

**KINGSBURY GENERAL IMPROVEMENT DISTRICT
AGENDA ITEM #11**

TITLE: Discussion on Succession Plan and Selection of two Trustees for Succession Plan Subcommittee

MEETING DATE: November 17, 2020

PREPARED BY: Cameron McKay, General Manager

RECOMMENDED ACTION: Selection of two Trustees to work with the General Manager on a Succession Committee to complete a succession plan to bring back to the full Board of Trustees for approval.

BACKGROUND INFORMATION: Management Succession Planning is a process by which an individual or individuals are scanned to pass on the leadership role within a company. This process ensures that the business will continue to operate efficiently without the presence of people who were holding key positions as they must have retired etc.

This involves coaching and development of prospective successors or people within a firm or from outside to take up key positions through an organized process of assessment and training.

Revision of the job descriptions of the positions involved will smooth out a transition and allow for qualified personnel to fit into these positions. It ensures a smooth transition of power in the leadership role. If the successor is chosen within the district, it will help motivate the employees, and also save on cost and extra time which the management would have spent in scanning candidates from other utility firms.

To start with, we need to understand who we are as a public utility. At KGID we focus on consistency and reliability to our customers. We also need to remember that we answer to a number of regulatory agencies and that relationships have already been established between current employees and these agencies that may have taken years to develop.

Another key piece in succession planning is that it should not include just one promotion within the district. Someone must be moved into a potential vacant position once that person is promoted. This means that both the General Manager and Operations Superintendent job descriptions must be reviewed/revise to ensure the people selected can meet the qualifications of the positions.

With the proper benefits included in any of the compensation packages for the successor, this could be a powerful recruitment tool, helping KGID to improve retention and a company culture. The existing dedication of our staff to provide quality essential services with environmental sustainability could be drastically altered with the selection of the wrong person to be promoted or hired.

Promoting from within gives you an insight to how a person will react and work on a given situation. Customer service is paramount in this industry and potential hardships could be faced if these services and problems associated with them are not responded to them in a timely manner

The knowledge of the KGID philosophy is essential. Trustees with a long-standing knowledge of the utility and an understanding of the needs and concerns within the district will be needed on the succession sub-committee. Only two Trustees will be able to sit on this committee to alleviate any potential open meeting law violations. My suggestion is two Trustees, plus the General Manager will be the only committee members. Staff may be brought in for input as needed.

INCLUDED:

- 2 Planning documents from POOL/PACT
- Misc. information

Fund impacted by above action:

- | | |
|---|---|
| <input type="checkbox"/> All Funds | <input checked="" type="checkbox"/> Not a Budget Item |
| <input type="checkbox"/> Water Fund | <input type="checkbox"/> Sewer Fund |
| <input type="checkbox"/> General Fund | <input type="checkbox"/> Snow Removal Fund |
| <input type="checkbox"/> Not Budgeted for | <input type="checkbox"/> Emergency Spending |

Cam McKay

From: Natalie Yanish <natalieyanish@gmail.com>
Sent: Friday, November 20, 2020 10:52 AM
To: Cam McKay; darya
Subject: notes from Committee Meeting

Topic of Discussion to bring forth to the full BOD: Timeframes

- A Goal would be having a mentorship time period for the new GM to overlap with Cam for training and transition
 - Optimally Cam would leave 12/2022 – would stay on until 6/2023 if needed
- Consideration of internal candidates:
 - If promotions happen, it is a "domino" effect as whoever is being moved up will need a replacement and continued recruitment efforts
- Other future goals would be to:
 - Determine qualifications for job description recruitment (education and experience)
 - Have two months for open recruitment of the job to consider applications
 - Create a process for consideration of applications (evaluation, interviews in a public meeting with finalists)

Next Steps suggested by the Committee:

- Discussion on timeframes and Committee report at the Jan 19th 2021 meeting to the full BOD
- Discussion on Cam's contract in advance of expiration in June to give enough time for recruitment, training and transition before his retirement date (Dec 2022? or TBD).

Feel Free to adjust or add to these notes as you see fit.

- My Best,



NATALIE YANISH
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Cam's notes

Discussion on:

- Promote from within or go outside
 - If from within it shows all employees they have the ability to advance their careers
 - Existing staff already have valuable relationships with regulatory agencies
 - People from outside of industry are not familiar working with different agencies
 - Wrong person from outside could cause mass exodus of staff (ex; IVGID)
- Keep job description same with a few minor tweaks
- Extension of current GM contract for minimum 18 months would give time for slower transition
- If interim manager were needed, who would that be?

Needed from full board:

- Indication of willingness to extend existing GM contract. Time period?