

Time Item #

- 1 Call to Order / Record of Attendance

FOR REVIEW AND DISCUSSION

2 PROJECT UPDATES

SRTC staff will provide an update on the following activities:

- SRTC Membership Financial Contributions for Tribal Members
- Expiration of Office Lease
- Employee Handbook Update

3 CY 2024 BUDGET

The initial Draft CY 2024 Budget was reviewed with the Committee at the July 13 meeting. Budget items were updated based on Committee feedback and changes in SRTC staffing. These are reflected in the highlighted figures in the attached material.

Staff will review updates to supporting materials and assumptions for the proposed CY2024 budget, including:

- a) Budget Summary
- b) 5-Year Budget Outlook
- c) Line-Item Budget Supporting Material

4 EXECUTIVE DIRECTOR EVALUATION PROCESS

- An annual performance evaluation is required as part of the employment agreement with the Executive Director. The evaluation is intended to utilize criteria developed by the Board and reviewed by the Director.
- This discussion will include an overview of the processes used by WSDOT, STA and SRTC. A copy of the SRTC Evaluation Template is provided for reference. Staff will also review the current work plan utilized by the Executive Director.
- Staff will seek feedback and direction from Committee members to develop an annual performance review process for the Executive Director of SRTC.

5 MEMBER COMMENTS

6 ADJOURNMENT

Summary
SRTC CY 2024 DRAFT Budget (8-17-23)

| | - | CY 2023 Amended | CY 2024 Proposed | \$\$ change | % change |
|--|---|--------------------|---------------------|-----------------|---------------|
| REVENUES | | | | | |
| 1 | SRTC Cash Reserve (suite 504 expand & contingency) | 160,000 | 25,000 | | |
| 2 | Designated Local Funds from prior year (SRTC - SS4A) | 32,467 | 38,500 | 6,033 | 18.6% |
| 3 | FHWA PL (Federal Public Law Funds) \$162,000 forward prior year | 811,718 | 984,488 | 172,770 | 21.3% |
| 4 | FTA (Federal Section 5303 Funds) \$50,247 forward prior year | 296,422 | 335,077 | 38,655 | 13.0% |
| 5 | STBG Planning Funds | 350,000 | 500,000 | 150,000 | 42.9% |
| 6 | Designated Grant - FHWA - SS4A (Safe Streets 4 All) | 400,000 | 280,000 | (120,000) | -30.0% |
| 7 | STBG D.A.T.A. & Study Project Funds | 300,000 | - | (300,000) | -100.0% |
| 8 | RTPO (State Planning Funds) | 144,651 | 144,651 | - | 0.0% |
| 9 | Designated Grants (WA Dept Commerce - ETS) | 850,000 | 1,200,000 | 350,000 | 41.2% |
| 10 | Local Member Contributions | 274,789 | 276,299 | 1,510 | - |
| 11 | Local Member Contributions - designated SS4A from prior year | 45,000 | 31,500 | (13,500) | - |
| 12 | Spokane County Treasury Interest | 6,000 | 15,000 | 9,000 | - |
| 13 | TOTAL REVENUES | 3,671,047 | 3,830,515 | 159,468 | 4.3% |
| EXPENDITURES | | | | | |
| Personnel | | | | | |
| 16 | Salaries | 1,079,341 | 1,136,980 | 57,639 | 5.3% |
| 17 | Accrued Vacation Payouts \ Unemployment | 1,500 | 15,000 | 13,500 | 0.0% |
| 18 | FICA | 82,684 | 88,126 | 5,442 | 6.6% |
| 19 | WA State Retirement System | 112,144 | 108,354 | (3,790) | -3.4% |
| 20 | Insurance/Benefits | 182,436 | 182,500 | 64 | 0.0% |
| 21 | Total Personnel | 1,458,105 | 1,530,960 | 72,855 | 5.0% |
| Contractual and Professional Services | | | | | |
| 23 | Legal Services | 25,000 | 25,000 | - | 0.0% |
| 24 | Consultant & Prof Svcs | 208,123 | 2,250 | (205,873) | -98.9% |
| 25 | Professional Services - ETS Grant Work | 850,000 | 1,200,000 | 350,000 | 41.2% |
| 26 | Consultant Services & SS4A | 435,000 | 304,500 | (130,500) | 0.0% |
| 27 | Consultant Services & MTP Update | - | 405,000 | 405,000 | 0.0% |
| 28 | Consultant Services & TIP Database | 21,000 | 18,750 | (2,250) | 0.0% |
| 32 | Consultant Services & D.A.T.A. | 300,000 | - | (300,000) | -100.0% |
| 33 | State Audit Charges | 17,000 | 20,500 | 3,500 | 20.6% |
| 34 | Total Contractual and Professional Services | 1,856,123 | 1,976,000 | 119,877 | 6.5% |
| Materials and Services | | | | | |
| 36 | Publications | 500 | 500 | - | 0.0% |
| 37 | Postage | 300 | 300 | - | 0.0% |
| 38 | Operating Supplies | 4,500 | 4,500 | - | 0.0% |
| 39 | Minor Furniture/Equipment | 1,000 | 1,000 | - | 0.0% |
| 40 | Telephone | 5,760 | 4,860 | (900) | -15.6% |
| 41 | Advertising | 3,120 | 3,000 | (120) | -3.8% |
| 42 | Rent - Office Space | 84,500 | 95,000 | 10,500 | 12.4% |
| 43 | Rent - Meeting Rooms | 500 | 500 | - | 0.0% |
| 44 | Lease - Copier (and usage charges) | 2,550 | 2,550 | - | 0.0% |
| 45 | Property and Liability Insurance | 17,000 | 20,000 | 3,000 | 17.6% |
| 46 | Printing | 750 | 750 | - | 0.0% |
| 47 | Interfund Charges County Treasurer (Fees) | 4,860 | 4,860 | - | 0.0% |
| 48 | Contingency | 25,000 | 25,000 | - | 0.0% |
| 49 | Total Materials and Services | 150,340 | 162,820 | 12,480 | 8.3% |
| Travel, Training, and Staff Development | | | | | |
| 51 | Mileage & Parking | 2,400 | 2,400 | - | 0.0% |
| 52 | Travel / Training (Staff) | 42,700 | 42,700 | - | 0.0% |
| 53 | Educational Speaker Series | 5,000 | 5,000 | - | 0.0% |
| 54 | Board/Staff Retreats, Facilitators, Food | 3,700 | 3,700 | - | 0.0% |
| 55 | Dues, Subscriptions, and Memberships | 10,709 | 9,625 | (1,084) | -10.1% |
| 56 | Total Travel, Training, and Staff Development | 64,509 | 63,425 | (1,084) | -1.7% |
| IT Operations | | | | | |
| 58 | IT Professional Services | 28,400 | 29,060 | 660 | 2.3% |
| 59 | Software | 40,640 | 39,820 | (820) | -2.0% |
| 60 | Hardware - New, Replacement, Repairs & Maintenance | 60,000 | 10,500 | (49,500) | -82.5% |
| 61 | Online Services | 12,930 | 17,930 | 5,000 | 38.7% |
| 62 | Total IT Services | 141,970 | 97,310 | (44,660) | -31.5% |
| 63 | TOTAL EXPENDITURES | 3,671,047 | 3,830,515 | 159,468 | 4.3% |

Draft 5 Year Budget 8-17-23

| CALENDAR YEAR BUDGETS | | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | 5 Year Total |
|-----------------------|---|------------------|------------------|------------------|------------------|------------------|-------------------|
| 1 | Start Cash Reserve | 625,000 | 625,000 | 625,000 | 625,000 | 624,999 | |
| 2 | Start PL/FTA/STBG/RTPO Grant Carryovers | 546,190 | 333,943 | 306,057 | 207,749 | 46,723 | |
| 3 | Cash Reserve Budgeted | 63,500 | 25,000 | 25,000 | 25,000 | 25,000 | |
| 4 | PL & FTA funds carried forward | 212,247 | 27,886 | 98,308 | 161,026 | 46,723 | |
| 5 | SS4A Study Funds | 280,000 | - | - | - | - | |
| 6 | FHWA PL Funds | 822,488 | 822,488 | 747,488 | 747,488 | 747,488 | |
| 7 | FTA 5303 Funds | 284,830 | 284,830 | 284,830 | 284,830 | 284,830 | |
| 8 | STBG Fed Discretionary Funds (planning) | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | |
| 9 | RTPO State Planning Funds | 144,651 | 144,651 | 144,651 | 144,651 | 144,651 | |
| 10 | Local Dues | 276,299 | 282,171 | 284,061 | 285,971 | 287,899 | |
| 11 | Spokane County Treasury Interest | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | |
| 12 | Other Local Funds - SS4A (from 2023) | 31,500 | - | - | - | - | |
| 13 | Local Match at least 13.5% | 19% | 22% | 22% | 22% | 23% | |
| 14 | TOTAL REVENUES | 2,630,515 | 2,102,026 | 2,099,338 | 2,163,966 | 2,051,591 | 11,047,436 |
| 15 | | | | | | | |
| 16 | Wages | 1,136,980 | 1,133,700 | 1,167,711 | 1,202,743 | 1,238,825 | |
| 17 | Accrued Vacation Payouts | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | |
| 18 | Payroll Taxes | 88,126 | 87,876 | 90,477 | 93,157 | 95,918 | |
| 19 | Retirement Benefit | 108,354 | 112,123 | 121,325 | 130,979 | 134,908 | |
| 20 | STA Bus Passes | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | |
| 21 | Insurance Benefit | 179,500 | 189,358 | 199,807 | 210,884 | 222,625 | |
| 22 | Personnel | 1,530,960 | 1,541,057 | 1,597,322 | 1,655,763 | 1,710,276 | |
| 23 | Contractual and Professional Services | 2,250 | 2,284 | 2,318 | 2,353 | 2,388 | |
| 24 | Project - - SS4A | 304,500 | - | - | - | - | |
| 25 | MTP Update | 155,000 | 25,000 | - | - | - | |
| 26 | Consultant Svcs - TBD | - | - | 50,000 | 50,000 | 50,000 | |
| 27 | TIP Database | 18,750 | 19,688 | 20,672 | 21,705 | 22,791 | |
| 28 | SMART Mobility Plan | 100,000 | 30,000 | - | - | - | |
| 29 | Economic Analysis & Grant Development | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | |
| 30 | Resiliency Plan | 100,000 | 30,000 | - | - | - | |
| 31 | Strategic Plan | - | 30,000 | - | - | - | |
| 32 | General Agency Operations | 183,320 | 186,986 | 190,726 | 194,541 | 198,431 | |
| 33 | Travel, Training, Staff Dev, Dues/Mbrshps | 58,425 | 59,301 | 60,191 | 61,094 | 62,010 | |
| 34 | Education Series | 5,000 | 5,000 | 5,000 | 5,000 | 5,001 | |
| 35 | IT Equipment & Services | 97,310 | 97,710 | 98,110 | 98,510 | 98,910 | |
| 36 | Contingency | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | |
| 37 | TOTAL Expenses | 2,630,515 | 2,102,026 | 2,099,338 | 2,163,965 | 2,224,807 | 11,220,652 |
| 38 | | | | | | | |
| 39 | BALANCE (budgeted) | 0 | (0) | (0) | 0 | (173,216) | (173,217) |
| 40 | | | | | | | |
| 41 | Ending Cash Balance (estimated) | 625,000 | 625,000 | 625,000 | 624,999 | 451,783 | |
| 42 | | | | | | | |

Assumptions:

- 10 Local Funds increase annual 1% populaton only
- Current staffing levels maintained - Outreach staff added 2023
- 24 **Wages adjusted upwards ~4% in 2024, 3% annually thru 2028**
- HDHP plans @ \$2,000 in H.S.A.
- 21 Health Insurance up 6% annually
- 6 PL, FTA, STBG (PL) & RTPO funds held level - Reduction AQ \$75K in 2026
- 32 Materials / Services up 2% annually

| | | | | | Amended | Prior year |
|---|---------------------|------|-----------|--------------------|-------------|------------|
| | | | | | 2023 Budget | change |
| UPDATED 8-17-23 | | | | | | |
| | Months/ Quantity | Rate | Sub-Total | Annual Expenses | | |
| Personnel | | | | | | |
| 1 | | | | 1,037,192 | 1,009,341 | 27,851 |
| 2 | | 4% | 41,488 | 99,788 | 70,000 | 29,788 |
| 3 | | | 36,300 | | | |
| 4 | | | | 7,000 | | |
| 5 | | | 15,000 | | | |
| 6 | | | | - | - | - |
| 7 | | | | - | - | - |
| 8 | | | | 15,000 | 1,500 | 13,500 |
| 9 | | | | 1,151,980 | 1,080,841 | 71,139 |
| 10 | | | | 88,126 | 82,684 | 5,442 |
| 11 | | | | 108,354 | 112,144 | (3,789) |
| 12 | | | | 2,500 | 2,500 | - |
| 13 | | | | 3,000 | 3,000 | - |
| 14 | | | | 177,000 | 176,936 | 64 |
| 15 | | | | 378,980 | 377,264 | 1,717 |
| 16 | | | | 1,530,960 | 1,458,105 | 72,855 |
| Contractual "Operations" Services: | | | | | | |
| 18 | | | | | | |
| 19 | | | | 47,750 | 72,508 | (24,758) |
| 20 | | | | 25,000 | 25,000 | - |
| 21 | | | | 1,650 | 1,508 | 142 |
| 22 | 2 | 250 | 500 | | 500 | - |
| 23 | 1 | 100 | 100 | | 100 | - |
| 24 | | | 20,500 | | 17,000 | 3,500 |
| 25 | | | | | | |
| 26 | | | | 304,500 | 735,000 | (430,500) |
| 27 | | | | - | 300,000 | (300,000) |
| 28 | | | 304,500 | | 435,000 | (130,500) |
| 29 | | | | | | - |
| 30 | | | | | | |
| 31 | | | | 423,750 | 75,000 | 348,750 |
| 32 | | | 125,000 | | 25,000 | 100,000 |
| 33 | | | 30,000 | | 50,000 | (20,000) |
| 34 | | | 100,000 | | - | 100,000 |
| 35 | | | 100,000 | | - | 100,000 |
| 36 | | | 50,000 | | - | 50,000 |
| 37 | | | - | | - | - |
| 38 | | | 18,750 | | 21,000 | (2,250) |
| 39 | | | - | | 32,467 | (32,467) |
| 40 | | | | | | |
| Materials and Services | | | | | | |
| 42 | | | | 500 | 500 | - |
| 43 | | | | 300 | 300 | - |
| 44 | | | | 4,500 | 4,500 | - |
| 45 | | | | 2,500 | 2,500 | - |
| 46 | | | | 1,000 | 1,000 | - |
| 47 | | | | 1,000 | 1,000 | - |
| 48 | | | | 1,000 | 1,000 | - |
| 49 | | | | | | |
| 50 | | | | 4,860 | 5,760 | (900) |
| 51 | | | | | 4,200 | (900) |
| 52 | | | | | 600 | - |
| 53 | | | | | 720 | - |
| 54 | | | | | 240 | - |
| 55 | | | | | | - |
| 56 | | | | | | - |
| 57 | | | | | | |
| 58 | | | | 3,000 | 3,120 | (120) |
| 59 | | | | 125 | | - |
| 60 | | | | 1,555 | | - |
| 61 | | | | 1,320 | | - |
| 62 | | | | 95,000 | 84,500 | 10,500 |
| 63 | | | | 500 | 500 | - |
| 64 | | | | 1,800 | 2,550 | - |
| 65 | | | | 750 | | - |
| 66 | | | | 20,000 | 17,000 | 3,000 |
| 67 | | | | 750 | 750 | - |
| 68 | | | | 360 | 360 | - |
| 69 | | | | 4,500 | 4,500 | - |
| Travel | | | | | | |
| 71 | | | | 35,900 | 35,900 | - |
| 72 | | | | 6,800 | 6,800 | - |
| 73 | | | | 2,500 | 2,500 | - |
| 74 | | | | 5,000 | 5,000 | - |
| 75 | | | | 2,400 | 2,400 | - |
| 76 | | | | 1,200 | 1,200 | - |
| 77 | | | | | | - |
| 78 | | | | 9,625 | 10,709 | (1,084) |
| 79 | | | | 1,000 | 1,000 | - |
| 80 | | | | 2,400 | 2,400 | - |
| 81 | | | | 3,000 | 3,000 | - |
| 82 | | | | 300 | 300 | - |
| 83 | | | | 400 | 400 | - |
| 84 | | | | 525 | 525 | - |
| 85 | | | | 800 | 800 | - |
| 86 | | | | 900 | 900 | - |
| 87 | | | | 300 | 300 | - |
| IT Operations | | | | | | |
| 89 | | | | 29,060 | 28,400 | 660 |
| 90 | | | | | | |
| 91 | | | | 39,820 | 40,640 | (820) |
| 92 | | | | 4,200 | | - |
| 93 | | | | 21,000 | | - |
| 94 | | | | 1,680 | | - |
| 95 | | | | 850 | | - |
| 96 | | | | 140 | | - |
| 97 | | | | 450 | | - |
| 98 | | | | 2,500 | | - |
| 99 | | | | 6,000 | | - |
| 100 | | | | 3,000 | | - |
| 101 | | | | | | |
| 102 | | | | 7,500 | 56,000 | (48,500) |
| 103 | | | | 2,500 | | - |
| 104 | | | | 3,500 | | - |
| 105 | | | | 1,500 | | - |
| 106 | | | | | | - |
| 107 | | | | | 4,000 | - |
| 108 | | | | | | |
| 109 | | | | 3,000 | 3,000 | - |
| 110 | | | | 1,500 | | - |
| 111 | | | | 1,500 | | - |
| 112 | | | | | | |
| 113 | | | | 17,930 | 12,930 | 5,000 |
| 114 | | | | 11,880 | | - |
| 115 | | | | 275 | | - |
| 116 | | | | 125 | | - |
| 117 | | | | 300 | | - |
| 118 | | | | 550 | | - |
| 119 | | | | 4,800 | 4,000 | 800 |
| 120 | | | | 25,000 | 25,000 | - |
| 121 | | | | | | - |
| 122 | | | | 2,630,515 | 2,821,047 | (219,592) |



As a team member at SRTC, you determine the success of this organization. This review process gives us the opportunity to reflect on our performance, our future goals, and how we each fit into the mission of SRTC. A good review process is reciprocal; it should review our own work, as well as the interactions with our team, our Manager, and those we work with outside of our direct team who influence our ability to meet our goals. Finally, this review process gives clear examples of expected behaviors and relates them to values of the organization. We all can improve- every day. This is an opportunity to be honest with ourselves and each other as we strive to better- individually, as a team, and as SRTC.

Employee fills out:

Part 1: Reflection- and Self-Evaluation

1. What is the most important thing you and I should talk about?
2. Has the past year been good/satisfactory/bad for you? And why?
3. What do you like and dislike about working for SRTC?
4. What elements of your job interest you the most?
5. What elements about your job do you find most difficult?
6. What actions could be taken to improve your performance in your current position by you, and your boss?
7. What areas or training do you feel you need to improve your performance?



3. What goals do you wish you had, or you had planned to, but you did not accomplish over the last year

4. What could have helped you to accomplish these goals

5. Were any goals unable to be accomplished or changed due to a shift in priority?

6. Were you able to shift timeframes or priority levels of core duties or goals to achieve new goals?

7. In retrospect, could you have done anything differently?

8. What other major projects and initiatives did you participate in and contribute to over the last year?

Employee fills out:

Part 3: Future Goals (SMART goals) Specific, Measurable, Achievable, Realistic, Time Constrained

1. What do you consider to be your most important goals for the next year? (at least 3, no more than 7)

2. How can your supervisor help you to accomplish these job-related goals?

3. How can your coworkers help you accomplish these job-related goals?



4. What additional support can SRTC provide you, so you are able to achieve these goals?

Part 4: Supervisor review goals set by employee. Agree, modify, or add goals. Set action steps for #2-4

Employee fills out:

Part 5: Professional Development

1. What **professional job or career growth goals** do you hope to achieve within three years? (at least 1, no more than 3)

2. What resources and support can SRTC provide so you can accomplish these goals?

3. How do these goals help you improve or develop your performance in your current job?

Part 6: Development of an Action Plan: Supervisor review part 5 with employee. Create action plan in writing for professional development including training classes, webinars or conferences to support goals and professional development.

Part 7: Evaluation of Employee

Performance:

Supervisor Fills out, reviews with employee. Rating on a scale of 1-5. Corresponds with SRTC job requirements and organizational values. Description is of a "5" and "Exceeds", illustrating demonstratable behavior of each area to be rated.

Scale of 1-5 (5 is Exceeds, 3 is Acceptable, 1 is Needs Improvement)

Functional Knowledge and Skills: _____

- Demonstrates expertise in skill and knowledge within areas relevant to one's own function or work group.
- Develops and contributes to best practices in discipline in specialty area for the work group.
- Serves as a resource for others regarding major developments in discipline or specialty area and facilitates sharing of methods or knowledge.
- Consistently, in all cases, seen by customers and team members as possessing high functional knowledge and skills.
- Takes responsibility for renewing and upgrading areas of expertise and development of new skills as needed.

Leadership (Taking Initiative) _____

- Actively seeks out ways on own to improve outcomes, processes, or measurements.
- Takes responsibility and provides leadership on projects or initiatives.
- Takes action on projects without being directed to do so and looks for opportunities to move projects along.
- Enthusiastically seeks and accepts additional responsibilities, both in the context of the job and outside of immediate job responsibilities.
- Encourages others to identify and address process improvements, participate in projects and on committee when appropriate.
- Provides decisions in a timely manner according to their level of authority.

Collaboration _____

- Consistently, in all cases, treats everyone with dignity, respect and fairness. Is easy to approach and helpful.
- Resolves interpersonal conflicts constructively and professionally. Seldom requires outside assistance.
- Enthusiastically spends time with others to help them and the team succeed.
- Promotes awareness and respect of cultural and individual values and differences; leverages the strengths of others to accomplish goals, regardless of background.
- Listens to and carefully considers ideas from others, even when different from own, ensures all sides are heard before reaching a conclusion.
- Encourages teamwork among all, facilitates resolution of team conflicts and promotes respect among all team members.

Accountability (Delivering Results): _____

- Achieves excellence in all tasks and goals.
- Maintains focus even in the face of obstacles.
- Uses time efficiently, adjusts plans when changes occur.
- Prioritizes tasks based on importance.
- Delegates and shares duties appropriately.
- Is receptive and implements suggestions for improvement. Solicits feedback. Actively identifies ways to improve.
- Holds self and others accountable for producing quality, timely results. Helps others maintain focus and overcomes obstacle.
- Follows through on assignments and commitments, completing them in a timely and reliable manner; consistently, in all cases, making others aware of task/assignment status.

Innovation- (Problem Solving) _____

- Breaks down problems into fundamental parts. Identifies root causes and addresses problems in ways that leads to innovative solutions.
- Consistently, in all cases, makes informed decisions based on available and hard to find information. Utilizes information that is relevant, clear and current.
- Recognizes typical, as well as complex and unusual issues and actions needed to advance the decision-making process. Recommends possible solutions. Follows up to ensure resolution.
- Creates new ideas and processes despite initial ambiguity of the situation; modifies approach to achieve results in changing situations. Adaptable in situations.
- Assists others in diagnosing problems and recognizing issues. Takes times to help identify critical connections, consequences and alternatives. Recognizes successful adaptations.
- Brings a suite of solutions to the table, does not just present the problems.

Transparency/ (Communication): _____

- Provides regular, consistent and meaningful information to others, ensures appropriate individuals are informed.
- Listens carefully to others, asks questions for clarification, and ensures message is understood.
- Communicates in a clear and concise manner using appropriate grammar, pronunciation, and tone. Conveys message using appropriate method of communication (phone, email, in person, verbal, nonverbal).



- Demonstrates an ability to influence others by modeling appropriate body language and nonverbal communication.
- Tailors communication style to the needs of each situation and audience.
- Encourages others to communicate consistently, clearly and professionally.

Inclusiveness (1+1+3) _____

- Consistently, in all cases, shares information that is accurate and complete; handles sensitive information appropriately.
- Anticipates adverse reactions and develops better alternatives. Actively solicits feedback from customers (internal and external) to surface needs and concerns.
- Actively seeks new opportunities to build relationships and understand the needs of customers.
- Proactively keeps customers informed with both formal and informal communications.
- Asks challenging questions. Ensures all opinions are at the table, especially those in opposition.
- Casts net for stakeholders wide and seeks to give voice to those historically underserved or underrepresented in the planning processes.
- Openly embraces concept of 1=1+3; my ideas plus your ideas=better ideas; without defensiveness or hostility. Encourages inclusive thoughts and ideas.

Integrity- (Honesty in service to others) _____

- Encourages others to be open and honest; holds self and others accountable for sharing accurate and complete information.
- Behaves and expresses oneself in an open an honest manner; is consistent in all cases with what he/she says and does; appropriately handles difficult situations.
- Follows up with customers to ensure satisfaction.
- Demonstrates commitment to SRTC's mission, Vision and values through communication and actions.
- Always begins and ends efforts answering the "why" from all perspectives.
- Adheres to SRTC polices and procedures and APA's Code of Ethics for Planners.
- Fulfills service commitments prior to deadlines. Willingly puts in extra time and effort in crisis situations; goes the "extra mile" to ensure customer needs are met.

Overall Score _____



What are the employee's greatest strengths?

What are areas for the employee to work on?

Are there any areas that require a performance improvement plan?

General Comments

Part 8: Signatures:

By signing this form, you confirm you have discussed your review in detail with your supervisor. Signing this form does not necessarily indicate you agree with the evaluation.

Employee

Supervisor

Part 9: Employee Comments:
