

Performance Review and Workplan

Employee Name: Matt Hart

Title: Executive Director

Time Period: February 28, 2022 – June 30, 2023

Work Plan

Time Period: February 28, 2022 – June 30, 2023

Primary Performance Goals & Initiatives

- Continue efforts to get to know the organization and key stakeholders, and to promote public awareness of CRCOG and its services. Regularly meet with policy board members, local legislative bodies, municipal staff, and other partners. Experiment with ways to engage with members of policy board. Utilize digital and social media to raise awareness of CRCOG's brand. Participate in meetings and training opportunities provided by the National Association of Regional Councils (NARC), the International City Management Association (ICMA), the National Association of Development Organizations (NADO), and the Association of Metropolitan Planning Organizations (AMPO).
- Establish dedicated positions and other resources to assist member towns and the COG with preparing competitive applications for Bipartisan Infrastructure Law (BIL) funding. Submit applications for SS4A and other opportunities as they become available.
- Develop a set of strategic priorities for the next 2-5 years. Retain a skilled facilitator to work with staff, board, and other stakeholders to update vision and mission, and to identify a set of strategic priorities and related action steps.
- Support CTDOT's efforts to build and replace infrastructure along the Hartford Line, including double-tracking, bridge replacement, quiet zones, and station construction. Collaborate with COGs in Massachusetts to promote passenger rail service from Springfield to Worcester to Boston.
- Work with Legislative Committee and organizations such as CCM and COST to develop forward-thinking Legislative Program for FY2023.
- Engage project steering committee and complete phase 1 and make substantial progress on completing phase 2 of waste management project.

- Help lead effort to update comprehensive economic development strategy (CEDS); continue to pursue designation as Economic Development District (EDD) from federal Economic Development Administration (EDA).
- Utilizing regional performance incentive program (RPIP) and other means, explore opportunities to expand CRCOG's shared services portfolio.
- Collaborate with Capitol Workforce Partners, UConn School of Public Policy, and others to convene summit on state of local government workforce, leading to a long-term strategy and action steps.
- Lead and inspire high-performing staff team. Initiate diversity, equity, inclusion plus belonging (DEI+B) journey with the CRCOG staff. Critically assess CRCOG's organizational structure and implement any changes to better enable the team to meet key goals and objectives.
- Building on annual audit, develop system of periodic financial reporting to Policy Board. Work with Chief Operating Officer and other staff to develop responsible proposed budget for FY2023-24.
- Critically review office space needs and present recommended lease option to Executive Committee.
- Support other key projects and initiatives across the organization (e.g., East Coast Greenway, website upgrade, classification study).

Individual Professional Development Goals

- 1) Service Delivery for COGs and MPOs – As a someone new to my role in regional government, I intend to enhance my knowledge of the primary services offered by COGs and Metropolitan Planning Organizations (MPOs) in Connecticut and across the nation, as well as what initiatives and policies are considered best practice in these disciplines. Among other activities, I will attend seminars and workshops offered by the International City & County Management Association (ICMA), the Association for Metropolitan Planning Organizations (AMPO), the National Association of Development Organizations (NADO), and the National Association of Regional Councils (NARC).
- 2) Strategic Leadership – As stated above, I am new to my position at CRCOG. Many of my governing board members are also new and I am succeeding a long-term director. This situation coupled with the governing board's desire to enhance our ability to address the region's primary challenges and opportunities emphasizes the need for an updated strategic vision for our organization. In the year ahead I plan to enhance my knowledge of strategic visioning, community engagement, and leadership to best position CRCOG for future success. Among other activities, I will attend ICMA and other seminars related to this topic.

Performance Review

- 1) What progress did the Executive Director make towards achieving his/her goals during the previous rating period? (Using a scale of Outstanding or Exceptional, Effective, Needs Improvement, Not Sure)

(Enter rating and any comments)

- 2) During the past rating period, how would you assess the Executive Director's performance in the following areas? (Using a scale of Outstanding or Exceptional, Effective, Needs Improvement, Not Sure)

- Leadership and Management of the Organization:

(Enter rating and any comments)

- Effort and Initiative:

(Enter rating and any comments)

- Communication and Collaboration with the Board and other stakeholders:

(Enter rating and any comments)

- Judgment and Decision Making:

(Enter rating and any comments)

- Financial Oversight:

(Enter rating and any comments)

- 3) What is your overall assessment of the Executive Director's performance during the past rating period? (Using a scale of Outstanding or Exceptional, Effective, Needs Improvement, Not Sure)

(Enter rating and any comments)

- 4) What are your suggested goals or areas of focus for the next rating period?

(Enter response)