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Subject: Board Communication Plan Discussion
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Attachments: [BCRSD Board and Staff Communication Plan -5-9-2025.docx](#)
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Dear Board of Trustees,

I had e-mailed this to you previously, but wanted to have a discussion about this communication plan at the board meeting. This is just a draft at this point, but I would like your feedback and any other good ideas. My goal is to have us in general agreement on how we communicate with one another (formally and informally.) Thanks for your consideration.



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Communications Plan Between BCRSD Board and Staff

1. Purpose

To establish a structured, professional, and transparent framework for communication between the Board of Trustees and District Staff to ensure alignment on strategic priorities, operations, compliance, and public service.

2. Objectives

- Promote mutual understanding of roles and responsibilities.
- Ensure timely and accurate flow of critical information.
- Maintain transparency and accountability in decision-making.
- Support collaboration on long-term planning and daily operations.
- Avoid communication breakdowns and role confusion.

3. Roles & Responsibilities

Entity	Role & Responsibility Summary
Board of Trustees	Set policy, approve budgets and capital plans, provide oversight, and represent the public interest.
Board of Trustees – Members and Working Groups	Small Working Groups of one or two trustees tasked with investigating a particular board objective, communicating with staff and BCRSD stakeholders, and reporting back to the full board in cooperation with the Executive Director.
Executive Director	Act as liaison between Board and Staff; implement board directives, oversee daily operations, and lead communications.
Managers	Report on operational status to the Executive Director; respond to Board requests via leadership channels.
Chairman/Secretaries to the Board	Manage meeting notices, agendas, and official records; ensure official communication compliance.

4. Communication Channels

Channel	Purpose	Frequency	Participants
Board Meetings	Formal discussion, updates, decisions	Monthly	Full Board, Executive Director, Managers
Board Packets	Reports, memos, financials, agenda items	Prior to meetings	Prepared by staff; reviewed by Board
Phone or Text Message	Time sensitive updates, emergency updates, informal updates	As needed	Executive Director to Board and vice versa
One-on-One Briefings	Informal updates, sensitive topics	As needed	Executive Director + Board working groups
Email Updates	Immediate alerts, time-sensitive info, or information between board meetings	As needed	Executive Director to Board or vice versa
Workshops/Retreats	Strategic planning, open discussion	Annual	Board and Leadership Staff
Operational Excellence Committee Meetings	Deeper review of specific areas.	Quarterly	Assigned Board members, Staff Experts

5. Communication Protocols

- *Board Requests for Information:* If one or more board members make a request for information, it should be routed through the Executive Director to avoid bypassing the chain of command. Individual requests of managers may be appropriate; however, the executive director should also be copied on such requests so that time allocations for the requests may be discussed and prioritized. This will ensure that critical functions of high priority are not dropped, and if needed the Executive Director can help prioritize and determine a feasible timeframe for each request and communicate that back to the Board.
- *Individual Board Member Requests for Information:* Individual board members may have specific information requests of staff or the Executive Director from time to time. Matters that are simple and/or require minor staff resource commitments, in the opinion of the Executive Director, should be dealt with on a case-by-case basis. These requests shall be responded to the individual board member in a timely manner. For more complicated requests, matters that may be controversial, or other resource-intensive requests, the Executive Director shall make an initial response, but make all efforts to involve the full Board of Trustees in matters of policy and procedure.
- *Board Working Groups:* The board may develop working groups of two members or less, which do not represent a quorum of the board. These working groups may schedule meetings from time to time with the Executive Director and Managers to discuss specific topics or board objectives and various research requests. The Executive Director and/or members of the working group shall report periodically to the full board during regularly scheduled board meetings.

- *Staff Requests for Information from Board of Trustees:* Staff members shall discuss requests for information concerning the Board (or individual board members) with the Executive Director. This communication shall happen at a weekly staff meeting. To the greatest extent possible, the Executive Director shall communicate directly with the board (via e-mail or other electronic communications.) The Executive Director may choose to delegate such communications to individual staff members, but should be copied on all electronic correspondence, and/or briefed on the information obtained by phone calls, individual meetings, or alternative forms of communication, to make sure priorities are planned and communicated.
- *Staff Presentations to Board:* Should be reviewed and approved by the Executive Director prior to presentation to the Board.
- *Emergency Notifications:* The Executive Director will notify the Board Chair of any issues that require immediate attention. A phone call will be made and followed up by an e-mail if the Board Chair cannot be reached. In the event the Board Chair cannot be reached, the executive director will call other board members to request input.
- *Public Statements:* Only the Board Chair and Executive Director may issue statements on behalf of the District unless otherwise authorized or agreed upon by the Board.

7. Expectations and Conduct

Board Responsibilities

- Prepare by reviewing materials ahead of meetings.
- Maintain professional and respectful interactions with staff.
- Avoid micromanagement or direct staff oversight unless authorized by the full board or the Executive Director.

Staff Responsibilities

- Provide honest, accurate, and complete information.
- Adhere to timelines for reports and follow-ups.
- Stay neutral and factual in board communications.

8. Conflict Resolution

- Disagreements between staff and board members should be mediated by the Executive Director or, if unresolved, escalated to the Board Chair, and/or the full Board of Trustees.
- An annual review of communication effectiveness should include anonymous feedback from both sides. The Executive Director shall conduct an anonymous survey of both the Board of Trustees and Staff, soliciting feedback on communication between the Board and Staff in order to obtain honest feedback and look for opportunities on how to continuously improve communications.
- If the board is made aware of a human resource-related matter, whereby the Executive Director or Human Resource manager has been bypassed, or the subject of a complaint, the board shall investigate the matter in accordance with the BCRSD approved personnel

policy. The board shall make all reasonable efforts to allow the Executive Director to resolve a dispute.

9. Confidentiality and Legal Compliance

- Ensure all communication complies with:
 - State of Missouri's open records laws.
 - Public records acts
 - Ethical standards
- Confidential matters (e.g., personnel, litigation) discussed only in closed session.

10. Continuous Improvement

- Review and update the communications plan annually.
- Conduct joint surveys on communication effectiveness and collaboration.
- Annual Communication Training for Executive Director.

Date of Initial Review: 5-9-2025 - JRS