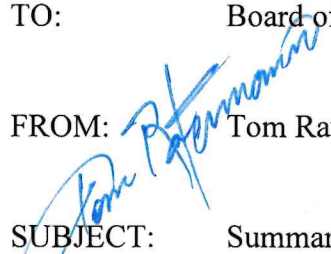


DATE: December 18, 2022

TO: Board of Trustees

FROM:  Tom Ratermann

SUBJECT: Summary – Operation initiative

The purpose of this memo is to provide a summary of the operations initiative. On or about November 15<sup>th</sup>, 2022 the General Manager (GM), Office Manager, Finance and Administration Manager (FAM), Operations Manager (OM) and the two Project Managers (PM) met for the following purpose:

1. Review critical functions; and
2. Assign critical functions to Sewer District personnel.

To date the following functions have been identified:

1. Business development,
2. Communications,
3. Compliance,
4. Engineering,
5. Finance and accounting,
6. Human resources,
7. Information technology,
8. Legal,
9. Long-term planning,
10. Measurement and operations metrics,
11. Operations and maintenance,
12. Project management,
13. Risk management and insurance, and
14. Safety.

## **Business development**

Outreach to community organizations such as REDI, the Chamber of Commerce, developers and neighboring towns and counties. This is the role of the GM, OM and the PM.

## **Communications**

Developing multiple modes of communication to rate payers and the general public. This is the role of the Office Manager and the FAM.

## **Compliance**

This includes the following:

1. Compliance with personnel policy;
2. Compliance with the Sewer District's safety policy;
3. Compliance with the Sewer District's purchasing policy;
4. Compliance with risk management policy;
5. Compliance with engineering services procurement policy;
6. Compliance with disposal of excess real estate policy;
7. Compliance with sunshine policy;
8. Compliance with system maintenance policy;
9. Compliance with investment policy;
10. Compliance with easement acquisition policy;
11. Compliance with safety policy;
12. Compliance with environmental law; and
13. Compliance with bond covenants.

The GM, Office Manager, FAM, OM and PM play a role in compliance.

## **Engineering**

This includes those functions that will be primarily acquired through consulting engineers.

This the role of the PM.

## **Finance and accounting**

This includes rate forecasting and financial reporting. Some of these functions will be accomplished by BCRSD personnel and some of these functions will be acquired through outside consultants.

This is the role of the FAM.

## **Human resources**

This includes recruiting, hiring and management of career paths and training plans. This also includes managing periodic wage and benefit surveys.

This is the role of the FAM.

## **Information technology**

This includes the following:

1. Activity cost tracking;
2. Mapping and asset management; and
3. Coordinating and managing software and hardware.

The Office Manager, FAM, and PM play a role in information technology.

## **Legal**

Legal services are exclusively acquired through consultants.

## **Long-term planning**

This includes:

1. Area wide management planning for Boone County;
2. Capital improvement planning for Sewer District facilities;
3. Facility planning for individual Sewer District facilities; and
4. Business planning for the Sewer District.

The GM and FAM play a role in long-term planning.

## **Measurement and operations metrics**

Determining the data needed for decision-making, forecasting and projections, acquiring the needed data and using the data to support decision-making.

This is the role of the GM supported by the Office Manager, FAM, OM and PM.

## **Operations and maintenance**

Operating and maintaining the Sewer District's wastewater collection and treatment system which includes gravity sewers, pressure sewers, small diameter variable grade sewers, pump stations, lagoons, recirculating sand filters, subsurface drip dispersal systems, wastewater treatment plants, generators, alarm dialers (some with data acquisition capabilities), odor control units, flow meters, and ultraviolet disinfection units and also the Sewer District's buildings and fleet. Also, operating and maintaining the assets of

neighboring utilities where the Sewer District has a contract for operations and maintenance. Also, coordinating with the FAM on insurance.

This is the role of the OM.

### **Project management**

Managing the Sewer District's capital and developer projects. Acquiring engineering, land survey and architectural services. Disposing of excess real estate. Acquiring easements and real estate. Coordinating with the FAM on insurance.

This is the role of the PM.

### **Safety**

Managing the Sewer District's safety program.

This is the role of the PM and the OM.

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