



CAPITAL DISTRICT

**Regional
Planning
Commission**

One Park Place, Suite 102 | Albany, New York 12205
(518) 453-0850 | (518) 453-0856, fax | www.cdrpc.org

2018 Officers

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Craig Warner
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Schenectady County

B. Donald Ackerman
Nancy Casso
Gary Hughes
Joe Landry
Barbara Mauro

COMMISSION MEETING
10:00 am, Wednesday, March 21, 2018
Hudson Valley TEC-Smart
345 Hermes Rd, Ballston Spa, NY 12020

AGENDA

1. Welcome and Introductions
2. Accept January 17th, 2018 Meeting Minutes*
3. Financial Statements through December 31, 2017 (Memo 18-09)*
4. Financial Statements through February 28, 2018 (Memo 18-10)*
5. Paid Family Leave (Memo 18-11)*
6. Communications Plan (Memo 18-12)*
7. Revenue Hours Tracking (Memo 18-13)
8. Clean Energy Communities Program Update
Presentation by Todd Fabozzi
9. LTCP CSO Memo (Memo 18-14)
10. Annual Report
11. Other Business
12. Next Commission Meeting Date: May 16, 2018, Schenectady

*Formal Board Action Anticipated

COMMISSION MEETING

January 17, 2018
1 Park Place, Suite 102
Albany, NY 12205

PRESENT: Michael Apostol, Willard Bruce, Kristin Swinton, Scott Bendett, Judy Breselor, James Shaughnessy (via conference call), Michael Stammel, Jacqueline Stellone, Joseph Grasso, Jason Kemper, Craig Warner, Lindsay Zepko, Don Ackerman, Gary Hughes (via conference call), Barbara Mauro (via conference call)

ABSENT: Lucille McKnight, Nancy Casso, Joe Landry

STAFF PRESENT: Mark Castiglione, Martin Daley, Todd Fabozzi, Jill Falchi, Sean Maguire, Donna Reinhart, Robyn Reynolds

1. **Welcome and Introductions**

New CDRPC Commissioners, Scott Bendett representing Rensselaer County, Joseph Grasso, Craig Warner and Lindsay Zepko representing Saratoga County were introduced.

2. **October 18, 2017 Meeting Minutes**

The minutes were distributed before the meeting and no changes were made.

Action Taken

Don Ackerman made a motion to approve the October 18, 2017 meeting minutes and Jacqueline Stellone seconded. The motion was approved unanimously.

3. **Proposed 2017 Budget Amendment**

As discussed at the October meeting, the actual revenues were tracking under budget and certain expenses lines were also exceeding budget amounts. Revenues for all major grant funded programs have been running under budget for the entire year. The proposed budgeted amounts reflect the projected actual revenues based on this trend.

With additional investments in technology and software, Computer Supplies and Software are significantly overbudget. Conference Registrations line was also over budget, due to investments in trainings specific to Tableau data visualization platform and IMPLAN modeling software.

Action Taken

Gary Hughes (via conference call) made a motion to adopt the amended 2017 budget and Kristin Swinton seconded. The motion was approved unanimously.

4. Report from Nominating Committee

Barbara Mauro, the Chair of the nominating committee recommended the following commissioners to serve as officers of the Capital District Regional Planning Commission for 2018: Jason Kemper, Chair; Gary Hughes, First Vice Chair; Kristin Swinton, Second Vice Chair; and Michael Stammel, Secretary/Treasurer.

Action Taken

Bill Bruce made a motion to approve the 2018 slate of officers and Mike Apostol seconded. The motion was approved unanimously.

5. Proposed 2018 Budget

Mark went over the highlights of the 2018 proposed budget. Overall, the 2018 budget is .4% more than the 2017 budget.

Action Taken

Mike Stammel made a motion to approve the 2018 budget and Bill Bruce seconded. The motion was approved unanimously.

6. Financial Statements through December 31, 2017

The financial statement represents activities through December 31, 2017. For the year, the revenues were at 82% and expenses were at 98%. There is approximately \$65,650 cash in the bank including amounts for the NYSERDA program and the CD and outstanding receivables totaling \$288,560. The receivables reflect payments due to CDRPC through the fourth quarter. A final audited financial statement will be prepared and presented to the Commission in mid 2018.

The expenses reflect the rent paid in full for 2017, employee health insurance and the NYS Retirement bill in the amount of \$86,800.

Action Taken

Judy Breselor made a motion to approve the financial statement and Don Ackerman seconded. The motion was approved unanimously.

7. **Proposed 2018 Meeting Schedule**

A list of the proposed dates for the 2018 Commission meetings were distributed before the meeting. All the meetings are scheduled for the third Wednesday of the month at 10:00am.

Mark discussed the idea of eliminating one of the meetings with the A&F Committee. It was suggested to keep five meetings spread throughout the year without a large gap between meetings. Mark will put together an alternative meeting schedule and email the Board for discussion.

Action Taken

Mike Stammel made a motion to approve the 2018 meeting schedule as proposed and discuss possible changes at a later date and Bill Bruce seconded. The motion was approved unanimously.

8. **Comprehensive Economic Development Strategy**

CDRPC last updated the region's Comprehensive Economic Development Strategy (CEDS) in 2012 and it now time for an update of the 5-year plan.

CDRPC convened a CEDS Strategy Committee to obtain input and guidance from the region's public and private stakeholders. The Committee reviewed regional data; developed a list of regional strengths, opportunities, weaknesses, and challenges; reviewed and revised the goals and objectives for the strategy; and provided information to help develop the region's priority project list.

A draft report was distributed to the Board in December for comment. There is a 30-day public comment period that began in December. Staff is requesting board action to accept our regional CEDS Plan.

Jacqueline Stellone expressed concerns with the list of threats on page 34 of the plan. Jacqueline would like the wording of the first threat, *Direction of the federal government, policies in the Trump administration* be changed to *Uncertainty related to Economic Development Administration resources at the federal level*. Sean Maguire will make that change to the CEDS plan.

Action Taken

Mike Stammel made a motion to accept and approve the CEDS Plan as amended and Jacqueline Stellone seconded. The motion was approved unanimously.

9. Bylaws Adoption

A red lined version of the proposed amended bylaws and a memo from counsel, Bob Ryan were sent to the board for review prior to the meeting.

Once in place, there will be new actions to consider such as members will need to be present in person or via video conferencing in order to vote during any board meetings. The officers structure will be updated to conform with the positions identified in the four-county agreement – Chair, First Vice Chair, Second Vice Chair and Secretary/Treasurer.

Action Taken

Judy Breselor made a motion to adopt the amended bylaws and Mike Stammel seconded. The motion was approved unanimously.

10. LTCP CSO

Martin Daley informed the Board that the CSO program has been making great progress. The Pool Communities were awarded over \$15 million in CFA grant money which benefit all six communities.

Several projects met Consent Order Construction Completion Milestones in the past three months. The consultant team estimates that to date more than 250MGD of annual CSO volume has been removed; a 15.5% flow reduction volume for a typical year of precipitation.

The Communities closed out FY2017 and the year end audit has been completed.

11. Appointments to the Capital District Youth Center, Inc. Board

Mike Morelli representing Albany County and Stan Brownell representing Rensselaer County have resigned from CDRPC board effective December 31, 2017, which means they will both be leaving CDYCI Board as well.

Previously, Fred Acunto representing Saratoga County resigned from CDRPC effective December 31, 2016, leaving 3 vacancies on CDYCI Board. Commission action is requested to appoint a Commissioner from Albany, Rensselaer and Saratoga Counties to serve on the CDYCI Board.

Action Taken

Don Ackerman made a motion to appoint Kristin Swinton from Albany County, Scott Bendett from Rensselaer County and Craig Warner from Saratoga County to serve on CDYCI Board. Bill Bruce seconded the motion. The motion was approved unanimously.

12. Resolution Recognizing Stan Brownell

Stan Brownell was appointed to the CDRPC Commission in 2001 by the Rensselaer County Legislature and has served on the Capital District Youth Center, Inc Board since 2011. Stan served as an officer of the Commission numerous times and was elected Chairman of CDRPC in 2005.

Stan has resigned from both CDRPC and CDYCI boards as of December 31, 2017. Commission action is requested to adopt a proclamation commending Stan Brownell for his distinguished service to CDRPC.

Action Taken

Judy Breselor made a motion to adopt the proclamation and Mike Stammel seconded. The motion was approved unanimously.

13. Year in Review

Mark gave a presentation outlining the Commission's activities during 2017 as well as ongoing projects the staff is involved in. A copy of the presentation will be emailed to the Board.

14. Executive Session

Action Taken

Jason Kemper made a motion to enter into Executive Session and Judy Breselor seconded. The motion was approved unanimously.

Mike Apostol made a motion to come out of Executive Session and Mike Stammel seconded. The motion was approved unanimously.

15. Other Business

Action Taken

Mike Stammel made a motion to approve a 2% salary increase to the Executive Director and Don Ackerman seconded. The motion was approved unanimously.

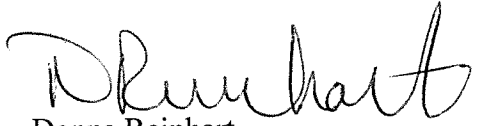
16. Next Meeting Date

The next CDRPC Commission meeting is scheduled for March 21, 2018 at 10:00am.

Adjournment

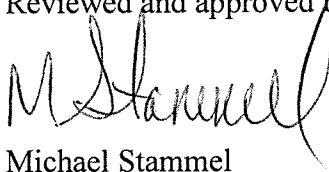
Mike Apostol made a motion to adjourn the meeting and Mike Stammel seconded. The motion was approved unanimously.

Respectfully submitted,



Donna Reinhart
Office Manager

Reviewed and approved by,



Michael Stammel
Secretary/Treasurer



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MEMORANDUM (#18-09)*

To: Commissioners
From: Mark Castiglione, Executive Director
Date: March 16, 2018
Re: 2017 Pre-Audit Financial Statement

Enclosed for your review and approval are the 2017 pre-audit financial statements.

For the year, the revenues were at 97% while expenses are at 102% to budget based on the revised 2017 budget adopted by the board. The revenue reflects the final billings through the fourth quarter of 2017 and all expenses have been accounted for. Unless there are adjustments made as a result of the audit, the Commission ended the year with a net operating deficit of \$97,788 reducing the Unreserved Fund Balance to \$331,977. The Fund Balance does not include Compensated Absences owed to the staff which is considered a Long Term Liability. A final audited financial statement prepared by the new auditing firm engaged by the Commission will be presented at the May or July meeting.

Capital District Regional Planning Commission Balance Sheet

As of December 31, 2017

	Total
ASSETS	
Current Assets	
Bank Accounts	
A200 Key Bank - Checking	45,126
A201 KeyBank Money Market	20,145
A202 Key Bank - NYSERDA	10,507
A203.1 M & T - CD	50,271
Total Bank Accounts	\$ 126,049
Accounts Receivable	
A300 Accounts Receivable	0
A379 A/R - Four Counties	37,938
A380 A/R from Private Persons & Orgs	246,179
A410 A/R from NYS & Federal	86,757
A440 A/R from Other Gov't Entities	0
Total A300 Accounts Receivable	\$ 370,864
Total Accounts Receivable	\$ 370,864
Other Current Assets	
Total Other Current Assets	\$ 28,759
Total Current Assets	\$ 525,673
Fixed Assets	
A470 Computers and Technology	4,423
A475 Accum Depr - Computers	(885)
Total A470 Computers and Technology	\$ 3,538
A490 Furniture and Fixtures	61,287
A495 Accumulated Depr - F&F	(61,287)
Total A490 Furniture and Fixtures	\$ -
Total Fixed Assets	\$ 3,538
Other Assets	
TOTAL ASSETS	\$ 529,211
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
A600 Accounts Payable	147,152
Total Accounts Payable	\$ 147,152
Other Current Liabilities	
A691 Deferred Project Revenue	20,680
Total Other Current Liabilities	\$ 20,680
Total Current Liabilities	\$ 167,832
Long-Term Liabilities	
A631 Compensated Absences	29,402
Total Long-Term Liabilities	\$ 29,402
Total Liabilities	\$ 197,234
Equity	
A909 Fund Balance - Unreserved	429,765
Net Income	(97,788)
Total Equity	\$ 331,977
TOTAL LIABILITIES AND EQUITY	\$ 529,211

Capital District Regional Planning Commission

Profit and Loss by Month

January - December 2017

	Sep 2017	Oct 2017	Nov 2017	Dec 2017	Total	2017 Budget	Par = 100%
Income							
R2390.1 Albany County					74,590	\$ 74,590	100%
R2390.2 Rensselaer County					39,091	39,091	100%
R2390.3 Saratoga County		13,462			53,847	53,847	100%
R2390.4 Schenectady County		9,485			37,938	37,938	100%
R2401 Interest & Earnings	0	0	0	0	2	300	1%
R2770.1 Miscellaneous Revenue	2,975	7,905	3,127	275	14,282	14,000	102%
R2770.3 Contractual Services				10,500	22,500	22,500	100%
R2770.4 Foreign Trade Zone					11,250	23,750	47%
R2770.5 Conference & Special Events		1,655	635		7,950	7,950	100%
R2770.6 Youth Center Facility	20,500			20,500	82,000	82,000	100%
R3900.3 NYSERDA	17,892	26,522	25,228	36,955	245,916	244,700	100%
R3900.6 LTCP - CSO	36,729			35,036	161,952	169,650	95%
R4000.2 Economic Development (EDA)	13,022			18,798	60,255	58,800	102%
R4000.3 Water Quality (604(b))	8,031			14,807	46,854	43,710	107%
R4000.4 Federal Highway Aid (UPWP/PL)	39,242			30,701	135,883	149,400	91%
R4000.5 NYS DOS	2,050				2,050	5,000	41%
Total Income	\$ 140,441	\$ 59,027	\$ 28,990	\$ 167,571	\$ 996,360	\$ 1,027,226	97%
Expenses							
E1010 Salaries	46,814	51,039	50,790	48,930	561,717	561,000	100%
E1030 Temporary Services	1,008		55	794	17,915	18,000	100%
E2010 Office Equipment	484	484	484	515	6,497	6,000	108%
E2020 Furniture & Furnishings	0	0	0	0	0	1,000	0%
E4020 CDRPC Workshops	1,200	6,532	363	25	13,783	13,800	100%
E4021 Conference Registrations	2,478	0	2,010	54	13,175	12,000	110%
E4030 Consultant Services	7,477	2,870	10,398	3,006	68,653	62,000	111%
E4040 Agency Memberships	350	0	0	0	4,000	4,000	100%
E4051 Computer Supplies & Software	35	372	7,989	(1)	20,806	21,000	99%
E4055 Data Purchases	0	0	0	0	404	500	81%
E4060 Equipment Maintenance					0	1,500	0%
E4070 Office Supplies	293	953	800	516	5,451	5,000	109%
E4080 Books/Journals					264	300	88%
E4090 Printing/Publishing	864	2,068	410	841	8,562	8,000	107%
E4110 Rent	5,001	4,990	5,016	5,071	65,996	62,000	106%
E4120 Telephone / Internet	368	409	457	452	5,387	5,500	98%
E4130 Travel	1,515	359	1,639	6,607	25,395	19,000	134%
E4140 Equipment Repair					0	250	0%
E4150 Postage	5	1,266	84	367	2,533	2,167	117%
E4160 Miscellaneous	4	6,700	0	0	8,256	8,256	100%
E4170 Payroll Services	199	202	204	285	2,593	2,500	104%
E4190 Contingent Fund					0	1,000	0%
E4200 Insurance - General					1,703	3,000	57%
E4210 Meeting Expenses	196	198	290	72	1,768	1,700	104%
E5300 Banking Fees	62	59	59	59	749	800	94%
E8000 Depreciation Expense				1,268	1,268		
E8010 NYS Retirement	6,000	6,000	26,807		86,807	90,000	96%
E8020 Compensated Absences Expense				9,609	9,609		
E8030 FICA-Employer	3,667	3,928	3,888	3,769	44,963	47,000	96%
E8040 Workers' Comp & Disability Ins.				0	3,128	3,400	92%
E8050 Health Insurance	9,555	11,166	10,044	9,828	108,252	108,000	100%
E8060 Unemployment Ins. (FUTA/NYSUI)	16	63	55	49	1,540	2,150	72%
E8070 Professional Memberships	0		0	0	600	1,200	50%
E8080 Continuing Education	0	0	0	0	2,375	4,400	54%
Total Expenses	\$ 87,591	\$ 99,658	\$ 121,843	\$ 92,115	\$ 1,094,148	\$ 1,076,423	102%
Net Operating Income	\$ 52,849	\$ (40,630)	\$ (92,853)	\$ 75,456	\$ (97,788)	\$ (49,197)	



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MEMORANDUM (#18-10)*

To: Commissioners
From: Mark Castiglione, Executive Director
Date: March 16, 2018
Re: Financial Statements Through February

Enclosed for your review and approval are the current financial statements through February 2018. Invoices were sent to each of the four counties. Albany and Rensselaer Counties pay semi-annually while Saratoga and Schenectady Counties are billed quarterly.

Through February, revenues at 8% to budget and expenses are 15% to budget (Par = 17%).

As noted on the Balance Sheet, on February 28th we had \$138,103 cash in the bank not including amounts for the NYSERDA CEPC program and the CD. The outstanding receivables total \$119,572. The majority of the receivables reflect the payment due to CDRPC for work associated with the Combined Sewer Overflow, NYSERDA invoiced amount for total program expenses, and payment from Schenectady County. We also have one Certificate of Deposit.

CD #	Value	Expires
943799	\$50,271	November 23, 2018
Total: \$ 50,271		

Capital District Regional Planning Commission

Balance Sheet

As of February 28, 2018

	Total
ASSETS	
Current Assets	
Bank Accounts	
A200 Key Bank - Checking	63,735
A201 KeyBank Money Market	74,368
A202 Key Bank - NYSERDA	64,260
A203.1 M & T - CD	50,271
Total Bank Accounts	\$ 252,634
Accounts Receivable	
A300 Accounts Receivable	0
A379 A/R - Four Counties	9,485
A380 A/R from Private Persons & Orgs	75,097
A410 A/R from NYS & Federal	35,000
Total A300 Accounts Receivable	\$ 119,572
Total Accounts Receivable	\$ 119,572
Other Current Assets	
Total Other Current Assets	\$ 6,955
Total Current Assets	\$ 379,161
Fixed Assets	
Total A470 Computers and Technology	\$ 3,538
Total Fixed Assets	\$ 3,538
TOTAL ASSETS	\$ 382,699
LIABILITIES AND EQUITY	
Liabilities	
A600 Accounts Payable	76,664
Total Accounts Payable	\$ 76,664
Other Current Liabilities	
A691 Deferred Project Revenue	20,680
Total Other Current Liabilities	\$ 20,680
Total Current Liabilities	\$ 97,343
Long-Term Liabilities	
A631 Compensated Absences	29,402
Total Long-Term Liabilities	\$ 29,402
Total Liabilities	\$ 126,745
Equity	
A909 Fund Balance - Unreserved	331,977
Net Income	(76,024)
Total Equity	\$ 255,954
TOTAL LIABILITIES AND EQUITY	\$ 382,699

Capital District Regional Planning Commission
Profit and Loss by Month
 January - February, 2018

	Jan 2018	Feb 2018	Total	2018 Budget	Par = 17%
Income					
R2390.1 Albany County	37,295		37,295	\$ 74,590	50%
R2390.2 Rensselaer County	19,546		19,546	39,091	50%
R2390.3 Saratoga County	13,462		13,462	53,847	25%
R2390.4 Schenectady County	9,485		9,485	37,938	25%
R2401 Interest & Earnings	0	0	0	300	0%
R2770.1 Miscellaneous Revenue	4,159	100	4,259	100	4259%
R2770.3 Contractual Services			0	20,000	0%
R2770.4 Foreign Trade Zone	425		425	23,000	2%
R2770.5 Conference & Special Events			0	6,000	0%
R2770.6 Youth Center Facility			0	82,000	0%
R3900.3 NYSERDA			0	330,000	0%
R3900.6 LTCP - CSO			0	160,000	0%
R4000.2 Economic Development (EDA)			0	65,000	0%
R4000.3 Water Quality (604(b))			0	40,000	0%
R4000.4 Federal Highway Aid (UPWP/PL)			0	150,000	0%
R4000.5 NYS DOS			0	15,000	0%
Total Income	\$ 84,370	\$ 100	\$ 84,471	\$ 1,096,866	8%
Expenses					
E1010 Salaries	50,546	50,544	101,090	615,000	16%
E1030 Temporary Services	870	582	1,452	16,000	9%
E2010 Office Equipment	(4,402)	871	(3,532)	7,500	-47%
E2020 Furniture & Furnishings	0	0	0	1,000	0%
E4020 CDRPC Workshops	0	0	0	9,500	0%
E4021 Conference Registrations	115	0	115	4,000	3%
E4030 Consultant Services		13,184	13,184	44,000	30%
E4040 Agency Memberships	0	378	378	4,500	8%
E4051 Computer Supplies & Software	106	940	1,046	16,500	6%
E4055 Data Purchases	0	0	0	500	0%
E4060 Equipment Maintenance	32	0	32	1,500	2%
E4070 Office Supplies	479	156	635	4,000	16%
E4080 Books/Journals		103	103	500	21%
E4090 Printing/Publishing	122	193	314	5,000	6%
E4110 Rent	4,931	5,142	10,073	67,000	15%
E4120 Telephone / Internet	488	474	961	5,000	19%
E4130 Travel	3	1,280	1,283	19,000	7%
E4140 Equipment Repair			0	500	0%
E4150 Postage	88	13	101	750	13%
E4160 Miscellaneous	0	26	26	750	3%
E4170 Payroll Services	201	348	549	2,500	22%
E4190 Contingent Fund			0	1,000	0%
E4200 Insurance - General		1,945	1,945	3,000	65%
E4210 Meeting Expenses	86	177	263	1,500	18%
E5300 Banking Fees	62	24	86	800	11%
E8010 NYS Retirement			0	90,000	0%
E8030 FICA-Employer	4,017	3,953	7,970	51,500	15%
E8040 Workers' Comp & Disability Ins.		92	92	3,400	3%
E8050 Health Insurance	10,689	10,262	20,950	124,172	17%
E8060 Unemployment Ins. (FUTA/NYSUI)	683	493	1,176	2,150	55%
E8070 Professional Memberships	200		200	1,200	17%
E8080 Continuing Education	0	0	0	1,500	0%
Total Expenses	\$ 69,313	\$ 91,181	\$ 160,494	\$ 1,105,222	15%
Net Operating Income	\$ 15,057	\$ (91,081)	\$ (76,024)	\$ (8,356)	



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MEMORANDUM (#18-11)*

To: Commissioners
From: Mark Castiglione, Executive Director
Date: March 16, 2018
Re: Paid Family Leave

New York’s Paid Family Leave provides job-protected, paid time off so employees can bond with a newly born, adopted or fostered child; care for a close relative with a serious health condition; or assist with family situations when a family member is deployed abroad on active military service. This benefit is mandatory for private business and currently optional for agencies like CDRPC. It is funded through employee payroll deductions. Staff has come to consensus about their willingness to pay for this benefit and desires the Commission to extend this benefit to staff. More information about PFL and related policies is attached.

Paid Family Leave contributions are set each year to match the cost of agency insurance coverage for the benefit. The rate of employee contributions is reviewed annually and is subject to change by New York State’s Department of Financial Services. In 2018, a deduction equal to 0.126% of an employee’s weekly wage capped at an annual maximum of \$85.56. Maximum benefit would be 50% of an employee’s weekly salary.

Employees can continue their health insurance while on leave and are guaranteed the same or comparable job after leave ends. If employees contribute to the cost of their health insurance, they must continue to pay the portion of the premium cost while on Paid Family Leave. The costs to CDRPC mainly relate to staff resources. The Commission can decide whether staff can use accruals to supplement the leave payment to achieve full salary during leave. Under that circumstance, according to the attached, the Commission would be eligible to file a claim under the policy for those expense.

As there is a committee currently reviewing the Employee Handbook and Administrative Guidelines, it is my recommendation that the discretionary policies related to PFL should be vetted through that committee first and

presented to the Board for final adoption. Board action is requested now to direct the Executive Director to work with this committee to prepare appropriate policies to extent PFL benefits to CDRPC staff.



Model Language for Employee Materials





Employer Instructions

Employers are required to inform their employees about their rights under Paid Family Leave, either in an employee handbook or other written materials.

To assist you, the following pages provide model language you can use and customize based on your Paid Family Leave policies and procedures.

Your employee materials should include:

- The name of your Paid Family Leave insurance carrier or if you are self-insuring for coverage.
- Whether you permit employees to use accrued time to supplement Paid Family Leave benefits.
- Whether Paid Family Leave must be taken concurrently with any other type of leave (e.g., maternity leave).
- Employees' responsibility for covering health insurance premiums while out on leave.
- Instructions on how to request Paid Family Leave.
- Whether you, as the employer, are subsidizing all or part of the cost of your employees' Paid Family Leave premiums.

See the appendix at the end of this document for additional model language on some of these considerations.

Note: *These materials are not offered, nor should be construed, as legal advice. It is strongly advised that you have your company attorney review the draft before preparing your final copy.*



Paid Family Leave Overview

New York's Paid Family Leave provides job-protected, paid time off so you can:

- **Bond** with a newly born, adopted or fostered child,
- **Care** for a close relative with a serious health condition, or
- **Assist** with family situations when a family member is deployed abroad on active military service.

You can continue your health insurance while on leave and are guaranteed the same or comparable job after your leave ends. If you contribute to the cost of your health insurance, you must continue to pay your portion of the premium cost while on Paid Family Leave.

Benefits - Time

Paid Family Leave benefits phase in over four years. Eligible employees can take Paid Family Leave for up to eight weeks in 2018, with coverage increasing to 10 weeks in 2019 and 2020, and 12 weeks in 2021. Leave can be taken either all at once or in full-day increments. You may take the maximum time-off benefit in any given 52-week period.

Benefits - Pay

Paid Family Leave pay benefits also phase in over four years. Benefits are a percentage of your average weekly wage, capped at that same percentage of the New York State Average Weekly Wage, as calculated annually by New York State's Department of Labor. These benefits are 50% of your average weekly wage for 2018, 55% in 2019, 60% in 2020, and 67% in 2021.

EXAMPLE 1: An employee who earns \$1,000 a week in 2018 would receive a benefit of \$500 a week (50% of \$1,000). In 2019, that employee would receive a benefit of \$550 a week (55% of \$1000).

EXAMPLE 2: An employee who earns \$2,000 a week in 2018 would receive a benefit of \$652.96. This employee's benefit is capped at 50% of New York State's Average Weekly Wage — currently \$1,305.92. Half of that amount is \$652.96.

Eligibility

All eligible employees are entitled to participate in Paid Family Leave.

- **Full-time employees:** Employees who work a regular schedule of 20 or more hours per week are eligible after 26 consecutive weeks of employment.
- **Part-time employees:** Employees who work a regular schedule of less than 20 hours per week are eligible after working 175 days, which do not need to be consecutive.

Employees are eligible regardless of citizenship and/or immigration status.



Funding

Paid Family Leave is funded through employee payroll contributions that are set each year to match the cost of coverage. The rate of employee contributions is reviewed annually, and is subject to change by New York State's Department of Financial Services.

You can use the calculator at ny.gov/PFLcalculator to get an estimate of your weekly deduction.

Qualifying Events

New Child: You can take Paid Family Leave during the first 12 months following the birth, adoption, or fostering of a child. Expectant mothers cannot take Paid Family Leave for their own pregnancy. Paid Family Leave for the birth of a child begins after the birth. It is not available for prenatal conditions.

Serious Illness: You can take Paid Family leave to care for a close relative with a serious health condition. These relatives can live outside of New York State and even outside the country. You cannot take Paid Family Leave for your own health condition.

A serious health condition is an illness, injury, impairment, or physical or mental condition that involves:

- Inpatient care in a hospital, hospice, or residential health care facility, or
- Continuing treatment or continuing supervision by a health care provider.

A close relative includes:

- Spouse
- Domestic partner
- Child and stepchild
- Parent and stepparent
- Parent-in-law
- Grandparent
- Grandchild



Military Active Service Deployment: You can take Paid Family Leave to assist with family situations arising when your spouse, domestic partner, child, or parent is deployed abroad on active military service or has been notified of an impending military deployment abroad. You cannot use Paid Family Leave for your own qualifying military event.

Your Rights and Protections

- You have **job protection**, ensuring you can return to the same job (or a comparable one) when you return from Paid Family Leave.
- You can keep your **health insurance** while on leave. If you contribute to the cost of your health insurance, you must continue to pay your portion of the premium cost while on leave.
- Your employer is **prohibited from discriminating or retaliating** against you for requesting or taking Paid Family Leave.
- **You do not have to take all of your sick and/or vacation time** before using Paid Family Leave.

Taking Paid Family Leave

- 1. Notify your employer.** When you want to take Paid Family Leave, you must notify your employer at least 30 days before your leave will start if it's foreseeable. Otherwise, notify your employer as soon as possible.
- 2. Obtain required forms.** Contact your employer, employer's insurance carrier, or visit ny.gov/PaidFamilyLeave to obtain the required forms.
- 3. Complete and submit forms.** Fill out the *Request For Paid Family Leave (Form PFL-1)* following the instructions on the cover sheet, and submit it to your employer. Your employer must fill out their section of the form and return it to you within three business days. If your employer fails to respond, you may proceed to the next step below and submit all materials directly to your employer's Paid Family Leave insurance carrier.
- 4. Obtain and attach supporting documentation.** The specific documentation or additional forms required for each type of leave are described on the request for Paid Family Leave and at ny.gov/PaidFamilyLeaveApply.
- 5. Submit your request forms and supporting documentation.** Submit to your employer's Paid Family Leave insurance carrier. You can submit your claim before or within 30 days after the start of your leave. The insurance carrier must pay or deny your request within 18 calendar days of receiving your completed forms.

Paid Family Leave Process and Contacts

At _____, requests for Paid Family Leave forms and
INPUT EMPLOYER NAME

forms submissions should be directed to: _____
INPUT DEPARTMENT NAME AND/OR EMAIL ADDRESS

Our Paid Family Leave insurance carrier is: _____
INPUT CARRIER NAME AND CONTACT INFORMATION

Disputes

If your Paid Family Leave claim is denied, the insurance carrier or employer, if self-insured, will provide you with information about how to request arbitration. A neutral arbitrator will decide claim-related disputes.

Contact:

insurance carrier: _____
INPUT CONTACT INFORMATION IF APPLICABLE

or,

For self-insured employers: _____
INPUT DEPARTMENT NAME AND/OR EMAIL ADDRESS IF APPLICABLE

Discrimination Complaints

Employees are protected from discrimination and retaliation for requesting or taking Paid Family Leave.

If your employer terminates your employment, reduces your pay and/or benefits, or disciplines you in any way as a result of you requesting or taking Paid Family Leave, send your employer's designated Paid Family Leave contact a formal request for job reinstatement using the *Formal Request For Reinstatement Regarding Paid Family Leave (Form PFL-DC-119)*, which can be found in the forms section of ny.gov/PaidFamilyLeave. **File the completed form** with your employer and send a copy to:

Paid Family Leave, P. O. Box 9030, Endicott, NY 13761-9030

If your employer fails to comply with the request for reinstatement within 30 days, you may file a Paid Family Leave discrimination complaint with the Workers' Compensation Board using *Paid Family Leave Discrimination Complaint (Form PFL-DC-120)*, which is also available on the Paid Family Leave website. Once your complaint is received, the Board will assemble your case and schedule a preliminary hearing in front of a Workers' Compensation Law Judge.



For more information on Paid Family Leave, please visit ny.gov/PaidFamilyLeave or contact Human Resources.



Appendix: Model Language by Topic

As outlined in the Employer Instructions, there are elements of Paid Family Leave you may wish to explain in more detail, or provide specific information about in connection with your company policies. The list below describes some of these considerations and provides model language you can use as appropriate.

- 1. Relationship with other types of leave:** It may be beneficial for your business to address the relationship between *NYS Paid Family Leave (PFL)*, the federal *Family and Medical Leave Act (FMLA)*, short-term disability and Workers' Compensation.

Model language:

- Paid Family Leave can be taken by employees who are eligible for time off under the provisions of the FMLA. PFL will run concurrently with designated FMLA leave when the reason for leave qualifies under both PFL and FMLA. Eligible employees must then apply for both PFL and FMLA.
- You may not receive short-term disability and Paid Family Leave benefits at the same time. You may not take more than 26 combined weeks of short-term disability and Paid Family Leave in a 52-week period.
- If you are unable to work and qualify for Workers' Compensation Benefits, you may not use Paid Family Leave benefits at the same time as you are receiving Workers' Compensation benefits. If you are receiving reduced earnings, you may be eligible for Paid Family Leave. Please check with human resources.

- 2. Accruing time for PFL eligibility:** You may want to clarify that paid time off will count as a qualifying work day/days for eligibility for Paid Family Leave. An employer who makes payroll deductions for Paid Family Leave should continue to collect employee contribution during periods of paid time off.

- **Model language:** Time spent on paid vacation, sick or personal days can be counted toward an employee's eligibility determination.

- 3. Supplementing PFL with accrued time:** You may want to specify whether your business will allow employees to supplement PFL with accrued leave time in order to receive full pay.

- **Model language:** Employees may/may not supplement PFL with accrued time in order to receive full pay during their absence.

- 4. Using accrued time with PFL:** You may want to specify whether your business will allow employees to use accrued leave time in order to receive full pay. If you do allow this, you may seek reimbursement from your insurance carrier.

- **Model language:** Employees may/may not use accrued time with PFL benefits in order to receive full pay during their absence.

- 5. Accrual of leave time while on PFL:** You may want to clarify whether your business allows employees to continue to accrue leave while on PFL.

- **Model language:** While on PFL, employees will/will not continue to accrue sick or vacation time.

- 6. Policy on spouses taking PFL:** If two spouses work for your company, you may want to share your policy on whether these employees can take Paid Family Leave at the same time for the same qualifying event (e.g., to bond with a new child), or if they must take it one at a time.

- **Model language:** Company policy allows only one employee at a time to receive PFL to bond with the same child or care for the same family member.

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MEMORANDUM (#18-12)*

To: Commissioners

From: Mark Castiglione, Executive Director

Date: March 16, 2018

Re: Communications Plan

The Commission's FY 2016-2018 Strategic Plan identified the development of a communications plan as one of four "Strategic Initiatives." The Initiative was outlined as follows:

Develop an integrated communications and outreach plan to promote the role and value of the Commission and continue to explore opportunities for expanded regional partnerships.

Debbie Strum Rausch was engaged to help guide CDRPC through this process and develop the Communications Plan. As the development of this plan began before the transition in leadership at CDRPC and was being developed concurrent with the implementation of many of its recommendations, it's a document that is somewhat immediately outdated.

Regardless, it provides validation for the work that has been done and a roadmap of strategies for the Commission to consider moving forward as we continue to promote the role and value of our work and expand partnerships throughout the region. The following is a sampling of activities that have been implemented which resonate with actions in the plan:

- 50th Anniversary Celebrations
- CDRPC@50 Speaker Series
- CDRPC E-newsletter and Data Blasts
- Data Dashboard development
- Consistent branding of materials
- Brochures developed
- Website improved
- Database development
- Email marketing – MailChimp
- E-commerce for events ticketing
- New topics, partners, sponsors for CDRPC Workshops
- Hosted a variety of webinars
- Office network server installed
- Developed editorial calendar for data releases
- Enhanced social media presence
- GotoMeeting Videoconferencing

Board action is requested to accept the Communications Plan.



**CAPITAL DISTRICT REGIONAL PLANNING COMMISSION
STRATEGIC COMMUNICATIONS PLAN
December 2017**

Prepared by
Deborah Sturm Rausch
Communications and Public Relations

INTRODUCTION

In 2016, the Capital District Regional Planning Commission (CDRPC) initiated the development of a Strategic Communications Plan (Plan) to serve as a blueprint for its public relations and communications efforts. This Plan is intended to be the key communications resource supporting CDRPC's execution of its 2016 – 2018 Strategic Plan, vision and goals.

This Plan constitutes a critical component of the Strategic Plan. It is meant to serve as a guide for establishing effective, multidirectional communication channels to solicit and convey information to and from stakeholders including employees, the Board, regional partners, grantors, and the greater community.

The Plan employs strategies and tactics that lay a foundation to communicate information about the Commission to all stakeholders effectively and efficiently, ensuring that CDRPC's commitment to outreach and community involvement is consistent with its excellent level of service, integrity, objectivity, efficiency and operational effectiveness.

COMMUNICATIONS PLAN OVERVIEW

The CDRPC Strategic Plan FY 2016 – 2018, submitted in December 2015, identified the need for enhanced and strategic public relations for the Commission, to be spearheaded by the development of a Communications Plan. As evidence of the need for public relations to be incorporated into the operations of the Commission, the Strategic Plan's SWOT Analysis noted the following related to public relations:

Weaknesses – “Lacking sophistication in how the agency is marketed, i.e. branding and website”

Opportunities – “Enhance the visibility and ‘branding’ of the agency”

Indeed, the number one strategic initiative identified in the Strategic Plan was to “Develop an integrated communications and outreach plan to promote the role and value of the Commission and continue to explore opportunities for expanded regional partnerships.” The Plan should align CDRPC's brand, messaging, public awareness and education with its focus, mission, and recently completed organizational strategic plan, including a general elevation of brand awareness and general comprehension of the vital work it performs. As such, communications and public relations are fundamental to both the strategic and operational planning for the Commission, and should be given its proper weight in CDRPC's budget planning and operational focus.

As CDRPC works towards achieving its goals, its adoption of a Strategic Communications Plan was identified as an imperative.

THE STRATEGIC COMMUNICATIONS PLAN DEVELOPMENT PROCESS

To create a well-rounded and purposeful Plan, an inclusive process was developed and utilized so that input could be received directly from members of the Board Commissioners on the Administration and Finance (A&F) Committee and all CDRPC staff. The process began in spring 2016 with a full-staff brainstorming session and discussion to discuss and analyze the role,

functions and value of CDRPC. Following this initial phase, a Communications Audit was performed using a specialized questionnaire that was developed specifically for CDRPC. Over the course of several months, a meeting was held with each member of the Staff and the A&F Committee where the same questions and discussion points were reviewed individually. In this manner, a consistent set of information was gained and perspectives were comfortably voiced. The goal of the audit was to gather information about CDRPC pertaining to leadership knowledge and commitment, external and internal threats to CDRPC's operations, goals and objectives for programming and communications, future directions and their implications, messaging content and clarity, regional identity, brand recognition, ideas and opportunities going forward, and an overall sense of organizational culture and well-being.

The following Plan represents the outcome of this process coupled with additional discussions with CDRPC staff, first-hand observations and numerous meetings and conversations both on and offsite. The Plan highlights the input received during the Audit process, provides findings in the form of a Strategic Communications SWOT Analysis, outlines specific SMART (Specific, Measurable, Achievable, Relevant, and Timely) communication strategies, defines target audiences, identifies some key messages, and recommends strategies and tactics for implementation.

EXECUTIVE SUMMARY

CDRPC, a regional planning and resource center, is in its 50th year of providing support to New York's Capital Region. CDRPC provides objective analysis of data, trends, opportunities, and challenges relevant to the Region's economic development and planning communities. Since its creation, the Commission has been promoting intergovernmental cooperation; communicating, collaborating, and facilitating regional initiatives; and fostering dialogues on solutions to regional problems. CDRPC was established by an agreement signed by representatives of Albany, Rensselaer, and Saratoga and Schenectady Counties in 1967, and these counties continue their commitment to the Commission by providing financial support for its programs and services to this day. This funding forms the foundation of CDRPC's operating budget, and is further used to leverage funding from grants and other revenue sources to serve the best interests of the public and private sectors in the Region.

For many years CDRPC management and staff have not seen the need for a coordinated public relations and education program. However, the planning processes for developing both the strategic and communications Plans revealed that there is a lack of an organized and strategic focus to integrate public relations and communications techniques, including but not limited to social media, community relations, and brand identification into the Commission's operations. It is worthy of note that both the strategic and the communications planning processes identified that a significant challenge would be reidentifying CDRPC as its own entity following the retirement of former Executive Director Rocco Ferraro.

Based on the responses received during the interview process, CDRPC's mission, purpose and activities are generally, but in some cases not specifically, understood among those who interface with it on a regular basis. However, according to most of those interviewed and a random sample, many people in the region, including local municipal employees who should know about CDRPC, have either never heard of it or don't know enough about it to understand what the Commission

offers or what is already available to them through existing contracts. Additionally, there is a feeling that most nonprofit organization leaders and staff do not know of and thus do not realize that CDRPC can be of service to them. Further, despite CDRPC staff being often quoted by the media, the regional public does not generally know of CDRPC, its services and programs, or its important role in our region.

On the positive side, CDRPC is viewed by those who do know of and work with it as the regional “glue.” They believe that CDRPC promotes the overall good and welfare of the Capital Region, and is the impartial objective representative at the table. There is also a strong feeling among staff and Board that CDRPC is the region’s “best kept secret.” While that speaks to the value it brings to the table, being the best kept secret is not necessarily a good thing. The public would benefit from knowing and understanding that CDRPC is the sole-source for regional and local entities to communicate and work together with their counterparts across the unnatural physical boundaries set by laws, as well as for the many products and services it provides.

Therefore, branding and bringing increased focus to CDRPC, the importance of the role it plays in the region and the “bang for the buck it presents” is strongly recommended. Bottom line, the need for CDRPC to develop and adopt a Plan to build its brand, messaging, and public awareness as a valuable and unique asset in the Capital Region cannot be overstated.

The following Plan builds on the 2016-2018 overall Strategic Plan, and provides methods to elevate general brand awareness and comprehension, and bolster CDRPC’s reputation as the Region’s cross-community communicator and inter-municipal project facilitator.

COMMUNICATIONS/PUBLIC RELATIONS SWOT ANALYSIS

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, as defined below, is useful in developing a strategic communications plan and program. A communications SWOT analysis is similar to an organizational assessment SWOT analysis, however, it is geared toward public relations and communications issues. A Communications SWOT analysis focuses on an organization’s:

Strengths – attributes and resources that support a successful outcome.

Weaknesses - attributes and resources that work against a successful outcome.

Opportunities - factors upon which the organization can capitalize or use to its advantage.

Threats - factors that could jeopardize the organization.

The SWOT analysis that follows is not a full listing of all the attributes or factors affecting the Commission. Rather it is a prioritized analysis based upon feedback and observations made over the analysis period from spring 2016 through summer 2017. Since resources are limited, CDRPC will likely not be able to implement every SWOT item. However, the Plan will outline tactics and goals to address as many as possible within existing resource and time constraints.

COMMUNICATIONS/PUBLIC RELATIONS SWOT ANALYSIS

<p>Organization Strengths</p> <ul style="list-style-type: none"> • Commission mission and reputation • Unique position to be able to work without any hidden agendas or ulterior motives • Skilled and experienced staff • Strong relationships between current staff and grantors • Positive relationships between Board and staff • Existing grants and contracts with federal and local entities ensuring outside funding stability long-term • Long history of county support • Positive feedback from current stakeholders • CDRPC is valued in the planning community • Mission is clear and broad enough to provide opportunities • 50 years of high quality regional service • Media and others who know about CDRPC value its information as accurate and unbiased • New staff bring additional support and expertise to the mix • New Executive Director is local and highly regarded • CDRPC meets its deadlines with few exceptions and turns around requests quickly when needed • Revised website is an improvement from former website • Leadership roles of staff on ancillary boards and in related professional organizations • Collegial internal atmosphere among most staff • CDRPC is investing in Planning with an operational Strategic Plan and a Strategic Communications Plan • Better and more regular internal communication has begun 	<p>Organization Weaknesses</p> <ul style="list-style-type: none"> • Lack of formal public relations program to date • Limited written accounting of achievements for members/stakeholders/clients • Limited branding and low brand awareness • Lack of Board Manual detailing the responsibilities of Commissioners and no formal training/orientation provided for new Board Commissioners • CDRPC has not had an Annual Report since 2007 • Member county representatives outside of the Board do not seem to be fully aware of the value they are getting from their funding of CDRPC annually. • Board members report that they do not always have CDRPC information to bring back to their constituencies • No new employee orientation or materials presented at hire • Lack of educational or promotional materials • No Crisis Communications Plan • No client list • Lack of coordination and cross-pollination of public and community relations conducted by staff means CDRPC is not getting as much as possible out of these efforts • Insufficient communication among staff regarding their own work products, usually until the product is completed • Low public relations budget given needs • Website needs improvement in process and presentation • Social media profiles should be elevated • “Make do” attitude for electronic media rather than professional handling may contribute to internal frustrations • Need for more formal internal processes, documentation and communication
<p>Organization Opportunities</p> <ul style="list-style-type: none"> • Population growth trends should yield increased need for CDRPC products and services • Leadership (Board and new ED) commitment to inculcating public relations into program • Accomplishments on behalf of stakeholders can be demonstrated (Satisfied stakeholders exist and can be accessed to provide testimonials) • User-friendly PR materials to be developed • Innovations in communications with funders, grantors, target markets will be explored • CDRPC’s brand will be developed and consistently attached to its products • Existing staff networks can be utilized to advance CDRPC’s goals • New approaches to raise awareness both internally and externally will improve outcomes 	<p>Organization Threats</p> <ul style="list-style-type: none"> • Staff do not emphasize the importance of a coordinated and professional public relations program • Public Relations/Communications is a low budget priority • Overall reluctance to embrace the conceptual changes needed to integrate public relations/public education into CDRPC program operations • Tendency to stove-pipe internal operations • Ineffective communications infrastructure and a lack of funds to make necessary improvements • Some data services are offered elsewhere and may become redundant especially given the online information available • Proposed federal and state budgets may decrease funding to CDRPC partner/client agencies and may affect programs • “We’ve always done it that way” mentality is an impediment • Raising awareness about CDRPC could result in demand for services exceeding staff capacity

There are many opportunities upon which to make the most of CDRPC's strengths, mitigate weaknesses, maximize opportunities and defend against threats identified in the SWOT analysis. Therefore, as the Commission turns this next chapter in its long history of success, it should adopt a strategic communications plan to align its brand, messages, and public opinion with its new focus, mission, and recently completed organizational strategic plan, including a general elevation of brand awareness and comprehension.

This Strategic Communications Plan aims to achieve this key objective through outlining specific communication goals, defining target audiences, and recommending strategies and tactics for implementation. This framework aligns CDRPC's brand, messaging, public awareness and education with its focus, mission, and recently completed organizational strategic plan, elevates brand awareness and general comprehension of the vital work it performs.

STRATEGIES

The Plan categorizes its Strategies into 5 basic content areas.

- | | |
|-------------------------|----------------------------|
| I) Organizational Brand | IV) Metrics |
| II) Infrastructure | V) Stakeholder Engagement. |
| III) Messaging | |

The following Strategies are recommended:

- I. **ORGANIZATIONAL BRAND – *Create a consistent brand that is utilized throughout the course of CDRPC business.*** Branding is often misunderstood and undervalued. But, every organization has a brand. Brands are visual and verbal cues that people then associate with entities, the immediate reactions that come with them and the deeper associative emotional and functional associations they trigger. An organization's brand stands for the promise an organization makes about its quality, including the quality of its integrity, its products, its services and its ability to deliver results that matter. A strong brand speaks volumes about an organization without uttering a single word. The following tactics are recommended to strengthen CDRPC's brand:
 1. **Utilize a consistent visual brand for all CDRPC materials** – The official logo and all official brand identifiers should be consistently used to easily recognize CDRPC's main program areas. For CDRPC to receive the appropriate credit for its services, *all* programs should be identified with the official logo. Making certain that every program served by CDRPC staff, including the CSO, CDYCI, FTZ, Clean Energy, etc. reflect the relationship to CDRPC will communicate value and build brand recognition. The visual brand should include the logo and tagline.
 2. **Create and Implement a Commission Official Style Guide.** A style guide is a valuable communications resource, especially for organizations that are in the process of change, transition and potential growth. Style guides help organizations consistently present themselves in the way they want to be seen, and provide Board and staff members needed guidance in how to present materials they prepare. Consistency conveys professionalism and preparation, and is the difference between achieving brand identity - or not.
 - *Format* – A consistent format that includes font, colors, use of logo, etc. is critical to developing CDRPC's brand identity. Staff at CDRPC have developed preferences that must be considered.

- *Color Palette* – CDRPC’s official colors are Burgundy (PMS #1805 and Grey (65% black), complemented by black and white. The reference point for the organization’s colors is the Pantone Color Matching System (PMS). PMS colors are widely accepted and in most cases will ensure color accuracy.
 - *Style* – Most small organizations like CDRPC use one set of guidelines for most communications. CDRPC should decide style preferences for each type of product produced to achieve consistency. Some organizations choose to have different styles for different types of products, which is fine, if they are used consistently.
3. **Update CDRPC’s Mission Statement** to enhance the explanation of CDRPC’s reason for existing, its partner agencies and its importance in the Capital Region. The Mission Statement should be tied to the Vision Statement, and should be updated as needed to reflect the organization’s priorities and methods of accomplishing its Vision.
 4. **Create a Vision Statement** that reflects where CDRPC will be in the future. An effective vision statement is inspirational and aspirational. It is a declarative statement that creates a mental image of the future once the Commission has achieved its goals.
 5. **Create a Values Statement** that describes what the Commission believes in and how it will behave. A Values Statement is a “moral compass” that guides decision-making and defines deeply held beliefs and principles of the organizational culture.
 6. **Elevate brand visibility** – CDRPC’s brand should stand out from the crowd. The goal is to have its target market think of CDRPC when they need programs and services that CDRPC provides. CDRPC is already doing some things to make it stand out... such as providing great customer service and great value for its products for its existing clients. That said, increasing its visibility to those who do not already engage with it is needed. Some tactics for this are:
 - Create and offer webinars, teleconferences or on-site classes to your target markets [this also supports (V) Stakeholder Engagement]
 - Schedule and promote targeted forums, speeches and other appearances by staff
 - Publicly promote events and conferences
 - Create public campaigns around programs/services areas. (For example, see the EPA’s Communicating the Value of Drinking Water: Using Campaigns and Community Engagement Efforts https://www.epa.gov/sites/production/files/2015-06/documents/epa810s15001_0.pdf for water quality campaign ideas.)
 - Internal Office Branding – Enhance the office space to add branding features including official colors, logo, slogan and educational materials in all public areas.
 7. **Create collateral materials** – All materials should be branded with the CDRPC official logo, colors, tagline, and fonts. All materials including brochures, a services catalogue, tabling exhibits, flyers, newsletters, postcards, banners, tablecloths, etc. should be created to identify and educate all who encounter them about CDRPC. Many of these can be created in a budget-conscious manner to maximize deliverables.
 8. **Commemorate CDRPC’s 50th Anniversary** - Promoting a milestone like the CDRPC’s 50th Anniversary is a positive and meaningful method of raising awareness about the Commission’s impact, elevating its overall brand, drawing attention to its programs and services, strengthening relationships with existing partners, connecting with potential constituents, and educating the community at large. A complete 50th Anniversary Commemoration Prospectus was provided separately.
 9. **Scan News for Related Issues and Offer Media Assistance** – The media covers items related to CDRPC’s programs and services regularly. For example, transportation,

economic and business development, water quality, joblessness, homelessness, real estate, etc. CDRPC leadership should be made aware of these news items. If appropriate and helpful to both CDRPC and the media, a CDRPC representative could reach out to media to assist by providing data or information. This will result in raising awareness about CDRPC and elevate its brand.

10. **Create and Implement a Crisis Communications Plan** – Although the likelihood of a crisis that directly affects CDRPC is low, possibilities exist (for example, with the CSO, the Capital District Youth Center, Inc. (CDYCI) program, possible incorrect or invalid data inadvertently provided, a projection error that impacts funding, etc.) for a crisis to occur. Being prepared for one is the best way to handle a crisis should one occur. For example, business operations are disrupted, partners, clients and the public will want to know how they will be impacted. Regulators may need to be notified and local government officials will want to know what is going on in their communities. Neighbors living near a facility may need information—especially if they are threatened by the incident. All these “audiences” will want information likely even before CDRPC has a chance to begin communicating about it. It is strongly recommended that CDRPC commission to have a Crisis Communications Plan developed.
11. **Engage in Corporate Social Responsibility** - Corporate Social Responsibility (CSR) is an increasingly popular and meaningful way of raising brand awareness while making a difference. Even the smallest of organizations can benefit both externally and internally when they make CSR part of their Value Statement and core. As Author Steve Nash said, “Think globally, act locally.” Some CSR ideas for CDRPC include:
 - **Internal:** CDRPC could take steps further “green” its own office, and perhaps the building where the office is located. For example, CDRPC might lead by example and install energy monitoring meters on several pieces of equipment in its own offices and encourage other offices in the building – or elsewhere - to do the same. CDRPC could launch a new “sustainability-related” service or product or competition. For example, CDRPC might work with the Business Council to launch a “cost and energy savings” competition that would engage the region’s businesses, educate consumers, build CDRPC’s brand and give CDRPC very positive exposure.
 - **External:** CDRPC could get involved in this year’s Earth Day commemoration. The theme for Earth Day 2017 is *Environmental and Climate Literacy*. CDRPC has much to add in this arena. CDRPC could: host a public forum to educate people about the local environment and climate issues; participate in the waterways cleanup offered annually by the Canal Corporation; or team up with the Mohawk Hudson Land Conservancy to clean up and clear trails at their newly opened Fox Preserve.

II. **INFRASTRUCTURE – Build a communications infrastructure to enhance organizational outcomes** - According to Sriramesh and Verčič, (*The Global Public Relations Handbook*, 2009) “...The generic principles that guide excellent public relations in organizations are not valid if they are not profoundly integrated into what some define as ‘specific applications’ and what others prefer to call ‘public relations infrastructure’” The following infrastructure enhancements are recommended for CDRPC:

1. **Enhance CDRPC’s Website** – While CDRPC’s website has been greatly improved since it was first developed, there is still much to do to present a consistent, quality, easily searchable and understandable site. The following is a list of features that could enhance CDRPC’s existing website:

- Improve Functionality – The functionality of a website is the interactive part of the site - that which allows the visitor to respond in some way, thus turning the visitor into an engaged client or prospect. All pages on the CDRPC website should be evaluated to ensure they are easily navigable and responsive.
 - Create searchable pdfs – right now most of the pdfs uploaded on CDRPC’s website are not searchable, therefore their presence on the Internet can only be detected in titles rather than in content. This vastly limits exposure.
 - Standardize Presentation – The different pages/sections on CDRPC’s website have clearly been written by different people, and thus present with different approaches, voices, methods, looks and feels. These should be standardized so the site speaks in a consistent manner.
 - Feature Leaders and Partners - Board of Trustee Commissioners who are on the Administration and Finance Committee should be featured, with the full Board listed. Board and Staff Bios should be consistently presented with photos and bios
 - Present the CDRPC Brand - Logos and Branding should be consistently viewable throughout the site.
 - Enhance Placement - Items “above the fold” are the most important
 - Update Information – Material must be regularly updated so it doesn’t become “stale”
 - Make Information Web-Friendly – Writing for the web and for social media is much different than writing for print materials. Effective websites present information that is web-friendly. It is suggested that the website content be reviewed to ensure that its content and presentation meet online standards of excellence. Suggestions include:
 - ✓ Front-load info so that most important info is first
 - ✓ Add brief, keyword-loaded headings throughout an article.
 - ✓ Employ Search-Engine Optimization (SEO) - SEO refers to techniques used to raise a webpage’s rank in search engine results. Search engines analyze the words on a page and consider some words as more important. A search engine will “think” the webpage is “about” the words used. Search engine algorithms are also important, but SEO can be improved by creating well-organized and information-rich copy.
 - ✓ Use keywords when writing – A keyword is a word or short phrase people will use to search for an article or information about a subject. Keywords also improve SEO.
 - ✓ Break long paragraphs up into smaller ones.
 - ✓ Format text as lists where possible.
 - ✓ Use active voice and active verbs.
 - ✓ Use jumps – clump text for better eye-catching... entice the reader to focus on the piece, then use jumps to continue the longer text
 - ✓ The language, syntax, style of presentation and set-up of information throughout the website should be uniform. People should be able to switch from page to page in the website and know, based on the way things are written and the presentation of materials that they are still on the same website.
 - ✓ The site must have a consistent Voice - - the expression of the Commission or site through images, graphics, typeface, colors, content selection, and words.
 - ✓ Headlines – All headlines must be consistent in language and placement.
2. **Develop a Publishing Workflow Process (PWP)** – A tried and true method of maintaining and standardizing website content is to design and implement a PWP that is

then synced with the CMS. The PWP will ensure that everyone involved in the process of creating and publishing content maintains communication while keeping to the editorial standards set by CDRPC's brand. Setting up a PWP to streamline how and when editing and publishing tasks happen will make everyone's job cleaner and easier and should assist in ameliorating some of the current tensions around getting items published on CDRPC's website. Developing a PWP should be part of a contract with CDRPC's CMS Administrator and should include a participatory process to determine content development needs, publishing frequency and timelines expectations, and processes so everyone's expectations are in sync. The system developed should have the flexibility to accommodate regularly published items as well as emergency needs.

3. **Enhance utilization of online technologies** – Online technologies that will be of assistance to CDRC include, but are not limited to:
 - Online sign-up and payment for workshops, special events, etc. where a fee is charged
 - Develop and launch an interactive review application - Applications and interactive websites with user-generated content have become very popular Internet elements. CDRPC should consider developing such an application for users to review its web-based applications where ratings of friendliness toward target communities can be submitted – similar to *Yelp!* This gives the user the ability to provide online feedback, and provide an engaging manner of acquiring direct feedback about the products and services offered on CDRPC's website.
4. **Develop, manage and grow CDRPC databases** – Although CDRPC has databases, the Commission faces the traditional challenges of converting current passive contacts into active, engaged consumers. It may also desire to build its base by connecting with new contacts. Any organization's ongoing viability and success depends, at least in part, on the size of its audience, core stakeholders, and its positive impact it has on both. It is important for CDRPC to grow the number of people who perceive it as a vital partner in the Capital Region so they are willing to support it and its work. CDRPC should:
 - Develop a method of collecting contact information for those who engage with its programs, services and online activities
 - Compile data and update current database records, removing duplicate records
 - Maintain contact information in a searchable database that employs database codes. Database codes are used to signify characteristics and relationships for a given record, such as initial point of contact, advocacy actions taken, events attended, and constituent status. By developing and using database codes, the Commission can drastically enhance its ability to generate lists for use by all departments that will further enable strategic communications efforts.
 - Develop a client database to reflect services rendered, main contacts and communications information.
5. **Contract with a Bulk E-Mail Service Provider** – Constant Contact and Mail Chimp are two popular bulk email services used to educate and inform constituents. They both come with different features, deliverability rates and pricing. Deciding which one to use involves understanding the differences and benefits of each. There are pros and cons to both. Constant Contact is more expensive than Mail Chimp, but has better deliverability, customer support, more customization options for email design with a greater number of ready-to-use templates, and an overall more professional look and feel. If price is a huge issue, then MailChimp should be selected as their forever free plan is good, and even if

CDRPC's mailing list grows beyond the 2,000 subscribers included it still costs less than Constant Contact. MailChimp has strong automation features and better analytics.

6. **Build a Public Relations Infrastructure** – CDRPC should:

- Purchase a current shared version of the full Adobe Creative Suite so that all staff who generate content and graphics have access to the same quality application. This will ensure the integrity of graphic design, collateral and organizational material development.
- Procure access to a media database. To effectively and strategically place messages in various media outlets, the Commission will benefit from complete outlet, editor, reporter and writer information including topics of interest, geographic audience location, general outlet demographic data, and current contact information. This tool will greatly increase the efficiency of press efforts and allow for more effective targeting.
- Develop and share CDRPC media lists. Existing project-specific media lists developed or utilized by staff should be shared in a common location and updated when new or more current information becomes available.
- Engage a Clipping Service - CDRPC has no formal method of tracking its media coverage. Some staff have established Google Alerts to receive notice of Internet posts and coverage, but a repository for the information is needed and the items should be regularly shared. Google Alerts and other online tools only track digital mainstream outlets and not trade or smaller printed materials, so securing a clipping service to track coverage based on key terms programmed by the Commission is recommended. Clipping services may be available as a package with a media database.

7. **Enhance Internal Office Processes** – As noted in the SWOT there is a need for CDRPC to utilize more formal processes, documentation and communication tools to ensure a clearer understanding of goals, assets and accomplishments. Some ideas for accomplishing this are:

- Central Calendar – scheduling meetings could be easily facilitated using the Outlook Scheduler. This practice has started, but should be fully inculcated into operations.
- Create Inter-Office Mailboxes – Leaving items on people's desks leaves room for things to get lost. A simple fix might be an inexpensive Mail Box and Literature Organizer, 10 Slot Sorter that could be placed near the fax machine.
- Scheduling Group Meetings and Utilizing Available Space – Outlook should be used for scheduling "open space" for meetings conducted by staff. Also, given the small office footprint, all staff people should have access to all group meeting space. Available spaces include: the Large Conference Room, the Common Area Conference Table, and the Small Conference Table (in the space adjacent to Todd's Office).

III. **MESSAGING - Strategic Value Messaging is a map that guides your organization in everything that you do.** To enhance its messaging, CDRPC should:

1. **Publish an annual report.** CDRPC is required to publish an Annual Report, but hasn't done so for many years. A strategically developed and published annual report can be used as an effective communications tool and will serve as a centralized source of information for the Commission from which questions can be answered and additional materials developed.

2. **Write and distribute an elevator pitch.** When questioned about what CDRPC does, each person asked had a different answer. A consistent description of what CDRPC does is imperative. An Elevator Pitch is a description of an organization, its goals and current efforts that can be delivered in 30 seconds or less and easily understood by any member of the public. Because CDRPC's work is complex, a simplified and consistent description will help the Board and staff better convey why the work is vital, unique and impactful. It is recommended that a special professionally-facilitated session of the Board and staff be held to brainstorm, craft and adopt an elevator pitch.
3. **Create an Editorial Calendar** - An editorial calendar is a central collection of upcoming important dates such as events, anniversaries, client celebrations, partners' important events, national celebrations or commemorations that can be tied to CDRPC's work, and so on. Media outlets use an editorial calendar to plan for articles and coverage, and CDRPC can do the same. An editorial calendar will not only help keep leadership informed of potentially important dates that may or may not require action, but will facilitate the decision-making process to determine what action, if any, is appropriate.
4. **Write and issue current, relevant and strategic press releases.** While there's no cut-and-dried formula for when a press release should be done, here are a few reasons when it's a good idea: New product launches; Updates to existing products; Introducing a new partnership; Rebranding; Promoting/hiring a new executive or staff member; Receiving an award as an organization or if one of the staff or Board members receive an award; Illustrating relevance of products or services to the public or clients by tying a release to a commemoration. Make the release newsworthy. Reporters look for strong press releases that reflect good business practices, organizational success, and opportunities to engage the public. Look for interesting and compelling stories with a timely "hook" are more likely to get media interest. Press releases are often tied to the Editorial Calendar.
5. **Engage via social media channels.** Social media offers a powerful tool to convey messages to an existing audience with the inherent potential to simultaneously reach new people. CDRPC should use its social media channels to demonstrate its knowledge base, awareness and currency. Posting Commission updates are useful in instilling a feeling of personal connection with audiences. Many entities use social media to supplement their online presence. While use of social media has increased in popularity over the years, experts are now saying this may have reached its peak and are identifying some downsides. The biggest downside, and a consideration for CDRPC is the need for constant monitoring that comes with social media and its need for real-time response. Twitter, for example, needs constant vigilance and input, and the information gets old quickly.
6. **Create a Clip Book** – One way of illustrating the frequency and content of the Commission's media coverage is with a visually appealing Clip Book. This collection of the Commission's published press hits can be used as a tool to convey impact, as well as appeal to current and new constituents as evidence of CDRPC's value. The Commission should create a clip book from the media tracking data acquired via its clipping service combined with in-house tracking efforts.
7. **Create Public Service Announcements** - As the Commission's target community and its regional partners enjoy a tremendous scope, there may be multiple opportunities to create public service announcements (PSA) to highlight the benefits of specific programs. For example, should the Commission be able to rebrand the CSO program to better identify it to the public, (similar to Onondaga's "Save the Rain" initiative) a PSA would serve to raise consciousness about cleaned and conserved rain water. Also, a PSA about the

Federal Trade Zone (FTZ) program might help encourage local entities to participate. Such PSA's are generally well-received by television and radio outlets and could enhance brand comprehension as well as elevate the Commission's reputation and visibility.

8. **Create Regularly Scheduled Electronic Messages** - An effective messaging tool is commonly used today to connect with constituents. Euphemistically called an "E-Blast," the content of these messages is tailored to highlight a program, service, upcoming event, important information, etc. It is brief, only highlighting information – as opposed to something like the monthly Data News, which provides an in-depth presentation of information connected to a specific subject. Many organizations send these "E-Blasts" out weekly. My suggestion for CDRPC would be to do a bi-weekly E-Blast through Constant Contact. E-Blasts can also be used on an emergency basis to get critical news out quickly, however, normal issuance should be on a regular schedule. Pick a day of the week, and stick to it. Creating an E-Blast schedule and protocol will facilitate their creation and timely delivery, and minimize deadline crunches.
9. **Testimonials** – Create a Testimonials File. Testimonials provide validation from partners/clients that speak volumes about an organization's programs and services. Testimonials build trust. They have both internal and external benefits. In developing a testimonial, the client may have some "light bulb" moments about the value of the service received from CDRPC, and of course, CDRPC will benefit from having someone, other than itself, sing its praises. Testimonials are powerful not only for marketing CDRPC to prospective users, but also for search engine visibility when they are posted on the Commission website and Facebook page.
 - When requesting a testimonial, the following questions will be helpful to ask questions such as: What obstacle (or obstacles) would have prevented you from success if you hadn't worked with CDRPC? How was your outcome different because of CDRPC's service? What specific feature of CDRPC's work did you like best? What are three specific benefits of working with CDRPC? Would you recommend working with CDRPC to others? If so, why? Is there anything you'd like to add?

IV. **METRICS - Using a metrics-based approach, CDRPC can track, monitor, assess and communicate its progress toward certain long- and short-term objectives.** Based on the metrics applied, the Commission can establish milestones, goals and objectives, and celebrate successes as they occur. Deciding what and how to measure speaks to the mission, vision and values of an organization. The methods listed above can be used to communicate results. CDRPC might consider the following areas connected to metrics:

1. **Comparative Analysis** – Measure the benefits CDRPC's clients, particularly its County members and their constituents, are receiving from their annual membership funding of CDRPC. This should include a cost analysis to illustrate "bang for the buck" and turn-around to demonstrate responsiveness.
2. **Partner Loyalty** – Analyze and create a public relations piece about partner loyalty. This is a bragging point for CDRPC, since 100% of its County partners continue to support the Commission through funding and participation on the CDRPC Board of Commissioners.
3. **Client Retention** – Organizations like CDRPC gather feedback from customers via surveys, direct feedback or other types of analysis to improve service offerings and foster loyalty and retention among the client base. This also relates to Stakeholder Engagement.
4. **Website Effectiveness** – Zone 5 uses Google Analytics on the CDRPC website. This is a free, and very powerful tool for measuring ROI gained from CDRPC's website. It tracks

traffic and user patterns on the website. These analytics provide an “at-a-glance” dashboard where CDRPC can find out which online campaigns bring the most traffic and conversions, determine where your most frequent visitors are located, learn what people are searching for on your site, visualize what people click on the most and see how long they stay on each page, identify its best and worst performing pages, and more.

5. **Media Coverage** – CDRPC can track and measure its coverage in the media through the clipping service it engages (see above). Tracking the amount of mentions in the media is a good method of showing how often CDRPC is in the public eye.

V. **STAKEHOLDER ENGAGEMENT** – *Engage stakeholders at every level to build reputation and expand services.* Those who know CDRPC view it as an objective, trustworthy, respected organization with highly skilled staff that is open in its approach, and is valued for its products and its responsiveness. Engaging constituents in communicating about CDRPC is a powerful method of telling the Commission’s story.

CDRPC Stakeholder Circle



1. **Identify Target Audiences** – CDRPC’s target audiences correlate directly with its communication goals. The Commission must be understood, visible to, and respected by a range of audiences with varying needs. Having a better understanding of these audiences will allow the Commission to better and more efficiently make these connections.
 - CDRPC should have a solid understanding of internal and external audiences and the most effective methods of communicating with them. As illustrated by the *CDRPC Stakeholder Circle* developed exclusively for CDRPC, these audiences include: Commission Board Trustees, staff members, volunteers, partners, vendors, community members and the general public, policy makers, elected and municipal leaders, nonprofit organizations, educators, and planners, as well as global Internet users.
2. **Celebrate Client/Partner Success** – Relishing the positive will lead to even greater success in the future. Not only is celebrating the success of those CDRPC represents good for external PR, it also boosts internal self-esteem and morale, and provides the Commission with a chance to create a learning experience from those wins. It’s important to see even the smallest wins or successes as something to celebrate. Accomplishments made by partners/clients as a result of working with CDRPC should be publicly announced by a press release, posting on websites, Facebook pages and LinkedIn Accounts.

3. **Celebrate Staff and Board Achievements** – Publicly announce good things that happen for Board Commissioners and Staff. These can go in columns such as the Times Union’s “On the Move” and on the CDRPC website, Facebook and LinkedIn pages.
4. **Bolster communications with pre-existing constituents** to maximize the benefits for both CDRPC and its partners. Enhancing CDRPC’s messaging will better position it with all its audiences, especially its funders, and provide another gateway for base-building, message-reach, impact, and more. By more regularly communicating with its audience, CDRPC will create opportunities for engagement, education and additional dialogue, and ensure that its constituents feel personally connected to, and heard by, the Commission.
5. **Conduct Local Briefings** - Invite each member County to conduct a briefing during which CDRPC Board members and staff will inform County elected leaders and their staff about CDRPC and all it offers in supports and services for them. Commissioners should be CDRPC’s Regional Ambassadors. A local briefing is a great opportunity for them to educate their own County representatives about CDRPC, its accomplishments and all it does for their County in the Capital Region. It’s also a terrific way to highlight accomplishments achieved because of or through CDRPC’s work.
6. **Create a member package.** The creation of a member package, including benefits, successes on the member’s behalf, proof of impact, metrics and personal stories, etc., will create a new strategic communication tool. These packages could possibly be used when appealing to potential new funders with the aim of increasing revenue streams.

CONCLUSION

The SMART goals or strategies listed above have all the attributes the description connotes. They are Specific, Measurable, Achievable, Relevant, and Timely in that they could all be done immediately and would all result in enhancements to CDRPC's operations and success. Some experts have suggested that the SMART acronym should be expanded it to be **SMARTER** – with two additional focus areas: Evaluated and Reviewed. In concurrence with this expansion, it is strongly suggested that the ER components be adopted by CDRPC for both its Strategic Operational and its Strategic Communications Plans to ensure and maximize results.

Implementation of these Strategies must be prioritized with an eye for balancing program staffing levels so that CDRPC does not bite off more than it can chew. It is suggested that CDRPC leadership and staff review the strategies and work with a public relations/communications expert to assist in creating a timeline for their implementation. Clearly, it will not be possible to implement all these strategies right away, or possibly in the near future without committing additional resources to support these efforts. However, there are many areas of “low hanging fruit” that can be implemented within available resources utilizing the expertise of CDRPC's staff or contractors.

CDRPC will, by utilizing the strategies detailed in this Plan, elevate its brand, build constituent awareness and loyalty, improve its infrastructure to support its public education and community relations needs, enhance its messaging, document successes through metrics, and ultimately succeed in its endeavors to effectively communicate across all spectrums.

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MEMORANDUM (#18-13)

To: Commissioners

From: Mark Castiglione, Executive Director

Date: March 16, 2018

Re: Revenue Hours Tracking

Grant revenues in 2017 fell below budget amounts which resulted in an operating deficit. While the trend was evident almost immediately, a meaningful way to track staff time against projected revenues from grant funded projects did not exist. To address this, staff developed a spreadsheet that established staff time hour targets by grant program. The targets and hours assume full draw down of budgeted amounts. The targets sheet was developed by Martin first for the water quality portfolio, improved and expanded for all programs by Sean, and improved by Todd. Our accountant Tim then developed a tracking sheet which pulls reported hours from timesheets into a tracking sheet to show how staff are tracking based on targets for grant program hours in the quarter.

This real-time tracking allows for adjustments to be made to staff activities if a deficiency is identified. It also helped to identify errors in timesheet reporting. The planning exercise also revealed the limited amount of “excess time” that is flexible for unprogrammed project work. Across all staff there is only 200 hours of “excess time.” In addition, the analysis emphasizes that our “match funds” are maxed out.

At our last meeting, the board requested an update on this process moving forward. Attached are sample materials showing the targets and tracking.

CDRPC Billing Targets 2018

Planned Hours	Mark	Todd	Sean	Martin	Robyn	Donna	Dan	Jill	Tim	Magdy	Grad Intern	Undergrad Intern			
UPWP		500	330	775	275	0	20	850	0	46	0	651			
EDA		35	0	875	0	0	40	600	0	40	0	150			
School Enrollment		10	0	40	0	0	6	120	0	40	0	60	MAX HOURS		
Admin		300	0	30	30		1202	30	0	0	10	24			
NYSERDA		50	1440	0		1770	0	0	1770	46	520	0			
604b		55	0	0	225	0	0	120	0	46	0	220			
CDYCI		600	0	0	0	0	450	30	0	0	0	0			
CSO		130	0	0	1200	0	52	0	0	46	270	195			
Subtotal		1680	1770	1720	1730	1770	1770	1750	1770	264	800	0	1300		
EXCESS TIME		90	-	50	40	-	-	20	-	-	-	-	200		
Total		1770	1770	1770	1770	1770	1770	1770	1770	264	800	0	1300		
Salary	\$	96,900	\$ 89,460	\$ 81,370	\$ 74,500	\$ 63,860	\$ 57,680	\$ 57,120	\$ 45,135	Hourly Employees				Total Annual Hours	1950
Hourly Rate	\$	49.69	\$ 45.88	\$ 41.73	\$ 38.21	\$ 32.75	\$ 29.58	\$ 29.29	\$ 23.15	\$ 39.00	\$ 39.00	\$ 16.00	\$ 12.00	Holidays	90
Max Hours		1,770	1,770	1,770	1,770	1,770	1,770	1,770	1,770	264	800	1,300		Vacation	75
Max Billable	\$	87,955.38	\$ 81,202.15	\$ 73,858.92	\$ 67,623.08	\$ 57,965.23	\$ 52,355.69	\$ 51,847.38	\$ 40,968.69	\$ 10,296.00	\$ 37,440.00	\$ 15,360.00	\$ 11,520.00	Personal	15
														Total Available Hours	1770

Budget Hours														
UPWP	\$	24,846.15	\$ 15,139.38	\$ 32,339.36	\$ 10,506.41	\$ -	\$ 591.59	\$ 24,898.46	\$ -	\$ 1,794.00	\$ -	\$ -	\$ 7,812.00	\$ 117,927.36
EDA	\$	1,739.23	\$ -	\$ 36,512.18	\$ -	\$ -	\$ 1,183.18	\$ 17,575.38	\$ -	\$ 1,560.00	\$ -	\$ -	\$ 1,800.00	\$ 60,369.97
School Enrollment	\$	496.92	\$ -	\$ 1,669.13	\$ -	\$ -	\$ 177.48	\$ 3,515.08	\$ -	\$ 1,560.00	\$ -	\$ -	\$ 720.00	\$ 8,138.61
Admin	\$	14,907.69	\$ -	\$ 1,251.85	\$ 1,146.15	\$ -	\$ 35,554.54	\$ 878.77	\$ -	\$ -	\$ 390.00	\$ -	\$ 288.00	\$ 54,417.01
NYSERDA	\$	2,484.62	\$ 66,062.77	\$ -	\$ -	\$ 57,965.23	\$ -	\$ -	\$ 40,968.69	\$ 1,794.00	\$ 20,280.00	\$ -	\$ -	\$ 189,555.31
604b	\$	2,733.08	\$ -	\$ -	\$ 8,596.15	\$ -	\$ -	\$ 3,515.08	\$ -	\$ 1,794.00	\$ -	\$ -	\$ 2,640.00	\$ 19,278.31
CDYCI	\$	29,815.38	\$ -	\$ -	\$ -	\$ -	\$ 13,310.77	\$ 878.77	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,004.92
CSO	\$	6,460.00	\$ -	\$ -	\$ 45,846.15	\$ -	\$ 1,538.13	\$ -	\$ -	\$ 1,794.00	\$ 10,530.00	\$ -	\$ 2,340.00	\$ 68,508.29
	\$	83,483.08	\$ 81,202.15	\$ 71,772.51	\$ 66,094.87	\$ 57,965.23	\$ 52,355.69	\$ 51,261.54	\$ 40,968.69	\$ 10,296.00	\$ 31,200.00	\$ -	\$ 15,600.00	\$ 562,199.77

Billed Hours														
UPWP	\$	58,090.31	\$ 35,395.88	\$ 75,609.42	\$ 24,563.99	\$ -	\$ 1,383.14	\$ 58,212.60	\$ -	\$ 4,194.37	\$ -	\$ -	\$ 18,264.46	\$ 275,714.17
EDA	\$	4,041.97	\$ -	\$ 84,854.31	\$ -	\$ -	\$ 2,749.71	\$ 40,845.19	\$ -	\$ 3,625.44	\$ -	\$ -	\$ 4,183.20	\$ 140,299.82
School Enrollment	\$	496.92	\$ -	\$ 1,669.13	\$ -	\$ -	\$ 177.48	\$ 3,515.08	\$ -	\$ 1,560.00	\$ -	\$ -	\$ 720.00	\$ 8,138.61
Admin	\$	14,907.69	\$ -	\$ 1,251.85	\$ 1,146.15	\$ -	\$ 35,554.54	\$ 878.77	\$ -	\$ -	\$ 390.00	\$ -	\$ 288.00	\$ 54,417.01
NYSERDA	\$	5,774.25	\$ 153,529.88	\$ -	\$ -	\$ 134,711.20	\$ -	\$ -	\$ 95,211.24	\$ 4,169.26	\$ 47,130.72	\$ -	\$ -	\$ 440,526.54
604b	\$	6,395.40	\$ -	\$ -	\$ 20,115.00	\$ -	\$ -	\$ 8,225.28	\$ -	\$ 4,197.96	\$ -	\$ -	\$ 6,177.60	\$ 45,111.24
CDYCI	\$	69,768.00	\$ -	\$ -	\$ -	\$ -	\$ 31,147.20	\$ 2,056.32	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 102,971.52
CSO	\$	15,160.97	\$ -	\$ -	\$ 107,596.34	\$ -	\$ 3,609.85	\$ -	\$ -	\$ 4,210.34	\$ 24,712.86	\$ -	\$ 5,491.75	\$ 160,782.10
	\$	174,635.52	\$ 188,925.76	\$ 163,384.70	\$ 153,421.48	\$ 134,711.20	\$ 74,621.91	\$ 113,733.24	\$ 95,211.24	\$ 21,957.37	\$ 72,233.58	\$ -	\$ 35,125.00	\$ 1,227,960.99

Targets			Projected Less Needed	
UPWP	\$	200,000	\$ 275,714	\$ 75,714.17
EDA	\$	140,000	\$ 140,300	\$ 299.82
School Enrollment	\$	20,000	\$ 8,139	(11,861.39) NOT TO EXCEED
Admin	\$	-	\$ -	- NOT TO EXCEED
NYSERDA	\$	366,667	\$ 440,527	\$ 73,859.54
604b	\$	44,444	\$ 45,111	\$ 667.24
CDYCI	\$	102,000	\$ 102,972	\$ 971.52
CSO	\$	160,000	\$ 160,782	\$ 782.10
	\$	1,013,111.00	\$ 1,165,405.38	

Match	Funder	CDRPC	Leveraged	Cost	Total Check	
UPWP		75%	25%	\$ 206,785.62	\$ 68,929	\$ 275,714
EDA		50%	50%	\$ 70,150	\$ 70,150	\$ 140,300
School Enrollment		100%	0%	\$ 8,139	\$ -	\$ 8,139
Admin		0%	100%	\$ -	\$ -	\$ -
NYSERDA		75%	25%	\$ 330,395	\$ 110,132	\$ 440,527
604b		90%	10%	\$ 40,600	\$ 4,511	\$ 45,111
CSO		100%	0%	\$ 160,782	\$ -	\$ 160,782
CDYCI		100%	0%	\$ 102,000	\$ -	\$ 102,000
				\$ 918,851	\$ 253,721	\$ 1,172,572

CDRPC Billing/Hours Tracking

	FY Start	Q End Date	As of	Percent of Q		Percent of Year						
	1/1/2018	3/31/2018	2/28/2018	Gone	Gone	Gone						
	1/1/2018	3/31/2018	2/28/2018	64%	16%							
Actuals	Mark	Todd	Martin	Dan	Sean	Donna	Robyn	Jill	Tim	Magdy	Grad Intern	Katie
UPWP	52	56	8	107	100	-	-	-	-	-	-	87
EDA	16	-	-	37	141	-	-	-	-	-	-	4
School												
Enrollment	-	-	-	96	2	-	-	-	-	-	-	3
Admin	34	4	20	-	4	195	-	-	30	-	-	4
NYSERDA	8	215	-	-	-	5	338	380	-	70	-	-
604b	24	11	88	35	-	-	-	-	-	-	-	70
CDYCI	14	-	-	-	-	63	-	-	7	-	-	4
CSO	53	-	190	-	-	14	-	-	-	22	-	12
Subtotal	200	285	305	274	246	276	338	380	37	92	-	183
TIME OFF	23	38	48	77	61	89	(16)	18	-	-	-	8
InterGov/TA/C												
DTA	8	-	-	11	9	14	-	-	-	-	-	-
Total	231	323	353	362	315	379	323	398	37	92	-	190
Pro-Rated												
Budgeted	Mark	Todd	Martin	Dan	Sean	Donna	Robyn	Jill	Tim	Magdy	Grad Intern	Undergrad Intern
UPWP	79	52	44	135	123	3	-	-	7	-	-	103
EDA	6	-	-	95	139	6	-	-	6	-	-	24
School												
Enrollment	2	-	-	19	6	1	-	-	6	-	-	10
Admin	48	-	5	5	5	191	-	-	-	2	-	4
NYSERDA	8	229	-	-	-	-	281	281	7	83	-	-
604b	9	-	36	19	-	-	-	-	7	-	-	35
CDYCI	95	-	-	5	-	72	-	-	-	-	-	-
CSO	21	-	191	-	-	8	-	-	7	43	-	31
Subtotal	267	281	24	-	40	40	40	40	732	(732)	-	207
TIME OFF												
EXCESS TIME	14	-	6	3	8	-	-	-	-	-	-	-
Total	281	281	281	281	281	281	281	281	42	127	-	207
Budgeted Prorated												
	Mark	Todd	Martin	Dan	Sean	Donna	Robyn	Jill	Tim	Magdy	Grad Intern	Undergrad Intern
UPWP	65%	107%	18%	79%	81%	0%	-	-	0%	-	-	84%
EDA	288%	-	-	38%	101%	0%	-	-	0%	-	-	17%
School												
Enrollment	0%	-	-	501%	31%	0%	-	-	0%	-	-	26%
Admin	71%	-	409%	0%	73%	102%	-	-	-	0%	-	92%
NYSERDA	101%	94%	-	-	-	-	120%	135%	0%	85%	-	-
604b	269%	-	246%	184%	-	-	-	-	0%	-	-	199%
CDYCI	15%	-	-	0%	-	88%	-	-	-	-	-	-
CSO	254%	-	99%	-	-	169%	-	-	0%	51%	-	39%
Subtotal												
TIME OFF												
EXCESS TIME	52%	-	0%	346%	107%	-	-	-	-	-	-	-
Total	82%	115%	125%	129%	112%	135%	115%	141%	87%	72%	-	92%

2018 Officers

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MEMORANDUM (#18-14)

To: Commissioners

From: Martin Daley, Director of Water Quality

Date: March 14, 2018

Re: Long Term Control Plan (LTCP) – Combined Sewer Overflow Study

The implementation of the LTCP is humming along. Fifty one projects have been completed to date. The following four projects are set to begin in the spring

- Hoosick Street Storm Sewer Extension, Troy
- Floatables Control Facilities (at regulators located at Maiden, Steuben, Orange, Quackenbush, Jackson and Livingston), Albany
- Outside Community Metering, Troy

On March 1, CDRPC submitted to NYSDEC the APCs semi-annual report summarizing the period of LTCP work between 7/1/17 and 12/31/17. This report, like all status previous reports, is available on the CDRPC website.

The Cities of Albany and Troy are entering in to their second “tranche” of multi-year financing agreements with the New York State Environmental Facilities Corporation. The City of Cohoes has listed their share of projects in the EFC intended use plan. The Village of Green Island, City of Watervliet and City of Rensselaer have completed their local project commitments within the LTCP but will continue to take an active role in funding and administering the program as the communities will continue to share the responsibility of program implementation.

The 2017 sampling season has come to a close – the third consecutive season since the launch of the program. The water Quality Improvements are noticeable, and trending in a positive direction. Many of projects that have been completed to date have a large impact on water quality (increased pump capacity, separation and regulator retrofits). There is still a significant amount of work ahead, including the “Beaver Creek Clean River Project” (AKA “Big-C”), a satellite wet-weather treatment and screening facility planned for Albany. The City is currently sharing the project, now at roughly 30% design, with local elected leaders and soliciting feedback before a larger public roll-out of the project.

CDRPC will be facilitating the implementation of a Notification system to inform the public on the progress of the Albany Pool CSO LTCP Implementation and Associated Water Quality Improvements made possible by the Program.

Clean Energy Communities Program Summary

Program Staff: Todd Fabozzi, Program Director; Robyn Reynolds and Jill Falchi, Outreach Coordinators; Magdy Hay, Accountant

The Clean Energy Communities Program is a four-million-dollar, three-year, NYSERDA funded program to provide technical support to communities throughout the Eastern Upstate NY Territory. The program began in June, 2016. The Territory includes the Capital, Mid-Hudson, Mohawk and Adirondack regions. The program contract is managed by CDRPC with subcontracts to Hudson Valley Regional Council, Adirondack North Country Association, Mohawk Valley Economic Development District, Climate Action Associates and Courtney Strong Inc.

Following are the program metrics as of 3/5/2018:

- Provided direct technical support to 65 communities in the Capital Region and 245 throughout the Eastern Upstate NY Territory
- Through our team's program support, 57 communities have achieved "Designation" within the Eastern Upstate NY Territory, which has enabled them to receive a total of \$5,035,000 in match-free grant funding to date
- Sixteen communities in the Capital Region have achieved Designation with the help of CDRPC staff, which qualified these communities for \$1,900,000 in project grant funding: Albany County (\$280,000), Schenectady County (\$250,000), the cities of Albany (\$180,000), Cohoes (\$130,000), Troy (\$180,000), Saratoga Springs (\$50,000), Watervliet (\$80,000) and Glens Falls (\$50,000); the towns of Bethlehem (\$130,000), Niskayuna (\$100,000), Knox (\$130,000), Clifton Park (\$50,000), Hillsdale (\$80,000), Queensbury (\$50,000), and Ancram (\$80,000); and the Village of Voorheesville (\$80,000)
- Communities within the Eastern Upstate NY Territory have submitted 352 "High Impact Actions" toward Designation with assistance from our team
- Four on-site technical workshops have been held on the topics of Community Choice Aggregation, Community Energy Options, LED Streetlight Conversions and Electric Vehicles
- Five webinars have been developed and broadcast across the state on the topics of Benchmarking, Energy Efficiency, Clean Fleets, LED Streetlight Conversion, and Clean Energy Projects
- Five program newsletters have been published
- The following tools were developed to assist communities: CEC Project Development Guide, CEC Project Summary Report, EV Procurement and Public Charging benefits calculator, a guide for accessing online data from National Grid, Clean Energy Upgrades assessment tool/interview, GHG Data Collection Tool, Climate Change Mitigation Easement, LED streetlighting cost/benefit rapid assessment tool (in development), community solar GIS model, energy plan template (in development)
- A Clean Energy Economy Conference co-sponsored by CDRPC and the Adirondack North Country Association was held in Glens Falls on October 25th and 26th 2017 and another is planned for October 23rd and 24th 2018.



10 High Impact Actions

Benchmarking

Clean Energy Upgrades

LED Street Lights

Clean Fleets

Solarize

Unified Solar Permit

Energy Code Enforcement Training

Climate Smart Communities Certification

Community Choice Aggregation

Energize NY Finance

contact:

your local Clean Energy Community Coordinator listed on the reverse side of this fact sheet

visit:

nyscrda.ny.gov/cec

Recognizing and rewarding local governments for their clean energy leadership

The Clean Energy Communities Program recognizes and rewards village, town, city, and county governments in New York State for reducing greenhouse gases and implementing clean energy. This program provides tools, resources, and technical assistance to help local governments implement clean energy actions that can save taxpayer dollars, create jobs, and improve the environment.

Building a better community

By participating in this program, Communities can:

- Protect the environment
- Galvanize the community
- Promote economic development
- Save taxpayer money
- Offer technical support

Clean energy leadership brings rewards

Elected officials or employees of local governments across New York State can apply to the program to gain recognition and rewards for their communities.

Communities that complete four out of the 10 High Impact Actions and meet all other eligibility requirements are:

- Designated by New York State as a Clean Energy Community
- Eligible to apply for grants of up to \$250,000 to fund additional clean energy projects



Clean Energy Communities

Coordinator services

Clean Energy Community Coordinators can help your municipality by:

- Providing free technical assistance and consulting services to communities undertaking clean energy actions and projects.
- Assisting with understanding Clean Energy Communities program requirements.
- Hosting educational seminars and training on topics including energy efficiency, clean energy technologies and policies, climate change, smart growth, and other best practices.
- Helping access other local, state, and federal resources.
- Engaging local organizations focused on clean energy, sustainability, and economic development, helping to create a self-sustaining network of local clean energy support.

Contact a Coordinator

CENTRAL NEW YORK
Chris Carrick
Central New York Regional
Planning and Development Board
ccarrick@cnyrpd.org
(315) 422-8276 ext. 213

FINGER LAKES
David Zorn
Genesee Finger Lakes
Regional Planning Council
dave.zorn@gflrpc.org
(585) 454-0190 ext. 14

WESTERN NEW YORK
for Erie and Niagara Counties
Bart Roberts
University at Buffalo
Regional Institute
bjr8@buffalo.edu
(716) 878-2433

WESTERN NEW YORK
*for Chautauqua, Cattaraugus,
and Allegany Counties*
Jonathon Mayr
Southern Tier West Regional
Planning and Development Board
jmayr@southern-tierwest.org
(716) 945-5301 ext. 2232

SOUTHERN TIER
Terry Carroll
Cornell Cooperative Extension of
Tompkins County
tc629@cornell.edu
(315) 857-5918

NORTH COUNTRY
Jamie Rogers
Adirondack North Country Association
jrogers@adirondack.org
(518) 891-6200

MOHAWK VALLEY
Daniel Sullivan
Mohawk Valley Economic Development District
cecp.mvedd@gmail.com
(315) 866-4671

CAPITAL DISTRICT
Robyn Reynolds
Capital District Regional Planning Commission
robyn@cdrpc.org
(518) 453-0850

MID-HUDSON
Carla Castillo
Hudson Valley Regional Council
ccastillo@hudsonvalleyrc.org
(845) 564-4075

LONG ISLAND
Sarah Oral, P.E., LEED AP BD+C
Cameron Engineering
soral@cameronengineering.com
(516) 224-5237

NEW YORK CITY
Lindsey Hirsch
Solar One
hirsch@solar1.org
(347) 224-5936

Get started

Visit nyscrda.ny.gov/cec or contact your local Clean Energy Community Coordinator listed above.

* Clean Energy Community Coordinators are not responsible for ensuring submission of program documentation or grant applications and cannot guarantee any community a grant award.

NYSERDA, a public benefit corporation, offers objective information and analysis, innovative programs, technical expertise, and support to help New Yorkers increase energy efficiency, save money, use renewable energy, and reduce reliance on fossil fuels. NYSERDA professionals work to protect the environment and create clean energy jobs. NYSERDA has been developing partnerships to advance innovative energy solutions in New York State since 1975. To learn more about NYSERDA's programs, visit nyscrda.ny.gov or follow us on Twitter, Facebook, YouTube, or Instagram.