

**Organizational Synergy & Human Resources Committee
January 25, 2007 Meeting**

Draft Minutes

Members Present: Mark Cooper, Committee Chairman
James Francis
Edna Karanian

CRRA Staff Present: Thomas Kirk, President
James Bolduc, Chief Financial Officer
Kristen Greig, Secretary to the Board/Paralegal

Also Present: Mr. Larry Brown of Horton International

Chairman Cooper called the meeting to order at 8:30 a.m. and noted that there was a quorum.

1. EXECUTIVE SESSION

Chairman Cooper requested a motion to enter into Executive Session to discuss personnel matters. The motion was made by Director Karanian and seconded by Chairman Francis. The motion previously made and seconded was approved unanimously. Chairman Cooper requested that the following people remain for the Executive Session, in addition to the Committee members:

Thomas Kirk
James Bolduc
Larry Brown

The Executive Session commenced at 8:30 a.m. and concluded at 8:45 a.m.

The meeting reconvened at 8:45 a.m. and Chairman Cooper noted that no votes were taken in Executive Session.

2. APPROVAL OF MINUTES OF THE NOVEMBER 30, 2006 ORGANIZATIONAL SYNERGY & HUMAN RESOURCES COMMITTEE MEETING

Chairman Cooper requested a motion to approve the minutes of the November 30, 2006 Organizational Synergy & Human Resources Committee meeting. Director Francis made the motion, which was seconded by Director Karanian.

Chairman Cooper referred the Committee to the fourth paragraph on Page 3. Chairman Cooper stated that the estimated premium should read \$85,486, not \$85.486 in the last line of the "FURTHER RESOLVED."

The minutes as amended were approved unanimously.

3. APPROVAL OF MINUTES OF THE DECEMBER 21, 2006 ORGANIZATIONAL SYNERGY & HUMAN RESOURCES COMMITTEE MEETING

Chairman Cooper requested a motion to approve the minutes of the December 21, 2006 Organizational Synergy & Human Resources Committee meeting. Director Francis made the motion, which was seconded by Director Karanian.

The minutes were approved unanimously.

4. REVIEW AND RECOMMEND SENIOR MANAGEMENT SALARIES

Chairman Cooper stated that this item would be presented to the full Board in Executive Session with no action by the Committee.

5. REVIEW PROPOSED CHANGE IN SALARY RANGE FOR OPERATIONS MANAGER BUSINESS DEVELOPMENT

Mr. Kirk informed the Committee that management has been struggling to fill the referenced position for approximately two years. The position was filled for a short time by an individual who has since left CRRA for another position. During his tenure at CRRA, that individual was able to address customer relations and business development issues, particularly in the Bridgeport area. Mr. Kirk indicated that management was having difficulty recruiting qualified candidates, with the experience required, at the current salary level and explained that management is requesting a change in the salary range for this position. Mr. Kirk indicated that he was confident management could fill the position with the increased salary range. Mr. Kirk stated that this is a critical position particularly now with the anticipated Municipal Service Agreement (“MSA”) development project in the Bridgeport area and the upcoming MSAs related to the Mid-Connecticut Project.

Director Karanian asked where that individual was employed upon leaving CRRA. Mr. Kirk responded that he took a position outside of the business for a higher salary. Mr. Kirk indicated that the ideal candidate would have experience as a Plant Manager along with experience dealing with municipalities. Mr. Kirk stated that the salary range for that experience level is typically \$125,000 to \$150,000.

Mr. Kirk noted that there was an applicant interested in the position, but not at the current salary range.

Chairman Cooper requested a motion to adopt the new salary range for Operations Manager Business Development as follows:

P25 \$122,968 P50 \$135,178 P75 \$151,050

The motion made by Director Francis and seconded by Director Karanian was approved unanimously.

6. INFORMATIONAL – HR DEVELOPMENT STATUS REPORT

Mr. Bolduc stated that after the departure of the Purchasing Manager, management reviewed the job description to see if this was the best use of a staff position. Mr. Bolduc indicated that, at that time, the Controller was given oversight over the entire purchasing function and an Administrative Assistant was promoted to Buyer. Mr. Bolduc stated that because of the purchasing duties, the Controller required additional support, and therefore a Financial Analyst was hired.

Mr. Bolduc referred the Board to the bar chart regarding 2006 CRRA Employee Performance. Mr. Kirk stated that these results are very fair and reasonable as compared to last year's. Mr. Kirk explained to the Committee that supervisors were asked not to share the performance evaluations with their direct reports until the evaluations were reviewed by upper management. This additional review by upper management produced more realistic results.

Director Karanian asked if "below expectation" employees were receiving additional help. Mr. Kirk stated that two employees were receiving organized help and the others had been asked to improve their performance. Director Cooper asked who takes the lead in seeing that these employees received additional help, supervisors or human resources. Mr. Bolduc indicated that it was a joint effort of both the supervisor and human resources manager. Director Cooper emphasized that it was important to set company benchmarks in addition to departmental benchmarks. This allows for some balance between "hard-graders" and "easy-graders"

Mr. Bolduc stated that management would like to develop more career paths for employees. Mr. Bolduc stated that since the organization is so small, it is difficult to accomplish this. Mr. Bolduc added that if management could come up with a plan to develop of career paths, perhaps employees would remain at CRRA rather than having to leave for advancement.

7. ADJOURNMENT

Chairman Cooper requested a motion to adjourn the meeting. The motion made by Director Francis and seconded by Director Francis was approved unanimously.

The meeting was adjourned at 9:15 a.m.

Respectfully submitted,

Kristen B. Greig
Secretary to the Board/Paralegal