



Solving the water needs of tomorrow, today.

Chester Metropolitan District

Special Call Meeting

February 16, 2021

The Chester Metropolitan District's Special Call meeting was held at 6:00 pm on Tuesday, February 16, 2021 by WebEx. Commissioners attending were George Wilmore, Chairman; Jean Nichols, Secretary; Chris Winters, Raymond Douglas, James Simpson, Stephen Woody, Matt McCrorey, Danielle Hughes and Donald Camp. Others in attendance were Everett Stubbs, Attorney; Kelli Johnson, Executive Assistant; and Beth Taylerson, Human Resources.

The Agenda for the February 16, 2021 Special Call Board Meeting was posted on the Chester Metropolitan District Website one week prior to the meeting.

A quorum was present.

Chairman Wilmore called the meeting to order at 6:03 pm.

Chairman Wilmore asked for a motion to go into Executive Session to discuss personnel matters. A motion to go into Executive Session to discuss personnel matters was made by Chris Winters, seconded by Jean Nichols, and unanimously approved.

Chair Wilmore asked for a motion to return to regular session. Motion to return to regular session was made by James Simpson, seconded by Donald Camp, and unanimously approved. **No action was taken in Executive Session.**

Chair Wilmore made a motion to approve a three (3) percent raise for the Executive Director and for the raise to retroactive back to November 2020, seconded by Donald Camp, and unanimously approved.

With there being no further business to discuss, the meeting was adjourned. Motion to adjourn was made by Donald Camp, seconded by Jean Nichols, and unanimously approved.

The meeting adjourned at 7:13pm.

Approved:

Respectfully Submitted:

Date: _____

By: _____

Chester Metropolitan District

Executive Session

Agenda

February 16, 2021

6 p.m. Webex

- I. Executive Director's employment contract and job description
- II. 2020 Findings
- III. Individually fill out packets
- IV. Discuss comments from evaluation and packets
- V. Discuss options for compensation incentives/rewards
- VI. Discuss how evaluation will be presented to Executive Director
- VII. Move to leave executive session

No action will be taken during the Executive Session.

CMD Management's Accomplishments from October 2019 to October 2020

Leading

- CMD interviewed three consultants for qualifications for engineering services to prepare a Preliminary Engineering Report for the expansion of the water plant in Fort Lawn.
- CMD's Senior Management Staff and employees worked with Bill Tomes to update and complete the CMD Strategic Plan. Mr. Tomes met with Sr. Management and employees separately to survey the internal culture of our water operations, employee policies, and management practices. The Strategic Plan was completed in January 2020.
- Implemented CMD's Crisis Management Plan and Emergency Response Plan in November 2019 in the town of Fort Lawn. A deteriorated tapping sleeve on a blow-off valve broke on our 30-inch water transmission main along SC Rte. 9. It took five (5) days to make the complete repair and CMD never lost water service across our service area. CMD issued a "Boil Water Notice" to all customers in the District's service area and the notice was in effect for seven (7) days. Worked closely with the news media during this period to provide daily updates and CMD made multiple posts to our website and Facebook daily to update customers.
- Contracted with Ferguson Water Works to install a Flex-Net antenna on the water tank at the Leroy Plant in Fort Lawn and to construct a 175-ft lattice tower and Flex-Net antenna at the Rodman Tank site near the livestock barn. CMD now has full Flex-Net coverage of our service area.
- Suspended payment of water bills, late fees and non-payment fees in response to the COVID-19 pandemic.
- Implemented alternating work schedules to allow employees to work from home during the COVID-19 shut-down.
- CMD staff went out into the community to assist CMD customers in signing up for 6-month payment plans ahead of the re-instatement of assessing late fees, non-payment fees, and resuming the service disconnections. CMD staff setup sign-up stations in Chester at the Veteran's Affairs Building, in Fort Lawn at Town Hall, and in Great Falls at the CMD Maintenance Facility.
- **Civic Participation**
 - Chester County Public Education Foundation, Sub-committee Chair
 - Chester County Solid Waste Advisory Committee
 - Chester County Chamber of Commerce (Kelli Johnson just became an Ambassador)
 - Rotary Club
 - Lions Club
 - Progressive Association of Chester County Communities (PACCC)
 - Chester Development Association
 - Gateway District Master Plan Steering Committee, Infrastructure Subcommittee Member
- **Professional Participation**
 - Catawba-Wateree Water Management Group – Member
 - Board of Directors, South Carolina At-Large Board Member, 2018-2019
 - South Carolina Department of Natural Resources – SC River Basin Surface Water Project
 - Preliminary Planning Advisory Committee Member, 2017-Current
 - Water Environment Association of South Carolina (WEASC)
 - Scholarship Committee Member
 - Long-Range Planning Committee
 - Utility Manager's Committee
 - South Carolina American Water Works Association
 - Water Loss Committee Member
 - South Carolina Rural Water Association

- Water Environment Federation
- American Water Works Association
- American Society of Civil Engineers
- South Carolina Society of Professional Engineers
- Water Utility Council (Congressional District 5 water utility representative)
- South Carolina Association of Special Purpose Districts

Management

- Assisted with the preparation of the 2020-2021 Budget; Facilitated CMD Commission's Finance Committee meetings; Conducted a public hearing for the 2020-2021 Budget. Recommended approval of the 2020-2021 Budget.
- Assisted with 2018 and 2019 Audit and Audit Report. Assisting with the 2020 Audit which began in mid-September 2020.
- Continuing Implementation of the Tyler utility billing/finance software; Preparing to implement the Accounts Receivable A/R module in Tyler software in January 2021; Preparing to implement the customer water usage dashboard in the Tyler Municipal Online Payment's portal.
- CMD signed contract with AECOM to perform water tank inspections and to provide a list of repairs that are needed as well as a schedule to perform the repairs. Each of the repairs will be bid on a tank-by-tank basis by tank contractors for competitive pricing. (Could save up to 80K per year).
- CMD billing staff transitioned the big meter billing from hand-keyed entry to being processed within the billing software system. All of our big meters are now being read with our Flex-Net software.
- CMD implemented Online Utility Exchange to perform credit checks for new customers to determine if an account deposit is required and if it is, then how much the deposit should be.
- CMD updated the Industrial Customer contact list during our annual update of the Emergency Response Manual for 2020.
- CMD has implemented its new Flex-Net meter reading platform to read water meters remotely from the office. The current coverage area includes the entire District boundaries (Chester, Great Falls, Richburg, and Fort Lawn).
- Continuing to improve work orders and service requests that are being sent to distribution crews and meter department staff using iPads. This allows service requests and work orders to be completed in a more-timely manner and cuts down on mileage and travel time.
- CMD staff has worked closely with Attorney Everett Stubbs and the Chester County Sherriff's Office to develop a successful prosecution plan for customers taking part in water theft.

Communications

- CMD has begun sending "Late Notices" via email or text messages to customers who have updated their personal contact information.
- CMD ramped up communication with customers on Facebook. We are now posting public information, meeting notices, disconnection notices, boil water notices, etc. on CMD's Facebook page. CMD is now using targeted messaging on Facebook to inform customers of important information.
- CMD management has developed an inter-agency communication plan to notify all employees of important information, changes in standard procedures, and changes in operational policy. Communication is through email.

Information Technology/IT

- Transitioned to AT&T FirstNet- A mobile phone platform dedicated to first responders which guarantees more reliable access during a crisis.

- Maintaining KnowBe4 Security & Tech Training - A platform to improve employee recognition and response to malicious attempts to compromise or breach informational systems.
- Continuing to expand SharePoint/Teams use – A platform used internally to provide file access and improve communication between employees.
- Released Tyler Notify to Billing for Late Notices – A platform used to communicate late payment and emergency communications with customers. (See also Communications section)
- Transitioning to a New Domain (ChesterMetroSC.com).
- Connecting the Filter Plant via Metro-E – Providing a better management and use of internal resources by implementing a private direct connection between the main office and filter plant.
- Rolling out Maas360 and Tablets for the Commissioners – Maas360 is a central management platform used in deployment and central management for mobile devices.
- Providing increased remote access to employees who need to work from home during and after Covid-19.
- Providing a platform to host virtual public meetings – WebEx.
- Continuation of a transition into the Azure/SharePoint space – We are continuing to migrate our server resources into a cloud-based environment (Azure).
- Providing an online solution for customers to process online applications – We accept and maintain public facing applications (Service Applications, Job Applications, etc.) using a secured service.
- Using Tyler Incode (financial and billing software) to manage inventory.
- Purchased a cyber security insurance policy. Coverage limit is 4 Million Dollars.

Policy Matters

- Implemented new software for backflow testing tracking which also has a web portal that backflow testers can send in their results by electronic submission. CMD hired a new employee who will manage the Back-flow Program.
- New Policies and Policy Revisions
 - 10-8-19 Approval of the Mitford Agreement and Resolution
 - 2-11-2020 Amend the Capital Recovery Fee from 50% to 100% paid up-front
 - 6-9-20 Approval of Customer Deposit Policy and Passage of Resolution
 - 7-14-20 Approval of Scott & Co Engagement Letter for Annual Audit
 - 8-11-20 Approval of Virtual Meeting Resolution
 - 8-11-20 Adopted P-Card Program
 - 8-11-20 Approval of Filter Plant Preliminary Design Contract
 - 8-11-20 Approval of Employee Overtime Policy related to Holidays
 - 8-11-20 Approval of Customer Grievance Policy
 - 9-8-20 Approval of Vehicle Lease Program
 - 9-8-20 Approval of Policy to Reduce Tap Fees for Residential Developers
 - 9-8-20 Approval to Participate in the GEAR Program; Approval of MOU and Resolution
 - 10-13-20 Approval of Contracts to Install two Flex-Net Antennas and one Lattice Tower

Staff Development

- CMD conducts Safety Training on a monthly basis. However, beginning in March 2020, most training was curtailed because of COVID. Training that was provided through October 2020 included:
 - HAZWOPPER
 - Hazardous Communication/Lock-Out Tag Out
 - Work Zone Flagger Training

- Confined Space Entry
- Competent Person (Excavation Safety Training)
- CMD now has AECOM (engineering consultants) developing safety training and technical programming for staff to maintain their professional water licenses. This service will be provided on an annual basis.
- CMD provides for staff to attend conferences, workshops, classes, and professional association meetings to get continuing education hours for maintaining professional licenses and certifications.
- Two CMD employees are currently completing college coursework for the benefit of CMD at York Tech. Both are scheduled to graduate in the summer of 2021.

EXECUTIVE DIRECTOR PERFORMANCE EVALUATION FORM

BOARD GOVERNANCE POLICY

Employee Name: Fred Castles

Evaluation Date: _____

This evaluation is for the period beginning October 2019 and ending October 2020

Each Commissioner is to give some thought to the Executive Director's performance. For each of the evaluation categories, bullet points have been provided to assist you with the evaluation. Optional: Please review the self-assessment prepared by the Executive Director that addresses each of the categories below.

Prior to the December 10th meeting, please make note of your observations using this form and bring it with you to the meeting. You do not need to give ratings prior to the meeting. At the meeting, the Board will reach a consensus on the ratings and comments for each category in order to "speak in one voice." The facilitator will lead the meeting and take notes. The Chair and Vice Chair will communicate the results to the Executive Director promptly after the closed session.

Leadership: Rating _____

5 - Outstanding, 4 - Above Average, 3 - Satisfactory, 2 - Needs Improvement, 1 - Unacceptable

- Inspires confidence, establishes credibility with Board, staff, active members, retirees, and others
- Maintains a "big picture" outlook and is aware of industry issues
- Exhibits diligence in leading the organization
- Forecasts trends, responds to change, and invites innovation
- Solicits and acts upon ideas of others when appropriate
- Provides direction and support to the Board regarding its fiduciary obligations and governance role
- Demonstrates excellence in carrying out job responsibilities and accomplishing goals
- Engages in learning and growth activities to improve job performance
- Participates in relevant and worthwhile professional organizations

General Comments or Examples:

Management: Rating _____

5 - Outstanding, 4 - Above Average, 3 - Satisfactory, 2 - Needs Improvement, 1 - Unacceptable

Manages the District's activities in accordance with relevant laws and Board policies
Develops reasonable budgets, communicates them to the Board, and operates within budgetary limits
Ensures the efficient and effective functioning of the System through delegation to the staff and outside service providers
Assesses and advises on adequate security for all official documents and technology systems
Recognizes the need for internal controls and promotes their value to the staff
Exhibits skill in problem solving

General Comments or Examples:

Communications: Rating _____

5 - Outstanding, 4 - Above Average, 3 - Satisfactory, 2 - Needs Improvement, 1 - Unacceptable

Keeps the Board and staff informed, and effectively communicates with them
Effectively communicates with and represents CMD, as the primary spokesperson and liaison, to outside stakeholders including employee organizations, consultants, state officials, the legislature, and the public
Provides testimony on legislative or regulatory matters impacting CMD
Organizes ideas and information logically and presents them well
Speaks and writes clearly and concisely, using understandable terminology
Effectively communicates with the employees and retirees, as necessary
Manages communications with the media and the general public
Projects a positive image as the Executive Director of the District

General Comments or Examples:

Policy Matters: Rating _____

5 - Outstanding, 4 - Above Average, 3 - Satisfactory, 2 - Needs Improvement, 1 - Unacceptable

Understands and respects the Board's policy role

Assists the Board on policy matters including the overall direction of the District and use of proper investment strategies

Recommends policies or changes to policies to comply with laws, and best management practices in the water utility industry

Effectively interprets Board policies and concerns, and develops a consistent direction for the staff to follow

Initiates changes in day-to-day operations to conform to established Board policies

Provides well-balanced information and clear recommendations to the Board as it establishes new policies

General Comments or Examples:

Staff Development: Rating _____

5 - Outstanding, 4 - Above Average, 3 - Satisfactory, 2 - Needs Improvement, 1 - Unacceptable

Creates an atmosphere that fosters teamwork, creativity, and participation

Assures all employees are well informed regarding CMD policies, procedures, and strategic direction

Sets clear standards of performance for the staff

Encourages professional development and appropriate training of staff

Addresses cross training and, if appropriate, succession planning, for key positions within the District

Assists supervisors in problem solving with employees

General Comments or Examples:

Rating Summary:

5 - Outstanding, 4 - Above Average, 3 - Satisfactory, 2 - Needs Improvement, 1 - Unacceptable

Categories	Rating
Leadership	
Management	
Communications	
Policy Matters	
Staff Development	
Overall	

Summary Comments:

Significant Accomplishments:

Areas Needing Improvement/Development Goals: