

AGENDA
Chippewa Valley Regional Airport Commission
Friday, May 15, 2015, 7:30 a.m.
Airport Terminal Commissioners Meeting Room
3800 Starr Avenue, Eau Claire, WI

1. **Call To Order**
2. **Confirmation of Meeting Notice**
3. **Roll Call - Voice**
4. **Approval of Minutes**
 - a. **April 21, 2015 Regular Commission Meeting**
5. **CVRA Finance and Activity Reports**
 - a. **Expense Vouchers and Financial Report**
 1. **Discussion/Action**
 - b. **Key Indicators:**
 - **Airline Operations**
 - **Tower Operations**
 1. **Discussion/Action**
 - c. **Hangar Occupancy**
 1. **Discussion/Action**
6. **Public Comment Period - (Maximum 2 minutes per person)**
7. **Operational Matters**
 - a. **Airport Operations Report**
 - **Stormwater Utility Update**
 - **Therapy Dog Greeter Program**
 1. **Discussion/Action**
 - b. **Airport Strategic Plan Update/Review**
 1. **Discussion/Action**
 - c. **Project Summary- Matt Wagner**
 - **AIP 37 ALP Update**
 - **Taxiway C**
 - **South Hangar Area Taxilane Design**
 - **Tower Equipment Replacement**
 1. **Discussion/Action**
8. **Previous Business:**
 - a. **Small Community Air Service Development Marketing Grant Presentation**
 1. **Discussion/Action**

9. New Business:

- a. **Establishment an Airport Memorial**
 - 1. **Discussion/Action**
- b. **Menards Hangar Construction Proposal**
 - 1. **Discussion/Action**
- c. **Hawthorne Aviation Hangar Construction Proposal**
 - 1. **Discussion/Action**
- d. **Airport Manager Annual Performance Evaluation and Contract Renewal**
 - 1. **Discussion/Action**

10. Discuss Future Agenda Items:

11. Set Future Meeting Dates and Times:

12. Adjournment:

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MINUTES

Chippewa Valley Regional Airport Commission
Tuesday, April 21st, 7:30 a.m.
Airport Terminal Commissioners Meeting Room
3800 Starr Avenue, Eau Claire, WI

MEMBERS PRESENT: Commissioners Rick Bowe, David Frederikson, CW King, Barry Wells, and Brittani Zammit

MEMBERS ABSENT: Commissioners John Manydeeds and Dave Duax

OTHERS PRESENT: Amy Michels and Matt Wagner-Mead & Hunt, Jeff Husby-Hawthorne Aviation, Charity Speich-Airport Manager, Todd Norrell-Airport Maintenance Supervisor and Erin Wall-Office Associate.

1. **Call To Order:** Chair CW King called the meeting to order at 7:30 am
2. **Confirmation of Meeting Notice:** The meeting was noticed.
3. **Roll Call:** Commissioners Rick Bowe, David Frederikson, CW King, Barry Wells and Brittani Zammit were present.
Commissioners John Manydeeds and Dave Duax were absent.
4. **Approval of Minutes**
 - a. **March 20, 2015 Regular Commission Meeting:**
On a motion by Com. Bowe, seconded by Com. Wells, the minutes of the March 20, 2015 meeting were approved.
(Ayes 5-Nayes 0)
5. **CVRA Finance and Activity Reports**
 - a. **Expense Vouchers and Financial Report**

The Bob Bruyette invoice is for pressure checking and verifying proper functionality of the boiler in F-3. The unit was not replaced at this time.

The General Communication and Two Way Communications invoices were for the completion of work to install lighting and radios in the new F-250 truck.

The J.E. Fisher Group invoice is for the development of the new preventative maintenance website for the Maintenance Staff to create and track service work.

The Financial Report for 2015 shows that everything is on track for the year with the exception of the Restaurant.

On a motion by Com. Bowe, seconded by Com. Frederikson the expense vouchers and financial report were approved as submitted.
(Ayes 5-Nayes 0)
 - b. **Key Indicators:**
 - **Airline Operations:**

After the first full month with the new SkyWest schedule, the numbers indicate a drop in passenger numbers. The cancellations are down significantly for the year, however. The Airline has also announced a change for the schedule beginning in

May where the early afternoon flight to be replaced by a 10:21am arrival/10:51am departure

- **Tower Operations**

Tower operations are up for the month and up for the year.

c. Hangar Occupancy

There are no vacant T-hangars or box hangars. All hangars are currently rented and there is a waiting list.

6. Public Comment Period:

Matt Wagner from Mead & Hunt noted that the Bureau of Aeronautics and their selection Committee has chosen to continue with Mead & Hunt as our Airport Consultant for the next five years.

7. Operational Matters

a. Airport Operations Report

- Airshow Update: The Airport Manager explained the drawing and specifics regarding the Blue Angel's requirement for Arresting Gear. In the past, they were able to have it within a certain distance from the Airport. They shortened that distance by 10-15 nautical miles so Volk Field no longer fits their criteria. This year we will need to have the Arresting Gear onsite and will be temporarily relocating our threshold. For the week leading up to the airshow, Runway 04/22 will be down to approximately 6100' for landing and takeoff in both directions. There will be plywood and chevrons that will need to be installed to indicate the location of the temporary threshold but the Boy Scouts will be covering the cost. Our maintenance staff will be responsible for relocating some lighting.
- Restaurant Update - A representative from Charter Bank contacted the Airport Manager this week to notify us that they were now to the point where they would be willing to negotiate purchase of the remaining restaurant equipment, furniture and furnishings. It was suggested that we offer to purchase said items for \$2500-\$4000 in anticipation of a future tenant using them.

On a motion by Com. Bowe, seconded by Com. Frederikson the Commission approved proceeding with negotiations to purchase the restaurant equipment for a suggested bid of \$2500 and not to exceed \$4000.

(Ayes 5-Nayes 0)

- TSA Pre-Check: CVRA will officially be listed as a TSA Pre-Check facility on May 1st. The Airport was already a Pre-Check Expedited facility, but will be upgraded to Full Pre-Check. The TSA will have a media event on Friday, May 1st to announce to roll-out of the new status. In the meantime, they have begun a soft-open with the daily flights.
- Commissioner Update: Scott Francis is on the Chippewa County Board Agenda for this week's meeting and Bill Hilgedick is on the Eau Claire County Board Agenda for this week's meeting for Airport Commission Appointment. Regarding a memorial in honor of Commissioner Duax, it was suggested that we do a plaque to memorialize him and other important figures from the Airport or possibly rename an area of the Airport after him. There will be discussion about some options and it will be addressed at the next Commission Meeting. The

Airport Manager will send a Sympathy card from the Airport Commission and Staff in the meantime.

b. Airport Strategic Plan Update/Review

There was not an April Operations review, but the Airport Manager noted that the contract for Airport Development with Explorer Solutions is complete. The consultant is working towards a kickoff meeting with the Project Oversight Committee on May 14th.

c. Project Summary

Matt Wagner from Mead & Hunt discussed the small punch list of electrical items and change order items that need completing for Twy A Phase II. They have been communicating with the FAA regarding Phase III of the project.

Regarding the ALP update, Phase I has been completed with the tree obstruction being removed earlier this month. Phase II will consist of the BOA updates that will begin shortly.

Matt Wagner reported on discussions with the FAA on whether to widen Twy C to be 50' wide or to shorten it to 35' wide. There will need to be actual aircraft data collected to widen it to 50' and there is not enough time to jump through these hoops. Amy Michels from Mead & Hunt reported that the Twy C profile is being lowered by approximately 3' which is out of the FAA specifications from their advisory circular.

The South Hangar Lane taxiway and Tower Equipment Replacement are still in progress.

8. Previous Business

a. Scope of Services Contract for T-Hangar Construction & Restroom

The Airport Manager discussed the scope of work for new T-Hangar construction on the South end of the airport near the K-row. There are three options for adding Restroom Facilities. The details and costs were discussed at length and the Commissioners agreed that Option 3 seems the most sensible.

The Airport Manager will bring a revised scope reflecting the addition of utilities to the next commission meeting. On a motion by Com. Bowe, seconded by Com. Frederikson approved proceeding with Restroom Facility Addition - Option 3.

(Ayes 5-Nays 0)

b. City of Eau Claire Comprehensive Plan Update

The Airport Manager discussed the letter the Commission sent to the City of Eau Claire in December of 2013 requesting the City consider allowing or incorporating non-aeronautical or industrial type development as part of their Comprehensive Plan Update. The City comprehensive plan currently does not recognize this type of development. The letter also requested the City adopt zoning for the Airport that more closely matched Eau Claire County zoning for the airport. The Airport Manager was given the opportunity to address changes to the Comp Plan Draft. Com. King noted that under Objective 3, it should be re-worded to only say jointly operated and not jointly owned by both counties.

c. Civil Air Patrol Lease Agreement

The Airport Manager discussed the revised CAP lease and it was suggested that we change it to be a 3 or 5 year lease instead of 1-year with annual escalators.

On a motion by Com. Bowe, seconded by Com. Frederikson approved proceeding with a 3 year lease with the Civil Air Patrol with annual escalators.

(Ayes 5-Nayes 0)

9. New Business: None

10. Discuss Future Agenda Items:

The Commission will discuss other Restaurant opportunities. The Airport Manager will contact the woman who was interested in the Kingdom Hall space in Chippewa Falls for a restaurant, but was not successful with changing the ordinance there.

Com. King was presented with a plaque recognizing his 11 years of service on the Airport Commission.

11. Set Future Meeting Dates and Times:

The next Commission Meeting is scheduled for Friday, May 15th, 2015 at 7:30 a.m.

12. Adjournment:

On a motion by Com. Frederikson, seconded by Com. Bowe, the meeting was adjourned at 8:25 a.m.

(Ayes 5-Nayes 0)

Respectfully Submitted,

Rick Bowe, Acting Secretary

April vouchers for approval May 15, 2015

Agenda Item 5a

AUS Aramark	Uniforms	53610-137	131.04
AUS Aramark	Bags & Towels	53610-298	11.44
Baker Tilly Virchow Krause LLP	PFC Audit 2015, Progress bill	53610-213	335.00
Bauman Associates	Accounting support with Peachtree program	53610-240	\$30.00
City of Eau Claire	Water/Storm Sewer Charges - Q1 - Terminal	53610-221	\$12,390.75
City of Eau Claire	Water/Storm Sewer Charges - Q1 - Tower	53615 -221	\$224.90
DS Electric	Replacement light ballasts for Hangars K1 & K2	53610-248	\$71.10
Eau Claire Business Interiors	Furniture replacement in Airport Admin offices	53610-820	\$7,444.00
Eau Claire Communications	Install of data lines in Conf Rooms & for ATM	53610-248	\$514.95
Eau Claire Tree Service	Tree obstruction removal	53610-246	\$400.00
Genesis Lamp	Windsock Lights	53610-246	\$405.27
Gold Cross Answering Service	33 calls/6 emails	53610-225	\$43.93
Golden Spike Awards & Gifts	Plaques for outgoing Commission Members	53610-327	\$60.00
Harstad	Parking lot gate access parts	53610-246	\$37.68
Houck Transit Advertising	April Bus Advertising	53610-327	125.00
Image 360	Restaurant "For Lease" signage	53610-327	\$94.52
Master Building Solutions, Inc	Evaluation and repair of HVAC controls	53610-248	\$1,750.00
Menomonie Flooring Centre	Carpet & base replacement/removal, Admin offices	53610-820	\$2,837.35
Mid-West Family Broadcasting	45 ads each/WAXX/WAYY/WRDK	53610-327	\$1,176.00
North Star Fire	Fire extinguishers inspected terminal/ATCT	53610-248	\$435.10
Office Depot	(8) Chairs for Airport Admin offices	53610-820	\$838.28
Per Mar Security	Security Monitoring 5/1/15-7/31/15	53615 -248	143.31
Setzer, Randy	Painting 3 rooms & Doors; Airport Admin Ofcs	53610-820	\$700.00
Sixel Consulting	SCASD Quarterly Report	53610-327	\$500.00
Southside Tire	Replacement mower tires	53610-810	\$395.70
Staples	Office Supplies	53610-310	\$51.04
University of Wisconsin EC	Senior Americans Day Sponsorship	53610-327	\$150.00
Xcel Energy	Terminal Gas/Electric - March 2015	53610-222/224	\$9,406.17
Xcel Energy	ATC Gas/Electric - March 2015	53615 -222/224	\$1,403.86
WEAU	March TV Advertising - 22 spots	53610-327	\$1,150.00
WEAU	April TV Advertising - 19 spots	53610-327	\$1,150.00
WQOW	April TV Advertising - 59 spots	53610-327	\$475.00
		TOTAL	\$43,256.39

Chippewa Valley Regional Airport

2015 BUDGET COMPARISON Estimated April 2015

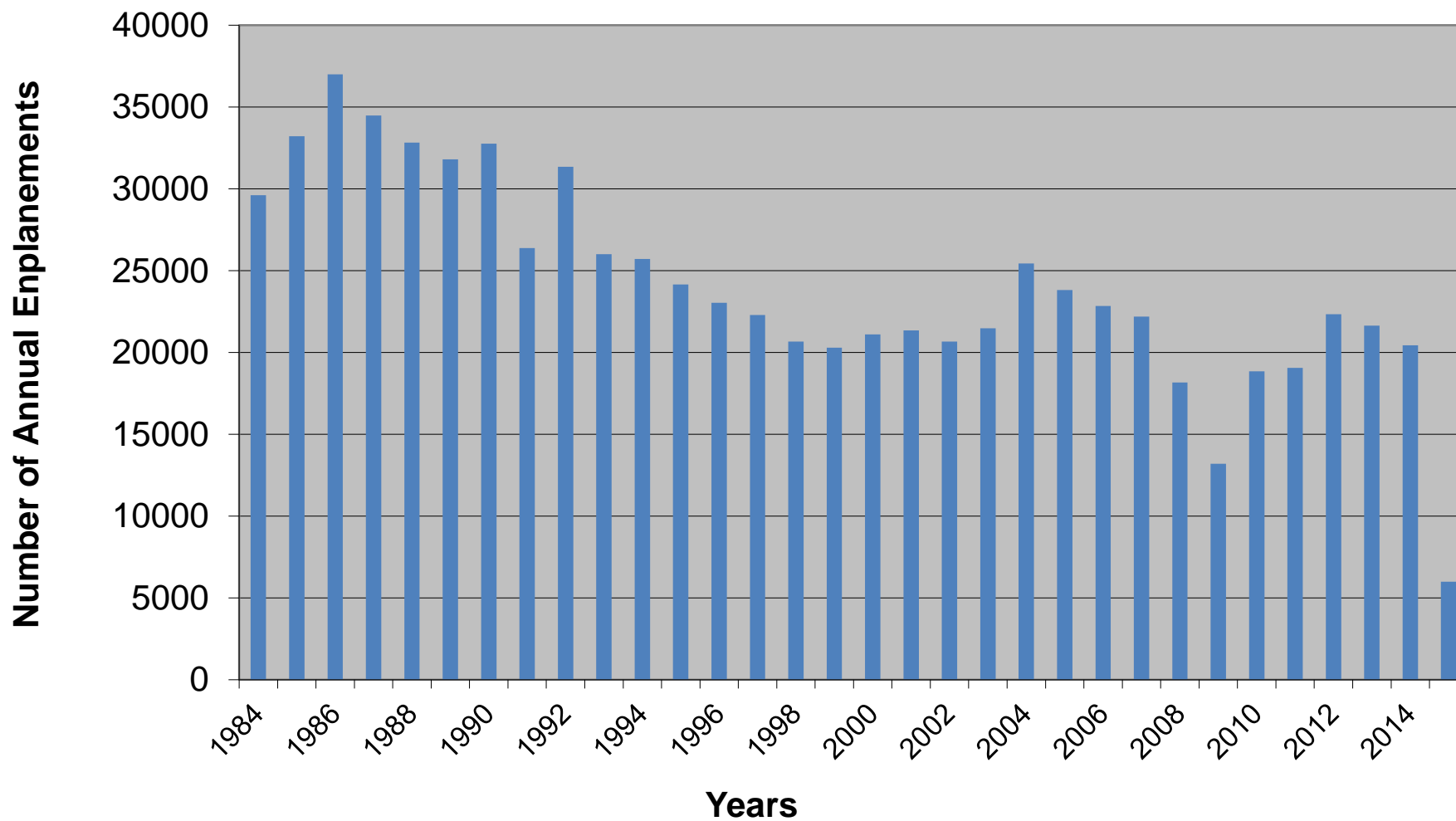
#	Item	12 Month Budget 2015	Budget YTD Allocated	Actual as of 4/30/15 (33.33%)	Variance YTD	Balance Remaining For Year
Income				33.33%		
41110	Contrib From Eau Claire Cty	\$391,167	\$130,389.00	\$130,389.00	\$0.00	\$260,778.00
47330	Contrib From Chippewa Cty	\$127,704	\$42,568.00	\$63,852.00	\$21,284.00	\$63,852.00
Sub-Total Tax Revenue		\$518,871	\$172,957.00	\$194,241.00	\$21,284.00	\$324,630.00
46340-571	Advertising	\$5,000	\$1,666.67	\$2,651.18	\$984.51	\$2,348.82
46340-572	Air Terminal	\$108,724	\$36,241.33	\$43,563.33	\$7,322.00	\$65,160.67
46340-573	FAA	\$12,160	\$4,053.32	\$4,053.32	\$0.00	\$8,106.64
46340-574	FBO	\$128,839	\$42,946.33	\$39,779.56	(\$3,166.77)	\$89,059.44
43640-575	Fuel Flowage	\$107,500	\$35,833.33	\$35,917.60	\$84.27	\$71,582.40
46340-576	Hangars	\$133,436	\$44,478.67	\$45,479.08	\$1,000.41	\$87,956.92
46340-577	Landing	\$44,700	\$14,900.00	\$11,504.08	(\$3,395.92)	\$33,195.92
43640-578	Parking	\$155,000	\$51,666.67	\$46,260.28	(\$5,406.39)	\$108,739.72
46340-579	Rental Cars	\$90,000	\$30,000.00	\$22,437.52	(\$7,562.48)	\$67,562.48
46340-580	Restaurant	\$22,360	\$7,453.33	\$0.00	(\$7,453.33)	\$22,360.00
46340-581	Tie Downs	\$144	\$48.00	\$72.00	\$24.00	\$72.00
46340-583	Utility Revs	\$7,000	\$2,333.33	\$2,634.49	\$301.16	\$4,365.51
46340-584	Land Lease Revs	\$27,000	\$9,000.00	\$21,226.46	\$12,226.46	\$5,773.54
46340-586	Vehicle Fuel Reimbursement	\$25,000	\$8,333.33	\$4,452.11	(\$3,881.22)	\$20,547.89
Sub-Total Operating Revenue		\$866,863	\$288,954.32	\$280,031.01	(\$8,923.31)	\$586,831.95
Sub-Total Taxes and Operating Rev.		\$1,385,734	\$461,911.32	\$474,272.01	\$12,360.69	\$911,461.95
46340-601	Other Revenue	\$5,000	\$1,666.67	\$634.59	(\$1,032.08)	\$4,365.41
46340-582	PFC	\$89,995	\$29,998.33	\$19,138.56	(\$10,859.77)	\$70,856.44
46340-585	Airline Recruit Reimb	\$0	\$0.00	\$0.00	\$0.00	\$0.00
46340-515	Insurance Refunds	\$0	\$0.00	\$0.00	\$0.00	\$0.00
43619	Airport Grants	\$150,000	\$50,000.00	\$0.00	(\$50,000.00)	\$150,000.00
49210	Transfer Fr. Gen'l Fund	\$0	\$0.00	\$0.00	\$0.00	\$0.00
49300	Airport/ N/L Funds Applied	\$366,252	\$122,084.00	\$0.00	(\$122,084.00)	\$366,252.00
Sub-Total Other Revenue		\$611,247	\$203,749.00	\$19,773.15	(\$183,975.85)	\$591,473.85
TOTAL INCOME		\$1,996,981	\$665,660.32	\$494,045.16	(\$171,615.16)	\$1,502,935.80
Expenses						
53610-111	Salary Perm-Regular	\$308,206	\$102,735.33	\$88,583.98	(\$14,151.35)	\$219,622.02
-112	Salary Perm-OT	\$17,000	\$5,666.67	\$2,626.58	(\$3,040.09)	\$14,373.42
-120	Health Ins Incentive	\$600	\$200.00	\$200.00	\$0.00	\$200.00
-137	Clothing Allowance	\$2,200	\$733.33	\$677.54	(\$55.79)	\$1,522.46
-141	Board & Comm Per Diem	\$4,500	\$1,500.00	\$650.00	(\$850.00)	\$3,850.00
-142	Cnty Brd & Comm Mile	\$800	\$266.67	\$116.28	(\$150.39)	\$683.72
-151	Social Security	\$24,878	\$8,292.67	\$6,721.84	(\$1,570.83)	\$18,156.16
-152	Retirement Emplr Share	\$22,114	\$7,371.33	\$5,705.39	(\$1,665.94)	\$16,408.61
-154	Hos & Health Ins	\$73,065	\$24,355.00	\$22,220.81	(\$2,134.19)	\$50,844.19
-155	Life Insurance	\$140	\$46.67	\$22.48	(\$24.19)	\$117.52
-212	Attorney Fees	\$7,000	\$2,333.33	\$1,260.00	(\$1,073.33)	\$5,740.00
-213	Accounting & Audit	\$3,500	\$1,166.67	\$335.00	(\$831.67)	\$3,165.00
-221	Water & Sewer	\$56,650	\$18,883.33	\$12,390.75	(\$6,492.58)	\$44,259.25
-222	Electric	\$85,862	\$28,620.67	\$21,259.74	(\$7,360.93)	\$64,602.26
-224	Gas & Fuel Oil	\$41,200	\$13,733.33	\$16,989.79	\$3,256.46	\$24,210.21
-225	Telephone & Telegraph	\$4,000	\$1,333.33	\$1,064.85	(\$268.48)	\$2,935.15
-227	Dataline/Internet	\$1,000	\$333.33	\$0.00	(\$333.33)	\$1,000.00
-241	Motor Vehicle Maint	\$12,000	\$4,000.00	\$1,408.08	(\$2,591.92)	\$10,591.92
-246	Grounds Maint	\$35,175	\$11,725.00	\$5,443.43	(\$6,281.57)	\$29,731.57
-248	Building Maint	\$25,000	\$8,333.33	\$10,407.37	\$2,074.04	\$14,592.63
-249	Service on Machines	\$500	\$166.67	\$0.00	(\$166.67)	\$500.00
-297	Refuse Collection	\$1,024	\$341.33	\$1,062.60	\$721.27	(\$38.60)
-298	Laundry Services	\$115	\$38.33	\$50.68	\$12.35	\$64.32
-310	Office Supplies	\$500	\$166.67	\$513.99	\$347.32	(\$13.99)
-311	Postage and Box Rent	\$600	\$200.00	\$180.17	(\$19.83)	\$419.83
-313	Printing & Dup	\$600	\$200.00	\$3.40	(\$196.60)	\$596.60
-320	Ref Materials	\$500	\$166.67	\$65.00	(\$101.67)	\$435.00
-321	Publish Legal Notices	\$200	\$66.67	\$0.00	(\$66.67)	\$200.00
-324	Membership Dues	\$4,000	\$1,333.33	\$2,565.00	\$1,231.67	\$1,435.00
-327	Marketing	\$185,000	\$61,666.67	\$13,408.34	(\$48,258.33)	\$171,591.66

#	Item	12 Month Budget 2015	Budget YTD Allocated	Actual as of 4/30/15 (33.33%)	Variance YTD	Balance Remaining For Year
-328	Airline Recruitment	\$20,000	\$6,666.67	\$7,979.01	\$1,312.34	\$12,020.99
-340	Travel-Train & Conf	\$9,500	\$3,166.67	\$1,446.58	(\$1,720.09)	\$8,053.42
-366	Fire fight supplies	\$4,500	\$1,500.00	\$0.00	(\$1,500.00)	\$4,500.00
-377	Vehicle Fuel	\$60,000	\$20,000.00	\$17,094.61	(\$2,905.39)	\$42,905.39
-510	Insurance	\$36,000	\$12,000.00	\$1,778.76	(\$10,221.24)	\$34,221.24
-813	Office Equipment	\$3,000	\$1,000.00	(\$9.35)	(\$1,009.35)	\$3,009.35
	Sub-Total Operating Expense	\$1,050,929.00	\$350,309.67	\$244,422.70	(\$105,886.97)	\$806,506.30
53615-200	ATCT Contractual Services-Stat	\$0	\$0.00	\$0.00	\$0.00	\$0.00
-221	ATCT Water-Sewer-Strmwtr	\$1,000	\$333.33	\$224.90	(\$108.43)	\$775.10
-222	ATCT Electricity	\$15,480	\$5,160.00	\$2,797.23	(\$2,362.77)	\$12,682.77
-224	ATCT Gas & Fuel Oil	\$5,000	\$1,666.67	\$1,681.16	\$14.49	\$3,318.84
-225	ATCT Telephone	\$1,500	\$500.00	\$338.75	(\$161.25)	\$1,161.25
-248	ATCT Building Maintenance	\$15,000	\$5,000.00	\$1,526.68	(\$3,473.32)	\$13,473.32
	Sub-Total Tower Expense	\$37,980	\$12,660.00	\$6,568.72	(\$6,091.28)	\$31,411.28
53610-810	Capital Equipment	\$56,979	\$18,993.00	\$38,135.68	\$19,142.68	\$18,843.32
-820	Capital Improvement	\$697,164	\$232,388.00	\$24,419.63	(\$207,968.37)	\$672,744.37
-829	Other Capital Improvement	\$30,000	\$10,000.00	\$0.00	(\$10,000.00)	\$30,000.00
58100-613	Principal/Trust Fund	\$87,343	\$29,114.33	\$87,343.45	\$58,229.12	(\$0.45)
58200-613	Interest/Trust Fund	\$36,586	\$12,195.33	\$36,585.96	\$24,390.63	\$0.04
	Sub-Total Capital Expense	\$908,072	\$302,690.67	\$186,484.72	(\$116,205.95)	\$721,587.28
	TOTAL EXPENSE	\$1,996,981	\$665,660.33	\$437,476.14		\$1,559,504.86
	NET OPERATING INCOME	\$0	(\$0)	\$56,569.02		(\$56,569.06)
	Cash Balance					
	Per 2011 Audit Report	\$688,334				
	Per 2012 Audit Report	\$948,000				
	Per 2013 Audit Report	\$687,563				
	2014 Estimate	\$892,705				

Chippewa Valley Regional Airport
Traffic Statistics
 April 2015

<i>AIRLINE PASSENGERS</i>	Month		% Diff.	Year to date		% Diff.
	2015	2014		2015	2014	
UNITED Enplaned	1138	1457	-22%	5177	5776	-10%
CHARTERS Enplaned				<u>820</u>	<u>899</u>	-9%
Total Enplaned				5997	6675	-10%
UNITED Deplaned	1143	1447	-21%	5081	5686	-11%
CHARTERS Deplaned				<u>820</u>	<u>899</u>	-9%
Total Deplaned				5901	6585	-10%
Total Enplaned/Deplaned	2281	2904	-21%	11898	13260	-10%
<i>UNITED PERFORMANCE</i>	2015	2014		2015	2014	
Scheduled Flights/Landings	60	60	0%	240	240	0%
Canceled Flights						
Xnld for Wx	2	2		11	27	
Xnld for Mx	0	1		0	3	
<u>Xnld Other</u>	<u>0</u>	<u>0</u>		<u>1</u>	<u>2</u>	
Total	2	3	-33%	6	32	-81%
Total Landings	58	57	2%	234	208	13%
Completion Factor	97%	95%		95%	87%	
OnTime %	66%	67%		60%	68%	

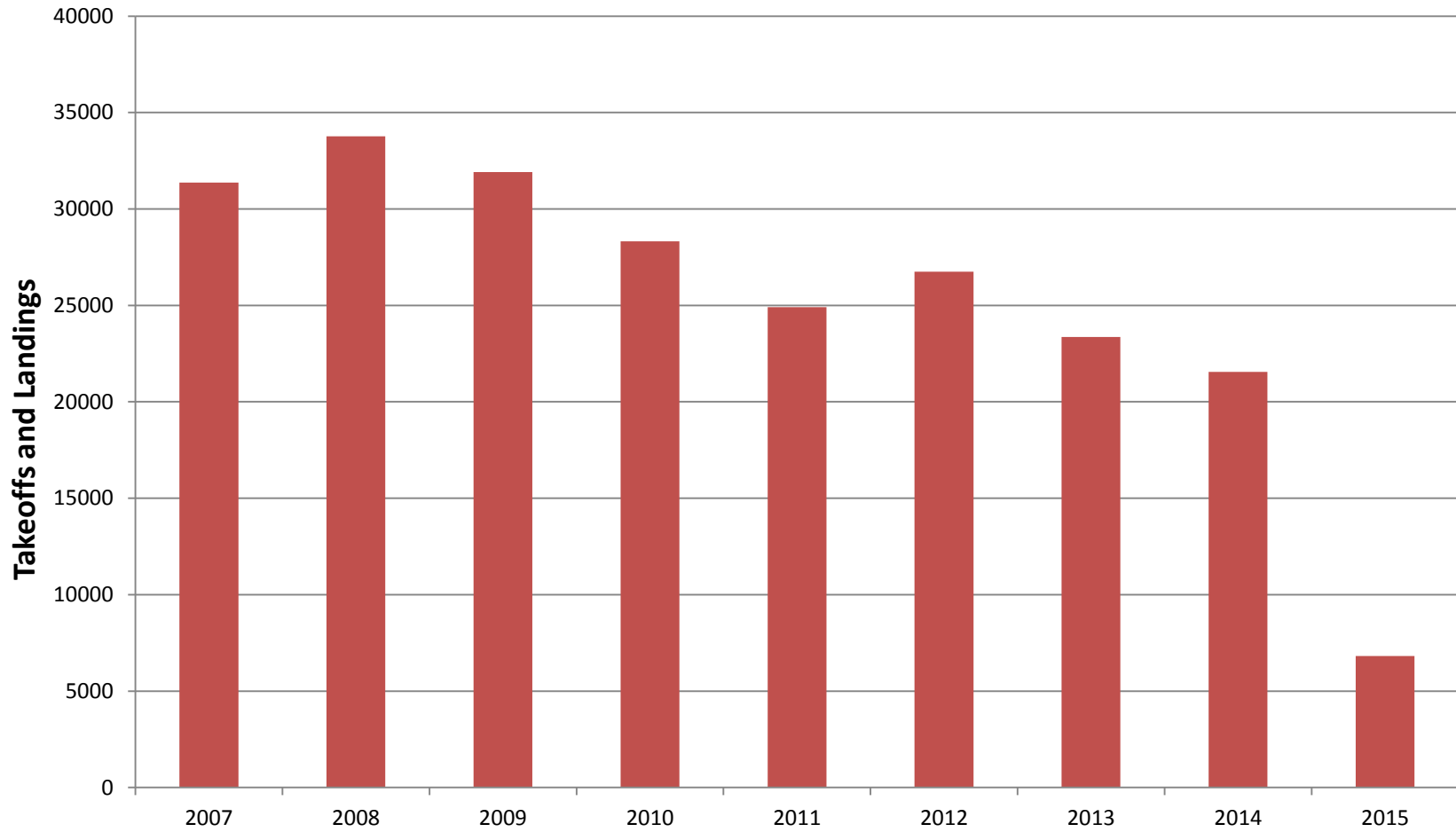
Chippewa Valley Regional Airport Scheduled Air Carrier and Charter Enplanements



Chippewa Valley Regional Airport
Air Traffic Operations Statistics
 April 2015

		Month		% Diff.	Year to date		% Diff.
		2015	2014		2015	2014	
Itinerant	Air Carrier	6	2	200%	14	16	-13%
	Commuter/ Air Taxi	202	159	27%	765	605	26%
	GA	1232	1117	10%	4385	4065	8%
	Military	38	51	-25%	89	155	-43%
Local	GA	332	386	-14%	1536	940	63%
	Military	<u>16</u>	<u>26</u>	-38%	<u>22</u>	<u>74</u>	-70%
TOTAL		1826	1741	5%	6811	5855	16%

Annual Air Traffic Control Tower Operations



**CVRA Strategic Plan
May 2015 Operational Review**

Airport Security

- The airport maintains a security plan in accordance with the Transportation Security Regulations.
- TSA WI has recently requested many updates to the plan based on additional guidance received by TSA headquarters. We are working with TSA WI on re-writing to meet the necessary regulations.
- TSA regulations are generally very onerous and designed for much larger airports. CVRA is a Category IV airport which means we are exempt from some of the more stringent regulations. If CVRA started scheduled operations of an aircraft larger than the CRJ, we would be required to step up to the next Category airport which would involve significant time and expense.
- TSA regulated airports are required to have an Airport Security Coordinator available 24/7. The Airport Manager, Maintenance Supervisor, and one Maintenance person are currently trained as Airport Security Coordinators.
- As recent as last year, the TSA tried to absolve itself of the duty to staff the exit lane at airports. After significant lobbyist and Congressional intervention, TSA was forced to rescind their efforts. However, I believe this will come around again. It is worth considering future exit lane technology that would not require staffing.

Perimeter Fence

- Fence is currently 6' high in most locations.
- Currently our capital improvement plan includes a project to increase the height of the fence to 10 feet. We may also consider burying some fence to prevent digging under the fence.
- A recent Wildlife Hazard Assessment by the USDA indicated the need to increase the height of the perimeter fence and keep wildlife habitat (trees) as far away from the perimeter fence as possible.
- When the fence is replaced, we will put in a card access system at all gates and remove code/remote access.
- Several of our gates and gate operators are also in need of replacement which will happen when the fence is replaced.
- The fence replacement project is estimated at \$1 million+.

Technology

- The airport terminal and firestation became networked with Eau Claire County in the last 5 years. The tower does not have access to the county network. At some point this would be useful but also likely very expensive.
- There are pro's and con's to this. The obvious benefit is cost and expertise as we can now rely on the County IS department for both. The downside is we have lost most of our autonomy.

Agenda Item 7a

- Camera system recently moved over to county software as our server was in need of replacement. We are researching doing the same with our card access system as that equipment is also in need of upgrading.
- The County is on a five year replacement plan for computers and we follow that plan.
- Much of the equipment in the terminal and the tower that were installed with projects are starting to get dated and need replacement. We need to budget annually to be constantly upgrading software and computers.
- Working with the County, we were recently able to equip all of our operations vehicles with internet access. This allows us to issue NOTAMs directly from the vehicle and also use an ipad to complete credit card transactions if our parking system goes down.



3800 Starr Avenue
Eau Claire, WI 54703
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Telephone (715) 835-3181
FAX (715) 835-7150

May 8, 2015

Charity Speich
Chippewa Valley Regional Airport
3800 Starr Avenue
Eau Claire, WI 54703

Charity,

Hawthorne Aviation is looking at the possibility of building a hanger that would be located just East of the existing maintenance facility. The size would roughly be 140' wide by 170' deep. An estimated cost of construction is \$1,800,000.

The intent would be to construct the above mentioned hangar, sell the structure to the county and enter into a long term lease agreement. The agreement would be similar to what we have with the current maintenance facility.

We would also like to request a land lease suitable for the size of the structure and any additional required area for customer/employee parking.

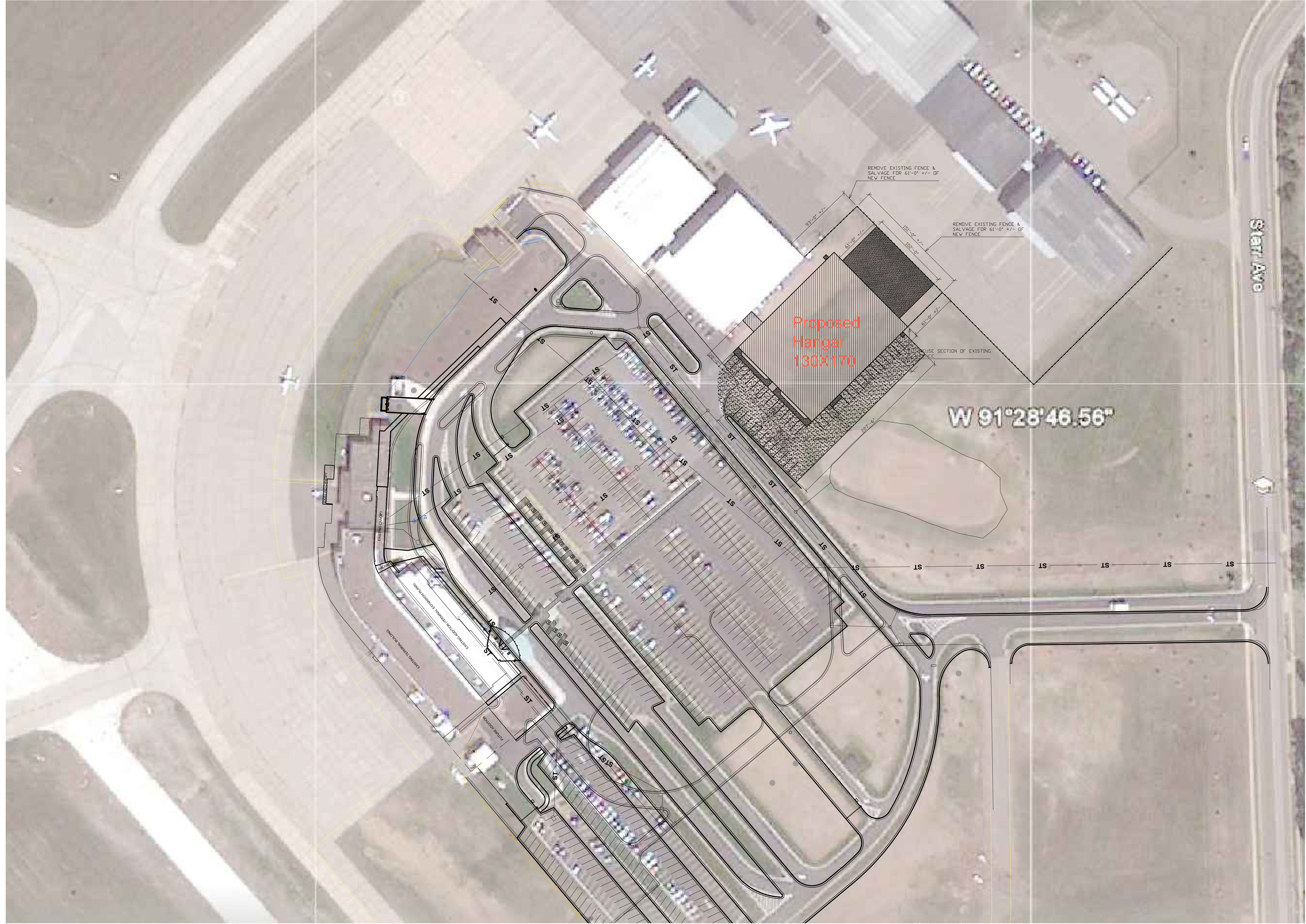
I have enclosed some preliminary drawings as to what we in vision the hangar to look like.

Feel free to contact me with any question.

Thank you for your consideration.

A handwritten signature in black ink, appearing to read "Jeff Husby".

Jeff Husby
General Manager

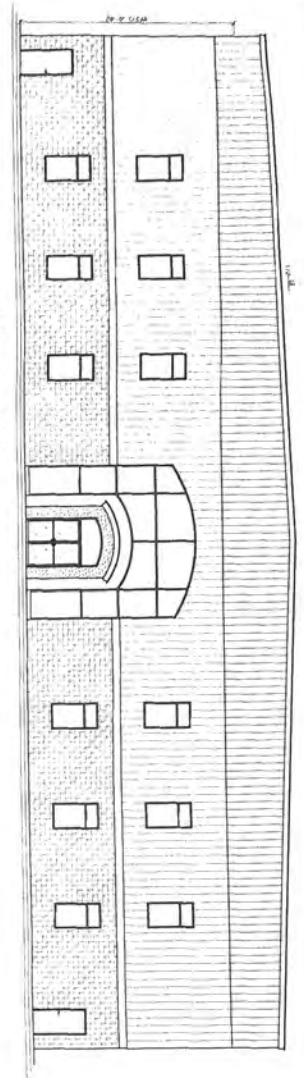


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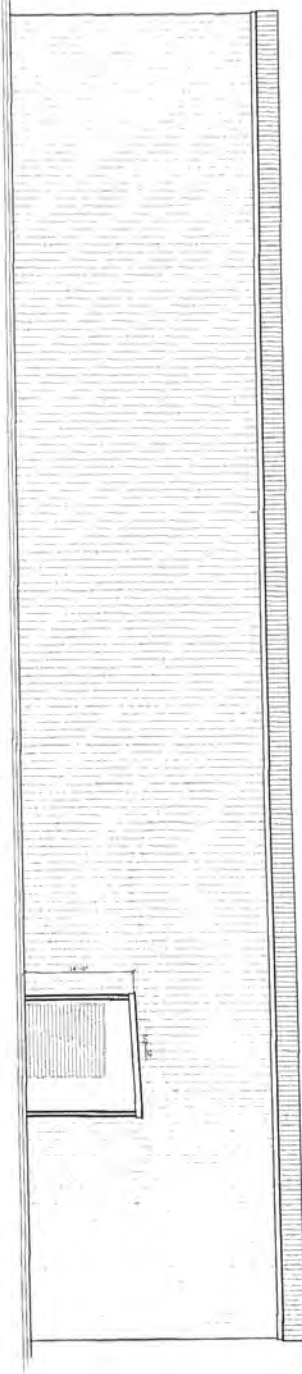
PROJECT: #1124201
LOCATION: CHIPPEVA FALLS, WI
PROJECT MANAGER: GARY Z.

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9644 130th St. Chippewa Falls, WI 54729 www.baumanbuildings.com
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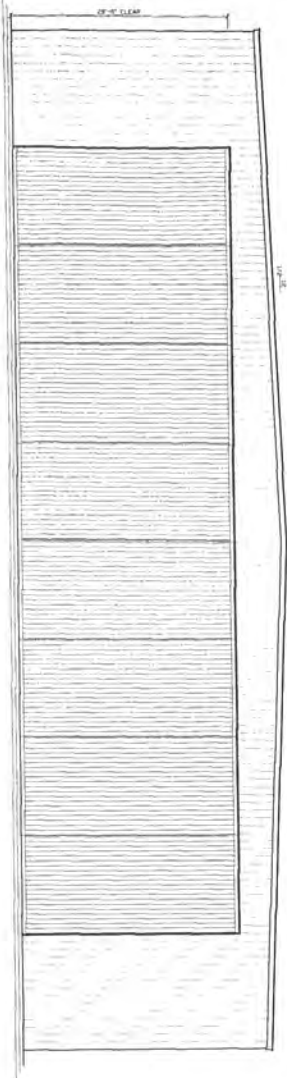
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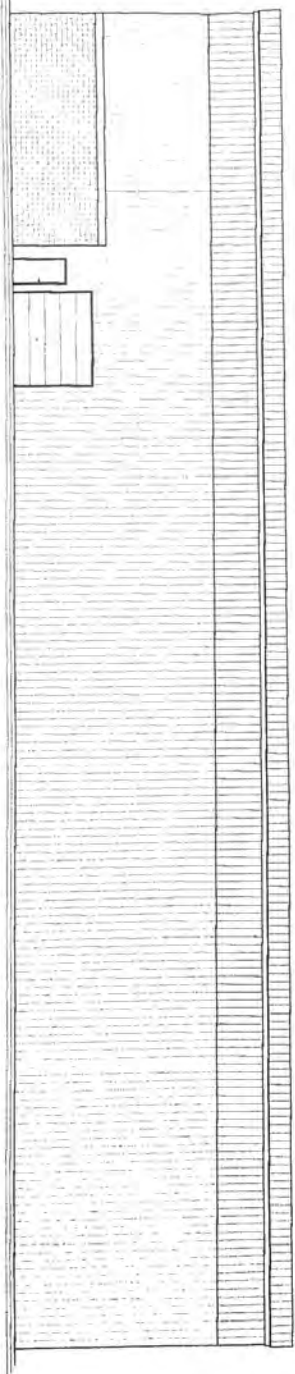
SOUTH ELEVATION
SCALE: 1/8" = 1'-0"



WEST ELEVATION
SCALE: 1/8" = 1'-0"



NORTH ELEVATION
SCALE: 1/8" = 1'-0"



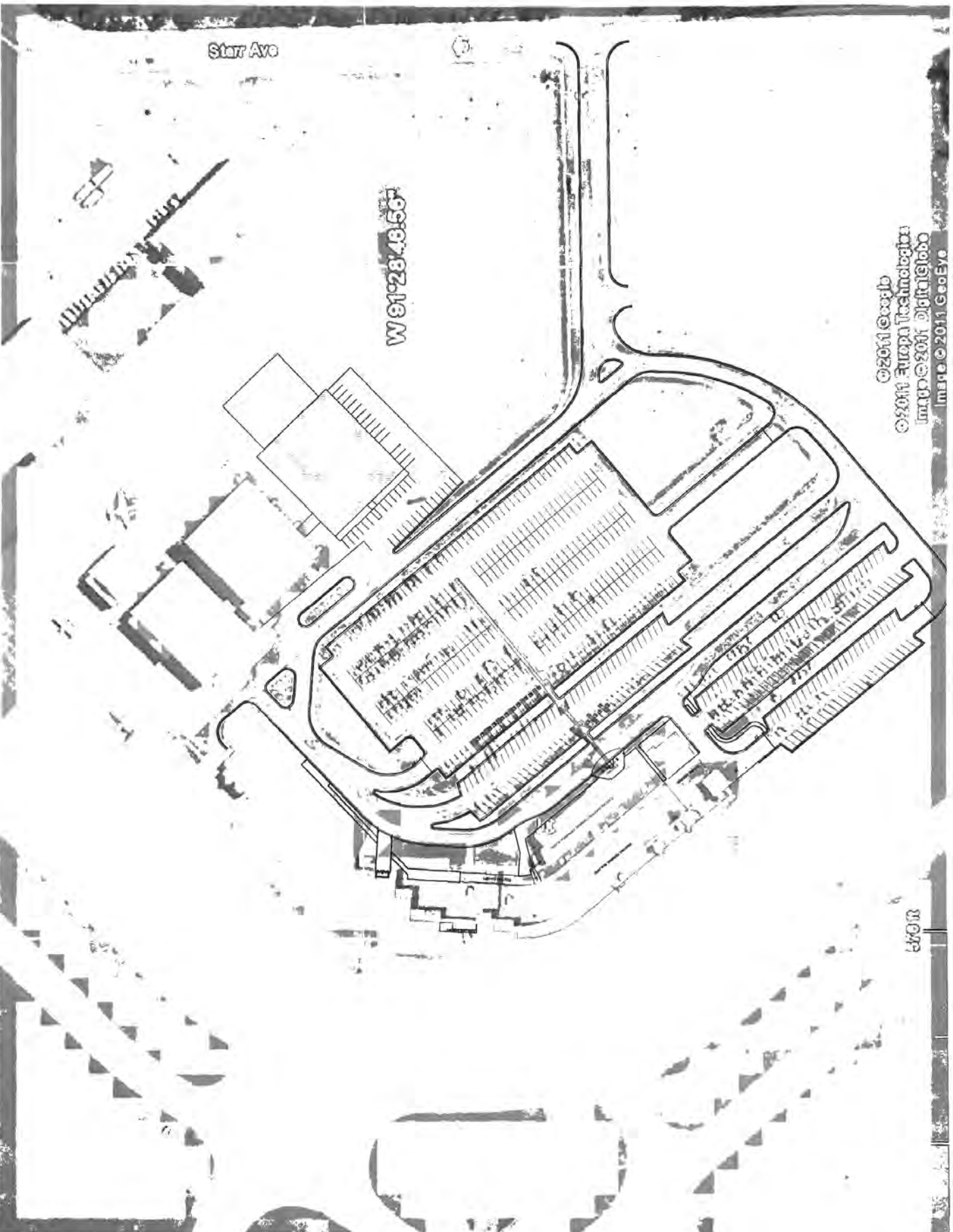
EAST ELEVATION
SCALE: 1/8" = 1'-0"

<p>A3 SHEET NO</p>	<p>PROJECT: #1124201 LOCATION: CHIPPEWA FALLS, WI PROJECT MANAGER: GARY Z.</p>	<p>Bauman <small>BUILDS BETTER BUILDINGS</small> CONSTRUCTION, INC. 3544 130th St. Chippewa Falls, WI 54729 www.baumanbuildings.com Phone: 715-723-0307 Fax: 715-723-0466 Email: jason@baumanbuildings.com <i>Specialists in all types of Commercial, Industrial and Agricultural Buildings</i> Complete Turnkey Design/Build Services</p>	<table border="1"> <tr> <td>NO.</td> <td>DATE</td> <td>DESCRIPTION</td> <td>BY</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </table>	NO.	DATE	DESCRIPTION	BY												
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PROJECT: #1124201
 LOCATION: CHIPPEWA FALLS, WI
 PROJECT MANAGER: GARY Z.

SHEET NO.
A1



Star Ave

W 91°28'43.56"

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4308

AIRPORT MANAGER EMPLOYMENT AGREEMENT

This agreement between the Chippewa Valley Regional Airport Commission (“Commission”) and Charity L. Speich, Airport Manager (“Manager”) is entered into for the provision of Airport Manager position duties.

I. RESPONSIBILITIES.

- A. The Commission agrees to employ Charity L. Speich as Manager, effective July 5, 2012. The duties and functions of the position are defined by the laws of the state of Wisconsin and the rules, regulations and policies of the Commission and Eau Claire County including the Employee Policy Manual and position description which are now existing or which may be hereinafter amended, or other such legally permissible and proper duties and functions as the Commission by itself shall from time to time assign. The Commission agrees to furnish the Manager with a written copy of all rules, regulations and policies now in effect or which become effective during the term of this contract. The Manager agrees to perform at a professional level of competence the functions and duties of the position.
- B. In case of direct conflict between any rules, regulations or policy of the Commission or Eau Claire County and any specific provision of this contract, the contract shall control.
- C. The Manager agrees to devote the time necessary to complete the duties and responsibilities normally expected of the position during the term of this contract. Otherwise, the Manager may engage in any pursuit, which does not interfere with the proper discharge of such duties and responsibilities.
- D. The Manager agrees to participate in professional organizations, attend professional meetings, and participate in other activities for the purpose of improving and stimulating professional growth in accordance with the Employee Policy Manual with expenses incurred for travel, training and conference not to exceed the current budget. The Commission shall pay for memberships in the following organizations: Wisconsin Airport Managers Association; Great Lakes Chapter - AAAE; and American Association of Airport Executives.

- E. The Commission shall provide the Manager with a written job description of the Manager's duties, functions and obligations, attached as Exhibit "A" and aeronautics regulations enumerated in the Employee Policy Manual.

II. TERM.

- A. The Commission agrees to employ the Manager for a term of three (3) years, commencing July 5, 2012 automatically renewable on July 5 each year thereafter. The Manager shall serve at the will of the Commission, which may remove her at any time should her conduct of duties become unsatisfactory. The action of the Commission removing the Manager shall be final. Nothing in this contract shall prevent or limit the right of the Commission to terminate the Manager's services subject only to the provisions set forth in Article IV. A. of this contract.
- B. The Manager agrees to remain in the exclusive employ of the Commission and not to accept other employment by any other employer until termination of her employ with the Commission, unless the termination is pursuant to the terms of this contract.

III. SALARY.

- A. In consideration for the services rendered, the County will pay the Manager an annual base salary of \$86,132.80 which represents Step 8 of Pay Range 817 paid by the Finance Department in the same manner as the salaries of other County employees.
- B. The Manager shall be eligible for salary increases annually on January 1 following a satisfactory evaluation by the Commission. The increase shall be the same as the increase received by non-represented employees as adopted by the county board. Employment performance reviews will be performed annually.

IV. SEVERANCE PAY.

- A. In the event the Manager is terminated by the Commission during such time that she is willing and able to perform her duties under this agreement, then in that event the Commission agrees to pay the Manager a lump sum cash payment equal to two (2) months aggregate salary and extend paid-up health insurance coverage to the Manager for six (6) months following termination. The severance payment and the health insurance coverage shall constitute a full settlement payment to the Manager. The Commission's obligation to pay the settlement amount to the Manager shall be conditioned upon the Manager executing and delivering to the County a full, final, and complete release of any and all claims the Manager may claim she has against the

County, including but not limited to, any claims of wrongful discharge, discrimination or other employment-related claims. The release shall be in a form and shall contain such terms as shall be required by Counsel for the County. The Manager shall not be required to release any pending worker's compensation claim nor shall the Manager be required to release any claim that the Manager may have as to entitlement for unemployment compensation benefits arising out of the Manager's termination, two (2) months after the termination date. In the event the Manager is terminated for cause or willful neglect of duty, malfeasance or misfeasance in office, then the Commission shall have no obligation to pay the aggregate severance sum designated in this paragraph. Notice of either such termination shall be provided in writing to the Manager.

- B. The Manager shall give the Commission forty-five (45) days written notice prior to voluntarily resigning her position with the Commission, unless the parties otherwise agree. No severance pay shall be paid in the event of voluntary resignation.

V. HOURS OF WORK.

The Manager shall work a minimum of forty (40) hours per week and all other additional hours as may be necessary, including attendance at meetings as enumerated in the job description, to perform her duties, including attendance at Commission meetings and other meetings as directed by the Commission or required to perform her duties. In lieu of compensatory time the manager shall be granted five (5) additional personal holidays as provided in the Employee Policy Manual.

VI. DISABILITY.

If the Manager is permanently disabled or is otherwise unable to perform her duties because of sickness, accident, injury and mental incapacity or health for a period of four (4) successive weeks beyond any accrued sick leave, or for twenty (20) working days over a thirty (30) working day period, the Commission may terminate her employment, subject to the severance requirements in Article IV. A. However, the Manager shall be compensated for any accrued benefits.

VII. TERMINATION BY MUTUAL CONSENT.

Upon mutual written agreement by the Commission and the Manager, this contract and employment of the Manager may be terminated without penalty or prejudice against either the Commission, County or the Manager. In this event, the County shall pay the Manager all

remuneration and benefits accrued but unpaid during the period of employment immediately prior to such termination.

VIII. BENEFITS.

The Manager shall receive all benefits for which she qualifies as provided in Title 3 of the Employee Policy Manual. Any exceptions shall be specifically stated below.

- A. In addition to the five (5) personal holidays in lieu of compensatory time as enumerated in Article V., the Manager will receive personal holidays available for use per the Employee Policy Manual.
- B. The Manager will be reimbursed \$29.99 per month for using her personal cell phone for business-related purposes.
- C. The Manager shall notify the Commission Chair of intended absences of more than three (3) working days. The Commission Chair shall approve Manager's requests of three (3) working days or more.

IX. PROFESSIONAL LIABILITY.

The Manager shall be indemnified and held harmless by the County from any and all demands, claims, suits, actions and legal proceedings brought against the Manager in her individual or official capacity for actions within the scope of her employment as an agent and/or employee of the County.

X. EVALUATIONS.

Performance evaluations as outlined in Article III. shall be in writing and the Manager shall be provided with an adequate opportunity to discuss the evaluation with the Commission.

XI. AIRPORT VEHICLE.

An airport vehicle is provided for business use. For each day worked three dollars (\$3.00) is added to the Manager's income. The imputed value of this benefit will appear on the last paycheck of the year.

XII. RESIDENCY.

The Manager agrees to maintain her residence within a thirty (30) minute nominal drive time of the airport as long as she is employed as Manager.

XIII. NOTICES.

Notices under this contract shall be in writing and delivered or mailed by certified mail as follows: Upon the Commission to - Commission Chair, Chippewa Valley Regional Airport, 3800 Starr Avenue. Eau Claire, WI 54703;

Upon the Manager to -- Charity L. Speich, Chippewa Valley Regional Airport, 3800 Starr Avenue, Eau Claire, WI 54703.

XIV. MODIFICATIONS.


There shall be no modification of this contract, except in writing and executed with the same formalities as this instrument and mutually agreed upon by the parties.

XV. INVALID PROVISIONS.

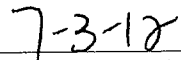
If any article or part of this contract is held to be invalid by operation of law or by any tribunal of competent jurisdiction, or compliance with or enforcement of any part should be restrained by any tribunal, the remainder of the contract shall not be affected thereby.

The parties having read and understood the entirety of this contract consisting of five (5) typewritten pages hereby affix their duly authorized signatures.

AIRPORT MANAGER BY:

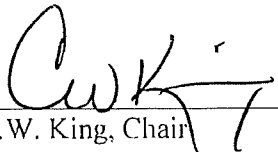


Charity L. Speich

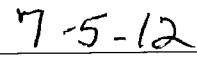


(Date)

**CHIPPEWA VALLEY REGIONAL
AIRPORT COMMISSION BY:**



C.W. King, Chair



(Date)

CNTX-155 Clean 7-2-12

Appraisal for CHARITY SPEICH



Employee CHARITY SPEICH **Manager** The Board **Position** AIRPORT MANAGER **Appraisal Due Date** **Period**

Position Description
TBD

Performance Appraisal

Building Teams	10%
Communication	10%
Customer Service	10%
Job Knowledge	10%
Delegation	10%
Fairness to Employees	10%
Teamwork	10%
Work Quality	10%
Work Quantity	10%
Management Leadership	10%
General Notes	10%
Edit weights	

Building Teams

10%

Blends people into teams when needed. Creates strong morale and spirit in his/her team. Shares wins and successes. Fosters open dialogue. Lets people finish and be responsible for their work. Defines success in terms of the whole team. Creates a feeling of belonging in the team.

<input type="checkbox"/> N/A	Not Performing	Underperforming	Performing	Leading	Outperforming
------------------------------	----------------	-----------------	------------	---------	---------------

Not Performing -

There is a serious, pressing need to improve. Rarely demonstrates skill. Does not inspire teams. Lack of energy and motivation and critical comments discourage cooperation. Has done nothing to promote a team mindset. Fails to point out who has helped with accomplishments and accepts credit even where it is not due. Does not reward team efforts. Approach chills cooperation by penalizing people for working together. Tends to keep all activities and responsibilities under tight control and prevents others from doing anything without approval. Does not create synergies or integrate team roles. In efforts to promote team cohesion neglects the special contributions of individuals. Avoids difficult decisions or comments. Unable to shut down debate and move on to get work done. Empowers and then abandons.

Underperforming -

Not good at building team spirit. Does only a little to promote team members communicating well with each other. Done little to foster a common mindset through communication and shared purpose. Tends not to share responsibility for success. Rarely notices when people do a good job of working together. Rarely compliments group success. Does not really empower teams to make decisions or take action. Rarely forms team projects and usually assigns people to tasks one at a time. Group-oriented approach can keep others from realizing their full potential. Doesn't provide enough leadership at important times. Sometimes empowers people without providing enough support. Spends too much time talking and fostering open and endless communication.

Performing -

Builds good, cohesive teams. Makes people feel good about their work. A positive influence on team morale. Promotes cooperation and synergy and highlights how to make the team stronger. Has confidence in abilities and helps team members pull together and do their best. Open to team members' ideas.

Leading -

Builds highly effective and cohesive teams. Energy, motivation and sense of fun helps to build morale in team. Generously celebrates others' successes. Makes people feel great about their capabilities, gives them the tools, resources, and authority they need to accomplish challenging goals for the team. Encourages open communication. Always working towards team success. Acknowledges successful team efforts and thanks those who have been involved.

Outperforming -

Known for building dream teams. Builds exceptional morale and spirit. Always gives credit where it is due and publicly celebrates accomplishments and achievements. Provides the perfect combination of resources, support, and empowerment so that people feel comfortable pushing their limits and contributing their best to the team. Makes sure that the members have plenty of opportunities to share ideas and thoughts and that everyone makes a contribution. Avid promoter of the idea that the whole is greater than the sum of its parts. Makes special efforts to recognize and thank people who have helped the team. Shows public appreciation for others' contributions.

Communication

10%

Communication refers to the ability to inform orally and in writing, with clarity and good effect. It means to understand clearly and quickly when instructions or orders are received. It means judgment about what information is important and what is not, and what should be communicated, how, to whom and when.

<input type="checkbox"/> N/A	Not Performing	Underperforming	Performing	Leading	Outperforming
------------------------------	----------------	-----------------	------------	---------	---------------

Not Performing -

Regularly fails to communicate, listen to or correctly understand information, instructions, complaints, etc. Does not appear to grasp the significance of information communicated to them nor understand the need to pass on, or respond to information in an appropriate and timely manner. Even routine information may be regularly misunderstood.

Underperforming -

Shows inconsistency in communication. May display hesitation in passing on important information or in responding to or understanding information communicated to them. Instructions and requests may require repetition and explanation. Written or oral communication can fail to convey their full meaning, and may leave others confused or ill-informed.

Performing -

Shows an understanding of the need to initiate or respond to information in an appropriate, timely and complete manner. Oral and written communications are usually acceptable, being both comprehensible and appropriate. There may be occasions when communication could be better, but this is not the rule.

Leading -

Demonstrates a quick and clear grasp of the significance of information communicated and they usually initiate or respond to communications in an appropriate, timely and comprehensive manner. May at times show some skill in reducing complex information to

simpler forms, and in helping others to understand that information.

Outperforming -

Displays a very quick grasp of the significance of information communicated and nearly always initiates or respond to communications in an appropriate, timely and comprehensive manner. Displays skill in reducing complex information to simple forms and helping others to understand that information.

Customer Service

Refers to the ability to satisfy the expectations and requirements of customers. Displays courtesy and sensitivity and responds promptly to service requests. Identifies customer needs and explains services clearly. Handles difficult situations.

10%

<input type="checkbox"/> N/A	Not Performing	Underperforming	Performing	Leading	Outperforming
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Not Performing -

Fails to meet the requirements for the job of meeting the expectations and requirements of internal and external customers Generally inappropriate communication causes many avoidable and sometimes quite serious problems. Usually the employee shows little or no skill in resolving these matters.

Underperforming -

Shows inconsistency in meeting the expectations and requirements of internal and external customers. There may be evidence of strained relationships due to errors in judgment.

Performing -

Generally meets the expectations and requirements of internal and external customers. Maintains positive relationships. May be involved in an occasional error in judgment but usually finds ways to recover.

Leading -

Normally exceeds the expectations and requirements of internal and external customers. Earns trust and respect and seldom makes an error in judgment. Often takes a leading role in building and encouraging others to follow.

Outperforming -

Consistently exceeds the expectations and requirements of internal and external customers. Gets first-hand information and uses it to improve products and services. Acts with customers in mind and establishes and maintains effective relationships earning their trust and respect.

Job Knowledge

Job Knowledge refers to the amount of relevant knowledge and skill an employee has. Includes awareness and possession or mastery of job facts, practices, manual skills and techniques and decision-making methods.

10%

<input type="checkbox"/> N/A	Not Performing	Underperforming	Performing	Leading	Outperforming
------------------------------	----------------	-----------------	------------	---------	---------------

Not Performing -

Regularly displays unacceptable level of job knowledge. Unable to complete the normal or typical work tasks of the job without considerable guidance and support from others. As a result, many tasks may be left incomplete or completed incorrectly. Does not understand the functional aspects of area. Is not proactive.

Underperforming -

Shows inconsistency in meeting requirements for job knowledge. At times unable to complete normal or typical work tasks without guidance and support. Some tasks may be left incomplete or completed incorrectly. Doesn't put effort into having an updated functional skill set. Does not take a proactive approach to work.

Performing -

Satisfactory level of job knowledge that meets requirements. Able to complete all normal tasks independently. Keeps functional skills and knowledge up to date. Generally takes a proactive approach to work.

Leading -

Very high level of job knowledge that regularly exceeds requirements. Able to complete all normal and difficult tasks independently. Stays abreast of current trends in the field. Takes a proactive approach to work.

Outperforming -

Consistently displays high level of job knowledge, always able to complete all normal and difficult tasks independently, and regularly assists difficult tasks of others utilizing high level of job knowledge. Generally thought of as exemplary and the person others go to for advice on difficult problems. Does an outstanding job of keeping functional knowledge up to date. Undertakes additional responsibilities and takes a proactive approach to work.

Delegation

Clearly and comfortably delegates both routine and important tasks and decisions. Broadly shares both responsibility and accountability. Tends to trust people to perform. Lets direct reports finish their own work.

10%

<input type="checkbox"/> N/A	Not Performing	Underperforming	Performing	Leading	Outperforming
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	Not Performing	Underperforming	Performing	Leading	Outperforming
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Not Performing -

Hangs on to too much work and doesn't respect the talent or trust people to do a good job. Has a tendency to delegate a job and then fail to provide support. Keeps people in the dark. Takes little interest once the work has been assigned or doesn't give his people access to the resources they need. Refuses to share decision-making. Watches every move. Handles the key projects alone even when reports could do just as good a job. Delegates and abandons. Delegates to avoid personal accountability.

Underperforming -

Has tendency to delegate tasks without giving people the authority they need to get the job done. Doesn't delegate as much work as could. Has a tendency to delegate a job and not follow up on it. Doesn't explain the bigger picture or define roles and tasks. Tends to make all the key decisions in a project even when work has been delegated. Tends to micro-manage. Hoards all the key jobs for self and doesn't trust staff with any essential tasks. Delegates without giving information. Delegates but doesn't develop.

Performing -

Is comfortable delegating work to others. Lets people know the desired outcome. Good at giving support and direction when delegating. Generally makes self available to give guidance and frees up the needed resources. Shares how the project fits into the bigger picture. Good sense about choosing the best person when he/she delegates.

Leading -

Is excellent at delegation. Very good at delegating tasks in a way that empowers people. Skilled at laying out expectations and explaining the bigger picture.

Outperforming -

Consistently delegates responsibility and authority to subordinates to complete tasks. Defines expected results and establishes guidelines. Almost always achieves objectives. Tracks and regularly measures progress toward goals, making needed scope and priority adjustments.

Fairness to Employees

Treats direct reports equitably. Acts fairly. Has candid discussions. Doesn't have a hidden agenda. Doesn't give preferential treatment. 10%

<input type="checkbox"/> N/A	Not Performing	Underperforming	Performing	Leading	Outperforming
------------------------------	----------------	-----------------	------------	---------	---------------

Not Performing -

Doesn't appear to really care about direct reports or isn't concerned that they are receiving unfair treatment. Hides information or provides it selectively. Uses information as a reward or a relationship-builder with a few direct reports. Plays favorites and applies standards inconsistently. Treats certain direct reports with less respect. Uses the same methods to deal with all direct reports. So avidly against preferential treatment that does not make a special effort to develop and challenge the best performers.

Underperforming -

Doesn't listen for direct reports' needs. Hides information. Isn't candid. Treats direct reports unequally at times and doesn't set uniform standards for everyone to follow. Doesn't develop the best people. Thinks that being fair means treating everyone exactly the same.

Performing -

Treats direct reports fairly and with respect. Applies standards consistently with high and low performers. Gives each direct report their fair share of feedback. Doesn't selectively develop people but gives everyone appropriate equal opportunity.

Leading -

Treats direct reports fairly and respectfully, regardless of their perceived value. Makes every effort to be open and candid with direct reports. Demonstrates fairness and treats people according to their needs. Identifies objective and appropriate development opportunities.

Outperforming -

A model of fairness. Always treats people equitably and according to their unique needs. Skilled in setting standards for fairness of treatment. Always open and honest with direct reports. Gives everyone regular feedback on their performance and is truthful about what is going on in the unit.

Teamwork

Refers to the ability to bring about, cause or influence a joint action by a number of people to achieve a desired result. Understands others quickly and can find common ground. Practices attentive and active listening. Has patience to hear people out and can accurately restate the opinions of others even when he or she disagrees. Provides the information people need to know of how to do their jobs and to feel good about being a member of the team. 10%

<input type="checkbox"/> N/A	Not Performing	Underperforming	Performing	Leading	Outperforming
------------------------------	----------------	-----------------	------------	---------	---------------

Not Performing -

Not a team player. Does not grasp the significance of not providing information people need to know to do their jobs, resolving conflicts, and listening to others to bring a joint action. Seems resistant and uncomfortable working with others. Rarely takes time to listen to

others' perspectives. Withholds resources and often creates conflict by speculating and spreading gossip.

Underperforming -

Shows inconsistency in resolving conflicts, and listening to others to bring about a joint action. Sometimes requires supervision to get involved to stimulate teamwork. Sometimes shows a lack of respect for others. Does not share resources.

Performing -

Meets the job requirements by generally resolving conflicts, and listening to others to bring a joint action by a number of people to achieve a desired result. Consistently cooperates with others. Good at finding common solutions to problems. Maintains honest relationships and is respected by others.

Leading -

Collaborative team player who works well with others. Demonstrates skills in resolving conflicts, fostering integrity and trust, and listening to others to bring a joint action by a number of people to achieve a desired result. Is candid and direct while respecting others. Shares resources with others.

Outperforming -

Outstanding team player. Collaborates easily and encourages others to work together to find solutions. Consistently takes a leadership role by resolving conflicts, fostering integrity and trust, and listening to others to bring a joint action by a number of people to achieve a desired result. Clearly respects others and cares about their interests. Always shares resources with others.

Work Quality

10%

EXPECTATION:

Employee produces high quality of work making few errors. Understands what he/she must do to correct errors or problems that do come up and makes adjustments going forward. Regularly achieves the desired outcomes.

TEST:

- Does the employee's work satisfy ECC'S organizational goals?
- Does this employee organize and present work professionally?
- Is this employee's work thorough and complete?
- Is the employee's work free of flaws and errors?

<input type="checkbox"/> N/A	Not Performing	Underperforming	Performing	Leading	Outperforming
------------------------------	----------------	-----------------	------------	---------	---------------

Not Performing -

Fails to meet requirements for work quality. Shows little skill in detecting and self correcting for errors and problems. Work routinely has errors. Work must be checked and repeated. Significant improvement in work quality is required.

Underperforming -

Room for improvement. Fails to meet requirements for work effectiveness. Work output sometimes does not achieve its desired or required outcomes, or only partially achieves them. Frequent errors, work requires checking and re-doing. Shows some skill in detecting and self-correcting for errors and problems, but this does not happen often enough.

Performing -

Meets the quality requirements of the job. Work output regularly achieves its desired or required outcomes, with an error or problem rate that is acceptable or typical for this kind of work. Can usually self-correct for errors and problems.

Leading -

Normally exceeds job requirements for work quality. Error rates are consistently low, and employee can usually self-correct for errors and problems.

Outperforming -

Consistently exceeds job requirements. This employee rarely makes an error. Always or nearly always self-monitors and can self-correct for avoidable errors and problems. Work is well known by peers and may have a reputation for setting the standard. Consistently seeks more effective ways of working.

Work Quantity

10%

Work quantity refers to the acceptable time in which the ordinary duties of the job may be satisfactorily completed. The amount of work depends on work speed, concentration and endurance.

<input type="checkbox"/> N/A	Not Performing	Underperforming	Performing	Leading	Outperforming
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Not Performing -

Work output is consistently low and the employee regularly fails to complete assigned work tasks on time. The problem may be due to many causes, including apparent indecisiveness, excessive rechecking of work, low work speed, lack of concentration or low effort. May show little if any skill in self-monitoring and may not be aware of their work output problem or even accept that it is a problem. Significant improvement in work quantity required to maintain position on the team.

Underperforming -

Shows inconsistency in work output and may be falling below the acceptable level too often. May be working too slowly, or showing

lack of concentration or consistency of effort. Work tasks and projects are significantly late at times or left incomplete, with serious or potentially serious consequences. May show insufficient self-monitoring of their work rate.

Performing -

Assigned work tasks and projects are usually completed on time. An occasional task or project may be a little late, but not to the point of causing serious difficulties. Shows awareness of the need to produce an acceptable level of work output, and usually self-monitors their own work rate to ensure that needed tasks are completed on time.

Leading -

Displays a high level of safe work output. Some work tasks and projects are completed ahead of time and most are completed on time. May seek out additional tasks and projects to complete, or help others to complete their tasks and projects. Usually self-monitors their own work output to ensure the timely completion of all needed task.

Outperforming -

Shows a consistently high and safe work output, with sustained concentration and endurance clearly evident. Assigned tasks and projects are often completed ahead of the required or expected time. Seeks out extra tasks or projects to undertake, or will help others complete their tasks and projects. Can self-monitor and self-regulate their own work output to ensure completion of all needed tasks.

Management Leadership

Refers to the ability to guide, direct, or influence people. Is resilient, persuasive and earns credibility by delegating and being adaptable. Exhibits strong strategic, operational and decision making skills. 10%

<input type="checkbox"/> N/A	Not Performing	Underperforming	Performing	Leading	Outperforming
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Not Performing -

Refers to the ability to guide, direct, or influence people. Leaders are resilient, persuasive and earn credibility by delegating and being adaptable. They exhibit strong strategic, operational and decision making skills.

Underperforming -

Shows inconsistency in the ability to be an attentive and active listener and have the patience to hear people out. Occasionally makes errors in judgment. There may be evidence of problems from fellow workers and clients. Sometimes misunderstandings result.

Performing -

Performs well in most aspects of management leadership. Good operational and decision making skills, and is sufficiently persuasive to earn credibility and praise.

Leading -

Highly effective with good chance of success in almost any leadership role. Able to motivate and influence others in a positive way, and displays strong decision making skills. Within their area they are well thought of as having good leadership skills.

Outperforming -

Displays uncommon and consistent ability to effectively guide, direct, or influence people to achieve common goals. Consistently viewed as possessing excellent leadership and strategic skills, both inside and outside of their group.

Signatures

Employee Signature _____ Date _____

Supervisor/Reviewer Signature _____ Date _____

Department Head _____ Date _____