

**BOONE COUNTY REGIONAL SEWER DISTRICT
OPERATIONAL EXCELLENCE COMMITTEE MEETING
BOONE COUNTY REGIONAL SEWER DISTRICT OFFICE
1314 NORTH SEVENTH STREET**

Wednesday, May 3rd, 2023
10:00 AM – NOON

Public Notice is hereby given that a committee of the Board of Trustees of the Boone County Regional Sewer District will be held as noted above to consider and act upon the matters of the following tentative agenda and such other matters as may be presented at the meeting and determined to be appropriate for discussion at that time. The meeting will take place in-person. The meeting will be open to the public.

MEETING AGENDA

1. Call Meeting to Order
2. Roll Call
3. Determination of Quorum
4. Approval of Minutes
5. Review the Responsible, accountable, consulted and informed (RACI) matrix for the General Manager.
6. Review the RACI matrix for the Manager - Administration.
7. Review the RACI matrix for the Manager – Finance and Human Resources.
8. Review the RACI matrix for the Manager – Operations and Maintenance.
9. Review the RACI matrix for the Manager - Projects.
10. Old Business
11. New Business
 - a. Rate communication – next meeting agenda item
 - b. Wage and benefits study – next meeting agenda item
 - c. Service agreements – next meeting agenda item
12. Next Meeting – Date, Time and Place
13. Adjournment

**BOONE COUNTY REGIONAL SEWER DISTRICT
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Thursday, March 2nd, 2023 Minutes

Board members present: Randy Chann, Debbie Schnedler, John Whiteside.
This meeting was publicly posted.

Call Meeting to Order

The meeting was called to order at 10:06 am.

Determination of Quorum

A quorum was present.

Approval of Minutes

The past minutes were accepted. Schnedler stated any minutes are to be included in Board meetings as an update. Schnedler specified the committee could not ask for approval for minutes by the Board, as the full Board is not present at the committee meetings.

Review Critical Functions and Assign Responsibility Based on Current and Future Skills

The committee reviewed the org chart and critical functions. Chann recommended that each manager present a chart of their critical functions. Chann presented a chart with management titles, and “buckets” underneath that encompass each critical function. The committee discussed each critical function and how it fit into each management title.

- Business development (strategy)- The committee defined it as internal planning more than external strategies or reaching out to other businesses. Chann questioned what strategies we are going to pursue, what is the fit-form-function, and what business practices add value. Chann stated business strategy is a GM function.
- Communications- Schnedler stated that the responsibility belongs to the person making sure the communications are done, and not every staff member is responsible for communications. She noted customer service is a different function than communication. The committee determined communication belongs to the Manager of Administration.
- Compliance- Chann stated the function belongs to the GM, and there are multiple responsibilities distributed to staff.
- Engineering- Chann questioned if it is a critical function. Most engineering work is done with outside companies, but the critical function would belong to the Manager of Projects. The committee decided that since there is not an engineer on staff, perhaps Engineering is not the correct term for this critical function.
- Finance and Accounting- Schnedler stated that finance and accounting are two separate things: finance is big picture and accounting is part of it. She also noted that portions of the accounting function may be outsourced, and this critical function belongs to the Manager of Finance and HR.
- Human Resources- Chann noted this function was under multiple managers, both the GM and Manager of Finance and HR.

The committee determined that the GM will do annual reviews of other managers, and managers will review other staff, and the majority of the Human Resources duties go to the Manager of Finance and HR.

- Information Technology (changed to systems)- Chann stated he put the critical function under the Project manager for accountability, and the responsibility is to be distributed out. Some of the responsibility will rest with the Manager of Administration. He stated software solutions need to be as useful as possible, add value, and have compatibility with other systems.
- Legal- Schnedler stated it is not a critical function because we don't have in-house legal, it is a matter of contract services/contract management. Chann stated it falls under compliance. Legal now goes under compliance and under the GM.
- Long-term Planning- Whiteside questioned what was the definition of long term. The committee agreed it was 5 years or longer. Chann was in favor of removing this function because it falls in many different areas and it fits under business strategy.
- Measurement and Operations Metrics- Schnedler questioned if it was a subset of operations and maintenance. Chann stated that management team are the responsible managers, but the GM is accountable.
- Operations and Maintenance- Accountability falls under the Manager of Operations.
- Project Management- Accountability falls under the Project Manager.
- Risk Management and Insurance- Ratermann stated the policy on risk management centers on basement backups. Wiegers suggested the policy encompasses financial fraud, as well as the general liability policy. Schnedler stated the Manager of Finance and HR has accountability, and the responsibility falls to many different people.
- Safety- Manager of Projects and Manager of Operations are both responsible, and accountability falls under the GM.

The committee discussed what defines value: money, goodwill, or political gains. Schnedler stated goodwill can have a monetary value assigned to it. Chann questioned what is cost-effective service. Schnedler advised we need to be able to quantify value and cost-effective service.

Chann requested that each manager complete a RACI matrix before the next meeting in order to utilize staff more effectively. Each manager will list out the critical functions for which they are responsible and accountable. After staff begins on the RACI matrix, the committee will start working on the job descriptions.

On Call Duties and Responsibilities

Ratermann presented a memo proposing doubling on call pay for Ashland, contingent upon getting the contract with Ashland. Ashland has reassigned someone from their street division to their sanitary division, so the contract may not be necessary.

Farnen presented a memo listing the on-call procedure, which states that even without a contract or additional fees, if Ashland needs a service call, the District will respond.

Chann stated the District needs to challenge themselves to deliver on-call value. The questions to be asked are, how much should be charged, what will the market bear and what are the market conditions.

Schnedler stated the benefits of increased pay may not be substantial or long-lasting.

Chann suggested using a management fee, or raising the administrative fee percentage of time and materials, in place of raising the on-call fee.

Compensation Plan

Chann stated we need a more defined compensation program. He noted that market conditions are changing, and he wants the District to be more responsive in how they manage the compensation program going forward in terms of inflation and cost of living. Chann stated inflation was 8% last year and recommended the District match it for COLA increases, and merit raises will be a separate plan that will need to be developed. He asked what justifies merit, and stated it should be tied to deliverables or end user value.

Chann stated when you do a COLA increase, it changes the wage scale.

Schnedler stated there are limited resources available. She suggested a wage study be done after the critical functions are determined.

The committee spoke about efficiencies and how to best utilize those based on wages, customer rates, and value.

Old Business

There was no old business.

New Business

There was no new business.

Next Meeting

The next meeting is to be determined, but it will be in May.

Adjournment

The meeting was adjourned at 12:25pm.