p.m.

**Public Comment** - There was no one from the public present.

**Adjustments to the Agenda** - None

**February 1, 2016 Meeting Minutes** – D. Strong moved to approve the February 1, 2016 meeting minutes with one change: modify Public Records Request, line 6, to read "...if the scope can be narrowed to specific topics."; D. LaHaye seconded. Motion carried with B. Atwood and L. Hebert abstaining as they were not present at the meeting.

**Financial Report** – B. Atwood noted it was nice to see CVRPC is healthy and busy. The report was reviewed noting that revenue and expenditures are on track.

**Executive Director's Report** – B. Waninger discussed proposed legislation; She received a document this morning related to the Section 248, Certificate of Public Good process, and a change that would provide deference to local and regional plans. The Council of Government legislation has been modified to provide authority under existing statute to authorize regional planning commissions to work with towns on shared service agreements. Waninger said Marshfield's Local Hazard Mitigation Plan had been approved by FEMA and complimented Gail Aloisio for brining this plan conclusion. Aloisio has planned a brownfields event for Tuesday to recruit Advisory Committee members.

**Contract/Agreement Approvals** -

Town of East Montpelier, Village Master Plan – J. Potter recused herself from the discussion as she is the Town's contact on the project; she asked if the Committee wanted her to leave the room during the discussion. The Committee declined her leaving and asked her to provide background on the Town's project. D. Strong moved to authorize the Chair to sign the Town of East Montpelier Village Master Plan contract as presented; L. Hebert seconded. Motion carried. J. Potter recused herself from the vote.

Bennington County Regional Commission, Regional Energy Plan – E. Vorwald explained that this regional energy planning work is more detailed than what is currently in the regional plan; the RPC and municipalities can use it to move energy discussions forward. The Committee discussed whether is would be more appropriate to complete the detailed analysis first, or do complete general planning for the Regional Plan followed by the detailed energy planning? The Committee was in consensus that any Regional Plan readoption should include incorporation of approved elements. D. Strong moved to

endorse the scope of work for the Regional Energy Plan contract between BCRC and the State of Vermont as presented; J. Potter seconded. Motion carried.

Agency of Human Services, FY16 AmeriCorps\*VISTA Member Service – D. Strong moved to authorize the Executive Director sign the Agency of Human Services FY16 AmeriCorps\*VISTA Member Service agreement as presented; L. Hill-Eubanks seconded. Motion carried.

Watershed Consulting Associates, Engineering Services - L. Hebert moved to authorize the Chair to sign the Watershed Consulting Associates engineering services contract as presented; J. Potter seconded. Motion carried.

**CVRPC Partnership Work with Bright Blue Media** – Tabled for the next meeting.

**Regional Plan** – D. Strong asked that staff bring this back to the April meeting with a visual to assist the Committee to understand the schedule. The Committee asked that staff pause the Regional Plan energy element and move forward with updating other pieces of the Regional Plan while the regional energy planning contract is completed.

**March 8, 2016 CVRPC Meeting Agenda** – J. Potter brought up a point of clarification related to Commission appointment of Nominating Committee based on the Commission's bylaws and last year's actions. D. Strong moved to approve the agenda with a modification to reflect adding recognition of Laurie Emery's retirement; T. Ruth seconded. Motion carried.

#### **Anticipated Executive Session**

Legal: Amicus Brief - The Executive Committee stated legal strategy was not being discussed, and the item did not warrant Executive Session. J. Potter updated members on a conference call with the Brief's attorney last week. The first part of the Brief restates the case to provide a setting. The second part of the Brief is the main focus, such as specificity of regional plans, and provides arguments related to the focus. Potter noted CVRPC could withdraw its name from the brief, but the organization had committed to providing the funds and would need to honor this commitment.

The Committee discussed various aspects of the brief's approach and the relative importance of having CVRPC mentioned by name. An email sent earlier in the afternoon by Commissioner George Malek was distributed. Committee members clarified that CVRPC's intention in participating in the Brief is the issue of the role of regional planning and the difference between plans and zoning. CVRPC's goal is to maintain a difference between planning and zoning.

T. Ruth departed at 5:30pm for a Montpelier Planning Commission meeting.

The Committee was in consensus to continue participating in the brief by name, pending review of the document and how it reflected the Commission's reason for participating. L. Hebert recommended preparing a press release to succinctly state why the CVRPC is participating in the Brief.

D. Strong departed the meeting at 5:33 pm.

T. Ruth rejoined the meeting at 5:36 pm.

The Committee asked that an Executive Committee meeting with Executive Session be warned for next week prior to the Commission meeting at 6:30 pm. The Committee asked B. Waninger to draft a press release in advance of the meeting for discussion.

Personnel: Finance and Office Manager Hiring Update - J. Potter moved that the personnel discussion related to an in-progress hiring process and would meet statutory requirements under 1 V.S.A. §313(a)(3); L. Hebert seconded. Motion carried.

J. Potter moved to enter Executive Session at 5:40pm for personnel; L. Hebert seconded. Motion carried.

J. Potter moved to exit Executive Session at 6:08pm; D. LaHaye seconded. Motion carried.

**Adjourn** – D. LaHaye moved to adjourn at 6:08 pm; L. Hill-Eubanks seconded. Motion carried.

**Executive Committee  
Minutes  
March 8, 2016**

Present were: L. Hebert, D. Strong, L. Hill-Eubanks, D. La Haye, B. Atwood, J. Potter, T. Ruth, B. Waninger, and L. Emery.

The meeting was called to order at 6:35 p.m. There was no one from the public present. An adjustment was made to the agenda to discuss the Amicus Brief at the Commission meeting following the Executive Committee meeting as noted on the Commission meeting agenda.

Discussion ensued on the use of non-competitive procurement for bookkeeping/finance manager services. B. Waninger summarized the hiring process conducted to date for the Finance and Office Manager position. It was noted that the pool of candidates for this type of position is small, that the hiring process takes two to three months to complete, and that CVRPC will be without bookkeeping services as of April 1. B. Waninger is asking that the non-competitive procurement procedures be used due to exigent circumstances. She has contacted several CPA firms that provide bookkeeping services, but two of them don't have time available and the third will get back with more specific information to review. L. Emery has said that she would work part time to help out in the interim if it was necessary. If the non-competitive procurement process were used, staff would contact additional firms to assess their interest in providing temporary services, if one or more are interested then develop a brief scope of work outlining the duties and expectations, solicit cost proposals, determine which is the best fit, and complete the contracting process prior to March 28. The Executive Committee would then need to affirm the contract at its April 4 meeting unless a special meeting was held. Meanwhile the process for hiring a permanent finance person would continue.

The estimated cost for 16 weeks of contracted bookkeeping/financial management services at 30 hours per week would be between \$27,000 and \$50,000 depending on the hourly rate, overhead, and profit charged. CVRPC's current personnel cost for 16 weeks of service at 30 hours per week is \$18,000 to \$34,000 (salary/benefits only and salary/benefits/overhead).

It was moved, seconded and unanimously approved to implement the "procurement by non-competitive proposals" provision of CVRPC's Procurement Policy to hire bookkeeping/financial management services through July 8, 2016 and have the Chair or Vice-Chair sign a contract for the services prior to the Executive Committee's April 4 meeting.

D. La Haye stated his interest in serving on the Nominating Committee and that he is also interested in continuing to serve on the Executive Committee. Two additional Commissioners are needed for the Nominating Committee. Volunteers/nominations will be sought at the Commission meeting this evening.

The meeting was adjourned at 6:50 p.m.



## Central Vermont Regional Planning Commission

TO: Executive Committee

FROM: Laurie Emery

DATE: April 26, 2016

**RE: April 26, 2016 Financial Statement**

We continue to look healthy. The bank account has a healthy balance that should keep things in good standing through June 30. Work on grants is continuing at a fast speed and invoicing is keeping pace with the work as it's accomplished. We have \$40,643 in receivables that have been invoiced.

The attached budget to actual report is updated to reflect the revised budget recently approved. We are at 75% of the year with 84% of the revenue either received or invoiced and expenditures at 71% of the budget. CVRPC has a lot of contracts on which staff is diligently working and which will generate more revenue than expenditure by year's end. The projected net income of \$9,309 should be achieved even with the increase in hours for the Emergency Management Planner.

**Central Vermont Regional Planning Commission**  
**Balance Sheet**  
**As of April 26, 2016**

	<u>Apr 26, 16</u>
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
1000 · Checking	164,117.45
1055 · CD Chittenden	11,186.61
1070 · Peoples - CDBG Disaster Recover	0.42
Total Checking/Savings	175,304.48
Accounts Receivable	
1100 · Accounts Receivable	40,643.34
Total Accounts Receivable	40,643.34
Other Current Assets	
1120 · Prepaid Payroll	3,915.76
Total Other Current Assets	3,915.76
Total Current Assets	219,863.58
Other Assets	
1700 · Deposits	4,415.00
1960 · Other Prepaid Expense	13,388.85
Total Other Assets	17,803.85
<b>TOTAL ASSETS</b>	<b><u>237,667.43</u></b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Other Current Liabilities	
2110 · State withholding	503.95
2120 · HSA deductible withholding	476.35
2140 · Accrued Vacation	21,665.28
2160 · Accrued Expenses	8,583.05
2200 · Pension Liability	628.62
Total Other Current Liabilities	31,857.25
Total Current Liabilities	31,857.25
Total Liabilities	31,857.25
Equity	
3100 · Fund Balance	354,952.91
3900 · Retained Earnings	-237,724.26
Net Income	88,581.53
Total Equity	205,810.18
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>237,667.43</u></b>



10:48 AM

## Central Vermont Regional Planning Commission

## Profit &amp; Loss Budget vs. Actual

July 1, 2015 through April 26, 2016

04/26/16

Accrual Basis

	CVRPC		
	Jul 1, '15 - Apr 26, 16	Budget	\$ Over Budget
Income			
1145 · Prepaid REVENUE	0.00	0.00	0.00
4040 · US Treasury	0.00	0.00	0.00
4042 · Treasury Refund	0.00	0.00	0.00
4045 · CDBG Admin	0.00	750.00	-750.00
4046 · EDA Resiliency	0.00	0.00	0.00
4050 · DCA Core	272,253.00	272,253.00	0.00
4051 · Chapter 117	0.00	0.00	0.00
4055 · Brownfields State Admn-DHCA	0.00	0.00	0.00
4060 · VDH Healthy Communities	0.00	0.00	0.00
4065 · Food Systems Council pass thru	0.00	0.00	0.00
4070 · Energy Planning	0.00	3,333.00	-3,333.00
4071 · Marshfield Bylaw Update	0.00	1,250.00	-1,250.00
4072 · East Mont Village MPG	0.00	6,214.00	-6,214.00
4080 · Montpelier DRB	0.00	0.00	0.00
4085 · Mtplr Open Space Admn	0.00	0.00	0.00
4100 · Cross VT Trail	0.00	0.00	0.00
4110 · Cross VT Trail reimbursement	0.00	0.00	0.00
4112 · Trail Finder/Local Motion	0.00	0.00	0.00
4146 · MRVPD Admn	3,562.47	4,750.00	-1,187.53
4150 · RC&D Admn	0.00	0.00	0.00
4185 · WBRD Admn	2,600.00	2,600.00	0.00
4190 · SWCRPC Forest	0.00	0.00	0.00
4192 · Urban Forest Grant	1,000.00	0.00	1,000.00
4195 · VERI TRORC	1,036.47	931.00	105.47
4200 · Town Dues	0.00	0.00	0.00
4201 · TownDues FY 16	70,540.80	71,537.00	-996.20
4220 · ECO-Northfield SW	18,570.00	0.00	18,570.00
4225 · ERP Northfld Village SW	8,140.00	0.00	8,140.00
4230 · RERP DPS	1,672.65	0.00	1,672.65
4232 · LEPC 5	5,252.61	0.00	5,252.61
4235 · CDBG 16	2,999.53	0.00	2,999.53
4240 · DEMHSDPS MOU	501.06	0.00	501.06
4250 · Barre Town CDBG	0.00	0.00	0.00
4300 · Reparative Justice Grant	0.00	0.00	0.00
4350 · Central VT Food System	0.00	0.00	0.00
4400 · Brownfields Grant	3,494.42	15,960.00	-12,465.58
4410 · Brownfields #2	6,948.13	0.00	6,948.13
4410Rut · EPA Brown Rutland RPC	0.00	0.00	0.00
4420 · Petroleum Grt, EPA	0.00	0.00	0.00
4425 · Brownfields Rev. State	0.00	0.00	0.00
4500 · DOE Energy grant	0.00	0.00	0.00
4510 · ACRPC Energy Sub	0.00	0.00	0.00
4520 · Energy - DOE - Two Rivers RPC	0.00	0.00	0.00
4550 · DPS EECBG energy	0.00	0.00	0.00
4560 · Efficiency Vermont	0.00	0.00	0.00
4600 · Miscellaneous Income	0.00	0.00	0.00
4640 · Broadband Contract	0.00	0.00	0.00
4650 · VEM	0.00	0.00	0.00
4655 · VEM-MMMS FHAR	0.00	0.00	0.00
4660 · LCPC/PDM now NWRPC	1,950.00	0.00	1,950.00
4665 · SWCRPC Debris Mgmt	0.00	0.00	0.00
4668 · NRPC PDM-C grant	260.00	0.00	260.00
4670 · HMGP MEGA	8,957.53	12,000.00	-3,042.47
4671 · EMPG CVRPC	39,548.33	58,894.00	-19,345.67
4672 · HMGP - Statewide	0.00	0.00	0.00
4675 · EMPG CCRPC	0.00	0.00	0.00
4678 · EMPG CCRPC 2013	0.00	0.00	0.00
4679 · EMPG CCRPC 2014	0.00	0.00	0.00
4680 · NFIP flood review	0.00	0.00	0.00
4682 · CDBG-DR-RPC	1,272.00	0.00	1,272.00
4685 · Green Infrastructure ccrpc rev	5,355.88	4,952.00	403.88
4700 · Interest Income	7.45	0.00	7.45

These should  
both be 4400  
grant.

should be 6056-16?

10:48 AM

## Central Vermont Regional Planning Commission

## Profit &amp; Loss Budget vs. Actual

July 1, 2015 through April 26, 2016

04/26/16

Accrual Basis

## CVRPC

	Jul 1, '15 - Apr 26, 16	Budget	\$ Over Budget
4720 · CVRegional Cooperative Admn	0.00	0.00	0.00
4725 · Plainfield CDBG	750.00	0.00	750.00
4730 · Forest Stewardship LCPC	4,072.44	1,000.00	3,072.44
4745 · Waterbury ERP FEH GIS	18,916.00	0.00	18,916.00
4749 · GIS 604B LCPC	0.00	0.00	0.00
4749.5 · GIS 604B ACRPC	2,000.00	4,000.00	-2,000.00
4750 · GIS Project	14,023.00	15,305.00	-1,282.00
4751 · GIS Federal Income	0.00	74,871.00	-74,871.00
4752 · GIS fluvial	0.00	0.00	0.00
4753 · GIS Critical Facilities	0.00	0.00	0.00
4754 · ANR/PDM fluvial	0.00	0.00	0.00
4755 · NW Growth Study	0.00	0.00	0.00
4756 · GIS FEH State/DEC	0.00	0.00	0.00
4757 · CCMPO growth study 2009	0.00	0.00	0.00
4758 · GIS LID/ARRA	0.00	0.00	0.00
4759 · Sketch Up	0.00	0.00	0.00
4800 · Safe Routes to School	0.00	0.00	0.00
4810 · Water Quality	11,470.55	18,600.00	-7,129.45
4907 · Lamoureux Dickinson TPI	0.00	0.00	0.00
4908 · GO Vermont, VTrans	0.00	0.00	0.00
4909 · Transportation	148,786.13	206,948.00	-58,161.87
4910 · VTrans traffic counts	0.00	0.00	0.00
4910.5 · Better Back Roads	0.00	8,000.00	-8,000.00
4911 · Flood Recovery, VTrans	0.00	0.00	0.00
4920 · VAPDA Chapter 117	0.00	0.00	0.00
4980 · Misc. Income	0.00	0.00	0.00
<b>Total Income</b>	<b>655,940.45</b>	<b>784,148.00</b>	<b>-128,207.55</b>
<b>Cost of Goods Sold</b>			
50000 · Cost of Goods Sold	0.00	0.00	0.00
<b>Total COGS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Gross Profit</b>	<b>655,940.45</b>	<b>784,148.00</b>	<b>-128,207.55</b>
<b>Expense</b>			
CDBG-	0.00	0.00	0.00
5000 · Personnel	310,144.24	420,885.00	-110,740.76
5009 · Trans Personnel	0.00	0.00	0.00
6000 · Flex Benefits	0.00	0.00	0.00
6005 · ED Job Search	0.00	3,000.00	-3,000.00
6010 · Health Insurance	49,961.02	84,207.00	-34,245.98
6011 · Life Disability Insurance	2,761.98	4,471.00	-1,709.02
6012 · CVRPC FICA	22,877.13	32,618.00	-9,740.87
6015 · Workmen's comp	621.00	3,300.00	-2,679.00
6016 · MRVPD Insurance	0.00	0.00	0.00
6016.5 · MRVPD staff travel	34.50	0.00	34.50
6017 · Unemployment Comp	1,439.00	1,100.00	339.00
6018 · Pension Plan	9,154.94	11,707.00	-2,552.06
6019 · RC&D Insurance	0.00	0.00	0.00
6023 · Cleaning	1,260.00	1,680.00	-420.00
6025 · Consolidation Committee	0.00	0.00	0.00
6027 · Trash/Recycle	0.00	0.00	0.00
6030 · Rent/Utility Deposits	0.00	0.00	0.00
6040 · Rent	30,794.22	41,059.00	-10,264.78
6050 · Telephone	4,956.32	5,650.00	-693.68
6055 · Consultant studies, non-VTrans	0.00	0.00	0.00
6060 · Postage	2,551.90	2,530.00	21.90
6065 · Food systems Council expense	50.00	0.00	50.00
6070 · Dues/Pubs/Subs	3,640.46	4,810.00	-1,169.54
6080 · Staff Education	760.00	3,000.00	-2,240.00
6085 · ACCD - other	5,076.75	0.00	5,076.75
6088 · MEGA HMPG	331.96	0.00	331.96
6089 · Barre Town man hole map	396.18	0.00	396.18

10:48 AM

## Central Vermont Regional Planning Commission

## Profit &amp; Loss Budget vs. Actual

July 1, 2015 through April 26, 2016

04/26/16

Accrual Basis

		CVRPC	
	Jul 1, '15 - Apr 26, 16	Budget	\$ Over Budget
6090 · Staff Travel	189.71	12,000.00	-11,810.29
6090.5 · Staff Travel - Admin	1,446.63	0.00	1,446.63
6091 · Flood recovery	0.00	0.00	0.00
6092 · EMPG travel etc	456.00	0.00	456.00
6093 · PlainfieldCDBG	11.50	0.00	11.50
6094 · RERP	114.99	0.00	114.99
6095 · Disaster Recovery	0.00	0.00	0.00
6096 · Green Infrastructure ccrpc	0.00	0.00	0.00
6100 · Office Supplies	4,435.60	4,500.00	-64.40
6115 · Copier Lease Payments	4,250.00	5,550.00	-1,300.00
6116 · Copier extra copies	17.60	0.00	17.60
6117 · Copier property tax	98.36	0.00	98.36
6120 · Commission Meetings	3,858.36	6,730.00	-2,871.64
6130 · Home Energy Challenge - VEIC	0.00	0.00	0.00
6140 · Liability Insurance	1,149.00	1,576.00	-427.00
6150 · Mapping/Printing	0.00	0.00	0.00
6160 · Workshops	0.00	1,200.00	-1,200.00
6170 · Miscellaneous	0.00	0.00	0.00
6180 · NRPC PDM-C	45.43	0.00	45.43
6185 · ECO-Geo-Waterbury	0.00	0.00	0.00
6186 · CDBG-16 LiDAR	3,000.00	0.00	3,000.00
6188 · Clean Water	510.47	0.00	510.47
6190 · Northfield ECO SW	31,904.65	61,662.00	-29,757.35
6195 · Northfld Village SW ERP	43.20	0.00	43.20
6250 · Benefit Strategies Cost	0.00	0.00	0.00
6320 · VEM/fluvial geo contractual	0.00	0.00	0.00
6330 · GIS Eqpt/Software	3,601.44	3,700.00	-98.56
6340 · GIS Consultants	0.00	0.00	0.00
6350 · GIS Supplies	148.98	1,200.00	-1,051.02
6352 · River Debris Grant	0.00	0.00	0.00
6355 · GIS Computer Lease	0.00	0.00	0.00
6358 · Growth Study	0.00	0.00	0.00
6370 · Fluvial geo studies/intern	0.00	0.00	0.00
6380 · Local Motion Trail grant	0.00	0.00	0.00
6400 · Regional Plan	8,160.91	7,200.00	960.91
6450 · East Montpelier MPG	0.00	0.00	0.00
6500 · DOE Energy Audit Expense	0.00	0.00	0.00
6510 · DOE Energy WX reimburse towns	0.00	0.00	0.00
6520 · Energy-DOE-Two Rivers RPC	0.00	0.00	0.00
6682 · CDBG-DR-RPC TA	0.00	0.00	0.00
6685 · Green Infrastructure CCRPC Exp	51.93	0.00	51.93
66900 · Reconciliation Discrepancies	0.00	0.00	0.00
6730 · Forest Stewardship exp	39.10	0.00	39.10
6745 · Waterbury ERP FEH GIS expense	5,593.00	0.00	5,593.00
6750 · Two Rivers VERI	0.00	0.00	0.00
6800 · Interns	0.00	0.00	0.00
6820 · Equipment/Server	0.00	0.00	0.00
6821 · Equipment installation	0.00	0.00	0.00
6825 · SafetyNet/server maintenance	4,450.00	5,500.00	-1,050.00
6850 · CVRPC Audit	6,000.00	20,400.00	-14,400.00
6855 · Legal Assistance	700.00	1,700.00	-1,000.00
6860 · Government Relations	3,727.28	3,000.00	727.28
6880 · Legal	0.00	0.00	0.00
6885 · Website development	0.00	0.00	0.00
6999 · GO Vermont	0.00	0.00	0.00
7000 · Transportation Direct	16,023.62	18,904.00	-2,880.38
7001 · Safe Routes to School, VTrans	0.00	0.00	0.00
7100 · XVermont Trail	0.00	0.00	0.00
7200 · Energy Program - DPS	0.00	0.00	0.00
7300 · WC Reparative Justice	0.00	0.00	0.00
7400 · Brownfields expense	1,394.89	0.00	1,394.89
7401 · Brownfields Travel	17.28	0.00	17.28
7410 · Brownfields Grt #2	0.00	0.00	0.00

10:48 AM

04/26/16

Accrual Basis

**Central Vermont Regional Planning Commission**

**Profit & Loss Budget vs. Actual**

July 1, 2015 through April 26, 2016

	CVRPC		
	Jul 1, '15 - Apr 26, 16	Budget	\$ Over Budget
7410Rut - EPA Brown Rutland RPC \$	0.00	0.00	0.00
7420 - Petroleum Grt	0.00	0.00	0.00
7425 - Brownfields State	0.00	0.00	0.00
7500 - Reparative Justice	0.00	0.00	0.00
7600 - CV Cooperative	0.00	0.00	0.00
7800 - contingency	0.00	0.00	0.00
8000 - Equipment Reserve	0.00	0.00	0.00
Total Expense	548,251.53	774,839.00	-226,587.47
Net Income	107,688.92	9,309.00	98,379.92

# Executive Director's Report

April 26, 2016

---

## Legislative Activity

The Legislature wrapped up many bills this month. I provided testimony on H.789, Forest Integrity, for Senate Natural Resources and Energy Committee at their request. The Vermont Planners Association requested CVRPC testimony on H.367, the 10-year municipal planning cycle. The Committee adjusted the bill to an 8-year cycle and removed several reporting requirements. A Chittenden County Representative on the House Government Operations Committee requested CVRPC testimony on H. 871, the Montpelier charter change, as it related to Berlin Pond. While CVRPC has not been involved in the Berlin Pond discussion, I offered ways we could assist the municipalities and other parties regardless of the bill's outcome. A Legislator request I follow up with the Friends of Berlin Pond to discuss how CVRPC might assist them with accessing funds for a boater education program, similar to what is done at Lake Eden and other locations in the state.

## Celebrations: USDA Rural Development Earth Day in Williamstown

USDA celebrated Earth Day in Williamstown with an announcement that the Town was awarded received \$2,161,000 in grant and loan funds from USDA Rural Development to improve their wastewater infrastructure and reduce the phosphorus flowing from the plant into the Winooski River and on to Lake Champlain. The funding for Williamstown was only possible thanks to a provision of the 2014 Farm Bill setting aside funds for projects of regional significance. The Williamstown project tied into a state-wide Comprehensive Economic Development Strategy established by the Vermont Agency of Commerce and Community Development following Tropical Storm Irene. Projects can also qualify for set-aside funding if tied to a regional-level plan. CVRPC recently provided Regional Plan information to Capstone Community Action, which is working to qualify a project for set-aside funds.

## Projects/Programs: Clean Water Act Workshops

Staff has been completing outreach to municipalities on requirements of the Clean Water Act. 34 Road Foreman, Selectboard members, and Town Administrators participated in the session on the Municipal Roads Permit. The roundtable focused on the need for inventories and highlighted the Road Erosion Risk Analysis completed by the State using CVRPC's award-winning methodology. Approximately 15 town officials participated in workshops to discuss the Act's full requirements more generally.

## Washington County Vermont Futures Project Forum

The Vermont Futures Project is a data-driven initiative to secure Vermont's economic future and to provide opportunity for Vermonters. CVRPC, CVEDC, Central VT Chamber of Commerce, and Vermont College of Fine Arts are sponsoring a Washington County Vermont Futures Forum on **Wednesday, May 4, 2016** from 8:30 am - 10:30 p.m. at The Chapel, Vermont College of Fine Arts, in Montpelier. To register for the Washington County event, please call 223-4654 or email [CVEDC@sover.net](mailto:CVEDC@sover.net). Central Vermont does not have many individuals registered, and I encourage Commissioners to participate and insure the final project outcome reflects Central Vermont's views.

**NORTHWEST REGIONAL PLANNING COMMISSION  
AMENDED AGREEMENT FOR CONSULTING SERVICES  
With  
Central Vermont Regional Planning Commission**

**Summary Information**

<b>Contractor</b>	<b>Central Vermont Regional Planning Commission</b>
<b>Project</b>	Pre-Disaster Mitigation Plans
<b>Source of Funds</b>	FEMA
<b>Maximum Limiting Amount</b>	\$26,580
<b>Performance Period</b>	May 17, 2013 – June 30, 2015 <i>Amended to September 8, 2016</i>
<b>Lead staff contact</b>	
<b>Administrative Contact</b>	

1. Parties: This is an Amended Agreement for services between the Northwest Regional Planning Commission, a public body formed by its member municipalities as enabled under 24 V.S.A. 4341, with principal place of business at 75 Fairfield Street, St. Albans, VT 05478 (hereinafter called “NRPC”) and Central Vermont Regional Planning Commission with its principal place of business at 29 Main St., Suite 4, Montpelier, VT 05602 (hereinafter called “RPC”). The RPC is required by law to have a Business Account Number from the Vermont Department of Taxes.
2. Subject Matter: The subject matter of this Agreement is *Pre-Disaster Mitigation Plans*. Detailed services to be provided by the Consultant are described in Attachment A.
3. Maximum Amount: In consideration of the services to be performed by the RPC, NRPC agrees to pay the RPC, in accordance with the payment provisions specified in Attachment A, a sum not to exceed \$26,580 (\$9,420).
4. Match Requirement: Documented match of non-Federal funds, in-kind services, or combination thereof equal to at least \$9,420 is required.
5. Agreement Term: The period of Consultant’s performance shall begin on *May 17, 2013 and end on September 8, 2016.*
6. Source of Funds: *Pre-Disaster Mitigation-Competitive Grant Award, Department of Homeland Security, CFDA 97.047; sub-grant agreement #02140-31231-001 with VT Department of Public Safety.*
7. Amendment: No changes, modifications, or amendments in the terms and conditions of this Amended Agreement shall be effective unless reduced to writing, numbered, and signed by the duly authorized representative of NRPC and the RPC.
8. Cancellation: This Amended Agreement may be cancelled by either party by giving written notice at least ten (10) days in advance.

7. Attachments: This Amended Agreement includes the following attachments which are incorporated herein:

Attachment A – Scope of Work

Attachment B – Payment Provisions

Attachment C - In kind documentation

Attachment D - Pass through Provisions for Contracts and Grants

WE, THE UNDERSIGNED PARTIES, AGREE TO BE BOUND BY THIS AMENDED AGREEMENT.

Northwest Regional Planning Commission

Signature: \_\_\_\_\_

Name: Catherine Dimitruk

Title: EXECUTIVE DIRECTOR

Date: \_\_\_\_\_, 2016

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_, 2016

## **ATTACHMENT A**

### **SCOPE OF WORK TO BE PERFORMED**

#### **OBJECTIVE**

Create and/or update Mitigation Plans for Selected Communities within Vermont; activity code 91.1-Local Multihazard Mitigation Plan.

#### **INTRODUCTION**

The geographic areas to be covered by the planning activity will vary between the ten Regional Planning Commissions (RPCs) participating in the program.

The source of hazards specific to the geographic area to be addressed by the planning activities are drought, earthquake, fire, flood, freezing, chemical, dam/levee break, human caused, hurricane, mud/landslide, nuclear, ice storm, severe storm(s), snow storms, terrorism, tornado and windstorms.

Plan updates are required every five years. The RPCs determined which communities have greatest need based on impacts following recent federal disasters such as Hurricane Irene and the Lake Champlain flooding event (two unprecedented events) as well as communities whose plans are about to expire.

#### **SCOPE OF WORK**

##### ***Plan Development***

Work to be performed for the following communities: Calais, Marshfield, Montpelier, Plainfield, Waitsfield and Washington.

Regional Planning Commission (RPC) staff will convene Mitigation Plan Review meetings between various stakeholders that may include local officials such as Selectboard, City Council, Village Trustees, Municipal Office Staff, emergency management staff, highway, public works, business owners and the public. Each RPC, in consultation with municipal officials, will determine which additional stakeholders to include in the update process. Examples may include Red Cross, Local Emergency Planning Committees, Health Department, and Schools. Stakeholders will vary by community (i.e. not every community has a hospital). The meetings will be publicly warned in local newspapers, newsletters, public offices and on municipal and RPC websites where available.

The local mitigation plan review cross walk will be reviewed during the process to ensure any new elements area appropriately addressed. The Hazard Identification and Risk Assessment section will be reviewed and updated as necessary based on recent disaster history. The Adopted Mitigation Strategies will be reviewed to ensure they are relevant following and recent events and a determination will be made if additional strategies are needed based on recent history. A review and assessment of mitigation projects and priorities will be conducted as well as an update and review of completed mitigation projects. In all likelihood new projects and priorities will be determined for communities affected by one or more of the major disaster declarations from 2011 including DR4043 (Sever Storms & Flooding), DR4022 (Tropical Storm Irene), DR 4001 (Severe Storms and Flooding) and DR1995 (Lake Champlain Flood).



Each municipal mitigation committee will review the Hazard Identification and Risk Assessment section of the jurisdiction's Mitigation Plan or Annex. The review will include an examination of recent all-hazards events including impacted area, probability of occurrence, and consequence/damages in order to better understand overall risk to the community. Any new hazard types will be incorporated and assessed for risk. The committee will then review existing mitigation strategies and identified migration projects following.

Strategies and projects will be examined for their overall effectiveness in reducing damages based on impacts from events since the original plan was adopted. New strategies will be added as necessary. Solutions to identified weaknesses in strategies will be determined by consensus from the various stakeholders.

To assist with determining mitigation projects, the committees will consider the following objectives: Preventative (Programs & Policies), Property Protection, Structural, public Education and Information, and Engineering Projects.

The RPC will update the plan following the local mitigation committee meetings.

### ***Plan Review and Approval***

No later than December 31, 2014, the RPC will submit the plan and the FEMA Cross-Walk document to NRPC. NRPC will review the plan and provide any comments within two weeks of submission. After the NRPC review, the RPC will submit the FEMA Cross-Walk document and the updated draft Plan to the State Hazard Mitigation Officer.

Following State review, the RPC in consultation with the local mitigation committee will address any deficiencies identified. A public comment period will be warned and comments will be incorporated. The Plan and Cross-Walk will be submitted to FEMA. FEMA comments will be addressed by the RPC and local mitigation committee in the final draft until "conditional approval" is achieved. The RPC will provide NRPC with notification of when the plan is submitted to FEMA and a copy of the comments from FEMA. A copy of the final approval letter from FEMA will be provided to the NRPC.

### ***Adoption***

The municipal governing body will notify and schedule a public meeting for plan adoption. A signed copy of the resolution will be submitted to FEMA. To ensure that the plan remains current, it will be reviewed annually by municipal leadership with support from RPC staff. Additionally, a review will occur by RPCs following a hazardous event to incorporate mitigation actions/outcomes into the plan. The Plan will be updated and submitted to FEMA every five years.

### ***Roles and Responsibilities***

In rural areas such as Vermont, the primary sources of information and data will come from municipal highway and public works records, town offices, Regional Planning Commission offices, Vermont Agency of Transportation, Vermont Agency of Natural Resources, FEMA, Vermont Department of Public Safety, National Weather Service, historical societies and local knowledge from the public. Research will also be conducted by referencing local news media formats. This information and data

will be complied by RPC staff prior to the local mitigation committee meeting. RPC staff will work with municipal officials to ensure the data will be used during local mitigation committee update meetings to update appropriate sections of the Plan such as the Hazard Identification and Risk Assessment section and Mitigation Strategies section.

RPC staff will perform much of the plan update work including writing the Plan updates, filling out the FEMA Mitigation Plan Cross Walk document, organizing meetings, assisting with invitations, writing and posting notices, setting agendas, keeping minutes, compiling sign in sheets, compiling public comments, mailing/emailing plans to committee members, assisting with the state and FEMA review and local adoption process. Municipalities and state offices will also contribute staff time to the process. Regional Planning Commission and Municipal Offices and associated computers, phones, photocopiers, projectors, etc. will be used during the process.

The Northwest Regional Planning Commission will be responsible for overall program management, project progress tracking, work performance measurement, invoicing, compiling quarterly reports, and other administrative duties.

### ***Progress Reporting***

The RPC will report progress quarterly to NRPC using a standardized reporting template to be provided to track overall project progress. The RPC will keep NRPC informed of major milestones outside of the quarterly reporting process.

**ATTACHMENT B**  
**PAYMENT PROVISIONS & COST PROPOSAL**

NRPC agrees to compensate the RPC for services performed up to the maximum amount provided such services are within the scope of the agreement and are authorized as provided for under the terms and conditions of this agreement.

- A. General. NRPC agrees to pay the RPC and the RPC agrees to accept, as compensation for the performance of all services, expenses and materials encompassed under this Agreement, as described in Attachment A, a maximum fee established on page 1 of this agreement.
- B. Payment Procedures. The NRPC shall pay, or cause to be paid, to the RPC progress payments as described below. Requests for payment shall be accompanied by progress reports and be made directly to the NRPC, for all work.

Invoicing will be completed no less than quarterly. The required match must be documented with each invoice. For *each plan* the RPC is contracted to complete, payment to the RPC will occur based on project milestones and completion of the scope of work as detailed below:

Task/Milestone	RPC Payment	Match
Initial Meeting of local committee and draft Hazard Identification and Risk Assessment	1,000	350
Draft Plan submitted to NRPC and VEM for review	2,000	700
Submission to FEMA	1,000	350
Local Adoption	430	170

The above payments shall be made promptly in accordance with applicable STATE and Federal regulations. NRPC shall seek to make payments within sixty (60) days of receipt of an invoice from the RPC.

All payments by NRPC under this Agreement will be made in reliance upon the accuracy of all prior representations by the RPC including but not limited to bills, invoices, progress reports and other proofs of work.

- C. Payment Procedures. The RPC will be required to provide a match as listed above. Document of this match will be included in each invoice submitted under this agreement. Eligible match includes: non-federal funds, in-kind or in-service contributions, the tracking of community match or indirect costs of administering this program. The RPC should keep on file a record of the matching funds associated with this agreement. The value of third party in-kind contributions are acceptable as the cost sharing or matching requirements when documented on the form provided in Attachment C.

The completion of the Agreement is subject to the availability of funds.

Written reports delivered under the terms of this Agreement shall be printed using both sides of the page whenever practical.

All invoices should be submitted to:

Name: Amy Adams  
Address: Aadams@nrpcvt.com

**ATTACHMENT C**  
**In-Kind Documentation**

**ATTACHMENT D**  
**Pass through Provisions for Contracts and Grants**



## MEMO

Date: April 25, 2016

To: Executive Committee

From: Bonnie Waninger, Executive Director

Re: 5-Year Goal Setting

---

**These 5-year goals are being submitted to the Executive Committee for review and concurrence.**

Last April, the Executive Committee provided preliminary guidance for how it hoped a new Director might further CVRPC's mission and strengthen the organization into the future. Based on that input, my preliminary analysis of CVRPC's operational environment and its strengths, weaknesses, opportunities, and threats, and input from staff, I developed draft goals as statements of what the organization desires to achieve over the next five years.

These goals are meant to be an outline for action, not a formal strategic plan. They are intended to:

- **Provides Focus** for the Executive Committee and staff;
- **Increases Motivation and Cohesion** by giving employees a direction for excellence and involving them in the outcomes; and
- **Offers Measurability** to gauge progress and see how efforts are having an impact.

Four broad goals are outlined, and should be reviewed in the context of CVRPC's mission. These goals have a 3-5 year timeframe. Each goal is followed by strategies designed to assist CVRPC to reach the goals, and measurements to act as goalposts for knowing if we are succeeding. Strategies generally have a 1-2 year timeframe, and measurements are annual.

The goals are a place to begin for FY16; the intent is to review them and adapt and modify the strategies and measures annually. For the May Executive Committee meeting, I am requesting feedback. **Are these the right goals? Should something be changed or modified? Are the strategies and measures appropriate?**

Intentionally Blank





## Central Vermont Regional Planning Commission

**Mission:** CVRPC assists member municipalities in providing effective local government and works cooperatively with them to address regional issues.

### Draft CVRPC 5-Year Goals

#### **Goal 1: Enhance Financial Security**

CVRPC retains the financial resources and policies to support its mission and work priorities, and to continue to operate in fiscally challenging times.

#### **Goal 2: Create Operational Excellence**

CVRPC continually builds a workplace philosophy where problem-solving, teamwork, and leadership results in the ongoing improvement of the organization.

#### **Goal 3: Enhance Organizational Services**

CVRPC focuses on the needs of member municipalities, and continually works to increase their desire and ability to work cooperatively to address regional issues.

#### **Goal 4: Increase Perception as Leader and Partner**

CVRPC assists others to achieve their goals, and in doing so, achieves its own goals.

## Draft CVRPC 5-Year Goals

**Mission:** CVRPC assists member municipalities in providing effective local government and works cooperatively with them to address regional issues.

*Goals have a 3-5 year timeframe. Strategies have a two-year timeframe.  
The timeframe for measurements varies, and may be on-going.*

### Goal 1: Enhance Financial Security

CVRPC retains the financial resources and policies to support its mission and work priorities, and to continue to operate in fiscally challenging times.

#### Strategies:

- a) Budget and grant funds are managed in a sustainable and transparent manner.
- b) CVRPC's financial system is restructured to more fully utilize Quickbooks.
- c) Reserve fund is increased to \$100,000 by 2020 and \$300,000 by 2030.
- d) Grant proposals are budgeted to cover the most administratively efficient level of expenses as direct costs.
- e) Policies are refreshed and created to strengthen organizational oversight and comply with 2 CFR Part 200 and State of Vermont requirements.

#### Measurements:

- a) Executive Committee members evaluate budget and financial reports as transparent and understandable.
- b) Overall budget targets are met or exceeded (reported on annually after audit).
- c) Staff is trained in the requirements of 2 CFR Part 200, as applicable to individual positions.
- d) Audit reports are unqualified.
- e) Reserve fund targets are met or exceeded.
- f) Indirect expenses are reduced by 10% between July 1, 2015 and June 30, 2017.
- g) Policies/procedures are created or updated by June 30, 2016, including:
  - Subrecipient Oversight Monitoring Policy,
  - Contract Administration Procedure,
  - Travel Policy,
  - Procurement Policy,
  - Records Retention and Access Policy,
  - Grants Management Manual,
  - Expense Allocation Policy, and
  - Personnel Policies.

## **Goal 2: Create Operational Excellence**

CVRPC continually builds a workplace philosophy where problem-solving, teamwork, and leadership results in the ongoing improvement of the organization.

### Strategies:

- a) CVRPC identifies 5-year strategic goals and how to achieve them.
- b) Staffing is stabilized at 8 Full Time Equivalents (FTE) and an annual intern.
- c) CVRPC staff have the knowledge and tools to further the Commission's goals.
- d) CVRPC staff have skills and knowledge that are interdisciplinary.
- e) Staff are professional, and their accomplishments are recognized.
- f) Commissioners are engaged in furthering and achieving the organization's mission.

### Measurements:

- a) CVRPC develops 5-year goals and measures progress towards achieving the goals.
- b) Regional Planner position is filled with senior level staff (FY16). Finance/Office Manager position is filled (FY16). Emergency Planner position transitions to full time (FY17).
- c) Personnel Policies are updated, refreshed, and adopted. (Targets: Presented to Executive Committee in FY16; adopted by Executive Committee in FY17)
- d) Staff participate in at least three professional development opportunities annually, at least one of which is outside an individual's current project discipline.
- e) CVRPC's performance appraisal system is revised to engage staff in their professional development, provide meaningful feedback, set measures for the future, and provide the Commission with an understanding of staff strengths and opportunities for improvement. (FY16)
- f) An annual work program is developed and distributed to Commissioners.
- g) Commissioners view Commission meetings as effective and engaging.
- h) Commissioners understand the role and value of the Commission, and their role as a Regional Commissioner.
- i) Strategic goals are reviewed and updated annually.

## **Goal 3: Enhance Organizational Services**

CVRPC focuses on the needs of member municipalities, and continually works to increase their desire and ability to work cooperatively to address regional issues.

### Strategies:

- a) The organization pursues funding opportunities to fulfill Regional Plan priorities.
- b) Organizational thinking is aligned to anticipate municipal needs.

- c) Local and regional plan implementation activities are strengthened by building CVRPC project development services.
- d) Local and regional plan implementation activities are strengthened through CVRPC partnerships with other regional organizations.

Measurements:

- a) The Commission defines Regional Plan priorities during the Plan's development. CVRPC's annual budget and workplans, and its grant applications target those priorities.
- b) Municipal plans are reviewed for implementation assistance needs. (by FY17 end, and as modified thereafter)
- c) CVRPC identifies plan implementation activities it can assist municipalities to further through grant funding. (Targets: 3 in CY2016; 6 in CY2017; and 9 in CY2019)
- d) An annual municipal survey assesses local assistance and regional needs.
- e) CVRPC's annual workplan includes technical assistance for at least one need in every municipality.

**Goal 4: Increase Perception as Leader and Partner**

CVRPC assists others to achieve their goals, and in doing so, achieves its own goals.

Strategies

- a) CVRPC activities are visible at local, regional, state, federal levels.
- b) CVRPC communications are framed to target its priorities.
- c) State and Federal Legislators seek input from CVRPC staff about proposed legislation.
- d) CVRPC develops relationships with regional partners that plan for the betterment of the region.

Measurements:

- a) Project briefs are created at the conclusion of projects and are distributed widely.
- b) CVRPC activities are highlighted by the media.
- c) Municipal boards understand Commission services and capacity, as reflected by increases in technical assistance requests.
- d) VAPDA views CVRPC as a performing Commission, as reflected by CVRPC staff participation in VAPDA workgroups and initiatives.
- e) Legislators request CVRPC input and testimony on proposed legislation.
- f) Commissioners are knowledgeable about significant legislation that may affect local and regional planning.
- g) Regional partners solicit CVRPC assistance to further their activities, and they participate in CVRPC activities to further Regional Plan priorities.



Date: April 26, 2016

To: Executive Committee

From: Bonnie Waninger, Executive Director

Re: Draft FY17 Budget

---

The second draft of the FY17 Budget continues to project a positive budget and CVRPC's ability to contribute \$10,000 to its reserve fund. The first draft was fairly well developed, so the second draft only required modifications to add confirmed revenues and adjustments to expenses.

#### **Revenues**

Clean Water Initiative FY17 – The Agency of Natural Resources has indicated a second contract will be issued for this work in FY17.

DEC HMGP River Corridors – The contract has been confirmed, and the budget adjusted for the delay.

#### **Expenses**

Professional Services – Legal assistance was increased slightly. A staff training on high impact presentations was added.

#### **SUMMARY**

The draft FY17 budget increased the projected surplus slightly while maintaining a reserve contribution of \$10,000 and adding the staff training expense. If CVRPC is successful in its hiring process for the Finance and Office Manager, outside bookkeeping assistance will not be required. This would result in an additional \$6,000 surplus.

New contracts typically come in for RPCs in fall and spring. A balanced budget for the May draft means CVRPC anticipates having the ability to shift funds from staff support to consultant studies in the second half of the fiscal year. The contracts most likely to see this shift would be the Transportation Planning Initiative or Agency of Commerce.

Intentionally Blank

Central Vermont Regional Planning Commission

FY17 Budget -- Draft 04/26/16

Byron Atwood, Chair

Adopted by the Executive Committee \_\_\_\_/\_\_\_\_/\_\_\_\_

	04.04.16 FY 16 Budget*	04.26.16 FY 17 Budget	FY16-17 Difference	Percent Change	FY 17 Budget Change Notes
<b>REVENUES</b>	<b>784,148</b>	<b>1,436,176</b>	<b>652,028</b>	<b>83.2%</b>	
Economic Development	20,224	227,557	207,333	1025.2%	
GIS Fee For Service	6,000	6,000	0	0.0%	
Interest	0	0	0	-	
Municipal Contracts	16,769	226,606	209,837	1251.3%	
Natural Resources	28,552	41,094	12,542	43.9%	
Other Income	7,350	182,206	174,856	2379.0%	Majority is MRVPD & Cross VT Trail personnel pass through
Public Safety	145,765	173,786	28,021	19.2%	
State Allocation (ACCD)	272,253	272,253	0	0.0%	
Town Appropriations	71,537	71,537	0	0.0%	
Transportation	215,698	235,137	19,439	9.0%	
Reserves	0	0	0	0.0%	
	<b>FY 16 Budget</b>	<b>FY 17 Budget</b>	<b>FY16-17 Difference</b>	<b>Percent Change</b>	<b>FY 17 Budget Change Notes</b>
<b>EXPENSES</b>	<b>774,139</b>	<b>1,415,353</b>	<b>641,214</b>	<b>82.8%</b>	
Advertising	0	3,030	3,030	#DIV/0!	
Consultants	81,066	441,930	360,864	445.1%	Reflects annual project makeup
Copy/Print	5,550	5,550	0	0.0%	
Dues/Memberships	7,810	10,520	2,710	34.7%	Begin budgeting for event sponsorships
Equipment	3,600	7,420	3,820	106.1%	Purchasing 3 computers FY17
Equipment Repair/Srvc	0	1,220	1,220	-	
Fringe Benefits	137,403	222,041	84,638	61.6%	Increase for Emer Planner to full-time & new F-OM benefits; include passthrough payroll amounts
Insurance	1,576	1,517	(59)	-3.7%	
Interest	0	10	10	-	
Meeting/Programs	6,730	11,833	5,103	75.8%	Reflects project makeup & budgeting for professional dev
Office Rent/Util/Repair	42,739	42,859	120	0.3%	
Other Expense	3,000	1,248	(1,752)	-58.4%	
Payroll	420,885	574,184	153,299	36.4%	Increase for Emergency Planner to full-time; include passthrough service amounts
Postage	2,530	2,530	0	0.0%	
Professional Services	26,900	37,630	10,730	39.9%	
Reserve Contribution	10,000	10,000	0	0.0%	Server
Software / Licenses	1,000	6,080	5,080	508.0%	
Subscriptions / Publications	0	2,372	2,372	-	
Supplies - Office	5,700	5,350	(350)	-6.1%	
Supplies - Billable	0	1,470	1,470	-	
Telephone	5,650	5,520	(130)	-2.3%	
Travel	12,000	21,039	9,039	75.3%	Reflects project makeup and budgeting for professional dev
<b>BAL END</b>	<b>10,009</b>	<b>20,824</b>	<b>10,815</b>	<b>108.0%</b>	

\*Categorization is an estimate for purposes of comparison

# Central Vermont Regional Planning Commission

## FY17 Budget

As of 04/26/16

**Total Revenue** **\$1,436,176**

<b>Economic Development</b>		<b>\$227,557</b>
EPA Brownfields FFY15	\$217,557	
BCRC Regional Energy Planning	\$10,000	
<b>GIS Fee For Service</b>		<b>\$6,000</b>
Municipal Parcel Mapping	\$2,165	
Municipal Other	\$2,735	
Non-Profit/Regional Partner	\$1,000	
Private	\$100	
<b>Interest</b>		<b>\$0</b>
<b>Municipal Contracts</b>		<b>\$226,606</b>
FY16 ERP Stormwater Masterplan	\$95,641	Barre Town, Barre City & Plainfield
Northfield Village Green Stormwater	\$99,450	FY16 ERP grant
East Montpelier Village Masterplan	\$15,536	
Barre Town Manhole	\$10,000	Barre staff requested work; SB approval required.
Marshfield Bylaws	\$3,750	
CDBG Washington Library	\$2,229	Program management services for accessibility modifications to the library
FY17 MPG's	\$0	Marshfield zoning, 4 town plans,
<b>Natural Resources</b>		<b>\$41,094</b>
VANR 604B FFY17	\$4,000	Application due in fall
Clean Water Initiative FY16	\$12,400	Planning and municipal education for VT Clean Water
Clean Water Initiative FY17	\$5,250	Preliminary indication from Agency that work will continue.
DEC HMGP River Corridors	\$19,444	Mitigation project tables for Plainfield/Waterbury & river corridor maps for Waterbury
<b>Other Income</b>		<b>\$182,206</b>
Mad River Valley Planning District Bookkeeping	\$4,750	
Mad River Valley Planning District Pass-through	155,823	MVRPD staff are paid through CVRPC and billed back to the organization
Wrightville Beach Recreation District Bookkeeping	\$2,600	
Cross Vermont Trail Pass-through	\$19,033	Cross Vermont Trail staff are paid through CVRPC and billed back to the organization
<b>Public Safety</b>		<b>\$173,786</b>
DEMHS Emergency Mangmt Planning Grant (EMPG) FFY 16	\$31,261	Award amount anticipated to return to FY15 amount
DEMHS Emergency Mangmt Planning Grant (EMPG) FFY 15	\$0	Anticipate fully expending by 6/30
Local Emergency Planning Committee (LEPC)	\$4,000	Administrative services, including expenses
DEMHS Radiological Emergency Response Plan (RERP)	\$0	State Emergency Operations Center training
DEMHS HMGP Mega	\$70,000	Hazard Mitigation Plans for 9 Towns
DEMHS HMGP Mega Administration	\$1,395	
DEMHS HMGP Mega Town Contribution	\$0	Town contributions to project
ACCD CDBG 18 Elevation	\$67,130	Hydrologic analysis and develop flood inundation data and
<b>State Allocation (ACCD)</b>		<b>\$272,253</b>
<b>Town Appropriations</b>		<b>\$71,537</b>
<b>Transportation</b>		<b>\$235,137</b>
VTrans Transportation Planning Initiative (TPI) FFY17	\$164,353	
VTrans Transportation Planning Initiative (TPI) FFY16	\$54,784	
VTrans Better Back Roads FY16	\$8,000	Road erosion assessments for 4 towns
VTrans Better Back Roads FY17	\$8,000	Road erosion assessments for 4 towns

Notes: Gray shading denotes risk areas, such as annual contracts that will not be confirmed until the fiscal year has begun, grant award not under contract, and prospective contracts with a reasonable expectation of award.



# Central Vermont Regional Planning Commission

## FY17 Budget

As of 04/26/16

### Total Expenses

**\$1,415,353**

<b>Advertising</b>		<b>\$3,030</b>
Administrative	300	
ACCD	300	Regional Plan & Municipal Plan Approval hearings
Energy	550	
Municipal	0	
Natural Resources	0	
Public Safety	1,730	annual flood insurance awareness; LEPC; Haz Mit Plans
Transportation	150	
<b>Consultants</b>		<b>\$441,930</b>
Admin	0	
ACCD	0	
Brownfields	200,000	Site assessments and corrective action planning
CDBG 18 Elevation	60,000	Flood model
FY16 ERP Stormwater Masterplan	85,000	3-town project
Northfield Village Green ERP FY16	96,930	Stormwater installation
<b>Copy / Print</b>		<b>\$5,550</b>
Lease	5,100	425/qtr; includes 7,000 B&W copies
Color Copies	325	Regional Plan
Property Tax	125	
<b>Dues / Memberships / Sponsorships</b>		<b>\$10,520</b>
VAPDA	6,050	Increase for special projects
VT League of Cities & Towns	760	
Nat'l Assoc. of Development Orgs	2,000	
Assoc. of State Floodplain Managers	240	Certified Floodplain Manager exam & ASFPM membership
VT Community Development Assoc.	50	
VT Planners Assoc.	150	7 staff
American Planning Association	270	Salary based
Conference/Workshop Sponsorships	1,000	Estimated 4-6 at \$250-500 each
<b>Equipment / Furniture</b>		<b>\$7,420</b>
Capital: Non-Billable	2,000	computers 2@1000 (FOM, ED)
Capital: Billable	4,700	computers 1@1000 ea (EM); booster antennae 3700
Office Furniture	720	File cabinets for FOM office
Office Equipment	0	
Other	0	
<b>Equipment Repair &amp; Service</b>		<b>\$1,220</b>
Telephone System	300	
Repair & Service	920	Traffic counter repair
<b>Fringe Benefits</b>		<b>\$222,041</b>
FICA	34,179	Medicaid & Social Security taxes
Health Ins.	103,127	Budgeted 10% premium increase for CY17

# Central Vermont Regional Planning Commission

## FY17 Budget

As of 04/26/16

Total Expenses		\$1,415,353
Dental Ins.	7,764	
Vision Ins.	0	Not provided
Retirement	22,339	5% of salary
Disability Ins.	920	
Life Ins.	3,551	
Unemployment Ins.	1,039	Anticipated increase at mid-year reconciliation
Workers Comp Ins.	1,752	Anticipated increase at mid-year reconciliation
MRVPD Staff Fringe	46,024	FICA, retirement, health, dental, life, disability, workers comp ins, unemployment ins
Cross Vermont Trail Staff Fringe	1,346	FICA, workers comp ins, unemployment ins
<b>Insurance</b>		<b>\$1,517</b>
General Liability (Property/Vehicle/Fire)	1,517	Policy includes Public Officials Liability
<b>Interest</b>		<b>\$10</b>
<b>Meeting / Programs</b>		<b>\$11,833</b>
Admin	5,000	professional development
ACCD	4,200	300 educational workshops; 775 Commission mtgs; prof dev
Energy Planning	300	
Brownfields	450	in-state trainings, EPA conference
Municipal	0	
Natural Resources	200	
Public Safety	533	LEPC meetings, Haz Mit Plans
Transportation	1,150	TAC & project mtgs, professional development
<b>Office Rent / Utilities / Repairs</b>		<b>\$42,859</b>
Rent	41,059	Lease through 09/30/2020; 1-year notice
Office Cleaning	1,680	140/mo
Repairs & Other Maintenance	120	
<b>Other Expense</b>		<b>\$1,248</b>
Miscellaneous	300	Gifts, non-billable fees, etc.
LEPC storage rental	948	
<b>Payroll</b>		<b>\$574,184</b>
Gross Pay	446,785	8 FTE plus intern; includes raises & bonuses
	109,799	MRVPD pass through
	17,600	Cross VT Trail pass through
	572	direct deposit fees
<b>Postage</b>		<b>\$2,530</b>
Postage Machine	700	175/qtr meter lease
Postage	1,830	1500/year; Regional Plan
<b>Professional Services</b>		<b>\$37,630</b>
Audit	10,500	Single Audit not anticipated

# Central Vermont Regional Planning Commission

## FY17 Budget

As of 04/26/16

Total Expenses		\$1,415,353
Bookeeping	6,480	Audit assistance, if needed
Benefits Administration	250	Section 125 Cafeteria Plan
IT/Computer	5,200	
Legal	3,100	1000 general contract/personnel; 1000 Personnel Policy review; 600 Brownfields; 500 CDBG
Staff Training	10,000	High Impact Presentations
Videography	2,100	175/mo
<b>Reserve Contribution</b>		<b>\$10,000</b>
General	0	
Equipment/Capital	10,000	Server due for replacement in FY18
Office Renovation	0	
<b>Software / Licences</b>		<b>\$6,080</b>
ESRI GIS License	3,600	1600 single; 1500 concurrent; 500 Spatial Analyst
Intuit Quickbooks Pro	519	Annual service plan
Microsoft Exchange 365	562	Remote access (email)
Tech Soup	318	Quickbooks license 1 @ 50; Adobe Standard 4 @ 55 each; Antivirus 12@4
Log Me In	349	Remote access (computers)
Community Remarks	280	Community outreach map for Regional Plan
Network Solutions	352	CVRPC & Plan Central VT websites
Domain Name	100	Sovernet
<b>Subscriptions</b>		<b>\$2,372</b>
Times Argus	190	e-subscription
Valley Reporter	22	e-subscription
Front Porch Forum	2,160	Allows for one all-forum blast per month & unlimited individual postings to 23 forums in the region (outreach tool)
<b>Supplies - Office</b>		<b>\$5,350</b>
General Office	3,500	
GIS	1,200	
Water	650	
<b>Supplies - Billable</b>		<b>\$1,470</b>
ACCD	640	
Municipal	0	
Economic Development	0	
Public Safety	500	
Natural Resources	30	
Transportation	300	traffic counting
<b>Telephone</b>		<b>\$5,520</b>
Telephone Lease	5,520	Includes internet
<b>Travel</b>		<b>\$21,039</b>
Administrative	5,000	VAPDA & other mtgs

# Central Vermont Regional Planning Commission

## FY17 Budget

As of 04/26/16

Total Expenses		\$1,415,353
ACCD	4,540	Municipal & State meetings
Economic Development	2,100	Brownfields trainings and site visits; energy outreach
Municipal	560	Municipal contract meetings
Natural Resources	625	Trainings
Public Safety	1,914	Site visits, meetings
Transportation	6,300	TPI 4950; BBR Rd Erosion 1350

## MEMORANDUM

April 25, 2015

To: Executive Committee  
From: Personnel Policies Committee  
Subject: **Job Descriptions**

**The Personnel Policies Committee is submitting the attached Job Descriptions to the Executive Committee for consideration and approval.**

### The Problem Being Addressed

In the process of updating the Personnel Policies, this committee identified that staff job descriptions needed to be updated. Existing job descriptions are:

- Out of date, in most cases;
- Of varying degrees of specificity;
- Inconsistent across and within job categories; and
- Non-existent for some positions.

### Criteria for New Job Descriptions

The Personnel Policies Committee believes that job descriptions should:

1. Clearly describe both the type of work expected (assignments) and the caliber of work expected (skills and level of responsibilities);
2. Have equitable expectations for entry-, mid- and senior-level positions in different areas of work;
3. Provide CVRPC flexibility in assignments and cross-training;
4. Encourage teamwork across areas of work, rather than creating functional silos; and
5. Clearly identify expectations for higher-level positions, providing a pathway for career growth at CVRPC.

The Committee asked the Executive Director to draft a suite of new job descriptions that would meet the criteria above. We reviewed and edited the draft job descriptions and staff provided input to the descriptions. The Committee believes that the job descriptions meet our criteria. The major areas of work encourage employees to develop expertise in more than one area, increasing their value to CVRPC and enabling flexible and efficient staffing.

### Relationship to Personnel Policies Manual

The Committee plans to include the approved job descriptions as an appendix to the Personnel Policies Manual, which is nearing completion. However, The Executive Director is currently working with staff to develop goals and objectives for the upcoming year. Approving the job descriptions now will assist with that effort.

Intentionally Blank

# CENTRAL VERMONT REGIONAL PLANNING COMMISSION

## JOB DESCRIPTIONS INTRODUCTION

The Central Vermont Regional Planning Commission's job descriptions articulate the most important outcomes needed from employee performance within each position. The job descriptions are a tool to inform employees where their job leaves off and the job of another employee begins, where their job fits within the overall organizational framework, and what to expect from other employees

Job descriptions for planners and program managers include the basic description plus one or more major area(s) of work as noted in each description. Staff may have a special project related to a major area of work without it being assigned as a major area.

The job descriptions are an integral piece of the performance development and appraisal process. An employee must demonstrate the requisite skills and abilities have been required within an existing position and characteristic duties of a position can be successfully completed before being promoted to a higher level position.

Progression within positions is characterized generally by:

- increasingly complex knowledge of one or more planning disciplines or, in the case of non-planning positions, by increasingly complex knowledge in the position's field;
- increasingly complex knowledge of state and federal law;
- the ability to tailor implementation tools to increasingly complex circumstances;
- the ability to conceptualize, plan, carry out, and manage increasingly complex projects and programs; and
- the ability to manage increasing complex work groups.

The job descriptions encourage employees to grow within their position and contribute over time to CVRPC. An employee's job is subject to change for personal growth, CVRPC's organizational development, and/or evolution of new technologies.

CVRPC will provide opportunities for professional development. It will work to assist its staff to acquire skills and knowledge within a position and provide coaching to enable progression to the next position. Development opportunities may include, and are not limited to:

- access to employees doing the job currently;
- training classes and professional conferences;
- on-the-job developmental opportunities;
- job shadowing;
- mentoring;
- promotions;
- coaching from supervisor; and
- a formal succession planning process.

Employee initiative is a large part of professional development. Employees are expected to maintain, and progress in, professional skills and knowledge, and to apply that knowledge for the benefit of CVRPC, its member communities, and its partners and funders.

1                   **CENTRAL VERMONT REGIONAL PLANNING COMMISSION**

2                   **MAJOR AREAS OF WORK**

3                   **Cross-Discipline Duties**

4    ***Public and Community Engagement***

- 5    • Serve as staff support and a technical resource for standing and advisory committees  
6    established by CVRPC and for various modal or project based committees, including  
7    conducting orientation meetings with new committee members.  
8    • Develop draft correspondence, reports, presentations, publications, newsletter, press releases,  
9    and digital media articles.  
10   • Prepare contact lists, surveys, databases, and mailings, and coordinate printing and  
11   distribution as necessary.  
12   • Establish and maintain effective working relationships with government officials at all levels,  
13   private groups, the press, and the public.  
14   • Attend meetings with local and regional officials, boards, and committees as needed.  
15   • Work with, and be responsive to, local officials and the public on matters of local and  
16   regional planning.  
17   • Respond to requests for information and data.  
18   • Serve on committees of statewide or regional focus to represent CVRPC's interests.  
19   • Represent the region on regional and state projects during their development.  
20   • Conduct informational meetings and public hearings.  
21   • Prepare and implement public engagement plans for Major Area of Work.

22   ***Training and Education***

- 23   • Organize and/or conduct trainings, conferences, and educational workshops for local  
24   officials, regional commissioners, and/or the general public.  
25   • Develop handbooks, templates, and model documents for use by local boards and officials.  
26   • Maintain and update CVRPC's digital and hard copy files, federal and state data, and library  
27   resource materials.  
28   • Monitor relevant legislation and inform the Executive Director and other staff of legislation  
29   development and potential impacts.

30   ***Municipal Technical Assistance***

31   As they relate to Major Areas of Work, provide technical assistance to member municipalities in  
32   areas including, but not limited to:

- 33   • comprehensive plan and bylaw development and adoption;  
34   • local bylaw administration and project reviews;  
35   • municipal ordinances and policies;  
36   • growth management;  
37   • project development including use of non-regulatory tools to achieve Major Area of Work  
38   and community development goals;  
39   • grant writing, project development, and grant administration;  
40   • special studies; and  
41   • proper procedures and compliance with state and federal law.



## ***Regional Planning***

- Participate in, assist with, and/or serve as project coordinator/manager for special projects and regional planning efforts as assigned, including but not limited to: data collection, analysis, and report/draft preparation associated with regional plan development and updates, other Commission work areas, and special studies.
- Participate in state planning efforts. Review state agency plans, policies and programs for conformance with regional planning efforts. Prepare draft responses to public and agency correspondence for review by the Executive Director.
- Coordinate local and regional planning activities with state and federal agencies.
- Provide primary technical planning support to other Commission staff, CVRPC and its standing and advisory committees, and other groups as assigned.
- Undertake professional technical analysis, prepare written reports, and/or make public presentations as needed.
- Identify municipal and regional needs, develop projects and funding applications to meet those needs, and manage implementation projects.
- Develop project budgets, administer bidding process, and verify contract expenditures and compliance as needed.
- Work with the Finance/Office Manager and Executive Director on administration and management of relevant planning program, including, but not limited to:
  - preparing and administering project proposals, funding applications, work plans, budgets, and contracts; and
  - soliciting, managing, and supervising contractors.
- Carry out the Local Liaison Role as outlined in the DEMHS/RPC Memorandum of Understanding when requested by CVRPC's emergency management staff.

1                   **CENTRAL VERMONT REGIONAL PLANNING COMMISSION**

2                   **MAJOR AREAS OF WORK**

3                   **Land Use**

4    ***Municipal Technical Assistance***

- 5    • Provide technical assistance to member municipalities regarding proper procedures and  
6    compliance with 24 V.S.A, Chapter 117.  
7    • Conduct municipal consultations and the municipal plan regional approval process per 24  
8    V.S.A., Chapter 117. Serve as staff support and a technical resource for CVRPC's Town  
9    Plan Review Committee.

10 ***Regional Planning***

- 11 • Serve as staff support and a technical resource for CVRPC's Regional Plan Committee.  
12 • Conduct project reviews and participate on behalf of CVRPC in state regulatory proceedings,  
13 including but not limited to Act 250 and Section 248 hearings. Serve as staff support and a  
14 technical resource for CVRPC's Project Review Committee.  
15 • Maintain and update CVRPC's planning and permit tracking databases and files and US  
16 Census and other federal and state data.  
17 • Carry out activities in CVRPC's Agency of Commerce and Community Development  
18 performance-based agreement.  
19

1                   **CENTRAL VERMONT REGIONAL PLANNING COMMISSION**

2                   **MAJOR AREAS OF WORK**

3                   **Transportation**

4    *Municipal Technical Assistance*

- 5    • Provide technical assistance to member municipalities regarding proper procedures and  
6    compliance with state and federal transportation law.  
7    • Collect and evaluate data that assists municipalities to inventory, assess, and address  
8    deficiencies in transportation infrastructure, and to plan for future transportation needs.  
9    Activities include, but are not limited to: traffic, bicycle and pedestrian, and park-and-ride  
10   counts; infrastructure assessments; road erosion inventories; and speed studies.

11   *Regional Planning*

- 12   • Consult with Vermont citizens and local officials on transportation policy, planning and  
13   project development and carry out activities in CVRPC's Transportation Planning Initiative  
14   agreement.  
15   • Serve as staff support and a technical resource for the region's Transportation Advisory  
16   Committee.  
17   • Work with the Finance/Office Manager and Executive Director on administration and  
18   management of the regional transportation planning program, including, but not limited to  
19   preparing and administering project proposals, work plans, budgets, and contracts, and  
20   soliciting, managing, and supervising consultants.  
21   • Assist in the development of short- and long-range studies and Regional Plan updates.  
22   • Consult with other staff on project reviews as they relate to transportation issues, including  
23   but not limited to Act 250 and Section 248 hearings and state facility siting.  
24   • Participate in multi and intermodal transportation planning and policy development.  
25   • Provide transportation planning support to special projects in all areas of community and  
26   economic development.  
27   • Staff the State Emergency Operations Center when activated by the Department of  
28   Emergency Management and Homeland Security.  
29   • Carry out activities in CVRPC's Transportation Planning Initiative agreement with the  
30   Vermont Agency of Transportation.

1                   **CENTRAL VERMONT REGIONAL PLANNING COMMISSION**

2                   **MAJOR AREAS OF WORK**

3                   **Geographic Information Systems**

4   In addition to the knowledge and skills outlined elsewhere, progression within this position range  
5   is characterized by increasingly complex knowledge of GIS applications and land use planning,  
6   and by increasing ability to envision planning objectives and to translate planning issues into GIS  
7   applications, to prepare GIS analysis and present comprehensive reports, and to conceptualize,  
8   prepare and administer technical projects, work plans, budgets and contracts.

9   ***Geographic Information Systems Services***

- 10   • Plan for the long-range GIS needs of the region, including the maintenance and improvement  
11   of CVRPC's spatial databases and related map products.  
12   • Provide GIS services, including comprehensive spatial analyses, to CVRPC, the region's  
13   municipalities, and other stakeholders.  
14   • Complete map production activities in accordance with VCGI standards.  
15   • Work with other regional planning commissions and local, state, and federal GIS  
16   stakeholders to enhance the region's GIS databases and educational programs.  
17   • Coordinate with the Executive Director and other staff regarding related GIS, technical and  
18   financial contract elements, grant proposals, requests for proposals. Prioritize, execute  
19   and/or technically oversee GIS projects.  
20   • Ensure the quality and timeliness of GIS-related work performed by CVRPC.  
21   • Staff the State Emergency Operations Center when activated by the Department of  
22   Emergency Management and Homeland Security.

23   ***IT Administration***

- 24   • Manage CVRPC's IT infrastructure.  
25   • Develop CVRPC's digital equipment replacement plan and oversee the purchase and  
26   maintenance of all IT equipment, products, and software.  
27   • Manage CVRPC's website, workstations, network, internet access, server and printers  
28   including backups, upgrades, replacements and limited repairs.  
29   • Interface with CVRPC's Internet Service Provider, telephone and computer-related vendors.  
30   • Provide IT support to other staff, including user education.  
31

- Provide project management for delivery of LEPC-related hazardous materials exercises.
- Meets with staff from municipalities, schools, hospital, public health, fire, law enforcement, rescue, and businesses to provide assistance in developing emergency plans for facilities and to coordinate use of county resources during an emergency.

#### *State Support*

- Participate in required and optional trainings and exercises to expand knowledge and skills for various emergency management roles.
- Staff the State Emergency Operations Center when activated by the Department of Emergency Management and Homeland Security.
- Carry out the Local Liaison Role as outlined in the DEMHS/RPC Memorandum of Understanding.
- Ensure CVRPC meets its performance requirements for the Agency of Commerce and Community Development's Business, Agriculture, Historic and Cultural Damage Assessment online information collection system.

1                   **CENTRAL VERMONT REGIONAL PLANNING COMMISSION**

2                   **MAJOR AREAS OF WORK**

3                   **Emergency Management**

4   In addition to the knowledge and skills outlined elsewhere, progression within the position range  
5   is characterized by increasing ability to knit emergency preparedness activities and hazard  
6   mitigation initiatives into other municipal and regional initiatives.

7   ***Municipal Technical Assistance***

- 8   • Provide technical assistance to member municipalities regarding proper procedures and  
9   compliance with state and federal hazardous materials law.
- 10 • Assist communities with the incorporation of federal government's National Incident  
11 Management System (NIMS) and Incident Command Structure (ICS) into emergency  
12 management operations.
- 13 • Assist communities with the development of Local Emergency Operations Plans to ensure  
14 consistency with the State of Vermont Emergency Operations Plan and federal NIMS  
15 requirements.
- 16 • Work to secure purchases of equipment via Homeland Security Funds, following appropriate  
17 federal and state procurement guidelines.
- 18 • Serve as liaison between local first response agencies and Vermont Public Safety officials to  
19 ensure State Emergency Management objectives are met.
- 20 • Assist communities with the development of Local Hazard Mitigation Plans following  
21 FEMA and Vermont Department of Emergency Management and Homeland Security  
22 (DEMHS) guidelines. Provide technical assistance to integrate those plans into municipal  
23 and regional comprehensive plans.
- 24 • Assist municipalities to maintain and increase their Emergency Relief Assistance Fund  
25 (ERAF) rating.
- 26 • Conduct infrastructure assessments that assist municipalities to inventory, assess, and address  
27 deficiencies in emergency response infrastructure, and to plan for future infrastructure needs.
- 28 • **Educate municipalities and other stakeholders about the National Flood Insurance**  
29 **Program (NFIP) and the Community Rating System (CRS). Provide assistance to meet**  
30 **program requirements.**

31   ***Regional Planning***

- 32 • Carry out activities in CVRPC's Emergency Management Performance Grant agreement  
33 with the Department of Emergency Management and Homeland Security.
- 34 • Serve as staff support and a technical resource for Local Emergency Planning Committee  
35 (LEPC) #5 to ensure its statutory responsibilities for hazardous materials planning under  
36 Title III of the Superfund Amendments and Reauthorization Act (a.k.a. SARA Title III or  
37 Emergency Planning and Community Right-to-Know Act) are met.
- 38 • Develop and/or distribute emergency preparedness messages for the public to/for local media  
39 outlets.
- 40 • Coordinate all-hazards emergency planning efforts with local Public Service District (PSD)-  
41 A organizations, municipalities, public safety departments, hospital, Vermont Department of  
42 Health, Vermont Agency of Transportation, and Vermont Department of Emergency  
43 Management and Homeland Security.

1                   **CENTRAL VERMONT REGIONAL PLANNING COMMISSION**

2                   **MAJOR AREAS OF WORK**

3                   **Water Quality**

4    ***Municipal Technical Assistance***

- 5    • Provide technical assistance to and assist member municipalities with meeting the  
6    requirements of Act 64, the Lake Champlain Total Maximum Daily Load Plan, and state and  
7    federal water quality rules, procedures and law.  
8    • Engage municipalities in design and implementing Green Stormwater practices and in  
9    adopting Green Infrastructure policies and practices.

10 ***Regional Planning***

- 11 • Manage special projects as assigned in areas such as stormwater management, river corridor  
12 and riparian buffer stabilization, tactical basin planning, etc.  
13 • Complete geomorphic assessments and river corridor plans.  
14 • Work with local and regional partners to develop and implement projects to support  
15 watershed and community health.  
16 • Complete, or support development of, watershed plans, tactical basin plans, and other water  
17 quality-related plans.  
18 • Carry out activities in CVRPC's Clean Water Initiative agreement, funded by the Vermont  
19 Agency of Natural Resources.  
20

1                   **CENTRAL VERMONT REGIONAL PLANNING COMMISSION**

2                   **MAJOR AREAS OF WORK**

3                   **Brownfield Redevelopment**

4    ***Community Engagement***

- 5    • Serve as staff support and a technical resource for CVRPC's Brownfield Advisory  
6    Committee and site-based committees.  
7    • Develop marketing materials targeting private and public property owners, lenders and  
8    developers.  
9    • Conduct marketing to leverage developer/lender interest in properties.  
10   • Hold and facilitate public meetings related to program goals and site specific public  
11   engagement needs.

12   ***Site Assessment and Management***

- 13   • Develop and actively manage a portfolio of brownfield sites.  
14   • Provide technical assistance and support to site owners and prospective developers, including  
15   obtaining required site documentation, liaising with municipal, state and federal officials and  
16   staff, and anticipating and responding to inquiries.  
17   • Assist the Advisory Committee to rank and prioritize sites.  
18   • Verify site eligibility in accordance with program requirements.  
19   • Hire, manage, monitor, and evaluate environmental contractors.  
20   • Hire, manage, monitor, and evaluate attorneys and other service professionals.  
21   • Conduct planning meetings with state and federal staff and environmental contractors.  
22   • Ensure environmental studies are completed in accordance with state and federal  
23   requirements.  
24   • Review and comment on Quality Assurance Project Plans and site specific reports, plans, and  
25   other documents.  
26   • Perform public outreach and involvement in site specific cleanup and reuse planning.  
27   • Support site assessment and redevelopment by tracking grant and financing opportunities and  
28   assisting in preparing applications.

29   ***Regional Planning***

- 30   • Carry out activities in CVRPC's Brownfield Cooperative Agreements.  
31   • Develop and revise plans, codes, standards, and ordinances which relate to environmental  
32   protection and assist communities to avoid future brownfields and their potential impacts.



# CENTRAL VERMONT REGIONAL PLANNING COMMISSION

## MAJOR AREAS OF WORK

### Other Areas of Work

CVRPC continually strives to increase the breadth of services to its member municipalities and State and Federal agencies. The following areas represent additional areas of work for CVRPC that may evolve into Major Areas of Work in the future.

#### *Housing*

- Support public awareness campaigns related to housing, housing issues, and partnerships concerned with the availability and affordability of housing.
- Work with abutting regional commissions to understand growth pressures and plan to mitigate possible impacts.
- Craft regional policies with the understanding that choices on transportation, economic development, basin planning, etc. impact the supply and cost of housing.
- Review development plans to ensure that projects create housing, and do so in an appropriate way and in an appropriate location.
- Assist municipalities in addressing the location, type, scale, energy efficiency, and density of housing in local plans and regulations.
- Assist municipalities with public sewer and water improvement projects, environmental due diligence, housing planning and construction grants, and revisions to regulations to allow the adaptive reuse of space in abandoned or underutilized buildings for housing and to increase housing density as desired.

#### *Agriculture and Food Systems*

- Support local and regional food systems planning.
- Assist communities to develop and support agricultural and agripreneurism enterprises.
- Facilitate municipal and agricultural transition to composting requirements.
- Develop and implement strategies and tools for regions, municipalities, and landowners to maintain and enhance agricultural viability.

#### *Forest Integrity*

- Engage stakeholders in conversations to identify priority forest landscapes, values, and issues and to maintain and enhance the forest products economy.
- Provide technical assistance to municipalities to identify critical forest blocks and wildlife corridors, to plan for invasive species impacts, and to plan for the needs of forest operations.
- Develop strategies and tools for regions, municipalities, and forest landowners to maintain and enhance forest integrity.

#### *Energy Efficiency, Conservation and Development*

- Draft energy or climate action plans.
- Assist the Region and communities to implement energy conscious land use regulations and create internal policies aimed at reducing municipal energy use.
- Review proposed alternative energy generation facilities.
- Design and implement projects and programs that have a transformative effect on individual and community energy use.

- Support local and regional energy committees.

## ***Healthy Communities***

- Assist the health community and municipalities to implement a Health in All Policies approach aimed at improving community health outcomes.
- Work with local, state, and national partners to prevent chronic diseases and reduce health gaps through development and promotion of lasting strategies that help people make healthy choices where they live, learn, work, and play.
- Design and implement projects and programs that have a transformative effect on community health.

## ***Natural Resource Planning***

- Assist municipalities with conservation and open space planning, natural resource inventories, wildlife corridor protection planning, management plans for conserved lands, and other natural resource planning activities.

## ***Community and Economic Development***

- Provide technical assistance to member municipalities and non-profit partners for facility and service projects that further community development, such as health care, libraries, schools, social services, cultural institutions, water and wastewater, housing, and a positive civic ethic that promotes growth, cooperation, and inclusion.
- Assist residents, governments, businesses, organizations, and institutions to pursue and utilize broadband infrastructure and technology.
- Assist in the creation of new cross sector partnerships, the identification of broadband technology gaps, and the creation of regional and statewide strategies and actions.

# CENTRAL VERMONT REGIONAL PLANNING COMMISSION

## EXECUTIVE DIRECTOR

### Job Description

#### GENERAL DESCRIPTION

The Executive Director is responsible to the Executive Committee for overall leadership and management of all the organization's activities and for working with member municipalities, community stakeholders, government agencies, and the legislature to achieve regional goals.

Work will be required throughout the region and attendance at evening meetings and some weekend meetings is required.

#### CHARACTERISTIC DUTIES

##### *Organizational Leadership*

- Identify unmet regional needs, opportunities for addressing regional issues, and conceptualize strategies to accomplish the organization's strategic goals.
- Inform the Executive Committee and Commission on the activities and condition of the organization and any trends, events, or emerging issues of significance to the organization's success.
- Provide support to Commission members as they establish organizational priorities, and provide recommendations on organizational policies and bylaw updates.

##### *Program Management*

- Develop, update and implement the Regional Plan and other organizational planning documents, consistent with the requirements of Vermont statutes and federal programs.
- Develop and manage programs and services, including municipal technical assistance, transportation planning, GIS mapping, emergency planning and mitigation, contract projects, grant administration, and public information and training.
- Evaluate planning-related legislation and applicability to projects and contracts.
- Evaluate and review organization's proposals for grants and contractual services.
- Oversee, or delegate as appropriate, contracts with firms and/or individuals performing services for the organization.
- Ensure timeliness and quality of project and contract reports and deliverables.

##### *Human Resources*

- Manage human resources, including preparation of position descriptions, assignment of responsibilities, candidate searches, hiring, firing, staff retention, and annual performance evaluation.
- Supervise all the organization's staff, either directly or indirectly through senior staff.
- Administer benefit programs.
- Ensure on-going training and development for staff and Commissioners.
- Develop and maintain a positive work environment.

## ***Budgeting***

- Design and implement an annual work program and budget that focuses organizational resources to best serve the region's municipalities and residents.
- Manage organization's budget, including identification of revenue sources, preparation of grant applications, budgets and contracts with state and federal agencies, local governments, non-profit and for-profit organizations, and preparation of financial reports to the Executive Committee and Commission.

## ***Relationships and Advocacy***

- Advocate for the region and its member municipalities at national and state levels.
- Develop and maintain effective relationships with member municipalities.
- Develop and maintain effective relationships with State agencies, the Vermont General Assembly, and the Governor's office.
- Develop and maintain effective relationships with other regional commissions and organizations.
- Strengthen effective public participation and build relationships that will enable the organization to serve its member municipalities.
- Communicate effectively with the media and public.

## **TYPICAL KNOWLEDGE**

- Considerable knowledge of the theory, principles, and techniques of the planning profession and development process.
- Considerable knowledge of the federal, state, and local laws, ordinances, and codes pertaining to a wide variety of planning topics, including local land use, Act 250 and Section 248 development review, and transportation planning.
- Considerable knowledge of principles of personnel management, including supervision, training, and performance evaluation.
- Considerable knowledge of the methods and techniques of research and analysis.
- Considerable knowledge of the principles of budgeting and finance.
- Knowledge of computer applications, including Microsoft Office, Internet applications, and use of GIS as a planning tool.

## **TYPICAL SKILLS**

- Effective leadership, appropriate to all levels of staff, Commission, government entities, and public.
- Proven management skills and ability to manage day-to-day operations.
- Present ideas and findings, both written and orally, clearly and concisely.
- Establish and maintain effective working relationships with a wide diversity of individuals and groups.
- Proven grant-writing skills.
- Lead a wide variety of projects, both independently and in a team environment.

## **MINIMUM QUALIFICATIONS**

- Degree in planning, public administration or closely related fields; Master's degree is preferred.

- 1 • Fifteen years of progressively responsible planning and management experience.
- 2 • Eight years of experience in supervisory roles, including direct experience with program,
- 3 personnel and project management, preferably with a regional or metropolitan planning
- 4 organization.
- 5 • AICP certification is preferred but not required.
- 6 • Direct experience with budget formulation and management.
- 7 • The employee must be flexible in their scheduling and have their own means of
- 8 transportation.
- 9 • Must be a U.S. citizen or otherwise lawfully authorized to work in the United States.

10

DRAFT

1                   **CENTRAL VERMONT REGIONAL PLANNING COMMISSION**

2                   **FINANCIAL AND OFFICE MANAGER**

3                   **Job Description**

4                   **GENERAL DESCRIPTION**

5                   The Financial and Office Manager position is multi-dimensional. It performs administrative,  
6                   financial, and business management work at a professional level to ensure the organization's  
7                   financial health and smooth operations. This position requires an attention to detail, the skills of  
8                   a diplomat, the ability to respond quickly to changing workloads, and working independently.

9                   The Financial and Office Manager works independently under the general direction of the  
10                  Executive Director, and provides administrative support to planning staff and the Commission's  
11                  Treasurer. It is the position's responsibility to deal regularly with, and represent the Commission  
12                  to, a variety of outside financial institutions, government and insurance agencies, vendors, and  
13                  accountants.

14                 Work is required primarily at the CVRPC office and attendance at limited evening meetings is  
15                 required. Limited field work may be required, primarily in association with sub-recipient and  
16                 contractor monitoring.

17                 **CHARACTERISTIC DUTIES**

18                 *Financial Management*

- 19                 • In consultation with the Executive Director and the Commission's Treasurer, plan and  
20                 oversee all financial and business management systems of the Commission, including  
21                 accounting, personnel payroll and benefits, grants and contracts, service contracts, fixed  
22                 assets, cash flow, investment, loans, leases and purchases; develop and/or modify systems  
23                 and policies in accordance with government regulations and organizational needs.
- 24                 • Perform a full range of professional bookkeeping, accounting and financial analysis  
25                 functions, including various account balancing and reconciliation tasks; payroll tax reporting  
26                 and tax return preparation; cash flow, investment and loan management; end-of-year account  
27                 auditing and closing functions; and data compilation and analysis as part of budget planning  
28                 and administrative functions. Prepare a wide variety of fiscal/business reports for internal  
29                 use and as required by outside agencies; prepare for and coordinate annual external  
30                 audits/financial reviews.
- 31                 • Manage the organization's annual audit.
- 32                 • Research and administer Commission insurance and employee benefit programs; provide  
33                 orientation for new employees with regard to Commission benefit plans and personnel  
34                 policies.
- 35                 • Develop and monitor the budget for CVRPC, and prepare budget forecasts.
- 36                 • Provide financial and administrative support and interact with outside organizations as  
37                 designated by the Commission, such as the Mad River Valley Planning District, Wrightsville  
38                 Beach Recreation District, Mad River Resource Management Alliance, and Local Emergency  
39                 Planning Committee #5.
- 40                 • Pursue professional development opportunities.
- 41

## ***Grants and Compliance Administration***

- Serve as the Commission's expert on grant compliance and interpretation of OMB's Uniform Guidance at 2 CFR Part 200 and all applicable regulations, policies and procedures. Translate requirements into operational policies as required. Develop and administer policies, systems, and documentation to ensure compliance, incorporate best practices, and ensure excellent controls.
- Work with the Executive Director and staff to ensure an accurate, timely, efficient and transparent process for the entire grant life cycle, from proposal to close. This entails grant/contract proposal development, pre-award management, expense reporting, tracking payments, reviewing or producing relevant reports, monitoring and post-award management.
- Provide hands-on training to staff as it relates to grant administration, federal and state guidance and compliance policies, and organizational policies.
- Ensure federal sub-recipient monitoring and evaluation are completed. Design and manage the due diligence and monitoring process for sub-recipients. Proactively interpret and assess sub-recipient gaps, provide technical assistance as necessary, and surface and address issues.

## ***Office Management***

- Establish and maintain the Commission's filing and record-keeping systems related to all assigned functions, including financial, personnel, office insurance and worker's compensation records, and public record files, in accordance with Commission policies and federal and state requirements. Assist planning staff in the maintenance of municipal and planning files. Ensure public records laws are followed.
- Develop and implement new administrative systems, such as record management.
- Maintain the condition of the office and arrange for necessary repairs.
- Research and recommend sources and financing for needed office equipment and services; coordinate purchase and installation of equipment.
- Order and maintain inventory of office supplies.
- Maintain various mailing lists and records, manual and computerized; compile up-to-date information for mailing lists; update lists; coordinate mailings; distribute and sort incoming mail.
- Organize staff and Commission meetings, including agenda distribution/posting and minute taking. Assist in meeting preparations.
- Oversee the recruitment of new staff, sometimes including training and induction.
- Serve as principal receptionist for the Commission; answer phone and greet visitors; screen callers/visitors; take messages; answer a variety of basic questions related to Commission functions, services, policies, and procedures.
- Provide assistance to the staff, Commissioners, and public by filling requests for information; assisting in data collection and analyses and report production; and providing clerical support, including the photocopying and distribution materials, as needed and as time permits. Assist planners with database entry, record keeping, and filing for permit applications.
- Edit newsletters; prepare monthly staff reports and annual reports to member towns
- Review and update office operating procedures and policies.
- Assist municipalities with development and update of capital budgets and programs
- Prepare special reports and projects as requested.

- Depending on the skills of the employee, duties may extend to the management of social media.

### **TYPICAL KNOWLEDGE**

- Thorough knowledge of accounting and budgeting principles and practices.
- Considerable knowledge of administrative and business principles and practices.
- Working knowledge of personnel administration principles and practices, including HIPAA requirements and compliance.
- Knowledge of audit procedures and OMB's Uniform Guidance at 2 CFR Part 200.
- Knowledge of Vermont Agency of Administration policy, procedure, and guidance.
- General knowledge of computer systems, ability to problem solve with computers, and manage computer files.
- Familiarity with the operations and management of typical office equipment and office support systems.

### **TYPICAL SKILLS**

- Attention to detail.
- Ability to prioritize duties and work on several issues simultaneously.
- Ability to meet firm deadlines.
- Ability to develop and implement administrative procedures and evaluate their effectiveness.
- Ability to supervise and to exercise discretion in applying policies.
- Ability to communicate effectively orally and in writing and to work independently.
- Ability to work effectively with staff, Commissioners and the general public is essential.
- Ability to be proactive to initiate actions as needed, and to present complex financial data clearly to non-finance audiences.
- Capability and judgment to see the larger financial picture and simultaneously pursue a high degree of accuracy in professional accounting work. The ability to balance big picture work and detailed work when necessary will lead to effective performance in this position.
- Proficiency in QuickBooks and Microsoft Office products.
- Self motivated to learn new concepts and to participate in new projects .
- Strong administrative, analytical, and communication skills.

### **MINIMUM QUALIFICATIONS**

- Bachelor's degree in accounting or related discipline and three to five years in a similar position; master's degree in accounting, business or financial management preferred.
- Broad base of technical knowledge and skills in accounting theory and methods.
- Relevant knowledge of state and federal grant management and contract administration is highly desirable.
- US citizen or otherwise lawfully authorized to work in the United States.



1  
2 **CENTRAL VERMONT REGIONAL PLANNING COMMISSION**

3 **PROGRAM MANAGER**

4 **Job Description**

5 **GENERAL DESCRIPTION**

6 The Program Manager position is reserved for Senior Planners who supervise and participate in  
7 advanced, highly complex professional planning activities.

8 A Program Manager works independently under the general direction of the Executive Director  
9 and, in consultation with the Executive Director, manages specific Commission programs.

10 The Program Manager typically manages other staff and is expected to work closely and  
11 effectively with other staff as part of a strong interdisciplinary planning team. The position  
12 requires significant and on-going contact, communication, and coordination with municipal  
13 representatives, and regional and state organizations and State and Federal agencies.

14 Work is required throughout the region and state; considerable in-state travel may be required.  
15 Attendance at a substantial number of evening meetings and some weekend meetings is required.  
16 Limited field work may be required.

17 **MAJOR AREAS OF WORK**

18 Major areas of work will vary among Program Managers. Major areas of work are assigned  
19 prior to the hiring/promotion process. Initial areas of work will be documented in an  
20 employment offer or employee promotion letter. Major area(s) of work will also be included as  
21 an attachment to the job description in an employee's personnel file.

22 The Commission may modify or add to major areas of work and/or may assign special projects  
23 or duties outside major areas based on its needs. Special projects and duties outside major areas  
24 of work typically would constitute no more than 30% of the Program Manager's workload. The  
25 Commission may designate a Program Manager to function as Acting Director, but in no case  
26 shall an employee function in this capacity without written documentation in the employee's  
27 personnel file.

28 **CHARACTERISTIC DUTIES**

- 29 • Perform and manage complex and sensitive professional planning projects, research, and  
30 analysis.
- 31 • Provide overall management of program-related planning issues.
- 32 • Advise various councils, boards, commissions and elected officials in planning-related  
33 issues.
- 34 • Assign work to professional staff and ensure appropriate training is provided.
- 35 • Evaluate operations and activities of assigned responsibilities.
- 36 • Prepare reports on operations and activities, recommending improvements and modifications.
- 37 • Develop and administer program-specific budgets and workplans; monitor and control  
38 expenditures; insure deliverables meet deadlines.
- 39 • Review and understand all relevant documents and conditions pertaining to the program;  
40 monitor and ensure compliance with local, state and federal laws.

- 1 • Present planning and programming to internal and external parties.
- 2 • Establish and define any job-oriented program control procedures and identify the level of
- 3 resources required to operate them.
- 4 • Review overall program status with the program team and Executive Director and
- 5 recommend corrective action where necessary.
- 6 • Supervise the activities of the program team both in their productivity and the technical
- 7 adequacy of their output.
- 8 • Liaise with other Program Managers and Senior Planners at all meetings relevant to program
- 9 operations and ensure that the time and cost plans are updated to reflect latest information.
- 10 • Handle sensitive personnel matters.
- 11 • Pursue professional development opportunities.

## 12 **TYPICAL KNOWLEDGE**

- 13 • Thorough knowledge of planning and development, and local government policies and
- 14 procedures.
- 15 • Thorough knowledge of one or more areas of specialization, including but not limited to the
- 16 Commission's Major Areas of Work.
- 17 • Well-developed knowledge of research methods and statistical principles related to growth
- 18 and development.
- 19 • Well-developed knowledge of methods and techniques of effective technical report
- 20 preparation and presentation.
- 21 • Thorough understanding of pertinent federal, state and local laws, codes and regulations
- 22 including recent changes and how they are to be applied.
- 23 • Knowledge of principles and practices of supervision, training and personnel management.
- 24 • Knowledge of budgeting procedures and technique, including knowledge of budgeting
- 25 relationship between and among projects/programs.
- 26 • Well-developed knowledge of recent developments, current literature and sources of
- 27 information related to regional and municipal planning and administration.
- 28 • Knowledge of CVRPC, regional commission and local government procedures and practices.
- 29 • Thorough knowledge of citizen involvement techniques and processes.
- 30 • Knowledge of computer hardware and software programs, which may include Microsoft
- 31 Office, Internet applications, econometric or transportation modeling, database management,
- 32 or GIS.

## 33 **TYPICAL SKILLS**

- 34 • Must be innovative, detail-oriented, experienced in highly visible/controversial projects.
- 35 • Capable of managing multiple, high-priority assignments.
- 36 • Strong interpersonal skills to develop good working relationships at various levels and to
- 37 resolve complaints.
- 38 • Strong analytical skills to interpret research data for reports and apply mathematic techniques
- 39 in practical situations.
- 40 • Reading comprehension to understand technical and legal materials.
- 41 • Experienced in management of contractors and stakeholders.
- 42 • Experienced in developing workplans and budgets for multiple types of projects.
- 43 • Demonstrated ability to work on several projects or issues simultaneously.

- Demonstrated ability to manage projects effectively and meet firm deadlines.
- Demonstrated ability to be a role model for planners and lead by example.
- Demonstrated ability to solve problems and introduce innovation.
- Demonstrated ability to assess risks and opportunities.
- Demonstrated ability to work under own initiative to deadlines.
- Demonstrated ability to manage and follow-up on the duties and performance of planning teams.
- Demonstrated ability to lead, support, supervise and train other planners.

#### **MINIMUM QUALIFICATIONS**

- Degree in planning or closely related field and ten years of professional experience in planning or related field.
- AICP or similar professional certification preferred. CFM, GISP or other program-specific certification preferred.
- Three or more years of supervisory experience preferred.
- The employee must be flexible in their scheduling and have their own means of transportation.
- Must be a U.S. citizen or otherwise lawfully authorized to work in the United States.

# **CENTRAL VERMONT REGIONAL PLANNING COMMISSION**

## **SENIOR PLANNER**

### **Job Description**

#### **GENERAL DESCRIPTION**

The Senior Planner position is multi-faceted, requiring advanced professional planning experience of high complexity and variety, and broad knowledge of municipal and regional comprehensive planning, federal and state planning law, and a variety of regulatory and non-regulatory implementation tools.

The Senior Planner works independently under the general direction of the Executive Director and, in consultation with the Executive Director, may oversee specific Commission programs. The Senior Planner is expected to work closely and effectively with other staff as part of a strong interdisciplinary planning team. The position requires significant contact, communication, and coordination with volunteer groups, municipal representatives, and regional and state organizations and agencies.

Work is required throughout the region and attendance at a substantial number of evening meetings and some weekend meetings is required. Limited field work may be required.

#### **MAJOR AREAS OF WORK**

Major areas of work will vary among Senior Planners. Major areas of work are assigned prior to the hiring/promotion process. Initial areas of work will be documented in an employment offer or employee promotion letter. Major area(s) of work will also be included as an attachment to the job description in an employee's personnel file.

The Commission may modify or add to major areas of work and/or may assign special projects or duties outside major areas based on its needs. Special projects and duties outside major areas of work typically would constitute no more than 25% of the Senior Planner's workload. The Commission may designate a Senior Planner to function as Acting Director in the absence of a Program Manager, but in no case shall an employee function in this capacity without written documentation in the employee's personnel file.

#### **CHARACTERISTIC DUTIES**

- Perform advanced professional work related to a variety of planning assignments.
- Manage complex planning studies, review development applications, and review consultant proposals and deliverables.
- Develop and review complex long-range plans, studies, analysis, and policies.
- Develop project budgets, administer bidding process, verify contract expenditures and compliance.
- Conduct research and prepare statistical reports on land use, physical, social and economic issues.
- Provide professional planning assistance to member communities on varied planning projects.
- Work in regional-level program areas relating to major area(s) of work.
- Schedule and conduct meetings with advisory groups, local boards, and elected officials.

- Present reports and other findings to municipal boards and officials and State and Federal agencies. Serve as liaison to project and program committees.
- Write funding applications.
- Work on statewide project teams with staff from other Regional Planning Commissions, when designated.
- Supervise more junior planners within the organization.
- Pursue professional development opportunities.

## **TYPICAL KNOWLEDGE**

- Advanced knowledge of the philosophies, principles, practices and techniques of planning.
- Well-developed knowledge of one or more areas of specialization, including but not limited to the Commission's Major Areas of Work.
- Knowledge and experience in construction processes.
- Knowledge of principles, methodology, practices of research and data collection.
- Knowledge of effective writing techniques.
- Knowledge of computer hardware and software programs, which may include Microsoft Office, Internet applications, and GIS.
- Knowledge of spatial structure or physical design and the way in which cities and rural areas work.
- Extensive knowledge of plan-making and project evaluation.
- Well-developed understanding of local, state, and federal government programs and processes, including regulations that guide those programs.
- Well-developed understanding of the social and environmental impact of planning decisions on communities.
- Sufficient understanding of the legal foundation for land use regulation to review and comment on proposed legislation and state and federal policy.
- Understanding of the interaction among the economy, transportation, health and human services, and land-use regulation.

## **TYPICAL SKILLS**

- Excellent oral and written communication skills for preparing and presenting planning reports and projects.
- Excellent interpersonal skills for facilitating relationships with elected/appointed officials or other decision-makers.
- Mastery of techniques for involving a wide range of people in making decisions.
- Group facilitation skills for use with community workshops, including the ability to function as a mediator or facilitator when community interests substantially conflict.
- Creative problem-solving skills to gather relevant information to solve less well-defined planning problems.
- Ability to analyze demographic information to discern trends in population, employment, and health, and to frame policies to influence those trends.
- Ability to work with the public and articulate planning issues to a wide variety of audiences.
- Ability to envision alternatives to the physical and social environments in which we live and develop projects and policies to achieve those alternatives as appropriate.
- Demonstrated ability to work on several projects or issues simultaneously.

- Demonstrated ability to manage projects effectively and meet firm deadlines.
- Experience in providing effective supervision and staff management to achieve team goals.

### **MINIMUM QUALIFICATIONS**

- Degree in planning or closely related field and seven years of professional experience in planning or related field.
- AICP or similar professional certification preferred. CFM, GISP or other program-specific certification is preferred.
- Supervisory experience is preferred.
- The employee must be flexible in their scheduling and have their own means of transportation.
- Must be a U.S. citizen or otherwise lawfully authorized to work in the United States.

# **CENTRAL VERMONT REGIONAL PLANNING COMMISSION**

## **PLANNER**

### **Job Description**

#### **GENERAL DESCRIPTION**

The Planner position requires professional planning work of moderate difficulty. To progress within this position, employees must develop in-depth knowledge within one or more planning specialties, and increasing knowledge of municipal and regional comprehensive planning, federal and state planning law, and a variety of regulatory and non-regulatory implementation tools.

The Planner works independently under the general direction of the Executive Director and, in consultation with the Executive Director, may oversee specific Commission programs.

Although more senior staff closely reviews the work of the Planner, employees in this position receive considerably less immediate supervision than an Assistant Planner.

The Planner is expected to work closely and effectively with other staff as part of a strong interdisciplinary planning team. The position requires contact, communication, and coordination with volunteer groups, municipal representatives, and some contact with regional and state organizations and agencies.

Work is required throughout the region and attendance at a substantial number of evening meetings and some weekend meetings is required. Field work may be required.

#### **MAJOR AREAS OF WORK**

Major areas of work may vary among Planners. Major areas of work are assigned prior to the hiring/promotion process. Initial areas of work will be documented in an employment offer or employee promotion letter. Major area(s) of work will also be included as an attachment to the job description in an employee's personnel file.

The Commission may modify or add to major areas of work and/or may assign special projects or duties outside major areas based on its needs. Special projects and duties outside major areas of work typically would constitute no more than 50% of the Planner's workload.

#### **CHARACTERISTIC DUTIES**

- Interpret and apply applicable state and local codes, ordinances and regulations.
- Initiate actions necessary to correct deficiencies or violations of regulations.
- Assist with updates and maintenance of the Regional Plan, municipal plans, and local land development regulations.
- Assist with review of Act 250 and Section 248 applications based on major work area.
- Conduct extensive research in specific or general project areas.
- Write and present formal and technical reports, working papers, and correspondence.
- Identify community problems, issues, and opportunities in particular communities that could be mitigated through better community planning.
- Develop draft plan language or long range plans for communities with common developmental issues.
- Develop strategies to promote economic and community development or efficient land use consistent with regional and community goals.
- Evaluate adequacy of community facilities in meeting current and projected needs.

- 1 • Recommend priorities, schedules, and funding sources to implement public improvements
- 2 plans.
- 3 • Write, or assist in writing, a variety of ordinances and regulations relating to development
- 4 controls.
- 5 • Write funding applications.
- 6 • Assist with planning decision-making processes and with tailoring them to achieve specific
- 7 outcomes.
- 8 • Pursue professional development opportunities.
- 9 • Depending on the skills of the employee, duties may extend to the management of social
- 10 media.

## 11 **TYPICAL KNOWLEDGE**

- 12 • Well-developed knowledge of planning principles and practices with implementation at the
- 13 local and regional levels.
- 14 • In-depth knowledge of one or more planning specialization; such as land use planning,
- 15 community development, transportation planning, environmental planning, emergency
- 16 preparedness or hazard mitigation planning or working lands planning.
- 17 • Knowledge of principles, methodology, practices of research and data collection
- 18 • Knowledge of effective writing techniques.
- 19 • Knowledge of, or experience in, community redevelopment and environmental remediation,
- 20 and knowledge of relevant Federal programs.
- 21 • Statistical, algebraic, or geometric knowledge and ability to apply such knowledge in
- 22 practical situations.
- 23 • Knowledge of state and federal government programs and processes.
- 24 • Knowledge of computer hardware and software programs, which may include Microsoft
- 25 Office, Internet applications, econometric or transportation modeling, database management,
- 26 or GIS.

## 27 **TYPICAL SKILLS**

- 28 • Effective written and verbal communication and interpersonal skills, including the ability to
- 29 translate planning concepts, research findings, data and technical language into a form that is
- 30 meaningful and accessible to Commissioners and local officials.
- 31 • Creative problem-solving skills to gather relevant information to solve less well-defined
- 32 practical problems.
- 33 • Ability to review plans and apply provisions of ordinances, codes and policies to determine
- 34 compliance with such regulations and to apply regulations to field conditions.
- 35 • Group facilitation skills for use with community workshops.
- 36 • Demonstrated ability to work on several projects or issues simultaneously.
- 37 • Demonstrated ability to work independently or in a team environment as needed.
- 38 • Ability to attend to details while keeping big-picture goals in mind.
- 39 • Ability to represent the Commission in its work with local municipalities, state agencies,
- 40 other regional groups, citizens' organizations, and the general public.
- 41 • Ability to plan less complex projects effectively and meet firm deadlines.

42



## 1 MINIMUM QUALIFICATIONS

- 2 • Master's degree in planning or closely related field and 3 years of professional planning  
3 experience, or a bachelor's degree in planning or closely related field and 5 years of  
4 professional planning experience.
- 5 • AICP, CFM or other program-specific certification is preferred.
- 6 • The employee must be flexible in their scheduling and have their own means of  
7 transportation.
- 8 • Must be a U.S. citizen or otherwise lawfully authorized to work in the United States.

DRAFT

# **CENTRAL VERMONT REGIONAL PLANNING COMMISSION**

## **ASSISTANT PLANNER**

### **Job Description**

#### **GENERAL DESCRIPTION**

The Assistant Planner is the entry-level, professional planning position. It allows a relatively new graduate to complement formal education with valuable experience gained by working with other professional staff, and recognizes the potential for advancement within the organization.

With regular supervision, the Assistant Planner provides supplementary staff assistance to other staff and various boards and committees to assist in the collection of field data, the development of planning studies, local and regional plans, ordinances and regulations, and other similar projects.

The Assistant Planner works under the direction of the Executive Director, and may also receive considerable supervision from senior planners. Employees in this position will begin by working together with an experienced planner and may assume primary staff responsibilities based on evaluation of performance. The position involves professional-level duties and judgment as well as routine administrative tasks.

Work may be required throughout the region and attendance at evening meetings and some weekend meetings is required. Typically, field work is required.

#### **MAJOR AREAS OF WORK**

This position provides general planning assistance to more experienced staff. The intent of this position is to introduce an early career employee to a variety of planning disciplines and to build a broad base of knowledge and skills. Typically, no pre-identified major area of work is assigned to an Assistant Planner prior to hiring.

When major areas of work are assigned, they will vary among Assistant Planners. Major areas of work may be assigned as the Assistant Planner's knowledge and skills grow. If assigned, major area(s) of work will be included as an attachment to the job description in an employee's personnel file.

The Commission may modify or add to major areas of work and/or may assign special projects or duties outside major areas based on its needs.

#### **CHARACTERISTIC DUTIES**

- Gather and maintain demographic data and other related statistics.
- Assist with or conduct field inventory and assessments.
- Participate in the research, analysis, and interpretation of social, economic, population and land use data and trends.
- Compile information and make recommendations on special studies.
- Prepare technical reports.
- Make presentations to committees, community groups and outside agencies.
- Prepare staff reports and graphic displays.
- Research and draft documents for review.
- Attend a variety of meetings and participates in professional meetings.

- 1 • Maintain awareness of new trends and developments in the field of municipal and regional
- 2 planning.
- 3 • Incorporate new developments as appropriate into programs.
- 4 • Assist with grant writing.
- 5 • Complete GIS mapping and prepare printed resource materials.
- 6 • Pursue professional development opportunities.

#### 7 **TYPICAL KNOWLEDGE**

- 8 • Knowledge of the principles and practices of planning.
- 9 • Knowledge of a relevant specialization, such as transportation, land use, or affordable
- 10 housing, is desired.
- 11 • Knowledge of principles and practices of research and data collection.
- 12 • Knowledge of effective writing techniques.
- 13 • Statistical, algebraic, or geometric knowledge and ability to apply such knowledge in
- 14 practical situations.
- 15 • Knowledge of computer hardware and software programs, which may include Microsoft
- 16 Office, Internet applications, and GIS.

#### 17 **TYPICAL SKILLS**

- 18 • Ability to present ideas and findings (both written and oral) clearly and concisely.
- 19 • Ability to establish and maintain effective working relationships.
- 20 • Creative problem-solving skills to gather relevant information to solve vaguely defined
- 21 practical problems.
- 22 • Ability to review plans and apply provisions of the ordinances and codes to determine
- 23 compliance with such regulations and to apply regulations to field conditions.
- 24 • Ability to create graphic designs and development strategies, and to render site plans via
- 25 sketches and/or computer graphics is highly desirable.
- 26 • Ability to work on several projects or issues simultaneously, both independently or in a team
- 27 environment.
- 28 • Ability to attend to details while keeping big-picture goals in mind.
- 29 • Ability to work proficiently in a Microsoft Office environment, including word processing,
- 30 spreadsheets, and databases.

#### 31 **MINIMUM QUALIFICATIONS**

- 32 • Master's degree in planning or closely related field and 1 year of experience, or a bachelor's
- 33 degree in planning or closely related field and 3 years of professional planning experience.
- 34 The experience may include internships as determined relevant by the Commission.
- 35 • The employee must be flexible in their scheduling and have their own means of
- 36 transportation.
- 37 • Must be a U.S. citizen or otherwise lawfully authorized to work in the United States.

# **CENTRAL VERMONT REGIONAL PLANNING COMMISSION**

## **PLANNING TECHNICIAN**

### **Job Description**

#### **GENERAL DESCRIPTION**

The Planning Technician position is an internship-level position. The length of the internship, hours per week, expected tasks, amount of supervision, and areas of specialization vary with each position. The position may be by stipend, paid or unpaid, and does not include any benefits except for worker's compensation coverage.

Work may be required throughout the region and attendance at evening meetings may be required. Typically, field work is required.

#### **MAJOR AREAS OF WORK**

Major areas of work will vary among Planning Technicians. Major areas of work are assigned prior to the hiring/promotion process. Initial areas of work will be documented in an employment offer or employee promotion letter. Major area(s) of work will also be included as an attachment to the job description in an employee's personnel file.

The Commission may modify or add to major areas of work and/or may assign special projects or duties outside major areas based on its needs. Special projects and duties outside major areas of work typically would constitute no more than 25% of the Planning Technician's workload.

#### **CHARACTERISTIC DUTIES**

- Provide support to a team of community planners.
- Assist staff in collecting and preparing data for various planning projects.
- Create and mail Commission and committee meeting packages; post notices in accordance with Vermont Open Meeting Law.
- Conduct field work, collect parcel data and search land records.
- Prepare maps and planning reports of limited or variable complexity.
- Produce sketches and renderings of limited or variable complexity.
- Assist planning staff at community meetings.
- Present report findings at community meetings.
- Research funding sources and write grant proposals.
- Conduct basic office functions as needed, such as data entry, file management, and customer service.
- Pursue professional development opportunities as funding permits.

#### **TYPICAL KNOWLEDGE**

- Basic understanding of planning principles.
- Specific knowledge relating to pertinent specialty, such as affordable housing, transportation, or land use.
- Competency in various computer software programs, such as Microsoft Office and Internet applications.

1 **TYPICAL SKILLS**

- 2 • Strong written and oral communication skills.  
3 • Strong research and analytical skills.  
4 • Motivated self-starter able to work independently.  
5 • Ability to work effectively in a team environment.  
6 • Flexibility and desire to work on varying planning projects.

7 **MINIMUM QUALIFICATIONS**

- 8 • Interest in the planning profession and relevant planning specializations. Depending on the  
9 nature of the intended workload, the specific position may request undergraduate or graduate  
10 students. A degree in planning or a related field is not required for this position.  
11 • The employee must be flexible in their scheduling and have their own means of transportation.  
12 • Must be a U.S. citizen or otherwise lawfully authorized to work in the United States.

DRAFT



**Central Vermont Regional Planning Commission**

## ***BOARD OF COMMISSIONERS***

### ***Annual Meeting***

***Tuesday, May 10, 2016***

***6:00 Social Time & Casual Dinner***

***7:00 Business Meeting***

***Central VT Chamber of Commerce***

***Paine Turnpike South, Berlin***

(Coming off the interstate at exit 7, turn left at the first light.

At the next crossroads, the Chamber is on your left. It is the light yellow building.)

### **AGENDA**

<u>Time</u>	<u>Description</u>
7:00	<b>Adjustments to the Agenda</b>
	<b>Public Comments</b>
7:05	<b>Public Hearing - Calais Town Plan Approval</b>
7:10	<b>Regional Approval of Town Plan and Confirmation of Planning Process - Calais*, Eric Vorwald</b>
7:15	<b>Public Hearing - Regional Plan Adoption</b>
7:20	<b>March 8, 2016 Meeting Minutes (attached)*</b>
7:25	<b>Staff Reports (attached) and any updates</b>
7:30	<b>Legislative Update (attached) and any updates</b>
7:40	<b>Executive Director's Report (attached) and any updates</b>
7:50	<b>Central VT Economic Development Corporation Report</b>
7:55	<b>Announcement of Officers Elections, Bill Arrand, Nominating Committee Chair</b>
8:00	<b>Vermont Clean Water Act, Dan Currier and Sarah McShane</b> Municipal implications of the Clean Water Act and CVRPC assistance.
9:00	<b>Adjournment</b>

\* denotes anticipated action item



## MEMO

Date: April 27, 2016

To: Executive Committee

From: Bonnie Waninger, Executive Director

Re: Executive Director Annual Evaluation

---

**The CVRPC Executive Director Evaluation Form is being submitted to the Executive Committee for review and approval.**

As part of annual staff evaluations, the Executive Committee is tasked with conducting a personnel evaluation for the Executive Director prior to the start of a new fiscal year. The Committee has expressed a desire to modify the existing process to represent the duties of the Executive Director and how they differ from other staff.

The Executive Committee completed a substantial re-write of the Executive Director job description prior to hiring the current Director. Aligning the evaluation process with the job description offers a place to begin. The proposed evolution form translates the job description into Director-focused core competencies, and aligns the structure of the Director's evaluation to the discussion tool used for other staff.

If approved, this form would be sent to Committee members for completion, and would be completed by the Executive Director and shared with the Committee. The Committee would meet to discuss the evaluation and form a summary evaluation form. The summary form would be shared with the Executive Director, and a meeting between the Director and the Committee (or a subcommittee) would be held to discuss the evaluation.

For the May Executive Committee meeting, I am requesting feedback on the document as a performance appraisal tool. Do the Core Competency questions adequately capture what the Committee feels is the Director's role (see Job Description)? Does the Part B Goals and Action Plan provide sufficient measurement for the Director's role? Should/how would this tie to the 5-Year Goals document?

Intentionally Blank



# CVRPC Executive Director Evaluation Form

Employee: \_\_\_\_\_ Date of Hire: \_\_\_\_\_

Job Title: Executive Director Date of Last Evaluation: \_\_\_\_\_

Period Covered by Review: \_\_\_\_\_ to \_\_\_\_\_  
Month/Day/Year Month/Day/Year

## Purpose of This Review

CVRPC views the performance evaluation process as an opportunity to have forward looking, positive, and productive discussions on job performance and growth of staff. It is a time for candid, open dialog that is constructive and respectful. Salary and benefit adjustments may be discussed, and are made through a separate process.

This review summarizes the content of a meeting held on \_\_\_\_/\_\_\_\_/\_\_\_\_ between the Executive Director and the Executive Committee concerning job performance and growth. It also sets forth agreed-upon performance goals through June 30, 2017.

***Please complete Parts A and B below.***

## Part A –Core Competencies

*Please answer the following questions about work performance and contribution to CVRPC. Score the performance against each question. Discuss the reasons for your score below each question.*

- 1 Development Needed – Performance is frequently below expected standards and needs improvement. Characteristic performance in this category is of the type that clearly fails to meet expected standards.
- 2 Meets Expectations – Performance which meets expected standards. Overall, work is acceptable and rarely needs improvement.
- 3 Exceeds Expectations – Performance of an exceptional nature. Performance exceeds expectations when it consistently or frequently surpasses expected standards.

**SCORE**

**Leadership:** Does the Director demonstrate a high level of drive and energy? Is he/she a self-starter? Does he/she inspire others to work towards a common purpose? Is he/she respected by others including the Board, other stakeholders, the public and internal staff people?

Reason:

<p><b>Communications:</b> Is the Director skilled in both verbal and written communications? Does he/she effectively communicate expectations and visions internally? Does he/she communicate effectively to the public and other stakeholders including the Board? Give an example of when this skill was used with a positive outcome.</p> <p>Reason:</p>	
<p><b>Customer Relations:</b> Does the Director effectively interact with the organization's constituents? Is the Director responsive to constituent's concerns? Does the Director effectively manage constituents needs/wants consistent with budget issues and organizational goals and values? Give an example. Is the Director capable of seeing all sides of an issue?</p> <p>Reason:</p>	
<p><b>Strategic Planning:</b> Does the Director engage in strategic thinking? Does the Director clearly articulate vision, goals, work plans and outcomes?</p> <p>Reason:</p>	
<p><b>Management of People:</b> Has this Director created a positive working environment for employees at all levels? Has this Director been accountable for management decisions and held managers at all levels accountable for their personnel decisions? Has this Director created an environment which encourages diversity and creative thinking?</p> <p>Reason:</p>	
<p><b>Process Management:</b> Does the Director actively monitor the effectiveness of established policies and procedures assuring that they support efficiency in their day to day operation? Are procedures evaluated and changed to meet new goals and opportunities?</p> <p>Reason:</p>	
<p><b>Corporate Responsibility:</b> Does the Director demonstrate the highest level of ethics in his/her everyday interaction with employees and other stakeholders? Does the Director evaluate and accept responsibility for his/her decisions for both employees and the Community? Does the Director demonstrate a high degree of integrity from himself/herself as well as all employees?</p> <p>Reason:</p>	

<p><b>Professional Development:</b> Has this Director continued his/her professional development by taking advantage of opportunities to gain further industry knowledge? Has this Director engaged in outreach and networking activities that provide a value added for him/her and for CVRPC? Has the Director taken steps to assume leadership roles in the industry and/or in the Vermont business community?</p> <p>Reason:</p>	
<p><b>Fiscal Responsibility:</b> Does the Director understand the more complex budget issues specific to CVRPC? Does the Director have the ability to provide leadership in the budget development process? Does the Director understand how to build, distribute, and manage the revenues for the CVRPC budget?</p> <p>Reason:</p>	
<p><b>Board Relationship:</b> Does this Director effectively interact with the Board? Is he/she well prepared for Board meetings and provide the Board with information it needs/wants for effective governance? Has the Director fostered positive relationships with current Board members? Does the Director positively receive all input from the Board and move to make changes in behavior/processes where appropriate?</p> <p>Reason:</p>	

List up to three (3) major strengths demonstrated by this Director in the past year with examples to show the effectiveness of those strengths.

What areas are in need of improvement from your perspective?

### ***Discussion points for evaluation meeting***

#### **Year in Review**

1. Has the past year been good/bad/satisfactory or otherwise, and why?
2. Review the purpose of the Director's job and job description. Clarify job purpose, tasks and responsibilities, and priorities where necessary.
3. Review the past year achievements and job challenges.
4. Review the aspects of how well the Director works from Core Competencies survey.
5. Discuss salary expectations for upcoming years.

<p><b>Executive Committee's Summary:</b>    <b>Overall Performance Score*</b> _____</p>
---

## ***Employee's Comments***

\*1-Development Needed, 2-Meets Expectations, or 3-Exceeds Expectations as described in A5 above.

\_\_\_\_\_  
Executive Director Signature

\_\_\_\_\_  
CVRPC Chair Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

*Please sign this evaluation form to indicate participation in the performance evaluation process.  
Employee signatures do not necessarily infer concurrence with the supervisor's evaluation.*

## **Part B – Goals and Action Plan**

*B1) What does the Director consider to be their most important tasks in the next year?*

*B2) What action could be taken to improve the Director's performance? What sort of training/experience would be beneficial in the next year (assuming funding is available)?*

*B3) List the objectives expected to be achieved in the next 12 months with specific measures or standards described. At least one of these objectives should relate to professional development.*

<b>Objective/Task</b>	<b>Measure/Standard</b>

## ***Discussion points for evaluation meeting***

### **Year Ahead**

1. What activities and tasks would the Director like to focus on during the next year?
2. Where would the Director like to focus the organization during the next five years?
3. Discuss the Director's career direction options and wishes. Opportunities for development and growth should be available to everyone on the staff.
4. Discuss the specific objectives that will enable the Director to improve on job performance and/or prepare for growth. These objectives should be specific, measureable, time-bound, and realistic.
5. Discuss and agree on training and development support to be given to help the Director meet the agreed upon objectives above. Training includes courses, coaching, mentoring (mentoring someone else as well as being mentored), temporary assignments, shadowing, distance-learning, reading books, watching videos, attending meetings and workshops, workbooks, manuals and guides, researching, giving presentation; anything relevant and helpful that will help the person develop towards the standard and agreed task.
6. Any other topics the Director or Executive Committee would like to bring up.

### ***Semi Annual Review Notes*** (Review Current Outcomes & Activities)

**Date** \_\_\_\_\_

\_\_\_\_\_  
Executive Director Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
CVRPC Chair Signature

\_\_\_\_\_  
Date

Intentionally Blank